

# City of Fort Saskatchewan

## Public Works Yard Needs Assessment

FINAL DOCUMENT

September 2025

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## EXECUTIVE SUMMARY

The City of Fort Saskatchewan commissioned this Needs Assessment to evaluate the capacity, functionality, and future suitability of its Public Works Yard, located within the Eastgate Business Park. As the city continues to experience steady population growth, urban expansion, and increasing service demands, the existing yard is facing significant space, facility, and operational challenges. This study provides a 20-year roadmap to guide infrastructure redevelopment, operational enhancements, and long-term capital planning.

### STUDY APPROACH

Cornerstone Planning Group developed the study through a five-stage process: project initiation, current state assessment, future resource analysis, option development, and reporting. The process involved engagement with eight business units operating out of the yard, analysis of staffing, equipment and facility data, and alignment with strategic municipal plans and growth projections.

### KEY FINDINGS

- Current Constraints: The site is operating at full capacity. Key facilities—especially the Old Shops and Parks Quonset—are outdated, functionally inadequate, and in poor condition. Site layout inefficiencies, lack of covered fleet parking, and inadequate staff support spaces are impacting operational performance and safety.
- Future Growth: The city’s population is projected to grow from ~28,600 in 2023 to over 56,000 by 2045. Permanent staff are expected to grow by ~36%, seasonal staff by ~22%, and vehicle/equipment needs by ~30%, placing further pressure on the yard.
- Facility Requirements: By 2045, the site will require nearly 45,000 m<sup>2</sup> of site space, including new administration and shop buildings, expanded laydown and parking areas, a wash bay, indoor heated vehicle storage, and more efficient circulation. This represents a 48% increase. The existing site cannot accommodate this growth without strategic redevelopment and the addition of a satellite yard.

### ACCOMMODATION STRATEGY

ATIA S.30(1)(c)

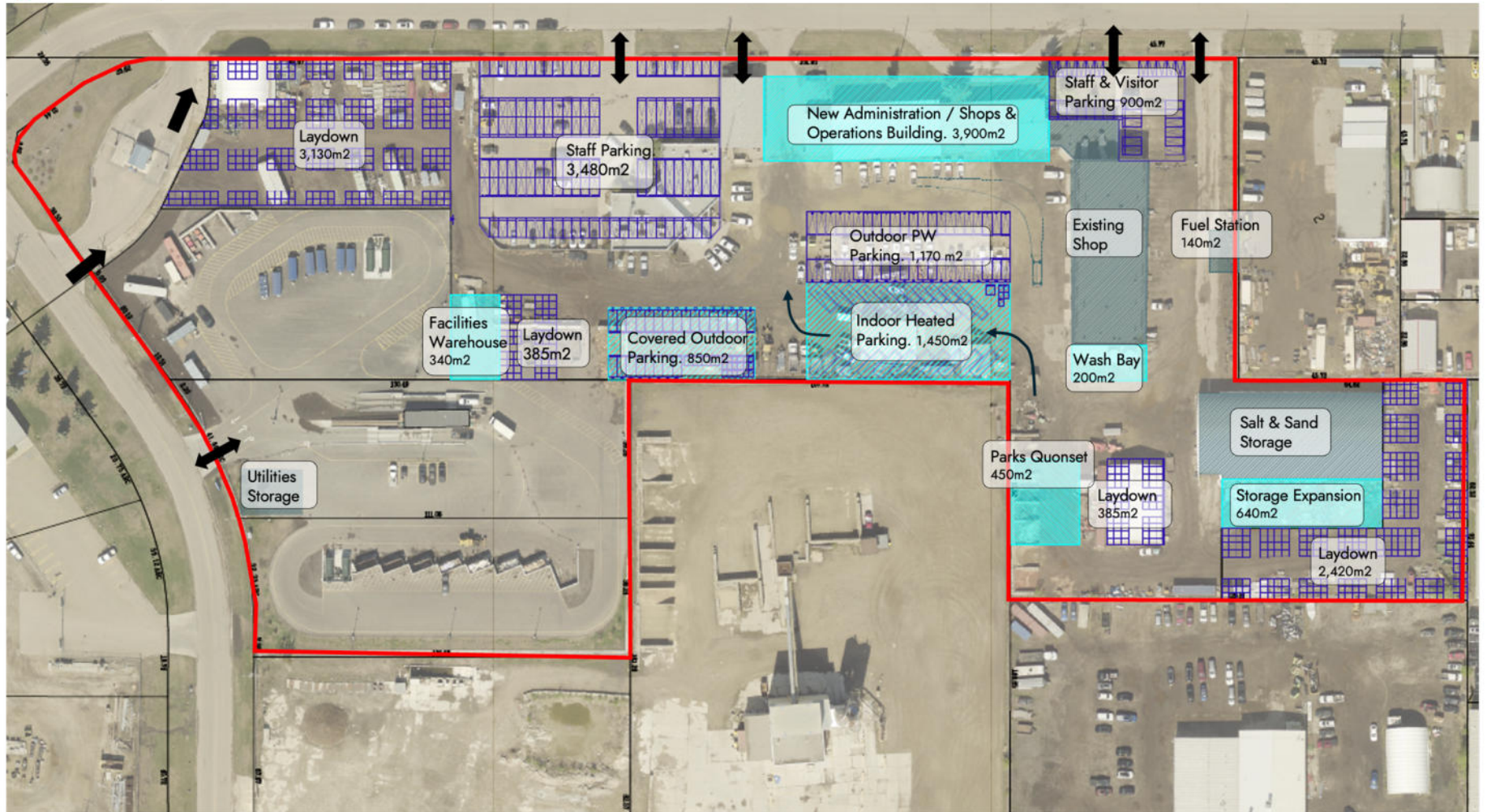
To address growing operational needs and site constraints, [REDACTED]

[REDACTED] the strategy has proceeded with a phased redevelopment plan that includes renovations at the main yard and the development of a satellite yard to support long-term growth and service delivery.

The following figure illustrates the proposed 2045 site plan:



Figure 1. 2045 Proposed Site Plan



A phased redevelopment plan was developed to address needs through to 2045:

- Immediate Term (by 2026–2027): Focused on outdoor parking improvements, yard organization, and replacement of the Parks Quonset. Includes demolition of the existing Quonset and development of new laydown areas adjacent to the Salt & Sand Storage and in the space currently occupied by the Quonset.
- Short Term (by 2030): Represents the largest investment period, centered on major facility construction. Includes leasing a temporary warehouse for Shop Services, demolition and remediation of the Old Shops, construction of a new combined Administration/Shop & Operations building, and adjacent new visitors and staff parking.
- Medium Term (by 2035): Encompasses a broad range of projects including demolition of the JEG building, redistribution and expansion of existing staff parking, expansion and relocation of the Facilities Warehouse, additional laydown areas, covered outdoor parking, expansion of Salt & Sand storage, development of a satellite yard (with warehouse, parking, and laydown areas), construction of a new wash bay, improved parking infrastructure, and relocation/expansion of the fuel station.
- Long Term (by 2045): Involves large-scale developments such as a new indoor heated parking building, relocation of the RV Dump to the Bulk Water Station area, and reorganization of the west laydown area.

### CAPITAL COSTS

The full build-out of the recommended projects is estimated at \$60.3 million in non-escalated capital costs, and \$74.0 million when escalated to account for anticipated construction timelines. These estimates include contingencies and soft costs but exclude potential land acquisition and unknown environmental conditions. The largest share of investment occurs in the short term, driven by the construction of the new Administration/Shop & Operations building. The medium term also represents a significant investment period due to the high number of planned projects, including satellite yard development, covered parking, and major infrastructure upgrades.

### STRATEGIC RECOMMENDATIONS

- Maximize Existing Site Use: The plan focuses on optimizing the current yard footprint through vertical building solutions and better land use.
- Satellite Yard Development: A new satellite yard is essential to relieve pressure on the main site and support growing operational demands, particularly in the city's expanding southern areas.
- [REDACTED]
- [REDACTED] **ATIA S.30(1)(c)**
- Incremental Investment: A phased, multi-decade implementation approach provides flexibility to adjust project timing as budgets and priorities evolve.

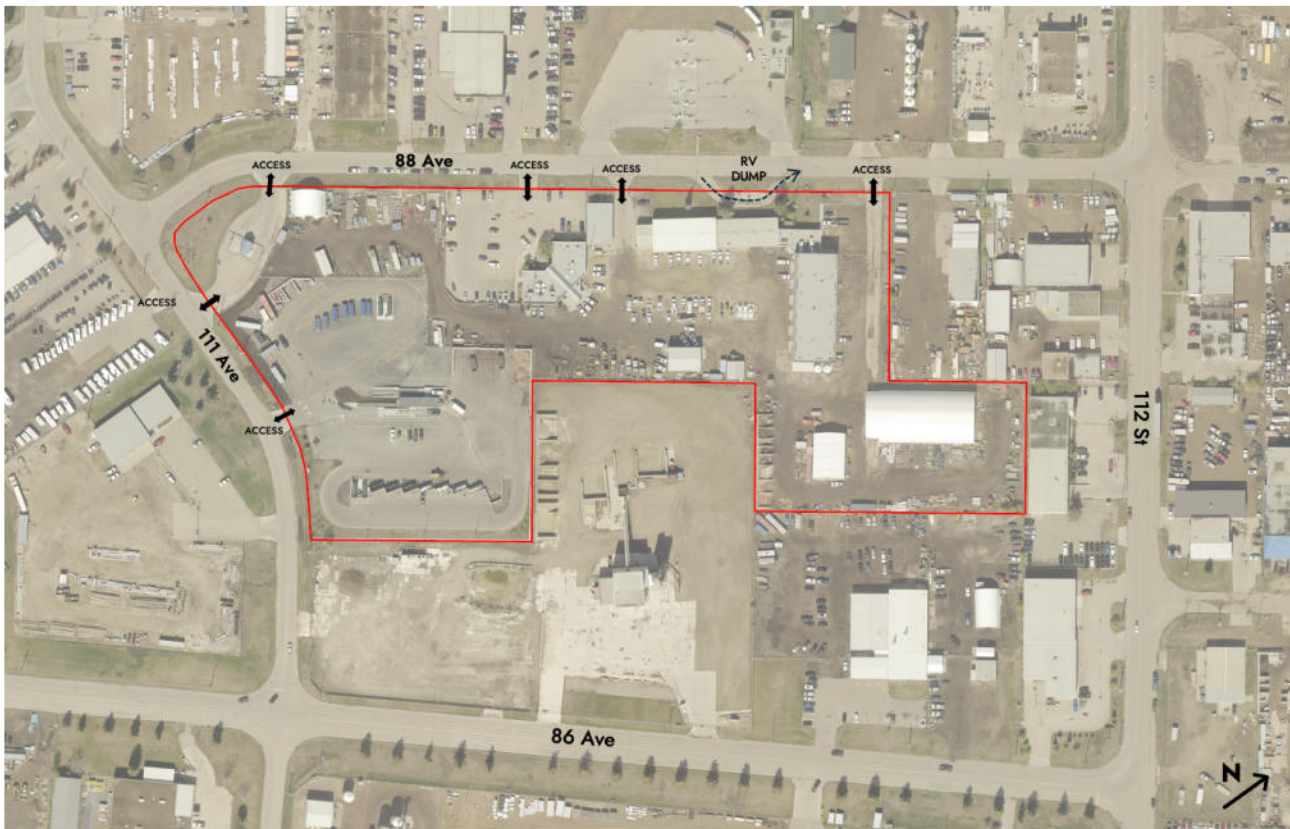


# 1 INTRODUCTION & CONTEXT

## 1.1 Context

Located within the Eastgate Business Park, the City of Fort Saskatchewan’s public works yard serves as a central hub for municipal operations, housing administrative offices, equipment facilities, and outdoor storage areas. As the City has grown and operational needs have evolved, the site and facilities have undergone improvements, changes and adaptations. However, increasing space constraints are now posing challenges to service delivery, affecting efficiency and overall operational effectiveness. To address this challenge, the City has recognized the need for a comprehensive Needs Assessment to evaluate current site utilization, project future requirements, and develop strategic optimization recommendations. These recommendations may include the expansion or redevelopment of existing infrastructure and the establishment of satellite yard locations.

Figure 2: City of Fort Saskatchewan Public Works Yard, 2025



## 1.2 Project Methodology

Cornerstone Planning Group in partnership with SSA Quantity Surveyors were contracted to complete the Needs Assessment. The project was completed following a 5-stage process.

Stage 1: Initiation	The project was initiated with a comprehensive background documentation review and preliminary discussions with the city project team to understand project goals and expectations and preferred project protocols. A detailed list of all guiding documentation reviewed can be referenced within Appendix A.
Stage 2: Current State Assessment	Stage 2 focused on developing a comprehensive understanding of the current state of service delivery, space utilization, and the challenges faced by each functional group. To support this, staff engagement sessions and site/facility tours were conducted, allowing for the collection of insights and firsthand observations, ensuring a holistic view of the operational landscape. Through this engagement process, additional data and background documentation were identified. A thorough review of historical records and supporting materials provided further insight into demand patterns, operational challenges, and the condition of existing infrastructure.
Stage 3: Future Resource Analysis	Using the collected data and insights, future planning assumptions were developed to guide the determination of future space requirements. This stage of the project included a comprehensive analysis of staff, vehicle, and space projections.
Stage 4: Option Development	Based on the identified needs, site/facility options were developed to address immediate-, short- and long-term needs, with careful consideration of operational efficiency, infrastructure expansion, and cost-effectiveness. Class D capital cost estimates were prepared for each option/project using the projected space needs as well as the anticipated project delivery timing.
Stage 5: Reporting	A detailed report encompassing methodology, findings, options, recommendations, and cost estimates was prepared ( <i>this report</i> ).

To ensure the accuracy and consistency of the project process, analysis, and findings with the realities of public works operations, the consultant team implemented regular check-ins/workshops at key project milestones

The study was completed over a 15-month timeline, beginning in June 2024 and finishing in September 2025.

### 1.3 Stakeholders Engaged

To gain a comprehensive understanding of the challenges and opportunities across the public works yard, key representatives from each department and business unit were interviewed. The following table outlines the stakeholders engaged in the analysis.



Table 1: Stakeholders Engaged

Department	Business Unit	Role/Position of Stakeholder
Public Works	Administration	<ul style="list-style-type: none"> <li>Public Works Director</li> <li>Office Supervisor</li> <li>Occupational Health &amp; Safety (OHS) Associate</li> </ul>
	Parks	<ul style="list-style-type: none"> <li>Parks Manager</li> <li>Parks Foreman</li> <li>Operator II</li> <li>Operator III</li> </ul>
	Roads	<ul style="list-style-type: none"> <li>Roads Manager</li> <li>Roads Foreman</li> <li>Team Lead (x3)</li> </ul>
	Transit	<ul style="list-style-type: none"> <li>Transit Supervisor</li> </ul>
Utilities & Sustainability	Utilities	<ul style="list-style-type: none"> <li>Utilities &amp; Sustainability Director</li> <li>Utilities Manager</li> <li>Utilities Foreman</li> <li>Waste Supervisor</li> <li>Team Lead</li> </ul>
	Sustainability	<ul style="list-style-type: none"> <li>Utilities &amp; Sustainability Director</li> </ul>
Fleet, Facilities & Engineering*	Fleet	<ul style="list-style-type: none"> <li>Fleet, Facilities &amp; Engineering Director</li> </ul>
	Facilities	<ul style="list-style-type: none"> <li>Fleet and Facilities Foreman</li> <li>Fleet and Facilities Coordinator</li> </ul>

\*Note: Due to their location in City Hall, the Engineering business unit was not part of this study

## 1.4 Guiding Documentation

The foundational documents listed in Appendix A have collectively shaped the planning framework and future space needs assessment for the Fort Saskatchewan Public Works Yard. Key among these are the 2024 Service Level Documents from the Public Works, Utilities & Sustainability, and Fleet, Facilities & Engineering departments, which articulate service expectations, define operational outputs, and link to program costs through Priority Based Budgeting (PBB). These were essential in establishing a baseline of current services and identifying strategic alignment for future service levels. Complementing city-wide plans—such as the Municipal Development Plan (2021), Transportation Master Plan (2018), and the Edmonton Metropolitan Region Growth Plan—provided policy direction and growth assumptions that inform infrastructure demand, demographic trends, and service delivery considerations across the region.

Other supporting documents and datasets offered more technical or operational insights. For instance, environmental remediation reports, area structure plans, and AutoCAD files informed site-specific development potential. Staff, vehicle, and equipment lists, along with organizational charts and departmental growth plans, grounded the study in the operational realities and capacity of each business unit. Additionally, older reports like the 2019 Voshell Needs Assessment and community plans such as the 2015 Recreation Facilities & Parks

Master Plan and 2014 Sustainability Plan offered historical perspectives and identified long-standing priorities still relevant today.

The full list of documents and their contributions can be found in Appendix A.

## 1.5 Space Planning Terminology

This glossary defines key space planning terms used in the Fort Saskatchewan Public Works Yard Needs Assessment. These terms help describe the types of spaces required to support current and future operations at the site, and inform space allocation, planning, and design strategies. Information in this document is organized using narrative, tables, and diagrams. Key definitions include:

- **Site Component/Building:** A group of related spaces that serve a common function on the public works site. Examples include Administration, Operational Support, Shops, Vehicle and Equipment Storage, and Warehouse/Storage Areas.
- **Internal Circulation:** The area used to move between spaces within a single Site Component or Building. For example, corridors within the Administrative Office area or aisles in the Parts Storage area. Internal circulation is included in the Site Component Gross Area.
- **External (or Major) Circulation:** The area used to move between Site Components, such as shared corridors, stairwells, vestibules, or access routes connecting various buildings on the site. This circulation is included in the overall Site Gross Area.
- **Net Square Meters/Feet (Net m<sup>2</sup> / Net ft<sup>2</sup>):** The usable area within a defined space or room, measured inside the walls and excluding wall thicknesses and circulation. This is the primary measure used to quantify functional space needs (e.g., offices, meeting rooms, bays).
- **Site Component Gross Square Meters/Feet (Component m<sup>2</sup> / Component ft<sup>2</sup>):** The total area of a Site Component, including internal circulation, interior partitions, and support spaces directly associated with that function.
- **Building Gross Square Meters/Feet (BG m<sup>2</sup> / BG ft<sup>2</sup>):** The total built area on the site, measured to the outer face of exterior walls. This includes all Site Components, internal and external circulation, building systems (mechanical, electrical, HVAC, etc.), and wall thicknesses.
- **Grossing Factors:** Allowances added to account for circulation space and building infrastructure. For each Site Component, a Component Grossing Factor (CGF) is applied (20% for operation functions, and 5% for storage and parking functions) to convert net space to gross space. Outdoor spaces do not receive a grossing factor. Building Grossing Factor (BGF): An additional multiplier applied to the sum of all Component Gross Areas to account for building-level systems, vertical circulation, and other shared infrastructure (15% for operation functions, and 5% for storage and parking functions).

## 2 CURRENT STATE OVERVIEW

The following section summarizes the existing organizational structure, the current set of services supported from the public works yard, and the current allocation of resources (staff, vehicles, facility and site space).

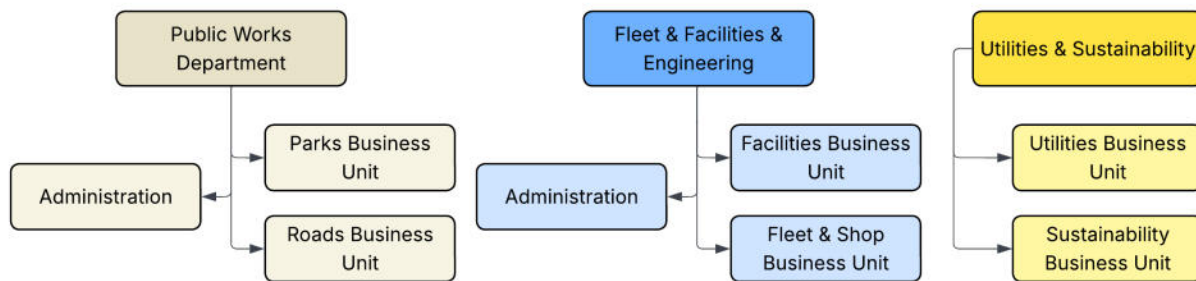
Figure 3: Interior View of the Fort Saskatchewan Public Works Yard



### 2.1 Organizational Structure

The Fort Saskatchewan Public Works Yard supports three departments and eight business units. These departments and business units are the focus of the study. They are organized as follows:

Figure 4. Public Works Yard Organizational Structure



Transit Services, a business unit within the Public Works Department, and Engineering, a business unit within Fleet, Facilities & Engineering Department, are both located at City Hall and are therefore not included in this analysis.

### 2.2 Services

As shown in the organizational chart, the services provided at the City of Fort Saskatchewan are split into three departments: Public Works, Fleet, Facilities & Engineering, and Utilities & Sustainability. The following section introduces the services and programs of each portfolio located at the Public Works Yard.

