



Corporate Plan 2013 – 2015



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EXECUTIVE SUMMARY**About Our Community**

Spruce Grove, Alta., is a great place to live, work and raise a family. With a population of nearly 27,000 people, the city boasts a mix of industry, commerce and community that meets the needs of its residents, while also providing quality services, shopping, parks, trails, recreation and culture facilities.

Located 11 kilometres west of the provincial capital, Spruce Grove combines city conveniences with plenty of options for recreation and leisure. A range of sporting opportunities and a thriving arts and culture community serves our diverse and growing population.

Spruce Grove has a wide variety of residential options, with carefully developed neighbourhoods that are connected by walking trails and in close proximity to parks, schools and recreation amenities.

The local business scene features everything from national retailers to local companies that serve a trading area of more than 70,000 people. Industry has also found a home here and with a skilled workforce nearby, there's plenty of room for growth.

We're working to create a sustainable city where families thrive alongside business and industry. It all comes together to make Spruce Grove the Community of Choice.

Message from the City Manager

It is my pleasure to present the City of Spruce Grove 2013–2015 Corporate Plan approved by Council.

In 2012, the City completed a comprehensive corporate planning process that resulted in the development of the 2013–2015 strategic plan, corporate business plan, department business plans and fiscal plan. These plans establish the priorities of City services and projects, and are supported by a sound fiscal plan that serves the best interests of the community.

The strategic plan is a dynamic document that requires annual review by Council and sets goals and strategies for the next three years. The strategic plan ensures a long-term plan is in place to help capitalize on opportunities, focus on the City's vision and ensure Spruce Grove is the best place to live, work and play.



The corporate plan is the City's principal guiding document for governance, community development, and service delivery.

Corporate Plan Overview

The 2013–2015 Corporate Plan reflects the impact of the expectations of the local community. The population of Spruce Grove is anticipated to grow at an average annual rate of four and one-half per cent over the next three years. This growth presents the City with the ongoing challenge of providing residents with a high quality of life at an affordable rate, while also staying the strategic course of municipal economic sustainability. Balancing the need to deliver core services to an expanding city with the need to facilitate new opportunities can be challenging as there are limited revenue sources.

A large influx of people into the community, while exciting, also puts added pressure on city services, infrastructure needs and community facilities. This growth is predominantly residential, resulting in taxpayers bearing the majority of the costs of running the City. Increased emphasis on commercial and industrial attraction and development is critical for the financial sustainability of the community. The City's Economic Development Strategy identifies opportunities to pursue that will assist with the goal of improved and enhanced financial sustainability.

The corporate plan is developed annually and focuses on the current year as well as the next two years for operations and longer term capital planning. Potential sources of revenue are identified and impacts to future operating budgets are determined. These are essential for the long-term sustainability of the community. In addition, administration has worked diligently to develop a fiscal plan that holds the line on costs.

The majority of the initiatives and service changes identified in the corporate and department business plans directly relate to the growth of the city. Specific targeted areas include: staffing additions for direct services, policing and internal support, economic development initiatives and capital works (for new and existing infrastructure, equipment and facilities).

2013 Highlights

The 2013 fiscal plan demonstrates strong stewardship of the City's financial management in support of providing services and programs to residents, businesses and the surrounding area. Continued fiscal discipline will be needed throughout 2013 to stay within budget while maintaining our high quality of services.

Council approved an increase to municipal property taxes of 3.29 per cent in 2013 to fund on-going service delivery and maintenance and new initiatives and service changes that are not utility related. Ensuring lifecycle maintenance of existing infrastructure, facilities and parks remains a priority. There are no rate increases to franchise fees for 2013.

The approved corporate plan includes borrowing of \$5.539 million for the Public Works facility in 2013. The borrowing term for the Public Works facility will be 25 years with the first year as interest only. Borrowing of \$5 million is also identified in 2015 for the integrated RCMP facility. Borrowing for the RCMP combined facility is 25 years with the majority of debt servicing costs covered by lease revenue. The City remains within its debt management policy (excluding Westwind Lands) with the addition of debt for these two capital projects.

The water and sewer utility rate increase of 7.39 per cent in 2013 equates to an increase of approximately \$5.05 per month for a household consuming 17.5 cubic metres of water. The increase in the water and sewer utility rate is due to the increased cost of water and sewer services. The water and sewer utility rate is affected by many external influences including, but not limited to, the Capital Region Parkland Water Services Commission, the Alberta Capital Region Waste Water Commission and the cost of future capital work requirements. The City will continue to work with utility customers by providing water conservation initiatives to assist with the rising costs.

The solid waste rate for waste collection, which includes garbage, organics and recycling, is increasing by 75 cents per month in 2013. The solid waste rate is affected by growth in the community and increased usage of the Eco Centre.

Administration's responsibility for the Corporate Plan

The 2013–2015 Corporate Plan is prepared and presented by City administration. City administration is responsible for its accuracy, objectivity and completeness.

The preparation of financial information involves the use of estimates and judgments that are based on careful assessment of data made available through the City's records. The assumptions and other supporting information used to develop the corporate plan are considered reasonable by City administration as of September 13, 2012.

Administration is responsible for maintaining a system of internal controls designed to provide reasonable assurance as to the reliability of financial information. The fiscal plan is not audited, but will be compared to actual financial results in the annual audited financial statements. City Council has the ultimate responsibility for the corporate plan.

STRATEGIC PLAN**Introduction**

The strategic plan ensures a long-term plan is in place to help capitalize on opportunities, focus on the City's vision and ensure Spruce Grove is the best place to live, work and play.

This plan looks into the future and sets goals and strategies for the next three years. Some of these will be achieved in this time period while others will take longer. The plan will be updated annually to reflect changing trends, demographics, community needs, opportunities and expectations. This plan will guide the city and help it evolve as the community changes and grows.

The 2013–2015 Strategic Plan is built on four themes:

- Sustainability
- Economic development
- Partnerships
- Continuing to enhance services

Various subject-specific visioning documents and public consultative reports served as valuable information in the formation of the strategic plan. Such documents included but were not limited to: Municipal Development Plan, Capital Region Growth Plan, Environmental Sustainability Action Plan, Economic Development Strategy 2010–2020 (Partnership for Prosperity) and the results from the 2011 Public Satisfaction survey.

This plan challenges the City to find an appropriate balance between community interests with broader community needs. Woven throughout the plan and supporting the four themes are fiscal responsibility, effective communication and social awareness. This support is critical to building a solid foundation and to successfully achieving the goals and strategies in the plan. This strategic plan will help guide subsequent business plans for the organization.

Vision Statement

We seek to be a full-service, sustainable urban centre, while staying true to the values and principles that built and define us.

Mission Statement

We are an active, safe and diverse family-oriented community that is well-run, well-maintained and well-respected.

Core Values**Leadership**

- Creating opportunities for business and residents to grow and prosper
- Providing a model that sets a standard of excellence that others will want to follow
- Respecting the generations and the value that they bring to the community
- Creating an environment that fosters a sense of community spirit and pride
- Providing and encouraging a community conducive to safe and healthy living

Openness and responsiveness

- Engaging stakeholders in meaningful dialogue
- Communicating relevant information with clarity and accuracy in a timely manner
- Demonstrating a caring attitude

Outward looking and forward thinking

- Thinking strategically and planning for the future, being innovative and open to new ideas

Service excellence

- Being honest and demonstrating integrity in all of our dealings with our customers
- Taking pride in delivering the best service possible
- Demonstrating best business practices

Good governance

- Engaging in the adoption of effective and appropriate governance practices
- Ensuring council and management understand and appropriately act on their roles

Strategic Goals

Goal One: Sustainability

The City of Spruce Grove will proactively and collaboratively work to promote sustainability in all its forms.

Strategy 1.1 Establish sustainable transit strategies.

1.1.1 Investigate strategies to provide local and inter-municipal transit services.

Strategy 1.2 Continue to develop plans to promote sustainability within Spruce Grove.

1.2.1 Review policies within the Open Space Master Plan to identify viable implementation strategies.

Strategy 1.3 Promote and encourage on-going improvements in sustainability within Spruce Grove.

1.3.1 Implement an aggressive water conservation strategy.

1.3.2 Investigate enhanced waste management strategies.

Goal Two: Economic Development

The City of Spruce Grove will promote the development of economic opportunities and attractions and the diversification of Spruce Grove's industrial and commercial tax base.

Strategy 2.1 Establish and promote facilities and opportunities for event tourism that have economic impacts/benefits for the City.

2.1.1 Develop an effective event tourism strategy that supports the City's sports, recreation, culture and hospitality facilities.

2.1.2 Investigating gaps and opportunities within our sports, recreation and cultural facilities to support and enable the attraction of events.

Strategy 2.2 Continue to promote economic development within Spruce Grove.

2.2.1 Implement the economic development strategy.

Strategy 2.3 Establish an identity and brand for the community that supports the overall vision of Spruce Grove.

2.3.1 Develop a comprehensive brand strategy for the City of Spruce Grove.

Strategy 2.4 Promote commercial and industrial development.

2.4.1 Work with developers to attract industrial and commercial investment to the City.

2.4.2 Review City-owned land holdings for sales or future development opportunities.

Strategy 2.5 Promote the development and revitalization of downtown Spruce Grove.

2.5.1 Develop a vision for downtown Spruce Grove and develop and implement a plan to promote downtown revitalization.

Goal Three: Partnerships

The City of Spruce Grove will continue to seek partnerships that create opportunities for improved collaboration and enhancement of services, programs and facilities that benefit the community.

Strategy 3.1 Explore the expansion and delivery of services through regional partnerships and collaboration.

3.1.1 Continue to collaborate effectively with the tri-region municipalities.

3.1.2 Pursue opportunities for capital and shared services delivery with neighbouring municipalities.

Strategy 3.2 Develop and enhance partnerships with sports and community groups.

3.2.1 Develop a strategy for supporting community groups on a coordinated and consistent basis.

Strategy 3.3 Explore partnerships to enhance services and improve quality of life within Spruce Grove.

3.3.1 Explore the development of facilities in collaboration with other levels of government and private industry.

Strategy 3.4 Continue to support the Capital Region Board.

3.4.1 Continue to participate in the Capital Region Board.

3.4.2 Collaborate with other municipalities in the development of regional transit services that include Spruce Grove.

Goal Four: Continuing to Enhance Services

The City of Spruce Grove will continue to improve and enhance its services, promoting improvements and efficiencies in delivering services to the community and in the internal operations of the City itself.

Strategy 4.1 Design and implement visual enhancements that uniquely identify Spruce Grove.

4.1.1 Investigate and consider development of a signature entry identity for Spruce Grove.

Strategy 4.2 Improve traffic safety and develop strategies or more efficient traffic flow within Spruce Grove.

4.2.1 Begin implementation of recommendations in support of the transportation master plan.

Strategy 4.3 Define and implement new amenities to improve the quality of life within Spruce Grove.

4.3.1 Lead the planning for a regional policing centre.

4.3.2 Complete the development of the Rotary Trail as appropriate lands are made available and developed.

Strategy 4.4 Continue to improve communications with all stakeholders within Spruce Grove.

4.4.1 Continue to investigate alternative communication strategies.

Strategy 4.5 Continue to improve the internal operations within the City.

- 4.5.1 Continue to promote the development of the City's corporate culture.
- 4.5.2 Create a means of employee recognition that recognizes positive contributions to improving the efficiency and effectiveness of the City.
- 4.5.3 Review service delivery models and service standards at all levels of the organization.
- 4.5.4 Recommend and implement an operational effectiveness review program.
- 4.5.5 Develop a human resources plan.

Strategy 4.6 Continue to promote sound financial management practices within the City.

- 4.6.1 Develop a stronger comprehensive long-term financial plan.
- 4.6.2 Ensure appropriate procurement and contract management practices are in place.

Strategy 4.7 Continue to plan for the future development of the organization.

- 4.7.1 Initiate investigations on development of a new City Hall and administrative offices.

CORPORATE BUSINESS PLAN

Overview

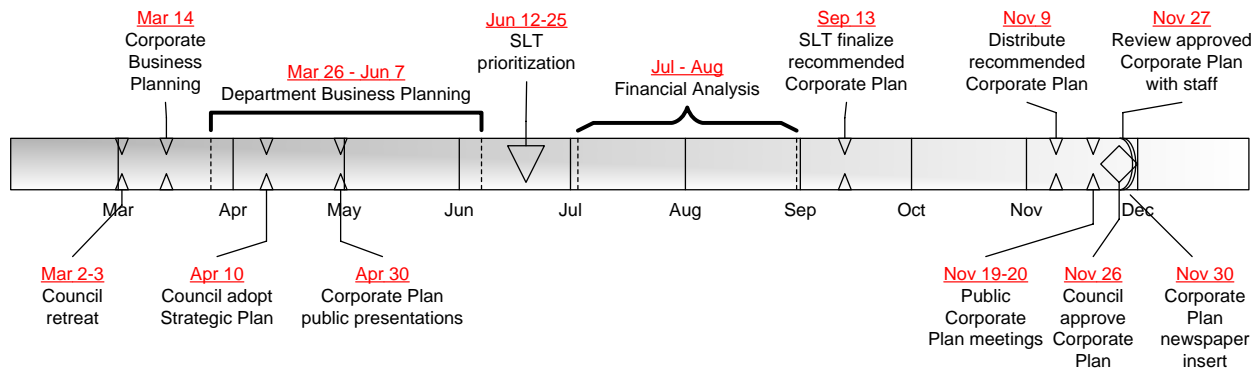
The Corporate Business Plan represents the planned corporate initiatives of the City of Spruce Grove for the calendar years 2013–2015.

The Corporate Business Plan has been developed through the collaboration of council and administration within the City of Spruce Grove, and represents the full scope of corporate activities and initiatives that support the strategic plan.

This section summarizes the corporate priorities that have been identified in the corresponding strategic plan for the City of Spruce Grove. The strategic plan is based on the concept of vision driven planning and the corporate priorities, represent the action driven results. Implementation of the corporate priorities moves the city toward success with the strategies and objectives of the strategic plan.

Corporate Planning Process and Timelines

Corporate planning is an ongoing process that starts early each year and continues until December. The following timeline sets out the dates for preparation, consideration and approval of the 2013-2015 Corporate Plan.



March Council retreat - Strategic planning session regarding the corporate plan.

Corporate business planning – Strategic Leadership Team (SLT) and Directors identify and define corporate initiatives.

April Strategic plan - Adoption of the 2013-2015 Strategic Plan.

April	<u>Corporate plan public presentations</u> - Residents and community groups make presentations at Committee of the Whole, outlining the priorities they feel are important to consider in preparation of the corporate plan.
March to June	<p><u>Department business planning</u> - Departments develop detailed status quo budgets, initiative plans for corporate initiatives, service changes, department initiatives and capital requirements. Department business plans are reviewed to validate dependencies and scheduling, overall budget requirements, effort demands and capacity.</p> <p><u>Prioritization</u> – The capital planning team completes a detailed review, ranking and prioritization of capital initiatives. SLT reviews, ranks and prioritizes corporate initiatives, service changes and department initiatives. SLT reviews and may amend the prioritization of the capital initiatives recommended by the capital planning team. The prioritization determines the initial line for calculation of funding for above the line initiatives and service changes.</p>
July to August	<u>Financial analysis</u> – Compile a financial summary of funding strategies for the status quo budget, new initiatives and service changes prioritized by SLT in June.
September	<u>Finalize the recommended corporate plan</u> - SLT reviews and finalizes status quo budgets, updates service changes, initiatives, and prioritization as required. SLT reviews and finalizes the funding strategies for the recommended corporate plan.
November 9	<u>Distribution of recommended corporate plan</u> - The recommended corporate plan is distributed to provide members of Council and the public with an opportunity to become familiar with the recommended corporate plan.
November 19-20	<u>Public corporate plan meetings</u> - The recommended corporate plan is presented to Committee of the Whole and amended based on Committee deliberations and direction.
November 26	<u>Corporate plan approval</u> - The amended corporate plan is presented for Council's approval.
November 27	<u>Administrative review</u> - Review the approved corporate plan with staff.
November 30	<u>Newspaper</u> – A newspaper insert summarizing the approved 2013-2015 Corporate Plan summary is distributed in the local newspaper.

Corporate Priorities

The following section summarizes the corporate initiatives that have been identified in response to the 2013–2015 Strategic Plan.

There may be one, several or no specific projects identified for a strategy. The goal or strategy may also be addressed through a modification to the operating principles of the City, through the delivery of core services or is to be addressed in future corporate business plans. Details are located in the New Initiatives and Service Changes section of the corporate plan.

Goal One: Sustainability

The City of Spruce Grove will proactively and collaboratively work to promote sustainability in all its forms.

Strategy 1.1 Establish sustainable transit strategies.

1.1.1 Investigate strategies to provide local and inter-municipal transit services.

Department	Project	Project Description	Start Year	End Year
Planning & Infrastructure - Planning & Infrastructure Admin	2012.39 - Transit Service Review	A multi-year process to determine a long term plan to evolve the City's transit service in an efficient and cost-affordable way.	2011	2013

Strategy 1.2 Continue to develop plans to promote sustainability within Spruce Grove.

1.2.1 Review policies within the Open Space Master Plan to identify viable implementation strategies.

Department	Project	Project Description	Start Year	End Year
Planning & Infrastructure - Planning & Infrastructure Admin	2012.46 - Develop a Policy for Natural Areas Management	The Natural Areas Management Policy will provide a framework for the ongoing management of the City's natural areas.	2013	2013

Strategy 1.3 Promote and encourage on-going improvements in sustainability within Spruce Grove.

1.3.1 Implement an aggressive water conservation strategy.

Project 2012.43 – Identify Additional Water Conservation Programs based upon the Outcomes of the Water Conservation Strategy completed in 2012.

1.3.2 Investigate enhanced waste management strategies.

Project 2012.37 – Conduct a Waste Collection Audit and Develop a New Waste Management Strategy to Evaluate and Identify Opportunities and Next Steps in our Waste Management Service completed in 2012.

Goal Two: Economic Development

The City of Spruce Grove will promote the development of economic opportunities and attractions and the diversification of Spruce Grove's industrial and commercial tax base.

Strategy 2.1 Establish and promote facilities and opportunities for event tourism that have economic impacts/benefits for the City.

2.1.1 Develop an effective event tourism strategy that supports the City's sports, recreation, culture and hospitality facilities.

Department	Project	Project Description	Start Year	End Year
CAO - Economic Development	2012.10 - Develop and Implement Strategy and Action Plan for Event Tourism	Develop and implement an Event Hosting Strategy and Action Plan in cooperation with the local organizations and where possible, with the City's regional partners. This was recommended in the EDAC Action Plan under Strategic Element 6.8.	2013	2015
Community & Protective Services - Cultural Services	2010.20 - Arts and Culture Vision for Spruce Grove	Commission an Arts and Cultural Master Plan to identify arts, cultural, and heritage programs and facilities in Spruce Grove; and to map out a vision for arts, cultural and heritage programs over the next five years and beyond. Focus on opportunities that add value to existing resources.	2014	2014

2.1.2 Investigating gaps and opportunities within our sports, recreation and cultural facilities to support and enable the attraction of events.

Department	Project	Project Description	Start Year	End Year
Planning & Infrastructure - Asset Management	2011.36 - Recreation Facility	Construct a recreation facility within Spruce Grove on the 7 acres parcel to be leased back to community sport groups.	2010	2015
Community & Protective Services - Recreation	2013.03 - Multi-Purpose Recreation Facility - Scoping	The indoor recreation facility strategy identifies a number of facility needs for the city. A multi-purpose concept allows for a number of facility elements to be addressed, while taking advantage of construction cost savings associated with a multiplex. The facility concept includes a 3,000 seat hockey arena, a cultural centre, a community hall, and a water/spray feature. The projected cost is 45 million. Land purchase is proposed for 2017 (15 million) and construction 2018-2019.	2015	2015

Strategy 2.2 Continue to promote economic development within Spruce Grove.

2.2.1 Implement the economic development strategy.

Department	Project	Project Description	Start Year	End Year
CAO - Economic Development	2012.15 - Implement Action Plan on Competitive Fundamentals Recommended by EDAC	Implementation of the EDAC Action Plan recommendations on 'Getting Our Competitive Fundamentals Right' (Strategic Element 6.2) in support of the new Economic Development Strategy.	2012	2015

Strategy 2.3 Establish an identity and brand for the community that supports the overall vision of Spruce Grove.

2.3.1 Develop a comprehensive brand strategy for the City of Spruce Grove.

Department	Project	Project Description	Start Year	End Year
CAO - Communications	2012.06 - Develop and Implement the Brand Strategy	As the City continues to grow, and seeks to be seen and known as a modern urban centre, there is a need to ensure that the brand of the City is reflective of who we are. This initiative will develop and implement the brand strategy based upon the expectations defined in the terms of reference.	2014	2015

Strategy 2.4 Promote commercial and industrial development.

2.4.1 Work with developers to attract industrial and commercial investment to the City.

Department	Project	Project Description	Start Year	End Year
CAO - Economic Development	2012.12 - Develop and Implement an Industrial Marketing Plan for Spruce Grove	Prepare and implement an industrial marketing strategy in collaboration with the industrial park developers and other stakeholders in Spruce Grove. This was recommended in the EDAC Action Plan under Elements 6.4 and 6.5.	2012	2015
CAO - Economic Development	2013.02 - Investigate options for a broadband strategy for Spruce Grove	Investigate options for a broadband strategy to support commercial and industrial development in Spruce Grove.	2014	2014

2.4.2 Review City-owned land holdings for sales or future development opportunities.

Department	Project	Project Description	Start Year	End Year
CAO - Economic Development	2011.59 - Five Acre Site Sale of Land and Tri Leisure Village Project	Sell 5 acres of City-owned land east of Fuhr Sports Park and facilitate the development of a hotel and related commercial space.	2011	2014

Strategy 2.5 Promote the development and revitalization of downtown Spruce Grove.

2.5.1 Develop a vision for downtown Spruce Grove and develop and implement a plan to promote downtown revitalization.

Department	Project	Project Description	Start Year	End Year
CAO - Economic Development	2012.16 - Develop a Vision and Plan for Downtown Redevelopment Within Spruce Grove, in Alignment with the Strategies Defined in the MDP	Phase One of developing a plan for the revitalization of downtown Spruce Grove.	2013	2014

Goal Three: Partnerships

The City of Spruce Grove will continue to seek partnerships that create opportunities for improved collaboration and enhancement of services, programs and facilities that benefit the community.

Strategy 3.1 Explore the expansion and delivery of services through regional partnerships and collaboration.

3.1.1 Continue to collaborate effectively with the tri-region municipalities.

Department	Project	Project Description	Start Year	End Year
Community & Protective Services - Recreation	2011.25 - Develop Action Strategy for Regional Leisure Services Plan	Develop action strategy for regional leisure services master plan.	2011	2013
Community & Protective Services - Recreation	2012.22 - Work Collaboratively with the Tri-Region Municipalities for the Implementation of the Indoor Recreation and Culture Facilities Strategy	Creation of a Tri-Regional Indoor Recreation & Culture Facility development and construction plan.	2013	2013

- 3.1.2 Pursue opportunities for capital and shared services delivery with neighbouring municipalities.

Department	Project	Project Description	Start Year	End Year
Planning & Infrastructure - Asset Management	2013.05 - TransAlta Tri-Leisure Centre Facility Retrofit	Provide funding to address deficiencies identified in the Tri Leisure lifecycle study.	2013	2013
Planning & Infrastructure - Asset Management	2011.37 – Integrated RCMP Facility	Create a detailed design and construct an integrated RCMP Facility with joint ownership between the Town of Stony Plain and the City of Spruce Grove.	2011	2015

Strategy 3.2 Develop and enhance partnerships with sports and community groups.

- 3.2.1 Develop a strategy for supporting community groups on a coordinated and consistent basis.

Not planned for the 2013-2015 planning period. To be addressed in future corporate business plans.

Strategy 3.3 Explore partnerships to enhance services and improve quality of life within Spruce Grove.

- 3.3.1 Explore the development of facilities in collaboration with other levels of government and private industry.

Department	Project	Project Description	Start Year	End Year
CAO - CAO	2012.03 - Pursue Feasibility of Expanding the Tri-Leisure Centre	To pursue the feasibility of an expansion of the TransAlta Tri Leisure Centre facility with the TLC Board, City of Spruce Grove, Town of Stony Plain and Parkland County.	2010	2015
CAO - Economic Development	2012.11 - Develop and Implement a Formal Sponsorship Program	Develop and implement a formal sponsorship program related to City facilities.	2013	2015

Strategy 3.4 Continue to support the Capital Region Board.

3.4.1 Continue to participate in the Capital Region Board.

Addressed through core services.

3.4.2 Collaborate with other municipalities in the development of regional transit services that include Spruce Grove.

Addressed through initiative in Strategy 1.1.1.

Goal Four: Continuing to Enhance Services

The City of Spruce Grove will continue to improve and enhance its services, promoting improvements and efficiencies in delivering services to the community and in the internal operations of the City itself.

Strategy 4.1 Design and implement visual enhancements that uniquely identify Spruce Grove.

4.1.1 Investigate and consider development of a signature entry identity for Spruce Grove.

Not planned for the 2013-2015 planning period. To be addressed in future corporate business plans.

Strategy 4.2 Improve traffic safety and develop strategies or more efficient traffic flow within Spruce Grove.

4.2.1 Begin implementation of recommendations in support of the transportation master plan.

Addressed through core services.

Strategy 4.3 Define and implement new amenities to improve the quality of life within Spruce Grove.

4.3.1 Lead the planning for a regional policing centre.

Department	Project	Project Description	Start Year	End Year
CAO - CAO	2012.02 - Lead the Planning for a Regional Policing Centre	Lead the RCMP Facility Task Force for the development of an integrated RCMP facility within the region.	2009	2016

4.3.2 Complete the development of the Rotary Trail as appropriate lands are made available and developed.

Not planned for the 2013-2015 planning period. To be addressed in future corporate business plans.

Strategy 4.4 Continue to improve communications with all stakeholders within Spruce Grove.

4.4.1 Continue to investigate alternative communication strategies.

Addressed through core services.

Strategy 4.5 Continue to improve the internal operations within the City.

4.5.1 Continue to promote the development of the City's corporate culture.

Department	Project	Project Description	Start Year	End Year
CAO - Communications	2012.09 - Develop and Implement Strategy for Internal Communications	We have no formal internal communications program. Staff feedback has reinforced the need to improve internal communications. This project will develop and implement tactics for internal communications including an intranet and other mediums to enhance internal communications.	2013	2015

- 4.5.2 Create a means of employee recognition that recognizes positive contributions to improving the efficiency and effectiveness of the City.

Not planned for the 2013-2015 planning period. To be addressed in future corporate business plans.

- 4.5.3 Review service delivery models and service standards at all levels of the organization.

Department	Project	Project Description	Start Year	End Year
Corporate Services - Corporate Services Admin	2013.04 - Implement Recommendations from the Governance Review	Implement specific strategies from the Governance Review related to the development of a Governance Model Self Assessment, confirmation of the Strategic Leadership Team Terms of Reference and conduct an organizational exercise with the objective of creating a set of City value statements that apply to the whole organization. In addition, as part of the Orientation program, Council will be given enhanced training as it relates to Council's role on boards and committees.	2013	2015
CAO - Communications	2013.01 - Resident Satisfaction Survey	Conduct a resident satisfaction survey.	2013	2013

- 4.5.4 Recommend and implement an operational effectiveness review program.

Project 2012.25 – Implement the Organizational Effectiveness Review Program commenced in 2012. Operational Effectiveness Program is incorporated into core services starting in 2013.

4.5.5 Develop a human resources plan.

Department	Project	Project Description	Start Year	End Year
CAO - Human Resources	2012.18 - Develop a Human Resources Plan	To identify the scope of a City Human Resources Plan and to establish a Terms of Reference for the Human Resources Plan. The components of a Human Resources Plan typically include the following components: Workforce planning; training and development; staffing levels; internal and external labour force data; succession planning.	2014	2014

Strategy 4.6 Continue to promote sound financial management practices within the City.

4.6.1 Develop a stronger comprehensive long-term financial plan.

Department	Project	Project Description	Start Year	End Year
Corporate Services - Finance	2012.27 - Develop Long-Term Financial Policies	Review and develop financial policies to strengthen the long-term financial plan.	2014	2015

4.6.2 Ensure appropriate procurement and contract management practices are in place.

Addressed in core services.

Strategy 4.7 Continue to plan for the future development of the organization.

4.7.1 Initiate investigations on development of a new City Hall and administrative offices.

Department	Project	Project Description	Start Year	End Year
Planning & Infrastructure - Asset Management	2011.40 - Public Works Site Design and Expansion	Create detailed design drawings for PW office shop and site construction, complete PW new facilities construction, include furniture and fixtures budget.	2011	2014

DEPARTMENT BUSINESS PLANS

Overview

The work contained within the current department business plans identifies the operational services including initiatives and service changes that are approved for 2013 and planned for 2014 and 2015. This work represents the operational services necessary to meet the service delivery expectations within the City.

The department business plans are organized into four main departments: Corporate; Community and Protective Services; Corporate Services; and Planning and Infrastructure.

Corporate departments include Corporate Office, Corporate Communications, Economic and Business Development and Human Resources. The Chief Administrative Officer manages Corporate Office which includes the administration of the offices of the City Manager and Council. Managers in each of the other three corporate departments oversee the operations for their respective area.

Community and Protective Services, Corporate Services and Planning and Infrastructure are governed by general managers with directors managing the operations of sections within each department.

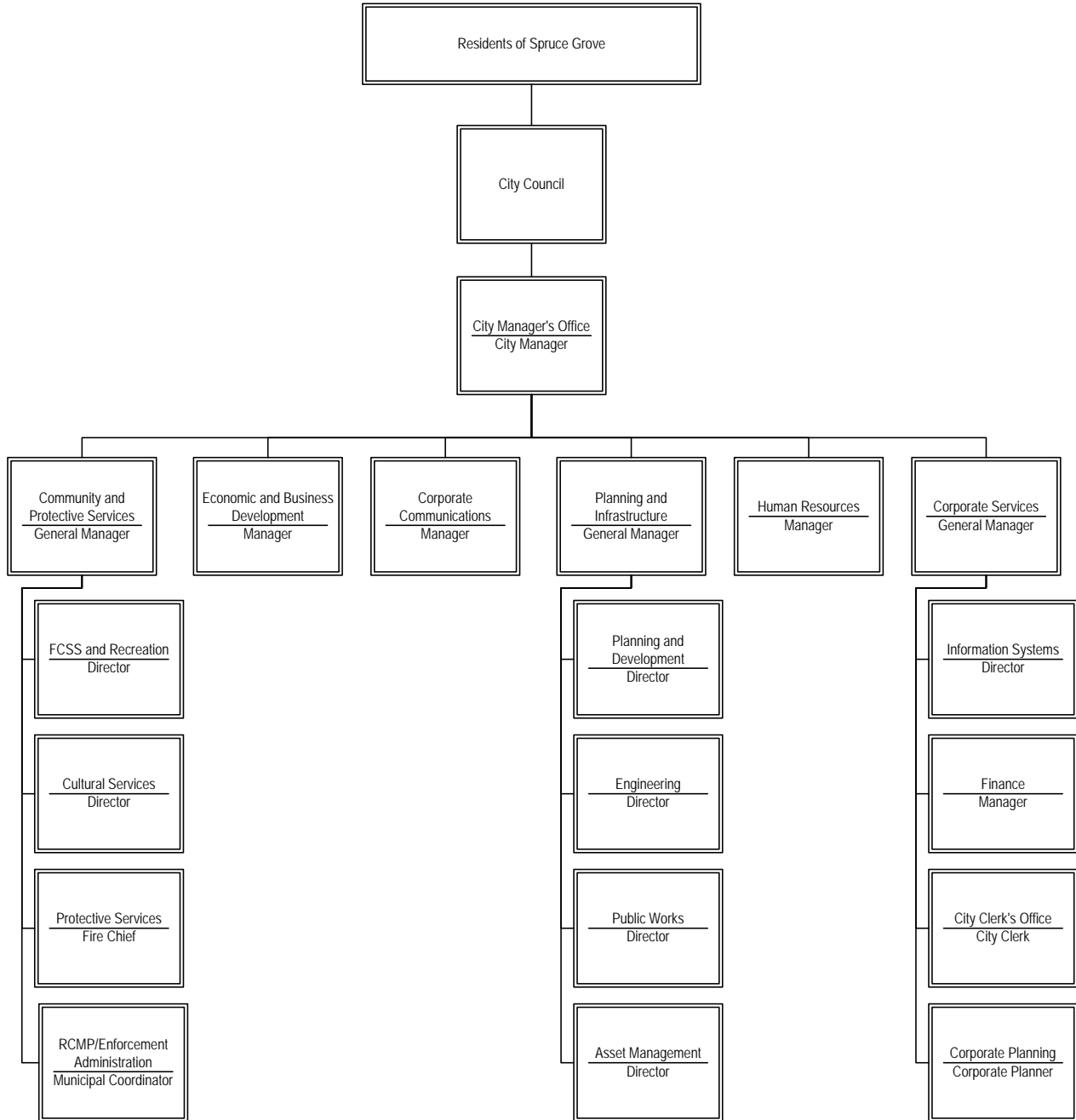
Each department business plan consists of supporting operational business plans. The business plans contain the following information: organizational chart; description of the department or section; staffing summary; capacity; services; service changes; departmental initiatives; capital initiatives and fiscal plan. Each of these business plan components is described in the following pages.

Organizational Chart

The organizational charts represent the operational reporting structure of each department or section and correlates to the staffing summaries. Working relationships with third party agencies are not captured on the organizational charts.

Approved positions for 2013 and positions identified for 2014 and 2015 are included on the organizational charts with the start year and position name contained within shaded boxes.

The following is the organizational structure of the City.



Description

The description for each department and section highlights the functions and operational activities that the area is responsible for.

Staffing Summary

The staffing complement associated with the delivery of services for the City of Spruce Grove is identified in each department and section. The staffing complement is expressed as FTEs (full-time equivalent) in four major categories: full-time, permanent part-time, temporary part-time and casual. The staffing summaries include the positions approved for 2013 and planned for 2014 and 2015.

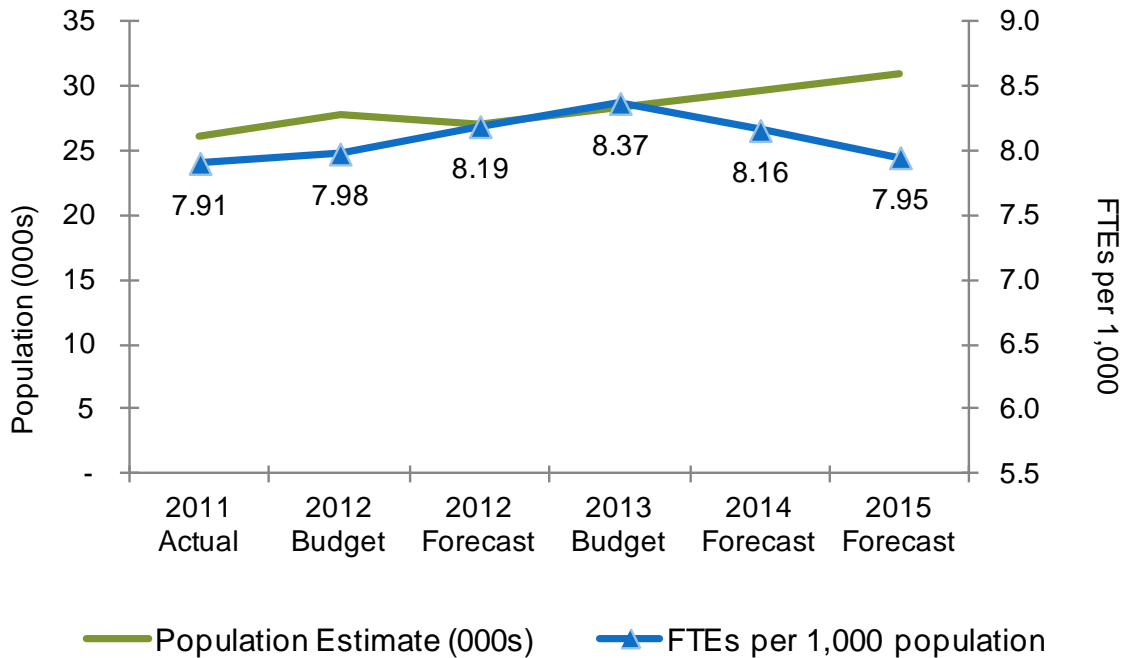
Permanent positions have regularly scheduled hours established to be ongoing, be it full-time or part-time. Temporary part-time positions are created outside of the established permanent work force as required by the City. Casual positions fill in for a permanent or temporary position due to the absence of the incumbent or periodic assignments on an as needed basis, be it full-time or part-time.

The number of positions does not automatically increase with population growth. New full-time and part-time positions are presented as service changes and are approved by council. Casual wages are recorded as required in each section and are approved as part of the corporate plan.

A summary of FTEs for the City of Spruce Grove for the four main departments, including positions approved as service changes, is reflected in the following chart.

	2011 Actual	2012 Budget	2012 Forecast	2013 Budget	2014 Forecast	2015 Forecast
Corporate	13.41	15.00	15.00	16.00	17.00	17.00
Community and Protective Services	88.84	95.75	96.32	99.52	100.32	100.32
Corporate Services	28.38	29.95	29.98	33.21	32.95	33.21
Planning and Infrastructure	76.26	80.25	80.84	89.05	92.05	96.05
	206.89	220.95	222.14	237.78	242.32	246.58
Population Estimate (000s)	26.17	27.69	27.11	28.40	29.69	31.02
FTEs per 1,000 population	7.91	7.98	8.19	8.37	8.16	7.95

The FTEs per 1,000 population is represented in the following graph. With the positions approved in 2013, the FTEs per 1,000 population is aligned with population growth. The positions forecasted for 2014 and 2015 do not keep pace with anticipated growth.



The following schedule represents the changes in FTEs from the 2012 forecast to the approved 2013 budget.

			2013 Budget
Opening FTEs			222.14
Change in casual positions			0.17
Positions approved for 2013			
<u>Human Resources</u>			
Consultant - Employee and Labour Relations	Full-Time	01-Jul	1.00
<u>Community & Protective Services</u>			
RCMP Front Counter Clerk	Full-Time	01-Sep	1.00
RCMP Detachment Watch Clerk	Full-Time	01-Sep	1.00
Horizon Stage Theatre Manager	Full-Time	01-Jun	1.00
			<u>3.00</u>
<u>Corporate Services</u>			
Administrative Assistant (shared with P&I GM)	Full-Time	01-Jul	0.50
Tax and Assessment Clerk	Full-Time	01-Jul	1.00
Payroll Administrator	Perm Part-Time	01-Jul	0.47
Application Support	Full-Time	01-Mar	1.00
			<u>2.97</u>
<u>Planning and Infrastructure</u>			
Administrative Assistant (shared with GM Corporate Services)	Full-Time	01-Jul	0.50
Fleet Stores Labourer	Full-Time	01-Jul	1.00
Planning Technician	Full-Time	01-Jul	1.00
Field Foreman - Parks	Full-Time	01-Mar	1.00
Parks Operator	Full-Time	01-Apr	1.00
Roads Operator	Full-Time	01-Mar	1.00
Field Foreman - Roads	Full-Time	01-Apr	1.00
Labourers - 1 Full-Time	Full-Time	01-Apr	1.00
Labourers - 2 temporary 0.5 FTE each	Temp Part-Time	01-Apr	1.00
			<u>8.50</u>
			15.47
Closing FTEs			<u>237.78</u>

The following table is a summary of the FTEs, including approved positions for 2013 and positions identified in 2014 and 2015, by department and section.

	2011 Actual	2012 Budget	2012 Forecast	2013 Budget	2014 Budget	2015 Budget
Corporate						
City Manager's Office	2.50	2.50	2.50	2.50	3.50	3.50
Corporate Communications	4.50	5.50	5.50	5.50	5.50	5.50
Economic and Business Development	2.41	3.00	3.00	3.00	3.00	3.00
Human Resources	4.00	4.00	4.00	5.00	5.00	5.00
	13.41	15.00	15.00	16.00	17.00	17.00
Community and Protective Services						
Community and Protective Services Administration	2.50	2.50	3.00	3.00	3.00	3.00
RCMP Administration	7.08	7.00	7.00	9.00	10.00	10.00
Cultural Services	6.70	8.50	8.50	9.50	9.50	9.50
Family and Community Support Services	14.64	14.64	14.63	14.63	14.63	14.63
Recreation and Parks Planning	4.34	4.34	4.34	4.34	4.34	4.34
Agrena/Fuhr Sports Park	10.35	10.35	10.35	10.35	10.35	10.35
Fire/EMS	35.47	40.66	40.50	40.70	40.50	40.50
Municipal Enforcement	6.76	6.76	7.00	7.00	7.00	7.00
Safe City	1.00	1.00	1.00	1.00	1.00	1.00
	88.84	95.75	96.32	99.52	100.32	100.32
Corporate Services						
Corporate Services Administration	2.00	2.00	2.00	2.50	2.50	2.50
City Clerk's Office	5.00	5.00	5.00	5.26	5.00	5.26
Finance	16.38	17.95	17.98	19.45	19.45	19.45
Information Systems	5.00	5.00	5.00	6.00	6.00	6.00
	28.38	29.95	29.98	33.21	32.95	33.21
Planning and Infrastructure						
Planning and Infrastructure Administration	2.00	2.00	2.00	2.50	2.50	2.50
Asset Management	6.00	7.45	7.45	8.45	9.45	10.45
Engineering	6.50	7.00	7.29	7.00	7.00	7.00
Planning and Development	10.50	10.50	10.80	11.80	12.80	12.80
Public Works General Services	4.04	4.08	4.08	4.08	5.08	5.08
Parks and Open Spaces	23.00	23.00	23.00	25.00	25.00	26.00
Roads and Drainage	13.58	13.58	13.58	17.58	17.58	18.58
Utilities	10.64	12.64	12.64	12.64	12.64	13.64
	76.26	80.25	80.84	89.05	92.05	96.05
Total FTEs	206.89	220.95	222.14	237.78	242.32	246.58

Capacity

One of the key constraints in any business plan is the capacity to do the work associated with the corporate plan. A graph in each department and section reflects the capacity and commitments for that area. The capacity and commitments are measured in hours for each quarter on the charts.

Commitments, represented as bars in the charts, are an accumulation of several different aspects:

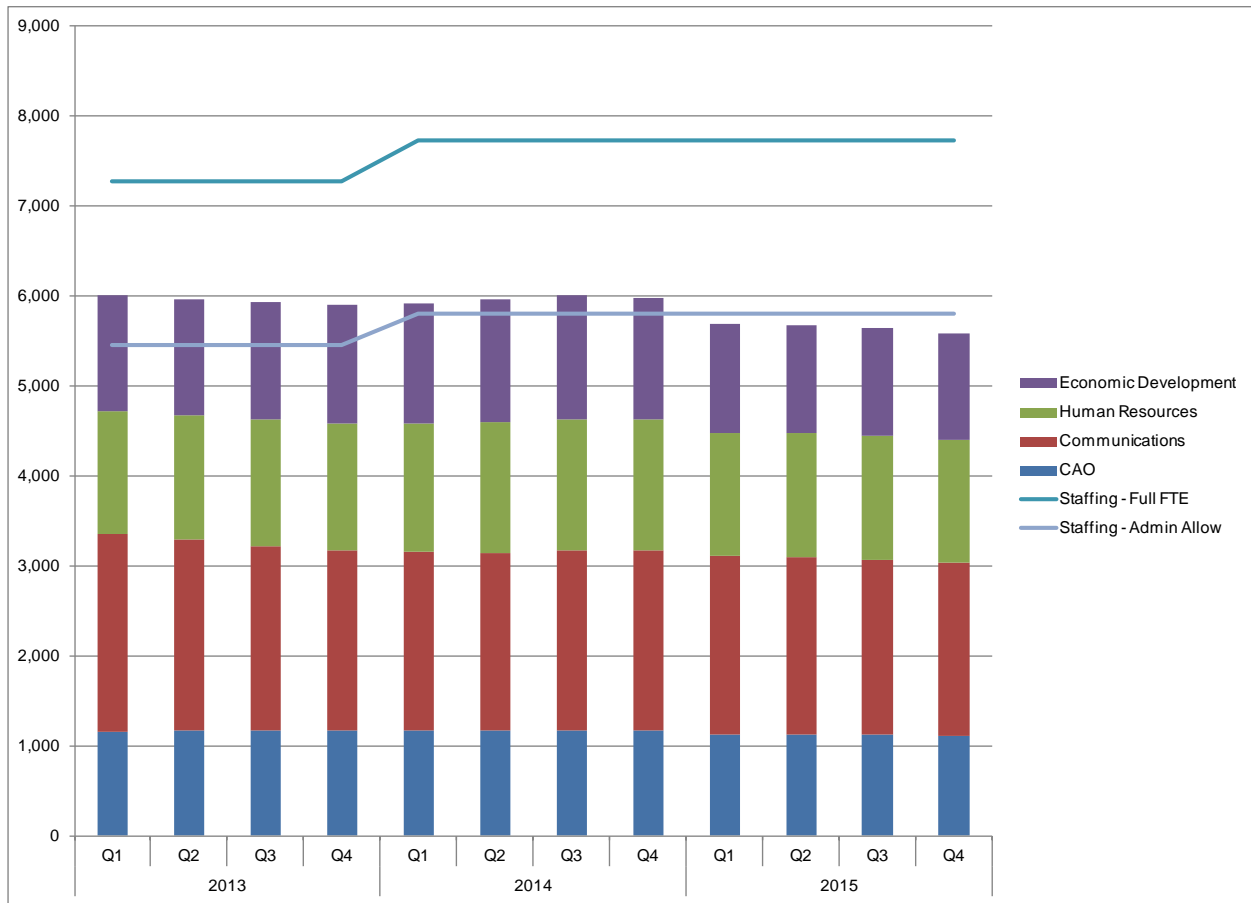
- Total effort required to deliver core services which includes work that is done during the prescribed work day, work done through overtime (paid and unpaid) and work that cannot be done due to lack of resource capacity. Additional work generated as a result of new positions is included in the core service effort in the charts but is not included in the service listing in each department and section.
- Effort that is contributing to corporate initiatives, in response to the strategic plan.
- Effort attributed to delivering departmental and capital projects that are required to continue to efficiently deliver services.

The capacity of departments to deliver services and accommodate project work is represented as the horizontal lines in the charts. Additional capacity created from positions approved in 2013 and positions planned for 2014 and 2015 are included.

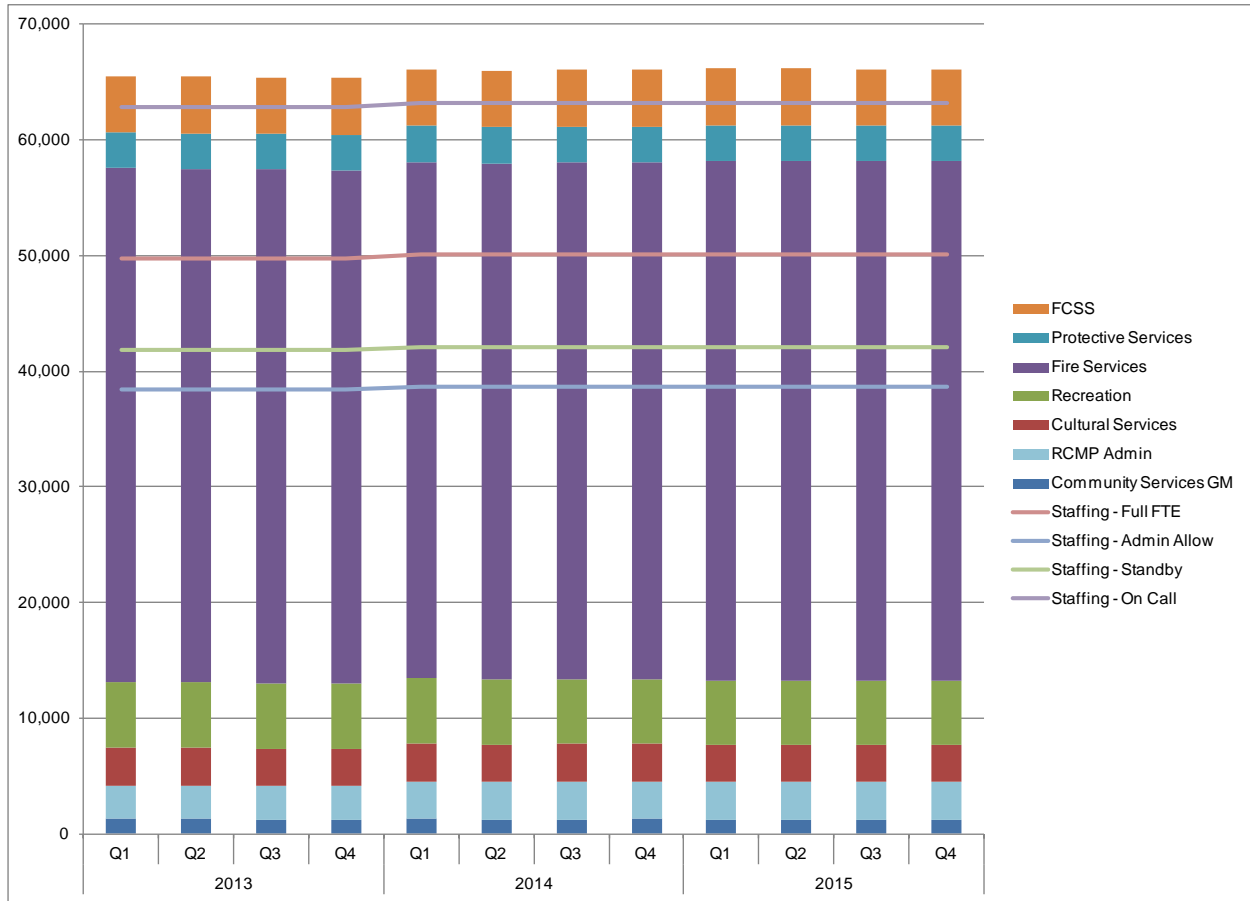
- The top horizontal line in each graph represents the total capacity, in hours, of the department or section.
 - The capacity is calculated by multiplying the FTEs for the section by their associated annual hours and evenly spreading the hours across the four quarters in each year.
- The lower horizontal line in each graph represents the available capacity, in hours, that a department or section has to deliver core services and approved initiatives.
 - The available capacity is calculated by applying an administrative allowance to the total capacity calculated in the above step. The administrative allowance is intended to allow for time not attributable to the delivery of core services; vacation time, sick time, personal leaves and personal administration time.

The following graphs provide an overview of the capacity and commitments for the four main departments.

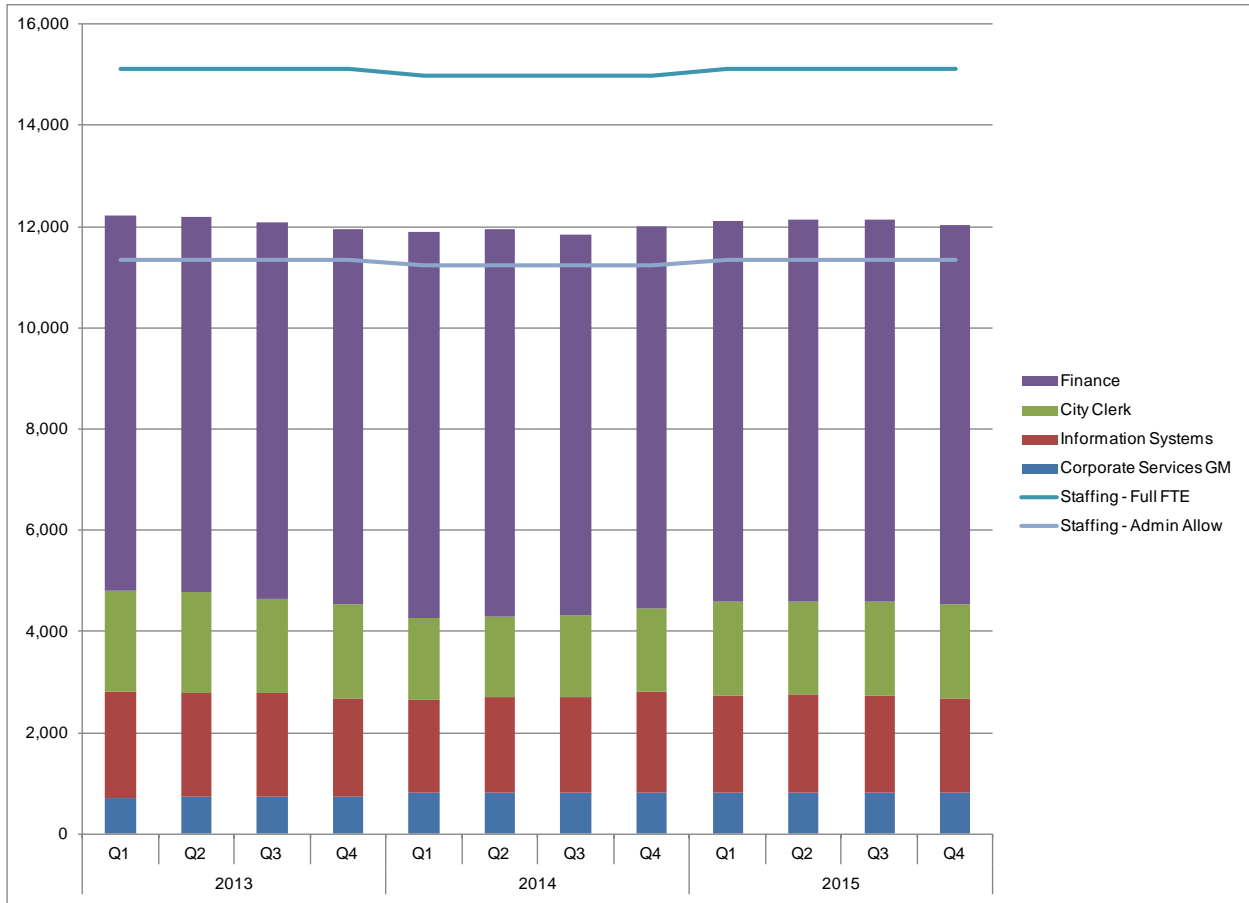
Corporate Departments



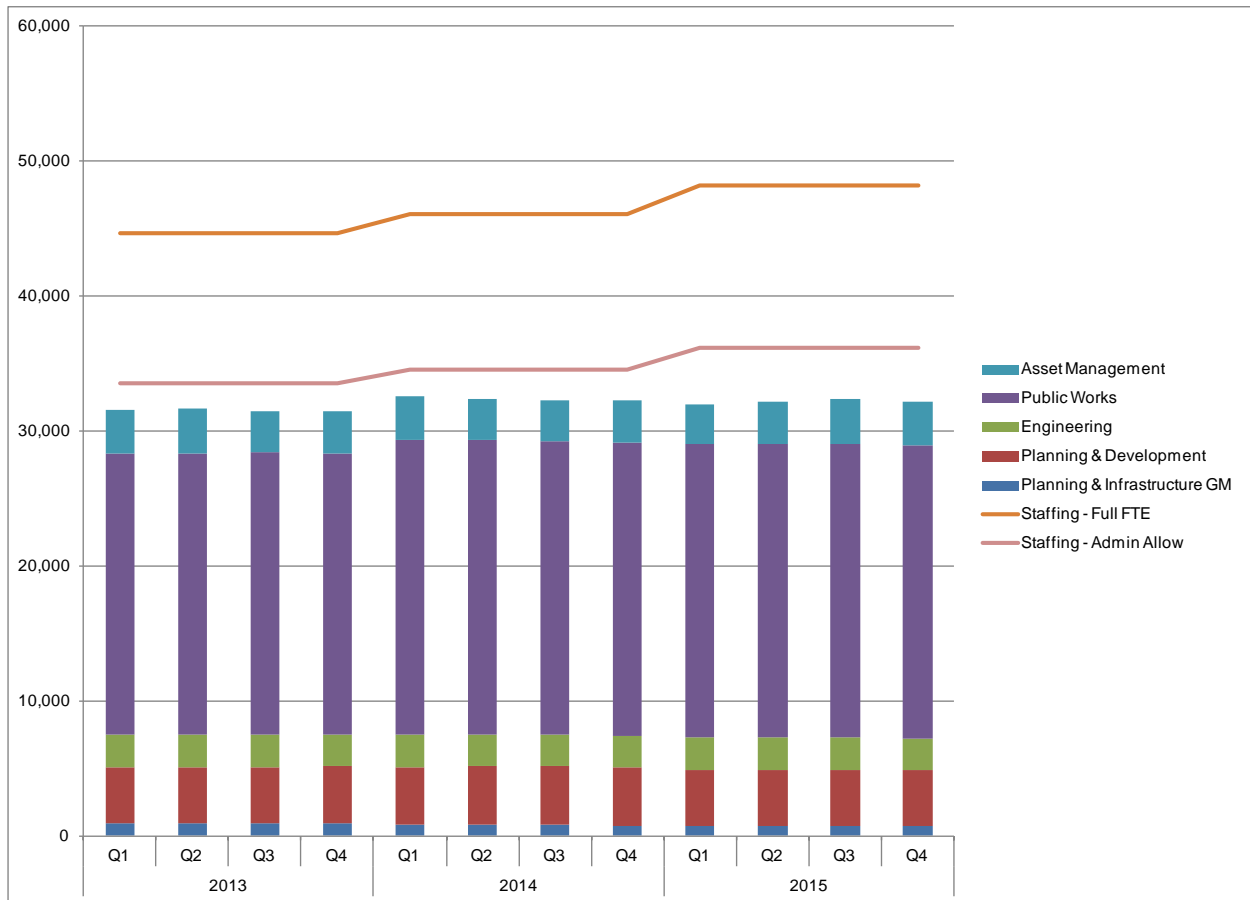
Community and Protective Services



Corporate Services



Planning and Infrastructure



Services

Services of the City of Spruce Grove represent the functions, activities and effort associated with running the City and delivering services to the community. Depending on the nature of the service, service levels are defined administratively; set based upon legislative requirements or set by council policies. Services reflect the on-going, operational work of a particular department or section, and the effort, in hours, with delivering that service. Effort identified in new initiatives is considered to be one-time effort and is not included in the listing of on-going services.

Service Changes

Service changes represent modifications to services as a result of changes in service demands (including growth) and service level expectations or staffing capacity required to deliver services at the defined service levels. Changes in user fees and charges are also considered service changes. Service changes reflect the impact on the status quo budget and service effort. Changes in staffing, excluding casual FTEs, are submitted as service changes.

Departmental Initiatives

Departmental initiatives do not appear in the strategic plan. They are owned by and designed to support the needs of a particular department or section in helping them to optimize their operations, improve the delivery of their services or establish the capabilities necessary for them to continue to effectively perform their role. The focus of a departmental project may impact the community, or may be more focused on internal administrative improvements. The key distinction is that it is not strategic, and supports the needs of a particular department or section.

Capital Initiatives

Capital initiatives are projects that create or acquire a distinct, new asset that is amortized over time and may require design activities (e.g. facilities, complex equipment or vehicles and new roads, parks and utilities related to growth). Capital initiatives also include major replacement of existing assets and may also require design activities (e.g. facilities, complex equipment or vehicles). The project will often have a measurable operating impact in future years. The operational impact of the capital initiative is reflected as part of the project cost.

Fiscal Plan

The department fiscal plans reflect the revenue and expenses associated with the delivery of services including the cost of new initiatives and service changes approved in this corporate plan. The acquisition of tangible capital assets (TCAs) are not included in the department fiscal plans. The surplus in some areas is used for the purchase of TCAs.

The following are the fiscal plan summaries for each of the four main departments.

