



CORPORATE PLAN 2017-2019



TABLE OF CONTENTS

| | |
|--|-----------|
| EXECUTIVE SUMMARY | 1 |
| About our community..... | 1 |
| Message from the City Manager..... | 1 |
| Impact of a downturn in the economy..... | 2 |
| Future planning | 2 |
| Fiscal plan..... | 3 |
| Administration’s responsibility for the corporate plan | 4 |
| STRATEGIC PLAN..... | 5 |
| Introduction | 5 |
| Our Vision | 6 |
| Our Mission | 6 |
| Our Core Values..... | 7 |
| Our Underlying Principles..... | 8 |
| Outcomes, Goals and Strategies..... | 9 |
| WHERE PEOPLE CHOOSE TO LIVE | 9 |
| WHERE PEOPLE CHOOSE TO RAISE A FAMILY | 11 |
| WHERE PEOPLE CHOOSE TO GROW A BUSINESS | 13 |
| CORPORATE BUSINESS PLAN | 15 |
| Overview | 15 |
| Corporate planning process and timelines..... | 15 |
| Corporate priorities..... | 17 |
| WHERE PEOPLE CHOOSE TO LIVE | 18 |
| WHERE PEOPLE CHOOSE TO RAISE A FAMILY | 34 |
| WHERE PEOPLE CHOOSE TO GROW A BUSINESS | 39 |
| DEPARTMENT BUSINESS PLANS..... | 45 |
| Overview | 45 |

TABLE OF CONTENTS

| | |
|--|-----|
| Organizational chart | 45 |
| Description | 47 |
| Staffing summary | 47 |
| Services | 52 |
| Departmental initiatives and service changes..... | 52 |
| Fiscal plan..... | 52 |
| Corporate departments..... | 53 |
| Community and Protective Services department | 54 |
| Corporate Services department..... | 55 |
| Planning and Infrastructure department..... | 56 |
| Department Summaries..... | 57 |
| Corporate departments | 57 |
| Corporate Office (Chief Administrative Officer)..... | 57 |
| Corporate Communications | 61 |
| Economic and Business Development | 65 |
| Community and Protective Services department..... | 71 |
| Community and Protective Services administration | 71 |
| RCMP administration | 77 |
| Cultural Services | 82 |
| Family and Community Support Services (FCSS) and Social Planning | 89 |
| Recreation Services | 96 |
| Recreation Services..... | 97 |
| Recreation Facilities..... | 101 |
| Protective Services..... | 107 |
| Spruce Grove Fire Services (SGFS)..... | 107 |
| Safe City | 119 |
| Corporate Services department..... | 123 |
| Corporate Services administration..... | 123 |
| City Clerk’s Office | 128 |
| Finance | 134 |

TABLE OF CONTENTS

| | |
|--|------------|
| Human Resources..... | 140 |
| Information Systems..... | 151 |
| Planning and Infrastructure department..... | 159 |
| Planning and Infrastructure administration..... | 159 |
| Asset Management | 170 |
| Engineering | 175 |
| Planning and Development..... | 182 |
| Public Works | 188 |
| Public Works - General Services..... | 189 |
| Public Works - Parks and Open Spaces | 190 |
| Public Works - Roads and Drainage | 191 |
| Public Works - Utilities – Water and Sewer | 192 |
| Public Works - Utilities – Solid Waste..... | 193 |
| FISCAL PLAN SUMMARY | 205 |
| Overview | 205 |
| Key assumptions | 205 |
| Key measures | 205 |
| Net financial assets / net debt | 206 |
| Accumulated surplus | 207 |
| Debt | 207 |
| Revenue..... | 208 |
| Property taxes..... | 209 |
| Government transfers..... | 210 |
| Utility charges..... | 211 |
| Electric franchise fees | 212 |
| Natural gas franchise fees..... | 212 |
| Contributed assets | 213 |
| Expenses | 213 |
| Amortization | 213 |

TABLE OF CONTENTS

| | |
|---|------------|
| Contracts..... | 214 |
| General | 214 |
| Grants | 214 |
| Human resources..... | 215 |
| Interest on long-term debt | 215 |
| Materials, equipment and supplies | 215 |
| Tangible capital assets | 215 |
| Risks and uncertainties | 216 |
| Economy..... | 216 |
| 2016 forecast | 216 |
| Unpredictable revenue | 217 |
| Unconsolidated statement of operations and accumulated surplus..... | 218 |
| Unconsolidated statement of net financial assets | 219 |
| NEW INITIATIVES AND SERVICE CHANGES | 239 |
| Overview | 239 |
| Prioritization..... | 239 |
| Corporate External – Operating | 242 |
| Approved for 2017..... | 243 |
| Planned for 2019..... | 254 |
| Deferred from 2018 | 255 |
| Corporate Internal - Operating..... | 256 |
| Approved for 2017..... | 257 |
| Planned for 2018..... | 261 |
| Planned for 2019..... | 263 |
| Deferred from 2017 | 265 |
| Deferred from 2018 | 266 |
| Deferred from 2019 | 267 |
| Capital | 268 |

TABLE OF CONTENTS

| | |
|--------------------------------------|-----|
| Proposed long-term capital plan..... | 269 |
| Approved for 2017..... | 274 |
| Planned for 2018..... | 288 |
| Planned for 2019..... | 294 |
| Deferred from 2017..... | 295 |
| Deferred from 2018..... | 296 |
| Deferred from 2019..... | 298 |
| Departmental – Operating..... | 299 |
| Approved for 2017..... | 299 |
| Planned for 2018..... | 305 |
| Deferred from 2017..... | 309 |
| Deferred from 2018..... | 310 |
| Service Changes..... | 314 |
| Approved for 2017..... | 315 |
| Deferred from 2017..... | 337 |
| Deferred from 2018..... | 339 |
| Deferred from 2019..... | 343 |

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

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

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

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

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

Message from the City Manager

It is my pleasure to present the City of Spruce Grove 2017–2019 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 2016, the City reviewed the 2015–2035 strategic plan and developed the corporate business plan, department business plans and the fiscal plan.



Impact of a downturn in the economy

In any year, preparing a corporate plan and budget for the next year comes with challenges. Many of the challenges revolve around external factors such as hydro and gas rates, fuel prices, labour costs and external fees. While the City of Spruce Grove is still growing, many in our city are feeling the effects of a downturn in the economy. It is with this thought in the forefront of our minds that we prepared a corporate plan that is fiscally responsible and still allows us to provide the high quality of services that our residents expect.

The 2017–2019 Corporate Plan reflects the impact of the expectations of a growing community. Over the term of this corporate plan, the population of Spruce Grove is anticipated to grow at an average annual rate of 3.4 per cent. Based on this trend, population is projected to be just over 47,000 by 2026. Continued emphasis on commercial and industrial attraction and development is critical as that is the growth which will assist us in making Spruce Grove financially sustainable, even as the economy fluctuates.

The majority of the initiatives and service changes recommended in the corporate and department business plans directly relate to the growth and development of the city. The primary drivers in prioritizing and balancing the corporate plan were the impacts on capacity of staff resources and providing residents with quality services at an affordable rate.

In 2016, Council expressed concern with the large number of new positions being introduced in the 2016–2018 Corporate Plan. Administration conducted an analysis of each business unit's capacity by weighing their staffing against the demands from core services and proposed initiatives. Using this analysis as a guideline, Administration has heeded Council's concern and is only proposing essential positions based on maintaining current service levels and accommodating growth demands. Details about the reasoning behind each position is further defined on page 47, in the department business plan section.

In 2015, through The 4 Disciplines of Execution (4DX) process, staff were asked to find innovative ways to do their work and either reduce expenditures or increase revenues. Those ideas and savings are incorporated into this corporate plan. Staff continue to use the 4DX principles to challenge all aspects of how we do our work. As well, all departments were asked to look closely at their projected expenditures to ensure that we are only taxing for what we need. Further to that, the General Managers, Finance Department and the CAO, went line by line to ensure that our "belt tightening" request was met.

Future planning

Determining what the City will have to do in the future to achieve the visions set out in the Municipal Development Plan (2010-2020) and the Strategic Plan (2015-2035) needs to be

considered on an ongoing basis. To help achieve this the City further developed its long-term capital and long-term financial planning processes this year. Both are being integrated into the annual corporate planning process.

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

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

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

Fiscal plan

The City manages its finances with a long-term view emphasizing affordability, a healthy financial position and long-term planning. The fiscal plan demonstrates strong stewardship of the City's financial management in support of providing services and programs to residents, businesses and the surrounding area.

The goal of the fiscal plan is to take a balanced approach across the three-year period from 2017 to 2019, not to focus solely on the financial impacts of operations and projects in 2017. A good three-year plan levels out annual rate increases, maximizes the use of available grants and utilizes all potential sources of revenue and funding.

Council has approved an increase to municipal property taxes of 2.9 per cent in 2017, which equates to a monthly residential tax impact of \$4.30 per month for a household with an

assessed value of \$342,411. As well, future planning has assumed a similar increase for each of the next ten years. Administration will also look for other funding sources during this period to ensure that each rate increase is the lowest possible. The property tax increase helps fund ongoing service delivery and maintenance as well as new initiatives and service changes that are not utility or developer related. Ensuring lifecycle maintenance of existing infrastructure, facilities, parks, fleet and equipment, and information systems remains a priority.

There are no increases in electric or natural gas franchise fees in 2017.

The water and sewer utility rate increase is 3.95 per cent (\$0.200 per cubic metre) in 2017, which equates to an increase of \$2.80 per month for a household consuming 14 cubic metres of water. The water and sewer utility rate is affected by many external influences including, but not limited to, the Capital Region Parkland Water Services Commission, the Alberta Capital Region Waste Water Commission and the cost of future capital work requirements. The City will continue to work with utility customers by providing water conservation initiatives such as leak detection to help offset rising costs.

There is no solid waste rate increase for 2017. The solid waste rate is affected by growth in the community and covers the cost of waste collection, including garbage, organics, recycling and new initiatives.

Administration's responsibility for the corporate plan

The 2017–2019 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 16, 2016. Amendments as a result of changes in estimates after Sept. 16, 2016, and amendments from the November public Committee of the Whole corporate planning meetings are included in this approved corporate plan.

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

STRATEGIC PLAN

Introduction

The City of Spruce Grove is at an important juncture in creating and implementing the vision for the community's future. As Spruce Grove continues to grow, 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 has been developed.

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

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

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

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

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

Our Vision

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

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

- **Where people choose to live:**

A dynamic City with an exceptional quality of life

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

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

A leading recreation, leisure and sports community

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

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

A strong, diversified regional business centre

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

Our Mission

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

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

Our Core Values

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

Leadership

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

Openness and Responsiveness

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

Service Excellence

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

Accountability

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

Honesty and Integrity

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

Our Underlying Principles

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

Sustainability through sound economic development

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

Leadership in affordable quality service delivery

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

Affordability through prudent fiscal management

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

Leadership in collaboration to ensure best value for all

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

Building a complete community for all

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

Outcomes, Goals and Strategies

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

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

WHERE PEOPLE CHOOSE TO LIVE

A dynamic City with an exceptional quality of life

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

Outcomes

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

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

Goals

In Spruce Grove in 2035:

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

Strategies

*Strategies for **Community Safety***

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

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

*Strategies for **Infrastructure and Amenities***

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

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

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

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

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

*Strategies for **Mobility and Connectivity***

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

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

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

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

Outcomes

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

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

Goals

In Spruce Grove in 2035:

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

Strategies

*Strategies for **Event Hosting Destination***

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

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

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

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

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

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

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

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

*Strategies for **Healthy Population***

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

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

WHERE PEOPLE CHOOSE TO GROW A BUSINESS

A strong, diversified regional business centre

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

Outcomes

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

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

Goals

In Spruce Grove in 2035:

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

Strategies

*Strategies for **Business Environment***

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

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

Strategies for Available Land

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

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

Strategies for Relationships with Key Stakeholders

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

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

Strategies for Robust, Growing Economic Base

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

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

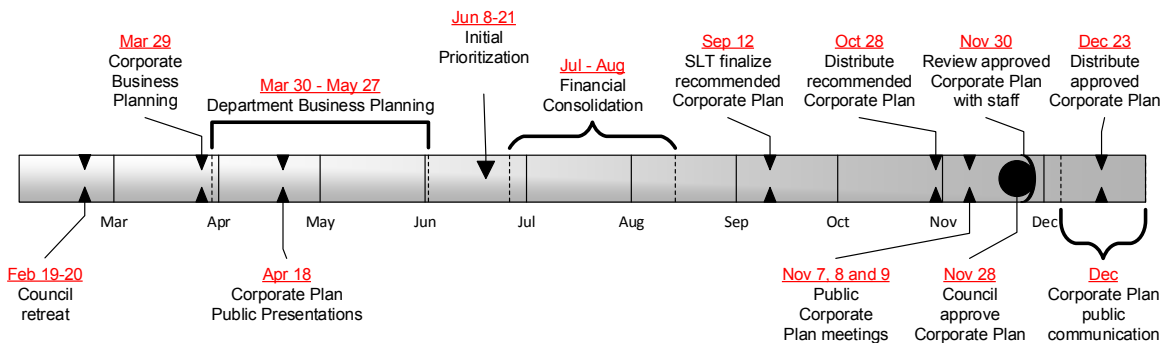
CORPORATE BUSINESS PLAN

Overview

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

Corporate planning process and timelines

Corporate planning is an ongoing process that starts early each year and continues through December. The following timeline sets out the dates for preparation, consideration and approval of the 2017-2019 Corporate Plan.



- February 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 25 Strategic plan - Adoption of any edits to the 2015-2035 strategic plan.

| | |
|----------------------|---|
| March to June | <p><u>Department business planning</u> - Departments develop detailed status quo budgets, business cases for corporate and department initiatives, service changes and capital requirements. Department business plans are reviewed to validate dependencies and scheduling, overall budget requirements, effort demands and capacity.</p> <p><u>Ranking and prioritization</u> – The capital planning team completes a detailed review, ranking and prioritization of capital initiatives. SLT reviews and may amend the prioritization of the capital initiatives recommended by the capital planning team. SLT also reviews, ranks and prioritizes operating initiatives and service changes. The prioritization determines the initial line for calculation of funding for above the line initiatives and service changes and for analysis of capacity.</p> |
| July to August | <p><u>Financial and capacity analysis</u> – Calculate and compile a financial summary of funding strategies for the status quo budget, new initiatives and service changes as prioritized by SLT in June. An analysis on capacity of the organization to deliver core services, new initiatives and service changes is completed.</p> |
| September | <p><u>Finalize the recommended corporate plan</u> - SLT reviews and finalizes changes to status quo budgets, service changes, initiatives, and prioritization based on the financial and capacity analysis. SLT reviews and finalizes the funding strategies for the recommended corporate plan.</p> |
| October 28 | <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 7, 8 & 9 | <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 28 | <p><u>Corporate plan approval</u> - The amended corporate plan is presented for council's approval.</p> |
| November 30 | <p><u>Administrative review</u> - Review the approved corporate plan with staff.</p> |
| December | <p><u>Public communication</u> – Public communications summarizing the approved 2017-2019 Corporate Plan.</p> |

Corporate priorities

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

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

WHERE PEOPLE CHOOSE TO LIVE***A dynamic City with an exceptional quality of life***

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

Goal 1.1 Citizens feel safe within their communities.

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------------------|---|----------------------------------|--|------------|-----------|
| Corporate External - Capital | Planning & Infrastructure - Engineering | CE703.1 - RCMP Land Servicing | <p>A new RCMP station is being built between Highway 16A and the CN rail line and just west of Campsite Road. The original servicing concept was to service the sanitary east to an existing line just south of Highway 16A and water to a main that is located just east of the proposed site. The storm water was to be managed just north of the site. Since this, a couple of significant items have occurred, as follows:</p> <ul style="list-style-type: none"> - the landowner does not want the pond to be located north of the lands but rather at the very west part of his lands; and - that the access to the site may include both the access onto Campsite Road, as well the access west of the site to Highway 16A. | Jan. 2016 | Jan. 2018 |

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------------------|---|---|--|------------|-----------|
| Corporate External - Capital | Community & Protective Services - Protective Services | CE588.2 - Design and Construct New Protective Services Facility | The current Protective Services Facility was designed initially for a volunteer fire service decades ago and although there have been several renovations and alterations it does not meet the needs of the current Protective Services department. Also, the rapid growth of the City has necessitated growth within Fire and Enforcement Services that has spread beyond the current facility with no room for growth. | Jan. 2016 | Aug. 2019 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------------|---|--|--|------------|-----------|
| Corporate External - Capital | Planning & Infrastructure - Public Works | CE878.1 - Installation of Rectangular Rapid Flashing Beacons | This initiative is to provide funding for the purchase and installation of Rectangular Rapid Flashing Beacons (RRFB) at special crosswalk locations in the City of Spruce Grove. The installation of RRFB's at these crosswalks is indicated under the City's Marked Crosswalk Policy. | Apr. 2017 | Jun. 2017 |
| Corporate Internal - Capital | Community & Protective Services - Protective Services | CI886.1 - 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 |

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 | CI391.3 - Organizational Effectiveness Review - Corporate Planning Process | The corporate planning process was developed in 2009 and has evolved and matured over the last several issues 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. 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 | CE95.4 - 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 | CE594.2 - 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. 2018 |

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|--|--|---|------------|-----------|
| Corporate External - Operating | Planning & Infrastructure - Planning & Infrastructure Admin | CE695.2 - Natural Areas Inventory Update and Strategy | <p>In 2004 the City of Spruce Grove conducted an Urban Forest Management Plan and in 2007 followed this up with a Parks and Open Space Master Plan. The Urban Forest Management Plan provided an excellent condition report on the state of the urban forest in the City. The plan also provided Public Works with five years of recommended management and maintenance direction to help protect the major forest areas in the City.</p> <p>This project is intended to determine the current "state of the forest", identify another five to ten year management and maintenance including an assessment of fire threat and mitigation. This Strategy will help assist City departments understand their role in natural areas protection, management and land use surrounding these areas. This strategy is also intended to gather citizen support as key stakeholders in natural areas protection.</p> | Jan. 2017 | Dec. 2017 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|--|---------------------------|--|------------|-----------|
| Corporate External - Operating | Planning & Infrastructure - Asset Management | CE907.1 - Wellness Centre | The City of Spruce Grove has negotiated with Beaverbrook Pioneer Wellness Centre Ltd. a 15 year tenant rental agreement for 2980 sq. ft. of space in the Beaverbrook Pioneer Wellness Centre located next to the new Prescott Learning Centre. The City is intending to sub-lease the entire space to a future Parent Link Centre (PLC) operator. Honoring the original commitments with the Province of Alberta, the City would enter into this sub-lease arrangement under the understanding that the entire space would be allocation to the PLC for only two-thirds of the costs. Current project completion is estimated for April/May 2017, and the City is prepared to take on full costs until such time as the operator of the PLC is ready to operate and/or move into the facility. | Jan. 2017 | Dec. 2019 |

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 | CI601.2 - Conduct an Organizational Culture Review | <p>Conduct an organizational culture review is an initiative within the People Strategy. An organizational culture review has two main focus areas, which include:</p> <ol style="list-style-type: none"> 1. Reviewing the organization's Shared Principles; and 2. Conducting an employee engagement survey. <p>A review of the current Shared Principles will help determine if the principles should be re-established or changed to value statements to reflect the current work environment and evolving organizational culture.</p> <p>Conducting an employee engagement survey provides for employee input in setting and improving the organizational culture.</p> | Sep. 2016 | Dec. 2018 |
| Corporate Internal - Operating | Corporate Services - Human Resources | CI207.4 - Develop a Supervisor Training Program | <p>In the development of the City of Spruce Grove's People Strategy, there is a need to identify the supervisory competencies within an organizational framework. The December 2012 Human Resources Organizational Effectiveness Review (OER) recommended a number of focus areas for developing competencies to be included as part of the Human Resources Plan. They included recruitment, performance management, and developing and setting goals. These competency requirements still exist in 2016 and 2017.</p> | Jan. 2017 | Dec. 2017 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------|--------------------------------------|---|--|------------|-----------|
| Corporate Internal - Operating | Corporate Services - Human Resources | CI215.4 - Develop Organizational Training Framework and Tracking System | <p>This initiative was originally identified as an operational recommendation as part of the December 2012 Human Resources Organizational Effectiveness Review (OER) study. The first areas of focus for developing an organizational training framework included priority recruitment, performance management, and goal setting.</p> <p>This initiative is a component of "Developing a city-wide training strategy" within the People Strategy which is also planned for in 2017.</p> | Jan. 2017 | Dec. 2017 |
| Corporate Internal - Operating | Corporate Services - Human Resources | CI208.4 - Implement the Supervisor Training Program | <p>This initiative is specific to the supervisory level staff within the organization. Implementing a supervisor training program was an operational recommendation identified in the December 2012 Human Resources Organizational Effectiveness Review (OER). Specifically the supervisory competencies identified, to be included in the organizational training framework were recruitment, performance management and developing/setting goals. This initiative is also congruent with the City of Spruce Grove's People Strategy, which identified a need for developing a leadership development program and certification. The intent is that this would be an ongoing program.</p> | Jan. 2018 | Dec. 2019 |
| Corporate Internal - Operating | Corporate Services - Human Resources | CI600.2 - Implement Workforce Training Strategy | <p>Implementing the Workforce Training Strategy is directly dependent on the outcomes of the initiative to "develop a workforce training strategy" and "develop a supervisor training program". The organizational training that is implemented will be dependent in part on the priorities established in the workforce training strategy.</p> | Jan. 2019 | Dec. 2020 |

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------|---|---|---|------------|-----------|
| Corporate External - Capital | Community & Protective Services - Community Services Admin | CE104.4 - 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 |
| Corporate External - Operating | Planning & Infrastructure - Planning & Infrastructure Admin | CE406.3 - Explore Three-Stream Waste Program Pilot in Local Schools | Schools in the City of Spruce Grove currently do not have access to the City's waste programs and are serviced by the private sector. However, local schools are an ideal place to promote and reinforce the City's waste diversion program. While the initial logistics may pose some challenges, implementing this program in schools has the potential to have a very strong return on investment in terms of education and overall community diversion rates. This initiative has two components, assess the feasibility and logistical issues associated with offering this service to schools, and if feasible, pilot the program at two schools for 2016. Following this, the results will be assessed to determine if the program should be offered City-wide and on a permanent basis. | Jan. 2015 | Mar. 2017 |
| Corporate Internal - Capital | Corporate Services - Information Systems | CI163.4 - Implement Enterprise-Wide Asset Management System | This initiative will involve implementation of an Enterprise-Wide Asset Management System that will enable the City of Spruce Grove to manage infrastructure capital assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service. | Jan. 2015 | Dec. 2019 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|--|--|---|------------|-----------|
| Corporate Internal - Operating | Corporate Services - Information Systems | CI384.3 - 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 realization of the goals and objectives of the City and to ensure that initiatives in the corporate plan are appropriately and responsibly managed. This initiative defines the work necessary to develop and implement a project management capability that responds to these recommendations. It is expected that the work contemplated for the next three years will provide a solid foundation for ensuring the successful, robust and effective management and delivery of projects identified within the corporate plan. | Jan. 2016 | Dec. 2018 |
| Corporate External - Operating | Corporate Departments - Communications | CE686.2 - City Website Refresh | The City of Spruce Grove's website and Content Management System was last reviewed and redesigned in 2010. With the changes in technology, popularity of our website (approximately 94,000 page views per month) and the increasing use of mobile devices (smartphones and tablets) to access our website, the current Content Management System and design/navigation of the City's site is beginning to show signs of being out of date. Limitations within the Content Management System are preventing us from being able to provide some of the basic expectations of web users, as well as keeping up with best practices regarding usability, accessibility, and functional design and navigation. | Feb. 2016 | Oct. 2017 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------|---------------------------------|---|--|------------|-----------|
| Corporate Internal - Operating | Corporate Services - City Clerk | CI716.2 - 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. 2017 | Apr. 2017 |
| Corporate Internal - Capital | Corporate Services - Finance | CI895.1 - Financial Management Software | Standard cost management tools can be provided by implementing the financial management modules included with the City of Spruce Grove's financial system. Providing these tools is overdue. The existing variety of stand-alone, manual processes hinder, rather than help with financial management. Individual expense tracking puts too much responsibility on individual managers and does not provide enough information to senior managers. | Jan. 2017 | Dec. 2019 |
| Corporate Internal - Capital | Corporate Services - City Clerk | CI718.2 - Implementation of Electronic Signatures | Implementing an Electronic Signatures Program for City of Spruce Grove 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 project will take the business requirements identified in the business requirements gathering initiative from 2017 and implement an electronic signatures program that will provide opportunities for increased operational efficiencies, improved customer services as well as generate some costs savings. | Jan. 2018 | Dec. 2018 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|--|--|--|------------|-----------|
| Corporate External - Capital | Planning & Infrastructure - Planning & Infrastructure Admin | CE460.3 - Convert Existing Streetlights to LED | <p>This project would see the replacement of all residential street light (lamps) in the City of Spruce Grove from the current High Pressure Sodium (HPS) to Light Emitting Diode (LED) Technology. Both the City of Edmonton and Calgary, as well as a province wide program in British Columbia are currently running simultaneous programs with strong evidence that significant savings are being achieved by doing the conversion.</p> <p>Fortis Alberta has confirmed that they are directing replacement programs with municipalities starting in 2017. The program would require no capital investment by the municipality, but rather a 10% charge on rates to recover the costs. The cost recovery would remain only until the capital costs to install are recovered by Fortis. Offsetting this cost would be reduced transmission and energy costs. Savings would still be realized in the municipality, however not as much if they had invested in the replacement directly.</p> | Jan. 2018 | Dec. 2018 |
| Corporate Internal - Operating | Corporate Services - Information Systems | CI385.3 - Readiness Study for Amalgamation of Major City Software Applications | <p>The City of Spruce Grove will undertake a study to determine if the current enterprise-wide systems including financial software are meeting the business requirements of the City and the appropriate time to possibly amalgamate the ten enterprise-wide software programs into one larger system. This project will facilitate planning for future changes including possible workflow changes, consider alignment with other pieces of organizational software and what will be required to do so, the costs associated with it, timing of the changes, resources required, the cultural impact and the planning required in advance of implementation.</p> | Jan. 2019 | Jun. 2019 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|--|---|---|------------|-----------|
| Corporate Internal - Operating | Planning & Infrastructure - Asset Management | CI395.3 - Establish Best Value Procurement Process for the City | This initiative is to procure the license to utilize the Arizona State University (ASU) Best Value Procurement Process within the City of Spruce Grove'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. | Jan. 2019 | Dec. 2019 |

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 - Corporate Services Admin | CI862.1 - 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. 2018 | Dec. 2019 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|--|---|---|------------|-----------|
| Corporate External - Operating | Corporate Services - Information Systems | CE423.2 - 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. 2017 | Oct. 2017 |
| Corporate Internal - Capital | Planning & Infrastructure - Asset Management | CI894.1 - City Hall Upgrades | To continue to accommodate staff growth within City Hall a 3rd floor renovation will be required in 2018 and a 2nd floor renovation will be required in 2019. The 2018 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. The 2019 renovation will reconfigure the second floor customer service area to allow for cubical growth in the east end of the 2nd floor of City Hall. | Jan. 2018 | Dec. 2019 |
| Corporate External - Capital | Planning & Infrastructure - Public Works | CE418.3 - 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. 2018 | Dec. 2020 |

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

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

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 | CE267.4 - Transit Service Growth | <p>This initiative consolidates three separate transit growth initiatives related to transit growth into a single initiative.</p> <p>The growth strategy for transit is based upon the Transit Service Review (DanTech 2013). The concepts of this report were considered and further refined through public consultation and subsequent public surveys. The key request of the service review and surveys was to maintain the current route to NAIT and downtown. A second route to West Edmonton Mall and South Campus was viewed a secondary route by including the Edmonton South side and the LRT Link.</p> <p>Once established in 2017 there would be a phased approach to additional service on the south route starting in 2018 with an increase from peak to full daytime service. In 2019, there would be an addition of evening service to the WEM and South Campus Route. In 2020 service would then expand to include full weekend service.</p> | Jan. 2016 | Dec. 2020 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|--|--|--|-------------------|-----------------|
| Corporate External - Operating | Planning & Infrastructure - Planning & Infrastructure Admin | CE407.3 - Long Term Regional Transit Plan | In 2014 the City of Spruce Grove implemented Phase 1 of the Transit Service Review. The GreenTRIP grant application proposed a medium term approach based upon earlier plans and consultation. This project will, with the aid of a consulting firm, help to also verify our medium term plans, finalize local route planning growth, the potential for regional integration and a longer term capital, infrastructure and operational plans. The Capital Regional Board (CRB) governance plan still is encouraging for regionalized transit system, however the political climate for this to occur may still be many years away. In order to ensure the system functions to an optimal level and is phased in appropriately, including possible services and partnerships with Parkland County and possibly the Town of Stony Plain, an external analysis should be conducted. The role and service offer of Specialized Transit Services (STS) should be examined in this review. | Aug. 2016 | Dec. 2017 |

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

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

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

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------|---|--|---|------------|-----------|
| Corporate Internal - Operating | Community & Protective Services - Cultural Services | CI906.1 - Develop a Corporate Direction on Municipal Event Procedure | As the City of Spruce Grove continues to grow, our strategies for managing and directing events must be determined. Currently, there are a number of departments working on events in the region. The development of a corporate strategy will ensure the City's success in communicating and executing community, regional and broader provincial and national events. | Jan. 2017 | Dec. 2017 |

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.

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|---|--|---|------------|-----------|
| Corporate External - Operating | Corporate Departments - Economic Development | CE31.4 - Implement Event Hosting Strategy | Implement the Event Hosting Strategy and Action Plan developed in 2014 as a collaborative initiative with the City of Spruce Grove's regional partners (Parkland County, Stony Plain and the Tri-Leisure Centre). This was recommended in the Economic Developers Association of Canada (EDAC) Action Plan under Strategic Element 6.8. This will include a review of gaps and other limitations in our regional sports, recreation and cultural facilities that impact the competitiveness of the region in attracting events and increasing facility utilization. | Jan. 2015 | Dec. 2020 |
| Corporate External - Capital | Community & Protective Services - Recreation | CE414.2 - Construct Pickleball Courts | As identified in the Outdoor Sport Facility Strategy, the sport of 'Pickleball' has firmly established itself as a legitimate outdoor sport activity primarily involving age 55 plus participants in the City of Spruce Grove and area. The initiative proposes the conversion of four tennis courts at Henry Singer into twelve tournament level Pickleball courts. | Jan. 2016 | Dec. 2017 |

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.

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|---|---|---|------------|-----------|
| Corporate External - Operating | Community & Protective Services - Cultural Services | CE854.1 - Canada 150 - Legacy / Enhanced Event | With Canada's 150th birthday in 2017, additional event funds are required for an enhanced event and legacy project on July 1 in Jubilee Park. | Mar. 2017 | Jul. 2017 |

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 | CE486.3 - Sports & Recreation Facility Expansion - 3rd Floor | The third floor of the Border Paving Athletic Centre (BPAC) has approximately 5,500 square feet of undeveloped space. The City of Spruce Grove has been approached by user groups to consider the development and lease of the space. The intent would be to have the 3rd floor developed through a tenant financed leasehold improvement arrangement with no capital requirement for the City and additional lease revenue to help reduce the building operating deficit. | Jan. 2016 | Dec. 2017 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------------------|--|--|--|------------|-----------|
| Corporate External - Capital | Community & Protective Services - Recreation | CE413.3 - 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.</p> <p>The Jubilee Park Master Update has been divided into the following two (2) phases of capital development:</p> <p>Phase I – 2016 & 2017</p> <p>Design and construct the following system elements:</p> <ol style="list-style-type: none"> 1. Safety & Security 2. Parks Building, 3. Trans Mountain Legacy <p>Phase II – 2024/2025/2026</p> <p>Design and construct the following system elements - Main entry gate, Way finding signage, Two (2) shade structures, Disc golf course enhancements, Asphalt trails, Multi-Purpose Building including building amenities, Sanitary lift station, Trees & shrubs, Lighting, Picnic Shelters, Fibre optic, and various other smaller system elements.</p> | Jan. 2016 | Dec. 2026 |
| Corporate External - Capital | Community & Protective Services - Recreation | CE448.3 - Arena Complex | <p>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.</p> | Jan. 2018 | Dec. 2021 |

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------------------|--|--|---|------------|-----------|
| Corporate External - Capital | Community & Protective Services - Recreation | CE480.4 - Implementation of Outdoor Facilities Strategy | <p>Recently Council was presented with "Playbook 2029", Spruce Grove's Outdoor Sport Facility Strategy. The intent of this initiative is to advance those strategies and recommendations identified in the report through a functional planning study with primary focus on the following outdoor sport facility needs: Football, Soccer, Pickleball, Skateboarding and Outdoor Ice.</p> <p>The implementation of the following projects for each year are as follows:</p> <p>Outdoor Rink (2017) "AA" Baseball Diamond (2019) "A" Baseball Diamond (2019) Leisure Ice Surface (2020) District Level Skateboard Park (2021) Outdoor Rink (2023) Skating Oval (2025) "AA" Twin Synthetic Soccer/Football Fields (2027)</p> | Mar. 2017 | Dec. 2027 |

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

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

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

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|---|---|--|------------|-----------|
| Corporate External - Operating | Corporate Departments - Economic Development | CE34.4 - Develop a Vision and Strategy for City Centre Revitalization in Spruce Grove | Development of a revitalization strategy and implementation plan for the City Centre in Spruce Grove. The first step in this phase was the development of a discussion paper which sets out the vision, issues, and options with respect to the scope for revitalization. The report was presented to Council in June 2014 and called for local business-owners to champion and take the lead role in the process. Subsequently, a Downtown Revitalization Steering Committee made up of business-owners was established, and with the support of the City, have developed a work plan to form a Business Revitalization Zone and undertake further work on a revitalization strategy and implementation plan. The City will continue to actively support the Steering Committee in providing some financial and other assistance to move the process along. | Mar. 2014 | Mar. 2017 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------------------|---|--|---|------------|-----------|
| Corporate External - Operating | Corporate Departments - Communications | CE27.4 - 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. 2018 |
| Corporate External - Operating | Corporate Departments - Economic Development | CE36.4 - 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 | CE32.4 - 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 |

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 | CE595.2 - Update 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. | Jul. 2019 | Dec. 2020 |

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 | CE864.1 - Edmonton Metro Economic Development Initiative | As a Capital Region Board (CRB) sponsored initiative, there will be a new metropolitan Edmonton marketing organization established to promote and attract investment to the region. It will likely be structured under a board consisting of municipal representatives in addition to other stakeholders. The business plan, funding model and governance structure are intended to be developed and approved in 2016. | 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.

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 | CE243.4 - Implementation of Westwind Agreement Options | Implement the multi-year Purchase and Options Agreement for the Westwind Lands Development. | Jan. 2014 | Dec. 2020 |
| Corporate External - Capital | Corporate Departments - Economic Development | CE863.1 - Rotary Park Land Initiative | Negotiate with the Provincial government to have the restrictive covenants on the Rotary Park lands removed and assemble these lands with adjacent road-right-of-way into a single parcel, which will create a high value highway commercial site for future development. | Jan. 2017 | Dec. 2017 |

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

DEPARTMENT BUSINESS PLANS

Overview

Departmental business plans reflect the activities of City departments that support the corporate business plan and indirectly, the strategic plan. This work represents the operational services necessary to meet the service delivery expectations within the City and includes departmental operating and capital initiatives and service changes approved for 2017 and those planned for 2018 and 2019.

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.

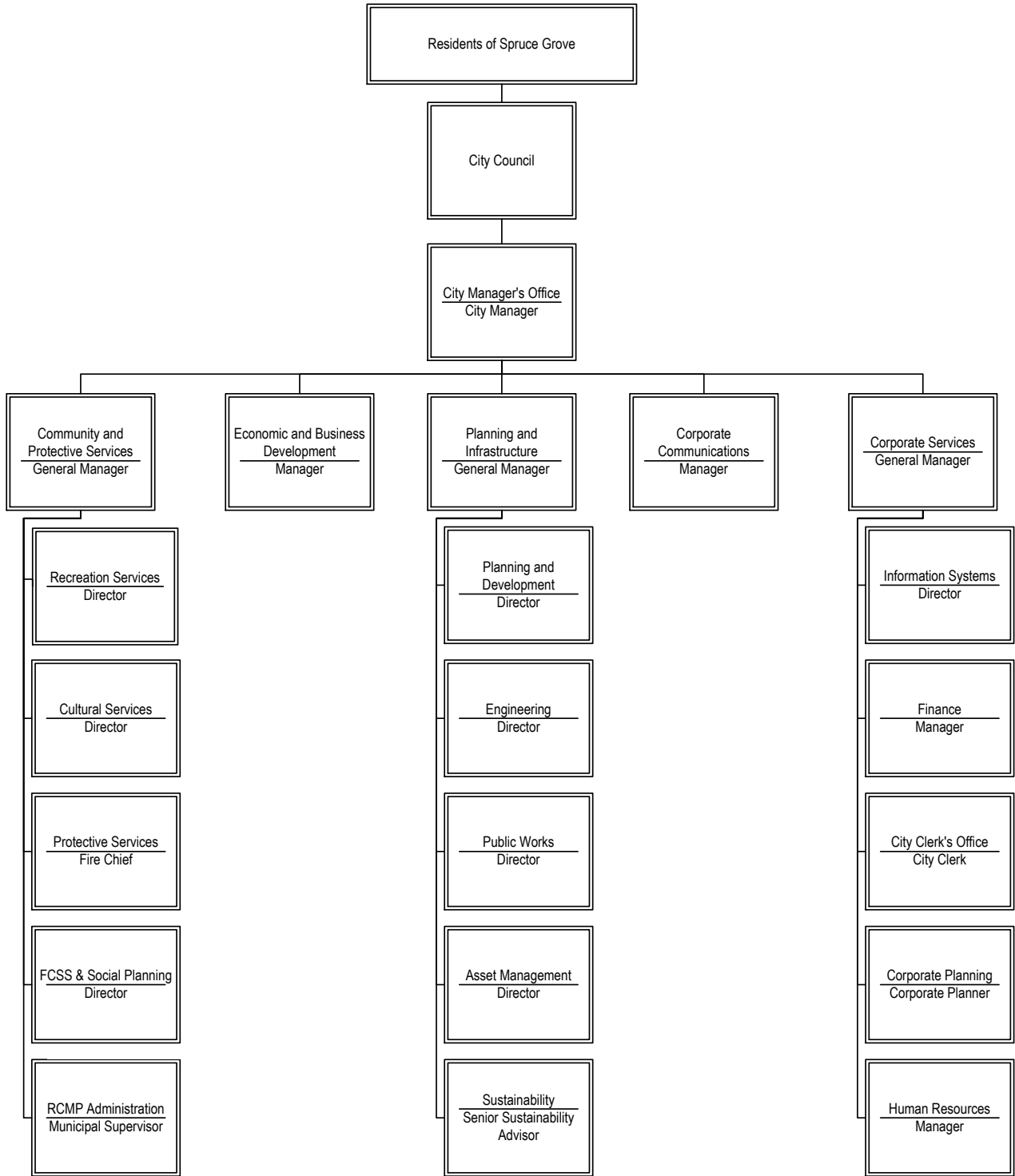
Each department business plan includes the following components: organizational chart; description of the department or section; a Full-Time Equivalent (FTE) staffing summary; listing of services delivered; service changes; departmental operating and capital initiatives and the fiscal plan.

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 2017 and positions planned for 2018 and 2019 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

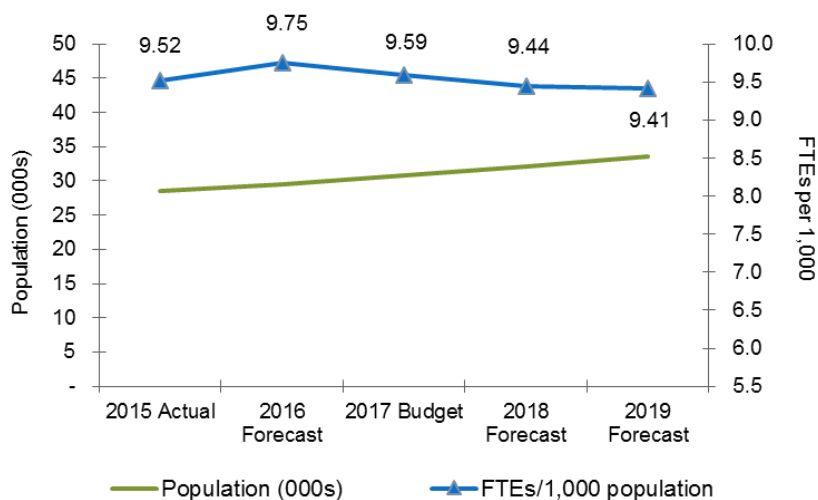
The description for each department and section outlines the functions and operational activities that the area is responsible for.

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 2017 and those planned for 2018 and 2019.

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 approved positions in 2017, the FTEs per 1,000 in population keep pace with anticipated population growth. However, not all positions have been identified beyond 2017 resulting in future staffing levels not keeping pace with growth.



The following schedule represents the approved FTEs for 2017 and the staffing planned for 2018 and 2019.

| | | | 2017 | 2018 | 2019 |
|--|----------------|--------|----------------------|----------------------|----------------------|
| <u>Recommended FTEs</u> | | | | | |
| <u>City Manager's Office</u> | | | | | |
| <u>Corporate Communications</u> | | | | | |
| Communications Coordinator - Internal Communications | Full-Time | Jul-18 | | 1.00 | |
| <u>Economic and Business Development</u> | | | | | |
| Economic Development Coordinator | Full-Time | Jul-17 | 1.00 | | |
| <u>Community & Protective Services</u> | | | | | |
| RCMP Municipal Administration | Full-Time | Apr-17 | 1.00 | | |
| RCMP Municipal Administration | Full-Time | Apr-18 | | 1.00 | |
| Community Development Coordinator - FCSS | Full-Time | Jan-18 | | 1.00 | |
| Administrative Assistant - FCSS | Perm Part-Time | Mar-19 | | | 0.50 |
| Jubilee Park Programs Casual | Casual | May-17 | 1.10 | | |
| Fire Services Staffing Identified in Service Level Study | Full-Time | Jul-19 | | | 8.00 |
| Enforcement Services Staffing Plan | Full-Time | Jan-17 | 1.00 | | |
| Fire Prevention Officer | Full-Time | Jan-19 | | | 1.00 |
| | | | <u>3.10</u> | <u>2.00</u> | <u>9.50</u> |
| <u>Corporate Services</u> | | | | | |
| Accounts Payable Representative | Full-Time | Mar-17 | 1.00 | | |
| Help Desk Analyst Tier 1 | Full-Time | Apr-17 | 1.00 | | |
| Security Analyst | Full-Time | Apr-17 | 1.00 | | |
| Corporate GIS Technologist | Full-Time | Apr-18 | | 1.00 | |
| | | | <u>3.00</u> | <u>1.00</u> | <u>-</u> |
| <u>Planning and Infrastructure</u> | | | | | |
| Transit Coordinator | Full-Time | Jan-18 | | 1.00 | |
| Building Operator | Full-Time | Apr-17 | 1.00 | | |
| Building Operator | Full-Time | Mar-19 | | | 1.00 |
| Parks Operator | Full-Time | Mar-19 | | | 1.00 |
| | | | <u>1.00</u> | <u>1.00</u> | <u>2.00</u> |
| <u>Recommended FTEs</u> | | | <u>8.10</u> | <u>5.00</u> | <u>11.50</u> |
| Change in Casual and Term FTEs | | | - | 0.00 | - |
| Opening FTEs | | | <u>287.89</u> | <u>295.99</u> | <u>300.99</u> |
| Closing FTEs | | | <u>295.99</u> | <u>300.99</u> | <u>312.49</u> |

In 2016, Council advised Administration to reduce the number of new positions in the 2017 – 2019 Corporate Plan. Administration has heeded Council’s request and is only proposing the following positions for 2017 based on maintaining current service levels and accommodating growth demands:

1. Economic Development - 1.0 FTE Economic Development Coordinator

The addition of the Coordinator position will enable the Economic & Business Development department to meet the growing administrative demands of new and expanding economic development initiatives, which is a priority in the strategic plan. It will free up the time of existing staff to focus on economic development attraction.

2. Information Systems - 1.0 Help Desk Analyst Tier 1

Due to the rapid growth and expansion of technical services there is a need for a Help Desk Analyst at the tier-1 service level to deal with the increased need for desktop services. A second help desk analyst that is dedicated to tier-1 service requests will alleviate the existing workload and enable Information Systems to maintain existing service levels for staff as the City continues to grow.

3. Information Systems – 1.0 FTE Security Analyst

The City simply does not have the required resources at this time to perform network and wireless security tasks on a regular basis. This makes the City susceptible to breaches on the network. This position will also provide the City with a backup for the existing Network Administrator role and will allow for sharing of the network administration workload.

4. Recreation – 1.1 FTE Jubilee Parks Programs Casual

A number of phases are being carried out as part of the Jubilee Park Master Plan Implementation, one of which is a water spray feature anticipated in 2017. While the water spray feature is operating, staff will be responsible to ensure that a clean and safe environment exists and is maintained for patrons using various amenities. Coordination of site specific “feature events” along with marketing and promotion of the water park is also included.

5. Asset Management – 1.0 FTE Building Operator

With the addition of the new Public Works facility, King Street Mall office space, and the Border Paving Athletic Centre (BPAC), building operations have increased by 115,000 square feet. To ensure ongoing service levels of preventative and reactive maintenance are completed, 1.0 FTE to service the new building space is required.

6. Finance – 1.0 FTE Accounts Payable Representative

A second accounts payable representative is needed to manage increased volume, track project costing detail, and implement new programs for purchase orders, early bill payment discount and purchasing card rebates.

7. RCMP Municipal Administration staff – 1.0 FTE Watch Clerk

There is an increased demand on support staff over the last few years for services such as changes to criminal record check requirements and false alarms. Support staff provide invaluable service to members. By allocating more administrative support, officers are able to spend more time being pro-active in the community and providing visible policing, and less time on administrative work.

8. Enforcement Services – 1.0 FTE Community Peace Officer (CPO1)

With the addition of a CPO 1 position, both watches will have two CPO 1 and one CPO 2, this will result in officers on duty for both bylaw and provincial enforcement seven days a week and varied hours based on season and workload expediencies. As per Council's request in 2014, a review of staffing levels for Enforcement Services was conducted and this position reflects an identified need.

9. Two Additional RCMP Members

The addition of two new members in 2017 will assist the RCMP in dealing with increasing workloads and add more visible policing in the community.

The following table is a summary of the total FTEs, including approved positions for 2017 and positions planned in 2018 and 2019, by department and section.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|--|----------------|----------------|------------------|----------------|------------------|------------------|
| Corporate | | | | | | |
| 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 | 7.50 | 7.50 |
| Economic and Business Development | 3.00 | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 |
| | 12.00 | 12.00 | 12.00 | 13.00 | 14.00 | 14.00 |
| Community and Protective Services | | | | | | |
| Community and Protective Services Administration | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| RCMP Administration | 9.00 | 9.00 | 9.00 | 10.00 | 11.00 | 11.00 |
| Cultural Services | 10.00 | 10.50 | 10.50 | 10.50 | 11.50 | 11.50 |
| FCSS and Social Planning | 15.80 | 16.30 | 16.30 | 16.30 | 17.30 | 17.80 |
| Recreation and Parks Planning | 7.50 | 8.50 | 8.50 | 9.60 | 9.60 | 9.60 |
| Agrena/Fuhr Sports Park/Sports & Recreation Facility | 10.02 | 11.02 | 11.02 | 11.02 | 11.02 | 11.02 |
| Spruce Grove Fire Services | 47.50 | 51.50 | 51.50 | 51.50 | 51.50 | 59.50 |
| Municipal Enforcement | 7.50 | 8.50 | 8.50 | 9.50 | 9.50 | 9.50 |
| Safe City | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 |
| | 112.32 | 120.32 | 120.32 | 123.42 | 126.42 | 135.92 |
| Corporate Services | | | | | | |
| Corporate Services Administration | 3.50 | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 |
| City Clerk's Office | 5.26 | 6.26 | 6.26 | 6.26 | 6.26 | 7.26 |
| Finance | 22.63 | 23.63 | 23.63 | 24.63 | 24.63 | 24.63 |
| Human Resources | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Information Systems | 11.00 | 12.00 | 12.00 | 14.00 | 15.00 | 15.00 |
| | 48.39 | 52.39 | 52.39 | 55.39 | 56.39 | 57.39 |
| Planning and Infrastructure | | | | | | |
| Planning and Infrastructure Administration | 3.50 | 3.50 | 3.50 | 3.50 | 4.83 | 4.83 |
| Asset Management | 11.00 | 12.00 | 12.00 | 13.00 | 14.00 | 15.00 |
| Engineering | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Planning and Development | 15.50 | 16.50 | 16.50 | 16.50 | 17.00 | 17.00 |
| Public Works | 60.18 | 63.18 | 63.18 | 63.18 | 63.18 | 64.18 |
| | 98.18 | 103.18 | 103.18 | 104.18 | 107.01 | 109.01 |
| Total FTEs | 270.89 | 287.89 | 287.89 | 295.99 | 303.82 | 316.32 |

Services

Services of the City of Spruce Grove represent the functions, activities and effort associated with running the City and delivering services to the community. Depending on the nature of the service, service levels are defined administratively; set based upon legislative requirements or set by Council policies. Services reflect the on-going, operational work of a particular department or section, and the effort, in hours, with delivering that service.

