



CORPORATE PLAN 2023–2025



LAND ACKNOWLEDGEMENT

The City of Spruce Grove is honoured to acknowledge the land we work, play, and make our homes on as Treaty 6 territory, and the Métis Nation of Alberta Region 4. This is sacred land that holds the hearts, footsteps and spirits of many First Nation, Métis and Inuit Peoples, and in particular, Paul First Nation, Enoch Cree Nation, Alexis Nakota Sioux Nation, Michel First Nation, Alexander First Nation, and the Lac Ste. Anne Métis. We recognize and acknowledge Indigenous values, traditional teachings, ways of being, contributions, and historical inequities. The City is dedicated to Truth and Reconciliation to help in healing, and learning to build reciprocal and trusted relationships. We commit towards strengthening relations and building bridges with the Indigenous Nations whose traditional territories the City is located within.



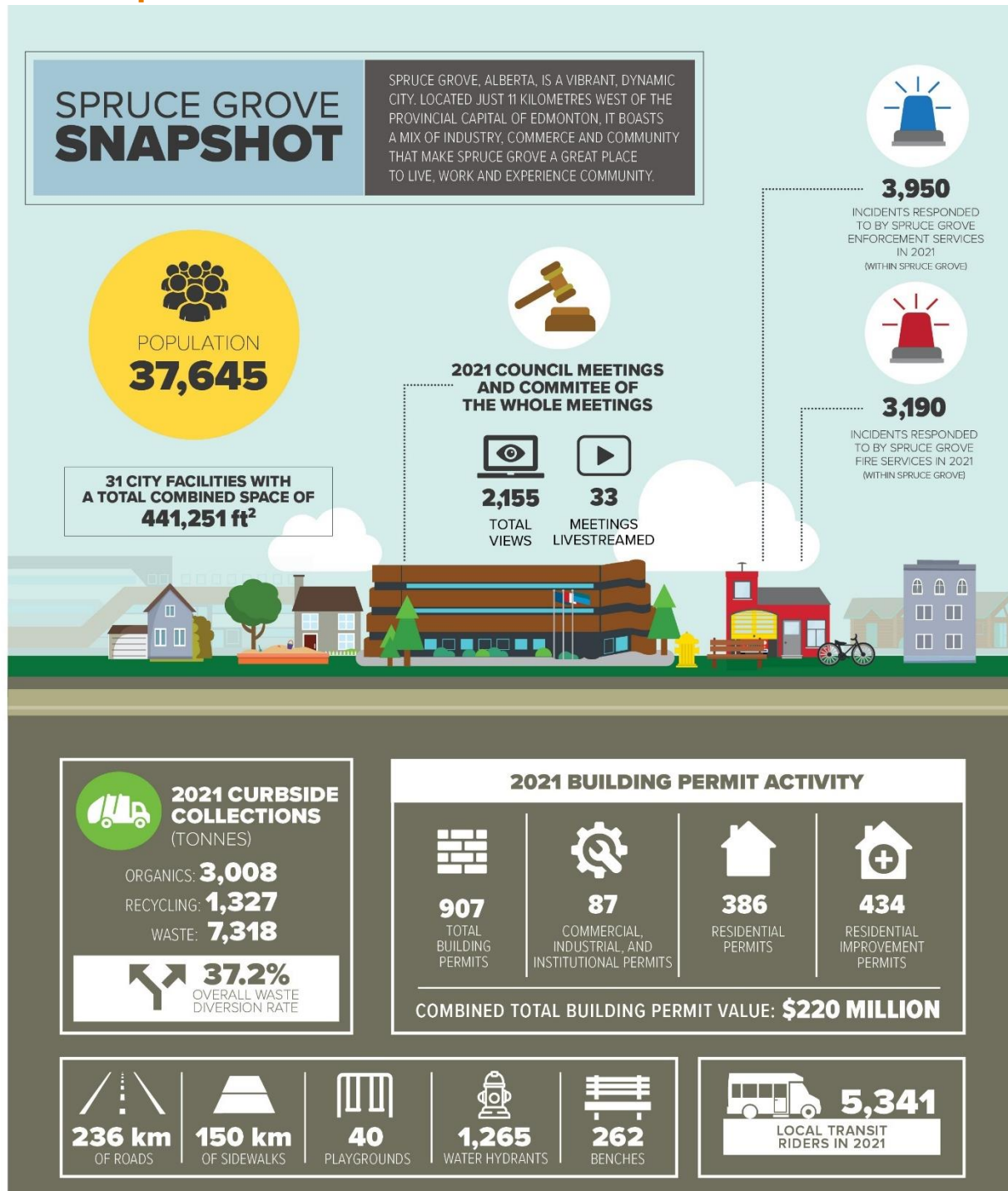
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About Spruce Grove



About City Administration

As a municipal government, the City of Spruce Grove is responsible for overseeing the infrastructure, programs and services that most directly impact the day-to-day lives of City residents. This includes areas such as roads, recreation centres, libraries, community water systems, and parks and trails. Spruce Grove works in partnership between Council, Administration and residents, respecting community needs and aspirations while delivering quality services.



Message from City Manager

It is my pleasure to introduce the City of Spruce Grove's 2023-2025 Corporate Plan and Budget 2023. This plan was built on the concepts of a responsible budget – one that plans for the future while taking into consideration the needs of today. This Corporate Plan continues to reinforce the need of ensuring our fiscal ability to address infrastructure as it ages, invests in new infrastructure, and continues to maintain or enhance services as the community grows.

This year Council also finalized the new [2022-2025 Strategic Plan](#) that outlines their priorities over the duration of their term. These priorities are supported by goals, objectives and actions that can be categorized into four themes: Community Connections, Environmental Sustainability, Economic Prosperity, and Governance in Action. The Corporate Plan was built with these priorities in mind and provides the resources for Administration to effectively respond. As our community grows, investments in recreation, arts, culture, environment and service delivery are needed to continue building a city where all are welcome, where growth occurs in the most fiscally responsible way and where residents have opportunities to be engaged.

There's no doubt our City has grown significantly in the past 15 years as our population has nearly doubled. As a municipality, it is imperative we continue to invest in the organization to respond to this growth and ensure our residents receive the services they have come to rely on. In addition, as we deal with financial constraints due to inflation, supply chain issues and economic uncertainties, it is more important than ever to ensure long-term sustainability for our City.

To achieve this, Administration is continuing with a three-year tax strategy. This will allow Administration to better plan for future investments by providing a consistent approach to budgeting and creating a foundation of financial policy and strategic planning that supports long-term sustainability. Each year of this Corporate Plan includes a proposed increase of 4.9 per cent, which includes continuation of the 1.0 per cent to provide a dedicated revenue stream for municipal asset repair, maintenance, and replacement (RMR) and continuation of a 1.0 per cent increase to provide a dedicated revenue stream to fund operating expenses and capital expenditures of the Civic Centre. This tax strategy creates that foundation of long-term fiscal sustainability and ensures we are meeting the needs of our community today, while also preparing for the future. As Spruce Grove continues to grow and as the municipality catches up to servicing this growth, it is important to set a three-year strategy that recognizes and smooths out future year impacts on taxpayers, creating certainty for our community.

The 2023-2025 Corporate Plan and Budget 2023 reflects how Administration proposes to invest in the municipality along with balancing the funding requests within the financial constraints we are facing as a City. This responsible budget, combined with our City's promising future, will continue to enable a dynamic city that provides opportunities to play, experience culture, grow a business and gather as a community.



City Manager Dean Screpnek





2023-2025 **CORPORATE PLAN:** **A RESPONSIBLE BUDGET**

A high level overview of the Budget 2023, a breakdown of how the plan is structured, and the fiscal strategies being proposed to ensure long term sustainability



2023-2025 Corporate Plan: A Responsible Budget

The Corporate Plan is the City's principal guiding document for governance, community development and service delivery. It outlines the resources required to deliver Council's vision as described within the goals, objectives, and actions of the [2022-2025 City of Spruce Grove Strategic Plan](#). From building roads and maintaining parks, to hosting events and planning for new growth, the City is responsible for managing a wide portfolio of local programs, services and other amenities which are all reflected in the Corporate Plan.

Corporate Plan Outline

The focus of this year's 2023-2025 Corporate Plan is to outline the fiscal strategies being used to meet the needs of the community today while planning for the needs of tomorrow. New components of the Corporate Plan include the integration of Council's 2022-2025 Strategic Plan to clearly demonstrate the resources required to achieve the goals, objectives and actions outlined in the Strategic Plan. Administrative processes around financial information, reporting and budgeting also evolved this year to be more robust and transparent to support data driven decision making. This evolution is reflected in how information is presented within this plan, which includes the following sections:

1. **2023-2025 Corporate Plan: A Responsible Budget:** A high level overview of Budget 2023, a breakdown of how the Plan is structured and the fiscal strategies being implemented to ensure long-term sustainability.
2. **Alignment to the 2022-2025 Strategic Plan:** Connecting the Corporate Plan to the four themes and the resources required to implement it.
3. **Budget 2023:** Detailed municipal, utility, and developer operating and capital budgets.
4. **Serving the Community – City Administration Overview:** A look at how City Administration is structured by function and a profile on each department within the six functions (General Government, Protective Services, Transportation and Roadway Services, Community Services, Development Services, and Utility Services).
5. **Appendix:** Additional detail on 2023 business cases and 2023 capital profiles.

Building the Plan

The process to build the 2023-2025 Corporate Plan evolved from previous years to align resource requirements with the 2022-2025 Strategic Plan as well as budgeting and prioritizing for the full three-year window of the plan.

The development schedule to build the 2023-2025 Corporate Plan is as follows:

- **January – March:** Development of supporting materials for the corporate planning process including the Corporate and Fiscal Planning Guide and various templates.
- **April:** The corporate planning process kicked off with the Leadership Team where the budget philosophy was presented, and strategic priorities established based on Council's draft 2022-2025 Strategic Plan.
- **April – May:** Business cases related to budget cost pressures were developed by departments and submitted for review.
- **June:** A draft budget was developed along with all proposed business cases. The Leadership Team then spent two and half days discussing the draft budget and prioritizing which business cases were required to move forward in the process.
- **July – September:** The Corporate and Fiscal Planning Team conducted a full financial analysis of the draft budget and proposed business cases which were brought to the



Corporate Leadership Team for review and to make final decisions on what would be included in the 2023-2025 Recommended Corporate Plan.

- **September – October:** The 2023-2025 Recommended Corporate Plan, budget highlights and associated materials were developed in preparation for the November Committee of the Whole budget deliberations meeting.
- **November:** Presentation of the 2023-2025 Recommended Corporate Plan at the November 7-9 Committee of the Whole budget deliberations meeting. Recommendations from Committee on changes to the Recommended Corporate Plan are incorporated and the Corporate Plan is finalized.
- **December:** The finalized 2023-2025 Corporate Plan is presented to Council for formal approval at the December 5 Council meeting.
- **Spring 2023:** Spring budget adjustment, which reflects changes to ongoing operating revenue and expense budgets prior to setting the property tax rate for 2023.

Engaging the Public

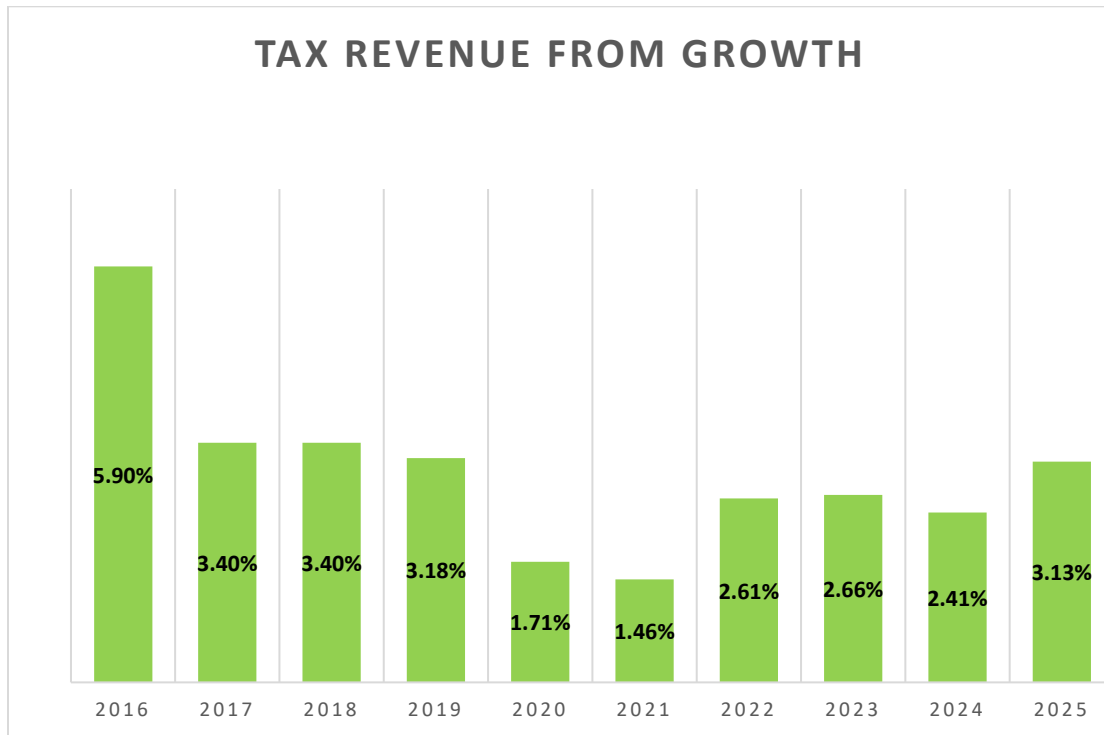
Throughout the 2021 municipal election, members of Council individually conducted extensive engagement with the community. Council members brought this community feedback to strategic planning sessions throughout the first part of 2022 and the information was used to build the [2022-2025 Strategic Plan](#). A community engagement survey on the draft Strategic Plan was conducted in spring/summer to incorporate further feedback prior to its finalization in August.

In response to the priorities set in the Strategic Plan as well as operational pressures, Administration developed the 2023-2025 Corporate Plan that outlines the resources required to achieve the goals, objectives and actions in the Strategic Plan. The alignment between these two plans creates a line of sight between strategic priorities and corresponding budget requirements. In addition to incorporating public feedback into the Strategic Plan, the community was also invited to ask questions on the budget on the first day of the November 7-9, 2022 Committee of the Whole meeting.

Calculating Assessment and Growth Projections

A significant driver of City revenue is economic activity, which affects the number of taxable properties, influences construction activity and impacts the demand for City services.

Assessment growth is projected to be 2.6 per cent in 2023, 2.4 per cent in 2024 and 3.1 per cent in 2025. This has an impact on the revenue the City collects.



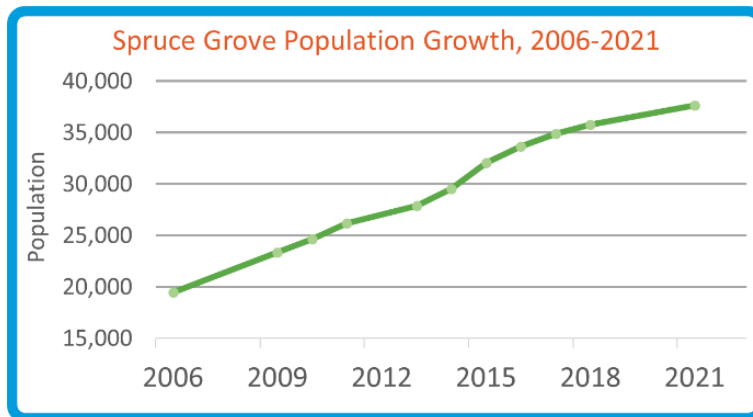
Assumptions for growth in 2023 were based on general economic opinion and financial analysis as of summer 2022. If the actual economic activity differs from what is expected, many of the key revenue and expense projections may be significantly affected.

Any revenue realized from growth above and beyond what is predicted for 2023 (currently at 2.6%) will be used to fund one-time costs or allocated to internally restricted reserves.

Performance Measures

Administration uses several indicators to guide planning, budgeting and service delivery. These indicators enable the City to improve decision making, continuously improve programs and services, and enhance transparency. The following information outlines the performance measures communicated through quarterly and annual reporting processes:

Population Growth



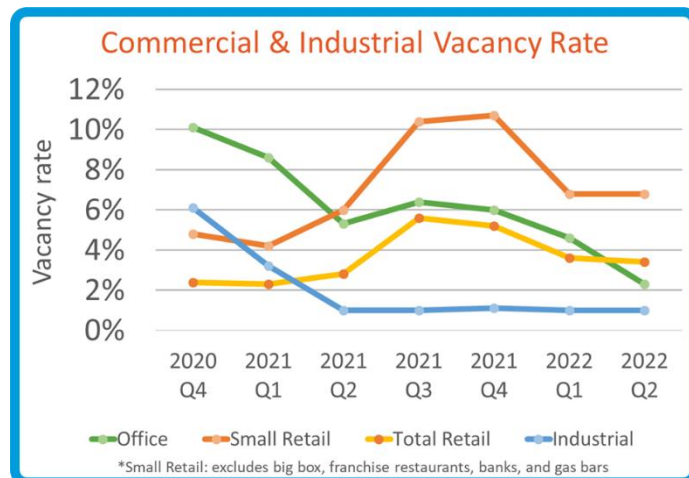
The city's population has nearly doubled in the last 15 years.

According to the latest data from Statistics Canada, the population of Spruce Grove reached 37,645 in 2021, which represents a change of 10.4% from 2016.

Economic Conditions

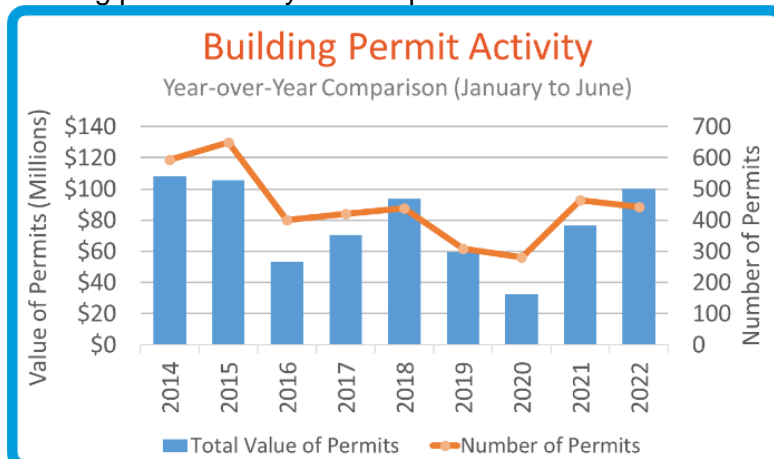
Commercial and industrial vacancy rates are an important indicator of the health of the local economy. Low vacancy rates in these sectors are a strong positive factor for investors because they indicate a favourable economic climate.

The retail and office sectors' vacancy rates in Spruce Grove continued to decline over the last four quarters, while the vacancy rate in the industrial sector is sitting at a historically low level of 1.0 per cent.



Development Activity

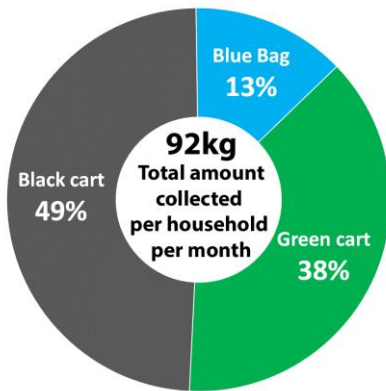
Building permit activity is an important indicator of the future growth of the community. Value of permits represents the estimated construction value of issued building permits.



Building permit activity in the first half of 2022 has exceeded pre-pandemic levels and is trending close to record levels in terms of dollar value of construction in the community.



Residential Waste Audit



The City regularly undertakes a residential waste audit to support the City in delivering high quality services and supporting environmental sustainability.

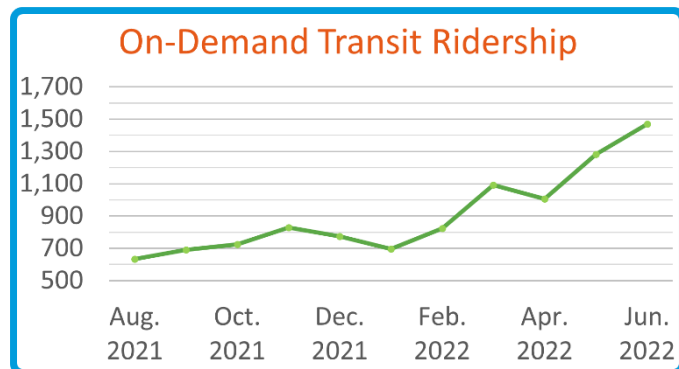
This chart represents the amount of waste collected from the three streams: black cart (garbage), blue bag (recycling), and green cart (organics).

The waste diversion rate is another indicator of program performance. In 2021, 37 per cent of waste collected at the curbside was diverted from the landfill.

Transit Ridership

Transit ridership is a key indicator to assess how many people are using local transit to meet their needs and helps the City determine how and when to grow the service.

Spruce Grove’s on-demand local transit service was first introduced in May 2021. Since then, ridership has risen to 1,500 passengers per month and continues to grow on average by 11 per cent per month.



Evolving Performance Measures

Work is underway to communicate trending data, performance measures and community highlights through a reporting page on the City’s website. As this work continues to evolve, Council will receive more robust information, including resource inputs and indicators on the programs and services offered to the community.

Setting Priorities for 2023

With the approval of Council’s 2022-2025 Strategic Plan, Administration has clarity on priorities for the upcoming year. However, there are also substantive shifts that happened organizationally in 2022 that also inform future organizational priorities. The first shift was the approval of the Civic Centre in June 2022. This approval requires significant resources internally to implement, along with the significant capital budget. The second shift is working towards developing the organization’s approach to addressing affordable housing, including unsheltered populations, and understanding how a midsized urban city can approach this complex issue. Additional budget to support this work is included as part of the [Supports for Unsheltered Residents](#) business case.

Supporting Regional Strategies

As the 2023-2025 Corporate Plan was developed, it was important to consider the role the City of Spruce Grove plays not only within the Tri-Municipal Region and the Edmonton Metropolitan Region, but also with other Mid-Sized cities across the province. The relationships built with

other municipalities is an important component of understanding where the City can collaborate with others to advocate for common issues, collaborate to share resourcing for maximum benefit, and to plan for a future where municipalities that work together benefit each other.

The City regularly participates within the tri-region (Stony Plain, Parkland County, and Spruce Grove) and is a member of the Edmonton Metropolitan Region Board (EMRB). The City is also an active participant in the Mid-Sized Cities Mayors Caucus, which exists to amplify the voices of mid-sized cities in the province that are all experiencing similar issues. Operationally, resources are required to support these regional groups, particularly within the Intergovernmental unit, and the Planning and Infrastructure division.

Municipal Fiscal Strategies

Three-Year Tax Strategy

The 2023-2025 Corporate Plan includes a variety of fiscal strategies to meet the needs of today while preparing for the future. One fiscal strategy used for this year's plan is to show a three-year budget and tax strategy that reflects the required investment in the municipality. Council will formally approve the first year of the proposed three-year budget and the second and third years are provided for information and context. The three-year municipal budget is also tied to achieving Council's Strategic Plan by the end of 2025.

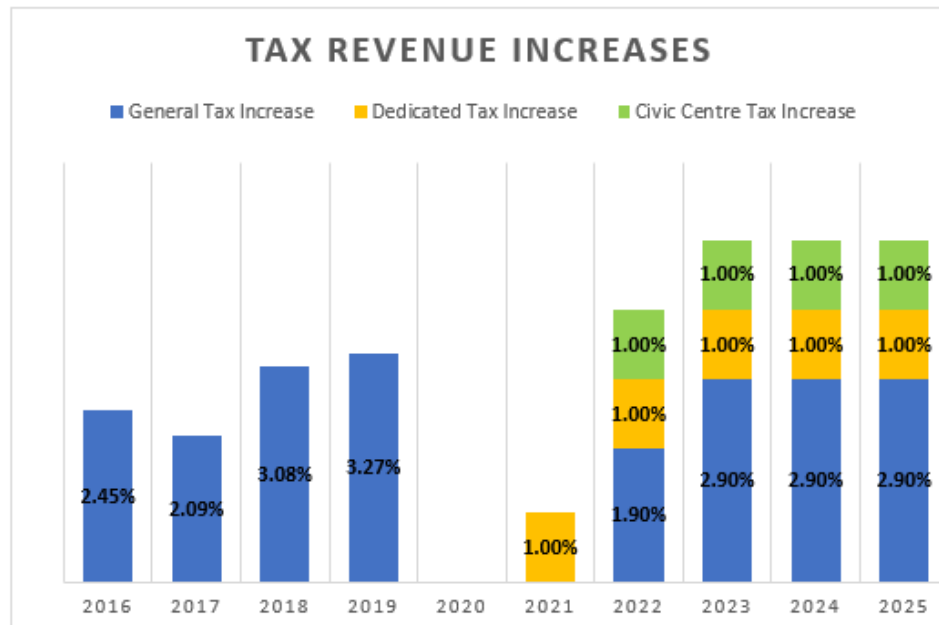
The three-year tax strategy provides a consistent approach to budgeting, allowing Administration to better plan for future investments in the City as we continue to grow. It will also create a foundation of financial sustainability, while incorporating strategic planning that supports a fast-growing city in order to save for future generations.

Included for 2023 is a municipal operating budget of \$79.6 million and a municipal capital budget of \$53.0 million. These funds will be used to maintain, and in some cases enhance, services to the community along with significant investment in infrastructure, program delivery and funding reserves for future needs.

The municipal tax increase for 2023 is 4.9 per cent, which is broken down as follows:

- 2.9 per cent increase to maintain and in some cases enhance service levels, as well as address added cost pressures due to inflation and supply chain issues.
- 1.0 per cent increase to provide a dedicated revenue stream for municipal asset repair, maintenance, and replacement (RMR). These dedicated lifecycle reserves are being established to ensure municipal infrastructure can be maintained in the future.
- 1.0 per cent increase to continue a dedicated revenue stream for the Civic Centre, as part of a multi-year strategy to smooth the financial impact of this investment on the City's operations.

The following table illustrates the percentage of tax revenue increases over a 10-year period:



The 4.9 per cent residential tax increase for 2023 is a set tax increase and will not change based on actual growth rates as part of the spring budget adjustment. Any revenue realized from growth above and beyond what was predicted (currently at 2.6 per cent) will be used for one-time costs or to fund specific reserves. Based on an average single family detached home with an assessed value of \$373,400, this means a monthly increase of \$10.05 in 2023.

The proposed municipal tax increase for 2024 and 2025 follows a similar strategy as 2023.

Dedicated Tax Streams

Council and Administration are carefully considering how decisions made today will impact the future. As a result, future costs of operations and maintenance are factored into decision making for significant capital projects. As outlined above in the tax rate breakdown, there are dedicated tax streams to create a foundation for future net new and lifecycle capital requirements. The dedicated increase for municipal lifecycle (i.e. RMR) reserves was implemented in 2021 and is expected to continue until 2025. Dedicated funding for the Civic Centre was introduced as part of Budget 2022 through the creation of tax room to smooth the impact of the Civic Centre on the tax base, and the concept of a dedicated 1.0 per cent tax increase is included as part of Budget 2023.

Tax Rate Split

As part of the fiscal sustainability framework, Council approved to gradually increase the split between residential and non-residential ratepayers over a seven-year period to move from the current split of 1.460 to reach the average of the communities currently yielding a split of 1.750 in 2027. This Corporate Plan continues the shift of the residential/non-residential rate split to move to an average similar to other communities over a seven-year period. This will be the third year of this shift and the split will increase to 1.518 for 2023.

Municipal Reserve Funds

Financial reserves are an effective tool for both capital and operating budgets as they contribute to fiscal stability, debt minimization and flexibility for emergent operational needs. They also create a dedicated funding source for long-term capital planning and support municipal asset management planning, as they allow for funds to be set aside to manage assets throughout their lifecycle.

Municipal financial reserves are not a measure of wealth, but rather are a planning tool. As municipalities are not permitted to run deficit budgets, as outlined in the *Municipal Government Act* (MGA), reserves allow municipalities to save money for major infrastructure projects while smoothing the impact of the tax requirement on taxpayers. While municipalities can finance capital projects through debt, the amount of debt municipalities may incur is limited, and rising interest costs would place an additional burden on taxpayers.

To ensure appropriate funding is set aside to repair, maintain and replace assets over their lifecycle, and to smooth the impacts of significant capital projects, the City is establishing reserves to stabilize the funding source. Council approved a Reserves and Accumulated Surplus Policy in 2021 that allows for the establishment and elimination of reserves. Administration is undertaking detailed analysis to finalize all reserves and will be taken to Council for approval in 2023.

Use of Reserves for One Time Funding Requirements

Introduced in 2021, Administration funds one-time funding requirements by reserve where available from the previous year. This funding strategy is being used as part of Budget 2023 to ensure business cases that require one-time funding are not built into the ongoing funding requirements, which impact the tax rate.

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. The 2021 rate of 30.0 per cent was maintained for 2022, and the City signaled in the approved 2022-2024 Corporate Plan that this five per cent increase was projected for 2023.

A five per cent increase would be the final increase for this franchise fee as 35.0 per cent is the maximum franchise fee allowed by the Alberta Utilities Commission. The increase will bring in over \$500,000 of additional revenue to fund City operations. Other communities, such as the City of Edmonton, City of Leduc, City of Red Deer, and Town of Stony Plain, have already reached the maximum franchise fee. The decision for Spruce Grove to delay reaching the maximum of 35.0 per cent in 2021 and 2022 was a Council policy decision to address financial pressures on ratepayers due to the COVID-19 pandemic.

Utility Fiscal Strategy

Utility Reserve Funds

Like municipal reserve funds, utility reserves follow the same practice of ensuring appropriate funding is set aside to repair, maintain and replace utility assets over their lifecycle, and to smooth the impacts of significant utility capital projects. Work completing in 2023 to define asset

management plans in conjunction with the recently completed utility fiscal review has helped to inform the required balances for these reserve funds.

Serving a Growing City: Investing in the Municipality

As Spruce Grove's population has almost doubled in the past 15 years, it is imperative that investment in the municipality continues so Administration can properly respond to this growth. In addition, program and service delivery is continuing to evolve given the increasing complexity to service delivery and it is prudent to have the right expertise in place to support the needs and opportunities of a growing city. The City also took a cautious approach to budget during the COVID-19 pandemic which resulted in a deferral of investment in program and service delivery. Although investment was made as part of Budget 2022 into foundational systems and processes, Budget 2023 reflects the additional investment required to catch up to population growth, and to add specific expertise to address the increasing complexity of service delivery, while continuing the planned investment that was put on hold during the pandemic.