Corporate Departments

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	-	50,000	50,000	-	-	-
User Fees	245,009	134,640	134,640	114,640	109,640	94,640
	<u>245,009</u>	<u>184,640</u>	<u>184,640</u>	<u>114,640</u>	<u>109,640</u>	<u>94,640</u>
Expenses						
Grants	61,233	26,000	26,000	26,000	26,000	26,000
Human Resources	1,994,362	2,168,630	2,256,206	2,535,379	2,607,984	2,754,742
Operations and Maintenance	486,856	771,834	787,109	968,733	1,040,798	1,007,007
	<u>2,542,451</u>	<u>2,966,464</u>	<u>3,069,315</u>	<u>3,530,112</u>	<u>3,674,782</u>	<u>3,787,749</u>
Annual Deficit	(2,297,442)	(2,781,824)	(2,884,675)	(3,415,472)	(3,565,142)	(3,693,109)

Community and Protective Services

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	1,382,884	1,393,199	1,454,447	1,927,958	1,467,447	1,972,847
User Fees	5,557,586	6,906,521	6,774,785	7,965,501	8,237,400	8,507,506
	<u>6,940,470</u>	<u>8,299,720</u>	<u>8,229,232</u>	<u>9,893,459</u>	<u>9,704,847</u>	<u>10,480,353</u>
Expenses						
Amortization	247,848	-	-	-	-	-
Grants	526,200	598,200	603,200	1,192,111	749,200	1,284,200
Human Resources	7,844,679	8,380,132	8,426,242	8,937,516	9,375,315	9,833,009
Interest on Long-Term Debt	248,522	225,334	225,334	199,039	171,172	141,639
Operations and Maintenance	5,200,320	6,613,860	6,810,900	7,791,545	8,036,591	8,272,517
	<u>14,067,569</u>	<u>15,817,528</u>	<u>16,065,680</u>	<u>18,120,217</u>	<u>18,332,286</u>	<u>19,531,375</u>
Annual Deficit	(7,127,099)	(7,517,808)	(7,836,448)	(8,226,758)	(8,627,439)	(9,051,022)

Corporate Services

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Property Taxes	22,071,310	23,135,900	23,824,731	25,606,144	29,125,025	31,702,823
Government Transfers	-	6,000	6,000	-	-	-
User Fees	2,591,743	3,200,412	2,955,249	3,297,767	3,408,008	3,524,472
Developer Contributions	9,863	-	-	-	-	-
Interest	30,518	60,000	41,500	70,052	153,882	268,920
	24,703,434	26,402,314	26,827,484	28,973,969	32,686,923	35,496,225
Expenses						
Amortization	241,862	231,085	207,760	219,300	202,027	193,598
Contingency	142,618	282,971	188,971	225,000	225,000	225,000
Human Resources	2,333,944	2,649,108	2,708,068	2,981,242	3,203,404	3,349,223
Interest on Long-Term Debt	185,919	172,382	171,594	243,148	305,586	488,462
Operations and Maintenance	1,550,788	1,971,205	1,985,935	2,040,954	2,045,913	2,024,630
	4,455,131	5,306,753	5,262,332	5,709,650	5,981,938	6,280,923
Annual Surplus	20,248,303	21,095,561	21,565,152	23,264,319	26,704,985	29,215,302

Planning and Infrastructure

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Property Taxes	83,157	3,000,000	-	2,800,000	-	-
Government Transfers	7,648,519	14,867,813	8,731,960	13,723,218	12,600,625	5,913,230
User Fees	2,412,611	9,503,300	4,381,789	8,552,781	3,924,150	4,194,822
Contributed Tangible Capital Assets	8,739,760	6,675,000	5,055,139	5,301,051	6,111,639	4,930,425
Developer Contributions	976,885	1,762,710	1,762,710	3,457,395	485,515	4,279,290
Gain on Sale of Tangible Capital Assets	-	1,243,000	3,108,003	1,113,373	633,198	-
Interest	62,891	103,856	100,177	94,304	166,241	151,398
	19,923,823	37,155,679	23,139,778	35,042,122	23,921,368	19,469,165
Expenses						
Amortization	6,184,402	6,779,264	6,941,649	7,420,197	7,750,921	8,212,689
Grants	-	2,242,118	1,312,804	941,266	-	-
Human Resources	4,902,710	5,220,191	5,219,388	5,854,702	6,427,368	6,962,980
Interest on Long-Term Debt	50,811	93,387	89,708	85,080	158,328	144,547
Loss on Disposal of Tangible Capital Assets	53,005	-	-	-	-	-
Operations and Maintenance	6,984,979	12,252,110	8,436,223	15,330,919	8,672,320	8,647,305
	18,175,907	26,587,071	21,999,774	29,632,167	23,008,941	23,967,526
Annual Surplus (Deficit)	1,747,916	10,568,608	1,140,004	5,409,955	912,427	(4,498,361)

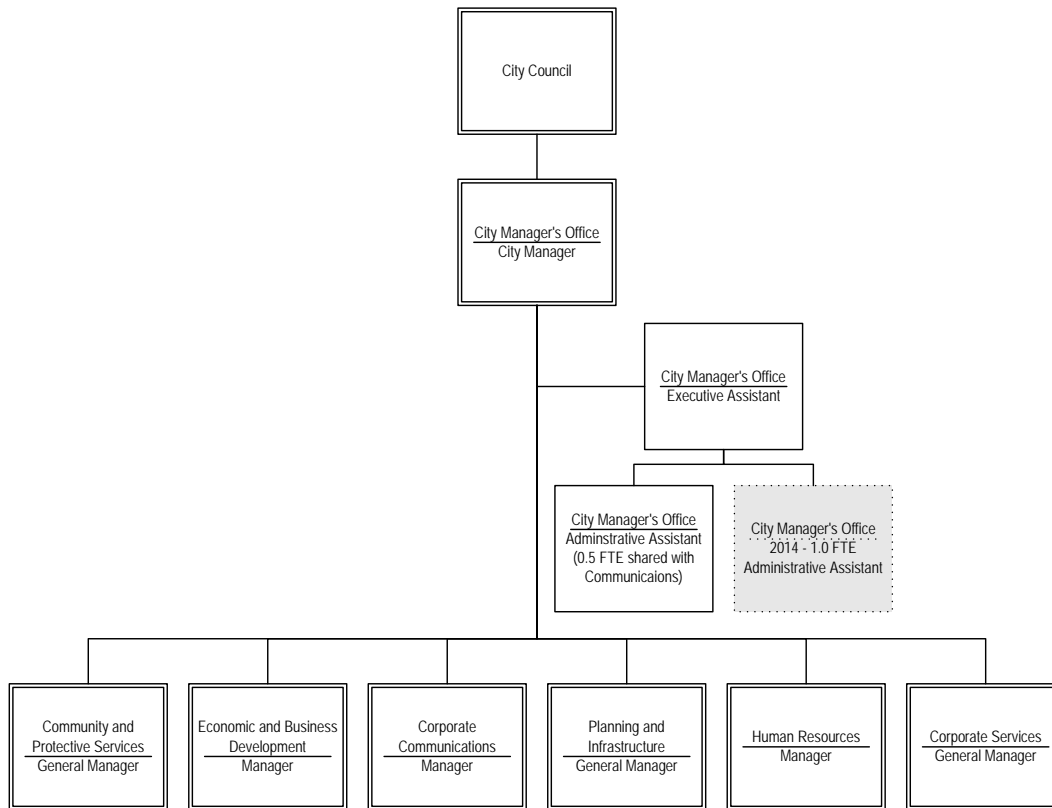
Department Summaries

Corporate Departments

Corporate Office (Chief Administrative Officer)

Description

The City Manager’s Office is led by the Chief Administrative Officer, and is comprised of the following departments, each led by the general manager or manager shown below.



The Chief Administrative Officer (CAO) is responsible for the overall administration of the City of Spruce Grove, as established by the City Manager Bylaw C-539-04. Under the terms of the Municipal Government Act, the CAO has the statutory responsibility for providing advice and informing council on the operations of the City, as well as ensuring the implementation of the City’s policies and programs.

The CAO provides a key administrative leadership role to the organization and acts as a liaison between council and administration. The CAO is responsible for the implementation of the City’s strategic plan and ensuring that the initiatives are a reflection of the City’s core values.

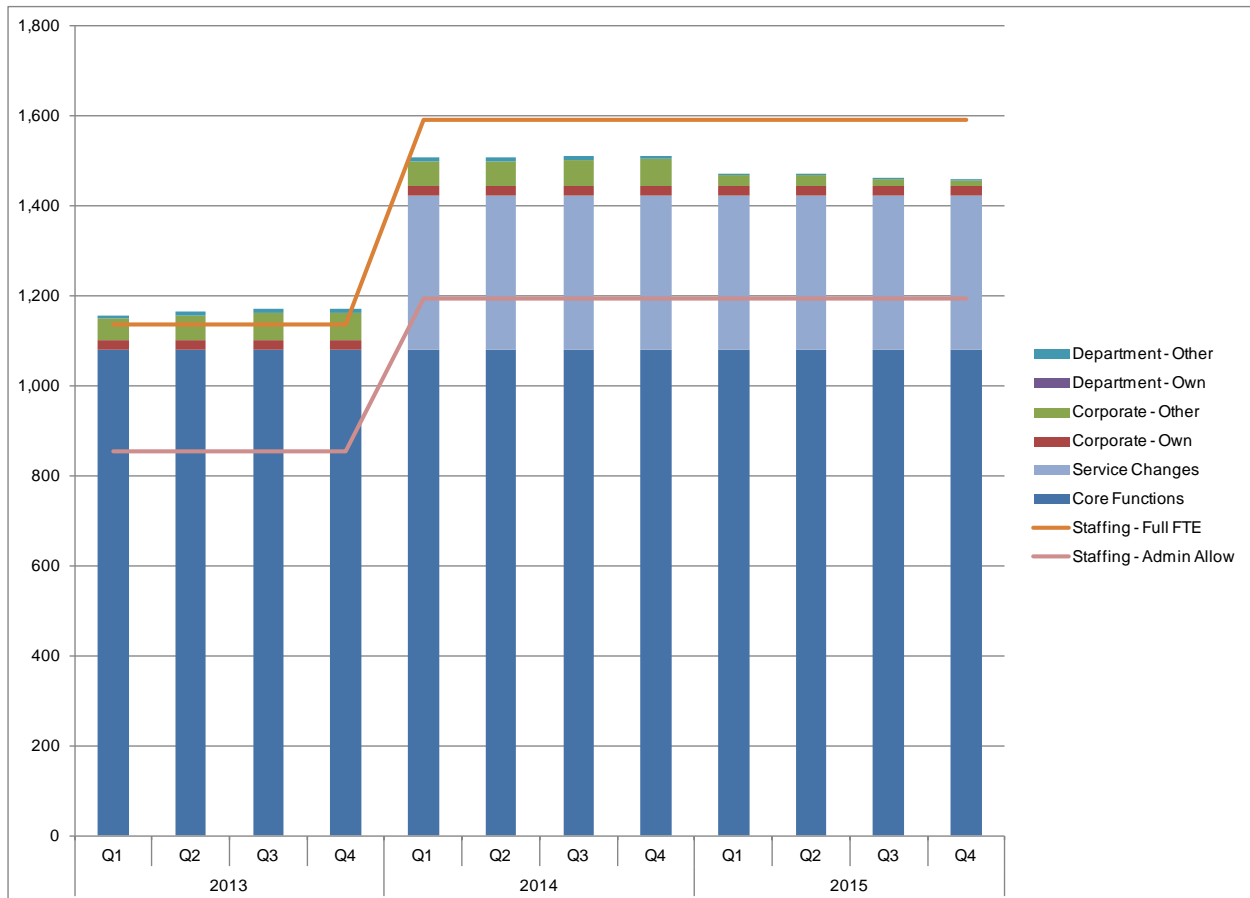
Staffing Summary

The following chart outlines the staffing complement including new positions, expressed as FTEs, for the City Manager’s Office for the current business plan.

	2013	2014	2015
Full-Time	2.50	3.50	3.50
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for the City Manager’s Office for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by the City Manager's Office.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Administrative Support to CAO	As required based upon inquiries and activity.	225	225	225
Manage Outgoing Mail	As required based upon inquiries and activity.	218	218	218
Records Management	As required based upon inquiries and activity.	218	218	218
Respond to Internal/External Inquiries	As required based upon inquiries and activity.	332	332	332
Participate in SLT and Special Event Meetings	As required based upon meeting schedules.	332	332	332
Council/Committee Meeting Logistics	As required based upon meeting schedules.	423	423	423
Miscellaneous Follow-Ups	As required based upon inquiries and activity.	218	218	218
Administrative Support to Council	As required based upon inquiries and activity.	332	332	332
Manage Correspondence and Communication	As required based upon inquiries and activity.	1,000	1,000	1,000
Communicate and Manage Staff	As required based upon inquiries and activity.	500	500	500
Administer Grants for Capital Projects	As required based upon specific opportunities.	100	100	100
Initiate and Oversee Special Projects	As required based upon specific opportunities.	500	500	500
Collaborate with Other Government Entities	As required based upon inquiries and activity.	500	500	500
Engage and Respond to Council	As required based upon inquiries and activity.	600	600	600
Engage and Respond to the Public	As required based upon inquiries and activity.	200	200	200
Coordinating Council Special Events	As required based upon inquiries and activity.	787	787	787
Participate in the Capital Region Board	Actively participate in the Capital Region Board.	120	120	120

Service Changes

The following table outlines the service changes for the City Manager's Office for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
336 - 1.0 FTE Administrative Assistant	To provide the necessary administrative support to the Executive Assistant, Corporate Office for ongoing general administrative assistance in the areas of correspondence, communication coordination, meeting scheduling, assist with the coordination of special projects and events requested by Council.	2014	\$ -	\$ 56,698	\$ 67,066	Position start date March 1, 2014

Departmental Initiatives

The following table outlines the departmental initiatives for the City Manager's Office for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
CA.05 - Municipal Benchmarking Alberta	Participate in a municipal benchmarking project with other mid-sized municipalities in Alberta.	2013	2013		\$ -	\$ -	\$ -	

Capital Initiatives

There are no capital initiatives for the City Manager's Office for the current business plan.

Fiscal Plan

The following reflects the fiscal plan summary for the City Manager's Office for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	30,620	-	-	-	-	-
	<u>30,620</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenses						
Human Resources	438,478	456,285	484,787	499,012	570,246	602,260
Operations and Maintenance	65,827	42,921	64,386	86,478	37,068	36,860
	<u>504,305</u>	<u>499,206</u>	<u>549,173</u>	<u>585,490</u>	<u>607,314</u>	<u>639,120</u>
Annual Deficit	(473,685)	(499,206)	(549,173)	(585,490)	(607,314)	(639,120)

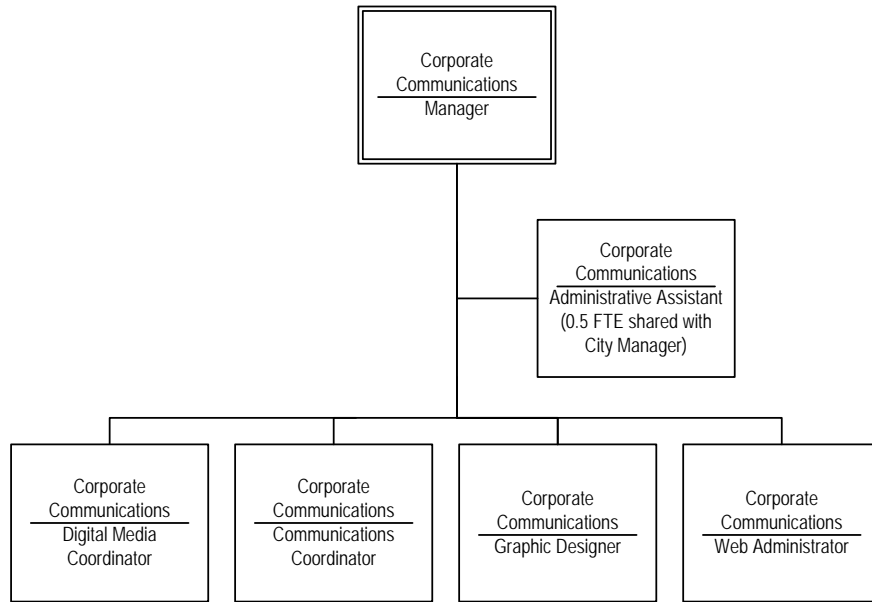
The City Manager's Office also manages the financial activities for council. The following reflects the fiscal plan summary for council for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Expenses						
Grants	1,080	1,000	1,000	1,000	1,000	1,000
Human Resources	351,481	375,723	380,723	389,964	400,798	415,285
Operations and Maintenance	73,625	73,641	77,451	98,783	85,810	87,912
	<u>426,186</u>	<u>450,364</u>	<u>459,174</u>	<u>489,747</u>	<u>487,608</u>	<u>504,197</u>
Annual Deficit	(426,186)	(450,364)	(459,174)	(489,747)	(487,608)	(504,197)

Corporate Communications

Description

The Corporate Communications Department is comprised of the following staff, led by the manager indicated below.



Corporate Communications leads communications planning and consulting, branding and visual identity, writing and editing, issues management and media relations for the organization and supports the communication needs of other departments within the City. Corporate Communications also provides communications support to council.

The department, using various tools and mediums, helps inform the organization and Spruce Grove residents about the City’s activities, programs, policies and initiatives.

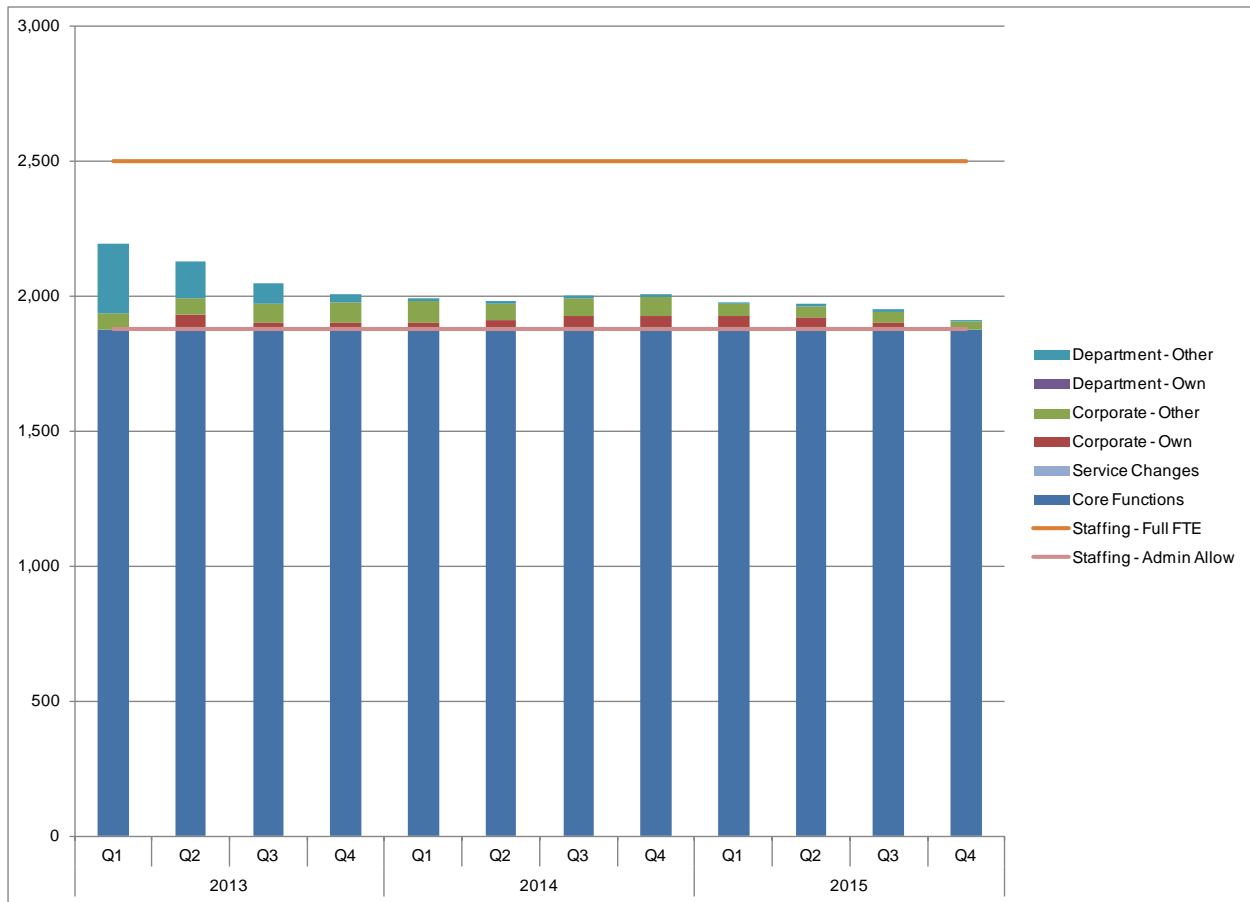
Staffing Summary

The following chart outlines the staffing complement, expressed as FTEs, for Corporate Communications for the current business plan.

	2013	2014	2015
Full-Time	5.50	5.50	5.50
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for Corporate Communications for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Corporate Communications.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Strategic Leadership Team Involvement	Participate on an ongoing basis.	125	125	125
Corporate and Department Business Planning	Participate on an ongoing basis.	40	40	40
Communications Consulting	Planning, consulting with and advising other City departments proactively and on negotiated basis.	676	676	676
Media and Public Relations	Respond to media requests on same business day. Negotiate public relations support on a case by case basis.	587	587	587
Visual, Digital and Written Communications	Negotiate on a case by case basis (internal and external).	4,434	4,434	4,434
Branding and Visual Identity	Ensure appropriate use of branding and visual identity on a best effort basis.	680	680	680
Communications Research and Development	Exploring communications opportunities, media, and best practices on an ongoing basis.	1,162	1,162	1,162

Service Changes

There are no service changes for Corporate Communications for the current business plan.

Departmental Initiatives

There are no departmental initiatives for Corporate Communications for the current business plan.

Capital Initiatives

There are no capital initiatives for Corporate Communications for the current business plan.

Fiscal Plan

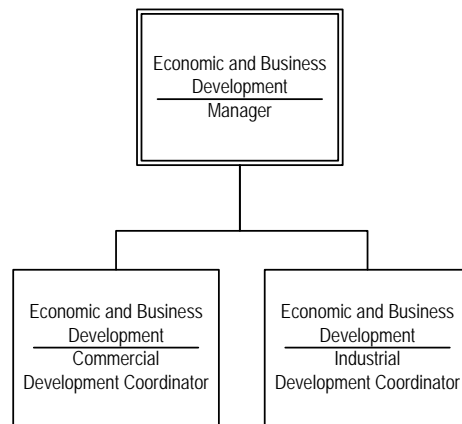
The following reflects the fiscal plan summary for Corporate Communications for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	1,515	1,000	1,000	1,000	1,000	1,000
	<u>1,515</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Expenses						
Grants	25,000	25,000	25,000	25,000	25,000	25,000
Human Resources	343,936	412,312	443,211	452,435	474,599	497,447
Operations and Maintenance	73,718	89,297	89,297	121,772	234,720	222,585
	<u>442,654</u>	<u>526,609</u>	<u>557,508</u>	<u>599,207</u>	<u>734,319</u>	<u>745,032</u>
Annual Deficit	(441,139)	(525,609)	(556,508)	(598,207)	(733,319)	(744,032)

Economic and Business Development

Description

The Economic and Business Development Department is comprised of the following staff, led by the manager indicated below.



Economic and Business Development is responsible for facilitating programs and services intended to help local businesses prosper and grow, and attract new business and investment to Spruce Grove. These activities include:

- Prepare and implement an economic development strategy for Spruce Grove intended to grow the commercial and industrial tax base.
- Coordinate business retention and attraction efforts through marketing and ensuring that Spruce Grove offers a competitive environment for businesses and investors.
- Pursue strategies designed to take advantage of Spruce Grove's strategic location as the western gateway to Edmonton on the Yellowhead TransCanada Highway.
- Work with industrial park developers to attract new investment and identify industries that represent a good fit for Spruce Grove.
- Promote the development of a full range and choice of commercial services for Spruce Grove and the regional trade market.
- Serve as an advocate for the business community within the City administration.
- Lead efforts to recruit corporate sponsorships for City facilities, promote sports tourism and attract major events to Spruce Grove.

- Represent the City on a number of external boards and agencies related to Economic Development. Boards include the Greater Edmonton Economic Development Team, Edmonton Regional Tourism Partnership and the CRB Economic Roadmap Working Committee.

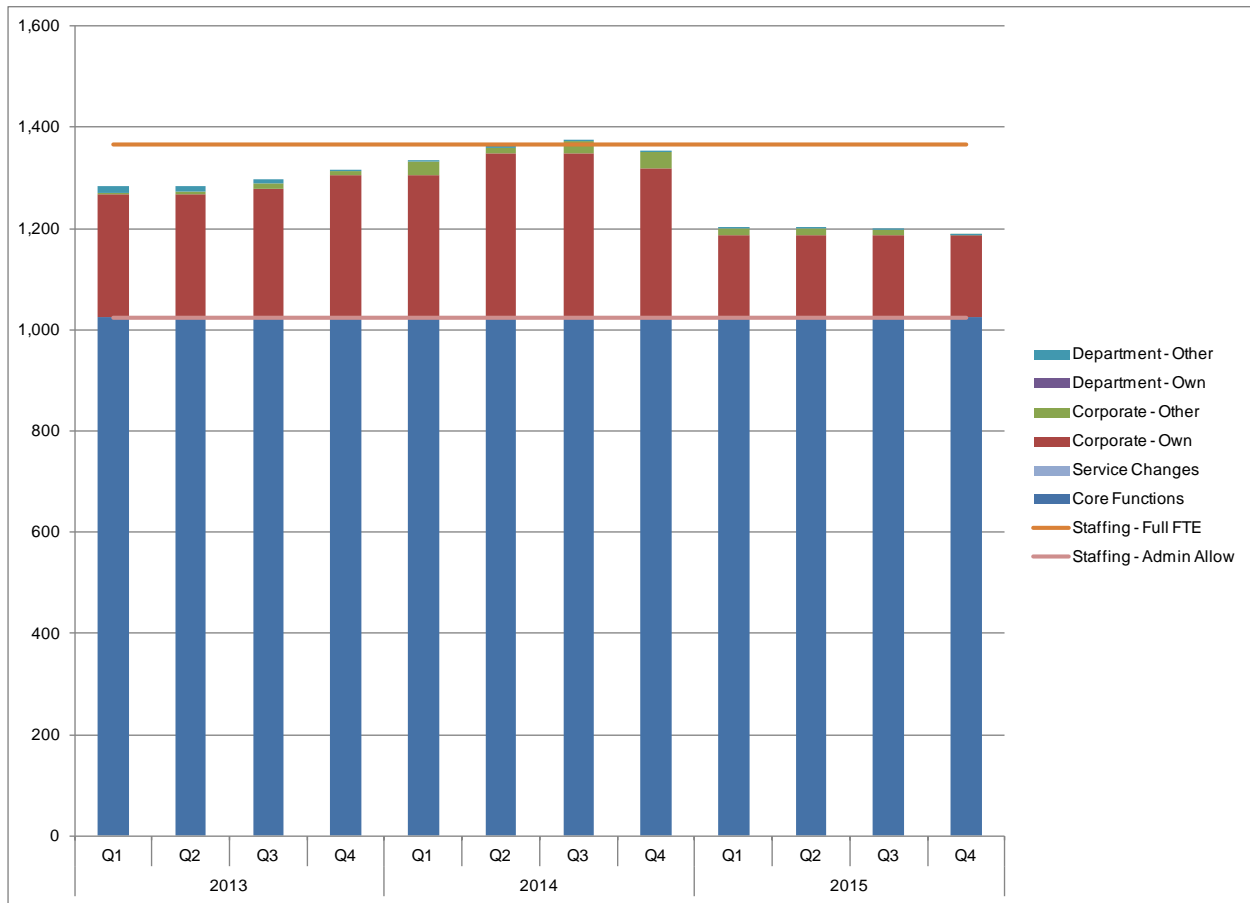
Staffing Summary

The following chart outlines the staffing complement, expressed as FTEs, for Economic and Business Development for the current business plan.

	2013	2014	2015
Full-Time	3.00	3.00	3.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for Economic and Business Development for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Economic and Business Development.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Promote and Attract Commercial and Industrial Development in Spruce Grove	Proactively work with developers and business owners to attract commercial and industrial investment and strengthen Spruce Grove's position as a regional commercial centre and grow the non-residential tax base; respond to requests for information and feasibility studies.	1,300	1,300	1,300

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Develop Information Products to Promote Economic Development and Tourism	Develop information products as required that help the City attract new investment and facilitate business retention and expansion in Spruce Grove.	920	920	920
Advocate for the Business Community	Bring a business perspective to the consideration of programs, services and initiatives by the City, and provide businesses with a point of contact in having their issues addressed.	155	155	155
Manage Corporate Sponsorships for City Facilities	Facilitate a corporate sponsorship program to offset the cost of sport and recreational facility improvements and attracting major events.	260	260	260
Support for Event Attraction and Hosting that creates economic benefits for the community	Support efforts to build on the premiere sport and recreational facilities in the City to attract tournaments and other major competitions, and support other major City sponsored events.	260	260	260
Participate in Regional Partnerships to Promote Economic Development in the Greater Edmonton Area	Actively cooperate with other municipalities by participating in marketing and investment attraction initiatives within the Greater Edmonton Region.	300	300	300
Strategic Leadership Team Involvement	Actively participate in senior management processes.	200	200	200
Advisor to City Manager, Council and Committees	Principal advisor on economic and business development issues.	105	105	105
Corporate Business Planning	Annual business plan development process.	150	150	150
Develop Options and Implement Strategies to Maximize the Value of City Held Lands	Evaluate opportunities for the highest value use of City lands which maximize the return to the City; and manage the marketing and sale of these lands.	225	225	225
Investigate Policies and Actions that will Facilitate and Encourage Development and Re-Development Activities	Assess and pursue opportunities to promote development of vacant properties and redevelopment of existing properties to higher value use.	100	100	100
Support to the Economic Development Advisory Committee (EDAC)	Provide analytical, research and administrative support to the recently established Economic Development Advisory Committee established by City Council.	300	300	300
Manage the Economic Development website content	Maintain and enhance the effectiveness of the Economic and Business Development website including content, functionality and responsiveness to business inquiries.	270	270	270

Service Changes

There are no service changes for Economic and Business Development for the current business plan.

Departmental Initiatives

There are no departmental initiatives for Economic and Business Development for the current business plan.

Capital Initiatives

There are no capital initiatives for Economic and Business Development for the current business plan.

Fiscal Plan

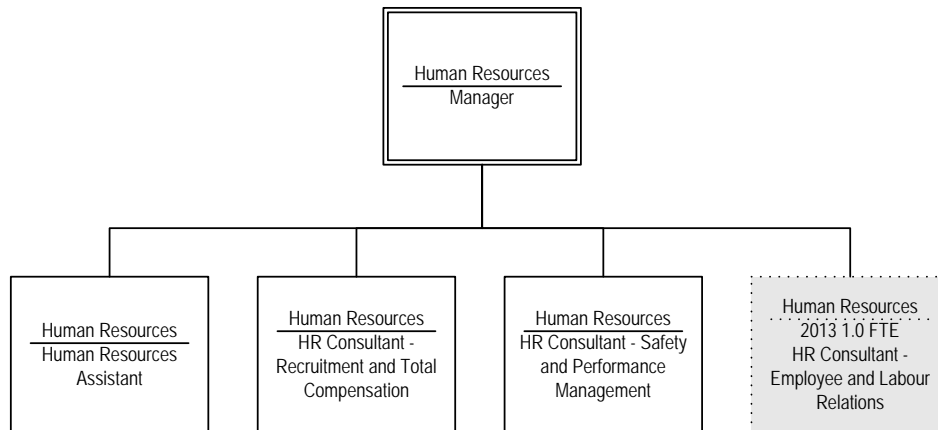
The following reflects the fiscal plan summary for Economic and Business Development for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	-	50,000	50,000	-	-	-
User Fees	143,533	116,640	116,640	96,640	91,640	76,640
	<u>143,533</u>	<u>166,640</u>	<u>166,640</u>	<u>96,640</u>	<u>91,640</u>	<u>76,640</u>
Expenses						
Grants	35,153	-	-	-	-	-
Human Resources	231,603	258,618	265,179	311,923	326,744	342,015
Operations and Maintenance	160,835	379,725	379,725	453,250	501,250	441,750
	<u>427,591</u>	<u>638,343</u>	<u>644,904</u>	<u>765,173</u>	<u>827,994</u>	<u>783,765</u>
Annual Deficit	(284,058)	(471,703)	(478,264)	(668,533)	(736,354)	(707,125)

Human Resources

Description

The Human Resources Department is comprised of the following staff, led by the manager indicated below.



The department is an internal resource to assist employees and supervisors on various human resources matters. The department is responsible for the functional areas of:

- Occupational Health and Safety - Provide leadership for the City's Occupational Health and Safety Management Systems.
- Recruitment, Selection, and Employee Orientation – Manage the City's recruitment and selection process and assist the supervisors with hiring staff, and once hired, assist with the employee orientation process.
- Employee Recognition, Health and Wellness – Promote organizational initiatives that support employee health and wellness, and coordinate the annual employee recognition service awards.
- Training and Development – Provide information and referral services to employees regarding their training needs in conjunction with the performance management process.
- Performance Management – Assist the supervisors in conducting the formal performance evaluation process, which formally takes place a minimum of two times each year.
- Compensation and Benefits – Monitor the current trends in compensation levels through salary reviews or surveys and benefit usage. Also manage the salary administration requirements for the City.

- Job evaluation and Classification – Responsible to review job evaluation and classification level requests as required.
- Labour and Employee Relations – Provide advice and assistance to supervisors on employee related matters and assist with resolving problems regarding employee and labour relations issues. Lead the City's collective bargaining activities. Provide leadership for Labour Management Committees.

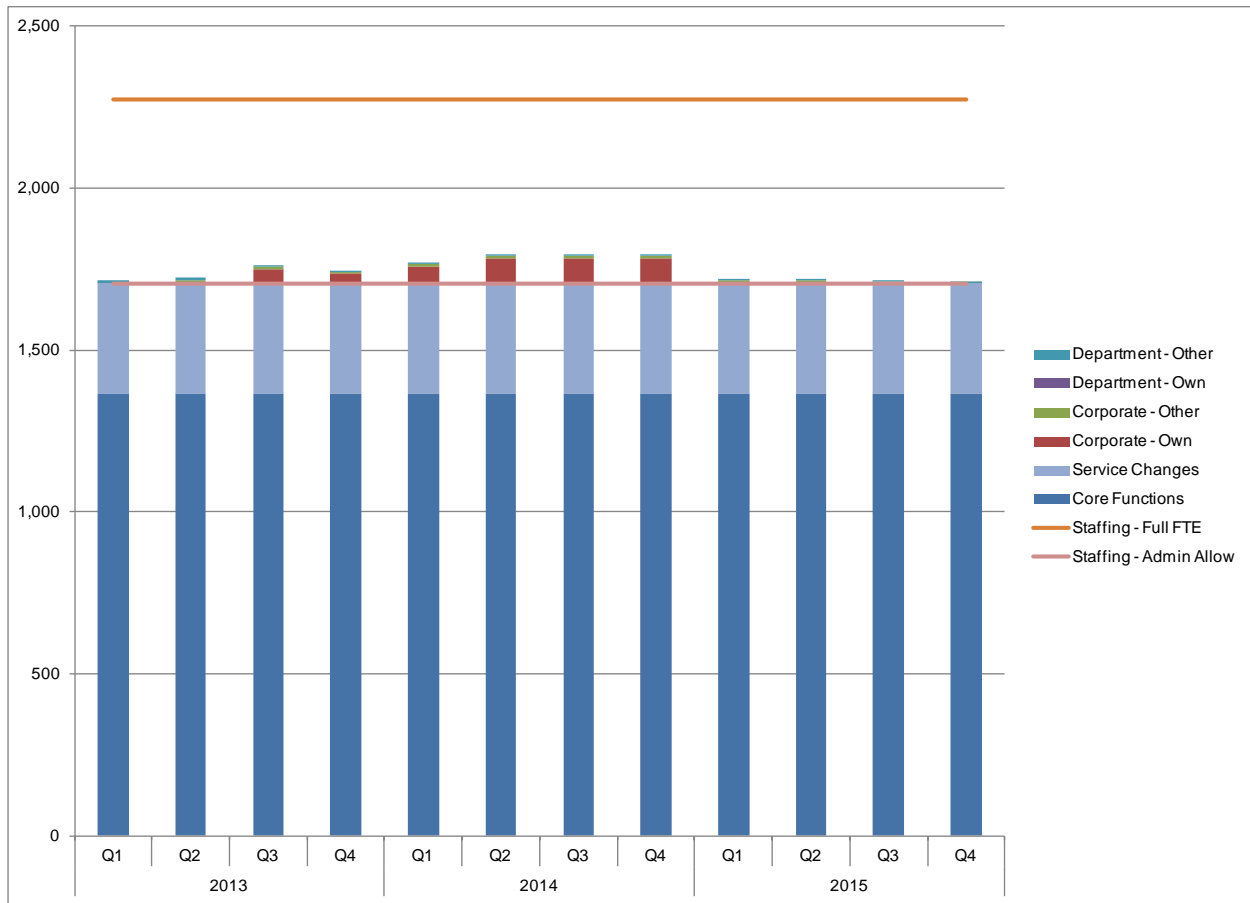
Staffing Summary

The following chart outlines the staffing complement including new positions, expressed as FTEs, for Human Resources for the current business plan.

	2013	2014	2015
Full-Time	5.00	5.00	5.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for Human Resources for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Human Resources.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Occupational Health and Safety Program	Develop annual Organizational Safety Action Plan to meet the standards in the Partners in Injury reduction program through Alberta Municipal Health & Safety (AMHSA) Program. Coordinate annual safety retreat and other safety related training and safety program administration.	854	854	854
Recruitment and Selection	Continue to complete recruitment and selection competitions. Since 2009, the City conducts a minimum of 50 postings per year or approximately 1 posting per week.	1,365	1,365	1,365
New Employee Orientation	Continue to provided new employee orientation information sessions including Health and Safety training for all newly hired employees.	455	455	455
Employee Recognition, Health, and Wellness	Continue to encourage staff to promote and emphasize health and wellness. Measure staff health and wellness initiatives. (2010.12) Provide leadership for Corporate endorsed social activities. Coordinate and plan the annual employee service awards. Conduct Biannual Employee Feedback Survey.	171	171	171
Training and Development	Provide resource and referral information pertaining to leadership training and development as required.	79	79	79
Performance Management	Lead the performance evaluation process with conducting formal evaluations twice per year.	455	455	455
Compensation and Benefits	Continue with ASO Format for employee benefits and monitor costs annually. Monitor compensation levels and participate in salary surveys and compare City salaries, every two years. Conduct a salary survey in the spring of 2012.	455	455	455

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Job Evaluation and Classification	Continue to review classifications and job evaluation requests and respond within 2 months of receipt.	79	79	79
Strategic Leadership Team Involvement	Weekly meetings and as required.	203	203	203
Leadership and Administration (Human Resources)	Provide leadership to the staff and ongoing supervision and management of the staff and HR functions for the HR Department on a regular basis.	341	341	341
Provide Advice and Assistance to City Manager and Council on Human Resources Related Matters	Ongoing as required.	131	131	131
Department Business Planning Development	Conduct planning as per strategic planning process and program.	131	131	131
Labour and Employee Relations	Collective bargaining with IUOE and IAFF staff will commence in the fall 2012. Manage both labour management committees and continue to maintain focus on labour-related matters. Regularly assist supervisors with labour and employee relations disputes and or complaints.	1,365	1,365	1,365

Service Changes

The following table outlines the service changes for Human Resources for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
334 - 1.0 FTE HR Consultant - Employee and Labour Relations	Requested to increase resources in the HR Department was identified in 2011 to cope with 25% growth in FTEs since 2007. Additionally, this position will allow for shifting responsibilities where an HR Consultant can focus full time on Occupational Health and Safety, rather than approximately 50% of their time. Contracted services will be used in 2012. Ensure this service change is congruent with the recommendations of the 2012 HR Dept. Organizational Effectiveness Review (OER).	2013	\$ 79,879	\$ 121,669	\$ 127,620	Position start date July 1, 2013

Departmental Initiatives

There are no departmental initiatives for Human Resources for the current business plan.

Capital Initiatives

There are no capital initiatives for Human Resources for the current business plan.

Fiscal Plan

The following reflects the fiscal plan summary for Human Resources for the current business plan.

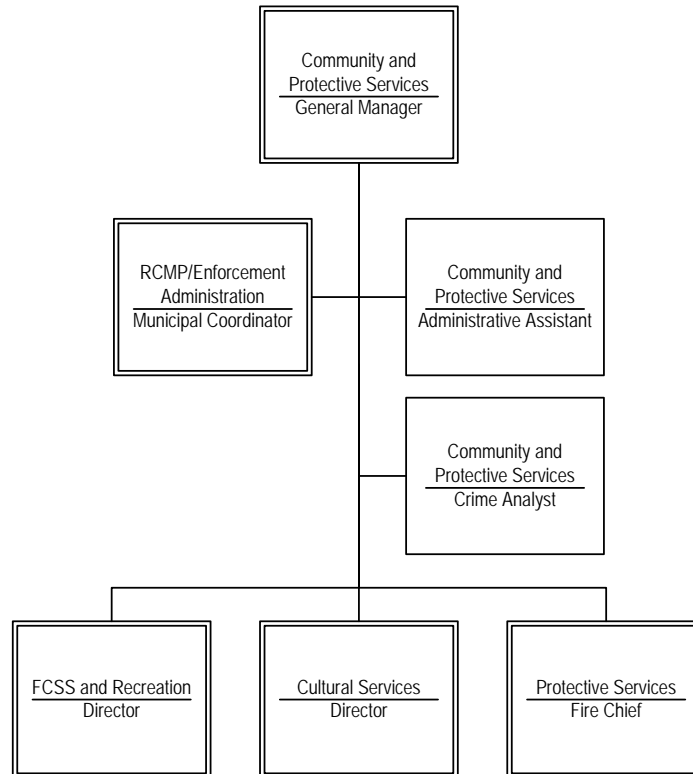
	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	69,341	17,000	17,000	17,000	17,000	17,000
	69,341	17,000	17,000	17,000	17,000	17,000
Expenses						
Human Resources	628,864	665,692	682,306	882,045	835,597	897,735
Operations and Maintenance	112,851	186,250	176,250	208,450	181,950	217,900
	741,715	851,942	858,556	1,090,495	1,017,547	1,115,635
Annual Deficit	(672,374)	(834,942)	(841,556)	(1,073,495)	(1,000,547)	(1,098,635)

Community and Protective Services

Community and Protective Services Administration

Description

The Community and Protective Services Department is comprised of the following sections, each led by the director indicated below.



Community and Protective Services is comprised of: Family and Community Support Services (preventative social programs, information referral, counselling, Summer in the City); Recreation Services (Agrena, Fuhr Sports Park, Henry Singer Park, outdoor natural turf field scheduling and operations, open space planning, agreements, community events, and community development); Cultural Services (Horizon Stage, Melcor Cultural Centre, grant administration, volunteer development); Protective Services (Integrated Fire/EMS, Safe City, and Enforcement Services).

In addition, the department works as the City’s administrative liaison to the Spruce Grove Public Library, RCMP, TransAlta Tri Leisure Centre, Specialized Transit Service, Yellowhead Regional Library, and Allied Arts Council.

Council established boards and committees that are facilitated by Community and Protective Services administration include: the Community Police Advisory Committee (Spruce Grove, Stony Plain, and Parkland County); Horizon Stage Theatre Advisory Board (Spruce Grove and Parkland County); and Joint Use Committee (Parkland and Evergreen School Districts).

Administration also participates in the Community Partnering Committee which is comprised of senior administration from Spruce Grove, Parkland County, Stony Plain, and the TransAlta Tri Leisure Centre.

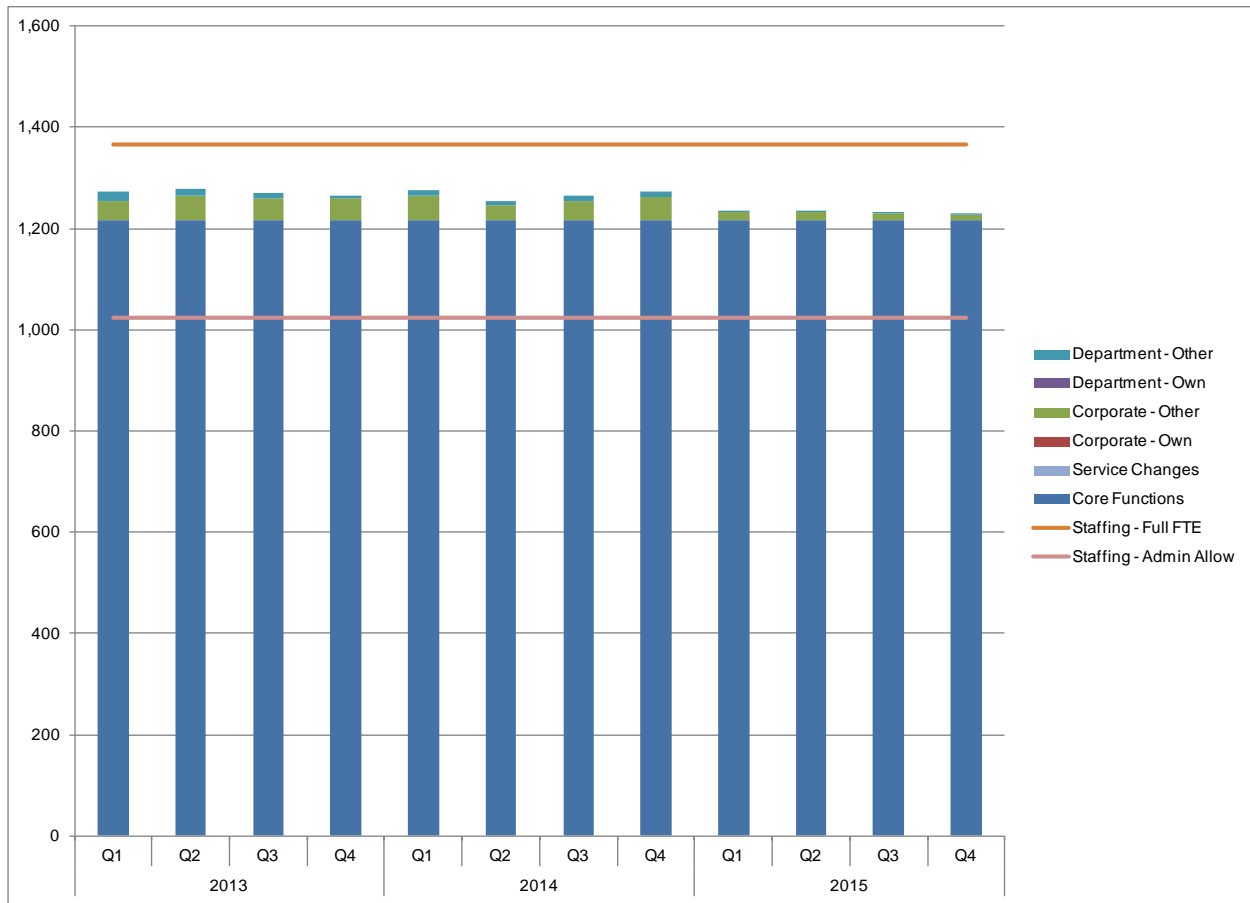
Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Community and Protective Services administration for the current business plan.

	2013	2014	2015
Full-Time	3.00	3.00	3.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for Community and Protective Services administration for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Community and Protective Services administration.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Strategic Leadership Team Involvement	As required.	300	300	300
Principal Advisor to the City Manager, Council and Committees on Matters Relating to CAPS	As required.	200	200	200

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Leadership and Administration (Community and Protective Services)	As required.	500	500	500
Initiate and Facilitate Community Development Initiatives	Building individual, organizational and community capacity that will enhance the overall well-being of residents.	300	300	300
Represent the City to other Contracted Services and Government Agencies	Liaise with RCMP, Yellowhead Regional Library, Spruce Grove Public Library and Provincial FCSS - Children's Services.	300	300	300
Multi-Year Strategic Capital and Budget Planning	Annual corporate planning process and budget preparation.	300	300	300
Joint Use, Cost Share and Other Multi-Municipal Recreation and Culture Initiatives	Meet with and, as required, negotiate and update agreements with regional partners on an annual basis.	200	200	200
Safe City Program	Safe City initiative study and recommendation(s).	35	35	35
RCMP Contract Management	Contract with RCMP establishes level of service.	200	200	200
Community Policing Advisory Committee	Regional policing initiatives for the integrated RCMP Detachment.	35	35	35
Grants	Coordinate capital and operating grant applications for program and service delivery.	200	200	200
Outstanding Achievement Awards	Contacting and arranging the presentation of outstanding achievement recognition to various groups, organizations and individuals who bring prominence to our community.	35	35	35
Tri-Regional Initiatives	Various liaisons with tri-regional partners on a variety of topics and the setting up of the various meetings required to carry out these initiatives.	300	300	300
Coordination of Department Administrative Records and Information Management	As per Information and Records Management Policy.	500	500	500
Bylaws, Policies and Procedures	Development and preparation of bylaws, policies and procedures for Council and/or City Manager approval.	100	100	100
RCMP - Crime Analysis	Gather and analyze crime statistics to effectively focus police activities.	1,365	1,365	1,365

Service Changes

The following table outlines the service changes for Community and Protective Services administration for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
349 - Increase to the Specialized Transit Services operating grant	Specialized Transit is a municipal service delivered at arm's length. The business plan presented includes an increase of \$12,000 requested for the 2013 City grant.	2013	\$ 12,000	\$ 21,000	\$ 31,000	
340 - Increase to the Spruce Grove Public Library Operating Grant	<p>The Library has made a request for additional funding and has identified three areas of need.</p> <p>1) funding for a market adjustment 2) funding to re-open on Mondays 3) funding to hire a .5 FTE to meet demand for services</p> <p>The library has experienced 44% turnover over the last two years and has identified a gap in wages compared to the market. The funding for re-opening Mondays is to re-introduce 7 day a week service. The .5 FTE is required to meet the current service demand for programming.</p>	2013	\$ 125,000	\$ 125,000	\$ 150,000	

Departmental Initiatives

There are no departmental initiatives identified for Community and Protective Services administration for the current business plan.

Capital Initiatives

There are no capital initiatives for Community and Protective Services administration for the current business plan.

Fiscal Plan

The following reflects the fiscal plan summary for Community and Protective Services administration for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	-	-	43,300	47,900	50,300	52,700
User Fees	30,549	17,000	17,000	15,000	15,000	15,000
	<u>30,549</u>	<u>17,000</u>	<u>60,300</u>	<u>62,900</u>	<u>65,300</u>	<u>67,700</u>
Expenses						
Grants	104,000	116,000	116,000	128,000	137,000	147,000
Human Resources	355,443	275,436	330,692	335,676	351,884	368,461
Operations and Maintenance	13,912	133,800	133,800	17,650	18,564	19,590
	<u>473,355</u>	<u>525,236</u>	<u>580,492</u>	<u>481,326</u>	<u>507,448</u>	<u>535,051</u>
Annual Deficit	(442,806)	(508,236)	(520,192)	(418,426)	(442,148)	(467,351)

The following fiscal plan summary reflects the City's municipal contribution and the interest costs on the borrowing for the TransAlta Tri Leisure Centre.

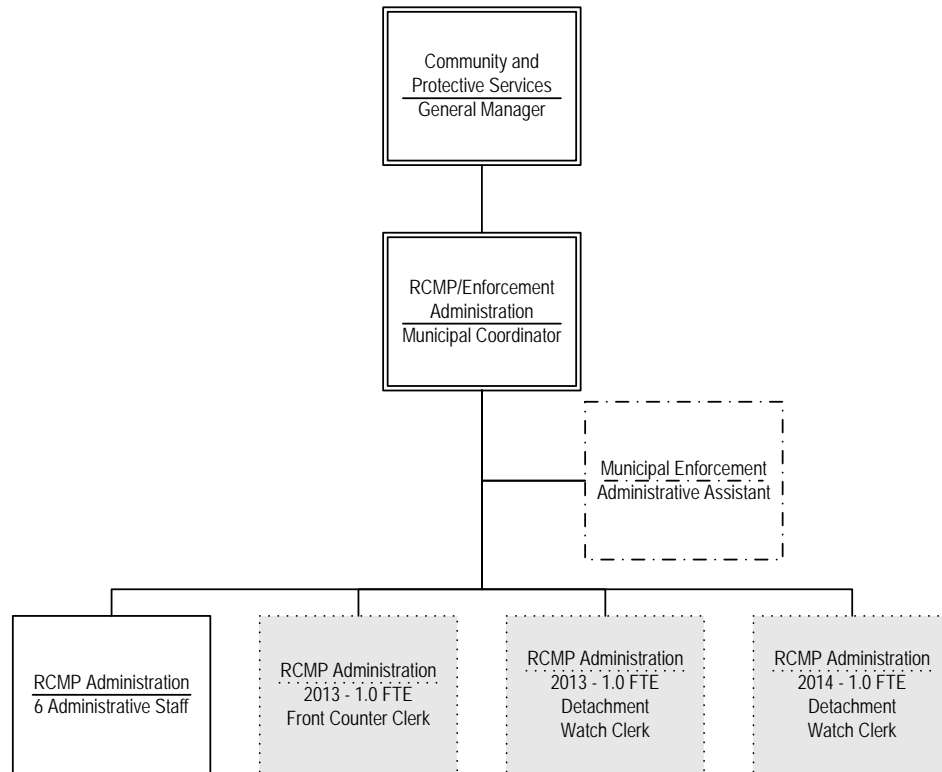
	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Expenses						
Interest on Long-Term Debt	248,522	225,334	225,334	199,039	171,172	141,639
Operations and Maintenance	354,875	594,123	586,514	926,689	841,978	895,267
	<u>603,397</u>	<u>819,457</u>	<u>811,848</u>	<u>1,125,728</u>	<u>1,013,150</u>	<u>1,036,906</u>
Annual Deficit	(603,397)	(819,457)	(811,848)	(1,125,728)	(1,013,150)	(1,036,906)

The following fiscal plan summary reflects the facility costs and municipal contribution for the Spruce Grove Public Library.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Expenses						
Grants	399,000	459,000	459,000	584,000	584,000	609,000
Operations and Maintenance	176,004	183,175	189,937	198,977	203,722	206,022
	<u>575,004</u>	<u>642,175</u>	<u>648,937</u>	<u>782,977</u>	<u>787,722</u>	<u>815,022</u>
Annual Deficit	(575,004)	(642,175)	(648,937)	(782,977)	(787,722)	(815,022)

RCMP Administration

Description



The City of Spruce Grove has a contractual arrangement with the federal government for RCMP services. The City presently has 20 regular members plus one provincially funded member and employs eight support staff. One additional RCMP member has been approved for 2013.

Integration of the Spruce Grove, Stony Plain, and local provincial and federal detachments has allowed regional initiatives that see policing beyond Spruce Grove’s borders that directly affects Spruce Grove such as drug enforcement. Spruce Grove’s commitment to a regional policing approach results in fewer crimes occurring in Spruce Grove.

The Municipal Coordinator provides administrative assistance to RCMP and Municipal Enforcement. Administrative assistance responsibilities include:

- Data entry for RCMP and Enforcement Services.
- Staffing front counter for public inquiries.
- Answering complaint lines for RCMP and Enforcement Services.
- Attend court to track and schedule officer appearances.

- Transcripts for police interviews of witnesses and suspects.
- Filing all City records.
- Completing financial matters including payroll, purchases, invoicing, fine disbursements, Visa reconciliations, etc.
- Performing motor vehicle accident reports.
- Criminal record searches.
- Canadian Police Information Centre (CPIC) validations and Police Reporting and Occurrence System (PROS) data quality reviews.

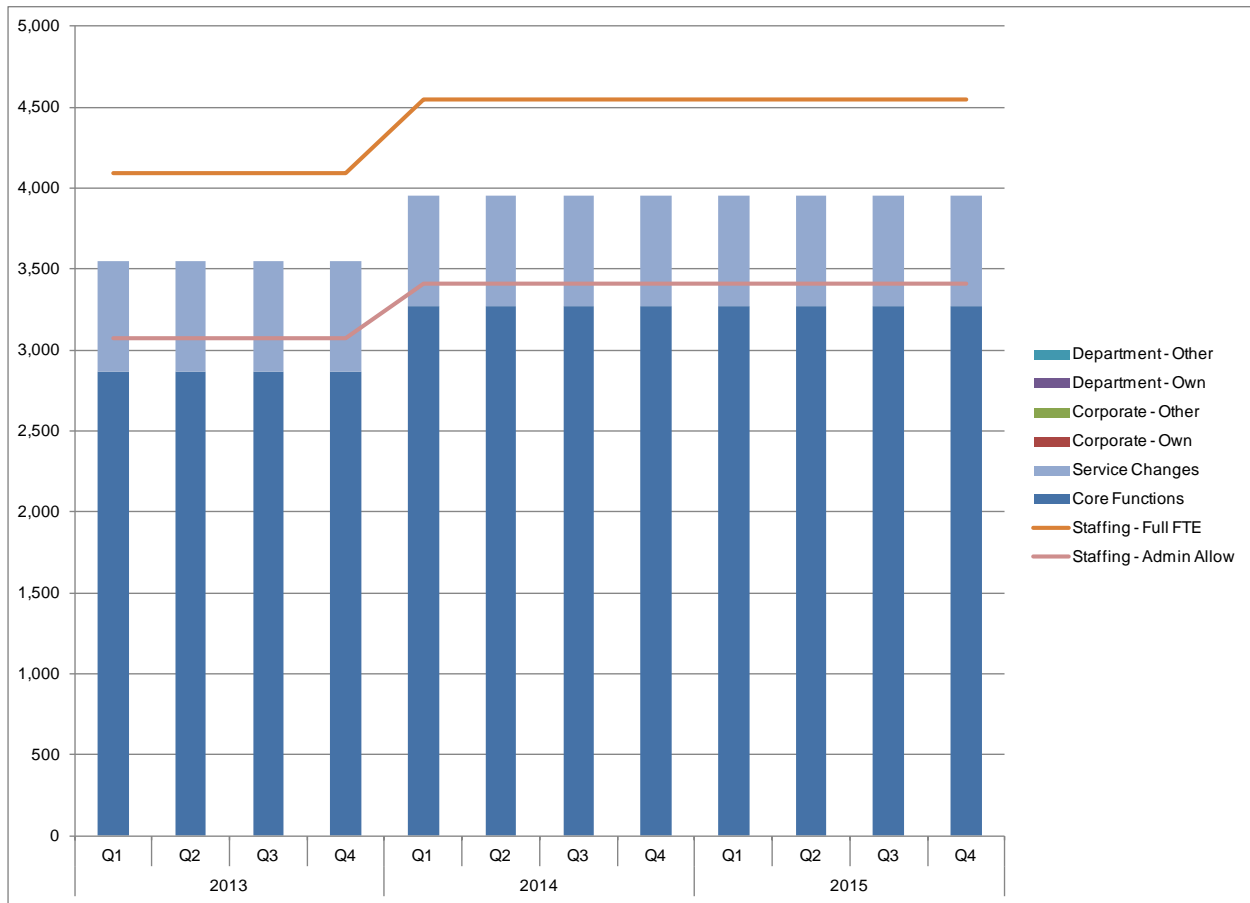
Staffing Summary

The following chart outlines the current staffing complement including new positions, expressed as FTEs, for RCMP administration for the current business plan.

	2013	2014	2015
Full-Time	9.00	10.00	10.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for RCMP administration for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by RCMP administration.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Data Entry	Provide timely data entry for every officer.	4,667	5,600	5,600
Front Counter Staffing	Address public at front counter answer all inquiries or schedule meeting with an officer.	1,444	1,706	1,706
Answer Complaint Lines	Answer complaint line or check message at first opportunity.	525	525	525
Court Liaison	Attend all court days and organize files and appearances for officers.	1,247	1,312	1,312
Transcribe Interviews	Quickly transcribe interviews for crown prosecutor and officers. At time these need to be done immediately and take presence over all other tasks.	413	450	450
Filing Records	Records filed in accordance with City and RCMP policies and legislation.	367	400	400
Financial Matters	Meet all deadlines for financial matters including payroll and VISA.	67	67	67
Participate in Protective Services Team Meetings and Functions	Represent Administrative Services at meetings in order to maximize efficiencies of section.	16	16	16
Criminal Records Searches	Provide public with criminal records searches within five business days.	722	787	787
Motor Vehicle Accident Reports	Take all information at front counter and attend to vehicles in Parking lot to complete reports.	1,200	1,350	1,350
CPIC Validations, PROs Data Quality Reviews, PIRS Purging, and File Destruction	Monthly review errors reports and perform a risk assessment by pulling every record generated and confirm data.	800	867	867

Service Changes

The following table outlines the service changes for RCMP administration for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
288 - 1.0 FTE RCMP Front Counter Clerk	1) Increase in walk in customers seeking Criminal Record checks, reporting collisions, complaints and RCMP & Enforcement inquiries. 2) Response to a request from the Detachment OIC for weekend coverage. 3) Need for back-up support for staff on vacation, sick leave and during training.	2013	\$ 23,771	\$ 60,988	\$ 64,009	Position start date September 1, 2013
287 - 1.0 FTE RCMP Detachment Watch Clerk (2013)	A formal request from the Detachment Inspector that RCMP and Enforcement support services be expanded to accommodate a work schedule that accommodates support staff being in the building during a portion of all Watches (4).	2013	\$ 23,371	\$ 60,588	\$ 63,609	Position start date September 1, 2013
345 - 2 Additional RCMP Officers	The request is for two additional RCMP general duty officers. This is intended to increase the RCMP ability to deal with increasing workloads and add to 'visible' policing. Past additions have been focused on special duties such as crime reduction and the drug squad.	2013	\$ 22,522	\$ 160,375	\$ 280,410	One Officer start date November 1, 2013. Second Officer start date November 1, 2014.
287 - 1.0 FTE RCMP Detachment Watch Clerk (2014)	A formal request from the Detachment Inspector that RCMP and Enforcement support services be expanded to accommodate a work schedule that accommodates support staff being in the building during a portion of all Watches (4).	2014	\$ -	\$ 20,747	\$ 62,208	Position start date September 1, 2014

Departmental Initiatives

There are no departmental initiatives identified for RCMP administration for the current business plan.

Capital Initiatives

There are no capital initiatives for RCMP administration for the current business plan.

