



Corporate Plan

2014-2016

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EXECUTIVE SUMMARY**About our community**

Spruce Grove, Alta., is a great place to live, work and raise a family. We enjoy quality services, shopping, parks, trails, recreation and culture facilities.

It's more than just the location that makes Spruce Grove the Community of Choice. Just 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 combine to serve 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 a medical centre.

This city of nearly 30,000 boasts a mix of industry, commerce and community that is the envy of other municipalities.

The local business scene features everything from national retailers to local companies who 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 2014–2016 Corporate Plan approved by council.

The corporate plan is the City's principal guiding document for governance, community development, and service delivery. The corporate planning process is a comprehensive planning process which develops the City's corporate plan. As part of the corporate planning process in 2013, the City developed the 2014–2016 Strategic Plan, corporate business plan, department business plans and the fiscal plan.



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 business plan reflects corporate initiatives and core services that achieve and support the strategic plan. The department business plans set out the operational services necessary to meet the service delivery expectations within the city. The fiscal plan reflects the financial requirements needed to support the strategic plan, corporate business plan and department business plans.

Impact of growth

The 2014–2016 Corporate Plan reflects the impact of the expectations of a growing community. Balancing the need to deliver services to a growing community with the need to facilitate new opportunities is proving challenging with the City's current resources. Over the term of this corporate plan, the population of Spruce Grove is anticipated to grow at an average annual rate of over five per cent. Based on this trend, projected population is 44,753 by 2023.

The primary drivers considered in prioritizing and balancing the corporate plan were capacity of staff resources and providing residents with quality services at an affordable rate. Continued emphasis on commercial and industrial attraction and development is critical for the financial sustainability of the community.

Current plan

The corporate plan is developed annually; however it focuses on a three-year horizon for operations and capital planning. This shorter planning time frame focuses the City on making decisions about what the City needs to do to maintain existing services and infrastructure and what the City wants to do through the corporate plan's new initiatives and service changes. The majority of the initiatives and service changes approved in the corporate and department business plans directly relate to the growth and development of the city.

Future planning

Determining what the City will have to do in the future to achieve the vision set out in the Municipal Development Plan needs to be considered on an ongoing basis. To help achieve this, the City is developing its long-term financial planning process, which will become part of the corporate planning process.

Long-term financial planning is focused on more than just revenues and expenses. It also takes into consideration other factors such as land use patterns, demographic trends and long-term liabilities, all of which have a financial impact on the City's decisions. This approach will assist the City with determining where problems may exist or where opportunities may be capitalized upon. Strengthening long-term financial planning is an important direction for the City and is essential for the financial sustainability of the community.

Fiscal plan

The 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. It is prepared in accordance with current accounting policies outlined in the fiscal plan summary section of the corporate plan document.

The fiscal plan is balanced across the three-year period from 2014 to 2016 and is not focused solely on the financial impacts of operations and projects in 2014. It levels out annual rate increases, maximizes the use of available grants and utilizes all potential sources of revenue and funding. Administration has worked diligently to develop a fiscal plan that holds the line on costs. The City manages its finances with a long-term view emphasizing affordability, a healthy financial position and long-term planning.

Council has approved an increase to municipal property taxes of 3.9 per cent in 2014 which equates to a monthly residential tax impact of \$5.89 per month for a household with an assessed value of \$338,000. The property tax increase helps fund ongoing service delivery and maintenance as well as new initiatives and service changes that are not utility related. Ensuring lifecycle maintenance of existing infrastructure, facilities, parks, fleet and equipment, and information systems remains a priority. There are no rate increases to franchise fees for 2014.

The approved water and sewer utility rate increase of 5.66 per cent in 2014 equates to an increase of \$4.16 per month for a household consuming 17.5 cubic metres of water. 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 such as leak detection to help them offset rising costs.

The solid waste rate increase approved for 2014 is 2.8 per cent which equates to a monthly increase of 75 cents. The solid waste rate is affected by growth in the community and covers the cost of waste collection, including garbage, organics, recycling and new initiatives.

Administration's responsibility for the corporate plan

The 2014–2016 Corporate Plan is prepared and presented by City administration. City administration is responsible for its accuracy, objectivity and completeness.

The preparation of financial information involved the use of estimates and judgments that were 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 were considered reasonable by City administration as of Sep. 12, 2013.

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 is the result of council's visioning and brainstorming session at the annual council retreat. The outcomes of the retreat form the strategic plan goals and strategies which are used to develop the corporate plan.

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 2014–2016 Strategic Plan is built on four themes:

- Sustainability
- Economic development
- Partnerships
- Providing quality 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 Develop a regional transit strategy that is aligned with the CRB transit initiatives.

1.1.1 Support the development of a regional transit strategy through the CRB.

Strategy 1.2 Promote the development of strategies to pursue environmental sustainability within Spruce Grove.

1.2.1 Develop and implement environmental sustainability strategies in the priority areas of water, waste, energy, land use/natural areas and alternative transportation.

Strategy 1.3 Promote the development of strategies to pursue social sustainability within Spruce Grove.

1.3.1 Develop a strategy to promote social sustainability and community development.

Goal Two: Economic Development

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

Strategy 2.1 Continue to promote economic development within Spruce Grove.

2.1.1 Implement economic development strategies.

2.1.2 Seek regional opportunities for economic development.

Strategy 2.2 Promote commercial and industrial development.

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

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

Strategy 2.3 Establish and promote facilities and opportunities for event hosting that have economic impacts/benefits for the City and the region.

2.3.1 Develop a strategy to make Spruce Grove a destination for event hosting opportunities.

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

Strategy 2.4 Establish an identity and brand for the community that supports the overall vision of Spruce Grove.

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

Strategy 2.5 Promote the development and revitalization of the City Centre in Spruce Grove.

2.5.1 Develop a vision for the City Centre in Spruce Grove and develop and implement a plan to promote revitalization.

Strategy 2.6 Ensure on-going supply of land requirements.

2.6.1 Identify overall land requirements in response to growth.

2.6.2 Consider opportunities for strategic land acquisition.

Goal Three: Partnerships

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

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

- 3.1.1 Explore partnerships with neighbouring municipalities to support the delivery of effective services.
- 3.1.2 Adopt a collaborative and focused approach in considering opportunities for regional partnership.
- 3.1.3 Focus effort on developing opportunities with our immediate urban neighbours that are of mutual benefit.
- 3.1.4 Explore opportunities for collaboration with other levels of government and private industry.
- 3.1.5 Participate in the planning for a regional policing centre.

Strategy 3.2 Develop and enhance partnerships with community groups.

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

Goal Four: Providing Quality Services

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

Strategy 4.1 Continue to provide effective communications to all of our stakeholders.

- 4.1.1 Investigate alternative communications tactics.
- 4.1.2 Provide opportunities for public engagement.

Strategy 4.2 Continue to improve the internal operations within the City and plan for the future development of the organization.

4.2.1 Continue to promote the development of the City's corporate culture as an employer of choice.

4.2.2 Promote the development of service delivery models and service standards.

4.2.3 Develop a human resources strategy.

4.2.4 Pursue continuing improvement of the City of Spruce Grove's governance model.

4.2.5 Development of City facilities.

Strategy 4.3 Continue to promote sound financial management practices within the City.

4.3.1 Develop a stronger comprehensive long-term financial plan.

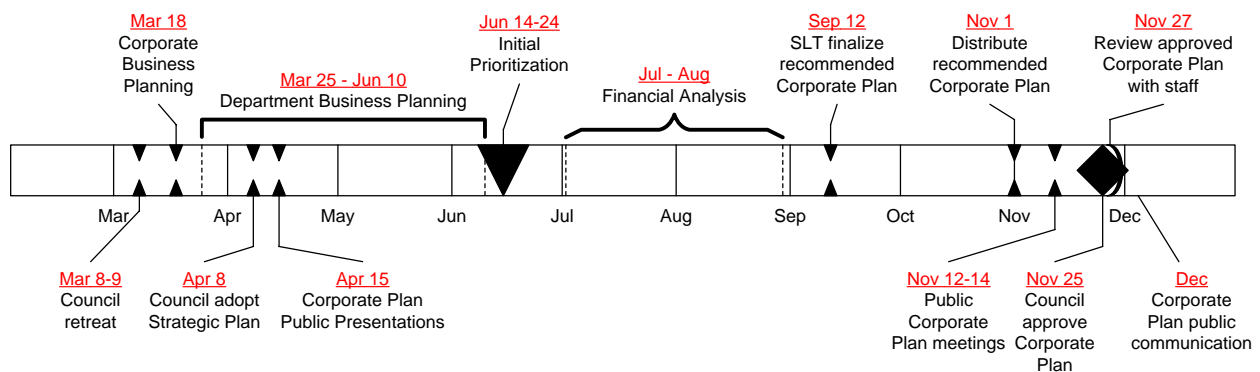
CORPORATE BUSINESS PLAN

Overview

The corporate business plan has been developed through the collaboration of council and administration. It reflects corporate initiatives and core services that achieve and support the strategic plan. Implementation of the corporate priorities moves the city towards 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 through December. The following timeline sets out the dates for preparation, consideration and approval of the 2014-2016 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 8 Strategic plan - Adoption of the 2014-2016 Strategic Plan.

April 15 Corporate plan public presentations - 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, business cases 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	<p><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.</p>
September	<p><u>Finalize the recommended corporate plan</u> - SLT reviews and finalizes changes to status quo budgets, service changes, initiatives, and prioritization as required. SLT reviews and finalizes the funding strategies for the recommended corporate plan.</p>
November 1	<p><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.</p>
November 12-14	<p><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.</p>
November 25	<p><u>Corporate plan approval</u> - The amended corporate plan is presented for council's approval.</p>
November 27	<p><u>Administrative review</u> - Review the approved corporate plan with staff.</p>
December	<p><u>Public communication</u> – Public communications summarizing the approved 2014-2016 Corporate Plan.</p>

Corporate priorities

The following section summarizes the corporate operating and capital initiatives that have been identified in response to the 2014–2016 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 this corporate plan document.

Goal One: Sustainability

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

Strategy 1.1 Develop a regional transit strategy that is aligned with the CRB transit initiatives.

1.1.1 Support the development of a regional transit strategy through the CRB.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE42.1 - Transit Service Review (2012.39)	A multi-year process to determine a long term plan to evolve the City's transit service in an efficient and cost-affordable way.	Jan 2011	Dec 2014
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE202.1 - Implementation of transit service review recommendations - stage one	An early outcome of the transit review is to restructure the existing transit route back into two routes. Route 197 would travel along HWY 16 to NAIT and downtown Edmonton, connecting with the LRT system in two locations. Route 196 would run along HWY 16A past West Edmonton Mall to South Campus. Together, the routes would cover a similar route that exists now as well as some new areas. The route changes will increase capacity by 43%, improve coverage within Spruce Grove, decrease travel times for the majority of riders and provide better service to key destinations in Edmonton such as the University of Alberta, West Edmonton Mall transfer station, and the LRT network.	Jan 2014	Dec 2016

Strategy 1.2 Promote the development of strategies to pursue environmental sustainability within Spruce Grove.

1.2.1 Develop and implement environmental sustainability strategies in the priority areas of water, waste, energy, land use/natural areas and alternative transportation.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE254.1 - Implement Recommendations of Waste Strategy - Monthly Winter Organics	Data indicates that residents are not using the organics program for kitchen waste or soiled paper waste however these items make up approximately 22% of the total waste stream (by weight). Implementing a winter organics program reinforces kitchen/soiled paper waste as part of the organics waste stream and eliminates the need for residents to change their behaviour twice/year. Along with this change, it is proposed 2000 smaller 7-L bins known as 'kitchen catchers' be given out to interested residents to encourage increased program use. Year-round organics is a best-practice for successful residential waste diversion programs.	Jan 2014	Dec 2016
Corporate External - Capital	Planning & Infrastructure - Planning & Infrastructure Admin	CE257.1 - Purchase 120-L black waste carts	To purchase two truckloads of 120-L black waste carts (approximately 2160 bins). These carts are 50 per cent smaller than the existing black waste carts and will be offered to residents on a voluntary basis for a reduced rate. Known as a simple Pay as You Throw approach in which residents pay more if they generate more waste, it is one method to 'squeeze' the garbage stream to divert waste from landfill and help the City achieve its waste program targets.	Jan 2014	Dec 2016
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE252.1 - Curbside Waste Audit Program	To complete an audit of the residential curbside waste program using the same methodology used in the 2012 audit.	Jan 2016	Dec 2016

Strategy 1.3 Promote the development of strategies to pursue social sustainability within Spruce Grove.

1.3.1 Develop a strategy to promote social sustainability and community development.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Community & Protective Services - Cultural Services	CE37.1 - Arts and Culture Vision for Spruce Grove (2010.20)	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.	Jan 2014	Nov 2014
Corporate External - Operating	Community & Protective Services - Community Services Admin	CE238.1 - Develop a social sustainability strategy	<p>The Social Sustainability Strategy will take a high level look at the role of social sustainability within the City's strategic, corporate and community planning frameworks. Components to be covered include; review of best practices and examples from comparable communities, define what Spruce Grove means by 'social sustainability', determine what areas of the City's work fits within this definition, assess the City's current approach against this definition, identify strategies to build on the assessment results, and propose an approach for developing social sustainability indicators to measure progress.</p> <p>The strategy's development will include both internal and external consultation.</p>	Jan 2015	Dec 2015

Goal Two: Economic Development

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

Strategy 2.1 Continue to promote economic development within Spruce Grove.

2.1.1 Implement economic development strategies.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE30.1 - Implement Action Plan on Competitive Fundamentals Recommended by EDAC (2012.15)	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. Note that Action Plan Strategic Elements 6.4 and 6.5 are covered off under CE29.1 (Industrial Marketing Plan) and 6.8 under CE31.1 (Event Tourism). This will involve review and monitoring of Spruce Grove's competitive position in retaining and attracting investment in targeted sectors, identifying constraints that need to be addressed, considering the role and type of incentives that may be effective, developing industry and company specific strategies that may influence decisions and other issues raised by the Economic Development Advisory Committee (EDAC).	Jan 2012	Dec 2016

2.1.2 Seek regional opportunities for economic development.

To be addressed in future corporate business plans.

Strategy 2.2 Promote commercial and industrial development.

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

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE29.1 - Develop and Implement an Industrial Marketing Plan for Spruce Grove (2012.12)	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.	Jan 2012	Dec 2016
Corporate External - Operating	Corporate Departments - Economic Development	CE244.1 - Implement phases of Tri Leisure Village project	Implement the multi-year Purchase and Options Agreement for the Tri Leisure Village Development.	Jan 2014	Dec 2015
Corporate External - Operating	Corporate Departments - Economic Development	CE243.1 - Implementation of Westwind Agreement Options	Implement the multi-year Purchase and Options Agreement for the Westwind Lands Development.	Jan 2014	Dec 2016
Corporate External - Operating	Corporate Departments - Economic Development	CE32.1 - Investigate options for a broadband strategy for Spruce Grove (2013.02)	Investigate options for a broadband strategy to support commercial and industrial development in Spruce Grove.	Jan 2015	Dec 2015

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

Addressed through core services.

Strategy 2.3 Establish and promote facilities and opportunities for event hosting that have economic impacts/benefits for the City and the region.

2.3.1 Develop a strategy to make Spruce Grove a destination for event hosting opportunities.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE31.1 - Develop and Implement Strategy and Action Plan for Event Tourism (2012.10)	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.	Jan 2013	Dec 2016

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

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Capital	Community & Protective Services - Recreation	CE98.1 - Sports & Recreation Facility (2011.36)	Construct a recreation facility within Spruce Grove on the 7 acre parcel to be leased back to community sport groups. The facility will include gymnastics as the main component. The facility will provide a centre of sport for the community, will be a natural addition to the TLC and Fuhr Sport Park area, and will enhance the Tri Village development.	Jan 2012	Dec 2015

Strategy 2.4 Establish an identity and brand for the community that supports the overall vision of Spruce Grove.

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

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Capital	Planning & Infrastructure - Engineering	CE43.1 - Beautification of a Section of Highway 16A Median (2011.55)	Construct planting beds along Highway 16A to replace existing plant material that has not survived. This would include stamped concrete, slightly raised planting area, curbing and selected plant material selected to survive the harsh elements associated with the centre portion of the Highway.	May 2014	Dec 2015
Corporate External - Operating	Corporate Departments - Communications	CE27.1 - Develop and Implement the Brand Strategy (2012.06)	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.	Jan 2015	Dec 2016

Strategy 2.5 Promote the development and revitalization of the City Centre in Spruce Grove.

2.5.1 Develop a vision for the City Centre in Spruce Grove and develop and implement a plan to promote revitalization.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE34.1 - Develop a Vision and Plan for City Centre Redevelopment Within Spruce Grove (2012.16)	The intent is to develop a vision and plan for the revitalization of the City Centre in Spruce Grove. The area to be included is the City Centre commercial district as defined in the MDP. The scope of the project is to identify and deal with impediments to redevelopment, consolidation of properties, potential incentives and City involvement. This will likely require a multi-step implementation plan and will not be a short-term process.	Mar 2014	Dec 2014

Strategy 2.6 Ensure on-going supply of land requirements.

2.6.1 Identify overall land requirements in response to growth.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE246.1 - Servicing for Fuhr Park land exchange	Complete servicing for land exchange for the area immediately west of Fuhr Sports Park.	Jan 2013	Dec 2014

2.6.2 Consider opportunities for strategic land acquisition.

Addressed through core services.

Goal Three: Partnerships

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

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

3.1.1 Explore partnerships with neighbouring municipalities to support the delivery of effective services.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE33.1 - Develop and Implement a Formal Sponsorship Program (2012.11)	Develop and implement a formal sponsorship program related to City facilities. Examples include Fuhr Sports Park, electronic billboard on Highway 16A and the Coca-Cola beverage supply agreement.	Jan 2013	Dec 2014
Corporate External - Operating	Community & Protective Services - Recreation	CE222.1 - Implement Action Strategy for Leisure Services Master Plan	In March of 2010 the City of Spruce Grove, Town of Stony Plain and TransAlta Tri-Leisure Centre commissioned the services of a consultant to develop a Leisure Services Master Plan. The plan explored the delivery of leisure programs and special events in the areas of recreation, sport, culture, the arts, health and wellness, family and community support services, fitness and community education.	Jan 2014	Dec 2014
Corporate External - Capital	Community & Protective Services - Community Services Admin	CE103.1 - TransAlta Tri-Leisure Centre Parking Lot Rehabilitation (2013.05)	Funding has been requested to address repairs in the TransAlta Tri-Leisure Centre (TLC) parking lot. The initiative reflects the City's share of the estimated capital rehabilitation cost of \$1.267 million.	Jan 2014	Dec 2014

3.1.2 Adopt a collaborative and focused approach in considering opportunities for regional partnership.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - CAO	CE187.1 - Partner with tri-region municipalities to advocate for Highway 628 construction	The construction of Highway 628 is identified in the transportation master plan as critical to the orderly development of Spruce Grove, the Town of Stony Plain, Parkland County and Alberta Transportation. Without this key component of transportation infrastructure, the east west road network in the area will fall below a reasonable level of service to the affected communities. The City involvement in this initiative is to inform the province of the regional importance of this road.	Jan 2014	Dec 2014
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE201.1 - Participate in tri-region organics processing facility feasibility study	To complete a feasibility study for an organics processing facility in the Tri-Municipal Region and to explore management and processing options. Both municipal and private/public sector partnership opportunities will be considered. Work will be starting on this project mid-2013.	Jan 2014	Dec 2014
Corporate External - Operating	Corporate Departments - CAO	CE176.1 - Develop and implement strategies for implementation of the Tri Regional Memorandum of Understanding	Develop and implement strategies and a framework for the implementation of the Tri Regional Memorandum of Understanding.	Jan 2014	Dec 2014

3.1.3 Focus effort on developing opportunities with our immediate urban neighbours that are of mutual benefit.

To be addressed in future corporate business plans.

3.1.4 Explore opportunities for collaboration with other levels of government and private industry.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - CAO	CE24.1 - Pursue Feasibility of Expanding the TransAlta Tri Leisure Centre (2012.03)	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.	Jan 2011	Dec 2015
Corporate External - Operating	Community & Protective Services - Community Services Admin	CE47.1 - 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.	Jan 2014	Dec 2014
Corporate External - Capital	Planning & Infrastructure - Asset Management	CE104.1 - Integrated RCMP Facility (2011.37)	Cooperate in the detailed business case, design process and construction a combined RCMP Facility with joint ownership with the Town of Stony Plain, and the City of Spruce Grove.	Jan 2011	Dec 2017
Corporate External - Operating	Community & Protective Services - Protective Services	CE78.1 - Contributions for Tri-Region Ladder Truck Purchases (AM.42)	Funding as per regional capital cost sharing agreement on the purchase of a ladder truck for Parkland County.	Jan 2015	Dec 2015

3.1.5 Participate in the planning for a regional policing centre.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - CAO	CE23.1 - Participate in the planning for a regional policing centre (2012.02)	Participate in the RCMP Facility Task Force for the development of a combined RCMP facility within the tri-municipal region.	Jan 2011	Dec 2016

Strategy 3.2 Develop and enhance partnerships with community groups.

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

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Community & Protective Services - Community Services Admin	CE237.1 - Review and develop a policy for community and memorial recognition programs	It is recommended that the City develop a policy for a combined community and memorial recognition program. The policy development will include a review of the current community recognition program. The City does not currently have a formal memorial recognition program.	Jan 2014	Dec 2014

Goal Four: Providing Quality Services

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

Strategy 4.1 Continue to provide effective communications to all of our stakeholders.

4.1.1 Investigate alternative communications tactics.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Communications	CE259.1 - Develop and implement triannual City magazine	The City currently sends out, twice a year, a very popular programs and services brochure to all residences in Spruce Grove. There is an opportunity to make the publication more inclusive of what the City offers and move to a tri-annual (May, August and December) magazine style publication delivered via unaddressed admail. The publication would include information from the current brochure and be expanded to include topics such as waste collection, recycling, organics collection, snow removal, property tax information and awards of excellence.	Jan 2014	Dec 2014

4.1.2 Provide opportunities for public engagement.

To be addressed in future corporate business plans.

Strategy 4.2 Continue to improve the internal operations within the City and plan for the future development of the organization.

4.2.1 Continue to promote the development of the City's corporate culture as an employer of choice.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Departments - Communications	CI17.1 - Develop and Implement Strategy for Internal Communications (2012.09)	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.	May 2013	May 2015
Corporate Internal - Operating	Corporate Departments - Human Resources	CI211.1 - Develop a workforce plan	A workforce plan is phase two in developing the Human Resources Plan. The workforce plan has to be congruent with the service levels provided by the organization and adapt to the growth of the organization. A workforce plan takes into account the forecast for future demands on the City and the impacts of this demand on staffing requirements and the skill and capacity of the staff to meet these demands. Workforce plans will be developed first for priority areas that are identified within the City rather than an overall organizational plan for the City. Succession planning for key positions will also identified as part of the workforce plan.	Jan 2015	Dec 2016
Corporate Internal - Operating	Corporate Services - Corporate Services Admin	CI175.1 - Review Shared Principles	Review the current Shared Principles and either re-establish them or change them to value statements reflecting the current work environment and evolving organizational culture.	Jan 2015	Dec 2015

4.2.2 Promote the development of service delivery models and service standards.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - Information Systems	CI159.1 - Business analysis for an enterprise-wide asset management system	An opportunity is presenting itself to develop an enterprise wide asset management system with a single source database repository that City business units can access and use to facilitate efficient and effective infrastructure operations in their area. This will give the City the right levels of visibility, control and agility to more effectively and proactively manage assets throughout their life-cycle. The first phase of this initiative involves conducting a business requirements gathering to determine the types of information required by each area and the individual dashboards needed to support the business of the area.	Jan 2014	Jun 2014
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE251.1 - Review of multi-family waste program options	To explore options to increase waste diversion from multi-family households and determine what the City's role should be going forward.	Jan 2015	Dec 2015
Corporate Internal - Capital	Corporate Services - Information Systems	CI163.1 - Implement enterprise-wide asset management system	The benefits of implementing an enterprise-wide Asset Management System will be to improve access to information, improve the consistency of the asset information and management of information for scheduling and planning. There will be less duplication of effort in maintaining the inventory information, less manual effort in preparing reports and ability to produce meaningful information that cannot be simply undertaken in a manual system.	Jan 2015	Dec 2016
Corporate Internal - Capital	Planning & Infrastructure - Public Works	CI102.1 - Operations Management System (OMS) (2011.57)	Pilot an Operations Management System for Public Works and Assets that may be used across the organization as an enterprise-wide system to provide key effort and cost information for analysis and business planning.	Jan 2016	Dec 2018

4.2.3 Develop a human resources strategy.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Departments - Human Resources	CI18.1 - Develop a Human Resources Plan (2012.18)	Develop a City Human Resources Plan and terms of reference. 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 and succession planning. Development of a comprehensive Human Resources Plan was the first priority item in the OER study conducted by KPMG.	Jan 2014	Dec 2014

4.2.4 Pursue continuing improvement of the City of Spruce Grove's governance model.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Departments - CAO	CI178.1 - Complete Strategic Leadership Team terms of reference	Draft, review, approve and communicate a SLT terms of reference to ensure that the organizational leadership model is effective so both the strategic and operational aspects of leading are fully in place.	Jan 2014	Dec 2014
Corporate Internal - Operating	Corporate Departments - CAO	CI177.1 - Develop governance model self assessment program	The development of a report card that positions Council to continually review and assess Council's performance as governors including adhering to defined roles and responsibilities - including annual and ongoing review processes.	Jan 2014	Dec 2014

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - Finance	CI261.1 - Financial Literacy Program	Engage City Auditors to develop, maintain and deliver a financial literacy program to Council and management. Council information sessions would be geared to the overall governance role of Council and could focus in areas such as governance, fiscal sustainability and budgeting, accounting and tax or other areas of interest to Council. Management information sessions would include similar topics to those provided to Council, but the expectation would be more focus on City processes vs. the oversight role of Council. Topics could be somewhat more technical in nature but would also include emerging issues or other matters of interest to Management.	Jan 2014	Dec 2017

4.2.5 Development of City facilities.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Capital	Planning & Infrastructure - Asset Management	CI99.1 - Public Works Site Design and Expansion (2011.40)	Complete site construction, complete Public Works new facility construction, including furniture and fixtures, and complete relocation of existing Public Works and Fleet operations to the new facility.	Jan 2011	Oct 2014
Corporate Internal - Capital	Planning & Infrastructure - Asset Management	CI100.1 - City Hall Build-Out (AM.44)	Continue office space build-out outlined in the 2012 McCready Long Term Space Planning assessment converting storage and open spaces in to offices and open cubicles to accommodate office staff growth in 2014 and the first half of 2015.	Jan 2013	Sep 2014

Strategy 4.3 Continue to promote sound financial management practices within the City.

4.3.1 Develop a stronger comprehensive long-term financial plan.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - Finance	CI21.1 - Conduct Fiscal Impact Assessment (2012.26)	Develop a financial model that forecasts the effect that growth will have on the City's financial position.	Jan 2015	Mar 2015

DEPARTMENT BUSINESS PLANS

Overview

Departmental business plans reflect the activities of City departments that support the corporate business plan and the strategic plan. 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.

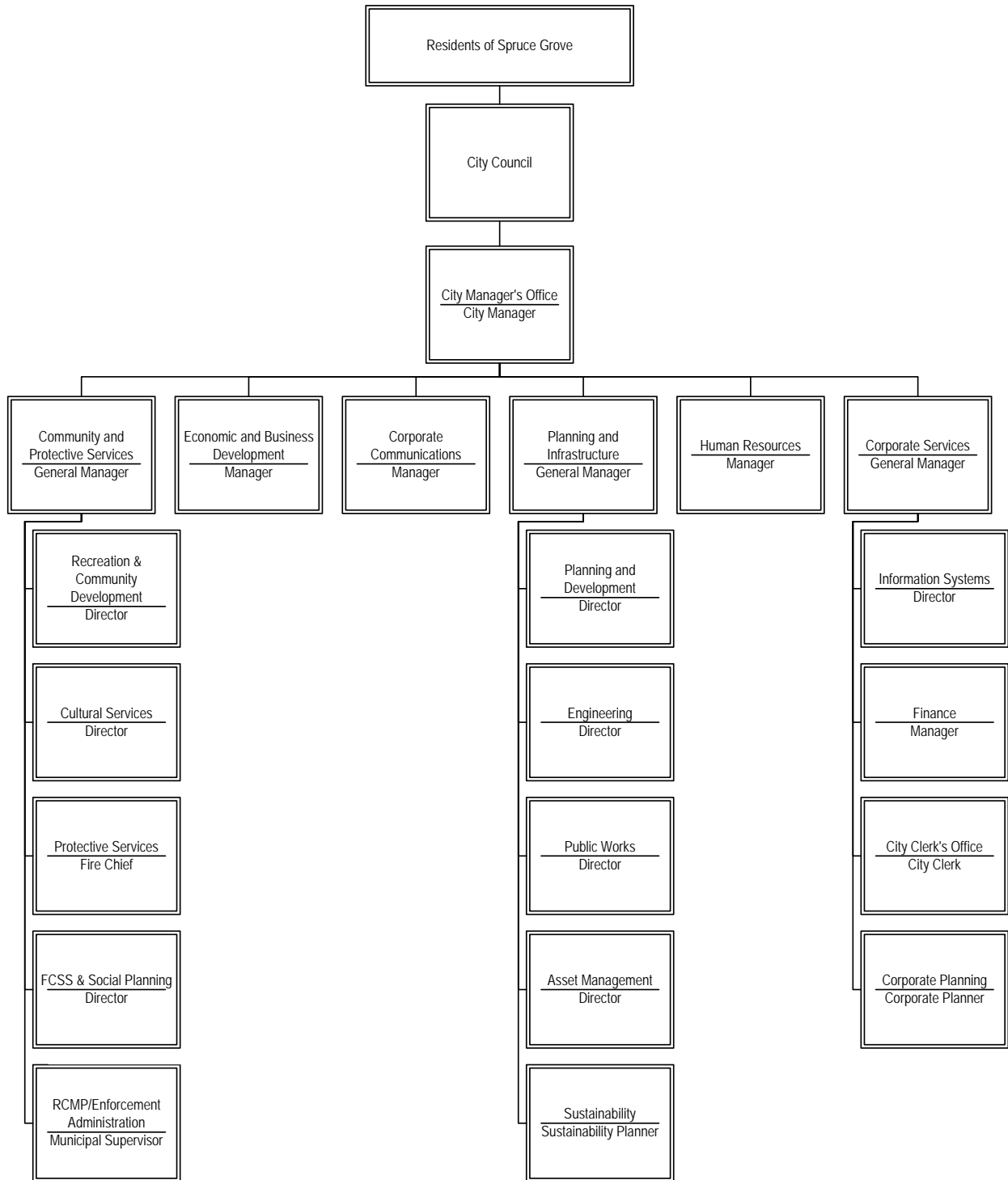
Each department business plan includes the following components: organizational chart; description of the department or section; FTE staffing summary; services; service changes; departmental operating and capital initiatives and the fiscal plan. Each of these business plan components is described in the following pages.

Organizational chart

The organizational charts represent the internal reporting structure of each department or section and correlates to the FTE staffing summaries. The charts do not reflect the level of authority and accountability within each position. Working relationships with third party agencies are not captured on the organizational charts.

Positions that are approved for 2014 and positions identified for 2015 and 2016 are included on the organizational charts with the start year and position name. The 2015 and 2016 positions are contained within shaded boxes.

The following is the organizational structure of the City.



Description

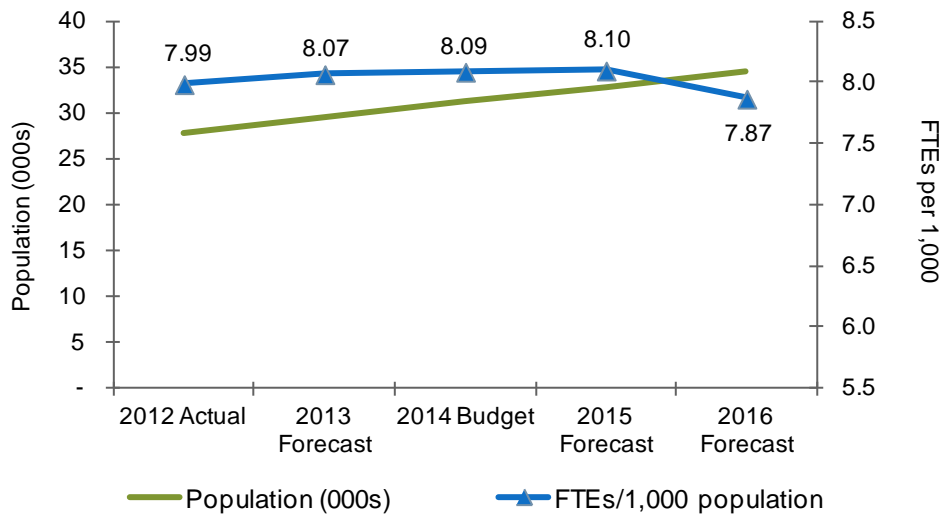
The description for each department and section highlights the functions and operational activities that the area is responsible for.

Staffing summary

The staffing complement associated with the delivery of services for the City of Spruce Grove is identified for 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 in each department and section include positions approved for 2014 and those planned for 2015 and 2016.

Permanent positions have regularly scheduled hours established to be ongoing, be it full-time or permanent 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. With the addition of positions approved in 2014, the FTEs per 1,000 in population are keeping pace with anticipated population growth. However, not all positions have been identified beyond 2014 resulting in future staffing levels not keeping pace with 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. The following schedule represents the changes in FTEs from the 2013 forecast to the approved 2014 corporate plan.

				2014
Approved FTEs				14.91
<u>Human Resources</u>				
Health and Safety Officer	Full-Time	1-Jun-14	1.00	1.00
				<u>1.00</u>
<u>Community & Protective Services</u>				
Theatre Technician	Perm Part-Time	1-Jun-14	0.50	
Community Development Coordinator - Complex Needs	Full-Time	1-Mar-14	1.00	
Administrative Assistant	Perm Part-Time	1-Jan-14	0.50	
Assistant Deputy Chief - Training	Full-Time	1-May-14	1.00	
Firefighters	Full-Time	1-Jul-14	2.00	
				<u>5.00</u>
<u>Corporate Services</u>				
Tax and Assessment Clerk	Full-Time	1-Mar-14	1.00	
Senior Accountant	Full-Time	1-Mar-14	1.00	
Increase Payroll Administration (part-time to full-time)	Full-Time	1-Jul-14	0.53	
				<u>2.53</u>
<u>Planning and Infrastructure</u>				
Sustainable Outreach Coordinator	Full-Time	1-Mar-14	1.00	
Building Operator	Full-Time	1-Mar-14	1.00	
Apprentice Mechanic	Full-Time	1-Jun-14	1.00	
Apprentice Mechanic (discontinue RAP program)	Casual	1-Jun-14	(0.45)	
Engineering Assistant	Full-Time	1-Mar-14	1.00	
Safety Codes Supervisor	Full-Time	1-Jan-14	1.00	
Development Officer	Full-Time	1-Mar-14	1.00	
Increase of 0.7 FTE Planner	Full-Time	1-Jul-14	0.70	
Maintenance Worker (convert part-time wages to full-time)	Full-Time	1-Jan-14	(0.12)	
Parks Labourers	Part-Time	1-Jan-14	0.25	
				<u>6.38</u>
Approved FTEs				14.91
Change in Casual FTEs				(0.14)
Opening FTEs				238.37
Closing FTEs				<u>253.14</u>

The following table is a summary of FTEs, including approved positions for 2014 and positions identified in 2015 and 2016, by department and section.

	2012 Actual	2013 Budget	2013 Forecast	2014 Budget	2015 Forecast	2016 Forecast
Corporate						
City Manager's Office	2.50	2.50	2.50	2.50	2.50	2.50
Corporate Communications	5.50	5.50	5.50	5.50	5.50	5.50
Economic and Business Development	3.00	3.00	3.00	3.00	3.00	3.00
Human Resources	4.00	5.00	5.00	6.00	6.00	6.00
	15.00	16.00	16.00	17.00	17.00	17.00
Community and Protective Services						
Community and Protective Services Administration	3.00	3.00	3.00	3.00	3.00	3.00
RCMP Administration	7.00	9.00	9.00	9.00	9.00	9.00
Cultural Services	8.50	9.50	9.50	10.00	10.00	10.00
FCSS and Social Planning	14.63	14.63	14.30	15.80	15.80	15.80
Recreation and Parks Planning	4.34	4.34	5.00	5.00	9.00	9.00
Agrena/Fuhr Sports Park/Sports & Recreation Facility	10.35	10.35	10.02	10.02	11.02	11.02
Spruce Grove Fire Services	40.50	40.70	40.64	43.50	46.50	50.50
Municipal Enforcement	7.00	7.00	7.00	7.00	7.00	7.00
Safe City	1.00	1.00	1.00	1.00	2.00	2.00
	96.32	99.52	99.46	104.32	113.32	117.32
Corporate Services						
Corporate Services Administration	2.00	2.50	2.50	2.50	2.50	2.50
City Clerk's Office	5.00	5.26	5.26	5.26	5.26	5.00
Finance	17.98	19.45	20.10	22.63	22.63	22.63
Information Systems	5.00	6.00	6.00	6.00	6.00	6.00
	29.98	33.21	33.86	36.39	36.39	36.13
Planning and Infrastructure						
Planning and Infrastructure Administration	2.00	2.50	2.50	3.50	3.50	3.50
Asset Management	7.45	8.45	8.45	10.00	12.00	13.00
Engineering	7.29	7.00	7.00	8.00	8.00	8.00
Planning and Development	10.80	11.80	11.80	14.50	14.50	14.50
Public Works	53.30	59.30	59.30	59.43	61.43	61.43
	80.84	89.05	89.05	95.43	99.43	100.43
Total FTEs	222.14	237.78	238.37	253.14	266.14	270.88

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 in addition to the core service effort. An effort change as a result of service changes is not captured in the service effort tables.

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 operating initiatives

Departmental operating initiatives 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.

Departmental capital initiatives

Departmental 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). Departmental 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. Departmental capital initiatives that are not strategic in nature are included in the department business plans.

Fiscal plan

Financial reporting in the corporate plan is being enhanced in response to the recommendations contained in the governance review that took place in 2012. It was noted that members of council expressed a need for more information and greater understanding of budget allocations across programs and services.

The corporate plan now provides an additional level of detail in the department fiscal plan summaries which mirrors the detail provided in the audited financial statements. The next step in the enhancement of financial information will include capital acquisitions being added to the department fiscal plan summaries for the 2015–2017 Corporate Plan.

The department fiscal plans include 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 surplus in some areas is used for capital acquisitions.

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

Corporate departments

The City Manager is responsible for the financial activities of the corporate departments.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	-	-	-	40,000	-	-
User Fees						
Goods and Services	363	1,000	1,000	1,000	1,000	1,000
Other Fees	94,504	83,640	83,640	40,640	55,640	40,000
Rental Revenue	37,359	30,000	48,000	19,000	19,000	-
	<u>132,226</u>	<u>114,640</u>	<u>132,640</u>	<u>100,640</u>	<u>75,640</u>	<u>41,000</u>
Expenses						
Grants to Organizations	40,213	26,000	26,000	26,000	26,000	26,000
Human Resources	2,166,081	2,535,377	2,389,080	2,789,870	2,915,367	3,094,996
Operations and Maintenance						
Marketing and Publications	92,771	134,250	117,750	150,950	134,475	132,845
Materials and Supplies	2,540	19,000	19,000	14,000	69,000	65,000
General Expenses	250,236	565,372	500,372	488,373	483,061	447,062
Office	51,039	57,511	57,564	63,040	68,066	68,415
Professional Services	7,201	18,000	18,000	18,000	20,000	20,000
Repairs and Maintenance	4,795	10,000	10,000	10,000	12,000	12,000
Utilities	8,248	9,600	10,100	10,100	10,100	10,100
Contract - General	115,713	155,000	73,486	330,500	213,000	208,000
	<u>2,738,837</u>	<u>3,530,110</u>	<u>3,221,352</u>	<u>3,900,833</u>	<u>3,951,069</u>	<u>4,084,418</u>
Annual Deficit	(2,606,611)	(3,415,470)	(3,088,712)	(3,800,193)	(3,875,429)	(4,043,418)

Community and Protective Services department

The general manager is responsible for the financial activities of the Community and Protective Services department.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	1,458,891	1,476,047	1,485,208	1,543,608	1,476,008	1,476,008
Municipal Sustainability Initiative	-	451,911	451,911	132,600	500,000	-
User Fees						
Fines and Permits	2,950,661	3,911,000	3,776,000	3,832,000	3,877,000	3,942,000
Goods and Services	2,938,214	3,161,401	3,199,851	2,867,959	2,832,176	2,874,048
Other Fees	219,219	215,600	235,500	214,800	214,800	215,800
Rental Revenue	617,681	677,500	636,500	641,500	646,800	636,400
	8,184,666	9,893,459	9,784,970	9,232,467	9,546,784	9,144,256
Expenses						
Amortization	197,703	-	-	-	-	-
Grants to Organizations	603,200	1,192,111	1,192,111	1,066,010	1,461,410	989,410
Human Resources	8,330,984	8,937,515	9,070,352	9,937,802	11,046,166	12,249,600
Interest on Long-Term Debt	225,334	199,039	206,782	179,379	150,337	119,559
Operations and Maintenance						
Bank Charges and Interest	809	2,000	1,500	1,000	1,000	1,000
Equipment Operations	33,369	40,625	41,897	37,050	37,300	37,550
Janitorial	84,795	95,500	96,700	101,540	104,400	107,980
Marketing and Publications	45,635	62,600	59,550	55,464	56,590	57,900
Materials and Supplies	187,076	202,578	208,378	209,573	213,218	211,153
General Expenses	491,244	506,634	533,234	557,100	529,350	533,600
Office	160,660	183,281	185,145	198,225	204,022	212,224
Office Lease	227,251	231,000	220,336	229,561	239,196	249,256
Professional Services	44,206	40,000	40,050	42,075	44,100	44,125
Repairs and Maintenance	173,215	182,000	185,000	197,510	203,070	206,780
Utilities	475,640	544,524	508,138	486,978	498,838	511,818
Contract - Traffic	1,326,806	1,647,406	1,602,406	1,622,406	1,627,406	1,627,406
Contract - General	784,632	1,202,227	1,117,188	1,418,449	1,418,740	1,296,917
Contract - Police	2,495,401	2,851,170	2,823,325	3,150,571	3,429,840	3,500,695
	15,887,960	18,120,210	18,092,092	19,490,693	21,264,983	21,956,973
Annual Deficit	(7,703,294)	(8,226,751)	(8,307,122)	(10,258,226)	(11,718,199)	(12,812,717)

Corporate Services department

The general manager is responsible for the financial activities of the Corporate Services department.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Property Taxes	24,095,864	25,606,143	25,847,118	28,339,143	30,932,301	34,684,652
Government Transfers						
Local Government	20,115	-	-	-	-	-
Miscellaneous	35,592	-	-	20,000	10,000	-
Municipal Sustainability Initiative	-	-	-	-	155,000	125,000
User Fees						
Fines and Permits	5,880	5,250	6,300	6,475	6,650	6,825
Franchise Fees	2,516,077	2,664,257	3,070,632	3,062,177	3,211,685	3,340,304
Goods and Services	81,700	71,760	124,470	130,500	140,550	147,100
Other Fees	58	56,500	11,500	-	-	-
Tax Penalties	651,554	500,000	815,000	978,000	1,124,700	1,237,170
Interest Earned	216,025	70,052	197,280	146,960	198,640	278,640
	27,622,865	28,973,962	30,072,300	32,683,255	35,779,526	39,819,691
Expenses						
Amortization	242,466	219,300	257,408	272,131	268,026	218,479
Contingency	85,523	225,000	225,000	225,000	225,000	225,000
Human Resources	2,732,755	2,981,242	2,787,071	3,454,295	3,665,258	3,903,083
Interest on Long-Term Debt	169,173	243,148	164,781	311,549	298,463	282,291
Operations and Maintenance						
Bank Charges and Interest	85,535	66,350	90,465	91,156	93,386	100,458
Insurance	341,237	348,066	386,066	403,716	417,000	417,000
Marketing and Publications	3,636	3,200	3,584	3,250	3,750	3,250
General Expenses	177,345	337,700	330,500	268,374	268,500	222,180
Office	144,444	149,752	156,003	162,723	166,362	169,373
Professional Services	549,140	610,922	623,459	609,280	647,510	684,820
Repairs and Maintenance	26,565	56,000	61,000	55,300	57,000	61,480
Utilities	145,469	146,308	158,208	170,338	175,268	179,298
Contract - General	336,268	322,656	274,272	449,878	455,836	341,475
	5,039,556	5,709,644	5,517,817	6,476,990	6,741,359	6,808,187
Annual Surplus	22,583,309	23,264,318	24,554,483	26,206,265	29,038,167	33,011,504

Planning and Infrastructure department

The general manager is responsible for the financial activities of the Planning and Infrastructure department.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Property Taxes	-	2,800,000	681,482	3,118,518	-	-
Government Transfers						
Basic Municipal Transportation	1,805,986	1,700,000	1,700,000	2,480,000	1,485,000	1,415,000
Federal Gas Tax Fund	215,965	605,900	466,600	3,046,968	1,267,125	1,299,175
Local Government	13,200	-	16,332	53,462	-	-
Miscellaneous	1,490,833	2,106,109	164,843	2,124,827	300,726	1,178,458
Municipal Sustainability Initiative	1,724,356	9,311,209	4,828,530	13,964,653	4,804,443	500,000
User Fees						
Fines and Permits	2,010,094	1,836,000	2,286,500	2,205,000	2,218,000	2,227,150
Goods and Services	529,434	536,631	536,465	551,110	520,110	524,110
Other Fees	530,179	2,865,150	2,936,150	526,050	407,472	410,411
Rental Revenue	68,844	60,000	60,600	63,000	64,000	65,000
Sale of land	1,991,250	3,255,000	3,456,250	1,250,000	1,250,000	-
Contributed Capital Assets	4,188,472	5,301,051	5,301,051	6,111,639	4,930,425	5,180,000
Developer Contributions	2,869,718	3,457,395	3,180,508	4,729,768	3,439,960	3,543,159
Gain on Sale of Capital Assets	1,722,907	1,113,373	1,586,172	1,546,067	-	-
Interest Earned	92,954	94,304	83,384	78,818	180,287	164,330
	19,254,192	35,042,122	27,284,867	41,849,880	20,867,548	16,506,793
Expenses						
Amortization	6,460,568	7,420,197	7,074,087	7,834,333	8,122,372	8,171,426
Grants to Organizations	1,312,804	941,266	-	940,912	-	-
Human Resources	5,470,572	5,854,701	5,953,312	6,837,281	7,466,842	7,999,827
Interest on Long-Term Debt	83,779	85,080	74,431	71,186	173,729	168,661
Loss on Disposal of Capital Assets	-	-	-	347,512	-	55,691
Operations and Maintenance						
Cost of Land Sold	1,806,728	2,550,308	2,705,496	775,140	775,140	-
Equipment Operations	290,231	324,293	361,207	383,981	403,904	425,079
Insurance	2,518	20,000	17,000	18,000	18,000	18,000
Janitorial	172,954	180,000	180,000	234,700	263,800	283,378
Marketing and Publications	9,044	16,950	15,150	19,450	19,450	19,450
Materials and Supplies	685,341	921,531	921,731	904,722	926,874	1,016,726
General Expenses	33,609	54,250	54,250	51,650	51,650	51,650
Office	38,599	43,795	50,295	52,149	52,213	52,557
Professional Services	210,139	170,000	100,000	165,000	260,000	80,000
Repairs and Maintenance	1,127,336	1,287,346	1,171,484	1,131,149	1,486,293	1,177,797
Utilities	1,202,599	1,212,161	1,239,737	1,162,287	1,196,477	1,232,037
Contract - General	3,208,411	8,550,285	7,744,872	7,863,690	4,547,866	3,383,050
	22,115,232	29,632,163	27,663,052	28,793,142	25,764,610	24,135,329
Annual Surplus (Deficit)	(2,861,040)	5,409,959	(378,185)	13,056,738	(4,897,062)	(7,628,536)

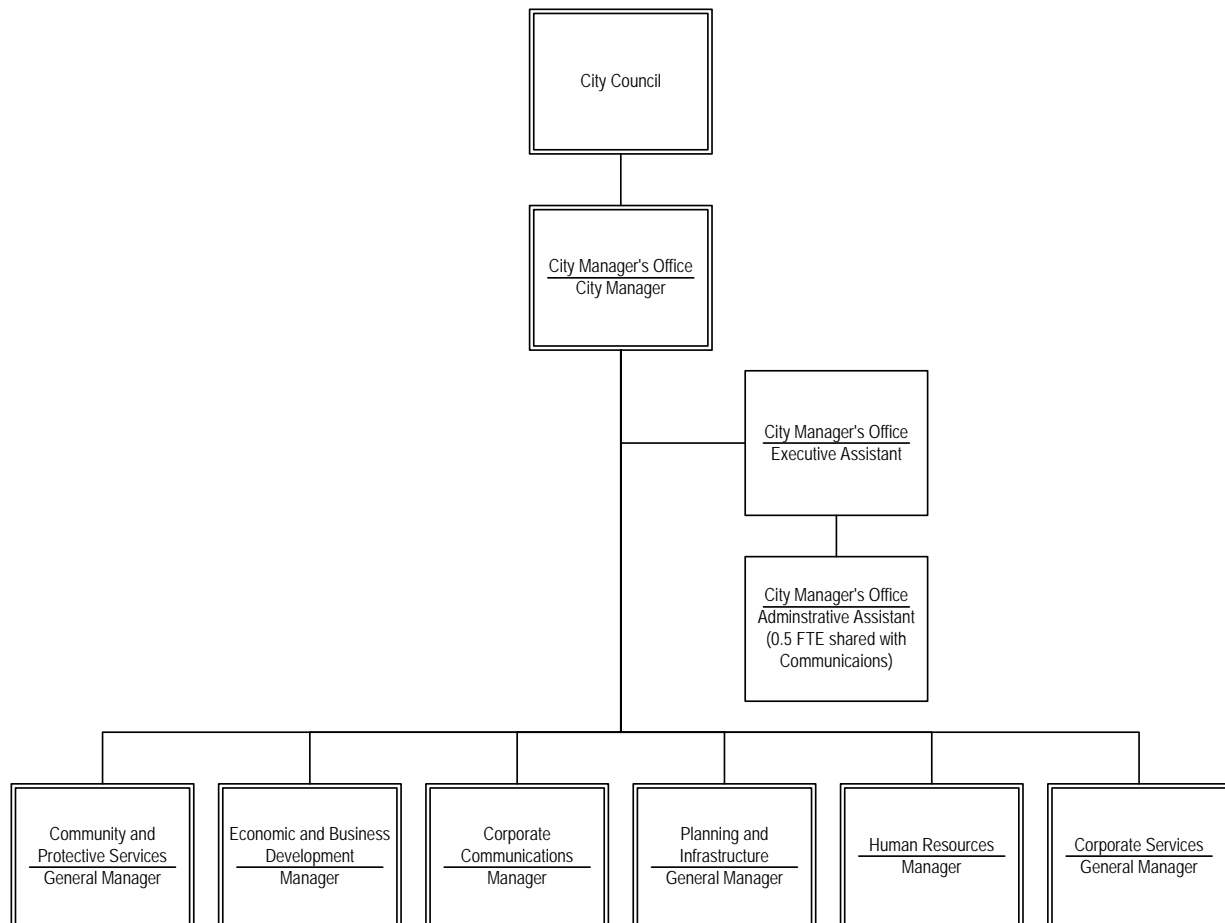
Department Summaries

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, expressed as FTEs, for the City Manager's Office for the current business plan.