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

Departmental initiatives and service changes

Department business plans include summaries of the departmental operating and capital initiatives and service changes that are approved for 2017 and those planned for 2018 and 2019. 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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|------------------------------------|-------------------|------------------|------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 2,105 | - | - | - | - | - |
| Miscellaneous | - | 35,000 | - | - | - | - |
| User Fees | | | | | | |
| Donations and Sponsorships | 41,719 | 135,640 | 125,445 | 127,900 | 124,300 | 124,300 |
| Goods and Services | 3,588 | 5,000 | 3,849 | 5,000 | 5,000 | 5,000 |
| Other Fees | 640 | - | 50,000 | - | - | - |
| Sale of land | 2,899,023 | - | - | - | 1,250,000 | - |
| Contributed Capital Assets | 11,179,265 | 2,931,654 | 2,931,654 | 662,624 | 744,557 | 997,349 |
| Developer Contributions | 50,000 | 100,000 | - | 181,500 | - | - |
| Interest Earned | - | 90,251 | 90,251 | 85,065 | 79,756 | 74,321 |
| Local improvements | 1,292,630 | - | 194,090 | - | - | - |
| | 15,468,970 | 3,297,545 | 3,395,289 | 1,062,089 | 2,203,613 | 1,200,970 |
| Expenses | | | | | | |
| Amortization | 12,480 | 9,578 | 9,577 | 9,578 | 9,578 | 9,578 |
| Contingency | 106,906 | 185,452 | 158,828 | 200,000 | 200,000 | 200,000 |
| Grants to Organizations | 41,000 | 26,000 | 26,000 | 26,000 | 26,000 | 26,000 |
| Human Resources | 1,753,039 | 1,998,216 | 2,014,033 | 2,128,756 | 2,316,847 | 2,546,815 |
| Interest on Long-Term Debt | - | - | - | 106,353 | 100,519 | 94,527 |
| Loss on Disposal of Capital Assets | (675,167) | (1,932,516) | (1,904,814) | - | - | (4,775,668) |
| Operations and Maintenance | | | | | | |
| Cost of Land Sold | 2,854,455 | - | - | - | 726,850 | - |
| Janitorial | - | - | 21,304 | - | - | - |
| Marketing and Publications | 104,543 | 112,513 | 111,598 | 118,836 | 126,410 | 133,802 |
| Materials and Supplies | 8,570 | 8,000 | 5,498 | 105,500 | 5,565 | 5,630 |
| General Expenses | 301,178 | 405,167 | 367,027 | 374,342 | 413,364 | 379,448 |
| Office | 62,593 | 64,788 | 68,298 | 105,616 | 107,073 | 110,047 |
| Utilities | 6,120 | 9,066 | 14,596 | 10,178 | 10,365 | 10,559 |
| Contract - General | 2,183,697 | 373,840 | 350,205 | 302,605 | 273,770 | 150,389 |
| | 6,759,414 | 1,260,104 | 1,242,150 | 3,487,764 | 4,316,341 | (1,108,873) |
| Annual Surplus (Deficit) | 8,709,556 | 2,037,441 | 2,153,139 | (2,425,675) | (2,112,728) | 2,309,843 |

Community and Protective Services department

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue | | | | | | |
| Property Taxes | 665,737 | 660,220 | 659,731 | 659,731 | 659,731 | 659,731 |
| Government Transfers | | | | | | |
| Local Government | 443,337 | 443,424 | 492,030 | 474,901 | 476,896 | 482,010 |
| Miscellaneous | 1,367,397 | 1,272,829 | 1,546,752 | 1,694,134 | 1,557,574 | 1,571,134 |
| Municipal Sustainability Initiative | - | 500,000 | 500,000 | - | 500,000 | - |
| User Fees | | | | | | |
| Donations and Sponsorships | 127,540 | 95,800 | 52,867 | 58,000 | 48,031 | 48,063 |
| Fines and Permits | 3,386,459 | 3,724,950 | 4,946,044 | 6,044,629 | 6,054,391 | 6,032,691 |
| Goods and Services | 3,621,202 | 3,885,850 | 3,866,220 | 3,807,286 | 3,848,539 | 3,887,209 |
| Other Fees | 192,032 | 182,050 | 224,935 | 233,550 | 234,050 | 237,844 |
| Rental Revenue | 628,255 | 901,000 | 871,887 | 946,143 | 967,841 | 1,007,810 |
| | 10,431,959 | 11,666,123 | 13,160,466 | 13,918,374 | 14,347,053 | 13,926,492 |
| Expenses | | | | | | |
| Amortization | 1,093,013 | 1,398,774 | 1,398,773 | 1,033,265 | 1,018,729 | 906,305 |
| Grants to Organizations | 1,972,895 | 1,907,146 | 2,468,198 | 2,039,496 | 2,181,601 | 1,973,894 |
| Human Resources | 10,812,251 | 11,719,664 | 12,276,476 | 12,954,562 | 13,738,370 | 15,627,917 |
| Interest on Long-Term Debt | 290,827 | 235,772 | 295,223 | 191,805 | 160,515 | 133,385 |
| Operations and Maintenance | | | | | | |
| Bank Charges and Interest | 15,078 | 11,880 | 17,527 | 12,800 | 13,000 | 13,410 |
| Equipment Operations | 55,340 | 65,000 | 53,817 | 61,900 | 59,050 | 59,264 |
| Janitorial | 99,485 | 134,000 | 125,632 | 138,730 | 145,026 | 146,520 |
| Marketing and Publications | 36,698 | 51,990 | 54,744 | 60,658 | 60,521 | 61,988 |
| Materials and Supplies | 190,150 | 218,353 | 237,690 | 230,615 | 239,633 | 244,999 |
| General Expenses | 563,419 | 684,290 | 712,142 | 697,530 | 705,835 | 1,055,454 |
| Office | 187,397 | 214,325 | 231,035 | 230,015 | 238,730 | 246,213 |
| Office Lease | 185,970 | 250,276 | 242,614 | 320,685 | 349,613 | 354,703 |
| Professional Services | 38,735 | 51,125 | 39,868 | 132,570 | 122,215 | 123,761 |
| Repairs and Maintenance | 232,269 | 262,940 | 284,653 | 254,866 | 272,703 | 271,777 |
| Utilities | 448,387 | 487,845 | 516,439 | 529,151 | 535,273 | 547,185 |
| Contract - Traffic | 2,003,110 | 1,234,474 | 2,501,435 | 2,847,876 | 2,849,566 | 2,851,830 |
| Contract - General | 644,017 | 911,585 | 914,295 | 416,564 | 871,783 | 420,702 |
| Contract - Police | 2,937,105 | 3,693,013 | 3,420,630 | 3,926,657 | 4,416,833 | 4,850,674 |
| | 21,806,146 | 23,532,452 | 25,791,191 | 26,079,745 | 27,978,996 | 29,889,981 |
| Annual Deficit | (11,374,187) | (11,866,329) | (12,630,725) | (12,161,371) | (13,631,943) | (15,963,489) |

Corporate Services department

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | |
| Property Taxes | 30,582,688 | 33,165,833 | 33,127,219 | 35,023,637 | 36,726,149 | 38,925,699 |
| Government Transfers | | | | | | |
| Miscellaneous | 28,664 | 30,000 | 40,752 | 8,000 | - | - |
| Municipal Sustainability Initiative | - | 155,000 | 28,000 | 252,000 | 50,000 | 110,000 |
| User Fees | | | | | | |
| Fines and Permits | 4,736 | 5,292 | 5,626 | 5,661 | 6,042 | 6,435 |
| Franchise Fees | 3,873,624 | 4,178,869 | 4,056,738 | 4,461,187 | 4,567,153 | 4,734,981 |
| Goods and Services | 142,723 | 162,534 | 135,084 | 144,389 | 151,785 | 159,644 |
| Other Fees | 71,964 | 34,000 | 44,003 | 100,000 | 44,000 | 40,000 |
| Tax Penalties | 723,909 | 793,100 | 784,594 | 816,893 | 841,400 | 866,642 |
| Interest Earned | 228,514 | 196,698 | 201,271 | 355,704 | 479,116 | 512,487 |
| | 35,656,822 | 38,721,326 | 38,423,287 | 41,167,471 | 42,865,645 | 45,355,888 |
| Expenses | | | | | | |
| Amortization | 401,345 | 324,653 | 316,027 | 410,975 | 366,010 | 408,853 |
| Human Resources | 4,905,634 | 5,529,511 | 5,736,078 | 6,196,958 | 6,656,809 | 7,153,408 |
| Interest on Long-Term Debt | (23,741) | - | 51,130 | - | - | - |
| Loss on Disposal of Capital Assets | 96,680 | - | - | - | - | - |
| Operations and Maintenance | | | | | | |
| Bank Charges and Interest | 128,793 | 154,346 | 127,015 | 126,973 | 134,591 | 142,667 |
| Insurance | 463,100 | 505,930 | 517,927 | 580,700 | 638,750 | 736,100 |
| Janitorial | - | - | - | - | 22,500 | 15,000 |
| Marketing and Publications | 38,173 | 39,750 | 43,165 | 48,500 | 40,050 | 36,850 |
| Materials and Supplies | - | 1,000 | 935 | 2,000 | 1,000 | - |
| General Expenses | 485,655 | 352,432 | 367,766 | 404,647 | 402,167 | 401,273 |
| Office | 138,591 | 189,353 | 189,454 | 220,728 | 202,176 | 208,889 |
| Professional Services | 789,392 | 928,223 | 957,370 | 1,106,714 | 1,643,595 | 1,289,603 |
| Repairs and Maintenance | 17,359 | 43,500 | 46,853 | 49,000 | 49,100 | 49,829 |
| Utilities | 142,818 | 159,088 | 163,987 | 166,516 | 171,349 | 177,275 |
| Contract - General | 328,686 | 886,221 | 912,934 | 677,687 | 603,267 | 377,913 |
| | 7,912,485 | 9,114,007 | 9,430,641 | 9,991,398 | 10,931,364 | 10,997,660 |
| Annual Surplus | 27,744,337 | 29,607,319 | 28,992,646 | 31,176,073 | 31,934,281 | 34,358,228 |

Planning and Infrastructure department

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-------------------------------------|--------------------|-------------------|--------------------|--------------------|--------------------|-------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Federal Gas Tax Fund | (604,642) | 1,713,175 | 1,231,433 | 2,381,437 | 2,429,066 | 2,599,101 |
| Local Government | 221,679 | 235,914 | 426,246 | 366,814 | 110,272 | 102,508 |
| Miscellaneous | 105,414 | 2,045,343 | 2,121,332 | 1,148,498 | 440,960 | 1,565,188 |
| Municipal Sustainability Initiative | (2,936,089) | 3,923,929 | 3,844,089 | 4,762,092 | 4,577,108 | 29,431,465 |
| User Fees | | | | | | |
| Donations and Sponsorships | 44,928 | 223,500 | 23,500 | 200,000 | - | - |
| Fines and Permits | 2,502,753 | 2,122,000 | 1,835,128 | 2,132,157 | 2,317,665 | 2,448,202 |
| Goods and Services | 571,876 | 794,576 | 602,623 | 1,340,838 | 1,571,501 | 1,715,834 |
| Other Fees | 1,530,634 | 727,911 | 558,987 | 1,039,829 | 3,457,500 | 561,437 |
| Rental Revenue | 77,861 | 43,000 | 43,063 | 71,800 | 72,859 | 74,919 |
| Contributed Capital Assets | 12,672,866 | 9,302,654 | 9,302,654 | 4,128,388 | 1,400,926 | 3,050,926 |
| Developer Contributions | 10,576,105 | 15,026,000 | 1,479,540 | 2,731,911 | 3,412,259 | 3,521,462 |
| Interest Earned | 63,645 | 53,957 | 53,957 | 43,905 | 33,474 | 24,590 |
| | <u>24,827,030</u> | <u>36,211,959</u> | <u>21,522,552</u> | <u>20,347,669</u> | <u>19,823,590</u> | <u>45,095,632</u> |
| Expenses | | | | | | |
| Amortization | 7,585,565 | 9,027,397 | 8,899,630 | 8,720,487 | 9,164,634 | 10,037,289 |
| Grants to Organizations | - | 940,178 | 984,712 | - | - | - |
| Human Resources | 7,300,952 | 8,140,847 | 8,019,589 | 8,532,826 | 9,061,798 | 9,911,849 |
| Interest on Long-Term Debt | 266,189 | 281,923 | 263,216 | 493,302 | 812,109 | 1,212,270 |
| Loss on Disposal of Capital Assets | 25,778 | (96,500) | (30,474) | (176,500) | (73,000) | (100,500) |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 328,947 | 408,537 | 374,880 | 448,428 | 483,769 | 492,543 |
| Insurance | 4,075 | 24,000 | 3,080 | 2,000 | 12,000 | 12,000 |
| Janitorial | 251,769 | 237,478 | 263,178 | 283,000 | 286,000 | 307,000 |
| Marketing and Publications | 26,233 | 23,800 | 27,424 | 25,100 | 25,838 | 26,255 |
| Materials and Supplies | 730,865 | 1,085,060 | 1,161,635 | 1,184,990 | 1,173,710 | 1,167,239 |
| General Expenses | 30,735 | 74,800 | 61,887 | 49,700 | 51,400 | 47,555 |
| Office | 56,332 | 59,347 | 59,399 | 74,208 | 62,635 | 67,042 |
| Professional Services | 185,407 | 285,000 | 320,130 | 266,500 | 302,525 | 281,061 |
| Repairs and Maintenance | 1,672,521 | 1,334,420 | 2,144,565 | 1,327,069 | 1,256,058 | 1,296,223 |
| Utilities | 1,499,499 | 1,609,210 | 1,563,398 | 1,742,629 | 1,782,258 | 1,818,685 |
| Contract - General | 7,362,163 | 6,326,386 | 5,282,034 | 5,402,316 | 5,160,859 | 6,450,017 |
| | <u>27,327,030</u> | <u>29,761,883</u> | <u>29,398,283</u> | <u>28,376,055</u> | <u>29,562,593</u> | <u>33,026,528</u> |
| Annual Surplus (Deficit) | (2,500,000) | 6,450,076 | (7,875,731) | (8,028,386) | (9,739,003) | 12,069,104 |

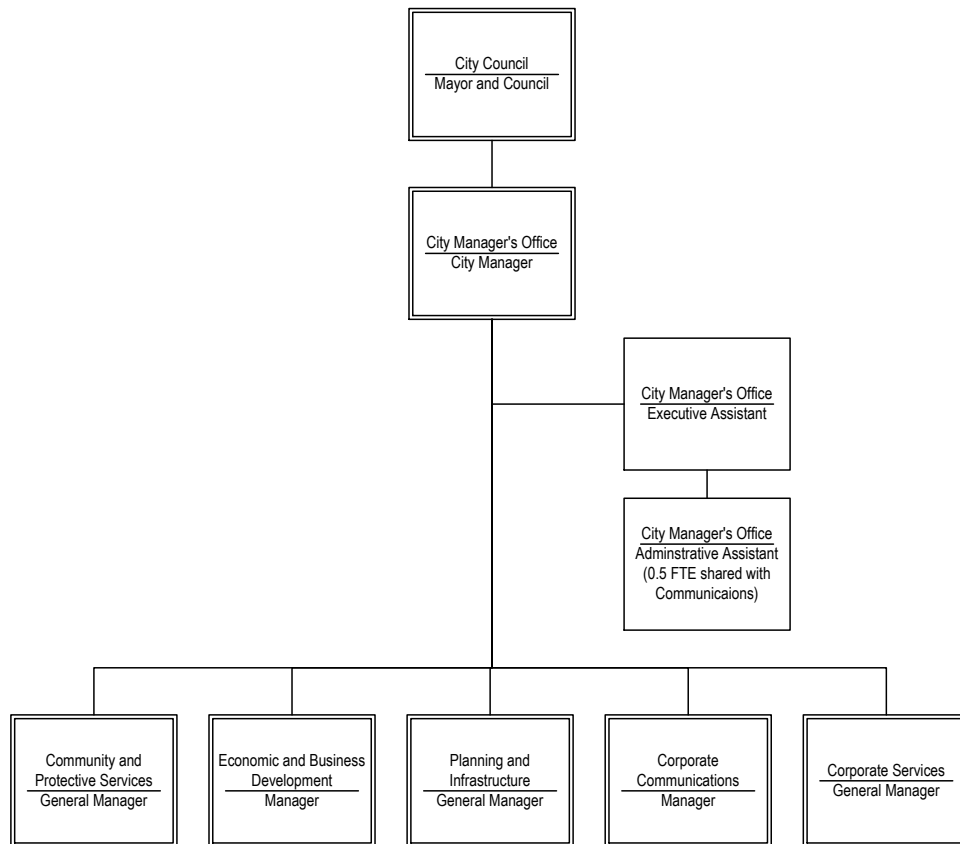
Department Summaries

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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| New Positions | | | | 0.00 | 0.00 | 0.00 |
| Total FTEs | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| 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) | | |
|---|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Engage and Respond to Council | As required based upon inquiries and activity. | 600 | 600 | 600 |
| Engage and Respond to the Public | As required based upon inquiries and activity. | 200 | 200 | 200 |
| Initiate and Oversee Special Projects | As required based upon specific opportunities. | 500 | 500 | 500 |
| Manage Correspondence and Communication | As required based upon inquiries and activity. | 1,000 | 1,000 | 1,000 |
| Manage Outgoing Mail | As required based upon inquiries and activity. | 218 | 218 | 218 |
| Miscellaneous Follow-Ups | As required based upon inquiries and activity. | 218 | 218 | 218 |
| Participate in SLT, Executive Team and Special Event Meetings | As required based upon meeting schedules. | 332 | 332 | 332 |
| Participate in the Capital Region Board | Actively participate in the Capital Region Board. | 120 | 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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Expenses | | | | | | |
| Amortization | 2,836 | 2,177 | 2,177 | 2,177 | 2,177 | 2,177 |
| Contingency | 69,042 | 110,452 | 104,239 | 125,000 | 125,000 | 125,000 |
| Human Resources | 489,804 | 495,208 | 491,234 | 503,351 | 521,818 | 563,129 |
| Operations and Maintenance | | | | | | |
| General Expenses | 7,889 | 22,300 | 21,974 | 22,300 | 22,300 | 22,300 |
| Office | 3,740 | 6,648 | 8,459 | 6,264 | 6,388 | 6,521 |
| Utilities | 2,017 | 3,606 | 8,399 | 3,609 | 3,670 | 3,732 |
| Contract - General | - | 10,000 | 7,300 | 10,000 | 10,000 | 10,000 |
| | 575,328 | 650,391 | 643,782 | 672,701 | 691,353 | 732,859 |
| Annual Deficit | (575,328) | (650,391) | (643,782) | (672,701) | (691,353) | (732,859) |

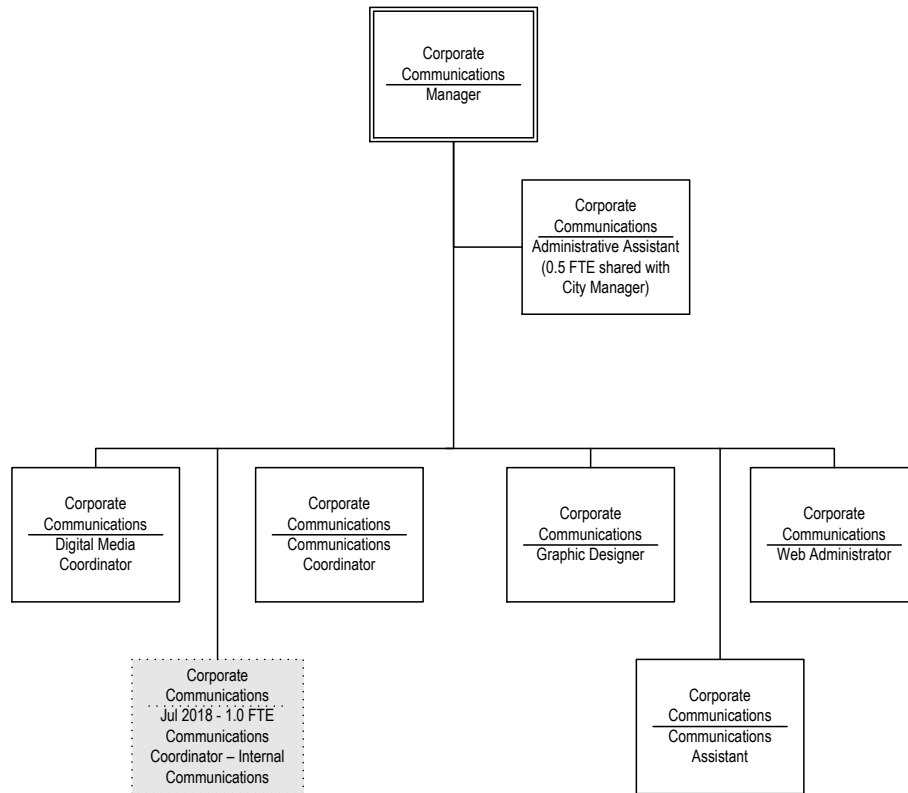
The City Manager's Office also manages the financial activities for Council. The following reflects the fiscal plan summary for Council for the current business plan.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Expenses | | | | | | |
| Contingency | 37,864 | 75,000 | 54,589 | 75,000 | 75,000 | 75,000 |
| Grants to Organizations | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Human Resources | 415,834 | 508,784 | 494,964 | 529,147 | 564,790 | 603,147 |
| Operations and Maintenance | | | | | | |
| Janitorial | - | - | 21,304 | - | - | - |
| Marketing and Publications | 12,169 | 13,496 | 14,345 | 17,686 | 13,385 | 13,594 |
| General Expenses | 21,049 | 59,097 | 55,730 | 52,517 | 63,404 | 54,323 |
| Office | 42,530 | 44,640 | 36,467 | 67,712 | 68,910 | 70,688 |
| Utilities | 1,525 | 1,680 | 1,659 | 1,764 | 1,852 | 1,945 |
| | 531,971 | 703,697 | 680,058 | 744,826 | 788,341 | 819,697 |
| Annual Deficit | (531,971) | (703,697) | (680,058) | (744,826) | (788,341) | (819,697) |

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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 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 |
| Current FTEs | 6.50 | 6.50 | 6.50 | 6.50 | 6.50 | 6.50 |
| New Positions | | | | 0.00 | 1.00 | 1.00 |
| Total FTEs | 6.50 | 6.50 | 6.50 | 6.50 | 7.50 | 7.50 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Branding and Visual Identity | Ensure appropriate use of branding and visual identity on a best effort basis. | 700 | 700 | 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. | 1,325 | 1,375 | 1,425 |
| Corporate and Department Business Planning | Participate on an ongoing basis. | 50 | 150 | 150 |
| Media and Public Relations | Respond to media requests on same business day. Negotiate public relations support on a case by case basis. | 650 | 650 | 650 |
| 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). | 5,700 | 5,850 | 6,000 |

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 | SC206.2 - 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. 2018 | |

Fiscal plan

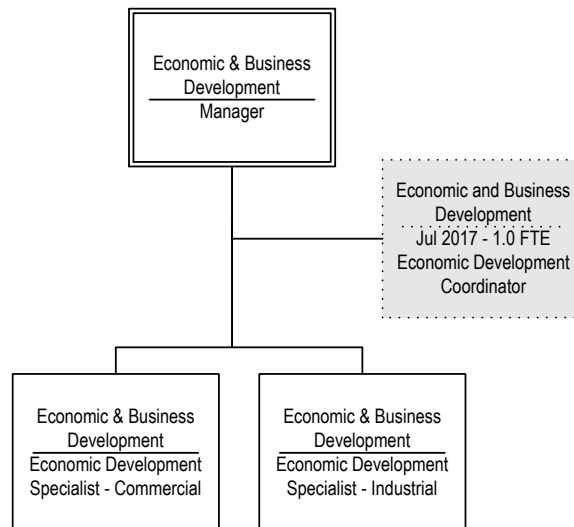
The following reflects the fiscal plan summary for Corporate Communications for the current business plan.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Goods and Services | 3,588 | 5,000 | 3,849 | 5,000 | 5,000 | 5,000 |
| | <u>3,588</u> | <u>5,000</u> | <u>3,849</u> | <u>5,000</u> | <u>5,000</u> | <u>5,000</u> |
| Expenses | | | | | | |
| Amortization | 6,240 | 4,789 | 4,789 | 4,789 | 4,789 | 4,789 |
| Grants to Organizations | 40,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Human Resources | 552,062 | 621,814 | 641,475 | 665,632 | 744,635 | 856,837 |
| Operations and Maintenance | | | | | | |
| Marketing and Publications | 81,729 | 87,017 | 87,093 | 89,150 | 100,025 | 106,935 |
| Materials and Supplies | 2,395 | 3,000 | 2,998 | 103,000 | 3,065 | 3,130 |
| General Expenses | 27,879 | 56,770 | 56,771 | 32,525 | 58,660 | 33,825 |
| Office | 9,766 | 7,200 | 17,041 | 24,740 | 24,975 | 26,010 |
| Utilities | 685 | 775 | 1,371 | 1,800 | 1,838 | 1,876 |
| Contract - General | 20,224 | 83,840 | 83,840 | 94,705 | 121,270 | 47,889 |
| | <u>740,980</u> | <u>890,205</u> | <u>920,378</u> | <u>1,041,341</u> | <u>1,084,257</u> | <u>1,106,291</u> |
| Annual Deficit | (737,392) | (885,205) | (916,529) | (1,036,341) | (1,079,257) | (1,101,291) |

Economic and Business Development

Description

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



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

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

- Lead efforts to recruit corporate sponsorships for City facilities, promote sports tourism and attract major events to Spruce Grove.
- Manage the City's land inventory and develop and implement strategies to acquire, sell and otherwise maximize the value of City-held lands.
- Represent the City on a number of external boards and agencies related to economic development boards include the Greater Edmonton Economic Development Team, Edmonton Regional Tourism Partnership and the CRB Economic Roadmap Working Committee.

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| New Positions | | | | 1.00 | 1.00 | 1.00 |
| Total FTEs | 3.00 | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|---|---|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| Advisor to City Manager, Council and Committees | Principal advisor on economic and business development issues. | 120 | 120 | 120 |
| Advocate for the Business Community | Bring a business perspective to the consideration of programs, services and initiatives by the City, and provide businesses with a point of contact in having their issues addressed. | 160 | 160 | 160 |

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| City Centre Revitalization | As required | 400 | 400 | 400 |
| Corporate Business Planning | Annual business plan development process. | 300 | 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. | 950 | 950 | 950 |
| Manage the City's land inventory and develop Options and Implement Strategies to Acquire and Maximize the Value of City Held Lands | Evaluate opportunities for the highest value use of City lands which maximize the return to the City; and manage the marketing and sale of these lands. | 425 | 425 | 425 |
| Investigate Policies and Actions that will Facilitate and Encourage Development and Re-Development Activities | Assess and pursue opportunities to promote development of vacant properties and redevelopment of existing properties to higher value use. | 150 | 150 | 150 |
| Manage Corporate Sponsorships for City Facilities | Facilitate a corporate sponsorship program to offset the cost of sport and recreational facility improvements and attracting major events. | 450 | 450 | 450 |
| Manage the Economic Development website content | Maintain and enhance the effectiveness of the Economic and Business Development website including content, functionality and responsiveness to business inquiries. | 250 | 250 | 250 |
| Participate in Regional Partnerships to Promote Economic Development in the Greater Edmonton Area | Actively cooperate with other municipalities by participating in marketing and investment attraction initiatives within the Greater Edmonton Region. | 300 | 300 | 300 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Promote and Attract Commercial and Industrial Development in Spruce Grove | Proactively work with developers and business owners to attract commercial and industrial investment and strengthen Spruce Grove's position as a regional commercial centre and grow the non-residential tax base; respond to requests for information and feasibility studies. | 1,300 | 1,300 | 1,300 |
| Senior Leadership Team | Actively participate in senior management processes. | 100 | 100 | 100 |
| Support for Event Attraction and Hosting that creates economic benefits for the community | Support efforts to build on the premier sport and recreational facilities in the City to attract tournaments and other major competitions, and support other major City sponsored events. | 275 | 275 | 275 |
| Support to the Economic Development Advisory Committee (EDAC) | Provide analytical, research and administrative support to the recently established Economic Development Advisory Committee established by City Council. | 125 | 125 | 125 |

Departmental initiatives and service changes

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|----------------|--|--|---|------------|----------|
| Service Change | Corporate Departments - Economic Development | SC131.3 - 1.0 FTE Economic Development Coordinator | The Economic Development Coordinator provides administrative and planning support to the Manager, Economic and Business Development and the Economic Development Department. This position will take responsibility for preparing and administering budgets and the department's corporate plan, maintaining and updating the department's website and publications, collecting market intelligence as directed, responding to requests for information and briefing packages, and managing the Community Spirit Award, Developer's Luncheon and other Economic Development-related events. | Jul. 2017 | |

Fiscal plan

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

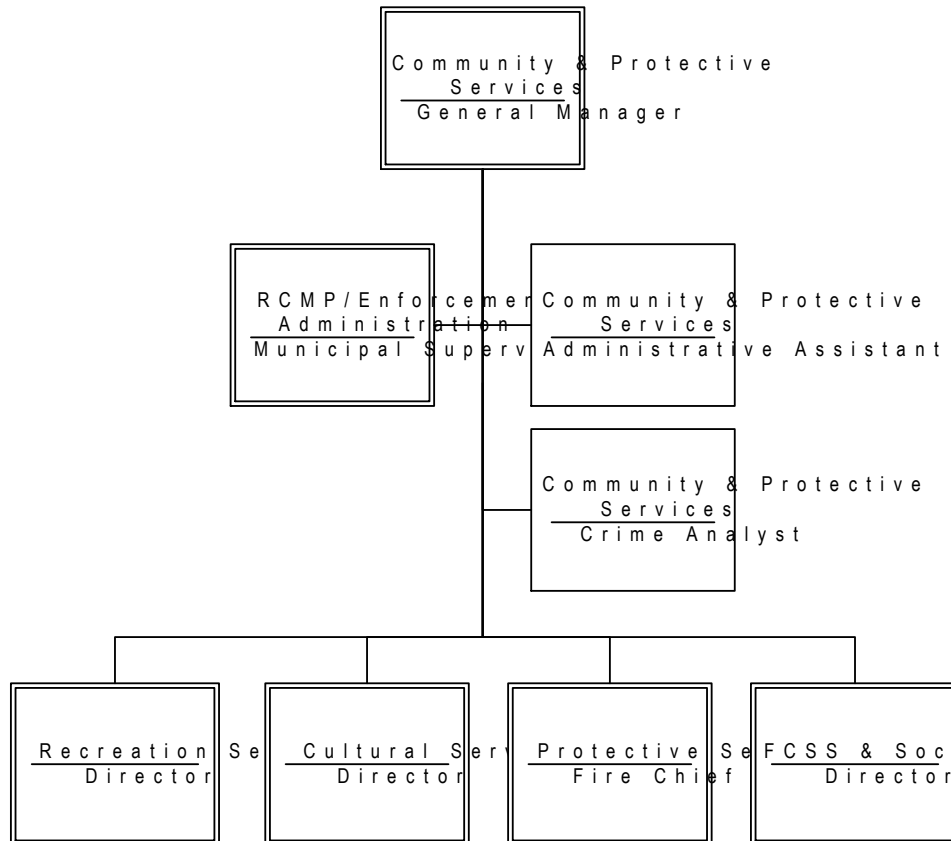
| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|------------------------------------|-------------------|------------------|--------------------|------------------|------------------|--------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 2,105 | - | - | - | - | - |
| Miscellaneous | - | 35,000 | - | - | - | - |
| User Fees | | | | | | |
| Donations and Sponsorships | 41,719 | 135,640 | 125,445 | 127,900 | 124,300 | 124,300 |
| Other Fees | 640 | - | 50,000 | - | - | - |
| Sale of land | 2,899,023 | - | - | - | 1,250,000 | - |
| Contributed Capital Assets | 11,179,265 | 2,931,654 | 2,931,654 | 662,624 | 744,557 | 997,349 |
| Developer Contributions | 50,000 | 100,000 | - | 181,500 | - | - |
| Interest Earned | - | 90,251 | 90,251 | 85,065 | 79,756 | 74,321 |
| Local improvements | 1,292,630 | - | 194,090 | - | - | - |
| | 15,465,382 | 3,292,545 | 3,391,440 | 1,057,089 | 2,198,613 | 1,195,970 |
| Expenses | | | | | | |
| Amortization | 3,404 | 2,612 | 2,612 | 2,612 | 2,612 | 2,612 |
| Human Resources | 295,339 | 372,410 | 386,359 | 430,626 | 485,604 | 523,701 |
| Interest on Long-Term Debt | - | - | - | 106,353 | 100,519 | 94,527 |
| Loss on Disposal of Capital Assets | (675,167) | (1,932,516) | (1,904,814) | - | - | (4,775,668) |
| Operations and Maintenance | | | | | | |
| Cost of Land Sold | 2,854,455 | - | - | - | 726,850 | - |
| Marketing and Publications | 10,645 | 12,000 | 10,161 | 12,000 | 13,000 | 13,273 |
| Materials and Supplies | 6,175 | 5,000 | 2,500 | 2,500 | 2,500 | 2,500 |
| General Expenses | 244,361 | 267,000 | 232,552 | 267,000 | 269,000 | 269,000 |
| Office | 6,557 | 6,300 | 6,332 | 6,900 | 6,800 | 6,827 |
| Utilities | 1,893 | 3,005 | 3,167 | 3,005 | 3,005 | 3,005 |
| Contract - General | 2,163,473 | 280,000 | 259,065 | 197,900 | 142,500 | 92,500 |
| | 4,911,135 | (984,189) | (1,002,066) | 1,028,896 | 1,752,390 | (3,767,723) |
| Annual Surplus | 10,554,247 | 4,276,734 | 4,393,506 | 28,193 | 446,223 | 4,963,693 |

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 (Agregna, 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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| New Positions | | | | 0.00 | 0.00 | 0.00 |
| Total FTEs | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| 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) | | |
|---|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| 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) | | |
|--------------------------|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| 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 | SC319.1 - 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. 2017 | |

Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 55,271 | 54,000 | 55,000 | 57,000 | 58,995 | 61,060 |
| Miscellaneous | 163,227 | - | 568 | - | - | - |
| Municipal Sustainability Initiative | - | 500,000 | 500,000 | - | 500,000 | - |
| User Fees | | | | | | |
| Donations and Sponsorships | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| | <u>233,498</u> | <u>569,000</u> | <u>570,568</u> | <u>72,000</u> | <u>573,995</u> | <u>76,060</u> |
| Expenses | | | | | | |
| Amortization | 3,404 | 2,612 | 2,612 | 2,612 | 2,612 | 2,612 |
| Grants to Organizations | 152,000 | 152,000 | 161,383 | 160,000 | 168,000 | 173,000 |
| Human Resources | 378,392 | 392,410 | 406,614 | 409,242 | 431,936 | 461,302 |
| Operations and Maintenance | | | | | | |
| Marketing and Publications | - | 1,500 | 1,000 | 1,600 | 1,600 | 1,634 |
| General Expenses | 201 | - | - | - | - | - |
| Office | 385 | 2,100 | 2,281 | 1,650 | 1,750 | 1,795 |
| Utilities | 1,087 | 2,000 | 1,928 | 2,000 | 2,050 | 2,093 |
| Contract - General | 33,580 | 500,000 | 478,129 | - | 500,000 | - |
| | <u>569,049</u> | <u>1,052,622</u> | <u>1,053,947</u> | <u>577,104</u> | <u>1,107,948</u> | <u>642,436</u> |
| Annual Deficit | <u>(335,551)</u> | <u>(483,622)</u> | <u>(483,379)</u> | <u>(505,104)</u> | <u>(533,953)</u> | <u>(566,376)</u> |

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

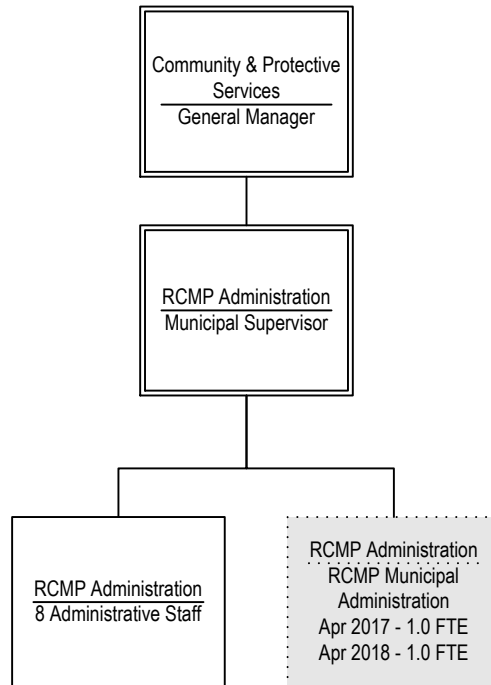
| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | | | |
| Property Taxes | 665,737 | 660,220 | 659,731 | 659,731 | 659,731 | 659,731 |
| | 665,737 | 660,220 | 659,731 | 659,731 | 659,731 | 659,731 |
| Expenses | | | | | | |
| Amortization | 276,364 | 359,397 | 359,397 | 359,397 | 359,397 | 252,886 |
| Grants to Organizations | 964,485 | 853,476 | 848,498 | 930,553 | 1,020,271 | 934,484 |
| Interest on Long-Term Debt | 176,479 | 119,559 | 149,366 | 86,939 | 67,466 | 52,641 |
| | 1,417,328 | 1,332,432 | 1,357,261 | 1,376,889 | 1,447,134 | 1,240,011 |
| Annual Deficit | (751,591) | (672,212) | (697,530) | (717,158) | (787,403) | (580,280) |

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenses | | | | | | |
| Amortization | 61,932 | 61,932 | 61,932 | 61,932 | 61,932 | 61,932 |
| Grants to Organizations | 805,210 | 845,470 | 845,471 | 887,743 | 932,130 | 805,210 |
| Human Resources | (1) | - | - | - | - | - |
| Interest on Long-Term Debt | 59,116 | 51,912 | 65,164 | 46,983 | 41,862 | 36,543 |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 3,328 | 3,300 | 2,607 | 3,400 | 3,500 | 3,600 |
| Janitorial | 39,146 | 38,300 | 36,975 | 41,740 | 41,740 | 41,740 |
| Office | 126,962 | 133,300 | 137,755 | 144,652 | 151,161 | 156,452 |
| Utilities | 36,145 | 44,565 | 43,320 | 47,609 | 48,579 | 49,582 |
| Contract - General | - | - | - | 21,137 | 42,802 | 87,216 |
| | 1,131,838 | 1,178,779 | 1,193,224 | 1,255,196 | 1,323,706 | 1,242,275 |
| Annual Deficit | (1,131,838) | (1,178,779) | (1,193,224) | (1,255,196) | (1,323,706) | (1,242,275) |

RCMP administration

Description



The City of Spruce Grove has a contractual arrangement with the federal government for RCMP services. In 2016, the City has 24 regular members plus one provincially funded member and employs a municipal supervisor and eight support staff. The following chart outlines the contracted RCMP member complement for the current business plan including new members approved in 2017 and those planned in 2018 and 2019.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-----------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------------|
| Approved members | 24.00 | 25.00 | 25.00 | 25.00 | 27.00 | 28.00 |
| New Members | | | | 2.00 | 3.00 | 4.00 |
| Total Members | 24.00 | 25.00 | 25.00 | 27.00 | 28.00 | 29.00 |
| Actual strength | 24.00 | 25.00 | 25.00 | 26.00 | 27.00 | 29.00 |
| Under strength | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

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

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

- Data entry for RCMP.
- Staffing front counter for public inquiries.
- Answering complaint lines for the RCMP.
- Attend court to track and schedule officer appearances.
- Transcripts for police interviews of witnesses and suspects.
- Filing all City records related to the section.
- Completing financial matters including payroll, purchases, invoicing, fine disbursements, Visa reconciliations, etc.
- Performing motor vehicle accident reports.
- Criminal record searches.
- Canadian Police Information Centre (CPIC) validations and Police Reporting and Occurrence System (PROS) data quality reviews.

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 |
| New Positions | | | | 1.00 | 2.00 | 2.00 |
| Total FTEs | 9.00 | 9.00 | 9.00 | 10.00 | 11.00 | 11.00 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| 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 | SC316.1 - RCMP Municipal Administration | The City of Spruce Grove has added a number of additional officers over the last few years without additional support staff. Additionally, there is increased demands on support staff over the past few years for such things as changes to criminal record check requirements and false alarms. Support staff provide an invaluable service to members. By allocating more administrative support, officers are able to spend more time being pro-active in the community. With limited support, members are having to take on administrative duties which takes them away from more visible pro-active community policing. Adding support staff also increases the work of officers at a much lower cost. The plan is for one additional support staff in 2017 and one in 2018 for both Spruce Grove and Stony Plain. | Apr. 2017 | |
| Service Change | Community & Protective Services - Community Services Admin | SC154.3 - 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 is to add two officers in 2017, one officer in 2018, and one officer in 2019. This would follow along with past additions in 2014, 2015 and 2016. | Sep. 2017 | |

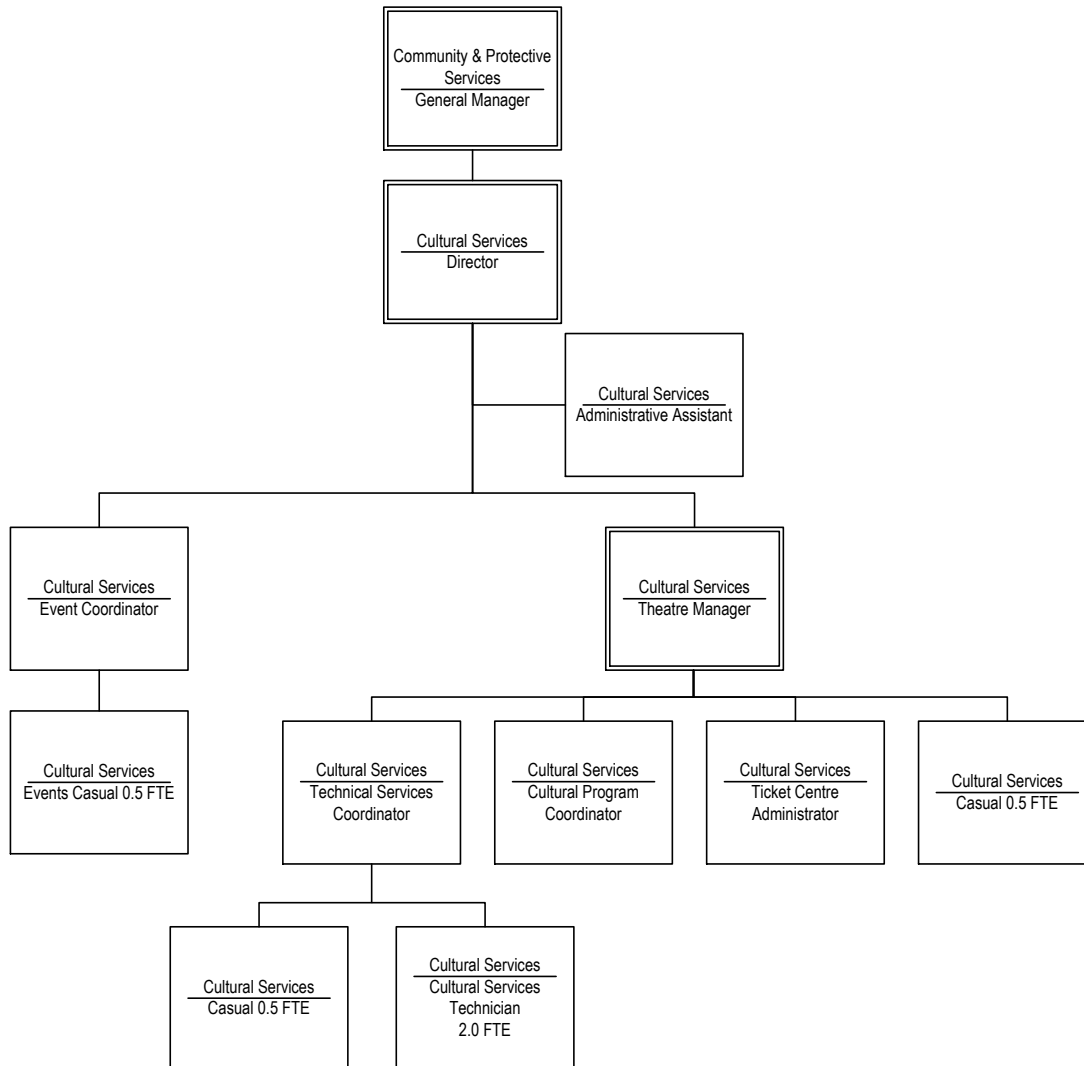
Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Miscellaneous | 613,364 | 625,765 | 625,765 | 648,000 | 661,440 | 675,000 |
| User Fees | | | | | | |
| Fines and Permits | 72,328 | 150,000 | 53,643 | 99,600 | 100,000 | 102,000 |
| Other Fees | 43,959 | 45,000 | 38,683 | 49,800 | 50,000 | 51,000 |
| Rental Revenue | 4,584 | - | - | - | - | - |
| | <u>734,235</u> | <u>820,765</u> | <u>718,091</u> | <u>797,400</u> | <u>811,440</u> | <u>828,000</u> |
| Expenses | | | | | | |
| Amortization | 2,538 | 2,538 | 2,538 | 2,538 | 2,538 | 2,538 |
| Human Resources | 627,225 | 683,249 | 664,367 | 770,644 | 881,287 | 972,944 |
| Operations and Maintenance | | | | | | |
| General Expenses | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Office | 4,431 | 6,000 | 5,157 | 5,770 | 6,500 | 6,500 |
| Utilities | 15,815 | 17,836 | 17,551 | 18,991 | 19,378 | 19,778 |
| Contract - General | 33,101 | 30,000 | 26,875 | 27,412 | 27,960 | 28,519 |
| Contract - Police | 2,937,105 | 3,693,013 | 3,420,630 | 3,926,657 | 4,416,833 | 4,850,674 |
| | <u>3,620,215</u> | <u>4,442,636</u> | <u>4,147,118</u> | <u>4,762,012</u> | <u>5,364,496</u> | <u>5,890,953</u> |
| Annual Deficit | <u>(2,885,980)</u> | <u>(3,621,871)</u> | <u>(3,429,027)</u> | <u>(3,964,612)</u> | <u>(4,553,056)</u> | <u>(5,062,953)</u> |

Cultural Services

Description



Cultural Services provides cultural, educational and recreational services to the community. Horizon Stage is the central cultural venue in the region and is in constant use by local schools and educational institutions. Other services provided in the operation of Horizon Stage include a series of professional performing arts presentations, a family matinee series, community rentals, and drama classes for children. Cultural Services is also responsible for production of City Special Events, as well as liaising with local groups such as the Spruce Grove Public Library, Allied Arts Council and Agricultural Society. Finally, Cultural Services develops, plans and promotes policy for future artistic and cultural growth within the City.

