

Corporate Plan

2016–2018

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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 not just the location that makes Spruce Grove the Community of Choice. This city of just over 30,000 boasts a mix of industry, commerce and community that is the envy of other municipalities.

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.

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 2016–2018 Corporate Plan approved by City Council.

The corporate plan is the City's principal guiding document for governance, community development, and service delivery. As part of the corporate planning process in 2015, the City reviewed the 2015–2035 strategic plan and developed the corporate business plan, department business plans and the fiscal plan.



Impact of growth

The 2016–2018 Corporate Plan reflects the impact of the expectations of a growing community. Over the term of this corporate plan, the population of Spruce Grove is anticipated to grow at an average annual rate of over 4.32 per cent. Based on this trend, projected population is almost 44,000 by 2024. Continued emphasis on commercial and industrial attraction and development is critical as it is that growth which will assist us in making Spruce Grove financially sustainable.

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. The primary drivers in prioritizing and balancing the corporate plan were the impacts on capacity of staff resources and providing residents with quality services at an affordable rate.

Future planning

Determining what the City will have to do in the future to achieve the visions set out in the Municipal Development Plan (2010-2020) and the Strategic Plan (2015-2035) needs to be considered on an ongoing basis. To help achieve this, the City further developed its long-term capital and long-term financial planning processes in 2015, which will become part of the annual corporate planning process.

As a growing community, the City is at a stage in which it needs to build future infrastructure for growth and new facilities so that all citizens can enjoy the amenities that Spruce Grove is known for such as trails, parks, arenas etc. This year marked the second year Administration prepared a 20 year capital plan for Council. Staff have worked diligently to improve their forecasts and find alternate funding sources for capital projects. However, the City will have to borrow significantly over the next ten years in order to ensure that our residents have the amenities that have recognized Spruce Grove as a great place to raise a family.

This corporate plan has a long-term planning focus on identifying capital initiatives that are anticipated as needs over the next 20 years, assuming no changes in regional services or service levels. The long-term capital plan will be updated annually for changes in planning assumptions including service delivery, population projections and cost estimates. The long-term capital plan is a valuable input to the long-term financial planning process as it identifies future financial commitments.

Long-term financial planning, though, 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 City manages its finances with a long-term view emphasizing affordability, a healthy financial position and long-term planning. 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.

The goal of the fiscal plan is to take a balanced approach across the three-year period from 2016 to 2018 and not focus solely on the financial impacts of operations and projects in 2016. A good three-year plan levels out annual rate increases, maximizes the use of available grants and utilizes all potential sources of revenue and funding.

Council has approved an increase to municipal property taxes of 3.9 per cent in 2016 which equates to a monthly residential tax impact of \$6.16 per month for a household with an assessed value of \$339,357. As well, future planning has assumed a similar increase for each of the next ten years. Administration will also look for other funding sources during this period to ensure that each rate increase is the lowest possible. The property tax increase helps fund ongoing service delivery and maintenance as well as new initiatives and service changes that are not utility or developer related. Ensuring lifecycle maintenance of existing infrastructure, facilities, parks, fleet and equipment, and information systems remains a priority.

There is a 1.25 per cent (from 18.75 per cent to 20.00 per cent) increase in electric franchise fees in 2016.

The approved water and sewer utility rate increase is 6.95 per cent (\$0.329 per cubic metre) in 2016 which equates to an increase of \$5.43 per month for a household consuming 16.5 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 offset rising costs.

There is no solid waste rate increase for 2016. 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 2016–2018 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 September 11, 2015. Amendments as a result of changes in estimates after September 11, 2015, and amendments from the November public Committee of the Whole corporate planning meetings are included in this approved corporate plan.

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 City of Spruce Grove is at an important juncture in creating and implementing the vision for the community's future. As Spruce Grove continues to grow at a rapid pace, the City is facing additional pressures to continue providing a quality level of services to residents and visitors. At the same time, the City is being presented with new opportunities and ideas that can have a positive impact on shaping Spruce Grove's future. By identifying these challenges and opportunities, as well as determining how the City will proactively prepare for them, a strategic roadmap for Spruce Grove can be developed.

Building an Exceptional City, the City's 2015–2035 strategic plan, outlines Spruce Grove City Council's vision for the future of Spruce Grove and ties together the necessary requirements to purposefully move forward. This includes:

- **Core values that support the City's mission, or basic purpose;**
- **Strategies that reflect the City's values and mission; and**
- **Goals that must be accomplished in order to realize the vision.**

The purpose of the City's strategic plan is to enable all stakeholders who have an interest in the future of the city to share, understand, contribute to and participate in realizing our vision of Spruce Grove as the best place to live, to raise an active, healthy family and to grow a successful business.

The strategic plan also addresses the needs of present and prospective residents, business owners and employees, investors, visitors, civic employees, neighbouring municipalities and their citizens, and any others interested in the future of our city.

The strategic plan is intended to guide and inform the City's future for a 20-year planning horizon. However, it is also important to understand that new challenges, opportunities and issues will emerge during this timeframe. Therefore, the strategic plan will be reviewed on an annual basis, with an extensive review and update every four years, to ensure it reflects any necessary changes or adjustments that may be required to achieve the City's vision.

Our Vision

Our vision for our community's future in 2035 is that:

SPRUCE GROVE IS THE BEST PLACE TO LIVE, TO RAISE AN ACTIVE, HEALTHY FAMILY AND TO GROW A STRONG SUCCESSFUL BUSINESS.

- **Where people choose to live:**

A dynamic City with an exceptional quality of life

Through high quality municipal services, Spruce Grove is a safe, dynamic urban centre with an exceptional quality of life and is a welcoming regional gathering place

- **Where people choose to raise a family:**

A leading recreation, leisure and sports community

Spruce Grove provides exceptional, diverse, and high quality leisure, recreation and sports opportunities, complemented with a respected arts and culture environment

- **Where people choose to grow a business:**

A strong, diversified regional business centre

Through innovative and supportive business development, Spruce Grove is a prosperous self-sustaining regional economic home to competitive, successful commercial and industrial companies

Our Mission

The vision statement encapsulates what we want to achieve, and the mission statement describes how we, as an organization, will achieve it.

OUR MISSION IS TO BUILD AN EXCEPTIONAL CITY THROUGH INNOVATION, LEADERSHIP AND COMMITTED PUBLIC SERVICE.

Our Core Values

These values guide our commitment to moving forward as an organization to realize our vision for the future of Spruce Grove:

Leadership

- Creating opportunities for businesses 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

Service Excellence

- Being honest and demonstrating integrity in all our dealings with our customers
- Taking pride in delivering high quality services
- Demonstrating best business practices

Accountability

- Being open and transparent in all of our activities
- Accepting responsibility for results promptly and taking corrective action where required

Honesty and Integrity

- Standing firm to do what we believe is right in the long term
- Listening respectfully and speaking honestly at all times

Our Underlying Principles

Just as our values are reflected in everything we do, our decisions and our actions must be aligned with the following basic principles.

Sustainability through sound economic development

- A strong economic base is essential to be able to afford the quality of life to which we aspire

Leadership in affordable quality service delivery

- We are committed to leadership in the provision of the highest possible service levels

Affordability through prudent fiscal management

- We are committed to prudent fiscal management. We must invest for the future, diversify revenues, manage costs and strive to keep an appropriate balance of taxes and service levels

Leadership in collaboration to ensure best value for all

- We seek out opportunities for collaboration, where it is practical, and provide leadership in building constructive, mutually beneficial working relationships

Building a complete community for all

- We are committed to meeting the needs of all segments of our community

Outcomes, Goals and Strategies

These outcomes, goals and strategies form the heart of our strategic plan to make our vision of Spruce Grove in 2035 a reality.

Spruce Grove is the best place to live, to raise an active, healthy family and to grow a strong successful business.

WHERE PEOPLE CHOOSE TO LIVE

A dynamic City with an exceptional quality of life

Through high quality municipal services, Spruce Grove is a safe, dynamic urban centre with an exceptional quality of life and is a welcoming regional gathering place.

Outcomes

When this aspect of the vision is realized, there will be a number of outcomes:

- Spruce Grove will have strengthened its positive image and enhanced its reputation as one of the most desirable places to live in the region.
- Citizens will have consistently reported the highest levels of satisfaction with municipal services.
- Through community development, the city will have enhanced community pride and spirit.

Goals

In Spruce Grove in 2035:

- **Citizens feel safe** within their communities.
- High quality leisure, recreational, commercial, and social **infrastructure and amenities** that meet the interests and needs of the greater community are in place and conveniently accessible.
- Citizens consistently express high **levels of satisfaction** with municipal services.
- Spruce Grove is an easy and convenient city to get around in, with a high ease of **mobility** for transportation, walkability and **connectivity**.

Strategies

*Strategies for **Community Safety***

Safety will be addressed by having comprehensive, integrated programs that balance prevention and enforcement to ensure the highest practical level of safety.

- The community will be engaged in ensuring high levels of community safety through a range of prevention, education, monitoring and reporting programs and services.
- Public safety initiatives that coordinate safety standards for protective services, social services, and engineering controls will keep pace with growth.

*Strategies for **Infrastructure and Amenities***

Our physical infrastructure and amenities will contribute to our future as a dynamic urban centre with an exceptional quality of life.

- Forward looking municipal development plans and long term capital plans will be kept current to ensure adequate supplies of serviced land; and provide a framework for decision making in managing growth.
- We will provide leadership in regional collaboration regarding boundaries, buffer zones and adjoining lands to ensure positive, constructive and mutually beneficial inter-municipal decisions that benefit all.
- We will use integrated and coordinated plans that are responsive to and anticipate citizen needs as the city grows.

*Strategies for **Citizen Satisfaction with Municipal Services***

Our strategies to produce the highest levels of citizen satisfaction will reflect the requirements to continually focus on effectiveness and efficiency.

- Through an inclusive corporate culture, we will have an engaged workforce that is connected to the community and committed to customer service.
- We will continually seek efficiencies through innovation, technology and through shared services with other organizations, where doing so benefits the community.
- We will continually review municipal services to improve overall citizen satisfaction.

*Strategies for **Mobility and Connectivity***

Our strategies for mobility and connectivity will result in an easy and convenient city to get around.

- An integrated system of transportation routes will accommodate all modes of transportation and will increase connectivity.
- A comprehensive transit program will provide accessibility for all members of the community and will be designed to keep up with growth.

WHERE PEOPLE CHOOSE TO RAISE A FAMILY

A leading leisure, recreation and sports community

Spruce Grove provides exceptional, diverse, and high quality leisure, recreation and sports opportunities, complemented with a respected arts and culture environment.

Outcomes

When this aspect of the vision is realized, there will be a number of outcomes:

- Spruce Grove will be a destination for leisure, recreation and sports.
- There will be greater access to community recreation and sports programs than elsewhere.
- The City will have stronger participation in healthy and active living than comparable cities.

Goals

In Spruce Grove in 2035:

- Spruce Grove is known as an **event hosting destination**.
- There are a number of **active and engaged community groups** involved in the development, promotion and implementation of leisure, recreational and sporting infrastructure, amenities and activities.
- Spruce Grove has a **well-balanced arts and culture environment** that reflects the interests and needs of the community.
- Spruce Grove has a **healthy population** that is actively engaged in leisure and recreation.

Strategies

*Strategies for **Event Hosting Destination***

Spruce Grove has an environment that encourages and supports the hosting of a wide range of events.

- We will invest in the infrastructure required to host targeted events.
- We will create an environment that will attract the services and amenities required to support hosting events in the City.
- We will develop a regional event hosting program and create a reputation that consistently attracts events to Spruce Grove and the region.

*Strategies for **Active and Engaged Community Groups***

Our success will result from public and private sector groups working together towards a shared objective.

- We will provide support to community groups whose work contributes towards our leadership position in leisure, recreation and sports, and, when practical, empower community groups to deliver the needed programs and services.
- We will build awareness, enthusiasm and commitment for volunteering in the community.

*Strategies for **Balanced Arts and Culture Environment***

A well rounded arts and culture environment will contribute to a quality of life we seek.

- We will collaborate with regional partners wherever possible on arts and culture amenities and programs to ensure a variety of offerings for the greater community.
- We will be forward thinking and responsive in helping to develop and strengthen the arts and culture community through innovative and strategic programs, initiatives and infrastructure.

*Strategies for **Healthy Population***

Engaging in regular physical activity is one of the most important things that people of all ages can do to improve their health.

- We will develop and provide access to more diverse, high quality leisure and recreational infrastructure than any comparable community in the region.
- We will support and promote healthy, active living.

WHERE PEOPLE CHOOSE TO GROW A BUSINESS

A strong, diversified regional business centre

Through innovative and supportive business development, Spruce Grove is a prosperous self-sustaining regional home to competitive, successful commercial and industrial companies.

Outcomes

When this aspect of the vision is realized, there will be a number of outcomes:

- Spruce Grove will have become a sustainable, full-service regional economic centre.
- The local economy will have non-residential growth that outpaces residential growth.

Goals

In Spruce Grove in 2035:

- Spruce Grove has a **business environment** that attracts new businesses to the city, encourages and supports new business startups, and helps ensure existing businesses are competitive, successful and profitable.
- The City maintains a constant inventory of **available land**, both developed and developable, to ensure businesses can find properties that meet their needs.
- The City has well developed **relationships with key stakeholders** in the community and the region who impact the economic success of the City's business sector.
- Spruce Grove has a **robust, growing economic base** that generates balanced revenues to support the City's high standards for services and programs.

Strategies

*Strategies for **Business Environment***

A successful business environment is one that stimulates business attraction, retention and growth.

- We will revitalize the city in ways that contribute to the community's overall commercial success.
- We will maintain affordable and competitive fees, charges, rates and taxes for business that help attract and retain business. The City will support business retention and expansion initiatives that contribute to the economic success of the city as a whole.
- We will create a technology environment that is essential to commercial success and citizen quality of life, and will maintain a long-term strategic technology focus that facilitates access to important technologies for citizens and businesses.

Strategies for Available Land

The ability to maintain an inventory of land for future growth is critical to having affordable land for business.

- We will maintain long term (25-30 year) growth plans that allow us to prepare for and resolve our future needs before space becomes an issue

Strategies for Relationships with Key Stakeholders

A successful municipal environment for businesses requires collaboration and coordination among a range of community organizations.

- We will participate in Capital Region initiatives to ensure that the interests of the City and its business community are addressed in regional economic development plans.
- We will proactively build sustainable relationships with developers, industry groups, school boards, provincial bodies, chambers of commerce and other stakeholders to facilitate coordination of the many initiatives that impact commercial success.
- We will maintain, directly or in collaboration with community business groups, a proactive strategic economic development program that identifies and implements competitive collaboration opportunities.

Strategies for Robust, Growing Economic Base

The cornerstone of a strong municipality is a robust, growing, self-sustaining economic base.

- We target the development of specific types of businesses that will strengthen the existing economy, developing clusters where appropriate.
- We will provide an integrated program of incentives that encourage industrial and commercial development in appropriate places.

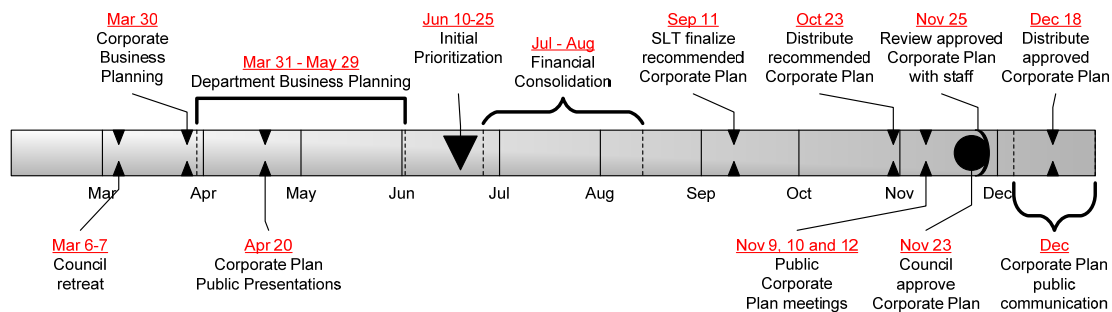
CORPORATE BUSINESS PLAN

Overview

The corporate business plan reflects corporate operating and capital initiatives that achieve and support the strategic plan. Implementation of the corporate priorities purposefully moves the city towards success with the outcomes, goals and strategies 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 2016-2018 Corporate Plan.



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

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

April 20 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.

April 27 Strategic plan - Adoption of any edits to the 2015-2035 strategic plan.

March to June	<p><u>Department business planning</u> - Departments develop detailed status quo budgets, business cases for corporate and department initiatives, service changes and capital requirements. Department business plans are reviewed to validate dependencies and scheduling, overall budget requirements, effort demands and capacity.</p> <p><u>Ranking and prioritization</u> – The capital planning team completes a detailed review, ranking and prioritization of capital initiatives. SLT reviews and may amend the prioritization of the capital initiatives recommended by the capital planning team. SLT also reviews, ranks and prioritizes operating initiatives and service changes. The prioritization determines the initial line for calculation of funding for above the line initiatives and service changes and for analysis of capacity.</p>
July to August	<p><u>Financial and capacity analysis</u> – Calculate and compile a financial summary of funding strategies for the status quo budget, new initiatives and service changes as prioritized by SLT in June. An analysis on capacity of the organization to deliver core services, new initiatives and service changes is completed.</p>
September	<p><u>Finalize the recommended corporate plan</u> - SLT reviews and finalizes changes to status quo budgets, service changes, initiatives, and prioritization based on the financial and capacity analysis. SLT reviews and finalizes the funding strategies for the recommended corporate plan.</p>
October 30	<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 9, 10 & 12	<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 23	<p><u>Corporate plan approval</u> - The amended corporate plan is presented for council's approval.</p>
November 25	<p><u>Administrative review</u> - Review the approved corporate plan with staff.</p>
December	<p><u>Public communication</u> – Public communications summarizing the approved 2016-2018 Corporate Plan.</p>

Corporate priorities

The following section summarizes the recommended corporate operating and capital initiatives that have been identified in response to the 2015–2035 strategic plan.

There may be one, several or no specific projects identified for a strategy. Some strategies may be addressed through future corporate business plans. Additional details of the new initiatives are located in the New Initiatives and Service Changes section of this corporate plan document.

WHERE PEOPLE CHOOSE TO LIVE

A dynamic City with an exceptional quality of life

Through high quality municipal services, Spruce Grove is a safe, dynamic urban centre with an exceptional quality of life and is a welcoming regional gathering place.

Goal 1.1 Citizens feel safe within their communities.

Strategy 1.1.1 The community will be engaged in ensuring high levels of community safety through a range of prevention, education, monitoring and reporting programs and services.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Capital	Planning & Infrastructure - Engineering	CE703.1 - RCMP Land Servicing	A new RCMP station is being built between Highway 16A and the CN rail line and just west of Campsite Road. The original servicing concept was to service the sanitary east to an existing line just south of Highway 16A and water to a main that is located just east of the proposed site. The storm water was to be managed just north of the site.	Jan. 2016	Jan. 2018

Strategy 1.1.2 Public safety initiatives that coordinate safety standards for protective services, social services, and engineering controls will keep pace with growth.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Community & Protective Services - Community Services Admin	CE23.3 - Lead the planning for the Integrated RCMP facility	Cooperate in the detailed business case, design process and construction of an integrated RCMP Facility with joint ownership with the Town of Stony Plain and the City of Spruce Grove.	Jan. 2011	Dec. 2017
Corporate External - Capital	Community & Protective Services - Community Services Admin	CE104.3 - Integrated RCMP facility	Cooperate in the detailed business case, design process and construction of an integrated RCMP Facility with joint ownership with the Town of Stony Plain and the City of Spruce Grove.	Jan. 2011	Dec. 2018
Corporate External - Capital	Community & Protective Services - Protective Services	CE588.1 - Design and Construct New Protective Services Facility	The current station was designed initially for a volunteer fire service decades ago and although there have been several renovations and alterations it does not meet the needs of the current Protective Services. Also, the rapid growth of the City has necessitated growth within Fire and Enforcement services that has spread beyond the current building with no room for growth.	Jan. 2016	Aug. 2019

Goal 1.2 High quality leisure, recreational, commercial, and social infrastructure and amenities that meet the interests and needs of the greater community are in place and conveniently accessible.

Strategy 1.2.1 Forward looking municipal development plans and long term capital plans will be kept current to ensure adequate supplies of serviced land; and provide a framework for decision making in managing growth.

Strategy 1.2.2 We will provide leadership in regional collaboration regarding boundaries, buffer zones and adjoining lands to ensure positive, constructive and mutually beneficial inter-municipal decisions that benefit all.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Planning & Infrastructure - Planning & Development	CE410.2 - Future Growth Study	The Growth Study will examine the possible growth scenarios for the City, such as annexation, amalgamation and other municipal organizational structures. The study will include an analysis of both population and employment growth, coupled with constraints analysis, to determine feasible growth scenarios over the next 25 to 50 years. A fiscal impact analysis will be included in the study to determine costs involved with preferred scenarios. The study will include public consultation opportunities, discussions with affected municipalities, and discussions and direction from Council at points determined in the Terms of Reference.	Jan. 2015	Mar. 2016
Corporate External - Operating	Planning & Infrastructure - Planning & Development	CE594.1 - Implementation of the Growth Study	Administration has been working on a Growth Study since March 2015 to determine the best options for future growth of the municipality. Upon completion of the Growth Study and direction from Council on the preferred alternative, the City will need to proceed with implementation.	Aug. 2016	Aug. 2017

Strategy 1.2.3 We will use integrated and coordinated plans that are responsive to and anticipate citizen needs as the city grows.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE491.2 - Planning for use of City-Owned Land - Westwind Lands	As part of the Westwind Lands sale agreement with WAM/Beaverbrook JV, the City will retain a 5 acre site that will be serviced by the developer at no cost to the City. The City needs to identify the location of the parcel in consultation with the developer. The City also needs to resolve the wetlands compensation on the Westwind lands with Alberta Environment.	Jan. 2015	Dec. 2016
Corporate External - Operating	Community & Protective Services - FCSS	CE238.3 - Develop a Social Sustainability Strategy	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 the City 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. The strategy's development will include both internal and external consultation.	Jan. 2015	Mar. 2016
Corporate External - Operating	Corporate Departments - CAO	CE397.2 - Implement Intermunicipal Collaboration Framework	Continue to participate in the Intermunicipal Collaboration Committee (ICC) as set out in the Intermunicipal Collaboration Agreement (IMCA) that was signed in 2015 by the City of Spruce Grove, Town of Stony Plain and Parkland County.	Jan. 2015	Dec. 2016

Goal 1.3 Citizens consistently express high levels of satisfaction with municipal services.

Strategy 1.3.1 Through an inclusive corporate culture, we will have an engaged workforce that is connected to the community and committed to customer service.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - Human Resources	CI601.1 - Conduct an Organizational Culture Review	<p>Conducting an organizational culture review is an initiative within the People Strategy. An organizational culture review has two main focus areas, which include:</p> <ol style="list-style-type: none"> 1. Reviewing the organization's Shared Principles; and 2. Conducting an employee engagement survey. <p>A review of the current Shared Principles will help determine if the principles should be re-established or changed to value statements to reflect the current work environment and evolving organizational culture. Conducting an employee engagement survey provides for employee input in setting and improving the organizational culture.</p>	Sep. 2016	Dec. 2018
Corporate Internal - Operating	Corporate Services - Human Resources	CI207.3 - Develop a Supervisor Training Program	<p>In the development of a Human Resources Plan for the organization, there is a need to identify the supervisory competencies within an organizational framework. The December 2012 Human Resources Organizational Effectiveness Review (OER) recommended a number of focus areas for developing competencies to be included as part of the Human Resources Plan. This includes recruitment, performance management, and developing and setting goals. These competency requirements still exist in 2016.</p>	Jan. 2017	Dec. 2017

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - Human Resources	CI602.1 - Develop a Human Resources Succession Plan	<p>Effective succession planning should focus on ensuring leadership continuity and building talent from within.</p> <p>The City's succession plan would assist to accomplish a number of objectives, which include:</p> <ul style="list-style-type: none"> -Identify competencies and clarify values for both planning and managing a succession program -Planning for a quick fill of crucial vacancies at all levels of the organization (i.e. acting relieving assignments) -Developing and retaining top talent -Building and preserving the organization's intellectual capital -Assess current needs and future resources for seamless succession planning -Use technology and other tools to organize and implement succession planning and management programs 	Jan. 2017	Dec. 2018
Corporate Internal - Operating	Human Resources	CI208.3 - Implement the Supervisor Training Program	<p>This initiative is specific to the supervisory level staff within the organization. Implementing a supervisor training program was an operational recommendation identified in the December 2012 Human Resources Organizational Effectiveness Review (OER). Specifically the supervisory competencies identified, to be included in the organizational training framework were recruitment, performance management and developing/setting goals. This initiative is also congruent with the the recent City'S People Strategy, which identified a need for developing a leadership development program and certification. The intent is that this would be an ongoing program.</p>	Jan. 2018	Dec. 2019

Strategy 1.3.2 We will continually seek efficiencies through innovation, technology and through shared services with other organizations, where doing so benefits the community.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Capital	Corporate Services - Information Systems	CI163.3 - Implement Enterprise-Wide Asset Management System	This initiative will involve implementation of an Enterprise-Wide Asset Management System that will enable the City to manage infrastructure capital assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service.	Jan. 2015	Dec. 2018
Corporate External - Capital	Planning & Infrastructure - Engineering	CE494.2 - Westgrove Roundabout	<p>The intersection of Westgrove Drive and McLeod Avenue has been a busy intersection for a few years with the increase commercial development on the west portion of the City. This is often seen by road users during the late afternoon peak traffic times. With the recent extension of Westgrove Drive to Jenn Heil Way this issue is expected to increase. Administration conducted a functional plan on the intersection in 2013/2014 to assess the alternatives to the improvements to the area. The alternatives considered were to leave the area as is, add traffic signals or construct a roundabout. After consideration the roundabout was considered the best solution.</p> <p>This initiative would construct the recommended roundabout at the intersection of Westgrove Drive and McLeod Avenue. It was determined that this solution could be undertaken within the existing road right of way.</p>	Jan. 2016	Dec. 2016

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - Information Systems	CI384.2 - Implement the Project Management Strategy	<p>An assessment of project management practices within the City has identified a number of improvement opportunities that would represent a significant enhancement of the rigor, formality and consistency by which projects are managed. A number of recommendations have been identified to support realization of the goals and objectives of the City and to ensure that initiatives in the corporate plan are appropriately and responsibly managed.</p> <p>This initiative defines the work necessary to develop and implement a project management capability that responds to these recommendations. It is expected that the work contemplated for the next three years will provide a solid foundation for ensuring the successful, robust and effective management and delivery of projects identified within the corporate plan.</p>	Jan. 2016	Dec. 2018

Strategy 1.3.3 We will continually review municipal services to improve overall citizen satisfaction.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE406.2 - Explore Three- Stream Waste Program Pilot in Local Schools	Schools in the City of Spruce Grove currently do not have access to the City's waste programs and are serviced by the private sector. However, local schools are an ideal place to promote and reinforce the City's waste diversion program. While the initial logistics may pose some challenges, implementing this program in schools has the potential to have a very strong return on investment in terms of education and overall community diversion rates. This initiative has two components, assess the feasibility and logistical issues associated with offering this service to schools, and if feasible, pilot the program at two schools for 2016. Following this, the results will be assessed to determine if the program should be offered city-wide and on a permanent basis.	Jan. 2015	Dec. 2016
Corporate External - Operating	Planning & Infrastructure - Public Works	CE44.3 - Long Term Cemetery Plan	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. 2015	Dec. 2016
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE252.3 - 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

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Community & Protective Services - FCSS	CE714.1 - Youth Engagement Framework	A desire to have youth more engaged in decision making for the City of Spruce Grove has been identified. This framework will explore what has taken place in the past, what is currently happening, and various alternatives for increased youth engagement including, but not limited to: youth summits, youth advisory council, youth council representative, youth committees, etc. It will also explore how Council will interact and connect to youth to better receive their input on City direction and priorities.	Jan. 2016	Dec. 2016
Corporate Internal - Operating	Community & Protective Services - Community Services Admin	CI691.1 - Develop Corporate Direction for Community Development	This initiative will help define, examine and develop an overall corporate direction for community development in the City of Spruce Grove.	Jan. 2016	Dec. 2016
Corporate Internal - Operating	Corporate Services - Corporate Services Admin	CI386.2 - Organizational Effectiveness Review - Customer Service Interface	An Operational Effectiveness Review (OER) is required to determine if the City's customer service philosophy is being implemented appropriately in that the right systems and supports are in place to support staff in providing the high levels of customer service expected by the City. The study will focus on direct customer service access points or the primary first points of contact for customers.	Jan. 2016	Dec. 2016

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Communications	CE686.1 - City Website Refresh	The City's website and Content Management System was last reviewed and redesigned in 2010. With the changes in technology, popularity of our website (approximately 94,000 page views per month) and the increasing use of mobile devices (smartphones and tablets) to access to our website, the current Content Management System and design/navigation of the City's site is beginning to show signs of being out of date. Limitations within the content management system are preventing us from being able to provide some of the basic expectations of web users as well as keeping up with best practices regarding usability, accessibility, and functional design and navigation.	Feb. 2016	Oct. 2017
Corporate External - Capital	Planning & Infrastructure - Public Works	CE686.1 - Relocation of Eco Centre to Public Works	Relocate the existing Eco-Centre facility from the current location at 50 Diamond Avenue to 1 Schram Street to take advantage of an opportunity to establish on a site that will enhance service to the public, increase efficiencies, and allow for future program evolution needs.	Jan. 2018	Dec. 2020

Goal 1.4 Spruce Grove is an easy and convenient city to get around in, with a high ease of mobility for transportation, walkability and connectivity.

Strategy 1.4.1 An integrated system of transportation routes will accommodate all modes of transportation and will increase connectivity.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE407.2 - Transit Service Review - Phase Two	In 2014 the City implemented Phase 1 of the transit service review. The GreenTRIP grant application proposed a medium term approach based upon earlier plans and consultation. This project will, with the aid of a consulting firm, specialize in longer term transit planning, verify our medium term plans and examine longer term planning to 2030. The CRB's governance plan still is encouraging for regionalized transit system, however the political climate for this to occur may still be many years away. In order to ensure the system functions to an optimal level and is phased in appropriately including possible services and partnerships with Parkland County and possibly the Town of Stony Plain, an external analysis should be conducted. The role and service offer of STS should be examined in this review.	Jan. 2016	Dec. 2017

Strategy 1.4.2 A comprehensive transit program will provide accessibility for all members of the community and will be designed to keep up with growth.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE267.3 - Implementation of Transit Service Review Recommendations - Stage Two	Initial discussions based upon DanTech 2013 concepts, split the existing peak hour of Route 197 into two routes through specific communities currently not served. During the draft transit review public consultation in spring 2014, another option for local routing was discussed. This second option would see the bus route follow Century Road/Grove Drive/Jennifer Heil Way/McLeod Aveue with two routes heading into Edmonton. One using the current route downtown via Highway 16 and the second to the West Edmonton Mall and on to the South Campus LRT station via Highway 16A. In light of the additional routing option coming out of the public consultation, this route was included in the GreenTRIP proposal, and will be reconfirmed with public consultation in fall 2015.	Jan. 2016	Dec. 2018
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE451.2 - Implementation of Transit Service Review Recommendations - Stage Four	Stage 4 of the transit service review is to introduce a reduced coverage (West Edmonton Mall) WEM service that runs hourly between Spruce Grove and WEM between 9:00am – 7:00pm on Saturday. The service would operate on a 15-minute reduced coverage loop within Spruce Grove. This is a common practice for routes in Edmonton during periods of lower ridership. This reduces the cost as it allows the entire service to be operated by only one bus. This service would complement the Stage 1, 2 and 3 changes and respond to demand of weekend service to Edmonton.	Jan. 2018	Dec. 2019

WHERE PEOPLE CHOOSE TO RAISE A FAMILY***A leading leisure, recreation and sports community***

Spruce Grove provides exceptional, diverse, and high quality leisure, recreation and sports opportunities, complemented with a respected arts and culture environment.

Goal 2.1 Spruce Grove is known as an event hosting destination.

Strategy 2.1.1 We will invest in the infrastructure required to host targeted events.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Community & Protective Services - Recreation	CE593.1 - Update Indoor Facilities Study	Commission a consultant to undertake a comprehensive update of the 2008 regional recreation & culture indoor facility strategy. This to include an update of the regional profile, strategy background, needs assessment, the recreation & culture indoor facility strategy and stakeholder review & summary.	Mar. 2016	Dec. 2016

Strategy 2.1.2 We will create an environment that will attract the services and amenities required to support hosting events in the City.

Strategy 2.1.3 We will develop a regional event hosting program and create a reputation that consistently attracts events to Spruce Grove and the region.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE31.3 - Implement Regional Event Hosting Strategy	Implement the Event Hosting Strategy and Action Plan developed in 2014 as a collaborative initiative with the City's regional partners (Parkland County, Stony Plain and the Tri-Leisure Centre). This was recommended in the Economic Developers Association of Canada (EDAC) Action Plan under Strategic Element 6.8. This will include a review of gaps and other limitations in our regional sports, recreation and cultural facilities that impact the competitiveness of the region in attracting events and increasing facility utilization. This was formerly part of CE35.2 - Identify Opportunities in Our Sports, Recreation and Cultural Facilities for the Attraction of Events.	Jan. 2015	Dec. 2020

Goal 2.2 There are a number of active and engaged community groups involved in the development, promotion and implementation of leisure, recreational and sporting infrastructure, amenities and activities.

Strategy 2.2.1 We will provide support to community groups whose work contributes towards our leadership position in leisure, recreation and sports, and, when practical, empower community groups to deliver the needed programs and services.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Capital	Community & Protective Services - Recreation	CE414.2 - Construct Pickleball Courts	As identified in the Outdoor Sport Facility Strategy, the sport of 'Pickleball' has firmly established itself as a legitimate outdoor sport activity primarily involving age 55 plus participants in the City of Spruce Grove and area. The initiative proposes the retrofit of two decommissioned tennis courts located at Henry Singer into six or eight tournament level Pickleball courts.	Jan. 2016	Dec. 2016
Corporate External - Capital	Recreation	CE486.2 - Sports & Recreation Facility Expansion - 3rd Floor	The third floor of the Sport and Recreation Facility has approximately 5,500 square feet of undeveloped space. The City has been approached by user groups to consider the development and lease of the space. The intent would be to have the 3rd floor developed through a tenant financed leasehold improvement arrangement with no capital requirement for the City and additional lease revenue to help reduce the building operating deficit.	Jan. 2016	Dec. 2017

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Capital	Engineering	CE480.3 - Implementation of Outdoor Facilities Strategy	Recently Council was presented with "Playbook 2029", Spruce Grove's Outdoor Sport Facility Strategy. The intent of this initiative is to advance those strategies and recommendations identified in the report through a functional planning study with primary focus on the following outdoor sport facility needs: Football, Soccer, Pickleball, Skateboarding and Outdoor Ice. - One (1) Outdoor Rink (2018) - One (1) "AA" Baseball Diamond (2019) - One (1) "A" Baseball Diamond (2019) - One (1) Leisure Ice Surface (2020) - One (1) District Level Skateboard Park (2021) - One (1) Outdoor Rink (2023) - One (1) Skating Oval (2025) - One (1) "AA" Twin Synthetic Soccer/Football Fields (2027)	Mar. 2017	Dec. 2027
Corporate External - Capital	Community & Protective Services - Recreation	CE448.2 - Arena Complex	Design and construct a regulation-size twin indoor ice facility primarily intended for youth and adult program activity during both winter and summer seasons. The possibility of hosting larger scale events with larger spectator capacity, as well as trade shows, will be explored.	Jan. 2018	Dec. 2021

Strategy 2.2.2 We will build awareness, enthusiasm and commitment for volunteering in the community.

Goal 2.3 Spruce Grove has a well-balanced arts and culture environment that reflects the interests and needs of the community.

Strategy 2.3.1 We will collaborate with regional partners wherever possible on arts and culture amenities and programs to ensure a variety of offerings for the greater community.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Community & Protective Services - Community Services Admin	CE95.3 - Heritage Pavilion contribution	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. 2016	Dec. 2018

Strategy 2.3.2 We will be forward thinking and responsive in helping to develop and strengthen the arts and culture community through innovative and strategic programs, initiatives and infrastructure.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Community & Protective Services - Cultural Services	CE37.3 - Arts and culture vision for Spruce Grove	Develop an Arts and Culture Vision and plan for arts, cultural, and heritage programs and facilities in Spruce Grove. This initiative will map out a vision for arts, cultural and heritage programs over the next five years and beyond and will focus on opportunities that add value to existing resources.	Jan. 2015	Dec. 2016

Goal 2.4 Spruce Grove has a healthy population that is actively engaged in leisure and recreation.

Strategy 2.4.1 We will develop and provide access to more diverse, high quality leisure and recreational infrastructure than any comparable community in the region.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Community & Protective Services - Community Services Admin	CE103.3 - TransAlta Tri Leisure Centre - Facility Lifecycle	The TLC received the FAME report over the last few years identifying potential lifecycle improvements to be carried out over the short-term, medium term, and long-term. A full scale lifecycle maintenance plan is expected to be developed over 2015 and will require ongoing funding in response to the plan which will be approved through the normal TLC budget processes by all three municipal partners.	Jan. 2016	Dec. 2018
Corporate External - Capital	Community & Protective Services - Recreation	CE413.2 - Jubilee Park Master Plan Implementation	<p>The Jubilee Park Master Plan Update identifies a number of capital enhancements intended to both compliment and supplement existing system elements. It is proposed that the design and construction of the elements identified in the plan be carried out through a phased approach, specifically short-term development (0 - 5 years), mid-term development (6 - 10 years) and long-term development.</p> <p>The complete schedule of system elements include:</p> <ol style="list-style-type: none"> 1. Post and rail fence 2. New entry gate 3. Park maintenance building 4. Spray park 5. 9-hole putting green 6. Shade structures 7. Multi-purpose building 8. Picnic shelter 9. Social Skating 10. Walk connections 11. Cross country ski trails 12. Naturalization planting 13. No-mow naturalization seed 14. Wood boardwalks 	Jan. 2016	Dec. 2026

Strategy 2.4.2 We will support and promote healthy, active living.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Community & Protective Services - Recreation	CE404.2 - Work Collaboratively to Develop a Regional Leisure Services Bi- Annual Program Guide	To create, produce and provide a comprehensive, accessible and quality resource guide for recreation, leisure, culture, wellness programs, services and events in the Tri-Municipal Region. The Regional Recreation Wellness Committee is comprised of representatives from the City of Spruce Grove, Town of Stony Plain, Parkland County and Trans-Alta Tri Leisure Centre.	Jan. 2016	Dec. 2016
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE695.1 - Natural Areas Inventory Update and Strategy	In 2004 the City of Spruce Grove conducted an Urban Forest Management Plan and in 2007 followed this up with a Parks and Open Space Master Plan. The Urban Forest Management Plan provided an excellent condition report on the state of the urban forest in Spruce Grove. The plan also provided public works with 5 years of recommended management and maintenance direction to help protect the major forest areas in the City. The Parks and Open Space Master Plan provided the policy context for Parks and Open Space - how they are acquired, established, the various types of parks within the urban context. Both are excellent documents and provide important direction for park creation, management and maintenance. In addition specific policies like the 2015 Tree Protection Bylaw start to address some of the protection aspects to park and recreational spaces.	Jan. 2018	Dec. 2018

WHERE PEOPLE CHOOSE TO GROW A BUSINESS***A strong, diversified regional business centre***

Through innovative and supportive business development, Spruce Grove is a prosperous self-sustaining regional home to competitive, successful commercial and industrial companies.

Goal 3.1 Spruce Grove has a business environment that attracts new businesses to the city, encourages and supports new business startups, and helps ensure existing businesses are competitive, successful and profitable.

Strategy 3.1.1 We will revitalize the city in ways that contribute to the community's overall commercial success.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE34.3 - Develop a Vision and Strategy for City Centre Revitalization in Spruce Grove	The intent is to develop a revitalization strategy and implementation plan for the City Centre in Spruce Grove. The first step in this phase was the development of a discussion paper which sets out the vision, issues, and options with respect to the scope for revitalization. This report was presented to Council in June 2014 and called for local business-owners to champion and take the lead role in the process. Subsequently, a Downtown Revitalization Steering Committee made up of business-owners was established and with the support of the City, have developed a workplan to form a Business Revitalization Zone and undertake further work on a revitalization strategy and implementation plan. The City will continue to actively support the Steering Committee in providing some financial and other assistance to move the process along.	Mar. 2014	Sep. 2016

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Communications	CE27.3 - Develop and Implement the Brand Strategy	As the city continues to grow, and seeks to be seen and known as a modern urban centre, there is a need to ensure that the brand of the City is reflective of who we are. Spruce Grove is currently perceived as a bedroom community as opposed to a vibrant, growing and dynamic city. With economic development being so important and a key strategic goal, there is a strong need to change the perceptions of the City and promote the visibility, services and amenities that Spruce Grove offers. Community branding is more than attractive websites, marketing materials and logos, it is an emotional and intellectual reaction that people have to the City. If done properly, it can drive investment, attract and retain business, as well as increase community engagement and pride.	Jan. 2016	Dec. 2017
Corporate External - Operating	Corporate Departments - Economic Development	CE36.3 - Implementation of the Approved City Centre Revitalization Strategy for Spruce Grove	This initiative is the implementation phase of the City Centre revitalization strategy. The implementation would use the tools and operational support identified in the strategy and implementation plan approved under initiative CE34.2. A steering committee made up of business-owners will have the lead role in the development and execution of the strategy.	Sep. 2016	Dec. 2021
Corporate External - Capital	Corporate Departments - Communications	CE93.3 - Develop and Implement a Signature Entry Identity	Develop and implement a signature entry identity that will provide visual enhancements that uniquely identify Spruce Grove as they enter the city.	Mar. 2018	Mar. 2019

Strategy 3.1.2 We will maintain affordable and competitive fees, charges, rates and taxes for business that help attract and retain business. The City will support business retention and expansion initiatives that contribute to the economic success of the city as a whole.

Strategy 3.1.3 We will create a technology environment that is essential to commercial success and citizen quality of life, and will maintain a long-term strategic technology focus that facilitates access to important technologies for citizens and businesses.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE32.3 - Identify Options and Develop a Broadband Strategy for Spruce Grove	Investigate options and develop a Fibre Optic Broadband Strategy to support commercial and industrial development in Spruce Grove.	Jan. 2016	Dec. 2018

Goal 3.2 The City maintains a constant inventory of available land, both developed and developable, to ensure businesses can find properties that meet their needs.

Strategy 3.2.1 We will maintain long term (25-30 year) growth plans that allow us to prepare for and resolve our future needs before space becomes an issue.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE243.3 - Implementation of Westwind agreement options	Implement the multi-year Purchase and Options Agreement for the Westwind Lands Development.	Jan. 2014	Dec. 2020

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE400.2 - Conduct a Feasibility Assessment and Develop a Business Plan for a Multi-Purpose Facility	With the completion of an initial market assessment study in 2015, a recommendation was approved by City Council in July 2015 to proceed with a Phase 2 detailed market and financial feasibility study for a multi- use facility. This would be completed by November 2015 and, if approved, would set the stage in 2016 for Council to advance the project to public consultation, and subsequently to finalize partnership and funding arrangements.	May. 2015	Oct. 2016
Corporate External - Operating	Planning & Infrastructure - Planning & Development	CE595.1 - Update of the Municipal Development Plan and Land Use Bylaw	Following a decision by the Municipal Government Board (MGB), the City will need to amend the Municipal Development Plan to apply land uses to lands newly incorporated into the City's boundaries. In addition, the City will need to redistrict lands to an appropriate district within the City's Land Use Bylaw.	Oct. 2017	Jul. 2018

Goal 3.3 The City has well developed relationships with key stakeholders in the community and the region who impact the economic success of the City's business sector.

Strategy 3.3.1 We will participate in Capital Region initiatives to ensure that the interests of the City and its business community are addressed in regional economic development plans.

Strategy 3.3.2 We will proactively build sustainable relationships with developers, industry groups, school boards, provincial bodies, chambers of commerce and other stakeholders to facilitate coordination of the many initiatives that impact commercial success.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE201.3 - 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. The City has partnered with Alberta Innovates Energy and Environmental Solutions (Alberta Innovates), Parkland County and the Town of Stony Plain. Regional Collaboration Grant funding has been received and funding from Alberta Innovates has been received. With the involvement of Alberta Innovates, the technology options are focused on waste-to-energy options. This technology group has the potential to significantly increase the City's waste diversion rate. There is no commitment for the City to construct a facility and/or implement other recommendations in the final study. Costs to landfill will increase over time and alternatives are viewed as lower long term risks and potential Green House Gas reduction technologies.	Jan. 2014	Dec. 2016

Strategy 3.3.3 We will maintain, directly or in collaboration with community business groups, a proactive strategic economic development program that identifies and implements competitive collaboration opportunities.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Economic Development	CE403.2 - Update the Economic Development Strategy and Action Plan	Review and update of Spruce Grove's Economic Development Strategy 2010 -2020, "Partnerships for Prosperity" and develop an Implementation Action Plan.	Jan. 2016	Mar. 2017

Goal 3.4 Spruce Grove has a robust, growing economic base that generates balanced revenues to support the City's high standards for services and programs.

Strategy 3.4.1 We target the development of specific types of businesses that will strengthen the existing economy, developing clusters where appropriate.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Economic Development	CE244.3 - Implement phases of Tri Leisure Village project	Implement the multi-year Purchase and Options Agreement for the Tri Leisure Village Development.	Jan. 2014	Dec. 2017

Strategy 3.4.2 We will provide an integrated program of incentives that encourage industrial and commercial development in appropriate places.

DEPARTMENT BUSINESS PLANS

Overview

Departmental business plans reflect the activities of City departments that support the corporate business plan and indirectly, the strategic plan. This work represents the operational services necessary to meet the service delivery expectations within the City and includes departmental operating and capital initiatives and service changes approved for 2016 and those planned for 2017 and 2018.

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, and Economic and Business Development. The Chief Administrative Officer oversees the Corporate Office which includes the administration of the offices of the City Manager and Council. Managers of Corporate Communications and Economic and Business Development oversee the operations for their respective area.

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

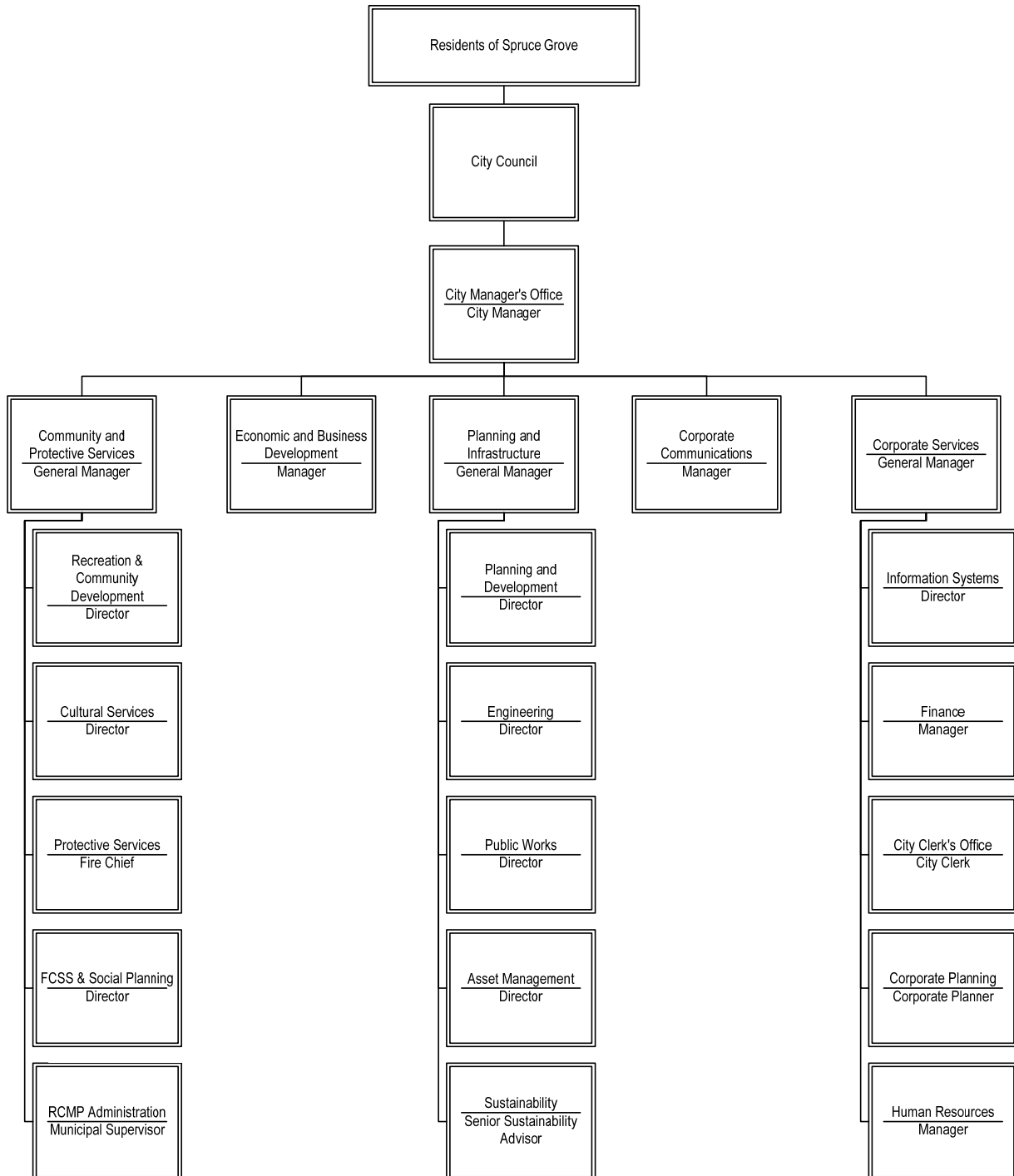
Each department business plan includes the following components: organizational chart; description of the department or section; a Full-Time Equivalent (FTE) staffing summary; listing of services delivered; service changes; departmental operating and capital initiatives and the fiscal plan.

Organizational chart

The organizational charts represent the internal reporting structure of each department or section and correlates to the FTE staffing summaries. The charts are not intended to reflect the level of authority and accountability of each position or working relationships with third party agencies in the delivery of services.

Positions that are recommended for 2016 and positions planned for 2017 and 2018 are reflected on the organizational charts in shaded boxes and include the position name with start month and year.

The following is the organizational structure of the City.



Description

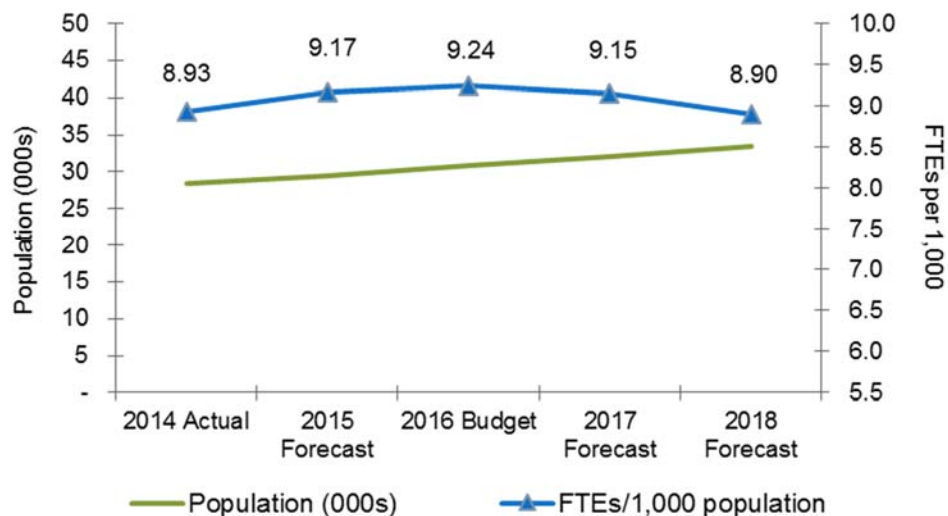
The description for each department and section outlines the functions and operational activities that the area is responsible for.

