



CORPORATE PLAN

2020–2022

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Strategic Overview

STRATEGIC OVERVIEW

About Spruce Grove

Spruce Grove, Alberta, is a vibrant, dynamic city of just over 35,000 residents. Located approximately 11 kilometres west of the provincial capital, it boasts a mix of industry, commerce and community that make Spruce Grove a great place to live, work and experience community.

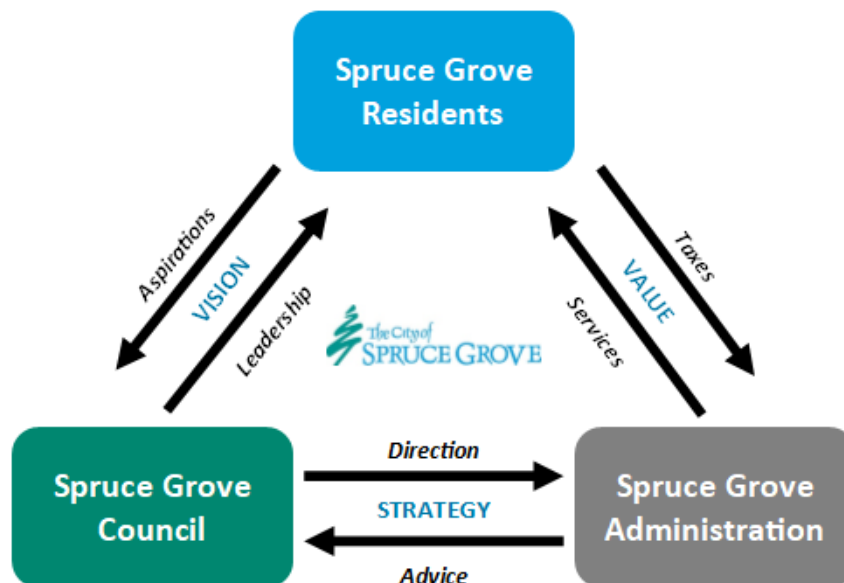
The characteristics that attracted people to Spruce Grove in its early years are still an essential part of the community’s current appeal. These include offering a welcoming place for the entrepreneurial spirit, having an abundance of trees and ample green space, providing opportunities to enjoy cultural and recreational events, and being a gathering place and bustling trading centre.

In recent years, the city’s industrial and commercial lands have expanded and today Spruce Grove is the regional service centre and commercial destination for a trade catchment population of 138,000. Amenities such as popular national stores, boutique retailers, personal and health services, as well as schools and entertainment are all within close proximity. The skilled workforce in and around Spruce Grove also contributes towards supporting industry for many years to come.

Along with evolving into a self-sufficient urban centre, the city has also developed a strong sense of community pride and identity. Facilities such as the tri-municipally built TransAlta Tri Leisure Centre, Fuhr Sports Park, Horizon Stage and Border Paving Athletic Centre contribute to this sense of community. In addition, diverse recreational and cultural programs, parks and open spaces, like Jubilee Park, and numerous community events have the ability to strengthen social networks and civic engagement in Spruce Grove. The services, amenities and community spirit offered by the City of Spruce Grove all contribute towards building a safe, caring and attractive community.

About City Administration

Spruce Grove works in partnership between Council, Administration and our residents, respecting community needs and aspirations while delivering quality services.



Moving Forward: A Time for Change

Message from the City Manager

It is my pleasure to present the City of Spruce Grove's 2020-2022 Corporate Plan; a plan that is a reflection of where the economy, province and City are today. We are in a period of significant change, which presents an opportunity to reflect on what we do well, what we need to do better, and what we need to change to continue providing quality services to citizens. It is our intent to use 2020 as a springboard to set strategic priorities, bring greater clarity to our service delivery and ensure value for money for our citizens.

Over the past few years the City has been in the fortunate position of having a significant amount of growth. Investments and decisions were made based on our prosperity and those growth rates, including investing in capital and services that have resulted in a new Protective Services building, a new RCMP facility through a partnership with the Town of Stony Plain, improved underground infrastructure and local transit, along with a variety of service enhancements to our community.

The City of Spruce Grove is in a time of transition. With growth comes change and we are evolving into a mid-sized city. Along with this shift comes a variety of opportunities and challenges that need to be addressed in the coming years. Growth rates have now slowed down and the City's debt servicing costs, combined with inflation, added staffing requirements to respond to previous years' growth, and launching a local transit service, have had a significant impact on the City's financial position. In addition to this, the 2019 Provincial Budget reduced the City's budget by approximately \$830,000. Although City departments identified \$3.9 million in cost savings and/or deferrals in their 2019 and 2020 budgets, the City's financial position presents challenges and demands changes to our current financial trajectory. We need to balance our investments to align with our growth rates.

As a result, Administration will use 2020 as a reframing opportunity. We will confirm fiscal philosophies, align planning processes and review service delivery in response to Council's strategic direction. The 2020-2022 Corporate Plan was built with this change in strategy and direction in mind and it represents only what Administration believes is critical to proceed in 2020.



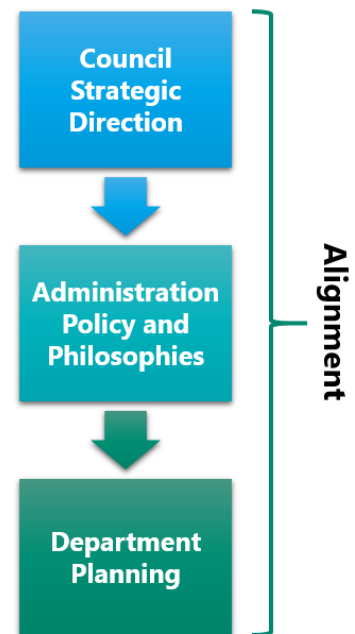
City Manager Simon Farbrother

2020 is a Reframing Year

The reframing year is about preparing for 2021 and beyond. In order to present a corporate plan for 2021 that addresses the fiscal sustainability and direction as a City, Administration will use 2020 to work closely with Council to assess and confirm Council's strategic direction. In response to Council's direction, Administration will assess and confirm policies and philosophies to ensure there is alignment between department planning and Council direction, and the confirmed policies and philosophies will set the foundation for the 2021 Corporate Plan.

The outcomes of implementing Council's strategic direction as part of this reframing year include:

- A clearer focus
- Strategies to support and guide problem solving and decision making
- Redefined strategic and corporate planning processes
- Organizational objectives set by the Corporate Leadership Team
- A planning hierarchy established that aligns the organization to those objectives



At a corporate level, the focus for City staff will be on:

- **Strategy:** clarity of purpose, aligning strategy as an organization to respond to Council's direction and leveraging resources to move the City forward.
- **Our day to day work:** ensuring staff have the resources they need to keep services and day to day work at a high standard.
- **Corporate Culture:** confirming and following our values as an organization.
- **Communication:** allowing for non-hierarchical communication in both a structured and unstructured way, recognizing that it needs to be consistent, honest, open and transparent.
- **Structure:** knowing where we're going as an organization and the structure will follow that direction. Structure is a consequence of form following function.

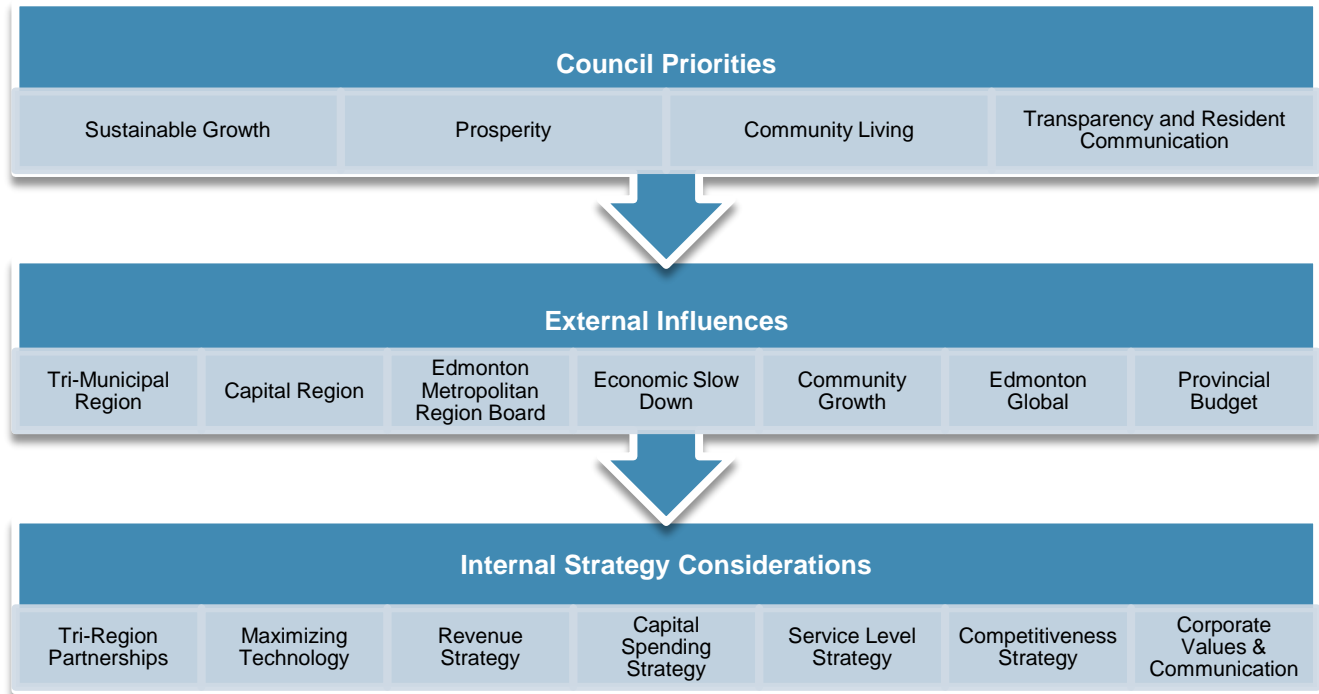
Looking at the long term direction of the City, Council direction on key portfolios will have a significant impact on fiscal planning in 2020 and beyond. This includes direction on the regional funding model, the future of the Westwind lands project options, the prospect of future front ending of developer infrastructure projects, whether to explore a greater split between residential and non-residential tax rates, user fee policies, and capital and operating budgets in the coming years.

In looking at the City's budget, operating budget averages 73% of the total budget and the capital budget averages 27%. Analysis of revenues and expenses in relation to comparator communities indicate that the City is well run and operating expenses are well within the average for a municipality the size of Spruce Grove. The City will continue to review budget philosophies, streamline our processes and assess service levels to determine where efficiencies can be found.

The 2020 reframing year is meant to provide Council with the information and strategies they need to govern effectively and to provide Administration with direction to align policy and philosophies. In order to do this effectively, a better understanding of the current and projected financial position is needed.

Risks and Challenges Moving Forward

The challenges facing the City are complex and will be carefully analyzed so to advise Council on the best course forward balancing the needs of today and tomorrow. There are several factors that will need to be considered along with understanding their inter-relationships during this reframing year in order to ensure a healthy and sustainable course forward for the city. These factors are a combination of Council priorities, external influences and internal strategy considerations.



In building the strategies in support of Council's priorities, Administration will be considering the challenges facing the City and how to best take advantage of opportunities and mitigate risks.

Politically, the provincial budget and fiscal restraint at the provincial level may have a significant impact on municipal revenues. Broadening revenue strategies and revising financial policies will help to improve our agility and sustainability. There are also opportunities to work with partners in the Tri-Municipal Region and the Edmonton Metropolitan Region under the principle of shared investment for shared benefit.

From a capital perspective, effective asset management helps Administration to better understand the risks around infrastructure deficit and failure and supports cost effective planning while maximizing community benefit over time. Administration is also looking at how potential developer insolvency is addressed and the possible impacts to our budget.

From an operational perspective, various risks around technology, business continuity and staff capacity will all be addressed as Administration works through the reframing year. It is important to consider these factors, among others, as Administration drafts recommendations for Council and helps to set the City's strategic direction.

The City's Financial Position

The City's financial position presents current and future challenges. Further analysis and change of fiscal activity is required to bring the City back to financial health. The three key indicators used to evaluate the City's financial health are as follows:

- Net Financial Assets/Net Debt
- Long Term Debt
- Municipal Fund portion of the Accumulated Surplus

Comparative analysis of these three indicators in relation to comparable communities shows the City in the lowest position for both Net Debt and Municipal Fund Reserve and is approaching its own limits related to long term debt. Further detail is provided in the Fiscal Plan section of this document.

The 2020-2022 Corporate Plan

Historically, the three year corporate plan provides an overview of what initiatives and service changes Administration recommends within a three year window. Given the need for a reframing year, the approach to this year's plan is different. The information included in this corporate plan is a reflection of what Administration believes is critical to proceed in 2020.

Department 2019 Budget Forecasts and 2020 Status Quo Budgets

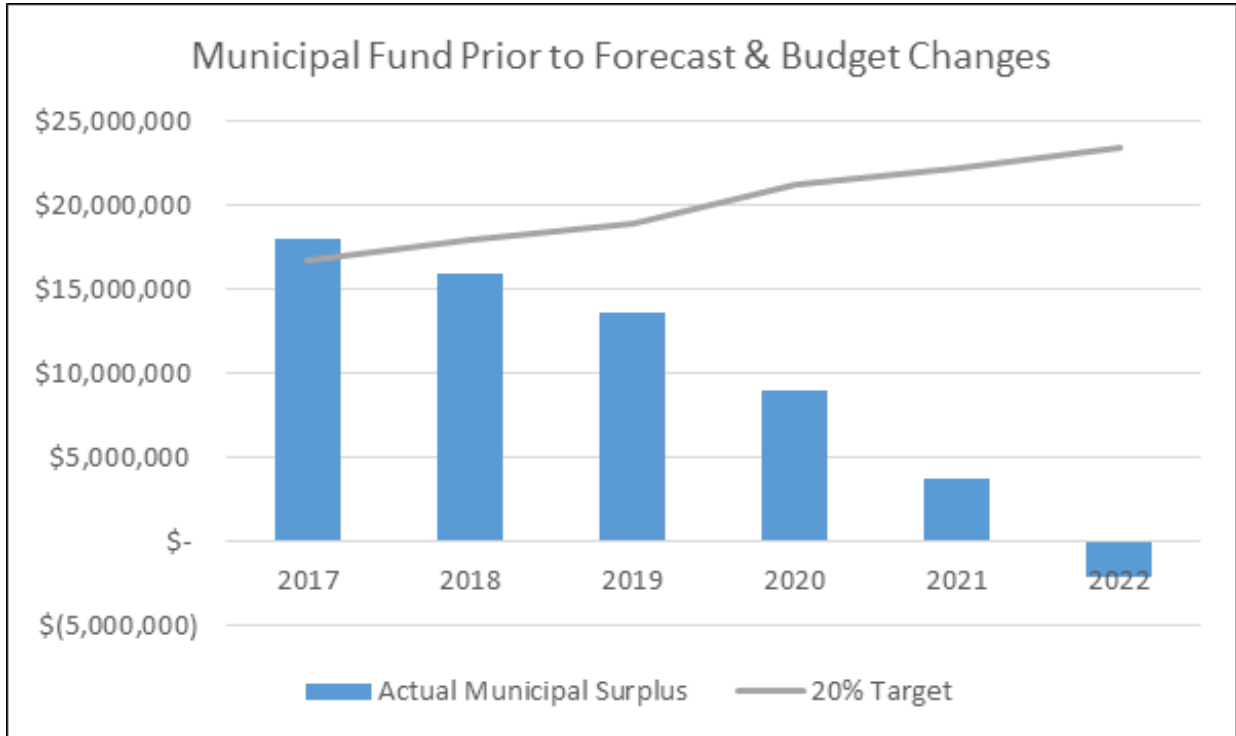
Knowing the City's financial position, departments were directed to review their 2019 forecasts and 2020 budgets to determine where cost savings and/or deferrals could be made. In total, departments identified \$2.1 million in cost savings and/or deferrals in their 2019 forecasts and \$1.8 million in cost savings and/or deferrals in their 2020 budgets. The 2019 adjustments are comprised of the following:

- \$1.3 million in budget savings
- \$400,000 from cost deferrals
- \$356,000 from forecast corrections

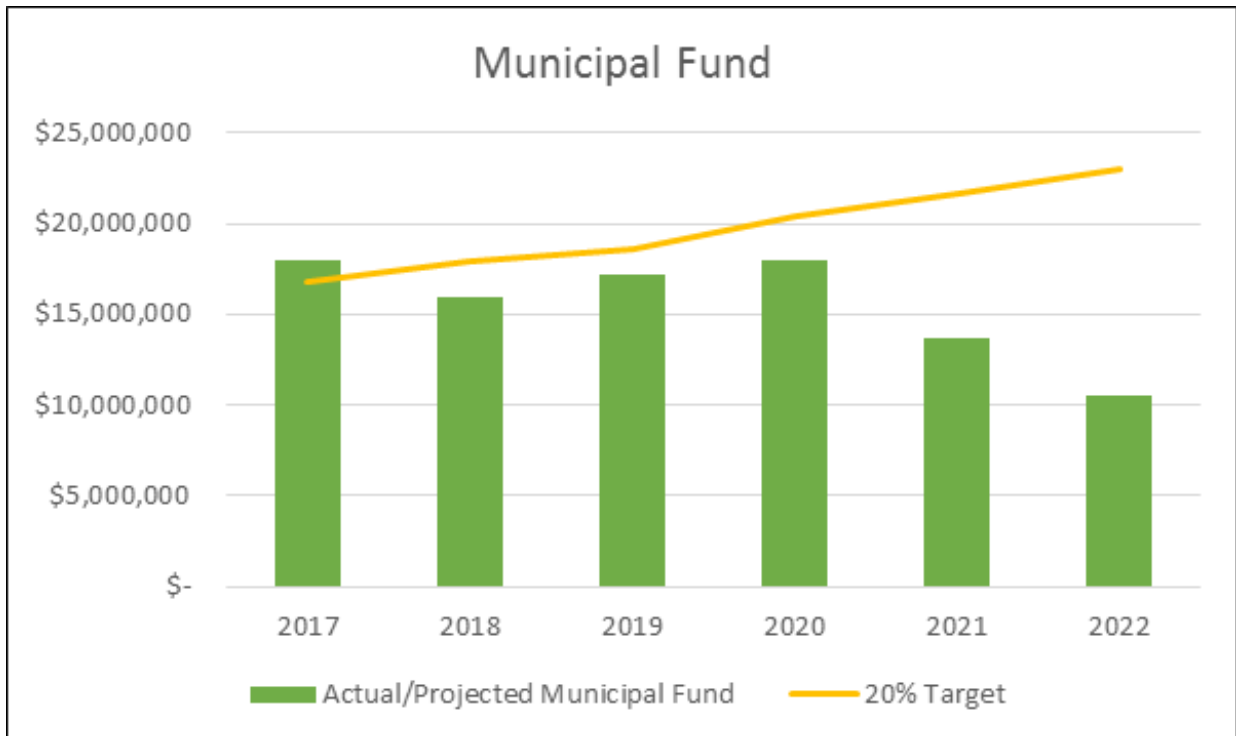
The 2020 adjustments are comprised of the following:

- \$500,000 in budget reductions
- \$1.3 million in cost deferrals

Prior to the adjustments identified above, and already inclusive of a 3.9% tax increase, the Municipal Fund was projected to be well below the 20% target for the three year plan window as displayed in the following graph:



However, after adjustments to the 2019 forecasts and 2020 budgets, the municipal fund target moved to a better position.



Corporate Plan Initiatives and Service Changes

In September 2019, the Corporate Leadership Team requested departments to review all proposed corporate plan initiatives and service changes to ensure they were critical to City operations and thus should proceed in 2020. Where proposed corporate plan initiatives were not considered critical they were either deferred to a later year or cancelled. Given the need for a reframing year, the Corporate Leadership Team also mandated that all municipally funded positions proposed for 2020 should be deferred and reconsidered within the reframing. There is one Utility funded position that remains in the 2020 plan.

The list of initiatives found within this plan have been identified as “Above the Line” and “Below the Line”. Initiatives listed above the line will proceed in 2020 while initiatives below the line will not. All initiatives and service changes listed for 2021 and 2022 will be evaluated as part of the reframing year.

Conclusion

This strategic overview is meant to provide insight into the City’s current financial status and Administration’s plan to address these challenges going forward. What is presented in the 2020-2022 Corporate Plan is a list of initiatives that the City is proceeding with in 2020 to meet day-to-day operating requirements and allow time to align our organization to Council’s strategic direction. In addition, the fiscal summary is a detailed look at the budget for the next three years and the department profiles provide a snapshot of each department’s current structure and services. This corporate plan will set into motion the reframing year, a year critically important to set the direction as a mid-sized city and to position administration to better serve our community.

Administration’s Responsibility for the Corporate Plan

The 2020-2022 Corporate Plan is prepared and presented by City Administration. City Administration is responsible for its accuracy, objectivity and completeness.

The preparation of financial information involves the use of estimates and judgments that 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 10, 2019, and amendments as a result of changes in estimates after September 10, 2019, and amendments from the October Committee of the Whole corporate planning meetings are included.

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.



Fiscal Plan Summary

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 revenues, expenses and expenditures on tangible capital assets used for service delivery, new initiatives and service changes recommended 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 results of 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 has been presented. 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.

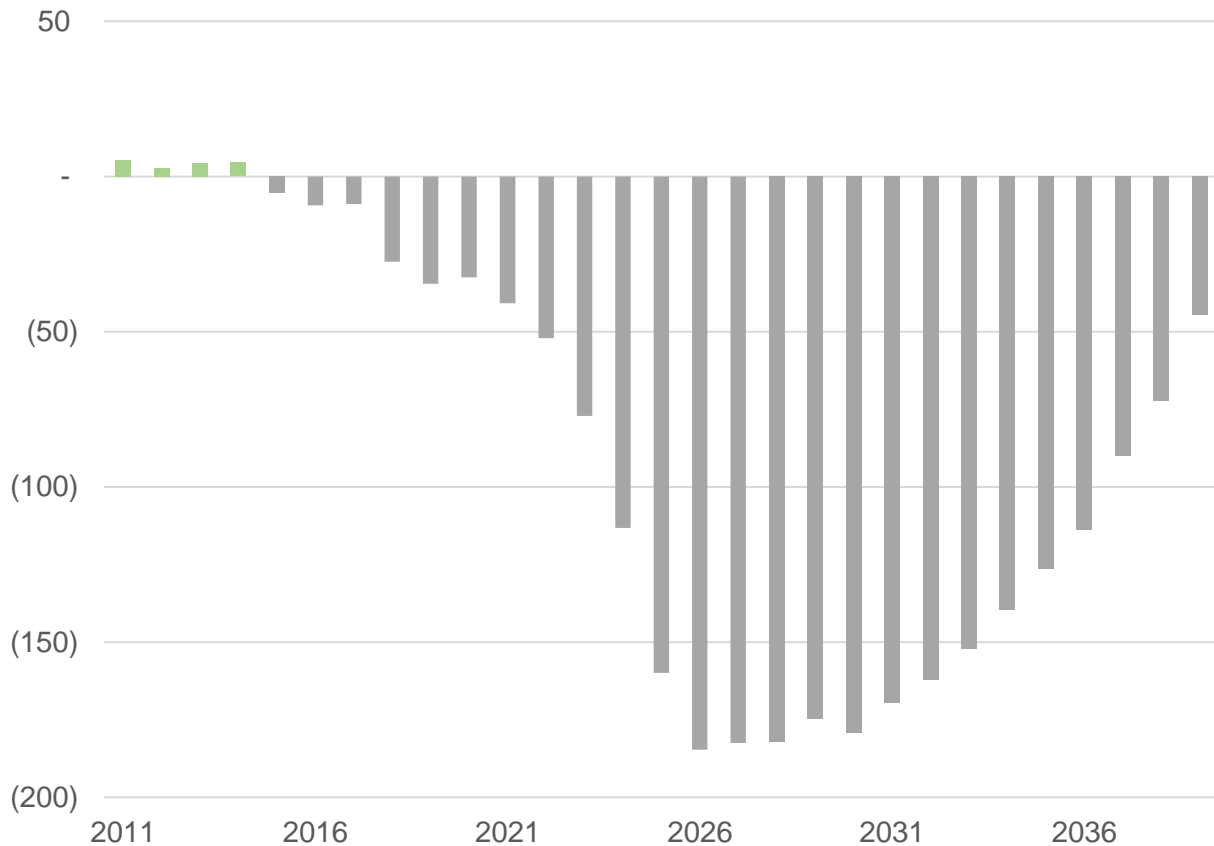
Key Measures

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

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 at a point in time.

The City maintained a net financial asset position to the end of 2014 and moved to a net debt position from 2015 onward. As illustrated in the chart below, the City is projecting to be in a net debt position for the duration of this plan and into the foreseeable future. To revert back to a net financial asset position, the City must earn more surplus than is being spent on assets.



Net financial assets indicate that there are sufficient resources on hand to settle existing liabilities and pay for future operations. Net debt indicates that future revenues are required to pay for past transactions or events. The net debt position at the close of 2020 is projected to be \$32.5 million. Net debt becomes dangerous when it actually exceeds the amount of long-term debt the municipality holds. The City is forecasting to reach this magnitude of net debt position in 2024.

Financial forecasts present, to the best of administration’s knowledge and belief, the City’s expected financial position, results of operations, and cash flows for the forecast period. Accordingly, forecasts reflect judgments as of September 10, 2019, the date of these forecasts, of the expected conditions and administration’s expected course of action. There will usually be differences between the forecasted and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material. Readers are cautioned that forecasted amounts after 2029, may change significantly once long-term financial plans become more accurate and complete.

Accumulated surplus

The accumulated surplus consists of three funds: municipal, utility and development plus the investment in tangible capital assets (TCA). By far the greatest portion of surplus is invested in TCA.

The fund balance for development is restricted by provincial legislation and agreements with developers. The utility fund is restricted for use in utility operations or infrastructure projects.

The municipal fund is set aside for municipal operations and future capital acquisitions. The City’s *Accumulated Surplus* policy requires that the municipal fund be maintained at a minimum of 20% of expenses. This corporate plan yields results below that standard in all three years, speaking to the need for a fiscal sustainability review as part of our reframing year as this continued decline will ultimately leave the city in an unsustainable financial position. Future contemplation should consider a higher percentage threshold in policy or alternate reserve dedications.

Year	Amount	Percentage of Expenses
2019 Budget	19,113,646	19.5%
2020 Budget	17,946,521	17.6%
2021 Forecast	13,680,888	12.6%
2022 Forecast	10,492,677	9.1%

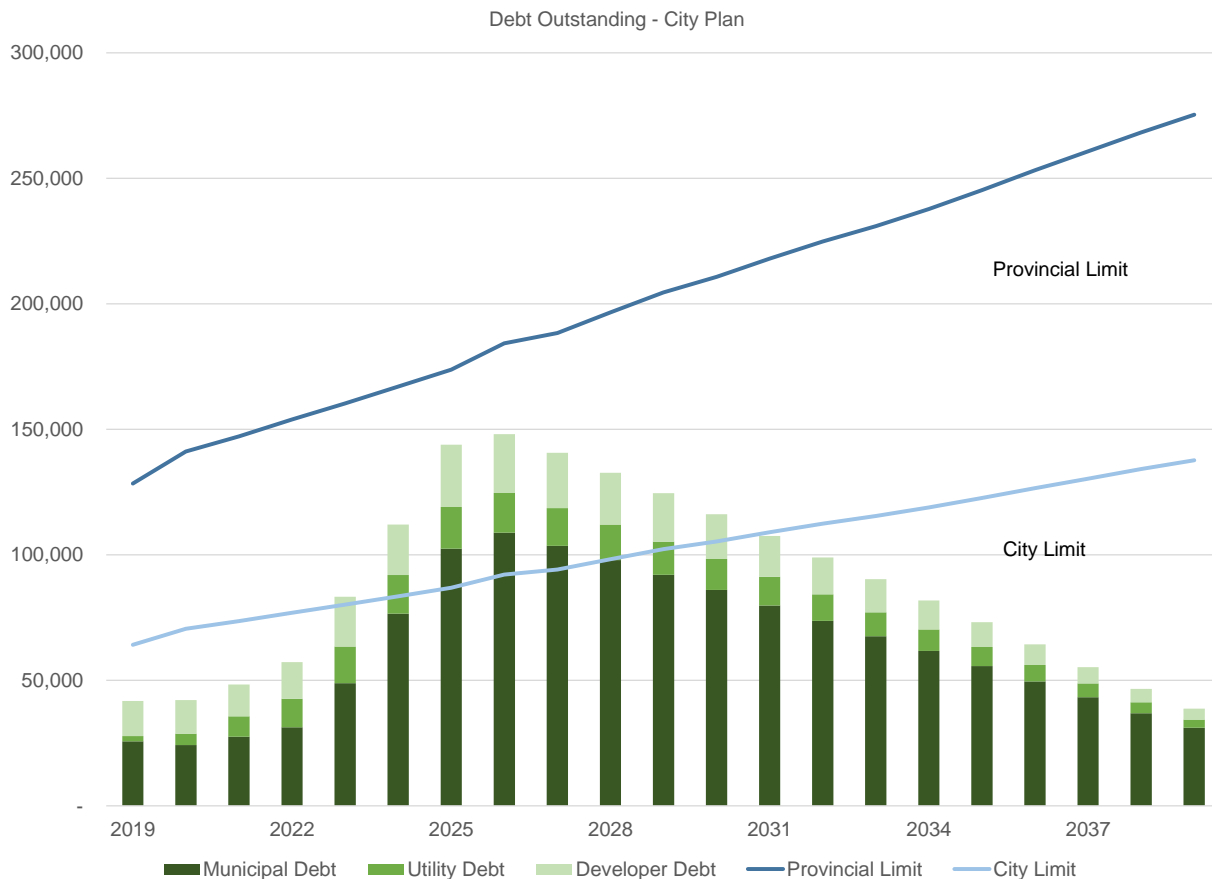


Debt

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

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

The City has a financial policy that requires maintaining debt at 50% of the provincial debt limit. The provincial limit is a requirement set out by the *Municipal Government Act* and the Debt Limit Regulation which requires that “the debt limit of a municipality at a point in time is, (a) in respect of the municipality’s total debt, 1.5 times the revenue of the municipality, and (b) in respect of the municipality’s debt service, 0.25 times of the revenue of the municipality.” The City’s self-imposed debt limits are 50% of the provincial limits. This self-imposed debt limit is projected to be exceeded beginning in 2023.

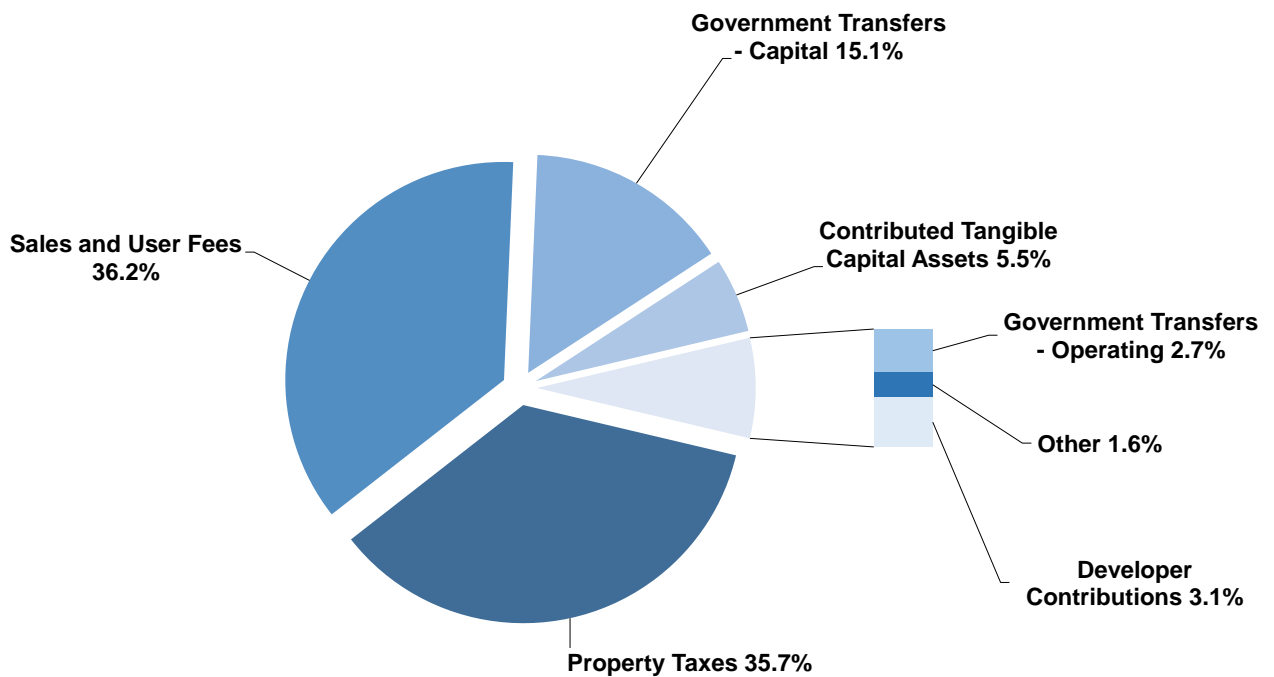


At the close of 2020, the City is projected to reach a debt level of \$42.1 million, which represents 30% of the Provincial limit and 60% of the Municipal Policy limit. Long term debt contributes to the increase of the City’s net debt position and the service of that debt reduces the Municipal Fund portion of the accumulated surplus.

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 2020 is projected to be 0.84% and is projected to reach just under 2.5% by 2022. This has an impact on the revenue the City collects.

Over the last several years, revenues per capita for the City have steadily declined when adjusted for inflation. Taxes per capita when adjusted for inflation have risen over the same period, but only by a nominal amount. In addition, the City has seen a decline in development activity which is in line with provincial forecasts. As well, the City receives a large portion of its funding for municipal infrastructure from the Municipal Sustainability Initiative (MSI) grant program. Funding from this grant program has been reduced by almost 32% in the corporate plan as announced in the provincial budget.



Property taxes

The property tax increase helps fund ongoing service delivery and maintenance, debt service, and 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 1% tax increase is equivalent to:

- \$395,975 in 2019
- \$418,565 in 2020
- \$440,104 in 2021
- \$471,122 in 2022

The Corporate Plan recommends an increase of 3.90% for 2020.

The median assessment value of Single Family Detached Homes in Spruce Grove is \$364,500. An increase to municipal property taxes of 3.90% in 2020 equates to \$7.37 per month for a household with an assessed value equal to the median. The monthly increase to non-residential properties equates to \$2.88 per \$100,000 assessment.

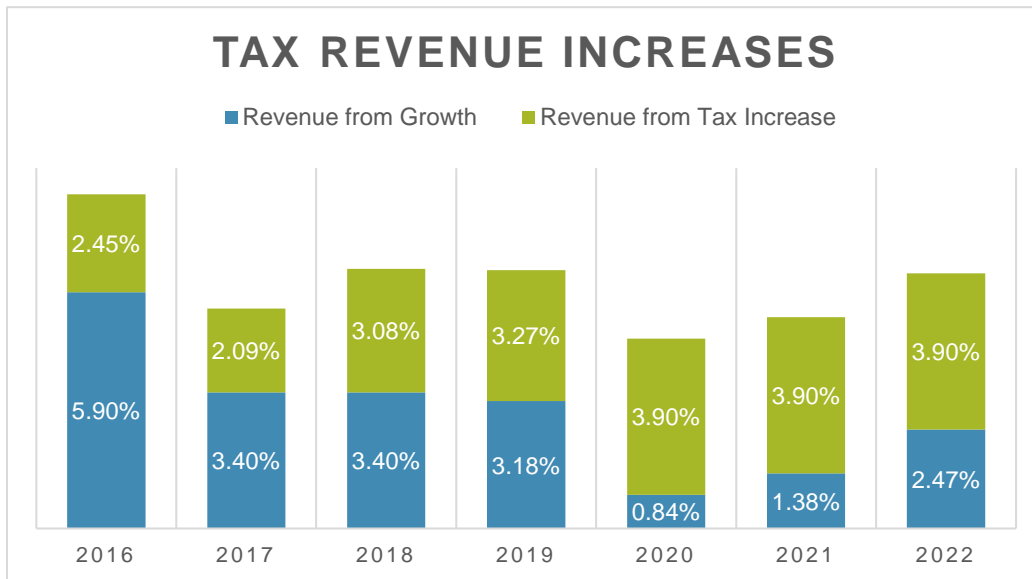
The Relationship between Historical Tax Rates and Growth

It needs to be explained that tax increases added earlier benefit from compounding. For example, adding a 1% increase each year for three years at today's revenue amounts would amount to increased revenue of \$2.5 million. If a municipality was to wait until the third year to raise all that revenue instead of having incremental increases, it would require a tax increase of 5.96%. This shows the effectiveness of adding consistent smaller increases rather than larger increases at larger intervals.

Also an increase of 1% in year one only compounds to represent income of \$1.3 million by year three. If the municipality was to wait until year three to gather all of that income however, it would require a tax increase of 2.97%.

The Relationship between Historical Tax Rates and Growth (continued)

The history and future projections of revenue requirement included in this plan and the split between growth revenue and tax increases is shown in the following graph:



The blue bars represent increases in tax revenue from growth in the community and the green bars represent increases in tax revenue from rate increases. In 2016 the City experienced an overall increase in tax revenue of 8.35% of which 5.9% came from growth. This was a high growth year. In 2017 to 2019, growth was lower in the 3-3.5% range. The growth in 2020 is projected to be less than 1.0% at 0.84% and is projected to reach just under 2.5% by 2022. This has an impact on the revenue the municipality collects. The municipality has enjoyed tax rate increase relief due to growth being better than originally projected over the last four years as the following table shows:

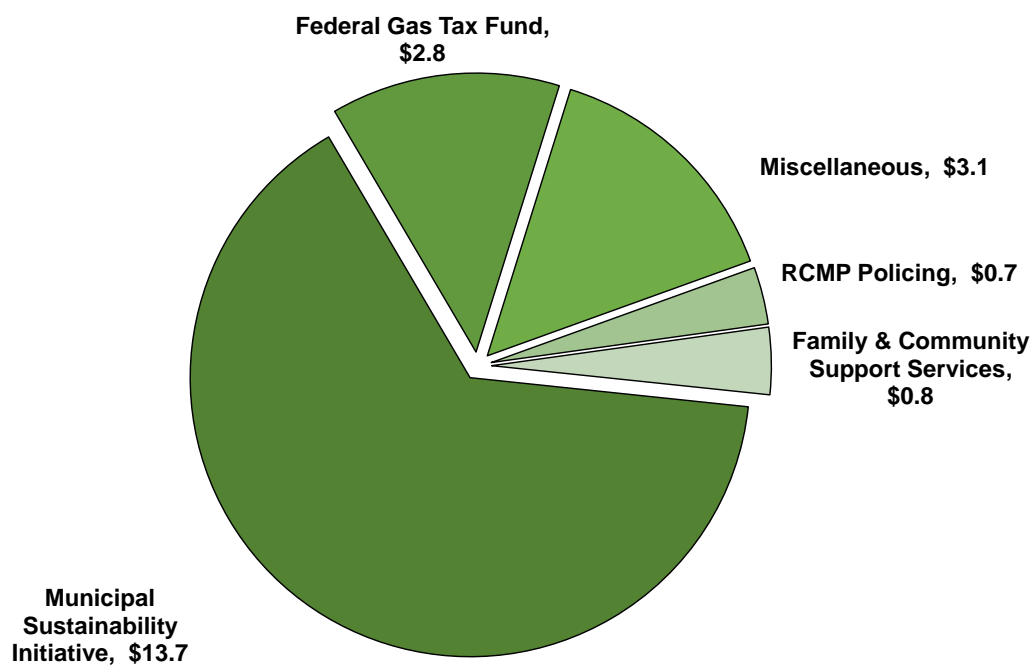
	Increase in Revenue Requirement	Revenue Requirement Increase	Projected Increase from Growth	Approved Tax Increase	Actual Increase from Growth	Actual Tax Increase
2016	\$ 2,606,096	8.35%	4.45	3.90	5.90	2.45
2017	\$ 1,857,315	5.49%	2.59	2.90	3.40	2.09
2018	\$ 2,313,203	6.48%	2.58	3.90	3.40	3.08
2019	\$ 2,451,429	6.45%	2.95	3.50	3.18	3.27
			12.57	14.20	15.88	10.89
2020	\$ 1,917,000	4.74%	0.84	3.90		

Actual tax increases in 2016 – 2019 were less than the approved increases due to growth revenue being higher than originally projected. Administration taxed based on the approved revenue requirement in the budget but, in the future, a spring budget adjustment could be proposed to Council that would allow for the approved tax increase to be maintained and the increased revenue from growth to therefore be collected to maintain the municipal fund.

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



The 2020 budget uses \$21.1 million in grant funding. Municipal Sustainability Initiative funding in the chart above reflects both operating and capital grants.

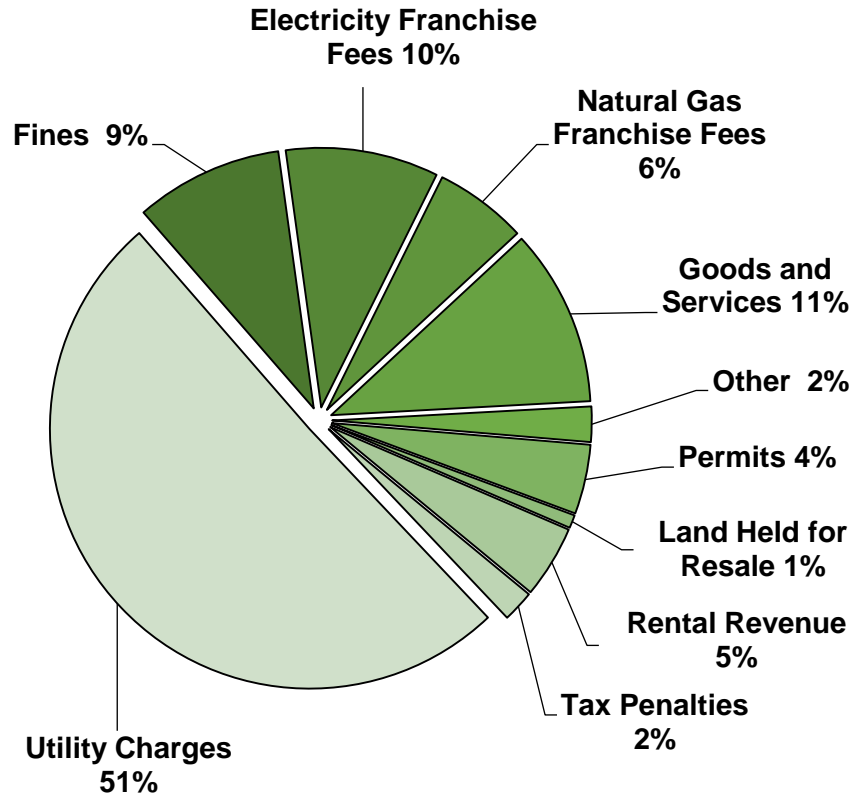
Deferred revenue

The City receives a substantial amount of grant funding from the federal government under the Municipal Sustainability Initiative (MSI) and Federal Gas Tax Fund (GTF) programs as depicted in the chart below.