	2013	2014	2015	2016
Full-Time	2.50	2.50	2.50	2.50
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	2.50	2.50	2.50	2.50

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Administer Grants for Capital Projects	As required based upon specific opportunities.	100	100	100
Administrative Support to CAO	As required based upon inquiries and activity.	225	225	225
Administrative Support to Council	As required based upon inquiries and activity.	492	492	492
Collaborate with Other Government Entities	As required based upon inquiries and activity.	742	742	742
Communicate and Manage Staff	As required based upon inquiries and activity.	500	500	500
Coordinating Council Special Events	As required based upon inquiries and activity.	1,167	1,167	1,167
Council/Committee Meeting Logistics	As required based upon meeting schedules.	627	627	627
Engage and Respond to Council	As required based upon inquiries and activity.	890	890	890
Engage and Respond to the Public	As required based upon inquiries and activity.	297	297	297

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Initiate and Oversee Special Projects	As required based upon specific opportunities.	500	500	500
Manage Correspondence and Communication	As required based upon inquiries and activity.	1,483	1,483	1,483
Manage Outgoing Mail	As required based upon inquiries and activity.	323	323	323
Miscellaneous Follow-Ups	As required based upon inquiries and activity.	218	218	218
Participate in SLT and Special Event Meetings	As required based upon meeting schedules.	492	492	492
Participate in the Capital Region Board	Actively participate in the Capital Region Board.	120	120	120
Records Management	As required based upon inquiries and activity.	218	218	218
Respond to Internal/External Inquiries	As required based upon inquiries and activity.	492	492	492

Service changes

There are no service changes for the City Manager's Office for the current business plan.

Departmental operating initiatives

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

Departmental capital initiatives

There are no departmental 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.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Other Fees	11,800	-	-	-	-	-
	11,800	-	-	-	-	-
Expenses						
Human Resources	481,108	499,012	484,787	521,575	553,215	591,018
Operations and Maintenance						
General Expenses	20,201	18,000	15,600	20,000	20,000	20,000
Office	4,619	6,278	5,740	5,790	5,840	5,895
Utilities	3,050	2,200	2,700	2,700	2,700	2,700
Contract - General	30,000	60,000	18,486	85,000	10,000	10,000
	538,978	585,490	527,313	635,065	591,755	629,613
Annual Deficit	(527,178)	(585,490)	(527,313)	(635,065)	(591,755)	(629,613)

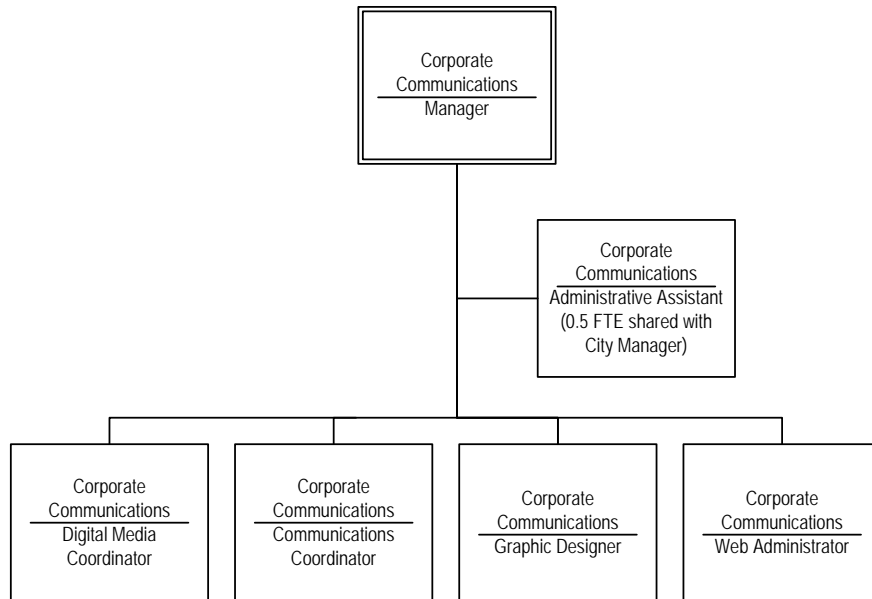
The City Manager's Office also manages the financial activities for council. The following reflects the fiscal plan summary for council for the current business plan.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Expenses						
Grants to Organizations	1,000	1,000	1,000	1,000	1,000	1,000
Human Resources	342,744	389,964	389,964	406,197	426,686	447,489
Operations and Maintenance						
Marketing and Publications	12,895	14,250	12,750	11,450	11,125	11,230
General Expenses	18,344	48,270	47,370	43,923	39,496	40,092
Office	36,545	34,963	36,354	37,580	39,206	40,600
Utilities	1,213	1,300	1,300	1,300	1,300	1,300
	412,741	489,747	488,738	501,450	518,813	541,711
Annual Deficit	(412,741)	(489,747)	(488,738)	(501,450)	(518,813)	(541,711)

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	2016
Full-Time	5.50	5.50	5.50	5.50
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	5.50	5.50	5.50	5.50

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Branding and Visual Identity	Ensure appropriate use of branding and visual identity on a best effort basis.	680	680	680
Communications Consulting	Planning, consulting with and advising other City departments proactively and on negotiated basis.	715	725	725
Communications Research and Development	Exploring communications opportunities, media, and best practices on an ongoing basis.	1,215	1,215	1,215
Corporate and Department Business Planning	Participate on an ongoing basis.	40	40	40
Media and Public Relations	Respond to media requests on same business day. Negotiate public relations support on a case by case basis.	615	615	615
Strategic Leadership Team	Participate on an ongoing basis.	125	125	125
Visual, Digital and Written Communications	Negotiate on a case by case basis (internal and external).	4,510	4,510	4,510

Service changes

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

Departmental operating initiatives

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

Departmental capital initiatives

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

Fiscal plan

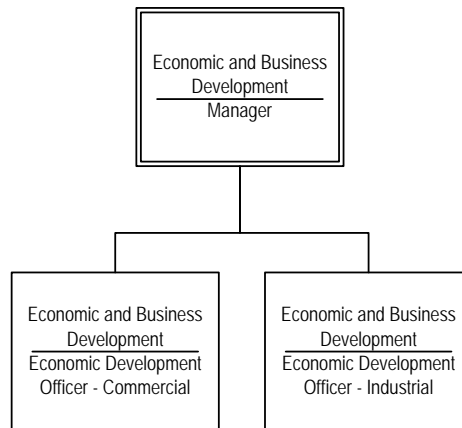
The following reflects the fiscal plan summary for Corporate Communications for the current business plan.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Goods and Services	363	1,000	1,000	1,000	1,000	1,000
	<u>363</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Expenses						
Grants to Organizations	25,000	25,000	25,000	25,000	25,000	25,000
Human Resources	434,939	452,435	449,262	492,374	516,792	553,254
Operations and Maintenance						
Marketing and Publications	38,299	53,000	53,000	85,500	87,350	90,115
Materials and Supplies	2,540	5,000	5,000	5,000	55,000	55,000
General Expenses	16,404	54,602	52,602	69,950	30,865	31,270
Office	2,823	3,420	3,420	7,520	7,620	7,620
Utilities	671	750	750	750	750	750
Contract - General	-	5,000	5,000	42,000	92,000	117,000
	<u>520,676</u>	<u>599,207</u>	<u>594,034</u>	<u>728,094</u>	<u>815,377</u>	<u>880,009</u>
Annual Deficit	(520,313)	(598,207)	(593,034)	(727,094)	(814,377)	(879,009)

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:

- Implement the 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	2016
Full-Time	3.00	3.00	3.00	3.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	3.00	3.00	3.00	3.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Advisor to City Manager, Council and Committees	Principal advisor on economic and business development issues.	105	105	120
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	160
Corporate Business Planning	Annual business plan development process.	180	180	250
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.	990	990	1,025
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.	295	295	250

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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
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	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	250
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.	355	355	375
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.	1,270	1,270	1,270
Strategic Leadership Team Involvement	Actively participate in senior management processes.	235	235	260
Support for Event Attraction and Hosting that creates economic benefits for the community	Support efforts to build on the premier sport and recreational facilities in the City to attract tournaments and other major competitions, and support other major City sponsored events.	310	310	325
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.	340	340	290

Service changes

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

Departmental operating initiatives

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

Departmental capital initiatives

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

Fiscal plan

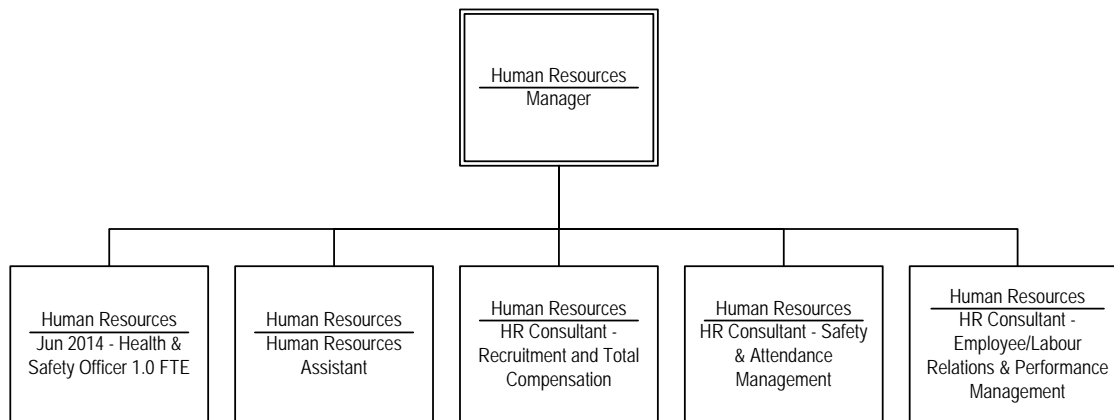
The following reflects the fiscal plan summary for Economic and Business Development for the current business plan.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	-	-	-	40,000	-	-
User Fees						
Other Fees	70,177	66,640	66,640	30,640	45,640	30,000
Rental Revenue	37,359	30,000	48,000	19,000	19,000	-
	<u>107,536</u>	<u>96,640</u>	<u>114,640</u>	<u>89,640</u>	<u>64,640</u>	<u>30,000</u>
Expenses						
Grants to Organizations	14,213	-	-	-	-	-
Human Resources	250,320	311,923	312,048	339,767	356,175	380,676
Operations and Maintenance						
Marketing and Publications	7,922	10,000	10,000	10,000	10,000	10,000
Materials and Supplies	-	14,000	14,000	9,000	14,000	10,000
General Expenses	164,637	360,500	298,300	312,000	352,000	310,000
Office	2,382	5,800	4,700	4,800	4,800	4,800
Utilities	2,633	2,950	2,950	2,950	2,950	2,950
Contract - General	29,364	60,000	30,000	125,000	40,000	40,000
	<u>471,471</u>	<u>765,173</u>	<u>671,998</u>	<u>803,517</u>	<u>779,925</u>	<u>758,426</u>
Annual Deficit	(363,935)	(668,533)	(557,358)	(713,877)	(715,285)	(728,426)

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	2016
Full-Time	5.00	6.00	6.00	6.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	5.00	6.00	6.00	6.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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.	662	662	662
Department Business Planning Development	Conduct planning as per strategic planning process and program.	206	206	206
Employee Recognition, Health, and Wellness	Continue to encourage staff to promote and emphasize health and wellness. Measure staff health and wellness initiatives. Provide leadership for Corporate endorsed social activities. Coordinate and plan the annual employee service awards and luncheon.	171	171	171

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Human Resources Management Policy Development and Review	To review an update existing policies as required base on the organizational needs and changes and to keep policies and procedures current with the existing legislation.	165	165	165
Job Evaluation and Classification	Continue to review classifications and job evaluation requests and respond within 1 months of receipt.	268	268	268
Labour and Employee Relations	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.	1,540	1,540	1,540
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.	441	441	441
New Employee Orientation	Continue to provided new employee orientation information sessions including WHIMS and Health and Safety training for all newly hired employees.	469	469	469
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.	938	938	938
Performance Management	Lead the performance evaluation process with conducting formal evaluations twice per year. Conduct performance management and goal setting training sessions.	620	620	620
Provide Advice and Assistance to City Manager and Council on Human Resources Related Matters	Ongoing as required.	131	131	131
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.	1,503	1,503	1,503
Strategic Leadership Team Involvement	Weekly meetings and as required.	203	203	203
Training and Development	Weekly meetings and as required.	420	420	420

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC52.1 - 1.0 FTE Health and Safety Officer (291)	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. This position is required to maintain operational status and is not exclusively related to new growth. The position will serve as an organizational resource by providing skill sets, knowledge and abilities currently not available within the City.	Jun 2014	95,500	100,898	105,620

Departmental operating initiatives

The following table outlines departmental operating initiatives for Human Resources for the current business plan.

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP205.1 - Review Occupational Health & Safety program	The December 2012 HR OER study identified this as an operational recommendation. There is a need to determine if the current Occupational Health & Safety (OH&S) program is meeting the needs of the City. This initiative is connected to the Health and Safety Officer service change.	Jan 2014	Apr 2014	147	-	-	10,000	-	-

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP212.1 - Review HR service levels	The December 2012 HR OER recommended as the second priority recommendation that the City should define and measure clear service levels provided by HR. This initiative is directly related to the outcomes of the HR Plan. The intent is to identify the areas of importance where the HR department needs to progress to the advance level (Level 4) in the HR maturity model which was a tool used in the assessment during the HR OER. Additionally, the HR department will commence work on measuring outcomes based on HR metrics that have input from the organization to ensure the metrics are meaningful.	Jan 2015	Dec 2015	-	131	-	-	22,000	-

Departmental capital initiatives

The following table outlines departmental capital initiatives for Human Resources for the current business plan.

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP106.1 - Design and Implement Job Evaluation and Classification System (HR.02)	Review and update existing classification system to reflect our current and future organization needs and convert our system so that it is computerized. The December 2012 HR OER study identified, as an operational initiative, that a review of the existing job evaluation and classification process take place.	Jan 2014	Dec 2015	376	376	-	41,000	6,000	5,000
DP210.1 - Develop and implement performance management system changes	Review and where appropriate, implement changes in the performance management system. This was identified as an operational recommendation in the December 2012 HR OER study. The intent is to better define the City's approach with respect to performance management and identify the appropriate supporting tools and guidance that will promote and align employee and supervisor behaviour with the overall corporate goals and objectives.	Jan 2015	Dec 2015	-	177	-	-	35,000	2,500

Fiscal plan

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

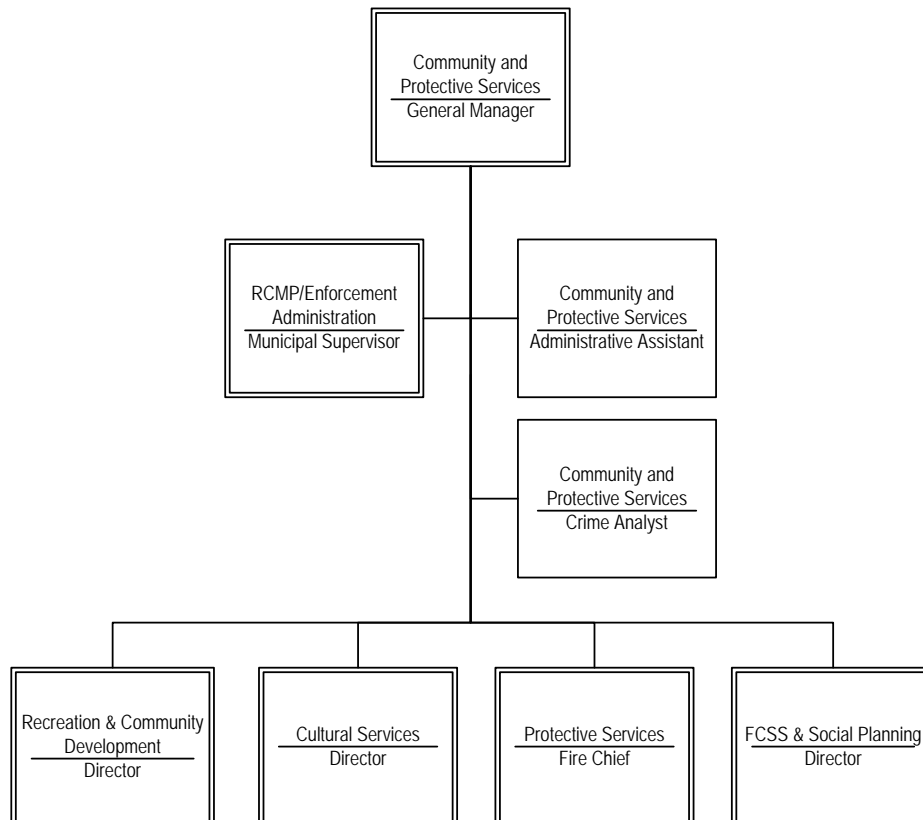
	2012	2013	2013	2014	2015	2016
	ACTUAL	BUDGET	FORECAST	BUDGET	FORECAST	FORECAST
Revenue						
User Fees						
Other Fees	12,527	17,000	17,000	10,000	10,000	10,000
	12,527	17,000	17,000	10,000	10,000	10,000
Expenses						
Human Resources	656,970	882,045	753,020	1,029,957	1,062,500	1,122,560
Operations and Maintenance						
Marketing and Publications	33,655	57,000	42,000	44,000	26,000	21,500
General Expenses	30,650	84,000	86,500	42,500	40,700	45,700
Office	4,670	7,050	7,350	7,350	10,600	9,500
Professional Services	7,201	18,000	18,000	18,000	20,000	20,000
Repairs and Maintenance	4,795	10,000	10,000	10,000	12,000	12,000
Utilities	681	2,400	2,400	2,400	2,400	2,400
Contract - General	56,349	30,000	20,000	78,500	71,000	41,000
	794,971	1,090,495	939,270	1,232,707	1,245,200	1,274,660
Annual Deficit	(782,444)	(1,073,495)	(922,270)	(1,222,707)	(1,235,200)	(1,264,660)

Community and Protective Services department

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 and Social Planning (preventative social programs, information referral, counselling, Summer in the City); Recreation and Community Development Services (Agrena, Fuhr Sports Park, Sports and Recreation facility in 2015, 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) and RCMP administration.

In addition, the department works as the City's administrative liaison to the Spruce Grove Public Library, RCMP Officer In Charge, 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	2016
Full-Time	3.00	3.00	3.00	3.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	3.00	3.00	3.00	3.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Bylaws, Policies and Procedures	Development and preparation of bylaws, policies and procedures for Council and/or City Manager approval.	100	100	100
Community Policing Advisory Committee	Regional policing initiatives for the integrated RCMP Detachment.	35	35	35
Coordination of Department Administrative Records and Information Management	As per Information and Records Management Policy.	500	500	500

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Grants	Coordinate capital and operating grant applications for program and service delivery.	200	200	200
Initiate and Facilitate Community Development Initiatives	Building individual, organizational and community capacity that will enhance the overall well-being of residents.	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
Leadership and Administration (Community and Protective Services)	As required.	500	500	500
Multi-Year Strategic Capital and Budget Planning	Annual corporate planning process and budget preparation.	300	300	300
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
Principal Advisor to the City Manager, Council and Committees on Matters Relating to CAPS	As required.	200	200	200
RCMP Contract Management	Contract with RCMP establishes level of service.	200	200	200
RCMP Crime Analysis	Gather and analyze crime statistics to effectively focus police activities.	1,365	1,365	1,365
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
Safe City Program	Safe City initiative study and recommendation(s).	35	35	35
Strategic Leadership Team Involvement	As required.	300	300	300
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

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC9.1 - Increase to the Spruce Grove Public Library Operating Grant (340)	<p>The Library has made a request for additional funding of \$233,470 in three areas; funding for the final phase of salary market adjustments, funding to re-open on Mondays and funding for library materials including books, DVD's, and e-books. The library has experienced 44% turnover over the last two years and has identified a gap in wages compared to the market.</p> <p>The funding increase includes salary market adjustments and funding for library materials. Funding for re-opening on Mondays is not included. The increase of \$157,210 is for all years, bringing the annual municipal operating contribution to \$741,210 for 2014 through 2016.</p>	Jan 2014	157,210	157,210	157,210
SC107.1 - Parkland Food Bank	<p>The Parkland Food Bank relies entirely on donations for its operational costs and because it is impossible to predict how much these donations will amount to on-going operations remain precarious. Operational costs are also increasing because of increases to food costs and services such as utilities and maintenance. The Food Bank is also endeavouring to upgrade its shelving, loading process and equipment. One-time funding of \$4,000 will be provided to the Parkland Food Bank in 2013.</p>	Nov 2013	-	-	-
Specialized Transit Service operational funding increase	Increase in operating funding requested by Specialized Transit Service at the Council meeting on October 15, 2013.	Jan 2014	16,000	24,000	32,000

Departmental operating initiatives

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

Departmental capital initiatives

There are no departmental 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.

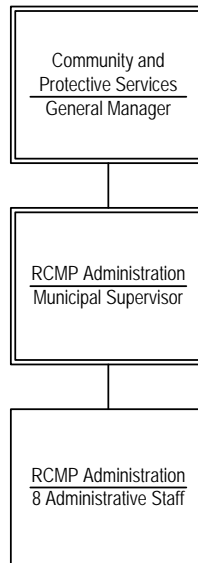
	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	40,982	47,900	47,900	50,300	52,700	52,700
Municipal Sustainability Initiative	-	-	-	132,600	-	-
User Fees						
Goods and Services	1,685	-	-	-	-	-
Other Fees	15,000	15,000	31,700	15,000	15,000	15,000
	57,667	62,900	79,600	197,900	67,700	67,700
Expenses						
Grants to Organizations	116,000	128,000	128,000	286,600	172,000	195,000
Human Resources	331,936	335,676	270,587	364,480	382,303	409,917
Operations and Maintenance						
Marketing and Publications	11,907	11,850	11,850	4,264	5,290	7,000
Office	1,656	4,000	4,000	4,000	4,000	4,700
Utilities	870	1,800	1,800	1,800	1,800	2,000
Contract - General	45,400	-	18,100	10,000	75,000	-
	507,769	481,326	434,337	671,144	640,393	618,617
Annual Deficit	(450,102)	(418,426)	(354,737)	(473,244)	(572,693)	(550,917)

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Expenses						
Amortization	197,703	-	-	-	-	-
Interest on Long-Term Debt	225,334	199,039	206,782	179,379	150,337	119,559
Operations and Maintenance						
Contract - General	486,955	926,689	822,238	867,479	954,505	903,476
	909,992	1,125,728	1,029,020	1,046,858	1,104,842	1,023,035
Annual Deficit	(909,992)	(1,125,728)	(1,029,020)	(1,046,858)	(1,104,842)	(1,023,035)

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Expenses						
Grants to Organizations	459,000	584,000	584,000	741,210	741,210	741,210
Operations and Maintenance						
Equipment Operations	-	-	3,072	3,100	3,200	3,300
Janitorial	31,383	35,100	35,100	36,300	37,500	38,700
Office	105,978	119,077	119,863	126,915	133,257	139,604
Utilities	43,823	44,800	45,120	42,550	43,790	45,080
	640,184	782,977	787,155	950,075	958,957	967,894
Annual Deficit	(640,184)	(782,977)	(787,155)	(950,075)	(958,957)	(967,894)

RCMP administration**Description**

The City of Spruce Grove has a contractual arrangement with the federal government for RCMP services. The City presently has 21 regular members plus one provincially funded member and employs a supervisor and eight support staff. One additional RCMP member is approved for 2014.

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 Supervisor provides administrative assistance to RCMP. Administrative assistance responsibilities include:

- Data entry for RCMP
- Staffing front counter for public inquiries.
- Answering complaint lines for the RCMP.
- Attend court to track and schedule officer appearances.
- Transcripts for police interviews of witnesses and suspects.

- Filing all City records related to the section.
- 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, expressed as FTEs, for RCMP administration for the current business plan.

	2013	2014	2015	2016
Full-Time	9.00	9.00	9.00	9.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	9.00	9.00	9.00	9.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
RCMP Admin - Answer Complaint Lines	Answer complaint line or check message at first opportunity.	525	525	798
RCMP Admin - Court Liaison	Attend all court days and organize files and appearances for officers.	1,312	1,312	1,312
RCMP 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.	867	867	1,550
RCMP Admin - Criminal Records Searches	Provide public with criminal records searches within five business days.	787	787	787
RCMP Admin - Data Entry	Provide timely data entry for every officer.	5,600	5,600	5,600

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
RCMP Admin - Filing Records	Records filed in accordance with City and RCMP policies and legislation.	400	400	673
RCMP Admin - Financial Matters	Meet all deadlines for financial matters including payroll and VISA.	67	67	67
RCMP Admin - Front Counter Staffing	Address public at front counter answer all inquiries or schedule meeting with an officer.	1,706	1,706	1,706
RCMP Admin - Motor Vehicle Accident Reports	Take all information at front counter and attend to vehicles in Parking lot to complete reports.	1,350	1,350	1,487
RCMP Admin - Participate in Protective Services Team Meetings and Functions	Represent Administrative Services at meetings in order to maximize efficiencies of section.	16	16	16
RCMP Admin - 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.	450	450	450

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC10.1 - Additional RCMP Officer (345)	Increase of one General Duty Constable to maintain service levels. This is intended to increase the RCMP ability to deal with increasing workloads and add to 'visible' policing.	Sep 2014	35,197	142,945	145,918

Departmental operating initiatives

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

Departmental capital initiatives

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

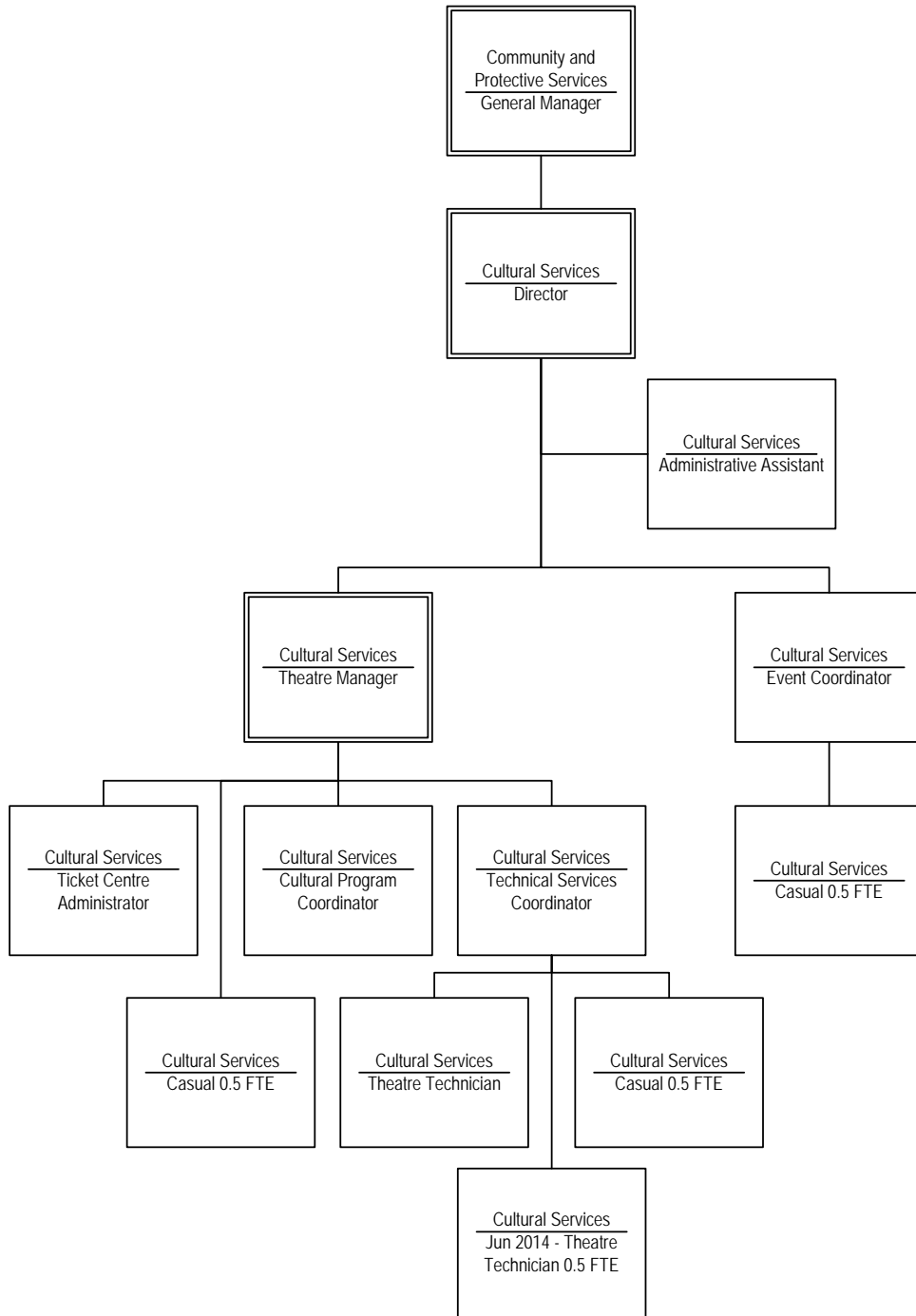
Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	545,044	545,044	566,394	566,394	566,394	566,394
User Fees						
Fines and Permits	253,397	180,000	180,000	180,000	180,000	200,000
Other Fees	37,040	32,500	32,500	32,500	32,500	32,500
Rental Revenue	11,001	11,000	11,000	11,000	11,000	-
	<u>846,482</u>	<u>768,544</u>	<u>789,894</u>	<u>789,894</u>	<u>789,894</u>	<u>798,894</u>
Expenses						
Human Resources	455,789	496,976	504,791	627,353	658,035	699,511
Operations and Maintenance						
Marketing and Publications	-	500	-	-	-	-
General Expenses	4,155	27,000	17,000	17,000	17,000	17,000
Office	3,837	2,922	4,000	4,000	4,000	4,500
Utilities	19,992	18,436	20,550	19,450	20,010	20,590
Contract - Police	2,495,401	2,851,170	2,823,325	3,150,571	3,429,840	3,500,695
	<u>2,979,174</u>	<u>3,397,004</u>	<u>3,369,666</u>	<u>3,818,374</u>	<u>4,128,885</u>	<u>4,242,296</u>
Annual Deficit	<u>(2,132,692)</u>	<u>(2,628,460)</u>	<u>(2,579,772)</u>	<u>(3,028,480)</u>	<u>(3,338,991)</u>	<u>(3,443,402)</u>

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 regions 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	2016
Full-Time	8.00	8.00	8.00	8.00
Perm Part-Time	0.00	0.50	0.50	0.50
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	1.50	1.50	1.50	1.50
Total FTEs	9.50	10.00	10.00	10.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Develop Arts Policy	As required.	273	273	273
Heritage	As required.	273	273	273
Internal Service to City of Spruce Grove	Provide technical support, specialized equipment and expertise to other City departments.	868	868	868

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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.	5,036	5,036	5,036
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.	70	70	70
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
Managing Core Not-For-Profit Arts Organizations	Liaison to Horizon Stagelighters, Tech Team, and Horizon Players.	309	309	309
Operation and Management of Ticket Centre	Operate the Ticket Centre as a resource for the regional community.	1,540	1,540	1,540
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.	3,942	3,942	3,942
Operation of Horizon Stage as Community Facility	Operation of Horizon Stage as a venue for community and school rentals.	3,039	3,039	3,039
Operational Support for Spruce Grove Public Library and Yellowhead Regional Library	Advocacy and mediation as required.	137	137	137
Operational Support of Spruce Grove Saints	Provide box office and marketing support to Spruce Grove Saints Junior 'A' Hockey Club.	155	155	155
Public Art Program	As required.	119	119	119
Securing Grants	Researching and writing grant applications, implementation, and reporting on capital project planning and operational program management.	427	427	427
Support Allied Arts Council	Support visual arts initiatives through support of and as liaison to the Allied Arts Council.	56	56	56
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.

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC13.1 - 0.5 FTE Theatre Technician (275)	A permanent part-time Theatre Technician at Horizon Stage is recommended to maintain current service levels.	Jun 2014	29,574	33,394	35,128

Departmental operating initiatives

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

Departmental capital initiatives

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

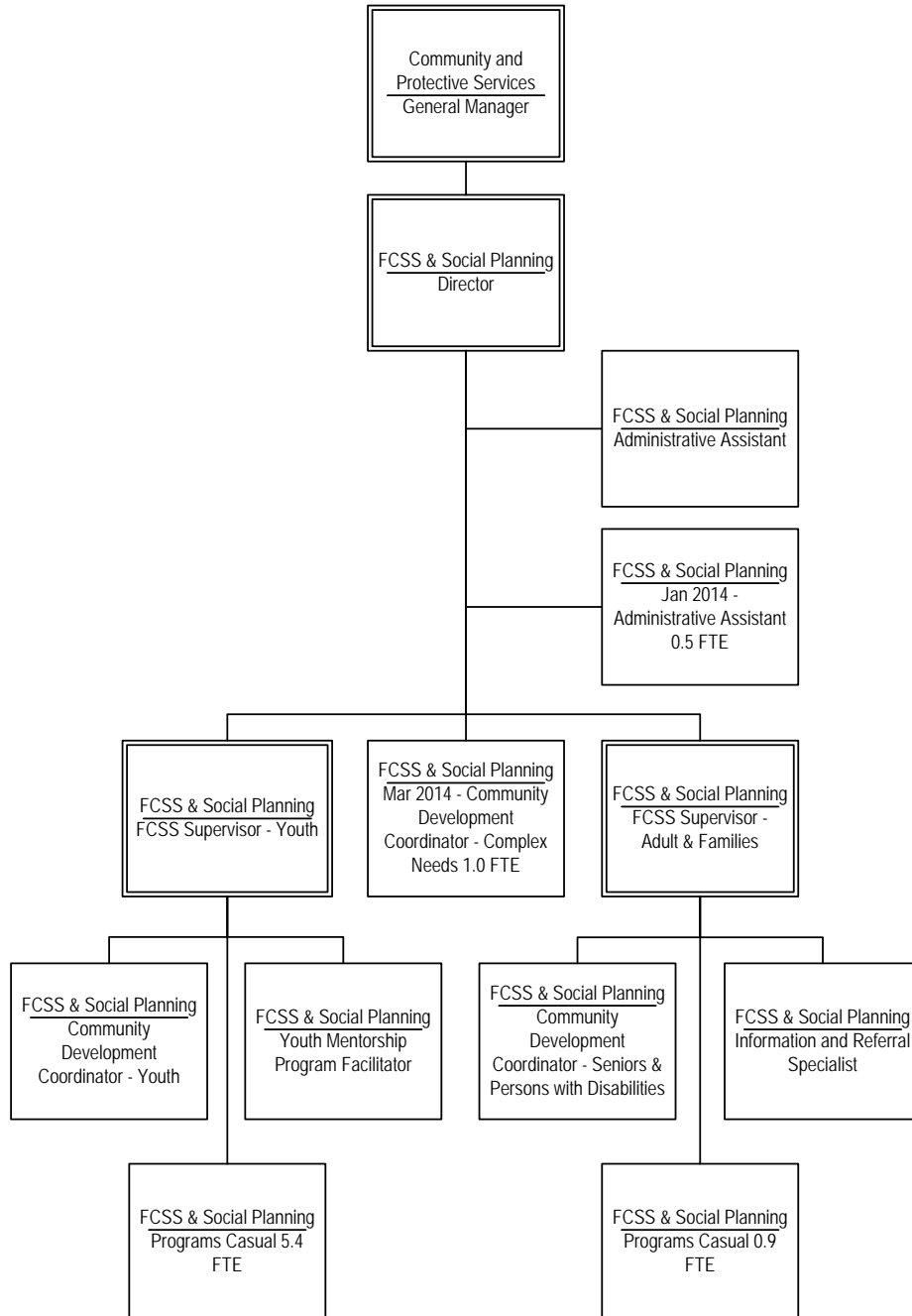
Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	150,558	153,000	154,000	154,000	154,000	154,000
User Fees						
Goods and Services	43,615	75,550	47,050	38,050	38,050	38,300
Other Fees	34,442	26,300	41,500	36,500	36,500	36,500
Rental Revenue	40,867	41,000	41,300	41,300	41,300	41,300
	<u>269,482</u>	<u>295,850</u>	<u>283,850</u>	<u>269,850</u>	<u>269,850</u>	<u>270,100</u>
Expenses						
Grants to Organizations	12,000	12,000	12,000	12,000	12,000	12,000
Human Resources	639,875	723,505	706,478	842,062	895,320	955,453
Operations and Maintenance						
Bank Charges and Interest	809	2,000	1,500	1,000	1,000	1,000
Equipment Operations	-	2,500	2,500	-	-	-
Janitorial	5,847	4,800	6,000	8,000	8,000	8,000
Marketing and Publications	16,896	15,900	17,900	19,900	19,900	19,400
Materials and Supplies	14,313	12,000	20,000	21,000	21,000	20,000
General Expenses	149,122	152,000	153,600	158,100	158,600	162,600
Office	9,808	10,180	10,180	10,800	10,800	11,300
Repairs and Maintenance	-	-	3,000	3,000	3,000	3,000
Utilities	21,740	26,200	26,200	26,400	26,200	27,000
Contract - General	61,500	88,300	100,000	206,500	102,000	97,000
	<u>931,910</u>	<u>1,049,385</u>	<u>1,059,358</u>	<u>1,308,762</u>	<u>1,257,820</u>	<u>1,316,753</u>
Annual Deficit	(662,428)	(753,535)	(775,508)	(1,038,912)	(987,970)	(1,046,653)

Family and Community Support Services (FCSS) and Social Planning

Description



The FCSS and Social Planning 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.

Staffing summary

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

	2013	2014	2015	2016
Full-Time	8.00	9.00	9.00	9.00
Perm Part-Time	0.00	0.50	0.50	0.50
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	6.30	6.30	6.30	6.30
Total FTEs	14.30	15.80	15.80	15.80

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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.	825	825	825
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.	825	825	825

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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.	706	706	706
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.	5,310	5,310	5,310
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.	1,730	1,730	1,730
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, Personal Directives & Power of Attorney Information Sessions, Resource Information for persons with Disabilities and assistance with Meals-On-Wheels.	710	710	710
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.	4,650	4,650	4,650
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.	7,580	7,580	7,580

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC15.1 - 1.0 FTE Community Development Coordinator – Complex Needs (272)	<p>Because of the increasing population of Spruce Grove, and the greater visibility and awareness of FCSS, the department is seeing larger numbers of clients needing one-on-one support services. These clients have diminished capacity to access services on their own, because they are often homeless, on AISH or Income Support, suffering from a disability, mentally ill or living in an abusive situation.</p> <p>In the short-term, FCSS has been addressing these needs through a combination of current staff resources working additional hours and through external support services funded by a federal grant program that has been discontinued. A full-time permanent position is needed to continue to deliver these services on a consistent, full-time basis.</p>	Mar 2014	85,576	96,085	100,817
SC102.1 - 0.5 FTE Administrative Assistant	<p>With the relocation of FCSS to the Queen Street Medical Centre the volume of intake service has substantially increased, resulting in the need for assistance in the areas of in-person and phone intake, program registration service and provision of administrative assistance. A permanent part-time (.5FTE) is recommended.</p>	Jan 2014	30,874	31,821	33,341

Departmental operating initiatives

There are no departmental operating initiatives for FCSS and Social Planning for the current business plan.

Departmental capital initiatives

The following table outlines departmental capital initiatives for FCSS and Social Planning for the current business plan.