Staffing summary

The staffing complement associated with the delivery of services is identified for each department and section. Staffing is expressed as FTEs (full-time equivalents) in four major categories: full-time, permanent part-time, temporary part-time and casual. The staffing summaries in each department and section include the number of FTEs recommended for 2016 and those planned for 2017 and 2018.

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 recommended in 2016, the FTEs per 1,000 in population keep pace with anticipated population growth. However, not all positions have been identified beyond 2016 resulting in future staffing levels not keeping pace with growth.



The following schedule represents the recommended FTEs for 2016 and the staffing planned for 2017 and 2018.

			2016	2017	2018
			Budget	Forecast	Forecast
<u>Economic and Business Development</u>					
Economic Development Assistant	Full-Time	Jan-17		1.00	
<u>Community & Protective Services</u>					
Cultural Services Technician	Full-Time	Oct-16	0.50		
FCSS Program Coordinator - Families	Full-Time	Mar-16	0.50		
Operator (Fuhr Sports Park/Agrena/Sports & Rec Facility)	Full-Time	Apr-16	1.00		
Open Space Coordinator	Full-Time	Jan-16	1.00		
Firefighters (2016 - 4)	Full-Time	Jul-16	4.00		
Firefighters (2017 - 4)	Full-Time	Jul-17		4.00	
Firefighters (2018 - 4)	Full-Time	Jul-18			4.00
Municipal Enforcement - Sergeant	Full-Time	Jan-16	1.00		
Municipal Enforcement - Community Peace Officer	Full-Time	Jan-17		1.00	
			8.00	5.00	4.00
<u>Corporate Services</u>					
Asset Management Coordinator	Full-Time	Mar-16	1.00		
Insurance and Risk Coordinator	Full-Time	Jul-16	1.00		
Utility Service Representative	Full-Time	Apr-16	1.00		
Accounts Payable Representative	Full-Time	Apr-17		1.00	
Help Desk Analyst Tier 1	Full-Time	Apr-17		1.00	
Application Support Analyst - Asset Management	Full-Time	Sep-16	1.00		
			4.00	2.00	-
<u>Planning and Infrastructure</u>					
Building Operator	Full-Time	Apr-17		1.00	
Mechanic	Full-Time	Apr-16	1.00		
Development Compliance Officer	Full-Time	Apr-16	1.00		
Parks Operator	Full-Time	Mar-17		1.00	
Roads Operator	Full-Time	Mar-16	1.00		
Solid Waste Coordinator	Full-Time	Jan-16	1.00		
			4.00	2.00	-
Annual increase in FTEs			16.00	10.00	4.00
Change in Casual and Term FTEs				(1.00)	-
Opening FTEs			270.89	286.89	295.89
Closing FTEs			286.89	295.89	299.89

The following table is a summary of the total FTEs, including recommended positions for 2016 and positions planned in 2017 and 2018, by department and section.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Corporate						
City Manager's Office	2.50	2.50	2.50	2.50	2.50	2.50
Corporate Communications	5.50	6.50	6.50	6.50	6.50	6.50
Economic and Business Development	3.00	3.00	3.00	3.00	4.00	4.00
	11.00	12.00	12.00	12.00	13.00	13.00
Community and Protective Services						
Community and Protective Services Administration	3.00	3.00	3.00	3.00	3.00	3.00
RCMP Administration	9.00	9.00	9.00	9.00	9.00	9.00
Cultural Services	10.00	10.00	10.00	10.50	10.50	10.50
FCSS and Social Planning	15.80	15.80	15.80	16.30	16.30	16.30
Recreation and Parks Planning	5.00	7.50	7.50	8.50	8.50	8.50
Agrena/Fuhr Sports Park/Sports & Recreation Facility	10.02	10.02	10.02	11.02	11.02	11.02
Spruce Grove Fire Services	44.50	47.50	47.50	50.50	54.50	58.50
Municipal Enforcement	7.00	7.50	7.50	8.50	9.50	9.50
Safe City	1.00	2.00	2.00	2.00	2.00	2.00
	105.32	112.32	112.32	119.32	124.32	128.32
Corporate Services						
Corporate Services Administration	2.50	3.50	3.50	3.50	2.50	2.50
City Clerk's Office	5.26	5.26	5.26	6.26	6.26	6.26
Finance	22.63	22.63	22.63	23.63	24.63	24.63
Human Resources	6.00	6.00	6.00	6.00	6.00	6.00
Information Systems	6.00	11.00	11.00	14.00	15.00	15.00
	42.39	48.39	48.39	53.39	54.39	54.39
Planning and Infrastructure						
Planning and Infrastructure Administration	3.50	3.50	3.50	3.50	3.50	3.50
Asset Management	10.00	11.00	11.00	12.00	13.00	13.00
Engineering	8.00	8.00	8.00	7.00	7.00	7.00
Planning and Development	14.50	15.50	15.50	15.50	15.50	15.50
Public Works	59.43	60.18	60.18	62.18	63.18	63.18
	95.43	98.18	98.18	100.18	102.18	102.18
Total FTEs	254.14	270.89	270.89	286.89	293.89	297.89

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.

Changes in effort for a department or section as a result of new initiatives or service changes are not included in the listing of services as they are recorded separately.

Departmental initiatives and service changes

Department business plans include summaries of the departmental operating and capital initiatives and service changes that are recommended for 2016 and those planned for 2017 and 2018. Additional details of the initiatives and service changes are located in the New Initiatives and Service Changes section of this corporate plan document.

Fiscal plan

The department fiscal plans include revenue and expenses associated with the delivery of services, new initiatives and service changes approved in this corporate plan. The surplus in some areas is used for capital acquisitions.

Corporate departments

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Miscellaneous	61,924	-	35,000	35,000	35,000	-
Municipal Sustainability Initiative	1,006,149	211,611	235,795	-	-	-
User Fees						
Donations and Sponsorships	26,497	119,340	123,090	135,640	135,640	135,640
Goods and Services	269	500	5,000	5,000	5,000	5,000
Rental Revenue	15,728	-	-	-	-	-
Sale of land	-	1,468,750	1,371,250	-	-	1,722,672
Contributed Capital Assets	3,903,766	5,385,176	2,719,776	2,931,654	3,000,000	3,000,000
Developer Contributions	9,802	78,871	-	100,000	-	-
Gain on Sale of Capital Assets	-	2,524,387	1,491,647	1,932,516	-	5,060,638
Interest Earned	-	-	-	90,251	85,065	79,756
Local improvements	1,673,630	1,446,776	1,522,592	-	-	-
	6,697,765	11,235,411	7,504,150	5,230,061	3,260,705	10,003,706
Expenses						
Amortization	9,578	9,578	9,578	9,578	9,578	9,578
Contingency	-	171,405	161,405	185,452	200,000	200,000
Grants to Organizations	26,000	41,000	41,000	26,000	26,000	26,000
Human Resources	1,735,228	1,762,553	1,810,631	1,998,216	2,149,065	2,232,239
Interest on Long-Term Debt	-	-	-	-	106,354	100,521
Loss on Disposal of Capital Assets	(2,298,049)	347,565	347,565	-	-	-
Operations and Maintenance						
Cost of Land Sold	-	1,468,750	1,314,933	-	-	1,642,651
Marketing and Publications	95,057	114,515	116,515	112,513	117,353	115,276
Materials and Supplies	194	13,000	13,000	8,000	58,000	33,000
General Expenses	382,511	360,829	369,457	405,168	374,405	410,677
Office	59,211	62,113	63,186	64,788	66,665	68,364
Office Lease	173	-	-	-	-	-
Utilities	6,606	8,958	8,958	9,066	9,178	9,294
Contract - General	1,292,770	1,168,006	1,513,913	373,840	269,705	150,596
	1,309,279	5,528,272	5,770,141	3,192,621	3,386,303	4,998,196
Annual Surplus (Deficit)	5,388,486	5,707,139	1,734,009	2,037,440	(125,598)	5,005,510

Community and Protective Services department

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Local Government	446,113	452,820	442,124	443,424	445,424	446,424
Miscellaneous	1,193,694	1,052,450	1,213,571	1,272,829	1,305,602	1,298,758
Municipal Sustainability Initiative	132,600	560,000	560,000	500,000	-	500,000
User Fees						
Donations and Sponsorships	43,306	99,000	105,800	95,800	107,300	97,000
Fines and Permits	2,332,298	3,173,000	2,963,500	3,724,950	3,715,950	3,715,950
Goods and Services	3,895,595	3,563,827	3,725,138	3,885,850	3,968,691	4,035,165
Other Fees	164,807	175,050	179,050	182,050	187,050	197,600
Rental Revenue	628,253	727,000	713,500	901,000	912,200	921,435
	8,836,666	9,803,147	9,902,683	11,005,903	10,642,217	11,212,332
Expenses						
Amortization	1,128,611	1,355,303	1,404,499	1,407,524	1,308,440	1,290,604
Grants to Organizations	1,923,489	2,542,895	2,474,870	1,907,146	2,025,599	2,162,872
Human Resources	10,134,091	10,690,327	10,705,843	11,719,665	12,590,584	13,369,576
Interest on Long-Term Debt	306,803	207,123	207,123	171,471	133,781	109,034
Operations and Maintenance						
Bank Charges and Interest	9,566	12,380	11,880	11,880	11,800	-
Equipment Operations	64,955	55,000	59,500	65,000	65,500	66,000
Janitorial	96,736	114,850	115,850	134,000	142,380	143,676
Marketing and Publications	41,290	53,500	50,470	51,990	54,510	52,280
Materials and Supplies	209,909	208,443	197,603	218,353	217,053	215,753
General Expenses	447,553	565,240	601,150	684,290	723,771	721,003
Office	187,969	198,202	198,617	214,325	218,395	208,165
Office Lease	232,551	243,137	243,137	250,276	255,285	262,413
Professional Services	100,677	48,100	50,100	51,125	52,150	53,200
Repairs and Maintenance	190,668	245,765	248,225	262,940	268,521	274,153
Utilities	457,449	537,922	466,170	487,845	513,396	523,063
Contract - Traffic	784,116	1,421,900	1,032,300	1,234,474	1,234,974	1,234,974
Contract - General	523,596	752,595	603,925	911,585	302,235	794,385
Contract - Police	2,966,332	3,496,233	3,347,170	3,693,013	4,029,011	4,266,152
	19,806,361	22,748,915	22,018,432	23,476,902	24,147,385	25,747,303
Annual Deficit	(10,969,695)	(12,945,768)	(12,115,749)	(12,470,999)	(13,505,168)	(14,534,971)

Corporate Services department

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Property Taxes	28,562,944	31,219,957	32,131,000	33,826,053	36,346,426	38,535,626
Government Transfers						
Miscellaneous	31,317	29,000	29,000	30,000	8,000	-
Municipal Sustainability Initiative	-	-	-	155,000	125,000	-
User Fees						
Fines and Permits	4,865	3,856	4,935	5,292	5,661	6,042
Franchise Fees	3,919,723	3,396,920	3,649,474	4,178,869	4,253,192	4,539,722
Goods and Services	150,757	141,329	154,250	162,534	172,570	183,030
Other Fees	99,299	10,000	123,710	34,000	94,000	34,000
Tax Penalties	806,352	974,700	770,000	793,100	816,893	841,400
Interest Earned	192,854	328,848	153,528	196,698	295,876	417,932
	33,768,111	36,104,610	37,015,897	39,381,546	42,117,618	44,557,752
Expenses						
Amortization	362,482	334,746	381,630	324,653	332,944	239,916
Contingency	172,991	-	-	-	-	-
Human Resources	4,263,176	4,960,210	5,095,591	5,529,511	5,967,927	6,257,693
Interest on Long-Term Debt	(976)	-	-	2,550	42,320	68,112
Operations and Maintenance						
Bank Charges and Interest	142,766	129,100	151,850	154,346	158,977	163,746
Insurance	491,616	544,833	469,100	505,930	562,343	613,142
Marketing and Publications	51,214	52,250	44,750	39,750	33,000	20,750
Materials and Supplies	-	-	-	1,000	1,000	1,000
General Expenses	356,840	309,520	370,564	340,432	453,603	363,110
Office	145,262	194,014	179,019	189,353	198,142	204,511
Professional Services	691,955	691,615	766,946	928,223	980,102	1,038,996
Repairs and Maintenance	35,019	69,000	58,500	55,500	61,700	61,900
Utilities	143,066	150,415	154,940	159,088	163,933	169,182
Contract - General	455,794	419,819	401,057	886,221	639,318	564,619
	7,311,205	7,855,522	8,073,947	9,116,557	9,595,309	9,766,677
Annual Surplus	26,456,906	28,249,088	28,941,950	30,264,989	32,522,309	34,791,075

Planning and Infrastructure department

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Basic Municipal Transportation	1,017,330	-	-	-	-	-
Federal Gas Tax Fund	3,122,226	1,707,125	1,617,125	1,713,175	1,514,165	1,350,000
Local Government	149,116	445,103	282,327	235,914	111,123	110,272
Miscellaneous	1,090,173	550,899	466,250	2,045,343	1,034,748	449,900
Municipal Sustainability Initiative	12,142,344	9,741,843	11,513,709	3,923,929	5,015,032	2,853,942
User Fees						
Donations and Sponsorships	-	-	-	223,500	-	-
Fines and Permits	2,931,367	2,503,000	2,352,500	2,122,000	2,203,300	2,258,915
Goods and Services	573,130	642,500	595,464	794,576	1,067,053	1,078,327
Other Fees	1,546,789	455,272	2,062,472	727,911	644,867	3,439,967
Rental Revenue	70,229	67,000	67,000	43,000	69,000	70,000
Contributed Capital Assets	10,807,346	9,403,894	9,403,894	9,302,654	4,910,647	10,022,724
Developer Contributions	1,747,666	5,001,089	1,895,000	15,026,000	7,385,599	1,543,611
Interest Earned	73,644	63,645	63,645	53,957	43,905	33,475
	<u>35,271,360</u>	<u>30,581,370</u>	<u>30,319,386</u>	<u>36,211,959</u>	<u>23,999,439</u>	<u>23,211,133</u>
Expenses						
Amortization	6,467,386	6,731,852	8,001,071	9,018,648	9,143,185	9,651,196
Grants to Organizations	-	-	-	940,178	-	-
Human Resources	6,925,965	7,428,509	7,597,420	8,140,846	8,628,087	8,938,926
Interest on Long-Term Debt	280,149	339,254	337,210	343,675	839,394	964,980
Loss on Disposal of Capital Assets	(1,293)	-	(9,000)	(96,500)	(176,500)	(73,000)
Operations and Maintenance						
Equipment Operations	412,674	460,924	396,829	408,537	426,248	445,496
Insurance	7,103	18,000	18,000	24,000	24,000	24,000
Janitorial	178,450	224,800	224,800	237,478	311,751	311,751
Marketing and Publications	10,452	22,050	20,050	23,800	24,300	24,300
Materials and Supplies	677,588	976,673	959,352	1,085,060	1,124,832	1,111,621
General Expenses	57,216	64,900	64,700	74,800	60,900	59,900
Office	63,108	58,958	61,658	59,347	60,206	60,955
Professional Services	134,467	75,000	225,000	285,000	165,000	315,000
Repairs and Maintenance	1,048,764	1,424,695	1,579,258	1,334,420	1,256,303	1,021,998
Utilities	1,354,680	1,442,849	1,515,252	1,609,210	1,724,304	1,758,426
Contract - General	5,216,055	4,982,942	5,151,618	6,326,386	5,896,264	6,346,162
	<u>22,832,764</u>	<u>24,251,406</u>	<u>26,143,218</u>	<u>29,814,885</u>	<u>29,508,274</u>	<u>30,961,711</u>
Annual Surplus (Deficit)	12,438,596	6,329,964	4,176,168	6,397,074	(5,508,835)	(7,750,578)

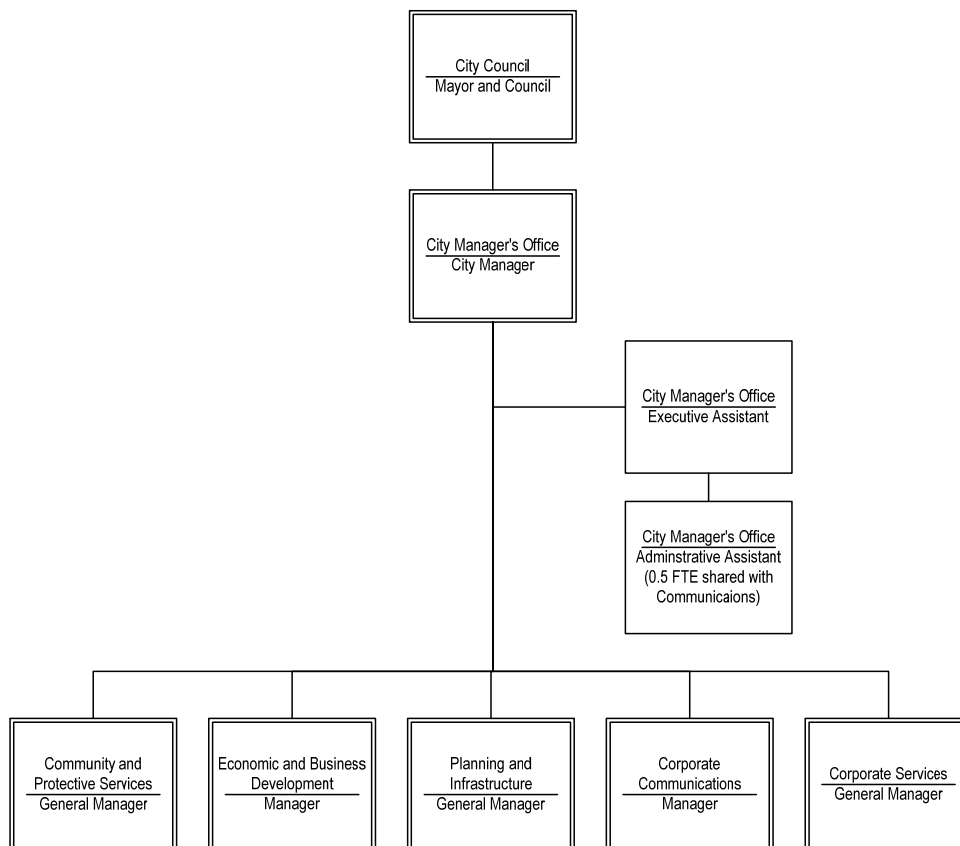
Department Summaries

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 recommendations are a reflection of the City's corporate plan and are consistent with the City's Shared Principles.

Staffing summary

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	2.50	2.50	2.50	2.50	2.50	2.50
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	2.50	2.50	2.50	2.50	2.50	2.50
New Positions				0.00	0.00	0.00
Total FTEs	2.50	2.50	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)		
		2015	2016	2017
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.	332	332	332
Collaborate with Other Government Entities	As required based upon inquiries and activity.	500	500	500
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.	787	787	787
Council/Committee Meeting Logistics	As required based upon meeting schedules.	423	423	423

Service	Service Level	Annual Effort (Hours)		
		2015	2016	2017
Engage and Respond to Council	As required based upon inquiries and activity.	600	600	600
Engage and Respond to the Public	As required based upon inquiries and activity.	200	200	200
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.	1,000	1,000	1,000
Manage Outgoing Mail	As required based upon inquiries and activity.	218	218	218
Miscellaneous Follow-Ups	As required based upon inquiries and activity.	218	218	218
Participate in SLT, Executive Team and Special Event Meetings	As required based upon meeting schedules.	332	332	332
Participate in the Capital Region Board	Actively participate in the Capital Region Board.	120	120	50
Records Management	As required based upon inquiries and activity.	218	218	218
Respond to Internal/External Inquiries	As required based upon inquiries and activity.	332	332	332

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for the City Manager's Office for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Corporate Departments - CAO	DP187.3 - 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. 2015	Dec. 2016

Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Expenses						
Amortization	2,177	2,177	2,177	2,177	2,177	2,177
Contingency	-	96,405	86,405	110,452	125,000	125,000
Human Resources	501,292	472,245	474,601	495,208	515,654	536,976
Operations and Maintenance						
General Expenses	22,905	22,300	22,300	22,300	22,300	22,300
Office	3,105	5,976	6,576	6,649	6,725	6,801
Utilities	2,337	3,603	3,603	3,606	3,609	3,612
Contract - General	37,593	10,000	10,000	10,000	10,000	10,000
	569,409	612,706	605,662	650,392	685,465	706,866
Annual Deficit	(569,409)	(612,706)	(605,662)	(650,392)	(685,465)	(706,866)

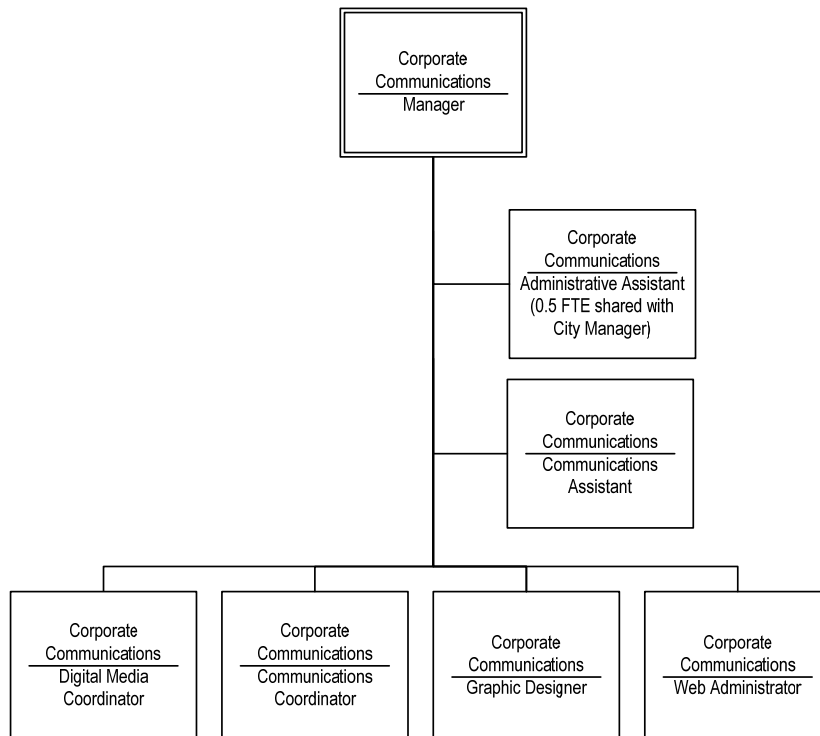
The City Manager's Office also manages the financial activities for council. The following reflects the fiscal plan summary for council for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Expenses						
Contingency	-	75,000	75,000	75,000	75,000	75,000
Grants to Organizations	1,000	1,000	1,000	1,000	1,000	1,000
Human Resources	387,838	424,354	440,981	508,784	528,291	541,489
Operations and Maintenance						
Marketing and Publications	11,459	11,345	13,345	13,496	17,186	13,885
General Expenses	32,762	42,664	51,292	59,098	52,930	63,790
Office	39,771	42,617	43,210	44,639	46,140	47,713
Utilities	918	1,600	1,600	1,680	1,764	1,852
	473,748	598,580	626,428	703,697	722,311	744,729
Annual Deficit	(473,748)	(598,580)	(626,428)	(703,697)	(722,311)	(744,729)

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.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	5.50	6.50	6.50	6.50	6.50	6.50
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	5.50	6.50	6.50	6.50	6.50	6.50
New Positions				0.00	0.00	0.00
Total FTEs	5.50	6.50	6.50	6.50	6.50	6.50

Services

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

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Branding and Visual Identity	Ensure appropriate use of branding and visual identity on a best effort basis.	700	700	700
Communications Consulting	Planning, consulting with and advising other City departments proactively and on negotiated basis.	985	985	985
Communications Research and Development	Exploring communications opportunities, media, and best practices on an ongoing basis.	1,375	1,325	1,375
Corporate and Department Business Planning	Participate on an ongoing basis.	56	56	56
Media and Public Relations	Respond to media requests on same business day. Negotiate public relations support on a case by case basis.	595	595	595
Senior Leadership Team	Participate on an ongoing basis.	80	80	80
Visual, Digital and Written Communications	Negotiate on a case by case basis (internal and external).	5,625	5,700	5,850

Departmental initiatives and service changes

There are no departmental initiatives and/or service changes for Corporate Communications for the current business plan.

Fiscal plan

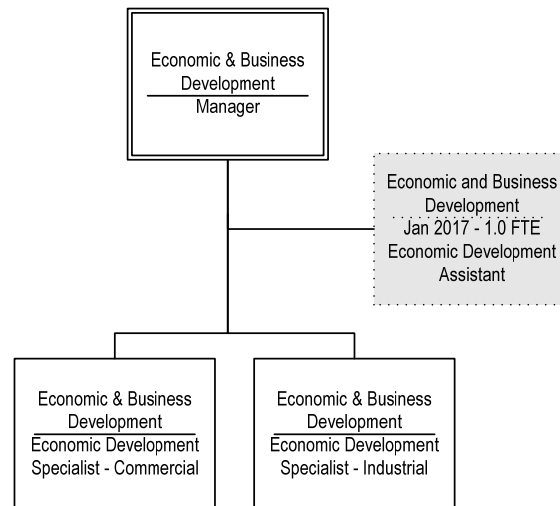
The following reflects the fiscal plan summary for Corporate Communications for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
User Fees						
Goods and Services	269	500	5,000	5,000	5,000	5,000
	<u>269</u>	<u>500</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
Expenses						
Amortization	4,789	4,789	4,789	4,789	4,789	4,789
Grants to Organizations	25,000	40,000	40,000	25,000	25,000	25,000
Human Resources	511,793	509,617	537,272	621,814	647,562	674,413
Operations and Maintenance						
Marketing and Publications	70,134	93,170	93,170	87,017	88,167	89,391
Materials and Supplies	194	3,000	3,000	3,000	53,000	28,000
General Expenses	40,750	31,365	31,365	56,770	32,175	57,587
Office	10,502	7,220	7,100	7,200	7,200	7,350
Utilities	668	750	750	775	800	825
Contract - General	28,475	43,000	43,000	83,840	144,705	95,596
	<u>692,305</u>	<u>732,911</u>	<u>760,446</u>	<u>890,205</u>	<u>1,003,398</u>	<u>982,951</u>
Annual Deficit	(692,036)	(732,411)	(755,446)	(885,205)	(998,398)	(977,951)

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.

- Manage the City's land inventory and develop and implement strategies to acquire, sell and otherwise maximize the value of City-held lands.
- 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.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	3.00	3.00	3.00	3.00	3.00	3.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	3.00	3.00	3.00	3.00	3.00	3.00
New Positions				0.00	1.00	1.00
Total FTEs	3.00	3.00	3.00	3.00	4.00	4.00

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)		
		2015	2016	2017
Advisor to City Manager, Council and Committees	Principal advisor on economic and business development issues.	120	120	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.	160	160	160
Corporate Business Planning	Annual business plan development process.	150	150	150

Service	Service Level	Annual Effort (Hours)		
		2015	2016	2017
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.	975	975	975
Manage the City's land inventory and develop Options and Implement Strategies to Acquire and 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.	425	425	425
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.	150	150	150
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.	450	450	450
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.	250	300	300
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.	350	350	350
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.	1,450	1,450	1,450

Service	Service Level	Annual Effort (Hours)		
		2015	2016	2017
Senior Leadership Team	Actively participate in senior management processes.	100	100	100
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.	275	275	275
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.	150	150	150

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Economic and Business Development for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Corporate Departments - Economic Development	SC131.2 - 1.0 FTE Economic Development Coordinator	The Economic Development Assistant provides administrative and planning support to the Manager, Economic and Business Development and the Economic Development Department. This position will take responsibility for preparing and administering budgets and the department's corporate plan, maintaining and updating the department's website and publications, collecting market intelligence as directed, responding to requests for information and briefing packages, and managing the Community Spirit Award, Developer's Luncheon and other Economic Development-related events.	Jan. 2017	

Fiscal plan

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

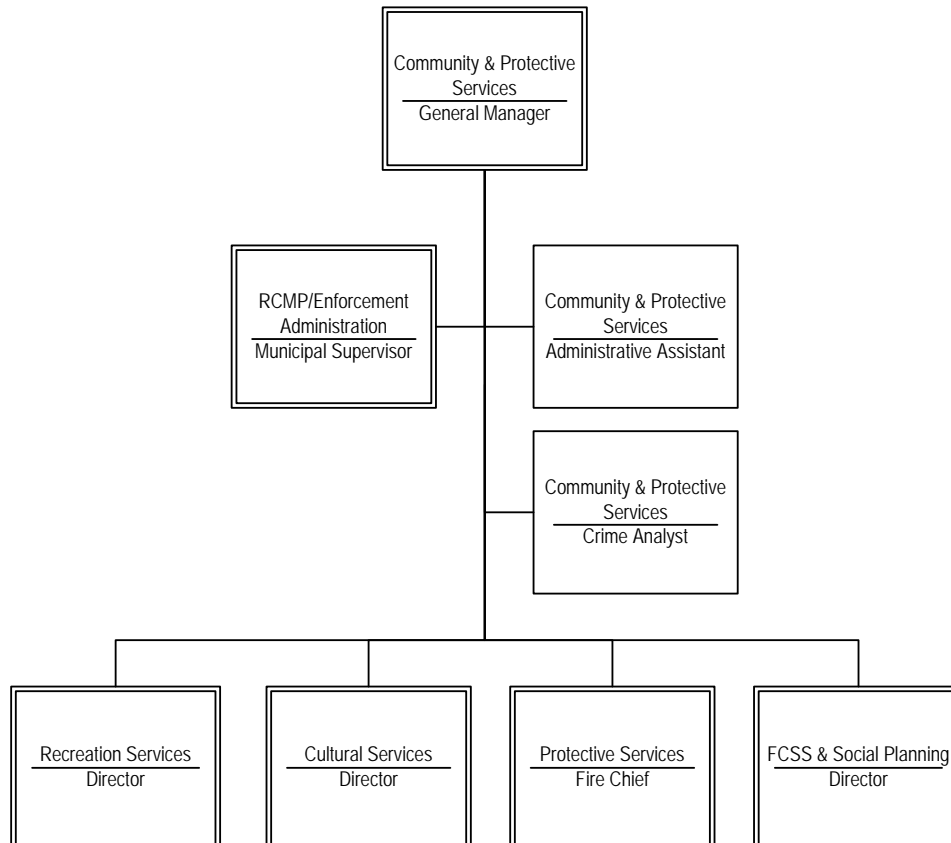
	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Miscellaneous	61,924	-	35,000	35,000	35,000	-
Municipal Sustainability Initiative	1,006,149	211,611	235,795	-	-	-
User Fees						
Donations and Sponsorships	26,497	119,340	123,090	135,640	135,640	135,640
Rental Revenue	15,728	-	-	-	-	-
Sale of land	-	1,468,750	1,371,250	-	-	1,722,672
Contributed Capital Assets	3,903,766	5,385,176	2,719,776	2,931,654	3,000,000	3,000,000
Developer Contributions	9,802	78,871	-	100,000	-	-
Gain on Sale of Capital Assets	-	2,524,387	1,491,647	1,932,516	-	5,060,638
Interest Earned	-	-	-	90,251	85,065	79,756
Local improvements	1,673,630	1,446,776	1,522,592	-	-	-
	6,697,496	11,234,911	7,499,150	5,225,061	3,255,705	9,998,706
Expenses						
Amortization	2,612	2,612	2,612	2,612	2,612	2,612
Human Resources	334,305	356,338	357,778	372,410	457,558	479,361
Interest on Long-Term Debt	-	-	-	-	106,354	100,521
Loss on Disposal of Capital Assets	(2,298,049)	347,565	347,565	-	-	-
Operations and Maintenance						
Cost of Land Sold	-	1,468,750	1,314,933	-	-	1,642,651
Marketing and Publications	13,464	10,000	10,000	12,000	12,000	12,000
Materials and Supplies	-	10,000	10,000	5,000	5,000	5,000
General Expenses	286,094	264,500	264,500	267,000	267,000	267,000
Office	5,832	6,300	6,300	6,300	6,600	6,500
Office Lease	173	-	-	-	-	-
Utilities	2,684	3,005	3,005	3,005	3,005	3,005
Contract - General	1,226,703	1,115,006	1,460,913	280,000	115,000	45,000
	(426,182)	3,584,076	3,777,606	948,327	975,129	2,563,650
Annual Surplus	7,123,678	7,650,835	3,721,544	4,276,734	2,280,576	7,435,056

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 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).

Staffing summary

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	3.00	3.00	3.00	3.00	3.00	3.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	3.00	3.00	3.00	3.00	3.00	3.00
New Positions				0.00	0.00	0.00
Total FTEs	3.00	3.00	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)		
		2016	2017	2018
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.	21	21	21
Coordination of Department Administrative Records and Information Management	As per Information and Records Management Policy.	500	500	500

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Grants	Coordinate capital and operating grant applications for program and service delivery.	50	50	50
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.	700	700	700
Multi-Year Strategic Capital and Budget Planning	Annual corporate planning process and budget preparation.	200	200	200
Outstanding Achievement Awards	Contacting and arranging the presentation of outstanding achievement recognition to various groups, organizations and individuals who bring prominence to our community.	42	42	42
Principal Advisor to the City Manager, Council and Committees on Matters Relating to CAPS	As required.	500	500	500
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.	350	350	350
Senior Leadership and Executive Team Involvement	As required.	200	200	200

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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

Departmental initiatives and service changes

There are no departmental initiatives and/or service changes 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.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Local Government	51,821	52,700	52,700	54,000	56,000	57,000
Municipal Sustainability Initiative	132,600	-	-	500,000	-	500,000
User Fees						
Donations and Sponsorships	15,000	15,000	15,000	15,000	15,000	15,000
Rental Revenue	6,273	-	-	-	-	-
	<u>205,694</u>	<u>67,700</u>	<u>67,700</u>	<u>569,000</u>	<u>71,000</u>	<u>572,000</u>
Expenses						
Amortization	2,612	2,612	2,612	2,612	2,612	2,612
Grants to Organizations	276,600	162,000	152,000	152,000	165,000	170,000
Human Resources	364,758	379,709	374,042	392,410	407,395	424,326
Operations and Maintenance						
Marketing and Publications	1,254	2,500	1,000	1,500	1,500	1,500
Office	446	2,400	1,100	2,100	1,100	1,100
Utilities	1,498	1,800	1,800	2,000	2,000	2,000
Contract - General	108,948	-	-	500,000	-	500,000
	<u>756,116</u>	<u>551,021</u>	<u>532,554</u>	<u>1,052,622</u>	<u>579,607</u>	<u>1,101,538</u>
Annual Deficit	<u>(550,422)</u>	<u>(483,321)</u>	<u>(464,854)</u>	<u>(483,622)</u>	<u>(508,607)</u>	<u>(529,538)</u>

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

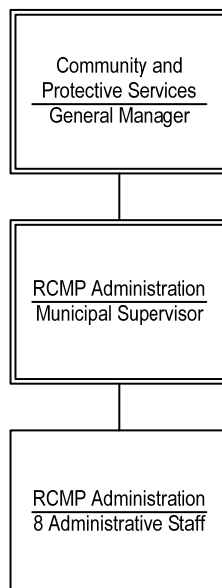
	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Expenses						
Amortization	276,364	276,364	359,397	359,397	359,397	359,397
Grants to Organizations	867,479	964,485	906,460	853,476	911,656	999,542
Interest on Long-Term Debt	168,644	150,337	150,337	119,559	86,939	67,466
	<u>1,312,487</u>	<u>1,391,186</u>	<u>1,416,194</u>	<u>1,332,432</u>	<u>1,357,992</u>	<u>1,426,405</u>
Annual Deficit	<u>(1,312,487)</u>	<u>(1,391,186)</u>	<u>(1,416,194)</u>	<u>(1,332,432)</u>	<u>(1,357,992)</u>	<u>(1,426,405)</u>

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Expenses						
Amortization	61,932	61,932	61,932	61,932	61,932	61,932
Grants to Organizations	741,210	805,210	805,210	845,470	887,743	932,130
Interest on Long-Term Debt	61,472	56,786	56,786	51,912	46,842	41,568
Operations and Maintenance						
Equipment Operations	5,120	3,200	3,200	3,300	3,400	3,500
Janitorial	37,668	39,700	39,700	38,300	41,740	41,740
Office	119,863	126,962	126,962	133,300	138,600	138,600
Utilities	40,291	44,378	42,287	44,565	47,609	48,579
	<u>1,067,556</u>	<u>1,138,168</u>	<u>1,136,077</u>	<u>1,178,779</u>	<u>1,227,866</u>	<u>1,268,049</u>
Annual Deficit	<u>(1,067,556)</u>	<u>(1,138,168)</u>	<u>(1,136,077)</u>	<u>(1,178,779)</u>	<u>(1,227,866)</u>	<u>(1,268,049)</u>

RCMP administration

Description



The City of Spruce Grove has a contractual arrangement with the federal government for RCMP services. In 2015, the City has 23 regular members plus one provincially funded member and employs a municipal supervisor and eight support staff. The following chart outlines the contracted RCMP member complement for the current business plan including new members approved in 2016 and those planned in 2017 and 2018.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Approved members	23.00	24.00	24.00	24.00	25.00	26.00
New Members				1.00	2.00	3.00
Total Members	23.00	24.00	24.00	25.00	26.00	27.00
Actual strength	23.00	24.00	24.00	25.00	26.00	27.00
Under strength	0.00	0.00	0.00	0.00	0.00	0.00

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 staffing complement, expressed as FTEs, for RCMP administration for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	9.00	9.00	9.00	9.00	9.00	9.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	9.00	9.00	9.00	9.00	9.00	9.00
New Positions				0.00	0.00	0.00
Total FTEs	9.00	9.00	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)		
		2016	2017	2018
RCMP Admin - Answer Complaint Lines	Answer complaint line or check message at first opportunity.	798	798	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.	1,700	1,700	1,700
RCMP Admin - Criminal Records Searches	Provide public with criminal records searches within five business days.	850	850	850
RCMP Admin - Data Entry	Provide timely data entry for every officer.	5,600	5,600	5,600
RCMP Admin - Filing Records	Records filed in accordance with City and RCMP policies and legislation.	673	673	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.	1,487	1,487	1,487
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

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for the RCMP for the current business plan

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - Community Services Admin	SC154.2 - Additional RCMP Members	Increase of general duty constables to maintain service levels. This is intended to increase the RCMP ability to deal with increasing workloads and add to 'visible' policing. The long term plan is to add one officer in 2016, one officer in 2017, and one officer in 2018. This would follow along with past additions in 2014 and 2015.	Sep. 2016	

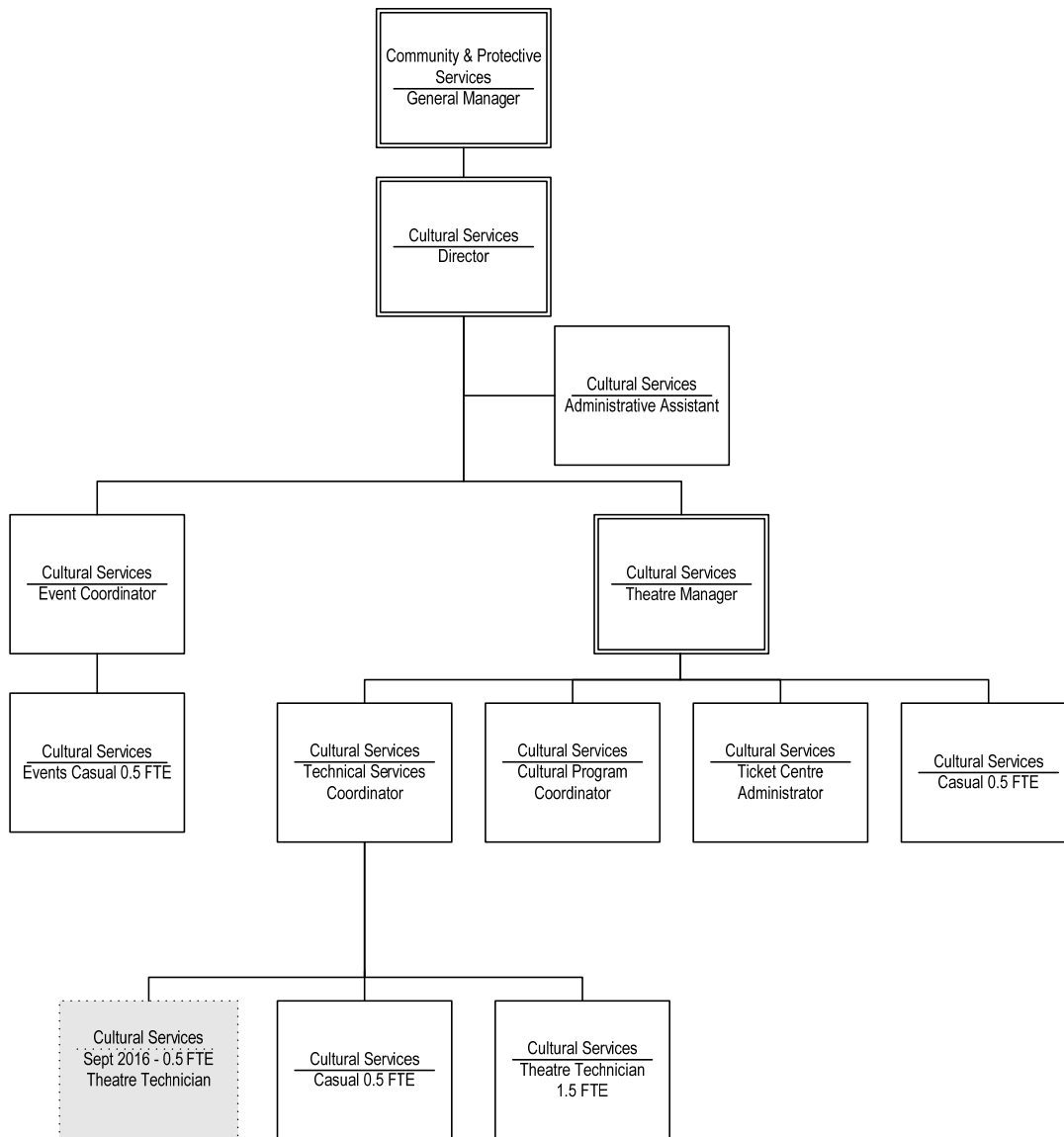
Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Miscellaneous	590,250	590,250	613,364	625,765	638,538	651,694
User Fees						
Fines and Permits	66,661	150,000	100,000	150,000	150,000	150,000
Other Fees	40,735	40,000	42,000	45,000	50,000	50,000
Rental Revenue	11,001	-	5,500	-	-	-
	<u>708,647</u>	<u>780,250</u>	<u>760,864</u>	<u>820,765</u>	<u>838,538</u>	<u>851,694</u>
Expenses						
Amortization	2,538	2,538	2,538	2,538	2,538	2,538
Human Resources	627,764	649,853	654,672	683,249	712,120	742,222
Operations and Maintenance						
General Expenses	-	10,000	-	10,000	10,000	10,000
Office	5,296	6,000	6,000	6,000	6,000	6,000
Utilities	16,674	18,929	16,951	17,836	18,991	19,378
Contract - General	62,013	28,505	30,000	30,000	30,000	30,000
Contract - Police	2,966,332	3,496,233	3,347,170	3,693,013	4,029,011	4,266,152
	<u>3,680,617</u>	<u>4,212,058</u>	<u>4,057,331</u>	<u>4,442,636</u>	<u>4,808,660</u>	<u>5,076,290</u>
Annual Deficit	<u>(2,971,970)</u>	<u>(3,431,808)</u>	<u>(3,296,467)</u>	<u>(3,621,871)</u>	<u>(3,970,122)</u>	<u>(4,224,596)</u>

Cultural Services

Description



Cultural Services provides cultural, educational and recreational services to the community. Horizon Stage is the central cultural venue 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 is also responsible for production of City Special Events, as well as liaising with local groups such as the Spruce Grove Public Library, Allied Arts Council and Agricultural Society. Finally, Cultural Services develops, plans and promotes policy for future artistic and cultural growth within the City.