#### 2.2.1 PUBLIC WORKS

There are three business units within the Public Works Department. They are:

- The Administrative arm of the Public Works Department manages diverse responsibilities, emphasizing occupational health and safety to safeguard both employees and the public. This entails enforcing safety protocols, conducting training, and ensuring adherence to health regulations. The unit oversees budget management, customer service, coordinates infrastructure projects and maintenance, ensures efficient municipal services like road and parks maintenance, and oversees the sale and operation of the Fort Saskatchewan Cemetery. Long-term planning supports city growth and sustainability, prioritizing a safe working environment for all staff.
- The Parks Services business unit, within the Public Works Department, oversees the upkeep and enhancement of parks, cemetery, playgrounds, sports fields, outdoor courts, trails, and natural areas. They support community events and festivals in parks, managing setup and coordination. The unit consists of 7 key programs: Cemetery Operations, Litter and Garbage Control, Open Space Turf Maintenance, Playground and Outdoor Venue Maintenance, Trail Pathway and Sidewalk Clearing and Pathway Maintenance, Tree, Shrub and Horticulture Maintenance, and Events and Festivals.
- The Roads Services business unit within the Public Works Department oversees the maintenance and repair of the city's road infrastructure, bridge and traffic light inspections and maintenance, as well as drainage and storm water facilities operations and maintenance. Their responsibilities include filling potholes, resurfacing roads, and sealing cracks. During winter, they manage snow and ice control through plowing, salting, and sanding roads. Post-winter, the business unit conducts street sweeping to clear debris. They also install and maintain traffic signs and signals, perform line painting for road markings, and ensure the upkeep of sidewalks and pathways to promote pedestrian safety and accessibility. The Roads Services Business Unit consists of 4 key programs: Road and Bridge Maintenance, Snow Clearing and Ice Control, Stormwater Drainage and Ditches, and Traffic Control and Lighting.

### **2.2.2 FLEET, FACILITIES & ENGINEERING**

Fleet, Facilities, and Engineering (FFE) consists of three business units: Fleet & Shop, Facilities, and Engineering (excluding from analysis).

- Fleet & Shop are in charge of managing the ongoing maintenance of the City's fleet of vehicles, with Fleet primarily focusing on the coordination of such activities while Shop (comprised of mechanics) focuses on the maintenance activities themselves.
- Facilities is responsible for managing and maintaining all municipal buildings and facilities in Fort Saskatchewan while Custodial Services is responsible for the cleaning of all City facilities and is closely involved with event set-up and teardown activities.
- Fleet Services performs all planned and preventative maintenance on fleet and equipment according to manufacturer's specifications and Provincial codes, including fuel costs for the equipment and vehicle fleet.
- Fleet Services also performs all unplanned maintenance and repairs to fleet and mobile equipment as required.
- Facilities Services performs and coordinates preventative and unplanned maintenance and repairs to all City facilities, including managing some lease revenue and rental revenue from City rental spaces.

- Facilities Services, through Custodial Services, cleans all City facilities and provides facility monitoring during rental activities.
- Facilities Services manages the Facility Life Cycle program, including the replacement of key building components to ensure maximum utilization of facility infrastructure.

### 2.2.3 UTILITIES & SUSTAINABILITY

The Utilities & Sustainability Department of Fort Saskatchewan oversees programs aimed at safeguarding the community and environment. It is comprised of two business units:

- Utilities Services ensures access to clean drinking water, manages sewer and waste removal for public health protection, and maintains utility infrastructure assets through policies and standards.
- The Sustainability business unit has been created to help spearhead environmental stewardship initiatives, aligning with the city’s commitment to responsible resource use and sustainable practices.

## 2.3 Staffing

As of April 2025, the Fort Saskatchewan Public Works Yard employs 91 full-time staff and 74 seasonal, part-time, or relief staff—the majority of whom are seasonal. The table below summarizes the current staffing complement by department and business unit.

Table 2: Current Staffing Summary Table

Department	Business Unit	Permanent FTE	Seasonal / Part Time FTE	Total
Public Works	Administration	7	-	7
	Parks	15	54	69
	Roads	19	3	22
	<b>PW Total</b>	<b>41</b>	<b>57</b>	<b>98</b>
Fleet, Facilities & Engineering	Administration	3	-	3
	Facilities	26	15	41
	Fleet & Shop	4	-	4
	<b>FFE Total</b>	<b>33</b>	<b>15</b>	<b>48</b>
Utilities & Sustainability	Utilities	16	2	18
	Sustainability	1	-	1
	<b>U&amp;S Total</b>	<b>17</b>	<b>2</b>	<b>19</b>
<b>TOTAL</b>		<b>91</b>	<b>74</b>	<b>165</b>

## 2.4 Site & Facilities

Located at 11121 88 Avenue in Fort Saskatchewan, the Fort Saskatchewan Public Works Yard is ~47,050 m<sup>2</sup> (or ~11.6 acres) in size and is situated in the northeastern portion of the city, in an industrial area. The image



below shows the location of the Public Works Yard within the City of Fort Saskatchewan. Situated just east of Downtown and close to Highway 21, the site lies within the Eastgate Business Park. The inset map provides a closer view of the site boundaries, highlighted in red, in relation to nearby industrial and residential areas. The city's proximity to Edmonton (approximately 25 km to the southwest) is also shown for regional context.

Figure 5. Fort Saskatchewan Public Works Yard Context Map



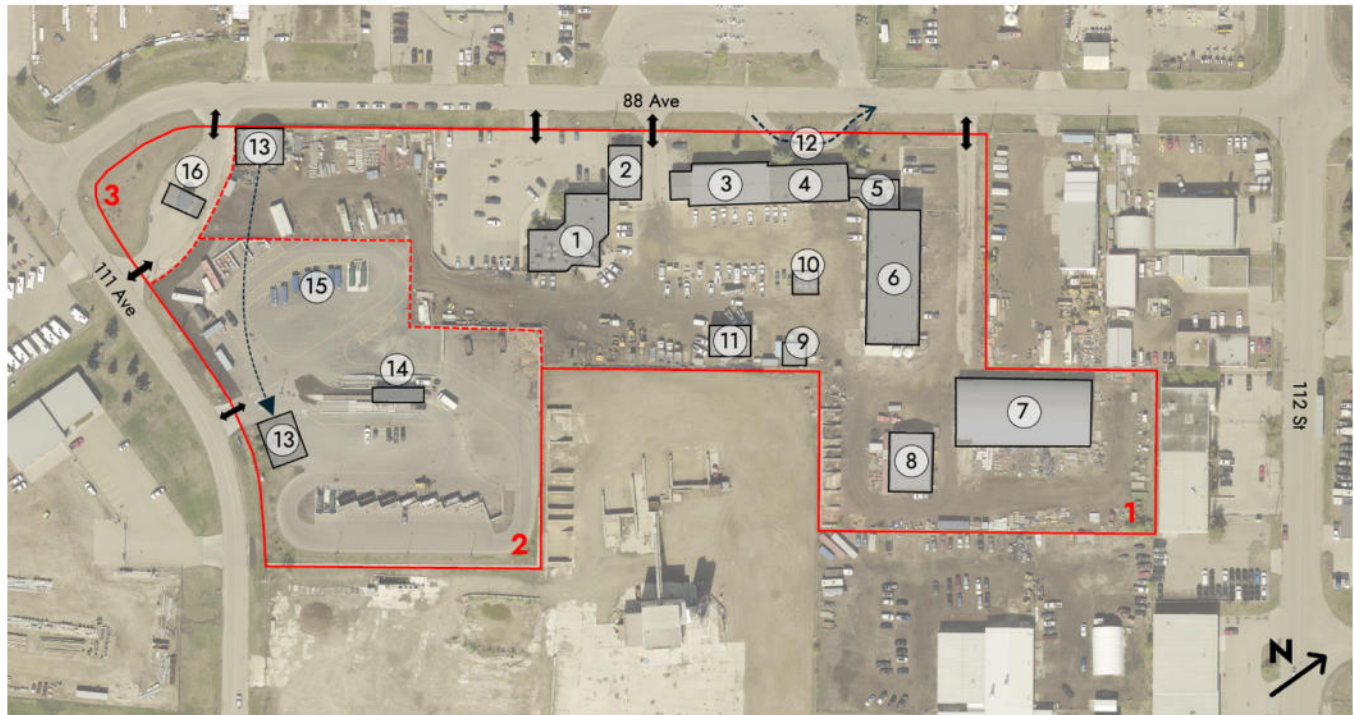
The site includes 16 distinct buildings and structures, constructed over several decades, with the oldest dating back to the 1970s. The map below identifies their locations and groups the site into three main lots based on current in-situ divisions. It also reflects the recent relocation of Utilities Storage (Building #13) to the Scale House lot. The table preceding the map outlines the total area associated with each of the current site subdivisions:

Table 3. Operational Subdivision Lots

#	Operational subdivision	Area (m2)
1	Public Works Main Operational Area	30,865
2	Transfer and Eco Station – Scale House	14,090
3	Bulk Water Station	2,095

	<b>Total Area</b>	<b>47,050</b>
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Figure 6: Public Works Yard Buildings and Structures



The following table lists the buildings and structures along with their corresponding areas:

Table 4. Buildings and Structures list

#	Building / Structure	Area (m <sup>2</sup> )	Area (ft <sup>2</sup> )
1	JEG	665	7,158
2	JEG X	260	2,799
3	Old Shop #1	570	6,135
4	Old Shop #2	425	4,575
5	Fleet Connection	225	2,422
6	Fleet Shop	1,140	12,271
7	Salt & Sand Storage	1,290	13,885
8	Parks Quonset	350	3,767
9	Tire Storage	75	807
10	Fuel Station	70	753
11	Facilities Warehouse	185	1,991
12	RV Dump Station (1)	-	-
13	Utilities Storage (**)	225	2,422
14	Scale House (*)	90	969

#	Building / Structure	Area (m <sup>2</sup> )	Area (ft <sup>2</sup> )
15	Transfer and Eco Station (*)	-	-
16	Bulk Water Station (*)	235	2,530

(1) The RV Dump is shown to indicate its current location. Its area of occupancy will be detailed later in the document, as it is not a building or above-ground structure.

(\*) These buildings and structures are shown for reference. The future state accommodation strategy will not suggest any changes to scale or location of these buildings/structures.

(\*\*) The Utilities Storage Building will be relocated to the Transfer and Eco Station lot as per existing development plans.

The buildings / structures are organized into four main zones of activity:

- **Administrative / Office:** The central part of the site (i.e. the JEG and JEG-X buildings) accommodates the administrative / office functions.
- **Operations:** The Old Shops, Fleet Connection, Fleet Shop, Fuel Station, Tire Storage, and Facilities Shop represents the operational workshop and indoor storage space on site.
- **Operations Laydown:** The north-east and south-west areas of the site are utilized as laydown areas.
- **Publicly Accessible:** Adjacent to the Utility Quonset and laydown area is the recently developed Transfer and Eco Station and Scale House managed by Utilities business unit, and the Bulk Water Station. The Eco and Transfer Station and the Bulk Water Station are publicly accessible zones. The site also features an RV Dump Station, which is located adjacent to the Old Shops and parallel to 88 Ave.

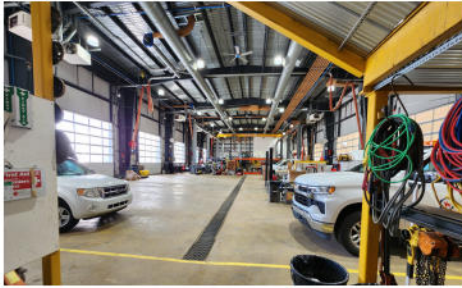


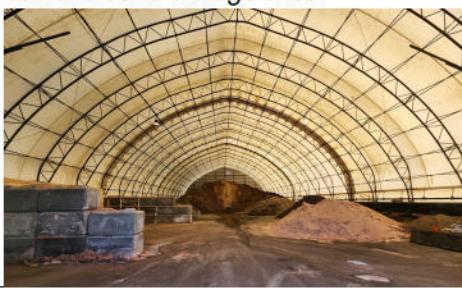
The following table introduces key information related to age, occupant and physical condition for each building / structure.




*Note: While there are no formal building condition assessment reports to inform the physical condition assessment, a high-level visual assessment has been completed.*

Table 5: Building / Structure Physical Condition Information

Building / Structure	Description
<p><b>James E. Graham Building (JEG)</b></p>  <p>Year Constructed: 1993 Area: 665 BGM<sup>2</sup></p>	<p>The JEG building is primarily utilized by Public Works Administration as well as administrative and leadership of the Parks, Roads, and Utilities and Sustainability business units. Due to the lack of operational support space on the site, this facility is also utilized by operational staff members for lunch, training and locker room usage.</p> <p>The building is a single-story construction, with the majority of the facility being utilized for administration spaces (office, workstations, meeting rooms, etc.). The building is very well utilized with no opportunity to accommodate personnel, equipment or supply growth.</p> <p>Members of the public are able to access the facility, most commonly by appointment and to meet with members of Parks for cemetery related</p>

Building / Structure	Description
	<p>activities.</p> <p>The physical condition of the facility is considered to be “Fair” based on a qualitative inspection.</p> <p><b>NOTE:</b> The possibility of expanding the JEG Building by adding a second storey was explored, based on the initial understanding that the building may have been designed to accommodate vertical expansion. However, a review of the construction drawings revealed no structural provisions or design elements to support the addition of a second storey. This conclusion was further validated through discussions with the City’s engineering team, who confirmed that the original design did not include considerations for vertical expansion.</p>
<p><b>James E. Graham Building Extension (JEG-X)</b></p>  <p>Year Constructed: 2007 Area: 260 BGm<sup>2</sup></p>	<p>The JEG-X building, constructed using modular methods, is situated immediately adjacent to the JEG building. It was developed to support the growth of on-site personnel and to address space constraints within the original JEG facility. Currently, the building serves as the primary administrative hub for the Facilities business unit and includes offices, open workstations, staff support areas, and storage facilities.</p> <p>The physical condition of the facility is considered to be “Good” based on a qualitative inspection.</p>
<p><b>Old Shops (#1 &amp; #2)</b></p>  <p>Year Constructed: 1970’s Area: 995 BGm<sup>2</sup></p>	<p>The Old Shops facility is currently used by several operational business units, including Roads, Parks, and Utilities, primarily for storage, workshop activities, fleet parking and staff support functions. The building houses the Roads Sign Shop, Parks Workshop, and Utilities Workshop, serving as a base for day-to-day operations and equipment storage.</p> <p>Constructed several decades ago, the facility exhibits clear signs of physical deterioration, consistent with its age and prolonged use. Over time, the evolving needs of municipal services, increased staff requirements, and shifts in operational expectations have further strained the building’s functional capacity. The internal layout no longer supports efficient workflows, and the overall condition of the space hampers productivity and safe operation.</p> <p>The physical condition of the facility is considered to be “Poor” based on a qualitative inspection.</p>
<p><b>Peter Schmidt Mechanic Shop “Fleet</b></p>	<p>Commonly referred to as the “Fleet Shop,” the Peter Schmidt Mechanic</p>

Building / Structure	Description
<p><b>Shop</b></p>  <p>Year Constructed: 2012 Area: 1,140 BGm<sup>2</sup></p>	<p>Shop is physically connected to the Old Shops via the Fleet Connection building. The facility includes six double bays and serves as the primary maintenance and repair space for the mechanics. Its core function is to support mechanical operations, including vehicle and equipment servicing.</p> <p>The facility is well-maintained and functions efficiently in support of its operational role. It is also frequently sought after by other business units for temporary parking during winter months due to its enclosed, heated bays.</p> <p>The physical condition of the facility is considered to be “Excellent” based on a qualitative inspection. However there is an existing lack of storage.</p>
<p><b>Fleet Connection</b></p>  <p>Year Constructed: 2012 Area: 225 BGm<sup>2</sup></p>	<p>The Fleet Connection building links the Peter Schmidt Mechanic Shop with the Old Shops and provides key support functions for Fleet operations. The space includes office areas, touchdown workstations, washrooms, and a small changing area for staff. Although modest in size, the facility is functional and effectively supports day-to-day administrative and operational activities associated with Fleet services.</p> <p>The physical condition of the facility is considered to be “Excellent” based on a qualitative inspection.</p>
<p><b>Facilities Warehouse</b></p>  <p>Year Constructed: 2012 Area: 185 BGm<sup>2</sup></p>	<p>The Facilities Shop is a single storey garage space that supports the Facilities business unit. The building functions as a workshop space for equipment maintenance and for materials and supplies storage. The building is not serviced by water or sewer, and therefore lacks a washroom, limiting its functionality for daily operations.</p> <p>The physical condition of the facility is considered to be “Good” based on a qualitative inspection.</p>
<p><b>Salt and Sand Storage Shed</b></p> 	<p>This structure serves the Roads business unit by providing covered storage for sand and salt used in winter road treatment and maintenance activities. While functionally essential, the shed presents operational challenges due to limited circulation space around the entryway. These constraints hinder the efficient loading of materials onto trucks.</p> <p>The physical condition of the facility is considered to be “Fair” based on a qualitative inspection.</p>

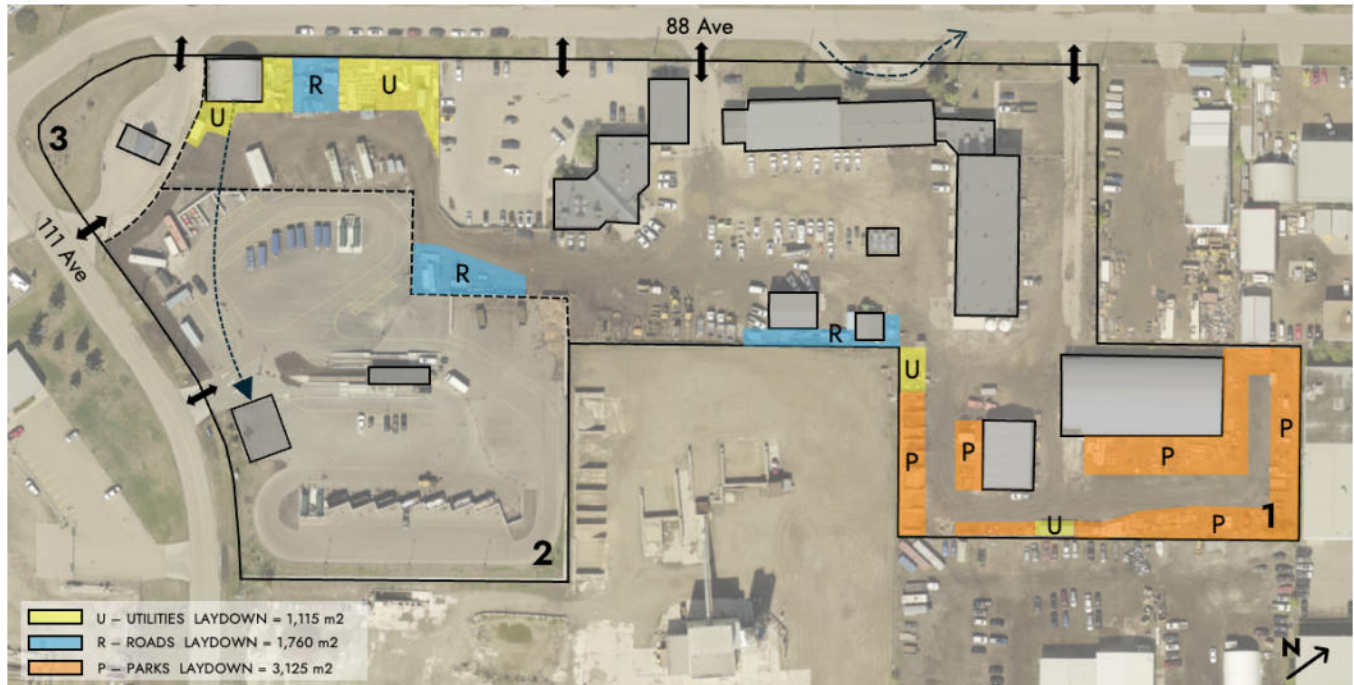
Building / Structure	Description
<p>Year Constructed: 2010 Area: 1,290 BGm<sup>2</sup></p> <p><b>Parks Storage Quonset</b></p>  <p>Year Constructed: 1970s Area: 350 BGm<sup>2</sup></p>	<p>The Parks Storage Quonset provides covered space for storing mowers, attachments, and small equipment for the Parks business unit. The Quonset is not heated, limiting its functionality during colder months and reducing its suitability for certain types of equipment or material storage.</p> <p>The physical condition of the facility is considered to be “Poor” based on a qualitative inspection.</p>
<p><b>Tire Storage</b></p>  <p>Year Constructed: 1970s Area: 75 BGm<sup>2</sup></p>	<p>This facility was formerly used by the Parks business unit as a shop space but was repurposed for tire storage following an electrical fire. While the building is heated, tire storage is not considered its highest and best use, and the current use is expected to be temporary. Storage conditions for tires are suboptimal, highlighting the need for future reallocation of the space.</p> <p>The physical condition of the facility is considered to be “Fair” based on a qualitative inspection.</p>
<p><b>Fuel Station</b></p>  <p>Year Constructed: 2016 Area: 70 BGm<sup>2</sup></p>	<p>The Fuel Station services city-owned fleet vehicles and equipment, providing gasoline and diesel to support the operations of Public Works, Emergency Services, and other departments. The facility is essential for maintaining fleet readiness, reducing downtime, and ensuring service continuity. Congestion around the station is a recurring challenge due to the site layout and limited covered vehicle storage nearby.</p> <p>The physical condition of the facility is considered to be “Excellent” based on a qualitative inspection.</p>
<p><b>Transfer and Eco Station Scale House</b></p>	<p>The Scale House supports the operations of the Transfer and Eco Station, which is managed by the Utilities &amp; Sustainability department. It facilitates waste consolidation from residential, commercial, and industrial sources, and offers public drop-off services for recyclables, hazardous waste, and bulky materials. The facility supports the City’s broader waste diversion and environmental sustainability objectives.</p>

Building / Structure	Description
 <p>Year Constructed: 2022 Area: 90 BGm<sup>2</sup></p>	<p>The physical condition of the facility is considered to be “Excellent” based on a qualitative inspection.</p>
<p><b>Utilities Storage</b></p>  <p>Year Constructed: 2012 Area: 120 BGm<sup>2</sup></p>	<p>This structure is used by the Utilities &amp; Sustainability business unit for the storage of garbage and organic carts. While generally effective for its purpose, the building experiences water leakage issues at the connection to an adjacent seacan. These drainage concerns can become particularly problematic during freeze-thaw cycles and may require mitigation to maintain storage integrity.</p> <p>The physical condition of the facility is considered to be “Good” based on a qualitative inspection.</p>
<p><b>Bulk Water Station</b></p>  <p>Year Constructed: 2003 Area: 235 BGm<sup>2</sup></p>	<p>The Bulk Water Station enables the purchase and distribution of potable water in large volumes. It supports a range of needs, including commercial and construction use, agricultural applications, and residential landscaping or pool filling. It also functions as a critical backup resource for emergency services. The station is equipped with user-friendly systems to facilitate efficient and controlled access.</p> <p>The physical condition of the facility is considered to be “Excellent” based on a qualitative inspection.</p>
<p><b>RV Dumping Station</b></p>  <p>Year Constructed: 1988 <i>Its area of occupancy will be detailed later in</i></p>	<p>The RV Dumping Station provides a sanitary and convenient location for RV owners to dispose of grey and black water. It serves residents and visitors alike, supporting environmental protection and contributing to Fort Saskatchewan’s appeal as an RV-friendly destination. The facility experiences ongoing circulation challenges, including limited space for RVs waiting to access the station, which can sometimes create long lines extending onto the road, and its location across from a busy fueling station for large trucks, both of which can pose hazards and impact overall site functionality.</p> <p>The physical condition of the facility is considered to be “Good” based on</p>

Building / Structure	Description
<i>the document, as it is not a building or above-ground structure.</i>	a qualitative inspection.