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP216.1 - FCSS facility renovations	Design and construct an opening in the wall between the kitchen and Juniper room, modifying cabinets, moving dishwasher and install a pocket door between office and program areas. The results of these changes would be more effective use of the kitchen/Juniper Room area, and lessening of noise interference in the reception area.	Jan 2015	Dec 2015	56	91	-	-	23,000	-

Fiscal plan

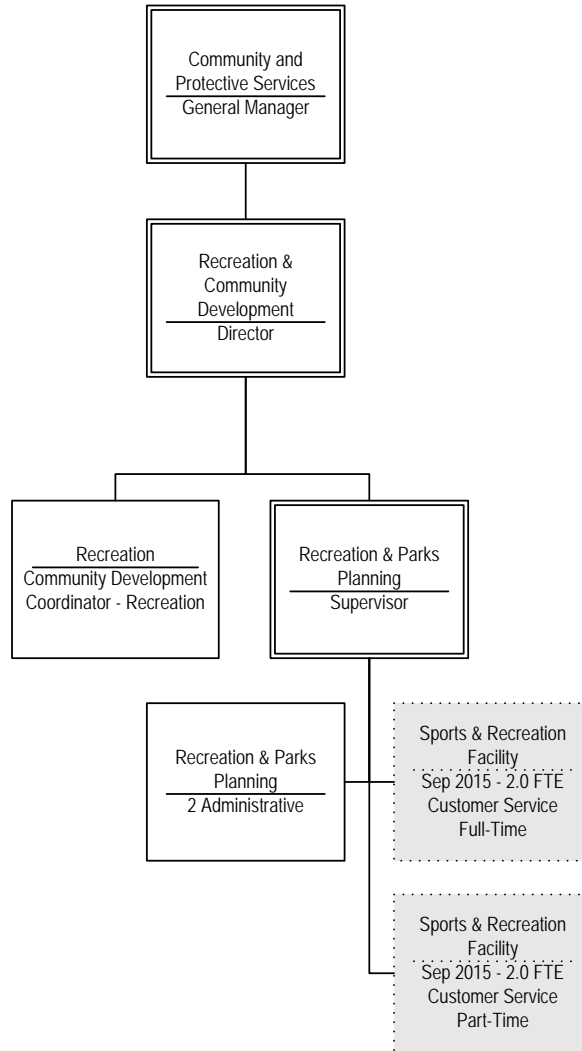
The following reflects the fiscal plan summary for FCSS and Social Planning for the current business plan.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	605,593	610,000	586,200	586,200	586,200	586,200
User Fees						
Goods and Services	71,363	87,250	70,200	72,500	74,000	75,500
Other Fees	5,286	300	3,000	3,000	3,000	3,000
	682,242	697,550	659,400	661,700	663,200	664,700
Expenses						
Human Resources	833,381	848,535	778,951	962,031	1,018,692	1,081,969
Operations and Maintenance						
Equipment Operations	2,590	4,500	2,700	250	300	350
Janitorial	12,764	18,100	18,100	18,640	19,200	19,780
Marketing and Publications	12,418	16,350	14,800	14,800	14,900	15,000
Materials and Supplies	46,461	50,425	51,225	51,420	51,615	51,750
General Expenses	5,748	6,750	6,750	7,000	7,250	7,500
Office	11,067	9,525	9,525	9,410	7,965	8,020
Office Lease	227,251	231,000	220,336	229,561	239,196	249,256
Professional Services	2,021	2,000	2,050	2,075	2,100	2,125
Repairs and Maintenance	2,087	3,600	3,600	3,710	3,820	3,930
Utilities	19,414	18,940	20,500	19,020	19,500	19,990
Contract - General	104,146	122,238	113,850	114,760	115,660	116,540
	1,279,348	1,331,963	1,242,387	1,432,677	1,500,198	1,576,210
Annual Deficit	(597,106)	(634,413)	(582,987)	(770,977)	(836,998)	(911,510)

Recreation and Community Development

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.

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 including new positions, expressed as FTEs, for Recreation and Parks Planning for the current business plan.

	2013	2014	2015	2016
Full-Time	5.00	5.00	7.00	7.00
Perm Part-Time	0.00	0.00	2.00	2.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	5.00	5.00	9.00	9.00

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC95.1 - 2.0 FTE Full-time Customer Service (Sports & Recreation Facility)	Upon opening of the Recreation Facility in the fall of 2015 it is proposed that two customer service representatives be hired to assume responsibilities associated with building safety & security, admittance and a limited degree of day-to-day operations. Reporting to the Recreation Supervisor a 2.0 FTE is proposed.	Sep 2015	-	56,275	156,809
SC96.1 - 2.0 FTE Part-time Customer Service (Sports & Recreation Facility)	Reporting to the Recreation Supervisor, two permanent part-time staff positions are recommended to provide a civic presence and assist in the delivery of the facility program at the proposed Sports and Recreation Facility. There will be a City staff presence at all times when the facility is in operation.	Sep 2015	-	49,275	154,809

Departmental operating initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP223.1 - Develop a Sports & Recreation Facility operational program plan	Based on the recently approved Sports and Recreation Facility Concept and Design Plan, create an operational program plan for the facility which includes needs identification, priorities & mandate and program review.	Jan 2014	Oct 2015	300	150	-	-	-	-

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP260.1 - Review and update the Jubilee Park master plan	Approximately ten years ago, the GroveCo 60 (Jubilee Park) Master Plan was developed. The plan has formed the basis for the creation of a truly unique and special community attraction that today serves residents as the City's premiere spontaneous outdoor park destination. The original master plan identified five phases of development. Phases I, II & III have been completed. As the original plan was completed over ten years ago, a revisit and confirmation of recommendations contained in the plan is recommended.	Jan 2014	Dec 2014	98	-	-	30,000	-	-
DP60.1 - Outdoor Recreation Facility Strategy (RE.35)	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.	Jan 2014	Dec 2014	307	-	-	55,000	-	-
DP233.1 - Review Recreation and FCSS program service delivery model	In order to effectively and efficiently deliver direct programming there is a necessity to review the current delivery model presently in place between the FCSS and Recreation sections.	Jan 2014	Dec 2014	98	-	-	10,000	-	-
DP232.1 - Establish framework for Community Development programs	Establish a framework for community development programs to provide services that enhance the capacity of community leaders and organizations to achieve their goals by addressing community issues. The initiative reflects recommendations from the Leisure Services Master Plan.	Jan 2014	Dec 2016	77	70	70	10,000	10,000	25,000

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP115.1 - Modernize the Brookwood Rink (RE.34)	The Brookwood Rink is the most popular outdoor rink located in central Spruce Grove situated between two schools. On an average day, there are over 200 users of this outdoor facility. The Brookwood Rink has reached the end of its lifecycle, therefore, requiring modernization.	Jan 2013	Sep 2014	177	-	-	255,000	-	-

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP117.1 - Elks Hall Revitalization (RE.39)	Based on recommendations in the Elks Hall revitalization review, design a tender package for the following improvements; upgrades to interior/entranceway and exterior finishes, replacement of all doorways, reconfiguration of rooms, painting, deck construction, landscaping, exterior signage, parking lot lighting upgrades and parking lot paving.	Feb 2013	Jan 2015	148	-	-	526,750	-	-
DP224.1 - Skate Park Remediation	The skate park is beginning to show signs of deterioration that need to be addressed to ensure the longevity of this important community facility.	Jan 2014	Dec 2014	92	-	-	50,000	-	-

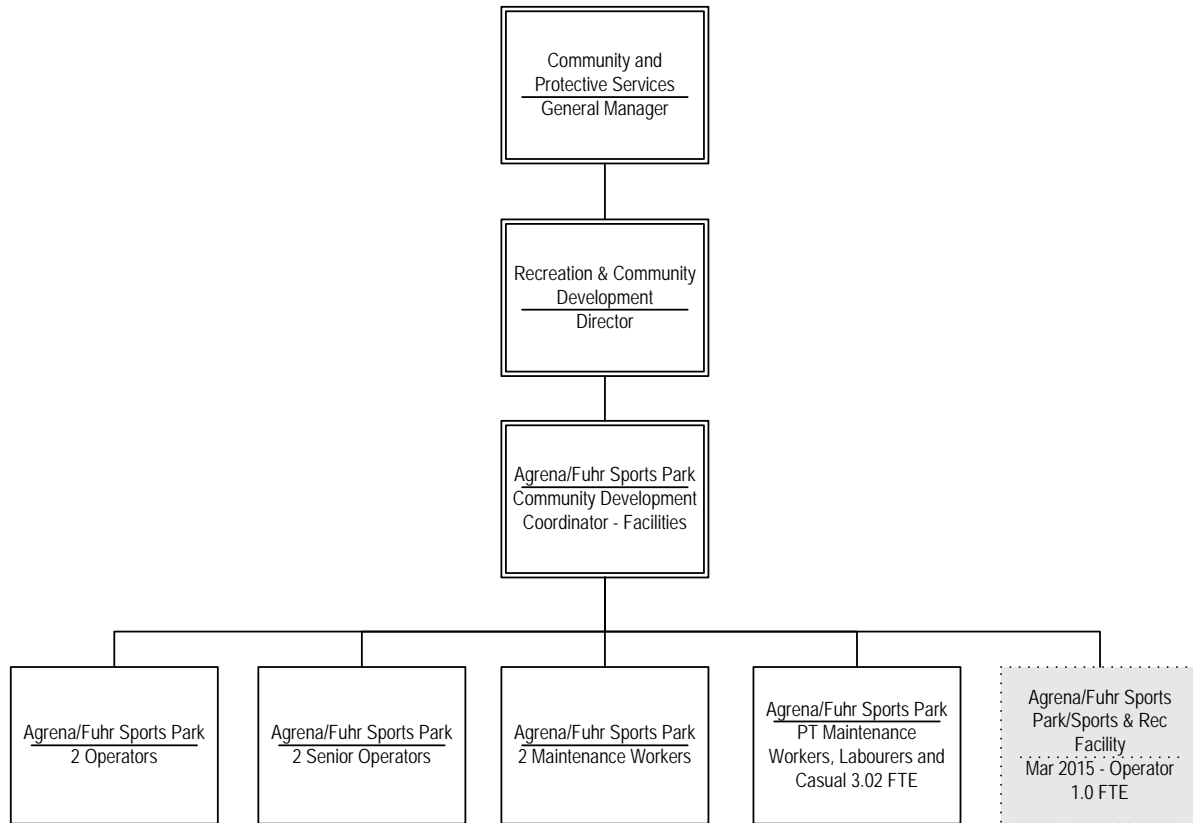
Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Goods and Services	20,610	10,000	4,000	4,000	4,000	4,000
Other Fees	18,593	17,000	15,000	15,000	15,000	16,000
Rental Revenue	58,450	58,500	57,000	59,500	61,500	61,500
	<u>97,653</u>	<u>85,500</u>	<u>76,000</u>	<u>78,500</u>	<u>80,500</u>	<u>81,500</u>
Expenses						
Human Resources	391,816	361,861	478,105	517,731	641,863	891,194
Operations and Maintenance						
Equipment Operations	3,075	5,625	5,625	5,700	5,800	5,900
Janitorial	15,813	15,000	15,000	15,000	15,000	16,000
Marketing and Publications	2,244	6,500	5,500	5,500	5,500	5,500
Materials and Supplies	13,450	10,500	7,500	3,500	3,500	3,500
Office	2,647	3,500	3,500	3,500	3,500	3,500
Utilities	2,141	4,048	3,548	3,548	3,548	3,548
Contract - General	79,064	46,000	44,000	94,000	9,000	9,000
	<u>510,250</u>	<u>453,034</u>	<u>562,778</u>	<u>648,479</u>	<u>687,711</u>	<u>938,142</u>
Annual Deficit	(412,597)	(367,534)	(486,778)	(569,979)	(607,211)	(856,642)

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. Facility operations for the Sports and Recreation facility to be completed in 2015 will become the responsibility of this section. 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 including new positions, expressed as FTEs, for the Agrena, Fuhr Sports Park and Sports and Recreation facilities for the current business plan.

	2013	2014	2015	2016
Full-Time	7.00	7.00	8.00	8.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	3.02	3.02	3.02	3.02
Casual	0.00	0.00	0.00	0.00
Total FTEs	10.02	10.02	11.02	11.02

Service changes

The following table outlines services changes for the Agrena, Fuhr Sports Park and Sports and Recreation facilities for the current business plan.

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC91.1 - 1.0 FTE Operator (Fuhr Sports Park/Agrena/Sports & Recreation Facility)	Reporting to the Community Development Coordinator (Facilities) 1 FTE operator to assist in the operation of the Agrena, Fuhr Sports Park and Sports & Recreation Facility.	Mar 2015	-	65,990	80,087

Departmental operating initiatives

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

Departmental capital initiatives

There are no departmental 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 and Sports and Recreation facilities for the current business plan.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	116,714	106,103	116,714	116,714	116,714	116,714
User Fees						
Other Fees	68,809	70,000	72,800	72,800	72,800	72,800
Rental Revenue	431,736	485,000	433,200	433,200	434,000	434,600
	<u>617,259</u>	<u>661,103</u>	<u>622,714</u>	<u>622,714</u>	<u>623,514</u>	<u>624,114</u>
Expenses						
Human Resources	587,812	593,749	478,688	499,119	582,589	617,091
Operations and Maintenance						
Janitorial	11,837	13,000	13,000	13,600	14,200	14,500
Materials and Supplies	3,172	4,690	4,690	4,690	5,340	5,340
General Expenses	-	1,000	1,000	1,000	1,000	1,000
Office	895	1,097	1,097	1,100	1,150	1,250
Repairs and Maintenance	115,200	99,200	99,200	110,400	114,650	116,850
Utilities	263,182	313,270	271,400	259,240	266,270	273,550
	<u>982,098</u>	<u>1,026,006</u>	<u>869,075</u>	<u>889,149</u>	<u>985,199</u>	<u>1,029,581</u>
Annual Deficit	(364,839)	(364,903)	(246,361)	(266,435)	(361,685)	(405,467)

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Rental Revenue	75,628	82,000	94,000	96,500	99,000	99,000
	<u>75,628</u>	<u>82,000</u>	<u>94,000</u>	<u>96,500</u>	<u>99,000</u>	<u>99,000</u>
Expenses						
Human Resources	123,682	158,683	237,102	243,929	250,961	258,249
Operations and Maintenance						
Janitorial	7,152	9,500	9,500	10,000	10,500	11,000
Marketing and Publications	-	4,500	3,500	3,500	3,500	3,500
Materials and Supplies	1,592	1,463	1,463	1,463	1,463	1,463
Repairs and Maintenance	22,154	25,200	25,200	26,400	27,600	29,000
Utilities	41,319	42,880	44,070	41,970	43,100	44,280
Contract - General	3,258	3,500	3,500	3,500	3,500	4,000
	<u>199,157</u>	<u>245,726</u>	<u>324,335</u>	<u>330,762</u>	<u>340,624</u>	<u>351,492</u>
Annual Deficit	(123,529)	(163,726)	(230,335)	(234,262)	(241,624)	(252,492)

Services

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

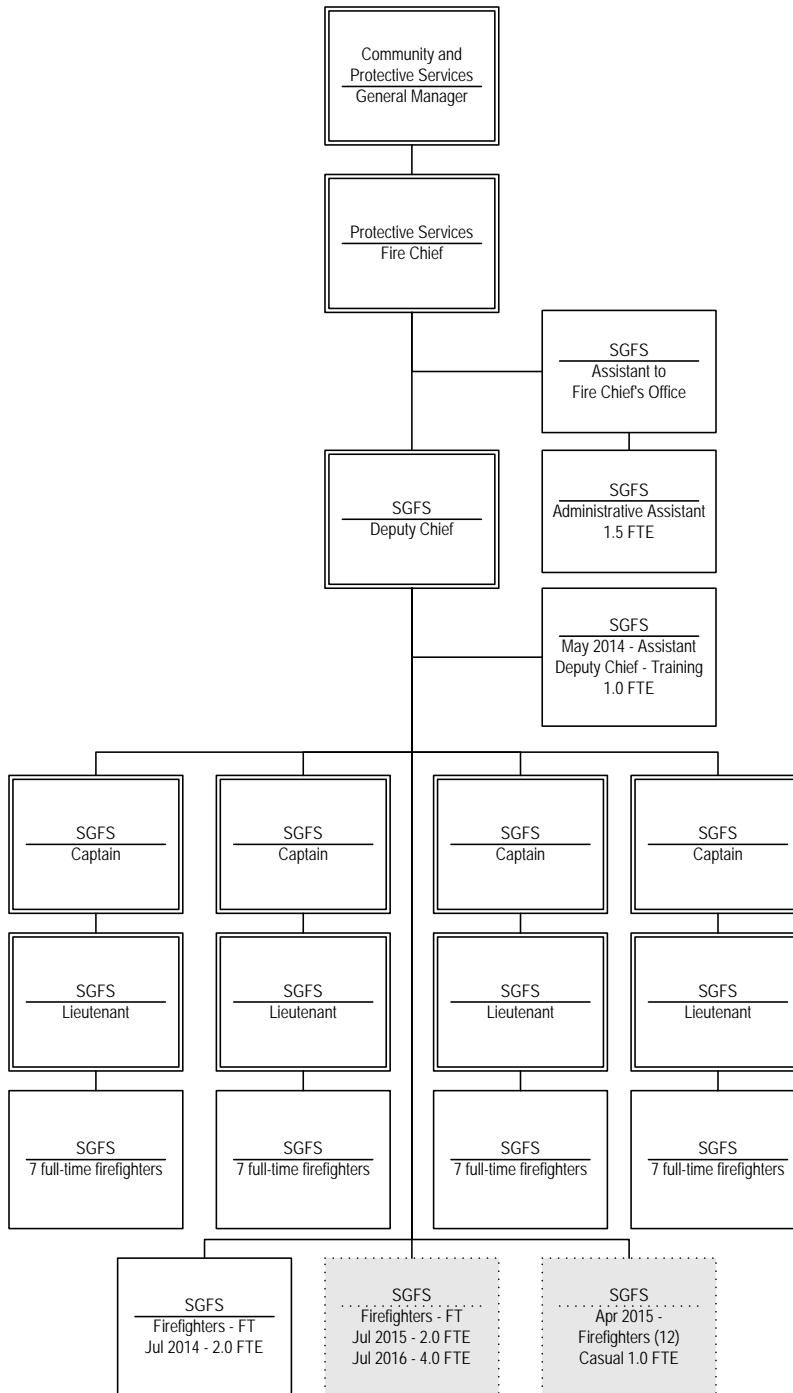
Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Agreement Management	Administer various agreements as per terms and conditions outlined in each.	750	750	750
Community Development & Public Engagement	Encourage, develop and foster partnerships that empower community stakeholders to identify and implement programs, services and facilities that results in improved community vitality, quality of life and health and wellness.	1,300	1,300	1,300
Community Events and Celebrations	Support Cultural Services in the delivery of assigned events.	300	300	300
Community Needs Assessment	Research and analyze community to determine recreation, parks and leisure needs and develop strategies to meet these needs.	800	800	800
Curling Rink Operations and Maintenance	Off-season facility operations and maintenance.	250	250	250

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Facility Scheduling	Execute all public facility scheduling and booking as per community use of space policy 8,025.	2,000	2,000	2,000
Fuhr Sports Park Operations and Maintenance	Customer orientation, field maintenance, custodial and safety and security.	5,000	5,000	5,000
Grant Fuhr and Stu Barnes Arenas Maintenance and Operations	Customer orientation, ice maintenance, lease agreements, custodial, safety and security.	10,500	10,500	10,500
Marketing & Promotion	Ongoing advertising and promotion including website and healthy living initiatives.	500	500	500
Parks Planning	Initiate the long range planning and delivery of strategies intended to meet community park, open space and sport field needs.	600	600	600
Section Administration	Financial management, records management and human resource management.	1,500	1,500	1,500

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 including new positions, expressed as FTEs, for Spruce Grove Fire Services for the current business plan.

	2013	2014	2015	2016
Full-Time	40.00	43.00	46.00	50.00
Perm Part-Time	0.50	0.50	0.50	0.50
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.14	0.00	0.00	0.00
Total FTEs	40.64	43.50	46.50	50.50

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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.	1,600	2,600	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 - Administrative File Searches	As required.	150	150	150
Fire - Administrative Safe City Assistance	As required.	350	350	350
Fire - Alberta Health Services Contract	As required.	38,220	38,220	38,220
Fire - Disaster Services	Provide two Advanced Life Support Ambulances to AHS and all associated supervisory and reporting functions associated. Supervisory 2,340 hours and 35,040 crew hours.	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. Number of staff hours required to provide fire protection 24/7, 79% of this is provided by call back of off duty staff.	35,040	35,040	35,040

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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
Fire - Inspection Duties	Provide inspection as per contract with province (QMP). 10% of total effort. Remaining 90% reflected in Fire Suppression. Duty only performed during down time between calls.	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. Duty only performed during down time between calls.	300	300	300
Fire - Rescue	Able to respond to and facilitate rescues from sewers, motor vehicles, etc. Provided by Fire/EMS staff within hours reflected in Fire Suppression. Response is from Fire suppression staff.	-	-	-

Service changes

The following table outlines service changes for Spruce Grove Fire Services for the current business plan.

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC87.1 - Fire Services staffing identified in service level study	A multiple year staffing plan to bring the staffing level for fire services up to a reasonable and practical level as identified in a third party service level review.	May 2014	213,253	677,847	1,108,444

Departmental operating initiatives

There are no departmental operating initiatives for Spruce Grove Fire Services for the current business plan.

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP108.1 - Alberta First Responders Radio Communication Network (PS.17)	Moving the responsibility for radio tower and repeater responsibility to the province while enhancing radio communications between emergency responders.	Mar 2010	Dec 2014	16	-	-	150,000	-	-
DP240.1 - Fire Services training grounds phase 2	Working with St. Albert to complete second phase of fire training centre in Spruce Grove. St. Albert providing all required funding.	Jan 2014	Dec 2014	28	-	-	70,000	-	-

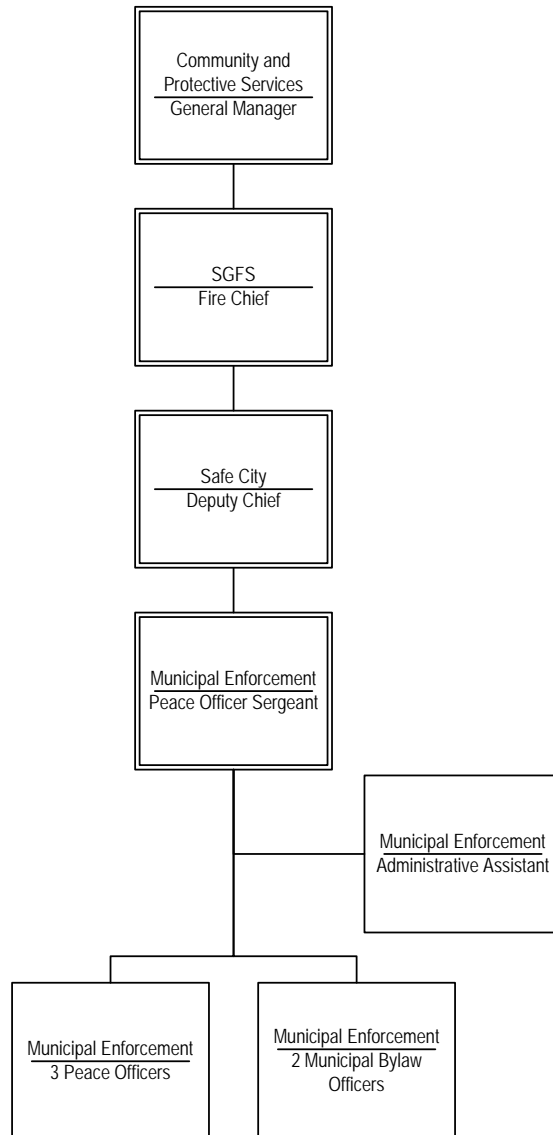
Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	-	14,000	14,000	70,000	-	-
Municipal Sustainability Initiative	-	451,911	451,911	-	500,000	-
User Fees						
Fines and Permits	2,385	3,000	3,000	3,000	48,000	93,000
Goods and Services	2,800,942	2,988,601	3,078,601	2,753,409	2,716,126	2,756,248
Other Fees	39,148	28,500	28,500	28,500	28,500	28,500
	<u>2,842,475</u>	<u>3,486,012</u>	<u>3,576,012</u>	<u>2,854,909</u>	<u>3,292,626</u>	<u>2,877,748</u>
Expenses						
Grants to Organizations	-	451,911	451,911	-	500,000	-
Human Resources	4,425,892	4,738,969	4,908,154	5,116,513	5,749,207	6,346,439
Operations and Maintenance						
Equipment Operations	27,704	28,000	28,000	28,000	28,000	28,000
Marketing and Publications	-	1,000	-	-	-	-
Materials and Supplies	87,790	99,500	99,500	107,500	110,300	109,100
General Expenses	317,971	294,044	324,044	337,660	304,160	304,160
Office	20,623	25,000	25,000	30,250	30,600	30,600
Professional Services	42,185	38,000	38,000	40,000	42,000	42,000
Repairs and Maintenance	33,774	54,000	54,000	54,000	54,000	54,000
Utilities	56,466	62,300	63,100	60,900	62,520	63,680
Contract - General	4,309	15,500	15,500	122,210	159,075	166,901
	<u>5,016,714</u>	<u>5,808,224</u>	<u>6,007,209</u>	<u>5,897,033</u>	<u>7,039,862</u>	<u>7,144,880</u>
Annual Deficit	<u>(2,174,239)</u>	<u>(2,322,212)</u>	<u>(2,431,197)</u>	<u>(3,042,124)</u>	<u>(3,747,236)</u>	<u>(4,267,132)</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
- Administrative duties as required for Municipal Enforcement

Staffing summary

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

	2013	2014	2015	2016
Full-Time	7.00	7.00	7.00	7.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	7.00	7.00	7.00	7.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Enforcement – Administration	Answer complaint line or check message at first opportunity. Perform other administration duties as required for Municipal Enforcement.	1,365	1,365	1,365
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.	4,358	4,358	4,358
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.	2,790	2,790	2,790
Enforcement - Safe City	Provide uniformed presence on identified safety concerns.	363	363	363
Enforcement - Training and Certification	Ongoing training to ensure officer safety, and meet legislative requirements for certifications.	300	300	300

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC86.1 - Establish Enforcement Services contracted dispatch	Establish a dispatch call answer center for Enforcement services that operates 24/7. A contracted dispatch service would provide a human dispatcher and a third party accurate recording of calls received. The calls that cannot be answered by a human dispatcher are very quickly reviewed and then dispatched immediately to officers on the street. If warranted, the calls are forwarded to the RCMP for action.	Jan 2014	25,000	30,000	30,000

Departmental operating initiatives

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

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP242.1 - Pre-emptive light system for RCMP and Enforcement Services	Inclusion of RCMP and Enforcement Services in the Fire Services pre-emptive light system thus reducing liability on the city while improving service levels.	Jan 2014	Dec 2014	-	-	-	50,000	-	-
DP112.1 - Bylaw Vehicle	Small pickup truck for CAPS primarily 90% used by enforcement services for bylaw enforcement.	Jan 2015	Dec 2015	30	-	-	-	25,000	-

Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Fines and Permits	218,646	203,000	168,000	224,000	224,000	224,000
Other Fees	900	26,000	10,500	11,500	11,500	11,500
	<u>219,546</u>	<u>229,000</u>	<u>178,500</u>	<u>235,500</u>	<u>235,500</u>	<u>235,500</u>
Expenses						
Human Resources	412,490	536,227	563,757	608,005	637,109	679,587
Operations and Maintenance						
Materials and Supplies	20,299	24,000	24,000	20,000	20,000	20,000
General Expenses	250	840	840	1,340	1,340	1,340
Office	3,491	7,250	7,250	7,250	7,250	7,250
Utilities	6,693	11,250	11,250	11,500	11,500	11,500
Contract - Traffic	36,057	57,406	42,406	67,406	72,406	72,406
	<u>479,280</u>	<u>636,973</u>	<u>649,503</u>	<u>715,501</u>	<u>749,605</u>	<u>792,083</u>
Annual Deficit	(259,734)	(407,973)	(471,003)	(480,001)	(514,105)	(556,583)

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	2016
Full-Time	1.00	1.00	2.00	2.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	1.00	1.00	2.00	2.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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.	35	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

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC103.1 - Increase funding for Victim Services Society	Spruce Grove is the highest user of Victims Services and provides minimal funding. This initiative is to bring funding to a more reasonable amount.	Jan 2014	10,000	10,000	10,000
SC17.1 - Increase funding for Parkland Turning Points Society	Parkland Turning Points submitted a request through the public submission to increase from the current \$10,000 per year funding to \$30,000 per year. Additional funding of \$5,000 will be provided in 2013 towards the 2014 funding contribution for a total of \$15,000. Annual funding increases of \$5,000 in 2015 and 2016 work towards the total funding requested of \$30,000 by 2017.	Jan 2014	-	10,000	15,000

Departmental operating initiatives

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

Departmental capital initiatives

There are no departmental 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.

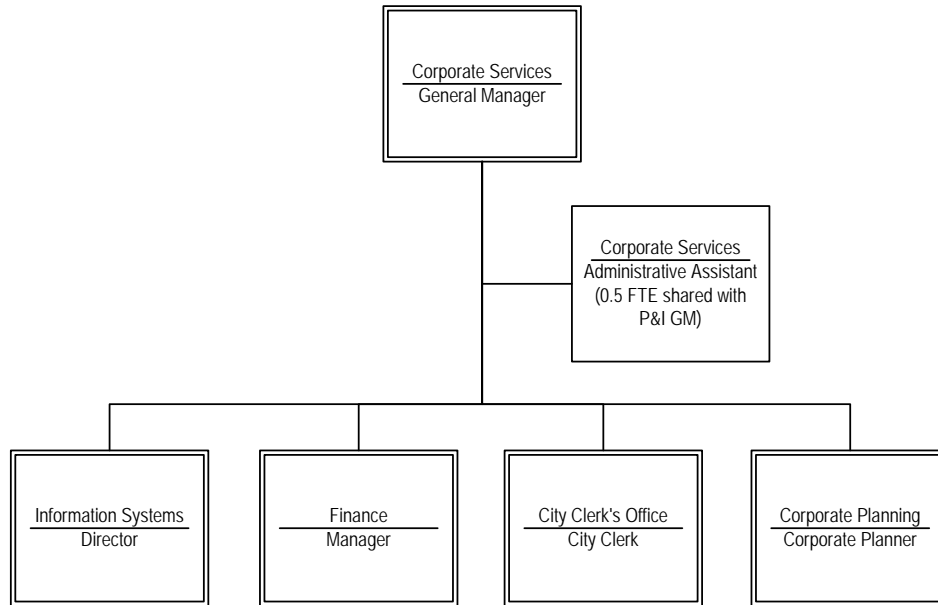
	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Fines and Permits	2,476,233	3,525,000	3,425,000	3,425,000	3,425,000	3,425,000
	<u>2,476,233</u>	<u>3,525,000</u>	<u>3,425,000</u>	<u>3,425,000</u>	<u>3,425,000</u>	<u>3,425,000</u>
Expenses						
Grants to Organizations	16,200	16,200	16,200	26,200	36,200	41,200
Human Resources	128,310	143,335	143,740	156,579	230,087	310,190
Operations and Maintenance						
Marketing and Publications	2,169	6,000	6,000	7,500	7,500	7,500
General Expenses	13,997	25,000	30,000	35,000	40,000	40,000
Office	658	730	730	1,000	1,500	1,500
Utilities	-	600	600	600	600	600
Contract - Traffic	1,290,750	1,590,000	1,560,000	1,555,000	1,555,000	1,555,000
	<u>1,452,084</u>	<u>1,781,865</u>	<u>1,757,270</u>	<u>1,781,879</u>	<u>1,870,887</u>	<u>1,955,990</u>
Annual Surplus	<u>1,024,149</u>	<u>1,743,135</u>	<u>1,667,730</u>	<u>1,643,121</u>	<u>1,554,113</u>	<u>1,469,010</u>

Corporate Services department

Corporate Services administration

Description

The Corporate Services department is comprised of the following sections, each led by the director or manager 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, 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	2016
Full-Time	2.50	2.50	2.50	2.50
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	2.50	2.50	2.50	2.50

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Administrative Support to General Manager	As required.	307	307	307
Corporate Planning Process	As required.	1,640	1,640	1,640
Develop, Coordinate and Advance Corporate Programs	As per policies/guidelines.	310	310	310
Intergovernmental Affairs	As required.	300	300	300
Leadership and Administration for Corporate Services	As required.	500	500	500
Leadership/Facilitation of Organizational Enterprise Systems	As required.	400	400	400
Multi-Year Strategic Capital and Budget Planning	As per Strategic Planning program.	200	200	200
Operational Effectiveness Program	As required.	100	100	100
Principal Advisor to City Manager, Council and Committees on Matters Relating to Corporate Services	As required.	530	530	530
Project Support to General Manager and Managers	As required.	138	138	138
Records and Information Management Support to Department	As required.	230	230	230
Strategic Leadership Team Involvement	As required.	200	200	200

Service changes

There are no services changes for Corporate Services administration for the current business plan.

Departmental operating initiatives

The following table outlines departmental operating initiatives for Corporate Services administration for the current business plan.

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP263.1 - Enhance corporate planning system	The corporate planning system was recently converted from an external database to an in-house system. The in-house system includes basic functionality that was previously available plus additional functionality and information that has improved effectiveness and efficiencies in the corporate planning process. This next phase of development includes the addition of capacity planning and reporting, the addition of departmental prioritization functionality, the creation of additional reports, report enhancements, and increased data administration functionality.	Jan 2014	Dec 2014	323	-	-	-	-	-

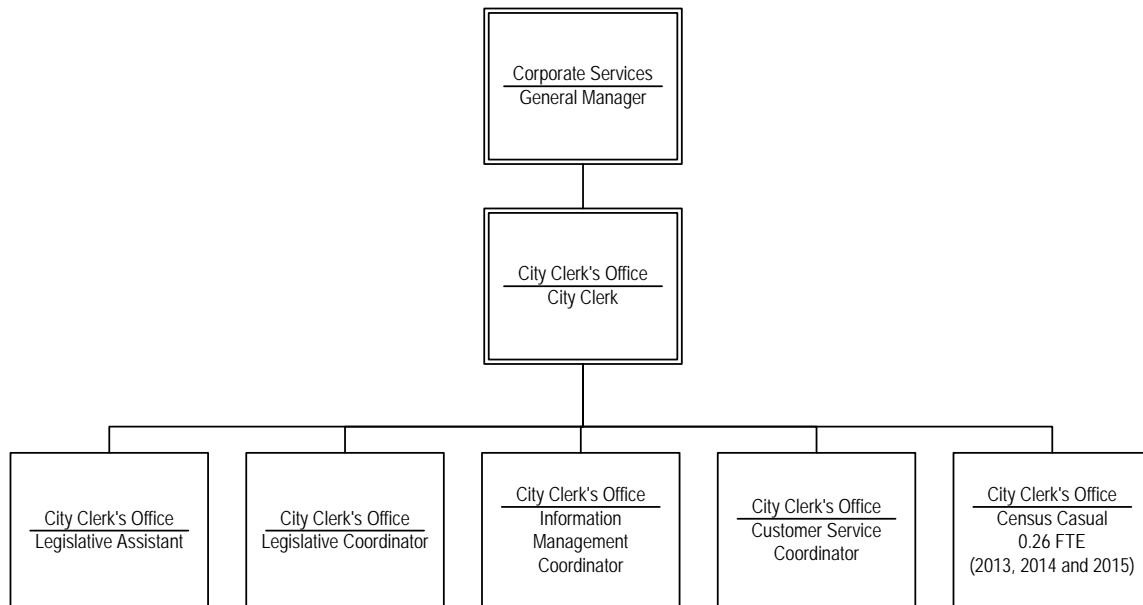
Departmental capital initiatives

There are no departmental 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.

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Expenses						
Human Resources	326,899	376,546	186,780	405,515	457,789	487,964
Operations and Maintenance						
Marketing and Publications	3,059	3,200	3,250	3,250	3,250	3,250
Office	1,530	2,300	2,000	2,300	2,300	2,300
Professional Services	13,101	15,000	15,000	15,450	15,900	16,400
Utilities	1,575	1,000	1,000	1,300	1,300	1,300
Contract - General	152,363	179,650	100,000	123,650	138,150	109,650
	498,527	577,696	308,030	551,465	618,689	620,864
Annual Deficit	(498,527)	(577,696)	(308,030)	(551,465)	(618,689)	(620,864)

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	2016
Full-Time	5.00	5.00	5.00	5.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.26	0.26	0.26	0.00
Total FTEs	5.26	5.26	5.26	5.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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.	916	916	916
Coordinate Municipal Census	As required by policy.	252	252	-
Coordinate Municipal Election	As required by law.	-	-	42
Keeper and Manager of Bylaws, Policies, Procedures and Council and Committee of the Whole Meeting Minutes	As required.	425	425	425
Keeper of contract documents and support to administration for drafting contracts and agreements	Best effort, as required by organization.	379	379	379
Leadership and Support for City's Customer Service Program	Implementation and co-ordination of programs as required as well as administration of software.	1,610	1,610	1,610
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.	969	969	969
Leadership and Support for the City's Records and Information Management Program	Best effort by organization.	2,481	2,481	2,481

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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.	660	660	660
Leadership and Support to Administration for Bylaw, Policy and Procedure Preparation	As required by organization.	856	856	856
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.	287	287	287
Youth Engagement	Prepare for and conduct tours of City Hall, mock Council meetings for students as well as an annual day-time Council meeting.	36	36	36

Service changes

There are no service changes for the City Clerk’s Office for the current business plan.

Departmental operating initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP158.1 - Review the provision of records management service delivery	Review the current types and levels of records and information management services offered to the organization, gather feedback on services offered and input on services required. Develop a long term plan for the provision of those services.	Jan 2014	Apr 2014	230	-	-	-	-	-
DP63.1 - Develop Standards for Use of Network Storage (CC.21)	Policies are being developed to institute parameters around the effective use of file storage space for the organization’s network drives.	Jan 2013	Jun 2014	112	-	-	-	-	-
DP66.1 - Facilitate a Coordinated City Response to Province’s Review of the MGA (CC.25)	Work with subject matter experts across City departments to facilitate a coordinated response to the Province’s review of the Municipal Government Act. Feedback has been provided through the Alberta Urban Municipalities Association during the spring of 2013. Municipal Affairs has also indicated there will also be an opportunity to provide input directly to the province following the 2013 municipal election.	Jan 2013	Jun 2014	78	-	-	-	-	-

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP64.1 - Implement Plan for Improved Legislative Document Tracking System (CC.27)	Implement an improved legislative document tracking system related to maintenance and lifecycle of bylaws, policies and procedures.	Sep 2015	Dec 2015	-	345	-	-	-	-
DP120.1 - Develop a long-term records storage accommodation plan	Develop a long term records storage accommodation plan that supports the operational requirements of the organization.	Jan 2015	Apr 2015	-	253	-	-	-	-

Departmental capital initiatives

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

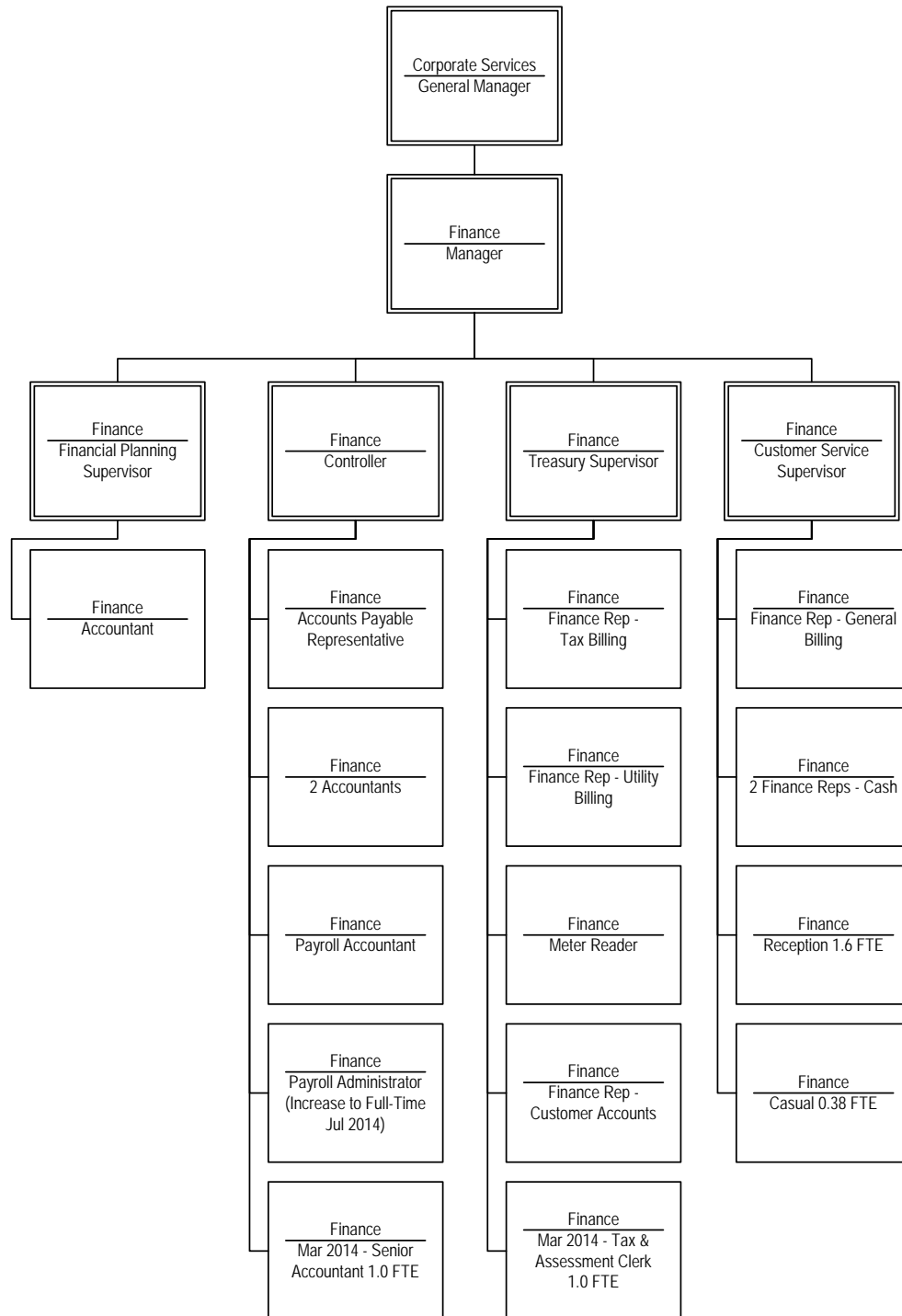
Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Goods and Services	217	-	-	-	-	-
Other Fees	-	45,000	-	-	-	-
	217	45,000	-	-	-	-
Expenses						
Human Resources	432,362	436,228	452,667	480,492	494,253	510,966
Operations and Maintenance						
Insurance	341,237	348,066	386,066	403,716	417,000	417,000
General Expenses	21,730	147,500	139,500	88,274	75,300	25,780
Office	6,288	4,930	4,930	4,945	5,020	5,110
Professional Services	71,701	132,000	132,000	71,000	73,130	75,319
Contract - General	11,992	30,000	13,600	16,400	9,000	9,000
	885,310	1,098,724	1,128,763	1,064,827	1,073,703	1,043,175
Annual Deficit	(885,093)	(1,053,724)	(1,128,763)	(1,064,827)	(1,073,703)	(1,043,175)

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 including new positions, expressed as FTEs, for Finance for the current business plan.