The 2023-2025 Corporate Plan includes the addition of nine full time, permanent staff plus the conversion of two temporary salaried positions to permanent. There is also a 0.5 permanent staff investment under the Utility budget. The roles are highlighted in the following table and include the drivers that trigger the need for the role and the expected impact:

Business Case	Drivers
<u>Legislative Advisor</u> (convert temp salary)	2022-25 Strategic Plan Service Level Needs
<u>Receptionist Reestablished</u> (convert temp salary)	Customer Service Service Level Needs
<u>Business Systems Analyst</u>	2022-25 Strategic Plan Council Accountability Customer Service
<u>Planning Technician</u>	Customer Service Service Level Needs Development Growth
<u>Subdivision and Development Technician</u>	Customer Service Service Level Needs Development Growth
<u>Controller (Fiscal Framework)</u>	2022-25 Strategic Plan Council Accountability
<u>Director of Policy</u>	2022-25 Strategic Plan Municipal Role Expansion
<u>Junior Engineer</u>	Capital Plan 2023-32 Customer Service Service Level Needs
<u>Executive Assistant</u>	Customer Service Service Level Needs Development Growth

Business Case	Drivers
<u>Roads and Drainage Staffing</u>	Customer Service Service Level Needs Development Growth
<u>Seasonal Parks and Open Spaces Work Crew Expansion</u>	Service Level Needs Customer Service Development Growth
<u>Eco Centre Maintenance Worker (0.5 FTE – Utility Funded)</u>	Customer Service Service Level Needs

With the approval of the above positions, the City's FTE complement is:

2019 Full-Time, Permanent FTE	2020 Full-Time, Permanent FTE	2021 Full-Time, Permanent FTE	2022 Full-Time, Permanent FTE	2023 Full-Time, Permanent FTE
280.4	280.4	280.4	290.0	301.5

Optimizing the Current Operating Budget

Administration made changes to its operations to optimize the current operating budget. This was done to ensure efficient use of existing resources to not only maintain and enhance service levels, but to also work towards achieving Council's vision in the 2022-2025 Strategic Plan. An example of these changes is the reorganization of the Recreation and Culture departments into one entity. While the two separate departments delivered many great programs and services in the community, the new department is poised to collaboratively enhance and respond to the community's current and emerging recreation and culture needs.

Administration was able to pivot mid-year to address priorities of Council as they arose due to fiscal management and review of monthly and quarterly results. This was evident as budget was repurposed to bring in specialized expertise for the Community Standards Bylaw and to fund the recommendations on the City's short-term initiatives to support unsheltered residents. Although a short-term solution was found using existing budget, a longer-term solution is required to ensure Council is supported and services are maintained.

Serving a Growing City: Providing Utility Services

Utility Charges

The cost of both operating and capital replacement of water, sanitary sewer, stormwater and solid waste systems is recovered through utility charges to the users. Utility costs are not currently subsidized by grants or property taxes. Separate rates are charged to customers for water, sanitary sewer, stormwater and solid waste services. Utility revenue increases with the rise in rates, with growth in the number of customers, and with increased consumption.

Utility Fiscal Review

In the summer of 2022, the City engaged an external consultant to complete a review of the City's utility rates for water, sanitary sewer, stormwater and solid waste services. The work



involved the creation of utility rate models for water and sanitary sewer, in addition to splitting the rate between the two services (previously the City had a combined water and sanitary sewer rate). It also included an update to the stormwater rate model implemented late in 2020. The review resulted in recommended utility rates that would ensure full cost recovery of current operations and funding for future infrastructure investment and replacement. A solid waste utility rate model will be created in 2023 after the new solid waste contract is signed. An annual review will be conducted going forward to ensure efficacy in the utility rates being charged to ratepayers.

While 10 years of recommended rates were provided, Council was asked to approve through the corporate planning process only the first year (2023) rates. Council will have the opportunity to approve future rate changes on an annual basis. The following information outlines the recommendations resulting from the review which are reflected in Budget 2023.

Separation of Water and Sanitary Sewer Rates

The City currently has a combined water and sanitary sewer rate, which is set at \$6.331 per m³ for 2022. To increase transparency and accountability of the separate utilities and align with leading practices, the utility fiscal review has resulted in separate proposed rates for water and sanitary sewer servicing for 2023 forward.

Reserves

As part of the utility fiscal review, the City's utility reserve was broken out into four separate reserves to support the four utility services being offered by the City: water, sanitary sewer, stormwater and solid waste. The proposed utility rates are set to ensure each utility is self-sustaining into the future. This fiscal stewardship approach results in the establishment of positive reserve balances to fund the future replacement of assets outside the 10-year timeframe covered by the utility rate models.

Long-term debt

In years when the respective utility reserves are not sufficient to fund the rehabilitation and/or replacement of assets, debt will be required to fund these capital expenditures. Future utility rates will generate funds to repay the principal and interest on this debt. New debt has been included in the Long-Term Capital Plan section of the Corporate Plan and the impact of this new debt on the City's debt limit has been calculated.

Solid Waste Utility – Status Quo

Council approved the September 26, 2022, motion *THAT Administration be directed to procure contracted services for curbside solid waste services to March 31, 2026, and that existing service levels be maintained except for the elimination of extra organics collection.* The solid waste utility rates are currently \$25.25 for the 120L cart and \$28.50 for the 240L cart. The solid waste collection contract will be retendered in spring 2023 and will reflect the service levels that Council directed through the above motion. As the impacts of that tender will not be known until later spring 2023, current solid waste utility rates will be maintained until the next utility rate update in 2023.

Proposed Rates

Given the results of the utility rate model review, and to build a stronger foundation of fiscal sustainability for the City's utilities, the following rates are proposed:

Utility Services	2022 Rate	Proposed 2023 Rate	Proposed Rate Changes
Water	\$4.31 per m ³ <i>(restated to separate water and sanitary sewer rates)</i>	\$4.60 per m ³	\$0.29 per m ³
Sanitary sewer	\$2.02 per m ³ <i>(restated to separate water and sanitary sewer rates)</i>	\$2.02 per m ³	NIL
Stormwater			
Small customer (< 1" water service)	\$11.50	\$14.55	\$3.05
Large customer (>= 1" water service)	\$46.00	\$58.20	\$12.20
Solid waste			
120L cart	\$25.25	\$25.25	NIL
240L cart	\$28.50	\$28.50	NIL

Overall Corporate Plan Impact to Ratepayers

The following chart breaks out the monthly impact of the tax rate, user fee, and franchise fee changes on Municipal and Utility ratepayers.

Residential Rate Changes	Monthly Impact	
Residential taxes – 2.9%	\$5.95	General tax increase, based on a single family detached home with an assessed value of \$373,400.
Residential taxes – 1.0%	\$2.05	Continuation of a dedicated tax increase to fund the repair, maintenance and replacement of existing infrastructure, vehicles and equipment*
Residential taxes – 1.0%	\$2.05	Dedicated tax increase to fund capital and operating costs of the Civic Centre to smooth the impact of this investment on operations*
Water	\$4.06	6.7% rate increase based on monthly consumption of 14 cubic metres of water.
Sanitary sewer	NIL	No planned increase.
Solid waste	NIL	No planned increase.
Stormwater utility	\$3.05	Planned increase to \$14.55 for small customers. A small customer is defined as a customer with a water meter under 1 inch.
Electric franchise fees	NIL	No planned increase.
Natural gas franchise fees	\$2.74	Planned 5.0% increase in fees to reach the maximum rate of 35% under the agreement.
Total Monthly Impact	\$19.90	

* Average assessment value of a single family detached home in Spruce Grove.

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.

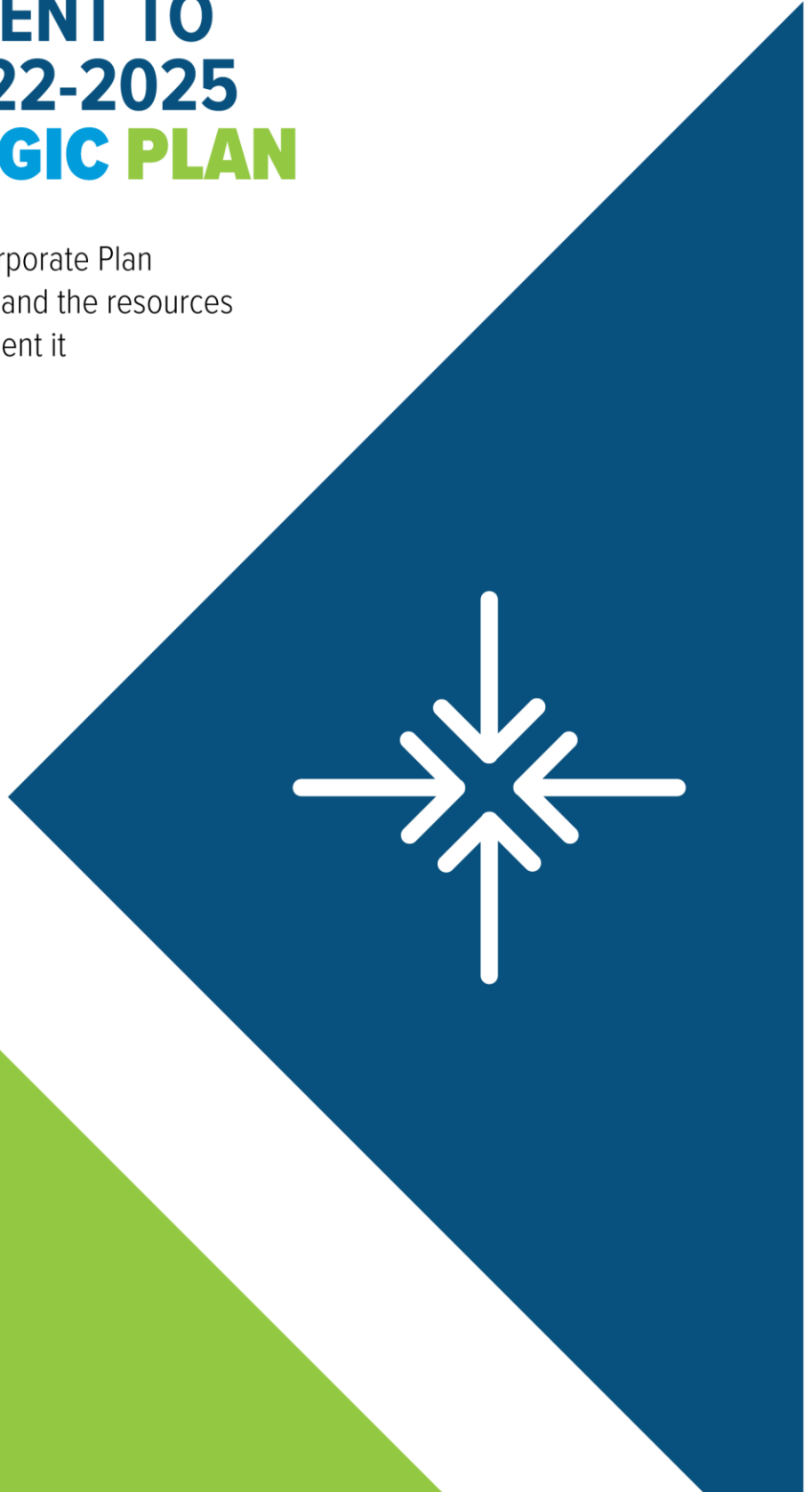
Non-residential Rate Changes	Monthly Impact	
Non-residential taxes – 2.9%	\$23.75	General tax increase, based on an assessment value of \$1,000,000.**
Non-residential taxes – 1.0%	\$8.20	Continuation of a dedicated tax rate increase to fund the repair, maintenance and replacement of existing infrastructure, vehicles and equipment.**
Non-residential taxes – 1.0%	\$8.20	Dedicated tax increase to fund capital and operating costs of the Civic Centre to smooth the impact of this investment on operations.**
Non-residential taxes – tax rate split shift	\$32.55	Based on a property tax split shift of 0.058 for the next 5 years.
Stormwater utility	\$12.20	Planned increase to \$58.20 for large customers. A large customer is defined as a customer with a water meter that is 1 inch or larger.
Total Monthly Impact	\$84.90	

***There is such a wide spectrum of non-residential property values that an average assessment value would not accurately represent a typical non-residential assessment value.*



ALIGNMENT TO THE 2022-2025 STRATEGIC PLAN

Connecting the Corporate Plan
to the four themes and the resources
required to implement it



Alignment to the 2022-2025 Strategic Plan

City Council recently approved their [2022-2025 Strategic Plan](#), which serves as the roadmap Council is choosing to take for the current term (2021-2025). It guides Administration in their work and sets the priorities and goals Council wishes to accomplish over the course of their term. Some goals will extend beyond this term and will also contribute to the success of future City Councils.

The Strategic Plan was designed to be a living document and will be reviewed annually to ensure it continues to capture the priorities of Council during this timeframe. The Strategic Plan is organized into four main themes:

- Community Connections
- Environmental Sustainability
- Economic Prosperity
- Governance in Action

Within each of these themes are a series of goals, objectives and actions which can all be found in the full version of the Plan. Some of them are more immediate and short term, while others are longer term and will contribute to the outcomes of future Councils. Each goal, objective and action that requires further investment have been considered and assessed through the City's annual corporate planning process and outlined as part of this Corporate Plan.

To effectively deliver on Council's vision as described within the Strategic Plan, additional resources are required. The following summarizes, by Strategic Plan theme, the work departments are planning for within existing operational budgets as well as additional resources required through business cases and capital profiles. Note that the resources laid out in the following tables are the initial analysis to support the implementation of the Plan and further resources may be identified as Administration continues to implement Council's Strategic Plan.





Community Connections

Community Connection and Belonging

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Incorporating principles of Diversity, Inclusion, Equity and Belonging (DIEB) in Council processes and policies. • Creating a community grant program that is expected to be implemented in 2023. • Engaging with youth through additional programming and opportunities focused on local government through the Youth Advisory Committee. • Creating a Community Development Framework and Social Sustainability Plan. • Supporting efforts to address homelessness by committing to five-year funding for the Winter Emergency Response program, creation of a Community HUB including staffing supports, ongoing advocacy about poverty reduction, and workshops for residents on financial programs. 	<p>The following business cases for 2023 outline the additional resources required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • Supports for Unsheltered Residents • Social Programming (Youth) • Director of Policy • Public Budget Submissions <ul style="list-style-type: none"> ○ Winter Emergency Response ○ Skydancer Indigenous Cultural Society ○ TriCALA ○ City Centre Business Association <p>Future business cases in 2024 and 2025 focus on conducting a community needs assessment and implementing recommendations.</p>

Community Connection through Recreation and Play

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Proceeding with design and construction of the Civic Centre after Council approved the project in June 2022. • Participating in review process for updates and revisions to the Joint Use Agreement. 	<p>As the budget has already been approved for the Civic Centre, no additional resources are required for this subtheme.</p>



Community Connection through Culture Experiences

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Implementing a formal mural program in 2023. • Planning for City-led community events such as Canada Day, the Block Party Program, and Summer in the City. • Supporting local organizations as they plan for community led events such as Ribfest, City Centre markets, and the Agra Fair. 	<p>No additional resources are required in 2023, but future business cases outline the request for resources to streamline the process for community groups to receive support from the City as an event is planned.</p>

Community Connection through Nature and Urban Planning

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Creation of a Community Standards Bylaw which is expected to be brought forward to Council in 2023. • Developing orchards within public parks to provide residents an opportunity to connect with their community through nature. • Continuing the Municipal Development Plan update project which will engage residents on the future of the City. Note that other projects are proposed to run parallel to the MDP update to ensure work is aligned with the vision and direction of the MDP. 	<p>The following business cases for 2023 outline the additional resources required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • Brand Strategy • Transportation Master Plan • Director of Policy





Environmental Sustainability

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council's Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Building the implementation plan for the Climate Change Action Plan that was presented to Council in early 2022. • Building physical infrastructure for electric vehicle charging stations throughout the city. An electric vehicle strategy is also in development that outlines the City's approach to electric vehicles, including the City's fleet. • Moving forward with waste management recommendations based on Council's direction at the September 26, 2022 Council meeting. • Investigating the effects of recently passed provincial legislation on Extended Producer Responsibilities and its impact on recycling options for residents. • Adjusting transit service levels to provide alternative transportation options to residents. 	<p>The following business cases for 2023 outline the additional resources required to achieve the actions in Council's Strategic Plan:</p> <ul style="list-style-type: none"> • Climate Change Action Plan Implementation • Clean Energy Improvement Program Pilot • East Pioneer Natural Areas Management Plan (within the Planning Priority Projects business case) <p>Future business cases in 2024 and 2025 focus on investments in additional staffing that would provide expertise in environment and climate as well as environmental compliance.</p>





Economic Prosperity

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Continuing work on the City Centre Area Redevelopment Plan. • Providing ongoing support to the City Centre Business Association (CCBA) as construction in the City Centre continues. An example of this is jointly sponsoring with the CCBA an Open for Business Campaign in the City Centre. • Supporting local businesses through various programs such as the Digital Economy Program and Digital Adoption Program. • Implementing a sustainable procurement and delegation of signing authority policy that aims to increase awareness and accessibility to City procurement activities. • Completing the city-wide fibre-optic build out which supports local businesses by connecting them to high-speed Internet. • Developing city-owned South Century Industrial Park that brings in non-residential tax revenue, resulting in less reliance on residential property taxes. • Updating the Economic Development Strategy and Action Plan (2023-2027) in collaboration with the Economic Development Advisory Committee. 	<p>The following business cases for 2023 outline the additional resources required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • City Centre Storefront Improvement Program • Feasibility Study for Business Incubator and Accelerator <p>Future business cases in 2024 and 2025 focus on investments in business retention and expansion.</p>





Governance in Action

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Implementing an Inclusive Writing Reference which is intended to be used in all bylaw and policy drafting. • Creating a Customer Experience Strategy and Action Plan which is expected to be implemented in 2023. • Developing the Fiscal Stewardship Framework to maximize efficiency in the use and stewardship of taxpayers’ dollar and implement best practices and controls for effective management and transparent reporting. • Fostering relationships within the Tri-Municipal Region and the Edmonton Metro Region to advocate for regional priorities and find operational and strategic efficiencies. 	<p>The following business cases for 2023 outline the additional resources required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • Legislative Advisor • Controller • Director of Policy





BUDGET 2023

Detailed municipal, utility,
and developer operating
and capital budgets.



Budget 2023

As a municipal government, the City of Spruce Grove is responsible for the infrastructure, programs and services that most directly impact the day-to-day lives of City residents. Budget 2023 outlines the resources required to deliver these services as well as Council's vision for the City of Spruce Grove, as outlined within the [2022-2025 Strategic Plan](#). Budget 2023 also presents specific business cases requiring either ongoing funding from the tax base, or one time funding from reserve. Capital profiles identifying costs related directly to capital projects and programs are also presented. The financial requirements of these business cases and capital profiles include revenues and expenses including expenditures on tangible capital assets used for service delivery and investment in new capital.

The main objective of this budget is to clearly explain and highlight financial information underlying the corporate plan, and to ensure Council has a transparent lens to which review and approve Budget 2023. The information is intended to enhance the residents' understanding of the City's financial position and results of operations – enabling the City to demonstrate accountability for the resources entrusted to it.

Budget 2023 and future forecasts are meant to provide information with a long-term view. Ten years of future capital financial information have been presented, but readers are cautioned that long-term forecasts may change significantly. In addition, as per the *Municipal Government Act*, Council is required to formally approve by motion the first year of operating revenues and expenses and capital revenues and expenditures presented in the budget. Future years of the plan are provided for information and context.

A fiscally sustainable budget has the following characteristics:

- The municipal operating budget is balanced without dependency on reserves for ongoing funding.
- The municipal operating budget includes transfers to reserves that adequately fund lifecycle costs.
- The capital budget is balanced, and lifecycle costs are funded from reserves.
- The municipal budget does not subsidize the utility or developer budgets.
- The utility operating budget is self-funded through utility rate payers.

Budget 2023 has the following realities:

- The 2023-2025 municipal operating budget is balanced without dependency on reserves for ongoing funding. The City utilizes reserves for one-time costs to minimize the impact on the municipal tax base.
- The municipal operating budget includes transfers to lifecycle reserves by way of a dedicated revenue stream approved by Council in all three years.
- The municipal capital budget is balanced through the use of grants for some lifecycle costs due to the need to build reserve funding.
- The City is proposing utility rates that will result in the utility budget being self-funded.
- The City paid for some developer projects on behalf of developers and financed this development with debt to advance construction. Amounts owing to the City will be repaid with proceeds from future developer levies.

The 2023 operating budget is presented by entity: Municipal, Utility and Developer, as is the 10-Year Capital Plan.

Fund Balances

The City uses Fund Accounting as the basis for budgeting, reclassifying, and reporting on all financial transactions. The Fund Accounting principle is self-balancing revenues and expenses for each accounting entity as defined by legal, contractual, or voluntary agreements.

The City has three Fund balances, Operating Fund, Capital Fund and Reserves Fund and for each Fund the accounting entity, Municipal, Utility and Developer is tracked separately to ensure each of the entities self-balance and there is a balanced budget presented for each entity.

- **Municipal:** Revenues must be equal to or greater than expenses each year and typically any shortfall is managed through an increase in property taxes. Any surplus would be transferred to reserves.
- **Utility:** Revenues must be equal to or greater than expenses each year. Rates are set to recover operating expenses and capital expenditures, with any excess being transferred to reserves to fund future planned operating expenses and capital expenditures.
- **Developer:** New growth development projects are funded through developer levies and debt and the costs of borrowing are recovered through future offsite levies.

Municipal services by function includes General Government, Protective Services, Transportation and Roadway Services, Community Services and Development Services. Utility services includes Water, Sanitary Sewer, Stormwater and Solid Waste. Development services are tracked in the Developer fund and include Transportation, Water and Sanitary Sewer.

The City uses the modified accrual method as the basis for accounting for each Fund, which is consistent with the consolidated annual financial statements. Per the modified accrual method, revenues are budgeted in the period that they are expected to be earned and are measurable. Funds from external parties and earnings restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified. Expenses are budgeted when they are measurable and expected to be incurred, because of receipt of goods or services and/or the creation of a legal obligation to pay. The acquisition of capital assets and the repayment of debt are considered expenditures in Fund Accounting for municipalities and have been reflected in the Operating and Capital Funds.

2023 Combined Fund Balances (Municipal, Utility, Developer)

	Municipal			Utility			Developer			Total		
	Operating (\$000)	Capital (\$000)	Combined (\$000)	Operating (\$000)	Capital (\$000)	Combined (\$000)	Operating (\$000)	Capital (\$000)	Combined (\$000)	Operating (\$000)	Capital (\$000)	Combined (\$000)
Revenues												
Property Taxes	48,989	-	48,989	-	-	-	-	-	-	48,989	-	48,989
Sales & User Fees	2,508	-	2,508	25,348	-	25,348	-	-	-	27,856	-	27,856
Franchise Fees	8,045	-	8,045	-	-	-	-	-	-	8,045	-	8,045
Government Transfers	3,326	13,851	17,177	-	-	-	-	-	-	3,326	13,851	17,177
Utility Administration Fees	2,792	-	2,792	-	-	-	-	-	-	2,792	-	2,792
Fines	2,501	-	2,501	-	-	-	-	-	-	2,501	-	2,501
Sales to Other Governments	2,667	4,378	7,045	-	-	-	-	-	-	2,667	4,378	7,045
Rental	1,867	-	1,867	-	-	-	-	-	-	1,867	-	1,867
Licenses & Permits	1,845	-	1,845	52	-	52	-	-	-	1,897	-	1,897
Penalties	675	-	675	120	-	120	-	-	-	795	-	795
Investment Income	656	-	656	-	-	-	-	-	-	656	-	656
Other	558	751	1,309	2	-	2	-	-	-	560	751	1,311
Debt Proceeds	-	24,920	24,920	-	4,068	4,068	-	2,400	2,400	-	31,388	31,388
Developer Contributions & Levies	-	-	-	-	-	-	1,961	-	1,961	1,961	-	1,961
	76,429	43,900	120,329	25,522	4,068	29,590	1,961	2,400	4,361	103,912	50,368	154,280
Expenses												
Salaries, Wages & Benefits	38,532	-	38,532	2,316	-	2,316	-	-	-	40,848	-	40,848
Contracted & General Services	16,699	-	16,699	4,991	-	4,991	-	-	-	21,690	-	21,690
Purchases from Other Governments	10,122	-	10,122	10,199	-	10,199	-	-	-	20,321	-	20,321
Utility Administration Fees	-	-	-	2,792	-	2,792	-	-	-	2,792	-	2,792
Materials, Goods, Supplies	5,476	-	5,476	539	-	539	-	-	-	6,015	-	6,015
Principal Repayment on Long Term Debt	1,782	-	1,782	259	-	259	963	-	963	3,004	-	3,004
Transfers to Government, Agencies and Other Organizations	2,592	-	2,592	-	-	-	-	-	-	2,592	-	2,592
Interest on Long Term Debt	606	-	606	205	-	205	784	-	784	1,595	-	1,595
Other	360	-	360	14	-	14	-	-	-	374	-	374
Bank Charges	205	-	205	-	-	-	-	-	-	205	-	205
Capital Expenditures	-	52,983	52,983	-	9,931	9,931	-	2,700	2,700	-	65,614	65,614
	76,374	52,983	129,357	21,315	9,931	31,246	1,747	2,700	4,447	99,436	65,614	165,050
Other Financing Sources (Uses)												
Transfers To Lifecycle Reserves	2,274	-	2,274	-	-	-	-	-	-	2,274	-	2,274
Transfers To Reserves	942	-	942	4,207	-	4,207	214	-	214	5,363	-	5,363
Transfer From Reserves	3,161	9,083	12,244	-	5,863	5,863	-	300	300	3,161	15,246	18,407
	(55)	9,083	9,028	(4,207)	5,863	1,656	(214)	300	86	(4,476)	15,246	10,770
Net Change in Fund Balance	-	(9,083)	(9,028)	-	(5,863)	(1,656)	(214)	(300)	(86)	-	(15,246)	(10,770)
FUND BALANCES - Beginning of Year	-	-	33,665	-	-	6,903	-	-	(14,992)	-	-	25,576
FUND BALANCES - End of Year	-	-	24,637	-	-	5,247	-	-	(15,078)	-	-	14,806

Combined Operating (Municipal, Utility, Developer)

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Property Taxes	42,236	45,136	48,989	53,202	58,342
Sales and User Fees	25,615	26,840	27,907	29,746	31,917
Franchise Fees	6,532	6,770	8,045	8,265	8,490
Government Transfers - Operating	3,488	3,356	3,326	3,254	3,275
Utility Administration Fee Revenue	2,556	2,646	2,792	2,940	2,947
Sales to Other Government	2,828	2,667	2,667	2,667	2,667
Fines	2,427	2,493	2,501	2,501	2,501
Licenses and Permits	2,187	1,650	1,845	1,902	1,902
Developer Contributions & Levies	-	-	1,961	1,888	2,396
Rentals	1,280	1,759	1,867	1,869	1,907
Penalties	1,051	664	795	806	817
Investment Income	672	321	656	360	347
Other	743	582	560	545	604
Transfer from Reserve	1,282	2,830	3,163	2,840	2,904
Total Revenues	92,897	97,714	107,074	112,785	121,016
Expenses					
Salaries, Wages & Benefits	33,672	37,954	40,848	42,690	44,807
Contracted & General Services	18,841	19,640	21,690	21,543	20,976
Purchases from Other Governments	18,076	19,285	20,321	21,250	22,341
Materials, Goods & Supplies	4,803	5,585	6,015	5,956	6,279
Principal Repayment on Long Term Debt	3,118	2,924	3,004	3,102	4,316
Utility Administration Fee Expense	2,556	2,646	2,792	2,940	2,947
Transfers to Government Agencies & Other Organizations	2,185	2,146	2,592	2,759	3,300
Interest on Long Term Debt	1,144	991	1,595	3,013	4,221
Other	209	380	374	374	374
Bank Charges	147	133	205	205	205
Transfer to Reserve	8,146	6,030	7,638	8,953	11,250
Total Expenses	92,897	97,714	107,074	112,785	121,016
Annual Surplus (Deficit)	-	-	-	-	-



Combined Capital (Municipal, Utility, Developer)

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Government Transfers - Capital	14,537	25,769	13,851	11,286	12,278
Debenture Proceeds	-	2,400	31,388	28,019	10,469
Cost Share Revenue	-	-	4,378	-	-
Developer Contributions & Levies	-	388	-	-	175
Other	161	-	751	173	455
Transfer From Reserves	4,654	8,668	15,246	11,743	11,167
Total Revenues	19,352	37,225	65,614	51,221	34,544
Expenditures					
Civic Infrastructure	371	1,849	1,297	1,752	5,575
Community Facilities	616	16,525	34,547	23,480	2,009
Parks and Open Spaces	2,119	1,874	4,064	3,125	2,162
Public Safety	869	1,086	330	581	540
Public Transit	211	3,091	1,796	858	874
Public Works	136	207	-	2,141	675
Transportation and Roadways	7,669	7,980	12,449	8,179	10,316
Water	5,881	2,679	9,905	7,763	4,220
Sanitary Sewer	25	684	138	1,690	7,233
Solid Waste	120	-	-	57	45
Stormwater	1,335	1,250	1,088	1,595	894
Total Expenditures	19,352	37,225	65,614	51,221	34,544

Delivering Services to the Community: Municipal Operating Budget

Taxes are one of the funding sources used for program and service delivery for roads, public transit, public safety, parks and open spaces, community programming and amenities, and much more. As a growing city, Administration is dedicated to maintaining and enhancing the amenities and offerings provided to the community in a fiscally responsible way.

Municipal Tax Revenue Requirement

The following table provides a high-level overview of Municipal Operating Budget 2023 to demonstrate the tax revenue requirement.

