

LET IT SNOW!

City of Fort Saskatchewan Snow Removal Growth Plan

2027 - 2031

A review of Fort Saskatchewan's snow clearing and ice control program, its current state and recommended adjustments & investments for the next five years.



CITY OF
FORT SASKATCHEWAN



Snow Removal Growth Plan

2027 - 2031

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Executive Summary

The City of Fort Saskatchewan Snow Removal Growth Plan (2027–2031) establishes a strategic roadmap to ensure the City's winter maintenance program remains sustainable as population growth, infrastructure expansion, and community expectations continue to evolve. Prepared in response to Council direction through a Notice of Motion approved at the March 10, 2026, Regular Council meeting, the Plan reviews the current snow removal program, assesses future operational and financial pressures, and identifies the investments needed to sustain existing service levels over the next five years.

The review confirms that the City's snow removal program is performing well and compares favourably with similar municipalities. Despite sustained annual population growth, expanding transportation networks, and increasingly complex winter operations, the City has maintained consistent service standards and responsive customer service. **The assessment concludes that the current operating model remains effective and that no significant changes to service levels are warranted.** Instead, the Plan recommends a proactive investment strategy to preserve existing service levels while ensuring the organization remains equipped to manage continued growth.

Looking ahead, several strategic risks have the potential to affect the long-term sustainability of the program if left unaddressed:

1. Continued residential and commercial development is increasing the inventory of roads, sidewalks, pathways, parks, and public facilities requiring winter maintenance.
2. At the same time, limited residential snow storage capacity are increasing reliance on snow hauling and extending operational timelines.
3. These factors, combined with greater dependence on overtime and contracted services, place increasing pressure on operational capacity and create a higher risk of service delays during significant winter events.

The Plan also identifies growing financial and asset management risks:

1. Approximately two-thirds (64%) of the City's winter maintenance fleet will require replacement between 2027 and 2031, while inflation, contractor costs, equipment lifecycle expenditures, and weather variability continue to increase operating costs. The City has a Municipal Infrastructure and Equipment Reserve to replace its winter maintenance fleet. Replacement costs could be affected by external factors such as tariffs.
2. The Snow and Ice Removal Reserve currently remains below Council's intended funding target, reducing the City's financial resilience during severe winter seasons and limiting flexibility to respond to unplanned expenditures by the Roads business unit.
3. In addition, the Public Works Yard is approaching its functional capacity, Municipal Enforcement demands continue to increase, and reliance on external snow disposal facilities presents an ongoing operational dependency.

Collectively, these pressures represent increasing risks to service reliability, financial sustainability, and organizational resilience if investment does not keep pace with growth.

Resident engagement indicates that many service requests are driven not by deficiencies in service delivery but by uncertainty regarding snow removal priorities, parking restrictions, and responsibilities for sidewalks and pathways.

Improving communication, public education, service mapping, and parking ban notifications presents an opportunity to enhance public understanding, improve customer satisfaction, and reduce unnecessary service requests and enforcement activities.

To mitigate identified risks, the Growth Plan recommends a phased and fiscally responsible investment strategy that aligns operational capacity with projected growth.

Key recommendations include:

1. Incrementally increasing staffing resources;
2. Increasing program supervision and knowledge retention with the addition of Roads Coordinator;
3. Rebuilding and maintaining the Snow and Ice Removal Reserve for the Roads business unit;
4. Advancing long-term planning for public works facilities and future snow storage capacity;
5. Strengthening municipal enforcement resources; and
6. Enhancing public communication and education initiatives.

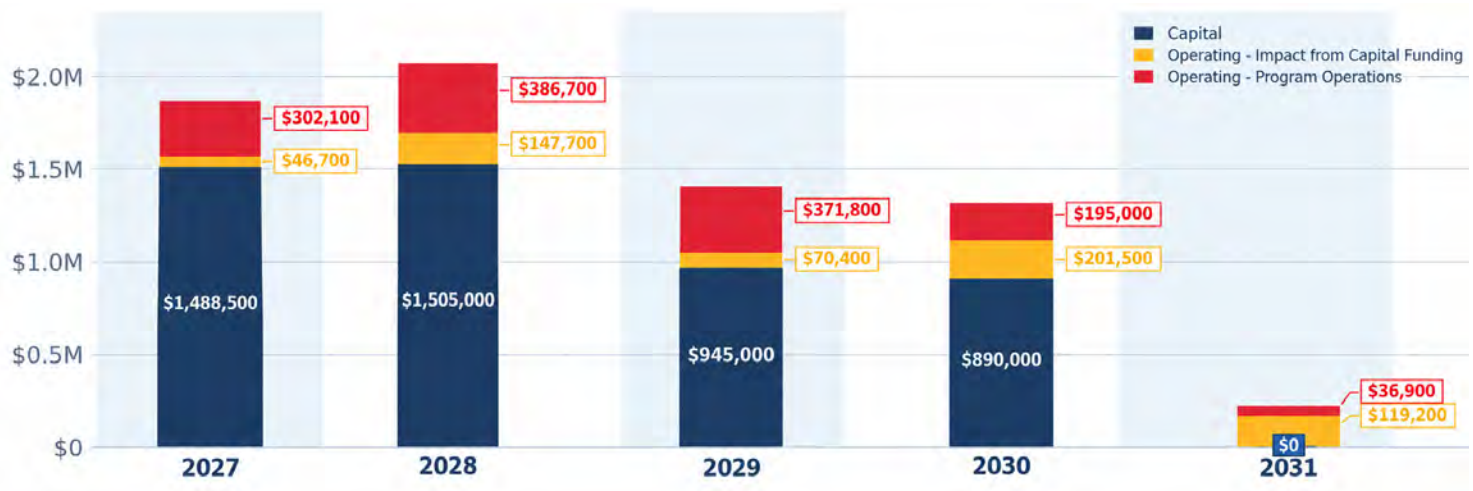
Calculations for this analysis were based on a six-month winter period (where 1 FTE = 2,080 hours) to isolate the resources required specifically for the snow-removal program as requested. The resulting recommendations identify the year-round staffing and resource levels needed to:

- Ensure sustainable, scalable Public Works operations throughout the year, with adequate capacity dedicated to the snow-removal program. Resources required for the snow-removal program are also required year-round due to inventory growth; and
- Maintain reliability and operational resilience by aligning year-round resource allocation with the seasonal demands of winter operations.



The five (5) year action plan recommends 34 action items, for a total investment of:

- Total Capital Funding Requests: \$4,828,500
- Total Operating Funding Requests: \$1,878,000



These investments are intended to sustain current service levels rather than expand them, while improving organizational resilience and reducing future operational and financial risk.

Council's consideration of the Growth Plan represents an opportunity to proactively position the City for continued growth through disciplined asset management, responsible financial planning, and strategic operational investment.

Adoption of the Plan will provide Administration with a framework to inform future operating and capital budget recommendations, prioritize infrastructure investments, and maintain the City's high standard of winter maintenance service.

By aligning resources with anticipated growth, the City will be better positioned to preserve service reliability, strengthen financial sustainability, and support Council's strategic objectives of responsible governance, resilient municipal operations, and sustainable community growth. The Plan further recommends a comprehensive review in 2031 to reassess service levels, infrastructure demands, and future resource requirements.



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1.0 Council Motion Item #1: Current Service Levels

A description of the current service level, including an assessment of how it aligns with current practices.	
 Key Findings	1. The City of Fort Saskatchewan is growing rapidly, at an average rate of 4% per year since 2018. 2. The City of Fort Saskatchewan has six (6) road service priorities – comparative municipalities have three (3) to four (4). 3. The City of Fort Saskatchewan has higher service level benchmarks than other comparative municipalities.

1.1 Current State

The City of Fort Saskatchewan is a rapidly growing community. From 2018 to 2024, the average growth rate was 4%. As of 2024, the population was estimated at 29,857.

For the purpose of this report, the 2024 census will be utilized as the basis for per capita projections and estimates, with a 2.7% increase for 2025 and 2026 population estimates (see [Council Motion Item #7 for more information](#)). If a census was taken in 2025 and 2026, it is estimated that the population of Fort Saskatchewan would be approximately 30,663 and 31,491 respectively. Per capita calculations in this report will utilize the 2025 estimated population of 30,663.

For more information on service level comparisons with other municipalities, please see [Appendix E: Benchmarking Comparison of City of Fort Saskatchewan Snow Removal Service Levels to Other Municipalities](#).

Roads

The pace of population growth is evident in the growing inventory of road center-line kilometers (kms) that the City manages year-round.

In 2023 and 2025, the City saw an inventory increase of 2.78% and 1.07% respectively compared to the previous year. This is due to development projects being completed and handed over to the City to incorporate into municipal maintenance and operating schedules.

¹2024 Municipal Census Results, City of Fort Saskatchewan, pg. 5

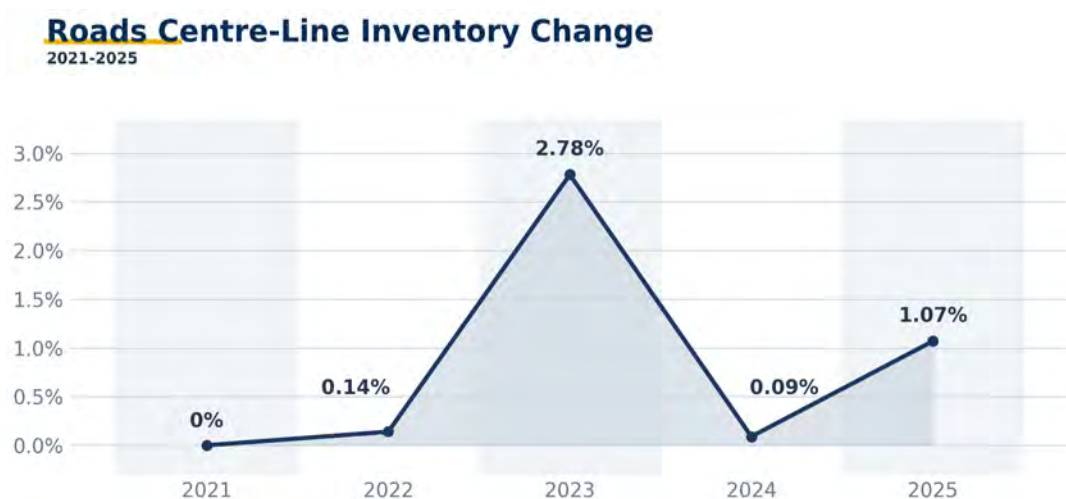


Figure 1: Roads center line inventory change 2021 - 2025

The Roads business unit is responsible for clearing snow and ice on roads and City-owned public parking lots. Service level benchmarks establish the baseline for clearing schedules. While each snow event is unique, priorities and deployment plans are evaluated for every event based on key operational factors such as staffing levels, vendor availability, and equipment readiness. If snow events follow one another before a route can be completed, the schedule is re-set and clearing typically begins again with priority #1.

ROADS INVENTORY		
Route Priority	Linear KM Per Route	Clearing Time Benchmark
Priority 1 - Major Routes/Highways	53.4	Within 6 - 8 hours end of last snowfall
Priority 2 - Arterial	37.5	Within 12 - 16 hours end of last snowfall
Priority 3 - Collector	20.5	Within 30 - 40 hours once priority #2 completed
Priority 4 - Rural South	21.8	Once priority 3 completed
Priority 5 - Residential	68.3	When compacted snow equals 7.5cm or 2.95 inches thick
Priority 6 - Alley	15.5	As required
Total Roads Center-Line at May 2025	217	

Table 1: Current Roads inventory and service levels.

The City maintains approximately 5.04 km of center-line roadway within Strathcona County, as a major City route extends into County jurisdiction. Strathcona County completes snow clearing on this section as well when they are able to do so before the City. There is currently no formal written agreement or memorandum of understanding (MOU) that recognizes this service from the City of Fort Saskatchewan into Strathcona County or vice versa.

Snow Clearing of Strathcona County Rural Roads

City boundary and maintained road centre-lines

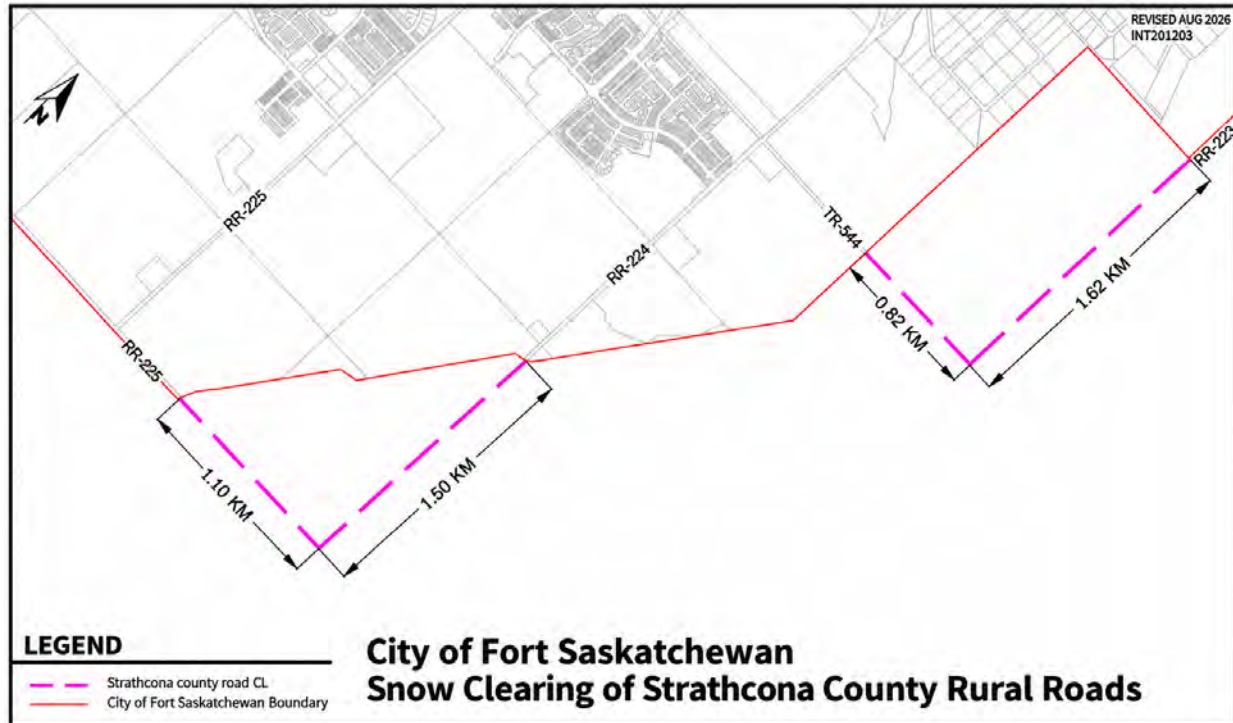


Figure 2: City of Fort Saskatchewan Clearing of Strathcona County Rural Roads

Residential Snow Clearing

In general, residential snow clearing is completed in 10 working days. This is a benchmark that the Roads Services staff aims to achieve. **Completion could be delayed due to volume of snow on streets or additional snow events during the residential snow clearing operations resulting in re-evaluation of snow clearing priorities.**

Parking Lots

The City of Fort Saskatchewan also completes snow/ice removal for 35 parking lots, with two (2) additional lots coming under City inventory - the New Fire Hall (2028) and Dow Centennial Center Pool addition (2029).

In total, there is 147,430 square meters (0.14 sq kms) of parking space that is cleared by Roads crews.

Priority parking areas include Fire Hall, RCMP Detachment/Protective Services Building front, Dow Centennial Centre, City Hall and Harbour Pool. These select parking lots are cleared within 24 – 36 hours end of last snowfall. The remaining parking lots are cleared within a week after a significant snowfall event.

Snow Trucking Hauling and Current Facilities

The City of Fort Saskatchewan primarily uses contracted services for the completion of snow hauling and the Strathcona County allows usage of their snow disposal facility to deposit snow as needed for a fee.

The City currently spends \$24,000 to \$50,000 in snow disposal fees to the Strathcona County. Since 2023, there has been a Snow Disposal Contract between the City of Fort Saskatchewan and Strathcona County. The contract term is 5 years and is scheduled to end in May 2028, unless terminated earlier in accordance with the termination provisions of the Agreement. At the end of the term, the Agreement can be extended by mutual agreement for an additional 5 years.

If the County were to restrict future access to the snow disposal site for the City to deposit snow or significantly increase disposal fees, the City would face a significant challenge in finding an alternative site. If this were to occur, the only other viable site for snow hauling and disposal is the City of Edmonton Horse Hills facility. This is a high risk to current snow removal operations and alternatives should be explored to mitigate this risk. If access is restricted or costs increase, the City has no other viable local alternative, which would create an immediate gap in its ability to dispose of accumulated snow.

The Snow Melt and Material Handling Site Feasibility Study completed in 2024 highlighted the City's requirements for a site that would be able to stockpile and manage snow removal and other materials for at-least 50 years. At the time of report writing, the following recommendations were made:

1. Because of cost, it was not recommended that the City own and operate its own snow melt site.
2. Report findings, however, did acknowledge that if snow disposal fees increase, or access to the County site is restricted, a city owned and operated facility should be investigated.
3. If the City considers purchasing a site for material handling, the site should have enough capacity to construct a snow melt facility and general material handling to leverage operational efficiencies.

Summary of costs captured in the Feasibility Study:

Capital Costs (land)	\$ 4,000,000
Capital Costs (facility construction)	\$ 5,700,000
Total Capital	\$ 9,700,000
Annual Operating Costs	\$ 300,000
Per Capita (2024 - 29,857) Capital (if 100% of Capital funded in one-year by the City)	\$ 325
Per Capita (2024 - 29,857) Annual Operating	\$ 10

²Al-Terra Engineering Ltd., Snow Melt and Material Handling Site Feasibility Study, 2024, pg. 16.

In addition, the Public Works Yard Needs Assessment, 2025, highlighted that the current Public Works yard is posing challenges for service delivery and affecting efficiency and operational effectiveness . The report identified seven (7) critical findings:

1. Current site constraints are limiting operations and future growth
2. Significant infrastructure redevelopment is required
3. Population growth will drive increased demand
4. Space needs will increase nearly 50% by 2045
5. Satellite yard development is essential
6. A phased redevelopment strategy is recommended
7. Estimated capital investment totals \$74,000,000.

Summary of capital costs captured in this report:

Immediate planning horizon (2026-2027)	\$	2,100,000
Short-term needs (up to 2030)	\$	33,200,000
Medium-term needs (up to 2035)	\$	18,800,000
Long-term needs (up to 2045)	\$	19,900,000
Total Capital 20-year horizon	\$	74,000,000
Per Capita (2025 - 30,663) Capital (if 100% of Capital funded over 20 years by the City at 2025	\$	121

In order for the snow removal program to remain current and responsive to population growth and needs service requirements, the City should incorporate the findings of these two reports into its decision-making process when considering adjustments to the snow removal program.