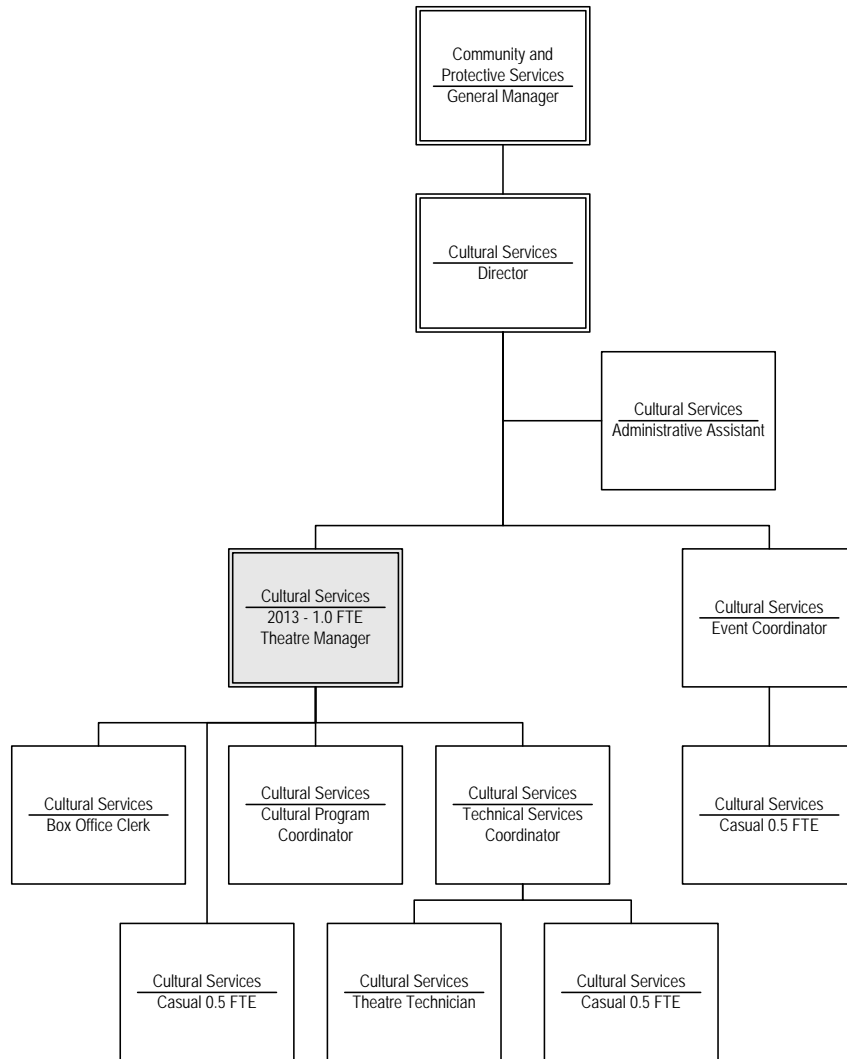
Fiscal Plan

The following reflects the fiscal plan summary for RCMP administration for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	544,702	536,000	545,044	545,044	545,044	545,044
User Fees	234,431	223,500	223,500	223,500	223,500	473,806
	<u>779,133</u>	<u>759,500</u>	<u>768,544</u>	<u>768,544</u>	<u>768,544</u>	<u>1,018,850</u>
Expenses						
Human Resources	479,278	445,549	462,559	496,976	621,138	691,324
Operations and Maintenance	2,313,743	2,554,588	2,653,277	2,900,028	3,098,386	3,277,264
	<u>2,793,021</u>	<u>3,000,137</u>	<u>3,115,836</u>	<u>3,397,004</u>	<u>3,719,524</u>	<u>3,968,588</u>
Annual Deficit	(2,013,888)	(2,240,637)	(2,347,292)	(2,628,460)	(2,950,980)	(2,949,738)

Cultural Services

Description



Cultural Services provides cultural, educational and recreational services to the community. Horizon Stage is the central cultural organization in the region and is in constant use by local schools and educational institutions. Other services provided in the operation of Horizon Stage include a series of professional performing arts presentations, a family matinee series, community rentals, and drama classes for children. Cultural Services also oversees the operation of the region’s only Ticketmaster outlet, leads City-sanctioned community events, supports visual arts initiatives through the Allied Arts Council, and provides operational support to the Spruce Grove Public Library. In addition, Cultural Services supports the development of

active volunteerism by liaising with various civic boards and volunteer organizations such as the Theatre Advisory Board, the Horizon Stagelights, and the Horizon Stage Tech Team.

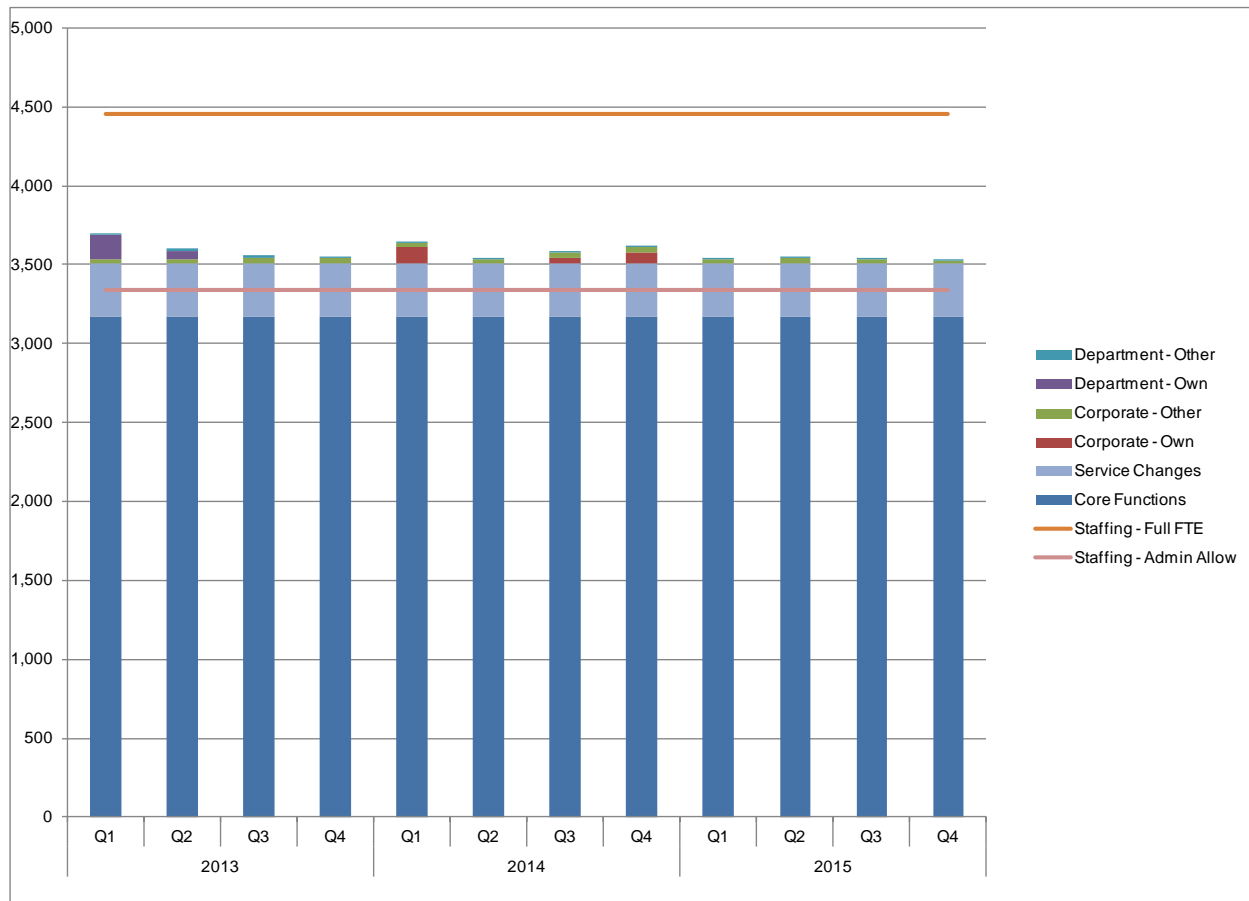
Staffing Summary

The following chart outlines the current staffing complement including new positions, expressed as FTEs, for Cultural Services for the current business plan.

	2013	2014	2015
Full-Time	8.00	8.00	8.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	1.50	1.50	1.50

Capacity

The following graph reflects the capacity and commitments for Cultural Services for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Cultural Services.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Operation of Horizon Stage as a Professional Performing Arts Presenting Venue	Presentation of 20 to 30 professional artists at Horizon Stage Performing Arts Centre per season.	3,542	3,542	3,542
Operation of Horizon Stage as Community Facility	Operation of Horizon Stage as a venue for community and school rentals.	2,593	2,593	2,593
Operation and Management of Ticketmaster	Operate Ticketmaster as a resource for the regional community.	1,462	1,462	1,462
Operational Support of Spruce Grove Saints	Provide box office and marketing support to Spruce Grove Saints Junior 'A' Hockey Club.	155	155	155
Internal Service to City of Spruce Grove	Provide technical support, specialized equipment and expertise to other City departments.	595	595	595
Lead City Sanctioned Special Events	Lead role in organizing and managing City sanctioned special events such as Christmas in Central Park, Canada Day/Spruce Grove Street Performers Festival, Remembrance Day and Strawberry Tea.	4,636	4,636	4,636
Support Allied Arts Council	Support visual arts initiatives through support of and as liaison to the Allied Arts Council.	28	28	28
Maintain Melcor Developments Municipal Art Collection	Oversee purchase of new work and exhibition of collection in City Hall and in the community.	98	98	98
Operational Support for Spruce Grove Public Library and Yellowhead Regional Library	Advocacy and mediation as required.	28	28	28
Securing Grants	Researching and writing grant applications, implementation, and reporting on capital project planning and operational program management.	291	291	291
Managing Core Not-For-Profit Arts Organizations	Liaison to Horizon Stagelights, Tech Team, and Horizon Players.	309	309	309

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Liaison to the Horizon Stage Theatre Advisory Board	Senior administrative point of contact with Theatre Advisory Board established by Spruce Grove and Parkland County Councils to provide advice and consultation on matters concerning Horizon Stage and the development of the performing arts in our community.	40	40	40
Volunteer Development	Responsible for the development of a program of active volunteerism within the areas of culture, special events, and the fine arts.	100	100	100

Service Changes

The following table outlines the service changes for Cultural Services for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
276 - 1.0 FTE Theatre Manager for Horizon Stage Operations	The Horizon Stage program has grown tremendously over the past decade. Not only has the theatre itself been completely refurbished through a \$2 million renovation project, but presentation activity at Horizon Stage is now at an all-time high level. From 14 different artists in 2000-2001 to 21 artists in 2012-2013. From 4500 spectators in 2000-2001 to 7000 in 2011-2012. Rental activity at Horizon Stage is in constant and growing demand. At the same time, with the growth of Spruce Grove and the associated complexity of the Culture portfolio, it is no longer feasible to assign a single person to handle the duties of both a full-time Theatre Manager and Director of Cultural Services. With the retirement of the current Director of Cultural Services, each of these two positions needs a full-time, dedicated person to devote to the next phase of their development.	2013	\$ 70,075	\$ 105,739	\$ 110,871	Position start date June 1, 2013

Departmental Initiatives

The following table outlines the departmental initiatives for Cultural Services for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
CU.03 - Redesign of the Horizon Stage Web Site	The creation of a re-designed Horizon Stage web site: www.horizonstage.com. This project includes a refreshing of the Horizon Stage brand, colour-palette, and design of a new logo. The Internet has become a significant resource for marketing and promotion for performing arts organizations and theatre rental organizations. Horizon Stage is being left behind.	2013	2013	588	\$ 5,000	\$ -	\$ -	

Capital Initiatives

There are no capital initiatives for Cultural Services for the current business plan.

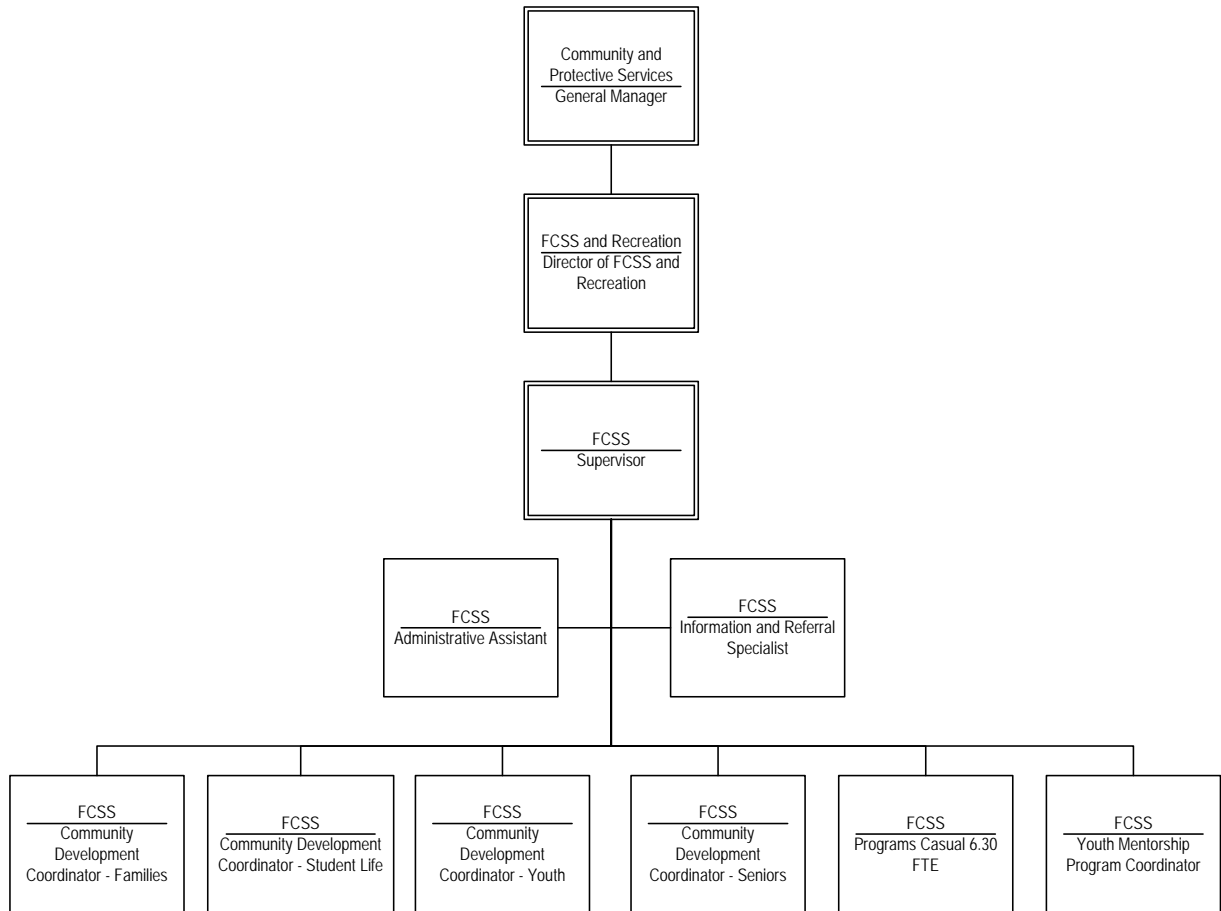
Fiscal Plan

The following reflects the fiscal plan summary for Cultural Services for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	130,487	144,096	153,000	153,000	153,000	153,000
User Fees	168,911	144,050	154,850	142,850	143,850	144,850
	<u>299,398</u>	<u>288,146</u>	<u>307,850</u>	<u>295,850</u>	<u>296,850</u>	<u>297,850</u>
Expenses						
Grants	12,000	12,000	12,000	12,000	12,000	12,000
Human Resources	508,131	644,616	648,414	723,505	798,482	833,645
Operations and Maintenance	241,819	301,680	310,180	313,880	413,880	313,880
	<u>761,950</u>	<u>958,296</u>	<u>970,594</u>	<u>1,049,385</u>	<u>1,224,362</u>	<u>1,159,525</u>
Annual Deficit	(462,552)	(670,150)	(662,744)	(753,535)	(927,512)	(861,675)

Family and Community Support Services (FCSS)

Description



The Family and Community Support Services section provides preventative and social initiatives to enhance the well-being of individuals, families and the community. The section focuses its efforts primarily on the following seven strategic areas:

- Increase community knowledge of, and access to, resources and services
 - Increase access to, and awareness of, programs and services in the region.
 - Provide a communication link between agencies and other stakeholders.
 - Enhance the City’s website as an effective vehicle for distributing FCSS program and service information.

-
- Provide services to the community
 - Continue to provide counseling and other one-on-one support services to residents in need (e.g. youth, families, seniors, persons with complex needs).
 - Develop services for all of Spruce Grove's diverse population as needs present themselves.
 - Provide programs to the community to address identified needs
 - Continue to provide preventative programs to residents (e.g. youth, families, seniors, persons with complex needs).
 - Develop programs for all of Spruce Grove's diverse population as needs present themselves.
 - Assume the role of advocate
 - Represent the interests of clients to government, external agencies, and services.
 - Increase the visibility of Spruce Grove FCSS to internal and external stakeholders.
 - Provide information on unmet needs and emerging issues to the City of Spruce Grove, Parkland County and other levels of government who are mandated to address these needs.
 - Foster development of community
 - Strengthen connections between Spruce Grove residents and their broader communities.
 - Coordinate programs to strengthen interpersonal connections among the residents of individual neighbourhoods.
 - Increase communication between the City, Spruce Grove FCSS, Parkland County and their partners to support the community in the development of resolutions to identified issues.
 - Strive for improvements through planning, evaluation, and reporting
 - Create an annual evaluation and reporting system for all Spruce Grove FCSS activities, including contracts with Parkland County.
 - Create a data collection process to track usage information for all Spruce Grove FCSS activities and/or resource utilization, including contracts with Parkland County.
 - Create capacity to perform emergent tasks as needed
 - Identify and execute projects to increase the organizational effectiveness of Spruce Grove FCSS.
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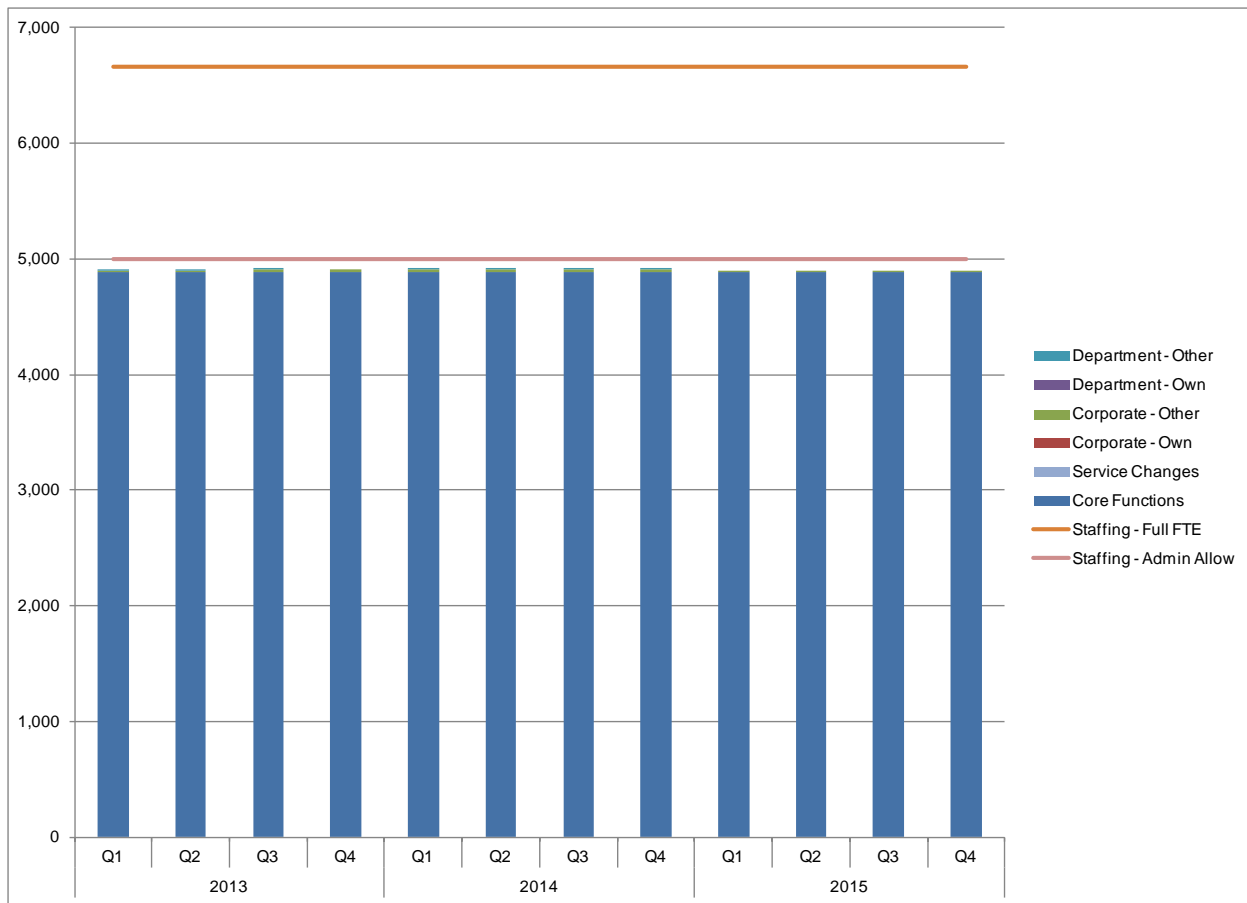
Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Family and Community Support Services for the current business plan.

	2013	2014	2015
Full-Time	8.33	8.33	8.33
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	6.30	6.30	6.30

Capacity

The following graph reflects the capacity and commitments for Family and Community Support Services for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Family and Community Support Services.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Youth Program Planning, Coordination and Implementation	Directly deliver programs including Babysitter Safety, Girls Night Out, Guys Night Out, Home Alone & First Aid, Cyber Safety, Bully Proofing, Jr. Gourmets, Parkland Village Youth, Youth-In-Action, Youth Mentorship Program and Heroes.	7,300	7,300	7,300
Summer-In-The-City Program Planning, Coordination and Implementation	Oversee the running of Week-long Adventure Camps, Travelling Playground, Leaders in Training and Skate Board Activities.	5,300	5,300	5,300
Information and Referral Service	Provide direction to clients seeking resources to address employment, subsidized housing, mental health, addictions and other needs, using the 211 Green Book, the City Website and one-on-one meetings with clients.	1,550	1,550	1,550
Community Development	Actively partnering with regional agencies to address social issues i.e. Drug Strategy Team, Block Party Initiative, Housing Support Program, ECMap Initiative, Volunteer Appreciation and Journey Through Grief.	700	700	700
Families & Adult Program Planning, Coordination and Implementation	Directly deliver programs such as Moms Morning Out, Parent and Tot programs, Roots of Empathy, Young Moms Support Group, ESL Talk Time, Overcoming Depression, Community Kitchen, Parenting Programs, Anger Management and Budget Basics.	2,800	2,800	2,800
Seniors Program Planning, Coordination and Implementation	Directly deliver programs such as Seniors Coffee Time, Seniors Dance Night, Pre-Retirement Planning, Tax Information Session, Seniors Conference, Strawberry Tea, Personal Directives & Power of Attorney Information Sessions, Resource Information for persons with Disabilities and assistance with Meals-On-Wheels.	500	500	500
Counselling & Home Support Program Services	Provide one-on-one client services to address identified community issues i.e. Home Support, Income Tax Clinic and Counselling.	500	500	500

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Coordination of Services for Individual Clients	Work one to one with clients to assist them in accessing needed services when they lack the capacity to do so themselves.	900	900	900

Service Changes

There are no service changes for Family and Community Support Services for the current business plan.

Departmental Initiatives

There are no departmental initiatives identified for Family and Community Support Services for the current business plan.

Capital Initiatives

There are no capital initiatives for Family and Community Support Services for the current business plan.

Fiscal Plan

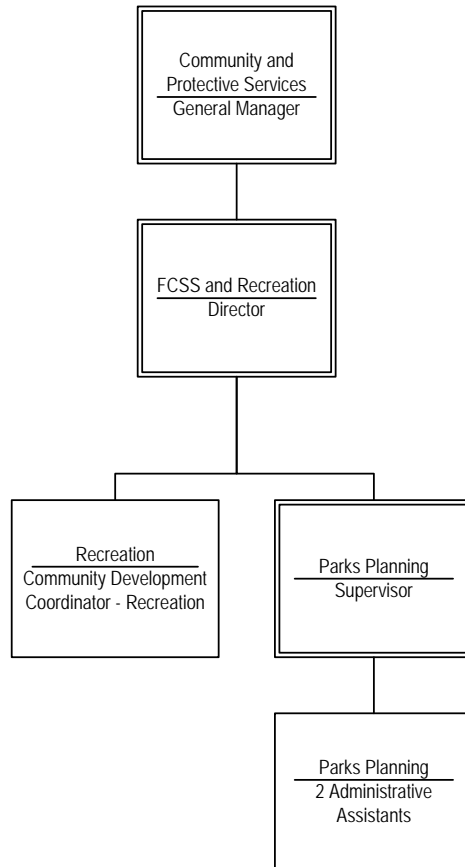
The following reflects the fiscal plan summary for Family and Community Support Services for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	607,695	607,000	607,000	610,000	613,000	616,000
User Fees	87,027	85,050	87,050	87,550	88,050	88,550
	694,722	692,050	694,050	697,550	701,050	704,550
Expenses						
Amortization	96,927	-	-	-	-	-
Grants	10,000	-	-	-	-	-
Human Resources	836,738	821,961	835,147	848,535	887,000	925,451
Operations and Maintenance	463,614	476,542	474,912	483,428	492,448	500,981
	1,407,279	1,298,503	1,310,059	1,331,963	1,379,448	1,426,432
Annual Deficit	(712,557)	(606,453)	(616,009)	(634,413)	(678,398)	(721,882)

Recreation

Recreation and Parks Planning

Description



The Recreation and Parks Planning section coordinates the facilitation and delivery of recreation programs, schedules community facility use and leads parks planning initiatives. This area also provides support in the delivery of other organizational initiatives including community events and park and open space capital projects. Highlighted activities within this area include.

- Community development initiatives designed to increase the capacity of the local recreation and leisure groups and agencies so they can deliver sustained programs and services to the community.

- Coordination and implementation of facility scheduling and bookings for all municipally owned facilities including the Elks Hall, Agrena, Fuhr Sports Park, Henry Singer Park, and natural turf sport fields as well as acting as a booking agent for joint use facilities.
- Parks planning initiatives including community needs and public consultation and user group liaison.
- Assessment and research of program trends and the implementation of effective recreation and leisure programs and opportunities for the community.
- Support the coordination and delivery of community events and celebrations.

Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Recreation and Parks Planning for the current business plan.

	2013	2014	2015
Full-Time	4.34	4.34	4.34
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Service Changes

The following table outlines the services changes for Recreation and Parks Planning for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
351 - Recreation Facility Operations	The construction of a new recreation facility in the city will result in operating revenues and expenses. The facility is a 24,000 square foot building which includes costs such as utilities, maintenance, janitorial, and staffing. Revenues will include fees from gymnastics programming as well as rental revenues from room usage.	2014	\$ -	\$ 100,000	\$ 200,000	

Departmental Initiatives

The following table outlines the departmental initiatives for Recreation and Parks Planning for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
RE.29 - Jubilee Park Programs and Operations Plan	Commission the services of an outdoor facilities consultant to undertake the crafting of an internal programs, operations and maintenance strategy for Jubilee Park.	2013	2013	252	\$ 15,000	\$ -	\$ -	
RE.36 - Structural Assessment of Skate Park and Bicycle Jump Park	Retain a professional consultant to identify and report on structural status of concrete skate board park and adjacent bicycle jump park.	2013	2013	94	\$ 15,000	\$ -	\$ -	

Capital Initiatives

The following table outlines the capital initiatives for Recreation and Parks Planning for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
RE.34 - Refit of the Brookwood Rink	Refurbishment of existing Brookwood outdoor rink.	2013	2013	177	\$ 280,000	\$ -	\$ -	User group access CFEP funding of \$125,000 in 2013 and the City to provide matching funding.
RE.42 - Relocate CLASS Database	CLASS software and the database has been shared between the City of Spruce Grove and TransAlta Tri Leisure Centre for the past ten (10) yrs. Over the years sharing the database has become more cumbersome causing difficulties with managing financial information, confusion for customers and placed limitations on each organizations business practices.	2013	2013	204	\$ 19,500	\$ (3,500)	\$ (3,500)	

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
RE.39 - Elks Hall Revitalization Analysis & Phase I Upgrade	Commission a consultant to undertake a revitalization review of Elks Hall including assessment of parking lot and recommendation on all facility furnishings, fixtures and equipment. Further, design a tender package based on recommendations and complete improvements.	2013	2013	271	\$ 10,000	\$ -	\$ 410,000	

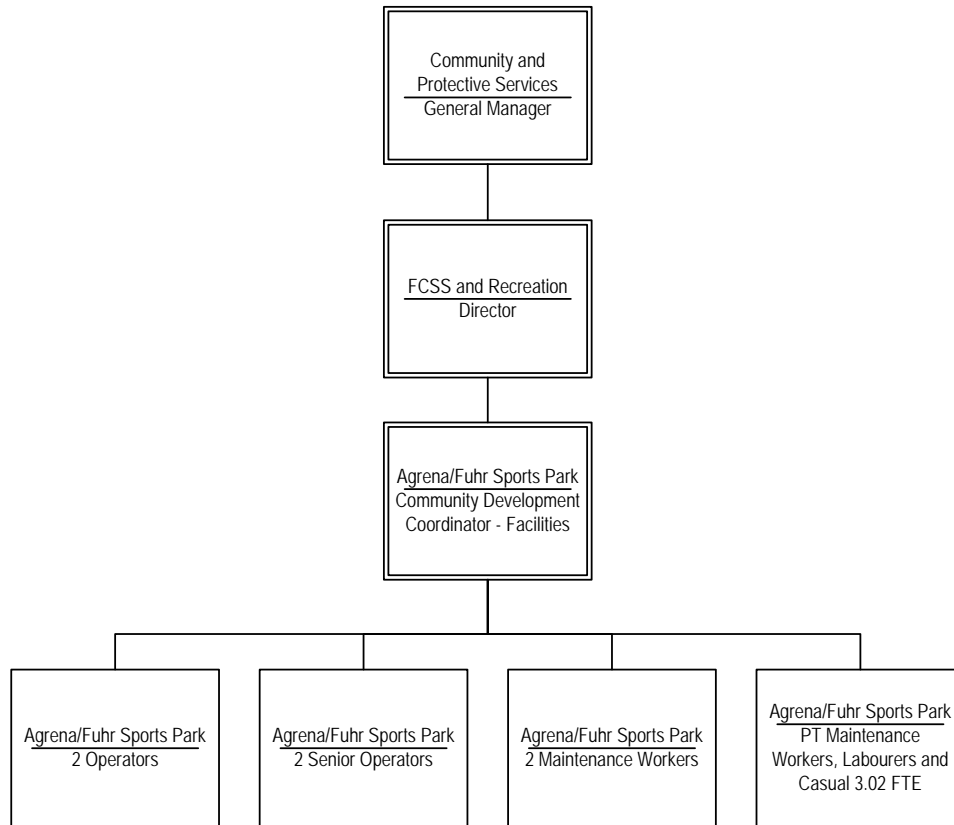
Fiscal Plan

The following reflects the fiscal plan summary for Recreation and Parks Planning for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	84,428	84,746	83,500	85,500	90,500	105,500
	<u>84,428</u>	<u>84,746</u>	<u>83,500</u>	<u>85,500</u>	<u>90,500</u>	<u>105,500</u>
Expenses						
Human Resources	361,942	346,001	354,532	361,861	377,821	395,863
Operations and Maintenance	53,136	81,725	94,725	91,173	156,173	256,173
	<u>415,078</u>	<u>427,726</u>	<u>449,257</u>	<u>453,034</u>	<u>533,994</u>	<u>652,036</u>
Annual Deficit	(330,650)	(342,980)	(365,757)	(367,534)	(443,494)	(546,536)

Agrena and Fuhr Sports Park

Description



The Agrena/Fuhr Sports Park section of Community and Protective Services is primarily responsible for the annual operation of the Agrena and Fuhr Sports Park. Responsibilities may also include secondary facilities operations and community event delivery. Program activities include:

- Commencing in August and extending into April, over 4,000 programmed hours of indoor ice time for various youth and adult programs.
- Ice program activities include competitive Jr. “A” and Jr. “B” hockey programs, ringette, minor hockey, adult recreational hockey and school ice use.
- Through a lease agreement with the City of Spruce Grove, the Spruce Grove Curling Club provides youth and adult recreation and competitive curling programs, leagues and bonspiels from mid-September to the end of March.

- Off-season facility use, April to August inclusive, entails approximately 1,000 programmed hours of indoor activity for various youth and adult programs including lacrosse and in-line hockey.
- Commencing in March and extending into November, over 4,000 programmed hours of outdoor field time for various youth and adult programs.
- Field program activities include youth and adult football (gridiron) and soccer.

Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Agrena and Fuhr Sports Park for the current business plan.

	2013	2014	2015
Full-Time	7.33	7.33	7.33
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	3.02	3.02	3.02
Casual	0.00	0.00	0.00

Service Changes

There are no services changes for the Agrena and Fuhr Sports Park for the current business plan.

Departmental Initiatives

There are no departmental initiatives for the Agrena and Fuhr Sports Park for the current business plan.

Capital Initiatives

There are no capital initiatives for the Agrena and Fuhr Sports Park for the current business plan.

Fiscal Plan

The following reflects the fiscal plan summary for the Agrena for the current business plan.

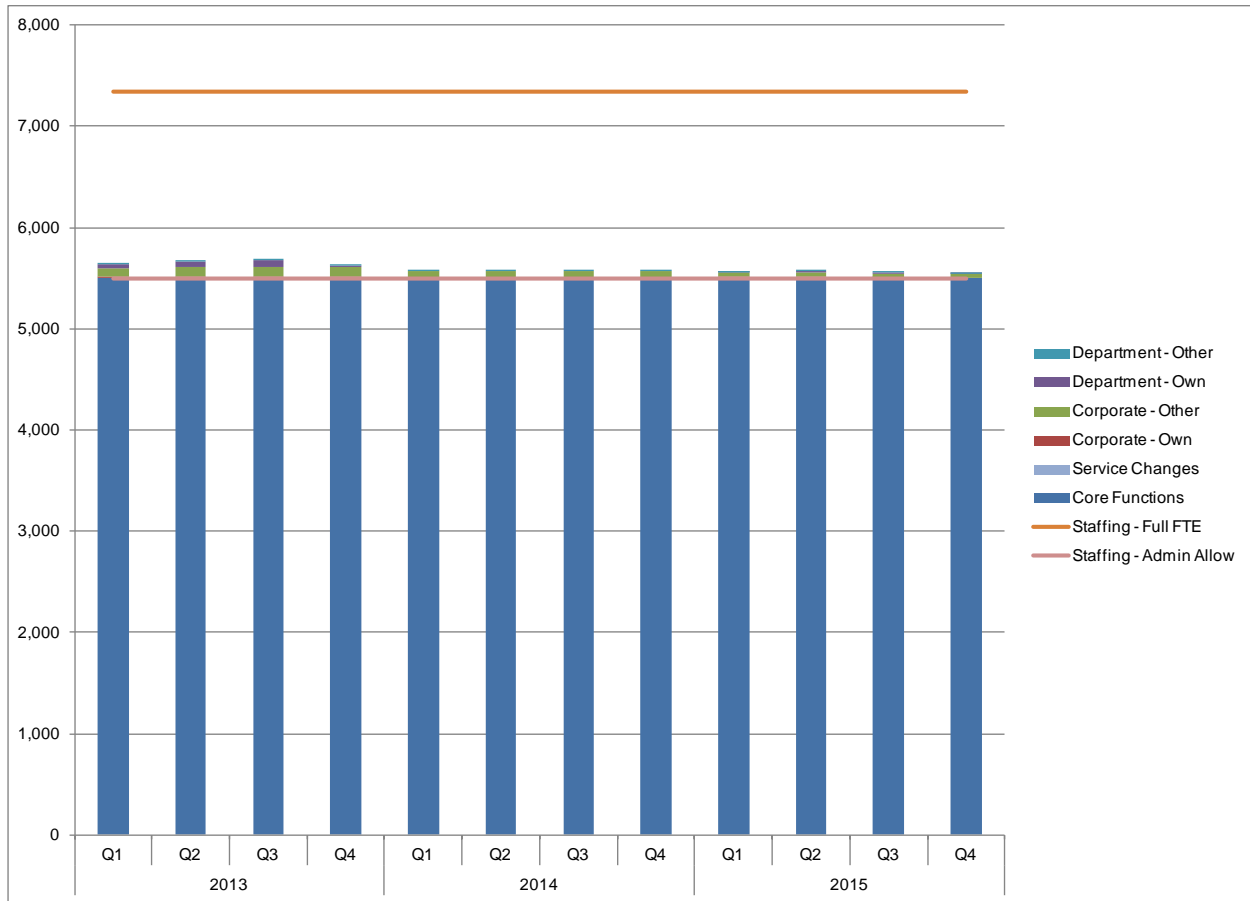
	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	100,000	106,103	106,103	106,103	106,103	106,103
User Fees	546,658	555,000	555,000	555,000	555,000	555,800
	646,658	661,103	661,103	661,103	661,103	661,903
Expenses						
Amortization	150,921	-	-	-	-	-
Human Resources	557,426	573,090	580,204	593,749	613,875	634,039
Operations and Maintenance	402,383	392,491	419,857	432,257	416,257	427,957
	1,110,730	965,581	1,000,061	1,026,006	1,030,132	1,061,996
Annual Deficit	(464,072)	(304,478)	(338,958)	(364,903)	(369,029)	(400,093)

The following reflects the fiscal plan summary for Fuhr Sports Park for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	61,977	121,790	67,000	82,000	84,500	87,000
	61,977	121,790	67,000	82,000	84,500	87,000
Expenses						
Human Resources	114,444	151,695	154,338	158,683	163,158	167,426
Operations and Maintenance	70,437	80,313	84,343	87,043	85,743	88,343
	184,881	232,008	238,681	245,726	248,901	255,769
Annual Deficit	(122,904)	(110,218)	(171,681)	(163,726)	(164,401)	(168,769)

Capacity

The following graph reflects the combined capacity and commitments for Recreation and Parks Planning and Agrena and Fuhr Sports Park for the current business plan.



Services

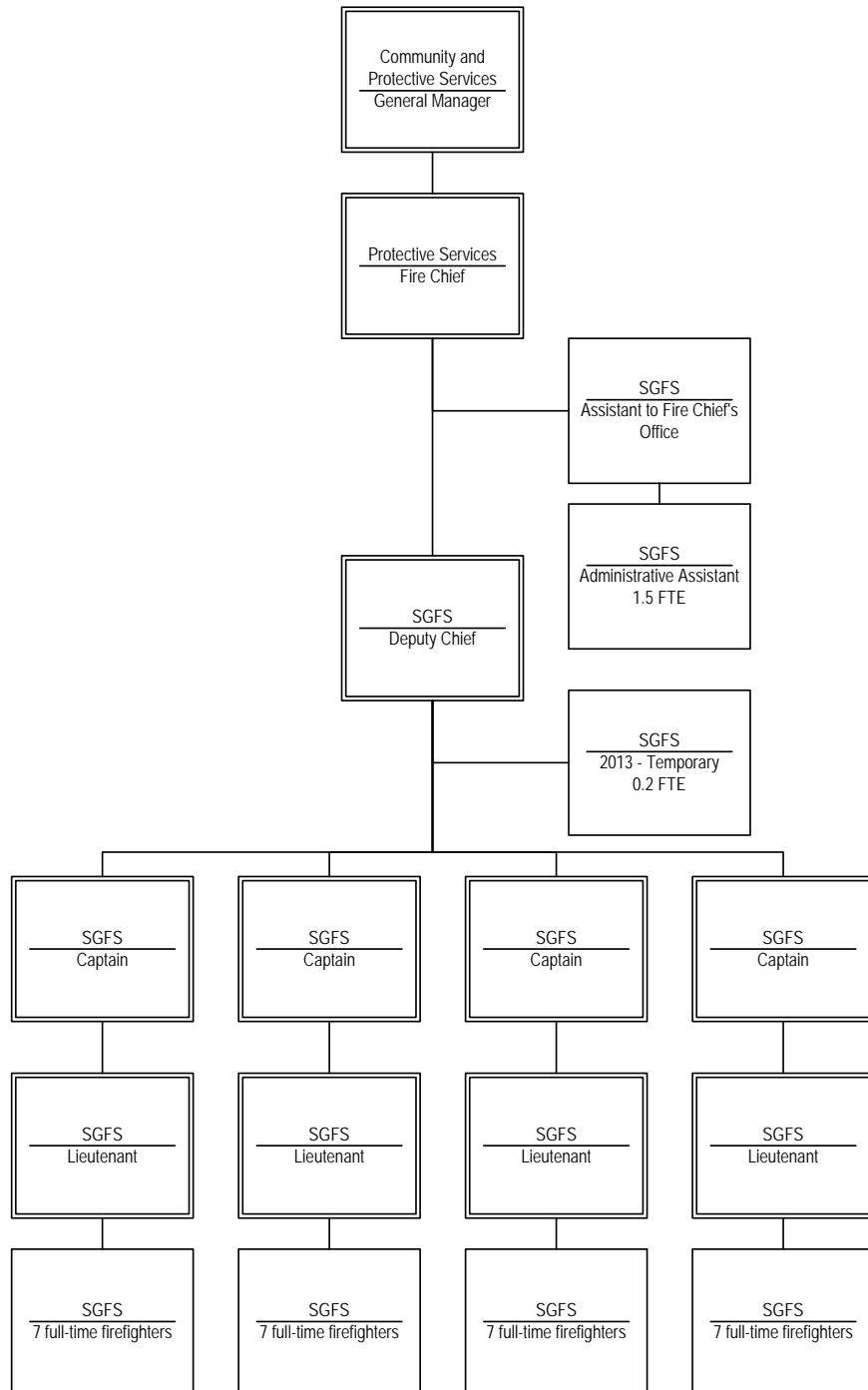
The following table outlines the services, excluding effort from initiatives and service changes, provided by Recreation and Parks Planning and Agrena and Fuhr Sports Park.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Community Needs Assessment	Research and analyze community to determine recreation, parks and leisure needs and develop strategies to meet these needs.	700	700	700
Community Development & Public Engagement	Encourage, develop and foster partnerships that empower community stakeholders to identify and implement programs, services and facilities that results in improved community vitality, quality of life and health and wellness.	1,000	1,000	1,000
Community Events and Celebrations	Support Cultural Services in the delivery of assigned events.	600	600	600
Facility Scheduling	Execute all public facility scheduling and booking as per community use of space policy 8,025.	2,000	2,000	2,000
Parks Planning	Initiate the long range planning and delivery of strategies intended to meet community park, open space and sport field needs.	500	500	500
Section Administration	Financial management, records management and human resource management.	1,400	1,400	1,400
Marketing & Promotion	Ongoing advertising and promotion including website and healthy living initiatives.	500	500	500
Agreement Management	Administer various agreements as per terms and conditions outlined in each.	600	600	600
Fuhr Sports Park Operations and Maintenance	Customer orientation, field maintenance, custodial and safety and security.	4,500	4,500	4,500
Grant Fuhr and Stu Barnes Arenas Maintenance and Operations	Customer orientation, ice maintenance, lease agreements, custodial, safety and security.	10,000	10,000	10,000
Curling Rink Operations and Maintenance	Off-season facility operations and maintenance.	200	200	200

Protective Services

Spruce Grove Fire Services (SGFS)

Description



Spruce Grove Fire Services (SGFS) responsibilities include.

- Suppression of fires including all structures, natural areas, and motor vehicles.
- Providing two Advanced Life Support ambulances to Alberta Health Services 24/7.
- Providing an initial response and command oversight of all dangerous goods releases in Spruce Grove.
- Providing fire inspection functions and enforcement of the fire code as per the Quality Management Plan agreed to between the Province and City.
- Investigation of every fire in Spruce Grove.
- Working cooperatively with other protective services agencies such as police to assist them in their duties as required.
- Participating in regional initiatives and programs such as the Capital Region Emergency Preparedness Partnership.
- Responding resources throughout the region on an as requested basis (mutual aid agreements).
- Maintaining Fire Services equipment.
- Ensuring firefighters are trained on a daily basis for efficiency and Occupational Health and Safety reasons.

Staffing Summary

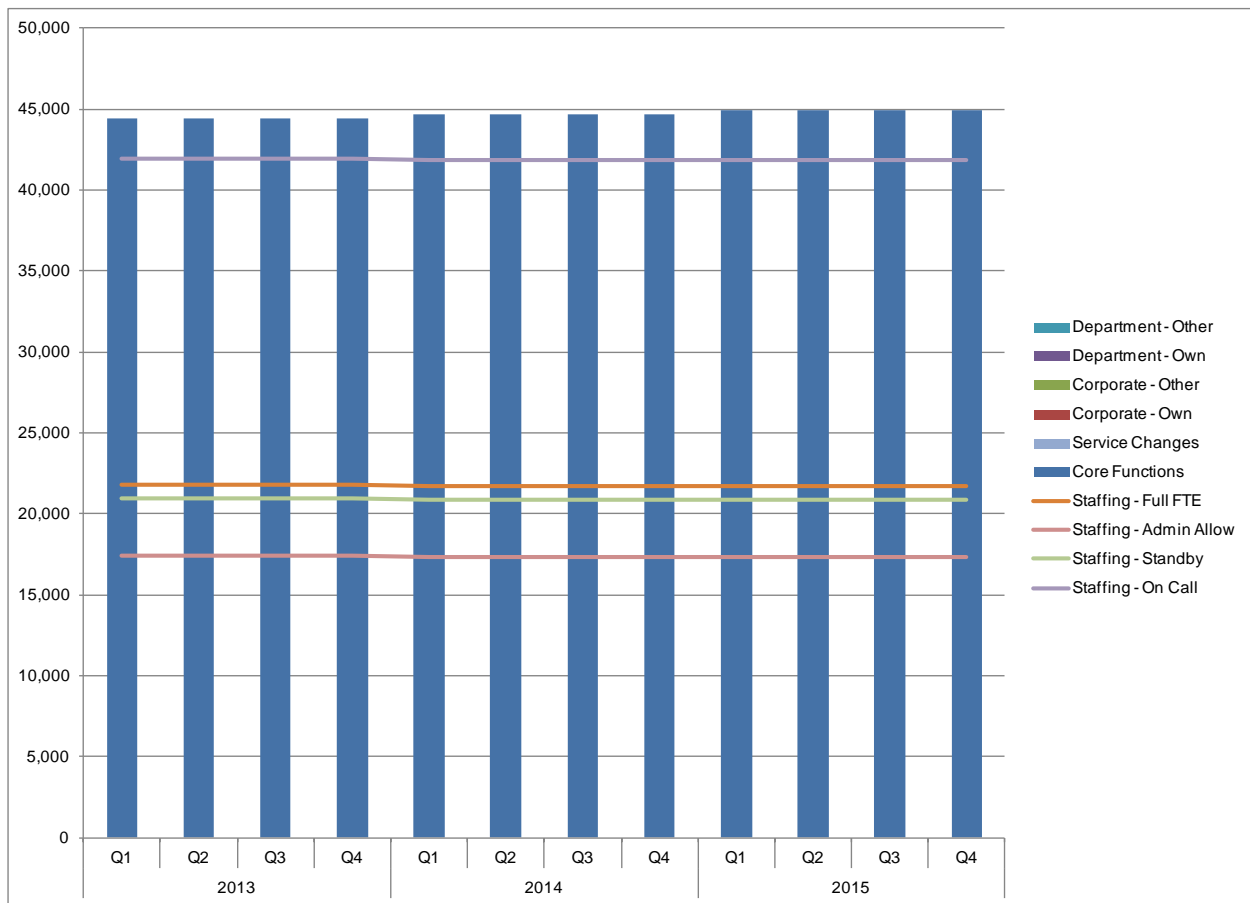
The following chart outlines the current staffing complement, expressed as FTEs, for Spruce Grove Fire Services for the current business plan.

	2013	2014	2015
Full-Time	40.00	40.00	40.00
Perm Part-Time	0.50	0.50	0.50
Temp Part-Time	0.20	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

Fire services is a 24/7 operation. Staffing for Fire Services operations comes from on duty staff and the recall of off duty staff. The effort reflects the total required staffing for a single family dwelling structure fire occurring anytime in the year.

The following graph reflects the capacity and commitments for Spruce Grove Fire Services for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Spruce Grove Fire Services.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
EMS - Contract Management	Assumption that current contract will continue through April 2013. When new contract comes into place there are many additional reporting and supervision requirements. In 2014 under new contract we will have to meet accreditation requirements requiring additional hours to achieve.	455	1,600	2,600
Fire - AAIMS Data Entry	Data entry must receive a no errors reply.	1,456	1,456	1,456
Fire - Administrative Assistance	As required.	1,456	1,456	1,456
Fire - Alberta Health Services Contract	Provide two Advanced Life Support Ambulances to AHS and all associated supervisory and reporting functions associated.	38,220	38,220	38,220
Fire - Disaster Services	Maintain Municipal Emergency Plan and disaster preparedness.	150	150	150
Fire - Emergency Response	Adequately respond to fires to prevent spread or excessive damage. Provide EMS and dangerous goods response. Estimate based upon 36 FTE, less AHS contract coverage. Hours equate to one pumper with four firefighters 24/7.	35,040	35,040	35,040
Fire - Emergency Response - On Call	On-call support for fire suppression. Difference between current staffing (current FTEs plus standby support) and requirement for emergency response coverage. Based upon standards for residential dwelling (15 FTEs x 24 hours x 365). Delivers current FTE (less AHS services) plus one command position. Capacity is calculated on one-quarter of off-duty FT staff and one-third of off-duty casual staff.	97,912	97,912	97,912
Fire - Fire Investigation	Every fire that causes \$1.00 damage must be investigated. Property returned within 48 hours unless court order obtained.	450	450	450

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Fire - Inspection Duties	Provide inspection as per contract with province (QMP). 10% of total effort. Remaining 90% reflected in Fire Suppression.	140	140	140
Fire - Management of Service	Effectively planning, organizing, and controlling service.	1,638	1,638	1,638
Fire - Participation in City Meetings	Attend and participate in various meetings that cross several City functions (i.e. CAPS, PST, DSA and HR).	300	300	300
Fire - Prevention/Education Duties	Provide education to specified groups to prevent fire.	300	300	300

Service Changes

There are no service changes for Spruce Grove Fire Services for the current business plan.

Departmental Initiatives

The following table outlines the departmental initiatives identified for Spruce Grove Fire Services for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PS.38 - Capital Region Emergency Exercise	As part of Spruce Grove's ongoing commitment to Emergency Preparedness in the Capital Region, Spruce Grove has been asked by the Capital Region to host a regional disaster exercise in 2013. This exercise is a follow up to a regional exercise held in 2012.	2013	2013	56	\$ 14,000	\$ -	\$ -	
PS.36 - Fire Services Training Centre Business Plan	With the enhancements to the SGFS training ground Spruce Grove may have the opportunity to use these facilities and knowledge to compete in the area of providing fire service training to the public and other services.	2013	2013	77	\$ -	\$ -	\$ -	

Capital Initiatives

The following table outlines the capital initiatives for Spruce Grove Fire Services for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PS.33 - Fire Services Training Centre Upgrades	Relocate Fire training grounds and complete upgrades as outlined by Fire Services.	2012	2013	94	\$ 50,000	\$ -	\$ -	
PS.17 - Alberta First Responders Radio Communication Network	The Alberta First Responder Radio Communication Network (AFRRCN) is designed to improve response, responder safety, and safety of Albertans. The current frequencies used by fire services will no longer be protected by Industry Canada and loss of a protected frequency is a major safety concern for work in immediately dangerous to Life and Health environments. There is also a risk that existing frequency being used by SGFS may no longer be protected for emergency use only. Finally it must be noted that the current repeater and auxiliary power systems are in need of replacement, this replacement is unnecessary if AFRRCN is approved.	2014	2014	93	\$ -	\$ 150,000	\$ -	

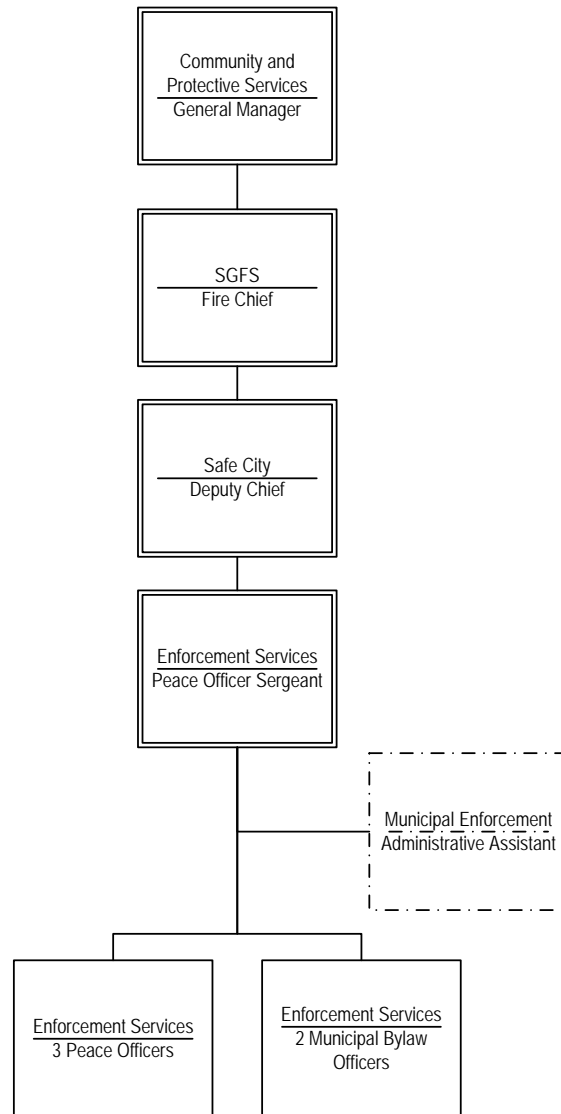
Fiscal Plan

The following reflects the fiscal plan summary for Spruce Grove Fire Services for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	-	-	-	465,911	-	500,000
User Fees	2,843,210	2,806,885	2,808,385	3,020,101	3,281,500	3,281,500
	<u>2,843,210</u>	<u>2,806,885</u>	<u>2,808,385</u>	<u>3,486,012</u>	<u>3,281,500</u>	<u>3,781,500</u>
Expenses						
Grants	-	-	-	451,911	-	500,000
Human Resources	4,076,224	4,453,598	4,424,803	4,738,969	4,849,097	5,070,769
Operations and Maintenance	479,827	541,393	572,219	617,344	593,344	565,444
	<u>4,556,051</u>	<u>4,994,991</u>	<u>4,997,022</u>	<u>5,808,224</u>	<u>5,442,441</u>	<u>6,136,213</u>
Annual Deficit	<u>(1,712,841)</u>	<u>(2,188,106)</u>	<u>(2,188,637)</u>	<u>(2,322,212)</u>	<u>(2,160,941)</u>	<u>(2,354,713)</u>

Municipal Enforcement

Description



Enforcement Services responsibilities include:

- Bylaw enforcement.
- Provincial legislation enforcement.
- Animal control.
- Traffic enforcement.

- Active Patrols.
- Deliver City documents related to Planning (i.e. stop work orders).
- Assist Fire Services/RCMP with traffic control, crowd control, and medical assistance as required.
- Work with Deputy Chief Safe City on safety initiatives such as the Intersection Safety Program.
- Provide and/or deliver Public Safety education programs to the Community

The RCMP Administrative staff provides administrative assistance to Municipal Enforcement.

Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Municipal Enforcement and Enforcement Administration.

	2013	2014	2015
Full-Time	7.00	7.00	7.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Municipal Enforcement and Enforcement Administration.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Enf Admin - Answer Complaint Lines	Answer complaint line or check message at first opportunity.	75	75	75
Enf Admin - Court Liaison	Attend all court days and organize files and appearances for officers.	178	188	188
Enf Admin - CPIC Validations, PROs Data Quality Reviews, PIRS Purging and File Destruction	Monthly review errors reports and perform a risk assessment by pulling every record generated and confirm data.	100	108	108
Enf Admin - Criminal Records Searches	Provide public with criminal records searches within five business days.	103	113	113
Enf Admin - Data Entry	Provide timely data entry for every officer.	583	700	700
Enf Admin - Filing Records	Records filed in accordance with City and RCMP policies and legislation.	46	50	50
Enf Admin - Financial Matters	Meet all deadlines for financial matters including payroll and VISA.	8	8	8
Enf Admin - Front Counter Staffing	Address public at front counter answer all inquiries or schedule meeting with an officer.	206	244	244
Enf Admin - Participate in Protective Services Team Meetings and Functions	Represent Administrative Services at meetings in order to maximize efficiencies of section.	2	2	2
Enforcement - Animal Complaints	Respond to animal complaints and conduct investigations.	1,000	1,000	1,000
Enforcement - Assist City Departments	As needed and available.	619	619	619
Enforcement - Bylaw Enforcement	Respond to bylaw complaints and self generate files for observed infractions.	4,208	4,208	4,208
Enforcement - Management of Service	Hiring, discipline, stats review, all files either by complaint or self generated must be reviewed.	900	900	900
Enforcement - Participate in Protective Services Team Meetings and Functions	Represent Enforcement Services at meetings in order to maximize efficiencies of section.	30	30	30
Enforcement - Provincial Enforcement	Respond to complaints and generate files for observed infractions.	2,565	2,565	2,565
Enforcement - Safe City	Provide uniformed presence on identified safety concerns.	238	238	238
Enforcement - Training and Certification	Ongoing training to ensure officer safety, and meet legislative requirements for certifications.	300	300	300

Service Changes

There are no service changes for Municipal Enforcement for the current business plan.

Departmental Initiatives

There are no departmental initiatives identified for Municipal Enforcement for the current business plan.

Capital Initiatives

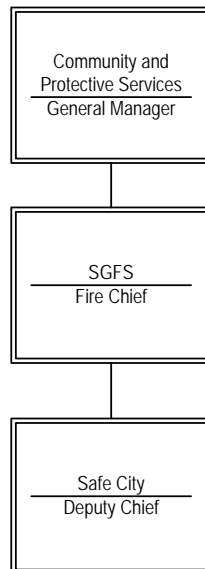
The following table outlines the capital initiatives for Municipal Enforcement for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PS.35 - Hand Held Laser - Enforcement Services	Hand Held Laser is a device used to monitor vehicle speeds for the purpose of enforcement of the Transportation Safety Act.	2013	2013	35	\$ 5,000	\$ -	\$ -	

Fiscal Plan

The following reflects the fiscal plan summary for Municipal Enforcement for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	174,574	243,500	153,500	229,000	230,500	230,500
	<u>174,574</u>	<u>243,500</u>	<u>153,500</u>	<u>229,000</u>	<u>230,500</u>	<u>230,500</u>
Expenses						
Human Resources	434,765	529,012	493,540	536,227	562,483	587,471
Operations and Maintenance	35,952	62,700	79,806	100,746	96,996	96,996
	<u>470,717</u>	<u>591,712</u>	<u>573,346</u>	<u>636,973</u>	<u>659,479</u>	<u>684,467</u>
Annual Deficit	(296,143)	(348,212)	(419,846)	(407,973)	(428,979)	(453,967)

Safe City**Description**

Safe City responsibilities include:

- Creating and maintaining a safe city.
- Promoting and enhancing Safe City initiatives where residents are and feel safe.
- Partnering with and supporting community groups and organizations that promote Safe City objectives and initiatives.
- Support and assist in designing community programs to encourage engagement and citizen participation.
- Connecting Spruce Grove residents with tips, tools and resources for a safe community.
- Developing proactive educational safe city programs.
- Management of Automated Traffic Enforcement contract.

Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Safe City.

	2013	2014	2015
Full-Time	1.00	1.00	1.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Safe City.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Safe City - Chair Safe City Team	Work with Team to establish priorities and realistic goals for Safe City.	45	45	45
Safe City - Derelict and Substandard Buildings	Inspections and code enforcement within Spruce Grove.	555	555	555
Safe City - Drug and Alcohol Prevention	Coordinate programs for special interest groups.	38	38	38
Safe City - Promoting Healthy and Safe Lifestyle	Coordinate workshops for special interest groups.	38	38	38
Safe City - Public Safety Compliance Team	Visiting bars and trouble spots as part of a team consisting of Fire, Police, Public Health, and Alberta Gaming and Liquor.	50	35	35
Safe City - Safe Housing	Inspections of rental units in the city.	180	180	180
Safe City - Vandalism Strategies	Work with RCMP to coordinate crime prevention strategies.	225	225	225
Safe City - Vehicle and Pedestrian Safety	Use ATE, and collision reports to monitor vehicle and pedestrian movements, work with Safe City team to improve safety.	180	180	180

Service Changes

There are no service changes for Safe City for the current business plan.

Departmental Initiatives

The following table outlines the departmental initiatives identified for Safe City for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PS.37 - Re-engineer School Zone to School Area - King Street and Weston Drive	Complete alterations to King Street and Weston Drive School Zones to upgrade status to a School Area. R12Schools Areas do not require reduced speed limits which are confusing to many motorists who do not have children in school and are unaware of which days are school days.	2013	2013	42	\$ 5,000	\$ -	\$ -	

Capital Initiatives

There are no capital initiatives for Safe City for the current business plan.