	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues			
Sales & User Fees	2,508	2,556	2,598
Franchise Fees	7,522	8,264	8,491
Government Transfers - Operating	3,326	3,254	3,275
Fines	2,501	2,501	2,501
Sales to Other Governments	2,667	2,667	2,667
Utility Administration Fees	2,792	2,940	2,947
Rental	1,867	1,869	1,907
Licenses & Permits	1,845	1,902	1,902
Other	557	543	602
Penalties	675	686	697
Investment Income	656	360	347
Transfer From Municipal Reserves	2,314	1,741	1,618
Transfer From Municipal Reserves- One-Time Business Cases	848	531	233
	30,078	29,814	29,785
Expenses			
Salaries, Wages & Benefits	37,322	39,637	41,457
Contracted & General Services	15,924	15,839	16,488
Purchases from Other Governments	10,122	10,645	10,994
Materials, Goods, Supplies	5,420	5,407	5,725
Transfers to Government, Agencies and Other Organizations	2,360	2,674	3,300
Principal Repayment on Long Term Debt	1,782	1,672	2,266
Interest on Long Term Debt	606	1,203	1,717
Other	360	360	360
Bank Charges	205	205	205
Transfer To Reserves	2,755	3,708	4,313
	76,856	81,350	86,826
Base Municipal Requirement	46,778	51,536	57,041
Proposed Business Cases			
On-Going Business Cases	1,362	1,135	1,068
One-Time Business Cases	848	531	233
	2,210	1,666	1,301
Municipal Requirement	48,989	53,202	58,342
Municipal Tax			
Base and Assessment Growth Municipal Tax	46,310	50,322	55,171
Proposed Tax Increases:			
Dedicated 1% and Split Rate for Lifecycle	881	956	1,086
Proposed 1% Civic Centre	461	493	535
General Proposed Tax Increase (2.9% each year)	1,337	1,431	1,551
Proposed Municipal Tax Levy	48,989	53,202	58,342
Net	-	-	-



Municipal Operating Budget

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Property Taxes	42,236	45,136	48,989	53,202	58,342
Franchise Fees	6,532	6,770	8,045	8,265	8,490
Government Transfers - Operating	3,488	3,356	3,326	3,254	3,275
Utility Administration Fee Revenue	2,556	2,646	2,792	2,940	2,947
Sales to Other Government	2,828	2,667	2,667	2,667	2,667
Sales and User Fees	2,401	2,397	2,508	2,556	2,598
Fines	2,427	2,491	2,501	2,501	2,501
Rentals	1,280	1,759	1,867	1,869	1,907
Licenses and Permits	2,187	1,650	1,845	1,902	1,902
Penalties	925	664	675	686	697
Investment Income	672	321	656	360	347
Other	743	582	558	543	602
Transfer from Reserve	-	1,636	3,161	2,270	1,851
Total Revenues	68,275	72,075	79,590	83,015	88,126
Expenses					
Salaries, Wages & Benefits	31,483	35,722	38,532	40,250	42,282
Contracted & General Services	15,139	15,422	16,699	16,419	16,761
Purchases from Other Governments	7,594	8,864	10,122	10,645	11,197
Materials, Goods & Supplies	4,418	5,107	5,476	5,407	5,725
Transfers to Government Agencies & Other Organizations	2,185	2,146	2,592	2,759	3,300
Principal Repayment on Long Term Debt	1,979	1,780	1,782	1,672	2,266
Interest on Long Term Debt	731	666	606	1,203	1,717
Other	197	361	360	360	360
Bank Charges	147	133	205	205	205
Transfer to Reserve	4,402	1,874	3,216	4,095	4,313
Total Expenses	68,275	72,075	79,590	83,015	88,126



Explanation of Significant Changes:

Revenues

Property Taxes: Increases are related to the estimated assessment growth and proposed property tax increases per year.

Franchise fees: Increases relate to the proposed increase of Franchise Fees received from Natural Gas suppliers.

Licenses and Permits: Increase relates to proposed user fee increases and anticipated volume increase.

Investment Income: The City is holding funds in investments to be used for large capital outlays in 2024.

Expenses

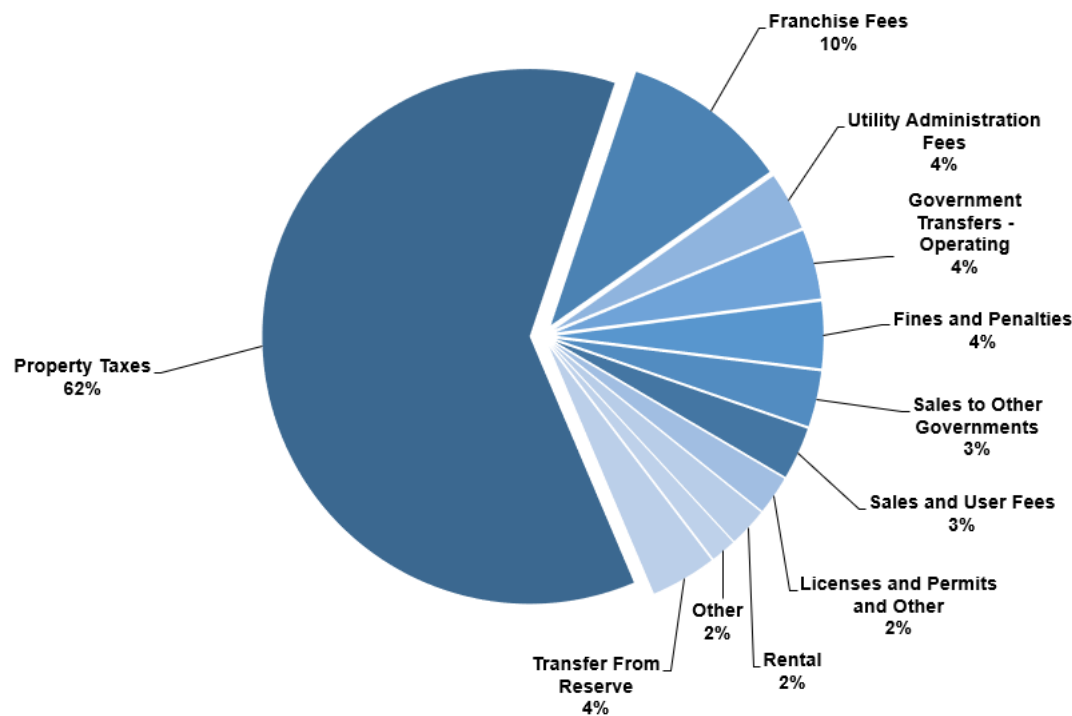
Salaries, Wages and Benefits: Proposed increase is for additional requested positions and nominal wage increases based on union agreements and performance metrics.

Purchases from Other Governments: Due to rise in contract pricing.

Transfers to Government Agencies & Other Organizations: Increase due to providing more support to the community and in 2025 increased funding for library with the opening of the Principal Repayment and Interest on Long Term Debt: Increase due to taking on additional debt for Civic Centre Capital Project.

Municipal Operating Revenues

The City receives revenue from several sources, however most revenue is generated from property taxes, sales and user fees and licences and permits. Economic activity is a significant driver of these sources of City revenue, as it affects the number of taxable properties, influences construction activity and impacts the demand for City services. Growth for 2023 is projected to be 2.6 per cent, 2.4 per cent in 2024 and 3.1 per cent in 2025.



Property Taxes

Property tax revenue is collected from residential and non-residential properties. Revenue is estimated based on property assessment values and includes projected economic growth. Growth projections are calculated in consultation with Economic Development, Planning & Infrastructure, Finance, and the City's external assessor.

Sales and User Fees

Fees for service are charged to customers based on usage. User fees are established through the Fees and Charges Bylaw, and usage is estimated based on historical volume, recent trends, and planned increases in volume. Examples include programming such as summer camps, tax certificates and transit revenue.

Franchise Fees

The City charges natural gas and electricity suppliers for the exclusive right to provide utility services within Spruce Grove and the right to access City lands to construct, maintain, and operate their assets. The natural gas and electricity suppliers then charge back this expense to customers on their monthly utility bills.

Government Transfers - Operating

This funding includes grants from other levels of government and cost share agreements with other municipalities. Funding received in this category must be spent as specified in the grant and/or cost share agreement.

Fines and Penalties

Revenue is received from fines issued by the RCMP and bylaw section under the Traffic Code, including photo enforcement, and penalties for late payment of property taxes.

Sales to Other Governments

The City has a contract with Alberta Health Services for the provision of ambulance services.

Utility Administration Fee

A utility administration fee is recognized as revenue in the municipal entity as a reimbursement of administrative salaries, wages and benefits of employees funded from municipal operations for the provision of services to utility operations. The fee is calculated at 15 per cent of total utility expenses and will be reviewed in 2023 as part of the work to be performed on the Fiscal Framework.

Licences and Permits

The fees for licences and permits are charged to customers based on usage. These fees are established through the Business License Bylaw and the Development Fees and Fines Bylaw, and usage is estimated based on historical volume, recent trends, and planned increases in volume. Examples include business licenses, Planning and Development permits and fire permits.

Rentals and Other

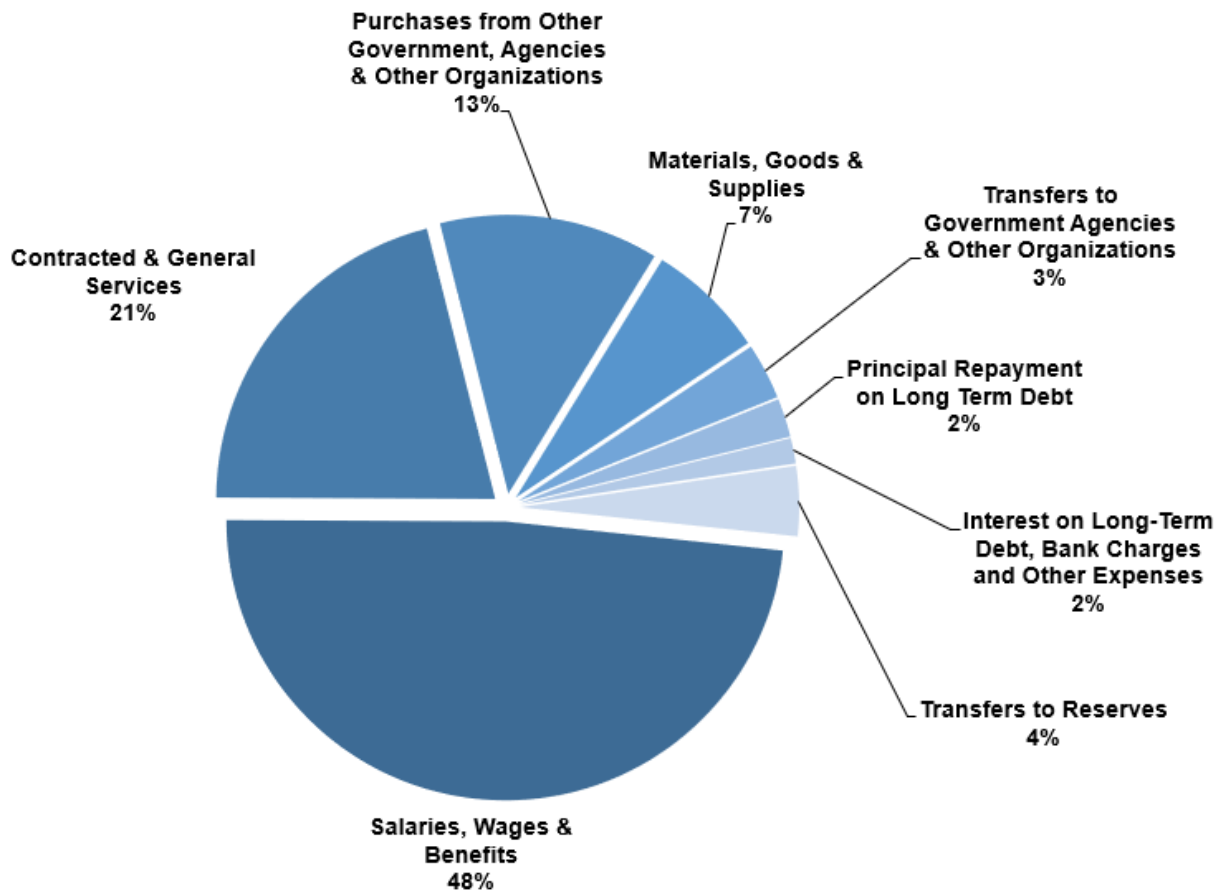
This includes facility and room rentals, interest income earned on investments, and other sponsorships and donations.

Transfer from Reserve

Reserve transfers represent reallocations of surplus to fund one-time expenses so that property taxes are not increased on an annual basis to fund one-time expenditures.

Municipal Operating Expenses

The City provides infrastructure, programs and services to its residents. The City is feeling the effects of inflation on contracted services, materials, goods and supplies and to combat these effects Administration is focused on optimizing existing resources while continuing to maintain and enhance existing services.

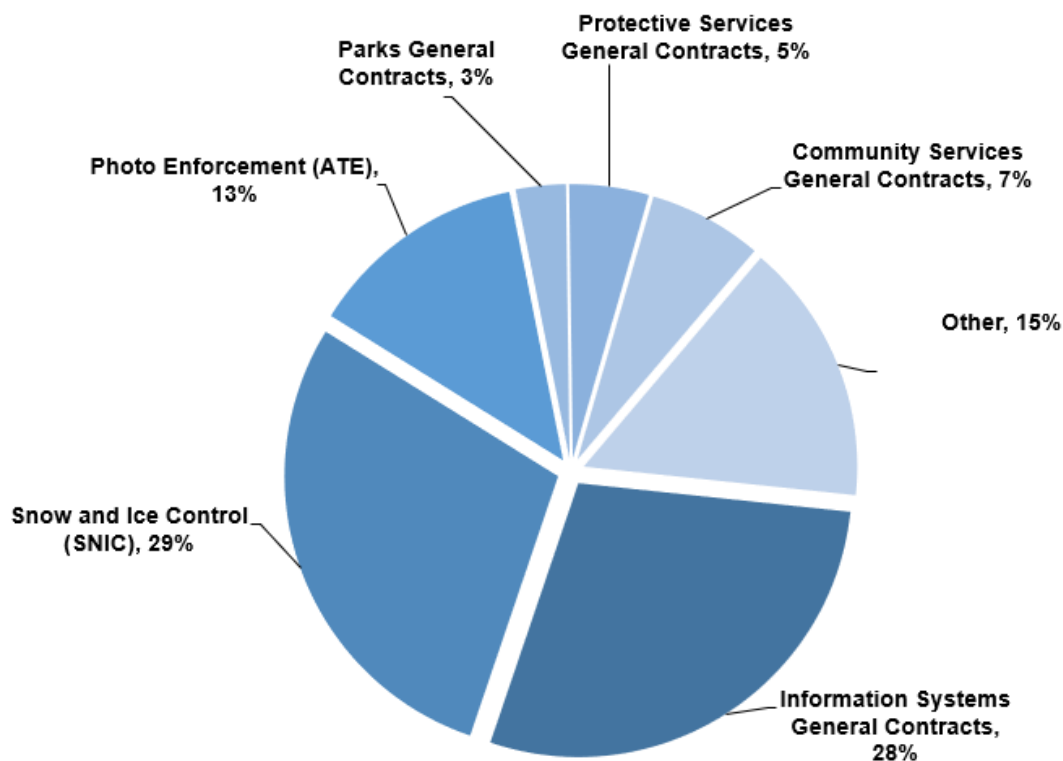


Salaries, Wages and Benefits

This is comprised of salaries and wages for permanent full-time equivalent (FTE), temporary and seasonal staff, merit increases, pension, employment insurance, health care costs and other benefit costs.

Contracted and General Services

The City uses contractors to help deliver services and provide specialized expertise.



Purchases from Other Governments

The City purchases goods and services from other governments, agencies and organizations. The City has the following contracts with other governments:

- Police Services (RCMP): There is a contract with the National Police Federation for RCMP members.
- Edmonton Transit Service (ETS): The City has a contract with ETS for commuter service and is currently a member of the Regional Transit Commission.

Materials, Goods and Supplies

This category of expenses includes electricity, oil and gas, road and park maintenance supplies, other program supplies, uniforms and personal and protective equipment (PP&E).

Community Funding: Transfers to Government, Agencies and Other Organizations

This funding to the community includes funding to controlled corporations and non-profit community groups to support program and service delivery.

- Controlled corporations: The Spruce Grove Public Library and the TransAlta Tri-Leisure Centre (TLC) are both controlled corporations of the City and are provided funding to support their operations. The TLC is in partnership with other municipalities.
- Non-profit and other community groups: The City provides annual funding to a small number of community groups to support their program and services delivery to the community. There has also been an opportunity for community groups to apply for funding through the annual public budget submission process; however, this will be transitioning to a community grant program.

	2021 Actual (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Council:					
Mayor's Awards- Annual High School	1	1	1	1	1
Annual Funding:					
Domestic Violence	33	30	30	30	30
FCSS Organizations	18	30	30	30	30
Allied Arts Council	23	23	30	30	30
Spruce Grove & District Agricultural Society	25	25	25	25	25
Greater Parkland Information Centre (2021 provided to Visitor Information Centre)	20	-	15	15	15
Victim Services	11	11	11	11	11
Winter Emergency Response	-	-	28	28	28
Skydancer Indigenous Cultural Society	-	-	59	41	41
In-Year Grant Opportunities	-	25	52	73	81
Subsidies:					
Subsidies provided to various Organization	-	-	35	18	13
Spruce Grove & District Agricultural Society (Archives Business Case)	-	-	-	88	-
Public Budget Submissions:					
Spruce Grove City Centre Business Association	10	10	10	-	-
Spruce Grove & District Agricultural Society	-	15	-	-	-
Allied Arts Council	-	8	-	-	-
TriCALA	-	-	8	8	-
Support to Local Business:					
City Centre Store Front Improvement Program	-	-	75	75	75
Funding to Controlled Corporations:					
Library- Base Funding	984	980	1,068	1,137	1,736
Tri-Leisure Centre- Operating Funding	1,061	989	1,115	1,149	1,183
	2,185	2,146	2,592	2,759	3,300

Principal and Interest Repayment on Long Term Debt

Debt principal and interest repayments represent the cost of borrowing funds.

Bank Charges and Other

Included in this expense is bank and credit card fees and charges and Council contingency (\$75 thousand) and City Manager contingency (\$125 thousand) set aside to fund unexpected expenses.

Transfer to Reserve

This is the current year surplus that is transferred to reserves to be used for a specific purpose. The majority is used to fund asset lifecycle program costs.

Providing Utility Services

Utility Operating Budget

The City provides water, sanitary sewer, stormwater and solid waste services. Utility operating budgets are self-funded, which means all costs to provide these services, now and into the future are fully covered by the fees charged to users. As part of the journey to fiscal sustainability, an independent review was conducted in 2022 to segregate the operating and capital costs to provide each service to ensure rates for each of the four utility services are sufficient to cover the costs to provide the services. This was needed to bring sustainability, equity, transparency, and competitiveness to that area of the City's operations along with funding dedicated reserves for future cost requirements to operate and maintain the utility.

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Sales and User Fees	23,214	24,323	25,400	27,190	29,319
Penalties	127	120	120	120	120
Other	-	2	2	2	2
Total Revenues	23,341	24,445	25,522	27,312	29,441
Expenses					
Purchases from Other Governments	10,482	10,420	10,199	10,606	11,144
Contracted & General Services	3,700	4,218	4,991	5,125	4,215
Utility Administration Fee Expense	2,556	2,646	2,792	2,940	2,947
Salaries, Wages & Benefits	2,190	2,234	2,316	2,438	2,524
Materials, Goods & Supplies	385	479	539	549	554
Principal Repayment on Long Term Debt	177	181	259	392	534
Interest on Long Term Debt	96	92	205	391	573
Other	12	19	14	14	14
Transfer to Reserve	3,743	4,156	4,207	4,857	6,936
Total Expenses	23,341	24,445	25,522	27,312	29,441

Explanation of Significant Changes:

Revenues

Sales and User Fees: Increase due to proposed rate increases.

Expenses

Purchases from Other Governments: Due to rise in contract pricing.

Contracted and General Services: Increase in 2024 for fees to provide a condition report on the City's feeder watermain.

Principal Repayment and Interest on Long Term Debt: Increase due to taking on additional debt for Utility Capital Projects.



Utility Operating Revenues

Sales and User Fees

Includes user fees for the provision of water, sanitary sewer and solid waste services that are charged to customers based on usage, which is estimated based on historical volume, recent trends and adjusted for planned increases in volume. Also included are stormwater user fees that are charged to customers based on the size of their water meter. All utility fees were reviewed through the utility fiscal review completed in 2022 and are established annually through the Fees and Charges Bylaw.

Penalties and Other

Revenue received from penalties for late payment of utility bills and fees charged for non-sufficient funds. Fines and penalties are established annually through the Fees and Charges Bylaw.

Licences and Permits

Permits and inspections of water meters. These fees are established through the Development Fees and Fines Bylaw.

Utility Operating Expenses

Salaries, Wages and Benefits

This expense is comprised of salaries and wages of permanent, temporary and seasonal staff that work directly to provide utility services in the City, and includes merit increases, pension, employment insurance, health care costs and other benefit costs.

Purchases from Other Governments

The City purchases goods and services from other governments, agencies and organizations. The City purchases water from EPCOR that is transmitted and treated by the Capital Region Parkland Water Services Commission and purchases sanitary sewer transmission and treatment services from the Alberta Capital Region Wastewater Commission.

Contracted and General Services

The City uses contractors to help deliver services and provide specialized expertise. Included in this category are advertising, professional fees, rentals of equipment and vehicles, and repairs and maintenance of assets.

- Water: contract inspections, and corrosion control for water assets.
- Sanitary sewer: contract inspections and root removal for sanitary sewer assets.
- Solid waste: contract for the collection and disposal of solid waste.
- Stormwater: contract inspections, storm lines flushing and storm ponds maintenance.

Utility Administration Fee

A utility administration fee is recognized as an expense in the utility entity to reimburse municipal operations for administrative salaries, wages and benefits of employees who provide services to utility operations. The fee is calculated at 15 per cent of total utility expenses and will be reviewed in 2023 as part of the work to be performed on the Fiscal Stewardship Framework.

Materials, Goods and Supplies and Other

This includes a variety of expenses with the majority being utilities, tools and small parts, uniforms and PP&E.

Principal and Interest Repayment on Long Term Debt

Debt principal and interest repayments represent the cost of borrowing funds.

Transfer to Reserve

This is the current year surplus that is transferred to reserves to be used for a specific purpose, which is often a source of funding for utility capital expenditures.

Providing Development Services

Developer Operating Budget

New development projects undertaken to construct transportation, sanitary sewer, water, recreation and library infrastructure are funded through developer levies, and debt when developer levies are insufficient. The cost of borrowing is recovered through the collection of future developer levies. Presentation of the developer operating budget is necessary to illustrate the repayment of principal and interest on debt.

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Developer Contributions & Levies	-	-	1,961	1,888	2,396
Transfer from Reserve	1,282	1,196	-	569	1,053
Total Revenues	1,282	1,196	1,961	2,457	3,449
Expenses					
Principal Repayment on Long Term Debt	963	963	963	1,038	1,517
Interest on Long Term Debt	319	233	784	1,419	1,932
Transfer to Developer Reserve	-	-	214	-	-
Total Expenses	1,282	1,196	1,961	2,457	3,449

Developer Operating Revenues

Developer Contributions & Levies

New growth development projects are funded through developer contributions and levies. This represents the estimated developer contributions and levies that are to be received through the signing of future development agreements.

Transfer from Reserve

Reserve transfers represent allocations of reserves to fund principal and interest expenses on debt.

Developer Operating Expenses

Principal and Interest Repayment on Long Term Debt

Debt principal and interest repayments represent the cost of borrowing funds.

Building and Maintaining Community Infrastructure: Municipal, Utility, and Developer Capital Budget

The capital budget represents the City's investment in the construction, acquisition, and repair, maintenance, and replacement of capital assets. The long-term capital plan is a long-term planning tool that spans a 10-year period and is aligned with Council's strategic priorities for future capital requirements.

The City invests in:

- 1) **New capital assets:** new capital initiatives that align with Council's strategic priorities to meet future growth demands related to major asset types such as community facilities, engineering structures and other infrastructure and parks and open spaces.
- 2) **Repair, maintenance, and replacement of existing capital assets:** detailed underlying lifecycle plans support the repair, maintenance and replacement of existing assets based on asset condition and the remaining useful life of the assets.

The Municipal capital budget is fully funded, meaning the funding sources for capital projects are determined ahead of time. This approach ensures Council and taxpayers have a clear understanding of how these projects are funded, which allows for better fiscal sustainability. Municipal capital is typically funded by capital grants, debt, other contributions and transfers from reserves.

The Utility capital budget is split into the four service areas: water, sanitary sewer, stormwater and solid waste. The budgets are self-funded through utility rates that cover the full cost to provide each of the services, both current operating costs and future capital costs. Utility capital is typically funded by debt and transfers from reserves.

The Developer capital budget is funded by debt, deferred developer contributions and levies, and transfers from reserves. Debt servicing costs are recovered through the collection of future developer levies.

Major Municipal capital and Utility capital projects include:

- **Civic Centre:** As the community grows, the need for investment in recreation, arts and culture has grown. The City is taking a practical and pragmatic approach to addressing this need by approving the development of a community-focused, multi-purpose Civic Centre which is the largest capital project in the City's history. The investment in this recreation and culture facility includes a library, spectator arena, community arena, art gallery and black box theatre. This project was approved by Council on June 13, 2022, at a total cost of \$72.8 million. This project has been made possible through the support of several stakeholders including the Government of Alberta's Municipal Sustainability Initiative (MSI), a funding contribution from Parkland County, the support of the Town of Stony Plain and other partners and groups.
- **Spruce Grove Transit Centre:** This project will develop the first transit centre in the City, which will be built adjacent to the Civic Centre to provide a new connection for transit on the commuter transit route and to allow for the use of public transit to events

hosted at the Civic Centre. This project was approved by Council on June 13, 2022, for a total project cost of \$4.2 million.

- **City Centre Area Redevelopment Plan:** This investment in the City Centre includes both a municipal and utility component and is focused on revitalizing the area and making it a place where people of all ages come to shop, dine, work, live, socialize, interact and participate in a variety of community, arts and cultural experiences. This is a multi-year phased project that is expected to be complete in 2027 at a total cost of \$42.1 million (Municipal costs - \$23.2 million; Utility costs - \$18.9 million).
- **Spruce Grove – Stony Plain Trail:** This trail will make commuting between the two communities more accessible and safer for those using alternate modes of transportation. It is planned to be located north of Highway 16A, along the future Boundary Road, intersecting with Grove Drive for a total cost of \$1.3 million. This project has been made possible through the support of several stakeholders including the Government of Alberta’s Municipal Sustainability Initiative (MSI) and the Town of Stony Plain.

The 2023 total capital budget is \$65.6 million. Municipal capital comprises \$53.0 million of this total, followed by Utility capital at \$9.9 million and Developer capital at \$2.7 million.

Debt Financing of Capital

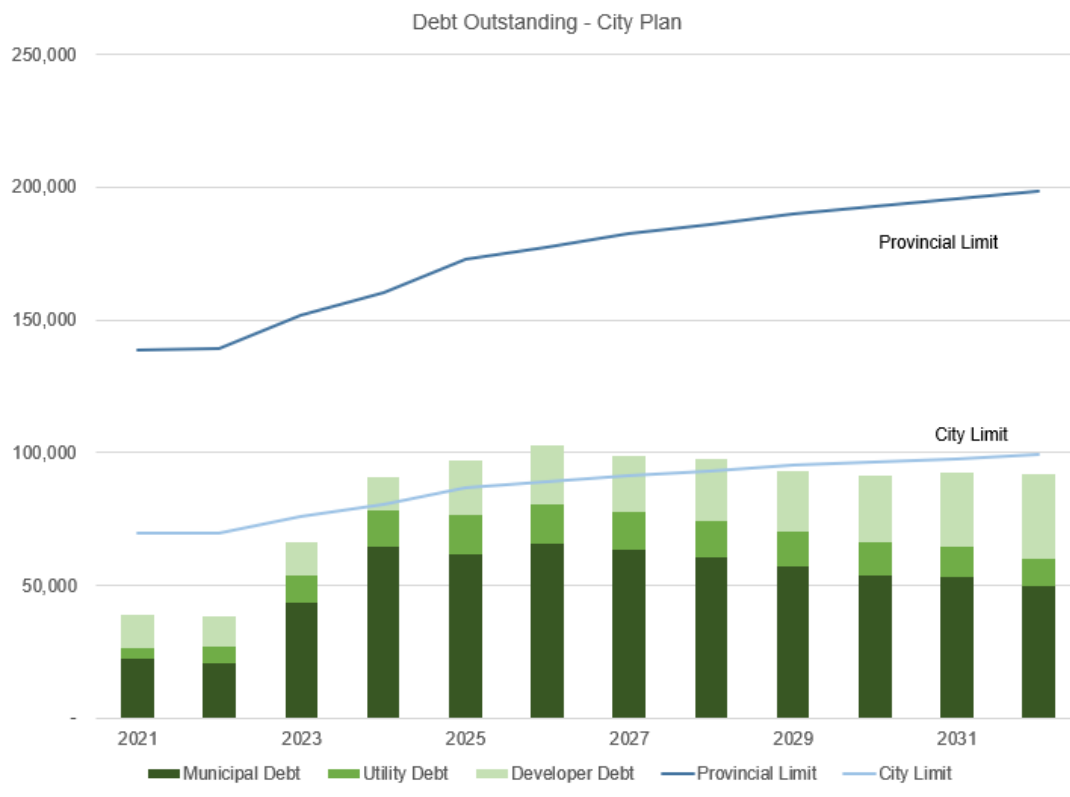
Debt financing has been used to fund some of the City’s Municipal, Utility and Developer capital projects. The City maintains debt levels that allow for a healthy degree of flexibility in providing programs and services. The City recognizes that debt can be used to appropriately accelerate capital projects necessary for the well-being of the community, while considering associated inherent financing costs.

New debt is considered when funding from capital grants and other sources cannot be secured. When cash balances are sufficient, consideration is given to reducing existing debt or deferring new debt.

Debt Limits

The City has a self-imposed debt limit equal to 50 per cent of the provincial debt limit. The provincial debt limit is established by the *Municipal Government Act* and the Debt Limit Regulation requires that “the debt limit of a municipality at a point in time is, in respect of the municipality’s total debt, is 1.5 times the revenue of the municipality, and in respect of the municipality’s debt servicing costs, that those costs are 0.25 times the revenue of the municipality.”

The table below shows the relationship between projected debt outstanding and the provincial and municipally imposed debt limits. At the close of 2023, the City is projected to reach a debt level of \$66.0 million, which represents 44.0 per cent of the provincial limit and 87.0 per cent of the municipal policy limit. The City is projecting to exceed the self-imposed debt limit by up to a maximum of 7.9 per cent from 2024 to 2028, which was approved by Council at the December 5, 2022 Council Meeting.



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 capital assets recognized in the year. The City does not include contributed tangible capital assets in the total revenue budgets and plans and as a result they have not been included total revenue in the table on the next page.