Sidewalks, Trails, Buildings, and Bus Stops

The Parks business unit is responsible for snow and ice clearing for sidewalks, trails, bus stops, buildings, boarded and leisure ice surfaces.

Current inventory is a combination of linear kms and number of locations. There is currently 111.44 kms between sidewalks and trails, as well as 110 locations that Parks clears of snow and ice.

³Cornerstone, City of Fort Saskatchewan Public Works Yard Needs Assessment, Sept 2025, pg. 62

PARKS INVENTORY			
Priority	Route	KM Per Route	Clearing Time Benchmark
1	Buildings & Medians	31 Sites	within 24 hours end of last snowfall (7 days per week)
Sidewalks			
2	S1	5.08	within 24 hours end of last snowfall (except on Sundays or statutory holidays)
	S2	9.36	
	S3	11.33	
	S4	8.37	
3	Bus Stops	65 sites	Within 24 hours end of last snowfall (Monday – Friday)
Trails			
4	T1	28.81	Within 48 hours of last snowfall (Monday to Friday)
	T2	23.47	
	T3	25.02	
5	Boarded Ice Surfaces	3 sites	within 24 hours of last snowfall and completion of priorities 1 – 3 (Boarded ice surface staffed 7 days)
6	Leisure Ice Surfaces	11 sites	

Table 2: Current Parks inventory and service levels.

Residents and Businesses

As per Traffic Bylaw C11-25, residents and businesses are required to remove all snow from sidewalks adjacent to their property within 48-hours at end of last snowfall. The City relies on residents to clear the majority of sidewalks in residential neighborhoods.

Businesses located in the Downtown are required to remove snow from sidewalks within 24-hours at end of last snow fall. The City relies on business to clear the majority of sidewalks in commercial and downtown locations.

Municipal Enforcement

Municipal Enforcement ensures that signed snow removal routes are cleared of vehicles and assists in reconciling neighborhood complaints resulting from lack of compliance in snow removal. Current enforcement strategies rely on a proactive approach to ensure compliance. This is a challenge due to limited Municipal Enforcement resources. The City currently utilizes social media to educate the public about their responsibilities and utilizes temporary signage along snow removal routes when parking bans come into effect.

Fleet

The City Fleet business unit provides maintenance and support to snow and ice clearing operations. Staff are available Monday to Friday during regular business hours. During the snow season, a fleet staff is on call in the evening and weekend.



2.0 Council Motion Item #2: Program's Performance

The program's performance over the past five (5) years compared to current service levels.



Key Findings

1. Response time to a service request has been stable, even during years of high snowfall. Median response time is currently 1.5 days between the date a service request is created and when it is closed.
2. Clearing time required for residential areas is projected to increase in 2026 and onward, as developments are completed and become the responsibility of the City.
3. Current service levels for residential areas are dependent on overtime.

ASSUMPTION: The length of time between when a service request is created to the date it is closed is an indicator of program performance for the snow removal program.

2.1 Current Response Time To A Service Request

From the date a service request is submitted to the date that the service request is closed, the median for all service requests has been relatively consistent between 2021 - 2025. A service request is generally closed within 1 to 3 days from the date it is created.

Service Requests and Median Closure Time
Parks and Roads | 2021-2025



Figure 3: Number of service requests per year and the median duration between creation and closed date.

*The median was utilized instead of the average because the median ignores outliers, providing a more accurate measurement of the majority of the data.

Comparing the median to the amount of snowfall each year demonstrates that the amount of time it takes to respond to a service request in relation to snowfall has been stable, even during years of high snowfall. For more information on service requests, please see: [Council Motion #4: Pain Points \(Service Requests\)](#).

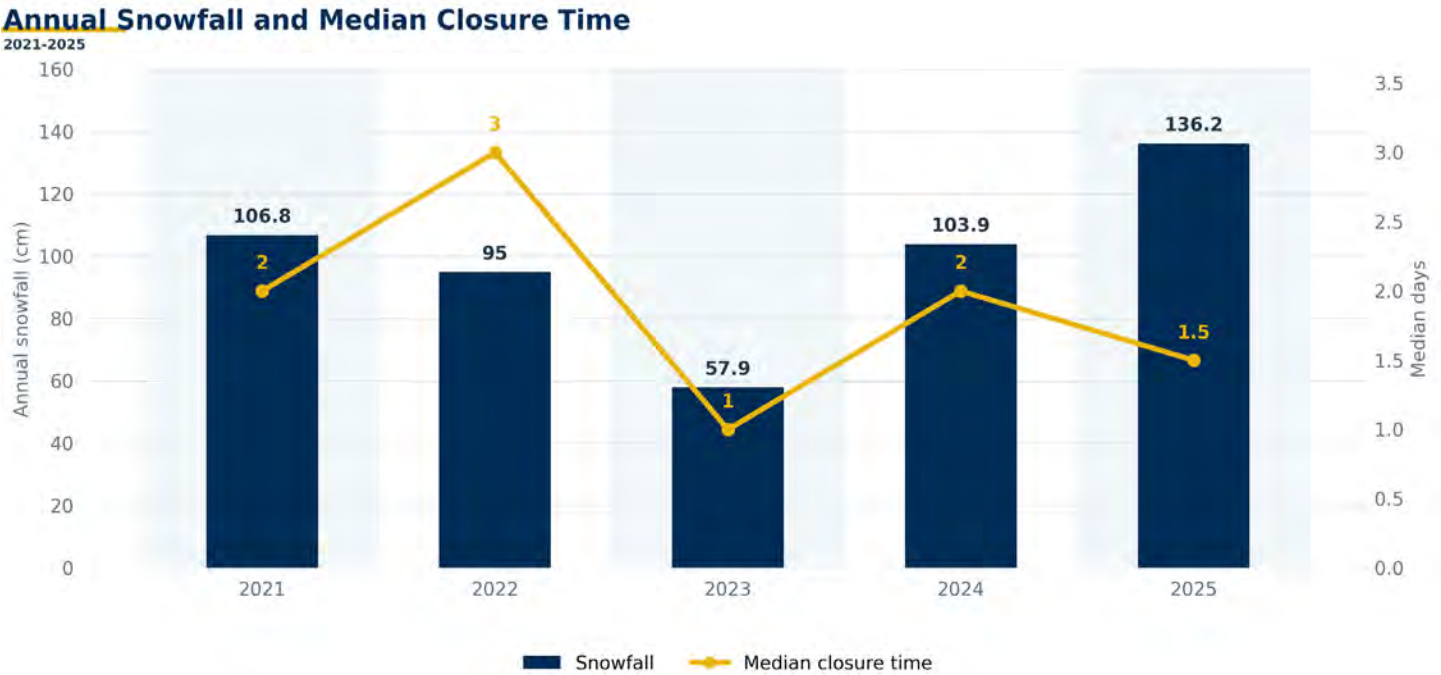


Figure 4: Annual snowfall and median duration between service request created date and closed date.

2.2 Residential Clearing Time

The average length of time to clear snow in residential areas is about 10 business days. Since 2021, there has only been one instance (in February 2024) when the schedule exceeded 10 days (Feb 2024 – 15 days scheduled). This was due to additional residential clearing scheduled to alleviate some rough roads and improve drainage for the spring. The 15-day schedule was not required, in the end, due to warm weather that aided in snow/ice melt. Snow clearing was only required for 5 days instead of the scheduled 15 days.

The following chart identifies the completion schedule for the months and years where residential snow removal was required based on current service level benchmarks (when snow compaction exceeds 7.5cm or 2.95 inches deep).



# Days Required for Snow Clearing	2021	2022	2023	2024	2025
Jan	10	10	10		
Feb				5	10
Mar		10		10	
Oct					
Nov	10				
Dec				10	

Table 3: 5-year historical residential snow removal clearing times.

To meet the current 10 day benchmark, crews now work an average of 14 hours per day, with actual daily hours varying based on road conditions and the amount of equipment required to return roads to a passable state. **Overtime is relied upon to meet this standard.** For more information on overtime for residential snow clearing, and recommendations, please see [Council Motion Item #8.4](#).

This is not sustainable as new developments are completed and become the responsibility of the City for snow clearing.

Extending the 10-day residential service level benchmark is recommended to reduce reliance on overtime and align service expectations with the City's actual staffing capacity. Under the current benchmark, residential clearing routinely exceeds available resources, requiring significant overtime to meet timelines. Adjusting the benchmark allows the City to maintain service reliability.



3.0 Council Motion Item #3: Program Actual Costs 2021 – 2025 Including Capital and Operating

The actual year over year operating costs associated with snow removal for the past five (5) years, encompassing both operating and capital, as well as a breakdown of subcontracted costs.

			
Category	Key Findings	Risks	Recommendation
Escalating Program Cost	The overall snow removal program costs (including Roads, Parks, Municipal Enforcement Fleet and Administration) have increased to \$2.8 million in 2025, driven by snowfall variability, expanded inventory, inflation, and operational requirements.	Rising costs increase pressure on the operating budget, potentially requiring reallocations, reserve drawdowns, or tax adjustments.	Develop Road's annual budget based on the previous three (3) to five (5) years actual expenses.
Resource Availability to Scale Services	Inventory growth is outpacing the scalable capacity of both equipment and labor, resulting in operational constraints.	Inventory growth that outpaces equipment and labor capacity drives operational bottlenecks, accuracy issues, and space congestion, leading to labor fatigue, rising costs, customer delays, and rapid capacity collapse when workflow coordination breaks down.	Strengthen operational capacity by improving workflow coordination, optimizing existing processes, and scaling labor and equipment in a targeted, proactive manner to prevent bottlenecks and maintain service performance.

Capital Equipment Assets	64% of current equipment utilized for the snow removal program require replacement between 2027 and 2031 \$2.8 million in new funding for snow removal equipment is needed between 2027 – 2031.	Aging fleet assets increase the likelihood of mechanical failure during major snow events, reduce reliability in providing services, and drive higher reactive maintenance and lifecycle costs, while also exposing the program to inflationary escalation and greater reliance on premium cost contracted services.	Maintain current fleet replacement reserve funding. Schedule replacement purchases of vehicles, with enough lead time to reduce possibility of gaps in equipment availability. Purchase equipment that can provide redundancy to further reduce risks of service interruption and increase the stability of the snow removal program.
Insufficient Snow and Ice Removal Reserve Balance	The Snow Removal Reserve cannot fund a full year of Roads snow removal costs. Rising expenses and an underfunded reserve create a long term affordability challenge.	Insufficient reserves create vulnerability during extreme winter seasons and limit the City's ability to absorb cost spikes. Without structural changes, the program may become financially unsustainable.	Increase annual reserve contributions; establish reserve use triggers; evaluate long term funding strategies. This can be achieved by allocating any surplus at the end of the fiscal year from the Road's business unit, or setting an annual contribution from operation or allocating a portion of the annual operating budget surplus.



3.1 Operating Costs

Actual operating costs for the entire snow removal program have risen steadily on average over the past five (5) years. There are a variety of factors that affect actual spend, including:

- Number of snow events;
- availability of resources;
- weather conditions and variability;
- total km inventory requiring snow removal services; and
- inflation.

As per Figure 5, total snow removal program expenses have a strong correlation with annual snowfall accumulation. In 2025, the total cost for the snow removal program was \$2.8 million including costs for the Roads, Parks, Municipal Enforcement and Fleet Business Units, and an allocation for Administration. Spring street sweeping costs were also capture in the overall snow removal program cost. For a detailed breakdown of business unit actuals, please see [Appendix G: Program Actual Costs](#).

Snow Removal Program Cost and Annual Snowfall

2021-2025



Figure 5: Total snow removal program costs and annual snowfall per year.

When budget planning for the next snow removal program season, it is recommended to calculate the average actuals for the past three (3) to five (5) years in order to capture any trends and changes in program financial requirements.

- The **average** actuals spent on the snow removal program for all business units 2021 - 2025 is **\$2,328,995**. This dollar value should be the budget for the 2027 snow removal program season.
- Figure 6 captures the actuals per business unit from 2021 - 2025.

Snow Removal Program Cost by Business Unit

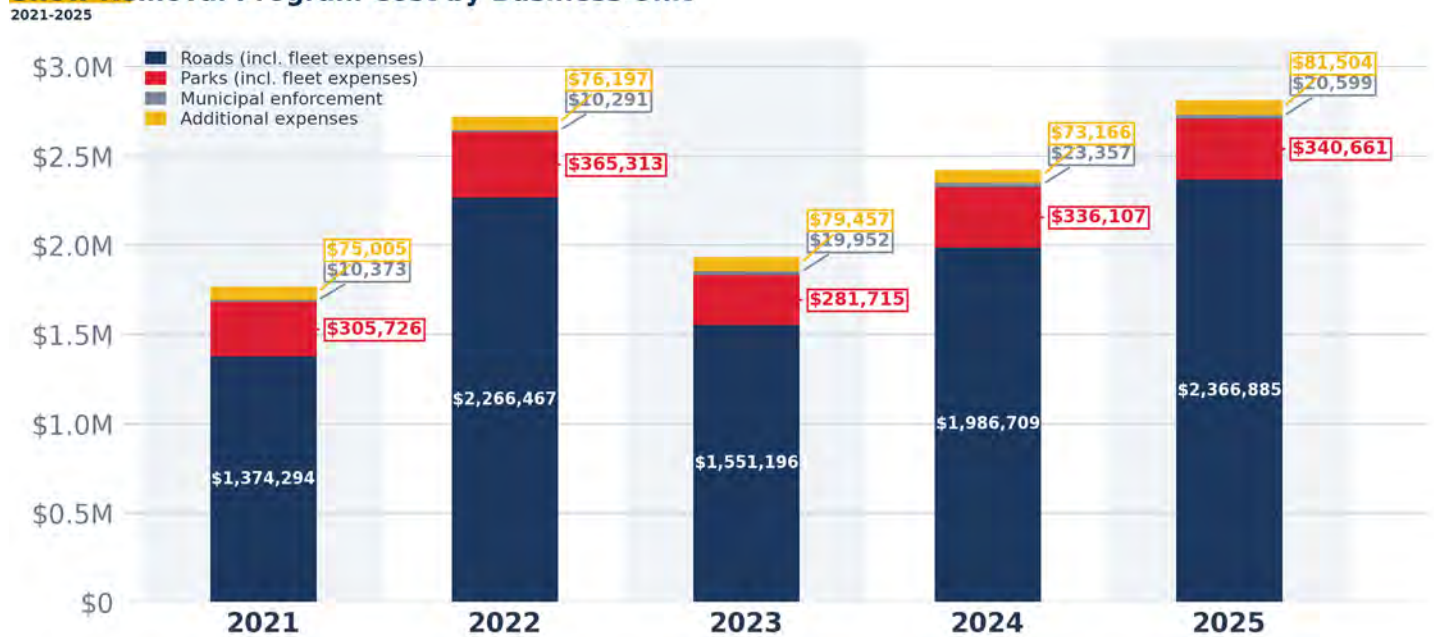


Figure 6: Cost per business unit for the snow removal program from 2021 – 2025.

Total operating expenses per year from 2021 - 2025 includes the following:

Direct Program Expenses:

- Salaries and wages (incl. benefits, shift differential, and overtime) – includes the Roads Manager;
- Municipal Enforcement;
- contracted services;
- insurance;
- fleet expenses (maintenance, repairs, fuel, snow removal equipment transfer reserve); and
- materials and supplies.

Additional Direct Departmental Program Expenses:

- Salaries and wages for overall program administration such as:
 - Public Works Director;
 - Clerks;
 - Parks Manager;
 - Engineering Technologist; and
 - Office Supervisor.

A per capita assessment provides a clear indicator of the variability of annual spend requirements for the snow clearing program:

SNOW REMOVAL PROGRAM PER CAPITA	2021	2022	2023	2024	2025
Population	27,649	28,417	28,624	29,857	30,663
Total Program Cost	\$1,765,398	\$2,720,735	\$1,932,320	\$2,419,338	\$2,809,649
Per Capita	\$64	\$96	\$68	\$81	\$92

Table 4: Per capita total program expenses 2021 - 2025

As of 2025, snow removal operating costs are primarily driven by salaries and wages (43%), followed by contracted services (22%). Parks utilized contracted services for snow removal up until 2024. As of 2025, Parks no longer uses contracted services as all tasks are completed in house.

Allocation of 2025 Snow Removal Expenses

Share of total program spending

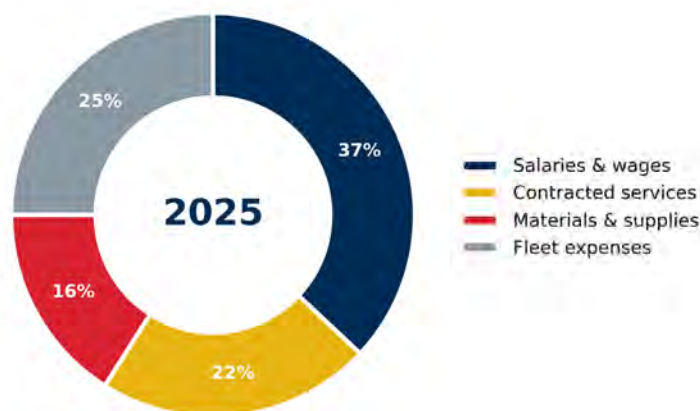


Figure 7: Allocation of expenses for the 2025 Snow Removal Program

Fleet expenses associated with Parks and Roads snow removal activities were captured. This includes:

- Wages for mechanics;
- equipment transfers to reserve;
- materials & supplies; and
- insurance.

Mechanics currently work Mondays to Fridays. During the winter, an emergency on-call number is available for evenings and weekends.

When issues arise, and the Roads or Parks crew cannot have their equipment repaired in a timely manner, snow removal activities stop (unless there is a second piece of equipment available or contracted services can be readily implemented). This represents a risk to the sustainability of the snow removal program, especially as inventory increases and requirements for the program expand.

The majority of expenses for street sweeping and trail cleaning are found in salaries and wages (as of 2025, salary and wages represent 86% of total sweeping expenses). Contracted services do not play a critical role in sweeping activities compared to snow removal. The majority of tasks can be completed by internal City Public Works staff. In Roads, contracted services are primarily utilized for disposal of road material laid down during the winter.

Fleet expenses for sweeping activities are largely immaterial. During the summer, there is no on-call availability.

Additional direct costs include administrative time to manage the snow removal program. This includes time allocations for the Public Works Director, Clerks, Office Supervisor, Parks Manager, and Engineering Technologist.

These costs are generally captured under other programs and functions. Capturing these costs is essential because this work provides the oversight and coordination required for the snow removal program to function effectively. Without these activities, the program would not operate successfully, as it would lack the governance, direction, and operational control needed to deliver reliable service.

Snow and Ice Removal Reserve

The City of Fort Saskatchewan has a Council Policy, FIN-021-C, Snow and Ice Removal Reserve, that outlines an 'optimal balance of one year of the annual snow and ice removal operating budget as approved by Council.' The fund has historically been maintained by contributions from any surplus's found in Roads contracted services and materials and supplies funds when the budget for the snow removal program has been in excess of actuals for that year.