Staffing summary

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	8.00	8.00	8.00	8.00	8.00	8.00
Perm Part-Time	0.50	0.50	0.50	0.50	0.50	0.50
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	1.50	1.50	1.50	1.50	1.50	1.50
Current FTEs	10.00	10.00	10.00	10.00	10.00	10.00
New Positions				0.50	0.50	0.50
Total FTEs	10.00	10.00	10.00	10.50	10.50	10.50

Services

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

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
City liaison for community-initiated special events	Responsible for the coordination of citizen- and community-hosted public events on public property, such as marathons, 'fun runs', Grove Cruise, etc. Point of coordination with affected City departments - Corporate Communications, Public Works, Enforcement, etc.	371	371	371
Develop arts policy	To formulate and oversee policies to support and develop the arts and culture in this community.	164	164	164

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Heritage portfolio	To develop and champion the portfolio for Heritage concerns in Spruce Grove. This will include such projects as the Spruce Grove and District Agriculture Society's Grain Elevator Emporium, support to the Spruce Grove Archives, and the preservation of local historical sites.	109	109	109
Internal service to City of Spruce Grove	Provide technical support, specialized equipment and expertise to other City departments as requested.	730	730	730
Liaison to Allied Arts Council	Support visual arts initiatives through support of and as liaison to the Allied Arts Council.	109	109	109
Liaison to Horizon Stagelighters	Provide administrative support to volunteer society, the Horizon Stagelighters, to assist them in their support of Horizon Stage.	514	514	514
Liaison to Schools and School Boards	To work closely with Parkland School Division No. 70, Evergreen Catholic Separate Regional Division No. 2, Spruce Grove Composite High School, and other local and regional schools on issues relating to the joint use of Horizon Stage.	76	76	76
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.	123	123	123

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Maintain Melcor Developments Municipal Art Collection	Oversee purchase of new work and exhibition of collection in City Hall and in the community. Responsible for repair and physical maintenance of collection. Responsible, too, for upkeep of 'virtual' art gallery on the city's web site.	137	137	137
Marketing Horizon Stage and Special Events	Responsible for marketing, advertising, and promotion of all productions and presentations taking place as part of the Horizon Stage program. Also responsible, in conjunction with Corporate Communications, for marketing and promotion of City Special Events.	546	546	546
Operation and Management of Ticket Centre	Operate the Ticket Centre in collaboration with TicketPro and Ticketmaster as a resource for the regional community.	1,297	1,297	1,297
Operation of Horizon Stage as a community facility	Operation of Horizon Stage as a venue with technical and front-of-house support for community and school rentals.	2,542	2,542	2,542
Operation of Horizon Stage as a professional performing arts presenting venue	Presentation of 20 to 30 professional artists and groups at Horizon Stage Performing Arts Centre per season.	3,102	3,102	3,102
Operational Liaison for Spruce Grove Public Library and Yellowhead Regional Library	Liaison between the Spruce Grove Public Library and the Allied Arts Council on the operation of the Melcor Cultural Centre. Advocacy and mediation as required.	96	96	96
Operational Support of Spruce Grove Saints	Provide box office and marketing support to Spruce Grove Saints Junior 'A' Hockey Club.	193	193	193

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Production of City 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, Mini Monster Bash, Remembrance Day and Seniors Strawberry Tea. Coordinates with all City departments as necessary to produce safe and efficient public events.	3,194	3,194	3,194
Provide Drama Instruction Programs	Host classes in drama for children.	27	27	27
Public Art Program	Champion public art in the community, including formulating policies supporting art in public spaces and funding for art as part of public infrastructure projects. Liaise with other City departments as required (e.g., Engineering, Public Works).	137	137	137
Securing Grants	Researching and writing grant applications, implementation, and reporting on capital project planning and operational program management.	218	218	218
Supporting Core Not-for-Profit Arts Organizations	Liaison to regional dance schools, Chamber of Commerce, Horizon Stage Tech Team, and Horizon Players.	388	388	388
Volunteer Development	Responsible for the development of a program of active volunteerism within the areas of culture, special events, and the fine arts.	531	531	531

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Cultural Services for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Community & Protective Services - Cultural Services	DP687.1 - Freedom of the City Event	Event funding for a Freedom of the City event for 2016 in the City of Spruce Grove honouring the 1st Battalion Princess Patricia's Canadian Light Infantry or other divisions of the armed forces.	Jan. 2016	Dec. 2016
Service Change	Community & Protective Services - Cultural Services	SC9.3 - Increase to the Spruce Grove Public Library operating grant	In 2014, the Library made a specific request in principle for additional funding of 5% per year for CPI and growth.	Jan. 2016	
Departmental - Capital	Community & Protective Services - Cultural Services	DP422.2 - Establish a Horizon Stage Equipment Lifecycle Plan	As part of the City of Spruce Grove's commitment to looking to the future, Horizon Stage will need to replace the lighting package for performances, as well as part of our portable PA system in 2016. In 2017 and 2018, we will need to replace stage curtains, the wireless microphone system, and the remaining pieces of the portable PA system and lighting.	Jan. 2016	Dec. 2018
Service Change	Community & Protective Services - Cultural Services	SC210.1 - 0.5 FTE Cultural Services Technician	This is a request to raise our current 0.5 FTE Horizon Stage Technician to an additional 0.5 FTE. The new position would be a 1.0 Cultural Services Technician, if approved, for the fall of 2016.	Sep. 2016	

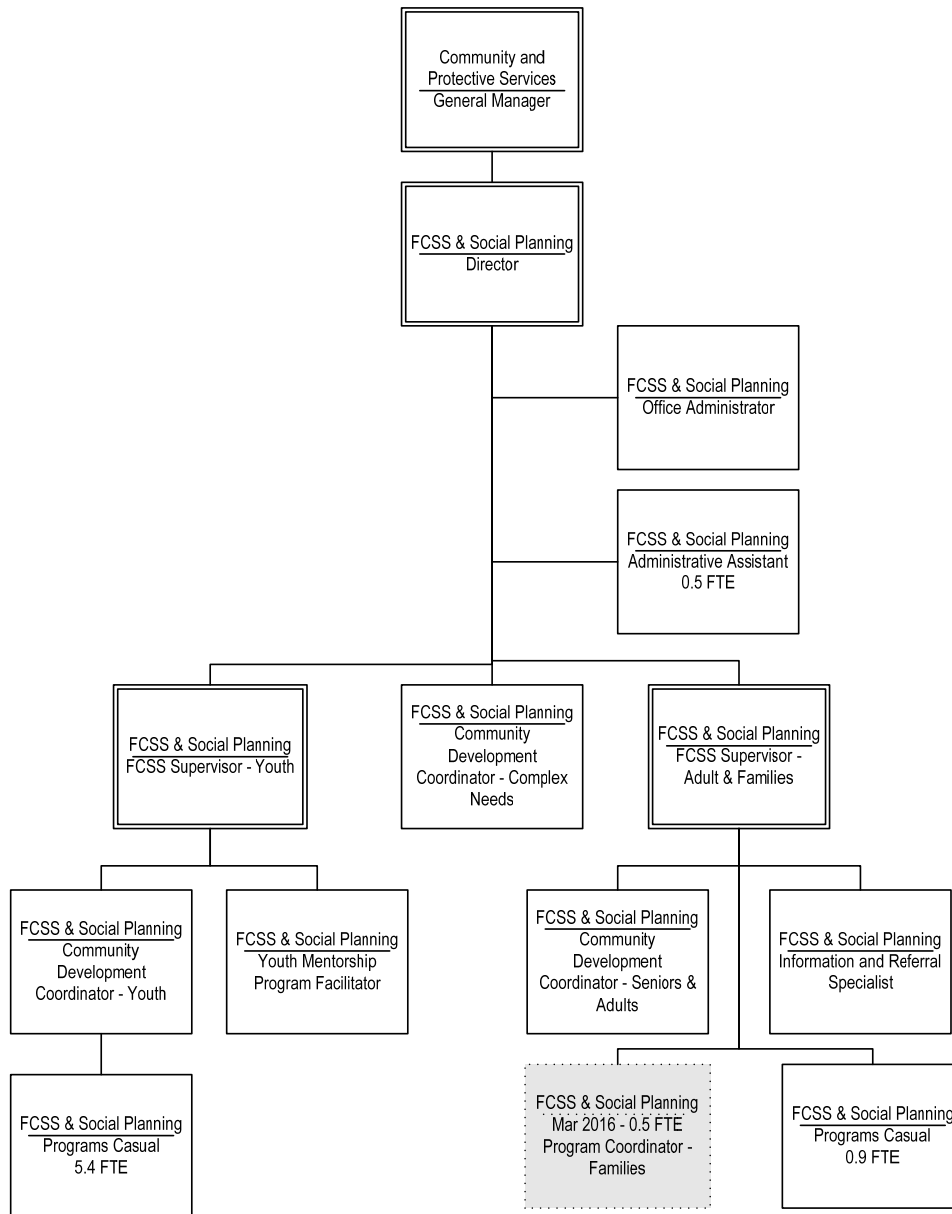
Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Local Government	102,406	102,406	91,710	91,710	91,710	91,710
Miscellaneous	59,810	52,000	52,000	52,000	72,000	52,000
User Fees						
Donations and Sponsorships	25,100	81,700	89,500	29,500	41,000	31,000
Goods and Services	57,993	40,700	110,450	198,700	208,700	203,700
Other Fees	10,209	9,300	9,300	9,300	9,300	9,300
Rental Revenue	50,878	47,000	50,500	50,500	50,500	51,500
	<u>306,396</u>	<u>333,106</u>	<u>403,460</u>	<u>431,710</u>	<u>473,210</u>	<u>439,210</u>
Expenses						
Amortization	92,753	88,483	45,929	47,779	49,229	38,298
Grants to Organizations	12,000	15,000	15,000	15,000	15,000	15,000
Human Resources	831,538	859,740	871,023	905,340	955,651	1,020,547
Operations and Maintenance						
Bank Charges and Interest	(157)	500	-	-	-	-
Janitorial	5,059	9,000	9,000	9,000	9,500	10,000
Marketing and Publications	19,120	20,900	19,150	20,150	22,650	20,400
Materials and Supplies	12,671	13,000	13,000	13,000	13,000	13,000
General Expenses	128,651	163,300	192,550	252,830	278,361	260,893
Office	9,336	12,000	11,500	11,500	11,500	11,500
Repairs and Maintenance	1,097	3,000	3,000	3,000	3,000	3,000
Utilities	27,366	26,400	25,900	26,540	26,596	26,669
Contract - General	138,471	376,500	381,000	158,500	118,500	109,000
	<u>1,277,905</u>	<u>1,587,823</u>	<u>1,587,052</u>	<u>1,462,639</u>	<u>1,502,987</u>	<u>1,528,307</u>
Annual Deficit	<u>(971,509)</u>	<u>(1,254,717)</u>	<u>(1,183,592)</u>	<u>(1,030,929)</u>	<u>(1,029,777)</u>	<u>(1,089,097)</u>

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 staffing complement, expressed as FTEs, for FCSS and Social Planning for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	9.00	9.00	9.00	9.00	9.00	9.00
Perm Part-Time	0.50	0.50	0.50	0.50	0.50	0.50
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	6.30	6.30	6.30	6.30	6.30	6.30
Current FTEs	15.80	15.80	15.80	15.80	15.80	15.80
New Positions				0.50	0.50	0.50
Total FTEs	15.80	15.80	15.80	16.30	16.30	16.30

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)		
		2015	2016	2017
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.	1,163	1,163	1,163
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.	2,073	2,073	2,073
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.	1,163	1,163	1,163
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.	3,096	3,096	3,096
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.	2,073	2,073	2,073

Service	Service Level	Annual Effort (Hours)		
		2015	2016	2017
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.	1,618	1,618	1,618
Social Planning	Work with community partners and the City of Spruce Grove to find ways to address the root causes of social issues in the community.	1,163	1,163	1,163
Summer-In-The-City Program Planning, Coordination and Implementation	Oversee the running of Week-long Adventure Camps, Travelling Playground, Leaders in Training and Skate Board Activities.	5,367	5,367	5,367
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.	7,731	7,731	7,731

Departmental initiatives and service changes

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

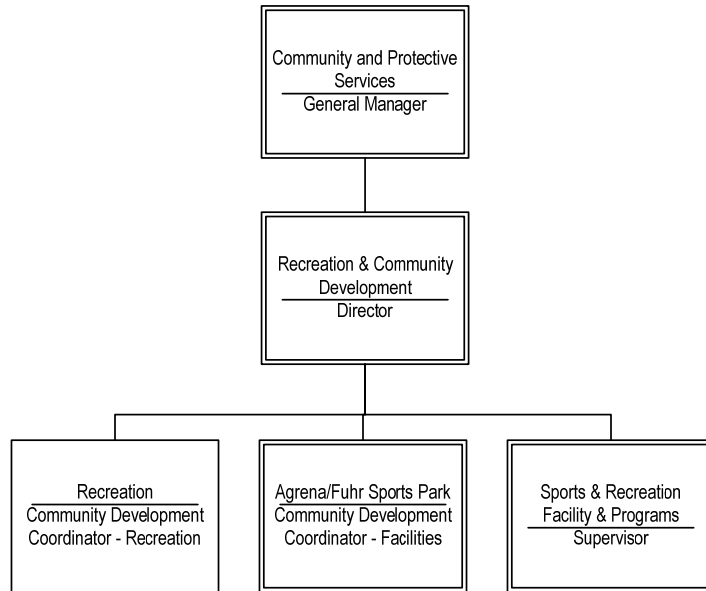
Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - FCSS	CE406.2 - Specialized Transit Service operating funding increase	Increase in operating funding requested by Specialized Transit Service.	Jan. 2016	
Corporate External - Operating	Community & Protective Services - FCSS	CE252.3 - Youth Engagement Framework	A desire to have youth more engaged in decision making for the City of Spruce Grove has been identified. This framework will explore what has taken place in the past, what is currently happening, and various alternatives for increased youth engagement including, but not limited to: youth summits, youth advisory council, youth council representative, youth committees, etc. It will also explore how Council will interact and connect to youth to better receive their input on City direction and priorities.	Jan. 2016	Dec. 2016
Service Change	Community & Protective Services - FCSS	CE44.3 - 0.5 FTE Program Coordinator - Families	Spruce Grove FCSS proposes hiring a 0.5 FTE Program Coordinator - Families position. This position will address the increase in programming demands for young families in Spruce Grove and their pre-school children, and will oversee the programs to be offered in the new Sports and Recreation Facility and Community Wellness Centre.	Mar. 2016	

Fiscal plan

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

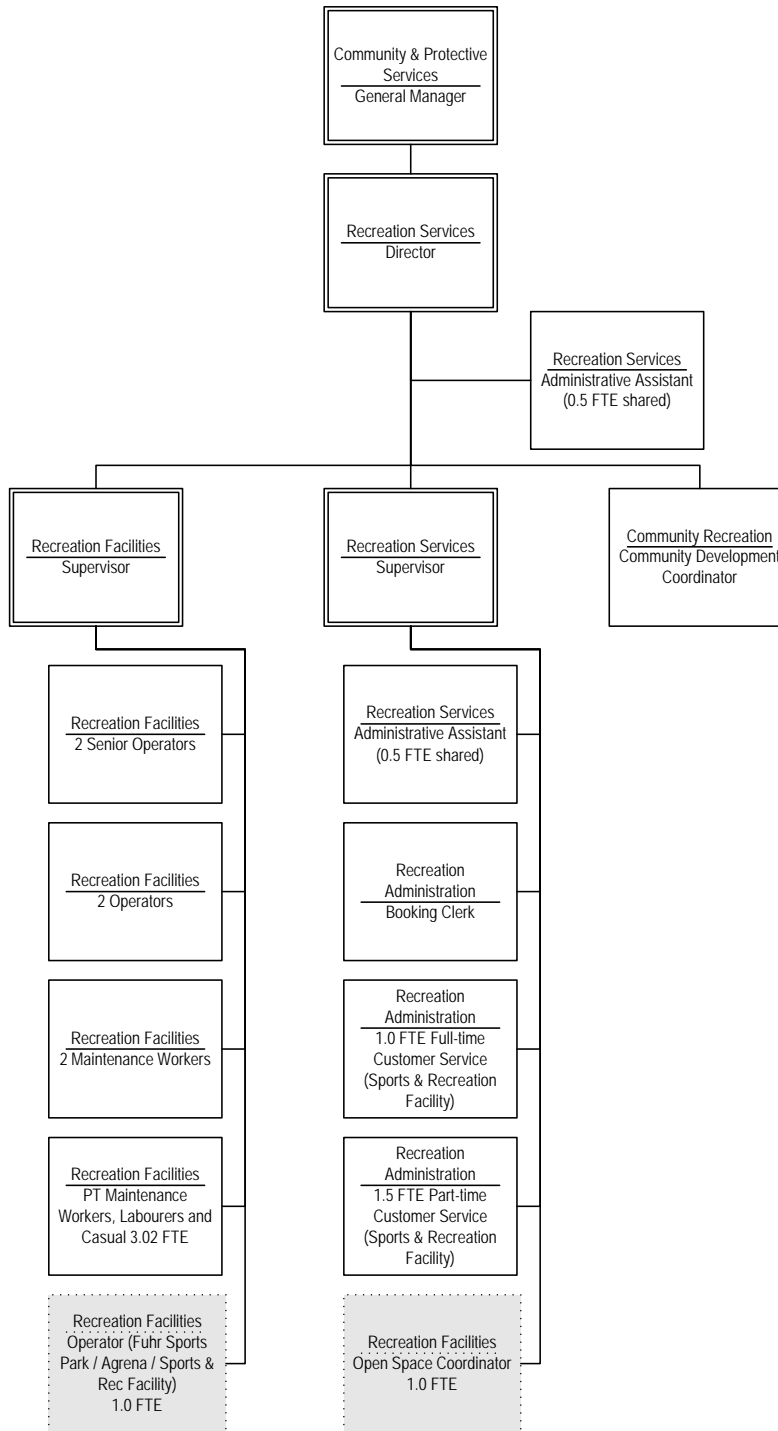
	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Local Government	180,732	181,000	181,000	181,000	181,000	181,000
Miscellaneous	410,111	410,200	548,207	595,064	595,064	595,064
User Fees						
Donations and Sponsorships	2,476	2,300	1,300	1,300	1,300	1,000
Goods and Services	71,691	71,500	74,500	75,000	75,000	74,000
Other Fees	786	700	700	700	700	-
	<u>665,796</u>	<u>665,700</u>	<u>805,707</u>	<u>853,064</u>	<u>853,064</u>	<u>851,064</u>
Expenses						
Amortization	100,917	100,917	100,917	100,917	3,990	3,990
Grants to Organizations	-	20,000	20,000	25,000	30,000	30,000
Human Resources	989,491	1,035,558	1,066,189	1,156,611	1,217,082	1,271,825
Operations and Maintenance						
Equipment Operations	2,420	3,000	2,500	2,500	2,500	2,500
Janitorial	14,234	16,000	16,000	16,000	17,400	17,400
Marketing and Publications	6,548	13,100	13,320	13,340	13,360	13,380
Materials and Supplies	45,052	54,490	52,550	53,950	54,150	54,350
General Expenses	6,234	500	5,500	5,000	4,250	4,250
Office	8,800	8,690	9,205	9,725	9,745	9,765
Office Lease	232,551	243,137	243,137	250,276	255,285	262,413
Professional Services	2,025	2,100	2,100	2,125	2,150	2,200
Repairs and Maintenance	1,949	3,190	2,650	2,690	2,820	2,870
Utilities	21,639	21,968	22,670	23,620	24,773	25,125
Contract - General	103,496	157,850	158,185	133,885	109,535	110,185
	<u>1,535,356</u>	<u>1,680,500</u>	<u>1,714,923</u>	<u>1,795,639</u>	<u>1,747,040</u>	<u>1,810,253</u>
Annual Deficit	(869,560)	(1,014,800)	(909,216)	(942,575)	(893,976)	(959,189)

Recreation Services



Recreation Services

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 staffing complement, expressed as FTEs, for Recreation Services for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	5.00	6.00	6.00	6.00	6.00	6.00
Perm Part-Time	0.00	1.50	1.50	1.50	1.50	1.50
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	5.00	7.50	7.50	7.50	7.50	7.50
New Positions				1.00	1.00	1.00
Total FTEs	5.00	7.50	7.50	8.50	8.50	8.50

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Recreation and Community Development for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - Recreation	CE406.2 - 1.0 FTE Open Space Coordinator	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.	Jul. 2016	

Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
User Fees						
Donations and Sponsorships	-	-	-	50,000	50,000	50,000
Goods and Services	9,210	6,100	7,000	7,250	8,000	8,000
Other Fees	16,484	15,000	16,000	16,000	16,000	16,000
Rental Revenue	48,418	137,000	135,500	321,500	327,000	329,500
	<u>74,112</u>	<u>158,100</u>	<u>158,500</u>	<u>394,750</u>	<u>401,000</u>	<u>403,500</u>
Expenses						
Amortization	65,725	315,475	315,850	324,600	324,600	324,600
Human Resources	565,029	610,063	635,447	787,984	873,952	908,106
Operations and Maintenance						
Bank Charges and Interest	9,723	11,880	11,880	11,880	11,800	-
Equipment Operations	5,553	5,800	5,800	5,900	6,000	6,100
Janitorial	17,570	25,450	26,450	45,200	47,450	47,450
Marketing and Publications	4,845	6,000	6,000	6,000	6,000	6,000
Materials and Supplies	12,540	16,500	15,500	32,500	32,500	32,500
General Expenses	-	-	-	2,000	2,000	2,000
Office	4,108	6,200	6,300	13,400	13,400	2,600
Professional Services	45,357	-	-	-	-	-
Repairs and Maintenance	-	40,000	40,000	50,000	50,000	50,000
Utilities	2,771	58,648	3,048	3,048	3,048	3,048
Contract - General	93,923	38,740	28,740	82,700	37,700	38,700
	<u>827,144</u>	<u>1,134,756</u>	<u>1,095,015</u>	<u>1,365,212</u>	<u>1,408,450</u>	<u>1,421,104</u>
Annual Deficit	<u>(753,032)</u>	<u>(976,656)</u>	<u>(936,515)</u>	<u>(970,462)</u>	<u>(1,007,450)</u>	<u>(1,017,604)</u>

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, expressed as FTEs, for the Agrena, Fuhr Sports Park and Sports and Recreation facilities for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	7.00	7.00	7.00	7.00	7.00	7.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	3.02	3.02	3.02	3.02	3.02	3.02
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	10.02	10.02	10.02	10.02	10.02	10.02
New Positions				1.00	1.00	1.00
Total FTEs	10.02	10.02	10.02	11.02	11.02	11.02

Services

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

Service	Service Level	Annual Effort (Hours)		
		2015	2016	2017
Agreement Management	Administer various agreements as per terms and conditions outlined in each.	600	600	600
Community Development & Public Engagement	Encourage, develop and foster partnerships that empower community stakeholders to identify and implement programs, services and facilities that results in improved community vitality, quality of life and health and wellness.	1,000	1,000	1,000
Community Events and Celebrations	Support Cultural Services in the delivery of assigned events.	600	600	600
Community Needs Assessment	Research and analyze community to determine recreation, parks and leisure needs and develop strategies to meet these needs.	700	700	700
Curling Rink Operations and Maintenance	Off-season facility operations and maintenance.	200	200	200
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.	4,500	4,500	4,500
Grant Fuhr and Stu Barnes Arenas Maintenance and Operations	Customer orientation, ice maintenance, lease agreements, custodial, safety and security.	10,000	10,000	10,000
Marketing & Promotion	Ongoing advertising and promotion including website and healthy living initiatives.	500	500	500

Service	Service Level	Annual Effort (Hours)		
		2015	2016	2017
Parks Planning	Initiate the long range planning and delivery of strategies intended to meet community park, open space and sport field needs.	500	500	500
Section Administration	Financial management, records management and human resource management.	1,400	1,400	1,400

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Agrena, Fuhr Sports Park and Sports and Recreation facilities for the current business plan.

Initiative Type	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - Recreation	SC91.3 - 1.0 FTE Operator (Fuhr Sports Park/Agrena/Sports & Recreation Facility)	Reporting to the Facilities Supervisor, 1 permanent FTE operator to assist in the day-to-day operation and stewardship of the Agrena, Fuhr Sports Park and Sports and Recreation facility.	Apr. 2016	

Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Local Government	111,154	116,714	116,714	116,714	116,714	116,714
User Fees						
Other Fees	68,391	51,550	51,550	51,550	51,550	62,800
Rental Revenue	429,054	450,000	438,000	441,000	444,700	448,435
	<u>608,599</u>	<u>618,264</u>	<u>606,264</u>	<u>609,264</u>	<u>612,964</u>	<u>627,949</u>
Expenses						
Amortization	250,286	254,784	263,286	262,270	262,270	262,270
Human Resources	486,710	516,137	544,222	619,068	658,412	679,523
Interest on Long-Term Debt	76,687	-	-	-	-	-
Operations and Maintenance						
Janitorial	12,767	14,200	14,200	14,500	14,790	15,086
Materials and Supplies	3,648	4,690	4,690	5,340	5,340	5,340
General Expenses	350	1,000	500	500	500	500
Office	655	1,000	1,000	1,250	1,250	1,250
Repairs and Maintenance	108,756	114,650	114,650	116,850	120,356	123,967
Utilities	248,801	249,075	245,396	257,268	272,006	277,407
	<u>1,188,660</u>	<u>1,155,536</u>	<u>1,187,944</u>	<u>1,277,046</u>	<u>1,334,924</u>	<u>1,365,343</u>
Annual Deficit	<u>(580,061)</u>	<u>(537,272)</u>	<u>(581,680)</u>	<u>(667,782)</u>	<u>(721,960)</u>	<u>(737,394)</u>

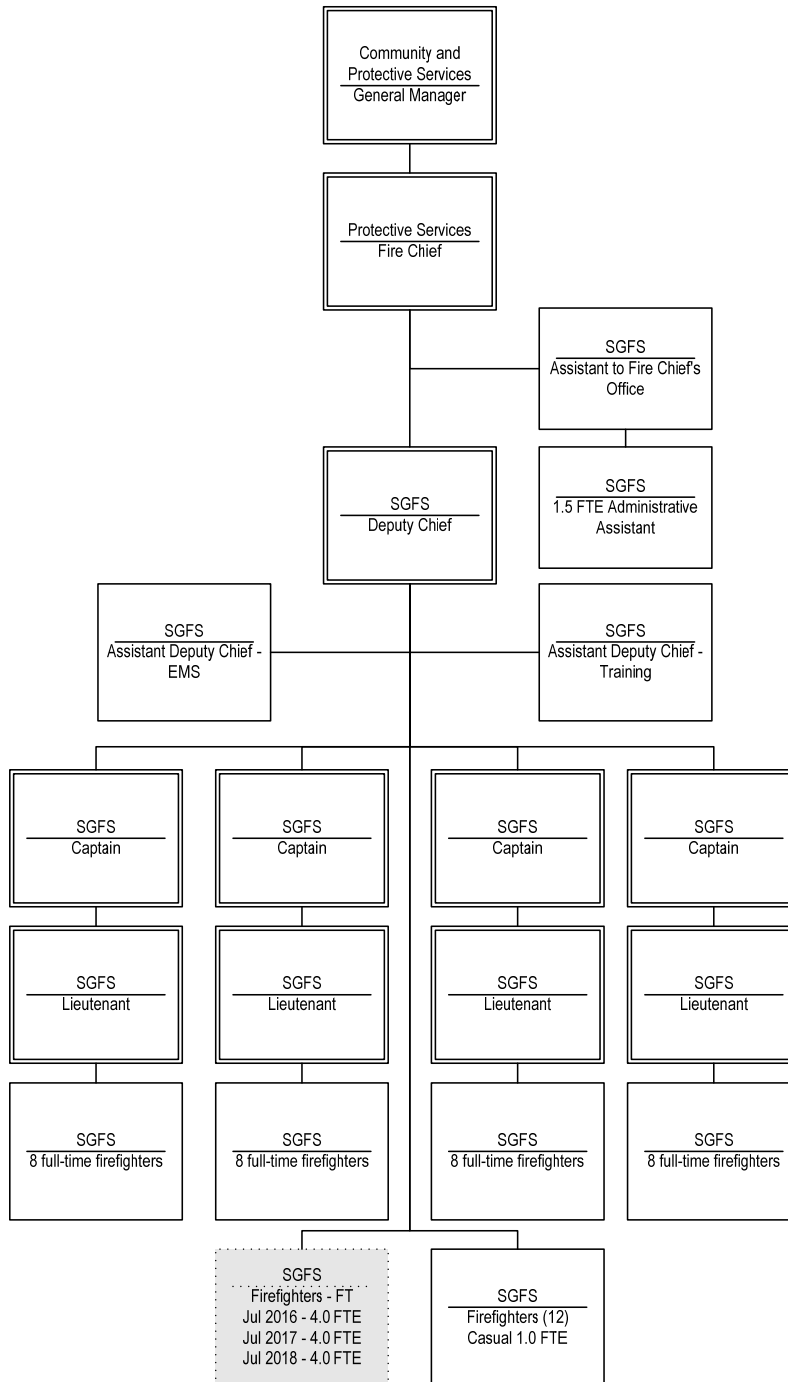
The following reflects the fiscal plan summary for Fuhr Sports Park facility for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
User Fees						
Rental Revenue	82,629	93,000	84,000	88,000	90,000	92,000
	<u>82,629</u>	<u>93,000</u>	<u>84,000</u>	<u>88,000</u>	<u>90,000</u>	<u>92,000</u>
Expenses						
Human Resources	266,262	251,389	253,342	256,015	262,648	269,460
Operations and Maintenance						
Janitorial	9,438	10,500	10,500	11,000	11,500	12,000
Marketing and Publications	3,563	3,500	3,500	3,500	3,500	3,500
Materials and Supplies	1,351	1,463	1,463	1,463	1,463	1,463
Repairs and Maintenance	25,466	27,600	27,600	29,000	29,870	30,766
Utilities	39,995	44,316	40,765	42,696	45,241	46,151
Contract - General	5,335	3,500	3,500	4,000	4,000	4,000
	<u>351,410</u>	<u>342,268</u>	<u>340,670</u>	<u>347,674</u>	<u>358,222</u>	<u>367,340</u>
Annual Deficit	(268,781)	(249,268)	(256,670)	(259,674)	(268,222)	(275,340)

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	44.00	46.00	46.00	46.00	46.00	46.00
Perm Part-Time	0.50	0.50	0.50	0.50	0.50	0.50
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	1.00	1.00	0.00	0.00	0.00
Current FTEs	44.50	47.50	47.50	46.50	46.50	46.50
New Positions				4.00	8.00	12.00
Total FTEs	44.50	47.50	47.50	50.50	54.50	58.50

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)		
		2016	2017	2018
EMS - Contract Management	Management of the EMS contract requires additional reporting and supervision requirements and accreditation requirements.	2,600	2,600	2,600
Fire - AAIMS Data Entry	Data entry must receive a no errors reply.	1,820	1,820	1,820
Fire - Administrative Assistance	As required.	1,456	1,456	1,456
Fire - Administrative File Searches	File searches for insurance claims and litigation related to fires and medical incidents as well as searches for incidents and inspections when commercial properties sell.	150	150	150
Fire - Administrative Safe City Assistance	Booking meetings and taking calls as well as limited correspondences for Safe City.	150	150	150
Fire - Alberta Health Services Contract	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.	35,040	35,040	35,040
Fire - Disaster Services	Maintain Municipal Emergency Plan and disaster preparedness.	150	150	150

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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
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.	500	500	500
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

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Spruce Grove Fire Services for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Community & Protective Services - Protective Services	DP108.3 - Alberta First Responders Radio Communication Network	Moving the responsibility for radio tower and repeater responsibility to the province while enhancing radio communications between emergency responders.	Mar. 2011	Dec. 2016
Service Change	Community & Protective Services - Protective Services	SC87.3 - 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.	Jul. 2016	
Departmental - Capital	Community & Protective Services - Protective Services	DP666.1 - Next Phase of Fire Training Ground	The current Fire Training ground allows the training of basic fire skills but does not allow for the training of more complex situations involving multiple stories and staircases. With approval of this item Fire Service will look for a partner to fund the cost of expansion either through municipalities' or commercial partners such as colleges.	Jan. 2017	Dec. 2018
Departmental - Capital	Community & Protective Services - Protective Services	DP667.1 - Command Vehicle	To provide Fire and Police as well as Emergency Management with an economical mobile command center for medium to large events in Spruce Grove. The unit would be based on in-house modifications to a Recreational Trailer versus the purchase of a true designed command trailer.	Jan. 2018	Dec. 2018

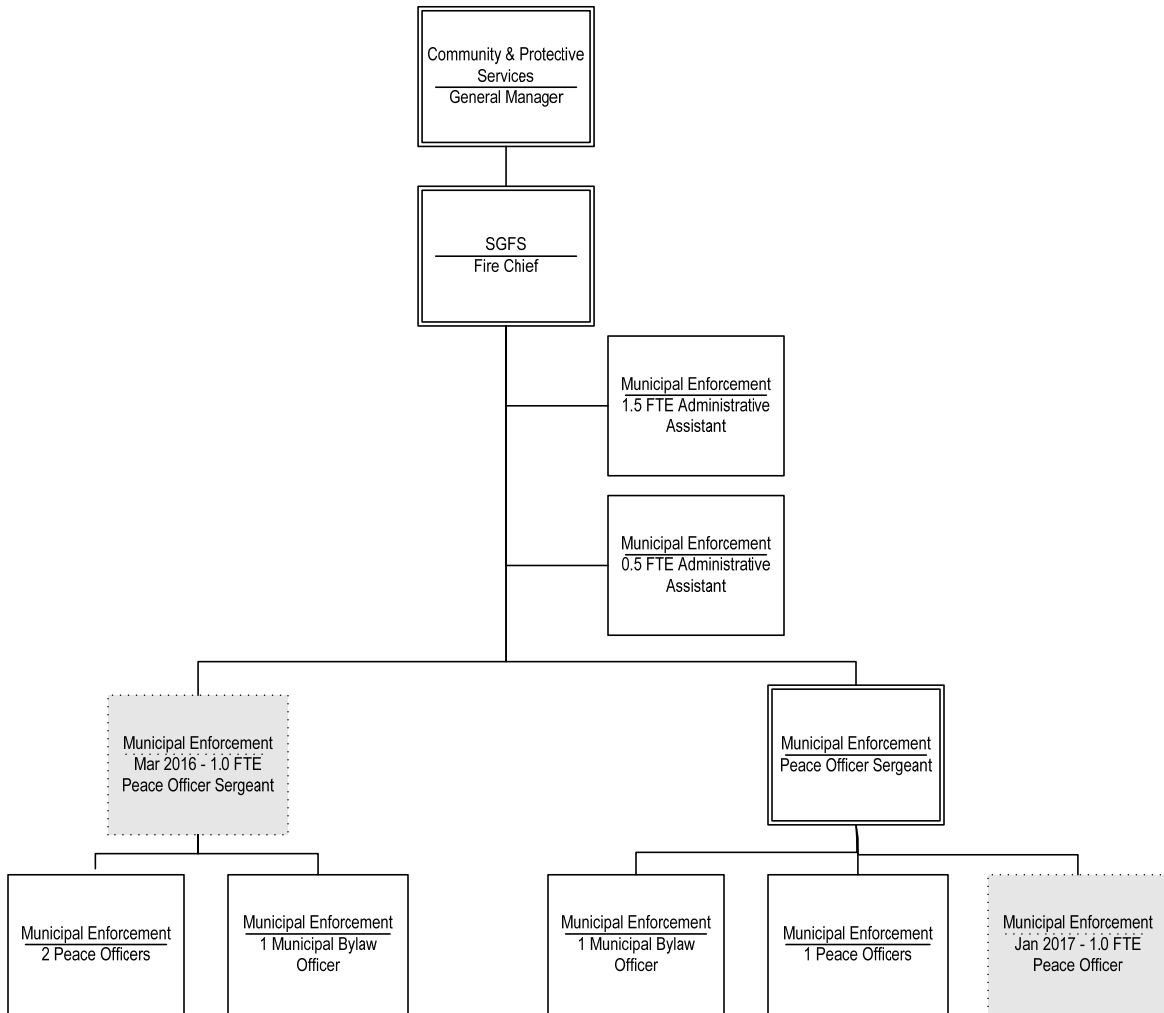
Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Miscellaneous	133,523	-	-	-	-	-
Municipal Sustainability Initiative	-	560,000	560,000	-	-	-
User Fees						
Donations and Sponsorships	730	-	-	-	-	-
Fines and Permits	3,395	48,000	3,500	3,500	3,500	3,500
Goods and Services	3,756,702	3,445,527	3,533,188	3,604,900	3,676,991	3,749,465
Other Fees	28,203	48,500	53,500	53,500	53,500	53,500
	<u>3,922,553</u>	<u>4,102,027</u>	<u>4,150,188</u>	<u>3,661,900</u>	<u>3,733,991</u>	<u>3,806,465</u>
Expenses						
Amortization	257,203	233,917	233,757	230,093	227,863	220,958
Grants to Organizations	-	560,000	560,000	-	-	-
Human Resources	5,206,521	5,455,136	5,409,640	5,827,771	6,245,635	6,744,012
Operations and Maintenance						
Equipment Operations	51,861	43,000	48,000	53,300	53,600	53,900
Materials and Supplies	114,543	95,300	89,300	84,100	84,100	84,100
General Expenses	281,471	349,100	365,920	378,120	390,320	402,520
Office	31,509	26,100	28,100	28,700	28,450	29,000
Professional Services	53,295	46,000	48,000	49,000	50,000	51,000
Repairs and Maintenance	53,399	57,325	60,325	61,400	62,475	63,550
Utilities	50,783	60,559	57,503	59,822	62,682	64,006
Contract - General	11,411	147,500	2,500	2,500	2,500	2,500
	<u>6,111,996</u>	<u>7,073,937</u>	<u>6,903,045</u>	<u>6,774,806</u>	<u>7,207,625</u>	<u>7,715,546</u>
Annual Deficit	(2,189,443)	(2,971,910)	(2,752,857)	(3,112,906)	(3,473,634)	(3,909,081)

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 staffing complement, expressed as FTEs, for Municipal Enforcement for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	7.00	7.50	7.50	7.50	7.50	7.50
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	7.00	7.50	7.50	7.50	7.50	7.50
New Positions				1.00	2.00	2.00
Total FTEs	7.00	7.50	7.50	8.50	9.50	9.50

Services

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

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Enf Admin - Court Liaison	Attend all court days and organize files and appearances for officers.	132	132	132
Enf Admin - Data Entry	Provide timely data entry for every officer.	1,200	1,200	1,200
Enf Admin - Filing Records	Records filed in accordance with City and RCMP policies and legislation.	195	195	195
Enf Admin - Financial Matters	Meet all deadlines for financial matters including payroll and VISA.	100	100	100
Enf Admin - Front Counter Staffing	Address public at front counter answer all inquiries or schedule meeting with an officer.	50	50	50
Enf Admin - Participate in Protective Services Team Meetings and Functions	Represent Administrative Services at meetings in order to maximize efficiencies of section.	75	75	75
Enforcement - Animal Complaints	Respond to animal complaints and conduct investigations.	1,000	1,000	1,000
Enforcement - Assist City Departments	As needed and available.	619	619	619
Enforcement - Bylaw Enforcement	Respond to bylaw complaints and self-generate files for observed infractions.	4,208	4,208	4,208
Enforcement - Management of Service	Hiring, discipline, stats review, all files either by complaint or self-generated must be reviewed.	1,100	1,100	1,100
Enforcement - Participate in Protective Services Team Meetings and Functions	Represent Enforcement Services at meetings in order to maximize efficiencies of section.	130	130	130
Enforcement - Provincial Enforcement	Respond to complaints and generate files for observed infractions.	3,000	3,000	3,000
Enforcement - Safe City	Provide uniformed presence on identified safety concerns.	238	238	238

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Enforcement - Training and Certification	Ongoing training to ensure officer safety, and meet legislative requirements for certifications.	300	300	300

Departmental initiatives and service changes

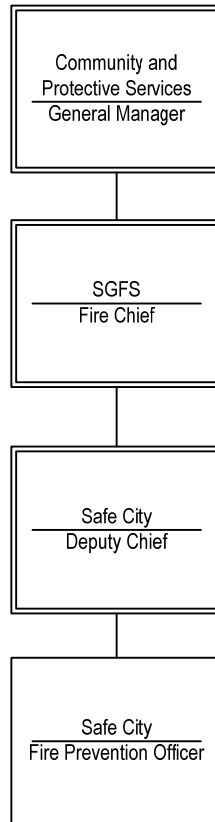
The following table outlines the departmental initiatives and/or service changes for Municipal Enforcement for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - Protective Services	CE44.3 - Enforcement Services Staffing Plan	In 2014 the City undertook a review of staffing levels for Enforcement Services. The intention was to compare to other communities and determine a best structure and size for Enforcement Services. However, unlike other municipal services such as fire, there is no standard reporting system for Peace Officer and Bylaw Officer workloads. Also, the amount of bylaws and the level of service varied too much to obtain a solid base to work from. However the review did indicate that Spruce Grove is on average or slightly lower than average for staffing but the expectation of service is higher in Spruce Grove. This staffing plan is based on current demands on the service. The recommendation is one staffing plan that is multi year.	Mar. 2016	

Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
User Fees						
Fines and Permits	264,893	225,000	280,000	321,000	312,000	312,000
Other Fees	-	10,000	6,000	6,000	6,000	6,000
	<u>264,893</u>	<u>235,000</u>	<u>286,000</u>	<u>327,000</u>	<u>318,000</u>	<u>318,000</u>
Expenses						
Amortization	18,281	18,281	18,281	15,386	14,009	14,009
Human Resources	654,915	701,609	692,685	815,452	969,294	1,008,532
Operations and Maintenance						
Materials and Supplies	20,103	23,000	21,000	24,000	22,500	22,500
General Expenses	-	1,340	1,680	840	840	840
Office	7,607	7,350	6,850	6,850	6,850	6,850
Utilities	7,632	11,250	9,250	9,250	9,250	9,500
Contract - Traffic	63,744	211,900	111,500	111,500	112,000	112,000
	<u>772,282</u>	<u>974,730</u>	<u>861,246</u>	<u>983,278</u>	<u>1,134,743</u>	<u>1,174,231</u>
Annual Deficit	<u>(507,389)</u>	<u>(739,730)</u>	<u>(575,246)</u>	<u>(656,278)</u>	<u>(816,743)</u>	<u>(856,231)</u>

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 staffing complement, expressed as FTEs, for Safe City for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	1.00	2.00	2.00	2.00	2.00	2.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	1.00	2.00	2.00	2.00	2.00	2.00
New Positions				0.00	0.00	0.00
Total FTEs	1.00	2.00	2.00	2.00	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)		
		2016	2017	2018
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.	250	250	250
Safe City - Drug and Alcohol Prevention	Coordinate programs for special interest groups.	38	40	42
Safe City - Fire inspection Program	Safe city is responsible for the fire inspection program including requested inspections, permits (fuel tanks, fireworks, occupancy, liquor, etc.), construction site safety and access.	500	500	500
Safe City - Manage Automated Traffic Enforcement Contract	Manage the ATE program and administer the contract including responsibility for Solicitor General reports and audits.	500	500	500
Safe City - Promoting Healthy and Safe Lifestyle	Coordinate workshops for special interest groups.	40	40	40

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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.	90	90	90
Safe City - Vandalism Strategies	Work with RCMP to coordinate crime prevention strategies.	100	100	100
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

Departmental initiatives and service changes

There are no departmental initiatives or service changes 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.

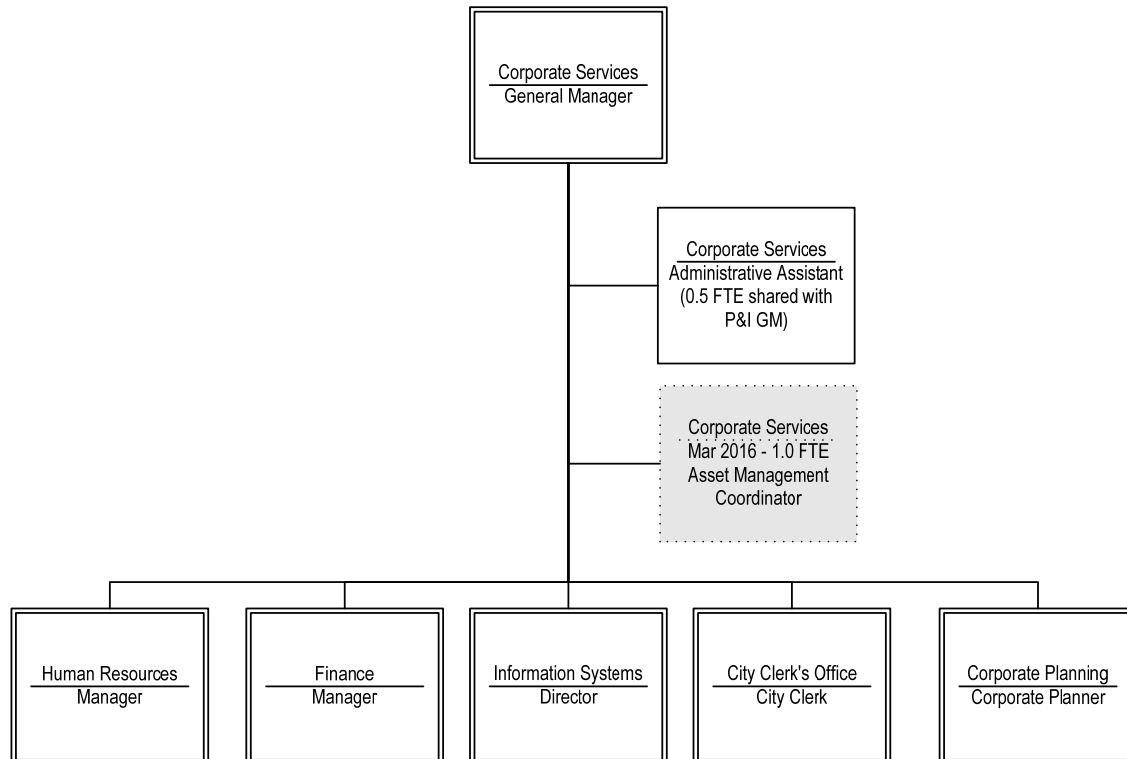
	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
User Fees						
Fines and Permits	1,997,349	2,750,000	2,580,000	3,250,450	3,250,450	3,250,450
	<u>1,997,349</u>	<u>2,750,000</u>	<u>2,580,000</u>	<u>3,250,450</u>	<u>3,250,450</u>	<u>3,250,450</u>
Expenses						
Grants to Organizations	26,200	16,200	16,200	16,200	16,200	16,200
Human Resources	141,103	231,132	204,581	275,765	288,395	301,024
Operations and Maintenance						
Marketing and Publications	5,960	7,500	7,500	7,500	7,500	7,500
Materials and Supplies	-	-	100	4,000	4,000	2,500
General Expenses	30,847	40,000	35,000	35,000	37,500	40,000
Office	350	1,500	1,600	1,500	1,500	1,500
Utilities	-	600	600	1,200	1,200	1,200
Contract - Traffic	720,372	1,210,000	920,800	1,122,974	1,122,974	1,122,974
	<u>924,832</u>	<u>1,506,932</u>	<u>1,186,381</u>	<u>1,464,139</u>	<u>1,479,269</u>	<u>1,492,898</u>
Annual Surplus	<u>1,072,517</u>	<u>1,243,068</u>	<u>1,393,619</u>	<u>1,786,311</u>	<u>1,771,181</u>	<u>1,757,552</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 Human Resources, 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, financial and capital management, budget and reporting, corporate planning administration, customer service program coordination, website/database/City network administration, technical support, GIS administration, human resource management, labour and employee relations. 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 Human Resources section is responsible for assisting employees and management on various human resources matters. These matters include attraction and recruitment planning, orientation, training and development, performance management, employee recognition, health and safety, employee benefits and compensation. The Human Resources section is also responsible for labour and employee relations including the City's collective bargaining activities.
- 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 2015, there was an internal shift moving the GIS function from the Engineering and Planning and Development sections to Information Systems to focus on the enhancement of an enterprise wide system.

Staffing summary

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	2.50	3.50	3.50	2.50	2.50	2.50
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	2.50	3.50	3.50	2.50	2.50	2.50
New Positions				1.00	1.00	1.00
Total FTEs	2.50	3.50	3.50	3.50	3.50	3.50

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)		
		2016	2017	2018
Administrative Support to General Manager	As required.	307	307	307
Corporate Planning Process	As required.	1,365	1,365	1,365
Develop, Coordinate and Advance Corporate Programs	As per policies/guidelines.	260	260	260
Leadership and Administration for Corporate Services	As required.	400	400	400
Leadership/Facilitation of Organizational Enterprise Systems	As required.	400	400	400
Multi-Year Strategic Capital and Budget Planning	As per Strategic Planning program.	175	175	175
Organizational Effectiveness Program	As required.	100	100	100
Principal Advisor to City Manager, Council and Committees on Matters Relating to Corporate Services	As required.	430	430	430
Project Support to General Manager and Managers	As required.	138	138	138

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Records and Information Management Support to Department	As required.	230	230	230
Senior and Executive Leadership Team Involvement	As required.	200	200	200

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Corporate Services administration for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Corporate Services - Corporate Services Admin	SC241.1 - 1.0 FTE Asset Management Coordinator	Over the past number of years there is a growing demand to develop a corporate-wide asset management program that will ultimately serve to ensure that all assets are managed to optimize life cycle costs, minimize risks at acceptable levels of service, and that there are long-term financial strategies in place for their end of life replacement. An Asset Management Coordinator is required to develop the program and provide the ongoing operation of the program. This position will be critical to the successful implementation and operation of corporate-wide asset management. Federally and in some cases provincially, asset management plans are becoming required to secure grant funding.	Jan. 2016	

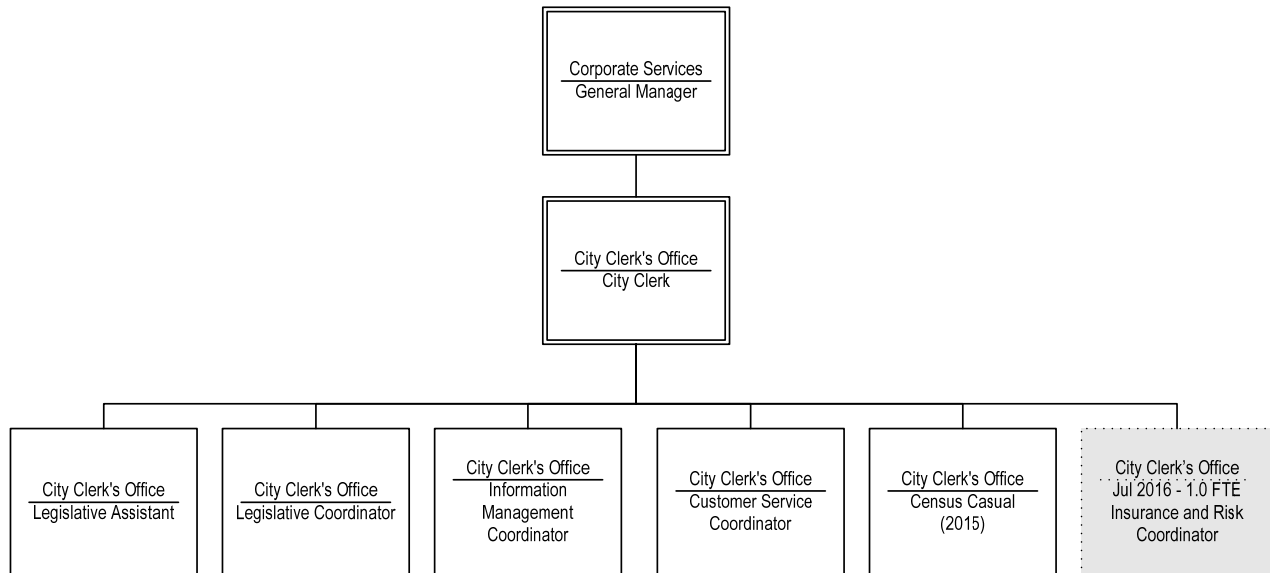
Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Miscellaneous	-	29,000	29,000	30,000	8,000	-
	-	29,000	29,000	30,000	8,000	-
Expenses						
Amortization	2,177	2,177	2,177	2,177	2,177	2,177
Human Resources	355,189	500,204	507,889	537,302	507,125	522,552
Operations and Maintenance						
Marketing and Publications	721	2,250	2,250	2,250	2,250	-
Office	1,265	2,600	2,600	2,600	2,800	2,600
Professional Services	-	15,900	15,900	16,000	16,000	16,000
Utilities	792	1,600	1,600	1,600	1,600	1,600
Contract - General	109,548	106,600	104,838	428,050	337,400	296,350
	469,692	631,331	637,254	989,979	869,352	841,279
Annual Deficit	(469,692)	(602,331)	(608,254)	(959,979)	(861,352)	(841,279)

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	5.00	5.00	5.00	5.00	5.00	5.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.26	0.26	0.26	0.26	0.26	0.26
Current FTEs	5.26	5.26	5.26	5.26	5.26	5.26
New Positions				1.00	1.00	1.00
Total FTEs	5.26	5.26	5.26	6.26	6.26	6.26

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)		
		2016	2017	2018
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.	825	825	825
Coordinate Council Remuneration Review with Task Force	Required once per term.	-	89	-
Coordinate Municipal Election	As required by law.	42	800	-
Keeper and Manager of Bylaws, Policies, Procedures and Council and Committee of the Whole Meeting Minutes	As required.	432	440	440
Keeper of contract documents and support to administration for drafting contracts and agreements	Best effort, as required by organization.	271	278	285

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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.	948	955	970
Leadership and Support for the City's Records and Information Management Program	Best effort by organization.	2,158	2,158	2,158
Leadership and Support for the Preparation for and Conduct of Council and Committee of the Whole Meetings	General preparation for and attendance is required at meetings.	394	394	394
Leadership and Support to Administration for Bylaw, Policy and Procedure Preparation	As required by organization.	795	802	809
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.	217	217	224
Youth Engagement	Prepare for and conduct tours of City Hall, mock Council meetings for students as well as an annual day-time Council meeting.	49	49	49

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for City Clerk's Office for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Corporate Services - City Clerk	CE252.3 - Annual Census	Moving to an annual census would allow the City to maintain a current population count and take best advantage of grants that are updated annually based on the municipal population. Population growth is expected to be high for the next ten years and an annual census would allow the City to maximize grant funding. A 20-year financial analysis of the costs of conducting a census versus the anticipated increase in grant funding indicates that the City could see a net increase of approximately \$190,000 each year in the first few years tapering off to approximately \$50,000 in years 18 through 20 based on today's dollars.	Jan. 2015	
Departmental - Operating	Corporate Services - City Clerk	CE714.1 - Implement Plan for Improved Legislative Document Tracking System	Implement an electronic legislative document tracking system that improves efficiencies in the management of the lifecycle of bylaws, policies and procedures.	Jan. 2016	Mar. 2016
Service Change	Corporate Services - City Clerk	CI691.1 - 1.0 FTE Insurance and Risk Coordinator	The City Clerk's Office has completed a 10-year business plan and an Insurance and Risk Coordinator position has been identified to provide the expertise and capacity needed to meet the service level expectations of the organization. The volume and complexity of insurance and risk issues would be best served by a focused subject matter expert that can work in partnership with administration on insurance coverages and incident claims and investigations as well as act as a champion for an evolving risk management program.	Jul. 2016	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Corporate Services - City Clerk	CI386.2 - Needs Analysis - Process Automation and Tracking for Incidents and Claims	There is a business requirement for an effective and efficient tool to manage all incidents and claims appropriately, supporting collaboration amongst all parties involved, as well as improved reporting and analytics that will assist the organization to further mitigate any future issues. A tool that incorporates incidents involving safety and insurance and other claims by and against the City will take a holistic approach to risk management as well as improve the maturity level of the City's risk management program.	Feb. 2018	May. 2018

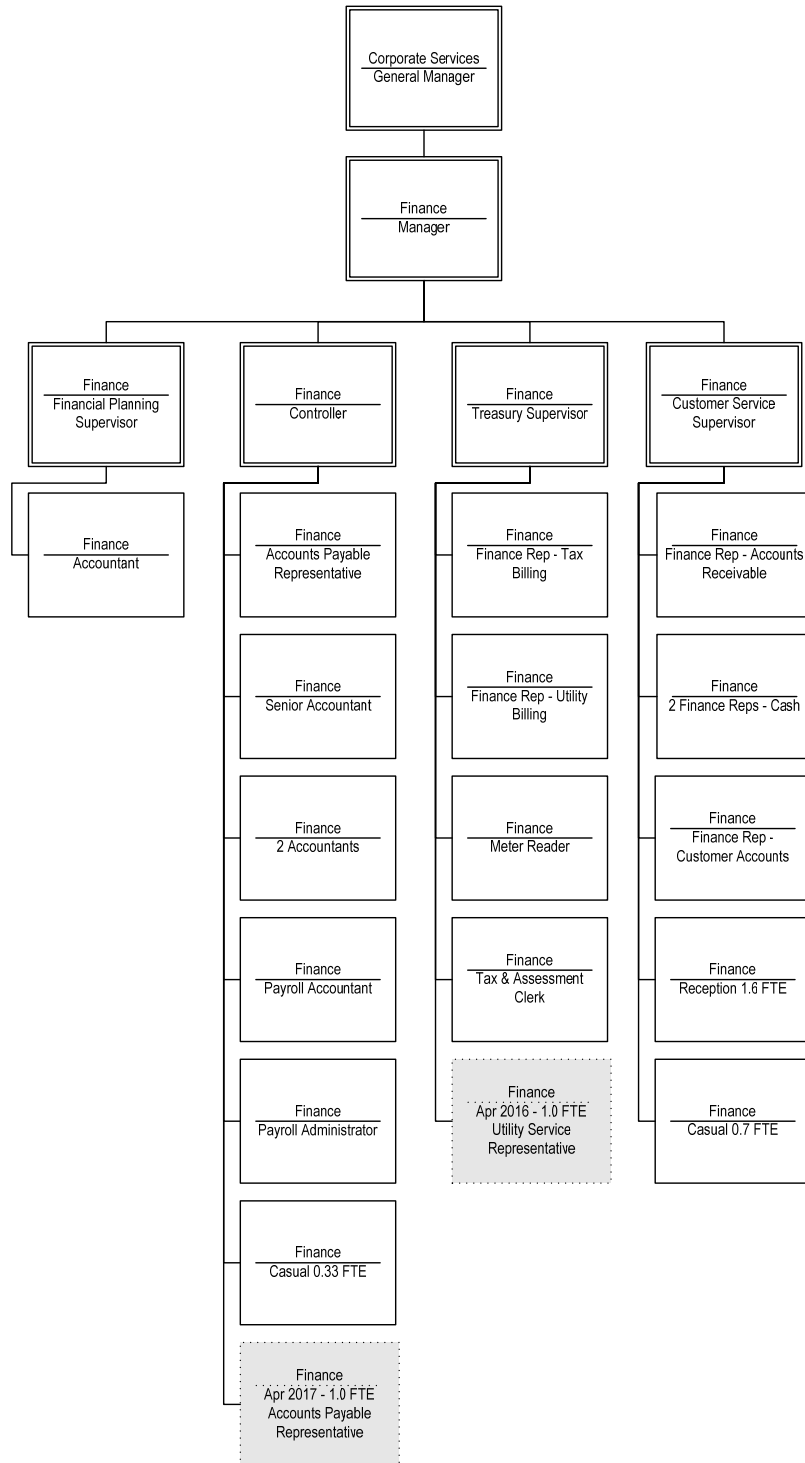
Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
User Fees						
Goods and Services	9	-	-	-	-	-
Other Fees	-	-	-	-	60,000	-
	9	-	-	-	60,000	-
Expenses						
Amortization	4,353	4,353	4,353	4,353	4,353	4,353
Human Resources	525,889	513,464	533,533	577,799	653,280	681,863
Operations and Maintenance						
Insurance	491,616	544,833	469,100	505,930	562,343	613,142
General Expenses	53,263	69,300	69,300	24,789	130,292	26,811
Office	5,079	4,800	4,800	4,870	6,000	5,375
Professional Services	115,907	86,180	108,000	138,200	131,400	134,100
Contract - General	19,157	10,000	10,000	88,200	88,325	88,500
	1,215,264	1,232,930	1,199,086	1,344,141	1,575,993	1,554,144
Annual Deficit	(1,215,255)	(1,232,930)	(1,199,086)	(1,344,141)	(1,515,993)	(1,554,144)