	2013	2014	2015	2016
Full-Time	18.00	21.00	21.00	21.00
Perm Part-Time	1.07	0.60	0.60	0.60
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	1.03	1.03	1.03	1.03
Total FTEs	20.10	22.63	22.63	22.63

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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.	4,706	4,706	4,706
Corporate Planning	Preparing corporate plan information and analysis. Evaluating the financial impact of corporate planning decisions.	600	600	600
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.	5,396	5,396	5,396
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.	1,558	1,558	1,558
Customer Receipts	Processing all payments including tax payments, customer payments and grants. Providing reminder and collection services to ensure payment of bills.	2,954	2,954	2,954
Customer Records	Managing customer, property and cemetery data in accordance privacy legislation.	1,510	1,510	1,510
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.	3,574	3,574	3,574

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Fiscal Planning	Providing fiscal planning and quarterly forecasting in accordance with generally accepted accounting principles. Supporting the development of corporate planning information and analysis.	3,965	3,965	3,965
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.	1,459	1,459	1,459
Procurement	Processing accounts payable and providing procurement assistance to the organization in accordance with City bylaws and policies, applicable legislation and professional standards.	1,508	1,508	1,508
Telephone	Providing City Hall switchboard reception and managing the organization telephone system.	2,205	2,205	2,205

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC30.1 - Financial Professional Services (329)	Contracted professional services are needed on a regular basis to provide independent or specialized financial advice - similar to the use of legal services. The ongoing need for professional services includes advice on compliance with GST, payroll and accounting requirements, grant reporting and special reports. An ongoing program of reviewing and improving specified services within Finance will result in increased efficiencies, ensure compliance with relevant legislation and accounting standards, and enhance information reported both internally and externally.	Jan 2014	10,000	20,000	20,000

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC63.1 - 1.0 FTE Tax and Assessment Clerk	Property tax and assessment work has grown significantly over time from growth in the city and exceeds the capacity of the current position. 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. This is a temporary solution as taxes and assessment are a specialized function requiring significant ongoing training in legislation, assessment review boards, and interpreting registered plans. This additional staff member would allow current tax rolls to be managed on a proactive basis, and provide the capacity to analyze processes, implement improvements and attend additional training.	Mar 2014	66,788	66,310	69,550
SC59.1 - 0.53 FTE Increase Payroll Administration from part-time to full-time	When the payroll function initially moved to Finance six years ago, the work required to administer and maintain employee benefits was split between Finance and Human Resources and has not been re-evaluated since. Changing the current part-time payroll administrator to full-time would provide capacity to move benefits maintenance to Finance. Moving benefits maintenance to payroll would help ensure that our benefit providers are making changes accurately and in a timely manner, and verify that the City (and employees) is paying the correct amount for benefits. Human Resources staff would continue to determine the types of benefits that are offered to City staff.	Jul 2014	22,068	40,711	42,703

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC61.1 - 1.0 FTE Senior Accountant	A senior accountant is required to lead the preparation, review and issuance of interim and year-end financial reporting on a regular basis. Financial statement preparation has historically only been accomplished at year-end, and almost entirely on overtime hours. The 2012 governance review recommended formal reporting of financial results on a regular basis throughout the year. In order to achieve this, a resource is required to lead the detailed review of information produced through established routines, and to ensure interim financial information can be provided to decision makers in a timely manner throughout the year. Efficiencies of regular, detailed reviews can also be incorporated into forecasting and budgeting processes.	Mar 2014	91,276	99,186	104,011

Departmental operating initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP73.1 - Long-Term Capital Plan Development (FI.37)	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.	Jan 2013	Dec 2015	203	197	-	-	-	-
DP162.1 - Enhance corporate and fiscal planning processes for long term financial planning	Enhance the annual corporate planning and fiscal planning processes to support long term financial planning. Long term financial planning quantifies the high level financial impacts of the strategic initiatives envisioned by Council and Administration. New financial policies will be developed to include long term financial planning.	Jan 2014	Dec 2015	56	49	-	50,000	50,000	-
DP70.1 - Improve Collection of Customer Billings (FI.29)	Improve collection of customer billings by enhancing the software and collection processes. The current manual processes provide poor customer service and are inefficient.	Jan 2015	Oct 2015	-	280	-	-	5,000	-

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP72.1 - Conduct Utility Rate Study (Fl.36)	Conduct study of utility rates using methodologies prescribed by the Alberta Utilities Commission.	Jan 2016	Jun 2016	-	-	455	-	-	13,800

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP165.1 - Develop meter replacement program	Develop a lifecycle program to replace aging water meters.	Jan 2014	Dec 2016	160	160	160	375,000	375,000	375,000
DP164.1 - Implement collection software	A collections module is required to address inefficiencies in current manual collection processes. Manual collections processes require significant time investment from staff and result in poor customer service.	Jan 2016	Dec 2016	-	344	-	-	-	10,000

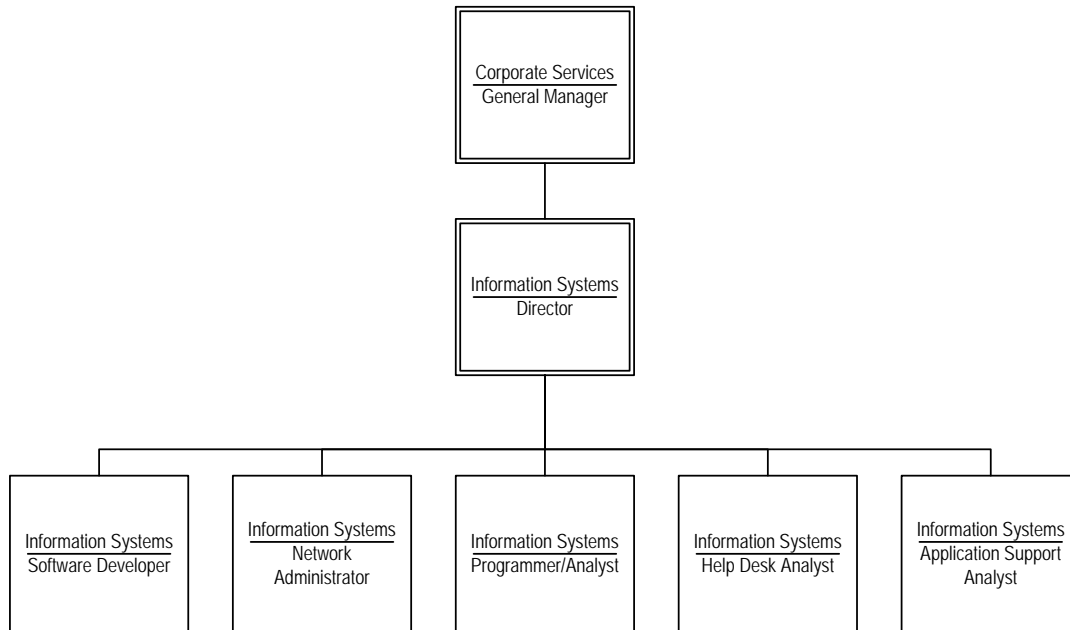
Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Property Taxes	24,095,864	25,606,143	25,847,118	28,339,143	30,932,301	34,684,652
Government Transfers						
Miscellaneous	35,592	-	-	20,000	10,000	-
User Fees						
Fines and Permits	5,880	5,250	6,300	6,475	6,650	6,825
Franchise Fees	2,516,077	2,664,257	3,070,632	3,062,177	3,211,685	3,340,304
Goods and Services	81,483	71,760	124,470	130,500	140,550	147,100
Other Fees	58	-	-	-	-	-
Tax Penalties	651,554	500,000	815,000	978,000	1,124,700	1,237,170
Interest Earned	216,025	70,052	197,280	146,960	198,640	278,640
	27,602,533	28,917,462	30,060,800	32,683,255	35,624,526	39,694,691
Expenses						
Contingency	85,523	225,000	225,000	225,000	225,000	225,000
Human Resources	1,398,660	1,523,660	1,477,567	1,845,173	1,981,719	2,113,088
Interest on Long-Term Debt	169,173	243,148	164,781	311,549	298,463	282,291
Operations and Maintenance						
Bank Charges and Interest	85,535	66,350	90,465	91,156	93,386	100,458
Marketing and Publications	577	-	334	-	500	-
General Expenses	70,951	68,700	79,500	85,100	88,200	91,400
Office	82,785	88,135	94,686	101,091	104,605	107,476
Professional Services	240,957	256,186	257,767	276,953	292,793	309,314
Utilities	88,262	79,980	91,880	96,910	101,840	105,870
Contract - General	102,937	61,006	35,672	127,928	167,186	71,325
	2,325,360	2,612,165	2,517,652	3,160,860	3,353,692	3,406,222
Annual Surplus	25,277,173	26,305,297	27,543,148	29,522,395	32,270,834	36,288,469

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	2016
Full-Time	6.00	6.00	6.00	6.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	6.00	6.00	6.00	6.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Application Development	As required.	150	150	150
Application Support	Next business day.	2,700	2,700	2,700
Business Analysis	On time, on budget. The effort indicates only ad hoc requirements. The bulk of Business Analysis resources are identified in the corporate plan as projects and are approved that require Information Systems resources.	200	200	200
Database Administration	Monthly Routine checks and best effort.	250	250	250
Desktop Support	Next business day.	1,800	1,900	1,900
Network Administration	As required.	1,365	1,365	1,365
Project Management	On time, on budget, in scope. The effort indicates only ad hoc requirements. The bulk of Project management resources are identified in the corporate plan as projects and are approved that require Information Systems resources.	400	400	400
Security Administration	As required by project.	300	300	400
Technology Strategic Planning and Architecture Design	On time according to Fiscal Plan.	500	500	500
Technology Training	As required.	100	100	100
Web Development	As required by project.	150	150	150
Website Administration	Best effort.	200	200	200

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC67.1 - Increase contracted services to support enterprise-wide systems	Three contracted services are being requested to expand the functional capability of Information Systems network services; 1. DBA (Database Administration) service delivery to provide proactive monitoring and management of the City databases. 2. Tier-2 help desk service for more technically complex problems. 3. Network monitoring and reporting via a cloud service that will allow the city to perform network troubleshooting and bandwidth sizing. There is very little capacity to be able to support these services with current resources.	Jan 2014	104,200	70,000	70,000

Departmental operating initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP74.1 - Implement Critical Technical Security Policies to Protect City Data (IS.31)	Implementation of technical security policies identified in Information Security Governance Policy 9,025CM.	Feb 2012	Dec 2014	260	-	-	-	-	-

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP166.1 - Implement VMWare design recommendations	Implement the recommendations from the study on the VMWare network architecture done in 2013. This project implementation is required to overcome the existing virtualization network deficiencies and will improve the performance of the system and provide a framework for business continuity.	Apr 2014	Jun 2014	70	-	-	107,200	7,000	7,000
DP167.1 - Implement GIS business analysis recommendations	Implement the recommendations from the in-house business analysis to be completed in 2013. The recommendations will form a structured plan that will guide the City in restructuring and formulating an integrated GIS solution that will primarily serve the needs of Planning, Engineering, Public Works and Finance. The focus of this project will be to implement these solutions using a phased-in approach based upon the priorities identified in the 2013 study.	Mar 2014	Oct 2015	700	380	-	47,000	2,000	2,000
DP125.1 - Business Continuity Program (Technology) (IS.01)	Implement backup system that ensures critical technical applications (finance system, records and email system) are available in the event of a major disruption to normal service delivery.	Jan 2014	Dec 2014	157	-	-	80,000	-	-
DP127.1 - 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.	Jan 2015	Dec 2015	80	-	-	-	13,500	500

Fiscal plan

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

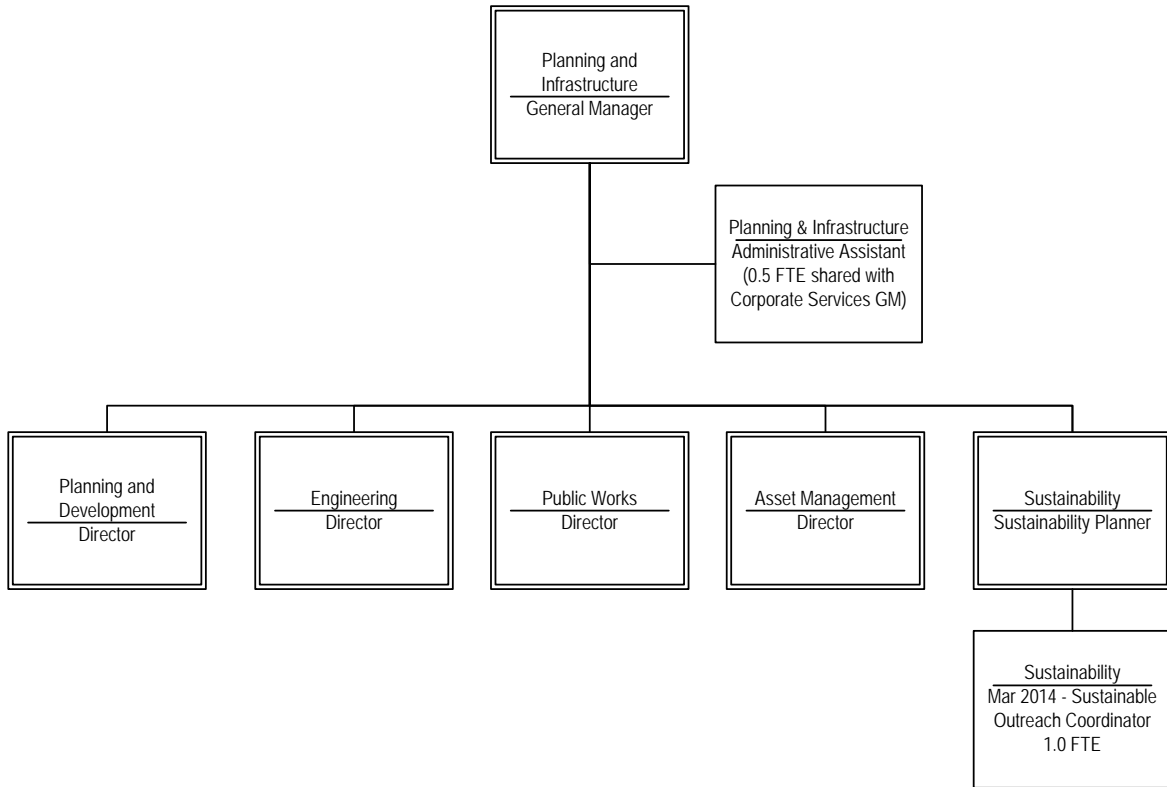
	2012	2013	2013	2014	2015	2016
	ACTUAL	BUDGET	FORECAST	BUDGET	FORECAST	FORECAST
Revenue						
Government Transfers						
Local Government	20,115	-	-	-	-	-
Municipal Sustainability Initiative	-	-	-	-	155,000	125,000
User Fees						
Other Fees	-	11,500	11,500	-	-	-
	<u>20,115</u>	<u>11,500</u>	<u>11,500</u>	<u>-</u>	<u>155,000</u>	<u>125,000</u>
Expenses						
Amortization	242,466	219,300	257,408	272,131	268,026	218,479
Human Resources	574,835	644,808	670,057	723,116	731,497	791,065
Operations and Maintenance						
General Expenses	84,663	121,500	111,500	95,000	105,000	105,000
Office	53,841	54,387	54,387	54,387	54,437	54,487
Professional Services	223,381	207,736	218,692	245,877	265,687	283,787
Repairs and Maintenance	26,565	56,000	61,000	55,300	57,000	61,480
Utilities	55,632	65,328	65,328	72,128	72,128	72,128
Contract - General	68,976	52,000	125,000	181,900	141,500	151,500
	<u>1,330,359</u>	<u>1,421,059</u>	<u>1,563,372</u>	<u>1,699,839</u>	<u>1,695,275</u>	<u>1,737,926</u>
Annual Deficit	<u>(1,310,244)</u>	<u>(1,409,559)</u>	<u>(1,551,872)</u>	<u>(1,699,839)</u>	<u>(1,540,275)</u>	<u>(1,612,926)</u>

Planning and Infrastructure department

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 including new positions, expressed as FTEs, for Planning and Infrastructure administration for the current business plan.

	2013	2014	2015	2016
Full-Time	2.50	3.50	3.50	3.50
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	2.50	3.50	3.50	3.50

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Administrative Support to the General Manager	Shared resource with Corporate Services General Manager.	307	307	307
Capital Region Parkland Water Commission 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.	450	450	450
Commuter Transit 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.	35	140	140
Corporate sustainability program implementation	Estimated at 25% FTE in 2015 and 2016 (priorities elsewhere in 2014). Service level to be defined in Corporate Environmental Sustainability Strategy going to Council in summer 2014. Based on recommendation in Mayor's Task Force on the Environment to show corporate leadership in the five priority areas.	70	340	340

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
CRB and Other Multi-Municipal Initiatives	Capital Region Growth Plan.	312	312	312
Develop and Monitor Community Sustainability Indicators and Targets	Annual updates to report on MDP implementation progress. Includes management of energy data.	105	70	70
Leadership and Administration for Planning and Infrastructure	As required.	900	900	900
Multi-Year Strategic, Capital and Budget Planning	As required.	200	200	200
Principal Advisor to CAO, Council and Committees on Matters Relating to Planning and Infrastructure	As required.	200	200	200
Project Support to the General Manager and Managers	Shared admin with Corporate Services General Manager.	138	138	138
Public Outreach & Education for City Sustainability Programs (Other Priorities)	Estimated at 25% FTE in 2015 and 2016 (efforts directed elsewhere in 2014). Mayor's Task Force on Environment identified need for public education campaigns in each of the five priority areas. In addition to water and waste (covered under separate core service) priorities are energy, land use/natural areas, and transportation.	70	340	340
Records and Information Management Support	Shared admin with Corporate Services General Manager.	205	205	205
Reduce your Wasteline Program Promotion	Waste program blueprint identifies 25% of FTE to be spent on program promotion and resident education.	140	340	340
Strategic Leadership Team Involvement	As required.	200	200	200
Support to the Capital Region Parkland Water Services Commission	As required.	40	40	40
Tap into Tomorrow Program Implementation	Outlined in the program blueprint (adopted by Council in January 2012). Estimated at 25% FTE. Additional hours in 2014 as major student/youth project component is planned.	765	340	340
Technical and strategic sustainability policy/program management (e.g. design, development, and monitoring)	As required.	405	405	405

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC79.1 - 1.0 FTE Sustainability Outreach Coordinator	The role of the Sustainability Outreach Coordinator is to design and implement engagement and outreach programs for the City of Spruce Grove's environmental sustainability programming. The position covers both community and corporate engagement.	Mar 2014	89,672	93,715	98,302

Departmental operating initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP195.1 - Develop contaminated sites program	The Public Sector Accounting Board has issued an accounting standard which requires municipalities to inventory their land holdings and determine whether contamination in excess of environmental standards exists. The costs to remediate these contaminated sites must be recorded on the City's financial statements for the year ended December 31, 2015 in order to comply with this standard. Work to inventory and identify potentially contaminated sites must begin in 2014. To ensure future compliance with the standards, an on-going program is required for on-going monitoring of impacted sites and to assess any additional sites resulting from a change in circumstance or acquisition of new land.	Jan 2014	Dec 2016	384	195	35	125,000	5,000	30,000
DP88.1 - Future Public Land Requirement Study (PA.10)	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 and emergency services areas as the City grows.	Jan 2015	Dec 2015	-	840	-	-	100,000	-

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP266.1 - Transit System Growth – Bus Purchase	Through the provincial GreenTRIP grant program, Spruce Grove purchases four high-occupancy buses to accommodate growth and ridership demand on the City's transit system. This initiative is designed to cover any fleet gap that may exist over the next 5-7 years and create greater operating efficiency. In this concept, the City would purchase the buses however ETS would continue to maintain, store, and operate these. The intent is to also try and partner with ETS on bus procurement. While the details in principle still need to be determined, ETS has expressed a willingness to work with Spruce Grove on this provided the buses are compatible with their existing fleet. The City currently has Capital Region Board support to access these funds when the second grant program call comes out.	Jan 2014	Dec 2017	85	55	20	-	-	1,500,000
DP265.1 - Transit Infrastructure - Permanent Park and Ride	Through the provincial GreenTRIP grant program, Spruce Grove is looking to build a 300-stall permanent park and ride facility and transfer station adjacent to Highway 16A near Pioneer Road. The City currently has Capital Region Board support to access these funds when the second grant program call comes out. Project milestones: 2014 access/transportation assessment, 2014-2015 land-swap negotiations and agreement, 2018 detailed design work, 2020 road/intersection upgrades and in 2021 construct facility to open in the fall of 2021.	Jan 2014	Sep 2021	40	65	-	25,000	-	-

Fiscal plan

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

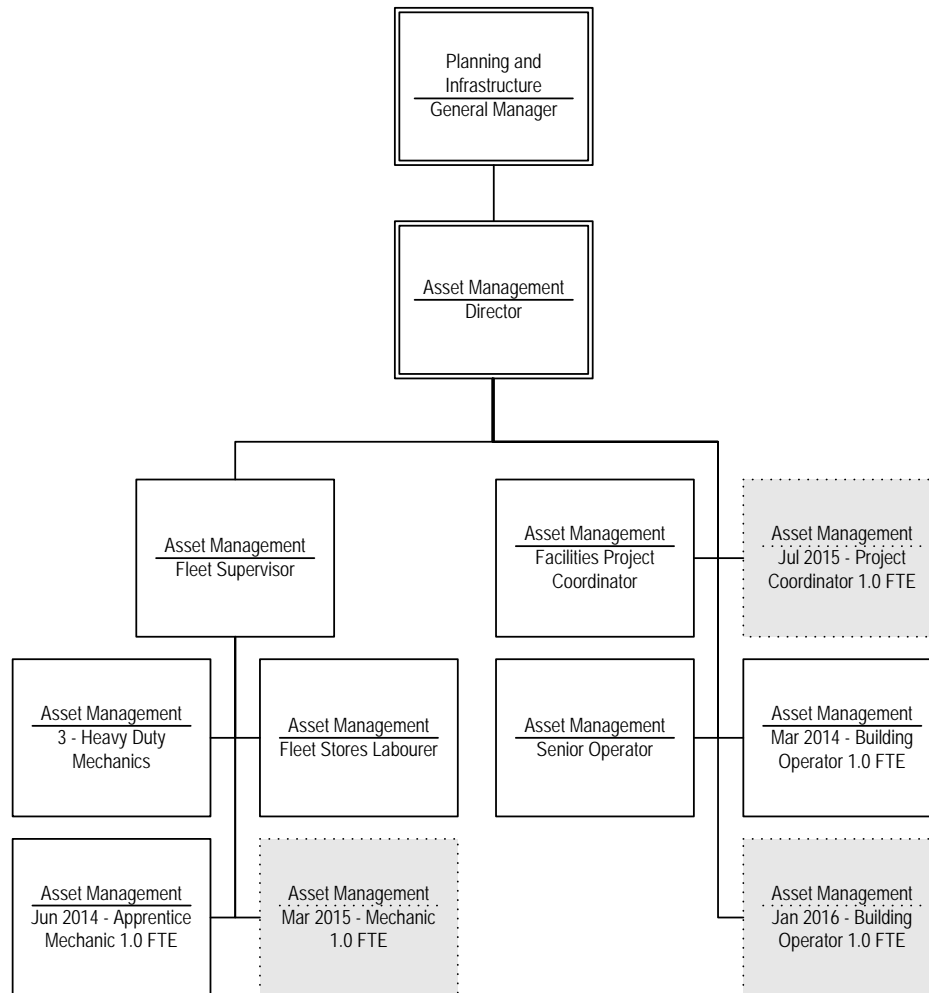
	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Goods and Services	89,739	93,631	93,631	97,200	101,200	105,200
	<u>89,739</u>	<u>93,631</u>	<u>93,631</u>	<u>97,200</u>	<u>101,200</u>	<u>105,200</u>
Expenses						
Human Resources	304,575	309,435	306,635	400,358	432,708	461,132
Operations and Maintenance						
Marketing and Publications	1,021	3,000	3,000	5,000	5,000	5,000
General Expenses	1,373	5,000	5,000	3,000	3,000	3,000
Office	2,091	1,365	1,365	2,000	2,000	2,000
Utilities	1,039	1,300	1,300	1,300	1,300	1,300
Contract - General	-	-	-	125,000	5,000	30,000
	<u>310,099</u>	<u>320,100</u>	<u>317,300</u>	<u>536,658</u>	<u>449,008</u>	<u>502,432</u>
Annual Deficit	(220,360)	(226,469)	(223,669)	(439,458)	(347,808)	(397,232)

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Municipal Sustainability Initiative	347,946	344,379	359,032	215,419	107,709	-
User Fees						
Goods and Services	412,108	412,000	412,334	423,410	388,410	388,410
Other Fees	3,410	4,000	4,000	3,000	3,000	3,000
	<u>763,464</u>	<u>760,379</u>	<u>775,366</u>	<u>641,829</u>	<u>499,119</u>	<u>391,410</u>
Expenses						
Operations and Maintenance						
Marketing and Publications	-	5,000	700	5,000	5,000	5,000
Office	4,051	3,750	4,100	4,100	4,100	4,100
Contract - General	996,541	1,130,068	1,108,775	1,258,322	1,404,200	1,493,569
	<u>1,000,592</u>	<u>1,138,818</u>	<u>1,113,575</u>	<u>1,267,422</u>	<u>1,413,300</u>	<u>1,502,669</u>
Annual Deficit	(237,128)	(378,439)	(338,209)	(625,593)	(914,181)	(1,111,259)

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	2016
Full-Time	8.00	10.00	12.00	13.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.45	0.00	0.00	0.00
Total FTEs	8.45	10.00	12.00	13.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Asset Security Management	For City Facilities - Security assessments, incident review, access control management, security vendor management (security patrols, door locks and keys, access control and alarm systems) and internal customer consulting.	110	110	110
Building Lifecycle Management	Annually review and update building condition assessments to all for review of all building lifecycle information to provide updated information for annual budget process,	320	320	320
City Property and Asset Disposal Management	As required.	78	78	78
Contract and Lease Management	As required.	95	95	95
Corporate Planning and Budgeting	Annual corporate planning process and budget preparation for facilities, fleet and equipment.	196	196	196
Decorative Street Signs and Banner Projects and Maintenance	As required.	156	156	156
Fleet Vehicle/Equipment Lifecycle Management	As required.	48	48	48
Governmental Inspection Management	As required by legislation (CVIP, Health, OH&S).	834	834	834
Internal User Churn Management	As required.	550	550	550

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Land Management	As required (i.e. raw land transactions, rental facilities).	36	36	36
Long Range Strategic Facilities Space Planning	As required.	48	48	48
Preventative and Reactive Maintenance of Fleet and Facilities	As required by legislation, customer needs, and industry best practice.	7,572	7,572	7,572
Safety Audits	As required by Occupational Health and Safety Act.	120	120	120
Sourcing, Specification Writing, Tendering and Procurement of Fleet and Facilities Equipment and Services	As required.	780	780	780
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.

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC68.1 - 1.0 FTE Building Operator (2014)	Asset management facilities team requests an additional building operator to assist in the maintenance of all building components ensuring that the City continues to achieve the best value for their investment for the municipal building infrastructure. Outsourcing of work is utilized for some maintenance but some operational tasks require on site operators due to building awareness or security clearance. With the current lack of capacity, some preventative maintenance programs are being deferred as focus is required for demand requests.	Mar 2014	68,910	78,224	80,512

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC105.1 - 1.0 FTE Apprentice Mechanic	To allow for succession planning within the fleet mechanics shop, this position allows for the hiring of an apprentice mechanic that will progress through the 4 year apprenticing program (60, 70, 80, 90 per cent of qualified heavy duty mechanic rates) and will allow fleet services to fill future vacancies with a trained mechanic familiar with the City of Spruce Grove fleet at the end of the program.	Jun 2014	24,776	48,827	59,447
SC37.1 - 1.0 FTE Mechanic (313)	With continued growth in the volume of fleet plus the increased requirements for commercial vehicle inspections, an additional mechanic is required. A new position would provide a minimum of 2 mechanics scheduled on shift Monday through Friday providing the capacity to handle demand and planned work critical to fleet needs. Currently, only one mechanic is on regular duty Tuesday and Thursday and when someone is on vacation, is away sick or on training, only one mechanic is on duty the remainder of the weekdays.	Mar 2015	-	83,657	94,852
SC69.1 - 1.0 FTE Project Coordinator	With continued growth in building services and increases in staffing, an additional resource to manage accommodation planning and lifecycle projects is needed. This work is currently being managed on an as-needed basis by the Director of Assets which is not a sustainable solution.	Jul 2015	-	53,731	88,639
SC70.1 - 1.0 FTE Building Operator	The City facilities portfolio is experiencing significant growth in the next few years with the completion of the new Public Works building, the Sports and Recreation Facility and the King Street Mall redevelopment. With a significant increase in building square footage to manage, an additional building operator is needed to ensure demand and preventative work is completed in a timely manner, ensuring the cost effective maintenance of these new and existing assets.	Jan 2016	-	-	113,512

Departmental operating initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP180.1 - Develop internal service level agreements for facility management and maintenance	To clarify roles and responsibilities and services to our customers. Facilities management will create internal level of service documents to be agreed upon for all building client groups.	Jan 2014	Dec 2014	188	-	-	-	-	-
DP80.1 - Facilities Lifecycle Study Update (AM.46)	This is the 5 year conditions analysis update of the 2009 building lifecycle study that was completed by Stantec consulting. This project will update all building lifecycle plans: with a detailed examination of building components, and occupant content asset items (excluding Information Systems owned items) with remaining expected life from a physical inspection and update lifecycle plan replacement costs with 2015 data.	Jan 2015	Dec 2015	-	106	-	-	45,000	-

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP131.1 - King Street Mall Expansion Option Purchase (AM.41)	Purchase option of King Street Mall as per agreement.	Oct 2013	Dec 2014	118	-	-	747,100	-	-
DP132.1 - Acquisition, planning and construction of King Street Plaza space (AM.45)	Design and fit out King Street Mall space for office growth. Design to commence in 2014 with construction and move in by mid 2015.	Apr 2014	Sep 2015	-	211	-	250,000	1,572,600	-

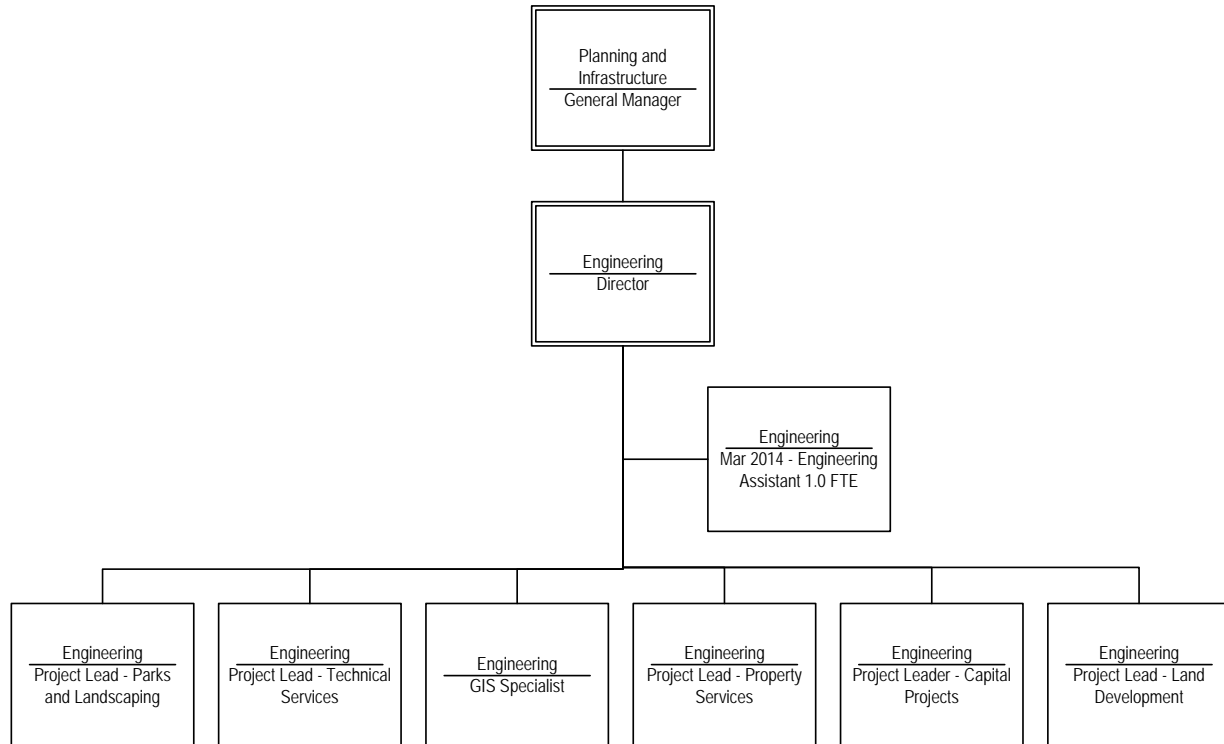
Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Federal Gas Tax Fund	-	151,300	12,000	-	374,000	-
Local Government	13,200	-	16,332	53,462	-	-
Miscellaneous	-	1,000,000	-	1,016,667	-	1,000,000
Municipal Sustainability Initiative	1,321,345	8,966,830	3,917,498	13,061,234	4,231,734	500,000
User Fees						
Other Fees	(2,404)	125,000	-	125,000	-	-
Rental Revenue	32,004	32,000	32,000	32,000	32,000	32,000
Gain on Sale of Capital Assets	(115,657)	-	-	-	-	-
	<u>1,248,488</u>	<u>10,275,130</u>	<u>3,977,830</u>	<u>14,288,363</u>	<u>4,637,734</u>	<u>1,532,000</u>
Expenses						
Amortization	1,496,210	1,775,576	1,768,660	2,192,606	2,429,001	2,479,863
Human Resources	689,251	727,152	745,631	899,300	1,089,080	1,283,747
Interest on Long-Term Debt	-	-	-	-	-	10,169
Loss on Disposal of Capital Assets	-	-	-	87,668	-	55,691
Operations and Maintenance						
Equipment Operations	277,866	304,400	338,114	358,000	377,275	397,783
Insurance	881	6,000	3,000	6,000	6,000	6,000
Janitorial	172,954	180,000	180,000	234,700	263,800	283,378
Materials and Supplies	76,891	108,575	103,775	138,850	92,650	96,025
General Expenses	-	-	36,000	36,000	36,000	36,000
Office	1,940	2,975	2,975	3,190	3,340	3,115
Repairs and Maintenance	797,338	1,141,075	1,025,213	988,513	1,328,471	1,015,148
Utilities	134,752	135,600	138,610	133,090	136,490	140,010
Contract - General	102,131	2,286,500	854,998	1,118,350	630,600	64,500
	<u>3,750,214</u>	<u>6,667,853</u>	<u>5,196,976</u>	<u>6,196,267</u>	<u>6,392,707</u>	<u>5,871,429</u>
Annual Surplus (Deficit)	(2,501,726)	3,607,277	(1,219,146)	8,092,096	(1,754,973)	(4,339,429)

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 including new positions, expressed as FTEs, for Engineering for the current business plan.

	2013	2014	2015	2016
Full-Time	7.00	8.00	8.00	8.00
Perm Part-Time	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	7.00	8.00	8.00	8.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Administer Development Security - Lines of Credit	Reviewed when Construction Completion Certificate issued as well as when Final Acceptance Certificate issued.	200	200	200
Administer Lot Grading Inspection Program	In accordance with the Council approved bylaw.	600	600	600
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
Develop and Maintain GIS System	Respond to requests as required (prioritize on an ongoing basis).	2,000	2,000	2,000

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
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
Develop, Plan, and Lifecycle Core Infrastructure	Complete as required.	600	600	600
Development Agreement Negotiation and Administration	Respond to requests as required (prioritize on an ongoing basis).	650	650	650
Implement Capital Program	Ensure projects are planned and completed in a timely manner and within approved budgets.	365	365	365
Land Development Design Review	Respond to requests as required (prioritize on an ongoing basis).	400	400	400
Land Development Inspection and Approvals	Respond to requests as required (prioritize on an ongoing basis).	400	400	400
Maintain Development Standards	Review and amend as required annually.	300	300	300
Multi-Year Capital and Budget Planning	Completed annually.	800	800	800
Overload/Overweight Vehicle Approvals	To approve overload and oversized vehicles using Spruce Grove roads.	150	150	150
Provide AutoCAD Services to Internal and External Customers	Respond to requests as required (prioritize on an ongoing basis).	600	600	600
Site Development Access and Servicing	Respond to requests as required (prioritize on an ongoing basis).	500	500	500
Storm Sewer Inspection and Reporting	In accordance with the Council approved policy.	250	250	250

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC75.1 - 1.0 FTE Engineering Assistant	Engineering currently utilizes 0.5 FTE of the Planning and Development administration staff for engineering process administration including summer lot grading activity which coincides with administration of development agreements. The Engineering department is seeking to expand the lot grading process to include multifamily, commercial, industrial, and institutional uses due to grading concerns that have arisen over the past several years. Adding this activity, which is much needed, cannot be supported within the current administrative support. This initiative would also increase the planning administrative support by 0.5 FTE to help deal with growth and other increasing administrative activities.	Mar 2014	65,554	65,210	68,450

Departmental operating initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP81.1 - Storm Water Management Master Plan Update (EN.31)	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.	Jan 2014	Dec 2014	114	-	-	150,000	-	-

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP190.1 - Snow dump site pre-design	A sanitary master plan is scheduled to be completed in 2013. A component of the study is the evaluation of utilizing a portion of the existing sewage lagoons north of Highway 16 for storage of snow during winter months. The study has indicated an area to be used and functionally a size. This project would take it to the next step and look at all additional approvals and costs to allow that to occur.	Jan 2014	Dec 2014	70	-	-	50,000	-	-
DP189.1 - Develop functional plan for McLeod Avenue and Westgrove Drive intersection	The intersection of Westgrove Drive and McLeod Ave has been a concern of residents for some time as increased traffic has occurred especially as non residential growth has occurred west of the intersection. With the upcoming opening of the extension of Westgrove drive north of the intersection Administration is recommending that the need to look at upgrades that would allow this new traffic to enter into the intersection that would meet the operational expectations of public. This functional study would look at options that may include leaving it as is, signalization, a round about upgrade or other options a qualified traffic engineer would recommend.	Jan 2014	Dec 2014	35	-	-	25,000	-	-

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP264.1 - Highway 16A Rehabilitation	To resurface Highway 16A from Century Road to the Westgrove Drive. The project would also include curb repairs, median and island improvements, geometric changes as required. This project coupled with the beautification project also included in the 2014 capital would have a significant impact on the image of Spruce Grove for the hundreds of thousands of people using this road every year.	Jan 2014	Dec 2014	70	-	-	2,500,000	-	-

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP186.1 - New Growth Water	The City water master plan has recommended that a major upgrade to its reservoir and pumpstation is required at a population of about 38,000. Current growth rate projections indicate this will be approximately 2020. The area of the expansion will have a significant impact on the Henry Singer ball facility. The most likely outcome is that one or two diamonds will be out of service for 2-3 years during the project. The work proposed for 2014 will assess the impacts to the sportfield area, to better understand the impact of the reservoir/pumpstation project.	Jan 2014	Dec 2015	35	70	-	50,000	300,000	-
DP137.1 - New Growth Transportation (EN.21)	The City collects off-site levies from newly developing areas in order to construct arterial transportation infrastructure on an on-going basis. This initiative is development driven and may includes for 2014 the extension of: of Grove Drive east to Pioneer (\$1,800,000). Other projected projects that could required to support growth in 2015 and 2016 are as follows: <ul style="list-style-type: none"> - construction of missing pedestrian links identified in transportation master plan (\$300,000) - the extension of street lighting on Highway 16A east and west of Pioneer (\$500,000) - traffic signals at Highway 16A and Pioneer (\$300,000) - 3rd and partial 4th lanes on 16 by Pioneer Road (\$1,000,000) - construction of Pioneer from 16A to McLeod (\$1,500,000) - construction of Pioneer from McLeod to Grove (\$5,000,000) - construction of Jenn Heil from 16A to McLeod (\$1,500,000) - construction of the south industrial arterial for SGIP (\$400,000) 	Jan 2014	Oct 2016	194	194	194	1,800,000	2,000,000	240,500
DP12.1 - Road Improvements to Westgrove Drive (2012.47)	This project includes the upgrading of the road access to the TransAlta Tri Leisure Centre. Upgrades include structural improvements to the road to City standards and geometric improvements required due to the increased volume of traffic as a result of the change in land use south of the leisure centre. These improvements are a result of a traffic impact assessment completed in the fall of 2011 and a geotechnical study in 2013.	Apr 2014	Oct 2014	84	-	-	200,000	-	-

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP140.1 - High School Ball Diamond Development (EN.27)	To construct a recreational Midget ball diamond to a Class A standard at the St. Peter The Apostle high school. The site has been graded and seeded and two soccer fields have already been built.	Jan 2014	Oct 2015	33	32	-	40,000	592,500	2,500
DP145.1 - 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 the developer would upgrade this road to a full urban standard during their next stage of development. Since the interim access road was constructed, further development in the area has not proceeded. This project would involve the construction of a concrete sidewalk on the north side of the road, landscaping and the installation of street lighting.	Jan 2014	Dec 2015	50	-	-	-	200,000	-
DP143.1 - 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.	Jan 2014	Dec 2014	35	-	-	300,000	-	-
DP184.1 - Lighting upgrades at Corporal James Galloway Memorial Off-Leash Area	This project would install lights in the off leash dog park in order to make the park more user friendly and safe especially during winter months. This initiative is in response to public requests about the lack of lighting in the park especially in the winter periods of limited sunlight in the evenings.	Jan 2014	Dec 2014	14	-	-	50,500	-	-
DP139.1 - New Growth Parks (EN.26)	This project involves developing neighbourhood parks within newly developing areas. Developers pay the City a development charge to fund this work. Developers are responsible for site grading and seeding of these park areas. Administration is recommending not undertaking any park development in 2014 (\$0) and deferring expansion until 2015, 2016 and beyond (\$400,000 per year). Upcoming areas for parks include Deer Park, Jesperdale, Kenton, Prescott and Easton.	Jan 2015	Oct 2016	-	100	100	-	400,000	400,000

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP138.1 - New Growth Sanitary Sewer (EN.23)	<p>The City collects off-site levies from newly developing areas in order to construct new sanitary sewer infrastructure on an on-going basis. Administration is recommending to construct the extension of the Pioneer Trunk from Grove to Highway 16A (\$4,000,000) in 2014. This project may be reconsidered dependent on development adjacent to Highway 16A and Pioneer. A second sanitary project may be required in either 2015 or 2016 as follows:</p> <ul style="list-style-type: none"> - extension of the Boundary trunk to Highway 16A - Legacy Park (\$3,000,000) <p>All of these projects are in various stages of discussions with effected stakeholders at the time of the submission of this business plan item.</p>	Jan 2015	Sep 2016	-	140	140	-	56,000	1,265,000

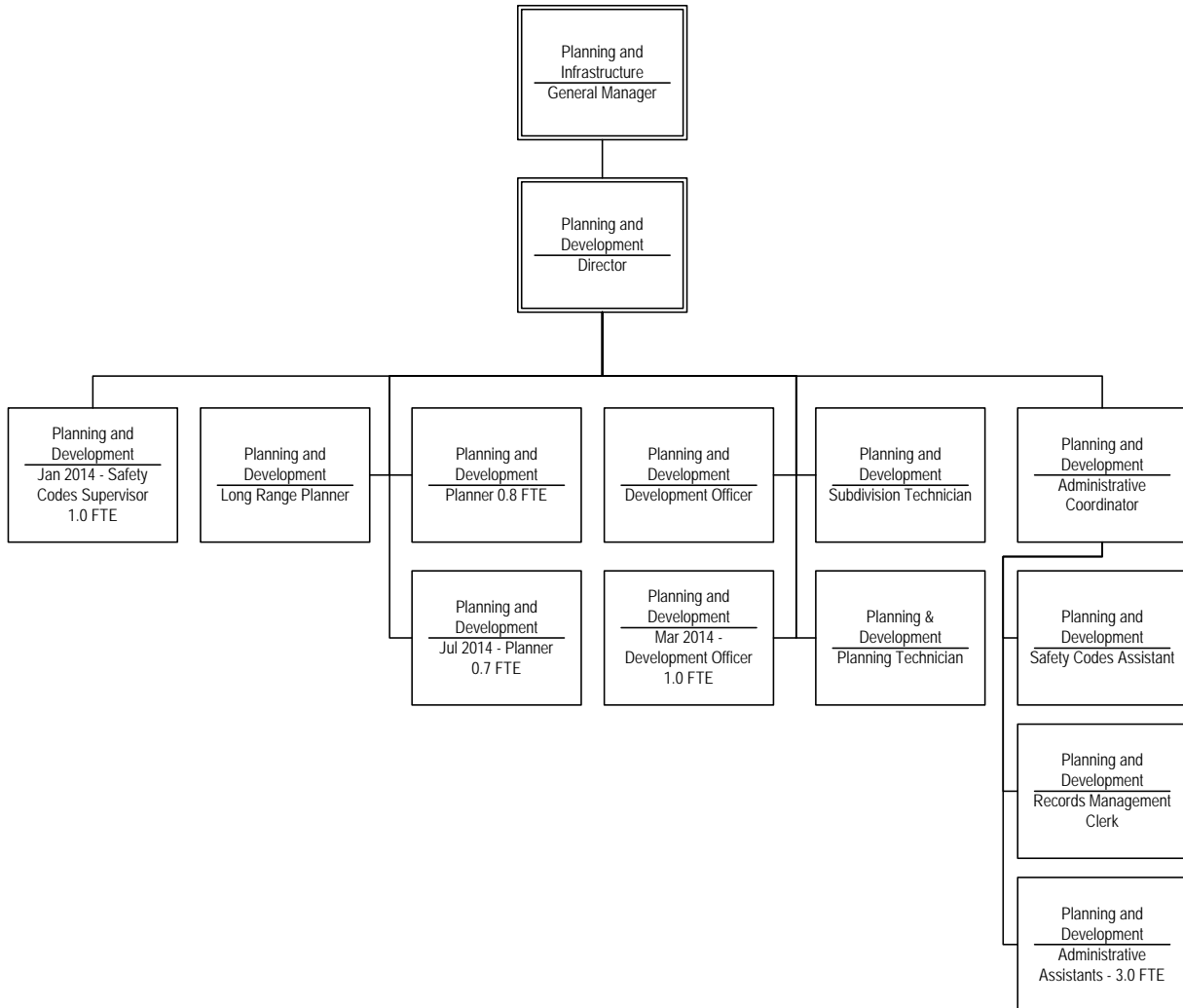
Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Property Taxes	-	2,800,000	681,482	3,118,518	-	-
Government Transfers						
Basic Municipal Transportation	1,805,986	1,700,000	1,700,000	2,480,000	1,485,000	1,415,000
Federal Gas Tax Fund	215,965	454,600	454,600	3,046,968	893,125	1,299,175
Miscellaneous	-	-	-	-	125,000	-
Municipal Sustainability Initiative	55,065	-	552,000	688,000	465,000	-
User Fees						
Fines and Permits	59,425	43,750	60,000	80,000	80,000	80,000
Goods and Services	-	500	-	-	-	-
Other Fees	334,045	2,615,000	2,610,000	85,000	85,000	85,000
Sale of land	1,991,250	3,255,000	3,456,250	1,250,000	1,250,000	-
Contributed Capital Assets	4,188,472	5,301,051	5,301,051	6,111,639	4,930,425	5,180,000
Developer Contributions	2,869,718	3,457,395	3,180,508	4,729,768	3,439,960	3,543,159
Gain on Sale of Capital Assets	1,838,564	1,113,373	1,586,172	1,546,067	-	-
Interest Earned	37,004	45,864	34,944	37,937	146,970	138,486
	13,395,494	20,786,533	19,617,007	23,173,897	12,900,480	11,740,820
Expenses						
Amortization	4,964,358	5,644,621	5,305,427	5,641,727	5,693,371	5,691,563
Human Resources	733,007	750,583	723,112	838,664	893,209	954,297
Interest on Long-Term Debt	38,558	45,864	34,944	37,937	146,970	138,486
Loss on Disposal of Capital Assets	-	-	-	259,844	-	-
Operations and Maintenance						
Cost of Land Sold	1,806,728	2,550,308	2,705,496	775,140	775,140	-
Equipment Operations	-	-	3,200	3,200	3,200	3,200
Marketing and Publications	288	1,000	1,000	1,000	1,000	1,000
Materials and Supplies	5,409	-	-	-	-	-
Office	4,593	8,250	8,600	8,850	8,700	8,700
Professional Services	61,807	30,000	30,000	90,000	50,000	60,000
Repairs and Maintenance	203,857	5,000	5,000	-	2,500	2,500
Utilities	3,687	4,100	4,700	4,700	4,700	4,700
Contract - General	384,912	3,400,000	3,956,482	3,733,518	795,000	5,000
	8,207,204	12,439,726	12,777,961	11,394,580	8,373,790	6,869,446
Annual Surplus	5,188,290	8,346,807	6,839,046	11,779,317	4,526,690	4,871,374

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	2016
Full-Time	11.00	14.00	14.00	14.00
Perm Part-Time	0.80	0.50	0.50	0.50
Temp Part-Time	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00
Total FTEs	11.80	14.50	14.50	14.50

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Addressing and Street Naming	Response time within 15 calendar days from receipt of registered plan.	190	190	190
Affordable Housing Grant Administration	Response time as needed.	50	10	-
Area Structure Plans and Amendments	Response time within 4 months.	375	375	375
Business Licensing and Enforcement	Response time within 15 calendar days (new); within 45 calendar days or less (renewal).	785	810	820
Bylaw Enforcement Coordination	Response time as necessary - Land Use Bylaw and Traffic Bylaw.	600	400	450
Coordination of Signage Requests in Rights-of-Way	As needed.	125	130	140
Department Administration	Response time as necessary.	2,200	2,200	2,200

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Development Permit Review	Response time within 40 calendar days or less. Response time of 120 days for wireless facilities.	2,150	2,250	2,300
General Inquiries - Development and Permits	As needed.	3,550	3,600	3,625
Land Use Bylaw Amendments	Response time within 3 months. Amendments include re-districting and text.	200	215	225
Ongoing Inspections Contract Management	Response time as necessary.	100	75	75
Planning and Sustainability Database Building and Benchmarking	As needed.	1,000	1,000	1,000
Policy and Bylaw Maintenance	As needed.	450	450	450
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.	920	940	960
Records Management	As needed.	1,500	1,500	1,500
Regional Planning Process Participation	As required (Capital Region Board, Referrals, joint planning with adjacent municipalities).	310	335	335
Safety Code Inspection Coordination	Coordination of inspection requests to ensure inspection response time within 5 working days.	1,750	1,800	1,800
Safety Code Permitting Coordination	Coordination of permits to ensure building permit issuance within 15 calendar days from complete application (residential) and within 20 days for multifamily and non-residential.	1,570	1,625	1,625
Second Floor Reception	As needed.	60	60	60
Statistical Reporting	Response time as needed.	400	400	400
Subdivision Application Process	Response time within 60 calendar days to preliminary decision from date of complete application.	300	300	300
Subdivision Endorsement and Land Titles Requests	Response time within 15 calendar days from complete application (i.e. Caveats).	500	500	500
Support Services for Engineering Department	As needed.	683	683	683