The Snow and Ice Removal Reserve fund has approximately \$367,436 as its balance as of December 31, 2025. Actual expenses in 2025 for the Roads business unit snow removal program was \$1,575,324 (excluding fleet expenses). The current reserve balance represents 23% of the desired maintenance balance in the reserve fund (one year of the annual Roads Services snow and ice removal operating budget).

In order to replenish the reserve fund, and then maintain its level, the following is recommended:

1. Prepare the Roads snow-removal program budget using the previous three (3) to five (5) years of actual expenditures as the basis for projecting next fiscal year's requirements.
2. Any surplus remaining at the end of the snow removal program season in the Roads business unit should be deposited into the reserve at the end of the fiscal year.
3. Allocate an amount over the next 5 years to increase the reserve to optimal balance.
4. A portion of any City operational surplus at the end of the fiscal year should be deposited into the Snow and Ice Removal Reserve.

3.2 Capital Costs 2027 - 2031

As the City continues to grow, additional equipment will be required to maintain service levels.

Fleet Replacement Capital Costs

Capital costs for equipment purchased and in use for snow removal is currently estimated at \$5,871,077 (based on the purchase price). When the City of Fort Saskatchewan purchases a piece of equipment, replacement costs are budgeted from the date of purchase and deposited into a restricted cash reserve solely for equipment renewals. **This is a financial strength of the City of Fort Saskatchewan as it is not regular practice across municipalities.**

Over the next 5 years, an estimated \$2,625,093 (the original purchase cost has been inflated to 2026 dollars) in equipment replacement costs for 23 pieces of equipment will be required for Parks and Roads. This represents 64% of the current snow removal fleet that requires renewal.

Replacement of these ageing assets are to ensure current service levels can be maintained. **These replacements are managed through the annual Fleet and Equipment Lifecycle**

Replacement; additional funding is not required to purchase equipment renewals.

	Equipment	Estimated Replacement Cost (2026 \$)
Parks	9	\$ 511,394
2027	4	\$ 208,881
2028	1	\$ 50,195
2029	1	\$ 53,805
2030	3	\$ 198,513
Roads	14	\$ 2,113,699
2027	6	\$ 265,320
2028	6	\$ 1,556,992
2029	2	\$ 291,387
Grand Total	23	\$ 2,625,093

Snow Removal Equipment	# of Equipment Units	Purchase Price
Parks	10	\$ 610,194
1/2 Ton	2	\$ 68,601
3/4 Ton	2	\$ 74,566
Mower	2	\$ 122,452
Tractor	1	\$ 153,466
Tractor / Mower	3	\$ 191,110
Roads	26	\$ 5,260,822
1 Ton	1	\$ 69,965
1/2 Ton	2	\$ 87,906
2 Ton	2	\$ 253,099
3 Ton	1	\$ 257,462
3/4 Ton	1	\$ 38,486
5 Ton	2	\$ 247,723
Attachment	8	\$ 823,282
Grader	2	\$ 1,107,750
Loader	3	\$ 1,004,048
Misc. Equip	1	\$ 109,892
Motor Grader	1	\$ 530,950
Street Sweeper	2	\$ 730,320
Grand Total	36	\$ 5,871,077

Table 5: Inventory of equipment utilized by Roads for snow removal, the estimated replacement cost (in 2026 \$) for equipment requiring renewal based on its EUL.

New Fleet Acquisition Capital Costs

New fleet acquisitions for snow removal are anticipated between 2027 and 2031, totaling ~\$2,858,500. **These acquisitions require funding to purchase.**

Acquisition Year	Est. Cost	No. of Equipment
2027	\$ 818,000	3
2028	\$ 205,000	5
2029	\$ 945,000	4
2030	\$ 890,000	3
2031	\$ -	0
\$ 2,858,500		15

Table 6: Fleet acquisition capital costs summary 2027 – 2031

The purchase of additional equipment for the snow removal program is important for program resiliency and sustainability:

- More equipment (redundancy) reduces the chances of gaps in service provision due to equipment maintenance and repairs;
- additional units (combined with manpower) increase the amount of removal that can be completed during major weather events;
- additional equipment (combined with manpower) reduces the reliance on overtime to meet service level expectations, reducing burn-out and improving operator safety;
- new machinery increases efficiencies, reduces wear and tear, extends the life, and decreases repair frequency; and
- new Fleet acquisition must factor operating impacts for fuel, insurance, maintenance, parts and transfer to reserve for future replacement. The total operating impact for the new equipment acquisition program over the next 5 years is an on-going \$585,500.



Roads			
Requests #	Equipment Request	Est. Cost	Acquisition Year
1	Tandem Truck	\$ 700,000	2027
2	Ice Breaker for Roads	\$ 85,000	2027
3	Snow Bucket for Loader	\$ 25,000	2028
4	Snow Wing for Skidsteer	\$ 20,000	2028
5	Snow Wing for Loader	\$ 60,000	2028
6	Tandem with Belly Plow and Rear Sander	\$ 700,000	2029
7	Steamer Attachment	\$ 50,000	2029
8	New Loader with 2 Buckets	\$ 600,000	2030
9	New Snow Blower	\$ 275,000	2030
Total - Roads Capital Equipment Request		\$ 2,515,000	

Parks			
Requests #	Equipment Request	Est. Cost	Acquisition Year
1	Ice Breaker for Sidewalks	\$ 33,500	2027
2	1.5 Cu Sander	\$ 20,000	2028
3	Trail Sweeper	\$ 80,000	2028
4	Skidsteer	\$ 85,000	2029
5	Snow Pusher	\$ 15,000	2030
Total - Parks Capital Equipment Request		\$ 233,500	

Municipal Enforcement			
1	Vehicle	\$ 110,000	2029
Total - Municipal Enforcement Capital Equipment Request		\$ 110,000	
Grand Total - Equipment Request		\$ 2,858,500	

Table 7: Detailed estimated capital costs for fleet acquisitions 2027 – 2031 for Roads and Parks.

3.3 Contracted Services and Materials and Supplies Breakdown of Expenses

Contracted services for Road's snow removal is primarily utilized for disposal, hauling, and trucking to the snow disposal site in Strathcona County.

Trucking expenses account for the majority of contracted service costs (70% in 2025). As residential development continues, opportunities to temporarily store snow in alleys and along boulevards are limited. This has increased reliance on contracted trucking services to haul snow away, rather than storing it temporarily and returning later for removal or allowing it to melt.

Materials and supplies expenses are primarily for road materials such as rock chips and sand/salt (81% in 2025), followed by other miscellaneous expenses such as Personal Protective Equipment (PPE) and small tools.

Snow Removal - Roads

Materials, supplies and contracted services — 2021-2025

MATERIALS & SUPPLIES - DETAIL						
DETAIL	2021	2022	2023	2024	2025	TREND
Sand / Salt Mix / Road Salt / Rock Chips	\$ 226,182	\$ 309,446	\$ 243,158	\$ 267,774	\$ 353,809	
Grader Blades	\$ 14,203	\$ 21,888	\$ 30,245	\$ 67,268	\$ 7,528	
Miscellaneous	\$ 32,280	\$ 50,032	\$ 42,619	\$ 40,796	\$ 73,930	
Total Materials & Supplies	\$ 272,665	\$ 381,365	\$ 316,022	\$ 375,838	\$ 435,267	

CONTRACTED SERVICES - DETAIL						
DETAIL	2021	2022	2023	2024	2025	TREND
Equipment Clearing (Grader / Operator / Skidsteers)	\$ 149,224	\$ 329,374	\$ 142,595	\$ 258,277	\$ 180,044	
Trucking	\$ 66,023	\$ 405,465	\$ 161,488	\$ 191,877	\$ 429,428	
Loader Rental	\$ 36,464	\$ 51,390	\$ 55,482	\$ 0	\$ 0	
Total Contracted Services	\$ 251,710	\$ 786,229	\$ 359,565	\$ 450,153	\$ 609,472	

Table 8: Contracted services and materials & supplies expenses for Road's snow removal.

Contracted services and materials & supplies expenses for Parks are very nominal, and primarily associated with purchases for small tools, equipment rentals, and other miscellaneous costs.

Snow Removal - Parks

Contracted snow-removal services — 2021-2025

CONTRACTED SERVICES - DETAIL						
DETAIL	2021	2022	2023	2024	2025	TREND
Snow removal on trails and boulevards	\$ 26,153	\$ 33,643	\$ 32,248	\$ 21,760	\$ 5,879	
Total Contracted Services	\$ 26,153	\$ 33,643	\$ 32,248	\$ 21,760	\$ 5,879	

Figure 8: Parks contracted services expenses 2021 - 2025.

4.0 Council Motion Item #4: Service Requests 2021 - 2025

AN ANALYSIS OF KEY RESIDENT PAIN POINTS, INCLUDING CLUSTERING OF COMPLAINTS BY LOCATION, COMMON THEMES, AND TOTAL VOLUME OVER A MULTI-YEAR PERIOD.

KEY FINDINGS 	1. The majority of service requests submitted from 2021-2025 concern snow removal activities in residential areas, windrows, snow piling, and resident responsibilities for sidewalks adjacent to properties.
RECOMMENDATIONS 	1. Create and distribute an annual community mailer each Fall, delivered to every household and business. Include an overview of snow removal program priorities, responsibilities, and service levels. 2. Increase social media and website updates on the status of snow removal, areas cleared, and the expected schedule. Utilize social media to report submitted and known concerns along major routes, with the expected timeline to completion. 3. Create neighbourhood maps with Parks and Roads priorities that clearly indicate service-level benchmarks and resident/business responsibilities.

Five (5) years of service requests and resident feedback was gathered to understand current pain points and recurring concerns regarding the snow removal program. Between 2021 - 2025, a total of 1,207 service requests have been submitted pertaining to snow removal services.

Snow Removal Service Requests by Month

2021-2025 | Total requests: 1,207

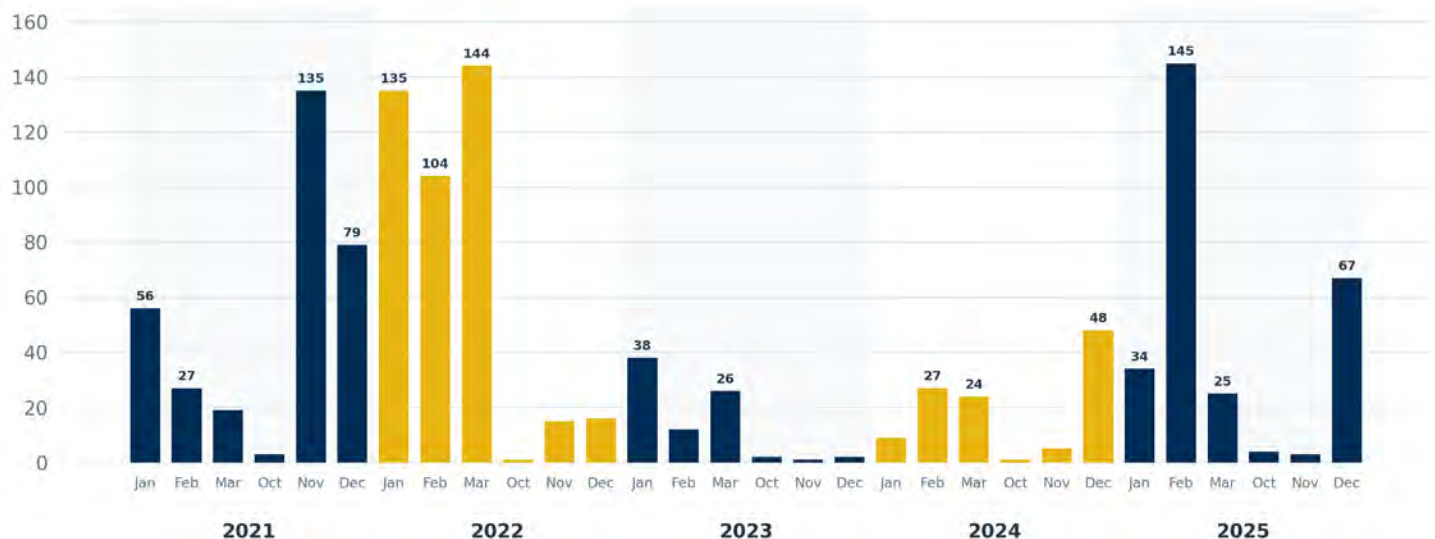


Figure 9: Number of service requests per year and month for snow removal 2021 - 2025.

4.1 Roads

Key themes of snow removal service requests

- Windrow left at base of driveways;
- lack of knowledge of road classification system and priority/process for removal;
- snow and ice accumulation over drains in residential neighborhoods/ subsequent flooding/pooling when melting; and
- request for signage/increased parking enforcement so plows can remove snow on entire roadway.



Figure 10: Key pain points - Roads

For example, service requests are received from concerned residents who have a snow pile adjacent to their property. The concern is due to lack of knowledge that their residential area is zoned for snow piling and thus permitted and a required space for snow removal.

4.2 Parks

For Parks, key service request themes include:

- Lack of knowledge of which trails are cleared of snow and ice;
- the frequency that snow/ice are cleared in relation to other snow removal priorities; and
- ambiguity in understanding what is a resident responsibility versus a City responsibility when it comes to sidewalk/walking path snow removal adjacent to property.



Figure 11: Key pain points - Roads

For example, in the Downtown neighbourhood (between 98 Ave and Lowe Ave), many of the homes have a shared sidewalk adjacent to their residence, which transitions into path. When City crews are clearing snow in this area, a portion of sidewalk adjacent to private property is cleared to access the sidewalks in the park spaces. At times, this section becomes difficult to enforce because technically it is the responsibility of homeowners who have a sidewalk adjacent to their residence, however, it is a stretch to define this as a sidewalk because City crews clear a portion of it as well.

Residential Area between 98 Avenue and Lowe Avenue

Highlighted sidewalk and pathway connections



Figure 12: Residential area between 98 Ave and Lowe Ave

The words 'path,' 'trail,' and 'sidewalk' appear to be used interchangeably, especially if the walking surface is cement. A clear distinction between each and who is responsible for snow removal should be attempted with more detailed maps, perhaps even by neighborhood (similar to heat maps in Appendix F) with service level benchmarks for snow and ice removal (i.e. residential sidewalks 48 hours, businesses 24 hours, etc.).



5.0 Council Motion Item #5: Current Prioritization, Parking Bans, and Enforcement

A review of the existing prioritization of streets, the use of parking bans and enforcement and potential modifications to the existing prioritization, parking ban, and enforcement process.

			
Category	Key Findings	Risks	Recommendation
Roads Prioritization	Road prioritization is updated annually based on traffic patterns, and recent growth has required changes in route classification. New subdivisions have limited snow storage capacity on streets and alleys.	Rapid development may outpace prioritization updates, causing misalignment with actual traffic needs. Higher volumes and limited storage opportunities increase haul-away costs.	Integrate development forecasting to anticipate future route changes and new subdivisions should incorporate designated snow-storage areas or follow a standardized haul-away process.
Enforcement	Enforcement uses an education-first approach, and staffing levels have not kept pace with population and infrastructure growth. Workload has increased due to expanded responsibilities and the removal of automated traffic enforcement.	Limited staffing may reduce service levels, slow response times, and increase administrative burden from towing and ticketing.	Enter tickets and warnings issued by Municipal Enforcement into PSD CityWide software to determine if there are recurring areas that require additional enforcement resources.
Parking Bans	Parking bans rely on temporary signage that are hard to manage and required by bylaw in order to enforce removal of a vehicle, leading to resident confusion. Enforcement must manage owner contact, ticketing, and towing during bans.	Low compliance and unclear notice requirements increase towing, administrative workload, and resident frustration.	Improve parking ban procedures, utilize permanent signage, enhance communication through better resident notifications, and update bylaw requirements for signage and notice, indicating 24-hours notice for parking bans along residential, main, and collector snow removal routes.

5.1 Roads Prioritization

A route’s classification is determined by the engineering designation. Its classification then determines its prioritization.

Current prioritization of roads is based on usage, speed, and volume. Changes in traffic volume and road utilization has resulted in route adjustments. For example, since 2021, the following route adjustments and enhancements have occurred, resulting in changes to route prioritization based on use:

2021	• Sienna boulevard intersections widened to RR224
2022	• New 119 street intersection with lights • 94 street from Southfort Drive to traffic circle was widened • Wilshire blvd extension to Westpark dr
2023	• Off ramp at new Petro north on Hwy 21 completed • Hwy 15 twinning to bridge completed
2024	• Addition of roundabouts

Table 9: Route adjustments and enhancements since 2021.

Prioritization is reviewed annually by the City Roads operating team based on the City growth and traffic volumes. The biggest change in recent years is with arterials and collectors. Traffic volume has increased due to population growth and also an increase in non-resident commuter traffic traveling through the City.

As new developments are constructed, the roads added to these developments affect snow removal operations. Developments in progress and planned have less space available for snow storage than mature developments. In some case, snow must be collected and hauled right away, requiring crews to spend more time in residential areas. This then requires more enforcement to ensure vehicles are moved to allow for snow removal.