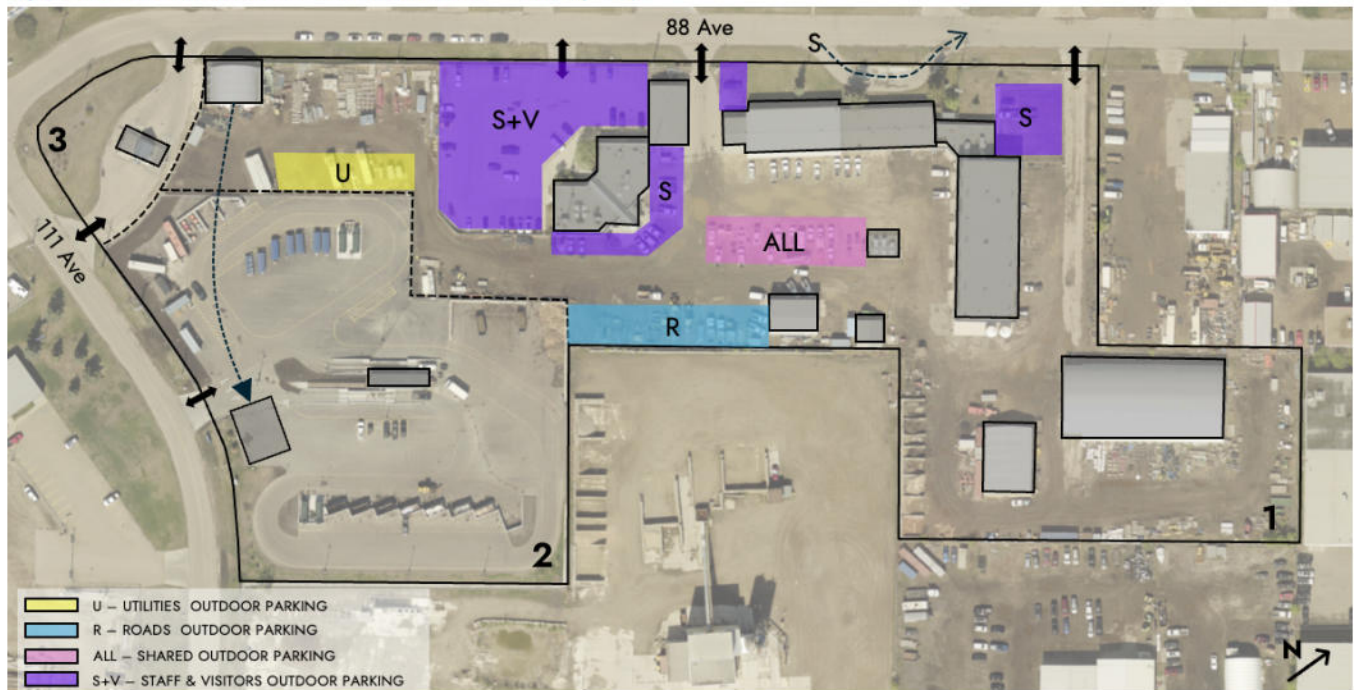
Onsite, there is approximately ~6,000 m<sup>2</sup> of outdoor laydown space shared amongst Parks, Roads, and Utilities & Sustainability (each taking up ~3,125 m<sup>2</sup>, ~1,760 m<sup>2</sup>, and 1,115 m<sup>2</sup> respectively). Laydown areas in parts are roughly organized and are fragmented across the yard. There is limited use of vertical storage racks currently.

Figure 7: Fort Saskatchewan Public Works Yard – Laydown Area Map



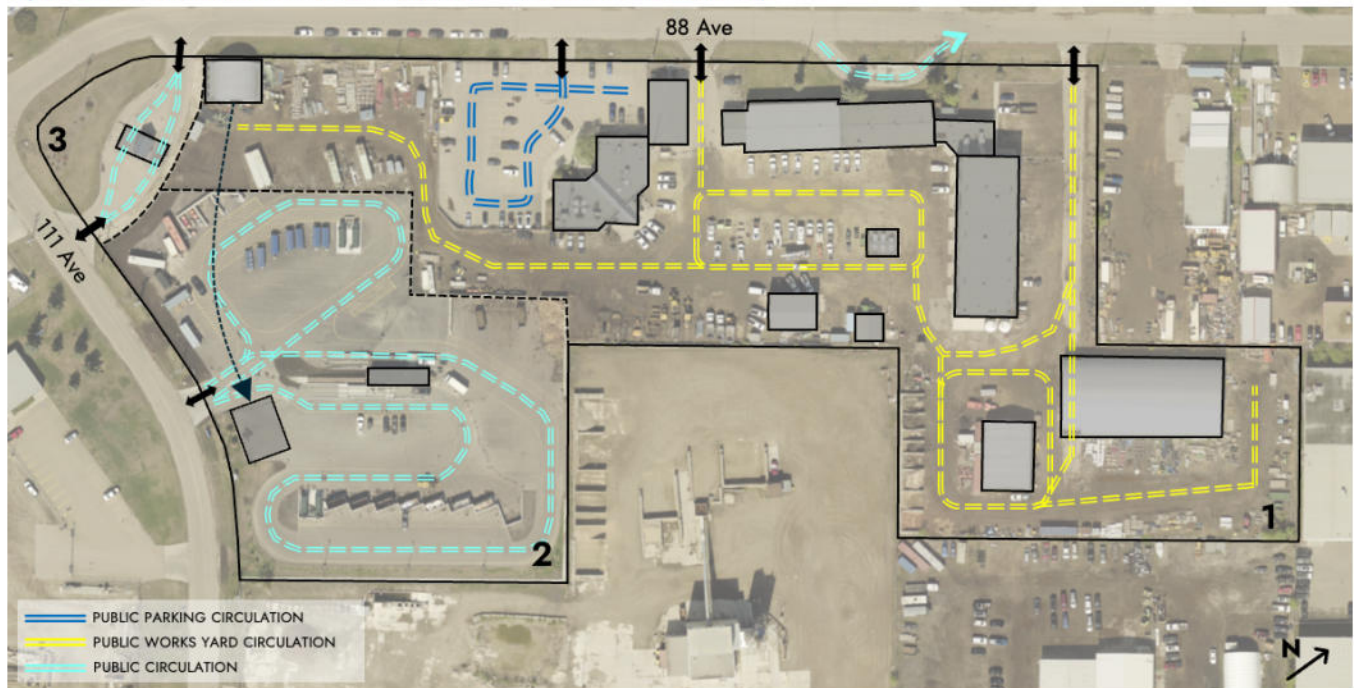
The Fort Saskatchewan Public Works Yard includes approximately 2,440 m<sup>2</sup> of outdoor Public Works parking, including dedicated areas for Utilities (700 m<sup>2</sup> in yellow), Roads (850 m<sup>2</sup> in blue), and Shared Parking (890 m<sup>2</sup> in magenta). Additionally, there are 4,240 m<sup>2</sup> of staff and visitor parking (in red), which comprises various allocations labeled as Staff + Visitor Parking (S+V = 2,970 m<sup>2</sup>), and Staff Parking (S = 1,270 m<sup>2</sup>).

Figure 8. Fort Saskatchewan Public Works Yard – Parking Map



The Public Works Yard features three primary types of circulation, as shown in the map below, each serving different users and operational needs. Public circulation (green) supports access to several key public-facing facilities, including the RV dump station, bulk water station, Transfer and Eco Station, and the Scale House, primarily concentrated in Lots 2 and 3. Public parking circulation (red) is limited to the area near the main entrance off 88 Avenue, providing access to staff and visitor parking with direct access to the JEG and JEG X buildings. Public Works Yard circulation (yellow) extends across lot 1 and facilitates internal movement of Roads, Utilities, and Parks fleet vehicles. These distinct circulation routes reflect the operational complexity of the yard and the need to manage both public access and internal logistics effectively.

Figure 9. Fort Saskatchewan Public Works Yard - Circulation and Flows Map



The following table summarizes the current allocation of site and building area across the Public Works yard in the Public Works Main Operational Area # 1:

Table 6: Existing Spaces Summary Table by Space Type for the PW Main Operational Area # 1

Site Component	BG Area (m <sup>2</sup> )	BG Area (ft <sup>2</sup> )	%
<b>Buildings / Structures</b>	<b>5,480</b>	<b>58,986</b>	<b>18%</b>
Administration	925	9,957	
Operations Support (1)	360	3,875	
Old Shops	995	10,710	
Fleet Connection	225	2,422	
Fleet Shop	1,140	12,271	
Salt & Sand Storage	1,290	13,885	
Storage /Warehouse Facilities	835	8,988	
Fuel Storage	70	753	
<b>Parking Areas</b>	<b>6,680</b>	<b>71,903</b>	<b>22%</b>
Outdoor Staff/Visitor Parking	4,240	45,639	
Outdoor PW Parking	2,440	26,264	
<b>Laydown Areas</b>	<b>6,000</b>	<b>64,584</b>	<b>20%</b>
Parks Laydown	3,125	33,637	
Roads Laydown	1,760	18,945	
Utilities Laydown	1,115	12,002	
<b>RV Dump Area</b>	<b>550</b>	<b>5,920</b>	<b>2%</b>

Site Component	BG Area (m <sup>2</sup> )	BG Area (ft <sup>2</sup> )	%
Circulation	11,655	125,453	38%
<b>Total Areas</b>	<b>30,865</b>	<b>332,228</b>	<b>100%</b>

(1) This area is not included in the total, as it is in the mezzanine level of the Old Shops.

To support the delivery of public works services, the City also relies on several satellite yards strategically located throughout the community. These include four parks satellites and one satellite site for road materials. Their locations are shown on the following map, followed by photos of each site:

Figure 10. Satellite Sites location



The following table identifies each Satellite site:

Table 7. Satellite Sites location

#	Location	Currently supports
1	Fort Heritage Park	Parks
2	Mowat Park	Parks
3	West Rivers Edge	Parks
4	Macmillan Park	Parks
5	Material Handling Site*	Roads

\* There is an approved project in place to relocate the Material Handling site.

## 2.5 Vehicles & Equipment

Across all Public Works, Utilities and Sustainability, and Fleet, Facilities, and Engineering business units, the Fort Saskatchewan Public Works yard has a vehicle and equipment (includes attachments and trailers) inventory of 126 units (April 2025 data). For the purposes of spatial planning, vehicles and equipment have been divided into four categories based on their typical parking requirement dimensions: Heavy vehicles (56.2 m<sup>2</sup> per unit), Light vehicles (32.5 m<sup>2</sup> per unit), Small vehicle/equipment (15 m<sup>2</sup> per unit), and Other (6 m<sup>2</sup> per unit). This categorization supports accurate area requirements. The following summary table below breaks down vehicles and equipment by business unit, and details their equipment type (heavy, light, small, other):

*Table 8. Existing Vehicles & Equipment (includes attachments and trailers)*

Business Unit	Heavy	Light	Small	Other	Totals	%
Parks	-	23	20	3	46	
Roads	12	32	8	2	54	
Utilities	-	12	-	-	12	
Facilities	-	13	-	-	13	
Fleet & Shop	-	1	-	-	1	
<b>Totals</b>	<b>12</b>	<b>81</b>	<b>28</b>	<b>5</b>	<b>126</b>	<b>100%</b>

## 2.6 Site and Facility Challenges

Throughout the assessment of the current state of the yard, several site and facility challenges were identified. The following section summarizes the noted challenges. The future yard requirements will aim to address as many of the challenges as possible.

### 2.6.1 Site Challenges

**Site Size and Configuration** The Works Yard has evolved over time in response to growing operational demands. However, the site is now operating at full capacity, with limited flexibility to accommodate current or future needs. Key challenges include constrained vehicle circulation, limited access to essential facilities, and inefficient site layout. Restricted movement in several areas, particularly around operational buildings and storage zones, contributes to delays and safety concerns. Additionally, the fragmented arrangement of laydown and storage areas hinders overall efficiency and complicates daily operations.

**Site Expansion Opportunities** The current facility is significantly limited by the lack of expansion opportunities, with surrounding land use—such as public infrastructure and privately owned properties—constraining future growth opportunities. Without the option to expand beyond the existing footprint, any future improvements must focus on optimizing internal layout, circulation, and resource allocation within the current boundaries.

**Site Location** The site is appropriately situated within an industrial area in northeast Fort Saskatchewan, aligning well with surrounding land uses. However, considering the service catchment areas of Public Works and related departments—and with future growth expected to concentrate in the southwest—the current location may increasingly limit operational efficiency. A more central facility, or the addition of a strategically located satellite site, would better position services to respond to this shifting demand.

## 2.6.2 Facility Challenges

**Facility Age and Poor Condition** Several structures on-site are in declining condition, with some approaching or exceeding their expected service life. Key facilities exhibit signs of significant wear, including structural deterioration, environmental exposure, and inadequate protection for equipment and materials. These conditions limit their effectiveness in supporting current operational needs and raise concerns about long-term functionality, safety, and asset preservation.

**Space and Growth Challenges** Several buildings on-site face space and capacity constraints. Administrative facilities are at or near capacity, with limited room for growth. Temporary measures, such as converting meeting rooms into workstations and using modular buildings are no longer sustainable. Staff amenities are inadequate, with undersized changerooms, limited washrooms, and insufficient storage. Multi-use spaces, such as kitchens doubling as meeting rooms, compromise both functionality and efficiency.

**Operational Facility Space** Operational facilities face deficiencies that impact functionality, safety, and long-term viability.

- Many buildings suffer from poor physical conditions, including damaged floors, leaks, and flooding, which hinder day-to-day operations.
- The dispersed arrangement of buildings limits operational efficiency.
- Electrical and HVAC systems are outdated and operating at or beyond capacity, limiting the ability to accommodate new equipment or to reliably maintain current demands.
- Space constraints have led to the use of non-purpose-built areas, such as mezzanines and poorly organized rooms for heavy supply/material storage, creating safety risks.
- None of the facilities meet post-disaster building standards, leaving critical operations vulnerable during emergencies.

### 2.6.3 Business Unit Specific Challenges

The following table summarizes key facility and site challenges identified across various business units. While some issues are shared broadly, many are specific to individual departments, reflecting their unique operational needs and constraints.

*Table 9: Business Unit Specific Challenges*

Business Unit(s)	Identified Challenge(s)
Public Works Administration	No space for personnel growth; inadequate meeting, collaboration, and staff support areas; poor noise control; limited environmental controls; insufficient visitor workstations.
Parks Services	Insufficient training and operational support spaces; fragmented office/operations layout; inadequate fleet parking (indoor/outdoor); lack of covered storage; no compassionate public meeting space for cemetery service; site constraints limit program growth.
Roads Services	No on-site fleet washing; insufficient fleet parking and operational support spaces; fragmented staff locations; inadequate office space for leadership; 24/7 service expansion constrained by site.
Utilities	Inadequate and unsafe equipment storage; no on-site fleet washing; insufficient fleet parking; fragmented staff layout; limited office and staff support spaces; site congestion at RV sanitation; potential future space needs (e.g., SCADA).
Fleet and Facilities	Limited yard and heated vehicle storage; mezzanine storage suboptimal; insufficient staff amenities; restricted electrical capacity; no on-site fleet washing; operational inefficiencies.
All	Inadequate online or in-person training space



### 3 FUTURE GROWTH PLANNING FACTORS

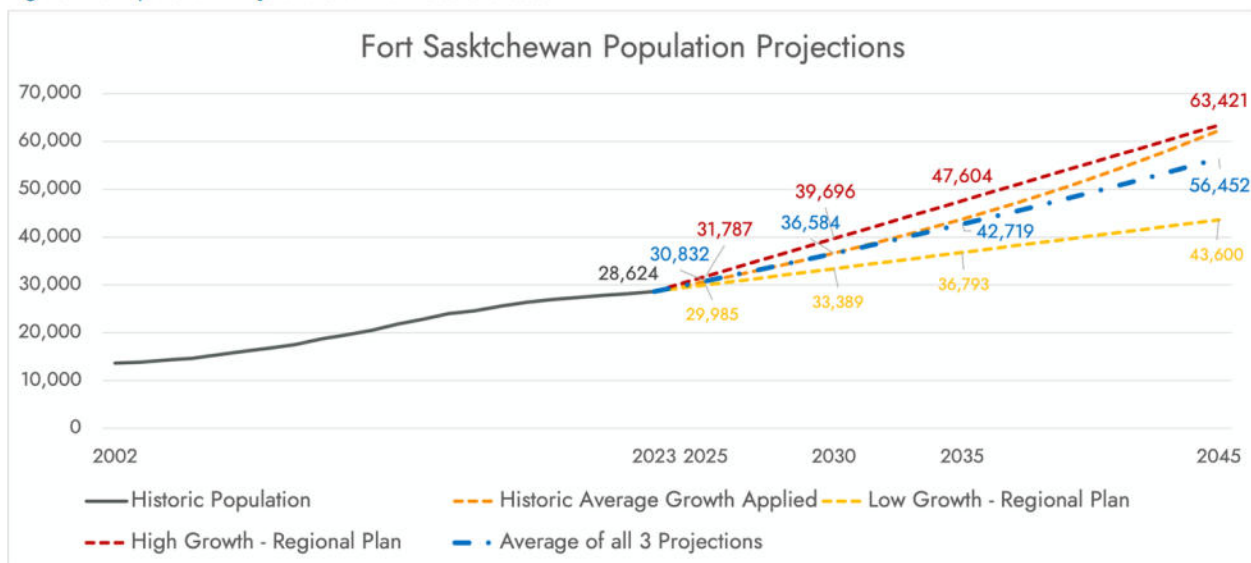
Understanding future space needs requires a forward-looking view of the key factors that will shape service delivery and operational requirements over time. This section outlines the inputs used to project future demand, including population and demographic trends, anticipated development and growth patterns, emergency response capacity, and expected increases in staffing, vehicles, and equipment. Together, these factors provide the baseline for identifying and quantifying long-term facility and site needs. Projections were developed for a 20-year planning horizon extending to 2045, divided into four key intervals:

- Immediate Needs (2026–2027)
- Short-Term Needs (up to 2030)
- Medium-Term Needs (up to 2035)
- Long-Term Needs (up to 2045)

#### 3.1 Population and Demographics

Fort Saskatchewan supports a population of approximately 28,624 residents as of 2023, underscoring its role as a growing urban centre within the Edmonton Metropolitan Region<sup>1</sup>. Over recent decades, the city has experienced steady population growth, driven by a combination of economic opportunity—particularly in the petrochemical and manufacturing sectors—and strategic urban development. New residential neighbourhoods, improved transportation links, and investment in community infrastructure have all contributed to this upward trend. Current population projections, based on the average of three scenarios, suggest this growth will continue, with the population expected to reach 36,584 by 2030, 42,719 by 2035, and 56,452 by 2045. This moderate-growth scenario has been adopted for planning purposes in this study, offering a balanced and realistic foundation to inform future Public Works service delivery, infrastructure upgrades, and facility needs.

