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# CORPORATE PLAN



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2018-2020



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## EXECUTIVE SUMMARY

### About our community

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

It's not just the location that makes Spruce Grove the Community of Choice. This city of just under 35,000 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's 2018–2020 Corporate Plan.

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 2017, the City reviewed the *2015–2035 Strategic Plan – Building an Exceptional City* and developed the corporate business plan, department business plans, and the fiscal plan.



At the beginning of each year, Administration begins the process of preparing a three year corporate plan and a 20 year long term capital plan. In March, Council attend the Council Retreat where they have the opportunity to review and update the strategic plan, as well as to provide strategic governance direction to Administration with regards to the development of the corporate plan. The corporate plan, developed annually, builds on the previous year's three year corporate plan while keeping in mind the strategic plan and the City's vision, corporate values and mission statement. Each one of these defining statements forms the foundation on which the corporate plan is built.

### **The Challenges**

As a growing community, the city is at a stage in which it needs to build future infrastructure for growth and new facilities. Residents love the quality of life in Spruce Grove; the fact that they can both live and play in the community is a bonus. Although residential growth has slowed somewhat, Spruce Grove has experienced high levels of growth over the last decade and the City continues to be challenged with providing service levels that the community is used to while balancing limited resources.

In the last year, construction of the New Protective Services Facility was initiated along with the continued development of the Integrated RCMP Facility shared with the Town of Stony Plain and Provincial RCMP members. Additionally, there is a call for more recreational facilities, library space, and cultural and downtown revitalization needs. The additional amenities will require more staff to maintain current service levels such as clearing new roads of snow, mowing the greenspace, and operating, maintaining and delivering services in the new facilities.

This new growth has moved Spruce Grove from being a small city, with all of its challenges, to a medium size city that has to deal with these challenges as well as those presented by high levels of growth, and to provide services in a manner that residents would expect.

In order to respond to anticipated changes coming out of the Modernized Municipal Government Act and ensure that services are what residents expect, a number of internal enterprise wide initiatives have been initiated to improve and integrate how the organization is managed and does business at the corporate level. This 2018–2020 Approved Corporate Plan lays out what is needed to move forward with streamlined administrative processes, functioning at the level of a mid-size city and maintaining service levels.



### **Regionalization**

For the last few years, Administration has been encouraging collaboration with our neighbours and the need to align future corporate plans, long term capital plans and budgets. While Spruce Grove already does a great deal with Parkland County and the Town of Stony Plain, and has a number of regional studies and strategies developed collaboratively, the needs identified in the recent Recreation Facility Strategy clearly indicate that no one municipality can do it alone.

If we are to be successful as a region, any protectionist ideals must change. The three municipal governments need to see themselves the way residents do, as one urban centre surrounded by a larger rural segment. How governance happens and how services are provided are as important to residents as being fiscally responsible. The final outcome will be the result of negotiation, compromise and an increased regional view of the future. Coinciding with this, the proposed Modernized Municipal Government Act has placed a work plan before municipalities that will require working much more closely with our neighbours.

### **A Changing Landscape**

It is evident there will be many changes in our municipal sphere of influence. The Capital Region Board (CRB) will be moving from 24 to 13 municipalities and will become the Edmonton Metropolitan Region Board operating under a new growth plan. High on the priority of this board will be completion of an Agriculture Master Plan and a servicing plan for the Edmonton region. In addition, Edmonton Global, the new Regional Economic Development Corporation owned and funded by 15 municipal shareholders is in its infancy. As this regional body matures it can be expected that how municipalities do economic development will shift.

The City has embarked on an annexation plan that must be negotiated with our neighbours. Once completed, the Municipal Development Plan for Spruce Grove must be updated. With the changes to the Modernized Municipal Government Act, how the City provides services, and the bylaws that support this, will need to change as well. In addition, adjustments to development levies may be contemplated. Administration will be kept very busy over the next few years ensuring that the integration of these changes is accomplished effectively, with little or no disruption to service provision.

### **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.

While Council only approves a one-year budget, the goal of the fiscal plan is to take a balanced approach across the three-year period from 2018 to 2020, not to focus solely on the financial impacts of operations and projects in 2018. 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.

Initially the 2018 budget was built around a 2.9% increase, with increases of 3.9% in the subsequent two years. That has since been changed to 3.9% for each of the three years. Some in our community may argue that we should look to lower increases but our assessment growth does not fully pay for all of our projected future needs. Service examples such as bringing on eight new firefighters in 2019 and growing our transit service, both the commuter service to Edmonton and Acheson, and the residential service being added in 2019 impact this fiscal plan. This 3.9% increase equates to a monthly tax impact of \$6.88 per month for a household with an assessed median value of \$380,723.

There are no increases in the electric franchise fee or solid waste fees in 2018.

The approved water and sewer utility rate increase is \$0.34 per cubic meter (6.42 percent increase), which equates to approximately \$4.73 per month for a household consuming 14 cubic metres of water.

### **Administration's responsibility for the corporate plan**

The 2018–2020 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 12, 2017. Amendments as a result of changes in estimates after Sept. 12, 2017, and amendments from the November public Committee of the Whole corporate planning meetings will be included in the 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.

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## 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, 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.***

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- **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.***

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## 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.

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## 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.

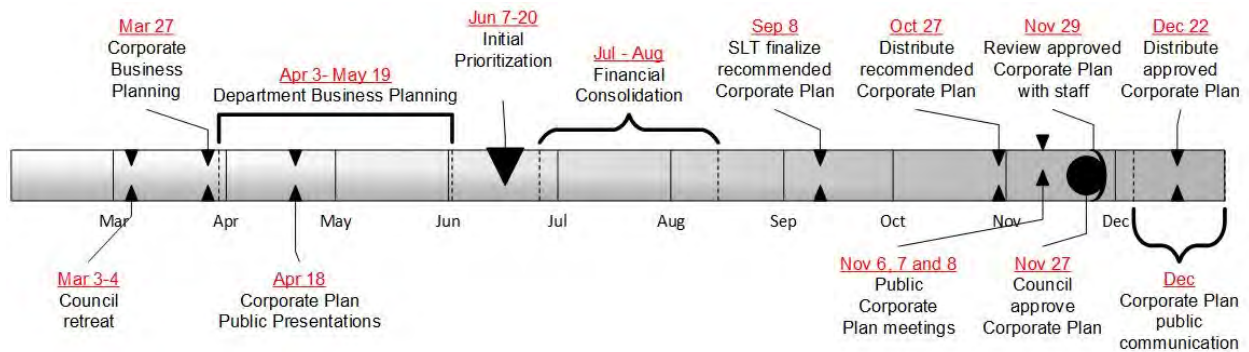
**CORPORATE BUSINESS PLAN**

**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 2018-2020 Corporate Plan.



- March                    Council retreat - Strategic planning session regarding the corporate plan.
- March                    Corporate business planning – Senior Leadership Team (SLT) and Directors identify and define corporate initiatives.
- April 18                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 24                Strategic plan - Adoption of any edits to the 2015-2035 strategic plan.

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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 6 & 7	<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 27	<p><u>Corporate plan approval</u> - The amended corporate plan is presented for council's approval.</p>
November 29	<p><u>Administrative review</u> - Review the approved corporate plan with staff.</p>
December	<p><u>Public communication</u> – Public communications summarizing the approved 2018-2020 Corporate Plan.</p>

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## 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	Community & Protective Services - Community Services Admin	CE104.5 - Integrated RCMP Facility	The City of Spruce Grove and the Town of Stony Plain will cooperate in the detailed business case, design process and construction of an integrated RCMP Facility with joint ownership between the two municipalities.	Jan. 2011	Dec. 2019

**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 - Capital	Community & Protective Services - Protective Services	CE588.3 - Design and Construct New Protective Services Facility	In 2016 Council approved the construction of an addition and renovations to the current protective services facility.	Jan. 2016	Dec. 2020
Corporate External - Operating	Community & Protective Services - FCSS	CE1070.1 - Develop a Strategy to Reduce Homelessness	A five-year plan will be developed to define "homelessness" based on a local perspective within a regional context, inventory current resources and partnerships, determine gaps, identify potential resource opportunities, and provide and implement recommendations based on established best practice.	Jan. 2018	Dec. 2022
Corporate External - Capital	Planning & Infrastructure - Engineering	CE1067.1 - Storm System Upgrades	In 2015 the City of Spruce Grove completed a Storm Master Plan. Part of the Master Plan identified numerous recommendations for upgrades to the City's storm network. In order to ensure low risk to the City and provide the expected level of service and infrastructure expected by our residents, the City will implement the recommended upgrades over a number of years as follows:  2018 - Broxton Park (\$450,000) 2019 - Brookwood (\$3,500,000) 2020 - Lakewood, Grove Meadows, Linkside (\$420,000) 2021 - Woodhaven (\$720,000) 2022 - Westgrove, Aspenglen, Millgrove, Deer Park (\$250,000)	Jan. 2018	Dec. 2025
Corporate External - Capital	Community & Protective Services - Protective Services	CE1112.1 - Fire Prevention Officer Vehicle	With the plan to formalize the second Fire Prevention Officer position in 2019, there is a need for a vehicle. Although the position is yet to be filled, the vehicle for the position is an old unit that is currently in service beyond its replacement date. With the formal approval of the position it is intended that the current vehicle will be replaced.	Jan. 2019	Dec. 2019



Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Capital	Community & Protective Services - Protective Services	CE1101.1 - Vehicle for CPO	In 2020 there is a request to hire two additional Community Peace Officers to maintain service levels with city growth. These two officers will result in the requirement to add one more vehicle to the Enforcement Services fleet.	Jan. 2020	Dec. 2020

**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.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - Corporate Services Admin	CI1076.1 - Develop an Asset Management Working Group	Asset Management is a way of doing business that ensures we invest our resources wisely over the long term by continually balancing risk, cost and service levels. People, work processes, and systems are equally important to implementing a successful program. Collaboration is essential for people to embrace and participate in an Asset Management System. This initiative will establish a Working Group composed of key stakeholders in the Asset Management System and is designed to foster collaboration regarding the consistent application of policies and procedures that are developed.	Jan. 2018	Dec. 2018

**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	Community & Protective Services - Community Services Admin	CE95.5 - Heritage Pavilion Contribution	The Heritage Pavilion is a regional facility located in the Town of Stony Plain. The City of Spruce Grove will provide a funding contribution to Stony Plain for construction of the facility. Phase two of the facility is a two-story banquet facility with capacity for 500 people.	Jan. 2016	Dec. 2018
Corporate External - Operating	Planning & Infrastructure - Planning & Development	CE594.3 - Implementation of the Growth Study	The City of Spruce Grove 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	Dec. 2020
Corporate External - Operating	Community & Protective Services - Recreation	CE443.4 - Glenn Hall Arena Contribution	As noted in the Tri-Municipal Recreation and Culture Indoor Facility Strategy, the Glenn Hall Arena was identified as a next step in the provision and development of regional recreation and culture indoor facilities. Upon completion of the proposed study update, moving forward with concept planning, detail design, tender and construction of an additional ice surface is proposed. As part of its 2017-2019 corporate planning process the Town of Stony Plain identified twinning of the Glenn Hall Arena as a priority.	Jan. 2018	Dec. 2020
Corporate External - Capital	Community & Protective Services - Recreation	CE448.4 - 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
Corporate External - Operating	Corporate Departments - CAO	CE1081.1 - Inter-municipal Collaboration Framework (ICF)	This initiative proposes the development of an Inter-municipal Collaboration Framework (ICF) in response to the new Municipal Government Act (MGA) requirements.	Jan. 2019	Dec. 2020

**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 - Capital	Community & Protective Services - Recreation	CE413.4 - 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
Corporate Internal - Operating	Corporate Services - Corporate Services Admin	CI391.4 - Organizational Effectiveness Review - Corporate Planning Process	<p>The corporate planning process was developed in 2009 and has evolved and matured over the several years into the process being used today. The corporate planning process is the City of Spruce Grove'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.</p>	Jan. 2020	Dec. 2020

**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 Departments - CAO	CI601.3 - Organizational Culture	<p>The development of an organizational culture is an initiative within the People Strategy. The City of Spruce Grove is on a journey to implement cultural change to achieve its city's goals by enhancing its intellectual, attitudinal and behavioral capacity, flexibility, and morale in a rapidly changing environment. Through the efforts of the organization, values and guiding principles have been established. The next phase of the journey is to bring them to life for the organization. A roadmap has been developed that will assist in the development of the desired culture.</p> <p>Continued employee engagement provides for employee input in bringing the organizational culture to life.</p>	Sep. 2016	Dec. 2018
Corporate Internal - Operating	Corporate Services - Human Resources	CI1091.1 - Business Analysis and Requirements Gathering – Health and Safety Management Systems (Program)	<p>There is a requirement for an effective tool to assist in managing the monitoring, reporting, tracking, and investigating all health and safety related activities including near misses and incidents. This project will determine the specific business needs to take a currently manual system and automate it to allow for improved collaboration and information sharing and reporting. This will assist in becoming more efficient with the intent of reducing costs associated with health and safety incidents. The intent is to integrate with an enterprise risk management system.</p>	Jan. 2018	Aug. 2018

**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 Internal - Capital	Corporate Services - Corporate Services Admin	CI163.5 - Implement Enterprise-Wide Asset Management System	This initiative will involve the purchase, integration and implementation of an Enterprise-Wide Asset Management Software System that will enable the City of Spruce Grove to manage its assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service. This system forms the fundamental technological support for the development of the Asset Management System and the creation of Asset Plans.	Jan. 2015	Dec. 2020
Corporate External - Operating	Corporate Departments - CAO	CE1082.1 - Inter-municipal Collaboration Committee (ICC) - Waste Management	The Inter-municipal Collaboration Committees were formed through the Chief Administrative Officers of Parkland County, Town of Stony Plain, and the City of Spruce Grove to review service delivery aspects and determine the possibilities of providing services jointly. The three areas to be reviewed and implemented are Regional Safety Codes services, Regional Transit delivery, and joint Solid Waste Services Management. This initiative represents the effort associated with the review and implementation of Solid Waste Management services. The intention is to undertake most of the review in 2017 and begin possible phased implementation in early 2018. Currently, service collection standards, contracts, and collection methods are different in each of the municipalities.	Jan. 2018	Dec. 2019

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	CE1083.1 - Inter-municipal Collaboration Committee (ICC) - Safety Codes Services	The Inter-municipal Collaboration Committees were formed through the Chief Administrative Officers of Parkland County, Town of Stony Plain, and the City of Spruce Grove to review service delivery aspects to determine the possibilities of providing services jointly. The three areas to be reviewed and implemented are Regional Safety Codes services, Regional Transit Service delivery, and joint Solid Waste Services management. This initiative represents the effort associated with the review and implementation of a Regional Safety Codes service. The intention is to undertake most of the review in 2017, begin a phased implementation in January 2018 and continue with a complete implementation in 2019. Currently, the City houses two Building Safety Codes Officers (including one supervisor) and maintains a contract with the Inspections Group for building backup as well as plumbing, gas, and electrical inspections. The latest contract is set to expire at the end of 2017.	Jan. 2018	Dec. 2019
Corporate External - Operating	Community & Protective Services - FCSS	CE1071.1 - Develop an Indigenous Engagement Improvement Strategy - "New Beginnings"	"New Beginnings - An Indigenous Engagement Improvement Strategy" is a multi-phased regional community development initiative striving to create social sustainability and increased access to culturally appropriate programs, services, and supports for Aboriginal residents through inclusive engagement.	Jan. 2018	Dec. 2020
Corporate Internal - Operating	Corporate Services - Finance	CI1086.1 - Accelerated Utility Billing	Provide utility bills earlier to simplify the billing process for customers and provide quicker notice of high consumption. Bills would be sent 10 days after each month instead of the current 30 days.	Jan. 2018	Jun. 2018

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - Corporate Services Admin	CI1075.1 - Asset Management System - Fundamentals (Phase 1)	<p>Implementing a Corporate Asset Management System is best done in a phased approach that focuses on building a solid foundation of data, processes and standards. This first phase aims to build a complete and accurate asset register, implement a uniform and transparent method for assessing the condition of assets and to determine the criticality or importance of assets versus other assets in the system.</p> <p>This initiative will result in more uniform and informed decisions based on accurate information via Asset Plans. The maturity of the plans will increase over time as the three fundamental goals of this phase are achieved.</p>	Jan. 2018	Dec. 2020
Corporate Internal - Capital	Corporate Services - Information Systems	CI1053.1 - Enterprise Wireless Systems	<p>The Business Analysis was completed in early 2017, and it was identified by multiple business units that a corporate wireless system is needed. Currently, the City is lacking a proper wireless service for internal and external usage. It has become evident that the business requires a reliable wireless system so we can continue serving the community better. As the City continues hosting major events, a higher demand for this type of service is requested from external sources, event coordinators, participants, and City residents.</p>	Jan. 2018	Dec. 2021
Corporate Internal - Capital	Planning & Infrastructure - Facilities and Fleet Management	CI894.2 - City Hall Upgrades	<p>To continue to accommodate staff growth within City Hall, a second floor renovation will be required in 2018 and a third floor renovation will be required in 2019. The 2018 renovation will reconfigure the second floor Planning customer service area to allow for cubical growth in the east end of the 2nd floor of City Hall. The 2019 renovation will remove the walls to the current IT training room and convert this space to offices for the City Clerk's Office and Economic Development. The existing IT training facility would need to be relocated to an alternate location.</p>	Jan. 2018	Dec. 2019

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Services - Information Systems	CE423.3 - Online services review	The City of Spruce Grove's online services portal was developed several years ago with the technology that was available. Since its inception, technology has changed and the current interface and services that our online services provides may not be meeting the needs and/or expectations of our customers. A thorough review of the current online services, including what the City provides users for online services should be reviewed and options explored to better meet the needs of the City's stakeholders. The review will involve internal (various City departments) stakeholders and information from the website review to determine if online services is meeting the needs of the various audiences and if not, what enhancements or changes are required.	Apr. 2018	Oct. 2018
Corporate Internal - Operating	Corporate Services - Finance	CI1114.1 - Online Services Update	Redevelop customer online services which accepts service requests and provides tax, utility, and other customer account information. The current online services has become obsolete because of changes in technology and customer expectations.	Jan. 2019	Dec. 2020
Corporate Internal - Operating	Corporate Services - Corporate Services Admin	CI1089.1 - Migrate Fleet Management from WorkTech to new Asset Management Software System	Fleet Management benefits from well-developed processes and procedures integrated into the daily workflow of Fleet staff. Fleet assets are managed using a highly customized version of WorkTech. This software will no longer be supported and Fleet must move its operations to the new Asset Management Software System. This initiative covers the scope of developing and configuring the necessary software abilities to accommodate existing Fleet Management requirements while running the two systems in parallel to minimize service disruptions.	Jan. 2019	Dec. 2019



Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - City Clerk	CI716.3 - Electronic Signature Business Analysis	Implementing an Electronic Signatures Program for City documents has been identified as a way to increase both operating efficiencies and service levels as well as reduce the amount of physical paper records. Conducting a business analysis is the necessary first step in order to determine the legislative, data, security, software and process requirements that would need to be in place to effectively implement the program.	Jan. 2019	Apr. 2019
Corporate Internal - Capital	Corporate Services - City Clerk	CI718.3 - Implementation of Electronic Signatures	Implementing an electronic and digital signatures program for corporate documents has been identified as a way to increase both operating efficiencies and service levels as well as reduce the amount of physical paper records. This initiative will take the requirements identified in the business analysis project in 2017 and implement an electronic and digital signatures program that will both maintain the security and integrity of the documents and signatures themselves, as well as provide opportunities for increased operating efficiencies, improved customer service and costs savings.	Jan. 2019	Dec. 2019
Corporate External - Capital	Planning & Infrastructure - Engineering	CE1066.1 - Industrial Storm Implementation	On the completion of the Industrial Storm Study completed in 2018, this phase will be the execution of addressing the issues. The City of Spruce Grove's Industrial area is situated on the south end of the City. The majority of the drainage is handled by open ditches and culverts. There are a number of areas in the industrial area where culverts are either crushed or filled in and where drainage ditches are filled in or partially filled in. The work is planned to be broken into two phases in the years 2019 and 2020.	May. 2019	Oct. 2020

**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 Internal - Operating	Corporate Services - Information Systems	CI1100.1 - Telephone Recording	Enable recording of customer phone calls to encourage compliance with the respectful workplace policy. The required technology already exists in the City's telephone system so the initiative involves assessing the privacy impact and developing the required policies and procedures.	Jan. 2018	Dec. 2018
Corporate Internal - Capital	Corporate Services - Information Systems	CI1111.1 - GIS Enterprise Infrastructure	City of Spruce Grove GIS section is currently planning to build an Enterprise Geographic Information System (EGIS) that will be integrated with a number of other information systems such as Diamond Financial Municipal system, CityView Permitting module, and proposed Asset Management system. An Enterprise hardware architecture is critical in building an enterprise GIS where the most current and widely used ESRI (Environmental Systems Research Institute) technology will be implemented. As the existing hardware architecture's life cycle will be ending in 2017 and the new blade system is reaching its maximum capacity, it is essential to acquire a dedicated GIS infrastructure (hardware and software resources) in order to implement Enterprise GIS.	Jan. 2018	Dec. 2019

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate Internal - Operating	Corporate Services - Finance	CI1017.1 - Utility Billing Review	Review of the City's utility billing and collection practices to improve customer service. The current utility bill is out-of-date and difficult for some customers to read. The current collection practices are difficult for some customers to manage and there is a need to make the process more customer friendly.	Jan. 2019	Mar. 2020
Corporate External - Capital	Planning & Infrastructure - Public Works	CE418.4 - 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 enhance service to the public, increase efficiencies, and allow for future program evolution needs.	Jan. 2019	Dec. 2021
Corporate External - Capital	Planning & Engineering	CE727.3 - City Centre Water Upgrade	This project would construct water infrastructure in the City Centre area that would meet the water demand and fire flow objectives of the Water Master Plan and Downtown Water Network review.	Jan. 2020	Dec. 2021
Corporate Internal - Capital	Planning & Infrastructure - Facilities and Fleet Management	CI877.2 - Redevelopment of First Floor Customer Service Area	To accommodate continued growth in City of Spruce Grove staff and to provide a refined customer service experience, City Hall requires a renovation to the first floor customer service area renovation.	Jan. 2020	Dec. 2021

**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	CE1084.1 - Inter-municipal Collaboration Committee (ICC) - Transit Services	The Inter-municipal Collaboration Committees were formed through the Chief Administrative Officers of Parkland County, Town of Stony Plain, and the City of Spruce Grove to review service delivery aspects to determine the possibilities of providing services jointly. The three areas to be reviewed and implemented are Regional Safety Codes services, Regional Transit delivery, and joint Solid Waste Services management. This initiative represents the effort associated with the review and implementation of a Regional Transit service. The intention is to undertake most of the review in 2017 and begin a phased implementation in January 2018. Currently, the City of Spruce Grove contracts with Parkland County (based upon service to Acheson) and with Edmonton Transit Service for Monday to Friday Transit service. By working cooperatively, shared services and resources may be possible as requirements for transit expand across the region.	Jan. 2018	Dec. 2019

**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	CE267.5 - Transit Service Growth	<p>This initiative includes three service changes for transit:</p> <p>2018 - Addition of mid-day service on route 562 (WEM &amp; South Campus)</p> <p>2019 - Addition of evening service on route 562 (WEM &amp; South Campus)</p> <p>2020 - Addition of weekend service on route 562 (WEM &amp; South Campus)</p> <p>Service growth is based upon Transit Service Review from 2013. The concepts of this report were considered and further refined through public consultation and subsequent public surveys. Growth has been modified to be very modest. The Regional Transit Study, in 2017, and the Inter-municipal Collaboration Committee - Transit Committee work may further inform this initiative, as service standards are an expected outcome. With U-Pass inclusion in 2017, expansion of service to mid-day will help service post-secondary students and allow for expansion by residents.</p>	Jan. 2016	Dec. 2021
Corporate External - Capital	Planning & Infrastructure - Planning & Infrastructure Admin	CE1099.1 - Transit - Local Service: Install Bus Stops	<p>This project will finalize the local routes in the City of Spruce Grove including public engagement confirming bus stop locations. The project will install concrete bus pads for each stop. Based upon service standards used at other jurisdictions, a bus stop for local services is located between 300 and 400 meters along a local route. Based upon three routes with bi-directional travel, it is estimated that 67 new stops will need to be installed for local service.</p>	Jan. 2019	Dec. 2021

**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.

**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.

**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.

**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 - Cultural Services	CE1040.1 - Develop Tri- Regional Cultural Leadership Group & Cultural Summit Event	As outlined in the Cultural Services Master Plan for the City of Spruce Grove, the development of a Tri-Regional Cultural Leadership Group will be developed, in addition to a Cultural Summit showcasing the area and promoting the exchange of ideas and cultural initiatives.	Jan. 2019	Dec. 2019

**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 - Capital	Community & Protective Services - Cultural Services	CE732.3 - Implementation of Public Art Policy	As per the approved Public Art Policy 8031, this initiative represents 1% of allowable capital expenditures on the procurement of artwork for capital facilities planned for the City of Spruce Grove to be completed in 2020 and 2021.	Jan. 2020	Dec. 2021



**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 - Capital	Community & Protective Services - Recreation	CE480.5 - Implementation of Outdoor Facilities Strategy	<p>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.</p> <p>The implementation of the following projects for each year are as follows:</p> <p>District Level Skateboard Park (2021)* Outdoor Rink/Beach Volleyball (2023) Skating Oval (2025) "AA" Twin Synthetic Soccer/Football Fields (2027)</p> <p>* It has been requested that the timeline for the District Skateboard Park be advanced to commence with design in 2018 and construction in 2019. This timeline is reflected in new initiative CE1033.1</p>	Mar. 2017	Dec. 2027
Corporate External - Capital	Community & Protective Services - Recreation	CE1034.1 - Two Baseball Diamonds (Outdoor Facilities Strategy)	As a means of addressing growth within the sport of baseball in Spruce Grove, design and construct two baseball diamonds; one class "AA" and one class "A".	Jan. 2020	Dec. 2022

**Strategy 2.4.2** 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.

**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	CE243.5 - Implementation of Westwind Agreement Options	Implement the multi-year Purchase and Options Agreement for the Westwind Lands Development.	Jan. 2014	Dec. 2020
Corporate External - Operating	Corporate Departments - Communications	CE27.5 - Develop and Implement the Brand Strategy	As the City of Spruce Grove 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. The City is currently perceived as a bedroom community as opposed to a vibrant, growing and dynamic city. With economic development and a key strategic goal being so important, there is a strong need to change the perceptions of the City and promote the visibility, services and amenities that the City 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.	Oct. 2016	May. 2019

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE36.5 - Preparation of an Area Redevelopment Plan for the City Centre	This initiative starts 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. This will be led by the City Centre Business Revitalization Zone (BRZ) which was established in 2016. The initial step is preparation of an Area Redevelopment Plan for the City Centre which will provide long-term guidance on what is required to achieve the revitalization objectives. The Area Redevelopment Plan will be a joint initiative between the BRZ and the City of Spruce Grove.	Apr. 2017	Dec. 2018

**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	CE32.5 - Identify Options and Develop a Broadband Strategy for Spruce Grove	Assess our broadband infrastructure, establish goals in terms of desired level of service, and investigate options as part of developing a Fibre Optic Broadband Strategy to support commercial and industrial development in the City of Spruce Grove.	Jan. 2016	Dec. 2018
Corporate Internal - Operating	Corporate Services - Information Systems	CI384.4 - Implement the Project Management Strategy	An assessment of project management practices within the City of Spruce Grove 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 the 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 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. 2019

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE1069.1 - Implementation of the Broadband Strategy	The City undertook a study to look at the state of broadband fibre availability in Spruce Grove and to develop a strategy and recommendations on what should be done to increase the level of service. The study will be finalized and direction around implementation sought from Council before the end of 2018.	Mar. 2020	Dec. 2022

**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	Planning & Infrastructure - Planning & Development	CE595.3 - Replacement of the Municipal Development Plan	Following a decision by the Municipal Government Board (MGB), the City of Spruce Grove will need to amend the Municipal Development Plan to apply land uses to lands newly incorporated into the City's boundaries.	Mar. 2020	Dec. 2021

**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.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Corporate External - Operating	Corporate Departments - Economic Development	CE864.2 - Edmonton Global Initiative	As a Capital Region Board (CRB) sponsored initiative, an independent Edmonton Metropolitan Economic Development Entity was established in May 2017 to promote and attract investment to the region. This is a Part 9 Company with a Board of Directors that have the power to manage the business and affairs of the Company. The shareholders are individuals from the Edmonton metropolitan region who have chosen to participate. A business plan has been developed which will be funded by the shareholders and the Alberta government.	Jan. 2017	Dec. 2019

**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 - Capital	Planning & Infrastructure - Engineering	CE735.2 - 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. 2018

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**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.

**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	Corporate Departments - Economic Development	CE1102.1 - Implement the Economic Development Strategy Update & Action Plan	Presented to and approved by City Council on June 26, 2017, the City of Spruce Grove's Economic Development Strategy & Action Plan 2017-2022 is the update to the Economic Development Strategy (Partnerships for Prosperity) 2010-2020. This new strategy is underpinned by 5 high level goals each with a series of objectives and action items that together support the City's overarching vision for the community as well as the desired outcomes of the economic development planning process over the next five to ten years.  Implementation of the Economic Development Strategy & Action Plan is based on priority recommendations contained in the Strategy, which are intended for implementation over the next three years.	Jan. 2018	Dec. 2020

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



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## 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 2018 and those planned for 2019 and 2020.

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.

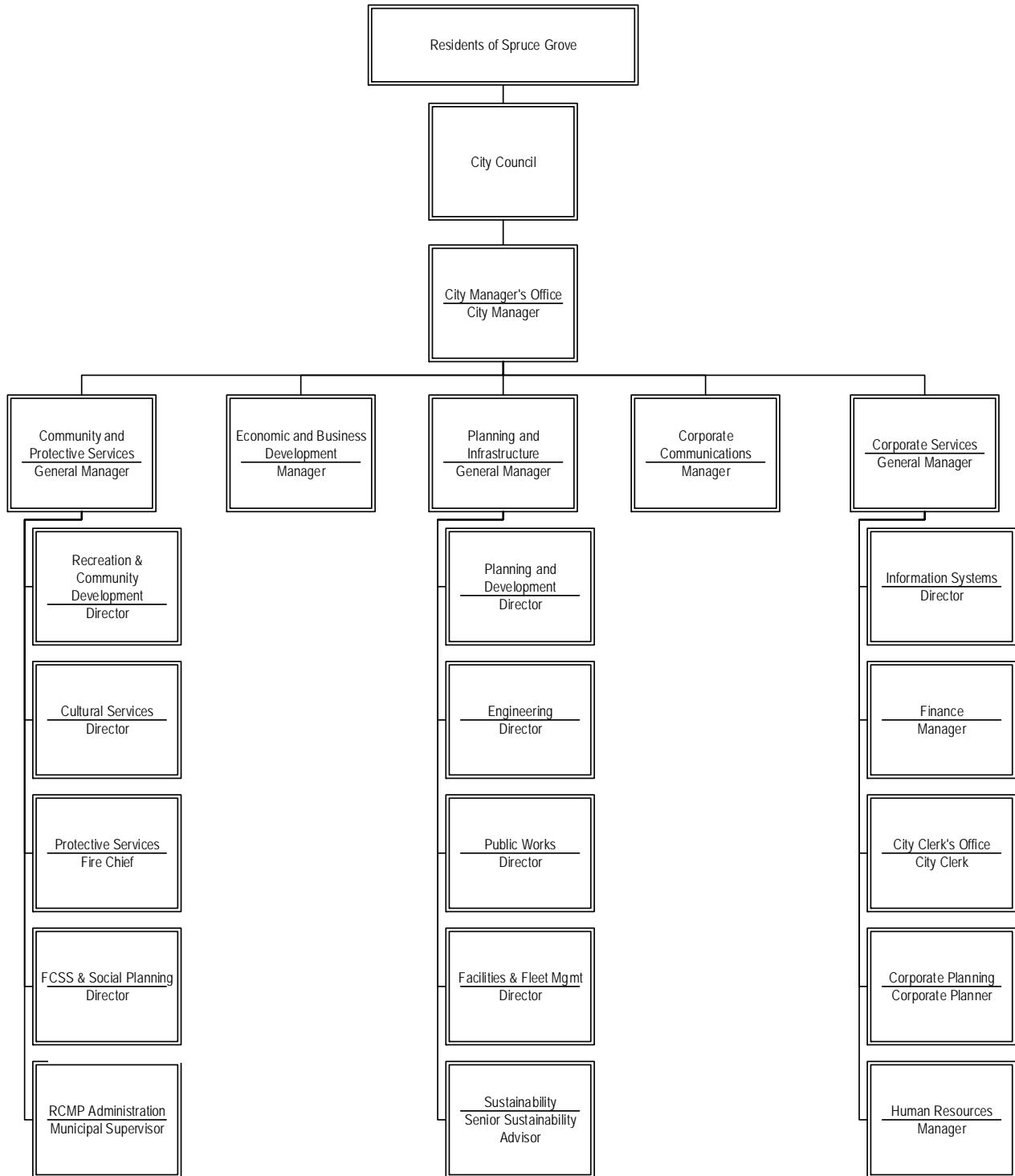
Each department business plan includes the following components: organizational chart; description of the department or section; a Full-Time Equivalent (FTE) staffing summary; listing of services delivered; service changes; departmental operating; and capital initiatives and the fiscal plan.

### 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 approved for 2018 and positions planned for 2019 and 2020 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**

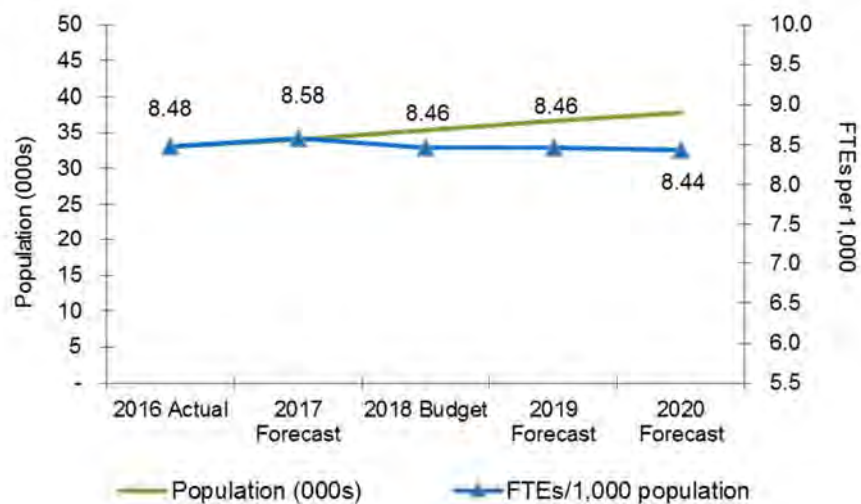
The description for each department and section outlines the functions and operational activities that the area is responsible for.

**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 approved for 2018 and those planned for 2019 and 2020.

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

The number of positions does not automatically increase with population growth. With the addition of positions approved in 2018, the FTEs per 1,000 in population does not keep pace with anticipated population growth. This chart differs from last year as more up to date population projections are available and, as directed by Council, Administration continues to be conservative with the addition of new positions.



The following schedule represents the approved FTEs for 2018 and the staffing planned for 2019 and 2020.

			2018	2019	2020
<b>Recommended FTEs</b>					
<u>City Manager's Office</u>					
<u>Corporate Communications</u>					
Communications Coordinator - Internal Communications	Full-time	7/1/2020			1.00
<u>Economic and Business Development</u>					
			-	-	1.00
<u>Community &amp; Protective Services</u>					
Fire Services Staffing Identified in Service Level Study	Full-time	7/1/2019		8.00	
Fire Services Staffing Identified in Service Level Study	Full-time	7/1/2020			4.00
Administrative Assistant - FCSS	Permanent Part-time	1/1/2018	0.50		
Part-Time - Border Paving Athletic Centre	Permanent Part-time	1/1/2018	0.50		
Fire Prevention Officer	Full-time	1/1/2019		1.00	
Community Development Coordinator - FCSS	Full-time	3/1/2020			1.00
Community Peace Officer	Full-time	5/1/2020			2.00
Cultural Services Coordinator	Permanent Part-time	Mar-19		0.50	
			1.00	9.50	7.00
<u>Corporate Services</u>					
Corporate Planning Assistant	Permanent Part-time	4/1/2018	0.50		
Remove Casual Finance Staff	Casual	1/1/2018	(0.33)		
Temporary GIS Technician	Temporary Part-time	5/1/2018	0.84		
Temporary Business Application Analyst	Permanent Part-time	1/1/2018	1.00		
Human Resources Business Partner	Permanent Part-time	1/1/2018	0.40		
Remove Cashier	Permanent Part-time	1/1/2018	(0.60)		
			1.81	-	-
<u>Planning and Infrastructure</u>					
Transit Coordinator	Full-time	3/1/2018	1.00		
FTE Utility Operator	Full-time	3/1/2018	0.50		
Customer Service Representative	Permanent Part-time	3/1/2018	0.50		
Temporary Roads Labourer	Temporary Part-time	3/1/2018	0.42		
Facilities Operator	Full-time	3/1/2018	1.00		
Parks Operator	Full-time	3/1/2019		1.00	
Facilities Operator	Full-time	3/1/2020			1.00
Mechanic	Full-time	3/1/2020			1.00
			3.42	1.00	2.00
<b>Recommended FTEs</b>			<b>6.23</b>	<b>10.50</b>	<b>10.00</b>
Change in Casual and Term FTEs			-	-	-
Opening FTEs			292.79	299.02	309.52
<b>Closing FTEs</b>			<b>299.02</b>	<b>309.52</b>	<b>319.52</b>

The following table is a summary of the total FTEs, including approved positions for 2018 and positions planned in 2019 and 2020, by department and section.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Corporate</b>						
City Manager's Office	2.50	2.50	2.50	2.50	2.50	2.50
Corporate Communications	6.50	6.50	6.50	6.50	6.50	7.50
Economic and Business Development	3.00	4.00	4.00	4.00	4.00	4.00
	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>
<b>Community and Protective Services</b>						
Community and Protective Services Administration	3.00	3.00	3.00	3.00	3.00	3.00
RCMP Administration	9.00	10.00	10.00	10.00	10.00	10.00
Cultural Services	10.50	10.50	10.50	10.50	11.00	11.00
FCSS and Social Planning	12.80	12.86	12.86	13.36	13.36	14.36
Recreation and Parks Planning	11.50	12.60	12.60	13.10	13.10	13.10
Agrena/Fuhr Sports Park/Sports & Recreation Facility	11.02	11.02	11.02	11.02	11.02	11.02
Spruce Grove Fire Services	47.50	50.50	50.50	50.50	59.50	63.50
Municipal Enforcement	8.50	9.50	9.50	9.50	9.50	11.50
Safe City	2.00	2.00	2.00	2.00	2.00	2.00
	<b>115.82</b>	<b>121.98</b>	<b>121.98</b>	<b>122.98</b>	<b>132.48</b>	<b>139.48</b>
<b>Corporate Services</b>						
Corporate Services Administration	3.50	3.50	3.50	4.00	4.00	4.00
City Clerk's Office	6.50	6.50	6.50	6.50	6.50	6.50
Finance	23.63	24.63	24.63	23.70	23.70	23.70
Human Resources	6.00	6.00	6.00	6.40	6.40	6.40
Information Systems	12.00	14.00	14.00	15.84	15.84	15.84
	<b>51.63</b>	<b>54.63</b>	<b>54.63</b>	<b>56.44</b>	<b>56.44</b>	<b>56.44</b>
<b>Planning and Infrastructure</b>						
Planning and Infrastructure Administration	3.50	3.50	3.50	4.50	4.50	4.50
Facilities & Fleet Management	12.00	13.00	13.00	14.00	14.00	16.00
Engineering	8.00	8.00	8.00	8.00	8.00	8.00
Planning and Development	15.50	16.50	16.50	16.50	16.50	16.50
Public Works	62.18	62.18	62.18	63.60	64.60	64.60
	<b>101.18</b>	<b>103.18</b>	<b>103.18</b>	<b>106.60</b>	<b>107.60</b>	<b>109.60</b>
<b>Total FTEs</b>	<b>280.63</b>	<b>292.79</b>	<b>292.79</b>	<b>299.02</b>	<b>309.52</b>	<b>319.52</b>

**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 initiatives, capital initiatives and service changes that are approved for 2018 and those planned for 2019 and 2020. 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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Miscellaneous	-	-	50,000	-	-	-
User Fees						
Donations and Sponsorships	91,308	127,900	126,788	186,500	186,500	186,500
Goods and Services	7,469	5,000	4,792	5,000	5,000	5,000
Other Fees	50,000	-	-	-	-	-
Rental Revenue	99	-	-	-	-	-
Sale of land	-	-	-	-	-	1,731,250
Contributed Capital Assets	5,468,398	662,624	4,841,754	5,193,144	5,351,016	5,460,176
Developer Contributions	-	181,500	(182,123)	-	-	-
Interest Earned	4,783	85,065	109,133	79,756	74,321	68,758
Local improvements	126,491	-	-	-	-	-
	<b>5,748,548</b>	<b>1,062,089</b>	<b>4,950,344</b>	<b>5,464,400</b>	<b>5,616,837</b>	<b>7,451,684</b>
<b>Expenses</b>						
Amortization	13,843	9,578	11,268	13,843	13,843	13,843
Contingency	112,804	200,000	122,033	185,000	200,000	200,000
Grants to Organizations	27,980	26,000	26,000	26,000	26,000	26,000
Human Resources	1,975,585	2,128,756	2,116,402	2,181,048	2,274,138	2,409,168
Interest on Long-Term Debt	4,783	106,353	125,253	100,331	94,348	88,201
Loss on Disposal of Capital Assets	(1,905,292)	-	-	-	-	(1,439,301)
Operations and Maintenance						
Cost of Land Sold	-	-	-	-	-	1,745,806
Marketing and Publications	100,975	118,836	110,991	118,410	120,869	123,386
Materials and Supplies	11,417	105,500	3,282	106,550	6,630	6,695
General Expenses	371,041	374,342	369,901	413,364	378,833	409,444
Office	72,902	105,616	99,754	141,965	145,103	148,102
Utilities	13,084	10,178	9,925	11,082	11,274	11,473
Contract - General	422,916	302,605	250,962	357,600	346,889	164,065
	<b>1,222,038</b>	<b>3,487,764</b>	<b>3,245,771</b>	<b>3,655,193</b>	<b>3,617,927</b>	<b>3,906,882</b>
<b>Annual Surplus (Deficit)</b>	<b>4,526,510</b>	<b>(2,425,675)</b>	<b>1,704,573</b>	<b>1,809,207</b>	<b>1,998,910</b>	<b>3,544,802</b>

**Community and Protective Services department**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Property Taxes	665,737	659,731	410,431	308,708	308,708	308,708
Government Transfers						
Local Government	489,375	474,901	523,066	494,727	496,792	498,929
Miscellaneous	1,643,932	1,694,134	1,608,503	1,581,134	1,626,134	1,656,634
Municipal Sustainability Initiative	1,057,780	-	-	500,000	-	6,420,000
User Fees						
Donations and Sponsorships	52,577	58,000	34,520	29,022	33,045	33,068
Fines and Permits	5,541,663	6,044,629	5,054,124	5,584,477	6,022,857	6,026,472
Goods and Services	3,803,418	3,807,286	3,853,155	3,940,173	4,001,408	4,068,959
Other Fees	336,096	233,550	228,744	233,160	237,583	241,899
Rental Revenue	898,997	946,143	1,021,813	990,479	1,034,689	1,053,559
	<u>14,489,575</u>	<u>13,918,374</u>	<u>12,734,356</u>	<u>13,661,880</u>	<u>13,761,216</u>	<u>20,308,228</u>
<b>Expenses</b>						
Amortization	1,339,146	1,033,265	1,103,644	1,345,575	1,366,537	2,443,492
Grants to Organizations	2,459,948	2,039,496	2,043,670	2,350,451	2,055,002	8,477,955
Human Resources	12,385,240	12,954,562	12,955,358	13,717,644	14,640,725	15,881,820
Interest on Long-Term Debt	226,662	191,805	263,125	155,490	129,479	102,122
Operations and Maintenance						
Bank Charges and Interest	19,078	12,800	19,935	19,020	19,410	19,830
Equipment Operations	50,730	61,900	55,931	59,750	61,070	62,501
Janitorial	157,246	138,730	116,590	200,228	202,766	212,952
Marketing and Publications	41,570	60,658	51,198	82,682	78,186	79,900
Materials and Supplies	278,836	230,615	255,944	258,534	251,879	266,001
General Expenses	703,284	697,530	665,163	610,691	718,300	734,026
Office	238,642	230,015	227,052	256,615	252,550	263,150
Office Lease	217,439	320,685	276,863	349,613	354,703	357,757
Professional Services	52,901	132,570	71,655	72,850	74,426	76,135
Repairs and Maintenance	347,842	254,866	274,013	288,847	282,526	290,046
Utilities	456,096	529,151	488,657	527,124	540,904	554,461
Contract - Traffic	2,559,540	2,847,876	1,892,707	2,611,354	2,589,503	2,592,059
Contract - General	980,910	416,564	556,015	948,211	526,462	592,197
Contract - Police	3,722,269	3,926,657	4,408,788	4,284,838	4,867,478	5,419,970
	<u>26,237,379</u>	<u>26,079,745</u>	<u>25,726,308</u>	<u>28,139,517</u>	<u>29,011,906</u>	<u>38,426,374</u>
<b>Annual Deficit</b>	<b>(11,747,804)</b>	<b>(12,161,371)</b>	<b>(12,991,952)</b>	<b>(14,477,637)</b>	<b>(15,250,690)</b>	<b>(18,118,146)</b>



**Corporate Services department**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Property Taxes	33,194,992	35,023,637	35,179,840	37,687,864	40,887,918	44,131,499
Government Transfers						
Miscellaneous	30,336	8,000	8,000	-	-	-
Municipal Sustainability Initiative	-	252,000	178,865	886,627	224,251	147,449
User Fees						
Fines and Permits	7,199	5,661	8,999	8,316	7,776	7,344
Franchise Fees	4,330,298	4,461,187	4,658,717	4,698,000	5,387,761	5,951,523
Goods and Services	137,970	144,389	137,105	141,740	150,300	157,650
Other Fees	105,028	100,000	91,511	14,000	14,000	15,308
Tax Penalties	712,690	816,893	727,889	733,360	754,627	776,512
Interest Earned	96,458	355,704	67,490	86,000	94,632	104,057
	<b>38,614,971</b>	<b>41,167,471</b>	<b>41,058,416</b>	<b>44,255,907</b>	<b>47,521,265</b>	<b>51,291,342</b>
<b>Expenses</b>						
Amortization	415,437	410,975	348,603	523,051	578,467	593,915
Human Resources	5,748,038	6,196,958	6,570,806	6,892,167	6,981,074	7,224,659
Loss on Disposal of Capital Assets	-	-	(48,645)	-	-	-
Operations and Maintenance						
Bank Charges and Interest	134,270	126,973	153,608	140,760	143,857	147,022
Equipment Operations	-	-	-	4,500	-	-
Insurance	521,189	580,700	519,650	557,359	601,298	775,246
Janitorial	-	-	-	22,500	-	15,000
Marketing and Publications	28,303	48,500	40,217	38,050	38,100	38,150
Materials and Supplies	15	2,000	1,253	1,000	-	-
General Expenses	366,749	404,647	525,900	427,562	425,405	441,943
Office	162,678	220,728	155,080	172,031	174,651	177,902
Professional Services	883,370	1,106,714	883,566	1,167,730	1,335,763	1,140,154
Repairs and Maintenance	30,116	49,000	50,251	72,895	134,256	93,764
Utilities	152,310	166,516	169,710	185,255	189,020	192,851
Contract - General	658,046	677,687	787,429	691,287	303,121	359,517
	<b>9,100,521</b>	<b>9,991,398</b>	<b>10,157,428</b>	<b>10,896,147</b>	<b>10,905,012</b>	<b>11,200,123</b>
<b>Annual Surplus</b>	<b>29,514,450</b>	<b>31,176,073</b>	<b>30,900,988</b>	<b>33,359,760</b>	<b>36,616,253</b>	<b>40,091,219</b>

### Planning and Infrastructure department

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Federal Gas Tax Fund	1,057,730	2,381,437	1,413,411	2,429,066	3,374,261	2,281,038
Local Government	343,212	366,814	502,483	260,772	146,508	15,128,583
Miscellaneous	2,269,634	1,148,498	1,319,530	424,926	2,251,418	2,215,888
Municipal Sustainability Initiative	3,445,025	4,762,092	3,947,025	3,775,491	24,172,075	11,037,862
User Fees						
Donations and Sponsorships	-	200,000	2,500	200,000	-	-
Fines and Permits	1,770,543	2,132,157	2,103,518	2,221,009	2,273,697	2,327,739
Goods and Services	542,738	1,340,838	595,049	765,077	812,896	896,402
Other Fees	1,149,650	1,039,829	3,905,807	3,650,756	592,130	618,183
Rental Revenue	59,510	71,800	111,550	84,300	85,451	33,253
Contributed Capital Assets	10,647,169	4,128,388	9,354,691	3,327,299	4,793,421	4,529,929
Developer Contributions	569,305	2,731,911	3,132,963	3,412,259	3,521,462	3,585,909
Interest Earned	53,958	43,905	43,905	33,474	24,590	21,274
	<u>21,908,474</u>	<u>20,347,669</u>	<u>26,432,432</u>	<u>20,584,429</u>	<u>42,047,909</u>	<u>42,676,060</u>
<b>Expenses</b>						
Amortization	8,310,259	8,720,487	7,322,502	9,557,511	10,513,296	11,217,664
Grants to Organizations	984,712	-	-	-	-	-
Human Resources	7,744,493	8,532,826	8,525,722	9,143,489	9,571,301	10,076,819
Interest on Long-Term Debt	262,688	493,302	467,956	759,177	1,375,814	2,007,263
Loss on Disposal of Capital Assets	39,788	(176,500)	(32,935)	(73,000)	(100,500)	(179,500)
Operations and Maintenance						
Equipment Operations	302,855	448,428	374,870	449,832	463,077	475,161
Insurance	1,920	2,000	2,220	12,000	12,534	12,810
Janitorial	308,519	283,000	404,398	380,688	383,800	403,000
Marketing and Publications	29,818	25,100	30,043	30,713	35,213	58,137
Materials and Supplies	609,288	1,184,990	915,109	1,268,924	1,205,760	1,284,106
General Expenses	29,878	49,700	51,921	58,471	53,124	304,281
Office	61,368	74,208	49,788	62,358	65,989	74,562
Professional Services	267,929	266,500	233,132	238,950	249,433	345,400
Repairs and Maintenance	1,689,414	1,327,069	1,609,582	1,413,408	1,509,167	1,444,176
Utilities	1,521,432	1,742,629	1,672,823	1,797,257	1,840,755	1,881,564
Contract - General	4,470,288	5,402,316	4,623,303	5,993,678	7,236,152	7,832,318
	<u>26,634,649</u>	<u>28,376,055</u>	<u>26,250,434</u>	<u>31,093,456</u>	<u>34,414,915</u>	<u>37,237,761</u>
<b>Annual Surplus (Deficit)</b>	<b>(4,726,175)</b>	<b>(8,028,386)</b>	<b>181,998</b>	<b>(10,509,027)</b>	<b>7,632,994</b>	<b>5,438,299</b>

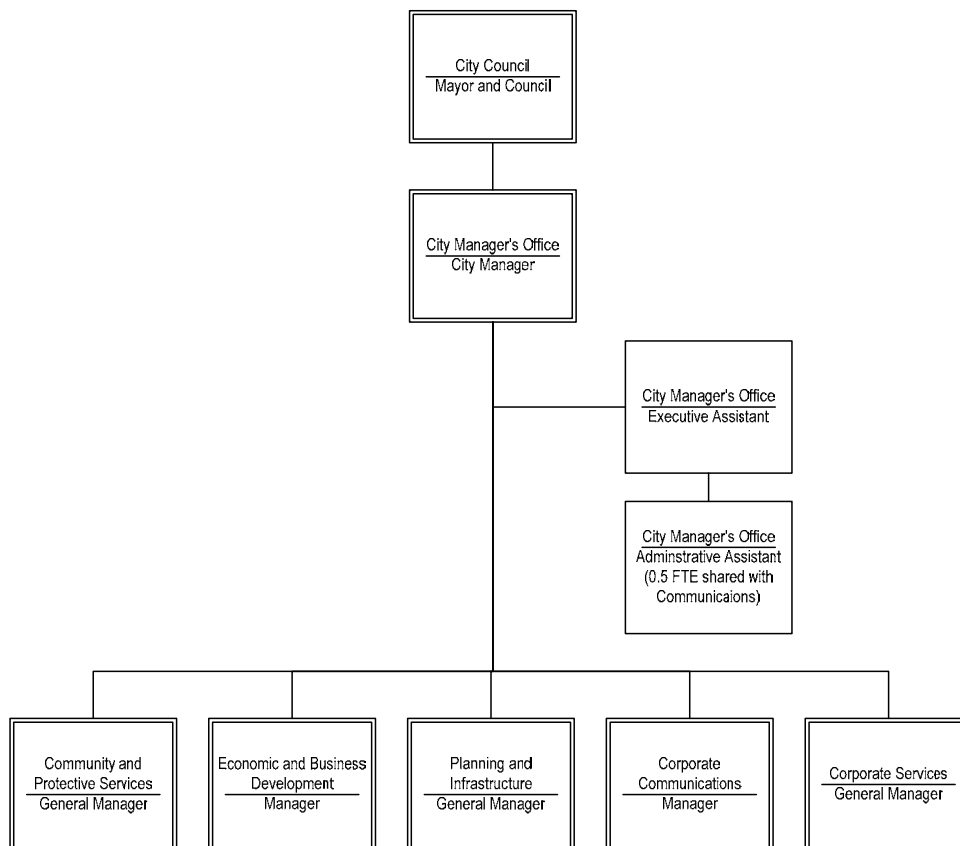
**Department Summaries**

**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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 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
<b>Current FTEs</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
New Positions				0.00	0.00	0.00
<b>Total FTEs</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>

### 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)		
		2018	2019	2020
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)		
		2018	2019	2020
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.	50	50	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**

There are no departmental initiatives and/or service changes for the City Manager's Office for the current business plan.