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 staffing complement, expressed as FTEs, for Finance for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	21.00	21.00	21.00	21.00	21.00	21.00
Perm Part-Time	0.60	0.60	0.60	0.60	0.60	0.60
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	1.03	1.03	1.03	1.03	1.03	1.03
Current FTEs	22.63	22.63	22.63	22.63	22.63	22.63
New Positions				1.00	2.00	2.00
Total FTEs	22.63	22.63	22.63	23.63	24.63	24.63

Services

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

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Accounting	Accounting services are a combination of mandatory, essential and other discretionary external and internal support services. Mandatory external services include financial reporting. Essential internal services include monthly accounting and financial systems management. Traditional external services include financial services to Parkland Water Commission.	7,630	7,680	7,730
Customer Inquiries	A central reception and switchboard provides an essential shared interface with the public for many departments. Essential services include City Hall reception and switchboard, preparing service requests, mail processing, and managing the telephone system.	8,650	8,650	8,650
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.	2,130	2,130	2,130
Fiscal Planning	Financial planning is a set of mandatory internal services that support corporate planning. The services include budgeting, financial analysis, financial modeling and forecasting.	3,390	3,390	3,390

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Payment Management	Payment management is a combination of essential and traditional internal support services. Essential services include managing payables and traditional services include managing procurement cards and fulfilling the purchasing function for the emergency operation center.	2,180	2,180	2,180
Payroll	Payroll is a combination of mandatory and essential internal support services. Mandatory services include processing, accounting and reporting for payroll and administering benefits. Essential services include managing payroll software.	4,200	4,200	4,200
Revenue Management - General	Revenue management of general revenues involves a range of external and internal services. Mandatory services include managing customer and property data, receipting and collecting customer payments. Essential services include billing for general revenues plus managing billing software. Traditional services include dog licensing, cash receipting for bulk water and administering cemetery services. Discretionary services include billing for ambulance services.	7,750	7,800	7,850
Revenue Management - Taxes	Revenue management of property tax revenue include mandatory services of property assessment and tax billing.	3,190	3,220	3,240
Revenue Management - Utilities	Revenue management of utilities includes external essential services of utility billing and meter reading.	3,560	3,580	3,610

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Finance for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Corporate Services - Finance	DP663.1 - Financial Reporting and Budgeting Software	New budget and financial reporting software is needed to replace existing applications. The existing applications are unreliable for users and rely on out-of-date technology that requires routine data verification and fixing of corrupt data.	Jan. 2016	Dec. 2017
Service Change	Corporate Services - Finance	SC230.1 - Electric Franchise Fees	Increase the electric franchise fee rate from 18.75% to 20% to provide additional revenue to fund the delivery of services to residents.	Jan. 2016	
Service Change	Corporate Services - Finance	SC201.1 - 1.0 FTE Utility Service Representative	An additional utility service representative is needed to provide utility customers with an acceptable level of service for billing, meter reading and customer inquiries. Most utility customers who contact the City must leave a message that is returned within two business days. Many customers are unsatisfied with the lack of immediate access to City staff and the timeliness of the response.	Apr. 2016	
Service Change	Corporate Services - Finance	SC234.1 - Early Bill Payment Discounts	Reduce the ongoing cost of contracted services, professional services and capital assets by implementing an early payment discount program with key vendors.	Jan. 2017	
Service Change	Corporate Services - Finance	SC235.1 - Purchasing Card Rebates	Reduce ongoing costs by implementing a purchasing card rebate program.	Jan. 2017	
Service Change	Corporate Services - Finance	SC233.1 - 1.0 FTE Accounts Payable Representative	A second accounts payable representative is needed to manage increased volumes and implement new programs for early bill payment discount and purchasing card rebates.	Apr. 2017	

Fiscal plan

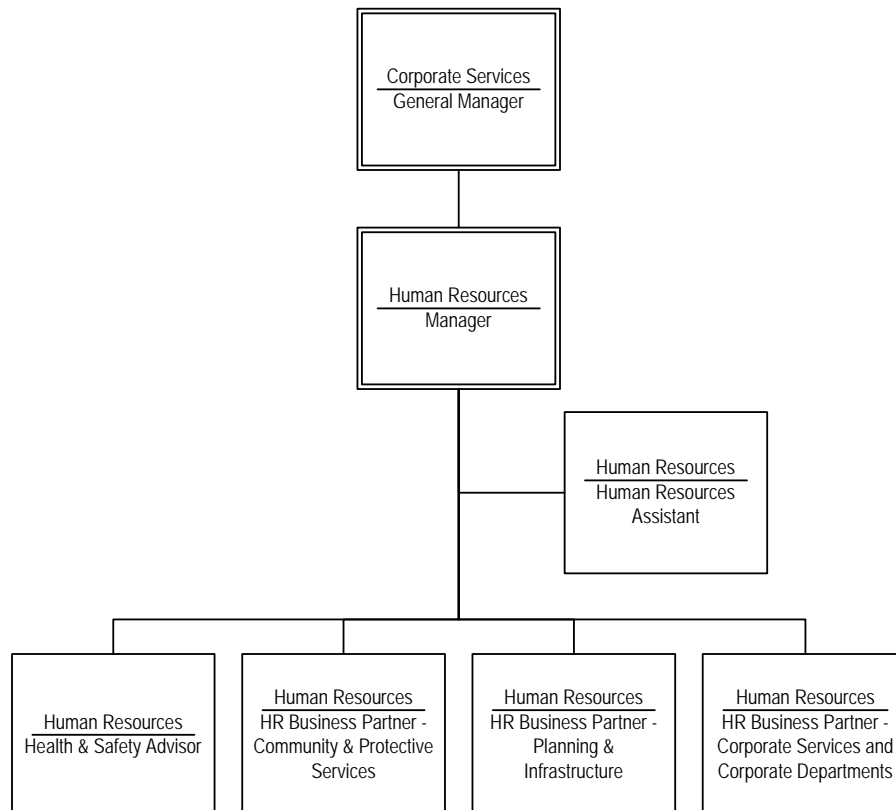
The following reflects the fiscal plan summary for Finance for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Property Taxes	28,562,944	31,219,957	32,131,000	33,826,053	36,346,426	38,535,626
Government Transfers						
Miscellaneous	31,317	-	-	-	-	-
User Fees						
Fines and Permits	4,865	3,856	4,935	5,292	5,661	6,042
Franchise Fees	3,919,723	3,396,920	3,649,474	4,178,869	4,253,192	4,539,722
Goods and Services	150,748	141,329	154,250	162,534	172,570	183,030
Other Fees	984	-	-	-	-	-
Tax Penalties	806,352	974,700	770,000	793,100	816,893	841,400
Interest Earned	192,854	328,848	153,528	196,698	295,876	417,932
	33,669,787	36,065,610	36,863,187	39,162,546	41,890,618	44,523,752
Expenses						
Amortization	15,672	15,672	15,670	15,670	15,670	15,670
Contingency	172,991	-	-	-	-	-
Human Resources	1,855,287	1,901,682	1,973,398	2,068,347	2,208,353	2,318,387
Interest on Long-Term Debt	(976)	-	-	2,550	42,320	68,112
Operations and Maintenance						
Bank Charges and Interest	142,766	129,100	151,850	154,346	158,977	163,746
General Expenses	158,208	94,520	155,564	160,943	166,611	172,599
Office	75,069	122,477	117,482	123,796	130,705	137,849
Professional Services	314,487	309,402	319,101	338,787	356,572	375,146
Utilities	88,932	102,215	106,740	110,888	115,533	120,382
Contract - General	149,971	56,719	56,719	70,971	(4,407)	(40,731)
	2,972,407	2,731,787	2,896,524	3,046,298	3,190,334	3,331,160
Annual Surplus	30,697,380	33,333,823	33,966,663	36,116,248	38,700,284	41,192,592

Human Resources

Description

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



The Human Resources section is an internal resource to provide service and assist employees and supervisors within the various disciplines of human resources. Human Resources provide services for the following disciplines:

- Attendance and claim management – The focus of this service is managing both occupational (WCB) and non-occupational (sick absence) claims with the focus of helping people back to work as soon as practical including the use of modified work assignments.
- 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, expressed as FTEs, for Human Resources for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	6.00	6.00	6.00	6.00	6.00	6.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	6.00	6.00	6.00	6.00	6.00	6.00
New Positions				0.00	0.00	0.00
Total FTEs	6.00	6.00	6.00	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)		
		2015	2016	2017
Attendance and Claim Management	This service has a focus of managing both occupational (WCB) and non-occupational (sick absence) claims. The intent of attendance and claim management is to reduce the costs due to absence and to also focus on modified return to work programs in an effort to have early returns back to work.	728	728	728
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. Update compensation data in the HRIS and work on classification system improvements and formulating and implementing a compensation strategy.	760	760	760
Section 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)		
		2015	2016	2017
Human Resources Policy Management	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.	182	182	182
Job Evaluation and Classification	Continue to review classifications and job evaluation requests and respond within 1 months of receipt.	408	408	408
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.	1,456	1,456	1,456
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.	595	595	595
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. Provide an operational resource and having a presence in field operations for the City with respect to occupational health and safety.	1,708	1,708	1,708

Service	Service Level	Annual Effort (Hours)		
		2015	2016	2017
Performance Management	Lead the performance evaluation process with conducting formal evaluations twice per year. Conduct performance management and goal setting training sessions.	910	910	910
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. This service requirement continues to increase where in May 2014; the City has already exceeded 40 postings, which is a reflection of growth in the size of the City staff.	2,730	2,730	2,730
Senior Leadership Team Involvement	Bi-weekly meetings and as required.	78	78	78
Training and Development	Provide resource and referral information pertaining to leadership training and development as required. There are initiatives in the corporate plan where HR will take a more active role in training and development in the future.	700	700	700

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Human Resources for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Corporate Services - Human Resources	DP214.3 - 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. Initial work with Avanti in 2014 has identified that there is a need to focus on data management within the HRIS system. Data management includes an annual review of the City process and ensuring we are using the software to our capacity.	Jan. 2016	Dec. 2017
Departmental - Capital	Corporate Services - Human Resources	DP210.3 - 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 Organizational Efficiency Review (OER) study. "Improve Performance Management Program" is also identified as a 2015 initiative in the City's People Strategy. 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. 2016	Dec. 2018

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Corporate Services - Human Resources	DP676.1 - Develop a Workforce Planning Strategy	<p>Developing a workforce planning strategy was identified as one of the initiatives in the City People Strategy. The KPMG model for developing a Workforce Plan includes the following steps:</p> <ol style="list-style-type: none"> 1. Reviewing the organization Strategy 2. Research Internal Labour Market 3. Assess existing (supply) and planned (demand) resource pool 4. Identify future skills demands/needs and gaps/excesses 5. Model the workforce against the hypotheses and understand the dynamics of the workforce 6. Define workforce requirements 7. Develop resourcing strategies with the business units within the scope 8. Develop resourcing plan and engage with the business 9. Implement and Measure outcomes of the program strategy 10. Integrate with other planning processes 	Jan. 2017	Dec. 2018
Service Change	Corporate Services - Human Resources	SC4.3 - HR Consultant Contract Dollars	<p>Recruitment of staff to the organization and implementation of the People Strategy initiatives is becoming more complex and time consuming and is beyond the capacity of the existing resources within Human Resources. HR services continues to be in high demand due to continued growth of the organization. This demand for increased HR services and activity is a trend that is expected to continue. This service change initiative was identified in the HR (Organizational Effectiveness Review) OER review as a recommendation.</p> <p>For 2015, this function will be done through a contracted consultant resource and is requested to continue in 2016 and 2017 as the People Strategy initiatives are worked on and implemented.</p>	Jan. 2016	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Corporate Services - Human Resources	SC165.2 - External Safety Audit Program	<p>The current PIR program requires an external audit once every three years. In the past the City has participated in the "Peer Audit" program where the City audits another municipality and another municipality audits our program. This results in up to four staff members being away from the organization to conduct an external audit elsewhere. Current the City only has 3 auditors and the capacity to continue to do external audits is difficult as best within the Peer Audit program. The intention for 2015 is this would be our last year for participating in the Peer Auditor Program and move to contract an external auditor in 2018.</p> <p>In the event this initiative is not funded, then in 2017 there will be a requirement for the City to assign or designate a minimum of 3 staff members to become audit certified to be able to conduct a reciprocal peer audit for another municipality in 2018.</p>	Jan. 2018	

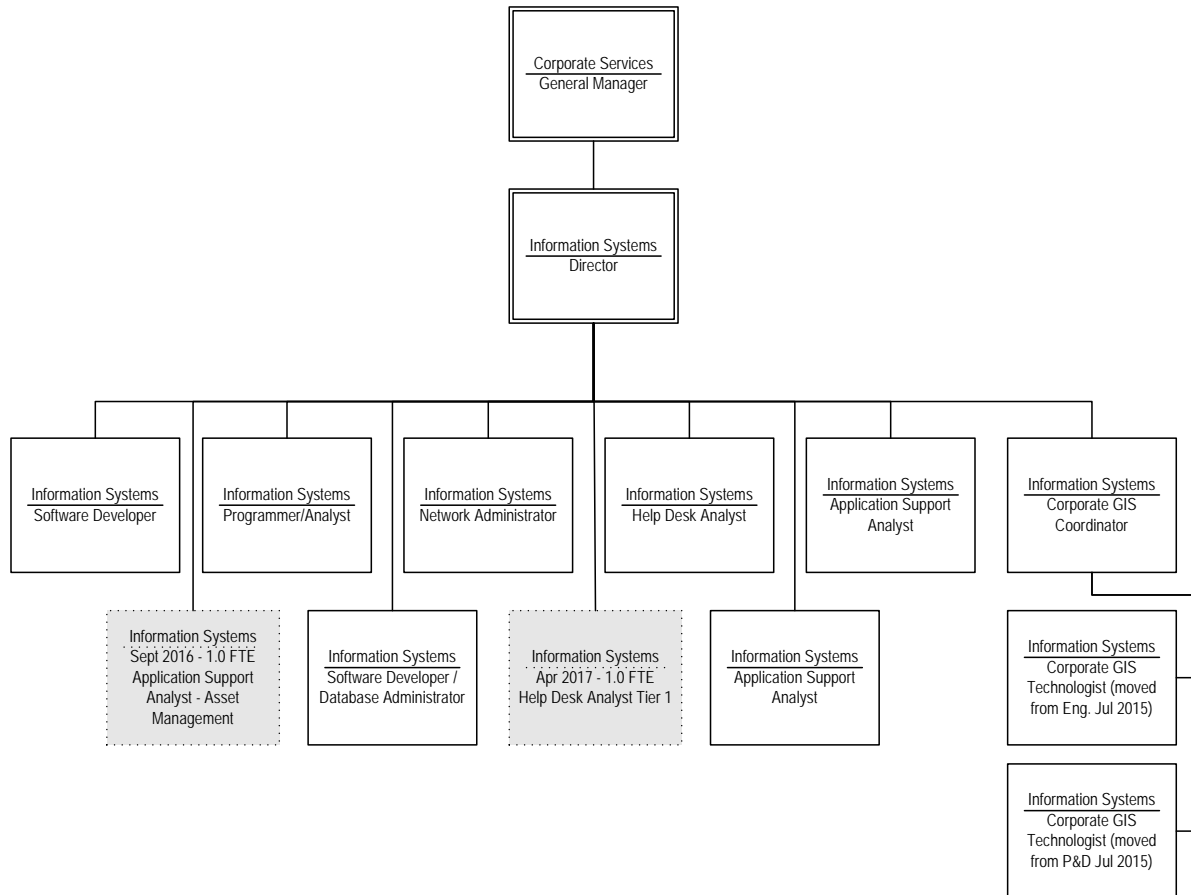
Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
User Fees						
Other Fees	98,315	10,000	123,710	34,000	34,000	34,000
	<u>98,315</u>	<u>10,000</u>	<u>123,710</u>	<u>34,000</u>	<u>34,000</u>	<u>34,000</u>
Expenses						
Amortization	6,996	6,996	4,353	4,353	4,353	4,353
Human Resources	778,894	1,044,337	1,032,480	1,077,158	1,136,178	1,190,093
Operations and Maintenance						
Marketing and Publications	50,493	50,000	42,500	37,500	30,750	20,750
Materials and Supplies	-	-	-	1,000	1,000	1,000
General Expenses	41,982	40,700	40,700	45,700	41,700	46,700
Office	9,007	9,100	9,100	9,500	9,700	9,700
Professional Services	8,653	25,000	25,000	60,000	25,000	25,000
Repairs and Maintenance	14,370	12,000	12,000	12,000	12,500	12,500
Utilities	2,432	3,200	3,200	3,200	3,200	3,200
Contract - General	29,569	121,000	80,000	116,000	105,000	110,500
	<u>942,396</u>	<u>1,312,333</u>	<u>1,249,333</u>	<u>1,366,411</u>	<u>1,369,381</u>	<u>1,423,796</u>
Annual Deficit	(844,081)	(1,302,333)	(1,125,623)	(1,332,411)	(1,335,381)	(1,389,796)

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 Senior 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, GIS support, security administration, mail and database administration, project management, business analysis and software application development.

In 2015, there was an internal shift of responsibilities, moving the GIS function from Engineering and Planning and Development to Information Systems.

Staffing summary

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	6.00	11.00	11.00	13.00	13.00	13.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	6.00	11.00	11.00	13.00	13.00	13.00
New Positions				1.00	2.00	2.00
Total FTEs	6.00	11.00	11.00	14.00	15.00	15.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Application Development	As required.	900	900	900
Application Support	Next business day.	4,500	5,580	5,580
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.	300	300	300

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Clarification of roles and responsibilities for the Information Systems Section	One-time effort.	200	-	-
Corporate Planning	Preparing corporate plan information and analysis as required annually by the Corporate Business Plan process.	160	160	160
Database Administration	Monthly Routine checks and best effort.	400	400	400
Desktop Support	Next business day.	2,300	2,400	2,500
Develop and Maintain GIS System	Respond to requests as required (prioritize on an ongoing basis).	4,777	5,460	5,460
Life Cycle Replacement	Based upon the life cycle plan in the corporate budget within the fiscal year. On time, on budget and in scope.	400	400	400
Network Administration	As required.	1,165	1,165	1,165
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.	800	1,365	1,365
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.	200	200	200
Website Administration	Best effort.	100	100	100

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Information Systems for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Corporate Services - Information Systems	DP125.3 - Business Continuity Program (Technology)	Implement a backup system that ensures critical technical applications (eg. finance system, records and email system) are available in the event of a major disruption to normal service delivery.	Jan. 2015	Jun. 2016
Departmental - Operating	Corporate Services - Information Systems	DP77.3 - Investigate Use of VDI (Virtual Desktop Interface) to Replace Physical Desktops	The City desires to engage the services of a Virtual Desktop Infrastructure (VDI) 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. 2016	Jun. 2016
Departmental - Operating	Corporate Services - Information Systems	DP682.1 - Security Audit	The City recently sanctioned the adoption of a Technical Security Framework based upon an ISO 27002 standard that includes 16 technical policies, four procedures and an Information Security Governing Policy. Various security measures have been implemented as a result of these policies. In order to determine if the City has effectively secured its systems an audit of the network is necessary. A Network Security Assessment provides an independent verification of the operational security status of an organization's digital information and communication technology infrastructure. Verification of policy compliance, identification and evaluation of risks and identification of prioritized remediation needs is performed. This initiative will include a network security assessment, a wireless security review and an external penetration test by a third party agency.	May. 2016	Jul. 2016

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Corporate Services - Information Systems	CI386.2 - 1.0 FTE Application Support Analyst - Asset Management	<p>Over the past number of years there is a growing demand for Information Systems software application support due to the initiation of a number of new software applications and the complexity of the systems. Some of these include applications such as Great Plains financial, CityView permitting, ActiveNet Program Registration and Facility Booking, AgendaQuick, Avanti Payroll, Avanti HRIS, Worktech, Asset Management, HP TRIM records management and Online Services.</p> <p>In 2016 a new Asset Management System will be implemented city wide so an additional Application Support Analyst is required to provide day-to-day support of the new business application.</p>	Sep. 2016	
Departmental - Capital	Information Systems	DP664.1 - Architect New Blade Centre System	<p>The City has an IBM Blade Center system that houses six physical blade servers which in turn hosts thirty virtual guest servers that provide most all the applications the City currently uses for daily operations. IBM has given the City notice that the Blade Center system has reached end of life and that in 2018 the complete system will no longer be supported. This initiative is being undertaken to replace the outdated server system with a new Lenovo Flex Server system.</p>	Jan. 2017	Jun. 2017

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Corporate Services - Information Systems	SC204.1 - 1.0 FTE Help Desk Analyst Tier 1	The performance of a service desk is an indicator of the overall health of an organisation's Information Systems. As well as being a key business function, the service desk enables organisations to become more efficient and thrive. The primary aim of the service desk is to restore the normal service to the users as quickly as possible. In the City, Help Desk tasks have been increasing at the rate of 20% per year due to staff growth and implementation of more technology. Requirements for project work, as well as day to day operations have increased. Due to the rapid growth and expansion of technical services there is a need for a Help Desk Analyst at the tier-1 service level to deal with the increased need for desktop services.	Apr. 2017	

Fiscal plan

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

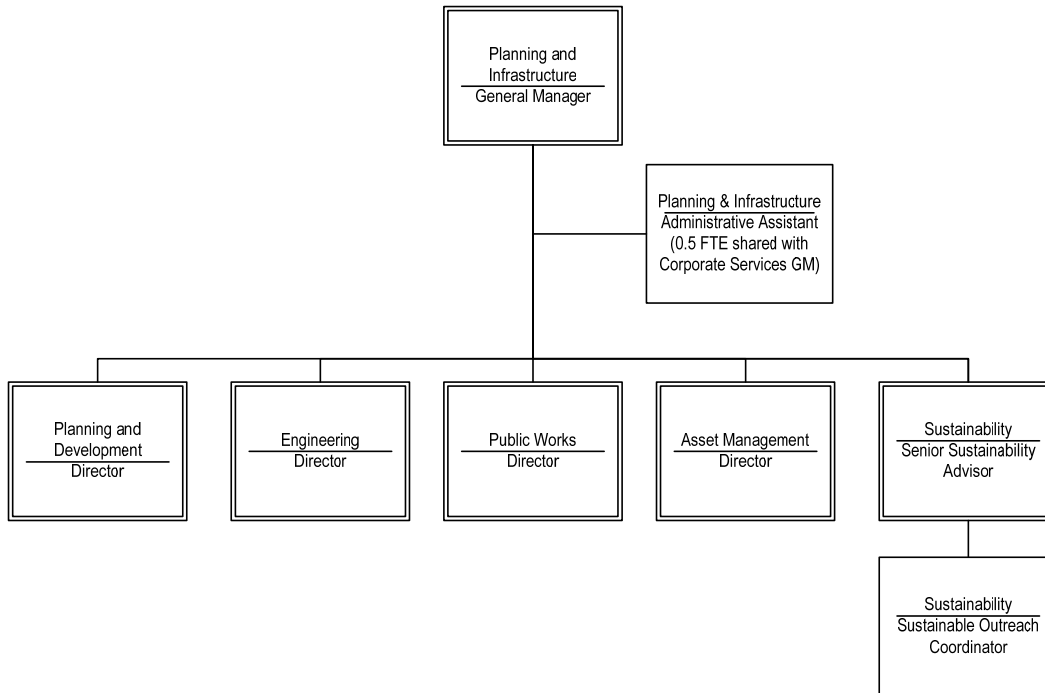
	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Municipal Sustainability Initiative	-	-	-	155,000	125,000	-
	-	-	-	155,000	125,000	-
Expenses						
Amortization	333,284	305,548	355,077	298,100	306,391	213,363
Human Resources	747,916	1,000,522	1,048,292	1,268,905	1,462,990	1,544,799
Operations and Maintenance						
General Expenses	103,386	105,000	105,000	109,000	115,000	117,000
Office	54,843	55,037	45,037	48,587	48,937	48,987
Professional Services	252,909	255,133	298,945	375,236	451,130	488,750
Repairs and Maintenance	20,649	57,000	46,500	43,500	49,200	49,400
Utilities	50,910	43,400	43,400	43,400	43,600	44,000
Contract - General	147,549	125,500	149,500	183,000	113,000	110,000
	1,711,446	1,947,140	2,091,751	2,369,728	2,590,248	2,616,299
Annual Deficit	(1,711,446)	(1,947,140)	(2,091,751)	(2,214,728)	(2,465,248)	(2,616,299)

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. This area also acts as the primary technical and administrative resource and the primary public liaison for sustainability initiatives and programs. Planning and Infrastructure is responsible to develop and monitor 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 contracts with Standstone EnviroWaste Services Ltd and GFL (formerly Evergreen Ecological Services) respectively. 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 Services.
- 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.

Staffing summary

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	3.50	3.50	3.50	3.50	3.50	3.50
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	3.50	3.50	3.50	3.50	3.50	3.50
New Positions				0.00	0.00	0.00
Total FTEs	3.50	3.50	3.50	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)		
		2016	2017	2018
Administrative Support to the General Manager	Shared resource with Corporate Services General Manager.	307	307	307
Capital Region Board (CRB) & Other Multi-Municipal Initiatives	Capital Region Growth Plan implementation plus sustainability regional work. General Manager estimate is 312 hours; sustainability estimate is 180 hours.	492	492	492
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

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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.	240	300	340
Contaminated Sites Program	Ongoing monitoring of City-owned contaminated sites/financial obligations associated with these. Implementing policy framework. This is an initiative until 2016 before becoming part of core services in 2017.	280	120	80
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.	340	340	340
Develop and Monitor Environmental Sustainability Indicators and Targets	Annual updates to report on MDP implementation progress. Includes management of energy data.	120	120	120
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

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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.	340	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.	340	340	340
Senior Leadership and Executive 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).	340	340	340
Technical and strategic sustainability policy/program management (e.g. design, development, and monitoring)	As required.	405	405	405

Departmental initiatives and service changes

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

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	DP195.3 - Develop Contaminated Sites Program	The Public Sector Accounting Board issued an accounting standard which requires municipalities to inventory their land holdings and determine whether contamination is in excess of environmental standards exists. The costs to remediate these contaminated sites must be recorded on the City's financial statements for year end December 31, 2015 in order to comply with this standard. Work to inventory and identify potentially contaminated sites began in 2014 and continues with the development of an administrative policy, procedure and user guide. These documents will ensure future compliance with the standards, and form the basis for an on-going program to assess any additional sites resulting from a change in circumstance or acquisition of new land.	Jan. 2014	Dec. 2016

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Planning & Infrastructure Admin	DP266.3 - Transit System Growth – Bus Purchase	Through the provincial GreenTRIP grant program, the City of Spruce Grove would purchase four 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 and Edmonton Transit Systems (ETS) would continue to maintain, store, and operate them. 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 the City on this provided the buses are compatible with their existing fleet. The grant application was submitted prior to the grant deadline of November 30, 2014. The City is still waiting for the notification of grant awards.	Jan. 2014	Dec. 2018

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Planning & Infrastructure Admin	DP265.3 - Transit Infrastructure - Permanent Park and Ride	<p>Through the provincial GreenTRIP grant program, the City 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 (CRB) support to access these funds. Project milestones consist of a 2014 grant application, 2016 site options analysis, 2016-17 land-swap negotiations and agreement, 2018 detailed design and engineering work, 2019-2020 construction, with the facility to open in the fall of 2020.</p> <p>This project concept may evolve through discussions with community developers, the CRB, and Edmonton Transit Systems (ETS). The GreenTRIP deadline was November 30, 2014. The City is still waiting for the notification of grant awards.</p>	Jan. 2014	Sep. 2021
Departmental - Capital	Planning & Infrastructure - Planning & Infrastructure Admin	DP704.1 - Bus Stop Safety Upgrading	<p>Although the City of Spruce Grove has operated a transit system for over 10 years, many of the bus stops do not have concrete bus pads making the ground uneven and difficult for walking due to ice build up. In winter this is a considerable risk. Also many of the current bus pads are too small for meeting accessibility standards. It is acknowledged that there may be a reluctance to install pads because of potential route changes, and so priority will remain on stops at low risk of moving, as well as the use of mobile pad technology.</p>	Apr. 2017	Oct. 2020

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Planning & Infrastructure Admin	DP507.2 - Transit System Growth - Local Service	The City of Spruce Grove Transportation Master Plan recommends that by 2020, local bus service should be provided to all citizens on the basis of a maximum walking distance of 400 meters. By incorporating this into the GreenTRIP Grant Application, Spruce Grove would be able to incorporate the purchase of 4 local sized buses (24 passengers – follows Leduc Transit model) and storage for these buses as part of the total GreenTRIP funding application being submitted at the end of November 2014. Based on a local bus service opportunity, it is possible that the current intercity bus could either have a streamlined route or the start of a feeder one stop scenario that would actually reduce costs.	Jan. 2018	Dec. 2020

Fiscal plan

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

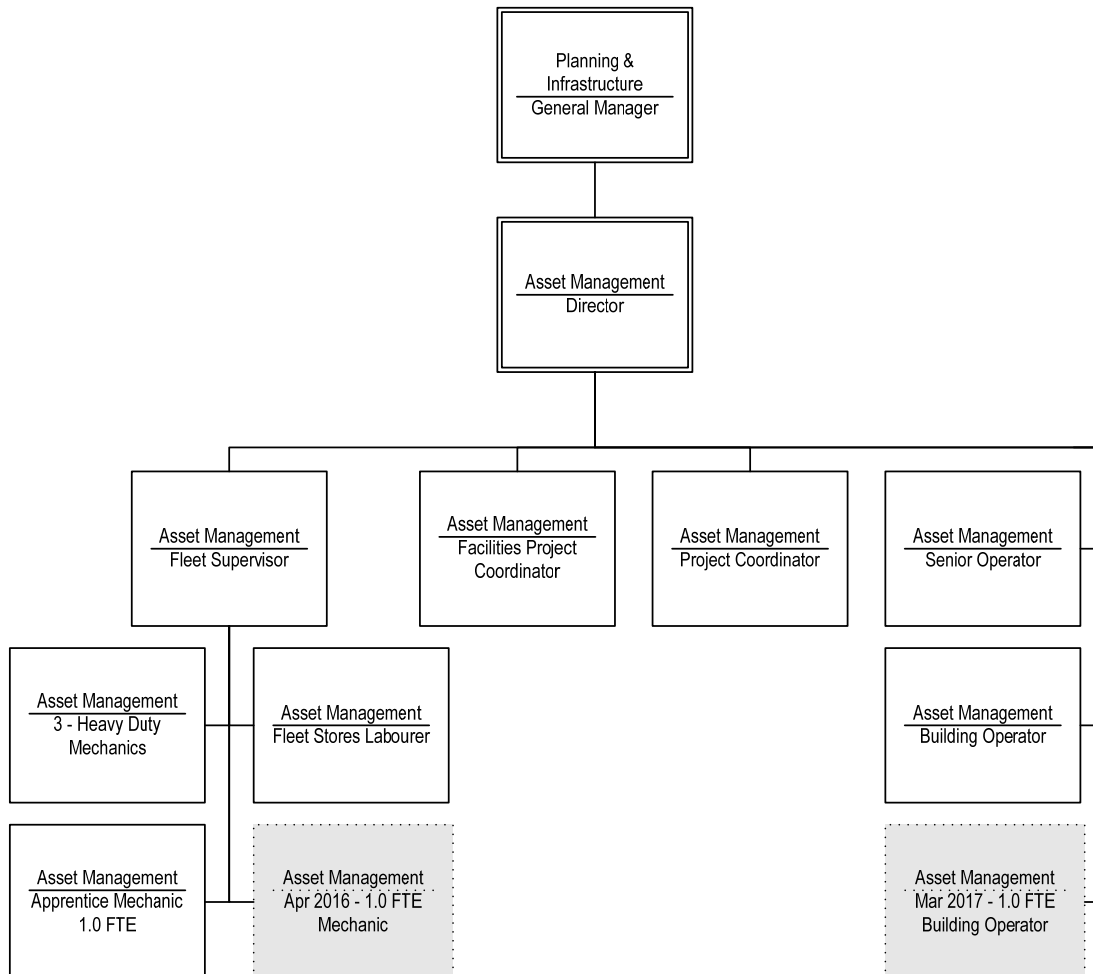
	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Local Government	-	191,250	191,250	33,750	-	-
Miscellaneous	-	191,250	191,250	33,750	-	-
User Fees						
Goods and Services	95,204	100,000	115,364	118,825	122,390	126,062
	<u>95,204</u>	<u>482,500</u>	<u>497,864</u>	<u>186,325</u>	<u>122,390</u>	<u>126,062</u>
Expenses						
Amortization	2,177	2,177	7,626	7,626	7,626	7,626
Human Resources	338,918	382,989	376,342	392,437	408,701	425,663
Operations and Maintenance						
Marketing and Publications	30	5,000	5,000	5,000	5,000	5,000
Materials and Supplies	-	-	-	3,500	-	800
General Expenses	238	5,000	5,000	16,000	5,000	5,000
Office	1,835	2,300	2,300	2,300	2,300	1,700
Professional Services	-	-	-	-	-	150,000
Utilities	1,243	2,500	2,940	3,960	3,960	3,960
Contract - General	-	512,500	622,500	190,000	-	-
	<u>344,441</u>	<u>912,466</u>	<u>1,021,708</u>	<u>620,823</u>	<u>432,587</u>	<u>599,749</u>
Annual Deficit	(249,237)	(429,966)	(523,844)	(434,498)	(310,197)	(473,687)

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Miscellaneous	-	-	-	1,009,748	1,009,748	-
Municipal Sustainability Initiative	214,294	107,709	210,648	595,252	660,252	-
User Fees						
Goods and Services	443,389	509,000	446,600	642,251	911,163	951,765
Other Fees	6,115	3,800	5,500	5,500	5,500	5,500
	<u>663,798</u>	<u>620,509</u>	<u>662,748</u>	<u>2,252,751</u>	<u>2,586,663</u>	<u>957,265</u>
Expenses						
Amortization	871	871	871	75,871	871	871
Operations and Maintenance						
Marketing and Publications	1,754	5,000	5,000	5,500	6,000	6,000
Office	11,772	5,075	8,575	8,650	9,735	10,735
Contract - General	1,116,476	1,248,521	1,272,005	1,535,048	1,954,013	2,401,297
	<u>1,130,873</u>	<u>1,259,467</u>	<u>1,286,451</u>	<u>1,625,069</u>	<u>1,970,619</u>	<u>2,418,903</u>
Annual Surplus (Deficit)	(467,075)	(638,958)	(623,703)	627,682	616,044	(1,461,638)

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 staffing complement, expressed as FTEs, for Asset Management for the current business plan.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	10.00	11.00	11.00	11.00	11.00	11.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	10.00	11.00	11.00	11.00	11.00	11.00
New Positions				1.00	2.00	2.00
Total FTEs	10.00	11.00	11.00	12.00	13.00	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)		
		2016	2017	2018
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.	220	220	220
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.	400	400	400
City Property and Asset Disposal Management	As required.	518	518	518
Contract and Lease Management	As required.	1,112	1,112	1,112
Corporate Planning and Budgeting	Annual corporate planning process and budget preparation for facilities, fleet and equipment.	460	460	460

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Decorative Street Signs and Banner Projects and Maintenance	As required.	194	194	194
Fleet Vehicle/Equipment Lifecycle Management	As required.	466	466	466
Governmental Inspection Management	As required by legislation (CVIP, Health, OH&S).	2,452	2,452	2,452
Internal User Churn Management	As required.	900	900	900
Land Maintenance	As required (i.e. raw land transactions, rental facilities).	8	8	8
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.	4,292	4,292	4,292
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.	1,796	1,796	1,796
Special Event Support	As required.	164	164	164

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Asset Management for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Planning & Infrastructure - Asset Management	DP80.3 - Facilities Lifecycle Study Update	This is an update project from the building lifecycle study that was completed by Stantec consulting in 2009. This project will review and update all existing building lifecycle plans with a detailed examination of building components and an audit of building components captured in the current plan. The study will include the updating of expected life data from industry standards and will provide updated lifecycle plan replacement costs with 2016 data.	Jan. 2016	Dec. 2016
Service Change	Planning & Infrastructure - Asset Management	SC242.1 - Review & Update Fleet Lifecycle Program	<p>Fleet Services undertook a Lifecycle review of all City owned fleet vehicles and equipment for 2015 budget cycle and has recommended changes to the functional life replacement plan in the status quo budget. The recommended changes have increased the costs of the fleet status quo replacement plans by:</p> <p>2016 \$641,000 2017 \$561,700 2018 \$226,400</p> <p>As there are significant changes requested in this plan, review and consideration of funding allocation is required by council and management</p>	Jan. 2016	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Planning & Infrastructure - Asset Management	SC173.1 - 1.0 FTE Mechanic	With continued growth in the volume of fleet vehicles and equipment plus the increasing requirements for commercial vehicle inspections, Asset Management is requesting 1 FTE mechanic. This new position would provide a minimum of two mechanics scheduled on shift Monday to Friday providing the capacity to handle demand and planned work critical to fleet needs to provide equipment maintenance and repairs to meet customer service levels and having enough staff depth to cover for vacation, training or sickness.	Apr. 2016	
Service Change	Planning & Infrastructure - Asset Management	SC174.1 - 1.0 FTE Building Operator	With the addition of the new Public Works facility, King Street Mall, and the recreation facility, building operations have increased by 115,00 sq ft. to ensure ongoing service levels of preventative and reactive maintenance are completed. Asset Management requires 1 FTE to service the new building space.	Apr. 2017	

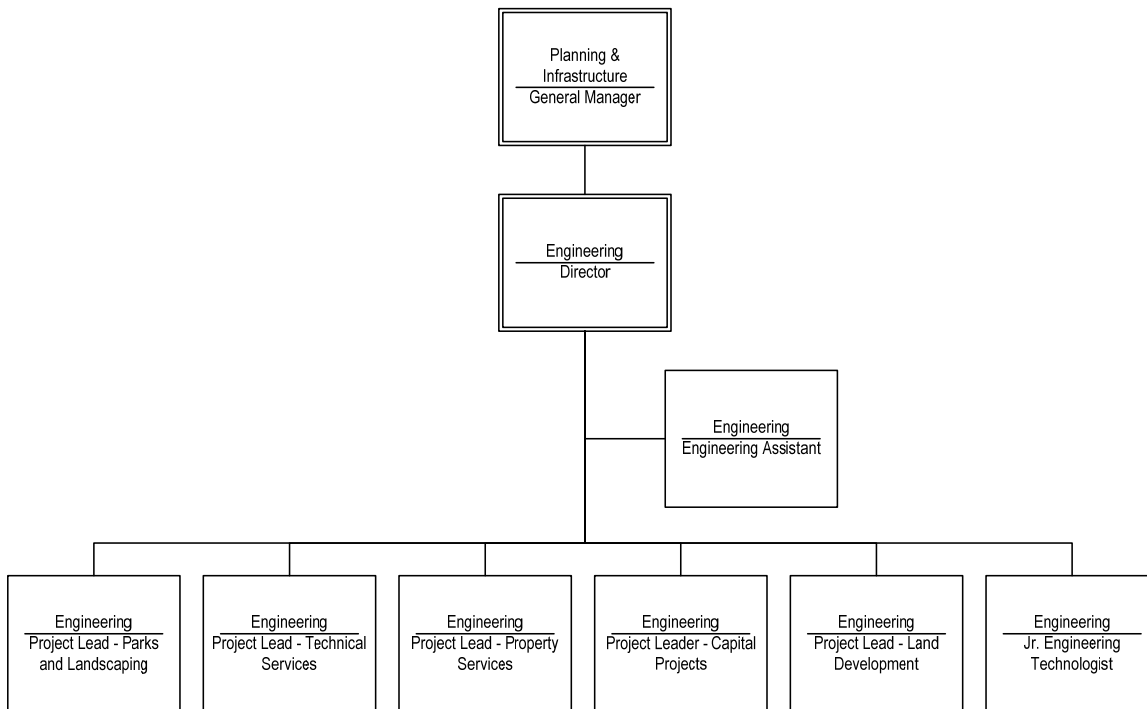
Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Federal Gas Tax Fund	-	374,000	374,000	-	-	-
Local Government	60,652	162,776	-	108,355	14,500	10,750
Miscellaneous	1,005,525	-	-	36,667	25,000	449,900
Municipal Sustainability Initiative	11,199,626	7,194,134	9,163,061	1,193,333	2,651,000	1,350,100
User Fees						
Donations and Sponsorships	-	-	-	200,000	-	-
Other Fees	93,239	-	-	-	-	-
Rental Revenue	29,337	32,000	32,000	32,000	32,000	32,000
Developer Contributions	-	-	-	521,000	3,650,000	-
	<u>12,388,379</u>	<u>7,762,910</u>	<u>9,569,061</u>	<u>2,091,355</u>	<u>6,372,500</u>	<u>1,842,750</u>
Expenses						
Amortization	215,138	496,886	505,984	727,794	985,320	1,314,628
Human Resources	908,077	1,027,027	1,061,426	1,302,093	1,448,232	1,515,810
Interest on Long-Term Debt	214,450	281,845	279,801	295,257	418,519	510,094
Loss on Disposal of Capital Assets	(27,326)	-	(9,000)	(96,500)	(176,500)	(73,000)
Operations and Maintenance						
Equipment Operations	362,686	418,495	348,300	326,681	342,500	359,800
Insurance	1,238	6,000	6,000	12,000	12,000	12,000
Janitorial	178,450	224,800	224,800	237,478	311,751	311,751
Materials and Supplies	38,693	68,300	51,900	55,100	57,600	58,700
General Expenses	12,226	36,000	36,000	37,000	38,000	39,000
Office	3,417	3,760	3,760	4,755	4,855	5,025
Repairs and Maintenance	937,077	1,335,470	1,491,827	1,159,704	1,090,768	851,325
Utilities	162,353	178,181	238,359	247,860	262,620	267,210
Contract - General	408,750	303,900	552,400	917,155	1,118,700	1,128,500
	<u>3,415,229</u>	<u>4,380,664</u>	<u>4,791,557</u>	<u>5,226,377</u>	<u>5,914,365</u>	<u>6,300,843</u>
Annual Surplus (Deficit)	<u>8,973,150</u>	<u>3,382,246</u>	<u>4,777,504</u>	<u>(3,135,022)</u>	<u>458,135</u>	<u>(4,458,093)</u>

Engineering

Description



Engineering responsibilities include:

- Capital works programs for water, sewer, drainage, parks, roads and sidewalks.
- City engineering, construction and landscaping standards.
- Lot grading approval for both rough and final grades.
- Engineering support to maintenance staff, other departments, developers and the public.
- Land development services such as development agreements, review of drawings, issuance of construction completion certificates and final acceptance certificates of subdivisions, management of securities, and up-to-date municipal standards.
- 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.

In 2015, there was an internal shift of responsibilities, moving the GIS function from Engineering and Planning and Development to Information Systems.

Staffing summary

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	8.00	8.00	8.00	7.00	7.00	7.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	8.00	8.00	8.00	7.00	7.00	7.00
New Positions				0.00	0.00	0.00
Total FTEs	8.00	8.00	8.00	7.00	7.00	7.00

Services

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

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Administer Lot Grading Inspection Program	In accordance with the Council approved bylaw.	1,200	1,200	1,200

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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 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.	900	900	900
Development Agreement Negotiation and Administration	Respond to requests as required (prioritize on an ongoing basis).	1,500	1,500	1,500
Implement Capital Program	Ensure projects are planned and completed in a timely manner and within approved budgets.	800	800	800
Land Development Design Review	Respond to requests as required (prioritize on an ongoing basis).	600	600	600
Land Development Inspection and Approvals	Respond to requests as required (prioritize on an ongoing basis).	800	800	800
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.	200	200	200
Provide AutoCAD and Data to External Customers	Respond to requests as required (prioritize on an ongoing basis).	300	300	300
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.	500	500	500
Support services for Engineering section	Complete as required.	1,500	1,500	1,500

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Engineering for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Engineering	DP186.3 - New growth - Water Reservoir	<p>The City's Water Master Plan has recommended that a major upgrade to its reservoir and pump station is required at a population of about 38,000. Current growth rate projections indicate that this will occur approximately in 2018. This project will complete the construction of the facility. The project is expected to be constructed over a 2 year period. The design was started in 2015 at \$500,000. Preliminary design has been completed by ISL Engineering and the Zone 1 Reservoir and Pump Station Upgrades Preliminary Design Memorandum has been delivered. The memorandum outlines the scope of the work completed to date, an updated preliminary design cost estimate and achieves an understanding with the City on the scope of the design to be advanced further into the detailed design stage of the project.</p> <p>The project will provide water storage capacity for up to a population of 71,000.</p>	Jan. 2015	Jan. 2017

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Engineering	DP137.3 - New growth - Transportation	<p>The City collects offsite levies from developers to construct arterial roads in order to support development in growth areas. In 2016 there are several competing areas that would require roads to allow them to proceed. They are as follows:</p> <p>2016 Projects:</p> <ul style="list-style-type: none"> - Widening Jennifer Heil Road/Campsite Road from McLeod Ave to south of the CN rail (\$4,000,000) - Complete walking trails that are missing (\$300,000 - annual) - The construction of Pioneer Road from Grove Drive to Highway 16A, with a roundabout at McLeod Avenue and Grove Drive (\$10,000,000) 	Jan. 2016	Oct. 2025
	Planning & Infrastructure - Engineering	DP138.3 - New Growth – Sanitary Sewer	<p>The City collects off-site levies from newly developing areas in order to construct new sanitary sewer infrastructure on an on-going basis. There are two major sewer extensions that would require building in order to support developments in the City. The project recommended for 2016 is the completion of the Pioneer Trunk, started in 2015. The project recommended for 2020 is an extension of the Boundary Trunk sewer from 800m north of Highway 16A to south of the CN rail line.</p>	Jan. 2016	Dec. 2020

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Engineering	DP143.3 - 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 of the upgrade.	Jan. 2016	Dec. 2016
Departmental - Capital	Planning & Infrastructure - Engineering	DP139.3 - New Growth - Parks	This project involves developing neighbourhood parks within newly developing areas. Developers pay the City a development charge which will fund this work. Developers are responsible for site grading and seeding of these park areas. Upcoming areas for parks in 2016 include tree planting at Deer Park and Spruce Ridge, and an asphalt trail in Spruce Ridge.	Jan. 2016	Oct. 2025
Departmental - Capital	Planning & Infrastructure - Engineering	DP139.3 - Regional Waste Water Line and Lagoon	City administration is currently working with the regional sewer commission regarding the level of service requirements, including the best use of the sewage lagoons north of Highway 16 and east of Century Road. This joint project will benefit both parties as it will take advantage of the lagoon infrastructure capacity to delay pipe upgrades east of Spruce Grove and upgrade the regional lines to allow the City to achieve the level of service requirements.	Jan. 2018	Dec. 2019

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Engineering	DP495.2 - Detailed Design and Construction of Snow Dump Site	<p>The City requires space to pile snow that is removed from streets in winter months. The City currently trucks the snow to the public works area south of Highway 16A. With the City continuing to grow there is a need to develop another snow dump. The area proposed is north of Highway 16 and east of Century Road where the City lagoons were previously located. This project would design and construct the new snow dump area.</p> <p>The new snow dump area will be designed for the first few years as an evaporation pond with no discharge to Atim Creek. This dump area will hold ultimately 1,000,000 cubic meters of snow which is approximately 10 times the public works facility. This facility has the capacity to accommodate the snow for the full development of the City's existing corporate limits. In the future the snow dump will require a discharge to the creek and will be done with full approval of Alberta Environment.</p>	Jan. 2018	Dec. 2020

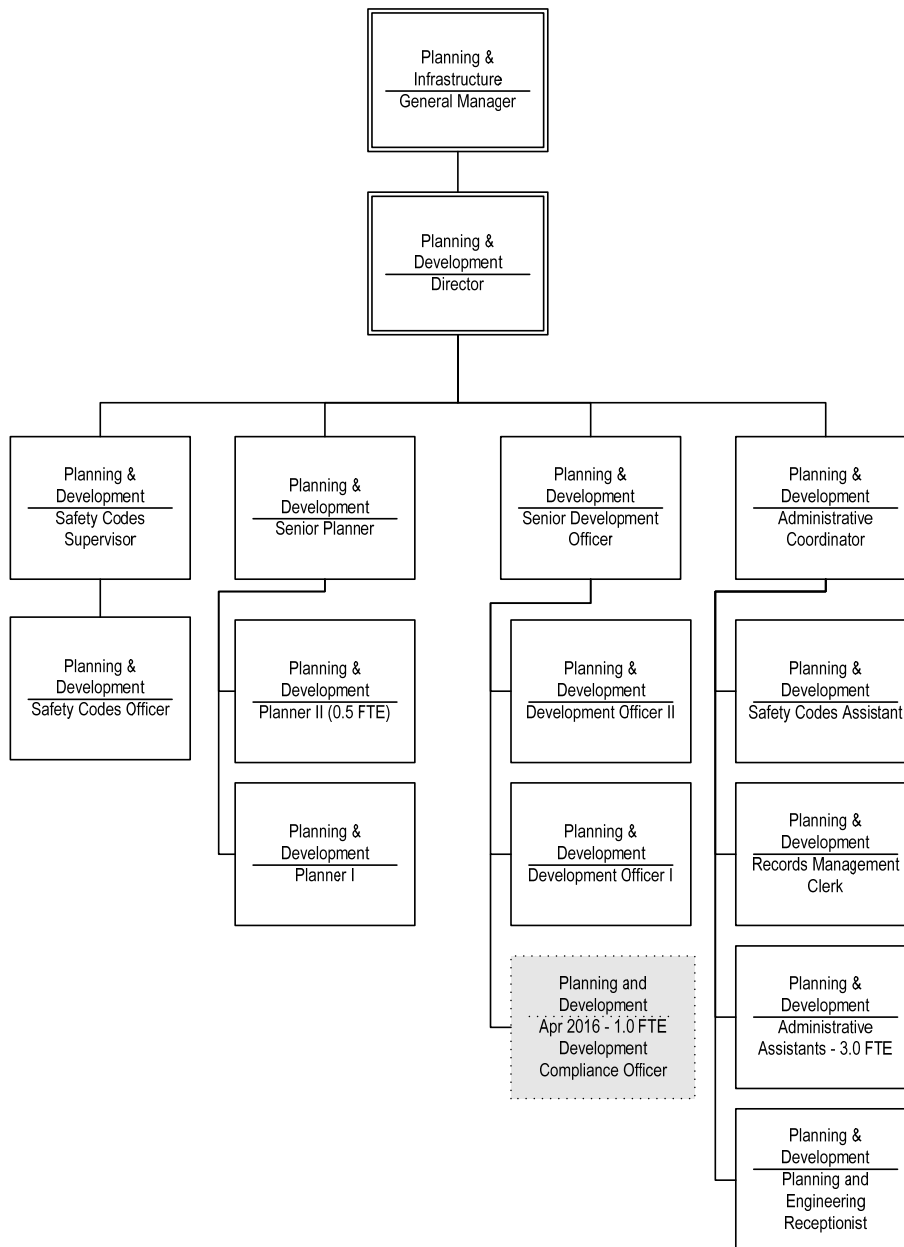
Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Basic Municipal Transportation	1,017,330	-	-	-	-	-
Federal Gas Tax Fund	3,122,226	1,243,125	1,243,125	1,713,175	1,514,165	1,350,000
Municipal Sustainability Initiative	693,665	1,985,000	1,685,000	2,135,344	1,203,780	1,503,842
User Fees						
Fines and Permits	95,850	80,000	120,000	126,000	132,300	138,915
Other Fees	900,951	120,000	1,690,000	330,000	346,500	3,291,125
Contributed Capital Assets	10,807,346	9,403,894	9,403,894	9,302,654	4,910,647	10,022,724
Developer Contributions	1,714,741	4,053,125	1,580,000	14,305,000	3,398,234	1,196,125
Interest Earned	32,482	30,328	30,328	28,113	25,836	23,496
	<u>18,384,591</u>	<u>16,915,472</u>	<u>15,752,347</u>	<u>27,940,286</u>	<u>11,531,462</u>	<u>17,526,227</u>
Expenses						
Amortization	12,749	658,992	542,234	1,213,402	1,470,969	1,658,585
Human Resources	880,184	901,782	938,362	922,732	961,349	1,001,621
Interest on Long-Term Debt	32,731	30,649	30,649	28,411	407,895	449,218
Loss on Disposal of Capital Assets	4,630	-	-	-	-	-
Operations and Maintenance						
Equipment Operations	6,785	4,800	4,800	6,000	6,000	6,000
Marketing and Publications	144	1,000	1,000	1,000	1,000	1,000
Materials and Supplies	28,651	-	-	-	-	-
Office	10,939	9,150	9,150	9,550	9,550	9,550
Professional Services	125,276	50,000	50,000	60,000	60,000	60,000
Repairs and Maintenance	3,263	-	-	-	-	-
Utilities	3,919	4,225	4,225	5,525	5,525	5,525
Contract - General	894,198	300,000	5,000	818,500	80,000	5,000
	<u>2,003,469</u>	<u>1,960,598</u>	<u>1,585,420</u>	<u>3,065,120</u>	<u>3,002,288</u>	<u>3,196,499</u>
Annual Surplus	<u>16,381,122</u>	<u>14,954,874</u>	<u>14,166,927</u>	<u>24,875,166</u>	<u>8,529,174</u>	<u>14,329,728</u>

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.