Figure 11. Population Projections for Fort Saskatchewan



<sup>1</sup> (2023). Municipal Census Report, City of Fort Saskatchewan, Alberta (2023).



This projected growth, coupled with Fort Saskatchewan’s evolving demographic profile, has a direct and multifaceted impact on the city’s Public Works services. With 59% of residents falling within the working-age bracket, there is substantial pressure on the city’s commuter infrastructure—particularly roads and transit connections. Fort Saskatchewan Transit (FST), which links to Sherwood Park and Edmonton, plays a critical role in supporting the mobility of residents who commute for employment. Continued population growth will likely increase demand for enhanced transit service frequency, route coverage, and supporting infrastructure like bus stops, shelters, and pedestrian pathways.

The city’s household composition also informs service demand. Approximately 50.9% of residents live in single-family homes, which are typically located in lower-density neighbourhoods that require extensive road networks, larger park spaces, and more widespread utility servicing. In contrast, the 18.3% of residents living in multi-family units often require more concentrated waste management services, localized snow removal, and accessible transit infrastructure<sup>2</sup>. These different housing types, spread across an expanding urban area, demand a diversified and flexible Public Works approach. Parks Services must also respond to this diversity by maintaining both large community parks and smaller neighbourhood green spaces that support a wide range of recreational uses across age groups.

Additionally, Fort Saskatchewan’s aging population—currently 16% seniors—further shapes Public Works priorities. Older residents may require more accessible infrastructure, including barrier-free sidewalks, improved street lighting, safe crosswalks, and specialized transit services like paratransit<sup>3</sup>. These features ensure mobility and safety for seniors and contribute to an age-friendly urban environment. As the population ages further, the demand for these features will likely increase, requiring continued investment in inclusive design and service delivery.

In practical terms, the changing demographic profile and growth patterns could lead to several tangible shifts in Public Works operations. For example, the increasing number of multi-family developments may require a move toward more frequent or customized waste collection schedules and specialized collection equipment. Meanwhile, continued growth in outlying areas may necessitate new snow removal routes, larger parks in new subdivisions, and expanded utility infrastructure. The anticipated population growth and changing service demands underscore the importance of proactive planning to ensure that Fort Saskatchewan’s Public Works can continue to deliver reliable, responsive, and equitable services to all residents.

### 3.2 Development Growth Patterns

The annexation area approved by the City of Fort Saskatchewan is expected to accommodate a significant share of residential growth over the next 35 years, supporting an estimated 30,800 new residents. This

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<sup>2</sup> (2023). Municipal Census Report, City of Fort Saskatchewan, Alberta (2023).

<sup>3</sup> *Where do we Grow from Here?* Fort Saskatchewan Growth Study Final Report (2015). ISL Engineering and Land Services, Strategic Projections, and City of Fort Saskatchewan.

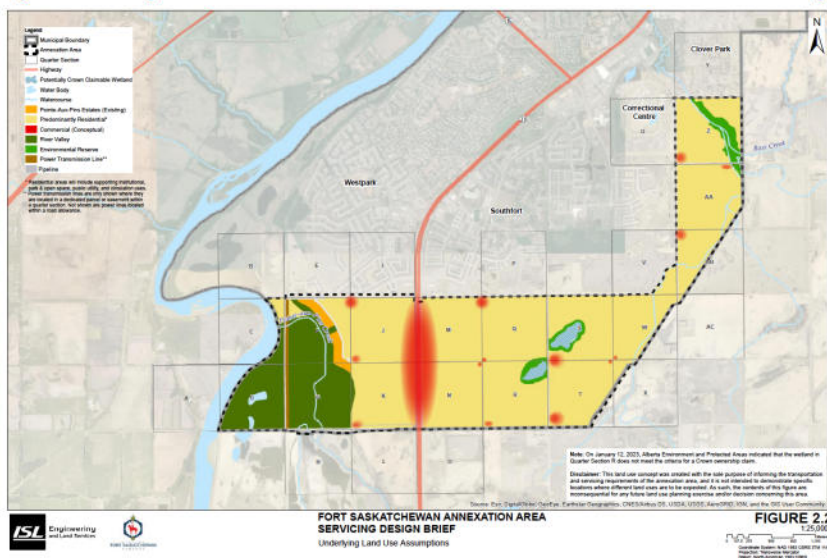
projected growth will be distributed between infill within the existing city boundaries and new development in the annexed lands, guided by planning assumptions tied to population thresholds of 5,000.

Key areas targeted for densification and new housing developments include:

- **Southfort Area:** This region continues to experience substantial growth and will remain a primary focus for both low- and medium-density residential development. It includes a mix of single-family homes and multi-family housing options, supporting a diverse demographic.
- **Westpark:** This neighborhood is seeing continued residential build-out, with opportunities for increased density through townhouse and low-rise apartment developments.
- **Downtown and Central Areas:** These are designated for strategic infill and redevelopment, contributing to urban densification goals. The city is encouraging mixed-use developments and medium-density residential projects to make better use of existing infrastructure.
- **Annexed Lands (North and East Sectors):** New neighborhoods are planned for these recently annexed areas, which will accommodate much of the long-term growth. These areas will likely see the development of complete communities with integrated transportation, parks, and public services.

This planned expansion will have a direct impact on Public Works, requiring the extension and enhancement of infrastructure and services—including road networks, waste collection, parks maintenance, and utility systems—to meet the needs of growing and diversifying neighbourhoods.

Figure 12. Image reference from the Fort Saskatchewan Annexation Area Servicing Design Brief



### 3.3 Emergency Response Capacity

The Public Works Department in Fort Saskatchewan plays a vital role in emergency response by maintaining and repairing the city's infrastructure, managing snow and ice removal, ensuring water and sewer services, and handling stormwater drainage. Effective emergency response involves quick repairs, maintaining clear roads, ensuring water supply, and coordinating with other emergency services. However, service levels can be

hindered by resource limitations, infrastructure damage, supply chain disruptions, communication failures, and inadequate training.

Fort Saskatchewan is committed to enhancing its emergency preparedness through several key initiatives. This includes regularly updating the Municipal Emergency Plan to ensure rapid support for the public during crises. The plan is enriched by incorporating cumulative and compounding risk assessments, which align policies and operations with the specific needs and risk profiles of the community. Additionally, the city stands ready to provide regional assistance during emergencies, prioritizing the safety and security of its residents. Collaborations with regional, private, and not-for-profit organizations further bolster the city's capacity to effectively aid the public in times of crisis<sup>4</sup>.

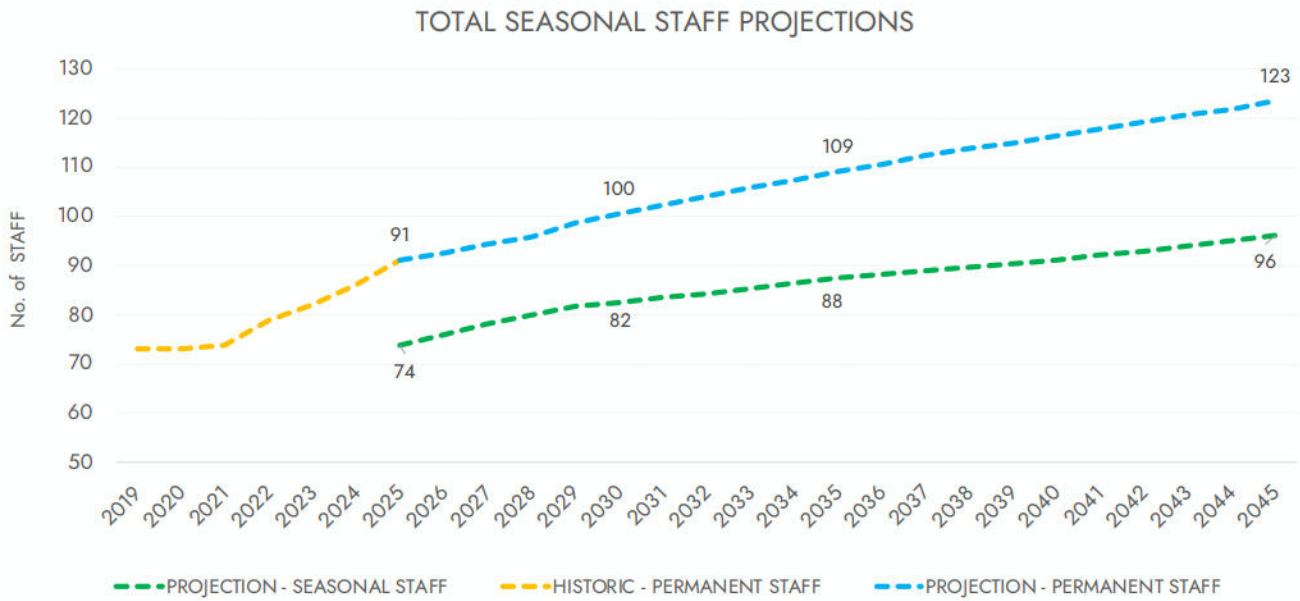
### 3.4 Staff Growth Expectations

**Staff projections were designed specifically to inform space planning initiatives and are not intended to serve as a basis for operational modeling.** These projections were developed using both quantitative and qualitative criteria as follows:

1. Quantitative Criteria:
  - a. Staff per Population ratio: Historic ratio projected into the future based on the population projection.
  - b. Service Delivery Data Trends based on historic information. These include different factors such as Facilities m<sup>2</sup>/staff, kms of Roads, Mains, and Parks ha.
2. Qualitative Criteria:
  - a. Increase Complexity & Service Demand: additional annual growth percentage due to increased service complexity, future trends, or heightened demand due to intrinsic and extrinsic causes.
  - b. Process Optimization & Software Solutions / Advanced Technology factors: Reduction in the annual growth rate reflecting improved efficiency achieved through process optimization, implementation of software solutions, and advancements in technology.
  - c. Growth trends were applied based on the type of position—Leadership, Middle Management, or Operations—tailored to the specific needs and characteristics of each business unit.

Staffing growth projections are intended to maintain current service levels. The following graph illustrates projected growth for both permanent and seasonal positions, with an anticipated increase of 36% in permanent staff and 22% in seasonal staff over the next 20 years.

Figure 13. Staffing Projections



### 3.5 Vehicle and Equipment Growth Expectations

Vehicle projections were designed specifically to inform space planning initiatives and are not intended to serve as a basis for operational modeling. The vehicle and equipment resource projections were developed based on historical staff-to-vehicle/equipment ratios, calculated independently for each business unit. These ratios were determined using total staffing numbers, including both permanent and seasonal staff. The projections encompass the Parks and Roads business units from the Public Works Department, the Utilities business unit from the Utilities & Sustainability Department, and the Fleet & Shop business unit from the Fleet, Facilities & Engineering Department.

Vehicle growth projections are intended to maintain current service levels. The projections are further categorized by storage location (indoor, covered outdoor, or outdoor), equipment type (heavy, light, small, or other), and whether the equipment is seasonal or non-seasonal. The following tables outline permanent and seasonal vehicle and equipment projections over the immediate, short, medium, and long term.

#### 3.5.1 PERMANENT VEHICLE AND EQUIPMENT

As shown in the table below, vehicle and equipment needs are projected to grow from 93 units in 2025 to 121 in 2045—a 30% increase. This projection is based on the ideal current state as outlined in the latest data tables and does not reflect actual conditions on site. The Roads unit sees the most significant growth, particularly in Light vehicles, Indoor, Covered Outdoor, and Outdoor. Facilities show a focused increase in Outdoor Light vehicles, while Parks sees moderate growth in Light and Small equipment with a shift toward Covered Outdoor storage. Utilities and Fleet & Shop remain relatively stable. In terms of storage type, Covered Outdoor grows from 34 to 45 units, Outdoor from 33 to 43, and Indoor (from ideal current state) from 26 to 33.



Table 10. Permanent Vehicle and Equipment Projections by Business Unit

PERMANENT													
Business Unit	Type of Space	2025			2030			2035			2045		
		IN	CO	O	IN	CO	O	IN	CO	O	IN	CO	O
Parks	Light	5	2	6	5	2	6	6	2	7	6	2	7
	Small	4	5	-	4	5	-	4	6	-	5	6	-
	Other	-	1	-	-	1	-	-	1	-	-	1	-
Roads	Heavy	12	-	-	14	-	-	15	-	-	16	-	-
	Light	4	16	7	5	18	8	5	20	9	5	22	10
	Small	-	8	-	-	9	-	-	10	-	-	11	-
	Other	-	2	-	-	2	-	-	2	-	-	3	-
Utilities	Light	1	-	7	1	-	7	1	-	8	1	-	8
Facilities	Light	-	-	12	-	-	13	-	-	14	-	-	17
Fleet & Shop	Light	-	-	1	-	-	1	-	-	1	-	-	1
Subtotal		26	34	33	29	37	35	31	41	39	33	45	43
Total		93			101			111			121		
% Growth change from 2025					8%			19%			30%		

IN = Indoor

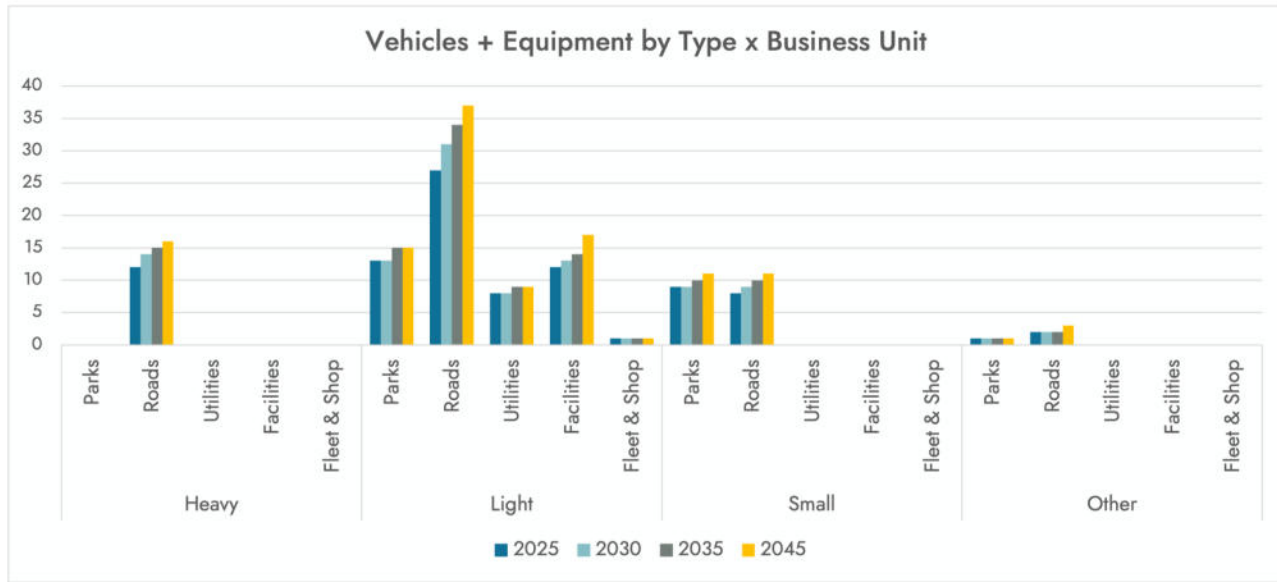
CO = Covered Outdoor

O = Outdoor

The following graph illustrates projected growth in vehicles and equipment by type (Heavy, Light, Small, and Other) across the business units—Parks, Roads, Utilities, Facilities, and Fleet & Shop—for the years 2025, 2030, 2035, and 2045. The Roads business unit shows the most significant increases, particularly in the Light vehicle category, where totals rise sharply from 2025 to 2045 with a 37% growth from 2025. Facilities also demonstrate steady growth in Light and Small equipment categories. Parks sees moderate increases across all categories, with noticeable growth in Small and Light vehicles. The Utilities and Fleet & Shop units show relatively stable projections with minimal increases over time. The Other category remains very low across two business units, Parks and Roads. Overall, the chart highlights a general upward trend in vehicle and equipment needs over the 20-year horizon, particularly for the Roads and Facilities units.



Figure 14. Projected Vehicle and Equipment Growth by Business Unit and Storage Type (2025–2045)



### 3.5.2 SEASONAL VEHICLE AND EQUIPMENT

As shown in the table below, seasonal vehicle and equipment needs are projected to increase from 33 units in 2025 to 40 units in 2045—an overall growth of 21%. These projections are based on the ideal current state identified in the latest data tables and do not reflect actual site conditions. The Parks unit accounts for the majority of seasonal needs, with steady increases in Light and Small equipment stored primarily under Covered Outdoor space. Roads and Utilities show modest growth, mostly in Light vehicles stored outdoors. Facilities and Fleet & Shop remain stable with minimal seasonal requirements.

Figure 15. Seasonal Vehicle and Equipment Projections by Business Unit

		SEASONAL											
Business Unit	Type of Space	2025			2030			2035			2045		
		IN	CO	O	IN	CO	O	IN	CO	O	IN	CO	O
Parks	Light	-	4	6	-	4	6	-	4	7	-	5	7
	Small	-	11	-	-	12	-	-	12	-	-	13	-
	Other	1	1	-	1	1	-	1	1	-	1	1	-
Roads	Light	-	-	5	-	-	6	-	-	6	-	-	7
Utilities	Light	-	-	4	-	-	4	-	-	4	-	-	5
Facilities	Light	-	-	1	-	-	1	-	-	1	-	-	1
Subtotal		1	16	16	1	17	17	1	17	18	1	19	20
Total		33			35			36			40		
% Growth change from 2025					6%			9%			21%		

IN = Indoor

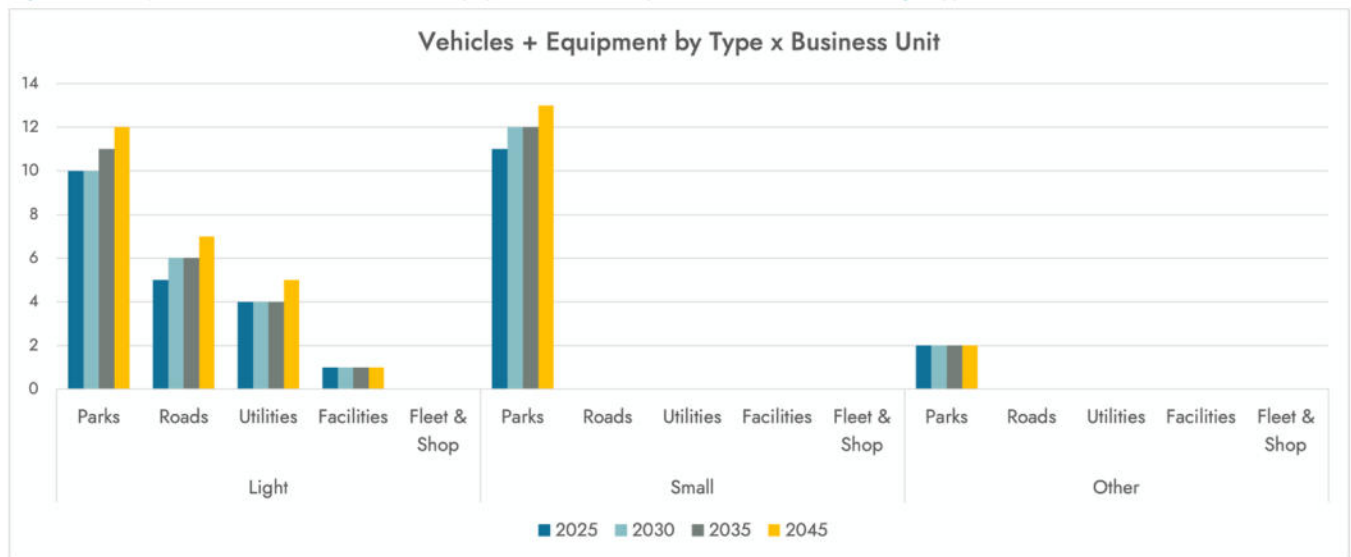
CO = Covered Outdoor

O = Outdoor



The following graph illustrates projected growth in seasonal vehicles and equipment by type (Light, Small, Other) across five business units (Parks, Roads, Utilities, Facilities, Fleet & Shop) from 2025 to 2045. There are no Heavy vehicles that are seasonal. Key observations include a notable and steady increase in Light vehicles for Parks, Roads, and Utilities, with Parks showing the highest growth—rising from 10 units in 2025 to 12 in 2045. Small equipment is concentrated entirely within the Parks unit, which also shows a modest increase from 11 to 13 units. Other equipment remains static at 2 units in Parks, with no projections for other departments. Facilities and Fleet & Shop see very limited or no growth across all types. Overall, Parks emerges as the primary driver of vehicle and equipment growth, particularly in the Light and Small categories.

Figure 16. Projected Seasonal Vehicle and Equipment Growth by Business Unit and Storage Type (2025–2045)



## 4 SPACE NEEDS ASSESSMENT

This chapter outlines the facility and site requirements based on the planning assumptions previously discussed, including staffing, vehicle, and equipment projections across different time horizons. It also provides a comparison between the projected space needs and the existing site and building areas, offering a snapshot of how future requirements align with current capacity.

### 4.1 Facility and Site Requirements

The facility and site requirements are organized by site component and by planning horizon, following the proposed timeframes of 2030 (short term), 2035 (medium term), and 2045 (long term). The site components align with those outlined in Table 7 of Chapter 2.4 to provide consistency and better support the gap analysis presented in the following subchapter.