	2021 Actual (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Total Revenue	107,117	118,264	114,970	118,291	127,618
Government Transfers- Capital	(14,648)	(25,638)	(13,851)	(11,286)	(12,278)
Revenue for Debt Limit	92,469	92,626	101,119	107,005	115,340

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:

	2021 Actual (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Total Debt Limit (1.5 x Revenue)	138,704	138,939	151,679	160,508	173,010
Less Total Debt	(38,595)	(38,072)	(66,003)	(90,918)	(97,069)
Amount of Debt Limit Unused	100,109	100,867	85,676	69,590	75,941
Debt Servicing Limit (0.25 x Revenue)	23,117	23,157	25,280	26,751	28,835
Less Debt Servicing	(4,262)	(3,915)	(4,559)	(6,115)	(8,539)
Amount of Debt Servicing Limit Unused	18,855	19,242	20,721	20,636	20,296

Debt Outstanding and Debt Servicing

The following table summarizes total debt outstanding by Project and Entity:

	2021 Actual (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Agrena	495	304	103	-	-
Civic Centre Development	-	-	13,705	25,704	24,886
Library	500	341	175	-	-
Local Improvements	3,287	2,946	2,596	2,235	1,865
Printer Leases	99	50	-	-	-
Protective Services Facility	5,017	4,668	4,308	3,936	3,552
Public Works Facility	4,306	4,123	3,933	3,736	3,530
RCMP Facility	7,818	7,375	6,933	6,490	6,048
Solar Panel Leases	358	335	312	713	666
Westwind Lands	452	452	-	-	-
Tri-Leisure Centre	41	-	-	-	-
Municipal Debt Outstanding	22,374	20,594	32,065	42,814	40,547
Industrial WM and Surface Rehab (Utility)	2,070	1,979	1,886	1,792	1,696
Storm System Upgrades	2,029	1,940	1,848	1,755	1,658
Support to City Center ARP	-	2,400	6,394	9,500	10,535
Storm Sewer Rehab - Facilities	-	-	-	800	775
Utility Debt Outstanding	4,099	6,319	10,129	13,846	14,663
New Growth Transportation	11,199	10,309	10,619	9,692	10,863
Water Reservoir	923	849	776	703	629
Civic Centre Development	-	-	11,214	21,450	20,975
New Growth Water	-	-	1,200	1,163	2,391
New Growth Sanitary Sewer	-	-	-	1,250	7,000
Developer Debt Outstanding	12,122	11,159	23,809	34,258	41,859
Total Debt Outstanding	38,595	38,072	66,003	90,918	97,069

Debt servicing (principal and interest repayments) on the debt are as follows:

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Municipal					
Principal Repayment on Long Term Debt	1,979	1,780	1,782	1,672	2,266
Interest on Long Term Debt	731	666	606	1,203	1,717
	2,710	2,446	2,388	2,875	3,983
Utility					
Principal Repayment on Long Term Debt	177	181	259	392	534
Interest on Long Term Debt	96	92	205	391	573
	273	273	464	783	1,107
Developer					
Principal Repayment on Long Term Debt	963	963	963	1,038	1,517
Interest on Long Term Debt	319	233	784	1,419	1,932
	1,282	1,196	1,747	2,457	3,449
Total Principal and Interest	4,265	3,915	4,599	6,115	8,539

Principal and interest on debt is repayable to the Alberta Capital Financing Authority, Canadian Imperial Bank of Commerce, and Pacific and Western Bank at rates ranging from 1.968 to 4.770 per cent per annum. Debt is issued on the credit and security of the City of Spruce Grove.

Municipal Capital Budget



Municipal Capital Revenues

Government transfers, otherwise referred to as capital grants, make up a large proportion of the financing for municipal capital projects. Grants are typically not used to fund utility capital, as utility rates reflect the full cost of providing these services, which includes investment in new capital assets and the repair, maintenance and replacement of existing capital assets. Debt is utilized to leverage funds for large capital projects. Cost share and other partnerships agreements with the provincial and federal governments and neighboring communities also help fund some capital project costs. Transfers from reserves are typically used to fund capital asset repairs, maintenance, and replacement. Capital Grants

- **Municipal Sustainability Initiative (MSI):** MSI is the City's largest capital grant, which it receives annually from the Province of Alberta to support funding municipal infrastructure priorities. The City has not used all of the allotted MSI funding it has received as the City has been saving the funding for significant future capital projects such as the Civic Centre. Therefore, the opening balance of MSI available to fund future capital projects is approximately \$16.1 million and the City expects to receive an additional \$3.9 million before the end of the 2023. In 2024, the MSI program is going to be replaced by the Local Government Fiscal Framework (LGFF) and funding allocations for each municipality have not yet been determined by the Province. For the purposes of Budget 2023, the City has estimated LGFF revenue for 2024 to 2032 will be equal to the amount of MSI funding the City expects to receive in 2023.
- **Canada Community Building Fund (CCBF):** This is the former Federal Gas Tax funding. The City receives an annual grant from the Federal government under this program to fund projects in 18 specific categories. The City receives approximately \$2.1 million annually under this grant program.
- **Green Transit Incentives Program (GreenTRIP):** In 2018 the City received \$7.3 million for transit projects, which the City has used to fund the purchase of local and commuter buses as well as a bus storage facility. The City is also planning to use this funding to support costs of construction for the new Spruce Grove Transit Centre. The City has until February 28, 2023, to spend the remaining funds as the GreenTRIP program is ending March 31, 2023.
- **Investing in Canada Infrastructure Program (ICIP):** This program provides funding for public transit projects, green infrastructure projects, community, culture and recreation projects, and more recently relief funding to help municipalities offset challenges brought on by the COVID-19 pandemic. This funding program ends in 2023.

Non-Cash Transactions

Amortization expense and contributed tangible capital assets are non-cash budget items that are necessary to report on to comply with reporting requirements, but do not impact taxes.

Amortization of Tangible Capital Assets

Amortization expense is the non-cash write-off of a capital asset over its expected period of use. This is not included in the operating budget tables as it is a non-cash item, however it is included in the City's consolidated annual financial statements to meet reporting requirements.

Contributed Tangible Capital Assets

Contributed tangible capital assets are assets donated from third parties, usually developers, who construct infrastructure and turn the assets over to the City. The City recognizes contributed tangible capital assets as a capital asset and contributed assets revenue in the City's consolidated annual financial statements to meet reporting requirements.

Non-Cash Transaction Budgets (in millions)	2023 Interim Budget	2024 Planned	2025 Planned
Amortization Expense	\$20.2	\$21.9	\$23.4
Contributed Tangible Capital Assets	\$18.4	\$15.2	\$11.3

Municipal Capital Expenditures

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Government Transfers - Capital	10,285	25,769	13,851	11,286	12,278
Debenture Proceeds	-	-	24,920	22,659	-
Cost Share Revenue	-	-	4,378	-	-
Other	161	-	751	173	455
Transfer From Reserves	1,390	6,455	9,083	5,997	7,144
Total Revenues	11,836	32,224	52,983	40,115	19,877
Expenditures					
Civic Infrastructure	371	1,849	1,297	1,752	5,575
Community Facilities	616	16,525	34,547	23,480	2,009
Parks and Open Spaces	2,119	1,486	4,064	3,125	1,987
Public Safety	869	1,086	330	581	540
Public Transit	211	3,091	1,796	858	874
Public Works	136	207	-	2,141	675
Transportation and Roadways	7,514	7,980	10,949	8,178	8,216
Total Expenditures	11,836	32,224	52,983	40,115	19,877



This table presentation aligns with the Audited Financial Statement categories:

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Government Transfers - Capital	10,285	25,769	13,851	11,286	12,278
Debenture Proceeds	-	-	24,920	22,659	-
Cost Share Revenue	-	-	4,378	-	-
Other	161	-	751	173	455
Transfer From Reserves	1,390	6,455	9,083	5,997	7,144
Total Revenues	11,836	32,224	52,983	40,115	19,877
Expenditures					
Land	-	3,955	-	-	-
Land Improvements	1,801	1,598	3,483	4,183	2,943
Buildings	390	15,603	36,254	24,691	5,334
Engineered Structures	6,776	7,314	9,618	8,088	6,642
Machinery & Equipment	2,723	3,235	3,064	1,958	3,793
Vehicles	145	519	565	1,195	1,165
Total Expenditures	11,836	32,224	52,983	40,115	19,877

Municipal 10-Year New Capital Plan

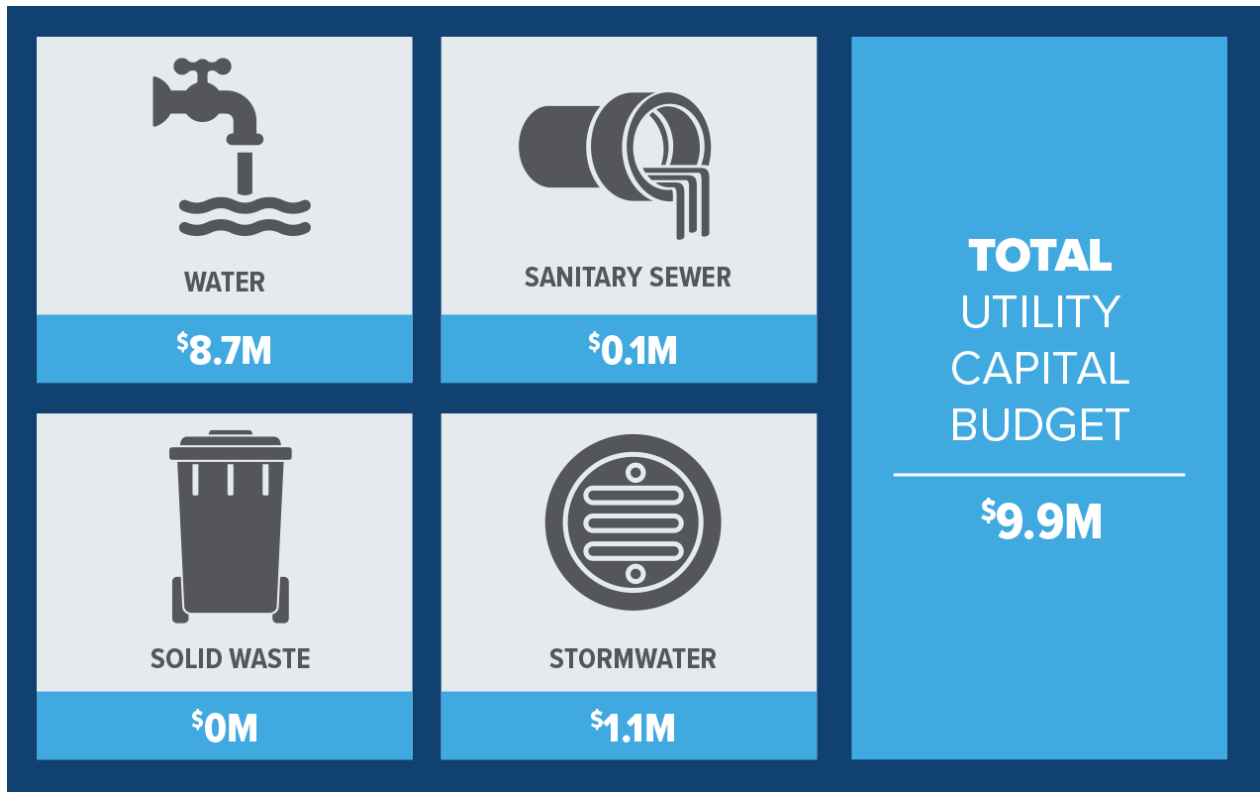
Service Type	Capital Project Description	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)
Civic Infrastructure											
	Implement Enterprise-Wide Asset Management System	10	-	-	-	-	-	-	-	-	-
	Fibre Ring	176	226	155	594	254	-	-	-	-	-
	Solar Installation at Protective Services	-	425	-	-	-	-	-	-	-	-
	Solar Installation at Agrena	-	-	-	753	-	-	-	-	-	-
	Solar Installation at Border Paving Athletic Centre	-	-	-	-	-	303	-	-	-	-
	Solar Installation at City Hall	-	-	-	-	-	-	-	102	-	-
	Public Works 2nd Floor Buildout	-	-	-	-	-	-	-	-	-	170
	410 King Street Renovations	15	455	4,500	-	-	-	-	-	-	-
	Administrative Facilities - Customer Service Renovation	200	-	-	-	-	-	-	-	-	-
	Administrative Facilities - Community Social Development Relocation	75	-	-	-	-	-	-	-	-	-
	Fire Services Software	41	13	-	-	-	-	-	-	-	-
Civic Infrastructure Total		516	1,119	4,655	1,347	254	303	-	102	-	170
Community Facilities											
	Civic Centre Development	33,818	22,715	-	-	-	-	-	-	-	-
	BPAC 3rd Floor Washroom Installation	50	-	-	-	-	-	-	-	-	-
Community Facilities Total		33,868	22,715	-	-	-	-	-	-	-	-
Parks and Open Spaces											
	Spruce Grove - Stony Plain Trail - Phase 1 & 2	875	-	-	-	-	-	-	-	-	-
	Implementation of Outdoor Facilities Strategy	-	-	50	1,050	160	920	900	145	985	-
	Jubilee Park Master Plan Implementation	-	100	450	500	1,050	-	-	-	-	-
	Re-Imagined Central Park	350	2,120	880	-	-	-	-	-	-	-
	New Columbarium - Pioneer Cemetery	50	-	-	-	-	-	-	-	-	-
	Scattering Gardens - Pioneer Cemetery	-	-	100	-	-	-	-	-	-	-
	Pickleball Courts & Henry Singer Park Upgrades	1,890	-	-	-	-	-	-	-	-	-
	Winter Trail Grooming Equipment	25	-	-	-	-	-	-	-	-	-
	Wide Area Mower Equipment	-	89	-	-	-	-	-	-	-	-
	Portable Event Stage	-	150	-	-	-	-	-	-	-	-
Parks and Open Spaces Total		3,190	2,459	1,480	1,550	1,210	920	900	145	985	-
Public Safety											
Public Safety Total		-	-	-	-	-	-	-	-	-	-
Public Transit											
	Spruce Grove Transit Centre	1,457	-	-	-	-	-	-	-	-	-
	Transit - Local Service: Install Bus Stops	63	63	63	63	63	-	-	-	-	-
Public Transit Total		1,519	63	63	63	63	-	-	-	-	-
Public Works											
	Fleet Fuel Station	-	-	675	-	-	-	-	-	-	-
	Water Well Fill Facility	-	401	-	-	-	-	-	-	-	-
	Detailed Design and Construction of Snow Dump Site	-	1,726	-	-	-	-	-	-	-	-
Public Works Total		-	2,126	675	-	-	-	-	-	-	-
Transportation											
	Snow and Ice Removal Equipment	-	-	705	-	-	-	-	-	-	-
	High Load Truck Route	300	-	-	-	-	-	-	-	-	-
Transportation Total		300	-	705	-	-	-	-	-	-	-
NEW MUNICIPAL CAPITAL TOTAL		39,393	28,481	7,577	2,960	1,526	1,223	900	247	985	170

Municipal 10-Year Repairs, Maintenance and Replacement (RMR) Capital Plan

Service Type	Capital Project Description	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)
Civic Infrastructure											
	Information Systems Lifecycle Replacement Plan	781	574	921	774	511	850	600	762	679	375
	Vehicle Lifecycle Replacement Plan	-	59	-	153	139	132	-	-	48	100
Civic Infrastructure Total		781	633	921	927	650	981	600	762	727	474
Community Facilities											
	Equipment Lifecycle Replacement Plan	-	25	25	-	17	276	23	-	50	16
	Facilities Lifecycle Replacement Plan	679	740	1,984	6,341	792	324	118	185	2,589	165
Community Facilities Total		679	765	2,009	6,341	809	601	141	185	2,639	181
Parks and Open Spaces											
	Equipment Lifecycle Replacement Plan	323	448	207	445	125	166	359	456	734	158
	Pedestrian Walkways Program	175	-	200	-	200	-	220	-	220	-
	Vehicle Lifecycle Replacement Plan	246	43	-	134	46	55	147	-	398	98
	Parks & Open Spaces Rehabilitation	130	175	100	120	100	100	100	200	100	320
Parks and Open Spaces Total		874	666	507	699	472	321	827	656	1,451	576
Public Safety											
	Equipment Lifecycle Replacement Plan	330	401	296	292	23	-	-	280	2,877	1,820
	Vehicle Lifecycle Replacement Plan	-	180	244	94	157	292	243	48	-	-
Public Safety Total		330	581	540	386	180	292	243	328	2,877	1,820
Public Transit											
	Transit Bus Lifecycle Replacement Plan	277	795	811	127	-	-	917	450	117	2,480
Public Transit Total		277	795	811	127	-	-	917	450	117	2,480
Public Works											
	Equipment Lifecycle Replacement Plan	-	15	-	18	-	93	-	308	116	185
Public Works Total		-	15	-	18	-	93	-	308	116	185
Transportation											
	Equipment Lifecycle Replacement Plan	1,465	244	1,074	408	441	1,042	546	-	1,365	-
	Vehicle Lifecycle Replacement Plan	42	73	-	-	128	-	121	-	49	91
	Traffic Signal Rehabilitation Program	400	800	400	-	200	-	-	-	150	200
	Road Rehabilitation Program	990	-	-	-	-	4,741	5,134	5,574	6,050	6,534
	Support to City Center Area Redevelopment Plan	4,847	2,726	3,267	3,356	3,086	-	-	-	-	-
	Arterial Roadways and Hwy 16A Resurfacing	1,300	1,010	1,000	1,600	1,000	1,000	1,000	500	400	400
	Collector/Local Roadway/Lane Resurfacing	1,605	1,586	1,770	1,858	1,952	2,050	2,151	2,259	2,371	2,490
	Industrial Watermain and Surface Rehabilitation	-	1,740	-	1,800	1,260	-	-	2,160	-	-
Transportation Total		10,649	8,179	7,511	9,022	8,067	8,833	8,951	10,493	10,384	9,715
REPAIRS, MAINTENANCE and REPLACEMENT (RMR) MUNICIPAL CAPITAL TOTAL		13,590	11,634	12,299	17,518	10,176	11,120	11,679	13,181	18,312	15,432

Detailed Municipal Capital Profiles can be found in [Appendix B](#).

Utility Capital Budget



Utility Capital Revenues

Utility capital is funded by debt and transfers from reserves. Reserves are generated from user fees and debt is utilized to leverage funds for large capital projects, or when reserve balances are not sufficient.



Utility Capital Expenditures

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Government Transfers - Capital	4,252	-	-	-	-
Debenture Proceeds	-	2,400	4,068	4,110	1,351
Transfer From Reserves	2,585	2,213	5,863	5,746	4,024
Total Revenues	6,837	4,613	9,931	9,856	5,375
Expenditures					
Water	5,357	2,679	8,705	7,763	2,953
Sanitary Sewer	25	684	138	440	1,483
Solid Waste	120	-	-	57	45
Stormwater	1,335	1,250	1,088	1,595	894
Total Expenditures	6,837	4,613	9,931	9,856	5,375

This table presentation aligns with the Audited Financial Statement categories:

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Government Transfers - Capital	4,252	-	-	-	-
Debenture Proceeds	-	2,400	4,068	4,110	1,351
Transfer From Reserves	2,585	2,213	5,863	5,746	4,024
Total Revenues	6,837	4,613	9,931	9,856	5,375
Expenditures					
Land Improvements	-	375	-	-	375
Engineered Structures	6,486	3,700	9,433	8,400	4,280
Machinery & Equipment	350	459	498	1,399	523
Vehicles	-	79	-	57	197
Total Expenditures	6,836	4,613	9,931	9,856	5,375



Utility 10-Year New Capital Plan

Service Type	Capital Project Description	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)
Water											
	Water Meters Growth Plan	188	188	188	188	188	188	188	188	188	188
	Hydro Vac Drying Pad Facility (Water 20%)	-	-	75	-	-	-	-	-	-	-
Water Total		188	188	263	188	188	188	188	188	188	188
Sanitary Sewer											
	Hydro Vac Drying Pad Facility (Sewer 15%)	-	-	56	-	-	-	-	-	-	-
Sanitary Sewer Total		-	-	56	-	-	-	-	-	-	-
Stormwater											
	Greenbury Dewatering Install Phase 1	350									
	Hydro Vac Drying Pad Facility (Storm 65%)			244							
Stormwater Total		350	-	244	-	-	-	-	-	-	-
Solid Waste											
		-	-	-	-	-	-	-	-	-	-
Solid Waste Total		-	-	-	-	-	-	-	-	-	-
NEW UTILITY CAPITAL TOTAL		538	188	563	188	188	188	188	188	188	188



Utility 10-Year Repairs, Maintenance and Replacement (RMR) Capital Plan

Service Type	Capital Project Description	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)
Water											
	Industrial WM and Surface Rehab	4,440	3,840	-	2,520	3,180	4,440	1,920	-	-	-
	Support to City Center ARP	3,767	3,310	2,279	4,163	-	-	-	-	-	-
	Water Meter Replacement	310	310	310	310	310	310	310	310	310	310
	Water Rehabilitation Program	-	-	-	-	3,643	4,099	4,432	4,819	2,500	2,000
	Vehicle Lifecycle Replacement Plan	-	-	76	26	116	-	-	69	-	48
	Equipment Lifecycle Replacement Plan	-	115	25	-	-	-	-	-	-	50
Water Total		8,517	7,575	2,690	7,019	7,249	8,849	6,662	5,197	2,810	2,408
Sanitary Sewer											
	Support to City Center ARP	138	-	1,351	-	-	-	-	-	-	-
	Sanitary Sewer Rehabilitation	-	-	-	375	375	375	400	400	400	400
	Vehicle Lifecycle Replacement Plan	-	-	76	26	69	-	-	69	-	48
	Equipment Lifecycle Replacement Plan	-	440	-	-	-	-	-	-	-	50
Sanitary Sewer Total		138	440	1,427	401	444	375	400	469	400	498
Stormwater											
	Support to City Center ARP	163	-	-	-	-	-	-	-	-	-
	Storm Rehabilitation: Catch Basins	450	450	450	500	500	500	550	550	600	600
	Storm Rehabilitation: Stormwater Management Facilitite	125	800	200	250	125	100	150	120	100	125
	Equipment Lifecycle Replacement Plan	-	345	-	-	-	-	-	-	-	150
	Vehicle Lifecycle Replacement Plan	-	-	-	-	-	-	153	52	-	-
Stormwater Total		738	1,595	650	750	625	600	853	722	700	875
Solid Waste											
	Vehicle Lifecycle Replacement Plan	-	57	45	-	-	-	-	-	-	-
	Equipment Lifecycle Replacement Plan	-	-	-	-	-	-	-	-	133	-
Solid Waste Total		-	57	45	-	-	-	-	-	133	-
REPAIRS, MAINTENANCE and REPLACEMENT (RMR) UTILITY CAPITAL TOTAL		9,393	9,667	4,811	8,171	8,318	9,824	7,915	6,388	4,042	3,781

Detailed Municipal Capital Profiles can be found in [Appendix B](#).

Developer Capital Budget



Developer Capital Revenues

New growth development is funded through developer levies and contributions. The City fronts development with debt when reserves are not sufficient. The cost of this debt is subsequently recovered from developers through the collection of future developer levies.



Developer Capital Expenditures

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Developer Contributions & Levies	-	388	-	-	175
Debenture Proceeds	-	-	2,400	1,250	9,117
Transfer from Reserves	679	-	300	-	-
Total Revenues	679	388	2,700	1,250	9,292
Expenditures					
Parks and Open Spaces	-	388	-	-	175
Transportation	155	-	1,500	-	2,100
Water	524	-	1,200	-	1,267
Sanitary Sewer	-	-	-	1,250	5,750
Total Expenditures	679	388	2,700	1,250	9,292

This table presentation aligns with the Audited Financial Statement categories:

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Developer Contributions & Levies	-	388	-	-	175
Debenture Proceeds	-	-	2,400	1,250	9,117
Transfer from Reserves	679	-	300	-	-
Total Revenues	679	388	2,700	1,250	9,292
Expenditures					
Land Improvements	-	388	-	-	175
Engineered Structures	679	-	2,700	1,250	9,117
Total Expenditures	679	388	2,700	1,250	9,292



Developer 10-Year New Capital Plan (Transportation Projects)

Service Type	Capital Project Description	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)
Parks and Open Spaces											
	New Growth Parks	-	-	175	175	175	175	175	175	175	-
Parks and Open Spaces Total		-	-	175	175	175	175	175	175	175	-
Transportation											
	New Growth Transportation	1,500	-	2,100	2,600	850	4,400	-	3,900	4,485	6,000
Transportation Total		1,500	-	2,100	2,600	850	4,400	-	3,900	4,485	6,000
NEW DEVELOPER MUNICIPAL CAPITAL TOTAL		1,500	-	2,275	2,775	1,025	4,575	175	4,075	4,660	6,000

Developer 10-Year New Capital Plan (Water and Sanitary Sewer Projects)

Service Type	Capital Project Description	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)
Water											
	Pressure Reducing Valves	1,200	-	1,267	-	-	-	-	-	-	-
Water Total		1,200	-	1,267	-	-	-	-	-	-	-
Sanitary Sewer											
	Boundary Trunk Sewer Extension	-	1,250	5,750	-	-	-	-	-	-	-
	Pioneer Trunk Sewer Extension to CNR	-	-	-	-	-	250	1,100	-	-	-
Sanitary Sewer Total		-	1,250	5,750	-	-	250	1,100	-	-	-
NEW DEVELOPER UTILITY CAPITAL TOTAL		1,200	1,250	7,017	-	-	250	1,100	-	-	-

Detailed Municipal Capital Profiles can be found in [Appendix B](#).

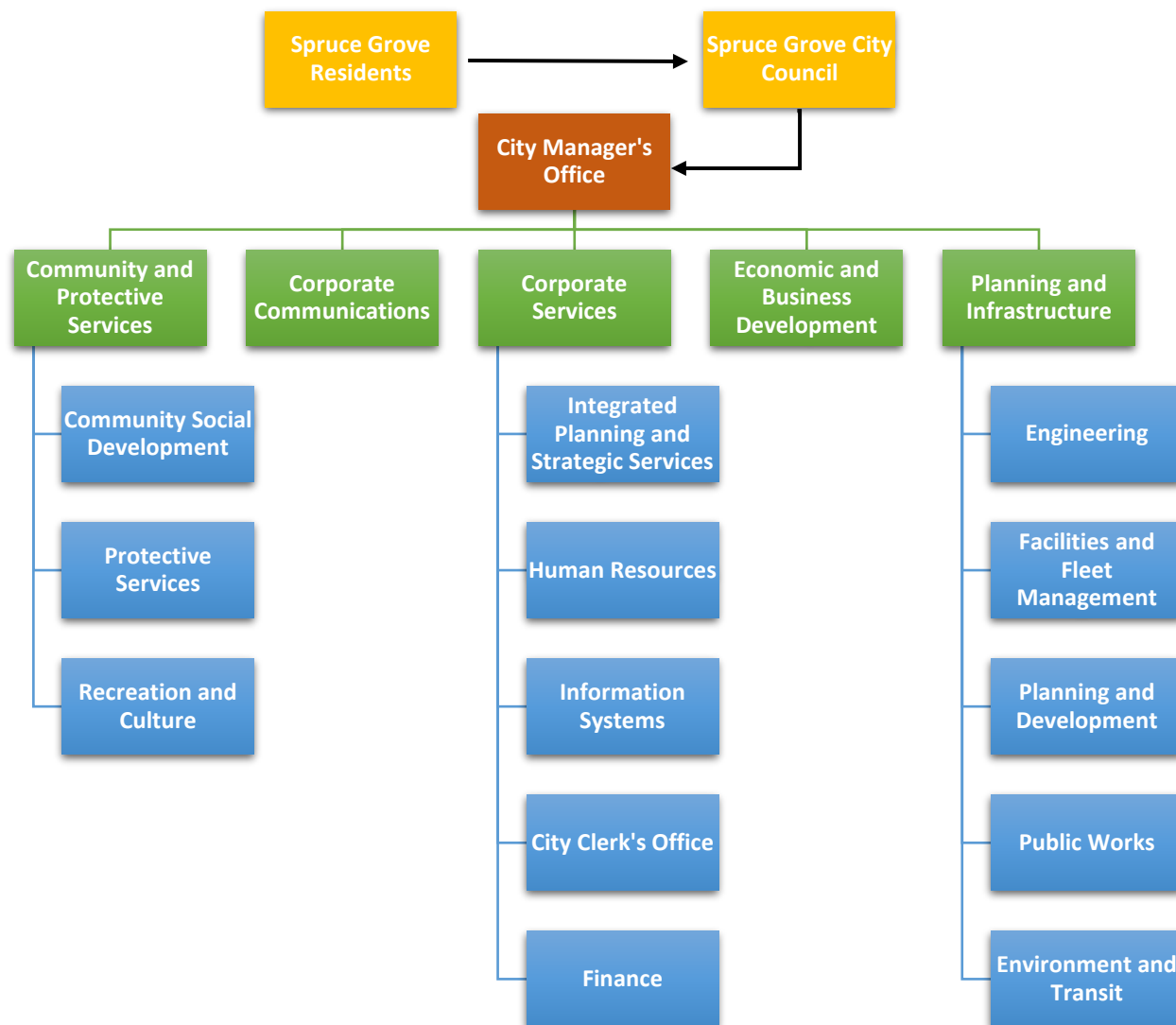


SERVING THE COMMUNITY – CITY ADMINISTRATION OVERVIEW

A look at how City Administration is structured by function and a profile on each department within the six functions



Serving the Community: City Administration Overview



Spruce Grove City Council

The City of Spruce Grove is governed by an elected Council of a mayor and six councillors. Spruce Grove City Council is responsible for identifying the overall vision for the community and developing a long-term strategic plan for the City. Council also reviews and approves new or amended policies, procedures, and bylaws and approves the annual corporate plan, which is the City’s principal guiding document for providing residents with a high quality of life with affordable services, while also staying the strategic course of municipal economic sustainability.

Corporate Office

The Corporate Office includes the City Manager's Office, Corporate Communications and Economic and Business Development Departments. The Chief Administrative Officer (CAO) is responsible for the overall administration of the City of Spruce Grove and plays a key administrative leadership role in the organization. The CAO acts as a liaison between Spruce Grove City Council and Administration and ensures the implementation of City policies and programs. Corporate Communications leads communications planning and consulting, branding and visual identity, writing and editing, issues management, crisis communications, and media relations for the organization and supports the communication needs of other departments within the City. 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.

Corporate Services

The Corporate Services division provides operational, technological and strategic enabling services to the organization. It is comprised of departments that focus on integrated strategic planning, intergovernmental relations, Council and policy development, information management, insurance, risk and legal administration, election and census administration, and customer experience program coordination. Other responsibilities include human resource management, labour and employee relations, financial planning and reporting, information management, technology and network administration, corporate planning and asset management.

Community and Protective Services

The Community and Protective Services division works to create and sustain a healthy, safe, caring and socially inclusive community that people want to call home. It is comprised of departments that are responsible for social programming, counselling, indoor and outdoor facility management, open space planning, recreation, community events, Horizon Stage, volunteer development, Enforcement Services and integrated Fire/EMS. In addition, Community and Protective Services works as the City's administrative liaison to the Spruce Grove Public Library, RCMP Officer in Charge, TransAlta Tri Leisure Centre, Yellowhead Regional Library and Allied Arts Council, and facilitates a number of boards and committees.