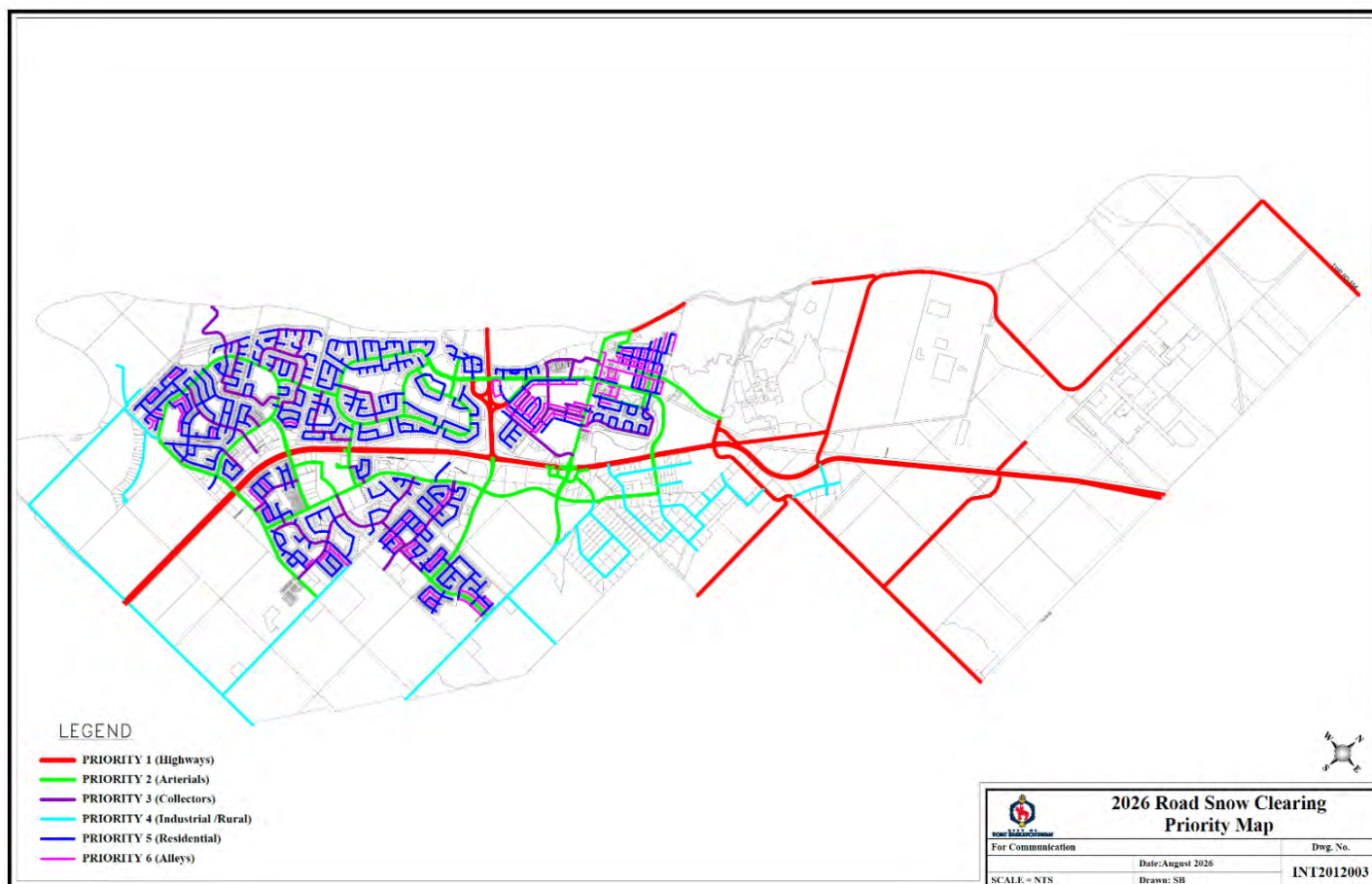


Figure 13: Current route prioritization map for roads

5.2 Enforcement

The current enforcement process is based on education, then issuing penalties only when necessary. In residential areas, the approach to enforcement is primarily proactive, with private sidewalk clearing being the biggest enforcement challenge. Current capacity constraints restrict the ability to address these concerns proactively.

When Enforcement is requested to resolve an issue, photographs are taken, residents are spoken with and then given time to rectify the issue. Only repeat offenders are issued tickets.

It is recommended that Municipal Enforcement enter tickets and warnings issued by Municipal Enforcement into PSD CityWide software to determine if there are recurring areas that require additional enforcement resources. The software utilized for ticketing does not record specific addresses. This will allow layering with submitted service requests and capture recurring enforcement trends.

Municipal Enforcement Staffing Resources

A review of Municipal Enforcement financials from 2021 - 2025 reveal an overall increase in expenses.

This is expected due to population growth and urban development. Additional Municipal Enforcement resources will need to be prioritized as development continues, and all areas of infrastructure such as trails, sidewalks, and roads continue to expand.

Municipal Enforcement staff resources are currently comprised of:

1 x Sergeant, Supervisor of Municipal Enforcement

2 x Team Lead Community Peace Officers

5 x General Duty Community Peace Officers

2 x Traffic Enforcement Community Peace Officers

Total: 10

A Community Peace Officer was recruited and hired in 2026 for Traffic/Commercial Vehicle Enforcement due to the removal of the Automated Traffic Enforcement Program.

All position noted above, with exception of the Sergeant, have a direct role in snow removal enforcement. The last time a General Duty Community Peace Officer was hired, was back in 2020.

As a result, there is currently 1 Peace Officer per 3,407 residents. The City will want to evaluate current workload, capacity, and availability to desired service level to determine if additional Municipal Enforcement resources are required.

COMMUNITY PEACE OFFICER						
DETAIL	2021	2022	2023	2024	2025	TREND
Officer Wage (hourly)	\$ 43	\$ 45	\$ 46	\$ 47	\$ 47	
Approx. Officer hours per day	8	8	8	8	8	
Approx. Total Officer Cost per day	\$ 342	\$ 358	\$ 365	\$ 372	\$ 379	
Total days of snow removal	20	22	10	25	20	
Total Officer Cost	\$6,837	\$7,867	\$3,647	\$9,300	\$7,589	

POLICE CLERK						
DETAIL	2021	2022	2023	2024	2025	TREND
Police Clerk Wage (hourly)	\$ 35	\$ 36	\$ 37	\$ 37	\$ 38	
Approx. Police Clerk hours per day	1.5	1.5	1.5	1.5	1.5	
Approx. Total Police Clerk Cost per day	\$ 53	\$ 54	\$ 55	\$ 56	\$ 57	
Total days of snow removal	20	22	10	25	20	
Total Police Clerk Cost	\$1,061	\$1,185	\$549	\$1,401	\$1,143	

ADMINISTRATIVE						
DETAIL	2021	2022	2023	2024	2025	TREND
Police Clerk Wage (hourly)	\$ 35	\$ 36	\$ 37	\$ 37	\$ 38	
Approx. Total hours for ticket re-writes	16	7.5	25	17.5	18.5	
Approx. Total hours for court packages	1.5	1	11	9	9.5	
Total Police Clerk Cost	\$619	\$305	\$1,318	\$990	\$1,067	
COURT COSTS						
DETAIL	2021	2022	2023	2024	2025	TREND
Officer Wage (hourly)	\$ 43	\$ 45	\$ 46	\$ 47	\$ 47	
Approx. Officer hours per trial	3	3	3	3	3	
Number of Trials	2	1	15	12	13	
Total Court Costs	\$256	\$134	\$2,052	\$1,674	\$1,850	
BYLAW PROSECUTOR						
DETAIL	2021	2022	2023	2024	2025	TREND
Cost per trial	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	
Number of Trials	2	1	15	12	13	
Total Bylaw Prosecutor	\$1,600	\$800	\$12,000	\$9,600	\$10,400	
GRAND TOTAL PER YEAR	\$10,373	\$10,291	\$19,566	\$22,964	\$22,048	

Table10: Municipal Enforcement expenses 2021 - 2025

5.3 Parking Bans

When a parking ban is required along a snow route, sandwich boards are placed a minimum 72 hours in advance by the Roads crew with the dates that snow removal will be occurring.

Parking bans are difficult to enforce because while they are placed on many streets within a residential neighborhood, the signs are temporary, limited, get covered in snow and run over. The signs advise residents that no parking can occur along that street.

Parking bans are also difficult to enforce because, in Traffic Bylaw C11-25, Section 28, there is no requirement to provide 72 hours notice to move vehicles parked along snow routes when signage has been posted.⁵

Residents become frustrated with this process because if the weather changes that requires snow removal crews to move back to priority 1 routes, arrangements for alternative parking will have to occur again. Residents phone the City requesting information about alternative parking areas.

Complaints regarding residential roadway snow removal are very seldom. Enforcement begins first thing in the morning at 7 AM the day snow removal begins in that designated area. Vehicle owners are contacted to remove their vehicles from the street, which requires running the license plate for contact information, phoning the vehicle owner, and if the phone call goes unanswered, Enforcement goes to the resident's address in person if it is near the vehicle. If no contact with the owner can be made, then a violation is issued and a tow truck company is contacted to remove the vehicle. The vehicle is then towed to the local holding lot.

⁵City of Fort Saskatchewan, Traffic Bylaw C11-25, pg. 25 and 26, Section 28, "Parking – Snow Routes"
<https://www.fortsask.ca/media-manager/media-pages/bylaws/traffic-bylaw/>

If a vehicle has to be towed, Enforcement must remain with the vehicle until the tow truck arrives (can take up to an hour) before being able to move onto the next vehicle. After the vehicle has been towed, Enforcement returns to the office, writes a letter explaining the violation, includes the ticket and tow form and mails it to the registered owner.

The ticket is either paid, or the owner pleads not guilty. If a not guilty plea occurs, Enforcement has to prepare a disclosure package, provide to the Bylaw Prosecutor, and prepare for trial. If a trial is scheduled, the Enforcement Officer attends, along with the Prosecutor and the Manager of Roads.

It is recommended that the City Traffic Bylaw C11-25 be updated to reflect the amount of notice required when a parking ban is declared. An update to the bylaw would reflect:

- 24-hour notice for parking bans in residential areas (a change from current practice of providing 72 hours notice); and
- 24-hour notice for parking bans along collector and main roads snow removal priority routes.



6.0 Council Motion Item #6: Contracted Services & Operating Models

A description regarding the use of subcontracting and commentary on the mix of in-house vs. subcontracted services to comprise the snow removal program going forward.

			
Model	Strengths	Limitations	Recommendation
Hybrid Model	Balanced cost, strong operational cost, stable service levels, and limited exposure to market volatility.	Requires additional equipment and storage to maintain internal capacity.	RECOMMENDED Best balance of cost, risk, and service performance.
Contracted Services Only	Highly scalable, lower capital burden, and access to specialized equipment	High-cost volatility, limited control, inconsistent service levels, and high contract management burden.	Not Recommended Most expensive option, not financially sustainable.
Internal Only	Full control, stable service levels, and no market dependency.	Requires high capital injection, increased fleet costs, storage constraints, and recruitment challenges.	Conditionally viable only with major capital investment and expanded storage sites.

The Roads business unit utilizes contracted services for snow disposal, snow clearing, equipment rentals, and trucking. All snow removal and spring cleaning completed by Parks are completed internally since 2025.

Financial operating models for Roads was developed using a weighted-average approach based on actual expenditures from 2021 to 2025, incorporating both annual snowfall (cm) and center-line inventory as key cost drivers.

Because snowfall volumes and corresponding actuals fluctuate significantly from year to year, a weighted average was applied to smooth out this variability and prevent any single anomalous season from disproportionately influencing future estimates. This weighted baseline provides a more stable and representative foundation for projecting future operating costs and supports a balanced, evidence-based forecasting model.

Operating Model Cost Summary	Weighted Cost Per KM	Per Capita (Roads Snow Removal Only)
Capital Costs (facility construction)	\$ 421	\$ 72
Contracted Services Only	\$ 472	\$ 106
Internal Only	\$ 429	\$ 77

Table 11: Operating model cost summary.

6.1 Operating Model Comparison

Municipal Enforcement Staffing Resources

In 2025, Roads snow removal was completed 72% in-house, and 28% via contracted services⁶ . This is equivalent to a weighted cost per road linear KM of ~\$421 to complete snow removal during the winter. The cost for Road’s snow removal per capita in 2025 was \$72 (salary and wages, contracted services, insurance, fleet expenses, and materials and supplies).

To maintain this percentage ratio between internal and external, the City will need to invest in additional equipment and storage sites adequate for large machinery. Though this would not be as high a priority if operating the snow removal program entirely internally, capital investment in storage and equipment will still be required and remain a priority.

There a several pros and cons with this operating model.

PROS	CONS
Operational control	Capacity is limited
Service-level stability	High level of dependency on internal resources
Integrated and coordinated response	Limited scaling ability
Limited exposure to contracted rate variability	Long-term sustainability challenges/pressures
Knowledge and skills retention	

⁶ In-house expenses are salary and wages, materials and supplies, and fleet expenses associated with Road’s snow removal (\$1,593,124); contracted services in 2025 was a total of \$609,472.

Contracted Services Only (Roads – Snow Removal)

In 2025, Roads spent \$609,472 on contracted services for snow removal, with an average hourly rate of \$121. This is equivalent to 2.4 FTEs (~5,037 labor hours) spent on contracted services personnel and equipment.⁸

If the City were to utilize only contracted services Roads snow removal, the City could expect to pay (based on 2025 actuals) ~\$3,254,518, costing \$106 per capita just for the equivalent number of staff hours and cost of equipment completed by internal Road's staff and contracted services. This does not include administrative costs to manage the contracted services. Under this scenario, the cost to complete snow removal in 2025 would have been a weighted cost of \$471 per linear KM.

To establish a rate that reflects the full cost of delivering snow removal services similar to contracted providers, the City would need to calculate the level of tax subsidization applied to Roads' snow removal program. This includes all indirect and overhead expenses supported by taxation—such as buildings, land, corporate services, utilities, and reserve contributions—along with the direct operating costs charged to the program.

If these tax supported costs were fully allocated to an internal snow removal rate, the resulting figure will show that internal delivery is significantly more expensive than contracted services when evaluated as a standalone business operation. In other words, if the City were required to recover all overhead through user fees, internal snow removal would not be competitive with contracted service rates.

However, because these overhead costs are already funded through general taxation, the marginal cost to taxpayers for internal snow removal labour and fleet is substantially lower. As a result, despite appearing more expensive under a full cost business model, internal delivery remains more cost effective for residents and provides better value within a tax supported service environment.

Additionally, a contracted services only operating model is contingent on securing a market competitive rate through a procurement process that guarantees the City receives first service during a weather event. A retainer to secure these services would be significant.

PROS	CONS
Scalable for major storms pending 1st service agreement	Variable service level performance
Reduces capital burden	Limited operational control (ex. Contractor may go out of business)
Competitive market rates	Market dependency
	Cost volatility
	High contract management burden
	Loss of internal knowledge and training
	Limited integration and coordination with other Municipal departments
	Administratively inefficient

⁷ The average hourly rate for a Road's operator in 2025 was \$46, which includes the snow program's fleet transfer to reserve average hourly operating cost. The average hourly rate for contracted services was determined by reviewing invoices from 2025 and averaging the hourly rates.

⁸ An FTE is a measure of staffing that represents the workload of one full-time employee. Rather than counting the number of employees, it measures the total hours worked and expresses them as the equivalent of a full-time position. This provides a consistent way to compare staffing levels regardless of whether positions are filled by full-time or part-time employees. For example, the total number of hours of 3 employees could represent 1 FTE. A year-round position, 1 FTE, in the City is based on 2,080 hours.

⁹ This calculation is based on 2025 salaries and wages (\$530,585) + equipment transfers to reserve (\$351,097) = \$881,682 * 3 = \$2,645,046 + \$609,374 (contracted services) = \$3,254,518

Internal Only

In 2025, the average hourly rate for Road’s personnel performing snow removal was \$46, inclusive of fleet costs allocated through the snow removal reserve transfer. The 2025 winter season required 13.59 FTE, including internal staff and contracted services. This is equal to ~28,304 labor hours to complete all Road’s snow removal activities.

Snow removal costs for Roads with 13.59 FTEs, plus Fleet expenses, materials and supplies, etc., would be ~\$2,364,523, with a per capita of \$77. The weighted cost per KM would be ~\$429.

Operationally, an internal only operating model is relatively the same cost as a hybrid operating model. **The capital expense required to achieve this operating model, however, is significant.**

Replacing contracted snow-removal services with internal staff will require scaling the City’s winter fleet proportionally. Based on the workload currently performed by contractors, the City would need, at minimum, four (4) additional pieces of winter equipment—such as a plow truck, tandem truck, and sander/spreader—to replace one contracted crew. These units would require associated attachments, outfitting, and ongoing maintenance to ensure operational readiness.

Current storage constraints with the Public Works yard and lack of adequate satellite sites will not allow the City to successfully achieve and operate an internal only model.

- There are currently four (4) satellite sites in the City, which are only suitable for smaller equipment that Parks utilizes. These four satellite sites are not used by Roads services. Roads Operation is concentrated at the Public Works Yard site.
- Additional storage locations adequate for large machinery and fuel access will become a critical necessity. By 2045, it is estimated that Road’s equipment will need 29% more space for laydown storage, regardless of operating model.

PROS	CONS
Complete operational control	Capacity constraints
Service-level stability	High capital burden
Complete integration and coordination response	Limited scaling ability
Retention of knowledge and skills	Entirely dependent on internal resources
No or very limited exposure to market volatility	Higher fixed staffing costs
	Long-term financial sustainability pressures
	Recruitment and retention challenges

¹⁰ Internal staff hours for 2025 were ~23,267 + contracted services hours 5,037 = 28,304 labor hours / 2,080 = 13.59
¹¹ Cornerstone, City of Fort Saskatchewan Public Works Yard Needs Assessment, Sept 2025, pg. 37

7.0 Council Motion Item #7: Future Demand

A high-level assessment of future snow removal demand and cost based on projected population growth, road network expansion, and neighborhood development patterns.



Key Findings

1. The City is projected to grow 2.7% each year from 2027 to 2031.
2. By 2031, an estimated \$129,702 for Road's snow removal and \$11,972 for Parks will be required for projected inventory additions.
3. The City will require additional FTEs for Roads by 2031 to ensure snow removal service levels are maintained.
4. Additional FTEs for Municipal Enforcement will be required to maintain current Peace Officer to resident ratios by 2031.

Projected increases in center line inventory for both Parks and Roads, driven by ongoing development, are assumed to directly influence future operating requirements for the City's snow removal program. As the network expands, these increases provide the basis for forecasting annual program costs as well as determining the service level capacity needed to maintain established standards. It is assumed that growth related additions to the road and park network will proportionally increase both financial requirements and operational demand for the snow removal program.

The City of Fort Saskatchewan population is projected to grow an average of 2.7% per year from 2027 – 2031 based on current residential development. By 2031, it is estimated that the population will be 35,978, an increase of 5,315.

City Population Growth Projection

2027-2031

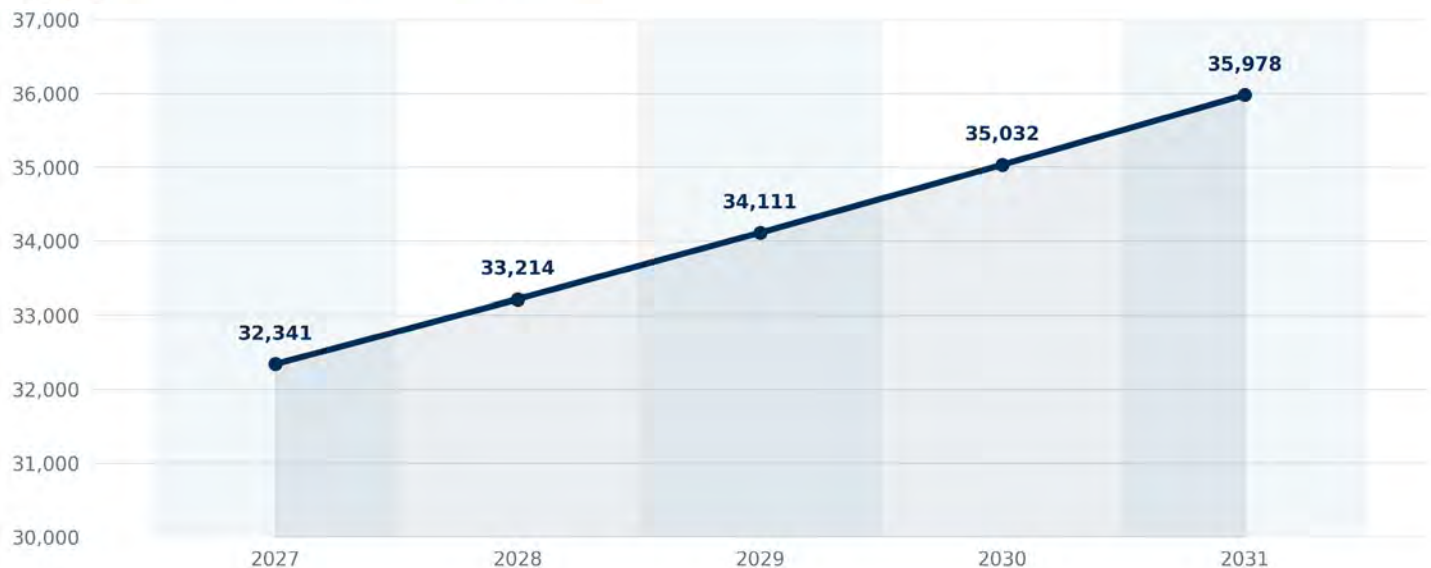


Figure 14: City of Fort Saskatchewan Population Growth Projection 2027 - 2031

7.1 Roads Center Line Inventory Projected Demand

Developments are occurring and/or planned for Roseburn, Mirigal, Sienna, and Southpointe. These developments are anticipated to generate an additional 13.67km in residential center-line inventory for the City. Averaged over the next 5 years, this represents approximately 2.73km in additional inventory each year.