Table 11. Facility and site requirements for the three future timeframes

Site Component	2030 BG Area (m <sup>2</sup> )	2035 BG Area (m <sup>2</sup> )	2045 BG Area (m <sup>2</sup> )
<b>Buildings / Structures</b>	<b>6,497</b>	<b>8,091</b>	<b>8,826</b>
Administration	1,226	1,353	1,611
Operations Support	501	535	598
Shops	2,390	2,680	3,038
Salt & Sand Storage	1,290	2,173	2,173
Storage /Warehouse Facilities	950	1,010	1,066
Fuel Storage	140	140	140
Wash bay	0	200	200
<i>% Increase over 2025</i>	<b>19%</b>	<b>48%</b>	<b>61%</b>
<b>Parking Areas</b>	<b>8,992</b>	<b>9,670</b>	<b>10,576</b>
Outdoor Staff/Visitor Parking	4,478	4,774	5,318
Outdoor PW Parking	1,863	2,042	2,257
Covered Outdoor PW Parking	1,316	1,421	1,568
Indoor Heated Parking	1,334	1,432	1,432
<i>% Increase over 2025</i>	<b>35%</b>	<b>45%</b>	<b>58%</b>
<b>Laydown Areas</b>	<b>6,464</b>	<b>6,950</b>	<b>7,751</b>
Parks Laydown	3,372	3,625	4,044
Roads Laydown	1,896	2,039	2,274
Utilities Laydown	1,196	1,286	1,434
<i>% Increase over 2025</i>	<b>8%</b>	<b>16%</b>	<b>29%</b>
RV Dump Area	550	550	550
Circulation (1)	13,931	15,638	17,148
<b>Total Areas</b>	<b>34,158</b>	<b>40,896</b>	<b>44,851</b>
<i>% Increase over 2025</i>	<b>20%</b>	<b>35%</b>	<b>48%</b>

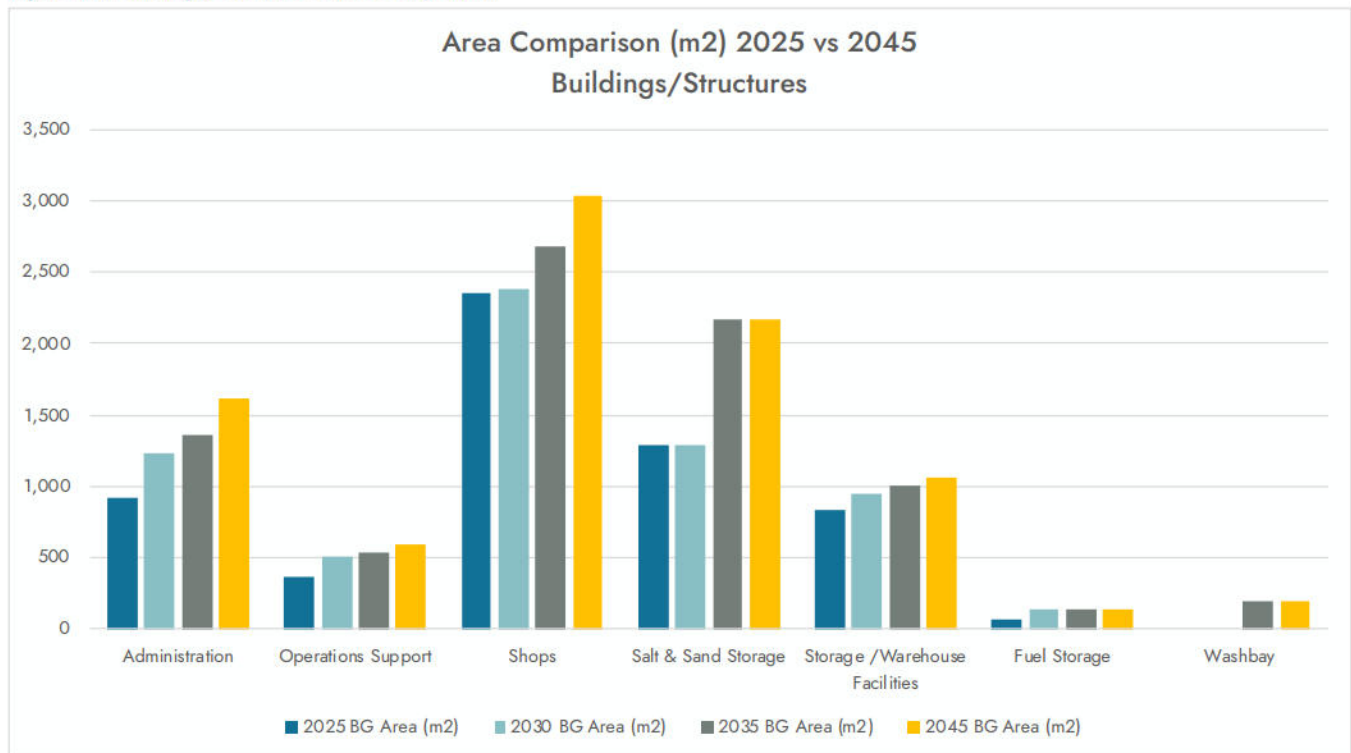
(1) The assumption is to apply the same circulation percentage as in the existing layout. This percentage may be reduced

Site Component	2030 BG Area (m <sup>2</sup> )	2035 BG Area (m <sup>2</sup> )	2045 BG Area (m <sup>2</sup> )
<i>in future scenarios, depending on the proposed layouts and potential accommodation efficiencies.</i>			

## 4.2 Gap Analysis

This chapter outlines the differences between existing infrastructure and projected future needs for the Public Works Yard across three key planning horizons: 2030 (short-term), 2035 (medium-term), and 2045 (long-term). The analysis compares the baseline gross area (BG Area) requirements from 2025 against future needs for all site components, including buildings and structures, parking areas, laydown space, and circulation. Over the next two decades, total space needs are expected to grow by approximately 20% by 2030, 35% by 2035, and 48% by 2045. Growth is driven primarily by expanded building infrastructure, increased demand for parking—including the addition of covered and heated spaces—and larger laydown and circulation areas to support operational efficiency and future service delivery. The following graphs summarize the projected gross area requirements by site component and planning year, providing the basis for the subsequent gap analysis.

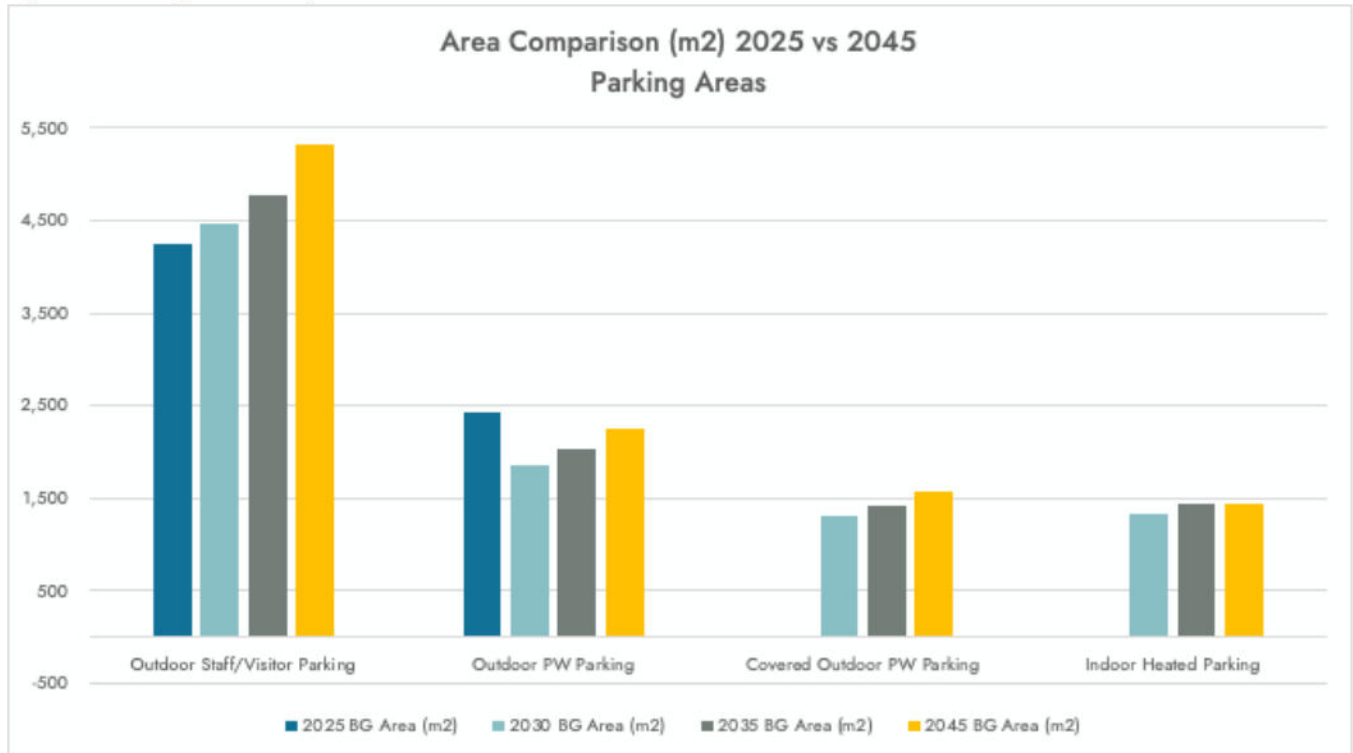
Figure 17. Buildings/Structures Area Comparison



The gap analysis of building and structure needs reveals a projected 61% increase in total area requirements by 2045 compared to the 2025 baseline. The most significant increases are in Administration (74%), Salt & Sand Storage (68%), and Operations Support (66%), reflecting expanded staffing, service demands, and operational capacity. Additionally, a new Wash bay is introduced by 2035 to support vehicle maintenance.

Shops and Storage/Warehouse Facilities also grow moderately, by 28% to accommodate future operational growth.

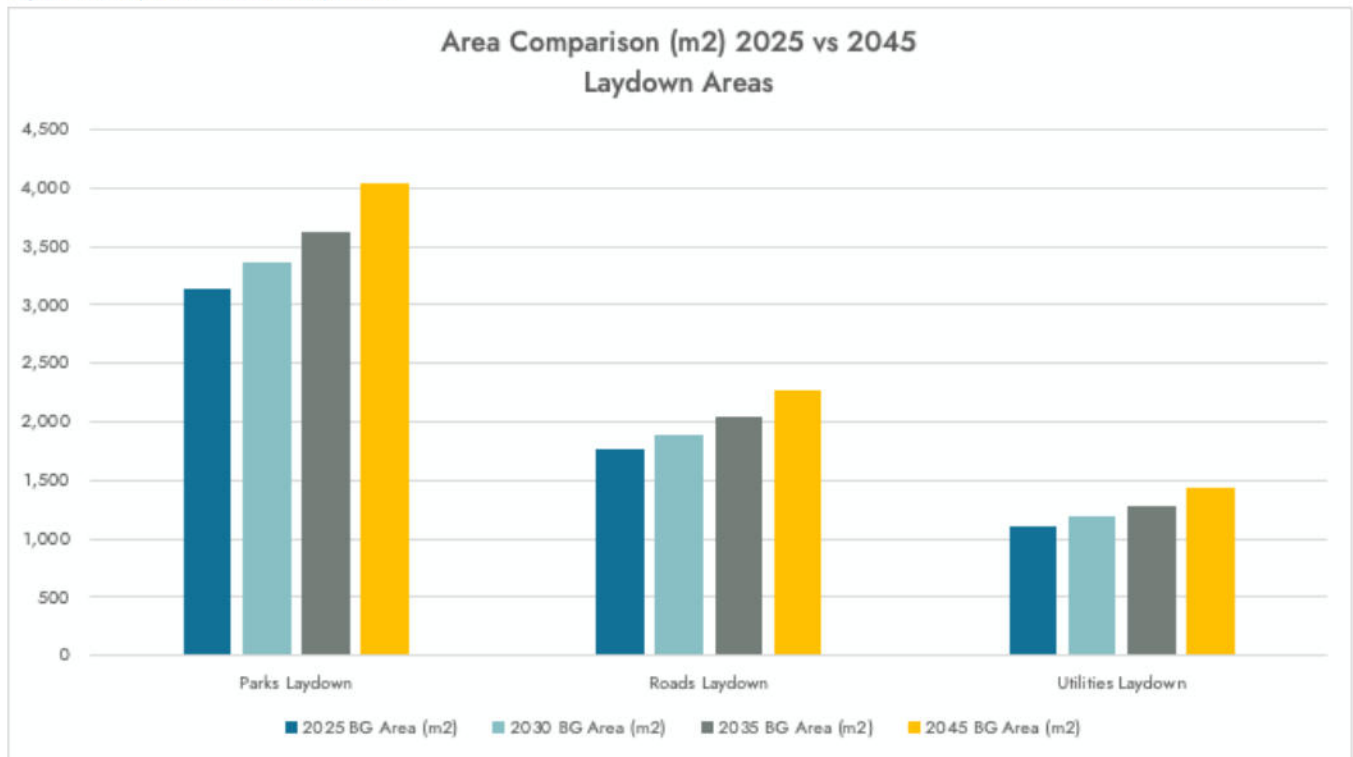
Figure 18. Parking Areas Comparison



The comparison of parking area requirements shows a 58% projected increase in total area by 2045 relative to 2025. This growth is primarily driven by the introduction of Covered Outdoor Public Works (PW) Parking and Indoor Heated Parking, which together account for nearly half of the future parking footprint and reflect evolving needs for vehicle protection, year-round operations, and fleet longevity. Outdoor Staff/Visitor Parking grows moderately by 25%, in line with projected staffing increases. Conversely, Outdoor PW Parking sees a slight reduction in area (-7%) over time, indicating a shift toward more structured and weather-protected parking solutions.

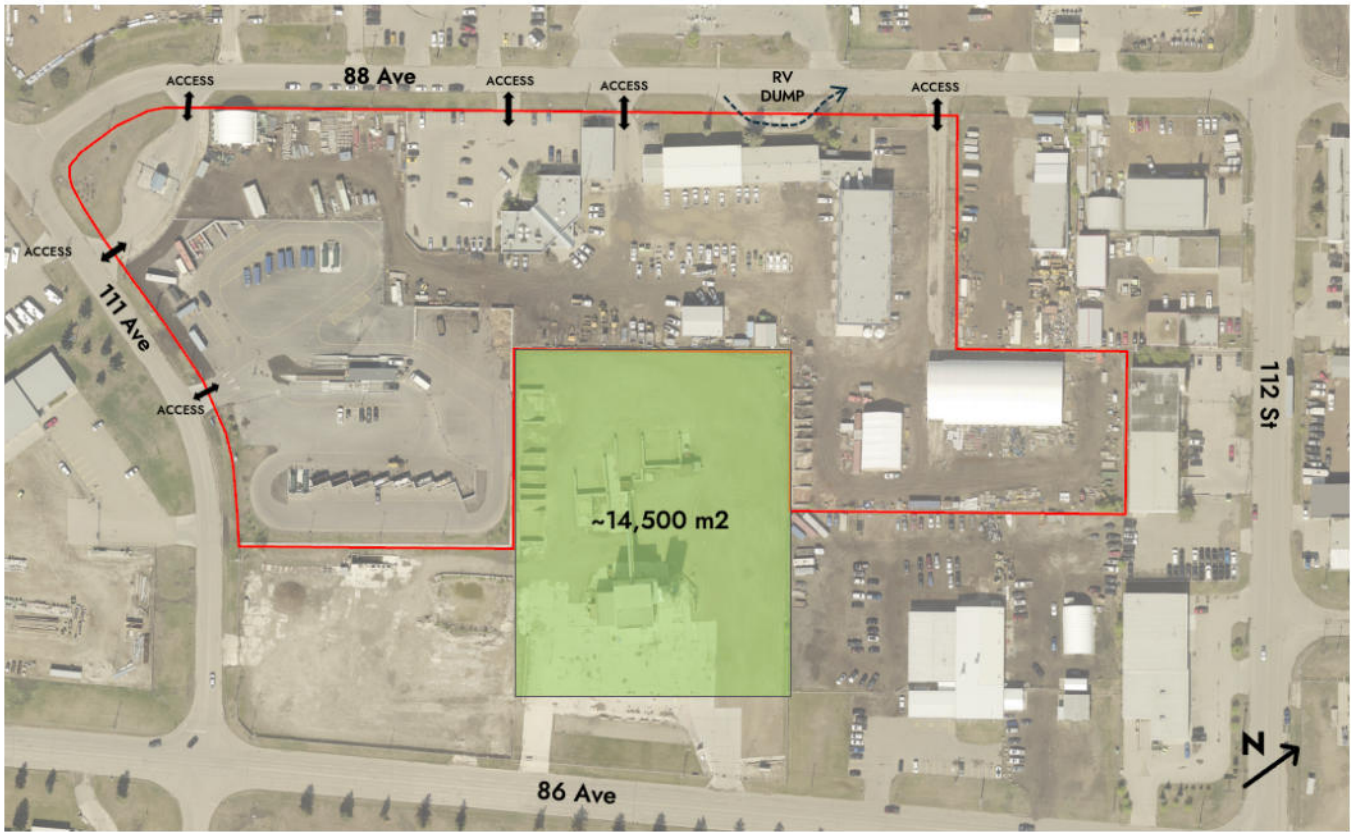
On the other hand, as shown in the following graph, for laydown space requirements there is a uniform 29% increase across all subcomponents by 2045, as shown in the following graph. Parks, Roads, and Utilities Laydown areas are each projected to grow proportionally to support expanded operational activity, equipment staging, and material storage needs. This consistent growth across categories reflects a balanced scaling of services across departments, aligned with future staffing and infrastructure expansion.

Figure 19. Laydown Areas Comparison



If all infrastructure and site components required to meet 2045 needs were laid out horizontally—without applying space-saving strategies such as multi-storey buildings or shared-use areas—the additional site area needed would be approximately 14,500 m<sup>2</sup>. This estimate is based on the 48% increase in required space identified in Table 12. The scale of this requirement is illustrated in the following image, where the shaded green area provides a visual reference for the land footprint necessary to accommodate all functions without vertical or spatial efficiencies.

Figure 20. Illustrative footprint of 2045 additional space needs without vertical efficiencies



As outlined in the gap analysis, there is a critical need for an expanded public works yard footprint; however, the existing site is physically constrained, with no current opportunity for meaningful expansion. The site is operating at or near capacity, and essential functions—such as equipment storage, staff and visitor parking, and materials laydown—are being compromised due to limited available space.

[REDACTED]

ATIA S.30(1)(c)

## 5 ACCOMMODATION OPTION

The proposed accommodation option has been developed to address the facility and site requirements of the Public Works Yard through to the year 2045. It outlines a phased sequence of projects across the immediate, short-, and medium-term planning horizons, each designed to systematically support the realization of the long-term infrastructure needs. To ensure consistency with overall planning goals, projects are intended to be delivered in the order presented. However, this sequencing may be adjusted over time in response to shifting priorities, operational needs, or funding availability.

The preferred option has been identified based on the best available information and planning assumptions as of today. A key assumption underlying this option is that the footprint of the existing Main Yard site cannot be expanded due to the lack of available adjacent land. As such, the strategy focuses on maximizing the use of the existing site while incorporating a satellite yard to address space constraints.

This accommodation strategy has been developed in close collaboration with the City's project leadership team through a series of workshops. Multiple scenarios were explored, and the option presented in this section reflects the most feasible and practical path forward.

### 5.1 Planning Assumptions

The proposed accommodation option is based on the following key facility and site planning assumptions.

- Although acquiring adjacent land would be the preferred long-term solution and is recommended for future consideration, it does not appear to be an immediate or guaranteed opportunity. Discussions with City representatives and an assessment of the surrounding parcels indicate that there are currently no viable short-term options for procuring adjacent land.

As a result, the current accommodation strategy assumes that development will need to occur within the constraints of the existing site, supplemented by the procurement and development of a new satellite public works yard to address capacity and operational needs.

[REDACTED]

#### ATIA S.30(1)(c)

If an additional site becomes a future option, certain functions could be considered for relocation. Parks operations are strong candidates for decentralization, as are Utilities, especially if there are new infrastructure such as reservoirs or major water facilities. Facilities maintenance functions could also potentially shift to a satellite location, depending on their adjacency needs and the level of interaction

required with other site components. However, the trade-offs in efficiency and operational cohesion must be carefully weighed before implementing such a strategy.

- It is assumed that the northeast corner of the existing Transfer and Eco Station—approximately 775 m<sup>2</sup>—will be reassigned to the main Operations Yard through an internal change in site division. This adjustment will support a more cohesive operational layout, improve site circulation, and better align land use with functional needs.
- The Old Shop Buildings (1 and 2) are the highest redevelopment priority, given their poor condition and lack of functional viability. These facilities require full replacement to sustain ongoing operations. The JEG Building is also a high priority, as it is at capacity and poorly configured, with limited expansion potential. A new facility is recommended to support administrative and operational functions. The following table summarizes the redevelopment priorities of each building / structure.