**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Expenses</b>						
Amortization	3,146	2,177	2,561	3,146	3,146	3,146
Contingency	88,071	125,000	97,033	125,000	125,000	125,000
Human Resources	470,032	503,351	455,757	423,074	447,781	464,150
Operations and Maintenance						
General Expenses	17,133	22,300	15,298	22,300	22,300	22,300
Office	7,356	6,264	26,040	61,375	61,508	61,646
Utilities	2,012	3,609	3,542	3,670	3,732	3,796
Contract - General	-	10,000	4,600	10,000	10,000	10,000
	<b>587,750</b>	<b>672,701</b>	<b>604,831</b>	<b>648,565</b>	<b>673,467</b>	<b>690,038</b>
<b>Annual Deficit</b>	<b>(587,750)</b>	<b>(672,701)</b>	<b>(604,831)</b>	<b>(648,565)</b>	<b>(673,467)</b>	<b>(690,038)</b>

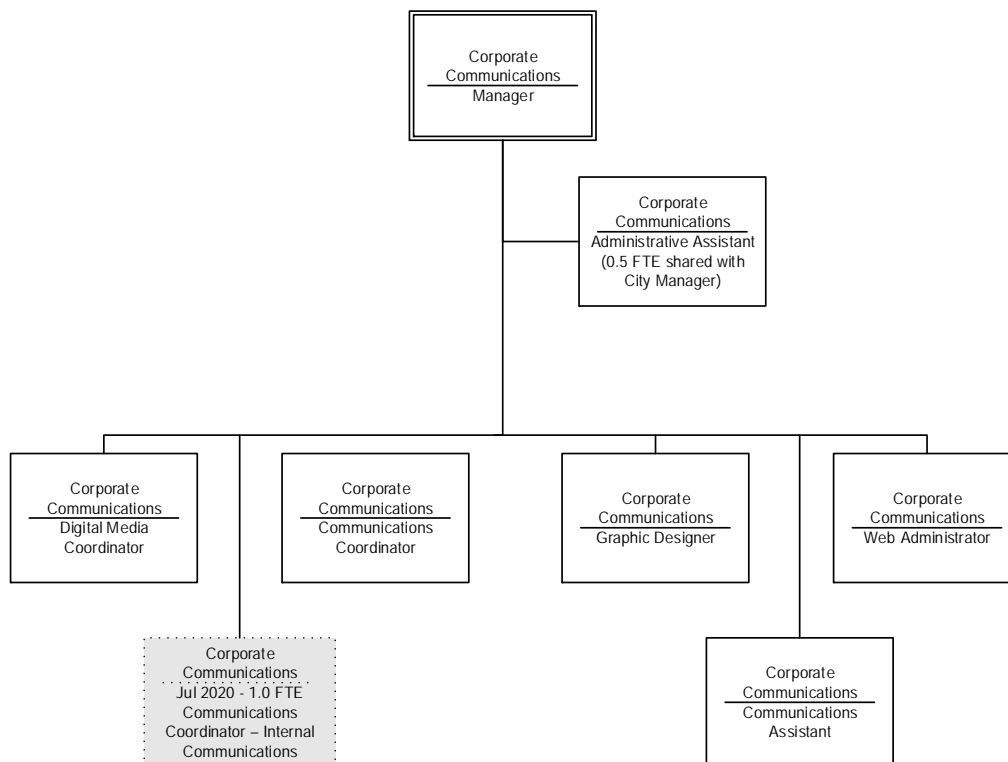
The City Manager's Office also manages the financial activities for Council. The following reflects the fiscal plan summary for Council for the current business plan.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Goods and Services	1,980	-	-	-	-	-
	<b>1,980</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>						
Contingency	24,733	75,000	25,000	60,000	75,000	75,000
Grants to Organizations	2,980	1,000	1,000	1,000	1,000	1,000
Human Resources	475,258	529,147	492,598	537,308	560,946	585,691
Operations and Maintenance						
Marketing and Publications	11,140	17,686	17,472	13,385	13,629	13,884
General Expenses	22,396	52,517	39,730	63,404	51,208	52,026
Office	41,398	67,712	43,602	46,910	49,668	51,571
Utilities	1,387	1,764	1,690	1,852	1,945	2,042
	<b>579,292</b>	<b>744,826</b>	<b>621,092</b>	<b>723,859</b>	<b>753,396</b>	<b>781,214</b>
<b>Annual Deficit</b>	<b>(577,312)</b>	<b>(744,826)</b>	<b>(621,092)</b>	<b>(723,859)</b>	<b>(753,396)</b>	<b>(781,214)</b>

**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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	6.50	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
<b>Current FTEs</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>
New Positions				0.00	0.00	1.00
<b>Total FTEs</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>7.50</b>

### Services

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Branding and Visual Identity	Ensure appropriate use of branding and visual identity on a best effort basis.	700	800	800
Communications Consulting	Planning, consulting with and advising other City departments proactively and on negotiated basis.	1,100	1,100	1,100
Communications Research and Development	Exploring communications opportunities, media, and best practices on an ongoing basis.	1,375	1,425	1,475
Corporate and Department Business Planning	Participate on an ongoing basis.	150	150	150
Media and Public Relations	Respond to media requests on same business day. Negotiate public relations support on a case by case basis.	700	700	700
Senior Leadership Team	Participate on an ongoing basis.	55	55	55
Visual, Digital and Written Communications	Negotiate on a case by case basis (internal and external).	5,850	6,000	6,250



**Departmental initiatives and service changes**

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

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Corporate Departments - Communications	SC206.3 - 1.0 FTE Communications Coordinator - 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. The position would work very closely with Human Resources, as well as all other departments throughout the organization to ensure that staff are kept informed and engaged in the workplace.	Jul. 2020	

**Fiscal plan**

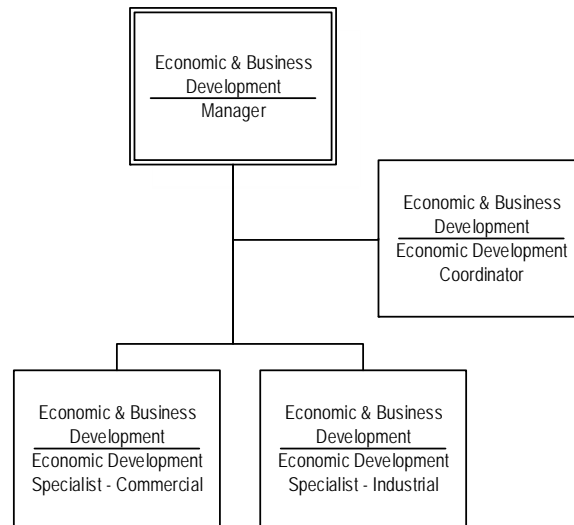
The following reflects the fiscal plan summary for Corporate Communications for the current business plan.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Goods and Services	5,489	5,000	4,792	5,000	5,000	5,000
	5,489	5,000	4,792	5,000	5,000	5,000
<b>Expenses</b>						
Amortization	6,921	4,789	5,634	6,921	6,921	6,921
Grants to Organizations	25,000	25,000	25,000	25,000	25,000	25,000
Human Resources	645,099	665,632	727,909	741,098	768,638	845,873
Operations and Maintenance						
Marketing and Publications	76,254	89,150	78,599	91,025	92,935	94,885
Materials and Supplies	3,244	103,000	1,249	103,050	3,130	3,195
General Expenses	50,768	32,525	21,709	58,660	33,825	61,118
Office	16,857	24,740	22,729	26,280	26,510	27,620
Utilities	1,352	1,800	1,708	1,840	1,876	1,915
Contract - General	40,204	94,705	45,438	96,600	122,889	49,565
	865,699	1,041,341	929,975	1,150,474	1,081,724	1,116,092
<b>Annual Deficit</b>	<b>(860,210)</b>	<b>(1,036,341)</b>	<b>(925,183)</b>	<b>(1,145,474)</b>	<b>(1,076,724)</b>	<b>(1,111,092)</b>

## 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 including the Greater Edmonton Economic Development Team, Edmonton Regional Tourism Partnership and the Capital Region Board 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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	3.00	4.00	4.00	4.00	4.00	4.00
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
<b>Current FTEs</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
New Positions				0.00	0.00	0.00
<b>Total FTEs</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

### 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)		
		2018	2019	2020
Administer Business Recognition Programs	Includes Community Spirit Award, Annual Builder & Developer Luncheon, Open Houses, and Business Events.	120	120	120
Advisor to City Manager, Council and Committees	Principal advisor on economic and business development issues.	150	150	150

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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.	125	125	125
City Centre Revitalization	Business Improvement Area (BIA) established pursuant to regulations set out in the MGA. Objective of BIA is to collaborate with the City in preparing the area redevelopment plan. This is a precursor to major reinvestment in the City.	275	275	275
Corporate Business Planning	Annual business plan development process.	400	400	400
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.	500	500	500
Economic Development Strategy & Action Plan	Review and implement recommendations contained in the approved Economic Development Strategy & Action Plan for Spruce Grove. These are over and above the major initiatives identified in the Corporate Plan. Examples include working with individual businesses to resolve issues effecting viability and success of the business.	275	275	275
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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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.	225	225	225
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.	300	300	300
Manage the Economic Development website content	Maintain and enhance the effectiveness of the Economic and Business Development website including content, functionality and responsiveness to business inquiries.	175	175	175
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.	200	200	200
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.	1,100	1,100	1,100
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.	225	225	225

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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.	140	140	140

### Departmental initiatives and service changes

There are no departmental initiatives and/or service changes for Economic and Business Development for the current business plan.

**Fiscal plan**

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

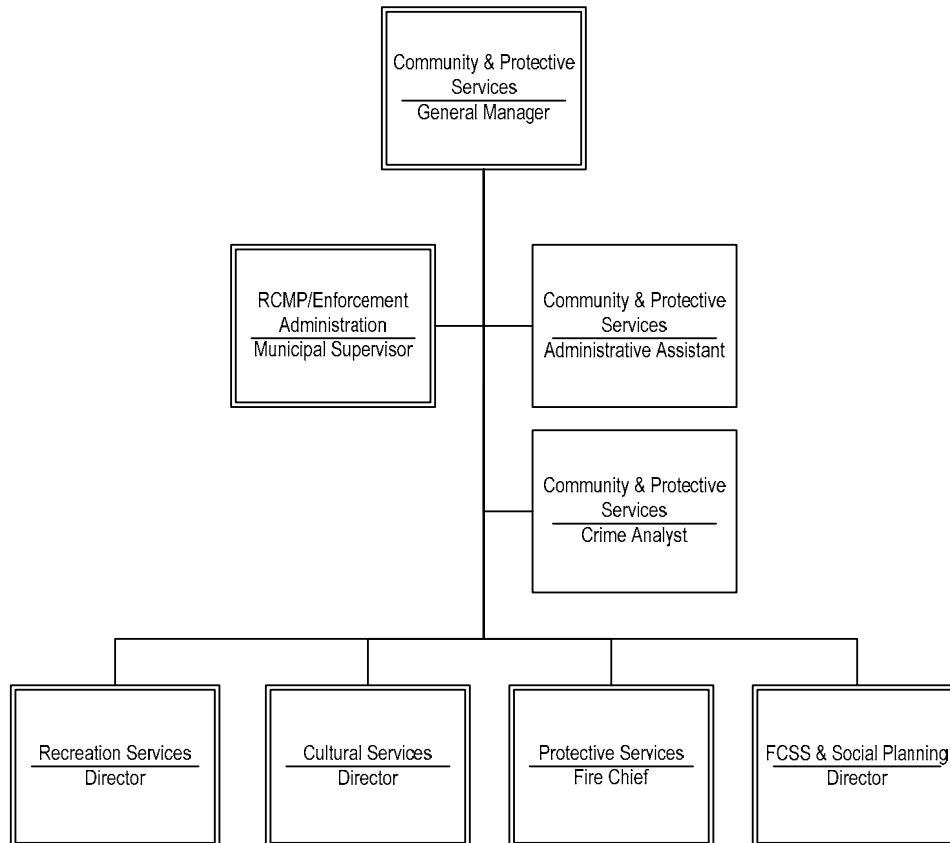
	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Miscellaneous	-	-	50,000	-	-	-
User Fees						
Donations and Sponsorships	91,308	127,900	126,788	186,500	186,500	186,500
Other Fees	50,000	-	-	-	-	-
Rental Revenue	99	-	-	-	-	-
Sale of land	-	-	-	-	-	1,731,250
Contributed Capital Assets	5,468,398	662,624	4,841,754	5,193,144	5,351,016	5,460,176
Developer Contributions	-	181,500	(182,123)	-	-	-
Interest Earned	4,783	85,065	109,133	79,756	74,321	68,758
Local improvements	126,491	-	-	-	-	-
	<b>5,741,079</b>	<b>1,057,089</b>	<b>4,945,552</b>	<b>5,459,400</b>	<b>5,611,837</b>	<b>7,446,684</b>
<b>Expenses</b>						
Amortization	3,775	2,612	3,073	3,775	3,775	3,775
Human Resources	385,196	430,626	440,139	479,568	496,774	513,455
Interest on Long-Term Debt	4,783	106,353	125,253	100,331	94,348	88,201
Loss on Disposal of Capital Assets	(1,905,292)	-	-	-	-	(1,439,301)
Operations and Maintenance						
Cost of Land Sold	-	-	-	-	-	1,745,806
Marketing and Publications	13,581	12,000	14,920	14,000	14,305	14,617
Materials and Supplies	8,173	2,500	2,033	3,500	3,500	3,500
General Expenses	280,743	267,000	293,165	269,000	271,500	274,000
Office	7,291	6,900	7,383	7,400	7,417	7,264
Utilities	8,334	3,005	2,984	3,720	3,720	3,720
Contract - General	382,712	197,900	200,924	251,000	214,000	104,500
	<b>(810,704)</b>	<b>1,028,896</b>	<b>1,089,874</b>	<b>1,132,294</b>	<b>1,109,339</b>	<b>1,319,537</b>
<b>Annual Surplus</b>	<b>6,551,783</b>	<b>28,193</b>	<b>3,855,678</b>	<b>4,327,106</b>	<b>4,502,498</b>	<b>6,127,147</b>

## 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); Recreation Services (Agrena, Fuhr Sports Park, Border Paving Athletic Centre, Henry Singer Park, outdoor natural turf field scheduling and operations, open space planning, agreements, community events, Summer in the City, 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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 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
<b>Current FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
New Positions				0.00	0.00	0.00
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

### 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)		
		2018	2019	2020
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)		
		2018	2019	2020
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)		
		2018	2019	2020
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**

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

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - Community Services Admin	SC319.2 - Change to TLC Annual Grant	A new long term capital and lifecycle plan has been developed for the Tri Leisure Centre (TLC). With clearer understanding of the estimated long term capital needs, one initiative including both operational and capital estimates, is being developed for the Corporate Plan similar to other organizations that the City of Spruce Grove provides funding to (i.e. Spruce Grove Library Public Library (SGPL) and Specialized Transit Services (STS). This initiative each year will now show the estimated total request from the TLC as an increase or decrease over the previous year subject to the Board's approval and official request to the municipalities later in the year.	Jan. 2018	

**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Local Government	42,613	57,000	56,129	58,995	61,060	63,197
Miscellaneous	87,895	-	-	-	-	-
Municipal Sustainability Initiative	500,000	-	-	500,000	-	6,420,000
User Fees						
Donations and Sponsorships	15,000	15,000	-	-	-	-
	<u>645,508</u>	<u>72,000</u>	<u>56,129</u>	<u>558,995</u>	<u>61,060</u>	<u>6,483,197</u>
<b>Expenses</b>						
Amortization	3,775	2,612	25,756	81,825	81,825	1,192,825
Grants to Organizations	152,000	160,000	171,383	168,000	173,000	6,598,000
Human Resources	390,460	409,242	410,237	420,745	431,488	451,437
Operations and Maintenance						
Marketing and Publications	589	1,600	1,469	1,600	1,634	1,668
Office	1,832	1,650	902	1,750	1,795	1,815
Utilities	1,225	2,000	2,270	2,050	2,093	2,137
Contract - General	553,430	-	-	500,000	-	-
	<u>1,103,311</u>	<u>577,104</u>	<u>612,017</u>	<u>1,175,970</u>	<u>691,835</u>	<u>8,247,882</u>
<b>Annual Deficit</b>	<b><u>(457,803)</u></b>	<b><u>(505,104)</u></b>	<b><u>(555,888)</u></b>	<b><u>(616,975)</u></b>	<b><u>(630,775)</u></b>	<b><u>(1,764,685)</u></b>

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

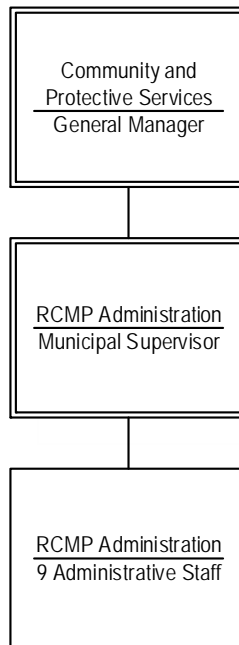
	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Property Taxes	665,737	659,731	410,431	308,708	308,708	308,708
	<u>665,737</u>	<u>659,731</u>	<u>410,431</u>	<u>308,708</u>	<u>308,708</u>	<u>308,708</u>
<b>Expenses</b>						
Amortization	276,364	359,397	283,347	276,364	276,364	276,364
Grants to Organizations	848,498	930,553	930,540	1,146,121	1,002,592	1,000,545
Interest on Long-Term Debt	112,568	86,939	143,942	67,466	52,641	36,904
	<u>1,237,430</u>	<u>1,376,889</u>	<u>1,357,829</u>	<u>1,489,951</u>	<u>1,331,597</u>	<u>1,313,813</u>
<b>Annual Deficit</b>	<b><u>(571,693)</u></b>	<b><u>(717,158)</u></b>	<b><u>(947,398)</u></b>	<b><u>(1,181,243)</u></b>	<b><u>(1,022,889)</u></b>	<b><u>(1,005,105)</u></b>

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Expenses</b>						
Amortization	61,932	61,932	56,771	61,932	61,932	61,932
Grants to Organizations	845,470	887,743	887,747	932,130	805,210	805,210
Human Resources	-	-	-	-	-	-
Interest on Long-Term Debt	51,692	46,983	54,426	40,717	35,526	30,140
Operations and Maintenance						
Equipment Operations	-	3,400	1,343	3,500	3,600	3,710
Janitorial	39,503	41,740	13,913	41,740	41,740	45,490
Office	137,755	144,652	144,652	151,161	156,452	161,146
Utilities	42,949	47,609	50,259	49,461	50,724	51,895
Contract - General	-	21,137	-	21,655	104,414	154,048
	<u>1,179,301</u>	<u>1,255,196</u>	<u>1,209,111</u>	<u>1,302,296</u>	<u>1,259,598</u>	<u>1,313,571</u>
<b>Annual Deficit</b>	<b><u>(1,179,301)</u></b>	<b><u>(1,255,196)</u></b>	<b><u>(1,209,111)</u></b>	<b><u>(1,302,296)</u></b>	<b><u>(1,259,598)</u></b>	<b><u>(1,313,571)</u></b>

## RCMP administration

## Description



The City of Spruce Grove has a contractual arrangement with the federal government for RCMP services. In 2017, the City has 26 regular members plus one provincially funded member and employs a municipal supervisor and nine support staff. The following chart outlines the contracted RCMP member complement for the current business plan including new members approved in 2018 and those planned in 2019 and 2020.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>
Approved members	25.00	27.00	27.00	29.00	31.00	33.00
New Members				2.00	4.00	6.00
<b>Total Members</b>	<b>25.00</b>	<b>27.00</b>	<b>27.00</b>	<b>29.00</b>	<b>31.00</b>	<b>33.00</b>
Actual strength	23.21	27.00	27.00	29.00	31.00	33.00
<b>Under strength</b>	<b>1.79</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	9.00	10.00	10.00	10.00	10.00	10.00
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
<b>Current FTEs</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
New Positions				0.00	0.00	0.00
<b>Total FTEs</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

### Services

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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	SC154.4 - Additional RCMP Members	The intent is to increase general duty constables to maintain service levels, which will increase the ability of the RCMP to deal with increasing workloads and add to 'visible' policing. The long term plan would be two officers in 2018, and two officers in 2019 and two officers in 2020.	Sep. 2018	

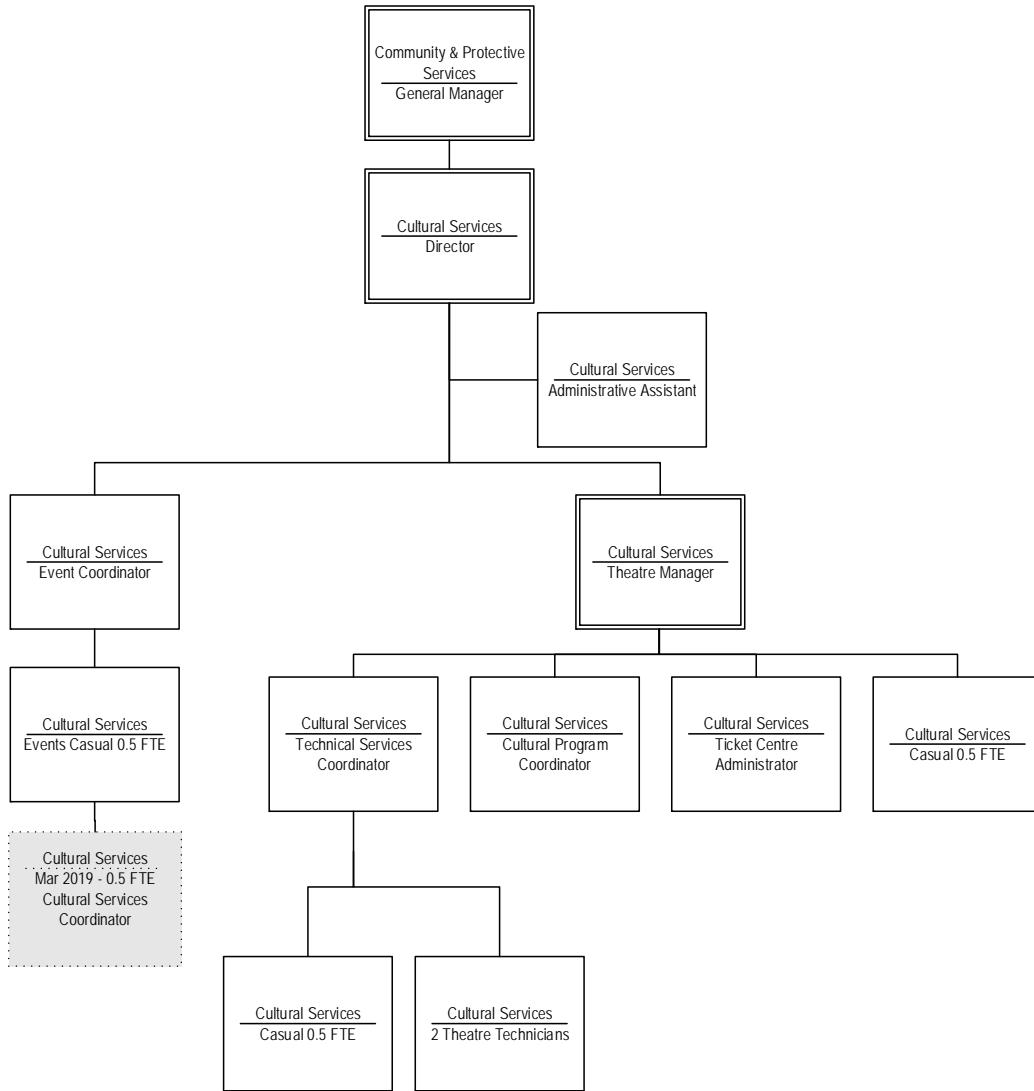
### Fiscal plan

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Miscellaneous	648,504	648,000	771,307	648,000	675,000	688,500
User Fees						
Fines and Permits	47,790	99,600	39,937	47,455	102,000	104,040
Other Fees	41,852	49,800	44,703	50,000	51,000	52,020
	<u>738,146</u>	<u>797,400</u>	<u>855,947</u>	<u>745,455</u>	<u>828,000</u>	<u>844,560</u>
<b>Expenses</b>						
Amortization	2,538	2,538	2,326	2,538	2,538	2,538
Human Resources	623,091	770,644	832,194	945,851	981,323	1,018,128
Operations and Maintenance						
General Expenses	-	10,000	3,500	10,000	10,000	15,000
Office	7,349	5,770	3,314	6,000	6,000	6,000
Utilities	13,751	18,991	19,097	19,914	20,447	20,943
Contract - General	21,223	27,412	20,530	27,960	28,519	29,090
Contract - Police	3,722,269	3,926,657	4,408,788	4,284,838	4,867,478	5,419,970
	<u>4,390,221</u>	<u>4,762,012</u>	<u>5,289,749</u>	<u>5,297,101</u>	<u>5,916,305</u>	<u>6,511,669</u>
<b>Annual Deficit</b>	<b>(3,652,075)</b>	<b>(3,964,612)</b>	<b>(4,433,802)</b>	<b>(4,551,646)</b>	<b>(5,088,305)</b>	<b>(5,667,109)</b>

**Cultural Services**

**Description**



Cultural Services provides arts & cultural services to the community. Horizon Stage is the central cultural venue in the region and is in constant use by local schools, arts groups 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 & arts classes for children. Cultural Services is also responsible for production of City Sanctioned 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 including public art, cultural city planning and more.

**Staffing summary**

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

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>
Full-Time	8.00	9.00	9.00	9.00	9.00	9.00
Perm Part-Time	0.50	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	1.50	1.50	1.50	1.50	1.50	1.50
<b>Current FTEs</b>	<b>10.00</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>
New Positions				0.00	0.50	0.50
<b>Total FTEs</b>	<b>10.00</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>11.00</b>	<b>11.00</b>

**Services**

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

<b>Service</b>	<b>Service Level</b>	<b>Annual Effort (Hours)</b>		
		<b>2018</b>	<b>2019</b>	<b>2020</b>
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
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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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
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 for upkeep of 'virtual' art gallery on the city's web site.	137	137	137

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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)		
		2018	2019	2020
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	52	52
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	270
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
Must Do	Community & Protective Services - Cultural Services	SC9.5 - Change to the Spruce Grove Public Library Operating Grant	In 2015, the Spruce Grove Public Library (SGPL) worked with the City of Spruce Grove, officially asking for the additional funding increase of 5% per year for CPI and growth each year for 2016-2018. Given the economic downturn the Library Board and Management recognize that the City may be facing some fiscal challenges over the next couple of years. The SGPL has made some positive changes that they feel will provide the opportunity to lessen the financial pressure on the City without negatively impacting the SGPL. The Board is reducing the ask from the City and splitting the original 5% for 2017 into 2.5% in 2017 and 2018 and resuming the 5% ask in 2019. The 2019 ask includes the 5% plus \$60,000 for an FTE.	Jan. 2017	
Must Do	Community & Protective Services - Cultural Services	SC388.1 - Needs Assessment by the Friends of Spruce Grove Public Library - Public Submission	The Friends of the Library are requesting a \$50,000 grant to assess library operations and service at it's current location. The assessment will determine the most appropriate courses of action for the Library, the cost of such activities, and a plan to see those plans through. With those determinations the Friends of the Library, the Library Board, the Library Management and the City of Spruce Grove can begin putting those plans into action.	Jan. 2018	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Must Do	Community & Protective Services - Cultural Services	SC211.3 - 0.5 FTE Cultural Services Coordinator	Currently, Cultural Services has a 0.5 Events Casual position typically used as a Volunteer Coordinator/ Assistant Event Coordinator for the Canada Day event. With the increase in service for City events and the development of a corporate direction for events, as well as our new community engagement strategy and commitment there is a need to make this casual position a 1.0 FTE Cultural Services Coordinator position.	Mar. 2019	



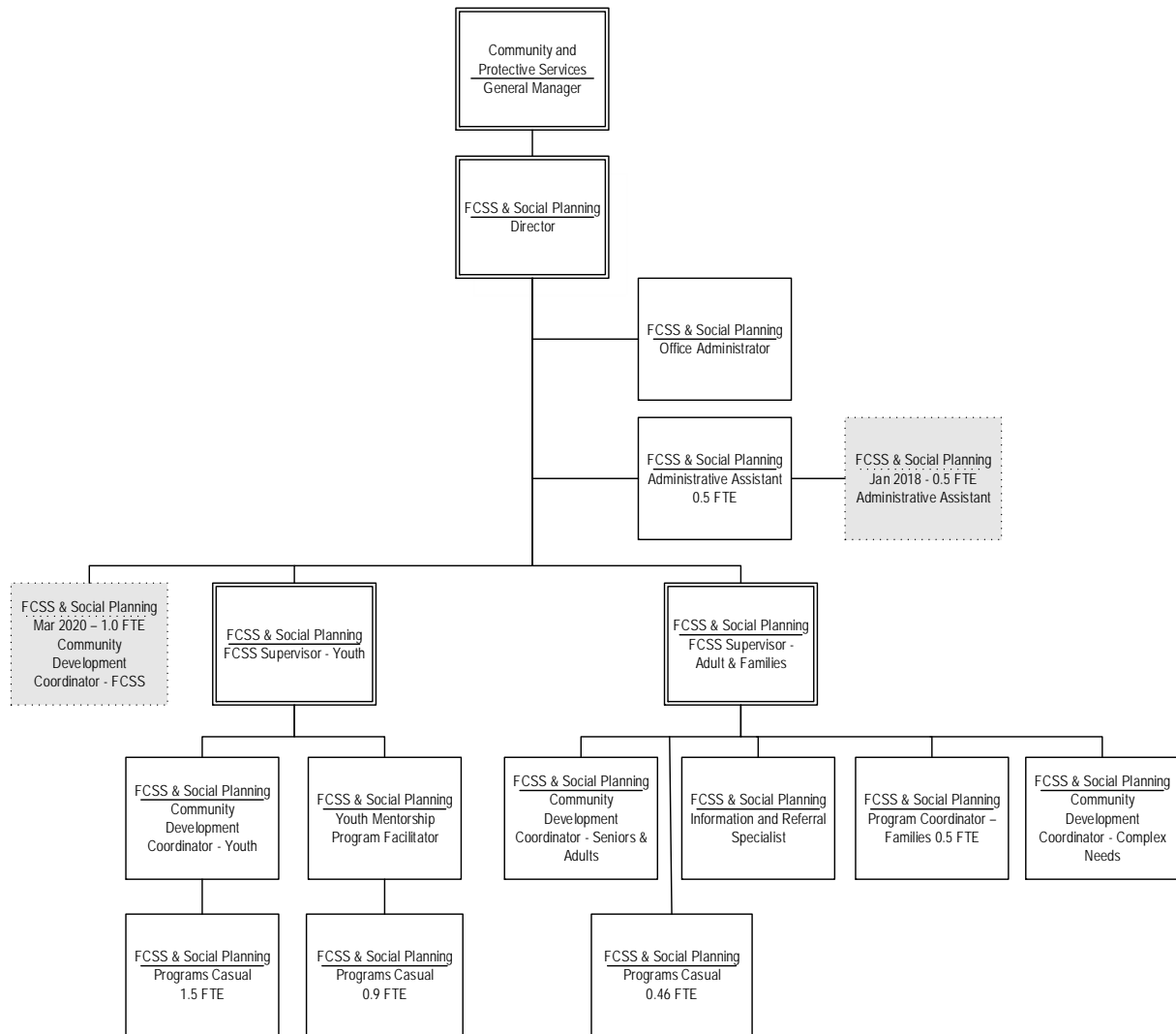
**Fiscal plan**

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

	2016	2017	2017	2018	2019	2020
	Actual	Budget	Forecast	Budget	Forecast	Forecast
<b>Revenue</b>						
Government Transfers						
Local Government	123,471	91,700	133,473	105,000	105,000	105,000
Miscellaneous	53,528	202,000	29,694	52,000	52,000	52,000
User Fees						
Donations and Sponsorships	33,825	41,000	29,500	27,000	31,000	31,000
Goods and Services	229,960	202,600	226,748	201,016	201,213	201,410
Other Fees	5,675	9,300	8,761	9,660	9,912	10,235
Rental Revenue	53,893	51,150	62,554	54,600	54,000	54,000
	<u>500,352</u>	<u>597,750</u>	<u>490,730</u>	<u>449,276</u>	<u>453,125</u>	<u>453,645</u>
<b>Expenses</b>						
Amortization	57,366	45,929	49,257	47,886	47,886	35,283
Grants to Organizations	15,000	15,000	15,000	45,000	15,000	15,000
Human Resources	898,303	964,608	964,831	987,669	1,023,320	1,061,407
Operations and Maintenance						
Bank Charges and Interest	1,307	1,000	1,088	1,020	1,050	1,103
Janitorial	6,945	9,500	13,282	10,800	10,500	10,500
Marketing and Publications	25,718	28,950	26,032	40,650	41,470	42,437
Materials and Supplies	11,758	13,000	8,291	13,800	13,709	13,971
General Expenses	271,850	241,600	251,256	248,704	251,110	251,227
Office	10,241	11,581	8,790	11,620	11,873	12,090
Professional Services	-	80,000	26,627	-	-	-
Repairs and Maintenance	3,252	3,000	4,103	3,700	3,700	3,700
Utilities	22,380	27,096	23,359	28,380	28,797	29,537
Contract - General	154,061	193,150	205,676	120,120	124,310	121,226
	<u>1,478,181</u>	<u>1,634,414</u>	<u>1,597,592</u>	<u>1,559,349</u>	<u>1,572,725</u>	<u>1,597,481</u>
<b>Annual Deficit</b>	<b>(977,829)</b>	<b>(1,036,664)</b>	<b>(1,106,862)</b>	<b>(1,110,073)</b>	<b>(1,119,600)</b>	<b>(1,143,836)</b>

Family and Community Support Services (FCSS) and Social Planning

Description



Family and Community Support Services (FCSS) is a funding partnership between the Government of Alberta and the City of Spruce Grove. Provincially the FCSS program receives its mandate from the FCSS Act and Regulation. The Regulation sets out the service requirements that a municipality must meet in order to be eligible for funding. At the local level, the municipality designs and delivers social programs that are preventive in nature to promote and enhance wellbeing within the community. The FCSS philosophy is based on a belief that self-help contributes to a sense of integrity, self-worth, and independence. Programs are intended to help individuals adopt healthy lifestyles, thereby improving quality of life and building capacity to prevent and/or deal with crisis situations should they arise.

Housed under Community and Protective Services, Spruce Grove FCSS and Social Planning provides preventive social services and initiatives to enhance the wellbeing of individuals, families, and the community by focusing on prevention in the following areas:

**Individual Client Services:** One-on-one client support ensures residents are referred and matched to appropriate services based on varying levels of complexity and individual need, thereby supporting independence and building capacity to avert and/or manage crisis situations should they arise.

**Family Life:** Family Life seeks to strengthen families and build a healthy community by supporting the delivery of quality programs and services for parents, caregivers, and their growing children. Family Life programs connect parents to parents, families to families, and families to community.

**Adults:** Adult Services offers a wide variety of personal development programs and information sessions that empower, build resiliency, and strengthen individuals and the communities they live in.

**Seniors:** Adult and Senior Services plans, develops, implements, and evaluates preventive programs and services that support independence and enhance quality of life for individuals that are advancing in years, and for families who are caring for older adults.

**Youth:** The Youth Services Log Cabin is open to all youth in the community. Daily interaction with youth who access the Log Cabin allows for first-hand knowledge of the needs of young residents. Programming and special events are planned to address these needs focusing on self-esteem, social awareness, relationship building, skill development, and critical thinking.

**Community Development:** Community Development is an essential process by which FCSS and Social Planning can have long term positive effects on community change and evolution. Adhering to the FCSS regulation and mandate, FCSS supports others in coming together to address a common cause by fostering connections, compiling and providing information sources, developing partnerships, building capacity, and acting as a catalyst for new projects or programs in alignment with the Social Sustainability Plan.