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 8.00 | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 |
| Perm Part-Time | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| Current FTEs | 10.00 | 10.50 | 10.50 | 10.50 | 10.50 | 10.50 |
| New Positions | | | | 0.00 | 0.00 | 0.00 |
| Total FTEs | 10.00 | 10.50 | 10.50 | 10.50 | 10.50 | 10.50 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|---|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| City liaison for community-initiated special events | Responsible for the coordination of citizen- and community-hosted public events on public property, such as marathons, 'fun runs', Grove Cruise, etc. Point of coordination with affected City departments - Corporate Communications, Public Works, Enforcement, etc. | 371 | 371 | 371 |
| Develop arts policy | To formulate and oversee policies to support and develop the arts and culture in this community. | 164 | 164 | 164 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| Heritage portfolio | To develop and champion the portfolio for Heritage concerns in Spruce Grove. This will include such projects as the Spruce Grove and District Agriculture Society's Grain Elevator Emporium, support to the Spruce Grove Archives, and the preservation of local historical sites. | 109 | 109 | 109 |
| Internal service to City of Spruce Grove | Provide technical support, specialized equipment and expertise to other City departments as requested. | 730 | 730 | 730 |
| Liaison to Allied Arts Council | Support visual arts initiatives through support of and as liaison to the Allied Arts Council. | 109 | 109 | 109 |
| Liaison to Horizon Stagelighters | Provide administrative support to volunteer society, the Horizon Stagelighters, to assist them in their support of Horizon Stage. | 514 | 514 | 514 |
| Liaison to Schools and School Boards | To work closely with Parkland School Division No. 70, Evergreen Catholic Separate Regional Division No. 2, Spruce Grove Composite High School, and other local and regional schools on issues relating to the joint use of Horizon Stage. | 76 | 76 | 76 |
| Liaison to the Horizon Stage Theatre Advisory Board | Senior administrative point of contact with Theatre Advisory Board established by Spruce Grove and Parkland County Councils to provide advice and consultation on matters concerning Horizon Stage and the development of the performing arts in our community. | 123 | 123 | 123 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Maintain Melcor Developments Municipal Art Collection | Oversee purchase of new work and exhibition of collection in City Hall and in the community. Responsible for repair and physical maintenance of collection. Responsible, too, for upkeep of 'virtual' art gallery on the city's web site. | 137 | 137 | 137 |
| Marketing Horizon Stage and Special Events | Responsible for marketing, advertising, and promotion of all productions and presentations taking place as part of the Horizon Stage program. Also responsible, in conjunction with Corporate Communications, for marketing and promotion of City Special Events. | 546 | 546 | 546 |
| Operation and Management of Ticket Centre | Operate the Ticket Centre in collaboration with TicketPro and Ticketmaster as a resource for the regional community. | 1,297 | 1,297 | 1,297 |
| Operation of Horizon Stage as a community facility | Operation of Horizon Stage as a venue with technical and front-of-house support for community and school rentals. | 2,542 | 2,542 | 2,542 |
| Operation of Horizon Stage as a professional performing arts presenting venue | Presentation of 20 to 30 professional artists and groups at Horizon Stage Performing Arts Centre per season. | 3,102 | 3,102 | 3,102 |
| Operational Liaison for Spruce Grove Public Library and Yellowhead Regional Library | Liaison between the Spruce Grove Public Library and the Allied Arts Council on the operation of the Melcor Cultural Centre. Advocacy and mediation as required. | 96 | 96 | 96 |
| Operational Support of Spruce Grove Saints | Provide box office and marketing support to Spruce Grove Saints Junior 'A' Hockey Club. | 193 | 193 | 193 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Production of City Special Events | Lead role in organizing and managing City-sanctioned Special Events such as Christmas in Central Park, Canada Day/Spruce Grove Street Performers Festival, Mini Monster Bash, Remembrance Day and Seniors Strawberry Tea. Coordinates with all City departments as necessary to produce safe and efficient public events. | 3,194 | 3,194 | 3,194 |
| Provide Drama Instruction Programs | Host classes in drama for children. | 27 | 27 | 27 |
| Public Art Program | Champion public art in the community, including formulating policies supporting art in public spaces and funding for art as part of public infrastructure projects. Liaise with other City departments as required (e.g., Engineering, Public Works). | 137 | 137 | 137 |
| Securing Grants | Researching and writing grant applications, implementation, and reporting on capital project planning and operational program management. | 218 | 218 | 218 |
| Supporting Core Not-for-Profit Arts Organizations | Liaison to regional dance schools, Chamber of Commerce, Horizon Stage Tech Team, and Horizon Players. | 388 | 388 | 388 |
| Volunteer Development | Responsible for the development of a program of active volunteerism within the areas of culture, special events, and the fine arts. | 531 | 531 | 531 |

Departmental initiatives and service changes

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------|---|---|--|------------|-----------|
| Departmental - Operating | Community & Protective Services - Cultural Services | DP687.2 - Freedom of the City Event | The City of Spruce Grove will host a Freedom of the City event in 2017 honouring the 1st Battalion Princess Patricia's Canadian Light Infantry or other divisions of the armed forces. | Jan. 2017 | Dec. 2017 |
| Service Change | Community & Protective Services - Cultural Services | SC9.4 - 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. | Jan. 2017 | |

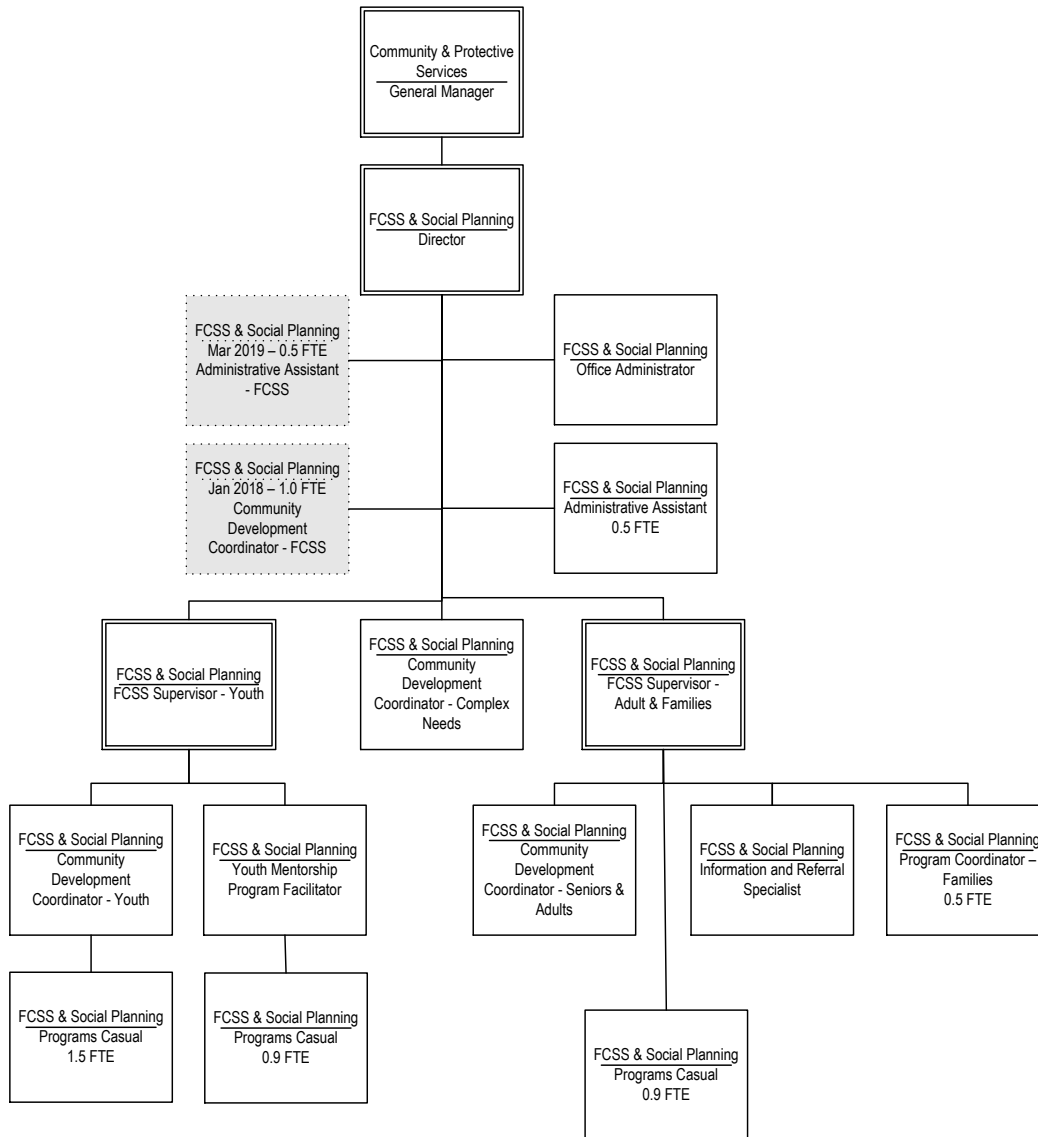
Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 91,710 | 91,710 | 123,471 | 91,700 | 91,700 | 91,700 |
| Miscellaneous | 42,545 | 52,000 | 59,995 | 202,000 | 52,000 | 52,000 |
| User Fees | | | | | | |
| Donations and Sponsorships | 109,556 | 29,500 | 36,000 | 41,000 | 31,000 | 31,000 |
| Goods and Services | 123,790 | 198,700 | 216,286 | 202,600 | 206,146 | 206,492 |
| Other Fees | 9,598 | 9,300 | 9,581 | 9,300 | 9,600 | 9,912 |
| Rental Revenue | 60,434 | 50,500 | 52,090 | 51,150 | 54,000 | 54,000 |
| | <u>437,633</u> | <u>431,710</u> | <u>497,423</u> | <u>597,750</u> | <u>444,446</u> | <u>445,104</u> |
| Expenses | | | | | | |
| Amortization | 53,632 | 47,779 | 47,779 | 45,929 | 38,298 | 38,298 |
| Grants to Organizations | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Human Resources | 878,775 | 905,339 | 927,907 | 964,608 | 1,000,898 | 1,077,730 |
| Operations and Maintenance | | | | | | |
| Bank Charges and Interest | - | - | 930 | 1,000 | 1,000 | 1,050 |
| Janitorial | 8,992 | 9,000 | 9,000 | 9,500 | 10,000 | 10,500 |
| Marketing and Publications | 22,350 | 20,150 | 26,457 | 28,950 | 26,000 | 26,970 |
| Materials and Supplies | 12,190 | 13,000 | 13,000 | 13,000 | 13,450 | 13,709 |
| General Expenses | 187,214 | 252,830 | 269,007 | 241,600 | 246,200 | 247,510 |
| Office | 8,133 | 11,500 | 11,500 | 11,581 | 11,580 | 11,873 |
| Professional Services | - | - | - | 80,000 | - | - |
| Repairs and Maintenance | 2,374 | 3,000 | 3,000 | 3,000 | 3,700 | 3,700 |
| Utilities | 19,460 | 26,540 | 24,742 | 27,096 | 27,869 | 28,797 |
| Contract - General | 363,287 | 158,500 | 157,980 | 193,150 | 129,200 | 129,310 |
| | <u>1,571,407</u> | <u>1,462,638</u> | <u>1,506,302</u> | <u>1,634,414</u> | <u>1,523,195</u> | <u>1,604,447</u> |
| Annual Deficit | (1,133,774) | (1,030,928) | (1,008,879) | (1,036,664) | (1,078,749) | (1,159,343) |

Family and Community Support Services (FCSS) and Social Planning

Description



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

- Increase community knowledge of, and access to, resources and services
 - Increase access to, and awareness of, programs and services in the region.
 - Provide a communication link between agencies and other stakeholders.
 - Enhance the City's website as an effective vehicle for distributing FCSS program and service information.
- Provide services to the community
 - Continue to provide counseling and other one-on-one support services to residents in need (e.g. youth, families, seniors, persons with complex needs).
 - Develop services for all of Spruce Grove's diverse population as needs present themselves.
- Provide programs to the community to address identified needs
 - Continue to provide preventative programs to residents (e.g. youth, families, seniors, persons with complex needs).
 - Develop programs for all of Spruce Grove's diverse population as needs present themselves.
- Assume the role of advocate
 - Represent the interests of clients to government, external agencies, and services.
 - Increase the visibility of Spruce Grove FCSS to internal and external stakeholders.
 - Provide information on unmet needs and emerging issues to the City of Spruce Grove, Parkland County and other levels of government who are mandated to address these needs.
- Foster development of community
 - Strengthen connections between Spruce Grove residents and their broader communities.
 - Coordinate programs to strengthen interpersonal connections among the residents of individual neighbourhoods.
 - Increase communication between the City, Spruce Grove FCSS, Parkland County and their partners to support the community in the development of resolutions to identified issues.

- Strive for improvements through planning, evaluation, and reporting
 - Create an annual evaluation and reporting system for all Spruce Grove FCSS activities, including contracts with Parkland County.
 - Create a data collection process to track usage information for all Spruce Grove FCSS activities and/or resource utilization, including contracts with Parkland County.
- Create capacity to perform emergent tasks as needed
 - Identify and execute projects to increase the organizational effectiveness of Spruce Grove FCSS.

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 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 | 3.30 | 3.30 | 3.30 | 3.30 | 3.30 |
| Current FTEs | 12.80 | 13.30 | 13.30 | 13.30 | 13.30 | 13.30 |
| New Positions | | | | | 1.00 | 1.50 |
| Total FTEs | 12.80 | 13.30 | 13.30 | 13.30 | 14.30 | 14.80 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|----------|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| 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. | 3,232 | 3,232 | 3,232 |
| Adults | Adult services offers a variety of personal development programs that empower, build resiliency, and strengthen individuals and the communities they live in. Individual client services and general information and referral ensures residents are referred and matched to appropriate services and supported based on varying levels of complexity and individual need. | 3,425 | 3,425 | 3,425 |
| Youth | Programming and special events are planned to address the needs of youth with a focus on self-development, social awareness, relationship skill building, and critical thinking. | 5,140 | 5,140 | 5,140 |
| Families | Life programming seeks to strengthen families and build a healthy community by offering quality programs and services to parents, caregivers, and their growing children. Programs connect parents to parents, families to families, and families to community resources. | 3,994 | 3,994 | 3,994 |

| Service | Service Level | Annual Effort (Hours) | | |
|-----------------------|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Community Development | Community development is an essential process that has long term positive effects on community change and evolution. Adhering to the FCSS Act and Regulation, FCSS supports others in coming together to address a common cause by fostering connections, developing partnerships, building capacity, and acting as a catalyst for new programs and initiatives. | 2,043 | 3,055 | 3,393 |

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.

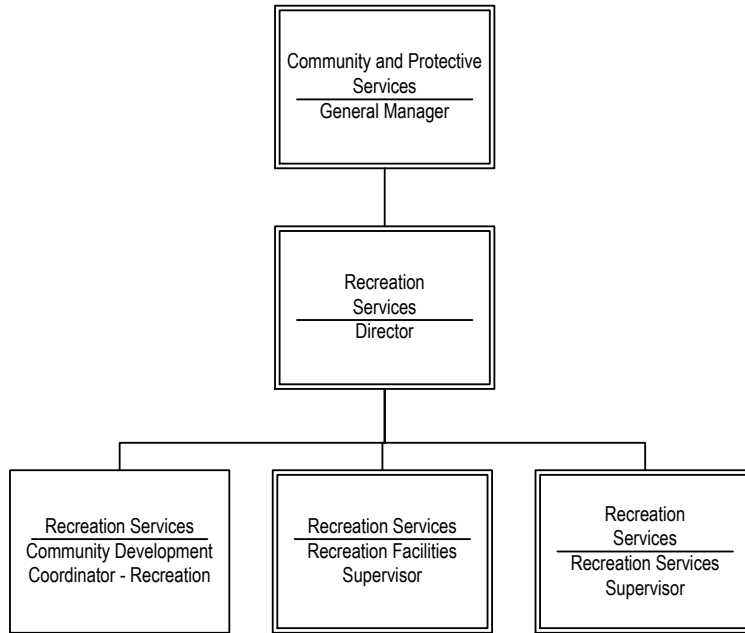
| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|----------------|--|---|---|------------|----------|
| Service Change | Community & Protective Services - FCSS | SC12.4 - Specialized Transit Service Operating Funding Increase | Increase in operating funding requested by Specialized Transit Service (STS). | Jan. 2017 | |
| Service Change | Community & Protective Services - FCSS | SC205.2 - 1.0 FTE Community Development Coordinator - FCSS | This position would 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 would work with other departments, community groups, and citizens to build capacity and community engagement, and to maximize efficiencies. | Mar. 2018 | |
| Service Change | Community & Protective Services - FCSS | SC282.1 - 0.5 FTE Administrative Assistant - FCSS | FCSS and Social Planning continues to see a sharp increase in access to programs and services. This equates directly to an increased need for administrative assistance to provide support for those programs and services, including reception, program support, and records management at two locations. For several years FCSS and Social Planning had 2.0 FTE administrative support positions. In 2014, increasing service demands for supported individual client services and goal oriented case management required one of the FTE's submit for reclassification. A .5 FTE was hired to backfill for the reclassification, leaving the department functionally with 1.5 FTE's. The addition of another .5 FTE would bring the administrative support component back to what it was in 2014 and would allow for more administrative functions to be transferred from program staff and management, building capacity by allowing more time for programming, client services, and management functions for those positions. | Mar. 2019 | |

Fiscal plan

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

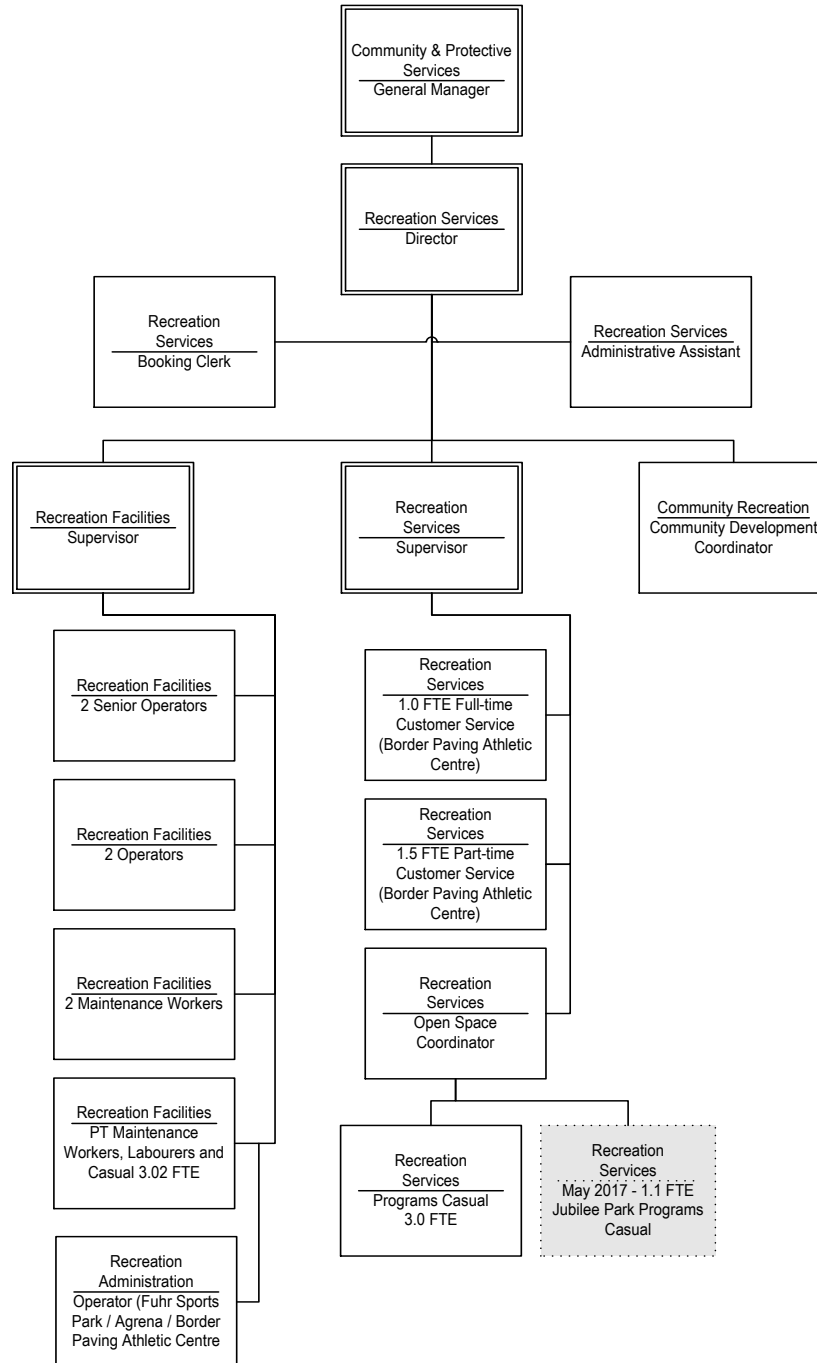
| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 180,732 | 181,000 | 181,000 | 181,000 | 181,000 | 181,000 |
| Miscellaneous | 548,261 | 595,064 | 860,424 | 844,134 | 844,134 | 844,134 |
| User Fees | | | | | | |
| Donations and Sponsorships | 2,354 | 1,300 | 1,367 | 1,500 | 1,531 | 1,563 |
| Goods and Services | 84,690 | 75,000 | 74,424 | 83,045 | 87,138 | 91,245 |
| Other Fees | 2,453 | 700 | - | - | - | - |
| Rental Revenue | - | - | - | 35,700 | 62,832 | 62,832 |
| | <u>818,490</u> | <u>853,064</u> | <u>1,117,215</u> | <u>1,145,379</u> | <u>1,176,635</u> | <u>1,180,774</u> |
| Expenses | | | | | | |
| Amortization | 100,917 | 100,917 | 100,917 | 3,990 | 3,990 | 3,990 |
| Grants to Organizations | 20,000 | 25,000 | 25,000 | 30,000 | 30,000 | 30,000 |
| Human Resources | 1,062,697 | 1,156,611 | 1,177,848 | 1,224,576 | 1,395,106 | 1,535,553 |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 2,136 | 2,500 | 2,500 | 2,500 | 2,550 | 2,601 |
| Janitorial | 13,909 | 16,000 | 14,596 | 16,000 | 16,000 | 16,000 |
| Marketing and Publications | 6,079 | 13,340 | 13,113 | 13,578 | 13,861 | 14,150 |
| Materials and Supplies | 44,000 | 53,950 | 53,979 | 48,191 | 55,981 | 57,145 |
| General Expenses | 4,926 | 5,000 | 5,010 | 5,000 | 5,105 | 5,212 |
| Office | 8,124 | 9,725 | 11,743 | 10,226 | 10,950 | 11,656 |
| Office Lease | 185,970 | 250,276 | 242,614 | 320,685 | 349,613 | 354,703 |
| Professional Services | 2,100 | 2,125 | 25 | 2,170 | 2,215 | 2,261 |
| Repairs and Maintenance | 3,189 | 2,690 | 4,609 | 8,820 | 10,870 | 10,900 |
| Utilities | 21,419 | 23,620 | 23,280 | 26,369 | 26,913 | 27,471 |
| Contract - General | 163,909 | 133,885 | 155,523 | 122,165 | 117,961 | 120,462 |
| | <u>1,639,375</u> | <u>1,795,639</u> | <u>1,830,757</u> | <u>1,834,270</u> | <u>2,041,115</u> | <u>2,192,104</u> |
| Annual Deficit | (820,885) | (942,575) | (713,542) | (688,891) | (864,480) | (1,011,330) |

Recreation Services



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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------------|
| Full-Time | 6.00 | 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 | 0.00 | 0.00 | 0.00 | 3.00 | 3.00 | 3.00 |
| Current FTEs | 7.50 | 8.50 | 8.50 | 11.50 | 11.50 | 11.50 |
| New Positions | | | | 1.10 | 1.10 | 1.10 |
| Total FTEs | 7.50 | 8.50 | 8.50 | 12.60 | 12.60 | 12.60 |

Departmental initiatives and service changes

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|--|---|--|------------|-----------|
| Service Change | Community & Protective Services - Recreation | SC298.1 - Convert 1.1 FTE Casual to 1.0 FTE Permanent | Convert 1.1 FTE casual to 1.0 FTE permanent full-time in an effort to improve overall recreation facility customer service, while remaining cost neutral. | Jan. 2017 | |
| Service Change | Community & Protective Services - Recreation | SC164.3 - 1.1 FTE Jubilee Park Programs Casual | Reporting to the Open Space Coordinator, casual staff at Jubilee Park will supervise the active play areas including the playground, putting green, disk golf course and water feature. Staff will be expected to monitor activities, deal with emergency situations, perform basic janitorial duties, and conduct and submit water tests. | May. 2017 | Sep. 2017 |
| Departmental - Capital | Community & Protective Services - Recreation | DP856.1 - 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. 2018 | Dec. 2019 |
| Service Change | Community & Protective Services - Recreation | SC304.1 - Jubilee Park Structure - Joint Contribution | At the April 18, 2016 Committee-of-the-Whole meeting, Council received five public submissions for consideration as part of the 2017 - 2019 Corporate Plan. One of these submissions was from the Grove Cruise Society. The Grove Cruise Society would like to make a lasting contribution to the community at large by joining the City of Spruce Grove in building a structure at Jubilee Park that can be used by the community as a whole for larger functions held at the park. | Jan. 2018 | |

Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|------------------|------------------|--------------------|------------------|------------------|--------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Donations and Sponsorships | - | 50,000 | - | - | - | - |
| Goods and Services | 14,087 | 7,250 | 7,237 | 10,950 | 12,240 | 12,485 |
| Other Fees | 13,445 | 16,000 | 16,212 | 16,000 | 16,000 | 16,320 |
| Rental Revenue | 49,440 | 321,500 | 304,087 | 335,760 | 340,410 | 350,010 |
| | <u>76,972</u> | <u>394,750</u> | <u>327,536</u> | <u>362,710</u> | <u>368,650</u> | <u>378,815</u> |
| Expenses | | | | | | |
| Amortization | 66,780 | 315,850 | 315,850 | 65,725 | 65,725 | 65,725 |
| Human Resources | 628,308 | 787,984 | 858,739 | 952,465 | 991,182 | 1,064,988 |
| Operations and Maintenance | | | | | | |
| Bank Charges and Interest | 15,078 | 11,880 | 16,597 | 11,800 | 12,000 | 12,360 |
| Equipment Operations | 6,022 | 5,900 | - | - | - | - |
| Janitorial | 12,826 | 45,200 | 38,585 | 45,200 | 50,200 | 50,520 |
| Marketing and Publications | 3,442 | 6,000 | 5,725 | 8,030 | 8,060 | 8,161 |
| Materials and Supplies | 14,742 | 32,500 | 32,524 | 51,225 | 51,387 | 52,324 |
| General Expenses | 517 | 2,000 | 1,999 | 2,000 | 2,100 | 309,205 |
| Office | 3,238 | 13,400 | 9,928 | 10,640 | 10,422 | 10,670 |
| Repairs and Maintenance | 5,527 | 50,000 | 41,483 | 31,000 | 31,900 | 32,857 |
| Utilities | 22,129 | 3,048 | 36,245 | 29,358 | 30,867 | 31,672 |
| Contract - General | 41,450 | 82,700 | 88,418 | 46,200 | 47,360 | 48,611 |
| | <u>820,059</u> | <u>1,356,462</u> | <u>1,446,093</u> | <u>1,253,643</u> | <u>1,301,203</u> | <u>1,687,093</u> |
| Annual Deficit | (743,087) | (961,712) | (1,118,557) | (890,933) | (932,553) | (1,308,278) |

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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 7.00 | 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 |
| Current FTEs | 10.02 | 11.02 | 11.02 | 11.02 | 11.02 | 11.02 |
| New Positions | | | | 0.00 | 0.00 | 0.00 |
| Total FTEs | 10.02 | 11.02 | 11.02 | 11.02 | 11.02 | 11.02 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|---|--|-----------------------|--------|--------|
| | | 2017 | 2018 | 2019 |
| 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 |
| Facility Scheduling | Execute all public facility scheduling and booking as per community use of space policy 8,025. | 2,000 | 2,000 | 2,000 |
| Fuhr Sports Park Operations and Maintenance | Customer orientation, field maintenance, custodial and safety and security. | 4,500 | 4,500 | 4,500 |
| Grant Fuhr and Stu Barnes Arenas Maintenance and Operations | Customer orientation, ice maintenance, lease agreements, custodial, safety and security. | 10,000 | 10,000 | 10,000 |
| Marketing & Promotion | Ongoing advertising and promotion including website and healthy living initiatives. | 500 | 500 | 500 |

| Service | Service Level | Annual Effort (Hours) | | |
|------------------------|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| 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. | 4,700 | 4,700 | 4,700 |

Departmental initiatives and service changes

There are no departmental initiatives and/or service changes for Agrena, Fuhr Sports Park and Border Paving Athletic Centre for the current business plan.

Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 115,624 | 116,714 | 132,559 | 145,201 | 145,201 | 148,250 |
| User Fees | | | | | | |
| Other Fees | 17,823 | 8,750 | 20,000 | 20,000 | 20,000 | 20,000 |
| | <u>133,447</u> | <u>125,464</u> | <u>152,559</u> | <u>165,201</u> | <u>165,201</u> | <u>168,250</u> |
| Expenses | | | | | | |
| Amortization | 250,286 | 262,270 | 262,270 | 249,270 | 249,270 | 248,220 |
| Human Resources | 130,734 | 208,221 | 145,154 | 152,199 | 160,198 | 172,604 |
| Interest on Long-Term Debt | 55,232 | 64,301 | 80,693 | 57,883 | 51,187 | 44,201 |
| Operations and Maintenance | | | | | | |
| Materials and Supplies | 1,854 | 650 | 553 | - | - | - |
| Office | 1,132 | 1,250 | 1,373 | 1,350 | 1,400 | 1,429 |
| Utilities | 6,798 | 7,000 | 7,197 | 7,300 | 7,500 | 7,658 |
| | <u>446,036</u> | <u>543,692</u> | <u>497,240</u> | <u>468,002</u> | <u>469,555</u> | <u>474,112</u> |
| Annual Deficit | <u>(312,589)</u> | <u>(418,228)</u> | <u>(344,681)</u> | <u>(302,801)</u> | <u>(304,354)</u> | <u>(305,862)</u> |

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Other Fees | 42,791 | 42,800 | 43,864 | 42,800 | 42,800 | 43,699 |
| Rental Revenue | 421,354 | 441,000 | 430,886 | 437,000 | 421,782 | 450,538 |
| | <u>464,145</u> | <u>483,800</u> | <u>474,750</u> | <u>479,800</u> | <u>464,582</u> | <u>494,237</u> |
| Expenses | | | | | | |
| Human Resources | 416,128 | 410,846 | 486,130 | 511,922 | 539,416 | 581,278 |
| Operations and Maintenance | | | | | | |
| Janitorial | 14,348 | 14,500 | 17,937 | 14,790 | 15,086 | 15,388 |
| Materials and Supplies | 2,996 | 4,690 | 6,154 | 4,127 | 8,375 | 6,509 |
| General Expenses | 99 | 500 | 587 | 500 | 500 | 511 |
| Repairs and Maintenance | 123,015 | 116,850 | 145,067 | 120,356 | 128,967 | 127,686 |
| Utilities | 222,901 | 250,268 | 251,671 | 255,005 | 254,305 | 259,623 |
| | <u>779,487</u> | <u>797,654</u> | <u>907,546</u> | <u>906,700</u> | <u>946,649</u> | <u>990,995</u> |
| Annual Deficit | <u>(315,342)</u> | <u>(313,854)</u> | <u>(432,796)</u> | <u>(426,900)</u> | <u>(482,067)</u> | <u>(496,758)</u> |

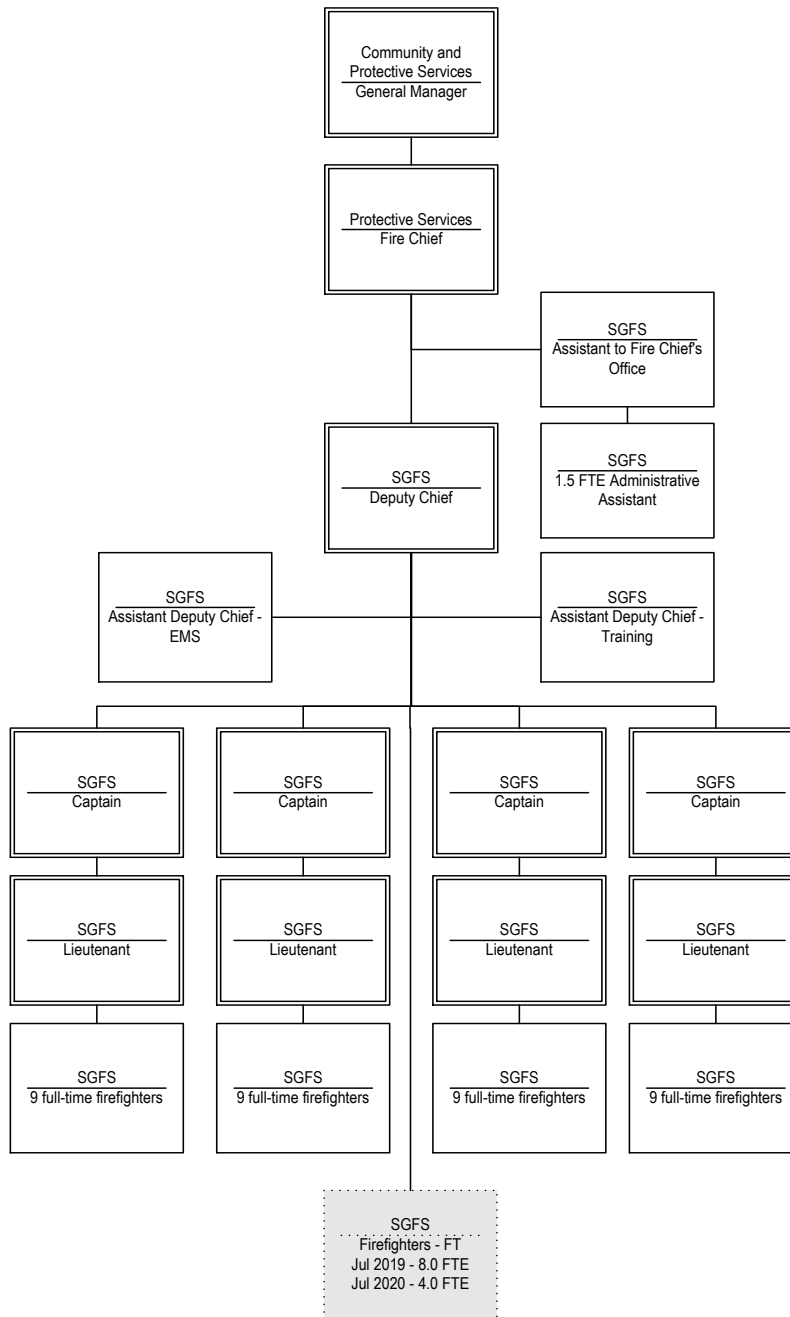
The following reflects the fiscal plan summary for Fuhr Sports Park facility for the current business plan.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Rental Revenue | 78,859 | 88,000 | 84,585 | 86,533 | 88,817 | 90,430 |
| | <u>78,859</u> | <u>88,000</u> | <u>84,585</u> | <u>86,533</u> | <u>88,817</u> | <u>90,430</u> |
| Expenses | | | | | | |
| Human Resources | 241,604 | 256,015 | 311,430 | 350,698 | 369,105 | 396,214 |
| Operations and Maintenance | | | | | | |
| Janitorial | 10,264 | 11,000 | 8,540 | 11,500 | 12,000 | 12,372 |
| Marketing and Publications | - | 3,500 | 2,625 | 3,500 | 3,500 | 3,574 |
| Materials and Supplies | 1,472 | 1,463 | 1,683 | 1,702 | 1,700 | 1,736 |
| Repairs and Maintenance | 22,590 | 29,000 | 28,965 | 29,870 | 30,766 | 31,689 |
| Utilities | 39,381 | 42,696 | 40,562 | 45,241 | 46,151 | 47,104 |
| Contract - General | 1,116 | 4,000 | 4,076 | 4,000 | 4,000 | 4,084 |
| | <u>316,427</u> | <u>347,674</u> | <u>397,881</u> | <u>446,511</u> | <u>467,222</u> | <u>496,773</u> |
| Annual Deficit | <u>(237,568)</u> | <u>(259,674)</u> | <u>(313,296)</u> | <u>(359,978)</u> | <u>(378,405)</u> | <u>(406,343)</u> |

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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| 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 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Current FTEs | 47.50 | 51.50 | 51.50 | 51.50 | 51.50 | 51.50 |
| New Positions | | | | 0.00 | 0.00 | 8.00 |
| Total FTEs | 47.50 | 51.50 | 51.50 | 51.50 | 51.50 | 59.50 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|---|-----------------------|--------|--------|
| | | 2017 | 2018 | 2019 |
| 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. | 1,656 | 1,656 | 1,656 |
| 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. | 300 | 150 | 150 |

| Service | Service Level | Annual Effort (Hours) | | |
|---------------------------------------|---|-----------------------|--------|--------|
| | | 2017 | 2018 | 2019 |
| 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. | 250 | 200 | 0 |
| Fire - Inspection Duties | Provide inspection as per contract with province (QMP). 10% of total effort. Remaining 90% reflected in Fire Suppression. Duty only performed during down time between calls. | 500 | 500 | 500 |
| Fire - Management of Service | Effectively planning, organizing, and controlling service. | 1,638 | 1,638 | 1,638 |
| Fire - Participation in City Meetings | Attend and participate in various meetings that cross several City functions (i.e. CAPS, PST, DSA and HR). | 300 | 300 | 300 |
| Fire - Prevention/Education Duties | Provide education to specified groups to prevent fire. Duty only performed during down time between calls. | 300 | 300 | 300 |

Departmental initiatives and service changes

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|---|--|--|------------|-----------|
| Departmental - Capital | Community & Protective Services - Protective Services | DP855.1 - Fire Prevention Vehicle | In 2015 a Fire Inspector was added to Fire Services. However, a vehicle for the position was missed at the time of hire, and in the subsequent 2016 budget. A new vehicle is required to facilitate the Fire Inspector when performing inspections. | Jan. 2017 | Dec. 2017 |
| Departmental - Capital | Community & Protective Services - Protective Services | DP666.2 - 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 - Capital | Community & Protective Services - Protective Services | DP857.1 - 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 |
| Service Change | Community & Protective Services - Protective Services | SC240.2 - 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 actual on duty platoon chief to deal with these issues at a cost substantially higher than the proposed system. | Jan. 2018 | |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|---|---|---|------------|-----------|
| Departmental - Capital | Community & Protective Services - Protective Services | DP859.1 - 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. The size and complexity of structures within the City of Spruce Grove continues to increase, and currently there are no large capacity structures. However, with the construction of the Border Paving Athletic Centre (BPAC), a new hotel, and other newer structures of this type, the need for better coordinated emergency scene command is required. Currently the service has no such command software. | Jan. 2019 | Dec. 2019 |
| Service Change | Community & Protective Services - Protective Services | SC308.1 - 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 mean time, the current arrangement will continue. | Jan. 2019 | |
| Service Change | Community & Protective Services - Protective Services | SC87.4 - 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. | Jul. 2019 | |

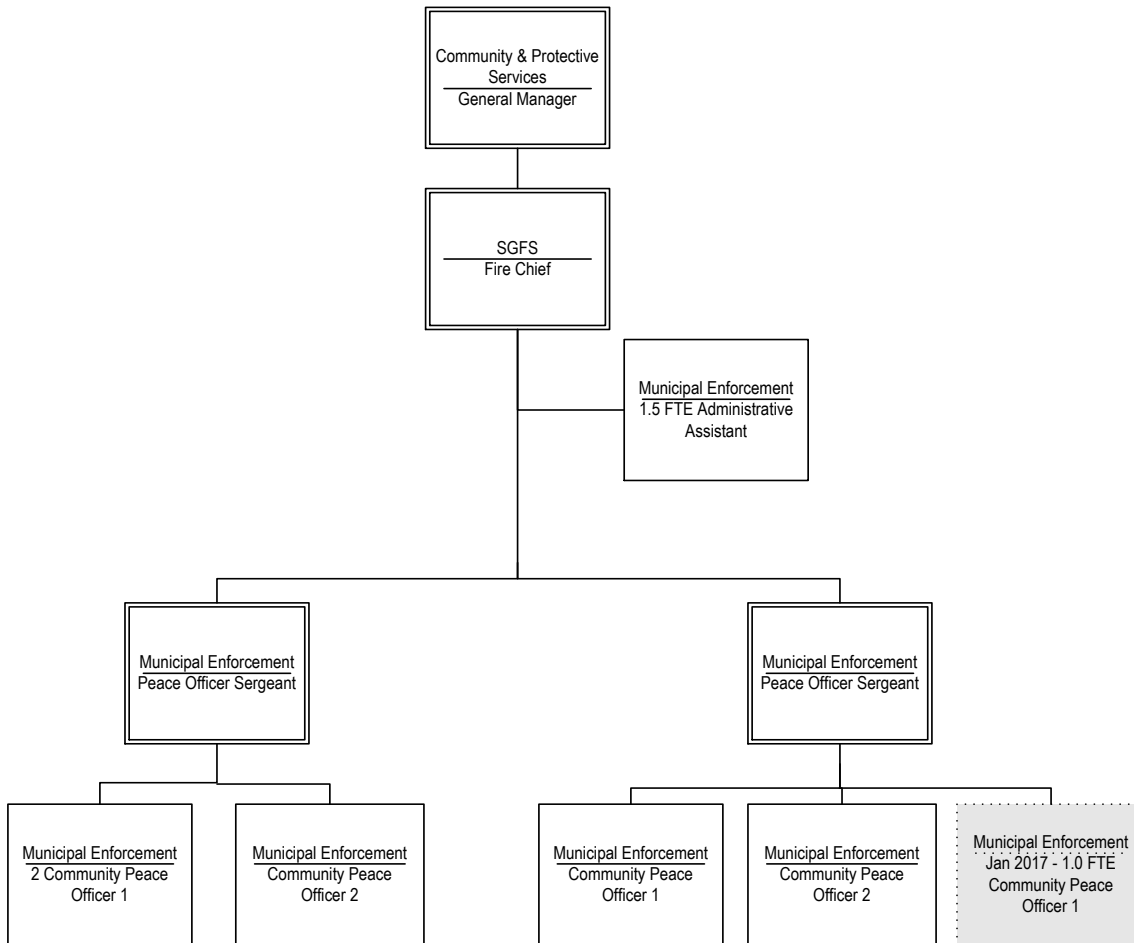
Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Donations and Sponsorships | 630 | - | 500 | 500 | 500 | 500 |
| Fines and Permits | 3,415 | 3,500 | 3,408 | 3,500 | 3,500 | 3,574 |
| Goods and Services | 3,398,635 | 3,604,900 | 3,568,273 | 3,510,691 | 3,543,015 | 3,576,987 |
| Other Fees | 61,963 | 53,500 | 91,095 | 90,150 | 90,150 | 91,413 |
| Rental Revenue | 13,585 | - | 238 | - | - | - |
| | <u>3,478,228</u> | <u>3,661,900</u> | <u>3,663,514</u> | <u>3,604,841</u> | <u>3,637,165</u> | <u>3,672,474</u> |
| Expenses | | | | | | |
| Amortization | 253,391 | 230,093 | 230,093 | 227,863 | 220,958 | 216,095 |
| Grants to Organizations | - | - | 557,780 | - | - | - |
| Human Resources | 5,546,736 | 5,827,771 | 6,053,249 | 6,209,923 | 6,507,456 | 7,655,129 |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 43,854 | 53,300 | 48,710 | 56,000 | 53,000 | 53,063 |
| Materials and Supplies | 93,652 | 84,100 | 101,959 | 82,500 | 84,250 | 88,619 |
| General Expenses | 335,483 | 378,120 | 393,644 | 399,030 | 400,030 | 436,107 |
| Office | 29,133 | 28,700 | 35,904 | 35,500 | 36,375 | 37,083 |
| Professional Services | 36,635 | 49,000 | 39,843 | 50,400 | 120,000 | 121,500 |
| Repairs and Maintenance | 75,574 | 61,400 | 61,529 | 61,821 | 66,500 | 64,945 |
| Utilities | 52,470 | 59,822 | 58,783 | 58,782 | 60,261 | 61,768 |
| Contract - General | 7,574 | 2,500 | 3,294 | 2,500 | 2,500 | 2,500 |
| | <u>6,474,502</u> | <u>6,774,806</u> | <u>7,584,788</u> | <u>7,184,319</u> | <u>7,551,330</u> | <u>8,736,809</u> |
| Annual Deficit | <u>(2,996,274)</u> | <u>(3,112,906)</u> | <u>(3,921,274)</u> | <u>(3,579,478)</u> | <u>(3,914,165)</u> | <u>(5,064,335)</u> |

Municipal Enforcement

Description



Enforcement Services responsibilities include:

- Bylaw enforcement.
- Provincial legislation enforcement.
- Animal control.
- Traffic enforcement.
- Active patrols.
- Deliver City documents related to planning (i.e. stop work orders).

- Assist Fire Services/RCMP with traffic control, crowd control, and medical assistance as required.
- Work with Deputy Chief Safe City on safety initiatives such as the Intersection Safety Program.
- Provide and/or deliver public safety education programs to the community.
- Administrative duties as required for Municipal Enforcement.

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------------|
| Full-Time | 7.50 | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 7.50 | 8.50 | 8.50 | 8.50 | 8.50 | 8.50 |
| New Positions | | | | 1.00 | 1.00 | 1.00 |
| Total FTEs | 7.50 | 8.50 | 8.50 | 9.50 | 9.50 | 9.50 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Enforcement Admin - Court Liaison | Attend all court days and organize files and appearances for officers. | 140 | 140 | 140 |
| Enforcement Admin - Data Entry | Provide timely data entry for every officer. | 1,432 | 1,432 | 1,432 |
| Enforcement Admin - Filing Records | Records filed in accordance with City and RCMP policies and legislation. | 195 | 195 | 195 |
| Enforcement Admin - Financial Matters | Meet all deadlines for financial matters including payroll and VISA. | 112 | 112 | 112 |
| Enforcement Admin - Front Counter Staffing | Address public at front counter answer all inquiries or schedule meeting with an officer. | 56 | 56 | 56 |
| Enforcement Admin - Participate in Protective Services Team Meetings and Functions | Represent Administrative Services at meetings in order to maximize efficiencies of section. | 84 | 84 | 84 |
| 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, stats review, all files either by complaint or self-generated must be reviewed. | 2,950 | 2,950 | 2,950 |
| Enforcement - Participate in Protective Services Team Meetings and Functions | Represent Enforcement Services at meetings in order to maximize efficiencies of section. | 130 | 130 | 130 |
| Enforcement - Provincial Enforcement | Respond to complaints and generate files for observed infractions. | 2,574 | 2,574 | 2,574 |
| Enforcement - Safe City | Provide uniformed presence on identified safety concerns. | 140 | 140 | 140 |

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| Enforcement - Training and Certification | Ongoing training to ensure officer safety, and meet legislative requirements for certifications. | 400 | 400 | 400 |

Departmental initiatives and service changes

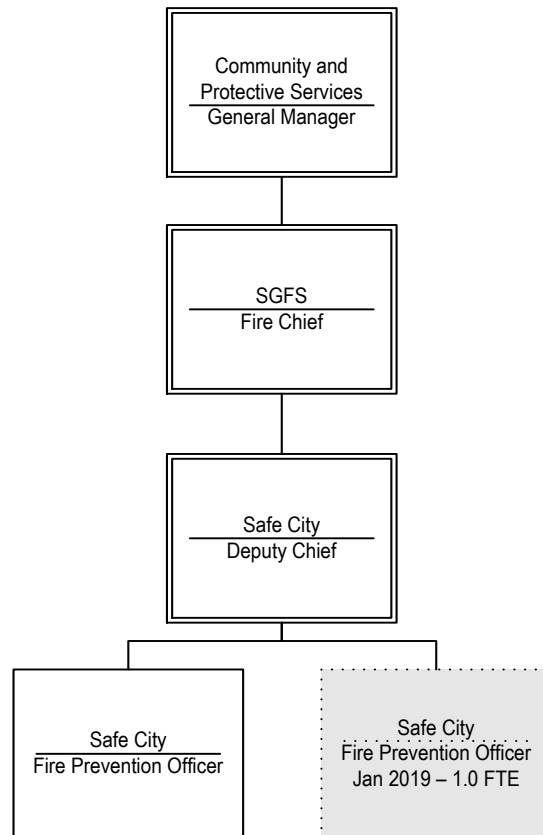
The following table outlines the departmental initiatives and/or service changes for Municipal Enforcement for the current business plan.

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|----------------|---|--|--|------------|----------|
| Service Change | Community & Protective Services - Protective Services | SC232.2 - Enforcement Services Staffing Plan | <p>A 2014 review of staffing levels for Enforcement Services indicated that compared to other municipalities the City is on average or slightly lower than average for staffing, but the expectation of service is higher in Spruce Grove. This staffing plan is based on current demands on the service. The recommendation is one staffing plan that is multi year.</p> <p>- In 2017 the DC Safe City will retire and the intent is to recruit a replacement that can perform the management duties of Fire Inspections and the Management functions of Enforcement Services. This will allow more of the current Sergeant's time to be on the road, thereby resulting in additional enforcement hours without adding a position.</p> <p>- In 2016 one Sergeant was added dividing the service into two watches each supervised by a Sergeant who focuses on daily street supervision.</p> <p>- In 2017 add one CPO 1 to even both watches out into two CPO 1's and 1 CPO 2, each with a Sergeant.</p> | Jul. 2017 | |

Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Fines and Permits | 245,266 | 321,000 | 234,014 | 280,724 | 285,078 | 259,834 |
| Other Fees | - | 6,000 | 5,500 | 5,500 | 5,500 | 5,500 |
| | <u>245,266</u> | <u>327,000</u> | <u>239,514</u> | <u>286,224</u> | <u>290,578</u> | <u>265,334</u> |
| Expenses | | | | | | |
| Amortization | 23,771 | 15,386 | 15,386 | 14,009 | 14,009 | 14,009 |
| Human Resources | 745,003 | 815,452 | 849,670 | 991,929 | 1,032,334 | 1,113,130 |
| Operations and Maintenance | | | | | | |
| Materials and Supplies | 19,244 | 24,000 | 24,002 | 23,500 | 22,210 | 22,676 |
| General Expenses | 1,907 | 840 | 1,580 | 1,480 | 1,480 | 1,480 |
| Office | 5,704 | 6,850 | 9,217 | 4,126 | 4,072 | 4,160 |
| Utilities | 9,013 | 9,250 | 10,000 | 10,000 | 10,000 | 10,210 |
| Contract - Traffic | 60,412 | 111,500 | 93,000 | 106,140 | 107,830 | 110,094 |
| | <u>865,054</u> | <u>983,278</u> | <u>1,002,855</u> | <u>1,151,184</u> | <u>1,191,935</u> | <u>1,275,759</u> |
| Annual Deficit | <u>(619,788)</u> | <u>(656,278)</u> | <u>(763,341)</u> | <u>(864,960)</u> | <u>(901,357)</u> | <u>(1,010,425)</u> |

Safe City**Description****Safe City responsibilities include:**

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

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 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 |
| Current FTEs | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| New Positions | | | | 0.00 | 0.00 | 1.00 |
| Total FTEs | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| 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 - File Searches | Search files, write response letters and conduct site inspections where required. | 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. | 3,300 | 3,300 | 3,300 |

| Service | Service Level | Annual Effort (Hours) | | |
|--|---|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| 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. | 200 | 250 | 450 |
| 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. | 70 | 100 | 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. | 40 | 50 | 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 (AGLC). | 90 | 90 | 90 |
| Safe City - Safe Housing | Inspections of rental units in the city. | 10 | 10 | 10 |
| Safe City - Special Event Meetings | Canada Day meetings, special event meetings at TLC and Agrena. Venue inspections at community events. | 60 | 70 | 80 |
| Safe City - Supervision of Enforcement Services | As required. | 221 | 221 | 221 |
| Safe City - Vandalism Strategies | Work with RCMP to coordinate crime prevention strategies. | 100 | 100 | 100 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|---|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| 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.