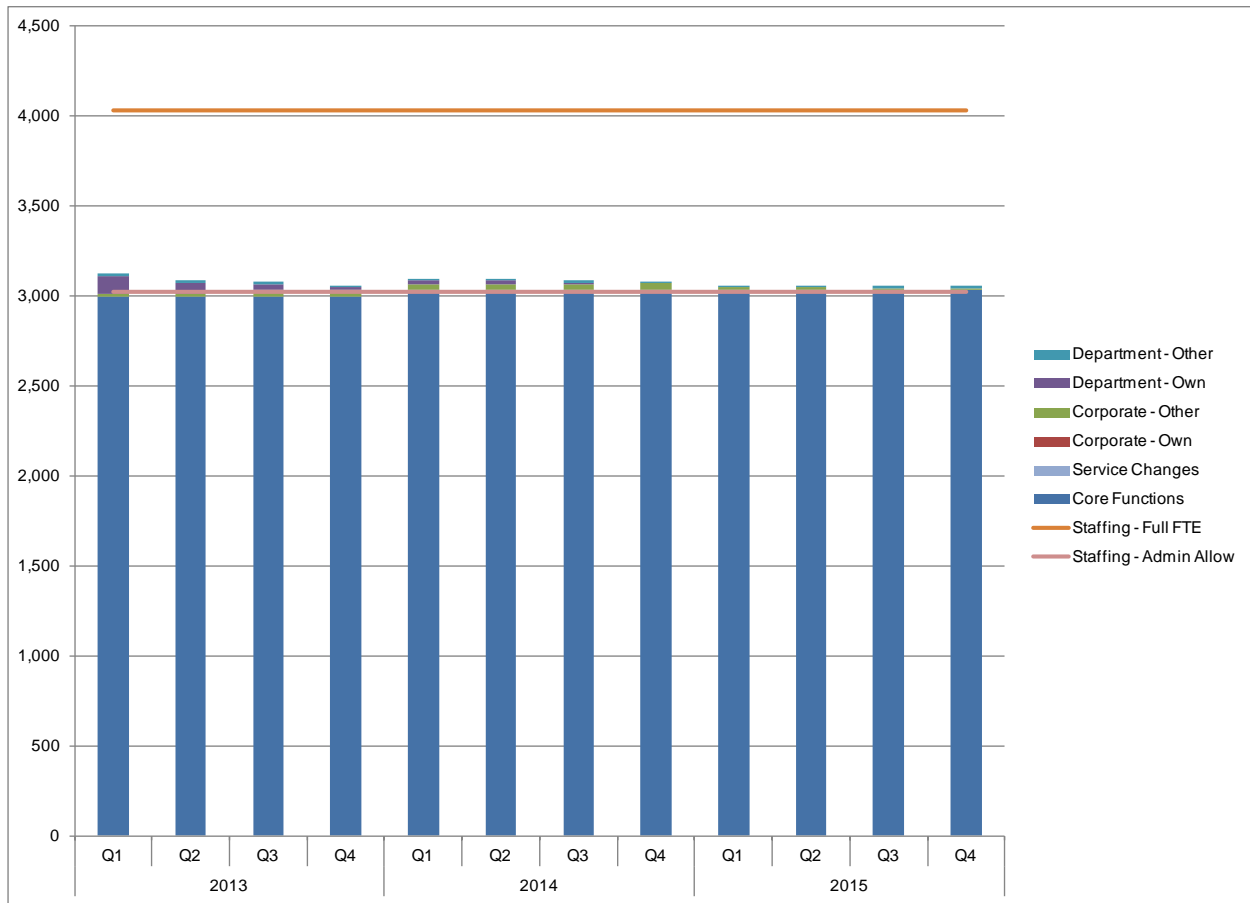
Fiscal Plan

The following reflects the fiscal plan summary for Safe City for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	1,325,821	2,625,000	2,625,000	3,525,000	3,525,000	3,525,000
	<u>1,325,821</u>	<u>2,625,000</u>	<u>2,625,000</u>	<u>3,525,000</u>	<u>3,525,000</u>	<u>3,525,000</u>
Expenses						
Grants	1,200	11,200	16,200	16,200	16,200	16,200
Human Resources	120,288	139,174	142,013	143,335	150,377	158,560
Operations and Maintenance	594,618	1,211,330	1,211,330	1,622,330	1,619,100	1,624,600
	<u>716,106</u>	<u>1,361,704</u>	<u>1,369,543</u>	<u>1,781,865</u>	<u>1,785,677</u>	<u>1,799,360</u>
Annual Surplus	<u>609,715</u>	<u>1,263,296</u>	<u>1,255,457</u>	<u>1,743,135</u>	<u>1,739,323</u>	<u>1,725,640</u>

Capacity

The following graph reflects the combined capacity and commitments for Municipal Enforcement, Safe City and Enforcement Administration for the current business plan.

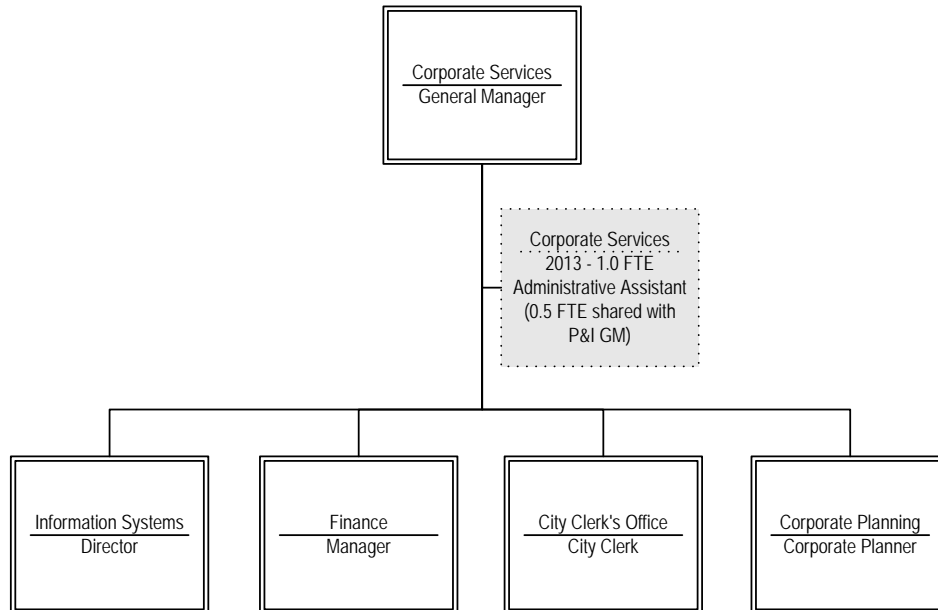


Corporate Services

Corporate Services Administration

Description

The Corporate Services Department is comprised of the following sections, each led by the director indicated below.



Corporate Services is comprised of the functional areas of Finance, City Clerk’s Office, Corporate Planning and Information Systems. The department provides support to the organization as it fulfills its mandate of overall customer service to both internal and external customers. The department focuses its efforts on legislative and policy administration, information management, insurance and legal administration, election/census administration, treasury and capital management, financial management, budget and reporting, corporate planning administration, intergovernmental affairs, the customer service program coordination, website/database/City network administration and technical support. Also included within the Corporate Services mandate is Corporate Treasury, which reflects all organization-based costs and activities. Corporate Services oversees the implementation of the Organizational Effectiveness Program for the administration of the city.

Each area provides a different range of services that deal with various aspects of the City’s operations, customer service, responsiveness to growth and implementation of the strategic plan:

- The City Clerk’s Office administers the process support for the democratic governance model of the City by providing information, assistance and the operational requirements to council, all City departments and Spruce Grove residents. The City Clerk’s Office ensures the integrity of the City’s risk management, customer service program and information management processes.
- The Finance section provides the leadership for long-term viability of the City through effective planning and stewardship of financial resources. Finance administers and provides the financial systems and strategies to enable departments and sections to be accountable and successful. Customer service delivery is a key component to the billing and customer inquiries services provided by Finance.
- The purpose of the Information Systems section is to provide the City with a coordinated and secure information technology environment that allows the organization to deliver their services in an effective manner by providing expert management, consultant operations and support services.
- The Corporate Planning function is responsible for the continued enhancement, development, implementation and management of the corporate planning process of the City. In addition, the Corporate Planning function assists the organization in addressing intergovernmental affairs opportunities and corporate special projects.

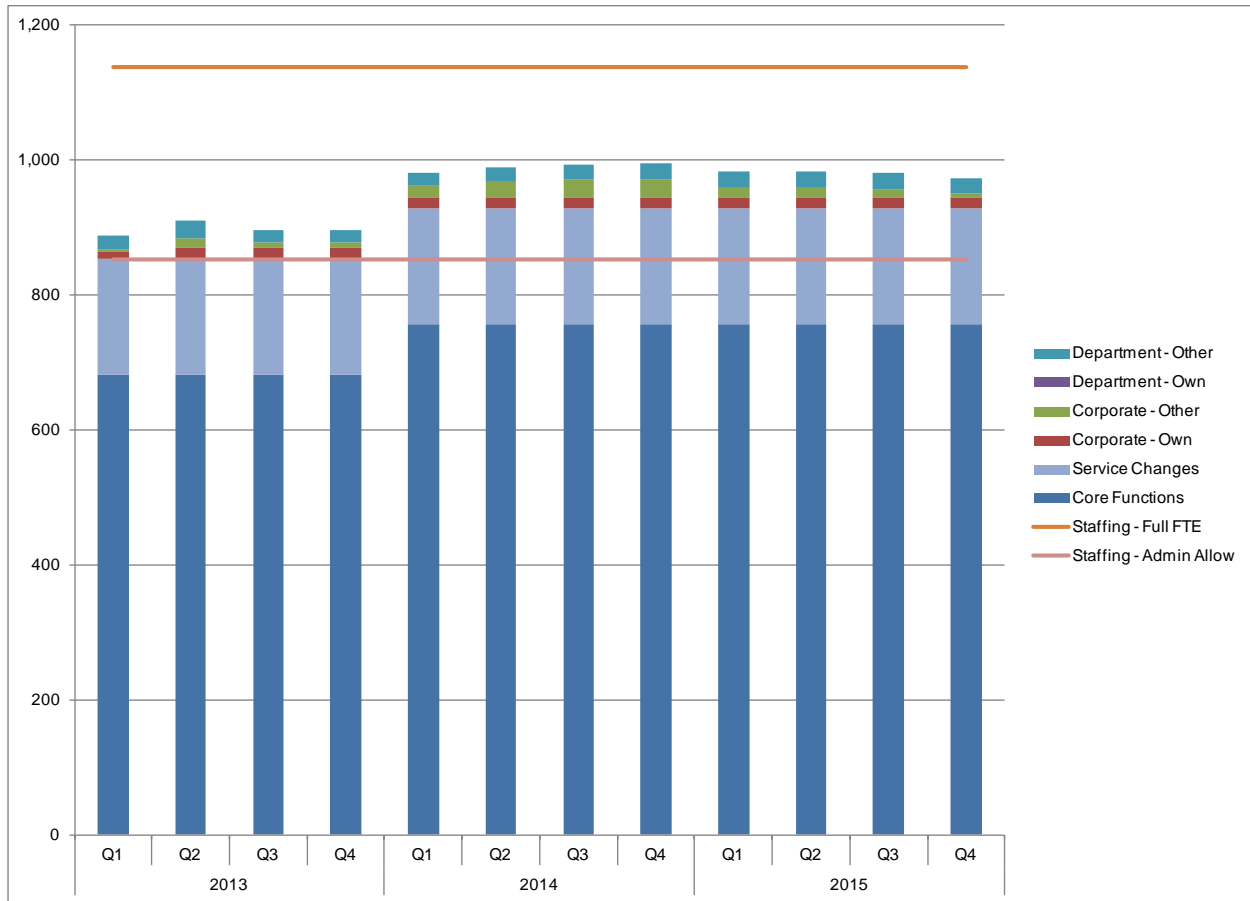
Staffing Summary

The following chart outlines the current staffing complement for Corporate Services administration for the current business plan.

	2013	2014	2015
Full-Time	2.50	2.50	2.50
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for Corporate Services administration for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Corporate Services administration.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Strategic Leadership Team Involvement	As required.	200	200	200
Leadership and Administration (Corporate Services)	As required.	400	400	400
Principal Advisor to City Manager, Council and Committees on Matters Relating to Corporate Services	As required.	430	430	430
Multi-Year Strategic Capital and Budget Planning	As per Strategic Planning program.	175	175	175
Leadership/Facilitation of Organizational Enterprise Systems	As required.	400	400	400
Develop, Coordinate and Advance Corporate Programs	As per policies/guidelines.	260	260	260
Intergovernmental Affairs	As required.	300	300	300
Corporate Planning Process	As required.	1,365	1,365	1,365
Operational Effectiveness Program	As required.	100	100	100

Service Changes

The following table outlines the services changes for Corporate Services administration for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
189 - 1.0 FTE Administrative Support Position	To provide the necessary support for records management (critical need in Corporate Services and Planning Administration, IS); in addition ongoing general administrative assistance in the areas of correspondence, communication coordination, meeting scheduling for department and corporate planning/OER planning (corporate wide), web content administration, office management, department research requirements. Possible opportunity to have this position take on the role of the assistant to the Capital Parkland Regional Water Commission. Currently high level management are having to do these functions which is poor use of their time and corporate dollars.	2013	\$ 55,136	\$ 76,338	\$ 80,088	Position start date July 1, 2013
324 - Update Corporate Planning Document for GFOA Budget Award Submission	The City has participated in the GFOA (Government Finance Officer's Association) Distinguished Budget Presentation Award Program in the past receiving the award for three consecutive years. The City did not participate in the last few years while adopting a new corporate planning process. With the corporate planning process established, updating the corporate plan document will facilitate the City's future participation in the GFOA Budget Award Program.	2013	\$ 650	\$ 650	\$ 650	

Departmental Initiatives

There are no departmental initiatives for Corporate Services administration for the current business plan.

Capital Initiatives

There are no capital initiatives for Corporate Services administration for the current business plan.

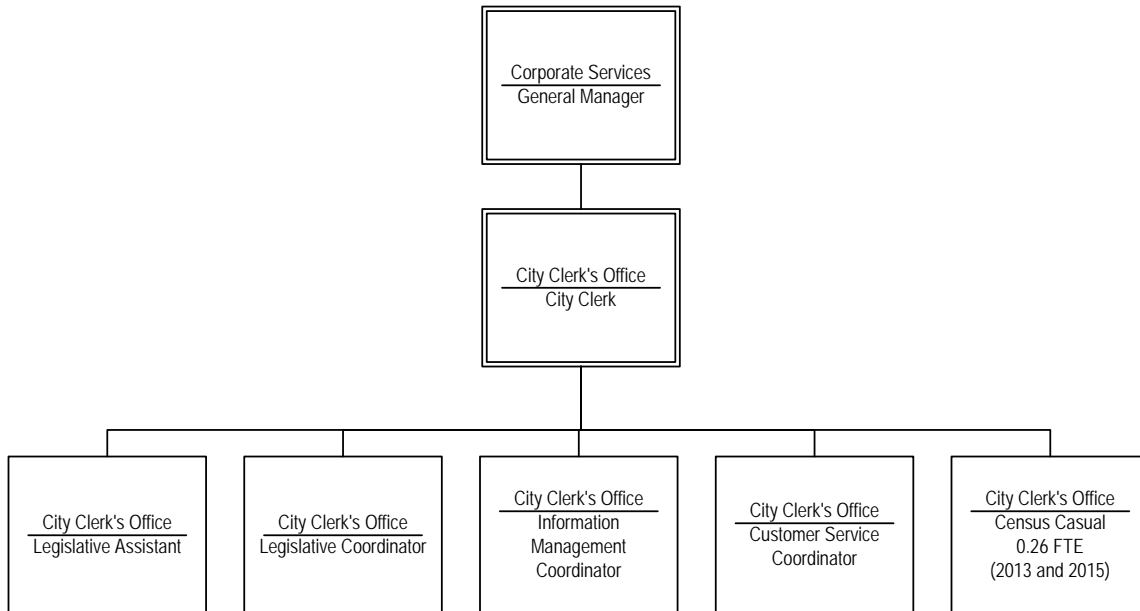
Fiscal Plan

The following reflects the fiscal plan summary for Corporate Services administration for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Expenses						
Human Resources	195,803	315,961	320,561	376,546	424,610	444,703
Operations and Maintenance	5,932	98,000	229,000	201,150	236,150	173,150
	201,735	413,961	549,561	577,696	660,760	617,853
Annual Deficit	(201,735)	(413,961)	(549,561)	(577,696)	(660,760)	(617,853)

City Clerk’s Office

Description



The City Clerk’s Office ensures the integrity of municipal governance through the administration of the electoral, legislative, records management and customer services processes of the City. It plays an integral role in the election of municipal government, supporting the governance process and making information accessible.

Specific roles and responsibilities include:

- Overseeing, guiding and tracking the entire legislative process, from introduction of proposed legislation to final approval and publication.
- Creating and publishing agendas for all Council and Committee of the Whole meetings.
- Overseeing the City’s records and information management program.
- Administering the City’s responsibilities under the Freedom of Information and Protection of Privacy Act.
- Overseeing the City’s customer service program.
- Administering the City’s legal services, risk management and insurance programs.
- Administering census and elections.

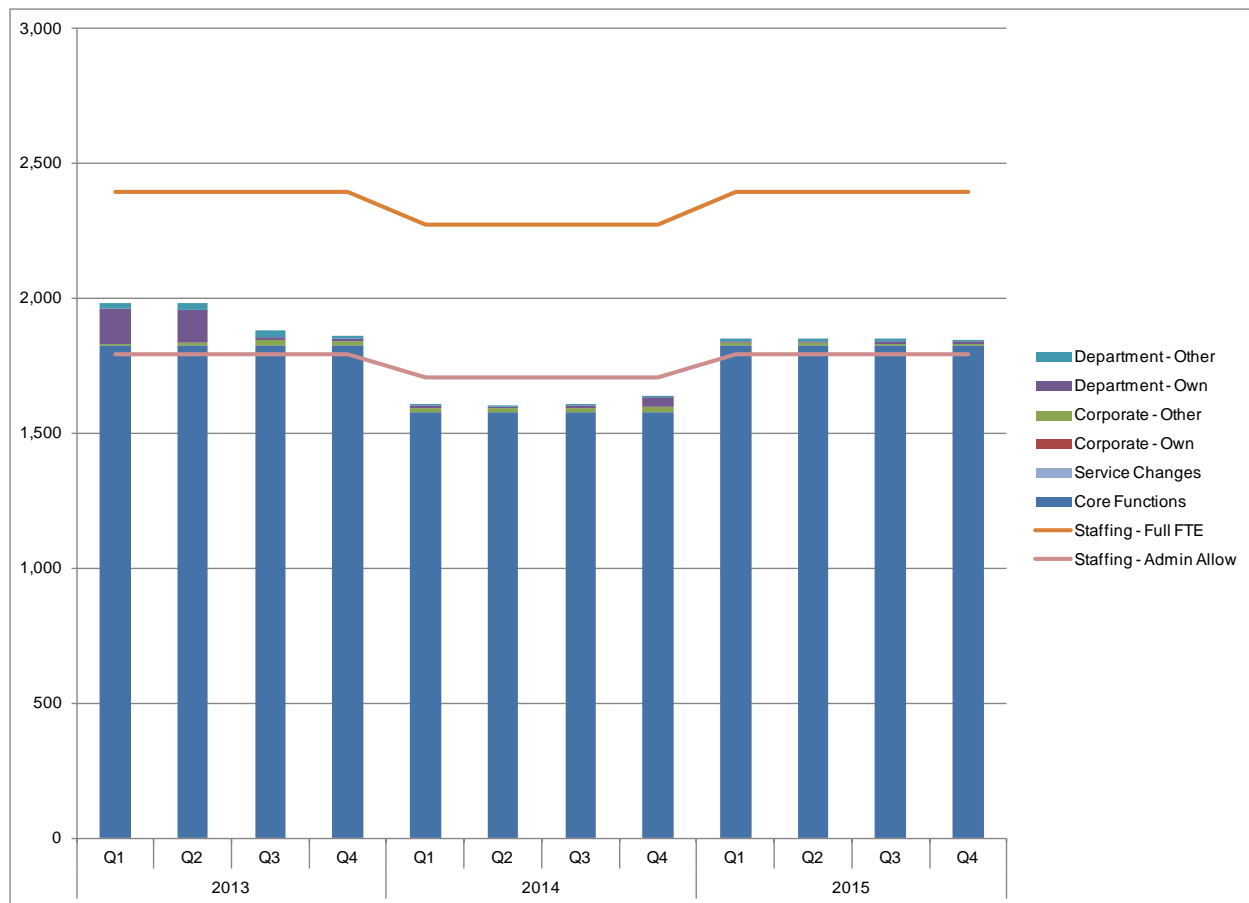
Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for the City Clerk’s Office for the current business plan.

	2013	2014	2015
Full-Time	5.00	5.00	5.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.26	0.00	0.26

Capacity

The following graph reflects the capacity and commitments for the City Clerk’s Office for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by the City Clerk's Office.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Keeper and Manager of Bylaws, Policies, Procedures and Council and Committee of the Whole Meeting Minutes	As required.	390	390	390
Leadership and Support to Administration for Bylaw and Policy Preparation	As required by organization.	785	785	785
Manage City Adherence to the Freedom of Information and Protection of Privacy Act	Best effort; respond within 30 days of FOIP request as per legislation.	405	405	405
Prepare Council Orientation	Best effort.	85	39	10
Leadership and Support for City's Customer Service Program	Implementation and co-ordination of programs as required as well as administration of software.	1,594	1,594	1,594
Coordinate Municipal Election	As required by law.	773	-	14
Keeper of contract documents and support to administration for drafting contracts and agreements	Best effort, as required by organization.	250	264	264
Leadership and Support for the City's Insurance and Risk Management Program	Best effort. Response to claim against City with decision within three weeks of receipt of claim.	920	920	920
Leadership and Support for the City's Records and Information Management Program	Best effort by organization.	2,158	2,158	2,158
Leadership and Support for the Preparation for and Conduct of Council and Committee of the Whole Meetings	General preparation for and attendance is required at meetings.	298	298	298
Coordinate Municipal Census	As required by policy.	631	21	631
Agenda Preparation, Advertising and Posting Agenda and Podcast for Council and Committee of the Whole Meetings	Administration of electronic meeting management software. Meetings are regularly scheduled and timelines are set out in Agenda Preparation Procedure and Council Procedure Bylaw. Assist administration with preparation of agenda items - best effort.	795	795	795
Provide Periodic Administrative Support to the General Manager and Corporate Services	Best effort, as required.	52	52	52

Service Changes

The following table outlines the service changes for the City Clerk's Office for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
337 - Customer Service Program Enhancements	<p>A successful program is one that is championed and supported. The customer service program has been established and a champion assigned; this service change is the next step to implement ongoing support for the program.</p> <p>Support for the program will come in the form of training for customer service areas identified by staff - enhancing effectiveness and efficiencies, resources to promote the key elements of the philosophy, and the development of a charter whereby measurable targets can be set and tracked.</p>	2013	\$ 10,000	\$ 5,000	\$ 5,000	
352 - Youth Engagement in Municipal Government	<p>Organize and conduct day time Council meetings that support the school program on government studies and engage the youth of the community. The goal of the meetings is to create an opportunity for students to understand the impact and influence local government has on their day-to-day lives. Meetings will include grade six and/or high school students from schools within the municipal boundary.</p>	2013	\$ 2,000	\$ 2,000	\$ 2,000	

Departmental Initiatives

The following table outlines the departmental initiatives for the City Clerk's Office for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
CC.21 - Develop Standards for Use of Network Storage	Develop policies on the effective use of file storage space for the organization's network drives.	2013	2013	224	\$ -	\$ -	\$ -	
CC.24 - Process Review and Design of Legislative Document Tracking System	Conduct a business analysis on the current legislative document tracking system, evaluate options to improve efficiencies and develop an implementation initiative for 2014 (related to bylaws, policies and procedures).	2013	2013	88	\$ -	\$ -	\$ -	
CC.25 - Facilitate a Coordinated City Response to Province's Review of the MGA	Work with subject matter experts across City departments to facilitate a coordinated response to the Province's review of the Municipal Government Act.	2013	2016	468	\$ -	\$ -	\$ -	
CC.27 - Implement Plan for Improved Legislative Document Tracking System	Implement an improved legislative document tracking system related to maintenance of bylaws, policies and procedures.	2014	2014	132	\$ -	\$ 16,500	\$ -	

Capital Initiatives

The following table outlines the capital initiatives for the City Clerk's Office for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
2011.38 - Council Chambers Renovations	Review and improve ergonomics and sight lines at Council work stations and add space to accommodate the increased number of managers attending and presenting at meetings.	2013	2013	80	\$ 32,500	\$ -	\$ -	

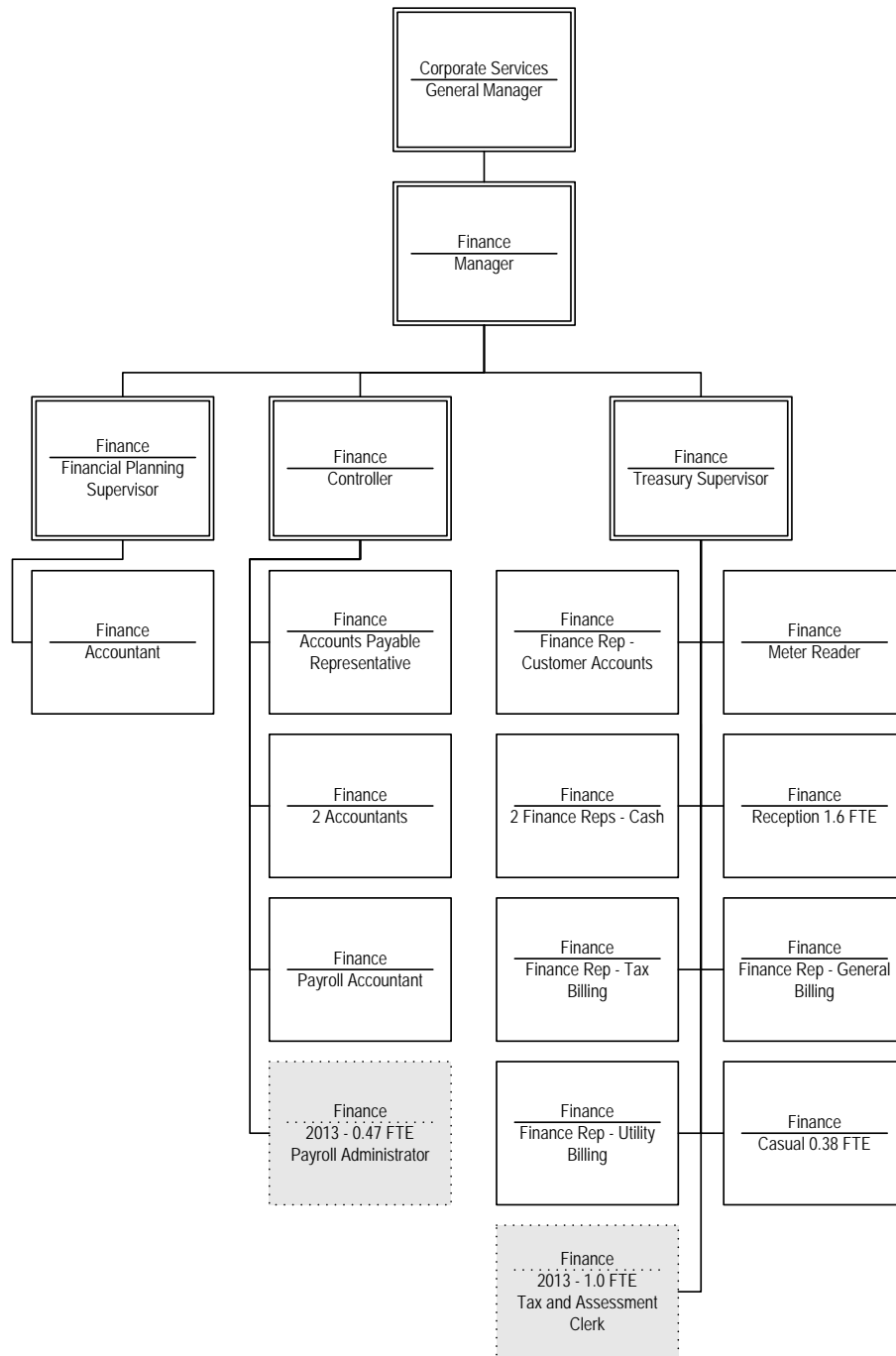
Fiscal Plan

The following reflects the fiscal plan summary for the City Clerk's Office for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	243	-	-	45,000	-	-
	<u>243</u>	<u>-</u>	<u>-</u>	<u>45,000</u>	<u>-</u>	<u>-</u>
Expenses						
Human Resources	372,879	415,705	418,450	436,228	444,571	478,019
Operations and Maintenance	462,670	517,981	531,481	662,496	537,506	573,300
	<u>835,549</u>	<u>933,686</u>	<u>949,931</u>	<u>1,098,724</u>	<u>982,077</u>	<u>1,051,319</u>
Annual Deficit	(835,306)	(933,686)	(949,931)	(1,053,724)	(982,077)	(1,051,319)

Finance

Description



Finance provides the leadership for long-term viability of the City through effective planning and stewardship of financial resources. Finance administers and provides the financial systems and strategies to enable departments and sections to be accountable and successful. Customer service delivery is a key component to the billing and customer inquiries services provided by Finance.

Finance provides a wide range of services to customers and the organization.

- Customer billing, including taxes, utilities, grants, cashier and collections.
- Financial management, including accounting, fiscal planning, financial advice, policy direction and agreement administration.
- Organizational services, including procurement, telephones, City Hall reception and payroll.

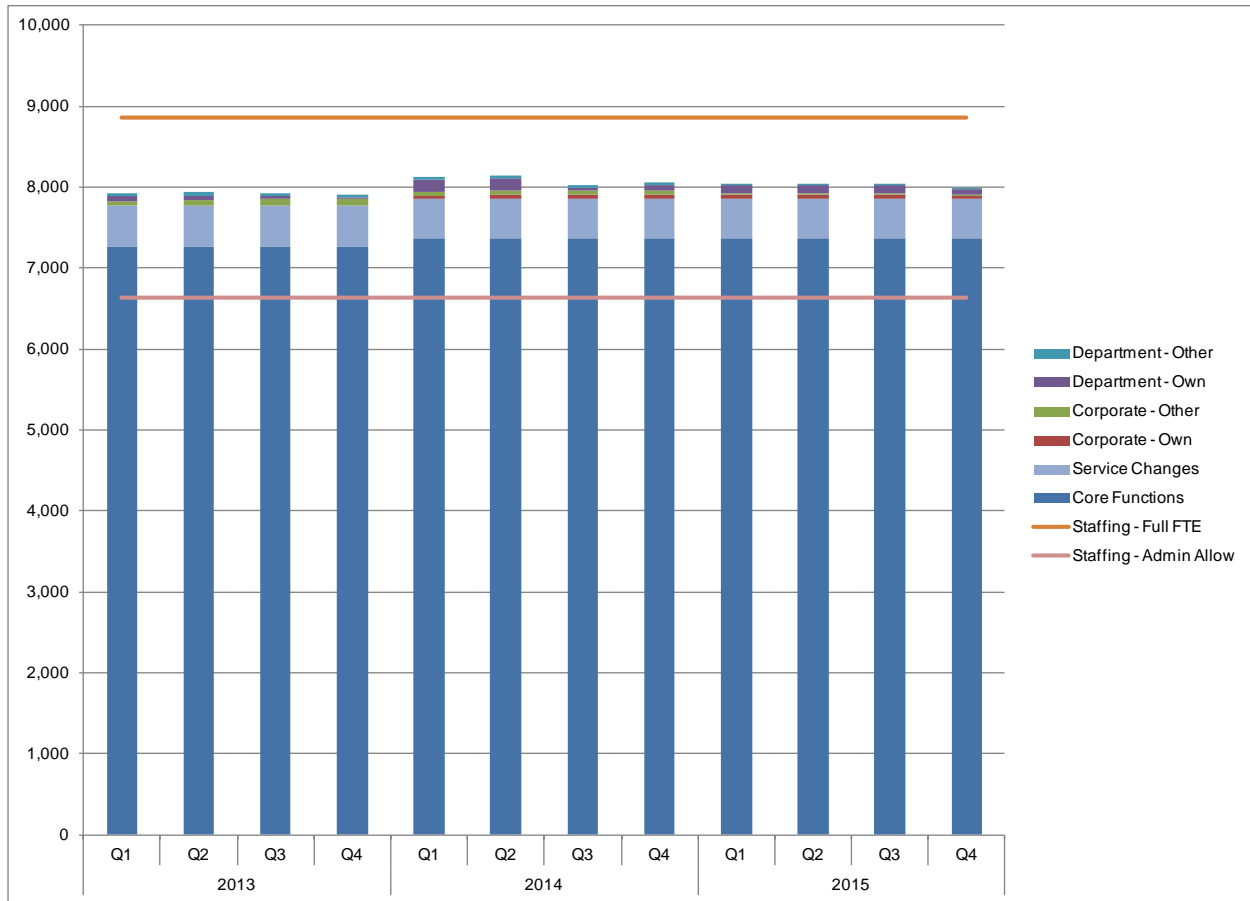
Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Finance for the current business plan.

	2013	2014	2015
Full-Time	18.00	18.00	18.00
Perm Part-Time	1.07	1.07	1.07
Temp Part-Time	0.00	0.00	0.00
Casual	0.38	0.38	0.38

Capacity

The following graph reflects the capacity and commitments for Finance for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Finance.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Telephone	Providing City Hall switchboard reception and managing the organization telephone system.	2,157	2,205	2,205
Procurement	Processing accounts payable and providing procurement assistance to the organization in accordance with City bylaws and policies, applicable legislation and professional standards.	1,499	1,508	1,508
Payroll	Providing bi-weekly payroll to the organization in accordance with City policies, applicable legislation and professional standards. Managing the human resource / payroll software system.	1,443	1,459	1,459
Financial Management	Providing financial policy and direction for the organization. Responding to requests for financial information and advice. Assisting with the administration of grant and other financial agreements. Managing the financial software system. Representing the finance function of the City on inter-municipal organizations.	3,560	3,574	3,574
Customer Records	Managing customer, property and cemetery data in accordance privacy legislation.	1,477	1,510	1,510
Customer Receipts	Processing all payments including tax payments, customer payments and grants. Providing reminder and collection services to ensure payment of bills.	2,889	2,954	2,954
Customer Inquiries	Providing first point of contact to City Hall visitors and main internet inquiries. Preparing service requests for residents and visitors and processing organization's mail.	1,524	1,558	1,558

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Customer Billing	Providing annual assessment and annual tax notices to 11,000 property owners in accordance with City bylaws. Providing monthly utility bills and monthly meter reading to 8,000 customers in accordance with City bylaws. Providing invoices for other goods and services provided by the City in accordance with City bylaws and policies.	5,277	5,396	5,396
Fiscal Planning	Providing fiscal planning and quarterly forecasting in accordance with generally accepted accounting principles. Supporting the development of corporate planning information and analysis.	3,946	3,965	3,965
Accounting	Providing financial reporting, monthly accounting and capital asset accounting in accordance with generally accepted accounting principles. Providing financial services to the Parkland Water Commission.	4,681	4,706	4,706
Corporate Planning	Preparing corporate plan information and analysis. Evaluating the financial impact of corporate planning decisions.	600	600	600

Service Changes

The following table outlines the service changes for Finance for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
327 - 1.0 FTE Tax and Assessment Clerk	<p>Property tax and assessment work has grown significantly over time as the City's tax roll increases, and exceeds the capacity of the current position.</p> <p>Each year significant resources are pulled from other areas in order to prepare and verify data for assessment and tax notices, as well as distribute both assessment and tax notices.</p> <p>Reliance on tax and assessment information by other departments and programs (i.e. CityView and Service Manager) has placed increased pressure on the existing Tax Clerk to prepare and verify source data for multiple purposes and those deadlines conflict with the core tax and assessment services deadlines.</p>	2013	\$ 38,090	\$ 66,787	\$ 70,008	Position start date July 1, 2013
306 - 0.47 FTE Payroll Clerk	<p>Additional payroll resources are needed to maintain services to a growing number of employees. Existing payroll resources are not sufficient to continue providing payroll reporting, management analysis and process improvements.</p> <p>Existing payroll staff are experiencing stress and working additional hours to complete payroll processing and accounting, particularly during the fiscal year end and when summer casual staff are employed.</p> <p>The efforts for the financial planning staff would be focused on budgeting and forecasting. Currently, the Financial Planning Supervisor performs most of the budgeting and forecasting for payroll. The existing Accountant position would no longer back-up payroll and would take over some budgeting and forecasting work from the Financial Planning Supervisor.</p>	2013	\$ 35,550	\$ 41,231	\$ 42,998	Position start date July 1, 2013

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
325 - Develop an Annual Report	The governance review highlighted that the City is lacking a mechanism to report progress towards our vision and strategic goals.	2013	\$ 15,000	\$ 15,000	\$ 15,000	
326 - License Cemetery Operations	The City acquired the cemetery through land annexation in 2007. At that time, no new resources were added to manage the cemetery. Resources are required to ensure proper management of the cemetery land and records in accordance with the Cemeteries Act and Vital Statistics guidelines. Cemetery operations are specialized and highly sensitive for customers.	2013	\$ -	\$ -	\$ -	
347 - Regional Assessment Review Boards	Partner with Parkland County to establish regional assessment review boards and provide board clerk services.	2013	\$ -	\$ -	\$ -	

Departmental Initiatives

The following table outlines the departmental initiatives for Finance for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
FI.37 - Long-Term Capital Plan Development	Develop a long-term capital plan that identifies new capital and major replacement of existing assets. The long-term capital plan will serve as a reference document for the corporate planning process and long-term financial planning.	2013	2015	613	\$ 25,000	\$ -	\$ -	
FI.23 - Implement Capital Asset Software	Conduct business analysis of capital asset accounting and inventory; prepare data for conversion as needed; implement capital asset software.	2014	2015	1,176	\$ -	\$ 10,000	\$ 116,000	

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
Fl.36 - Conduct Utility Rate Study	Conduct study of utility rates using methodologies prescribed by the Alberta Utilities Commission.	2014	2014	455	\$ -	\$ 12,000	\$ -	

Capital Initiatives

The following table outlines the capital initiatives for Finance for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
Fl.22 - Replace Commercial Water Meters	Replace about 150 existing water meters for industrial, commercial and apartment customers with radio and data log technology.	2013	2013	200	\$ 237,200	\$ -	\$ -	

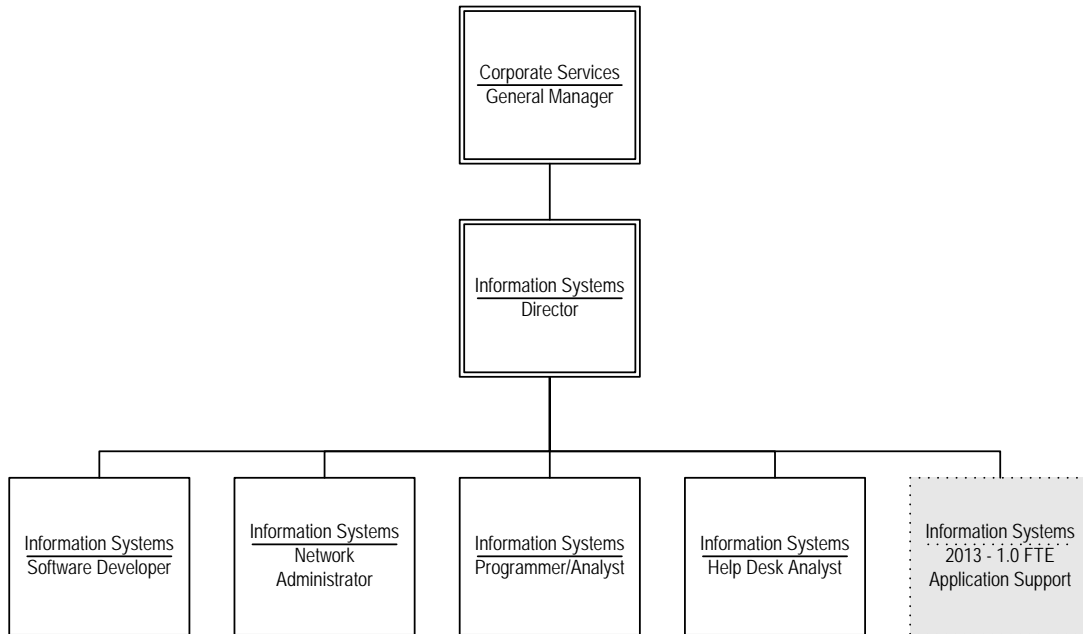
Fiscal Plan

The following reflects the fiscal plan summary for Finance for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Property Taxes	22,071,310	23,135,900	23,824,731	25,606,144	29,125,025	31,702,823
User Fees	2,591,500	3,200,412	2,955,249	3,241,267	3,408,008	3,524,472
Developer Contributions	9,863	-	-	-	-	-
Interest	30,518	60,000	41,500	70,052	153,882	268,920
	<u>24,703,191</u>	<u>26,396,312</u>	<u>26,821,480</u>	<u>28,917,463</u>	<u>32,686,915</u>	<u>35,496,215</u>
Expenses						
Contingency	142,618	282,971	188,971	225,000	225,000	225,000
Human Resources	1,212,889	1,356,799	1,414,428	1,523,660	1,643,139	1,711,812
Interest on Long-Term Debt	185,919	172,382	171,594	243,148	305,586	488,462
Operations and Maintenance	669,126	805,517	675,747	620,357	698,006	714,519
	<u>2,210,552</u>	<u>2,617,669</u>	<u>2,450,740</u>	<u>2,612,165</u>	<u>2,871,731</u>	<u>3,139,793</u>
Annual Surplus	<u>22,492,639</u>	<u>23,778,643</u>	<u>24,370,740</u>	<u>26,305,298</u>	<u>29,815,184</u>	<u>32,356,422</u>

Information Systems

Description



Information Systems designs, develops and maintains an integrated network of computer systems, software applications and consulting resources that provide data services and telecommunications capabilities for all City departments and related agencies.

Information Systems is responsible for the development and coordination of the City’s technology plan – reviewing, analyzing and making recommendations to the Strategic Leadership Team regarding standards and strategy for the City’s information technology platform and electronic data information system. Fundamentally, the section provides business solutions that enhance the City’s effectiveness in serving its residents.

Key functions of the section include system network administration, software application support, help desk support, mail and database administration, project management, and software application development.

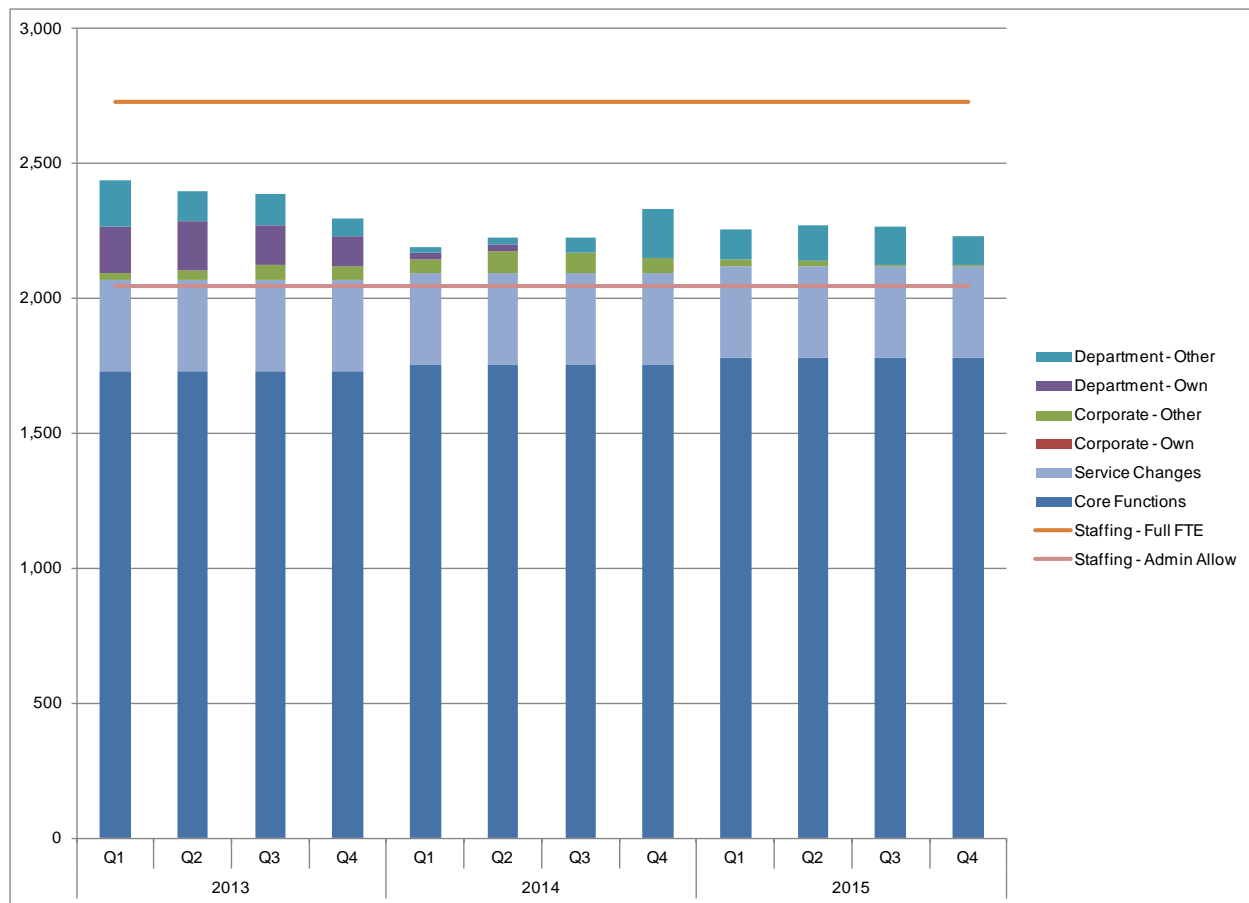
Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Information Systems for the current business plan.

	2013	2014	2015
Full-Time	6.00	6.00	6.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for Information Systems for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Information Systems.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Desktop Support	Next business day.	1,700	1,800	1,900
Technology Training	As required.	100	100	100
Technology Strategic Planning and Architecture Design	On time according to Fiscal Plan.	500	500	500
Website Administration	Best effort.	200	200	200
Business Analysis	On time, on budget. The numbers above indicate only ad hoc requirements. The bulk of Business Analysis resources are identified in the corporate plan as projects are approved that require Information Systems resources.	200	200	200
Project Management	On time, on budget, in scope. The numbers above indicate only ad hoc requirements. The bulk of Project management resources are identified in the corporate plan as projects are approved that require Information Systems resources.	400	400	400
Security Administration	As required by project.	300	300	300
Application Support	Next business day.	2,600	2,600	2,600
Network Administration	As required.	1,365	1,365	1,365
Web Development	As required by project.	100	100	100
Application Development	As required.	50	50	50

Service Changes

The following table outlines the service changes for Information Systems for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
295 - 1.0 FTE for Application Support	There is a greater demand for Information Systems software application support: Great Plains financial, CityView permitting, CLASS program registration, AgendaQuick, Avanti Payroll, Worktech and Online Services. Application support is going to continue to increase in the 2012-2015 time frame, especially for the CityView permitting system and the Great Plains financial system due to the continued advancements of the applications. The Software developer, who is the primary service provider of project management and business analysis services related to the provision of information systems, only had 20% of his time available in 2011 for these services since he spent 80% of this time on application support. As a result, projects that are identified by other departments are not being done due to resource constraints. Information Systems received some funding in the 2011 budget for contracting services to assist with the added application support workload. Two years of trending the work requirements in application support reveals the need to move to a full time position.	2013	\$ 98,022	\$ 96,971	\$ 101,667	Position start date March 1, 2013
330 - Purchase Tier 2 Help Desk Service	The City Help Desk function supplies mainly tier-1 services to staff. There is a need for more coverage on weekends and for access to tier-2 levels for more complex problems. Also, the City firewall system is very complex and in need of a dedicated tier-2 support service to address firewall configurations and trouble requests.	2014	\$ -	\$ 21,000	\$ 21,000	

Departmental Initiatives

The following table outlines the departmental initiatives for Information Systems for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
IS.31 - Implement Critical Technical Security Policies to Protect City Data	Continue to implement technical security policies identified in Information Security Governance Policy 9,025CM.	2012	2013	590	\$ -	\$ -	\$ -	
IS.36 - Explore New Options for Hosting City Web Server	The total annual cost to host the City web server with Telus is significant. The service provided by Telus on this system has not been very reliable so the City is proposing that we study the feasibility of other options to host the City web server.	2013	2013	175	\$ 4,194	\$ (3,806)	\$ (3,806)	
IS.38 - Business Analysis for GIS system	Do an in-house business analysis to determine the internal department operational requirements and solutions for the GIS system.	2013	2013	258	\$ -	\$ -	\$ -	
IS.39 - Investigate use of VDI (Virtual Desktop Interface) to Replace Physical Desktops	The City desires to engage the services of a VDI (Virtual Desktop Infrastructure) specialist to provide a design and cost benefit analysis to guide the City toward the feasibility of converting from physical desktops to a VDI environment.	2014	2014	50	\$ -	\$ 30,000	\$ -	

Capital Initiatives

The following table outlines the capital initiatives for Information Systems for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
IS.37 - Architecture Study on VMware System	Engage the services of a VMWare Architect to assist with the design of the City's VMWare Infrastructure Data Center.	2013	2013	70	\$ 16,000	\$ -	\$ -	

Fiscal Plan

The following reflects the fiscal plan summary for Information Systems for the current business plan.

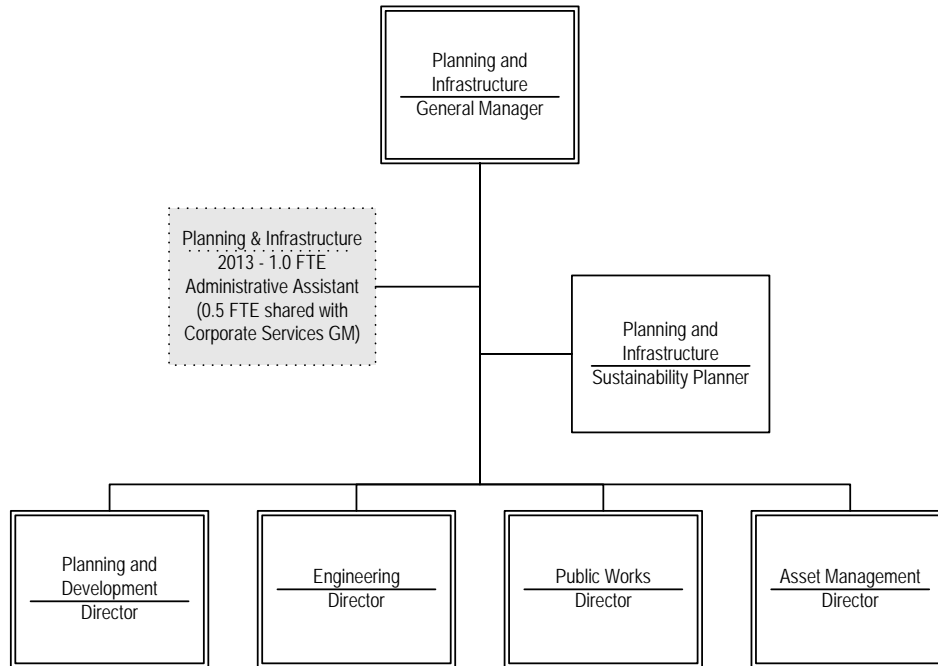
	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	-	6,000	6,000	-	-	-
User Fees	-	-	-	11,500	-	-
	-	6,000	6,000	11,500	-	-
Expenses						
Amortization	241,862	231,085	207,760	219,300	202,027	193,598
Human Resources	552,373	560,643	554,629	644,808	691,084	714,689
Operations and Maintenance	413,060	549,707	549,707	556,951	574,251	563,661
	1,207,295	1,341,435	1,312,096	1,421,059	1,467,362	1,471,948
Annual Deficit	(1,207,295)	(1,335,435)	(1,306,096)	(1,409,559)	(1,467,362)	(1,471,948)

Planning and Infrastructure

Planning and Infrastructure Administration

Description

The Planning and Infrastructure Department is comprised of the following sections, each led by the director indicated below.



Planning and Infrastructure is typically referred to as the provider of “hard services” to the community, dealing primarily with the provision of services to physical properties in the community – both publicly and privately-owned. Also, the department is responsible for long-range planning, community visioning, and defining and implementing the Sustainable Development Initiative.

Planning and Infrastructure is responsible for approvals and permits relating to construction of homes and businesses, urban planning, relations with the land development industry, long-term capital works planning, project management and construction, the monitoring of construction of new infrastructure by private interests, and the ongoing maintenance of most of the City’s traditional servicing infrastructure and physical assets. While primarily externally-focused, Planning and Infrastructure does provide some internal technical support to other departments, especially through the area of Assets, which carries responsibility for most aspects of the City’s physical plant and fleet.

In its role as lead department for the Sustainable Development Initiative, Planning and Infrastructure:

- Develops, coordinates and advances City sustainability initiatives, programs and related strategies.
- Acts as the primary technical and administrative resource and the primary public liaison for sustainability initiatives and programs.
- Develops and monitors community sustainability indicators and targets.

Planning and Infrastructure is also responsible for the provision of a number of primary services through contract arrangements in the following areas:

- Solid waste and recyclable materials collection services through contract with Standstone EnviroWaste Services Ltd. This function is managed directly through Public Works.
- All building, plumbing, electrical, and gas inspections for new construction through The Inspections Group. These functions are managed directly through Planning and Development.
- A commuter transit system currently provided through a contract with Edmonton Transit.
- Day-to-day operations and management of the Capital Region Parkland Water Services Commission transmission system under a combined management and operations agreement with the Commission. The Commission is a third party agency (a regional services commission) that purchases water from EPCOR in bulk under the terms of the Edmonton Regional Water Customers Group and distributes it to Spruce Grove, Stony Plain and Parkland County through a separate water transmission system.

Each of the areas provides a range of services that deal with different stages of Spruce Grove's evolution and the implementation of the strategic plan.

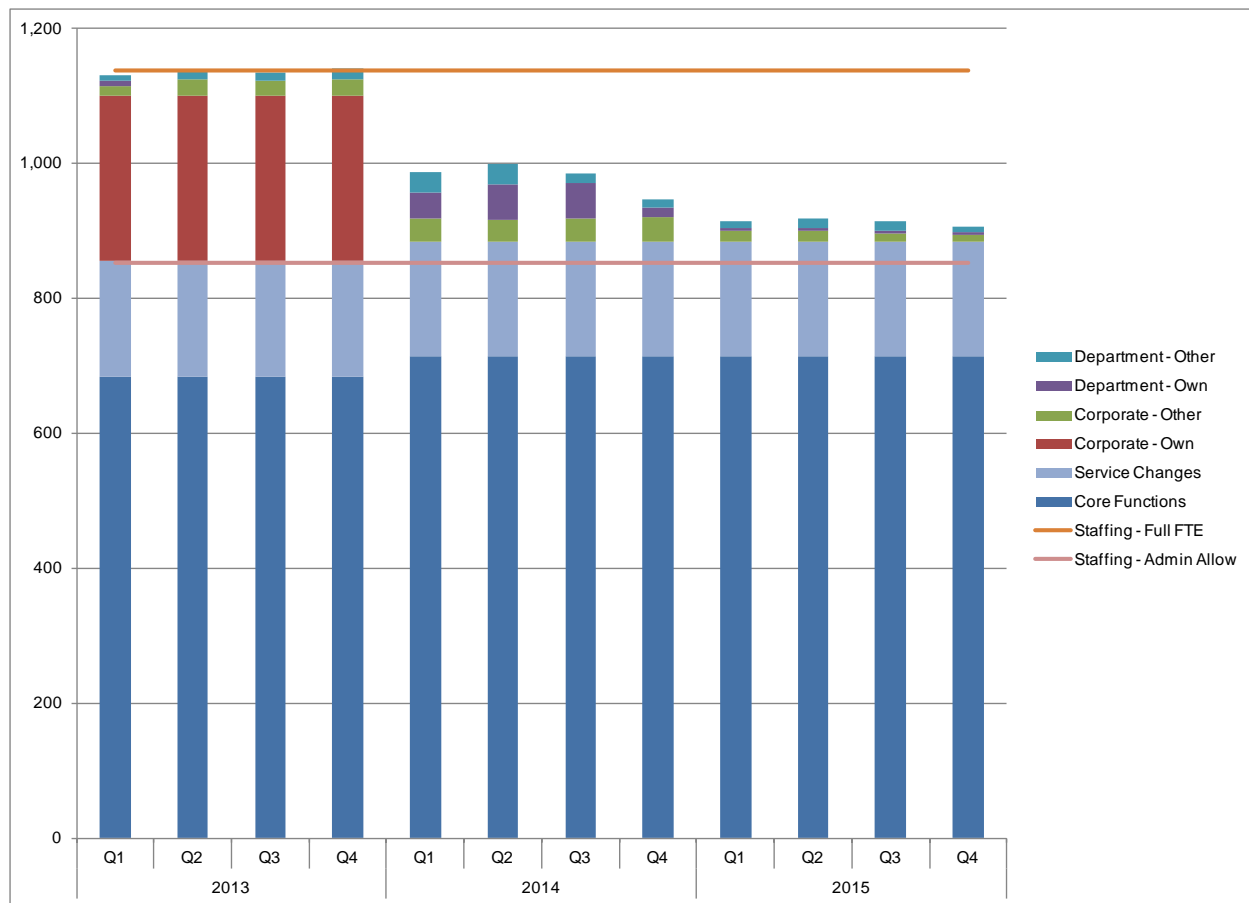
Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Planning and Infrastructure administration for the current business plan.

	2013	2014	2015
Full-Time	2.50	2.50	2.50
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for Planning and Infrastructure administration for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Planning and Infrastructure administration.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Public Outreach & Education for City Sustainability Initiatives/Programs	As required. A number of strategic policy initiatives are either completed or nearing completion. A higher priority should start to be put on programming and education to implement these policies.	245	245	245
Develop, Coordinate and Advance City Sustainability Initiatives and Programs	As required for internal and external. A number of strategic policy initiatives are either completed or nearing completion. A higher priority should start to be put on programming and education to implement these policies. Increased hours incorporate 20 per cent of Sustainability Planner's time to implement the water conservation program.	405	405	405
Develop and Monitor Community Sustainability Indicators and Targets	Annual updates to report on MDP implementation progress.	105	105	105
Strategic Leadership Team Involvement	As required.	200	200	200
Leadership and Administration (Planning and Infrastructure)	As required.	900	900	900
Principal Advisor to CAO, Council and Committees on Matters Relating to Planning and Infrastructure	As required.	200	200	200
Multi-Year Strategic, Capital and Budget Planning	As required.	200	200	200
CRB and Other Multi-Municipal Initiatives	Capital Region Growth Plan.	312	312	312
Commuter Transit Contract Management	Service level established by Council and through annual contract agreement with Edmonton Transit Service. Time increases as special transit projects wrap up and work load shifts to core services.	140	210	210

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Capital Region Parkland Water Services Commission (CRPWSC) Contract Management	Contract with CRPWSC determines level of service. Relocation of the existing pipelines at Highway 60, preparation/commencement of twinning of the transmission lines and negotiations with WILD are expected to increase time requirements over the three year term.	400	450	450

Service Changes

There are no service changes for Planning and Infrastructure administration for the current business plan.

Departmental Initiatives

The following table outlines the departmental initiatives for Planning and Infrastructure administration for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PA.11 - Evaluate options to improve utility flushing analysis (water conservation)	Evaluate options to increase the efficiency of the utility pipe flushing process. Options considered are the purchase of WaterCad software to complete the required analysis in house and/or contract a third party to provide the information.	2013	2013	42	\$ -	\$ -	\$ -	
PA.10 - Future Public Land Requirement Study	Commissioning of an external consultant to complete a comprehensive study that sets out the City's long term public land requirements for open space, recreation, schools, municipal and cultural buildings, public works, emergency services areas etc. as the City grows.	2014	2014	840	\$ -	\$ 100,000	\$ -	

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PA.13 - Water Conservation and Utility Infrastructure Study	This study would analyze the potential impact and cost savings of different water conservation targets on the City's water and sewer network.	2014	2014	140	\$ -	\$ 15,000	\$ -	

Capital Initiatives

The following table outlines the capital initiatives for Planning and Infrastructure administration for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PA.12 - Transit Fleet and Park and Ride Infrastructure (Green TRIP program)	Through the provincial GreenTRIP grant program, Spruce Grove is looking to purchase ten buses and build a park and ride facility.	2014	2019	45	\$ -	\$ 300,000	\$ 633,000	

Fiscal Plan

The following reflects the fiscal plan summary for Planning and Infrastructure administration for the current business plan.