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC78.1 - 1.0 FTE Safety Codes Supervisor	The City currently contracts all safety codes plan checking and inspection services. The contract ends December 31, 2013. A cost benefit analysis reviewed three different staffing models for inspection services: in-house service model, outsourced services (current model), and a hybrid of in-house staff and contracted services. The City would benefit the most, both qualitatively and financially, from the hybrid model. Under this scenario, the City is recommending hiring a Safety Codes Supervisor to perform the multi-family residential and non-residential plan checking and inspections on behalf of the City, approximately 25 per cent of the residential inspections, oversee the quality of the contract services, and perform enforcement.	Jan 2014	(148,984)	(184,006)	(177,727)
SC41.1 - 1.0 FTE Development Officer (321)	Over the past 10 years, the City has seen a greater than 70 per cent increase in compliance requests, over a 50 per cent increase in development permits and an increase in more complex projects, especially industrial and commercial permits. The increased growth and changes to the new Land Use Bylaw require greater monitoring, permitting time and compliance enforcement. With current capacity, it is challenging to meet service level demands while maintaining quality review.	Mar 2014	89,956	86,462	90,703

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC77.1 - 0.7 FTE Increase of Planner	The City has operated for over 10 years with 1.8 FTEs for planners: 0.8 FTE for current planning and 1.0 FTE for long range planning. While activity levels have been steady for the past five years, activity is about twice the level of 10 years ago. The work associated with current planning has exceeded the capacity and the long range planner is required to provide assistance; taking away from long range planning work. The addition of 0.7 FTE would provide capacity of 1.5 FTEs in current planning and provide capacity back to the current 1.0 FTE in long range planning.	Jul 2014	43,754	67,076	70,371

Departmental operating initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP84.1 - Permitting Web Portal (PD.12)	Expand Online Services by integrating with City View software to provide status updates and inspection results to applicants.	Jan 2013	Dec 2014	159	-	-	-	-	-

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP85.1 - Subdivision and Endorsement Process and CityView Expansion (PD.13)	Perform a business analysis to improve the Subdivision and Endorsement process and implement the CityView Subdivision and Endorsement module.	Jan 2014	Dec 2014	270	-	-	62,500	1,700	1,700
DP87.1 - Development Agreement Process Analysis and CityView Expansion (PD.15)	Perform a business analysis to improve the development agreement process and implement the CityView development agreement module.	Jan 2015	Dec 2015	-	260	-	-	58,500	1,700
DP86.1 - Bylaw Process Analysis and CityView Expansion (PD.14)	Perform a business analysis to improve the bylaw and statutory planning process, and implement the CityView Land Use Bylaw and Statutory Plan module.	Jan 2015	Dec 2015	-	150	-	-	47,000	1,400

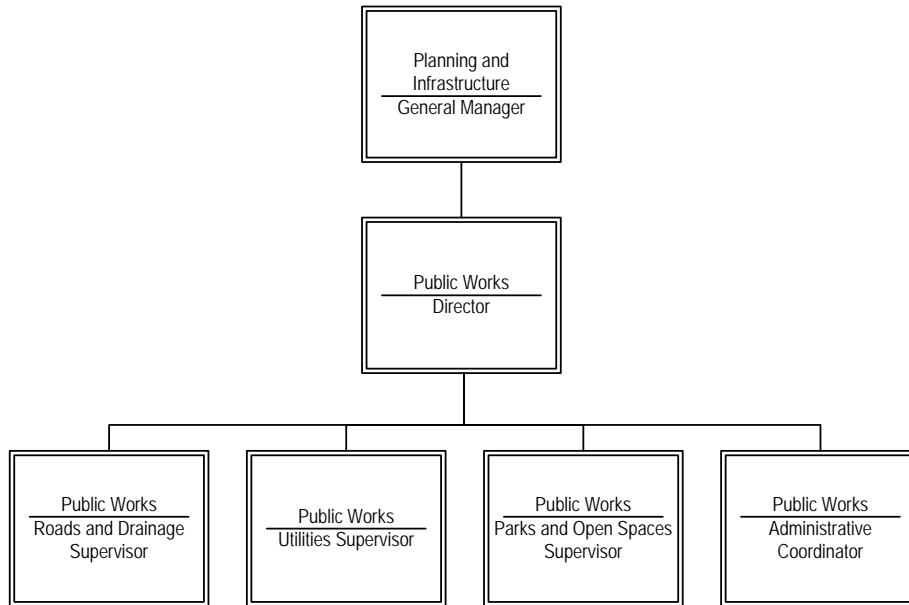
Fiscal plan

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	1,312,804	941,266	-	940,912	-	-
User Fees						
Fines and Permits	1,950,669	1,792,250	2,226,500	2,125,000	2,138,000	2,147,150
Goods and Services	887	500	500	500	500	500
Other Fees	139,233	111,000	162,000	152,500	158,500	161,000
Rental Revenue	6,250	2,000	2,600	-	-	-
	3,409,843	2,847,016	2,391,600	3,218,912	2,297,000	2,308,650
Expenses						
Grants to Organizations	1,312,804	941,266	-	940,912	-	-
Human Resources	897,669	914,666	947,259	1,284,676	1,392,655	1,482,301
Operations and Maintenance						
Marketing and Publications	6,569	5,000	7,500	5,500	5,500	5,500
General Expenses	1,354	3,250	3,250	3,250	3,250	3,250
Office	19,500	16,180	22,680	23,400	23,300	23,700
Professional Services	148,332	140,000	70,000	75,000	210,000	20,000
Repairs and Maintenance	-	-	-	-	3,900	3,900
Utilities	1,279	1,317	1,317	1,317	1,317	1,317
Contract - General	512,926	494,100	585,000	281,250	283,950	284,850
	2,900,433	2,515,779	1,637,006	2,615,305	1,923,872	1,824,818
Annual Surplus	509,410	331,237	754,594	603,607	373,128	483,832

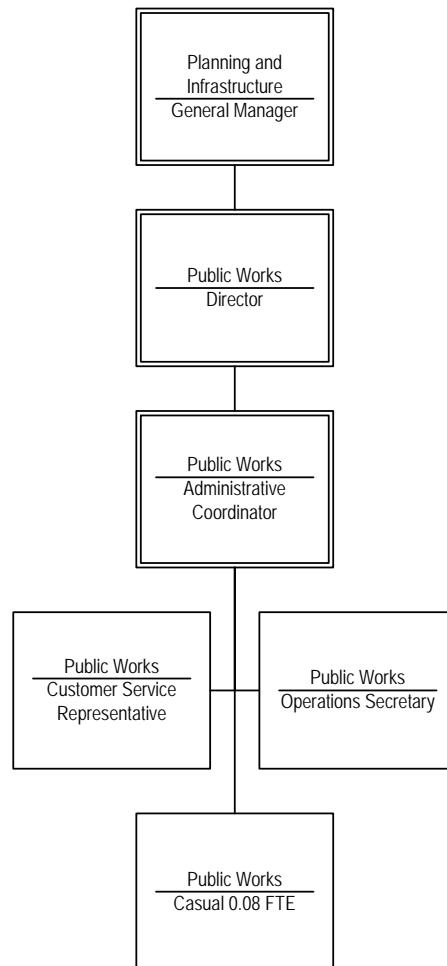
Public Works

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.

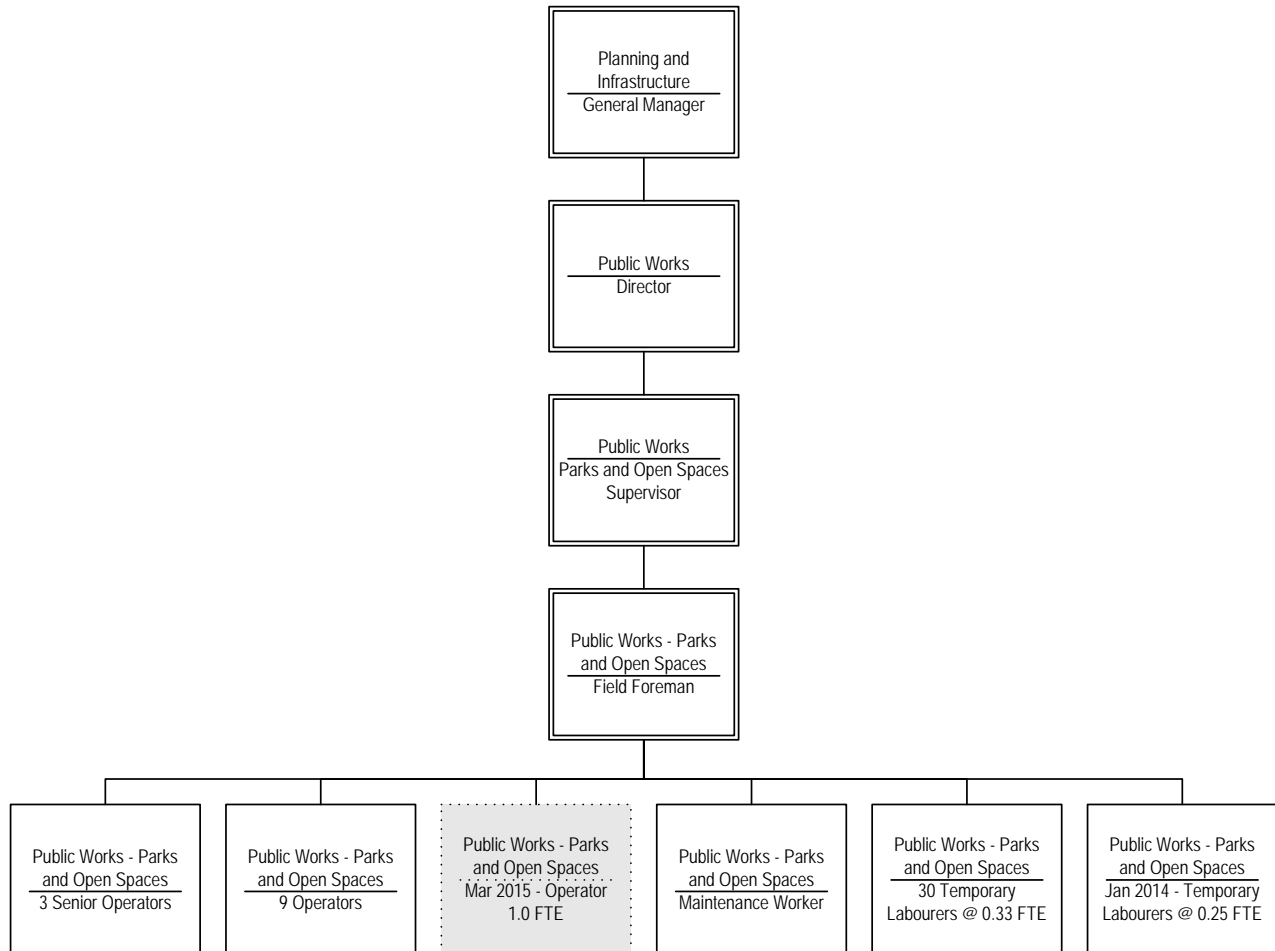
Public Works - General Services**Description**

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 and development.

Public Works - Parks and Open Spaces

Description

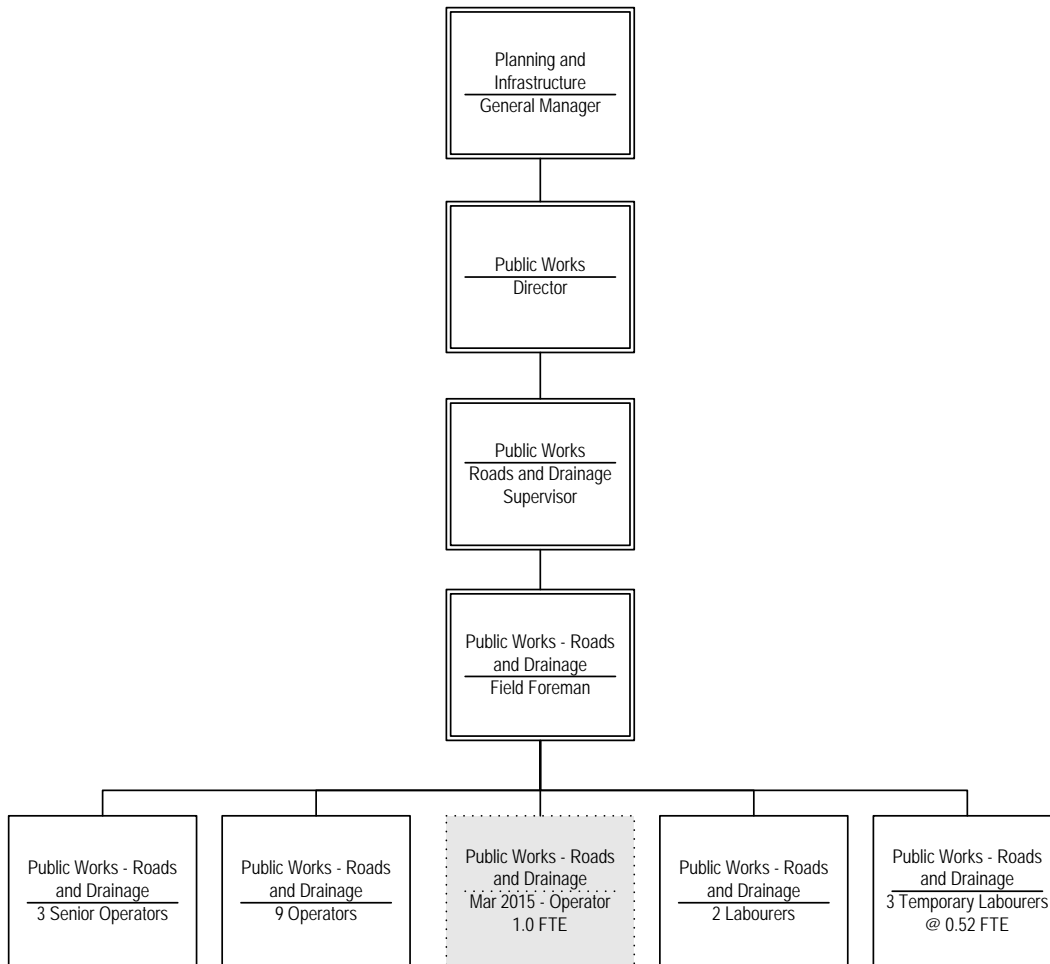


Parks and Open Spaces manages the operation and maintenance of City-owned and operated lands through planned maintenance activities designed to preserve and enhance park assets (turf grass, sport fields and courts, outdoor rinks and skating oval, asphalt paths, shale trails, horticulture, urban forest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

Public Works - Roads and Drainage

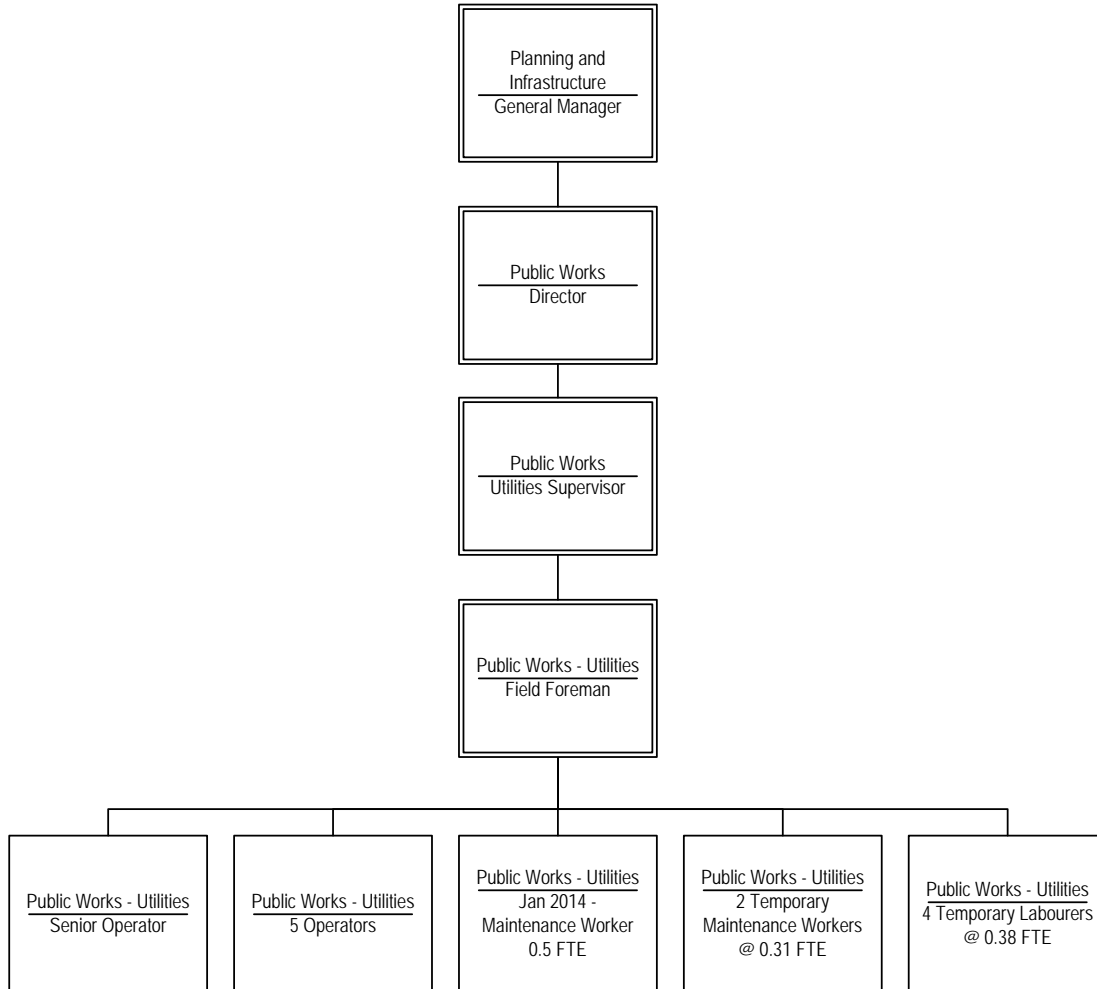
Description



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.

Public Works - Utilities – Water and Sewer

Description

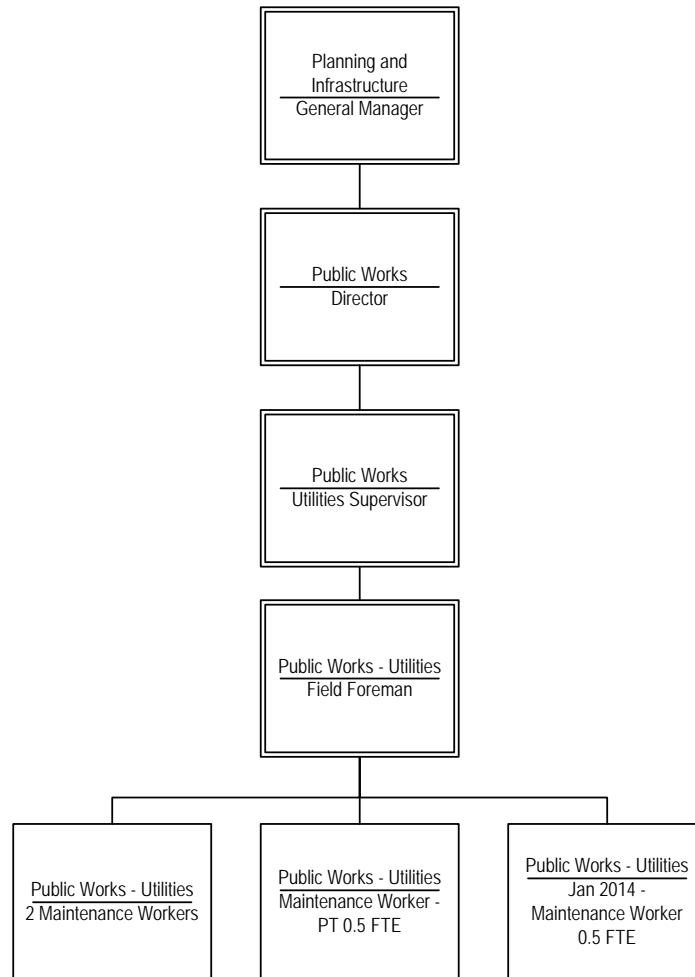


The Public Works section includes Utilities, which manages the operation and maintenance of city utilities. Responsibilities include water distribution (three treated water reservoirs, two distribution pumping stations and a truck fill station), customer water meters and sewage collection (including 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.

Public Works - 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	2016
Full-Time	45.00	46.00	48.00	48.00
Perm Part-Time	0.50	0.00	0.00	0.00
Temp Part-Time	13.72	13.35	13.35	13.35
Casual	0.08	0.08	0.08	0.08
Total FTEs	59.30	59.43	61.43	61.43

Services

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

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Admin. Support for Fleet Operations and Asset Management	As required.	760	782	806
Amenity Maintenance	Policy 8027 Outdoor Ice. Ongoing maintenance of City assets including: park and street furnishings, playgrounds, park structures and features, park signs, fencing, transit shelters, outdoor rinks, leisure ice surfaces, tennis courts and basketball courts.	6,643	6,840	7,042
Cemetery Maintenance	Policy 2024. Grounds maintenance for Pioneer Cemetery.	739	739	739
Drainage Operations and Maintenance	Policy 2023. Maintain City drainage infrastructure including catch basins, culverts, ditches and storm ponds.	2,824	2,894	2,966
Environmental Services	Collection of loose litter from City lands and collection of garbage from City receptacles. Repairs to Parks and Open Space assets from vandalism. Control of ground squirrel, mole, and wasp populations as required.	3,195	3,289	3,385

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Event Support Services	Support for City sanctioned annual events: Canada Day, Remembrance Day, Grove Cruise, Lights-Up, and Christmas in Central Park. Installation of Christmas decorations annually and the coordination of the annual Spruce-Up Community Clean-Up program.	1,618	1,618	1,618
Horticulture	Maintain City assets including shrub beds, facility grounds, flower beds, and planters.	5,221	5,374	5,531
Hydrant Operation and Maintenance	Policy 2016.	2,132	2,192	2,254
Pathway and Trail Maintenance	Policy 2014. Maintenance and operation of asphalt pathways, shale trails and gravel trails. Snow and ice control for identified walkways.	5,368	5,523	5,430
Public Works General Services	Provide management and administrative support services for public works operations related to: Reception, Customer Service, Finances, Human Resources, Health and Safety, Training and Development, Data Management, Records Management, Alberta One Call Administration, and Fleet Services.	5,614	5,010	5,191
Pumping Station Operation and Maintenance	Policy 2016. Capital Region Parkland Water Commission operations agreement.	2,025	2,083	2,143
Road Maintenance and Repairs	Annual program of roadway maintenance activities including: crack sealing; spray patching, milling, overlay patches, pot hole filling, curb and gutter repairs, dust control, and grading. Monitoring of street lighting contract service provided by Enmax.	10,998	11,322	11,656
Roadway Snow and Ice Control Operations	Policy 2014. Provides for snow and ice control services for HWY 16A, City streets and City parking lots.	10,306	10,543	10,787
Sidewalk Maintenance and Repairs	Policy 2013.	305	314	324
Solid Waste Management	Policy 2015. Provision of curbside collection of organics, recyclables and residential garbage as well as the operation of the Eco Centre.	5,607	5,769	5,936
Sport Field Maintenance	Policy 2018 and Policy 8030. Maintenance of City operated sport fields and appurtenances.	2,413	2,482	2,554

Service	Service Level	Annual Effort (Hours)		
		2014	2015	2016
Street Sweeping Operations	Policy 2019.	4,215	4,297	4,381
Traffic Control Maintenance and Operations	Provision of electronic traffic controls, traffic markings, and traffic control signs.	4,553	4,681	4,812
Truck Fill Station Operation and Maintenance	Policy 2016.	1,004	1,033	1,063
Turfgrass Maintenance	Policy 2018. Turf maintenance services for City owned lands including parks, facilities, roadway right-of-ways, and reserve lands. Services provided to local school sites, Rotary Park, and Pioneer Centre by agreement.	12,434	12,786	13,148
Urban Forestry	Urban Forest Master Plan. Provides tree maintenance for City owned tree inventories on boulevards, in parks, or in natural areas.	3,791	3,902	4,018
Wastewater Collection System Operation and Maintenance	Policy 2015.	5,324	5,474	5,629
Water Main Operation and Maintenance	Policy 2016.	2,132	2,192	2,254
Water Meter & CC Operation and Maintenance	Policy 2016.	3,313	3,406	3,502

Service changes

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

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC101.1 - Convert Maintenance Worker part-time wages to full-time (Utilities)	This initiative will combine an existing permanent 0.50 FTE position with existing 0.62 FTE temporary hours to create a 1.0 FTE permanent Maintenance Worker position within the Utilities Section. The change from several part-time staff to a dedicated permanent position will create efficiencies in the water, sewer, and solid waste operational activities.	Jan 2014	1,885	1,944	1,991
Expansion of decorative planting program	Expansion of decorative planting program approved by Council on September 23, 2013. Service change includes 0.25 FTE part-time Parks labourers and materials.	Jan 2014	16,445	16,788	17,142

Name	Executive Summary	Start Date	2014 Costs	2015 Costs	2016 Costs
SC53.1 - 1.0 FTE Parks Operator (322)	This initiative increases the permanent staffing complement within the Parks and Open Spaces section of Public Works by 1 FTE. The increase in staffing is needed to maintain status quo service levels while accepting new inventories created through the growth of the City.	Mar 2015	-	66,940	80,537
SC54.1 - 1.0 FTE Roads Operator (323)	This initiative increases the permanent staffing complement within the Roads and Drainage section of Public Works by 1 FTE. The increase in staffing is needed to maintain status quo service levels while accepting new inventories created through the growth of the City.	Mar 2015	-	66,940	80,537

Departmental operating initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP91.1 - Plan for the Evolution of the Eco Centre (PW.02)	The Eco Centre has been operational since 2007 and this initiative will provide a review of current practices and operations. The intent is to confirm or modify the existing business model by examining the challenges or successes of each recycling stream. The potential to increase diversion rates by adding new streams will also be explored.	Jun 2013	Aug 2014	107	-	-	-	-	-

Departmental capital initiatives

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

Name	Executive Summary	Start Date	End Date	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
DP157.1 - Public Works Satellite Facilities	As growth in the City expands its physical dimensions and servicing area, it has become increasingly difficult to provide turf maintenance and sidewalk snow removal services in a safe and economical manner. Operators are exposed to traffic hazards as they commute and resources are wasted as hours are spent "dead-heading" equipment to work sites. Excessive on-road travel ultimately increases wear and tear on units, thereby increasing maintenance costs and shortening life cycles. Two satellite facilities, with on-site fuel tanks, are proposed to store these units to create efficiencies. The facility constructed in 2014 will be located at Spruce Ridge Drive in the northwest and the location of the facility to be constructed in 2015 in the northeast is anticipated to be at Jubilee Park.	Jan 2014	Dec 2015	100	100	-	245,000	245,000	-
DP148.1 - 3 Ton Water Truck (PW.14)	This initiative is to provide a new 3 ton single axle water truck to allow for mobile watering of newly planted trees flower planters throughout the community.	Jan 2016	Dec 2016	-	-	48	-	-	120,000

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.

	2012	2013	2013	2014	2015	2016
	ACTUAL	BUDGET	FORECAST	BUDGET	FORECAST	FORECAST
Revenue						
Government Transfers						
Miscellaneous	178,029	164,843	164,843	167,248	175,726	178,458
User Fees						
Fines and Permits	2,170	2,100	2,885	2,955	3,025	3,095
Goods and Services	26,700	30,000	30,000	30,000	30,000	30,000
Other Fees	55,895	10,150	160,150	160,550	160,972	161,411
Rental Revenue	30,590	26,000	26,000	31,000	32,000	33,000
Utility Charges	12,124,804	13,074,347	12,924,469	14,082,269	15,527,116	16,586,114
Contributed Capital Assets	688,699	1,085,000	1,085,000	-	-	-
Developer Contributions	945,479	2,500,000	973,844	1,003,060	1,033,151	1,064,146
Interest Earned	55,951	48,440	48,440	40,881	33,317	25,844
	14,108,317	16,940,880	15,415,631	15,517,963	16,995,307	18,082,068
Expenses						
Amortization	2,080,006	2,044,454	2,172,446	2,134,556	2,141,390	2,175,124
Human Resources	3,787,896	4,182,703	4,277,784	4,512,746	4,792,298	4,991,158
Interest on Long-Term Debt	45,221	39,216	39,487	33,249	26,759	20,006
Operations and Maintenance						
Equipment Operations	12,365	19,893	19,893	22,781	23,429	24,096
Insurance	2,237	15,500	15,500	13,500	13,500	13,500
Marketing and Publications	1,165	2,950	2,950	2,950	2,950	2,950
Materials and Supplies	794,269	988,766	995,573	962,642	1,041,477	1,131,044
General Expenses	86,325	158,952	122,952	131,213	134,720	138,341
Office	95,116	115,511	115,892	118,840	121,133	123,177
Professional Services	-	5,000	5,000	5,000	5,000	5,000
Repairs and Maintenance	241,865	309,478	258,428	437,693	425,933	442,090
Utilities	1,181,925	1,217,106	1,218,804	1,139,885	1,174,131	1,209,768
Contract - Garbage	2,077,261	2,237,319	2,220,605	2,410,486	2,656,603	2,876,486
Contract - General	1,658,231	1,566,307	1,411,437	1,730,783	1,989,891	1,814,305
Contract - Water	2,260,614	2,546,883	2,558,256	2,890,574	3,159,091	3,401,169
Contract - Sewage	1,844,260	2,074,832	2,142,245	2,426,842	2,631,830	2,868,772
	16,168,756	17,524,870	17,577,252	18,973,740	20,340,135	21,236,986
Annual Deficit	(2,060,439)	(583,990)	(2,161,621)	(3,455,777)	(3,344,828)	(3,154,918)

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Expenses						
Human Resources	384,907	325,879	329,781	360,299	377,504	402,842
Operations and Maintenance						
Insurance	-	2,000	2,000	-	-	-
Materials and Supplies	6,992	6,800	6,800	9,014	9,236	9,464
General Expenses	593	2,000	2,000	1,400	1,400	1,400
Office	5,419	7,000	6,300	6,459	6,623	6,792
Repairs and Maintenance	-	-	-	-	3,900	3,900
Utilities	8,511	10,300	10,300	10,300	10,300	10,300
	<u>406,422</u>	<u>353,979</u>	<u>357,181</u>	<u>387,472</u>	<u>408,963</u>	<u>434,698</u>
Annual Deficit	(406,422)	(353,979)	(357,181)	(387,472)	(408,963)	(434,698)

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	93,381	80,194	80,194	82,599	91,077	93,809
User Fees						
Goods and Services	26,700	30,000	30,000	30,000	30,000	30,000
Rental Revenue	30,590	26,000	26,000	31,000	32,000	33,000
	<u>150,671</u>	<u>136,194</u>	<u>136,194</u>	<u>143,599</u>	<u>153,077</u>	<u>156,809</u>
Expenses						
Human Resources	1,449,817	1,592,133	1,609,996	1,694,321	1,813,078	1,884,971
Operations and Maintenance						
Equipment Operations	12,220	16,991	16,991	21,581	22,229	22,896
Insurance	360	2,000	2,000	2,000	2,000	2,000
Materials and Supplies	206,326	291,238	296,238	293,813	302,109	309,574
Office	735	2,700	2,700	2,700	2,700	2,700
Repairs and Maintenance	77,263	77,131	77,131	75,794	78,322	80,671
Utilities	44,519	5,987	45,780	42,840	44,130	45,470
Contract - General	372,265	364,562	364,562	360,992	371,156	381,553
	<u>2,163,505</u>	<u>2,352,742</u>	<u>2,415,398</u>	<u>2,494,041</u>	<u>2,635,724</u>	<u>2,729,835</u>
Annual Deficit	(2,012,834)	(2,216,548)	(2,279,204)	(2,350,442)	(2,482,647)	(2,573,026)

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
Government Transfers						
Miscellaneous	84,648	84,649	84,649	84,649	84,649	84,649
User Fees						
Other Fees	55,895	10,150	160,150	160,550	160,972	161,411
Interest Earned	55,951	48,440	48,440	40,881	33,317	25,844
	<u>196,494</u>	<u>143,239</u>	<u>293,239</u>	<u>286,080</u>	<u>278,938</u>	<u>271,904</u>
Expenses						
Human Resources	1,011,346	1,234,854	1,290,899	1,359,662	1,468,606	1,530,537
Interest on Long-Term Debt	45,221	39,216	39,487	33,249	26,759	20,006
Operations and Maintenance						
Equipment Operations	145	2,902	2,902	1,200	1,200	1,200
Insurance	1,277	10,000	10,000	10,000	10,000	10,000
Marketing and Publications	1,165	2,950	2,950	2,950	2,950	2,950
Materials and Supplies	389,724	514,918	514,918	463,045	522,879	601,663
General Expenses	30,288	44,000	8,000	8,000	8,000	8,000
Office	270	1,575	1,575	1,450	1,450	1,450
Repairs and Maintenance	48,879	64,140	64,140	66,842	69,200	71,678
Utilities	1,008,813	1,053,557	1,037,730	968,740	998,240	1,028,940
Contract - General	839,636	875,055	875,055	986,258	1,057,960	1,123,578
	<u>3,376,764</u>	<u>3,843,167</u>	<u>3,847,656</u>	<u>3,901,396</u>	<u>4,167,244</u>	<u>4,400,002</u>
Annual Deficit	(3,180,270)	(3,699,928)	(3,554,417)	(3,615,316)	(3,888,306)	(4,128,098)

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Fines and Permits	2,170	2,100	2,885	2,955	3,025	3,095
Utility Charges	9,415,338	10,203,197	10,069,369	11,009,744	12,229,550	13,144,349
Contributed Capital Assets	688,699	1,085,000	1,085,000	-	-	-
Developer Contributions	945,479	2,500,000	973,844	1,003,060	1,033,151	1,064,146
	<u>11,051,686</u>	<u>13,790,297</u>	<u>12,131,098</u>	<u>12,015,759</u>	<u>13,265,726</u>	<u>14,211,590</u>
Expenses						
Amortization	2,080,006	2,031,202	2,172,446	2,134,556	2,141,390	2,175,124
Human Resources	764,244	883,387	869,694	901,418	930,223	963,902
Operations and Maintenance						
Insurance	600	1,500	1,500	1,500	1,500	1,500
Materials and Supplies	139,114	112,285	114,417	109,078	116,749	116,893
General Expenses	20,144	70,300	70,300	70,500	70,700	70,700
Office	87,513	101,737	102,818	105,113	107,182	108,998
Professional Services	-	5,000	5,000	5,000	5,000	5,000
Repairs and Maintenance	113,415	167,995	116,945	293,757	273,171	284,461
Utilities	115,921	143,469	120,264	113,152	116,481	119,946
Contract - General	412,097	324,040	169,170	330,783	437,942	161,256
Contract - Water	2,260,614	2,546,883	2,558,256	2,890,574	3,159,091	3,401,169
Contract - Sewage	1,844,260	2,074,832	2,142,245	2,426,842	2,631,830	2,868,772
	<u>7,837,928</u>	<u>8,462,630</u>	<u>8,443,055</u>	<u>9,382,273</u>	<u>9,991,259</u>	<u>10,277,721</u>
Annual Surplus	<u>3,213,758</u>	<u>5,327,667</u>	<u>3,688,043</u>	<u>2,633,486</u>	<u>3,274,467</u>	<u>3,933,869</u>

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

	2012 ACTUAL	2013 BUDGET	2013 FORECAST	2014 BUDGET	2015 FORECAST	2016 FORECAST
Revenue						
User Fees						
Utility Charges	2,709,466	2,871,150	2,855,100	3,072,525	3,297,566	3,441,765
	<u>2,709,466</u>	<u>2,871,150</u>	<u>2,855,100</u>	<u>3,072,525</u>	<u>3,297,566</u>	<u>3,441,765</u>
Expenses						
Amortization	-	13,252	-	-	-	-
Human Resources	177,582	146,450	177,414	197,046	202,887	208,906
Operations and Maintenance						
Materials and Supplies	52,113	63,525	63,200	87,692	90,504	93,450
General Expenses	35,300	42,652	42,652	51,313	54,620	58,241
Office	1,179	2,499	2,499	3,118	3,178	3,237
Repairs and Maintenance	2,308	212	212	1,300	1,340	1,380
Utilities	4,161	3,793	4,730	4,853	4,980	5,112
Contract - Garbage	2,077,261	2,237,319	2,220,605	2,410,486	2,656,603	2,876,486
Contract - General	34,233	2,650	2,650	52,750	122,833	147,918
	<u>2,384,137</u>	<u>2,512,352</u>	<u>2,513,962</u>	<u>2,808,558</u>	<u>3,136,945</u>	<u>3,394,730</u>
Annual Surplus	325,329	358,798	341,138	263,967	160,621	47,035

FISCAL PLAN SUMMARY

Overview

The fiscal plan reflects 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 new initiatives and service changes approved in this corporate plan. The fiscal plan does not include the cost of initiatives and service changes that are below the line.

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

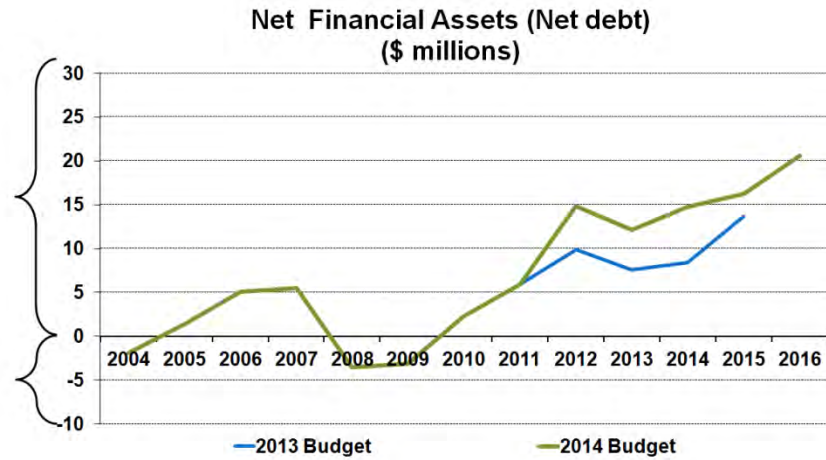
The City manages its finances with a long-term view emphasizing affordability, a healthy financial position and long-term planning. Measures of financial position indicate the City's ability to finance its activities and provide future services. Key measures include net financial assets or net debt, accumulated surplus and debt.

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.

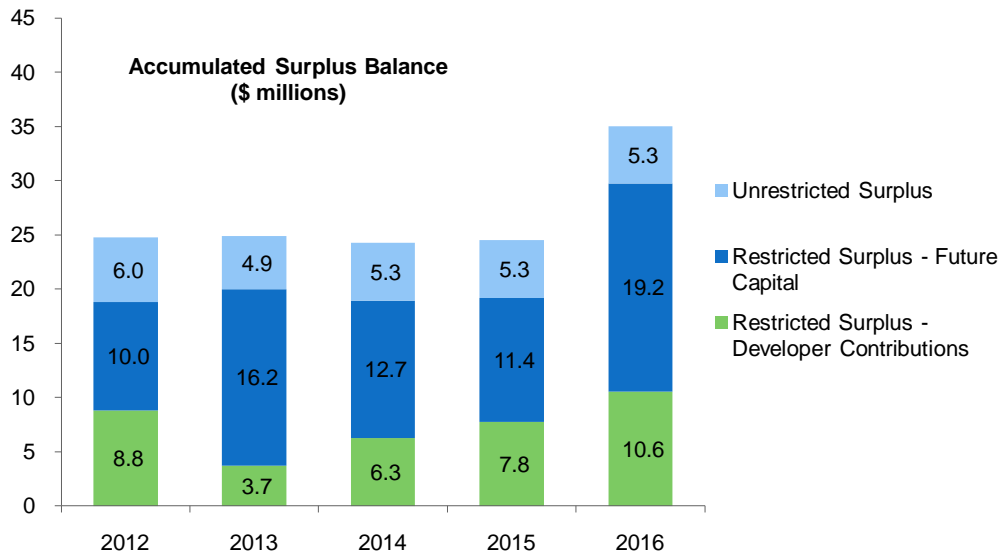
The City of Spruce Grove has maintained a net financial asset position since 2010 as shown in the following chart.

- 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.



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 94 per cent of accumulated surplus in 2014 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. In 2014, the balance in unrestricted surplus is within policy at 7.5 per cent.

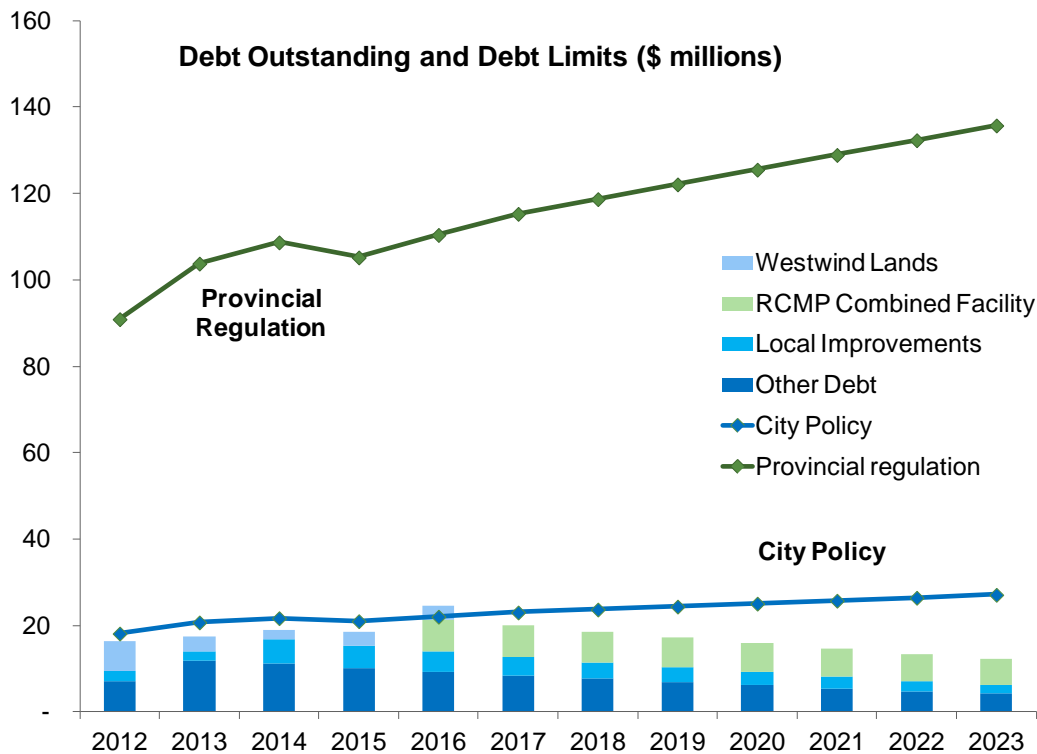
Although the projected balances of accumulated surplus are significant, the requirement for new and replacement tangible capital assets is just as significant. The accumulated surplus set aside for future capital is adequate only if the City continues to receive the same level of federal and provincial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

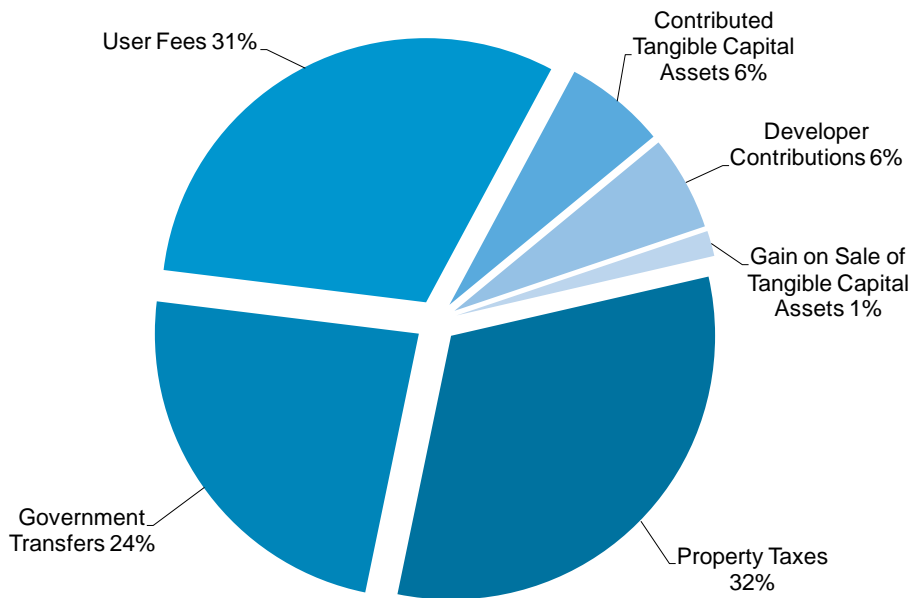
New debt is considered when funding from grants and other sources cannot be secured. When the balance of cash on hand allows, consideration is given to reducing or deferring new debt.

The following new debt is planned: \$5.539 million in 2013 for the Public Works Site Design and Expansion, \$3.8 million in 2014 for the Tri Village local improvement, \$2.2 million in 2015 for Westwind Lands and \$7.5 million in 2016 for the Integrated RCMP Facility.



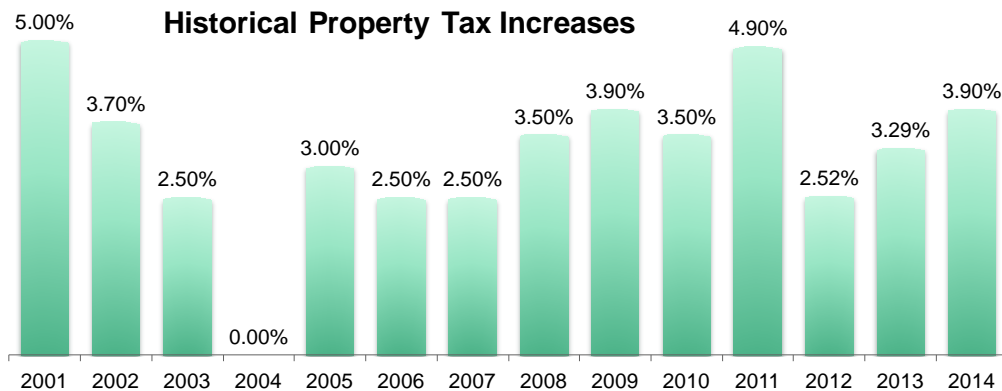
Revenue

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 2014 will be similar to that in 2013.