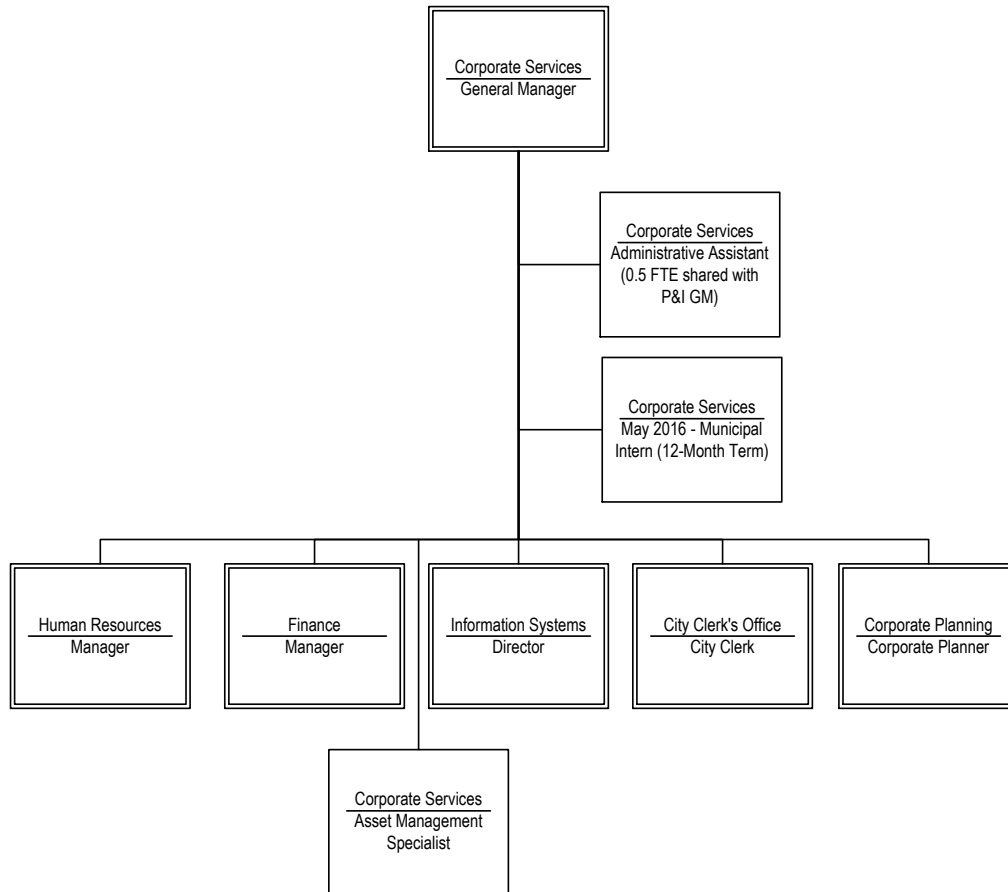
| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Fines and Permits | 3,065,450 | 3,250,450 | 4,654,980 | 5,660,805 | 5,665,813 | 5,667,283 |
| | <u>3,065,450</u> | <u>3,250,450</u> | <u>4,654,980</u> | <u>5,660,805</u> | <u>5,665,813</u> | <u>5,667,283</u> |
| Expenses | | | | | | |
| Grants to Organizations | 16,200 | 16,200 | 15,066 | 16,200 | 16,200 | 16,200 |
| Human Resources | 156,652 | 275,765 | 395,367 | 416,357 | 429,452 | 597,045 |
| Operations and Maintenance | | | | | | |
| Marketing and Publications | 4,828 | 7,500 | 5,824 | 5,000 | 7,500 | 7,500 |
| Materials and Supplies | - | 4,000 | 3,837 | 6,370 | 2,280 | 2,280 |
| General Expenses | 33,071 | 35,000 | 30,316 | 37,920 | 40,420 | 45,429 |
| Office | 155 | 1,500 | 6,177 | 4,520 | 4,520 | 4,594 |
| Utilities | 1,768 | 1,200 | 1,162 | 1,400 | 1,400 | 1,429 |
| Contract - Traffic | 1,942,699 | 1,122,974 | 2,408,435 | 2,741,736 | 2,741,736 | 2,741,736 |
| | <u>2,155,373</u> | <u>1,464,139</u> | <u>2,866,184</u> | <u>3,229,503</u> | <u>3,243,508</u> | <u>3,416,213</u> |
| Annual Surplus | 910,077 | 1,786,311 | 1,788,796 | 2,431,302 | 2,422,305 | 2,251,070 |

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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------------|
| Full-Time | 3.50 | 4.50 | 4.50 | 4.50 | 3.50 | 3.50 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 3.50 | 4.50 | 4.50 | 4.50 | 3.50 | 3.50 |
| New Positions | | | | 0.00 | 0.00 | 0.00 |
| Total FTEs | 3.50 | 4.50 | 4.50 | 4.50 | 3.50 | 3.50 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|---|------------------------------------|------------------------------|-------------|-------------|
| | | 2017 | 2018 | 2019 |
| Administrative Support to General Manager | As required. | 307 | 307 | 307 |
| Asset Management Program | As required. | 1,820 | 1,820 | 1,820 |
| Corporate Planning Process | As required. | 1,365 | 1,365 | 1,365 |
| Develop, Coordinate and Advance Corporate Programs | As per policies/guidelines. | 260 | 260 | 260 |
| Leadership and Administration for Corporate Services | As required. | 400 | 400 | 400 |
| Leadership/Facilitation of Organizational Enterprise Systems | As required. | 400 | 400 | 400 |
| Multi-Year Strategic Capital and Budget Planning | As per Strategic Planning program. | 175 | 175 | 175 |
| Organizational Effectiveness Program | As required. | 100 | 100 | 100 |
| Principal Advisor to City Manager, Council and Committees on Matters Relating to Corporate Services | As required. | 430 | 430 | 430 |

| Service | Service Level | Annual Effort (Hours) | | |
|--|---------------|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| 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 | DP263.4 - Enhance Corporate Planning System | The next phase of enhancements to the Corporate Planning system include capacity planning and reporting, report enhancements, and increased data administration functionality to continue to improve effectiveness and efficiencies in the corporate planning process. Some of this work was completed in 2015, but due to capacity issues in the Information Systems department, the end date has been extended from 2016 to 2017. This end date will also allow for any database enhancements that may be required to ensure cross functionality with BI360 Budgeting and Reporting Software and the Project Management implementation. Enhancements, which have not been identified yet, will also be required to manage data for the long term capital plan. | Jan. 2014 | Dec. 2017 |

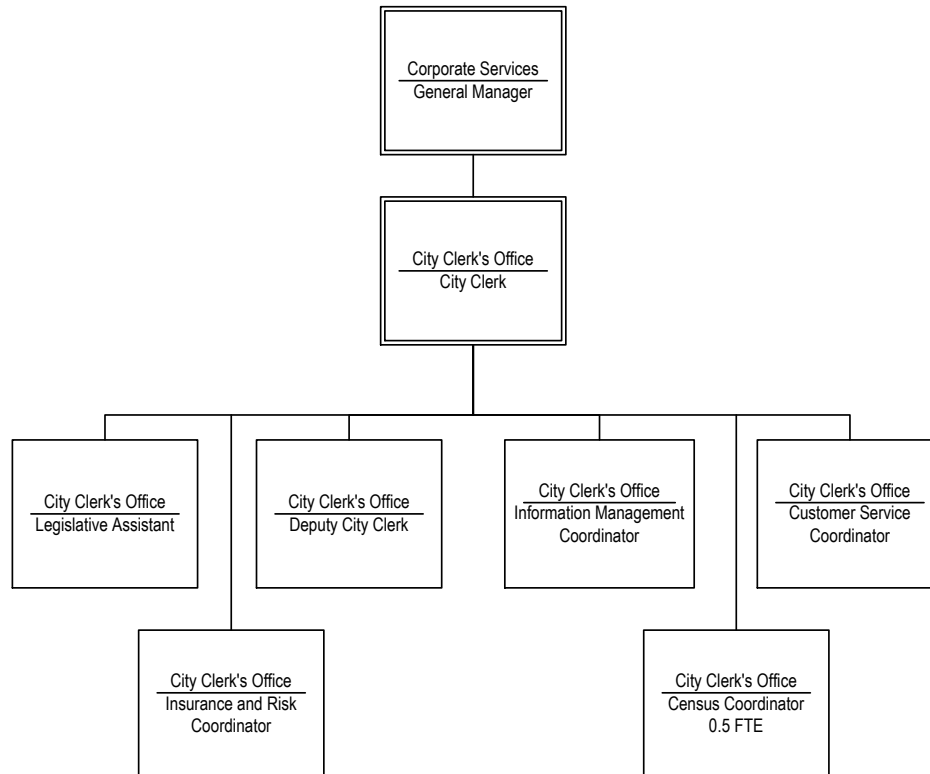
Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|-------------------------|-------------------------|---------------------------|-------------------------|---------------------------|-------------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Miscellaneous | 28,664 | 30,000 | 40,752 | 8,000 | - | - |
| | <u>28,664</u> | <u>30,000</u> | <u>40,752</u> | <u>8,000</u> | <u>-</u> | <u>-</u> |
| Expenses | | | | | | |
| Amortization | 8,509 | 2,177 | 2,177 | 2,177 | 2,177 | 2,177 |
| Human Resources | 487,664 | 537,302 | 581,364 | 639,542 | 668,137 | 720,211 |
| Operations and Maintenance | | | | | | |
| Marketing and Publications | 721 | 2,250 | 1,933 | 3,000 | 3,050 | 3,100 |
| Office | 1,141 | 2,600 | 2,393 | 2,200 | 2,225 | 2,250 |
| Professional Services | - | 16,000 | 16,000 | 16,000 | 16,000 | 16,050 |
| Utilities | 1,642 | 1,600 | 1,601 | 1,600 | 1,600 | 1,650 |
| Contract - General | 109,915 | 428,050 | 525,216 | 200,776 | 320,650 | 95,100 |
| | <u>609,592</u> | <u>989,979</u> | <u>1,130,684</u> | <u>865,295</u> | <u>1,013,839</u> | <u>840,538</u> |
| Annual Deficit | <u>(580,928)</u> | <u>(959,979)</u> | <u>(1,089,932)</u> | <u>(857,295)</u> | <u>(1,013,839)</u> | <u>(840,538)</u> |

City Clerk's Office

Description



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

In 2016, the Legislative Coordinator position was adapted to a Deputy City Clerk position to better meet the current and future needs 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 records and information management program.
- Administering the City’s responsibilities under the Freedom of Information and Protection of Privacy Act.
- Overseeing the City’s customer service program.
- Overseeing the City’s legal services, risk management and insurance programs.
- Administering census and elections.

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------------|
| Full-Time | 5.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Perm Part-Time | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 5.00 | 6.50 | 6.50 | 6.50 | 6.50 | 6.50 |
| New Positions | | | | 0.00 | 0.00 | 1.00 |
| Total FTEs | 5.00 | 6.50 | 6.50 | 6.50 | 6.50 | 7.50 |

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) | | |
|--|---|------------------------------|-------------|-------------|
| | | 2017 | 2018 | 2019 |
| 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. | 788 | 788 | 788 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Coordinate Council Remuneration Review with Task Force | Required once per term. | 83 | - | 83 |
| Coordinate Municipal Census | Annually | 793 | 793 | 793 |
| Coordinate Municipal Election and Council Orientation | As required by law. | 952 | 44 | 14 |
| Keeper and Manager of Bylaws, Policies, Procedures and Council and Committee of the Whole Meeting Minutes | As required. | 440 | 440 | 440 |
| Contract Management Services – oversee organizational stationery contract, maintain city contract documents, develop and maintain city contract templates, assistance and advice in drafting contracts. | Best effort, as required by organization. | 485 | 490 | 490 |
| Leadership and Support for City's Customer Service Program | Implementation and co-ordination of programs as required as well as administration of software. | 1,612 | 1,612 | 1,612 |
| Leadership and Support for the City's Insurance and Risk Management Program | Best effort. Response to claim against City with decision within three weeks of receipt of claim. | 1,322 | 1,317 | 1,317 |
| Leadership and Support for the City's Records and Information Management Program | Best effort by organization. | 2,343 | 2,343 | 2,343 |
| 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. | 400 | 400 | 400 |
| Leadership and Support to Administration for Bylaw, Policy and Procedure Preparation | As required by organization. | 721 | 702 | 671 |
| Manage City Adherence to the Freedom of Information and Protection of Privacy Act | Best effort; respond within 30 days of FOIP request as per legislation. | 285 | 285 | 170 |
| Youth Engagement | Prepare for and conduct tours of City Hall, mock Council meetings for students as well as an annual day-time Council meeting. | 124 | 124 | 124 |

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 | DP672.2 - 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 | May. 2017 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|---------------------------------|---|---|------------|-----------|
| Departmental - Capital | Corporate Services - City Clerk | DP673.2 - Implementation - Automated Incident Reporting, Investigation and Tracking Process | <p>There is a business need for an effective and efficient tool to manage the reporting, investigation and tracking of all incidents (both risk and safety). This project will take the business requirements identified in the business requirements gathering initiative from 2017 and implement a tool that will transform a manual, inefficient and costly process into an automated one 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.</p> <p>This tool will incorporate incidents involving safety and risk and will take a holistic approach to risk management as well as improve the maturity level of the City's risk management and health and safety programs.</p> | Jan. 2018 | Mar. 2018 |
| Service Change | Corporate Services - City Clerk | SC299.1 - Move Subdivision and Development Appeal Board Clerk Services from Planning and Development to the City Clerk's Office | <p>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 process and the Clerk's expertise on the Board and its quasi-judicial role.</p> | Jan. 2018 | |

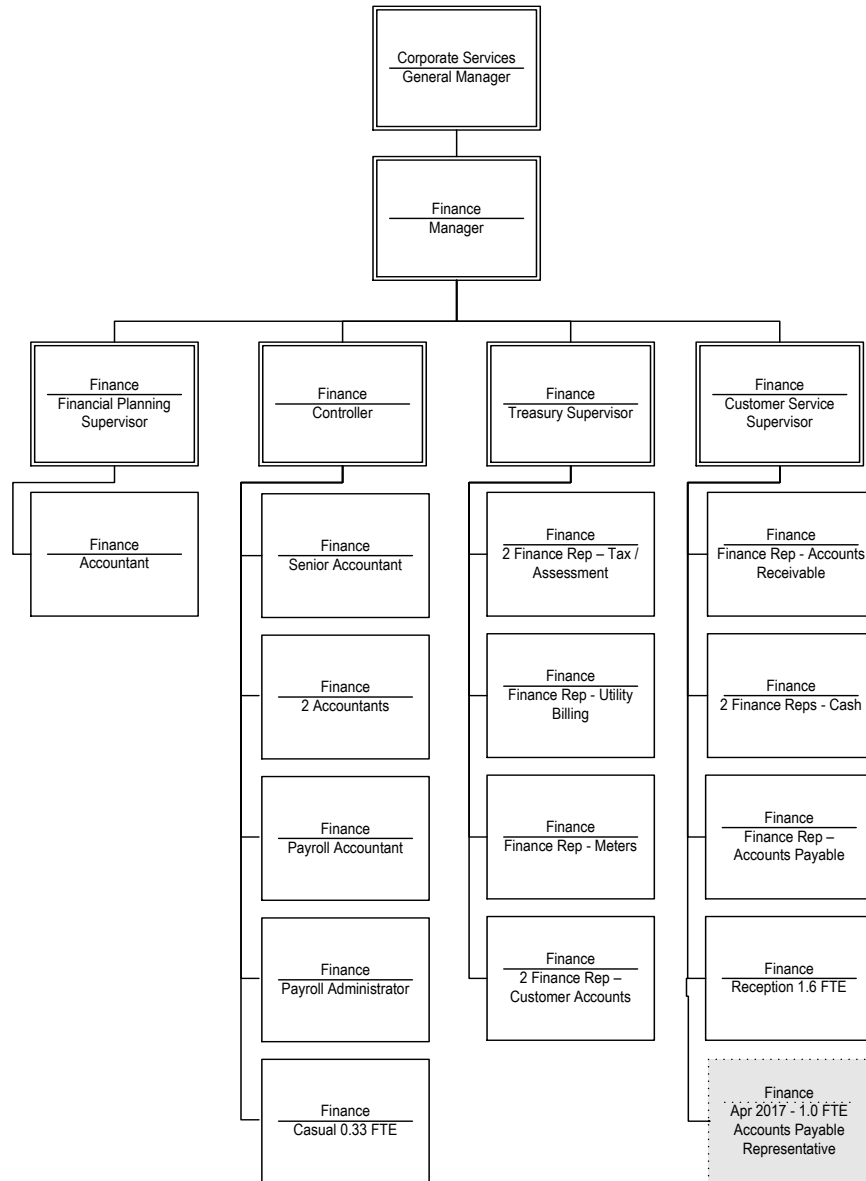
Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Goods and Services | 185 | - | 50 | - | - | - |
| Other Fees | - | - | - | 60,000 | - | - |
| | <u>185</u> | <u>-</u> | <u>50</u> | <u>60,000</u> | <u>-</u> | <u>-</u> |
| Expenses | | | | | | |
| Amortization | - | 4,353 | 4,353 | 4,353 | 4,353 | 4,353 |
| Human Resources | 525,826 | 577,799 | 641,376 | 722,941 | 736,569 | 788,721 |
| Operations and Maintenance | | | | | | |
| Insurance | 463,100 | 505,930 | 517,927 | 580,700 | 638,750 | 736,100 |
| General Expenses | 62,654 | 24,789 | 32,760 | 50,400 | 39,000 | 39,611 |
| Office | 4,024 | 4,870 | 4,639 | 32,040 | 7,183 | 6,796 |
| Professional Services | 137,381 | 138,200 | 105,715 | 171,400 | 414,200 | 135,600 |
| Utilities | - | - | - | 1 | - | - |
| Contract - General | 4,123 | 88,200 | 29,104 | 76,100 | 39,400 | 40,534 |
| | <u>1,197,108</u> | <u>1,344,141</u> | <u>1,335,874</u> | <u>1,637,935</u> | <u>1,879,455</u> | <u>1,751,715</u> |
| Annual Deficit | <u>(1,196,923)</u> | <u>(1,344,141)</u> | <u>(1,335,824)</u> | <u>(1,577,935)</u> | <u>(1,879,455)</u> | <u>(1,751,715)</u> |

Finance

Description



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

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

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

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------------|
| Full-Time | 21.00 | 22.00 | 22.00 | 22.00 | 22.00 | 22.00 |
| Perm Part-Time | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 1.03 | 1.03 | 1.03 | 1.03 | 1.03 | 1.03 |
| Current FTEs | 22.63 | 23.63 | 23.63 | 23.63 | 23.63 | 23.63 |
| New Positions | | | | 1.00 | 1.00 | 1.00 |
| Total FTEs | 22.63 | 23.63 | 23.63 | 24.63 | 24.63 | 24.63 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|----------------------|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| 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. | 5,800 | 5,850 | 5,900 |
| Customer Inquiries | A central reception and switchboard provides an essential shared interface with the public for many departments. Essential services include City Hall reception and switchboard, preparing service requests, mail processing, and managing the telephone system. | 5,800 | 5,800 | 5,800 |
| 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. | 1,800 | 1,800 | 1,800 |
| 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 |

| Service | Service Level | Annual Effort (Hours) | | |
|--------------------------------|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Payment Management | Payment management is a combination of essential and traditional internal support services. Essential services include managing payables and traditional services include managing procurement cards and fulfilling the purchasing function for the emergency operation center. | 2,590 | 2,590 | 2,590 |
| 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. | 3,400 | 3,600 | 3,800 |
| Revenue Management - General | Revenue management of general revenues involves a range of external and internal services. Mandatory services include managing customer and property data, receipting and collecting customer payments. Essential services include billing for general revenues plus managing billing software. Traditional services include dog licensing, cash receipting for bulk water and administering cemetery services. Discretionary services include billing for ambulance services. | 4,820 | 5,070 | 5,320 |
| Revenue Management - Taxes | Revenue management of property tax revenue include mandatory services of property assessment and tax billing. | 2,570 | 2,820 | 3,070 |
| 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 |
|----------------|------------------------------|---|---|------------|----------|
| Service Change | Corporate Services - Finance | SC311.1 - Dog Licensing | Eliminate the requirement for dog owners to obtain a municipal license and simply require dogs to have identification. Contemporary animal control practices no longer rely on licensing information. | Jan. 2017 | |
| Service Change | Corporate Services - Finance | SC233.2 - 1.0 FTE Accounts Payable Representative | A second accounts payable representative is needed to manage increased volume, track project costing detail, and implement new programs for purchase orders, early bill payment discount and purchasing card rebates. | Mar. 2017 | |
| Service Change | Corporate Services - Finance | SC234.2 - 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. 2018 | |
| Service Change | Corporate Services - Finance | SC235.2 - Purchasing Card Rebates | Reduce ongoing costs by implementing a purchasing card rebate program. | Jan. 2018 | |

Fiscal plan

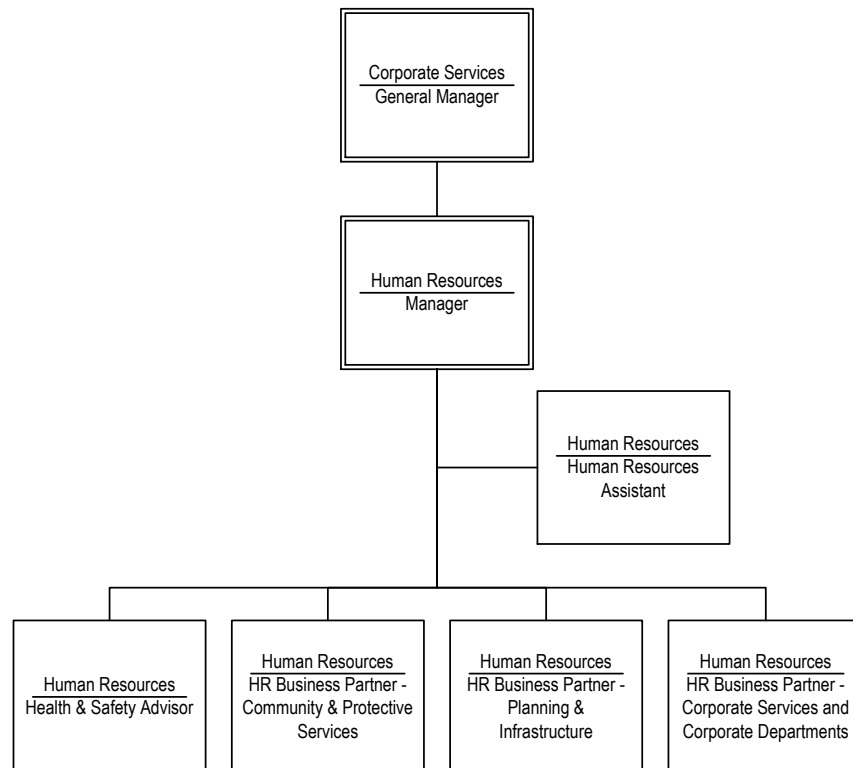
The following reflects the fiscal plan summary for Finance for the current business plan.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | |
| Property Taxes | 30,582,688 | 33,165,833 | 33,127,219 | 35,023,637 | 36,726,149 | 38,925,699 |
| User Fees | | | | | | |
| Fines and Permits | 4,736 | 5,292 | 5,626 | 5,661 | 6,042 | 6,435 |
| Franchise Fees | 3,873,624 | 4,178,869 | 4,056,738 | 4,461,187 | 4,567,153 | 4,734,981 |
| Goods and Services | 142,538 | 162,534 | 135,034 | 144,389 | 151,785 | 159,644 |
| Other Fees | 202 | - | 3 | - | - | - |
| Tax Penalties | 723,909 | 793,100 | 784,594 | 816,893 | 841,400 | 866,642 |
| Interest Earned | 228,514 | 196,698 | 201,271 | 355,704 | 479,116 | 512,487 |
| | 35,556,211 | 38,502,326 | 38,310,485 | 40,807,471 | 42,771,645 | 45,205,888 |
| Expenses | | | | | | |
| Amortization | 20,421 | 15,670 | 15,670 | 15,670 | 15,670 | 15,670 |
| Human Resources | 1,999,629 | 2,068,347 | 2,089,290 | 2,134,536 | 2,288,244 | 2,478,268 |
| Interest on Long-Term Debt | (23,741) | - | 51,130 | - | - | - |
| Loss on Disposal of Capital Assets | 96,680 | - | - | - | - | - |
| Operations and Maintenance | | | | | | |
| Bank Charges and Interest | 128,793 | 154,346 | 127,015 | 126,973 | 134,591 | 142,667 |
| Marketing and Publications | 144 | - | - | - | - | - |
| General Expenses | 275,434 | 160,943 | 155,846 | 164,480 | 169,330 | 174,326 |
| Office | 86,271 | 123,796 | 117,573 | 119,778 | 125,808 | 132,742 |
| Professional Services | 337,936 | 338,787 | 334,259 | 385,233 | 594,936 | 387,667 |
| Utilities | 93,603 | 110,888 | 113,465 | 115,615 | 120,449 | 125,495 |
| Contract - General | 85,295 | 70,971 | 68,177 | 65,767 | 38,148 | 3,558 |
| | 3,100,465 | 3,043,748 | 3,072,425 | 3,128,052 | 3,487,176 | 3,460,393 |
| Annual Surplus | 32,455,746 | 35,458,578 | 35,238,060 | 37,679,419 | 39,284,469 | 41,745,495 |

Human Resources

Description

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



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

- Attendance and claim management – The focus of this service is managing both occupational (WCB) and non-occupational (sick absence) claims with the focus of helping people back to work as soon as practical including the use of modified work assignments.
- Occupational Health and Safety - provide leadership for the City's Occupational Health and Safety management systems.
- Recruitment, selection, and employee orientation – manage the City's recruitment and selection process and assist the supervisors with hiring staff, and once hired, assist with the employee orientation process.

- Employee recognition, health and wellness – promote organizational initiatives that support employee health and wellness, and coordinate the annual employee recognition service awards.
- Training and development – provide information and referral services to employees regarding their training needs in conjunction with the performance management process.
- Performance Management – 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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------------|
| Full-Time | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| New Positions | | | | 0.00 | 0.00 | 0.00 |
| Total FTEs | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| Attendance and Claim Management | This service has a focus of managing both occupational (WCB) and non-occupational (sick absence) claims. The intent of attendance and claim management is to reduce the costs due to absence and to also focus on modified return to work programs in an effort to have early returns back to work. | 728 | 728 | 728 |
| Compensation and Benefits | Continue with ASO Format for employee benefits and monitor costs annually. Monitor compensation levels and participate in salary surveys and compare City salaries, every two years. Update compensation data in the HRIS and work on classification system improvements and formulating and implementing a compensation strategy. | 760 | 760 | 760 |
| Section Business Planning Development | Conduct planning as per strategic planning process and program. | 206 | 206 | 206 |
| Employee Recognition, Health, and Wellness | Continue to encourage staff to promote and emphasize health and wellness. Measure staff health and wellness initiatives. Provide leadership for Corporate endorsed social activities. Coordinate and plan the annual employee service awards and luncheon. | 171 | 171 | 171 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Human Resources Policy Management | To review an update existing policies as required base on the organizational needs and changes and to keep policies and procedures current with the existing legislation. | 364 | 364 | 364 |
| Job Evaluation and Classification | Continue to review classifications and job evaluation requests and respond within 1 months of receipt. | 408 | 408 | 408 |
| Labour and Employee Relations | Manage both labour management committees and continue to maintain focus on labour-related matters. Regularly assist supervisors with labour and employee relations disputes and or complaints. | 1,456 | 1,456 | 1,456 |
| Leadership and Administration (Human Resources) | Provide leadership to the staff and ongoing supervision and management of the staff and HR functions for the HR Department on a regular basis. | 441 | 441 | 441 |
| New Employee Orientation | Continue to provided new employee orientation information sessions including WHIMS and Health and Safety training for all newly hired employees. | 595 | 595 | 595 |
| Occupational Health and Safety Program | Develop annual Organizational Safety Action Plan to meet the standards in the Partners in Injury reduction program through Alberta Municipal Health & Safety (AMHSA) Program. Coordinate annual safety retreat and other safety related training and safety program administration. Provide an operational resource and having a presence in field operations for the City with respect to occupational health and safety. | 1,708 | 1,708 | 1,708 |

| Service | Service Level | Annual Effort (Hours) | | |
|------------------------------------|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Performance Management | Lead the performance evaluation process with conducting formal evaluations twice per year. Conduct performance management and goal setting training sessions. | 910 | 910 | 910 |
| Recruitment and Selection | Continue to complete recruitment and selection competitions. Since 2009, the City conducts a minimum of 50 postings per year or approximately 1 posting per week. This service requirement continues to increase where in May 2014; the City has already exceeded 40 postings, which is a reflection of growth in the size of the City staff. | 2,730 | 2,730 | 2,730 |
| Senior Leadership Team Involvement | Bi-weekly meetings and as required. | 78 | 78 | 78 |
| Training and Development | Provide resource and referral information pertaining to leadership training and development as required. There are initiatives in the corporate plan where HR will take a more active role in training and development in the future. | 700 | 700 | 700 |

Departmental initiatives and service changes

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|--------------------------------------|--|---|------------|-----------|
| Departmental - Capital | Corporate Services - Human Resources | DP210.4 - 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. The performance management system will be connected with the job evaluation process update and should be fully in place in 2017.</p> | Jan. 2016 | Dec. 2017 |
| Departmental - Capital | Corporate Services - Human Resources | DP214.4 - Implement Recommendations of Avanti HRIS System Analysis | <p>The recommendations and action steps will have to be developed in conjunction with the outcomes of the Avanti HRIS system analysis initiative in 2015. Initial work with Avanti in 2014 has identified that there is a need to focus on data management within the HRIS system. Data management includes an annual review of the City of Spruce Grove's process and ensuring we are using the software to our capacity.</p> | Jan. 2016 | Dec. 2017 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|----------------|---|--|---|------------|----------|
| Service Change | Corporate Services - Human Resources | SC309.1 - 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 & Safety (OH&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. Work is progressing to achieve this work plan which emphasizes program administration, hazard identification, hazard assessment, hazard control, updates to safe work practices, and assessment of training requirements.</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. 2017 | |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|----------------|---|---|---|------------|----------|
| Service Change | Corporate Services - Human Resources | SC4.4 - HR Consultant Contract Dollars | <p>Recruitment of staff to the organization and implementation of the People Strategy initiatives is becoming more complex and time consuming and is beyond the capacity of the existing resources within Human Resources. Human Resources services continues to be in high demand due to continued growth of the organization. This demand for increased Human Resources services and activity is a trend that is expected to continue. This service change initiative was identified in the Human Resources OER (Organizational Effectiveness Review) as a recommendation.</p> <p>Commencing in 2015, additional funding for use of Human Resources contracted consultant resources were included in the Corporate Plan and again in 2016. This request is to continue in 2017, as the People Strategy initiatives are worked on and implemented. 2017 will be the third year of the initial three year funding commitment.</p> | Jan. 2017 | |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------|--------------------------------------|---|---|------------|-----------|
| Departmental - Operating | Corporate Services - Human Resources | DP676.2 - 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"> 1. Reviewing the organizational Strategic Plan; 2. Research Internal Labour Market; 3. Assess existing (supply) and planned (demand) resource pool 4. Identify future skills demands/needs and gaps/excesses; 5. Model the workforce against the hypotheses and understand the dynamics of the workforce; 6. Define workforce requirements; 7. Develop resourcing strategies with the business units within the scope; 8. Develop a resourcing plan and engagement process with the business units; 9. Implement and measure outcomes of the program strategy; and 10. Integrate with other planning processes. | Jan. 2018 | Dec. 2019 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|-----------------------------|---|---|---|------------|-----------|
| Service Change | Corporate Services - Human Resources | SC165.3 - 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. A successful audit results in a minimum of 5% reduction on annual WCB premiums. 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).</p> <p>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 | |
| Departmental - Operating | Corporate Services - Human Resources | DP677.2 - Establish a Wellness Program | <p>The City of Spruce Grove's People Strategy identified the need for developing a "Wellness Program". The City has a number of specific wellness initiatives, however it lacks a comprehensive wellness program. Wellness programs include components of fitness, wellness, and lifestyle programs and have been known to have a positive impact in reduction of stress and increasing productivity.</p> | Apr. 2018 | Dec. 2019 |

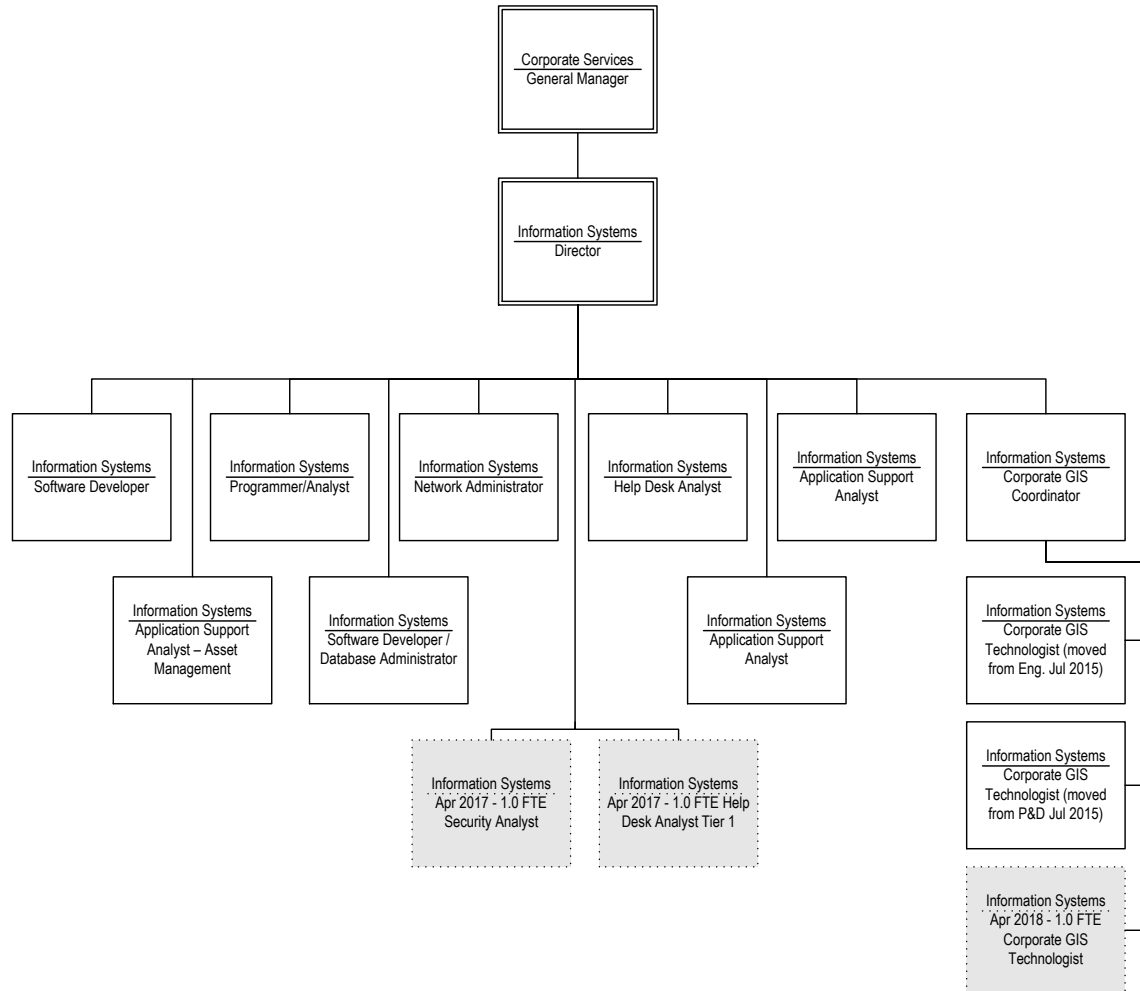
Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Other Fees | 71,763 | 34,000 | 44,000 | 40,000 | 44,000 | 40,000 |
| | <u>71,763</u> | <u>34,000</u> | <u>44,000</u> | <u>40,000</u> | <u>44,000</u> | <u>40,000</u> |
| Expenses | | | | | | |
| Amortization | 5,673 | 4,353 | 4,353 | 4,353 | 4,353 | 4,353 |
| Human Resources | 943,413 | 1,077,158 | 1,102,543 | 1,119,597 | 1,174,437 | 1,206,404 |
| Operations and Maintenance | | | | | | |
| Marketing and Publications | 37,308 | 37,500 | 41,233 | 45,500 | 37,000 | 33,750 |
| Materials and Supplies | - | 1,000 | 935 | 2,000 | 1,000 | - |
| General Expenses | 43,769 | 57,700 | 62,551 | 59,200 | 55,500 | 48,000 |
| Office | 4,104 | 9,500 | 8,923 | 9,700 | 9,700 | 9,700 |
| Professional Services | 23,494 | 60,000 | 47,397 | 35,000 | 65,420 | 65,849 |
| Utilities | 3,575 | 3,200 | 3,454 | 3,200 | 3,200 | 3,200 |
| Contract - General | 91,998 | 116,000 | 106,932 | 98,500 | 107,500 | 120,000 |
| | <u>1,153,334</u> | <u>1,366,411</u> | <u>1,378,321</u> | <u>1,377,050</u> | <u>1,458,110</u> | <u>1,491,256</u> |
| Annual Deficit | (1,081,571) | (1,332,411) | (1,334,321) | (1,337,050) | (1,414,110) | (1,451,256) |

Information Systems

Description



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

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

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

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

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 11.00 | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 11.00 | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 |
| New Positions | | | | 2.00 | 3.00 | 3.00 |
| Total FTEs | 11.00 | 12.00 | 12.00 | 14.00 | 15.00 | 15.00 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|-------------------------|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| 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 and are approved that require Information Systems resources. | 300 | 300 | 300 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Clarification of roles and responsibilities for the Information Systems Section | One-time effort. | 168 | - | - |
| 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). | 4,777 | 5,460 | 5,460 |
| Life Cycle Replacement | Based upon the life cycle plan in the corporate budget within the fiscal year. On time, on budget and in scope. | 400 | 400 | 400 |
| Network Administration | As required. | 1,165 | 1,165 | 1,165 |
| Project Management | On time, on budget, in scope. The effort indicates only ad hoc requirements. The bulk of Project management resources are identified in the corporate plan as projects and are approved that require Information Systems resources. | 400 | 400 | 400 |
| Security Administration | As required by project. | 1,365 | 1,620 | 1,620 |
| Technology Strategic Planning and Architecture Design | On time according to Fiscal Plan. | 500 | 500 | 500 |
| Technology Training | As required. | 100 | 125 | 150 |
| Web Development | As required by project. | 200 | 200 | 200 |
| Website Administration | Best effort. | 100 | 100 | 100 |

Departmental initiatives and service changes

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------|--|---|---|------------|-----------|
| Departmental - Capital | Corporate Services - Information Systems | DP664.2 - Architect New Blade Centre System | The City of Spruce Grove has an IBM Blade Center System that houses six physical blade servers which in turn hosts thirty virtual guest servers that provide most all the applications the City currently uses for daily operations. IBM has given the City notice that the Blade Center system has reached end of life and that in 2018 the complete system will no longer be supported. This initiative is being undertaken to replace the outdated server system with a new Lenovo Flex Server system. | Jan. 2017 | Jun. 2017 |
| Service Change | Corporate Services - Information Systems | SC296.1 - 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. | Jan. 2017 | |
| Departmental - Operating | Corporate Services - Information Systems | DP681.2 - 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. 2017 | Oct. 2017 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|----------------|--|--|---|------------|----------|
| Service Change | Corporate Services - Information Systems | SC204.2 - 1.0 FTE Help Desk Analyst Tier 1 | The performance of a service desk is an indicator of the overall health of an organization's Information Systems. As well as being a key business function, the service desk enables organizations to become more efficient and thrive. The primary aim of the service desk is to restore the normal service to the users as quickly as possible. In the City, Help Desk tasks have been increasing at the rate of 20% per year due to staff growth and implementation of more technology. Requirements for project work, as well as day to day operations have increased. Due to the rapid growth and expansion of technical services there is a need for a Help Desk Analyst at the tier-1 service level to deal with the increased need for desktop services. | Apr. 2017 | |
| Service Change | Corporate Services - Information Systems | SC209.2 - 1.0 FTE Security Analyst | <p>Information Security Analysts are responsible for protecting an organization's digital information and computer networks while ensuring policies and procedures are adhered to. A dedicated Security Analyst is essential to the successful implementation of the security framework established by the City in 2014.</p> <p>The City has completed an external penetration test and an internal network and wireless audit in 2016. We failed the audit in both cases and our overall risk rating was identified as medium to high. The City does not have the required resources at this time to perform these tasks on a regular basis so we will continue to be at risk of breaches on the network.</p> <p>This position also has an added benefit in that typically Security Analyst's are network administrators. This will give the City a backup for the existing Network Administrator role and will also allow for the sharing of the network administration workload.</p> | Apr. 2017 | |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------|--|--|--|------------|-----------|
| Departmental - Operating | Corporate Services - Information Systems | DP370.3 - Develop Information Systems Account Management Process | Information systems user account management refers to the process by which an individual's access and permissions within information systems is initially activated, periodically reviewed, and timely deactivated consistent with that individual's roles and responsibilities as an employee. | Jun. 2017 | Nov. 2017 |
| Departmental - Operating | Corporate Services - Information Systems | DP860.1 - VDI Implementation | The City of Spruce Grove's engagement of 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 |
| Service Change | Corporate Services - Information Systems | SC167.3 - 1.0 FTE Corporate GIS Technologist | The 2014 GIS business analysis report recommendations identified a need for a third GIS staff in 2018. 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. 2018 | |

Fiscal plan

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

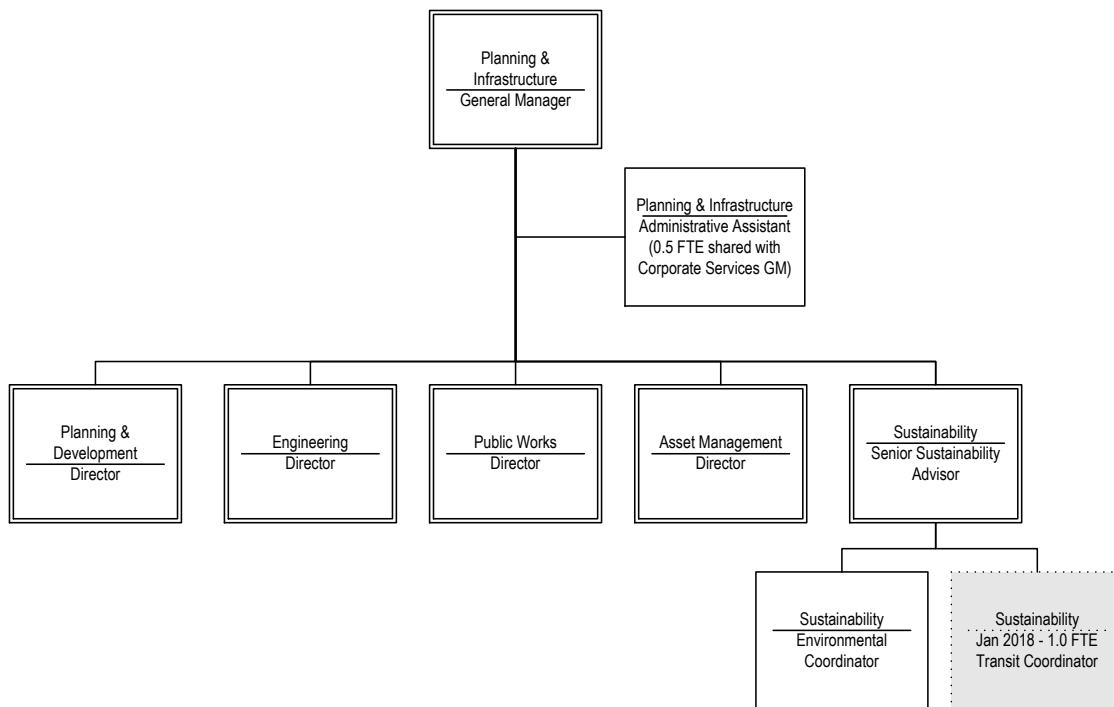
| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Municipal Sustainability Initiative | - | 155,000 | 28,000 | 252,000 | 50,000 | 110,000 |
| | - | 155,000 | 28,000 | 252,000 | 50,000 | 110,000 |
| Expenses | | | | | | |
| Amortization | 366,742 | 298,100 | 289,474 | 384,422 | 339,457 | 382,300 |
| Human Resources | 949,102 | 1,268,905 | 1,321,506 | 1,580,342 | 1,789,422 | 1,959,804 |
| Operations and Maintenance | | | | | | |
| Janitorial | - | - | - | - | 22,500 | 15,000 |
| General Expenses | 103,799 | 109,000 | 116,609 | 130,567 | 138,337 | 139,337 |
| Office | 43,052 | 48,587 | 55,925 | 57,010 | 57,260 | 57,401 |
| Professional Services | 290,582 | 375,236 | 454,000 | 499,081 | 553,039 | 684,437 |
| Repairs and Maintenance | 17,359 | 43,500 | 46,853 | 49,000 | 49,100 | 49,829 |
| Utilities | 43,997 | 43,400 | 45,467 | 46,100 | 46,100 | 46,930 |
| Contract - General | 37,356 | 183,000 | 183,504 | 236,544 | 97,569 | 118,720 |
| | 1,851,989 | 2,369,728 | 2,513,338 | 2,983,066 | 3,092,784 | 3,453,758 |
| Annual Deficit | (1,851,989) | (2,214,728) | (2,485,338) | (2,731,066) | (3,042,784) | (3,343,758) |

Planning and Infrastructure department

Planning and Infrastructure administration

Description

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



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

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

especially through the area of Assets, which carries responsibility for most aspects of the City's physical plant and fleet.

In its role as lead department for the Sustainable Development Initiative, Planning and Infrastructure develops, coordinates and advances City sustainability initiatives, programs and related strategies. This area also acts as the primary technical and administrative resource and the primary public liaison for sustainability initiatives and programs. Planning and Infrastructure is responsible to develop and monitor community sustainability indicators and targets.