Roads Centre-Line Inventory Growth Projection
Annual percentage increase | 2027-2031



Figure 15: Road’s center-line inventory growth projection 2027 - 2031

Per year, the additional 2.73km in additional inventory will cost ~\$25,902, which will require an additional ~\$129,702 per year when all 13.67km are part of City inventory in 2031.¹²

The Road Division’s snow removal staffing requirements are directly tied to network length. In 2025, 107 staff hours (0.05 FTE) was required for every 19.40 km of roadway. By 2031, the road network is projected to expand by 13.67 km, increasing total winter maintenance demand proportionally. Maintaining current service levels will require an estimated 0.75 additional FTE (1,560 staff hours), once full network growth is realized.

¹² Projections were calculated using the 2025 weighted average cost per KM, which include contracted services.

7.2 Parks Inventory Projected Demand

Parks Centre-Line Inventory Growth Projection

Annual percentage increase | 2027-2031

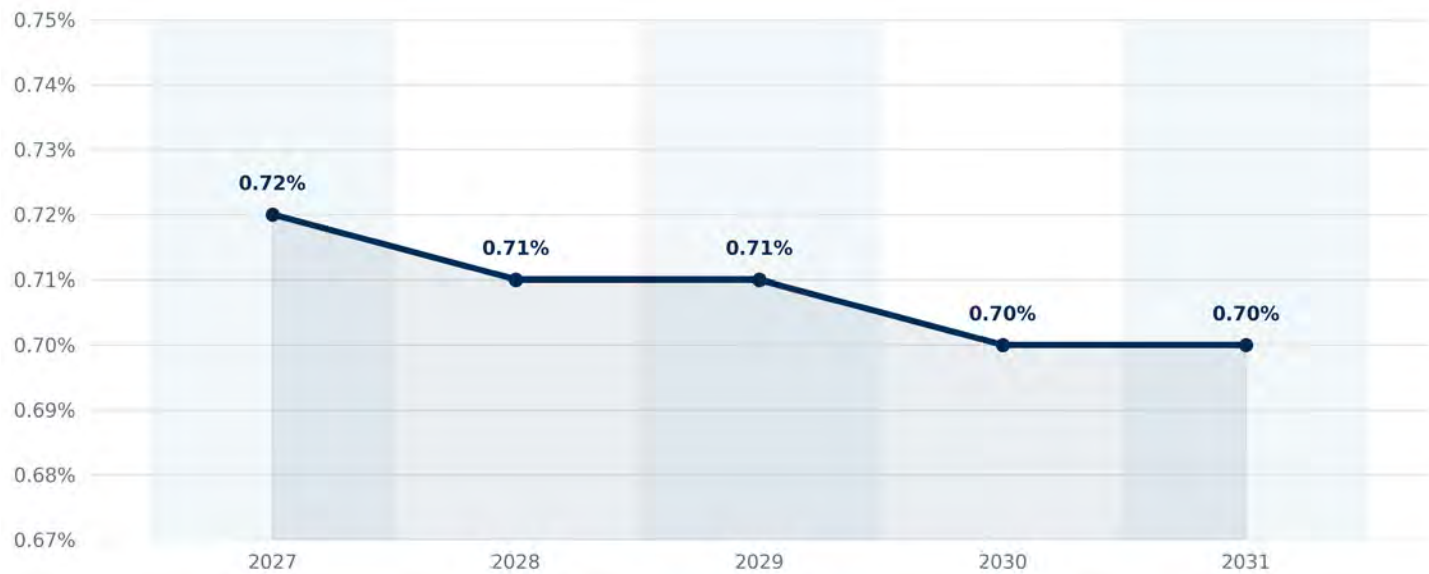


Figure 16: Parks center-line inventory growth projection 2027 - 2031

An additional 5.134 km of pathway inventory is projected between 2027 and 2031 with residential development. Averaged over 5 years, this represents approximately an additional one (1) km per year in pathway inventory requiring snow removal and an increase of \$2,332 per year. By 2031, the additional inventory will cost ~\$11,972 each year.¹³

In 2025, 39.07 staff hours (0.02 FTE) - was required for every 53.24km of park network. By 2031, the park network is projected to expand by 5.134 km, increasing annual winter maintenance demand proportionally. Maintaining current service levels will require an estimated 0.10 FTE per year, or 208 staff hours, once full network growth is realized. **The Parks Growth Plan includes a scaled increase of Parks resources over the next five (5) years, with resource allocations for the snow removal program; no additional resources are being recommended in this report.**¹⁴

¹³ Projections were calculated using the 2025 weighted average cost per KM.

¹⁴ Parks Growth Plan, <https://www.fortsask.ca/media/hsdkznrv/parks-growth-plan-2025-2029.pdf>



8.0 Council Motion Item #8: Service Level Changes, Efficiency and Productivity Gains

AN ANALYSIS OF POTENTIAL EFFICIENCY OR PRODUCTIVITY GAINS THAT COULD BE REALIZED THROUGH SPECIFIC INVESTMENTS, SERVICE-LEVEL CHANGES, OR THE REMOVAL OF POTENTIAL OPERATIONAL BOTTLENECKS.

RECOMMENDATIONS 	1. Adjust service-level benchmarks for Road's priority routes 1 and 2 to provide a buffer in case of operational constraints that require alternative arrangements. 2. Create and develop standing offer agreements with snow-removal contractors to secure predictable rates. 3. Transition from temporary parking enforcement signage to permanent signage and conduct a snow clearing sign and enforcement program study.
RECOMMENDED ADDITIONAL STAFF 2027-2031 	Recruit and hire the following positions (9) between 2027-2031 for year-round operations: 1. Recruit and hire one (1) Public Works Road Coordinator 2. Recruit and hire one (1) Road's Team Lead 3. Recruit and hire four (4) Road's Operators 4. Recruit and hire two (2) Municipal Enforcement Officers 5. Recruit and hire one (1) Heavy Equipment Technician

There are several areas that can be improved to realize efficiencies and productivity gains and remove operational bottlenecks for the snow removal program.

8.1 Roads Service Level Benchmarks for Routes 1 and 2

In comparison to other like municipalities (see [Appendix E: Benchmarking Comparison](#)), the City of Fort Saskatchewan has more prioritization levels and more aggressive service level standard benchmarks. Service level benchmarks are meant to inform the community about what it can expect for service delivery. In reality, the City is able to exceed these benchmarks the majority of the time.

To reduce risk of perceived 'failure' to meet operational goals, the City should neutralize its service level goals for priority routes 1 and 2 (service standard is currently removal between 6 – 16 hours). This will provide a balance between community expectations and operational requirements and capacity as well as align itself with industry standards.

Priority Number	Route Priority	Current Service Level Benchmark	Recommended Service Level Benchmark
1	Major Routes / Highways	6 - 8 hours end of last snow fall	Within 0-12 hours at end of last snowfall
2	Arterial Roads	12-16 hours end of last snowfall	Within 12-24 hours end of last snowfall
3	Collector Roads	30-40 hours once priority #2 completed	Within 24-48 hours end of last snowfall or once priority #2 completed
4	Rural South	Once priority #3 completed	Once priority #3 completed
5	Residential	When compacted snow equal to 7.5cm or 2.95 inches thick	When compacted snow equal to 7.5cm or 2.95 inches thick
6	Alley / Lanes	As required	As required
	Parking Lots	N/A	Select parking lots within 24 - 36 hours end of last snowfall; remainder to be cleared within a week from end of last snowfall

Table 12: Roads current and recommended service levels.

8.2 Contracted Services Standing Offer Agreements

Roads Services will complete a procurement process that will result in non-exclusive, no minimum requirements, standing offer agreements with a list of snow removal contractors, set at a consistent rate for a minimum of one (1) to two (2) years. This will provide pre-secured capacity, price stability, and rapid activation during winter events — all without committing to guaranteed spend. Standing offer agreements are one of the strongest tools for ensuring operational reliability in a variable, high risk winter environment.

8.3 Signage

The current process to set up parking enforcement signage is time and resource consuming.

Current Process:

- Two (2) crew members put out temporary signage in a residential area at least 72 hours in advance prior to snow removal;
- whole process (set up, take down, and taking photos to prove signs up at least 72 hours in advance, rechecking previously setup signs to ensure visibility and still standing) = 10-hour shift (x 2 = 20 man hours per area);
- average 40 signs per residential area; and
- to complete the process in all 10 areas, once, equates to \$7,800, 200 staff hours (equivalent to 0.10 FTE)

If residential snow clearing cannot be completed, the signs have to be removed, then set up again when snow removal crews can return. If the City had to repeat this process three (3) times, 600 man hours, 0.29 FTE, and \$23,400 would be spent on the signage process.

It is recommended that the City transition to permanent parking enforcement signage, enabling long term cost and resource savings that can be reallocated to higher priority operational tasks. To ensure signage accurately reflects route priorities, a review of route prioritization and enforcement practices should be undertaken. This assessment will confirm that permanent signage and associated enforcement routes align with the appropriate service level for each area

The one-time cost to create and set up permanent signage would be ~\$45,000 including signs, posts, and labor costs. Signs will be placed along all routes, with specific signage for snow removal routes that require parking enforcement (for a breakdown in costs, see Council Motion Item #11; proposed signage design). Signage spacing can be the same as posted speed limit signage; within residential areas, signage can be posted every 50 meters. ¹⁵

The use of permanent signage aligns with recent trends in Calgary and Edmonton, where signage is posted year-round and parking bans are digitally communicated through websites and text notifications.

If the signs are placed on a 5-year renewal cycle, the upfront cost for the permanent signage would be paid for in 2 snow removal seasons through time savings from setting up temporary signage. The following three (3) years with permanent signage could realize \$70,200, and 1,800 FTE hours (0.86 FTE) in savings or resource reallocation versus setting up temporary signage. At the end of five (5) years, there would be a net savings to the City of \$25,200.

The City could cover the cost of signage replacement at the end of the 5th year, plus realize savings for other operational tasks.

Temporary signage costs	
\$7,800 per deployment across 10 areas	
\$23,400 – total cost if repeated 3 times	
In 5 years – total cost for temporary signage process	\$117,000 Expense
Permanent signage costs	
\$45,000 – one time installation cost	
\$70,200 – savings years 3 to 5 (\$23,400 each year)	
In 5 years – total cost for permanent signage process	(\$25,200) Savings or resource reallocation

Table 13: Cost savings projection transition from temporary signage to permanent signage.

¹⁵ Government of Alberta, Placement of Signs, pg. 4.
https://www.transportation.alberta.ca/Content/docType233/Production/29Placement_of_Signs_Aug2017.pdf

To ensure resident communications are not compromised switching to permanent signage (the date of snow removal was advertised on temporary signage), parking ban enforcements will be communicated through a variety of methods including the City website, press releases, and social media. The signage will also have a QR code linked to the City website for snow removal so residents can see upcoming snow removal schedules where parking bans will be enforced.

8.4 Residential Snow Clearing

The current service standard of completing residential snow clearing within 10 days is no longer sustainable. Meeting this target has become increasingly dependent on overtime and the availability of staff, creating operational strain and elevating the risk of service inconsistency. Without investment in additional staffing, the City cannot reliably meet this service level going forward.

Between 2021 and 2025, the City spent an average of \$74,973 annually on overtime for snow removal operations, equivalent to 1,630 staff hours (0.78 FTE) per snow removal season. The majority of these hours were required to complete residential snow clearing. In 2025, overtime demands increased, with the City spending \$98,962.69, representing 2,151 staff hours (1.03 FTE) to meet residential snow removal expectations.

ROADS - SNOW REMOVAL	2021	2022	2023	2024	2025
Overtime	\$55,655.29	\$105,661.08	\$39,443.92	\$75,146.53	\$98,962.69
Total Salary & Wages	\$338,105.95	\$469,576.98	\$268,248.85	\$483,688.20	\$530,585.08
Overtime as a % of total	16%	23%	15%	16%	19%
Staff Hours (@ \$46.00 per hour)	1,210	2,297	857	1,634	2,151
FTE	0.58	1.10	0.41	0.79	1.03

Table 14: Overtime expenses 2021 – 2025.

This level of overtime reliance is not operationally or financially sustainable. It demonstrates that the current residential service standard exceeds available staffing capacity and requires structural adjustments to ensure long term service reliability.

It is recommended that Council approve funding for additional Operators beginning in 2028 to reduce reliance on overtime, improve service reliability, and provide long term budget predictability for winter operations.¹⁶ This investment will offset current overtime demands and ensure the City has the operational capacity required to meet established service levels.

The additional hours will also provide the flexibility needed to adjust staffing levels during significant weather events, ensuring crews can respond effectively when snowfall intensity or duration exceeds normal operating conditions. This approach strengthens service consistency, reduces financial volatility, and supports a more sustainable winter operations model.

¹⁶ Recommendation for the number of Operators to recruit and hire is captured in [Council Motion Item #7.1](#)

8.5 Recommended Additional Staff

This recommended increase in staffing resources is beyond staffing hours increase due to growth. It ensures Road and Fleet Operations can sustain current snow removal service levels as the network grows, reduce the reliance on overtime for residential snow clearing, and increase program resiliency while distributing financial impacts across multiple budget cycles.

To align staffing levels with network expansion and increasing year-round operating requirements - while managing budget impacts - a phased approach is recommended:

RECRUIT AND HIRE THE FOLLOWING PERMANENT POSITIONS		
YEAR	POSITION	# OF POSITIONS RECOMMENDED
2027	Public Works Road Coordinator	1
	Total Positions 2027:	1
2028	Municipal Enforcement Officer	1
2028	Roads Operators	2
	Total Positions 2028:	3
2029	Roads Operators	2
2029	Heavy Equipment Technician	1
	Total Positions 2029:	3
2030	Municipal Enforcement Officer	1
	Total Positions 2030:	1
Total Positions 2027-2031:		8

Table 15: Recommended Additional Staff 2027 - 2031

Public Works Road Coordinator

Establish a Road Coordinator position in 2027 to support the Roads Business Unit in implementing the Snow Growth Plan (2027–2031) and strengthening overall operational capacity. Currently, the management and coordination of the snow removal program is heavily dependent on the Roads Service Manager. The Coordinator would play a key role in supporting the Roads Service Manager supporting contractor procurement, improving resident communications, and coordinating hiring and onboarding processes for seasonal contractors. [

This position would also enhance day to day coordination within the Roads team, including public communications and provide direct operational support to the Roads Manager within a 24/7 winter operations environment. Beyond winter services, the Road Coordinator would contribute to other Roads programs such as road maintenance, traffic control, and stormwater management.

Roads Operators

Additional operators are required to meet growth-related service demands, reduce overtime, provide vacation coverage, and strengthen the resiliency of the snow clearing and ice control program. They will also support summer road maintenance, traffic control, and stormwater program.

It is recommended that the City recruit and hire four (4) full-time, permanent Road's Operators in order to achieve these goals.

- Two (2) in 2028 and two (2) in 2029.

Municipal Enforcement Officers

As outlined in [Section 5.2](#), the current Municipal Enforcement staffing level provides one (1) Municipal Enforcement Officer for every 3,407 residents. To maintain this service level and address increasing demands associated with residential growth, an additional two (2) permanent, full-time positions will be required between 2027 and 2031. This investment preserves the existing resident to officer ratio while supporting the increased operational workload associated with winter snow removal activities.

These additional resources will also strengthen year round enforcement capacity, addressing rising summer season demands as the community's pathway network expands and overall enforcement activity increases.

To align staffing increases with projected growth and manage budget impacts, a phased implementation is recommended:

- Recruit and hire two (2) Municipal Enforcement Officers;
- One (1) in 2028 and one (1) in 2030

This phased approach ensures Municipal Enforcement can maintain current service levels, support winter operations, and meet growing year round enforcement demands.



Heavy Equipment Technician

Fleet Services currently provides coverage Monday through Friday, with an emergency on call number available during evenings and weekends. After hours response can result in delays when addressing equipment failures during the evening or weekend. As a result, snow removal activities could stall unless backup equipment or contracted services can be deployed immediately. This creates a significant operational risk to the sustainability of the City's snow removal program, particularly as the road inventory expands and service requirements increase.

Snow removal is an essential service that must operate continuously. To ensure equipment repairs and maintenance occur without delay — and to avoid costly downtime or last minute contractor call outs — it is recommended that Fleet Services increase its staffing levels to ensure adequate resources for on-call services weekends and evenings.

This can be achieved by hiring and recruiting one (1) additional full-time, permanent, Heavy Equipment Technician in 2029. The additional position will not only support snow removal equipment but also provide additional resources for year-round maintenance operations for the growing City fleet. This will strengthen operational reliability, reduce service interruptions, and support the growing demands of the winter maintenance program.



9.0 Council Motion Item #9: Key Challenges, Risk Assessment

Identification and description of other key challenges and risks, including equipment, staff support, training, software, equipment storage, and resident communication.

			
Category	Key Findings	Risks	Recommendation
Resident Communications	Digital channels are the primary method of communication, and residents rely heavily on online updates for snow removal information. Traditional communication methods are currently limited.	Residents may miss critical updates if they do not use digital platforms, leading to confusion about responsibilities, parking bans, or routine priorities.	Implement an annual city-wide mailer each Fall outlining responsibilities, route priorities, and available resources, and expand non-digital communication options, such as radio.
Public Works Yard and Satellite Site	The Public Works yard is at capacity, and projected population and infrastructure growth will exceed current facility allowances. A satellite site is recommended to support operations, especially in the south.	Yard constraints limit equipment storage, staff coordination, and operational efficiency, reducing the City's ability to scale service levels with growth.	Advance planning for a new satellite site and initiate a long-term capital planning for expanded yard capacity to meet 2045 estimated requirements (as per the Public Works Yard Needs Assessment Report) This includes demolishing and re-building the Parks Quonset and developing a new laydown/storage area.