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Municipal Sustainability Initiative (MSI)						
Opening Balance	15,784	23,133	16,994	21,398	13,756	10,334
Amounts Received	3,846	7,692	20,024	5,256	5,256	5,256
Interest Earned	474	718	712	601	410	324
Projects						
CE104 Integrated RCMP facility	-	(4,000)	(3,342)	-	-	-
CE1063 Industrial Storm Study	(59)	-	-	-	-	-
CE1067 Storm System Upgrades	(441)	-	-	-	-	-
CE1069 Implementation of the Fibre Optic Broadband Strategy	-	-	-	-	(710)	(1,570)
CE1099 Transit - Local Service: Install Bus Stops	-	(193)	(33)	(109)	(113)	-
CE1286 Transit - Commuter Bus Purchase	-	-	-	-	(673)	-
CE1474 Industrial WM and Surface Rehab	-	-	-	(1,440)	-	-
CE1481 Arterial Roadways and Hwy 16A Resurfacing	-	-	-	(1,000)	(1,000)	(1,300)
CE265 Transit Infrastructure - Permanent Park and Ride	-	(113)	-	(2,365)	(1,190)	-
CE418 Relocation of Eco Centre to Public Works	-	(30)	(30)	(660)	-	-
CE428 Detailed Design and Construction of Snow Dump Site	(38)	(1,670)	(150)	(1,566)	-	-
CE448 Arena Complex	-	(4,000)	-	(900)	(4,000)	(12,550)
CE480 Implementation of outdoor facilities strategy	(895)	-	-	-	-	-
CE507 Transit System Growth - Local Service	-	-	(568)	(774)	-	-
CE588 Design and Construct New Protective Services Facility	-	(6,681)	(11,123)	(549)	-	-
CE727 Support to City Centre ARP - Infrastructure	-	-	-	(173)	(673)	(93)
CE95 Heritage Pavilion contribution	(500)	-	-	-	-	-
CI1053 Enterprise Wireless Systems	(404)	(100)	(100)	-	(227)	(81)
CI1111 GIS Enterprise Infrastructure	(178)	-	-	-	-	-
CI133 410 King Street Facility Repurposing	-	(332)	-	-	-	-
CI163 Implement enterprise wide asset management system	(99)	(70)	2	(135)	-	-
CI417 Fibre Ring	-	-	-	-	(502)	(190)
DP857 Fire Truck	(400)	-	-	-	-	-
DP860 VDI Implementation	(97)	-	-	-	-	-
Road Rehabilitation Westwind Lands	-	-	(990)	(3,828)	-	-
Amounts Recognized	(3,109)	(17,190)	(16,333)	(13,498)	(9,088)	(15,784)
Closing Balance	16,994	14,352	21,398	13,756	10,334	130
Federal Gas Tax						
Opening Balance	2,505	2,044	2,072	2,758	2,153	1,093
Amounts Received	1,924	1,924	4,042	2,081	2,081	2,081
Interest Earned	62	51	27	95	80	53
Projects						
CE1286 Transit - Commuter Bus Purchase	-	-	-	-	(246)	-
CE507 Transit System Growth - Local Service	-	(785)	(785)	-	-	-
Road Rehabilitation Project	(2,419)	(2,599)	(2,598)	(2,781)	(2,976)	(3,214)
Amounts Recognized	(2,419)	(3,384)	(3,383)	(2,781)	(3,222)	(3,214)
Closing Balance	2,072	634	2,758	2,153	1,093	13

User fees

User fees are charged to customers in exchange for the use of City services and facilities, and they form a significant portion of the City's operating revenues. After adjusting for population growth, demand for services in 2019 is used as a starting point for estimating 2020 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 and with increased consumption.

Water and sewer

The water and sewer utility rate increase recommended for 2020 to cover operating and capital costs is \$0.12 per cubic metre (2.0% increase) which is approximately \$1.67 per month for a household consuming 14 cubic metres of water.

Solid waste

The solid waste rate is affected by growth in the community, contracted costs and new initiatives. There is no increase planned for solid waste utility for 2020.

Storm utility

In the 2019 – 2021 corporate plan, Council approved a storm utility rate study and the inclusion of storm utility revenue in the 2019 and 2020 budgets and going forward. This study has now been completed, rates have been proposed, and an implementation plan will be brought forward to Council early in 2020. Estimated monthly rates are \$7.30 for small customers and \$37.20 for large customers.

Electric franchise fees

Electric franchise fees are charged by the City to Fortis Alberta for the exclusive right to provide and operate related assets. Fortis Alberta passes along the cost of the franchise fee to the consumer as a separate charge on the electric bills.

Natural gas franchise fees

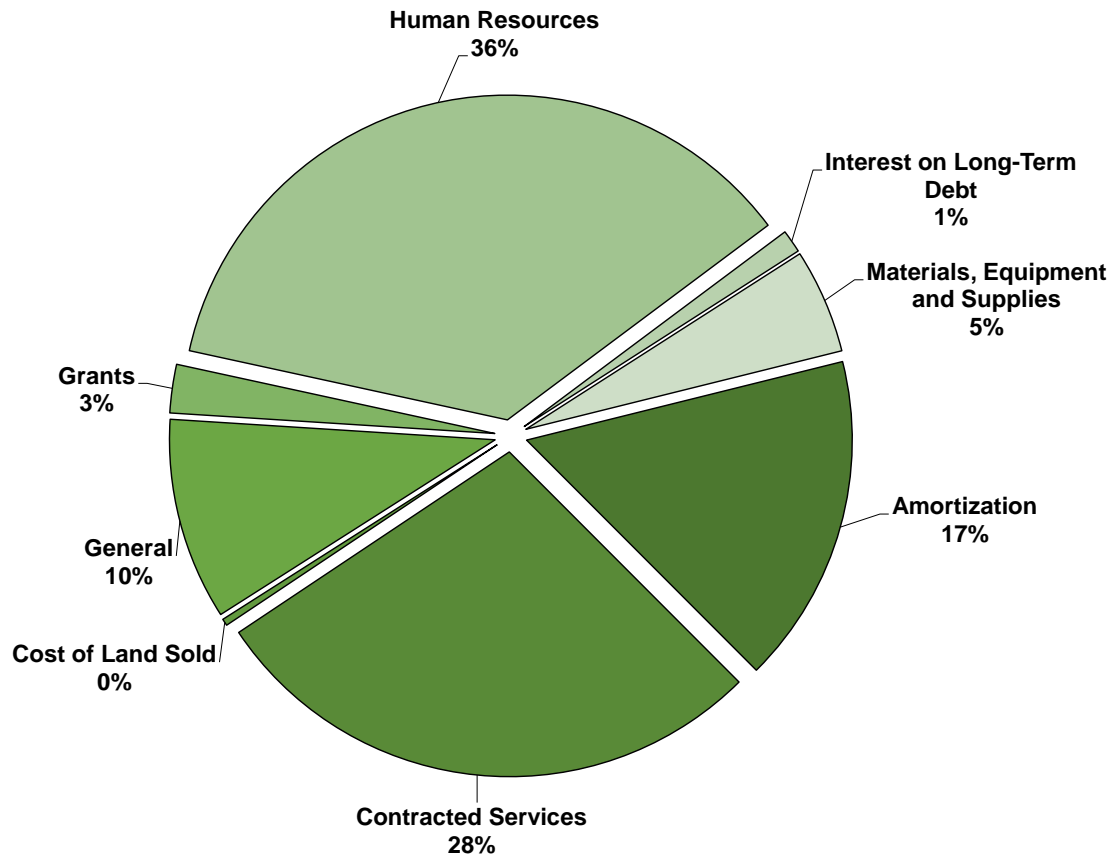
Franchise fees for natural gas are charged by the City to ATCO Gas and Pipelines for the exclusive right to provide natural gas services within the City as well as for access to City lands to construct, maintain and operate related assets. ATCO passes along the cost of the franchise fee to the consumer as a separate charge on the natural gas bills. These fees have been budgeted to increase at a rate of 5.0% in 2020 and are projected to reach a maximum rate of 35% by 2021. The impact of the 2020 increase on ratepayers is projected to be \$2.27 per month.

Contributed assets

Infrastructure constructed by developers is recognized as a contributed asset in the year the City assumes responsibility for the asset; underground infrastructure is usually contributed one year after construction and surface infrastructure two years after construction. The timing for the assumption of contributed assets by the City is dependent on developers. Estimates are based on the most current information available at that time. Readers are cautioned that budgeted amounts, particularly contributed land, may change significantly from one period to the next as development agreements are negotiated and finalized.

Expenses

The 2020 budget includes \$102.1 million in expenses, primarily allocated to three categories: amortization - \$16.8 million; contracted services - \$28.7 million; and human resources - \$37.1 million.



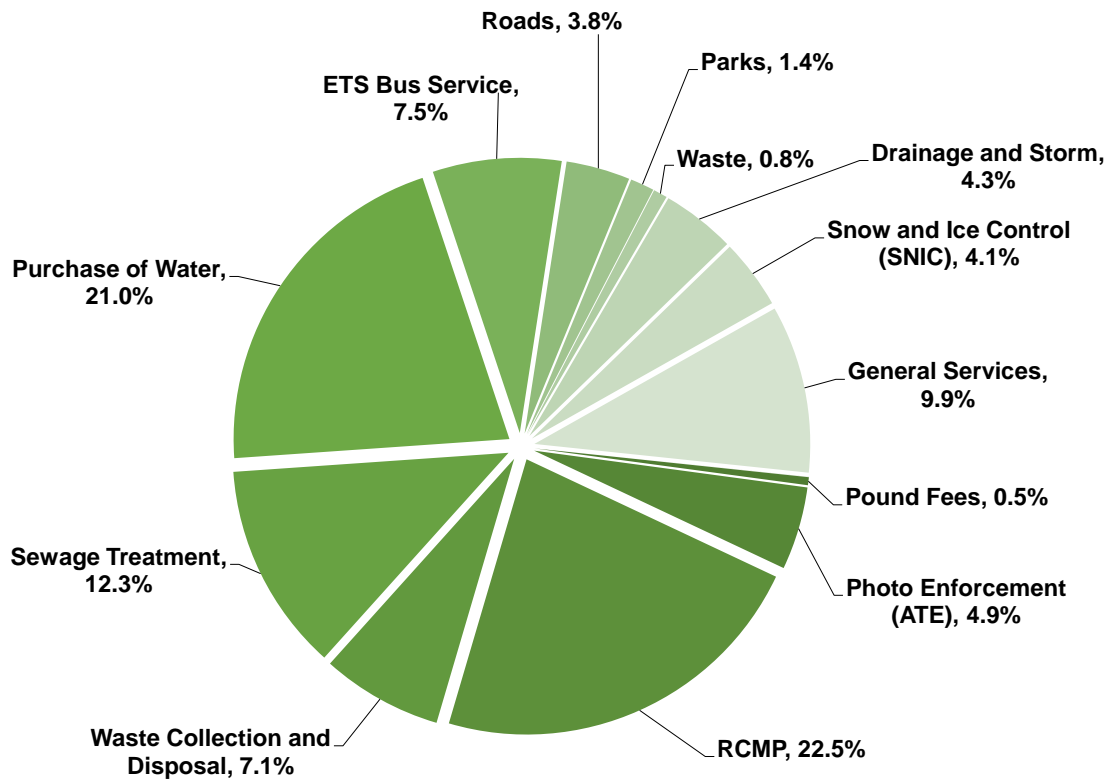
Amortization

Amortization is a non-cash expense that estimates the cost of consuming non-financial assets, such as tangible capital assets (TCA), over their period of use. TCA's include land and land improvements, facilities, fleet and equipment, roads, water and wastewater networks and structures. The cost less the residual value of TCAs, other than land, is amortized on a straight line basis over the estimated useful life of the assets. By the end of 2020, the City will have an estimated \$568 million of tangible capital assets, which includes \$163 million in land.

Contracts

Contract services of \$28.7 million make up 28% of expenses, which includes the following:

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



General

General expenses of \$10.3 million include insurance, professional services, utilities and contingency. The 2020 budget for contingency is \$200,000, which is less than 1% of municipal property tax revenue. Adequate contingency levels are required to cover urgent or unforeseen expenditures.

	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Council Contingency	75	75	75
City Manager Contingency	125	125	125
	200	200	200

Grants to other organizations

The City provides grants and contributions to various community organizations. The largest amounts are for the TransAlta Tri Leisure Centre, Spruce Grove Public Library, and Accessible Transit Services.

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Allied Arts Council	15	23	23	23	23	23
Accessible Transit Services	-	-	-	218	218	221
Foundation for Cohesive Communities	-	-	-	-	5	-
Friends of the Spruce Grove Library	30	-	-	-	-	-
Heritage grant - Nelson Homestead	88	-	65	-	-	-
Mayor's award	1	1	1	1	1	1
Microgrant Partnership with Edmonton Arts	-	-	-	-	15	-
Night Owls Citizens Patrol Society	10	10	10	10	10	10
Parent Link Centre	3	3	3	3	3	3
Parkland Turning Points Society	30	30	30	30	30	30
Specialized Transit Services	168	152	-	-	-	-
Spruce Grove Ag Society	25	25	25	25	25	25
Spruce Grove Public Library	888	924	924	961	1,010	1,060
TransAlta Tri Leisure Centre	2,052	1,140	1,138	1,140	1,566	1,513
Tri Region Drug Strategy	5	5	5	5	5	5
Victim Services	11	11	11	11	11	11
Visitor Information Centre	-	-	-	35	-	-
	3,326	2,324	2,235	2,462	2,921	2,902

Human resources

The 2020 budget includes human resource costs of \$37.1 million which is 36.0% of expenses. The City's staffing complement consists of full-time, part-time and casual positions equal to 306.75 full-time equivalents (FTEs) in 2020 which includes new staffing approved by Council. In addition to City staff, municipal services are also delivered by third party agencies, including the Spruce Grove Public Library and the TransAlta Tri Leisure Centre, and through many contracts such as Edmonton Transit and RCMP.

Interest on long-term debt

Interest on long-term debt and principal repayments are the two components of debt servicing. Debt servicing levels are restricted 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.

In future plans, bringing forward a capital initiative will include the debt service cost of future years (tax rate increase at the time of the capital decision) to ensure all information is considered at the time of the decision. Debt servicing costs, as shown in the table below, are a significant portion of overall revenue requirements and will only increase should new debt be taken on.

Year	% of tax base supporting debt service	% of overall revenue supporting debt service
2020	8.68%	3.10%
2019	8.20%	2.73%
2018	5.52%	2.21%

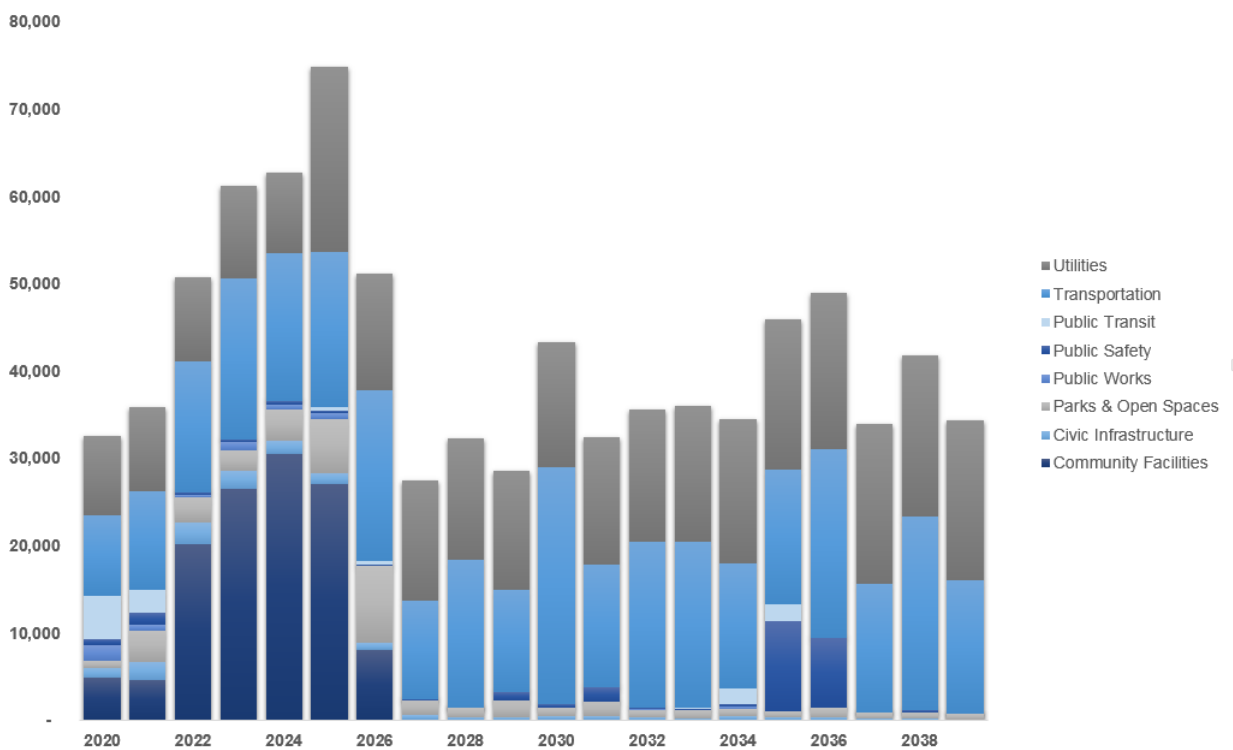
Materials, equipment and supplies

The 2020 budget for materials, equipment and supplies is \$5.3 million, or 5.0% 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. In the 2020 budget, 20% of the City’s tangible capital asset acquisitions will be constructed by developers and contributed to the City. The City assumes responsibility for the maintenance and replacement of these contributed assets. Acquisitions of tangible capital assets from 2020 - 2039 are categorized by service type in the following chart. Tangible capital asset acquisitions for the next twenty years will be \$844 million.



The following schedule lists the major Civic Infrastructure long term capital initiatives from 2019 to 2039:

	2019	2020	2021	2022	2023	2030	Total
	Budget	Budget	Forecast	Forecast	to 2029	to 2039	
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Civic Infrastructure							
410 King Street Facility Repurposing	332	-	-	-	-	-	332
Accounts Payable Automation	-	-	-	5	-	-	5
CityView Software Upgrade and Enhancement	316	313	-	-	-	-	629
Enterprise Wide System (ERP/CRM)	-	-	-	-	1,012	-	1,012
Enterprise Wireless Systems	100	-	227	81	-	-	407
Facilities Operations Vehicle	-	-	-	70	-	-	70
Facilities Trade Vehicle	-	-	55	-	-	-	55
Fibre Ring	-	-	502	190	1,229	-	1,922
Implement Enterprise-Wide Asset Management System	142	135	-	-	-	-	277
Implementation of Electronic Meeting Management	25	-	-	-	-	-	25
Implementation of Electronic Signatures	120	-	-	-	-	-	120
Implementation of the Fibre Optic Broadband Strategy	-	-	710	1,570	2,560	-	4,840
Technology Testing Environment	-	-	290	-	-	-	290
	1,036	448	1,784	1,916	4,801	-	9,984

The following schedule lists the major Community Facilities long term capital initiatives from 2019 to 2039:

	2019	2020	2021	2022	2023	2030	Total
	Budget	Budget	Forecast	Forecast	to 2029	to 2039	
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Community Facilities							
#3 420 King Street - Library/Art Gallery Expansion	871	-	-	-	-	-	871
Arena Complex	4,000	900	4,000	20,050	31,500	-	60,450
Border Paving Athletic Centre Expansion - 3rd Floor	-	-	630	-	-	-	630
Community Cultural Centre	-	-	-	-	45,500	-	45,500
New Recreation Facility	-	-	-	-	15,000	-	15,000
Security Cameras for Log Cabin at Central Park	14	-	-	-	14	-	29
	4,885	900	4,630	20,050	92,014	-	122,480

The following schedule lists the major Parks & Open Spaces long term capital initiatives from 2019 to 2039:

	2019	2020	2021	2022	2023	2030	Total
	Budget	Budget	Forecast	Forecast	to 2029	to 2039	
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Parks and Open Spaces							
Implementation of City Centre Area	300	300	2,785	2,354	7,110	-	12,849
Implementation of Outdoor Facilities Strategy	-	-	-	-	4,205	1,000	5,205
Jubilee Park Master Plan Implementation	-	200	-	-	8,723	-	8,923
New Growth - Parks	225	-	120	200	1,515	2,375	4,435
	525	500	2,905	2,554	21,553	3,375	31,412



The following schedule lists the major Public Safety long term capital initiatives from 2019 to 2039:

	2019	2020	2021	2022	2023	2030	Total
	Budget	Budget	Forecast	Forecast	to 2029	to 2039	
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Public Safety							
Fire Hall	-	-	-	-	17,000	-	17,000
Fire Prevention Officer Vehicle	65	-	-	-	-	-	65
Integrated RCMP facility	3,342	-	-	-	-	-	3,342
Protective Services Facility	11,123	549	-	-	-	-	11,672
Vehicle for CPO	65	-	70	-	-	-	135
	14,595	549	70	-	17,000	-	32,214

The following schedule lists the major Public Transit long term capital initiatives from 2019 to 2039:

	2019	2020	2021	2022	2023	2030	Total
	Budget	Budget	Forecast	Forecast	to 2029	to 2039	
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Public Transit							
Transit - Commuter Bus Purchase	-	-	1,335	-	-	-	1,335
Transit Infrastructure - Permanent Park and Ride	340	3,180	1,191	-	-	-	4,711
Transit - Local Service: Install Bus Stops	193	186	192	-	-	-	571
Transit - Smart Fare	148	94	-	-	-	-	242
Transit System Growth - Local Service	3,188	1,513	-	-	-	-	4,700
	3,868	4,972	2,717	-	-	-	11,558

The following schedule lists the major Transportation long term capital initiatives from 2019 to 2039:

	2019	2020	2021	2022	2023	2030	Total
	Budget	Budget	Forecast	Forecast	to 2029	to 2039	
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Transportation							
Arterial Roadways and Hwy 16A Resurfacing	-	1,000	1,000	1,300	5,710	-	9,010
Collector Roadway/Local Roadway/Lane Resurfacing	-	-	1,000	1,500	3,600	-	6,100
Industrial WM and Surface Rehab	-	1,440	1,434	1,878	5,658	-	10,411
New Growth Transportation	3,690	-	499	2,600	27,833	36,582	71,204
Traffic Signals Jennifer Heil Way and Deer Park	500	-	-	-	-	-	500
	4,190	2,440	3,933	7,278	42,802	36,582	97,225

The following schedule lists the major Public Works long term capital initiatives from 2019 to 2039:

	2019	2020	2021	2022	2023	2030	Total
	Budget	Budget	Forecast	Forecast	to 2029	to 2039	
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Public Works							
2 Ton Truck with loader crane	141	-	-	-	-	-	141
Crash Attenuation Trailer	37	-	-	-	-	-	37
Detailed Design and Construction of Snow Dump Site	1,670	1,566	-	-	-	-	3,236
Public Works Radio System Upgrade	50	-	-	-	-	-	50
Support to City Centre ARP - Infrastructure	-	173	673	93	1,246	-	2,184
Street Sweeper	-	-	-	-	400	-	400
	1,898	1,739	673	93	1,646	-	6,048

The following schedule lists the major Utilities long term capital initiatives from 2019 to 2039:

	2019 Budget (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 to 2029 Forecast (\$000s)	2030 to 2039 Forecast (\$000s)	Total (\$000s)
Utilities							
City Centre Water Upgrade	600	404	1,570	216	2,906	-	5,696
Drainage Pickup Truck	-	38	-	-	-	-	38
Industrial WM and Surface Rehab	-	2,160	2,152	2,818	8,488	-	15,617
New Growth - Sanitary Sewer	-	-	-	-	7,000	-	7,000
Relocation of Eco Centre to Public Works	30	660	-	-	-	-	690
Roads and Drainage Operators Vehicle	80	-	-	-	-	-	80
Storm System Upgrades	3,850	-	-	462	1,177	-	5,489
Supervisor of Drainage Vehicle	22	-	-	-	-	-	22
Trailer Mounted Steamer	-	-	-	-	32	-	32
Underground Inspection Camera	-	42	-	-	-	-	42
Water Main Expansion-Century Road to Pioneer Road	2,200	-	-	-	-	-	2,200
	6,782	3,304	3,722	3,496	19,603	-	36,906

The recommended 2020 capital budget amounts to \$25.9 million in spending to acquire tangible capital assets and includes costs of service changes and life cycle and rehabilitation programs.

Project ID	Project Description	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
CP_CE1069	Implementation of the Fibre-Optic Broadband Strategy	-	710	1,570
CP_CE1099	Transit - Local Service: Install Bus Stops	186	192	-
CP_CE1286	Transit - Commuter Bus Purchase	-	1,335	-
CP_CE1320	Transit - Smart Fare	94	-	-
CP_CE1474	Industrial WM and Surface Rehab	1,440	1,434	1,878
CP_CE1481	Arterial Roadways and Hwy 16A Resurfacing	1,000	1,000	1,300
CP_CE1485	Collector Roadway/Local Roadway/Lane Resurfacing	-	1,000	1,500
CP_CE265	Transit Infrastructure - Permanent Park and Ride	3,180	1,190	-
CP_CE413	Jubilee Park Master Plan Implementation	200	-	-
CP_CE428	Detailed Design and Construction of Snow Dump Site	1,566	-	-
CP_CE448	Arena Complex	900	4,000	20,050
CP_CE486	Border Paving Athletic Centre Expansion - 3rd Floor	-	630	-
CP_CE507	Transit System Growth - Local Service	1,512	-	-
CP_CE588	New Protective Services Facility	549	-	-
CP_CE727	City Centre Water Upgrade	173	673	93
CP_CE728	Implementation of City Centre Area	300	2,785	2,354
CP_CI1053	Enterprise Wireless Systems	-	227	81
CP_CI1314	CityView Software Upgrade and Enhancement	313	-	-
CP_CI163	Implement Asset Management System	135	-	-
CP_CI1316	Accounts Payable Automation	-	-	5
CP_CI1407	Technology Testing Environment	-	290	-
CP_CI1495	Facilities Operations Vehicle	-	-	70
CP_CI417	Fibre Ring	-	502	190
CP_DP1101	Vehicle for CPO	-	70	-
CP_SC371	Facilities Trade Vehicle	-	55	-
WestwLand	Westwind Land Purchase	3,828	-	-
Lifecycle	Lifecycle - Civic Infrastructure	697	323	509
Lifecycle	Lifecycle - Community Facilities	105	-	121
Lifecycle	Lifecycle - Parks and Open Spaces	213	526	450
Lifecycle	Lifecycle - Public Safety	176	1,230	252
Lifecycle	Lifecycle - Public Works	18	-	114
Lifecycle	Lifecycle - Transportation	306	621	770
Rehabilitation	Rehabilitation - Parks and Open Spaces	140	150	-
Rehabilitation	Rehabilitation - Transportation	2,531	2,726	2,964
	Total Municipal Tangible Capital Assets	19,561	21,669	34,271
CP_CE1067	Storm System Upgrades	-	-	462
CP_CE1474	Industrial WM and Surface Rehab	2,160	2,152	2,818
CP_CE418	Relocation of Eco Centre to Public Works	660	-	-
CP_CE727	City Centre Water Upgrade	404	1,570	216
CP_DP1058	Underground Inspection Camera	42	-	-
CP_DP1489	Drainage Pickup Truck	38	-	-
Lifecycle	Lifecycle - Utilities	399	405	515
Rehabilitation	Rehabilitation - Utilities	2,690	2,861	3,070
	Total Utility Tangible Capital Assets	6,393	6,988	7,081
CP_CE137	New Growth Transportation	-	499	2,600
CP_CE139	New Growth - Parks	-	120	200
	Total Developer Tangible Capital Assets	-	619	2,800
	Total Tangible Capital Assets	25,954	29,275	44,152

Risks and Uncertainties

Economy

Assumptions for growth in 2020 are based on general economic opinion as of August 31, 2019. If the actual economic activity differs from what is expected, many of the key revenues and expense projections may be significantly affected.

Front-ending development

Front-ending represents debts owed to the City for past construction undertaken by the City to facilitate future development. The City will front-end development projects when it is necessary to construct infrastructure in advance of new development. Debt servicing costs are generally repaid through subsequent receipt of developer levies. However, there is a risk that developer levies may not be collected, or may not be sufficient to cover the full cost of servicing the debt.

2019 forecast

Estimates of the 2020 opening balance of accumulated surplus and net assets were based on information available as of September 10, 2019. 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.

Overall Corporate Plan Impact to Ratepayers

The following chart breaks down the monthly impact of the tax rate increase, as well as utility (water and sewer) and franchise fee increases to the average residential taxpayer:

Residential Rate Changes	Monthly Impact	
Residential Taxes	\$7.37	Based on a proposed 3.9% tax rate increase and on a household with an assessed value of \$364,500
Water and Sewer	\$1.67	2.0% rate increase based on monthly consumption of 14 cubic metres of water
Solid Waste	NIL	No planned increase
Storm Utility	\$7.30	Proposed small customer storm rate to be implemented by April, 2020
Electric Franchise Fees	NIL	No planned increase
Natural Gas Franchise Fees	\$2.27	Planned 5.0% increase in fees to be reflected in a natural gas bill
Total Monthly Impact	\$18.61	

The following chart represents the monthly impact to non-residential customers. The impacts of monthly utility costs and franchise fees (natural gas and electric) would be directly related to the unique consumption levels and as such are not represented on this chart.

Non-residential Rate Changes	Monthly Impact	
Non-residential Taxes	\$2.88	Based on a proposed 3.9% tax rate increase per \$100,000 of assessment
Storm Utility	\$37.20	Proposed large customer storm rate to be implemented by April, 2020
Total Monthly Impact	\$40.08	

Net Capital Acquisitions

The following chart reflects total capital acquisition of \$32.5 million, net of amortization expense, new debt issued, and principal repayments for the 2020 plan year.

Capital Purchases	\$	25,953,910.00
Contributed Assets	\$	6,555,617.00
	\$	32,509,527.00
Amortization Included in Operating Expenses	\$	(16,764,711.00)
Debt Issued	\$	(351,477.00)
Net Capital Acquisitions	\$	15,393,339.00

Balanced Budget

This chart illustrates a balanced budget for the City for the 2020 plan year.

Revenues	\$	118,628,135.00 (Operating and Capital)
Expenses	\$	(102,066,120.00) (Operating)
Net Capital Acquisitions (net of amortization and debt)	\$	(15,393,339.00) (Capital)
Transfer to Accumulated Surplus	\$	(1,168,676.00)
	\$	-

Balanced Budget by Fund

This chart provides details on balanced budget by fund for the City for the 2020 plan year.

	Municipal	Utility	Developer	Total
Revenues	\$ 86,793,632.00	\$ 21,567,716.00	\$ 10,266,787.00	\$ 118,628,135.00
Expenses	\$ 81,049,225.00	\$ 20,702,828.00	\$ 314,067.00	\$ 102,066,120.00
Net Capital Acquisitions (net of amortization and debt)	\$ 8,037,505.00	\$ 184,040.00	\$ 7,171,794.00	\$ 15,393,339.00
Transfer to Accumulated Surplus	\$ 812,327.00	\$ (2,424,577.00)	\$ 2,780,926.00	\$ 1,168,676.00
Balanced Budget (Utility admin fee)	\$ (3,105,425.00)	\$ 3,105,425.00	\$ -	\$ -
Opening Fund Balance	\$ 17,134,194.00	\$ 6,059,104.00	\$ (15,285,803.00)	\$ 7,907,495.00
Transfer to Accumulated Surplus	\$ 812,327.00	\$ (2,424,577.00)	\$ 2,780,926.00	\$ 1,168,676.00
Ending Fund Balance	\$ 17,946,521.00	\$ 3,634,527.00	\$ (12,504,877.00)	\$ 9,076,171.00



Unconsolidated Statement of Operations and Accumulated Surplus

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Property Taxes	37,961	40,448	40,396	42,365	44,600	47,442
Government Transfers - Operating	3,158	2,913	3,020	3,210	3,792	3,604
Sales and User Fees	37,851	42,102	39,188	42,981	45,595	47,187
Local Improvement Levies	6	-	-	-	-	-
Interest	87	206	256	206	195	184
	<u>79,063</u>	<u>85,668</u>	<u>82,861</u>	<u>88,762</u>	<u>94,182</u>	<u>98,416</u>
Expenses						
Amortization	15,074	15,928	14,335	16,765	18,019	18,714
Contracted Services	26,032	30,053	26,289	28,658	29,321	32,723
Cost of Land Sold	-	-	-	349	349	349
General	7,727	8,866	9,188	10,260	10,383	11,188
Grants	3,326	2,288	2,235	2,462	2,922	2,902
Human Resources	32,468	34,624	34,831	37,100	40,055	41,712
Interest on Long-Term Debt	898	1,038	1,102	1,164	1,151	1,282
Materials, Equipment and Supplies	4,314	5,339	5,002	5,308	6,046	6,146
	<u>89,841</u>	<u>98,137</u>	<u>92,982</u>	<u>102,066</u>	<u>108,247</u>	<u>115,017</u>
Annual (Deficit) Before the Undernoted	<u>(10,778)</u>	<u>(12,468)</u>	<u>(10,121)</u>	<u>(13,304)</u>	<u>(14,065)</u>	<u>(16,601)</u>
Government Transfers - Capital	5,529	22,825	22,437	17,930	12,804	26,497
Contributed Tangible Capital Assets	9,590	13,737	13,217	6,556	6,595	6,607
Developer Contributions and Levies	905	5,735	2,776	3,711	3,672	3,900
Gain (Loss) on Disposal of Tangible Capital Assets	(180)	-	-	1,670	330	330
	<u>15,844</u>	<u>42,298</u>	<u>38,431</u>	<u>29,866</u>	<u>23,401</u>	<u>37,334</u>
Annual Surplus	<u>5,066</u>	<u>29,830</u>	<u>28,309</u>	<u>16,562</u>	<u>9,336</u>	<u>20,734</u>

Unconsolidated Statement of Changes in Net Debt

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Annual Surplus	5,066	29,830	28,309	16,562	9,336	20,734
Inventory and Prepaid Expenses						
Acquisition	(1,040)	(843)	(843)	(876)	(871)	(871)
Consumption	744	782	782	792	868	863
	(296)	(61)	(61)	(84)	(3)	(8)
Tangible Capital Assets						
Contributed Tangible Capital Assets	(9,590)	(13,737)	(13,217)	(6,556)	(6,595)	(6,607)
Purchases of Tangible Capital Assets	(29,156)	(46,071)	(36,474)	(25,954)	(29,275)	(44,152)
Proceeds on Disposal of Tangible Capital Assets	205	-	-	3,009	413	413
(Gain) Loss on Disposal of Tangible Capital Assets	180	-	-	(1,670)	(330)	(330)
Amortization	15,074	15,928	14,335	16,765	18,019	18,714
	(23,287)	(43,880)	(35,357)	(14,406)	(17,768)	(31,962)
Change in (Net Debt) Net Financial Assets	(18,517)	(14,111)	(7,108)	2,072	(8,435)	(11,237)
Net Debt, Opening	(8,911)	(23,271)	(27,428)	(34,536)	(32,464)	(40,898)
Net Debt, Closing	(27,428)	(37,382)	(34,536)	(32,464)	(40,898)	(52,135)

Notes to the Fiscal Plan Statements

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

The unconsolidated fiscal plan statements follow the same accounting policies and methods of computation as the December 31, 2018 year-end financial statements, which is in accordance with Generally Accepted Accounting Principles established by Canadian Public Sector Accounting Standards ("PSAS") and conforms to the Municipal Government Act ("MGA") of the Province of Alberta.

Actual financial results achieved for the years ending December 31, 2020 - 2022 will vary from the budgets presented in the 2020 - 2022 corporate plan and variations may be significant.

1. Significant accounting policies

a. Reporting entity

The unconsolidated fiscal plan statements reflect the revenues, expenses and expenditures on tangible capital assets of the City. The financial results of organizations that are owned or controlled by the City, such as the Spruce Grove Public Library and the TransAlta Tri Leisure Centre, are not reflected in the fiscal plan statements. The City is a member of a number of other boards and commissions that are also not included in the fiscal plan statements.

b. Use of estimates

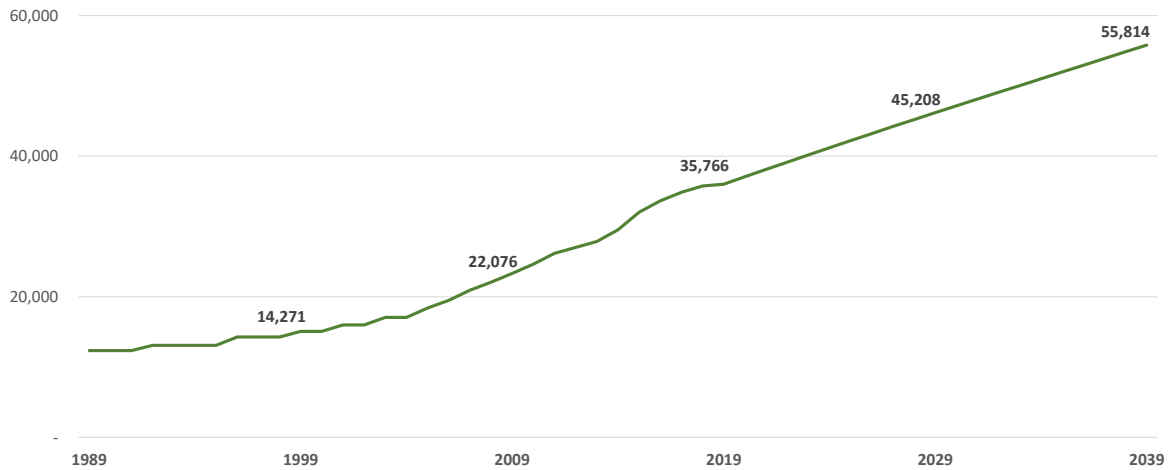
The following assumptions were used in preparing the corporate plan. Actual financial results could differ from these estimates. Unless otherwise noted, the corporate plan assumes that the City will deliver the same services and service levels as provided in 2019.

i. Economy

General inflation is estimated at 1.48%. Non-residential construction inflation is forecasted at 2.20%.

Key Assumptions	Actuals		Forecast	Budget	Forecast	
	2017	2018	2019	2020	2021	2022
Canada and Provincial						
Prime Lending Rate (Canada)	2.90%	3.62%	4.66%	5.20%	5.20%	5.20%
Deposit Rate = Prime - 1.6%	1.30%	2.02%	3.06%	3.60%	3.60%	3.60%
Consumer price index	1.42%	1.42%	1.45%	1.48%	1.51%	1.54%
Wages & Salaries (Alberta)	1.35%	-0.12%	2.09%	2.29%	2.58%	2.75%
Construction Inflation (Alberta)	-0.26%	0.77%	2.06%	2.20%	2.05%	2.05%
Economic Growth (Alberta)	11.70%	4.16%	5.12%	3.96%	4.31%	3.40%
City of Spruce Grove						
Population (Spruce Grove)	34,881	35,766	36,012	37,081	38,122	39,148
Median Assessment of Single Family Detached Home	\$341,979	\$380,723	\$389,555	\$364,500	\$370,004	\$375,702
New Housing Starts	240	330	120	120	120	120

ii. Population



Data used to populate this graph is obtained from a growth study completed by the City in 2016 that is updated periodically as new census data is obtained and new trends are identified. The City's population according to the 2018 census was 35,766. Growth has been on a downward trend since the last census was performed. The population is anticipated to grow at an average annual rate of 2.82% over the next three years, and an average annual rate of 2.22% over the next 20 years. Based on this trend, projected population is 55,814 by 2039.

iii. Property tax and permit revenue

Based on current information, 2020 construction activity is expected to be down from 2019 levels.

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

Council shall plan for a balanced budget, in which total revenues and transfers in over a three-year period are less than total expenditures and transfers out for the same period, unless as a result of extraordinary circumstances Council determines that it is consistent with prudent fiscal policy to have a deficit. If a deficit is planned, Council shall develop a recovery plan for achieving a balanced budget in the future and the recovery plan must specify the manner and the period in which the balanced budget will be achieved.

b. Fees and Charges Bylaw

User fees must be established by bylaw or policy.

2. Key financial policies (continued)

c. 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.

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

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

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

e. Property Tax Distribution policy

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

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

f. 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.

g. Debt Management policy

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

The City recognizes that the provincially legislated debt limits, being total debt of 1.5 times revenue and debt servicing of 0.25 times revenue, provide too great a potential tax burden to the community. To establish consistent and well defined debt limits, the

City shall use the same basis of calculating debt limits as established by the Debt Limit Regulation, except that the City debt limits will be one half of those allowed by the regulation.

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

h. 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.

i. 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 records supplies held for consumption at the lower of cost and replacement value.

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 commissions 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

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 tangible capital assets.

iv. Segmented disclosure



Municipalities are required to disclose financial information for significant segments of operations. The City discloses segmented financial information based on lines of service provided by the City. The services that are disclosed are referred to as: municipal, utility and development.

j. Accumulated surplus policy

The City shall manage accumulated surplus through long term planning set out annually in the 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 is suggested to be a minimum of 20% of combined expenses. The municipal surplus shall be used to protect against unexpected shortfalls in revenue or unplanned additional expenses and/or expenditures on capital.

3. Other financial assets

The City holds an interest in lands described as the Westwind Lands. The City entered into an option agreement to dispose of the assembled land in parcels as requested by the developer, Westwind Developments. Land held for resale is recorded as a financial asset until sold. Interest paid on the \$8.9 million debenture to finance the land assembly has been capitalized to land held for resale. As part of the option agreement with Westwind Developments, the City receives option consideration used to offset the interest paid.

4. Deferred revenue

Municipal Sustainability Initiative Grant (MSI) and Federal Gas Tax Fund (GTF) are multi-year grant programs that provide annual funding and 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

In 2014 Municipal Affairs consolidated the MSI capital program with the 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. When MSI was launched in 2007, it was only intended to be a ten-year program, but was extended for another two years. The MSI grant program is expected to come to an end in 2021-2022, it is assumed some type of funding program will be available beyond those years.

There are three components to MSI. The operating component for 2019 is \$239,426, which the City has designated to fund transit operations. The capital component is limited to projects with a minimum value of \$237,473 (5% of the annual capital portion of the grant) and the third component is the BMTG, which is based on a combination of population and length of primary highways.

b. Federal Gas Tax Fund

The Federal Gas Tax Fund provides \$113.00 per capita in 2019, (2018 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.