In 2015, there was an internal shift of responsibilities, moving the GIS function from Engineering and Planning and Development to Information Systems.

Staffing summary

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	14.00	15.00	15.00	14.00	14.00	14.00
Perm Part-Time	0.50	0.50	0.50	0.50	0.50	0.50
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	0.00	0.00	0.00	0.00	0.00	0.00
Current FTEs	14.50	15.50	15.50	14.50	14.50	14.50
New Positions				1.00	1.00	1.00
Total FTEs	14.50	15.50	15.50	15.50	15.50	15.50

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)		
		2016	2017	2018
Addressing and Street Naming	Response time within 15 calendar days from receipt of registered plan.	190	195	195
Affordable Housing Grant Administration	Response time as needed.	7	7	7
Area Structure Plans and Amendments	Response time within 4 months.	400	410	450
Business Licensing and Enforcement	Response time within 15 calendar days (new); within 45 calendar days or less (renewal).	1,050	1,070	1,090
Bylaw Enforcement Coordination	Response time as necessary - Land Use Bylaw and Traffic Bylaw.	850	860	870
Coordination of Signage Requests in Rights-of-Way	As needed.	200	200	200
Department Administration	Response time as necessary.	2,060	2,060	2,060
Development Permit Review	Response time within 40 calendar days or less. Response time of 120 days for wireless facilities.	3,100	3,150	3,175
General Inquiries - Development and Permits	As needed.	4,100	4,200	4,300
King Street Building Reception	As needed.	1,000	1,000	1,000
Land Use Bylaw Amendments	Response time within 3 months. Amendments include re-districting and text.	350	375	400
Ongoing Inspections Contract Management	Response time as necessary.	110	110	110
Planning and Sustainability Database Building and Benchmarking	As needed.	250	250	250
Policy and Bylaw Maintenance	As needed.	500	500	500

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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.	1,000	1,010	1,020
Records Management	As needed.	1,750	1,800	1,850
Regional Planning Process Participation	As required (Capital Region Board, Referrals, joint planning with adjacent municipalities).	335	335	335
Safety Code Inspection Coordination	Coordination of inspection requests to ensure inspection response time within 5 working days.	2,750	2,800	2,850
Safety Code Permitting Coordination	As needed.	2,000	2,050	2,075
Safety Codes Inspections	Building permits issuance within 15 calendar days from complete application (residential) and within 20 days for multifamily and non-residential.	1,800	1,825	1,830
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.	500	500	500
Subdivision Endorsement and Land Titles Requests	Response time within 15 calendar days from complete application (i.e. Caveats).	500	570	580

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Planning and Development for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Planning & Development	DP445.2 - CityView Master Projects Capability	The City uses CityView software to track several permit types. This initiative would develop the master projects ability in CityView, thereby assisting in the management of multiple permits types on one parcel. This will also enable additional, enhanced reporting for operational improvements.	Jan. 2015	Dec. 2016
Departmental - Operating	Planning & Infrastructure - Planning & Development	DP382.2 - Quality Management Plan Update	<p>The City's Quality Management Plan (QMP) governs the safety codes permitting process. The City is proposing several changes to the plan to bring it in line with best practices. The following inspections are being recommended as additions to the QMP:</p> <ul style="list-style-type: none"> - An insulation and vapour barrier inspection for all new dwellings; - A foundation inspection for manufactured homes; - An insulation inspection for detached garages; and - A final inspection for basement development. <p>All of these inspections are performed by other urban municipalities in the region, with the exception being that Edmonton and Strathcona County do not require a foundation inspection for manufactured homes.</p>	Jan. 2016	Jul. 2017

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Planning & Infrastructure - Planning & Development	SC162.2 - 1.0 FTE Development Compliance Officer	With annual growth rates of almost five per cent, the section has been unable to inspect development after development permit approvals to ensure conditions are being met (with the exception of landscaping inspections, which is assisted by Engineering). The cumulative impact of the growth has also resulted in a surge in questions and complaints about development, which often occurs during peak seasons, affecting development permit processing timelines. This position would be responsible for ensuring conditions and mitigation measures included in development permit decisions are completed. In addition, this position would be responsible for proactively monitoring development activities to ensure permits are received before construction begins, will monitor construction site cleanliness, and will conduct regular monitoring of signage in the City to ensure permits are received. The position will be the point of contact for Peace Officers for coordination of delivering of orders and ticketing, as needed.	Apr. 2016	
Departmental - Operating	Planning & Infrastructure - Planning & Development	DP668.1 - Records scanning	The Planning and Development Department is proposing to hire an outside contractor for digitizing records for storage in TRIM.	Jan. 2018	Dec. 2018
Departmental - Capital	Planning & Infrastructure - Planning & Development	DP85.3 - Subdivision and Endorsement Process and CityView Expansion	Perform a business analysis to improve the subdivision and endorsement process and implement the CityView Subdivision and Endorsement module.	Jan. 2018	Dec. 2019
Departmental - Operating	Planning & Infrastructure - Planning & Development	DP84.2 - Permitting Web Portal (PD.12)	Expand Online Services by integrating with City View software to provide status updates and inspection results to applicants.	Jan. 2018	Dec. 2019

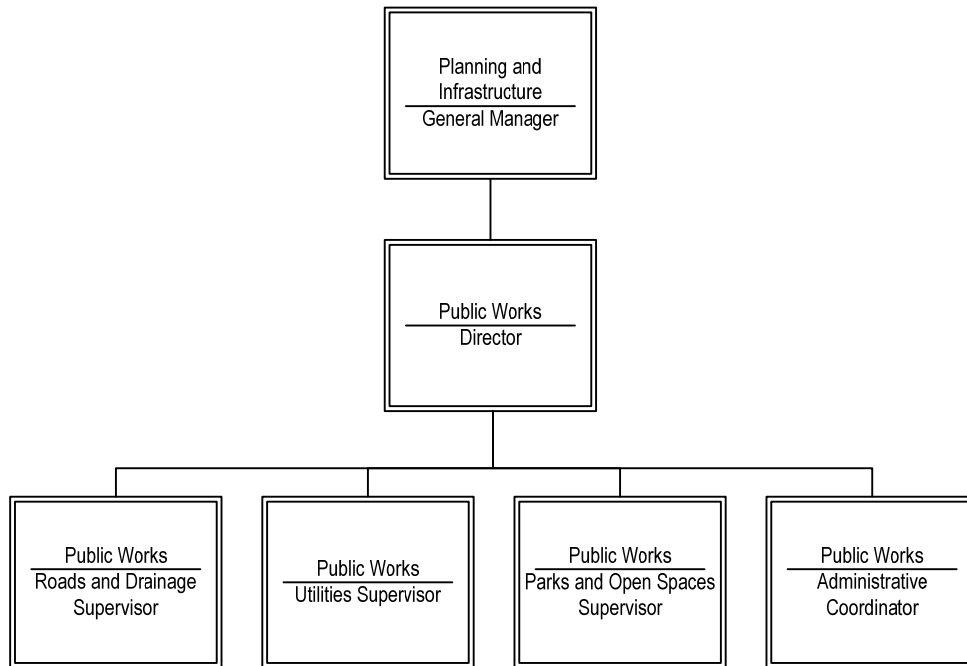
Fiscal plan

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Miscellaneous	-	-	-	940,178	-	-
User Fees						
Fines and Permits	2,835,517	2,423,000	2,232,500	1,996,000	2,071,000	2,120,000
Goods and Services	437	500	500	500	500	500
Other Fees	212,112	170,500	206,000	231,000	131,000	131,000
Rental Revenue	1,000	-	-	-	-	-
	3,049,066	2,594,000	2,439,000	3,167,678	2,202,500	2,251,500
Expenses						
Amortization	11,319	14,219	14,219	17,219	17,219	17,219
Grants to Organizations	-	-	-	940,178	-	-
Human Resources	1,324,990	1,486,207	1,465,055	1,592,049	1,682,385	1,735,599
Operations and Maintenance						
Marketing and Publications	6,766	8,000	6,000	5,000	5,000	5,000
Materials and Supplies	-	-	500	1,250	1,250	1,250
General Expenses	14,722	15,200	15,200	13,300	9,400	7,400
Office	25,913	25,750	25,250	21,300	20,800	20,800
Professional Services	9,191	25,000	175,000	225,000	105,000	105,000
Repairs and Maintenance	450	3,900	3,900	3,900	3,900	3,900
Utilities	3,018	4,116	4,116	4,116	4,116	4,116
Contract - General	445,424	410,000	470,000	380,000	300,000	300,000
	1,841,793	1,992,392	2,179,240	3,203,312	2,149,070	2,200,284
Annual Surplus (Deficit)	1,207,273	601,608	259,760	(35,634)	53,430	51,216

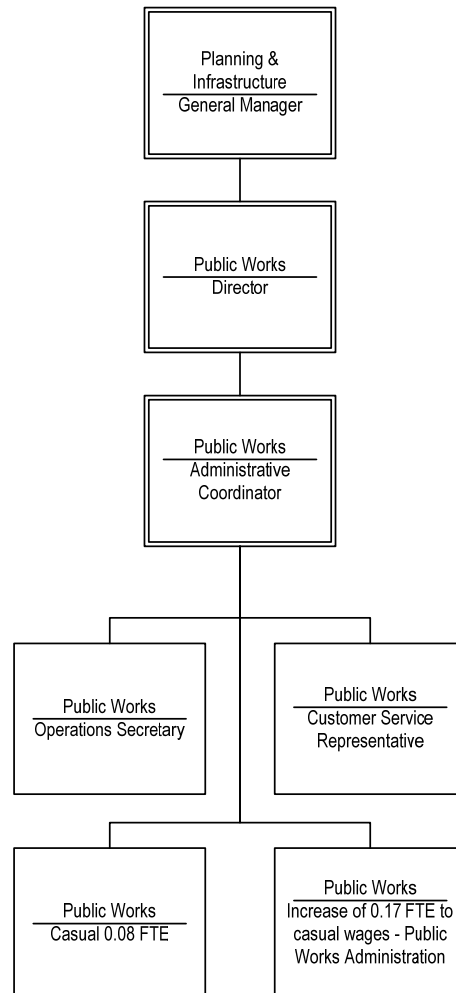
Public Works

Description



The Public Works section operates and maintains many of the City’s physical infrastructure components following their initial construction through to the end of their service lives. The primary focus of this section of the Public Works section is to provide services related to roads, drinking water, wastewater, storm water drainage, parks, open spaces, and solid waste.

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.

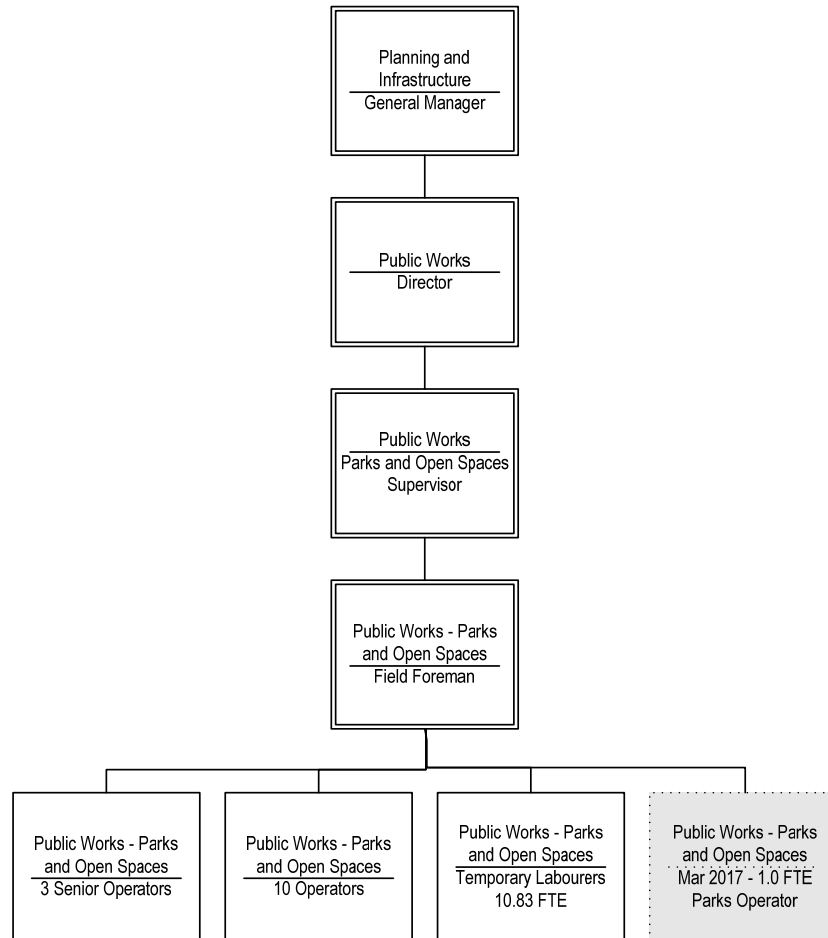
Public Works - General Services**Description**

General Services provide administrative support to the each of the Public Works functional areas and to Fleet Services. These support activities are diverse but can be grouped under the following core responsibilities:

- Reception.
- Customer service.
- Data management and processing.
- Records management.
- Administrative support related to the health and safety program, program communications, staff training, and new employee orientation.

Public Works - Parks and Open Spaces

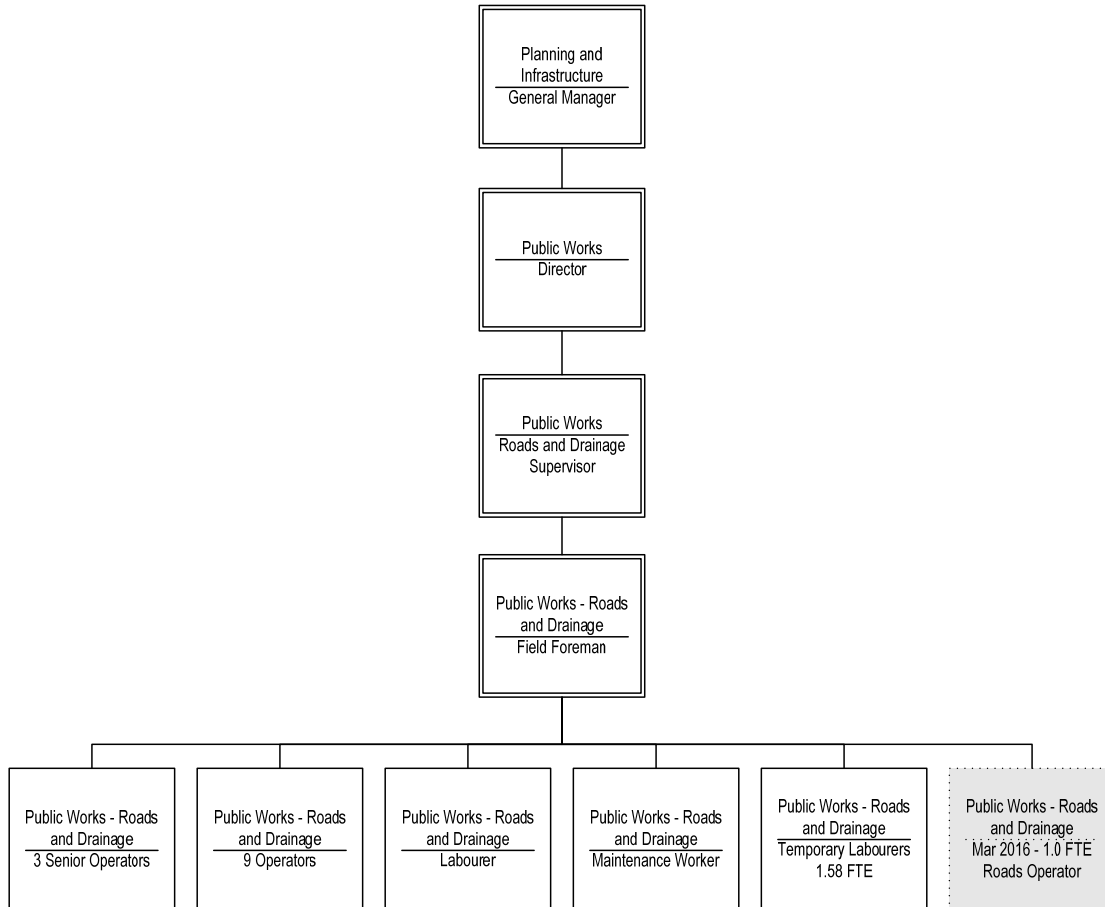
Description



Parks and Open Spaces maintain all City-owned and operated lands and improvements through the completion of a multitude of year-round maintenance activities designed to preserve and enhance park assets. Parks staff provide maintenance and operational services to City-owned lands such as parks, road right-of-ways, storm water ponds, reserve lands, facility grounds, and the Pioneer Cemetery. By separate agreements, Parks and Open Spaces also maintain local school grounds for Parkland and Evergreen School Divisions, Rotary Park, and the Pioneer Center.

Public Works - Roads and Drainage

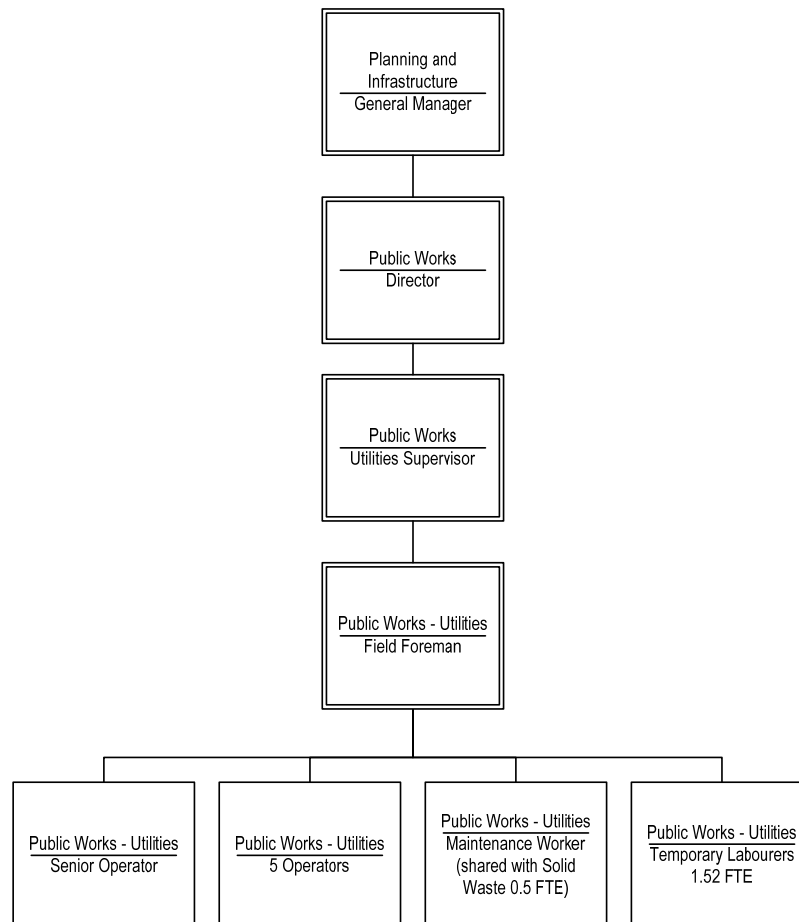
Description



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

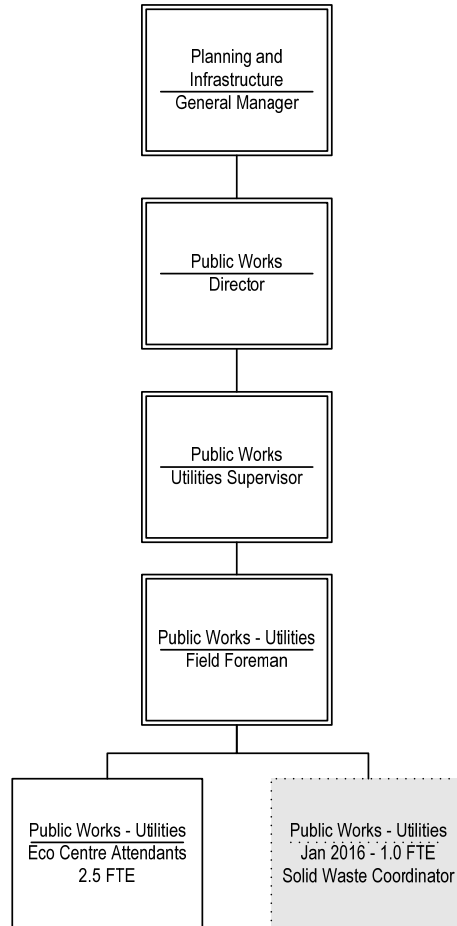


The Public Works section includes Utilities, which manages the operation and maintenance of city utilities. Responsibilities include water distribution (three treated water reservoirs, two distribution pumping stations and a truck fill station), customer water meters and sewage collection (including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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Full-Time	46.00	46.00	46.00	46.00	46.00	46.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	13.35	13.93	13.93	13.93	13.93	13.93
Casual	0.08	0.25	0.25	0.25	0.25	0.25
Current FTEs	59.43	60.18	60.18	60.18	60.18	60.18
New Positions				2.00	3.00	3.00
Total FTEs	59.43	60.18	60.18	62.18	63.18	63.18

Services

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

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Administrative Support for Fleet Operations and Asset Management	As required.	910	910	910
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.	7,217	7,217	7,217
Cemetery Maintenance	Policy 2024. Grounds maintenance for Pioneer Cemetery.	540	540	540
Drainage Operations and Maintenance	Policy 2023. Maintain City drainage infrastructure including catch basins, culverts, ditches and storm ponds.	2,475	2,475	2,475

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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.	3,390	3,390	3,390
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.	2,184	2,184	2,184
Horticulture	Maintain City assets including shrub beds, facility grounds, flower beds, and planters.	5,740	5,740	5,740
Hydrant Operation and Maintenance	Policy 2016.	1,747	1,747	1,747c
Pathway and Trail Maintenance	Policy 2014. Maintenance and operation of asphalt pathways, shale trails and gravel trails. Snow and ice control for identified walkways.	7,113	7,113	7,113
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.	5,733	5,733	5,733

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
Pumping Station Operation and Maintenance	Policy 2016. Capital Region Parkland Water Commission operations agreement.	1,799	1,799	1,799
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.	11,322	11,322	11,322
Roadway Snow and Ice Control Operations	Policy 2014. Provides for snow and ice control services for HWY 16A, City streets and City parking lots.	8,154	8,154	8,154
Sidewalk Maintenance and Repairs	Policy 2013.	454	454	454
Solid Waste Management	Policy 2015. Provision of curbside collection of organics, recyclables and residential garbage as well as the operation of the Eco Centre.	5,325	5,325	5,325
Sport Field Maintenance	Policy 2018 and Policy 8030. Maintenance of City operated sport fields and appurtenances.	2,059	2,099	2,099
Street Sweeping Operations	Policy 2019.	2,808	2,808	2,808
Traffic Control Maintenance and Operations	Provision of electronic traffic controls, traffic markings, and traffic control signs.	4,264	4,264	4,264
Truck Fill Station Operation and Maintenance	Policy 2016.	676	676	676

Service	Service Level	Annual Effort (Hours)		
		2016	2017	2018
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.	13,312	13,312	13,312
Urban Forestry	Urban Forest Master Plan. Provides tree maintenance for City owned tree inventories on boulevards, in parks, or in natural areas.	4,056	4,056	4,056
Wastewater Collection System Operation and Maintenance	Policy 2015.	5,304	5,304	5,304
Water Main Operation and Maintenance	Policy 2016.	1,726	1,726	1,726
Water Meter & CC Operation and Maintenance	Policy 2016.	3,432	3,432	3,432

Departmental initiatives and service changes

The following table outlines the departmental initiatives and/or service changes for Public Works for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Public Works	DP157.3 - Public Works Satellite Facility	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. A satellite facility with on-site fuel tanks, is proposed to store these units to create efficiencies.	Jan. 2016	Dec. 2016
Departmental - Capital	Planning & Infrastructure - Public Works	DP661.1 - Parks Equipment Lifecycle Update	The increasing footprint and inventory of City parks, open spaces, pathway and sidewalks requires an updated lifecycle plan of equipment and attachments. The current use of some turf equipment for increased amount of pathway snow clearing is having a detrimental effect on it's life span and is creating a high repair costs. Having the right pieces of equipment with proper attachments will reduce wear and tear costs, extend the life of existing equipment and help meet the service level demand.	Jan. 2016	Dec. 2016
Service Change	Planning & Infrastructure - Public Works	SC190.1 - 1.0 FTE Solid Waste Coordinator	The ongoing growth of the City has made it extremely difficult for a single position to carry out all the work associated with the various responsibilities currently assigned to the Supervisor of Utilities. This initiative seeks to address the workload problem by adding a new position to manage the Solid Waste Utility	Jan. 2016	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Planning & Infrastructure - Public Works	SC146.2 - Streetsweeping Sand Disposal Through Recycling	This initiative will provide for the ongoing recycling of street sweepings as a responsible method for their disposal.	Jan. 2017	
Service Change	Planning & Infrastructure - Public Works	SC54.3 - 1.0 FTE Roads Operator	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. 2016	
Service Change	Planning & Infrastructure - Public Works	SC53.3 - 1.0 FTE Parks Operator	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. 2017	

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.

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Federal Gas Tax Fund	-	90,000	-	-	-	-
Local Government	88,464	91,077	91,077	93,809	96,623	99,522
Miscellaneous	95,648	359,649	275,000	25,000	-	-
Municipal Sustainability Initiative	34,759	455,000	455,000	-	500,000	-
User Fees						
Donations and Sponsorships	-	-	-	23,500	-	-
Fines and Permits	2,095	2,185	2,165	2,235	2,305	2,710
Goods and Services	34,100	33,000	33,000	33,000	33,000	-
Other Fees	334,371	160,972	160,972	161,411	161,867	12,342
Rental Revenue	39,892	35,000	35,000	11,000	37,000	38,000
Utility Charges	14,708,239	15,313,649	15,600,323	16,985,819	18,431,209	20,215,107
Contributed Capital Assets	4,629,565	11,744,490	11,744,490	7,243,503	12,756,791	8,888,076
Developer Contributions	534,341	1,981,115	1,915,000	12,908,000	10,021,605	949,441
Gain on Sale of Capital Assets	-	-	-	-	-	2,000,000
Interest Earned	41,162	33,317	33,317	25,844	18,069	9,979
	<u>20,542,636</u>	<u>30,299,454</u>	<u>30,345,344</u>	<u>37,513,121</u>	<u>42,058,469</u>	<u>32,215,177</u>
Expenses						
Amortization	8,788,102	7,939,850	9,450,953	9,651,434	9,801,214	9,814,041
Grants to Organizations	-	-	25,000	-	-	2,000,000
Human Resources	4,587,570	4,810,221	4,972,802	5,327,151	5,579,999	5,754,251
Interest on Long-Term Debt	32,968	26,759	26,759	20,006	86,828	281,945
Loss on Disposal of Capital Assets	21,403	-	-	-	-	-
Operations and Maintenance						
Equipment Operations	43,204	37,629	87,229	119,356	121,248	123,196
Insurance	6,390	13,500	13,500	13,500	13,500	13,500
Marketing and Publications	1,758	3,050	3,050	7,300	7,300	7,300
Materials and Supplies	797,794	1,123,920	1,184,105	1,315,533	1,366,927	1,350,636
General Expenses	122,190	136,520	102,150	105,000	107,760	109,030
Office	133,042	124,307	134,721	137,068	138,655	140,363
Professional Services	10,757	5,000	5,000	5,000	5,000	5,000
Repairs and Maintenance	276,659	319,051	189,231	277,372	269,393	278,799
Utilities	1,293,899	1,383,308	1,385,752	1,474,443	1,582,915	1,615,243
Contract - Garbage	2,277,597	2,672,943	2,442,620	2,213,819	2,322,736	2,444,099
Contract - General	2,563,068	2,457,862	2,674,562	2,967,042	2,793,390	2,884,910
Contract - Water	3,127,912	3,609,864	3,797,410	4,456,918	5,157,600	5,889,453
Contract - Sewage	2,456,201	2,659,011	2,765,509	2,985,462	3,227,235	3,476,172
	<u>26,540,514</u>	<u>27,322,795</u>	<u>29,260,353</u>	<u>31,076,404</u>	<u>32,581,700</u>	<u>36,187,938</u>
Annual Surplus (Deficit)	<u>(5,997,878)</u>	<u>2,976,659</u>	<u>1,084,991</u>	<u>6,436,717</u>	<u>9,476,769</u>	<u>(3,972,761)</u>

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Expenses						
Amortization	-	-	-	26,250	26,250	26,250
Human Resources	363,402	388,542	401,147	418,138	434,476	451,514
Operations and Maintenance						
Insurance	2,337	-	-	-	-	-
Materials and Supplies	6,812	9,386	9,386	9,614	9,846	10,084
General Expenses	156	700	500	500	500	500
Office	4,949	7,423	7,423	7,592	7,766	7,945
Utilities	9,430	10,300	11,600	11,600	11,855	12,118
	<u>387,086</u>	<u>416,351</u>	<u>430,056</u>	<u>473,694</u>	<u>490,693</u>	<u>508,411</u>
Annual Deficit	<u>(387,086)</u>	<u>(416,351)</u>	<u>(430,056)</u>	<u>(473,694)</u>	<u>(490,693)</u>	<u>(508,411)</u>

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Local Government	88,464	91,077	91,077	93,809	96,623	99,522
Miscellaneous	-	275,000	275,000	25,000	-	-
Municipal Sustainability Initiative	34,759	455,000	455,000	-	500,000	-
User Fees						
Donations and Sponsorships	-	-	-	23,500	-	-
Goods and Services	34,100	33,000	33,000	33,000	33,000	-
Other Fees	27,901	-	-	-	-	-
Rental Revenue	39,892	35,000	35,000	11,000	37,000	38,000
Developer Contributions	32,925	947,964	315,000	200,000	337,365	347,486
	<u>258,041</u>	<u>1,837,041</u>	<u>1,204,077</u>	<u>386,309</u>	<u>1,003,988</u>	<u>485,008</u>
Expenses						
Amortization	850,894	753,580	951,971	974,408	1,036,271	1,062,083
Human Resources	1,771,024	1,796,320	1,836,653	1,886,582	2,008,285	2,077,741
Operations and Maintenance						
Equipment Operations	26,796	30,229	36,229	36,956	37,717	38,500
Insurance	-	2,000	2,000	2,000	2,000	2,000
Materials and Supplies	234,372	314,853	313,332	348,671	330,340	343,929
Office	4,144	4,300	4,000	4,000	4,000	4,000
Repairs and Maintenance	71,508	16,111	14,317	19,071	87,588	90,024
Utilities	46,294	51,013	49,138	52,276	56,127	57,271
Contract - General	351,617	734,374	711,874	612,228	464,400	423,175
	<u>3,356,649</u>	<u>3,702,780</u>	<u>3,919,514</u>	<u>3,936,192</u>	<u>4,026,728</u>	<u>4,098,723</u>
Annual Deficit	<u>(3,098,608)</u>	<u>(1,865,739)</u>	<u>(2,715,437)</u>	<u>(3,549,883)</u>	<u>(3,022,740)</u>	<u>(3,613,715)</u>

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Federal Gas Tax Fund	-	90,000	-	-	-	-
Miscellaneous	84,648	84,649	-	-	-	-
User Fees						
Other Fees	306,470	160,972	160,972	161,411	161,867	12,342
Interest Earned	41,162	33,317	33,317	25,844	18,069	9,979
	<u>432,280</u>	<u>368,938</u>	<u>194,289</u>	<u>187,255</u>	<u>179,936</u>	<u>22,321</u>
Expenses						
Amortization	5,374,238	4,805,127	5,978,166	5,976,078	5,598,659	5,563,934
Human Resources	1,339,370	1,445,643	1,518,436	1,626,815	1,684,659	1,730,978
Interest on Long-Term Debt	32,968	26,759	26,759	20,006	12,979	5,668
Loss on Disposal of Capital Assets	21,403	-	-	-	-	-
Operations and Maintenance						
Equipment Operations	16,408	7,400	7,500	38,900	40,031	41,196
Insurance	3,528	10,000	10,000	10,000	10,000	10,000
Marketing and Publications	1,758	3,050	3,050	7,300	7,300	7,300
Materials and Supplies	369,060	584,134	584,234	666,925	725,796	696,858
General Expenses	29,872	8,000	8,000	8,000	8,000	8,000
Office	140	1,200	1,200	1,200	1,200	1,200
Repairs and Maintenance	36,466	69,214	69,214	151,745	74,047	76,749
Utilities	1,128,424	1,192,514	1,204,874	1,283,873	1,380,101	1,408,227
Contract - General	1,999,591	1,473,647	1,517,839	1,873,455	1,979,151	2,088,190
	<u>10,353,226</u>	<u>9,626,688</u>	<u>10,929,272</u>	<u>11,664,297</u>	<u>11,521,923</u>	<u>11,638,300</u>
Annual Deficit	(9,920,946)	(9,257,750)	(10,734,983)	(11,477,042)	(11,341,987)	(11,615,979)

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
Government Transfers						
Miscellaneous	11,000	-	-	-	-	-
User Fees						
Fines and Permits	2,095	2,185	2,165	2,235	2,305	2,710
Utility Charges	11,562,955	12,062,785	12,358,219	13,577,223	14,898,967	16,542,000
Contributed Capital Assets	4,629,565	11,744,490	11,744,490	7,243,503	12,756,791	8,888,076
Developer Contributions	501,416	1,033,151	1,600,000	12,708,000	9,684,240	601,955
Gain on Sale of Capital Assets	-	-	-	-	-	2,000,000
	16,707,031	24,842,611	25,704,874	33,530,961	37,342,303	28,034,741
Expenses						
Amortization	2,562,969	2,381,143	2,520,816	2,674,698	3,140,034	3,161,774
Grants to Organizations	-	-	25,000	-	-	2,000,000
Human Resources	857,219	1,003,144	1,033,292	1,117,841	1,167,839	1,202,137
Interest on Long-Term Debt	-	-	-	-	73,848	276,277
Operations and Maintenance						
Equipment Operations	-	-	43,500	43,500	43,500	43,500
Insurance	525	1,500	1,500	1,500	1,500	1,500
Materials and Supplies	86,258	105,211	166,817	173,776	177,721	169,359
General Expenses	35,758	70,700	70,200	70,300	70,300	70,300
Office	119,824	108,206	118,920	121,039	122,391	123,857
Professional Services	10,757	5,000	5,000	5,000	5,000	5,000
Repairs and Maintenance	163,700	232,096	104,070	104,876	106,028	110,236
Utilities	104,157	121,635	113,978	120,247	128,028	130,709
Contract - General	203,041	129,841	130,741	125,598	131,388	141,255
Contract - Water	3,127,912	3,609,864	3,797,410	4,456,918	5,157,600	5,889,453
Contract - Sewage	2,456,201	2,659,011	2,765,509	2,985,462	3,227,235	3,476,172
	9,728,321	10,427,351	10,896,753	12,000,755	13,552,412	16,801,529
Annual Surplus	6,978,710	14,415,260	14,808,121	21,530,206	23,789,891	11,233,212

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Revenue						
User Fees						
Utility Charges	3,145,285	3,250,864	3,242,104	3,408,596	3,532,242	3,673,107
	<u>3,145,285</u>	<u>3,250,864</u>	<u>3,242,104</u>	<u>3,408,596</u>	<u>3,532,242</u>	<u>3,673,107</u>
Expenses						
Human Resources	256,555	176,573	183,274	277,775	284,740	291,882
Operations and Maintenance						
Materials and Supplies	101,291	110,336	110,336	116,547	123,225	130,406
General Expenses	56,403	57,120	23,450	26,200	28,960	30,230
Office	3,984	3,178	3,178	3,237	3,298	3,361
Repairs and Maintenance	4,985	1,630	1,630	1,680	1,730	1,790
Utilities	5,594	7,845	6,162	6,447	6,804	6,918
Contract - Garbage	2,277,597	2,672,943	2,442,620	2,213,819	2,322,736	2,444,099
Contract - General	8,820	120,000	314,108	355,761	218,451	232,290
	<u>2,715,229</u>	<u>3,149,625</u>	<u>3,084,758</u>	<u>3,001,466</u>	<u>2,989,944</u>	<u>3,140,976</u>
Annual Surplus	<u>430,056</u>	<u>101,239</u>	<u>157,346</u>	<u>407,130</u>	<u>542,298</u>	<u>532,131</u>

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.

More than prior years, this fiscal plan provides information with a long term view. Where appropriate 20 years of future financial information is presented. The quality of the long term financial information is significantly improved. *However, readers are cautioned that long term forecasts may change significantly.*

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

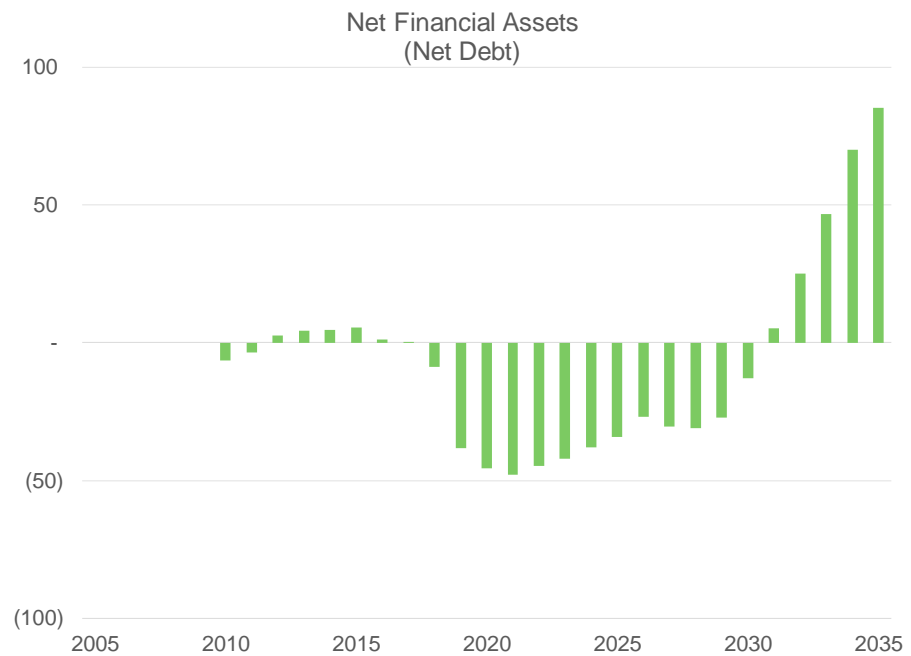
The amount of net financial assets or net debt indicates the affordability of additional spending. It is calculated as the difference between the City’s financial assets and liabilities.

The City of Spruce Grove has maintained a net financial asset position since 2010 and is budgeted to be in a net debt position from 2016 to 2025.

2015	Net financial assets	854,726
2016	Net debt	(4,295,925)
2017	Net debt	(760,112)
2018	Net debt	(9,177,236)

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.



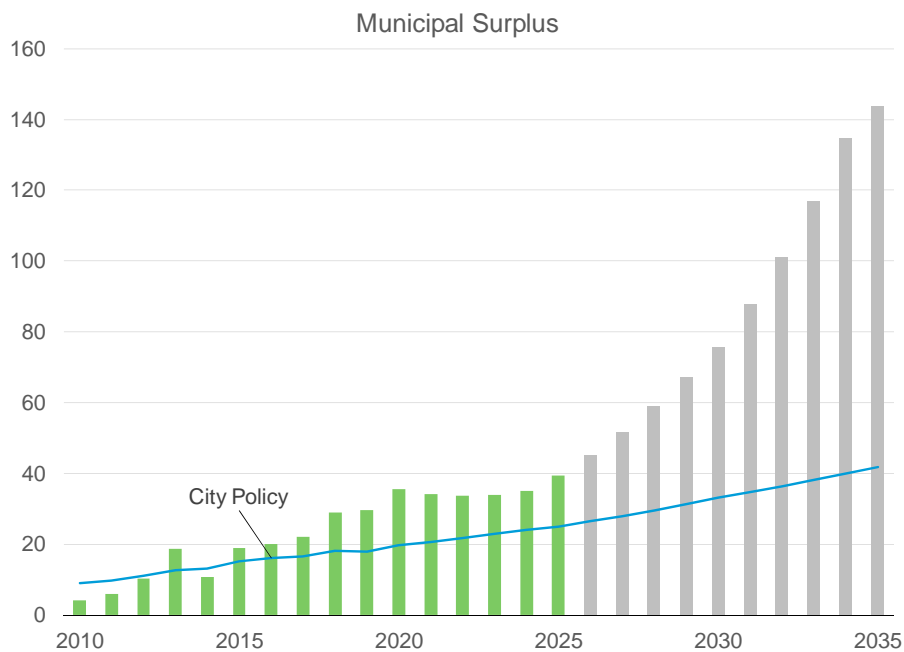
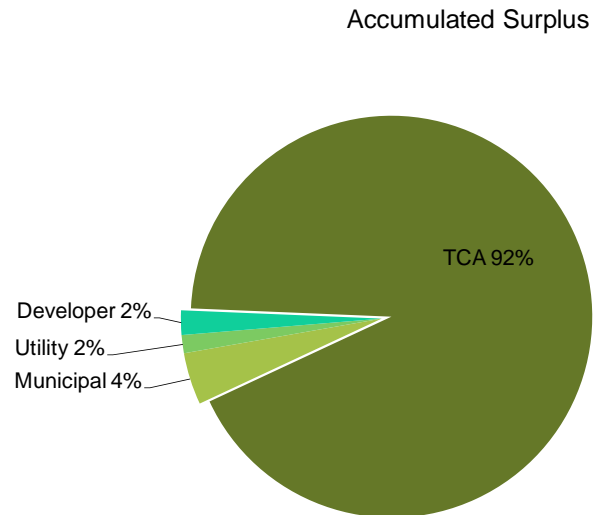
After 2025 forecasts indicate that the City will be in a strong net financial asset position. Readers are cautioned that the forecasted amounts after 2025 may change significantly as the long term financial plan becomes more accurate and complete. The prior year’s forecasted net debt position changed significantly as the long term financial plan was further developed.

Accumulated surplus

The accumulated surplus consists of three segments: municipal, utility and developer surplus plus the investment in tangible capital assets.

By far the greatest portion of surplus is invested in tangible capital assets (TCA).

Surplus amounts for developers are restricted by provincial legislation and agreements with developers. The utility surplus is restricted for use in utility operations or infrastructure projects.

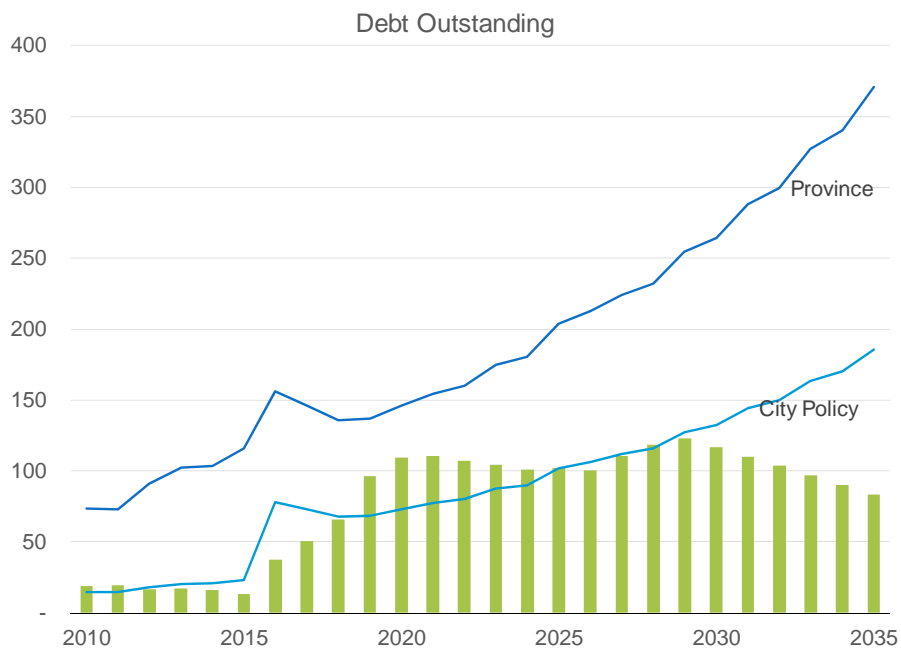


The municipal surplus is set aside for municipal operations and future capital acquisitions. The municipal surplus includes all accumulated surplus from operating and capital activities, except those that are designated as utility, developer or investment in capital assets. The amount of the municipal surplus shall be a minimum of 20% of consolidated expenses. The chart shows a potential policy limit of 20% of expenses.

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.



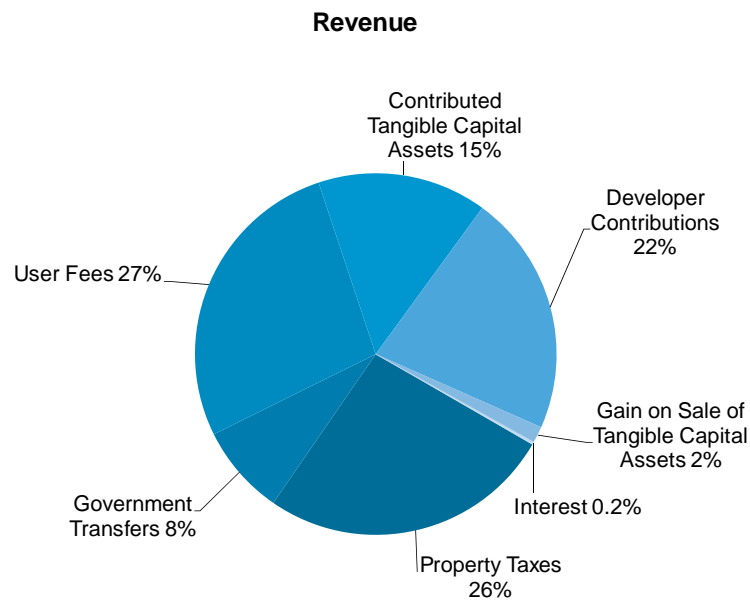
The table below describes the cost of borrowing in terms of tax rate increases. For example, borrowing \$10 million dollars today over a 25 year term at a rate of 3.08% will require an annual payment of \$579,624, this is equivalent to a 1.91% tax rate increase.

The Cost of Borrowing \$10 Million over 25 years

	2015	2016	2017	2018
Canadian Prime Lending Rate	3.08%	3.50%	4.46%	5.44%
Annual Principal & Interest Payment	\$579,624	\$606,740	\$671,501	\$740,953
Revenue from a 1% Tax Rate Increase	\$303,200	\$331,800	\$355,561	\$385,195
Required Tax Rate Increase	1.91%	1.83%	1.89%	1.92%

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 Spruce Grove assessment growth in 2016 will be less than that in 2015.



Property taxes

The property tax increase helps fund ongoing service delivery and maintenance as well as new initiatives and service changes that are not utility or developer related. Ensuring lifecycle maintenance of existing infrastructure, facilities, parks, fleet and equipment, and information systems remains a priority.

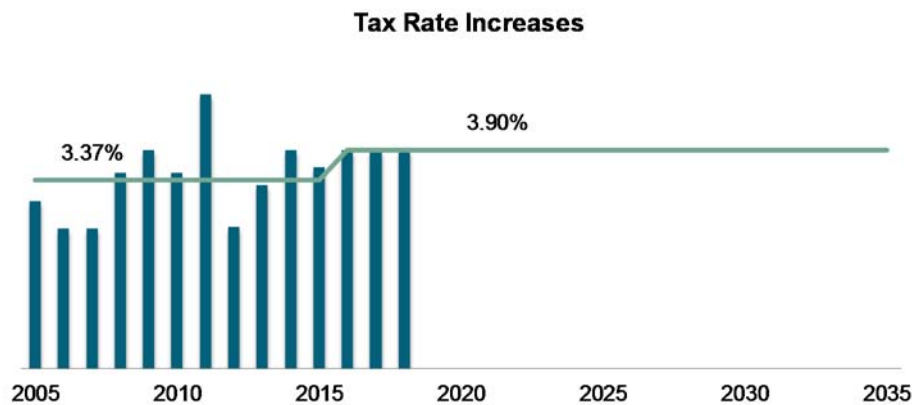
The City also collects levies on behalf of the provincial government for education and on behalf of the Meridian Foundation, which provides local housing for seniors.