Property taxes

Spruce Grove has a history of moderate municipal tax rate increases.



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

- \$249,000 in 2013
- \$264,000 in 2014
- \$276,000 in 2015
- \$295,000 in 2016

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

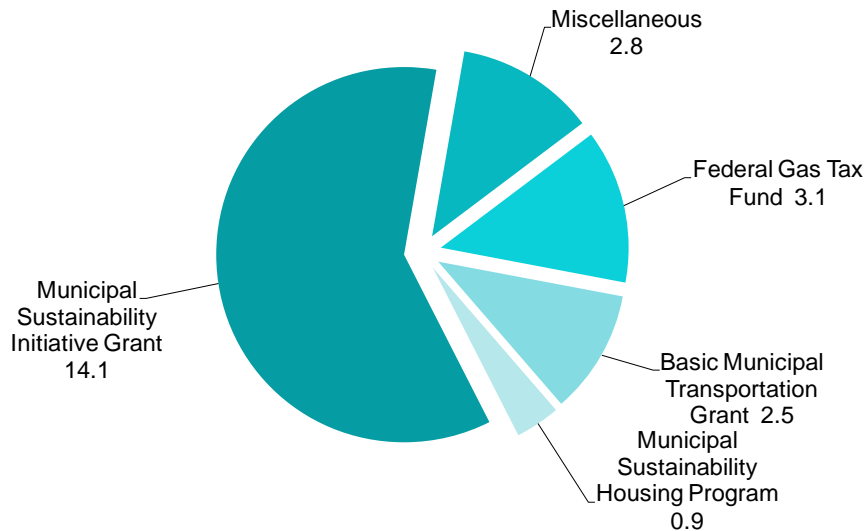
Government transfers, otherwise referred to as grants, make up a large proportion of the financing for capital acquisitions.

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

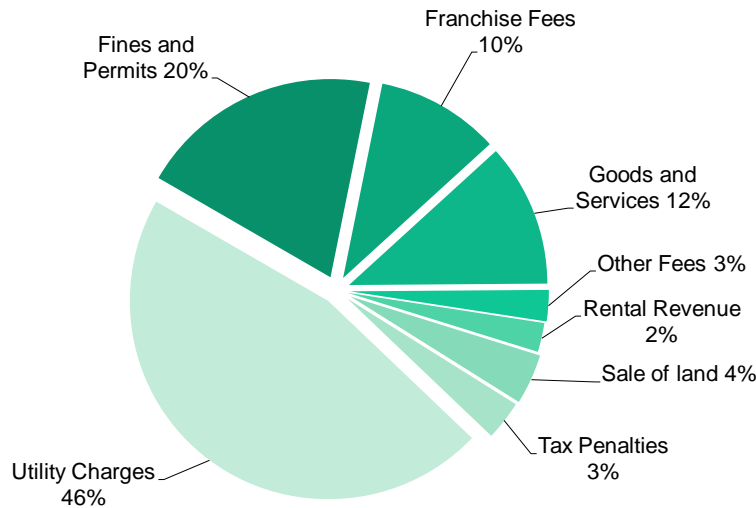
The 2014 budget uses \$23.4 million of the available \$24.7 million in grant funding, leaving \$1.3 million for future capital initiatives. The \$24.7 million in available funding comes from prior years (\$14.1 million) and grant funds expected to be received in 2014 (\$10.6 million).

Government Transfer Revenue (\$ millions)



User fees

Adjusting for population growth, demand for services in 2013 is used as a starting point for estimating 2014 volumes.

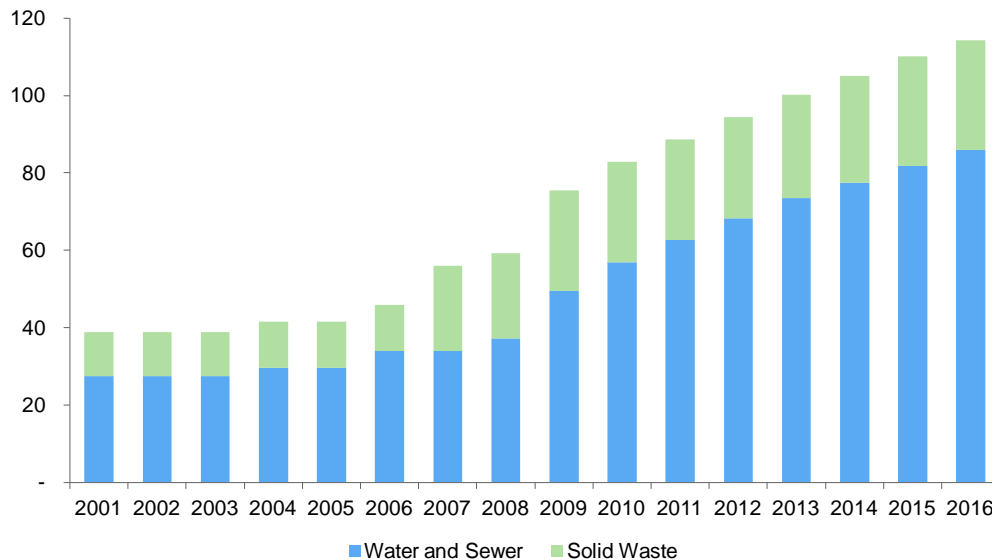


Contributed assets

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.

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.



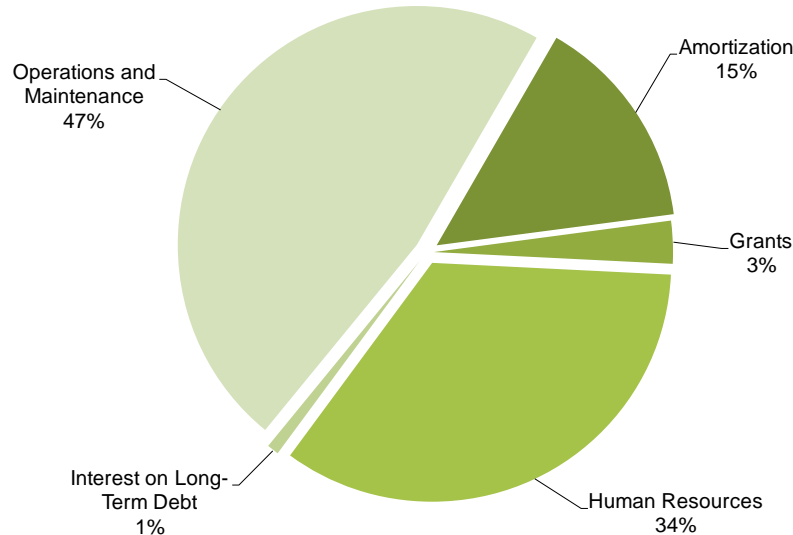
Utility revenue increases with the rise in rates and with growth in the number of customers.

The water and sewer utility rate increase approved in 2014 to cover operating and capital costs is \$0.237 per cubic metre (5.66 per cent increase) which is approximately \$4.16 per month for a household consuming 17.5 cubic metres of water.

The increase approved in the solid waste utility is 75 cents per month for 2014. The solid waste rate is affected by growth in the community and includes the cost of new initiatives.

Expenses

The 2014 budget includes \$70.9 million in expenses, primarily allocated to three categories: amortization - \$10.2 million; human resources - \$24.1 million; and operations and maintenance - \$33.3 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 2014, the City will have an estimated \$377 million of tangible capital assets, which includes \$125 million in land.

Contingency

The 2014 budget for contingency is \$225,000, 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 2014 budget includes human resource costs of \$24.1 million which is 34 per cent of expenses.

The City's staffing complement consists of full-time, part-time and casual positions equal to 253.14 full-time equivalents (FTEs) in 2014 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.

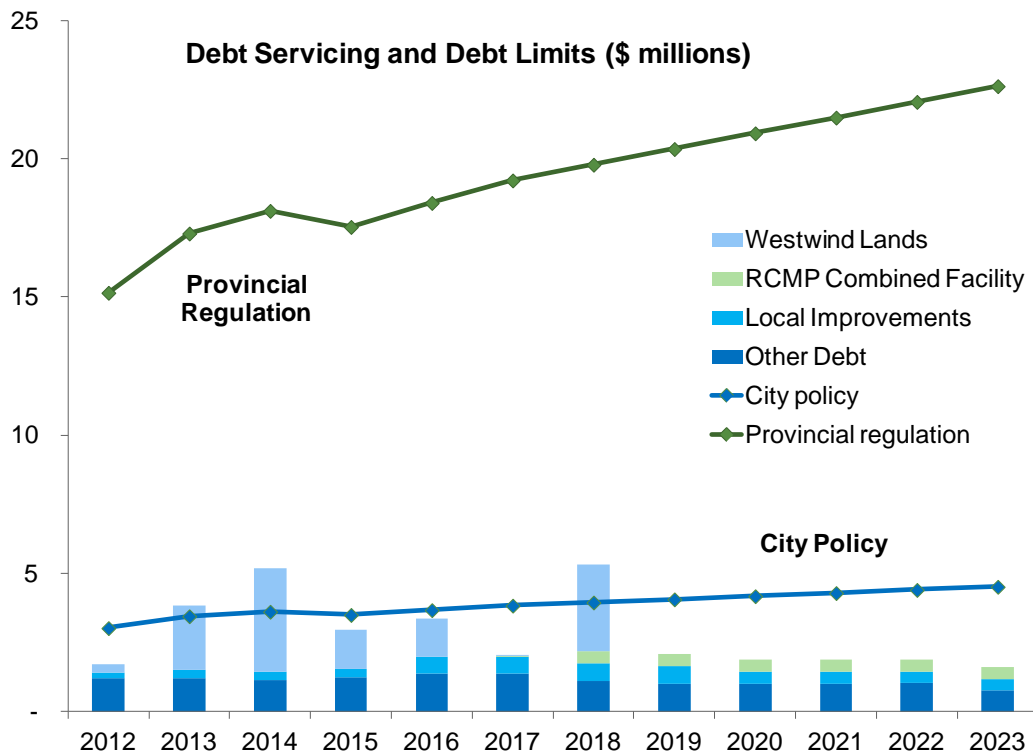
Interest on long-term debt

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.

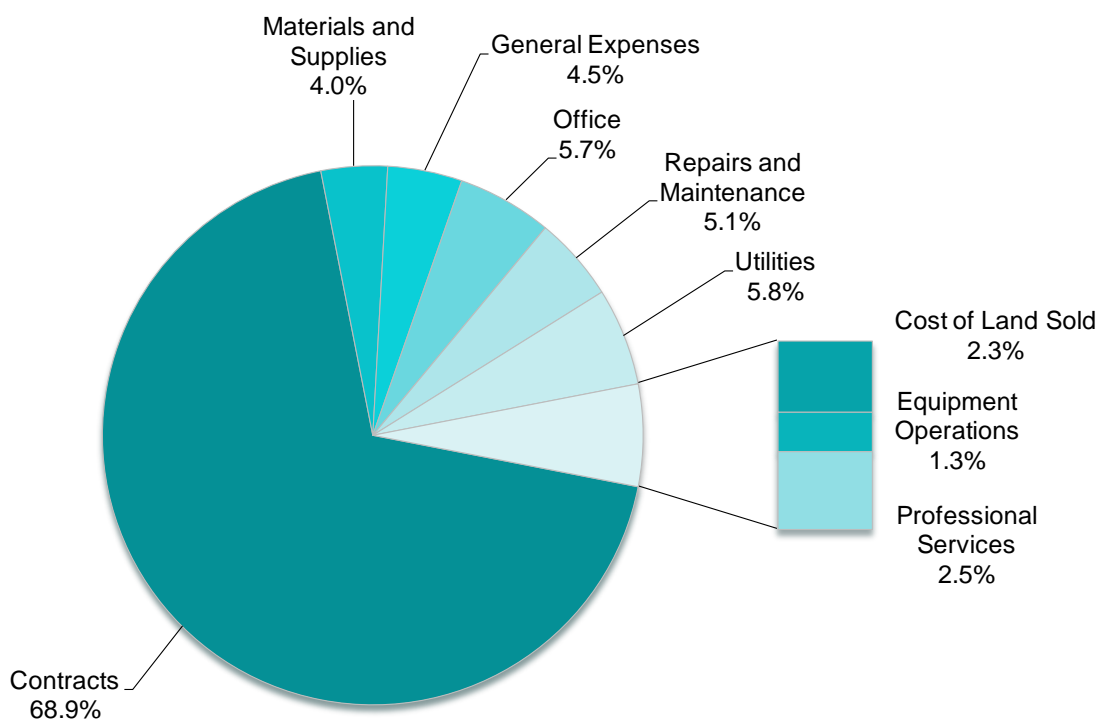


Operations and maintenance

There is a wide variety of costs included in operations and maintenance, which is budgeted at \$33.3 million in 2014.

Contract services make up more than 69 per cent of operations and maintenance costs, which includes the following contracts:

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



Tangible capital assets

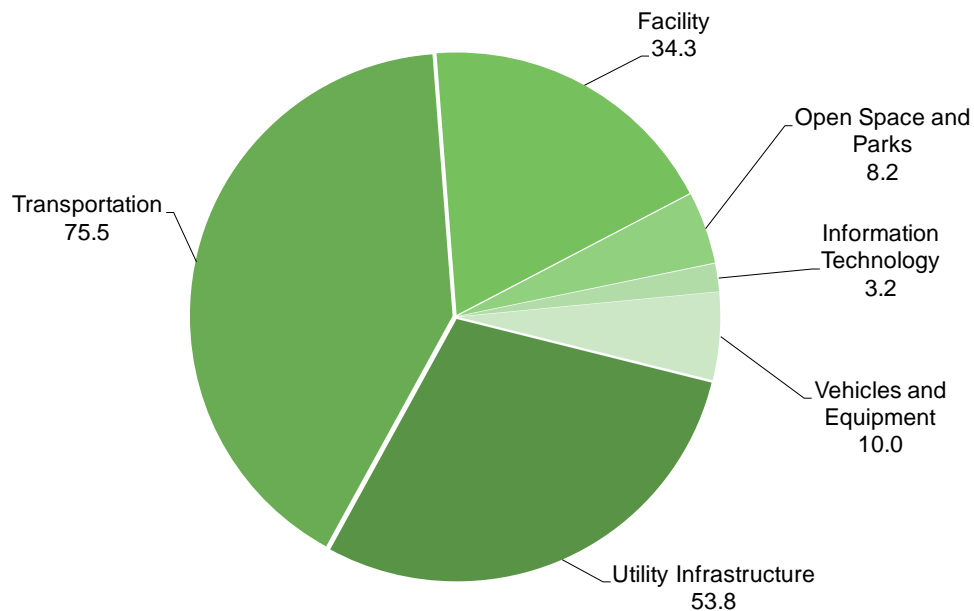
The corporate plan includes a 10-year capital plan that safeguards City assets through extensive life cycle and rehabilitation programs.

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 2014-2023 are categorized by type in the following chart. Tangible capital asset acquisitions for the next ten years will be \$185 million.

The fiscal impact of approving development agreements has taken on increased importance. About one-sixth of the City's 2014 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.

**10-Year Acquisition of Tangible
Capital Assets (\$ millions)**



Risks and uncertainties

Economy

Assumptions for growth in 2014 are based on general economic opinion as of Sept. 12, 2013. If the actual economic activity differs from what is expected, many of the key revenues and expense projections may be significantly affected.

2013 forecast

Estimates of the 2014 opening balance of accumulated surplus and net assets are based on information available as of Sept. 12, 2013. Actual results will vary from the forecast and the variations may be significant.

Costs

Costs are expected to be similar to those in 2013 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 revenue makes up a large part of total revenue, but only a portion of this revenue 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

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Revenue						
Property Taxes (Schedule 1)	24,096	28,406	26,529	31,458	30,932	34,685
Government Transfers (Schedule 2)	6,765	15,651	9,113	23,406	9,998	5,994
User Fees (Schedule 3)	27,370	33,007	34,212	30,474	32,120	32,257
Contributed Capital Assets	4,877	6,386	6,386	6,112	4,930	5,180
Developer Contributions	3,815	5,957	4,154	5,733	4,473	4,607
Gain on Sale of Capital Assets	1,723	1,113	1,586	1,546	-	-
Interest	309	165	281	226	379	443
	<u>68,955</u>	<u>90,685</u>	<u>82,261</u>	<u>98,955</u>	<u>82,832</u>	<u>83,166</u>
Expenses (Schedules 4, 5)						
Council	413	490	489	501	519	542
City Manager	539	585	527	635	592	630
Economic and Business Development	471	765	672	804	780	758
Corporate Communications	521	599	594	728	815	880
Community and Protective Services	15,887	18,121	18,092	19,491	21,265	21,957
Corporate Services	5,043	5,710	5,518	6,477	6,741	6,808
Human Resources	795	1,090	939	1,233	1,245	1,275
Planning and Infrastructure	22,115	29,632	27,663	28,793	25,765	24,135
Utilities	10,222	10,975	10,957	12,191	13,128	13,672
	<u>56,006</u>	<u>67,967</u>	<u>65,451</u>	<u>70,853</u>	<u>70,850</u>	<u>70,657</u>
Annual Surplus	12,949	22,718	16,810	28,102	11,982	12,509
Accumulated Surplus, Opening	<u>343,769</u>	<u>345,028</u>	<u>356,718</u>	<u>373,528</u>	<u>401,630</u>	<u>413,612</u>
Accumulated Surplus, Closing	<u>356,718</u>	<u>367,746</u>	<u>373,528</u>	<u>401,630</u>	<u>413,612</u>	<u>426,121</u>

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

Unconsolidated statement of net financial assets

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Annual Surplus	12,949	22,718	16,810	28,102	11,982	12,509
Inventory of Supplies						
Acquisition	(521)	(708)	(531)	(542)	(553)	(564)
Consumption	643	675	521	531	542	553
	122	(33)	(10)	(11)	(11)	(11)
Capital Assets						
Acquisition of Capital Assets	(12,675)	(34,467)	(29,162)	(36,083)	(21,081)	(18,753)
(Gain) Loss on Disposal of Capital Assets	(1,723)	(1,113)	(1,586)	(1,199)	-	56
Amortization	8,981	9,684	9,504	10,241	10,532	10,565
Proceeds from Disposal of Capital Assets	1,940	-	1,678	1,655	-	-
	(3,477)	(25,896)	(19,566)	(25,386)	(10,549)	(8,132)
Change in Net Financial Assets	9,594	(3,211)	(2,766)	2,705	1,422	4,366
Opening Net Financial Assets	5,278	10,780	14,872	12,106	14,811	16,233
Closing Net Financial Assets	14,872	7,569	12,106	14,811	16,233	20,599

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 2012 audited financial statements.

Actual financial results achieved for the years ended December 31, 2014-2016 will vary from the budgets presented in the 2014-2016 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 of 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 2013.

i. Economy

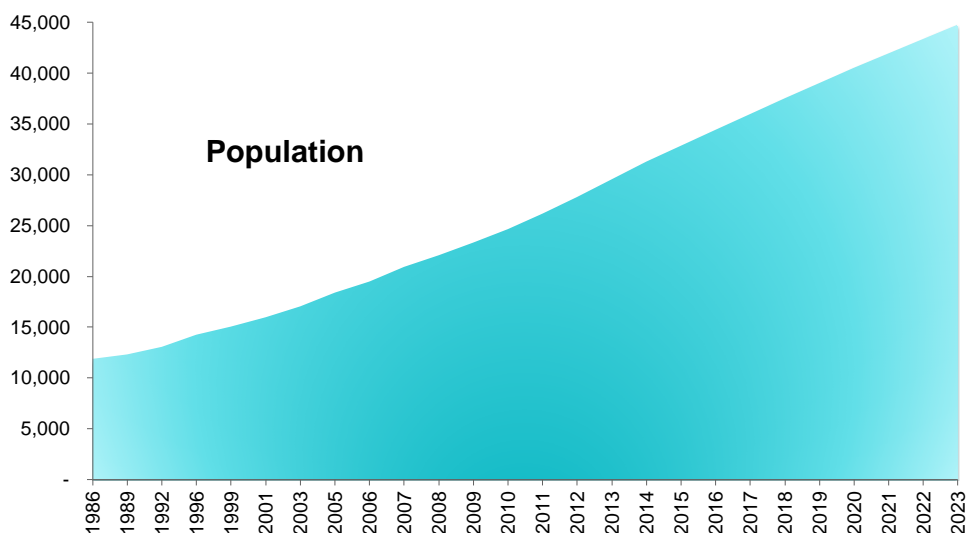
Canadian and Provincial	2012	2013	2014	2015	2016
Prime Lending Rate (Canada)	3.00%	3.08%	3.69%	4.58%	5.58%
Deposit Rate = Prime - 2.5%	0.91%	0.98%	1.59%	2.48%	3.48%
Consumer price index (Alberta)	1.32%	2.39%	2.20%	2.04%	2.09%
Wages & Salaries (Alberta)	4.11%	3.10%	3.16%	3.36%	3.26%
Construction Inflation (Alberta)	4.00%	3.99%	4.23%	4.23%	3.99%
Economic Growth (Alberta)	4.81%	5.40%	5.89%	6.10%	5.36%

City of Spruce Grove	2012	2013	2014	2015	2016
Average New Home Price	\$323,000	\$338,537	\$338,537	\$338,537	\$338,537
New Housing Starts	350	410	410	410	410
Assessment Values					
Residential & Agricultural	4.06%	6.82%	5.18%	3.10%	2.78%
Multi-Family Residential	32.13%	40.55%	38.26%	19.64%	2.45%
Non-Residential	8.60%	14.32%	4.98%	5.20%	21.84%

General inflation is estimated to range from 2.0 to 2.2 per cent depending on the type of cost. Non-residential construction costs are forecast at 4.2% per cent in 2014.

ii. Population

The City's population according to the 2013 census is 27,875. The population is anticipated to grow at an average annual rate of 5.2 per cent over the next three years. Based on this trend, projected population is 44,753 by 2023.



iii. Property tax and permit revenue

Based on current information, 2014 construction activity is expected to be similar to 2013 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: 4 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. 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 16 acres in 2012, 22 acres in 2013, 10 acres in 2014 and 2015.

Acres	2012	2013	2014	2015	2016
Acquisitions	-	-	-	17.88	-
Transfer to Capital	-	-	-	(5.00)	-
Disposals	(15.93)	(21.91)	(10.00)	(10.00)	-
Change	(15.93)	(21.91)	(10.00)	2.88	-
Opening	108.53	92.60	70.69	60.69	63.57
Closing	92.60	70.69	60.69	63.57	63.57

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 (000's)	2012	2013	2014	2015	2016
Acquisitions	-	580	-	2,200	-
Disposals	(1,235)	(2,706)	(775)	(775)	-
Interest	334	276	147	94	40
Option	(334)	(276)	(147)	(94)	(40)
Change	(1,235)	(2,126)	(775)	1,425	-
Opening	9,369	8,134	6,008	5,233	6,658
Closing	8,134	6,008	5,233	6,658	6,658

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

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Opening balance						
Government Transfers						
Capital	4,083	8,841	12,297	12,866	1,110	855
Operating	2,326	978	1,011	1,004	-	(11)
	6,409	9,819	13,308	13,870	1,110	844
Other Deferred Amounts	326	72	228	228	228	228
	6,735	9,891	13,536	14,098	1,338	1,072
Amounts Received						
Government Transfers						
Capital	11,553	8,933	7,548	8,705	7,953	9,016
Operating	2,003	1,971	1,993	1,923	1,758	1,653
	13,556	10,904	9,541	10,628	9,711	10,669
Other Deferred Amounts	288	-	-	-	-	-
	13,844	10,904	9,541	10,628	9,711	10,669
Amounts Recognized						
Government Transfers						
Capital	(3,431)	(12,725)	(7,104)	(20,479)	(8,229)	(4,339)
Operating	(3,334)	(2,926)	(2,009)	(2,927)	(1,769)	(1,655)
	(6,765)	(15,651)	(9,113)	(23,406)	(9,998)	(5,994)
Other Deferred Amounts	(386)	-	-	-	-	-
	(7,151)	(15,651)	(9,113)	(23,406)	(9,998)	(5,994)
Interest Earned						
Government Transfers						
Capital	92	93	125	18	21	193
Operating	16	8	9	-	-	-
	108	101	134	18	21	193
Other Deferred Amounts	-	-	-	-	-	-
	108	101	134	18	21	193
Closing Balance						
Government Transfers						
Capital	12,297	5,142	12,866	1,110	855	5,725
Operating	1,011	31	1,004	-	(11)	(13)
	13,308	5,173	13,870	1,110	844	5,712
Other Deferred Amounts	228	72	228	228	228	228
	13,536	5,245	14,098	1,338	1,072	5,940

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. 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.

b. 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, it is assumed the program will continue beyond 2014.

c. 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, it is assumed the program will continue beyond 2017.

There are two components to MSI. The operating component for 2013 is \$359,032 which the City has designated to fund transit operations. In 2014 the rate is reduced by 40% and in 2015 by 70%. There will be no MSI operating funds for 2016 and beyond. The capital component is limited to projects with a minimum value of \$233,113 (5 per cent of the annual grant received).

d. 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 one multi-family housing project to be constructed by private developers. This project is to be completed by 2015.

5. Long-term debt

Debt outstanding is as follows:

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Tax Supported Debentures						
Westwind Lands	6,909	3,888	3,453	2,203	3,152	3,152
RCMP Combined Facility	-	-	-	-	-	7,500
Public Works Facility	-	5,465	5,539	5,539	5,381	5,218
TransAlta Tri Leisure Centre	3,429	2,970	2,970	2,483	1,968	1,422
Agrena	1,890	1,761	1,761	1,626	1,485	1,338
Library	1,688	1,576	1,576	1,460	1,338	1,211
Local Improvements	2,294	4,865	2,065	5,627	5,178	4,713
Other Debt	97	8	8	-	-	-
	<u>16,307</u>	<u>20,533</u>	<u>17,372</u>	<u>18,938</u>	<u>18,502</u>	<u>24,554</u>

Principal and interest repayments
as of December 31, 2014 are as follows:

	Principal (\$000s)	Interest (\$000s)	Total (\$000s)
2015	1,386	611	1,997
2016	1,448	548	1,996
2017	3,457	486	3,943
2018	1,209	435	1,644
2019	1,064	387	1,451
Subsequent	10,374	2,440	12,814
	<u>18,938</u>	<u>4,907</u>	<u>23,845</u>

Debenture debt is repayable to the Alberta Capital Financing Authority and Pacific and Western Bank bearing interest at rates ranging from 2.788% to 10.125% per annum, before Provincial subsidy, and matures in periods 2012 to 2041. Debenture debt is issued on the credit and security of the City of Spruce Grove.

Debt servicing is as follows:

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Tax Supported Debentures						
Westwind Lands	312	3,406	2,325	3,737	1,415	1,362
RCMP Combined Facility	-	-	-	-	-	-
Public Works Facility	-	82	-	15	172	329
TransAlta Tri Leisure Centre	659	658	658	658	658	657
Agrena	210	210	210	210	210	210
Library	178	178	178	178	178	178
Local Improvements	195	307	303	304	313	623
Other Debt	169	90	171	89	10	-
	<u>1,723</u>	<u>4,931</u>	<u>3,845</u>	<u>5,191</u>	<u>2,956</u>	<u>3,359</u>

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.

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Total Revenue	68,955	90,685	82,261	98,955	82,833	83,165
Contributed Assets	(4,877)	(6,386)	(6,386)	(6,112)	(4,930)	(5,180)
Capital Government Transfers	(3,432)	(12,273)	(6,652)	(20,346)	(7,729)	(4,339)
Revenue for Debt Limit	60,646	72,026	69,222	72,497	70,174	73,646

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:

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Total Debt Limit (1.5 X Revenue),	90,969	108,039	103,834	108,745	105,260	110,469
Total Debt	16,307	20,533	17,372	18,938	18,502	24,554
Amount of Debt Limit Unused	74,662	87,506	86,462	89,807	86,758	85,915
Debt Servicing Limit (0.25 X Revenue),	15,162	18,006	17,306	18,124	17,543	18,411
Debt Servicing	1,723	4,931	3,845	5,191	2,956	3,359
Amount of Debt Servicing Limit Unused	13,439	13,075	13,461	12,933	14,587	15,052

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.

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
City Policy - Total Debt Limit						
Total Debt (0.3 Times Revenue)	18,194	21,608	20,767	21,749	21,052	22,094
Actual Debt (% of Revenue)	26.9%	28.5%	25.1%	26.1%	26.4%	33.3%
Actual Debt (% of Revenue) - excluding Westwind Lands	15.5%	23.1%	20.1%	23.1%	21.9%	29.1%
City Policy - Debt Servicing Limit						
Debt Servicing (0.05 Times Revenue)	3,032	3,601	3,461	3,625	3,509	3,682
Actual Debt Servicing (% of Revenue)	2.8%	6.8%	5.6%	7.2%	4.2%	4.6%
- excluding Westwind Lands	2.3%	2.1%	2.2%	2.0%	2.2%	2.7%

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.

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Opening balance						
Unrestricted Surplus	3,426	3,715	5,982	4,910	5,315	5,315
Restricted Surplus - Developer	6,649	7,299	8,794	3,720	6,252	7,774
Restricted Surplus - Future Capital	6,291	10,781	10,015	16,249	12,693	11,423
Investment in Tangible Capital Assets	327,403	323,233	331,927	348,649	377,370	389,101
	<u>343,769</u>	<u>345,028</u>	<u>356,718</u>	<u>373,528</u>	<u>401,630</u>	<u>413,613</u>
Net change						
Unrestricted Surplus	2,556	(189)	(1,072)	405	-	(15)
Restricted Surplus - Developer	2,145	(675)	(5,074)	2,532	1,522	2,791
Restricted Surplus - Future Capital	3,724	3,247	6,234	(3,556)	(1,270)	7,749
Investment in Tangible Capital Assets	4,524	20,335	16,722	28,721	11,731	1,982
	<u>12,949</u>	<u>22,718</u>	<u>16,810</u>	<u>28,102</u>	<u>11,983</u>	<u>12,507</u>
Closing balance						
Unrestricted Surplus	5,982	3,526	4,910	5,315	5,315	5,300
Restricted Surplus - Developer	8,794	6,624	3,720	6,252	7,774	10,565
Restricted Surplus - Future Capital	10,015	14,028	16,249	12,693	11,423	19,172
Investment in Tangible Capital Assets	331,927	343,568	348,649	377,370	389,101	391,083
	<u>356,718</u>	<u>367,746</u>	<u>373,528</u>	<u>401,630</u>	<u>413,613</u>	<u>426,120</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.

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Revenue						
Property Taxes (Schedule 1)	24,096	28,406	26,529	31,458	30,932	34,685
Government Transfers (Schedule 2)	6,765	15,651	9,113	23,406	9,998	5,994
User Fees (Schedule 3)	15,243	19,931	21,285	16,389	16,590	15,668
Contributed Tangible Capital Assets	4,188	5,301	5,301	6,112	4,930	5,180
Developer Contributions	2,870	3,457	3,180	4,730	3,440	3,543
Gain on Sale of Tangible Capital Assets	1,723	1,113	1,586	1,546	-	-
Interest	309	165	281	226	379	443
	55,194	74,024	67,275	83,867	66,269	65,513
Expenses (Schedules 4, 5)						
Council	413	490	489	501	519	542
City Manager	539	585	527	635	592	630
Economic and Business Development	471	765	672	804	780	758
Corporate Communications	521	599	594	728	815	880
Community and Protective Services	15,887	18,121	18,092	19,491	21,265	21,957
Corporate Services	5,043	5,710	5,518	6,477	6,741	6,808
Human Resources	795	1,090	939	1,233	1,245	1,275
Planning and Infrastructure	22,115	29,632	27,663	28,793	25,765	24,135
Utilities	-	-	-	-	-	-
	45,784	56,992	54,494	58,662	57,722	56,985
Annual Surplus	9,410	17,032	12,781	25,205	8,547	8,528

(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.

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Revenue						
Property Taxes (Schedule 1)	-	-	-	-	-	-
Government Transfers (Schedule 2)	-	-	-	-	-	-
User Fees (Schedule 3)	12,127	13,076	12,927	14,085	15,530	16,589
Contributed Tangible Capital Assets	689	1,085	1,085	-	-	-
Developer Contributions	945	2,500	974	1,003	1,033	1,064
Gain on Sale of Tangible Capital Assets	-	-	-	-	-	-
Interest	-	-	-	-	-	-
	<u>13,761</u>	<u>16,661</u>	<u>14,986</u>	<u>15,088</u>	<u>16,563</u>	<u>17,653</u>
Expenses (Schedules 4, 5)						
Water Supply and Distribution	5,755	5,907	5,925	6,663	7,050	7,085
Wastewater Treatment and Disposal	2,083	2,556	2,518	2,719	2,941	3,193
Waste Management	2,384	2,512	2,514	2,809	3,137	3,394
	<u>10,222</u>	<u>10,975</u>	<u>10,957</u>	<u>12,191</u>	<u>13,128</u>	<u>13,672</u>
Annual Surplus	<u>3,539</u>	<u>5,686</u>	<u>4,029</u>	<u>2,897</u>	<u>3,435</u>	<u>3,981</u>

Schedules to the fiscal plan statements

Schedule 1 – Property Taxes

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Property Taxes						
Residential	26,858	28,119	29,021	31,536	33,829	35,927
Non-Residential						
Commercial	5,701	6,257	6,545	7,067	7,677	9,831
Industrial	1,222	1,299	1,249	1,351	1,501	1,813
Linear	278	287	278	289	303	318
Agricultural	2	3	3	3	3	3
Local Improvements	-	2,800	682	3,119	-	-
	<u>34,061</u>	<u>38,765</u>	<u>37,778</u>	<u>43,365</u>	<u>43,313</u>	<u>47,892</u>
Less Requisitions						
Education - Province of Alberta	8,362	8,693	9,406	9,956	10,352	11,039
Education - Evergreen Catholic Separate R.D. #2	<u>1,431</u>	<u>1,487</u>	<u>1,674</u>	<u>1,772</u>	<u>1,843</u>	<u>1,971</u>
	9,793	10,180	11,080	11,728	12,195	13,010
Meridian Foundation	<u>172</u>	<u>179</u>	<u>169</u>	<u>179</u>	<u>186</u>	<u>197</u>
	<u>9,965</u>	<u>10,359</u>	<u>11,249</u>	<u>11,907</u>	<u>12,381</u>	<u>13,207</u>
Net Municipal Property Taxes	<u>24,096</u>	<u>28,406</u>	<u>26,529</u>	<u>31,458</u>	<u>30,932</u>	<u>34,685</u>

Schedule 2 – Government Transfers

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Capital						
Basic Municipal Transportation	1,806	1,700	1,700	2,480	1,485	1,415
Federal Gas Tax Fund	216	606	467	3,047	1,267	1,299
Local Government	33	-	16	53	-	-
Miscellaneous	-	1,000	-	1,017	125	1,000
Municipal Sustainability Initiative	1,376	9,419	4,921	13,882	5,352	625
	3,431	12,725	7,104	20,479	8,229	4,339
Operating						
Parkland County	478	469	480	482	491	494
Town of Stony Plain	41	48	48	50	52	53
Miscellaneous	1,154	1,124	1,122	1,238	1,118	1,108
Municipal Sustainability Housing	1,313	941	-	941	-	-
Municipal Sustainability Initiative	348	344	359	216	108	-
	3,334	2,926	2,009	2,927	1,769	1,655
	6,765	15,651	9,113	23,406	9,998	5,994

Schedule 3 – User Fees

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Fines and Permits	4,969	5,752	6,072	6,046	6,104	6,179
Franchise Fees	2,516	2,664	3,071	3,062	3,212	3,341
Goods and Services	3,550	3,771	3,862	3,551	3,494	3,546
Other Fees	844	3,253	3,267	781	678	666
Rental Revenue	724	736	745	724	730	702
Sale of land	1,991	3,255	3,456	1,250	1,250	-
Tax Penalties	652	500	815	978	1,125	1,237
Utility Charges	12,124	13,076	12,924	14,082	15,527	16,586
	27,370	33,007	34,212	30,474	32,120	32,257

FISCAL PLAN SUMMARY**SCHEDULES TO THE FISCAL PLAN STATEMENTS****203****Schedule 4 – Expenses by Object**

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Amortization	8,981	9,684	9,504	10,241	10,532	10,565
Contingency	86	225	225	225	225	225
Grants	1,956	2,159	1,218	2,033	1,487	1,015
Human Resources	19,642	21,339	21,247	24,118	26,227	28,420
Interest on Long-Term Debt	478	527	446	562	623	571
Loss on Disposal of Capital Assets	-	-	-	348	-	56
Operations and Maintenance						
Bank Charges and Interest	86	68	92	92	94	101
Cost of Land Sold	1,807	2,550	2,705	775	775	-
Equipment Operations	324	363	403	421	441	463
Insurance	344	370	405	423	437	437
Janitorial	258	276	277	336	368	391
Marketing and Publications	151	217	196	229	214	213
Materials and Supplies	1,066	1,320	1,327	1,325	1,416	1,503
General Expenses	1,006	1,587	1,531	1,487	1,458	1,383
Office	483	539	554	584	601	615
Office Lease	232	231	220	230	239	249
Professional Services	811	844	787	839	977	834
Repairs and Maintenance	1,448	1,694	1,545	1,689	2,033	1,744
Utilities	1,952	2,060	2,041	1,948	2,002	2,058
Contract - Traffic	1,327	1,647	1,602	1,622	1,627	1,627
Contract - Garbage	2,077	2,237	2,221	2,410	2,657	2,876
Contract - General	4,891	10,580	9,382	10,447	7,196	5,540
Contract - Water	2,261	2,547	2,558	2,891	3,159	3,401
Contract - Police	2,495	2,828	2,823	3,151	3,430	3,501
Contract - Sewage	1,844	2,075	2,142	2,427	2,632	2,869
	24,863	34,033	32,811	33,326	31,756	29,805
	56,006	67,967	65,451	70,853	70,850	70,657

Schedule 5 – Expenses by Department

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Council	413	490	489	501	519	542
City Manager	539	585	527	635	592	630
Economic and Business Development	471	765	672	804	780	758
Corporate Communications	521	599	594	728	815	880
Community and Protective Services						
Agrena/Fuhr Sports Park	1,181	1,272	1,194	1,220	1,326	1,381
Community and Protective Services Administration	508	481	434	671	640	619
Cultural Services	932	1,049	1,059	1,309	1,258	1,317
Family and Community Support Services	1,279	1,332	1,242	1,433	1,500	1,576
Municipal Enforcement and Safe City	1,931	2,419	2,407	2,497	2,620	2,748
Recreation and Parks Planning	510	453	563	649	688	938
RCMP Administration	2,979	3,398	3,370	3,818	4,129	4,242
Spruce Grove Fire Services	5,017	5,808	6,007	5,897	7,040	7,145
Spruce Grove Public Library Facility	640	783	787	950	959	968
TransAlta Tri Leisure Centre	910	1,126	1,029	1,047	1,105	1,023
	15,887	18,121	18,092	19,491	21,265	21,957
Corporate Services						
Corporate Services Administration	495	578	308	551	618	621
City Clerk's Office	888	1,099	1,129	1,065	1,074	1,043
Finance	2,330	2,612	2,518	3,161	3,354	3,406
Information Systems	1,330	1,421	1,563	1,700	1,695	1,738
	5,043	5,710	5,518	6,477	6,741	6,808
Human Resources	795	1,090	939	1,233	1,245	1,275
Planning and Infrastructure						
Planning and Infrastructure Administration	310	320	317	537	449	502
Engineering	8,207	12,440	12,778	11,395	8,374	6,869
Planning and Development	2,900	2,516	1,637	2,615	1,924	1,825
Transit	1,001	1,139	1,114	1,267	1,413	1,503
Asset Management	3,750	6,668	5,197	6,196	6,393	5,871
Public Works	5,947	6,549	6,620	6,783	7,212	7,565
	22,115	29,632	27,663	28,793	25,765	24,135
Utilities						
Water Supply and Distribution	5,755	5,907	5,925	6,663	7,050	7,085
Wastewater Treatment and Disposal	2,083	2,556	2,518	2,719	2,941	3,193
Waste Management	2,384	2,512	2,514	2,809	3,137	3,394
	10,222	10,975	10,957	12,191	13,128	13,672
	56,006	67,967	65,451	70,853	70,850	70,657

Schedule 6 – Deferred Revenue

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Opening balance						
Government Transfers						
Capital						
Basic Municipal Transportation	1,347	616	1,035	914	109	405
Federal Gas Tax Fund	-	351	898	1,748	1	35
Local Government	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Municipal Sustainability Initiative	2,736	7,874	10,364	10,204	1,000	415
	<u>4,083</u>	<u>8,841</u>	<u>12,297</u>	<u>12,866</u>	<u>1,110</u>	<u>855</u>
Operating						
Parkland County	-	-	-	-	-	-
Town of Stony Plain	-	-	-	-	-	1
Miscellaneous	96	44	79	63	1	(11)
Municipal Sustainability Housing	2,230	934	932	941	-	-
Municipal Sustainability Initiative	-	-	-	-	(1)	(1)
	<u>2,326</u>	<u>978</u>	<u>1,011</u>	<u>1,004</u>	<u>-</u>	<u>(11)</u>
	<u>6,409</u>	<u>9,819</u>	<u>13,308</u>	<u>13,870</u>	<u>1,110</u>	<u>844</u>
Other Deferred Amounts	326	72	228	228	228	228
	<u>6,735</u>	<u>9,891</u>	<u>13,536</u>	<u>14,098</u>	<u>1,338</u>	<u>1,072</u>
Amounts Received						
Government Transfers						
Capital						
Basic Municipal Transportation	1,479	1,479	1,570	1,673	1,771	1,859
Federal Gas Tax Fund	1,108	1,300	1,300	1,300	1,300	1,300
Local Government	33	-	16	53	-	-
Miscellaneous	-	1,000	-	1,017	125	1,000
Municipal Sustainability Initiative	8,933	5,154	4,662	4,662	4,757	4,857
	<u>11,553</u>	<u>8,933</u>	<u>7,548</u>	<u>8,705</u>	<u>7,953</u>	<u>9,016</u>
Operating						
Parkland County	478	469	480	482	491	494
Town of Stony Plain	41	48	48	50	53	53
Miscellaneous	1,136	1,110	1,106	1,176	1,106	1,106
Municipal Sustainability Housing	-	-	-	-	-	-
Municipal Sustainability Initiative	348	344	359	215	108	-
	<u>2,003</u>	<u>1,971</u>	<u>1,993</u>	<u>1,923</u>	<u>1,758</u>	<u>1,653</u>
	<u>13,556</u>	<u>10,904</u>	<u>9,541</u>	<u>10,628</u>	<u>9,711</u>	<u>10,669</u>
Other Deferred Amounts	288	-	-	-	-	-
	<u>13,844</u>	<u>10,904</u>	<u>9,541</u>	<u>10,628</u>	<u>9,711</u>	<u>10,669</u>

Schedule 6 – Deferred Revenue (continued)

	2012	2013	2013	2014	2015	2016
	Actual	Budget	Forecast	Budget	Forecast	Forecast
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Amounts Recognized						
Government Transfers						
Capital						
Basic Municipal Transportation	(1,806)	(1,700)	(1,700)	(2,480)	(1,485)	(1,415)
Federal Gas Tax Fund	(216)	(606)	(467)	(3,047)	(1,267)	(1,299)
Local Government	(33)	-	(16)	(53)	-	-
Miscellaneous	-	(1,000)	-	(1,017)	(125)	(1,000)
Municipal Sustainability Initiative	(1,376)	(9,419)	(4,921)	(13,882)	(5,352)	(625)
	<u>(3,431)</u>	<u>(12,725)</u>	<u>(7,104)</u>	<u>(20,479)</u>	<u>(8,229)</u>	<u>(4,339)</u>
Operating						
Parkland County	(478)	(469)	(480)	(482)	(491)	(494)
Town of Stony Plain	(41)	(48)	(48)	(50)	(52)	(53)
Miscellaneous	(1,154)	(1,124)	(1,122)	(1,238)	(1,118)	(1,108)
Municipal Sustainability Housing	(1,313)	(941)	-	(941)	-	-
Municipal Sustainability Initiative	(348)	(344)	(359)	(216)	(108)	-
	<u>(3,334)</u>	<u>(2,926)</u>	<u>(2,009)</u>	<u>(2,927)</u>	<u>(1,769)</u>	<u>(1,655)</u>
	<u>(6,765)</u>	<u>(15,651)</u>	<u>(9,113)</u>	<u>(23,406)</u>	<u>(9,998)</u>	<u>(5,994)</u>
Other Deferred Amounts	(386)	-	-	-	-	-
	<u>(7,151)</u>	<u>(15,651)</u>	<u>(9,113)</u>	<u>(23,406)</u>	<u>(9,998)</u>	<u>(5,994)</u>
Interest Earned						
Government Transfers						
Capital						
Basic Municipal Transportation	15	7	9	2	10	30
Federal Gas Tax Fund	6	20	17	-	1	1
Local Government	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Municipal Sustainability Initiative	71	67	99	16	10	162
	<u>92</u>	<u>94</u>	<u>125</u>	<u>18</u>	<u>21</u>	<u>193</u>
Operating						
Parkland County	-	-	-	-	-	-
Town of Stony Plain	-	-	-	-	-	-
Miscellaneous	1	-	-	-	-	-
Municipal Sustainability Housing	15	8	9	-	-	-
Municipal Sustainability Initiative	-	-	-	-	-	-
	<u>16</u>	<u>8</u>	<u>9</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>108</u>	<u>102</u>	<u>134</u>	<u>18</u>	<u>21</u>	<u>193</u>
Other Deferred Amounts	-	-	-	-	-	-
	<u>108</u>	<u>102</u>	<u>134</u>	<u>18</u>	<u>21</u>	<u>193</u>

Schedule 6 – Deferred Revenue (continued)

	2012	2013	2013	2014	2015	2016
	Actual	Budget	Forecast	Budget	Forecast	Forecast
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Closing Balance						
Government Transfers						
Capital						
Basic Municipal Transportation	1,035	402	914	109	405	879
Federal Gas Tax Fund	898	1,065	1,748	1	35	37
Local Government	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Municipal Sustainability Initiative	10,364	3,676	10,204	1,000	415	4,809
	<u>12,297</u>	<u>5,143</u>	<u>12,866</u>	<u>1,110</u>	<u>855</u>	<u>5,725</u>
Operating						
Parkland County	-	-	-	-	-	-
Town of Stony Plain	-	-	-	-	1	1
Miscellaneous	79	30	63	1	(11)	(13)
Municipal Sustainability Housing	932	1	941	-	-	-
Municipal Sustainability Initiative	-	-	-	(1)	(1)	(1)
	<u>1,011</u>	<u>31</u>	<u>1,004</u>	<u>-</u>	<u>(11)</u>	<u>(13)</u>
	<u>13,308</u>	<u>5,174</u>	<u>13,870</u>	<u>1,110</u>	<u>844</u>	<u>5,712</u>
Other Deferred Amounts	228	72	228	228	228	228
	<u>13,536</u>	<u>5,246</u>	<u>14,098</u>	<u>1,338</u>	<u>1,072</u>	<u>5,940</u>

Schedule 7 – Net Changes in Accumulated Surplus

	2012 Actual (\$000s)	2013 Budget (\$000s)	2013 Forecast (\$000s)	2014 Budget (\$000s)	2015 Forecast (\$000s)	2016 Forecast (\$000s)
Total						
Accumulated Surplus, Opening	343,769	345,028	356,718	373,528	401,630	413,612
Annual Surplus	12,949	22,718	16,810	28,102	11,982	12,509
Accumulated Surplus, Closing	356,718	367,746	373,528	401,630	413,612	426,121
Unrestricted Surplus						
Opening Balance	3,426	3,715	5,982	4,910	5,315	5,315
Annual Surplus	12,949	22,718	16,810	28,102	11,982	12,509
Net Change in Components of Accumulated Surplus						
Restricted Surplus - Developer Contributions	(2,145)	675	5,074	(2,532)	(1,522)	(2,792)
Restricted Surplus - Future Capital	(3,724)	(3,247)	(6,234)	3,556	1,271	(7,750)
Investment in TCAs	(4,524)	(20,335)	(16,722)	(28,721)	(11,731)	(1,982)
	2,556	(189)	(1,072)	405	-	(15)
Closing Balance	5,982	3,526	4,910	5,315	5,315	5,300
Restricted Surplus - Developer Contributions						
Opening Balance	6,649	7,299	8,794	3,720	6,252	7,774
Net Change						
Developer Levy Revenue	4,227	5,957	4,155	5,733	4,473	4,607
Surplus used for Expenses	(811)	(850)	(3,310)	(400)	(600)	-
Surplus used for Acquisition of TCAs	(1,271)	(5,782)	(5,919)	(2,801)	(2,351)	(1,816)
Inter-surplus Transfers	-	-	-	-	-	-
	2,145	(675)	(5,074)	2,532	1,522	2,791
Closing Balance	8,794	6,624	3,720	6,252	7,774	10,565
Restricted Surplus - Future Capital						
Opening Balance	6,291	10,781	10,015	16,249	12,693	11,423
Net Change						
Revenue Designated for Future Use	24,245	50,594	34,318	46,596	29,029	26,279
Capital Project Expenses and Transfers	(9,117)	(24,201)	(12,472)	(14,694)	(11,385)	(11,213)
Acquisition of TCAs	(11,404)	(28,685)	(23,243)	(33,511)	(18,650)	(16,872)
Inter-surplus Transfers	-	-	2,092	(1,947)	(264)	2,055
Long-Term Debt Issued	-	5,539	5,539	-	-	7,500
	3,724	3,247	6,234	(3,556)	(1,270)	7,749
Closing Balance	10,015	14,028	16,249	12,693	11,423	19,172
Investment in TCAs						
Opening Balance	327,403	323,233	331,927	348,649	377,370	389,101
Net Change						
TCA additions	12,675	34,467	29,162	36,083	21,081	18,753
TCA disposals - Cost	(1,585)	-	1,586	1,894	-	56
TCA disposals - Accumulated Amortization	1,376	-	-	-	-	-
Amortization	(8,981)	(9,684)	(9,504)	(10,241)	(10,532)	(10,565)
Long-Term Debt Issued	-	(5,539)	(5,539)	-	-	(7,500)
Long-Term Debt Repaid	1,039	1,091	1,017	985	1,182	1,238
	4,524	20,335	16,722	28,721	11,731	1,982
Closing Balance	331,927	343,568	348,649	377,370	389,101	391,083

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 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. New initiatives and service changes are ranked by administration using criteria defined for each category.