Deferred Revenue Statement

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Opening Balance						
Government Transfers						
Developer Contribution	2,931	3,993	3,232	5,938	7,851	10,073
Capital Grants	18,289	25,176	20,386	24,156	15,909	11,426
Operating Grants	169	162	170	170	170	170
	21,389	29,331	23,788	30,264	23,930	21,669
Other Deferred Amounts	1,362	1,362	1,465	1,466	1,466	1,466
	22,751	30,693	25,253	31,730	25,396	23,135
Amounts Received						
Government Transfers						
Developer Contribution	914	5,359	5,368	5,408	5,627	5,796
Capital Grants	7,072	11,867	25,468	8,988	7,832	14,837
Operating Grants	3,155	2,869	3,020	3,210	3,792	3,604
	11,142	20,095	33,857	17,606	17,251	24,236
Other Deferred Amounts	5,750	204	202	417	217	217
	16,891	20,299	34,059	18,024	17,468	24,453
Interest Earned						
Government Transfers						
Developer Contribution	292	177	114	216	267	324
Capital Grants	554	769	740	696	489	377
Operating Grants	3	-	-	-	-	-
	849	946	853	912	756	702
Other Deferred Amounts	-	-	-	-	-	-
	849	946	853	912	756	702
Amounts Recognized						
Government Transfers						
Developer Contribution	(905)	(5,735)	(2,776)	(3,711)	(3,672)	(3,900)
Capital Grants	(5,529)	(22,825)	(22,437)	(17,930)	(12,804)	(26,497)
Operating Grants	(3,157)	(2,913)	(3,020)	(3,210)	(3,792)	(3,604)
	(9,591)	(31,473)	(28,233)	(24,852)	(20,268)	(34,001)
Other Deferred Amounts	(5,647)	(204)	(202)	(417)	(217)	(217)
	(15,238)	(31,677)	(28,435)	(25,269)	(20,486)	(34,218)
Closing Balance						
Government Transfers						
Developer Contribution	3,232	3,794	5,939	7,851	10,073	12,293
Capital Grants	20,386	14,987	24,156	15,909	11,426	143
Operating Grants	170	118	170	170	170	170
	23,788	18,899	30,264	23,930	21,669	12,606
Other Deferred Amounts	1,465	1,362	1,465	1,466	1,466	1,466
	25,253	20,261	31,729	25,396	23,135	14,072

5. Long-term debt

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Budget (\$000s)	2022 Budget (\$000s)
RCMP Facility	7,650	7,723	8,553	8,202	7,842	7,473
Protective Services Facility	6,000	12,974	5,682	5,354	5,016	4,666
Public Works Facility	4,813	4,649	4,644	4,469	4,287	4,099
Local Improvements	4,255	3,942	3,946	3,628	3,301	2,965
Agrena	1,023	855	855	679	496	304
Library	943	799	801	652	499	339
Tri-Leisure Centre	858	601	602	330	41	-
Westwind Lands	452	452	452	452	452	452
Printer Leases	220	-	189	145	98	48
City Centre Redevelopment	-	300	-	300	3,073	5,306
Industrial WM and Surface Rehab (Municipal portion)	-	-	-	-	1,434	3,256
Local & Collector Roads	-	-	-	-	1,000	2,461
Total Municipal Loans Outstanding	26,214	32,295	25,724	24,211	27,539	31,369
Storm System Upgrades	-	3,850	2,135	2,051	1,965	2,339
Industrial WM and Surface Rehab (Utility portion)	-	-	-	2,160	4,227	6,873
ARP Infrastructure	-	-	-	404	1,958	2,096
Total Utility Loans Outstanding	-	3,850	2,135	4,615	8,150	11,308
New Growth - Transportation	11,150	15,852	12,874	12,301	11,716	13,717
Water Reservoir	1,100	1,561	1,058	1,014	970	924
Total Developer Loans Outstanding	12,250	17,413	13,932	13,316	12,686	14,642
	38,464	53,557	41,790	42,142	48,375	57,319

Principal and interest repayments as of December 31, 2020 are as follows:

Year	Principal (\$000s)	Interest (\$000s)	Total (\$000s)
2021	2,708	1,151	3,860
2022	2,884	1,282	4,166
2023	3,386	1,488	4,874
2024	4,483	2,118	6,601
2025	5,621	2,818	8,439
Subsequent	155,733	39,247	194,981
	174,815	48,104	222,919

Debenture debt, other than land assembly debt, is repayable to the Alberta Capital Financing Authority, Canadian Imperial Bank of Commerce and Pacific and Western Bank bearing interest at rates ranging from 1.826% to 6.375% per annum, before Provincial subsidy, and matures in periods 2020 to 2047. Debenture debt is issued on the credit and security of the City of Spruce Grove.

6. Debt limits

The province sets 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 the reporting year less capital government transfers and contributed tangible assets recognized in the year.

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Budget (\$000s)	2022 Budget (\$000s)
Total Revenue	94,907	127,967	121,291	118,628	117,583	135,751
Contributed Tangible Capital Assets	(9,590)	(13,737)	(13,217)	(6,556)	(6,595)	(6,607)
Government Transfers - Capital	(5,529)	(22,825)	(22,437)	(17,930)	(12,804)	(26,497)
Revenue for Debt Limit	79,788	91,404	85,637	94,142	98,183	102,646

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Budget (\$000s)	2022 Budget (\$000s)
Total Debt Limit (1.5 X Revenue),	119,682	137,106	128,455	141,214	147,275	153,969
Less Total Debt	(38,464)	(53,557)	(41,790)	(42,142)	(48,375)	(57,319)
Amount of Debt Limit Unused	81,218	83,549	86,665	99,072	98,900	96,651
Debt Servicing Limit (0.25 X Revenue)	19,947	22,851	21,409	23,536	24,546	25,662
Less Debt Servicing	2,096	3,837	3,311	3,677	3,860	4,166
Amount of Debt Servicing Limit Unused	17,851	19,014	18,098	19,859	20,686	21,495

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:

a. Municipal

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Property Tax	37,961	40,448	40,396	42,365	44,600	47,442
Operating Grants	3,158	2,913	3,020	3,210	3,792	3,604
Sales and User Fees	18,486	20,866	19,509	21,413	22,090	22,414
Local Improvement Levies	6	-	-	-	-	-
Interest	87	206	256	206	195	184
	<u>59,698</u>	<u>64,433</u>	<u>63,182</u>	<u>67,194</u>	<u>70,677</u>	<u>73,644</u>
Expenses						
Amortization	11,677	12,254	10,804	13,036	14,026	14,599
Contracted Services	13,742	14,995	13,398	15,230	16,065	17,333
Cost of Land Sold	-	-	-	349	349	349
General	7,454	8,477	8,622	9,762	9,874	10,719
Grants	3,326	2,288	2,235	2,462	2,922	2,902
Human Resources	30,980	32,801	32,514	34,667	37,450	39,042
Interest on Long-Term Debt	591	992	830	798	737	795
Materials, Equipment and Supplies	4,022	4,764	4,458	4,745	5,493	5,589
	<u>71,792</u>	<u>76,571</u>	<u>72,862</u>	<u>81,049</u>	<u>86,916</u>	<u>91,327</u>
Annual (Deficit) Before the Undernoted	(12,094)	(12,138)	(9,681)	(13,855)	(16,239)	(17,683)
Capital Grants	5,529	22,825	22,437	17,930	12,804	26,497
Gain (Loss) on Disposal of Tangible Capital Assets	(107)	-	-	1,670	330	330
	<u>5,422</u>	<u>22,825</u>	<u>22,437</u>	<u>19,600</u>	<u>13,134</u>	<u>26,827</u>
Annual Surplus (Deficit)	(6,673)	10,688	12,757	5,744	(3,105)	9,144

b. Utility

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	19,365	21,235	19,679	21,568	23,505	24,772
	19,365	21,235	19,679	21,568	23,505	24,772
Expenses						
Amortization	3,398	3,674	3,531	3,729	3,993	4,116
Contracted Services	12,291	15,057	12,806	13,428	13,256	15,390
General	273	389	566	497	509	470
Human Resources	1,488	1,824	2,316	2,433	2,604	2,670
Interest on Long-Term Debt	-	-	-	53	114	201
Materials, Equipment and Supplies	215	555	544	563	553	557
	17,664	21,499	19,763	20,703	21,030	23,404
Annual Surplus (Deficit) Before the Undernoted	1,701	(264)	(84)	865	2,475	1,368
Loss on Disposal of Tangible Capital Assets	(72)	-	-	-	-	-
	(72)	-	-	-	-	-
Annual Surplus (Deficit)	1,629	(264)	(84)	865	2,475	1,368

c. Development

The development segment includes all developer funded projects and activities.

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Expenses						
Contracted Services	-	-	85	-	-	-
Interest on Long-Term Debt	307	47	272	314	300	286
Materials, Equipment and Supplies	78	20	-	-	-	-
	385	67	357	314	300	286
Annual Deficit Before the Undernoted	(385)	(67)	(357)	(314)	(300)	(286)
Contributed Tangible Capital Assets	9,590	13,737	13,217	6,556	6,595	6,607
Developer Contributions	905	5,735	2,776	3,711	3,672	3,900
	10,495	19,473	15,994	10,267	10,267	10,507
Annual Surplus	10,110	19,406	15,637	9,953	9,966	10,221



Schedule 1 – Property Taxes

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Property Taxes						
Residential	41,650	44,439	43,646	45,154	47,107	48,449
Non-Residential						
Commercial	10,023	10,821	10,657	11,153	11,461	13,341
Industrial	2,274	2,404	2,371	2,489	2,709	2,835
Linear	318	317	326	339	345	358
Agriculture	2	2	2	2	3	3
	54,267	57,983	57,002	59,137	61,625	64,986
Less Requisitions						
Alberta Education	13,735	14,745	12,393	12,517	12,705	13,094
Evergreen Catholic Schools	2,296	2,556	3,913	3,953	4,012	4,135
Meridian Foundation	275	234	300	303	308	315
	16,306	17,535	16,606	16,772	17,025	17,544
	37,961	40,448	40,396	42,365	44,600	47,442

Schedule 2 – Government Transfers

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Government Transfers - Capital						
Gas Tax Fund	2,419	3,384	3,383	2,781	3,222	3,214
Sustainability	3,109	17,190	16,333	13,498	9,088	15,784
Other	1	2,251	2,721	1,651	495	7,500
	5,529	22,825	22,437	17,930	12,804	26,497
Government Transfers - Operating						
Policing	688	675	701	701	741	761
Social	821	821	821	821	821	821
Sustainability	237	231	239	239	239	-
Other	1,412	1,186	1,259	1,450	1,991	2,022
	3,157	2,913	3,020	3,210	3,792	3,604
	8,687	25,738	25,457	21,141	16,597	30,101

Schedule 3 – Sales and User Fees

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Donations and Sponsorships	123	204	202	417	217	217
Fines and Permits	3,946	4,790	3,893	3,916	3,917	3,899
Electrical Franchise Fees	3,542	3,857	3,857	4,050	4,252	4,465
Gas Franchise Fees	1,037	1,852	1,785	2,459	2,869	2,927
Goods and Services	4,666	4,717	4,626	4,696	4,761	4,821
Other	1,202	1,401	1,110	934	1,035	989
Permits	1,820	2,370	1,682	1,841	1,877	1,904
Rental Revenue	1,343	1,338	1,528	1,918	1,954	1,961
Sale of Land for Resale	-	-	-	346	346	346
Tax Penalty	806	755	828	836	860	885
Utility Charges	19,365	20,819	19,679	21,568	23,505	24,772
	37,851	42,102	39,188	42,981	45,595	47,187

Schedule 4 – Expenses by Object

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Amortization	15,074	15,928	14,335	16,765	18,019	18,714
Contracted Services	26,032	30,053	26,289	28,658	29,321	32,723
Cost of Land Held for Resale	-	-	-	349	349	349
General	7,727	8,866	9,188	10,260	10,383	11,188
Grants	3,326	2,288	2,235	2,462	2,922	2,902
Human Resources	32,468	34,624	34,831	37,100	40,055	41,712
Interest on Long-Term Debt	898	1,038	1,102	1,164	1,151	1,282
Materials, Equipment and Supplies	4,314	5,339	5,002	5,308	6,046	6,146
	89,841	98,137	92,982	102,066	108,247	115,017

Schedule 5 – Expenses by Department

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Council	646	715	718	760	780	800
City Manager	668	574	719	677	693	709
Economic and Business Development	1,397	1,289	1,187	1,690	1,366	1,379
Corporate Communications	971	1,068	1,049	1,208	1,309	1,348
Community and Protective Services						
Administration	1,040	564	350	516	519	537
Agrena/Sports Park	1,757	1,856	1,759	1,816	1,853	1,909
Community Social Development	-	679	647	609	648	656
Culture	1,554	1,559	1,561	1,598	1,702	1,724
Family and Community Support Services	1,778	1,292	1,304	1,344	1,483	1,545
Fire	7,871	8,178	8,873	9,598	10,021	10,400
Leisure Centre	2,393	1,469	1,432	1,419	1,828	1,756
Library	1,213	1,370	1,272	1,328	1,383	1,439
Municipal Enforcement and Safe City	3,156	3,721	3,032	3,361	3,466	3,585
Police	5,004	6,258	5,572	7,024	7,381	7,874
Recreation	1,642	1,655	1,868	1,935	1,995	2,058
	27,408	28,600	27,671	30,547	32,279	33,484
Corporate Services						
Administration	746	716	301	315	324	332
City Clerk	1,512	1,679	432	471	636	532
Finance	3,092	3,090	2,759	2,669	2,747	2,886
Human Resources	1,559	1,476	1,556	1,990	2,617	2,819
Information Systems	3,779	4,677	4,812	5,583	6,330	6,874
Integrated Planning and Strategic Services	-	-	1,559	1,723	1,962	2,145
	10,688	11,637	11,418	12,751	14,616	15,588
Planning and Infrastructure						
Administration	635	693	713	809	832	856
Asset Management	5,295	6,328	6,224	6,634	7,263	7,411
Engineering	2,295	2,378	1,854	1,765	1,958	2,687
Planning and Development	2,160	2,251	2,115	2,218	2,367	2,416
Public Works	17,766	18,920	16,963	19,134	20,029	20,982
Transit and Sustainability	2,248	3,187	2,556	3,142	3,697	3,929
	30,399	33,757	30,426	33,703	36,146	38,280
Utilities						
Storm	-	-	1,692	2,063	1,152	2,476
Waste	2,970	3,601	2,949	2,757	2,874	2,984
Wastewater	4,618	4,909	4,550	4,837	5,131	5,659
Water	10,076	11,986	10,602	11,074	11,901	12,310
	17,664	20,497	19,793	20,731	21,058	23,430
	89,841	98,137	92,982	102,066	108,246	115,017



Initiatives and Service Changes

INITIATIVES & SERVICE CHANGES

In September of this year, the Corporate Leadership Team (CLT) directed departments to do a review of all proposed corporate plan initiatives and service changes to ensure what was being proposed was critical to city operations for 2020. All other proposed initiatives were either deferred to a later year or cancelled. Given the need for a reframing year, CLT also directed departments that all municipally funded positions proposed for 2020 would be deferred and reconsidered within the reframing. There is one Utility funded position that remains in the 2020 plan, all other positions are in the 2021-2022 Initiative and Service Change List.

The following tables provide details of these initiatives and service changes recommended by CLT through the development of the corporate plan. These 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.

Each list of initiatives and services changes are organized into three main tables:

<p><u>2020 Above the Line Initiatives and Service Changes</u></p> <p>Initiatives in this table are considered critical for the ongoing successful operations of the City and will proceed in 2020. The 2020 Above the Line list is the green table.</p>	<p><u>2020 Below the Line Initiatives and Service Changes</u></p> <p>The initiatives listed in this table were scheduled to start in 2020 but are not funded at this time and will be evaluated as part of the 2020 reframing year. The 2020 Below the Line list is the grey table.</p>	<p><u>2021 and 2022 Initiatives and Service Changes</u></p> <p>Many of these initiatives were deferred from 2020 to 2021/2022 as part of the reframing year discussion or were originally scheduled to start in 2021 or 2022. The initiatives that have a funding source are the ones currently included in the fiscal plan but it's important to note that they are not being recommended for approval at this time. Those that aren't included in the fiscal plan show "not currently funded." All initiatives in this table are listed to show the importance of completing this work and will be considered as part of the 2020 reframing year. The 2021 and 2022 list is the blue table.</p>
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2020 Above the Line Initiatives and Service Changes

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Engineering	CE1066: Industrial Storm Implementation	On the completion of the Industrial Storm Study in 2018 this phase will be the execution of addressing the issues. The City of Spruce Grove's Industrial area is situated on the south end of the City. The majority of the drainage is handled by open ditches and culverts. There are a number of areas in the industrial area where culverts are either crushed or filled in and where drainage ditch are filled in or partially filled in. The work is planned to be broken into two phases and in the years 2019 and 2020.	2019-05-01	2020-12-31	\$910,000.00			User Fees: \$910,000.00
Engineering	CE1067: Storm System Upgrades	In 2015 the City of Spruce Grove completed a Storm Master Plan. Part of the Master Plan identified numerous recommendations for upgrades to the City's storm network. In order to ensure low risk to the City and provide the expected level of service and infrastructure expected by our residents, the City will implement the recommended upgrades over a number of years as follows: Lakewood, Grove Meadows, Linkside (\$462,000); Woodhaven (\$792,000); Westgrove, Aspenglen, Millgrove, Deer Park (\$385,000)	2020-01-01	2023-12-31	2020 Debt Servicing: \$136,488.82	2021 Debt Servicing: \$136,488.82	2022 Initiative Costs: \$462,000.00 2022 Debt Servicing: \$136,488.82	User Fees: \$409,466.47 Utility Debt: \$462,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Community Social Development	CE1071: Develop an Indigenous Engagement Improvement Strategy - "New Beginnings"	"New Beginnings - An Indigenous Engagement Improvement Strategy" is a multi-phased regional community development initiative striving to create social sustainability and increased access to culturally appropriate programs, services, and supports for Indigenous residents through inclusive engagement.	2020-01-01	2021-12-31	Effort Only	Effort Only		
City Manager's Office Administration	CE1081: Inter-municipal Collaboration Framework (ICF)	<p>The revised MGA requires all municipalities that share a common boundary to adopt ICF bylaws by April 1, 2020. This requirement is designed to support and provide for integrated strategic planning, delivery and funding of intermunicipal services, ensure scarce resources are efficiently delivered and ensure that municipalities contribute funding to services that benefit their residents.</p> <p>This initiative proposes the development of an Inter-municipal Collaboration Framework (ICF) in response to the new Municipal Government Act (MGA) requirements.</p>	2020-01-01	2021-12-31	Effort Only	Effort Only		



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
City Manager's Office Administration	CE1082: Inter-municipal Collaboration Committee (ICC) - Waste Management	The Inter-municipal Collaboration Committees were formed through the CAOs of Parkland County, Town of Stony Plain, and the City of Spruce Grove to review service delivery aspects and determine the possibilities of providing services jointly. This initiative represents the effort associated with the review and implementation of Solid Waste Management services. Currently, service collection standards, contracts and collection methods are different in each of the municipalities.	2019-01-01	2020-12-31	\$10,000.00			User Fees: \$10,000.00
Environment & Transit	CE1084: Inter-municipal Collaboration Committee (ICC) - Transit Services	The Inter-municipal Collaboration Committees were formed through the Chief Administrative Officers of Parkland County, Town of Stony Plain, and the City of Spruce Grove to review service delivery aspects to determine the possibilities of providing services jointly. This initiative extends this work to develop cooperative agreements and possible re-branding into 2020. Plans are being developed for purchasing, servicing and operations related to transit service for Stony Plain.	2018-01-01	2020-12-31	\$10,000.00			Taxes/Other: \$10,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Environment & Transit	CE1099: Transit - Local Service: Install Bus Stops	This project will finalize the local routes in the City of Spruce Grove including public engagement confirming bus stop locations. The project will install concrete bus pads for each stop. Based upon service standards used at other jurisdictions, a bus stop for local services is located between 300 and 400 meters, along a local route. It is estimated that up to 70 new stops will need to be installed for local service. This project is phased over 3 years as the routes may change slightly as we develop the Park and Ride facility. This project was approved for funding under Alberta Community Transit Fund and application was made as well Investing in Canada Infrastructure Program.	2019-01-01	2021-12-31	\$185,840.00	\$191,735.00		MSI, ICIP and ACT Grants: \$377,575.00



Economic Development	CE1230: Develop a Business Plan for Recommended Broadband Option	<p>As part of the City’s Economic Development Strategy & Action Plan Update 2017-2022, Spruce Grove prepared a Next Generation Broadband Strategy which was completed in 2018. This Strategy assessed the state of broadband availability in Spruce Grove and determined that businesses are underserved in terms of adequate internet connectivity. A series of strategic options and recommendations have been identified to improve the level of internet service within the business and broader community.</p> <p>The next step is to develop a business plan based on the recommended broadband option set out in the Broadband Strategy. This option recommends that the City take an active role in facilitating the development of digital infrastructure (fibre) including the deployment and ownership of fibre networks where necessary. This will include capitalizing on construction and trenching activities to deploy fibre and to adopt engineering standards related to broadband deployment within development areas.</p> <p>This is a joint initiative between Economic and Business Development (project manager) and Information Systems.</p>	2020-01-01	2020-12-31	\$79,200.00	Taxes/Other: \$79,200.00
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Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Environment & Transit	CE1320: Transit - Smart Fare	Edmonton, Strathcona County and St. Albert have extended the offer to the City of Spruce Grove (Tri-Region) as well as Leduc, Beaumont and Fort Saskatchewan to participate in the installation of advanced fare payment technology on transit buses. Bus riders will be able to load their smart phone or card either on line or from a participating retailer to enable the loading of fares through credit or debit card. The card will replace all current printed transit fare media - monthly bus passes and bus tickets. The system will enable seamless access across the Metro Edmonton Region and will enable better data on transit rider boarding's and behaviour. The UPass system will be compatible and allocations for revenue will be more accurate.	2019-01-01	2023-12-31	\$116,848.00	\$82,000.00	\$75,800.00	Taxes/Other: \$237,448.00 ICIP and ACT Grants: \$37,200.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Economic Development	CE1326: Land Use Bylaw Amendment for the City Centre	Preparation of an Area Redevelopment Plan (ARP) for the City Centre is currently underway and is expected to be completed later this year. Once completed, it will be presented to City Council for approval. Many of the recommendations contained in the ARP will require amendments to the Land Use Bylaw establishing the City Centre area as a new district if they are to be implemented. This initiative involves taking the recommendations in the City Centre ARP and crafting amendments to the Land Use Bylaw to give these recommendations effect. The process is quite technical and will require consultation with the business community and other parties. A Land Use Bylaw amendment will then be brought to Council for approval.	2020-01-01	2020-12-31	\$100,000.00			Taxes/Other: \$100,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Engineering	CE1338: Recreation Offsite Levy Model	The purpose of this project is to incorporate a recreation component into the current Offsite Levy Bylaw. The newly revised Municipal Government Act (MGA) allows municipalities to charge developers offsite levies in order to fund for that portion which is directly related to new development. The Offsite Levy Bylaw is scheduled for an annual update so this amendment will cover an "enhanced" update to capture this new stream of offsite levies. The funding identified will provide for a review of the changes through the consultant that built the model for Spruce Grove.	2020-02-01	2020-06-30	\$30,000.00			Taxes/Other: \$30,000.00
Corporate Communications	CE1352: Customer Service Strategy	It is important that the delivery of customer service adapts to the changing expectations of a larger population with more diverse demographics. As Spruce Grove grows from a small to a mid-sized city, we need to formally assess current customer service practices, conduct an inventory of tools, processes and procedures, engage the community and staff to determine needs and do an environmental scan to determine best practices. The results will form recommendations for the development and implementation of a customer service strategy.	2020-03-01	2022-12-31	\$42,500.00	\$82,500.00	\$42,500.00	Taxes/Other: \$167,500.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Economic Development	CE1356: Industrial Land Strategy Implementation Plan	The City has a corporate plan initiative to develop an industrial land strategy in 2019. The intent is to find ways of increasing the supply of serviced industrial land in Spruce Grove. Once a strategy has been developed and approved by Council, the next step will be to develop a business plan for implementation of the strategy. This will be undertaken in 2020 and will consider the role of the City, opportunities for partnerships with developers, potential use of incentives, infrastructure issues and a detailed implementation plan.	2020-01-01	2020-12-31	\$50,000.00			Taxes/Other: \$50,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Engineering	CE137: New Growth - Transportation	<p>The City of Spruce Grove collects offsite levies from developers to construct arterial roads in order to support development in growth areas. The following projects have been identified for work from 2022 - 2025.</p> <p>2022 Projects: -Grove Drive East twinning includes engineering, contingency, design and communication (\$2,600,000)</p> <p>2023 Projects: -Campsite Road Functional Plan (\$200,000) -Pioneer Road Top Lift Asphalt (\$1,335,000) -Century Road South from 16A to south of Century Close includes engineering, contingency, design and communication (\$4,485,000)</p> <p>2024 Projects - Golden Spike Road construction includes engineering, contingency, design and communications (\$4,400,000) - Grove Drive West twinning includes engineering, contingency, design and communication (\$2,210,000)</p> <p>2025 Projects - Campsite Road South construction includes engineering, contingency, design and communications (\$3,900,000)</p>	2022-01-01	2025-12-31	Debt Servicing: \$858,322.45	2021 Initiative Costs: \$498,623.00 2021 Debt Servicing Costs: \$858,322.45	2022 Initiative Costs: \$2,611,500.00 2022 Debt Servicing Costs: \$858,322.45	Levies: \$6,643,973.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Engineering	CE138: 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 development in the City.</p> <p>The project recommended for 2024 is an extension of the Boundary Trunk sewer from 800m north of Highway 16A to south of the CN rail line. Construction will only begin when annexation is completed and there is a need as a result of development. This initiative has been moved further out into future years due to a slower economy which has affected the development of the area.</p>	2024-01-01	2025-12-31				Levies: \$1,441,898.00
Engineering	CE139: 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>	2020-01-01	2025-11-30	\$19,100.00	\$130,100.00	\$205,200.00	Levies: \$1,252,800.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Finance	CE1398: Fiscal Sustainability Framework	The purpose of the Long-Term Financial Sustainability Framework is to develop the holistic foundation upon which the City would establish its long-term financial plans. The initiative involves understanding the dynamic relationship between the driver components of expenses and revenues and identification of gaps in our information/data comprising the elements of the framework. The initiative includes update of appropriate financial policies supporting the long-term framework. The development of the components of the framework, depending on their current completeness and resource requirements to get them to completeness, may follow as separate initiative(s).	2020-01-01	2021-12-31	\$60,000.00	\$60,000.00		Taxes/Other: \$120,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Engineering	CE1474: Industrial WM and Surface Rehab - Transportation	Over the past couple of years, due to groundwater issues impacting road base and due to heavy traffic, the Industrial Area roads have started to deteriorate and are in need of repair. This is most evident in spring when the frost is coming out of the ground. Watermains within these roads were installed in the early 1970's and should be replaced with new, PVC watermains prior to road construction as they are nearing the end of their expected life and have shown some evidence of wear. Required repairs to the sanitary sewers in this immediate area would be completed at the same time as the replacement of the watermain.	2020-01-01	2024-12-31	2020 Initiative Costs: \$1,440,000.00	2021 Initiative Costs: \$1,434,400.00	2022 Initiative Costs: \$1,878,400.00 2022 Debt Servicing: \$91,700	Taxes/Other: \$275,816.11 Municipal Debt: \$3,312,800.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Engineering	CE1474: Industrial WM and Surface Rehab - Water	Over the past couple of years, due to groundwater issues impacting road base and due to heavy traffic, the Industrial Area roads have started to deteriorate and are in need of repair. This is most evident in spring when the frost is coming out of the ground. Watermains within these roads were installed in the early 1970's and should be replaced with new, PVC watermains prior to road construction as they are nearing the end of their expected life and have shown some evidence of wear. Required repairs to the sanitary sewers in this immediate area would be completed at the same time as the replacement of the watermain.	2020-01-01	2024-12-31	2020 Initiative Costs: \$2,160,000.00	2021 Initiative Costs: \$2,151,700.00 2021 Debt Servicing: \$138,087.05	2022 Initiative Costs: \$2,817,600.00 2022 Debt Servicing: \$275,643.49	User Fees: \$413,730.54 Utility Debt: \$7,129,300.00
Engineering	CE1481: Arterial Roadways and Hwy 16A Resurfacing	The City's arterial roadways form the backbone of the road network, transporting high volumes of vehicles to residential neighbourhoods, commercial developments, recreation destinations and other. It is important that the arterial roads, including Hwy 16A, are maintained to an appropriate standard to accommodate traffic.	2020-01-01	2026-12-31	\$1,000,000.00	\$1,000,000.00	\$1,300,000.00	MSI Grant: \$3,300,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Economic Development	CE1498: City Centre Business Retention & Attraction Plan	<p>In support of the City Centre Area Redevelopment Plan (CCARP) that received 1st reading on April 23, 2019, it has been identified there is a need for a City Centre business retention and attraction plan to support the current City Centre businesses, and to maximize our attraction efforts on to generate new investment into the City Centre. The plan will identify challenges, develop targeted marketing programs, and explore potential funding mechanisms such as a Community Revitalization Levy (CRL) to support the City Centre businesses to sustain diversified growth.</p> <p>Part of this initiative is to explore the option of applying for a CRL through the provincial government for the City Centre. If granted, a CRL would allow the City to keep the educational tax revenues to help offset the costs of the City Centre improvements. This type of levy is typically in place for up to 20 years.</p>	2020-01-01	2020-12-31	\$30,000.00			Taxes/Other: \$30,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Economic Development	CE1504: Visitor Information Services Agreement - The Spruce Grove & District Chamber of Commerce	The Chamber has requested \$35,000 for 2020 to fund the continued operation of the Visitor Information Centre. In its submission, the Chamber lists two options for funding based on the outcome of the unification vote by membership held on April 10, 2019. Both options requested \$35,000 for 2020 but if the amalgamation vote had not been approved, the Chamber wanted a 3-year agreement at \$35,000 per year. It is anticipated that a funding request will be made beyond 2020 once the amalgamated Chambers decide on a plan for future operation of their respective Visitor Information Centres.	2020-01-01	2020-12-31	\$35,000.00			Taxes/Other: \$35,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Economic Development	CE243: Implementation of Westwind Agreement Options	Implement the multi-year Purchase and Options Agreement between the City and the One Properties/Beaverbrook Joint Venture for development of the Westwind lands in Spruce Grove. This is a 10-year Agreement signed in 2010 which provides for the orderly take-down of City-owned land. There are various initiatives that come out of the Agreement related to issues such as site planning, sub-division, market valuation, additional land acquisition, etc. The Options Agreement expires in 2020 at which time the Joint Venture could purchase the remaining lands, request an extension or simply walk away. Other than the Joint Venture exercising their option by 2020, the other outcomes would extend the timeframe beyond what is now anticipated.	2015-01-01	2022-12-31	Effort Only	Effort Only	Effort Only	

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Environment & Transit	CE265: Transit Infrastructure - Permanent Park and Ride	Through the provincial GreenTRIP grant program, the City Spruce Grove is looking to build a 200 to 300 stall permanent park and ride facility and transit transfer station. In late 2015 GreenTRIP funding was approved to include this facility. This project has been deferred one year so that development corresponds with the Westwinds Development. The updated milestones are: 2016 Park and Ride site options analysis; 2019 detailed design and engineering work, and 2020 - 2021 construction. Alberta Transportation has been informed about the one year deferral.	2014-01-01	2023-12-31	\$3,066,000.02	\$1,206,000.00	\$20,000.00	Taxes/Other: \$41,000.00 GreenTRIP/MSI Grants: \$4,251,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Corporate Communications	CE27: 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.	2020-04-01	2020-12-31	\$50,000.00			Taxes/Other: \$50,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Recreation Services	CE413: Jubilee Park Master Plan Implementation	<p>The Jubilee Park Master Plan Update identifies a number of capital enhancements intended to both compliment and supplement existing system elements. It is proposed that the design and construction of the elements identified in the plan be carried out through a phased approach, specifically short-term development (0 - 5 years), mid-term development (6 - 10 years) and long-term development.</p> <p>In creating the Jubilee Park Master Plan Update, strategies from previous planning documents including the Leisure Services Master Plan and the Spontaneous Recreation/Park Amenity Study were incorporated.</p>	2020-01-01	2026-12-31	\$200,000.00			TransMountain Donation/ Sponsorship: \$200,000.00
Public Works	CE418: Relocation of Eco Centre to Public Works	<p>This initiative is to re-locate the existing Eco-Centre operations from the current location at 50 Diamond Avenue to 1 Schram Street to take advantage of a better and larger site. The relocation should increase operational efficiencies and provide a better experience for residents.</p>	2019-01-01	2020-12-31	\$710,000.00			Loss on Disposal: (\$373,694.00) User Fees: \$50,000.00 MSI Grant: \$660,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Engineering	CE428: Detailed Design and Construction of Snow Dump Site	<p>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 are located. This project would design and construct a new snow dump area.</p> <p>The new snow dump area will be designed for the first few years as an evaporation pond with no discharge to Atim Creek. This dump area will ultimately hold 1,000,000 cubic meters of snow which is approximately 10 times the capacity at the Public Works facility. This facility has the capacity to accommodate the snow for the full development of the City's existing corporate limits. In the future the snow dump will require a discharge to the creek and will be done with full approval of Alberta Environment. The existing snow dump area has been grandfathered for years and may at some point require upgrading to meet current standards. This project will supply the City with a long term solution for the removal and disposal of winter snow.</p>	2020-01-01	2021-12-31	\$1,565,600.00			MSI Grant: \$1,565,600.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Recreation Services	CE448: Arena Complex	Design and construct a regulation-size twin indoor ice facility primarily intended for youth and adult program activity during both winter and summer seasons. The possibility of hosting larger scale events with larger spectator capacity, as well as trade shows, will be explored.	2020-01-01	2023-12-31	\$900,000.00	\$4,000,000.00	\$20,050,000.00	Grants: \$17,450,000.00 Regional Funding: \$7,500,000.00
Environment & Transit	CE507: Transit System Growth - Local Service	This initiative includes the purchase of 5 (five) local sized buses (24 -30 passengers, which follows the Leduc Transit model) and storage for these buses. Three of the five buses were delivered in Spring 2019. Initial local service in September 2019 supports the far west and east ends of Spruce Grove to connect with the local commuter bus at morning and afternoon peak hours. During the midday a circle route takes the main arterial route and circulate through the City on a half hour schedule. Bus purchase and the transit storage building are included in the GreenTRIP Grant funding. One bus was funded under the PTIF grant.	2018-01-01	2026-12-31	\$2,076,718.00	\$594,215.00	\$642,980.80	Taxes/Other: \$1,767,509.00 GreenTRIP/ MSI/Gas Tax Grants: \$1,495,750.00
Protective Services	CE588: New Protective Services Facility	In 2016 Council approved the construction of an addition and renovations to the current protective services facility. This initiative is an update to the corporate plan with that approval.	2016-01-01	2020-12-31	2020 Initiative Costs: \$558,676 2020 Debt Servicing: \$793,915	2021 Debt Servicing: \$793,915.00	2022 Debt Servicing: \$793,915.00	Taxes/Other: \$2,391,745.00 MSI Grant: \$548,676.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Planning & Development	CE594: Implementation of the Growth Study	The City of Spruce Grove completed a Growth Study in 2016, and has been working on implementation. In January 2018, City Council provided direction to proceed with annexation discussions with the Town of Stony Plain and Parkland County. This business case encompasses two separate annexation processes.	2016-08-01	2021-07-31	\$134,500.00	\$35,635.00		Taxes/Other: \$170,135
Planning & Development	CE595: Update of the Muni Dev Plan & Land Use Bylaw	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. The City will also need to ensure compliance with the Edmonton Metropolitan Region Board's Growth Plan, which may require minor amendments to be approved in 2020 while working on the major update of the plan. This initiative encompasses both the minor alignment amendments, as well as the major rewrite of the Municipal Development Plan. Your Bright Future, the City's current Municipal Development Plan, was written as a plan from 2010 to 2020, so an update should not be delayed much further than 2020/2021.	2020-07-01	2022-12-31	\$10,000.00	\$130,000.00	\$130,000.00	Taxes/Other: \$270,000

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Engineering	CE727: Support to City Centre ARP - Infrastructure	<p>This project would construct all essential infrastructure within the City Centre area that would support the future development of the City Centre. Work to include watermain, sanitary and storm upgrades as well and surface restoration plus the installation of broadband infrastructure. This initiative will be implemented in four (4) phases and based on the Cushing- Terrell Study and Report completed in 2018:</p> <p>1) Detail design phase; 2) McLeod Ave., First Ave., Alley 1st and 2nd and King Street; 3) Church Rd, Queen, Jespersen, Andrew Crescent; 4) Mohr off of Calahoo and Calahoo plus McPherson, Mohr (Queen to Main) and Main (Mohr to Jespersen).</p>	2019-01-01	2024-12-31	\$576,800.00	2021 Initiative Costs: \$2,242,774 2021 Debt Servicing: \$25,812.05	2022 Initiative Costs: \$309,000 2022 Debt Servicing: \$126,177.16	User Fees: \$151,989.21 MSI Grant: \$938,572.00 Utility Debt: \$2,190,001.80

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Economic Development	CE728: Implementation of City Centre Area Redevelopment Plan	<p>Preparation of a City Centre Area Redevelopment Plan (CCARP) review and approval by Council will trigger amendments to the Land Use Bylaw which will also require Council approval. The intent is to create the conditions necessary for the revitalization of the city centre through reinvestment and redevelopment. The CCARP details recommended improvements and includes capital cost estimates and a proposed schedule. The recommendations have been split into three separate initiatives:</p> <ol style="list-style-type: none"> 1. Rehabilitation of the underground infrastructure in the City Centre. This is being led by Engineering under a separate capital initiative (CE727.5) but will be integrated with this initiative at the engineering stage once we know the scope of what Council is prepared to approve. 2. Implement streetscape improvements related to urban design and other changes not covered in the infrastructure rehabilitation. 3. Redesign of Columbus Park into a more functional space for community use. <p>The possibility of applying for a Community Revitalization levy (CRL) will be investigated as a potential revenue source to help offset costs.</p>	2020-01-01	2025-12-31	\$300,000.00	2021 Initiative Costs: \$2,784,851.00 2021 Debt Servicing: \$19,178.76	2022 Initiative Costs: \$2,353,947.00 2022 Debt Servicing: \$197,212.03	Taxes/Other: \$216,390.79 Municipal Debt: \$5,438,798.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Economic Development	CE864: Edmonton Global Initiative	As an Edmonton Metropolitan Region Board (EMRB) sponsored initiative, an independent Edmonton Metropolitan Economic Development entity named Edmonton Global was established in May 2017 to promote and attract investment to the region. This is a Part 9 Company with a Board of Directors that have the power to manage the business and affairs of the Company. The Board consists of appointees who have relevant business and professional experience or who are otherwise industry leaders. The shareholders are the 15 municipalities from the Edmonton metropolitan region who have chosen to participate. A business plan has been developed that is funded by the shareholders and the Alberta and federal governments. The City of Spruce Grove, through a motion approved by Council on May 23, 2017, agreed to become a founding shareholder and join the new entity. This initiative will be moved to status quo once a new funding agreement is put in place. With Edmonton Global now in the start-up phase, the scope of this initiative may change over time to take advantage of opportunities and enhance its effectiveness.	2018-01-01	2022-12-31	\$60,000.00	\$60,000.00	\$60,900.00	Taxes/Other: \$180,900.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Integrated Planning and Strategic Services	CI1075: Asset Management Program Implementation (Phase 1)	<p>Implementing a Corporate Asset Management System is best done in a phased approach that focuses on building a solid foundation of data, processes and standards. This first phase aims to build a complete and accurate asset register, implement a uniform and transparent method for assessing the condition of assets and to determine the criticality or importance of assets versus other assets in the system.</p> <p>This initiative will result in more uniform and informed decisions based on accurate information via Asset Plans. The maturity of the plans will increase over time as the three fundamental goals of this phase are achieved.</p>	2018-01-01	2021-12-31	Effort Only	Effort Only		N/A



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Integrated Planning and Strategic Services	C11078: Enterprise Risk Management (ERM Phase 1 - Development)	<p>The purpose of risk governance is the creation and protection of value. It improves organizational performance, encourages innovation and supports the achievement of objectives.</p> <p>Currently risk is managed ad hoc within individual departments - inherently the governance of risk is not optimized exposing the City to unidentified risks that could impact strategic, project, and operational objectives. Successful risk governance requires a tailored governance structure endorsed by senior leadership. Such a structure would include identified risk principles, a governance framework, and a standardized risk assessment process. Depending on leadership's desired governance approach, the risk principles, framework, and assessment process could be used to influence functions such as business or operational planning. Phase 1 of this initiative endeavors to increase the City's risk governance maturity by working with senior leadership to define a set of risk principles, create an enterprise wide risk management framework, and identify a common risk assessment process.</p>	2020-01-01	2020-12-31	Effort Only			



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Information Systems	CI1210: Office 365 Implementation	With the increase in population and with the demand of services from the public, the city administration will need to rely and trust on their corporate tools to provide a high level of service to the community. The objective of this initiative is to upgrade and migrate the existing email system from the geriatric infrastructure to reliable, secure and scalable cloud services (Microsoft Office 365) and to address the concerns about data sovereignty; this solution will be hosted within the two Microsoft data centres in Canada (Toronto and Quebec).	2019-03-01	2020-12-31	\$5,000.00			Taxes/Other: \$5,000.00
Information Systems	CI1211: Windows 10 Upgrade	The purpose of this initiative is to upgrade two hundred and seventy-one systems to Microsoft Windows 10 Professional. In the last two years, Microsoft and computer manufacturers have been announcing the retirement of the Microsoft Windows 7 platform from their inventory and manufacturing. In 2017 Dell, Lenovo, HP announced that after the summer of 2018, they will no longer be selling systems with the old platform and therefore, forcing all business and governments to upgrade to new systems.	2019-01-01	2020-12-31	Effort Only			

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Environment & Transit	C11284: Mapping Contaminated Sites	To support the operational, safety and planning needs of the City, Environment and Transit together with GIS is proposing to create a new layer on the City's Geographic Information System that would visually identify significant contaminated sites, reported environmental releases and underground/above ground petroleum (and other) storage tanks. Having this information in advance will save time and resources when doing excavations, daylighting for utilities access, and planning related to redevelopment and economic development.	2020-01-01	2020-12-31	\$5,000.00			Taxes/Other: \$5,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Facilities and Fleet Management	CI1287: Environmental Liabilities - PS3280 Prep Implementation	Starting in 2021 a new accounting standard PS-3280 will be introduced. This standard will address asset retirement obligation, which is a legal obligation associated with the retirement of a tangible capital asset. The standard will require identification when assets are being considered, to determine the cost of removal, decontamination, or remediation after the useful life of the asset. For existing assets, it will require identification of aspects that will need to be considered for decontamination or remediation as part of decommissioning the asset. For the City of Spruce Grove this may include the full cost of asbestos removal in facilities once these facilities are decommissioned. The full extent and ramifications of this standard are not known, but early research will help to set the policy and determine the level of risk associated to the City.	2020-01-01	2021-12-31	\$12,000.00			Taxes/Other: \$12,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Information Systems	CI1314: CityView Software Upgrade and Enhancement	The City has been using CityView software since 2009, when all permitting programs were fully customized. Upgrades are needed to the programming to bring it into the visual programming standard and enable the browser based user interface (WorkSpace) in order to continue software support capability and provide the ability to grow the program moving forward. In conjunction with this program conversion and upgrade, the City will also have CityView provide upgraded modules for a website portal, enable mobile technology, cashing and online payment, and enable Word compatibility and e-mail integration. The upgrade will allow applicants to apply for permits and make payments online, and will also result in automated inspections in the field with instant results provided to applicants. The initiative will move the department from paper-based linear processes to digital processes that can be run simultaneously, allowing for greater efficiency and provide for flexibility in staff functions. Implementation of this initiative will bring the City to the permitting accessibility and automation standards our customers are currently using with our municipal peers in the region.	2019-01-01	2020-12-31	\$343,600.00			Taxes/Other: \$343,600.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Integrated Planning and Strategic Services	CI163: Implement Enterprise-Wide Asset Management System	This initiative will involve the purchase, integration and implementation of an Enterprise-Wide Asset Management Software System that will enable the City of Spruce Grove to manage its assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service. This system forms the fundamental technological support for the development of the Asset Management System and the creation of Asset Plans.	2015-01-01	2022-12-31	\$135,000.00	\$43,500.00	\$25,000.00	Taxes/Other: \$68,500.00 MSI Grant: \$135,000.00
Integrated Planning and Strategic Services	CI391: Organizational Effectiveness Review - Corporate Planning Process	The corporate planning process was developed in 2009 and has evolved and matured over the several years into the process being used today. The corporate planning process is the City of Spruce Grove's main decision-making process, and tool for work and projects that will be taken on in the upcoming years. Performing an Organizational Effectiveness Review (OER) on the corporate planning process would be value-added to streamline and create efficiencies for the organization.	2020-01-01	2020-12-31	Effort Only			N/A