### Staffing summary

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	9.00	9.00	9.00	9.00	9.00	9.00
Perm Part-Time	0.50	1.00	1.00	1.00	1.00	1.00
Temp Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Casual	3.30	2.86	2.86	2.86	2.86	2.86
<b>Current FTEs</b>	<b>12.80</b>	<b>12.86</b>	<b>12.86</b>	<b>12.86</b>	<b>12.86</b>	<b>12.86</b>
New Positions				0.50	0.50	1.50
<b>Total FTEs</b>	<b>12.80</b>	<b>12.86</b>	<b>12.86</b>	<b>13.36</b>	<b>13.36</b>	<b>14.36</b>

### 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)		
		2018	2019	2020
Seniors	Seniors Services is responsible for the planning, development, implementation, and evaluation of preventive programs and services that support independence and enhance quality of life for those who are advancing in years and for families who are caring for older adults.	3,321	3,321	3,321

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Adults and Families	Adults and Family Services offers a variety of personal development programs that empower, build resiliency, and strengthen individuals and the communities they live in. Complex individual case management and general information and referral ensure residents are referred and matched to appropriate services based on varying levels of complexity and individual need.	5,687	5,687	5,687
Youth	Programming and special events are planned to address the needs of youth with a focus on self-esteem, social awareness, relationship development, skill building, and critical thinking.	8,781	8,781	8,781
Community Development	Community development is an essential process that has long term positive effects on community change and evolution. FCSS supports others in coming together to address a common cause by fostering connections, compiling and providing information sources, developing partnerships, building capacity, and acting as a catalyst for new initiatives.	2,957	2,957	2,957

### 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.

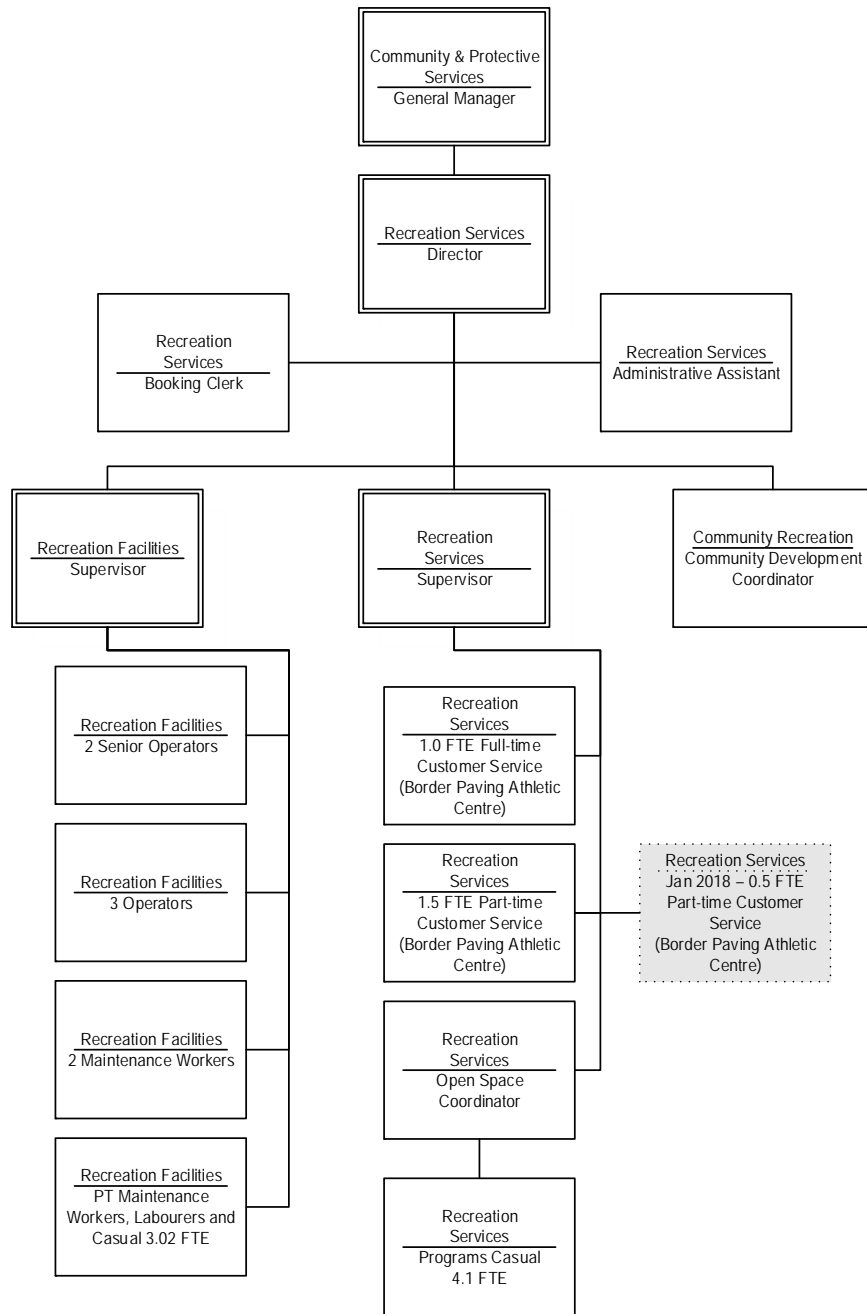
Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - FCSS	SC282.2 - 0.5 FTE Administrative Assistant - FCSS	As a result of population increase, economic factors, and an aging community, FCSS and Social Planning continues to see a sharp increase in access to programs and services, particularly with vulnerable clients exhibiting complex needs. This equates directly to the need for increased administrative support, including reception coverage and backup, support for internal administrative processes and external programs, and maintenance of appropriate standardized records management for two locations including Content Manager 9 and Efforts to Outcomes client management software.	Jan. 2018	
Service Change	Community & Protective Services - FCSS	SC12.5 - Specialized Transit Service Operating Funding Increase	Increase in operating funding requested by Specialized Transit Service (STS).	Jan. 2018	
Service Change	Community & Protective Services - FCSS	SC205.3 - 1.0 FTE Community Development Coordinator - FCSS	This position will be responsible for the coordination of community development work for both the City of Spruce Grove as an organization and the community at large. Similar to the City's Corporate Planner, this position will work with other departments, community groups, and citizens to build capacity through community engagement, and to maximize efficiencies in pace with our population growth and in support of the City's Master plans.	Mar. 2020	

**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Local Government	190,732	181,000	200,032	190,732	190,732	190,732
Miscellaneous	854,006	844,134	752,503	881,134	899,134	916,134
User Fees						
Donations and Sponsorships	2,752	1,500	1,865	1,522	1,545	1,568
Goods and Services	80,893	83,045	95,693	87,326	88,752	91,291
Other Fees	7,881	-	14,863	-	-	-
Rental Revenue	-	35,700	39,816	58,100	58,100	58,100
	<b>1,136,264</b>	<b>1,145,379</b>	<b>1,104,772</b>	<b>1,218,814</b>	<b>1,238,263</b>	<b>1,257,825</b>
<b>Expenses</b>						
Amortization	100,918	3,990	3,659	3,990	3,990	3,990
Grants to Organizations	25,000	30,000	36,000	33,000	33,000	33,000
Human Resources	1,149,811	1,224,576	1,263,127	1,362,073	1,421,002	1,559,712
Operations and Maintenance						
Equipment Operations	4,740	2,500	2,808	3,750	3,825	3,902
Janitorial	14,947	16,000	13,192	16,000	16,000	17,500
Marketing and Publications	7,420	13,578	11,254	21,778	22,257	22,736
Materials and Supplies	57,875	48,191	63,290	58,202	60,244	63,310
General Expenses	5,212	5,000	5,514	5,250	5,513	5,789
Office	11,364	10,226	11,309	11,921	12,182	12,450
Office Lease	217,439	320,685	276,863	349,613	354,703	357,757
Professional Services	2,800	2,170	(2,800)	2,850	2,900	2,950
Repairs and Maintenance	9,112	8,820	10,244	10,870	10,900	11,040
Utilities	21,436	26,369	25,958	27,060	27,534	28,117
Contract - General	145,709	122,165	142,620	209,616	201,005	220,648
	<b>1,773,783</b>	<b>1,834,270</b>	<b>1,863,038</b>	<b>2,115,973</b>	<b>2,175,055</b>	<b>2,342,901</b>
<b>Annual Deficit</b>	<b>(637,519)</b>	<b>(688,891)</b>	<b>(758,266)</b>	<b>(897,159)</b>	<b>(936,792)</b>	<b>(1,085,076)</b>

Recreation Services





### Description

The Recreation Services 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, Border Paving Athletic Centre 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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	7.00	7.00	7.00	7.00	7.00	7.00
Perm Part-Time	1.50	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	3.00	4.10	4.10	4.10	4.10	4.10
<b>Current FTEs</b>	<b>11.50</b>	<b>12.60</b>	<b>12.60</b>	<b>12.60</b>	<b>12.60</b>	<b>12.60</b>
New Positions				0.50	0.50	0.50
<b>Total FTEs</b>	<b>11.50</b>	<b>12.60</b>	<b>12.60</b>	<b>13.10</b>	<b>13.10</b>	<b>13.10</b>

### 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
Departmental - Operating	Community & Protective Services - Recreation	DP1109.1 - Heritage Trail 40th Anniversary	The City of Spruce Grove's Heritage Grove Park Trail System will be 40 years in the making in 2018. The official opening of the Kinsmen Participark took place on Saturday September 23, 1978. Since then the City's trail system has provided immeasurable year-round value to residents of all walks of life.	Jan. 2018	Nov. 2018
Departmental - Capital	Community & Protective Services - Recreation	DP856.2 - Recreation Software	As part of the relocation of the CLASS Database in 2013, ActiveNet was purchased and implemented as the City's program registration and facility booking software. The software has proven to be inadequate, and as a result a replacement registration and facility booking software is recommended.	Jan. 2020	Dec. 2021

**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Goods and Services	18,589	10,950	8,954	6,000	6,120	6,242
Other Fees	19,537	16,000	18,086	23,000	23,100	23,100
Rental Revenue	257,576	335,760	374,290	355,678	372,425	379,707
	<u>295,702</u>	<u>362,710</u>	<u>401,330</u>	<u>384,678</u>	<u>401,645</u>	<u>409,049</u>
<b>Expenses</b>						
Amortization	306,724	65,725	200,831	306,724	306,724	306,724
Human Resources	765,017	952,465	818,848	890,635	921,729	960,674
Operations and Maintenance						
Bank Charges and Interest	17,770	11,800	18,846	18,000	18,360	18,727
Janitorial	76,305	45,200	50,856	103,688	105,834	110,060
Marketing and Publications	5,050	8,030	5,486	11,550	5,570	5,641
Materials and Supplies	44,931	51,225	28,863	58,000	48,824	49,780
General Expenses	3,916	2,000	-	2,500	2,205	2,315
Office	17,199	10,640	11,111	12,156	10,823	11,125
Repairs and Maintenance	97,090	31,000	36,658	33,000	34,650	35,535
Utilities	23,892	29,358	19,399	6,120	6,182	6,246
Contract - General	42,332	46,200	170,314	57,360	51,575	50,403
	<u>1,400,226</u>	<u>1,253,643</u>	<u>1,361,212</u>	<u>1,499,733</u>	<u>1,512,476</u>	<u>1,557,230</u>
<b>Annual Deficit</b>	<b>(1,104,524)</b>	<b>(890,933)</b>	<b>(959,882)</b>	<b>(1,115,055)</b>	<b>(1,110,831)</b>	<b>(1,148,181)</b>

## Recreation Facilities

### Description

The Recreation Facilities section of Community and Protective Services is primarily responsible for the annual operation of the Agrena and Fuhr Sports Park. Facility operations for the Border Paving Athletic Centre, completed in 2016, have 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 Border Paving Athletic Centre for the current business plan.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>
Full-Time	8.00	8.00	8.00	8.00	8.00	8.00
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
<b>Current FTEs</b>	<b>11.02</b>	<b>11.02</b>	<b>11.02</b>	<b>11.02</b>	<b>11.02</b>	<b>11.02</b>
New Positions				0.00	0.00	0.00
<b>Total FTEs</b>	<b>11.02</b>	<b>11.02</b>	<b>11.02</b>	<b>11.02</b>	<b>11.02</b>	<b>11.02</b>

### Services

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Agreement Management	Administer various agreements as per terms and conditions outlined in each.	600	600	600
Border Paving Athletic Centre	Customer service and orientation, minor maintenance, lease agreements, safety and security.	3,400	3,400	3,400
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.	1,400	1,400	1,400
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
Event Hosting Strategy	Recreation's commitment to the event hosting strategy.	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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Marketing & Promotion	Ongoing advertising and promotion including website and healthy living initiatives.	500	500	500
Parks Planning	Initiate the long range planning and delivery of strategies intended to meet community park, open space and sport field needs.	1,200	1,200	1,200
Section Administration	Financial management, records management and human resource management.	2,800	2,800	2,800
Summer-In-The-City	Nine-week Adventure Playground Program, Leaders in Training, Travelling Playground Program and day-to-day supervision of Jubilee Park Water Feature.	6,500	6,500	6,500

### Departmental initiatives and service changes

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

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - Recreation	SC367.1 - 0.5 FTE Part-Time - Border Paving Athletic Centre	Reporting to the full-time CSR, one 0.5 FTE permanent part-time staff to provide a civic presence and assist in the delivery of the facility program at the Border Paving Athletic Centre. In accordance with the facility business plan there will be a civic presence at all times while the facility is open to the general public.	Jan. 2018	

**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Local Government	132,559	145,201	133,432	140,000	140,000	140,000
User Fees						
Other Fees	29,191	20,000	10,418	12,000	12,000	12,000
	<u>161,750</u>	<u>165,201</u>	<u>143,850</u>	<u>152,000</u>	<u>152,000</u>	<u>152,000</u>
<b>Expenses</b>						
Amortization	249,270	249,270	228,497	249,270	248,220	219,777
Human Resources	137,890	152,199	147,627	154,059	160,336	166,174
Interest on Long-Term Debt	62,402	57,883	64,757	47,307	41,312	35,078
Operations and Maintenance						
Materials and Supplies	756	-	-	-	-	-
Office	1,432	1,350	832	1,400	1,429	1,459
Utilities	6,848	7,300	7,253	7,500	7,658	7,818
	<u>458,598</u>	<u>468,002</u>	<u>448,966</u>	<u>459,536</u>	<u>458,955</u>	<u>430,306</u>
<b>Annual Deficit</b>	<b>(296,848)</b>	<b>(302,801)</b>	<b>(305,116)</b>	<b>(307,536)</b>	<b>(306,955)</b>	<b>(278,306)</b>

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Other Fees	43,117	42,800	43,548	42,800	43,699	44,616
Rental Revenue	466,452	437,000	442,718	420,201	450,538	460,265
	<u>509,569</u>	<u>479,800</u>	<u>486,266</u>	<u>463,001</u>	<u>494,237</u>	<u>504,881</u>
<b>Expenses</b>						
Human Resources	445,685	511,922	477,107	578,157	638,242	655,729
Operations and Maintenance						
Janitorial	13,465	14,790	13,968	16,000	16,320	16,646
Materials and Supplies	4,316	4,127	4,587	8,376	6,375	8,375
General Expenses	238	500	1,280	500	511	521
Repairs and Maintenance	135,485	120,356	121,981	138,952	127,686	131,516
Utilities	215,886	255,005	225,268	266,027	273,730	280,990
	<u>815,075</u>	<u>906,700</u>	<u>844,191</u>	<u>1,008,012</u>	<u>1,062,864</u>	<u>1,093,777</u>
<b>Annual Deficit</b>	<b>(305,506)</b>	<b>(426,900)</b>	<b>(357,925)</b>	<b>(545,011)</b>	<b>(568,627)</b>	<b>(588,896)</b>

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

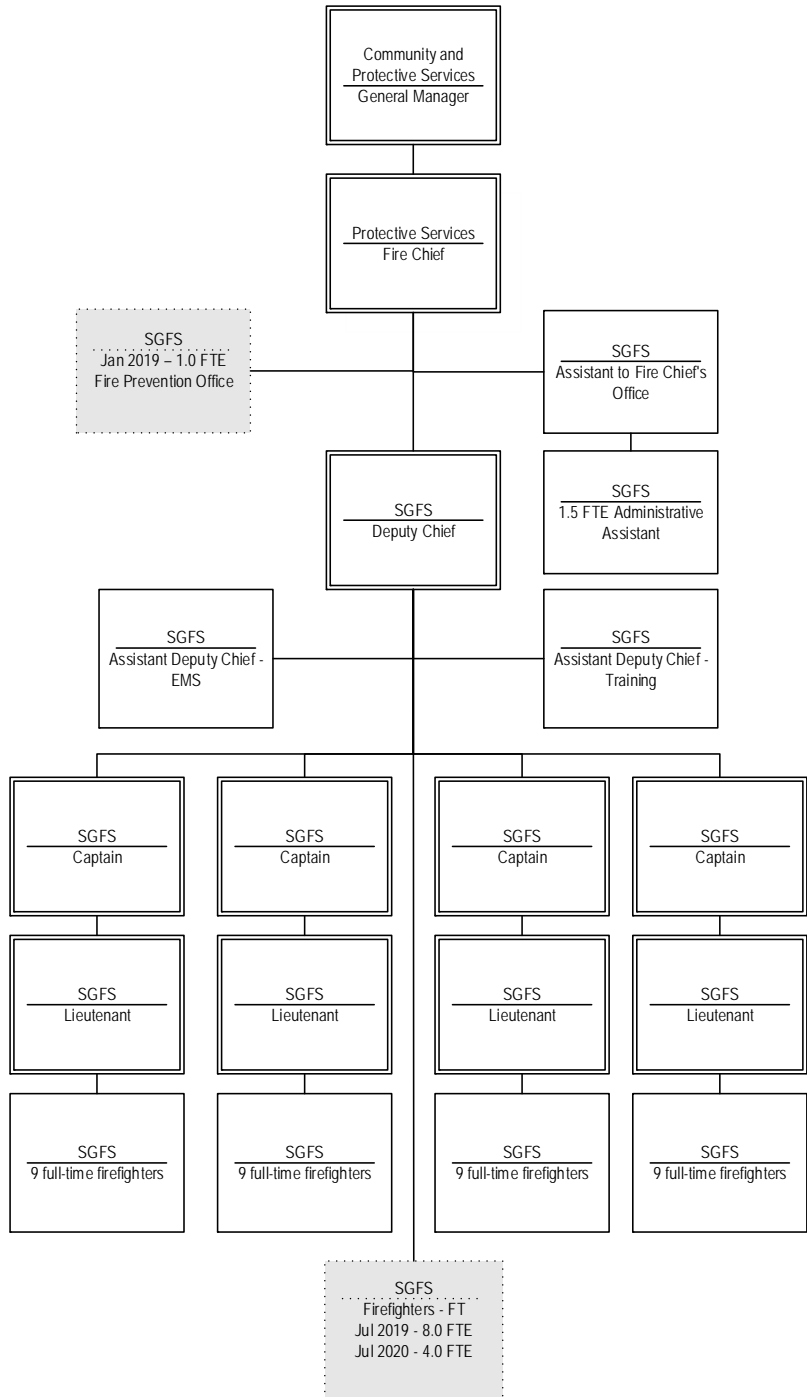
	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Rental Revenue	112,058	86,533	97,267	92,900	90,430	92,077
	<u>112,058</u>	<u>86,533</u>	<u>97,267</u>	<u>92,900</u>	<u>90,430</u>	<u>92,077</u>
<b>Expenses</b>						
Human Resources	296,855	350,698	261,808	188,689	193,967	199,097
Operations and Maintenance						
Janitorial	6,080	11,500	11,378	12,000	12,372	12,756
Marketing and Publications	1,100	3,500	1,167	2,004	2,044	2,085
Materials and Supplies	1,509	1,702	2,539	2,544	2,550	2,601
Repairs and Maintenance	26,937	29,870	22,031	30,000	31,689	32,639
Utilities	40,183	45,241	43,896	47,963	49,311	50,579
Contract - General	14,256	4,000	8,432	4,000	4,084	4,170
	<u>386,920</u>	<u>446,511</u>	<u>351,251</u>	<u>287,200</u>	<u>296,017</u>	<u>303,927</u>
<b>Annual Deficit</b>	<b><u>(274,862)</u></b>	<b><u>(359,978)</u></b>	<b><u>(253,984)</u></b>	<b><u>(194,300)</u></b>	<b><u>(205,587)</u></b>	<b><u>(211,850)</u></b>



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.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>
Full-Time	46.00	50.00	50.00	50.00	50.00	50.00
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	1.00	0.00	0.00	0.00	0.00	0.00
<b>Current FTEs</b>	<b>47.50</b>	<b>50.50</b>	<b>50.50</b>	<b>50.50</b>	<b>50.50</b>	<b>50.50</b>
New Positions				0.00	9.00	13.00
<b>Total FTEs</b>	<b>47.50</b>	<b>50.50</b>	<b>50.50</b>	<b>50.50</b>	<b>59.50</b>	<b>63.50</b>

**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)		
		2018	2019	2020
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)		
		2018	2019	2020
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.	100	100	100
Fire - Human Resources activities	Timely deal with human resource issues including sick time, vacation schedules, discipline, WCB Claims, Modified Duties, Collective Agreements, etc.	500	500	500
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.	1,300	1,300	1,300
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
Service Change	Community & Protective Services - Protective Services	SC87.5 - 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. The driver of this staffing plan is to provide a reasonable and practical level of response in the City of Spruce Grove.	Jan. 2017	
Departmental - Capital	Community & Protective Services - Protective Services	DP666.4 - 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 Services 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 - Operating	Community & Protective Services - Protective Services	DP1057.1 - Automated Traffic Enforcement Cost Analysis	In 2018 the City will be going to Request for Proposal for a contract for Automated Traffic Enforcement services. As part of the decision process we need to evaluate the cost of contracting the service versus bringing it in house.	Jan. 2018	Dec. 2018
Departmental - Capital	Community & Protective Services - Protective Services	DP857.2 - Fire Truck	Current staffing levels have increased and additional staffing plans detail the need to add an additional pumper to the fleet. This will allow two staffed apparatus, one call back apparatus, and one mechanical reserve. This, in addition to one aerial truck, is a reasonable fleet for a community the size of the City of Spruce Grove.	Jan. 2018	Dec. 2018

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Community & Protective Services - Protective Services	DP667.3 - Command Vehicle	A Command Vehicle will provide Fire and Police services, as well as Emergency Management, with an economical, mobile command centre for medium to large events in the City of Spruce Grove. This unit will meet an Occupational Health and Safety need for a safe work site in inclement weather. 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
Service Change	Community & Protective Services - Protective Services	SC240.3 - 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. Other fire services employ an on duty platoon chief to deal with these issues at a cost substantially higher than the proposed system.	Jan. 2018	
Service Change	Community & Protective Services - Protective Services	SC387.1 - Night Owls Citizens on Patrol Society - Public Submission Funding Request	Night Owls Citizens on Patrol Society submitted a Public Submission for consideration of funding for operational needs.	Jan. 2018	
Departmental - Capital	Community & Protective Services - Protective Services	DP859.2 - Command Software	Command software allows officers to track hazards, locations of staff, and air supplies as well as ensure all steps are taken in a proper sequence for the ongoing safety of staff in a hazardous environment. The size and complexity of structures within the City of Spruce Grove continues to increase, and currently there are many large capacity structures. Future planned large facilities for the congregation of large crowds increases the need for coordinated emergency scenes. Currently the service has no such command software.	Jan. 2019	Dec. 2019

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - Protective Services	SC308.2 - 1.0 FTE Fire Prevention Officer	In 2015 a Fire Prevention Officer was added to the prevention staff outside of the budget process. This was done to accommodate a human resources need. The position is currently being funded from the fire operations budget (not hiring the 12 casual firefighters). There is a need for this position in fire prevention, but the request was not anticipated until 2019. Although the position is filled and funded, it still needs to be formally approved for 2019. In the meantime, the current arrangement will continue.	Jan. 2019	

**Fiscal plan**

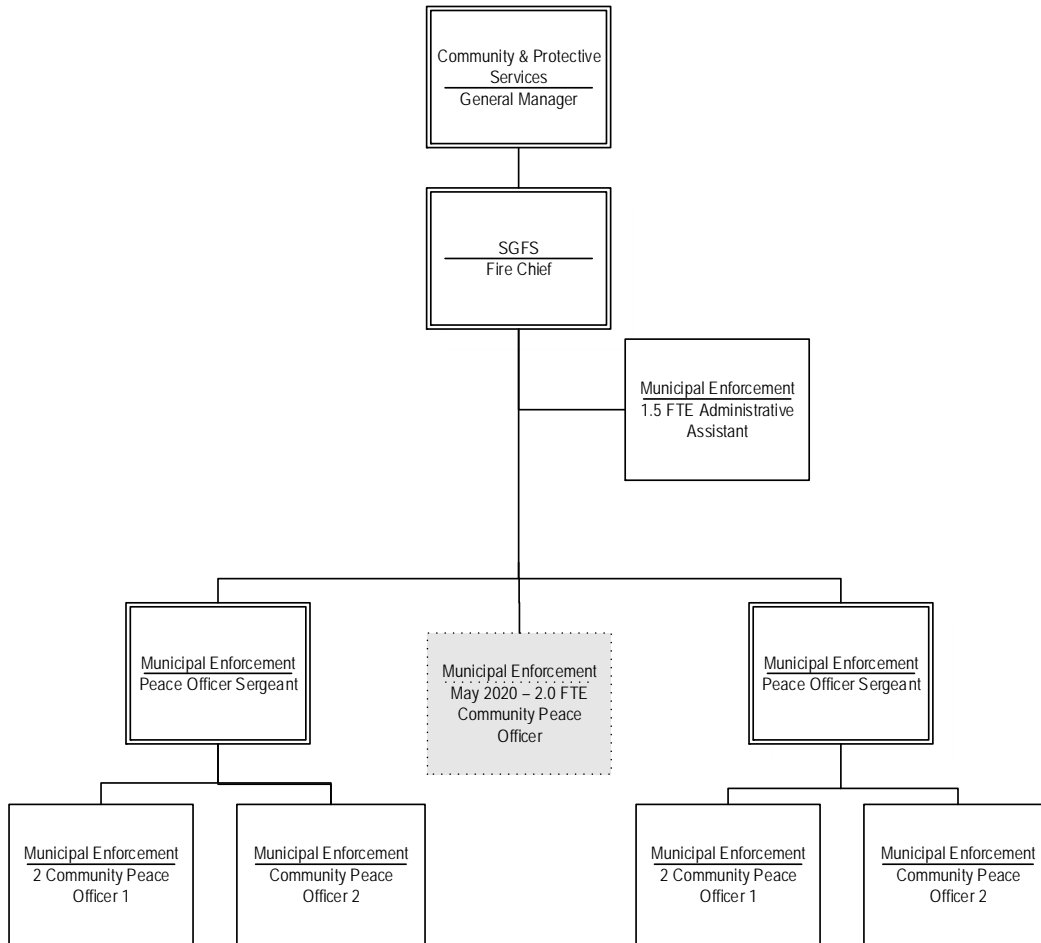
The following reflects the fiscal plan summary for Spruce Grove Fire Services for the current business plan.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Miscellaneous	-	-	55,000	-	-	-
Municipal Sustainability Initiative	557,780	-	-	-	-	-
User Fees						
Donations and Sponsorships	1,000	500	3,155	500	500	500
Fines and Permits	2,165	3,500	7,372	3,492	3,574	3,649
Goods and Services	3,473,976	3,510,691	3,521,760	3,645,831	3,705,322	3,770,016
Other Fees	186,092	90,150	86,532	90,180	92,130	94,052
Rental Revenue	9,018	-	5,169	9,000	9,196	9,410
	<u>4,230,031</u>	<u>3,604,841</u>	<u>3,678,988</u>	<u>3,749,003</u>	<u>3,810,722</u>	<u>3,877,627</u>
<b>Expenses</b>						
Amortization	249,727	227,863	228,945	285,891	307,904	314,904
Grants to Organizations	557,780	-	-	-	-	-
Human Resources	6,413,757	6,209,923	6,383,095	6,761,312	7,261,188	8,005,061
Operations and Maintenance						
Equipment Operations	45,990	56,000	51,780	52,500	53,645	54,889
Materials and Supplies	124,447	82,500	114,787	88,200	90,123	92,214
General Expenses	388,245	399,030	368,358	304,197	408,604	417,927
Office	39,697	35,500	39,030	50,485	38,814	43,578
Professional Services	50,101	50,400	47,828	70,000	71,526	73,185
Repairs and Maintenance	75,966	61,821	78,997	72,325	73,902	75,616
Utilities	52,758	58,782	59,188	61,129	62,658	64,156
Contract - General	49,899	2,500	8,442	7,500	12,555	12,614
	<u>8,048,367</u>	<u>7,184,319</u>	<u>7,380,450</u>	<u>7,753,539</u>	<u>8,380,919</u>	<u>9,154,144</u>
<b>Annual Deficit</b>	<b><u>(3,818,336)</u></b>	<b><u>(3,579,478)</u></b>	<b><u>(3,701,462)</u></b>	<b><u>(4,004,536)</u></b>	<b><u>(4,570,197)</u></b>	<b><u>(5,276,517)</u></b>



**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.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>
Full-Time	8.50	9.50	9.50	9.50	9.50	9.50
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
<b>Current FTEs</b>	<b>8.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>
New Positions				0.00	0.00	2.00
<b>Total FTEs</b>	<b>8.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>11.50</b>

**Services**

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Enf Admin - Court Liaison	Attend all court days and organize files and appearances for officers.	140	140	140
Enf Admin - Data Entry	Provide timely data entry for every officer.	1,432	1,432	1,432
Enf Admin - Filing Records	Records filed in accordance with City and RCMP policies and legislation.	224	224	224
Enf Admin - Financial Matters	Meet all deadlines for financial matters including payroll and VISA.	112	112	112
Enf Admin - Front Counter Staffing	Address public at front counter answer all inquiries or schedule meeting with an officer.	56	56	56
Enforcement - Animal Complaints	Respond to animal complaints and conduct investigations.	1,023	1,023	1,023
Enforcement - Assist City Departments	As needed and available.	410	410	410
Enforcement - Bylaw Enforcement	Respond to bylaw complaints and self-generate files for observed infractions.	3,423	3,423	3,423
Enforcement - Management of Service	Hiring, discipline, and stats review. All files must be reviewed, whether submitted by complaint or self-generated.	2,500	2,500	2,500
Enforcement - Participate in Protective Services Team Meetings and Functions	Represent Enforcement Services at meetings in order to maximize efficiencies of section.	84	84	84
Enforcement - Provincial Enforcement	Respond to complaints and generate files for observed infractions.	2,574	2,574	2,574
Enforcement - Safe City	Provide uniformed presence on identified safety concerns.	140	140	140
Enforcement - Training and Certification	Ongoing training to ensure officer safety, and meet legislative requirements for certifications.	400	400	400

### Departmental initiatives and service changes

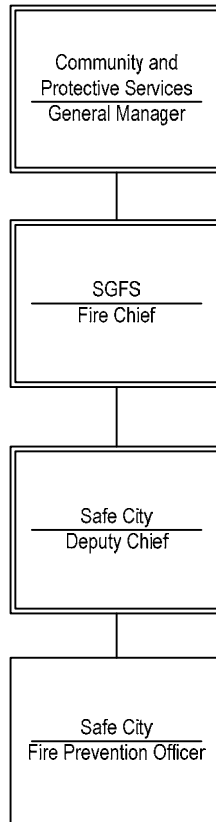
The following table outlines the departmental initiatives and/or service changes for Municipal Enforcement for the current business plan.

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Community & Protective Services - Protective Services	SC382.1 - 2.0 FTE Community Peace Officer	There are two Community Peace Officer I positions requested for Enforcement Services. CPOs are responsible for bylaw enforcement and also enforcement of provincial legislation including the Traffic Safety Act. These two positions are required to keep up with City growth.	May, 2020	

### Fiscal plan

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Fines and Permits	217,007	280,724	236,590	249,996	250,000	250,000
Other Fees	2,750	5,500	1,833	5,520	5,742	5,876
	<u>219,757</u>	<u>286,224</u>	<u>238,423</u>	<u>255,516</u>	<u>255,742</u>	<u>255,876</u>
<b>Expenses</b>						
Amortization	30,532	14,009	24,254	29,155	29,155	29,155
Human Resources	869,880	991,929	1,015,478	1,024,014	1,060,066	1,237,430
Operations and Maintenance						
Materials and Supplies	28,753	23,500	32,008	24,252	24,781	30,356
General Expenses	480	1,480	1,443	1,620	1,620	1,620
Office	8,735	4,126	3,438	6,042	9,012	9,221
Utilities	14,049	10,000	11,995	10,020	10,238	10,476
Contract - Traffic	83,621	106,140	110,444	107,832	110,181	112,737
	<u>1,036,050</u>	<u>1,151,184</u>	<u>1,199,060</u>	<u>1,202,935</u>	<u>1,245,053</u>	<u>1,430,995</u>
<b>Annual Deficit</b>	<b>(816,293)</b>	<b>(864,960)</b>	<b>(960,637)</b>	<b>(947,419)</b>	<b>(989,311)</b>	<b>(1,175,119)</b>

**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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	2.00	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
<b>Current FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
New Positions				0.00	0.00	0.00
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

### Services

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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.	40	40	40
Safe City - Drug and Alcohol Prevention	Coordinate programs for special interest groups.	30	30	30
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.	3,100	3,100	3,100
Safe City - Fire Investigations	Investigations will be conducted by a Fire SCO to determine the cause, origin, and circumstances of every fire in which there is a dollar loss.	350	350	350

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Safe City - FPO - Public Fire and Life Safety Education	Develop and present Fire Prevention Programs directed toward those in the community at the greatest risk of fire namely. Seniors, Children, Aboriginal Community, and the disabled. Community Fire Drills. Smoke Alarm Program.	100	130	130
Safe City - Joint Inspection with Building Safety Codes Officers	Accompany Building Inspector on final building inspections before Occupancy Permits are issued to ensure compliance with Fire Codes requirements.	50	60	60
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
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.	90	90	90
Safe City - Safe Housing	Inspections of rental units in the city.	10	10	10
Safe City - Supervision of Enforcement Services		221	221	221
Safe City - Vandalism Strategies	Work with RCMP to coordinate crime prevention strategies.	50	50	50
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.	60	60	60

### 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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Fines and Permits	5,274,700	5,660,805	4,770,226	5,283,534	5,667,283	5,668,784
	<u>5,274,700</u>	<u>5,660,805</u>	<u>4,770,226</u>	<u>5,283,534</u>	<u>5,667,283</u>	<u>5,668,784</u>
<b>Expenses</b>						
Grants to Organizations	16,200	16,200	3,000	26,200	26,200	26,200
Human Resources	394,491	416,357	381,005	404,438	548,063	566,970
Operations and Maintenance						
Marketing and Publications	1,692	5,000	5,791	5,100	5,211	5,332
Materials and Supplies	4,492	6,370	1,580	5,160	5,272	5,395
General Expenses	33,342	37,920	33,812	37,920	38,738	39,626
Office	3,039	4,520	3,674	4,080	4,169	4,266
Utilities	739	1,400	714	1,500	1,533	1,568
Contract - Traffic	2,475,919	2,741,736	1,782,263	2,503,522	2,479,322	2,479,322
	<u>2,929,914</u>	<u>3,229,503</u>	<u>2,211,839</u>	<u>2,987,920</u>	<u>3,108,508</u>	<u>3,128,679</u>
<b>Annual Surplus</b>	<b><u>2,344,786</u></b>	<b><u>2,431,302</u></b>	<b><u>2,558,387</u></b>	<b><u>2,295,614</u></b>	<b><u>2,558,775</u></b>	<b><u>2,540,105</u></b>

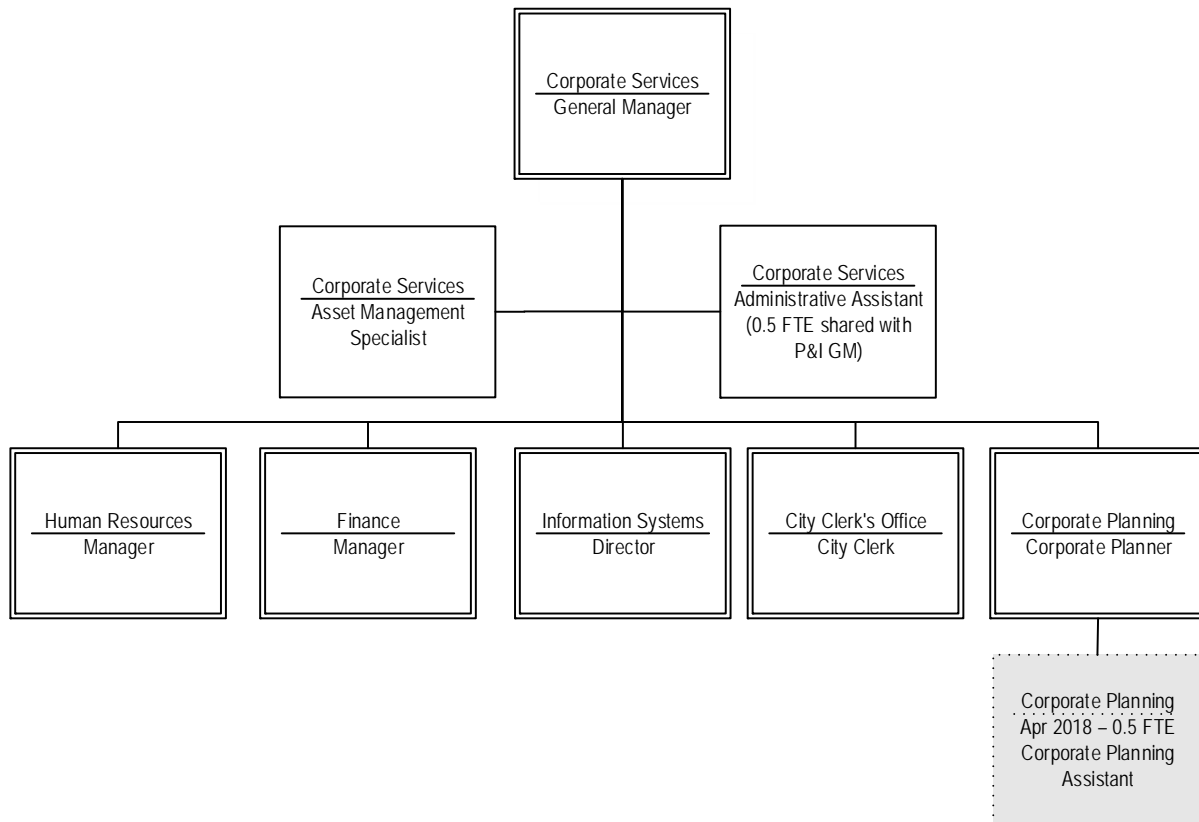


**Corporate Services department**

**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 Asset Management, City Clerk’s Office, Corporate Planning, Finance, Human Resources 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, asset management coordination, 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.
- The Asset Management function is responsible for the development and ongoing operations of the asset management system and coordinating the integration of asset management technology into existing and future corporate business systems.

**Staffing summary**

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

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>
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
<b>Current FTEs</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
New Positions				0.50	0.50	0.50
<b>Total FTEs</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Services**

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

<b>Service</b>	<b>Service Level</b>	<b>Annual Effort (Hours)</b>		
		<b>2018</b>	<b>2019</b>	<b>2020</b>
Administrative Support to General Manager	As required.	307	307	307
Asset Management Program	As required.	1,365	1,365	1,365
Coordination of Department Administrative Records and Information Management	As required.	600	600	600
Corporate Planning Process	As required.	1,565	1,565	1,565
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.	275	275	275
Operational Effectiveness Program	As required.	100	100	100

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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
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
Departmental - Operating	Corporate Services - Corporate Services Admin	DP263.5 - Enhance Corporate Planning System	This initiative was originated to address the ongoing development of the corporate planning database and its functionality. Most of the original work identified has been completed, however some work remains as Information Systems continues to face capacity issues. The continuing business need for this initiative arises from the enterprise-wide work being done in Corporate Services over the next few years, and the need to integrate these new systems and software into the corporate planning database, process and document.	Jan. 2014	Dec. 2018
Service Change	Corporate Services - Corporate Services Admin	SC58.5 - 0.5 FTE Corporate Planning Assistant	The purpose of this position is to support the Corporate Planner with administrative and data analysis assistance in the carrying out of the operational activities of the corporate planning process. This will free up capacity for the Corporate Planner to focus on more strategic analysis of the data presented to the Senior Leadership Team for decision making, as well as to more actively participate in the strategic direction around corporate planning and organizational enterprise wide changes.	Apr. 2018	

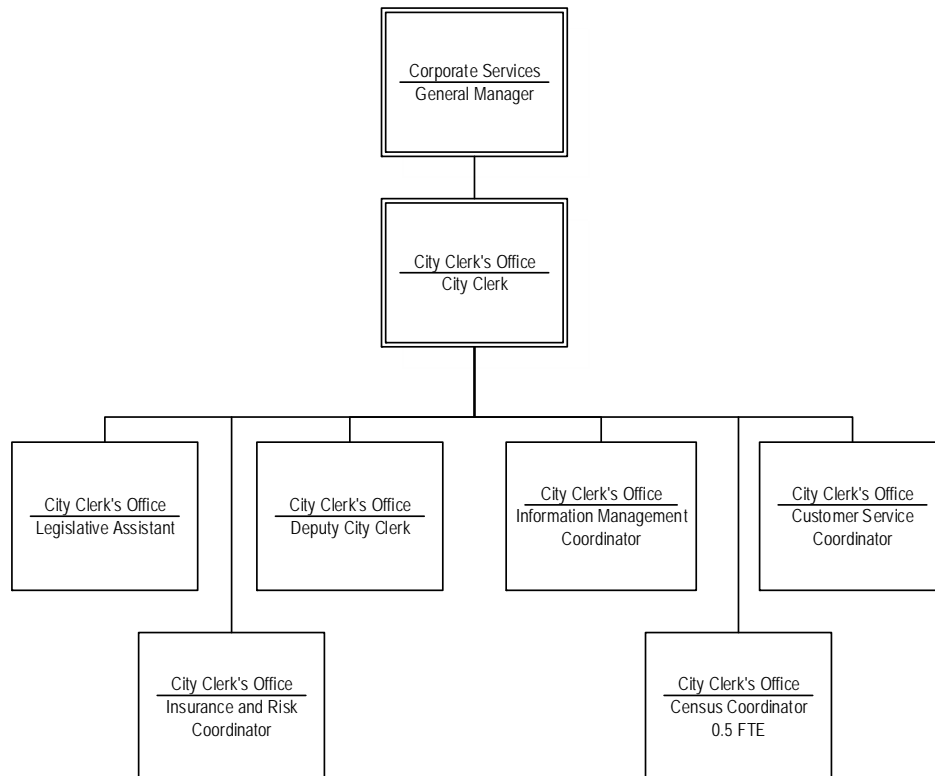
**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Miscellaneous	30,336	8,000	8,000	-	-	-
	<u>30,336</u>	<u>8,000</u>	<u>8,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenses</b>						
Amortization	9,438	2,177	6,231	9,438	9,438	9,438
Human Resources	584,879	639,542	608,824	615,023	649,233	673,354
Operations and Maintenance						
Marketing and Publications	433	3,000	4,208	3,050	3,100	3,150
Office	1,671	2,200	2,231	2,225	2,250	2,304
Professional Services	11,475	16,000	11,000	16,000	16,050	16,435
Utilities	1,168	1,600	1,625	1,600	1,650	1,690
Contract - General	214,401	200,776	155,518	50,000	25,210	100,422
	<u>823,465</u>	<u>865,295</u>	<u>789,637</u>	<u>697,336</u>	<u>706,931</u>	<u>806,793</u>
<b>Annual Deficit</b>	<b>(793,129)</b>	<b>(857,295)</b>	<b>(781,637)</b>	<b>(697,336)</b>	<b>(706,931)</b>	<b>(806,793)</b>

**City Clerk’s Office**

**Description**



The City Clerk’s Office supports the democratic governance model for City Council, all City departments and Spruce Grove residents. The office administers the electoral, legislative, information management, customer service and insurance and risk management programs of the City.

Specific roles and responsibilities include:

- Overseeing, guiding and tracking the entire legislative process, from drafting 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 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.

### Staffing summary

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	6.00	6.00	6.00	6.00	6.00	6.00
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
<b>Current FTEs</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>
New Positions				0.00	0.00	0.00
<b>Total FTEs</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

### 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)		
		2018	2019	2020
Coordinate Council Remuneration Review with Task Force	Required once per term.	-	83	-
Coordinate Municipal Election and Council Orientation	As required by law.	34	57	34
Coordinate Municipal Census	As required by policy.	843	793	793
Custodian / Manager of Bylaws, Policies, Procedures and Council and Committee of the Whole Meeting Minutes	As required.	437	437	437



Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Facilitate Delegation Requests, 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.	750	737	737
Contract Management Services - oversee organizational stationery contract, maintain city contract documents, develop & maintain city contract templates, assistance and advice in drafting contracts	Best effort, as required by organization.	540	555	440
Leadership and Support for City's Customer Service Program	Implementation and co-ordination of programs as required as well as administration of software.	1,562	1,562	1,562
Leadership and Support for the City's Insurance and Risk Management Program	Best effort. Response to claim against City with decision within one week of receipt of claim 80% of the time. All newly acquired or deleted city assets will be updated within 1 week of receiving notification 100% of the time.	900	925	950
Leadership and Support for the City's Records and Information Management Program	Best effort by organization.	2,618	2,593	2,443
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.	370	370	370
Leadership and Support to Administration for Bylaw, Policy and Procedure Preparation	As required by organization.	796	596	571
Manage City Adherence to the Freedom of Information and Protection of Privacy Act	Best effort. Response within 30 days of FOIP request as per legislation.	385	190	185

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Youth Engagement	Prepare for and conduct tours of City Hall, mock Council meetings for students as well as an annual day-time Council meeting.	121	121	121

**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
Departmental - Operating	Corporate Services - City Clerk	DP672.3 - Business Analysis and Requirements Gathering – Automated Incident Reporting, Investigation and Tracking Process	There is a business requirement for an effective and efficient tool to manage the reporting, investigation and tracking of all incidents (both risk and safety). This project will determine the specific business needs to take a currently manual, inefficient and costly process and automate it with a view to supporting collaboration amongst all parties involved, improving operating efficiencies, as well as improving reporting and analytics that will assist the organization to further mitigate any future issues and reduce associated costs. A tool that incorporates incidents involving safety and risk will take a holistic approach to risk management as well as improve the maturity level of the City of Spruce Grove’s risk management and health and safety programs.	Feb. 2017	Jun. 2018

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Corporate Services - City Clerk	DP1047.1 - Customer Service Software Review	Service Manager will no longer be supported in its current form and upgrading will have a significant negative impact on business operations in the organization as many of the customized components will be lost. This project will verify the business requirements from each business area using Service Manager and then seek out opportunities to find synergies in other technology such as asset management software and online services. Strategies will be developed to transition those services along with strategies to support the remaining requirements.	Jan. 2018	Dec. 2018
Service Change	Corporate Services - City Clerk	SC299.2 - Move Subdivision and Development Appeal Board Clerk Services from Planning and Development to the City Clerk's Office	The Clerk position of the Subdivision and Development Appeal Board (SDAB) is one that needs to be non-partisan and removed from the subdivision and development application process. The Clerk position currently resides in Planning and Development and it is in the best interests of the process to move that position to the City Clerk's Office. This move would improve the service provided to the residents, the Board and the process by focusing the Planning expertise on the subdivision and development application processes and the Clerk's expertise on the Board and its quasi-judicial role.	Jan. 2018	

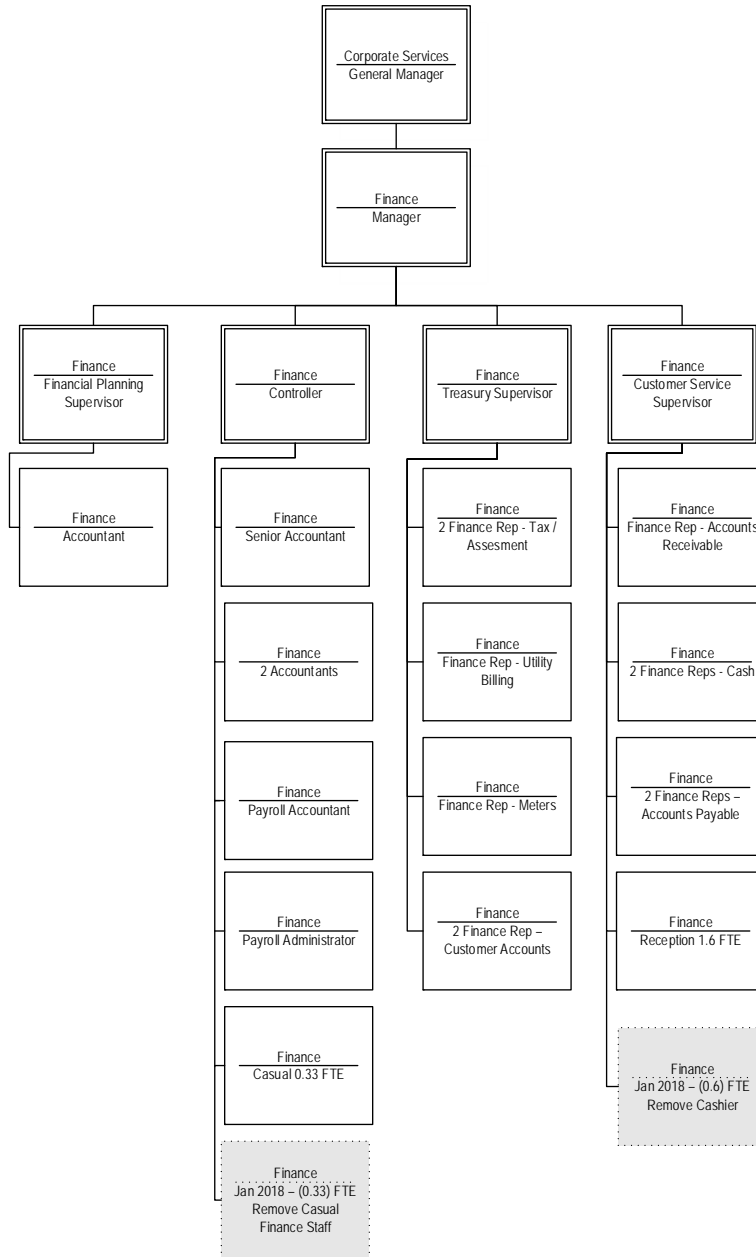
**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Goods and Services	54	-	30	-	-	-
Other Fees	-	60,000	60,025	-	-	-
	54	60,000	60,055	-	-	-
<b>Expenses</b>						
Amortization	-	4,353	1,451	-	-	-
Human Resources	612,307	722,941	735,705	740,263	764,753	786,387
Operations and Maintenance						
Insurance	521,189	580,700	519,650	557,359	601,298	775,246
General Expenses	38,104	50,400	80,236	41,320	39,611	40,442
Office	5,699	32,040	5,525	7,265	6,886	6,953
Professional Services	107,408	171,400	109,631	221,010	301,750	176,031
Utilities	254	1	845	780	780	780
Contract - General	45,788	76,100	49,732	51,400	40,534	41,386
	1,330,749	1,637,935	1,502,775	1,619,397	1,755,612	1,827,225
<b>Annual Deficit</b>	<b>(1,330,695)</b>	<b>(1,577,935)</b>	<b>(1,442,720)</b>	<b>(1,619,397)</b>	<b>(1,755,612)</b>	<b>(1,827,225)</b>

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, City Hall reception and payroll.