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, each April the City sets tax rates for classes of properties, such as residential and non-residential property, based on the previous year's total assessment.

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

- \$303,200 in 2015
- \$330,439 in 2016
- \$355,423 in 2017
- \$376,742 in 2018

Spruce Grove has a history of moderate municipal tax rate increases averaging 3.37 per cent over the last 10 years. The Corporate Plan recommends increasing the average increase to 3.90 per cent for 2016 and beyond.



An increase to municipal property taxes of 3.9 per cent in 2016 equates to \$6.16 per month for a household with an assessed value of \$339,357.

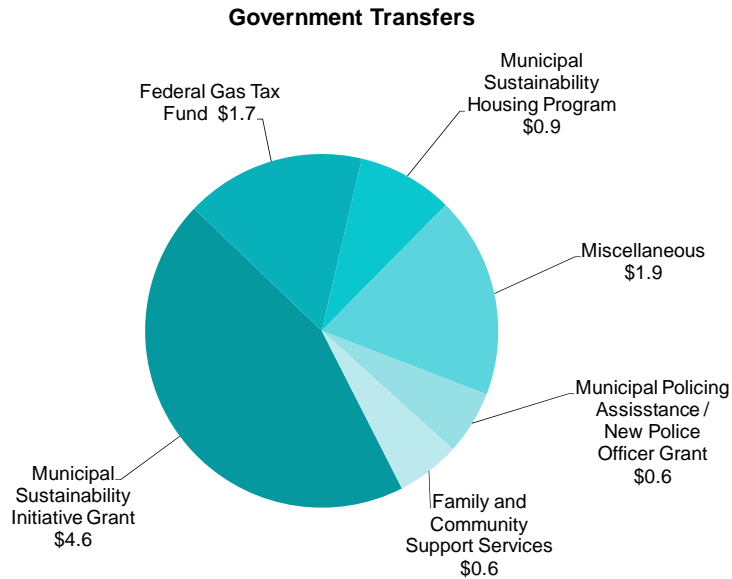
Government transfers

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 neighbouring communities help provide funding for projects such as new roads, buildings, parks, sports fields and other recreation facilities.

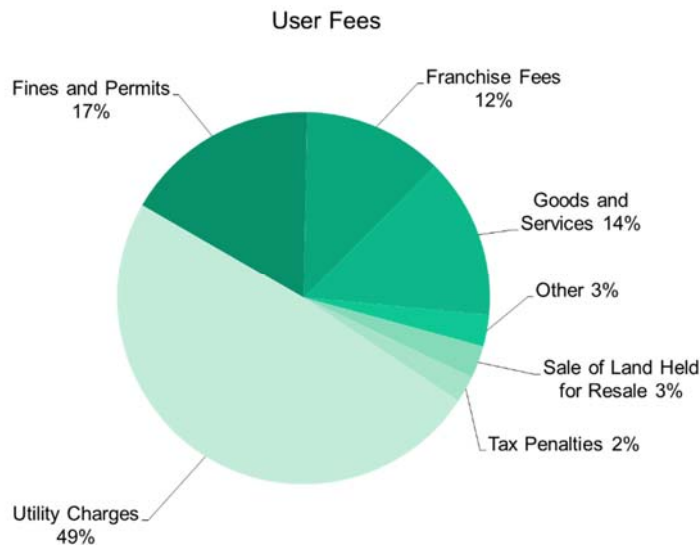
Grant funding is not used currently to support utility infrastructure programs. User fees support all water, sewer and solid waste costs.

The 2016 budget uses \$10.3 million of the available \$11.0 million in grant funding, leaving \$0.7 million for future capital initiatives. The \$11.0 million in available funding comes from prior years (\$1.4 million) and grant funds expected to be received in 2016 (\$9.6 million).



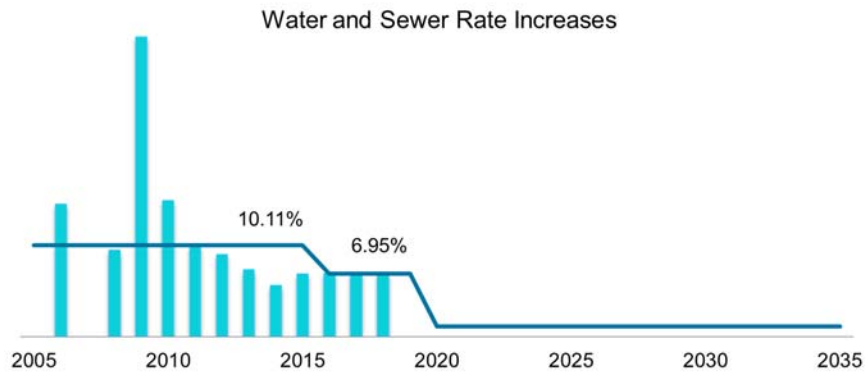
User fees

Adjusting for population growth, demand for services in 2015 is used as a starting point for estimating 2016 volumes.

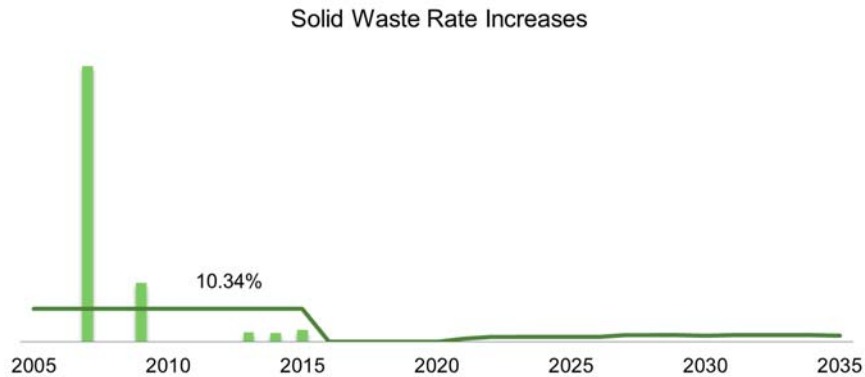


Utility charges

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 currently subsidized by grants or property taxes. Separate rates are charged for water and sewer customers and solid waste customers.



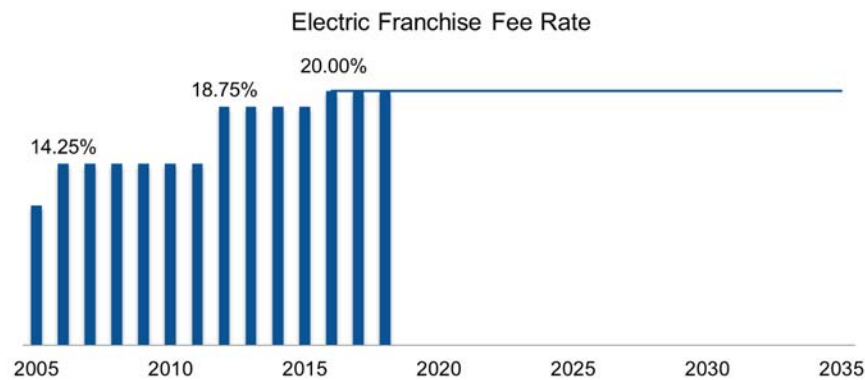
Utility revenue increases with the rise in rates and with growth in the number of customers. The water and sewer utility rate increase approved for 2016 to cover operating and capital costs is \$0.329 per cubic metre (6.95 per cent increase) which is approximately \$5.43 per month for a household consuming 16.5 cubic metres of water.



There is no increase for the solid waste utility for 2016. The solid waste rate is affected by growth in the community and includes the cost of new initiatives.

Electric franchise fees

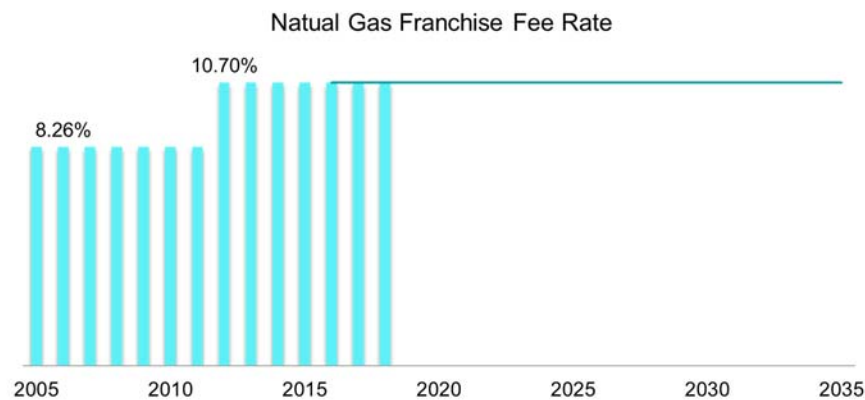
Electric franchise fees are charged by the City to FortisAlberta for the exclusive right to provide electric utility services within the city as well as for access to City lands to construct, maintain and operate related assets.



FortisAlberta passes along the cost of the franchise fee to the consumer as a separate charge on the electric bills.

Natural gas franchise fees

Franchise fees for natural gas are charged by the City to ATCO Gas and Pipelines for the exclusive right to provide natural gas services within the city as well as for access to City lands to construct, maintain and operate related assets.



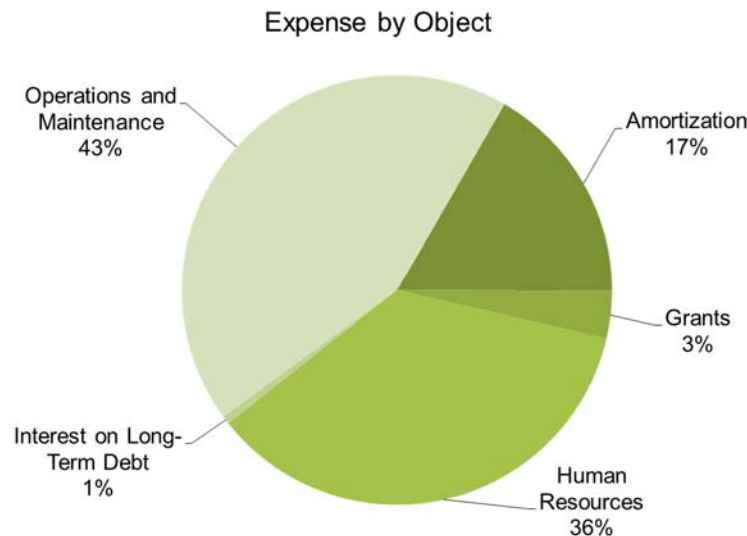
ATCO passes along the cost of the franchise fee to the consumer as a separate charge on the natural gas bills.

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 is usually contributed after one year and surface infrastructure two years after construction.

Expenses

The 2016 budget includes \$80.6 million in expenses, primarily allocated to three categories: amortization - \$13.4 million; human resources - \$28.8 million; and operations and maintenance - \$34.9 million.



Amortization

Amortization is a non-cash expense that estimates the annual cost of using tangible capital assets (TCAs) each year. TCAs include roads, water, sewer and storm water structures, equipment, facilities, fleet and land improvements. The cost of the tangible capital assets, other than land, is amortized on a straight line basis over the estimated useful life of the assets.

By the end of 2016, the City will have an estimated \$443 million of tangible capital assets, which includes \$131 million in land.

Contingency

The 2016 budget for contingency is 185,452 (\$200,000 less existing commitments), less than one per cent of municipal property tax revenue. Adequate contingency levels are required to cover unexpected expenses.

	2016 Budget	2017 Forecast	2018 Forecast
Council contingency	75,000	75,000	75,000
City Manager contingency	125,000	125,000	125,000
Less: Municipal Interm	(14,548)		
Total	185,452	200,000	200,000

Grants

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

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Forecast	2018 Forecast
Affordable Housing Grant				940,178		
Allied Arts Council	12,000	15,000	15,000	15,000	15,000	15,000
Mayor's award	1,000	1,000	1,000	1,000	1,000	1,000
Parkland County - Fire truck		560,000	560,000			
Parkland County - Day Use Park	132,600	10,000				
Parkland Turning Points Society	10,000	20,000	20,000	25,000	30,000	30,000
Regional Waste Water Line and Lagoon			25,000			2,000,000
Specialized Transit Services	144,000	152,000	152,000	152,000	165,000	170,000
Spruce Grove Ag Society	25,000	40,000	40,000	25,000	25,000	25,000
Spruce Grove Library	741,210	805,210	805,210	845,470	887,743	932,130
TransAlta Tri-Leisure Centre	867,479	964,485	906,460	853,476	911,656	999,542
Tri Region Drug Strategy	5,000	5,000	5,000	5,000	5,000	5,000
Victim Services	11,200	11,200	11,200	11,200	11,200	11,200
Total	1,949,489	2,583,895	2,540,870	2,873,324	2,051,599	4,188,872

Human resources

The 2016 budget includes human resource costs of \$28.8 million which is 36 per cent of expenses.

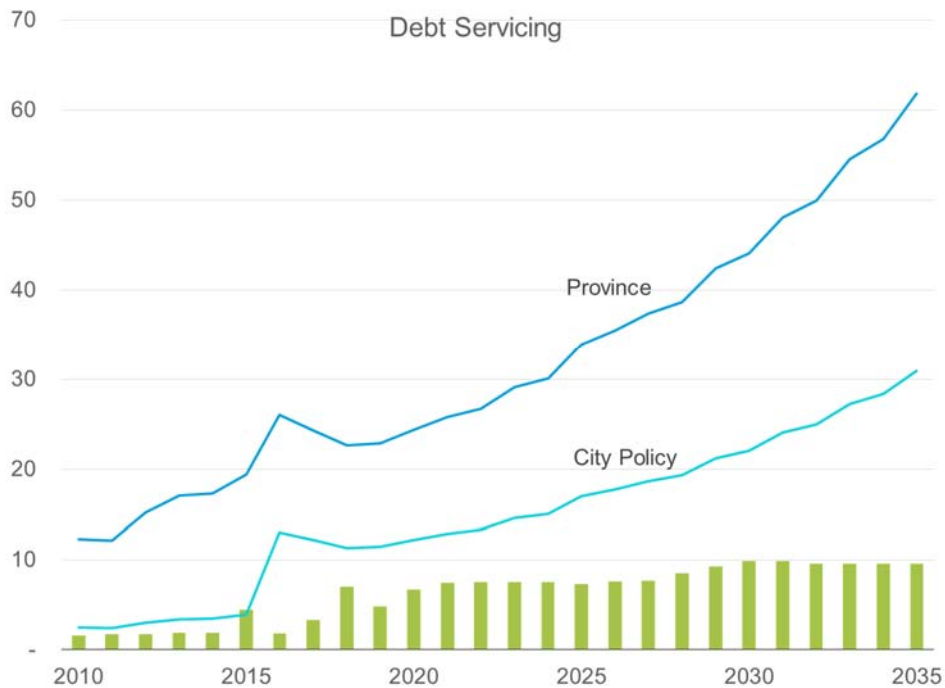
The City's staffing complement consists of full-time, part-time and casual positions equal to 286.89 full-time equivalents (FTEs) in 2016 which includes new staffing approved by Council. In

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 with 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 half (50%) of the provincial limit. The chart shows the policy limit change in 2016 from 20% to 50% of the provincial limit.



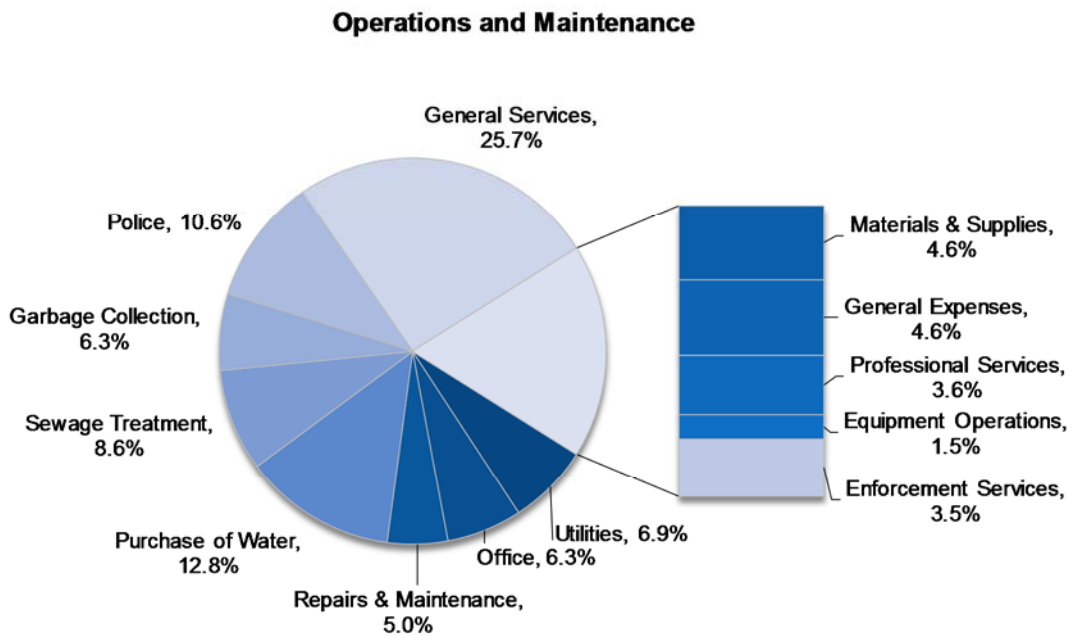
The components of debt servicing are disclosed in the notes to the fiscal plan statements (Note 5).

Operations and maintenance

There are a wide variety of costs included in operations and maintenance, which is budgeted at \$34.9 million in 2016.

Contract services make up 68 per cent of operations and maintenance costs, which includes the following contracts:

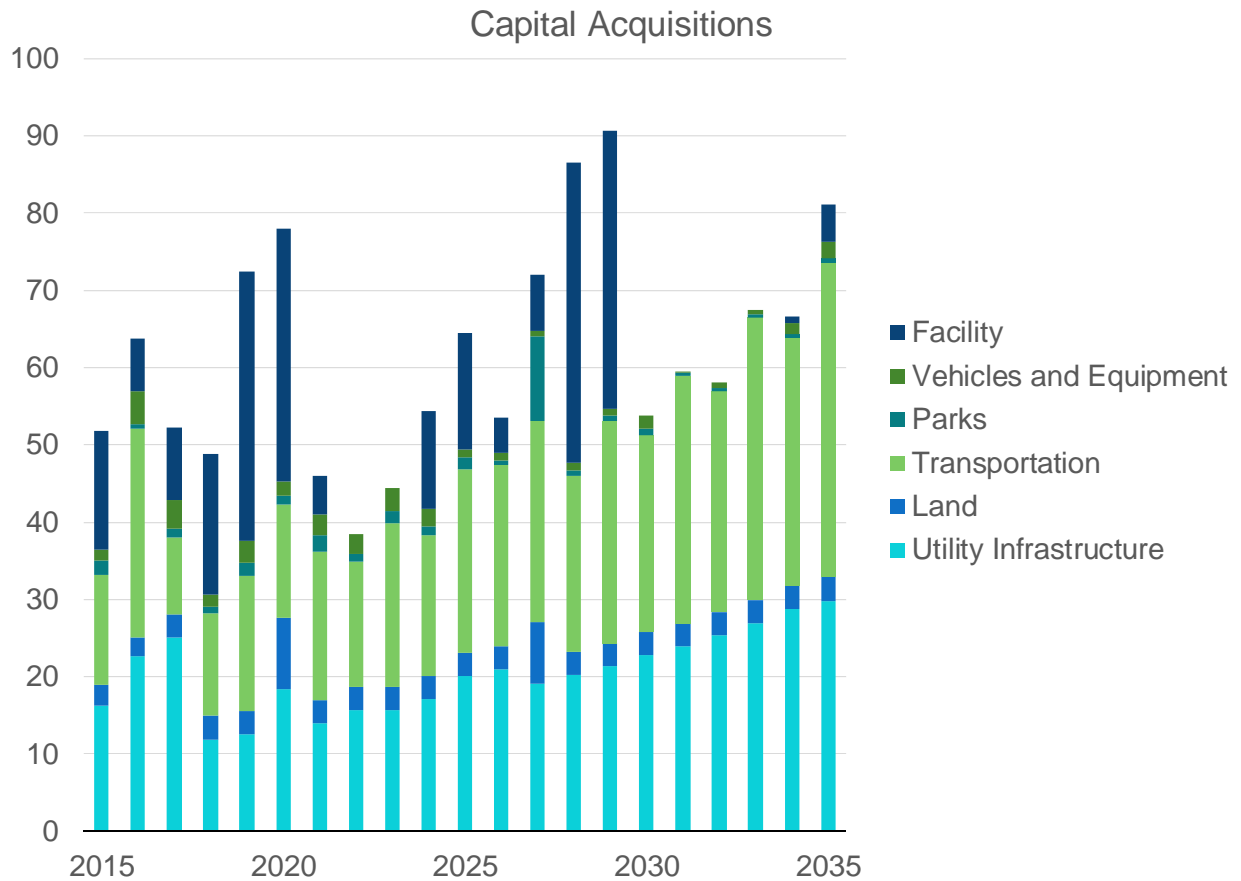
- Purchase of water
- Waste water treatment
- Garbage collection
- Police
- Enforcement services
- General Services (including Transit, Automated traffic enforcement, and others)



Tangible capital assets

The corporate plan includes a 20-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 2015-2035 are categorized by type in the following chart. Tangible capital asset acquisitions for the next twenty years will be \$1.3 billion.

The fiscal impact of approving development agreements has taken on increased importance. About 31 per cent of the City’s 2016 tangible capital asset acquisitions will be constructed by developers and contributed to the City. The City assumes responsibility for the maintenance and replacement of these contributed assets.

Risks and uncertainties

Economy

Assumptions for growth in 2016 are based on general economic opinion as of September 11, 2015. If the actual economic activity differs from what is expected, many of the key revenues and expense projections may be significantly affected.

2015 forecast

Estimates of the 2016 opening balance of accumulated surplus and net assets were based on information available as of September 11, 2015. Actual results will vary from the forecast and the variations may be significant.

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 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.
- 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

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Revenue						
Property Taxes (Schedule 1)	28,562	31,220	32,131	33,826	36,346	38,536
Government Transfers (Schedule 2)	2,165	2,849	2,962	2,750	2,567	1,895
Local improvement	1,674	1,447	1,523	-	-	-
Sales and User Fees (Schedule 3)	31,921	32,837	34,568	35,003	36,792	43,500
Gain on Disposal of Tangible Capital Assets	2,299	2,177	1,153	2,029	177	7,134
Interest	266	392	217	341	425	531
	<u>66,887</u>	<u>70,922</u>	<u>72,554</u>	<u>73,949</u>	<u>76,307</u>	<u>91,596</u>
Expenses (Schedules 4, 5)						
Council	474	599	626	704	722	745
City Manager	569	613	606	650	685	707
Economic and Business Development	1,872	3,237	3,430	948	975	2,564
Corporate Communications	692	733	760	890	1,003	983
Community and Protective Services	19,807	22,692	22,018	23,477	24,147	25,747
Corporate Services	7,310	8,193	8,074	9,117	9,595	9,767
Planning and Infrastructure	22,835	23,972	26,152	29,911	29,685	31,035
Utilities	12,444	13,578	13,981	15,002	16,542	19,942
	<u>66,003</u>	<u>73,617</u>	<u>75,647</u>	<u>80,699</u>	<u>83,354</u>	<u>91,490</u>
Annual Surplus (deficiency) before the undernoted	884	(2,695)	(3,093)	(6,750)	(7,047)	106
Government Transfers (Schedule 2)	18,239	11,902	13,433	7,605	7,027	5,115
Contributed Tangible Capital Assets	19,341	26,533	23,868	19,478	20,668	21,911
Developer Levies	2,259	6,113	3,495	27,834	17,070	2,146
Annual Surplus	<u>40,723</u>	<u>41,853</u>	<u>37,703</u>	<u>48,167</u>	<u>37,718</u>	<u>29,278</u>
Accumulated Surplus, Opening	<u>355,800</u>	<u>432,827</u>	<u>396,523</u>	<u>434,226</u>	<u>482,393</u>	<u>520,111</u>
Accumulated Surplus, Closing	<u>396,523</u>	<u>474,680</u>	<u>434,226</u>	<u>482,393</u>	<u>520,111</u>	<u>549,389</u>

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

Unconsolidated statement of net financial assets

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Annual Surplus	40,723	41,853	37,703	48,167	37,718	29,278
Inventory of Supplies and Prepaid Expenses						
Acquisition	(842)	(553)	(843)	(843)	(843)	(843)
Consumption	782	542	782	782	782	782
	(60)	(11)	(61)	(61)	(61)	(61)
Tangible Capital Assets						
Contributions of Tangible Capital Assets	(19,341)	(26,533)	(23,868)	(19,478)	(20,667)	(21,911)
Purchases of Tangible Capital Assets	(32,098)	(26,480)	(28,010)	(44,329)	(31,504)	(26,900)
Proceeds on Disposal of Tangible Capital Assets	2,797	3,142	3,927	-	-	3,199
(Gain)/Loss on Disposal of Tangible Capital Assets	(2,299)	(2,177)	(1,153)	(2,029)	(177)	(7,134)
Amortization	10,529	10,813	12,318	13,435	13,934	14,353
	(40,412)	(41,235)	(36,786)	(52,401)	(38,414)	(38,393)
Change in Net Financial Assets	251	607	856	(4,295)	(757)	(9,176)
Net Financial Assets, Opening	4,258	18,184	4,509	5,365	1,070	313
Net Financial Assets, Closing	4,509	18,791	5,365	1,070	313	(8,863)

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 Canadian Public Sector Accounting Standards (“PSAS”) 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 2014 audited financial statements.

Actual financial results achieved for the years ended December 31, 2016-2018 will vary from the budgets presented in the 2016-2018 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 2015.

i. Economy

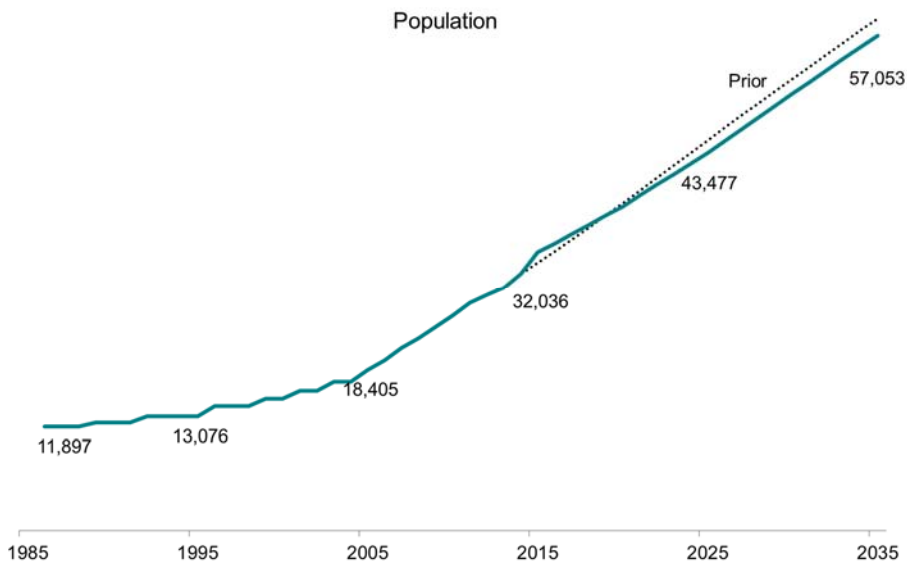
General inflation is estimated to range from 2.0 to 2.1 per cent depending on the type of cost. Non-residential construction costs are forecasted at 4.27 per cent.

Canadian and Provincial	2013	2014	2015	2016	2017	2018
Prime Lending Rate (Canada)	3.00%	3.00%	3.08%	3.50%	4.46%	5.44%
Deposit Rate = Prime - 1.6%	1.40%	1.40%	1.48%	1.90%	2.86%	3.84%
Consumer price index (Alberta)	1.44%	2.57%	1.18%	2.18%	2.02%	2.04%
Wages & Salaries (Alberta)	4.66%	4.66%	0.68%	2.21%	3.01%	2.69%
Construction Inflation (Alberta)	2.22%	3.16%	2.64%	3.11%	3.40%	2.92%
Economic Growth (Alberta)	7.09%	7.25%	-8.52%	5.95%	4.78%	3.79%

City of Spruce Grove	2013	2014	2015	2016	2017	2018
Population	2.15%	5.92%	4.38%	3.19%	3.25%	3.08%
Average New Home Price	\$323,780	\$338,537	\$339,352	\$359,167	\$342,411	\$345,448
New Housing Starts	637	410	540	350	350	400
Total Assessment Values	8.54%	10.42%	5.62%	4.70%	3.27%	2.18%

ii. Population

The City's population according to the 2016 census is 32,036. The population is anticipated to grow at an average annual rate of 4.32 per cent over the next three years. Based on this trend, projected population is 57,053 by 2035.



iii. Property tax and permit revenue

Based on current information, 2016 construction activity is expected to be lower than 2015.

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

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 continues to develop into a comprehensive user fee 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 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 revenue, 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 half 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, 0.75 times revenue (75 per cent), and, in respect of the City's debt service, 0.125 times revenue (12.5 per cent).

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. The City has adopted a conservative approach that limits the costs added to land held for resale 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 20-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
- The municipal surplus includes all accumulated surplus from operating and capital activities, except those that are designated as utility, developer or investment in capital assets. The amount of the municipal surplus shall be a minimum of 20% of consolidated 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 City has entered into an option agreement to dispose of the assembled land in parcels as requested by the developer, Westwind Developments.

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.

4. Deferred revenue

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Opening balance						
Government Transfers						
Developer Contributions	8,500	-	12,767	15,467	11,224	10,180
Capital	12,867	3,929	5,148	423	583	743
Operating	1,128	1,088	1,023	1,037	80	73
	22,495	5,017	18,938	16,927	11,887	10,996
Other Deferred Amounts	355	355	769	768	768	768
	22,850	5,372	19,707	17,695	12,655	11,764
Amounts Received						
Government Transfers						
Developer Contributions	6,399	-	5,966	23,387	15,753	6,396
Capital	10,409	9,022	9,257	7,583	7,798	7,452
Operating	2,049	2,200	2,404	1,970	1,923	1,906
	18,857	11,222	17,627	32,940	25,474	15,754
Other Deferred Amounts	4,388	-	-	-	-	-
	23,245	11,222	17,627	32,940	25,474	15,754
Amounts Recognized						
Government Transfers						
Developer Contributions	(2,259)	(6,113)	(3,490)	(27,829)	(17,064)	(2,140)
Capital	(18,239)	(12,551)	(13,991)	(7,428)	(7,664)	(5,104)
Operating	(2,165)	(2,200)	(2,404)	(2,927)	(1,930)	(1,906)
	(22,663)	(20,864)	(19,885)	(38,184)	(26,658)	(9,150)
Other Deferred Amounts	(3,974)	-	(1)	-	-	-
	(26,637)	(20,864)	(19,886)	(38,184)	(26,658)	(9,150)
Interest Earned						
Government Transfers						
Developer Contributions	127	-	224	199	267	531
Capital	111	9	9	5	26	145
Operating	11	-	14	-	-	-
	249	9	247	204	293	676
Other Deferred Amounts	-	-	-	-	-	-
	249	9	247	204	293	676
Closing Balance						
Government Transfers						
Developer Contributions	12,767	(6,113)	15,467	11,224	10,180	14,967
Capital	5,148	409	423	583	743	3,236
Operating	1,023	1,088	1,037	80	73	73
	18,938	(4,616)	16,927	11,887	10,996	18,276
Other Deferred Amounts	769	355	768	768	768	768
	19,707	(4,261)	17,695	12,655	11,764	19,044

Basic Municipal Transportation Grant, Federal Gas Tax Fund and the Municipal Sustainability Initiative Grant are multi-year grant programs that provide 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. Municipal Sustainability Initiative (MSI)

In 2014 Municipal Affairs consolidated the Municipal Sustainability Initiative capital program with Basic Municipal Transportation Grant (BMTG). The combined program 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 and it is assumed the program will continue beyond 2017.

There are three components to MSI. The operating component for 2015 is \$210,648 which the City has designated to fund transit operations. There will be no MSI operating funds for 2016 and beyond. The capital component is limited to projects with a minimum value of \$239,137 (5 per cent of the annual combined grant received). The third component is the Basic Municipal Transportation grant which is now combined with the capital portion of the MSI grant.

b. Federal Gas Tax Fund

The Federal Gas Tax Fund provides \$61.47 per capita based on each municipality's 2011 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 2024. For the period of 2014-2019 the 2011 census will be used and for 2020-2024 the 2016 census data will be used.

c. 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 2016.

5. Long-term debt

Debt outstanding is as follows:

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Public Works Facility	5,405	5,265	5,265	5,120	4,970	4,813
TransAlta Tri Leisure Centre	2,484	1,968	1,968	1,422	1,099	858
Local Improvements	1,827	1,581	1,581	5,226	4,747	4,253
Agrena	1,626	1,485	1,485	1,338	1,184	1,023
Library	1,459	1,338	1,338	1,211	1,080	943
Westwind Lands	3,351	782	782	782	782	-
RCMP Facility	-	1,500	1,000	5,972	9,800	14,386
New Growth Transportation	-	-	-	14,000	15,602	15,136
New Growth Sanitary Sewer Reservoir	-	-	-	-	7,500	7,287
New Protective Services Facility	-	-	-	-	-	10,000
Agrena Complex	-	-	-	-	-	3,000
Other Debt	-	-	-	-	946	1,508
	16,152	13,919	13,419	35,071	47,710	63,207

Principal and interest repayments
as of December 31, 2016 are as follows:

	Principal (\$000s)	Interest (\$000s)	Total (\$000s)
2017	1,884	1,207	3,091
2018	2,635	1,083	3,718
2019	1,726	1,017	2,743
2020	1,789	954	2,743
2021	1,854	889	2,743
Subsequent	27,891	8,137	36,028
	37,779	13,287	51,066

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 2015 to 2041. Debenture debt is issued on the credit and security of the City of Spruce Grove.

Debt servicing is as follows:

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Public Works Facility	349	348	349	349	349	349
TransAlta Tri Leisure Centre	666	657	666	666	410	309
Local Improvements	304	303	304	304	624	624
Agrena	212	210	211	211	212	212
Library	178	178	178	178	178	178
Westwind Lands	185	2,681	2,711	54	54	2,982
RCMP Facility	-	4	-	56	334	557
New Growth Transportation	-	-	-	-	780	891
New Growth - Boundary Sanitary Sew	-	-	-	-	151	151
Reservoir	-	-	-	-	-	418
New Protective Services Facility	-	-	-	-	-	-
Agrena Complex	-	-	-	-	-	-
Other Debt	9	1	-	-	87	142
	1,903	4,382	4,419	1,818	3,178	6,812

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.

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Total Revenue	106,726	115,469	113,350	128,866	121,072	120,768
Contributed Assets	(19,341)	(26,532)	(23,868)	(19,478)	(20,668)	(21,911)
Capital Government Transfers	(18,239)	(12,551)	(13,991)	(7,428)	(7,664)	(5,104)
Revenue for Debt Limit	69,146	76,386	75,491	101,960	92,740	93,753

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:

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Total Debt Limit (1.5 X Revenue),	103,719	114,579	113,237	152,940	139,110	140,630
Less Total Debt	16,152	13,919	13,419	35,071	47,710	63,207
Amount of Debt Limit Unused	87,567	100,660	99,818	117,869	91,400	77,423
Debt Servicing Limit (0.25 X Revenue),	17,287	19,097	18,873	25,490	23,185	23,438
Less Debt Servicing	1,903	4,382	4,419	1,818	3,178	6,812
Amount of Debt Servicing Limit Unused	15,384	14,715	14,454	23,672	20,007	16,626

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.

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
City Policy - Total Debt Limit						
Total Debt (0.3 Times Revenue)	20,744	22,916	22,647	76,470	69,555	70,315
Actual Debt (% of Revenue)	23.4%	18.2%	17.8%	34.4%	51.4%	67.4%
Actual Debt (% of Revenue) - excluding Westwind Lands	18.5%	17.2%	16.7%	33.6%	50.6%	67.4%
City Policy - Debt Servicing Limit						
Debt Servicing (0.05 Times Revenue)	3,457	3,819	3,775	12,745	11,593	11,719
Actual Debt Servicing (% of Revenue)	2.8%	5.7%	5.9%	1.8%	3.4%	7.3%
- excluding Westwind Lands	2.2%	2.2%	5.4%	1.4%	3.1%	6.9%

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.

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	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Opening balance						
Unrestricted Surplus	3,043	4,449	4,924	3,800	4,033	4,163
Restricted Surplus - Developer	(3,285)	11,590	(2,913)	(4,238)	9,449	19,187
Restricted Surplus - Future Capital	19,201	15,737	16,141	19,437	23,202	25,414
Investment in Tangible Capital Assets	336,841	401,051	378,371	415,227	445,709	471,347
	<u>355,800</u>	<u>432,827</u>	<u>396,523</u>	<u>434,226</u>	<u>482,393</u>	<u>520,111</u>
Net change						
Unrestricted Surplus	1,881	(755)	(1,124)	233	130	408
Restricted Surplus - Developer	372	3,269	(1,325)	13,687	9,738	-
Restricted Surplus - Future Capital	(3,060)	(1,406)	3,296	3,765	2,212	6,895
Investment in Tangible Capital Assets	41,530	40,745	36,856	30,482	25,638	21,975
	<u>40,723</u>	<u>41,853</u>	<u>37,703</u>	<u>48,167</u>	<u>37,718</u>	<u>29,278</u>
Closing balance						
Unrestricted Surplus	4,924	3,694	3,800	4,033	4,163	4,571
Restricted Surplus - Developer	(2,913)	14,859	(4,238)	9,449	19,187	19,187
Restricted Surplus - Future Capital	16,141	14,331	19,437	23,202	25,414	32,309
Investment in Tangible Capital Assets	378,371	441,796	415,227	445,709	471,347	493,322
	<u>396,523</u>	<u>474,680</u>	<u>434,226</u>	<u>482,393</u>	<u>520,111</u>	<u>549,389</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.

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Revenue						
Property Taxes	28,562	31,220	32,131	33,826	36,346	38,536
Government Transfers	2,154	2,849	2,962	2,750	2,567	1,895
Sales and User Fees	17,211	17,521	18,966	18,015	18,358	23,282
Gain on Disposal of Tangible Capital Assets	2,299	2,177	1,153	2,029	177	5,134
Interest	266	392	217	341	425	531
Local improvement	1,674	1,447	1,523	-	-	-
	<u>52,166</u>	<u>55,606</u>	<u>56,952</u>	<u>56,961</u>	<u>57,873</u>	<u>69,378</u>
Expenses (Schedules 4, 5)						
Council	474	599	626	704	722	745
City Manager	569	613	606	650	685	707
Economic and Business Development	1,872	3,237	3,430	948	975	2,564
Corporate Communications	692	733	760	890	1,003	983
Community and Protective Services	19,807	22,692	22,018	23,477	24,147	25,747
Corporate Services	7,310	8,193	8,074	9,117	9,595	9,767
Planning and Infrastructure	22,835	23,972	26,152	29,911	29,685	31,035
Utilities	-	-	-	-	-	-
	<u>53,559</u>	<u>60,039</u>	<u>61,666</u>	<u>65,697</u>	<u>66,812</u>	<u>71,548</u>
Annual Surplus (deficiency) before the undernoted	<u>(1,393)</u>	<u>(4,433)</u>	<u>(4,714)</u>	<u>(8,736)</u>	<u>(8,939)</u>	<u>(2,170)</u>
Government Transfers	18,239	11,902	13,433	7,605	7,027	5,115
Contributed Tangible Capital Assets	14,711	14,789	12,124	12,234	7,911	13,023
Developer Levies	2,120	5,080	3,195	17,834	7,570	2,146
Annual Surplus	<u>33,677</u>	<u>27,338</u>	<u>24,038</u>	<u>28,937</u>	<u>13,569</u>	<u>18,114</u>

(ii) Utility supported

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

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Revenue						
Property Taxes	-	-	-	-	-	-
Government Transfers	11	-	-	-	-	-
Local improvement	-	-	-	-	-	-
Sales and User Fees	14,710	15,316	15,602	16,988	18,434	20,218
Gain on Disposal of Tangible Capital Assets	-	-	-	-	-	2,000
Interest	-	-	-	-	-	-
	14,721	15,316	15,602	16,988	18,434	22,218
Expenses (Schedules 4, 5)						
Water Supply and Distribution	6,492	7,437	7,168	8,044	9,345	12,336
Wastewater Treatment and Disposal	3,237	2,991	3,728	3,957	4,207	4,465
Waste Management	2,715	3,150	3,085	3,001	2,990	3,141
	12,444	13,578	13,981	15,002	16,542	19,942
Annual Surplus (deficiency) before the undernoted	2,277	1,738	1,621	1,986	1,892	2,276
Government Transfers	-	-	-	-	-	-
Contributed Tangible Capital Assets	4,630	11,744	11,744	7,244	12,757	8,888
Developer Levies	139	1,033	300	10,000	9,500	-
Annual Surplus	7,046	14,515	13,665	19,230	24,149	11,164

Schedules to the fiscal plan statements

Schedule 1 – Property Taxes

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Property Taxes						
Residential property taxes	31,162	33,641	34,758	36,295	38,306	40,301
Non-Residential						
Commercial property taxes	7,333	7,943	8,048	8,516	9,377	9,764
Industrial property taxes	1,470	1,693	1,769	2,050	2,140	2,224
Linear property taxes	291	301	287	298	309	322
Agricultural	2	3	3	3	3	3
	<u>40,258</u>	<u>43,581</u>	<u>44,865</u>	<u>47,162</u>	<u>50,135</u>	<u>52,614</u>
Less Requisitions						
Education - Province of Alberta	9,718	10,273	10,574	11,074	11,450	11,690
Education - Evergreen Catholic Separate R.D. #2	1,802	1,903	1,962	2,055	2,125	2,169
	<u>11,520</u>	<u>12,176</u>	<u>12,536</u>	<u>13,129</u>	<u>13,575</u>	<u>13,859</u>
Meridian Foundation	176	185	198	207	214	219
	<u>11,696</u>	<u>12,361</u>	<u>12,734</u>	<u>13,336</u>	<u>13,789</u>	<u>14,078</u>
Net Municipal Property Taxes	<u>28,562</u>	<u>31,220</u>	<u>32,131</u>	<u>33,826</u>	<u>36,346</u>	<u>38,536</u>

Schedule 2 – Government Transfers

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Capital Government Transfers						
Basic Municipal Transportation Grant	1,017	-	-	-	-	-
Federal Gas Tax Fund	3,122	1,707	1,617	1,713	1,514	1,350
Miscellaneous Capital Grants	1,033	438	275	1,136	1,010	400
Municipal Sustainability Initiative Grant	13,067	10,406	12,099	4,579	5,140	3,354
	<u>18,239</u>	<u>12,551</u>	<u>13,991</u>	<u>7,428</u>	<u>7,664</u>	<u>5,104</u>
Operating Government Transfers						
Family and Community Support Services	403	403	542	588	588	588
Miscellaneous	957	1,099	1,038	773	704	666
Municipal Policing Assistance / New Police Officer Grant	590	590	613	626	638	652
Municipal Sustainability Housing Program	-	-	-	940	-	-
Municipal Sustainability Initiative Grant	215	108	211	-	-	-
	<u>2,165</u>	<u>2,200</u>	<u>2,404</u>	<u>2,927</u>	<u>1,930</u>	<u>1,906</u>
	<u>20,404</u>	<u>14,751</u>	<u>16,395</u>	<u>10,355</u>	<u>9,594</u>	<u>7,010</u>

Schedule 3 – User Fees

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Donations and Sponsorships	70	218	229	455	243	233
Fines and Permits	5,271	5,682	5,323	5,854	5,927	5,984
Franchise Fees	3,920	3,397	3,649	4,179	4,253	4,540
Goods and Services	4,620	4,348	4,480	4,848	5,214	5,302
Other	1,812	640	2,365	944	926	3,671
Sale of Land Held for Resale	-	1,469	1,371	-	-	1,723
Rental Revenue	714	794	781	944	981	991
Tax Penalties	806	975	770	793	817	841
Utility Charges	14,708	15,314	15,600	16,986	18,431	20,215
	<u>31,921</u>	<u>32,837</u>	<u>34,568</u>	<u>35,003</u>	<u>36,792</u>	<u>43,500</u>

Schedule 4 – Expenses by Object

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Amortization	10,531	10,813	12,318	13,435	13,934	14,353
Contingency	173	172	161	185	200	200
Cost of Sale - Land Held for Resale	-	1,469	1,315	-	-	1,643
Grants	1,949	2,584	2,541	2,873	2,051	4,189
Human Resources	24,172	26,022	26,426	28,784	30,788	32,293
Interest on Long-Term Debt	586	547	544	518	1,196	1,519
Loss on Disposal of Capital Assets	-	-	-	-	-	-
Operations and Maintenance						
Bank Charges and Interest	152	142	164	166	171	164
Equipment Operations	478	516	500	517	535	555
General	1,338	1,428	1,499	1,601	1,712	1,655
Insurance	499	564	489	531	588	639
Janitorial	275	340	341	372	454	455
Marketing and Publications	198	242	232	228	229	213
Materials and Supplies	1,075	1,414	1,447	1,603	1,702	1,661
Office	579	625	624	652	669	669
Office Lease	233	243	243	250	255	262
Professional Services	938	820	1,047	1,269	1,202	1,412
Repairs and Maintenance	1,443	1,973	1,992	1,759	1,694	1,470
Utilities	2,072	2,270	2,265	2,392	2,546	2,598
Contract - Enforcement Services	784	1,422	1,032	1,235	1,235	1,235
Contract - Garbage Collection and Disposal	2,277	2,673	2,443	2,214	2,323	2,444
Contract - General Services	7,700	7,486	8,115	8,979	7,457	8,229
Contract - Purchase of Water	3,128	3,610	3,797	4,457	5,157	5,890
Contract - Police	2,966	3,496	3,347	3,693	4,029	4,266
Contract - Sewage Treatment	2,457	2,746	2,765	2,986	3,227	3,476
	28,592	32,010	32,342	34,904	35,185	37,293
	66,003	73,617	75,647	80,699	83,354	91,490

Schedule 5 – Expenses by Department

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Council	474	599	626	704	722	745
City Manager	569	613	606	650	685	707
Economic and Business Development	1,872	3,237	3,430	948	975	2,564
Corporate Communications	692	733	760	890	1,003	983
Community and Protective Services						
Agrena/Fuhr Sports Park	1,540	1,498	1,529	1,625	1,693	1,733
Community and Protective Services Administration	756	551	532	1,052	579	1,102
Cultural Services	1,278	1,588	1,587	1,463	1,503	1,528
FCSS and Social Planning	1,536	1,680	1,715	1,796	1,747	1,810
Municipal Enforcement and Safe City	1,697	2,482	2,048	2,447	2,614	2,667
Recreation and Community Development	827	1,135	1,095	1,365	1,408	1,421
Royal Canadian Mounted Police	3,681	4,212	4,057	4,443	4,809	5,076
Spruce Grove Fire Services	6,112	7,074	6,903	6,775	7,208	7,716
Spruce Grove Public Library	1,068	1,081	1,136	1,179	1,228	1,268
TransAlta Tri Leisure Centre	1,312	1,391	1,416	1,332	1,358	1,426
	19,807	22,692	22,018	23,477	24,147	25,747
Corporate Services						
Corporate Services Administration	470	631	637	990	869	841
City Clerk's Office	1,215	1,233	1,199	1,344	1,576	1,554
Finance	2,972	3,069	2,897	3,046	3,190	3,331
Human Resources	942	1,313	1,249	1,367	1,370	1,424
Information Systems	1,711	1,947	2,092	2,370	2,590	2,617
	7,310	8,193	8,074	9,117	9,595	9,767
Planning and Infrastructure						
Planning and Infrastructure Administration	344	912	1,022	621	433	600
Engineering	1,999	1,961	1,585	3,065	3,002	3,196
Planning and Development	1,842	1,992	2,179	3,203	2,149	2,200
Transit	1,131	1,260	1,286	1,625	1,971	2,419
Asset Management	3,443	4,101	4,801	5,323	6,091	6,374
Public Works	14,076	13,746	15,279	16,074	16,039	16,246
	22,835	23,972	26,152	29,911	29,685	31,035
Utilities						
Water Supply and Distribution	6,492	7,437	7,168	8,044	9,345	12,336
Wastewater Treatment and Disposal	3,237	2,991	3,728	3,957	4,207	4,465
Waste Management	2,715	3,150	3,085	3,001	2,990	3,141
	12,444	13,578	13,981	15,002	16,542	19,942
	66,003	73,617	75,647	80,699	83,354	91,490

Schedule 6 – Deferred Revenue

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Opening balance						
Developer Contributions						
Administrative Studies	-	-	93	169	148	232
Developer Levy Roads	2,978	-	5,100	6,580	9,504	11,572
Developer Levy Water	7,765	-	8,708	9,853	1,217	615
Developer Levy Wastewater	(4,369)	-	(4,369)	(5,102)	(3,925)	(3,543)
Regional Parks - North	499	-	828	1,187	1,037	-
Regional Parks - South	886	-	1,354	1,654	1,975	19
Regional Parks - Neighbourhood Parks	741	-	1,053	1,126	1,268	1,285
	8,500	-	12,767	15,467	11,224	10,180
Capital Government Transfers						
Basic Municipal Transportation Grant	1,013	13	-	-	-	-
Federal Gas Tax Fund	595	368	-	(99)	(297)	(296)
Miscellaneous Capital Grants	-	-	-	163	73	73
Municipal Sustainability Initiative Grant	11,259	3,548	5,148	359	807	966
	12,867	3,929	5,148	423	583	743
Operating Government Transfers						
Family and Community Support Services	-	-	-	-	-	-
Miscellaneous	163	133	34	34	17	9
Municipal Policing Assistance / New	25	-	-	-	-	-
Police Officer Grant	-	-	25	25	25	26
Municipal Sustainability Housing Program	940	955	965	979	39	39
Municipal Sustainability Initiative Grant	-	-	(1)	(1)	(1)	(1)
	1,128	1,088	1,023	1,037	80	73
	13,995	5,017	6,171	1,460	663	816
Other Revenue						
Donation and Sponsorships	20	20	231	231	231	231
Property Tax	196	196	141	140	140	140
User Fees	139	139	397	397	397	397
	355	355	769	768	768	768
	22,850	5,372	19,707	17,695	12,655	11,764

Schedule 6 – Deferred Revenue (continued)