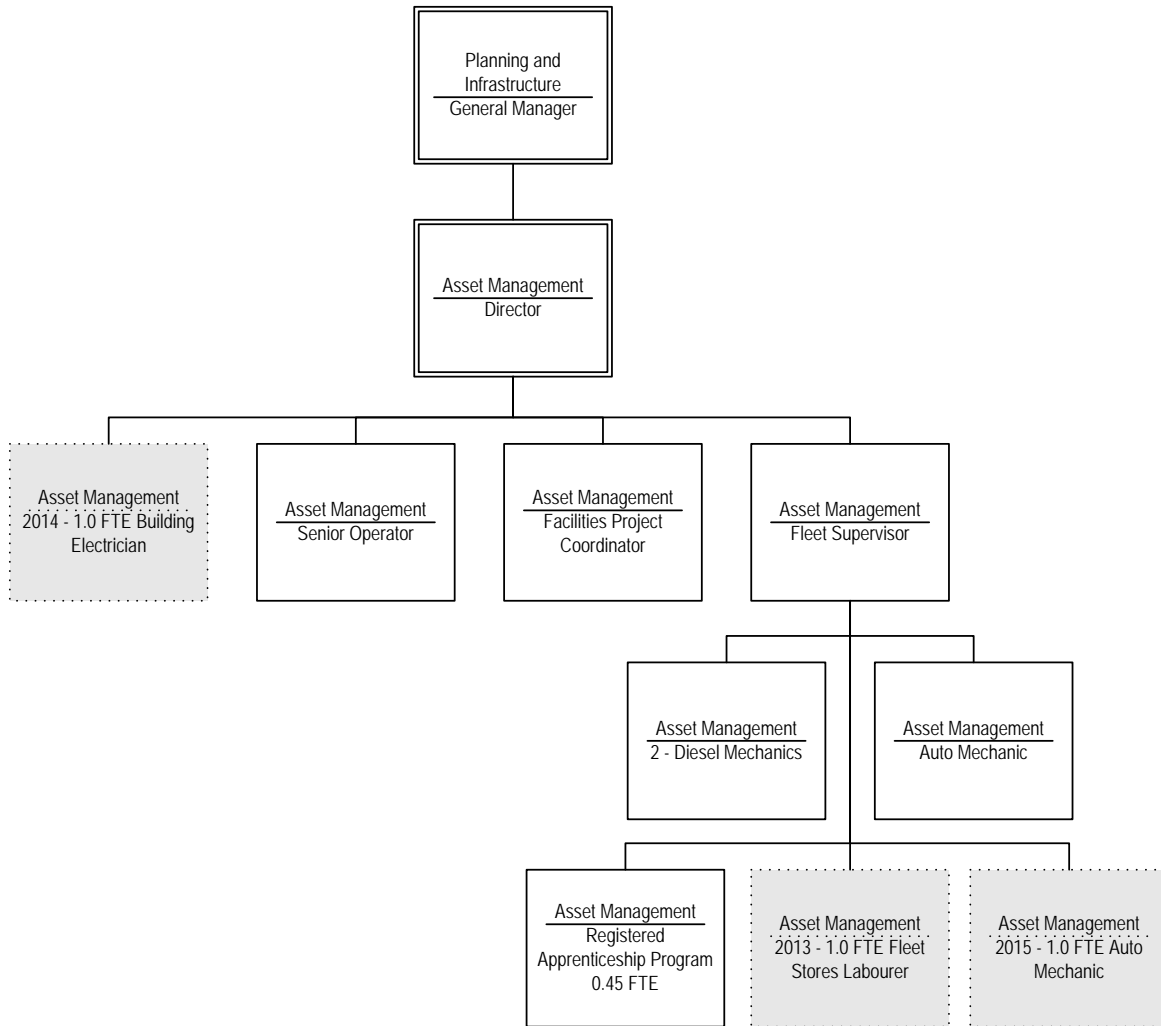
	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	87,125	90,939	90,939	93,631	97,200	101,200
	87,125	90,939	90,939	93,631	97,200	101,200
Expenses						
Human Resources	278,159	292,359	305,767	309,435	324,399	339,819
Operations and Maintenance	6,207	10,865	11,015	10,665	10,800	10,800
	284,366	303,224	316,782	320,100	335,199	350,619
Annual Deficit	(197,241)	(212,285)	(225,843)	(226,469)	(237,999)	(249,419)

The following reflects the fiscal plan summary for Transit for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	344,379	344,379	344,379	344,379	344,379	344,379
User Fees	392,926	394,700	399,500	416,000	431,650	437,900
	<u>737,305</u>	<u>739,079</u>	<u>743,879</u>	<u>760,379</u>	<u>776,029</u>	<u>782,279</u>
Expenses						
Operations and Maintenance	934,172	1,092,996	1,079,639	1,138,818	1,138,820	1,169,723
	<u>934,172</u>	<u>1,092,996</u>	<u>1,079,639</u>	<u>1,138,818</u>	<u>1,138,820</u>	<u>1,169,723</u>
Annual Deficit	(196,867)	(353,917)	(335,760)	(378,439)	(362,791)	(387,444)

Asset Management

Description



Asset Management is responsible for the facilities and fleet management for the City of Spruce Grove. Activities include: long-range capital planning; project management; real estate management; capital construction projects; creating specifications and procuring products, vehicles and equipment; preventative maintenance; daily operations; and work requests.

Asset Management operates in the following locations: City Hall, Fire/RCMP Station, Public Works operations centre, two water distribution pumping stations, truck water fill station, Elks Hall, Lions Log Cabin, the Spruce Grove Public Library, Agrena, Fuhr Sports Park Fieldhouse, and Henry Singer Concession.

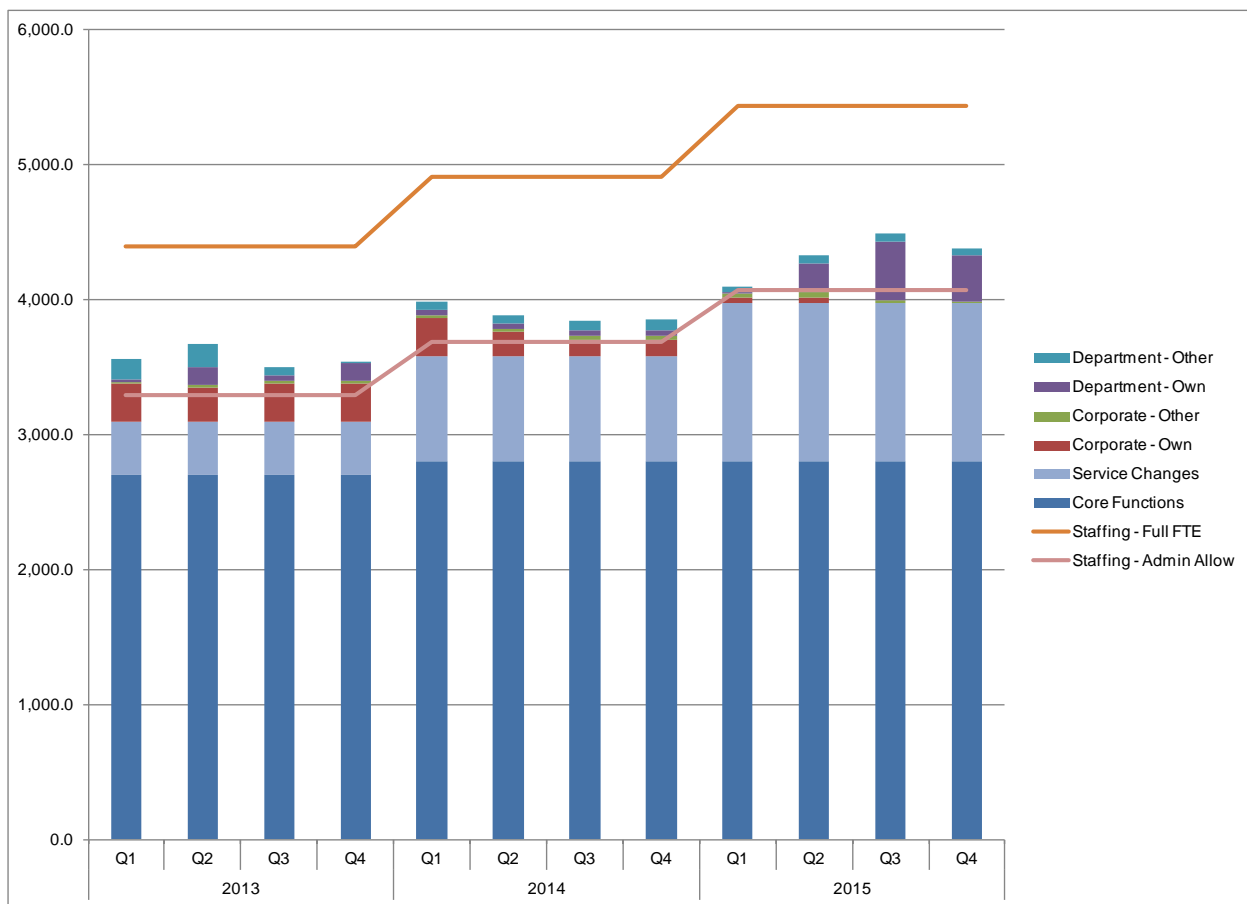
Staffing Summary

The following chart outlines the current staffing complement including new positions, expressed as FTEs, for Asset Management for the current business plan.

	2013	2014	2015
Full-Time	8.00	9.00	10.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.45	0.45	0.45

Capacity

The following graph reflects the capacity and commitments for Asset Management for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Asset Management.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Long Range Strategic Facilities Space Planning	As required.	48	48	48
Contract and Lease Management	As required.	90	95	95
City Property and Asset Disposal Management	As required.	75	78	78
Internal User Churn Management	As required.	525	550	550
Fleet Vehicle/Equipment Lifecycle Management	As required.	48	48	48
Building Lifecycle Management	As required.	780	780	780
Sourcing, Specification Writing, Tendering and Procurement of Fleet and Facilities Equipment and Services	As required.	700	780	780
Safety Audits	As required by Occupational Health and Safety Act.	120	120	120
Preventative and Reactive Maintenance of Fleet and Facilities	As required by legislation, customer needs, and industry best practice.	7,040	7,290	7,290
Asset Security Management	As required.	105	110	110
Decorative Street Signs and Banner Projects and Maintenance	As required.	150	156	156
Governmental Inspection Management	As required by legislation (CVIP, Health, OH&S).	815	834	853
Corporate Planning and Budgeting	Annual corporate planning process and budget preparation for facilities, fleet and equipment.	196	196	196
Land Management	As required (i.e. raw land transactions, rental facilities).	36	36	36
Special Event Support	As required.	80	80	80

Service Changes

The following table outlines the service changes for Asset Management for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
346 - Fleet Oil Analysis preventative maintenance program	Oil analysis is a preventative maintenance lab technique to spot potential upcoming mechanical failure due to dramatic increases in certain items (wear metals, coolant, etc.) and creates an opportunity for fleet services to plan repair or replacement prior to an issue becoming an uncontrolled equipment failure.	2013	\$ 6,300	\$ 6,500	\$ 6,700	
205 - 1.0 FTE Fleet Stores Labourer	Increasing fleet equipment and governmental safety requirements have increased the workload on current mechanical staff. It is proposed that non-technical tasks that qualified mechanical staff are performing (maintaining parts storage, greasing, pressure washing, site cleaning, parts running, and non technical minor repairs) need to be removed from fleet mechanics responsibilities to dedicate these assets to mechanical repair and maintenance. A FTE Assets labour staff would complete these non technical but important fleet tasks in a more cost effective manner and extend the timing that an additional mechanical resource would be needed in fleet services.	2013	\$ 26,815	\$ 51,586	\$ 53,084	Position start date July 1, 2013
314 - Environmental Monitoring	To maintain records of gas and water sampling from closed Public Works landfill, an annual environmental monitoring program to sample test wells for water and gas contamination is proposed. This work will use wells already drilled at the Public Works quarter section as part of the 2011 site environmental review. This program will also install methane detection within the PW building as per environmental report recommendation.	2013	\$ 14,500	\$ 12,400	\$ 12,800	

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
204 - 1.0 FTE Building Electrician	Continued building volume growth in this specialized trade will create an opportunity to have a resource in-house to provide the service at a reduced cost.	2014	\$ -	\$ 7,377	\$ 16,751	Position start date April 1, 2014
313 - 1.0 FTE Auto Mechanic	Fleet continued growth will require additional mechanical services position currently estimated for 2015.	2015	\$ -	\$ -	\$ 81,912	Position start date March 1, 2015

Departmental Initiatives

The following table outlines the departmental initiatives for Asset Management for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
AM.42 - Contributions for Tri-Region Ladder Truck purchases	As part of a joint capital cost sharing initiative, the Town of Stony Plain and the County of Parkland each contributed 1/3 funding for the purchase of the City's Ladder truck in 2011. The City would in turn provide 1/3 funding towards the purchase of a ladder truck in each of the Town of Stony Plain (2013) and Parkland County (2015).	2013	2013	10	\$ 451,911	\$ -	\$ 500,000	This is a contractual obligation.
AM.43 - Green Fleet Baseline Evaluation	The E3 Fleet Rating system is a unique, made-in-Canada program to evaluate and recognize excellence in the green performance of vehicle fleets. The rating system is based on points accumulated in 10 areas of performance and encompasses energy efficiency, emissions reductions and excellence in fleet management practices. Fleets can qualify for a Bronze, Silver, Gold or Platinum rating.	2013	2013	120	\$ 3,000	\$ -	\$ -	
AM.46 - Facilities Lifecycle Study Update	This is a 5yr conditions analysis update of the 2009 lifecycle study that was completed by Stantec consulting.	2015	2015	68	\$ -	\$ -	\$ 35,000	

Capital Initiatives

The following table outlines the capital initiatives for Asset Management for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
AM.14 - City Hall Access Control System Upgrade	Upgrade security system within City Hall, increase card swipe location on main, third floor, and elevator to provide facility with greater security as designed during the customer enhancement renovation of 2005.	2012	2013	40	\$ 30,000	\$ -	\$ -	
AM.15 - City Hall Building Cooling	Implement building cooling system to manage summer temperature extremes within the City Hall building. Currently City Hall building is not equipped with any mechanisms to cool the building this initiative would install cooling within the building to reduce the extreme warm temperature fluctuations that occur within the City Hall building.	2012	2013	120	\$ 130,000	\$ -	\$ -	
AM.44 - City Hall Build-Out	Employee growth space build-out, details due from McCreedy Consulting space study.	2013	2013	-	\$ 50,000	\$ 80,000	\$ -	
AM.41 - King Street Mall Expansion Option Purchase	Purchase option of King Street Mall as per agreement.	2013	2014	238	\$ -	\$ 747,100	\$ -	
PS.32 - 410 King Street Facility Renovations	Renovations of 410 King Street when RCMP vacates their side. Design of the facility renovations will occur in 2015 and construction in 2016.	2015	2016	838	\$ -	\$ -	\$ 200,000	Revise construction in 2016 to \$1,032,039. 2015 is for design.
AM.45 - King Street Mall - Office Development	Fit out King Street Mall space for office growth.	2015	2015	243	\$ -	\$ -	\$ 1,785,173	

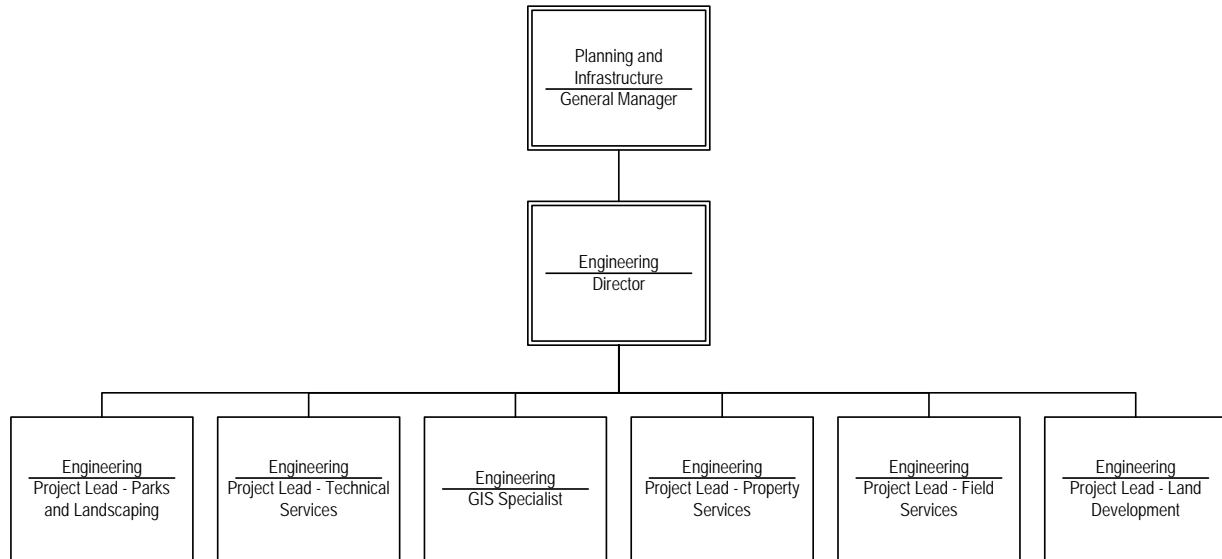
Fiscal Plan

The following reflects the fiscal plan summary for Asset Management for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	1,649,634	8,598,700	3,882,270	10,118,130	9,162,030	1,616,000
User Fees	2,769	32,000	32,000	157,000	32,000	32,000
	<u>1,652,403</u>	<u>8,630,700</u>	<u>3,914,270</u>	<u>10,275,130</u>	<u>9,194,030</u>	<u>1,648,000</u>
Expenses						
Amortization	1,277,336	1,750,465	1,616,013	1,775,576	1,911,364	2,256,424
Human Resources	581,454	665,218	670,120	727,152	850,539	979,694
Loss on Disposal of Tangible Capital Assets	1,668	-	-	-	-	-
Operations and Maintenance	1,770,310	1,748,625	1,736,530	4,165,125	2,487,803	2,100,104
	<u>3,630,768</u>	<u>4,164,308</u>	<u>4,022,663</u>	<u>6,667,853</u>	<u>5,249,706</u>	<u>5,336,222</u>
Annual Surplus (Deficit)	<u>(1,978,365)</u>	<u>4,466,392</u>	<u>(108,393)</u>	<u>3,607,277</u>	<u>3,944,324</u>	<u>(3,688,222)</u>

Engineering

Description



Engineering responsibilities include:

- Capital works programs for water, sewer, drainage, parks, roads and sidewalks.
- City engineering, construction and landscaping standards.
- Lot grading approval for both rough and final grades.
- Engineering support to maintenance staff, other departments, developers and the public.
- Land development services such as development agreements, review of drawings, issuance of construction completion certificates and final acceptance certificates of subdivisions, management of securities, and up-to-date municipal standards.
- Mapping, Geographical Information System (GIS), and Global Positioning System (GPS) data collection services for the City.
- Surveying of as-built roads, infrastructure, drainage patterns and ditches.
- Transportation management such as traffic counting, monitoring and evaluation. Obtaining and evaluating data from traffic counters on collector and arterial roadways.
- Implementing master plans for water, sanitary, storm sewer and transportation systems.
- Development of policy frameworks to guide major infrastructure development and life cycle management.

The Engineering section undertakes many aspects of this work in-house, but also draws extensively on the services of specialized private engineering consultants when needed for design, contract document preparation and contract administration for capital works programs.

For new developments, private developers are responsible for hiring engineering consultants to design new infrastructure.

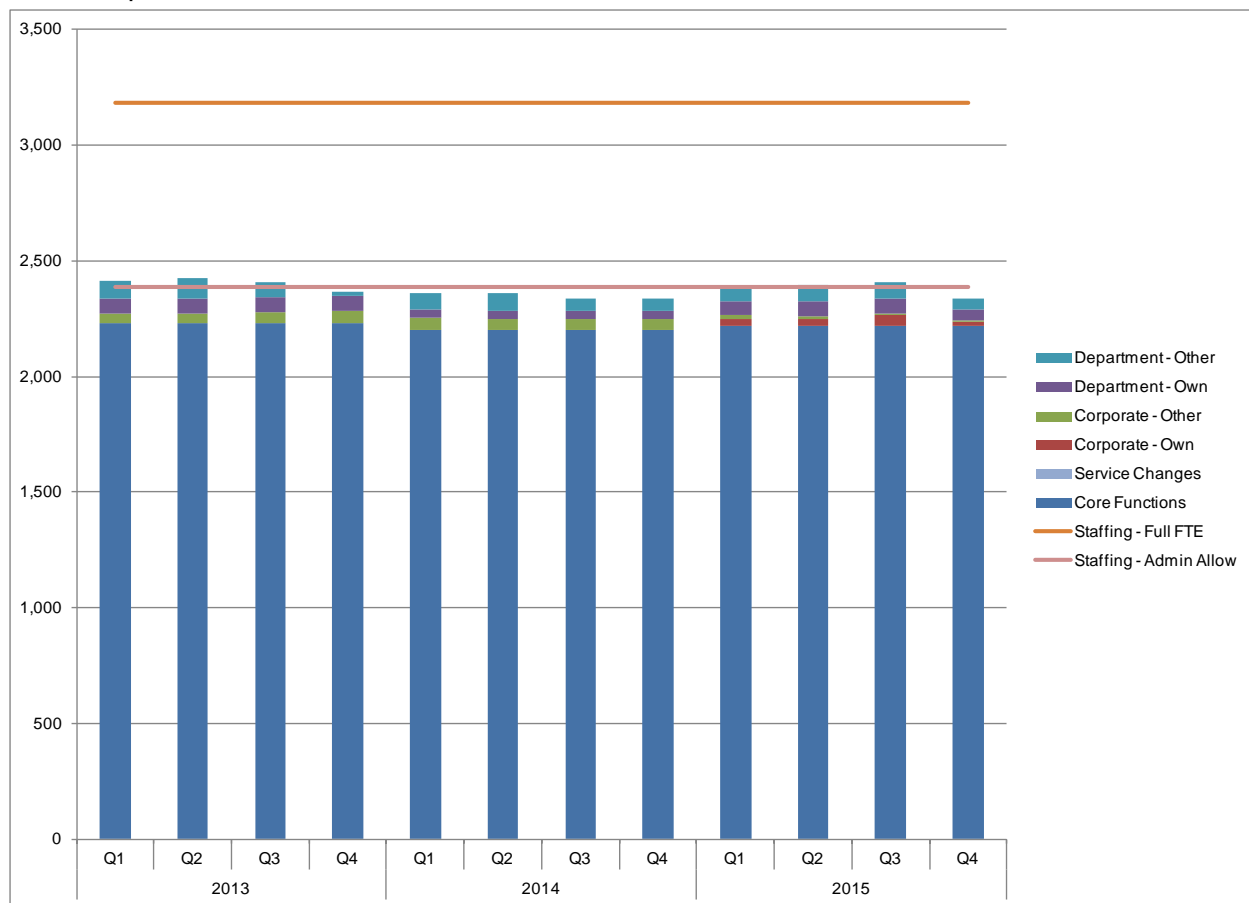
Staffing Summary

The following chart outlines the current staffing complement, expressed as FTEs, for Engineering for the current business plan.

	2013	2014	2015
Full-Time	7.00	7.00	7.00
Perm Part-Time	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for Engineering for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Engineering.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Provide AutoCAD Services to Internal and External Customers	Respond to requests as required (prioritize on an ongoing basis).	600	600	600
Maintain Development Standards	Review and amend as required annually.	300	300	300
Implement Capital Program	Ensure projects are planned and completed in a timely manner and within approved budgets.	460	365	425
Storm Sewer Inspection and Reporting	In accordance with the Council approved policy.	250	250	250
Site Development Access and Servicing	Respond to requests as required (prioritize on an ongoing basis).	500	500	500
Develop and Maintain GIS System	Respond to requests as required (prioritize on an ongoing basis).	2,000	2,000	2,000
Development Agreement Negotiation and Administration	Respond to requests as required (prioritize on an ongoing basis).	650	650	650
Administer Lot Grading Inspection Program	In accordance with the Council approved bylaw.	600	600	600
Develop, Plan, and Lifecycle Core Infrastructure	Complete as required.	600	600	600
Multi-Year Capital and Budget Planning	Completed annually.	800	800	800
Develop and Maintain Technical Information	Respond to requests as required (prioritize on an ongoing basis). Includes sewer flow monitoring and traffic counts.	500	500	500
Land Development Inspection and Approvals	Respond to requests as required (prioritize on an ongoing basis).	400	400	400
Land Development Design Review	Respond to requests as required (prioritize on an ongoing basis).	400	400	400
Administer Development Security - Lines of Credit	Reviewed when Construction Completion Certificate issued as well as when Final Acceptance Certificate issued.	200	200	200
Capital Projects for Water Commission	To administer the construction and assist in the capital planning for the regional water commission. The duties will also provide technical including GIS/GPS and AutoCAD.	500	500	500
Overload/Overweight Vehicle Approvals	To approve overload and oversized vehicles using Spruce Grove roads.	150	150	150

Service Changes

There are no service changes for Engineering for the current business plan.

Departmental Initiatives

The following table outlines the departmental initiatives for Engineering for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
EN.31 - Storm Water Management Master Plan Update	The City has a storm water management plan that has guided the development of a storm water management system that addressed issues that needed to be resolved on the existing system and guided the system in newly developing areas. This project would review the system in detail to determine future system requirements.	2015	2015	114	\$ -	\$ -	\$ 150,000	

Capital Initiatives

The following table outlines the capital initiatives for Engineering for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
EN.30 - Century Road Overpass Upgrade	Upgrade the Century Road interchange including access roads leading to and from the interchange. A traffic impact study have been completed and accepted by the City. It indicated that a double left turn west bound to south bound on the interchange would prolong the acceptable performance life of the structure. Administration has been working with Alberta Transportation on a cost sharing to complete the project. Administration is hopeful that the cost sharing will be presented to Council late in 2012 for consideration. If approved the project could proceed in 2013.	2013	2013	121	\$ 3,400,000	\$ -	\$ -	
EN.26 - New Growth Parks	This project involves developing neighbourhood parks within newly developing areas. Developers pay the City a development charge to fund this work. New growth park development, at this time, would be (but not limited to) Hawthorne phase 3, Henderson Park and Legacy Park.	2013	2015	194	\$ 267,395	\$ 280,515	\$ 294,290	

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
EN.21 - New Growth Transportation	The City collects off site levies from newly developing areas in order to construct arterial transportation infrastructure on an on-going basis. This project is intended to continue the program. The projects in 2013 include the final lift of asphalt on Grove Drive from Century Road to Greenbury (\$220,000) and Century Road from Highway 16A to south of Highway 16 (\$500,000). The project also includes the construction of Grove Drive from Greenbury to Pioneer Road from its current rural standard to a full urban paved standard (\$600,000). This will provide an urban standard road to the proposed new school east of Pioneer Road as well as other developing areas.	2013	2015	206	\$ 3,020,000	\$ 210,000	\$ 3,990,000	

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
EN.23 - New Growth Sanitary Sewer	The project will continue to provide the sanitary sewer trunk infrastructure to service newly developing areas. The design work in being completed in 2012 in preparation for construction in 2013. The project would construct a trunk sewer along the Pioneer Road ROW from its existing limit (just north of the Greenbury area) to just south of Grove Drive. The project would be contingent on the development of a school site just north of Grove Drive and west of Pioneer Road. The sewer is required to provide sewer service to the area as well as to allow for the construction (paid by the developer) of Pioneer Road.	2013	2015	147	\$ 2,500,000	\$ -	\$ 56,000	
2012.33 - Jubilee Park Phase 4	This project would be the fourth stage of development to be completed in accordance with the park master plan. This stage includes a formal garden and fountain.	2015	2015	160	\$ -	\$ -	\$ 405,000	

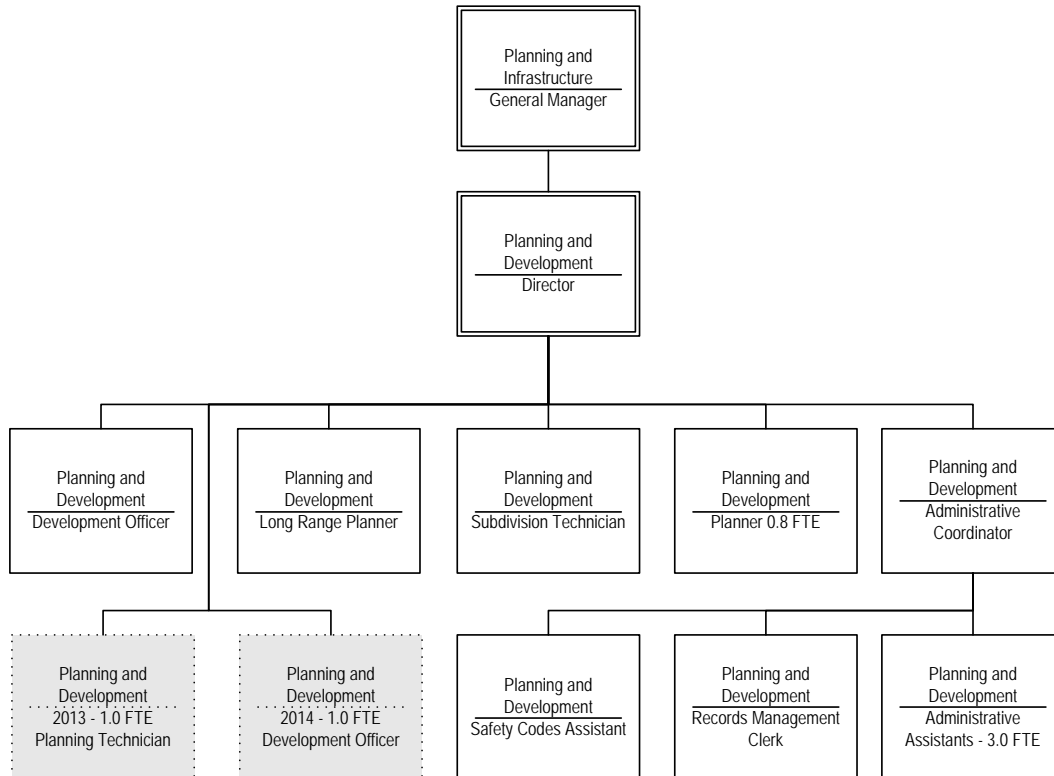
Fiscal Plan

The following reflects the fiscal plan summary for Engineering for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Property Taxes	83,157	3,000,000	-	2,800,000	-	-
Government Transfers	5,494,030	3,512,000	3,030,000	2,154,600	2,926,968	3,783,125
User Fees	176,825	7,444,809	1,886,750	5,914,250	1,359,250	1,609,250
Contributed Tangible Capital Assets	8,739,760	6,675,000	5,055,139	5,301,051	6,111,639	4,930,425
Developer Contributions	970,290	1,762,710	1,762,710	3,457,395	485,515	4,279,290
Gain on Sale of Tangible Capital Assets	-	1,243,000	3,108,003	1,113,373	633,198	-
Interest	-	48,166	44,487	45,864	125,360	118,081
	15,464,062	23,685,685	14,887,089	20,786,533	11,641,930	14,720,171
Expenses						
Amortization	-	5,028,799	5,325,636	5,644,621	5,839,557	5,956,265
Human Resources	601,347	695,092	729,112	750,583	787,300	825,116
Interest on Long-Term Debt	-	48,166	44,487	45,864	125,360	118,081
Loss on Disposal of Tangible Capital Assets	51,337	-	-	-	-	-
Operations and Maintenance	305,613	5,705,788	1,743,872	5,998,658	823,490	973,490
	958,297	11,477,845	7,843,107	12,439,726	7,575,707	7,872,952
Annual Surplus	14,505,765	12,207,840	7,043,982	8,346,807	4,066,223	6,847,219

Planning and Development

Description



The Planning and Development section provides a broad range of development-related services including current and long-range planning, subdivision planning, business licensing, development permits, as well as safety codes permitting inspection services.

Planning and Development coordinates the development and management of the City’s statutory plans and policies as required by the Municipal Government Act. Subdivision services provided by the section include review and preparation of new subdivision plans for endorsement and registration with Land Titles. Development services include review and decision of development permits in accordance with the Land Use Bylaw. The section is also responsible for coordinating enforcement of Land Use Bylaw regulations.

The City is accredited in the following key Safety Codes Act disciplines: building, electrical, plumbing, and gas. The section externally contracts the provision of these Safety Codes services. Planning and Development administers the activities of the Subdivision and Development Appeal Board along with the requirements of the City’s Business License bylaw.

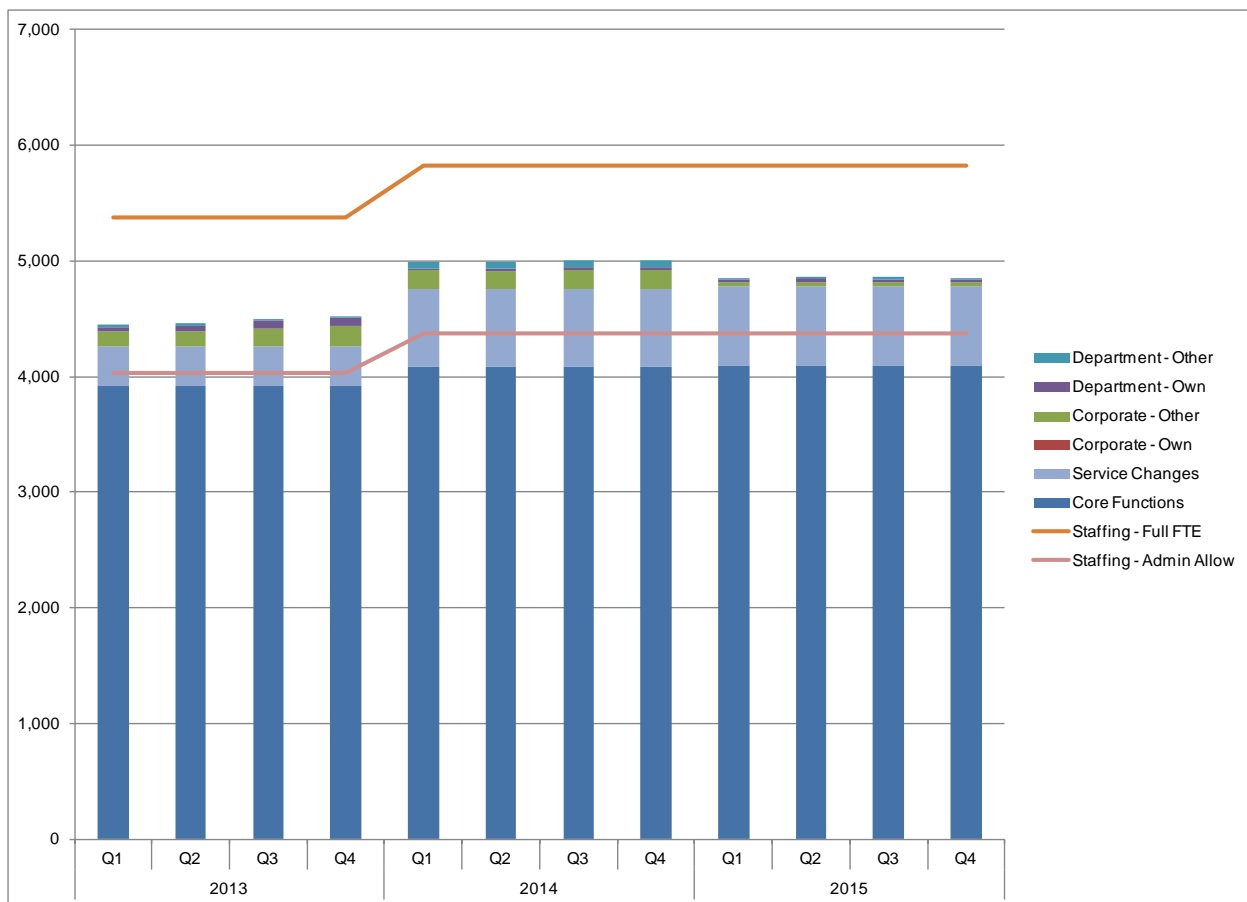
Staffing Summary

The following chart outlines the current staffing complement including new positions, expressed as FTEs, for Planning and Development for the current business plan.

	2013	2014	2015
Full-Time	11.00	12.00	12.00
Perm Part-Time	0.80	0.80	0.80
Temp Part-Time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

Capacity

The following graph reflects the capacity and commitments for Planning and Development for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Planning and Development.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Regional Planning Process Participation	As required (Capital Region Board and Referrals).	300	325	350
Land Use Bylaw Amendments	Response time within 3 months. Amendments include re-districting and text.	185	200	215
Property Compliances/File Reviews	Property Compliance response time within 3 working days (rush) and 10 working days (regular) from date of complete application. File review timelines as necessary.	900	920	940
Area Structure Plans and Amendments	Response time within 4 months.	400	375	375
Ongoing Inspections Contract Management	Response time as necessary.	80	150	50
Subdivision Application Process	Response time within 60 calendar days to preliminary decision from date of complete application.	180	200	200
Subdivision Endorsement and Land Titles Requests	Response time within 15 calendar days from complete application (i.e. Caveats).	450	500	500
Department Administration	Response time as necessary.	2,060	2,060	2,060
Business Licensing and Enforcement	Response time within 15 calendar days (new); within 45 calendar days or less (renewal).	760	785	810
Development Permit Review	Response time within 40 calendar days or less. Response time of 120 days for wireless facilities.	1,800	2,100	2,200
Safety Code Permitting Coordination	Coordination of permits to ensure building permit issuance within 15 calendar days from complete application (residential) and within 20 days (commercial).	1,500	1,550	1,600
Safety Code Inspection Coordination	Coordination of inspection requests to ensure inspection response time within 5 working days.	1,750	1,750	1,800
Bylaw Enforcement Coordination	Response time as necessary - Land Use Bylaw and Traffic Bylaw.	500	600	400
Addressing and Street Naming	Response time within 15 calendar days from receipt of registered plan.	150	170	170
Statistical Reporting	Response time as needed.	400	400	400
Affordable Housing Grant Administration	Response time as needed.	50	50	10
Policy and Bylaw Maintenance	As needed.	400	400	400

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Records Management	As needed.	1,500	1,500	1,500
Second Floor Reception	As needed.	60	60	60
Support Services for Engineering Department	As needed.	683	683	683
Support for the Capital Region Water Commission	As needed.	35	35	35
Coordination of Signage Requests in Rights-of-Way	As needed.	125	125	125
General Inquiries - Development and Permits	As needed.	3,500	3,550	3,600
Planning and Sustainability Database Building and Benchmarking	As needed.	1,000	1,000	1,000

Service Changes

The following table outlines the service changes for Planning and Development for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
219 - 1.0 FTE Planning Technician	- Increase in application volume and complexity, leading to Development Officer and Subdivision Technician devoting more time to development permit reviews (with less time for other applications like endorsements). -- Need to meet specific targets under the MDP, Mayor's Task Force on the Environment - Environmental Sustainability Action Plan, with no database or cumulative analysis capability -- Need for additional layers in the GIS to address benchmarking against policies in the Municipal Development Plan, Area Structure Plans, and -- Although not a reason in itself, it should be noted that the City of Spruce Grove is one of the only municipalities of its size in Alberta without a dedicated Planning Technician; furthermore, the ratio of professional planning and development staff to 1,000 residents is .22, where the average province-wide is .39 (as of 2011). If applying the number of staff to housing starts, this ratio would be even more significant.	2013	\$ 72,363	\$ 99,971	\$ 104,685	Position start date July 1, 2013

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
321 - 1.0 FTE Development Officer	<ul style="list-style-type: none"> - Increase in activity level in Compliance Requests and Development Permits - More complex projects, especially with the increase in industrial and commercial permits (which will likely continue if new Economic Development positions are successful) - Flexible land use districts will increase the scrutiny at the subdivision and development permit stage due to greater complexity - Enforcement requests continue to increase; will need greater coordination with Bylaw Officers with interpretation of Bylaws and determining whether development is in compliance with Bylaws - New Land Use Bylaw requires more development permits for signage, as well as the requirement to remove temporary signs; this will require greater monitoring to ensure the city is relatively clutter-free. 	2014	\$ -	\$ 90,354	\$ 88,664	Position start date March 1, 2014

Departmental Initiatives

The following table outlines the departmental initiatives for Planning and Development for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PD.10 - Business License Process Analysis and CityView Expansion	Perform a business analysis to improve the business license process and implement the CityView Business License module.	2013	2013	240	\$ 72,500	\$ 1,700	\$ 1,700	
PD.11 - Document and Scan Planning Records	Scan planning and development files to address capacity issues in the 2nd floor file room.	2013	2013	108	\$ 50,000	\$ -	\$ -	
PD.12 - Permitting Web Portal	Expand Online Services by integrating with CityView software to provide status updates and inspection results to applicants.	2013	2013	159	\$ 16,000	\$ 2,500	\$ 2,500	

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PD.13 - Subdivision and Endorsement Process and CityView Expansion	Perform a business analysis to improve the Subdivision and Endorsement process and implement the CityView Subdivision and Endorsement module.	2014	2014	180	\$ -	\$ 62,500	\$ 1,700	
PD.14 - Bylaw Process Analysis and CityView Expansion	Perform a business analysis to improve the bylaw and statutory planning process, and implement the CityView Land Use Bylaw and Statutory Plan module.	2015	2015	100	\$ -	\$ -	\$ 47,000	
PD.15 - Development Agreement Process Analysis and CityView Expansion	Perform a business analysis to improve the development agreement process and implement the CityView development agreement module.	2015	2015	200	\$ -	\$ -	\$ 58,500	

Capital Initiatives

There are no capital initiatives for Planning and Development for the current business plan.

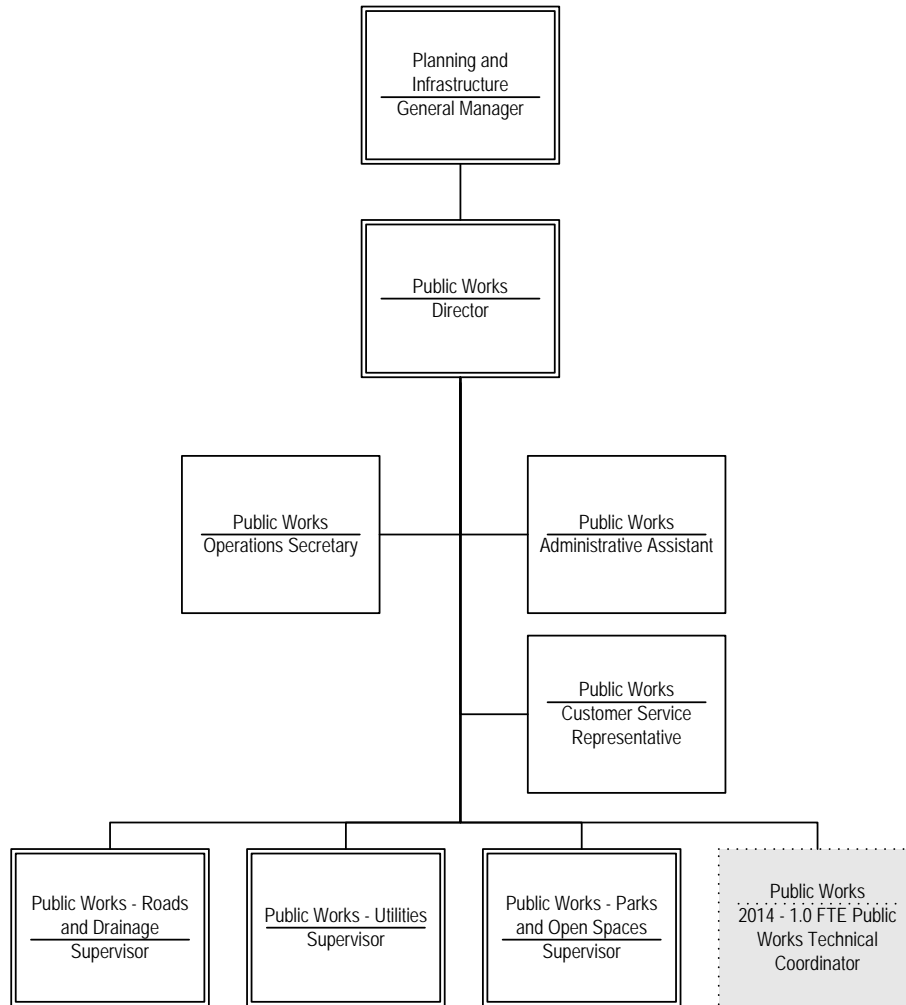
Fiscal Plan

The following reflects the fiscal plan summary for Planning and Development for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	-	2,250,227	1,312,804	941,266	-	-
User Fees	1,651,211	1,487,102	1,906,850	1,905,750	1,937,500	1,947,500
	<u>1,651,211</u>	<u>3,737,329</u>	<u>3,219,654</u>	<u>2,847,016</u>	<u>1,937,500</u>	<u>1,947,500</u>
Expenses						
Grants	-	2,242,118	1,312,804	941,266	-	-
Human Resources	826,342	808,888	775,232	914,666	1,077,470	1,143,000
Operations and Maintenance	507,951	532,958	626,672	659,847	700,467	635,517
	<u>1,334,293</u>	<u>3,583,964</u>	<u>2,714,708</u>	<u>2,515,779</u>	<u>1,777,937</u>	<u>1,778,517</u>
Annual Surplus	316,918	153,365	504,946	331,237	159,563	168,983

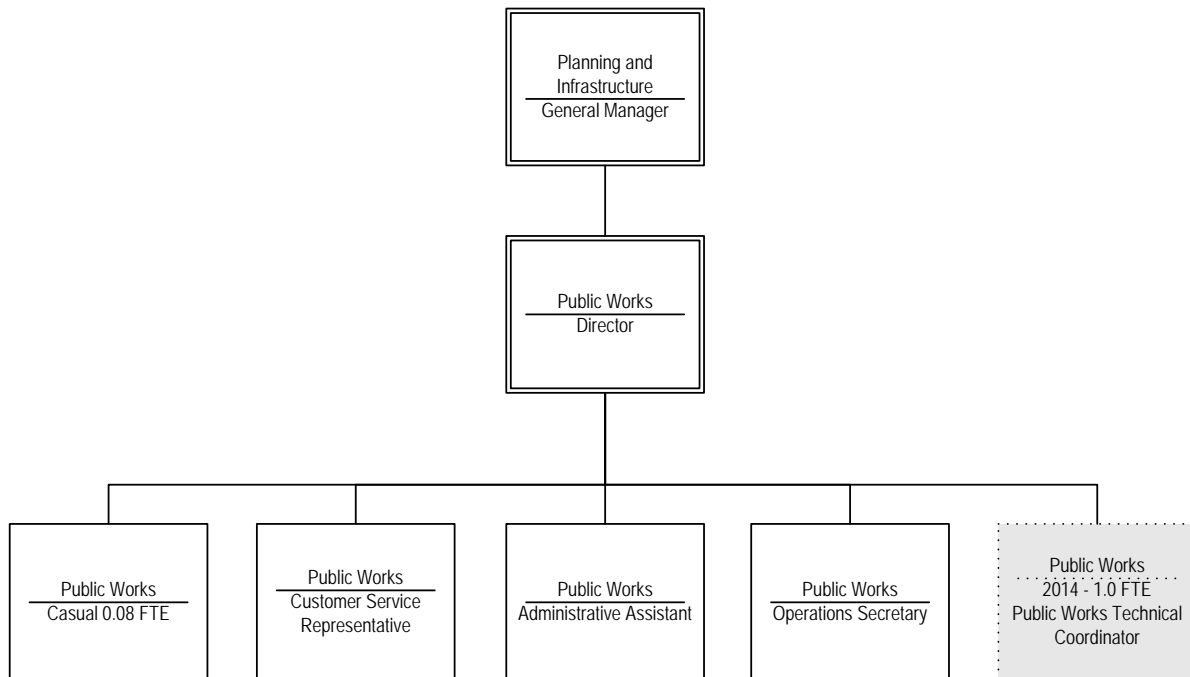
Public Works

Description



The Public Works section is an integral part of the Planning and Infrastructure Department. The primary focus of this section is the operation and maintenance of the City’s roadway, drainage, utilities (water, sewer and solid waste), open space and public assets constructed by private developers in new development areas that are subsequently turned over to the City.

The Public Works section is managed by the Director of Public Works, with supervisors overseeing each of the three functional areas; Roads and Drainage, Parks and Open Spaces, and Utilities. All of the functions provide assistance to the other departments of the City to meet their objectives, when resources permit.

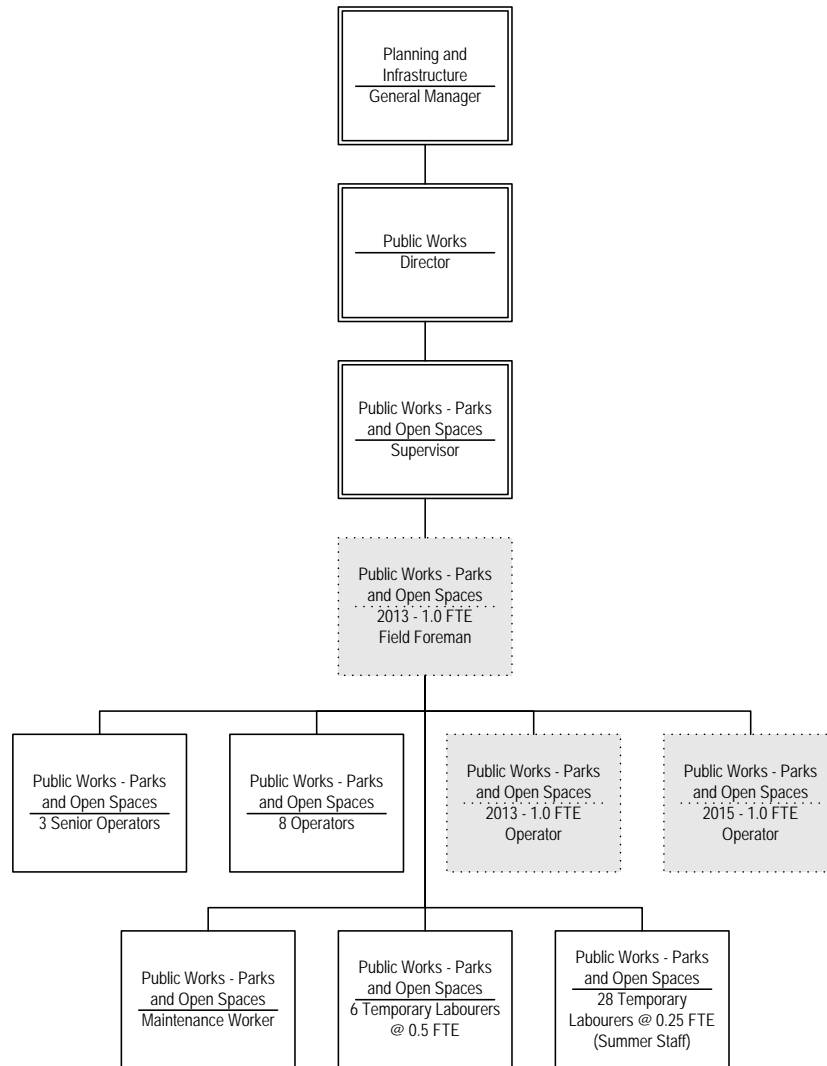
Public Works General Services**Description**

Public Works General Services is a function that provides management and administrative support to the entire Public Works section. Management and administrative support activities include:

- Financial Management.
- Internal and External Customer Services.
- Operations Support.
- Data Management.
- Safety Program Management.
- HR Management and Support.
- Training & Development.

Parks and Open Spaces

Description

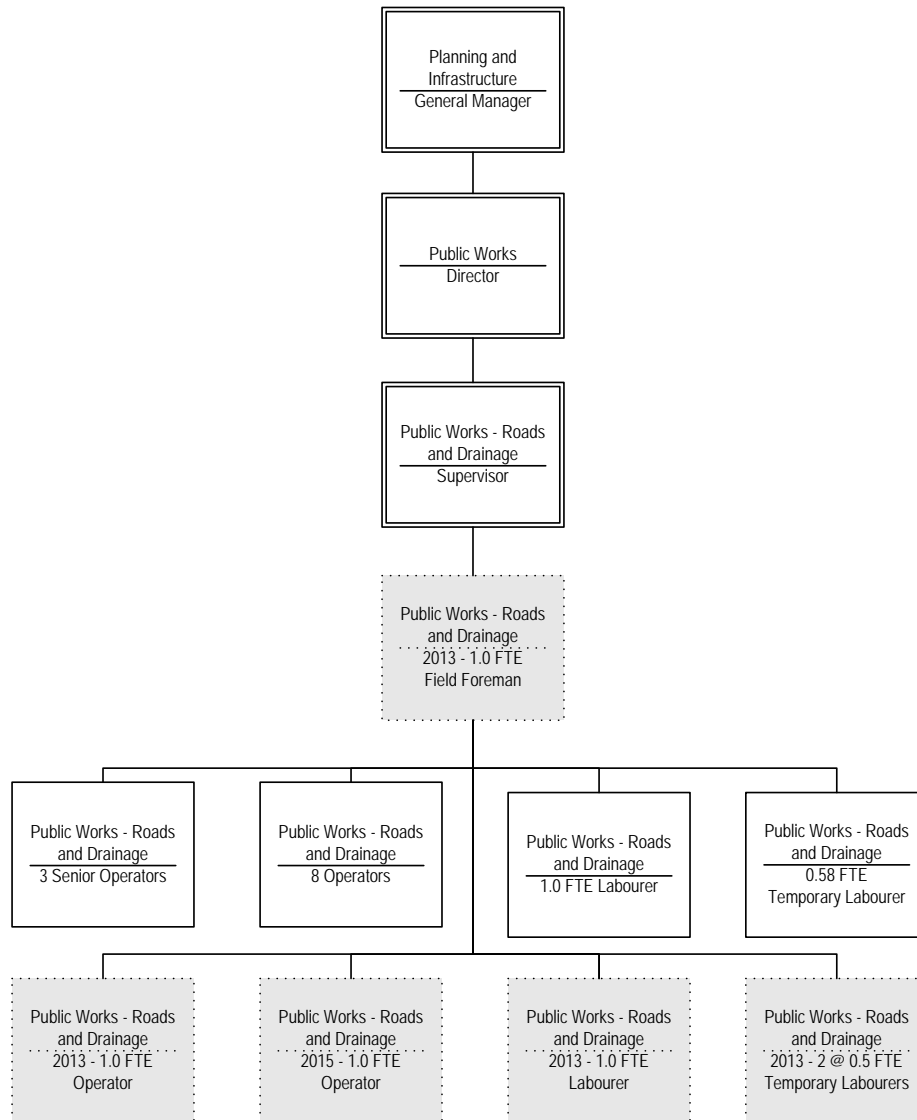


Parks and Open Spaces manages the operation and maintenance of City-owned and operated lands through planned maintenance activities designed to preserve and enhance park assets (turf grass, sport fields and courts, outdoor rinks and skating oval, asphalt paths, shale trails, horticulture, urban forest and park amenities).

Parks and Open Spaces also provides and coordinates joint-use open space maintenance services in conjunction with the two school districts in the city, provides support to the Community and Protective Services Department for special community events, services a number of other special events as requested by other departments, and is responsible for Spruce Grove's Christmas lighting and transit stop maintenance.

Roads and Drainage

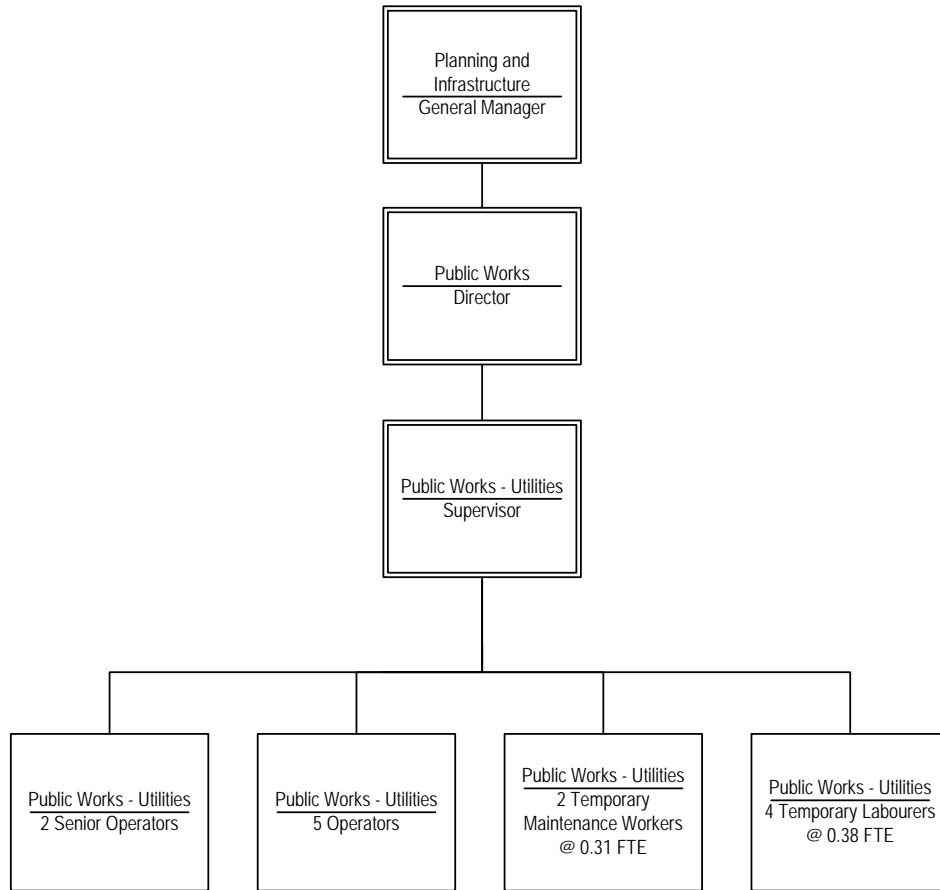
Description



Roads and Drainage manages the operation and maintenance of the city's roadways and related appurtenances (lanes, storm drainage including storm management ponds, traffic signs, pavement markings, sidewalks, curbs, City-owned street lights, traffic control signals and crosswalk signals). Roads and Drainage also provides snow and ice control and street sweeping services in accordance with City service level policies.

Utilities – Water and Sewer

Description

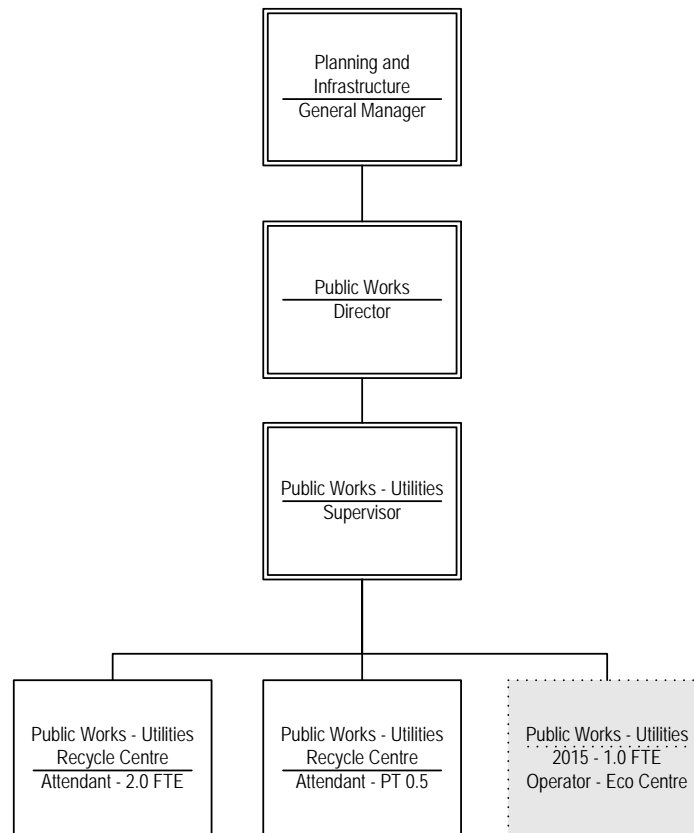


The Public Works section includes Utilities, which manages the operation and maintenance of city utilities. Responsibilities include water distribution (three treated water reservoirs, two distribution pumping stations and a truck fill station), customer water meters and sewage collection (including a lagoon serving a portion of Parkland Village and three Parkland County residents on Century Road).

The Utilities function also provides operation and maintenance services to the Capital Region Parkland Water Services Commission, the regional water supplier serving Spruce Grove, Stony Plain and Parkland County. . In addition, emergency and customer response standby services - for both City of Spruce Grove and regional water customers are provided 24 hours a day, year round.

Utilities – Solid Waste

Description



The Solid Waste Utility is also operated within the Utilities section of Public Works. Functions of the Solid Waste Utility include solid waste and recycling services, collection contractor coordination, response to customer service requests, curbside blue bag recycling, waste and organic cart delivery and maintenance, and Eco Centre management.