### Staffing summary

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

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>
Full-Time	22.00	23.00	23.00	23.00	23.00	23.00
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
<b>Current FTEs</b>	<b>23.63</b>	<b>24.63</b>	<b>24.63</b>	<b>24.63</b>	<b>24.63</b>	<b>24.63</b>
New Positions				-0.93	-0.93	-0.93
<b>Total FTEs</b>	<b>23.63</b>	<b>24.63</b>	<b>24.63</b>	<b>23.70</b>	<b>23.70</b>	<b>23.70</b>

**Services**

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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.	5,850	5,900	5,950
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 and mail processing.	6,350	6,350	6,350
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.	2,070	2,070	2,070
Financial Planning	Financial planning is a set of mandatory internal services that support corporate planning. The services include budgeting, financial analysis, financial modeling and forecasting.	2,490	2,490	2,490
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.	3,410	3,410	3,410

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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.	3,300	3,400	3,500
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 cash receipting for bulk water and administering cemetery services. Discretionary services include billing for ambulance services.	4,770	4,970	5,170
Revenue Management - Taxes	Revenue management of property tax revenue include mandatory services of property assessment and tax billing.	2,520	2,720	2,920
Revenue Management - Utilities	Revenue management of utilities includes external essential services of utility billing and meter reading.	4,880	4,900	4,930



### 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	DP663.3 - 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	Apr. 2018
Service Change	Corporate Services - Finance	SC391.1 - Remove 0.33 FTE Casual Finance Staff	Remove a summer casual position for the City Hall front counter to reflect the decreased volume of in-person customers.	Jan. 2018	
Service Change	Corporate Services - Finance	SC401.1 - Remove 0.6 FTE Cashier	Remove a part time cashier position to reflect the decreased volume of in-person customers.	Jan. 2018	
Service Change	Corporate Services - Finance	SC235.3 - Purchasing Card Rebates	Reduce ongoing costs by increasing the use of a purchasing card rebate program.	Jan. 2018	
Departmental - Operating	Corporate Services - Finance	DP1022.1 - Provincial Reimbursement for 16A Salt Remediation	Obtain a reimbursement from the Province of Alberta for the remediation of a site previously used by the Province for salt storage.	Jan. 2019	Jun. 2019
Service Change	Corporate Services - Finance	SC394.1 - Natural Gas Franchise Fee	Update the natural gas franchise agreement to phase in revenue increases over four years.	Jan. 2019	
Service Change	Corporate Services - Finance	SC234.3 - 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. 2019	

**Fiscal plan**

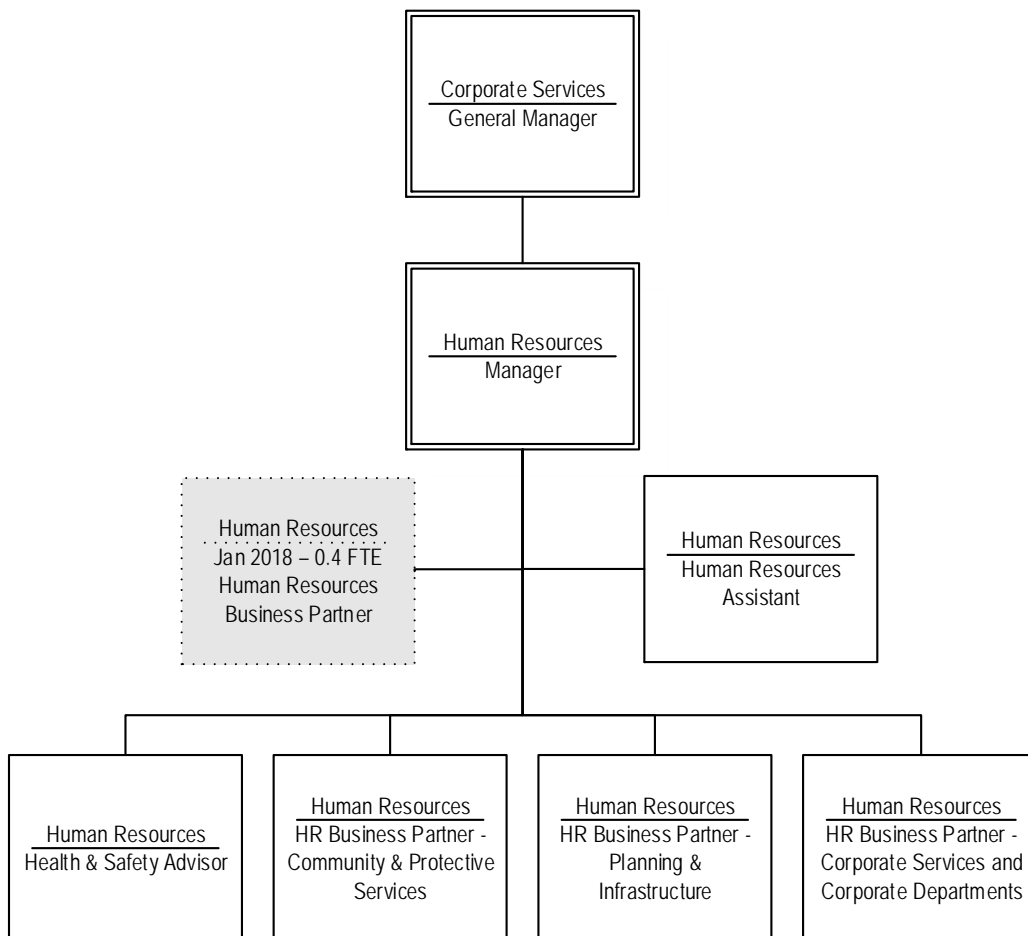
The following reflects the fiscal plan summary for Finance for the current business plan.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Property Taxes	33,194,992	35,023,637	35,179,840	37,687,864	40,887,918	44,131,499
User Fees						
Fines and Permits	7,199	5,661	8,999	8,316	7,776	7,344
Franchise Fees	4,330,298	4,461,187	4,658,717	4,698,000	5,387,761	5,951,523
Goods and Services	137,916	144,389	137,075	141,740	150,300	157,650
Other Fees	47	-	11,730	-	-	-
Tax Penalties	712,690	816,893	727,889	733,360	754,627	776,512
Interest Earned	96,458	355,704	67,490	86,000	94,632	104,057
	<b>38,479,600</b>	<b>40,807,471</b>	<b>40,791,740</b>	<b>43,355,280</b>	<b>47,283,014</b>	<b>51,128,585</b>
<b>Expenses</b>						
Amortization	22,652	15,670	18,437	22,652	22,652	22,652
Human Resources	2,119,265	2,134,536	2,222,750	2,177,228	2,258,525	2,342,381
Loss on Disposal of Capital Assets	-	-	(48,645)	-	-	-
Operations and Maintenance						
Bank Charges and Interest	134,270	126,973	153,608	140,760	143,857	147,022
General Expenses	137,683	164,480	144,633	170,409	174,154	177,981
Office	82,319	119,778	79,527	91,949	94,144	95,865
Professional Services	409,736	385,233	340,658	387,815	405,458	420,139
Utilities	101,245	115,615	111,283	2,554	2,610	2,668
Contract - General	27,237	65,767	69,706	38,230	23,709	221
	<b>3,034,407</b>	<b>3,128,052</b>	<b>3,091,957</b>	<b>3,031,597</b>	<b>3,125,109</b>	<b>3,208,929</b>
<b>Annual Surplus</b>	<b>35,445,193</b>	<b>37,679,419</b>	<b>37,699,783</b>	<b>40,323,683</b>	<b>44,157,905</b>	<b>47,919,656</b>

**Human Resources**

**Description**

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



Human Resources 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 and the corporate culture.
- Performance Management – Assists the supervisors in conducting the performance review process 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.

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Forecast</b>	<b>2020 Forecast</b>
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
<b>Current FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
New Positions				0.40	0.40	0.40
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.40</b>	<b>6.40</b>	<b>6.40</b>

**Services**

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Attendance and WBC 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)		
		2018	2019	2020
Human Resources Policy Management	To review and update existing policies as required based on the organizational needs and changes and to keep policies and procedures current with the existing legislation.	364	364	364
Job Evaluation and Classification	Continue to review classifications and job evaluation requests and respond within 1 month 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 provide 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 Plans to meet the standards in the Partners in Injury reduction program through Alberta Municipal Health & Safety (AMHSA) Program. Coordinate an annual safety retreat and other safety related training and safety program administration. Provide an operational resource by 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)		
		2018	2019	2020
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.	2,730	2,730	2,730
Senior Leadership Team Involvement	Bi-weekly meetings 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	DP210.5 - 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 of Spruce Grove'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> <p>Work on this initiative commenced in 2015 and continues in 2016 and 2017. The performance management system will be connected with the job evaluation process update. This initiative has been amended to continue into 2018 with an anticipated end date of March.</p>	Jan. 2016	Mar. 2018
Departmental - Operating	Corporate Services - Human Resources	DP1085.1 - Transfer Organizational Chart and FTE Management to Human Resources	<p>This initiative is the transfer of the organization chart and FTE record keeping from Corporate Services Administration to Human Resources. The intent is to ensure there is consistent information for the organization with respect to the organization charts and FTE counts. This transfer will allow for the organization to better utilize the HRIS Avanti system to help generate the information for all uses such as corporate planning, organization structure, payroll, and ensure consistent FTE counts for budget planning purposes.</p>	Jan. 2018	Dec. 2018



Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Corporate Services - Human Resources	SC165.4 - External Safety Audit Program	<p>The City of Spruce Grove participates in the Provincial Safety Audit Program where every three years the City is required to have an external safety program audit conducted. The next external audit is scheduled for 2018. A successful audit results in a minimum of 5% reduction on annual WCB premiums.</p> <p>The City has for many years subscribed to the Peer Audit Program where we conduct an external audit for another municipality and then another municipality conducts an audit on our program. The City's most recent peer external audit took place in 2015. The City was successful in this audit and as a result holds a Certificate of Recognition (COR). As the organization continues to grow the Peer Audit program is more difficult to participate in and there is limited capacity to continue with the program. The cost of hiring an external auditor is a better use of resources where a contracted auditor is utilized once every three years.</p>	Jan. 2018	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Corporate Services - Human Resources	SC309.2 - Safety Program Enhancements	<p>In 2015, the City conducted a Safety Program review. The review identified that improvements be made to establish a more ambitious, comprehensive, and integrated Occupational Health &amp; Safety (OH&amp;S) program. Based on the recommendations of the Safety Program review and the External Certificate of Recognition (COR) Audit, a safety program work plan for 2016 was established. The Safety Program enhancements were approved for 2017 and work is progressing to achieve this work plan which emphasizes program administration, hazard identification, hazard assessment, hazard control, updates to safework practises, assessment of training requirements and implementation of additional safety related training.</p> <p>Key recommendations of the Safety Program review identified the need to develop a basic corporate budget provision for annual safety training and enhancement of the safety award program.</p>	Jan. 2018	
Service Change	Corporate Services - Human Resources	SC400.1 - 0.4 FTE Human Resources Business Partner	<p>Commencing in 2015, additional funding was approved in the Corporate Plan to be used for Human Resources contracted consultant resources and this funding was again approved in the Corporate Plan in 2016, and in 2017. This request is to continue with the funding in 2018 and to included this funding in the status quo budget as part of HR core services. If approved the intent of this funding is to be converted from contracted consultant resources to part time wages.</p>	Jan. 2018	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Corporate Services - Human Resources	DP1052.1 - Implementation of the HRIS Needs Assessment	<p>In 2016 and continuing in 2017 the HRIS needs analysis identified opportunities for system improvements in the areas of securities; workflows; performance management including the performance review process, disciplinary action, and grievances; job evaluation and classification; position management; attendance management and vacation reports; payroll reporting; HR reporting including recruitment reporting and linkage to Njoyn; training management; health and safety; onboarding; city calendar; time and attendance; and dashboard enhancements.</p> <p>As a result of the needs analysis initial priorities for implementation that have been identified include the performance review process, securities, workflows, payroll reporting, HR reporting, and job Evaluation and classification.</p> <p>This is anticipated to be an ongoing program going forward.</p>	Jan. 2019	Dec. 2019

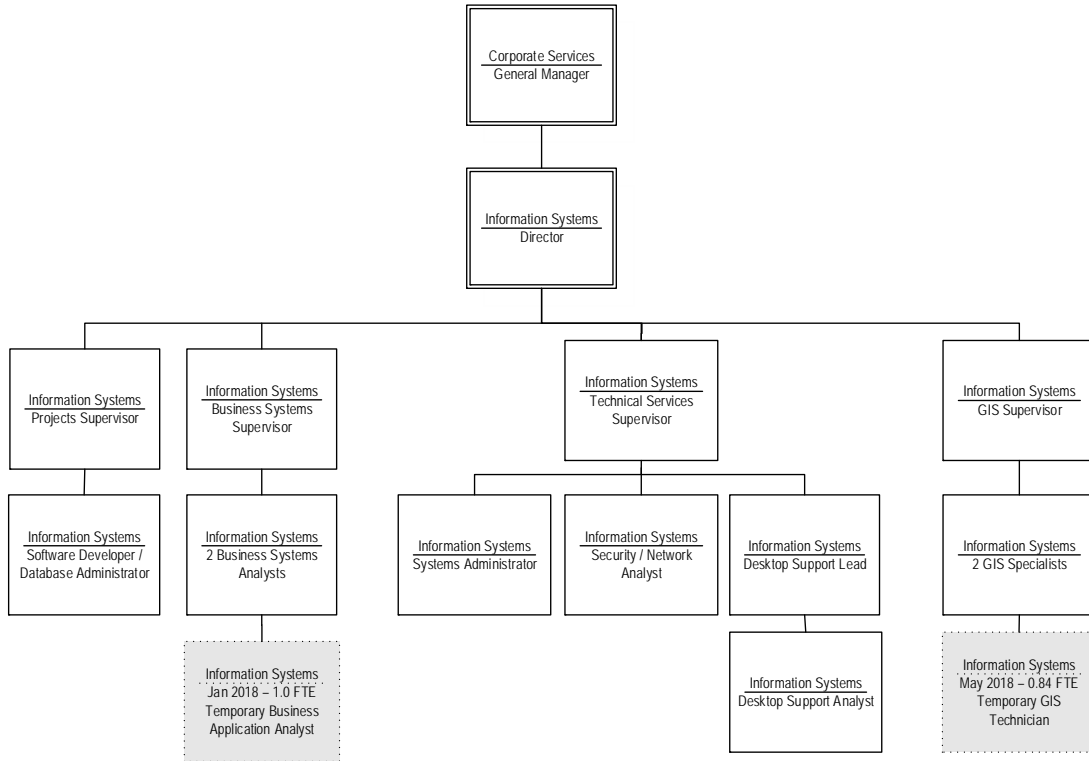
**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Other Fees	103,228	40,000	19,706	14,000	14,000	15,308
	<u>103,228</u>	<u>40,000</u>	<u>19,706</u>	<u>14,000</u>	<u>14,000</u>	<u>15,308</u>
<b>Expenses</b>						
Amortization	6,443	4,353	5,121	6,292	6,292	6,292
Human Resources	1,104,245	1,119,597	1,264,668	1,254,000	1,292,347	1,332,039
Operations and Maintenance						
Marketing and Publications	27,871	45,500	36,009	35,000	35,000	35,000
Materials and Supplies	15	2,000	1,253	1,000	-	-
General Expenses	43,742	59,200	58,083	65,500	58,000	66,500
Office	5,264	9,700	7,056	7,300	7,300	7,300
Professional Services	19,976	35,000	7,667	40,450	55,849	31,287
Utilities	3,707	3,200	3,917	3,500	3,500	3,500
Contract - General	219,900	98,500	243,056	172,028	40,000	40,000
	<u>1,431,163</u>	<u>1,377,050</u>	<u>1,626,830</u>	<u>1,585,070</u>	<u>1,498,288</u>	<u>1,521,918</u>
<b>Annual Deficit</b>	<b>(1,327,935)</b>	<b>(1,337,050)</b>	<b>(1,607,124)</b>	<b>(1,571,070)</b>	<b>(1,484,288)</b>	<b>(1,506,610)</b>

**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.

### Staffing summary

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	12.00	14.00	14.00	14.00	14.00	14.00
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
<b>Current FTEs</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
New Positions				1.84	1.84	1.84
<b>Total FTEs</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.84</b>	<b>15.84</b>	<b>15.84</b>

### Services

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Application Development	As required.	900	900	900
Application Support	Next business day.	5,580	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.	600	600	600
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.	3,240	3,240	3,240
Develop and Maintain GIS System	Respond to requests as required (prioritize on an ongoing basis).	5,460	5,460	5,460

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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	425
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.	400	400	400
Security Administration	As required by project.	1,620	1,620	1,620
Technology Strategic Planning and Architecture Design	On time according to Fiscal Plan.	500	500	500
Technology Training	As required.	125	150	175
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
Service Change	Corporate Services - Information Systems	SC399.1 - 1.0 FTE Temporary Business Application Analyst	The business analysis was completed during the leadership interviews throughout the organization; it has become evident the organization has been waiting for their technology partner to complete specific application developments for some time. Therefore, an additional Business Systems Analyst (contract) is needed within the information systems application team to take some of the workloads from the business systems analyst team, so they can focus on catching-up on projects and other specific business requirements.	Jan. 2018	
Departmental - Operating	Corporate Services - Information Systems	DP860.2 - VDI Implementation	The City of Spruce Grove will engage the services of a Virtual Desktop Infrastructure (VDI) specialist to provide and configure a VDI appliance that allows the converting of physical desktops to a VDI environment. VDI is the practice of hosting a desktop operating system within a virtual machine running on a centralized server.	Feb. 2018	Jul. 2018
Departmental - Operating	Corporate Services - Information Systems	DP370.4 - 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.	Apr. 2018	Sep. 2018
Service Change	Corporate Services - Information Systems	SC398.1 - 0.84 FTE Temporary GIS Technician	The City requires two temporary GIS technicians during the summer months for data collection for the GIS program and the asset management program.	May. 2018	



Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Corporate Services - Information Systems	DP681.3 - Implement an Enterprise Wide Collaboration Tool	<p>With more satellite locations being established, City of Spruce Grove staff feel more and more disconnected. This affects staff morale and inhibits information flow.</p> <p>This tool indicates visually if a person is at their desk and working or if the person is signed in to the computer, but not at their desk at the moment, or if the person is at their desk, but does not want to be disturbed at the moment. It can also be used to communicate with multiple staff at the same time, share screen sessions, or send screen shots and can be set up to be used by any device in any location, so even when out in the field, staff can connect back to City staff if required.</p>	Feb. 2019	Oct. 2019

**Fiscal plan**

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

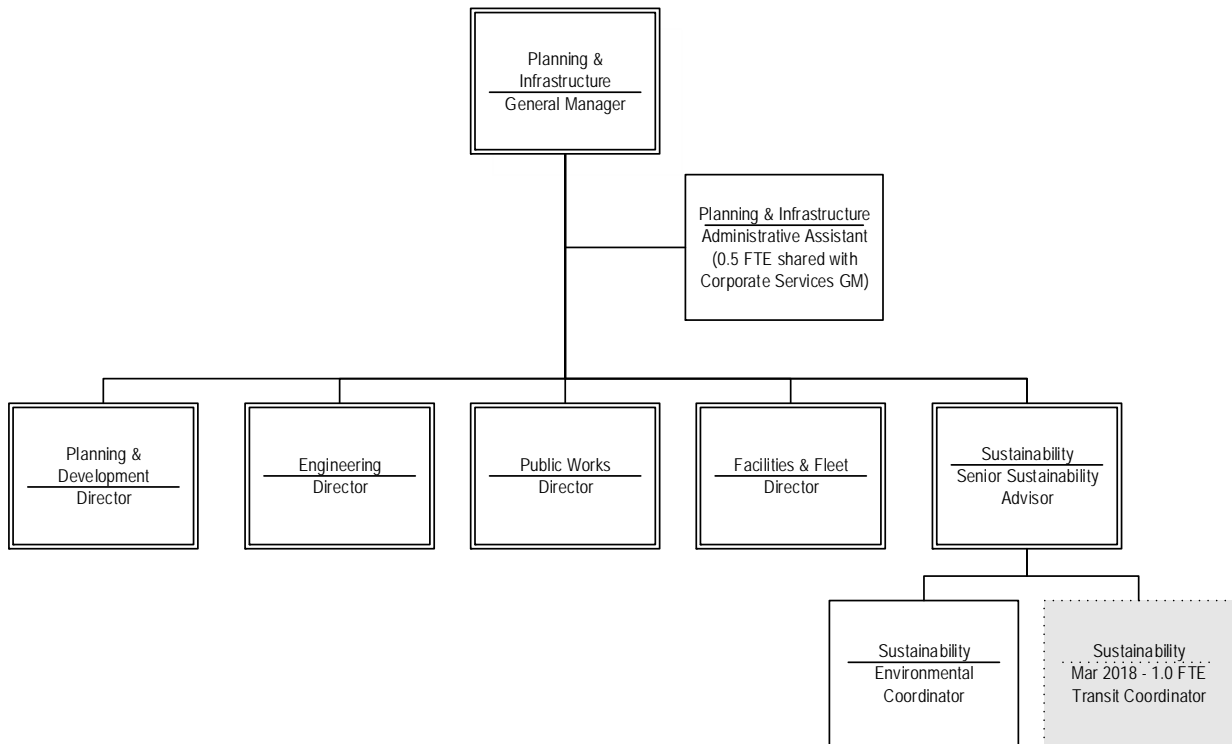
	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Municipal Sustainability Initiative	-	252,000	178,865	886,627	224,251	147,449
User Fees						
Other Fees	1,753	-	50	-	-	-
	<u>1,753</u>	<u>252,000</u>	<u>178,915</u>	<u>886,627</u>	<u>224,251</u>	<u>147,449</u>
<b>Expenses</b>						
Amortization	376,904	384,422	317,362	484,668	540,085	555,533
Human Resources	1,327,342	1,580,342	1,738,860	2,105,653	2,016,217	2,090,498
Operations and Maintenance						
Equipment Operations	-	-	-	4,500	-	-
Janitorial	-	-	-	22,500	-	15,000
General Expenses	147,219	130,567	242,948	150,333	153,640	157,020
Office	67,725	57,010	60,740	63,292	64,071	65,481
Professional Services	334,775	499,081	414,609	502,454	556,657	496,262
Repairs and Maintenance	30,116	49,000	50,251	72,895	134,256	93,764
Utilities	45,936	46,100	52,040	176,821	180,480	184,214
Contract - General	150,719	236,544	269,418	379,629	173,667	177,488
	<u>2,480,736</u>	<u>2,983,066</u>	<u>3,146,228</u>	<u>3,962,745</u>	<u>3,819,073</u>	<u>3,835,260</u>
<b>Annual Deficit</b>	<b>(2,478,983)</b>	<b>(2,731,066)</b>	<b>(2,967,313)</b>	<b>(3,076,118)</b>	<b>(3,594,822)</b>	<b>(3,687,811)</b>

**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 are provided 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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 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
<b>Current FTEs</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
New Positions				1.00	1.00	1.00
<b>Total FTEs</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>

### 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)		
		2018	2019	2020
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. There is also some discussion about transferring assets with EPCOR.	400	400	400

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Leadership and Administration for Planning and Infrastructure	As required.	600	600	600
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
Records and Information Management Support	Shared admin with Corporate Services General Manager.	205	205	205
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
Sustainability - Administration	Meetings with other departments, council/SLT briefings, corporate meetings, vacation, and training. Filing	820	820	820
Sustainability - Community Natural Areas Programing	Forest management, water shed protection, public education and working with recreation. Renew participation in the Sturgeon River Watershed Alliance.	60	100	100
Sustainability - Commuter Transit Management	Service level established by Council and through annual contract agreement with Edmonton Transit Service. Purchase of new buses and management of an additional service contract. A new route and possible alignment of routes between 2017 and 2020 will have a significant impact on resources.	800	850	900

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Sustainability - Develop and Monitor Environmental Sustainability Indicators and Targets	Annual updates to report on MDP implementation progress. Annual public environmental reporting. Follow up from sustainability action plan mid-life review. Energy Management monitoring and reporting.	40	40	40
Sustainability - Energy Efficiency/ Greenhouse Gas Reduction	Monitoring corporate energy use. Participate in the FCM Partners in Climate Protection Program. Identify community and corporate energy efficiency programs. Energy efficiency education.	180	250	300
Sustainability - Environmental Management	Ongoing monitoring of City-owned environmental liabilities/financial obligations associated with these. Implementing policy framework. This is an initiative until 2016 before becoming part of core services in 2017. Technical and strategic sustainability policy/program management (e.g. design, development, and monitoring).	300	400	500
Sustainability - Public Outreach & Education for City Sustainability Programs (Other Priorities)	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.	160	160	160
Sustainability - Reduce your Wasteline Program (WASTE) Promotion	Waste program blueprint identifies 25% of FTE to be spent on program promotion and resident education. Development of a waste strategy and community based social marketing tools.	495	495	495

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Sustainability - Tap into Tomorrow Program (Water Conservation) Implementation	Implement recommendations from the 2015 Community Water Conservation Program - Blueprint for Success 2016 to 2020	385	400	450

### 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 - Capital	Planning & Infrastructure - Planning & Infrastructure Admin	DP265.6 - Transit Infrastructure - Permanent Park and Ride	Through the provincial GreenTRIP grant program, the City of Spruce Grove is looking to build a 200 to 300 stall permanent park and ride facility and transfer station. In late 2015 GreenTRIP funding was approved to include this facility. Project milestones consist of a 2016 site options analysis, 2018 detailed design and engineering work, and 2019 - 2020 construction, with the facility to open in the fall of 2020.	Jan. 2014	Sep. 2021
Departmental - Capital	Planning & Infrastructure - Planning & Infrastructure Admin	DP704.3 - Bus Stop Upgrading	<p>Although the City of Spruce Grove has operated a transit system for over 10 years, some of the bus stops do not have concrete bus pads making the ground uneven and difficult for walking due to ice buildup. In winter this is a considerable risk. Also, many of the current bus pads are too small for meeting accessibility standards.</p> <p>In addition, we have recently received calls to install bike racks at bus stops so that people can ride their bikes to the stops. This would be supportive where rapid growth has occurred (eg. Northwest - Harvest Ridge, Central – Grove Drive and Century Blvd and North East – Spruce Village). Two additional bus shelters are required to support transit growth.</p>	Apr. 2017	Oct. 2018
Departmental - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	DP890.2 - Environmental Liability – Assessment & Remediation Other Sites	The Public Sector Accounting Board issued an accounting standard which requires municipalities to inventory and account for any environmental contamination on their land holdings that is in excess of any applicable environmental regulations. After completing assessments in 2014 to 2016, three sites of concern were identified. It is anticipated that there will be a requirement based upon Environmental Regulations set out by Alberta Environment and Parks (AEP) for removal of contamination on these sites.	Jan. 2018	Dec. 2020



Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	DP876.2 - Environmental Liability – Assessment & Remediation Public Works	The Public Sector Accounting Board issued an accounting standard which requires municipalities to inventory and account for any environmental contamination on their land holdings that is in excess of any applicable environmental regulations. The Public Works yard was identified as a site with the potential for environmental contamination and the initial site investigation was completed in 2015. The initial Phase I Environmental Site Assessment (ESA), a Phase II ESA and a supplemental Phase II ESA have identified several areas of environmental concern. In order to remain compliant with recommendations in the 2015 Financial Audit by KPMG and Environmental Regulations set out by Alberta Environment and Parks (AEP), additional investigation to determine the full extent of contamination and the potential removal of source contamination is required.	Jan. 2018	Dec. 2020

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Planning & Infrastructure Admin	DP507.4 - 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, the City was able to incorporate the purchase of four local sized buses (24 -30 passengers, which follows the Leduc Transit model) and storage for these buses. With the inclusion of local service, it will be possible for a streamlining of transit. Local buses will collect riders from throughout the City and the riders would transfer to the intercity commuter at a park and ride or terminal connection. This will also decrease the commuter bus costs. Based upon the 2016 Park and Ride Study, which formulated a plan for routes, it was recommended that a fifth local bus be acquired for this service. Federal/Provincial Funding was available and a fifth bus will be added, pending funding approval.	Jan. 2018	Dec. 2026
Service Change	Planning & Infrastructure - Planning & Infrastructure Admin	SC196.3 - 1.0 FTE Transit Coordinator	The management and operation of the City 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 bus routes and working with Parkland County, additional demands will be placed upon the administration of transit. With the approval of the GreenTRIP grant, and more recently PTIF (Federal Funding) there will be 3 years of project work to ensure that the project is completed. With acceptance of GreenTRIP funding there are annual requirements for reporting and monitoring of Greenhouse Gas reductions based upon transit use. Federal funding also comes with bi-annual progress reporting.	Mar. 2018	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Planning & Infrastructure - Planning & Infrastructure Admin	DP1095.1 - Water Conservation Update (2020-2030)	To develop an ongoing water conservation program to serve as a review and update to the five year water conservation plan every five years over the next 20 years. Through this program, facilities, residential, multifamily and Institutional Commercial and Industrial (ICI) water users will be assessed to identify opportunities to reduce the consumption water and measure how the past programming has moved the City towards achieving their water conservation goals. This work will include a detailed analysis of the previous five years of water consumption and water programming. The report will provide recommendations to implement over the next five year period and provide consumption targets for residential and corporate consumption. This program is to continue on the work completed in the 2012 and 2016 Community Water Conservation Program: Blueprint for Success reports. This initiative highlights the need for ongoing funding to produce updated reports every five years until 2035.	Jan. 2020	Dec. 2035

**Fiscal plan**

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

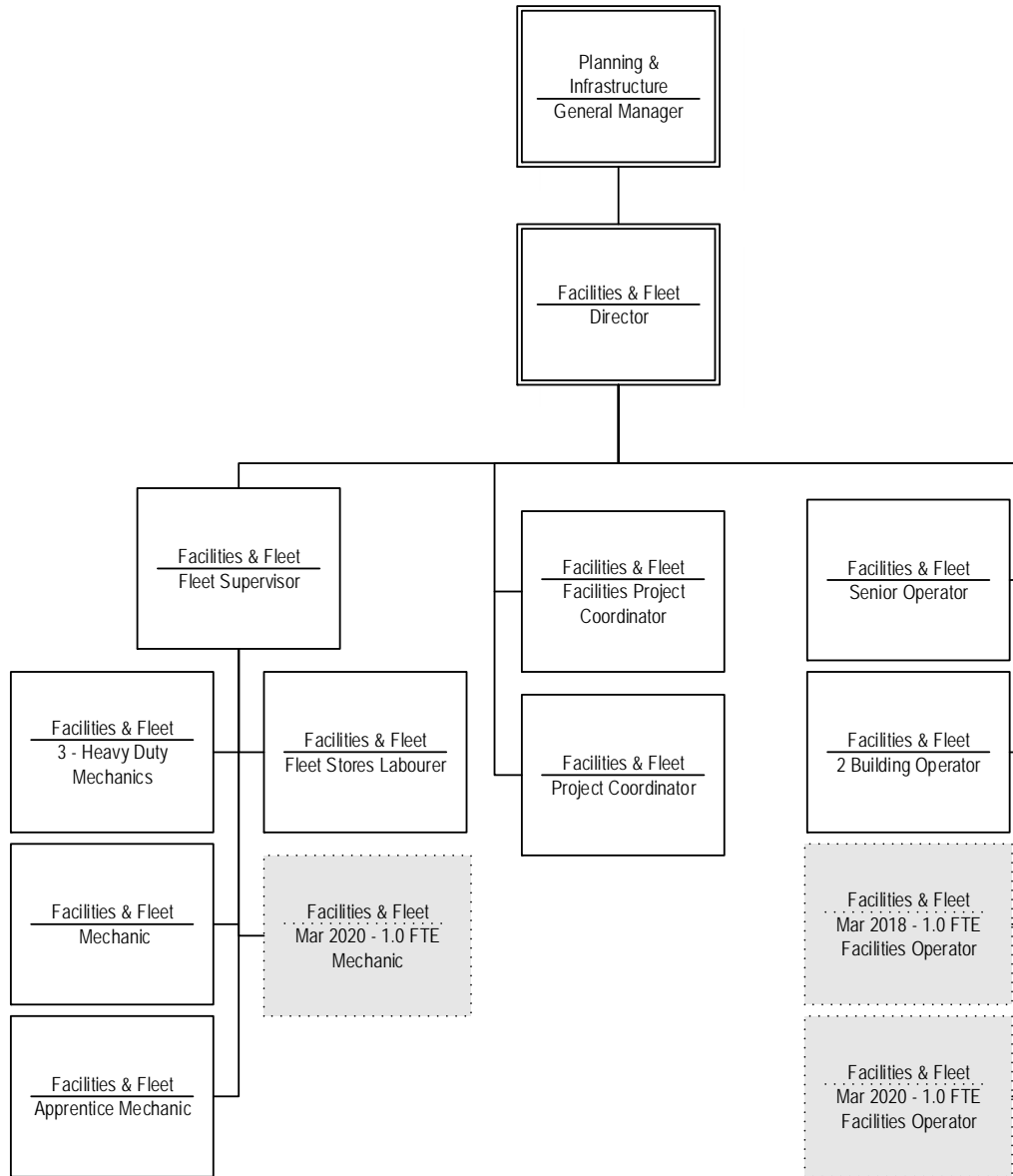
	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Local Government	103,758	-	-	-	-	-
Miscellaneous	78,669	-	9,127	-	-	-
User Fees						
Goods and Services	118,825	122,390	40,797	126,062	129,844	133,739
	<u>301,252</u>	<u>122,390</u>	<u>49,924</u>	<u>126,062</u>	<u>129,844</u>	<u>133,739</u>
<b>Expenses</b>						
Amortization	5,449	2,177	6,467	5,449	5,449	5,449
Human Resources	430,815	431,061	456,492	590,924	630,741	654,214
Operations and Maintenance						
Marketing and Publications	-	5,000	1,667	5,000	5,000	5,000
Materials and Supplies	-	800	267	-	-	-
General Expenses	9,353	5,300	19,572	12,500	6,000	6,000
Office	4,923	3,935	1,653	7,175	8,250	6,875
Professional Services	-	85,000	28,333	-	-	-
Utilities	2,027	3,900	3,101	3,985	4,010	4,035
Contract - General	297,278	5,000	-	8,328	8,511	8,511
	<u>749,845</u>	<u>542,173</u>	<u>517,552</u>	<u>633,361</u>	<u>667,961</u>	<u>690,084</u>
<b>Annual Deficit</b>	<b>(448,593)</b>	<b>(419,783)</b>	<b>(467,628)</b>	<b>(507,299)</b>	<b>(538,117)</b>	<b>(556,345)</b>

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Local Government	108,403	190,000	397,639	120,000	-	-
Miscellaneous	1,206,253	1,098,498	1,280,651	-	-	-
Municipal Sustainability Initiative	824,878	1,268,092	900,291	230,752	380,753	115,000
User Fees						
Goods and Services	399,170	1,185,088	525,189	605,745	649,776	729,381
Other Fees	7,264	4,600	10,005	9,000	9,198	9,400
	<u>2,545,968</u>	<u>3,746,278</u>	<u>3,113,775</u>	<u>965,497</u>	<u>1,039,727</u>	<u>853,781</u>
<b>Expenses</b>						
Amortization	91,277	871	106,199	181,557	181,558	400,166
Operations and Maintenance						
Marketing and Publications	470	6,800	6,031	7,296	11,658	19,318
Materials and Supplies	-	14,500	-	12,500	-	-
Office	5,160	8,435	8,876	10,250	11,771	13,809
Contract - General	1,304,015	2,218,446	2,008,653	2,629,881	3,760,061	3,934,110
	<u>1,400,922</u>	<u>2,249,052</u>	<u>2,129,759</u>	<u>2,841,484</u>	<u>3,965,048</u>	<u>4,367,403</u>
<b>Annual Surplus (Deficit)</b>	<b><u>1,145,046</u></b>	<b><u>1,497,226</u></b>	<b><u>984,016</u></b>	<b><u>(1,875,987)</u></b>	<b><u>(2,925,321)</u></b>	<b><u>(3,513,622)</u></b>

**Facilities & Fleet Management**

Description



Facilities & Fleet Management is responsible for the management and maintenance of the City of Spruce Grove’s facilities and fleet. 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.

Facilities & Fleet 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, Border Paving Athletic Centre (BPAC), Agrena, Fuhr Sports Park Fieldhouse, and Henry Singer Concession.

**Staffing summary**

The following chart outlines the staffing complement, expressed as FTEs, for Facilities & Fleet Management for the current business plan.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	12.00	13.00	13.00	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
<b>Current FTEs</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
New Positions				1.00	1.00	3.00
<b>Total FTEs</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>	<b>16.00</b>

**Services**

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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.	580	580	580

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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.	840	840	840
City Property and Asset Disposal Management	As required.	250	250	250
Contract and Lease Management	As required.	1,030	1,030	1,030
Corporate Planning and Budgeting	Annual corporate planning process and budget preparation for facilities, fleet and equipment.	280	280	280
Decorative Street Signs and Banner Projects and Maintenance	As required.	310	310	310
Fleet Vehicle/Equipment Lifecycle Management	As required.	640	640	640
Governmental Inspection Management	As required by legislation (CVIP, Health, OH&S).	1,840	1,840	1,840
Internal User Churn Management	As required.	650	650	650
Land Maintenance	As required (i.e. raw land transactions, rental facilities).	30	30	30
Long Range Strategic Facilities Space Planning	As required.	620	620	620
Preventative and Reactive Maintenance of Fleet and Facilities	As required by legislation, customer needs, and industry best practice.	9,160	9,160	9,160
Safety Audits	As required by Occupational Health and Safety Act.	170	170	170
Sourcing, Specification Writing, Tendering and Procurement of Fleet and Facilities Equipment and Services	As required.	2,496	2,496	2,496
Special Event Support	As required.	390	390	390
Risk and Insurance Management	Assessing risk to corporate managed assets and working with insurance and risk coordinator on claim related incidents.	140	140	140



**Departmental initiatives and service changes**

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

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Facilities and Fleet Management	DP1035.1 - Public Works Radio System Upgrade	<p>With the Implementation of the Protective Services Alberta First Responder Radio Communications System (AFRRCS), the existing radio tower and fire radio channel at the Fire Hall is no longer required and will need to be relocated for the new Protective Services Facility.</p> <p>This initiative is to remove and reinstall the radio tower at the Public Works facility to ensure effective radio communications for Public Works operations. Improving radio channels available for Public Works work teams is a key requirement of this upgrade, providing multiple channels with a transition to digital technology will allow for improved radio communications within the Public Works operations.</p>	Jan. 2018	Dec. 2019
Service Change	Planning & Infrastructure - Facilities and Fleet Management	SC370.1 - Reclassification Labourer to Apprentice Parts Technician	<p>This position is to formalize a parts technician position within Fleet Management. It will remove an existing Labour position within fleet management and train a staff member to improve the parts management processes. This Apprenticeship position program is intended to be a one day a week training with NAIT for 40 weeks in the first period and 60 weeks for the 2nd and third periods to allow continued employment and services to Fleet Management during this training.</p> <p>This training will allow an internal staff member to gain experience and slowly implement best practices of parts management into the Fleet Management within the City of Spruce Grove</p>	Jan. 2018	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Service Change	Planning & Infrastructure - Facilities and Fleet Management	SC289.2 - 1.0 FTE Facilities Operator	This position was approved in the 2017 Corporate Plan. The 2017 Organizational Effectiveness Review that was completed for Facilities and Fleet recommended that a Facilities Operations Supervisor be implemented to improve day to day operations and enhance operations management. With Executive Team support the Building Operator position in 2017 was changed to a Facilities Operations Supervisor. A Facility Operator is required in 2018 to complete day to day preventative and reactive maintenance activities due to the the addition of the new Public Works facility, satellite Public Works facility, Jubilee Park buildings and expansion of King Street Mall office space. Building operations has increased by more than 135,000 sq. ft. to ensure ongoing service levels of preventative and reactive maintenance are completed. Facilities and Fleet requires 1 FTE Facilities Operator to service the new building space.	Mar. 2018	
Departmental - Capital	Planning & Infrastructure - Facilities and Fleet Management	DP133.7 - 410 King Street Facility Repurposing	Renovations of 410 King Street to office space will occur when the RCMP relocates to the new RCMP facility. This renovation will meet the needs of City staff growth in City Hall and 414 King Street as outlined in the 2017 Civic Accommodation Plan. Facility renovation design will occur in 2019 and construction in 2020.	Jan. 2019	Dec. 2020
Service Change	Planning & Infrastructure - Facilities and Fleet Management	SC290.2 - Fleet Procurement Services Contract Dollars	With the growth of the City of Spruce Grove fleet, an additional 0.25 FTE contracted service is required to specify and procure new lifecycle plan vehicles and equipment to improve timeliness of delivery. Once approved this would be moved into status quo for ongoing services.	Jan. 2019	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Facilities and Fleet Management	DP1036.1 - Fleet Services Expansion	This initiative is to expand fleet services space at the Public Works facility to the complete designed shop size as per the design of the Public Works building, expanding the shop one bay east. Ongoing growth in fleet requires more mechanical bays. Current fleet repairs often fill existing space requiring technicians to often repair equipment in the vehicle storage garage at Public Works, which was not designed for ongoing work. This situation creates health and safety concerns for fleet technicians and Public Works staff. Temporary accommodations have been implemented, however this initiative will create a longer-term solution. This expansion will allow an additional large maintenance bay and two small equipment bays to be developed for more space within the fleet maintenance area.	Jan. 2020	Dec. 2020
Service Change	Planning & Infrastructure - Facilities and Fleet Management	SC371.1 - 1.0 FTE Facilities Operator	With the completion of Protective Services, RCMP, and new reservoir pump station, there has been substantial facilities office space growth. A total square footage space increase of approximately 70,000 sq ft will require an additional Facilities Operator to manage day to day facility operations.	Mar. 2020	
Service Change	Planning & Infrastructure - Facilities and Fleet Management	SC381.1 - 1.0 FTE Mechanic	One FTE mechanic for regional small bus transit is required, if the service is to be maintained by the City of Spruce Grove. This mechanic will maintain the local service bus fleet that will be purchased in 2019.	Mar. 2020	

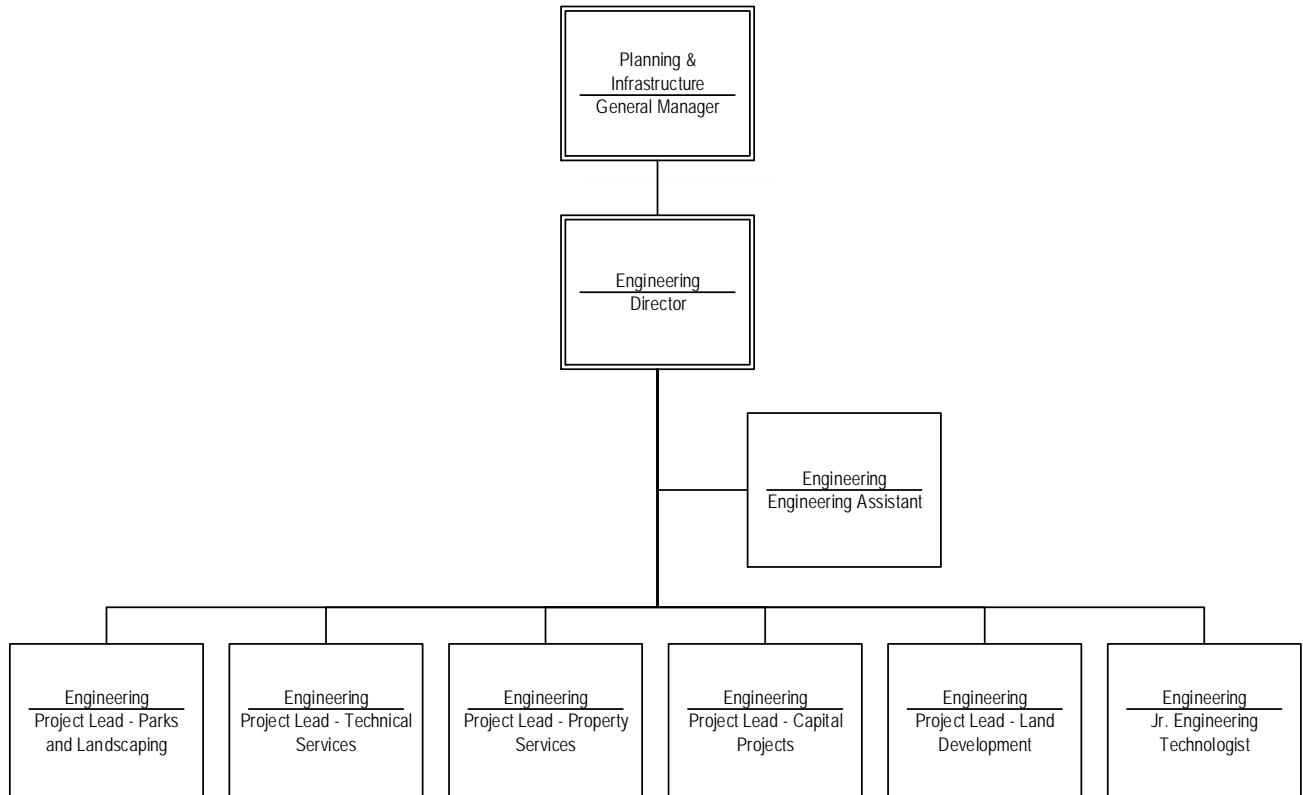
**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Federal Gas Tax Fund	-	-	-	-	775,160	-
Local Government	35,853	80,191	5,465	41,250	44,000	15,023,000
Miscellaneous	-	25,000	-	424,926	2,251,418	2,215,888
Municipal Sustainability Initiative	598,101	2,901,000	3,035,579	2,433,739	23,491,322	9,662,862
User Fees						
Donations and Sponsorships	-	200,000	-	200,000	-	-
Other Fees	96,403	-	1,009	-	-	-
Rental Revenue	33,404	32,000	33,603	32,000	32,000	32,000
Developer Contributions	-	416,000	760,284	329,175	339,050	349,222
	<b>763,761</b>	<b>3,654,191</b>	<b>3,835,940</b>	<b>3,461,090</b>	<b>26,932,950</b>	<b>27,282,972</b>
<b>Expenses</b>						
Amortization	715,922	807,389	566,672	1,146,722	1,958,375	2,222,710
Human Resources	1,222,031	1,373,958	1,385,658	1,624,240	1,689,239	1,929,264
Interest on Long-Term Debt	203,438	226,675	245,617	436,945	901,420	1,498,359
Loss on Disposal of Capital Assets	34	(176,500)	(32,935)	(73,000)	(100,500)	(179,500)
Operations and Maintenance						
Equipment Operations	237,649	362,680	293,870	347,220	352,200	362,150
Insurance	1,200	-	1,050	-	-	-
Janitorial	308,519	283,000	404,398	380,688	383,800	403,000
Marketing and Publications	-	-	-	-	-	10,000
Materials and Supplies	(28,408)	61,873	89,105	79,470	80,680	92,768
General Expenses	14,799	38,000	26,011	39,000	40,000	291,000
Office	3,803	4,855	5,023	4,825	4,620	11,715
Professional Services	3,525	-	910	15,000	37,000	85,000
Repairs and Maintenance	1,186,837	1,070,078	1,472,172	1,146,770	1,251,000	1,183,450
Utilities	236,032	285,020	298,369	305,870	314,708	323,075
Contract - General	694,480	116,720	69,056	149,300	151,000	122,300
	<b>4,799,861</b>	<b>4,453,748</b>	<b>4,824,976</b>	<b>5,603,050</b>	<b>7,063,542</b>	<b>8,355,291</b>
<b>Annual Surplus (Deficit)</b>	<b>(4,036,100)</b>	<b>(799,557)</b>	<b>(989,036)</b>	<b>(2,141,960)</b>	<b>19,869,408</b>	<b>18,927,681</b>

**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.
- Annual review and maintenance of City's off-site levies model and bylaw.