*Table 12: Building / Structure Redevelopment Priorities*

Building / Structure	Current Condition	Assessment Summary	Redevelopment Priority
JEG Building	Functional but at capacity; limited upgrade potential.	Approaching capacity for administrative and operational support use. Poor internal configuration. Vertical expansion not feasible. Recommend replacement with new facility.	High
JEG-X	Good functional and physical condition.	Assumed to remain operational and capable of supporting administrative needs and operational support needs, with minor renovations. Could be relocated to support other functions.	Low
Old Shop Buildings 1 and 2	Poor (functionally and physically).	Buildings are no longer viable. A replacement facility is required to support continued operations.	Highest
Fleet Shop and Connection	Good condition, maintained.	Assumed to remain in use over the planning horizon. Inclusion of a wash bay should be considered.	Low
Salt & Sand Storage Quonset	Fair condition, requires expansion.	Functionally sound but limited in size. Expansion of Quonset is recommended.	Medium
Parks Quonset	Poor condition, replacement required.	Poor condition, asset has reached its end of life. For improved functionality, a replacement, drive through, increased area Quonset should be considered.	High
Tire Storage Shed	Good condition, maintained.	No redevelopment required. Could be relocated on site.	Low
Fuel Station	Functional but in a high-traffic area.	Current location impacts circulation. Relocation and expansion should be considered to improve safety and traffic flow.	Medium
Facilities Warehouse	Good condition, maintained.	Facility is in good physical condition but does lack running water and sewer to support operational staff functions.	Medium

Building / Structure	Current Condition	Assessment Summary	Redevelopment Priority
RV Dump Station	Functional but poorly located.	Contributes to site congestion and safety concerns. Relocation will improve accessibility and free up yard space.	Medium

## 5.2 Option Introduction

The following table introduces each proposed project and details the sequence of space planning projects required to meet the long-term space needs of Public Works.

*Table 13: Accommodation Option Project Introduction*

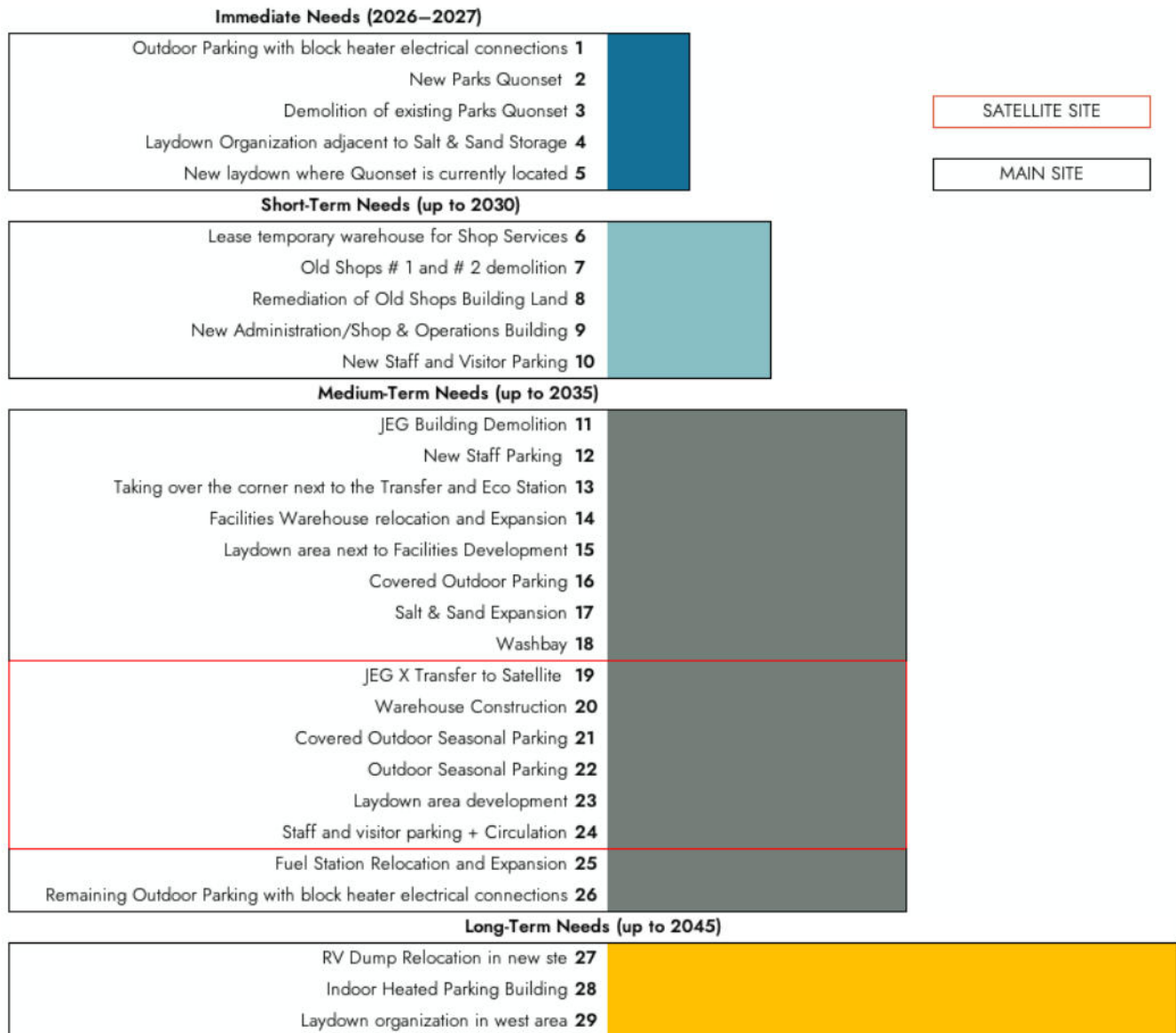
Project Order No.	Location	Project	Type	BG Area (m2)
1	Main Yard	Outdoor Parking with block heater electrical connections	Pavement Marking + Electrical	900
2	Main Yard	New Parks Quonset	New Construction	450
3	Main Yard	Demolition of existing Parks Quonset	Demolition	330
4	Main Yard	Laydown Organization adjacent to Salt & Sand Storage	Existing organization	2420
5	Main Yard	New laydown where Quonset is currently located	New Construction	385
6	Main Yard	Lease temporary warehouse for Shop Services	Temporary Outside Lease	1,000
7	Main Yard	Old Shops # 1 and # 2 demolition	Demolition	990
8	Main Yard	Remediation of Old Shops Building Land	Remediation	2,070
9	Main Yard	New Administration/Shop & Operations Building	New Construction	3,900
10	Main Yard	New Staff and Visitor Parking	New Construction	900
11	Main Yard	JEG Building Demolition	Demolition	660
12	Main Yard	New Staff Parking	New Construction	3,480
13	Main Yard	Taking over the corner next to the Transfer and Eco Station	New Construction	780
14	Main Yard	Facilities Warehouse relocation and Expansion	Relocation + Expansion	340
15	Main Yard	Laydown area next to Facilities Development	New Construction	385
16	Main Yard	Covered Outdoor Parking	Covered Parking Structure + Pavement Marking	850
17	Main Yard	Salt & Sand Expansion	Expansion	640
18	Main Yard	Wash Bay	New Construction	200
19	Satellite Yard	JEG X Transfer to Satellite	Relocation	260

Project Order No.	Location	Project	Type	BG Area (m2)
20	Satellite Yard	Warehouse Construction	New Construction	100
21	Satellite Yard	Covered Outdoor Seasonal Parking	New Construction	400
22	Satellite Yard	Outdoor Seasonal Parking	New Construction	710
23	Satellite Yard	Laydown area development	New Construction	1,815
24	Satellite Yard	Staff and visitor parking + Circulation	New Construction	1,440
25	Main Yard	Fuel Station Relocation and Expansion	Relocation + Expansion	140
26	Main Yard	Remaining Outdoor Parking with block heater electrical connections	Pavement Marking + Electrical	270
27	Main Yard	RV Dump Relocation in new site	Relocation	550
28	Main Yard	Indoor Heated Parking Building	New Construction	1,590
29	Main Yard	Laydown organization in west area	New Construction	3,130

The proposed projects are planned to be implemented according to the following timeline.



Figure 21: Project Delivery Timeline



Once the proposed projects are executed, the new layout and makeup of the Fort Saskatchewan Public Works Yard, and Satellite Yard should resemble the future state site map shown below:



Figure 22: Long-Term Vision Site Map (with all proposed projects completed)



The following sections provide additional details associated with each project, organized by planning horizon.

### 5.3 Immediate-Term Projects

The immediate-term projects are focused on addressing operational challenges that can be resolved quickly and cost-effectively—often referred to as “low-hanging fruit” or “quick wins.” These projects are intended to improve functionality, alleviate existing pressures, and lay the groundwork for future phases of development. The following table summarizes the projects identified for execution within the immediate term.

*Table 14: Immediate-Term Project List*

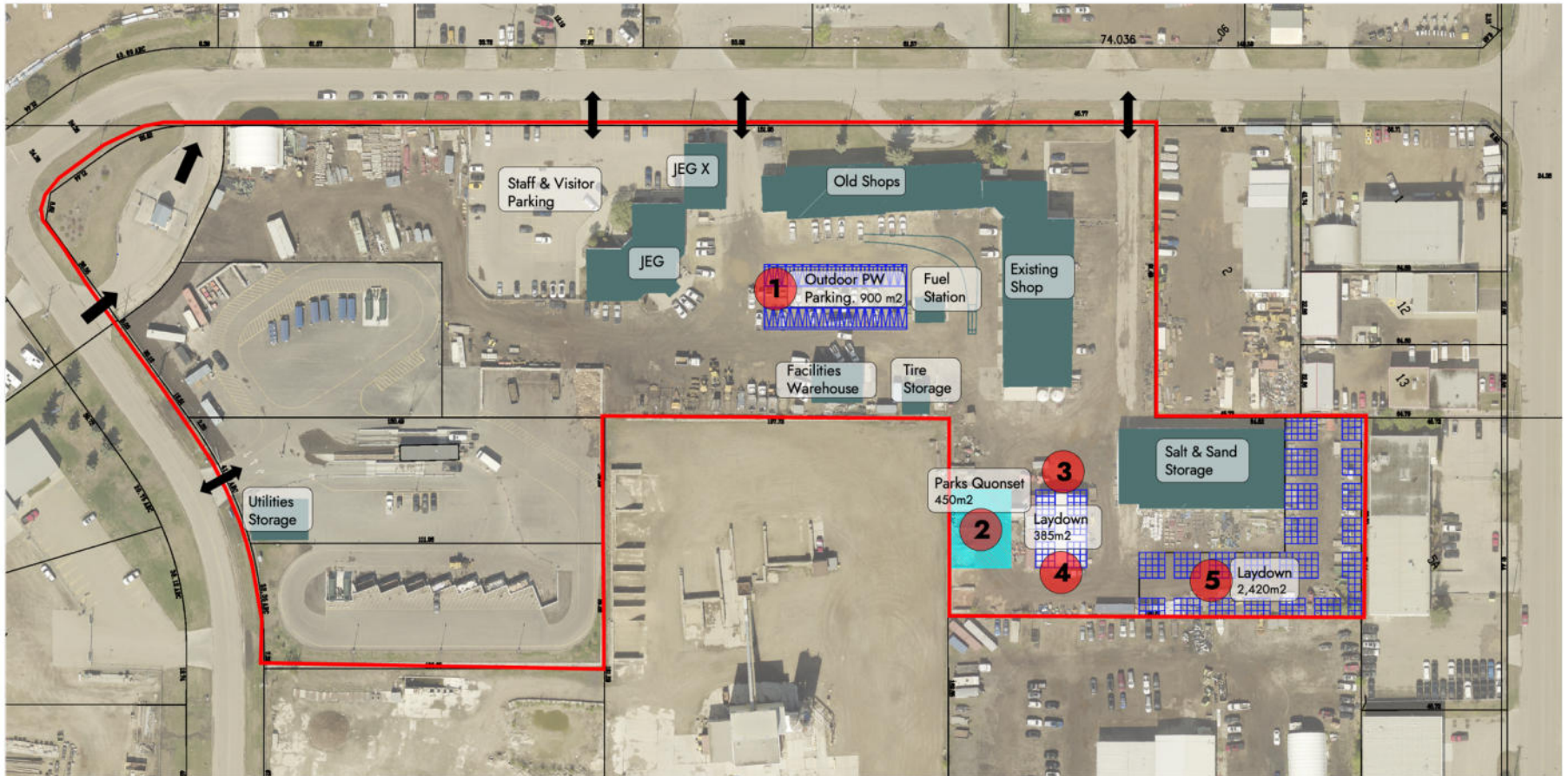
Project Order No.	Project	Impacted Building / Structure / Area	Description and Justification for Projects
1	Outdoor Parking Improvements	Fleet parking area adjacent to the Old Shops	To improve fleet vehicle organization and decrease unnecessary site congestion, this project includes parking space line painting and parking space electrification for block heaters.
2	New Parks Quonset	Park’s Quonset structure	The Quonset has reached the end of its lifespan and requires replacement. The replacement should be larger in size to accommodate the long-term projected growth and be configured to support drive through access.
3	Demolition of existing Parks Quonset	Park’s Quonset structure	With the replaced Park’s Quonset building erected, this structure should be demolished/disassembled. Continuous operation should be prioritized.
4 & 5	Laydown Organization	Parks and Roads Laydown area	The laydown area adjacent to the Salt & Sand Storage structure and original Park’s Quonset should be improved: <ul style="list-style-type: none"> <li>• There is a sloped area parallel to the Salt &amp; Sand Storage structure that should be leveled to increase usability, as well as review the drainage system along the existing storage.</li> <li>• There is opportunity to improve the storage efficiency with the use of vertical storage racking. It is anticipated that only a portion of the items stored within the laydown will be appropriate for vertical storage solutions.</li> </ul>

By the end of the immediate term (2027), the Main Public Works Yard is expected to reflect the following configuration.





Figure 23: Immediate-Term Projects



## 5.4 Short-Term Projects

The short-term projects are aimed at addressing near-term operational needs and advancing strategic priorities that support broader development objectives. These initiatives are generally achievable within a five-year horizon and are intended to improve functionality, reduce current pressures, and establish momentum for future implementation phases. The following table summarizes the projects identified for potential execution within the short-term planning horizon.

*Table 15: Short-Term Project List*

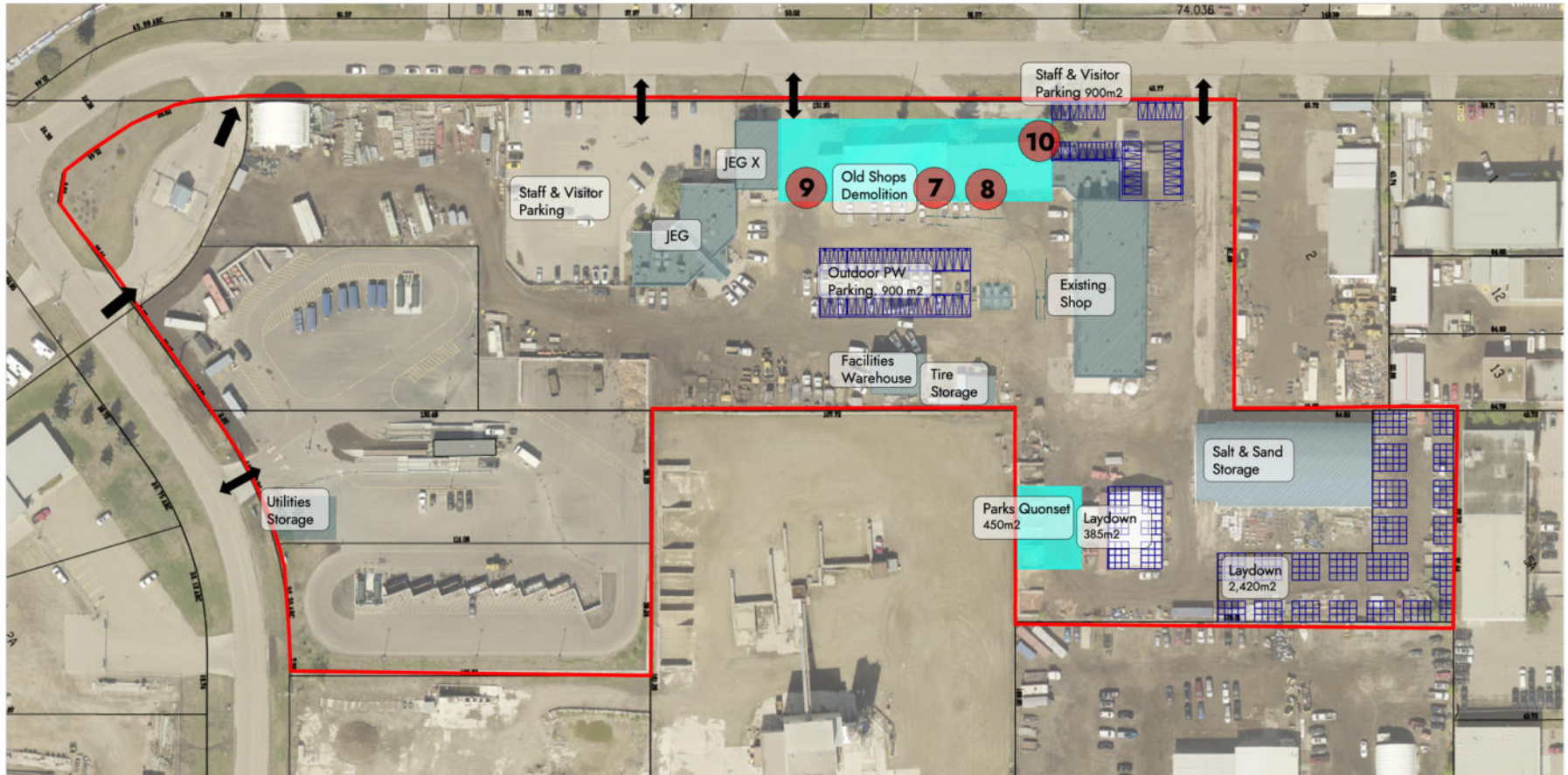
Project Order No.	Project	Impacted Building / Structure / Area	Description and Justification for Projects
6	Lease temporary warehouse for Shop Services	Old Shops Buildings	In preparation for the first major development project at the main works yard, it is necessary to relocate certain functions currently housed within the Old Shops buildings. This project includes the identification, procurement, and fit-out of a leased space—ideally located near the main yard—to ensure operational continuity during redevelopment activities.
7	Old Shops # 1 and # 2 demolition	Old Shops Buildings	As the second phase of the Old Shops redevelopment, the existing structures must be removed to make way for future improvements. This project includes the safe and complete demolition of the Old Shops buildings, ensuring the area is cleared and prepared for subsequent development.
8	Remediation of Old Shops Building Land	Old Shops Buildings	Given that the land beneath the Old Shops buildings is known to be contaminated, the City must undertake environmental remediation prior to any redevelopment. This project encompasses the necessary site assessment and remediation activities to ensure the land meets regulatory standards and is suitable for future use.
9	New Administration/Shop & Operations Building	Old Shops Building 1 and 2	To consolidate key functions and improve operational efficiency, this project involves the development of a new multi-purpose building to house administration, shop, and operations functions. It replaces the outdated Old Shops buildings and supports modernized service delivery. It's footprint is based on a 2-story building. It would also include private meeting space for the cemetery activities.
10	New Staff and Visitor Parking	New area northeast of existing yard	To accommodate projected staff growth and separate visitor traffic from fleet operations, a new dedicated parking area is required. This addition helps reduce congestion and improve on-site circulation. Its location adjacent to the new Administration building facilitates easy access from visitors.

By the end of the short term (~2030), the Main Public Works Yard is expected to reflect the following configuration.





Figure 24: Short-Term Projects



## 5.5 Medium-Term Projects

The medium-term projects focus on addressing evolving operational needs and advancing strategic priorities that align with long-term development goals. These initiatives are planned for implementation within approximately a 10- to 15-year horizon and are intended to enhance functionality, alleviate emerging pressures, and build on progress made in earlier phases. The following table summarizes the projects identified for execution within the medium-term planning horizon.