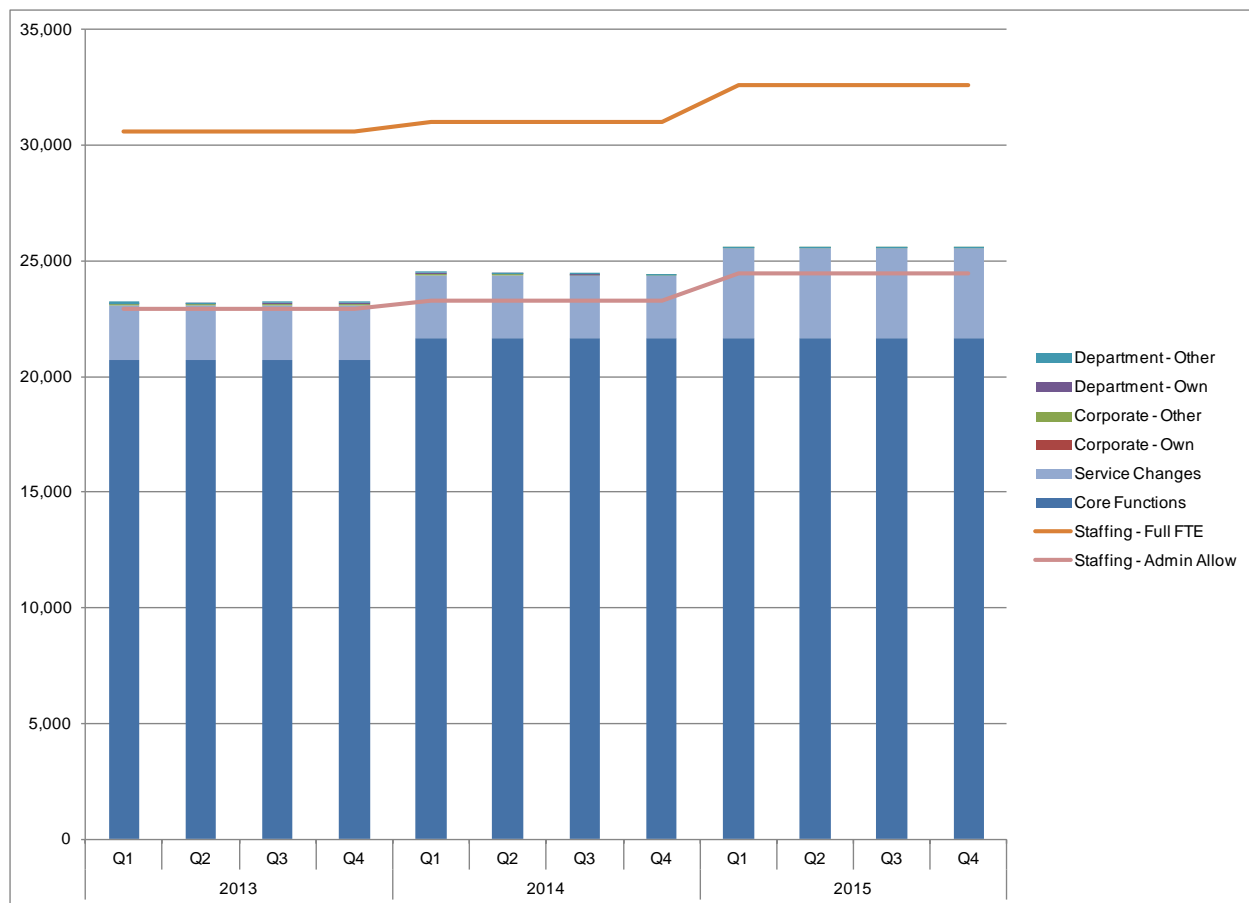
Staffing Summary

The following chart outlines the current staffing complement including new positions, expressed as FTEs, for Public Works for the current business plan.

	2013	2014	2015
Full-Time	45.00	46.00	49.00
Perm Part-Time	0.50	0.50	0.50
Temp Part-Time	13.72	13.72	13.72
Casual	0.08	0.08	0.08

Capacity

The following graph reflects the combined capacity and commitments for Public Works for the current business plan.



Services

The following table outlines the services, excluding effort from initiatives and service changes, provided by Public Works.

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Pump Houses and Reservoir	Policy 2016 (Clean out reservoirs every 5 years).	737	737	737
Water Service Laterals	Policy 2016.	1,008	1,058	1,058
Meters	Policy 2016.	2,123	2,229	2,229
Hydrants	Policy 2016.	2,401	2,521	2,521
Main/Hydrant Valves	Policy 2016.	290	304	304
Capital Region Parkland Water Commission Operations	Relief of contract operator required on a periodic basis by contract terms.	349	349	349
System Support	As required emergency response to customer utility issues and system operational checks.	328	344	344
Wastewater Collection	Policy 2015.	2,054	2,156	2,156
Drainage	Policy 2023.	1,854	1,947	1,947
Customer Support	Administration includes both 35 and 40 hour work weeks (various policies).	2,092	2,196	2,196
Street Sweeping	Policy 2019.	2,030	2,131	2,131
Grading and Dust Control	Maintain as required through annual programs.	589	589	589
Asphalt Maintenance	Maintain as required. Annual programs for pot hole or other surface patching using various methods; base repairs and pavement marking.	5,151	5,408	5,408
Financial Management	As per various financial policies.	1,462	1,462	1,462
Traffic and Pedestrian Control/Advisory and Regulatory Devices	Continuous service.	2,632	2,764	2,764
Safety Program	Human Resources and Health and Safety Policies.	769	807	807
Street Lighting	Continuous service provided by Enmax.	21	22	22
Data Management	As required; subject to budget limitations.	1,493	1,568	1,568
Water Distribution	Policy 2016.	622	653	653
Training and Development	As required; subject to budget limitations.	254	267	267
Truck Fill Station	Policy 2016.	90	90	90
Snow and Ice Control	Policy 2014.	6,883	7,227	7,227
Wastewater Service Laterals	Policy 2015.	337	354	354
Operations Support	As required (various policies).	4,387	4,606	4,606
Public Works Yard Maintenance	As required.	1,000	1,000	1,000
Sidewalk Maintenance	Policy 2013.	355	373	373
Turf Grass Management	Policy 2018.	9,362	9,830	9,830

Service	Service Level	Effort (Hours)		
		2013	2014	2015
Sport Field Maintenance	Policy under development.	2,895	3,040	3,040
Amenity Maintenance	Policy 8027 Outdoor Ice.	10,631	11,163	11,163
Horticulture	As required; subject to budget limitations.	4,350	4,568	4,568
Urban Forest Management	Urban Forest Master Plan. Policy under development.	4,161	4,369	4,369
Environmental Services	As required; subject to budget limitations.	3,924	4,120	4,120
Solid Waste	Policy 2015.	5,393	5,662	5,662
New Developments	Participate in CCC and FAC inspections and some drawing reviews and comments.	120	126	126
Cemetery Maintenance	Policy 2024.	687	687	687

Service Changes

The following table outlines the service changes for Public Works for the current business plan.

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
250 - 1.0 FTE Roads Operator (2013)	The position is needed to support a 5% annual growth in the road and storm sewer network inventory as a direct result of new development, as well as other network growth resulting from new City-driven projects.	2013	\$ 62,157	\$ 75,711	\$ 77,916	Position start date March 1, 2013
208 - 1.0 FTE Field Foreman (Parks)	Full-time field direction and coordination of crews engaged in field operation and maintenance activities to meet current and future demands. Increased demands for quality customer service, unscheduled work, human resource management, growth response, planning and coordinating etc., have created an untenable situation for the Parks & Open Spaces Supervisor and a field support position is critical to managing these needs.	2013	\$ 107,609	\$ 96,353	\$ 101,054	Position start date March 1, 2013
253 - 1.0 FTE Parks Operator (2013)	The position is needed to support a 5% annual growth in Parks inventory which is a direct result of new development, as well as other network growth resulting from City installations.	2013	\$ 56,202	\$ 75,711	\$ 77,916	Position start date April 1, 2013

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
259 - 1.0 FTE Field Foreman (Roads)	Full-time field direction and coordination of crews engaged in field operation and maintenance activities to meet current and future demands. Increased demands for quality customer service, unscheduled work, growth response, planning and coordinating etc.	2013	\$ 100,133	\$ 96,353	\$ 101,054	Position start date April 1, 2013
344 - 1 Full-Time Labourer and 2 Temporary Labourers (0.5 FTE each)	Require a full time labourer plus 2 temporary labourers. Work in the winter months includes updating snow route signs, placing and moving residential snow clearing and street sweeping signs during winter and spring activities. Summer activities include asphalt, sign and catch basin repair and maintenance.	2013	\$ 69,093	\$ 94,203	\$ 97,011	Position start date April 1, 2013
342 - Median Nose Painting	Service Change directed by Council motion (May 14/12mtg) to contract painting to improve aesthetics and visibility of all median noses.	2013	\$ 5,000	\$ 5,000	\$ 5,000	
343 - City Beautification - Flower Planters	Direction of Council by motion (May 14/12 meeting) to distribute and maintain an inventory of temporary planters (36) with annual flowers to make the maximum possible visual impact at identified intersections.	2013	\$ 20,000	\$ 20,000	\$ 20,000	
210 - 1.0 FTE Public Works Technical Coordinator	Public Works has no capacity to meet the demand for operational and work planning support, activity coordination, data analysis, resource forecasting, GPS data gathering, inventory management and specialized GIS mapping capabilities for all of our operations. A number of these operational functions form a part of the OMS initiative, which will require a large time commitment in support of the development and roll-out of OMS. As the system is populated with information there will be an ongoing commitment to data management and analysis.	2014	\$ -	\$ 61,601	\$ 99,324	Position start date July 1, 2014

Service Change	Service Change Description	Start Year	2013 cost	2014 cost	2015 cost	Notes
322 - 1.0 FTE Parks Operator (2015)	The position is needed to support annual growth in the Parks inventory which is a direct result of new development, as well as other network growth resulting from City installations.	2015	\$ -	\$ -	\$ 65,780	Position start date March 1, 2015
323 - 1.0 FTE Roads Operator (2015)	The position is needed to support the annual growth in the road and storm sewer network inventory as a direct result of new development, as well as other network growth resulting from new City-driven projects.	2015	\$ -	\$ -	\$ 65,780	Position start date March 1, 2015
225 - 1.0 FTE Utilities Operator (Eco Centre)	An opportunity exists to solidify environmental stewardship, market recyclable products; lower operating costs and optimize revenue recovery by moving recycling system operations in-house. The current solid waste contract expires on May 31, 2013 and indication of the removal of this service provision before re-tendering would be desirable.	2015	\$ -	\$ -	\$ 66,355	Position start date March 1, 2015

Departmental Initiatives

The following table outlines the department initiatives for Public Works for the current business plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PW.02 - Plan for the Evolution of the Eco Centre	Determine future needs and the best operational model for the Eco Centre.	2013	2014	216	\$ -	\$ -	\$ -	

Capital Initiatives

The following table outlines the capital initiatives for Public Works for the current plan.

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PW.21 - Bobcat (Skid Steer)	Due to growth, and to maintain current and future service levels there is a need for a third Bobcat Skid Steer. If one of the existing skid steers goes in for repair or maintenance or if both of the machines are being used, then renting of additional equipment is necessary due to time sensitive programs that Public Works under takes. The skid steers are used for a variety of programs including SNIC activities, asphalt maintenance, lane gravelling, road shoulder gravelling, stump removal, and the handling of material in the public works yard.	2013	2013	32	\$ 43,000	\$ (7,000)	\$ (7,000)	

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PW.36 - Hydro Excavation Truck	The City has one combination flusher-eductor unit that supports all PW activities, ranging from sewer flushing and catchbasin cleaning through to hydro-excavating to expose shallow bury utilities, or in support of excavation work in fluid ground environments. The number of task expectations for this unit means that it is in constant demand and because of the nature of its use and the complex mechanical systems, requires a lot of mechanical service time. These competing needs result in delays in sewer network flushing, which means that our service levels are not being maintained and we are not meeting our AB Environment code of practice requirements. Obtaining a smaller hydrovac truck will provide an increase in hydro-excavation capacity and allow access to difficult locations while ensuring that the combination unit is primarily focused on mains flushing activities.	2013	2013	32	\$ 310,000	\$ -	\$ -	

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PW.37 - Utilities Shoring and Trailer	OH&S dictates that at a depth of 1.5 metres, the usage of shoring or open cut back is required to protect an employee who enters an excavation. The City of Spruce Grove has adopted to use shoring instead of open cut backs because of the nature of work that is being performed. With shoring the city staff can excavate a much smaller hole than with the open cut back technique. The shoring when placed into the excavation will hold back the walls of the excavation and prevents the walls from collapsing onto the city staff member who has entered the excavation.	2013	2013	48	\$ 40,000	\$ -	\$ -	

Project	Project Description	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Notes
PW.38 - Plow Truck/Tandem	The total amount of road lane kilometres is increasing at a rate that the city's Roads and Drainage section needs more equipment. The addition of a third plow truck/tandem is necessary to maintain the service level that has been set. At the present moment if one of the current plow trucks break down, there is only one plow truck that is servicing the city. If the repairs take any length of time and the conditions become treacherous, the remaining plow truck cannot maintain the roads in a drivable condition. This third truck, if it is not being used for the plow and sanding operations, it could and would be used to remove snow from city facilities. During excavations to repair the city's infrastructure, this tandem would be used to transport material to and from the excavation site. This is usually contracted out and would be conducted by city personnel. The tandem would also be used for the spring boulevard clean up and spring street cleaning purposes.	2013	2013	48	\$ 245,000	\$ (5,000)	\$ (5,000)	Grants of \$250K in 2013, savings in taxes of \$5,000 per year

Fiscal Plan

The following reflects the fiscal plan summary for Public Works (Public Works General Services, Parks and Open Spaces, Roads and Drainage, Water and Sewer and Solid Waste) for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Property Taxes	5,557	-	-	-	-	-
Government Transfers	1,323,514	162,507	162,507	164,843	167,248	169,726
User Fees	11,734,163	11,854,846	11,861,196	13,142,597	14,109,932	15,137,328
Contributed Tangible Capital Assets	-	2,280,000	2,280,000	1,085,000	-	-
Developer Contributions	822,410	1,040,000	1,040,000	2,500,000	-	56,000
Interest	62,891	55,690	55,690	48,440	40,881	33,317
	<u>13,948,535</u>	<u>15,393,043</u>	<u>15,399,393</u>	<u>16,940,880</u>	<u>14,318,061</u>	<u>15,396,371</u>
Expenses						
Amortization	6,913,046	2,004,159	1,953,508	2,044,454	2,038,814	2,027,078
Human Resources	3,326,850	3,741,882	3,742,618	4,182,703	4,448,840	4,832,043
Interest on Long-Term Debt	63,349	45,221	45,221	39,216	32,968	26,466
Operations and Maintenance	10,236,450	10,522,121	10,728,106	11,258,497	12,099,784	12,819,550
	<u>20,539,695</u>	<u>16,313,383</u>	<u>16,469,453</u>	<u>17,524,870</u>	<u>18,620,406</u>	<u>19,705,137</u>
Annual Deficit	(6,591,160)	(920,340)	(1,070,060)	(583,990)	(4,302,345)	(4,308,766)

The following reflects the fiscal plan summary for Public Works General Services for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Expenses						
Human Resources	304,481	334,152	303,969	325,879	389,020	455,725
Operations and Maintenance	25,162	26,800	26,800	28,100	29,105	29,740
	<u>329,643</u>	<u>360,952</u>	<u>330,769</u>	<u>353,979</u>	<u>418,125</u>	<u>485,465</u>
Annual Deficit	(329,643)	(360,952)	(330,769)	(353,979)	(418,125)	(485,465)

The following reflects the fiscal plan summary for Parks and Open Spaces for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	75,828	77,858	77,858	80,194	82,599	85,077
User Fees	68,795	44,000	56,000	56,000	56,000	56,000
	<u>144,623</u>	<u>121,858</u>	<u>133,858</u>	<u>136,194</u>	<u>138,599</u>	<u>141,077</u>
Expenses						
Amortization	400,307	-	-	-	-	-
Human Resources	1,393,357	1,410,910	1,418,017	1,592,133	1,676,847	1,793,034
Operations and Maintenance	627,002	739,213	796,709	760,609	776,265	798,268
	<u>2,420,666</u>	<u>2,150,123</u>	<u>2,214,726</u>	<u>2,352,742</u>	<u>2,453,112</u>	<u>2,591,302</u>
Annual Deficit	<u>(2,276,043)</u>	<u>(2,028,265)</u>	<u>(2,080,868)</u>	<u>(2,216,548)</u>	<u>(2,314,513)</u>	<u>(2,450,225)</u>

The following reflects the fiscal plan summary for Roads and Drainage for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Government Transfers	84,648	84,649	84,649	84,649	84,649	84,649
User Fees	32,960	9,750	9,750	10,150	10,550	10,972
Developer Contributions	6,595	-	-	-	-	-
Interest	62,891	55,690	55,690	48,440	40,881	33,317
	<u>187,094</u>	<u>150,089</u>	<u>150,089</u>	<u>143,239</u>	<u>136,080</u>	<u>128,938</u>
Expenses						
Amortization	4,506,759	-	-	-	-	-
Human Resources	917,570	1,013,572	1,017,171	1,234,854	1,321,793	1,426,592
Interest on Long-Term Debt	50,811	45,221	45,221	39,216	32,968	26,466
Operations and Maintenance	2,808,562	2,394,865	2,414,986	2,569,097	2,705,570	2,929,663
	<u>8,283,702</u>	<u>3,453,658</u>	<u>3,477,378</u>	<u>3,843,167</u>	<u>4,060,331</u>	<u>4,382,721</u>
Annual Deficit	<u>(8,096,608)</u>	<u>(3,303,569)</u>	<u>(3,327,289)</u>	<u>(3,699,928)</u>	<u>(3,924,251)</u>	<u>(4,253,783)</u>

The following reflects the fiscal plan summary for Water and Sewer for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
Property Taxes	5,557	-	-	-	-	-
Government Transfers	1,163,038	-	-	-	-	-
User Fees	9,005,716	9,105,896	9,131,446	10,205,297	11,039,107	11,865,814
Contributed Tangible Capital Assets	-	2,280,000	2,280,000	1,085,000	-	-
Developer Contributions	815,815	1,040,000	1,040,000	2,500,000	-	56,000
	10,990,126	12,425,896	12,451,446	13,790,297	11,039,107	11,921,814
Expenses						
Amortization	2,005,980	1,989,807	1,940,256	2,031,202	2,025,562	2,013,826
Human Resources	555,504	842,558	861,240	883,387	911,248	937,890
Interest on Long-Term Debt	12,538	-	-	-	-	-
Operations and Maintenance	4,768,660	5,183,300	5,218,622	5,548,041	6,144,481	6,526,070
	7,342,682	8,015,665	8,020,118	8,462,630	9,081,291	9,477,786
Annual Surplus	3,647,444	4,410,231	4,431,328	5,327,667	1,957,816	2,444,028

The following reflects the fiscal plan summary for Solid Waste for the current business plan.

	2011 ACTUAL	2012 BUDGET	2012 FORECAST	2013 BUDGET	2014 FORECAST	2015 FORECAST
Revenue						
User Fees	2,626,692	2,695,200	2,664,000	2,871,150	3,004,275	3,204,542
	2,626,692	2,695,200	2,664,000	2,871,150	3,004,275	3,204,542
Expenses						
Amortization	-	14,352	13,252	13,252	13,252	13,252
Human Resources	155,938	140,690	142,221	146,450	149,932	218,802
Operations and Maintenance	2,007,064	2,177,943	2,270,989	2,352,650	2,444,363	2,535,809
	2,163,002	2,332,985	2,426,462	2,512,352	2,607,547	2,767,863
Annual Surplus	463,690	362,215	237,538	358,798	396,728	436,679

FISCAL PLAN SUMMARY

Overview

The fiscal plan sets out the financial requirements to support the strategic plan, corporate business plan and department business plans. The financial requirements include revenue, expenses and tangible capital acquisitions associated with the delivery of services and the new initiatives and service changes recommended in this corporate plan.

The main objective of the financial discussion and analysis is to clearly explain and highlight information underlying the fiscal plan. The information is intended to enhance the users' understanding of the City's financial position and operations – enabling the City to demonstrate accountability for the resources entrusted to it.

Key Assumptions

The corporate plan is prepared in accordance with the City's financial bylaws and policies which are summarized in the notes to the fiscal plan statements. The resulting financial measures are reported in the financial discussion and analysis.

Assumptions about inflation, population growth and the economy are included in the notes to the fiscal plan statements.

Key Measures

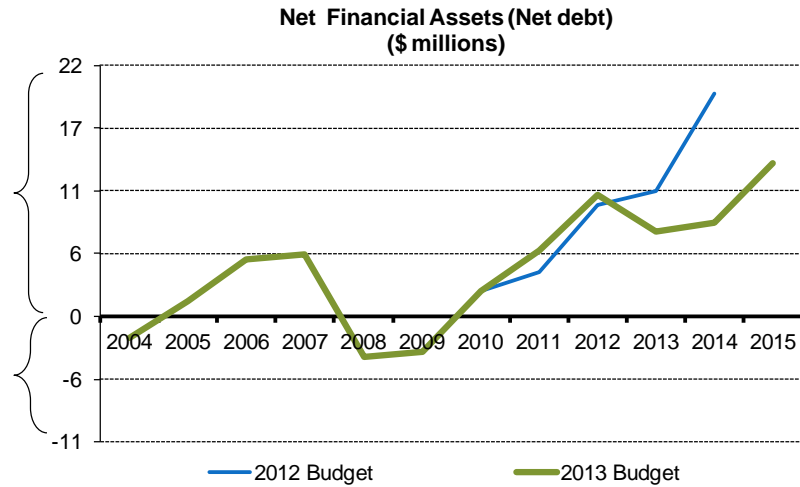
The City manages its finances with a long-term view emphasizing affordability, a healthy financial position and long-term planning. Measures of financial position indicate the City's ability to finance its activities and provide future services.

Net Financial Assets / Net Debt

The amount of net financial assets or net debt indicates the affordability of additional spending. It is calculated as the difference between the City’s financial assets and liabilities.

The City of Spruce Grove has maintained a net financial asset position since 2010 as shown in the following chart.

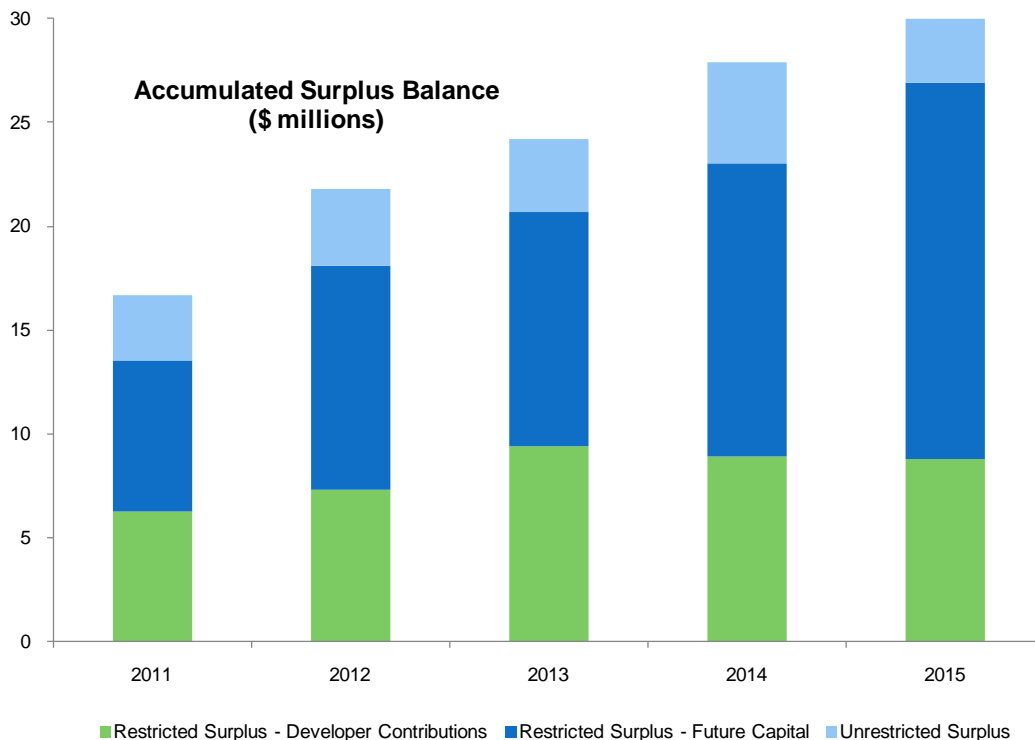
- Net financial assets indicate that financial resources are on hand for future operations.
- Net debt indicates that future revenues are required to pay for past operations.



The expected net asset position from 2012 to 2014 is approximately equal to the amount of developer levies held for future use. In 2015, the forecasted net asset position is higher because the plans for some capital projects in 2015 are still being developed.

Accumulated Surplus

The following chart shows components of accumulated surplus: unrestricted surplus, surplus restricted for future capital and developer contributions.



Investment in tangible capital assets is 93 per cent of accumulated surplus in 2013 and is not included in the above chart.

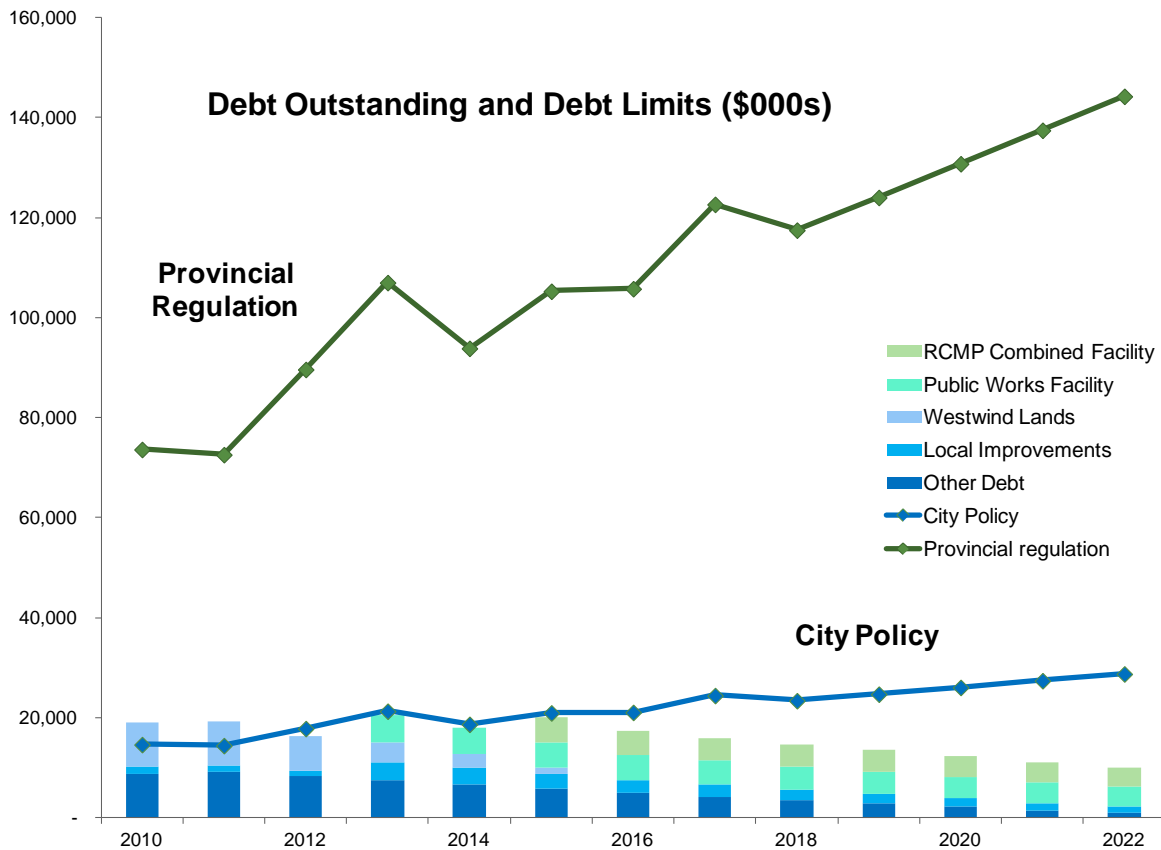
By policy, the levels of unrestricted surplus need to be adequate to cover potential shortfalls in budgeted revenues – 5 to 10 per cent of expenses, not including amortization. In 2013, the balance in unrestricted surplus is within policy at 6.0 per cent.

Although the projected balances of accumulated surplus are significant, the requirement for new and replacement tangible capital assets is just as significant. The accumulated surplus set aside for future capital is adequate only if the City continues to receive the same level of federal and provincial grant funding for those projects currently within the corporate plan.

Debt

The City maintains debt levels that allow for a healthy degree of flexibility in providing programs and services.

The City recognizes that debt can be used to appropriately accelerate capital projects necessary for the well-being of the community, giving consideration to the associated inherent financing costs.

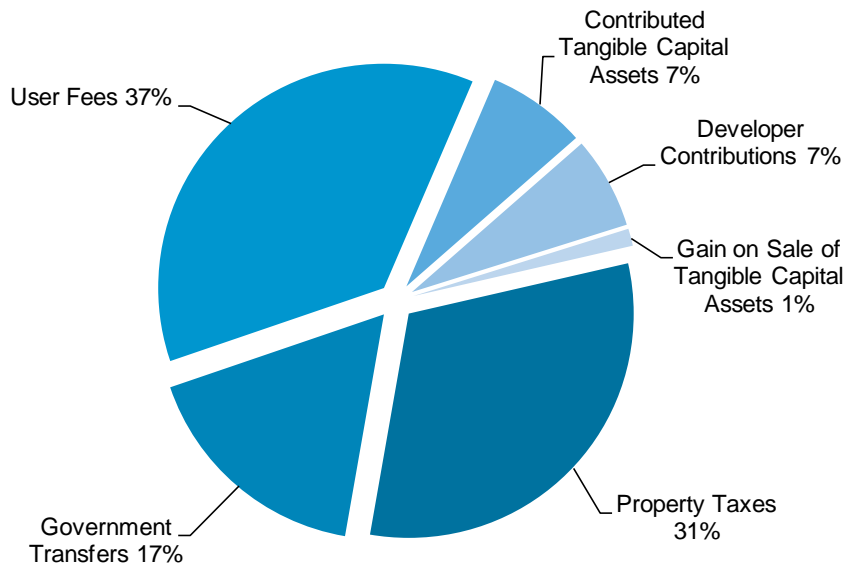


The City's practice is to utilize debt as a source of funding for capital infrastructure where sufficient funding from grants and other sources cannot be secured. When the balance of cash on hand allows, consideration is given to reducing or deferring new debt.

The following new debt is planned: \$5.539 million in 2013 for the Public Works Site Design and Expansion, \$2.8 million in 2013 for the Tri Village local improvement, \$5.0 million in 2015 for the RCMP Combined Facility.

Revenue

The most important driver of City revenue is economic activity which affects the number of taxable properties, influences construction activity and impacts the demand for City services. It is expected that growth in Spruce Grove in 2013 will be similar to that in 2012.

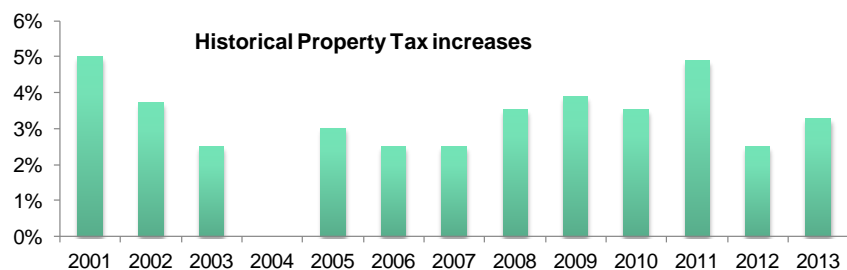


Property Taxes

In Spruce Grove, a one per cent tax increase is equivalent to:

- \$219,000 in 2012
- \$242,000 in 2013
- \$261,000 in 2014
- \$268,000 in 2015

Spruce Grove has a history of moderate municipal tax rate increases as shown in the adjacent chart.



The City also collects levies on behalf of the provincial government for education and on behalf of the Meridian Foundation, which provides local housing for seniors.

Property taxes are calculated in two steps. First, the City Assessor prepares an assessment of each property and calculates the city’s total assessment. Second, the City sets tax rates each April for classes of properties such as residential and non-residential property based on the previous year’s total assessment.

Government Transfers

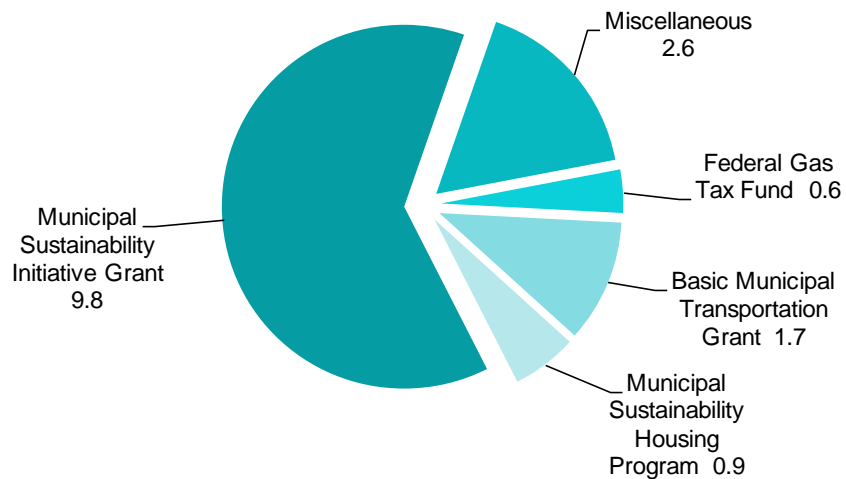
Government transfers, otherwise referred to as grants, make up a large proportion of the financing for capital acquisitions. The City has worked successfully with the provincial and federal governments to access grant funds.

Partnerships with the provincial and federal governments and the neighbouring communities help provide funding for projects such as new roads, buildings, parks, sports fields and other recreation facilities.

Grant funding is not used to support utility infrastructure programs. User fees support all water, sewer and solid waste costs.

In 2012, the City is expecting to use \$10.2 million of grant funds for operating expenses and capital acquisitions. The 2013 budget uses \$15.6 million of available grant funding, leaving over \$5.2 million assigned to future capital initiatives.

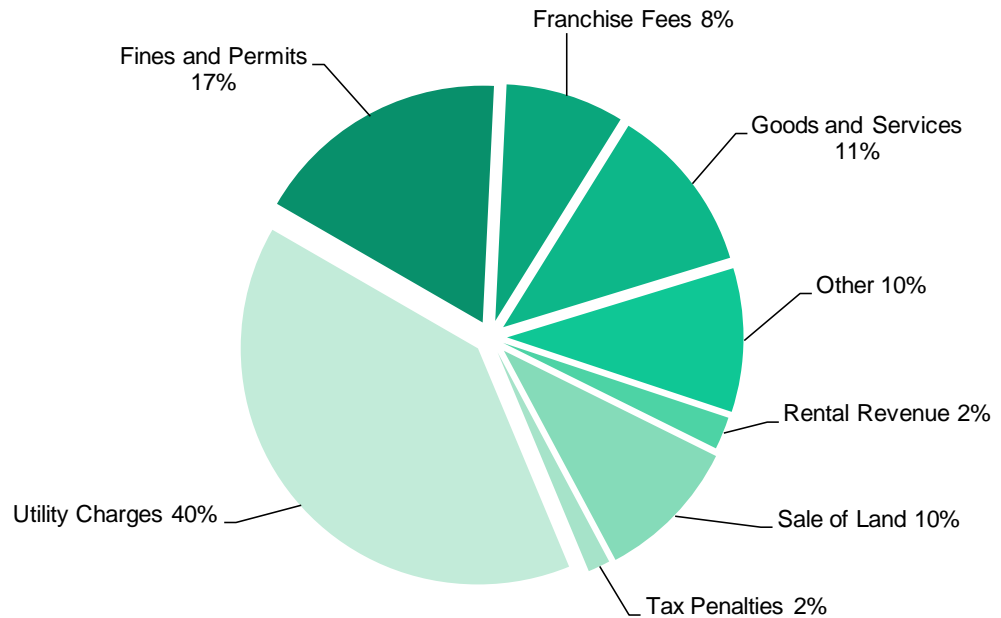
Government Transfer Revenue (\$ millions)



User Fees, Contributed Assets and Other Amounts

Adjusting for population growth, demand for services in 2012 is used as a starting point for estimating 2013 volumes.

Infrastructure constructed by developers is recognized as a contributed asset in the year the City takes over responsibility for the asset; underground infrastructure after one year and surface infrastructure two years after construction.



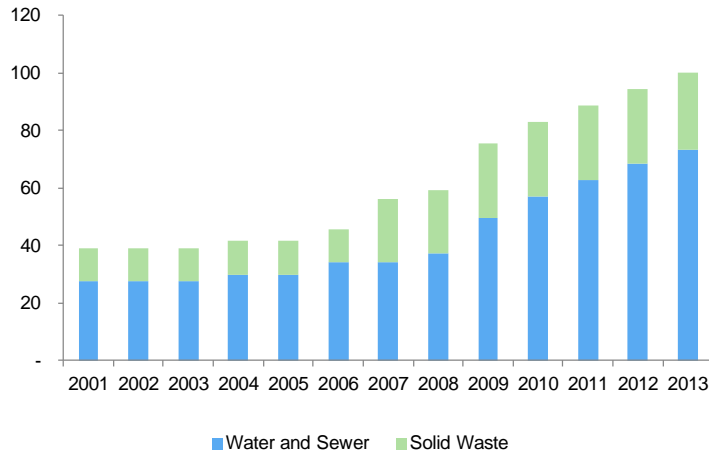
Permit fees from land development and building construction in 2013 are expected to be similar to 2012.

Utilities

The cost of both operating and capital replacement of water, sewer and solid waste systems is recovered through utility charges to the users of each system. Utility costs are not subsidized by grants or property taxes. Separate rates are charged for water and sewer customers and solid waste customers.

Utility revenue increases with the rise in rates and with growth in the number of customers.

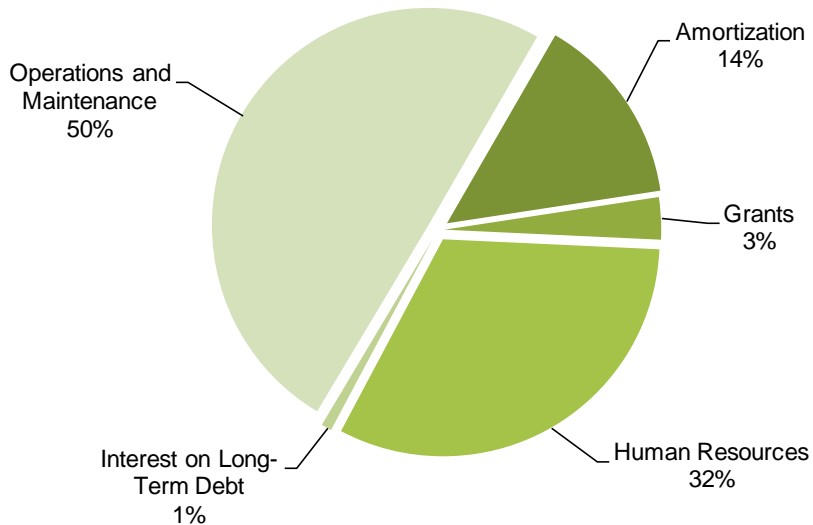
The water and sewer utility rate increase needed in 2013 to cover operating and capital costs is \$0.289 per cubic metre (7.39 per cent increase) which is approximately \$5.05 per month for a household consuming 17.5 cubic metres of water.



The increase needed in the solid waste utility is 75 cents per month for 2013 primarily due to the significant increase in activity experienced at the Eco Centre.

Expenses

The 2013 budget includes \$68 million in expenses, primarily allocated to three categories: amortization - \$9.7 million; human resources - \$21.3 million; and operations and maintenance - \$34.0 million.



Amortization

Amortization is a non-cash expense that estimates the annual cost of using tangible capital assets (TCAs) each year. TCAs include engineering structures, equipment, facilities, fleet and land improvements. The cost of the tangible capital assets, not including land, is amortized on a straight line basis over the estimated useful life of the assets.

By the end of 2013, the City will have an estimated \$357 million of tangible capital assets, which includes \$108 million in land.

Contingency

The 2013 budget for contingency is \$225,000, a little less than one per cent of municipal property tax revenue. Adequate contingency levels are required to cover unexpected expenses.

Grants

The City provides grants and contributions to various community organizations. The largest amounts are for the Spruce Grove Public Library, Specialized Transit Service and affordable housing projects.

Human Resources

The 2013 budget includes human resource costs of \$21.3 million which is 32 per cent of expenses.

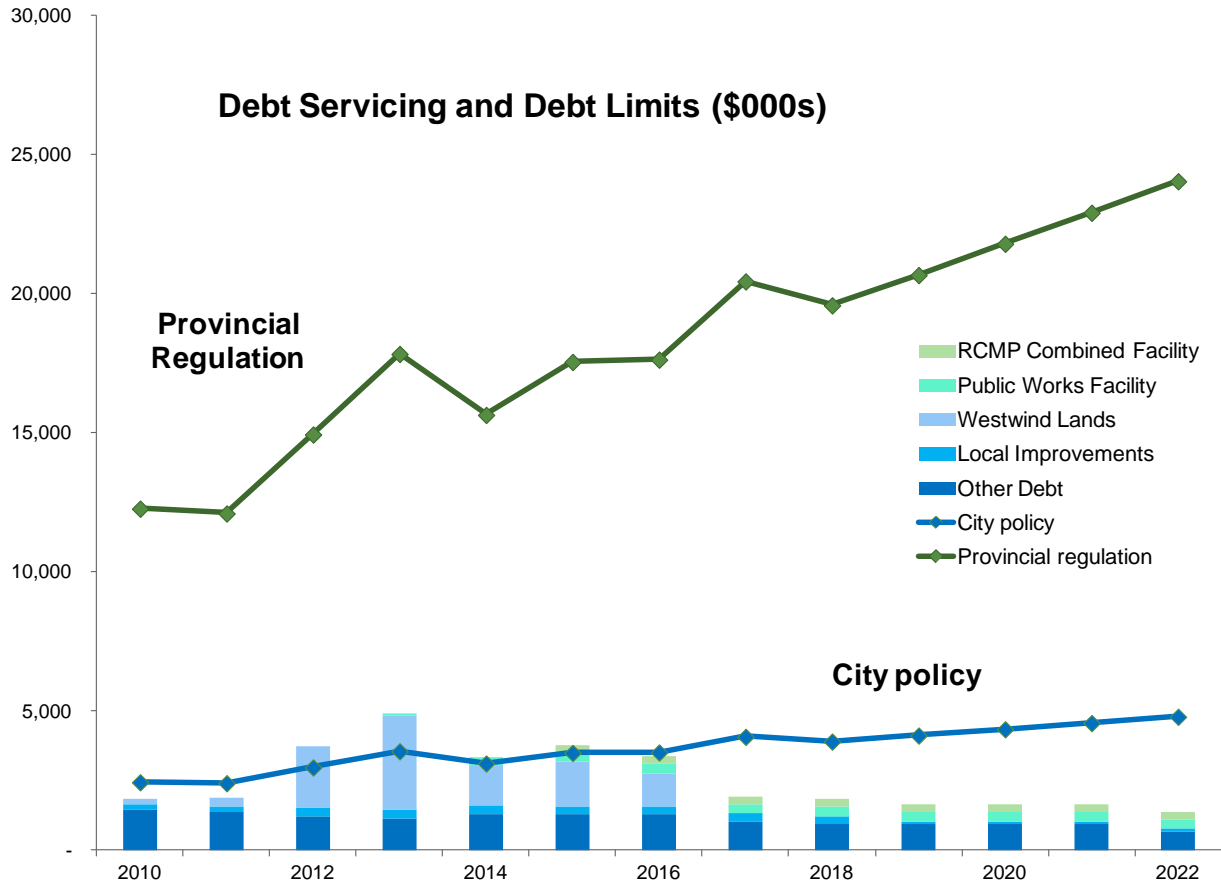
The City's staffing complement consists of full-time, part-time and casual positions equal to 237.78 full-time equivalents (FTEs) which includes new staffing approved by council.

The number of positions does not automatically increase with population growth. New positions are presented as service changes in this plan and are approved by council.

In addition to City staff, municipal services are also delivered by third party agencies, including the Spruce Grove Public Library and the TransAlta Tri Leisure Centre, and through many contracts such as Edmonton Transit and RCMP.

Interest on Long-Term Debt

Interest on long-term debt and principal repayments are the two components of debt servicing. Debt servicing levels are limited by the province and by City policy.



The City’s debt management policy sets a debt servicing target of one fifth of the provincial limit: 5 per cent of the difference of total revenues less capital government transfers and contributed assets.

Debt servicing temporarily exceeds the limits set by the debt management policy as a result of borrowing for Westwind Lands. The components of debt servicing are disclosed in the notes to the fiscal plan statements (Note 5).

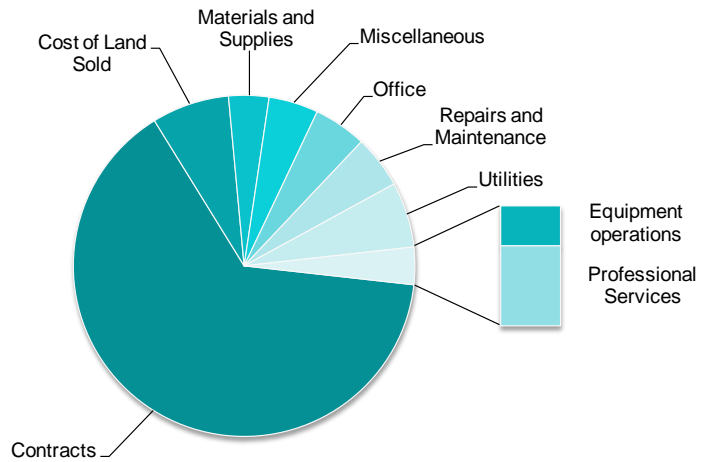
In March 2010, the City borrowed \$8.9 million to acquire parcels of land to assemble as the Westwind Lands. Interest on the outstanding amount is repaid on an annual basis by the developer and the principal is repaid from the proceeds from the sale of land to the developer. The debt on the Westwind Lands is included in the debt limit calculations.

Operations and Maintenance

There is a wide variety of costs included in operations and maintenance, which is budgeted at \$34.0 million in 2013.

The following major operating contracts make up more than 64 per cent of operations and maintenance costs:

- Purchase of water
- Waste water treatment
- Garbage collection
- RCMP
- Automated traffic enforcement
- Transit

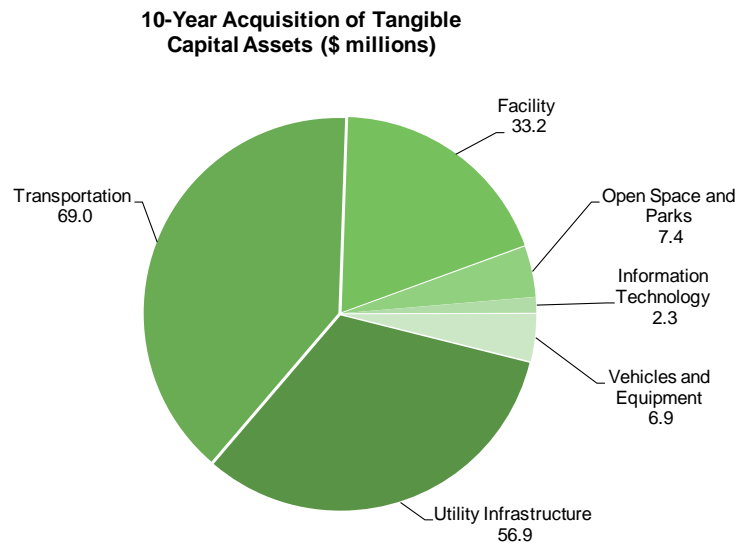


Tangible Capital Assets

The corporate plan includes a 10-year capital plan that safeguards City assets through extensive life cycle and rehabilitation programs.

Tangible capital assets that are required for lifecycle, rehabilitation and replacement are included in the status quo budget. All new tangible capital assets are included as new initiatives.

Acquisitions of tangible capital assets from 2013-2022 are categorized by type in the adjacent chart. Tangible capital asset acquisitions for the next ten years will be \$175.7 million.



The fiscal impact of approving development agreements has taken on increased importance. About one-fifth of the City’s 2013 tangible capital assets will be constructed by developers and contributed to the City. The City assumes responsibility for the maintenance and replacement of these contributed assets.

Risks and Uncertainties

Economy

Assumptions for growth in 2013 are based on general economic opinion as of September 2012. If the actual economic activity differs from what is expected, many of the key revenues and expense projections may be significantly affected.

2012 Forecast

Estimates of the 2013 opening balance of accumulated surplus and net assets are based on information available as of September 13, 2012. Actual results will vary from the forecast and the variations may be significant.

Costs

Costs are expected to be similar to those in 2012 although construction costs in particular remain difficult to predict. There is a risk that they may vary significantly.

Unpredictable Revenue

Revenue with a greater than normal risk of varying by more than \$100,000 is listed below. The list of unpredictable revenues makes up a large part of total revenue, but only a portion of these revenues is at risk of varying from budget:

- Government transfers - Some government transfers such as the Municipal Sustainability Initiative (MSI) and the Federal Gas Tax Fund (FGTF) are subject to changes in provincial and federal policies.
- Growth in new assessment - Estimates of additional tax revenue generated from growth in new properties relies on the unpredictable rate of development.
- Building permits - Revenue from building permits is directly dependent on timing of construction and is unpredictable.
- Developer contributions - Revenue from developer contributions is directly dependent on timing of development, which is unpredictable.
- Franchise fees - Franchise fee revenue depends on consumption and commodity prices.
- Traffic fines - Revenue from traffic fines depends on the number and type of infractions.
- Utility charges - Utility revenue depends on customer consumption, growth and weather conditions.
- Interest revenue - Interest earned on bank balances and temporary investments varies with interest rates as well as the balance of bank accounts and temporary investments.
- Land sales – Revenue from land sales is dependent on market rates and timing of sales.

Fiscal Plan Statements

Unconsolidated Statement of Operations and Accumulated Surplus

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Revenue						
Property Taxes (Schedule 1)	22,160	26,135	23,825	28,406	29,125	31,703
Government Transfers (Schedule 2)	10,195	16,317	10,242	15,651	14,068	7,886
User Fees (Schedule 3)	22,439	31,546	26,041	33,007	29,722	31,391
Contributed Tangible Capital Assets	8,740	8,955	7,335	6,386	6,112	4,931
Developer Contributions	1,803	2,803	2,803	5,957	486	4,335
Gain on Sale of Tangible Capital Assets	-	1,243	3,108	1,113	633	-
Interest	93	164	142	165	320	421
	<u>65,430</u>	<u>87,163</u>	<u>73,496</u>	<u>90,685</u>	<u>80,466</u>	<u>80,667</u>
Expenses (Schedules 4, 5)						
Council	426	450	459	490	488	504
City Manager	504	499	549	585	607	639
Economic and Business Development	428	638	645	765	828	784
Corporate Communications	443	527	557	599	734	745
Community and Protective Services	14,067	15,817	16,066	18,121	18,331	19,531
Corporate Services	4,456	5,307	5,262	5,710	5,982	6,281
Human Resources	742	852	859	1,090	1,018	1,116
Planning and Infrastructure	18,175	26,587	22,000	29,632	23,010	23,967
Utilities	9,506	10,349	10,447	10,975	11,689	12,246
	<u>48,747</u>	<u>61,026</u>	<u>56,844</u>	<u>67,967</u>	<u>62,687</u>	<u>65,813</u>
Annual Surplus	16,683	26,137	16,652	22,718	17,779	14,854
Accumulated Surplus, Opening	<u>311,693</u>	<u>329,100</u>	<u>328,376</u>	<u>345,028</u>	<u>367,746</u>	<u>385,525</u>
Accumulated Surplus, Closing	<u>328,376</u>	<u>355,237</u>	<u>345,028</u>	<u>367,746</u>	<u>385,525</u>	<u>400,379</u>

The accompanying notes are an integral part of these unconsolidated fiscal plan statements.

Unconsolidated Statement of Net Financial Assets (Net Debt)

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Annual Surplus	16,683	26,137	16,652	22,718	17,779	14,854
Inventory of Supplies						
Acquisition	(643)	(538)	(674)	(708)	(744)	(781)
Consumption	531	512	643	675	709	744
	(112)	(26)	(31)	(33)	(35)	(37)
Tangible Capital Assets						
Acquisition of Tangible Capital Assets	(21,979)	(27,939)	(19,626)	(34,467)	(26,256)	(20,014)
(Gain) Loss on Disposal of Tangible Capital Assets	53	(1,243)	(3,108)	(1,113)	(633)	-
Amortization	8,680	9,014	9,103	9,684	9,992	10,433
Proceeds from Disposal of Tangible Capital Assets	28	-	1,883	-	-	-
	(13,218)	(20,168)	(11,748)	(25,896)	(16,897)	(9,581)
Change in Net Financial Assets (Net Debt)	3,353	5,943	4,873	(3,211)	847	5,236
Opening Net Financial Assets	2,554	3,970	5,907	10,780	7,569	8,416
Closing Net Financial Assets	5,907	9,913	10,780	7,569	8,416	13,652

The accompanying notes are an integral part of these unconsolidated fiscal plan statements.

Notes to the Fiscal Plan Statements

The annual corporate plan is the City's key control over its operations – directing program delivery and authorizing planned expenses and acquisition of tangible capital assets.

The unconsolidated fiscal plan statements are prepared on the same basis as the annual financial statements – in accordance with Generally Accepted Accounting Principles established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants and in conformance with the Municipal Government Act of the Province of Alberta. The corporate plan is presented in the same format used for the year-end financial statements and is prepared in accordance with the accounting policies used in the 2011 audited financial statements.

Actual financial results achieved for the years ended December 31, 2013-2015 will vary from the budgets presented in the 2013-2015 Corporate Plan and variations may be significant.

1. Significant Accounting Policies**a. Reporting Entity**

The unconsolidated fiscal plan statements reflect the revenues, expenses and acquisition of tangible capital assets of the City of Spruce Grove. The activities related organizations such as the Spruce Grove Public Library, the TransAlta Tri Leisure Centre and the Capital Region Parkland Water Services Commission are not included within this fiscal plan.

b. Use of Estimates

The following assumptions were used in preparing the corporate plan. Actual results could differ from these estimates. Unless otherwise noted, the corporate plan assumes that the City will deliver the same services and service levels as provided in 2012.

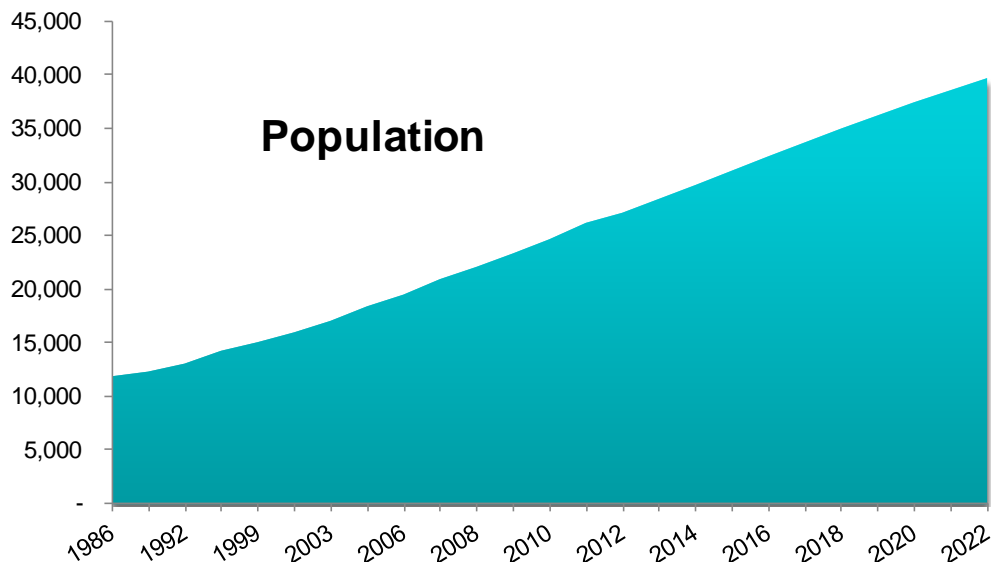
i. Economy

	2011	2012	2013	2014	2015
Average New Home Price	\$357,000	\$323,000	\$323,000	\$323,000	\$323,000
New Housing Starts	325	350	410	410	410
Commercial Property	10.0%	10.0%	11.7%	16.5%	17.2%
Interest Earned	0.9%	0.5%	0.8%	1.8%	3.2%
Interest Paid	3.0%	3.0%	3.3%	4.3%	5.7%
Non-Residential Construction Inflation	3.2%	3.9%	4.1%	4.0%	3.9%

General inflation is estimated to range from 2.0 to 2.3 per cent depending on the type of cost. Non-residential construction costs are forecast at 4.1% per cent in 2013.

ii. Population

The City's population according to the 2011 census is 26,171. The population is anticipated to grow at an average annual rate of four and one-half per cent over the next three years. Based on this trend, projected population is 39,637 by 2022.



iii. Property Tax and Permit Revenue

Based on current information, 2013 construction activity is expected to be higher than 2012 with 410 new housing starts predicted.

2. Key Financial Policies

The City's financial policies are reviewed during the corporate planning process to determine if council is considering a change in governance level financial policy. The pertinent sections of the corporate plan document reference how the key measures set out in the financial policies are impacted by corporate planning decisions. The financial policies set out council direction on balanced budget, parameters for investment, accumulated surplus, debt, approaches to tax revenue, one-time revenue and unpredictable revenue, and the approach to providing grants to other organizations. Existing approved bylaws and financial policies are summarized below.

a. Balanced Budget (Municipal Government Act)

If the total revenues and transfers of a municipality over a three-year period are less than the total expenditures and transfers of the municipality for the same period, the operating budget for the municipality for the year following the three-year period must include an expenditure to cover the deficiency.

b. Financial Administration Bylaw

i. Financial Information

Financial information must be prepared in accordance with generally accepted accounting principles; auditors are appointed by council resolution and the approved budget can be amended only by council resolution.

ii. Accounting Standards

New accounting standards emphasize the City's overall financial position and financial activities instead of individual funds and reserves. The City maintains accounting for segments of the City operations such as utility operations. Instead of reserves, the City accounts for components of the accumulated surplus and reports on those components in notes to the financial statements.

iii. Financial Administration

The Financial Administration bylaw requires financial matters to be dealt with in accordance with legislation and standards established by bylaw. The terms of grants from the City must be established by written agreement. The requirements of the Municipal Government Act regarding banking are met by the bylaw.

iv. Procurement

The City must comply with the rules of the Trade, Investment and Labour Mobility Agreement (TILMA). The main requirement of the agreement is that all procurement must follow the competitive bid process except in certain well-defined circumstances. The most common exceptions to the competitive bid process are that purchases of goods and services under \$75,000 and construction under \$200,000 are not subject to TILMA.

v. Customer Billing

Direction for the administration of customer billing and collection is given in the Fees and Charges bylaw, including improved documentation and standardization. Most charges are already established by bylaw or policy (e.g. property taxes, utility rates, permits and fines). The bylaw requires that every charge be established by bylaw or City policy.

The extension of credit (invoicing) is permitted only through bylaw or policy. The general practice of recovering costs through the tax roll is authorized as permitted by provincial legislation.

c. Fees and Charges Bylaw

User fees must be established by bylaw or policy and the Fees and Charges bylaw is the first step to developing a comprehensive user fee bylaw. Over time, fees and charges established in other bylaws may be consolidated into this bylaw.

d. Investment Policy

The city manager may authorize the investment of funds in a prudent manner in accordance with the Municipal Government Act, providing optimum investment returns and ensuring that the City meets its cash flow requirements.

The city manager may authorize the use of professional investment services, so long as the investment vehicles are within the approved list of investments set out under the Municipal Government Act.

e. Funding to Charitable/Not-For-Profit Organizations Policy

The City of Spruce Grove shall not make any charitable donations directly to the residents of Spruce Grove or other charitable/not-for-profit organizations except for:

- Grants provided under Grant Policies
- Subsidies provided under the Recreation Services Pricing Policy
- Grants provide under partnership programs
- Grants provided through the annual budgeting process

f. Property Tax Distribution Policy

The annual property tax rate will be adjusted either upwards or downwards to negate the impact of market valuation adjustments. Where new growth has occurred, property tax will be levied through quarterly supplementary assessments.

Non-residential and multi-family properties shall be responsible for a higher rate of taxation than single-family residential properties. The split property tax rate shall be the greater of 25 per cent of the total municipal tax requirement, and a premium over residential properties benchmarked against the most recent suburban Edmonton regional average available.

g. One-Time Revenue Policy

One-time revenue is non-recurring revenue exceeding \$100,000; typically from the disposal of capital assets, unanticipated new revenue, infrequent revenue from land development and non-recurring grants.

One-time revenue may be used only for the acquisition of tangible capital assets and one-time projects. The budget and other financial reports shall disclose:

- Sources of one-time revenue
- Uses of one-time revenue
- Estimated future operating costs and commitments from non-recurring expenses.

h. Debt Management Policy

Long-term debt may be used to finance certain capital projects as determined by council to be necessary for the well-being of the community, giving consideration to the associated inherent financing costs.

The City recognizes that the provincially legislated debt limits, being total debt of 1.5 times revenue and debt servicing of 0.25 times, provide too great of a potential tax burden to the community. To establish consistent and well defined debt limits, the City shall use the same basis of calculating debt limits as established by the Debt Limit Regulation, except that the City debt limits will be one fifth of those allowed by the regulation.