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

### Staffing summary

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	8.00	8.00	8.00	8.00	8.00	8.00
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
<b>Current FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
New Positions				0.00	0.00	0.00
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

### Services

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Administer Lot Grading Inspection Program	In accordance with the Council approved bylaw.	2,060	2,070	2,080
Capital Projects for Water Commission	To administer the construction and assist in the capital planning for the regional water commission.	500	500	500

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Develop and Maintain Technical Information	Respond to requests as required (prioritize on an ongoing basis). Includes sewer flow monitoring and traffic counts.	520	520	550
Develop, Plan, and Lifecycle Core Infrastructure	Complete as required.	1,100	1,100	1,130
Development Agreement Negotiation and Administration	Respond to requests as required (prioritize on an ongoing basis).	830	840	840
Implement Capital Program	Ensure projects are planned and completed in a timely manner and within approved budgets.	1,190	1,200	1,200
HR, Management Responsibilities and Corporate Initiatives	Provide support to staff with their performances and continuing growth throughout the year. The new performance system introduced by HR will have additional hours needed to complete thoroughly and fairly. Higher expectations on supervisors. With the addition of numerous corporate initiatives (HR, Proj Exec, Team Charters,) staff and management must find time to attend and implement.	304	304	304
Implement Capital Program	Ensure projects are planned and completed in a timely manner and within approved budgets.	1,190	1,200	1,200
Land Development Design Review	Respond to requests as required (prioritize on an ongoing basis).	1,100	1,100	1,130
Land Development Inspection and Approvals	Respond to requests as required (prioritize on an ongoing basis).	1,350	1,350	1,400
Maintain Development Standards	Review and amend as required annually.	440	440	440
Multi-Year Capital and Budget Planning	Completed annually.	480	500	500
Overload/Overweight Vehicle Approvals	To approve overload and oversized vehicles using Spruce Grove roads.	180	180	180
Provide AutoCAD and Data to External Customers	Respond to requests as required (prioritize on an ongoing basis).	405	405	405

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Site Development Access and Servicing	Respond to requests as required (prioritize on an ongoing basis).	355	360	360
Storm Sewer Inspection and Reporting	In accordance with the Council approved policy.	280	280	290
Support services for Engineering section	Complete as required.	900	910	930



**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	DP495.4 - Regional Waste Water Line and Lagoon	The City of Spruce Grove 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 the City and upgrade the regional lines to allow the City to achieve the level of service requirements.	Jan. 2017	Dec. 2018
Departmental - Capital	Planning & Infrastructure - Engineering	DP186.5 - New Growth - Water Reservoir	The City of Spruce Grove's Water Master Plan has recommended that a major upgrade to its reservoir and pump station is required at a population of approximately 38,000. Current growth rate projections indicate that this will occur approximately in 2018. The project is expected to be constructed over a two year period. The design was started in 2015. 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. 2017	Jun. 2018

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Engineering	DP137.5 - New Growth - Transportation	<p>2018 Projects:</p> <ul style="list-style-type: none"> <li>- Complete walking trails that are missing (\$300,000 annual)</li> <li>- Complete work on Grove Drive (per amendment) (\$150,000)</li> <li>- Complete work on Pioneer Road (per amendment) (\$4,918,565)</li> </ul> <p>The total project costs for 2018 are \$5,368,565 plus contingency.</p> <p>2019 Projects:</p> <ul style="list-style-type: none"> <li>-Complete walking trails that are missing (\$300,000 annual)</li> <li>- Complete the design for Boundary Road Construction from 16A to Grove Drive (\$500,000)</li> <li>- Arterial top lift paving (Jennifer Heil Way and Campsite Road, Grove Drive East) (\$800,000)</li> </ul> <p>The total project costs for 2019 are \$1,600,000 plus contingency.</p> <p>2020 Projects:</p> <ul style="list-style-type: none"> <li>-Construct Boundary Road from Highway 16A to Grove Drive (\$3,500,000)</li> <li>-Complete walking trails that are missing (\$300,000 annual)</li> </ul> <p>The total project costs for 2020 are \$3,800,000 plus contingency.</p>	Jan. 2018	Dec. 2021
Departmental - Capital	Planning & Infrastructure - Engineering	DP139.5 - New Growth - Parks	<p>This project involves developing neighbourhood parks within newly developing areas. Developers pay the City of Spruce Grove a development charge which will fund the work and developers are responsible for site grading and seeding of the park areas.</p> <p>In 2018, projects are planned along King Street in Hilldowns, Dillon Park in the Deer Park neighbourhood and Spruce Ridge Park.</p>	Jan. 2018	Oct. 2025

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Planning & Infrastructure - Engineering	DP1065.1 - Infrastructure Condition Reports	<p>In order to ensure the City of Spruce Grove's Infrastructure continues to be in good serviceable condition, is structurally sound and remains safe for the public, the City will conduct condition studies that will provide the current condition of the infrastructure, provide plans for any repairs (in priority), and provide a life cycle plan for the infrastructure. The Condition Report will need to be easily populated into the Asset Management program the City is currently in the process of adopting.</p> <p>2018 - Pedestrian Bridges Condition Study                      2019 - Sanitary Network Condition Study                      2020 - Storm Network (includes all storm ponds) Condition Study                      2021 - Water Network Condition Study.</p> <p>These studies will reoccur based on recommendations from each study.</p>	Jan. 2018	Dec. 2021
Departmental - Capital	Planning & Infrastructure - Engineering	DP138.5 - New Growth – Sanitary Sewer	<p>Spruce Grove 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.</p> <p>In 2018 work will be done to complete Pioneer Trunk sewer per an amendment approved by Council in November 2017.</p> <p>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. 2018	Dec. 2020

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Engineering	DP428.4 - 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 continued growth 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. This dump area will ultimately hold 1,000,000 cubic meters of snow which is approximately 10 times the capacity at 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. The existing snow dump area has been grandfathered for years and may at some point require upgrading to meet current standards. This project will supply the City with a long term solution for the removal and disposal of winter snow.	Jan. 2018	Dec. 2020
Departmental - Operating	Planning & Infrastructure - Engineering	DP1063.1 - Industrial Storm Study	The City of Spruce Grove's Industrial area is situated on the south end of the City. The majority of the drainage is handled by open ditches and culverts. There are a number of areas in the industrial area where culverts are either crushed or filled in and where drainage ditch are filled in or partially filled in. This study is to identify all the trouble areas within the industrial sector and provide a program to mediate the issues so storm water can move as intended and away from important infrastructure (both private and municipal).	Apr. 2018	Dec. 2018

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Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Operating	Planning & Infrastructure - Engineering	DP1064.1 - Sanitary Infiltration Study	The Alberta Capital Region Wastewater Commission has directed all municipalities that are part of the Commission network that infiltration studies need to be completed and submitted to the Commission by end of 2019. Therefore, in order to be compliant with the Commission, the City of Spruce Grove will be required to complete an infiltration study on all sanitary lines.	Jan. 2019	Dec. 2019

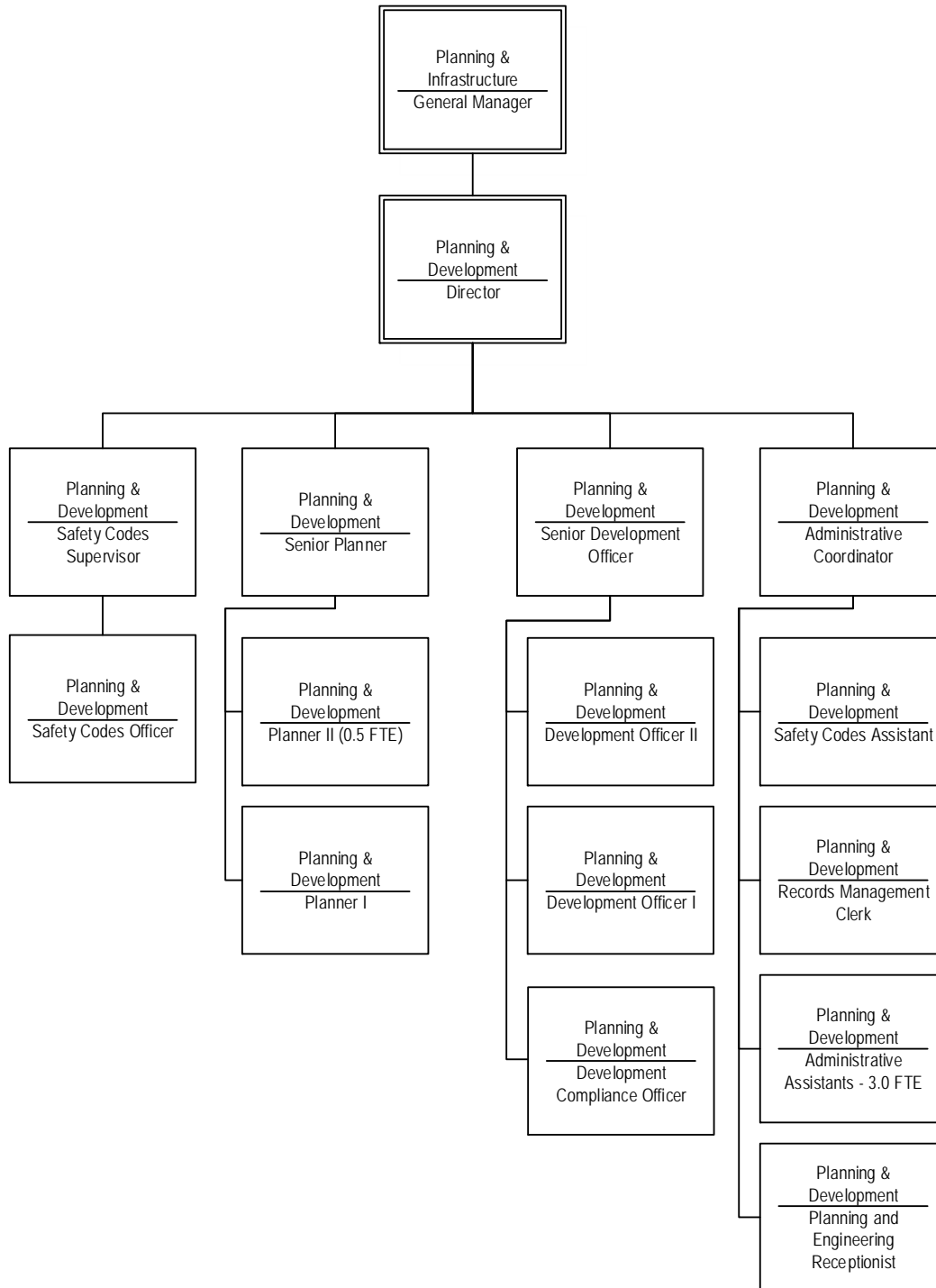
**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Federal Gas Tax Fund	1,057,730	2,381,437	1,413,411	2,429,066	2,599,101	2,281,038
Municipal Sustainability Initiative	2,022,046	593,000	11,155	1,111,000	300,000	1,260,000
User Fees						
Fines and Permits	154,635	132,300	100,729	138,915	145,861	153,154
Other Fees	604,243	709,000	3,438,856	3,165,496	265,860	287,816
Contributed Capital Assets	10,647,169	4,128,388	9,354,691	3,327,299	4,793,421	4,529,929
Developer Contributions	569,305	2,315,911	2,372,680	3,083,084	3,182,412	3,236,687
Interest Earned	28,113	25,836	25,836	23,496	21,089	18,615
	<b>15,083,241</b>	<b>10,285,872</b>	<b>16,717,358</b>	<b>13,278,356</b>	<b>11,307,744</b>	<b>11,767,239</b>
<b>Expenses</b>						
Amortization	19,139	1,425,747	17,059	97,567	134,834	176,306
Human Resources	878,483	998,475	981,339	985,037	1,021,401	1,059,138
Interest on Long-Term Debt	39,549	253,049	207,059	315,948	474,394	508,903
Loss on Disposal of Capital Assets	13,487	-	-	-	-	-
Operations and Maintenance						
Equipment Operations	4,530	8,000	12,249	17,100	17,100	17,476
Marketing and Publications	15,457	1,000	1,010	6,200	6,200	6,200
Materials and Supplies	40,031	-	52,775	2,500	2,500	2,555
Office	8,841	10,050	7,524	5,782	6,398	6,450
Professional Services	85,948	60,000	131,271	67,000	70,000	70,000
Repairs and Maintenance	1,800	2,500	10,723	-	-	-
Utilities	5,743	5,765	6,933	5,340	5,442	5,562
Contract - General	319,209	203,143	155,618	275,000	305,000	460,100
	<b>1,432,217</b>	<b>2,967,729</b>	<b>1,583,560</b>	<b>1,777,474</b>	<b>2,043,269</b>	<b>2,312,690</b>
<b>Annual Surplus</b>	<b>13,651,024</b>	<b>7,318,143</b>	<b>15,133,798</b>	<b>11,500,882</b>	<b>9,264,475</b>	<b>9,454,549</b>

Planning and Development

Description



The Planning and Development section provides a broad range of development-related services including current and long-range planning, subdivision review, business licensing, development permit review, as well as safety codes permitting and 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 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 2016, the Department added a Development Compliance Officer resulting in the addition of enforcement responsibilities of development related bylaws, such as the Land Use Bylaw, Traffic Bylaw, Business License Bylaw, and Construction Site Cleanliness Bylaw.

### Staffing summary

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	15.00	16.00	16.00	16.00	16.00	16.00
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
<b>Current FTEs</b>	<b>15.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>
New Positions				0.00	0.00	0.00
<b>Total FTEs</b>	<b>15.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>



**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)		
		2018	2019	2020
Addressing and Street Naming	Response time within 15 calendar days from receipt of registered plan.	25	25	25
Affordable Housing Grant Administration	Response time as needed.	7	7	7
Area Structure Plans and Amendments	Response time within 4 months.	580	580	580
Business Licensing and Enforcement	Response time within 15 calendar days (new); within 45 calendar days or less (renewal).	1,100	1,100	1,100
Bylaw Enforcement Coordination	Response time as necessary - Land Use Bylaw and Traffic Bylaw.	1,075	1,100	1,125
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.	3,175	3,200	3,225
General Inquiries - Development and Permits	As needed.	4,300	4,320	4,340
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.	525	525	525
Ongoing Inspections Contract Management	Response time as necessary.	50	50	50
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)		
		2018	2019	2020
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.	1,100	1,110	1,120
Records Management	As needed.	1,850	1,900	1,950
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.	2,800	2,800	2,800
Safety Code Permitting Coordination	As needed.	2,075	2,075	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.	2,730	2,800	2,870
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).	580	580	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.

<b>Category</b>	<b>Business Unit</b>	<b>Name</b>	<b>Executive Summary</b>	<b>Start Date</b>	<b>End Date</b>
Departmental - Operating	Planning & Infrastructure - Planning & Development	DP380.4 - CityView Web Portal and Mobile Technology	The initiative will decrease turnaround time and increase efficiencies for inspections, from scheduling to performing inspections, to recording results and communicating results back to customers by using CityView Portal and Mobile Technology. This business case combines two previous business cases (Mobile Technology and Web Portal) due to similarities in products and greater efficiency in using consultants.	Jun. 2017	Dec. 2018
Departmental - Operating	Planning & Infrastructure - Planning & Development	DP668.3 - Records Scanning	The Planning and Development Department is proposing to hire an outside contractor for digitizing records for storage in Content Manager 9 in order to create needed capacity in the file room after years of unprecedented growth.	May. 2018	Dec. 2019

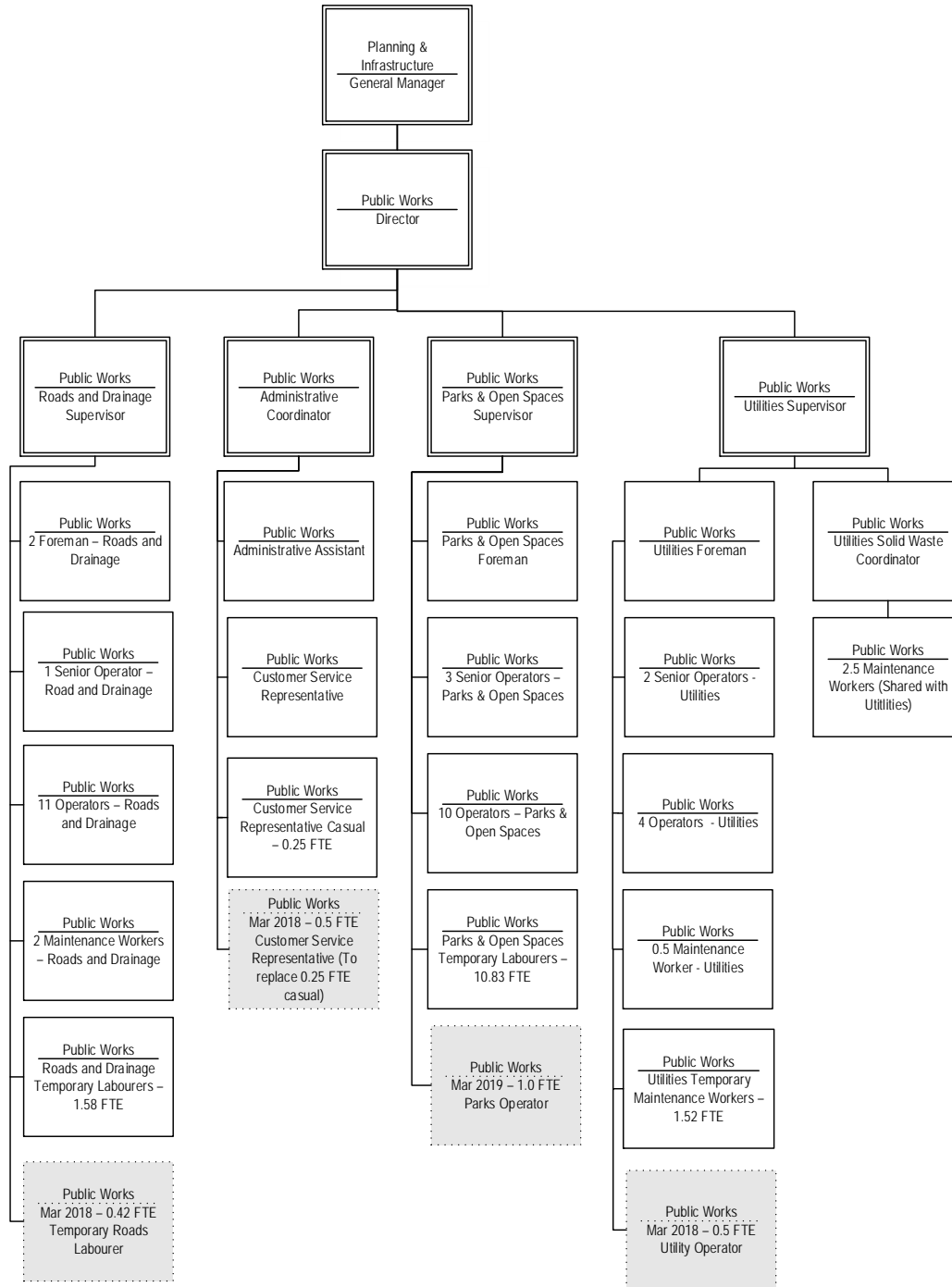
**Fiscal plan**

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Miscellaneous	984,712	-	-	-	-	-
User Fees						
Fines and Permits	1,615,908	1,999,857	2,002,789	2,082,094	2,127,836	2,174,585
Goods and Services	43	360	163	270	276	282
Other Fees	131,130	146,229	165,182	173,260	177,072	180,967
Rental Revenue	3,905	2,800	1,446	1,200	1,226	1,253
	<u>2,735,698</u>	<u>2,149,246</u>	<u>2,169,580</u>	<u>2,256,824</u>	<u>2,306,410</u>	<u>2,357,087</u>
<b>Expenses</b>						
Amortization	23,186	11,319	17,298	23,186	23,186	23,186
Grants to Organizations	984,712	-	-	-	-	-
Human Resources	1,556,631	1,684,525	1,687,995	1,713,916	1,777,698	1,844,073
Operations and Maintenance						
Marketing and Publications	3,518	5,000	8,053	4,758	4,863	9,970
Materials and Supplies	1,411	1,500	922	1,500	1,533	1,577
General Expenses	5,600	6,400	6,193	6,971	7,124	7,281
Office	26,429	24,700	17,680	20,213	20,657	20,954
Professional Services	178,456	121,500	72,618	156,950	142,433	190,400
Utilities	5,206	4,616	4,038	3,995	4,083	4,913
Contract - General	266,318	264,000	242,776	247,000	270,000	290,000
	<u>3,051,467</u>	<u>2,123,560</u>	<u>2,057,573</u>	<u>2,178,489</u>	<u>2,251,577</u>	<u>2,392,354</u>
<b>Annual Surplus (Deficit)</b>	<b><u>(315,769)</u></b>	<b><u>25,686</u></b>	<b><u>112,007</u></b>	<b><u>78,335</u></b>	<b><u>54,833</u></b>	<b><u>(35,267)</u></b>

Public Works

Description



The Public Works section operates and maintains many of the City's physical infrastructure components from the time of their initial construction through to the end of their service lives. The primary focus of the department is the delivery of services related to roadways, storm water drainage, wastewater, drinking water, solid waste, parks and open spaces. A multitude of tasks are completed within annual work plans to achieve the various service levels associated with core services. Core services are delivered by Supervisors and their staff in each of the three functional areas: Parks and Open Spaces, Roads and Drainage, and Utilities. Administrative and managerial support are provided by the Director of Public Works and the Public Works Administration section led by the Administrative Coordinator.

### Staffing summary

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Full-Time	48.00	48.00	48.00	48.00	48.00	48.00
Perm Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
Temp Part-Time	13.93	13.93	13.93	13.93	13.93	13.93
Casual	0.25	0.25	0.25	0.25	0.25	0.25
<b>Current FTEs</b>	<b>62.18</b>	<b>62.18</b>	<b>62.18</b>	<b>62.18</b>	<b>62.18</b>	<b>62.18</b>
New Positions				1.42	2.42	2.42
<b>Total FTEs</b>	<b>62.18</b>	<b>62.18</b>	<b>62.18</b>	<b>63.60</b>	<b>64.60</b>	<b>64.60</b>

### Services

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

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Administrative Support for Fleet Operations and Asset Management	As required.	1,035	1,035	1,035

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
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.	5,284	5,284	5,284
Cemetery Maintenance	Policy 2024. Grounds maintenance for Pioneer Cemetery.	1,748	1,748	1,748
Drainage Operations and Maintenance	Policy 2023. Maintain City drainage infrastructure including catch basins, culverts, ditches and storm ponds.	3,307	3,307	3,307
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.	4,015	4,015	4,015
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.	2,808	2,808	2,808
Horticulture	Maintain City assets including shrub beds, facility grounds, flower beds, and planters.	7,676	7,676	7,676
Hydrant Operation and Maintenance	Policy 2016.	2,371	2,371	2,371
Pathway and Trail Maintenance	Policy 2014. Maintenance and operation of asphalt pathways, shale trails and gravel trails. Snow and ice control for identified walkways.	7,925	7,925	7,925

Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Public Works Administration and Management	Provide management, leadership and administrative support services for public works operational sections.	6,700	6,700	6,700
Pumping Station Operation and Maintenance	Policy 2016. Capital Region Parkland Water Commission operations agreement.	2,434	2,434	2,434
Road Repair and Maintenance	Annual program of roadway maintenance activities.	12,293	12,293	12,293
Roadway Snow and Ice Control Operations	Policy 2014. Provides for snow and ice control services for HWY 16A, City streets and City parking lots.	12,106	12,106	12,106
Sidewalk Maintenance and Repairs	Policy 2013.	1,851	1,851	1,851
Solid Waste Management	Policy 2015.	8,174	8,172	8,174
Sport Field Maintenance	Policy 2018 and Policy 8030. Maintenance of City operated sport fields and appurtenances.	3,037	3,037	3,037
Street Sweeping Operations	Policy 2019.	3,557	3,557	3,557
Traffic Control Maintenance and Operations	Policy 2,027, City of Spruce Grove Municipal Development Standards.	4,742	4,742	4,742
Truck Fill Station Operation and Maintenance	Policy 2016.	437	437	437
Turf grass Maintenance	Policy 2018.	15,309	15,309	15,309
Forestry	Urban Forest Master Plan.	5,928	5,928	5,928



Service	Service Level	Annual Effort (Hours)		
		2018	2019	2020
Wastewater Collection System Operation and Maintenance	Policy 2015.	6,427	6,427	6,427
Water Main Operation and Maintenance	Policy 2016.	2,184	2,184	2,184
Water Meter & CC Operation and Maintenance	Policy 2016.	3,723	3,723	3,723

**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	DP148.3 - 3 Ton Water Truck	With the rapid growth of the tree planting and flower planter programs, the ability to provide an efficient means to water trees and flowers throughout the City is essential. This truck will allow the City to do that and will be used year-round as there is a need for increased washing capacity in the spring and ice making in the fall and winter months.	Jan. 2018	Apr. 2018
Service Change	Planning & Infrastructure - Public Works	SC364.1 - 0.5 FTE Utility Operator	This initiative increases Utilities field staffing levels from 7.5 to 8.0 and eliminates the current position sharing practice with the Eco Centre.	Mar. 2018	
Service Change	Planning & Infrastructure - Public Works	SC365.1 - 0.5 FTE Customer Service Representative	This initiative will add a permanent half-time Customer Service Representative position to support both the Administrative Assistant and the current Customer Service Representative positions in Public Works and reduce the reliance on casual staffing from 0.25 FTEs to 0.15 FTEs.	Mar. 2018	
Service Change	Planning & Infrastructure - Public Works	SC366.1 - 0.42 FTE Temporary Roads Labourer	This initiative will increase the temporary Roads and Drainage labourer FTE total from 1.58 to 2.0 and provide increased resources to complete seasonal work plans within the Roads and Drainage section of Public Works.	Mar. 2018	

Category	Business Unit	Name	Executive Summary	Start Date	End Date
Departmental - Capital	Planning & Infrastructure - Public Works	DP657.3 - Two Ton Truck with Loader Crane	This initiative is to provide for a two ton truck with a permanently mounted boom (picker) crane that will be used for the handling and transportation of heavy materials such as pre-cast concrete, planters, furnishings, drainage structures, hydrants, etc.	Jan. 2019	Dec. 2019
Service Change	Planning & Infrastructure - Public Works	SC53.5 - 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 asset inventories created through the growth of the City of Spruce Grove.	Mar. 2019	
Departmental - Capital	Planning & Infrastructure - Public Works	DP733.3 - Cemetery Development	<p>An initiative was completed in 2016 to hire a consultant to examine current operational practices at Pioneer Cemetery and make recommendations regarding its ongoing development. With this information Public Works began completing a roadmap for the development of the cemetery so it may continue to grow in a planned manner and expand service levels to better meet the needs of a growing community.</p> <p>To achieve these goals it was determined that Public Works would need to evolve its operational practices while also developing the physical site layout and new interment options. The first steps were taken in early 2017 with the development of a Cemetery Bylaw and an Operations and Maintenance Policy which will work together to guide the ongoing management of Pioneer Cemetery. The next priority development for Pioneer Cemetery is identified as the purchase and installation of a columbarium and the construction of a scattering garden with a memorial wall.</p>	Jan. 2020	Dec. 2020

**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.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Local Government	95,198	96,623	101,346	99,522	102,508	105,583
Miscellaneous	-	25,000	29,752	-	-	-
User Fees						
Donations and Sponsorships	-	-	2,500	-	-	-
Fines and Permits	2,314	2,409	2,988	2,664	2,700	2,812
Goods and Services	24,700	33,000	28,900	33,000	33,000	33,000
Other Fees	776,537	180,000	290,755	303,000	140,000	140,000
Rental Revenue	22,201	37,000	76,502	51,100	52,224	-
Utility Charges	17,625,999	20,169,026	18,326,124	20,838,864	22,700,323	24,851,215
Contributed Capital Assets	3,650,873	4,084,556	1,914,941	8,504,204	6,459,802	6,459,802
Developer Contributions	6,774,268	926,400	3,635,697	1,544,000	1,590,320	1,638,030
Interest Earned	25,845	18,069	18,069	9,979	3,501	2,658
	<b>28,997,935</b>	<b>25,572,083</b>	<b>24,427,574</b>	<b>31,386,333</b>	<b>31,084,378</b>	<b>33,233,100</b>
<b>Expenses</b>						
Amortization	10,331,565	9,520,710	9,139,923	11,305,207	11,485,184	11,897,935
Grants to Organizations	-	2,000,000	-	-	-	-
Human Resources	5,018,976	5,512,271	5,435,353	5,710,725	5,990,126	6,172,767
Interest on Long-Term Debt	19,701	13,578	15,280	140,265	152,678	192,553
Loss on Disposal of Capital Assets	28,491	-	-	-	-	-
Operations and Maintenance						
Equipment Operations	85,172	121,248	102,864	129,012	139,560	142,692
Insurance	720	3,500	2,488	13,524	14,091	14,310
Marketing and Publications	10,374	7,300	13,282	7,459	12,492	12,649
Materials and Supplies	883,260	1,425,210	991,023	1,496,608	1,458,250	1,532,220
General Expenses	40,674	187,526	108,993	193,424	202,105	214,323
Office	125,115	153,327	141,913	152,327	154,919	158,502
Professional Services	8,600	15,385	8,600	18,600	18,600	18,600
Repairs and Maintenance	511,941	278,171	146,807	291,201	291,555	291,158
Utilities	1,408,759	1,570,989	1,494,714	1,620,573	1,656,216	1,691,028
Contract - Garbage	1,969,191	2,927,699	2,239,018	2,439,478	2,589,069	2,804,810
Contract - General	6,812,114	8,614,771	7,606,850	9,166,351	10,161,285	10,850,273
Contract - Sewage	3,050,097	3,633,549	3,076,704	3,546,378	4,119,558	4,162,540
	<b>30,304,750</b>	<b>35,985,234</b>	<b>30,523,812</b>	<b>36,231,132</b>	<b>38,445,688</b>	<b>40,156,360</b>
<b>Annual Deficit</b>	<b>(1,306,815)</b>	<b>(10,413,151)</b>	<b>(6,096,238)</b>	<b>(4,844,799)</b>	<b>(7,361,310)</b>	<b>(6,923,260)</b>

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Expenses</b>						
Amortization	-	26,250	-	-	-	-
Human Resources	404,778	443,684	429,923	481,156	504,235	522,213
Operations and Maintenance						
Insurance	-	-	-	12,000	12,534	12,810
Materials and Supplies	15,416	15,200	12,147	16,448	16,803	17,166
General Expenses	-	-	146	-	-	-
Office	4,164	7,633	6,395	8,714	8,866	9,059
Utilities	12,845	12,055	15,002	12,369	12,728	13,079
Contract - General	-	30,000	-	-	-	-
	<u>437,203</u>	<u>534,822</u>	<u>463,613</u>	<u>530,687</u>	<u>555,166</u>	<u>574,327</u>
<b>Annual Deficit</b>	<b>(437,203)</b>	<b>(534,822)</b>	<b>(463,613)</b>	<b>(530,687)</b>	<b>(555,166)</b>	<b>(574,327)</b>

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Local Government	95,198	96,623	99,379	99,522	102,508	105,583
Miscellaneous	-	25,000	29,752	-	-	-
User Fees						
Donations and Sponsorships	-	-	2,500	-	-	-
Goods and Services	24,700	33,000	28,900	33,000	33,000	33,000
Rental Revenue	22,201	37,000	76,502	51,100	52,224	-
	<u>142,099</u>	<u>191,623</u>	<u>237,033</u>	<u>183,622</u>	<u>187,732</u>	<u>138,583</u>
<b>Expenses</b>						
Amortization	1,024,583	831,319	877,680	1,014,086	951,718	926,540
Human Resources	1,806,449	1,885,142	1,919,246	1,920,557	2,047,854	2,122,622
Operations and Maintenance						
Equipment Operations	36,366	37,717	28,863	44,290	51,042	51,902
Insurance	720	2,000	1,170	-	-	-
Materials and Supplies	286,348	365,320	236,647	331,769	338,142	365,589
Office	3,967	1,200	855	1,200	1,226	1,500
Repairs and Maintenance	15,343	85,463	21,619	93,891	94,226	94,569
Utilities	34,927	51,172	49,128	57,470	58,832	60,078
Contract - General	461,850	434,912	556,146	545,351	454,941	505,186
	<u>3,670,553</u>	<u>3,694,245</u>	<u>3,691,354</u>	<u>4,008,614</u>	<u>3,997,981</u>	<u>4,127,986</u>
<b>Annual Deficit</b>	<b>(3,528,454)</b>	<b>(3,502,622)</b>	<b>(3,454,321)</b>	<b>(3,824,992)</b>	<b>(3,810,249)</b>	<b>(3,989,403)</b>

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Other Fees	310,610	180,000	290,755	303,000	140,000	140,000
Interest Earned	25,845	18,069	18,069	9,979	3,501	2,658
	<u>336,455</u>	<u>198,069</u>	<u>308,824</u>	<u>312,979</u>	<u>143,501</u>	<u>142,658</u>
<b>Expenses</b>						
Amortization	6,430,703	5,615,415	5,731,128	7,088,944	7,258,177	7,463,308
Human Resources	1,445,306	1,715,982	1,665,071	1,827,660	1,900,132	1,945,294
Interest on Long-Term Debt	19,701	13,578	15,280	6,284	-	-
Loss on Disposal of Capital Assets	26,267	-	-	-	-	-
Operations and Maintenance						
Equipment Operations	24,311	40,031	39,889	41,222	42,735	43,633
Marketing and Publications	10,374	7,300	13,282	7,459	7,492	7,649
Materials and Supplies	294,489	725,798	523,247	824,737	766,102	804,452
General Expenses	125	-	-	-	-	-
Office	4,080	13,400	1,782	4,200	4,200	4,200
Repairs and Maintenance	485,434	169,028	105,068	172,747	163,941	166,157
Utilities	1,224,652	1,380,101	1,296,251	1,408,227	1,440,952	1,470,822
Contract - General	1,127,137	2,130,094	1,591,053	2,138,818	2,286,639	2,512,110
	<u>11,092,579</u>	<u>11,810,727</u>	<u>10,982,051</u>	<u>13,520,298</u>	<u>13,870,370</u>	<u>14,417,625</u>
<b>Annual Deficit</b>	<b>(10,756,124)</b>	<b>(11,612,658)</b>	<b>(10,673,227)</b>	<b>(13,207,319)</b>	<b>(13,726,869)</b>	<b>(14,274,967)</b>

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
Government Transfers						
Local Government	-	-	1,966	-	-	-
User Fees						
Fines and Permits	2,314	2,409	2,988	2,664	2,700	2,812
Other Fees	465,928	-	-	-	-	-
Utility Charges	14,020,918	16,402,343	14,549,712	16,879,845	18,572,957	20,538,277
Contributed Capital Assets	3,650,873	4,084,556	1,914,941	8,504,204	6,459,802	6,459,802
Developer Contributions	6,774,268	926,400	3,635,697	1,544,000	1,590,320	1,638,030
	<u>24,914,301</u>	<u>21,415,708</u>	<u>20,105,304</u>	<u>26,930,713</u>	<u>26,625,779</u>	<u>28,638,921</u>
<b>Expenses</b>						
Amortization	2,876,278	3,047,726	2,531,115	3,202,177	3,275,289	3,508,087
Grants to Organizations	-	2,000,000	-	-	-	-
Human Resources	1,067,781	1,276,735	1,201,929	1,299,599	1,351,198	1,390,840
Interest on Long-Term Debt	-	-	-	133,981	152,678	192,553
Loss on Disposal of Capital Assets	2,224	-	-	-	-	-
Operations and Maintenance						
Equipment Operations	24,495	43,500	34,112	43,500	45,783	47,157
Insurance	-	1,500	1,318	1,524	1,558	1,500
Materials and Supplies	185,093	189,668	117,095	181,201	191,197	195,366
General Expenses	29,032	158,565	69,629	163,196	171,119	182,563
Office	110,001	127,781	130,709	134,638	136,486	139,503
Professional Services	8,600	15,385	8,600	18,600	18,600	18,600
Repairs and Maintenance	6,923	21,950	17,929	22,773	27,553	28,551
Utilities	128,771	120,921	127,460	135,264	136,277	139,448
Contract - General	5,014,108	5,727,689	5,270,868	6,249,078	7,182,089	7,599,710
Contract - Sewage	3,050,097	3,633,549	3,076,704	3,546,378	4,119,558	4,162,540
	<u>12,503,403</u>	<u>16,364,969</u>	<u>12,587,468</u>	<u>15,131,909</u>	<u>16,809,385</u>	<u>17,606,418</u>
<b>Annual Surplus</b>	<u><b>12,410,898</b></u>	<u><b>5,050,739</b></u>	<u><b>7,517,836</b></u>	<u><b>11,798,804</b></u>	<u><b>9,816,394</b></u>	<u><b>11,032,503</b></u>

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

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
<b>Revenue</b>						
User Fees						
Utility Charges	3,605,081	3,766,683	3,776,412	3,959,019	4,127,366	4,312,938
	<u>3,605,081</u>	<u>3,766,683</u>	<u>3,776,412</u>	<u>3,959,019</u>	<u>4,127,366</u>	<u>4,312,938</u>
<b>Expenses</b>						
Human Resources	294,662	190,727	219,185	181,752	186,707	191,797
Operations and Maintenance						
Marketing and Publications	-	-	-	-	5,000	5,000
Materials and Supplies	101,914	129,225	101,888	142,453	146,006	149,648
General Expenses	11,516	28,961	39,218	30,228	30,986	31,760
Office	2,902	3,313	2,172	3,575	4,140	4,240
Repairs and Maintenance	4,241	1,730	2,192	1,790	5,835	1,881
Utilities	7,564	6,740	6,872	7,243	7,427	7,600
Contract - Garbage	1,969,191	2,927,699	2,239,018	2,439,478	2,589,069	2,804,810
Contract - General	209,019	292,076	188,783	233,104	237,617	233,266
	<u>2,601,009</u>	<u>3,580,471</u>	<u>2,799,328</u>	<u>3,039,623</u>	<u>3,212,787</u>	<u>3,430,002</u>
<b>Annual Surplus</b>	<b><u>1,004,072</u></b>	<b><u>186,212</u></b>	<b><u>977,084</u></b>	<b><u>919,396</u></b>	<b><u>914,579</u></b>	<b><u>882,936</u></b>





## **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.

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.

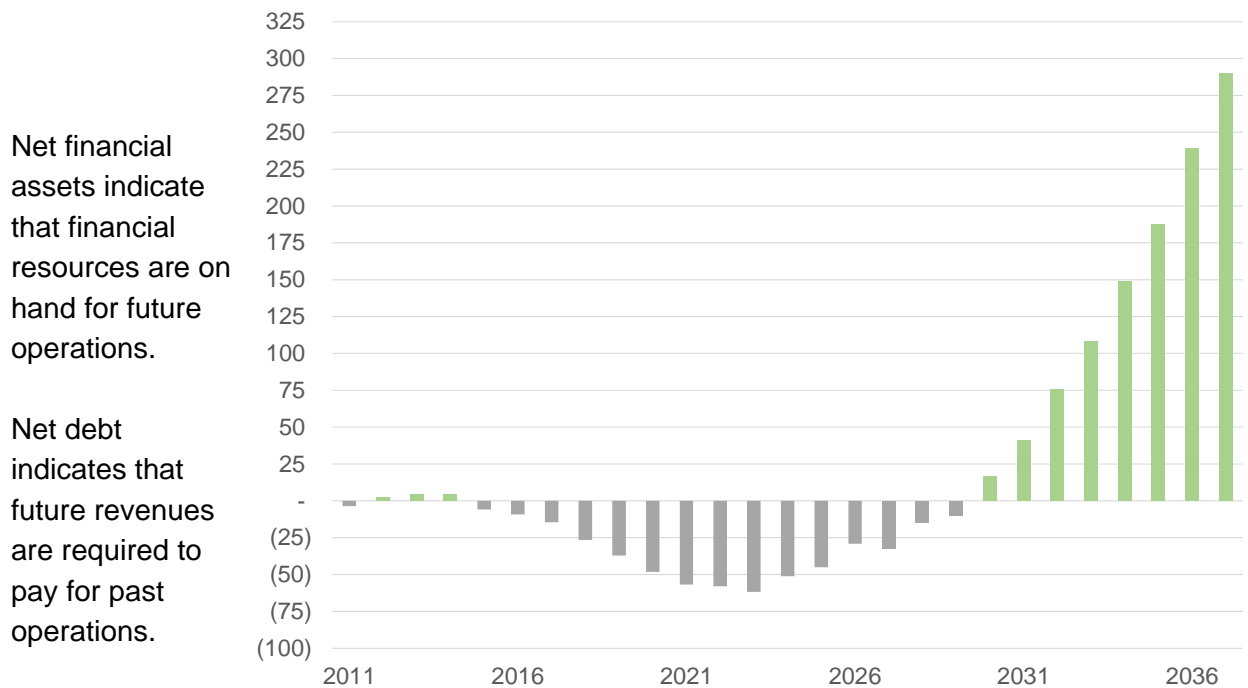
### **Key measures**

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 maintained a net financial asset position from 2012 to 2014 and a net debt position from 2015 onward and is budgeted to be in a net debt position from 2018 to 2029. From 2030 to 2037, the City currently projects a net asset position.



Readers are cautioned that the forecasted amounts after 2029 may change significantly once the long term financial plan becomes more accurate and complete.

**Accumulated surplus**

The accumulated surplus consists of three segments: municipal, utility and development 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 developments are restricted by provincial legislation and agreements with developers. The utility surplus is restricted for use in utility operations or infrastructure projects.

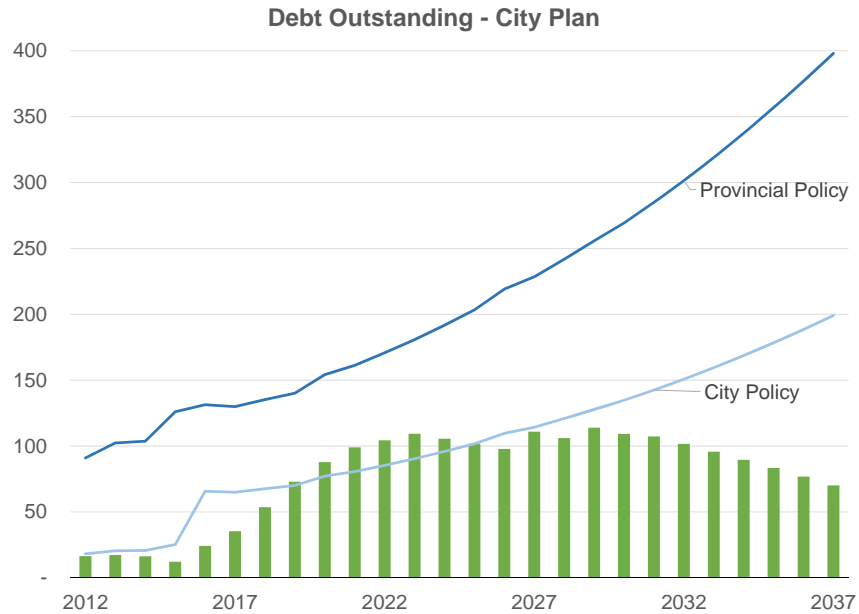
The municipal surplus is set aside for municipal operations and future capital acquisitions. The corporate plan complies with the policy minimum of 20% of expenses.

Year	Amount	Percentage of Expenses
2017	17,682,667	21.9%
2018	19,777,519	21.5%
2019	19,674,839	20.1%
2020	22,594,077	19.9%

**Debt**

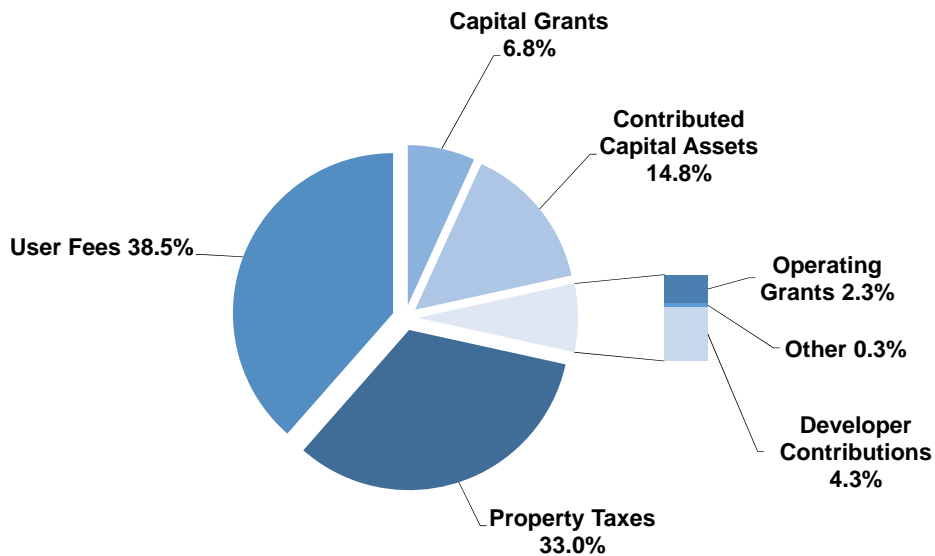
The City maintains debt levels that allow for a healthy degree of flexibility in providing programs and services. The City recognizes that debt can be used to appropriately accelerate capital projects necessary for the well-being of the community, giving consideration to the associated inherent financing 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.



**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. Growth in 2017 has been slower than that in 2016. Economic activity in 2018 is expected to be similar to 2017.



**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.

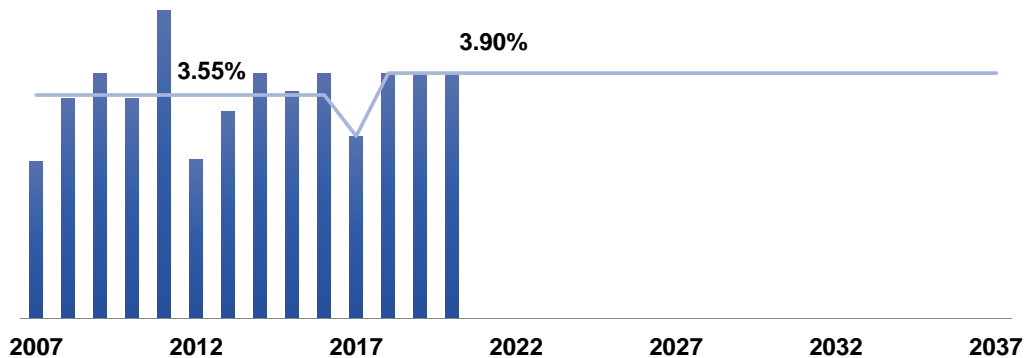
The City also collects levies on behalf of the provincial government for education and on behalf of the Meridian Foundation, which provides local housing for seniors.

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

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

- \$349,612 in 2017
- \$373,719 in 2018
- \$405,719 in 2019
- \$438,155 in 2020

Spruce Grove has a history of municipal tax rate increases averaging 3.55 per cent over the past 10 years. The Corporate Plan recommends an increase of 3.90 per cent for 2018 and an increase of 3.90 per cent for 2019 and beyond.