*Table 16: Medium-Term Project List*

Project Order No.	Project	Impacted Building / Structure / Area	Description and Justification for Projects
11	JEG Building Demolition	JEG Building	The JEG Building is no longer needed due to the transfer of its functions to the new administration building. This project involves its complete demolition, clearing space for a new expanded staff parking.
12	New Staff Parking	Existing staff parking area	To accommodate future staffing levels and minimize conflicts with operational traffic, the project includes a new and expanded dedicated staff parking area along the northern edge of the yard, while maintaining the existing access. Although full capacity will not be required until the Long-Term horizon, the parking area can be developed earlier following the demolition of the JEG building.
13	Taking over the corner next to the Transfer and Eco Station	Corner of Transfer and Eco Station and Works Yard	Recognizing the site's significant constraints and the anticipated growth of services, a portion of the adjacent Transfer and Eco Station land has been identified as suitable for integration into the Public Works site. To facilitate this reallocation, the project includes relocating fencing to establish a revised site boundary. For this approach to be feasible, the existing yard waste and branch drop-off area would also need to be relocated—either within the current site or to an undetermined off-site location.
14	Facilities Warehouse relocation and Expansion	Facilities warehouse	The Facilities Warehouse is in good functional condition; however, it lacks water and sewer connections necessary to support staff amenities such as a washroom and utility sink. This project proposes an expansion of the warehouse to increase storage capacity and includes the installation of water and sewer services to accommodate a dedicated staff washroom and utility sink area.
15	Laydown area next to Facilities	Facilities Warehouse laydown area	This project involves the development of a dedicated laydown area adjacent to the Facilities Warehouse

Project Order No.	Project	Impacted Building / Structure / Area	Description and Justification for Projects
	Development		building. The area will be equipped with vertical storage solutions to maximize space efficiency and support organized, accessible material and equipment storage.
16	Covered Outdoor Parking	New structure	The need for covered parking for fleet vehicles and equipment is well established, yet currently absent on site. The addition of a covered parking structure will enhance vehicle and equipment protection, particularly during winter months, and support more efficient operations year-round. This project includes the design and construction of a purpose-built covered parking facility.
17	Salt & Sand Expansion	Salt & Sand Storage Building	Increased demand for winter operations and material storage requires the expansion of the existing Salt & Sand Storage area. This project supports greater capacity and more efficient operations during peak
18	Wash-Bay	Fleet Building	To support proper maintenance of the expanding fleet, the development of a new indoor wash-bay will ensure vehicles are cleaned efficiently and safely. The project supports equipment longevity and environmental compliance.
19	JEG-X Transfer to Satellite	JEG-X	This project transfers the JEG-X functions to the satellite site, creating space at the main yard and enabling better distribution of operational services. The move supports the long-term optimization of land use across both sites and provides administration space to the new satellite.
20	Warehouse Construction	New satellite site	A new warehouse will be constructed at the satellite site to support distributed operations. This facility will provide essential storage capacity for equipment and materials needed off-site.
21	Covered Outdoor Seasonal Parking	New satellite site	To protect seasonal equipment and vehicles from weather exposure, this project includes a covered parking structure in the satellite yard. The location ensures quick deployment and off-season protection.
22	Outdoor Seasonal Parking	New satellite site	This project provides open-air seasonal parking for fleet and equipment, supporting overflow storage and flexible use during peak times. It complements the adjacent covered parking facility.
23	Laydown area development	New satellite site	Development of organized laydown space at the satellite site is essential for supporting operations relocated from the main yard. This area allows for structured material storage and staging.



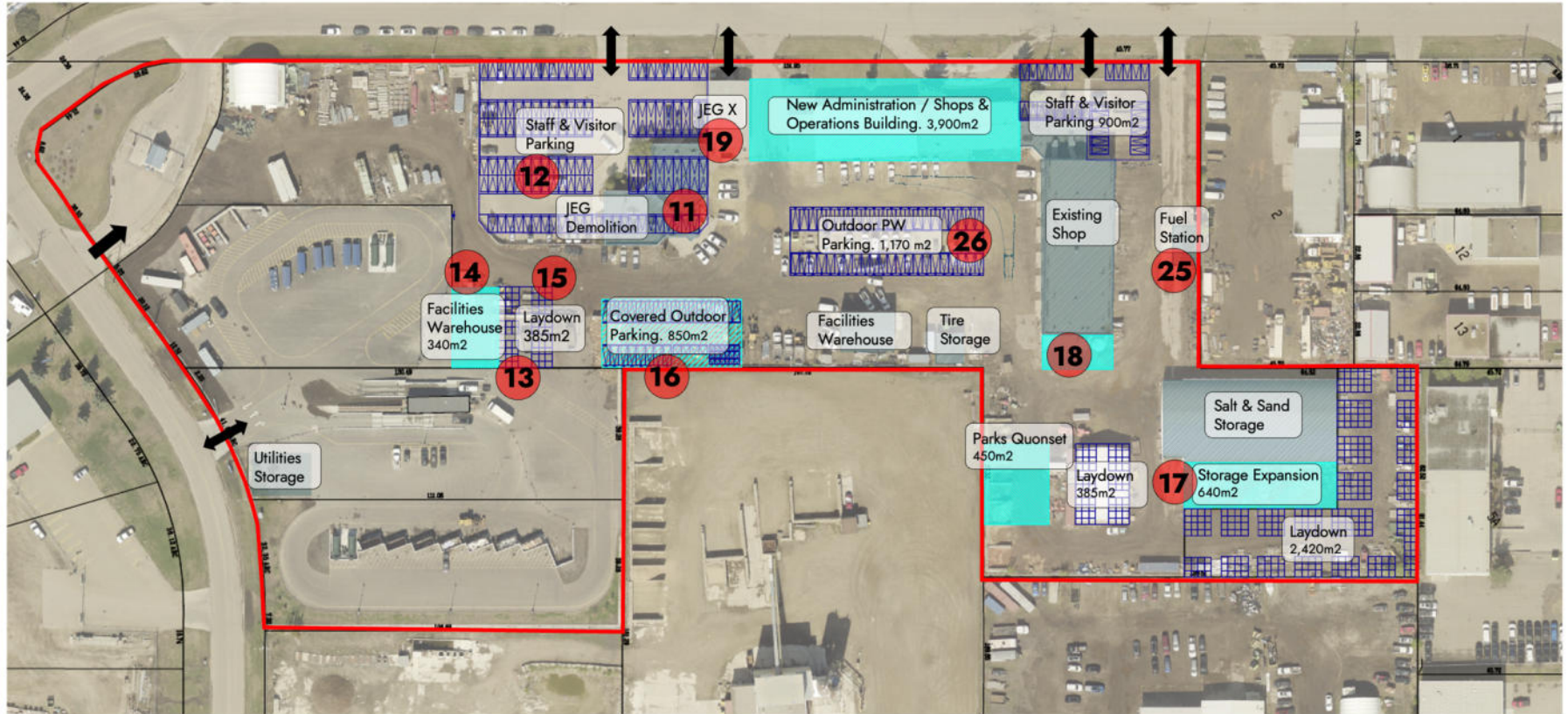
Project Order No.	Project	Impacted Building / Structure / Area	Description and Justification for Projects
24	Staff and visitor parking + Circulation	New satellite site	Circulation routes and dedicated staff/visitor parking will be developed within the satellite site to ensure safe access and efficient movement of personnel and vehicles.
25	Fuel Station Relocation and Expansion	Fuel Station	The current location of the fuel station is in a high traffic area, causing congestion and possible safety concerns. As the site continues to grow, there is a need to relocate the fueling station to an area of the site which better supports efficient circulation and minimizes conflicts between vehicles, equipment, and staff.
26	Remaining Outdoor Parking with block heater electrical connections	Fleet parking area adjacent to the Old Shops	To improve fleet vehicle organization and decrease unnecessary site congestion, this project includes parking space line painting and parking space electrification for block heaters.

By the end of the medium term (~2035), the Main Public Works Yard is expected to reflect the following configuration.



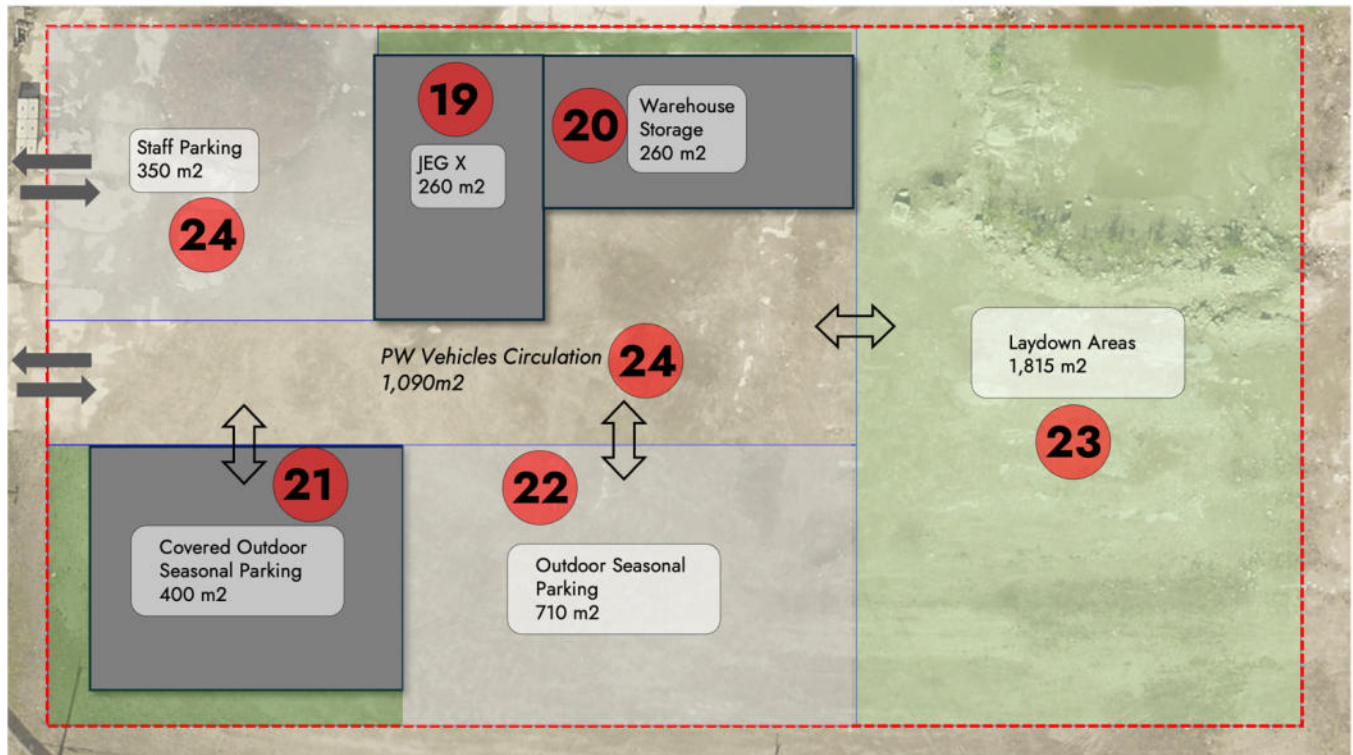


Figure 25: Medium-Term Projects



The image below also illustrates a potential layout for the future satellite site, along with the various projects proposed as part of its development.

Figure 26. Medium-Term Projects. Satellite Location layout example



## 5.6 Long-Term Projects

The long-term projects address anticipated growth and the optimization of land use to support evolving service delivery models. These initiatives are scheduled for implementation within a 10- to 20-year horizon and focus on completing the transformation of the Public Works Yard through targeted new construction and site reorganization. The intent is to improve operational efficiency, expand capacity, and ensure the site remains adaptable to future demands. The following table summarizes the projects identified for execution within the long-term planning horizon:

Table 17: Long-Term Project List

Project Order No.	Project	Impacted Building / Structure / Area	Description and Justification for Projects
27	RV Dump Relocation next to Bulk Water Station	RV Dump	Current challenges associated with the RV Dump Station can be addressed through its relocation. This project involves moving the RV Dump Station to a more suitable location adjacent to the Bulk Water Station, improving public access, while maintaining staff oversight.
28	Indoor Heated Parking Building	Area adjacent to existing Outdoor PW Parking	With increased demand for vehicle protection and year-round operations, this project introduces a new indoor heated parking structure to protect high-priority fleet

Public Works Yard Needs Assessment

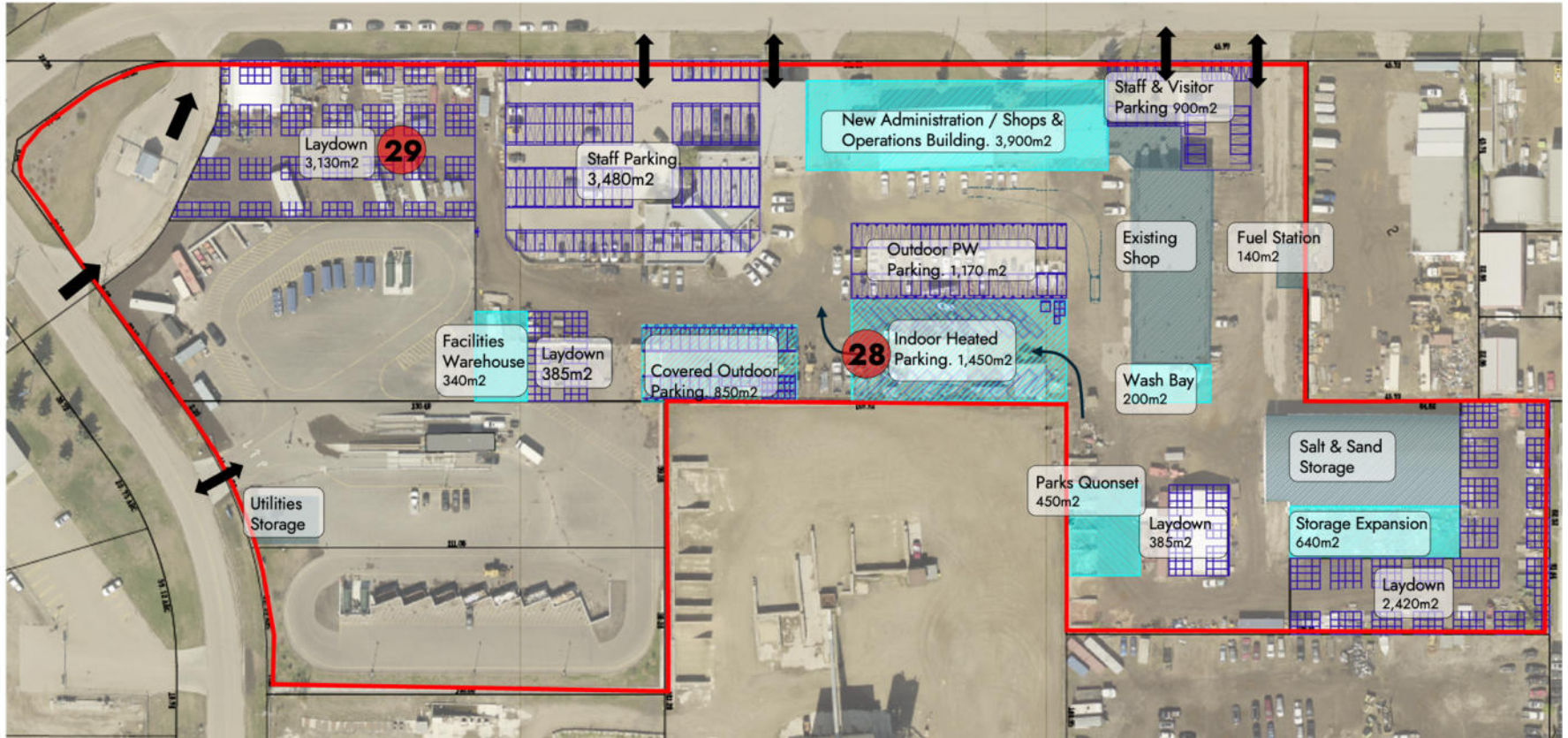
Project Order No.	Project	Impacted Building / Structure / Area	Description and Justification for Projects
			assets.
29	Laydown organization in west area	West side of existing site	This project organizes and upgrades the underutilized west yard area into a functional laydown space, supporting material storage and staging in response to long-term growth.

By the end of the long term (~2045), the Main Public Works Yard is expected to reflect the following configuration:





Figure 27. Long-Term Projects



## 6 INDICATIVE CAPITAL COST ESTIMATE

An order of magnitude capital cost estimate has been prepared in partnership with SSA Quantity Surveyors. This estimate is intended to provide indicative capital costs for all of the identified projects across the various planning horizons. Consistent with the nature of order of magnitude estimates, the assessment is based on projected space requirements, proposed building types, and the assumed sequencing and timelines of implementation.

It is important to note that this estimate serves as a planning-level tool rather than a definitive cost commitment. The City may choose not to pursue all of the proposed projects, and the ultimate implementation strategy will depend on available funding, evolving priorities, and operational needs. As such, this estimate should be viewed as a high-level guide to support decision-making, capital planning, and long-term budgeting rather than a fixed development roadmap.

### 6.1 Costing Notes, Exclusions & Assumptions

The following assumptions were adopted during the development of the cost estimate:

- Unit rates were based upon current information from similar projects and benchmarked assumptions and allowances for a project of this size and type.
- No discussions were had with design consultants regarding the site and building architecture structure or systems.
- No allowances are included for providing the ability for systems in the facility to expand in the future.
- An allowance for the Building Permit as per the City of Fort Saskatchewan website has been included.
- Included cost contingencies:
  - Construction Contingency: An allowance of 5% has been included. The construction contingency is a reserve of funds which is allocated to cover change orders that are required during the course of construction and is not intended to be a scope change contingency.
  - Design Contingency: An allowance of 25% is included. This allowance is a reserve of funds included in the estimate, and which is allocated to cover pricing adjustments resulting from incomplete design information and design detailing that is not currently available.
  - Project Contingency: An allowance of 10% included to cover uncertainties, unknowns, and potential risks that may arise during the course of a project but cannot be specifically identified or quantified at the time of estimating.
  - Escalation Contingency: Forward escalation has been included. This allowance is a reserve of funds to cover possible price increases from the time that the estimate is prepared to the time that the project is tendered. A 3% annual escalation has been included (escalated to the midpoint of project construction).

The following specific costs have been excluded from the estimate:

## Public Works Yard Needs Assessment

- Costs associated with the procurement of land and land servicing.
- Costs associated with adverse environmental, archaeological, soil and/or subsoil conditions.
- Project procurement and financing costs.
- Development cost charges.





## 6.2 Capital Cost Estimate

Each identified projects capital costs have been estimated. The following table summarizes the construction costs, project costs and the escalated costs, based on the proposed development timeline.

*Table 18. Capital Cost Estimates per Project*

Project No.	Location	Project	Construction Cost \$	Construction Contingency	Project Soft Costs	General Project Contingency	Total Project Costs	Total Project Costs, With Escalation
<b>Immediate Planning Horizon</b>								
1	Main Yard	Outdoor Parking Improvements	\$206,719	\$10,336	\$82,132	\$20,672	\$320,000	\$325,000
2	Main Yard	New Parks Quonset	\$264,600	\$13,230	\$105,129	\$26,460	\$409,000	\$416,000
3	Main Yard	Demolition of existing Parks Quonset	\$60,638	\$3,032	\$24,092	\$6,064	\$94,000	\$95,000
4	Main Yard	Laydown Organization adjacent to Salt & Sand Storage	\$711,480	\$35,574	\$282,680	\$71,148	\$1,101,000	\$1,117,000
5	Main Yard	New laydown where Quonset is currently located	\$113,190	\$5,660	\$44,972	\$11,319	\$175,000	\$178,000
<b>Subtotals</b>							<b>\$2,099,000</b>	<b>\$2,131,000</b>
<b>Short Term Planning Horizon</b>								
6	Main Yard	Lease temporary warehouse for Shop Services	\$1,102,500	\$55,125	\$438,038	\$110,250	\$1,706,000	\$1,864,000
7	Main Yard	Old Shops # 1 and # 2 demolition	\$181,913	\$9,096	\$72,276	\$18,191	\$281,000	\$308,000
8	Main Yard	Remediation of Old Shops Building Land	\$514,500	\$25,725	\$204,418	\$51,450	\$796,000	\$870,000
9	Main Yard	New Administration/Shop & Operations Building	\$17,534,967	\$876,748	\$6,966,872	\$1,753,497	\$27,132,000	\$29,648,000
10	Main Yard	New staff and visitor parking	\$289,406	\$14,470	\$114,985	\$28,941	\$448,000	\$489,000





Project No.	Location	Project	Construction Cost \$	Construction Contingency	Project Soft Costs	General Project Contingency	Total Project Costs	Total Project Costs, With Escalation
<b>Subtotals</b>							<b>\$30,363,000</b>	<b>\$33,179,000</b>
<b>Medium Term Planning Horizon</b>								
11	Main Yard	JEG Building Demolition	\$242,550	\$12,128	\$96,368	\$24,255	\$375,000	\$468,000
12	Main Yard	New Staff Parking	\$1,119,038	\$55,952	\$444,608	\$111,904	\$1,732,000	\$2,161,000
13	Main Yard	Taking over the corner next to the Transfer and Eco Station	\$401,310	\$20,066	\$159,446	\$40,131	\$621,000	\$775,000
14	Main Yard	Facilities Warehouse relocation and Expansion	\$110,250	\$5,513	\$43,804	\$11,025	\$171,000	\$213,000
15	Main Yard	Laydown area next to Facilities Development	\$113,190	\$5,660	\$44,972	\$11,319	\$175,000	\$219,000
16	Main Yard	Covered Outdoor Parking	\$2,499,000	\$124,950	\$992,885	\$249,900	\$3,867,000	\$4,826,000
17	Main Yard	Salt & Sand Expansion	\$376,320	\$18,816	\$149,517	\$37,632	\$582,000	\$727,000
18	Main Yard	Washbay	\$999,595	\$49,980	\$397,152	\$99,960	\$1,547,000	\$1,931,000
19	Satellite Yard	JEG X Transfer to Satellite	\$220,500	\$11,025	\$87,608	\$22,050	\$341,000	\$426,000
20	Satellite Yard	Warehouse Construction	\$449,615	\$22,481	\$178,638	\$44,961	\$696,000	\$868,000
21	Satellite Yard	Covered Outdoor Seasonal Parking	\$1,176,000	\$58,800	\$467,240	\$117,600	\$1,820,000	\$2,271,000
22	Satellite Yard	Outdoor Seasonal Parking	\$228,309	\$11,415	\$90,710	\$22,831	\$353,000	\$441,000
23	Satellite Yard	Laydown area development	\$533,610	\$26,681	\$212,010	\$53,361	\$826,000	\$1,031,000
24	Satellite Yard	Staff and visitor parking + Circulation	\$463,050	\$23,153	\$183,976	\$46,305	\$716,000	\$894,000
25	Main Yard	Fuel Station Relocation and Expansion	\$735,000	\$36,750	\$292,025	\$73,500	\$1,137,000	\$1,420,000





Project No.	Location	Project	Construction Cost \$	Construction Contingency	Project Soft Costs	General Project Contingency	Total Project Costs	Total Project Costs, With Escalation
26	Main Yard	Remaining Outdoor Parking with block heater electrical connections	\$62,016	\$3,101	\$24,640	\$6,202	\$96,000	\$120,000
<b>Subtotals</b>							<b>\$15,055,000</b>	<b>\$18,791,000</b>
<b>Long Term Planning Horizon</b>								
27	Main Yard	RV Dump Relocation next to Bulk Water Station	\$110,250	\$5,513	\$43,804	\$11,025	\$171,000	\$266,000
28	Main Yard	Indoor Heated Parking Building	\$7,245,630	\$362,282	\$2,878,784	\$724,563	\$11,211,000	\$17,467,000
29	Main Yard	Laydown organization in west area	\$920,220	\$46,011	\$365,615	\$92,022	\$1,424,000	\$2,218,000
<b>Subtotals</b>							<b>\$12,806,000</b>	<b>\$19,951,000</b>

The table outlines projected capital investments at the Main Yard and Satellite Yard sites, categorized by planning horizon: Immediate, Short Term, Medium Term, and Long Term. Each project includes detailed costs for construction, contingencies, and soft costs, culminating in total project costs with escalation.