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Integrated Planning and Strategic Services	CI862: OER - City-wide Business Continuity Program	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.	2020-01-01	2022-12-31	Effort Only	Effort Only	Effort Only	N/A
Public Works	DP1058: Underground Inspection Camera	This initiative provides for the purchase of an inspection camera that can be used to inspect underground infrastructure to determine the condition of water lines, sewage lines and drainage structures. It is also an essential tool to trouble-shoot issues as they arise.	2020-02-01	2020-12-31	\$42,000.00			User Fees: \$42,000.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Public Works	DP1489: Drainage Pickup Truck	This initiative is to provide a pickup truck for the Drainage Foreman position. When this position was originally created within the Roads and Drainage section in 2017, it was done so as an internal classification change and a vehicle wasn't procured at that time. Since 2017 this situation has been managed by sharing existing trucks, using leased vehicles or through offset shift schedules. The creation of a separate drainage operational group will require the Foreman to have a dedicated vehicle assigned to the position.	2020-01-01	2020-12-31	\$38,750.00	\$750.00	\$750.00	User Fees: \$40,250.00



Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Community & Protective Services Administration	SC319: 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 included 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). The 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.	2020-01-01		\$1,898.00	\$428,074.00	\$374,700.00	Taxes/Other: \$804,672.00
Public Works	SC469: 1.0 FTE Roads and Drainage Operator	There is a need to increase available resources to deliver maintenance services for the City's expanding drainage network. This initiative is to add two Operators in response to the needs created by the ongoing development of new drainage infrastructure and the increasing maintenance needs of our older facilities. Splitting the roles and responsibilities of the current Roads and Drainage section will provide for the appropriate level of focus on our drainage network and ensure that critical tasks are completed in a timely manner.	2020-01-01		\$59,882.20	\$91,619.77	\$93,452.16	User Fees: \$244,954.13

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs	Funding Source
Human Resources	SC498: Corporate Training Strategy	The City of Spruce Grove's People Strategy identified a need for developing an organizational focused leadership development program. The intent of the training strategy is to develop a corporate training framework for the organization. This strategy should focus on ensuring that leadership competencies are identified, and prioritizing training and development is determined to ensure the City's overall needs are met along with providing position based training and development that includes professional development credits for certificates and designations, and skill development for the various city positions.	2020-01-01		Effort Only	Effort Only	Effort Only	N/A
Cultural Services	SC9: Change to the Spruce Grove Public Library Grant	The Spruce Grove Public Library (SGPL) is requesting an increase in funding in the 2020-2022 corporate plan to cover additional capital, staff and programming costs. The increase in funding includes the 1.0 FTE that was not approved in the last corporate plan and a support for the growth in the community and operational sustainability. This ask is also congruent with the 2018 Government of Alberta report on Best Practices for Public Libraries in Alberta.	2020-01-01		\$36,979.00	\$85,051.00	\$135,527.00	Taxes/Other: \$257,557.00

2020 Below the Line Initiatives and Service Changes

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs
Recreation Services	CE1306: Re-Imagined Central Park	To ensure that residents continue to enjoy and experience a high quality of year-round outdoor recreation experiences, it is recommended that Central Park undergo a redesign and modification in order to better meet demands associated with future spontaneous outdoor community use. Playbook 2029, Spruce Grove's Outdoor Sport Facility Strategy, identified elements within Central Park. The Outdoor Amenity Functional Plan subsequently described the Re-Imagined Central Park with broader focus on both spontaneous and structured play opportunity.	2020-01-01	2024-12-31	\$50,000	\$325,000	\$2,100,000
Economic Development	CE1355: Arena Complex Business Plan Implementation	This is to finalize and implement the business plan for the proposed arena complex at Westwind. Depending on the timing and what Council approves as the facility to be constructed, there will be a need to develop a final business model for the facility and conclude a range of business agreements and contractual relationships that the City will need related to the operation of the facility. The business model is key to setting the parameters for the business arrangements that follow as selecting an operator (if required), revenue sharing for concessions and advertising, potential lease agreements, etc. There may a need to contract specialized expertise to assist in these negotiations. This initiative is related to the Arena Complex capital initiative (CE448) and Council's decision on when and what to build.	2020-01-01	2021-12-31	\$75,000	\$50,000	

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs
Environment & Transit	CE1469: Property Assessed Clean Energy (PACE)	Financing option for home owners and Businesses to upgrade their buildings with energy efficiency measures and rather than paying for the improvements at once. The energy efficiency measures would be amortized over 15 years on the property so subsequent home or business owners would continue to making payments to offset the capital installation. There are workload implications for finance to include and account for payments on tax bills as well as communication after a sales transaction.	2020-03-01	2021-12-31	\$10,000	\$15,000	
Cultural Services	CE1500: The Grove Cruise - The Grove Cruise Society	The Grove Cruise Society is looking for a three year commitment of \$5,000-\$7,000/ year to support additional events, fireworks and bussing costs.	2020-01-01	2022-12-31	\$5,000	\$5,000	\$5,000
Recreation Services	CE1501: Pickleball Facility Enhancement - Parkland Pickleheads Pickleball Club	As part of the community corporate plan submission process, the Parkland Pickleheads Pickleball Club submitted a proposal requesting consideration for funding for both improvements and additions to the existing recreational pickleball facility located on the Henry Singer utility.	2020-01-01	2020-12-31	\$140,000		
Cultural Services	CE1502: Spruce Grove Agricultural Society Museum and Microbrewery - Spruce Grove and District Agricultural Society	The Spruce Grove and District Agricultural Society is proposing an 8,000 square foot building to host the museum, archives, farmers market, commercial community kitchen, microbrewery and tap house. The city would be asked for the permission to use our land for this building as well as partial funding for the build.	2020-01-01	2021-12-31		\$1,000,000	

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs
Economic Development	CE1503: Funding Request for Signature Events - Spruce Grove City Centre Business Association	The Spruce Grove City Centre Business Association (CCBA) is requesting \$20,000 dollars in funds to assist in the successful programming, delivery and growth of various signature events within the City Centre. The signature events are designed to draw the community into the core, provide entrepreneurs with an incubator setting to market their products, and also provides residents with opportunities to engage in family-friendly community events. Through the BIA Levy, the zoned businesses pay \$200 dollars per year for a total of \$32,000 thousand dollars to support the revitalization and activities in the City Centre. The CCBA relies upon fundraising through a series of events and the acquisition of grants to keep the taxation levy as low as possible for our zoned membership.	2020-01-01	2020-12-31	\$20,000		
Recreation Services	CE480: Implementation of Outdoor Facilities Strategy	The intent of this initiative is to advance those strategies and recommendations identified through the Outdoor Sports Facility Strategy (Playbook 2029) and the Outdoor Amenity Functional Plan with primary focus on the following outdoor facility needs: Football, Baseball, Soccer, Pickleball, Wheeled Sport, Beach Volleyball and Outdoor Ice.	2017-03-01	2031-12-31	Effort Only	Effort Only	Effort Only
Engineering	CI1027: Well Water Fill Facility	This initiative involves the development of an existing City-owned well into a bulk water fill facility for exclusive use for City operations. This development will provide access to a supply of untreated non-potable water for various operational needs including watering trees and flowers, constructing leisure ice surfaces, washing of boulevards and medians in the spring, street sweeping, hydro-vac operations, and any other tasks that require a supply of bulk water.	2020-01-01	2021-12-31	\$25,000	\$248,500	

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs
Environment & Transit	CI1097: Solar Installation - Protective Services Building	Installation of solar photovoltaic renewable energy for the Protective Services Building is important both for supporting solar installations on commercial buildings and to future-proof electricity costs over the 40-year estimated life of the installation. Based upon preliminary design and estimated electricity consumption the solar array will more than exceed the demand for the building. The next few years will be the most opportune time to advance this initiative as provincial funds from the Municipal Climate Change Action Centre (MCCAC) are available. This building is solar ready.	2020-01-01	2020-12-31	\$413,000		
Engineering	CI1299: Traffic Noise Study - Century Road, Grove Drive, Jennifer Heil Way and Highway 16A	<p>One of the impacts of growth and new development is the addition of traffic along the City transportation network. The additional traffic (cars, truck, transports, construction vehicles, etc.) bring along with them noise issues that affect our residential areas. The city has received complaints in areas along arterials and it is expected that these complaints will increase over time.</p> <p>It is important to the City to understand what level of noise we are currently dealing with and the impact it is having on our residential communities.</p> <p>This initiative would include:</p> <ol style="list-style-type: none"> 1. Review and study of current conditions along Century Road, Grove Drive, Jennifer Heil Way and Highway 16a. 2. Recommendations to reduce noise issues that exceed acceptable standards (if any). Based on industry standard. 3. Provide a Traffic Noise standard for the City along our Arterial Roads. 	2020-01-01	2020-12-31	\$40,000		

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs
Information Systems	CI1408: Fundamental City-Wide Cyber Security Program	<p>Cyberattacks have been rising in both frequency and scale and in 2017, one in five Canadian companies were hit with a cyberattack with that number expected to rise in the coming years. Canadian businesses are spending \$14 billion on cybersecurity as they confront greater risks in the digital world.</p> <p>Organizations must be able to implement security controls and practices that prevent malicious third-parties from access sensitive information, but must also focus on user awareness and training as employees continue to be identified as the biggest security vulnerability in any organization. The City of Spruce Grove currently does not have a formal security strategy or program in place to support the goals of the City by safeguarding corporate information and assets from unauthorized disclosure, use, modification, or loss due to internal or external threats. One of the City's objectives is to develop proactive technical and non-technical measures to help identify and prevent security risks and provide effective response in cases where security measures fail.</p>	2020-01-01	2023-12-31	\$133,000	\$129,500	\$5,500
Facilities and Fleet Management	CI877: Redevelopment of First Floor Customer Service Area	To accommodate continued growth in City of Spruce Grove staff and to provide a refined customer service experience, City Hall requires a renovation to the first floor customer service area.	2020-01-01	2021-12-31	\$60,000	\$1,440,000	
Engineering	DP1303: Storm Pond Scanning Equipment	The purchase of scanning equipment to monitor storm water management facilities conditions.	2020-01-01	2020-12-31	\$50,000		
Public Works	DP1488: Off Road Utility Vehicle	This initiative is to provide drainage operations with an off road utility vehicle to reach drainage structures such as storm ponds, creeks, and ditches requiring off road access through trails, forests and parks.	2020-01-01	2020-12-31	\$28,750		

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	2020 Costs	2021 Costs	2022 Costs
Information Systems	DP662: Electronic Meeting Management Software	A change in electronic meeting management and implementing recorded voting, web streaming of Council and Committee of the Whole meetings is an opportunity to promote transparency in government and enhance operating efficiencies. A business requirements analysis will be conducted to determine the most appropriate tool and technology requirements. This will be followed by the procurement of tools based on the requirements and finally installation and implementation.	2020-04-01	2020-08-01	\$405,000		
Human Resources	SC411: Establish a Co-op / Intern Program	To develop a consistent organizational approach for the administration and establishment of a Co-op/Intern program. All Departments within the City will then be able to seek opportunities for these kinds of programs by following a consistent organizational policy and procedure. This approach could assist in utilizing potential grants that come available from these kinds of initiatives.	2020-01-01	N/A	\$64,140		

2021 and 2022 Initiatives and Service Changes

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Environment & Transit	CE1062: Natural Areas Education Communication Program	Following up from previous work that identified the state of the biophysical resources in the Natural Areas through the City, this project seeks to formulate education and communication plans and resources to guide residents to protect and enjoy these natural areas. It will also help to support Public Works, Protective Services and Recreation to ensure that by-laws and policies are understood by residents. This project will also help to plan and support communications for areas yet to be developed in the City. Through enhanced communication/education we can build better understanding, appreciation and stewardship of our natural areas.	2022-01-01	2026-12-31		\$61,000.00	Not currently funded
Economic Development	CE1069: Implementation of the Fibre-Optic Broadband Strategy	As part of the City's Economic Development Strategy & Action Plan Update 2017-2022, Spruce Grove prepared a Fibre Optic Broadband Strategy which recommends the City take an active role in facilitating the development of fibre infrastructure. The incremental build-out of this fibre optic network will coincide with the build out of the City's Fibre Ring - an initiative already identified in the City's Long Term Capital Plan. The fibre ring will serve City facilities starting in 2021 (CE417) and this will be integrated as a component of the implementation phase. This initiative will be coordinated with Information Services, specifically the City Fibre Ring initiative and the Smart City initiative.	2021-01-01	2024-12-31	\$710,000.00	\$1,570,000.00	MSI Grant: \$2,280,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Information Systems	CE1114: Online Services Update	<p>The update to the online services portal will increase the services currently available, make it easier to use and bring the technology up to date. The software should work effectively on any platform. It will also include the addition of new utility account application to allow residents more comfortable access to their utility information and services, encourage utility conservation and answer many of the question received by Finance staff.</p> <p>Additionally, a strategy will be developed to evaluate any new requests for additional online services and mobile software as a desire for these services will continue to grow. The overall goal of the system is to provide customers with all the information they need to reduce their utilities use footprint on their terms.</p>	2021-01-01	2024-12-31	\$98,400.00		User fees: \$98,400.00
Community Social Development	CE1223: Implement PathwaysHOME	<p>Spruce Grove is increasingly faced with far-reaching and systemic social challenges such as poverty, community instability, and homelessness. While these issues are dynamic and complex, PathwaysHOME sets out a collaborative approach to address these challenges by building on the Tri-Region's existing assets, capacity, and collective impact. As the number of residents accessing local and regional social services continues to rise, PathwaysHOME offers an opportunity to align community partners to a common set of strategies. Doing so builds the community's collaboration muscles, allowing for increasingly impactful partnerships and teamwork as the community inevitably continues to change.</p>	2021-01-01	2024-12-31	\$32,000.00	\$32,000.00	Taxes/Other: \$64,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Economic Development	CE1232: Develop a Strategy for Major Event Attraction	<p>Spruce Grove has had some success in attracting smaller scale sport and other events over the past several years. However, there is a larger opportunity available in attracting more provincial and national stream events should Council give approval to the construction of an event centre at Westwind. Some communities, such as Leduc, have done an excellent job in positioning themselves as event hosting destinations and have programs in place to support this activity. Attracting these events generate substantial economic benefits to host communities, as well contributing to the quality of life and can leave significant legacies.</p> <p>This corporate initiative is intended to develop a strategy for major event attraction for Spruce Grove that would be ready for implementation in 2023 around the time that the proposed event centre comes on stream.</p>	2021-09-01	2022-04-30		35,000.00	Not currently funded
Environment & Transit	CE1286: Transit - Commuter Bus Purchase	<p>It is anticipated that by 2021 transit ridership will exceed the available capacity, requiring the purchase of an additional bus for commuter service. With Edmonton's fleet at full capacity any additional growth will have to be purchased by the City of Spruce Grove. This initiative would see the purchase of one 40' diesel bus for commuter service and the purchase one 35 foot Electric bus for local service. The use of the electric bus for local service will serve as a pilot for a possible 2nd generation replacement for local buses purchased in 2019 and 2020. Both the diesel and the electric bus have received funding under the Provincial Alberta Community Transit Fund.</p>	2020-10-01	2022-12-31	\$1,394,400.00	\$75,000.00	Taxes/Other: \$115,650.00 MSI, ICIP and ACT Grants: \$1,335,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Engineering	CE1291: Storm Ponds - Major Maintenance Condition Study	In order to ensure The City of Spruce Grove's storm water management facilities continue to function as designed and efficiently remove sediments, the City will conduct an assessment of the existing 45 storm ponds throughout the City. This will provide current condition of the infrastructure, provide plans for maintenance and repairs (in priority) and provide a life cycle plan for the facilities. The condition report will need to be easily populated into the Asset Management program the City is currently in the process of adopting.	2022-01-01	2026-12-31		\$800,000.00	User Fees: \$800,000.00
Engineering	CE1292: Storm Ponds - Major Maintenance Condition Study Implementation	On the completion of the Storm Pond Major Maintenance Study in 2019 this phase will be the execution of addressing the issues identified. The City's storm ponds are located throughout all areas of the City both residential and industrial. Based on the recommendation of the 2019 study a priority of major maintenance work will be actioned. This will address concerns regarding preventing damage to private and public property due to flooding and ensure that our storm network is functioning efficiently.	2021-01-01	2025-01-31	\$50,000.00	\$550,000.00	User Fees: \$600,000.00
Recreation Services	CE1307: Tri Village Beach Volleyball	This initiative proposes the design and construction of a six (6) court outdoor beach volleyball facility to be located on lands immediately west of the Fuhr Sports Park. Playbook 2029, Spruce Grove's Outdoor Sport Facility Strategy, notes that increased population may require additional or expanded facilities. In an effort to address the sport of beach volleyball, The Outdoor Amenity Functional Plan recommends that trending sports be monitored along with outdoor amenity space demands. A tournament level beach volleyball complex may be considered.	2022-01-01	2024-12-31		\$45,000.00	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Community Social Development	CE1365: Community Social Development Grant Program	The City must tangibly support and invest in community capacity building in order to effectively keep up with increasing social needs relating to population growth and social diversity. The Community Social Development grant program will allow for a formalized process for community not-for-profits to apply for specifically allocated funds in order to deliver programming that supports the City's Social Sustainability Plan while ensuring accountability measures are in place. Year one (2022) will involve planning, research, and stakeholder engagement to develop and formalize policies and procedures with implementation commencing in 2023 and beyond.	2022-01-01	2027-12-31		\$1,000.00	Not currently funded
Planning & Development	CE1466: East Pioneer Natural Area Management Plan	The City's Municipal Development Plan, Our Bright Future 2010-2020, has identified an area of land within the East Pioneer Area Structure Plan as a regionally significant environmentally significant area. As development in proximity to this area continues, it is important to determine the long term management needs of the area to minimize potential impacts to the fen wetland, including its flora, fauna and water regime, through the development of a Management Plan for the area. The Management Plan will define the appropriate location and extent of access for passive recreation uses to maintain the ecological integrity of the area.	2022-01-01	2022-12-31		\$80,000.00	Not currently funded
Environment & Transit	CE1468: Transit Service - On-Demand service Industrial Area	This project would first conduct public consultation with stakeholders in the Spruce Grove Industrial Area to determine if there is a need and support for transit service. With this input a proposed plan would be developed to offer an on-demand model for transit service into the Spruce Grove industrial area. This model would be shared to the public for comments. Based upon the feedback, if the plan is favorable and demand is sufficient an on-demand service would go into operation in 2024. On-demand is regarded as the most cost effective system to move passengers in low volume areas where there is few or no sidewalks to set up fixed route bus stops.	2022-01-01	2025-12-31		\$51,000.00	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Engineering	CE1485: Collector Roadway/Local Roadway/Lane Resurfacing	The City's pavement management application assesses each road segment in Spruce Grove and attaches a pavement quality index number to each road segment. Over the past at least 15 years, typically the roads that have been rehabilitated, have been local roads that had water/sewer work done the previous year. This has led to a greater volume of other local and collector roads not being rehabilitated and being in need of improvements. This proposed program of rehabilitating local roads/collector roads/lanes will allow for the roads in need of improvement and not subject to watermain/sanitary sewer work prior to surface work, to be rehabilitated. This will allow for the local road/collector roads/lanes to be kept to a more acceptable pavement quality index level.	2021-01-01	2028-12-31	\$1,000,000.00	2022 Initiative Costs: \$1,500,000.00 2022 Debt Servicing: \$63,929.19	Taxes/Other: \$63,929.19 Municipal Debt: \$2,500,000.00
Cultural Services	CE1505 : Cohesive Communities Multisensory Equipment Lending Library - Foundation for Cohesive Communities	The Foundation for Cohesive Communities are actively working on a project which will allow families to sign out innovative tools, technology and sensory items from the Spruce Grove Public Library. In order to realize this project to its fullest form, the organization will require additional funding from the City of Spruce Grove.	2021-01-01	2021-12-31	\$5,000.00		Taxes/Other: \$5,000.00
Environment & Transit	CE1506: Bi-weekly Waste Collection Education and Public Engagement	This initiative is to develop and implement a public education and engagement process to engage with residents on the proposed changes and to gather feedback on how to reduce the amount of waste going to landfill. It is anticipated that the program and feedback will be completed by the end of 2021, with the proposed changes returning to Council in early 2022 for decision.	2021-01-01	2022-12-31	\$50,000.00		User Fees: \$50,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Engineering	CE1515: Construction of Snow Dump Site - Phase 2	<p>The City of Spruce Grove requires space to pile snow that is removed from the municipal streets in winter months. The City trucks the snow to the public works area south of Highway 16A as well as trucking it with limited capability, to the lagoon site north of Highway 16 and east of Century Road.</p> <p>In 2019 the City approved the budget for the construction of a snow dump that would be located at the site of the existing lagoon area. The snow dump would utilize the existing infrastructure to include the operational requirements of the snow dump. Note that this project was moved from 2019 to 2020, under initiative CE428.</p> <p>The snow dump area will be designed for the first few years as an evaporation pond with no discharge to Atim Creek. This dump area will ultimately hold 1,000,000 cubic meters of snow which is approximately 10 times the capacity at the Public Works facility. This facility has the capacity to accommodate the snow for the full development of the City's existing corporate limits. In the future the snow dump will require a discharge to the creek and will be done with full approval of Alberta Environment. The existing snow dump area has been grandfathered for years and may at some point require upgrading to meet current standards. This project will supply the City with a long term solution for the removal and disposal of winter snow.</p>	2021-01-01	2022-12-31	\$2,046,250.00	\$1,815,000.00	Not currently funded
Environment & Transit	CE267: Transit Service Growth	<p>This is the final year of the Transit Service Growth Plan that was developed as part of the GreenTRIP Grant application in 2014.</p> <p>2021 - Saturday service on route 562 - Spruce Grove to West Edmonton Mall from 9:00am to 9:00pm with a 1 hour frequency. 13 Service hours to cover travel to bus storage.</p>	2016-01-01	2022-12-31	\$33,774.00	\$106,407.00	Taxes/Other: \$119,577.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Recreation Services	CE486: Border Paving Athletic Centre Expansion - 3rd Floor	The third floor of the Border Paving Athletic Centre has approximately 5,500 square feet of undeveloped space. This initiative includes the design and build out of the undeveloped space.	2021-01-01	2022-12-31	\$634,000.00	\$16,000.00	Taxes/Other: 575,000.00
Recreation Services	CE589: Contribution to Stony Plain Recreation Facility	Design and construction of a district/neighborhood indoor sports and recreation facility in the Town of Stony Plain. (Note: CE443.5 has been deleted and this is in its place)	2022-01-01	2025-12-31		Effort Only in 2022 Costs incurred starting 2023	N/A
Cultural Services	CE732: Implementation of Public Art Policy	As per the approved Public Art Policy 8031, this initiative represents 1% of allowable capital expenditures on the procurement of artwork for capital facilities planned for the City of Spruce Grove to be completed in 2021 and 2022. The exact placement and overall art allocated will be determined through the process outlined in the policy. The amount listed represents multiple art projects.	2021-01-01	2022-12-31		\$608,860.00	Not currently funded
Information Systems	CI1043: Business Analysis for Telephone System Update/Replacement	The business analysis will determine if the telephone system still meets the operational requirements of the City. With advancements in technology since the implementation of the City of Spruce Grove's phone system, the growth of City resources across multiple locations, and the requirements for more privacy and tracking features from City administration, a new telephone system might be required. This is also an opportunity to determine if other phone features should be added.	2021-04-01	2022-12-31	\$160,000.00	\$110,000.00	Taxes/Other: \$270,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Information Systems	C11046: Information Governance Software Audit	<p>The City of Spruce Grove depends on its Information Management (IM), Information Technology (IT), privacy and risk practices to meet its objectives and deliver its services effectively and efficiently. Currently, City information is not consistently managed in systems according to internal bylaws, external legislation, nor best practices. In order to future-proof and prepare for digital transformation, it is in the City's best interest to evaluate its current state.</p> <p>This audit will analyze how data is maintained in the City, and assess if the tool is designed to support the organization's information management needs. The objective will identify how information is curated, and if the current systems address the current IM/IT needs. Content Manager 9 will be evaluated in 2021, as well as all other solutions that manage corporate data and information.</p>	2021-06-01	2022-06-30	\$20,000.00	\$20,000.00	Taxes/Other: \$40,000.00
Information Systems	C11053: Enterprise Wireless Systems	<p>The Business Analysis was completed in early 2017, and it was identified by multiple business units that a corporate wireless system is needed. Currently, the City is lacking a proper wireless service for internal and external usage. It has become evident that the business requires a reliable wireless system so we can continue serving the community better. As the City continues hosting major events, a higher demand for this type of service is requested from external sources, event coordinators, participants and City residents.</p>	2021-01-01	2024-12-31	\$240,362.00	\$92,395.00	Taxes/Other: \$25,698.00 MSI Grant: \$307,059.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Engineering	CI1065: Infrastructure Condition Reports	<p>In order to ensure the City of Spruce Grove's Infrastructure continues to be in good serviceable condition, is structurally sound and remains safe for the public, the City will conduct condition studies that will provide the current condition of the infrastructure, provide plans for any repairs (in priority), and provide a life cycle plan for the infrastructure. The Condition Report will need to be easily populated into the Asset Management program the City is currently adopting.</p> <p>2018 - Pedestrian Bridges Condition Study 2019 - Sanitary Network Condition Study 2019 - City Parking Lot Condition Study 2021 - Water Network Condition Study</p> <p>These studies will reoccur based on recommendations from each study.</p>	2018-01-01	2023-12-31		\$80,000.00	User Fees: \$80,000.00
Facilities and Fleet Management	CI1077: City Facilities Space Study	<p>To better determine the long range space requirements of the City of Spruce Grove, Facilities Management will engage a contracted study to determine the future organizational direction of staff accommodations. This study will look directly at the question and costs for centralized verses decentralized models for staff accommodation is required.</p>	2021-01-01	2021-12-31	\$75,000.00		Not currently funded
Integrated Planning and Strategic Services	CI1079: Enterprise Risk Management (ERM Phase 2 - Risk Register)	<p>Using the risk management components developed in ERM Phase 1 – Development, ERM Phase 2 – Risk Register will focus on the creation of a 'risk register'; the register will provide a high level 'snapshot' of City identified risks, severity levels, treatments, and risk owners. As a result, the City, and its administration will have a greater capacity to identify, track, monitor, and treat risk exposures.</p>	2021-01-01	2021-12-31	Effort Only	Effort Only	N/A

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Integrated Planning and Strategic Services	CI1080: Enterprise Risk Management (ERM Phase 3 - Implementation)	The risk management framework, risk assessment process, and risk register established in phases 1 and 2 will be used as the foundation in ERM Phase 3 – Implementation. Phase 3’s focus is the redefining of the City’s General Risk Management Policy, 11,001, as well as educating all business units regarding the ERM strategy and how to implement it moving forward.	2022-01-01	2022-12-31	Effort Only	Effort Only	N/A
Environment & Transit	CI1095: Water Conservation Update (2021-2030)	Develop an ongoing water conservation program with a review and update every five years over the next 20 years. Through this program, facilities, residential, multifamily and Institutional Commercial and Industrial (ICI) water users will be assessed to identify opportunities to reduce the consumption water and measure how the past programming has moved the City towards achieving their water conservation goals. This report will serve as the five year workplan for Water Conservation.	2021-01-01	2021-12-31	\$40,000.00		Not currently funded
Engineering	CI1105: Master Plan Updates	Master Plans are generally updated on a 7-10 year cycle based on growth and changes in the municipality's infrastructure. Master Plans provide the City of Spruce Grove with the future plans and recommendations to maintain or increase the level of service provided by each infrastructure being studied. The City currently has the following completed plans: Sanitary Sewer Master Plan (2012), Water Master Plan (2015), Transportation Master Plan (2012), and Storm Water Master Plan (2015). To continue its due diligence and to ensure the City is planning properly for the future, updates to the following plans are required: Transportation Master Plan Sanitary Sewer Master Plan Storm Water master Plan Water Master Plan	2022-01-01	2026-01-31		\$230,000.00	Taxes/Other: \$80,000.00 User Fees: \$150,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
City Clerk's Office	CI1206: Establish Standard Operating Procedures for all City Reception Areas	A standard operating procedure for city reception sets clear expectations for customer service across the organization and identifies what resources are needed to support staff to be effective in their work. Customer service will be further streamlined as reception areas can better support one another providing a seamless service to customers.	2021-03-01	2021-10-31	\$25,000.00		Not currently funded
Engineering	CI1298: Road Network Illumination Study	In order to ensure our transportation network is illuminated to industry standards a study/review of our current illumination distribution is required. Issues as the City grows include the addition of trees in areas not planned to have trees, trees that have grown to a considerable height that may affect the illumination in that area, and general overall development. This study would also take into account safety and areas that would require more lighting.	2021-01-01	2021-12-31	\$40,000.00		Not currently funded
Information Systems	CI1316: Accounts Payable Automation	Automating Accounts Payable has been identified as a requirement to streamline the accounts payable process, reduce operational costs, and strengthen internal controls while positively affecting the satisfaction of internal and external customers. A business review will be undertaken in early 2021 to assess business requirements for automation, findings from which will inform subsequent direction for RFP later in 2021 and implementation finalized in 2022.	2021-01-01	2022-12-31	\$5,000.00	\$84,000.00	Taxes/Other: \$89,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Facilities and Fleet Management	CI1319: Facilities Lightning Protection	<p>As identified in the Climate Resilience Express Adaptation Plan approved by council April of 2018, there is increasing risk to City facility assets of severe weather. To reduce the risk to our building infrastructure from lightning strikes, the recommended mitigation method is to ensure that all owned City of Spruce Grove facilities over 10,000 square feet are equipped with Lightning protection.</p> <p>The purpose of a facility lightning protection system is to intercept, conduct and disperse a lightning strike safely to earth. Without such a system, a building's structure, electronic systems and the people working around or within it are at risk. Lightning strikes (or even electrical discharges due to nearby lightning) can cause fires, explosions, chemical release or mechanical disruption within or around a building. Step and touch voltages generated from a lightning strike can cause injury, or even loss of life.</p> <p>This project will install exterior and interior lightning protection to one major building per year to provide protection against the risk of lightning strikes.</p>	2021-01-01	2026-01-31	\$60,000.00	\$45,000.00	Not currently funded
Engineering	CI1333: Hydrogeological Development Framework	<p>In the 2017 natural areas inventory and management plan work, it was found that many of the development challenges in or near natural areas could be attributable to hydrology or hydrogeology issues. The proposed work would examine how groundwater interacts with a natural area and on a broader scale would evaluate how groundwater affects the city to help support better decision making related to roads, surface drainage and future residential and commercial developments.</p>	2021-01-01	2021-12-31	\$121,000.00		Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Corporate Communications	C11353: Public Participation Training Program	In 2018, the modernized Municipal Government Act legislated that municipalities have a public participation policy. While the City has a policy in place, we do not have a program to provide training and support to staff in implementing effective public participation activities to support decision making. It is important that City staff understand public participation and the benefits it brings to the decision making process especially as we move from a small to a mid-sized city. While external training options are available, a "made-for-Spruce Grove" tailored program would ensure all staff are trained in a consistent manner and specific to our growing city.	2021-02-01	2023-12-31	\$5,000.00	\$5,000.00	Taxes/Other: \$10,000.00
Information Systems	C11407: Technology Testing Environment	At this point in technology evolution, the city's information systems department is continually running with the inadequate and obsolete Testing Technologies and Architecture. The purpose of this initiative is to bring a modern technology architecture to Develop and Test Enterprise Applications without errors, to train and allow users to Test enterprise applications without introducing instability to the city's Corporate Services. The introduction to these environments will bring the following benefits to the organization. Better selection and utilization of Enterprise Application with a reduction in testing cost. Consistent procedures for setting up and delivering of testing capabilities and reduction in rework. Furthermore, knowledgeable workforce that can optimize the enterprise applications testing requirements and select the best development strategies and tools to improve the quality of core applications; and reduction in the burden on project test teams to acquire analyze, process, deploy and refresh production-level data as necessary for driving tests at the earliest stages of development.	2021-02-01	2021-06-30	\$290,000.00	\$18,750.00	Taxes/Other: \$308,750.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Information Systems	C11409: Smart City Strategy – Phase 1	The City of Spruce Grove has identified a gap in its tools and technology that support providing service to the community. Developing a Smart City Strategy sets the direction for investment in technologies that enable the organization to meet its service levels in a manner that residents are seeking and works toward the goals set out in Council’s Strategic Plan. This engagement will be a multi-year, Enterprise-Wide initiative engaging both staff and the community in a collaborative effort. The outcome will be a smart city strategy which will integrate with existing technologies and drives future projects focused on technology that supports efficiencies in serving the organization and the community and advances the competitive edge of the City.	2021-01-01	2021-12-31	\$20,000.00		Taxes/Other: \$20,000.00
Environment & Transit	C11467: Update Climate Adaptation Plan	In March 2018, the City of Spruce Grove participated in the development of Climate Resilience Action Plan. In 2018 and 2019 the City participated in a cross region Climate Adaptation Project with funding from FCM to develop some tools to support climate adaptation. This project is to update this City’s Climate Adaptation Plan based upon the regional work and efforts within the City. The intent with this project as well will be to continue to work with various partners within the community such as the industrial and commercial business owners.	2022-01-01	2023-12-31		\$90,000.00	Not currently funded
Facilities and Fleet Management	C11495: Facilities Operations Vehicle	Facilities Operations, 2018 building operator was hired without a vehicle with the thought that staff would need to work in team environments. With the growth in facilities each operator is working independently and access to a vehicle that has facilities specific tools is important to ensure optimal staff performance. Currently staff borrow a unit or are dropped off creating the potential for lost productivity due to tool or supplies not available to the building operator.	2022-01-01	2022-12-31		\$75,000.00	Taxes/Other: \$75,000.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Information Systems	CI1516: Smart City Strategy – Phase 2 – 4	The City of Spruce Grove has identified a gap in its tools and technology that support providing service to the community. Developing a Smart City Strategy sets the direction for investment in technologies that enable the organization to meet its service levels in a manner that residents are seeking and works toward the goals set out in Council's Strategic Plan. This engagement will be a multi-year, Enterprise-Wide initiative engaging both staff and the community in a collaborative effort. The outcome will be a smart city strategy which will integrate with existing technologies and drives future projects focused on technology that supports efficiencies in serving the organization and the community and advances the competitive edge of the City.	2021-01-01	2022-12-31	\$157,500.00	\$97,500.00	Not currently funded
Human Resources	CI384: Implement the Project Management Strategy - Training Program	The City has been endeavouring to improve its project management capabilities over the last three years. A comprehensive maturity study of organizational project management practises in 2015 identified a number of improvement opportunities to enhance how projects are managed. Since 2016, a significant corporate initiative has supported the development and implementation of processes, tools, capabilities and software. This initiative identified the continued work required to build on this foundation and ensure the organization is able to successfully deliver projects, manage commitments and realize its intended outcomes.	2016-01-01	2022-12-31	\$199,669.00	\$50,000.00	Taxes/Other: \$249,669.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Information Systems	CI385: 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 are meeting the business requirements of the City, and determine the best approach to amalgamate the enterprise-wide systems into one extensive system. This project will facilitate the planning for future changes, including business workflows and processes that should be considered to align with other software within the organization and to understand the requirements and the costs associated with the amalgamation.</p> <p>The software reviewed during this initiative include BI360, GP\Diamond, Avanti, HR Management System, and CaseWare, but it can potentially extend to other enterprise applications.</p>	2022-01-01	2023-12-31		\$115,000.00	Taxes/Other: \$115,000.00
Integrated Planning and Strategic Services	CI392: Organizational Effectiveness Review - Corporate Direction for Performance Measures	<p>As the City continues to grow and formalize systems and procedures, it is becoming increasingly important to be able to report back to Council and the community on the work being done by Administration. Developing a corporate direction for performance measures will ensure that any measures being developed clearly show how the work being done is connected to the goals and strategies in the Strategic Plan, as well as show the progress the organization is making with regards to achieving these goals. Performance measures can assist the City of Spruce Grove in providing services effectively at the most efficient cost, with clear accountability. A corporate direction and approach to performance measures needs to be developed to identify what services and activities to report on, what standards to measure against and who to compare performance measures with.</p>	2021-01-01	2022-12-31	Effort Only	Effort Only	N/A

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Information Systems	CI417: Fibre Ring	The City presently has a fiber optic network that connects the City Hall data center to six wide area locations - Fire Services, Agrena, Public Works, FCSS, Recreation (BPAC), the TransAlta Tri-Leisure Center and in the near future the joint RCMP facility. The configuration is what is referred to as a "Hub & Spoke" which means that all wide area connections ("spokes") terminate at City Hall ("hub"). If City Hall is destroyed or is rendered unavailable the City will lose all telephone and network capability at all locations. The objective of this project is to reconfigure the "Hub & Spoke" system to an alternative "Ring" system that will ensure connectivity to all locations even if City Hall or one of the wide area locations has lost its main fibre connection.	2021-01-01	2028-12-31	\$502,463.00	\$190,338.00	MSI Grant: \$692,801.00
Facilities and Fleet Management	CI515: Bulk Fuel Station	All City of Spruce Grove mobile equipment is reliant on a third-party fuelling station providers to fuel municipal equipment and provide service through a card lock system. With an increasing fleet size improving fuel dispensing timing, accuracy and security is critical to providing efficient and effective services to the citizens of Spruce Grove. To improve fuel dispensing timing, ensure schedules are maintained, and improving productivity time, an above ground fuelling station within the Public Works yard as planned in the Public Works Site Master Plan is required.	2021-01-01	2022-12-31	\$50,000.00	\$626,000.00	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Information Systems	CI673: Implementation – Integrated Software for Enterprise Risk Management and Health and Safety Programs	In 2016-2017, the HRIS needs assessment identified Health & Safety information as an area requiring improvement. In addition the City of Spruce Grove "Climate Resilience Express Action Plan" identified climate-related risks such as water supply shortages, urban flooding, freezing rain, & thunderstorms as major areas of concern. With these risks come incidents of damage or injury to the City and/or its citizens, often there is a financial impact to the City. Currently, the City tracks incidents manually. This initiative proposes a project that will capitalize on linkages between Enterprise Risk Management, Health & Safety, and Environmental Management System to implement a tool that will transform manual, inefficient and costly processes into automated ones. The purpose: to positively influence employee safety, support increased risk collaboration across business units, improve operating efficiencies, improve reporting, and increase the City's risk maturity level.	2022-01-01	2022-12-31		\$147,000.00	Taxes/Other: \$147,000.00
Environment & Transit	CI697: Corporate Environmental Management System	The development of an Environmental Management System was added to the Action Plan of the Sustainability Plan because there is sufficient corporate risk of non-compliance with environmental regulation. The key focus of this system is to ensure the corporation is in full compliance with all environmental legislation and that policies and procedures are put in place to ensure due diligence defence would be in place to protect the corporation.	2021-01-01	2024-12-31	\$21,000.00	\$35,000.00	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Facilities and Fleet Management	DP1036: Fleet Services Expansion	This initiative is to expand fleet services space at the Public Works facility to the complete designed shop size as per the design of the public works building, expanding the shop one bay east. Ongoing growth in fleet requires more mechanical bays. Current fleet repairs often fill existing space, requiring technicians to continually repair equipment in the vehicle storage garage at Public Works, which was not designed for on-going maintenance work. This situation creates health and safety concerns for fleet technicians and Public Works staff. Temporary accommodations have been implemented, however this initiative will create a longer-term solution. This expansion will allow an additional large maintenance bay and two small equipment bays to be developed for more space within the fleet maintenance area.	2021-01-01	2021-12-31	\$195,000.00		Not currently funded
Protective Services	DP1101 : Vehicle for CPO	In 2021 there is a request to add an additional Community Peace Officer, and another in 2022. This is to maintain service levels with city growth. These two officers will result in the requirement to add one more vehicle to the Enforcement Services fleet. The vehicle is listed as a 2021 purchase as these are specialty vehicles and there is a small window of time to order them.	2021-01-01	2022-06-30	\$70,000.00		Taxes/Other: \$70,000.00
Public Works	DP1490: 2 Portable Reader Board Signs	This initiative is to purchase 2 additional portable electronic message board signs (Vermacs) to be used for roadside communications to residents. These signs are typically used for seasonal maintenance activities (street sweeping, snow removal, etc.) or community events (triathlon, Canada Day, municipal elections etc.). They are also used to convey information about traffic disruptions or lane closures due to construction activities.	2022-01-01	2022-12-31		\$61,600.00	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Public Works	DP1491: Crash Attenuation Trailer	This initiative is to purchase a second crash attenuation trailer to protect workers and drivers on higher speed roadways such as arterial roads and highway 16A. Crash attenuation trailers are hitched to trucks to protect workers in work zones from traffic and to protect motorists who crash into the trailer for whatever reason.	2021-01-01	2021-12-31	41,000.00		Not currently funded
Public Works	DP1493: Wheeled Excavator	The purchase of a wheeled excavator will support the completion of many activities involving roadways and underground utilities. The City currently owns only a single backhoe that is shared among work groups in Public Works. The creation of a separate drainage section means that a single backhoe is not sufficient to meet the needs of all four divisions of Public Works. This initiative is intended to meet the current need for a second piece of excavation equipment while building additional capacity to support future work plans.	2022-01-01	2022-12-31		\$264,000.00	Not currently funded
Human Resources	DP212: Review Human Resources Service Levels	In late 2015, Human Resources moved to a Business Partner model. November 2016 marked the first full year of operating in this model. Initial feedback is that this has been well received by the organization. The Business Partner model will continue in 2017 and beyond, and it is recommended that the Human Resources service levels be reviewed in 2020, after gaining some experience with the Business Partner model along with better utilization of the HRIS system and use of the HRMS system for performance management. A review of Human Resources service levels is a recommended outcome identified in the People Strategy, particularly focused on areas of specialization in conjunction with Business Partners.	2021-01-01	2021-12-31	\$20,000.00		Taxes/Other: \$20,000.00
Community and Protective Services Administration	SC154: Additional RCMP Members	The intent is to increase general duty constables to maintain service levels, which will improve the ability of the RCMP to deal with increasing workloads and add to 'visible' policing.	2021-01-01		\$348,800.00	\$715,000.00	Taxes/Other: \$1,063,800.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Community and Protective Services Administration	SC155: 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. Additionally, Evergreen School Division has asked the City to consider sharing funding on a School Resource Officer. The existing school resource officer was a partnership between PSD, Stony Plain, Spruce Grove, and Parkland County. Parkland County pulled out as of the end of June 2019. Evergreen currently has a resource office that they share with an Onaway school. The existing cost agreement would be amended to share an additional officer (25% for the City of Spruce Grove, Town of Stony Plain, PSD, and Evergreen each).	2021-01-01		\$10,900.00	\$43,600.00	Taxes/Other: \$54,500.00
Information Systems	SC167: 1.0 FTE Corporate GIS Technologist	The 2014 GIS business analysis report recommendations identified a need for a third GIS staff in 2017 however the position was postponed until 2021 as per the corporate planning process. The additional GIS staff will be a GIS Analyst that will be required to ensure management, development and support for GIS solutions within the organization. This position will also provide adequate coverage for other internal users of GIS information such as Fire Services, Finance, Engineering, Planning and Public Works. They will also be integral to the operation, maintenance, and support of the City of Spruce Grove's recently implemented Enterprise Geo-Spatial System. This position will provide operational, technical and analytical expertise to GIS projects by understanding how to apply the principles and practices of GIS as a decision support tool.	2021-01-01		\$100,117.33	\$134,490.94	Taxes/Other: \$234,608.27