Planning and Infrastructure

The Planning and Infrastructure division works to ensure quality and sustainable community development by building and supporting civic infrastructure, creating environmental policy, and responding to the development needs of the community. It is comprised of departments that are responsible for long-range planning, construction-related projects, monitoring the construction of new infrastructure by private interests, sustainability initiatives, and the ongoing maintenance of most of the City's traditional servicing infrastructure and physical assets. In addition, Planning and Infrastructure is responsible for providing a number of primary services through contract arrangements, including Spruce Grove Transit, solid waste, organics and recyclable materials collection, and all building, plumbing, electrical and gas inspections for new construction.

Serving the Community: Services by Function

Considering program and service delivery, the City is divided in six key functions:

- General Government
- Protective Services
- Transportation and Roadway Services
- Community Services
- Development Services
- Utility Services

Details of the specific functions, operating budget and departments profiles are provided below.



General Government

General Government is comprised of Council and General Administration. Council makes decisions regarding delivery and service levels on behalf of the municipality to balance the needs and wants of City residents in a financially responsible manner. General Administration is responsible for the administration of the municipality. This function contains the following areas:

- Council
- City Manager's Office
- City Clerk's Office
- Corporate Communications
- Finance
- Human Resources
- Information Systems
- Integrated Planning and Strategic Services



Operating Budget

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Property Taxes	41,927	45,095	48,989	53,202	58,342
Franchise Fees	6,532	6,770	8,045	8,265	8,490
Utility Administration Fee Revenue	2,556	2,646	2,792	2,940	2,947
Penalties	925	664	675	686	697
Investment Income	632	230	574	287	287
Sales and User Fees	177	148	177	177	177
Other	278	29	23	25	84
Government Transfers - Operating	257	93	-	-	-
Transfer from Reserve	-	367	638	336	232
Total Revenues	53,284	56,042	61,913	65,918	71,256
Expenses					
Salaries, Wages & Benefits	8,248	9,549	10,741	10,910	11,413
Contracted & General Services	6,480	4,995	5,287	5,450	5,240
Other	197	360	360	360	360
Bank Charges	147	132	142	142	142
Materials, Goods & Supplies	174	249	141	147	202
Principal Repayment on Long Term Debt	43	50	50	-	-
Transfers to Government Agencies & Other Organizations	1	26	9	9	1
Interest on Long Term Debt	6	4	1	-	-
Transfer to Reserve	618	1,874	3,216	4,096	4,314
Total Expenses	15,914	17,239	19,947	21,114	21,672
Annual Surplus (Deficit)	37,370	38,803	41,966	44,804	49,584



City Clerk's Office

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



Programs and Services Overview

The following list of programs and services are provided by the City Clerk's Office:

- Overseeing, guiding and tracking the entire legislative process, from drafting of proposed bylaws and policies 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, municipal and local school board elections, and Council orientation program.
- Overseeing the Subdivision and Development Appeal Board and associated processes.
- Planning, coordinating and executing Council remuneration reviews.
- Planning, coordinating and executing Board and Committee recruitment process.

Operational Alignment to the 2022-2025 Strategic Plan

Operationally, the City Clerk's Office plays a significant role for many actions in the Strategic Plan. The department's expertise in policy, legislation and governance supports many actions, specifically those focused on:

- **Policy and bylaw development**
 - Youth Advisory Committee Bylaw
 - Proclamation Policy
 - Community Standards Bylaw
 - Bylaw and Policy Review Program Policy
- **Project implementation**
 - Bylaw and Policy review project
 - Inclusive writing reference
 - Integration of DIEB principles into recruiting Board and Committee members and other Council processes

Corporate Communications

The Corporate Communications Department 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 strategic advice to departments within the City on public participation practices. Corporate Communications also provides communications support to Council.



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

Programs and Services Overview

Key department responsibilities include:

- Providing strategic advice to departments within the City.
- External communications and advertising to increase public awareness of City (Council) decisions, programs and services.
- Graphic design and brand management.
- Website and intranet development, support and management.
- Social media engagement, support and management.
- Public engagement consultation with departments and management of public engagement software.

Operational Alignment to the 2022-2025 Strategic Plan

As Corporate Communications is primarily an internal support department, operational alignment to the Strategic Plan focuses on providing communications support to departments that are leading an action. Specifically, the Corporate Communications department supports:

- Creation of communications strategies related directly to a project (e.g.: the MDP and Civic Centre projects).
- Public engagement.
- Communications for City led or City supported programs and initiatives.

Corporate Communications will also lead the Brand Strategy project in 2023 which will provide updated branding for the City of Spruce Grove.

Finance

The Finance Department provides confidence in the City's fiscal-decision making through supplying dependable financial information and advice to internal and external users, ensuring regulatory compliance and maintaining stewardship of public funds.



The team has direct relationships with colleagues in other departments to support their budgeting, planning and reporting processes, in addition to preparing policy for Council and Administration review and approval. They also help to provide required financial support for decisions in every area of the organization as well as day-to-day needs through Accounts Receivable and Accounts Payable. From an external perspective, the team supports ratepayers and taxpayers through utility and tax accounts and the processes related to those areas.

Programs and Services Overview

Key programs and services provided by the Finance Department include:

- Financial management
- Accounting and reporting
- Financial planning
- Revenue services
- Frontline services



Operational Alignment to the 2022-2025 Strategic Plan

The Finance Department plays a key supporting role in the organization enabling other departments to deliver programs and services to the community. As with other supporting departments in Administration, the Finance team will work closely with all departments to ensure resources required to implement specific actions within the Strategic Plan are captured within the corporate and fiscal planning process. In addition, the team is a trusted advisor within the organization that provides strategic financial input to ensure long term fiscal sustainability, which is an identified priority within the Strategic Plan.

Specifically, the Finance Department is also lead on developing a Fiscal Sustainability Framework, which is an action identified in Goal 12 of the Strategic Plan.

Human Resources

The Human Resources Department is an advisor and strategic partner for the organization to support achieving business objectives while ensuring the fair and equitable treatment of all employees. The team oversees the management and development of people resources, enabling both employee and organizational success. Human Resources also manages payroll and benefit processing and oversees the Health and Safety Program, which represents the City's commitment to ensuring the health and well-being of every employee.



Programs and Services Overview

Human Resources provides leadership, functional expertise and advice in the following disciplines:

- Occupational health and safety
- Talent acquisition, retention and employee orientation
- Workforce planning and succession management
- Payroll and benefits
- Total compensation
- Organizational learning and development
- Employee and labour relations

Operational Alignment to the 2022-2025 Strategic Plan

As an internally focused support department, Human Resources provides strategic advice to externally focused departments as they work towards achieving the actions in the Strategic Plan, especially when recruiting for a position that is tied to the Strategic Plan. The team is also focused on integrating DIEB principles into supervision, corporate culture and recruiting processes to ensure Administration has an inclusive approach to organization leadership and human resource practices.

Information Systems

The Information Systems Department is responsible for the development and implementation of the City's technology plan, the strategy and standards for the City's information technology platform and data. The team actively partners with business units across the organization to determine and support technology solutions. The team designs, develops, secures, implements and maintains an integrated network of technology and applications in a cost-effective manner. In addition, Information Systems oversees the City's responsibilities under the Freedom of Information and Protection of Privacy Act and the City's Information Management program.



Programs and Services Overview

Though Information Systems does provide technology for use by the residents of Spruce Grove, such as public Wi-Fi, the focus of the team is to partner with business units to select, deliver and operate cost effective technology solutions. This is accomplished through:

- Providing secure and reliable technology solutions that enable departments to serve the City of Spruce Grove effectively and efficiently.
- Providing IT knowledge and user support to staff that allows for consistent user experience with minimal interruptions.
- Sharing innovative solutions and strategic thinking practices around business processes and data management.
- Protecting the City's systems and data from unauthorized access (cyber-attacks).

Operational Alignment to the 2022-2025 Strategic Plan

The Information Systems team plays a supporting role in enabling externally focused departments deliver programs and services to the community. Specifically, the team is also an active partner with departments responsible for delivering on a Strategic Plan action to ensure any technology required is available and supported. For example, the GIS unit within Information Systems provides support to the MDP update process and any actions related to asset management (ie: storm water system, sidewalks, roads, etc.).

Integrated Planning and Strategic Services

The Integrated Planning and Strategic Services (IPSS) Department connects people and processes to get the best value from decisions. IPSS serves to continuously evolve and improve strategic corporate programs with an integrated, coordinated and collaborative approach.



Programs and Services Overview

The programs and services delivered by the IPSS Department include:

- Strategic and corporate planning and reporting
- Performance measurement and reporting
- Asset management
- Integrated risk management
- Procurement
- Legal services

Operational Alignment to the 2022-2025 Strategic Plan

IPSS plays a leadership role in reporting on the implementation of the Strategic Plan. The team is responsible for documenting the annual update to the plan as well as tracking and reporting of work done to achieve the actions within the plan. In addition, the team captures additional resources required to deliver on the Strategic Plan as part of its role as the facilitator of the corporate and fiscal planning processes.

Specifically, the team is also:

- Leading the Bylaw and Policy Review project.
- Leading creation of a DIEB framework to support Council processes.
- Developing and implementing the sustainable procurement and delegation of signing authority policy which increases awareness and accessibility to City procurement activities.
- Developing asset management plans in partnership with asset managers to support long term fiscal sustainability.
- Supporting public engagement opportunities through strategic and corporate planning processes.



Protective Services

Protective Services is comprised of the functional areas identified below. Fire Services is responsible for providing fire suppression services, fire prevention programs, training and education related to prevention, detection or extinguishment of fires, and advanced life support to Alberta Health Services 24/7. Municipal Enforcement and Safe City provides enforcement in the areas of provincial acts and municipal bylaws, development of proactive educational safe city programs; and management of the automated traffic enforcement (ATE) contract.

- Spruce Grove Fire Services
- Municipal Enforcement and Safe City

Operating Budget

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Sales to Other Government	2,828	2,667	2,667	2,667	2,667
Fines	2,427	2,484	2,500	2,500	2,500
Sales and User Fees	1,067	1,116	1,029	1,030	1,030
Government Transfers - Operating	701	720	720	720	720
Rentals	528	630	586	586	593
Licenses and Permits	114	2	105	110	110
Other	4	1	1	1	1
Total Revenues	7,669	7,620	7,608	7,614	7,621
Expenses					
Salaries, Wages & Benefits	9,544	10,802	11,588	12,422	13,255
Purchases from Other Governments	5,886	6,305	7,093	7,423	7,776
Contracted & General Services	1,870	2,056	2,045	2,060	2,075
Materials, Goods & Supplies	773	747	854	877	910
Transfers to Government Agencies & Other Organizations	11	11	11	11	11
Interest on Long Term Debt	-	-	-	-	13
Principal Repayment on Long Term Debt	-	-	-	-	23
Total Expenses	18,084	19,921	21,591	22,793	24,063
Annual Surplus (Deficit)	(10,415)	(12,301)	(13,983)	(15,179)	(16,442)



Protective Services (Department)

Protective Services exists to provide safety, security, peace of mind and a sense of wellbeing within the community for all residents, businesses and visitors. Exceptional emergency response is a key strength of the team which has led to consistently high performance when comparing safety data across other jurisdictions in the country. The full-service peace officer program is also a unique strength in that peace officers respond to incidents along with the other teams, in addition to enforcing laws. Building a diverse workforce, along with a strong commitment to community involvement, regional cooperation and providing training opportunities for all staff are key focuses of this department. Protective Services is comprised of three units: Spruce Grove Fire Services, Enforcement Services and Safe City.



Programs and Services Overview

Programs and services delivered by the Protective Services Department include:

Spruce Grove Fire Services (SGFS)

- Suppression of fires including all structures, natural areas and motor vehicles.
- Providing 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.

Enforcement Services

- Bylaw enforcement.
- Provincial legislation enforcement.
- Animal control.
- Traffic enforcement.
- Delivering Safe City initiatives such as the Intersection Safety Program.
- Providing and delivering public safety education programs to the community.

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.
- Fulfilling the requirements of the fire inspection program approved in the Quality Management Plan.
- Management of automated traffic enforcement (ATE) contract.



Automated Traffic Enforcement (included in Safe City)

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2024 Planned (\$000)
Revenues					
ATE Revenue	\$ 2,171	\$ 2,156	\$ 2,171	\$ 2,171	\$ 2,171
Expenses					
ATE Contracted Service	\$ 1,008	\$ 1,034	\$ 1,034	\$ 1,034	\$ 1,034
	\$ 1,163	\$ 1,122	\$ 1,137	\$ 1,137	\$ 1,137

Overall, the City of Spruce Grove spent \$18.1 million in 2021 on Protective Services, including Fire and Enforcement Services, and Safe City and RCMP policing services. There were \$7.7 million in offsetting revenues. The net “cost” of protective services for the City was \$10.4 million in 2021.

Operational Alignment to the 2022-2025 Strategic Plan

Protective Services plays a lead role in creating safe communities as outlined in Goal 6. Specifically, the team works with the Community Road Safety Advisory Committee, manages the Safe City Program, and acts as subject matter experts on bylaws and policies impacting the community.

Transportation and Roadway Services

Transportation and Roadway Services is responsible for the planning, development and maintenance of roadway systems. The functions included in this area are:

- Engineering
- Environment and Transit
- Facilities and Fleet Management
- Public Works

Operating Budget

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Government Transfers - Operating	958	1,092	862	894	942
Sales and User Fees	711	720	798	845	887
Other	278	295	295	300	300
Licenses and Permits	79	70	93	96	96
Rentals	77	141	92	94	95
Investment Income	18	14	11	8	-
Transfer from Reserve	-	933	1,884	1,544	1,388
Total Revenues	2,121	3,265	4,035	3,781	3,708
Expenses					
Salaries, Wages & Benefits	7,494	8,082	8,385	8,879	9,399
Contracted & General Services	4,527	5,550	6,664	6,424	6,364
Materials, Goods & Supplies	2,791	3,353	3,496	3,468	3,692
Purchases from Other Governments	1,708	2,559	3,030	3,222	3,421
Principal Repayment on Long Term Debt	978	997	1,015	1,035	1,056
Interest on Long Term Debt	560	531	502	471	438
Total Expenses	18,058	21,072	23,092	23,499	24,370
Annual Surplus (Deficit)	(15,937)	(17,807)	(19,057)	(19,718)	(20,662)



Engineering

The Engineering Department provides the leadership and direction for all engineering related responsibilities for the City. The department 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 projects. For new developments, developers are responsible for hiring engineering consultants to design new private and public infrastructure.



Responsibilities of this department include:

Programs and Services Overview

Services delivered by the Engineering Department include:

- Asset management within Capital Works programs for rehabilitation and major maintenance of water mains, sanitary sewers, storm sewers and roads/sidewalks.
- Managing new growth (development related) roads, sanitary sewer and water main construction to developing areas of Spruce Grove.
- Updating master plans for water network, sanitary sewer network, storm sewer network, and transportation network and implementing upgrades and new construction recommended in master plans.
- Managing City municipal development standards.
- Management of New Growth Parks program and the Lifecycle Parks program.
- Preparation and management of development agreements and associated construction.
- Development of policy frameworks to guide major infrastructure development and lifecycle management.

Operational Alignment to the 2022-2025 Strategic Plan

The Engineering Department provides specialized expertise as the City maintains and builds its neighborhoods. Within the context of the Strategic Plan, the work this team focuses on includes:

- Playing a strong role within the core team developing the MDP to ensure the future Transportation Master Plan is aligned with it.
- Delivering on major capital projects such as the City Centre Area Redevelopment Plan, Spruce Grove/Stony Plain trail, and other recreation facilities (Reimagined Central Park).
- Maintaining utility infrastructure to ensure reliable delivery of services to the community.
- Acting as subject matter expert supporting the Road Safety Advisory Committee, Safe City program, and EMRB regional committees.
- Updating master plans and lifecycle plans to ensure the City's assets are maintained and replaced.
- Looking for opportunities to use technology in other areas of the City for utilities and transportation.



Environment and Transit

The Environment and Transit Department provides two streams of service: Transit Operations and Environmental Services. The focus of Transit Operations is to provide cost effective and efficient commuter and local transit service and includes working with 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.



Programs and Services Overview

The following programs and services are delivered by the Environment and Transit Department:

Climate change mitigation:

- Greenhouse gas reduction
- Energy efficiency and Green building support
- Waste diversion and water conservation
- Water conservation

Climate change adaptation:

- Extreme weather event risk evaluation and preparedness
- Corporate risk evaluation as it relates to a changing climate

Environmental compliance:

- Environmental liabilities management
- Environmental release reporting
- Stormwater management facility monitoring program development
- Natural areas management – natural environmental protection

Transit management:

- Oversee the commuter transit system
- Local transit service planning

Operational Alignment to the 2022-2025 Strategic Plan

The Environment and Transit Department's operations align very closely with the actions in the Strategic Plan. Specifically, the department is focusing on:

- Building the implementation plan for the Climate Change Action Plan that was presented to Council in early 2022.
- Building physical infrastructure for electric vehicle charging stations throughout the city. An electric vehicle strategy is also in development that outlines the City's approach to electric vehicles, including the City's fleet.
- Moving forward with waste management recommendations based on Council's direction at the September 26, 2022, Council meeting.
- Investigating the effects of recently passed provincial legislation on extended producer responsibilities and its impact on recycling options for residents.
- Adjusting transit service levels to provide alternative transportation options to residents.



Facilities and Fleet Management

Facilities and Fleet Management is responsible for the management and maintenance of the City of Spruce Grove's facilities and fleet. The team plans, procures, maintains, and manages facilities and fleet vehicles to ensure safe, efficient, operating condition for users. With pride, the team takes care of the City's assets.



Programs and Services Overview

The programs and services delivered by the Facilities and Fleet Department include:

- Capital planning
- Capital construction projects
- Project management
- Real estate management
- Facilities maintenance and lifecycle management
- Fleet vehicle/equipment maintenance and lifecycle management
- Governmental inspection management
- Long range strategic facilities space planning
- Contract and lease management
- Energy management
- Asset security management

Operational Alignment to the 2022-2025 Strategic Plan

The Facilities and Fleet Management Department both supports and leads specific actions within the Strategic Plan, including:

- Support the City's approach to addressing homelessness by ensuring the space required by Community Social Development is ready for programming.
- Participate in the implementation of the Climate Change Action Plan.
- Participate in the Municipal Energy Management Program.
- Lead the creation and implementation of the City's electric vehicle strategy.

Public Works

The Public Works Department operates and maintains many of the City's physical infrastructure assets following their initial construction through to the end of their service lives. The primary focus of the department is to provide essential infrastructure services for the community. A multitude of tasks are completed within annual work plans to achieve the service levels associated with these services that support City priorities.



Programs and Services Overview

Programs and services delivered by the Public Works Department include:

- **Residential solid waste utility**
 - Curbside solid waste program
 - Eco Centre operations



- Special collection events
- **Parks & Open Spaces operations and maintenance**
 - Sport field, pathway trail and turf grass maintenance
 - Cemetery operation and maintenance
 - Urban forestry
 - Horticulture
- **Roadway operations and maintenance**
 - Street sweeping operations
 - Road repair and maintenance
 - Roadway snow and ice control operations
 - Sidewalk repair and maintenance
 - Traffic control operations and maintenance
- **Stormwater Utility**
 - Stormwater management facility operation and maintenance
 - Ditches, culverts and overland conveyance maintenance
 - Stormwater mains, manhole and catch basin maintenance
- **Sanitary sewer Utility**
 - Sewer main, lateral and manhole maintenance
 - Sewage lagoon operations and maintenance
- **Water Utility**
 - Reservoir and pump house operation and maintenance
 - Hydrant operation and maintenance
 - Truck Fill Station operation and maintenance
 - Water main, meter and CC operation and maintenance

Operational Alignment to the 2022-2025 Strategic Plan

Operationally, the Public Works Department ensures the City's parks, trails, roads and sidewalks are maintained to specified service levels, which allows for residents to safely enjoy the community's amenities. This ties directly to the goals in the Strategic Plan focused on creating community connections and environmental sustainability as Public Works staff not only create the conditions for these connections to happen, but they also actively maintain and protect the environment. Specifically, the Public Works Department is also:

- Supporting accessibility to City assets (parks, playgrounds, trails, etc.).
- Collaborating with other departments to support community event delivery.
- Developing orchards within public parks to provide residents and opportunity to connect with their community through nature.
- Developing regional waste reduction and management strategies through participation on the Edmonton Metropolitan Region Board's solid waste collaborative.
- Working to update bylaws and policies for City's sanitary, water and stormwater systems.
- Collecting green infrastructure data to inform policy and service level developments while enabling improved future reporting and planning.
- Ensuring that maintenance plans and activities for Columbus Park are appropriate to support programmed cultural opportunities and events.

Community Services

The Community Services provide recreational and cultural services, activities which promote the health and wellbeing of citizens, and activities related to parks and cemetery maintenance and operation. This function contains the following functional areas:

- Community Social Development
- Recreation and Culture

Operating Budget

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Government Transfers - Operating	1,532	1,451	1,466	1,380	1,353
Rentals	675	987	1,188	1,188	1,218
Sales and User Fees	13	320	265	265	265
Other	78	90	97	75	75
Property Taxes	309	41	-	-	-
Transfer from Reserve	-	130	100	168	83
Total Revenues	2,607	3,019	3,116	3,076	2,994
Expenses					
Salaries, Wages & Benefits	3,958	4,607	4,852	4,957	5,089
Transfers to Government Agencies & Other Organizations	2,143	2,099	2,472	2,649	3,197
Contracted & General Services	1,449	2,079	1,770	1,669	2,267
Materials, Goods & Supplies	663	743	869	880	887
Principal Repayment on Long Term Debt	626	393	367	277	817
Interest on Long Term Debt	66	41	23	661	1,206
Bank Charges	-	2	3	3	3
Total Expenses	8,905	9,964	10,356	11,096	13,466
Annual Deficit	(6,298)	(6,945)	(7,240)	(8,020)	(10,472)



Community Social Development

The mission of the Community Social Development (CSD) Department is to foster social wellbeing through information, collaboration, capacity building and engagement by supporting community, organizations and individuals towards enhanced quality of life. CSD is structured to help build a strong community that meets the diverse needs of residents.



Social sustainability is about ensuring we can collectively meet the needs of residents today as well as into the future. For that reason, CSD focuses on empowerment within two functional areas: individuals and families, and community. CSD operates in accordance with relevant statutes, codes and regulations, adheres to program standards and best practices, and maintains professional certifications for credentialed staff. The department provides stewardship of the Social Sustainability Plan (currently being updated) and receives a portion of its mandate from the Provincial Family and Community Support Services Regulation.

Programs and Services

CSD is divided into two core functions:

Family and Community Support Services (FCSS) – empowering individuals and families

- Systems navigation
- Individual capacity building
- Income tax preparation support
- Counselling
- Mental wellness capacity building
- Preventative social programs
- Advocacy

Social Planning – empowering community

- Civic engagement
- Community capacity building
- Planning and evaluation
- Research and policy development
- Funding

Operational Alignment to the 2022-2025 Strategic Plan

CSD plays a significant role in delivering on the actions in the Strategic Plan. Operationally, the work the CSD team does aligns directly to many of the themes, particularly Community Connections. The team actively works towards building community connections by:

- Working with community organizations to understand their needs and how the City can support the work they are doing in delivering social programming and services to the community.
- Incorporating DIEB principles into policy development, processes and programming.
- Advocating to other levels of government about the needs of the community.
- Engaging the community through programming and events.



- Working towards developing the organization’s approach to addressing affordable housing, including unsheltered populations, and understanding how a midsized urban city can approach this complex issue.
- Acting as a subject matter expert on City-wide projects and programs such as the MDP update, accessibility, and community grant program.

Recreation and Culture

The Recreation and Culture Departments amalgamated into one department in 2022.



Recreation and Culture provides quality opportunities, services and spaces to create a sense of belonging, realize wellness and enhance quality of life in the Spruce Grove community. Through the direct delivery and/or community support, they satisfy diverse community needs through community events, recreation and active living, sports, art, culture and heritage. The team provides value to the community and organization through the following:

- Creating positive opportunities for citizens to realize quality of life and wellness.
- Making Spruce Grove a more attractive community to live and invest in.
- Promoting active participation in recreation and culture activities and healthy lifestyles.
- Fostering, encouraging and nurturing partnerships within the community.
- Providing vision and leadership to the future planning, development, and provision of recreation and culture opportunities for the community.

Programs and Services

The following list of programs and services are provided by Recreation and Culture:

- Facilitation and delivery of recreation and culture programs and services.
- Operation of quality recreation and culture facilities to meet community needs.
- Leading and informing parks and green space planning initiatives.
- Scheduling and allocation of recreation and culture facility use for the community.
- Oversees and maintains the City’s Municipal Art Collection Program
- Supporting the delivery of other organizational initiatives, including organizational preparedness for emergency response.
- Engaging and supporting the community in the creation of opportunities, services, and experiences.
- Advocating for the responsible development and use of City green space.
- Identify opportunities to recognize and preserve the community’s history through initiatives, partnerships, and collaborations.
- Developing, planning, and promoting policies and processes for new and sustained art and culture growth within the City including public art and mural programs.
- Operation and management of the Ticket Centre and Horizon Stage.
- Acting as City partnership liaison with schools, library, community organizations and regional partners.



Operational Alignment to the 2022-2025 Strategic Plan

Operationally, the Recreation and Culture department is aligned directly to many of the goals, objectives, and actions in the Strategic Plan. The work the department does to deliver recreation and culture focused programs and services is integral towards building a strong, healthy community. Specifically, the team is focused on:

- Developing a Community Development Framework related to community engagement and support.
- Completing a community needs assessment for an indoor and outdoor recreation and culture facilities and programs review that includes service gap analysis and opportunities that can be leveraged.
- Developing a formal mural program.
- Reviewing current recreation and culture planning documents to evaluate status of action items and initiating implementation of remaining strategies that best serve the needs of the community.
- Update fees and charges document to provide clear principle-based rates and charges that consider sustainability and accessibility.
- Developing a new Public Art Policy.
- Creating an Event Hosting Strategy that celebrates diversity and identifies what events are offered to the community, by whom and if/how the City is involved.
- Identifying new arts and culture experiences/events to enhance resident engagement in the community.



Development Services

The Development Services function is comprised of the functional areas identified below. Planning and Development manages long-term planning, current planning and subdivisions, development permits and safety code disciplines. 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 in the City.

- Economic and Business Development
- Planning and Development

Operating Budget

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Licenses and Permits	1,993	1,578	1,647	1,696	1,696
Government Transfers - Operating	41	-	278	260	260
Sales and User Fees	433	99	238	238	238
Other	105	167	143	143	143
Investment Income	22	76	71	65	60
Rentals	-	1	1	1	1
Fines	-	-	1	1	1
Transfer from Reserve	-	204	541	225	150
Total Revenues	2,594	2,125	2,920	2,629	2,549
Expenses					
Salaries, Wages & Benefits	2,239	2,682	2,967	3,082	3,126
Contracted & General Services	814	742	932	815	815
Principal Repayment on Long Term Debt	332	341	351	360	371
Materials, Goods & Supplies	16	15	116	34	34
Transfers to Government Agencies & Other Organizations	30	10	100	90	90
Interest on Long Term Debt	98	90	80	70	60
Bank Charges	-	-	60	60	60
Total Expenses	3,529	3,880	4,606	4,511	4,556
Annual Deficit	(935)	(1,755)	(1,686)	(1,882)	(2,007)



Economic and Business Development

The Economic and Business Development Department is responsible for facilitating and delivering programs and services intended to help local businesses prosper and grow and attract new business and investment to Spruce Grove.



Programs and Services Overview

The Economic and Business Development Department provides a variety of services including:

- Business retention and expansion
- Investment attraction
- Export development
- Technology transfer and innovation
- Information and marketing products
- Managing the City's land inventory
- Event and tourism attraction
- Corporate sponsorships
- Collaborative economic development partnerships
- Act as Administrative liaison for the Economic Development Advisory Committee

Operational Alignment to the 2022-2025 Strategic Plan

The Economic and Business Development department provides strategic support to the implementation of the Strategic Plan, particularly in regard to:

- Leading the Economic Development Strategy update.
- Promoting local and regional success by acting as a liaison between the City and external organizations such as the Greater Parkland Regional Chamber of Commerce, the City Centre Business Association and Edmonton Global.
- Promoting the Digital Economy Program as a resource for local businesses.
- Supporting the city-wide fibre-optic build.
- Supporting the City Centre Area Redevelopment Plan.

Planning and Development

The Planning and Development Department supports and oversees community building through land-use planning, subdivision, development and administration of safety codes. By encouraging a well-designed and sustainable community, the team strives to achieve a high quality of life for residents.



Programs and Services Overview

The Planning and Development Department provides a variety of services, including:

- **Planning and policy:** Undertake and maintain long-term planning and develop policy framework for land development processes and decision-making to facilitate growth and development.

- **Land use:** Prepare and maintain regulations and guidelines for the legal control of the use and intensity of development.
- **Subdivision:** Approve division of land into smaller parcels for development and assign municipal addressing.
- **Development:** Issue permits authorizing development, monitor and enforce compliance.
- **Building:** Issue building and trades permits to construct or change buildings or structures and inspect them for compliance and safety.
- **Business licences:** Issue business licences to allow individuals or companies to conduct business within Spruce Grove and monitor and enforce compliance.

Operational Alignment to the 2022-2025 Strategic Plan

The Planning and Development Department is working operationally towards updating the MDP, which is included in goal 6 of the Strategic Plan. This major project will result in a plan that outlines a long-range vision for the future growth and development of the community. The team also provides subject matter expertise on a variety of other actions including:

- Creation of urban agriculture plan.
- Leading work on the community standards bylaw.
- Participating in regional committees.
- Supporting the bylaw and policy review.
- Supporting other strat plan actions through Land Use Bylaw amendments.

Utility Services

The City is responsible for the construction, operation and maintenance of networks and facilities to support utility services in the following areas:

- Sanitary sewer
- Solid waste
- Stormwater
- Water

Operating Budget

	2021 Actuals (\$000)	2022 Revised (\$000)	2023 Interim Budget (\$000)	2024 Planned (\$000)	2025 Planned (\$000)
Revenues					
Sales and User Fees	23,214	24,323	25,400	27,190	29,319
Penalties	127	120	120	120	120
Other	-	2	2	2	2
Total Revenues	23,341	24,445	25,522	27,312	29,441
Expenses					
Purchases from Other Governments	10,482	10,420	10,199	10,606	11,144
Contracted & General Services	3,700	4,218	4,991	5,125	4,215
Utility Administration Fee Expense	2,556	2,646	2,792	2,940	2,947
Salaries, Wages & Benefits	2,190	2,234	2,316	2,438	2,524
Materials, Goods & Supplies	385	479	539	549	554
Principal Repayment on Long Term Debt	177	181	259	392	534
Interest on Long Term Debt	96	92	205	391	573
Other	12	19	14	14	14
Transfer to Reserve	3,743	4,156	4,207	4,857	6,936
Total Expenses	23,341	24,445	25,522	27,312	29,441

The Engineering, Public Works and Finance departments support the provision of utility services and the associated department profiles.