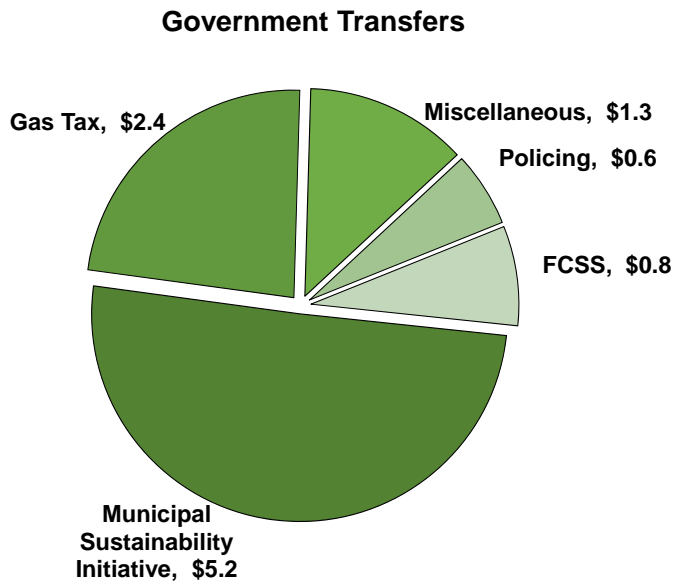


The median assessment value of Single Family Detached Homes in Spruce Grove is \$380,723. An increase to municipal property taxes of 3.9 per cent in 2018 equates to \$6.88 per month for a household with an assessed value equal to the median value.

**Government transfers**

Government transfers, otherwise referred to as grants, make up a large proportion of the financing for capital acquisitions. Grant funding is not used currently to support utility infrastructure programs. User fees support all water, sewer and solid waste costs.

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.



The 2018 budget uses \$10.4 million in grant funding.

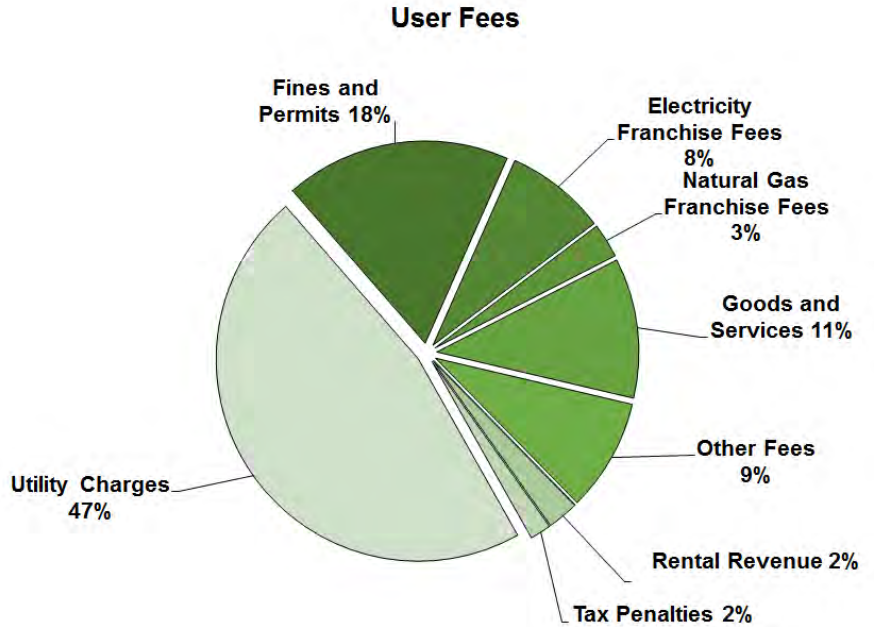
**User fees**

Adjusting for population growth, demand for services in 2017 is used as a starting point for estimating 2018 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.

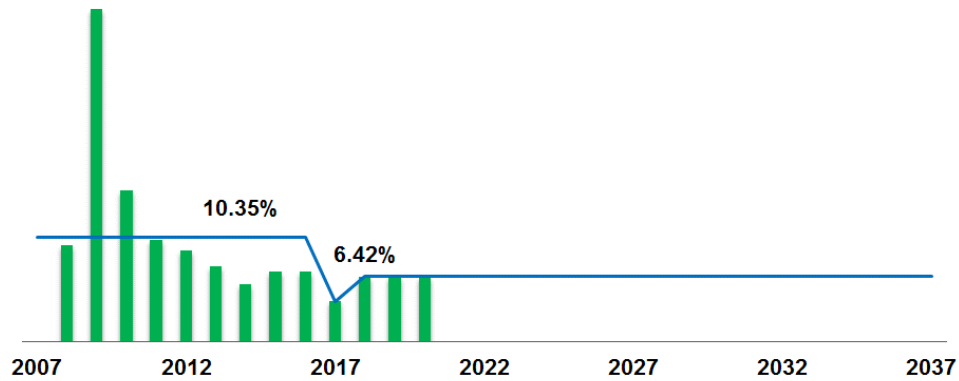
Utility revenue increases with the rise in rates and with growth in the number of customers. The water and sewer utility rate increase recommended for 2018 to cover operating and capital costs is \$0.34 per cubic metre (6.42 per cent increase) which is approximately \$4.73 per month for a household consuming 14 cubic metres of water.



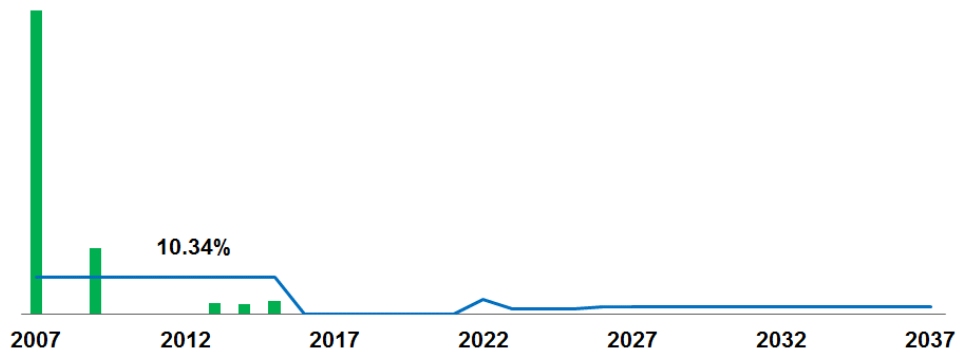


There is no increase for the solid waste utility for 2018. The solid waste rate is affected by growth in the community, contracted costs and new initiatives.

**Water & Sewer Rate Increases**

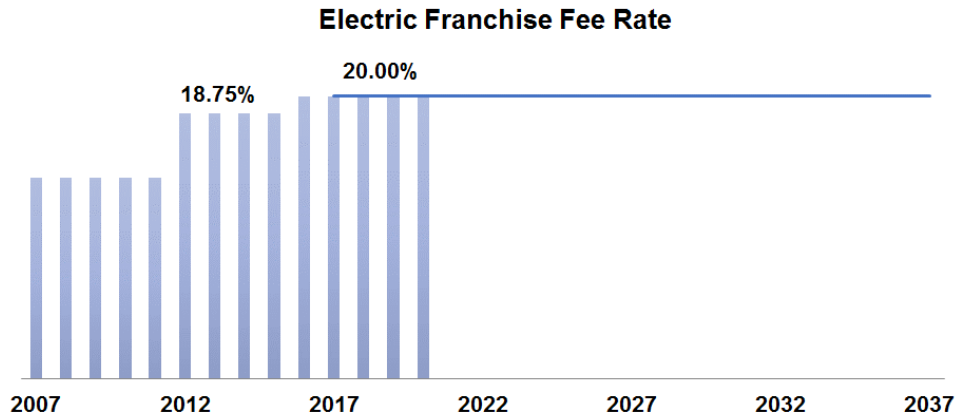


**Solid Waste Rate Increases**



**Electric franchise fees**

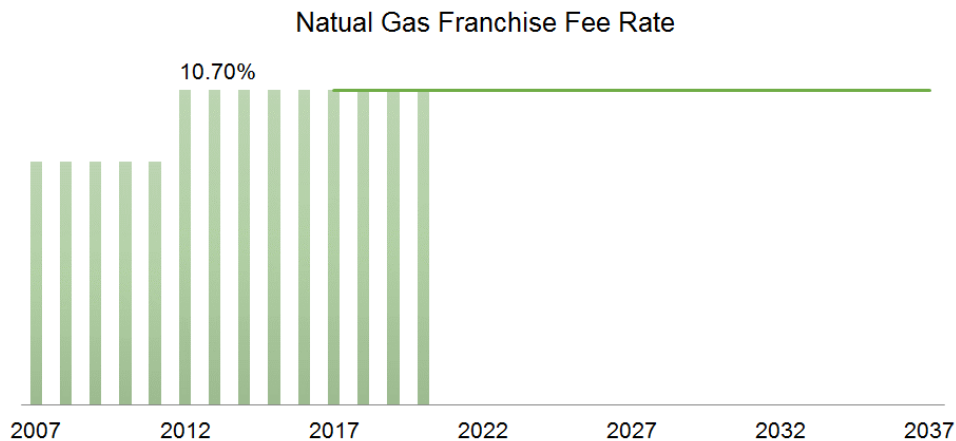
Electric franchise fees are charged by the City to Fortis Alberta for the exclusive right to provide and operate related assets.



Fortis Alberta 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.



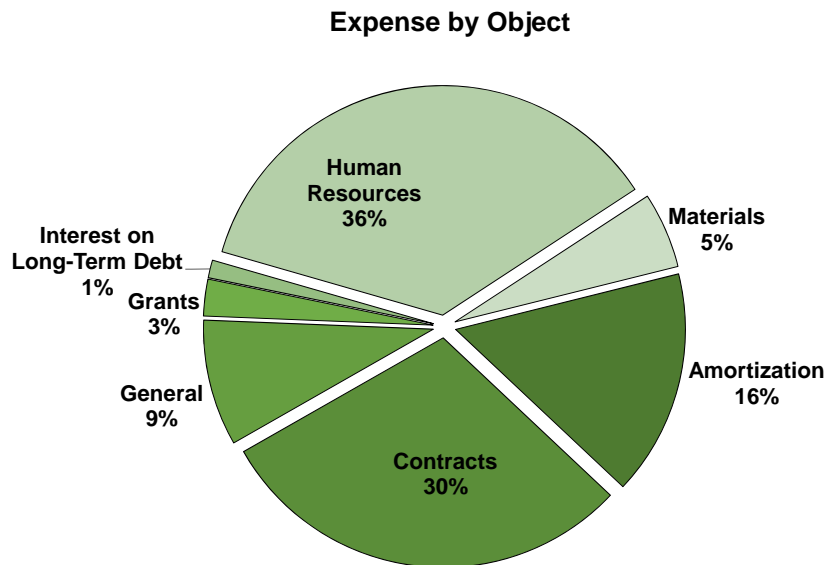
ATCO passes along the cost of the franchise fee to the consumer as a separate charge on the natural gas bills.

**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 2018 budget includes \$92 million in expenses, primarily allocated to three categories: amortization - \$15 million; contracted services - \$27 million; and human resources - \$33 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 2018, the City will have an estimated \$502 million of tangible capital assets, which includes \$156 million in land.

**Contracts**

Contract services of \$27 million make up 30 per cent of expenses, which includes following:

- Purchase of water
- Waste water treatment
- Garbage collection
- Police
- Enforcement services

**General**

General expenses of \$8 million include insurance, professional services, utilities and contingency. The 2018 budget for contingency is \$200,000, less than one per cent of municipal property tax revenue. Adequate contingency levels are required to cover unexpected expenses.

	2018 Budget	2019 Forecast	2020 Forecast
Council contingency	75,000	75,000	75,000
City Manager contingency	125,000	125,000	125,000
Total	200,000	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, and Specialized Transit Service.

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast
Affordable Housing Grant	984,712	-	-	-	-	-
Allied Arts Council	15,000	15,000	15,000	15,000	15,000	15,000
Mayor's award	2,980	1,000	1,000	1,000	1,000	1,000
Parkland County - Fire truck	557,780	-	-	-	-	-
Parkland Turning Points Society	25,000	30,000	30,000	30,000	30,000	30,000
Regional Waste Water Line and Lagoon	-	2,000,000	-	-	-	-
Glen Hall Arena Contribution (Stony Plain)	-	-	-	-	-	6,520,000
Specialized Transit Services	152,000	160,000	171,383	168,000	173,000	78,000
Spruce Grove Ag Society	25,000	25,000	25,000	25,000	25,000	25,000
Spruce Grove Library	845,470	887,743	887,747	932,130	805,210	805,210
Friends of Spruce Grove Public Library	-	-	-	30,000	-	-
TransAlta Tri-Leisure Centre	848,498	930,553	930,540	1,146,121	1,002,592	1,000,545
Parent Link Centre	-	-	3,000	3,000	3,000	3,000
Tri Region Drug Strategy	5,000	5,000	5,000	5,000	5,000	5,000
Night Owls Citizens Patrol Society	-	-	-	10,000	10,000	10,000
Victim Services	11,200	11,200	11,200	11,200	11,200	11,200
<b>Total</b>	<b>3,472,640</b>	<b>4,065,496</b>	<b>2,079,870</b>	<b>2,376,451</b>	<b>2,081,002</b>	<b>8,503,955</b>

**Human resources**

The 2018 budget includes human resource costs of \$33 million which is 36 per cent of expenses. The City's staffing complement consists of full-time, part-time and casual positions equal to 289.69 full-time equivalents (FTEs) in 2018 which includes new staffing presented for consideration by council. In addition to City staff, municipal services are also delivered by third party agencies, including the Spruce Grove Public Library and the TransAlta Tri Leisure Centre, and through many contracts such as Edmonton Transit and RCMP.

**Interest on long-term debt**

Interest on long-term debt and principal repayments are the two components of debt servicing. Debt servicing levels are limited by the province and by City policy. The City's debt management policy sets a debt servicing target of one half (50%) of the provincial limit.

**Materials, equipment and supplies**

The 2018 budget for materials, equipment and supplies is \$4.9 million, 5% of expenses, and includes office expenses, supplies, repairs and maintenance and equipment operating costs.

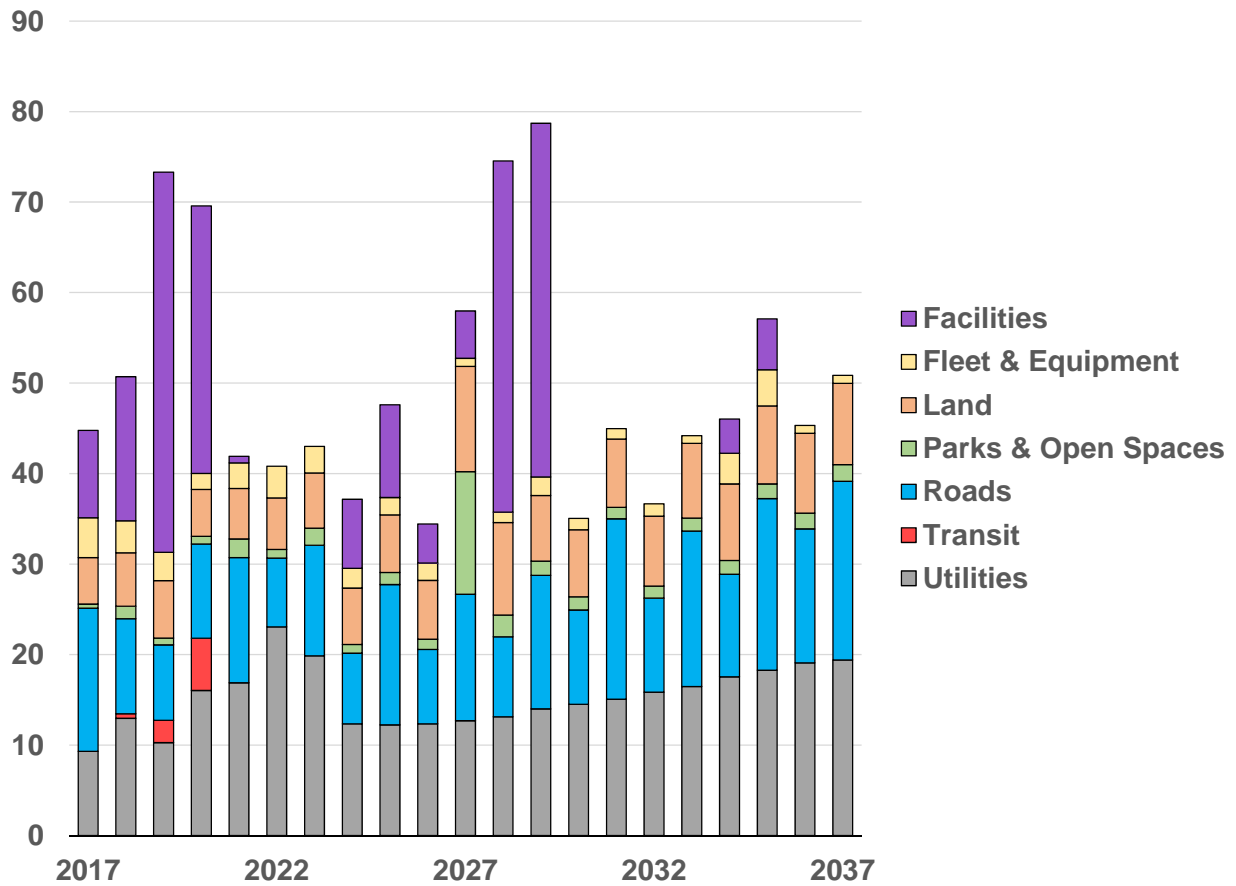
**Tangible capital assets**

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.

The fiscal impact of approving development agreements has taken on increased importance. 34% of the City's 2017 tangible capital asset acquisitions are constructed by developers and contributed to the City. The City assumes responsibility for the maintenance and replacement of these contributed assets.

Acquisitions of tangible capital assets from 2017-2037 are categorized by type in the following chart. Tangible capital asset acquisitions for the next twenty years will be \$1.0 billion.



**Risks and uncertainties**

**Economy**

Assumptions for growth in 2018 are based on general economic opinion as of September 11, 2017. If the actual economic activity differs from what is expected, many of the key revenues and expense projections may be significantly affected.

**2017 forecast**

Estimates of the 2018 opening balance of accumulated surplus and net assets were based on information available as of October 11, 2017. 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.



**Unconsolidated statement of operations and accumulated surplus**

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
<b>Revenue</b>						
Property Taxes	33,861	35,683	35,590	37,997	41,197	44,440
Government Transfers - Operating	3,801	2,875	3,095	2,592	2,500	2,284
Sales and User Fees	37,691	41,707	40,996	44,327	44,303	48,985
Gain on Disposal of Tangible Capital Assets	1,863	177	82	73	101	1,619
Interest	155	485	221	199	194	194
Local Improvement Levies	126	-	-	-	-	-
	<u>77,498</u>	<u>80,926</u>	<u>79,983</u>	<u>85,188</u>	<u>88,294</u>	<u>97,522</u>
<b>Expense</b>						
Amortization	12,955	13,222	11,317	14,642	15,747	17,777
Contracted Services	23,056	26,155	23,295	27,355	29,998	31,760
Cost of Sale - Land Held for Resale	-	-	-	-	-	1,746
General Services	6,888	7,917	7,446	8,178	8,576	9,108
Grants	3,473	4,065	2,070	2,376	2,081	8,504
Human Resources	29,216	31,281	31,589	33,416	35,005	37,175
Interest on Long-Term Debt	494	791	856	1,149	1,752	2,390
Loss on Disposal of Tangible Capital Assets	-	-	-	-	-	-
Materials, Equipment and Supplies	4,080	4,626	4,276	4,912	4,912	4,966
	<u>80,162</u>	<u>88,057</u>	<u>80,848</u>	<u>92,029</u>	<u>98,072</u>	<u>113,426</u>
<b>Annual Surplus (deficiency) before the undernoted</b>	<u>(2,664)</u>	<u>(7,131)</u>	<u>(865)</u>	<u>(6,841)</u>	<u>(9,779)</u>	<u>(15,904)</u>
Government Transfers - Capital	6,536	8,213	6,458	7,760	29,791	37,102
Contributed Tangible Capital Assets	19,766	8,876	16,111	17,025	16,604	16,450
Developer Contributions	7,344	3,840	6,587	4,956	5,112	5,224
	<u>33,646</u>	<u>20,929</u>	<u>29,155</u>	<u>29,741</u>	<u>51,507</u>	<u>58,776</u>
<b>Annual Surplus</b>	<u>30,982</u>	<u>13,798</u>	<u>28,291</u>	<u>22,901</u>	<u>41,728</u>	<u>42,872</u>

**Unconsolidated statement of changes in net debt**

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
<b>Annual Surplus</b>	30,982	13,798	28,291	22,901	41,728	42,872
<b>Inventory of Supplies and Prepaid Expenses</b>						
Acquisition	(877)	(843)	(843)	(843)	(843)	(843)
Consumption	753	782	782	782	782	782
	(124)	(61)	(61)	(61)	(61)	(61)
<b>Tangible Capital Assets</b>						
Contributed Tangible Capital Assets	(19,766)	(8,876)	(16,111)	(17,025)	(16,604)	(16,450)
Purchases of Tangible Capital Assets	(28,394)	(37,978)	(28,646)	(33,690)	(56,712)	(53,582)
Proceeds on Disposal of Tangible Capital Assets	2,322	-	-	1,250	5,475	-
(Gain)/Loss on Disposal of Tangible Capital Assets	(1,863)	(177)	(82)	(73)	(101)	(1,619)
Amortization	12,955	13,222	11,317	14,642	15,747	17,777
	(34,746)	(33,808)	(33,522)	(34,895)	(52,194)	(53,874)
<b>Change in Net Financial Debt</b>	(3,888)	(20,072)	(5,292)	(12,056)	(10,527)	(11,063)
<b>Net Financial Debt, Opening</b>	(5,409)	(28,805)	(9,297)	(14,590)	(26,645)	(37,172)
<b>Net Financial Debt, Closing</b>	(9,297)	(48,877)	(14,590)	(26,645)	(37,172)	(48,235)

**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 2016 audited financial statements.

Actual financial results achieved for the years ended December 31, 2018-2020 will vary from the budgets presented in the 2018-2020 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

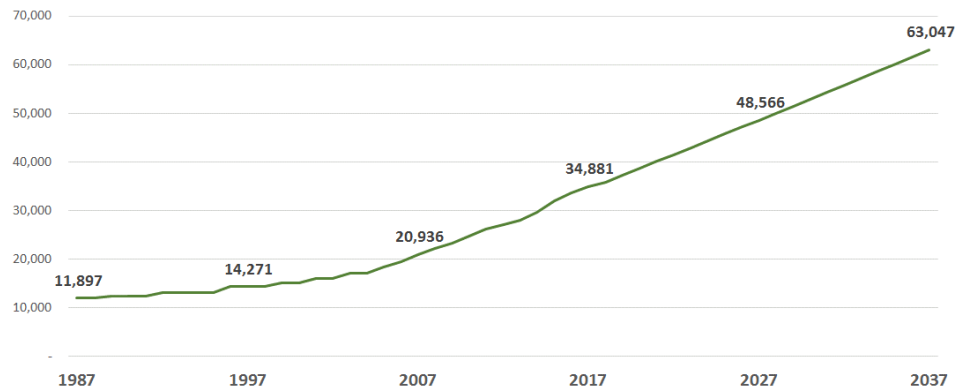
The following assumptions were used in preparing the corporate plan. Actual results could differ from these estimates. Unless otherwise noted, the corporate plan assumes that the City will deliver the same services and service levels as provided in 2017.

i. Economy

General inflation is estimated at 2.18 per cent. Non-residential construction inflation is forecasted at 2.41 per cent.

Key Assumptions	2015	2016	2017	2018	2019	2020
<b>Canadian and Provincial</b>						
Prime Lending Rate (Canada)	2.78%	2.70%	2.70%	2.88%	3.29%	3.74%
Deposit Rate = Prime - 1.6%	1.18%	1.10%	1.10%	1.28%	1.69%	2.14%
Consumer price index	1.15%	1.27%	2.18%	2.18%	2.32%	2.07%
Wages & Salaries (Alberta)	-1.85%	-2.93%	1.48%	2.30%	2.33%	2.65%
Construction Inflation (Alberta)	0.43%	-1.27%	1.56%	2.41%	2.55%	2.64%
Economic Growth (Alberta)	-7.25%	-4.95%	6.80%	5.03%	4.28%	4.00%
<b>City of Spruce Grove</b>						
Population (Spruce Grove)	8.50%	5.01%	3.69%	2.44%	4.05%	3.93%
Median Assessment of Single Family Detached Home	\$369,600	\$381,800	\$372,600	\$380,723	\$389,555	\$397,619
New Housing Starts	540	480	240	350	480	530

ii. Population



The City's population according to the 2017 census is 34,881. The population is anticipated to grow at an average annual rate of 3.5% over the next three years, and 3.0% over the next 20 years. Based on this trend, projected population is 63,047 by 2037.

iii. Property tax and permit revenue

Based on current information, 2018 construction activity is expected to be similar to 2017.

**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 Canadian Free Trade Agreement (CFTA). 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 CFTA.

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.

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 provided 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 greatest 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 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 municipal, utility and development operations.

k. Accumulated surplus policy

The City shall manage accumulated surplus through long term planning set out in the annual corporate plan.

The City shall maintain a municipal surplus that 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 per cent of consolidated expenses. The municipal surplus shall be used to protect against unexpected shortfalls in revenue or unplanned additional expenses and/or capital costs.

### 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**

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
<b>Opening Balance</b>						
Government Transfers						
Developer Contributions	11,483	2,394	5,392	1,995	2,292	2,592
Capital Grants	18,073	22,104	20,448	26,746	29,471	11,844
Operating Grants	1,226	1,226	79	1,543	2,999	4,508
	30,782	25,724	25,919	30,284	34,762	18,944
Other Deferred Amounts	1,275	1,275	1,396	1,396	1,396	1,396
	32,057	26,999	27,315	31,680	36,158	20,340
<b>Amounts Received</b>						
Government Transfers						
Developer Contributions	1,107	3,447	3,169	5,222	5,359	5,577
Capital Grants	8,576	10,253	12,465	10,067	11,919	26,883
Operating Grants	2,647	2,875	4,558	4,047	4,007	4,035
	12,330	16,575	20,192	19,336	21,285	36,495
Other Deferred Amounts	3,654	-	127	187	187	187
	15,984	16,575	20,319	19,523	21,472	36,682
<b>Interest Earned</b>						
Government Transfers						
Developer Contributions	145	-	21	32	52	90
Capital Grants	334	477	291	418	246	51
Operating Grants	7	-	1	1	2	11
	486	477	313	451	300	152
Other Deferred Amounts	-	-	-	-	-	-
	486	477	313	451	300	152
<b>Amounts Recognized</b>						
Government Transfers						
Developer Contributions	7,344	3,840	6,587	4,956	5,112	5,224
Capital Grants	6,536	8,213	6,458	7,760	29,791	37,102
Operating Grants	3,801	2,875	3,095	2,592	2,500	2,284
	17,681	14,928	16,140	15,308	37,403	44,610
Other Deferred Amounts	3,533	-	127	186	187	187
	21,214	14,928	16,267	15,494	37,590	44,797
<b>Closing Balance</b>						
Government Transfers						
Developer Contributions	5,392	2,001	1,995	2,292	2,592	3,034
Capital Grants	20,448	24,620	26,746	29,471	11,844	1,676
Operating Grants	79	1,226	1,543	2,999	4,508	6,270
	25,919	27,847	30,284	34,762	18,944	10,980
Other Deferred Amounts	1,396	1,275	1,396	1,396	1,396	1,396
	27,315	29,122	31,680	36,158	20,340	12,376

Municipal Sustainability Initiative Grant (including former Basic Municipal Transportation Grant) and Federal Gas Tax Fund 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 2018 and it is assumed the program will continue beyond 2018.

There are three components to MSI. The operating component for 2017 is \$241,388 which the City has designated to fund transit operations. The capital component is limited to projects with a minimum value of \$384,578 (5 per cent of the annual capital portion of the grant) and the third component is the Basic Municipal Transportation grant.

b. Federal Gas Tax Fund

The Federal Gas Tax Fund provides \$54.09 per capita in 2017, (2016 population used) based on each municipality's previous year's population as recorded by Alberta Municipal Affairs Population List. This grant program is based on a non-matching basis strictly for capital infrastructure. This grant program is currently in effect until 2019.

### 5. Long-term debt

Debt outstanding is as follows:

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
Public Works Facility	5,119	4,967	4,966	4,808	4,644	4,473
Tri-Leisure Centre	1,422	1,099	1,099	858	601	330
Agrena	1,338	1,182	1,192	1,041	884	721
Library	1,212	1,079	1,079	941	799	651
Local Improvements	5,226	4,746	4,746	4,252	3,937	3,613
Roads & Drainage	8,320	15,314	10,245	15,014	16,073	19,379
RCMP Facility	1,105	5,074	5,074	8,937	13,690	13,305
Water	0	5,000	4,011	4,571	4,445	4,615
New Protective Services Facility	0	1,450	2,505	12,725	20,272	19,716
Arena Complex	0	0	0	0	5,754	14,603
Sanitary Sewer	0	0	0	0	1,320	6,285
Other Debt	0	0	0	0	0	60
	23,741	39,911	34,918	53,147	72,419	87,750
Westwind Lands	452	452	452	452	452	0
<b>Total Debt (Dec 31)</b>	<b>24,193</b>	<b>40,363</b>	<b>35,370</b>	<b>53,599</b>	<b>72,871</b>	<b>87,750</b>

Principal and interest repayments  
as of December 31, 2018 are as follows:

	Principal (\$000s)	Interest (\$000s)	Total (\$000s)
2019	2,187	1,752	3,939
2020	2,266	1,673	3,939
2021	2,799	1,591	3,939
2022	2,168	1,506	3,674
2023	2,196	1,434	3,630
Subsequent	41,984	14,199	56,183
	53,599	22,157	75,305

Debenture debt is repayable to the Alberta Capital Financing Authority and Pacific and Western Bank bearing interest at rates ranging from 2.788% to 6.375% per annum, before Provincial subsidy, and matures in periods 2016 to 2041. Debenture debt is issued on the credit and security of the City of Spruce Grove.

**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.

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
Total Revenue	113,496	101,854	109,139	114,929	139,801	156,298
Contributed Assets	(19,478)	(8,876)	(16,111)	(17,025)	(16,604)	(16,450)
Capital Government Transfers	(6,509)	(8,213)	(6,458)	(7,760)	(29,791)	(37,102)
Revenue for Debt Limit	87,509	84,766	86,570	90,144	93,405	102,746

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:

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
Total Debt Limit (1.5 X Revenue),	131,264	127,148	129,855	135,217	140,108	154,119
Less Total Debt	24,193	40,363	35,370	53,599	72,871	87,750
Amount of Debt Limit Unused	107,071	86,786	94,485	81,618	67,237	66,368
Debt Servicing Limit (0.25 X Revenue)	21,877	21,191	21,642	22,536	23,351	25,686
Less Debt Servicing	1,471	2,331	2,315	2,970	3,970	5,219
Amount of Debt Servicing Limit Unused	20,407	18,861	19,327	19,566	19,381	20,468

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

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
<b>City Policy - Total Debt Limit</b>						
Total Debt (0.75 Times Revenue)	65,632	63,574	64,927	67,608	70,054	77,059
Actual Debt (% of Revenue)	27.6%	47.6%	40.9%	59.5%	78.0%	85.4%
Actual Debt (% of Revenue) - excluding Westwind Lands	27.1%	47.1%	40.3%	59.0%	77.5%	85.4%
<b>City Policy - Debt Servicing Limit</b>						
Debt Servicing (0.125 Times Revenue)	10,939	10,596	10,821	11,268	11,676	12,843
Actual Debt Servicing (% of Revenue)	1.7%	2.7%	2.7%	3.3%	4.3%	5.1%
- excluding Westwind Lands	1.7%	2.7%	2.6%	3.3%	4.2%	5.1%



7. Segmented disclosure

Segmented information has been identified based upon lines of service provided by the City. The services that are disclosed in the segmented information are referred to as:

(i) Municipal

The municipal segment includes all operating and capital activities, other than those designated as utility and development.

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
<b>Revenue</b>						
Property Taxes	33,861	35,683	35,590	37,997	41,197	44,440
Government Transfers - Operating	3,801	2,875	3,093	2,592	2,500	2,284
Sales and User Fees	19,332	21,035	22,667	23,485	21,600	24,131
Gain on Disposal of Tangible Capital Assets	1,866	177	82	73	101	1,619
Interest	155	485	221	199	194	194
Local Improvement Levies	126	-	-	-	-	-
	<u>59,141</u>	<u>60,254</u>	<u>61,652</u>	<u>64,347</u>	<u>65,591</u>	<u>72,668</u>
<b>Expense</b>						
Amortization	10,079	10,174	8,786	11,440	12,472	14,269
Contracted Services	12,549	13,569	12,518	14,802	15,565	16,655
Cost of Sale - Land Held for Resale	-	-	-	-	-	1,746
General Services	6,691	7,570	7,182	7,802	8,185	8,703
Grants	3,473	2,065	2,070	2,376	2,081	8,504
Human Resources	27,853	29,813	30,168	31,934	33,467	35,592
Interest on Long-Term Debt	483	565	680	722	1,146	1,707
Loss on Disposal of Tangible Capital Assets	-	-	-	-	-	-
Materials, Equipment and Supplies	3,654	4,124	3,880	4,403	4,376	4,418
	<u>64,782</u>	<u>67,880</u>	<u>65,283</u>	<u>73,480</u>	<u>77,292</u>	<u>91,595</u>
<b>Annual Surplus (deficiency) before the undernoted</b>	<u>(5,641)</u>	<u>(7,625)</u>	<u>(3,631)</u>	<u>(9,133)</u>	<u>(11,701)</u>	<u>(18,927)</u>
Government Transfers - Capital	6,536	8,213	6,458	7,760	29,791	37,102
Contributed Tangible Capital Assets	-	-	-	-	-	-
Developer Contributions	-	-	-	-	-	-
<b>Annual Surplus</b>	<u>895</u>	<u>588</u>	<u>2,827</u>	<u>(1,373)</u>	<u>18,090</u>	<u>18,176</u>

## (ii) Utility

The utility segment includes water, solid waste and wastewater services.

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
<b>Revenue</b>						
Property Taxes	-	-	-	-	-	-
Government Transfers - Operating	-	-	2	-	-	-
Sales and User Fees	17,628	20,171	18,329	20,842	22,703	24,854
Gain on Disposal of Tangible Capital Assets	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Local Improvement Levies	-	-	-	-	-	-
	<u>17,628</u>	<u>20,171</u>	<u>18,331</u>	<u>20,842</u>	<u>22,703</u>	<u>24,854</u>
<b>Expense</b>						
Amortization	2,876	3,048	2,531	3,202	3,275	3,508
Contracted Services	9,776	12,581	10,775	12,548	14,128	14,800
Cost of Sale - Land Held for Resale	-	-	-	-	-	-
General Services	197	347	264	376	391	405
Grants	-	2,000	-	-	-	-
Human Resources	1,362	1,467	1,421	1,481	1,538	1,583
Interest on Long-Term Debt	-	-	-	-	-	-
Loss on Disposal of Tangible Capital Assets	2	-	-	-	-	-
Materials, Equipment and Supplies	424	502	395	510	537	548
	<u>14,638</u>	<u>19,945</u>	<u>15,387</u>	<u>18,118</u>	<u>19,869</u>	<u>20,844</u>
<b>Annual Surplus (deficiency) before the undernoted</b>	<u>2,990</u>	<u>226</u>	<u>2,944</u>	<u>2,724</u>	<u>2,834</u>	<u>4,010</u>
Government Transfers - Capital	-	-	-	-	-	-
Contributed Tangible Capital Assets	-	-	-	-	-	-
Developer Contributions	-	-	-	-	-	-
<b>Annual Surplus</b>	<u>2,990</u>	<u>226</u>	<u>2,944</u>	<u>2,724</u>	<u>2,834</u>	<u>4,010</u>

(iii) Development

The development segment includes all developer funded projects and activities.

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
<b>Revenue</b>						
Property Taxes	-	-	-	-	-	-
Government Transfers - Operating	-	-	-	-	-	-
Sales and User Fees	731	500	-	-	-	-
Gain on Disposal of Tangible Capital Assets	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Local Improvement Levies	-	-	-	-	-	-
	<u>731</u>	<u>500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expense</b>						
Amortization	-	-	-	-	-	-
Contracted Services	731	5	2	5	305	305
Cost of Sale - Land Held for Resale	-	-	-	-	-	-
General Services	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-
Interest on Long-Term Debt	11	227	177	427	606	683
Loss on Disposal of Tangible Capital Assets	-	-	-	-	-	-
Materials, Equipment and Supplies	2	-	-	-	-	-
	<u>744</u>	<u>232</u>	<u>178</u>	<u>432</u>	<u>911</u>	<u>988</u>
<b>Annual Surplus (deficiency) before the undernoted</b>	<u>(13)</u>	<u>268</u>	<u>(178)</u>	<u>(432)</u>	<u>(911)</u>	<u>(988)</u>
Government Transfers - Capital	-	-	-	-	-	-
Contributed Tangible Capital Assets	19,766	8,876	16,111	17,025	16,604	16,450
Developer Contributions	7,344	3,840	6,587	4,956	5,112	5,224
<b>Annual Surplus</b>	<u>27,097</u>	<u>12,983</u>	<u>22,520</u>	<u>21,549</u>	<u>20,805</u>	<u>20,686</u>

**Schedule 1 – Sales and User Fees**

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
Donations and Sponsorships	144	386	164	416	220	220
Fines and Permits	7,322	8,189	7,170	7,816	8,307	8,364
Franchise Fees						
Electricity	3,426	3,262	3,462	3,498	3,623	3,774
Natural Gas	904	1,199	1,197	1,200	1,765	2,178
Goods and Services	4,492	5,335	4,590	4,852	4,970	5,128
Other Fees	2,107	1,373	4,226	3,898	844	875
Rental Revenue	959	1,018	1,133	1,075	1,120	1,087
Tax Penalties	713	817	728	733	755	777
Utility Charges	17,626	20,169	18,326	20,839	22,700	24,851
	37,691	41,748	40,996	44,327	44,303	48,985

**Schedule 2 – Expenses by Object**

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
Amortization	12,955	13,222	11,317	14,642	15,747	17,777
Contracted Services	23,056	26,155	23,295	27,355	29,998	31,760
Cost of Sale - Land Held for Resale	-	-	-	-	-	1,746
General Services	6,664	7,917	7,446	8,178	8,576	9,108
Grants	3,473	4,065	2,070	2,376	2,081	8,504
Human Resources	29,216	31,281	31,589	33,416	35,005	37,175
Interest on Long-Term Debt	494	791	856	1,149	1,752	2,390
Loss on Disposal of Tangible Capital Assets	-	-	-	-	-	-
Materials, Equipment and Supplies	4,304	4,633	4,276	4,912	4,912	4,966
	80,162	88,064	80,848	92,029	98,072	113,426

**FISCAL PLAN SUMMARY****SCHEDULES TO THE FISCAL PLAN STATEMENTS****231****Schedule 3 – Expenses by Department**

	2016 Actual (\$000s)	2017 Budget (\$000s)	2017 Forecast (\$000s)	2018 Budget (\$000s)	2019 Forecast (\$000s)	2020 Forecast (\$000s)
Council	579	745	621	724	753	781
City Manager	588	673	605	649	673	690
Economic and Business Development	1,095	1,029	1,090	1,132	1,109	2,759
Corporate Communications	866	1,041	930	1,150	1,082	1,116
Community and Protective Services						
Community and Protective Services Administration	1,103	577	612	1,176	692	8,248
Agrena/Fuhr Sports Park	1,661	1,821	1,644	1,755	1,818	1,828
Cultural Services	1,478	1,634	1,598	1,559	1,573	1,597
FCSS and Social Planning	1,774	1,834	1,863	2,116	2,175	2,343
Spruce Grove Fire Services	8,048	7,184	7,380	7,754	8,381	9,154
TransAlta Tri Leisure Centre	1,237	1,377	1,358	1,490	1,332	1,314
Spruce Grove Public Library Facility	1,179	1,255	1,209	1,302	1,260	1,314
Municipal Enforcement and Safe City	3,966	4,381	3,411	4,191	4,354	4,560
RCMP Administration	4,390	4,762	5,290	5,297	5,916	6,512
Recreation and Parks Planning	1,400	1,254	1,361	1,500	1,512	1,557
	26,236	26,080	25,726	28,140	29,012	38,426
Corporate Services						
Corporate Services Administration	823	865	790	697	707	807
City Clerk's Office	1,331	1,638	1,503	1,619	1,756	1,827
Finance	3,035	3,135	3,141	3,032	3,125	3,209
Human Resources	1,431	1,377	1,627	1,585	1,498	1,522
Information Systems	2,481	2,983	3,146	3,963	3,819	3,835
	9,101	9,998	10,206	10,896	10,905	11,200
Planning and Infrastructure						
Planning and Infrastructure Administration	750	542	518	633	668	690
Asset Management	4,800	4,630	4,858	5,676	7,164	8,535
Engineering	1,419	2,968	1,584	1,777	2,043	2,313
Planning and Development	3,051	2,124	2,058	2,178	2,252	2,392
Public Works	15,174	16,040	15,137	18,060	18,424	19,120
Transit	1,401	2,249	2,130	2,841	3,965	4,367
	26,595	28,553	26,283	31,166	34,515	37,417
Utilities						
Waste Management	2,601	3,580	2,799	3,040	3,213	3,430
Wastewater Treatment and Disposal	3,888	4,636	3,880	4,634	5,221	5,379
Water Supply and Distribution	8,613	11,729	8,708	10,497	11,588	12,228
	15,102	19,945	15,387	18,172	20,022	21,036
	80,162	88,064	80,848	92,029	98,072	113,426



## **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 2018-2020 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 2018. The planned 2019 and 2020 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 2018 and those planned for 2019 and 2020 are located in the Corporate Business Plan section of this corporate plan document under the goal and strategy they are achieving.