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Corporate Communications	SC206: 1.0 FTE Communications Advisor	As we move from a small to mid-sized city, the demands on communications resources will continue to grow. In the past four years, the requests for communications support has more than doubled. To address this demand, as well as to handle new initiatives that are approved through the corporate plan, take a lead role in advising the organization on public participation and enhance the City's resident communications, a second Communications Advisor is required. This position would provide communication planning support for both internal and external communications as well as assist with public participation activities.	2021-01-01		\$80,470.54	\$97,288.88	Taxes/Other: \$177,759.41
Planning & Development	SC207: 0.5 FTE Planner	Increase the existing 0.5 FTE Planner position to a 1.0 FTE position.	2021-07-01			Salary: \$84,200.18	Not currently funded
Cultural Services	SC211: 0.2 FTE Cultural Services Coordinator	Currently, Cultural Services has 0.8 FTE in casual hours. The bulk of these hours are dedicated to the Assistant Event Coordinator from April to July. With the increase in service for City events and the development of a municipal event policy, as well as our new community engagement strategy and commitment to arts & culture, there is a need to make this 0.8 FTE position a 1.0 FTE Cultural Services Coordinator position in January 2021. This position is also identified in The City of Spruce Grove's Cultural Master Plan to "Investigate a Cultural Development Officer position to assume a community development and capacity building role in support of the cultural sector in Spruce Grove"	2021-01-01		\$17,983.57	\$18,118.45	Taxes/Other: \$36,102.02
Environment & Transit	SC239: 0.33 FTE Summer Student - Outreach	To help enhance waste diversion Environment & Transit 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. A pilot of this technique and program design was carried out with organics diversion.	2021-05-01		\$46,450.00		Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Facilities and Fleet Management	SC312: 1.0 FTE Public Works Facility Maintenance Worker	<p>Due to the size the of the Public Works building and the initiative for a new bulk fuel station, a 1.0 FTE Public Works Facility Maintenance Worker is required to provide daily management of the bulk fuel station, shipping and receiving services, and building maintenance. Currently within the public works 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 all Public Works goods is no longer recommended.</p> <p>A 1.0 FTE Maintenance Worker position will provide value added services to the Public Works building, 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>	2021-01-01			Salary: \$66,075.88	Not currently funded
Community and Protective Services Administration	SC319: Change to TLC Annual Grant	<p>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 included 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). The 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.</p>			\$428,074.00	\$374,700.00	Taxes/Other: \$804,672.00

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Facilities and Fleet Management	SC371: 1.0 FTE Facilities Trade	<p>With a total City of Spruce Grove facilities growth of 25% in 2018 and 2019, the City has reached a size that Facilities Operations requires specialized facilities trade position to support the increasing complexity and volume of current facilities heating, plumbing and piping system within City of Spruce Grove space.</p> <p>A Facility dual ticketed Plumbing\Gas fitting Trade position is required in 2021 to provide specific trade knowledge to identify facilities operations maintenance gaps prior to system failure, to complete specialized day to day preventative and reactive maintenance activities and completion of small trade specific projects eliminating the need for some external contracting.</p> <p>This position will require a service vehicle.</p>	2021-01-01		\$144,823.24	\$91,619.70	Taxes/Other: \$236,442.92 <i>Note: 2021 includes vehicle</i>
Engineering	SC378: 0.33 FTE Summer Student	<p>As the City continues to grow the Engineering department is strained in trying to meet service levels and customer expectations. This is especially noticeable during the construction season. In order to assist the department in meeting customer and ratepayer expectations a summer student is required to assist in lot grading inspections, site visits (projects), asset management identification and general engineering duties. This position will also provide a platform for students looking at a career in engineering or technology related to municipalities (especially with the City of Spruce Grove). This would be an on-going need.</p>	2021-01-01		\$15,573.00		Not currently funded
Protective Services	SC382: 1.0 FTE Community Peace Officer	<p>This is one of two "Community Peace Officer 1" positions requested for Enforcement Services, one in 2021 and one in 2022. CPO-1s are responsible for bylaw enforcement and also enforcement of provincial legislation including the Traffic Safety Act. These two positions are required to keep up with City growth.</p>	2021-01-01		\$51,292.52	\$123,511.99	Taxes/Other: \$174,804.51

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Protective Services	SC384: 1.0 FTE Protective Services HR Specialist	With the growth of protective services, the Human Resource needs have become a full time position. This is not just in relation to the hiring of staff but also includes WCB reporting and managing, sick leave monitoring, general attendance management, scheduling, recruitment, incident investigation, etc.	2021-01-01		\$103,276.56	\$124,861.36	Taxes/Other: \$228,137.92
Community Social Development	SC385: 1.0 FTE Community Volunteer Coordinator - Social Planning	The City must look to community capacity building to keep up with increasing needs relating to population growth and social sustainability. Reporting to the Community Development Officer, the Community Volunteer Coordinator will manage all elements of volunteerism across internal City departments to ensure standardization and best practices are observed and implemented, including policy development, recruitment, training, assessment, placement, retention, and support. At the community level the volunteer coordinator will connect volunteers to organizations, and organizations to volunteers. Volunteerism is one of the main conduits through which the principles and values of community development can be implemented by supporting inclusivity and resiliency of community members themselves.	2021-09-01			Salary: \$82,405.53	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Information Systems	SC399: 1.0 FTE Business Systems Analyst	<p>During leadership interviews completed throughout the organization, it became evident the organization has been impacted by waiting for Information Systems to provide critical business application support. Delays and deferrals in implementing new software, new functionality and supporting existing programs is resulting a reduction of service to the organization and the public.</p> <p>Presently the Business Systems Supervisor is fulfilling the role of supervisor as well as continuing to fill the duties of a Business Systems Analyst; providing application support, maintenance, enhancements and updates for critical business applications. This service change is recommending that the City hire a full time Business Systems Analyst to meet the city's growing need for essential business applications and allow the Business Systems Supervisor to focus on their supervisory role.</p>	2021-01-01		\$120,379.07	\$121,281.92	Taxes/Other: \$241,660.99
Human Resources	SC412: 1.0 FTE HR Specialist - Attendance and Case Management	<p>This position is responsible to provide case management of all work related absence claims (non-occupational) for short and long term disability and work injury claims (WCB - occupational). The position will respond to matters of illness, injury, and reduced work capacity through early intervention with the goal of a safe and timely return to work.</p> <p>The intent is that this position would be to be a full time continuous position.</p>	2021-01-01	2024-12-01		Salary: \$81,676.88	Not currently funded
Human Resources	SC413: 1.0 FTE Administrative Support - Health & Safety	<p>Reporting to the HR Manager, this position is a health and safety coordinator roll that provides both operational and field support to the City's Occupational Health and Safety Program. With the 2018 changes in OHS Legislation the volume of work is now approaching where the current resources can no longer keep up with requirements in this functional area.</p> <p>The request is for a permanent full time continuous position.</p>	2021-01-01		\$101,584.26	\$102,346.14	Taxes/Other: \$203,930.40

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Human Resources	SC418: 1.0 FTE Specialist - Compensation	<p>Augmentation to the HR Business Partner model for delivery of service in human resources reaches a point and evolves to the need of having specialist resources dedicated to functions required within an organization. As the City continues to grow and demands of HR services increase there is a need for a specialist to work on all compensation and classification matters within the City.</p> <p>This position is an ongoing permanent full time position.</p>	2021-01-01		\$76,554.86	\$154,258.05	Taxes/Other: \$230,812.91
Human Resources	SC419: 1.0 FTE Specialist - Labour and Employee	<p>Currently the HR Department has a .4 FTE part time permanent HR Consultant position. The plan is to augment this position with an additional 0.6 FTE. As the City continues to grow and the demands for HR services increase there is a need for specialist work for matters of labour and employee relations. The intention of this position is to provide labour relations expertise to the organization and supervisor the HR Business Partners. This position is planned to be at a classification level between the HR Director and the HR Business Partners. This will also assist in succession planning for when the current Manager of HR retires at the end of April 2021.</p> <p>This is an ongoing permanent position.</p>	2021-01-01		\$90,724.42	\$91,404.85	Taxes/Other: 182,129.27

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Community Social Development	SC436: 1.0 FTE Integrated Support Supervisor	Reporting to the FCSS Manager, this position will provide direct supervision and support for three permanent Integrated Supports staff and oversee the provision of all aspects of case management operations and services as delivered by FCSS. The position will provide ongoing oversight, direction, and guidance to staff and assist with the client intake process to ensure continuity and standards of service are maintained. The Integrated Supports Supervisor will build and maintain strong and effective cross-functional relationships with staff and external service providers in order to build capacity and sustain the work of supporting our most vulnerable residents in a sustainable way. This position is responsible for creating an atmosphere that is safe and supportive for staff and clients alike while ensuring accountability and risk management practices are upheld.	2021-01-01		\$98,234.02	\$118,764.93	Taxes/Other: \$216,998.95
Protective Services	SC437: 1.0 FTE Protective Services Administrative Asst	There are currently four Administrative Assistants within Protective Services that are responsible for data entry related to fire services (including EMS) and Enforcement Services data entry in addition to other admin duties such as filing, phone answering, mail, etc. This position would assist in these tasks and ensure Peace Officers spend more time on the road and less time in the office.	2021-01-01		\$71,053.99	\$71,586.89	Taxes/Other: \$142,640.88
Planning & Development	SC445: 1.0FTE Development Compliance Officer	The proposed Development Compliance Officer (DCO) will be focused on development completion inspections, which are not possible under the current workload of the department. The DCO will also be responsible for primary processing of compliance requests for real estate transactions, as development officers currently providing this service are over-capacity. This DCO will also provide back-up for the existing DCO in the department, as currently case files from complaints are not actively worked on during absences due to lack of staffing for the program.	2021-01-01			Salary: \$71,570.16	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Planning & Development	SC446: 1.0FTE Development Services Clerk	This position would assist with growing administrative duties in the Planning and Development Department, including increased activity at the front counter and an ever-growing records database.	2022-01-01			Salary: \$57,116.78	Not currently funded
Human Resources	SC455: .60 FTE Payroll & Benefits Administrator	This service change would result in the addition of 0.60 FTE Payroll & Benefits Administrator to the payroll work unit. This additional capacity will be required due to growth of the employee pool and enhanced support being provided to the Human Resources work unit by the payroll staff.	2021-01-01		\$44,179.50	\$53,413.02	Taxes/Other: \$97,592.53
Finance	SC456: 1.0 FTE Meter Technician	This is a utility funded position which would enable the continuance of existing service levels to the growing community in the area of meter management, data collection and customer service related to consumption and high utility bills.	2021-01-01		\$80,604.16	\$97,450.42	User Fees: \$178,054.58
Integrated Planning and Strategic Services	SC484: 1.0 FTE Procurement Advisor & Procurement Program	The organization is responding to more complex needs in the residential, commercial and industrial communities which impacts many areas including procurement. There is a need to support the organization through an established procurement program so to best capitalize on opportunities and mitigate identified negative risks. A recent review of procurement practices identified that the City is currently not meeting expected service levels with respect to procurement. This position will address an identified business need for procurement program development and in collaboration with departments, it will provide more robust quality assurance and guidance services regarding specific procurement activities in the organization. It will also ensure corporate compliance with free trade and other procurement legislation.	2021-01-01		\$145,231.69	\$163,495.11	Taxes/Other: \$308,726.80

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
City Clerk's Office	SC485: 0.5 FTE Legislative Clerk	The proposed position would build capacity for the City Clerk's Office to take on the Subdivision and Development Appeal Board (SDAB) recording secretary role, while alleviating the demand in Planning and Development where two staff members are assigned to support each SDAB meeting. The City Clerk's Office anticipates that by maturing the process and having the Clerk and recording secretary working in tandem, only one staff support will be required to attend each meeting.	2021-01-01		\$40,351.74	\$40,654.37	Taxes/Other: \$81,006.11
Integrated Planning and Strategic Services	SC486: 2.0 FTE Asset Management Analyst	In order to mature and implement the asset management program at a strategic, tactical and operational level the administration urgently requires two key resources. These resources will bridge the operational to tactical gap that has been identified and continue the efforts to implement initiative CI1075 Asset Management Fundamentals (Phase 1) and transition from a project to an enterprise-wide program. This initiative requires a new role, the Asset Management Analyst, reporting to the Corporate Manager of Asset Management to act as an integrator and technical advisor to various stakeholder, each responsible for a unique set of lifecycle activities of a City asset portfolio. This function will drive collaboration at the operational level of each department while providing technical analysis and oversight over the requirements of the asset plans. This new support function will deliver coordinated asset specific plans built on solid and accurate evidence and supported by thorough data analysis. With guidance and leadership from the new IPSS department, the asset plans will align with corporate strategic plans and objectives, provide input into the corporate plan and the long term financial plan.	2021-01-01		\$90,631.93	\$202,252.06	Taxes/Other: \$292,883.99

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Finance	SC491: 1.0 FTE Assistant Controller	This position will support the strength of the Accounting/Financial Planning team by creating a lead position for Budgeting/Financial Planning to report to the Controller. The Controller will have oversight of both Accounting and Financial Planning but due to growth in the organization's processes will have an additional Assistant Controller to look after Budgeting and Financial Planning and provide leadership to that team allowing the Controller to have more capacity for strategic work and allowing the Chief Financial Officer to work exclusively at the strategic level.	2021-01-01			120,427.54	Taxes/Other: \$120,427.54
Information Systems	SC503: 1.0 FTE Smart Cities Specialist	As the City engages in a Smart City program, it will require a Smart City Specialist to coordinate and engage with the organization and community on smart city strategies and future initiatives. The Smart City Specialist will be required to develop the Smart City Master Plan and provide the ongoing operational support for this program. This position will be critical for the successful implementation and operation of the City of Spruce Grove Smart City Strategy. As more Federal and Provincial funding becomes available for municipalities on Smart Cities, this position will be required to assist in preparing the documentation to secure grant funding.	2021-01-01			Salary: \$124,511.02	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Environment & Transit	SC514: 1.0 FTE Environmental Advisor	In 2021 Environment & Transit will start work on the development of a Corporate Environmental Management System (EMS). This will require considerable internal engagement with all City departments to identify and prioritize their significant environmental risks. This level of work will require an FTE focused in Biology to complete the work. The position would develop mitigation for these risks, through policy and procedures and through the EMS would be able to maintain records and training and reporting senior leadership team and council. The position would also support increased regulatory requirements for wetland and water management through the City's storm water management system. There is a regular and on-going requirement to review Area Structure plans for Environmental and Biophysical information. Development Permits will also require increased environmental review to ensure the environmental regulatory requirements are met on the part of the City. Having an additional Environmental Advisor with a focus in Biology would also strengthen the Natural Areas Management of the City.	2021-03-01			Salary: \$69,566.87	Not currently funded
Engineering	SC515: 1.0 FTE Administrative Assistant Engineering	With the growth experienced within the City and increasing demands on the Engineering department the need has been identified for additional support within our Administration. The increase requests from other departments, City residents, corporate requirements (culture, financial support, safety, policies, regulations, file management) has been identified as too much for the one person filling the role currently. There is also a seasonal requirement when it comes to drainage, flooding and lot grading that is experienced and needs additional attention and time commitment. The move to incorporate the upgraded City View program into more of Engineering's procedures also requires a subject matter expert that will be required to know how the system works and be fluent in it. Currently engineering relies on P&D for this support with input from engineering.	2021-01-01			Salary: \$64,873.17	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Engineering	SC516: 1.0 FTE Land Development Technologist	This position would support all aspects of land development including back up to lot grading. With the increased growth and building over the past 10 years there has been an increasing demand in field time, leaving less time in house to do accurate assessment and review for developments. The responsibilities of this position would include field inspections (during construction to ensure compliance with Municipal Development Standards, CCC and FAC), attending site meetings, providing input on infrastructure, conducting deficiency inspections, reviewing CCC and FAC application packages as well as all testing reports, responding to resident enquiries and drainage complaints. In house, this position would provide support to the Supervisor of Land Development with review of development drawings and shallow utility drawings, as well as assisting with the review and collaboration with Planning and Development on development permits, coordinating schedules for city/developer/consultants related to land development, improving and developing SOP's for processes within land development and lot grading. Currently the Engineering department does not have the resources to address all of the additional changes, in depth reviews and issues without impacting other services.	2021-01-01		\$96,449.94	\$97,173.31	Taxes/Other: \$193,623.25

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Facilities and Fleet Management	SC521: 1.0 FTE Facilities Trade	<p>With continuing City of Spruce Grove facilities growth, the City has reached a size that facilities operations requires specialized facilities trade position to support the increasing complexity and volume of current facilities heating, plumbing and piping system within City of Spruce Grove space.</p> <p>A Facility dual ticketed HVAC\Electrician Trade position is required in 2021 to provide specific trade knowledge to identify facilities operations maintenance gaps, to complete specialized day to day preventative and reactive maintenance activities and completion of small trade specific projects eliminating the need for some external contracting. To directly support the higher security RCMP facility that requires contracted services to be escorted by cleared Facilities Management Staff.</p> <p>This position will require a service vehicle.</p>	2021-03-01			Salary: \$77,986.65	Not currently funded
Facilities and Fleet Management	SC522: 1.0 FTE Facilities Management Admin	<p>With the growth of the City of Spruce Grove facilities team, an additional 1.0 FTE administration is required to manage ongoing daily and legislated requirements of our facilities assets. Compliance with Alberta building & fire Code as well as Alberta Health regulations for a commercial building requires documentation administration support to the Facility Operations Supervisor.</p>	2022-03-01			Salary: \$57,116.78	Not currently funded

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Corporate Communications	SC525: Photo and Video Services	The City does not have a formal program for keeping photography and video footage current. This initiative is for the development of an annual program that would allow Corporate Communications to complete a set number professional photo or video shoots per year to build a more current collection. The subject matter would be rotated each year depending on gaps and demand for imagery (ie. employees on the job, facilities, programs, events, parks and general activities throughout the city at varying times of the year). The goal would be to have an updated photo and video bank to use for internal and external communications with no asset being older than three years old.	2021-01-01		\$18,000.00	\$18,000.00	Taxes/Other: \$36,000.00
Cultural Services	SC526: Microgrant Partnership with Edmonton Arts	The Edmonton Arts Council has offered to handle a community culture granting program for the City of Spruce Grove. They have administered grants since their inception and have the infrastructure to administer grants to artists. We will transfer their organization \$15,000/year and direct Spruce Grove artists, administrators and groups to apply through their micro grant (up to \$5,000) program. The City of Spruce Grove's Cultural Master Plan also identified supporting partnerships with other arts organizations, and a micro-granting process that would assist artists and groups with their cultural projects.	2021-01-01		\$15,000.00		Taxes/Other: \$15,000.00
Protective Services	SC527: 1.0 FTE Community Peace Officer	This is one of two "Community Peace Officer 1" positions requested for Enforcement Services, one in 2021 and one in 2022. CPO-1s are responsible for bylaw enforcement and also enforcement of provincial legislation including the Traffic Safety Act. These two positions are required to keep up with City growth.	2022-01-01			52,274.30	Taxes/Other: \$52,274.30

Department	Initiative Number and Name	Initiative Summary	Start Date	End Date	Projected 2021 Costs	Projected 2022 Costs	Funding Source
Public Works	SC53: 1.0 FTE Temporary Parks Labourer	This initiative increases the temporary staffing complement within the Parks and Open Spaces section of Public Works by 1 FTE. The increase in staffing is needed to maintain status quo service levels while accepting new asset inventories created through the growth of the City of Spruce Grove. One of the most imminent need is to be able to service 30 additional transit stops in the winter months.	2021-03-01		\$39,934.30	\$40,533.31	Taxes/Other: \$80,467.61
Protective Services	SC87: Fire Services staffing identified in service level	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.	2021-01-01		\$190,800.79	\$389,233.62	Taxes/Other: \$580,034.41
Cultural Services	SC9: Change to the Spruce Grove Public Library Grant	The Spruce Grove Public Library (SGPL) is requesting an increase in funding in the 2020-2022 corporate plan to cover additional capital, staff and programming costs. The increase in funding includes the 1.0 FTE that was not approved in the last corporate plan and a support for the growth in the community and operational sustainability.			\$85,051.00	\$135,527.00	Taxes/Other: \$257,557.00

DEPARTMENT PROFILES



2020 FTE Summary

The staffing complement associated with the delivery of services is identified for each department through the organizational chart. Staffing is expressed as FTEs (full-time equivalents) in four major categories: full-time, permanent part-time, temporary part-time and casual. Future FTEs are under review as part of the 2020 reframing year.

Permanent positions have regularly scheduled hours established to be ongoing, whether 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 for periodic assignments on an as needed basis, whether full-time or part-time.

The following table is a summary of the total FTEs up to and including 2020, by division and department:

	2016	2017	2018	2019	2020
Corporate					
City Manager's Office	2.50	2.50	2.50	2.00	2.00
Corporate Communications	6.50	6.50	6.50	7.00	7.00
Economic and Business Development	3.00	4.00	4.00	4.00	4.00
Community & Protective Services					
Community & Protective Services Admin	3.00	3.00	3.00	2.00	1.50
RCMP Administration*	9.00	10.50	10.00	0.00	0.00
Cultural Services	10.50	10.50	10.50	10.50	10.50
Community Social Development	12.80	12.86	13.36	13.06	13.06
Spruce Grove Fire Services	47.50	50.50	50.50	60.00	60.00
Safe City - Enforcement Services	10.50	10.50	11.50	11.00	11.00
Recreation Services	11.50	12.60	13.10	13.60	13.10
Recreation Facilities	11.02	11.02	11.02	12.02	12.02
Corporate Services					
Corporate Services Administration	3.50	3.50	4.00	4.00	1.50
City Clerk	6.50	6.50	6.50	8.50	3.50
Finance	23.63	24.63	23.70	23.70	20.70
Human Resources	6.00	6.00	6.40	6.40	9.40
Information Services	12.00	14.00	15.84	16.84	18.84
Integrated Planning and Strategic Services					5.50
Planning & Infrastructure					
Planning & Infrastructure Administration	3.50	3.50	4.50	1.50	1.50
Engineering	8.00	8.00	8.00	9.00	10.00
Environment & Transit				3.00	3.00
Facilities & Fleet Management	12.00	13.00	14.00	15.00	15.00
Planning & Development	15.50	16.50	16.50	16.50	17.50
Public Works	62.18	62.51	63.60	65.83	42.81
Utilities					21.02
Total FTE	280.63	292.62	299.02	305.45	304.45

*The RCMP Administration positions were transferred to the Town of Stony Plain as per the agreement with the Town.

DEPARTMENT PROFILES

Department Profiles 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.

The department profiles are organized into four main divisions:

- Corporate
- Community and Protective Services
- Corporate Services
- 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 of 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 departments within each division.

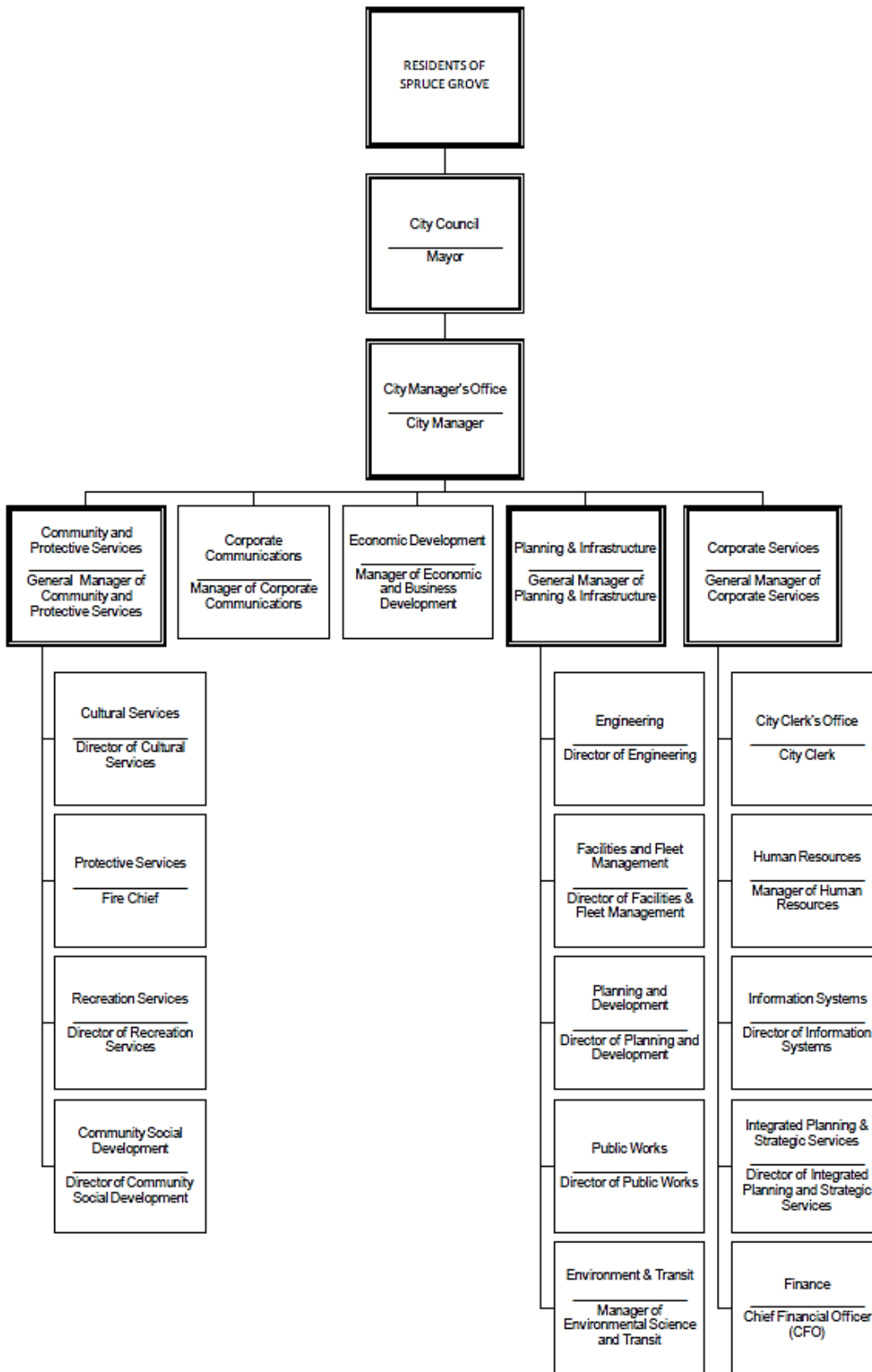
Each division business plan includes the following components:

- Organizational chart
- Description of the division or department
- Listing of services delivered
- Fiscal plan

Organizational Chart

The organizational charts represent the internal reporting structure of each division or department. 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.

The following chart identifies the overall organizational structure of the City:



Description

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

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.

Fiscal Plan

The division 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.

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	257	105	107	-	-	-
Sales and User Fees	121	179	179	539	539	539
Local Improvement Levies	6	-	-	-	-	-
Interest	102	98	98	93	88	83
	486	382	385	633	628	623
Expenses						
Amortization	14	14	14	14	14	14
Contracted Services	404	472	238	344	93	94
Cost of Land Sold	-	-	-	349	349	349
General	754	744	802	961	901	904
Grants	89	1	66	36	1	1
Human Resources	2,190	2,164	2,303	2,390	2,547	2,643
Interest on Long-Term Debt	101	117	117	108	99	90
Materials, Equipment and Supplies	131	136	133	132	143	140
	3,683	3,646	3,674	4,333	4,147	4,235
Annual Deficit Before the Undernote	(3,197)	(3,264)	(3,289)	(3,701)	(3,519)	(3,613)
Contributed Tangible Capital Assets	2,717	1,166	536	547	586	598
Gain on Disposal of Tangible Capital Assets	-	-	-	1,706	330	330
	2,717	1,166	536	2,253	916	928
Annual Deficit	(480)	(2,098)	(2,753)	(1,448)	(2,603)	(2,684)

Community & Protective Services Division

The general manager is responsible for the financial activities of the Community & Protective Services division.

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Property Taxes	309	309	309	309	309	44
Government Transfers - Operating	2,138	2,044	2,096	2,051	2,092	2,112
Sales and User Fees	9,348	10,162	9,495	9,929	10,004	10,082
	11,794	12,516	11,899	12,289	12,405	12,237
Expenses						
Amortization	1,308	1,684	1,362	1,577	1,599	1,547
Contracted Services	6,990	7,425	7,192	8,363	8,746	9,235
General	1,853	1,931	2,014	2,331	2,411	2,505
Grants	3,238	2,287	2,169	2,426	2,920	2,901
Human Resources	13,049	14,231	13,906	14,840	15,639	16,302
Interest on Long-Term Debt	154	132	132	103	73	41
Materials, Equipment and Supplies	816	910	896	908	891	952
	27,408	28,600	27,671	30,547	32,279	33,484
Annual Deficit Before the Undernoted	(15,614)	(16,084)	(15,772)	(18,259)	(19,875)	(21,247)
Government Transfers - Capital	500	-	-	-	-	-
	500	-	-	-	-	-
Annual Deficit	(15,114)	(16,084)	(15,772)	(18,259)	(19,875)	(21,247)

Corporate Services Division

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Property Taxes	37,652	40,139	40,087	42,056	44,291	47,399
Sales and User Fees	5,698	6,675	6,961	7,573	8,257	8,497
Interest	(32)	83	133	91	88	86
	43,319	46,897	47,182	49,721	52,637	55,982
Expenses						
Amortization	631	564	677	801	945	1,004
Contracted Services	733	757	596	709	930	842
General	2,440	3,030	2,942	3,361	3,386	3,985
Human Resources	6,676	6,979	6,882	7,478	8,824	9,387
Interest on Long-Term Debt	6	-	12	10	7	4
Materials, Equipment and Supplies	203	308	309	392	525	366
	10,689	11,637	11,418	12,751	14,616	15,588
Annual Surplus Before the Undernoted	32,630	35,260	35,763	36,970	38,020	40,394
Government Transfers - Capital	778	170	98	135	1,439	1,841
Loss on Disposal of Tangible Capital Assets	(38)	-	-	-	-	-
	739	170	98	135	1,439	1,841
Annual Surplus	33,369	35,430	35,861	37,105	39,459	42,235

Planning & Infrastructure Division

The general manager is responsible for the financial activities of the Planning & Infrastructure division.

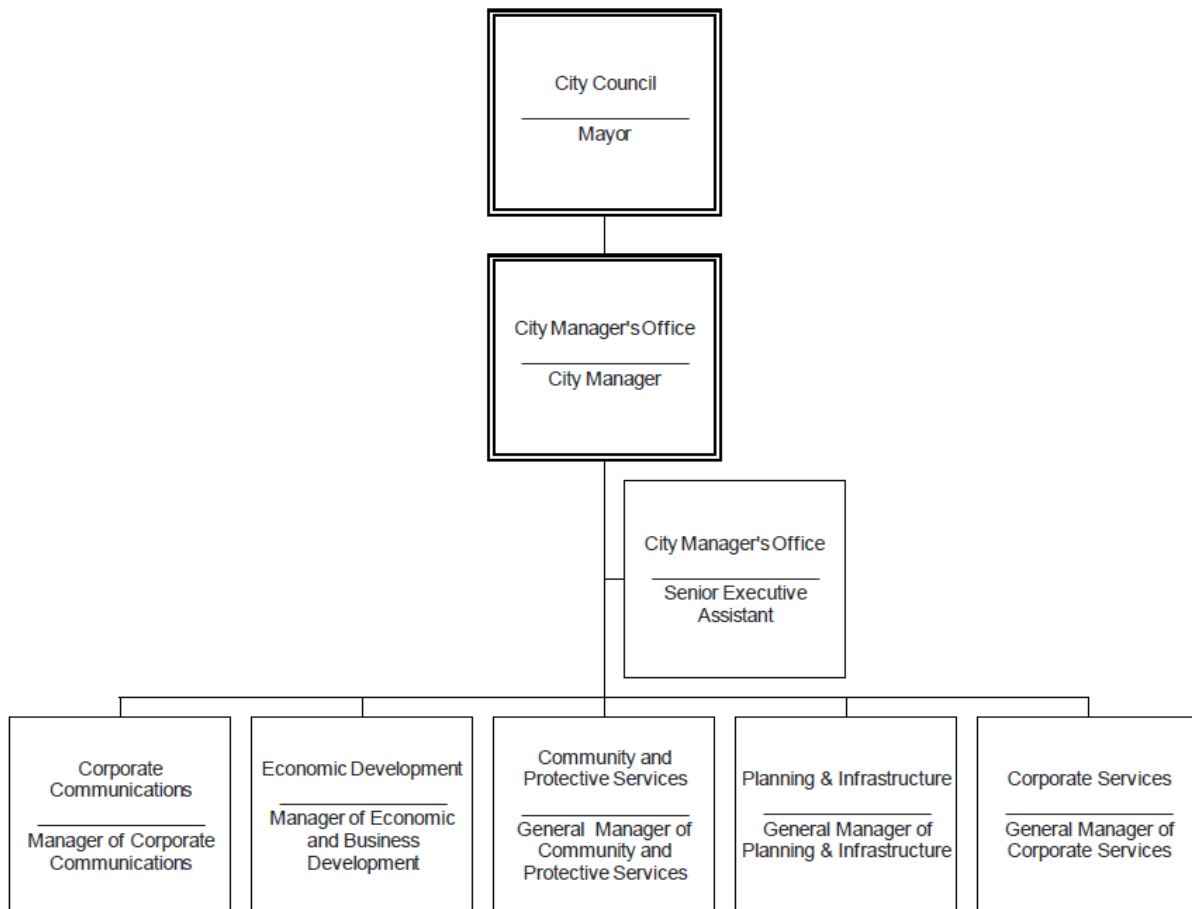
	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	764	763	818	1,159	1,701	1,492
Sales and User Fees	22,684	25,085	22,553	24,939	26,794	28,069
Interest	16	25	25	21	18	14
	<u>23,464</u>	<u>25,873</u>	<u>23,395</u>	<u>26,120</u>	<u>28,513</u>	<u>29,575</u>
Expenses						
Amortization	13,121	13,667	12,282	14,373	15,462	16,149
Contracted Services	17,906	21,399	18,263	19,242	19,552	22,551
General	2,680	3,161	3,430	3,607	3,685	3,794
Human Resources	10,553	11,250	11,739	12,393	13,045	13,381
Interest on Long-Term Debt	637	1,148	841	943	972	1,146
Materials, Equipment and Supplies	3,164	3,986	3,664	3,877	4,488	4,688
	<u>48,061</u>	<u>54,611</u>	<u>50,219</u>	<u>54,435</u>	<u>57,204</u>	<u>61,710</u>
Annual Deficit Before the Undernoted	(24,597)	(28,738)	(26,824)	(28,314)	(28,691)	(32,135)
Government Transfers - Capital	4,251	22,655	22,339	17,795	11,365	24,656
Contributed Tangible Capital Assets	6,873	12,572	12,052	6,009	6,009	6,009
Developer Contributions	905	5,735	2,776	3,711	3,672	3,900
Loss on Disposal of Tangible Capital Assets	(141)	-	-	(37)	-	-
	<u>11,888</u>	<u>40,962</u>	<u>37,167</u>	<u>27,478</u>	<u>21,046</u>	<u>34,565</u>
Annual Surplus (Deficit)	(12,709)	12,224	10,343	(836)	(7,645)	2,430

Department Profiles – Corporate Departments

Corporate Office (Chief Administrative Officer)

Organization chart

The City Manager’s Office is led by the Chief Administrative Office. The structure is reflected in the following organizational chart:



Description

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-1075-19. 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.

Services

The following table outlines the services provided by the City Manager's Office on an on-going basis:

Service	Service Level
Administrative Support to CAO	As required based upon inquiries and activity.
Administrative Support to Council	As required based upon inquiries and activity.
Collaborate with Other Government Entities	As required based upon inquiries and activity.
Communicate and Manage Staff	As required based upon inquiries and activity.
Coordinating Council Special Events	As required based upon inquiries and activity.
Council/Committee Meeting Logistics	As required based upon meeting schedules.
Engage and Respond to Council	As required based upon inquiries and activity.
Engage and Respond to the Public	As required based upon inquiries and activity.
Initiate and Oversee Special Projects	As required based upon specific opportunities.
Manage Correspondence and Communication	As required based upon inquiries and activity.
Manage Outgoing Mail	As required based upon inquiries and activity.
Miscellaneous Follow-Ups	As required based upon inquiries and activity.
Participate in SLT, Executive Team and Special Event Meetings	As required based upon meeting schedules.
Participate in the Edmonton Metropolitan Region Board	Actively participate in the Capital Region Board.
Records Management	As required based upon inquiries and activity.
Respond to Internal/External Inquiries	As required based upon inquiries and activity.

Fiscal plan

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	2	-	-	-	-	-
	<u>2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenses						
Amortization	3	3	3	3	3	3
Contracted Services	1	6	6	6	6	6
General	101	146	146	149	149	149
Grants	88	-	65	-	-	-
Human Resources	431	369	453	469	484	499
Materials, Equipment and Supplies	44	49	47	50	51	51
	<u>668</u>	<u>574</u>	<u>719</u>	<u>677</u>	<u>693</u>	<u>709</u>
Annual Deficit	(666)	(574)	(719)	(677)	(693)	(709)

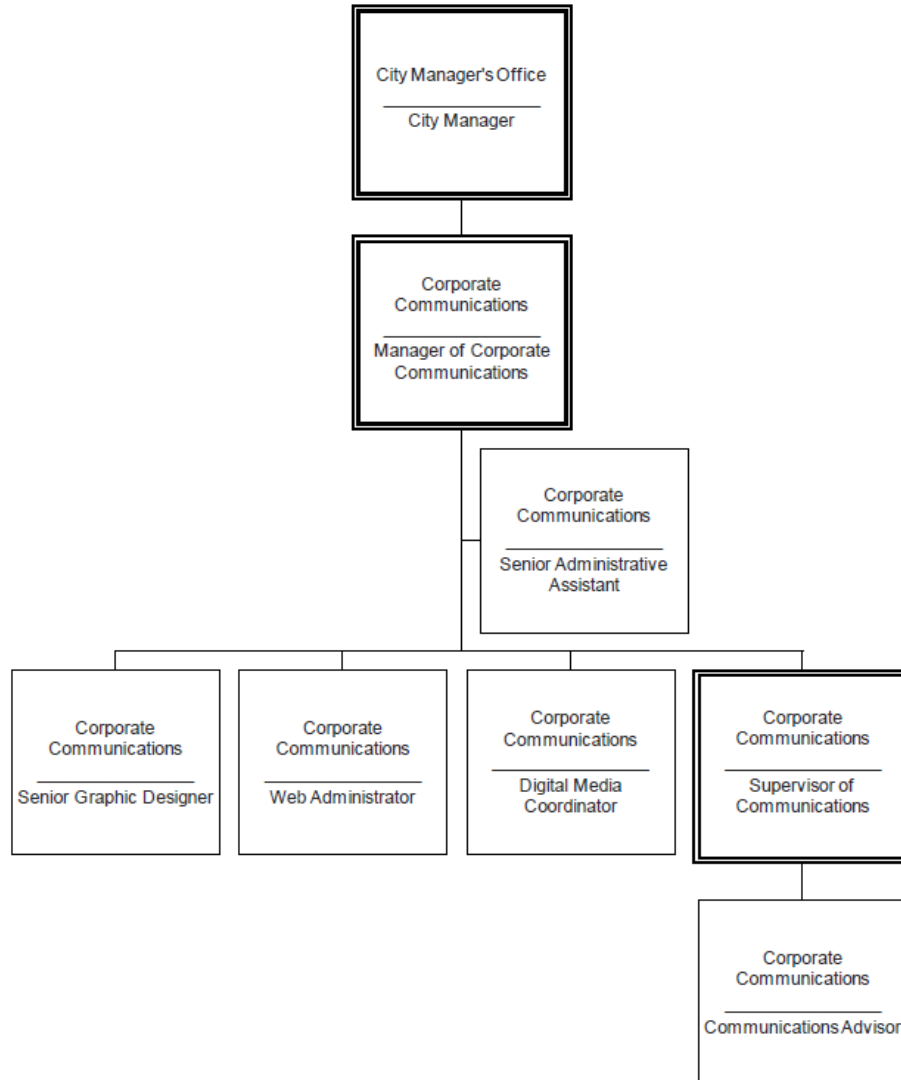
The City Manager's Office also manages the financial activities for Council. The following reflects the fiscal plan summary for Council for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	8	-	-	-	-	-
	<u>8</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenses						
General	76	138	135	143	144	145
Grants	1	1	1	1	1	1
Human Resources	523	529	536	567	585	604
Materials, Equipment and Supplies	45	47	46	49	49	50
	<u>646</u>	<u>715</u>	<u>718</u>	<u>760</u>	<u>780</u>	<u>800</u>
Annual Deficit	(637)	(715)	(718)	(760)	(780)	(800)

Corporate Communications

Organization chart

The Corporate Communications department is led by the Manager of Corporate Communications. The structure is reflected in the following organizational chart:



Description

Corporate Communications leads external communications planning and consulting, branding and visual identity, writing and editing, issues management and media relations for the organization as well as providing advice to departments within the City on public participation practices. Corporate Communications also provides communications support to Council.

The department, using various tools and tactics, helps inform Spruce Grove residents, City staff and other stakeholders about the City’s activities, programs, policies and initiatives.

Services

The following table outlines the services provided by the Corporate Communications department on an on-going basis:

Service	Service Level
Branding and Visual Identity	Ensure appropriate use of branding and visual identity on a best effort basis.
Communications Consulting	Planning, consulting with and advising other City departments proactively and on negotiated basis.
Public Participation	Consulting with and advising other City departments proactively and on negotiated basis.
Communications Research and Development	Exploring communications opportunities, media, and best practices on an ongoing basis.
Corporate and Department Business Planning	Participate on an ongoing basis.
Media and Public Relations	Respond to media requests on same business day. Negotiate public relations support on a case by case basis.
Senior Leadership Team	Participate on an ongoing basis.
Visual, Digital and Written Communications	Negotiate on a case by case basis (internal and external).