The debt limit of the City of Spruce Grove at any point in time shall be, in respect of the City's total debt, 0.3 times revenue (30%), and, in respect of the City's debt service, 0.05 times revenue (5%).

i. Unpredictable Revenue Policy

Unpredictable revenue is revenue with a more than normal risk of varying from budget by more than \$100,000. The collection of revenue shall be considered when determining whether revenue is unpredictable. Financial reports including the budget, interim financial reports and the annual financial reports shall identify unpredictable revenues. The budget amount for unpredictable revenues source shall be the City's best estimate at the time of the budget.

j. Accounting Policy

The significant accounting policies used by the City when there is more than one acceptable accounting treatment are summarized as follows.

i. Inventory of Supplies

There are several acceptable methods for calculating the cost of inventory. The City uses the first in, first out method.

ii. Land Held for Resale

The elements that make up the cost of land held for resale can include a wide range of costs involved to bring the land to market. Private developers routinely include most costs related to the land, including purchase price, commissions, interest, engineering fees, legal fees and marketing costs. The City has adopted a conservative approach that limits the costs to the purchase price, real estate commission and capitalized interest.

iii. Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The costs, less residual value of the tangible capital assets excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

- Engineering structures: 20 to 75 years
- Equipment: 5 to 20 years
- Facilities: 25 to 50 years
- Fleet: 8 to 25 years
- Land improvements: 15 to 25 years
- Leasehold improvements: life of the lease

Annual amortization is charged in the year of acquisition and no amortization is charged in the year of disposal. Assets under construction are not amortized until the asset is available for productive use. Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are recorded as revenue. Works of art and cultural and historic assets are not recorded as assets in the financial statements.

iv. Segmented Disclosure

Municipalities are required to disclose financial information for significant segments of operations. The City discloses segmented financial information for tax supported and utility supported operations.

k. Accumulated Surplus Policy

The City shall manage the accumulated surplus through long-term planning to ensure the prudent management of surplus funds. The City desires to prudently manage surplus funds with a long-term outlook and shall maintain a 10-year forecast of the accumulated surplus.

The City shall maintain an accumulated surplus that is adequate to:

- Fund capital projects set out in the long term capital plan
- Fulfill development commitments
- Meet any other financial obligations
- Maintain surplus funds of no less than 5 per cent and no more than 10 per cent of expenses before amortization. The surplus funds shall be used to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenses.

The financial statements and the fiscal plan shall disclose the significant components of the accumulated surplus.

3. Other Financial Assets

The City has and continues to assemble properties described as the Westwind Lands. The Westwind Lands consist of property owned by the City which includes a roadway and property acquired from individual owners.

The City has entered into an option agreement to dispose of the assembled land in parcels as requested by the developer, Westwind Developments. Based on the terms of the option agreement and estimates by the developer, the City will dispose of an estimated 14 acres in 2012, 21 acres in 2013, 10 acres in 2014 and 2015.

Acres	2010	2011	2012	2013	2014	2015
Acquisitions	94.79	13.74	-	17.91	-	-
Disposals	-	-	(14.06)	(20.94)	(10.00)	(10.00)
Change	94.79	13.74	(14.06)	(3.03)	(10.00)	(10.00)
Opening	-	94.79	108.53	94.47	91.44	81.44
Closing	94.79	108.53	94.47	91.44	81.44	71.44

As shown in the following table, land assembled for resale is recorded as a financial asset until sold. Interest paid on the \$8.9 million debenture to finance the land assembly is added to land held for resale (capitalized). As part of the option agreement with Westwind Developments, the City receives option consideration used to offset the interest paid after June 30, 2010.

Land Held for Resale	2010	2011	2012	2013	2014	2015
Acquisitions	4,892	1,494	-	2,700	-	-
Disposals	-	-	(1,090)	(2,550)	(775)	(775)
Interest	198	217	334	286	165	112
Option	(134)	(145)	(334)	(286)	(165)	(112)
Change	4,956	1,566	(1,090)	150	(775)	(775)
Opening	2,701	7,657	9,223	8,133	8,283	7,508
Closing	7,657	9,223	8,133	8,283	7,508	6,733

At the time of disposal, the sales proceeds are recorded as revenue and the cost of the land sold is recorded as an expense. The Westwind Lands are financed with a combination of debt proceeds and cash on hand.

4. Deferred Revenue

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Opening Balance						
Government Transfers						
Capital	3,327	7,795	4,083	8,841	5,143	2,218
Operating	2,319	2,244	2,326	978	31	31
	5,646	10,039	6,409	9,819	5,174	2,249
Other Deferred Amounts	275	191	327	72	72	72
	5,921	10,230	6,736	9,891	5,246	2,321
Amounts Received						
Government Transfers						
Capital	8,944	7,424	11,539	8,933	9,095	9,515
Operating	1,950	1,950	2,025	1,971	1,979	1,987
	10,894	9,374	13,564	10,904	11,074	11,502
Other Deferred Amounts	227	-	-	-	-	-
	11,121	9,374	13,564	10,904	11,074	11,502
Amounts Recognized						
Government Transfers						
Capital	(8,231)	(12,117)	(6,852)	(12,725)	(12,089)	(5,899)
Operating	(1,964)	(4,200)	(3,390)	(2,926)	(1,979)	(1,987)
	(10,195)	(16,317)	(10,242)	(15,651)	(14,068)	(7,886)
Other Deferred Amounts	(175)	-	(255)	-	-	-
	(10,370)	(16,317)	(10,497)	(15,651)	(14,068)	(7,886)
Interest Earned						
Government Transfers						
Capital	43	27	71	94	69	203
Operating	21	40	17	8	-	-
	64	67	88	102	69	203
Other Deferred Amounts	-	-	-	-	-	-
	64	67	88	102	69	203
Closing Balance						
Government Transfers						
Capital	4,083	3,129	8,841	5,143	2,218	6,037
Operating	2,326	34	978	31	31	31
	6,409	3,163	9,819	5,174	2,249	6,068
Other Deferred Amounts	327	191	72	72	72	72
	6,736	3,354	9,891	5,246	2,321	6,140

The Alberta Municipal Infrastructure Program, Basic Municipal Transportation Grant, Federal Gas Tax Fund and the Municipal Sustainability Initiative Grant are multi-year grant programs that remit funding annually but allow the funding to be applied to projects over five years. Funding to be used in future years is recorded as deferred revenue. As required by the grant programs, interest earned by the City is allocated to the deferred balance until the funds are expended.

a. Alberta Municipal Infrastructure Program (AMIP)

The AMIP program provided non-matching grants to accelerate major transportation capital projects. The MSI grant program, described below, has replaced this grant. The balance of AMIP deferred funds were expended in 2011.

b. Basic Municipal Transportation Grant (BMTG)

Effective April 1, 2011, the BMTG program consolidated the Basic Capital grant and the Provincial Highway Maintenance grant. The annual Basic Capital component of the grant is based on the census population published by Municipal Affairs and a per capita funding rate. Roadway network and transportation system capital projects are funded on a 100 per cent provincial government basis. The annual Provincial Highway Maintenance component of the grant is based on the number of lane-kilometres of provincial highway in the city.

c. Federal Gas Tax Fund

The Federal Gas Tax Fund provides \$55.73 per capita based on the municipalities 2009 official population as recorded by Alberta Municipal Affairs. This grant program is based on a non-matching basis strictly for capital infrastructure. This grant program is currently in effect until 2014.

d. Municipal Sustainability Initiative (MSI)

The Municipal Sustainability Initiative provides non-matching grants for a wide range of core and community infrastructure projects with incentives for regional municipal collaboration. The grant program is currently in effect until 2017.

There are two components to MSI. The operating component is \$344,379 per year which the City has designated to fund transit operations. The capital component is limited to projects with a minimum value of \$258,000 (5 per cent of the annual grant received).

e. Municipal Sustainability Housing Program

The Housing Program provides a one-time non-matching grant for projects that address housing affordability issues. The City is using this funding to subsidize two multi-family housing projects to be constructed by private developers. Both projects are to be completed by 2013.

5. Long-Term Debt

Debt outstanding is as follows:

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Tax Supported Debentures						
Public Works Facility	-		-	5,465	5,313	5,157
RCMP Combined Facility	-		-	-	-	4,865
Westwind Lands	8,900	7,013	7,013	3,888	2,638	1,138
TransAlta Tri Leisure Centre	3,862	3,429	3,429	2,970	2,483	1,968
Agrena	2,014	1,890	1,890	1,761	1,626	1,485
Library	1,796	1,688	1,688	1,576	1,459	1,338
Local Improvements	1,170	3,822	1,022	3,668	3,359	3,039
Other	1,595	1,516	1,368	1,205	1,120	1,039
	<u>19,337</u>	<u>19,358</u>	<u>16,410</u>	<u>20,533</u>	<u>17,998</u>	<u>20,029</u>
Utility Supported Debentures	-	-	-	-	-	-
	<u>19,337</u>	<u>19,358</u>	<u>16,410</u>	<u>20,533</u>	<u>17,998</u>	<u>20,029</u>

Principal and interest repayments as of December 31, 2013 are as follows:		Principal (\$000s)	Interest (\$000s)	Total (\$000s)
	2014	2,535	796	3,331
	2015	2,834	684	3,518
	2016	2,530	559	3,089
	2017	1,200	450	1,651
	2018	1,151	400	1,551
	Subsequent	10,283	2,447	12,729
		20,533	5,336	25,869

Note: The above numbers do not include the \$5.0 million new debt planned for the RCMP Combined Facility in 2015.

Debenture debt is repayable to the Alberta Capital Financing Authority and Pacific and Western Bank bearing interest at rates ranging from 4.0% to 11.75% per annum, before Provincial subsidy, and matures in periods 2012 to 2040. Debenture debt is issued on the credit and security of the City of Spruce Grove.

Debt servicing is as follows:

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Tax Supported Debentures						
Public Works Facility	-		-	82	323	323
RCMP Combined Facility	-		-	-	-	258
Westwind Lands	312	2,221	2,221	3,406	1,415	1,612
TransAlta Tri Leisure Centre	652	658	658	658	658	657
Agrena	208	210	210	210	210	210
Library	178	178	178	178	178	178
Local Improvements	196	318	302	303	303	303
Other	164	174	170	94	244	235
	1,710	3,759	3,739	4,931	3,331	3,776
Utility Supported Debentures	174	-	-	-	-	-
	1,884	3,759	3,739	4,931	3,331	3,776

6. Debt Limits

The province sets provincially legislated limits for debt outstanding and debt servicing. These limits are based on revenue earned by the City in a particular year. Revenue as defined in Alberta Regulation 255/00 is calculated using the total revenue for each reporting year less contributed assets and capital government transfers recognized in the year.

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Total Revenue	65,430	87,163	73,496	90,685	80,466	80,667
Contributed Assets	(8,740)	(8,955)	(7,335)	(6,386)	(6,112)	(4,931)
Capital Government Transfers	(8,231)	(12,117)	(6,918)	(12,273)	(12,089)	(5,399)
Revenue for Debt Limit	48,459	66,091	59,243	72,026	62,265	70,337

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/00 for the City be disclosed as follows:

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Total Debt Limit (1.5 Times Revenue), as defined in the regulation	72,689	99,137	88,865	108,039	93,398	105,506
Total Debt	19,337	19,358	16,410	20,533	17,998	20,029
Amount of Debt Limit Unused	53,352	79,779	72,455	87,506	75,400	85,477
Debt Servicing Limit (0.25 Times Revenue), as defined in the regulation	12,115	16,523	14,811	18,007	15,566	17,584
Debt Servicing	1,884	3,759	3,739	4,931	3,331	3,776
Amount of Debt Servicing Limit Unused	10,231	12,764	11,072	13,076	12,235	13,808

The City's debt management policy establishes debt limits that are one fifth of the provincial debt limits. The City debt limits are calculated on the same basis as the provincial debt regulation.

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
City Policy - Total Debt Limit						
Total Debt (0.3 Times Revenue)	14,538	19,827	17,773	21,608	18,680	21,101
Actual Debt (% of Revenue)	39.9%	29.3%	27.7%	28.5%	28.9%	28.5%
Actual Debt (% of Revenue) - excluding Westwind Lands	21.5%	18.7%	15.9%	23.1%	24.7%	26.9%
City Policy - Debt Servicing Limit						
Debt Servicing (0.05 Times Revenue)	2,423	3,305	2,962	3,601	3,113	3,517
Actual Debt Servicing (% of Revenue)	3.9%	5.7%	6.3%	6.8%	5.3%	5.4%
- excluding Westwind Lands	3.2%	2.3%	2.6%	2.1%	3.1%	3.1%

7. Accumulated Surplus

Accumulated surplus consists of unrestricted and restricted amounts and investment in tangible capital assets. Schedule 7 contains the net change details for each component of accumulated surplus.

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Opening balance						
Unrestricted Surplus	2,132	3,638	3,140	3,715	3,526	4,892
Restricted Surplus - Developer Contributions	6,543	6,716	6,256	7,299	9,424	8,924
Restricted Surplus - Future Capital	4,311	3,220	7,309	10,781	11,228	14,093
Investment in Tangible Capital Assets	298,707	315,526	311,671	323,233	343,568	357,616
	<u>311,693</u>	<u>329,100</u>	<u>328,376</u>	<u>345,028</u>	<u>367,746</u>	<u>385,525</u>
Net change						
Unrestricted Surplus	1,008	-	575	(189)	1,365	1,422
Restricted Surplus - Developer Contributions	(287)	3,073	1,043	2,125	(500)	(150)
Restricted Surplus - Future Capital	2,998	1,850	3,472	447	2,865	4,032
Investment in Tangible Capital Assets	12,964	21,214	11,562	20,335	14,049	9,550
	<u>16,683</u>	<u>26,137</u>	<u>16,652</u>	<u>22,718</u>	<u>17,779</u>	<u>14,854</u>
Closing balance						
Unrestricted Surplus	3,140	3,638	3,715	3,526	4,891	6,314
Restricted Surplus - Developer Contributions	6,256	9,789	7,299	9,424	8,924	8,774
Restricted Surplus - Future Capital	7,309	5,070	10,781	11,228	14,093	18,125
Investment in Tangible Capital Assets	311,671	336,740	323,233	343,568	357,617	367,166
	<u>328,376</u>	<u>355,237</u>	<u>345,028</u>	<u>367,746</u>	<u>385,525</u>	<u>400,379</u>

8. Segmented Disclosure

Segmented information has been identified based upon lines of service provided by the City. Departments provide city services and their activities are reported by functional area in the body of the financial statements. Certain lines of service that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

(i) Tax Supported

The City provides services that include recreation, protective services, planning and development, public works, cultural services and social services. The cost of providing these services is reported on the statement of operations.

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Revenue						
Property Taxes	22,154	26,135	23,825	28,406	29,125	31,703
Government Transfers	9,031	16,317	10,242	15,651	14,068	7,886
User Fees	10,807	19,745	14,246	19,931	15,679	16,321
Contributed Tangible Capital Assets	8,740	6,675	5,055	5,301	6,112	4,931
Developer Contributions	987	1,763	1,763	3,457	486	4,279
Gain on Sale of Tangible Capital Assets	-	1,243	3,108	1,113	633	-
Interest	94	164	142	165	320	421
	<u>51,813</u>	<u>72,042</u>	<u>58,381</u>	<u>74,024</u>	<u>66,423</u>	<u>65,541</u>
Expenses						
Council	426	450	459	490	488	504
City Manager	504	499	549	585	607	639
Economic and Business Development	428	638	645	765	828	784
Corporate Communications	443	527	557	599	734	745
Community and Protective Services	14,067	15,817	16,066	18,121	18,331	19,531
Corporate Services	4,456	5,307	5,262	5,710	5,982	6,281
Human Resources	742	852	859	1,090	1,018	1,116
Planning and Infrastructure	18,175	26,587	22,000	29,632	23,010	23,967
	<u>39,241</u>	<u>50,677</u>	<u>46,397</u>	<u>56,992</u>	<u>50,998</u>	<u>53,567</u>
Annual Surplus	12,572	21,365	11,984	17,032	15,425	11,974
Accumulated Surplus, Opening	303,439	322,852	316,011	327,995	345,027	360,452
Accumulated Surplus, Closing	<u>316,011</u>	<u>344,217</u>	<u>327,995</u>	<u>345,027</u>	<u>360,452</u>	<u>372,426</u>

(ii) Utility Supported

The City is responsible for programs such as the engineering and operation of water and wastewater systems and waste management, the latter of which encompasses solid waste collection, disposal and recycling.

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Revenue						
Property Taxes	6	-	-	-	-	-
Government Transfers	1,163	-	-	-	-	-
User Fees	11,632	11,801	11,795	13,076	14,043	15,070
Contributed Tangible Capital Assets	-	2,280	2,280	1,085	-	-
Developer Contributions	816	1,040	1,040	2,500	-	56
	<u>13,617</u>	<u>15,121</u>	<u>15,115</u>	<u>16,661</u>	<u>14,043</u>	<u>15,126</u>
Expenses						
Water Supply and Distribution	5,356	5,651	5,646	5,907	6,322	6,500
Wastewater Treatment and Disposal	1,987	2,365	2,374	2,556	2,759	2,978
Waste Management	2,163	2,333	2,427	2,512	2,608	2,768
	<u>9,506</u>	<u>10,349</u>	<u>10,447</u>	<u>10,975</u>	<u>11,689</u>	<u>12,246</u>
Annual Surplus	4,111	4,772	4,668	5,686	2,354	2,880
Accumulated Surplus, Opening	8,254	6,248	12,365	17,033	22,719	25,073
Accumulated Surplus, Closing	<u>12,365</u>	<u>11,020</u>	<u>17,033</u>	<u>22,719</u>	<u>25,073</u>	<u>27,953</u>

Schedules to the Fiscal Plan Statements

Schedule 1 – Property Taxes

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Property Taxes						
Residential	24,722	25,563	26,640	28,119	30,616	32,247
Non-Residential						
Commercial	5,028	5,366	5,647	6,257	7,585	8,978
Industrial	1,055	1,093	1,222	1,299	1,613	1,762
Linear	254	261	278	287	306	315
Agricultural	3	4	3	3	3	3
Local Improvements	89	3,000	-	2,800	-	-
	<u>31,151</u>	<u>35,287</u>	<u>33,790</u>	<u>38,765</u>	<u>40,123</u>	<u>43,305</u>
Less Requisitions						
Education - Province of Alberta	7,558	7,631	8,362	8,693	9,232	9,742
Education - Evergreen Catholic Separate R.D. #2	1,264	1,347	1,431	1,487	1,577	1,662
	<u>8,822</u>	<u>8,978</u>	<u>9,793</u>	<u>10,180</u>	<u>10,809</u>	<u>11,404</u>
Meridian Foundation	169	174	172	179	189	198
	<u>8,991</u>	<u>9,152</u>	<u>9,965</u>	<u>10,359</u>	<u>10,998</u>	<u>11,602</u>
Net Municipal Property Taxes	<u>22,160</u>	<u>26,135</u>	<u>23,825</u>	<u>28,406</u>	<u>29,125</u>	<u>31,703</u>

FISCAL PLAN SUMMARY**SCHEDULES TO THE FISCAL PLAN STATEMENTS****209****Schedule 2 – Government Transfers**

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Capital						
Alberta Municipal Infrastructure Program	378	-	-	-	-	-
Basic Municipal Transportation Grant	1,368	1,495	2,215	1,700	1,800	1,800
Building Canada Fund	-	-	-	-	-	-
Federal Gas Tax Fund	4,025	1,420	760	606	627	1,119
Local Government	867	19	19	-	-	-
Miscellaneous	517	75	-	1,000	600	1,270
Municipal Sustainability Initiative Grant	1,076	9,108	3,858	9,419	9,062	1,710
	8,231	12,117	6,852	12,725	12,089	5,899
Operating						
Local Government (Parkland County)	501	508	560	517	522	527
Miscellaneous	1,119	1,098	1,173	1,124	1,113	1,116
Municipal Sustainability Housing Program	-	2,250	1,313	941	-	-
Municipal Sustainability Initiative Grant	344	344	344	344	344	344
	1,964	4,200	3,390	2,926	1,979	1,987
	10,195	16,317	10,242	15,651	14,068	7,886

Schedule 3 – User Fees, Developer Contributions and Other Amounts

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Fines and Permits	3,274	4,497	4,778	5,752	5,786	5,791
Franchise Fees	1,986	2,655	2,330	2,664	2,828	2,942
Goods and Services	3,535	3,523	3,551	3,771	4,055	4,069
Other	810	4,048	541	3,253	534	539
Rental Revenue	662	787	738	736	726	980
Sale of Land	-	3,763	1,758	3,255	1,250	1,500
Tax Penalties	540	472	550	500	500	500
Utility Charges	11,632	11,801	11,795	13,076	14,043	15,070
	22,439	31,546	26,041	33,007	29,722	31,391

Schedule 4 – Expenses by Object

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Amortization	8,680	9,014	9,103	9,684	9,992	10,433
Contingency	143	283	189	225	225	225
Grants	587	2,866	1,942	2,159	775	1,310
Human Resources	17,787	19,401	19,613	21,339	22,675	24,057
Interest on Long-Term Debt	498	491	487	527	635	775
Loss on Disposal of Tangible Capital Assets	53	-	-	-	-	-
Operations and Maintenance						
Bank Charges and Interest	63	67	67	68	71	74
Cost of Land Sold	-	1,703	1,090	2,550	775	775
Equipment Operations	324	363	336	363	388	401
Insurance	317	345	367	370	372	373
Janitorial	271	259	268	276	321	330
Marketing and Publications	166	197	187	217	205	212
Materials and Supplies	953	1,227	1,261	1,320	1,536	1,635
Miscellaneous Expenses	969	1,243	1,275	1,583	1,490	1,496
Office	400	506	512	539	552	560
Office Lease	223	231	231	235	239	243
Professional Services	600	814	813	844	921	892
Repairs and Maintenance	1,624	1,913	1,966	1,694	1,518	1,794
Utilities	1,833	1,922	1,946	2,060	2,020	2,123
Contract - Enforcement Services	600	1,209	1,228	1,647	1,642	1,642
Contract - Garbage Collection	1,932	2,041	2,134	2,237	2,324	2,409
Contract - General Services	4,447	8,333	5,130	10,580	5,846	5,298
Contract - Purchase of Water	2,111	2,185	2,210	2,547	2,878	3,090
Contract - Royal Canadian Mounted Police	2,286	2,507	2,583	2,828	3,028	3,207
Contract - Sewage Treatment	1,880	1,906	1,906	2,075	2,259	2,459
	20,999	28,971	25,510	34,033	28,385	29,013
	48,747	61,026	56,844	67,967	62,687	65,813

FISCAL PLAN SUMMARY

SCHEDULES TO THE FISCAL PLAN STATEMENTS

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Schedule 5 – Expenses by Department

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Council	426	450	459	490	488	504
City Manager	504	499	549	585	607	639
Economic and Business Development	428	638	645	765	828	784
Corporate Communications	443	527	557	599	734	745
Community and Protective Services						
Aghena/Fuhr Sports Park	1,296	1,198	1,239	1,272	1,279	1,318
Community and Protective Services Administration	473	525	581	481	507	535
Cultural Services	762	958	971	1,049	1,224	1,159
Family and Community Support Services	1,407	1,299	1,310	1,332	1,379	1,426
Municipal Enforcement and Safe City	1,187	1,953	1,943	2,419	2,445	2,484
Recreation and Parks Planning	415	428	449	453	534	652
Royal Canadian Mounted Police Administration	2,793	3,000	3,116	3,398	3,720	3,969
Spruce Grove Fire Services	4,556	4,995	4,996	5,808	5,442	6,136
Spruce Grove Public Library Facility	575	642	649	783	788	815
TransAlta Tri Leisure Centre	603	819	812	1,126	1,013	1,037
	14,067	15,817	16,066	18,121	18,331	19,531
Corporate Services						
Corporate Services Administration	202	414	549	578	661	618
City Clerk's Office	836	934	950	1,099	982	1,051
Finance	2,211	2,618	2,451	2,612	2,872	3,140
Information Systems	1,207	1,341	1,312	1,421	1,467	1,472
	4,456	5,307	5,262	5,710	5,982	6,281
Human Resources	742	852	859	1,090	1,018	1,116
Planning and Infrastructure						
Planning and Infrastructure Administration	284	303	316	320	335	351
Engineering	958	11,478	7,843	12,440	7,576	7,873
Planning and Development	1,334	3,584	2,715	2,516	1,778	1,778
Transit	934	1,093	1,080	1,139	1,139	1,170
Asset Management	3,631	4,164	4,023	6,668	5,250	5,336
Public Works	11,034	5,965	6,023	6,549	6,932	7,459
	18,175	26,587	22,000	29,632	23,010	23,967
Utilities	9,506	10,349	10,447	10,975	11,689	12,246
	48,747	61,026	56,844	67,967	62,687	65,813

Schedule 6 – Deferred Revenue

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Opening balance						
Government Transfers						
Capital						
Alberta Municipal Infrastructure Program	375	-	-	-	-	-
Basic Municipal Transportation Grant	4	1,288	1,347	616	402	316
Federal Gas Tax Fund	1,218	237	-	351	1,065	1,794
Local Government	-	-	-	-	-	-
Miscellaneous	-	75	-	-	-	-
Municipal Sustainability Initiative Grant	1,730	6,195	2,736	7,874	3,676	108
	<u>3,327</u>	<u>7,795</u>	<u>4,083</u>	<u>8,841</u>	<u>5,143</u>	<u>2,218</u>
Operating						
Local Government (Parkland County)	-	-	-	-	-	-
Miscellaneous	109	34	97	45	31	31
Municipal Sustainability Housing Program	2,210	2,210	2,229	933	-	-
Municipal Sustainability Initiative Grant	-	-	-	-	-	-
	<u>2,319</u>	<u>2,244</u>	<u>2,326</u>	<u>978</u>	<u>31</u>	<u>31</u>
	<u>5,646</u>	<u>10,039</u>	<u>6,409</u>	<u>9,819</u>	<u>5,174</u>	<u>2,249</u>
Other Deferred Amounts	275	191	327	72	72	72
	<u>5,921</u>	<u>10,230</u>	<u>6,736</u>	<u>9,891</u>	<u>5,246</u>	<u>2,321</u>
Amounts Received						
Government Transfers						
Capital						
Alberta Municipal Infrastructure Program	-	-	-	-	-	-
Basic Municipal Transportation Grant	2,707	1,479	1,479	1,479	1,704	1,704
Federal Gas Tax Fund	2,792	1,300	1,108	1,300	1,300	1,300
Local Government	867	19	19	-	-	-
Miscellaneous	517	-	-	1,000	600	1,270
Municipal Sustainability Initiative Grant	2,061	4,626	8,933	5,154	5,491	5,241
	<u>8,944</u>	<u>7,424</u>	<u>11,539</u>	<u>8,933</u>	<u>9,095</u>	<u>9,515</u>
Operating						
Local Government (Parkland County)	500	508	560	517	522	527
Miscellaneous	1,106	1,098	1,121	1,110	1,113	1,116
Municipal Sustainability Housing Program	-	-	-	-	-	-
Municipal Sustainability Initiative Grant	344	344	344	344	344	344
	<u>1,950</u>	<u>1,950</u>	<u>2,025</u>	<u>1,971</u>	<u>1,979</u>	<u>1,987</u>
	<u>10,894</u>	<u>9,374</u>	<u>13,564</u>	<u>10,904</u>	<u>11,074</u>	<u>11,502</u>
Other Deferred Amounts	227	-	-	-	-	-
	<u>11,121</u>	<u>9,374</u>	<u>13,564</u>	<u>10,904</u>	<u>11,074</u>	<u>11,502</u>

FISCAL PLAN SUMMARY

SCHEDULES TO THE FISCAL PLAN STATEMENTS

Schedule 6 – Deferred Revenue (continued)

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Amounts Recognized						
Government Transfers						
Capital						
Alberta Municipal Infrastructure Program	(378)	-	-	-	-	-
Basic Municipal Transportation Grant	(1,368)	(1,495)	(2,215)	(1,700)	(1,800)	(1,800)
Federal Gas Tax Fund	(4,025)	(1,420)	(760)	(606)	(627)	(1,119)
Local Government	(867)	(19)	(19)	-	-	-
Miscellaneous	(517)	(75)	-	(1,000)	(600)	(1,270)
Municipal Sustainability Initiative Grant	(1,076)	(9,108)	(3,858)	(9,419)	(9,062)	(1,710)
	(8,231)	(12,117)	(6,852)	(12,725)	(12,089)	(5,899)
Operating						
Local Government (Parkland County)	(501)	(508)	(560)	(517)	(522)	(527)
Miscellaneous	(1,119)	(1,098)	(1,173)	(1,124)	(1,113)	(1,116)
Municipal Sustainability Housing Program	-	(2,250)	(1,313)	(941)	-	-
Municipal Sustainability Initiative Grant	(344)	(344)	(344)	(344)	(344)	(344)
	(1,964)	(4,200)	(3,390)	(2,926)	(1,979)	(1,987)
	(10,195)	(16,317)	(10,242)	(15,651)	(14,068)	(7,886)
Other Deferred Amounts	(175)	-	(255)	-	-	-
	(10,370)	(16,317)	(10,497)	(15,651)	(14,068)	(7,886)
Interest Earned						
Government Transfers						
Capital						
Alberta Municipal Infrastructure Program	3	-	-	-	-	-
Basic Municipal Transportation Grant	4	11	5	7	10	7
Federal Gas Tax Fund	15	1	3	20	56	69
Local Government	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Municipal Sustainability Initiative Grant	21	15	63	67	3	127
	43	27	71	94	69	203
Operating						
Local Government (Parkland County)	1	-	-	-	-	-
Miscellaneous	1	-	-	-	-	-
Municipal Sustainability Housing Program	19	40	17	8	-	-
Municipal Sustainability Initiative Grant	-	-	-	-	-	-
	21	40	17	8	-	-
	64	67	88	102	69	203
Other Deferred Amounts	-	-	-	-	-	-
	64	67	88	102	69	203

Schedule 6 – Deferred Revenue (continued)

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Closing Balance						
Government Transfers						
Capital						
Alberta Municipal Infrastructure Program	-	-	-	-	-	-
Basic Municipal Transportation Grant	1,347	1,283	616	402	316	227
Federal Gas Tax Fund	-	118	351	1,065	1,794	2,044
Local Government	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Municipal Sustainability Initiative Grant	2,736	1,728	7,874	3,676	108	3,766
	<u>4,083</u>	<u>3,129</u>	<u>8,841</u>	<u>5,143</u>	<u>2,218</u>	<u>6,037</u>
Operating						
Local Government (Parkland County)	-	-	-	-	-	-
Miscellaneous	97	34	45	31	31	31
Municipal Sustainability Housing Program	2,229	-	933	-	-	-
Municipal Sustainability Initiative Grant	-	-	-	-	-	-
	<u>2,326</u>	<u>34</u>	<u>978</u>	<u>31</u>	<u>31</u>	<u>31</u>
	<u>6,409</u>	<u>3,163</u>	<u>9,819</u>	<u>5,174</u>	<u>2,249</u>	<u>6,068</u>
Other Deferred Amounts	327	191	72	72	72	72
	<u>6,736</u>	<u>3,354</u>	<u>9,891</u>	<u>5,246</u>	<u>2,321</u>	<u>6,140</u>

FISCAL PLAN SUMMARY**SCHEDULES TO THE FISCAL PLAN STATEMENTS****215****Schedule 7 – Net Changes in Accumulated Surplus**

	2011 Actual (\$000s)	2012 Budget (\$000s)	2012 Forecast (\$000s)	2013 Budget (\$000s)	2014 Forecast (\$000s)	2015 Forecast (\$000s)
Unrestricted Surplus						
Annual Surplus	16,683	26,137	16,652	22,718	17,779	14,854
Change in Components of Accumulated Surplus						
Developer Contributions	287	(3,073)	(1,043)	(2,125)	500	150
Future Capital	(2,998)	(1,850)	(3,472)	(447)	(2,865)	(4,032)
Investment in Tangible Capital Assets	(12,964)	(21,214)	(11,562)	(20,335)	(14,049)	(9,550)
	1,008	-	575	(189)	1,365	1,422
Restricted Surplus - Developer Contributions						
Revenue Designated For Future Use	2,966	10,203	3,503	8,757	486	4,335
Surplus Used For Expenses	(88)	(4,005)	(605)	(850)	-	(150)
Surplus Used For Acquisition of Tangible Capital Assets	(3,165)	(3,125)	(1,855)	(5,782)	(986)	(4,335)
	(287)	3,073	1,043	2,125	(500)	(150)
Restricted Surplus - Future Capital						
Revenue Designated For Future Use	31,300	38,536	32,710	47,794	41,911	33,999
Surplus Used For Expenses	(9,488)	(11,872)	(11,467)	(18,662)	(13,776)	(14,288)
Surplus Used For Acquisition of Tangible Capital Assets	(18,814)	(24,814)	(17,771)	(28,685)	(25,270)	(15,679)
	2,998	1,850	3,472	447	2,865	4,032
Investment in Tangible Capital Assets						
Tangible Capital Assets						
Additions	21,979	27,939	19,626	34,467	26,256	20,014
Disposals - Cost	(965)	1,243	-	-	-	-
Disposals - Accumulated Amortization	885	-	-	-	-	-
Amortization	(8,680)	(9,014)	(9,103)	(9,684)	(9,992)	(10,433)
	13,219	20,168	10,523	24,783	16,264	9,581
Debt Issued	(1,345)	-	-	(5,539)	(3,500)	(1,500)
Debt Repaid	1,090	1,046	1,039	1,091	1,285	1,469
	12,964	21,214	11,562	20,335	14,049	9,550

NEW INITIATIVES AND SERVICE CHANGES

Overview

The following tables provide a summary of the new initiatives and service changes reviewed and prioritized by the Strategic Leadership Team (SLT) in the development of the approved corporate plan. New initiatives reflect ongoing enhancements and improvements that are necessary for the continued functioning and effective delivery of services. Service changes represent modifications to services as a result of changes in service demands, service level expectations or staffing levels required to deliver the defined services.

New initiatives are grouped into four categories; corporate external initiatives, corporate internal initiatives, capital initiatives and departmental initiatives. Service changes are identified separately from new initiatives. The SLT ranked new initiatives and service changes using criteria defined for each category. The ranking criteria for each category are listed in each section.

SLT prioritized each ranked list of initiatives into three main groupings with the following shading:

Initiatives that are considered essential for the ongoing successful operations of the City and are approved to proceed in 2013 are shaded green in the following tables.	Initiatives that are considered to be priorities that are recommended to be deferred for the current business plan are shaded in blue in the following tables.	Initiatives that, while important, are not considered priorities for this plan and are not shaded in the following tables.
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The corporate plan reflects those initiatives approved to proceed in 2013 and are shaded in light green. Initiatives that are shaded green with start dates beyond 2013 will be re-prioritized during the next corporate planning cycle. The remaining initiatives are included here to provide an overview of additional work that will become increasingly important to undertake in future years, but cannot be fiscally and operationally supported.

Corporate - External

Definition

Corporate external initiatives are projects that have been identified within the current strategic plan as a strategic priority, and that have a direct impact on developing, enhancing or delivering services to the community. The primary impact of these projects will be on the community as a whole. These projects are outward facing, in that they are directly designed to maintain or improve the quality of life and competitiveness of the City.

Prioritization

External corporate initiatives are ranked and prioritized by the Strategic Leadership Team against the following criteria:

- The initiative supports realization of the strategic goals and long-term plans of the organization
- The initiative has a broad impact that will be positively felt by a majority of the community
- The initiative enables the City to keep pace with the growth of the community
- The initiative is one that we can be successful in delivering
- We are prepared to absorb the operational impact necessary to maintain the results

The cost of each initiative includes the initial project cost plus annual operating costs. Unless otherwise noted, corporate external initiatives are funded by property tax revenue. Total project effort for each initiative is reflected in person hours.

NEW INITIATIVES AND SERVICE CHANGES

CORPORATE - EXTERNAL

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Initiatives

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
1	CAO - CAO	2012.02 - Lead the Planning for a Regional Policing Centre	Lead the RCMP Facility Task Force for the development of an integrated RCMP facility within the region.	4.95	2009	2016	116	\$ -	\$ -	\$ -	Taxes	
2	CAO - Economic Development	2012.12 - Develop and Implement an Industrial Marketing Plan for Spruce Grove	Prepare and implement an industrial marketing strategy in collaboration with the industrial park developers and other stakeholders in Spruce Grove. This was recommended in the EDAC Action Plan under Elements 6.4 and 6.5.	4.70	2012	2015	684	\$ 50,000	\$ 50,000	\$ 50,000	Taxes	
3	CAO - Economic Development	2012.15 - Implement Action Plan on Competitive Fundamentals Recommended by EDAC	Implementation of the EDAC Action Plan recommendations on 'Getting Our Competitive Fundamentals Right' (Strategic Element 6.2) in support of the new Economic Development Strategy.	4.66	2012	2015	1,086	\$ 45,000	\$ 70,000	\$ 65,000	Taxes	
4	CAO - Communications	2013.01 - Resident Satisfaction Survey	Conduct a resident satisfaction survey.	4.63	2013	2013	127	\$ 20,000	\$ -	\$ -	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
5	CAO - Communications	2012.06 - Develop and Implement the Brand Strategy	As the City continues to grow, and seeks to be seen and known as a modern urban centre, there is a need to ensure that the brand of the City is reflective of who we are. This initiative will develop and implement the brand strategy based upon the expectations defined in the terms of reference.	4.60	2014	2015	409	\$ -	\$ 100,000	\$ 125,000	Taxes	
6	CAO - CAO	2012.03 - Pursue Feasibility of Expanding the Tri-Leisure Centre	Lead the RCMP Facility Task Force for the development of an integrated RCMP facility within the region.	4.55	2010	2015	42	\$ -	\$ -	\$ -	Taxes	
7	Planning & Infrastructure - Planning & Infrastructure Admin	2012.46 - Develop a Policy for Natural Areas Management	The Natural Areas Management Policy will provide a framework for the ongoing management of the City's natural areas.	4.55	2013	2013	364	\$ -	\$ -	\$ -	Taxes	
8	Planning & Infrastructure - Planning & Infrastructure Admin	2012.39 - Transit Service Review	A multi-year process to determine a long term plan to evolve the City's transit service in an efficient and cost-affordable way.	4.48	2011	2013	980	\$ 30,000	\$ -	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

CORPORATE - EXTERNAL

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
9	CAO - Economic Development	2012.10 - Develop and Implement Strategy and Action Plan for Event Tourism	Develop and implement an Event Hosting Strategy and Action Plan in cooperation with the local organizations and where possible, with the City's regional partners. This was recommended in the EDAC Action Plan under Strategic Element 6.8.	4.40	2013	2015	927	\$ 25,000	\$ 55,000	\$ 55,000	Taxes	
10	CAO - Economic Development	2013.02 - Investigate options for a broadband strategy for Spruce Grove	Investigate options for a broadband strategy to support commercial and industrial development in Spruce Grove.	4.40	2014	2014	192	\$ -	\$ 40,000	\$ -	Taxes	
11	CAO - Economic Development	2012.11 - Develop and Implement a Formal Sponsorship Program	Develop and implement a formal sponsorship program related to City facilities.	4.33	2013	2015	949	\$ 35,000	\$ -	\$ 10,000	Taxes	
12	Community & Protective Services - Recreation	2011.25 - Develop Action Strategy for Regional Leisure Services Plan	Develop action strategy for regional leisure services master plan.	4.30	2011	2013	133	\$ -	\$ -	\$ -	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
13	Community & Protective Services - Recreation	2012.22 - Work Collaboratively with the Tri-Region Municipalities for the Implementation of the Indoor Recreation and Culture Facilities Strategy	Creation of a Tri-Regional Indoor Recreation & Culture Facility development and construction plan.	4.00	2013	2013	175	\$ -	\$ -	\$ -	Taxes	
14	Community & Protective Services - Cultural Services	2010.20 - Arts and Culture Vision for Spruce Grove	Commission an Arts and Cultural Master Plan to identify arts, cultural, and heritage programs and facilities in Spruce Grove; and to map out a vision for arts, cultural and heritage programs over the next five years and beyond. Focus on opportunities that add value to existing resources.	3.78	2014	2014	404	\$ -	\$ 100,000	\$ -	Taxes	
15	CAO - Economic Development	2012.16 - Develop a Vision and Plan for Downtown Redevelopment Within Spruce Grove, in Alignment with the Strategies Defined in the MDP	Phase One of developing a plan for the revitalization of downtown Spruce Grove.	4.10	2013	2014	778	\$ 25,000	\$ 25,000	\$ -	Taxes	
							7,366	\$ 230,000	\$ 440,000	\$ 305,000		

NEW INITIATIVES AND SERVICE CHANGES

CORPORATE - EXTERNAL

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
16	Corporate Services - City Clerk	2012.24 - Implement the Strategy to Update and Maintain Service Standards in Service Manager	Implement the strategy that was developed previously to update and maintain service standards in service manager.	4.15	2014	2014	139	\$ -	\$ -	\$ -	Taxes	
17	CAO - Economic Development	2012.13 - Identify Opportunities Within Our Sports, Recreation and Cultural Facilities to Support and Enable the Attraction of Events	Undertake a review of regional opportunities in the sports, recreation and cultural facilities that would improve the competitiveness of the region in attracting events and increasing facility utilization.	4.11	2015	2015	411	\$ -	\$ -	\$ 25,000	Taxes	
18	CAO - Economic Development	2012.17 - Develop an Implementation Strategy to Support Realization of the Downtown Redevelopment Plan	Phase Two of developing and implementing a revitalization plan for downtown Spruce Grove.	4.10	2015	2015	835	\$ -	\$ -	\$ 25,000	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
19	Planning & Infrastructure - Public Works	2011.55 - Beautification of a Section of Highway 16A Median	Install temporary planters, banners and vegetation along Highway 16A between Century Road and King Street to replace the existing at grade plantings. Current plantings are unable to survive over the long term or even year round in the existing ground-level beds.	3.40	2013	2013	141	\$ 82,000	\$ 13,000	\$ 13,000	Taxes	
20	Planning & Infrastructure - Public Works	2011.56 - Cemetery Business Plan	The City of Spruce Grove annexed the Pioneer Cemetery in 2007 and has been operating the site under the Cemetery Operation and Maintenance Policy since Nov 1, 2007. In order to effectively guide the ongoing operation of the site a business plan is required which would provide for: future interment options, the creation of an appropriate cemetery bylaw, and a detailed site plan which allows for roadways, parking, and landscape developments.	3.38	2013	2013	129	\$ 20,000	\$ -	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE - EXTERNAL

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
21	CAO - Communications	Define the Scope for a Signature Entry Identity	The need for a signature entry identity for the city has been identified, which would tie in with the city's brand strategy. The scoping of this project needs to be done in parallel with the development of the re-branding strategy.	2.80	2014	2014	179	\$ -	\$ -	\$ -	Taxes	
							1,834	\$ 102,000	\$ 13,000	\$ 63,000		

Corporate - Internal

Definition

Corporate internal initiatives are projects that are identified within the current strategic plan as a strategic priority, and that promote the effective and efficient operation of the City administration. The primary impact of these projects will be on the internal City departments and sections, improving how they deliver their services. These projects are intended to streamline and enhance administrative efficiency and effectiveness and ensure that City services continue to be delivered in a streamlined and cost-effective manner.

Prioritization

Internal corporate initiatives are ranked and prioritized by the Strategic Leadership Team against the following criteria:

- The initiative supports realization of the strategic goals and long-term plans of the organization
- The initiative supports improving the delivery of essential core services of the City
- The initiative will continue to improve and enhance operational efficiency and effectiveness within the City
- The initiative is one that we can be successful in delivering
- We are prepared to absorb the operational impact necessary to maintain the results

The cost of each initiative includes the initial project cost plus annual operating costs. Unless otherwise noted, corporate internal initiatives are funded by property tax revenue. Total project effort for each initiative is reflected in person hours.

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE - INTERNAL

Initiatives

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
1	Corporate Services - Corporate Services Admin	2013.04 - Implement Recommendations from the Governance Review	Implement specific strategies from the Governance Review related to the development of a Governance Model Self Assessment, confirmation of the Strategic Leadership Team Terms of Reference and conduct an organizational exercise with the objective of creating a set of City value statements that apply to the whole organization. In addition, as part of the Orientation program, Council will be given enhanced training as it relates to Council's role on boards and committees.	5.20	2013	2015	894	\$ 50,000	\$ 80,000	\$ 30,000	Taxes	
2	Corporate Services - Finance	2012.27 - Develop Long-Term Financial Policies	Review and develop financial policies to strengthen the long-term financial plan.	4.78	2014	2015	392	\$ -	\$ 65,000	\$ -	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
3	CAO - Human Resources	2012.18 - Develop a Human Resources Plan	To identify the scope of a City Human Resources Plan and to establish a Terms of Reference for the Human Resources Plan. The components of a Human Resources Plan typically include the following components: Workforce planning; training and development; staffing levels; internal and external labour force data; succession planning.	4.70	2014	2014	735	\$ -	\$ 32,000	\$ 4,500	Taxes	
4	CAO - Communications	2012.09 - Develop and Implement Strategy for Internal Communications	We have no formal internal communications program. Staff feedback has reinforced the need to improve internal communications. This project will develop and implement tactics for internal communications including an intranet and other mediums to enhance internal communications.	4.60	2013	2015	546	\$ 5,000	\$ 40,000	\$ -	Taxes	
							2,567	\$ 55,000	\$ 217,000	\$ 34,500		

NEW INITIATIVES AND SERVICE CHANGES

CORPORATE - INTERNAL

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
5	CAO - Human Resources	2010.05 - Review and Create a Formal Employee Recognition Program	Develop a clear strategy from an organizational perspective that both engages employees and recognizes employees for their contribution. Define measurement criteria and review the current employee recognition program and policy and implement new program to promote specific efforts in improving the efficiency and effectiveness of the City.	4.25	2014	2014	285	\$ -	\$ 11,000	\$ 1,000	Taxes	
6	Corporate Services - Finance	2012.26 - Conduct Fiscal Impact Assessment	Develop a financial model that forecasts the effect that growth will have on the City's financial position.	4.25	2015	2015	343	\$ -	\$ -	\$ 35,000	Taxes	
							628	\$ -	\$ 11,000	\$ 36,000		

Capital Initiatives

Definition

Capital initiatives are projects that create or acquire a distinct, new asset or a major replacement of existing assets that are amortized over time and may require design activities. Capital initiatives include facilities, complex equipment or vehicles and new roads, parks and utilities related to growth. The project will often have a measurable operating impact in future years. This operational impact of the capital initiative is reflected as part of the project cost.

Proposed Long Term Capital Plan

In 2012, the City proposed a long term capital plan that is a twenty year overview of new major capital. Currently, the long term capital plan does not include capital projects related to new development (which are funded by restricted developer levies and/or grants) or life cycle replacement (which are funded through the status quo budget).

Funding strategies for the long term capital plan take into account primary sources of available funding including grants, third party funding, borrowing, taxes and utilities. The use of developer levies is restricted to new infrastructure such as regional parks, arterial roadways, trunk water lines and sanitary sewer lines. The long term capital plan utilizes available Municipal Sustainability Initiative (MSI) grant funds as the first choice for funding capital projects that are eligible within MSI guidelines. MSI funds are utilized across the long term capital plan, as a whole, and a balance is typically on hand at the end of each year because of the difference in timing between receiving the grant funds and completing the capital project. Other grant programs, such as gas tax and basic municipal transportation are designated for infrastructure rehabilitation work.

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

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Capital projects funded from borrowing, taxes and utilities were given careful consideration before determining the funding. The City recognizes that debt can be used to appropriately fund capital projects necessary for the well-being of the community, giving consideration to the associated inherent financing costs. The City's practice is to utilize debt as a source of funding for capital infrastructure where sufficient funding

from grants and other sources cannot be secured. When the balance of cash on hand allows, consideration is given to reducing or deferring new debt.

The adjacent schedule lists a number of major capital initiatives from 2012 to 2032. There is sufficient funding identified for the 2012-2015 capital projects.

Projects are included in the corporate plan as capital initiatives and prioritized and funded as part of the annual corporate planning process. Funding sources for the 2013-2015 capital initiatives are noted in the following pages.

Initiatives for 2016 and beyond are more conceptual and will be planned in more detail in future corporate plans.

	2012	2013	2014	2015	2016 to 2022	2023 to 2032	Total
Public Works Facility	1,500	10,000	7,193		-	-	18,693
Tri Village	500	2,300			-	-	2,800
Sand and Salt Facility	869				-	-	869
TLC Retrofit		2,000			-	-	2,000
Recreation Facility		4,383	2,922		-	-	7,305
Recreation Facility Site Development		851			-	-	851
RCMP Integrated Facility		500	3,000	1,500	-	-	5,000
Transit Fleet and Park & Ride			300	633	-	-	933
King Street Mall - Option Purchase			747		-	-	747
King Street Mall - Office Development				1,785	-	-	1,785
410 King Street				200	1,032	-	1,232
TLC Parking Lot					625	-	625
TLC Facility Expansion					7,305	-	7,305
Spray Park					3,000	-	3,000
Multi-Purpose Recreation Facility - Scoping				200	-	-	200
Multi-Purpose Recreation Facility - Land					3,500	-	3,500
Multi-Purpose Recreation Facility - Construction					45,000	-	45,000
Transit - Garage for Buses					5,000	-	5,000
Jubilee Park - Multi-Purpose Building					2,000	-	2,000
Waste Management Trucks					2,568	-	2,568
Atim Creek					1,500	-	1,500
South Century - Recreation					3,900	-	3,900
Pioneer Forest (purchase and run trails)					1,500	-	1,500
Lagoon - Snow dump area					2,000	-	2,000
City Hall - New					-	30,000	30,000
Agrena - Major Renovation					-	5,000	5,000
Fire Hall Expansion					-	5,000	5,000
Reservoir					-	15,000	15,000
	2,869	20,034	14,162	4,318	78,930	55,000	175,313

Prioritization

Once capital initiatives are submitted into the corporate planning process, the initiatives are ranked and prioritized by the capital planning team and finalized by the strategic leadership team. Prioritization was based on the ranking in combination with available sources of funding identified in the long term capital plan.

Capital initiatives are ranked against the following criteria:

- The asset continues to be one that is required or that supports the long range requirements and growth of the City
- The asset supports realizing the value of previous investments
- The asset is associated with the delivery of priority services of the City
- The planned activity aligns with the relevant long term plans
- The capacity exists to undertake the planned activity
- We can operationally support and maintain the results

The cost of each initiative includes the initial project cost plus annual operating costs. Several capital initiatives generate revenue which is identified in the notes column. Total project effort for each initiative is reflected in person hours.

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Initiatives

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
1	CAO - Economic Development	2011.59 - Five Acre Site Sale of Land and Tri Leisure Village Project	Sell 5 acres of City-owned land east of Fuhr Sports Park and facilitate the development of a hotel and related commercial space.	6.00	2011	2014	1,549	\$ -	\$ -	\$ -	Developer Levies, Land Sales	Land sale proceeds \$1.113M in 2013 and \$633K in 2014.
2	Planning & Infrastructure - Asset Management	2011.40 - Public Works Site Design and Expansion	Create detailed design drawings for PW office shop and site construction, complete PW new facilities construction, include furniture and fixtures budget.	6.00	2011	2014	1,255	\$ 10,167,719	\$ 7,513,579	\$ 323,612	Grants, Debt, Taxes	Borrowing Dec 15, 2013 \$5.539M Grants \$4.461M in 2013, \$7.2M in 2014. Debt servicing and operating expenses funded from Taxes.
3	Community & Protective Services - Protective Services	PS.33 - Fire Services Training Centre Upgrades	Relocate Fire training grounds and complete upgrades as outlined by Fire Services.	6.00	2012	2013	94	\$ 50,000	\$ -	\$ -	Grants	
4	Planning & Infrastructure - Asset Management	AM.14 - City Hall Access Control System Upgrade	Upgrade security system within City Hall, increase card swipe location on main, third floor, and elevator to provide facility with greater security as designed during the customer enhancement renovation of 2005.	6.00	2012	2013	40	\$ 30,000	\$ -	\$ -	Grants	
5	Planning & Infrastructure - Asset Management	AM.41 - King Street Mall Expansion Option Purchase	Purchase option of King Street Mall as per agreement.	6.00	2013	2014	238	\$ -	\$ 747,100	\$ -	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
6	Planning & Infrastructure - Engineering	EN.30 - Century Road Overpass Upgrade	Upgrade the Century Road interchange including access roads leading to and from the interchange. A traffic impact study have been completed and accepted by the City. It indicated that a double left turn west bound to south bound on the interchange would prolong the acceptable performance life of the structure. Administration has been working with Alberta Transportation on a cost sharing to complete the project. Administration is hopeful that the cost sharing will be presented to Council late in 2012 for consideration. If approved the project could proceed in 2013.	6.00	2013	2013	121	\$ 3,400,000	\$ -	\$ -	User Fees, Developer Levies	
7	Planning & Infrastructure - Asset Management	2013.05 - TransAlta Tri-Leisure Centre Facility Retrofit	Provide funding to address deficiencies identified in the Tri Leisure lifecycle study.	6.00	2013	2013	-	\$ 2,000,000	\$ -	\$ -	Grants	
8	Corporate Services - Information Systems	IS.37 - Architecture Study on VMware System	Engage the services of a VMware Architect to assist with the design of the City's VMware Infrastructure Data Center.	5.83	2013	2013	70	\$ 16,000	\$ -	\$ -	Taxes	
9	Corporate Services - Finance	FI.22 - Replace Commercial Water Meters	Replace about 150 existing water meters for industrial, commercial and apartment customers with radio and data log technology.	5.67	2013	2013	200	\$ 237,200	\$ -	\$ -	Utilities - Water & Sewer	
10	Planning & Infrastructure - Asset Management	AM.44 - City Hall Build-Out	Employee growth space build-out, details due from McCready Consulting space study.	5.67	2013	2013	-	\$ 50,000	\$ 80,000	\$ -	Grants	
11	Community & Protective Services - Recreation	RE.34 - Refit of the Brookwood Rink	Refurbishment of existing Brookwood outdoor rink.	5.50	2013	2013	177	\$ 280,000	\$ -	\$ -	User Fees, Taxes	User group access CFEP funding of \$125,000 in 2013 and the City to provide matching funding.