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

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

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 |
| New Positions | | | | 0.00 | 1.00 | 1.00 |
| Total FTEs | 3.50 | 3.50 | 3.50 | 3.50 | 4.50 | 4.50 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| Administrative Support to the General Manager | Shared resource with Corporate Services General Manager. | 307 | 307 | 307 |
| Capital Region Board (CRB) & Other Multi-Municipal Initiatives | Capital Region Growth Plan implementation plus sustainability regional work. General Manager estimate is 312 hours; sustainability estimate is 180 hours. | 492 | 492 | 492 |
| Capital Region Parkland Water Commission Contract Management | Contract with CRPWSC determines level of service. Relocation of the existing pipelines at Highway 60, preparation/commencement of twinning of the transmission lines and negotiations with WILD are expected to increase time requirements over the three year term. | 450 | 450 | 450 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|---|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| Commuter Transit Management | Service level established by Council and through annual contract agreement with Edmonton Transit Service. Time increases as special transit projects wrap up and work load shifts to core services. | 800 | 700 | 900 |
| Contaminated Sites Program | Ongoing monitoring of City-owned contaminated sites/financial obligations associated with these. Implementing policy framework. This is an initiative until 2016 before becoming part of core services in 2017. | 880 | 850 | 750 |
| Corporate Sustainability Program Implementation | Estimated at 25% FTE in 2015 and 2016 (priorities elsewhere in 2014). Service level to be defined in Corporate Environmental Sustainability Strategy going to Council in summer 2014. Based on recommendation in Mayor's Task Force on the Environment to show corporate leadership in the five priority areas. | 340 | 340 | 340 |
| Develop and Monitor Environmental Sustainability Indicators and Targets | Annual updates to report on MDP implementation progress. Includes management of energy data. | 250 | 250 | 250 |
| Leadership and Administration for Planning and Infrastructure | As required. | 900 | 900 | 900 |
| Multi-Year Strategic, Capital and Budget Planning | As required. | 200 | 200 | 200 |
| Principal Advisor to CAO, Council and Committees on Matters Relating to Planning and Infrastructure | As required. | 200 | 200 | 200 |
| Project Support to the General Manager and Managers | Shared admin with Corporate Services General Manager. | 138 | 138 | 138 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|--|-----------------------|------|------|
| | | 2017 | 2018 | 2019 |
| Public Outreach & Education for City Sustainability Programs (Other Priorities) | Estimated at 25% FTE in 2015 and 2016 (efforts directed elsewhere in 2014). Mayor's Task Force on Environment identified need for public education campaigns in each of the five priority areas. In addition to water and waste (covered under separate core service) priorities are energy, land use/natural areas, and transportation. | 70 | 100 | 120 |
| Records and Information Management Support | Shared admin with Corporate Services General Manager. | 205 | 205 | 205 |
| Reduce your Wasteline Program Promotion | Waste program blueprint identifies 25% of FTE to be spent on program promotion and resident education. | 550 | 590 | 500 |
| Senior Leadership and Executive Team Involvement | As required. | 200 | 200 | 200 |
| Support to the Capital Region Parkland Water Services Commission | As required. | 40 | 40 | 40 |
| Tap into Tomorrow Program Implementation | Outlined in the program blueprint (adopted by Council in January 2012). | 360 | 360 | 400 |
| Technical and strategic sustainability policy/program management (e.g. design, development, and monitoring) | As required. | 405 | 405 | 405 |

Departmental initiatives and service changes

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|---|--|--|------------|-----------|
| Departmental - Capital | Planning & Infrastructure - Planning & Infrastructure Admin | DP266.4 - Transit System Growth – Bus Purchase | <p>Through the provincial GreenTRIP grant program, the City of Spruce Grove would purchase six buses to accommodate growth and ridership demand on the City's transit system. This initiative is designed to cover any fleet gap that may exist over the next 5-7 years and create greater operating efficiency. In this concept, the City would purchase the buses and Edmonton Transit Systems (ETS) would continue to maintain, store, and operate them.</p> <p>Although the City could not partner with ETS on procurement as they were not purchasing buses this year, they are reviewing our spec for compatibility. ETS has confirmed that it will provide storage, maintenance and operation of Spruce Grove's newly acquired bus fleet. In addition to the bus purchase there are requirements for an Automated Passenger Counting systems (APC), security camera's, GPS technology to support smart bus technology and a fare box.</p> | Jan. 2014 | Dec. 2018 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------|---|---|--|------------|-----------|
| Departmental - Capital | Planning & Infrastructure - Planning & Infrastructure Admin | DP265.4 - 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 representing approximately 1 hectare (2.47 acres). In late 2015 GreenTRIP funding was approved for funding to include this facility. Project milestones consist of a 2016 site options analysis, 2016-17 land negotiations and agreement, 2018 detailed design and engineering work, 2019-2020 construction, with the facility to open in the fall of 2020.</p> <p>This project concept may evolve through discussions with community developers, the Capital Region Board (CRB), and Edmonton Transit Systems (ETS). Economic Development is a key partner in the negotiations on land.</p> | Jan. 2014 | Sep. 2021 |
| Departmental - Operating | Planning & Infrastructure - Planning & Infrastructure Admin | DP876.1 - Environmental Liability – Assessment & Remediation Public Works | <p>The Public Sector Accounting Standard 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) and 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.</p> | Jan. 2017 | Dec. 2019 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------|---|--|--|------------|-----------|
| Departmental - Operating | Planning & Infrastructure - Planning & Infrastructure Admin | DP890.1 - Environmental Liability – Assessment & Remediation Other Sites | The Public Sector Accounting Standard 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. 2017 | Dec. 2019 |
| Service Change | Planning & Infrastructure - Planning & Infrastructure Admin | SC321.1 - Transit Operations Consulting Support | In 2017, the City of Spruce Grove will begin to implement the GreenTRIP Transit Plan with the acceptance of six buses and the contracting of bus operations and maintenance with Edmonton Transit System (ETS). ETS will continue to provide contracted operation and maintenance services both for the six Spruce Grove purchased buses and the seven contracted buses. The amount of planning, communications and oversight required will increase considerably. Monitoring use of the new route, to ensure ridership is growing or to determine if route changes are required will be important. The scope of work will be expanding to ensure that maintenance and cleaning of our buses is maintained. Our pilot project with Parkland County will also expand to include South Acheson, which will add to our contracting requirements to provide information, issue support and invoicing. Further planning will be required for the next stages of growth in the plan, and the various parts of the capital development. | Jan. 2017 | |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------|---|---|---|------------|-----------|
| Departmental - Capital | Planning & Infrastructure - Planning & Infrastructure Admin | DP704.2 - 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 stops so that people can ride their bikes to transit stops. This would be supportive where rapid growth has occurred – 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 | DP376.3 - Develop a Community Waste Management Strategy | <p>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 opportunity. The initiative will require background information beginning with a community waste audit and Tri-Municipal Organics Facility Pre-Design Study to be completed in 2016. 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. Additional investigation performed by the Sustainability Department regarding other community initiatives throughout the Capital Region will provide further support to creating a well thought out strategic plan to guide solid waste management for the City of Spruce Grove.</p> | Jan. 2018 | Dec. 2018 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|---|---|--|------------|-----------|
| Departmental - Capital | Planning & Infrastructure - Planning & Infrastructure Admin | DP507.3 - 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 Spruce Grove and the riders would transfer to the intercity commuter. This will also decrease the commuter bus costs. | Jan. 2018 | Dec. 2020 |
| Service Change | Planning & Infrastructure - Planning & Infrastructure Admin | SC196.2 - 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. This has been considered with this expansion and a portion of the fees charged to Parkland County will cover these additional duties. There has been some discussion with Parkland County of sharing human resources to manage their transit initiatives. With the approval of the GreenTRIP grant, there will be five 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. | Jan. 2018 | |

Fiscal plan

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

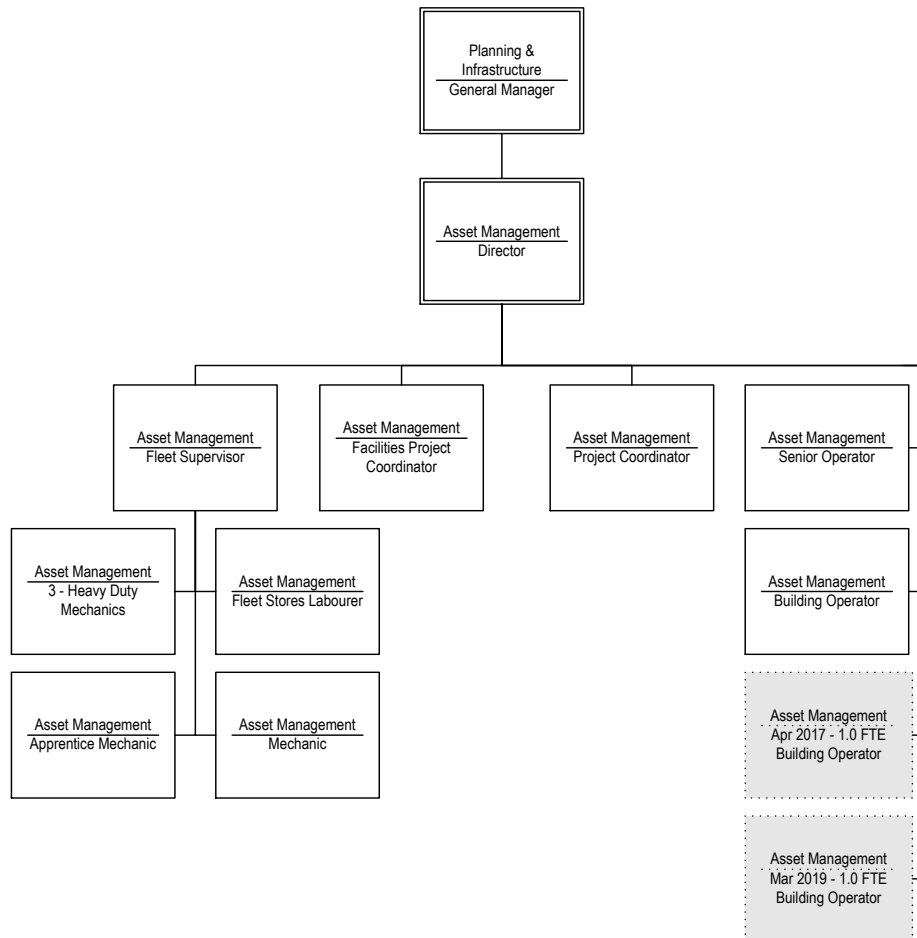
| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 105,785 | 33,750 | 87,167 | - | - | - |
| Miscellaneous | 105,414 | 33,750 | 90,205 | - | - | - |
| User Fees | | | | | | |
| Goods and Services | 99,213 | 118,825 | 89,119 | 122,390 | 126,062 | 129,844 |
| | <u>310,412</u> | <u>186,325</u> | <u>266,491</u> | <u>122,390</u> | <u>126,062</u> | <u>129,844</u> |
| Expenses | | | | | | |
| Amortization | 8,285 | 7,626 | 7,626 | 2,177 | 2,177 | 2,177 |
| Human Resources | 392,106 | 392,437 | 414,113 | 431,061 | 557,523 | 598,595 |
| Operations and Maintenance | | | | | | |
| Marketing and Publications | 1,088 | 5,000 | 3,750 | 5,000 | 5,000 | 5,000 |
| Materials and Supplies | - | 3,500 | 3,271 | 800 | 500 | - |
| General Expenses | 5,780 | 16,000 | 11,477 | 5,300 | 5,000 | - |
| Office | 1,279 | 2,300 | 5,331 | 3,935 | 4,225 | 5,750 |
| Professional Services | - | - | - | 85,000 | 75,000 | - |
| Utilities | 1,474 | 3,960 | 3,379 | 3,900 | 3,985 | 4,010 |
| Contract - General | 589,444 | 190,000 | 140,934 | 5,000 | 5,105 | - |
| | <u>999,456</u> | <u>620,823</u> | <u>589,881</u> | <u>542,173</u> | <u>658,515</u> | <u>615,532</u> |
| Annual Deficit | (689,044) | (434,498) | (323,390) | (419,783) | (532,453) | (485,688) |

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | - | - | 123,634 | 190,000 | - | - |
| Miscellaneous | - | 1,009,748 | 1,009,748 | 1,098,498 | - | - |
| Municipal Sustainability Initiative | 210,648 | 595,252 | 826,005 | 1,268,092 | 230,753 | 230,753 |
| User Fees | | | | | | |
| Goods and Services | 446,808 | 642,251 | 482,573 | 1,185,088 | 1,412,139 | 1,552,684 |
| Other Fees | 3,612 | 5,500 | 5,255 | 4,600 | 5,500 | 6,000 |
| | <u>661,068</u> | <u>2,252,751</u> | <u>2,447,215</u> | <u>3,746,278</u> | <u>1,648,392</u> | <u>1,789,437</u> |
| Expenses | | | | | | |
| Amortization | 1,135 | 75,871 | 75,871 | 871 | 871 | 871 |
| Operations and Maintenance | | | | | | |
| Marketing and Publications | 2,353 | 5,500 | 9,600 | 6,800 | 7,500 | 7,658 |
| Materials and Supplies | - | - | - | 14,500 | 12,500 | - |
| Office | 10,532 | 8,650 | 6,528 | 8,435 | 9,585 | 12,021 |
| Contract - General | 1,189,710 | 1,535,048 | 1,445,606 | 2,218,446 | 2,013,477 | 3,300,103 |
| | <u>1,203,730</u> | <u>1,625,069</u> | <u>1,537,605</u> | <u>2,249,052</u> | <u>2,043,933</u> | <u>3,320,653</u> |
| Annual Surplus (Deficit) | (542,662) | 627,682 | 909,610 | 1,497,226 | (395,541) | (1,531,216) |

Asset Management

Description



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

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

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 11.00 | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 |
| Perm Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Temp Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Casual | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Current FTEs | 11.00 | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 |
| New Positions | | | | 1.00 | 1.00 | 2.00 |
| Total FTEs | 11.00 | 12.00 | 12.00 | 13.00 | 13.00 | 14.00 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|---|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Asset Security Management | For City Facilities - Security assessments, incident review, access control management, security vendor management (security patrols, door locks and keys, access control and alarm systems) and internal customer consulting. | 220 | 220 | 220 |
| Building Lifecycle Management | Annually review and update building condition assessments to all for review of all building lifecycle information to provide updated information for annual budget process. | 400 | 400 | 400 |
| City Property and Asset Disposal Management | As required. | 518 | 518 | 518 |
| Contract and Lease Management | As required. | 1,112 | 1,112 | 1,112 |
| Corporate Planning and Budgeting | Annual corporate planning process and budget preparation for facilities, fleet and equipment. | 460 | 460 | 460 |

| Service | Service Level | Annual Effort (Hours) | | |
|---|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Decorative Street Signs and Banner Projects and Maintenance | As required. | 194 | 194 | 194 |
| Fleet Vehicle/Equipment Lifecycle Management | As required. | 466 | 466 | 466 |
| Governmental Inspection Management | As required by legislation (CVIP, Health, OH&S). | 2,452 | 2,452 | 2,452 |
| Internal User Churn Management | As required. | 900 | 900 | 900 |
| Land Maintenance | As required (i.e. raw land transactions, rental facilities). | 8 | 8 | 8 |
| Long Range Strategic Facilities Space Planning | As required. | 48 | 48 | 48 |
| Preventative and Reactive Maintenance of Fleet and Facilities | As required by legislation, customer needs, and industry best practice. | 4,292 | 4,292 | 4,929 |
| Safety Audits | As required by Occupational Health and Safety Act. | 120 | 120 | 120 |
| Sourcing, Specification Writing, Tendering and Procurement of Fleet and Facilities Equipment and Services | As required. | 1,796 | 1,796 | 1,796 |
| Special Event Support | As required. | 164 | 164 | 164 |

Departmental initiatives and service changes

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------|--|---|--|------------|-----------|
| Departmental - Operating | Planning & Infrastructure - Asset Management | DP80.4 - Facilities Lifecycle Study Update | This is an update project from the building lifecycle study that was completed by Stantec Consulting in 2009. This project will review and update all existing City of Spruce Grove building lifecycle plans with a detailed examination of building components, and an audit of building components pricing captured in the current plan. The study will include the updating of expected life data from industry standards and will provide updated lifecycle plan replacement costs with 2016 data. | Jan. 2017 | Dec. 2017 |
| Service Change | Planning & Infrastructure - Asset Management | SC174.2 - 1.0 FTE Building Operator | With the addition of the new Public Works facility, King Street Mall office space, and the Border Paving Athletic Centre (BPAC), building operations have increased by 115,000 sq ft. To ensure ongoing service levels of preventative and reactive maintenance are completed, 1 FTE to service the new building space is required. | Apr. 2017 | |
| Departmental - Capital | Planning & Infrastructure - Asset Management | DP133.5 - 410 King Street Facility Repurposing | Renovations of 410 King Street facility when the RCMP relocates to new RCMP facility. If approved, the facility renovation design will occur in 2018 and construction in 2019. | Jan. 2019 | Dec. 2021 |
| Service Change | Planning & Infrastructure - Asset Management | SC290.1 - Fleet Procurement Services Contract Dollars | With the growth of the City of Spruce Grove fleet, an additional .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 |
|----------------|--|-------------------------------------|---|------------|----------|
| Service Change | Planning & Infrastructure - Asset Management | SC289.1 - 1.0 FTE Building Operator | With the addition of the new RCMP, Protective Services, satellite Public Works facilities, Jubilee Park buildings and expansion of King Street Mall office space, building operations will increase by approximately 100,000 sq ft. to ensure ongoing service levels of preventative and reactive maintenance are completed. Asset Management requires 1 FTE to service the new building space. | Mar. 2019 | |

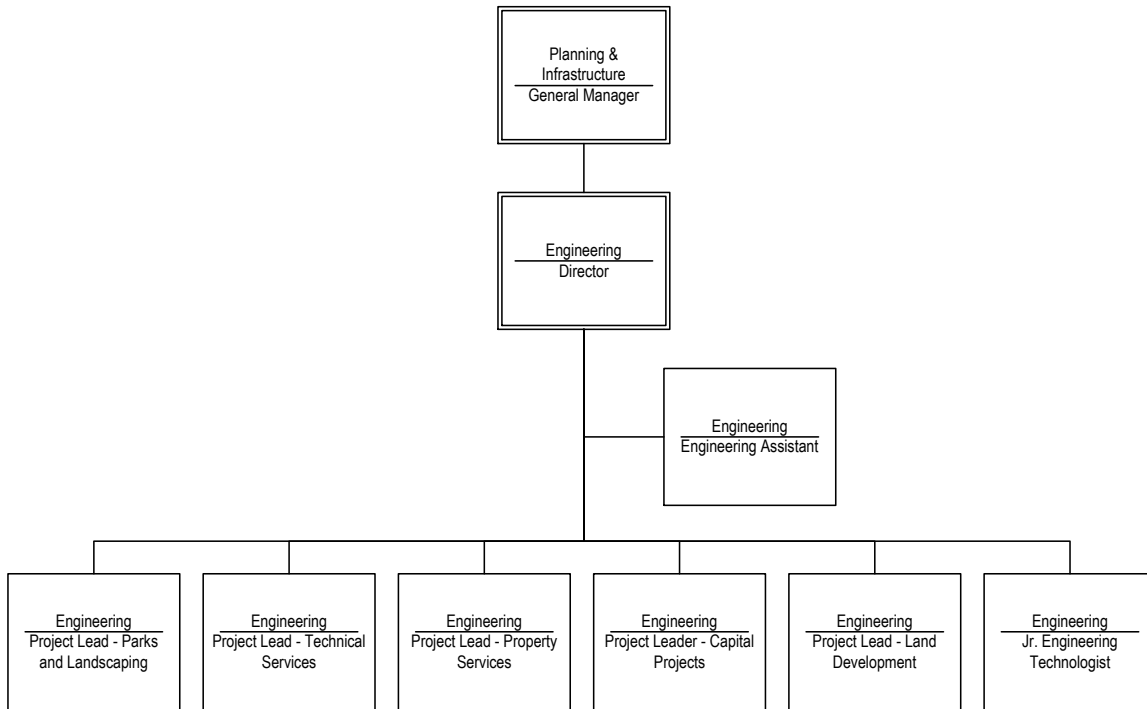
Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-------------------------------------|--------------------|--------------------|--------------------|------------------|------------------|-------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 22,800 | 108,355 | 106,690 | 80,191 | 10,750 | - |
| Miscellaneous | - | 36,667 | 36,667 | 25,000 | 440,960 | 1,565,188 |
| Municipal Sustainability Initiative | - | 1,193,333 | 793,333 | 2,901,000 | 4,346,355 | 28,137,712 |
| User Fees | | | | | | |
| Donations and Sponsorships | 44,928 | 200,000 | - | 200,000 | - | - |
| Other Fees | 27,691 | - | 50,333 | - | - | - |
| Rental Revenue | 32,004 | 32,000 | 32,001 | 32,000 | 32,000 | 32,000 |
| Developer Contributions | - | 521,000 | 105,000 | 416,000 | 329,175 | 339,050 |
| | <u>127,423</u> | <u>2,091,355</u> | <u>1,124,024</u> | <u>3,654,191</u> | <u>5,159,240</u> | <u>30,073,950</u> |
| Expenses | | | | | | |
| Amortization | 696,035 | 727,794 | 718,713 | 807,389 | 1,129,952 | 1,843,249 |
| Human Resources | 1,121,847 | 1,302,093 | 1,237,147 | 1,373,958 | 1,464,780 | 1,667,242 |
| Interest on Long-Term Debt | 209,171 | 233,506 | 202,157 | 226,675 | 363,745 | 785,421 |
| Loss on Disposal of Capital Assets | (22,062) | (96,500) | (30,474) | (176,500) | (73,000) | (100,500) |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 273,860 | 326,681 | 294,109 | 362,680 | 396,073 | 402,500 |
| Insurance | 44 | 12,000 | 1,080 | - | - | - |
| Janitorial | 251,769 | 237,478 | 263,178 | 283,000 | 286,000 | 307,000 |
| Materials and Supplies | 49,269 | 55,100 | 56,720 | 61,873 | 60,070 | 62,100 |
| General Expenses | 15,984 | 37,000 | 36,840 | 38,000 | 39,000 | 40,000 |
| Office | 2,740 | 4,755 | 4,319 | 4,855 | 4,825 | 4,620 |
| Professional Services | - | - | 25 | - | 12,000 | 30,000 |
| Repairs and Maintenance | 1,588,096 | 1,159,704 | 1,321,510 | 1,070,078 | 1,004,285 | 1,039,749 |
| Utilities | 233,578 | 247,860 | 270,234 | 285,020 | 289,910 | 295,620 |
| Contract - General | 2,680,894 | 917,155 | 843,719 | 116,720 | 212,500 | 106,800 |
| | <u>7,101,225</u> | <u>5,164,626</u> | <u>5,219,277</u> | <u>4,453,748</u> | <u>5,190,140</u> | <u>6,483,801</u> |
| Annual Surplus (Deficit) | (6,973,802) | (3,073,271) | (4,095,253) | (799,557) | (30,900) | 23,590,149 |

Engineering

Description



Engineering responsibilities include:

- Capital works programs for water, sewer, drainage, parks, roads and sidewalks.
- City engineering, construction and landscaping standards.
- Lot grading approval for both rough and final grades.
- Engineering support to maintenance staff, other departments, developers and the public.
- Land development services such as development agreements, review of drawings, issuance of construction completion certificates and final acceptance certificates of subdivisions, management of securities, and up-to-date municipal standards.
- Surveying of as-built roads, infrastructure, drainage patterns and ditches.
- Transportation management such as traffic counting, monitoring and evaluation. Obtaining and evaluating data from traffic counters on collector and arterial roadways.

- Implementing master plans for water, sanitary, storm sewer and transportation systems.
- Development of policy frameworks to guide major infrastructure development and life cycle management.

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

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 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 |
| Current FTEs | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| New Positions | | | | 0.00 | 0.00 | 0.00 |
| Total FTEs | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|---|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Administer Lot Grading Inspection Program | In accordance with the Council approved bylaw. | 2,060 | 2,060 | 2,060 |
| Capital Projects for Water Commission | To administer the construction and assist in the capital planning for the regional water commission. The duties will also provide technical including GIS/GPS and AutoCAD. | 315 | 315 | 315 |

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Develop and Maintain Technical Information | Respond to requests as required (prioritize on an ongoing basis). Includes sewer flow monitoring and traffic counts. | 480 | 480 | 480 |
| Develop, Plan, and Lifecycle Core Infrastructure | Complete as required. | 820 | 820 | 820 |
| Development Agreement Negotiation and Administration | Respond to requests as required (prioritize on an ongoing basis). | 830 | 830 | 830 |
| Implement Capital Program | Ensure projects are planned and completed in a timely manner and within approved budgets. | 1,190 | 1,190 | 1,190 |
| Land Development Design Review | Respond to requests as required (prioritize on an ongoing basis). | 1,030 | 1,030 | 1,030 |
| Land Development Inspection and Approvals | Respond to requests as required (prioritize on an ongoing basis). | 1,225 | 1,225 | 1,225 |
| Maintain Development Standards | Review and amend as required annually. | 235 | 235 | 235 |
| Multi-Year Capital and Budget Planning | Completed annually. | 480 | 480 | 480 |
| Overload/Overweight Vehicle Approvals | To approve overload and oversized vehicles using Spruce Grove roads. | 200 | 200 | 200 |
| Provide AutoCAD and Data to External Customers | Respond to requests as required (prioritize on an ongoing basis). | 405 | 405 | 405 |
| Site Development Access and Servicing | Respond to requests as required (prioritize on an ongoing basis). | 355 | 355 | 355 |
| Storm Sewer Inspection and Reporting | In accordance with the Council approved policy. | 200 | 200 | 200 |
| Support services for Engineering section | Complete as required. | 880 | 880 | 880 |

Departmental initiatives and service changes

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

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|---|--|--|------------|-----------|
| Departmental - Capital | Planning & Infrastructure - Engineering | DP186.4 - New Growth - Water Reservoir | <p>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.</p> <p>The project will ultimately provide water storage capacity for up to a population of 71,000.</p> | Apr. 2016 | Sep. 2017 |
| Departmental - Capital | Planning & Infrastructure - Engineering | DP495.3 - Regional Waste Water Line and Lagoon | <p>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.</p> | Jan. 2017 | Dec. 2018 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|---|---------------------------------------|--|------------|-----------|
| Departmental - Capital | Planning & Infrastructure - Engineering | DP137.4 - New Growth - Transportation | <p>The City collects offsite levies from developers to construct arterial roads in order to support development in growth areas.</p> <p>2017 Projects:</p> <ul style="list-style-type: none"> - Extend two lanes of Grove Drive west to allow for access to the new school (\$2,500,000) - Complete walking trails that are missing (\$300,000 - annual) - Prepare Functional Design for Boundary Road (\$150,000) <p>The total project costs for 2017 are \$2,950,000</p> <p>2018 Projects:</p> <ul style="list-style-type: none"> -Complete walking trails that are missing (\$300,000 - annual) <p>2019 Projects:</p> <ul style="list-style-type: none"> -Complete walking trails that are missing (\$300,000 - annual) <p>2020</p> <ul style="list-style-type: none"> -Construct Boundary Road from Highway 16A to Grove Drive (\$7,000,000) | Jan. 2017 | Oct. 2025 |
| Departmental - Capital | Planning & Infrastructure - Engineering | DP139.4 - 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> | Jan. 2017 | Oct. 2025 |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|------------------------|---|--|---|------------|-----------|
| Departmental - Capital | Planning & Infrastructure - Engineering | DP428.3 - Detailed Design and Construction of Snow Dump Site | The City of Spruce Grove requires space to pile snow that is removed from streets in winter months. The City currently trucks the snow to the public works area south of Highway 16A. With the City continuing to grow there is a need to develop another snow dump. The area proposed is north of Highway 16 and east of Century Road where the City lagoons were previously located. This project would design and construct the new snow dump area. | Jan. 2018 | Dec. 2020 |
| Departmental - Capital | Planning & Infrastructure - Engineering | DP138.4 - New Growth – Sanitary Sewer | <p>The City of 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>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> <p>The Pioneer Trunk Sewer work will be carried into 2017.</p> | Jan. 2017 | Dec. 2020 |

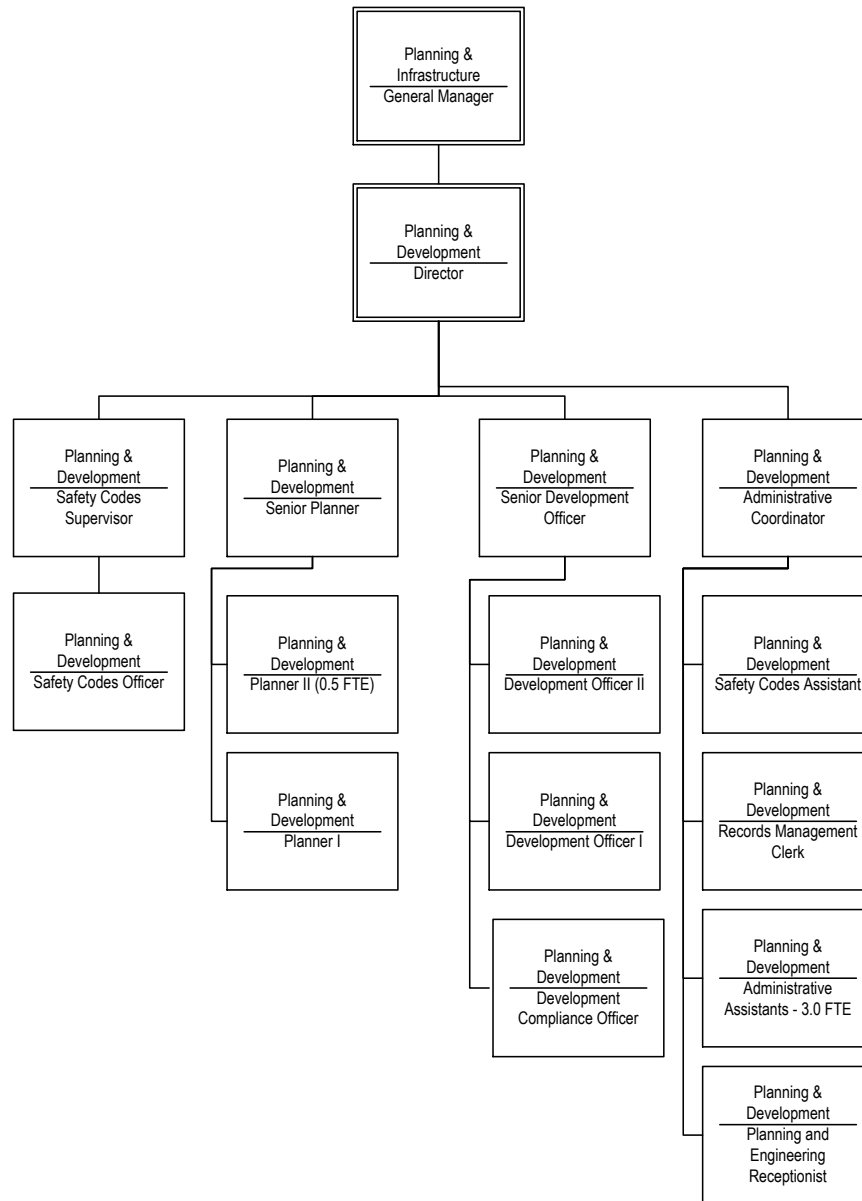
Fiscal plan

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Federal Gas Tax Fund | (604,642) | 1,713,175 | 1,231,433 | 2,381,437 | 2,429,066 | 2,599,101 |
| Municipal Sustainability Initiative | (3,146,737) | 2,135,344 | 2,224,751 | 593,000 | - | 1,063,000 |
| User Fees | | | | | | |
| Fines and Permits | 281,089 | 126,000 | 151,177 | 132,300 | 138,915 | 145,861 |
| Other Fees | 1,094,952 | 330,000 | 172,441 | 709,000 | 3,165,500 | 265,860 |
| Contributed Capital Assets | 12,672,866 | 9,302,654 | 9,302,654 | 4,128,388 | 1,400,926 | 3,050,926 |
| Developer Contributions | 10,576,105 | 14,505,000 | 1,274,540 | 2,315,911 | 3,083,084 | 3,182,412 |
| Interest Earned | 30,328 | 28,113 | 28,113 | 25,836 | 23,496 | 21,089 |
| | 20,903,961 | 28,140,286 | 14,385,109 | 10,285,872 | 10,240,987 | 10,328,249 |
| Expenses | | | | | | |
| Amortization | 29,840 | 1,330,427 | 1,218,303 | 1,425,747 | 1,587,859 | 1,861,898 |
| Human Resources | 895,733 | 922,732 | 941,912 | 998,475 | 1,040,538 | 1,123,777 |
| Interest on Long-Term Debt | 44,759 | 28,411 | 35,636 | 253,049 | 441,451 | 426,848 |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 3,975 | 6,000 | 4,740 | 8,000 | 8,000 | 8,000 |
| Marketing and Publications | 278 | 1,000 | 750 | 1,000 | 1,000 | 1,000 |
| Materials and Supplies | 4,761 | - | 788 | - | - | - |
| Office | 3,721 | 9,550 | 7,314 | 10,050 | 10,050 | 10,050 |
| Professional Services | 112,481 | 60,000 | 63,609 | 60,000 | 60,000 | 70,000 |
| Repairs and Maintenance | 8,500 | 2,500 | 2,125 | 2,500 | 2,500 | 2,500 |
| Utilities | 4,435 | 5,525 | 5,633 | 5,765 | 5,765 | 5,765 |
| Contract - General | 417,994 | 823,382 | 183,484 | 203,143 | 5,000 | 5,000 |
| | 1,526,477 | 3,189,527 | 2,464,294 | 2,967,729 | 3,162,163 | 3,514,838 |
| Annual Surplus | 19,377,484 | 24,950,759 | 11,920,815 | 7,318,143 | 7,078,824 | 6,813,411 |

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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 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 |
| Current FTEs | 15.50 | 16.50 | 16.50 | 16.50 | 16.50 | 16.50 |
| New Positions | | | | 0.00 | 0.00 | 0.00 |
| Total FTEs | 15.50 | 16.50 | 16.50 | 16.50 | 16.50 | 16.50 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| 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 | 1,110 |
| Bylaw Enforcement Coordination | Response time as necessary - Land Use Bylaw and Traffic Bylaw. | 1,050 | 1,075 | 1,100 |
| 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. | 3,150 | 3,175 | 3,200 |
| General Inquiries - Development and Permits | As needed. | 4,200 | 4,300 | 4,320 |
| 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. | 500 | 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) | | |
|--|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| 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 | 1,100 | 1,110 |
| Records Management | As needed. | 1,800 | 1,850 | 1,900 |
| 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. | 2,050 | 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. | 2,500 | 2,730 | 2,800 |
| 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). | 570 | 580 | 580 |

Departmental initiatives and service changes

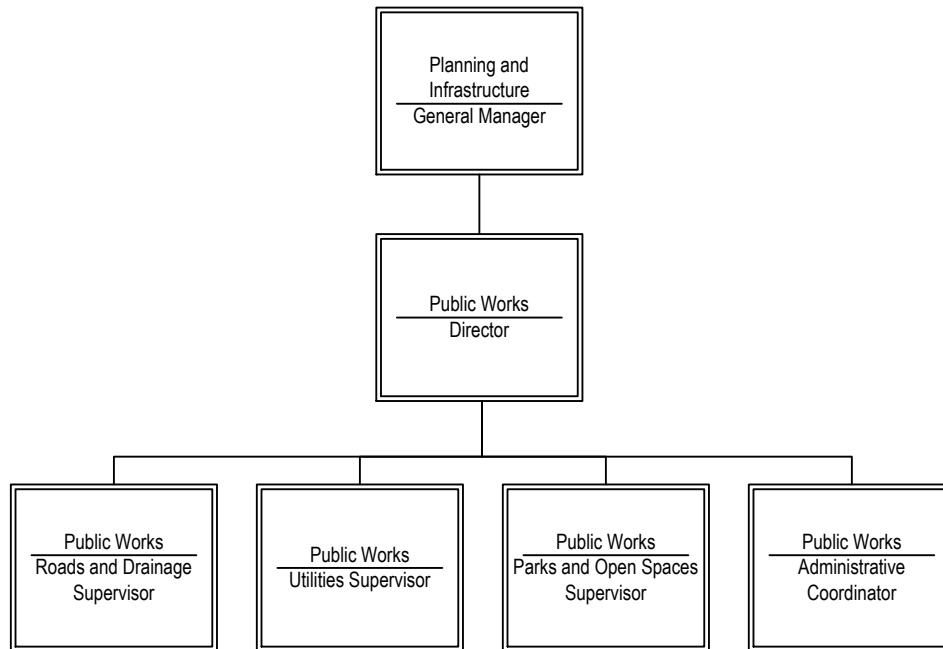
The following table outlines the departmental initiatives and/or service changes for Planning and Development for the current business plan.

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|--------------------------|--|---|---|------------|-----------|
| Departmental - Capital | Planning & Infrastructure - Planning & Development | DP445.3 - CityView Master Projects Capability | The City uses CityView software to track several permit types. This initiative would develop the master projects ability in CityView, thereby assisting in the management of multiple permit types on one parcel. This will also enable additional, enhanced reporting for operational improvements. | Jan. 2015 | Dec. 2017 |
| Departmental - Capital | Planning & Infrastructure - Planning & Development | DP873.1 - Joint School Site Municipal Reserve Over-dedication | The City of Spruce Grove has worked with the developer of the last quarter section in the West Area Structure Plan to provide a double school site on the lands, as well as a bus transfer centre. The additional facilities cause an over-dedication of Municipal Reserve of approximately 0.644 ha or 1.65 acres. This business case aims to pay the developer for the over-dedication in 2017. | Jan. 2017 | Dec. 2017 |
| Departmental - Operating | Planning & Infrastructure - Planning & Development | DP380.3 - CityView Web Portal and Mobile Technology | The initiative will increase turnaround time for inspections from scheduling, to performing the inspection and recording the results, and communicating those back to the builder/developer 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 | Jun. 2018 |
| Departmental - Operating | Planning & Infrastructure - Planning & Development | DP668.2 - Records Scanning | The Planning and Development Department is proposing to hire an outside contractor for digitizing records for storage in TRIM in order to created needed capacity in the file room after years of unprecedented growth. | May. 2018 | Dec. 2019 |

Fiscal plan

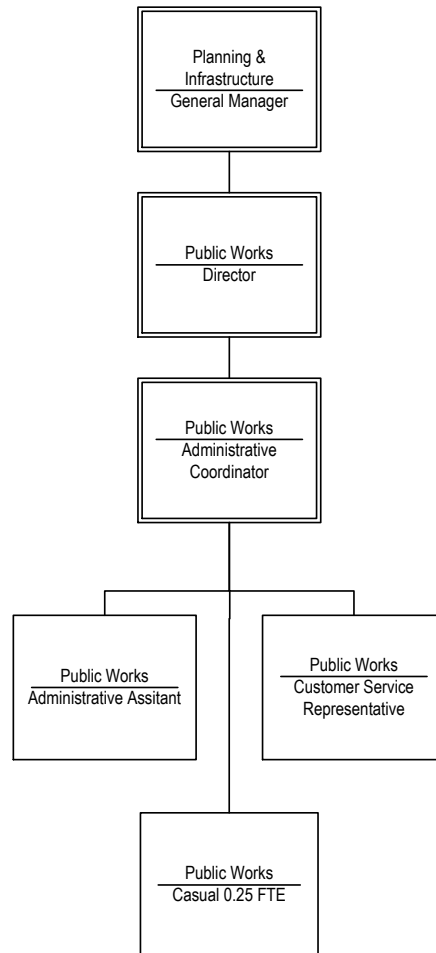
The following reflects the fiscal plan summary for Planning and Development for the current business plan.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Miscellaneous | - | 940,178 | 984,712 | - | - | - |
| User Fees | | | | | | |
| Fines and Permits | 2,221,664 | 1,996,000 | 1,683,950 | 1,999,857 | 2,178,750 | 2,302,341 |
| Goods and Services | 230 | 500 | 181 | 360 | 300 | 306 |
| Other Fees | 219,436 | 231,000 | 158,859 | 146,229 | 146,500 | 149,577 |
| Rental Revenue | 1,006 | - | 2,813 | 2,800 | 2,859 | 2,919 |
| Developer Contributions | - | - | 100,000 | - | - | - |
| | 2,442,336 | 3,167,678 | 2,930,515 | 2,149,246 | 2,328,409 | 2,455,143 |
| Expenses | | | | | | |
| Amortization | 12,485 | 17,219 | 17,219 | 11,319 | 11,319 | 11,319 |
| Grants to Organizations | - | 940,178 | 984,712 | - | - | - |
| Human Resources | 1,335,715 | 1,592,049 | 1,600,934 | 1,684,525 | 1,755,557 | 1,896,159 |
| Operations and Maintenance | | | | | | |
| Marketing and Publications | 7,019 | 5,000 | 4,104 | 5,000 | 5,000 | 5,105 |
| Materials and Supplies | - | 1,250 | 1,433 | 1,500 | 1,511 | 1,542 |
| General Expenses | 6,464 | 13,300 | 6,600 | 6,400 | 7,400 | 7,555 |
| Office | 29,276 | 21,300 | 23,885 | 24,700 | 24,939 | 25,463 |
| Professional Services | 72,927 | 225,000 | 256,496 | 121,500 | 155,525 | 181,061 |
| Repairs and Maintenance | - | 3,900 | - | - | - | - |
| Utilities | 3,462 | 4,116 | 4,126 | 4,616 | 4,713 | 4,812 |
| Contract - General | 444,615 | 380,000 | 308,337 | 264,000 | 311,000 | 306,300 |
| | 1,911,963 | 3,203,312 | 3,207,846 | 2,123,560 | 2,276,964 | 2,439,316 |
| Annual Surplus (Deficit) | 530,373 | (35,634) | (277,331) | 25,686 | 51,445 | 15,827 |

Public Works**Description**

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

The Public Works section is managed by the Director of Public Works with supervisors overseeing each of the three functional areas; Roads and Drainage, Parks and Open Spaces, and Utilities.

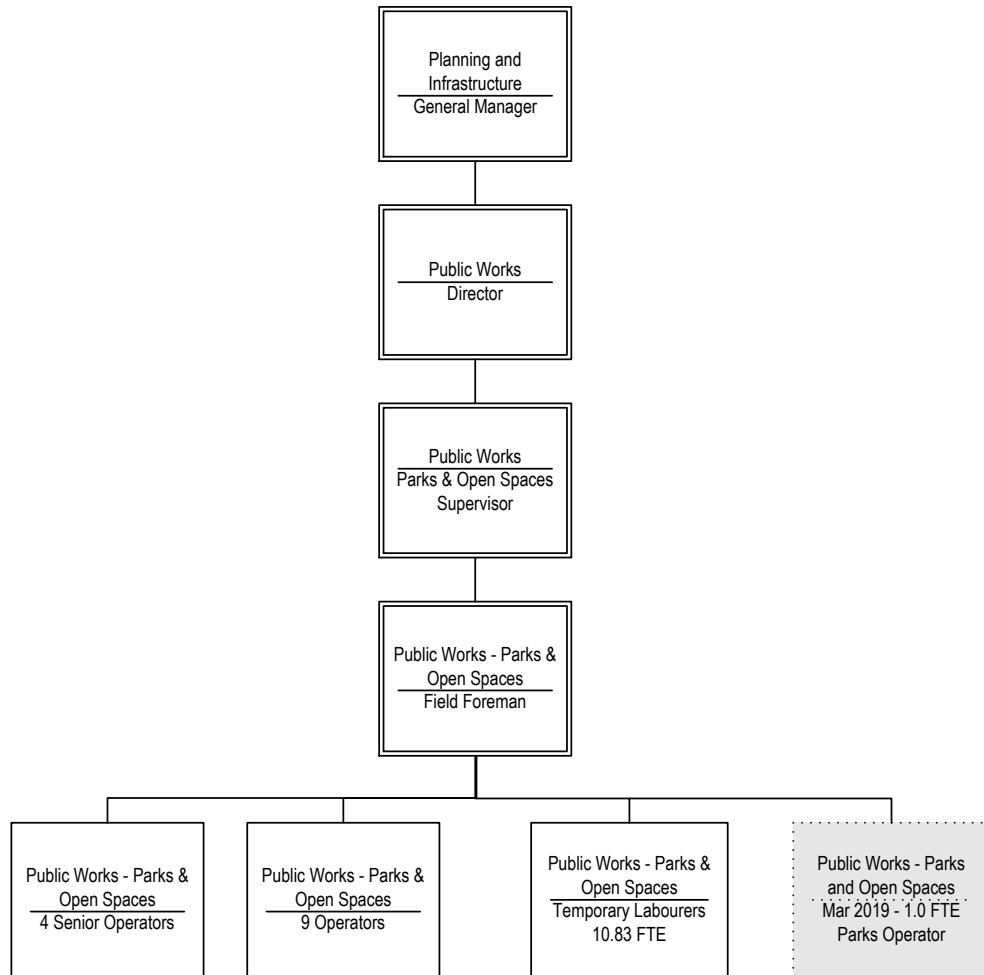
Public Works - General Services**Description**

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

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

Public Works - Parks and Open Spaces

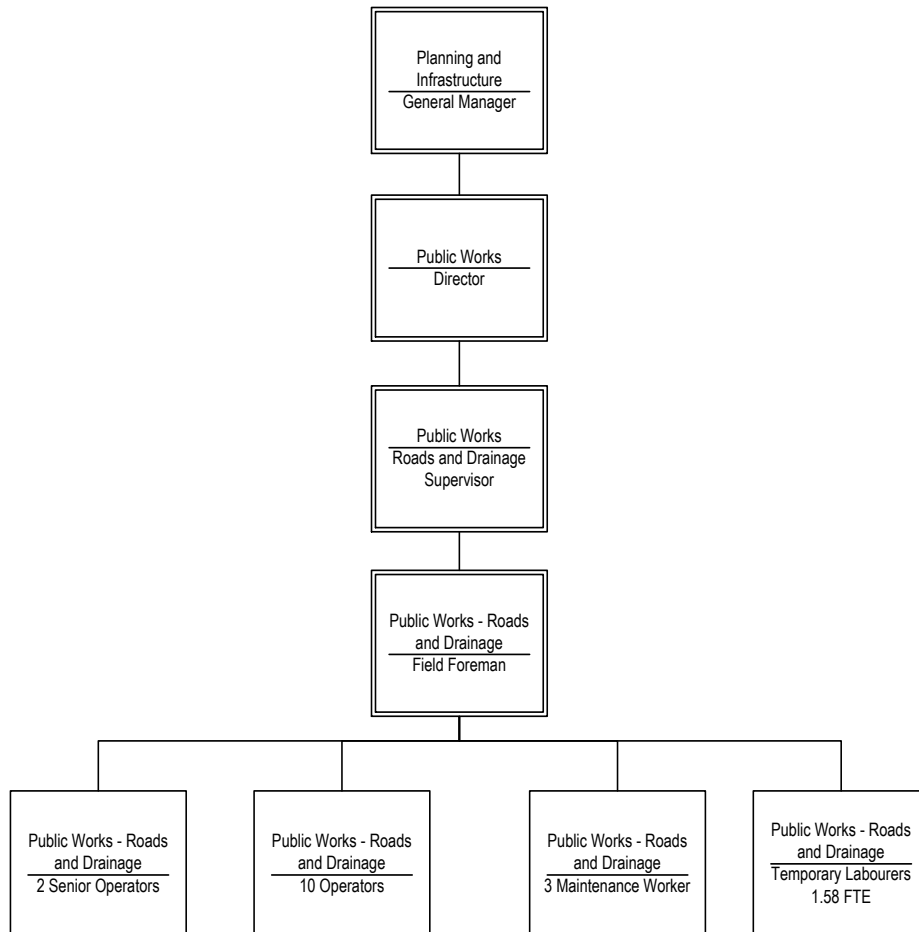
Description



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

Public Works - Roads and Drainage

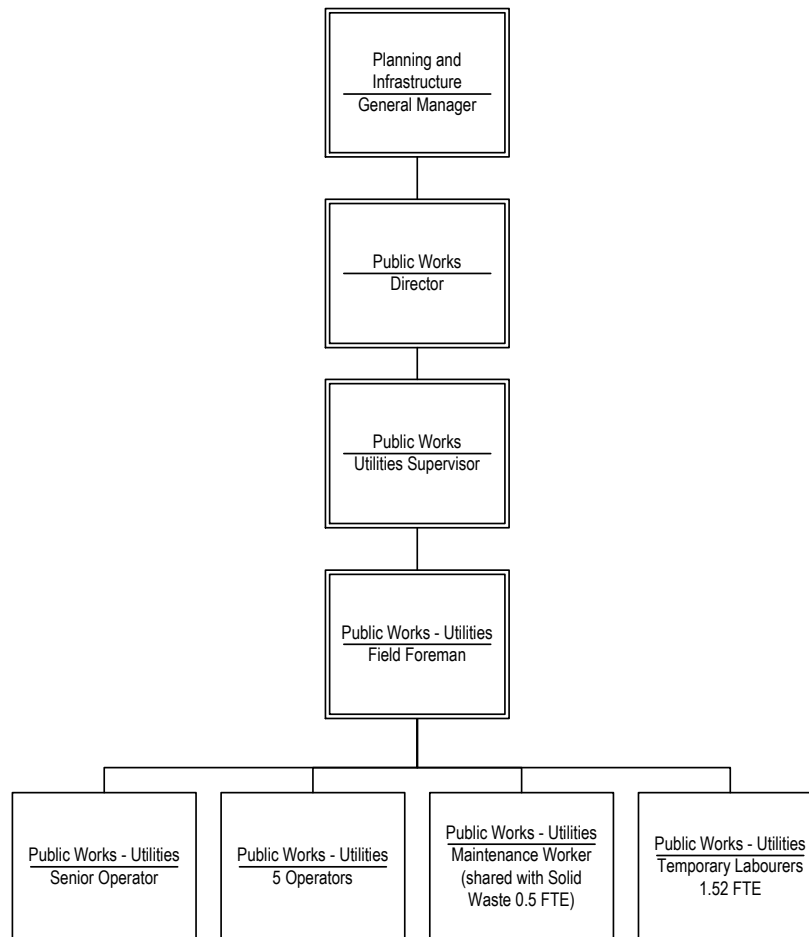
Description



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

Public Works - Utilities – Water and Sewer

Description

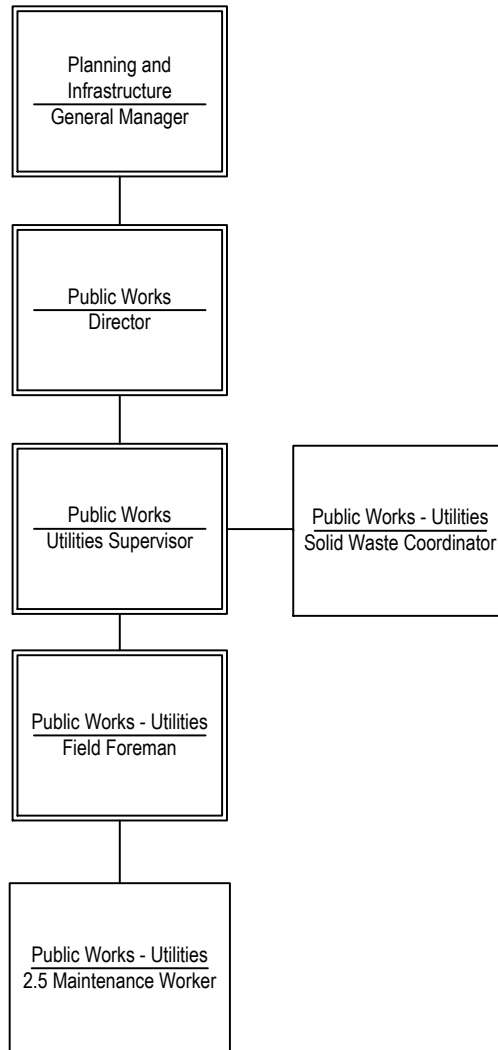


The Public Works section includes Utilities, which manages the operation and maintenance of city utilities. Responsibilities include water distribution (three treated water reservoirs, two distribution pumping stations and a truck fill station), customer water meters and sewage collection (including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

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

Public Works - Utilities – Solid Waste

Description



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

Staffing summary

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Full-Time | 46.00 | 49.00 | 49.00 | 49.00 | 49.00 | 49.00 |
| 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 |
| Current FTEs | 60.18 | 63.18 | 63.18 | 63.18 | 63.18 | 63.18 |
| New Positions | | | | 0.00 | 0.00 | 1.00 |
| Total FTEs | 60.18 | 63.18 | 63.18 | 63.18 | 63.18 | 64.18 |

Services

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

| Service | Service Level | Annual Effort (Hours) | | |
|--|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Administrative Support for Fleet Operations and Asset Management | As required. | 842 | 842 | 842 |
| Amenity Maintenance | Policy 8027 Outdoor Ice. Ongoing maintenance of City assets including: park and street furnishings, playgrounds, park structures and features, park signs, fencing, transit shelters, outdoor rinks, leisure ice surfaces, tennis courts and basketball courts. | 6,510 | 6,510 | 6,510 |
| Cemetery Maintenance | Policy 2024. Grounds maintenance for Pioneer Cemetery. | 541 | 541 | 541 |
| Drainage Operations and Maintenance | Policy 2023. Maintain City drainage infrastructure including catch basins, culverts, ditches and storm ponds. | 3,218 | 3,218 | 3,218 |

| Service | Service Level | Annual Effort (Hours) | | |
|-----------------------------------|---|-----------------------|-------|-------|
| | | 2017 | 2018 | 2019 |
| Environmental Services | Collection of loose litter from City lands and collection of garbage from City receptacles. Repairs to Parks and Open Space assets from vandalism. Control of ground squirrel, mole, and wasp populations as required. | 3,661 | 3,661 | 3,661 |
| 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. | 2,226 | 2,226 | 2,226 |
| Horticulture | Maintain City assets including shrub beds, facility grounds, flower beds, and planters. | 5,907 | 5,907 | 5,907 |
| Hydrant Operation and Maintenance | Policy 2016. | 1,664 | 1,664 | 1,664 |
| Pathway and Trail Maintenance | Policy 2014. Maintenance and operation of asphalt pathways, shale trails and gravel trails. Snow and ice control for identified walkways. | 6,219 | 6,219 | 6,219 |
| Public Works General Services | Provide management and administrative support services for public works operations related to: Reception, Customer Service, Finances, Human Resources, Health and Safety, Training and Development, Data Management, Records Management, Alberta One Call Administration, and Fleet Services. | 5,733 | 5,733 | 5,733 |

| Service | Service Level | Annual Effort (Hours) | | |
|--|--|-----------------------|--------|--------|
| | | 2017 | 2018 | 2019 |
| Pumping Station Operation and Maintenance | Policy 2016. Capital Region Parkland Water Commission operations agreement. | 1,747 | 1,747 | 1,747 |
| Road Maintenance and Repairs | Annual program of roadway maintenance activities including: crack sealing; spray patching, milling, overlay patches, pot hole filling, curb and gutter repairs, dust control, and grading. Monitoring of street lighting contract service provided by Enmax. | 12,012 | 12,012 | 12,012 |
| Roadway Snow and Ice Control Operations | Policy 2014. Provides for snow and ice control services for HWY 16A, City streets and City parking lots. | 11,185 | 11,185 | 11,185 |
| Sidewalk Maintenance and Repairs | Policy 2013. | 916 | 916 | 916 |
| Solid Waste Management | Policy 2015. Provision of curbside collection of organics, recyclables and residential garbage as well as the operation of the Eco Centre. | 5,013 | 5,013 | 5,013 |
| Sport Field Maintenance | Policy 2018 and Policy 8030. Maintenance of City operated sport fields and appurtenances. | 2,205 | 2,205 | 2,205 |
| Street Sweeping Operations | Policy 2019. | 3,650 | 3,650 | 3,650 |
| Traffic Control Maintenance and Operations | Provision of electronic traffic controls, traffic markings, and traffic control signs. | 4,379 | 4,379 | 4,379 |
| Truck Fill Station Operation and Maintenance | Policy 2016. | 666 | 666 | 666 |

| Service | Service Level | Annual Effort (Hours) | | |
|--|---|-----------------------|--------|--------|
| | | 2017 | 2018 | 2019 |
| Turfgrass Maintenance | Policy 2018. Turf maintenance services for City owned lands including parks, facilities, roadway right-of-ways, and reserve lands. Services provided to local school sites, Rotary Park, and Pioneer Centre by agreement. | 13,707 | 13,707 | 13,707 |
| Urban Forestry | Urban Forest Master Plan. Provides tree maintenance for City owned tree inventories on boulevards, in parks, or in natural areas. | 4,742 | 4,742 | 4,742 |
| Wastewater Collection System Operation and Maintenance | Policy 2015. | 5,034 | 5,034 | 5,034 |
| Water Main Operation and Maintenance | Policy 2016. | 1,664 | 1,664 | 1,664 |
| Water Meter & CC Operation and Maintenance | Policy 2016. | 3,162 | 3,162 | 3,162 |