Fiscal plan

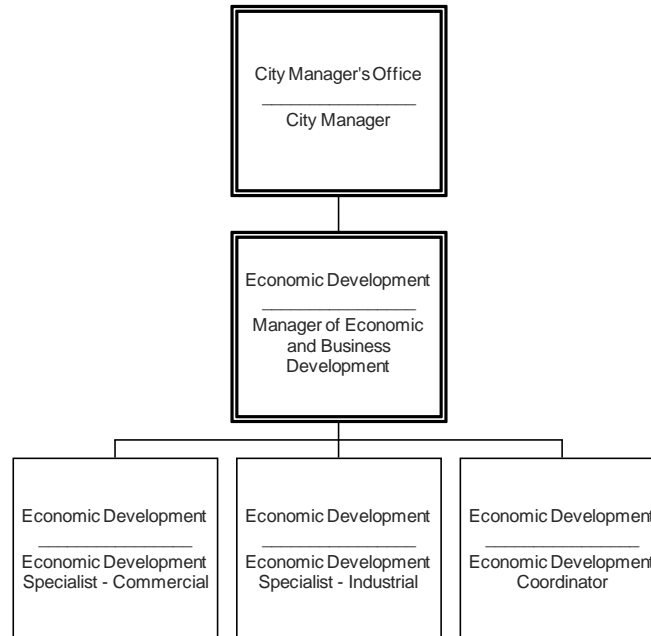
The following chart reflects the fiscal plan summary for the Corporate Communications department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	1	2	2	1	1	1
	1	2	2	1	1	1
Expenses						
Amortization	7	7	7	7	7	7
Contracted Services	70	98	48	50	18	18
General	128	155	159	293	311	309
Human Resources	746	778	808	835	942	987
Materials, Equipment and Supplies	21	30	27	23	32	27
	971	1,068	1,049	1,208	1,309	1,348
Annual Deficit	(970)	(1,067)	(1,048)	(1,207)	(1,308)	(1,347)

Economic & Business Development

Organization chart

The Economic & Business Development department is led by the Manager of Economic & Business Development. The structure is reflected in the following organizational chart:



Description

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

- Implement the economic development strategy for Spruce Grove intended to grow the commercial and industrial tax base.
- Coordinate business retention and attraction efforts through marketing and ensuring that Spruce Grove offers a competitive environment for businesses and investors.
- Pursue strategies designed to take advantage of Spruce Grove's strategic location as the western gateway to Edmonton on the Yellowhead TransCanada Highway.
- Work with industrial park developers to attract new investment and identify industries that represent a good fit for Spruce Grove.
- Promote the development of a full range and choice of commercial services for Spruce Grove and the regional trade market.
- Serve as an advocate for the business community within the City administration.
- Lead efforts to recruit corporate sponsorships for City facilities, promote sports tourism and attract major events to Spruce Grove.
- Manage the City's land inventory and develop and implement strategies to acquire, sell and otherwise maximize the value of City-held lands.
- Represent the City on a number of external boards and agencies related to economic development including the Greater Edmonton Economic Development Team, Edmonton Regional Tourism Partnership and the Edmonton Global EDO Network.
- Promotes and coordinates revitalization efforts for the City Centre through working with businesses and property owners to encourage reinvestment and rebranding of the area.

Services

The following table outlines the services provided by the Economic & Business Development department on an on-going basis:

Service	Service Level
Administer Business Recognition Programs	Includes Community Spirit Award, Annual Builder & Developer Luncheon, Open Houses, and Business Events.
Advisor to City Manager, Council and Committees	Principal advisor on economic and business development issues.
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. Collaboration with the Spruce Grove Chamber of Commerce, Acheson Business Associations, and others.
City Centre Revitalization	Business Improvement Area (BIA) established pursuant to regulations set out in the MGA. Objective of BIA is to collaborate with the City in preparing the area redevelopment plan. This is a precursor to major reinvestment in the City.
Corporate Business Planning and Department Administration	Annual business plan development process including all aspects of Corporate Planning process. Administrative responsibilities including budgets, contract development, performance reviews, and personal development.
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.
Economic Development Strategy & Action Plan for Business Development	Review & implement recommendations contained in the approved Economic Development Strategy & Action Plan for Spruce Grove. These are over and above the major initiatives identified in the Corporate Plan. Examples include working with individual businesses to resolve issues affecting viability and success of the business.
Facilitate Smart Technology Transfer and Adoption by Business	Support initiatives that facilitate the transfer of "smart technologies" to retain and attract business investment including the deployment of fibre optics. Also includes working with Tech Edmonton and other agencies to access new technology and management support.
Investigate Policies, Actions and Incentives to Facilitate Development and Redevelopment Activities	Assess and pursue opportunities to promote development of vacant properties and redevelopment of existing properties to higher value use.
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.

Service	Service Level
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; manage the marketing and sale of these lands.
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. Also includes update and maintenance of the Economic Development GIS Site Locator tool.
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.
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.
Senior Leadership Team	Actively participate in senior management and planning processes.
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. Administer the Tri Us event support program.
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.

Fiscal plan

The following chart reflects the fiscal plan summary for the Economic & Business Development department for the current business plan:

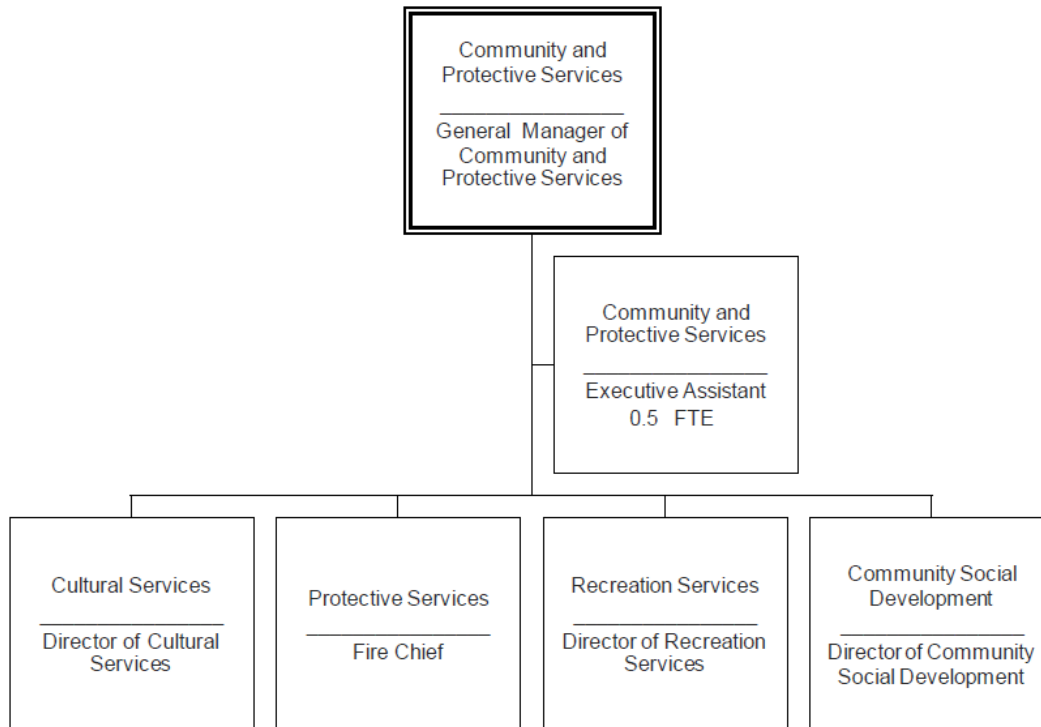
	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	257	105	107	-	-	-
Sales and User Fees	109	178	178	538	538	538
Local Improvement Levies	6	-	-	-	-	-
Interest	102	98	98	93	88	83
	474	381	383	632	627	622
Expenses						
Amortization	4	4	4	4	4	4
Contracted Services	333	368	184	288	69	70
Cost of Land Sold	-	-	-	349	349	349
General	448	304	362	376	298	301
Grants	-	-	-	35	-	-
Human Resources	490	487	507	519	535	553
Interest on Long-Term Debt	101	117	117	108	99	90
Materials, Equipment and Supplies	21	11	13	11	11	12
	1,397	1,289	1,187	1,690	1,366	1,379
Annual Deficit Before the Undernoted	(923)	(908)	(804)	(1,058)	(739)	(757)
Contributed Tangible Capital Assets	2,717	1,166	536	547	586	598
Gain on Disposal of Tangible Capital Assets	-	-	-	1,706	330	330
	2,717	1,166	536	2,253	916	928
Annual Surplus (Deficit)	1,793	258	(268)	1,195	177	171

Department Profiles - Community & Protective Services

Community & Protective Services Administration

Organization chart

The Community & Protective Services Administration department is led by the General Manager of Community & Protective Services. The structure is reflected in the following organizational chart:



Description

Community and Protective Services is comprised of:

- Community Social Development (Social Sustainability Plan, PathwaysHOME, New Beginnings, Block Party and Neighbourhood Development, Grant Administration, Family and Community Support Services including Community Development Initiatives, Volunteerism, Individual Client Services, Information and Referral, and Direct Social Program Delivery for Youth, Adults, Families, and Seniors)
- Recreation Services (Agrena, Fuhr Sports Park, Border Paving Athletic Centre, Henry Singer Park, outdoor natural turf field scheduling and operations, open space planning, agreements, community events, Summer in the City, and community development)
- Cultural Services (Horizon Stage, Melcor Cultural Centre, grant administration, volunteer development, city and community event facilitation)
- Protective Services (Integrated Fire/EMS, Safe City, and Enforcement Services)
- Management of the contract for policing services with the RCMP

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) and Joint Use Committee (Parkland and Evergreen School Districts).

Services

The following table outlines the services provided by the Community & Protective Services Administration department on an on-going basis:

Service	Service Level
Bylaws, Policies and Procedures	Development and preparation of bylaws, policies and procedures for Council and/or City Manager approval.
Coordination of Department Administrative Records and Information Management	As per Information and Records Management Policy.
Grants	Coordinate capital and operating grant applications for program and service delivery.
Initiate and Facilitate Community Development Initiatives	Building individual, organizational and community capacity that will enhance the overall well-being of residents.
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.
Leadership and Administration (Community and Protective Services)	As required.
Multi-Year Strategic Capital and Budget Planning	Annual corporate planning process and budget preparation.
Outstanding Achievement Awards	Contacting and arranging the presentation of outstanding achievement recognition to various groups, organizations and individuals who bring prominence to our community.
Principal Advisor to the City Manager, Council and Committees on Matters Relating to CAPS	As required.
RCMP Contract Management	Contract with RCMP establishes level of service.
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.
Corporate Leadership Team Involvement	As required.

Service	Service Level
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.

Fiscal plan

The following chart reflects the fiscal plan summary for the Community & Protective Services Administration department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	41	-	-	-	-	-
	41	-	-	-	-	-
Expenses						
Amortization	4	4	4	4	4	4
Contracted Services	492	-	37	-	-	-
General	1	3	2	2	2	2
Grants	168	152	-	218	218	221
Human Resources	372	404	307	289	294	307
Materials, Equipment and Supplies	2	2	1	3	2	3
	1,040	564	350	516	519	537
Annual Deficit Before the Undernoted	(998)	(564)	(350)	(516)	(519)	(537)
Government Transfers - Capital	500	-	-	-	-	-
	500	-	-	-	-	-
Annual Deficit	(498)	(564)	(350)	(516)	(519)	(537)

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Property Tax	309	309	309	309	309	44
	309	309	309	309	309	44
Expenses						
Amortization	276	276	242	242	242	241
Grants	2,052	1,140	1,138	1,140	1,566	1,513
Interest on Long-Term Debt	64	53	53	37	20	2
	2,393	1,469	1,432	1,419	1,828	1,756
Annual Deficit	(2,084)	(1,160)	(1,124)	(1,110)	(1,519)	(1,712)

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Expenses						
Amortization	62	154	62	62	62	62
Contracted Services	-	36	-	-	-	-
General	71	92	88	101	105	109
Grants	888	888	924	961	1,010	1,060
Interest on Long-Term Debt	41	36	36	30	25	19
Materials, Equipment and Supplies	151	164	162	173	182	189
	1,213	1,370	1,272	1,328	1,383	1,439
Annual Deficit	(1,213)	(1,370)	(1,272)	(1,328)	(1,383)	(1,439)

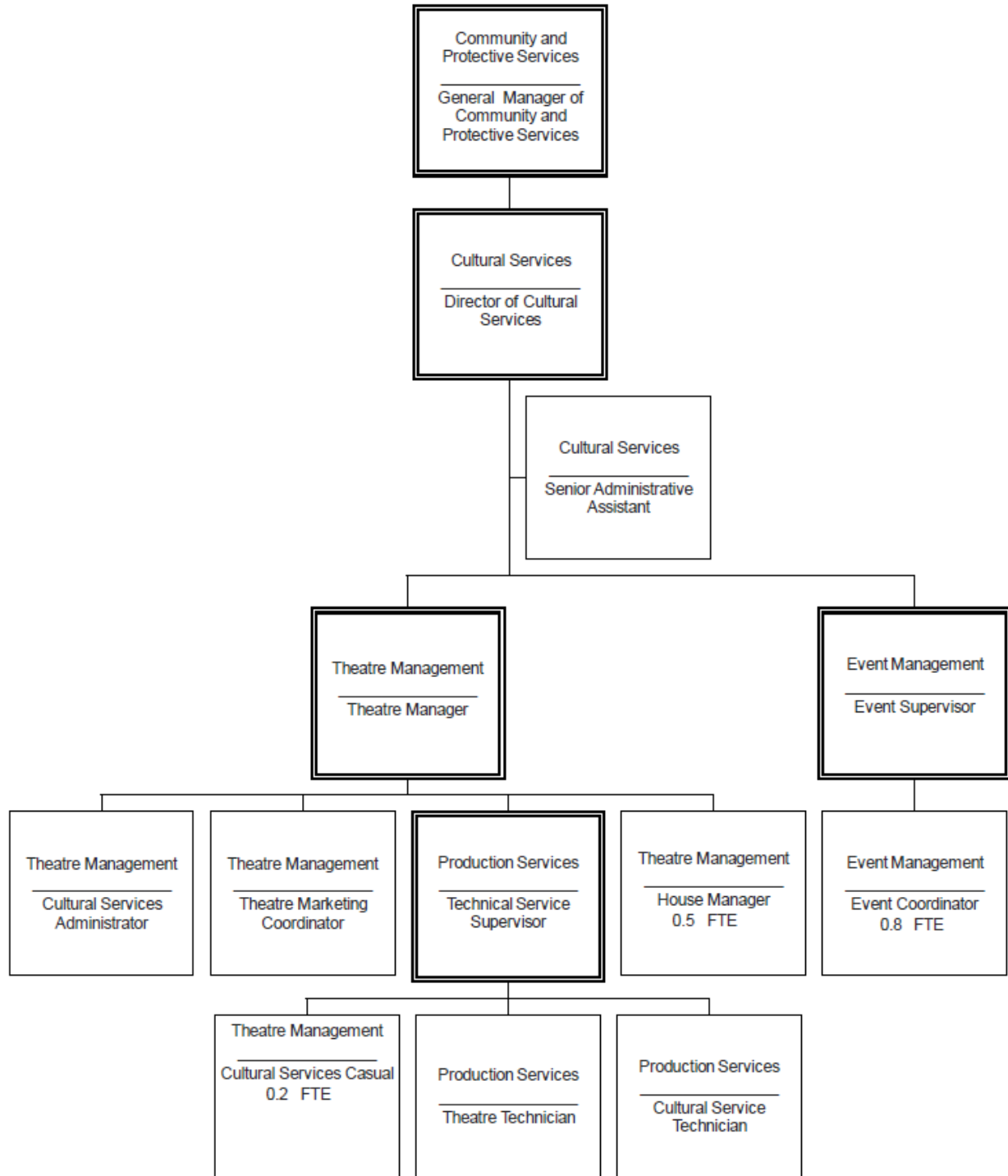
The following fiscal plan summary reflects the facility costs and municipal contribution for the administration of the RCMP Policing Services contract:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	688	675	701	701	741	761
Sales and User Fees	91	119	307	685	693	677
	780	794	1,008	1,386	1,434	1,438
Expenses						
Amortization	3	183	69	283	283	283
Contracted Services	4,553	5,052	5,390	6,500	6,846	7,329
General	20	81	93	221	230	241
Human Resources	424	936	14	15	15	15
Materials, Equipment and Supplies	4	6	5	5	5	6
	5,004	6,258	5,572	7,024	7,381	7,874
Annual Deficit	(4,224)	(5,464)	(4,564)	(5,639)	(5,947)	(6,437)

Cultural Services

Organization chart

The Cultural Services department is led by the Director of Cultural Services. The structure is reflected in the following organizational chart:



Description

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

Services

The following table outlines the services provided by the Cultural Services department on an on-going basis:

Service	Service Level
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.
Develop arts policy	To formulate and oversee new and existing policies to support and develop the arts and culture in the community.
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.
Internal service to City of Spruce Grove	Provide technical support, specialized equipment and expertise to other City departments as requested. Examples include department-initiated events and ceremonies, horizon stage rentals and others.
Liaison to Allied Arts Council	Support visual arts initiatives through support of and as liaison to the Allied Arts Council and Spruce Grove Art Gallery.
Liaison to Horizon Stagelighters	Provide administrative support to volunteer society, the Horizon Stagelighters, to assist them in their support of Horizon Stage. Duties include financial, board meeting, training and scheduling assistance.
Liaison to schools and school boards	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.
Liaison to the Tri-Region Partners in Arts & Culture	Senior administrative point of contact with Tri-Region (Parkland County, Stony Plain & Spruce Grove) to provide advice and consultation on matters concerning arts & culture and the development of plans and policies in the region.

Service	Service Level
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 website.
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 initiated Special Events.
Operation and management of Ticket Centre	Operate the Ticket Centre in collaboration with TicketPro as a resource for the regional community.
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.
Operation of Horizon Stage as a professional performing arts presenting venue	Presentation of 25 to 30 professional artists and groups at Horizon Stage Performing Arts Centre per season.
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.
Operational support of Spruce Grove Saints	Provide event and marketing support to Spruce Grove Saints Junior 'A' Hockey Club including contract and invoicing City fees.
Production of City Special Events	As required.
Provide drama instruction programs	Host summer classes in drama and arts-related classes for children.
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).
Securing grants	Researching and writing grant applications, implementation, and reporting on capital project planning and operational program management.
Supporting core not-for-profit arts organizations	Liaison to regional dance schools, Chamber of Commerce, Horizon Stage Tech Team, and Horizon Players.
Volunteer development	Responsible for the development of a program of active volunteerism within the areas of culture, special events, and the fine arts.

Fiscal plan

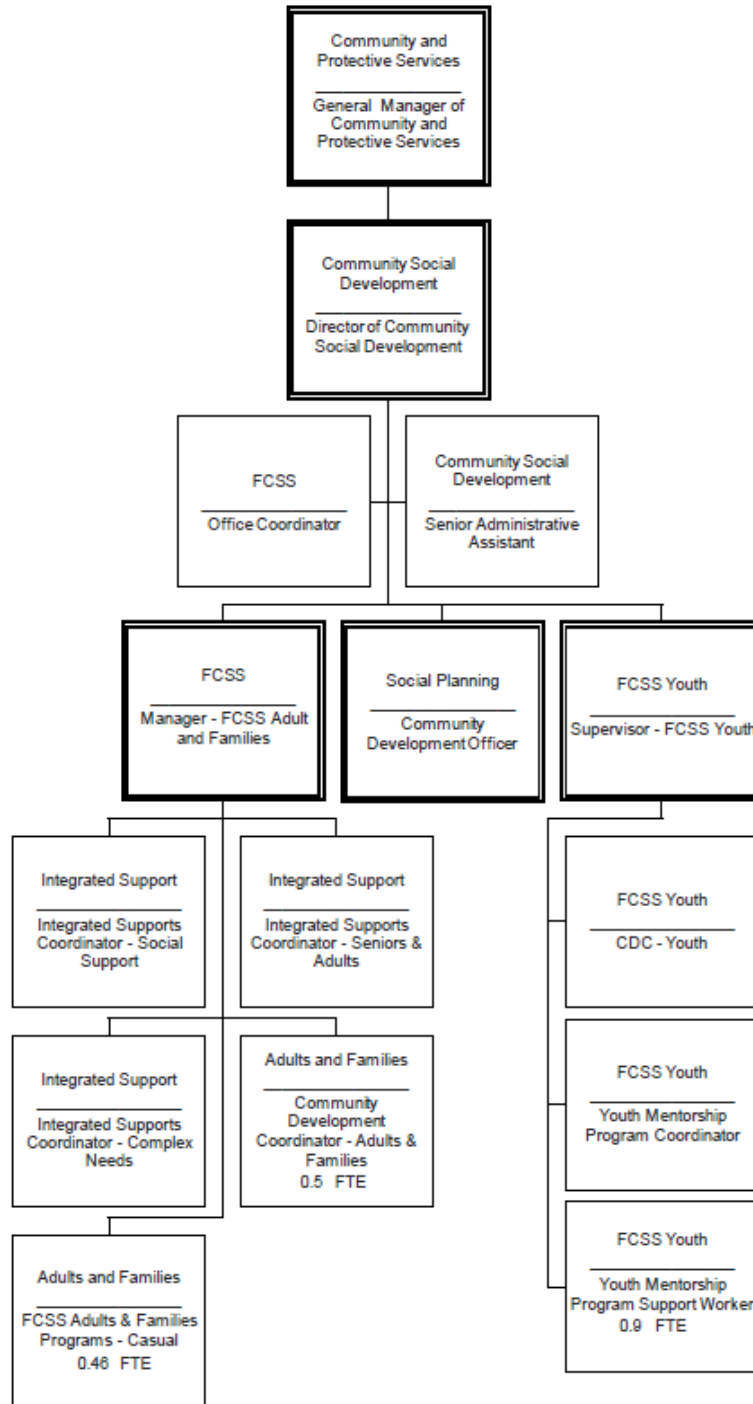
The following chart reflects the fiscal plan summary for the Cultural Services department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	188	158	186	183	183	183
Sales and User Fees	265	289	294	296	297	298
	453	447	479	479	480	481
Expenses						
Amortization	40	49	39	39	39	39
Contracted Services	120	133	131	118	120	122
General	298	343	326	330	337	345
Grants	70	48	48	48	68	48
Human Resources	1,003	957	990	1,035	1,109	1,141
Materials, Equipment and Supplies	22	29	27	28	29	30
	1,554	1,559	1,561	1,598	1,702	1,724
Annual Deficit	(1,101)	(1,112)	(1,082)	(1,119)	(1,221)	(1,244)

Community Social Development

Organization chart

The Community Social Development department is led by the Director of Community Social Development. The structure is reflected in the following organizational chart:



Description

Community Social Development

The Community Social Development department helps address changing social needs in Spruce Grove by bringing the City's Social Sustainability Plan to life. In order to better anticipate and respond to the social needs of current and future residents, Community Social Development works collaboratively with community groups/stakeholders who have expertise and understanding of social issues.

Community Social Development identifies and achieves its goals through research, community engagement, strategic planning, community capacity building, and implementation of projects and initiatives addressing complex systemic social issues such as homelessness, poverty, diversity and inclusion.

Community Social Development meets its goals through Family and Community Support Services programs and Social Planning.

Family and Community Support Services

Family and Community Support Services (FCSS) is a funding partnership between the Government of Alberta, the City of Spruce Grove, and Parkland County. FCSS receives its mandate from the FCSS Act and Regulation which sets out the service requirements that a municipality must meet in order to be eligible for funding. The FCSS philosophy is based on a belief that self-help contributes to a sense of integrity, self-worth and independence. Programs and services are intended to help individuals adopt healthy lifestyles, thereby improving quality of life and building capacity to prevent crisis situations should they arise.

FCSS provides preventive social services to enhance community wellbeing by focusing on:

- Individual Client Services: One-on-one client support ensures residents are referred and matched to appropriate services based on varying levels of complexity and individual need, thereby supporting independence and building capacity to avert crisis situations should they arise.
- Family Life: With the opening of the Spruce Grove ParentLink Centre in 2017, specialized programming in this area is now mainly offered through Alberta Parenting for the Future and other community based organizations.
- Adults: Adult Services offers a wide variety of personal development programs and information sessions that empower, build resiliency, and strengthen individuals and the communities they live in.
- Seniors: Services for seniors includes planning, developing, implementing and evaluating preventive programs and services that support independence and enhance quality of life for individuals that are advancing in years, and for the families who are caring for them.
- Youth: The FCSS Youth Mentorship Program offers a safe place where youth can find community and build genuine relationships with their peers and adults who care about them. Drop-in and registered programming and special events focus on developing positive identity and sense of belonging, social awareness, relationship building, skill development, and critical thinking through positive mentorship.
- Community Development: Community Development supports bringing people together by fostering connections, developing partnerships, building capacity, and acting as a catalyst for new projects or programs in order to build a stronger, diverse, and resilient community and address common causes.

Social Planning

Social planning is the process of developing plans, policies, regulations, initiatives, and incentives to strengthen community and society. This is done through partnerships with the community to bring about positive social change and includes key elements such as collaboration, engagement, research, and education. Areas of focus under Social Planning include implementation of the Social Sustainability Plan and *PathwaysHOME*: Spruce Grove's Five-Year Strategy to Reduce Poverty and Homelessness.

Services

The following table outlines the services provided by the Community Social Development department on an on-going basis:

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

Fiscal plan

The following charts reflect the fiscal plan summary for the Community Social Development & FCSS departments for the current business plan:

Community Social Development

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	-	58	58	58	58	58
	-	58	58	58	58	58
Expenses						
Contracted Services	-	41	42	-	30	30
General	-	344	388	390	391	393
Grants	-	30	30	30	30	30
Human Resources	-	218	165	171	177	183
Materials, Equipment and Supplies	-	45	22	17	20	20
	-	679	647	609	648	656
Annual Deficit	-	(621)	(588)	(551)	(590)	(598)

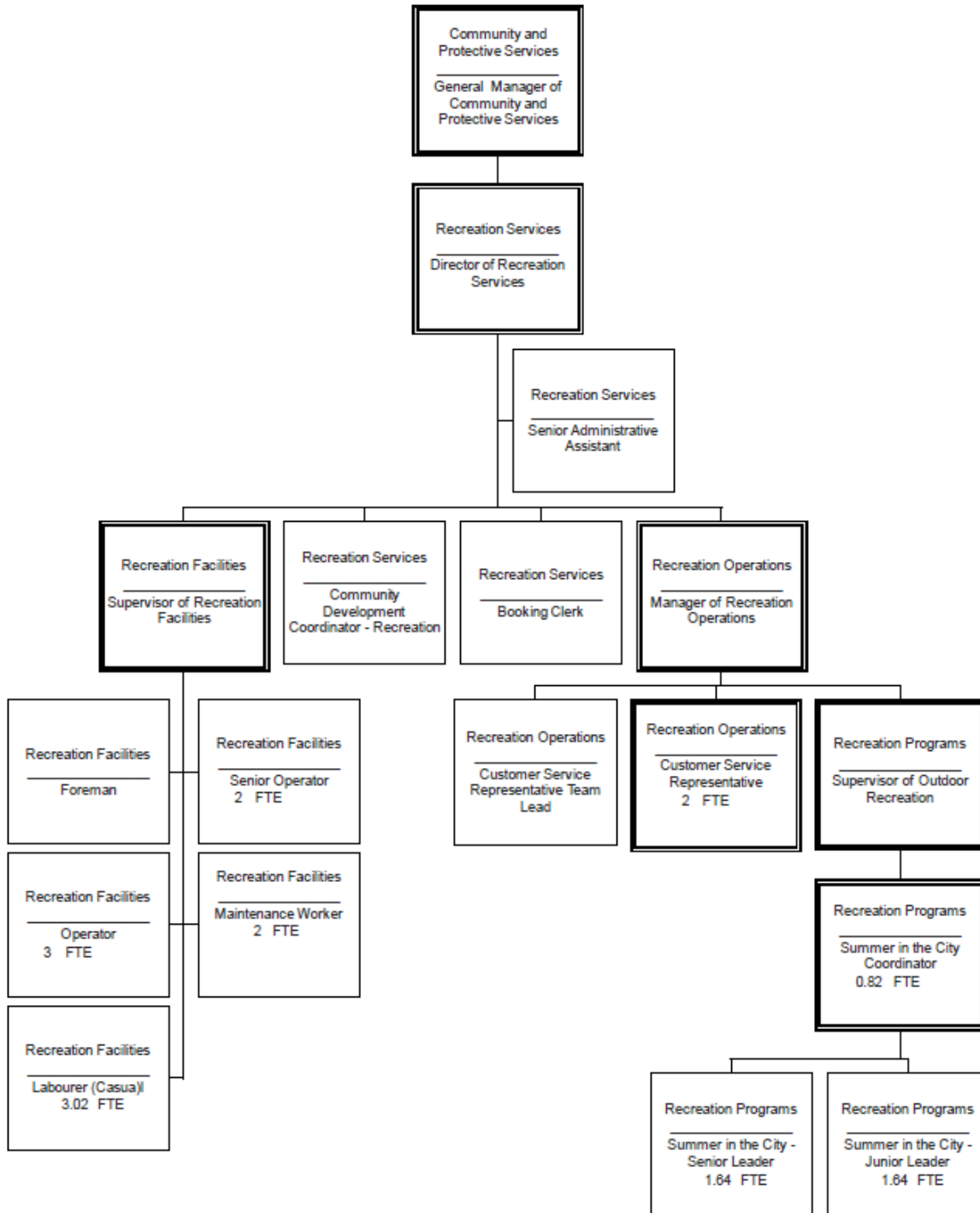
Family and Community Support Services

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	1,007	1,037	1,039	996	996	996
Sales and User Fees	102	44	46	37	38	38
	1,109	1,082	1,085	1,033	1,034	1,034
Expenses						
Amortization	4	4	4	4	4	4
Contracted Services	155	120	117	126	128	130
General	338	35	31	30	31	31
Grants	33	3	3	3	3	3
Human Resources	1,173	1,071	1,089	1,126	1,261	1,320
Materials, Equipment and Supplies	75	58	60	55	56	56
	1,778	1,292	1,304	1,344	1,483	1,545
Annual Deficit	(670)	(210)	(219)	(311)	(449)	(510)

Recreation Services

Organization chart

The Recreation Services department is led by the Director of Recreation Services. The structure is reflected in the following organizational chart:



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.

Services

The following table outlines the services provided by the Recreation Services department on an on-going basis:

Service	Service Level
Agreement Management	Administer various agreements as per terms and conditions outlined in each.
Border Paving Athletic Centre	Customer service and orientation, minor maintenance, lease agreements, safety and security.
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.
Community Events and Celebrations	Support Cultural Services in the delivery of assigned events.
Community Needs Assessment	Research and analyze community to determine recreation, parks and leisure needs and develop strategies to meet these needs.
Event Hosting Strategy	Recreation's commitment to the event hosting strategy.
Facility Scheduling	Execute all public facility scheduling and booking as per community use of space policy 8,025.
Marketing & Promotion	Ongoing advertising and promotion including website and healthy living initiatives.
Parks Planning	Initiate the long-range planning and delivery of strategies intended to meet community park, open space and sport field needs.
Section Administration	Financial management, records management and human resource management.
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.

Fiscal plan

The following chart reflects the fiscal plan summary for the Recreation Services department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	159	174	170	172	172	172
Sales and User Fees	1,240	1,188	1,252	1,256	1,294	1,358
	1,399	1,362	1,422	1,428	1,466	1,530
Expenses						
Amortization	556	588	488	459	466	460
Contracted Services	66	74	75	74	75	76
General	512	507	544	615	650	701
Human Resources	1,944	2,053	2,210	2,308	2,364	2,422
Interest on Long-Term Debt	49	44	44	36	28	20
Materials, Equipment and Supplies	272	245	267	259	264	287
	3,400	3,511	3,627	3,751	3,848	3,966
Annual Deficit	(2,001)	(2,149)	(2,205)	(2,323)	(2,382)	(2,436)

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.

Services

The following table outlines the services provided by the Recreation Facilities section on an on-going basis:

Service	Service Level
Curling Rink Operations and Maintenance	Off-season facility operations and maintenance.
Fuhr Sports Park Operations and Maintenance	Customer orientation, field maintenance, custodial and safety and security.
Grant Fuhr and Stu Barnes Arenas Maintenance and Operations	Customer orientation, ice maintenance, lease agreements, custodial, safety and security.

Fiscal plan

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	25	34	30	32	32	32
Sales and User Fees	557	577	569	571	601	656
	582	611	598	603	633	688
Expenses						
Amortization	307	307	307	307	319	319
Contracted Services	61	70	71	70	71	72
General	179	153	188	237	248	270
Human Resources	987	1,036	1,190	1,228	1,262	1,297
Materials, Equipment and Supplies	108	90	112	93	95	100
	1,642	1,655	1,868	1,935	1,995	2,058
Annual Deficit	(1,061)	(1,044)	(1,269)	(1,332)	(1,362)	(1,370)

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	134	140	140	140	140	140
Sales and User Fees	575	510	570	571	579	586
	708	650	710	711	719	726
Expenses						
Amortization	249	281	181	152	147	141
General	281	294	301	320	341	366
Human Resources	639	761	749	804	821	839
Interest on Long-Term Debt	49	44	44	36	28	20
Materials, Equipment and Supplies	133	124	124	134	136	149
	1,351	1,504	1,399	1,446	1,472	1,515
Annual Deficit	(642)	(854)	(688)	(734)	(754)	(788)

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

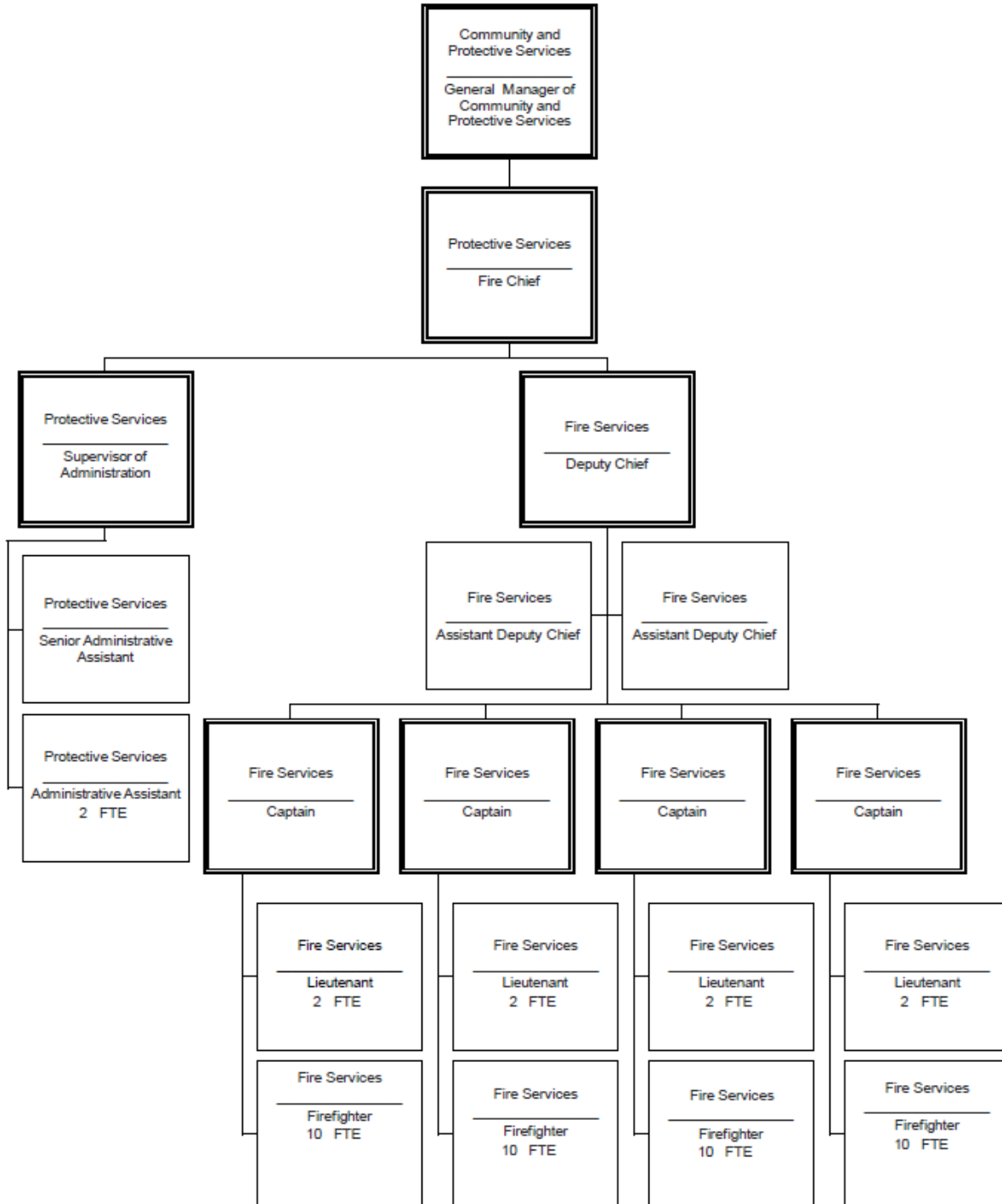
	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	109	101	114	114	115	116
	109	101	114	114	115	116
Expenses						
Contracted Services	4	4	4	4	4	4
General	52	61	55	58	61	65
Human Resources	319	256	270	276	282	287
Materials, Equipment and Supplies	31	31	31	32	33	37
	407	352	361	371	381	394
Annual Deficit	(298)	(251)	(247)	(257)	(266)	(278)



Fire Services

Organization chart

The Spruce Grove Fire Services department is led by the Fire Chief. The structure is reflected in the following organizational chart:



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.
- 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.

Services

The following table outlines the services provided by the Spruce Grove Fire Services department on an on-going basis:

Service	Service Level
EMS - Contract Management	Management of the EMS contract, and provision of associated reporting, supervision, and accreditation requirements.
Fire - Administrative Assistance	As required.
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.
Fire - Administrative Safe City Assistance	Booking meetings and taking calls as well as limited correspondences for Safe City.
Fire - Alberta Health Services Contract	Provide two Advanced Life Support Ambulances to AHS and all associated supervisory and reporting functions associated.
Fire - Data Entry	Data entry must receive a no errors reply.
Fire - Disaster Services	Maintain Municipal Emergency Plan and disaster preparedness.
Fire - Emergency Response	Adequately respond to fires to prevent spread or excessive damage. Provide EMS and dangerous goods response.
Fire - Fire Investigation	Every fire that causes a minimum of \$1.00 damage must be investigated. Investigation must be completed within 48 hours, property must be turned over to owner, unless court order obtained.

Service	Service Level
Fire - Human Resources activities	Timely response to human resource issues including sick time, vacation schedules, discipline, WCB Claims, Modified Duties, Collective Agreements, etc.
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.
Fire - Management of Service	Effectively planning, organizing, and controlling service.
Fire - Participation in City Meetings	Attend and participate in various meetings that cross several City functions (i.e. CAPS, PST, DSA and HR).
Fire - Prevention/Education Duties	Provide education to specified groups to prevent fire. Duty only performed during down time between calls.
PS Admin - Filing Records	Records filed in accordance with City policies and legislation.
PS Admin - Financial Matters	Meet all deadlines for financial matters including payroll and VISA.
PS Admin - Front Counter Staffing	Address public at front counter answer all inquiries or schedule meeting with an officer.
PS Admin - Participate in Protective Services Team Meetings and Functions	Represent Administrative Services at meetings in order to maximize efficiencies of section.

Fiscal plan

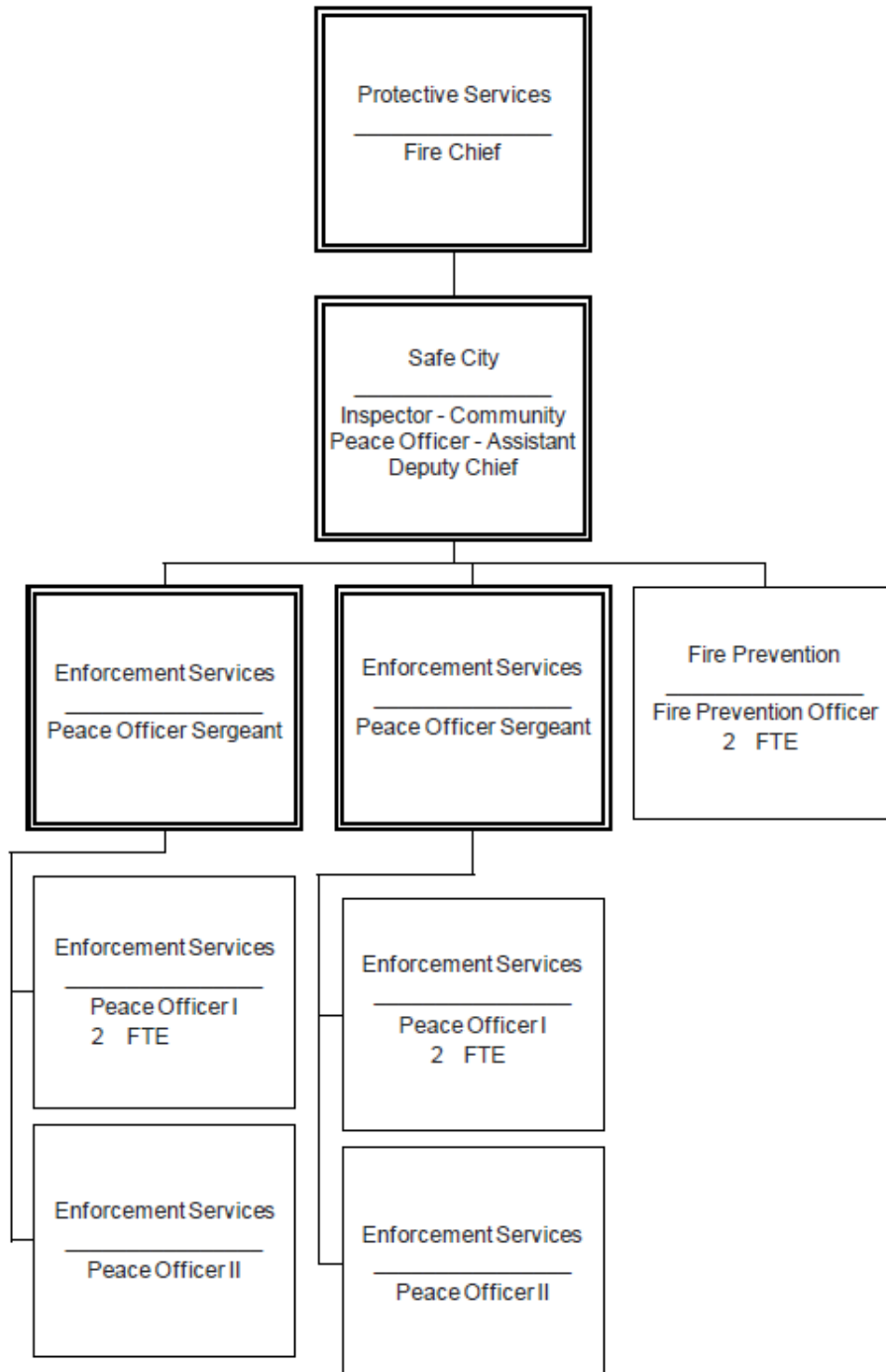
The following chart reflects the fiscal plan summary for the Spruce Grove Fire Services department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	54	-	-	-	-	-
Sales and User Fees	3,688	3,662	3,631	3,672	3,699	3,726
	3,742	3,662	3,631	3,672	3,699	3,726
Expenses						
Amortization	330	346	414	438	459	420
Contracted Services	-	12	13	13	13	13
General	565	481	504	586	602	619
Human Resources	6,715	7,015	7,627	8,236	8,659	9,032
Materials, Equipment and Supplies	261	324	316	326	289	317
	7,871	8,178	8,873	9,598	10,021	10,400
Annual Deficit Before the Undernoted	(4,129)	(4,515)	(5,242)	(5,926)	(6,322)	(6,674)

Safe City – Enforcement Services

Organization chart

The Safe City – Enforcement Services department is led by the Fire Chief. The structure is reflected in the following organizational chart:



Description

Safe City – Enforcement Services 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.
- Bylaw enforcement.
- Provincial legislation enforcement.
- Animal control.
- Traffic enforcement.
- Active patrols.
- Delivering City documents related to planning (e.g. stop work orders).
- Assisting Fire Services/RCMP with traffic control, crowd control, and medical assistance as required.
- Delivering Safe City initiatives such as the Intersection Safety Program.
- Providing and delivering public safety education programs to the community.
- Administrative duties as required for Municipal Enforcement.
- Management of Automated Traffic Enforcement contract.
- Fulfilling the requirements of the Fire Inspection program approved in the Quality Management Plan.