Equipment & Staffing	Lifecycle replacement is budgeted, but growth is outpacing current equipment and staffing levels. Additional equipment and scaled staffing increases will be required in Fleet Services.	Insufficient equipment and staffing may reduce service levels, increase delays, and heighten recruitment and training costs.	Increase equipment inventory through capital investment, scale staffing every two (2) years with population growth, and convert seasonal FTEs to permanent roles where feasible.
Material Handling Site	The City relies on Strathcona County's facility for a snow dump, with fees applied per load. Loss of access or fee increases will create significant cost pressures.	If access is restricted or fees rise, the City may face substantial financial impacts and operational delays due to longer hauling distances.	Acquire land suitable for a City owned snow dump site and develop contingency plans for alternative facilities.
Snow Removal & Neighbourhood Design	Developing neighbourhoods require more snow hauling because there is limited windrow storage, while established neighbourhoods can store most snow on-site due to wider boulevards, smaller driveways, larger landscaped areas, fewer obstructions, and less on-street parking.	Snow-storage in developing neighbourhoods include more constraints compared to established neighbourhoods.	There are several benefits to snow hauling. Where possible, introduce incremental changes to neighbourhood designs that would allow more snow storage.

9.1 Current Risk and Challenges

There are five (5) challenges that present risks to program resiliency, stability and performance:

1. Resident Communications

Current communication with residents occurs via the City website, social media, telephone, ad-hoc interactions while clearing routes, and door-to-door requests by Municipal Enforcement.

As the primary means of communication regarding the snow removal program occurs digitally, traditional communication methods via paper should be considered. A community-wide mailer should be sent each fall to all resident households, containing information about resident responsibilities, snow removal routes and priorities, and resources available to residents if they require assistance or have any questions.

2. Limitations of Public Works Yard and Satellite Sites

A recurring theme throughout staff engagement, research and review of completed reports is the size and functionality of the Public Works Yard. Lack of suitable multi-use sites is also affecting program performance and will continue to do so as the community population grows, and road/trail infrastructure inventory continues to grow.

Recent reports completed such as the Appendix A: Public Works Yard Needs Assessment (2025), highlight current constraints:

- The Public Works yard is at capacity;
- projected population growth and subsequent requirements for additional staff and equipment will increase pressures on the yard; and
- facility requirements by 2045 will exceed current yard allowances; the existing yard cannot accommodate this growth.¹⁸

Additionally, the report recommends the acquisition and development of a new satellite site to relieve pressures on the main site and support the growing operational demands, especially in the fast-developing southern area of the city.¹⁹

It is recommended that the City begin expansion of the Public Works Yard to alleviate storage constraints. This would include demolishing and building a new Parks Quonset in 2027 (\$570,000), completion of the laydown/storage area design in 2027 (\$100,000) and the development of a new laydown/storage area in 2028 (\$1,300,000).

3. Equipment and Staff

The City of Fort Saskatchewan includes and budgets lifecycle replacement costs when a piece of equipment is purchased. At current pace of growth, however, Roads and Parks will need a capital investment to acquire additional equipment to keep pace with service level demands and expectations.

¹⁸ Cornerstone, City of Fort Saskatchewan Public Works Yard Needs Assessment, 2025, pg. 3

¹⁹ Ibid, pg. 5

Staffing level increases will be required and should scaled with population growth every 2 years to ensure resources remain available to accommodate growth and maintain service levels. If possible, upgrade current seasonal staff FTEs to full-time permanent positions to reduce annual costs of recruitment and training and increase internal knowledge and talent retention.

4. Access to a material handling / snow melt site

As per the Snow Melt and Material Handling Site Feasibility Study completed in 2024, the City of Fort Saskatchewan does not directly own or operate its own snow dump site. Instead, all material is hauled to the Strathcona County facility. If this facility became unavailable, the City would need to haul its material to the City of Edmonton Horse Hills Facility.

Strathcona County charges the City approximately \$12 per load up to 2,000 loads per year. This amount does vary depending on annual snowfall accumulation.

The City of Fort Saskatchewan is currently working to acquire land for a material handling site and snow dump. This initiative is being led by the Engineering, Fleet and Facilities Departments.

If Strathcona County were to remove access to its facility, significantly increase its fees to non-resident operators and/or if the City of Edmonton were to implement fees for non-resident operators, the City will face significant financial cost pressures to find alternative solutions.

5. Snow Removal and Neighbourhood Design

Neighbourhood design impacts how snow is managed. In general, Roads' staff are more likely to haul snow in the developing neighbourhoods (e.g. Southfort and Westpark) than established neighbourhoods (e.g. Pineview and Sherridon).

Roads, Planning & Development identified reasons why snow is more easily stored in the established neighbourhoods. Factors include:

1. Boulevards are generally narrower in developing neighbourhoods than established neighbourhoods. The wider boulevards can store larger windrows.
2. The green spaces between driveways are much larger in established neighbourhoods than developing neighbourhoods. Many properties in established neighbourhoods have single lane driveways that may be coupled with their neighbour's driveway. Driveways in developing neighbourhoods are often double lane. The wider driveways result in a larger portion of the boulevard being dedicated to the driveway apron, leaving less space for snow storage.
3. The landscaped area within developing neighbourhoods is often less than the landscaped area within established neighbourhoods, as larger houses and driveways absorb larger portions of the lots, and front-yard setbacks are smaller, pushing buildings closer to the road. This reduces opportunities for snow storage, increasing the likelihood that a resident will shovel snow onto City boulevards or roads. The reduced landscape area also decreases opportunities for groundwater infiltration when the snow melts, occasionally resulting in more flooding and ice buildup.

4. Boulevards in developing neighbourhoods generally house more street furniture, since these areas are less likely to have door-to-door mail delivery service and electrical pedestals are more common. Snow cannot be stored within the boulevard if it impedes access to mailboxes or important utility infrastructure, including fire hydrants.
5. Residents are more likely to park on the street in developing neighbourhoods. To maintain access in those areas, Roads incorporates breaks into windrows so residents do not have to climb over windrows of snow and ice. The breaks reduce the area available for snow storage.

As a result, snow clearing in developing neighbourhoods is often best managed through snow hauling. Incremental improvements can provide temporary or modest storage opportunities but eliminating snow hauling in developing neighbourhoods would require a significant shift in neighbourhood designs. Specifically, neighbourhood design changes that could reduce reliance on hauling would include dedicating more road right-of-way to wider boulevards, restricting the width of the driveway at the street, requiring a larger portion of the front-yard to be landscaped, and increasing minimum garage and parking space dimensions.

Snow hauling provides several benefits:

1. Reduces snow accumulation and windrows on boulevards;
2. Maintains street width, supporting traffic flow and on-street parking;
3. Reduces water and sediment entering streets and the stormwater system;
4. Reduces the likelihood of flooding and ice buildup in during freeze/thaw temperatures; and
5. Reduces sand and sediment on boulevards, lowering spring maintenance needs for City staff and residents.



10.0 Council Motion Item #10: Policy Recommendation

RECOMMENDATION OF A COUNCIL POLICY TO FORMALIZE PROGRAM SERVICE LEVELS.

RECOMMENDATION



1. It is recommended that Council adopt the Recommended Snow and Ice Control Policy, in whole or in part, for future implementation. This would allow Council to formally establish snow and ice control service levels.

See policy attached as separate document.



11.0 Council Motion Item #11: Action Plan

AN ACTION PLAN THAT BALANCES PROGRAM COSTS AND TAXPAYER DOLLAR EFFICIENCY TO INCREASE PROGRAM EFFECTIVENESS AND ADDRESS KEY IDENTIFIED GAPS OVER THE NEXT FIVE (5) YEARS.

RECOMMENDATIONS



1. It is recommended that City Council adopt for future implementation the following phased action plan that realizes increases in program efficiencies and effectiveness as the City grows and develops.

The following outlines the proposed sequence for scaling and implementing the snow removal program recommendations from 2027 to 2031. Recommendations have been organized by year to reflect their order of magnitude, operational impact, and readiness for implementation.

The action plan recommendations are designed to address four key program gaps and strengthen overall snow removal effectiveness:

1. Site Storage
2. Internal Human and Equipment Resources ('Internal')
3. Public Communication ('Communications')
4. Service Levels

Each recommendation is assigned to one of these categories to demonstrate how the proposed actions collectively support a more efficient, resilient, and effective snow-removal program. Costs associated with each action plan recommendation are captured as Capital, Operating – Impact of Capital Cost, or Operating – Program Expenses. The majority of expenses for Operating – Program Operations, are for staffing increase requests, which are recognized as carrying costs each year from 2027 – 2031.

Capital and Operating Funding Requests

2027-2031

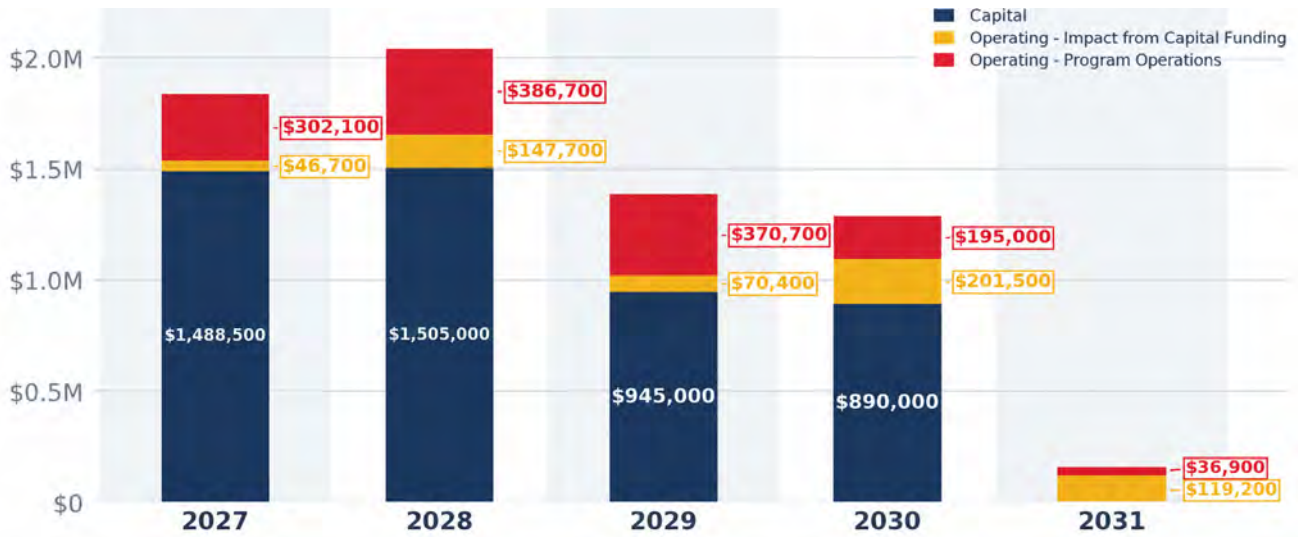


Figure 17: Capital and operating funding request summary 2027 - 2031.



SUMMARY OF ESTIMATED EXPENSES BY ACTION CATEGORY					
	2027	2028	2029	2030	2031
Site Storage					
Capital	\$670,000	\$1,300,000	–	–	–
Operating Impact from Capital Funding	–	–	–	–	–
# of Action Items	2	1	–	–	–
Internal					
Capital	\$818,500	\$205,000	\$945,000	\$890,000	–
Operating - Impact from Capital Funding	\$46,700	\$147,700	\$70,400	\$201,500	\$119,200
Operating - Staffing Increase	\$95,200	\$306,700	\$371,800	\$195,000	\$36,900
# of Action Items	5	4	5	4	2
Communications					
Operating	\$20,000	\$80,000	–	–	–
# Action Items	3	2	–	–	–
Service Levels					
Operating	\$186,900	–	–	–	–
# Action Items	4	–	–	–	–
Total Action Items Per Year	14	8	6	4	2
Grand Total Per Year					
One-time funding	\$1,488,500	\$1,505,000	\$945,000	\$890,000	–
Per Capita Impact (30,663)	\$48.54	\$49.08	\$30.82	\$29.03	–
Operational funding	\$348,800	\$534,400	\$442,200	\$396,500	\$156,100
Per Capita Impact (30,663)	\$11.38	\$17.43	\$14.42	\$12.93	\$5.09
Total One-Time Funding Requests:	\$4,828,500				
Total Operating Funding Requests:	\$1,878,000				

ACTION CATEGORY	COUNCIL MOTION	ACTION	TIMELINE	CAPITAL	OPERATING
Internal	3	Prepare the snow removal program budget based on the previous three (3) to five (5) years' actual expenses	2027	-	-
Internal	3	Purchase of additional equipment for the snow removal program	2027	\$818,500	\$46,700
Internal	5	Enter tickets and warnings issued by Municipal Enforcement in CityWide.	2027	-	-
Internal	8	Recruit and hire Public Works Road Coordinator (year 1 expenses)	2027	-	\$95,200
Internal	8	Create and execute standing offer agreements with snow removal contractors.	2027	-	-
Communications	4	Increase social media and website updates on status of snow removal, areas cleared and expected schedule. Utilize social media to report submitted and known concerns along major routes, with expected timeline to completion.	2027	-	-
Communications	4	Create and distribute an annual community mailer in the Fall from 2027 - 2031, delivered to every household and business. Include an overview of the snow removal program, priorities, responsibilities, and service levels.	2027	-	\$20,000



ACTION CATEGORY	COUNCIL MOTION	ACTION	TIMELINE	CAPITAL	OPERATING
		Proposed mailer design can be found here: Appendix D: Proposed Community Mailer Design			
Communications	4	Create neighborhood maps with Parks and Roads priorities that clearly indicate service level benchmarks and resident/business responsibilities.	2027	-	-
Service Level	3	Increase Roads contracted services budget based on historical 5-year average actuals	2027	-	\$186,900
Service Level	8	Adjust service level benchmarks for Road's priority routes 1 and 2 to provide a buffer in case of operational constraints that require alternative arrangements.	2027	-	-
Service Level	8	Remove number prioritization on Parks snow removal routes; update maps and service level benchmarks to be based on neighborhood zone.	2027	-	-
Service Level	10	Adopt the recommended Snow & Ice Removal Policy	2027	-	-
Site Storage	9	Complete final design of Laydown Area at Public Works Yard	2027	\$100,000	-
Site Storage	9	Demolish and build a new Parks Quonset	2027	\$570,000	-
Internal	3	Purchase of additional equipment for the snow removal program	2028	\$205,000	\$147,700
Internal	8	Recruit and hire two (2) full-time Operators for the Roads business unit for year-round operations (year 1 expenses)	2028	-	\$173,600
Internal	8	Recruit and hire one (1) full-time Municipal Enforcement Officer (year 1 expenses)	2028	-	\$103,400
Internal	8	Public Works Road Coordinator (year 2 expenses)	2028	-	\$29,700
Site Storage	9	Develop laydown area at Public Works Yard as per 2027 design	2028	\$1,300,000	-
Communications	8	Develop a snow clearing sign and enforcement program	2028	-	\$35,000 *one-time cost
Communications	8	Produce and place permanent signage along each snow removal route with the route name and a QR code linked to the City website page for snow removal.	2028	-	\$45,000 *one-time cost

ACTION CATEGORY	COUNCIL MOTION	ACTION	TIMELINE	CAPITAL	OPERATING
		Ensure signs for residential areas emphasize parking enforcement. Proposed sign design and cost estimate can be found here :			
Internal	8	Recruit and hire one (1) Heavy Equipment Technician in Fleet Services (year 1 expenses)	2029	-	\$108,200
Internal	8	Recruit and hire two (2) full-time Operators for the Roads business unit for year-round operations (year 2 expenses)	2029	-	\$51,600
Internal	8	Recruit and hire two (2) full-time Operators for the Roads business unit for year-round operations (year 1 expenses)	2029	-	\$177,600
Internal	8	Recruit and hire one (1) full-time Municipal Enforcement Officer (year 2 expenses)	2029	-	\$34,400
Internal	3	Purchase of additional equipment for the snow removal program	2029	\$945,000	\$70,400
Internal	8	Recruit and hire one (1) Heavy Equipment Technician in Fleet Services (year 2 expenses)	2030	-	\$34,600
Internal	3	Purchase of additional equipment for the snow removal program	2030	\$890,000	\$201,500
Internal	8	Recruit and hire two (2) full-time Operators for the Roads business unit for year-round operations (year 2 expenses)	2030	-	\$52,800
Internal	8	Recruit and hire one (1) full-time Municipal Enforcement Officer (year 1 expenses)	2030	-	\$107,600
Internal	8	Recruit and hire one (1) full-time Municipal Enforcement Officer (year 2 expenses)	2031	-	\$36,900
Internal	3	New equipment transfers to reserve and maintenance expenses	2031	-	\$119,200



Appendix A:

Additional Resources

In order of reference:

1. [City of Fort Saskatchewan 2024 Municipal Census Results.](#)
2. [Al-Terra Engineering Ltd., Snow Melt and Material Handling Site Feasibility Study, 2024.](#)
3. [Cornerstone, City of Fort Saskatchewan Public Works Yard Needs Assessment, Sept 2025.](#)
4. [City of Fort Saskatchewan, Traffic Bylaw C11-25.](#)
5. [Parks Growth Plan 2025 – 2029.](#)
6. [Government of Alberta, Placement of Signs, 2017.](#)

Consulted for context:

1. [2023 – 2026 Fleet, Facilities, and Engineering Department Business Plan](#)
2. [2023 – 2026 Public Works Department Business Plan.](#)
3. [Administrative Policy, Snow and Ice Control, GEN-042-A](#)

Appendix B: Staff Engagement – What We Heard

Workshops with staff were held June 22 - 25, 2026.

Four separate workshops were held with staff from Roads, Parks, Municipal Enforcement, and Customer Service regarding the City's snow and ice control program. A set of recommendations are listed below as a result of feedback from each team.