APPENDIX:

Additional detail on
2023 business cases
and 2023 capital profiles



Appendix A: 2023 Business Cases

The following business cases are sorted alphabetically within each of the functions. Note that there are no business cases for 2023 within the Protective Services function.

General Government

2023 Municipal Census & Establishment of Ongoing Census Program

Department:	City Clerk's Office
Cost:	\$30,000 Ongoing Cost per Year \$65,000 One Time Cost
Start Date:	January 2023
End Date:	n/a
<p>Description: Collecting up-to-date demographic data is an important and effective way to plan for the needs of a growing and diverse city. An accurate, up-to-date and complete census collection and subsequent trend analysis is extremely important for ongoing program development and service provision, which greatly benefits the City's residents and businesses. The last municipal census was held in 2018 resulting in dated census data.</p> <p>In 2019, the Province moved from the use of municipal census counts to provincially -developed population estimates, but the ability for municipalities to conduct a census remains in the Municipal Government Act. The Province will no longer utilize municipal census counts to determine grant funding to municipalities. However, municipalities have recently been informed that the Province is considering moving back to using population counts from the federal and municipal census to determine provincial grant allocations and the Province is in the process of developing a Municipal Census Regulation. Even if the Province continues to no longer utilize municipal census counts for grant funding, there is an intrinsic value for conducting a municipal census. A listing of the intrinsic value includes:</p> <ul style="list-style-type: none"> • Identify population trends within specific communities and the need for service adjustment and program delivery • Identify demographic trends to determine housing and resource needs • Test the area structure plan assumptions • Test Growth Study assumptions to inform future annexation land requirements • Inform future school site locations • Inform facility planning • Support service expansion and funding requests • Calculate per capita greenhouse gases, waste generation, water consumption and transit ridership • Cost waste management, electrical, gas and water fees • Support business attraction and retention as well as to establish the size and availability of the labour force • Determine the number of eligible voters • Cross-reference the City's address file • Per capita analysis of financial trends 	

The Federal census is conducted every 5 years; with the most recent Federal census occurring in 2021. However, there are issues relying on the Federal census:

- The 5 year spread of the Federal census is too long given growth trends and changing demographics
- The Federal census data, although similar, does not allow for an “apples-to-apples” comparison with the municipal census data due to different questions, different enumeration boundaries and different methodologies
- The Federal census focuses on data at City-wide level, whereas the municipal census drills down to the neighbourhood level which is more informative for program development and service provision.
- Data from the Federal census is not timely. The data is not fully released for a year or more after the census is completed. Whereas the data from a municipal census is available a couple months after the census is complete.
- The City has no control over the questions asked in the Federal census. With the municipal census, the City can tailor the questions to obtain data that will be specifically useful for program development and service provision.

With the establishment of Municipal Census Program (through an operating reserve), a municipal census will be conducted every 2 – 3 years, depending on the Federal census schedule and the municipal election schedule. The municipal census and municipal election are very large projects, and it would be difficult from a capacity perspective to hold a municipal census the same year as a municipal election. By conducting a municipal census every 2 – 3 years ensures data is obtained on a timely basis, allowing for more consistent “apples-to-apples” comparisons of census data. This will also ensure the City never goes more than three years without municipal census data and allows the City to plan ahead to conduct a municipal census to ensure that budget and capacity is available for its support. Data from future municipal censuses can then be compared with previous municipal censuses, ensuring accurate trend analysis as the methodologies for future municipal census would be consistent with past municipal censuses.

Municipal Census: Every 2 - 3 Year Schedule

- 2023 - Municipal Census
- 2024
- 2025 - Election Year
- 2026 - Municipal Census
- 2027
- 2028 - Municipal Census
- 2029 - Election Year
- 2030
- 2031 - Municipal Census
- 2032
- 2033 - Election Year
- 2034 - Municipal Census

Business Need: There is an operational need for accurate and up-to-date demographic data. The data collected from future municipal censuses and compared with past municipal census collections is a key input into the planning for the City’s programs and services such as emergency services, housing, planning and development, transit, community and social development, culture, corporate planning, economic development, infrastructure services, recreation services, election planning, financial services, etc. The needs of the community are

more likely to be met if the City can more effectively plan programs and services. It also helps ensure greater precision when budgeting for these programs and services.

Obtaining data from a 2023 municipal census will be particularly useful in informing the Municipal Development Plan update and economic recovery plans from COVID-19.

Options: The City can choose not to conduct a municipal census in 2023 and only hold municipal census on an “as needed basis” and continue to rely on 2018 municipal census data and the 2021 Federal Census data. However, the 2018 municipal census data is quite dated, and the Federal census does not allow for an “apples-to-apples” comparison with the municipal census data due to different questions, different enumeration boundaries and different methodologies. Furthermore, holding a municipal census on an “as needed basis” not allow for effective budgeting and resource planning.

Impact if not Implemented: The longer the City goes without accurate and up-to-date data, the more difficult it is to effectively plan program development and service provision, particularly as the City continues to grow.

Strategic Plan Alignment: Establishing a municipal census program would support the actions where data is required to develop strategies, policies, plans, that support the Strategic Plan implementation.

2023 Public Budget Submissions

Department:	Integrated Planning and Strategic Services
Cost:	\$105,000 One Time Cost
Start Date:	January 2023
End Date:	N/A

Description: Each year, residents and community groups have an opportunity to make a public budget submission to the City of Spruce Grove for consideration when developing the corporate plan. This is part of an annual process where the City welcomes public input into the corporate planning and fiscal planning process. For the 2023-2025 Corporate Plan, public budget submissions were accepted digitally until July 29, 2022 and those that submitted a request were invited to present to Council at the September 12, 2022 Council meeting. In total, six requests were received and submitted to the appropriate Director for analysis and recommendation. Of the six submissions, one was preapproved by Council at the August 22, 2022 Council meeting, three are recommended by Administration to move forward and are included in the proposed budget, and two are not recommended by Administration to move forward. The summary of these submissions is as follows:

1. City Centre Business Association: Requesting \$10,000 to strategically plan marketing campaigns and events to incentivize the public to continue to visit the City Centre during the ongoing construction.

Administration recommends funding this request.

2. TriCALA Tri-Community Adult Learning & Literacy Association: Requesting \$7,800/year for two years (2023/24) for a total of \$15,600. This funding would be used for 36 learning events throughout the Tri Region per year (12 in Spruce Grove) above the learning opportunities already offered by TriCALA.

Administration recommends funding this request.

3. Winter Emergency Response (Late Night Café): Requesting a total of \$138,750 over 5 years (\$27,750/year) for operating expenses of the Late Night Café from November 1 – April 1 each year. They are requesting a five-year commitment from the City to ensure they can continue to operate until the City and/or community has time to develop and implement a long-term homelessness plan.

Council has already preapproved this request at the August 22, 2022 Council meeting.

4. Skydancer Indigenous Cultural Society: requesting \$59,404 in 2023 to cover start-up costs and the first year of operation; for years two to five, the request is for \$41,304/year for a total over five years of \$224,620. This funding would be used to create an Indigenous cultural “hub” for the City of Spruce Grove (at Rotary Centennial Park) which will act as an Aboriginal cultural centre and art gallery, a welcoming “gathering place” for residents to learn about and experience Indigenous culture, and a venue for educational programming for Indigenous arts and environmental topics. This cultural hub will also facilitate conversations with local Indigenous and non-Indigenous residents and municipal government regarding needs and potential facilities and programs in Spruce Grove and the Tri-Region.

Administration recommends funding this request.

5. Family and Community Twining Society; Spruce Grove 12-30 Career, Personal, and Relational Post-Pandemic Network Development: Requesting \$31,500 to develop the network established by FACTS and use their collaborative networking model to respond to opportunities presented by the Strategic Plan of the City of Spruce Grove. Based on the submission, this organization is looking to connect the youth in their network to work that needs to be done to achieve the goals as outlined in the Strategic Plan. City employees and/or consultants would act as a project mentor for the youth assigned to specific city run projects (ie: community orchards, recycling, preserving heritage resources).

Administration does not recommend funding this request.

6. Douglas Taylor - Men's Sheds for Health: This individual is requesting support in locating a workshop/gather place to set up a Shed, which is a modern, shared version of a home workshop. Startup funding of \$20,000 is also requested to add to the \$1,000 grant available from Men's Shed Canada. One focus of this wellness strategy is the intention for community service projects, such as home care ramps, park picnic benches, park benches, and any myriad of opportunities for community service.

Administration does not recommend funding this request.

The total amount of funding requested for 2023 that Administration recommends proceeding with is \$105,000.

Business Need: N/A

Options: Council can direct Administration to proceed with funding any of the above requests.

Impact if not Implemented: N/A

Strategic Plan Alignment: Goal 1, Objective B



Brand Strategy

Department:	Corporate Communications
Cost:	\$100,000 One Time Cost
Start Date:	February 2023
End Date:	April 2024
<p>Description: As the City of Spruce Grove continues to grow and seeks to be seen as a modern, urban mid-sized city, there is a need to refine our brand so that it is reflective of who we are and how we can clearly position ourselves. Community branding is more than attractive website, materials, and logos; it is a statement that makes a community unique or special and why it matters. It is also the emotional and intellectual reaction that people have to the community. City of Spruce Grove Council has been seeking this strategy work for a number of years. The timing of the brand strategy work coincides with the Municipal Development Plan update by design.</p> <p>This business case includes research and development of the brand strategy.</p>	
<p>Business Need: Developing an updated brand strategy for the City is critical to affecting perceptions of Spruce Grove as a small, bedroom community but rather a vibrant, growing, urban mid-sized city. A strong brand will drive business investment, attract and retain business, and increase community engagement and pride. The City has not gone through a formal branding exercise for in 20+ years.</p>	
<p>Options: Continue with current brand and defer development of a new brand strategy.</p>	
<p>Impact if not Implemented: The City may be perceived as being out of date and a clear point of difference along with its benefit (ie. what makes us unique) will not be defined.</p>	
<p>Strategic Plan Alignment: Goal 6, Objective A, Action 2.</p>	

Business Systems Analyst (Full Time, Permanent)

Department:	Information Systems
Cost:	\$119,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	N/A
<p>Description: An additional Business Systems Analyst position is being requested for 2023 based on the following:</p> <ul style="list-style-type: none"> • The current resources trained and assigned to support Business Systems are struggling to provide primary and secondary coverage for all business unit applications. • Single points of failure risk are evident as there are no back up analysts who have knowledge of key systems (i.e., only one analyst/ key system such as City View or Questica or Protective Services software platforms). • Several departments are underserved with respect to Business Systems Analysts dedicated to their business, resulting in poor support with respect to technology and application use. • Several applications that the City uses are out of date and pose a security risk to the entire organization. Staffing is required to work with the business units to plan and replace the aging solutions. Though a number of applications have been retired, work is still required to decommission some, and the number of applications supported continues to increase. 	
<p>Business Need: Ensuring that applications and business processes are defined, implemented, and continually improved upon is key to the City's successful use of technology, particularly given the cyber security environment that the municipality operates in today. By having Business Systems Analysts working with each business unit and having the proper primary and secondary support, it will ensure that systems are running properly, are secure and that the Business can leverage technology to make processes more efficient.</p>	
<p>Options: Paying consultants to support the applications would be one option, however due to the age of the applications and the number of them, finding qualified candidates would be difficult and would result in the City paying contractors to learn aging technology. It will be difficult to hire a single consultant in this space given the breadth of programming in the City from a sustainable perspective (i.e., longevity of a contractor vs permanent role.)</p>	
<p>Impact if not Implemented: Risk to the organization that key business processes such as payroll, cheque processing, maturing CityView workflows (e.g.: extension requests, lot grading process),etc. may not be able to complete in a timely manner if key resources are away. Expense required to bring new staff up to speed on applications in the event staff leave the organization will be high as time has not been available to effect proper succession management.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D</p>	

Clean Energy Improvement Program - Pilot Launch (contract support)

Department:	Finance
Cost:	\$60,000 One Time Cost
Start Date:	January 2023
End Date:	December 2023
<p>Description: The City is requesting additional temporary resources (either contracted services or temporary employee) to provide the capacity to establish and implement a Clean Energy Improvement Program (CEIP) at the City of Spruce Grove.</p> <p>The CEIP is a financing program designed to make residential and non-residential energy efficiency and renewable energy upgrades more accessible. CEIP leverages an innovative financing solution known as Property Assessed Clean Energy (PACE), which allows property owners to access flexible, long-term financing through their municipality. Repayment is facilitated through an added charge to the participant's regular property tax bill.</p> <p>The City would work closely with the Municipal Climate Change Action Centre (MCCAC) on the development and implementation of the program.</p> <p>While the MCCAC would lead all major implementation services, the City's municipal staff would support certain elements of the program, including ensuring the participant is in good standing with the municipality, levying and collecting the Clean Energy Improvement Charge, and collaborating with the MCCAC on marketing and communications.</p> <p>Using estimated administration costs for the City of Leduc as a guide, program administration costs would be roughly \$650,000 for four years. If the City applies to the Federation of Canadian Municipalities ("FCM") Community Efficiency Financing ("CEF") program, the first four years of administration costs, including program start-up, can potentially be offset through the CEF grant.</p> <p>After the grant support ends, or if the City is unsuccessful with the FCM grant, the program administrative costs can be passed down to the participants (which is common practice in PACE programs). The CEIP legislation allows the municipality and program administrator to collect a Program Administration Fee from participants (a maximum of five per cent of project costs).</p> <p><u>Securing Financing:</u></p> <p>Provincial legislation states that the borrowing made by a municipality for CEIP does not count against the debt limit or debt service limit of the municipality. The legislation does not state or limit where a municipality can borrow the capital.</p>	
<p>Business Need: Program Benefits according to the City of St. Albert's CEIP market study state that if they receive a \$5 million dollar loan to administer the program over four years, they will see \$4.1 million in lifetime savings, create 73 jobs (job year = 1 full time employee for a single year), add \$17 million in GDP growth and reduce of 30,683 tonnes of CO₂e of GHGs.</p> <p>This program is expected to help create jobs, lower GHG emissions, and contribute to the local economy. Residential buildings account for 31 per cent of the City of Spruce Grove's</p>	

total community GHG emissions, taking efforts to help residents reduce their energy consumption will only help to lower City emissions and achieve reduction targets.

Options: The City can explore two options for securing financing: borrowing through a third-party lender, and funding opportunities available through the Federation of Canadian Municipalities (FCM). The key considerations around securing financing are the interest rate and carrying costs of the loan. To ensure the Program does not place undue financial stress on the municipality (or the participant if costs are passed along).

1. Borrowing Through a Third-party Lender

The City may borrow the capital required for the program from their local bank or credit union. A line of credit would be secured which would only be used when projects are completed, minimizing the carrying costs.

2. Borrowing through the Federation of Canadian Municipalities

As mentioned above, FCM's CEF program provides a loan for the full capital requirements of a PACE program. The loan is offered at a competitive interest rate (anticipated to be between two and three percent), with an extended loan term (up to 30 years).

There are other important benefits of borrowing through FCM. First, accompanying the loan, FCM provides a loan loss reserve for defaults. A benefit of a loan loss reserve, in addition to offsetting potential default costs for the municipality, is that mortgage providers will be more inclined to provide consent if a loan loss reserve is in place for default scenarios. Second, the loan comes with an accompanying four-year grant that can be used by the municipality to offset administration costs for the municipality and the MCCAC, to provide rebates for Home Energy Evaluations or projects, marketing and event costs, and IT costs. This grant offering is generous and supports the start-up of the program which is the costliest stage of a program. This option, however, does have a few constraints. Municipalities must draw down from their CEF loan in lump sums – as opposed to the project-by-project basis using a line of credit – resulting in carrying charges if uptake is slower than forecasted. Moreover, there may be limitations on the early repayment of the CEF loans to FCM, which may also result in carrying charges.

Financing through FCM is a maximum of \$10 million with 50 per cent eligible in grant funding to cover startup and administrative costs for 4 years.

The Canada Greener Homes Grant and Canada Greener Homes Loan (as well as the Zero Emission Vehicles Program (iZEV) should be programs that Spruce Grove residents are made aware of and empowered to utilize. This would “stack” similar incentive programs to CEIP at the Federal level to enhance Spruce Grove's progress on mitigating greenhouse gas emissions linked to the City's Climate Change Action Plan Theme 3: Low Carbon Homes. This could be part of the community awareness roll-out for residents on the CEIP pilot program and would include a request to those responsible Federal departments for assistance at the municipal level in program promotion.

Impact if not Implemented: Residents will not have the financial support and ability to retrofit their homes to reduce their energy use, costs and emissions.

Strategic Plan Alignment: Goal 7, Objective B, Action 1

Controller (Fiscal Framework) (Full Time, Permanent)

Department:	Finance
Cost:	\$165,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	N/A
<p>Description: Finance requires an additional resource to help the City develop, implement and maintain a Fiscal Stewardship Framework. Implementation of a Fiscal Stewardship Framework will allow the City to deliver the level and types of financial services expected by the community, while proactively assessing and managing associated risks at acceptable levels of taxation and fees. The framework will be built on the following concepts:</p> <ul style="list-style-type: none"> • An ability to balance revenue and expenditure constraints over the long-term; • Maintenance of existing service levels; • Proactive risk management; and • Adherence to an acceptable level of taxation and user fees. <p>The resource is expected to be at a level equivalent to a Controller.</p>	
<p>Business Need: The City is faced with numerous challenges and pressures that threaten its financial sustainability. Sustainable revenues and funding sources, expenditure pressures, new growth inflation, combined with cost escalations and pressure to keep taxes affordable contribute to the current financial realities. These pressures make implementation of a Fiscal Stewardship Framework a critical goal for the City to help maintain a strong financial position and fiscal health. The principles laid out in the framework will help guide corporate planning and achievement of the Strategic Plan.</p>	
<p>Options: The implementation of the Fiscal Stewardship Framework could be completed by hiring a consultant/contractor. The second alternative would create a development opportunity for an Assistant Controller who would be performing duties outside their current job description but would still require a back fill. These options do not allow for a sustained approach to financial strategy and management of the framework.</p>	
<p>Impact if not Implemented: Due to capacity constraints in the Finance Department if this business case is not approved the implementation of the Fiscal Stewardship Framework will not be able to be completed in 2023.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D, Action 1</p>	

Corporate Planning Casual Support

Department:	Integrated Planning and Strategic Services
Cost:	\$32,000 Ongoing Cost per Year
Start Date:	January 2023
End Date:	N/A
<p>Description: This casual position is responsible for supporting the corporate and business planning processes including development of corporate plan content, key messages, media releases, speaking notes, presentations, reports, publications, internal documentation, ads and online material. The position will also develop and coordinate communication plans, assist with graphic design, provide internal process support and evolve the public engagement process on the Corporate Plan and budget. This position will report to the Manager, Corporate Planning.</p>	
<p>Business Need: With the continued maturation in the City's planning and reporting hierarchy and Council's focused four-year Strategic Plan and corresponding implementation work, the Corporate Planning process requires additional support during peak periods (April-June and September-November) to ensure existing staff have the supports they need to not only write the plan, but the associated materials. This will allow the team to focus on tying the pieces related to the Corporate Plan together to create a more cohesive product that is released to the public.</p>	
<p>Options: Not proceed with the casual position, incur overtime and address expectations around additional processes and products that support strategic and/or corporate planning.</p>	
<p>Impact if not Implemented: Should this not move forward, the corporate planning process, associated materials, and integration with public engagement will not be as robust and the desired products and processes will not be achievable.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D</p>	

Data Analyst (Temporary Salary)

Department:	Information Systems
Cost:	\$96,000 One Time Cost
Start Date:	January 2023
End Date:	December 2023
<p>Description: The City has data in a large number of systems and the amount of data that can be accessed grows daily, not only data from City systems, but from external information systems as well. To be able to leverage this data through various reporting solutions, artificial intelligence mining and data sharing (internal / external) it is imperative that the City has set up a strong data analytics foundation. This role would establish the processes to ensure the proper data is being leveraged from the proper system, would monitor the extraction and linkage of data between systems and would be able to ensure that City data can be used properly for a variety of uses, both internally and potentially externally. The Data Analyst role could also help Business Units to consume data through various reporting tools.</p> <p>This request is for a six-month temporary resource potentially funded from one time funding. Once the foundation is set up, the goal is that permanent IS staff can take on the management of the solution and subject matter experts will have been developed within the business units to be able to consume the data.</p>	
<p>Business Need: Several program areas in the COSG are seeking this skill set. IS has the competency in house to train/develop and build up capacity in this discipline if a resource is secured to do the actual set up of the data pulls and analytics presentation.</p> <p>More and more "self-serve" reporting solutions are available to business unit staff. By having a dedicated Data Analyst, data can be properly identified, linked and published for consumption by the business. Without having this linkage and monitoring of the source data, business units could be in a position where they are making decisions from data that may look accurate but may not be from the right source.</p> <p>To ensure consistent reports and information is shared, one source of data should be used. The data analyst position can ensure that source continues to grow as new systems come online or new data sources are found so that the City has data they can easily access and use to make evidence based decisions.</p>	
<p>Options: Continue to conduct data analytics in an ad hoc manner when resourcing allows.</p>	
<p>Impact if not Implemented: Reporting and mining of data from systems can continue, however this would be leveraging existing resources who don't have the expertise or time needed. This would mean that business units would spend the time to link data and build their own reports, but the consistency and quality may be impacted. Business units looking for data to make informed decisions (Planning, HR, CSD for example) will continue to have to search and piece together data.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective B</p>	

Director of Policy (Full Time, Permanent)

Division:	Corporate Services
Cost:	\$172,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	N/A
<p>Description: The Director of Policy would be responsible for developing and implementing strategic cross-organization policies for the City of Spruce Grove. This position must also ensure that policies are in alignment with legislation and will also function as an advocate and liaison with all levels of government and ensure that all policies and interests of the City of Spruce Grove and Council are vested in are advocated for. This position will address a gap in the organization given the increasing complexity facing the City and the need for policy and analysis to support effective Council decisions. The Director of Policy is responsible to provide leadership, guidance, research, support, and advice to departments requiring policy development and will also review bylaws, policies, and procedures in conjunction with the City Clerk's Office as required.</p>	
<p>Business Need: Given the recent growth in complex policy and programming work that the City is facing as a result of its size and the shifts in societal factors, a central office led by a Director within Corporate Services to lead the development of policy is required. Recent areas that have grown in complexity for the city include housing, environment, intergovernmental advocacy, community policies. This position need is not unique to the City and can be found in varying forms of mid-sized Cities. The Director would assume responsibility of a number of policy files that are interwoven in Council's 2022-2025 Strategic Plan by engaging subject matter experts in various departments throughout the City. This position will also conduct reviews of existing policies on a cyclical basis to ensure relevant and alignment with legislation. Lastly, this position will assume accountability for the oversight of several policy files currently on the City Manager and General Manager's desks.</p>	
<p>Options: Other options would be to train existing directors in policy competencies and seek additional resources in those departments to offset the work that operational directors will absorb to do this work.</p>	
<p>Impact if not Implemented: Currently this work is done by pulling staff with some policy skills off of current projects (such as the policy/bylaw review work, intergovernmental officer) or hiring part time casual support and under the supervision of the GM of Corporate Services, utilizing an ad hoc, priority-based policy just in time delivery model. This is not a sustainable model as it does not allow for systematic policy development or support the program department leadership effectively in the policy work that is required to support their delivery outcomes.</p>	
<p>Strategic Plan Alignment: This business case provides a key support role to complete a variety of actions within the Strategic Plan.</p>	

Legislative Advisor (Temporary Salary converted to Permanent)

Department:	City Clerk's Office
Cost:	\$108,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	n/a

Description: The Legislative Advisor position in this business case has been in place as a temporary position for the past year. It has been supporting the City's governance and legislative process including creating, reviewing and publishing agendas and minutes for all Council, Committee of the Whole and Council Committee meetings and has been integral to the "production" of such meetings, including facilitating processes through eSCRIBE (the electronic meeting management software), the technology in Council Chambers before, during and after meetings and the preparation and support for other Council efforts that have been expanded upon such as proclamations and additional committees.

The position has been also engaging in legislative research, bylaw and policy drafting (as needed) and support bylaw and policy reviews, including information management of these documents.

The position will also support major legislative projects (i.e., election, census, annual board and committee recruitment and Council remuneration reviews).

Business Need: As the City continues to grow and with the advent of a new Council term and a new Strategic Plan, there is greater emphasis on maturing the City's governance processes. A significant change that was implemented in 2021 is the implementation of eSCRIBE, the electronic meeting management software and new technology in Council Chambers. The software and the technology in Council Chambers have been a very valuable customer service tool, both internally and externally, however the software and the technology are also labour intensive to manage effectively. It is difficult for one Legislative Advisor to facilitate the Council meeting governance processes and manage this technology week after week. By having two Legislative Advisors it allows one to focus on facilitating processes for one Council meeting one week (including pre and post meeting duties) and the other Legislative Advisor to focus on facilitating the next Council meeting.

Furthermore, there is need for greater governance support to be provided to Council Committees; including development of agendas and minutes, providing parliamentary procedure advice, managing the recruitment processes for public committee and board members and preparing the necessary support for the Youth Committee. Currently, program areas provide the governance support for some committees but with the addition of the Legislative Advisor position permanently, this will build capacity in the City Clerk's Office to take over these duties from the program areas. There also has not been many Subdivision and Development Appeal Board (SDAB) appeals in recent years (only 4 in four years). The Deputy City Clerk is the Clerk for the SDAB and if the number of appeals were to increase this would reduce capacity within the Deputy City Clerk position. The Legislative Advisor position would also provide administrative support to the SDAB to mitigate the reduced capacity in the Deputy City Clerk position (this role was transferred from the Planning Department in 2021 to effect good governance). The City Clerk and Deputy City Clerk primarily develop departmental bylaws and policies and provide reviews to organizational

bylaws and policies. During years of major projects such as the election and census, the capacity of these positions is reduced with respect to providing these services. The Legislative Advisor position will be mentored to build the competency to provide these services to shore up the department when other position's capacities are reduced during major project years.

Options: The City Clerk's Office could continue have one permanent Legislative Advisor and one temporary Legislative Advisor to provide capacity in 2023 as the temporary position was enabled in February 2022 using savings from within the department and a small contribution from the Corporate Services Division. The challenge is that these savings are not always available and come at other program costs.

Impact if not Implemented: The City Clerk's Office would have to continue to rely on one permanent Legislative Advisor and one temporary Legislative Advisor to provide capacity in 2023. Retention in role will be compromised. The ability of the City Clerk's Office to support maturing processes is compromised. If the temporary position is not maintained the City Clerk team will not be able to maintain delivering the additional functions that have been absorbed in the latter part of 2021 and throughout 2022.

Strategic Plan Alignment: Goal 12, Objectives B and C.

Natural Gas Franchise Fees Increase for 2023

Department:	Finance
Cost:	\$524,000 Ongoing Revenue Increase per Year
Start Date:	January 2023
End Date:	N/A
<p>Description: 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. The 2021 rate of 30 per cent was maintained for 2022, and it is being recommended that the rate be increased five per cent in 2023 effective January 1, 2023. This will be the final increase for this franchise fee as 35 per cent is the maximum franchise fee allowed through the provider. The increase will bring in over \$500,000 of additional revenue to fund City operations. For comparison, the City of Edmonton, City of Leduc, City of Red Deer, and Town of Stony Plain are already at the maximum 35 per cent rate.</p>	
<p>Business Need: The City is faced with numerous challenges and pressures that threaten its financial sustainability. Revenue generation is of great importance in ensuring the effective running of operations of the City. The City signaled in the approved Corporate Plan 2022-24 that this five per cent increase was projected for 2023.</p>	
<p>Options: The option exists to keep rates at 30 per cent, which would limit projected operating revenue increases.</p>	
<p>Impact if not Implemented: For the average residential customer, the financial impact of the 2023 change is estimated at \$32.93 per year, or \$2.74 per month. This fee increase is estimated to yield the municipality approximately \$524,000 in additional revenue in 2023. The corresponding loss in revenue of not proceeding will require a shift in the proposed Corporate Plan and business cases.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D, Action 1</p>	

Procurement Advisory Support (Contract Services)

Department:	Integrated Planning and Strategic Services
Cost:	\$35,000 Ongoing Cost per Year for contracted services
Start Date:	April 2023
End Date:	N/A
<p>Description: The City is responding to more complex needs in the residential, commercial and industrial communities which impacts many areas of activity including procurement. There are also increasing reporting requirements from other levels of government as part of the compliance requirements of the various trade legislation. There is a need to support the organization through an established procurement program so to best capitalize on opportunities and mitigate identified negative risks as well as maintain compliance with legislation. A governance framework and specific operational supports are required to provide more robust services regarding procurement activities in the organization. The objective is to move from a reactive to proactive state through the creation of policies, procedures and provision of resources that respond to the business requirements of the organization.</p>	
<p>Business Need: A 2019 review of procurement practices identified that the City is currently not meeting expected internal service levels with respect to procurement. Recommendations identified structural, policy/procedure, process, and culture/training factors that needed improvement to respond to service requirements. Establishing an enterprise-wide procurement program with a framework and resources to champion and guide it was identified as critical to responding to the business needs of a growing and maturing organization.</p> <p>The organization is responding to more complex needs in the residential, commercial and industrial communities which impacts many areas including procurement. The City is currently operating at an immature level and is primarily reactive in its procurement practices. Current capacity does not exist to fully support the business needs of the organization and the risk exposure as a result is identified as high.</p> <p>Risks identified included, legal, financial, information, and process related risks. Of the known financial risks, they are currently quantified at \$3.5 million.</p> <p>Opportunities for increased efficiency and financial savings are also not being maximized due to lack of capacity and maturity. These include standardized approaches, group buying, and establishing preferred vendors. Key initial activities in the development of an enterprise-wide program include:</p> <ul style="list-style-type: none"> • Inventory procurement across the organization and identify specific business needs • Determine organizational approach to procurement (decentralized / centralized model) • Update resources (templates) based on business need and current legislation • Launch policy, procedures and resource documents • Provide support to program areas undertaking procurement • Support reporting requirements set out in trade legislation 	
<p>Options: The organization has been dependent on corner of the desk expertise from a Department Director and heavy draw on external legal advice. The Director has built a tool kit</p>	

for procurement to support the City's Procurement Policy. Staff will be pointed to the tool kit going forward for self-serve and with the opportunity to access external procurement expertise on an hourly rate for additional expertise to ensure compliance with the Procurement Policy. This is anticipated to cost \$35,000/year based on past procurement review/advice sought and will provide the organization access to a breadth of expertise that may in fact drop the level of legal costs in this area. An additional \$30,000 to \$40,000 could be added to provide base training on the tool kit, best practices and COSG Procurement Policy. This training could be considered annually or some other term - every second/third year pending changes (current training will be recorded for staff access).