The layout of the initiatives and service changes has been modified to reflect the above the line items by year in descending order of priority for each of the following categories. The score reflects the initial ranking and is used as a tool for the initial prioritization. During the final prioritization review, some items may be moved above or below the line without revising the original score.

Each of the following lists is prioritized into two main groupings:

Above the Line - Considered essential for the ongoing successful operations of the City and are approved to proceed in 2014. The planned 2015 and 2016 items will be reconsidered and re-prioritized in the next corporate planning cycle. Above the line items are shaded green in the following pages.

Below the Line - Deferred for this corporate plan. This work will become increasingly important to undertake in future years but cannot be operationally or fiscally supported in this corporate plan. They will be reconsidered and re-prioritized in the next corporate planning cycle. Below the line items are not shaded in the following pages.

Corporate - External

Definition

Corporate external operating 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 criteria

External corporate operating 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 on quality of life that will be positively felt by the community
- The initiative enables the City to keep pace with the growth of the community
- The capacity exists to undertake the planned activity
- We can operationally support and maintain the results

The total cost of each initiative includes the initial project cost plus any annual operating costs. The funding sources are noted for each initiative. Total effort required to complete the initiative is reflected in person hours in each year.

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE - EXTERNAL

Approved for 2014

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
1	Corporate Departments - Economic Development	CE29.1 - Develop and Implement an Industrial Marketing Plan for Spruce Grove (2012.12)	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.	Jan 2012	Dec 2016	5.23	236	236	231	50,000	50,000	50,000	Taxes
2	Corporate Departments - Economic Development	CE244.1 - Implement phases of Tri Leisure Village project	Implement the multi-year Purchase and Options Agreement for the Tri Leisure Village Development.	Jan 2014	Dec 2015	5.23	320	320	-	-	-	-	
3	Corporate Departments - Economic Development	CE243.1 - Implementation of Westwind Agreement Options	Implement the multi-year Purchase and Options Agreement for the Westwind Lands Development.	Jan 2014	Dec 2016	5.23	340	340	340	-	-	-	

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
4	Corporate Departments - Economic Development	CE30.1 - Implement Action Plan on Competitive Fundamentals Recommended by EDAC (2012.15)	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. Note that Action Plan Strategic Elements 6.4 and 6.5 are covered off under CE29.1 (Industrial Marketing Plan) and 6.8 under CE31.1 (Event Tourism). This will involve review and monitoring of Spruce Grove's competitive position in retaining and attracting investment in targeted sectors, identifying constraints that need to be addressed, considering the role and type of incentives that may be effective, developing industry and company specific strategies that may influence decisions and other issues raised by the Economic Development Advisory Committee (EDAC).	Jan 2012	Dec 2016	4.80	269	269	269	25,000	25,000	25,000	Taxes

NEW INITIATIVES AND SERVICE CHANGES

CORPORATE - EXTERNAL

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
5	Corporate Departments - Communications	CE259.1 - Develop and implement triannual City magazine	The City currently sends out, twice a year, a very popular programs and services brochure to all residences in Spruce Grove. There is an opportunity to make the publication more inclusive of what the City offers and move to a tri-annual (May, August and December) magazine style publication delivered via unaddressed admail. The publication would include information from the current brochure and be expanded to include topics such as waste collection, recycling, organics collection, snow removal, property tax information and awards of excellence.	Jan 2014	Dec 2014	4.73	44	44	44	20,000	20,000	20,000	Taxes
6	Corporate Departments - CAO	CE23.1 - Participate in the planning for a regional policing centre (2012.02)	Participate in the RCMP Facility Task Force for the development of a combined RCMP facility within the tri-municipal region.	Jan 2011	Dec 2016	4.63	50	50	50	20,000	10,000	-	Grants
7	Corporate Departments - CAO	CE187.1 - Partner with tri-region municipalities to advocate for Highway 628 construction	The construction of Highway 628 is identified in the transportation master plan as critical to the orderly development of Spruce Grove, the Town of Stony Plain, Parkland County and Alberta Transportation. Without this key component of transportation infrastructure, the east west road network in the area will fall below a reasonable level of service to the affected communities. The City involvement in this initiative is to inform the province of the regional importance of this road.	Jan 2014	Dec 2014	4.58	175	-	-	-	-	-	

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
8	Planning & Infrastructure - Planning & Infrastructure Admin	CE201.1 - Participate in tri-region organics processing facility feasibility study	To complete a feasibility study for an organics processing facility in the Tri-Municipal Region and to explore management and processing options. Both municipal and private/public sector partnership opportunities will be considered. Work will be starting on this project mid-2013.	Jan 2014	Dec 2014	4.38	140	-	-	-	-	-	
9	Corporate Departments - Economic Development	CE31.1 - Develop and Implement Strategy and Action Plan for Event Tourism (2012.10)	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.	Jan 2013	Dec 2016	4.33	322	252	189	40,000	40,000	40,000	Grants
10	Community & Protective Services - Cultural Services	CE37.1 - Arts and Culture Vision for Spruce Grove (2010.20)	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.	Jan 2014	Nov 2014	4.28	404	-	-	100,000	-	-	Taxes
11	Corporate Departments - Economic Development	CE33.1 - Develop and Implement a Formal Sponsorship Program (2012.11)	Develop and implement a formal sponsorship program related to City facilities. Examples include Fuhr Sports Park, electronic billboard on Highway 16A and the Coca-Cola beverage supply agreement.	Jan 2013	Dec 2014	4.18	318	314	193	25,000	20,000	20,000	Taxes
12	Planning & Infrastructure - Planning & Infrastructure Admin	CE42.1 - Transit Service Review (2012.39)	A multi-year process to determine a long term plan to evolve the City's transit service in an efficient and cost-affordable way.	Jan 2011	Dec 2014	4.13	210	-	-	-	-	-	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE - EXTERNAL

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
13	Corporate Departments - CAO	CE176.1 - Develop and implement strategies for implementation of the Tri Regional Memorandum of Understanding	Develop and implement strategies and a framework for the implementation of the Tri Regional Memorandum of Understanding.	Jan 2014	Dec 2014	4.13	30	-	-	-	-	-	
14	Corporate Departments - CAO	CE24.1 - Pursue Feasibility of Expanding the TransAlta Tri Leisure Centre (2012.03)	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.	Jan 2011	Dec 2015	4.10	8	8	-	-	-	-	
15	Corporate Departments - Economic Development	CE246.1 - Servicing for Fuhr Park land exchange	Complete servicing for land exchange for the area immediately west of Fuhr Sports Park.	Jan 2013	Dec 2014	4.10	35	-	-	40,000	-	-	Taxes
16	Planning & Infrastructure - Planning & Infrastructure Admin	CE254.1 - Implement Recommendations of Waste Strategy - Monthly Winter Organics	Data indicates that residents are not using the organics program for kitchen waste or soiled paper waste however these items make up approximately 22% of the total waste stream (by weight). Implementing a winter organics program reinforces kitchen/soiled paper waste as part of the organics waste stream and eliminates the need for residents to change their behaviour twice/year. Along with this change, it is proposed 2000 smaller 7-L bins known as 'kitchen catchers' be given out to interested residents to encourage increased program use. Year-round organics is a best-practice for successful residential waste diversion programs.	Jan 2014	Dec 2016	4.08	200	20	-	57,500	138,000	138,000	Utilities - Solid Waste

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
17	Community & Protective Services - Community Services Admin	CE237.1 - Review and develop a policy for community and memorial recognition programs	It is recommended that the City develop a policy for a combined community and memorial recognition program. The policy development will include a review of the current community recognition program. The City does not currently have a formal memorial recognition program.	Jan 2014	Dec 2014	3.93	112	-	-	-	-	-	
18	Corporate Departments - Economic Development	CE34.1 - Develop a Vision and Plan for City Centre Redevelopment Within Spruce Grove (2012.16)	The intent is to develop a vision and plan for the revitalization of the City Centre in Spruce Grove. The area to be included is the City Centre commercial district as defined in the MDP. The scope of the project is to identify and deal with impediments to redevelopment, consolidation of properties, potential incentives and City involvement. This will likely require a multi-step implementation plan and will not be a short-term process.	Mar 2014	Dec 2014	3.90	577	-	-	75,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE - EXTERNAL

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
19	Planning & Infrastructure - Planning & Infrastructure Admin	CE202.1 - Implementation of transit service review recommendations - stage one	An early outcome of the transit review is to restructure the existing transit route back into two routes. Route 197 would travel along HWY 16 to NAIT and downtown Edmonton, connecting with the LRT system in two locations. Route 196 would run along HWY 16A past West Edmonton Mall to South Campus. Together, the routes would cover a similar route that exists now as well as some new areas. The route changes will increase capacity by 43%, improve coverage within Spruce Grove, decrease travel times for the majority of riders and provide better service to key destinations in Edmonton such as the University of Alberta, West Edmonton Mall transfer station, and the LRT network.	Jan 2014	Dec 2016	3.80	220	35	-	125,845	203,705	220,917	Taxes
20	Community & Protective Services - Recreation	CE222.1 - Implement Action Strategy for Leisure Services Master Plan	In March of 2010 the City of Spruce Grove, Town of Stony Plain and TransAlta Tri-Leisure Centre commissioned the services of a consultant to develop a Leisure Services Master Plan. The plan explored the delivery of leisure programs and special events in the areas of recreation, sport, culture, the arts, health and wellness, family and community support services, fitness and community education.	Jan 2014	Dec 2014	3.65	42	-	-	-	-	-	

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
21	Community & Protective Services - Community Services Admin	CE47.1 - 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.	Jan 2014	Dec 2014	1.95	7	-	-	132,600	10,000	10,000	Grants, Taxes
Approved for 2014							4,059	1,888	1,316	710,945	516,705	523,917	

Planned for 2015

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
22	Community & Protective Services - Protective Services	CE78.1 - Contributions for Tri-Region Ladder Truck Purchases (AM.42)	Funding as per regional capital cost sharing agreement on the purchase of a ladder truck for Parkland County.	Jan 2015	Dec 2015	4.95	-	5	-	-	500,000	-	Grants

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE - EXTERNAL

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
23	Community & Protective Services - Community Services Admin	CE238.1 - Develop a social sustainability strategy	<p>The Social Sustainability Strategy will take a high level look at the role of social sustainability within the City's strategic, corporate and community planning frameworks. Components to be covered include; review of best practices and examples from comparable communities, define what Spruce Grove means by 'social sustainability', determine what areas of the City's work fits within this definition, assess the City's current approach against this definition, identify strategies to build on the assessment results, and propose an approach for developing social sustainability indicators to measure progress.</p> <p>The strategy's development will include both internal and external consultation.</p>	Jan 2015	Dec 2015	4.55	-	325	-	-	75,000	-	Taxes
24	Corporate Departments - Economic Development	CE32.1 - Investigate options for a broadband strategy for Spruce Grove (2013.02)	Investigate options for a broadband strategy to support commercial and industrial development in Spruce Grove.	Jan 2015	Dec 2015	4.33	-	237	-	-	40,000	-	Taxes
25	Planning & Infrastructure - Planning & Infrastructure Admin	CE251.1 - Review of multi-family waste program options	To explore options to increase waste diversion from multi-family households and determine what the City's role should be going forward.	Jan 2015	Dec 2015	4.08	-	155	-	-	-	-	

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
26	Corporate Departments - Communications	CE27.1 - Develop and Implement the Brand Strategy (2012.06)	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.	Jan 2015	Dec 2016	3.98	-	203	206	-	100,000	125,000	Taxes
Planned for 2015							-	925	206	-	715,000	125,000	

Planned for 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
27	Planning & Infrastructure - Planning & Infrastructure Admin	CE252.1 - Curbside Waste Audit Program	To complete an audit of the residential curbside waste program using the same methodology used in the 2012 audit.	Jan 2016	Dec 2016	4.40	-	-	90	-	-	28,750	Utilities - Solid Waste
Planned for 2016							-	-	90	-	-	28,750	
Total Planned 2014-2016							4,059	2,813	1,612	710,945	1,231,705	677,667	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE - EXTERNAL

Deferred from 2014

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
28	Planning & Infrastructure - Public Works	CE44.1 - Long term cemetery plan (2011.56)	This initiative will provide for a detailed site plan for the Pioneer Cemetery while also examining the related needs for Bylaw development and interment options.	Jan 2014	Dec 2015	3.75	115	115	-	20,000	20,000	-
29	Community & Protective Services - Recreation	CE230.1 - Regional programs and activity guide - scoping	Scope the feasibility and cost of developing a regional program and activity guide for residents to find recreation, leisure and wellness opportunities available in the region. Scoping exercise includes researching current service providers, sponsors and facilities.	Jan 2014	Dec 2014	3.40	50	-	-	-	-	-
30	Community & Protective Services - FCSS	CE239.1 - Develop sustainability plan for housing support services	A need for low-income housing and support services to assist homeless and at risk-of-becoming homeless people in accessing and retaining housing has been identified by Spruce Grove FCSS and other Human Services Agency Staff in the Parkland Area. In 2012, the federally funded Parkland Housing Support Program supported over 100 homeless and at-risk-of-becoming homeless clients in Spruce Grove and surrounding area. This program is no longer being funded but the need for its services continues. A sustainability plan for Housing Support Services would help municipalities in the Parkland Area to provide these services in an effective and sustainable way.	Jan 2014	Dec 2014	3.35	77	-	-	15,000	-	-

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
31	Community & Protective Services - Recreation	CE39.1 - Work Collaboratively with the Tri-Region Municipalities - Implementation Indoor Recreation & Culture Facilities Study (2012.22)	Creation of a Tri-Regional Indoor Recreation & Culture Facility development and construction plan.	Jan 2014	Dec 2014	3.30	175	-	-	-	-	-
32	Community & Protective Services - Recreation	CE226.1 - Develop concept plan for a new Cenotaph	Work with the local Legion to develop a concept plan for the construction of a new cenotaph in the city. The current cenotaph would remain at its current location and a suitable location would need to be determined for this second cenotaph as part of the concept plan.	Jan 2014	Dec 2014	3.23	105	-	-	5,000	-	-
Deferred from 2014							522	115	-	40,000	20,000	-

Deferred from 2015

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
33	Planning & Infrastructure - Planning & Infrastructure Admin	CE267.1 - Implementation of transit service review recommendations - stage two	Building on the Stage 1 changes to restructure the transit system into two routes, Stage 2 proposes a short extension on each of the routes to service new neighbourhoods and improve coverage with Spruce Grove. The extensions are proposed for September 2015 provided capacity exists.	Jan 2015	Dec 2016	4.00	-	85	-	-	25,000	75,000

NEW INITIATIVES AND SERVICE CHANGES

CORPORATE - EXTERNAL

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
34	Corporate Departments - Economic Development	CE35.1 - Identify Opportunities Within Our Sports, Recreation and Cultural Facilities for the Attraction of Events (2012.13)	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.	Jan 2015	Dec 2015	4.00	-	382	-	-	35,000	-
35	Corporate Departments - Economic Development	CE36.1 - Develop an Implementation Strategy to Support Realization of the City Centre Redevelopment Plan (2012.17)	Implementation of the City Centre revitalization plan completed and approved under initiative CE34.1. This is Phase Two of the revitalization initiative and would use the tools and operational support recommended in the plan and vision set out in Phase One.	Jan 2015	Dec 2016	3.83	-	875	695	-	-	-
36	Planning & Infrastructure - Planning & Infrastructure Admin	CE200.1 - Conduct an energy audit on all City-owned facilities	The energy audit will conduct detailed energy audits on all City facilities to identify opportunities to reduce electricity and gas consumption in each facility and prepare a financial analysis of the opportunities including expected savings and estimated costs of implementation.	Jan 2015	Dec 2015	3.60	-	105	-	-	37,500	-
37	Corporate Departments - Communications	CE28.1 - Define the Scope for a Signature Entry Identity (2012.07)	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.	Jan 2015	Dec 2016	3.23	-	129	95	-	-	-
Deferred from 2015							-	1,576	790	-	97,500	75,000
Total Deferred 2014-2016							522	1,691	790	40,000	117,500	75,000

Corporate - Internal

Definition

Corporate internal operating 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 criteria

Internal corporate operating 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 will enhance operational efficiency and effectiveness in the delivery of essential core services within the City
- The capacity exists to undertake the planned activity
- We can operationally support and maintain the results

The total cost of each initiative includes the initial project cost plus any annual operating costs. The funding sources are noted for each initiative. Total effort required to complete the initiative is reflected in person hours in each year.

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE - INTERNAL

Approved for 2014

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
1	Corporate Departments - CAO	CI178.1 - Complete Strategic Leadership Team terms of reference	Draft, review, approve and communicate a SLT terms of reference to ensure that the organizational leadership model is effective so both the strategic and operational aspects of leading are fully in place.	Jan 2014	Dec 2014	5.13	130	-	-	-	-	-	
2	Corporate Services - Information Systems	CI159.1 - Business analysis for an enterprise-wide asset management system	An opportunity is presenting itself to develop an enterprise wide asset management system with a single source database repository that City business units can access and use to facilitate efficient and effective infrastructure operations in their area. This will give the City the right levels of visibility, control and agility to more effectively and proactively manage assets throughout their life-cycle. The first phase of this initiative involves conducting a business requirements gathering to determine the types of information required by each area and the individual dashboards needed to support the business of the area.	Jan 2014	Jun 2014	4.78	651	-	-	-	-	-	
3	Corporate Departments - CAO	CI177.1 - Develop governance model self assessment program	The development of a report card that positions Council to continually review and assess Council's performance as governors including adhering to defined roles and responsibilities - including annual and ongoing review processes.	Jan 2014	Dec 2014	4.72	77	-	-	25,000	-	-	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
4	Corporate Departments - Human Resources	CI18.1 - Develop a Human Resources Plan (2012.18)	Develop a City Human Resources Plan and terms of reference. 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 and succession planning. Development of a comprehensive Human Resources Plan was the first priority item in the OER study conducted by KPMG.	Jan 2014	Dec 2014	4.59	735	-	-	33,500	1,000	1,000	Taxes
5	Corporate Departments - Communications	CI17.1 - Develop and Implement Strategy for Internal Communications (2012.09)	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.	May 2013	May 2015	4.47	234	164	-	40,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE - INTERNAL

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)	
6	Corporate Services - Finance	CI261.1 - Financial Literacy Program	Engage City Auditors to develop, maintain and deliver a financial literacy program to Council and management. Council information sessions would be geared to the overall governance role of Council and could focus in areas such as governance, fiscal sustainability and budgeting, accounting and tax or other areas of interest to Council. Management information sessions would include similar topics to those provided to Council, but the expectation would be more focus on City processes vs. the oversight role of Council. Topics could be somewhat more technical in nature but would also include emerging issues or other matters of interest to Management.	Jan 2014	Dec 2017	4.44	282	282	282	26,250	24,335	27,825	Taxes	
							Approved for 2014	2,109	446	282	124,750	25,335	28,825	

Planned for 2015

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
7	Corporate Departments - Human Resources	CI211.1 - Develop a workforce plan	A workforce plan is phase two in developing the Human Resources Plan. The workforce plan has to be congruent with the service levels provided by the organization and adapt to the growth of the organization. A workforce plan takes into account the forecast for future demands on the City and the impacts of this demand on staffing requirements and the skill and capacity of the staff to meet these demands. Workforce plans will be developed first for priority areas that are identified within the City rather than an overall organizational plan for the City. Succession planning for key positions will also identified as part of the workforce plan.	Jan 2015	Dec 2016	4.56	-	122	122	-	10,000	10,000	Taxes
8	Corporate Services - Corporate Services Admin	CI175.1 - Review Shared Principles	Review the current Shared Principles and either re-establish them or change them to value statements reflecting the current work environment and evolving organizational culture.	Jan 2015	Dec 2015	4.44	-	263	-	-	28,500	-	Taxes
9	Corporate Services - Finance	CI21.1 - Conduct Fiscal Impact Assessment (2012.26)	Develop a financial model that forecasts the effect that growth will have on the City's financial position.	Jan 2015	Mar 2015	4.28	-	343	-	-	35,000	-	Taxes
Planned for 2015							-	728	122	-	73,500	10,000	
Total Planned 2014-2015							2,109	1,174	404	124,750	98,835	38,825	

Deferred from 2014

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
10	Corporate Departments - Human Resources	CI19.1 - Review and Create a Formal Employee Recognition Program (2010.05)	From an organizational perspective, develop a clear strategy that engages and recognizes employees for their contribution. Define measurement criteria and review the current employee recognition program and policy and implement a new program to promote specific efforts in improving the efficiency and effectiveness of the City.	Jul 2014	Dec 2014	3.38	285	-	-	11,000	-	-
11	Corporate Departments - CAO	CI45.1 - Municipal Benchmarking Alberta (CA.05)	Participate in a second year of a municipal benchmarking project with thirteen other mid-sized municipalities in Alberta. Benchmarking of common services provides municipalities with meaningful and comparable results and support the identification and sharing of leading practices.	Jan 2014	Dec 2014	3.19	344	-	-	10,000	-	-
Deferred from 2014							629	-	-	21,000	-	-

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. Capital initiatives are collectively grouped and are either corporate external, corporate internal or departmental in nature.

Proposed long-term capital plan

The City's current long term capital plan is a twenty year overview of new major capital. Currently, the long term capital plan does not include capital projects related to lifecycle replacement (which is funded through the status quo budget), new growth (captured as new capital initiatives which are funded by restricted developer levies and/or grants) and excludes operating impacts of the project (captured as part of new capital initiatives).

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'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.

The adjacent schedule of major capital initiatives from 2013 to 2033 is used for longer term capital and financial planning purposes.

Projects for the next three years are included in this corporate plan as capital initiatives and prioritized and funded as part of the annual corporate planning process. The funding sources for the 2014-2016 capital initiatives are noted in the following pages. The 2013 forecasted costs are contained within the status quo budgets.

Initiatives for 2017 and beyond are more conceptual in nature and will be planned in more detail in future corporate plans.

Project (\$millions)	2013	2014	2015	2017 to 2024 to		Total	
				2016	2023		2033
Public Works Facility	8,600	10,093			-	-	18,693
Tri Village	2,800				-	-	2,800
Sports & Recreation Facility Site Development	851				-	-	851
Sports & Recreation Facility	541	4,937	4,909		-	-	10,387
Highway 16A Rehabilitation		2,500			-	-	2,500
Beautification of a section of Highway 16A Median		1,500	500		-	-	2,000
TLC Parking Lot		576			-	-	576
Elks Hall		427			-	-	427
Ball Parks		40	590		1,535	-	2,165
King Street Mall - Option Purchase		747			-	-	747
King Street Mall - Office Development		250	1,573		-	-	1,823
Transit Infrastructure - Permanent Park & Ride		25			2,920	-	2,945
RCMP Integrated Facility			500	3,000	4,500	-	8,000
Transit System Growth - Bus Purchase				1,500	1,500	-	3,000
410 King Street				200	1,100	-	1,300
TLC Facility Expansion					7,305	-	7,305
Spray Park					3,000	-	3,000
Entry Signs					1,000	-	1,000
Jubilee Park - Multi-Purpose Building					2,000	-	2,000
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
Reservoir					15,000	-	15,000
City Hall - New					-	30,000	30,000
Agrena - Major Renovation					-	5,000	5,000
Fire Hall Expansion					-	5,000	5,000
	12,792	21,095	8,072	4,700	48,760	40,000	135,419

Prioritization criteria

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 is required or supports the long range requirements and growth of the City
- The asset supports realizing the value of previous investments
- The asset is associated with services that are appropriate for the City to be providing
- 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 total cost of each initiative includes the initial project cost plus any annual operating costs. The funding sources are noted for each initiative. Total effort required to complete the initiative is reflected in person hours in each year.

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Approved for 2014

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
1	Planning & Infrastructure - Engineering	DP264.1 - Highway 16A Rehabilitation	To resurface Highway 16A from Century Road to the Westgrove Drive. The project would also include curb repairs, median and island improvements, geometric changes as required. This project coupled with the beautification project also included in the 2014 capital would have a significant impact on the image of Spruce Grove for the hundreds of thousands of people using this road every year.	Jan 2014	Dec 2014	6.00	70	-	-	2,500,000	-	-	Grants, Surplus
2	Planning & Infrastructure - Asset Management	DP131.1 - King Street Mall Expansion Option Purchase (AM.41)	Purchase option of King Street Mall as per agreement.	Oct 2013	Dec 2014	5.76	118	-	-	747,100	-	-	Grants
3	Planning & Infrastructure - Asset Management	CI99.1 - Public Works Site Design and Expansion (2011.40)	Complete site construction, complete Public Works new facility construction, including furniture and fixtures, and complete relocation of existing Public Works and Fleet operations to the new facility.	Jan 2011	Oct 2014	5.71	351	-	-	10,266,068	329,173	329,167	Grants, Taxes, Surplus

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
4	Planning & Infrastructure - Engineering	DP186.1 - New Growth Water	The City water master plan has recommended that a major upgrade to its reservoir and pumpstation is required at a population of about 38,000. Current growth rate projections indicate this will be approximately 2020. The area of the expansion will have a significant impact on the Henry Singer ball facility. The most likely outcome is that one or two diamonds will be out of service for 2-3 years during the project. The work proposed for 2014 will assess the impacts to the sportfield area, to better understand the impact of the reservoir/pumpstation project.	Jan 2014	Dec 2014	5.67	35	70	-	50,000	300,000	-	Developer Leves

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
5	Planning & Infrastructure - Engineering	DP137.1 - New Growth Transportation (EN.21)	<p>The City collects off-site levies from newly developing areas in order to construct arterial transportation infrastructure on an on-going basis. This initiative is development driven and may includes for 2014 the extension of: of Grove Drive east to Pioneer (\$1,800,000). Other projected projects that could required to support growth in 2015 and 2016 are as follows:</p> <ul style="list-style-type: none"> - construction of missing pedestrian links identified in transportation master plan (\$300,000) - the extension of street lighting on Highway 16A east and west of Pioneer (\$500,000) - traffic signals at Highway 16A and Pioneer (\$300,000) - 3rd and partial 4th lanes on 16 by Pioneer Road (\$1,000,000) - construction of Pioneer from 16A to McLeod (\$1,500,000) - construction of Pioneer from McLeod to Grove (\$5,000,000) - construction of Jenn Heil from 16A to McLeod (\$1,500,000) - construction of the south industrial arterial for SGIP (\$400,000) 	Jan 2014	Oct 2016	5.50	194	194	194	1,800,000	2,000,000	240,500	Developer Levies, Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
6	Planning & Infrastructure - Engineering	DP12.1 - Road Improvements to Westgrove Drive (2012.47)	This project includes the upgrading of the road access to the TransAlta Tri Leisure Centre. Upgrades include structural improvements to the road to City standards and geometric improvements required due to the increased volume of traffic as a result of the change in land use south of the leisure centre. These improvements are a result of a traffic impact assessment completed in the fall of 2011 and a geotechnical study in 2013.	Apr 2014	Oct 2014	5.45	84	-	-	200,000	-	-	Grants
7	Planning & Infrastructure - Asset Management	DP132.1 - Acquisition, planning and construction of King Street Plaza space (AM.45)	Design and fit out King Street Mall space for office growth. Design to commence in 2014 with construction and move in by mid 2015.	Apr 2014	Sep 2015	5.45	-	211	-	250,000	1,572,600	-	Grants
8	Community & Protective Services - Recreation	DP115.1 - Modernize the Brookwood Rink (RE.34)	The Brookwood Rink is the most popular outdoor rink located in central Spruce Grove situated between two schools. On an average day, there are over 200 users of this outdoor facility. The Brookwood Rink has reached the end of its lifecycle, therefore, requiring modernization.	Jan 2013	Sep 2014	5.40	177	-	-	255,000	-	-	User Fees, Surplus
9	Community & Protective Services - Community Services Admin	CE103.1 - TransAlta Tri-Leisure Centre Parking Lot Rehabilitation (2013.05)	Funding has been requested to address repairs in the TransAlta Tri-Leisure Centre (TLC) parking lot. The initiative reflects the City's share of the estimated capital rehabilitation cost of \$1.267 million.	Jan 2014	Dec 2014	5.38	-	-	-	575,700	-	-	Surplus

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
10	Planning & Infrastructure - Planning & Infrastructure Admin	DP266.1 - Transit System Growth – Bus Purchase	Through the provincial GreenTRIP grant program, Spruce Grove purchases four high-occupancy buses to accommodate growth and ridership demand on the City's transit system. This initiative is designed to cover any fleet gap that may exist over the next 5-7 years and create greater operating efficiency. In this concept, the City would purchase the buses however ETS would continue to maintain, store, and operate these. The intent is to also try and partner with ETS on bus procurement. While the details in principle still need to be determined, ETS has expressed a willingness to work with Spruce Grove on this provided the buses are compatible with their existing fleet. The City currently has Capital Region Board support to access these funds when the second grant program call comes out.	Jan 2014	Dec 2017	5.33	85	55	20	-	-	1,500,000	Grants
11	Planning & Infrastructure - Asset Management	CI100.1 - City Hall Build-Out (AM.44)	Continue office space build-out outlined in the 2012 McCreedy Long Term Space Planning assessment converting storage and open spaces in to offices and open cubicles to accommodate office staff growth in 2014 and the first half of 2015.	Jan 2013	Sep 2014	5.24	168	-	-	80,000	-	-	Grants
12	Community & Protective Services - Protective Services	DP242.1 - Pre-emptive light system for RCMP and Enforcement Services	Inclusion of RCMP and Enforcement Services in the Fire Services pre-emptive light system thus reducing liability on the city while improving service levels.	Jan 2014	Dec 2014	5.21	-	-	-	50,000	-	-	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
13	Corporate Services - Information Systems	DP166.1 - Implement VMWare design recommendations	Implement the recommendations from the study on the VMWare network architecture done in 2013. This project implementation is required to overcome the existing virtualization network deficiencies and will improve the performance of the system and provide a framework for business continuity.	Apr 2014	Jun 2014	5.19	70	-	-	107,200	7,000	7,000	Taxes
14	Corporate Services - Information Systems	DP167.1 - Implement GIS business analysis recommendations	Implement the recommendations from the in-house business analysis to be completed in 2013. The recommendations will form a structured plan that will guide the City in restructuring and formulating an integrated GIS solution that will primarily serve the needs of Planning, Engineering, Public Works and Finance. The focus of this project will be to implement these solutions using a phased-in approach based upon the priorities identified in the 2013 study.	Mar 2014	Oct 2015	5.12	700	380	-	47,000	2,000	2,000	Taxes
15	Community & Protective Services - Protective Services	DP108.1 - Alberta First Responders Radio Communication Network (PS.17)	Moving the responsibility for radio tower and repeater responsibility to the province while enhancing radio communications between emergency responders.	Mar 2010	Dec 2014	5.07	16	-	-	150,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
16	Planning & Infrastructure - Public Works	DP157.1 - Public Works Satellite Facilities	As growth in the City expands its physical dimensions and servicing area, it has become increasingly difficult to provide turf maintenance and sidewalk snow removal services in a safe and economical manner. Operators are exposed to traffic hazards as they commute and resources are wasted as hours are spent "dead-heading" equipment to work sites. Excessive on-road travel ultimately increases wear and tear on units, thereby increasing maintenance costs and shortening life cycles. Two satellite facilities, with on-site fuel tanks, are proposed to store these units to create efficiencies. The facility constructed in 2014 will be located at Spruce Ridge Drive in the northwest and the location of the facility to be constructed in 2015 in the northeast is anticipated to be at Jubilee Park.	Jan 2014	Dec 2015	5.05	100	100	-	245,000	245,000	-	Grants
17	Corporate Services - Finance	DP165.1 - Develop meter replacement program	Develop a lifecycle program to replace aging water meters.	Jan 2014	Dec 2016	5.00	160	160	160	375,000	375,000	375,000	Utilities - Water & Sewer
18	Corporate Services - Information Systems	DP125.1 - Business Continuity Program (Technology) (IS.01)	Implement backup system that ensures critical technical applications (finance system, records and email system) are available in the event of a major disruption to normal service delivery.	Jan 2014	Dec 2014	4.86	157	-	-	80,000	-	-	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
19	Planning & Infrastructure - Planning & Infrastructure Admin	DP265.1 - Transit Infrastructure - Permanent Park and Ride	Through the provincial GreenTRIP grant program, Spruce Grove is looking to build a 300-stall permanent park and ride facility and transfer station adjacent to Highway 16A near Pioneer Road. The City currently has Capital Region Board support to access these funds when the second grant program call comes out. Project milestones: 2014 access/transportation assessment, 2014-2015 land-swap negotiations and agreement, 2018 detailed design work, 2020 road/intersection upgrades and in 2021 construct facility to open in the fall of 2021.	Jan 2014	Sep 2021	4.83	40	65	-	25,000	-	-	Grants, Taxes
20	Community & Protective Services - Recreation	DP117.1 - Elks Hall Revitalization (RE.39)	Based on recommendations in the Elks Hall revitalization review, design a tender package for the following improvements; upgrades to interior/entranceway and exterior finishes, replacement of all doorways, reconfiguration of rooms, painting, deck construction, landscaping, exterior signage, parking lot lighting upgrades and parking lot paving.	Feb 2013	Jan 2015	4.83	148	-	-	526,750	-	-	Surplus
21	Community & Protective Services - Recreation	CE98.1 - Sports & Recreation Facility (2011.36)	Construct a recreation facility within Spruce Grove on the 7 acre parcel to be leased back to community sport groups. The facility will include gymnastics as the main component. The facility will provide a centre of sport for the community, will be a natural addition to the TLC and Fuhr Sport Park area, and will enhance the Tri Village development.	Jan 2012	Dec 2015	4.79	662	732	-	4,937,376	4,908,434	-	Grants, User Fees

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CAPITAL INITIATIVES

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Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
22	Corporate Departments - Human Resources	DP106.1 - Design and Implement Job Evaluation and Classification System (HR.02)	Review and update existing classification system to reflect our current and future organization needs and convert our system so that it is computerized. The December 2012 HR OER study identified, as an operational initiative, that a review of the existing job evaluation and classification process take place.	Jan 2014	Dec 2015	4.76	376	376	-	41,000	6,000	5,000	Taxes
23	Planning & Infrastructure - Planning & Infrastructure Admin	CE257.1 - Purchase 120-L black waste carts	To purchase two truckloads of 120-L black waste carts (approximately 2160 bins). These carts are 50 per cent smaller than the existing black waste carts and will be offered to residents on a voluntary basis for a reduced rate. Known as a simple Pay as You Throw approach in which residents pay more if they generate more waste, it is one method to 'squeeze' the garbage stream to divert waste from landfill and help the City achieve its waste program targets.	Jan 2014	Dec 2016	4.71	665	665	-	23,000	23,000	23,000	Utilities - Solid Waste
24	Community & Protective Services - Recreation	DP224.1 - Skate Park Remediation	The skate park is beginning to show signs of deterioration that need to be addressed to ensure the longevity of this important community facility.	Jan 2014	Dec 2014	4.60	92	-	-	50,000	-	-	Surplus
25	Planning & Infrastructure - Planning & Development	DP85.1 - Subdivision and Endorsement Process and CityView Expansion (PD.13)	Perform a business analysis to improve the Subdivision and Endorsement process and implement the CityView Subdivision and Endorsement module.	Jan 2014	Dec 2014	4.50	270	-	-	62,500	1,700	1,700	Taxes
26	Planning & Infrastructure - Asset Management	CE104.1 - Integrated RCMP Facility (2011.37)	Cooperate in the detailed business case, design process and construction a combined RCMP Facility with joint ownership with the Town of Stony Plain, and the City of Spruce Grove.	Jan 2011	Dec 2017	4.36	105	229	207	-	500,000	3,010,169	Debenture, Lease Revenue, Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
27	Planning & Infrastructure - Engineering	DP140.1 - High School Ball Diamond Development (EN.27)	To construct a recreational Midget ball diamond to a Class A standard at the St. Peter The Apostle high school. The site has been graded and seeded and two soccer fields have already been built.	Jan 2014	Oct 2015	4.33	33	32	-	40,000	592,500	2,500	Grants, Taxes
28	Planning & Infrastructure - Engineering	DP145.1 - 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 the developer would upgrade this road to a full urban standard during their next stage of development. Since the interim access road was constructed, further development in the area has not proceeded. This project would involve the construction of a concrete sidewalk on the north side of the road, landscaping and the installation of street lighting.	jan 2014	Dec 2015	4.31	50	-	-	-	200,000	-	User Fees
29	Community & Protective Services - Protective Services	DP240.1 - Fire Services training grounds phase 2	Working with St. Albert to complete second phase of fire training centre in Spruce Grove. St. Albert providing all required funding.	Jan 2014	Dec 2014	3.95	28	-	-	70,000	-	-	Grants
30	Planning & Infrastructure - Engineering	CE43.1 - Beautification of a Section of Highway 16A Median (2011.55)	Construct planting beds along Highway 16A to replace existing plant material that has not survived. This would include stamped concrete, slightly raised planting area, curbing and selected plant material selected to survive the harsh elements associated with the centre portion of the Highway.	May 2014	Dec 2015	3.67	35	35	-	1,500,000	500,000	75,000	Grants, Surplus

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
31	Planning & Infrastructure - Engineering	DP143.1 - 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.	Jan 2014	Dec 2014	3.19	35	-	-	300,000	-	-	Grants
32	Planning & Infrastructure - Engineering	DP184.1 - Lighting upgrades at Corporal James Galloway Memorial Off-Leash Area	This project would install lights in the off leash dog park in order to make the park more user friendly and safe especially during winter months. This initiative is in response to public requests about the lack of lighting in the park especially in the winter periods of limited sunlight in the evenings.	Jan 2014	Dec 2014	3.90	14	-	-	50,500	-	-	Surplus
Approved for 2014							4,965	3,276	596	25,404,194	11,562,407	5,571,036	

Planned for 2015

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
33	Planning & Infrastructure - Engineering	DP139.1 - New Growth Parks (EN.26)	This project involves developing neighbourhood parks within newly developing areas. Developers pay the City a development charge to fund this work. Developers are responsible for site grading and seeding of these park areas. Administration is recommending not undertaking any park development in 2014 (\$0) and deferring expansion until 2015, 2016 and beyond (\$400,000 per year). Upcoming areas for parks include Deer Park, Jesperdale, Kenton, Prescott and Easton.	Jan 2015	Oct 2016	5.54	-	100	100	-	400,000	400,000	Developer Levies, Taxes
34	Planning & Infrastructure - Engineering	DP138.1 - New Growth Sanitary Sewer (EN.23)	The City collects off-site levies from newly developing areas in order to construct new sanitary sewer infrastructure on an on-going basis. Administration is recommending to construct the extension of the Pioneer Trunk from Grove to Highway 16A (\$4,000,000) in 2014. This project may be reconsidered dependent on development adjacent to Highway 16A and Pioneer. A second sanitary project may be required in either 2015 or 2016 as follows: - extension of the Boundary trunk to Highway 16A - Legacy Park (\$3,000,000) All of these projects are in various stages of discussions with effected stakeholders at the time of the submission of this business plan item.	Jan 2015	Sep 2016	5.50	-	140	140	-	56,000	1,265,000	Developer Levies

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
35	Corporate Services - Information Systems	CI163.1 - Implement enterprise-wide asset management system	The benefits of implementing an enterprise-wide Asset Management System will be to improve access to information, improve the consistency of the asset information and management of information for scheduling and planning. There will be less duplication of effort in maintaining the inventory information, less manual effort in preparing reports and ability to produce meaningful information that cannot be simply undertaken in a manual system.	Jan 2015	Dec 2016	5.12	-	685	685	-	169,000	139,000	Grants, Taxes
36	Planning & Infrastructure - Planning & Development	DP87.1 - Development Agreement Process Analysis and CityView Expansion (PD.15)	Perform a business analysis to improve the development agreement process and implement the CityView development agreement module.	Jan 2015	Dec 2015	4.55	-	260	-	-	58,500	1,700	Taxes
37	Corporate Services - Information Systems	DP127.1 - 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.	Jan 2015	Dec 2015	4.52	-	80	-	-	13,500	500	Taxes
38	Planning & Infrastructure - Planning & Development	DP86.1 - Bylaw Process Analysis and CityView Expansion (PD.14)	Perform a business analysis to improve the bylaw and statutory planning process, and implement the CityView Land Use Bylaw and Statutory Plan module.	Jan 2015	Dec 2015	4.48	-	150	-	-	47,000	1,400	Taxes
39	Community & Protective Services - Protective Services	DP112.1 - Bylaw Vehicle	Small pickup truck for CAPS primarily 90% used by enforcement services for bylaw enforcement.	Jan 2015	Dec 2015	4.45	-	30	-	-	25,000	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
40	Community & Protective Services - FCSS	DP216.1 - FCSS facility renovations	Design and construct an opening in the wall between the kitchen and Juniper room, modifying cabinets, moving dishwasher and install a pocket door between office and program areas. The results of these changes would be more effective use of the kitchen/Juniper Room area, and lessening of noise interference in the reception area.	Jan 2015	Dec 2015	4.45	-	147	-	-	23,000	-	Taxes
41	Corporate Departments - Human Resources	DP210.1 - Develop and implement performance management system changes	Review and where appropriate, implement changes in the performance management system. This was identified as an operational recommendation in the December 2012 HR OER study. The intent is to better define the City's approach with respect to performance management and identify the appropriate supporting tools and guidance that will promote and align employee and supervisor behaviour with the overall corporate goals and objectives.	Jan 2015	Dec 2015	4.40	-	177	-	-	35,000	2,500	Taxes
Planned for 2015							-	1,769	925	-	827,000	1,810,100	