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 |
|----------------|--|--|---|------------|----------|
| Service Change | Planning & Infrastructure - Public Works | SC292.1 - Storm Water Facility Maintenance | Engineering Services completed measurements of the levels of sediment build-up in the forebays of the City of Spruce Grove's wet storm ponds in 2015 & 2016. They found that two of the storm ponds require dredging to clean out the forebays and return the facilities to optimum operating condition. This initiative is intended to fund the inception of a maintenance program in Public Works, focused primarily on the periodic cleaning of engineered forebays throughout the City's storm water management system. | Jan. 2017 | |

| Category | Business Unit | Name | Executive Summary | Start Date | End Date |
|----------------|--|--|--|------------|----------|
| Service Change | Planning & Infrastructure - Public Works | SC146.3 - Streetsweeping Sand Disposal Through Recycling | This initiative will provide for the ongoing recycling of street sweepings as a responsible method of sand disposal. | Jan. 2017 | |
| Service Change | Planning & Infrastructure - Public Works | SC305.1 - Westgrove Tribute Park | This initiative is to develop existing parkland space for use as a tribute park where residents may have a tree planted as a means to honour a loved-one, mark a special event or to commemorate some other worthy milestone. After a review of potential locations, the park area adjacent the Heritage Grove pathway and the Westgrove Storm Pond is being forwarded as a suitable location for this initiative. | Jan. 2017 | |
| Service Change | Planning & Infrastructure - Public Works | SC53.4 - 1.0 FTE Parks Operator | This initiative increases the permanent staffing complement within the Parks and Open Spaces section of Public Works by 1 FTE. The increase in staffing is needed to maintain status quo service levels while accepting new inventories created through the growth of the City of Spruce Grove. | Jan. 2019 | |

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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|------------------------------------|--------------------|-------------------|-------------------|---------------------|--------------------|--------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 93,094 | 93,809 | 108,755 | 96,623 | 99,522 | 102,508 |
| Miscellaneous | - | 25,000 | - | 25,000 | - | - |
| User Fees | | | | | | |
| Donations and Sponsorships | - | 23,500 | 23,500 | - | - | - |
| Fines and Permits | 2,665 | 2,235 | 2,592 | 2,409 | 2,664 | 2,700 |
| Goods and Services | 25,625 | 33,000 | 30,750 | 33,000 | 33,000 | 33,000 |
| Other Fees | 184,942 | 161,411 | 172,100 | 180,000 | 140,000 | 140,000 |
| Rental Revenue | 44,851 | 11,000 | 8,250 | 37,000 | 38,000 | 40,000 |
| Utility Charges | 16,533,430 | 16,985,819 | 17,933,425 | 20,169,026 | 21,536,750 | 22,768,332 |
| Contributed Capital Assets | 3,437,379 | 7,243,503 | 7,243,503 | 4,084,556 | 4,493,012 | 5,840,915 |
| Developer Contributions | 622,792 | 12,708,000 | 9,879,533 | 926,400 | 1,544,000 | 1,590,320 |
| Interest Earned | 33,318 | 25,844 | 25,844 | 18,069 | 9,979 | 3,501 |
| | 20,978,096 | 37,313,121 | 35,428,252 | 25,572,083 | 27,896,927 | 30,521,276 |
| Expenses | | | | | | |
| Amortization | 9,532,891 | 9,543,159 | 9,486,415 | 9,520,710 | 9,638,576 | 9,647,222 |
| Grants to Organizations | - | - | - | 2,000,000 | - | - |
| Human Resources | 4,766,528 | 5,327,151 | 5,206,368 | 5,512,271 | 5,785,820 | 6,282,076 |
| Interest on Long-Term Debt | 12,259 | 20,006 | 25,423 | 13,578 | 143,262 | 132,474 |
| Loss on Disposal of Capital Assets | 81,598 | - | - | - | - | - |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 52,812 | 119,356 | 112,766 | 121,248 | 124,146 | 127,826 |
| Insurance | 4,626 | 13,500 | 3,420 | 3,500 | 13,500 | 13,500 |
| Marketing and Publications | 15,495 | 7,300 | 9,220 | 7,300 | 7,338 | 7,492 |
| Materials and Supplies | 843,336 | 1,315,533 | 1,403,777 | 1,425,210 | 1,416,711 | 1,411,062 |
| General Expenses | 290,797 | 184,428 | 106,934 | 187,526 | 198,686 | 205,616 |
| Office | 130,938 | 137,068 | 141,551 | 153,327 | 142,684 | 144,513 |
| Professional Services | (8,600) | 5,000 | 13,600 | 15,385 | 14,176 | 14,474 |
| Repairs and Maintenance | 167,199 | 195,444 | 851,148 | 278,171 | 279,559 | 289,072 |
| Utilities | 1,370,916 | 1,474,443 | 1,401,275 | 1,570,989 | 1,615,799 | 1,649,367 |
| Contract - Garbage | 2,260,982 | 2,213,819 | 2,980,937 | 2,927,699 | 2,935,373 | 2,945,834 |
| Contract - General | 7,180,566 | 7,419,078 | 7,490,480 | 8,614,771 | 8,997,495 | 9,644,702 |
| Contract - Sewage | 2,847,768 | 2,985,462 | 3,165,065 | 3,633,549 | 3,896,253 | 4,190,887 |
| | 29,550,111 | 30,960,747 | 32,398,379 | 35,985,234 | 35,209,378 | 36,706,117 |
| Annual Surplus (Deficit) | (8,572,015) | 6,352,374 | 3,029,873 | (10,413,151) | (7,312,451) | (6,184,841) |

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Expenses | | | | | | |
| Amortization | - | 26,250 | 26,251 | 26,250 | 26,250 | 26,250 |
| Human Resources | 387,875 | 418,138 | 425,478 | 443,684 | 461,568 | 496,157 |
| Operations and Maintenance | | | | | | |
| Insurance | - | - | - | - | 12,000 | 12,000 |
| Materials and Supplies | 17,815 | 9,614 | 13,759 | 15,200 | 15,427 | 15,744 |
| General Expenses | 189 | 500 | 410 | - | - | - |
| Office | 6,115 | 7,592 | 6,411 | 7,633 | 7,810 | 7,938 |
| Utilities | 12,995 | 11,600 | 12,163 | 12,055 | 12,387 | 12,728 |
| Contract - General | - | - | - | 30,000 | - | - |
| | <u>424,989</u> | <u>473,694</u> | <u>484,472</u> | <u>534,822</u> | <u>535,442</u> | <u>570,817</u> |
| Annual Deficit | (424,989) | (473,694) | (484,472) | (534,822) | (535,442) | (570,817) |

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | | |
| Government Transfers | | | | | | |
| Local Government | 93,094 | 93,809 | 108,755 | 96,623 | 99,522 | 102,508 |
| Miscellaneous | - | 25,000 | - | 25,000 | - | - |
| User Fees | | | | | | |
| Donations and Sponsorships | - | 23,500 | 23,500 | - | - | - |
| Goods and Services | 25,625 | 33,000 | 30,750 | 33,000 | 33,000 | 33,000 |
| Rental Revenue | 44,851 | 11,000 | 8,250 | 37,000 | 38,000 | 40,000 |
| | <u>163,570</u> | <u>186,309</u> | <u>171,255</u> | <u>191,623</u> | <u>170,522</u> | <u>175,508</u> |
| Expenses | | | | | | |
| Amortization | 982,624 | 866,133 | 859,570 | 831,319 | 812,561 | 750,193 |
| Human Resources | 1,771,651 | 1,886,582 | 1,813,496 | 1,885,142 | 1,977,548 | 2,190,007 |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 33,586 | 36,956 | 37,131 | 37,717 | 38,500 | 39,308 |
| Insurance | 440 | 2,000 | 2,000 | 2,000 | - | - |
| Materials and Supplies | 258,742 | 348,670 | 365,513 | 365,320 | 360,348 | 387,967 |
| Office | 1,569 | 4,000 | 4,406 | 1,200 | 1,200 | 1,200 |
| Repairs and Maintenance | 14,503 | 16,571 | 17,597 | 85,463 | 87,524 | 90,033 |
| Utilities | 41,403 | 52,276 | 47,814 | 51,172 | 57,271 | 58,453 |
| Contract - General | 1,159,148 | 607,346 | 486,499 | 434,912 | 524,175 | 523,675 |
| | <u>4,263,666</u> | <u>3,820,534</u> | <u>3,634,026</u> | <u>3,694,245</u> | <u>3,859,127</u> | <u>4,040,836</u> |
| Annual Deficit | (4,100,096) | (3,634,225) | (3,462,771) | (3,502,622) | (3,688,605) | (3,865,328) |

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Other Fees | 184,942 | 161,411 | 172,100 | 180,000 | 140,000 | 140,000 |
| Interest Earned | 33,318 | 25,844 | 25,844 | 18,069 | 9,979 | 3,501 |
| | <u>218,260</u> | <u>187,255</u> | <u>197,944</u> | <u>198,069</u> | <u>149,979</u> | <u>143,501</u> |
| Expenses | | | | | | |
| Amortization | 5,855,163 | 5,976,078 | 5,976,078 | 5,615,415 | 5,593,645 | 5,541,331 |
| Human Resources | 1,396,024 | 1,626,815 | 1,586,508 | 1,715,982 | 1,804,284 | 1,939,911 |
| Interest on Long-Term Debt | 12,259 | 20,006 | 25,423 | 13,578 | 6,912 | - |
| Loss on Disposal of Capital Assets | 47,840 | - | - | - | - | - |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 17,526 | 38,900 | 38,900 | 40,031 | 41,196 | 42,735 |
| Insurance | 3,591 | 10,000 | - | - | - | - |
| Marketing and Publications | 15,495 | 7,300 | 9,220 | 7,300 | 7,338 | 7,492 |
| Materials and Supplies | 400,278 | 666,926 | 720,149 | 725,798 | 723,355 | 699,885 |
| General Expenses | 2,318 | 8,000 | 6,560 | - | - | - |
| Office | 1,101 | 1,200 | 1,205 | 13,400 | - | - |
| Repairs and Maintenance | 61,422 | 151,745 | 803,333 | 169,028 | 161,749 | 163,941 |
| Utilities | 1,202,153 | 1,283,873 | 1,220,049 | 1,380,101 | 1,408,227 | 1,437,298 |
| Contract - General | 880,359 | 1,873,455 | 1,873,455 | 2,130,094 | 2,089,602 | 2,208,139 |
| | <u>9,895,529</u> | <u>11,664,298</u> | <u>12,260,880</u> | <u>11,810,727</u> | <u>11,836,308</u> | <u>12,040,732</u> |
| Annual Deficit | (9,677,269) | (11,477,043) | (12,062,936) | (11,612,658) | (11,686,329) | (11,897,231) |

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Fines and Permits | 2,665 | 2,235 | 2,592 | 2,409 | 2,664 | 2,700 |
| Utility Charges | 13,071,196 | 13,577,223 | 14,311,420 | 16,402,343 | 17,766,002 | 18,902,936 |
| Contributed Capital Assets | 3,437,379 | 7,243,503 | 7,243,503 | 4,084,556 | 4,493,012 | 5,840,915 |
| Developer Contributions | 622,792 | 12,708,000 | 9,879,533 | 926,400 | 1,544,000 | 1,590,320 |
| | <u>17,134,032</u> | <u>33,530,961</u> | <u>31,437,048</u> | <u>21,415,708</u> | <u>23,805,678</u> | <u>26,336,871</u> |
| Expenses | | | | | | |
| Amortization | 2,695,105 | 2,674,698 | 2,624,516 | 3,047,726 | 3,206,119 | 3,329,448 |
| Grants to Organizations | - | - | - | 2,000,000 | - | - |
| Human Resources | 970,157 | 1,117,841 | 1,188,959 | 1,276,735 | 1,343,211 | 1,441,516 |
| Interest on Long-Term Debt | - | - | - | - | 136,350 | 132,474 |
| Loss on Disposal of Capital Assets | 33,758 | - | - | - | - | - |
| Operations and Maintenance | | | | | | |
| Equipment Operations | 1,700 | 43,500 | 36,735 | 43,500 | 44,450 | 45,783 |
| Insurance | 595 | 1,500 | 1,420 | 1,500 | 1,500 | 1,500 |
| Materials and Supplies | 67,394 | 173,776 | 182,657 | 189,668 | 187,175 | 189,330 |
| General Expenses | 74,347 | 149,728 | 108,380 | 158,565 | 168,457 | 174,480 |
| Office | 118,372 | 121,039 | 126,390 | 127,781 | 130,253 | 131,651 |
| Professional Services | (8,600) | 5,000 | 13,600 | 15,385 | 14,176 | 14,474 |
| Repairs and Maintenance | 78,511 | 25,448 | 28,066 | 21,950 | 28,496 | 29,268 |
| Utilities | 107,956 | 120,247 | 113,966 | 120,921 | 130,996 | 133,816 |
| Contract - General | 4,040,062 | 4,582,516 | 4,820,775 | 5,727,689 | 6,190,296 | 6,677,157 |
| Contract - Sewage | 2,847,768 | 2,985,462 | 3,165,065 | 3,633,549 | 3,896,253 | 4,190,887 |
| | <u>11,027,125</u> | <u>12,000,755</u> | <u>12,410,529</u> | <u>16,364,969</u> | <u>15,477,732</u> | <u>16,491,784</u> |
| Annual Surplus | 6,106,907 | 21,530,206 | 19,026,519 | 5,050,739 | 8,327,946 | 9,845,087 |

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | | | |
| User Fees | | | | | | |
| Utility Charges | 3,462,234 | 3,408,596 | 3,622,006 | 3,766,683 | 3,770,748 | 3,865,396 |
| | <u>3,462,234</u> | <u>3,408,596</u> | <u>3,622,006</u> | <u>3,766,683</u> | <u>3,770,748</u> | <u>3,865,396</u> |
| Expenses | | | | | | |
| Human Resources | 240,820 | 277,775 | 191,928 | 190,727 | 199,209 | 214,484 |
| Operations and Maintenance | | | | | | |
| Materials and Supplies | 99,108 | 116,547 | 121,699 | 129,225 | 130,406 | 118,135 |
| General Expenses | 213,943 | 26,200 | (8,416) | 28,961 | 30,230 | 31,137 |
| Office | 3,781 | 3,237 | 3,139 | 3,313 | 3,421 | 3,723 |
| Repairs and Maintenance | 12,764 | 1,680 | 2,151 | 1,730 | 1,790 | 5,830 |
| Utilities | 6,408 | 6,447 | 7,283 | 6,740 | 6,918 | 7,072 |
| Contract - Garbage | 2,260,982 | 2,213,819 | 2,980,937 | 2,927,699 | 2,935,373 | 2,945,834 |
| Contract - General | 1,100,998 | 355,761 | 309,752 | 292,076 | 193,421 | 235,731 |
| | <u>3,938,804</u> | <u>3,001,466</u> | <u>3,608,473</u> | <u>3,580,471</u> | <u>3,500,768</u> | <u>3,561,946</u> |
| Annual Surplus (Deficit) | (476,570) | 407,130 | 13,533 | 186,212 | 269,980 | 303,450 |

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.

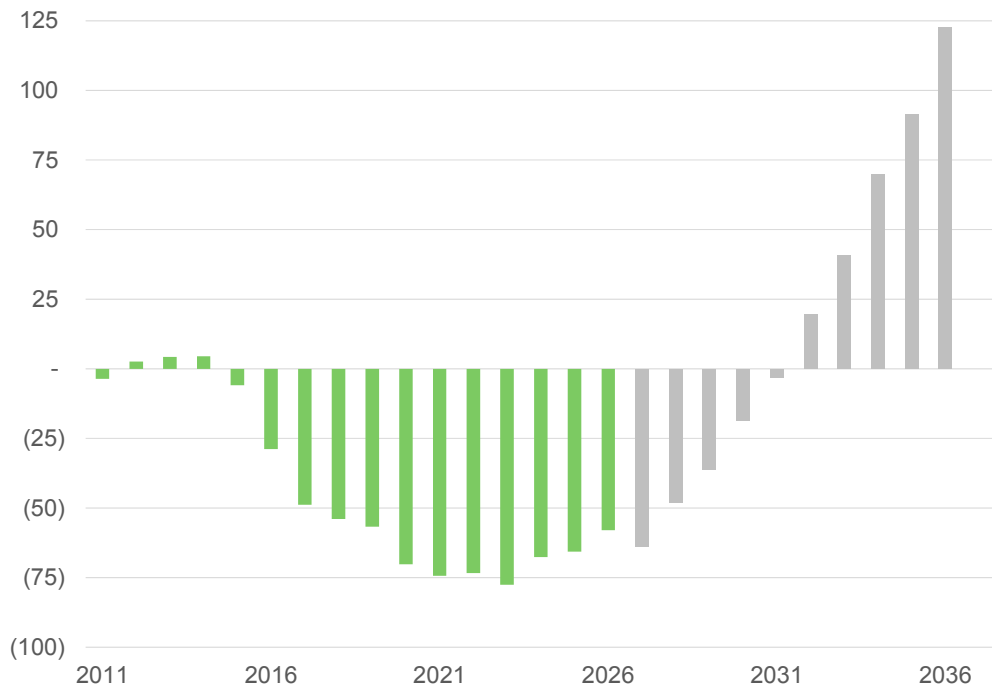
Net financial assets / net debt

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 has maintained a net financial asset position since 2012 and is budgeted to be in a net debt position from 2015 to 2031.

Net financial assets indicate that financial resources are on hand for future operations.

Net debt indicates that future revenues are required to pay for past operations.



Readers are cautioned that the forecasted amounts after 2026 may change significantly as the long term financial plan becomes more accurate and complete. The prior year’s forecasted net debt position changed significantly as the long term financial plan was further developed.

Accumulated surplus

The accumulated surplus consists of three segments: municipal, utility and 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.

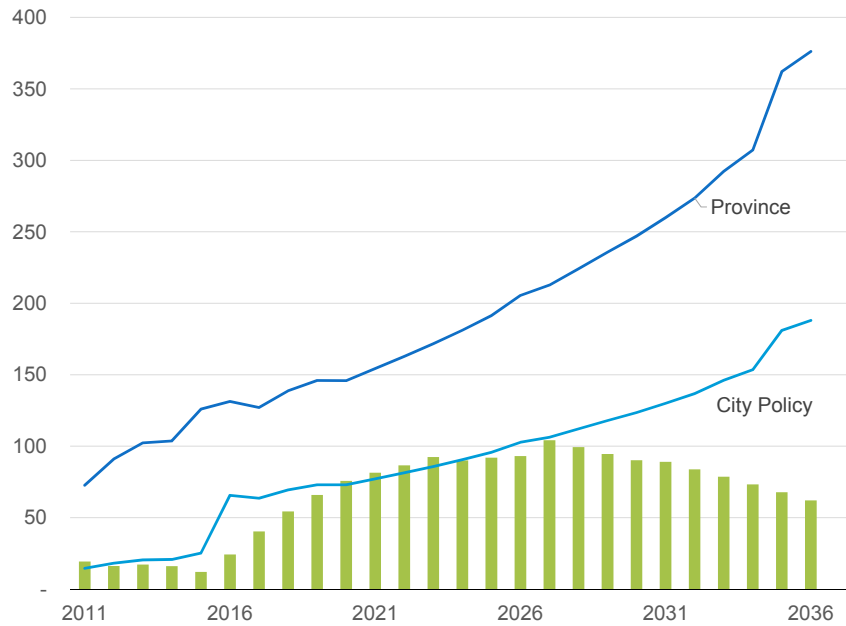
The municipal surplus is set aside for municipal operations and future capital acquisitions. The corporate plan complies with the policy minimum of 20% of expenses.

| Year | Amount | Percentage of Expenses |
|------|------------|------------------------|
| 2016 | 18,200,000 | 21.7% |
| 2017 | 18,300,000 | 20.8% |
| 2018 | 23,300,000 | 25.4% |
| 2019 | 28,500,000 | 29.2% |

Debt

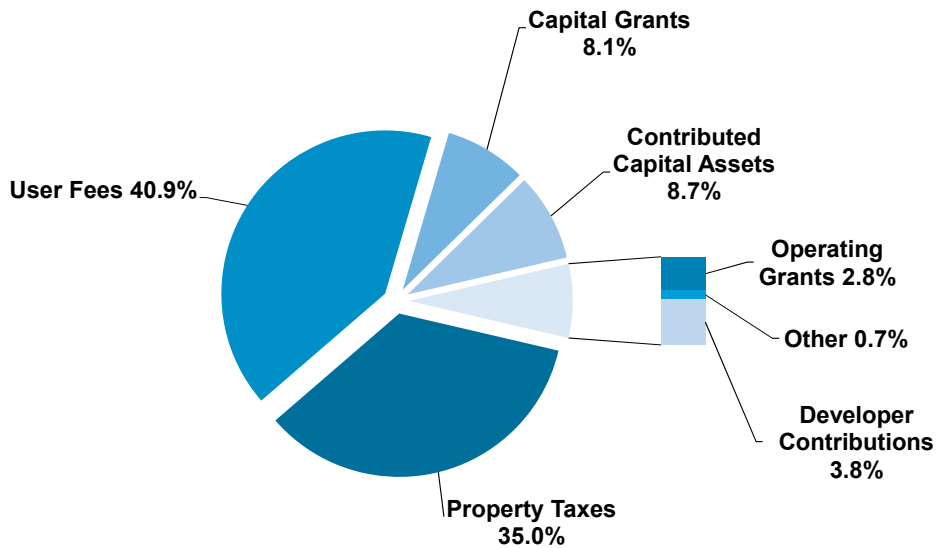
The City maintains debt levels that allow for a healthy degree of flexibility in providing programs and services. The City recognizes that debt can be used to appropriately accelerate capital projects necessary for the well-being of the community, giving consideration to the associated inherent financing 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 2016 has been slower than that in 2015. Economic activity in 2017 is expected to be similar to 2016.



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.

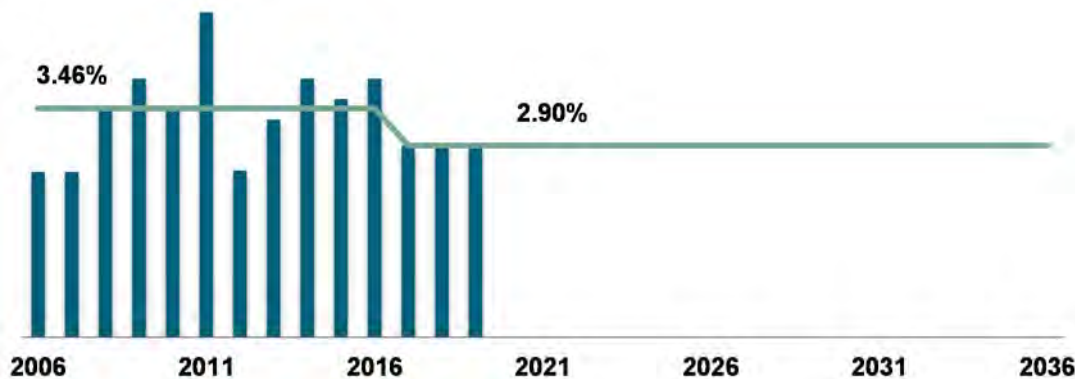
The City also collects levies on behalf of the provincial government for education and on behalf of the Meridian Foundation, which provides local housing for seniors.

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:

- \$328,437 in 2016
- \$347,420 in 2017
- \$364,462 in 2018
- \$386,479 in 2019

Spruce Grove has a history of municipal tax rate increases averaging 3.46 per cent over the last 10 years. The Corporate Plan recommends an average increase of 2.90 per cent for 2017 and beyond.

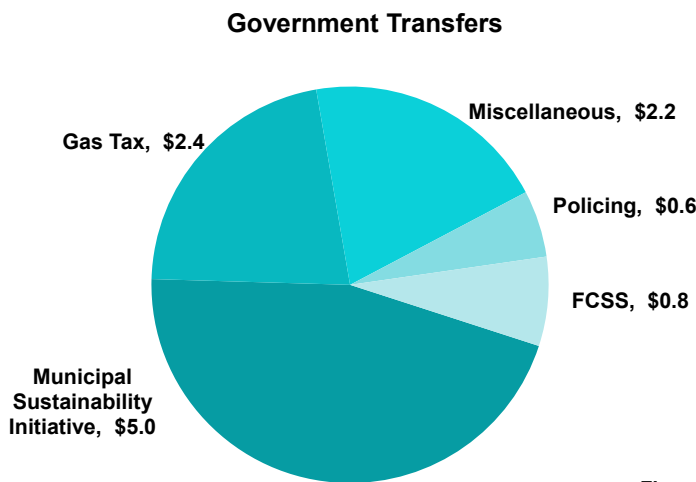


An increase to municipal property taxes of 2.9 per cent in 2017 equates to \$4.30 per month for a household with an assessed value of \$342,411.

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.

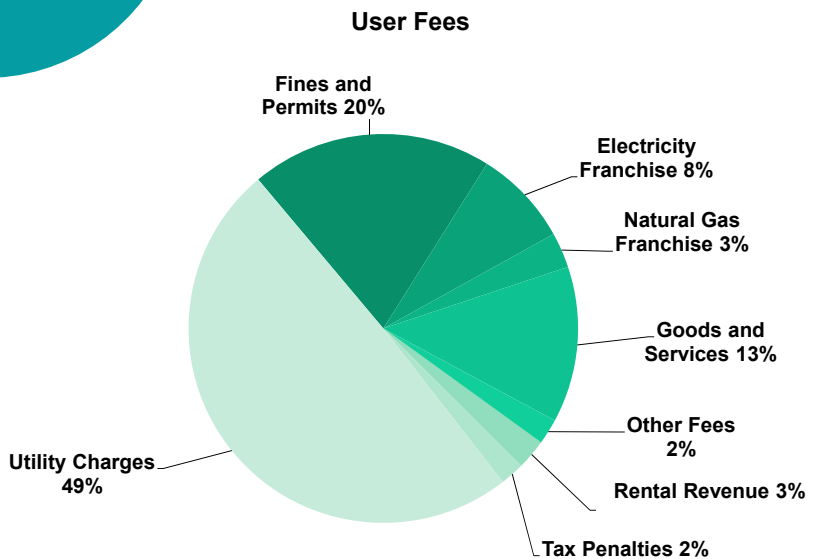
Partnerships with the provincial and federal governments and neighbouring communities help provide funding for projects such as new roads, buildings, parks, sports fields and other recreation facilities.



The 2017 budget uses \$11.0 million in grant funding.

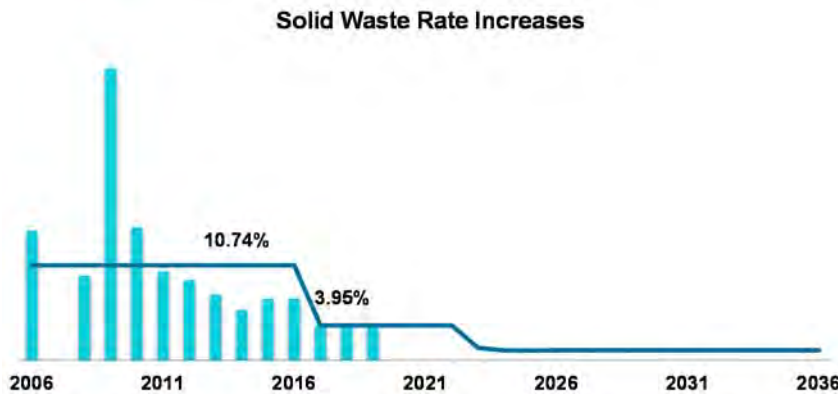
User fees

Adjusting for population growth, demand for services in 2016 is used as a starting point for estimating 2017 volumes.

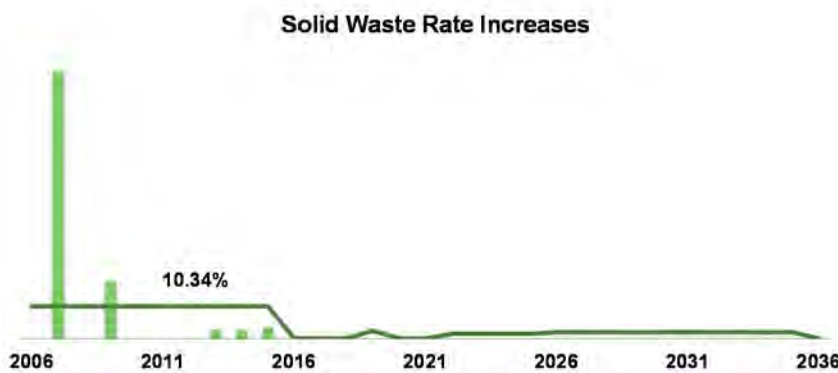


Utility charges

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.



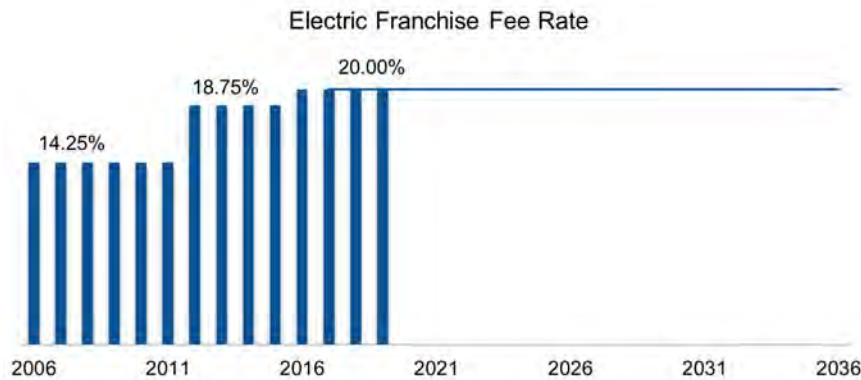
Utility revenue increases with the rise in rates and with growth in the number of customers. The water and sewer utility rate increase recommended for 2017 to cover operating and capital costs is \$0.200 per cubic metre (3.95 per cent increase) which is approximately \$2.80 per month for a household consuming 14 cubic metres of water.



There is no increase for the solid waste utility for 2017. The solid waste rate is affected by growth in the community, contracted costs and new initiatives.

Electric franchise fees

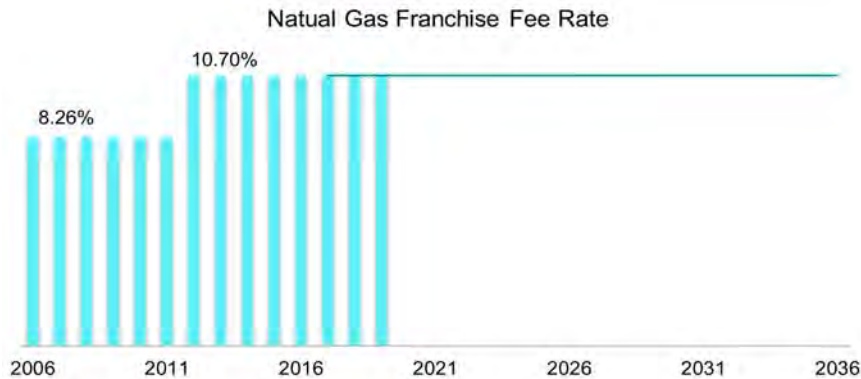
Electric franchise fees are charged by the City to FortisAlberta for the exclusive right to provide electric utility services within the city as well as for access to City lands to construct, maintain and operate related assets.



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

Natural gas franchise fees

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



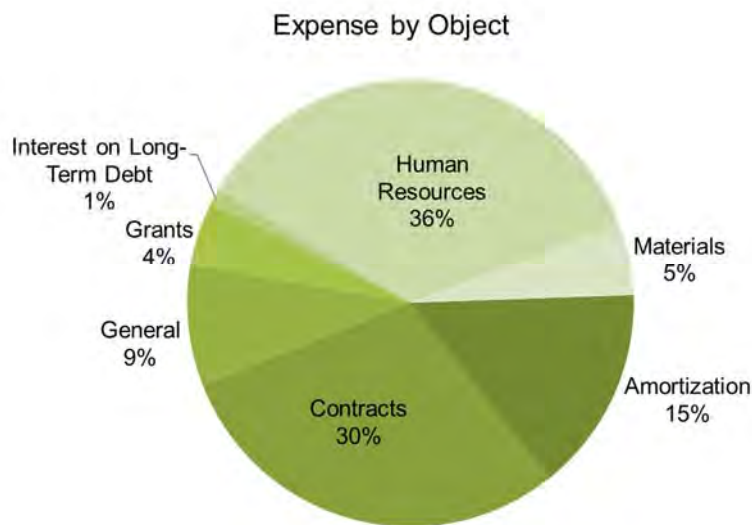
ATCO passes along the cost of the franchise fee to the consumer as a separate charge on the natural gas bills.

Contributed assets

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

Expenses

The 2017 budget includes \$88 million in expenses, primarily allocated to three categories: amortization - \$13 million; contracted services - \$26 million; and human resources - \$31 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 2017, the City will have an estimated \$470 million of tangible capital assets, which includes \$130 million in land.

Contracts

Contract services of \$26 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 2017 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.

| | 2017 Budget | 2018 Forecast | 2019 Forecast |
|--------------------------|----------------|------------------|------------------|
| Council contingency | 75,000 | 75,000 | 75,000 |
| City Manager contingency | 125,000 | 125,000 | 125,000 |
| | 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, Specialized Transit Service and affordable housing projects.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Affordable Housing Grant | - | 940,178 | 984,712 | - | - | - |
| Allied Arts Council | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Mayor's award | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Parkland County - Fire truck | - | - | 557,780 | - | - | - |
| Parkland Turning Points Society | 20,000 | 25,000 | 25,000 | 30,000 | 30,000 | 30,000 |
| Regional Waste Water Line and Lagoon | - | - | - | 2,000,000 | - | - |
| Specialized Transit Services | 152,000 | 152,000 | 161,383 | 160,000 | 168,000 | 173,000 |
| Spruce Grove Ag Society | 40,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Spruce Grove Library | 805,210 | 845,470 | 845,471 | 887,743 | 932,130 | 805,210 |
| TransAlta Tri-Leisure Centre | 964,485 | 853,476 | 848,498 | 930,553 | 1,020,271 | 934,484 |
| Tri Region Drug Strategy | 5,000 | 5,000 | 4,650 | 5,000 | 5,000 | 5,000 |
| Victim Services | 11,200 | 11,200 | 10,416 | 11,200 | 11,200 | 11,200 |
| Total | 2,013,895 | 2,873,324 | 3,478,910 | 4,065,496 | 2,207,601 | 1,999,894 |

Human resources

The 2017 budget includes human resource costs of \$31 million which is 36 per cent of expenses. The City's staffing complement consists of full-time, part-time and casual positions equal to 295.99 full-time equivalents (FTEs) in 2017 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 2017 budget for materials, equipment and supplies is \$4.6 million, 5% of expenses, and includes office expenses, supplies, repairs and maintenance and equipment operating costs.

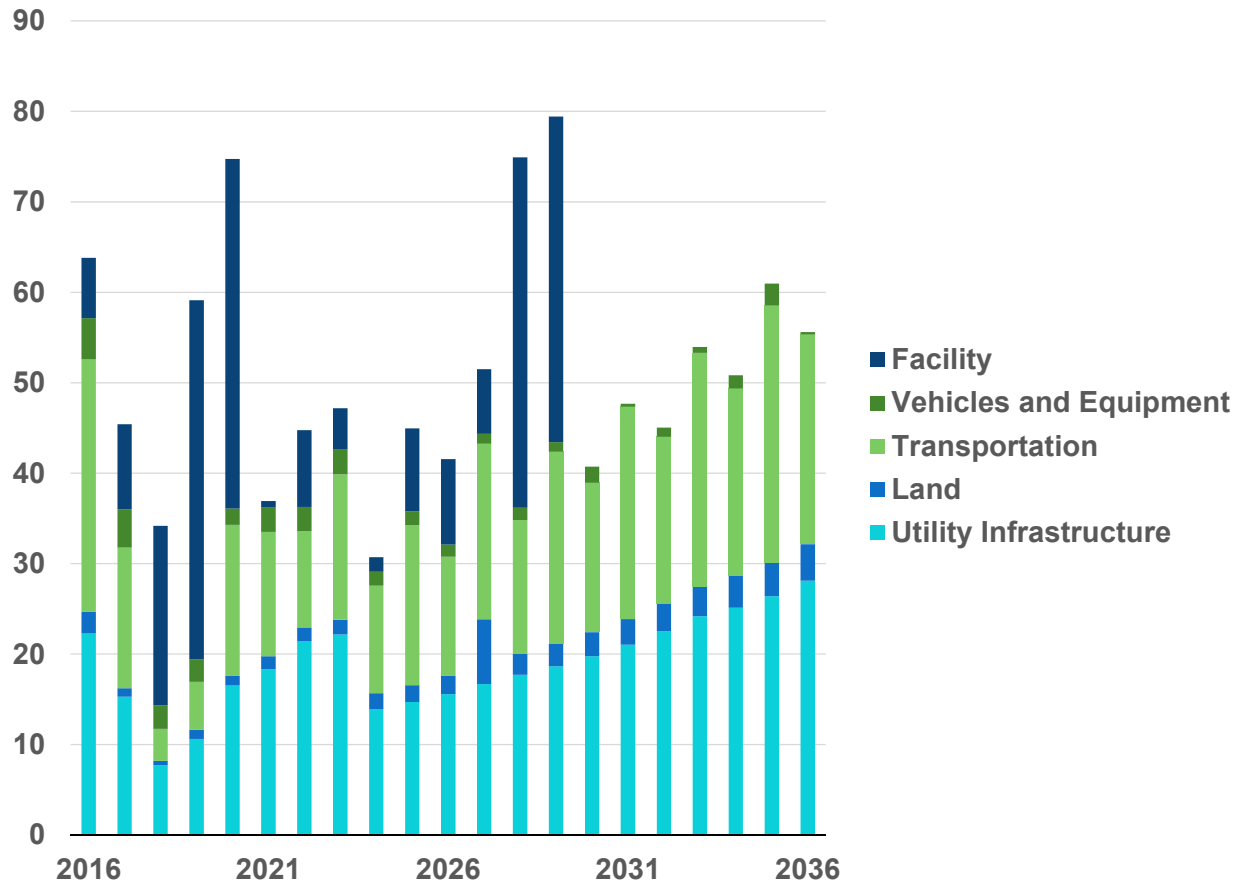
Tangible capital assets

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. Typically, about 30 per cent of the City's 2016 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 2016-2036 are categorized by type in the following chart. Tangible capital asset acquisitions for the next twenty years will be \$1.1 billion.



Risks and uncertainties

Economy

Assumptions for growth in 2017 are based on general economic opinion as of September 16, 2016. If the actual economic activity differs from what is expected, many of the key revenues and expense projections may be significantly affected.

2016 forecast

Estimates of the 2017 opening balance of accumulated surplus and net assets were based on information available as of September 16, 2016. 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

| | 2015 Actual (\$000s) | 2016 Budget (\$000s) | 2016 Forecast (\$000s) | 2017 Budget (\$000s) | 2018 Forecast (\$000s) | 2019 Forecast (\$000s) |
|--|----------------------------|----------------------------|------------------------------|----------------------------|------------------------------|------------------------------|
| Revenue | | | | | | |
| Property Taxes | 31,248 | 33,826 | 33,787 | 35,683 | 37,386 | 39,585 |
| Government Transfers - Operating | 2,379 | 2,926 | 3,722 | 2,875 | 2,425 | 2,386 |
| Sales and User Fees | 36,982 | 35,003 | 36,167 | 41,707 | 47,101 | 44,722 |
| Gain on Disposal of Tangible Capital Assets | 616 | 2,029 | 1,935 | 177 | 73 | 4,876 |
| Interest | 195 | 341 | 345 | 485 | 592 | 611 |
| Local Improvement Levies | 1,293 | - | 194 | - | - | - |
| | <u>72,713</u> | <u>74,125</u> | <u>76,150</u> | <u>80,926</u> | <u>87,578</u> | <u>92,181</u> |
| Expense | | | | | | |
| Amortization | 11,788 | 13,435 | 13,249 | 13,222 | 13,765 | 14,691 |
| Contracted Services | 25,836 | 23,563 | 24,658 | 26,155 | 27,391 | 29,151 |
| Cost of Sale - Land Held for Resale | 2,854 | - | - | - | 727 | - |
| General Services | 6,386 | 7,270 | 7,237 | 7,917 | 8,710 | 8,837 |
| Grants | 2,014 | 2,873 | 3,479 | 4,065 | 2,208 | 2,000 |
| Human Resources | 25,983 | 28,784 | 29,427 | 31,281 | 33,316 | 36,896 |
| Interest on Long-Term Debt | 533 | 518 | 610 | 791 | 1,209 | 1,573 |
| Loss on Disposal of Tangible Capital Assets | - | - | - | - | - | - |
| Materials, Equipment and Supplies | 3,896 | 4,257 | 5,157 | 4,626 | 4,514 | 4,587 |
| | <u>79,290</u> | <u>80,700</u> | <u>83,817</u> | <u>88,057</u> | <u>91,841</u> | <u>97,735</u> |
| Annual Surplus (deficiency) before the undernoted | <u>(6,577)</u> | <u>(6,574)</u> | <u>(7,667)</u> | <u>(7,131)</u> | <u>(4,263)</u> | <u>(5,554)</u> |
| Government Transfers - Capital | (3,751) | 7,428 | 6,509 | 8,213 | 7,716 | 33,475 |
| Contributed Tangible Capital Assets | 27,290 | 19,478 | 19,478 | 8,876 | 6,638 | 9,889 |
| Developer Contributions | 11,249 | 27,834 | 11,359 | 3,840 | 4,956 | 5,112 |
| Annual Surplus | <u>28,210</u> | <u>48,166</u> | <u>29,679</u> | <u>13,798</u> | <u>15,049</u> | <u>42,922</u> |

Unconsolidated statement of net financial assets

| | 2015 Actual (\$000s) | 2016 Budget (\$000s) | 2016 Forecast (\$000s) | 2017 Budget (\$000s) | 2018 Forecast (\$000s) | 2019 Forecast (\$000s) |
|--|----------------------------|----------------------------|------------------------------|----------------------------|------------------------------|------------------------------|
| Annual Surplus | 28,210 | 48,166 | 29,679 | 13,798 | 15,049 | 42,922 |
| Inventory of Supplies and Prepaid Expenses | | | | | | |
| Acquisition | (752) | (843) | (843) | (843) | (843) | (843) |
| Consumption | 842 | 782 | 782 | 782 | 782 | 782 |
| | 90 | (61) | (61) | (61) | (61) | (61) |
| Tangible Capital Assets | | | | | | |
| Contributed Tangible Capital Assets | (27,290) | (19,478) | (19,478) | (8,876) | (6,638) | (9,889) |
| Purchases of Tangible Capital Assets | (23,509) | (44,329) | (46,823) | (37,978) | (28,354) | (51,037) |
| Proceeds on Disposal of Tangible Capital Assets | 943 | - | 2,440 | - | 1,250 | 5,475 |
| (Gain)/Loss on Disposal of Tangible Capital Assets | (616) | (2,029) | (1,935) | (177) | (73) | (4,876) |
| Amortization | 11,788 | 13,435 | 13,249 | 13,222 | 13,765 | 14,691 |
| | (38,684) | (52,401) | (52,548) | (33,808) | (20,050) | (45,636) |
| Change in Net Financial Assets | (10,384) | (4,296) | (22,930) | (20,072) | (5,063) | (2,774) |
| Net Financial Assets, Opening | 4,509 | 5,364 | (5,875) | (28,805) | (48,877) | (53,939) |
| Net Financial Assets, Closing | (5,875) | 1,068 | (28,805) | (48,877) | (53,939) | (56,714) |

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 2015 audited financial statements.

Actual financial results achieved for the years ended December 31, 2017-2019 will vary from the budgets presented in the 2017-2019 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 2016.

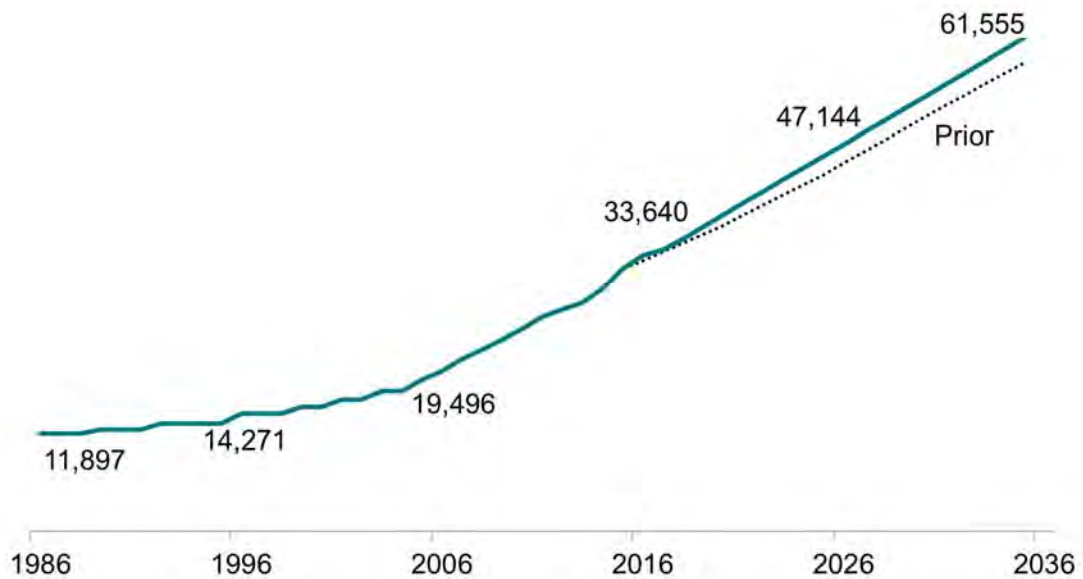
i. Economy

General inflation is estimated at 2.28 per cent. Non-residential construction inflation is forecasted at 2.72 per cent.

| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Canadian and Provincial | | | | | | |
| Prime Lending Rate (Canada) | 3.00% | 2.78% | 2.70% | 3.04% | 3.72% | 4.71% |
| Deposit Rate = Prime - 1.6% | 1.40% | 1.18% | 1.10% | 1.44% | 2.12% | 3.11% |
| Consumer price index (Alberta) | 2.57% | 1.35% | 2.57% | 2.28% | 2.15% | 3.04% |
| Wages & Salaries (Alberta) | 4.48% | -0.58% | 1.10% | 2.52% | 2.53% | 2.72% |
| Construction Inflation (Alberta) | 3.21% | 1.40% | 2.48% | 2.72% | 2.77% | 2.78% |
| Economic Growth (Alberta) | 7.98% | -7.81% | 3.46% | 5.00% | 4.94% | 4.88% |
| City of Spruce Grove | | | | | | |
| Population (Spruce Grove) | 5.92% | 8.50% | 5.01% | 2.20% | 3.93% | 4.05% |
| Average New Home Price | \$338,537 | \$339,352 | \$359,167 | \$342,411 | \$345,447 | \$348,544 |
| New Housing Starts | 410 | 540 | 480 | 350 | 400 | 493 |
| Total Assessment Values | 10.42% | 12.97% | 9.00% | 2.47% | 2.11% | 2.94% |

ii. Population

The City's population according to the 2016 census is 33,640. The population is anticipated to grow at an average annual rate of 3.4 per cent over the next three years. Based on this trend, projected population is 61,555 by 2036.



iii. Property tax and permit revenue

Based on current information, 2017 construction activity is expected to be lower than 2016.