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Amounts Received						
Developer Contributions						
Administrative Studies	102	-	74	76	78	81
Developer Levy Roads	3,799	-	2,959	17,047	5,139	3,233
Developer Levy Water	1,018	-	1,301	1,341	8,881	1,422
Developer Levy Wastewater	362	-	642	3,969	681	702
Regional Parks - North	323	-	342	352	363	328
Regional Parks - South	458	-	276	284	293	302
Regional Parks - Neighbourhood Parks	337	-	372	318	318	328
	<u>6,399</u>	<u>-</u>	<u>5,966</u>	<u>23,387</u>	<u>15,753</u>	<u>6,396</u>
Capital Government Transfers						
Basic Municipal Transportation Grant	-	-	-	-	-	-
Federal Gas Tax Fund	2,517	1,515	1,515	1,515	1,515	1,515
Miscellaneous Capital Grants	1,027	438	438	1,046	1,010	400
Municipal Sustainability Initiative Grant	6,865	7,069	7,304	5,022	5,273	5,537
	<u>10,409</u>	<u>9,022</u>	<u>9,257</u>	<u>7,583</u>	<u>7,798</u>	<u>7,452</u>
Operating Government Transfers						
Family and Community Support Services	403	403	542	588	588	588
Miscellaneous	827	1,099	1,038	756	696	666
Municipal Policing Assistance / New Police Officer Grant	590	590	613	626	639	652
Municipal Sustainability Housing Program	15	-	-	-	-	-
Municipal Sustainability Initiative Grant	214	108	211	-	-	-
	<u>2,049</u>	<u>2,200</u>	<u>2,404</u>	<u>1,970</u>	<u>1,923</u>	<u>1,906</u>
	<u>12,458</u>	<u>11,222</u>	<u>11,661</u>	<u>9,553</u>	<u>9,721</u>	<u>9,358</u>
Other Revenue						
Donation and Sponsorships	299	-	-	-	-	-
Property Tax	141	-	-	-	-	-
User Fees	3,948	-	-	-	-	-
	<u>4,388</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>23,245</u>	<u>11,222</u>	<u>17,627</u>	<u>32,940</u>	<u>25,474</u>	<u>15,754</u>

Schedule 6 – Deferred Revenue (continued)

	2014	2015	2015	2016	2017	2018
	Actual	Budget	Forecast	Budget	Forecast	Forecast
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Amounts Recognized						
Developer Contributions						
Administrative Studies	(10)	(79)	-	(100)	-	-
Developer Levy Roads	(1,715)	(4,053)	(1,575)	(14,300)	(3,393)	(1,191)
Developer Levy Water	(139)	(825)	(300)	(10,000)	(9,500)	(418)
Developer Levy Wastewater	(362)	(208)	(1,300)	(2,708)	(184)	(184)
Regional Parks - North	-	(364)	-	(521)	(1,400)	-
Regional Parks - South	-	(266)	-	-	(2,250)	-
Regional Parks - Neighbourhood Parks	(33)	(318)	(315)	(200)	(337)	(347)
	(2,259)	(6,113)	(3,490)	(27,829)	(17,064)	(2,140)
Capital Government Transfers						
Basic Municipal Transportation Grant	(1,017)	-	-	-	-	-
Federal Gas Tax Fund	(3,122)	(1,707)	(1,617)	(1,713)	(1,514)	(1,350)
Miscellaneous Capital Grants	(1,033)	(438)	(275)	(1,136)	(1,010)	(400)
Municipal Sustainability Initiative Grant	(13,067)	(10,406)	(12,099)	(4,579)	(5,140)	(3,354)
	(18,239)	(12,551)	(13,991)	(7,428)	(7,664)	(5,104)
Operating Government Transfers						
Family and Community Support Services	(403)	(403)	(542)	(588)	(588)	(588)
Miscellaneous	(957)	(1,099)	(1,038)	(773)	(704)	(666)
Municipal Policing Assistance / New Police Officer Grant	(590)	(590)	(613)	(626)	(638)	(652)
Municipal Sustainability Housing Program	-	-	-	(940)	-	-
Municipal Sustainability Initiative Grant	(215)	(108)	(211)	-	-	-
	(2,165)	(2,200)	(2,404)	(2,927)	(1,930)	(1,906)
	(20,404)	(14,751)	(16,395)	(10,355)	(9,594)	(7,010)
Other Revenue						
Donation and Sponsorships	(88)	-	-	-	-	-
Property Tax	(196)	-	(1)	-	-	-
User Fees	(3,690)	-	-	-	-	-
	(3,974)	-	(1)	-	-	-
	(26,637)	(20,864)	(19,886)	(38,184)	(26,658)	(9,150)

Schedule 6 – Deferred Revenue (continued)

	Actual (\$000s)	Budget (\$000s)	Forecast (\$000s)	Budget (\$000s)	Forecast (\$000s)	Forecast (\$000s)
Interest Earned						
Developer Contributions						
Administrative Studies	1	-	2	3	6	12
Developer Levy Roads	38	-	96	177	322	522
Developer Levy Water	64	-	144	23	17	62
Developer Levy Wastewater	-	-	(75)	(84)	(115)	(139)
Regional Parks - North	6	-	17	19	-	13
Regional Parks - South	10	-	24	37	1	12
Regional Parks - Neighbourhood Parks	8	-	16	24	36	49
	127	-	224	199	267	531
Capital Government Transfers						
Basic Municipal Transportation Grant	4	-	-	-	-	-
Federal Gas Tax Fund	10	4	3	-	-	6
Miscellaneous Capital Grants	6	-	-	-	-	-
Municipal Sustainability Initiative Grant	91	5	6	5	26	139
	111	9	9	5	26	145
Operating Government Transfers						
Family and Community Support Services	-	-	-	-	-	-
Miscellaneous	1	-	-	-	-	-
Municipal Policing Assistance / New Police Officer Grant	-	-	-	-	-	-
Municipal Sustainability Housing Program	10	-	14	-	-	-
Municipal Sustainability Initiative Grant	-	-	-	-	-	-
	11	-	14	-	-	-
	122	9	23	5	26	145
Other Revenue						
Donation and Sponsorships	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
	-	-	-	-	-	-
	249	9	247	204	293	676

Schedule 6 – Deferred Revenue (continued)

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Closing Balance						
Developer Contributions						
Administrative Studies	93	(79)	169	148	232	325
Developer Levy Roads	5,100	(4,053)	6,580	9,504	11,572	14,136
Developer Levy Water	8,708	(825)	9,853	1,217	615	1,681
Developer Levy Wastewater	(4,369)	(208)	(5,102)	(3,925)	(3,543)	(3,164)
Regional Parks - North	828	(364)	1,187	1,037	-	341
Regional Parks - South	1,354	(266)	1,654	1,975	19	333
Regional Parks - Neighbourhood Parks	1,053	(318)	1,126	1,268	1,285	1,315
	12,767	(6,113)	15,467	11,224	10,180	14,967
Capital Government Transfers						
Basic Municipal Transportation Grant	-	13	-	-	-	-
Federal Gas Tax Fund	-	180	(99)	(297)	(296)	(125)
Miscellaneous Capital Grants	-	-	163	73	73	73
Municipal Sustainability Initiative Grant	5,148	216	359	807	966	3,288
	5,148	409	423	583	743	3,236
Operating Government Transfers						
Family and Community Support Services	-	-	-	-	-	-
Miscellaneous	34	133	34	17	9	9
Municipal Policing Assistance / New	25	-	25	25	26	26
Police Officer Grant						
Municipal Sustainability Housing Program	965	955	979	39	39	39
Municipal Sustainability Initiative Grant	(1)	-	(1)	(1)	(1)	(1)
	1,023	1,088	1,037	80	73	73
	6,171	1,497	1,460	663	816	3,309
Other Revenue						
Donation and Sponsorships	231	20	231	231	231	231
Property Tax	141	196	140	140	140	140
User Fees	397	139	397	397	397	397
	769	355	768	768	768	768
	19,707	(4,261)	17,695	12,655	11,764	19,044

Schedule 7 – Net Changes in Accumulated Surplus

	2014 Actual (\$000s)	2015 Budget (\$000s)	2015 Forecast (\$000s)	2016 Budget (\$000s)	2017 Forecast (\$000s)	2018 Forecast (\$000s)
Unrestricted Surplus						
Opening Balance	3,043	4,449	4,924	3,800	4,033	4,163
Annual Surplus	40,723	41,853	37,703	48,167	37,718	29,278
Net Change in Components of Accumulated Surplus						
Restricted Surplus - Developer Contributions	(371)	(3,269)	1,325	(13,687)	(9,738)	-
Restricted Surplus - Future Capital	3,058	1,406	(3,296)	(3,765)	(2,212)	(6,895)
Investment in TCAs	(41,529)	(40,745)	(36,856)	(30,482)	(25,638)	(21,975)
	1,881	(755)	(1,124)	233	130	408
Closing Balance	4,924	3,694	3,800	4,033	4,163	4,571
Restricted Surplus - Developer Contributions						
Opening Balance	(3,285)	11,590	(2,913)	(4,238)	9,449	19,187
Net Change						
Developer Levy Revenue	2,259	5,864	2,195	24,505	12,456	652
Surplus used for Expenses	(139)	(25)	(30)	(319)	(80)	(5)
Surplus used for Acquisition of TCAs	(1,748)	(2,570)	(3,490)	(27,207)	(12,138)	(647)
Inter-surplus Transfers	-	-	-	-	-	-
Long-Term Debt Issued	-	-	-	16,708	9,500	-
	372	3,269	(1,325)	13,687	9,738	-
Closing Balance	(2,913)	14,859	(4,238)	9,449	19,187	19,187
Restricted Surplus - Future Capital						
Opening Balance	19,201	15,737	16,141	19,437	23,202	25,414
Net Change						
Revenue Designated for Future Use	53,963	59,472	60,009	49,017	49,889	59,057
Capital Project Expenses and Transfers	(9,443)	(12,930)	(16,412)	(16,768)	(16,422)	(22,389)
Acquisition of TCAs	(49,694)	(50,119)	(48,216)	(35,839)	(40,019)	(48,133)
Inter-surplus Transfers	2,114	671	6,821	894	3,774	(151)
Long-Term Debt Issued	-	1,500	1,094	6,461	4,990	18,511
	(3,060)	(1,406)	3,296	3,765	2,212	6,895
Closing Balance	16,141	14,331	19,437	23,202	25,414	32,309
Investment in TCAs						
Opening Balance	336,841	401,051	378,371	415,227	445,709	471,347
Net Change						
TCA additions	51,441	52,859	51,878	63,806	52,172	48,812
TCA disposals - Cost	(499)	(965)	(2,774)	2,029	176	3,935
TCA disposals - Accumulated Amortization	-	-	-	-	-	-
Amortization	(10,531)	(10,813)	(12,318)	(13,435)	(13,934)	(14,353)
Long-Term Debt Issued	-	(1,500)	(1,094)	(6,461)	(4,990)	(18,510)
Long-Term Debt Repaid	1,119	1,164	1,164	(15,457)	(7,786)	2,091
	41,530	40,745	36,856	30,482	25,638	21,975
Closing Balance	378,371	441,796	415,227	445,709	471,347	493,322
Total						
Accumulated Surplus, Opening	355,800	432,827	396,523	434,226	482,393	520,111
Annual Surplus	40,723	41,853	37,703	48,167	37,718	29,278
Accumulated Surplus, Closing	396,523	474,680	434,226	482,393	520,111	549,389

NEW INITIATIVES AND SERVICE CHANGES

Overview

The following pages provide details of the new initiatives and service changes reviewed and prioritized by the Senior 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.

Prioritization

New operating initiatives and service changes submitted by departments are reviewed and ranked by SLT. New capital initiatives submitted by departments are reviewed and ranked by the Capital Planning Team (CPT). Ranking of new initiatives and service changes uses a set of prioritization criteria that were developed by SLT in response to Council's 20-year strategic plan.

Each of the three criteria has different weighting that was determined by SLT. Each of the criteria has four evaluation statements all with equal weighting within that criterion. Ranking is done using a six point Likert agree/disagree scale in response to the evaluation statements in each criterion.

The following criteria were using to evaluate and rank the 2016-2018 corporate plan initiatives and service changes.

1. Implementation Considerations

- Will have a positive impact on the efficiency of service
- Will have a positive impact on the effectiveness of service
- Will positively affect the success of other initiatives or service changes
- Is considered to have a low degree of risk

2. Strategic Considerations

- Is something Council believes is important
- Is an important element of goals and strategies in our strategic plan
- Is consistent with our core values and underlying principles
- Has a positive impact on the greater community

3. Customer Impact Considerations

- Is critical to sustaining existing services and service levels
- Is essential to providing a new service or service level
- Is urgently needed by the stakeholders who need this service
- Will impact a wide range of customers/stakeholders

The weighted ranking score is used as a tool to determine the initial prioritization in June. The overall financial and capacity (staff) impacts are then determined based on the initial prioritization results and are reviewed in September by the Senior Leadership Team. During the final prioritization review in September, adjustments may be made to the prioritization of initiatives or service changes (either moved above or below the line). The ranking score does not change from the initial ranking results as it's only used during the initial prioritization process. Initiatives and service changes that do not have a score were received after the initial ranking was completed and were prioritized by SLT in September.

New initiatives are grouped into four categories; corporate external operating initiatives, corporate internal operating initiatives, capital initiatives and departmental operating initiatives. Service changes are identified separately from new initiatives. Each list of initiatives and services changes are organized into two main prioritization groupings:

Above the Line - Considered essential for the ongoing successful operations of the City and are approved to proceed in 2016. The planned 2017 and 2018 items will be confirmed 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 – Operating

Corporate external operating initiatives are those projects that have been identified within the 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.

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.

Summaries of the approved corporate external operating initiatives for 2016 and those planned for 2017 and 2018 are located in the Corporate Business Plan section of this corporate plan document under the goal and strategy they are achieving.

Approved for 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
1	Community & Protective Services - Community Services Admin	CE23.3 - Lead the planning for the Integrated RCMP facility	Cooperate in the detailed business case, design process and construction of an integrated RCMP Facility with joint ownership with the Town of Stony Plain and the City of Spruce Grove.	Jan. 2011	Dec. 2017	84.90	120	120	-	-	-	-	
2	Corporate Departments - Economic Development	CE243.3 - Implementation of Westwind agreement options	Implement the multi-year Purchase and Options Agreement for the Westwind Lands Development.	Jan. 2014	Dec. 2020	75.73	438	438	438	-	-	-	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
3	Corporate Departments - Economic Development	CE244.3 - Implement phases of Tri Leisure Village project	Implement the multi-year Purchase and Options Agreement for the Tri Leisure Village Development.	Jan. 2014	Dec. 2017	73.85	440	390	-	-	-	-	
4	Planning & Infrastructure - Planning & Infrastructure Admin	CE201.3 - 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. The City has partnered with Alberta Innovates Energy and Environmental Solutions (Alberta Innovates), Parkland County and the Town of Stony Plain. Regional Collaboration Grant funding has been received and funding from Alberta Innovates has been received. With the involvement of Alberta Innovates, the technology options are focused on waste-to-energy options. This technology group has the potential to significantly increase the City's waste diversion rate. There is no commitment for the City to construct a facility and/or implement other recommendations in the final study. Costs to landfill will increase over time and alternatives are viewed as lower long term risks and potential Green House Gas reduction technologies.	Jan. 2014	Dec. 2016	70.10	175	-	-	67,500	-	-	Grants

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
5	Corporate Departments - Economic Development	CE34.3 - Develop a Vision and Strategy for City Centre Revitalization in Spruce Grove	The intent is to develop a revitalization strategy and implementation plan for the City Centre in Spruce Grove. The first step in this phase was the development of a discussion paper which sets out the vision, issues, and options with respect to the scope for revitalization. This report was presented to Council in June 2014 and called for local business-owners to champion and take the lead role in the process. Subsequently, a Downtown Revitalization Steering Committee made up of business-owners was established and with the support of the City, have developed a workplan to form a Business Revitalization Zone and undertake further work on a revitalization strategy and implementation plan. The City will continue to actively support the Steering Committee in providing some financial and other assistance to move the process along.	Mar. 2014	Sep. 2016	73.28	428	-	-	25,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
6	Planning & Infrastructure - Planning & Development	CE410.2 - Future Growth Study	The Growth Study will examine the possible growth scenarios for the City, such as annexation, amalgamation and other municipal organizational structures. The study will include an analysis of both population and employment growth, coupled with constraints analysis, to determine feasible growth scenarios over the next 25 to 50 years. A fiscal impact analysis will be included in the study to determine costs involved with preferred scenarios. The study will include public consultation opportunities, discussions with affected municipalities, and discussions and direction from Council at points determined in a future Terms of Reference.	Jan. 2015	Mar. 2016	88.23	62	-	-	175,000	-	-	Developer Levies, Taxes
7	Community & Protective Services - Cultural Services	CE37.3 - Arts and Culture Vision for Spruce Grove	Develop an Arts and Culture Vision and plan for arts, cultural, and heritage programs and facilities in Spruce Grove. This initiative will map out a vision for arts, cultural and heritage programs over the next five years and beyond and will focus on opportunities that add value to existing resources.	Jan. 2015	Dec. 2016	76.25	253	-	-	50,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
8	Corporate Departments - Economic Development	CE491.2 - Planning for use of City-Owned Land - Westwind Lands	As part of the Westwind Lands sale agreement with WAM/Beaverbrook JV, the City will retain a 5 acre site that will be serviced by the developer at no cost to the City. The City needs to identify the location of the parcel in consultation with the developer.	Jan. 2015	Dec. 2016	75.68	140	-	-	15,000	-	-	Taxes
9	Corporate Departments - Economic Development	CE31.3 - Implement Regional Event Hosting Strategy	Implement the Event Hosting Strategy and Action Plan developed in 2014 as a collaborative initiative with the City's regional partners (Parkland County, Stony Plain and the Tri-Leisure Centre). This was recommended in the Economic Developers Association of Canada (EDAC) Action Plan under Strategic Element 6.8. This will include a review of gaps and other limitations in our regional sports, recreation and cultural facilities that impact the competitiveness of the region in attracting events and increasing facility utilization. This was formerly part of CE35.2 - Identify Opportunities in Our Sports, Recreation and Cultural Facilities for the Attraction of Events.	Jan. 2015	Dec. 2020	73.85	315	315	-	35,000	35,000	-	Grants

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
10	Community & Protective Services - FCSS	CE238.3 - Develop a Social Sustainability Strategy	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 the City 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. The strategy's development will include both internal and external consultation.	Jan. 2015	Mar. 2016	73.28	147	-	-	25,000	-	-	Taxes
11	Corporate Departments - CAO	CE397.2 - Implement Intermunicipal Collaboration Framework	Continue to participate in the Intermunicipal Collaboration Committee (ICC) as set out in the Intermunicipal Collaboration Agreement (IMCA) that was signed in 2015 by the City of Spruce Grove, Town of Stony Plain and Parkland County.	Jan. 2015	Dec. 2016	72.86	-	-	-	-	-	-	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
12	Planning & Infrastructure - Planning & Infrastructure Admin	CE406.2 - Explore Three-Stream Waste Program Pilot in Local Schools	Schools in the City of Spruce Grove currently do not have access to the City's waste programs and are serviced by the private sector. However, local schools are an ideal place to promote and reinforce the City's waste diversion program. While the initial logistics may pose some challenges, implementing this program in schools has the potential to have a very strong return on investment in terms of education and overall community diversion rates. This initiative has two components, assess the feasibility and logistical issues associated with offering this service to schools, and if feasible, pilot the program at two schools for 2016. Following this, the results will be assessed to determine if the program should be offered city-wide and on a permanent basis.	Jan. 2015	Dec. 2016	67.45	21	-	-	-	-	-	
13	Corporate Departments - Economic Development	CE400.2 - Conduct a Feasibility Assessment and Develop a Business Plan for a Multi-Purpose Facility	With the completion of an initial market assessment study in 2015, a recommendation will be taken to City Council in July 2015 to proceed with a Phase 2 detailed market and financial feasibility study for a multi-use facility. This would be completed by November 2015 and would set the stage in 2016 for Council to advance the project to public consultation, and subsequently to finalize partnership and funding arrangements.	May. 2015	Oct. 2016	70.31	575	-	-	75,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
14	Corporate Departments - Economic Development	CE32.3 - Identify Options and Develop a Broadband Strategy for Spruce Grove	Investigate options and develop a Fibre Optic Broadband Strategy to support commercial and industrial development in Spruce Grove.	Jan. 2016	Dec. 2018	79.17	380	380	380	60,000	-	-	Taxes
15	Community & Protective Services - Community Services Admin	CE103.3 - TransAlta Tri Leisure Centre - Facility Lifecycle	The TLC received the FAME report over the last few years identifying potential lifecycle improvements to be carried out over the short-term, medium term, and long-term. A full scale lifecycle maintenance plan is expected to be developed over 2015 and will require ongoing funding in response to the plan which will be approved through the normal TLC budget processes by all three municipal partners.	Jan. 2016	Dec. 2018	78.96	7	7	7	400,000	1,000,000	1,000,000	Grants
16	Community & Protective Services - FCSS	CE714.1 - Youth Engagement Framework	A desire to have youth more engaged in decision making for the City of Spruce Grove has been identified. This framework will explore what has taken place in the past, what is currently happening, and various alternatives for increased youth engagement including, but not limited to: youth summits, youth advisory council, youth council representative, youth committees, etc. It will also explore how Council will interact and connect to youth to better receive their input on City direction and priorities.	Jan. 2016	Dec. 2016	61.35	14	-	-	-	-	-	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
17	Planning & Infrastructure - Planning & Infrastructure Admin	CE252.3 - 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	73.70	115	-	-	30,000	-	-	Solid Waste
18	Community & Protective Services - Community Services Admin	CE95.3 - Heritage Pavilion Contribution	The Heritage Pavilion is a regional facility in Story 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. 2016	Dec. 2018	71.98	-	-	-	500,000	-	500,000	Grants
19	Economic Development	CE403.2 - Update the Economic Development Strategy and Action Plan	Review and update of Spruce Grove's Economic Development Strategy 2010 - 2020, "Partnerships for Prosperity" and develop an Implementation Action Plan.	Jan. 2016	Mar. 2017	71.82	455	75	-	25,000	-	-	Taxes
20	Planning & Infrastructure - Planning & Infrastructure Admin	CE267.3 - Implementation of Transit Service Review Recommendations - Stage Two	Initial discussions based upon DanTech 2013 concepts, split the existing peak hour of Route 197 into two routes through specific communities currently not served. During the draft transit review public consultation in spring 2014, another option for local routing was discussed. This second option would see the bus route follow Century Road/Grove Drive/Jennifer Heil Way/McLeod Avenue with two routes heading into Edmonton. One using the current route downtown via Highway 16 and the second to the West Edmonton Mall and on to the South Campus LRT station via Highway 16A. In light of the additional routing option coming out of the public consultation, this route was included in the GreenTRIP proposal, and will be reconfirmed with public consultation in fall 2015.	Jan. 2016	Dec. 2018	70.89	50	-	-	182,617	490,250	500,496	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
21	Planning & Infrastructure - Planning & Infrastructure Admin	CE407.2 - Transit Service Review - Phase Two	In 2014 the City implemented Phase 1 of the transit service review. The GreenTRIP grant application proposed a medium term approach based upon earlier plans and consultation. This project will, with the aid of a consulting firm, specialize in longer term transit planning, verify our medium term plans and examine longer term planning to 2030. The CRB's governance plan still is encouraging for regionalized transit system, however the political climate for this to occur may still be many years away. In order to ensure the system functions to an optimal level and is phased in appropriately including possible services and partnerships with Parkland County and possibly the Town of Stony Plain, an external analysis should be conducted. The role and service offer of STS should be examined in this review.	Jan. 2016	Dec. 2017	69.90	340	340	-	25,000	25,000	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
22	Corporate Departments - Communications	CE27.3 - Develop and Implement the Brand Strategy	As the city continues to grow, and seeks to be seen and known as a modern urban centre, there is a need to ensure that the brand of the City is reflective of who we are. Spruce Grove is currently perceived as a bedroom community as opposed to a vibrant, growing and dynamic city. With economic development being so important and a key strategic goal, there is a strong need to change the perceptions of the City and promote the visibility, services and amenities that Spruce Grove offers. Community branding is more than attractive websites, marketing materials and logos, it is an emotional and intellectual reaction that people have to the City. If done properly, it can drive investment, attract and retain business, as well as increase community engagement and pride.	Jan. 2016	May. 2018	68.91	203	206	-	-	150,000	75,000	Taxes
23	Community & Protective Services - Recreation	CE404.2 - Work Collaboratively to Develop a Regional Leisure Services Bi-Annual Program Guide	To create, produce and provide a comprehensive, accessible and quality resource guide for recreation, leisure, culture, wellness programs, services and events in the Tri-Municipal Region. The Regional Recreation Wellness Committee is comprised of representatives from the City of Spruce Grove, Town of Stony Plain, Parkland County and Trans-Alta Tri Leisure Centre.	Jan. 2016	Dec. 2016	67.81	49	-	-	10,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
24	Corporate Departments - Communications	CE686.1 - City Website Refresh	The City's website and Content Management System was last reviewed and redesigned in 2010. With the changes in technology, popularity of our website (approximately 94,000 page views per month) and the increasing use of mobile devices (smartphones and tablets) to access to our website, the current Content Management System and design/navigation of the City's site is beginning to show signs of being out of date. Limitations within the content management system are preventing us from being able to provide some of the basic expectations of web users as well as keeping up with best practices regarding usability, accessibility, and functional design and navigation.	Feb. 2016	Oct. 2017	76.15	683	813	-	40,000	-	-	Taxes
25	Community & Protective Services - Recreation	CE593.1 - Update Indoor Facilities Study	Commission a consultant to undertake a comprehensive update of the 2008 regional recreation & culture indoor facility strategy. This to include an update of the regional profile, strategy background, needs assessment, the recreation & culture indoor facility strategy and stakeholder review & summary.	Mar. 2016	Dec. 2016	72.24	144	-	-	35,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
26	Planning & Infrastructure - Planning & Development	CE594.1 - Implementation of the Growth Study	Administration has been working on a Growth Study since March 2015 to determine the best options for future growth of the municipality. Upon completion of the Growth Study and direction from Council on the preferred alternative, the City will need to proceed with implementation.	Aug. 2016	Aug. 2017	88.39	290	420	-	25,000	75,000	-	Taxes
27	Planning & Infrastructure - Public Works	CE44.3 - Long Term Cemetery Plan	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. 2015	Dec. 2016	62.50	115	-	-	-	-	-	
28	Corporate Departments - Economic Development	CE36.3 - Implementation of the Approved City Centre Revitalization Strategy for Spruce Grove	This initiative is the implementation phase of the City Centre revitalization strategy. The implementation would use the tools and operational support identified in the strategy and implementation plan approved under initiative CE34.2. A steering committee made up of business-owners will have the lead role in the development and execution of the strategy.	Sep. 2016	Dec. 2021	75.00	595	695	695	-	35,000	35,000	Taxes
Approved for 2016							6,554	4,199	1,520	1,800,117	1,810,250	2,110,496	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Planned for 2017

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
29	Planning & Infrastructure - Planning & Development	CE595.1 - Update of the Municipal Development Plan and Land Use Bylaw	Following a decision by the Municipal Government Board (MGB), the City will need to amend the Municipal Development Plan to apply land uses to lands newly incorporated into the City's boundaries. In addition, the City will need to redistrict lands to an appropriate district within the City's Land Use Bylaw.	Oct. 2017	Jul. 2018	84.95	-	127	145	-	5,000	20,000	Taxes
Planned for 2017							-	127	145	-	5,000	20,000	

Planned for 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
30	Planning & Infrastructure - Planning & Infrastructure Admin	CE695.1 - Natural Areas Inventory Update and Strategy	In 2004 the City of Spruce Grove conducted a Urban Forest Management Plan and in 2007 followed this up with a Parks and Open Space Master Plan. The Urban Forest Management Plan provided an excellent condition report on the state of the urban forest in Spruce Grove. The plan also provided public works with 5 years of recommended management and maintenance direction to help protect the major forest areas in the City. The Parks and Open Space Master Plan provided the policy context for Parks and Open Space - how they are acquired, established, the various types of parks within the urban context. Both are excellent documents and provide important direction for park creation, management and maintenance. In addition specific policies like the 2015 Tree Protection Bylaw start to address some of the protection aspects to park and recreational spaces.	Jan. 2018	Dec. 2018	71.51	-	-	400	-	-	150,800	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
31	Planning & Infrastructure - Planning & Infrastructure Admin	CE451.2 - Implementation of Transit Service Review Recommendations - Stage Four	Stage 4 of the transit service review is to introduce a reduced coverage (West Edmonton Mall) WEM service that runs hourly between Spruce Grove and WEM between 9:00am – 7:00pm on Saturday. The service would operate on a 15-minute reduced coverage loop within Spruce Grove. This is a common practice for routes in Edmonton during periods of lower ridership. This reduces the cost as it allows the entire service to be operated by only one bus. This service would complement the Stage 1, 2 and 3 changes and respond to demand of weekend service to Edmonton.	Jan. 2018	Dec. 2019	69.48	-	-	115	-	-	24,000	Taxes, Other
Planned for 2018							-	-	515	-	-	174,800	

Deferred from 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
32	Planning & Infrastructure - Planning & Infrastructure Admin	CE409.2 - Weather and Climate Readiness Plan	Repeated studies identify a global trend towards a warming climate. Anticipated impacts in the northern Alberta region include an increase in mean temperature and precipitation and a greater likelihood of severe weather events. The Weather and Climate Change Readiness Plan is expected to address future water, land and energy issues arising with the expected changes in climate. Along with this, it will identify strategies to improve the city's resilience to changes in weather patterns and storm severity over time. This plan is designed to complement the Municipal Emergency Plan.	Jan. 2016	Dec. 2016	61.67	316	-	-	35,000	-	-
Deferred from 2016							316	-	-	35,000	-	-

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Deferred from 2017

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
33	Planning & Infrastructure - Planning & Infrastructure Admin	CE251.3 - 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. This project will look at a diverse range of opportunities, best practices, and potential roles and is not intended to focus on the City providing service to this sector.	Jan. 2017	Dec. 2017	67.24	-	184	-	-	20,000	-
34	Planning & Infrastructure - Planning & Infrastructure Admin	CE408.2 - Implementation of Transit Service Review Recommendations - Stage Three	Stage 3 of the transit service review is to introduce a reduced coverage WEM service that runs hourly between Spruce Grove and WEM between 5:30pm – 10:30pm Monday to Friday. The service allows residents to travel to a high demand destination in the evening. This enhances daytime service by increasing flexibility for riders and serves students with evening classes or workers looking to stay late (WEM is a major transfer station with excellent connections from most of Edmonton). The service would operate on a 15-minute reduced coverage loop within Spruce Grove. This is a common practice for evening routes in Edmonton. This greatly reduces the cost as it allows the entire service to be operated by only one bus. This service would complement the stage 1 and stage 2 transit changes.	Jan. 2017	Dec. 2018	67.24	-	80	140	-	67,500	212,000

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
36	Corporate Departments - Economic Development	CE475.2 - Business Incubator and Accelerator Centre - Leased Space	The City will establish a business incubator and accelerator network to encourage the start-up of new businesses and the expansion of existing businesses involved in the development and commercialization of new products and processes. This could involve a partnership with IGNITE Edmonton, TEC Edmonton, Spruce Grove Chamber of Commerce, Northern Alberta Business Incubator (NABI), the Alberta government and other agencies that bring specialized resources to assist business development. A portion of the centre would function as a business incubator and the balance as a business resource and advisory network.	Jan. 2018	Dec. 2025	65.73	-	-	435	-	-	75,000

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Deferred from 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
37	Community & Protective Services - Recreation	CE592.1 - Update Leisure Services Master Plan	In 2009 the Town of Stony Plain, the City of Spruce Grove and the Tri-Leisure Centre partnered in the compilation of the Tri-Region Leisure Services Master Plan. Parkland County participated as a non-contributing partner. The plan subsequently identified twelve (12) strategies and recommendations, some of which have been addressed and or completed in whole or in part. In light of population growth in the region it is recommended that an update of the plan take place. The update would involve commissioning a consultant and would include a public consultation process.	Mar. 2018	Dec. 2018	66.56	-	-	88	-	-	15,000
Deferred from 2018							-	-	523	-	-	90,000

Corporate Internal - Operating

Corporate internal operating initiatives are those projects that are identified within the 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 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.

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.

Summaries of the approved corporate internal operating initiatives for 2016 and those planned for 2017 and 2018 are located in the Corporate Business Plan section of this corporate plan document under the goal and strategy they are achieving.

Approved for 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
1	Community & Protective Services - Community Services Admin	CI691.1 - Develop Corporate Direction for Community Development	This initiative will help define, examine and develop an overall corporate direction for community development in the City of Spruce Grove.	Jan. 2016	Dec. 2016	74.48	273	-	-	-	-	-	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
2	Corporate Services - Corporate Services Admin	CI386.2 - Organizational Effectiveness Review - Customer Service Interface	An Operational Effectiveness Review (OER) is required to determine if the City's customer service philosophy is being implemented appropriately in that the right systems and supports are in place to support staff in providing the high levels of customer service expected by the City. The study will focus on direct customer service access points or the primary first points of contact for customers.	Jan. 2016	Dec. 2016	73.59	154	-	-	-	-	-	
3	Corporate Services - Information Systems	CI384.2 - Implement the Project Management Strategy	An assessment of project management practices within the City has identified a number of improvement opportunities that would represent a significant enhancement of the rigor, formality and consistency by which projects are managed. A number of recommendations have been identified to support realization of the goals and objectives of the City and to ensure that initiatives in the corporate plan are appropriately and responsibly managed. This initiative defines the work necessary to develop and implement a project management capability that responds to these recommendations. It is expected that the work contemplated for the next three years will provide a solid foundation for ensuring the successful, robust and effective management and delivery of projects identified within the corporate plan.	Jan. 2016	Dec. 2018	73.28	1,014	1,161	380	325,350	312,600	316,350	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
4	Corporate Services - Human Resources	CI599.1 - Develop Workforce Training Strategy	Developing a workforce training strategy was identified as a recommendation is the 2012 Organizational Efficiency Review (OER). The competency areas identified to focus on at that time included recruitment, performance management and developing and setting goals. The City's People Strategy, completed in 2015, has also identified the need for developing a workforce training strategy.	Jan. 2016	Dec. 2018	72.55	152	-	-	16,000	6,000	6,000	Taxes
5	Corporate Services - Human Resources	CI601.1 - Conduct an Organizational Culture Review	<p>Conducting an organizational culture review is an initiative within the People Strategy. An organizational culture review has two main focus areas, which include:</p> <ol style="list-style-type: none"> 1. Reviewing the organization's Shared Principles; and 2. Conducting an employee engagement survey. <p>A review of the current Shared Principles will help determine if the principles should be re-established or changed to value statements to reflect the current work environment and evolving organizational culture. Conducting an employee engagement survey provides for employee input in setting and improving the organizational culture.</p>	Sep. 2016	Dec. 2018	66.09	393	-	250	56,000	-	27,500	Taxes
Recommended for 2016							1,986	1,161	630	397,350	318,600	349,850	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Planned for 2017

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
6	Corporate Services - Human Resources	CI207.3 - Develop a Supervisor Training Program	In the development of a Human Resources Plan for the organization, there is a need to identify the supervisory competencies within an organizational framework. The December 2012 Human Resources Organizational Effectiveness Review (OER) recommended a number of focus areas for developing competencies to be included as part of the Human Resources Plan. They included recruitment, performance management, and developing and setting goals. These competency requirements still exist in 2016.	Jan. 2017	Dec. 2017	71.93	-	172	-	-	15,000	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
7	Corporate Services - Human Resources	CI602.1 - Develop a Human Resources Succession Plan	<p>Effective succession planning should focus on ensuring leadership continuity and building talent from within.</p> <p>The City's succession plan would assist to accomplish a number of objectives, which include:</p> <ul style="list-style-type: none"> -Identify competencies and clarify values for both planning and managing a succession program -Planning for a quick fill of crucial vacancies at all levels of the organization (i.e. acting relieving assignments) -Developing and retaining top talent -Building and preserving the organization's intellectual capital -Assess current needs and future resources for seamless succession planning -Use technology and other tools to organize and implement succession planning and management programs 	Jan. 2017	Dec. 2018	71.72	-	303	-	-	-	-	
Planned for 2017							-	475	-	-	15,000	-	

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Planned for 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
8	Human Resources	CI208.3 - Implement the Supervisor Training Program	This initiative is specific to the supervisory level staff within the organization. Implementing a supervisor training program was an operational recommendation identified in the December 2012 Human Resources Organizational Effectiveness Review (OER). Specifically the supervisory competencies identified, to be included in the organizational training framework were recruitment, performance management and developing/setting goals. This initiative is also congruent with the the recent City's People Strategy, which identified a need for developing a leadership development program and certification. The intent is that this would be an ongoing program.	Jan. 2018	Dec. 2019	70.99	-	-	322	-	-	25,000
Planned for 2018							-	-	322	-	-	25,000

Deferred from 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
1	Planning & Infrastructure - Asset Management	CI395.2 - Establish best value procurement process for the City	This initiative is to procure the license to utilize the Arizona State University (ASU) Best Value Procurement Process within the City of Spruce Grove daily operations. Ongoing training and project implementation of this process will still require assistance from ASU, and those costs will be captured through departmental training and individual project budgets.	Jan. 2015	Dec. 2016	67.14	32	-	-	18,000	-	-
2	Corporate Services - Corporate Services Admin	CI598.1 - Develop an Integrated Plan Framework and Methodology	Goal 1.2.3 in the Strategic Plan states that 'We will use integrated and coordinated plans that are responsive to and anticipate citizen needs as the City grows.' This initiative aims to construct a framework for how plans within the City are developed and delivered, using conformity in plan formats to ensure standard information is provided and that plans that are being developed or revised are integrated and coordinated with existing plans. This will allow the City to provide services that meet our citizens' needs in the most efficient and cost-effect manner.	Jan. 2016	Dec. 2017	68.23	220	220	-	75,000	40,000	-

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
3	Corporate Services - Corporate Services Admin	CI389.2 - Develop a Framework and Methodology for Department Business Plans	The next step in maturing the City's corporate plan is revamping and restructuring department business plans to better align with Council's strategic plan. It is imperative to demonstrate a clear connection between the work of a functional area or department and the strategic plan that is intended to guide them. Council's strategic plan has identified a need to update the structure and framework of the departmental business plans to ensure that they align with the strategic plan and give staff clear direction in their operations and demonstrate how their work connects and is guided by the strategic plan.	Jan. 2016	May. 2016	66.88	395	-	-	69,600	-	-
4	Planning & Infrastructure - Planning & Infrastructure Admin	CI697.1 - Corporate Environmental Management System	In 2011 the Mayor's Taskforce on the Environment established a 10 year action plan cover five areas to address sustainability actions for the community. This initiative enhances this work by establishing a formalized system to deal with operational environmental issues. An Environmental Management System is similar to Health and Safety Management System in that there is formalized system that supports environmental issues, ensures compliance with environmental regulations and manages environmental risks using a formal management framework.	Jan. 2016	Dec. 2017	66.82	625	625	-	13,000	10,500	-

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
5	Corporate Services - Corporate Services Admin	CI392.2 - Develop a Corporate Direction for Performance Measures	Performance measures can assist the City in providing services effectively and efficiently at the most efficient cost, with clear accountability. A corporate direction and approach to performance measures needs to be developed to identify what services and activities to track and report, what standards to measure against and who to compare performance measures with.	Jan. 2016	Sep. 2016	59.74	254	-	-	-	-	-
Deferred from 2016							1,526	845	-	175,600	50,500	-

Deferred from 2017

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
6	Corporate Services Admin	CI391.2 - Organizational Effectiveness Review - Corporate Planning Process	The corporate planning process was developed in 2009 and has evolved and matured over the last five years into the process being used today. The corporate planning process is the City's main decision making process and tool for work and projects that will be taken on in the upcoming years. Performing an Organizational Effectiveness Review (OER) on the corporate planning process would be value-added to streamline and create efficiencies for the organization.	Jan. 2017	Dec. 2017	68.65	-	311	-	-	-	-

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
7	Human Resources	CI215.3 - Develop Organizational Training Framework and Tracking System	This initiative was originally identified as an operational recommendation as part of the December 2012 Human Resources Organizational Effectiveness Review (OER) study. The first areas of focus for developing an organizational training framework included priority recruitment, performance management, and goal setting.	Jan. 2017	Dec. 2017	68.28	-	123	-	-	4,500	-
8	Information Systems	CI385.2 - Readiness Study for Amalgamation of Major City Software Applications	Administration will undertake a study to determine if the current enterprise-wide systems including financial software are meeting the business requirements of the City and the appropriate time to possibly amalgamate the ten enterprise-wide software programs into one larger system. This project will facilitate planning for future changes including possible workflow changes, consider alignment with other pieces of organizational software and what will be required to do so, the costs associated with it, timing of the changes, resources required, cultural impact and the planning required in advance of implementation.	Jan. 2017	Jun. 2017	66.35	-	609	-	-	115,000	-

**NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
9	Economic Development	CI596.1 - Develop a Land Management Strategy	This initiative is intended to assess and develop recommendations on a strategy for the management, retention and disposition of City-owned lands and the acquisition of new land by the City. This would inform future City decisions on land inventory, revenue generating opportunities, priority needs and criteria for strategic acquisitions.	Jan. 2017	Dec. 2017	70.99	-	410	-	-	50,000	-
Deferred from 2017							-	1,453	-	-	169,500	-

Deferred from 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
10	Human Resources	CI600.1 - Implement Workforce Training Strategy	Implementing the City workforce training strategy is directly dependent on the outcomes of the initiative to "develop a workforce training strategy". The organizational training that is implemented will be dependent on the priorities established in the workforce training strategy.	Jan. 2018	Dec. 2019	73.28	-	-	347	-	-	40,000
Deferred from 2018							-	-	347	-	-	40,000

Capital

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

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.

Summaries of the approved corporate external and corporate internal capital initiatives for 2016 and those planned for 2017 and 2018 are located in the Corporate Business Plan section of this corporate plan document under the goal and strategy they are achieving. Summaries of the approved departmental capital initiatives for 2016 and those planned for 2017 and 2018 are located in the Department Business Plan section of this corporate plan document under the business unit identified for each item.

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 are funded through the status quo budget) and excludes operating impacts of the project. The following schedules of long term capital initiatives are used for longer term capital and financial planning purposes. Some initiatives are more conceptual in nature and will be planned in more detail in future corporate plans. Projects for the next three years are included in this corporate plan as capital initiatives and were prioritized and funded as part of the annual corporate planning process.

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.

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.

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

The following schedule lists the major Water and Sewer long term capital initiatives from 2015 to 2035.

Long Term Capital Initiatives (In thousands)	2015	2016	2017	2018	2019 to 2025	2026 to 2035	Total
Reservoir	300	10,000	9,500	-	1,000	-	20,800
Trunk Sewer	1,300	2,708	-	-	6,200	-	10,208
	1,600	12,708	9,500	-	7,200	-	31,008

The following schedule lists the major Roads long term capital initiatives from 2015 to 2035.

Long Term Capital Initiatives (In thousands)	2015	2016	2017	2018	2019 to 2025	2026 to 2035	Total
Arterial Roads	1,575	14,300	2,300	300	17,497	27,370	63,342
Westgrove Roundabout	40	760	-	-	-	-	800
Jennifer Heil Overpass	-	-	-	-	300	3,310	3,610
LED Streetlights	-	-	-	-	-	2,955	2,955
	1,615	15,060	2,300	300	17,797	33,635	70,707

The following schedule lists the major Transit long term capital initiatives from 2015 to 2035.

Long Term Capital Initiatives (In thousands)	2015	2016	2017	2018	2019 to 2025	2026 to 2035	Total
Commuter Buses	-	1,605	1,670	-	-	-	3,275
Park and Ride	-	-	-	130	3,215	-	3,345
Local Buses	-	-	-	470	4,695	-	5,165
	-	1,605	1,670	600	7,910	-	11,785

The following schedule lists the major Parks long term capital initiatives from 2015 to 2035.

Long Term Capital Initiatives (In thousands)	2015	2016	2017	2018	2019 to 2025	2026 to 2035	Total
Neighbourhood Parks	315	200	337	347	3,086	5,944	10,230
Jubilee Park	-	721	4,301	-	4,897	3,826	13,745
Outdoor Facilities	-	-	500	-	3,532	10,250	14,282
	315	921	5,138	347	11,515	20,020	38,257

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

The following schedule lists the major Community Facilities long term capital initiatives from 2015 to 2035.

Long Term Capital Initiatives (In thousands)	2015	2016	2017	2018	2019 to 2025	2026 to 2035	Total
RCMP Facility	1,000	5,000	4,000	4,875	-	-	14,875
RCMP Land Servicing	-	153	-	-	-	-	153
Protective Services Facility	-	250	1,000	10,000	5,350	-	16,600
Arena Complex	-	-	-	3,000	52,250	-	55,250
Cultural Centre	-	-	-	-	28,850	-	28,850
Library Expansion	-	-	-	-	-	2,000	2,000
Recreation Facility	-	-	-	-	-	83,475	83,475
	1,000	5,403	5,000	17,875	86,450	85,475	201,203

The following schedule lists the major Facilities and Equipment long term capital initiatives from 2015 to 2035.