Impact if not Implemented: Procurement practices in effect today will remain at an immature level, services levels will not be met, and risks will increase as procurement levels and complexity increases with a growing community.

Strategic Plan Alignment: Goal 12, Objective D



Re-establish Receptionist (Temporary Salary Conversion to Permanent)

Department:	Finance
Cost: (per year ongoing or one-time)	\$62,000 Ongoing Cost per Year
Start Date:	January 2023
End Date:	N/A

Description: To support the provision of improved customer service to Spruce Grove residents a request is being made to re-establish a permanent, full-time Receptionist position on the first floor of City Hall. The Receptionist position was a full-time position residing on the first floor of City Hall up to July 2019. At that time, a decision was made to dissolve the Receptionist position and re-assign the reception duties to the two existing Customer Accounts Representative positions. The decision at the time was to leave the front reception area unstaffed. This has been perceived as having a negative impact on the customer service image of the City of Spruce Grove and has also prevented the Customer Accounts Representatives from effectively performing their roles, as they are often pulled from their regular duties to perform reception responsibilities.

This is a request to fill the City Hall reception position on a permanent full-time basis. The position was eliminated in the 2020 budget, in the anticipation that the reception work could be performed by the other front-facing staff in addition to their regular duties, and anticipated COVID expense savings were being sought. Staff were unable to successfully cover-off the reception role while also performing their other duties, which became evident when staff returned on site after the pandemic and City clients returned to coming to City Hall for various matters. As a result, the reception role was re-filled on a temporary, part-time basis in 2021. The return of the position was seen as adding strong customer service value, though was still needed on more than a part-time basis and was subsequently extended to temporary full-time in April 2022.

This position's work will be impacted by the Customer Experience Strategy that is being developed, which includes a formal assessment of our current customer service practices, inventory of tools, processes and procedures currently in place, engagement with the community and staff to determine needs and expectations, and research best practices.

Business Need: Governments face higher expectations than ever before when it comes to serving their citizens and broader customer base. A growing movement is underway among government leaders who have begun to champion customer experience as a powerful tool for achieving mission outcomes, increasing employee engagement, improving revenue collection and building overall trust in government.

Council has a strong desire to improve customer service to residents. By focusing on developing our processes, internal organizational knowledge and leveraging technology to facilitate customer self-service, the City of Spruce Grove will be taking steps in the journey toward developing and living a culture focused on customer service excellence. Administration recognizes the need to re-establish staffing the Receptionist position permanent full-time to support improved customer service.

A permanent full-time Reception will help to create a welcoming environment for visitors to City Hall, as well as provide support to City staff as needed. The full-time Receptionist will

also increase building security by way of monitoring, access control, and ensuring all visitors are properly checked in and follow all health and safety protocols. All packages and deliveries are also logged by the Receptionist for increased accountability. The Receptionist role at City Hall will continue to evolve as our community grows and new customer relationship management (CRM) and other technologies are leveraged to facilitate ranking and response to customer inquiries. The return to full onsite services, combined with a desire to see a more robust response/follow up to both walk in and phone in customer service makes this a key role. The position is currently staffed temporarily to December 31, 2022, to allow time for Council to consider this request through the 2023 Corporate Planning process, and for the Customer Experience Strategy to be completed.

Options: A temporary full-time salary position has been in place for over a year now to address this challenge and could be continued on a temporary basis (though benefits would commence for the employee who will have been performing the role for over one year). However, as the City undertakes the development of the Customer Experience Strategy this resource will provide vital support for the implementation of outcomes and recommendations from the strategy, one of which is the provision of improved customer service to Spruce Grove residents and more robust response/follow up to both walk in and phone in customer service.

Impact if not Implemented: If the receptionist position is not filled on a permanent, full-time basis, the customer service image of the City of Spruce Grove will likely be perceived as less than optimal. Customer service delivery will be challenged, and the City risks lower resident satisfaction levels. It may be harder to retain a temporary staff to fill this position as full-time permanent employment is desired by most. The City's existing Customer Accounts Representatives will need to return to covering-off the City Hall reception duties again, which reduces the level of service they can provide to residents and also impacts their ability to perform their other duties.

Strategic Plan Alignment: Goal 12, Objective D, Action 3

Transportation and Roadway Services

414 King Street Floor Cable Reinforcement

Department:	Facilities and Fleet Management
Cost:	\$135,000 One Time Cost
Start Date:	January 2023
End Date:	December 2023
<p>Description: King Street Mall pre-tensioned floor cables have a risk of failure which was discovered when pursuing the potential to purchase the rest of the mall. At this time, the landlord had installed a steel plate reinforcement over all cables as a safety prevention, but a permanent solution is required.</p> <p>This project would be to match this safety prevention across all areas that are owned by the City of Spruce Grove.</p>	
<p>Business Need: This project would be an installation of a safety guarding system based on the type of construction and implementation across the rest of King Street Mall.</p>	
<p>Options: Council could determine not to approve this business case. Administration could review other facility locations to lease however there are limited options available.</p>	
<p>Impact if not Implemented: the risk is that the cables could fail and come out of the floor, which poses a safety risk to staff. As the City is aware of this safety issue, it is incumbent that action of some sort is taken.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D, Action 2.</p>	

Climate Change Action Plan Implementation (Temporary salary 2023/conversion to permanent 2024)

Department:	Environment and Transit
Cost:	2023: \$50,000 One Time Cost 2024: \$120,000 Ongoing Cost per Year
Start Date:	May 2023
End Date:	N/A
<p>Description: In 2022 the City completed the Climate Change Action Plan (CCAP). This is a guiding document for the City with action items to mitigate and adapt to Climate Change. May 9, 2022, Council approved the CCAP and several recommendations to implement the plan and meet the current corporate Green House Gas (GHG) emission targets and create a pathway to the Federal and Internationally agreed upon climate and GHG targets of net zero by 2050.</p> <p>The various recommended actions of the CCAP that will require additional financial investment will come forward in future corporate plans as discrete business cases. However, in preparation for this and to help with other implementation aspects, additional supports are required through initial seed funding for less intensive recommendations to be implemented and staff resources for the Environment and Transit Department.</p> <p>A similar plan created for the Halifax Regional Municipality recommended the addition of six extra staff to result in a total of 14 staff to manage the environmental portfolio and the implementation of their Climate Action Plan. Knowing this, it is anticipated that the City will require additional resources to meet its commitments to mitigate and adapt to the impacts of climate change.</p> <p>To create a more robust Environmental department in order to improve Spruce Grove's ability to effectively manage the municipality's environmental responsibilities and prepare the City for the future, the business case enables temporary salaried support for a portion of 2023 with the objective of converting to a full time permanent position in 2024. It is imperative to look at increasing our environmental management capacity to levels seen in other similarly sized municipalities as there is currently only a single employee to address all the work in this portfolio.</p> <p>As a reference, when comparing Spruce Grove to Strathcona County, St. Albert, Leduc, Canmore, Grand Prairie, Airdrie, and Okotoks - most municipalities average one environmental position for every 10,000 - 12,000 residents. Spruce Grove currently has one position for every 38,000 residents.</p>	
<p>Business Need: The Environment and Transit Department is currently unable to fully deliver the environmental expectation and requirements of residents and current regulations. The City has adopted a Climate Change Action Plan in 2022 that will require additional resources to help implement and support current and future programming.</p>	
<p>Options: Adding resources through contracted services could be further explored but will still require additional funding that is currently available and is not a sustainable solution. The current CCAP is a long-term plan requiring the development of an implementation plan and</p>	

will require constant review and modifications. In order to clearly articulate the priorities, it will be important for an internal resource to be established for the department.

Impact if not Implemented: The City will not be adequately supported and resourced to respond to the expectations it is facing from residents, business, NGOs and other levels of government. Additionally, it will not have the ability to affect its energy and GHG reduction targets, and the City will be even further away from aligning with Federal and International targets.

Strategic Plan Alignment: Goal 8 and 9 (inclusive of all objectives and actions)

Jubilee Park Flag Poles Installation

Department:	Facilities and Fleet Management
Cost:	\$16,500 One Time Cost
Start Date:	May 2023
End Date:	October 2023
<p>Description: Jubilee Park has temporary flag poles that do not allow for compliance with the City's Flag policy, Provincial Protocol and the need for the City to pay respect to other cultural and government matters. A permanent five flag pole (Minimum – could allow for six for other events) installation at Jubilee park would allow these flags to be raised and lowered to meet the policy and ensures that the display of these National, Provincial and nation flags flown in this public space reflect positively on City of Spruce Grove leadership, and its residents.</p>	
<p>Business Need: Flags at Jubilee Park are flown on temporary poles that do not allow flags to be flown as per the City of Spruce Grove flag policy, installation of permanent flag pole installation at this park would allow flags flown in this public space to reflect positively on City of Spruce Grove leadership, and its residents.</p>	
<p>Options: Temporary poles remain as per existing condition. Temporary flags flown on temporary poles only for park events.</p>	
<p>Impact if not Implemented: Flags flown at Jubilee Park will continue to be flown contrary to the City of Spruce Grove Flag policy and the City will not be able to address other flag flying interests.</p>	
<p>Strategic Plan Alignment: Goal 12, Objectives A and D</p>	

Junior Engineer

Department:	Engineering
Cost:	\$83,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	N/A
<p>Description: This position would be for an Engineering in Training or one to three-year engineer that can perform a wide range of tasks that support the business priorities of the City. The position would focus on support to different areas of the engineering department in filling needs that are not being addressed currently such as services connection inspections, lot grading/drainage, updating standards/policies, assist with asset management data collection and analytics for action and future planning.</p>	
<p>Business Need: As the City grows engineering has continually identified gaps in the City engineering business processes. These gaps have been noticeable and need dedicated attention which at our current resource staffing level there is no capacity to fulfill this need. Areas such as data collection, land development, standard updates, policies and technical support have been identified as essential. These critical needs also reach to the public and outside the organization (contractors, consultants, third parties' utilities). Support for our growing City will be essential for the City to keep up with ever changing technology and technical issues in all the fields we deal with. It would also alleviate the single point of failure within the department by understanding all areas of the department.</p>	
<p>Options: Continue to use external contractors and consultants, however this is not a sustainable solution.</p>	
<p>Impact if not Implemented: Gaps and critical needs will not be addressed and continue to cause issues for the City in the future. Technical standards and procedures will be complete when we have time and may miss timelines.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D</p>	

Planning and Infrastructure Executive Assistant (Full Time, Permanent)

Division:	Planning and Infrastructure
Cost:	\$92,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	N/A
<p>Description: An Executive Assistant would be responsible to provide high-level administrative support to the General Manager of Planning and Infrastructure by conducting research, preparing reports, handling information requests and performing administrative functions such as preparing correspondence, arranging conference calls, and scheduling meetings. This position also provides support to departments in the division including Public Works, Planning and Development, and Engineering.</p>	
<p>Business Need: The General Manager of Planning and Infrastructure is responsible for a large volume of customer service matters that require substantive administrative follow-up and oversight. At this time, the General Managers of Community and Protective Services and Planning and Infrastructure share a single assistant. This has become challenging with the shift in attention to customer service and the growth in the City both from services and population. Given the increasing need for administrative support to reporting processes and division coordination, a dedicated EA for each division is required. Currently, there is one EA dedicated to two divisions and the workload is not manageable with existing resources.</p>	
<p>Options:</p>	
<p>Impact if not Implemented: If the position is not approved, the status quo would remain with the two divisions. In Planning and Infrastructure, certain aspects such as customer service on issues management and records management will continue to be severely challenged and result in delays. There is a need for support for smaller departments within the Division that currently do not have administrative support. In the other division, aspects of records management will continue to decline as well. There is an additional need for the EA to support the Civic Centre oversight work.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D</p>	

Roads and Drainage Staffing (Full Time, Permanent)

Department:	Public Works
Cost:	\$208,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	N/A
Description: This business case is to provide for one additional Foreman and one additional Roads and Drainage Operator for the Roads and Drainage operational sections beginning in 2023.	
Business Need: Staffing in these areas has not been increased since 2016, and it has become clear that additional resources are required to ensure that service levels are met as new infrastructure developments tied to growth create challenge operational capacities. Current staffing levels have proven insufficient to staff winter schedules that provide 24/7 coverage for snow and ice control services. In the non-winter months, there is a need for increased staffing and supervision to allow for service delivery continuity during staff vacations.	
Options: For the last two winter seasons, the Roads section has hired temporary operators and used additional contracted services and overtime as strategies to manage staffing shortfalls and capacity limitations. While the pandemic complicated and affected resourcing periodically, insufficient staff levels were identified as the root cause of operational issues.	
Impact if not Implemented: Insufficient staffing has the potential to create morale issues and potential burnout among employees who are asked to work excessive amounts of overtime or are unable to take time-off to maintain a healthy work-life balance. In the winter season, high sustained workloads coupled with the demands of shift work can lead to fatigue and an increased likelihood of workplace incidents. The lack of appropriate and effective supervision can also lead to operational inefficiencies.	
Strategic Plan Alignment: Goal 12, Objective D	

Seasonal Parks and Open Spaces Work Crew Expansion

Department:	Public Works
Cost:	\$50,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	N/A
Description: This business case was developed to increase the seasonal staffing levels in Parks & Open Spaces.	
Business Need: The ongoing growth of the City creates more infrastructure each year that is turned over to Public Works to operate and maintain. The Parks and Open Spaces section relies on seasonal staffing to complete seasonal maintenance activities essential to meeting community expectations. A previous business case to add temporary staffing in 2021 was not pursued due to operational restrictions imposed by the pandemic. In the 10 years since 2012, the Parks division has added only one (0.38 FTE) position to its seasonal workforce. It is important that staffing levels are maintained at a sufficient level to meet all the service expectations of the community.	
Options: Existing staff working longer hours requires the use of overtime and this is neither efficient or sustainable.	
Impact if not Implemented: If seasonal staffing is not sufficient to perform the volume of work required, service levels may not be reached for some very visible services such as mowing, sport field maintenance, transit stop snow removal and litter collection.	
Strategic Plan Alignment: Goal 12, Objective D	

Transportation Master Plan

Department:	Engineering
Cost:	\$150,000 One Time Cost
Start Date:	January 2023
End Date:	August 2023
<p>Description: Master plans are generally updated on a seven to ten year cycle based on growth and changes in the municipality's infrastructure. Master plans provide the City of Spruce Grove with the planning and recommendations to maintain or increase the level of service provided by each infrastructure being studied. The intention is to update the Transportation Master Plan in conjunction with the Municipal Development Plan update.</p>	
<p>Business Need: Understanding how our transportation network is working as we continue to grow is essential to the safe operation of the network. Upgrades need to be understood and planned throughout the lifecycle of the network, and the master plan provides the City with the required information. The master plan also considers future growth and planning required. Master plans provide a holistic view of the network. Adoption of new technology is also reviewed for efficiencies and better operations.</p> <p>The City is required, as per the <i>City Transportation Act</i> and the <i>Highways Development and Protection Act</i>, to have in place a transportation system bylaw. The master plan is a key document used to inform and maintain the currency of this bylaw. The City's Transportation System Bylaw will be amended once the master plan has been updated.</p>	
<p>Options: This master plan should be completed in 2023 due to the recent annexation in 2021 and the dependency to the Municipal Development Plan update.</p>	
<p>Impact if not Implemented: Inability to plan for future growth due to the network not working properly.</p>	
<p>Strategic Plan Alignment: Goal 6, Objective A, Action 3 and Goal 12, Objective D</p>	

Community Services

Social Programming for Youth

Department:	Recreation + Culture
Cost:	\$50,000 Ongoing Cost per Year
Start Date:	January 2023
End Date:	N/A
<p>Description: Enhancement of meaningful youth-focused programming and outreach supports to enhance the availability and meaningful service options that enhance quality of life for youth in the community.</p>	
<p>Business Need: Youth services and programs are required in the community to address increased concerns for their well-being in the community. Positive youth engagement through recreation and culture activities, social and emotional supports, and increased safety have all been identified as key outcomes. The need for ongoing and enhanced partnerships, collaborations and strategic coordination of services will also be required to meet these outcomes. While details and work plans have not yet been completed and additional outside resources have not been identified or secured, the following are anticipated as a result of this funding:</p> <p>Staff Supports Increased – through municipal, contract and other partner agreements, increased staff /leadership supports will be required. This may also include training for staff.</p> <p>Increased Program Offerings - through direct and partner delivery models, recreation and culture programming, enhanced education, and social programming will be identified and implemented.</p> <p>Increased Support Service Offerings – through direct and partner delivery models, enhanced support services for youth will be identified and implemented.</p>	
<p>Options: There are a variety of approaches and strategies that may be identified to support the anticipated outcomes. Administration is currently reviewing opportunities, including internal and community-based partnerships, to maximize the use of the funding. Additional grants and funding options are also being explored to further progress the identified priorities.</p>	
<p>Impact if not Implemented: Youth are currently experiencing significant challenges and needs as a result of COVID and other community service and program gaps. Not moving forward at this time will further exacerbate the issues and challenges being experienced by community youth and potentially increase the incidents of anti-social and criminal behaviors in the community.</p>	
<p>Strategic Plan Alignment: Goal 3, Objective A, Action 2</p>	



Supports for Unsheltered Residents (Casual/Contract Supports)

Department:	Community Social Development
Cost:	\$100,000 Ongoing Cost per Year
Start Date:	January 2023
End Date:	N/A
<p>Description: The unsheltered population in the City of Spruce Grove has become increasingly visible over the last several years. City of Spruce Grove residents, Administration, and community organizations/stakeholders have all observed a marked increase in unsheltered residents. It is apparent that immediate actions are required for the growing unsheltered population. Some of the options/funding needs have previously been identified in the Pathways Home report created several years ago; however, other priorities were identified by the City at that time and advancement of several strategies have not kept pace with the need. Additionally, communities across Alberta, Canada, and the world have experienced significant increases in social issues, including homelessness through and following the COVID pandemic. Throughout Administration's research and discussions with other municipalities even where communities have dedicated significant resources and actions, such as the City of Medicine Hat, almost all are experiencing their highest rates of homelessness in a decade with the expectations being that it will only get worse in the short term.</p>	
<p>Business Need: Budget is required to support the work being proposed by the Community Social Development department as they work together with community partners to find solutions to this complex problem.</p>	
<p>Options: Other Community and Social Development programs would need to be eliminated or altered.</p>	
<p>Impact if not Implemented: If the City determines not to fund this work, the ability to respond with agility to the growing social demands in the community will be limited. The City will be highly dependent on the not for profit and volunteer groups who are already stretched very thin.</p>	
<p>Strategic Plan Alignment: Goal 2, Objective C</p>	

Development Services

City Centre Store Front Improvement Program

Department:	Economic Development
Cost:	2023: \$85,000 2024: \$75,000 2025: \$75,000 Business Case Total: \$235,000
Start Date:	January 2023
End Date:	December 2025
<p>Description: First brought forward in the 2022-2024 Corporate Plan, the City Centre Store Front improvement program would provide a matching grant to businesses and property owners in the City Centre Business Improvement Area (BIA) to improve the external appearance of their premises. This is intended to complement the improvements that will be constructed as part of the City Centre Area Redevelopment Plan (CCARP) and will support City efforts at business retention and attraction within the area. Feedback was provided by individual businesses and the CCBA on the efficacy of this type of program.</p> <p>The budget for the program would be set at \$75,000 and individual grants would be set at a maximum of \$7,500 per applicant. The business would be required to match or exceed the amount of the municipal grant. Applications will be accepted on a first-come, first-serve basis until funding is fully allocated. If all funding requests are made at the \$7,500 mark, then the program will max out at 10 applicants per year.</p> <p>This program is intended to incentivize businesses with an opportunity to improve their commercial store fronts and creating a more attractive and interesting environment for customers and residents.</p> <p>There will need to be initial work undertaken for the design of the program, review criteria and application forms. A budget of \$10,000 is requested for this front-end support.</p>	
<p>Business Need: Many communities have these types of grant programs with grant values of \$5,000 to \$10,000 per applicant. Matching grant programs are widely used and are generally intended to spark improvements to occur at a much quicker pace than if left to happen organically. Several examples of existing programs include, City of Edmonton, City of St. Albert, City of Fort Saskatchewan, City of Lethbridge and the City of Grande Prairie, etc.</p> <p>Eligible improvements could include any improvement to primary front-facing commercial facades, such as attached signage, perpendicular signage, building entrances, doors, windows, awning, brick, stone or other building surfaces material. This would incentivize businesses and property owners to make these investments and embrace the design guidelines within the City Centre ARP. Additionally, flexibility could be given for façade improvements that incorporate design elements to prevent crime (e.g., nighttime lighting) and design elements that adapt to current and/or post COVID-19 guidelines (e.g., outdoor seating structures, etc.).</p> <p>Ineligible improvements would typically include site improvements such as, parking lots, paving, raised planters and planting areas, street sidewalks or benches. Items such as roof</p>	

repairs and new construction would also be ineligible. However, in some cases, these types of improvements could be counted as the building or business owner's match but cannot be covered by the grant itself.

Grant funding would not be awarded for retroactive building improvements that have already been completed. Commercial properties that are solely rental apartments would not be eligible as the program is intended to support the commercial sector within the Business Improvement Area (BIA). All related construction and improvements supported by the program would need to occur after the grant has been awarded.

Options: Alternatives include scaling back the program or not providing this type of incentive.

Impact if not Implemented: Façade improvements in the City Centre would proceed at a much slower pace and slow down the adoption rate of the City Centre ARP's design recommendations.

Strategic Plan Alignment: Goal 10, Objective A

Feasibility Study for Business Incubator and Accelerator

Department:	Economic Development
Cost:	\$50,000 One Time Cost
Start Date:	January 2023
End Date:	December 2023
<p>Description: Business incubators provide early stage companies access to mentorship, investors, funding, shared office space, and technical resources to help them get established. Business incubators differ from business accelerators in relation to the maturity of the companies they serve. Incubators support companies that have just launched whereas accelerators focus on companies that are scaling up. However, organizations that offer incubator programs may also offer accelerator programs.</p> <p>Examples of business incubator and accelerator organizations in the Edmonton Region include the joint Food Processing Development Centre (FPDC) & Agrivalue Processing Business Incubator (APBI) in Leduc, the Edmonton Research Park (ERP), and the Northern Alberta Business Incubator (NABI) in St. Albert.</p> <p>Spruce Grove has approximately 1,500 businesses with about 400 of those being home based. Incubators provide a path for start-ups, businesses wanting to scale-up, and home-based businesses looking to transition to a storefront. Therefore, Spruce Grove should begin exploring how a business incubator and accelerator could help to ensure that the business community is vibrant and continues to grow.</p> <p>A critical first step is the development of a comprehensive needs assessment and feasibility study for a business incubator and accelerator. This will provide a greater understanding of the market for the incubator and test that knowledge to see if it is valid, identify potential clients and their needs, evaluate alternatives, and determine financial parameters and funding sources.</p> <p>We could look at the development of the feasibility study from a regional perspective and invite Stony Plain and Parkland County, as well as the Greater Parkland Regional Chamber to the table. How Spruce Grove moves forward is not dependent on the interest of the potential partners.</p>	
<p>Business Need: The City's 2022-2025 Strategic Plan suggests exploring the concept of establishing a business incubator within the tri-municipal region. Companies nurtured in a business incubator have a survival rate much higher than that of unassisted companies. It is important that Spruce Grove works with local business and entrepreneurs as they will have a higher propensity to remain here which is important for future economic growth.</p>	
<p>Options: Continue to promote the various business support programs available to businesses such as the Business Link, ATB Entrepreneur Centre, and the Digital Economy Program. Although these programs are valuable to support business success, they do not have the same impact as a business incubator and accelerator.</p>	

Impact if not Implemented: The development of a comprehensive feasibility study for a business incubator is a critical first step and without one, the process of establishing a business incubator cannot begin.

Strategic Plan Alignment: Goal 13, Objective A, Action 1



Land Use Planning Priority Projects (Contract Support)

Department:	Planning + Development
Cost:	2023: \$95,000 One Time Cost 2024: \$75,000 One Time Cost Total Business Case Cost: \$170,000
Start Date:	January 2023
End Date:	December 2024
<p>Description: In the 2021 Planning and Development Department Review, a policy and regulatory gap was identified. A number of initiatives are required to close that gap. This business case puts forward four such initiatives. The funding for this business case primarily supports a temporary intermediate-level Planner for a two-year period, along with some funding to support engagement and external professional support.</p> <p>This position will allow flexibility within the Planning Unit to assign capacity to complete these four initiatives and/or ensure effective back up for current planning activities. The initiatives may be completed by this Planner or others. Four key initiatives will be addressed:</p> <p>Land Use Bylaw Amendments (2023)</p> <p>The Land Use Bylaw Amendments project will review and make recommendations for key regulatory amendments to improve the services to businesses in the City. One potential amendment will facilitate land preparation for Developers. The project will consider amendments for: liquor and cannabis separation distances; home occupations; change of use reviews; commercial parking, cash-in-lieu of parking and stripping and grading.</p> <p>East Pioneer Natural Area Management Plan (2023)</p> <p>The East Pioneer Area Structure Plan is a regionally significant and environmentally significant area. As development nearby increases, it is important to determine the long term management needs of the area to minimize potential impacts to the fen wetland. A Management Plan will define the appropriate location and extent of access for passive recreation uses and guidelines for adjacent development to maintain the ecological integrity of the area.</p> <p>Urban Agriculture Master Plan (2024)</p> <p>An Urban Agriculture Master Plan will:</p> <ul style="list-style-type: none"> • Create awareness and public support for urban agriculture, • Identify opportunities and constraints for urban agriculture specific to each municipality, • Identify how urban agriculture will be supported in the municipality, with particular attention to the needs of public and private forms of urban agriculture, and • Ensure that urban agriculture is a vital component of complete communities and is integrated into the social fabric of the municipality. <p>Consolidation of Area Structure Plans (2024)</p> <p>The City has 14 existing Area Structure Plans. As these plans have been amended, each amendment is appended, not consolidated into, the original plan. Therefore, the City does not have accurate and up-to-date representation of each plan. Consolidation of each plan would</p>	

provide greater clarity, ease of use, positively impact preparation of future amendment applications by developers, and allow staff time to review and assess applications more efficiently.

Business Need:

Land Use Bylaw amendments

The proposed amendment topics are key pinch points primarily for business growth in the City. The stripping and grading issue requires clarification for facilitating development. These issues have been identified in the Planning and Development Department Review by Council and by Administration and are expected to have a higher impact on improving service levels for business and land development applications.

East Pioneer Natural Area Management Plan

In order to protect the long-term integrity of the East Pioneer environmentally significant area, the City requires a Management Plan. The Plan will assist Council and Administration in making well-informed decisions related to the future potential development and maintenance of the area for education and passive recreation opportunities, trails, adjacent development, etc.

Urban Agriculture Master Plan

The anticipated completion of RAMP 2021 year that includes the requirement for urban municipalities in the region to prepare an Urban Agriculture Master Plan (UAMP) and include policies on urban agriculture in statutory plans. The UAMP will need to be prepared by an agrologist and approved by the EMRB.

Area Structure Plans Consolidation

Spruce Grove's Area Structure Plans have been in place for a long time. Over time, land use and market needs evolved, and these plans are amended to accommodate these differing trends. Typically, Area Structure Plans should be consolidated with each amendment to ensure a single up-to-date version of each plan. This has not been the case in Spruce Grove; each amended version is based on the original and layered upon all other amended versions without including previous amendments. Some plans have in excess of ten amendments. The current Area Structure Plans are becoming unwieldy for developers and Administration to assess when preparing and reviewing newly proposed amendments. There are concerns that policy direction and statistics between amendments are inconsistent.

Options: An initial option was to submit each initiative separately and hire a consultant or contractor to work on each initiative. Initial discussions suggested that hiring a single planner to add internal capacity to the team would be a more effective approach.

Impact if not Implemented:

LUB amendments

Continued delays for businesses going through the various permitting processes, businesses choosing to locate elsewhere and reducing the credibility of the P&D Department for not following Department Review recommendations.

East Pioneer Natural Area Master Plan

Unmanaged access to the area could cause damage to the natural area.

Urban Agriculture Master Plan

The City will not conform to EMRB requirements. Urban agriculture is part of a complete community by the EMRB, and there could be lost opportunities related to this.

ASPs consolidation

Further amendments will exacerbate the challenge for developers and Administration to understand the policy direction and status of the plans will negatively impact timelines for Administration to process new applications. This could create challenges in effectively planning and developing the City. Inconsistent statistics impact developers, school boards, Administration and Council making informed decisions.