2. Key financial policies

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

a. Balanced Budget (Municipal Government Act)

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

b. Financial Administration Bylaw

i. Financial information

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

ii. Accounting standards

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

iii. Financial administration

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

iv. Procurement

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

v. Customer billing

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

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

c. Fees and Charges Bylaw

User fees must be established by bylaw or policy.

d. Investment policy

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

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

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

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

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

f. Property Tax Distribution policy

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

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

g. One-Time Revenue policy

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

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

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

h. Debt Management policy

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

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

The debt limit of the City of Spruce Grove at any point in time shall be, in respect of the City's total debt, 0.75 times revenue (75 per cent), and, in respect of the City's debt service, 0.125 times revenue (12.5 per cent).

i. Unpredictable Revenue policy

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

j. Accounting policy

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

i. Inventory of supplies

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

ii. Land held for resale

The elements that make up the cost of land held for resale can include a wide range of costs involved to bring the land to market. The City has adopted a conservative approach that limits the costs added to land held for resale to the purchase price, real estate commission and capitalized interest.

iii. Tangible capital assets

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

- Engineering structures: 20 to 75 years
- Equipment: 4 to 20 years
- Facilities: 25 to 50 years
- Fleet: 8 to 25 years
- Land improvements: 15 to 25 years
- Leasehold improvements: life of the lease

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

iv. Segmented disclosure

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

| | 2015 Actual (\$000s) | 2016 Budget (\$000s) | 2016 Forecast (\$000s) | 2017 Budget (\$000s) | 2018 Forecast (\$000s) | 2019 Forecast (\$000s) |
|---------------------------|----------------------------|----------------------------|------------------------------|----------------------------|------------------------------|------------------------------|
| Opening balance | | | | | | |
| Government Transfers | | | | | | |
| Developer Contributions | 17,136 | 15,467 | 11,483 | 2,394 | 2,001 | 2,267 |
| Capital | 5,148 | 423 | 18,073 | 22,104 | 24,620 | 27,324 |
| Operating | 1,024 | 1,037 | 1,226 | 1,226 | 1,226 | 1,226 |
| | 23,308 | 16,927 | 30,782 | 25,724 | 27,847 | 30,816 |
| Other Deferred Amounts | 769 | - | 1,275 | 1,275 | 1,275 | 1,275 |
| | 24,077 | 16,927 | 32,057 | 26,999 | 29,122 | 32,091 |
| Amounts Received | | | | | | |
| Government Transfers | | | | | | |
| Developer Contributions | 5,401 | 23,387 | 2,270 | 3,447 | 5,222 | 5,359 |
| Capital | 9,150 | 7,583 | 10,233 | 10,253 | 9,704 | 11,077 |
| Operating | 2,565 | 1,970 | 3,722 | 2,875 | 2,425 | 2,386 |
| | 17,116 | 32,940 | 16,225 | 16,574 | 17,352 | 18,822 |
| Other Deferred Amounts | 5,354 | - | - | - | - | - |
| | 22,470 | 32,940 | 16,225 | 16,574 | 17,352 | 18,822 |
| Amounts Recognized | | | | | | |
| Government Transfers | | | | | | |
| Developer Contributions | 11,249 | 27,834 | 11,359 | 3,840 | 4,956 | 5,112 |
| Capital | (3,751) | 7,428 | 6,509 | 8,213 | 7,716 | 33,475 |
| Operating | 2,379 | 2,926 | 3,722 | 2,875 | 2,425 | 2,386 |
| | 9,877 | 38,188 | 21,590 | 14,928 | 15,098 | 40,973 |
| Other Deferred Amounts | 4,848 | - | - | - | - | - |
| | 14,725 | 38,188 | 21,590 | 14,928 | 15,098 | 40,973 |
| Interest Earned | | | | | | |
| Government Transfers | | | | | | |
| Developer Contributions | 195 | 199 | - | - | - | - |
| Capital | 24 | 5 | 307 | 477 | 715 | 612 |
| Operating | 16 | - | - | - | - | - |
| | 235 | 204 | 307 | 477 | 715 | 612 |
| Other Deferred Amounts | - | - | - | - | - | - |
| | 235 | 204 | 307 | 477 | 715 | 612 |
| Closing Balance | | | | | | |
| Government Transfers | | | | | | |
| Developer Contributions | 11,483 | 11,219 | 2,394 | 2,001 | 2,267 | 2,514 |
| Capital | 18,073 | 583 | 22,104 | 24,620 | 27,324 | 5,538 |
| Operating | 1,226 | 81 | 1,226 | 1,226 | 1,226 | 1,226 |
| | 30,782 | 11,883 | 25,724 | 27,847 | 30,816 | 9,278 |
| Other Deferred Amounts | 1,275 | - | 1,275 | 1,275 | 1,275 | 1,275 |
| | 32,057 | 11,883 | 26,999 | 29,122 | 32,091 | 10,553 |

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

a. Municipal Sustainability Initiative (MSI)

In 2014 Municipal Affairs consolidated the Municipal Sustainability Initiative capital program with Basic Municipal Transportation Grant (BMTG). The combined program provides non-matching grants for a wide range of core and community infrastructure projects with incentives for regional municipal collaboration. The grant program is currently in effect until 2017 and it is assumed the program will continue beyond 2017.

There are three components to MSI. The operating component for 2016 is \$230,753 which the City has designated to fund transit operations. The capital component is limited to projects with a minimum value of \$268,142 (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 \$53.92 per capita in 2016, (2015 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 2024.

c. Municipal Sustainability Housing Program

The Housing Program provides a one-time non-matching grant for projects that address housing affordability issues. The City is using this funding to subsidize one multi-family housing project to be constructed by private developers. This project was completed in 2016.

5. Long-term debt

Debt outstanding is as follows:

| | 2015 Actual (\$000s) | 2016 Budget (\$000s) | 2016 Forecast (\$000s) | 2017 Budget (\$000s) | 2018 Forecast (\$000s) | 2019 Forecast (\$000s) |
|----------------------------------|----------------------------|----------------------------|------------------------------|----------------------------|------------------------------|------------------------------|
| Public Works Facility | 5,265 | 5,120 | 5,119 | 4,967 | 4,809 | 4,645 |
| TransAlta Tri Leisure Centre | 1,968 | 1,422 | 1,422 | 1,099 | 858 | 601 |
| Local Improvements | 1,581 | 5,226 | 5,225 | 4,746 | 4,253 | 3,937 |
| Agrena | 1,485 | 1,338 | 1,337 | 1,182 | 1,021 | 853 |
| Library | 1,338 | 1,211 | 1,211 | 1,079 | 942 | 800 |
| RCMP Facility | - | 5,972 | 1,105 | 5,074 | 8,927 | 13,660 |
| New Growth Transportation | - | 14,000 | 8,320 | 15,314 | 14,865 | 14,404 |
| New Growth Sanitary Sewer | - | - | - | - | - | 1,320 |
| New Growth Water Reservoir | - | - | - | 5,000 | 4,858 | 4,712 |
| New Protective Services Facility | - | - | - | 1,450 | 13,408 | 20,459 |
| | 11,637 | 34,289 | 23,739 | 39,911 | 53,940 | 65,392 |
| Westwind Lands | 452 | 782 | 452 | 452 | 452 | 452 |
| | 12,089 | 35,071 | 24,191 | 40,363 | 54,392 | 65,844 |

Principal and interest repayments
as of December 31, 2017 are as follows:

| | Principal (\$000s) | Interest (\$000s) | Total (\$000s) |
|------------|-----------------------|----------------------|-------------------|
| 2018 | 1,970 | 1,241 | 3,211 |
| 2019 | 1,847 | 1,171 | 3,018 |
| 2020 | 1,911 | 1,106 | 3,017 |
| 2021 | 1,979 | 1,038 | 3,017 |
| 2022 | 2,236 | 937 | 3,173 |
| Subsequent | 30,418 | 8,773 | 39,190 |
| | 40,363 | 14,266 | 54,627 |

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.

| | 2015 Actual (\$000s) | 2016 Budget (\$000s) | 2016 Forecast (\$000s) | 2017 Budget (\$000s) | 2018 Forecast (\$000s) | 2019 Forecast (\$000s) |
|------------------------------|----------------------------|----------------------------|------------------------------|----------------------------|------------------------------|------------------------------|
| Total Revenue | 107,500 | 128,866 | 113,496 | 101,854 | 106,889 | 140,657 |
| Contributed Assets | (27,290) | (19,478) | (19,478) | (8,876) | (6,638) | (9,889) |
| Capital Government Transfers | 3,751 | (7,428) | (6,509) | (8,213) | (7,716) | (33,475) |
| Revenue for Debt Limit | 83,962 | 101,959 | 87,509 | 84,766 | 92,534 | 97,293 |

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:

| | 2015 Actual (\$000s) | 2016 Budget (\$000s) | 2016 Forecast (\$000s) | 2017 Budget (\$000s) | 2018 Forecast (\$000s) | 2019 Forecast (\$000s) |
|--|----------------------------|----------------------------|------------------------------|----------------------------|------------------------------|------------------------------|
| Total Debt Limit (1.5 X Revenue), | 125,943 | 152,939 | 131,264 | 127,148 | 138,802 | 145,940 |
| Less Total Debt | 12,089 | 35,071 | 24,191 | 40,363 | 54,392 | 65,844 |
| Amount of Debt Limit Unused | 113,854 | 117,868 | 107,073 | 86,786 | 84,409 | 80,096 |
| Debt Servicing Limit (0.25 X Revenue), | 20,990 | 25,490 | 21,877 | 21,191 | 23,134 | 24,323 |
| Less Debt Servicing | 1,726 | 1,818 | 1,736 | 2,331 | 3,211 | 3,907 |
| Amount of Debt Servicing Limit Unused | 19,264 | 23,672 | 20,141 | 18,861 | 19,923 | 20,416 |

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.

| | 2015 Actual (\$000s) | 2016 Budget (\$000s) | 2016 Forecast (\$000s) | 2017 Budget (\$000s) | 2018 Forecast (\$000s) | 2019 Forecast (\$000s) |
|--|----------------------------|----------------------------|------------------------------|----------------------------|------------------------------|------------------------------|
| City Policy - Total Debt Limit | | | | | | |
| Total Debt (0.75 Times Revenue) | 25,189 | 76,470 | 65,632 | 63,574 | 69,401 | 72,970 |
| Actual Debt (% of Revenue) | 14.4% | 34.4% | 27.6% | 47.6% | 58.8% | 67.7% |
| Actual Debt (% of Revenue) - excluding Westwind Lands | 13.9% | 33.6% | 27.1% | 47.1% | 58.3% | 67.2% |
| City Policy - Debt Servicing Limit | | | | | | |
| Debt Servicing (0.125 Times Revenue) | 4,198 | 12,745 | 10,939 | 10,596 | 11,567 | 12,162 |
| Actual Debt Servicing (% of Revenue) | 2.1% | 1.8% | 2.0% | 2.7% | 3.5% | 4.0% |
| - excluding Westwind Lands | 2.0% | 1.7% | 2.0% | 2.7% | 3.4% | 4.0% |

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.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|--|-----------------|----------------|------------------|----------------|------------------|------------------|
| Revenue | | | | | | |
| Property Taxes | 31,248.42 | 33,826 | 33,787 | 35,683 | 37,386 | 39,585 |
| Government Transfers - Operating | 2,379 | 2,926 | 3,722 | 2,875 | 2,425 | 2,386 |
| Sales and User Fees | 20,445 | 18,015 | 18,231 | 21,035 | 25,562 | 21,951 |
| Gain on Disposal of Tangible Capital Assets | 616 | 2,029 | 1,935 | 177 | 73 | 4,876 |
| Interest | 195 | 341 | 345 | 485 | 592 | 611 |
| Local Improvement Levies | 1,293 | - | 194 | - | - | - |
| | <u>56,177</u> | <u>57,137</u> | <u>58,214</u> | <u>60,254</u> | <u>66,039</u> | <u>69,410</u> |
| Expense | | | | | | |
| Amortization | 9,092 | 10,760 | 10,624 | 10,174 | 10,559 | 11,362 |
| Contracted Services | 15,185 | 13,107 | 13,378 | 13,569 | 14,171 | 15,097 |
| Cost of Sale - Land Held for Resale | 2,854 | - | - | - | 727 | - |
| General Services | 6,108 | 6,945 | 6,886 | 7,570 | 8,343 | 8,460 |
| Grants | 2,014 | 2,873 | 3,479 | 2,065 | 2,208 | 2,000 |
| Human Resources | 24,772 | 27,388 | 28,046 | 29,813 | 31,774 | 35,240 |
| Interest on Long-Term Debt | 533 | 518 | 610 | 565 | 656 | 1,035 |
| Materials, Equipment and Supplies | 3,526 | 3,787 | 4,671 | 4,124 | 4,003 | 4,078 |
| | <u>64,084</u> | <u>65,379</u> | <u>67,694</u> | <u>67,880</u> | <u>72,440</u> | <u>77,271</u> |
| Annual Surplus (deficiency) before the undernoted | <u>(7,907)</u> | <u>(8,242)</u> | <u>(9,480)</u> | <u>(7,625)</u> | <u>(6,401)</u> | <u>(7,861)</u> |
| Government Transfers - Capital | (3,751) | 7,428 | 6,509 | 8,213 | 7,716 | 33,475 |
| Contributed Tangible Capital Assets | - | - | - | - | - | - |
| Developer Contributions | - | - | - | - | - | - |
| Annual Surplus | <u>(11,659)</u> | <u>(813)</u> | <u>(2,971)</u> | <u>588</u> | <u>1,315</u> | <u>25,614</u> |

(ii) Utility

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

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|--|----------------|----------------|------------------|----------------|------------------|------------------|
| Revenue | | | | | | |
| Property Taxes | - | - | - | - | - | - |
| Government Transfers - Operating | - | - | - | - | - | - |
| Sales and User Fees | 16,536 | 16,988 | 17,936 | 20,171 | 21,539 | 22,771 |
| Gain on Disposal of Tangible Capital Assets | (34) | - | - | - | - | - |
| Interest | - | - | - | - | - | - |
| Local Improvement Levies | - | - | - | - | - | - |
| | <u>16,502</u> | <u>16,988</u> | <u>17,936</u> | <u>20,171</u> | <u>21,539</u> | <u>22,771</u> |
| Expense | | | | | | |
| Amortization | 2,695 | 2,675 | 2,625 | 3,048 | 3,206 | 3,329 |
| Contracted Services | 10,377 | 10,138 | 11,277 | 12,581 | 13,215 | 14,050 |
| Cost of Sale - Land Held for Resale | - | - | - | - | - | - |
| General Services | 279 | 324 | 251 | 347 | 367 | 378 |
| Grants | - | - | - | 2,000 | - | - |
| Human Resources | 1,211 | 1,396 | 1,381 | 1,467 | 1,542 | 1,656 |
| Interest on Long-Term Debt | - | - | - | - | - | - |
| Materials, Equipment and Supplies | 371 | 470 | 486 | 502 | 511 | 508 |
| | <u>14,932</u> | <u>15,002</u> | <u>16,019</u> | <u>19,945</u> | <u>18,842</u> | <u>19,921</u> |
| Annual Surplus (deficiency) before the undernoted | <u>1,570</u> | <u>1,986</u> | <u>1,917</u> | <u>226</u> | <u>2,697</u> | <u>2,850</u> |
| Government Transfers - Capital | - | - | - | - | - | - |
| Contributed Tangible Capital Assets | - | - | - | - | - | - |
| Developer Contributions | - | - | - | - | - | - |
| Annual Surplus | <u>1,570</u> | <u>1,986</u> | <u>1,917</u> | <u>226</u> | <u>2,697</u> | <u>2,850</u> |

(iii) Development

The development segment includes all developer funded projects and activities.

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|--|----------------|----------------|------------------|----------------|------------------|------------------|
| Revenue | | | | | | |
| Property Taxes | - | - | - | - | - | - |
| Government Transfers - Operating | - | - | - | - | - | - |
| Sales and User Fees | - | - | - | 500 | - | - |
| Gain on Disposal of Tangible Capital Assets | - | - | - | - | - | - |
| Interest | - | - | - | - | - | - |
| Local Improvement Levies | - | - | - | - | - | - |
| | - | - | - | 500 | - | - |
| Expense | | | | | | |
| Amortization | - | - | - | - | - | - |
| Contracted Services | 274 | 319 | 4 | 5 | 5 | 5 |
| Cost of Sale - Land Held for Resale | - | - | - | - | - | - |
| General Services | - | - | 100 | - | - | - |
| Grants | - | - | - | - | - | - |
| Human Resources | - | - | - | - | - | - |
| Interest on Long-Term Debt | - | - | - | 227 | 554 | 538 |
| Materials, Equipment and Supplies | - | - | - | - | - | - |
| | 274 | 319 | 104 | 232 | 559 | 543 |
| Annual Surplus (deficiency) before the undernoted | (274) | (319) | (104) | 268 | (559) | (543) |
| Government Transfers - Capital | - | - | - | - | - | - |
| Contributed Tangible Capital Assets | 27,290 | 19,478 | 19,478 | 8,876 | 6,638 | 9,889 |
| Developer Contributions | 11,249 | 27,834 | 11,359 | 3,840 | 4,956 | 5,112 |
| Annual Surplus | 38,265 | 46,993 | 30,733 | 12,983 | 11,036 | 14,458 |

Schedule 1 – Sales and User Fees

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|------------------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Donations and Sponsorships | 214 | 455 | 202 | 386 | 172 | 172 |
| Fines and Permits | 5,897 | 5,854 | 6,789 | 8,185 | 8,381 | 8,490 |
| Franchise Fees | | | | | | |
| Electricity | 2,914 | 2,970 | 3,329 | 3,262 | 3,498 | 3,623 |
| Natural Gas | 960 | 1,209 | 728 | 1,199 | 1,069 | 1,112 |
| Goods and Services | 4,339 | 4,848 | 4,608 | 5,298 | 5,577 | 5,768 |
| Other Fees | 1,795 | 944 | 878 | 873 | 3,736 | 839 |
| Sale of Land Held for Resale | 2,899 | - | - | - | 1,250 | - |
| Rental Revenue | 706 | 944 | 915 | 1,018 | 1,041 | 1,083 |
| Tax Penalties | 724 | 793 | 785 | 817 | 841 | 867 |
| Utility Charges | 16,533 | 16,986 | 17,933 | 20,169 | 21,537 | 22,768 |
| | 36,982 | 35,003 | 36,167 | 41,207 | 47,101 | 44,722 |

Schedule 2 – Expenses by Object

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|-------------------------------------|----------------|----------------|------------------|----------------|------------------|------------------|
| Amortization | 11,788 | 13,435 | 13,249 | 13,222 | 13,765 | 14,691 |
| Contracted Services | 25,836 | 23,563 | 24,658 | 26,155 | 27,391 | 29,151 |
| Cost of Sale - Land Held for Resale | 2,854 | - | - | - | 727 | - |
| General Services | 6,386 | 7,270 | 7,237 | 7,917 | 8,710 | 8,837 |
| Grants | 2,014 | 2,873 | 3,479 | 4,065 | 2,208 | 2,000 |
| Human Resources | 25,983 | 28,784 | 29,427 | 31,281 | 33,316 | 36,896 |
| Interest on Long-Term Debt | 533 | 518 | 610 | 791 | 1,209 | 1,573 |
| Materials, Equipment and Supplies | 3,896 | 4,257 | 5,157 | 4,626 | 4,514 | 4,587 |
| | 79,290 | 80,700 | 83,817 | 88,057 | 91,841 | 97,735 |

Schedule 3 – Expenses by Department

| | 2015 Actual | 2016 Budget | 2016 Forecast | 2017 Budget | 2018 Forecast | 2019 Forecast |
|--|----------------|----------------|------------------|----------------|------------------|------------------|
| Council | 532 | 704 | 680 | 745 | 788 | 820 |
| City Manager | 575 | 650 | 644 | 673 | 691 | 733 |
| Economic and Business Development | 5,586 | 948 | 903 | 1,029 | 1,752 | 1,008 |
| Corporate Communications | 741 | 890 | 920 | 1,041 | 1,084 | 1,106 |
| Community and Protective Services | | | | | | |
| Agrena/Fuhr Sports Park | 1,542 | 1,689 | 1,803 | 1,821 | 1,883 | 1,962 |
| Community and Protective Services Administration | 569 | 1,053 | 1,054 | 577 | 1,108 | 642 |
| Cultural Services | 1,571 | 1,463 | 1,506 | 1,634 | 1,523 | 1,604 |
| FCSS and Social Planning | 1,639 | 1,796 | 1,831 | 1,834 | 2,041 | 2,192 |
| Municipal Enforcement and Safe City | 3,020 | 2,447 | 3,869 | 4,381 | 4,435 | 4,692 |
| RCMP Administration | 3,620 | 4,443 | 4,147 | 4,762 | 5,364 | 5,891 |
| Recreation and Parks Planning | 820 | 1,356 | 1,446 | 1,254 | 1,301 | 1,687 |
| Spruce Grove Fire Services | 6,475 | 6,775 | 7,585 | 7,184 | 7,551 | 8,737 |
| Spruce Grove Public Library Facility | 1,132 | 1,179 | 1,193 | 1,255 | 1,324 | 1,242 |
| TransAlta Tri Leisure Centre | 1,417 | 1,332 | 1,357 | 1,377 | 1,447 | 1,240 |
| | 21,806 | 23,532 | 25,791 | 26,080 | 27,979 | 29,890 |
| Corporate Services | | | | | | |
| Corporate Services Administration | 610 | 990 | 1,131 | 865 | 1,014 | 841 |
| City Clerk's Office | 1,197 | 1,344 | 1,336 | 1,638 | 1,879 | 1,752 |
| Finance | 3,004 | 3,044 | 3,072 | 3,128 | 3,487 | 3,460 |
| Human Resources | 1,153 | 1,366 | 1,378 | 1,377 | 1,458 | 1,491 |
| Information Systems | 1,852 | 2,370 | 2,513 | 2,983 | 3,093 | 3,454 |
| | 7,816 | 9,114 | 9,431 | 9,991 | 10,931 | 10,998 |
| Planning and Infrastructure | | | | | | |
| Planning and Infrastructure Administration | 999 | 621 | 590 | 542 | 659 | 616 |
| Asset Management | 7,123 | 5,261 | 5,250 | 4,630 | 5,263 | 6,584 |
| Engineering | 1,526 | 3,190 | 2,464 | 2,968 | 3,162 | 3,515 |
| Planning and Development | 1,912 | 3,203 | 3,208 | 2,124 | 2,277 | 2,439 |
| Public Works | 14,536 | 15,959 | 16,379 | 16,040 | 16,231 | 16,652 |
| Transit | 1,204 | 1,625 | 1,538 | 2,249 | 2,044 | 3,321 |
| | 27,301 | 29,858 | 29,429 | 28,553 | 29,636 | 33,127 |
| Utilities | | | | | | |
| Waste Management | 3,939 | 3,001 | 3,608 | 3,580 | 3,501 | 3,562 |
| Wastewater Treatment and Disposal | 3,681 | 3,957 | 4,101 | 4,636 | 4,912 | 5,229 |
| Water Supply and Distribution | 7,312 | 8,044 | 8,309 | 11,729 | 10,565 | 11,263 |
| | 14,932 | 15,002 | 16,019 | 19,945 | 18,978 | 20,054 |
| | 79,290 | 80,700 | 83,817 | 88,057 | 91,841 | 97,735 |

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 2017-2019 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 2017. The planned 2018 and 2019 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 2017 and those planned for 2018 and 2019 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 2017

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 1 | Planning & Infrastructure - Planning & Development | CE594.2 - 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. 2018 | 85.31 | 510 | 460 | - | 136,500 | 310,000 | - | Taxes |
| 2 | Corporate Departments - Communications | CE686.2 - City Website Refresh | The City of Spruce Grove's website and Content Management System was last reviewed and redesigned in 2010. With the changes in technology, popularity of our website (approximately 94,000 page views per month) and the increasing use of mobile devices (smartphones and tablets) to access our website, the current Content Management System and design/navigation of the City's site is beginning to show signs of being out of date. Limitations within the Content Management System are preventing us from being able to provide some of the basic expectations of web users, as well as keeping up with best practices regarding usability, accessibility, and functional design and navigation. | Feb. 2016 | Oct. 2017 | 82.29 | 813 | - | - | - | - | - | Not applicable |
| 3 | Corporate Departments - Economic Development | CE243.4 - Implementation of Westwind Agreement Options | Implement the multi-year Purchase and Options Agreement for the Westwind Lands Development. | Jan. 2014 | Dec. 2020 | 77.50 | 438 | 438 | 180 | - | - | - | Not applicable |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 4 | Corporate Departments - Economic Development | CE32.4 - 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 | 77.40 | 380 | 380 | - | - | - | - | Not applicable |
| 5 | Corporate Departments - Economic Development | CE864.1 - Edmonton Metro Economic Development Initiative | As a Capital Region Board (CRB) sponsored initiative, there will be a new metropolitan Edmonton marketing organization established to promote and attract investment to the region. It will likely be structured under a board consisting of municipal representatives in addition to other stakeholders. The business plan, funding model and governance structure are intended to be developed and approved in 2016. | Jan. 2017 | Dec. 2019 | 76.61 | 200 | 200 | 200 | 25,000 | 25,000 | 25,000 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 6 | Planning & Infrastructure - Planning & Infrastructure Admin | CE407.3 - Long Term Regional Transit Plan | In 2014 the City of Spruce Grove implemented Phase 1 of the Transit Service Review. The GreenTRIP grant application proposed a medium term approach based upon earlier plans and consultation. This project will, with the aid of a consulting firm, help to also verify our medium term plans, finalize local route planning growth, the potential for regional integration and a longer term capital, infrastructure and operational plans. The Capital Regional Board (CRB) governance plan still is encouraging for regionalized transit system, however the political climate for this to occur may still be many years away. In order to ensure the system functions to an optimal level and is phased in appropriately, including possible services and partnerships with Parkland County and possibly the Town of Stony Plain, an external analysis should be conducted. The role and service offer of Specialized Transit Services (STS) should be examined in this review. | Aug. 2016 | Dec. 2017 | 75.10 | 340 | - | - | 50,000 | - | - | Grants |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|----------------------------------|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 7 | Planning & Infrastructure - Planning & Infrastructure Admin | CE267.4 - Transit Service Growth | <p>This initiative consolidates three separate transit growth initiatives related to transit growth into a single initiative.</p> <p>The growth strategy for transit is based upon the Transit Service Review (DanTech 2013). The concepts of this report were considered and further refined through public consultation and subsequent public surveys. The key request of the service review and surveys was to maintain the current route to NAIT and downtown. A second route to West Edmonton Mall and South Campus was viewed a secondary route by including the Edmonton South side and the LRT Link.</p> <p>Once established in 2017 there would be a phased approach to additional service on the south route starting in 2018 with an increase from peak to full daytime service. In 2019, there would be an addition of evening service to the WEM and South Campus Route. In 2020 service would then expand to include full weekend service.</p> | Jan. 2016 | Dec. 2020 | 74.48 | 158 | 178 | 218 | 450,100 | 653,084 | 785,427 | User Fees, Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 8 | Corporate Departments - Communications | CE27.4 - 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. 2018 | 73.75 | 221 | 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 | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 9 | Corporate Departments - Economic Development | CE34.4 - Develop a Vision and Strategy for City Centre Revitalization in Spruce Grove | Development of a revitalization strategy and implementation plan for the City Centre in Spruce Grove. The first step in this phase was the development of a discussion paper which sets out the vision, issues, and options with respect to the scope for revitalization. The report was presented to Council in June 2014 and called for local business-owners to champion and take the lead role in the process. Subsequently, a Downtown Revitalization Steering Committee made up of business-owners was established, and with the support of the City, have developed a work plan to form a Business Revitalization Zone and undertake further work on a revitalization strategy and implementation plan. The City will continue to actively support the Steering Committee in providing some financial and other assistance to move the process along. | Mar. 2014 | Mar. 2017 | 73.33 | 310 | - | - | 40,400 | - | - | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 10 | Corporate Departments - Economic Development | CE36.4 - 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 | 73.28 | 890 | 890 | - | 50,000 | 50,000 | - | Taxes |
| 11 | Planning & Infrastructure - Asset Management | CE907.1 - Wellness Centre | The City of Spruce Grove has negotiated with Beaverbrook Pioneer Wellness Centre Ltd. a 15 year tenant rental agreement for 2980 sq. ft. of space in the Beaverbrook Pioneer Wellness Centre located next to the new Prescott Learning Centre. The City is intending to sub-lease the entire space to a future Parent Link Centre (PLC) operator. Honoring the original commitments with the Province of Alberta, the City would enter into this sub-lease arrangement under the understanding that the entire space would be allocation to the PLC for only two-thirds of the costs. Current project completion is estimated for April/May 2017, and the City is prepared to take on full costs until such time as the operator of the PLC is ready to operate and/or move into the facility. | Jan. 2017 | Dec. 2019 | 72.08 | 20 | - | - | 71,400 | 95,200 | 95,200 | Taxes, User Fees |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 12 | Planning & Infrastructure - Planning & Infrastructure Admin | CE406.3 - Explore Three-Stream Waste Program Pilot in Local Schools | Schools in the City of Spruce Grove currently do not have access to the City's waste programs and are serviced by the private sector. However, local schools are an ideal place to promote and reinforce the City's waste diversion program. While the initial logistics may pose some challenges, implementing this program in schools has the potential to have a very strong return on investment in terms of education and overall community diversion rates. This initiative has two components, assess the feasibility and logistical issues associated with offering this service to schools, and if feasible, pilot the program at two schools for 2016. Following this, the results will be assessed to determine if the program should be offered City-wide and on a permanent basis. | Jan. 2015 | Mar. 2017 | 71.30 | 30 | - | - | - | - | - | Not applicable |
| 13 | Community & Protective Services - Cultural Services | CE854.1 - Canada 150 - Legacy / Enhanced Event | With Canada's 150th birthday in 2017, additional event funds are required for an enhanced event and legacy project on July 1 in Jubilee Park. | Mar. 2017 | Jul. 2017 | 71.09 | 565 | - | - | 150,000 | - | - | Grants |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 14 | Corporate Departments - Economic Development | CE31.4 - Implement Event Hosting Strategy | Implement the Event Hosting Strategy and Action Plan developed in 2014 as a collaborative initiative with the City of Spruce Grove's regional partners (Parkland County, Stony Plain and the Tri-Leisure Centre). This was recommended in the Economic Developers Association of Canada (EDAC) Action Plan under Strategic Element 6.8. This will include a review of gaps and other limitations in our regional sports, recreation and cultural facilities that impact the competitiveness of the region in attracting events and increasing facility utilization. | Jan. 2015 | Dec. 2020 | 68.18 | 295 | 295 | 330 | 20,000 | 20,000 | 20,000 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 15 | Planning & Infrastructure - Planning & Infrastructure Admin | CE695.2 - Natural Areas Inventory Update and Strategy | <p>In 2004 the City of Spruce Grove conducted an Urban Forest Management Plan and in 2007 followed this up with a Parks and Open Space Master Plan. The Urban Forest Management Plan provided an excellent condition report on the state of the urban forest in the City. The plan also provided Public Works with five years of recommended management and maintenance direction to help protect the major forest areas in the City.</p> <p>This project is intended to determine the current "state of the forest", identify another five to ten year management and maintenance including an assessment of fire threat and mitigation. This Strategy will help assist City departments understand their role in natural areas protection, management and land use surrounding these areas. This strategy is also intended to gather citizen support as key stakeholders in natural areas protection.</p> | Jan. 2017 | Dec. 2017 | 66.93 | 480 | - | - | 86,100 | - | - | Taxes |
| 16 | Community & Protective Services - Community Services Admin | CE95.4 - Heritage Pavilion Contribution | <p>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.</p> | Jan. 2016 | Dec. 2018 | 62.92 | - | - | - | - | 500,000 | - | Grants |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-----------------------------|--|----------------------------------|---|------------|-----------|------|--------------|--------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 17 | Corporate Services - Information Systems | CE423.2 - 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. 2017 | Oct. 2017 | | 441 | - | - | - | - | - | Not applicable |
| Recommended for 2017 | | | | | | | 6,091 | 3,028 | 928 | 1,229,500 | 1,728,284 | 925,627 | |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Planned for 2019

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|--------------------------------|--|--|---|------------|-----------|-------|--------------|--------------|--------------|----------------------|----------------------|----------------------|-------------------|
| 17 | Planning & Infrastructure - Planning & Development | CE595.2 - Update 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. | Jul. 2019 | Dec. 2020 | 82.76 | - | - | 225 | - | - | 130,000 | Taxes |
| Planned for 2019 | | | | | | | - | - | 225 | - | - | 130,000 | |
| Total Planned 2017-2019 | | | | | | | 5,650 | 3,028 | 1,153 | 1,189,100 | 1,728,284 | 1,055,627 | |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE EXTERNAL - OPERATING

Deferred from 2018

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|---|---------------------------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 18 | Community & Protective Services - Recreation | CE443.3 - 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. | Jan. 2018 | Dec. 2020 | 61.56 | - | 103 | 103 | - | 420,000 | 3,000,000 | |
| | | | | Deferred from 2018 | | | - | 103 | 103 | - | 420,000 | 3,000,000 | |
| | | | | Total Deferred 2017-2019 | | | - | 103 | 103 | - | 420,000 | 3,000,000 | |

Corporate Internal - Operating

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

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

Summaries of the approved corporate internal operating initiatives for 2017 and those planned for 2018 and 2019 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 2017

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|-----------------------------|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 1 | Corporate Departments - CAO | CI601.2 - Conduct an Organizational Culture Review | <p>Conduct an organizational culture review is an initiative within the People Strategy. An organizational culture review has two main focus areas, which include:</p> <ol style="list-style-type: none"> 1. Reviewing the organization's Shared Principles; and 2. Conducting an employee engagement survey. <p>A review of the current Shared Principles will help determine if the principles should be re-established or changed to value statements to reflect the current work environment and evolving organizational culture.</p> | Sep. 2016 | Dec. 2018 | 79.17 | - | 250 | - | - | 27,500 | - | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 2 | Corporate Services - Information Systems | CI384.3 - 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 realization of the goals and objectives of the City and to ensure that initiatives in the corporate plan are appropriately and responsibly managed. This initiative defines the work necessary to develop and implement a project management capability that responds to these recommendations. It is expected that the work contemplated for the next three years will provide a solid foundation for ensuring the successful, robust and effective management and delivery of projects identified within the corporate plan. | Jan. 2016 | Dec. 2018 | 76.93 | 1,161 | 380 | - | 115,776 | 280,650 | 15,000 | Taxes |
| 3 | Corporate Services - Human Resources | CI207.4 - Develop a Supervisor Training Program | In the development of the City of Spruce Grove's People Strategy, there is a need to identify the supervisory competencies within an organizational framework. The December 2012 Human Resources Organizational Effectiveness Review (OER) recommended a number of focus areas for developing competencies to be included as part of the Human Resources Plan. They included recruitment, performance management, and developing and setting goals. These competency requirements still exist in 2016 and 2017. | Jan. 2017 | Dec. 2017 | 74.11 | 188 | - | - | 15,000 | - | - | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 4 | Corporate Services - City Clerk | CI716.2 - 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. 2017 | Apr. 2017 | 68.12 | 430 | - | - | - | - | - | Not applicable |
| 5 | Community & Protective Services - Cultural Services | CI906.1 - Develop a Corporate Direction on Municipal Event Procedure | As the City of Spruce Grove continues to grow, our strategies for managing and directing events must be determined. Currently, there are a number of departments working on events in the region. The development of a corporate strategy will ensure the City's success in communicating and executing community, regional and broader provincial and national events. | Jan. 2017 | Dec. 2017 | 67.50 | 165 | - | - | - | - | - | Not applicable |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-----------------------------|--------------------------------------|---|--|------------|-----------|-------|--------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 6 | Corporate Services - Human Resources | CI215.4 - Develop Organizational Training Framework and Tracking System | This initiative was originally identified as an operational recommendation as part of the December 2012 Human Resources Organizational Effectiveness Review (OER) study. The first areas of focus for developing an organizational training framework included priority recruitment, performance management, and goal setting. This initiative is a component of "Developing a city-wide training strategy" within the People Strategy which is also planned for in 2017. | Jan. 2017 | Dec. 2017 | 67.40 | 123 | - | - | 4,500 | - | - | Taxes |
| Recommended for 2017 | | | | | | | 2,067 | 630 | - | 135,276 | 308,150 | 15,000 | |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Planned for 2018

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 7 | Corporate Services - Corporate Services Admin | CI391.3 - Organizational Effectiveness Review - Corporate Planning Process | The corporate planning process was developed in 2009 and has evolved and matured over the last several issues 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. 2018 | Dec. 2018 | 74.38 | - | 311 | - | - | - | - | Not applicable |
| 8 | Corporate Services - Corporate Services Admin | CI862.1 - 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. 2018 | Dec. 2019 | 72.81 | - | 1,660 | - | - | - | - | Not applicable |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------------------------|--------------------------------------|---|---|------------|-----------|-------|-------------|--------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 9 | Corporate Services - Human Resources | CI208.4 - Implement the Supervisor Training Program | This initiative is specific to the supervisory level staff within the organization. Implementing a supervisor training program was an operational recommendation identified in the December 2012 Human Resources Organizational Effectiveness Review (OER). Specifically the supervisory competencies identified, to be included in the organizational training framework were recruitment, performance management and developing/setting goals. This initiative is also congruent with the City of Spruce Grove's People Strategy, which identified a need for developing a leadership development program and certification. The intent is that this would be an ongoing program. | Jan. 2018 | Dec. 2019 | 72.03 | - | 393 | 393 | - | 25,000 | 50,000 | Taxes |
| Planned for 2018 | | | | | | | - | 2,364 | 393 | - | 25,000 | 50,000 | |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Planned for 2019

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 10 | Planning & Infrastructure - Asset Management | CI395.3 - Establish Best Value Procurement Process for the City | This initiative is to procure the license to utilize the Arizona State University (ASU) Best Value Procurement Process within the City of Spruce Grove'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. | Jan. 2019 | Dec. 2019 | 72.03 | - | - | 32 | - | - | 18,000 | Taxes |
| 11 | Corporate Services - Information Systems | CI385.3 - Readiness Study for Amalgamation of Major City Software Applications | The City of Spruce Grove will undertake a study to determine if the current enterprise-wide systems including financial software are meeting the business requirements of the City and the appropriate time to possibly amalgamate the ten enterprise-wide software programs into one larger system. This project will facilitate planning for future changes including possible workflow changes, consider alignment with other pieces of organizational software and what will be required to do so, the costs associated with it, timing of the changes, resources required, the cultural impact and the planning required in advance of implementation. | Jan. 2019 | Jun. 2019 | 71.35 | - | - | 609 | - | - | 115,000 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) | | |
|-------|--------------------------------------|---|--|------------|-----------|-------|--------------------------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|---------|---------|
| 12 | Corporate Services - Human Resources | CI600.2 - Implement Workforce Training Strategy | Implementing the Workforce Training Strategy is directly dependent on the outcomes of the initiative to "develop a workforce training strategy" and "develop a supervisor training program". The organizational training that is implemented will be dependent in part on the priorities established in the workforce training strategy. | Jan. 2019 | Dec. 2020 | 69.22 | - | - | 347 | - | - | 40,000 | Taxes | | |
| | | | | | | | Planned for 2019 | | | - | - | 173,000 | | | |
| | | | | | | | Total Planned 2017-2019 | | | 2,067 | 2,994 | 1,381 | 135,276 | 333,150 | 238,000 |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Deferred from 2017

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|---------------------------|--------------------------------------|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 13 | Corporate Services - Human Resources | CI602.2 - 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"> -Identifying competencies and clarify values for both planning and managing a succession program -Planning for a quick fill of crucial vacancies at all levels of the organization (i.e. acting relieving assignments) -Developing and retaining top talent -Building and preserving the organization's intellectual capital -Assessing current needs and future resources for seamless succession planning -Utilization of technology and other tools to organize and implement succession planning and management programs | Jan. 2017 | Dec. 2018 | 65.62 | 303 | 296 | - | 30,000 | - | - | |
| Deferred from 2017 | | | | | | | 303 | 296 | - | 30,000 | - | - | |

Deferred from 2018

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|---------------------------|---|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 14 | Planning & Infrastructure - Planning & Infrastructure Admin | CI697.2 - Corporate Environmental Management System | In 2011 the Mayor's Taskforce on the Environment established a 10 year action plan to cover five areas to address sustainability actions for the community. This initiative enhances this work by establishing a formalized system to deal with operational environmental issues, particularly those attached to regulatory and legal issues. An Environmental Management System is similar to a Health and Safety Management System in that there is a formalized system that supports environmental issues, ensures compliance with environmental regulations and manages environmental risks using a formal management framework. Having an Environmental Management System is considered the strongest due diligence defense against regulatory enforcement issues. | Jan. 2018 | Dec. 2019 | 67.40 | - | 290 | 290 | - | 17,500 | 14,700 | |
| 15 | Corporate Services - Corporate Services Admin | CI392.3 - Develop a Corporate Direction for Performance Measures | Performance measures can assist the City of Spruce Grove in providing services effectively and efficiently at the most efficient cost, with clear accountability. A corporate direction and approach to performance measures needs to be developed to identify what services and activities to track and report, what standards to measure against and who to compare performance measures with. | Jan. 2018 | Dec. 2018 | 53.18 | - | 254 | - | - | 75,000 | - | |
| Deferred from 2018 | | | | | | | - | 544 | 290 | - | 92,500 | 14,700 | |

NEW INITIATIVES AND SERVICE CHANGES
CORPORATE INTERNAL - OPERATING

Deferred from 2019

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|---|---------------------------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 16 | Corporate Services - Corporate Services Admin | CI598.2 - 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 | 64.64 | - | - | 220 | - | - | 75,000 | |
| | | | | Deferred from 2019 | | | - | - | 220 | - | - | 75,000 | |
| | | | | Total Deferred 2017-2019 | | | 303 | 840 | 510 | 30,000 | 92,500 | 89,700 | |

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 2017 and those planned for 2018 and 2019 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 2017 and those planned for 2018 and 2019 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 2016 to 2036.

| Long Term Capital Initiatives (thousands) | 2016 | 2017 | 2018 | 2019 | 2020 to 2026 | 2027 to 2036 | Total |
|--|--------|-------|------|-------|-----------------|-----------------|--------|
| Reservoir | 10,000 | 7,700 | - | - | - | - | 17,700 |
| Trunk Sewers | 2,708 | - | - | 1,320 | 5,000 | - | 9,028 |
| City Centre Water Upgrade | - | - | - | - | 6,250 | - | 6,250 |
| | 12,708 | 7,700 | - | 1,320 | 11,250 | - | 32,978 |

The following schedule lists the major Roads long term capital initiatives from 2016 to 2036.

| Long Term Capital Initiatives (thousands) | 2016 | 2017 | 2018 | 2019 | 2020 to 2026 | 2027 to 2036 | Total |
|--|--------|-------|------|------|-----------------|-----------------|---------|
| Arterial Roads | 14,300 | 3,245 | 330 | 330 | 25,184 | 33,346 | 76,735 |
| Westgrove Roundabout | 760 | - | - | - | - | - | 760 |
| Dressen Land Servicing | 605 | - | - | - | - | - | 605 |
| Jennifer Heil Road Overpass | - | - | - | - | 3,610 | - | 3,610 |
| Highway 16A Median | - | - | - | - | - | 4,592 | 4,592 |
| Century Road Interchange | - | - | - | - | - | 85,470 | 85,470 |
| | 15,665 | 3,245 | 330 | 330 | 28,794 | 123,408 | 171,772 |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

The following schedule lists the major Transit long term capital initiatives from 2016 to 2036.

| Long Term Capital Initiatives (thousands) | 2016 | 2017 | 2018 | 2019 | 2020 to 2026 | 2027 to 2036 | Total |
|--|-------|-------|------|-------|-----------------|-----------------|--------|
| Buses | 1,605 | 2,047 | - | - | - | - | 3,652 |
| Park and Ride | - | - | 143 | 374 | 3,594 | - | 4,111 |
| Local Transit | - | - | 300 | 2,525 | 3,075 | - | 5,900 |
| | 1,605 | 2,047 | 443 | 2,899 | 6,669 | - | 13,663 |

The following schedule lists the major Parks long term capital initiatives from 2016 to 2036.

| Long Term Capital Initiatives (thousands) | 2016 | 2017 | 2018 | 2019 | 2020 to 2026 | 2027 to 2036 | Total |
|--|------|-------|------|-------|-----------------|-----------------|--------|
| Jubilee Park | 721 | 3,101 | - | - | 8,723 | - | 12,545 |
| Neighbourhood Parks | 200 | 373 | 384 | 403 | 3,258 | 5,252 | 9,871 |
| Outdoor Facilities | - | 593 | - | 1,063 | 2,469 | 10,250 | 14,375 |
| Century Road Trail | - | - | - | - | 1,200 | - | 1,200 |
| | 921 | 4,067 | 384 | 1,466 | 15,650 | 15,502 | 37,991 |

The following schedule lists the major Community Facilities long term capital initiatives from 2016 to 2036.

| Long Term Capital Initiatives (thousands) | 2016 | 2017 | 2018 | 2019 | 2020 to 2026 | 2027 to 2036 | Total |
|--|------|-------|--------|--------|-----------------|-----------------|---------|
| RCMP | 500 | 4,000 | 4,000 | 5,000 | - | - | 13,500 |
| Protective Services Facility | 250 | 1,100 | 11,000 | 5,885 | - | - | 18,235 |
| Arena Complex | - | - | 3,300 | 26,250 | 26,000 | - | 55,550 |
| Cultural Space | - | - | - | - | 13,000 | - | 13,000 |
| City Centre Off-Street Parking | - | - | - | - | 1,525 | - | 1,525 |
| Library Expansion | - | - | - | - | 500 | 1,500 | 2,000 |
| Recreation Facility | - | - | - | - | - | 83,475 | 83,475 |
| | 750 | 5,100 | 18,300 | 37,135 | 41,025 | 84,975 | 187,285 |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

The following schedule lists the major Facilities and Equipment long term capital initiatives from 2016 to 2036.

| Long Term Capital Initiatives (thousands) | 2016 | 2017 | 2018 | 2019 | 2020 to 2026 | 2027 to 2036 | Total |
|--|------|------|-------|-------|-----------------|-----------------|--------|
| Public Works Satellite Facility | 525 | - | - | - | - | - | 525 |
| Asset Management Software | 155 | 125 | 50 | 110 | - | - | 440 |
| Snow Dump | - | - | 110 | 550 | 625 | - | 1,285 |
| Fire Truck | - | - | 880 | - | - | - | 880 |
| 410 King Street | - | - | - | 825 | 2,500 | - | 3,325 |
| Eco Centre | - | - | - | 526 | - | - | 526 |
| Fibre Ring | - | - | - | - | 1,594 | - | 1,594 |
| Organics Facility | - | - | - | - | 18,350 | - | 18,350 |
| 414 King Street | - | - | - | - | 736 | - | 736 |
| ERP Software | - | - | - | - | 1,264 | - | 1,264 |
| | 680 | 125 | 1,040 | 2,011 | 25,069 | - | 28,924 |

Approved for 2017

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|---------------------------|
| 1 | Planning & Infrastructure - Engineering | DP186.4 - New Growth - Water Reservoir | <p>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.</p> <p>The project will ultimately provide water storage capacity for up to a population of 71,000.</p> | Apr. 2016 | Sep. 2017 | 90.21 | 300 | - | - | 8,975,000 | - | - | Debt, Development Surplus |
| 2 | Community & Protective Services - Community Services Admin | CE104.4 - Integrated RCMP Facility | <p>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.</p> | Jan. 2011 | Dec. 2019 | 86.56 | 214 | 214 | 214 | 4,000,000 | 4,000,000 | 5,000,000 | Debt |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|---------------------------|
| 3 | Planning & Infrastructure - Engineering | DP137.4 - New Growth - Transportation | <p>The City collects offsite levies from developers to construct arterial roads in order to support development in growth areas.</p> <p>2017 Projects: - Extend two lanes of Grove Drive west to allow for access to the new school (\$2,500,000) - Complete walking trails that are missing (\$300,000 - annual) - Prepare Functional Design for Boundary Road (\$150,000) -Pioneer Road completion (\$5,800,000)</p> <p>2018 Projects: -Complete walking trails that are missing (\$300,000 - annual)</p> <p>2019 Projects: -Complete walking trails that are missing (\$300,000 - annual)</p> <p>2020 -Construct Boundary Road from Highway 16A to Grove Drive (\$7,000,000)</p> | Jan. 2017 | Oct. 2025 | 83.96 | 430 | 280 | 280 | 9,245,000 | 345,000 | 345,000 | Debt, Development Surplus |
| 4 | Community & Protective Services - Protective Services | CE588.2 - Design and Construct New Protective Services Facility | <p>The current Protective Services Facility was designed initially for a volunteer fire service decades ago and although there have been several renovations and alterations it does not meet the needs of the current Protective Services department. Also, the rapid growth of the City has necessitated growth within Fire and Enforcement Services that has spread beyond the current facility with no room for growth.</p> | Jan. 2016 | Aug. 2019 | 83.70 | 620 | 730 | 620 | 1,450,000 | 12,000,000 | 7,435,000 | Debt |