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

**Approved for 2018**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
1	Planning & Infrastructure - Planning & Development	CE594.3 - Implementation of the Growth Study	The City of Spruce Grove 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	Dec. 2020	81.61	685	685	190	200,000	225,000	15,000	Taxes
2	Corporate Departments - Economic Development	CE243.5 - Implementation of Westwind Agreement Options	Implement the multi-year Purchase and Options Agreement for the Westwind Lands Development.	Jan. 2014	Dec. 2020	80.52	438	180	-	-	-	-	Not applicable
3	Corporate Departments - Economic Development	CE864.2 - Edmonton Global Initiative	As a Capital Region Board (CRB) sponsored initiative, an independent Edmonton Metropolitan Economic Development Entity was established in May 2017 to promote and attract investment to the region. This is a Part 9 Company with a Board of Directors that have the power to manage the business and affairs of the Company. The shareholders are individuals from the Edmonton metropolitan region who have chosen to participate. A business plan has been developed which will be funded by the shareholders and the Alberta government.	Jan. 2017	Dec. 2019	78.18	290	290	-	60,000	90,000	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES  
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
4	Planning & Infrastructure - Planning & Infrastructure Admin	CE267.5 - Transit Service Growth	<p>This initiative includes three service changes for transit:</p> <p>2018 - Addition of mid-day service on route 562 (WEM &amp; South Campus)</p> <p>2019 - Addition of evening service on route 562 (WEM &amp; South Campus)</p> <p>2020 - Addition of weekend service on route 562 (WEM &amp; South Campus)</p> <p>Service growth is based upon Transit Service Review from 2013. The concepts of this report were considered and further refined through public consultation and subsequent public surveys. Growth has been modified to be very modest. The Regional Transit Study, in 2017, and the Inter-municipal Collaboration Committee - Transit Committee work may further inform this initiative, as service standards are an expected outcome. With U-Pass inclusion in 2017, expansion of service to mid-day will help service post-secondary students and allow for expansion by residents.</p>	Jan. 2016	Dec. 2021	78.18	178	158	158	31,931	108,318	207,550	User Fees, Taxes
5	Corporate Departments - Economic Development	CE32.5 - Identify Options and Develop a Broadband Strategy for Spruce Grove	<p>Assess our broadband infrastructure, establish goals in terms of desired level of service, and investigate options as part of developing a Fibre Optic Broadband Strategy to support commercial and industrial development in the City of Spruce Grove.</p>	Jan. 2016	Dec. 2018	77.86	380	-	-	-	-	-	Not applicable

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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
6	Community & Protective Services - Recreation	CE443.4 - Glenn Hall Arena Contribution	As noted in the Tri-Municipal Recreation and Culture Indoor Facility Strategy, the Glenn Hall Arena was identified as a next step in the provision and development of regional recreation and culture indoor facilities. Upon completion of the proposed study update, moving forward with concept planning, detail design, tender and construction of an additional ice surface is proposed. As part of its 2017-2019 corporate planning process the Town of Stony Plain identified twinning of the Glenn Hall Arena as a priority.	Jan. 2018	Dec. 2020	76.56	103	103	75	-	-	6,420,000	Grants
7	Corporate Departments - Economic Development	CE36.5 - Preparation of an Area Redevelopment Plan for the City Centre	This initiative starts 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. This will be led by the City Centre Business Revitalization Zone (BRZ) which was established in 2016. The initial step is preparation of an Area Redevelopment Plan for the City Centre which will provide long-term guidance on what is required to achieve the revitalization objectives. The Area Redevelopment Plan will be a joint initiative between the BRZ and the City of Spruce Grove.	Apr. 2017	Dec. 2018	74.32	940	-	-	50,000	-	-	Taxes
8	Community & Protective Services - Community Services Admin	CE95.5 - Heritage Pavilion Contribution	The Heritage Pavilion is a regional facility located in the Town of Stony Plain. The City of Spruce Grove will provide a funding contribution to Stony Plain for construction of the facility. Phase two of the facility is a two-story banquet facility with capacity for 500 people.	Jan. 2016	Dec. 2018	74.17	-	-	-	500,000	-	-	Grants

NEW INITIATIVES AND SERVICE CHANGES  
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
9	Corporate Departments - Economic Development	CE1102.1 - Implement the Economic Development Strategy Update & Action Plan	<p>Presented to and approved by City Council on June 26, 2017, the City of Spruce Grove's Economic Development Strategy &amp; Action Plan 2017-2022 is the update to the Economic Development Strategy (Partnerships for Prosperity) 2010-2020. This new strategy is underpinned by five high level goals each with a series of objectives and action items that together support the City's overarching vision for the community as well as the desired outcomes of the economic development planning process over the next five to ten years.</p> <p>Implementation of the Economic Development Strategy &amp; Action Plan is based on priority recommendations contained in the strategy and are intended for implementation over the next three years.</p>	Jan. 2018	Dec. 2020	73.96	360	300	175	50,000	55,000	35,000	Taxes

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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
10	Corporate Departments - CAO	CE1082.1 - Inter-municipal Collaboration Committee (ICC) - Waste Management	The Inter-municipal Collaboration Committees were formed through the Chief Administrative Officers of Parkland County, Town of Stony Plain, and the City of Spruce Grove to review service delivery aspects and determine the possibilities of providing services jointly. The three areas to be reviewed and implemented are Regional Safety Codes services, Regional Transit delivery, and joint Solid Waste Services Management. This initiative represents the effort associated with the review and implementation of Solid Waste Management services. The intention is to undertake most of the review in 2017 and begin possible phased implementation in early 2018. Currently, service collection standards, contracts, and collection methods are different in each of the municipalities.	Jan. 2018	Dec. 2019	72.66	287	287	-	36,000	10,000	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES  
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
11	Corporate Departments - Communications	CE27.5 - Develop and Implement the Brand Strategy	As the City of Spruce Grove 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. The City is currently perceived as a bedroom community as opposed to a vibrant, growing and dynamic city. With economic development and a key strategic goal being so important, there is a strong need to change the perceptions of the City and promote the visibility, services and amenities that the City 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.	Oct. 2016	May. 2019	71.46	187	-	-	150,000	75,000	-	Taxes



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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
12	Planning & Infrastructure - Planning & Infrastructure Admin	CE1084.1 - Inter-municipal Collaboration Committee (ICC) - Transit Services	The Inter-municipal Collaboration Committees were formed through the Chief Administrative Officers of Parkland County, Town of Stony Plain, and the City of Spruce Grove to review service delivery aspects to determine the possibilities of providing services jointly. The three areas to be reviewed and implemented are Regional Safety Codes services, Regional Transit delivery, and joint Solid Waste Services management. This initiative represents the effort associated with the review and implementation of a Regional Transit service. The intention is to undertake most of the review in 2017 and begin a phased implementation in January 2018. Currently, the City of Spruce Grove contracts with Parkland County (based upon service to Acheson) and with Edmonton Transit Service for Monday to Friday transit service. By working cooperatively, shared services and resources may be possible as requirements for transit expand across the region.	Jan. 2018	Dec. 2019	71.41	180	190	-	-	-	-	Not applicable

NEW INITIATIVES AND SERVICE CHANGES  
CORPORATE EXTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
13	Planning & Infrastructure - Planning & Infrastructure Admin	CE1083.1 - Inter-municipal Collaboration Committee (ICC) - Safety Codes Services	The Inter-municipal Collaboration Committees were formed through the Chief Administrative Officers of Parkland County, Town of Stony Plain, and the City of Spruce Grove to review service delivery aspects to determine the possibilities of providing services jointly. The three areas to be reviewed and implemented are Regional Safety Codes services, Regional Transit Service delivery, and joint Solid Waste Services management. This initiative represents the effort associated with the review and implementation of a Regional Safety Codes service. The intention is to undertake most of the review in 2017, begin a phased implementation in January 2018 and continue with a complete implementation in 2019. Currently, the City houses two Building Safety Codes Officers (including one supervisor) and maintains a contract with the Inspections Group for building backup as well as plumbing, gas, and electrical inspections. The latest contract is set to expire at the end of 2017.	Jan. 2018	Dec. 2019	67.29	240	140	-	-	-	-	Not applicable

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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)	
14	Community & Protective Services - FCSS	CE1070.1 - Develop a Strategy to Reduce Homelessness	A five-year plan will be developed to define "homelessness" based on a local perspective within a regional context, inventory current resources and partnerships, determine gaps, identify potential resource opportunities, and provide and implement recommendations based on established best practice.	Jan. 2018	Dec. 2022	66.77	207	237	194	62,000	32,000	32,000	Taxes	
15	Community & Protective Services - FCSS	CE1071.1 - Develop an Indigenous Engagement Improvement Strategy - "New Beginnings"	"New Beginnings - An Indigenous Engagement Improvement Strategy" is a multi-phased regional community development initiative striving to create social sustainability and increased access to culturally appropriate programs, services, and supports for Aboriginal residents through inclusive engagement.	Jan. 2018	Dec. 2020	62.50	162	162	185	30,000	45,000	60,000	Grants	
16	Corporate Services - Information Systems	CE423.3 - Online services review	The City of Spruce Grove's online services portal was developed several years ago with the technology that was available. Since its inception, technology has changed and the current interface and services that our online services provides may not be meeting the needs and/or expectations of our customers. A thorough review of the current online services, including what the City provides users for online services should be reviewed and options explored to better meet the needs of the City's stakeholders. The review will involve internal (various City departments) stakeholders and information from the website review to determine if online services is meeting the needs of the various audiences and if not, what enhancements or changes are required.	Apr. 2018	Oct. 2018	73.80	441	-	-	-	-	-	Not applicable	
							Approved for 2018	5,078	2,732	977	1,169,931	640,318	6,769,550	

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

**Planned for 2019**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
17	Corporate Departments - CAO	CE1081.1 - Inter-municipal Collaboration Framework (ICF)	This initiative proposes the development of an Inter-municipal Collaboration Framework (ICF) in response to the new Municipal Government Act (MGA) requirements.	Jan. 2019	Dec. 2020	80.31	-	350	350	-	-	-	Not applicable
18	Community & Protective Services - Cultural Services	CE1040.1 - Develop Tri-Regional Cultural Leadership Group & Cultural Summit Event	As outlined in the Cultural Services Master Plan for the City of Spruce Grove, the development of a Tri-Regional Cultural Leadership Group will be developed, in addition to a Cultural Summit showcasing the area and promoting the exchange of ideas and cultural initiatives.	Jan. 2019	Dec. 2019	72.40	-	220	-	-	7,000	-	Taxes
<b>Planned for 2019</b>							<b>-</b>	<b>570</b>	<b>350</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	

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

**Planned for 2020**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
19	Planning & Infrastructure - Planning & Development	CE595.3 - Replacement of the Municipal Development Plan	Following a decision by the Municipal Government Board (MGB), the City of Spruce Grove will need to amend the Municipal Development Plan to apply land uses to lands newly incorporated into the City's boundaries.	Mar. 2020	Dec. 2021	80.42	-	-	266	-	-	130,000	Taxes
20	Corporate Departments - Economic Development	CE1069.1 - Implementation of the Broadband Strategy	The City undertook a study to look at the state of broadband fibre availability in Spruce Grove and to develop a strategy and recommendations on what should be done to increase the level of service. The study will be finalized in 2018 and direction around implementation sought from Council at this point.	Mar. 2020	Dec. 2022	74.43	-	-	-	-	-	-	Not applicable
<b>Planned for 2020</b>							-	-	<b>266</b>	-	-	<b>130,000</b>	
<b>Total Planned 2018-2020</b>							<b>5,078</b>	<b>3,302</b>	<b>1,593</b>	<b>1,169,931</b>	<b>647,318</b>	<b>6,899,550</b>	

Deferred from 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)	
21	Corporate Departments - Economic Development	CE1093.1 - City Centre Business Association - Public Submission	This initiative is a public submission from the City Centre Business Association (CCBA) and is designed to provide multi-departmental support to their various activities. The CCBA was established in 2016, as a direct result of the City Centre Business Revitalization Strategy. The initial step is to provide support for their various fundraisers and assist them in creating an identity that is distinctly unique to our Business Improvement Area (BIA). The 'City Centre Business Association - Public Submission' is designed to be a joint initiative between the CCBA and the City of Spruce Grove.	Jan. 2018	Dec. 2020	60.68	560	360	360	49,100	14,450	14,450		
							Deferred from 2018	560	360	360	49,100	14,450	14,450	



**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 2018 and those planned for 2019 and 2020 are located in the Corporate Business Plan section of this corporate plan document under the goal and strategy they are achieving.



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

**Approved for 2018**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
1	Corporate Departments - CAO	CI601.3 - Organizational Culture	The development of an organizational culture is an initiative within the People Strategy. The City of Spruce Grove is on a journey to implement cultural change to achieve its city's goals by enhancing its intellectual, attitudinal and behavioral capacity, flexibility, and morale in a rapidly changing environment. Through the efforts of the organization, values and guiding principles have been established. The next phase of the journey is to bring them to life for the organization. A roadmap has been developed that will assist in the development of the desired culture.  Continued employee engagement provides for employee input in bringing the organizational culture to life.	Sep. 2016	Dec. 2018	78.63	500	-	-	-	-	-	Not applicable
2	Corporate Services - Finance	CI1086.1 - Accelerated Utility Billing	Provide utility bills earlier to simplify the billing process for customers and provide quicker notice of high consumption. Bills would be sent 10 days after each month instead of the current 30 days.	Jan. 2018	Jun. 2018	77.29	185	-	-	1,500	-	-	Utility Surplus

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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
3	Corporate Services - Corporate Services Admin	CI1075.1 - Asset Management System - Fundamentals (Phase 1)	<p>Implementing a Corporate Asset Management System is best done in a phased approach that focuses on building a solid foundation of data, processes and standards. This first phase aims to build a complete and accurate asset register, implement a uniform and transparent method for assessing the condition of assets and to determine the criticality or importance of assets versus other assets in the system.</p> <p>This initiative will result in more uniform and informed decisions based on accurate information via Asset Plans. The maturity of the plans will increase over time as the three fundamental goals of this phase are achieved.</p>	Jan. 2018	Dec. 2020	76.09	550	400	400	-	-	-	Not applicable
4	Corporate Services - Information Systems	CI384.4 - Implement the Project Management Strategy	<p>An assessment of project management practices within the City of Spruce Grove 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 the 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 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. 2019	74.27	380	-	-	235,650	60,000	15,000	Taxes

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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
5	Corporate Services - Human Resources	CI1091.1 - Business Analysis and Requirements Gathering – Health and Safety Management Systems (Program)	There is a requirement for an effective tool to assist in managing the monitoring, reporting, tracking, and investigating all health and safety related activities including near misses and incidents. This project will determine the specific business needs to take a currently manual system and automate it to allow for improved collaboration and information sharing and reporting. This will assist in becoming more efficient with the intent of reducing costs associated with health and safety incidents. The intent is to integrate with an enterprise risk management system.	Jan. 2018	Aug. 2018	73.49	477	-	-	-	-	-	- Not applicable
6	Corporate Services - Corporate Services Admin	CI1076.1 - Develop an Asset Management Working Group	Asset Management is a way of doing business that ensures we invest our resources wisely over the long term by continually balancing risk, cost and service levels. People, work processes, and systems are equally important to implementing a successful program. Collaboration is essential for people to embrace and participate in an Asset Management System. This initiative will establish a working group composed of key stakeholders in the Asset Management System and is designed to foster collaboration regarding the consistent application of policies and procedures that are developed.	Jan. 2018	Dec. 2018	72.50	160	-	-	-	-	-	- Not applicable

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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
7	Corporate Services - Information Systems	CI1100.1 - Telephone Recording	Enable recording of customer phone calls to encourage compliance with the respectful workplace policy. The required technology already exists in the City's telephone system so the initiative involves assessing the privacy impact and developing the required policies and procedures.	Jan. 2018	Dec. 2018	64.58	160	-	-	-	-	-	Not applicable
<b>Approved for 2018</b>							<b>2,412</b>	<b>400</b>	<b>400</b>	<b>237,150</b>	<b>60,000</b>	<b>15,000</b>	

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

**Planned for 2019**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
8	Corporate Services - Finance	CI1114.1 - Online Services Update	Redevelop customer online services which accepts service requests and provides tax, utility, and other customer account information. The current online services has become obsolete because of changes in technology and customer expectations.	Jan. 2019	Dec. 2020	75.42	-	1,150	1,030	-	-	-	- Not applicable
9	Corporate Services - Finance	CI1017.1 - Utility Billing Review	Review of the City's utility billing and collection practices to improve customer service. The current utility bill is out-of-date and difficult for some customers to read. The current collection practices are difficult for some customers to manage and there is a need to make the process more customer friendly.	Jan. 2019	Mar. 2020	73.54	-	580	170	-	20,000	-	Taxes
10	Corporate Services - Corporate Services Admin	CI1089.1 - Migrate Fleet Management from WorkTech to new Asset Management Software System	Fleet Management benefits from well-developed processes and procedures integrated into the daily workflow of Fleet staff. Fleet assets are managed using a highly customized version of WorkTech. This software will no longer be supported and Fleet must move its operations to the new Asset Management Software System. This initiative covers the scope of developing and configuring the necessary software abilities to accommodate existing Fleet Management requirements while running the two systems in parallel to minimize service disruptions.	Jan. 2019	Dec. 2019	73.44	-	800	-	-	20,000	-	Taxes

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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)	
11	Corporate Services - City Clerk	CI716.3 - Electronic Signature Business Analysis	Implementing an Electronic Signatures Program for City documents has been identified as a way to increase both operating efficiencies and service levels as well as reduce the amount of physical paper records. Conducting a business analysis is the necessary first step in order to determine the legislative, data, security, software and process requirements that would need to be in place to effectively implement the program.	Jan. 2019	Apr. 2019	68.12	-	430	-	-	-	-	- Not applicable	
							<b>Planned for 2019</b>		-	2,960	1,200	-	40,000	-

**Planned for 2020**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)	
12	Corporate Services - Corporate Services Admin	CI391.4 - Organizational Effectiveness Review - Corporate Planning Process	The corporate planning process was developed in 2009 and has evolved and matured over several years into the process being used today. The corporate planning process is the City of Spruce Grove'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. 2020	Dec. 2020	75.26	-	-	327	-	-	-	- Not applicable	
							<b>Planned for 2020</b>		-	-	327	-	-	-
							<b>Total Planned 2018-2020</b>		2,412	3,360	1,927	237,150	100,000	15,000

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

**Deferred from 2018**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
13	Planning & Infrastructure - Planning & Infrastructure Admin	CI697.3 - Corporate Environmental Management System	In 2011, the Mayor's Taskforce on the Environment established a 10 year action plan covering five areas to address sustainability actions for the community. The development of an Environmental Management System was added to the Action Plan of the Sustainability Plan because there is sufficient corporate risk of non-compliance with environmental regulation. The key focus of this system is to ensure the corporation is in full compliance with all environmental legislation and that policy and procedures are put in place to ensure due diligence defense would be in place to protect the corporation.	Jan. 2018	Dec. 2021	68.28	470	470	-	16,000	42,500	1,700	
							<b>470</b>	<b>470</b>	<b>327</b>	<b>16,000</b>	<b>42,500</b>	<b>1,700</b>	

Deferred from 2019

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
14	Corporate Services - Human Resources	CI602.3 - Develop a Human Resources Succession Plan	<p>This initiative is part of the City of Spruce Grove's People Strategy.</p> <p>Effective succession planning should focus on ensuring leadership continuity and building talent from within. The City's succession plan would assist to accomplish a number of objectives, which include:</p> <ul style="list-style-type: none"> <li>-Identifying competencies and clarifying values for both planning and managing a succession program</li> <li>-Planning for a quick fill of crucial vacancies at all levels of the organization (i.e. acting relieving assignments)</li> <li>-Developing and retaining top talent</li> <li>-Building and preserving the organization's intellectual capital</li> <li>-Assessing current needs and future resources for seamless succession planning</li> <li>-Utilization of technology and other tools to organize and implement succession planning and management programs</li> </ul>	Jan. 2019	Dec. 2020	72.55	-	303	296	-	30,000	-	



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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
15	Corporate Services - Corporate Services Admin	CI862.2 - Develop a City-Wide Business Continuity Plan	A City-wide Business Continuity Plan (BCP) would prioritize essential services, describe mitigation measures, and coordinate and implement continuity of services and operations when a business disruption occurs. The purpose of the BCP would be to determine how a business disruption could occur, and if a business disruption did occur, how it would affect the provision of services and how the essential services of the City of Spruce Grove would be resumed.	Jan. 2019	Dec. 2019	71.30	-	1,660	-	-	-	-	
16	Corporate Services - Information Systems	CI1043.1 - Business Analysis for Telephone System Update/Replacement	The business analysis will determine if the telephone system still meets the operational requirements of the City. With advancements in technology since the implementation of the City of Spruce Grove's phone system, the growth of City resources across multiple locations, and the requirements for more privacy and tracking features from City administration, a new telephone system might be required. This is also an opportunity to determine if other phone features should be added.	Jan. 2019	Dec. 2020	70.16	-	290	550	-	-	-	
17	Corporate Services - City Clerk	CI1078.1 - Enterprise Risk Management (ERM Phase 1 - Development)	An Enterprise Risk Management (ERM) framework can increase the City's ability to achieve strategic, project, and operational objectives. Through this approach, the management of risk will be tailored to the City's needs. It will help the City and its administration capitalize on the risks it must take in order to reach its objectives. With the completion of Phase 1, the City will have a defined set of risk principles, a risk management framework, and a common risk assessment process.	Jan. 2019	Dec. 2019	69.95	-	431	-	-	-	-	

NEW INITIATIVES AND SERVICE CHANGES  
CORPORATE INTERNAL - OPERATING

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
18	Corporate Services - Corporate Services Admin	CI392.4 - Develop a Corporate Direction for Performance Measures	As the City continues to grow and formalize systems and procedures, it is becoming increasingly important to be able to report back to Council and the community on the work being done by Administration. Developing a corporate direction for performance measures will ensure that any measures being developed clearly show how the work being done is connected to the goals and strategies in the Strategic Plan, as well as show the progress the organization is making with regards to achieving these goals. Performance measures can assist the City of Spruce Grove in providing services effectively 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 report on, what standards to measure against and who to compare performance measures with.	Jan. 2019	Dec. 2019	66.15	-	254	-	-	75,000	-	

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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
19	Corporate Services - Corporate Services Admin	CI598.3 - 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 of Spruce Grove 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 and align with overarching plans such as the Strategic Plan and Municipal Development Plan. This will allow the City to provide services that meet our citizens' needs in the most efficient and cost-effective manner.	Jan. 2019	Dec. 2020	64.69	-	220	220	-	75,000	40,000	
					Deferred from 2019		-	3,158	1,066	-	180,000	40,000	

Deferred from 2020

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
20	Corporate Services - Human Resources	CI208.5 - Implement the Supervisor Training Program	In 2016 the City completed an organizational culture employee survey. The employee feedback determined a need to reestablish the organizational values and to develop a leadership training program. In the fall of 2016 supervisors attended leadership sessions. This training continues in 2017 for the front line leaders and specialists within the organization, as well as an opportunity for leaders to further develop their skills in a Leader to Leader (L2L) program. This initiative is also congruent with the City of Spruce Grove's People Strategy, which identified a need for establishing a leadership development program. The intent is that this would be an ongoing program in 2018 and 2019.	Jan. 2020	Dec. 2021	75.31	-	-	393	-	-	50,000	
21	Corporate Services - City Clerk	CI1079.1 - Enterprise Risk Management (ERM Phase 2 - Risk Register)	Using the risk management components developed in ERM Phase 1 – Development, ERM Phase 2 – Risk Register will focus on the creation of a 'risk register'. The register will provide a high level 'snapshot' of City identified risks, severity levels, treatments, and risk owners. As a result, the City and its administration will have a greater capacity to identify, track, monitor, and treat risk exposures.	Jan. 2020	Dec. 2020	68.91	-	-	203	-	-	-	

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

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
22	Corporate Services - Human Resources	CI600.3 - Implement Workforce Planning Strategy	<p>A workforce planning strategy includes the following components:</p> <ul style="list-style-type: none"> <li>-Planning for employee resources to ensure the goals and objectives of the departments are available for the work needed</li> <li>-Accessing labour markets known as workforce segmentation or existing supply of human capital based on the labour market characteristics</li> <li>-Ensuring the future skills, demands/needs, and gaps/excess are part of the needs for the organization in the implementation of a workforce planning strategy</li> <li>-Workforce requirements are defined based on needs required to successfully implement the Corporate Plan</li> </ul> <p>Implementing the Workforce Planning Strategy is an outcome of the work completed for the 2019 initiative of "develop a workforce planning strategy". (DP676.3)</p>	Jan. 2020	Dec. 2020	68.70	-	-	403	-	-	40,000	
23	Planning & Infrastructure - Facilities and Fleet Management	CI395.4 - Establish Best Value Procurement Process for the City	<p>This initiative is to procure the license to utilize the Arizona State University (ASU) Best Value Procurement Process within the City of Spruce Grove's 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.</p>	Jan. 2020	Dec. 2020	64.79	-	-	77	-	-	19,000	
									<b>Deferred from 2020</b>	-	-	<b>1,076</b>	
									<b>Total Deferred 2018-2020</b>	-	<b>3,158</b>	<b>2,142</b>	
										-	<b>180,000</b>	<b>149,000</b>	

**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 2018 and those planned for 2019 and 2020 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 2018 and those planned for 2019 and 2020 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.

The following schedule lists the major Water and Sewer long term capital initiatives from 2017 to 2037.

<b>Long Term Capital Initiatives (thousands)</b>	2017	2018	2019	2020	2021 to 2027	2028 to 2037	Total
New Growth - Sanitary Sewer	27	972	1,320	5,162	-	-	7,481
City Centre Water Upgrade	-	-	-	300	5,950	-	6,250
Storm System Upgrades	-	450	-	420	4,470	-	5,340
New growth - Water Reservoir	4,713	665	-	-	-	-	5,378
	4,740	2,087	1,320	5,882	10,420	-	24,449

The following schedule lists the major Roads long term capital initiatives from 2017 to 2037.

<b>Long Term Capital Initiatives (thousands)</b>	2017	2018	2019	2020	2021 to 2027	2028 to 2037	Total
New Growth - Transportation	4,182	5,369	1,500	3,800	23,213	34,925	72,989
Highway 16A Median - Century Road to Pioneer Road	-	-	-	-	-	4,592	4,592
Highway 16A Median - Jennifer Heil Way to 800m West	-	-	-	-	-	2,568	2,568
Highway 16A Median to Jennifer Heil Way	-	-	-	-	2,501	-	2,501
Century Road Asphalt Trail Continuation	-	-	-	-	1,200	-	1,200
	4,182	5,369	1,500	3,800	26,914	42,085	83,850



**NEW INITIATIVES AND SERVICE CHANGES**

**CAPITAL INITIATIVES**

The following schedule lists the major Transit long term capital initiatives from 2017 to 2037.

<b>Long Term Capital Initiatives (thousands)</b>	2017	2018	2019	2020	2021 to 2027	2028 to 2037	Total
Transit System Growth - Local Service	-	378	2,800	2,628	-	-	5,806
Transit Infrastructure - Permanent Park and Ride	-	130	340	3,594	-	-	4,064
Transit Local Service - Install Bus Stops	-	-	115	115	115	-	345
	-	508	3,255	6,337	115	-	10,215

The following schedule lists the major Parks long term capital initiatives from 2017 to 2037.

<b>Long Term Capital Initiatives (thousands)</b>	2017	2018	2019	2020	2021 to 2027	2028 to 2037	Total
Implementation of Outdoor Facilities Strategy	12	581	-	-	13,766	-	14,359
Jubilee Park Master Plan Implementation	2,722	200	-	-	8,723	-	11,645
New Growth - Parks	-	384	403	424	3,385	5,201	9,796
Pioneer Forest Development	-	-	-	-	-	2,291	2,291
Atim Creek Forest Development	-	-	-	-	-	2,135	2,135
Two Baseball Diamonds (Outdoor Facilities Strategy)	-	-	-	40	1,235	-	1,275
	2,734	1,165	403	464	27,108	9,627	41,501

The following schedule lists the major Community Facilities long term capital initiatives from 2017 to 2037.

<b>Long Term Capital Initiatives (thousands)</b>	2017	2018	2019	2020	2021 to 2027	2028 to 2037	Total
New Recreation Facility	-	-	-	-	8,725	74,750	83,475
Arena Complex	-	1,300	28,250	26,000	-	-	55,550
New Protective Services Facility	2,640	10,285	7,885	-	-	-	20,810
Integrated RCMP Facility	4,000	4,000	5,000	-	-	-	13,000
Community Cultural Spaces - Master Plan Implementation	-	-	-	-	13,000	-	13,000
Library Expansion	-	-	-	-	2,000	-	2,000
	6,640	15,585	41,135	26,000	23,725	74,750	187,835

**NEW INITIATIVES AND SERVICE CHANGES**

**CAPITAL INITIATIVES**

The following schedule lists the major Facilities and Equipment long term capital initiatives from 2017 to 2037.

<b>Long Term Capital Initiatives (thousands)</b>	2017	2018	2019	2020	2021 to 2027	2028 to 2037	Total
Tri-Region Organics Processing Facility	-	-	-	-	18,350	-	18,350
Public Works Facility Expansion (Future Growth)	-	-	-	-	-	9,380	9,380
410 King Street Facility Repurposing	-	-	332	3,032	-	-	3,364
Public Works Facility Second Floor Fit Out	-	-	-	-	-	3,138	3,138
Fibre Ring	-	-	-	-	1,594	-	1,594
Snow Dump Site	-	110	550	625	-	-	1,285
Enterprise Wide System (ERP/CRM)	-	-	-	-	1,264	-	1,264
Fire Truck	-	916	-	-	-	-	916
King Street Accommodation Expansion	-	-	-	-	736	-	736
Bulk Fuel Station	-	-	-	-	615	-	615
Enterprise Wireless Systems	-	393	96	40	25	-	554
Enterprise-Wide Asset Management System	252	198	129	107	-	-	686
	252	1,617	1,107	3,804	22,583	12,518	41,881

Approved for 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
1	Planning & Infrastructure - Engineering	DP186.5 - New Growth - Water Reservoir	The City of Spruce Grove's Water Master Plan has recommended that a major upgrade to its reservoir and pump station is required at a population of approximately 38,000. Current growth rate projections indicate that this will occur approximately in 2018. The project is expected to be constructed over a two year period. The design was started in 2015. 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. 2017	Jun. 2018	90.21	100	-	-	665,000	-	-	Debt, Development Surplus
2	Community & Protective Services - Protective Services	CE588.3 - Design and Construct New Protective Services Facility	In 2016 Council approved the construction of an addition and renovations to the current protective services facility.	Jan. 2016	Dec. 2020	85.97	1,450	2,260	40	10,434,386	8,647,631	1,242,775	Grants, Debt
3	Community & Protective Services - Community Services Admin	CE104.5 - Integrated RCMP Facility	The City of Spruce Grove and the Town of Stony Plain will cooperate in the detailed business case, design process, and construction of an integrated RCMP Facility with joint ownership between the two municipalities.	Jan. 2011	Dec. 2019	85.51	214	214	-	4,300,070	5,538,570	836,696	Debt

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
4	Corporate Services - Information Systems	CI1053.1 - Enterprise Wireless Systems	The Business Analysis was completed in early 2017, and it was identified by multiple business units that a corporate wireless system is needed. Currently, the City is lacking a proper wireless service for internal and external usage. It has become evident that the business requires a reliable wireless system so we can continue serving the community better. As the City continues hosting major events, a higher demand for this type of service is requested from external sources, event coordinators, participants, and City residents.	Jan. 2018	Dec. 2021	85.14	67	48	39	393,277	151,317	54,077	Grants, Taxes
5	Corporate Services - Information Systems	CI1111.1 - GIS Enterprise Infrastructure	City of Spruce Grove GIS section is currently planning to build an Enterprise Geographic Information System (EGIS) that will be integrated with a number of other information systems such as Diamond Financial Municipal system, CityView Permitting module, and proposed Asset Management system. An Enterprise hardware architecture is critical in building an enterprise GIS where the most current and widely used ESRI (Environmental Systems Research Institute) technology will be implemented. As the existing hardware's life cycle will be ending in 2017 and the new blade system is reaching its maximum capacity, it is essential to acquire a dedicated GIS infrastructure (hardware and software resources) in order to implement Enterprise GIS.	Jan. 2018	Dec. 2019	84.95	300	-	-	201,000	15,000	15,000	Grants, Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
6	Corporate Services - Corporate Services Admin	CI163.5 - Implement Enterprise-Wide Asset Management System	This initiative will involve the purchase, integration and implementation of an Enterprise-Wide Asset Management Software System that will enable the City of Spruce Grove to manage its assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service. This system forms the fundamental technological support for the development of the Asset Management System and the creation of Asset Plans.	Jan. 2015	Dec. 2020	84.21	860	860	-	247,850	133,625	112,175	Grants, Taxes
7	Planning & Infrastructure - Engineering	CE1067.1 - Storm System Upgrades	In 2015 the City of Spruce Grove completed a Storm Master Plan. Part of the Master Plan identified numerous recommendations for upgrades to the City's storm network. In order to ensure low risk to the City and provide the expected level of service and infrastructure expected by our residents, the City will implement the recommended upgrades over a number of years as follows:  2018 - Broxton Park (\$450,000) 2019 - Brookwood (\$3,500,000) 2020 - Lakewood, Grove Meadows, Linkside (\$420,000) 2021 - Woodhaven (\$720,000) 2022 - Westgrove, Aspenglen, Millgrove, Deer Park (\$250,000)	Jan. 2018	Dec. 2025	83.70	60	120	60	450,000	-	420,000	Grants

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
8	Planning & Infrastructure - Engineering	DP137.5 - New Growth - Transportation	<p>2018 Projects:</p> <ul style="list-style-type: none"> <li>- Complete walking trails that are missing (\$300,000 annual)</li> <li>- Complete work on Grove Drive (per amendment) (\$150,000)</li> <li>- Complete work on Pioneer Road (per amendment) (\$4,918,565)</li> </ul> <p>The total project costs for 2018 are \$5,368,565 plus contingency.</p> <p>2019 Projects:</p> <ul style="list-style-type: none"> <li>-Complete walking trails that are missing (\$300,000 annual)</li> <li>- Complete the design for Boundary Road Construction from 16A to Grove Drive (\$500,000)</li> <li>- Arterial top lift paving (Jennifer Heil Way and Campsite Road, Grove Drive East) (\$800,000)</li> </ul> <p>The total project costs for 2019 are \$1,600,000 plus contingency.</p> <p>2020 Projects:</p> <ul style="list-style-type: none"> <li>-Construct Boundary Road from Highway 16A to Grove Drive (\$3,500,000)</li> <li>-Complete walking trails that are missing (\$300,000 annual)</li> </ul> <p>The total project costs for 2020 are \$3,800,000 plus contingency.</p>	Jan. 2018	Dec. 2021	82.92	275	275	325	5,980,824	2,414,473	4,804,411	Debt, Development Surplus

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
9	Planning & Infrastructure - Engineering	DP138.5 - New Growth – Sanitary Sewer	<p>Spruce Grove 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.</p> <p>In 2018 work will be done to complete Pioneer Trunk sewer per an amendment approved by Council in November 2017.</p> <p>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. 2018	Dec. 2020	82.55	-	100	180	972,935	1,320,000	5,161,500	Debt, Development Surplus
10	Community & Protective Services - Protective Services	DP857.2 - Fire Truck	<p>Current staffing levels have increased and additional staffing plans detail the need to add an additional pumper to the fleet. This will allow two staffed apparatus, one call back apparatus, and one mechanical reserve. This, in addition to one aerial truck, is a reasonable fleet for a community the size of the City of Spruce Grove.</p>	Jan. 2018	Dec. 2018	81.90	-	-	-	924,000	8,000	8,000	Grants, Taxes



# NEW INITIATIVES AND SERVICE CHANGES

## CAPITAL INITIATIVES

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Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
11	Community & Protective Services - Recreation	CE413.4 - Jubilee Park Master Plan Implementation	<p>The Jubilee Park Master Plan Update identifies a number of capital enhancements intended to both complement 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. These phases are: 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	81.02	254	-	-	255,000	55,845	56,657	Grants, Developer Levies, Taxes
12	Planning & Infrastructure - Planning & Infrastructure Admin	DP265.6 - Transit Infrastructure - Permanent Park and Ride	<p>Through the provincial GreenTRIP grant program, the City of Spruce Grove is looking to build a 200 to 300 stall permanent park and ride facility and transfer station. In late 2015 GreenTRIP funding was approved to include this facility. Project milestones consist of a 2016 site options analysis, 2018 detailed design and engineering work, and 2019 - 2020 construction, with the facility to open in the fall of 2020.</p>	Jan. 2014	Sep. 2020	79.91	227	260	444	130,000	340,000	3,611,250	Grants

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
13	Planning & Infrastructure - Facilities and Fleet Management	CI894.2 - City Hall Upgrades	To continue to accommodate staff growth within City Hall, a second floor renovation will be required in 2018 and a third floor renovation will be required in 2019. The 2018 renovation will reconfigure the second floor Planning customer service area to allow for cubical growth in the east end of the 2nd floor of City Hall. The 2019 renovation will remove the walls to the current IT training room and convert this space to offices for the City Clerk's Office and Economic Development. The existing IT training facility would need to be relocated to an alternate location.	Jan. 2018	Dec. 2019	79.68	230	196	-	99,000	79,200	-	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
14	Planning & Infrastructure - Engineering	DP428.4 - 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 continued growth 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. This dump area will ultimately hold 1,000,000 cubic meters of snow which is approximately 10 times the capacity at 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. The existing snow dump area has been grandfathered for years and may at some point require upgrading to meet current standards. This project will supply the City with a long term solution for the removal and disposal of winter snow.	Jan. 2018	Dec. 2020	79.31	69	73	73	110,000	550,000	625,000	Grants

NEW INITIATIVES AND SERVICE CHANGES  
CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
15	Community & Protective Services - Recreation	CE480.5 - Implementation of Outdoor Facilities Strategy	<p>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. The implementation of the following projects for each year are as follows:</p> <p>Outdoor Rink (carried forward from 2017 to 2018 per an amendment approved by Council)                      District Level Skateboard Park (2021)*                      Outdoor Rink/Beach Volleyball (2023)                      Skating Oval (2025)                      "AA" Twin Synthetic Soccer/Football Fields (2027)</p> <p>* It has been requested that the timeline for the District Skateboard Park be advanced to commence with design in 2018 and construction in 2019. This timeline is reflected new initiative CE1033.1</p>	Mar. 2017	Dec. 2027	78.98	-	-	-	581,000	-	-	Grants, Debt

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
16	Planning & Infrastructure - Planning & Infrastructure Admin	DP704.3 - Bus Stop Upgrading	<p>Although the City of Spruce Grove has operated a transit system for over 10 years, some of the bus stops do not have concrete bus pads making the ground uneven and difficult for walking due to ice buildup. In winter this is a considerable risk. Also, many of the current bus pads are too small for meeting accessibility standards.</p> <p>In addition, we have recently received calls to install bike racks at bus stops so that people can ride their bikes to the stops. This would be supportive where rapid growth has occurred (eg. Northwest - Harvest Ridge, Central - Grove Drive and Century Blvd and North East - Spruce Village). Two additional bus shelters are required to support transit growth.</p>	Apr. 2017	Oct. 2018	78.43	125	-	-	47,000	-	-	Taxes
17	Planning & Infrastructure - Public Works	DP148.3 - 3 Ton Water Truck	<p>With the rapid growth of the tree planting and flower planter programs, the ability to provide an efficient means to water trees and flowers throughout the City is essential. This truck will allow the City to do that and will be used year-round as there is a need for increased washing capacity in the spring and ice making in the fall and winter months.</p>	Jan. 2018	Apr. 2018	78.01	25	-	-	150,000	-	-	Taxes
18	Corporate Services - Finance	DP663.3 - Financial Reporting and Budgeting Software	<p>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.</p>	Jan. 2016	Apr. 2018	77.81	500	-	-	65,000	-	-	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
19	Planning & Infrastructure - Planning & Infrastructure Admin	DP507.4 - 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, the City was able to incorporate the purchase of four local sized buses (24 -30 passengers, which follows the Leduc Transit model) and storage for these buses. With the inclusion of local service, it will be possible for a streamlining of transit. Local buses will collect riders from throughout the City and the riders would transfer to the intercity commuter at a park and ride or terminal connection. This will also decrease the commuter bus costs. Based upon the 2016 Park and Ride Study, which formulated a plan for routes, it was recommended that a fifth local bus be acquired for this service. Federal/Provincial Funding was available and a fifth bus will be added, pending funding approval.	Jan. 2018	Dec. 2026	77.55	416	580	260	377,665	3,964,229	3,848,327	Grants, Taxes
20	Planning & Infrastructure - Engineering	DP139.5 - New Growth - Parks	This project involves developing neighbourhood parks within newly developing areas. Developers pay the City of Spruce Grove a development charge which will fund the work and developers are responsible for site grading and seeding of the park areas.  In 2018, projects are planned along King Street in Hilldowns, Dillon Park in the Deer Park neighbourhood and Spruce Ridge Park.	Jan. 2018	Oct. 2025	77.31	100	100	100	509,234	428,346	448,613	Developer Surplus

# NEW INITIATIVES AND SERVICE CHANGES

## CAPITAL INITIATIVES

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Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
21	Community & Protective Services - Recreation	CE448.4 - 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	76.81	225	200	200	1,300,000	28,250,000	26,593,083	Grants, Debt, Taxes
22	Planning & Infrastructure - Engineering	DP495.4 - Regional Waste Water Line and Lagoon	The City of Spruce Grove 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 the City and upgrade the regional lines to allow the City to achieve the level of service requirements.	Jan. 2017	Dec. 2018	75.79	177	-	-	-	-	-	Not applicable
23	Planning & Infrastructure - Facilities and Fleet Management	DP1035.1 - Public Works Radio System Upgrade	With the Implementation of the Protective Services Alberta First Responder Radio Communications System (AFRRCS), the existing radio tower and fire radio channel at the Fire Hall is no longer required and will need to be relocated for the new Protective Services Facility.  This initiative is to remove and reinstall the radio tower at the Public Works facility to ensure effective radio communications for Public Works operations. Improving radio channels available for Public Works work teams is a key requirement of this upgrade, providing multiple channels with a transition to digital technology will allow for improved radio communications within the Public Works operations.	Jan. 2018	Dec. 2019	72.87	40	200	-	-	50,000	-	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
24	Community & Protective Services - Protective Services	DP667.3 - Command Vehicle	A Command Vehicle will provide Fire and Police services, as well as Emergency Management, with an economical, mobile command centre for medium to large events in the City of Spruce Grove. This unit will meet an Occupational Health and Safety need for a safe work site in inclement weather. 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	70.31	135	-	-	51,000	1,500	1,500	Taxes
25	Corporate Services - Human Resources	DP210.5 - 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 of Spruce Grove'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> <p>Work on this initiative commenced in 2015 and continues in 2016 and 2017. The performance management system will be connected with the job evaluation process update. This initiative has been amended to continue into 2018 with an anticipated end date of March.</p>	Jan. 2016	Mar. 2018	72.81	-	-	-	58,500	-	-	Taxes



**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
26	Community & Protective Services - Protective Services	DP666.4 - 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 Services will look for a partner to fund the cost of expansion either through municipalities or commercial partners such as colleges.	Jan. 2017	Dec. 2018	65.00	64	-	-	25,000	-	-	Grants, Taxes
27	Planning & Infrastructure - Engineering	CE735.2 - 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. 2018	61.98	-	-	-	150,000	-	-	Developer Levies
<b>Approved for 2018</b>							<b>5,913</b>	<b>5,486</b>	<b>1,721</b>	<b>28,477,741</b>	<b>51,947,736</b>	<b>47,839,064</b>	

Planned for 2019

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
28	Planning & Infrastructure - Engineering	CE1066.1 - Industrial Storm Implementation	On the completion of the Industrial Storm Study completed in 2018, this phase will be the execution of addressing the issues. The City of Spruce Grove's Industrial area is situated on the south end of the City. The majority of the drainage is handled by open ditches and culverts. There are a number of areas in the industrial area where culverts are either crushed or filled in and where drainage ditches are filled in or partially filled in. The work is planned to be broken into two phases in the years 2019 and 2020.	May. 2019	Oct. 2020	79.86	-	102	102	-	325,000	325,000	Grants, Taxes
29	Community & Protective Services - Protective Services	CE1112.1 - Fire Prevention Officer Vehicle	With the plan to formalize the second Fire Prevention Officer position in 2019, there is a need for a vehicle. Although the position is yet to be filled, the vehicle for the position is an old unit that is currently in service beyond its replacement date. With the formal approval of the position it is intended that the current vehicle will be replaced.	Jan. 2019	Dec. 2019	79.63	-	20	-	-	45,000	-	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
30	Planning & Infrastructure - Planning & Infrastructure Admin	CE1099.1 - Transit - Local Service: Install Bus Stops	This project will finalize the local routes in the City of Spruce Grove including public engagement confirming bus stop locations. The project will install concrete bus pads for each stop. Based upon service standards used at other jurisdictions, a bus stop for local services is located between 300 and 400 meters along a local route. Based upon three routes with bi-directional travel, it is estimated that 67 new stops will need to be installed for local service.	Jan. 2019	Dec. 2021	78.89	-	1,500	1,460	-	150,000	205,170	Grants, Taxes
31	Planning & Infrastructure - Facilities and Fleet Management	DP133.7 - 410 King Street Facility Repurposing	Renovations of 410 King Street to office space will occur when the RCMP relocates to the new RCMP facility. This renovation will meet the needs of City staff growth in City Hall and 414 King Street as outlined in the 2017 Civic Accommodation Plan. Facility renovation design will occur in 2019 and construction in 2020.	Jan. 2019	Dec. 2020	78.75	-	464	662	-	332,000	3,039,000	Grants
32	Community & Protective Services - Protective Services	DP859.2 - Command Software	Command software allows officers to track hazards, locations of staff, and air supplies as well as ensure all steps are taken in a proper sequence for the ongoing safety of staff in a hazardous environment. The size and complexity of structures within the City of Spruce Grove continues to increase, and currently there are many large capacity structures. Future planned large facilities for the congregation of large crowds increases the need for coordinated emergency scenes. Currently the service has no such command software.	Jan. 2019	Dec. 2019	77.78	-	540	-	-	28,000	6,000	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
33	Planning & Infrastructure - Public Works	CE418.4 - 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 enhance service to the public, increase efficiencies, and allow for future program evolution needs.	Jan. 2019	Dec. 2021	77.36	-	108	465	-	27,500	555,500	Taxes
34	Planning & Infrastructure - Public Works	DP657.3 - Two Ton Truck with Loader Crane	This initiative is to provide for a two-ton truck with a permanently mounted boom (picker) crane that will be used for the handling and transportation of heavy materials such as pre-cast concrete, planters, furnishings, drainage structures, hydrants, etc.	Jan. 2019	Dec. 2019	72.92	-	25	-	-	100,500	500	Taxes
35	Corporate Services - City Clerk	CI718.3 - Implementation of Electronic Signatures	Implementing an electronic and digital signatures program for corporate documents has been identified as a way to increase both operating efficiencies and service levels as well as reduce the amount of physical paper records. This initiative will take the requirements identified in the business analysis and implement an electronic and digital signatures program that will both maintain the security and integrity of the documents and signatures themselves, as well as provide opportunities for increased operating efficiencies, improved customer service and costs savings.	Jan. 2019	Dec. 2019	70.14	-	280	-	-	130,100	10,000	Taxes
<b>Planned for 2019</b>							<b>-</b>	<b>3,039</b>	<b>2,689</b>	<b>-</b>	<b>1,138,100</b>	<b>4,141,170</b>	

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

**Planned for 2020**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
36	Community & Protective Services - Protective Services	CE1101.1 - Vehicle for CPO	In 2020 there is a request to hire two additional Community Peace Officers to maintain service levels with city growth. These two officers will result in the requirement to add one more vehicle to the Enforcement Services fleet.	Jan. 2020	Dec. 2020	82.31	-	-	35	-	-	65,000	Taxes
37	Planning & Infrastructure - Engineering	CE727.3 - City Centre Water Upgrade	This project would construct water infrastructure in the City Centre area that would meet the water demand and fire flow objectives of the Water Master Plan and Downtown Water Network review.	Jan. 2020	Dec. 2021	81.94	-	-	170	-	-	300,000	Utility Surplus, Debt
38	Planning & Infrastructure - Facilities and Fleet Management	DP1036.1 - Fleet Services Expansion	This initiative is to expand fleet services space at the Public Works facility to the complete designed shop size as per the design of the Public Works building, expanding the shop one bay east. Ongoing growth in fleet requires more mechanical bays. Current fleet repairs often fill existing space requiring technicians to often repair equipment in the vehicle storage garage at Public Works, which was not designed for ongoing work. This situation creates health and safety concerns for fleet technicians and Public Works staff. Temporary accommodations have been implemented, however this initiative will create a longer-term solution. This expansion will allow an additional large maintenance bay and two small equipment bays to be developed for more space within the fleet maintenance area.	Jan. 2020	Dec. 2020	78.33	-	-	250	-	-	90,000	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
39	Community & Protective Services - Recreation	DP856.2 - Recreation Software	As part of the relocation of the CLASS Database in 2013, ActiveNet was purchased and implemented as the City's program registration and facility booking software. The software has proven to be inadequate, and as a result a replacement registration and facility booking software is recommended.	Jan. 2020	Dec. 2021	77.73	-	-	584	-	-	11,000	Taxes
40	Planning & Infrastructure - Public Works	DP733.3 - Cemetery Development	An initiative was completed in 2016 to hire a consultant to examine current operational practices at Pioneer Cemetery and make recommendations regarding its ongoing development. With this information Public Works began completing a roadmap for the development of the cemetery so it may continue to grow in a planned manner and expand service levels to better meet the needs of a growing community.  To achieve these goals it was determined that Public Works would need to evolve its operational practices while also developing the physical site layout and new interment options. The first steps were taken in early 2017 with the development of a Cemetery Bylaw and an Operations and Maintenance Policy which will work together to guide the ongoing management of Pioneer Cemetery. The next priority development for Pioneer Cemetery is identified as the purchase and installation of a columbarium and the construction of a scattering garden with a memorial wall.	Jan. 2020	Dec. 2020	75.00	-	-	130	-	-	60,000	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
41	Planning & Infrastructure - Facilities and Fleet Management	CI877.2 - Redevelopment of First Floor Customer Service Area	To accommodate continued growth in City of Spruce Grove staff and to provide a refined customer service experience, City Hall requires a renovation to the first floor customer service area renovation.	Jan. 2020	Dec. 2021	74.54	-	-	40	-	-	60,000	Debt
42	Community & Protective Services - Recreation	CE1034.1 - Two Baseball Diamonds (Outdoor Facilities Strategy)	As a means of addressing growth within the sport of baseball in Spruce Grove, design and construct two baseball diamonds; one class "AA" and one class "A".	Jan. 2020	Dec. 2022	72.59	-	-	339	-	-	40,000	Grants
43	Community & Protective Services - Cultural Services	CE732.3 - Implementation of Public Art Policy	As per the approved Public Art Policy 8031, this initiative represents 1% of allowable capital expenditures on the procurement of artwork for capital facilities planned for the City of Spruce Grove to be completed in 2020 and 2021.	Jan. 2020	Dec. 2021	64.81	-	-	200	-	-	-	Taxes
						<b>Planned for 2020</b>	-	-	1,748	-	-	626,000	
						<b>Total Planned 2018-2020</b>	<b>5,913</b>	<b>8,525</b>	<b>6,158</b>	<b>28,477,741</b>	<b>53,085,836</b>	<b>52,606,234</b>	

Deferred from 2018

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
44	Community & Protective Services - Recreation	CE1033.1 - District Level Skateboard Park (Outdoor Facilities Strategy)	The City's long-term capital plan identifies the design and construction of a District Level Skateboard facility in 2021. It has been determined that the current bicycle jump park area immediately east of the existing skateboard park no longer provides value to users of the area. It is proposed that an introductory/beginner skateboard park element be constructed in this location and that options around an alternate bicycle jump-track be investigated as part of the initial project scoping and be considered potentially north of the current site. It is also recommended that the parking area north of the Agrena be completed as part of an overall site improvement plan.	Jan. 2018	Dec. 2019	71.62	419	306	-	125,000	1,255,000	-	
45	Corporate Services - City Clerk	DP673.3 - Implementation – Integrated Software for Enterprise Risk Management and Health and Safety Programs	Enterprise Risk Management and Health and Safety are integrally linked with complimentary purposes. This initiative proposes a project that will capitalize on those linkages to implement a tool that will transform manual, inefficient and costly processes into automated ones with a view to positively influencing employee safety, supporting collaboration amongst all parties involved, improving operating efficiencies, and improving reporting which then becomes a tool for planning and implementation of effective systems.	Sep. 2018	Sep. 2019	70.93	195	890	-	7,000	117,000	-	



# NEW INITIATIVES AND SERVICE CHANGES

## CAPITAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
46	Planning & Infrastructure - Planning & Infrastructure Admin	CI1097.1 - Solar Installation - Protective Services Building	Installation of solar for a new/updated structure such as the Protective Services Building is important both for supporting solar installations on commercial buildings and to future-proof electricity costs over the 40 year estimated life of the installation. Based upon the proposed solar installation, the Protective Services Building would be a net zero electrical energy facility. Based upon design electricity consumption the solar array will more than exceed the demand. The next few years will be the most opportune time to advance this initiative as provincial funds from the Municipal Climate Change Action Centre (MCCAC) are available. The Federation of Canadian Municipalities (FCM) also has funding for net zero energy installations and possibly additional federal funding may be available. This project is taking place at the best time for inclusion in the design of the Protective Services Building as this installation can be planned and supported before final design.	Jan. 2018	Dec. 2019	66.39	116	-	-	456,100	30,000	-	