- **Immediate Planning Horizon** (5 projects):
  - Focused on outdoor parking organization, Parks Quonset replacement, and yard organization.
  - Total Project Cost (with escalation): \$2.1M
- **Short Term Planning Horizon** (4 projects):
  - Largest investment period, with demolition of the Old Shops and major facility construction of a new shop and administration building.
  - Total Project Cost (with escalation): \$33.2M
- **Medium Term Planning Horizon** (15 projects):
  - Includes projects such as the JEG demolition, warehouse and storage expansions, parking infrastructure improvements, and the development of a satellite yard.
  - Total Project Cost (with escalation): \$18.8M
- **Long Term Planning Horizon** (4 projects):
  - Encompasses large-scale developments such as a new heated parking structure, the RV Dump relocation, a large laydown area and the primary staff parking area
  - Total Project Cost (with escalation): \$19.9M



## 7 CONCLUSIONS

This Needs Assessment has provided a comprehensive analysis of the current and future space requirements of the Fort Saskatchewan Public Works Yard. Through stakeholder engagement, workshops, and projections aligned with the City’s long-term growth plans, the study identifies key challenges facing current operations and outlines a strategic roadmap to meet service delivery demands through to 2045. The conclusions summarize the critical findings.

- 1. Current Site Constraints Are Limiting Operations.** The Public Works Yard is operating at or near capacity, with constrained vehicle circulation, fragmented laydown and storage areas, and outdated infrastructure. These conditions are impacting operational efficiency, safety, and the City’s ability to accommodate future growth.
- 2. Significant Infrastructure Redevelopment Is Required.** Many existing buildings—particularly the Old Shops and the Parks Quonset—are in poor condition and no longer support functional or safe operations. New construction is required to modernize administrative, operational, and storage facilities.
- 3. Population Growth Will Drive Increased Demand.** Fort Saskatchewan’s population is projected to grow from ~28,600 in 2023 to over 56,000 by 2045. This growth, along with an aging population and expanding residential footprint, will significantly increase demand for roads, parks, transit, waste management, and utility services, all of which are supported by Public Works.
- 4. Space Needs Will Increase by Nearly 50% by 2045.** Site requirements are projected to increase from 30,865 m<sup>2</sup> in 2025 to 44,851 m<sup>2</sup> by 2045, with the largest growth in building area (61%) and parking (58%). Without redesign or expansion, current facilities will be insufficient to meet long-term service needs.
- 5. [REDACTED]**  
**[REDACTED]**  
**[REDACTED]** ATIA S.30(1)(c)
- 6. Satellite Yard Development Is Essential.** Due to limited space on the main yard and geographic growth to the south and west, a satellite yard is necessary to maintain service levels. The satellite will support fleet storage, laydown areas, and administrative functions. Satellite yards could also accommodate other operational needs, such as yard waste and branch drop-off services currently housed at the Transfer Station.
- 7. A Phased Redevelopment Strategy Is Recommended.** The study outlines a phased sequence of 29 capital projects, divided across immediate, short-, medium-, and long-term time horizons. This approach allows the City to address urgent deficiencies while strategically planning for long-term growth.
- 8. Estimated Capital Investment Totals \$74M.** The total order-of-magnitude capital cost for the complete implementation of the plan is estimated at approximately \$74 million (including escalation), with the bulk of investment (\$33.2M) occurring in the short term (up to 2030).

## APPENDIX A: GUIDING DOCUMENTATION

The following table identifies the documents/data which has been reviewed to inform the Needs Assessment.

Document	Description
<i>Public Works, Utilities &amp; Sustainability, and Fleet, Facilities &amp; Engineering Department Service Levels Documents (2024)</i>	<p>The purpose of the service level documents is to clearly define the expected level of service that a department is required to deliver to the public.</p> <p>Public Works ensures daily citizen interaction through safe roads, parks, and transit. The Department manages policies and programs to sustainably maintain city infrastructure for safety and community aesthetics.</p> <p>The Utilities &amp; Sustainability Department safeguards community health and the environment through clean water, waste management, and public health initiatives. They manage city utility infrastructure and promote environmental stewardship.</p> <p>Fleet, Facilities and Engineering enhances citizen safety and enjoyment through innovative and sustainable infrastructure. The Department oversees the construction of critical assets like roads, water systems, and parks, and manage the city's fleet and facilities. They support essential services like snow and park maintenance, plan for city growth, while minimizing costs for taxpayers.</p> <p>Service level documentation uses Priority Based Budgeting (PBB) data to understand program costs and alignment with strategic goals. PBB scores programs based on results from the City's strategic plan and other criteria, placing them into quartiles. Q1 and Q2 programs are highly aligned with strategic goals, while Q3 and Q4 programs are less aligned. Together, these documents informed the current state baseline and enabled projections of future state service levels.</p>
<i>Re-imagine. Plan. Build Edmonton Metropolitan Region Growth Plan (amended 2022)</i>	<p>The "Re-imagine. Plan. Build Edmonton Metropolitan Region Growth Plan" is a strategic framework designed to guide sustainable growth and development in the Edmonton Metropolitan Region. The plan focuses on creating a compact, efficient, and diverse urban environment by promoting higher-density development, enhancing regional connectivity, and preserving natural and agricultural lands. It emphasizes coordinated planning among municipalities, investments in infrastructure, and fostering economic development while improving the quality of life for residents. The plan aims to balance growth with environmental stewardship, social inclusivity, and economic resilience, ensuring a sustainable future for the region.</p> <p>This document, helped inform future planning growth assumptions, and gave us a sense of likely future conditions and related service impacts given the growth of the wider region, and how that might impact growth in Fort Saskatchewan.</p>
<i>Environmental Remediation Public Works Yard EP File</i>	<p>The 2022 Environmental Remediation Report for Public Works Yard, AEP File No. 00494229, at 11121 - 88 Avenue in Fort Saskatchewan, Alberta, details the assessment and remediation activities conducted at the site. The report includes findings on soil and groundwater</p>

Document	Description
<p><i>No. 00494229 Report, ParklandGEO (2022)</i></p>	<p>contamination, outlines the remedial actions taken to address identified environmental issues, and ensures compliance with environmental regulations. The goal is to mitigate any potential health and environmental risks and to restore the site for safe use.</p> <p>This document offered information on the status of environmental contaminants remaining onsite, which will have implications on accommodation / development options in future planning.</p>
<p><i>Municipal Development Plan (MDP) (2021)</i></p>	<p>The MDP is a guide for development and redevelopment in Fort Saskatchewan as it grows into a city of 50,000 residents. The Plan has a focus on urban design and placemaking in hopes to build a complete community that serves current and future generations of residents. The plan is structured with distinct policy areas to provide a tailored approach that recognizes the unique needs of different parts of the community.</p> <p>The plan aided in the development of the Public Works Yard Needs Assessment through its summary of demographics and population, through its outlining of the overarching strategic direction of the city, through its detailing of neighborhoods and natural areas, and through its economic development policies and growth management strategies. All this information has service implications on Public Works business units and therefore impacts space needs.</p>
<p><i>The City of Fort Saskatchewan Public Works Yard – Needs Assessment (2019), Voshell Architecture and Design Inc.</i></p>	<p>The City of Fort Saskatchewan Public Works Yard – Needs Assessment (2019) study by Voshell Architecture and Design Inc. was a previous attempt at capturing Public Works’ needs in the future. The report identified immediate, short-term, and medium-term needs, challenges, and opportunities. The study focused on the needs of the yard and less on the service delivery requirements.</p> <p>The Voshell study offered a useful baseline to start out with, as many of the ideas presented in the study are still relevant, however, they are now refreshed since the report was developed and have been supplanted with a service-based lens present in this study.</p>
<p><i>Transportation Master Plan (2018)</i></p>	<p>The Transportation Master Plan for Fort Saskatchewan outlines a strategic approach to developing the city’s transportation network to support future growth and improve mobility. Key elements include upgrading road infrastructure, enhancing public transit, promoting active transportation with pedestrian and bike paths, improving safety and accessibility, and incorporating sustainable practices. The plan provides a framework for addressing current transportation challenges and meeting future needs, fostering the city’s economic and social development.</p> <p>This document provided useful information with regard to road infrastructure (and therefore impacts on levels of service for Road’s business unit), pedestrian and bike path infrastructure, and public transit challenges and opportunities.</p>
<p><i>Where do we Grow from Here? Fort Saskatchewan Growth Study (2015)</i></p>	<p>The Fort Saskatchewan Growth Study is a strategic document outlining the anticipated development and expansion of Fort Saskatchewan over the coming years. It addresses population growth, land use, infrastructure needs, and community services. The study focuses on sustainable growth, aiming to balance residential, commercial, and industrial development while preserving natural areas and enhancing quality of life. It includes recommendations for</p>





Document	Description
	<p>urban planning, transportation, housing, and public amenities to support a growing and diverse population.</p> <p>As discussed with Fort Saskatchewan Public Works leadership, this study serves as the most recent and reliable source with respect to growth projections and therefore population growth rates were extracted and applied where appropriate in future planning exercises.</p>
<p><i>Let's Shape Our Community Together: Recreation Facilities &amp; Parks Master Plan Update (2015)</i></p>	<p>This report is an update of Fort Saskatchewan's 2008 Recreation, Culture, and Parks Master Plan, which focused on community needs for recreational facilities and parks. The report addresses current priorities based on public and user perspectives, evaluates existing facility utilization and conditions, and considers options for new, expanded, or renovated facilities. The report analysed financial implications across short-, mid-, and long-term phases, which reflected population growth and regional trends. The community engagement highlighted the need for an expansion to the Dow Centennial Centre, new sporting event facilities, outdoor recreational areas, aquatic opportunities, and wheeled sports parks.</p> <p>Although nearly a decade old, the information presented in this document plays a crucial role in shaping our study. It provides essential context by identifying community priorities and needs for recreational facilities and parks. This information guides our understanding of where investments in infrastructure are most urgently required within the Parks Services business unit. By analyzing utilization rates, facility conditions, and financial impacts, the document helps us develop informed planning assumptions for future projects.</p>
<p><i>City of Fort Saskatchewan Community Sustainability Plan Update (2014)</i></p>	<p>The Community Sustainability Plan outlines the community's long-term vision for the next 30 years, building on foundational efforts and aiming to establish a lasting legacy for future generations. It serves as a comprehensive guide for community decision-making, aligning with the Alberta Urban Municipalities Association's framework for sustainability across cultural, economic, environmental, governance, and societal dimensions. The plan sets out the city's vision, principles, priorities, and initiatives up to 2040.</p> <p>This plan serves as a guide to inform our strategic planning assumptions and align with the Alberta Urban Municipalities Association's framework. This integration ensures that our planning for the Utilities &amp; Sustainability Department reflects long-term goals, fostering resilience and sustainability in infrastructure, resource management, and environmental stewardship for future generations.</p>
<p><i>City of Fort Saskatchewan Area Structure Plans: Bylaws</i></p>	<p>An area plan outlines strategic guidelines for developing specific regions within a city. It defines land use policies, infrastructure needs, and development goals to ensure coordinated growth and sustainability, integrating local and regional objectives for efficient land utilization and community enhancement.</p> <ul style="list-style-type: none"> <li>• The City of Fort Saskatchewan Land Use Bylaw (Bylaw C23-20; 2001/2020) establishes a regulatory framework for land use within the city.</li> <li>• The Downtown Area Redevelopment Plan &amp; Design Guidelines (Bylaw C14-08; 2009) guides future growth and development in Fort Saskatchewan's downtown area.</li> <li>• The Josephburg Road North Industrial Area Structure Plan (Bylaw C27-21/C13-09; 2011) provides a policy framework for planning and development in the industrial</li> </ul>

Document	Description
	<p>area.</p> <ul style="list-style-type: none"> <li>• The Fort Saskatchewan Alberta’s Industrial Heartland Complementary Area Structure Plan (Bylaw C19-00) guides future industrial development, aligning with neighboring municipalities.</li> <li>• The Westpark Area Structure Plan (Bylaw C8-13; 2024) outlines development for a west Fort Saskatchewan area.</li> <li>• The Southfort Area Structure Plan (Bylaw C8-23; 2023) outlines development for a southeast Fort Saskatchewan area.</li> </ul> <p>Using these area plans are beneficial for this study as they provide clear frameworks for managing and developing specific city regions. They define land use policies, infrastructure needs, and development goals that align with broader municipal objectives. This structured approach ensures efficient land use, infrastructure planning, and sustainable growth, allowing our study to integrate effectively with city-wide planning efforts while addressing specific area needs.</p>
<p><i>Department / Business Unit Growth Plans</i></p>	<p>Department and business unit Growth Plans were received in various forms (e.g. email, word documents, pdf, etc.). These plans outlined near to short-term growth plans for each business unit / department. Growth captured not only additional FTEs, but also vehicles and equipment and any re-structuring to staff positions.</p> <p>These growth plans helped inform the baseline immediate and short-term growth assumptions in future planning exercises.</p>
<p><i>Organization Charts</i></p>	<p>Organizational charts serve as important tools in our study, offering a visual roadmap to understand the intricate structure of Public Works departments. This insight into the department’s inner workings allows us to assess the current state comprehensively.</p> <p>They help us recognize potential inefficiencies and streamline workflows, ensuring our study is grounded in a thorough understanding of Public Works’ operational dynamics.</p>
<p><i>Department / Business Unit Staff Lists</i></p>	<p>Staff lists from various departments and business units have been instrumental in developing the Current State section of our report. They detail personnel across units, revealing the organization’s human resource’s structure. By outlining roles and expertise within each department, these lists help us understand current operations, identify key personnel, and assess resource allocation.</p> <p>This information ensures our study provides a thorough and informed analysis of the organization’s current state.</p>
<p><i>Department / Business Unit Vehicle &amp; Equipment Lists</i></p>	<p>Vehicle and equipment lists were crucial in developing the Current State section of our report. They provide detailed information on the types, quantities, and condition of assets used, aiding in assessing operational efficiencies and resource allocation. This data enhances our study by offering a clear snapshot of the organization’s current operational capacity and infrastructure.</p>
<p><i>AutoCAD Files of Facilities, and City</i></p>	<p>AutoCAD files of the site, public works facilities, and the city were instrumental in creating current state maps and exploring future accommodation options. They provided detailed</p>

Document	Description
<i>Cadastral</i>	spatial data that facilitated visualizing existing infrastructure layouts and potential development scenarios. This information has significantly enriched our study by offering a clear and comprehensive understanding of the physical environment and infrastructure configurations within the city.

## APPENDIX B: RV DUMP STATION RELOCATION GUIDELINES

Although the proposed accommodation layout includes relocating the RV dump station adjacent to the bulk water station, this solution is only suitable in the short to medium term. In the long term, the RV dump station should be relocated to an off-site location to reduce congestion and improve accessibility within the Public Works Yard. This move would address immediate operational challenges by alleviating traffic flow conflicts and creating a more user-friendly setup, while also freeing up valuable yard space for other essential functions. When identifying a new location for the RV dump station, the following criteria should be considered:

 <p><b>Strategic Location</b> Proximity to major travel routes, campgrounds, or recreational areas—such as highway rest stops or municipal facilities—will provide convenient access for travelers.</p>	 <p><b>Accessibility and Traffic Flow</b> The site should accommodate RV maneuvering with a clear one-way circulation system to reduce backups and improve efficiency.</p>
 <p><b>Water Availability</b> A potable water supply should be available for users to safely refill their water tanks.</p>	 <p><b>Environmental Protection</b> The facility should be equipped for proper waste handling and include clear signage to promote responsible use. Garbage disposal is generally not offered at RV dump stations and should not be expected.</p>

# APPENDIX C: SATELLITE SITE SELECTION CRITERIA

The current Fort Saskatchewan Public Works Yard, strategically located in the city’s industrial northeast, continues to provide strong service to surrounding areas. However, as growth accelerates in other parts of the city—particularly in the south—the yard’s ability to effectively serve the entire municipality may diminish. As outlined in Chapter 5, the proposed long-term accommodation strategy indicates that a satellite yard will be required by the medium term to address emerging service gaps. This satellite site would support key Public Works functions such as laydown material storage, fleet vehicle and equipment parking, and touchdown office space, with appropriate staff and visitor parking.

The following table outlines the minimum area requirements to support these satellite operations:

Table 19. Satellite Yard Minimum Area Requirements

Space	Minimum Area (m <sup>2</sup> )	Description
Administrative + Storage + Warehouse	520	Necessary administrative spaces to support staff starting and finishing their days from this location. Office, breakroom, washroom, changeroom.
Covered Outdoor Seasonal Parking	400	Due to lack of space all seasonal vehicles would be located here
Outdoor Seasonal Parking	710	
Laydown Areas	1,815	Various laydown areas organized by business unit.
Staff Parking	350	
Circulation	1,090	

**MINIMUM SITE AREA: 4,885 Net m<sup>2</sup>**

Selecting the appropriate location for the satellite site is essential to ensure it effectively meets the city’s growing service needs. Key criteria for site selection are:

**Proximity to Key Locations**

The site should be located reasonably close to the existing primary public works yard, yet far enough away to maximize service coverage. Specifically, it should be situated near areas identified for future development (i.e. primarily in the south end of the City), ensuring efficient service to those regions as they expand.



**Adequate Site Size**

As detailed above, the chosen site should have ample space to accommodate the minimum identified area requirements for laydown areas, vehicle and equipment parking, touchdown office facilities, and staff and visitor parking. In fact, the site selected should be able to accommodate much more than just the minimum, as adequate space is crucial for



accommodating future growth and avoiding the need for further relocations.

**Site  
Accessibility**

The satellite site must be easily accessible for staff and service vehicles, with well-maintained roads that can support frequent use by large vehicles and equipment. Ease of access will directly impact the efficiency and timeliness of operations.



**Compatibility  
with Adjacent  
Land Uses**

Surrounding land uses should complement or at least not hinder public works operations. Proximity to industrial or commercial zones may be preferable, while potential conflicts with residential areas should be carefully considered to avoid noise or other disruptions.



**Environmental  
Impact and  
Compliance**

Assessing the environmental implications of developing a new site is crucial, particularly regarding stormwater management, soil conditions, and proximity to sensitive natural areas. The site should comply with environmental regulations and aim to minimize ecological disruption. Incorporating sustainable design elements, like permeable paving for stormwater absorption and energy-efficient facilities, could add long-term value.



**Utility and  
Infrastructure  
Availability**

The site should have access to essential utilities such as water, electricity, sewage, and internet. Access to existing infrastructure can lower development costs and improve operational functionality, while proximity to utilities also supports any potential future expansions or upgrades.



**Future  
Expansion  
Potential**

Considering Fort Saskatchewan's anticipated growth, and as noted above, selecting a site with the potential for future expansion would be advantageous. Additional space for expansion can help accommodate increasing demands for public works services without the need to relocate again.



**Operational  
Safety and  
Security**

The site should offer conditions that support the safety and security of both equipment and personnel. This may include adequate lighting, secure fencing, surveillance systems, and adherence to safety standards. Security measures reduce the risk of vandalism, theft, and unauthorized access to equipment or materials.



**Traffic and  
Logistics**

A thorough traffic analysis can help determine whether the location supports the frequent movement of large service vehicles without causing congestion or delays. If possible, the site should offer direct access to main roads, minimizing travel time and fuel consumption for city vehicles and reducing



potential traffic disturbances.

**Community  
Impact and  
Stakeholder  
Input**

Understanding the impact on surrounding communities and gathering feedback from key stakeholders can help ensure that the site location is suitable. Nearby residents or businesses should be informed of the intended use, and the city may consider measures to mitigate noise, dust, or visual impact if the site is close to sensitive areas.