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|---------------------|
| 5 | Corporate Services - Information Systems | DP664.2 - Architect New Blade Centre System | The City of Spruce Grove has an IBM Blade Center System that houses six physical blade servers which in turn hosts thirty virtual guest servers that provide most all the applications the City currently uses for daily operations. IBM has given the City notice that the Blade Center system has reached end of life and that in 2018 the complete system will no longer be supported. This initiative is being undertaken to replace the outdated server system with a new Lenovo Flex Server system. | Jan. 2017 | Jun. 2017 | 82.03 | 300 | - | - | 140,381 | - | - | Taxes |
| 6 | Planning & Infrastructure - Engineering | DP138.4 - New Growth – Sanitary Sewer | The City of 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. 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. The Pioneer Trunk Sewer work will be carried into 2017. | Jan. 2017 | Dec. 2020 | 81.77 | - | - | 100 | 1,000,000 | - | 1,320,000 | Development Surplus |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 7 | Planning & Infrastructure - Planning & Infrastructure Admin | DP266.4 - Transit System Growth – Bus Purchase | <p>Through the provincial GreenTRIP grant program, the City of Spruce Grove would purchase six buses to accommodate growth and ridership demand on the City's transit system. This initiative is designed to cover any fleet gap that may exist over the next 5-7 years and create greater operating efficiency. In this concept, the City would purchase the buses and Edmonton Transit Systems (ETS) would continue to maintain, store, and operate them.</p> <p>Although the City could not partner with ETS on procurement as they were not purchasing buses this year, they are reviewing our spec for compatibility. ETS has confirmed that it will provide storage, maintenance and operation of Spruce Grove's newly acquired bus fleet. In addition to the bus purchase there are requirements for an Automated Passenger Counting systems (APC), security camera's, GPS technology to support smart bus technology and a fare box.</p> | Jan. 2014 | Dec. 2018 | 81.72 | 240 | 20 | - | 2,047,087 | - | - | Grants |
| 8 | Planning & Infrastructure - Engineering | DP495.3 - Regional Waste Water Line and Lagoon | <p>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.</p> | Jan. 2017 | Dec. 2018 | 80.05 | 100 | 100 | - | 2,000,000 | - | - | Sale of Lagoon |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|---------------------|
| 9 | Planning & Infrastructure - Engineering | DP139.4 - 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. | Jan. 2017 | Oct. 2025 | 79.79 | 100 | 100 | 100 | 398,101 | 409,234 | 428,346 | Development Surplus |
| 10 | Corporate Services - Information Systems | CI163.4 - Implement Enterprise-Wide Asset Management System | This initiative will involve implementation of an Enterprise-Wide Asset Management System that will enable the City of Spruce Grove to manage infrastructure capital assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service. | Jan. 2015 | Dec. 2019 | 79.69 | 985 | 810 | 810 | 297,000 | 95,000 | 155,000 | Grants, Taxes |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|-------------------------------|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 11 | Planning & Infrastructure - Engineering | CE703.1 - RCMP Land Servicing | <p>A new RCMP station is being built between Highway 16A and the CN rail line and west of Campsite Road. The original servicing concept was to service the sanitary east to an existing line south of Highway 16A and water to a main that is located east of the proposed site. The storm water was to be managed north of the site. A couple of significant items have occurred, as follows:</p> <ul style="list-style-type: none"> - the landowner does not want the pond to be located north of the lands but rather at the very west part of his lands; and - that the access to the site may include both the access onto Campsite Road, as well the access west of the site to Highway 16A. | Jan. 2016 | Jan. 2018 | 79.58 | - | - | - | 235,000 | - | - | Surplus |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 12 | Community & Protective Services - Recreation | CE480.4 - Implementation of Outdoor Facilities Strategy | <p>Recently Council was presented with "Playbook 2029", Spruce Grove's Outdoor Sport Facility Strategy. The intent of this initiative is to advance those strategies and recommendations identified in the report through a functional planning study with primary focus on the following outdoor sport facility needs: Football, Soccer, Pickleball, Skateboarding and Outdoor Ice.</p> <p>The implementation of the following projects for each year are as follows:</p> <p>Outdoor Rink (2017) "AA" Baseball Diamond (2019) "A" Baseball Diamond (2019) Leisure Ice Surface (2020) District Level Skateboard Park (2021) Outdoor Rink (2023) Skating Oval (2025) "AA" Twin Synthetic Soccer/Football Fields (2027)</p> | Mar. 2017 | Dec. 2027 | 77.92 | 217 | - | 80 | 623,000 | - | 1,063,000 | Grants, Taxes |
| 13 | Planning & Infrastructure - Planning & Development | DP445.3 - CityView Master Projects Capability | <p>The City uses CityView software to track several permit types. This initiative would develop the master projects ability in CityView, thereby assisting in the management of multiple permit types on one parcel. This will also enable additional, enhanced reporting for operational improvements.</p> | Jan. 2015 | Dec. 2017 | 76.72 | 700 | - | - | - | 11,000 | - | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|----------------------|
| 14 | Planning & Infrastructure - Engineering | CE905.1 - Addition of a Third Lane to Highway 16A Eastbound | The 2016 Pioneer Road Reconstruction project was tendered to contractors in March 2016. The tender did not include construction of a third westbound lane on Highway 16A from Pioneer Road to the existing three lane section, which currently ends at Peavey Mart. This work was expected to occur in conjunction with the development of the East Pioneer Land commercial development, however, with the very competitive pricing obtained, there is significant operational benefit to building the third lane as part of this project and there is much benefit to disturbing this area only once for construction instead of doing so now for Pioneer Road construction and again in the near future for the Highway 16A 3rd lane construction. All costs related to construction of this third lane are recoverable by the City of Spruce Grove from the developer of the adjacent lands. | Jan. 2017 | Dec. 2017 | 76.67 | 20 | 187 | - | 505,000 | 5,000 | 5,000 | Other Revenue, Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|--|
| 15 | Community & Protective Services - Recreation | CE413.3 - 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.</p> <p>The Jubilee Park Master Update has been divided into the following two (2) phases of capital development:</p> <p>Phase I – 2016 & 2017</p> <p>Design and construct the following system elements:</p> <ol style="list-style-type: none"> 1. Safety & Security 2. Parks Building, 3. Trans Mountain Legacy <p>Phase II – 2024/2025/2026</p> <p>Design and construct the following system elements - Main entry gate, Way finding signage, Two (2) shade structures, Disc golf course enhancements, Asphalt trails, Multi-Purpose Building including building amenities, Sanitary lift station, Trees & shrubs, Lighting, Picnic Shelters, Fibre optic, and various other smaller system elements.</p> | Jan. 2016 | Dec. 2026 | 76.61 | 959 | 1,026 | - | 3,777,000 | 60,000 | 60,000 | Grants, Development Surplus, Taxes, Sponsorships |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 16 | Planning & Infrastructure - Planning & Infrastructure Admin | DP265.4 - 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 representing approximately 1 hectare (2.47 acres). In late 2015 GreenTRIP funding was approved for funding to include this facility. Project milestones consist of a 2016 site options analysis, 2016-17 land negotiations and agreement, 2018 detailed design and engineering work, 2019-2020 construction, with the facility to open in the fall of 2020.</p> <p>This project concept may evolve through discussions with community developers, the Capital Region Board (CRB), and Edmonton Transit Systems (ETS). Economic Development is a key partner in the negotiations on land.</p> | Jan. 2014 | Sep. 2021 | 74.95 | 155 | 267 | 300 | - | 143,000 | 374,000 | Grants |
| 17 | Community & Protective Services - Protective Services | DP855.1 - Fire Prevention Vehicle | In 2015 a Fire Inspector was added to Fire Services. However, a vehicle for the position was missed at the time of hire, and in the subsequent 2016 budget. A new vehicle is required to facilitate the Fire Inspector when performing inspections. | Jan. 2017 | Dec. 2017 | 73.96 | 30 | - | - | 55,600 | 1,200 | 1,200 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--------------------------------------|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 18 | Corporate Services - Finance | CI895.1 - Financial Management Software | Standard cost management tools can be provided by implementing the financial management modules included with the City of Spruce Grove's financial system. Providing these tools is overdue. The existing variety of stand-alone, manual processes hinder, rather than help with financial management. Individual expense tracking puts too much responsibility on individual managers and does not provide enough information to senior managers. | Jan. 2017 | Dec. 2019 | 73.75 | 324 | 4,555 | 1,035 | 34,538 | 277,452 | 9,693 | Taxes |
| 19 | Corporate Services - Human Resources | DP210.4 - Implement Performance Management System Changes | Review and where appropriate, implement changes in the performance management system. This was identified as an operational recommendation in the December 2012 Organizational Efficiency Review (OER) study. "Improve Performance Management Program" is also identified as a 2015 initiative in the City 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. Work on this initiative commenced in 2015 and continues in 2016. The performance management system will be connected with the job evaluation process update and should be fully in place in 2017. | Jan. 2016 | Dec. 2017 | 72.81 | 369 | - | - | - | - | - | Not applicable |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

285

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|---------------------|
| 20 | Corporate Departments - Economic Development | CE863.1 - Rotary Park Land Initiative | Negotiate with the Provincial government to have the restrictive covenants on the Rotary Park lands removed and assemble these lands with adjacent road-right-of-way into a single parcel, which will create a high value highway commercial site for future development. | Jan. 2017 | Dec. 2017 | 72.40 | 195 | - | - | 120,000 | - | - | Taxes |
| 21 | Planning & Infrastructure - Planning & Infrastructure Admin | DP704.2 - 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 stops so that people can ride their bikes to transit stops. This would be supportive where rapid growth has occurred – 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 | 71.35 | 115 | 125 | - | 87,450 | 85,000 | - | Grants, Taxes |
| 22 | Planning & Infrastructure - Planning & Development | DP873.1 - Joint School Site Municipal Reserve Over-dedication | The City of Spruce Grove has worked with the developer of the last quarter section in the West Area Structure Plan to provide a double school site on the lands, as well as a bus transfer centre. The additional facilities cause an over-dedication of Municipal Reserve of approximately 0.644 ha or 1.65 acres. This business case aims to pay the developer for the over-dedication in 2017. | Jan. 2017 | Dec. 2017 | 68.85 | 40 | - | - | 181,500 | - | - | Development Surplus |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 23 | Corporate Services - Human Resources | DP214.4 - Implement Recommendations of Avanti HRIS System Analysis | The recommendations and action steps will have to be developed in conjunction with the outcomes of the Avanti HRIS system analysis initiative in 2015. Initial work with Avanti in 2014 has identified that there is a need to focus on data management within the HRIS system. Data management includes an annual review of the City of Spruce Grove's process and ensuring we are using the software to our capacity. | Jan. 2016 | Dec. 2017 | 67.29 | 222 | - | - | 10,000 | 10,000 | 10,000 | Taxes |
| 24 | Planning & Infrastructure - Public Works | CE878.1 - Installation of Rectangular Rapid Flashing Beacons | This initiative is to provide funding for the purchase and installation of Rectangular Rapid Flashing Beacons (RRFB) at special crosswalk locations in the City of Spruce Grove. The installation of RRFB's at these crosswalks is indicated under the City's Marked Crosswalk Policy. | Apr. 2017 | Jun. 2017 | 66.09 | - | - | - | 99,000 | - | - | Taxes |
| 25 | Community & Protective Services - Protective Services | DP666.2 - 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 | 39 | 25 | - | 27,500 | 82,500 | - | Grants, Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-----------------------------|--|--|--|------------|-----------|-------|--------------|--------------|--------------|----------------------|----------------------|----------------------|-------------------|
| 26 | Community & Protective Services - Recreation | CE414.2 - Construct Pickleball Courts | As identified in the Outdoor Sport Facility Strategy, the sport of 'Pickleball' has firmly established itself as a legitimate outdoor sport activity primarily involving age 55 plus participants in the City of Spruce Grove and area. The initiative proposes the conversion of four tennis courts at Henry Singer into twelve tournament level Pickleball courts. | Jan. 2016 | Dec. 2017 | 62.50 | - | - | - | 141,000 | - | - | Surplus, Grants |
| 27 | Community & Protective Services - Recreation | CE486.3 - Sports & Recreation Facility Expansion - 3rd Floor | The third floor of the Border Paving Athletic Centre (BPAC) has approximately 5,500 square feet of undeveloped space. The City of Spruce Grove has been approached by user groups to consider the development and lease of the space. The intent would be to have the 3rd floor developed through a tenant financed leasehold improvement arrangement with no capital requirement for the City and additional lease revenue to help reduce the building operating deficit. | Jan. 2016 | Dec. 2017 | 59.48 | 105 | - | - | - | - | - | Not applicable |
| Recommended for 2017 | | | | | | | 6,779 | 8,439 | 3,539 | 35,449,157 | 17,524,386 | 16,206,239 | |

Planned for 2018

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 28 | Planning & Infrastructure - Engineering | DP428.3 - Detailed Design and Construction of Snow Dump Site | The City of Spruce Grove requires space to pile snow that is removed from streets in winter months. The City currently trucks the snow to the public works area south of Highway 16A. With the City continuing to grow there is a need to develop another snow dump. The area proposed is north of Highway 16 and east of Century Road where the City lagoons were previously located. This project would design and construct the new snow dump area. | Jan. 2018 | Dec. 2020 | 80.05 | - | 34 | 33 | - | 110,000 | 550,000 | Grants |
| 29 | Planning & Infrastructure - Public Works | CE418.3 - 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. 2018 | Dec. 2020 | 77.55 | - | 88 | 385 | - | 27,500 | 555,500 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|-------------------------------|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 30 | Planning & Infrastructure - Asset Management | CI894.1 - City Hall Upgrades | <p>To continue to accommodate staff growth within City Hall a 3rd floor renovation will be required in 2018 and a 2nd floor renovation will be required in 2019.</p> <p>The 2018 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> <p>The 2019 renovation will reconfigure the second floor customer service area to allow for cubical growth in the east end of the 2nd floor of City Hall.</p> | Jan. 2018 | Dec. 2019 | 76.56 | - | 220 | 206 | - | 79,200 | 60,500 | Taxes |
| 31 | Community & Protective Services - Protective Services | DP857.1 - 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 | 76.51 | - | - | - | - | 888,000 | 12,000 | Grants, Taxes |
| 32 | Community & Protective Services - Recreation | DP856.1 - Recreation Software | <p>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.</p> | Jan. 2018 | Dec. 2019 | 74.64 | - | 602 | 624 | - | - | 74,900 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 33 | Planning & Infrastructure - Planning & Infrastructure Admin | DP507.3 - 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 Spruce Grove and the riders would transfer to the intercity commuter. This will also decrease the commuter bus costs. | Jan. 2018 | Dec. 2020 | 73.49 | - | 400 | 600 | - | 304,315 | 3,689,229 | Grants, User Fees |

NEW INITIATIVES AND SERVICE CHANGES

CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 34 | Planning & Infrastructure - Planning & Infrastructure Admin | CE460.3 - Convert Existing Streetlights to LED | <p>This project would see the replacement of all residential street light (lamps) in the City of Spruce Grove from the current High Pressure Sodium (HPS) to Light Emitting Diode (LED) Technology. Both the City of Edmonton and Calgary, as well as a province wide program in British Columbia are currently running simultaneous programs with strong evidence that significant savings are being achieved by doing the conversion.</p> <p>Fortis Alberta has confirmed that they are directing replacement programs with municipalities starting in 2017. The program would require no capital investment by the municipality, but rather a 10% charge on rates to recover the costs. The cost recovery would remain only until the capital costs to install are recovered by Fortis. Offsetting this cost would be reduced transmission and energy costs. Savings would still be realized in the municipality, however not as much if they had invested in the replacement directly.</p> | Jan. 2018 | Dec. 2018 | 73.23 | - | 60 | - | - | - | - | Not applicable |
| 35 | Community & Protective Services - Recreation | CE448.3 - Arena Complex | <p>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.</p> | Jan. 2018 | Dec. 2021 | 72.29 | - | 225 | 200 | - | 3,300,000 | 23,250,000 | Grants, Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---------------------------------|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 36 | Corporate Services - City Clerk | CI718.2 - Implementation of Electronic Signatures | Implementing an Electronic Signatures Program for City of Spruce Grove 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 project will take the business requirements identified in the business requirements gathering initiative from 2017 and implement an electronic signatures program that will provide opportunities for increased operational efficiencies, improved customer services as well as generate some costs savings. | Jan. 2018 | Dec. 2018 | 70.16 | - | 280 | - | - | 130,100 | 10,000 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---------------------------------|---|---|------------|-----------|------------------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 37 | Corporate Services - City Clerk | DP673.2 - Implementation - Automated Incident Reporting, Investigation and Tracking Process | <p>There is a business need for an effective and efficient tool to manage the reporting, investigation and tracking of all incidents (both risk and safety). This project will take the business requirements identified in the business requirements gathering initiative from 2017 and implement a tool that will transform a manual, inefficient and costly process into an automated one 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.</p> <p>This tool will incorporate incidents involving safety and risk and will take a holistic approach to risk management as well as improve the maturity level of the City's risk management and health and safety programs.</p> | Jan. 2018 | Mar. 2018 | 61.09 | - | 209 | - | - | 65,000 | 10,000 | Taxes |
| | | | | | | | | | | | | | |
| | | | | | | Planned for 2018 | - | 2,118 | 2,048 | - | 4,904,115 | 28,212,129 | |

Planned for 2019

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|---|------------|-----------|--------------------------------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 38 | Planning & Infrastructure - Asset Management | DP133.5 - 410 King Street Facility Repurposing | Renovations of 410 King Street facility when the RCMP relocates to new RCMP facility. If approved, the facility renovation design will occur in 2018 and construction in 2019. | Jan. 2019 | Dec. 2021 | 71.93 | - | - | 471 | - | - | 825,000 | Debt |
| 39 | Community & Protective Services - Protective Services | CI886.1 - 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 | 71.82 | - | - | 210 | - | - | 104,000 | Taxes, User Fees |
| 40 | Community & Protective Services - Protective Services | DP859.1 - 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. The size and complexity of structures within the City of Spruce Grove continues to increase, and currently there are no large capacity structures. However, with the construction of the Border Paving Athletic Centre (BPAC), a new hotel, and other newer structures of this type, the need for better coordinated emergency scene command is required. Currently the service has no such command software. | Jan. 2019 | Dec. 2019 | 66.67 | - | - | 540 | - | - | 23,600 | Taxes |
| | | | | | | Planned for 2019 | - | - | 1,221 | - | - | 952,600 | |
| | | | | | | Total Planned 2017-2019 | 6,779 | 10,557 | 6,808 | 35,449,157 | 22,428,501 | 45,370,968 | |

NEW INITIATIVES AND SERVICE CHANGES
CAPITAL INITIATIVES

Deferred from 2017

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|---------------------------|---|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 41 | Planning & Infrastructure - Engineering | CE880.1 - St. Joseph's School Playground Replacement | Through the Public Corporate Plan Submission process, the City of Spruce Grove has been asked by the St. Joseph's Playground Society to contribute financially to the replacement of the existing playground structure at St. Joseph's School. They have determined that the estimated cost for replacing the playground is \$252,000. The playground is currently maintained by the City, who has informed St. Joseph's School that the playground requires upgrading as it is no longer in line with current safety regulations. | Jan. 2017 | Dec. 2017 | 42.86 | - | - | - | 5,000 | - | - | |
| 42 | Planning & Infrastructure - Engineering | CE881.1 - Ecole Broxton Park School New Front Playground Project | Through the Public Corporate Plan Submission process, the City of Spruce Grove has been asked to contribute \$5,000 towards the construction of a new play area/recreation ground at Broxton Park School. They plan to construct a playground that is usable by students no matter what their physical limitation and they plan to create a park that is 48% wheelchair accessible. The submission was made by the French Immersion Maranatha Early Education Special Needs Parent Advisory Foundation. | Jan. 2017 | Dec. 2017 | 42.55 | - | - | - | 5,000 | - | - | |
| Deferred from 2017 | | | | | | | - | - | - | 10,000 | - | - | |

Deferred from 2018

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 43 | Community & Protective Services - Recreation | DP665.2 - Utility Work Machine for Fuhr Sports Park and Agrena | Purchase of a utility vehicle skid steer 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. 2018 | Jun. 2018 | 63.91 | - | 21 | - | - | 101,000 | - | |
| 44 | Community & Protective Services - Protective Services | DP667.2 - Command Vehicle | A Command Vehicle will provide Fire and Police services, as well as Emergency Management with an economical, mobile command center for medium to large events in the City of Spruce Grove. The unit would be based on in-house modifications to a Recreational Trailer versus the purchase of a true designed command trailer. | Jan. 2018 | Dec. 2018 | 63.54 | - | 110 | - | - | 51,000 | 500 | |
| 45 | Planning & Infrastructure - Public Works | DP733.2 - Cemetery Build-Out | The "build-out" of the Pioneer Cemetery will provide for the extension of the gravel surface roadway and the completion of the layout of the burial plots to the eastern boundary of the property. | Jan. 2018 | Dec. 2018 | 63.18 | - | 40 | - | - | 110,000 | - | |
| 46 | Corporate Departments - Communications | CE93.4 - 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. 2018 | Mar. 2019 | 61.77 | - | 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 | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|---------------------------|--|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 47 | Planning & Infrastructure - Asset Management | CI874.1 - City Hall Building Controls Improvements | Initiating an upgraded building controls project at City Hall will provide the heating, ventilation, and air conditioning (HVAC) system in City Hall to combine all heating and cooling elements into one system, increasing the number of controllable thermostat points on this single system, and increasing the number of controllable dampers in the system allowing greater user control of area heating and cooling, providing more effective occupant comfort control and the potential for increased productivity. | Jan. 2018 | Dec. 2018 | 61.51 | - | 80 | - | - | 121,000 | - | |
| Deferred from 2018 | | | | | | | - | 171 | - | - | 438,000 | 1,100,500 | |

Deferred from 2019

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|--|--------------------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 48 | Planning & Infrastructure - Public Works | DP658.2 - Public Works Cold Storage Building | This initiative is aimed at constructing enclosed cold storage capacity at the new Public Works yard to store materials, supplies, small equipment and attachments that do not require heated storage space. | Jan. 2019 | Dec. 2019 | 63.39 | - | - | 80 | - | - | 275,000 | |
| | | | | Deferred from 2019 | | | - | - | 80 | - | - | 275,000 | |
| | | | | Total Deferred 2017-2019 | | | - | 301 | 105 | 10,000 | 438,000 | 1,375,500 | |

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 2017 and those planned for 2018 and 2019 are located in the Department Business Plan section of this corporate plan document under the business unit identified for each item.

Approved for 2017

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 1 | Planning & Infrastructure - Planning & Development | DP380.3 - CityView Web Portal and Mobile Technology | The initiative will increase turnaround time for inspections from scheduling, to performing the inspection and recording the results, and communicating those back to the builder/developer 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 | Jun. 2018 | 76.20 | 270 | 125 | - | 52,950 | 4,050 | 4,050 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 2 | Corporate Services - Corporate Services Admin | DP263.4 - Enhance Corporate Planning System | The next phase of enhancements to the Corporate Planning system include capacity planning and reporting, report enhancements, and increased data administration functionality to continue to improve effectiveness and efficiencies in the corporate planning process. Some of this work was completed in 2015, but due to capacity issues in the Information Systems department, the end date has been extended from 2016 to 2017. This end date will also allow for any database enhancements that may be required to ensure cross functionality with BI360 Budgeting and Reporting Software and the Project Management implementation. Enhancements, which have not been identified yet, will also be required to manage data for the long term capital plan. | Jan. 2014 | Dec. 2017 | 72.92 | 190 | - | - | - | - | - | Not applicable |
| 3 | Planning & Infrastructure - Asset Management | DP80.4 - Facilities Lifecycle Study Update | This is an update project from the building lifecycle study that was completed by Stantec Consulting in 2009. This project will review and update all existing City of Spruce Grove building lifecycle plans with a detailed examination of building components, and an audit of building components pricing captured in the current plan. The study will include the updating of expected life data from industry standards and will provide updated lifecycle plan replacement costs with 2016 data. | Jan. 2017 | Dec. 2017 | 72.76 | 84 | - | - | 50,000 | - | - | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 4 | Corporate Services - Information Systems | DP681.2 - 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. 2017 | Oct. 2017 | 70.31 | 178 | - | - | 40,760 | 5,200 | 5,200 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 5 | Corporate Services - City Clerk | DP672.2 - 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 | May. 2017 | 69.69 | 321 | - | - | - | - | - | Not applicable |
| 6 | Corporate Services - Information Systems | DP370.3 - Develop Information Systems Account Management Process | Information systems user account management refers to the process by which an individual's access and permissions within information systems is initially activated, periodically reviewed, and timely deactivated consistent with that individual's roles and responsibilities as an employee. | Jun. 2017 | Nov. 2017 | 68.49 | 370 | - | - | - | - | - | Not applicable |

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|----------------------------|
| 7 | Planning & Infrastructure - Planning & Infrastructure Admin | DP876.1 - Environmental Liability – Assessment & Remediation Public Works | The Public Sector Accounting Standard 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) and 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. 2017 | Dec. 2019 | 65.57 | 170 | 170 | 170 | 2,539,000 | 76,000 | 83,000 | Funds previously set aside |

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-----------------------------|---|--|--|------------|-----------|-------|--------------|-------------|-------------|----------------------|----------------------|----------------------|-----------------------------------|
| 8 | Planning & Infrastructure - Planning & Infrastructure Admin | DP890.1 - Environmental Liability – Assessment & Remediation Other Sites | The Public Sector Accounting Standard 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. 2017 | Dec. 2019 | 64.74 | 280 | 280 | 280 | 800,000 | 75,000 | 63,000 | Taxes, Funds previously set aside |
| 9 | Community & Protective Services - Cultural Services | DP687.2 - Freedom of the City Event | The City of Spruce Grove will host a Freedom of the City event in 2017 honouring the 1st Battalion Princess Patricia's Canadian Light Infantry or other divisions of the armed forces. | Jan. 2017 | Dec. 2017 | 59.53 | 381 | - | - | 10,000 | - | - | Taxes |
| Recommended for 2017 | | | | | | | 2,244 | 575 | 450 | 3,492,710 | 160,250 | 155,250 | |

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Planned for 2018

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 10 | Planning & Infrastructure - Planning & Infrastructure Admin | DP376.3 - 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 opportunity. The initiative will require background information beginning with a community waste audit and Tri-Municipal Organics Facility Pre-Design Study to be completed in 2016. 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. Additional investigation performed by the Sustainability Department regarding other community initiatives throughout the Capital Region will provide further support to creating a well thought out strategic plan to guide solid waste management for the City of Spruce Grove. | Jan. 2018 | Dec. 2018 | 77.29 | - | 340 | - | - | 75,500 | - | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|------------------------------|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 11 | Corporate Services - Information Systems | DP860.1 - VDI Implementation | The City of Spruce Grove's engagement of 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 | 69.53 | - | 150 | - | - | 121,500 | 12,000 | Taxes |
| 12 | Planning & Infrastructure - Planning & Development | DP668.2 - Records Scanning | The Planning and Development Department is proposing to hire an outside contractor for digitizing records for storage in TRIM in order to created needed capacity in the file room after years of unprecedented growth. | May. 2018 | Dec. 2019 | 68.12 | - | 145 | 145 | - | 30,000 | 30,000 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--------------------------------------|---|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 13 | Corporate Services - Human Resources | DP676.2 - 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"> 1. Reviewing the organizational Strategic Plan; 2. Research Internal Labour Market; 3. Assess existing (supply) and planned (demand) resource pool 4. Identify future skills demands/needs and gaps/excesses; 5. Model the workforce against the hypotheses and understand the dynamics of the workforce; 6. Define workforce requirements; 7. Develop resourcing strategies with the business units within the scope; 8. Develop a resourcing plan and engagement process with the business units; 9. Implement and measure outcomes of the program strategy; and 10. Integrate with other planning processes. | Jan. 2018 | Dec. 2019 | 67.45 | - | 336 | 336 | - | 35,000 | 30,000 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

Deferred from 2017

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--------------------------------------|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 15 | Corporate Services - Human Resources | DP680.2 - 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. 2017 | Dec. 2017 | 62.66 | 272 | - | - | 5,000 | - | - | |
| | | | | | | | 272 | - | - | 5,000 | - | - | |

Deferred from 2018

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---------------------------------|--|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 16 | Corporate Services - City Clerk | DP670.2 - Needs Analysis and Business Requirements for Electronic Meeting Management Software Change | 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 should be conducted. This will determine if the current meeting management software is addressing the business needs of Council and Administration or whether it is prudent to pursue an alternate service provider for electronic meeting management. | Jan. 2018 | Apr. 2018 | 65.00 | - | 149 | - | - | - | - | |

NEW INITIATIVES AND SERVICE CHANGES

DEPARTMENTAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--------------------------------------|---|--|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 17 | Corporate Services - Human Resources | DP212.4 - Review Human Resources Service Levels | The December 2012 Human Resources Organizational Effectiveness Review (OER) identified that the City of Spruce Grove should define and measure clear service levels provided by Human Resources. The intent is to identify the areas of importance where the Human Resources department needs to progress to the advance level (Level 4) in the Human Resources maturity model which was a tool used in the assessment during the Human Resources OER. Additionally, the Human Resources department will continue to work on measuring outcomes based on Human Resources metrics. Human Resources Measurement is a component of the People Strategy. Human Resources service delivery will also focus on better utilization of the HRIS system and automation, and will move towards greater self service for staff and supervisors regarding Human Resources general information. | Jan. 2018 | Dec. 2018 | 62.86 | - | 194 | - | - | 20,000 | - | |

NEW INITIATIVES AND SERVICE CHANGES
DEPARTMENTAL INITIATIVES

| Row # | Business Unit | Name | Executive Summary | Start Date | End Date | Rank | 2017 Effort | 2018 Effort | 2019 Effort | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|---|------------|-----------|-------|-------------|-------------|-------------|----------------------|----------------------|----------------------|-------------------|
| 18 | Planning & Infrastructure - Planning & Infrastructure Admin | DP200.4 - Develop and Implement City Facility Energy and Water Audit Program | Although many of the recent municipal buildings are built to very high environmental and energy standards, some of the older facilities could benefit from an energy and water improvements as they age. The last comprehensive audit of buildings was conducted by ENMAX in 2003. An updated engineering based audit of some targeted facilities could determine if lifecycle improvements that may be scheduled could benefit from current energy and water conservation technology enhancements. With the inclusion of the Provincial government's carbon tax, any efficiencies will have significant payback as both natural gas and electricity costs are expected to rise. There are opportunities for cost shared grant funding for the assessment and it is anticipated additional grant funding will be available under the Government of Alberta's Climate Leadership Plan. | Jan. 2018 | Dec. 2018 | 62.50 | - | 120 | - | - | 55,000 | - | |

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 2017 and those planned for 2018 and 2019 are located in the Department Business Plan section of this corporate plan document under the business unit identified for each item.

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Approved for 2017

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 1 | Corporate Services - Information Systems | SC204.2 - 1.0 FTE Help Desk Analyst Tier 1 | The performance of a service desk is an indicator of the overall health of an organization's Information Systems. As well as being a key business function, the service desk enables organizations to become more efficient and thrive. The primary aim of the service desk is to restore the normal service to the users as quickly as possible. In the City, Help Desk tasks have been increasing at the rate of 20% per year due to staff growth and implementation of more technology. Requirements for project work, as well as day to day operations have increased. Due to the rapid growth and expansion of technical services there is a need for a Help Desk Analyst at the tier-1 service level to deal with the increased need for desktop services. | Apr. 2017 | 80.21 | 88,487 | 101,647 | 109,703 | Taxes |
| 2 | Community & Protective Services - Community Services Admin | SC154.3 - 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 is to add two officers in 2017, one officer in 2018, and one officer in 2019. | Sept. 2017 | 78.80 | 100,002 | 359,865 | 528,230 | Taxes |

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 3 | Planning & Infrastructure - Public Works | SC292.1 - Storm Water Facility Maintenance | Engineering Services completed measurements of the levels of sediment build-up in the forebays of the City of Spruce Grove's wet storm ponds in 2015 & 2016. They found that two of the storm ponds require dredging to clean out the forebays and return the facilities to optimum operating condition. This initiative is intended to fund the inception of a maintenance program in Public Works, focused primarily on the periodic cleaning of engineered forebays throughout the City's storm water management system. | Jan. 2017 | 77.92 | 75,000 | - | - | Utility Surplus |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--------------------------------------|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 4 | Community & Protective Services - Community Services Admin | SC319.1 - 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. 2017 | 77.92 | (259,920) | (170,202) | (255,990) | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 5 | Community & Protective Services - Protective Services | SC232.2 - Enforcement Services Staffing Plan | <p>A 2014 review of staffing levels for Enforcement Services indicated that compared to other municipalities the City is on average or slightly lower than average for staffing, but the expectation of service is higher in Spruce Grove. This staffing plan is based on current demands on the service. The recommendation is one staffing plan that is multi year.</p> <ul style="list-style-type: none"> - In 2017 the DC Safe City will retire and the intent is to recruit a replacement that can perform the management duties of Fire Inspections and the Management functions of Enforcement Services. This will allow more of the current Sergeant's time to be on the road, thereby resulting in additional enforcement hours without adding a position. - In 2016 one Sergeant was added dividing the service into two watches each supervised by a Sergeant who focuses on daily street supervision. - In 2017 add one CPO 1 to even both watches out into two CPO 1's and 1 CPO 2, each with a Sergeant. | Jan. 2017 | 76.67 | 108,300 | 111,379 | 120,456 | Taxes, User Fees |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|------------------------------------|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 6 | Corporate Services - Information Systems | SC209.2 - 1.0 FTE Security Analyst | <p>Information Security Analysts are responsible for protecting an organization's digital information and computer networks while ensuring policies and procedures are adhered to. A dedicated Security Analyst is essential to the successful implementation of the security framework established by the City in 2014.</p> <p>The City has completed an external penetration test and an internal network and wireless audit in 2016. We failed the audit in both cases and our overall risk rating was identified as medium to high. The City does not have the required resources at this time to perform these tasks on a regular basis so we will continue to be at risk of breaches on the network.</p> <p>This position also has an added benefit in that typically Security Analyst's are network administrators. This will give the City a backup for the existing Network Administrator role and will also allow for the sharing of the network administration workload.</p> | Apr. 2017 | 76.15 | 97,509 | 114,191 | 123,270 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 7 | Community & Protective Services - Cultural Services | SC9.4 - 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. | Jan. 2017 | 75.36 | 21,137 | 42,802 | 87,216 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--------------------------------------|---------------------------------------|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 8 | Corporate Services - Human Resources | SC309.1 - 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 & Safety (OH&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. Work is progressing to achieve this work plan which emphasizes program administration, hazard identification, hazard assessment, hazard control, updates to safe work practices, and assessment of training requirements.</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. 2017 | 75.21 | 20,000 | - | - | Taxes |

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 9 | Planning & Infrastructure - Planning & Infrastructure Admin | SC321.1 - Transit Operations Consulting Support | In 2017, the City of Spruce Grove will begin to implement the GreenTRIP Transit Plan with the acceptance of six buses and the contracting of bus operations and maintenance with Edmonton Transit System (ETS). ETS will continue to provide contracted operation and maintenance services both for the six Spruce Grove purchased buses and the seven contracted buses. The amount of planning, communications and oversight required will increase considerably. Monitoring use of the new route, to ensure ridership is growing or to determine if route changes are required will be important. The scope of work will be expanding to ensure that maintenance and cleaning of our buses is maintained. Our pilot project with Parkland County will also expand to include South Acheson, which will add to our contracting requirements to provide information, issue support and invoicing. Further planning will be required for the next stages of growth in the plan, and the various parts of the capital development. | Jan. 2017 | 74.58 | 45,000 | - | - | Taxes |
| 10 | Community & Protective Services - FCSS | SC12.4 - Specialized Transit Service Operating Funding Increase | Increase in operating funding requested by Specialized Transit Service (STS). | Jan. 2017 | 74.32 | 8,000 | 16,000 | 21,000 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 11 | Community & Protective Services - Recreation | SC164.3 - 1.1 FTE Jubilee Park Programs Casual | Reporting to the Open Space Coordinator, casual staff at Jubilee Park will supervise the active play areas including the playground, putting green, disk golf course and water feature. Staff will be expected to monitor activities, deal with emergency situations, perform basic janitorial duties, and conduct and submit water tests. | May. 2017 | 73.85 | 77,074 | 60,514 | 64,855 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--------------------------------------|--|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 12 | Corporate Services - Human Resources | SC4.4 - HR Consultant Contract Dollars | <p>Recruitment of staff to the organization and implementation of the People Strategy initiatives is becoming more complex and time consuming and is beyond the capacity of the existing resources within Human Resources. Human Resources services continues to be in high demand due to continued growth of the organization. This demand for increased Human Resources services and activity is a trend that is expected to continue. This service change initiative was identified in the Human Resources OER (Organizational Effectiveness Review) as a recommendation.</p> <p>Commencing in 2015, additional funding for use of Human Resources contracted consultant resources were included in the Corporate Plan and again in 2016. This request is to continue in 2017, as the People Strategy initiatives are worked on and implemented. 2017 will be the third year of the initial three year funding commitment.</p> | Jan. 2017 | 73.54 | 50,000 | - | - | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 13 | Corporate Services - Finance | SC311.1 - Dog Licensing | Eliminate the requirement for dog owners to obtain a municipal license and simply require dogs to have identification. Contemporary animal control practices no longer rely on licensing information. | Jan. 2017 | 71.67 | 35,552 | 36,444 | 36,332 | User Fees |
| 14 | Community & Protective Services - Community Services Admin | SC316.1 - RCMP Municipal Administration | The City of Spruce Grove has added a number of additional officers over the last few years without additional support staff. Additionally, there is increased demands on support staff over the past few years for such things as changes to criminal record check requirements and false alarms. Support staff provide an invaluable service to members. By allocating more administrative support, officers are able to spend more time being pro-active in the community. With limited support, members are having to take on administrative duties which takes them away from more visible pro-active community policing. Adding support staff also increases the work of officers at a much lower cost. The plan is for one additional support staff in 2017 and one in 2018 for both Spruce Grove and Stony Plain. | Apr. 2017 | 71.09 | 57,723 | 135,108 | 161,841 | Taxes |

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 15 | Planning & Infrastructure - Asset Management | SC174.2 - 1.0 FTE Building Operator | With the addition of the new Public Works facility, King Street Mall office space, and the Border Paving Athletic Centre (BPAC), building operations have increased by 115,000 sq ft. To ensure ongoing service levels of preventative and reactive maintenance are completed, 1 FTE to service the new building space is required. | Apr. 2017 | 70.68 | 97,811 | 93,273 | 100,720 | Taxes |
| 16 | Planning & Infrastructure - Public Works | SC146.3 - Streetsweeping Sand Disposal Through Recycling | This initiative will provide for the ongoing recycling of street sweepings as a responsible method of sand disposal. | Jan. 2017 | 70.00 | 40,000 | 40,000 | 40,000 | Taxes |
| 17 | Corporate Services - Information Systems | SC296.1 - 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. | Jan. 2017 | 69.17 | 35,000 | - | - | Taxes |
| 18 | Corporate Services - Finance | SC233.2 - 1.0 FTE Accounts Payable Representative | A second accounts payable representative is needed to manage increased volume, track project costing detail, and implement new programs for purchase orders, early bill payment discount and purchasing card rebates. | Mar. 2017 | 68.44 | 67,632 | 75,621 | 81,626 | Taxes |
| 19 | Community & Protective Services - Recreation | SC298.1 - Convert 1.1 FTE Casual to 1.0 FTE Permanent | Convert 1.1 FTE casual to 1.0 FTE permanent full-time in an effort to improve overall recreation facility customer service, while remaining cost neutral. | Jan. 2017 | 67.55 | 18,952 | 23,346 | 30,126 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-----------------------------|--|--|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 20 | Corporate Departments - Economic Development | SC131.3 - 1.0 FTE Economic Development Coordinator | The Economic Development Coordinator provides administrative and planning support to the Manager, Economic and Business Development and the Economic Development Department. This position will take responsibility for preparing and administering budgets and the department's corporate plan, maintaining and updating the department's website and publications, collecting market intelligence as directed, responding to requests for information and briefing packages, and managing the Community Spirit Award, Developer's Luncheon and other Economic Development-related events. | Jul. 2017 | 65.94 | 51,115 | 76,359 | 82,362 | Taxes |
| 21 | Planning & Infrastructure - Public Works | SC305.1 - Westgrove Tribute Park | This initiative is to develop existing parkland space for use as a tribute park where residents may have a tree planted as a means to honour a loved-one, mark a special event or to commemorate some other worthy milestone. After a review of potential locations, the park area adjacent the Heritage Grove pathway and the Westgrove Storm Pond is being forwarded as a suitable location for this initiative. | Jan. 2017 | 64.74 | 30,000 | - | - | Taxes |
| Recommended for 2017 | | | | | | 864,374 | 1,116,347 | 1,331,747 | |

Planned for 2018

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 22 | Community & Protective Services - FCSS | SC205.2 - 1.0 FTE Community Development Coordinator - FCSS | This position would 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 would work with other departments, community groups, and citizens to build capacity and community engagement, and to maximize efficiencies. | Mar. 2018 | 75.57 | - | 116,575 | 121,837 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---------------------------------------|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 23 | Planning & Infrastructure - Planning & Infrastructure Admin | SC196.2 - 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. This has been considered with this expansion and a portion of the fees charged to Parkland County will cover these additional duties. There has been some discussion with Parkland County of sharing human resources to manage their transit initiatives. With the approval of the GreenTRIP grant, there will be five 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. | Jan. 2018 | 75.05 | - | 116,275 | 122,037 | Taxes |

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--------------------------------------|---|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 24 | Corporate Services - Human Resources | SC165.3 - 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. A successful audit results in a minimum of 5% reduction on annual WCB premiums. 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).</p> <p>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 | 73.44 | - | 15,000 | - | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 25 | Community & Protective Services - Protective Services | SC240.2 - 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 actual on duty platoon chief to deal with these issues at a cost substantially higher than the proposed system. | Jan. 2018 | 71.09 | - | 68,000 | 68,000 | Taxes |
| 26 | Corporate Services - Information Systems | SC167.3 - 1.0 FTE Corporate GIS Technologist | The 2014 GIS business analysis report recommendations identified a need for a third GIS staff in 2018. 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. 2018 | 70.89 | - | 102,818 | 125,972 | Taxes |

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---------------------------------|---|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 27 | Corporate Services - City Clerk | SC299.1 - 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 process and the Clerk's expertise on the Board and its quasi-judicial role. | Jan. 2018 | 69.90 | - | - | - | Not applicable |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------------------------|--|--|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 28 | Corporate Departments - Communications | SC206.2 - 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. 2018 | 66.30 | - | 62,115 | 108,177 | Taxes |
| 29 | Community & Protective Services - Recreation | SC304.1 - Jubilee Park Structure - Joint Contribution | At the April 18, 2016 Committee-of-the-Whole meeting, Council received five public submissions for consideration as part of the 2017 - 2019 Corporate Plan. One of these submissions was from the Grove Cruise Society. The Grove Cruise Society would like to make a lasting contribution to the community at large by joining the City of Spruce Grove in building a structure at Jubilee Park that can be used by the community as a whole for larger functions held at the park. | Jan. 2018 | 63.70 | - | - | - | Not applicable |
| Planned for 2018 | | | | | | - | 480,782 | 546,023 | |

Planned for 2019

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 30 | Planning & Infrastructure - Public Works | SC53.4 - 1.0 FTE Parks Operator | This initiative increases the permanent staffing complement within the Parks and Open Spaces section of Public Works by 1 FTE. The increase in staffing is needed to maintain status quo service levels while accepting new inventories created through the growth of the City of Spruce Grove. | Mar. 2019 | 73.23 | - | - | 84,249 | Taxes |
| 31 | Corporate Services - Finance | SC234.2 - 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 | 71.93 | - | (14,000) | (33,000) | Taxes |
| 32 | Community & Protective Services - Protective Services | SC308.1 - 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 mean time, the current arrangement will continue. | Jan. 2019 | 70.31 | - | - | 202,426 | Taxes |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|---|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 33 | Corporate Services - Finance | SC235.2 - Purchasing Card Rebates | Reduce ongoing costs by implementing a purchasing card rebate program. | Jan. 2019 | 69.84 | - | (15,000) | (32,000) | Taxes |
| 34 | Community & Protective Services - FCSS | SC282.1 - 0.5 FTE Administrative Assistant - FCSS | FCSS continues to see a sharp increase in access to programs and services. This equates directly to an increased need for administrative assistance to provide support for those programs and services, including reception, program support, and records management at two locations. For several years FCSS and Social Planning had 2.0 FTE administrative support positions. In 2014, increasing service demands for supported individual client services and goal oriented case management required one of the FTE's submit for reclassification. A .5 FTE was hired to backfill for the reclassification, leaving the department with 1.5 FTE's. The addition of another .5 FTE would bring the administrative support component back to what it was in 2014 and would allow for more administrative functions to be transferred from program staff and management, building capacity by allowing more time for programming, client services, and management functions for those positions. | Mar. 2019 | 68.96 | - | - | 36,279 | Taxes |

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|---|------------|--------------------------------|----------------------|----------------------|----------------------|-------------------|
| 35 | Planning & Infrastructure - Asset Management | SC290.1 - Fleet Procurement Services Contract Dollars | With the growth of the City of Spruce Grove fleet, an additional .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 | 68.85 | - | - | 25,000 | Taxes |
| 36 | Planning & Infrastructure - Asset Management | SC289.1 - 1.0 FTE Building Operator | With the addition of the new RCMP, Protective Services, satellite Public Works facilities, Jubilee Park buildings and expansion of King Street Mall office space, building operations will increase by approximately 100,000 sq ft. to ensure ongoing service levels of preventative and reactive maintenance are completed. Asset Management requires 1 FTE to service the new building space. | Mar. 2019 | 68.07 | - | - | 123,429 | Taxes |
| 37 | Community & Protective Services - Protective Services | SC87.4 - 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. | Jul. 2019 | 66.30 | 364,145 | 384,446 | 1,078,703 | Taxes |
| | | | | | Planned for 2019 | 364,145 | 355,446 | 406,383 | |
| | | | | | Total Planned 2017-2019 | 1,228,519 | 1,952,575 | 3,362,855 | |

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Deferred from 2017

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 38 | Corporate Services - Finance | SC322.1 - Reduced Penalty Rates | Reduce the monthly penalty rate from 2.5% to 1.0% on property tax, utility and general accounts receivable. | Jan. 2017 | 69.17 | 531,176 | 544,335 | 560,268 | |
| 39 | Community & Protective Services - Community Services Admin | SC155.3 - RCMP School Resource Officer | Parkland School Division has approached the City of Spruce Grove and Town of Stony Plain about adding an additional School Resource Officer starting in the fall of 2016. No discussions have taken place, as it is assumed that the request would start in 2017. 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. | Jan. 2017 | 65.57 | 10,000 | 30,800 | 31,800 | |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|---------------------------|--------------------------------------|--|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 40 | Corporate Services - Human Resources | SC310.1 - Use of Executive Search Firms (Specialty Recruitment Agencies) | Executive search firms or specialty recruitment agencies are often called on to assist organizations with recruiting specialty or hard to fill positions. In the recent past, with the exception of the Chief Administrative Officer (CAO) position, the City of Spruce Grove has not utilized this resource and has focused on use of existing internal resources to conduct our recruitment needs. The intent would be to plan for the use of an outside executive search firm or specialty recruitment agency to assist the City with recruitment for up to three positions each year for those difficult to recruit positions. | Jan. 2017 | 60.42 | 60,000 | - | - | |
| Deferred from 2017 | | | | | | 601,176 | 575,135 | 592,068 | |

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Deferred from 2018

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 41 | Planning & Infrastructure - Planning & Development | SC207.2 - 0.5 FTE Planner | Increase the existing 0.5 FTE Planner position to a 1.0 FTE position. | Jan. 2018 | 66.61 | - | 94,329 | - | |
| 42 | Planning & Infrastructure - Planning & Infrastructure Admin | SC239.2 - 0.33 FTE Summer Student - Outreach | To help enhance waste diversion and water conservation, Sustainability would utilize a summer student to assist developing and implementing community based social marketing techniques. These techniques work directly with residents to create a more direct dialogue on initiatives and works on rewarding and recognizing good behaviour such as those that compost kitchen wastes or assist with home water conservation audits in apartments and condominiums. | May. 2018 | 63.80 | - | 10,537 | - | |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|--|--|---|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 43 | Planning & Infrastructure - Asset Management | SC312.1 - 1.0 FTE Public Works Building Services | <p>Due to the increased size the new Public Works building requires resources to provide shipping and receiving services, fleet maintenance and day to day ongoing maintenance. In the previous building, fleet mechanics commonly received goods that arrived due to proximity of storage. With the construction of individual Public Works group spaces and the increasing volume of deliveries the ability for the fleet mechanical team to receive goods is no longer recommended.</p> <p>A 1.0 FTE labour position will provide value added services to the Public Works building, Public Works operations and fleet services teams while meeting the needs for shipping and receiving support. The technical diversity of tasks in materials receiving (forklift experience) makes it difficult to have an outsourced provider provide this service to the City in an efficient manner.</p> | Sep. 2018 | 62.40 | - | 78,239 | - | |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|---|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 44 | Community & Protective Services - Cultural Services | SC211.2 - 1.0 FTE Cultural Services Coordinator | Currently, Cultural Services has a 0.5 Events Casual position typically used as a Volunteer Coordinator/ Events Assistant for the Canada Day event. With the increase in service for City events, as well as our new community engagement strategy and commitment, the request is to make this casual position a 1.0 FTE Cultural Services Coordinator position in March 2018. | Mar. 2018 | 62.24 | - | 20,691 | - | |
| 45 | Corporate Services - Finance | SC212.2 - 1.0 FTE Finance Intern | A junior accountant hired under the Municipal Internship Program would help the City further develop its financial management and reporting systems. | May. 2018 | 60.16 | - | 58,712 | - | |

NEW INITIATIVES AND SERVICE CHANGES

SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|--|------------|--------------------|----------------------|----------------------|----------------------|-------------------|
| 46 | Corporate Services - Corporate Services Admin | SC58.4 - 0.5 FTE Corporate Services/Planning & Infrastructure Administrative Assistant | Organizational growth and the demands being placed on the Corporate Services and Planning and Infrastructure General Managers and their shared Administrative Assistant are such that a 0.5 FTE Administrative Assistant is required to provide the necessary assistance to the departments. Currently, there is one shared position that serves both areas. A 0.5 FTE position would also serve both departments, but would have a primarily administrative role, whereas the current Administrative Assistant position would provide both administrative and higher level support to the General Managers and their departments. | Apr. 2018 | 59.79 | - | 32,414 | - | |
| | | | | | | | | | |
| | | | | | Deferred from 2018 | - | 294,922 | - | |

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

Deferred from 2019

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---------------------------------|---|--|------------|-------|----------------------|----------------------|----------------------|-------------------|
| 47 | Corporate Services - City Clerk | SC199.2 - 1.0 FTE Records Management Technician | The Records Management Technician assists with the administration of the corporate information management program. This position focuses on supporting information management through the electronic document management system (currently TRIM), including troubleshooting, records retrieval, providing training and overall assistance to the organization. In addition, this position works with the Information Management Coordinator to advance the principles of information governance. | Jan. 2019 | 62.24 | - | - | 60,794 | |

NEW INITIATIVES AND SERVICE CHANGES
SERVICE CHANGES

| Row # | Business Unit | Name | Executive Summary | Start Date | Rank | 2017 Costs (Revenue) | 2018 Costs (Revenue) | 2019 Costs (Revenue) | Funding Source(s) |
|-------|---|--|---|------------|---------------------------------|-------------------------|-------------------------|-------------------------|----------------------|
| 48 | Community & Protective Services - Cultural Services | SC284.1 - 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 | 45.68 | - | - | 1,000,000 | |
| | | | | | Deferred from 2019 | - | - | 1,060,794 | |
| | | | | | Total Deferred 2017-2019 | 601,176 | 870,057 | 1,652,862 | |