TEAM	RECOMMENDATION
Customer Service	1. Create and distribute an annual community mailer in the Fall, delivered to every household. Outlines the snow removal program, prioritization maps, and resident responsibilities with list of resources available to residents if further questions or assistance is required (ex. Snow angels program). 2. Increase transparency on where and why snow piling occurs in residential areas 3. Increase social media and website updates on status of snow removal, areas cleared and expected schedule (pending changes in weather). a. Utilize social media to report known concerns and expected timeline to resolve
Roads	1. Simplify the prioritization system: have designated service levels for priorities 1 and 2 and then rest of routes are cleared as staff are able. 2. Utilize reports such as Roads Growth Plan, Public Works Yard Needs Assessment, 2025 and Snow Melt and Material Handling Site Feasibility Study to inform decision making about changes to the snow removal program. 3. As the community continues to grow and demands increase, ensure to scale FTE and equipment requirements with pace of growth. Invest in satellite sites that can accommodate roads equipment to increase efficiencies and reduce travel time. 4. Equipment purchases should be researched and recommended by the department utilizing the equipment, as they will be the most informed on operational efficiencies and attachment requirements. Fleet to be consulted on maintenance requirements and capacity, facilitating purchase
Municipal Enforcement	1. Switch to permanent signage that can be placed along every street and snow removal route. 2. Explore having the City assume path/sidewalk clearing responsibilities in the Ross Creek area 3. Increase public education regarding snow removal responsibilities

Parks

1. Define prioritization and service levels, separating sidewalks and trails/paths into distinct prioritization levels
2. Update service levels to be based on accumulation
3. Increase public education and enforcement of resident responsibilities. Clearly define what is a resident responsibility, and what is a City responsibility. Remove ambiguity between terms such as 'sidewalk,' 'path,' and 'trail.'
4. Realign timing for spring clean up activities; either Roads delays, or Parks moves up spring/summer onboarding to ensure sidewalk/trail clearing occurs before Roads
5. Invest in larger satellite sites that can accommodate larger pieces of equipment and be multi-use for other departments such as Roads.
6. Ensure equipment purchases consider long-term utilization, such as attachments and features more suited to winter activities.

The following feedback was provided by staff (summarized for clarity). Some themes repeat themselves, such as signage and communication:

Customer Service

The Customer Service team's feedback can be summarized in the following themes:

1. Managing Public Expectations

Public expectation on service levels for snow removal is a moving target. It is a challenge to communicate how the process works and balancing operational expenses with service level expectations (ex. complaints are received every year regarding snow piling in residential areas, with residents not understanding zoning for this purpose).

2. Proactive Communication

Communicating resident responsibilities is a challenge and occurs frequently every year. The City should explore additional communication methods to improve public education about the snow removal program, responsibilities, and prioritization.

3. Strong Internal Collaboration and Teamwork

Communication, teamwork, and collaboration between snow removal staff is strong, attentive, and efficient. Crews are willing to go the extra mile to ensure public safety and resolve issues that arise.



Roads

The Roads team's feedback can be summarized in the following themes:

1. Signage

Signage is currently posted manually and is done using sandwich boards. Sandwich boards are not efficient and do not get posted consistently along routes when snow removal will be occurring and vehicles need to be removed.

2. Route Classification & Prioritization

Current route prioritization should be simplified. Have established service levels for routes 1 and 2 and then generalize the service levels for following route priorities. How routes are actually cleared compared to established priorities does not always match, resulting in frustrations and scrutiny from residents.

3. Scaling for Growth

Access to satellite sites and size of the current public works yard is currently a challenge. There are pieces of equipment and attachments that should be explored to increase safety and efficiency of snow removal. Contracted services will also be needed, and contractors are available to assist, though they may not always respond immediately.

Municipal Enforcement

The Municipal Enforcement team's feedback can be summarized in the following themes:

1. Signage

Parking enforcement issues are a challenge as current signage is done through sandwich boards, which can get covered in snow and are limited; signs are posted in neighborhood entrances rather than on each street. The current traffic bylaw indicates that there is no requirement to provide 72-hour notice to residents that must remove their vehicle as it is along a snow removal route.

2. Sidewalks vs Trails/Paths

It is difficult to enforce clearing of sidewalks in the Ross Creek neighbourhood. Many of the homes have shared sidewalks and paths adjacent to the property. It is difficult to enforce as technically it is the responsibility of both homeowners that the sidewalk/path is in front of, making it difficult to define the walking surface as a sidewalk because it is treated as both. Private sidewalk clearing compliance is currently low, and an increase in resources would be required to increase compliance.

3. Communication

Enforcement and public education in residential neighbourhoods is proactive, though challenging at times due to residents not understanding their responsibilities during the winter for snow removal.

Parks

The Parks team's feedback can be summarized in the following themes:

1. Prioritization and Service Levels

Current prioritization for snow removal was last reviewed in 2019 with the development of the snow removal policy. Prioritization and service levels should be more clearly defined, with sidewalks and trails separated into more distinct prioritization levels. Service levels should be updated and based on accumulation, compared to current practice based on 'time since last snowfall.' More clarity needs to be provided on where clearing is completed (and not), and when clearing occurs to provide consistent and accurate service.

2. Resident Responsibilities

Resident responsibilities need to be enforced and made more explicit. Currently, there is ambiguity between what is the responsibility of the resident and where the City is required to clear snow as sidewalks and trails can run into one another adjacent to a house. If the walking surface is referred to as a 'trail,' public assumption is that the City clears.

3. Spring Clean Up Timing

Onboarding of spring/summer staff usually occurs after Roads has started sweeping, and before Parks has had a chance to move sidewalk/trail debris on the road.

4. Equipment and Satellite Sites

Current satellite sites for equipment are limited and can only store small equipment, such as mowers. As the city grows and demands increase, additional and/or larger sites will be required to increase efficiencies and reduce travel. Parks should drive the final decision on equipment needs, with Fleet facilitating the purchase. Minimum features such as AWD or 4 x 4 should become standard for all vehicles purchased in the future.



Appendix C: Proposed Permanent Sign Design



Proposed Scale:

Major Route/Highways and Arterials – 24"x36"

Collectors and Residential – 12" x 18"

Signage Cost Estimate:

50 x \$102.95 (24x36) = \$5,147.50

230 x \$52.95 (12x18) = \$12,178.50

Posts:

50 x \$60 (10') = \$3,000

230 x \$45 (8') = \$10,350

Appendix D: Proposed Community Mailer Design

The design below is a draft, actual contents may change and subject to revisions.



STAY INFORMED THIS WINTER

Scan for current snow clearing information, route signs and parking-ban updates.



SCAN FOR SNOW CLEARING UPDATES

HELP CLEAR YOUR STREET

- Watch for temporary No Parking signs.
- Move your vehicle the night before your clearing day.
- Keep vehicles off the street until clearing is complete.
- Follow posted signs and directions from City crews.
- Stay at least 30 meters from snow-clearing equipment.
- Residents are required to clear snow from adjacent sidewalks within 48 hours from end of last snowfall. Businesses are required to remove snow on adjacent sidewalks with 24 hours end of last snowfall.

WHEN DECLARED PARKING BAN
 Vehicles left on a signed street may be ticketed or towed.



SNOW CLEARING

CITY OF FORT SASKATCHEWAN

How streets, trails and sidewalks are prioritized, when to move your vehicle and where to find current updates.



FORTSASK.CA



HOW SNOW CLEARING WORKS

City crews clear roads in order of priority to keep traffic moving safely throughout Fort Saskatchewan.

Residential clearing begins after higher-priority routes are complete and compacted snow reaches about 7.5 cm (2.95 inches). Street conditions, ice, drainage and the weather forecast are also considered.

If it begins to snow again, crews may return to higher-priority routes before continuing residential

**A NEW SNOWFALL CAN
RESTART THE PRIORITY CYCLE.**

ROAD CLEARING PRIORITIES

- HIGHWAYS**
Within 0-12 hours after snowfall ends.
- ARTERIAL ROADS**
Within 12-24 hours after snowfall ends.
- COLLECTOR / MAIN STREETS**
Within 24-48 hours or after Priority #2 is completed.
- INDUSTRIAL / DOWNTOWN**
Once priority #3 is completed.
- RESIDENTIAL STREETS**
Begins when compacted snow reaches 7.5cm (2.95 inches) thick.
- LANES**
As required for traffic and emergency access.
- PARKING LOTS**
Within 24-36 hours end of last snowfall

Clearing times are targets and may change with conditions.

SNOW CLEARING PRIORITIES

- SIDEWALKS**
Within 24 hours end of last snowfall (except on Sundays and stat holidays).
- BUS STOPS**
Within 24 hours end of last snowfall (Monday to Friday)
- TRAILS**
Within 24 hours of last snowfall (Monday to Friday)

Use the map to see how roads are prioritized during snow-clearing operations.



VIEW THE FULL-SIZED MAP ONLINE:
fortsask.ca/roadsafety/snow-clearing-map/



Appendix E:

Benchmarking Comparison of City of Fort Saskatchewan Snow Removal Services Levels to Other Municipalities

Roads

A comparison of service levels to other municipalities of similar size, center-line inventory, and average annual snow fall accumulation indicate that the City's prioritization methodology and benchmarks are relatively appropriate²⁰, with the exception that Fort Saskatchewan has six (6) priorities versus an average three (3) or four (4) and its benchmark service level times are higher.

MUNICIPALITY	PRIORITY 1	PRIORITY 2	PRIORITY 3	PRIORITY 4	PRIORITY 5	PRIORITY 6	PRIORITY 7	PRIORITY 8
City of Fort Saskatchewan, AB	Highway	Arterial	Collectors	Rural South	Residential	Alleys		
Courtenay, BC	Main Roads	Secondary Roads	Local Roads	Cul-de-sacs and lanes / alleys				
Leduc, AB	Main Roads	Arterial / Secondary	Collectors / Downtown	Residential Streets				
Moose Jaw, SK	Main Roads	Collector Roads	Local Roads	Cul-de-sacs and lanes / alleys				
Penticton, BC	Main Roads	Collector Roads	Local Roads	N/A				
Port Moody, BC	Main Roads	Collector Roads	Local Roads	N/A				
Prince Albert, SK	Emergency Routes	City Transit Routes	School Zones & Downtown	Residential Streets				
Spruce Grove, AB	Highways	Arterial	Emergency Access Ways	Collector Roads	City Centre	Commercial and Industrial	Residential	Alleys
Strathcona County, AB	Main Roads	Arterial	Collector	Residential Streets				

Table 16: Route priority comparison to other municipalities.

²⁰ The municipalities included in the comparison are those whose snow removal program services could be accessed in detail, are of similar population size, and receive the same relative annual snowfall compared to the City of Fort Saskatchewan. These criteria were established to ensure that comparisons and analysis are relative to the City of Fort Saskatchewan.

MUNICIPALITY	POPULATION	CENTRE-LINE INVENTORY	AVERAGE ANNUAL SNOWFALL
City of Fort Saskatchewan, AB	30,663	217	86
Courtenay, BC	33,403	196	40
Leduc, AB	39,000	?	126.7
Moose Jaw, SK	36,621	277	109
Penticton, BC	39,655	214.9	58.7
Port Moody, BC	39,689	107	55.6
Prince Albert, SK	40,423	285	114
Spruce Grove, AB	44,575	222	120
*Strathcona County, AB	107,345	?	124

* snow removal metrics for County of Strathcona reflect urban service area

Table 17: Centerline inventory and average annual snowfall comparison to other municipalities.

Municipalities such as Courtenay provide the community with a detailed breakdown of their snow removal service levels, such as when the City starts to apply product, how many hours it takes to apply product each round, when does the City start plowing, how many hours does it take to plow each round, and required outcomes (Courtenay Snow Removal Service Levels). Courtenay also classifies snow removal clearing priorities based on accumulation, not hours.

The City of Prince Albert has a detailed snow removal policy that includes standards, such as a benchmark when a road will be graded, and when ice control operations should be completed (Prince Albert Snow Removal Policy). The Municipality also prioritizes their routes by established usage, not type (example Highway vs Emergency Routes). The benefit to this approach is that road classifications are easier to establish and communicate (i.e. what is considered a 'main road' versus one that is an 'emergency' route). Transit bus route maps will generally match a snow removal prioritization map vs a categorized route that may have different criteria based on usage. The current route prioritization framework is one area that could be streamlined to improve efficiencies and enforcement.

The City of Fort Saskatchewan also has higher service levels for its clearing time benchmarks. For example, the City of Fort Saskatchewan has a benchmark of clearing its highways within 6-8 hours of last snow fall. Other municipalities have a general guideline of clearing within 0 - 24 hours of last snowfall.

Sidewalks, Trails, Buildings, and Bus Stops

The City of Penticton aligns sidewalk snow removal operations with that of road removal operations. Overall, municipal prioritization of sidewalks, bus stops, trails, etc. are addressed when key road snow removal routes are cleared first, and as staff, machinery, etc. are available. Benchmarks for snow removal of these assets are less defined than roads and are generally tied to the corresponding road priority (i.e. when downtown roads are being cleared, sidewalks, trails, bus stops are completed at the same time).

Snow Hauling

All municipalities utilize contracted services for snow removal and hauling operations to assist with meeting established benchmarks and service levels as well during major snow fall events when municipal crews cannot keep pace with snowfall accumulation. Most communities use designated dump sites or an operations yard for dumping snow.

Municipality	Snow Storage Location	Site Owner
Courtenay	Designated storage site/operations yard	City-owned
Leduc	City dump site	City-owned
Moose Jaw	City dump site	City-owned
Penticton	Municipal storage lots and public works yards	City-owned
Port Moody	Public works yard	City-owned
Prince Albert	City dump site	City-owned
Spruce Grove	Public works yard dump site	City-owned
Strathcona County	Designated snowmelt facility	County-owned
City of Fort Saskatchewan	Snow melt facility outside city limits	Strathcona County

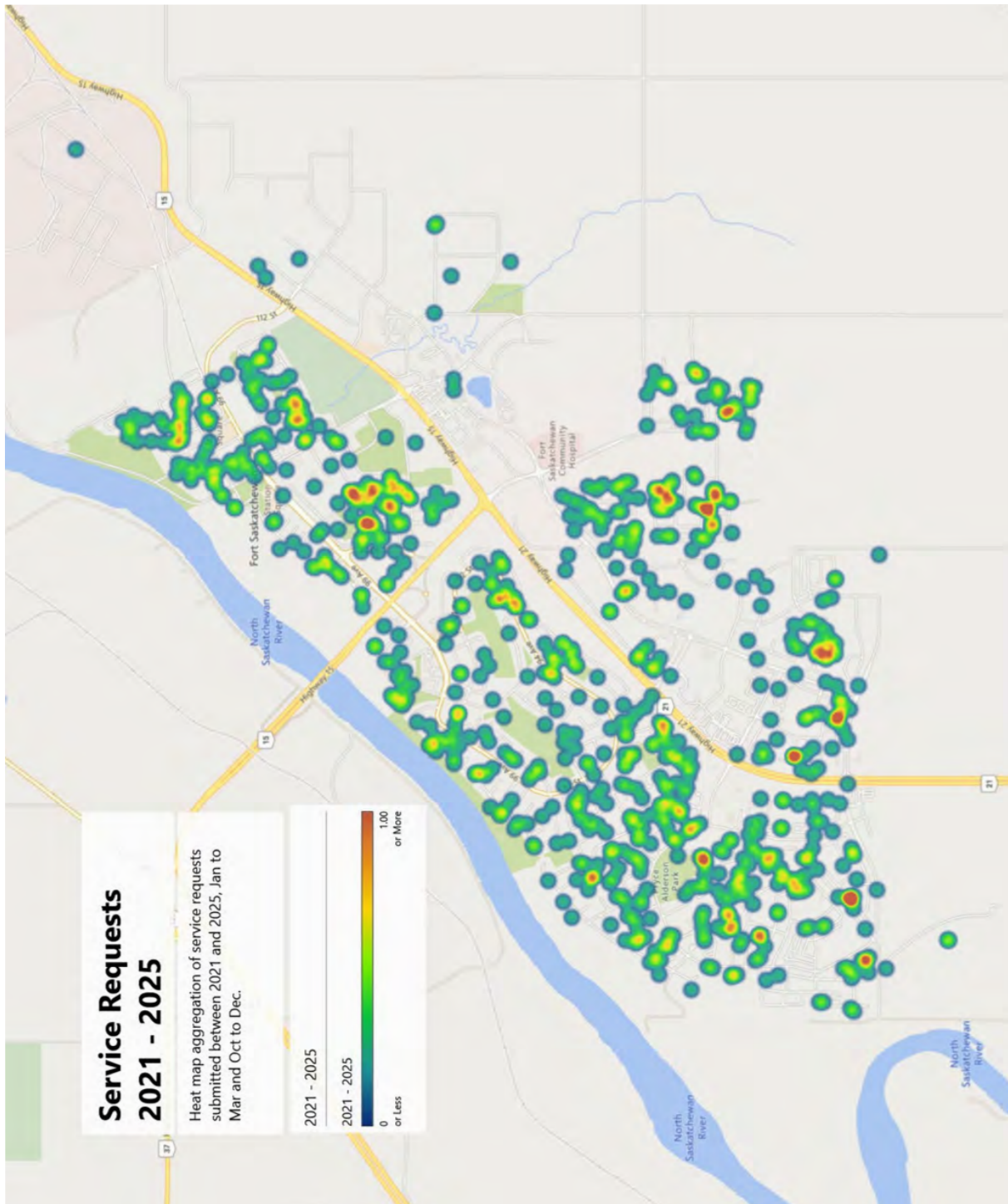
Table 18: Ownership of snow removal dump site comparison to other municipalities.

Priority #	City of Fort Saskatchewan, AB	Courtenay, BC	Port Moody, BC	Penticton, BC	Moose Jaw, SK	Prince Albert, SK	Spruce Grove, AB	Leduc, AB	*Strathcona County, AB
1	Highway 6-8	Main Roads 2.5 cm of snow accumulation	Main Roads 0-24	Main Roads 0-12	Main Roads 0-24	Emergency Routes 0-24	Highways Ongoing until snow stops falling	Main Roads 2.5 cm of snow accumulation	Main Roads 0-12 hours and 2 cm accumulation
2	Arterial 12-16	Secondary Roads 2.5 cm of snow accumulation	Collector Roads 0-24	Collector Roads 0-24	Collector Roads 24-60	City Transit Routes 0-48	Arterial Ongoing until snow stops falling	Arterial/Secondary Arterial = 2-5 cm accumulation Secondary = 5-10 cm accumulation	Arterial 0-12 hours and 5-7 cm accumulation; once Priority #1 completed
3	Collectors 30-40 hours once Priority #2 completed	Local Roads 10 cm of snow accumulation	Local Roads Monday-Friday Business hours	Local Roads 0-48 Monday-Friday	Local Roads 60-96	School Zones & Downtown Once Priority #1 and 2 completed	Emergency Access Ways Ongoing until snow stops falling	Collector/Downtown Collector = 7-10 cm accumulation Downtown = 5-10 cm accumulation	Collector Within 6 days—windrowed and removal; 15 cm accumulation; once Priority #2 completed
4	Rural South Completed once Priority #3 completed	Cul-de-sacs and lanes/alleys 10 cm of snow accumulation			Cul-de-sacs and lanes/alleys 96+	Residential Streets As required	Collector Roads Completed once Priority #3 completed	Residential 15 cm accumulation	Residential 7 cm accumulation or limited vehicle mobility
5	Residential When compacted snow is approximately 7.5 cm thick						City Centre Completed once Priority #4 completed		
6	Alleys As required						Commercial and Industrial Completed once Priority #5 completed		
7							Residential Completed once Priority #6 completed		
8							Alleys Completed once Priority #7 completed		

Table 19: Service level comparison to other municipalities.