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

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Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
12	Community & Protective Services - Recreation	RE.42 - Relocate CLASS Database	CLASS software and the database has been shared between the City of Spruce Grove and TransAlta Tri Leisure Centre for the past ten (10) yrs. Over the years sharing the database has become more cumbersome causing difficulties with managing financial information, confusion for customers and placed limitations on each organizations business practices.	5.50	2013	2013	204	\$ 19,500	\$ (3,500)	\$ (3,500)	Taxes, User Fees	
13	Planning & Infrastructure - Asset Management	PS.32 - 410 King Street Facility Renovations	Renovations of 410 King Street when RCMP vacates their side. Design of the facility renovations will occur in 2015 and construction in 2016.	5.50	2015	2016	838	\$ -	\$ -	\$ 200,000	Grants	2015 is for design. Construction in 2016 is \$1,032,039.
14	Planning & Infrastructure - Engineering	EN.26 - New Growth Parks	This project involves developing neighbourhood parks within newly developing areas. Developers pay the City a development charge to fund this work. New growth park development, at this time, would be (but not limited to) Hawthorne phase 3, Henderson Park and Legacy Park.	5.50	2013	2015	194	\$ 267,395	\$ 280,515	\$ 294,290	Developer Levies, Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
15	Planning & Infrastructure - Engineering	EN.21 - New Growth Transportation	<p>The City collects off site levies from newly developing areas in order to construct arterial transportation infrastructure on an on-going basis. This project is intended to continue the program. The projects in 2013 include the final lift of asphalt on Grove Drive from Century Road to Greenbury (\$220,000) and Century Road from Highway 16A to south of Highway 16 (\$500,000). The project also includes the construction of Grove Drive from Greenbury to Pioneer Road from its current rural standard to a full urban paved standard (\$600,000). This will provide an urban standard road to the proposed new school east of Pioneer Road as well as other developing areas. (walking and biking). The plan identified several sidewalk and trail missing links. The multiyear new growth transportation plan will be updated to include these missing transportation links. The proposed 2012 project will construct a sidewalk/ trail on the west side of Calahoo Road from Grove Drive to McLeod Ave (300,000). The total project cost for 2013 is estimated to be \$3,020,000. This overall project is driven strongly by development.</p>	5.50	2013	2015	206	\$ 3,020,000	\$ 210,000	\$ 3,990,000	Developer Levies	

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
16	Planning & Infrastructure - Engineering	EN.23 - New Growth Sanitary Sewer	The project will continue to provide the sanitary sewer trunk infrastructure to service newly developing areas. The design work in being completed in 2012 in preparation for construction in 2013. The project would construct a trunk sewer along the Pioneer Road ROW from its existing limit (just north of the Greenbury area) to just south of Grove Drive. The project would be contingent on the development of a school site just north of Grove Drive and west of Pioneer Road. The sewer is required to provide sewer service to the area as well as to allow for the construction (paid by the developer) of Pioneer Road.	5.50	2013	2015	147	\$ 2,500,000	\$ -	\$ 56,000	Developer Levies	
17	Planning & Infrastructure - Public Works	PW.37 - Utilities Shoring and Trailer	OH&S dictates that at a depth of 1.5 metres, the usage of shoring or open cut back is required to protect an employee who enters an excavation. The City of Spruce Grove has adopted to use shoring instead of open cut backs because of the nature of work that is being performed. With shoring the city staff can excavate a much smaller hole than with the open cut back technique. The shoring when placed into the excavation will hold back the walls of the excavation and prevents the walls from collapsing onto the city staff member who has entered the excavation.	5.50	2013	2013	48	\$ 40,000	\$ -	\$ -	Utilities - Water & Sewer	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
18	Planning & Infrastructure - Asset Management	2011.37 – Integrated RCMP Facility	Create a detailed design and construct an integrated RCMP Facility with joint ownership between the Town of Stony Plain and the City of Spruce Grove.	5.33	2011	2015	912	\$ -	\$ 3,500,000	\$ 1,833,742	Debt, Lease Revenue, Taxes	Borrowing of \$5M on March 15, 2015 for 25 years. Debt servicing of \$334K funded by lease revenue of \$250K and taxes of \$84K in 2015
19	Planning & Infrastructure - Public Works	PW.36 - Hydro Excavation Truck	The City has one combination flusher-educator unit that supports all PW activities, ranging from sewer flushing and catchbasin cleaning through to hydro-excavating to expose shallow bury utilities, or in support of excavation work in fluid ground environments. The number of task expectations for this unit means that it is in constant demand and because of the nature of its use and the complex mechanical systems, requires a lot of mechanical service time. These competing needs result in delays in sewer network flushing, which means that our service levels are not being maintained and we are not meeting our AB Environment code of practice requirements. Obtaining a smaller hydrovac truck will provide an increase in hydro-excavation capacity and allow access to difficult locations while ensuring that the combination unit is primarily focused on mains flushing activities.	5.33	2013	2013	32	\$ 310,000	\$ -	\$ -	Grants	
20	Planning & Infrastructure - Asset Management	AM.45 - King Street Mall - Office Development	Fit out King Street Mall space for office growth.	5.17	2015	2015	243	\$ -	\$ -	\$ 1,785,173	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
21	Planning & Infrastructure - Public Works	PW.21 - Bobcat (Skid Steer)	Due to growth, and to maintain current and future service levels there is a need for a third Bobcat Skid Steer. If one of the existing skid steers goes in for repair or maintenance or if both of the machines are being used, then renting of additional equipment is necessary due to time sensitive programs that Public Works undertakes. The skid steers are used for a variety of programs including SNIC activities, asphalt maintenance, lane gravelling, road shoulder gravelling, stump removal, and the handling of material in the public works yard.	5.17	2013	2013	32	\$ 43,000	\$ (7,000)	\$ (7,000)	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
22	Planning & Infrastructure - Public Works	PW.38 - Plow Truck/ Tandem	The total amount of road lane kilometres is increasing at a rate that the city's Roads and Drainage section needs more equipment. The addition of a third plow truck/tandem is necessary to maintain the service level that has been set. At the present moment if one of the current plow trucks break down, there is only one plow truck that is servicing the city. If the repairs take any length of time and the conditions become treacherous, the remaining plow truck cannot maintain the roads in a drivable condition. This third truck, if it is not being used for the plow and sanding operations, it could and would be used to remove snow from city facilities. During excavations to repair the city's infrastructure, this tandem would be used to transport material to and from the excavation site. This is usually contracted out and would be conducted by city personnel. The tandem would also be used for the spring boulevard clean up and spring street cleaning purposes.	5.00	2013	2013	48	\$ 245,000	\$ (5,000)	\$ (5,000)	Grants, Taxes	Grants of \$250K in 2013, savings in taxes of \$5,000 per year
23	Planning & Infrastructure - Engineering	2012.33 - Jubilee Park Phase 4	This project would be the fourth stage of development to be completed in accordance with the park master plan. This stage includes a formal garden and fountain.	5.00	2015	2015	160	\$ -	\$ -	\$ 405,000	Grant, Taxes	

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
24	Planning & Infrastructure - Asset Management	AM.15 - City Hall Building Cooling	<p>Implement building cooling system to manage summer temperature extremes within the City Hall building.</p> <p>Currently City Hall building is not equipped with any mechanisms to cool the building this initiative would install cooling within the building to reduce the extreme warm temperature fluctuations that occur within the City Hall building.</p>	4.94	2012	2013	120	\$ 130,000	\$ -	\$ -	Grants	
25	Community & Protective Services - Protective Services	PS.17 - Alberta First Responders Radio Communication Network	<p>The Alberta First Responder Radio Communication Network (AFRRCN) is designed to improve response, responder safety, and safety of Albertans. The current frequencies used by fire services will no longer be protected by Industry Canada and loss of a protected frequency is a major safety concern for work in immediately dangerous to Life and Health environments. There is also a risk that existing frequency being used by SGFS may no longer be protected for emergency use only. Finally it must be noted that the current repeater and auxiliary power systems are in need of replacement, this replacement is unnecessary if AFRRCN is approved.</p>	4.83	2014	2014	93	\$ -	\$ 150,000	\$ -	Taxes	
26	Community & Protective Services - Recreation	RE.39 - Elks Hall Revitalization Analysis & Phase I Upgrade	<p>Commission a consultant to undertake a revitalization review of Elks Hall including assessment of parking lot and recommendation on all facility furnishings, fixtures and equipment. Further, design a tender package based on recommendations and complete improvements.</p>	4.73	2013	2013	271	\$ 10,000	\$ -	\$ 410,000	Taxes, Grants	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
27	Community & Protective Services - Protective Services	PS.35 - Hand Held Laser - Enforcement Services	Hand Held Laser is a device used to monitor vehicle speeds for the purpose of enforcement of the Transportation Safety Act.	4.33	2013	2013	35	\$ 5,000	\$ -	\$ -	Taxes	
28	Planning & Infrastructure - Planning & Infrastructure Admin	PA.12 - Transit Fleet and Park and Ride Infrastructure (Green TRIP program)	Through the provincial GreenTRIP grant program, Spruce Grove is looking to purchase ten buses and build a park and ride facility.	4.00	2014	2019	45	\$ -	\$ 300,000	\$ 633,000	Grants	
29	Planning & Infrastructure - Asset Management	2011.36 - Recreation Facility	Construct a recreation facility within Spruce Grove on the 7 acres parcel to be leased back to community sport groups.	4.00	2010	2015	892	\$ 4,383,000	\$ 2,922,000	\$ -	Grants, Land Sales, Surplus	Grants of \$2.3M in 2013, \$1.8M in 2014. Land Sales (2011.59 Five Acre Sale of Land) \$2.7M total funding, \$500K in 2014 from Developer Regional Recreation levies.
30	Community & Protective Services - Recreation	2013.03 - Multi-Purpose Recreation Facility - Scoping	The indoor recreation facility strategy identifies a number of facility needs for the city. A multi-purpose concept allows for a number of facility elements to be addressed, while taking advantage of construction cost savings associated with a multiplex. The facility concept includes a 3,000 seat hockey arena, a cultural centre, a community hall, and a water/spray feature. The projected cost is 45 million. Land purchase is proposed for 2017 (15 million) and construction 2018-2019.	3.36	2015	2015	100	\$ -	\$ -	\$ 200,000	Grants	

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
31	Corporate Services - City Clerk	2011.38 - Council Chambers Renovations	Review and improve ergonomics and sight lines at Council work stations and add space to accommodate the increased number of managers attending and presenting at meetings.	3.00	2013	2013	80	\$ 32,500	\$ -	\$ -	Taxes	
							8,444	\$ 27,236,314	\$ 15,687,694	\$ 10,115,317		
32	Corporate Services - Information Systems	IS.01 - Business Continuity Program (Technology)	Implement backup system that ensures critical technical applications (finance system, records, email system) are available in the event of a major disruption to normal service delivery.	5.17	2012	2013	315	\$ 80,000	\$ -	\$ -	Taxes	
33	Planning & Infrastructure - Asset Management	Ride-on Floor Sweeper	<p>A ride-on floor sweeper will provide efficient effective cleaning the over 46,000 sq. ft. of vehicle storage and shop floor of the new Public Works building and ensure minimal dust is spread into the building environment by the existing staff compliment</p> <p>Currently a manual hand pushed sweeper is used to clean the existing PW storage floor, this machine provides a basic level of cleaning but large amounts of dust is created by this process and is time consuming to walk this machine around the facility.</p>	5.17	2014	2014	24	\$ -	\$ 45,000	\$ -	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
34	Planning & Infrastructure - Public Works	PW.14 - Three Tonne Hook Truck (Water Truck)	The amount of watering has increased due to the amount of new trees that have been planted along boulevards, new flowers in flower beds and new flower planters at key intersections. A dedicated 3 tonne single axle hook truck that can be used as a watering truck is needed to make sure these investments are maintained. The hook truck that the city presently owns has air brakes, so typically summer staff are unable to operate this vehicle, which means that permanent staff have to water the vegetation. This task is operationally better suited for a summer staff to perform. The lift truck that the city presently owns is used by all of the sections at Public Works. There are times when more than one section needs the water truck and this means that some of the work is not performed when it has to be.	5.17	2013	2013	48	\$ 120,000	\$ -	\$ -	Taxes	
35	Corporate Services - Information Systems	Develop City Email Archive System	Much of what is transmitted through an e-mail system constitutes a record, or a document that must be kept for a minimum period of time as established by policies or regulations. The City requires an e-mail archiving system that can index, store and purge these records according to corporate policies or other rules thus eliminating the need for large and unwieldy PST files.	5.00	2014	2014	477	\$ -	\$ 37,000	\$ 2,000	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

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Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
36	Community & Protective Services - FCSS	FC.13 - Lions Log Cabin West Entrance Security Intercom	A door security intercom that will allow staff to screen visitors and public who arrive at the Log Cabin. This system would provide the ability to verbally communicate with whoever is trying to access the Cabin West entrance and open the door from the second floor. The recommended system is audio and video.	4.83	2013	2013	31	\$ 4,000	\$ -	\$ -	Taxes	
37	Planning & Infrastructure - Engineering	EN.27 - High School Ball Diamond Development	To construct a ball diamond at the new high school. The site is being graded and seeded in 2011 and two soccer fields are being proposed to be built in 2012.	4.83	2014	2014	65	\$ -	\$ 40,000	\$ 592,500	Taxes, User Fees, Developer Surplus	
38	Planning & Infrastructure - Engineering	Upgrade Legacy Park Access Road	The developer of the Legacy Park residential area constructed an interim access road several years ago west of Jennifer Heil Road on the future McLeod Ave extension. The intent was that he would upgrade this road to a full urban standard during his next stage of development and when he knew the results of a traffic study that was underway addressing the long term geometrics of the road considering the major future commercial development south of McLeod. Soon after this time development has slowed and he has not proceeded with significant development in the area since. This project would involve the construction of a concrete sidewalk on the north side of the road, landscaping and the installation of street lighting. It is thought that the majority of these costs can be recovered from the developer during future development agreement negotiations.	4.83	2013	2013	57	\$ 200,000	\$ -	\$ -	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
39	Planning & Infrastructure - Public Works	Public Works Satellite Facility	Transporting turf maintenance equipment from the Public Works site to the actual area that the equipment will be working in is time consuming for the equipment operators. Transporting this type of equipment over a long distance will reduce the life cycle of the equipment. To increase productivity and the life cycle of the equipment, it is necessary to build this satellite facility.	4.83	2015	2015	160	\$ -	\$ -	\$ -	Taxes	
40	Corporate Services - Finance	FI.21 - Acquire Water Meter Consumption Recorder	Acquire water meter consumption recorder to check accuracy of meters. There are approximately 5,000 water meters that do not yet log consumption for download. When either customers or City staff suspect that there is a problem with the meter, the meter must be replaced and then tested. There are frequent requests for testing, 50-100 times per year.	4.67	2013	2013	16	\$ 12,000	\$ -	\$ -	Utilities - Water & Sewer	
41	Corporate Services - Information Systems	Migrate Dynamics Client to Terminal Services Model	Implement an RDS (Remote Desktop Server) system that will allow the financial system client (Great Plains) to be accessed remotely from each staff desktop.	4.67	2013	2013	70	\$ 13,000	\$ 500	\$ 500	Taxes	
42	Planning & Infrastructure - Engineering	2011.44 - Central Park C1 Baseball Diamond (Construction)	The City constructs sports field on an on-going basis to meet the needs of sport groups. This project would construct a C1 midget ball diamond north of the Avena.	4.50	2014	2014	244	\$ -	\$ 50,000	\$ 582,500	Taxes, User Fees, Developer Surplus	

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
43	Planning & Infrastructure - Public Works	PW.19 - Portable Access Matting	Access matting will minimize or prevent damage to public and, or private property from equipment. On occasion it is necessary for equipment to travel or work on landscaped surfaces which results in damage which has to be restored. The matting disperses the weight of the equipment reducing the impact of the equipment and restoration requirements.	4.50	2013	2013	24	\$ 8,000	\$ -	\$ -	Taxes	
44	Planning & Infrastructure - Public Works	2011.57 - Operations Management System (OMS)	Develop an Operations Management System for Public Works and Assets.	4.33	2013	2015	3,880	\$ 17,000	\$ 230,000	\$ 49,500	Taxes	
45	CAO - Human Resources	HR.02 - Design and Implement Job Evaluation and Classification System	Review and update existing classification system to reflect our current and future organization needs and convert our system so that it is computerized. Ensure this initiative is congruent with the 2012 HR Dept Organization Effectiveness Review (OER).	4.33	2013	2013	376	\$ 35,000	\$ 6,000	\$ 6,000	Taxes	
46	Community & Protective Services - Recreation	RE.28 - Purchase a van for CAPS	Purchase a van to provide CAPS staff the ability to support work relating to culture, special events, recreation programs, FCSS programs, recreation facilities and open space projects.	4.33	2014	2014	38	\$ -	\$ 25,000	\$ (5,000)	Taxes	
							5,825	\$ 489,000	\$ 433,500	\$ 1,228,000		

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
47	Community & Protective Services - Protective Services	PS.29 - Commercial Turn-Out Gear Washing Machine	Purchase a commercial Turn-Out Gear washing machine capable of washing four or five sets of gear at one time. Replace the residential machine to a commercial grade to meet the requirements of the NFPA 1851 guidelines. There are some savings related to the purchase of this unit such as decreased staff and repair costs of residential machines as well as shipping and washing costs while residential washer is down.	4.17	2013	2013	31	\$ 18,000	\$ -	\$ -	Taxes	
48	Community & Protective Services - Protective Services	Bylaw Vehicle	Small pickup truck for CAPS primarily 90% used by enforcement services for bylaw enforcement.	4.17	2013	2013	30	\$ 25,000	\$ -	\$ -	Taxes	
49	Planning & Infrastructure - Engineering	EN.28 - Japanese School drop off area and garden	This project would include constructing a Japanese Garden and other landscaping between the Japanese School and King Street. This would be the final phase in completing the development in accordance with the areas master plan. This project would also include be a drop off area just south of the Japanese school that would connect to the church parking lot constructed in 2011. The area would be hard surfaced with asphalt for the driving surface and pedestrian walks. A significant amount of landscaping would be completed as well. This is a continuation of work completed in 2011.	4.17	2014	2014	220	\$ -	\$ 332,500	\$ 2,500	Taxes	
50	Planning & Infrastructure - Planning & Infrastructure Admin	Metering New Development	Meters to track water use when flushing pipes in new development.	4.17	2014	2014	105	\$ -	\$ 10,000	\$ -	Utilities - Water & Sewer	

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CAPITAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
51	Planning & Infrastructure - Engineering	Reconstruct Calahoo Road overhead power lines to underground	Fortis is undertaking a significant overhead upgrading project of the existing infrastructure. Fortis has approached the City about changing the overhead power lines to underground at the same time.	4.17	2014	2014	35	\$ -	\$ 500,000	\$ -	Taxes	
52	Corporate Services - Finance	FI.32 - Implement Paperless Expense Reports	Implement software that allows employee self-serve recording and submission of expense reports, including VISA, via web using electronic receipt imaging.	3.83	2015	2016	1,066	\$ -	\$ -	\$ 20,000	Taxes	
53	Corporate Services - Corporate Services Admin	IS.34 - Implement Project Management Strategy	Design, develop and implement project management methodologies and/or software for Spruce Grove.	3.67	2014	2015	1,532	\$ -	\$ 180,000	\$ -	Taxes	
54	Planning & Infrastructure - Public Works	PW.22 - Bucket-Mounted Asphalt Coring Drill	Skidsteer loader rotary coring attachment to improve the process of asphalt cutting and removal around manholes. The rotary coring drill works like a carpenters hole-saw by cutting through the asphalt surrounding the manhole frame and cover allowing elevation adjustments to be made, or for a new frame and cover to be installed, or for settlement and drainage concerns to be addressed. A new asphalt patch can be laid creating proper drainage, resolving wet weather infiltration and inflow in the case of sanitary manholes and a providing a smooth driving surface.	3.67	2015	2015	32	\$ -	\$ -	\$ 15,000	Taxes	
55	CAO - Communications	Develop and Implement a Signature Entry Identity	Develop and implement a signature entry identity that will provide visual enhancements that uniquely identify Spruce Grove.	3.58	2015	2015	59	\$ -	\$ -	\$ 1,000,000	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
56	Community & Protective Services - Community Services Admin	Heritage Pavilion	The Heritage Pavilion is a regional facility in Stony Plain. Phase two of the facility is a two story banquet facility with capacity for 500 people. The facility will provide banquet opportunities associated with events that occur in the 'warehouse' section of that facility.	3.50	2013	2013	-	\$ 1,236,336	\$ 69,394	\$ 69,392	Debt, Taxes	Borrow \$1.2M Dec 15, 2013 for 25 years. Debt servicing funded by Taxes \$36K in 2013 and \$69K in 2014 & 2015
57	Planning & Infrastructure - Engineering	EN.32 - Design and Installation of noise attenuation at Century Road	This project includes the design and installation of a fence or landscaping on the west portion of Century Road from Highway 16A to McLeod Avenue. The purpose of the project is to mitigate traffic noise to adjacent residential areas. City administration is completing a noise study on the area in 2012 to determine if noise in the residential area is exceeding acceptable levels. If it does exceed acceptable levels this project would provide either fencing and/or landscaping to mitigate the noise on the area.	3.33	2013	2013	46	\$ 101,000	\$ 1,000	\$ 1,000	Taxes	
58	Corporate Services - City Clerk	Develop Records Storage Space to Meet Short Term Requirements	Renovate existing space in City Hall to accommodate records and information management requirements over the short term.	3.33	2013	2013	40	\$ 33,000	\$ -	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
59	Planning & Infrastructure - Engineering	Traffic Calming	With the development of the commercial area east of Century Road and north of Highway 16A the City has received several concerns from residents in the area west of Century Road regarding potential increased traffic on McLeod. In 2012 and trial or experimental project to implement traffic calming to the area from Century Road to King Street which included the installation of a concrete barrier curb. The City is also soliciting input from a consultant in 2012 to recommend a potential solution to the issue.	3.33	2014	2014	120	\$ -	\$ 200,000	\$ -	Taxes	
60	Community & Protective Services - Recreation	RE.11 - Agrena Electronic Events Board/Sign	Agrena electronic events board sign along King Street to serve south and northbound traffic.	3.17	2014	2014	144	\$ -	\$ 101,000	\$ 1,000	Taxes	
61	Planning & Infrastructure - Public Works	PW.28 - Recycle Centre Bins	At the present moment the city is in a contract with a private contractor that supplies the bins at the Eco center. This contract stipulates that a certain percentage of the profit generated by the recycling goes to each party of the contract. If the city owned its own bins and a winch truck, all of the profits would belong to the city. A detailed business plan review to determine the viability of this initiative will be undertaken prior to proceeding.	3.00	2014	2015	32	\$ -	\$ 36,000	\$ 36,000	Utilities - Solid Waste	

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Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
62	Planning & Infrastructure - Public Works	PW.32 - Flatbed Winch Truck	At the present moment, a contractor hauls all commodities away from the Eco Centre. The revenue from the sale of the recycling material is split between the contractor and the city. To maximize revenue, the city needs to control the shipping and the marketing of the recycling material generated at the Eco Centre. A detailed business plan review to determine the viability of this initiative will be undertaken prior to proceeding.	3.00	2014	2015	40	\$ -	\$ -	\$ 190,000	Utilities - Solid Waste	
63	Corporate Services - City Clerk	Develop Records Storage Space to Meet Long Term Requirements	Develop space to meet the long term records and information management requirements of the organization.	2.83	2015	2015	130	\$ -	\$ -	\$ 190,000	Taxes	
64	Community & Protective Services - Recreation	RE.37 - Enhancements to Henry Singer Ball Park (Infield Practice Area and Sound Booth)	At the request of specific elite level ball user groups, design and construct an infield practice area and sound booth for Henry Singer Park.	2.00	2015	2015	267	\$ -	\$ -	\$ 375,000	Grants User Fees	
							3,929	\$ 1,413,336	\$ 1,429,894	\$ 1,899,892		

Departmental Initiatives

Definition

Departmental initiatives do not appear in the strategic plan. Departmental initiatives are designed to support the needs of a particular department or section in helping them to optimize their operations, improve the delivery of their services or establish the capabilities necessary for them to continue to effectively perform their role. The focus of a departmental project may impact the community, or may be more focused on internal administrative improvements. The key distinction is that it is not strategic, and supports the needs of a particular department or section.

Prioritization

Department initiatives are ranked and prioritized by the Strategic Leadership Team against the following criteria:

- The initiative helps us to maximize the operational use of our existing facilities/resources
- The initiative responds to broad changes or gaps in customer needs or requirements
- The initiative supports us in more proactively planning how we do our work
- The initiative is one that we can be successful in delivering
- We are prepared to absorb the operational impact necessary to maintain the results

The cost of each initiative includes the initial project cost plus annual operating costs. Unless otherwise noted, departmental initiatives are funded by property tax revenue. Total project effort for each initiative is reflected in person hours.

Initiatives

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
1	Planning & Infrastructure - Planning & Development	PD.10 - Business License Process Analysis and CityView Expansion	Perform a business analysis to improve the business license process and implement the CityView Business License module.	5.14	2013	2013	240	\$ 72,500	\$ 1,700	\$ 1,700	Taxes	
2	Corporate Services - Finance	FI.37 - Long-Term Capital Plan Development	Develop a long-term capital plan that identifies new capital and major replacement of existing assets. The long-term capital plan will serve as a reference document for the corporate planning process and long-term financial planning.	5.09	2013	2015	613	\$ 25,000	\$ -	\$ -	Taxes	
3	Planning & Infrastructure - Asset Management	AM.46 - Facilities Lifecycle Study Update	This is a 5yr conditions analysis update of the 2009 lifecycle study that was completed by Stantec consulting.	5.03	2015	2015	68	\$ -	\$ -	\$ 35,000	Taxes	
4	Corporate Services - City Clerk	CC.21 - Develop Standards for Use of Network Storage	Develop policies on the effective use of file storage space for the organization's network drives.	5.00	2013	2013	224	\$ -	\$ -	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
5	Corporate Services - Information Systems	IS.36 - Explore New Options for Hosting City Web Server	The total annual cost to host the City web server with Telus is significant. The service provided by Telus on this system has not been very reliable so the City is proposing that we study the feasibility of other options to host the City web server.	5.00	2013	2013	175	\$ 4,194	\$ (3,806)	\$ (3,806)	Taxes	
6	Planning & Infrastructure - Engineering	EN.31 - Storm Water Management Master Plan Update	The City has a storm water management plan that has guided the development of a storm water management system that addressed issues that needed to be resolved on the existing system and guided the system in newly developing areas. This project would review the system in detail to determine future system requirements.	4.97	2015	2015	114	\$ -	\$ -	\$ 150,000	Developer Surplus	
7	Planning & Infrastructure - Planning & Development	PD.11 - Document and Scan Planning Records	Scan planning and development files to address capacity issues in the 2nd floor file room.	4.94	2013	2013	108	\$ 50,000	\$ -	\$ -	Taxes	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
8	Community & Protective Services - Protective Services	PS.37 - Re-engineer School Zone to School Area - King Street and Weston Drive	Complete alterations to King Street and Weston Drive School Zones to upgrade status to a School Area. R12Schools Areas do not require reduced speed limits which are confusing to many motorists who do not have children in school and are unaware of which days are school days.	4.89	2013	2013	42	\$ 5,000	\$ -	\$ -	Taxes	
9	Planning & Infrastructure - Planning & Development	PD.15 - Development Agreement Process Analysis and CityView Expansion	Perform a business analysis to improve the development agreement process and implement the CityView development agreement module.	4.86	2015	2015	200	\$ -	\$ -	\$ 58,500	Taxes	
10	Planning & Infrastructure - Planning & Development	PD.12 - Permitting Web Portal	Expand Online Services by integrating with CityView software to provide status updates and inspection results to applicants.	4.74	2013	2013	159	\$ 16,000	\$ 2,500	\$ 2,500	Taxes	
11	Planning & Infrastructure - Planning & Development	PD.13 - Subdivision and Endorsement Process and CityView Expansion	Perform a business analysis to improve the Subdivision and Endorsement process and implement the CityView Subdivision and Endorsement module.	4.71	2014	2014	180	\$ -	\$ 62,500	\$ 1,700	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
12	Corporate Services - Information Systems	IS.39 - Investigate use of VDI (Virtual Desktop Interface) to Replace Physical Desktops	The City desires to engage the services of a VDI (Virtual Desktop Infrastructure) specialist to provide a design and cost benefit analysis to guide the City toward the feasibility of converting from physical desktops to a VDI environment.	4.69	2014	2014	50	\$ -	\$ 30,000	\$ -	Taxes	
13	Corporate Services - Information Systems	IS.31 - Implement Critical Technical Security Policies to Protect City Data	Continue to implement technical security policies identified in Information Security Governance Policy 9,025CM.	4.66	2012	2013	590	\$ -	\$ -	\$ -	Taxes	
14	Planning & Infrastructure - Planning & Development	PD.14 - Bylaw Process Analysis and CityView Expansion	Perform a business analysis to improve the bylaw and statutory planning process, and implement the CityView Land Use Bylaw and Statutory Plan module.	4.63	2015	2015	100	\$ -	\$ -	\$ 47,000	Taxes	
15	Corporate Services - City Clerk	CC.27 - Implement Plan for Improved Legislative Document Tracking System	Implement an improved legislative document tracking system related to maintenance of bylaws, policies and procedures.	4.60	2014	2014	132	\$ -	\$ 16,500	\$ -	Taxes	
16	Planning & Infrastructure - Public Works	PW.02 - Plan for the Evolution of the Eco Centre	Determine future needs and the best operational model for the Eco Centre.	4.60	2013	2014	216	\$ -	\$ -	\$ -	Utilities - Solid Waste	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
17	Planning & Infrastructure - Asset Management	AM.42 - Contributions for Tri-Region Ladder Truck purchases	As part of a joint capital cost sharing initiative, the Town of Stony Plain and the County of Parkland each contributed 1/3 funding for the purchase of the City's Ladder truck in 2011. The City would in turn provide 1/3 funding towards the purchase of a ladder truck in each of the Town of Stony Plain (2013) and Parkland County (2015).	4.60	2013	2013	10	\$ 451,911	\$ -	\$ 500,000	Grants	This is a contractual obligation.
18	Community & Protective Services - Recreation	RE.29 - Jubilee Park Programs and Operations Plan	Commission the services of an outdoor facilities consultant to undertake the crafting of an internal programs, operations and maintenance strategy for Jubilee Park.	4.58	2013	2013	252	\$ 15,000	\$ -	\$ -	Taxes	
19	Planning & Infrastructure - Planning & Infrastructure Admin	PA.10 - Future Public Land Requirement Study	Commissioning of an external consultant to complete a comprehensive study that sets out the City's long term public land requirements for open space, recreation, schools, municipal and cultural buildings, public works, emergency services areas etc. as the City grows.	4.54	2014	2014	840	\$ -	\$ 100,000	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
20	Planning & Infrastructure - Planning & Infrastructure Admin	PA.11 - Evaluate options to improve utility flushing analysis (water conservation)	Evaluate options to increase the efficiency of the utility pipe flushing process. Options considered are the purchase of WaterCad software to complete the required analysis in house and/or contract a third party to provide the information.	4.51	2013	2013	42	\$ -	\$ -	\$ -	Utilities - Water & Sewer	
21	Corporate Services - City Clerk	CC.24 - Process Review and Design of Legislative Document Tracking System	Conduct a business analysis on the current legislative document tracking system, evaluate options to improve efficiencies and develop an implementation initiative for 2014 (related to bylaws, policies and procedures).	4.49	2013	2013	88	\$ -	\$ -	\$ -	Taxes	
22	Planning & Infrastructure - Planning & Infrastructure Admin	PA.13 - Water Conservation and Utility Infrastructure Study	This study would analyze the potential impact and cost savings of different water conservation targets on the City's water and sewer network.	4.49	2014	2014	140	\$ -	\$ 15,000	\$ -	Utilities - Water & Sewer	

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
23	Community & Protective Services - Cultural Services	CU.03 - Redesign of the Horizon Stage Web Site	The creation of a re-designed Horizon Stage web site: www.horizonstage.com . This project includes a refreshing of the Horizon Stage brand, colour-palette, and design of a new logo. The Internet has become a significant resource for marketing and promotion for performing arts organizations and theatre rental organizations. Horizon Stage is being left behind.	4.48	2013	2013	588	\$ 5,000	\$ -	\$ -	Taxes	
24	Corporate Services - Information Systems	IS.38 - Business Analysis for GIS system	Do an in-house business analysis to determine the internal department operational requirements and solutions for the GIS system.	4.45	2013	2013	258	\$ -	\$ -	\$ -	Taxes	
25	Corporate Services - City Clerk	CC.25 - Facilitate a Coordinated City Response to Province's Review of the MGA	Work with subject matter experts across City departments to facilitate a coordinated response to the Province's review of the Municipal Government Act.	4.43	2013	2016	468	\$ -	\$ -	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
26	Corporate Services - Finance	FI.23 - Implement Capital Asset Software	Conduct business analysis of capital asset accounting and inventory; prepare data for conversion as needed; implement capital asset software.	4.43	2014	2015	1,176	\$ -	\$ 10,000	\$ 116,000	Taxes	
27	Corporate Services - Finance	FI.36 - Conduct Utility Rate Study	Conduct study of utility rates using methodologies prescribed by the Alberta Utilities Commission.	4.29	2014	2014	455	\$ -	\$ 12,000	\$ -	Utilities - Water & Sewer	
28	Community & Protective Services - Recreation	RE.36 - Structural Assessment of Skate Park and Bicycle Jump Park	Retain a professional consultant to identify and report on structural status of concrete skate board park and adjacent bicycle jump park.	4.23	2013	2013	94	\$ 15,000	\$ -	\$ -	Taxes	
29	Community & Protective Services - Protective Services	PS.38 - Capital Region Emergency Exercise	As part of Spruce Grove's ongoing commitment to Emergency Preparedness in the Capital Region, Spruce Grove has been asked by the Capital Region to host a regional disaster exercise in 2013. This exercise is a follow up to a regional exercise held in 2012.	4.03	2013	2013	56	\$ 14,000	\$ -	\$ -	Grants	

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
30	Planning & Infrastructure - Asset Management	AM.43 - Green Fleet Baseline Evaluation	The E3 Fleet Rating system is a unique, made-in-Canada program to evaluate and recognize excellence in the green performance of vehicle fleets. The rating system is based on points accumulated in 10 areas of performance and encompasses energy efficiency, emissions reductions and excellence in fleet management practices. Fleets can qualify for a Bronze, Silver, Gold or Platinum rating.	3.57	2013	2013	120	\$ 3,000	\$ -	\$ -	Taxes	
31	Community & Protective Services - Protective Services	PS.36 - Fire Services Training Centre Business Plan	With the enhancements to the SGFS training ground Spruce Grove may have the opportunity to use these facilities and knowledge to compete in the area of providing fire service training to the public and other services.	3.40	2013	2013	77	\$ -	\$ -	\$ -	Taxes	
32	CAO - CAO	CA.05 - Municipal Benchmarking Alberta	Participate in a municipal benchmarking project with other mid-sized municipalities in Alberta.	-	2013	2013		\$ -	\$ -	\$ -	Taxes	
							7,875	\$ 676,605	\$ 246,394	\$ 908,594		

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
33	Corporate Services - Finance	FI.29 - Improve Collection of Customer Billings	Improve collection of customer billings by enhancing the software and collection processes. The current manual processes provide poor customer service and are inefficient.	4.46	2014	2014	344	\$ -	\$ 5,000	\$ -	Taxes	
34	Community & Protective Services - Recreation	RE.35 - Outdoor Recreation Facility Strategy	The sport field strategy will produce a model to predict future field requirements and provide a process to quantify current and future sport field surpluses or shortfalls.	4.43	2013	2013	312	\$ 50,000	\$ -	\$ -	Taxes	
35	Corporate Services - Finance	FI.31 - Enhance Management Reporting	Audit and improve access to detailed financial information available to managers and supervisors. Evaluate the cost and benefit of scanning accounts payable invoices and electronic expense reports.	4.37	2014	2015	497	\$ -	\$ -	\$ 33,500	Taxes	
36	Community & Protective Services - Recreation	RE.41 - Risk Audit for Recreation and Parks Activities	Commission a risk management firm with a specialty in recreation and parks to complete an assessment of recreation and parks facilities, programs and events and develop recommendations to manage risk.	4.26	2014	2014	163	\$ -	\$ 15,000	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
37	Corporate Services - Corporate Services Admin	Investigate Grant Attainment Program	Investigate the viability of obtaining a membership to a database of available foundation funding for non-profit organizations.	4.20	2013	2013	40	\$ 5,000	\$ -	\$ -	Taxes	
38	Community & Protective Services - Recreation	RE.25 - Atim Creek Master Plan	Master plan for the Atim Creek District Park development.	4.15	2015	2015	127	\$ -	\$ -	\$ 25,000	Developer Surplus	
39	CAO - Human Resources	HR.12 - Applicant Tracking Automation	Applicant Tracking is an automated HR Recruitment tool where, potential candidates submit their employment applications into an automated recruitment and selection program that is web based.	4.14	2013	2013	189	\$ 11,750	\$ 1,250	\$ 1,250	Taxes	
40	Corporate Services - Corporate Services Admin	IS.32 - Develop Project Management Strategy	Initiate a study to determine a project management strategy for the City.	4.14	2013	2013	325	\$ 60,000	\$ -	\$ -	Taxes	
41	Community & Protective Services - Protective Services	Internal Pound Review	In 2011 Spruce Grove entered into a new pound agreement with Parkland County that saw an increase in fees and the inclusion of cats.	4.00	2013	2013	17	\$ -	\$ -	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
42	Community & Protective Services - Cultural Services	CU.04 - Future Cultural Facility Feasibility Study	A Feasibility Study for the construction of a new cultural facility in Spruce Grove based on the results of the 2013 Arts and Cultural Master Plan. Amenities could include features such as a 500-seat theatre, rehearsal hall/concert studio, art gallery and classrooms, specialized equipment such as looms and kilns, dance studios, etc. Must respond to community wants and professional needs.	3.90	2014	2014	595	\$ -	\$ 42,000	\$ -	Taxes, Grant	Grant of \$20K offsets project, remainder of project is funded by Taxes
43	Community & Protective Services - FCSS	Contribution for Youth Emergency Shelter	Establishment of a Permanent Youth Shelter Program in the Parkland Area.	2.54	2013	2013	35	\$ -	\$ -	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
44	Community & Protective Services - Cultural Services	Freedom of the City – Canada Day Event	Freedom of the City is an event to honor Canada's fallen soldiers from the Afghanistan war. The intent is to hold the event during the Canada Day celebration on July 1, 2013. The event will include plaques being created, and flag poles erected for each of the 158 fallen soldiers. The military will be contacted and the expectation is they will have a significant role in the event.	2.25	2013	2013	81	\$ 25,000	\$ -	\$ -	Taxes	
45	Community & Protective Services - Protective Services	Restoration of Pumper 1	Restoration of Spruce Groves first fire pumper, preserving local history and allowing the pumpers use in regional parades and special events.	2.17	2013	2013	28	\$ 14,000	\$ -	\$ -	Taxes	
46	Community & Protective Services - Community Services Admin	Parkland County Day Use Park Contribution	A proposal for a day use park that will allow access to the North Saskatchewan (RR23) is being proposed by Parkland County. This park would allow residents to enjoy family gatherings, picnics, hiking, and boating access to the river. The total cost of the park is projected to be \$442,000.	2.15	2013	2013	1	\$ 132,600	\$ -	\$ -	Taxes	

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Row #	Department	Project	Project Description	Score	Start Year	End Year	Effort (Hours)	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
47	Community & Protective Services - Protective Services	Parkland Search and Rescue	Parkland Search and Rescue is seeking funding costs for training and Capital related to preparation to assist municipalities in civil emergencies.	2.00	2013	2013	-	\$ 4,750	\$ -	\$ -	Taxes	
48	Planning & Infrastructure - Public Works	Investigate Snow Clearing for Residential Sidewalks	Requested by Council through the 2012 strategic planning process, this initiative is intended to realistically assess the logistics and costs of the City offering residential sidewalk SNIC operations for all neighbourhoods.	1.94	2013	2013	435	\$ -	\$ -	\$ -	Taxes	
							3,189	\$ 303,100	\$ 63,250	\$ 59,750		

Service Changes

Definition

Service changes represent modifications to services as a result of changes in service demands, service level expectations or staffing levels required to deliver the defined services. Changes in user fees and charges are also considered service changes. Service changes reflect the impact on the status quo budget in each year and service effort. Changes in staffing, excluding casual FTEs, are submitted as service changes.

Prioritization

Service changes are ranked and prioritized by the Strategic Leadership Team against the following criteria:

- The service change supports being able to deliver essential work we know we need to do
- The service change supports delivering services in a more economical, efficient or effective way
- The service change is required to support continued delivery of the Department's core services
- The related service is appropriate for the City to be providing

The cost of new positions includes annual wages, benefits, development and training, travel and subsistence plus one-time costs associated with establishing the position. One-time costs include advertising, vehicle, computer and workspace. The costs related to changes in positions reflect the incremental changes in wages, benefits, development and training and travel and subsistence. Additional revenue generated as a result of the service change is noted. Unless otherwise noted, service changes are funded by property tax revenue.

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Service Changes

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
1	Corporate Services - Information Systems	295 - 1.0 FTE for Application Support	There is a greater demand for Information Systems software application support: Great Plains financial, CityView permitting, CLASS program registration, AgendaQuick, Avanti Payroll, Worktech and Online Services. Application support is going to continue to increase in the 2012-2015 time frame, especially for the CityView permitting system and the Great Plains financial system due to the continued advancements of the applications. The Software developer, who is the primary service provider of project management and business analysis services related to the provision of information systems, only had 20% of his time available in 2011 for these services since he spent 80% of this time on application support. As a result, projects that are identified by other departments are not being done due to resource constraints. Information Systems received some funding in the 2011 budget for contracting services to assist with the added application support workload. Two years of trending the work requirements in application support reveals the need to move to a full time position.	5.31	2013	\$ 98,022	\$ 96,971	\$ 101,667	Taxes	Position start date March 1, 2013

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
2	Planning & Infrastructure - Planning & Development	219 - 1.0 FTE Planning Technician	- Increase in application volume and complexity, leading to Development Officer and Subdivision Technician devoting more time to development permit reviews (with less time for other applications like endorsements). -- Need to meet specific targets under the MDP, Mayor's Task Force on the Environment - Environmental Sustainability Action Plan, with no database or cumulative analysis capability -- Need for additional layers in the GIS to address benchmarking against policies in the Municipal Development Plan, Area Structure Plans, and -- Although not a reason in itself, it should be noted that the City of Spruce Grove is one of the only municipalities of its size in Alberta without a dedicated Planning Technician; furthermore, the ratio of professional planning and development staff to 1,000 residents is .22, where the average province-wide is .39 (as of 2011). If applying the number of staff to housing starts, this ratio would be even more significant.	5.19	2013	\$ 72,363	\$ 99,971	\$ 104,685	Taxes	Position start date July 1, 2013

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
3	Planning & Infrastructure - Planning & Development	321 - 1.0 FTE Development Officer	<ul style="list-style-type: none"> - Increase in activity level in Compliance Requests and Development Permits - More complex projects, especially with the increase in industrial and commercial permits (which will likely continue if new Economic Development positions are successful) - Flexible land use districts will increase the scrutiny at the subdivision and development permit stage due to greater complexity - Enforcement requests continue to increase; will need greater coordination with Bylaw Officers with interpretation of Bylaws and determining whether development is in compliance with Bylaws - New Land Use Bylaw requires more development permits for signage, as well as the requirement to remove temporary signs; this will require greater monitoring to ensure the city is relatively clutter-free. 	5.16	2014	\$ -	\$ 90,354	\$ 88,664	Taxes	Position start date March 1, 2014
4	CAO - CAO	336 - 1.0 FTE Administrative Assistant	To provide the necessary administrative support to the Executive Assistant, Corporate Office for ongoing general administrative assistance in the areas of correspondence, communication coordination, meeting scheduling, assist with the coordination of special projects and events requested by Council.	5.13	2014	\$ -	\$ 56,698	\$ 67,066	Taxes	Position start date March 1, 2014

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
5	Planning & Infrastructure - Asset Management	313 - 1.0 FTE Auto Mechanic	Fleet continued growth will require additional mechanical services position currently estimated for 2015.	5.06	2015	\$ -	\$ -	\$ 81,912	Taxes	Position start date March 1, 2015
6	Planning & Infrastructure - Public Works	250 - 1.0 FTE Roads Operator (2013)	The position is needed to support a 5% annual growth in the road and storm sewer network inventory as a direct result of new development, as well as other network growth resulting from new City-driven projects.	5.03	2013	\$ 62,157	\$ 75,711	\$ 77,916	Taxes	Position start date March 1, 2013
7	Corporate Services - Corporate Services Admin	189 - 1.0 FTE Administrative Support Position	To provide the necessary support for records management (critical need in Corporate Services and Planning Administration, IS); in addition ongoing general administrative assistance in the areas of correspondence, communication coordination, meeting scheduling for department and corporate planning/OER planning (corporate wide), web content administration, office management, department research requirements. Possible opportunity to have this position take on the role of the assistant to the Capital Parkland Regional Water Commission. Currently high level management are having to do these functions which is poor use of their time and corporate dollars.	5.00	2013	\$ 55,136	\$ 76,338	\$ 80,088	Taxes	Position start date July 1, 2013

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
8	Planning & Infrastructure - Public Works	253 - 1.0 FTE Parks Operator (2013)	The position is needed to support a 5% annual growth in Parks inventory which is a direct result of new development, as well as other network growth resulting from City installations.	4.97	2013	\$ 56,202	\$ 75,711	\$ 77,916	Taxes	Position start date April 1, 2013
9	Planning & Infrastructure - Public Works	259 - 1.0 FTE Field Foreman (Roads)	Full-time field direction and coordination of crews engaged in field operation and maintenance activities to meet current and future demands. Increased demands for quality customer service, unscheduled work, growth response, planning and coordinating etc.	4.91	2013	\$ 100,133	\$ 96,353	\$ 101,054	Taxes	Position start date April 1, 2013
10	Corporate Services - Finance	327 - 1.0 FTE Tax and Assessment Clerk	<p>Property tax and assessment work has grown significantly over time as the City's tax roll increases, and exceeds the capacity of the current position.</p> <p>Each year significant resources are pulled from other areas in order to prepare and verify data for assessment and tax notices, as well as distribute both assessment and tax notices.</p> <p>Reliance on tax and assessment information by other departments and programs (i.e. CityView and Service Manager) has placed increased pressure on the existing Tax Clerk to prepare and verify source data for multiple purposes and those deadlines conflict with the core tax and assessment services deadlines.</p>	4.88	2013	\$ 38,090	\$ 66,787	\$ 70,008	Taxes	Position start date July 1, 2013

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
11	Corporate Services - Finance	306 - 0.47 FTE Payroll Clerk	<p>Additional payroll resources are needed to maintain services to a growing number of employees. Existing payroll resources are not sufficient to continue providing payroll reporting, management analysis and process improvements.</p> <p>Existing payroll staff are experiencing stress and working additional hours to complete payroll processing and accounting, particularly during the fiscal year end and when summer casual staff are employed.</p> <p>The efforts for the financial planning staff would be focused on budgeting and forecasting. Currently, the Financial Planning Supervisor performs most of the budgeting and forecasting for payroll. The existing Accountant position would no longer back-up payroll and would take over some budgeting and forecasting work from the Financial Planning Supervisor.</p>	4.84	2013	\$ 35,550	\$ 41,231	\$ 42,998	Taxes	Position start date July 1, 2013
12	Planning & Infrastructure - Asset Management	346 - Fleet Oil Analysis preventative maintenance program	Oil analysis is a preventative maintenance lab technique to spot potential upcoming mechanical failure due to dramatic increases in certain items (wear metals, coolant, etc.) and creates an opportunity for fleet services to plan repair or replacement prior to an issue becoming an uncontrolled equipment failure.	4.84	2013	\$ 6,300	\$ 6,500	\$ 6,700	Taxes	

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

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Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
13	Planning & Infrastructure - Asset Management	205 - 1.0 FTE Fleet Stores Labourer	Increasing fleet equipment and governmental safety requirements have increased the workload on current mechanical staff. It is proposed that non-technical tasks that qualified mechanical staff are performing (maintaining parts storage, greasing, pressure washing, site cleaning , parts running, and non technical minor repairs) need to be removed from fleet mechanics responsibilities to dedicate these assets to mechanical repair and maintenance. A FTE Assets labour staff would complete these non technical but important fleet tasks in a more cost effective manner and extend the timing that an additional mechanical resource would be needed in fleet services.	4.81	2013	\$ 26,815	\$ 51,586	\$ 53,084	Taxes	Position start date July 1, 2013
14	Planning & Infrastructure - Public Works	322 - 1.0 FTE Parks Operator (2015)	The position is needed to support annual growth in the Parks inventory which is a direct result of new development, as well as other network growth resulting from City installations.	4.81	2015	\$ -	\$ -	\$ 65,780	Taxes	Position start date March 1, 2015
15	Planning & Infrastructure - Public Works	323 - 1.0 FTE Roads Operator (2015)	The position is needed to support the annual growth in the road and storm sewer network inventory as a direct result of new development, as well as other network growth resulting from new City-driven projects.	4.81	2015	\$ -	\$ -	\$ 65,780	Taxes	Position start date March 1, 2015

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
16	Planning & Infrastructure - Public Works	208 - 1.0 FTE Field Foreman (Parks)	Full-time field direction and coordination of crews engaged in field operation and maintenance activities to meet current and future demands. Increased demands for quality customer service, unscheduled work, human resource management, growth response, planning and coordinating etc., have created an untenable situation for the Parks & Open Spaces Supervisor and a field support position is critical to managing these needs.	4.78	2013	\$ 107,609	\$ 96,353	\$ 101,054	Taxes	Position start date March 1, 2013
17	Planning & Infrastructure - Public Works	344 - 1 Full-Time Labourer and 2 Temporary Labourers (0.5 FTE each)	Require a full time labourer plus 2 temporary labourers. Work in the winter months includes updating snow route signs, placing and moving residential snow clearing and street sweeping signs during winter and spring activities. Summer activities include asphalt, sign and catch basin repair and maintenance.	4.78	2013	\$ 69,093	\$ 94,203	\$ 97,011	Taxes	Position start date April 1, 2013
18	Corporate Services - Information Systems	330 - Purchase Tier 2 Help Desk Service	The City Help Desk function supplies mainly tier-1 services to staff. There is a need for more coverage on weekends and for access to tier-2 levels for more complex problems. Also, the City firewall system is very complex and in need of a dedicated tier-2 support service to address firewall configurations and trouble requests.	4.75	2014	\$ -	\$ 21,000	\$ 21,000	Taxes	

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
19	CAO - Human Resources	334 - 1.0 FTE HR Consultant - Employee and Labour Relations	Requested to increase resources in the HR Department was identified in 2011 to cope with 25% growth in FTEs since 2007. Additionally, this position will allow for shifting responsibilities where an HR Consultant can focus full time on Occupational Health and Safety, rather than approximately 50% of their time. Contracted services will be used in 2012. Ensure this service change is congruent with the recommendations of the 2012 HR Dept. Organizational Effectiveness Review (OER).	4.69	2013	\$ 79,879	\$ 121,669	\$ 127,620	Taxes	Position start date July 1, 2013
20	Corporate Services - City Clerk	337 - Customer Service Program Enhancements	A successful program is one that is championed and supported. The customer service program has been established and a champion assigned; this service change is the next step to implement ongoing support for the program. Support for the program will come in the form of training for customer service areas identified by staff - enhancing effectiveness and efficiencies, resources to promote the key elements of the philosophy, and the development of a charter whereby measurable targets can be set and tracked.	4.66	2013	\$ 10,000	\$ 5,000	\$ 5,000	Taxes	

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
21	Corporate Services - Finance	325 - Develop an Annual Report	The governance review highlighted that the City is lacking a mechanism to report progress towards our vision and strategic goals.	4.66	2013	\$ 15,000	\$ 15,000	\$ 15,000	Taxes	
22	Corporate Services - Finance	326 - License Cemetery Operations	<p>The City acquired the cemetery through land annexation in 2007. At that time, no new resources were added to manage the cemetery.</p> <p>Resources are required to ensure proper management of the cemetery land and records in accordance with the Cemeteries Act and Vital Statistics guidelines.</p> <p>Cemetery operations are specialized and highly sensitive for customers.</p>	4.66	2013	\$ -	\$ -	\$ -	Taxes	
23	Planning & Infrastructure - Public Works	210 - 1.0 FTE Public Works Technical Coordinator	Public Works has no capacity to meet the demand for operational and work planning support, activity coordination, data analysis, resource forecasting, GPS data gathering, inventory management and specialized GIS mapping capabilities for all of our operations. A number of these operational functions form a part of the OMS initiative, which will require a large time commitment in support of the development and roll-out of OMS. As the system is populated with information there will be an ongoing commitment to data management and analysis.	4.66	2014	\$ -	\$ 61,601	\$ 99,324	Taxes	Position start date July 1, 2014

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
24	Community & Protective Services - Community Services Admin	288 - 1.0 FTE RCMP Front Counter Clerk	1) Increase in walk in customers seeking Criminal Record checks, reporting collisions, complaints and RCMP & Enforcement inquiries. 2) Response to a request from the Detachment OIC for weekend coverage. 3) Need for back-up support for staff on vacation, sick leave and during training.	4.63	2013	\$ 23,771	\$ 60,988	\$ 64,009	Taxes	Position start date September 1, 2013
25	Planning & Infrastructure - Public Works	225 - 1.0 FTE Utilities Operator (Eco Centre)	An opportunity exists to solidify environmental stewardship, market recyclable products, lower operating costs and optimize revenue recovery by moving recycling system operations in-house. The current solid waste contract expires on May 31, 2013 and indication of the removal of this service provision before re-tendering would be desirable.	4.56	2015	\$ -	\$ -	\$ 66,355	Utilities - Solid Waste	Position start date March 1, 2015
26	Planning & Infrastructure - Asset Management	204 - 1.0 FTE Building Electrician	Continued building volume growth in this specialized trade will create an opportunity to have a resource in-house to provide the service at a reduced cost.	4.53	2014	\$ -	\$ 7,377	\$ 16,751	Taxes	Position start date April 1, 2014

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
27	Planning & Infrastructure - Asset Management	314 - Environmental Monitoring	To maintain records of gas and water sampling from closed Public Works landfill, an annual environmental monitoring program to sample test wells for water and gas contamination is proposed. This work will use wells already drilled at the Public Works quarter section as part of the 2011 site environmental review. This program will also install methane detection within the PW building as per environmental report recommendation.	4.53	2013	\$ 14,500	\$ 12,400	\$ 12,800	Taxes	
28	Community & Protective Services - Community Services Admin	349 - Increase to the Specialized Transit Services operating grant	Specialized Transit is a municipal service delivered at arm's length. The business plan presented includes an increase of \$12,000 requested for the 2013 City grant.	4.50	2013	\$ 12,000	\$ 21,000	\$ 31,000	Taxes	
29	Community & Protective Services - Recreation	351 - Recreation Facility Operations	The construction of a new recreation facility in the city will result in operating revenues and expenses. The facility is a 24,000 square foot building which includes costs such as utilities, maintenance, janitorial, and staffing. Revenues will include fees from gymnastics programming as well as rental revenues from room usage.	4.50	2014	\$ -	\$ 100,000	\$ 200,000	Taxes, User Fees	
30	Community & Protective Services - Community Services Admin	287 - 1.0 FTE RCMP Detachment Watch Clerk (2013)	A formal request from the Detachment Inspector that RCMP and Enforcement support services be expanded to accommodate a work schedule that accommodates support staff being in the building during a portion of all Watches (4).	4.44	2013	\$ 23,371	\$ 60,588	\$ 63,609	Taxes	Position start date September 1, 2013

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
31	Community & Protective Services - Community Services Admin	287 - 1.0 FTE RCMP Detachment Watch Clerk (2014)	A formal request from the Detachment Inspector that RCMP and Enforcement support services be expanded to accommodate a work schedule that accommodates support staff being in the building during a portion of all Watches (4).	4.44	2014	\$ -	\$ 20,747	\$ 62,208	Taxes	Position start date September 1, 2014
32	Corporate Services - Finance	347 - Regional Assessment Review Boards	Partner with Parkland County to establish regional assessment review boards and provide board clerk services.	4.25	2013	\$ -	\$ -	\$ -	Taxes	
33	Community & Protective Services - Community Services Admin	345 - 2 Additional RCMP Officers	The request is for two additional RCMP general duty officers. This is intended to increase the RCMP ability to deal with increasing workloads and add to 'visible' policing. Past additions have been focused on special duties such as crime reduction and the drug squad.	4.19	2013	\$ 22,522	\$ 160,375	\$ 280,410	Taxes	One Officer start date November 1, 2013. Second Officer start date November 1, 2014.
34	Community & Protective Services - Community Services Admin	340 - Increase to the Spruce Grove Public Library Operating Grant	The Library has made a request for additional funding and has identified three areas of need. 1) funding for a market adjustment 2) funding to re-open on Mondays 3) funding to hire a .5 FTE to meet demand for services The library has experienced 44% turnover over the last two years and has identified a gap in wages compared to the market. The funding for re-opening Mondays is to re-introduce 7 day a week service. The .5 FTE is required to meet the current service demand for programming.	4.06	2013	\$ 125,000	\$ 125,000	\$ 150,000	Taxes	

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
35	Planning & Infrastructure - Public Works	342 - Median Nose Painting	Service Change directed by Council motion (May 14/12mtg) to contract painting to improve aesthetics and visibility of all median noses.	3.13	2013	\$ 5,000	\$ 5,000	\$ 5,000	Taxes	
36	Corporate Services - Corporate Services Admin	324 - Update Corporate Planning Document for GFOA Budget Award Submission	The City has participated in the GFOA (Government Finance Officer's Association) Distinguished Budget Presentation Award Program in the past receiving the award for three consecutive years. The City did not participate in the last few years while adopting a new corporate planning process. With the corporate planning process established, updating the corporate plan document will facilitate the City's future participation in the GFOA Budget Award Program.	3.09	2013	\$ 650	\$ 650	\$ 650	Taxes	
37	Planning & Infrastructure - Public Works	343 - City Beautification - Flower Planters	Direction of Council by motion (May 14/12 meeting) to distribute and maintain an inventory of temporary planters (36) with annual flowers to make the maximum possible visual impact at identified intersections.	3.09	2013	\$ 20,000	\$ 20,000	\$ 20,000	Taxes	

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Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
38	Community & Protective Services - Cultural Services	276 - 1.0 FTE Theatre Manager for Horizon Stage Operations	The Horizon Stage program has grown tremendously over the past decade. Not only has the theatre itself been completely refurbished through a \$2 million renovation project, but presentation activity at Horizon Stage is now at an all-time high level. From 14 different artists in 2000-2001 to 21 artists in 2012-2013. From 4500 spectators in 2000-2001 to 7000 in 2011-2012. Rental activity at Horizon Stage is in constant and growing demand. At the same time, with the growth of Spruce Grove and the associated complexity of the Culture portfolio, it is no longer feasible to assign a single person to handle the duties of both a full-time Theatre Manager and Director of Cultural Services. With the retirement of the current Director of Cultural Services, each of these two positions needs a full-time, dedicated person to devote to the next phase of their development.	4.31	2013	\$ 70,075	\$ 105,739	\$ 110,871	Taxes	Position start date June 1, 2013

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
39	Corporate Services - City Clerk	352 - Youth Engagement in Municipal Government	Organize and conduct day time Council meetings that support the school program on government studies and engage the youth of the community. The goal of the meetings is to create an opportunity for students to understand the impact and influence local government has on their day-to-day lives. Meetings will include grade six and/or high school students from schools within the municipal boundary.	-	2013	\$ 2,000	\$ 2,000	\$ 2,000	Taxes	
						\$ 1,151,236	\$ 1,950,902	\$ 2,636,991		
40	CAO - Human Resources	298 - Increase Support for Attendance Management	Employee absence (Non-Occupational) has increased the last four years an equivalent amount from 3 FTE to 6 FTE). Currently HR does not have the capacity to conduct this work with existing resources. This activity could be resourced by the contracted dollars as outlined or could be part of a new HR Consultant role in the event the new HR position is approved.	4.50	2013	\$ 7,000	\$ -	\$ -	Taxes	

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Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
41	CAO - Human Resources	331 - 1.0 FTE HR Consultant - Recruitment	Recruitment within the organization is continuing to increase. From an average of 50 competitions per year from 2009 to 2010. In 2011 this increased to more than 60 competitions. This trend is expected to continue. This service change initiative needs to be congruent with the future HR Dept. 2012 Organizational Effectiveness review(OER)recommendations.	4.47	2015	\$ -	\$ -	\$ 123,313	Taxes	
42	Community & Protective Services - FCSS	272 - 1.0 FTE Social Services Coordinator	That the volume of individuals requiring these service are currently not being met. Core services are being compromised due to the demands for services presented by these clients specifically issues associated to emergent and low cost housing needs, immediate access to mental health support and immediate access to income support. In order to address this need on a short-term basis FCSS has engaged the services of two counsellors through a federal grant program facilitated by Jasper Place Health and Wellness. The growing number of seniors in the community is also impacting the ability of FCSS to provide adequate services to the clients.	4.44	2014	\$ -	\$ 99,901	\$ 98,524	Taxes	

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
43	Community & Protective Services - Protective Services	280 - 1.0 FTE Fire Prevention Officer	Spruce Grove is not performing the required number of fire inspections annually to meet currently approved service levels. This position was originally requested for 2012 and was the second highest ranked service change within the corporate plan, below the line. However due to a hiring of firefighters in 2012 and potential restructuring within protective services it is recommended that this position be moved to 2014 to allow a full analysis of the positive impacts of these new hires and any structure changes.	4.41	2014	\$ -	\$ 149,667	\$ 123,661	Taxes, User Fees	

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Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
44	Corporate Services - Finance	308 - 1.0 FTE Records Management Clerk	<p>A dedicated Records Management Clerk is needed to address the ongoing gap in the management of the City's financial records.</p> <p>The City has a large quantity of financial records, approximately half of which are not being managed properly. Most documents related to financial reporting, financial planning and financial analysis are maintained outside of the prescribed records management system.</p> <p>There has been an ongoing gap in financial records management since the beginning of the records management program. This cumulative backlog is estimated to equal 3-5 years of annual records management work.</p>	4.38	2013	\$ 62,127	\$ 62,088	\$ 65,109	Taxes	

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
45	Corporate Services - Finance	329 - Financial Professional Services	<p>Contracted professional services are needed on a regular basis to provide independent or specialized financial advice - similar to the use of legal services. Each year money for financial professional services has been obtained from contingency, projects and other professional services accounts.</p> <p>Examples of past use of financial professional services include review of the land assembly arrangements, special audits of grant programs, property appraisals and GST advice. The ongoing need for professional services includes advice on compliance with GST, payroll and accounting requirements. Independent reviews will continue to be needed for grant reporting and special reports.</p>	4.38	2013	\$ 25,000	\$ 25,000	\$ 25,000	Taxes	

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Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
46	Community & Protective Services - Cultural Services	275 - 0.5 FTE Theatre Technician	Horizon Stage is in use frequently 7 days per week from the beginning of September to the end of June. However, the current demand on the operation of Horizon Stage has become impossible to fulfill with 2 x 40-hours-per-week theatre technicians. Furthermore, in addition to sharing the technical load at Horizon Stage, our Technical Services Coordinator is being required to spend more and more time organizing the technical needs of Special Events and other non-Horizon Stage events. As a result of a very demanding professional series, plus the increasing requests from renters, we are at the point of having to refuse bookings because we don't have the staff to handle them. In 2011, our Theatre Technician logged 125 hours of overtime; our Technical Services Coordinator logged well over 150 hours of overtime; and casual technical support was in excess of 60 hours of overtime. This need for overtime puts great stress and strain on our staff resources. Also, maintenance time is being compromised in order to satisfy public demand for rental space.	4.34	2013	\$ 38,128	\$ 37,362	\$ 39,187	Taxes	

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
47	Corporate Services - Corporate Services Admin	271 - Increase Professional Services Funding for Corporate Services	Increasing funding to obtain consulting services for external resources to address growing operational improvement needs. More administrative in nature therefore separate from the OER program. Focus areas include: IS technology support review (role clarification), process mapping for corporate planning, management consulting for special projects.	4.34	2013	\$ 15,000	\$ 15,000	\$ 15,000	Taxes	
48	Planning & Infrastructure - Planning & Infrastructure Admin	319 - Water Conservation and Waste Education (RCA)	The Mayor's Task Force on the Environment prioritized public education and outreach as a priority for the City's Sustainable Development Initiative. Council reinforces this focus frequently, particularly in reference to engaging youth through programming targeted at local schools. Meaningful public engagement is human resource intensive and a gap currently exists in this area of the Sustainability Planner's core services.	4.13	2014	\$ -	\$ 24,000	\$ -	Utilities - Water & Sewer	

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Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
49	Planning & Infrastructure - Public Works	291 - 1.0 FTE Health and Safety Officer	The continued growth in the complexity and inherent expectations of Occupational Health & Safety statutes requires a committed and visible response, mitigating the risks associated with workers engaged in hazardous activities. With our current staff compliment of 33 permanent and approximately 40 seasonal workers in public works alone, there is a significant need to provide meaningful health and welfare support to those staff. Attached to this position is a training component that will support our ongoing equipment operator training initiatives and provide monitoring and mentoring of staff following training. This position is required to maintain operational status and is not exclusively related to new growth.	4.13	2013	\$ 73,183	\$ 96,603	\$ 101,304	Taxes	
50	Planning & Infrastructure - Planning & Infrastructure Admin	318 - Implement Recommendations of Waste Strategy and Communications Plan	Preliminary findings of the winter waste audit demonstrated that approximately 70% of the materials being thrown out could be diverted from landfill by increasing education efforts and refining the existing program.	4.09	2013	\$ 15,000	\$ -	\$ -	Utilities - Water & Sewer	

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
51	Corporate Services - Finance	328 - 1.0 FTE Purchaser	<p>A professional Purchaser is needed to manage the City's competitive bidding process. Coordination of a complete bid process is time consuming for managers and supervisors.</p> <p>The new position creates the capacity and expertise in house to implement standardized procurement policies and processes. Some contracted purchasing advice will continue to be needed for policy development and specialized purchasing.</p>	3.97	2013	\$ 97,022	\$ 102,671	\$ 107,385	Taxes	
52	CAO - Economic Development	335 - 1.0 FTE Event Attraction and Sponsorship Coordinator	Establish a full-time position for an Event Attraction and Sponsorship Coordinator. This is required to expand our efforts to attract events to Spruce Grove as an economic driver and to capitalize on revenue opportunities available to the City in enhancing recreation, sport and cultural facilities.	3.63	2014	\$ -	\$ 87,201	\$ 125,824	Taxes	
53	Corporate Services - Information Systems	350 - Reallocate Kiosks to City Hall	Deploy two kiosks at City Hall so residents can access the City's online website. The kiosks will be placed at strategic locations so residents coming to City Hall will be able to access the City website to obtain online services which will assist in eliminating line-ups for basic inquiries.	3.59	2013	\$ 10,000	\$ 2,000	\$ 2,000	Taxes	

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Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
54	Planning & Infrastructure - Planning & Infrastructure Admin	283 - Additional Trip on Route 197 (Sept to April)	Route 197 continues to experience steady ridership and crowding on some trips during peak months (September to April). Buses are often crowded with people needing to stand frequently. The City is in the process of completing a business plan for how to evolve the transit system in the future. This service change is designed to help alleviate the pressure on the current service while decisions are made about the long-term direction of the service. Improving the current service also demonstrates the City's commitment to the transit service and reinforces the direction set in the Strategic Plan and the Mayor's Task Force on the Environment. The service change would start in September 2013.	3.53	2013	\$ 55,000	\$ 113,300	\$ 116,700	Taxes	

Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
55	Planning & Infrastructure - Planning & Infrastructure Admin	320 - Student Transit Rider Discount (U-Pass participation OR 15% student discount)	Most post-secondary students using Route 197 are required to participate in the Universal Transit Pass program (U-Pass). While this pass is accepted on ETS, St. Albert, and Strathcona County, it is not accepted on Route 197. A perceived inequity exists in the region, and Spruce Grove parents/students are concerned about 'paying twice' for what they see as the same service. The U-Pass negotiations starting in June will clarify the viability of participating in this program. An alternative to the U-Pass, is offering a 15% student discount. (Note: costs included here are for the student discount not U-Pass participation. These are unknown at this time).	3.41	2013	\$ 10,000	\$ 20,000	\$ 21,000	Taxes	
56	Community & Protective Services - Community Services Admin	348 - Establish Budget for CAPS initiatives	Annually, CAPS requires funding for unforeseen events, consulting, and operational issues. The funding pool is intended to provide flexibility for the department to react to continual requests that are not planned for in the base budget.	3.31	2013	\$ 25,000	\$ 25,000	\$ 25,000	Taxes	

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Row #	Department	Service Change	Service Change Description	Score	Start Year	2013 cost	2014 cost	2015 cost	Funding Source(s)	Notes
57	Community & Protective Services - Protective Services	339 - Increase funding for Parkland Turning Points Society	Parkland Turning Points has requested an increase in funding to \$30,000 per year from Current \$10,000 per year. In 2011 \$5,000 was budgeted but Council requested funding be maintained at \$10,000 per year. This recommendation is for the \$10,000 approved in 2011 to be maintained resulting in a budget increase of \$5,000 per year.	2.88	2013	\$ 20,000	\$ 20,000	\$ 20,000	Taxes	
						<u>\$ 452,459</u>	<u>\$ 879,793</u>	<u>\$ 1,009,008</u>		