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Planned for 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
42	Planning & Infrastructure - Public Works	DP148.1 - 3 Ton Water Truck (PW.14)	This initiative is to provide a new 3 ton single axle water truck to allow for mobile watering of newly planted trees flower planters throughout the community.	Jan 2016	Dec 2016	4.60	-	-	48	-	-	120,000	Taxes
43	Planning & Infrastructure - Public Works	CI102.1 - Operations Management System (OMS) (2011.57)	Pilot an Operations Management System for Public Works and Assets that may be used across the organization as an enterprise-wide system to provide key effort and cost information for analysis and business planning.	Jan 2016	Dec 2018	4.52	-	-	1,294	-	-	30,000	Taxes
44	Corporate Services - Finance	DP164.1 - Implement collection software	A collections module is required to address inefficiencies in current manual collection processes. Manual collections processes require significant time investment from staff and result in poor customer service.	Jan 2016	Dec 2016	4.40	-	-	344	-	-	10,000	Taxes
Planned for 2016							-	-	1,686	-	-	160,000	
Total Planned 2014-2016							4,965	5,045	3,207	25,404,194	12,389,407	7,541,136	

Deferred from 2014

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
45	Corporate Services - Information Systems	DP128.1 - 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.	Feb 2014	Jun 2014	4.31	477	-	-	37,000	-	-
46	Planning & Infrastructure - Public Works	DP152.1 - Recycle Centre Bins (PW.28)	This initiative is dependent on the outcome of the related initiative to review the overall operations of the Eco Centre. The purchase of recycle centre bins would only be required if it was determined that the City should discontinue the contracted provision of recycling bins.	Apr 2014	May 2015	4.12	16	16	-	36,000	36,000	-
47	Corporate Services - Finance	DP15.1 - Implement Paperless Accounts Payable (FI.33)	Implement software to record scanned accounts payable invoices and distribute the electronic documents for approval.	May 2014	Nov 2014	4.10	791	-	-	83,000	-	-
48	Planning & Infrastructure - Public Works	DP153.1 - Flatbed Winch Truck (PW.32)	This initiative is dependent on the outcome of the related initiative to review the overall operations of the Eco Centre. The purchase of a flatbed truck would only be required if it was determined that the City should discontinue the contracted trucking of recycling materials.	Sep 2014	Mar 2015	3.62	20	20	-	-	190,000	-

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
49	Community & Protective Services - Community Services Admin	CE95.1 - 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.	Jan 2014	Dec 2014	2.45	-	-	-	1,200,000	-	-
Deferred from 2014							1,304	36	-	1,356,000	226,000	-

Deferred from 2015

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
50	Corporate Departments - Human Resources	DP208.1 - Implement the supervisor training program	In the development of the HR Plan for the organization there is a need to identify Supervisory Competencies to be included in the organizational training framework. This initiative is part of the operational recommendations identified in the December 2012 HR OER study.	Jan 2015	Dec 2015	4.31	-	322	-	-	25,000	-

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
51	Planning & Infrastructure - Engineering	DP135.1 - Central Park C1 Baseball Diamond (2011.44)	The City constructs a sportsfield to meet the needs of sport groups. This project would construct a Peewee ball diamond to a Class A standard north of the Agrena. With the upcoming construction of the south water reservoir and pumphouse, a minimum of one ball field at Henry Singer ball fields will be out of commission for a minimum of three years. This project will fill the user group void resulting from the reservoir project as well as provide capacity for the future.	Jul 2015	Oct 2016	4.17	-	121	123	-	50,000	582,500
52	Community & Protective Services - Recreation	DP227.1 - City directional signage for recreation facilities	The Spontaneous Parks Amenity Strategy highlighted the importance of a directional signage system to direct residents and visitors to sport and recreation facilities as well as major parks will improve access and the visitor experience in our parks and recreation system.	Jan 2015	Dec 2015	4.12	-	35	-	-	10,000	-
53	Corporate Services - Finance	DP124.1 - Implement Paperless Expense Reports (FI.32)	Implement existing software that allows employee self-serve recording and submission of expense reports, including VISA, via web using electronic receipt imaging.	Jan 2015	Nov 2015	4.00	-	1,066	-	-	20,000	-

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
54	Community & Protective Services - Recreation	DP116.1 - Enhancements to Henry Singer Ball Park (RE.37)	Henry Singer Ball Park is Spruce Grove's premier baseball facility. Some users of the park have identified a number of upgrades they would like to see and have started to undertake these projects. Dealing with small, one-off projects is very time consuming. These projects would be more efficiently handled as a single large project.	Jan 2015	Dec 2016	3.71	-	232	35	-	405,000	-
55	Community & Protective Services - Recreation	CE249.1 - Cenotaph - Construction	Based on the defined scope, construction a new cenotaph within the city.	Jan 2015	Dec 2016	3.69	-	35	-	-	151,000	1,000
56	Community & Protective Services - Recreation	DP113.1 - Agrena Electronic Events Board Sign (RE.11)	Agrena electronic events board sign along King Street to serve south and northbound traffic.	Jan 2015	Jul 2015	3.67	-	109	-	-	101,000	-
57	Planning & Infrastructure - Engineering	DP141.1 - Japanese School drop off area and garden (EN.28)	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 area 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.	Jan 2015	Jul 2015	3.38	-	220	-	-	332,500	-

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
58	Community & Protective Services - Recreation	DP228.1 - Fuhr Sports Park spotter's booth	A number of users of the Fuhr Sports Park have requested a spotter's booth be developed at the park. The spotter's booth would include an enclosed, elevated structure that would allow users to film games, teams could 'spot' or call plays and off-field officials would be housed to time keep.	Jan 2015	Dec 2015	3.21	-	105	-	-	500,000	-
Deferred from 2015							-	2,245	158	-	1,594,500	583,500

Deferred from 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
59	Corporate Departments - Human Resources	DP214.1 - Implement recommendations of Avanti HRIS system analysis	The recommendations and action steps will have to be developed in conjunction with the outcomes of the Avanti HRIS system analysis initiative in 2015.	Jan 2016	Dec 2016	4.43	-	-	90	-	-	37,500
60	Planning & Infrastructure - Asset Management	DP133.1 - 410 King Street Facility Renovations (PS.32)	Renovations of 410 King Street when RCMP vacates to new RCMP facility once approved. If approved facility renovation design will occur in 2016 and construction in 2017.	Jun 2016	Dec 2017	4.35	-	-	418	-	-	200,000

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
61	Corporate Departments - Communications	CE93.1 - Develop and Implement a Signature Entry Identity	Develop and implement a signature entry identity that will provide visual enhancements that uniquely identify Spruce Grove.	Jan 2016	Dec 2016	4.26	-	-	57	-	-	1,000,000
62	Community & Protective Services - Community Services Admin	CE10.1 - TransAlta Tri-Leisure Centre Facility Expansion (2012.29)	Review needs and support as required for the expansion of the TransAlta Tri-Leisure Centre.	Jan 2016	Dec 2016	3.88	-	-	-	-	-	425,000
				Deferred from 2016			-	-	565	-	-	1,662,500
Total Deferred 2014-2016							1,304	2,281	723	1,356,000	1,820,500	2,246,000

Departmental operating initiatives

Definition

Departmental operating initiatives do not appear in the strategic plan. Departmental operating 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 criteria

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

- The initiative will enhance operational efficiency and effectiveness within the City
- 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 capacity exists to undertake the planned activity
- We can operationally support and maintain the results

The total cost of each initiative includes the initial project cost plus any annual operating costs. The funding sources are noted for each initiative. Total effort required to complete the initiative is reflected in person hours in each year.

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Approved for 2014

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
1	Planning & Infrastructure - Engineering	DP81.1 - Storm Water Management Master Plan Update (EN.31)	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.	Jan 2014	Dec 2014	5.18	114	-	-	150,000	-	-	Surplus
2	Community & Protective Services - Recreation	DP223.1 - Develop a Sports & Recreation Facility operational program plan	Based on the recently approved Sports and Recreation Facility Concept and Design Plan, create an operational program plan for the facility which includes needs identification, priorities & mandate and program review.	Jan 2014	Oct 2015	5.08	300	150	-	-	-	-	
3	Corporate Services - City Clerk	DP158.1 - Review the provision of records management service delivery	Review the current types and levels of records and information management services offered to the organization, gather feedback on services offered and input on services required. Develop a long term plan for the provision of those services.	Jan 2014	Apr 2014	4.78	230	-	-	-	-	-	

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
4	Corporate Services - Corporate Services Admin	DP263.1 - Enhance corporate planning system	The corporate planning system was recently converted from an external database to an in-house system. The in-house system includes basic functionality that was previously available plus additional functionality and information that has improved effectiveness and efficiencies in the corporate planning process. This next phase of development includes the addition of capacity planning and reporting, the addition of departmental prioritization functionality, the creation of additional reports, report enhancements, and increased data administration functionality.	Jan 2014	Dec 2014	4.68	323	-	-	-	-	-	
5	Corporate Services - Finance	DP73.1 - Long-Term Capital Plan Development (FI.37)	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.	Jan 2013	Dec 2015	4.65	203	197	-	-	-	-	
6	Planning & Infrastructure - Engineering	DP190.1 - Snow dump site pre-design	A sanitary master plan is scheduled to be completed in 2013. A component of the study is the evaluation of utilizing a portion of the existing sewage lagoons north of Highway 16 for storage of snow during winter months. The study has indicated an area to be used and functionally a size. This project would take it to the next step and look at all additional approvals and costs to allow that to occur.	Jan 2014	Dec 2014	4.63	70	-	-	50,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
7	Community & Protective Services - Recreation	DP260.1 - Review and update the Jubilee Park master plan	Approximately ten years ago, the GroveCo 60 (Jubilee Park) Master Plan was developed. The plan has formed the basis for the creation of a truly unique and special community attraction that today serves residents as the City's premiere spontaneous outdoor park destination. The original master plan identified five phases of development. Phases I, II & III have been completed. As the original plan was completed over ten years ago, a revisit and confirmation of recommendations contained in the plan is recommended.	Jan 2014	Dec 2014	4.63	98	-	-	30,000	-	-	Taxes
8	Corporate Services - City Clerk	DP63.1 - Develop Standards for Use of Network Storage (CC.21)	Policies are being developed to institute parameters around the effective use of file storage space for the organization's network drives.	Jan 2013	Jun 2014	4.55	112	-	-	-	-	-	
9	Corporate Departments - Human Resources	DP205.1 - Review Occupational Health & Safety program	The December 2012 HR OER study identified this as an operational recommendation. There is a need to determine if the current Occupational Health & Safety (OH&S) program is meeting the needs of the City. This initiative is connected to the Health and Safety Officer service change.	Jan 2014	Apr 2014	4.50	147	-	-	10,000	-	-	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
10	Planning & Infrastructure - Public Works	DP91.1 - Plan for the Evolution of the Eco Centre (PW.02)	The Eco Centre has been operational since 2007 and this initiative will provide a review of current practices and operations. The intent is to confirm or modify the existing business model by examining the challenges or successes of each recycling stream. The potential to increase diversion rates by adding new streams will also be explored.	Jun 2013	Aug 2014	4.48	107	-	-	-	-	-	
11	Corporate Services - Finance	DP162.1 - Enhance corporate and fiscal planning processes for long term financial planning	Enhance the annual corporate planning and fiscal planning processes to support long term financial planning. Long term financial planning quantifies the high level financial impacts of the strategic initiatives envisioned by Council and Administration. New financial policies will be developed to include long term financial planning.	Jan 2014	Dec 2015	4.48	56	49	-	50,000	50,000	-	Taxes
12	Planning & Infrastructure - Asset Management	DP180.1 - Develop internal service level agreements for facility management and maintenance	To clarify roles and responsibilities and services to our customers. Facilities management will create internal level of service documents to be agreed upon for all building client groups.	Jan 2014	Dec 2014	4.45	188	-	-	-	-	-	

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
13	Planning & Infrastructure - Engineering	DP189.1 - Develop functional plan for McLeod Avenue and Westgrove Drive intersection	The intersection of Westgrove Drive and McLeod Ave has been a concern of residents for some time as increased traffic has occurred especially as non residential growth has occurred west of the intersection. With the upcoming opening of the extension of Westgrove drive north of the intersection Administration is recommending that the need to look at upgrades that would allow this new traffic to enter into the intersection that would meet the operational expectations of public. This functional study would look at options that may include leaving it as is, signalization, a round about upgrade or other options a qualified traffic engineer would recommend.	Jan 2014	Dec 2014	4.40	35	-	-	25,000	-	-	Taxes
14	Community & Protective Services - Recreation	DP60.1 - Outdoor Recreation Facility Strategy (RE.35)	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.	Jan 2014	Dec 2014	4.15	307	-	-	55,000	-	-	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
15	Planning & Infrastructure - Planning & Infrastructure Admin	DP195.1 - Develop contaminated sites program	The Public Sector Accounting Board has issued an accounting standard which requires municipalities to inventory their land holdings and determine whether contamination in excess of environmental standards exists. The costs to remediate these contaminated sites must be recorded on the City's financial statements for the year ended December 31, 2015 in order to comply with this standard. Work to inventory and identify potentially contaminated sites must begin in 2014. To ensure future compliance with the standards, an on-going program is required for on-going monitoring of impacted sites and to assess any additional sites resulting from a change in circumstance or acquisition of new land.	Jan 2014	Dec 2016	4.13	384	195	35	125,000	5,000	30,000	Taxes
16	Corporate Services - City Clerk	DP66.1 - Facilitate a Coordinated City Response to Province's Review of the MGA (CC.25)	Work with subject matter experts across City departments to facilitate a coordinated response to the Province's review of the Municipal Government Act. Feedback has been provided through the Alberta Urban Municipalities Association during the spring of 2013. Municipal Affairs has also indicated there will also be an opportunity to provide input directly to the province following the 2013 municipal election.	Jan 2013	Jun 2014	4.13	78	-	-	-	-	-	

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)	
17	Community & Protective Services - Recreation	DP233.1 - Review Recreation and FCSS program service delivery model	In order to effectively and efficiently deliver direct programming there is a necessity to review the current delivery model presently in place between the FCSS and Recreation sections.	Jan 2014	Dec 2014	4.00	98	-	-	10,000	-	-	Taxes	
18	Community & Protective Services - Recreation	DP232.1 - Establish framework for Community Development programs	Establish a framework for community development programs to provide services that enhance the capacity of community leaders and organizations to achieve their goals by addressing community issues. The initiative reflects recommendations from the Leisure Services Master Plan.	Jan 2014	Dec 2016	2.95	77	70	70	10,000	10,000	25,000	Taxes	
19	Corporate Services - Information Systems	DP74.1 - Implement Critical Technical Security Policies to Protect City Data (IS.31)	Implementation of technical security policies identified in Information Security Governance Policy 9,025CM.	Feb 2012	Dec 2014		260	-	-	-	-	-		
20	Planning & Infrastructure - Planning & Development	DP84.1 - Permitting Web Portal (PD.12)	Expand Online Services by integrating with City View software to provide status updates and inspection results to applicants.	Jan 2013	Dec 2014		159	-	-	-	-	-		
							Approved for 2014	3,346	661	105	515,000	65,000	55,000	

Planned for 2015

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
21	Planning & Infrastructure - Asset Management	DP80.1 - Facilities Lifecycle Study Update (AM.46)	This is the 5 year conditions analysis update of the 2009 building lifecycle study that was completed by Stantec consulting. This project will update all building lifecycle plans: with a detailed examination of building components, and occupant content asset items (excluding Information Systems owned items) with remaining expected life from a physical inspection and update lifecycle plan replacement costs with 2015 data.	Jan 2015	Dec 2015	4.75	-	106	-	-	45,000	-	Taxes
22	Corporate Services - City Clerk	DP64.1 - Implement Plan for Improved Legislative Document Tracking System (CC.27)	Implement an improved legislative document tracking system related to maintenance and lifecycle of bylaws, policies and procedures.	Sep 2015	Dec 2015	4.63	-	345	-	-	-	-	
23	Corporate Services - City Clerk	DP120.1 - Develop a long-term records storage accommodation plan	Develop a long term records storage accommodation plan that supports the operational requirements of the organization.	Jan 2015	Apr 2015	4.60	-	253	-	-	-	-	
24	Corporate Services - Finance	DP70.1 - Improve Collection of Customer Billings (FI.29)	Improve collection of customer billings by enhancing the software and collection processes. The current manual processes provide poor customer service and are inefficient.	Jan 2015	Oct 2015	4.60	-	280	-	-	5,000	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
25	Planning & Infrastructure - Planning & Infrastructure Admin	DP88.1 - Future Public Land Requirement Study (PA.10)	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 and emergency services areas as the City grows.	Jan 2015	Dec 2015	4.43	-	840	-	-	100,000	-	Surplus
26	Corporate Departments - Human Resources	DP212.1 - Review HR service levels	The December 2012 HR OER recommended as the second priority recommendation that the City should define and measure clear service levels provided by HR. This initiative is directly related to the outcomes of the HR Plan. The intent is to identify the areas of importance where the HR department needs to progress to the advance level (Level 4) in the HR maturity model which was a tool used in the assessment during the HR OER. Additionally, the HR department will commence work on measuring outcomes based on HR metrics that have input from the organization to ensure the metrics are meaningful.	Jan 2015	Dec 2015	4.25	-	131	-	-	22,000	-	Taxes
							Planned for 2015	-	1,955	-	-	172,000	-

Planned for 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
27	Corporate Services - Finance	DP72.1 - Conduct Utility Rate Study (FI.36)	Conduct study of utility rates using methodologies prescribed by the Alberta Utilities Commission.	Jan 2016	Jun 2016	4.40	-	-	455	-	-	13,800	Surplus - Water & Sewer
Planned for 2016							-	-	455	-	-	13,800	
Total Planned 2014-2016							3,691	2,271	560	515,000	237,000	68,800	

Deferred from 2014

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
28	Corporate Services - Information Systems	DP77.1 - Investigate Use of VDI (Virtual Desktop Interface) to Replace Physical Desktops (IS.39)	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.	Feb 2014	Jun 2014	4.10	50	-	-	30,000	-	-
29	Community & Protective Services - Recreation	DP61.1 - Risk Audit for Recreation and Parks Activities (RE.41)	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. This is an outcome of the Spontaneous Recreation & Park Amenity Study, Element 2.4.	Jan 2014	Jun 2014	3.98	163	-	-	15,000	-	-
30	Community & Protective Services - Protective Services	DP54.1 - Fire Services Training Centre Business Plan (PS.36)	Explore potential opportunities to improve local training while generating revenue to offset costs or create improvements.	Jan 2014	Dec 2014	3.80	77	-	-	-	-	-

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
31	Planning & Infrastructure - Asset Management	DP182.1 - Reconfiguration of City Hall parking lot	Current parking within the City Hall lot provides 71 staff parking stalls (46 stalls powered), 5 fleet stalls (4 powered) and 7 visitor stalls with additional on street parking south and west of the pioneer centre. With current staff levels and anticipated new positions in 2014, the demand for parking will increase. This initiative would create 12 additional 12 powered parking stalls along the North side of City Hall.	Jan 2014	Dec 2014	3.65	-	-	-	65,000	-	-
32	Corporate Departments - Human Resources	DP46.1 - Applicant Tracking Automation (HR.12)	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. This system enhancement would provide efficiencies by saving administrative time in the recruitment process.	Jan 2014	Dec 2014	3.63	189	-	-	13,000	1,250	1,250
33	Community & Protective Services - Recreation	DP231.1 - Develop and implement a recreation activity subsidy program	Develop and implement a recreation activity subsidy program to ensure that income is not a barrier to participation in indoor spontaneous leisure drop-in activity. This program would provide funding for basic recreation opportunities for low income residents and families. This initiative supports recommendations in the Leisure Services Master Plan.	Jan 2014	Dec 2014	3.10	35	-	-	10,000	-	-
Deferred from 2014							514	-	-	133,000	1,250	1,250

Deferred from 2015

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
34	Corporate Departments - Human Resources	DP207.1 - Develop a supervisor training program	In the development of the HR Plan for the organization, there is a need to identify the supervisory competencies within an organizational framework. The December 2012 HR OER recommended a number of focus areas for developing competencies to be included as part of the HR Plan. They included recruitment, performance management, and developing and setting goals.	Jan 2015	Dec 2015	4.08	-	65	-	-	15,000	-
35	Corporate Departments - Human Resources	DP213.1 - Conduct a needs and gap analysis for Avanti HRIS system	The December 2012 HR OER study identified this initiative as priority recommendation #4. The needs assessment review should focus on security/access, process workflow and reporting of information to determine whether Avanti can be adjusted to better meet City processes or the need for adjustments to City processes to better utilize Avanti. Additionally, to identify other systems that can enhance the HR functions required of the organization.	Jan 2015	Dec 2015	3.93	-	271	-	-	-	-
36	Corporate Departments - Human Resources	DP206.1 - Investigate the outsourcing of recruitment	This initiative is an operational recommendation identified in the December 2012 HR OER Study. The intention is to identify criteria where it would be deemed feasible to use outsourcing to fill vacancies through the use of an outside resource/service.	Jan 2015	Dec 2015	3.65	-	29	-	-	10,000	-
Deferred from 2015							-	365	-	-	25,000	-

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Deferred from 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
37	Corporate Departments - Human Resources	DP215.1 - Develop organizational training framework and tracking system	This initiative was identified as an operational recommendation as part of the December 2012 HR OER Study. The first priorities recommended in the OER include developing an HR Plan and that the first areas to focus on for an organizational training framework included; priority recommendation #1 - develop an HR plan, operational recommendation #7 - recruitment, operational recommendation #8 - performance management, and operational recommendation #9- developing and goal setting.	Jan 2016	Dec 2016	4.08	-	-	123	-	-	4,500
38	Community & Protective Services - Recreation	DP234.1 - Parks and trails accessibility audit	Commission a consultant to look at parks infrastructure to identify accessibility issues in addition to wheelchair accessibility. Simple issues could include trails with blind corners or garbage containers that cannot be opened by someone with arthritis or by children. This project will advance the principals in both the Leisure services Master Plan and Spontaneous Amenities Study.	Jan 2016	Dec 2016	3.70	-	-	56	-	-	-

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2014 Effort	2015 Effort	2016 Effort	2014 Costs	2015 Costs	2016 Costs
39	Community & Protective Services - Recreation	DP235.1 - Develop a marketing strategy for spontaneous parks and open space areas	Develop a communications and marketing strategy to highlight the importance of children and adults 'getting outside' and using the City's spontaneous parks, recreation and open space areas. This project achieves an outcome in the Spontaneous Recreation & Park Amenity Strategy, Element 2.3.	Jan 2016	Dec 2016	3.50	-	-	126	-	-	-
				Deferred from 2016			-	-	305	-	-	4,500
				Total Deferred 2014-2016			514	365	305	132,500	25,000	4,500

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 criteria

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 staff costs plus one-time costs associated with establishing the position. One-time costs may include advertising, vehicle, computer and workspace. The annual staff costs include wages, benefits, development and training and travel and subsistence. Funding for a service change, including new revenue generated, is noted in the Funding Source column. If revenue from the service change exceeds total costs in the year, the amount is reflected as a negative amount.

Approved for 2014

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
1	Planning & Infrastructure - Public Works	SC101.1 - Convert Maintenance Worker part-time wages to full-time (Utilities)	This initiative will combine an existing permanent 0.50 FTE position with existing 0.62 FTE temporary hours to create a 1.0 FTE permanent Maintenance Worker position within the Utilities Section. The change from several part-time staff to a dedicated permanent position will create efficiencies in the water, sewer, and solid waste operational activities.	Jan 2014	5.46	1,885	1,944	1,991	Utilities
2	Planning & Infrastructure - Planning & Development	SC78.1 - 1.0 FTE Safety Codes Supervisor	The City currently contracts all safety codes plan checking and inspection services. The contract ends December 31, 2013. A cost benefit analysis reviewed three different staffing models for inspection services: in-house service model, out-sourced services (current model), and a hybrid of in-house staff and contracted services. The City would benefit the most, both qualitatively and financially, from the hybrid model. Under this scenario, the City is recommending hiring a Safety Codes Supervisor to perform the multi-family residential and non-residential plan checking and inspections on behalf of the City, approximately 25 per cent of the residential inspections, oversee the quality of the contract services, and perform enforcement.	Jan 2014	5.43	(148,984)	(184,006)	(177,727)	Taxes

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
3	Community & Protective Services - Protective Services	SC86.1 - Establish Enforcement Services contracted dispatch	Establish a dispatch call answer center for Enforcement services that operates 24/7. A contracted dispatch service would provide a human dispatcher and a third party accurate recording of calls received. The calls that cannot be answered by a human dispatcher are very quickly reviewed and then dispatched immediately to officers on the street. If warranted, the calls are forwarded to the RCMP for action.	Jan 2014	5.25	25,000	30,000	30,000	Taxes
4	Planning & Infrastructure - Asset Management	SC68.1 - 1.0 FTE Building Operator (2014)	Asset management facilities team requests an additional building operator to assist in the maintenance of all building components ensuring that the City continues to achieve the best value for their investment for the municipal building infrastructure. Outsourcing of work is utilized for some maintenance but some operational tasks require on site operators due to building awareness or security clearance. With the current lack of capacity, some preventative maintenance programs are being deferred as focus is required for demand requests.	Mar 2014	5.18	68,910	78,224	80,512	Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
5	Planning & Infrastructure - Planning & Development	SC41.1 - 1.0 FTE Development Officer (321)	Over the past 10 years, the City has seen a greater than 70 per cent increase in compliance requests, over a 50 per cent increase in development permits and an increase in more complex projects, especially industrial and commercial permits. The increased growth and changes to the new Land Use Bylaw require greater monitoring, permitting time and compliance enforcement. With current capacity, it is challenging to meet service level demands while maintaining quality review.	Mar 2014	5.18	89,956	86,462	90,703	Taxes
6	Planning & Infrastructure - Planning & Development	SC77.1 - 0.7 FTE Increase of Planner	The City has operated for over 10 years with 1.8 FTEs for planners: 0.8 FTE for current planning and 1.0 FTE for long range planning. While activity levels have been steady for the past five years, activity is about twice the level of 10 years ago. The work associated with current planning has exceeded the capacity and the long range planner is required to provide assistance; taking away from long range planning work. The addition of 0.7 FTE would provide capacity of 1.5 FTEs in current planning and provide capacity back to the current 1.0 FTE in long range planning.	Jul 2014	5.14	43,754	67,076	70,371	Taxes

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
7	Corporate Services - Information Systems	SC67.1 - Increase contracted services to support enterprise-wide systems	Three contracted services are being requested to expand the functional capability of Information Systems network services; 1. DBA (Database Administration) service delivery to provide proactive monitoring and management of the City databases. 2. Tier-2 help desk service for more technically complex problems. 3. Network monitoring and reporting via a cloud service that will allow the city to perform network troubleshooting and bandwidth sizing. There is very little capacity to be able to support these services with current resources.	Jan 2014	5.14	104,200	70,000	70,000	Taxes
8	Corporate Departments - Human Resources	SC52.1 - 1.0 FTE Health and Safety Officer (291)	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. This position is required to maintain operational status and is not exclusively related to new growth. The position will serve as an organizational resource by providing skill sets, knowledge and abilities currently not available within the City.	Jun 2014	5.07	95,500	100,898	105,620	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
9	Planning & Infrastructure - Asset Management	SC105.1 - 1.0 FTE Apprentice Mechanic	To allow for succession planning within the fleet mechanics shop, this position allows for the hiring of an apprentice mechanic that will progress through the 4 year apprenticing program (60, 70, 80, 90 per cent of qualified heavy duty mechanic rates) and will allow fleet services to fill future vacancies with a trained mechanic familiar with the City of Spruce Grove fleet at the end of the program.	Jun 2014	5.04	24,776	48,827	59,447	Taxes
10	Corporate Services - Finance	SC30.1 - Financial Professional Services (329)	Contracted professional services are needed on a regular basis to provide independent or specialized financial advice - similar to the use of legal services. The ongoing need for professional services includes advice on compliance with GST, payroll and accounting requirements, grant reporting and special reports. An ongoing program of reviewing and improving specified services within Finance will result in increased efficiencies, ensure compliance with relevant legislation and accounting standards, and enhance information reported both internally and externally.	Jan 2014	4.93	10,000	20,000	20,000	Taxes

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
11	Corporate Services - Finance	SC63.1 - 1.0 FTE Tax and Assessment Clerk	Property tax and assessment work has grown significantly over time from growth in the city and exceeds the capacity of the current position. 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. This is a temporary solution as taxes and assessment are a specialized function requiring significant ongoing training in legislation, assessment review boards, and interpreting registered plans. This additional staff member would allow current tax rolls to be managed on a proactive basis, and provide the capacity to analyze processes, implement improvements and attend additional training.	Mar 2014	4.79	66,788	66,310	69,550	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
12	Planning & Infrastructure - Engineering	SC75.1 - 1.0 FTE Engineering Assistant	Engineering currently utilizes 0.5 FTE of the Planning and Development administration staff for engineering process administration including summer lot grading activity which coincides with administration of development agreements. The Engineering department is seeking to expand the lot grading process to include multifamily, commercial, industrial, and institutional uses due to grading concerns that have arisen over the past several years. Adding this activity, which is much needed, cannot be supported within the current administrative support. This initiative would also increase the planning administrative support by 0.5 FTE to help deal with growth and other increasing administrative activities.	Mar 2014	4.79	65,554	65,210	68,450	User Fees, Taxes
13	Community & Protective Services - Protective Services	SC87.1 - Fire Services staffing identified in service level study	A multiple year staffing plan to bring the staffing level for fire services up to a reasonable and practical level as identified in a third party service level review.	May 2014	4.75	213,253	677,847	1,108,444	User Fees, Taxes
14	Community & Protective Services - Cultural Services	SC13.1 - 0.5 FTE Theatre Technician (275)	A permanent part-time Theatre Technician at Horizon Stage is recommended to maintain current service levels.	Jun 2014	4.75	29,574	33,394	35,128	Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
15	Corporate Services - Finance	SC59.1 - 0.53 FTE Increase Payroll Administration from part-time to full-time	When the payroll function initially moved to Finance six years ago, the work required to administer and maintain employee benefits was split between Finance and Human Resources and has not been re-evaluated since. Changing the current part-time payroll administrator to full-time would provide capacity to move benefits maintenance to Finance. Moving benefits maintenance to payroll would help ensure that our benefit providers are making changes accurately and in a timely manner, and verify that the City (and employees) is paying the correct amount for benefits. Human Resources staff would continue to determine the types of benefits that are offered to City staff.	Jul 2014	4.75	22,068	40,711	42,703	Taxes
16	Planning & Infrastructure - Planning & Infrastructure Admin	SC79.1 - 1.0 FTE Sustainability Outreach Coordinator	The role of the Sustainability Outreach Coordinator is to design and implement engagement and outreach programs for the City of Spruce Grove's environmental sustainability programming. The position covers both community and corporate engagement.	Mar 2014	4.68	89,672	93,715	98,302	Taxes
17	Community & Protective Services - Community Services Admin	SC10.1 - Additional RCMP Officer (345)	Increase of one General Duty Constable to maintain service levels. This is intended to increase the RCMP ability to deal with increasing workloads and add to 'visible' policing.	Sep 2014	4.64	35,197	142,945	145,918	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
18	Community & Protective Services - FCSS	SC15.1 - 1.0 FTE Community Development Coordinator – Complex Needs (272)	<p>Because of the increasing population of Spruce Grove, and the greater visibility and awareness of FCSS, the department is seeing larger numbers of clients needing one-on-one support services. These clients have diminished capacity to access services on their own, because they are often homeless, on AISH or Income Support, suffering from a disability, mentally ill or living in an abusive situation.</p> <p>In the short-term, FCSS has been addressing these needs through a combination of current staff resources working additional hours and through external support services funded by a federal grant program that has been discontinued. A full-time permanent position is needed to continue to deliver these services on a consistent, full-time basis.</p>	Mar 2014	4.64	85,576	96,085	100,817	Taxes
19	Community & Protective Services - FCSS	SC102.1 - 0.5 FTE Administrative Assistant	<p>With the relocation of FCSS to the Queen Street Medical Centre the volume of intake service has substantially increased, resulting in the need for assistance in the areas of in-person and phone intake, program registration service and provision of administrative assistance. A permanent part-time (.5FTE) is recommended.</p>	Jan 2014	4.54	30,874	31,821	33,341	Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
20	Community & Protective Services - Protective Services	SC103.1 - Increase funding for Victim Services Society	Spruce Grove is the highest user of Victims Services and provides minimal funding. This initiative is to bring funding to a more reasonable amount.	Jan 2014	4.50	10,000	10,000	10,000	Taxes
21	Corporate Services - Finance	SC61.1 - 1.0 FTE Senior Accountant	A senior accountant is required to lead the preparation, review and issuance of interim and year-end financial reporting on a regular basis. Financial statement preparation has historically only been accomplished at year-end, and almost entirely on overtime hours. The 2012 governance review recommended formal reporting of financial results on a regular basis throughout the year. In order to achieve this, a resource is required to lead the detailed review of information produced through established routines, and to ensure interim financial information can be provided to decision makers in a timely manner throughout the year. Efficiencies of regular, detailed reviews can also be incorporated into forecasting and budgeting processes.	Mar 2014	4.39	91,276	99,186	104,011	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
22	Community & Protective Services - Community Services Admin	SC9.1 - Increase to the Spruce Grove Public Library Operating Grant (340)	<p>The Library has made a request for additional funding of \$233,470 in three areas; funding for the final phase of salary market adjustments, funding to re-open on Mondays and funding for library materials including books, DVD's, and e-books. The library has experienced 44% turnover over the last two years and has identified a gap in wages compared to the market.</p> <p>The funding increase includes salary market adjustments and funding for library materials. Funding for re-opening on Mondays is not included.</p>	Jan 2014	3.79	157,210	157,210	157,210	Taxes
23	Community & Protective Services - Protective Services	SC17.1 - Increase funding for Parkland Turning Points Society	<p>Parkland Turning Points submitted a request through the public submission to increase from the current \$10,000 per year funding to \$30,000 per year. Additional funding of \$5,000 will be provided in 2013 towards the 2014 funding contribution for a total of \$15,000. Annual funding increases of \$5,000 in 2015 and 2016 work towards the total funding requested of \$30,000 by 2017.</p>	Jan 2014	3.39	-	10,000	15,000	Taxes

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
24	Community & Protective Services - Community Services Admin	SC107.1 - Parkland Food Bank	The Parkland Food Bank relies entirely on donations for its operational costs and because it is impossible to predict how much these donations will amount to on-going operations remain precarious. Operational costs are also increasing because of increases to food costs and services such as utilities and maintenance. The Food Bank is also endeavouring to upgrade its shelving, loading process and equipment. One-time funding of \$4,000 will be provided to the Parkland Food Bank in 2013.	Nov 2013	2.43	-	-	-	
25	Planning & Infrastructure - Public Works	Expansion of decorative planting program	Expansion of decorative planting program approved by Council on September 23, 2013. Service change includes 0.25 FTE part-time Parks labourers and materials.	Jan 2014		16,445	16,788	17,142	Taxes
26	Community & Protective Services - Community Services Admin	Specialized Transit Service operational funding increase	Increase in operating funding requested by Specialized Transit Service at the Council meeting on October 15, 2013.	Jan 2014		16,000	24,000	32,000	Taxes
Approved for 2014						1,244,485	1,884,649	2,388,931	

Planned for 2015

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
27	Planning & Infrastructure - Asset Management	SC37.1 - 1.0 FTE Mechanic (313)	With continued growth in the volume of fleet plus the increased requirements for commercial vehicle inspections, an additional mechanic is required. A new position would provide a minimum of 2 mechanics scheduled on shift Monday through Friday providing the capacity to handle demand and planned work critical to fleet needs. Currently, only one mechanic is on regular duty Tuesday and Thursday and when someone is on vacation, is away sick or on training, only one mechanic is on duty the remainder of the weekdays.	Mar 2015	5.11	-	83,657	94,852	Taxes
28	Planning & Infrastructure - Public Works	SC53.1 - 1.0 FTE Parks Operator (322)	This initiative increases the permanent staffing complement within the Parks and Open Spaces section of Public Works by 1 FTE. The increase in staffing is needed to maintain status quo service levels while accepting new inventories created through the growth of the City.	Mar 2015	4.82	-	66,940	80,537	Taxes
29	Planning & Infrastructure - Public Works	SC54.1 - 1.0 FTE Roads Operator (323)	This initiative increases the permanent staffing complement within the Roads and Drainage section of Public Works by 1 FTE. The increase in staffing is needed to maintain status quo service levels while accepting new inventories created through the growth of the City.	Mar 2015	4.82	-	66,940	80,537	Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
30	Planning & Infrastructure - Asset Management	SC69.1 - 1.0 FTE Project Coordinator	With continued growth in building services and increases in staffing, an additional resource to manage accommodation planning and lifecycle projects is needed. This work is currently being managed on an as-needed basis by the Director of Assets which is not a sustainable solution.	Jul 2015	4.79	-	53,731	88,639	Taxes
31	Community & Protective Services - Recreation	SC91.1 - 1.0 FTE Operator (Fuhr Sports Park/Agrena/Sports & Recreation Facility)	Reporting to the Community Development Coordinator (Facilities) 1 FTE operator to assist in the operation of the Agrena, Fuhr Sports Park and Sports & Recreation Facility.	Mar 2015	4.36	-	65,990	80,087	Taxes
32	Community & Protective Services - Recreation	SC95.1 - 2.0 FTE Full-time Customer Service (Sports & Recreation Facility)	Upon opening of the Recreation Facility in the fall of 2015 it is proposed that two customer service representatives be hired to assume responsibilities associated with building safety & security, admittance and a limited degree of day-to-day operations. Reporting to the Recreation Supervisor a 2.0 FTE is proposed.	Sep 2015	4.21	-	56,275	156,809	Taxes
33	Community & Protective Services - Recreation	SC96.1 - 2.0 FTE Part-time Customer Service (Sports & Recreation Facility)	Reporting to the Recreation Supervisor, two permanent part-time staff positions are recommended to provide a civic presence and assist in the delivery of the facility program at the proposed Sports and Recreation Facility. There will be a City staff presence at all times when the facility is in operation.	Sep 2015	4.21	-	49,275	154,809	Taxes
Planned for 2015						-	442,808	736,270	

Planned for 2016

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs	Funding Source(s)
34	Planning & Infrastructure - Asset Management	SC70.1 - 1.0 FTE Building Operator	The City facilities portfolio is experiencing significant growth in the next few years with the completion of the new Public Works building, the Sports and Recreation Facility and the King Street Mall redevelopment. With a significant increase in building square footage to manage, an additional building operator is needed to ensure demand and preventative work is completed in a timely manner, ensuring the cost effective maintenance of these new and existing assets.	Jan 2016	4.96	-	-	113,512	Taxes
			Planned for 2016			-	-	113,512	
			Total Planned 2014-2016			1,244,485	2,327,456	3,238,713	

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Deferred from 2014

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs
35	Planning & Infrastructure - Public Works	SC47.1 - 1.0 FTE Public Works Technical Coordinator (210)	Public Works has no current 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. This technological deficit was confirmed in the Final Report (December 4, 2012) of the Organizational Effectiveness Review which indicated that the ability to meet service level targets, meet the organizations information needs to inform decision making and to drive process efficiency's relies heavily on the capability of the organizations systems and technology. The development of technological abilities within Public Works will also provide a required resource and much of the critical information for future implementation of an Operational Management System.	Jan 2014	4.61	122,159	120,819	126,770

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs
36	Planning & Infrastructure - Planning & Infrastructure Admin	SC80.1 - 0.33 FTE Term position for Water Conservation Program project	This term position is designed to implement the project 'Tap Into Tomorrow : Connecting Children and Youth with Water Resources'. Through this project the City will work with community partners to develop a locally based child/youth oriented water conservation program. The primary outcome is to provide permanent staff with the ability to engage children/youth about water conservation going forward using tools developed through this project. This project was included in the water conservation program blueprint adopted by Council in January 2012.	Jan 2014	4.50	5,274	-	-
37	Corporate Services - Finance	SC25.1 - 1.0 FTE Records Management Clerk (308)	A dedicated Records Management Clerk is needed to address the ongoing gap in the management of the City's financial records. 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 on network storage drives which are reaching capacity. The cumulative backlog is estimated to equal 3-5 years of annual records management work. FOIP risks are also increased as these records are not being managed effectively within the corporate records structure.	Jan 2014	4.32	71,949	61,178	62,961

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs
38	Community & Protective Services - Recreation	SC93.1 - 1.0 FTE Field Foreman (Fuhr Sports Park/Agrena/Sports & Recreation Facility)	Full-time field direction and coordination of work crews engaged in operations and maintenance activities to meet current and future demands. Increased demands for quality customer service, unscheduled work, human resource management, growth response, planning and coordination have created an untenable situation for the Community Development Coordinator (Facilities) and a field support position is critical to managing these needs.	Jan 2014	4.18	75,408	77,508	79,775
39	Community & Protective Services - Recreation	SC92.1 - 1.0 FTE Community Development Coordinator - Sport	Reporting to the Recreation Supervisor, 1.0 FTE who will be responsible for the implementation of strategies 1, 2, 3 and 4 in the Leisure Services Master Plan as related to sport within the community. This position will become the primary point-of-contact for all local sport agencies.	Jan 2014	3.25	93,356	77,558	79,851

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs
40	Community & Protective Services - Recreation	SC88.1 - Establish funding for Community Service Partnership Program	The City of Spruce Grove values the contributions of local groups towards the overall sense of community spirit within the city. In order to ensure the sustainability and viability of local community groups a formal system to provide groups with financial assistance the Community Service Partnership Program was established in 2008/2009. The City of Spruce Grove is to provide the parameters regarding the outsourcing of City activities to local community groups as a fundraising opportunity. The expected benefit or result is to have efficient, effective and sustainable not-for-profit community organizations operating throughout the community that provide a variety of services and activities to the residents of the City of Spruce Grove.	Jan 2014	3.18	50,000	50,000	50,000
Deferred from 2014						418,146	387,063	399,357

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Deferred from 2015

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs
41	Corporate Departments - Human Resources	SC4.1 - 1.0 FTE HR Consultant - Recruitment (331)	Recruitment of staff to the organization is becoming more complex and time consuming. Recruitment continues to be a high demand service due to continued growth. This demand for a high volume of recruitment activity is a trend that is expected to continue as there is more competition amongst the Municipal Sector for skilled and competent resources. This service change initiative was identified in the HR OER review as a recommendation.	Jan 2015	4.57	-	120,292	107,333
42	Corporate Services - Finance	SC27.1 - License Cemetery Operations (326)	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.	Jan 2015	4.54	-	-	-
43	Corporate Departments - CAO	SC1.1 - 1.0 FTE Administrative Assistant (336)	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.	Jan 2015	4.36	-	67,418	67,066

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs
44	Corporate Services - Corporate Services Admin	SC58.1 - 1.0 FTE Corporate Services Administrative Assistant (convert shared position into 2 positions)	Organizational growth and the demands being placed on the General Managers are such that both Corporate Services and Planning and Infrastructure each require an Administrative Assistant that serves the General Manager and department. Currently there is one position that serves both areas and that position would be modified to focus solely on Planning and Infrastructure. This new position would serve Corporate Services.	Jan 2015	4.32	-	86,460	78,905
45	Corporate Departments - Economic Development	SC2.1 - 1.0 FTE Event Attraction and Sponsorship Coordinator (335)	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. The strategy is to work with our regional partners in exploring opportunities for a shared position or program for event hosting but if this is not feasible, then the initiative would focus on Spruce Grove only. This would replace the implementation budget assigned for CE31.1 (Event Tourism) and potentially CE33.1 (Sponsorship) if these two initiatives are integrated into one position.	Jan 2015	4.18	-	158,401	190,824

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs
46	Corporate Services - Finance	SC64.1 - 1.0 FTE Customer Accounts Representative	As the city's population continues to grow , the number of customer utility accounts and management of each of those accounts increases. In order to provide customer service excellence, customers should be served in a timely manner upon initial setup, and resources must be available to update changes to existing accounts. Accurate and timely changes to customer accounts ensure billing is accurate and reduces the number of adjustments that need to be made to accounts. A new position is required to manage increasing work volumes in customer account management.	Jan 2015	4.07	-	76,822	67,489
47	Planning & Infrastructure - Public Works	SC48.1 - 1.0 FTE Utilities Operator (Eco Centre) (225)	This initiative is dependent on the outcome of the related initiative to review the overall operations of the Eco Centre. The additional staffing will only be required if it is determined that the City should discontinue the contract that provides for the removal of recycled product from the Eco Centre.	Jan 2015	4.04	-	67,585	66,366
Deferred from 2015						-	576,978	577,983

Deferred from 2016

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs
48	Corporate Services - Finance	SC62.1 - 0.5 FTE Accounts Payable Data Entry Clerk	The volume of vendor payments is steadily increasing due to increased activity from City operations. As volumes increase, more time is spent on data entry, leaving less time for important payables management activities. Accounts payable work can be segregated into routine data entry of invoices and payables management. Payables management includes managing vendor enquiries, preparing supporting documentation and analysis for accounting records, preparing and reviewing weekly cheque runs, vendor statement reconciliation, monthly GST reporting, providing supporting information and analysis for internal enquiries and records management. The addition of a part-time accounts payable data entry clerk would ensure payables management work is completed in a timely manner, and allow for secondary review of invoice details, which cannot be completed with only one accounts payable clerk.	Jan 2016	4.11	-	-	45,331

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Score	2014 Costs	2015 Costs	2016 Costs
49	Corporate Services - Finance	SC65.1 - 1.0 FTE Collections Clerk	A new position is required to manage increasing work volumes in receivables management. Receivables management includes managing active receivable accounts with invoices, payments, enquiries and reporting as well as collection of accounts which have been outstanding for significant periods of time. Current receivables activity has more than doubled in the last three years, and is expected to continue increasing as the city grows. When volumes become unmanageable, collections activities are often left undone in favour of preparing invoices and managing active accounts.	Jan 2016	3.93	-	-	79,465
50	Community & Protective Services - Recreation	SC97.1 - 1.0 FTE Community Development Coordinator - Open Space	Reporting to the Recreation Supervisor, one full-time coordinator position intended to oversee the development and implementation of the City's Outdoor recreation program including those initiatives identified in the Leisure Services Master Plan, Spontaneous Parks Amenity Strategy, Jubilee Park Operations Plan and Outdoor Recreation Facilities Strategy.	Jan 2016	3.79	-	-	97,851
51	Community & Protective Services - Recreation	SC98.1 - 2.0 FTE Part-time Jubilee Park Programs	Reporting to the CDC (Open Space), two part-time staff members are recommended to deliver the outdoor program and supervise the proposed destination water spray feature at Jubilee Park. The Water Spray Park will require and onsite staff presence.	Jan 2016	2.68	-	-	13,156
Deferred from 2016						-	-	235,803
Total Deferred 2014-2016						418,146	964,041	1,213,143