Services

The following table outlines the services and effort—not including effort related to initiatives and service changes—that is provided by the Safe City – Enforcement Services department on an on-going basis:

Service	Service Level
Enforcement - Animal Complaints	Respond to animal complaints and conduct investigations.
Enforcement - Assist City Departments	As needed and available.
Enforcement - Bylaw Enforcement	Respond to bylaw complaints and generate proactive files for observed infractions.
Enforcement - Management of Service	Hiring, discipline, stats review, all files either by complaint or self-generated must be reviewed.
Enforcement - Provincial Enforcement	Respond to complaints and generate files for observed infractions.
Enforcement - Safe City	Provide uniformed presence on identified safety concerns.
Enforcement - Supervision of Enforcement Services	Provide supervision of the Enforcement Services section.

Service	Service Level
Enforcement - Training and Certification	Ongoing training to ensure officer safety, and meet legislative requirements for certifications.
Enforcement Admin - Court Liaison	Attend court every two weeks, average of three and a half hours, and preparation of court files.
Enforcement Admin - Data Entry	Provide timely data entry for every officer.
Safe City - Chair Safe City Team	Work with Team to establish priorities and realistic goals for Safe City.
Safe City - Derelict and Substandard Buildings	Code Enforcement RE: Vacant/Derelict Properties within Spruce Grove
Safe City - Drug and Alcohol Prevention	Coordinate programs for special interest groups.
Safe City - File Searches	Search files, write response letters and conduct site inspections where required.
Safe City - Fire inspection program	FPO's are responsible for fire inspections as per the QMP, permits (Under/aboveground storage tanks, fireworks) Occupant Load Calculation, Construction and Demolition Site Safety Inspections.
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.
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, the aboriginal community, and the disabled. Community Fire Drills. Smoke Alarm Program.
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.
Safe City - Manage Automated Traffic Enforcement contract	Manage the ATE program and administer the contract including responsibility for Solicitor General reports and audits.
Safe City - Promoting Healthy and Safe Lifestyle	Coordinate workshops for special interest groups.
Safe City - Public Safety Compliance Team	Conducting operational inspections of licensed premises with the PSC Team consisting of Fire, Law Enforcement and AGLC. Inspections during concerts etc. and fire service night patrols.
Safe City - Safe Housing	Inspections of rental units in the city.
Safe City - Special Event Meetings	Canada Day meetings, special event meetings at TLC and Agrena. Venue inspections at community events.

Service	Service Level
Safe City - Vandalism Strategies	Work with RCMP to coordinate crime prevention strategies.
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.

Fiscal plan

The following chart reflects the fiscal plan summary for Safe City – Enforcement Services for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	253	196	254	250	251	251
	253	196	254	250	251	251
Expenses						
Amortization	34	80	41	46	40	34
Contracted Services	119	142	116	134	135	137
General	12	6	6	24	25	26
Human Resources	1,012	1,038	1,017	1,153	1,238	1,344
Materials, Equipment and Supplies	23	30	28	33	36	37
	1,199	1,296	1,207	1,390	1,474	1,578
Annual Deficit	(946)	(1,100)	(953)	(1,139)	(1,224)	(1,327)

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	3,710	4,605	3,652	3,673	3,675	3,676
	3,710	4,605	3,652	3,673	3,675	3,676
Expenses						
Contracted Services	1,484	1,815	1,272	1,399	1,399	1,399
General	36	36	32	33	37	38
Grants	26	26	26	26	26	26
Human Resources	406	540	487	506	522	537
Materials, Equipment and Supplies	5	7	8	7	7	7
	1,957	2,425	1,825	1,971	1,992	2,008
Annual Surplus	1,752	2,180	1,827	1,703	1,683	1,668

Automated Traffic Enforcement (included in Safe City)

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Fines from ATE	3,644	4,522	3,576	3,598	3,598	3,598
	3,644	4,522	3,576	3,598	3,598	3,598
Expenses						
Contracted Services for ATE	1,457	1,814	1,271	1,397	1,397	1,397
	1,457	1,814	1,271	1,397	1,397	1,397
Annual Surplus due to ATE	2,187	2,709	2,306	2,201	2,201	2,201

Overall, the City of Spruce Grove spent \$16,030,514 in 2018 on Protective Services, including Fire, Enforcement Services, Safe City and RCMP Policing Services (fiscal plans for Fire, Enforcement Services and Safe City appear in this section; the fiscal plan for RCMP Policing Services can be found in the Community & Protective Services Administration section).

There were \$8,483,707 in offsetting revenues (ATE, AHS contract, and other fines and permits). The net "cost" of protective services for the City is therefore \$7,546,808.

These costs are before the addition of 2 RCMP officers and 4 additional firefighters recommended for 2021, and 2 more RCMP officers proposed for 2022.

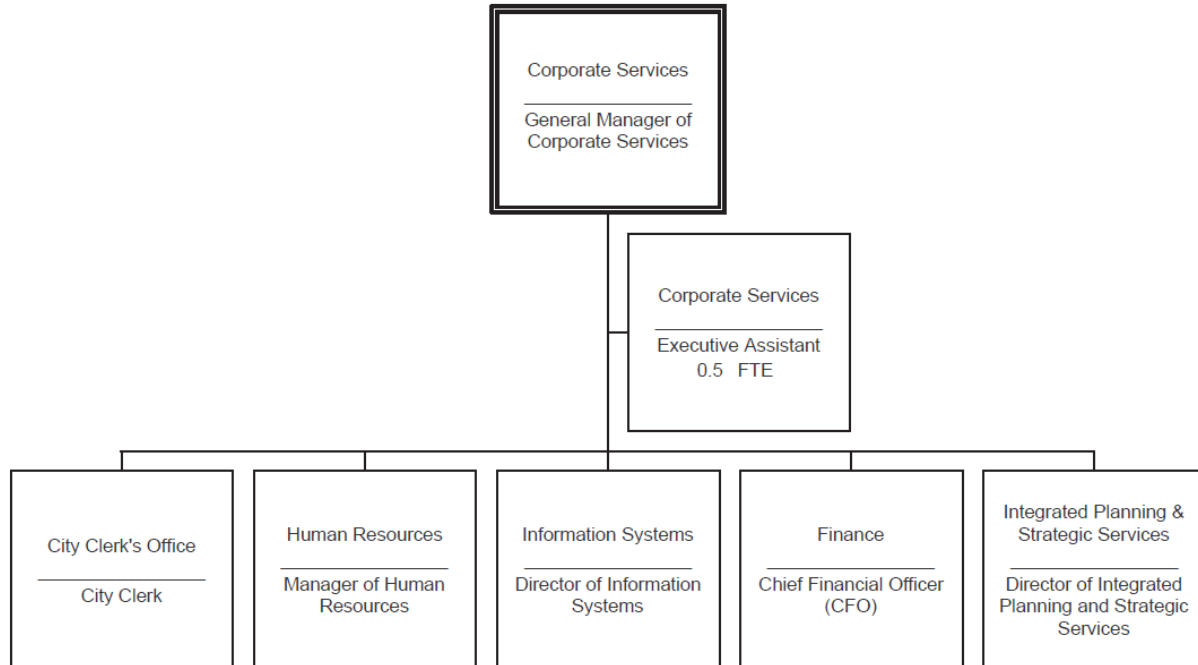
In October, the Province significantly increased the amount of fines revenue they collect and retain for all provincial offences. This has the impact of lowering the amount the City is able to retain. As a result of this change in collection, the City's share of these revenues dropped by approximately \$650,000 in the 2020 budget. Future years will be reviewed and updated as more information is available. The City is in the final stages of analyzing submissions from an ATE RFP and preliminary projections show the City will likely realize savings over the existing contract for close to the amount of lost revenue identified above. Coupled with the fact the provincial budget changes are not realized until April 1, 2020, the impact on the 2020 budget of this change is expected to be minimal. On finalization of the ATE contract and when more information is available the City will be able to better estimate the future impacts. While the impact ultimately will be minimal in 2020, the significant savings the City could have realized under the new ATE contract is now nullified.

Department Profiles – Corporate Services

Corporate Services Administration

Organization chart

The Corporate Services Administration department is led by the General Manager of Corporate Services. The structure is reflected in the following organizational chart:



Description

The Corporate Services Division is made up of five departments: City Clerk; Finance; Human Resources; Information Systems; and Integrated Planning & Strategic Services. Through the work of these departments, the Division provides support to the organization. Corporate Services also oversees the implementation of the Organizational Effectiveness Program for the administration of the City.

Each area provides a different range of services to support the City's operations and the implementation of strategic direction:

- The City Clerk department supports the democratic governance model of the City by providing information assistance and operational requirements to Council, all City departments, and Spruce Grove residents. The City Clerk's office also oversees legislative and policy administration and election/census administration.
- The Finance department contributes to the viability of the City through Financial Management, Accounting, Financial Planning, Revenue Management and Frontline Services. Financial stewardship; policy formulation; reporting; budgeting; taxation; and utility billing are key functions of this team. Finance contributes to the overall sustainability of the City and enables the organization to be accountable and successful in service delivery.

- The Human Resources department is responsible for Human Resource Management; Labor and Employee Relations; and Payroll and Benefit Services. Human Resources assists employees and management with attraction and recruitment of employees, planning, orientation, training and development, employee performance management, employee recognition, health and safety, employee benefits and compensation. Human Resources is also responsible for the City's collective bargaining activities.
- The Information Systems department provides 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. City network infrastructure administration; systems and database administration; technical support; GIS administration; IT project planning and delivery; and information management are the key areas of expertise of this department.
- The Integrated Planning & Strategic Services department leads the development and implementation of strategic corporate programs including Asset Management; Insurance Administration and Risk Management; Corporate Planning; Business Continuity; Project Management; Procurement; and Legal Services. The department serves to continuously evolve and improve these programs using an integrated and collaborative approach aimed at delivering value for the City and the community.'

Services

The following table outlines the services provided by the Corporate Services Administration department on an on-going basis:

Service	Service Level
Administrative Support to General Manager	As required.
Coordination of Department Administrative Records and Information Management	As per Information and Records Management Policy.
Develop, Coordinate and Advance Corporate Programs	As per policies/guidelines.
Leadership and Administration for Corporate Services	As required.
Leadership/Facilitation of Organizational Enterprise Systems	As required.
Principal Advisor to City Manager, Council and Committees on Matters Relating to Corporate Services	As required.
Project Support to General Manager and Managers	As required.
Records and Information Management Support to Department	As required.
Corporate Leadership Team Involvement	As required.

Fiscal plan

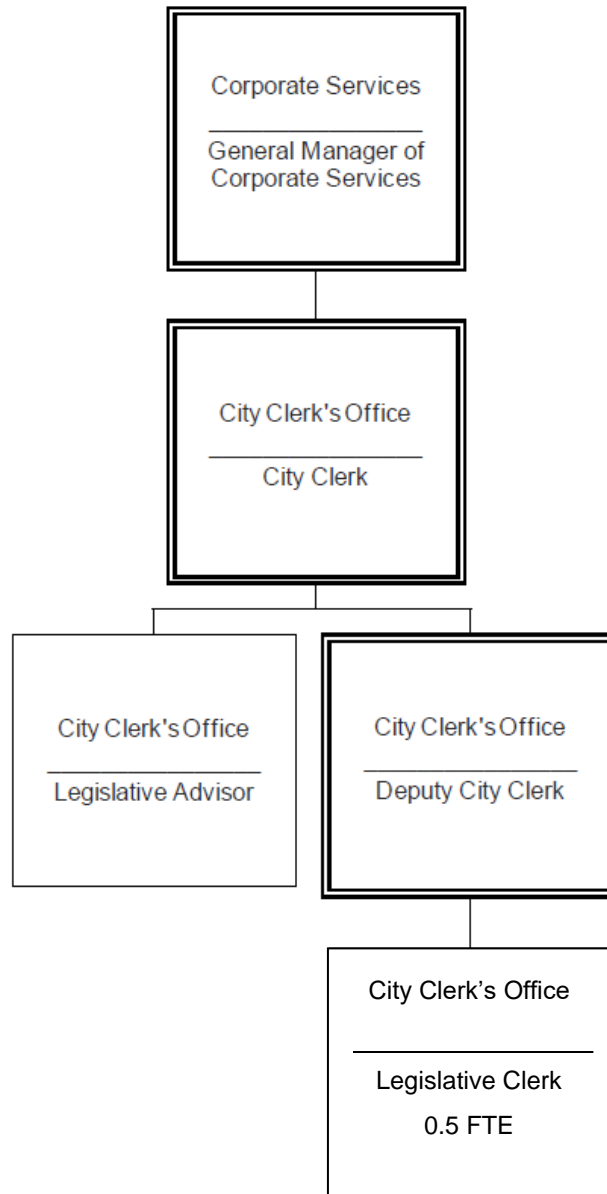
The following chart reflects the fiscal plan summary for the Corporate Services Administration department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Expenses						
Amortization	3	9	3	3	3	3
Contracted Services	231	114	12	9	9	9
General	31	20	18	21	22	22
Human Resources	481	569	267	281	289	297
Materials, Equipment and Supplies	1	3	1	1	1	1
	746	716	301	315	324	332
Annual Deficit	(746)	(716)	(301)	(315)	(324)	(332)

City Clerk’s Office

Organization chart

The City Clerk’s Office is led by the City Clerk. The structure is reflected in the following organizational chart:



Description

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

Specific roles and responsibilities include:

- Overseeing, guiding and tracking the entire legislative process, from drafting of proposed legislation to final approval and publication.
- Creating and publishing agendas for all Council and Committee of the Whole meetings and providing parliamentary procedural guidance to Council and Administration.
- Planning, coordinating and executing the municipal census and municipal and local school board elections.
- Overseeing the Subdivision and Development Appeal Board and associated processes.
- Overseeing the City's customer service program.

Services

The following table outlines the services and effort—not including effort related to initiatives and service changes—that is provided by the City Clerk's Office on an on-going basis:

Service	Service Level
Coordinate Council Remuneration Review with Task Force	Required once per term.
Coordinate Municipal Census	As required by policy.
Coordinate Municipal Election and Council Orientation	As required by law.
Custodian / Manager of Bylaws, Policies, Procedures and Council and Committee of the Whole Meeting Minutes	As required.
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.
Leadership and Support for City's Customer Service Program	Implementation and co-ordination of programs as required as well as administration of software.
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.
Leadership and Support to Administration for Bylaw, Policy and Procedure Preparation	As required by organization.
SDAB Clerk Services	Triggered by receipt of an appeal.
Youth Engagement	Prepare for and conduct tours of City Hall, mock Council meetings for students as well as an annual day-time Council meeting.

Fiscal plan

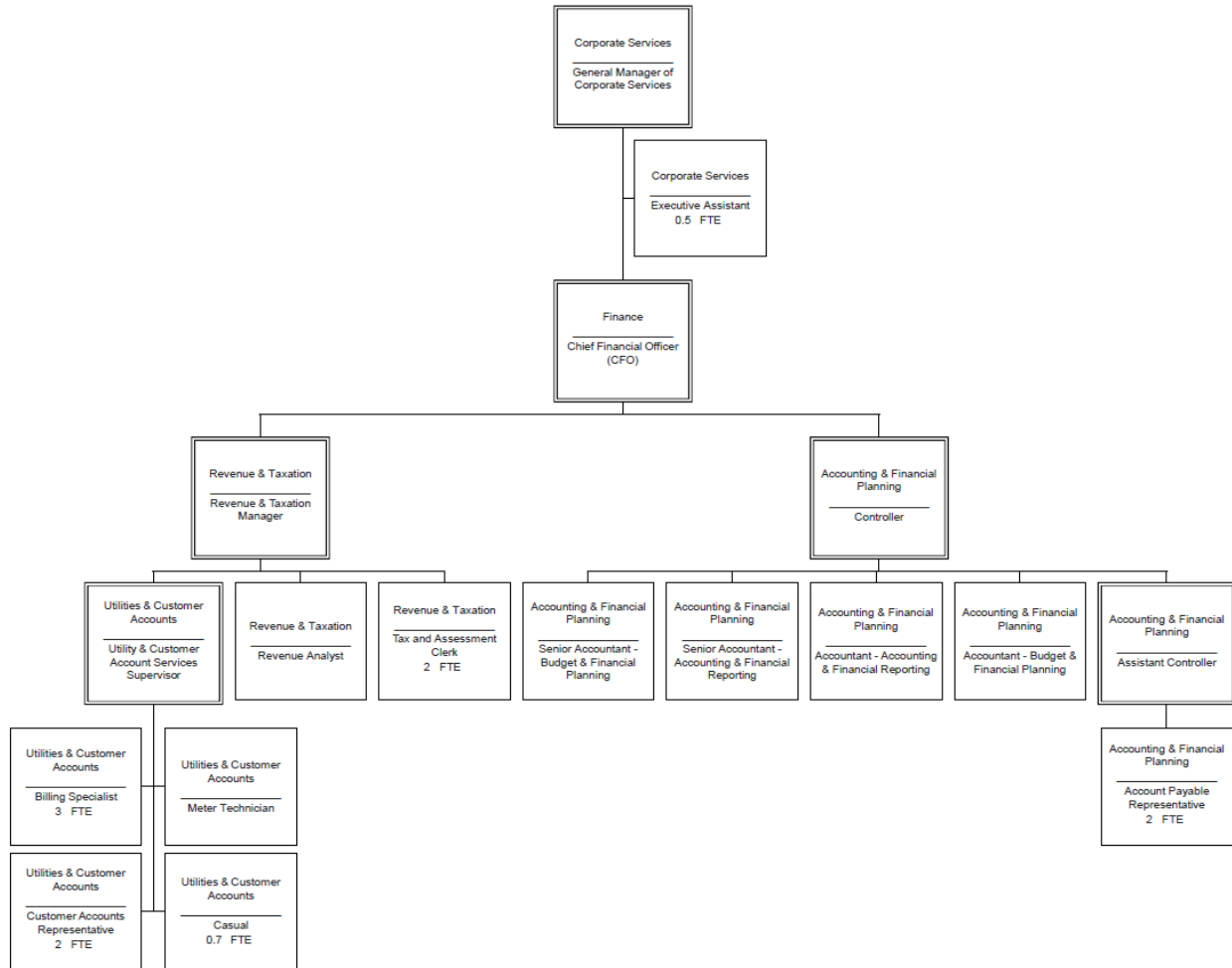
The following chart reflects the fiscal plan summary for the City Clerk's Office for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	-	-	-	-	60	-
	-	-	-	-	60	-
Expenses						
Amortization	6	-	6	6	6	6
Contracted Services	41	37	29	17	45	18
General	708	859	7	4	16	3
Human Resources	751	777	385	440	538	500
Materials, Equipment and Supplies	7	6	4	4	30	5
	1,512	1,679	432	471	636	532
Annual Deficit	(1,512)	(1,679)	(432)	(471)	(576)	(532)

Finance

Organization chart

The Finance department is led by the Chief Financial Officer. The structure is reflected in the following organizational chart:



Description

Finance contributes to the viability of the City of Spruce Grove through:

- Financial Management: financial policy and direction; information and advice; management of agreements and contracts; investment management; debt management; grant management; financial systems management; involvement in inter-municipal projects; monitor financial condition and trends; budget development.
- Accounting: monthly, quarterly and annual accounting; financial reporting; business-related analysis; accounts payable; audit.
- Financial Planning: budgeting; forecasting and analysis; long-term capital planning.
- Revenue Management: land data management; property taxes and assessment; utilities; ambulance; general revenues; meter management, consumption monitoring programs and management of meter software; collection of overdue accounts.



- Frontline Services: cash receipting; customer service delivery; customer and land data administration; switchboard operation and mail.

Finance contributes to the overall sustainability of the City and enables the organization to be accountable and successful in service delivery for internal and external customers.

Services

The following table outlines the services provided by the Finance department on an on-going basis:

Service	Service Level
Accounting	Accounting services include monthly accounting and financial services management, quarterly and annual financial reporting, preparation for audit, and financial and business-related analysis.
Contract Management	Contract Management involves the management of several contracts in order to deliver financial services to the organization. These contracts involve: assessment; collection agents; meter installation; armored car service; and answering service.
Financial Management	Financial management involves providing financial policy and direction for the organization as well as responding to requests for financial information and advice. Other financial management functions include assisting with the administration of grant and other financial agreements, managing the financial software system, and representing the finance function of the City within inter-municipal organizations.
Financial Planning	Financial planning is a set of services that support corporate planning. The services include budgeting, forecasting, financial and business-related analysis and research, financial modeling, monitoring market trends, and implementation of financial planning recommendations.
Frontline Services	Frontline services represent the public interface with external customers such as switchboard operation, cash receipting and reconciliation, mail processing and general inquiries including taxation and utilities.
Payment Management	Payment management involves managing payables, procurement cards, and the purchasing function for the emergency operation center.
Revenue Management	Revenue management includes the management of customer and property data, meter reading, property assessment and processes, billings and receivables, collection of overdue accounts, meter management, consumption monitoring programs, management of meter software and hardware. The types of revenue managed include property taxes; utilities; ambulance; and general revenues.

Fiscal plan

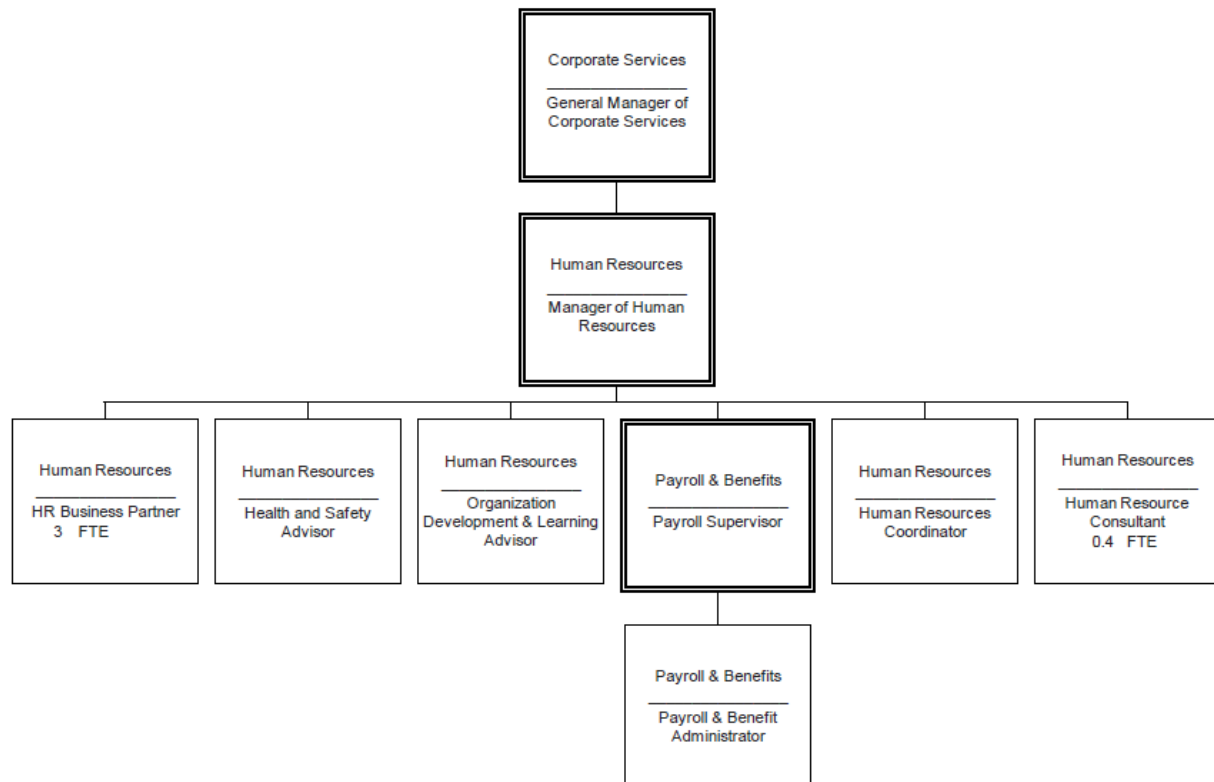
The following chart reflects the fiscal plan summary for the Finance department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Property Tax	37,652	40,139	40,087	42,056	44,291	47,399
Sales and User Fees	5,682	6,658	6,945	7,541	8,181	8,479
Interest	(32)	83	133	91	88	86
	43,302	46,881	47,165	49,688	52,561	55,964
Expenses						
Amortization	23	23	23	23	23	23
Contracted Services	37	49	36	16	16	16
General	725	714	692	801	821	779
Human Resources	2,222	2,213	1,915	1,737	1,793	1,970
Materials, Equipment and Supplies	85	91	93	93	95	98
	3,092	3,090	2,759	2,669	2,747	2,886
Annual Surplus	40,211	43,791	44,407	47,019	49,814	53,078

Human Resources

Organization chart

The Human Resources department is led by the Manager of Human Resources. The structure is reflected in the following organizational chart:



Description

Human Resources assist employees and supervisors within the various disciplines of human resources. Human Resources provide services for the following disciplines:

- Attendance and claim management – The focus of this service is managing both occupational (WCB) and non-occupational (sick absence) claims with the intention 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 – Develop and deliver diverse programs and tools which promote individual and organizational effectiveness and which support corporate policies, practices, culture. Provide change management expertise to drive adoption of organizational changes.

- 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.
- Payroll and employee benefits processing.

Services

The following table outlines the services and effort—not including effort related to initiatives and service changes—that is provided by the Human Resources department on an on-going basis:

Service	Service Level
Attendance and WCB 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.
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 with the market on an annual basis. Update compensation data in the HRIS Avanti system on a regular basis.
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.
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.
Job Evaluation and Classification	To work with Supervisors in the process of job evaluation and classification by reviewing requests and determining classification levels of positions based on operational requirements.
Labour and Employee Relations	Continue to provide leadership to the organization on labour-related matters. This includes, regularly assist supervisors with labour and employee relations disputes and/or complaints, preparing for and leading collective bargaining, assisting with performance management issues, and leading labour management committees.

Service	Service Level
Leadership and Administration (Human Resources)	Provide leadership to the staff and ongoing supervision and management of the staff and HR functions for the HR Section on a regular basis.
New Employee Orientation	Continue to provide new employee orientation information sessions including WHIMS and Health and Safety orientation training for all newly hired employees.
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. Providing an operational resource and having a presence in field operations for the City with respect to occupational health and safety.
Performance Management	Assist the Supervisors with the performance evaluation program and process. Conduct performance management and goal setting training sessions as necessary and provide advice and assistance to supervisors on how to monitor and manage performance and deal with employee relation matters.
Recruitment and Selection	Continue to assist hiring supervisors with the City recruitment and selection process. Annually, the City is required to conduct approximately 50 to 70 recruitment competitions. This process is now supported with an automated recruitment system - Njoyn.
Section Business Planning Development	Conduct planning as per strategic planning process and program.
Senior Leadership Team Involvement	Bi Weekly meetings and as required.
Training and Development	Develop organizational training for initiatives related to the People Strategy as required. Provide change management expertise for organizational changes as required.
Payroll	Payroll involves processing, accounting for, and reporting for payroll as well as administering employee benefits. Payroll is also involved with providing advice, formulating policy and performing analysis. This function also includes the management of payroll software.

Fiscal plan

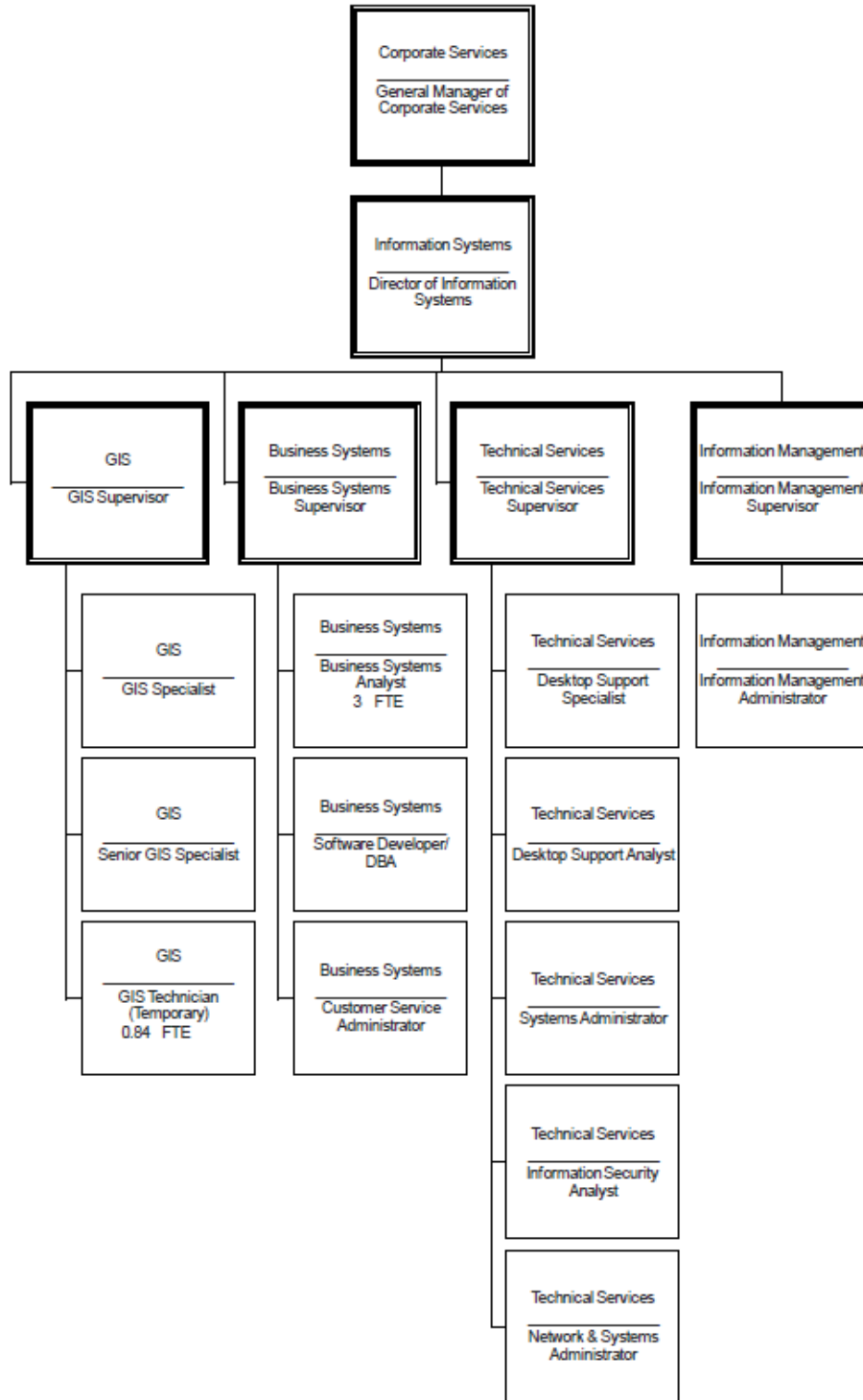
The following chart reflects the fiscal plan summary for the Human Resources department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	16	17	17	32	16	18
	16	17	17	32	16	18
Expenses						
Amortization	6	6	6	6	6	6
Contracted Services	118	78	93	104	89	74
General	163	132	132	153	168	233
Human Resources	1,268	1,253	1,317	1,718	2,345	2,497
Materials, Equipment and Supplies	5	7	7	9	9	9
	1,559	1,476	1,556	1,990	2,617	2,819
Annual Deficit	(1,543)	(1,459)	(1,540)	(1,957)	(2,601)	(2,801)

Information Systems

Organization chart

The Information Systems department is led by the Director of Information Systems. The structure is reflected in the following organizational chart:



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. The department provides business solutions that enhance the City's effectiveness in serving its residents.

Information Systems is overseeing the City's responsibilities under the Freedom Information and Protection of Privacy Act and the City's Information management and customer service program.

Critical functions of the department include Records Management support, system & network administration, software application support, desktop support, GIS support, security administration, mail and database administration, business analysis, software application development, and cloud technologies services.

Services

The following table outlines the services provided by the Information Systems department on an on-going basis:

Service	Service Level
Application Development	As required.
Application Support	Next business day.
Business Analysis	Best effort, as required by the organization.
Corporate planning	Preparing corporate plan information and analysis as required annually by the Corporate Business Plan process.
Database Administration	Monthly Routine checks and best effort.
Desktop Support	Next business day.
Develop and Maintain GIS System	Respond to requests as required (prioritize on an ongoing basis).
Life Cycle Replacement	Based upon the life cycle plan in the corporate budget within the fiscal year. On time, on budget and in scope.
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.
Network Administration	As required.
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.
Security Administration	As required by project.

Service	Service Level
System Administration	As required.
Technology Strategic Planning and Architecture Design	Annually.
Technology Strategy (Five Year)	Annually.
Technology Training	As required.
Web Development	As required by project.
Website Administration	Best effort.

Fiscal plan

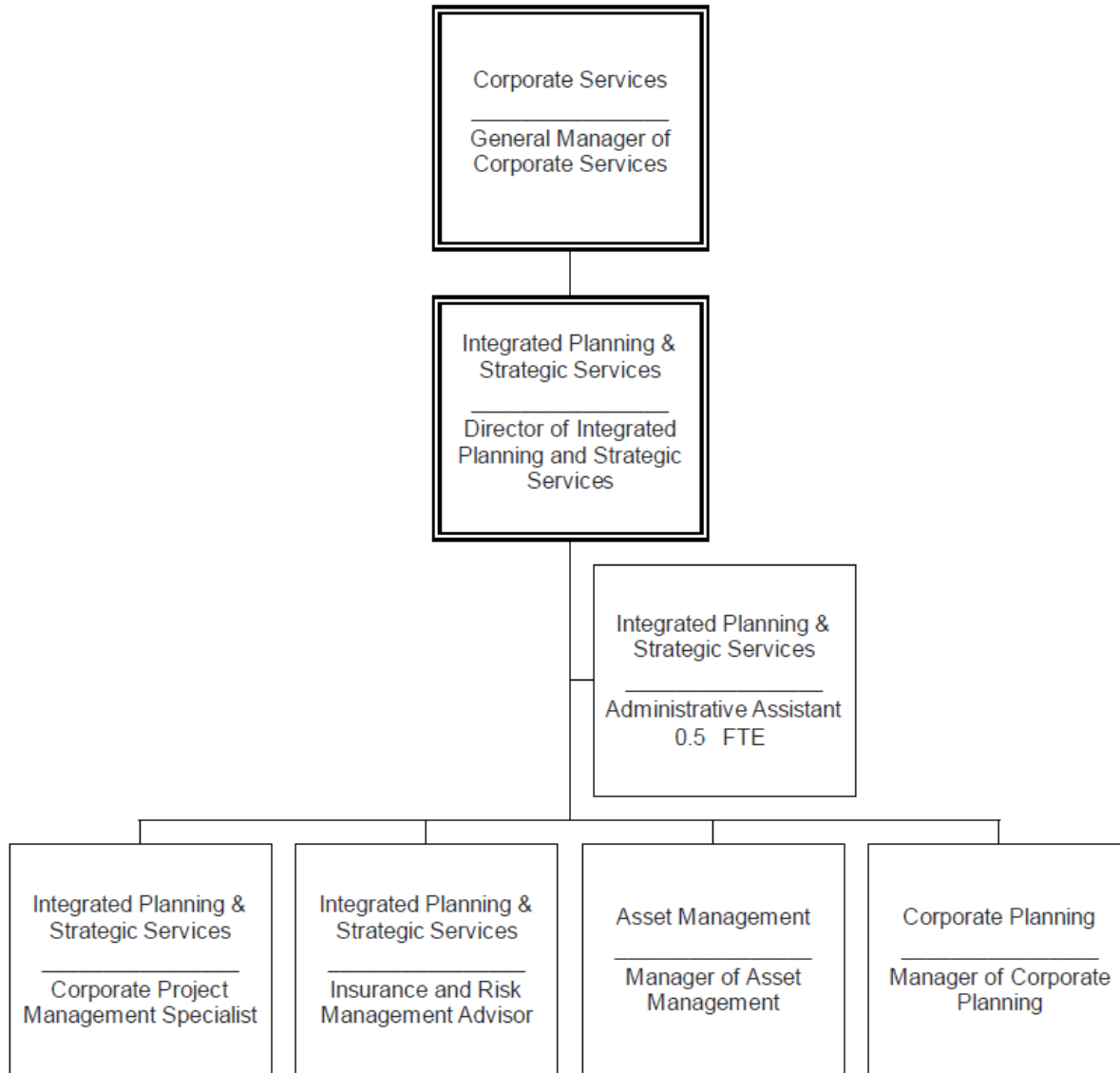
The following chart reflects the fiscal plan summary for the Information Systems department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Expenses						
Amortization	593	525	638	762	907	966
Contracted Services	308	479	360	438	636	599
General	814	1,304	1,357	1,640	1,640	2,202
Human Resources	1,954	2,167	2,243	2,451	2,755	2,854
Interest on Long-Term Debt	6	-	12	10	7	4
Materials, Equipment and Supplies	105	200	203	282	386	249
	3,779	4,677	4,812	5,583	6,330	6,874
Annual Deficit Before the Undernoted	(3,779)	(4,677)	(4,812)	(5,583)	(6,330)	(6,874)
Government Transfers - Capital	778	170	98	135	1,439	1,841
Loss on Disposal of Tangible Capital Assets	(38)	-	-	-	-	-
	739	170	98	135	1,439	1,841
Annual Deficit	(3,040)	(4,506)	(4,715)	(5,448)	(4,891)	(5,033)

Integrated Planning & Strategic Services

Organization chart

The Integrated Planning and Strategic Services department is led by the Director of Integrated Planning and Strategic Services. The structure is reflected in the following organizational chart:



Description

Integrated Planning and Strategic Services leads the development and implementation of strategic corporate programs including asset management, insurance administration and risk management, corporate planning, business continuity, project management, procurement and legal services. The department serves to continuously evolve and improve these programs using an integrated and collaborative approach aimed at delivering value for the City and the community.

Services

The following table outlines the services provided by the Integrated Planning and Strategic Services department on an on-going basis:

Service	Service Level
Asset Management Program	as required
Corporate Planning Process	as required
Operational Effectiveness Review Program	as required
Leadership and Support for the City's Insurance and Risk Management Program	Best effort, response to claim against the City within decision within three weeks of receipt of claim 80% of the time
Procurement and Contracting Services - oversee organizational stationery contract, maintain city contract documents, develop & maintain city contract templates, assistance and advice in drafting contracts	Best effort, as required by organization
Project Management	Best effort, as required by organization
Business Continuity Program	Best effort, as required by organization
Corporate Performance Measures Program	Best effort, as required by organization
Strategic Planning Services	Best effort, as required by organization

Fiscal plan

The following chart reflects the fiscal plan summary for the Integrated Planning and Strategic Services department for the current business plan:

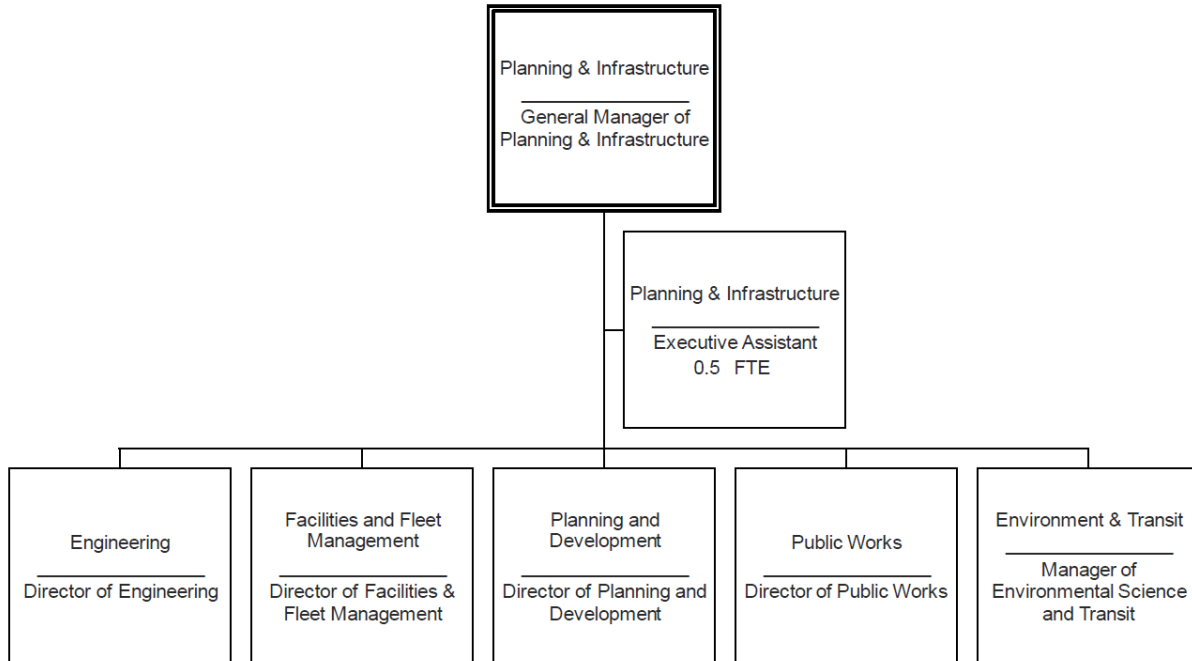
	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Expenses						
Contracted Services	-	-	66	125	135	126
General	-	-	737	743	719	746
Human Resources	-	-	755	851	1,103	1,269
Materials, Equipment and Supplies	-	-	1	4	4	4
	-	-	1,559	1,723	1,962	2,145
Annual Deficit	-	-	(1,559)	(1,723)	(1,962)	(2,145)

Department Profiles – Planning & Infrastructure

Planning & Infrastructure Administration

Organization chart

The Planning & Infrastructure Administration department is led by the General Manager of Planning & Infrastructure. The structure is reflected in the following organizational chart:



Description

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. The division is responsible for current and long-range planning; engineering relating to capital projects and developer levies; fleet services; facility maintenance; environment and transit; and all aspects relating to public works including eco-centre, utilities, parks, and roads and drainage.