Long Term Capital Initiatives (In thousands)	2015	2016	2017	2018	2019 to 2025	2026 to 2035	Total
Public Works Satellite Facility	-	525	-	-	-	-	525
Snow Dump	-	-	-	100	1,000	-	1,100
Eco Centre	-	-	-	-	475	-	475
410 King Street	-	-	-	-	5,750	-	5,750
Fibre Ring	-	-	-	-	2,003	-	2,003
Organics Facility	-	-	-	-	3,814	2,875	6,689
Enterprise Wide System	-	-	-	-	940	324	1,264
Public Works Second Floor	-	-	-	-	-	2,131	2,131
Public Works Facility Expansion	-	-	-	-	-	5,880	5,880
	-	525	-	100	13,982	11,210	25,817

Approved for 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
1	Planning & Infrastructure - Engineering	DP186.3 - New growth - Water Reservoir	The City's Water Master Plan has recommended that a major upgrade to its reservoir and pump station is required at a population of about 38,000. Current growth rate projections indicate that this will occur approximately in 2018. This project will complete the construction of the facility. The project is expected to be constructed over a 2 year period. The design was started in 2015 at \$500,000. Preliminary design has been completed by ISL Engineering and the Zone 1 Reservoir and Pump Station Upgrades Preliminary Design Memorandum has been delivered. The memorandum outlines the scope of the work completed to date, an updated preliminary design cost estimate and achieves an understanding with the City on the scope of the design to be advanced further into the detailed design stage of the project.	Jan. 2015	Jan. 2017	90.31	300	300	-	10,546,893	9,500,000	-	Developer Levies, Debentures

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
2	Planning & Infrastructure - Engineering	DP137.3 - New growth - Transportation	<p>The City collects offsite levies from developers to construct arterial roads in order to support development in growth areas. In 2016 there are several competing areas that would require roads to allow them to proceed. They are as follows:</p> <p>2016 Projects:</p> <ul style="list-style-type: none"> - Widening Jennifer Heil Road/Campsite Road from McLeod Ave to south of the CN rail (\$4,000,000) - Complete walking trails that are missing (\$300,000 - annual) - The construction of Pioneer Road from Grove Drive to Highway 16A, with a roundabout at McLeod Avenue and Grove Drive (\$10,000,000) <p>The total project costs for 2016 are \$14,300,000 (assuming Pioneer Trunk is completed in 2015).</p>	Jan. 2016	Oct. 2025	84.53	454	430	280	14,320,000	2,320,000	315,000	Developer Levies, Debentures, Taxes
3	Community & Protective Services - Community Services Admin	CE104.3 - Integrated RCMP facility	Cooperate in the detailed business case, design process and construction of an integrated RCMP Facility with joint ownership with the Town of Stony Plain and the City of Spruce Grove.	Jan. 2011	Dec. 2018	83.91	207	214	-	5,002,044	4,052,765	5,333,554	Debenture, User fees, Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
4	Planning & Infrastructure - Engineering	DP138.3 - New Growth – Sanitary Sewer	The City collects off-site levies from newly developing areas in order to construct new sanitary sewer infrastructure on an on-going basis. There are two major sewer extensions that would require building in order to support developments in the City. The project recommended for 2016 is the completion of the Pioneer Trunk, started in 2015. The project recommended for 2020 is an extension of the Boundary Trunk sewer from 800m north of Highway 16A to south of the CN rail line.	Jan. 2016	Dec. 2020	83.44	280	-	-	308,000	-	-	Developer Levies, Debentures
5	Community & Protective Services - Protective Services	DP108.3 - Alberta First Responders Radio Communication Network	Moving the responsibility for radio tower and repeater responsibility to the province while enhancing radio communications between emergency responders.	Mar. 2011	Dec. 2016	81.30	16	-	-	150,000	-	-	Taxes
6	Planning & Infrastructure - Engineering	DP139.3 - New Growth - Parks	This project involves developing neighbourhood parks within newly developing areas. Developers pay the City a development charge which will fund this work. Developers are responsible for site grading and seeding of these park areas. Upcoming areas for parks in 2016 include tree planting at Deer Park and Spruce Ridge, and an asphalt trail in Spruce Ridge.	Jan. 2016	Oct. 2025	81.09	100	100	100	205,000	342,365	352,486	Developer Levies

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
7	Planning & Infrastructure - Planning & Development	DP445.2 - CityView Master Projects Capability	The City uses CityView software to track several permit types. This initiative would develop the master projects ability in CityView, thereby assisting in the management of multiple permits types on one parcel. This will also enable additional, enhanced reporting for operational improvements.	Jan. 2015	Dec. 2016	80.89	922	-	-	-	-	-	
8	Corporate Services - Information Systems	CI163.3 - Implement Enterprise-Wide Asset Management System	This initiative will involve implementation of an Enterprise-Wide Asset Management System that will enable the City to manage infrastructure capital assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service.	Jan. 2015	Dec. 2018	80.47	1,085	985	810	169,000	139,000	14,000	Grants, Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
9	Planning & Infrastructure - Engineering	CE703.1 - RCMP Land Servicing	<p>A new RCMP station is being built between Highway 16A and the CN rail line and just west of Campsite Road. The original servicing concept was to service the sanitary east to an existing line just south of Highway 16A and water to a main that is located just east of the proposed site. The storm water was to be managed just north of the site. Since this, a couple of significant items have occurred, as follows:</p> <ul style="list-style-type: none"> - the landowner does not want the pond to be located north of the lands but rather at the very west part of his lands; and - that the access to the site may include both the access onto Campsite Road, as well the access west of the site to Highway 16A. <p>The project recommends partnering with the owner of the remaining lands and paying a proportionate share of the overall costs to develop the lands.</p>	Jan. 2016	Jan. 2018	79.58	70	-	-	907,145	1,000	-	Grants, Taxes

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
10	Community & Protective Services - Recreation	CE413.2 - Jubilee Park Master Plan Implementation	<p>The Jubilee Park Master Plan Update identifies a number of capital enhancements intended to both compliment and supplement existing system elements. It is proposed that the design and construction of the elements identified in the plan be carried out through a phased approach, specifically short-term development (0 - 5 years), mid-term development (6 - 10 years) and long-term development.</p> <p>In creating the Jubilee Park Master Plan Update, strategies from previous planning documents including the Leisure Services Master Plan and the Spontaneous Recreation/Park Amenity Study were incorporated.</p>	Jan. 2016	Dec. 2026	78.49	203	539	599	721,000	4,301,000	-	Developer Levies, Grants, Other
11	Corporate Services - Finance	DP663.1 - Financial Reporting and Budgeting Software	New budget and financial reporting software is needed to replace existing applications. The existing applications are unreliable for users and rely on out-of-date technology that requires routine data verification and fixing of corrupt data.	Jan. 2016	Dec. 2016	77.81	1,400	-	-	194,972	-	-	Surplus, Taxes
12	Community & Protective Services - Protective Services	CE588.1 - Design and Construct New Protective Services Facility	The current station was designed initially for a volunteer fire service decades ago and although there have been several renovations and alterations it does not meet the needs of the current Protective Services. Also, the rapid growth of the City has necessitated growth within Fire and Enforcement services that has spread beyond the current building with no room for growth.	Jan. 2016	Aug. 2019	77.76	570	420	430	250,000	1,000,000	10,000,000	Debenture, Grants

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
13	Corporate Services - Information Systems	DP125.3 - Business Continuity Program (Technology)	Implement a backup system that ensures critical technical applications (eg. finance system, records and email system) are available in the event of a major disruption to normal service delivery.	Jan. 2015	Jun. 2016	77.14	21	-	-	-	-	-	
14	Community & Protective Services - Cultural Services	DP422.2 - Establish a Horizon Stage Equipment Lifecycle Plan	As part of the City of Spruce Grove's commitment to looking to the future, Horizon Stage will need to replace the lighting package for performances, as well as part of our portable PA system in 2016. In 2017 and 2018, we will need to replace stage curtains, the wireless microphone system, and the remaining pieces of the portable PA system and lighting.	Jan. 2016	Dec. 2018	74.74	95	42	27	37,000	29,000	21,500	Grants, Taxes
15	Planning & Infrastructure - Engineering	CE494.2 - Westgrove Roundabout	The intersection of Westgrove Drive and McLeod Avenue has been a busy intersection for a few years with the increase commercial development on the west portion of the City. This is often seen by road users during the late afternoon peak traffic times. With the recent extension of Westgrove Drive to Jenn Heil Way this issue is expected to increase. Administration conducted a functional plan on the intersection in 2013/2014 to assess the alternatives to the improvements to the area. The alternatives considered were to leave the area as is, add traffic signals or construct a roundabout. After consideration the roundabout was considered the best solution.	Jan. 2016	Dec. 2016	72.81	107	-	-	800,000	-	-	Grants

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
16	Planning & Infrastructure - Public Works	DP157.3 - Public Works Satellite Facility	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. A satellite facility with on-site fuel tanks, is proposed to store these units to create efficiencies.	Jan. 2016	Dec. 2016	72.71	100	-	-	525,000	-	-	Grants
17	Corporate Services - Human Resources	DP214.3 - 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. Initial work with Avanti in 2014 has identified that there is a need to focus on data management within the HRIS system. Data management includes an annual review of the City process and ensuring we are using the software to our capacity.	Jan. 2016	Dec. 2017	72.45	181	-	-	40,000	5,000	-	Surplus, Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
18	Planning & Infrastructure - Planning & Infrastructure Admin	DP266.3 - Transit System Growth – Bus Purchase	Through the provincial GreenTRIP grant program, the City of Spruce Grove would purchase four 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 and Edmonton Transit Systems (ETS) would continue to maintain, store, and operate them. 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 the City on this provided the buses are compatible with their existing fleet. The grant application was submitted prior to the grant deadline of November 30, 2014. The City is still waiting for the notification of grant awards.	Jan. 2014	Dec. 2018	72.24	120	80	20	1,640,000	1,780,000	150,000	Grants, Taxes

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
19	Planning & Infrastructure - Planning & Infrastructure Admin	DP265.3 - Transit Infrastructure - Permanent Park and Ride	<p>Through the provincial GreenTRIP grant program, the City 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 (CRB) support to access these funds. Project milestones consist of a 2014 grant application, 2016 site options analysis, 2016-17 land-swap negotiations and agreement, 2018 detailed design and engineering work, 2019-2020 construction, with the facility to open in the fall of 2020.</p> <p>This project concept may evolve through discussions with community developers, the CRB, and Edmonton Transit Systems (ETS). The GreenTRIP deadline was November 30, 2014. The City is still waiting for the notification of grant awards.</p>	Jan. 2014	Sep. 2021	70.36	148	155	260	55,000	-	130,000	Grants
20	Corporate Services - Human Resources	DP210.3 - Implement Performance Management System Changes	<p>Review and where appropriate, implement changes in the performance management system. This was identified as an operational recommendation in the December 2012 Organizational Efficiency Review (OER) study. "Improve Performance Management Program" is also identified as a 2015 initiative in the City's People Strategy. 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.</p>	Jan. 2016	Dec. 2018	68.70	372	-	-	-	-	-	Surplus, Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
21	Planning & Infrastructure - Public Works	DP661.1 - Parks Equipment Lifecycle Update	The increasing footprint and inventory of City parks, open spaces, pathway and sidewalks requires an updated lifecycle plan of equipment and attachments. The current use of some turf equipment for increased amount of pathway snow clearing is having a detrimental effect on it's life span and is creating a high repair costs. Having the right pieces of equipment with proper attachments will reduce wear and tear costs, extend the life of existing equipment and help meet the service level demand.	Jan. 2016	Dec. 2016	68.28	110	-	-	101,400	-	-	Surplus, Taxes
22	Community & Protective Services - Recreation	CE414.2 - Construct Pickleball Courts	As identified in the Outdoor Sport Facility Strategy, the sport of 'Pickleball' has firmly established itself as a legitimate outdoor sport activity primarily involving age 55 plus participants in the City of Spruce Grove and area. The initiative proposes the retrofit of two decommissioned tennis courts located at Henry Singer into six or eight tournament level Pickleball courts.	Jan. 2016	Dec. 2016	62.50	70	-	-	176,000	-	-	Suplus, Grants, Taxes

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
23	Planning & Infrastructure - Engineering	CE735.1 - Spruce Ridge Road Completion	As part of the Land Exchange Agreement between the City and RDC approved by Council in 2014, the City committed to the completion of Spruce Ridge Road if Qualico had not completed the extension past the RDC multi-family development site by the end of June 2015. The costs are recoverable from Qualico when they proceed with the final phase of their Spring Gate subdivision.	Jun. 2016	Oct. 2016	61.98	100	-	-	313,500	(315,500)	-	Developer Levies
24	Recreation	CE486.2 - Sports & Recreation Facility Expansion - 3rd Floor	The third floor of the Sport and Recreation Facility has approximately 5,500 square feet of undeveloped space. The City has been approached by user groups to consider the development and lease of the space. The intent would be to have the 3rd floor developed through a tenant financed leasehold improvement arrangement with no capital requirement for the City and additional lease revenue to help reduce the building operating deficit.	Jan. 2016	Dec. 2017	57.55	105	91					
25	Planning & Infrastructure - Engineering	DP143.3 - 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 of the upgrade.	Jan. 2016	Dec. 2016	57.19	35	-	-	500,000	-	-	Grants
Approved for 2016							7,171	3,356	2,526	36,461,954	23,154,630	16,316,540	

Planned for 2017

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
26	Community & Protective Services - Protective Services	DP666.1 - Next Phase of Fire Training Ground	The current Fire Training ground allows the training of basic fire skills but does not allow for the training of more complex situations involving multiple stories and staircases. With approval of this item Fire Service will look for a partner to fund the cost of expansion either through municipalities or commercial partners, such as colleges.	Jan. 2017	Dec. 2018	66.67	-	39	25	-	25,000	75,000	Grants
27	Information Systems	DP664.1 - Architect New Blade Centre System	The City has an IBM Blade Center system that houses six physical blade servers which in turn hosts thirty virtual guest servers that provide most all the applications the City currently uses for daily operations. IBM has given the City notice that the Blade Center system has reached end of life and that in 2018 the complete system will no longer be supported. This initiative is being undertaken to replace the outdated server system with a new Lenovo Flex Server system.	Jan. 2017	Jun. 2017	84.22	-	300	-	-	63,000	-	Surplus, Taxes

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
28	Engineering	CE480.3 - Implementation of Outdoor Facilities Strategy	Recently Council was presented with "Playbook 2029", Spruce Grove's Outdoor Sport Facility Strategy. The intent of this initiative is to advance those strategies and recommendations identified in the report through a functional planning study with primary focus on the following outdoor sport facility needs: Football, Soccer, Pickleball, Skateboarding and Outdoor Ice. - One (1) Outdoor Rink (2017) - One (1) "AA" Baseball Diamond (2019) - One (1) "A" Baseball Diamond (2019) - One (1) Leisure Ice Surface (2020) - One (1) District Level Skateboard Park (2021) - One (1) Outdoor Rink (2023) - One (1) Skating Oval (2025) - One (1) "AA" Twin Synthetic Soccer/Football Fields (2027)	Mar. 2017	Dec. 2027	71.77		7	80		530,000	463,000	Grants, Taxes

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
29	Planning & Infrastructure - Planning & Infrastructure Admin	DP704.1 - Bus Stop Safety Upgrading	Although the City of Spruce Grove has operated a transit system for over 10 years, many of the bus stops do not have concrete bus pads making the ground uneven and difficult for walking due to ice build up. In winter this is a considerable risk. Also many of the current bus pads are too small for meeting accessibility standards. It is acknowledged that there may be a reluctance to install pads because of potential route changes, and so priority will remain on stops at low risk of moving, as well as the use of mobile pad technology.	Apr. 2017	Oct. 2019	70.05	-	52	-	6,000	66,000	30,000	Taxes
Planned for 2017							-	398	105	6,000	684,000	568,000	

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Planned for 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
30	Community & Protective Services - Protective Services	DP667.1 - Command Vehicle	To provide Fire and Police as well as Emergency Management with an economical mobile command center for medium to large events in Spruce Grove. The unit would be based on in-house modifications to a Recreational Trailer versus the purchase of a true designed command trailer.	Jan. 2018	Dec. 2018	65.05	-	-	-	-	-	46,000	Surplus, Taxes
31	Community & Protective Services - Recreation	DP665.1 - Utility Vehicle Skid Steer for Fuhr Sports Park and Agrena	Purchase of a utility vehicle skid steer and attachments intended for use primarily at the Sports & Recreation Facility, Agrena and Fuhr Sports Park. The unit would remain in the possession of recreation for the Fall/Winter/Spring season (September- May). For the summer the unit would be transferred to Public Works.	Jan. 2018	Jun. 2018	63.28	-	-	21	-	-	92,000	Surplus, Taxes
32	Community & Protective Services - Recreation	CE448.2 - Arena Complex	Design and construct a regulation-size twin indoor ice facility primarily intended for youth and adult program activity during both winter and summer seasons. The possibility of hosting larger scale events with larger spectator capacity, as well as trade shows, will be explored.	Jan. 2018	Dec. 2021	71.15	-	-	225	-	-	4,043,750	Debenture

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
33	Planning & Infrastructure - Engineering	DP495.2 - Regional Waste Water Line and Lagoon	City administration is currently working with the regional sewer commission regarding the level of service requirements, including the best use of the sewage lagoons north of Highway 16 and east of Century Road. This joint project will benefit both parties as it will take advantage of the lagoon infrastructure capacity to delay pipe upgrades east of Spruce Grove and upgrade the regional lines to allow the City to achieve the level of service requirements.	Jan. 2018	Dec. 2019	78.39	-	-	100	-	-	2,000,000	Other
34	Planning & Infrastructure - Engineering	DP428.2 - Detailed Design and Construction of Snow Dump Site	The City requires space to pile snow that is removed from streets in winter months. The City currently trucks the snow to the public works area south of Highway 16A. With the City continuing to grow there is a need to develop another snow dump. The area proposed is north of Highway 16 and east of Century Road where the City lagoons were previously located. This project would design and construct the new snow dump area.	Jan. 2018	Dec. 2020	76.82	-	-	34	-	-	100,000	Grants
35	Planning & Infrastructure - Planning & Development	DP85.3 - Subdivision and Endorsement Process and CityView Expansion	Perform a business analysis to improve the subdivision and endorsement process and implement the CityView Subdivision and Endorsement module.	Jan. 2018	Dec. 2019	68.44	-	-	68	-	-	62,500	Taxes

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
36	Planning & Infrastructure - Planning & Infrastructure Admin	DP507.2 - Transit System Growth - Local Service	The City of Spruce Grove Transportation Master Plan recommends that by 2020, local bus service should be provided to all citizens on the basis of a maximum walking distance of 400 meters. By incorporating this into the GreenTRIP Grant Application, Spruce Grove would be able to incorporate the purchase of 4 local sized buses (24 passengers – follows Leduc Transit model) and storage for these buses as part of the total GreenTRIP funding application being submitted at the end of November 2014. Based on a local bus service opportunity, it is possible that the current intercity bus could either have a streamlined route or the start of a feeder one stop scenario that would actually reduce costs.	Jan. 2018	Dec. 2020	73.23	-	-	420	-	-	470,000	Grants
37	Planning & Infrastructure - Public Works	CE418.2 - Relocation of Eco Centre to Public Works	Relocate the existing Eco-Centre facility from the current location at 50 Diamond Avenue to 1 Schram Street to take advantage of an opportunity to establish on a site that will enhance service to the public, increase efficiencies, and allow for future program evolution needs.	Jan. 2018	Dec. 2020	78.75	-	-	88	-	-	20,000	Taxes
38	Corporate Departments - Communications	CE93.3 - Develop and Implement a Signature Entry Identity	Develop and implement a signature entry identity that will provide visual enhancements that uniquely identify Spruce Grove as they enter the city.	Mar. 2018	Mar. 2019	62.97	-	-	50	-	-	50,000	Grants
Planned for 2018							-	-	1,006	-	-	8,020,250	

Deferred from 2018

Row #	Business Unit	Name	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
38	Planning & Infrastructure - Engineering	Atim Creek Forest Development	DP478.2 - Atim Creek Forest Development	This initiative is to purchase lands of Atim Creek Forest on the northwest side of the City's boundaries. The design and construction of the natural area will be the standard similar to Heritage Grove Park with trails and rest nodes. The aim would be to connect the trails in Atim Creek Forest with the trails in Heritage Grove Park and Pioneer Forest creating one continuous trail system that intersects through the City connecting the various neighbourhoods.	Jan. 2018	Dec. 2030	69.58	-	-	50	-	-	1,722,000
39	Planning & Infrastructure - Engineering	Pioneer Forest Development	DP479.2 - Pioneer Forest Development	This initiative would include the purchase lands of Pioneer Forest on the south east side of the City's boundaries. The design and construction of the amenities within the natural area will be the standard similar to Heritage Grove Park with trails and rest nodes. The long term goal would be to connect the trails in Pioneer Forest with the trails in Heritage Grove Park and Atim Creek Forest creating one continuous trail system that intersects through the City connecting the various neighbourhoods.	Jan. 2018	Dec. 2035	68.59	-	-	100	-	-	1,722,000
Deferred from 2018								-	-	150	-	-	3,444,000

Departmental – Operating

Departmental operating initiatives do not appear in the strategic plan. They are owned by and designed to support the needs of a particular department or section in helping them to improve the efficiency or effectiveness of their service delivery. 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.

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.

Summaries of the approved departmental operating initiatives for 2016 and those planned for 2017 and 2018 are located in the Department Business Plan section of this corporate plan document under the business unit identified for each item.

Approved for 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
1	Planning & Infrastructure - Planning & Infrastructure Admin	DP195.3 - Develop Contaminated Sites Program	The Public Sector Accounting Board issued an accounting standard which requires municipalities to inventory their land holdings and determine whether contamination is in excess of environmental standards exists. The costs to remediate these contaminated sites must be recorded on the City's financial statements for year end December 31, 2015 in order to comply with this standard. Work to inventory and identify potentially contaminated sites began in 2014 and continues with the development of an administrative policy, procedure and user guide. These documents will ensure future compliance with the standards, and form the basis for an on-going program to assess any additional sites resulting from a change in circumstance or acquisition of new land.	Jan. 2014	Dec. 2016	72.19	160	-	-	120,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
2	Corporate Departments - CAO	DP187.3 - 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. 2015	Dec. 2016	73.18	105	-	-	-	-	-	
3	Planning & Infrastructure - Asset Management	DP80.3 - Facilities Lifecycle Study Update	This is an update project from the building lifecycle study that was completed by Stantec consulting in 2009. This project will review and update all existing building lifecycle plans with a detailed examination of building components and an audit of building components captured in the current plan. The study will include the updating of expected life data from industry standards and will provide updated lifecycle plan replacement costs with 2016 data.	Jan. 2016	Dec. 2016	73.12	84	-	-	45,000	-	-	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
4	Planning & Infrastructure - Planning & Development	DP382.2 - Quality Management Plan Update	<p>The City's Quality Management Plan (QMP) governs the safety codes permitting process. The City is proposing several changes to the plan to bring it in line with best practices. The following inspections are being recommended as additions to the QMP:</p> <ul style="list-style-type: none"> - An insulation and vapour barrier inspection for all new dwellings; - A foundation inspection for manufactured homes; - An insulation inspection for detached garages; and - A final inspection for basement development. <p>All of these inspections are performed by other urban municipalities in the region, with the exception being that Edmonton and Strathcona County do not require a foundation inspection for manufactured homes.</p>	Jan. 2016	Jul. 2017	71.20	180	145	-	80,000	-	-	Other
5	Corporate Services - City Clerk	DP64.3 - Implement Plan for Improved Legislative Document Tracking System	Implement an electronic legislative document tracking system that improves efficiencies in the management of the lifecycle of bylaws, policies and procedures.	Jan. 2016	Mar. 2016	68.96	344	-	-	10,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
6	Planning & Infrastructure - Asset Management	D447.2 - Plan for Change in Use of Existing Public Works Buildings	This project requires the demolition of existing Public Works portable office space, interior meeting and lunch facilities, and exterior storage structures that are currently at the 1 Schram Street Public Works building, in order to ready this facility and yard for future uses.	Jan. 2016	Dec. 2016	63.91	160	-	-	175,000	-	-	Taxes
7	Community & Protective Services - Cultural Services	DP687.1 - Freedom of the City Event	Event funding for a Freedom of the City event for 2016 in the City of Spruce Grove honouring the 1st Battalion Princess Patricia's Canadian Light Infantry or other divisions of the armed forces.	Jan. 2016	Dec. 2016	56.41	352	-	-	10,000	-	-	Taxes
8	Corporate Services - Information Systems	DP77.3 - Investigate Use of VDI (Virtual Desktop Interface) to Replace Physical Desktops	The City desires to engage the services of a Virtual Desktop Infrastructure (VDI) 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. 2016	Jun. 2016	68.59	50	-	-	40,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
9	Corporate Services - Information Systems	DP682.1 - Security Audit	The City recently sanctioned the adoption of a Technical Security Framework based upon an ISO 27002 standard that includes 16 technical policies, four procedures and an Information Security Governing Policy. Various security measures have been implemented as a result of these policies. In order to determine if the City has effectively secured its systems an audit of the network is necessary. A Network Security Assessment provides an independent verification of the operational security status of an organization's digital information and communication technology infrastructure. Verification of policy compliance, identification and evaluation of risks and identification of prioritized remediation needs is performed. This initiative will include a network security assessment, a wireless security review and an external penetration test by a third party agency.	May. 2016	Jul. 2016	74.43	100	-	-	20,000	-	-	Taxes
Recommended for 2016							1,535	145	-	500,000	-	-	

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Planned for 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Score	2015 Effort	2016 Effort	2017 Effort	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)	
10	Planning & Infrastructure - Planning & Development	DP84.2 - Permitting Web Portal (PD.12)	Expand Online Services by integrating with City View software to provide status updates and inspection results to applicants.	Jan. 2018	Dec. 2019	72.92	-	-	105	-	-	25,000	Surplus, Taxes	
11	Planning & Infrastructure - Planning & Development	DP668.1 - Records scanning	The Planning and Development Department is proposing to hire an outside contractor for digitizing records for storage in TRIM.	Jan. 2018	Dec. 2018	66.25	-	-	270	-	-	60,000	Taxes	
12	Corporate Services - City Clerk	DP672.1 - Needs Analysis - Process Automation and Tracking for Incidents and Claims	There is a business requirement for an effective and efficient tool to manage all incidents and claims appropriately, supporting collaboration amongst all parties involved, as well as improved reporting and analytics that will assist the organization to further mitigate any future issues. A tool that incorporates incidents involving safety and insurance and other claims by and against the City will take a holistic approach to risk management as well as improve the maturity level of the City's risk management program.	Feb. 2018	May. 2018	64.64			195					
							Planned for 2018	-	-	570	-	-	85,000	

Deferred from 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
1	Corporate Services - Corporate Services Admin	DP263.3 - Enhance Corporate Planning System	The next phase of enhancements to the corporate planning system include capacity planning and reporting, report enhancements, and increased data administration functionality to continue to improve effectiveness and efficiencies in the corporate planning process.	Jan. 2014	Dec. 2016	67.86	114	-	-	-	-	-
2	Corporate Services - City Clerk	DP120.3 - 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. 2016	Apr. 2016	66.15	253	-	-	-	-	-
3	Community & Protective Services - FCSS	DP684.1 - Rural Housing Initiative	<p>An Expression of Interest has been submitted to the Alberta Rural Development Network (ARDN) to allow them to build a 30 unit housing structure for low income residents. In order for this project to go forward a one to two acre parcel of land needs to be purchased and designated for this purpose. The ARDN would take on all construction costs.</p> <p>There is an extremely high need for low-income housing in the City of Spruce Grove and the approval of a land purchase would position the City well to take advantage of a rare opportunity to address this need.</p>	Jan. 2016	Dec. 2016	65.05	73	-	-	450,000	-	-

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
4	Corporate Services - City Clerk	DP670.1 - Needs Analysis and Business Requirements for Electronic Meeting Management Software Change	<p>Advancements in technology since the implementation of AgendaQuick in 2007, coupled with changes in business operations creates a situation where an analysis of the current business requirements, as well as the collection of other business needs linked to meetings, should be conducted to determine if it is prudent to pursue an alternate service provider for electronic meeting management.</p> <p>The organization has matured in its use of electronic meeting management software and the industry has also advanced offering more services combined into one service package including the ability to broadcast the meeting, link to the agenda, provide public input to the agenda, manage boards and committees (appointments and meetings) and apps that are compatible with mobile devices.</p>	Jan. 2016	Jul. 2016	66.51	72	-	-	-	-	-

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
5	Community & Protective Services - Cultural Services	DP683.1 - Canada 150 Mosaic	The City of Spruce Grove has been offered the opportunity to be one of the Canada 150 Mosaic participants. 150 Murals in 150 Communities will be completed by July, 2017. Each province and territory will have only 5-15 individual communities who will be selected to represent the province and the nation. Each community will host an event inviting participants from their region to participate and create their own community mural, which will then connect to the nation. Upon the completion of the entire Canada 150 Mosaic, each community mural will reside in the town or city where it was created as a reminder of the 150th anniversary, and the pride of the community and the nation.	Jan. 2016	May. 2017	64.58	109	105	-	10,000	10,000	-
6	Planning & Infrastructure - Planning & Development	DP716.1 - Electronic Signature Business Analysis	The Planning and Development Department is initiating a business analysis to review the proposed use of electronic signatures.	Jan. 2016	Dec. 2016	64.01	305	-	-	-	-	-

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
7	Corporate Services - Information Systems	DP681.1 - Investigate the Use of an Enterprise Communication Tool with Pilot Group	As new facilities are being built City employees are becoming more and more dispersed. Information Systems staff will need to support employees at multiple locations making the process more time consuming and less efficient. All staff will have fewer opportunities for communication with employees at different locations. An Enterprise Communication Tool (ECT) can provide a solution for these issues by providing functionality including instant messaging, presence status and desktop sharing.	Feb. 2016	Oct. 2016	66.93	73	-	-	7,400	-	-
8	Corporate Services - Information Systems	DP370.2 - Develop Information Systems Account Management Process	Information systems user account management refers to the process by which an individual's access and permissions within information systems is initially activated, periodically reviewed, and timely deactivated consistent with that individual's roles and responsibilities as an employee.	Jun. 2016	Nov. 2016	65.05	370	-	-	-	-	-
Deferred from 2016							1,369	105	-	467,400	10,000	-

Deferred from 2017

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
9	Planning & Infrastructure - Planning & Infrastructure Admin	DP376.2 - Develop Corporate Waste Management Strategy	The focus of this strategy to is to determine how to better align waste management practices in all City facilities (including recreational and park facilities) with the residential diversion program. The strategy would address opportunities, challenges, best practices, and include a phased implementation plan. It would try to determine a baseline for current waste generation and diversion. (Note this project includes DP377.2 Implement Corporate Waste Management Strategy).	Jan. 2017	Dec. 2018	67.81	-	280	150	-	25,000	15,000

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
10	Planning & Infrastructure - Planning & Infrastructure Admin	DP200.3 - Develop and Implement City Facility Energy and Water Audit Program	Although many of the current municipal buildings are built to very high environmental and energy standards, some of the older facilities could benefit from an energy and water audit. This will determine if lifecycle improvements that may be scheduled could benefit from current energy and water conservation technology enhancements. These enhancements could actually provide payback much faster than currently understood, as electricity costs are forecasted to increase considerably over the next five years, based upon the change over from coal to natural gas that is being proposed. The findings from the audit may address enhanced building insulation and sealing, the use of combined heat and power technology and possibly solar. The targeted facilities for this program would be City Hall and the Agrena. Other city facilities do not need to be examined until 2019.	Jan. 2017	Dec. 2017	66.67	-	160	-	-	20,000	-
11	Planning & Infrastructure - Planning & Development	DP380.2 - Mobile Technology for CityView	Review the options for allowing inspectors to use CityView in the field and implement the best mobile solution.	Jan. 2017	Dec. 2017	66.46		789	-	-	15,000	-

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
12	Corporate Services - City Clerk	DP675.1 - Insurance Coverages Analysis	The City currently carries full cost replacement under its equipment schedule and it is up to the City to maintain current replacement costs in order to take advantage of this coverage. An analysis of this coverage and an update of the replacement costs, if appropriate, is required as this has not been done. This project will work to reduce the cost of uninsured losses.	Jan. 2017	Dec. 2017	65.31	-	166	-	-	-	-
13	Planning & Infrastructure - Planning & Infrastructure Admin	DP700.1 - Interactive Website Development Water, Waste & Energy Conservation	Development of an interactive tool that would plot Spruce Grove Community (i.e. Hilldowns) Average use for Water, Electricity and Natural Gas Consumption. If feasible data may be expanded to waste, recycling and organics. This interactive tool is not specific enough that it targets an individual house, but it does create community peer pressure to do better.	Jan. 2017	Dec. 2018	65.00	-	450	510	-	-	1,500
14	Corporate Services - City Clerk	DP366.2 - Reporting Council Expenses Online	Develop a solid process in policy and implement the process for reporting Council expenses online.	Jan. 2017	Mar. 2018	57.19	-	249	219	-	20,000	-

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
15	Corporate Services - Human Resources	DP680.1 - Explore Alternate Work Arrangements Program	Alternate work arrangements are non-traditional work arrangements (e.g. flextime, telecommuting) that provide more flexibility to employees, while meeting organizational goals. Several alternate work arrangements such as flexible work hours, telecommuting, extended leave, job sharing, etc. are tools that are used to to accommodate the unique needs of employee groups.	Jul. 2017	Dec. 2017	61.04	-	237	-	-	5,000	-
Deferred from 2017							-	2,331	879	-	85,000	16,500

Deferred from 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
16	Corporate Services - Human Resources	DP212.3 - Review Human Resources Service Levels	The December 2012 Human Resources Organizational Effectiveness Review (OER) identified that the City should define and measure clear service levels provided by Human Resources. The intent is to identify the areas of importance where the Human Resources department needs to progress to the advance level (Level 4) in the Human Resources maturity model which was a tool used in the assessment during the Human Resources OER. Additionally, the Human Resources department will continue to work on measuring outcomes based on Human Resources metrics. Human Resources Measurement is a component of the People Strategy. Human Resources service delivery will also focus on better utilization of the HRIS system and automation and move towards greater self service for staff and supervisors regarding Human Resources general information.	Jan. 2018	Dec. 2018	67.66	-	-	194	-	-	20,000

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

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Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Effort	2017 Effort	2018 Effort	2016 Costs	2017 Costs	2018 Costs
17	Corporate Services - Human Resources	DP678.1 - Establish a Recognition Program	Establishing a recognition program is an initiative within the City's People Strategy. Currently the City has a number of practices where employees are recognized and thanked for their efforts and work accomplishments. This includes the annual employee recognition activity or gift, annual service awards, and periodic appreciation lunches for staff, particularly at Christmas time. While these activities are important and appreciated by staff, there is no formal City recognition program.	Jan. 2018	Dec. 2019	65.00	-	-	245	-	-	12,500
18	Corporate Services - Human Resources	DP677.1 - Establish a Wellness Program	The City's People Strategy identified the need for developing a "Wellness Program". The City has a number of specific wellness initiatives, however it lacks a comprehensive wellness program. Wellness programs include components of fitness, wellness, and lifestyle programs and have been known to have a positive impact in reduction of stress and increasing productivity.	Apr. 2018	Dec. 2019	66.88	-	-	178	-	-	5,000
Deferred from 2018							-	-	617	-	-	37,500

Service Changes

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 and service effort. All changes in staffing, excluding casual staffing, are submitted as service changes regardless of the driver for the position.

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.

Summaries of the approved service changes for 2016 and those planned for 2017 and 2018 are located in the Department Business Plan section of this corporate plan document under the business unit identified for each item.

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Approved for 2016

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
1	Corporate Services - City Clerk	SC161.2 - Annual Census	Moving to an annual census would allow the City to maintain a current population count and take best advantage of grants that are updated annually based on the municipal population. Population growth is expected to be high for the next ten years and an annual census would allow the City to maximize grant funding. A 20-year financial analysis of the costs of conducting a census versus the anticipated increase in grant funding indicates that the City could see a net increase of approximately \$190,000 each year in the first few years tapering off to approximately \$50,000 in years 18 through 20 based on today's dollars.	Jan. 2015	77.34	110,000	110,000	110,000	Taxes
2	Planning & Infrastructure - Public Works	SC54.3 - 1.0 FTE Roads Operator	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. 2016	79.27	68,987	83,251	85,820	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
3	Community & Protective Services - Protective Services	SC232.1 - Enforcement Services Staffing Plan	In 2014 the City undertook a review of staffing levels for Enforcement Services. The intention was to compare to other communities and determine a best structure and size for Enforcement Services. However, unlike other municipal services such as fire, there is no standard reporting system for Peace Officer and Bylaw Officer workloads. Also, the amount of bylaws and the level of service varied too much to obtain a solid base to work from. However the review did indicate that Spruce Grove is on average or slightly lower than average for staffing but the expectation of service is higher in Spruce Grove. This staffing plan is based on current demands on the service. The recommendation is one staffing plan that is multi year.	Mar. 2016		126,649	262,369	211,753	Surplus, Taxes, Other
4	Community & Protective Services - Community Services Admin	SC154.2 - Additional RCMP Members	Increase of general duty constables to maintain service levels. This is intended to increase the RCMP ability to deal with increasing workloads and add to 'visible' policing. The long term plan is to add one officer in 2016, one officer in 2017, and one officer in 2018. This would follow along with past additions in 2014 and 2015.	Sep. 2016		48,639	200,004	359,800	Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
5	Corporate Services - Finance	SC201.1 - 1.0 FTE Utility Service Representative	An additional utility service representative is needed to provide utility customers with an acceptable level of service for billing, meter reading and customer inquiries. Most utility customers who contact the City must leave a message that is returned within two business days. Many customers are unsatisfied with the lack of immediate access to City staff and the timeliness of the response.	Apr. 2016		60,990	73,209	75,880	Utility charges
6	Community & Protective Services - FCSS	SC136.2 - 0.5 FTE Program Coordinator - Families	Spruce Grove FCSS proposes hiring a 0.5 FTE Program Coordinator - Families position. This position will address the increase in programming demands for young families in Spruce Grove and their pre-school children, and will oversee the programs to be offered in the new Sports and Recreation Facility and Community Wellness Centre.	Mar. 2016		47,405	60,118	68,906	Surplus, Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
7	Planning & Infrastructure - Planning & Development	SC162.2 - 1.0 FTE Development Compliance Officer	With annual growth rates of almost five per cent, the section has been unable to inspect development after development permit approvals to ensure conditions are being met (with the exception of landscaping inspections, which is assisted by Engineering). The cumulative impact of the growth has also resulted in a surge in questions and complaints about development, which often occurs during peak seasons, affecting development permit processing timelines. This position would be responsible for ensuring conditions and mitigation measures included in development permit decisions are completed. In addition, this position would be responsible for proactively monitoring development activities to ensure permits are received before construction begins, will monitor construction site cleanliness, and will conduct regular monitoring of signage in the City to ensure permits are received. The position will be the point of contact for Peace Officers for coordination of delivering of orders and ticketing, as needed.	Apr. 2016		120,063	103,803	107,809	Surplus, Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
8	Planning & Infrastructure - Asset Management	SC173.1 - 1.0 FTE Mechanic	With continued growth in the volume of fleet vehicles and equipment plus the increasing requirements for commercial vehicle inspections, Asset Management is requesting 1 FTE mechanic. This new position would provide a minimum of two mechanics scheduled on shift Monday to Friday providing the capacity to handle demand and planned work critical to fleet needs to provide equipment maintenance and repairs to meet customer service levels and having enough staff depth to cover for vacation, training or sickness.	Apr. 2016		82,497	107,376	110,403	Surplus, Taxes
9	Corporate Services - Information Systems	SC203.1 - 1.0 FTE Application Support Analyst - Asset Management	Over the past number of years there is a growing demand for Information Systems software application support due to the initiation of a number of new software applications and the complexity of the systems. Some of these include applications such as Great Plains financial, CityView permitting, ActiveNet Program Registration and Facility Booking, AgendaQuick, Avanti Payroll, Avanti HRIS, Worktech, Asset Management, HP TRIM records management and Online Services. In 2016 a new Asset Management System will be implemented city wide so an additional Application Support Analyst is required to provide day-to-day support of the new business application.	Sep. 2016		48,475	109,410	113,915	Surplus, Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
10	Community & Protective Services - Protective Services	SC87.3 - 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.	Jul. 2016		752,285	1,105,881	1,476,704	Taxes
11	Community & Protective Services - FCSS	SC12.3 - Specialized Transit Service operating funding increase	Increase in operating funding requested by Specialized Transit Service.	Jan. 2016		8,000	16,000	21,000	Taxes
12	Community & Protective Services - Recreation	SC91.3 - 1.0 FTE Operator (Fuhr Sports Park/Agrena/Sports & Recreation Facility)	Reporting to the Facilities Supervisor, 1 permanent FTE operator to assist in the day-to-day operation and stewardship of the Agrena, Fuhr Sports Park and Sports and Recreation facility.	Apr. 2016		64,647	87,314	90,987	Taxes
13	Planning & Infrastructure - Public Works	SC190.1 - 1.0 FTE Solid Waste Coordinator	The ongoing growth of the City has made it extremely difficult for a single position to carry out all the work associated with the various responsibilities currently assigned to the Supervisor of Utilities. This initiative seeks to address the workload problem by adding a new position to manage the Solid Waste Utility	Jan. 2016		129,549	95,770	98,048	Surplus, Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
14	Planning & Infrastructure - Asset Management	SC242.1 - Review & Update Fleet Lifecycle Program	<p>Fleet Services undertook a Lifecycle review of all City owned fleet vehicles and equipment for 2015 budget cycle and has recommended changes to the functional life replacement plan in the status quo budget. The recommended changes have increased the costs of the fleet status quo replacement plans by:</p> <p>2016 \$641,000 2017 \$561,700 2018 \$226,400</p> <p>As there are significant changes requested in this plan, review and consideration of funding allocation is required by council and management</p>	Jan. 2016		641,000	561,700	226,400	Surplus
15	Corporate Services - Finance	SC230.1 - Electric Franchise Fees	Increase the electric franchise fee rate from 18.75% to 20% to provide additional revenue to fund the delivery of services to residents.	Jan. 2016		-	-	-	

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
16	Corporate Services - Human Resources	SC4.3 - HR Consultant Contract Dollars	Recruitment of staff to the organization and implementation of the People Strategy initiatives is becoming more complex and time consuming and is beyond the capacity of the existing resources within Human Resources. HR services continues to be in high demand due to continued growth of the organization. This demand for increased HR services and activity is a trend that is expected to continue. This service change initiative was identified in the HR (Organizational Effectiveness Review) OER review as a recommendation. For 2015, this function will be done through a contracted consultant resource and is requested to continue in 2016 and 2017 as the People Strategy initiatives are worked on and implemented.	Jan. 2016		51,575	51,575	-	Taxes
17	Community & Protective Services - Cultural Services	SC210.1 - 0.5 FTE Cultural Services Technician	This is a request to raise our current 0.5 FTE Horizon Stage Technician to an additional 0.5 FTE. The new position would be a 1.0 Cultural Services Technician, if approved, for the fall of 2016.	Sep. 2016		12,164	36,493	37,588	Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
18	Corporate Services - Corporate Services Admin	SC241.1 - 1.0 FTE Asset Management Coordinator	Over the past number of years there is a growing demand to develop a corporate-wide asset management program that will ultimately serve to ensure that all assets are managed to optimize life cycle costs, minimize risks at acceptable levels of service, and that there are long-term financial strategies in place for their end of life replacement. An Asset Management Coordinator is required to develop the program and provide the ongoing operation of the program. This position will be critical to the successful implementation and operation of corporate-wide asset management. Federally and in some cases provincially, asset management plans are becoming required to secure grant funding.	Mar. 2016		103,778	109,477	114,019	Surplus, Taxes
19	Community & Protective Services - Cultural Services	SC9.3 - Increase to the Spruce Grove Public Library operating grant	In 2014, the Library made a specific request in principle for additional funding and identified the general areas of proposed allocation for those funds. The Library made a separate presentation to CAPS officially asking for the additional funding increase of 5% per year for CPI and growth. More detail may be provided in their annual report to Council on the budget occurring at the first Council meeting in September.	Jan. 2016		40,260	85,534	126,921	

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
20	Community & Protective Services - Recreation	SC97.3 - 1.0 FTE Open Space Coordinator	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.	Jul. 2016		85,385	111,570	116,195	Surplus, Taxes
21	Corporate Services - Corporate Services Admin	SC248.1 - Municipal Intern - Year 2	The City of Spruce Grove applied for and was approved by Alberta Municipal Affairs for the Administrator stream of the Municipal Internship Program for the term May 2015 - April 2016. The Municipal Internship Program provides an intern an opportunity to work in the municipal government in a variety of disciplines. Alberta Municipal Affairs provides municipalities the opportunity to extend the initial 12 month term into a second 12 month term. Where as the first year of the program is focused on providing a learning experience for the intern by exposing them to all the various areas of municipal administration, the second year will be more focused towards project based work in the departmental sections that require assistance due to time and resource constraints.	Jan. 2016		48,806	24,400		Taxes, Government Transfer
22	Corporate Services - City Clerk	SC198.1 - 1.0 FTE Insurance and Risk Coordinator	The City Clerk's Office has completed a 10-year business plan and an Insurance and Risk Coordinator position has been identified to provide the expertise and	Jun. 2016		47,724	95,449	112,825	Surplus, Taxes
Approved for 2016						2,761,935	3,517,230	3,653,033	

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Planned for 2017

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
23	Planning & Infrastructure - Public Works	SC146.2 - Streetsweeping Sand Disposal Through Recycling	This initiative will provide for the ongoing recycling of street sweepings as a responsible method for their disposal.	Jan. 2017		-	40,000	40,000	Taxes
24	Corporate Departments - Economic Development	SC131.2 - 1.0 FTE Economic Development Coordinator	The Economic Development Assistant provides administrative and planning support to the Manager, Economic and Business Development and the Economic Development Department. This position will take responsibility for preparing and administering budgets and the department's corporate plan, maintaining and updating the department's website and publications, collecting market intelligence as directed, responding to requests for information and briefing packages, and managing the Community Spirit Award, Developer's Luncheon and other Economic Development-related events.	Jan. 2017		-	72,061	74,981	Surplus, Taxes
25	Planning & Infrastructure - Public Works	SC53.3 - 1.0 FTE Parks Operator	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. 2017		-	71,864	86,842	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
26	Planning & Infrastructure - Asset Management	SC174.1 - 1.0 FTE Building Operator	With the addition of the new Public Works facility, King Street Mall, and the recreation facility, building operations have increased by 115,000 sq ft. to ensure ongoing service levels of preventative and reactive maintenance are completed. Asset Management requires 1 FTE to service the new building space.	Apr. 2017		-	105,007	88,161	Surplus, Taxes
27	Corporate Services - Information Systems	SC204.1 - 1.0 FTE Help Desk Analyst Tier 1	The performance of a service desk is an indicator of the overall health of an organisation's Information Systems. As well as being a key business function, the service desk enables organizations to become more efficient and thrive. The primary aim of the service desk is to restore the normal service to the users as quickly as possible. In the City, Help Desk tasks have been increasing at the rate of 20% per year due to staff growth and implementation of more technology. Requirements for project work, as well as day to day operations have increased. Due to the rapid growth and expansion of technical services there is a need for a Help Desk Analyst at the tier-1 service level to deal with the increased need for desktop services.	Apr. 2017		-	88,976	100,649	Surplus, Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
28	Corporate Services - Finance	SC234.1 - Early Bill Payment Discounts	Reduce the ongoing cost of contracted services, professional services and capital assets by implementing an early payment discount program with key vendors.	Jan. 2017		-	(28,000)	(66,000)	Taxes
29	Corporate Services - Finance	SC235.1 - Purchasing Card Rebates	Reduce ongoing costs by implementing a purchasing card rebate program.	Jan. 2017		-	(29,000)	(32,000)	Taxes
30	Corporate Services - Finance	SC233.1 - 1.0 FTE Accounts Payable Representative	A second accounts payable representative is needed to manage increased volumes and implement new programs for early bill payment discount and purchasing card rebates.	Apr. 2017		-	61,559	74,286	Surplus, Taxes
Planned for 2017						-	270,406	251,938	

Planned for 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	2016 Costs	2017 Costs	2018 Costs	Funding Source(s)
31	Corporate Services - Human Resources	SC165.2 - External Safety Audit Program	<p>The current PIR program requires an external audit once every three years. In the past the City has participated in the "Peer Audit" program where the City audits another municipality and another municipality audits our program. This results in up to four staff members being away from the organization to conduct an external audit elsewhere. Current the City only has 3 auditors and the capacity to continue to do external audits is difficult as best within the Peer Audit program. The intention for 2015 is this would be our last year for participating in the Peer Auditor Program and move to contract an external auditor in 2018.</p> <p>In the event this initiative is not funded, then in 2017 there will be a requirement for the City to assign or designate a minimum of 3 staff members to become audit certified to be able to conduct a reciprocal peer audit for another municipality in 2018.</p>	Jan. 2018		-	-	15,000	Taxes
						-	-	15,000	

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Deferred from 2016

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
1	Planning & Infrastructure - Planning & Infrastructure Admin	SC196.1 - 1.0 FTE Transit Coordinator	The management and operation of Spruce Grove's Transit System is becoming more complex and demanding. To ensure efficient operations, proper fiscal management and long term planning a full time position is proposed. With the inclusion of Acheson and working with Parkland County additional demands will be placed upon the administration of transit. This has been considered with this expansion and a portion of the fees charged to Parkland County will cover these additional duties. There has been some discussion with Parkland County of sharing human resources to manage their transit initiatives. With the strong possibility of the GreenTRIP grant being approved there will be 5 years of project work to ensure that the project is completed. With acceptance of GreenTRIP funding there is annual requirements for reporting and monitoring of Greenhouse Gas reductions based upon transit use.	Jan. 2016		68.80	105,213	106,843	111,252

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
2	Planning & Infrastructure - Planning & Infrastructure Admin	SC238.1 - Subsidy for Low Income Transit Users	It is standard practice in most cities to offer a subsidized bus fare for low income residents. In providing this service to low income residents it provides the opportunity for them to attend appointments, for health and possibly employment opportunities while they get established and helps them through difficult circumstances. Since Spruce Grove has weekday peak commuter service, the issuing of an annual pass is too expensive both to manage and to administer until the transit system matures. It is proposed that a ticket fare option be provided and FCSS would administer these to their clients. Initially it is proposed that the ticket books are provided free of charge. This keeps administration costs to a minimum. If it is determined that the user is required to pay a portion, this administrative detail will be determined by FCSS.	Jan. 2016		65.99	13,200	14,400	14,400

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
3	Corporate Departments - Communications	SC206.1 - 1.0 FTE Internal Communications	As the organization continues to grow and we have employees working at a various locations, the need has grown to formalize the City's internal communications function through the addition of an Internal Communications Coordinator. Currently internal communications functions are not based on a formal plan or strategy, rather they are done in an ad hoc manner without consistency. This position is also required to support the successful implementation of the City's People Strategy. The position would work not only very closely with Human Resources (including Payroll) to provide communications support in the implementation of the People Strategy but also throughout the organization with all departments to ensure that staff are kept informed and engaged in the workplace.	Apr. 2016		64.90	78,581	70,546	73,481

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
4	Planning & Infrastructure - Planning & Infrastructure Admin	SC239.1 - 0.33 FTE Summer Student - Outreach	To help enhance waste diversion and water conservation Sustainability would utilize a summer student to assist developing and implementing community based social marketing techniques. These techniques work directly with residents to create a more direct dialogue on initiatives and works on rewarding and recognizing good behaviour such as those that compost kitchen wastes or assisting with in home water conservation audits in apartments and condominiums.	May. 2016	Aug. 2016	65.83	12,301	11,858	12,334
5	Corporate Services - Finance	SC212.1 - 1.0 FTE Finance Intern	A junior accountant hired for a one year term under the Municipal Internship Program would help the City further develop its financial management and reporting systems.	May. 2016	Apr. 2017	62.24	24,078	20,875	-

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
6	Community & Protective Services - Community Services Admin	SC155.2 - RCMP School Resource Officer	Parkland School Division has approached the City of Spruce Grove and Town of Stony Plain about adding an additional school resource officer starting in the fall of 2016. The current resource officer program would be extended with the intent of an ddade cost agreement (20% for the City of Spruce Grove, Town of Stony Plain, and Parkland County each and 40% for Parkland School Division). Consideration will also be given to sharing the position with the Evergreen School Division.	Sep. 2016		70.83	9,730	30,000	30,800
Deferred from 2016							243,104	254,521	242,266

Deferred from 2017

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
7	Planning & Infrastructure - Planning & Development	SC183.1 - 1.0 FTE Safety Codes Officer	This initiative proposes to add a Safety Codes Officer to the Planning and Development section, thereby reducing contractor hours and providing enhanced customer service to City residents and property owners. Currently, plumbing, gas and electric permit inspection services are provided by a contractor at significant cost to the City, and the focus of those inspectors is to respond to specific inspection requests. This leaves a gap in service for the public, as general inquiries, etc. are not supported adequately.	Jan. 2017		70.83	-	30,890	(32,924)
8	Planning & Infrastructure - Planning & Development	SC207.1 - 0.5 FTE Planner	The Planning and Development Department proposes to increase an existing 0.5 FTE planner position to a 1.0 FTE position.	Jan. 2017		68.12	-	59,565	63,333

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
9	Community & Protective Services - Recreation	SC92.3 - 1.0 FTE Sport Coordinator	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.	Mar. 2017		71.09	-	88,043	70,647

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
10	Corporate Services - Information Systems	SC209.1 - 1.0 FTE Security Analyst	In today's world, most organizations store a lot of information on the internet and their internal networks, and information security breaches are very common, even when all the proper precautions are taken. The City has recently developed a security framework, including sixteen policies and four procedures, that provide guidelines for the organization regarding implementation of adequate security measures to protect the confidentiality, integrity and availability of resident and staff information. Information security analysts are responsible for protecting an organization's digital information and computer networks while ensuring policies and procedures are adhered to. A dedicated security analyst is essential to the successful implementation of the security framework established by the City in 2014.	Apr. 2017		70.83	-	93,714	108,877

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
11	Corporate Services - Information Systems	SC167.2 - 1.0 FTE Corporate GIS Technologist	The 2014 GIS business analysis report recommendations also identified a need for a third GIS Technologist in 2016. The additional GIS Technologist will be required to ensure adequate coverage for other internal users of GIS information such as Fire Services, Finance and Public Works.	Apr. 2017		68.54	-	93,714	108,877
12	Planning & Infrastructure - Public Works	SC191.1 - 0.33 FTE Summer Admin Support	Public Works experiences a dramatic increase in administrative work throughout the months of May to September. The number of Alberta One Calls and service requests increase substantially, as well as an increase of approximately 36 seasonal field staff during these months.	May. 2017	Aug. 2017	66.04	-	18,578	19,368

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
13	Corporate Services - Corporate Services Admin	SC58.3 - 1.0 FTE Corporate Services Administrative Assistant (convert shared position into 2 FTEs)	Organizational growth and the demands being placed on General Managers are such that the Corporate Services and Planning and Infrastructure departments each require a dedicated Administrative Assistant. Currently, there is one shared position that serves both areas. The current position would be modified to focus solely on Planning and Infrastructure and this new position would serve Corporate Services.	Apr. 2017		64.32	-	73,577	86,049
14	Community & Protective Services - FCSS	SC205.1 - 1.0 FTE Community Development Coordinator - FCSS	This position would be responsible for the coordination of community development work for both the City as an organization and the community at large. Similar to the City's Corporate Planner, this position would work with other departments, community groups, and citizens to build capacity and community engagement and to maximize efficiencies.	Sept. 2017		73.75		39,917	108,327
						Deferred from 2017	-	498,000	532,554

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Deferred from 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
15	Community & Protective Services - Protective Services	SC240.1 - Chief On-Call System	Fire Services needs a management presence 24/7 in order to coordinate responses to multiple incidents, command large incidents, and perform daily management functions such as review and approve leaves. A chief officer on call system is a drastically less expensive option than staffing a platoon chief or battalion chief type of position which is normally found in cities of Spruce Grove's size.	Jan. 2018		70.47	-	-	68,000
16	Corporate Services - Finance	SC236.1 - Electronic Document Approval	Automate management review and approval of financial documents.	Jan. 2018		68.23	-	-	-
17	Planning & Infrastructure - Planning & Development	SC185.1 - 0.5 FTE Safety Codes Assistant	The number of permits have more than doubled in the past decade, leading to a need for an additional 0.5 FTE to handle inspection and reporting needs.	Jan. 2018		66.35	-	-	68,391

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
18	Corporate Services - Finance	SC237.1 - 1.0 FTE Records Management Clerk	A dedicated records management clerk is needed to address the ongoing gap in the management of the City's financial records.	Jan. 2018		65.57	-	-	63,137
19	Corporate Services - City Clerk	SC214.1 - Implement Information Management Committee	The Records Management Technician assists with the administration of the corporate information management program. This position focuses on the application and implementation of systems, policy and procedures for information and records management including providing training and assistance to the organization in information and records management as well as the use of the corporate software and acting as a point of contact for troubleshooting issues with the use of the software. In addition, this position works with the Information Management Coordinator to advance the principles of information governance.	Jan. 2018		62.40	-	-	-

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
20	Planning & Infrastructure - Planning & Development	SC184.1 - 1.0 FTE Business License Officer	Proposal is for a new full-time employee dedicated to business licensing.	Jan. 2018		58.85	-	-	100,077
21	Corporate Services - City Clerk	SC199.1 - 1.0 FTE Records Management Technician	The Records Management Technician assists with the administration of the corporate information management program. This position focuses on the application and implementation of systems, policy and procedures for information and records management including providing training and assistance to the organization in information and records management as well as the use of the corporate software and acting as a point of contact for troubleshooting issues with the use of the software. In addition, this position works with the Information Management Coordinator to advance the principles of information governance.	Mar. 2018		65.42	-	-	71,987

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2016 Costs	2017 Costs	2018 Costs
22	Community & Protective Services - Cultural Services	SC211.1 - 0.5 FTE Cultural Services Coordinator	Currently, Cultural Services has a 0.5 Events Casual position typically used as a Volunteer Coordinator for the Canada Day event. With the increase in service for City events, the request is to make this casual position a 1.0 FTE Cultural Services Coordinator position in March 2018.	Mar. 2018		69.95	-	-	34,553
					Deferred from 2018		-	-	406,144