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
47	Planning & Infrastructure - Planning & Infrastructure Admin	CE1061.1 - Water Conservation App	This initiative is for the set up of the smart customer mobile solution produced by Smart Utilities System (SUS). This is an app that is designed to provide residents with answers to approximately 90% of the utility inquiries received by Finance. The app will also encourage water conservation by allowing residents to voluntarily compare their homes and consumption to homes of similar size and demographics. The SUS app is considered to be an improvement to business flow by allowing residents easier access to their water information, consumption and billing. The app provides water saving tips and the ability to manage a water rebate program. The overall goal of the system is to provide residents with all the information they need to reduce their water use footprint on their own terms.	Jan. 2018	Dec. 2018	63.84	380	-	-	62,900	-	-	
48	Community & Protective Services - Cultural Services	CE1038.1 - Cenotaph Improvement Project	To honor the 100th anniversary of the end of WW1, the City of Spruce Grove, in partnership with the local Royal Canadian Legion will embark on expanding and improving the Cenotaph on King Street by Woodhaven School.	Jan. 2018	Dec. 2018	59.07	150	-	-	100,000	-	-	

**NEW INITIATIVES AND SERVICE CHANGES**

**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
49	Planning & Infrastructure - Engineering	CE1103.1 - On-Street Bike Lanes – Arterial Roads	<p>To provide transportation alternatives, the City of Spruce Grove will look into the possibility of adding bike lanes to selected arterial roads. These bike lanes will provide local residents with a safe lane located along three important transportation corridors. The bike lanes to be installed are as follows:</p> <ol style="list-style-type: none"> <li>1. Century Road</li> <li>2. Grove Drive</li> <li>3. Jennifer Heil Way</li> </ol> <p>The initiative will be spread over two years:                      2018 - Design and Functional Study                      2019 - Construction</p>	Jan. 2018	Dec. 2019	45.60	65	145	-	30,000	220,000	-	
							<b>Deferred from 2018</b>	<b>1,325</b>	<b>1,341</b>	<b>-</b>	<b>781,000</b>	<b>1,622,000</b>	<b>-</b>

Deferred from 2019

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
50	Community & Protective Services - Protective Services	CI886.2 - Electronic Chalking	Electronic chalking is a parking enforcement tool that allows an officer to drive roads and mark every vehicle on the roads tire location via GPS and photo, thereby replacing the very time consuming requirement to manually mark with chalk.	Jan. 2019	Dec. 2019	69.77	-	210	-	-	104,000	-	
51	Corporate Services - Human Resources	CI1051.1 - Working Alone Smart Phone Application	A working alone procedure is required to ensure the safety of employees as per the legislation requirements. The City has established various working alone procedures specific to the variety of work sites. The use of technology and smart phone application will assist to reduce risk for working alone for our employees working in potential high risk activities. The intent of this program is that it would be an ongoing cost.	Jan. 2019	Dec. 2019	67.31	-	161	-	-	15,500	-	
52	Planning & Infrastructure - Public Works	DP658.3 - Public Works Yard Development	This initiative is to provide for the development of approximately 5000 square meters of land in the Public Works yard into usable space for current and future operational uses. This land is adjacent to both the current Public Works facility and the sand/salt storage building but was not developed during the construction of either project.	Jan. 2019	Dec. 2019	67.22	-	108	-	-	285,000	-	
53	Corporate Departments - Communications	CE93.5 - Develop and Implement a Signature Entry Identity	Developing and implementing a signature entry identity will provide visual enhancements that uniquely identify the City of Spruce Grove as it is entered.	Mar. 2019	Mar. 2020	65.14	-	50	25	-	55,000	1,100,000	

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)	
54	Planning & Infrastructure - Public Works	DP1027.1 - Well Water Fill Facility	This initiative involves the development of an existing City-owned well into a bulk water fill facility for exclusive use for City operations. This development will provide access to a supply of untreated non-potable water for various operational needs including watering trees and flowers, constructing leisure ice surfaces, washing of boulevards and medians in the spring, street sweeping, hydro-vac operations, and any other tasks that require a supply of bulk water.	Jan. 2019	Dec. 2020	64.86	-	-	-	-	25,000	251,000		
55	Planning & Infrastructure - Planning & Infrastructure Admin	CI1098.1 - Solar Installation - Public Works	This initiative proposes installation of a 396 kilowatt solar array for the Public Works Building. Given the work that has been done to make this building an outstanding example of energy efficiency and sustainability, the opportunity to add a solar array to this building given its orientation and footprint is excellent. Based upon the size of this solar installation, energy production would equal about 60% of current consumption. Installing solar, at this time is a method to lock in a portion of the energy costs for the building at a set price, which would be lower current energy costs.	Jan. 2019	Dec. 2019	64.58	-	280	-	-	748,035	-		
							<b>Deferred from 2019</b>	<b>-</b>	<b>809</b>	<b>25</b>	<b>-</b>	<b>1,232,535</b>	<b>1,351,000</b>	

Deferred from 2020

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
56	Planning & Infrastructure - Engineering	CE1108.1 - Water Main Expansion - Century Road to Pioneer Road	Based on the 2015 Water Master Plan there was a requirement to provide water to the east portion of the City. This was based on growth and possible annexation. The 400mm water line would run from Century Road to Pioneer Road eventually connecting to the Pioneer water line that runs north-south.	Jan. 2020	Oct. 2020	84.44	-	-	75	-	-	2,200,000	
57	Corporate Departments - Economic Development	CE730.4 - City Centre Off-Street Parking	As a key initiative for City Centre revitalization, this initiative involves the acquisition of land and construction of a future City-owned downtown parking facility.	Jan. 2020	Jun. 2021	71.02	-	-	220	-	-	1,275,000	
58	Community & Protective Services - Recreation	DP665.3 - Utility Work Machine for Fuhr Sports Park and Agrena	Purchase of a utility work machine and attachments intended for use primarily at the Border Paving Athletic Centre (BPAC), 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. 2020	Jun. 2020	67.45	-	-	21	-	-	101,000	



**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 2018 and those planned for 2019 and 2020 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**  
**CAPITAL INITIATIVES**

**Approved for 2018**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
1	Planning & Infrastructure - Engineering	DP1065.1 - Infrastructure Condition Reports	<p>In order to ensure the City of Spruce Grove's Infrastructure continues to be in good serviceable condition, is structurally sound and remains safe for the public, the City will conduct condition studies that will provide the current condition of the infrastructure, provide plans for any repairs (in priority), and provide a life cycle plan for the infrastructure. The Condition Report will need to be easily populated into the Asset Management program the City is currently in the process of adopting.</p> <p>2018 - Pedestrian Bridges Condition Study                      2019 - Sanitary Network Condition Study                      2020 - Storm Network (includes all storm ponds) Condition Study                      2021 - Water Network Condition Study.</p> <p>These studies will reoccur based on recommendations from each study.</p>	Jan. 2018	Dec. 2021	80.21	100	150	160	40,000	75,000	80,000	Taxes, Utility Surplus

**NEW INITIATIVES AND SERVICE CHANGES**  
**DEPARTMENTAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
2	Corporate Services - Corporate Services Admin	DP263.5 - Enhance Corporate Planning System	This initiative was originated to address the ongoing development of the corporate planning database and its functionality. Most of the original work identified has been completed, however some work remains as Information Systems continues to face capacity issues. The continuing business need for this initiative arises from the enterprise-wide work being done in Corporate Services over the next few years, and the need to integrate these new systems and softwares into the corporate planning database, process and document.	Jan. 2014	Dec. 2018	79.53	320	-	-	-	-	-	Not applicable
3	Corporate Services - City Clerk	DP1047.1 - Customer Service Software Review	Service Manager will no longer be supported in its current form and upgrading will have a significant negative impact on business operations in the organization as many of the customized components will be lost. This project will verify the business requirements from each business area using Service Manager and then seek out opportunities to find synergies in other technology such as asset management software and online services. Strategies will be developed to transition those services along with strategies to support the remaining requirements.	Jan. 2018	Dec. 2018	79.43	1,207	-	-	-	-	-	Not applicable

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
4	Corporate Services - Information Systems	DP860.2 - VDI Implementation	The City of Spruce Grove will engage the services of a Virtual Desktop Infrastructure (VDI) specialist to provide and configure a VDI appliance that allows the converting of physical desktops to a VDI environment. VDI is the practice of hosting a desktop operating system within a virtual machine running on a centralized server.	Feb. 2018	Jul. 2018	76.61	21	-	-	119,500	-	-	Grants, Taxes
5	Planning & Infrastructure - Planning & Development	DP380.4 - CityView Web Portal and Mobile Technology	The initiative will decrease turnaround time and increase efficiencies for inspections, from scheduling to performing inspections, to recording results and communicating results back to customers by using CityView Portal and Mobile Technology. This business case combines two previous business cases (Mobile Technology and Web Portal) due to similarities in products and greater efficiency in using consultants.	Jun. 2017	Dec. 2018	76.46	545	-	-	8,100	4,050	4,050	Taxes
6	Planning & Infrastructure - Planning & Development	DP668.3 - Records Scanning	The Planning and Development Department is proposing to hire an outside contractor for digitizing records for storage in Content Manager 9 in order to create needed capacity in the file room after years of unprecedented growth.	May. 2018	Dec. 2019	73.39	145	145	-	30,000	30,000	15,000	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
7	Planning & Infrastructure - Engineering	DP1063.1 - Industrial Storm Study	The City of Spruce Grove's Industrial area is situated on the south end of the City. The majority of the drainage is handled by open ditches and culverts. There are a number of areas in the industrial area where culverts are either crushed or filled in and where drainage ditches are filled in or partially filled in. This study is to identify all the trouble areas within the industrial sector and provide a program to mediate the issues so storm water can move as intended and away from important infrastructure (both private and municipal).	Apr. 2018	Dec. 2018	72.55	67	-	-	80,000	-	-	Utility Surplus
8	Planning & Infrastructure - Planning & Infrastructure Admin	DP890.2 - Environmental Liability – Assessment & Remediation Other Sites	The Public Sector Accounting Board issued an accounting standard which requires municipalities to inventory and account for any environmental contamination on their land holdings that is in excess of any applicable environmental regulations. After completing assessments in 2014 to 2016, three sites of concern were identified. It is anticipated that there will be a requirement based upon Environmental Regulations set out by Alberta Environment and Parks (AEP) for removal of contamination on these sites.	Jan. 2018	Dec. 2020	71.77	280	280	280	60,000	1,446,000	100,000	Taxes
9	Community & Protective Services - Protective Services	DP1057.1 - Automated Traffic Enforcement Cost Analysis	In 2018 the City will be going to Request for Proposal for a contract for Automated Traffic Enforcement services. As part of the decision process we need to evaluate the cost of contracting the service versus bringing it in house.	Jan. 2018	Dec. 2018	68.80	180	-	-	25,000	-	-	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
10	Planning & Infrastructure - Planning & Infrastructure Admin	DP876.2 - Environmental Liability – Assessment & Remediation Public Works	The Public Sector Accounting Board issued an accounting standard which requires municipalities to inventory and account for any environmental contamination on their land holdings that is in excess of any applicable environmental regulations. The Public Works yard was identified as a site with the potential for environmental contamination and the initial site investigation was completed in 2015. The initial Phase I Environmental Site Assessment (ESA), a Phase II ESA and a supplemental Phase II ESA have identified several areas of environmental concern. In order to remain compliant with recommendations in the 2015 Financial Audit by KPMG and Environmental Regulations set out by Alberta Environment and Parks (AEP), an additional investigation to determine the full extent of contamination and the potential removal of source contamination is required.	Jan. 2018	Dec. 2020	66.25	170	170	170	500,000	2,900,000	75,000	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**DEPARTMENTAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
11	Corporate Services - Human Resources	DP1085.1 - Transfer Organizational Chart and FTE Management to Human Resources	This initiative is the transfer of the organization chart and FTE record keeping from Corporate Services Administration to Human Resources. The intent is to ensure there is consistent information for the organization with respect to the organization charts and FTE counts. This transfer will allow for the organization to better utilize the HRIS Avanti system to help generate the information for all uses such as corporate planning, organization structure, payroll, and ensure consistent FTE counts for budget planning purposes.	Jan. 2018	Dec. 2018	62.34	329	-	-	5,000	-	-	Taxes
12	Corporate Services - City Clerk	DP672.3 - Business Analysis and Requirements Gathering – Automated Incident Reporting, Investigation and Tracking Process	There is a business requirement for an effective and efficient tool to manage the reporting, investigation and tracking of all incidents (both risk and safety). This project will determine the specific business needs to take a currently manual, inefficient and costly process and automate it with a view to supporting collaboration amongst all parties involved, improving operating efficiencies, as well as improving reporting and analytics that will assist the organization to further mitigate any future issues and reduce associated costs. A tool that incorporates incidents involving safety and risk will take a holistic approach to risk management as well as improve the maturity level of the City of Spruce Grove's risk management and health and safety programs.	Feb. 2017	Jun. 2018	69.69	196	-	-	-	-	-	Not applicable

**NEW INITIATIVES AND SERVICE CHANGES**

**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
13	Corporate Services - Information Systems	DP370.4 - 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.	Apr. 2018	Sep. 2018	68.49	370	-	-	-	-	-	Not applicable
14	Community & Protective Services - Recreation	DP1109.1 - Heritage Trail 40th Anniversary	The City of Spruce Grove's Heritage Grove Park Trail System will be 40 years in the making in 2018. The official opening of the Kinsmen Participark took place on Saturday September 23, 1978. Since then the City's trail system has provided immeasurable year-round value to residents of all walks of life.	Jan. 2018	Nov. 2018	53.75	91	-	-	15,000	-	-	Taxes
<b>Approved for 2018</b>							<b>3,930</b>	<b>745</b>	<b>610</b>	<b>867,600</b>	<b>4,455,050</b>	<b>274,050</b>	

**Planned for 2019**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
15	Planning & Infrastructure - Engineering	DP1064.1 - Sanitary Infiltration Study	The Alberta Capital Region Wastewater Commission has directed all municipalities that are part of the Commission network that infiltration studies need to be completed and submitted to the Commission by end of 2019. Therefore, in order to be compliant with the Commission, the City of Spruce Grove will be required to complete an infiltration study on all sanitary lines.	Jan. 2019	Dec. 2019	77.14	-	70	-	-	200,000	-	Utility Surplus

NEW INITIATIVES AND SERVICE CHANGES  
DEPARTMENTAL INITIATIVES

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
16	Corporate Services - Human Resources	DP1052.1 - Implementation of the HRIS Needs Assessment	<p>In 2016 and continuing in 2017 the HRIS needs analysis identified opportunities for system improvements in the areas of securities; workflows; performance management including the performance review process, disciplinary action, and grievances; job evaluation and classification; position management; attendance management and vacation reports; payroll reporting; HR reporting including recruitment reporting and linkage to Njoyn; training management; health and safety; onboarding; city calendar; time and attendance; and dashboard enhancements.</p> <p>As a result of the needs analysis initial priorities for implementation that have been identified include the performance review process, securities, workflows, payroll reporting, HR reporting, and job Evaluation and classification.</p> <p>This is anticipated to be an ongoing program going forward.</p>	Jan. 2019	Dec. 2019	74.06	-	672	-	-	25,000	-	Taxes
17	Corporate Services - Finance	DP1022.1 - Provincial Reimbursement for 16A Salt Remediation	Obtain a reimbursement from the Province of Alberta for the remediation of a site previously used by the Province for salt storage.	Jan. 2019	Jun. 2019	67.66	-	150	-	-	-	-	Not applicable



**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
18	Corporate Services - Information Systems	DP681.3 - Implement an Enterprise Wide Collaboration Tool	<p>With more satellite locations being established, City of Spruce Grove staff feel more and more disconnected. This affects staff morale and inhibits information flow.</p> <p>This tool indicates visually if a person is at their desk and working or if the person is signed in to the computer, but not at their desk at the moment, or if the person is at their desk, but does not want to be disturbed at the moment. It can also be used to communicate with multiple staff at the same time, share screen sessions, or send screen shots and can be set up to be used by any device in any location, so even when out in the field, staff can connect back to City staff if required.</p>	Feb. 2019	Oct. 2019	70.31	-	178	-	-	40,760	-	Taxes
					Planned for 2019		-	892	-	-	225,000	-	



**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

**Deferred from 2018**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
20	Planning & Infrastructure - Planning & Infrastructure Admin	DP376.4 - Develop a Community Waste Management Strategy	The intent of this initiative is to examine our total community waste management system, determine if it is functioning efficiently and effectively, both operationally and financially, and to develop a strategy defining potential improvement opportunities. The initiative will utilize background information beginning with a community curbside waste audit and Tri-Municipal Organics Facility Pre-Design Study which were completed in 2016. This project may help support findings coming out of the Inter-municipal Collaboration Committee - Solid Waste Services Committee which will have examined regional opportunities for cooperation. Examination of the overall provision of solid waste management services will aid in determining what portions of the system will benefit from adjustment in order to increase diversion from the landfill while ensuring either equal or higher levels of service including how the City of Spruce Grove may influence and support the Institutional Commercial and Industrial (ICI) sector .	Jan. 2018	Dec. 2018	70.52	448	-	-	123,000	-	-	

**NEW INITIATIVES AND SERVICE CHANGES**  
**DEPARTMENTAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
21	Planning & Infrastructure - Planning & Infrastructure Admin	DP1062.1 - Natural Areas Education Communication Program	In 2017, the City updated its Urban Forest Management Plan into a Natural Areas Inventory and Management Plan. The intent of this work is to provide an update on the bio-physical resources contained within the City of Spruce Grove and to identify areas that may require special protection due to the presence of special flora or fauna. It will also provide Public Works with a guideline of management measures to protect these areas to maintain a healthy urban forest. This project will also identify potential issues for future planning and development such as utilizing wetlands for development. Knowing where these areas are located and applying good land use planning policies may help to utilize these areas to enhance development. The protection and relationship between neighbouring homes and natural areas requires more education and communication. This initiative is intended to support education and communication so that these resources can be protected as development occurs.	Jan. 2018	Dec. 2022	67.71	240	240	240	23,000	13,000	16,500	
22	Community & Protective Services - Cultural Services	DP687.3 - Freedom of the City Event	The City of Spruce Grove will host a Freedom of the City event in 2018 honouring the 1st Battalion Princess Patricia's Canadian Light Infantry or other divisions of the armed forces.	Jan. 2018	Dec. 2018	53.02	316	-	-	10,000	-	-	
<b>Deferred from 2018</b>							<b>1,004</b>	<b>240</b>	<b>240</b>	<b>156,000</b>	<b>13,000</b>	<b>16,500</b>	

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

**Deferred from 2019**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
23	Corporate Services - Human Resources	DP212.5 - Review Human Resources Service Levels	In late 2015, Human Resources moved to a Business Partner model. November 2016 marked the first full year of operating in this model. Initial feedback is that this has been well received by the organization. The Business Partner model will continue in 2017 and beyond, and it is recommended that the Human Resources service levels be reviewed in 2019, after gaining some experience with the Business Partner model along with better utilization of the HRIS system and improved automation, moving towards greater self service for staff and supervisors regarding Human Resources services and sharing of general employee related information. A review of Human Resources service levels is a component of the People Strategy.	Jan. 2019	Dec. 2019	68.02	-	294	-	-	20,000	-	
24	Corporate Services - Human Resources	DP678.3 - Establish a Recognition Program	Establishing a recognition program is an initiative within the City of Spruce Grove's People Strategy. Currently the City has a number of practices where employees are recognized and thanked for their efforts and work accomplishments. This typically includes an annual employee recognition activity or a gift, annual service awards, safety recognition 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. 2019	Dec. 2020	62.72	-	245	51	-	10,000	2,500	

**NEW INITIATIVES AND SERVICE CHANGES**  
**DEPARTMENTAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
25	Corporate Services - Human Resources	DP680.3 - Explore Alternate Work Arrangements Program	<p>This initiative is recommended as part of the City of Spruce Grove's People Strategy.</p> <p>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 accommodate the unique needs of employee groups.</p>	Jul. 2019	Dec. 2019	62.03	-	272	-	-	5,000	-	

**NEW INITIATIVES AND SERVICE CHANGES**  
**CAPITAL INITIATIVES**

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
26	Corporate Services - Human Resources	DP676.3 - Develop a Workforce Planning Strategy	<p>Developing a workforce planning strategy was identified as one of the initiatives in the City of Spruce Grove's People Strategy. The KPMG model for developing a Workforce Plan includes the following steps:</p> <ol style="list-style-type: none"> <li>1. Reviewing the organizational Strategic Plan</li> <li>2. Research Internal Labour Market - also known as workforce segmentation</li> <li>3. Assess existing (supply) and planned (demand) resource pool</li> <li>4. Identify future skills demands/needs and gaps/excesses</li> <li>5. Model the workforce against the hypotheses and understand the dynamics of the workforce</li> <li>6. Define workforce requirements</li> <li>7. Develop resourcing strategies with the business units within the scope</li> <li>8. Develop a resourcing plan and engagement process with the business units</li> <li>9. Implement and measure outcomes of the program strategy</li> <li>10. Integrate with other planning processes</li> </ol>	Jan. 2019	Dec. 2020	61.88	-	336	336	-	35,000	30,000	
<b>Deferred from 2019</b>							<b>-</b>	<b>1,147</b>	<b>387</b>	<b>-</b>	<b>70,000</b>	<b>32,500</b>	

Deferred from 2020

Row #	Business Unit	Name	Executive Summary	Start Date	End Date	Rank	2018 Effort	2019 Effort	2020 Effort	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
27	Corporate Services - City Clerk	DP1046.1 - Audit of Corporate Data in Software	City information that is stored in software outside of Content Manager 9 is not currently being managed in accordance with the Municipal Government Act and Information Management Bylaw. An audit of all software that stores city information is required to determine what is required to ensure that all city information is effectively managed regardless of its location or format.	Jun. 2020	Jun. 2021	67.55	-	-	492	-	-	-	
28	Corporate Services - City Clerk	DP670.3 - Needs Analysis and Business Requirements for Electronic Meeting Management Software Change	This business analysis is to determine if the electronic meeting management software is still meeting the business requirements of Administration and Council. Advancements in technology since the implementation of the City of Spruce Grove's electronic meeting management software in 2007, coupled with changes in business operations creates a situation where an analysis of the current business requirements that support Council, Board and Committee meetings and Administration should be conducted. This is also an opportunity to determine if other meeting types should be added.	Jan. 2020	Apr. 2020	60.94	-	-	545	-	-	-	
				Deferred from 2020			-	-	1,037	-	-	-	
				Total Deferred 2018-2020			1,004	1,387	1,664	156,000	83,000	49,000	



**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 2018 and those planned for 2019 and 2020 are located in the Department Business Plan section of this corporate plan document under the business unit identified for each item.

Approved for 2018

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
1	Community & Protective Services - Community Services Admin	SC154.4 - Additional RCMP Members	The intent is to increase general duty constables to maintain service levels, which will increase the ability of the RCMP to deal with increasing workloads and add to 'visible' policing. The long term plan would be two officers in 2018, and two officers in 2019, and two officers in 2020.	Sep. 2018	79.74	105,333	431,867	780,667	Taxes
2	Community & Protective Services - Community Services Admin	SC319.2 - Change to TLC Annual Grant	A new long term capital and lifecycle plan has been developed for the Tri Leisure Centre (TLC). With clearer understanding of the estimated long term capital needs, one initiative including both operational and capital estimates, is being developed for the Corporate Plan similar to other organizations that the City of Spruce Grove provides funding to (i.e. Spruce Grove Library Public Library (SGPL) and Specialized Transit Services (STS). This initiative each year will now show the estimated total request from the TLC as an increase or decrease over the previous year subject to the Board's approval and official request to the municipalities later in the year.	Jan. 2018	79.06	215,581	72,052	70,005	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
3	Community & Protective Services - Protective Services	SC87.5 - 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. The driver of this staffing plan is to provide a reasonable and practical level of response in the City of Spruce Grove.	Jan. 2017	77.55	-	365,013	935,347	Taxes
4	Corporate Services - Finance	SC391.1 - Remove 0.33 FTE Casual Finance Staff	Remove a summer casual position for the City Hall front counter to reflect the decreased volume of in-person customers.	Jan. 2018	77.14	(12,000)	(12,000)	(12,000)	Taxes
5	Community & Protective Services - FCSS	SC282.2 - 0.5 FTE Administrative Assistant - FCSS	As a result of population increase, economic factors, and an aging community, FCSS and Social Planning continues to see a sharp increase in access to programs and services, particularly with vulnerable clients exhibiting complex needs. This equates directly to the need for increased administrative support, including reception coverage and backup, support for internal administrative processes and external programs, and maintenance of appropriate standardized records management for two locations including Content Manager 9 and Efforts to Outcomes client management software.	Jan. 2018	76.88	40,323	41,844	43,423	Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
6	Community & Protective Services - FCSS	SC12.5 - Specialized Transit Service Operating Funding Increase	Increase in operating funding requested by Specialized Transit Service (STS).	Jan. 2018	76.46	16,000	21,000	26,000	Taxes
7	Corporate Services - Human Resources	SC165.4 - External Safety Audit Program	<p>The City of Spruce Grove participates in the Provincial Safety Audit Program where every three years the City is required to have an external safety program audit conducted. The next external audit is scheduled for 2018. A successful audit results in a minimum of 5% reduction on annual WCB premiums.</p> <p>The City has for many years subscribed to the Peer Audit Program where we conduct an external audit for another municipality and then another municipality conducts an audit on our program. The City's most recent peer external audit took place in 2015. The City was successful in this audit and as a result holds a Certificate of Recognition (COR). As the organization continues to grow the Peer Audit program is more difficult to participate in and there is limited capacity to continue with the program. The cost of hiring an external auditor is a better use of resources where a contracted auditor is utilized once every three years.</p>	Jan. 2018	76.35	15,000	-	-	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
8	Planning & Infrastructure - Facilities and Fleet Management	SC289.2 - 1.0 FTE Facilities Operator	This position was approved in the 2017 Corporate Plan. The 2017 Organizational Effectiveness Review that was completed for Facilities and Fleet recommended that a Facilities Operations Supervisor be implemented to improve day to day operations and enhance operations management. With Executive Team support the Building Operator position in 2017 was changed to a Facilities Operations Supervisor. A Facility Operator is required in 2018 to complete day to day preventative and reactive maintenance activities due to the the addition of the new Public Works facility, satellite Public Works facility, Jubilee Park buildings and expansion of King Street Mall office space. Building operations has increased by more than 135,000 sq. ft. to ensure ongoing service levels of preventative and reactive maintenance are completed. Facilities and Fleet requires 1 FTE Facilities Operator to service the new building space.	Mar. 2018	75.42	69,512	85,708	88,065	Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
9	Corporate Services - Human Resources	SC309.2 - Safety Program Enhancements	<p>In 2015, the City conducted a Safety Program review. The review identified that improvements be made to establish a more ambitious, comprehensive, and integrated Occupational Health &amp; Safety (OH&amp;S) program. Based on the recommendations of the Safety Program review and the External Certificate of Recognition (COR) Audit, a safety program work plan for 2016 was established. The Safety Program enhancements were approved for 2017 and work is progressing to achieve this work plan which emphasizes program administration, hazard identification, hazard assessment, hazard control, updates to safework practises, assessment of training requirements and implementation of additional safety related training.</p> <p>Key recommendations of the Safety Program review identified the need to develop a basic corporate budget provision for annual safety training and enhancement of the safety award program.</p>	Jan. 2018	75.10	20,000	20,000	20,000	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
10	Corporate Services - Information Systems	SC398.1 - 0.84 FTE Temporary GIS Technician	The City requires two temporary GIS technicians during the summer months for data collection for the GIS program and the asset management program.	May. 2018	74.58	42,673	-	-	Taxes
11	Community & Protective Services - Cultural Services	SC9.5 - Change to the Spruce Grove Public Library Operating Grant	In 2015, the Spruce Grove Public Library (SGPL) worked with the City of Spruce Grove, officially asking for the additional funding increase of 5% per year for CPI and growth each year for 2016-2018. Given the economic downturn the Library Board and Management recognize that the City may be facing some fiscal challenges over the next couple of years. The SGPL has made some positive changes that they feel will provide the opportunity to lessen the financial pressure on the City without negatively impacting the SGPL. The Board is reducing the ask from the City and splitting the original 5% for 2017 into 2.5% in 2017 and 2018 and resuming the 5% ask in 2019. The 2019 ask includes the 5% plus \$60,000 for an FTE.	Jan. 2017	73.80	21,655	104,414	154,048	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
12	Planning & Infrastructure - Facilities and Fleet Management	SC370.1 - Reclassification Labourer to Apprentice Parts Technician	<p>This position is to formalize a parts technician position within Fleet Management. It will remove an existing Labour position within fleet management and train a staff member to improve the parts management processes. This Apprenticeship position program is intended to be a one day a week training with NAIT for 40 weeks in the first period and 60 weeks for the 2nd and third periods to allow continued employment and services to Fleet Management during this training.</p> <p>This training will allow an internal staff member to gain experience and slowly implement best practices of parts management into the Fleet Management within the City of Spruce Grove</p>	Jan. 2018	73.75	-	-	-	Not applicable
13	Corporate Services - Finance	SC401.1 - Remove 0.6 FTE Cashier	Remove a part time cashier position to reflect the decreased volume of in-person customers.	Jan. 2018	73.54	(38,033)	(39,468)	(40,957)	Taxes



**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
14	Planning & Infrastructure - Planning & Infrastructure Admin	SC196.3 - 1.0 FTE Transit Coordinator	The management and operation of the City 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 bus routes and working with Parkland County, additional demands will be placed upon the administration of transit. With the approval of the GreenTRIP grant, and more recently PTIF (Federal Funding) there will be 3 years of project work to ensure that the project is completed. With acceptance of GreenTRIP funding there are annual requirements for reporting and monitoring of Greenhouse Gas reductions based upon transit use. Federal funding also comes with bi-annual progress reporting.	Mar. 2018	73.39	75,871	104,978	108,938	Taxes
15	Community & Protective Services - Protective Services	SC240.3 - 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. Other fire services employ an on duty platoon chief to deal with these issues at a cost substantially higher than the proposed system.	Jan. 2018	72.66	68,000	68,000	68,000	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
16	Corporate Services - City Clerk	SC299.2 - Move Subdivision and Development Appeal Board Clerk Services from Planning and Development to the City Clerk's Office	The Clerk position of the Subdivision and Development Appeal Board (SDAB) is one that needs to be non-partisan and removed from the subdivision and development application process. The Clerk position currently resides in Planning and Development and it is in the best interests of the process to move that position to the City Clerk's Office. This move would improve the service provided to the residents, the Board and the process by focusing the Planning expertise on the subdivision and development application processes and the Clerk's expertise on the Board and its quasi-judicial role.	Jan. 2018	72.60	-	-	-	Not applicable
17	Planning & Infrastructure - Public Works	SC364.1 - 0.5 FTE Utility Operator	This initiative increases Utilities field staffing levels from 7.5 to 8.0 and eliminates the current position sharing practice with the Eco Centre.	Mar. 2018	71.61	35,633	43,936	45,144	Taxes
18	Planning & Infrastructure - Public Works	SC365.1 - 0.5 FTE Customer Service Representative	This initiative will add a permanent half-time Customer Service Representative position to support both the Administrative Assistant and the current Customer Service Representative positions in Public Works and reduce the reliance on casual staffing from 0.25 FTEs to 0.15 FTEs.	Mar. 2018	71.20	27,848	34,678	35,986	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**  
**SERVICE CHANGES**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
19	Corporate Services - Finance	SC235.3 - Purchasing Card Rebates	Reduce ongoing costs by increasing the use of a purchasing card rebate program.	Jan. 2018	70.94	(29,000)	(32,000)	(35,000)	Taxes
20	Corporate Services - Corporate Services Admin	SC58.5 - 0.5 FTE Corporate Planning Assistant	The purpose of this position is to support the Corporate Planner with administrative and data analysis assistance in the carrying out of the operational activities of the corporate planning process. This will free up capacity for the Corporate Planner to focus on more strategic analysis of the data presented to the Senior Leadership Team for decision making, as well as to more actively participate in the strategic direction around corporate planning and organizational enterprise wide changes.	Apr. 2018	70.89	31,535	43,632	45,279	Taxes
21	Planning & Infrastructure - Public Works	SC366.1 - 0.42 FTE Temporary Roads Labourer	This initiative will increase the temporary Roads and Drainage labourer FTE total from 1.58 to 2.0 and provide increased resources to complete seasonal work plans within the Roads and Drainage section of Public Works.	Mar. 2018	70.68	19,064	19,483	19,912	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
22	Corporate Services - Information Systems	SC399.1 - 1.0 FTE Temporary Business Application Analyst	The business analysis was completed during the leadership interviews throughout the organization; it has become evident the organization has been waiting for their technology partner to complete specific application developments for some time. Therefore, an additional Business Systems Analyst (contract) is needed within the information systems application team to take some of the workloads from the business systems analyst team, so they can focus on catching-up on projects and other specific business requirements.	Jan. 2018	69.06	105,505	-	-	Taxes
23	Community & Protective Services - Protective Services	SC387.1 - Night Owls Citizens on Patrol Society - Public Submission Funding Request	Night Owls Citizens on Patrol Society submitted a Public Submission for consideration of funding for operational needs.	Jan. 2018	67.50	10,000	10,000	10,000	Taxes
24	Community & Protective Services - Recreation	SC367.1 - 0.5 FTE Part-Time - Border Paving Athletic Centre	Reporting to the full-time CSR, one 0.5 FTE permanent part-time staff to provide a civic presence and assist in the delivery of the facility program at the Border Paving Athletic Centre. In accordance with the facility business plan there will be a civic presence at all times while the facility is open to the general public.	Jan. 2018	67.02	35,588	36,930	38,324	Taxes

**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
25	Corporate Services - Human Resources	SC400.1 - 0.4 FTE Human Resources Business Partner	Commencing in 2015, additional funding was approved in the Corporate Plan to be used for Human Resources contracted consultant resources and this funding was again approved in the Corporate Plan in 2016, and in 2017. This request is to continue with the funding in 2018 and to included this funding in the status quo budget as part of HR core services. If approved the intent of this funding is to be converted from contracted consultant resources to part time wages.	Jan. 2018	65.68	48,170	49,988	51,873	Taxes
26	Community & Protective Services - Cultural Services	SC388.1 - Needs Assessment by the Friends of Spruce Grove Public Library - Public Submission	The Friends of the Library are requesting a \$50,000 grant to assess library operations and service at it's current location. The assessment will determine the most appropriate courses of action for the Library, the cost of such activities, and a plan to see those plans through. With those determinations the Friends of the Library, the Library Board, the Library Management and the City of Spruce Grove can begin putting those plans into action.	Jan. 2018	61.30	30,000	-	-	Taxes

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
27	Corporate Departments - Economic Development	SC403.1 - Request for VIC Funding Increase from Chamber of Commerce	<p>The Spruce Grove &amp; District Chamber of Commerce (the Chamber) has made a public submission to the City of Spruce Grove (the City) after the deadline.</p> <p>Since 2009, the City and the Chamber have had a successful partnership whereby the City provides funding to the Chamber for delivery of visitor information services to visitors and residents on behalf of the City. The current contract expires December 31, 2017 and the Chamber, as part of the contract renewal (2018-2020) has requested a funding increase from \$35,000/year to \$62,000/year.</p>	Jan. 2018	51.08	27,000	-	-	Taxes
<b>Approved for 2018</b>						<b>981,258</b>	<b>1,470,056</b>	<b>2,453,054</b>	

**NEW INITIATIVES AND SERVICE CHANGES**  
**SERVICE CHANGES**

**Planned for 2019**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
28	Planning & Infrastructure - Public Works	SC53.5 - 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 asset inventories created through the growth of the City of Spruce Grove.	Mar. 2019	77.81	-	71,766	88,487	Taxes
29	Community & Protective Services - Protective Services	SC308.2 - 1.0 FTE Fire Prevention Officer	In 2015 a Fire Prevention Officer was added to the prevention staff outside of the budget process. This was done to accommodate a human resources need. The position is currently being funded from the fire operations budget (not hiring the 12 casual firefighters). There is a need for this position in fire prevention, but the request was not anticipated until 2019. Although the position is filled and funded, it still needs to be formally approved for 2019. In the meantime, the current arrangement will continue.	Jan. 2019	76.88	-	143,394	146,979	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
30	Community & Protective Services - Cultural Services	SC211.3 - 0.5 FTE Cultural Services Coordinator	Currently, Cultural Services has a 0.5 Events Casual position typically used as a Volunteer Coordinator/ Assistant Event Coordinator for the Canada Day event. With the increase in service for City events and the development of a corporate direction for events, as well as our new community engagement strategy and commitment there is a need to make this casual position a 1.0 FTE Cultural Services Coordinator position.	Mar. 2019	74.11	-	43,632	45,279	Taxes
31	Corporate Services - Finance	SC394.1 - Natural Gas Franchise Fee	Update the natural gas franchise agreement to phase in revenue increases over four years.	Jan. 2019	74.01	-	(555,000)	(958,000)	User Fees
32	Corporate Services - Finance	SC234.3 - 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. 2019	70.31	-	(33,000)	(35,000)	Taxes
33	Planning & Infrastructure - Facilities and Fleet Management	SC290.2 - Fleet Procurement Services Contract Dollars	With the growth of the City of Spruce Grove fleet, an additional 0.25 FTE contracted service is required to specify and procure new lifecycle plan vehicles and equipment to improve timeliness of delivery. Once approved this would be moved into status quo for ongoing services.	Jan. 2019	69.22	-	25,000	25,000	Taxes
<b>Planned for 2019</b>						<b>-</b>	<b>(304,208)</b>	<b>(687,256)</b>	



**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

**Planned for 2020**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
34	Planning & Infrastructure - Facilities and Fleet Management	SC371.1 - 1.0 FTE Facilities Operator	With the completion of Protective Services, RCMP, and new reservoir pump station, there has been substantial facilities office space growth. A total square footage space increase of approximately 70,000 sq ft will require an additional Facilities Operator to manage day to day facility operations.	Mar. 2020	78.75	-	-	79,437	Taxes
35	Planning & Infrastructure - Facilities and Fleet Management	SC381.1 - 1.0 FTE Mechanic	One FTE mechanic for regional small bus transit is required, if the service is to be maintained by the City of Spruce Grove. This mechanic will maintain the local service bus fleet that will be purchased in 2019.	Mar. 2020	76.67	-	-	101,594	Taxes
36	Community & Protective Services - Protective Services	SC382.1 - 2.0 FTE Community Peace Officer	There are two Community Peace Officer I positions requested for Enforcement Services. CPOIs are responsible for bylaw enforcement and also enforcement of provincial legislation including the Traffic Safety Act. These two positions are required to keep up with City growth.	May. 2020	76.30	-	-	142,837	Taxes

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
37	Community & Protective Services - FCSS	SC205.3 - 1.0 FTE Community Development Coordinator - FCSS	This position will be responsible for the coordination of community development work for both the City of Spruce Grove as an organization and the community at large. Similar to the City's Corporate Planner, this position will work with other departments, community groups, and citizens to build capacity through community engagement, and to maximize efficiencies in pace with our population growth and in support of the City's Master plans.	Mar. 2020	75.94	-	-	88,133	Taxes
38	Corporate Departments - Communications	SC206.3 - 1.0 FTE Communications Coordinator - 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. The position would work very closely with Human Resources, as well as all other departments throughout the organization to ensure that staff are kept informed and engaged in the workplace.	Jul. 2020	70.26	-	-	48,342	Taxes
					<b>Planned for 2020</b>	-	-	<b>460,343</b>	
<b>Total Planned 2018-2020</b>						<b>981,258</b>	<b>1,165,848</b>	<b>2,226,141</b>	

**NEW INITIATIVES AND SERVICE CHANGES**  
**SERVICE CHANGES**

**Deferred from 2018**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
39	Corporate Services - Corporate Services Admin	SC376.1 - Contract Dollars for Major Projects Integration Roadmap	The Corporate Services department has a number of initiatives that have been identified for 2018 and beyond which will have a significant impact on the organization, in terms of the work required as well as the change management impact that will occur. In addition, there are a number of other corporate priorities that will have broad impacts in the same period. Work has been undertaken to map and understand the interaction between the major enterprise wide initiatives that are either being contemplated or underway, in order to get a reasonable picture of the workload, assess when and how the initiatives will impact the organization and be able to appropriately prioritize, implement and sequence the work in order to be successful. Moving into 2018 and beyond, there is a need to coordinate the management and delivery of the projects.	Jan. 2018	67.92	25,000	-	-	

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
40	Planning & Infrastructure - Engineering	SC378.1 - 0.33 FTE Summer Student	As the City continues to grow the Engineering section is strained in trying to meet service levels and customer expectations. This is especially noticeable during the construction season. In order to assist the section in meeting customer and ratepayer expectations a summer student is required to assist in lot grading inspections, site visits (projects) and general engineering duties. This position will also provide a platform for students looking at a career in engineering or technology related to municipalities (especially with the City of Spruce Grove) .	Mar. 2018	67.32	20,790	20,790	20,790	

**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
41	Planning & Infrastructure - Planning & Infrastructure Admin	SC239.3 - 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. Since 2008 the City's diversion rate has remained at about 40% and recently dropped to 37%, with food waste making up approximately 36% of the black cart waste yet only 2.5% of the green cart materials. It appears that traditional methods of informing and educating the public on waste diversion (such as paper advertising, and social media) are not working. A more interactive and directed method of promoting and educating waste diversion is required, specifically Community Based Social Marketing. This method uses direct person-to-person contact to educate and influence the residents behavior.	May. 2018	61.19	15,458	14,308	14,358	

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
42	Corporate Services - Finance	SC322.2 - Reduced Penalty Rates	Over three years phase in a reduction in the monthly penalty rate from 2.5% to 1.0% on property tax, utility and general accounts receivable.  2018 - 2.0%: 165,821 (tax 150,963; utility 14,858) 2019 - 1.5%: 341,572 (tax 310,682; utility 30,890) 2020 - 1.0%: 527,701 (tax 479,537; utility 48,164)	Jan. 2018	60.21	(165,821)	(341,572)	(527,701)	
43	Community & Protective Services - FCSS	SC389.1 - Tri-Community Adult Learning Association (Tri-CALA) - Public Submission	The Tri-Community Adult Learning Association (Tri-CALA) is seeking operational funding from the City of Spruce Grove to help support the development and implementation of a Marketing/Community Development staff position to increase accessibility and to assist in supporting increasing operating, technology, and programming costs.	Jan. 2018	59.64	15,000	15,000	15,000	
<b>Deferred from 2018</b>						<b>(89,573)</b>	<b>(291,474)</b>	<b>(477,553)</b>	

**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

**Deferred from 2019**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
44	Community & Protective Services - Community Services Admin	SC155.4 - 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 2017. No discussions have taken place, as it is assumed that the request would start in 2018. The current resource officer program would be extended with the intent of an additional officer being shared under the same 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. 2019	69.22	-	10,500	42,890	
45	Corporate Services - Information Systems	SC167.4 - 1.0 FTE Corporate GIS Analyst	The 2014 GIS business analysis report recommendations identified a need for a third GIS staff. The additional GIS staff will be an Analyst that will be required to ensure adequate coverage for other internal users of GIS information such as Fire Services, Finance and Public Works. They will also be integral to the operation, maintenance, and support of the City of Spruce Grove Enterprise Geo-Information System.	Apr. 2019	68.49	-	61,764	82,352	

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
46	Corporate Services - City Clerk	SC199.3 - 1.0 FTE Information Management Technician	The Information Management Technician responds to the growing demand for support for the corporate information management program and the functions of the business units within this program. This position focuses on supporting information management through the electronic document management system, including responding to service requests, providing training, guiding annual records destruction and overall assistance to the organization.	Mar. 2019	67.45	-	46,294	55,553	
47	Corporate Services - Finance	SC362.1 - 0.6 FTE Strategic Analyst	A new position with highly developed analytical skills to improve evidence-based decision making through focusing on short and long term financial planning and identification of cost saving measures.	Jan. 2019	67.03	-	56,393	56,393	
48	Corporate Services - Finance	SC392.1 - Annual Financial Report	Publish an online annual financial report to enhance the financial information provided to residents.	Jan. 2019	66.56	-	15,000	15,000	



**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
49	Community & Protective Services - Cultural Services	SC284.2 - Contribution to the Agricultural Society Building	The Spruce Grove & District Agricultural Heritage Society has obtained a feasibility study for a building project at the Grain Elevator. The building project would create a modern and suitable facility for the Society's existing components (museum, archives, community events, farmers market) while also providing new spaces that can help expand programming and foster increased use of the site by residents and community groups. While unknown at this time, it is anticipated that there would be a request for a contribution from the City.	Jan. 2019	53.12	-	1,000,000	-	
<b>Deferred from 2019</b>						<b>-</b>	<b>1,189,951</b>	<b>252,188</b>	

Deferred from 2020

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
50	Planning & Infrastructure - Planning & Development	SC207.3 - 0.5 FTE Planner	Increase the existing 0.5 FTE Planner position to a 1.0 FTE position.	Jan. 2020	67.14	-	-	46,994	
51	Community & Protective Services - FCSS	SC385.1 - 1.0 FTE Community Volunteer Coordinator - FCSS	The City must look to community capacity building to keep up with increasing community needs relating to population growth and social sustainability. Reporting to the Community Development Coordinator position proposed in 2020, the Volunteer Coordinator will manage all elements of volunteerism across internal City departments, as well as across external community sectors to ensure standardization and best practices are observed and implemented, including policy development, recruitment, assessment, placement, retention, and support. Volunteerism is one of the main conduits through which the principles and values of community development can be implemented by supporting inclusivity and resiliency of community members themselves.	Mar. 2020	66.37	-	-	55,382	

**NEW INITIATIVES AND SERVICE CHANGES**

**SERVICE CHANGES**

Row #	Business Unit	Name	Executive Summary	Start Date	Rank	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)
52	Community & Protective Services - Recreation	SC368.1 - 1.0 FTE Sport Coordinator	Reporting to the Director of Recreation Services 1.0 permanent FTE who in part will contribute to the implementation of strategies 1, 2, 3 and 4 in the Leisure Services Master Plan as related to sport within the community. The position will also represent the business unit as primary point-of-contact with respect to Event Tourism (sport).	Mar. 2020	66.15	-	-	84,484
53	Community & Protective Services - Protective Services	SC384.1 - 1.0 FTE Protective Services HR Specialist	There is a need for a dedicated Human Resources position within Protective Services. This position will not only be responsible for the day to day HR needs of the department, but will also work on vacation scheduling, long-range staffing needs, monitoring sick leave, letters of expectations and disciplinary steps. This position will free up time for Chief officers to work on other projects.	Mar. 2020	61.88	-	-	92,881
54	Corporate Services - Finance	SC212.3 - 1.0 FTE Finance Intern	An entry-level financial analyst hired for a two year term under the Municipal Internship Program would assist the City further develop its financial management and reporting systems.	May. 2020	58.33	-	-	20,972
				<b>Deferred from 2020</b>		-	-	<b>300,713</b>
				<b>Total Deferred 2018-2020</b>		<b>(89,573)</b>	<b>898,477</b>	<b>75,348</b>