As part of the above responsibilities, 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 Facilities and Fleet Management, which carries responsibility for most aspects of the City’s physical facilities and equipment.

In its role as lead department for the Environmental Sustainability Action Plan, 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, organics and recyclable materials collection services through contract GFL (formerly Evergreen Ecological Services). This function is managed directly through Public Works.
- All building, plumbing, electrical, and gas inspections for new construction are provided through The Inspections Group. These functions are managed directly through Planning and Development.
- A commuter transit system currently provided through a contract with Edmonton Transit Services. This contract is managed through Environmental Science and Transit.

Services

The following table outlines the services provided by the Planning & Infrastructure Administration department on an on-going basis:

Service	Service Level
Administrative Support to the General Manager	Shared resource with Corporate Services General Manager.
Capital Region Board (CRB) & Other Multi-Municipal Initiatives	Capital Region Growth Plan implementation plus sustainability regional work.
Leadership and Administration for Planning and Infrastructure	As required.
Multi-Year Strategic, Capital and Budget Planning	As required.
Principal Advisor to CAO, Council and Committees on Matters Relating to Planning and Infrastructure	As required.
Project Support to the General Manager and Managers	Shared admin with Corporate Services General Manager.
Records and Information Management Support	Shared admin with Corporate Services General Manager.
Corporate Leadership Team Involvement	As required.

Fiscal plan

The following chart reflects the fiscal plan summary for the Planning & Infrastructure Administration department for the current business plan:

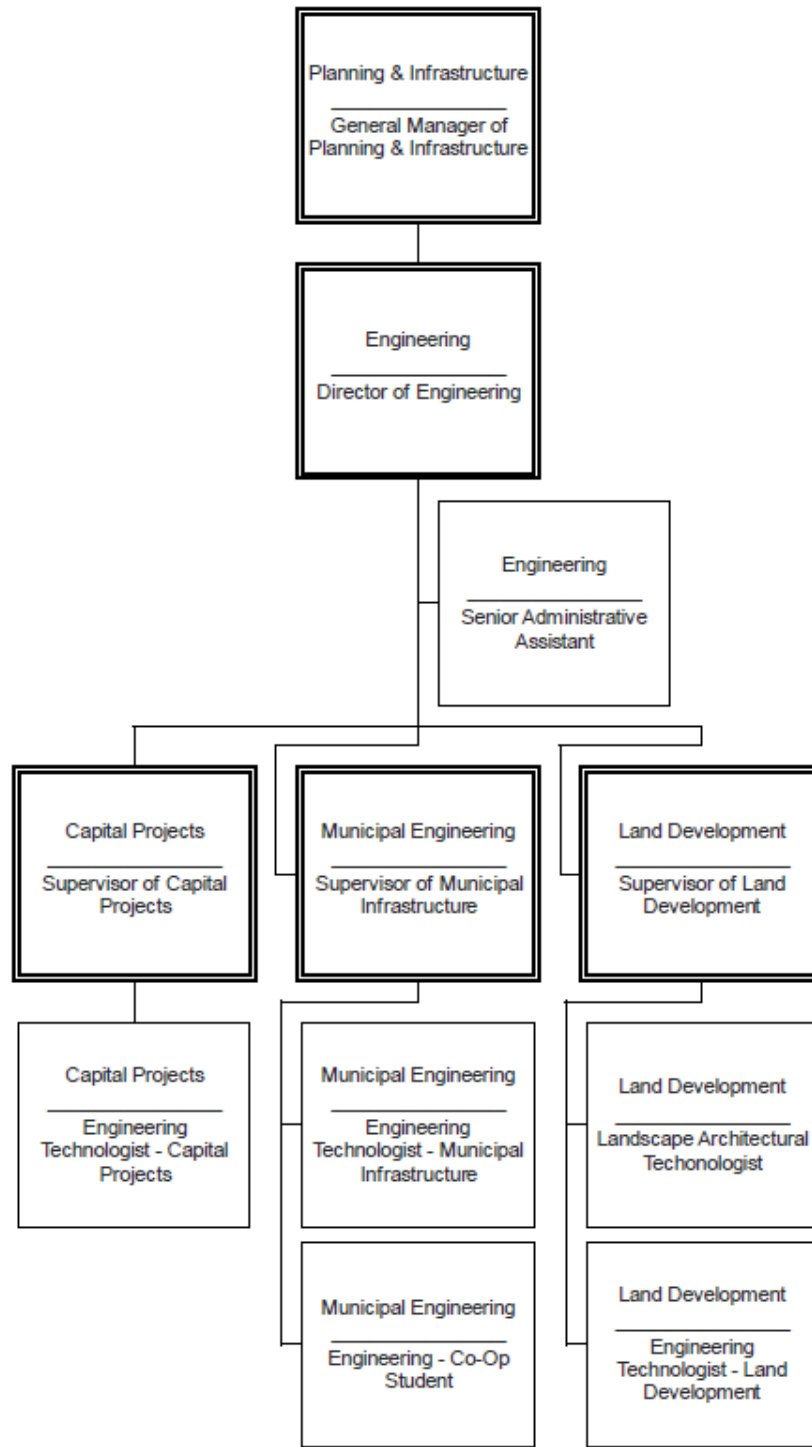
	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	126	32	32	-	-	-
	126	32	32	-	-	-
Expenses						
Amortization	3	7	-	-	-	-
Contracted Services	-	9	3	3	3	3
General	9	16	16	87	88	88
Human Resources	616	653	684	704	725	748
Materials, Equipment and Supplies	8	9	11	16	17	17
	635	693	713	809	832	856
Annual Deficit	(509)	(661)	(681)	(809)	(832)	(856)

NOTE: Human Resources costs include those for Environment & Transit.

Engineering

Organization chart

The Engineering department is led by the Director of Engineering. The structure is reflected in the following organizational chart:



Description

Engineering responsibilities include:

- Capital Works programs for rehabilitation and major maintenance of water mains, sanitary sewers, storm sewers, roads/sidewalks.
- New Growth (Development related) roads, sanitary sewer, water main construction to developing areas of Spruce Grove.
- Review and approval of ICAP – Infrastructure Construction Approval Permit.
- Review and approval of TRAVIS permits for overweight and over dimensional loads on roadways.
- Coordination of construction by shallow utility companies within road rights of way.
- City Municipal Development Standards.
- Lot Grading inspections and approvals for both rough and final grade.
- Engineering support to other City departments.
- Survey of existing roads, parks, drainage courses and other infrastructure.
- Transportation related tasks including traffic counting and evaluating data, assessing roads for school zones and playground zones and review of all Traffic impact Assessments.
- Reviewing and addressing crosswalk issues relating concerns to engineering standards
- Keeping current master plans for Water Network, Sanitary Sewer Network, Storm Sewer Network, and Transportation Network and implementing upgrades and new construction recommended in master plans.
- Management of New Growth Parks program and the Lifecycle Parks program.
- Landscape Architectural support to other City departments.
- Issuance of Construction Completion Certificates and related inspections.
- Issuance of Final Acceptance Certificates and related inspections.
- Preparation and Management of Development Agreements and associated construction.
- Review of Engineering Drawing submissions for development agreement and development permit applications.
- Development of policy frameworks to guide major infrastructure development and life cycle management.
- Annual review and maintenance of City's Off-Site Levy model and bylaw.
- Alberta Capital Region Wastewater Commission (ACRWC) City representative.

The Engineering section undertakes many aspects of its work in house but also draws on the services of specialized private engineering consultants to complete design, tender, contract document preparation, and contract administration for many Capital Works projects. For new developments, developers are responsible for hiring engineering consultants to design new private and public infrastructure.

Services

The following table outlines the services provided by the Engineering department on an on-going basis:

Service	Service Level
Administer Lot Grading Inspection Program	In accordance with the Council approved bylaw. May include garage approvals; hours are adjusted to reflect this.

Service	Service Level
Develop and Maintain Technical Information	Respond to requests as required (prioritize on an ongoing basis). Includes sewer flow monitoring and traffic counts. Reviewing and compiling of information for future use. Addressing concerns for rate payers with solid technical support. Use of gathered information to plan for future growth and replacement.
Develop, Plan, and Lifecycle Core Infrastructure	Complete as required.
Development Agreement Negotiation and Administration	Respond to requests as required (prioritize on an ongoing basis).
Encroachments Review and Approvals	Review all identified encroachments onto Public Lands. Resolve issue.
HR, Management Responsibilities and Corporate Initiatives	Provide support to staff with their performance and continuing growth throughout the year.
Implement Capital Program	Ensure projects are planned and completed in a timely manner and within approved budgets.
Land Development Design Review	Respond to requests as required (prioritize on an ongoing basis).
Land Development Inspection and Approvals	Respond to requests as required (prioritize on an ongoing basis).
Maintain Development Standards	Review and amend as required annually. Includes policies and procedures, offsite levies, web site updates, engineering standards, LUB updates, review of lot grading, etc.
Multi-Year Capital and Budget Planning	Completed annually.
Overload/Overweight Vehicle Approvals	To approve overload and oversized vehicles using Spruce Grove roads.
Provide AutoCAD and data to external customers	Respond to requests as required (prioritize on an ongoing basis).
Site Development Access and Servicing	Respond to requests as required (prioritize on an ongoing basis).
Storm Sewer Inspection and Reporting	In accordance with the Council approved policy. This is a two person task. Includes Storm Ponds (SWMF).
Support services for Engineering section	Complete as required.
Tangible Capital Assets Annual Reporting	Complete as required (quarterly/annually)

Fiscal plan

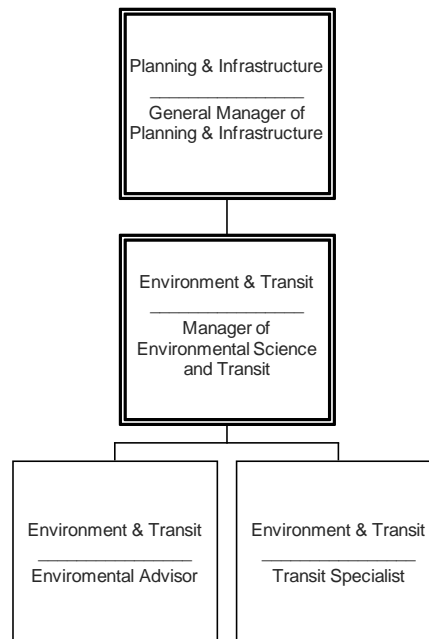
The following chart reflects the fiscal plan summary for the Engineering department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	523	897	258	363	426	439
Interest	23	21	21	19	16	13
	<u>546</u>	<u>918</u>	<u>279</u>	<u>381</u>	<u>442</u>	<u>452</u>
Expenses						
Amortization	17	54	38	45	51	51
Contracted Services	807	970	240	60	200	780
General	121	197	151	167	94	94
Human Resources	966	1,104	1,139	1,159	1,293	1,332
Interest on Long-Term Debt	303	358	242	285	280	396
Materials, Equipment and Supplies	111	52	44	48	40	35
	<u>2,325</u>	<u>2,736</u>	<u>1,854</u>	<u>1,765</u>	<u>1,958</u>	<u>2,687</u>
Annual Deficit Before the Undernoted	(1,778)	(1,818)	(1,575)	(1,384)	(1,516)	(2,235)
Government Transfers - Capital	3,813	2,599	3,588	5,394	4,649	4,606
Contributed Tangible Capital Assets	2,327	5,419	4,899	3,392	3,392	3,392
Developer Contributions	580	2,348	1,779	2,550	2,508	2,840
Loss on Disposal of Tangible Capital Assets	(20)	-	-	-	-	-
	<u>6,700</u>	<u>10,366</u>	<u>10,266</u>	<u>11,336</u>	<u>10,549</u>	<u>10,838</u>
Annual Surplus	4,922	8,548	8,691	9,952	9,033	8,603

Environment & Transit

Organization chart

The Environment & Transit department is led by the Manager of Environmental Science & Transit. The structure is reflected in the following organizational chart:



Description

Environment & Transit section provides two streams of service. Transit operations provide mobility and community connectivity within the City and region.

Environmental Services supports the implementation of the 2011 Mayor's Taskforce on the Environment and the Sustainability Action Plan, which was updated in 2016.

- The focus of Transit is to provide cost effective and efficient commuter and local transit service with on-going discussions with our regional partners.
- The focus of Environment is to study, promote, educate and work with the community, regional partners and City operations in support of reducing waste to landfill, conserving water and energy, reducing greenhouse gas emissions, mitigating/adapting to climate change, and managing environmental liabilities.

Services

The following table outlines the services provided by the Environment & Transit department on an on-going basis:

Service	Service Level
Water Conservation Plan Implementation	Implement recommendations from the 2015 Community Water Conservation Program - Blueprint for Success 2016 to 2020. The program outlines specific action in each year of the program.
Administration	Meetings with other departments, council/SLT briefings, corporate meetings, vacation, and training, Project Management, Records Management
Capital Air Shed Management	Attending Regional meetings bi-monthly, reporting on air quality, moving to a possible air monitoring station.
Energy Efficiency/ Greenhouse Gas Reduction/Climate Adaptation	Monitoring corporate energy use. Participate in the FCM Partners in Climate Protection Program. Identify community and corporate energy efficiency programs. Energy efficiency education. Working with capital region partners on climate adaptation. Public engagement on climate adaptation.
Environmental Management	Ongoing monitoring of City-owned environmental liabilities/financial obligations associated with these. Implementing policy framework. Technical and strategic sustainability policy/program management (e.g. design, development, and monitoring).
Environmental Sustainability Indicators and Targets	Develop and report on a standard set of Environmental Key Performance Indicators. Annual updates to report on MDP implementation progress. Annual public environmental reporting. Follow up from sustainability action plan. Energy Management/GHG monitoring and reporting.
Natural Areas Programing	Forest management, watershed protection, water protection, public education and working with recreation. Review materials produced by the North Saskatchewan Watershed, and participate in meetings when possible.
Public Outreach & Education for City Sustainability Programs (Other Priorities)	Mayor's Task Force on Environment identified need for public education campaigns in each of the five priority areas. In addition to water and waste (covered under separate core service) priorities are energy, land use/natural areas, and transportation.
Regional Transit	Work with regional partners on implementing the regional transit plan and the possible formation of an Edmonton Regional Transit Service Commission or agreement.

Service	Service Level
Transit Management	Service level established by Council and through contract agreement with Edmonton Transit Service. Management of system growth for both Commuter and local service. Management of UPass and regional service cost sharing. Development and reporting on transit KPI's, reporting to CUTA and Stats Canada.
WASTE Promotion	Waste program blueprint identifies 25% of FTE to be spent on program promotion and resident education. Development of a waste strategy and community based social marketing tools. Additional work will be required in this area with changes to recycling requirements and possible changes to waste collection schedules. In 2019 a waste audit was conducted, and results will be reported to council. Work on single use item consultation and strategy.

Fiscal plan

The following chart reflects the fiscal plan summary for the Environment & Transit department for the current business plan:

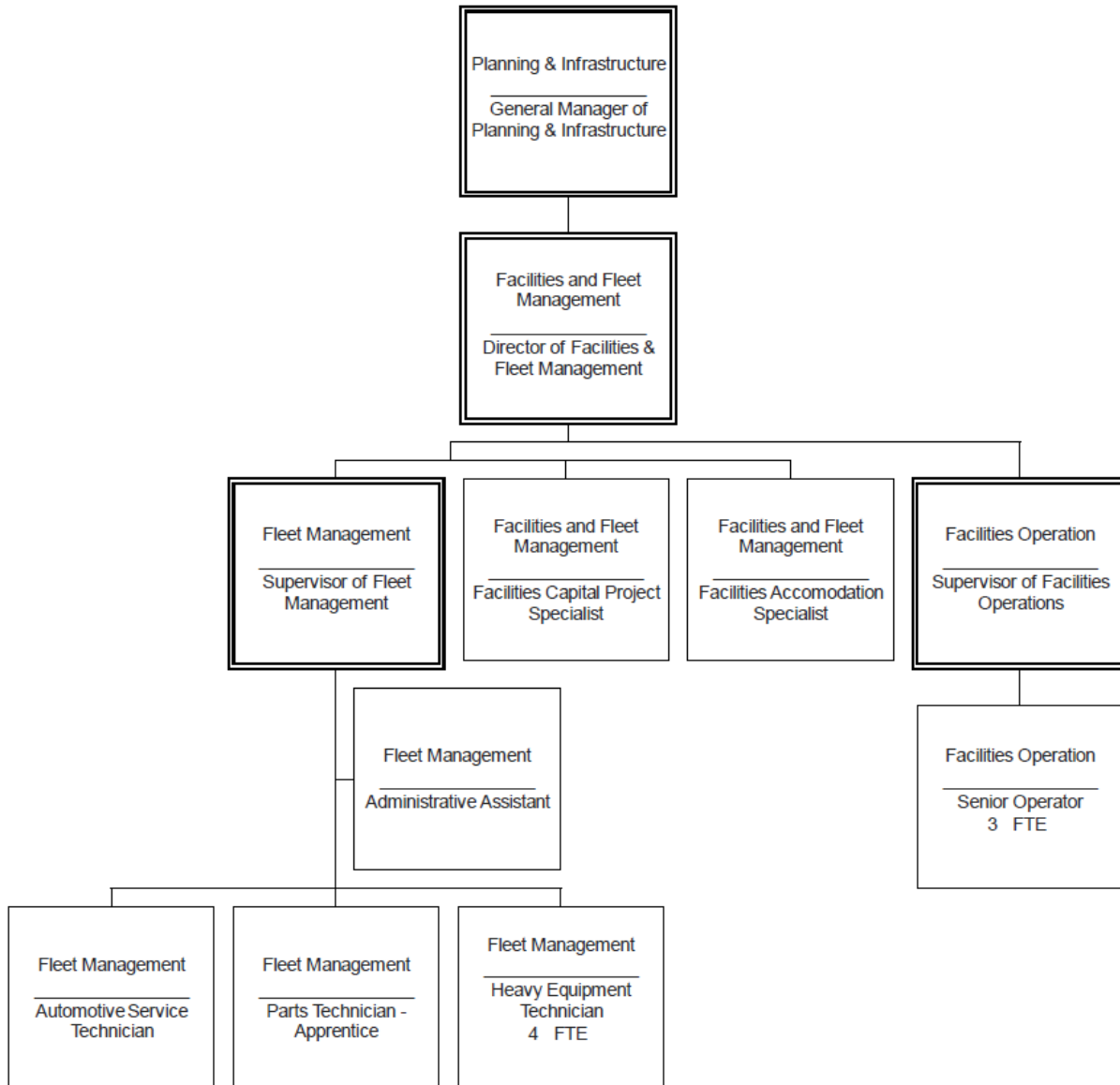
	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	644	591	645	1,031	1,531	1,317
Sales and User Fees	499	589	560	616	643	671
	1,142	1,180	1,205	1,647	2,174	1,987
Expenses						
Amortization	182	215	267	323	506	506
Contracted Services	2,062	2,942	2,252	2,738	3,109	3,353
General	3	18	25	69	74	63
Human Resources	-	-	-	3	2	-
Materials, Equipment and Supplies	1	12	12	10	6	6
	2,248	3,187	2,556	3,142	3,697	3,929
Annual Deficit Before the Undernoted	(1,105)	(2,007)	(1,351)	(1,495)	(1,523)	(1,941)
Government Transfers - Capital	1	193	165	223	192	-
	1	193	165	223	192	-
Annual Deficit	(1,104)	(1,814)	(1,186)	(1,272)	(1,331)	(1,941)

NOTE: Human Resources costs for Environment & Transit appear in the fiscal plan for Planning & Infrastructure Administration.

Facilities & Fleet Management

Organization chart

The Facilities & Fleet Management department is led by the Director of Facilities & Fleet. The structure is reflected in the following organizational chart:



Description

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

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

Services

The following table outlines the services provided by the Facilities & Fleet Management department on an on-going basis:

Service	Service Level
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.
City Property and Asset Disposal Management	As required.
Contract and Lease Management	As required.
Corporate Planning and Budgeting	Annual corporate planning process and budget preparation for facilities, fleet and equipment.
Decorative Street Signs and Banner Projects and Maintenance	As required.
Facilities 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.
Fleet Vehicle/Equipment Lifecycle Management	As required.
Governmental Inspection Management	As required by legislation (CVIP, Health, OH&S).
Internal User Churn Management	As required.
Land Maintenance	As required (i.e. raw land transactions, rental facilities).
Long Range Strategic Facilities Space Planning	As required.
Preventative and Reactive Maintenance of Fleet and Facilities	As required by legislation, customer needs, and industry best practice.
Risk and Insurance Management	Assessing risk to corporate managed assets and working with insurance and risk coordinator on claim related incidents.
Safety Audits	As required by Occupational Health and Safety Act.

Service	Service Level
Sourcing, Specification Writing, Tendering and Procurement of Fleet and Facilities Equipment and Services	As required.
Special Event Support	As required.

Fiscal plan

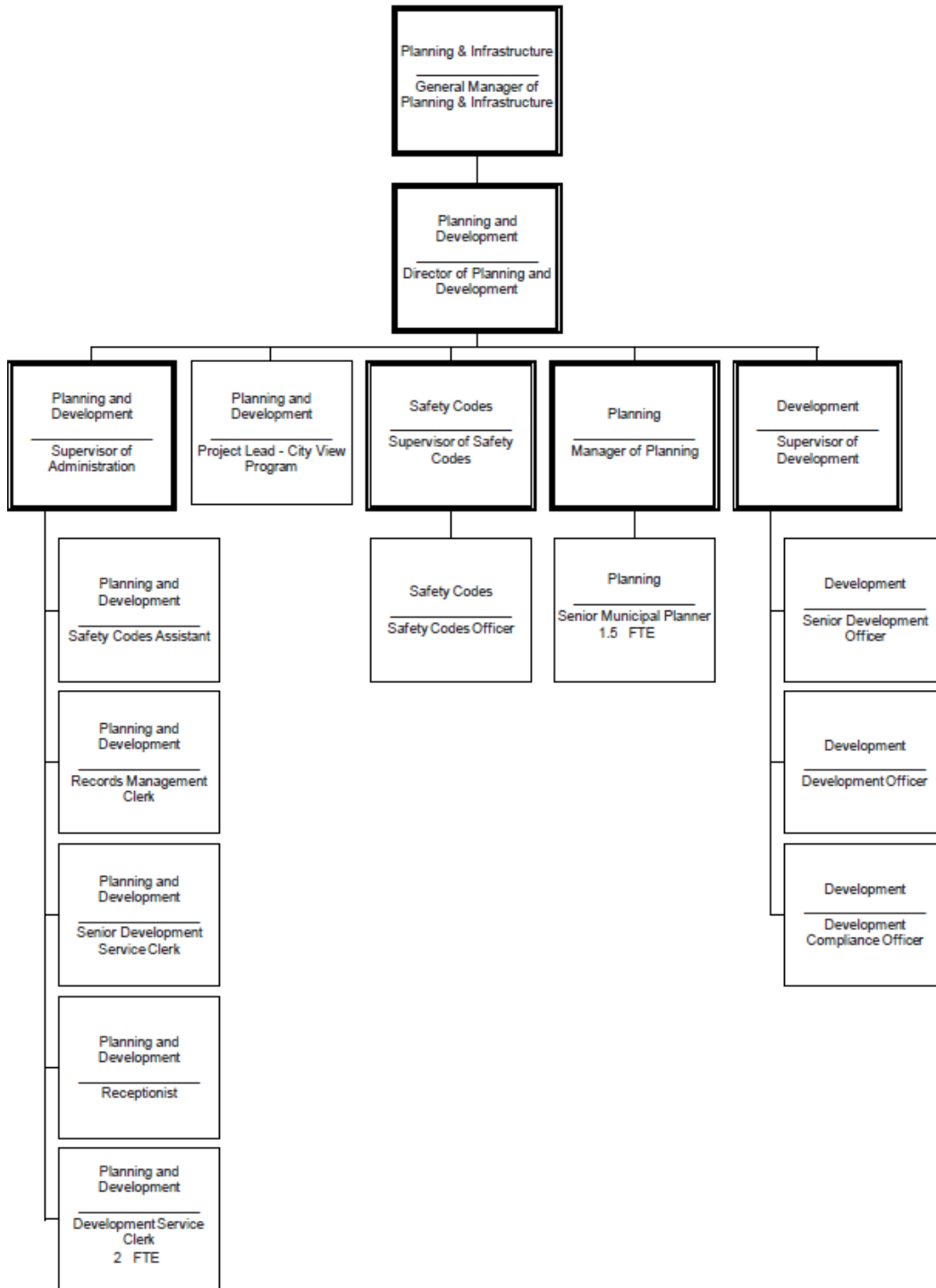
The following chart reflects the fiscal plan summary for the Facilities & Fleet Management department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	15	69	69	23	60	63
Sales and User Fees	164	172	118	318	118	56
	<u>179</u>	<u>241</u>	<u>187</u>	<u>341</u>	<u>179</u>	<u>119</u>
Expenses						
Amortization	741	999	787	837	837	842
Contracted Services	144	107	149	160	164	167
General	791	925	1,057	1,083	1,007	1,047
Human Resources	1,601	1,656	1,694	1,824	1,960	2,008
Interest on Long-Term Debt	301	743	570	577	551	524
Materials, Equipment and Supplies	1,717	1,897	1,967	2,153	2,745	2,823
	<u>5,295</u>	<u>6,328</u>	<u>6,224</u>	<u>6,634</u>	<u>7,263</u>	<u>7,411</u>
Annual Deficit Before the Undernoted	<u>(5,116)</u>	<u>(6,087)</u>	<u>(6,037)</u>	<u>(6,293)</u>	<u>(7,085)</u>	<u>(7,291)</u>
Government Transfers - Capital	437	19,863	18,586	12,178	6,525	20,050
Contributed Tangible Capital Assets	-	-	-	-	-	-
Developer Contributions	76	339	339	349	360	198
Gain (Loss) on Disposal of Tangible Capital Assets	16	-	-	(37)	-	-
	<u>529</u>	<u>20,202</u>	<u>18,925</u>	<u>12,490</u>	<u>6,885</u>	<u>20,248</u>
Annual Surplus (Deficit)	<u>(4,586)</u>	<u>14,115</u>	<u>12,888</u>	<u>6,197</u>	<u>(200)</u>	<u>12,956</u>

Planning & Development

Organization chart

The Planning & Development department is led by the Director of Planning & Development. The structure is reflected in the following organizational chart:



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, policies and Land Use Bylaw as required by the Municipal Government Act. Subdivision services provided by the section include review of proposed subdivision plans for approval, endorsement and registration at Land Titles. Development services include review and decision of development permits in accordance with the Land Use Bylaw and provides compliance review as a service to real estate vendors.

The City is accredited in the following key Safety Codes Act disciplines: building, electrical, plumbing, and gas. The section provides building permit services and externally contracts the provision of the other Safety Codes disciplines.

Planning and Development administers the requirements of the City's Business License bylaw.

The Department provides enforcement responsibilities of development related bylaws, such as the Land Use Bylaw, Traffic Bylaw, Business License Bylaw, Lot Grading Bylaw and Construction Site Cleanliness Bylaw.

Services

The following table outlines the services provided by the Planning & Development department on an on-going basis:

Service	Service Level
Addressing and Street Naming	Response time within 15 calendar days from receipt of registered plan.
Area Structure Plans and Amendments	Response time within 4 months.
Business Licensing and Enforcement	Response time within 15 calendar days (new); within 45 calendar days or less (renewal).
Bylaw compliance and enforcement	Response time as necessary - Land Use Bylaw, Construction Site Cleanliness, Lot Grading Bylaw and Traffic Bylaw.
Coordination of Signage Requests in Rights-of-Way	As needed.
Department Administration	Response time as necessary.
Development Permit Review	Response time within 40 calendar days or less from date of complete application; 14 day response time for Development Permits from lot grading approval. Response time of 120 days for wireless facilities.
General Inquiries - Development and Permits	As needed.
King Street building reception	As needed.

Service	Service Level
Land Use Bylaw Amendments	Response time within 3 months. Amendments include re-districting and text.
Ongoing Inspections Contract Management	Response time as necessary.
Policy and Bylaw Maintenance	As needed.
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.
Records Management	As needed.
Regional Planning Process Participation	As required (Edmonton Metropolitan Region Board, Referrals, joint planning with adjacent municipalities).
Safety Code Inspection Coordination	Coordination of inspection requests to ensure inspection response time within 5 working days.
Safety Code Permitting Coordination	3 days to enter new, complete application into CityView; permits; other activities as needed.
Safety codes inspections	Building permits issuance within 15 calendar days from complete application (residential) and within 20 days for multifamily and non-residential.
Statistical Reporting	Response time as needed.
Subdivision Application Process	Response time within 60 calendar days to preliminary decision from date of complete application.
Subdivision Endorsement and Land Titles Requests	Response time within 15 calendar days from complete application (i.e. caveats).

Fiscal plan

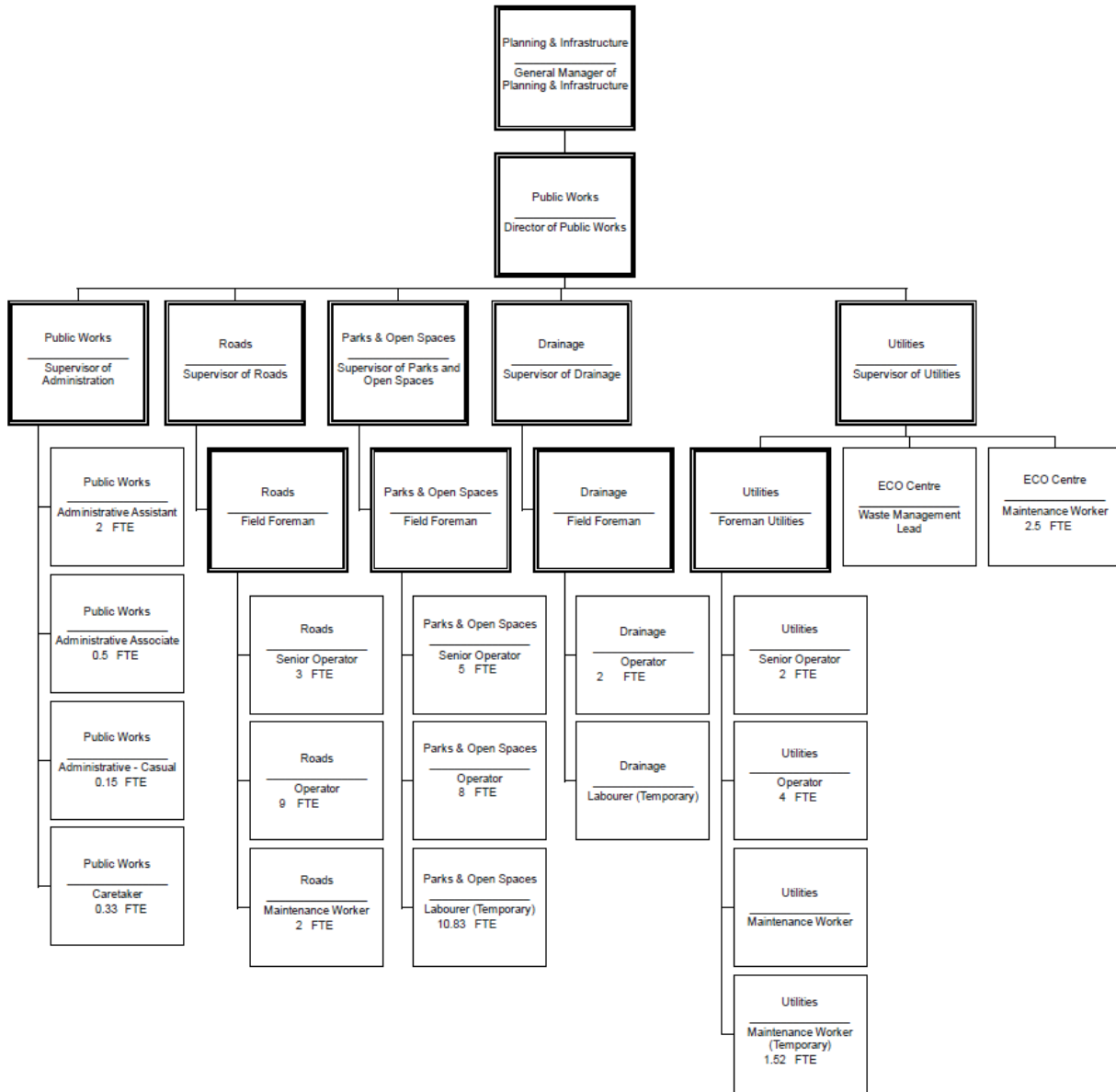
The following chart reflects the fiscal plan summary for the Planning & Development department for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	1,818	2,359	1,655	1,824	1,851	1,879
	1,818	2,359	1,655	1,824	1,851	1,879
Expenses						
Amortization	27	23	30	30	30	30
Contracted Services	250	269	180	205	208	211
General	101	159	135	110	196	180
Human Resources	1,760	1,779	1,749	1,851	1,910	1,972
Materials, Equipment and Supplies	21	22	21	22	23	23
	2,160	2,251	2,115	2,218	2,367	2,416
Annual Surplus (Deficit) Before the Undernoted	(342)	108	(460)	(395)	(516)	(537)

Public Works

Organization chart

The Public Works department is led by the Director of Public Works. The structure is reflected in the following organizational chart:



Description

The Public Works Department 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 the department is the delivery of services related to roadways, storm water drainage, wastewater, drinking water, solid waste, parks, and open spaces. A multitude of tasks are completed within annual work plans to achieve the service levels associated with identified core services that support City priorities.

The core services are delivered by section Supervisors and their staff in each of Parks and Open Spaces, Roads, Drainage, and Utilities. Managerial support is provided by the Director of Public Works assisted by the Public Works Administration section led by the Supervisor of Administration.

Services

The following table outlines the services provided by the Public Works department on an on-going basis:

Service	Service Level
Admin. Support for Fleet and Facilities Operations	As required.
Amenity Maintenance	Policy 8,027, Outdoor Ice Policy 2,028, Community Tribute Policy CP-1000-17, Playground Inspection and Maintenance
Cemetery Maintenance	C-998-17, Cemetery Bylaw CP-1004-17, Cemetery Operation and Maintenance Policy
Drainage Operations and Maintenance	C-1045-18 Surface Drainage Bylaw Policy 2,023, Storm Water
Environmental Services	Annual work plan.
Event Support Services	Annual work plan.
Forestry	Annual work plan.
Horticulture	Maintain City assets including shrub beds, facility grounds, flower beds, and planters.
Hydrant Operation and Maintenance	Policy 2,016, Water Distribution System Maintenance
Pathway and Trail Maintenance	Policy 2,014. Maintenance and operation of asphalt pathways, shale trails and gravel trails.
Public Works Administration and Management	Provide management, leadership and administrative support services for public works operational sections.
Pumping Station Operation and Maintenance	Water Utility Services Bylaw Policy 2,016, Water Distribution System Maintenance
Road Repair and Maintenance	Annual program of roadway maintenance activities.
Roadway Signage Installation and Maintenance	C-1022-17 Traffic Bylaw As required
Roadway Snow and Ice Control Operations	CP-1002-17, Snow and Ice Control Policy
Sidewalk Repair and Maintenance	Policy 2,013, Sidewalk Maintenance Policy
Solid Waste Management	Policy 2,026, Solid Waste Services

Service	Service Level
Sport Field Maintenance	Policy 8,030, Outdoor Natural Sport Fields Policy 2,018, Turf Maintenance
Street Sweeping Operations	CP-1001-17, Street Sweeping Policy
Traffic Control Operations and Maintenance	Policy 2,027, Marked Crosswalks City of Spruce Grove Municipal Development Standards
Truck Fill Station Operation and Maintenance	Policy 2,016, Water Distribution System Maintenance
Turfgrass Maintenance	Policy 2,018, Turf Maintenance
Wastewater Collection System Operation and Maintenance	C-1041-18 Municipal Wastewater Utility Bylaw Policy 2,015, Sanitary Sewer System Inspection and Maintenance
Water Main Operation and Maintenance	Policy 2,016, Water Distribution System Maintenance
Water Meter & CC Operation and Maintenance	Policy 2,016, Water Distribution System Maintenance

Fiscal plan

The following chart reflects the fiscal plan summary for the Public Works department (Administration, Parks, Roads, Water & Sewer, Solid Waste and Storm) for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	105	104	104	106	109	112
Sales and User Fees	19,554	21,037	19,929	21,819	23,757	25,025
Interest	(7)	4	4	3	2	1
	19,652	21,144	20,036	21,927	23,867	25,138
Expenses						
Amortization	12,151	12,368	11,160	13,137	14,037	14,720
Contracted Services	14,642	17,103	15,439	16,077	15,869	18,038
General	1,656	1,847	2,046	2,091	2,227	2,322
Human Resources	5,610	6,058	6,472	6,852	7,154	7,321
Interest on Long-Term Debt	33	47	30	81	141	227
Materials, Equipment and Supplies	1,307	1,994	1,609	1,627	1,657	1,783
	35,399	39,417	36,756	39,866	41,087	44,412
Annual Deficit Before the Undernoted	(15,746)	(18,273)	(16,720)	(17,939)	(17,220)	(19,274)
Government Transfers - Capital	-	-	-	-	-	-
Contributed Tangible Capital Assets	4,546	7,153	7,153	2,616	2,616	2,616
Developer Contributions	249	3,048	658	812	804	863
Loss on Disposal of Tangible Capital Assets	(138)	-	-	-	-	-
	4,657	10,201	7,811	3,429	3,421	3,479
Annual Deficit	(11,089)	(8,071)	(8,909)	(14,510)	(13,799)	(15,795)

The following chart reflects the fiscal plan summary for Public Works Administration for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Expenses						
Amortization	-	-	-	34	34	34
General	15	28	31	30	31	31
Human Resources	483	486	485	501	516	532
Materials, Equipment and Supplies	19	27	29	26	26	27
	516	540	546	592	608	624
Annual Deficit	(516)	(540)	(546)	(592)	(608)	(624)

The following chart reflects the fiscal plan summary for Parks for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Government Transfers - Operating	105	104	104	106	109	112
Sales and User Fees	105	78	80	81	82	83
	210	181	183	186	191	195
Expenses						
Amortization	1,450	1,130	845	852	897	967
Contracted Services	305	420	370	402	406	403
General	47	59	51	55	59	64
Human Resources	1,982	1,969	2,019	2,055	2,140	2,183
Materials, Equipment and Supplies	452	480	409	442	445	451
	4,238	4,058	3,694	3,807	3,947	4,067
Annual Deficit Before the Undernoted	(4,027)	(3,877)	(3,511)	(3,620)	(3,757)	(3,872)

The following chart reflects the fiscal plan summary for *Roads for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Property Taxes	-	-	-	-	-	-
Government Transfers - Operating	-	-	-	-	-	-
Sales and User Fees	84	140	170	170	170	170
Local Improvement Levies	-	-	-	-	-	-
Interest	(7)	4	4	3	2	1
	<u>77</u>	<u>144</u>	<u>174</u>	<u>173</u>	<u>172</u>	<u>171</u>
Expenses						
Amortization	7,303	7,564	6,785	8,522	9,112	9,603
Contracted Services	2,105	2,406	2,263	2,247	2,207	2,245
Cost of Land Sold	-	-	-	-	-	-
General	1,321	1,451	1,397	1,508	1,629	1,758
Grants	-	-	-	-	-	-
Human Resources	1,656	1,968	1,651	1,863	1,894	1,936
Interest on Long-Term Debt	5	-	-	-	-	-
Materials, Equipment and Supplies	621	932	627	596	632	749
	<u>13,011</u>	<u>14,322</u>	<u>12,723</u>	<u>14,736</u>	<u>15,474</u>	<u>16,290</u>
Annual Deficit Before the Undernoted	(12,934)	(14,179)	(12,549)	(14,563)	(15,302)	(16,120)
Loss on Disposal of Tangible Capital Assets	(66)	-	-	-	-	-
	<u>(66)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Annual Deficit	(13,000)	(14,179)	(12,549)	(14,563)	(15,302)	(16,120)

* 2018 Actual and 2019 Budget figures reflect Roads and Drainage department revenues and expenses. The current plan includes the recently created Storm department, which now contains revenues and expenses previously identified as Drainage.

The following chart reflects the fiscal plan summary for Water & Sewer for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	15,486	16,602	15,977	16,962	17,930	18,923
	<u>15,486</u>	<u>16,602</u>	<u>15,977</u>	<u>16,962</u>	<u>17,930</u>	<u>18,923</u>
Expenses						
Amortization	3,398	3,674	3,531	3,729	3,993	4,116
Contracted Services	9,591	11,087	9,448	9,922	10,541	11,219
General	239	242	291	295	351	345
Human Resources	1,276	1,443	1,531	1,561	1,682	1,727
Interest on Long-Term Debt	28	47	30	81	141	227
Materials, Equipment and Supplies	133	403	322	323	323	335
	<u>14,664</u>	<u>16,895</u>	<u>15,152</u>	<u>15,911</u>	<u>17,032</u>	<u>17,969</u>
Annual Surplus (Deficit) Before the Undernoted	822	(293)	825	1,051	899	954
Government Transfers - Capital	-	-	-	-	-	-
Contributed Tangible Capital Assets	4,546	7,153	7,153	2,616	2,616	2,616
Developer Contributions	249	3,048	658	812	804	863
Loss on Disposal of Tangible Capital Assets	(72)	-	-	-	-	-
	<u>4,723</u>	<u>10,201</u>	<u>7,811</u>	<u>3,429</u>	<u>3,421</u>	<u>3,479</u>
Annual Surplus	5,545	9,909	8,636	4,480	4,319	4,433

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

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	3,880	4,216	3,702	3,743	3,784	3,825
	3,880	4,216	3,702	3,743	3,784	3,825
Expenses						
Contracted Services	2,641	3,190	2,467	2,267	2,353	2,501
General	34	67	69	82	93	59
Human Resources	213	192	327	331	338	346
Materials, Equipment and Supplies	82	152	86	76	89	78
	2,970	3,601	2,949	2,757	2,874	2,984
Annual Surplus	910	615	753	986	911	841

The following chart reflects the fiscal plan summary for Storm for the current business plan:

	2018 Actual (\$000s)	2019 Budget (\$000s)	2019 Forecast (\$000s)	2020 Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)
Revenue						
Sales and User Fees	-	-	-	863	1,790	2,024
	-	-	-	863	1,790	2,024
Expenses						
Contracted Services	-	-	892	1,238	362	1,670
General	-	-	206	120	65	65
Human Resources	-	-	458	540	584	598
Materials, Equipment and Supplies	-	-	136	164	141	143
	-	-	1,692	2,063	1,152	2,476
Annual Surplus (Deficit)	-	-	(1,692)	(1,201)	638	(453)