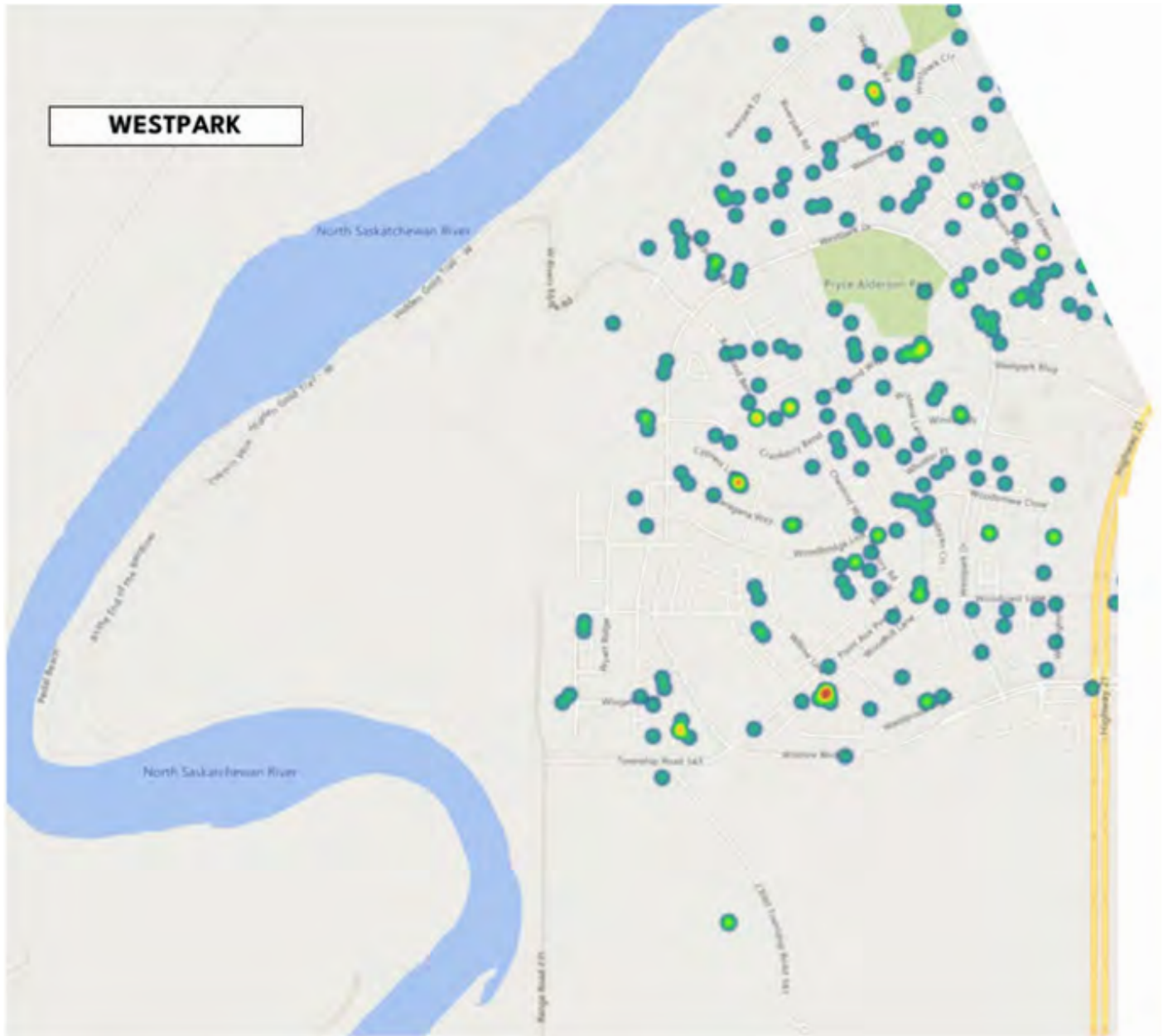
Appendix F: Heat Map Capture of Service Requests 2021 – 2025

A heat map capture was created to identify common service requests by neighborhood and location within the City. The majority of service requests are located in residential areas.









Appendix G:

Program Actual Costs

Snow Removal Departmental Operating Costs

Direct Snow-Removal Expenses	2021	2022	2023	2024	2025
Roads					
Wages	\$338,106	\$469,577	\$268,249	\$483,688	\$530,585
Contracted Services & Equipment Rentals	\$251,710	\$786,229	\$359,565	\$450,153	\$609,472
Materials & Supplies	\$272,665	\$381,365	\$316,022	\$375,838	\$435,267
Subtotal: Roads	\$862,481	\$1,637,171	\$943,836	\$1,309,680	\$1,575,324
Fleet Expenses Associated with Roads					
Wages	\$29,724	\$46,777	\$38,785	\$36,571	\$41,814
Contracted Services	\$62,826	\$117,968	\$104,796	\$60,170	\$106,414
Equipment Transfers to Reserve	\$244,742	\$244,121	\$320,750	\$355,090	\$351,097
Fuel	\$60,643	\$112,172	\$52,661	\$108,736	\$122,778
Insurance	\$866	\$1,797	\$3,844	\$1,917	\$5,169
Subtotal: Fleet	\$398,801	\$522,834	\$520,837	\$562,485	\$627,272
Total - Roads Snow-Removal Expenses	\$1,261,283	\$2,160,006	\$1,464,672	\$1,872,164	\$2,202,596
Parks					
Wages	\$206,317	\$230,195	\$166,810	\$236,170	\$251,383
Contracted Services & Equipment Rentals	\$26,153	\$33,643	\$33,248	\$21,760	\$5,879
Subtotal: Parks	\$232,470	\$263,838	\$200,058	\$257,930	\$257,262
Fleet Expenses Associated with Parks					
Wages	\$8,842	\$11,418	\$10,131	\$14,125	\$13,587
Equipment Transfers to Reserve	\$38,329	\$37,629	\$37,629	\$31,296	\$31,296
Contracted Services	\$14,129	\$19,487	\$15,251	\$18,482	\$16,907
Fuel	\$7,677	\$7,830	\$7,507	\$9,056	\$7,026
Insurance	\$532	\$546	\$683	\$359	\$476
Subtotal: Fleet	\$69,509	\$76,909	\$71,201	\$73,318	\$69,292
Total - Parks Snow-Removal Expenses	\$301,979	\$340,748	\$271,259	\$331,248	\$326,553
Municipal Enforcement					
Wages	\$10,373	\$10,291	\$19,952	\$23,357	\$20,599
Total - Municipal Enforcement Snow-Removal Expenses	\$10,373	\$10,291	\$19,952	\$23,357	\$20,599
GRAND TOTAL - Snow Removal	\$1,573,635	\$2,511,044	\$1,755,884	\$2,226,770	\$2,549,748

Table 20: Snow removal departmental actual costs 2021 - 2025.

Street and Trail Sweeping Departmental Operating Costs

Direct Street-Sweeping Expenses		2021	2022	2023	2024	2025
Roads						
Wages		\$87,063	\$87,122	\$77,956	\$93,730	\$138,112
Materials & Supplies		\$25,948	\$19,340	\$8,567	\$20,815	\$26,176
Total - Roads Street-Sweeping Expenses		\$113,011	\$106,462	\$86,523	\$114,545	\$164,289
Parks						
Wages		\$3,746	\$24,565	\$10,456	\$4,858	\$14,108
Contracted Services & Equipment Rentals		\$0	\$0	\$0	\$0	\$0
Materials & Supplies		\$0	\$0	\$0	\$0	\$0
Total - Parks Trail/Boulevard Sweeping Expenses		\$3,746	\$24,565	\$10,456	\$4,858	\$14,108
GRAND TOTAL - Sweeping		\$116,758	\$131,027	\$96,979	\$119,403	\$178,396

Table 21: Street and trail sweeping departmental actual costs 2021 – 2025.

Additional Direct Departmental Snow Removal Program Operating Costs

Additional Direct Program Expenses (Snow Removal + Sweeping)		2021	2022	2023	2024	2025
Public Works Director	Roads	\$20,179	\$20,494	\$21,008	\$21,445	\$21,870
	Parks	\$3,027	\$3,074	\$3,151	\$5,361	\$5,468
Clerks	Roads	\$3,898	\$3,963	\$3,979	\$4,664	\$4,773
	Parks	\$3,898	\$3,963	\$3,979	\$4,664	\$4,773
Office Supervisor	Roads	\$7,551	\$7,673	\$7,940	\$10,857	\$11,112
	Parks	\$7,551	\$7,673	\$7,940	\$10,857	\$11,112
Parks Manager	Parks	\$28,900	\$29,357	\$31,460	\$15,318	\$15,641
Engineering Technologist	Roads	-	-	-	-	\$6,757

Table 22: Additional direct departmental snow removal program operating costs.

Full-time Equivalent (FTE's) Positions Required for the Snow Removal Program

To calculate FTEs for Roads and Parks, the following assumptions were made²¹:

Snow-Removal Work Period					
Department	Snow Removal Time Period	# of Workdays	Number of workdays per week	Number of bi-weekly base hours	Staff Hours
Roads	Nov 1 – Apr 30	180	7	80	1,040
Parks	Nov 1 – Apr 30	180	7	80	1,040

Street/Trails Sweeping Work Period					
Department	Street/Trails Sweeping Time Period	# of Workdays	Number of workdays per week	Number of bi-weekly base hours	Staff Hours
Roads	May 1 – May 31	31	5	80	168
Parks	May 1 – May 31	31	5	80	168

FTE Summary		2021	2022	2023	2024	2025
Roads	Snow removal	6.64	8.53	4.75	9.19	11.19
	Street sweeping	0.24	0.40	0.20	0.17	0.48
Parks	Snow removal	2.79	2.61	2.05	2.53	2.61
	Trails/boulevard sweeping	0.09	0.43	0.15	0.04	0.19

Table 23: Summary of FTE requirements per year for the snow removal program.

²¹ An FTE is a measure of staffing that represents the workload of one full-time employee. Rather than counting the number of employees, it measures the total hours worked and expresses them as the equivalent of a full-time position. This provides a consistent way to compare staffing levels regardless of whether positions are filled by full-time or part-time employees. For example, the total number of hours of 3 employees could represent 1 FTE.

PARKS - SNOW REMOVAL					
Grand Total FTE Hours	2021	2022	2023	2024	2025
Sidewalks	1,593.50	2,014.00	981.00	1,485.50	1,570.00
Trails	228.00	439.00	587.00	415.50	465.00
Bus Stops, Buildings, and Boulevards	3,974.00	2,974.50	2,697.25	3,368.00	3,393.50
Total Hours	5,795.50	5,427.50	4,265.25	5,269.00	5,428.50
FTE	2.79	2.61	2.05	2.53	2.61

PARKS - TRAIL/BOULEVARD SWEEPING					
Grand Total FTE Hours	2021	2022	2023	2024	2025
Sidewalks	0	0	0	0	0
Trails	11.00	115.00	10.00	2.00	91.00
Bus Stops, Buildings, and Boulevards	167.50	782.00	308.50	90.00	297.50
Total Hours	178.50	897.00	318.50	92.00	388.50
FTE	0.09	0.43	0.15	0.04	0.19

ROADS - SNOW REMOVAL					
Grand Total FTE Hours	2021	*2022	2023	2024	2025
Downtown	1,058.50	0	560.00	3,174.00	2,076.50
City General - Plowing, Sanding, Grading	5,235.20	0	3,333.50	5,538.50	7,793.50
Sand Boxes	224.50	0	128.00	170.00	179.00
Parking Lots	1,185.00	0	1,428.00	1,590.25	2,181.50
Highway	3,202.50	0	1,662.50	3,763.50	4,271.50
Residential	2,725.50	0	2,711.50	4,825.50	3,777.50
Other	171.50	0	61.00	50.00	2,987.50
Total Payroll Hours (excl. equip)	13,802.70	17,742.57	9,884.50	19,111.75	23,267.00
FTE	6.64	8.53	4.75	9.19	11.19

Table 24: Parks and Roads FTE for snow removal and street sweeping and spring-cleaning activities.

Full-time Equivalent (FTE's) Positions Required for the Snow Removal Program

Roads utilizes the following FTEs over a six (6) month time period per kilometer in order to complete snow removal program tasks based on center-line inventory from 2021 – 2025.

One (1) FTE per kilometer represents one (1) full-time equivalent employee for each one (1) kilometer of road inventory requiring snow removal.

This allows the City to calculate future resource requirements based on projected network growth, ensuring staffing scales proportionally with expanding service demands and service levels (please see [Council Motion Item #7](#) for more details).

In 2025, the number of kilometers covered per FTE dropped 17% for snow removal.²² The number of kilometers covered by one (1) FTE has been declining overall in the past five (5) years. This could be for a variety of reasons, including weather, roadway design, traffic volumes, staff turnover, inventory increases, and equipment downtime.

FTE per Kilometre	2021	2022	2023	2024	2025
Snow Removal					
Total Inventory (km)	208.4	208.7	214.5	214.7	217
Roads FTE - Snow Removal	6.64	8.53	4.75	9.19	11.19
FTE per km - Snow Removal	0.03	0.04	0.02	0.04	0.05
1 FTE per km	31.40	24.47	45.14	23.37	19.40
Street Sweeping					
Total Inventory (km)	208.4	208.7	214.5	214.7	217
Roads FTE - Street Sweeping	0.24	0.40	0.20	0.17	0.48
FTE per km - Street Sweeping	0.00	0.00	0.00	0.00	0.00
1 FTE per km	863.48	527.78	1,092.19	1,275.93	449.79

Table 25: Roads FTE per KM requirement for snow removal and street sweeping.

The number of kilometers covered per FTE for street sweeping has also been declining over the past five (5) years, however, the amount of staffing resources required to complete street sweeping is significantly less than snow removal.

Parks inventory is a combination of center-line KM for trails and by sites, such as city buildings and bus stops. For the purposes of calculating FTE capacity, the number of buildings, ice surfaces, and bus stops will represent 0.25 km each (110 sites = 27.5 km). Sidewalks and trails center-line is 111.44 KMs. Parks center-line changes less frequently than roads inventory, so 2025 is shown for simplicity.

²² There was new staff in 2025 that required training in the equipment with an experienced operator, thus slowing operations.

Parks FTE per Kilometre		2025
Snow Removal		
Total Inventory (km)		138.94
Parks FTE – Snow Removal		2.61
FTE per km – Snow Removal		0.02
1 FTE per km		53.24
Trails/Sidewalks Sweeping		
Total Inventory (km)		138.94
Parks FTE – Trails/Sidewalks Sweeping		0.19
FTE per km – Trails/Sidewalks Sweeping		0.00
1 FTE per km		743.87

Table 26: Parks FTE per KM requirements for spring sweeping activities.

Similar to Roads, the amount of resources required for trail and sidewalk sweeping is significantly less than completing snow removal.

Appendix H:

Land Development and Projected Population Growth

Three (3) scenarios have been calculated to forecast population increase on current known developments:

- 1. Low land absorption
- 2. High land absorption
- 3. Average of low and high land absorption

Developments are occurring and/or planned for Roseburn, Mirigal, Sienna, and Southpointe.

Estimating population growth is important because population is one of the strongest predictors of future road expansion, which directly affects center line inventory. As a city grows, it builds new neighborhoods, extends existing roads, and adds supporting infrastructure — all of which increase the total kilometers the snow removal program must service.

Summary of land development scenarios:

Growth Assumptions			
Growth Scenario	Population Growth	People per Dwelling	Dwelling Units per Developable Hectare
Low Land Absorption	2.28%	2.6	35
High Land Absorption	3.7%	2.55	28
Average of Low and High	2.7%	2.6	30

Table 27: Summary of land absorption scenarios.

Low Land Absorption Scenario

Assumptions:

1. 2.28% population growth 2025 onward, which results in a 2026 population estimate of 31,234 and a 2031 population estimate of 34,961, an increase of 3,727 people from 2026 to 2031.
2. 2.6 people live in a dwelling unit (per the 2023 MDP Bi-Annual Report), which results in an increase of 1,433 dwelling units from 2026 to 2031.
3. 35 dwelling units per net developable hectare, resulting in 40.95 hectares consumed by dwelling units; gross land consumption by dwelling units is 58 hectares

Based on the assumptions above:

1. 26.44 hectares is zoned in Roseburn (housing development has already started)
2. 16.60 hectares will be zoned in Mirigal as of July 21, 2026
3. 38.04 hectares is not subdivided in Sienna and Southpointe.

The three areas total 81.08 hectares.

In this scenario, 72% of all three areas will be developed over the next five (5) years.

High Land Absorption Scenario

Assumptions:

1. 3.7% population growth 2025 onward, which results in a 2026 population estimate of 32,107 and a 2031 population estimate of 38,503, an increase of 6,396 people from 2026 to 2031.
2. 2.55 people live in a dwelling unit (per the 2023 MDP Bi-Annual Report), which results in an increase of 2,508 dwelling units from 2026 to 2031.
3. 28 dwelling units per net developable hectare, resulting in 71.66 hectares consumed by dwelling units; gross land consumption by dwelling units is 101.76 hectares.

Based on the assumptions above:

1. 26.44 hectares is zoned in Roseburn (housing development has already started)
2. 16.60 hectares will be zoned in Mirigal as of July 21, 2026
3. 38.04 hectares is not subdivided in Sienna and Southpointe

The three (3) areas total 81.08 hectares.

In this scenario, 100% of the three (3) areas will be developed over the next five years + 20.68 hectares (slightly less than a third of a quarter section, which would be divided between Larkspur and the not-yet zoned for development lands in Roseburn and Mirigal).

Average of Low and High Land Absorption Scenario (Recommended Scenario for Future Projections)

Assumptions:

1. 2.7% population growth 2025 onward, which results in a 2026 population estimate of 31,491 and a 2031 population estimate of 35,978, an increase of 4,487 people from 2026 to 2031.
2. 2.6 people live in a dwelling unit (per the 2023 MDP Bi-Annual Report), which results in an increase of 1,760 dwelling units from 2026 to 2031.
3. 30 dwelling units per net developable hectare, resulting in 58.66 hectares consumed by dwelling units; gross land consumption by land dwelling units is 83.29 hectares.

Based on the assumptions above:

1. 26.44 hectares is zoned in Roseburn (housing development has already started)
2. 16.60 hectares will be zoned in Mirigal as of July 21, 2026
3. 38.04 hectares is not subdivided in Sienna and Southpointe

The three (3) areas total 81.08 hectares.

In this scenario, 100% of the three (3) areas will be developed over the next five (5) years + 2.208 hectares. It is recommended that calculations should be based on this scenario, where in the next five (5) years, Sienna, Southpointe, and the areas zoned for development in Roseburn and Mirigal will be absorbed by the City.

End of Report