Strategic Plan Alignment: Goal 5, Objective A and Goal 9, Objective B



Planning Technician (Full Time, Permanent)

Department:	Planning + Development
Cost:	\$102,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	N/A
<p>Description: The Planning Technician position will fill a technical support gap in the Planning Section. With combined expertise in Planning and GIS, the technician creates and manages the key GIS layers for which Planning and Development are responsible e.g., land use district map, area structure plans, subdivisions, reserve land, etc. and then facilitates. They provide mapping; technical analysis, review and graphic presentation; and, statistical and land use monitoring that informs and supports the processing of planning applications and completion of internal planning initiatives.</p>	
<p>Business Need: We are greatly limited in the technical support available for reviewing planning applications, undertaking internal initiatives, maintaining plans, mapping, databases, etc. Most municipalities have this type of support readily available.</p> <p>Staff are not able to readily respond to changes (e.g., redistricting or plan amendments to update plans, Land Use Districting Map) to ensure the most accurate information. They are not able to access key spatial data to ensure for a variety of areas (e.g., reserve land acquisition, school sites, densities, housing mix). Spatial mapping and graphical presentation abilities for the data, which helps in analysis, review and presentation are not available. All of this constrains and hinders the ability to effectively review and assess planning applications, make thoroughly informed decisions or recommendations, and could result in unintended consequences for future planning.</p>	
<p>Options: There are three alternatives:</p> <ol style="list-style-type: none"> 1. Hire the Planning Technician in 2023 2. Hire the Planning Technician in 2024 3. Continue without the technical support 	
<p>Impact if not Implemented: The Department will continue to lack systems and support to maintain critical spatial data, which could impact the City's reserve asset acquisition, monitoring of growth and development used to inform key planning decisions or ensure compliance with various legislative or plan requirements.</p>	
<p>Strategic Plan Alignment: Goal 9, Objective B</p>	

Safety Codes Open File Completion (Contract Support)

Department:	Planning + Development
Cost:	\$30,000 One Time Cost
Start Date:	April 2023
End Date:	July 2023
<p>Description: There have been nearly 4,000 Safety Codes permits issued since 2016 that have never been finalized or closed. In order to meet the requirements of the Safety Codes Council and the City's Quality Management Plan, all permits need to be either closed or expired. There has been no process or staff capacity to address this matter. Moving forward there is a process within CityView to manage outstanding permits.</p>	
<p>Business Need: The City, as an accredited municipality, is required to maintain all issued Safety Codes permits. The City conducts annual audits for the Safety Codes Council. These are mainly conducted internally, but occasionally an external auditor is sent by the Safety Codes Council. The Safety Codes Council requires that all open permits are reviewed and expired if there are no life safety deficiencies.</p> <p>The Quality Management Plan, which is required by all accredited municipalities, outlines the scope, administration, and delivery standards to which the municipality must adhere. It includes requirements for identification and follow up of deficiencies and unsafe conditions, issuance of permit services reports, and maintaining files and records.</p> <p>The City needs to address these outstanding permits in order to continue meeting the requirements of its accreditation,</p>	
<p>Options: There are two alternatives:</p> <ol style="list-style-type: none"> 1. Hire a casual staff person to review all the outstanding files, contact all current homeowners and confirm the status of the permit. This may result in immediate closure, provision of pictures to verify or a final inspection. This person would coordinate all of these steps and ensure all permits are expired or closed, as required. 2. The alternative to this project would be to use existing administrative staff to incorporate this review into their daily work. There is currently no capacity among existing staff and current priorities are sustained at a higher than normal volume of applications. This piecemeal approach would likely result in inconsistencies and likely be a few years before it is completed. 	
<p>Impact if not Implemented: While the backlog is not expected to grow, it will be a significant factor in the municipality's failure to meet its obligations as an accredited municipality for Safety Codes.</p> <p>By not resolving these outstanding permits, it could create issues for residents and businesses wishing to sell or purchase homes or buildings, or to get additional permits.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D</p>	

Subdivision and Development Technician (Full Time, Permanent)

Department:	Planning + Development
Cost:	\$96,000 Ongoing Cost per Year
Start Date:	April 2023
End Date:	N/A
<p>Description: This is a technical position that will primarily support the subdivision process, including such things as preparing all legal documents required for endorsement and registration of subdivisions, and addressing, monitoring subdivision activity and vacant lots. This position may be able to also support the development process in areas such as documentation, compliance letters, and file searches. It will maintain and enhance both subdivision approval and development permitting services. Taking on these tasks allows more time for development officers to focus on processing permits.</p>	
<p>Business Need: This position directly facilitates improved customer experience with more efficient and effective processing and management of subdivisions and development permits. The Addressing program requires updating and ongoing oversight that this position would provide.</p> <p>Shifting the administrative and technical work ensures more efficient processing of subdivisions and development permits, so that Development Officers and Planners can focus more time on analysis and processing, rather than the associated administrative task.</p>	
<p>Options: Continue having Development Officers/Planners undertake technical/administrative work related to development permits and subdivisions.</p>	
<p>Impact if not Implemented: The Addressing program will not be updated and adapted to better serve the City's growth, creating potential challenges in wayfinding, emergency response and development. This position is the most effective way to enhance processing times and effective decision making; the status quo would remain if not implemented.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D</p>	

Utility Services

Eco Centre Maintenance Worker (Temporary Salary Conversion to Permanent Part-time)

Department:	Public Works
Cost:	\$42,000 Ongoing Cost per Year
Start Date:	January 2023
End Date:	N/A
<p>Description: This business case is to convert the current 0.50 FTE Temporary Labourer position to a permanent 0.50 FTE Maintenance Worker position to augment the current 2.5 FTE (3 staff members) Maintenance Worker positions currently assigned to operate and maintain the Eco Centre.</p>	
<p>Business Need: The business needs are required to ensure that the Eco Centre can continue to provide a minimum of six-days-a-week service to the community, while also meeting the requirements set out in the IUOE collective agreement and avoiding the extra costs and work disruptions associated with backfilling staffing needs with Utility Operators.</p> <p>Response to the COVID-19 pandemic resulted in a requirement to adjust operations at the Eco Centre to enable pod operation strategies. Changes included reducing the number of operational public access days and rescheduling staff to ensure that cross pod vacancy backfill would be minimized or eliminated. The operational challenge to keep the facility accessible to the public without significant impact on service levels requires that the limited staff assigned to the Eco Centre work every Saturday. The required changes implemented in April 2020 intended to act during, what was anticipated to be, a short duration emergency activity. The immediate solution to resolve the conflict with required time off, as defined by the collective agreement, was determined to be establishing an additional 0.5 FTE staff member in order for the Eco Centre to accommodate required time off and ensure business continuity in the event of vacation requirements or unexpected staff absences. The addition of the 0.5 FTE allowed the Eco Centre to return to pre-pandemic operational service levels which have since been maintained through staff shortage challenges as anticipated. These operational challenges have so far remained manageable within the expanded Eco Centre staff roster.</p>	
<p>Options: Reducing operating hours would be seen as a service reduction. Reverting to using Utility Operators to fill short-term staff absences is expensive and disruptive to Utility work plans. Creating a permanent Labourer position may create issues where coworkers are paid at a higher rate at the same facility.</p>	
<p>Impact if not Implemented: There could be a future labour issue if a temporary position continues to be used to avoid filling a permanent position. A reduction in operational hours may need to be considered if staff hours are not added.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D</p>	

Storm Network Master Plan

Department:	Engineering
Cost:	\$150,000 One Time Cost
Start Date:	May 2023
End Date:	December 2023
<p>Description: Master plans are generally updated on a seven to 10 year cycle based on growth and changes in the municipality's infrastructure. Master Plans provide the City of Spruce Grove with the planning and recommendations to maintain or increase the level of service provided by the infrastructure being studied.</p>	
<p>Business Need: Understanding how well the storm network is operating as we continue to grow is essential to the safe operation of the network. Upgrades need to be understood and planned throughout the lifecycle of the network, and the master plan provides the City with the required information. The master plan also considers future growth and planning required. Master plans provide a Holistic view of the network.</p> <p>The addition of lands from the annexation needs to be taken into consideration.</p> <p>The recent addition of lands through annexation will require the City to review the overall network and plan for future requirements.</p>	
<p>Options: This needs to be completed but can be delayed by one to two years.</p>	
<p>Impact if not Implemented: There is risk of the network not operating properly and not being able to plan for future growth (including the newly annexed land).</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D</p>	

Reservoir 1 Repairs

Department:	Engineering
Cost:	\$120,000 One Time Cost
Start Date:	January 2023
End Date:	December 2023
<p>Description: In 2022 the City conducted a structural assessment of Reservoir #1. The study revealed structural concerns with the reservoir. The result for the study indicated that the reservoir needed work from immediate to possible full replacement. The immediate work would address the following issues:</p> <ol style="list-style-type: none"> 1. Concrete spalling repairs and patching of areas with exposed reinforcement. 2. Install temporary supports along the perimeter of the pumphouse wall. 3. Allowance for in-person structural review of interior. 4. Non-destructive material testing of concrete. <p>These immediate repairs total a cost of \$100,000 (+/- 20 per cent).</p> <p>The study identified a cost of \$2.866 million to replace/repair the entire reservoir which is at its end of life. The City will at this time complete the immediate repairs as indicated in the report.</p>	
<p>Business Need: To provide safe and reliable potable water for all residents of Spruce Grove and to ensure our storage capacities meet agreements and policies set by the region (Commission, Fire Services requirements and EPCOR).</p>	
<p>Options:</p> <ul style="list-style-type: none"> • Complete a full repair of the reservoir at \$2.87M to extend the life for 10 years. • Replace the current reservoir at \$8.9M. • Complete immediate repairs and monitor with intention to abandon Reservoir #1 in the next few years. Need to work with the Water Commission to ensure City and Commission plans align. 	
<p>Impact if not Implemented: The reservoir will fail and may impact water supply to the City.</p>	
<p>Strategic Plan Alignment: Goal 12, Objective D</p>	

Appendix B: 2023 Capital Profiles

Capital profiles have been provided to support all new and lifecycle capital projects with costs commencing in 2023.

Municipal New – Civic Infrastructure

Capital Profile:	Enterprise-Wide Asset Management System	
Timeline:	2022-2023	
Asset Category:	Civic Infrastructure	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$10	\$10
2024	-	\$5
2025	-	\$5
Previous Years:	\$20	\$20
Total:	\$30	
<p>Summary This initiative involves the development and implementation of an enterprise-wide asset management program that will enable the City of Spruce Grove to manage its assets in order to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service.</p>		
<p>Background There is a need for a robust and integrated asset management system to support fiscal sustainability, evidence based decision making, efficiency in operations and line of sight to corporate objectives. Internally, the implementation of asset management will provide the ability to track assets within the City, which will include housing an accurate asset inventory, inspection information, the criticality of the asset, cost data, planned maintenance, resource tracking, work orders and asset risk information. The lifecycle of the asset would be managed in a consistent and systematic fashion supported by asset management software, Cartegraph and its ability to generate forward looking scenarios and other analytics. Integrating and communicating the outcomes will be done in an asset management plan. The financial implications will be coordinated with the City's financial strategy and help to inform the long-term capital plan.</p>		
<p>Risks</p> <ul style="list-style-type: none"> • Roles and responsibilities not clear leading to conflicting priorities and slowdowns. • Change management issues while adopting new workflows and technology. 		

Stakeholder Impact

- Public: Improved service delivery.
- Finance: Asset plans that will inform the long-term capital plan and contribute to fiscal sustainability.
- Leadership: Integrated single source of asset information that will support decision making.
- Asset Managers: Supports day to day processes, business objectives and long-term plans.

Capital Profile:	Fibre Ring	
Timeline:	2022-2027	
Asset Category:		
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$176	\$23
2024	\$226	\$32
2025	\$155	\$54
2026	\$594	\$10
2027	\$254	\$10
Previous Years:	\$146	\$65
Total:	\$1,550	

Summary

Work required to leverage the broadband project fibre connections to City facilities including the provision, configuration and testing of equipment (e.g., firewalls, switches, wireless). This project is possible due to the broadband investment that the City worked with TELUS on in 2021.

Background

- Ensure that City facilities have redundant network connections and access to high speed connectivity to improve access to systems/data and reduce risk of unscheduled outages. This investment will increase speeds for business users and increase the public Wi-Fi available in key areas of the City.
- Key deliverables include:
 - Designing the network
 - Determining and acquiring necessary equipment
 - Stage, configure and test equipment
 - Launch and monitor the updated system connectivity



<ul style="list-style-type: none"> Each component of the plan in the out years is independent
<p>Risks</p> <p>At this time, the City does not have a backup if connectivity is lost in a City facility. The fibre ring will ensure that one facility losing an outage can access connectivity through the fibre ring.</p>
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> Residents: Increased access to public Wi-Fi locations in City facilities. Administration: Productivity losses minimized when connectivity is impacted in a City facility.

Capital Profile:	410 King Street Renovations	
Timeline:	2023-2025	
Asset Category:	Civic Infrastructure	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$15	-
2024	\$455	-
2025	\$4,500	-
Previous Years:	-	-
Total:	\$4,970	
<p>Summary</p> <p>Redesign of 410 King Street to renovate the old RCMP office to a dedicated City staff office environment, removing walls, improving access to natural light and remove entrance restrictions to allow for new civic uses.</p>		
<p>Background</p> <p>City staff growth and reduction of leased spaces has led the City to repurpose existing City owned space.</p>		
<p>Risks</p> <ul style="list-style-type: none"> Alternative office accommodation may delay the implementation of this project. 		
<p>Stakeholder Impact</p> <p>City departments moving to the space will be consulted for the function and design of the space.</p>		

Capital Profile:	Administrative Facilities – Customer Service Renovation	
Timeline:	2022-2023	
Asset Category:	Civic Infrastructure	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$200	-
2024	-	-
2025	-	-
Previous Years:	\$20	-
Total:	\$220	
<p>Summary Customer service renovation project will redesign the customer service interface on the first floor of City Hall to integrate new customer service methods and improve space utilization. This is currently at schematic design stage and will be implemented early 2023.</p>		
<p>Background 2020/2021 has provided the opportunity to streamline customer service interactions, and the renovation of customer service points has not occurred since 2004. This renovation will provide the opportunity to improve service delivery to our residents and visitors and allow facilities to maximize space utilization on the first floor of City Hall.</p>		
<p>Risks</p> <ul style="list-style-type: none"> • Not proceeding with this project will maintain the current floor lay out and customer service experience, which does not allow for effective administration space utilization or customer service locations. • New construction will need to meet new code requirements, and hazardous materials testing and removal will need to be completed for wall renovations or changes. 		
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Improved customer service experience at main floor City Hall. • Administration: Improved lay out and maximization of office space for City staff. 		

Capital Profile:	Administrative Facilities – Community Social Development (CSD) Relocation	
Timeline:	2023	
Asset Category:	Civic Infrastructure	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$75	-
2024	-	-
2025	-	-
Previous Years:	\$8	-
Total:	\$83	
Summary Fit-up of existing building space and relocation of CSD from 505 Queen Street to 414 King Street.		
Background Lease end date for 505 Queen Street space is April 30, 2023, and CSD needs a space where they can meet with external clients.		
Risks Changes in business process that require more space per person or department will require accommodating CSD in existing space effect more staff with space changes.		
Stakeholder Impact <ul style="list-style-type: none"> • CSD will need to plan, approve and relocate to new space. • Information Systems (IS) to provide relocation support. • Facilities to plan, design, construct and relocate CSD. 		

Capital Profile:	Fire Services Software	
Timeline:	2023-2024	
Asset Category:	Civic Infrastructure	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$41	\$58
2024	\$13	\$9
2025	-	\$1
Previous Years:	-	-
Total:	\$54	

Summary

In 2022, a review of the software used by Fire Services was completed. It was determined that the current software used by Fire Services for incident tracking, permitting, fire prevention, personnel, training, and inventory management does not meet the needs of the Department or provide access to all information required while responding to and on the scene of incidents. The current software was implemented in 2004 and has not kept pace with current technological advances nor provides the ability to access real time information.

Background

As a growing city, the demands on Protective Services have increased and it is important to have the tools to function efficiently. This includes ensuring that the software applications support the service needs and fulfills the reporting and decision-making requirements.

In early 2022, a committee of City staff was formed to complete a review of the current software. Input was solicited from key stakeholders, including the Deputy Chief, Assistant Deputy Chiefs, Captains, Lieutenants, Fire Prevention Officer, and Fire Services Administrative staff. Based on the information gathered, it was evident that the current application does not meet the needs identified by the stakeholders, including not allowing mobile access or providing the metrics for data-driven decision making.

Approximately 7,400 incidents are entered in the software annually, and each incident requires manual data entry and duplication of data entry. There is also data entry required for permits, fire prevention, personnel, training, and inventory management. These are inefficient processes that take time from both administrative staff and Fire Captains resulting in the current need for more administrative staff for data entry. Moving to a more efficient, modern, user-friendly system with mobile access would reduce staff time spent on data entry, thus eliminating the need for additional administrative staff.

Operating Impacts of Capital in 2023 include contract staff to assist with the setup of the software and annual software maintenance and support costs.



<p>Risks</p> <ul style="list-style-type: none"> • Current software requires manual data entry, which is very time consuming, often requires duplicate entry and can result in data errors. • No ability to access the system remotely while on scene. <p>A software with greater functionality, remote access, efficient data entry and increased reporting capabilities is necessary.</p>
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Improved service. • Administration: Improved functionality and less administrative data entry.

Municipal New – Community Facilities

Capital Profile:	Civic Centre Development	
Timeline:	2021-2024	
Asset Category:	Community Facilities	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$33,818	-
2024	\$22,715	\$1,189
2025	-	\$4,656
Previous Years:	\$16,256	-
Total:	\$72,789	
<p>Summary</p> <p>Since 2017, the City has heard from residents and sporting groups regarding the need for ice surfaces in addition to other recreation amenities/facilities such as a leisure pool, fieldhouse, and dry floor spaces. Over the 2017-2021 period, City Administration researched, analyzed, and engaged with residents and regional partners on the optimal Civic Centre design and components. The Civic Centre Development includes both recreational and cultural experiences, as well as incorporating other key City partners such as the Spruce Grove Public Library and Allied Arts Council. On June 13, 2022, Council formally approved the Civic Centre project with a total budget of \$72.789 million.</p> <p>This project was made possible through the support of several stakeholders, including the Government of Alberta's Municipal Sustainability Initiative (MSI), a funding contribution from Parkland County, the support of the Town of Stony Plain and other partners and groups.</p>		
<p>Background</p> <p>The City of Spruce Grove first began market feasibility studies for a Multi-Use Sport and Entertainment Centre (MUSEC) in 2014. Preliminary assessments and high-level public information were released in 2016 and 2017. Options were narrowed down and presented to Council in a public session, in January 2019.</p>		

In July 2020, City Administration presented further analysis of the three options to Council. At this time, Council chose not to pursue the MUSEC and to proceed with more detailed analysis of the other two options, as well as engaging the community on them. The Arena Complex Project Public Engagement Report was presented to Council in October 2020.

In April 2021, Administration provided a further update to Council. This update noted that after further analysis and in line with public engagement themes, there was an opportunity to construct a spectator arena with a secondary ice sheet while also adding additional community amenities including:

- Two NHL sized rinks with one having a seating capacity of minimum of 1,700 seats
- Concourse area with community walking track
- Approximately 25,000 square feet of community space including a black box theater/flex space, multi-purpose rooms, library space and an art gallery

Between April 2021 and May 2022, City Administration worked through preliminary and concept design on a Civic Centre. This work further defined the program elements included in the proposed facility as well as updating operating and capital cost estimates. This work culminated with a presentation to City Council at a special council meeting on May 30, 2022. At that time, City Administration also shared with Council that administration was recently informed by the Spruce Grove Saints that they would not be relocating to the Civic Centre if it were to be constructed.

On June 13, 2022, Council formally approved the Civic Centre Project with a budget of \$72.8 million and corresponding funding of \$18.9 million from the Municipal Sustainability Initiative, \$4.4 million from cost share revenue from other partners, \$25.7 million from proposed Municipal borrowing, \$21.5 million from proposed Developer funded borrowing, and \$2.3 million from Reserves. Throughout the summer of 2022, City Administration has been completing detailed design in preparation to begin tendering the project in late August 2022 with an anticipated construction start of mid-September.

Operating Impacts of Capital starting in 2024 include the payment of interest on debt. In 2025, it also includes principal repayments on the debt, an operating transfer to the library to fund operating costs, and operating costs for the Civic Centre facility.

Risks

- Construction costs associated with an unstable market, escalation and inflation, supply chain issues and labour availability in the construction trades.
- Uncertainty with soil conditions may impact the cost of foundations and underground work.
- Weather condition could impact construction schedule that will impact cost.
- Site access and servicing to the property line are the responsibility of others. Servicing and access delays may have an impact on construction costs.
- This project is being delivered via a sequential tendering process which will assist in starting construction sooner but will result in work starting before the final tendered cost is known.

Stakeholder Impact

Significant and ongoing engagement with both the Spruce Grove Public Library and the Allied Arts Council has allowed significant input by these two groups. Upon completion, the library, gallery and program room will meet the needs of these two major stakeholders.

Sport users have also been engaged in the design process increasing the value these stakeholders will receive from the finished facility.

Residents will have access to modern civic facilities for both recreational and cultural experiences.

Regional municipalities and their residents will also have access to these same facilities.

Capital Profile:	Border Paving Athletic Centre (BPAC) 3rd Floor Washroom Installation	
Timeline:	2023	
Asset Category:	Community Facilities	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$50	-
2024	-	-
2025	-	-
Previous Years:	-	-
Total:	\$50	
Summary		
The third floor at the BPAC has not been fitted out with washrooms. Currently there is a desire for the long-term lease and continuation of Phoenix Taekwondo's use of the third floor. The provision of basic access to washrooms on this floor is the responsibility of the building owner as a basic level of service.		
Background		
The City will outfit the third floor with washrooms and the remaining leaseholder improvements to the space will be the responsibility of the leaseholder. Currently the large number of program participants (mostly younger children and youth) are required to take the elevator or stairs down to the second floor to access washrooms. This has created a security and supervisory concern for all parties. Preliminary costs have been provided by the original architect of the building.		
Risks		
<ul style="list-style-type: none"> Increased materials due to supply chain costs. 		

Stakeholder Impact

- Stakeholders (leasees/participants) will have access to washrooms near the programming space.
- Some noise and disruption while construction takes place.

Municipal New – Parks and Open Spaces

Capital Profile:	Spruce Grove - Stony Plain Trail	
Timeline:	2021-2023	
Asset Category:	Parks and Open Spaces	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$875	\$8
2024	-	\$8
2025	-	\$8
Previous Years:	\$450	-
Total:	\$1,325	
Summary		
<p>To build a multi-use trail south along Highway 16A from Stony Plain to Spruce Grove. The first phase will be led by Spruce Grove and the second phase led by Town of Stony Plain Administration. Both municipalities will be paying for a portion of the work. In the spring of 2021, Council directed Administration to provide funds to the second phase of this work and that the trail would be completed by 2024.</p> <p>This project was made possible through the support of several stakeholders including the Government of Alberta's Municipal Sustainability Initiative (MSI) and the Town of Stony Plain.</p>		
Background		
<p>There is a strong need for multiple connections between the two municipalities (Stony Plain and Spruce Grove) for residents to use non-motorized forms of transportation to provide a multi-use connection between the two communities. There is a plan for two trails: the first route will be along Boundary Road and crossing Highway 16A onto Veteran's Way (2021-2022); and then supplementing this route a southern connection will be made to the existing Stony Plain Trail west of Veteran's Way and running south of Highway 16A (2023). Spruce Grove Administration will lead the first route along Boundary Road while Stony Plain Administration will lead the work along the second connection.</p>		
Risks		
As the trails are built, being mindful of any current or future development will be critical.		
Stakeholder Impact		
<ul style="list-style-type: none"> • Residents: Both communities will benefit greatly from this connecting infrastructure. 		

- Local businesses in each community may benefit from increased exposure from the non-motorized form of community exploration that the trails will create.

Capital Profile:	Re-imagined Central Park	
Timeline:	2023-2025	
Asset Category:	Parks and Open Spaces	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$350	\$5
2024	\$2,120	\$5
2025	\$880	\$5
Previous Years:	\$50	-
Total:	\$3,400	

Summary

Central Park remains a highly valued outdoor area in the community. Its location along current inventory of system elements renders the location as a premier outdoor spontaneous use destination. The development plan proposes an overall site refreshment along with a scale of redevelopment, thereby ensuring the site continues to meet community needs for all ages, interests, and ability levels.

Background

The following is an overview of existing and proposed (new or retrofitted) amenities that are recommended for Central Park:

- New skate park (includes expansion and retrofit to existing space), playground and picnic area
- Fitness area
- Electronic events board sign
- Pump track
- Other park user and functionality enhancements

The initiative would include both internal and external consultation exercises to address questions such as desired program elements and seasonal expectations.

On occasion the greater Central Park area has been viewed as a location associated with negative behavior. Through consultation and study, it has been determined that through a combination of site redesign along with the addition of various spontaneous elements that this negative behavior will be displaced and subsequently, Central Park will grow in reputation as a safe/community friendly spontaneous outdoor destination location. It is also a key hosting site for many City and community-led special events as well as programming for youth. The reconfiguring and enhancement of existing features in the park will be identified to address multi-use and multi-season opportunities, including strategies to address safety concerns.

<p>Risks</p> <ul style="list-style-type: none"> • Water and ground considerations and requirements to complete construction. • Public backlash with restricted park access due to (de)construction. • Rising costs for supplies and materials required to complete construction.
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Resident engagement will drive the input into stakeholder impact. • Access to the skate park for the summer of 2024. • Access to the overall park during (de)construction. • Improved functionality and safety of the site.

Capital Profile:	New Columbaria – Pioneer Cemetery	
Timeline:	2023	
Asset Category:	Parks and Open Spaces	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$50	
2024	-	
2025	-	
Previous Years:	-	
Total:	\$50	

Summary

This project is to provide for the installation of a second 96 niche columbarium at Pioneer Cemetery to ensure future capacity is available to the community.

Background

The current 96 niche columbarium was installed in 2019 and as of the second quarter of 2022 there are only 26 niches unsold. 15 niches were sold in the first four months of 2022. Based on this rate of sales the columbarium could be fully sold by the end of 2022.

Risks

- Cost uncertainties in the current inflationary economy.

Stakeholder Impact

- Residents and others who want to inter family members at Pioneer Cemetery will continue to have the niche option for cremated remains.



Capital Profile:	Pickleball Courts and Henry Singer Park Upgrades	
Timeline:	2023	
Asset Category:	Parks and Open Spaces	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$1,890	\$5
2024	-	\$5
2025	-	\$5
Previous Years:	-	-
Total:	\$1,890	
Summary The Henry Singer - Pickleball Court project resulted from a request and support-in-principle from City Council in the spring of 2022.		
Background The Henry Singer Park Concept study was undertaken in the spring of 2022 to provide a clear plan that addresses the overall site (Pickleball, water utility and the baseball facilities) to ensure a comprehensive approach was undertaken. This project represents the implementation of parts of the plan, focusing on the addition of pickleball courts on top of the #3 water reservoir, taking into consideration the importance and infrastructure required to protect the City's water utility. Other parts of the plan include considerations for parking, accessibility, drainage and overall functionality of the site. The Parkland Pickleheads Pickleball Club (The Club) was asked to pursue a large project CFEP grant for \$978,000 to offset the overall cost of the project. The Club is also donating \$237,000, leaving the remaining \$675,000 to be funded by the City.		
Risks <ul style="list-style-type: none"> • Dependent on the CFEP grant applied for \$978,000. • Engineering requirements and costs to protect the reservoir #3 during the construction of the pickleball courts could be higher than anticipated. • Alberta Environment is reviewing permit requirements and there is a risk they may not grant the permit. 		
Stakeholder Impact <ul style="list-style-type: none"> • Consultation with park users and surrounding businesses related to the functionality and impact of the upgrades. • Improved access to pickleball and park trails. 		

Capital Profile:	Winter Trail Grooming Equipment	
Timeline:	2023	
Asset Category:	Parks and Open Spaces	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$25	
2024	-	
2025	-	
Previous Years:	-	
Total:	\$25	
<p>Summary The winter trail groomer and snowmobile will enable Public Works to groom walking trails within the off-leash parks in the winter, so that users can more easily and safely access the amenities for recreation, which aligns to Goal 2 in the Strategic Plan.</p>		
<p>Background Variable winter weather can produce ice, drifts or deep snow that prevent users from safely walking through these parks. Grooming will provide for a consistent walking surface. Two residents who use the Marlboro off leash park came before Council on November 29, 2021, to request this service, and the Director of Public Works then briefed Council on the feasibility of providing a service on January 31, 2022.</p>		
<p>Risks</p> <ul style="list-style-type: none"> Recreational vehicles such as snowmobiles have been difficult to procure over the last couple years and pricing is generally rising as a result. 		
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> Recreation and Culture will have the option to promote more trail based activities. Fleet Services will have more equipment to maintain, and lifecycle and parks staff will have a new task to perform. Council will advance their goal of bringing people together. Park users will have a safer and more accessible path to walk on. 		

Municipal New – Public Transit

Capital Profile:	Spruce Grove Transit Centre	
Timeline:	2021-2023	
Asset Category:	Public Transit	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$1,457	-
2024	-	\$15
2025	-	\$46
Previous Years:	\$2,765	-
Total:	\$4,222	
<p>Summary Construction of a park-and-ride facility and transit hub. The project will include parking, bus bays, pedestrian island, shelter, and operator washrooms. This project was approved by Council on June 13, 2022, for a total project cost of \$4.2 million.</p>		
<p>Background Improved access to the public transit system. There is a demonstrated need for designated off-street parking with improved passenger amenities for Spruce Grove Transit customers. Buses also need to be able to connect at a major transfer location without creating traffic safety concerns or traffic delays. The parking will also be available for the Civic Centre during the evening and on weekends.</p>		
<p>Risks</p> <ul style="list-style-type: none"> • The project cost might exceed the estimate. If this happens, the project scope will have to be scaled back. • The design of the Transit Centre (e.g., number of bus bays) will be based on the expected future state of the transit network. It is possible that the design will underestimate or overestimate the future requirements. 		
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents will have improved access to public transit. 		

Capital Profile:	Transit – Local Service: Install Bus Stops	
Timeline:	2019-2027	
Asset Category:	Public Transit	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$63	\$14
2024	\$63	\$28
2025	\$63	\$42
2026	\$63	\$56
2027	\$63	\$70
Previous Years:	\$63	-
Total:	\$378	
Summary This project will address bus stop improvements including bus stop concrete pads, shelters, and sidewalk connections.		
Background <ul style="list-style-type: none"> • With the implementation of local service in 2019 and the transition to on-demand local service in 2021, there are now 120 existing and virtual bus stops within the City. Sixty-one of these stops have unpaved pedestrian access. Concrete pads and sidewalk connections will ensure that pedestrians are able to safely access the transit service. • The affected bus stops will be closed or their location will be shifted during construction. • Operating Impacts of Capital is for snow clearing of bus stops by Public Works. 		
Risks <ul style="list-style-type: none"> • Construction could have weather-related delays. • If on-demand local service is unsuccessful at attracting enough passengers, the service could be cancelled prior to the completion of this five-year project. 		
Stakeholder Impact <ul style="list-style-type: none"> • Transit users will have a safe and convenient access to the bus stop. 		

Municipal New – Transportation

Capital Profile:	High Load Truck Route	
Timeline:	2022-2023	
Asset Category:	Transportation	
	Cost: (\$000)	Operating Impact: (\$000)
2023	\$300	-
2024	-	-
2025	-	-
2026	-	-
2027	-	-
Previous Years:	\$550	-
Total:	\$850	
<p>Summary</p> <p>The industrial area of the City currently lacks an established high load corridor which allows over-sized and over-weight vehicles to connect with the Alberta high load corridor. This is affecting a number of companies in terms of their Spruce Grove operations and creates a competitive disadvantage in attracting new investment in areas such as modular construction, steel fabrication and logistics. These businesses have reached out to Economic Development to see if the City could establish a high load corridor through Spruce Gove that would provide access to the provincial network via the Yellowhead Highway.</p>		
<p>Background</p> <ul style="list-style-type: none"> This route utilizes Jennifer Heil Way northbound and Highway 16 eastbound to access Highway 60. The length of this route is approximately 17.1km which includes 1.6km of Diamond Avenue, 3.8km of Jennifer Heil Way, and 11.7km of Highway 16. Diamond Avenue and Jennifer Heil Way are owned and operated by the City of Spruce Grove while Highway 16 is owned and operated by Alberta Transportation. The work would mainly be the installation of swivel intersection lights (bases) along Jenn Heil north bound. 		
<p>Risks</p> <ul style="list-style-type: none"> In the absence of this project being completed, the lack of a dedicated connection to the provincial high load network will continue to be a significant disadvantage for Spruce Grove in retaining and attracting investment. 		
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> Business would have a direct route to market from our industrial area. 		

Municipal RMR – Civic Infrastructure

Capital Profile:	Information Systems (IS) Lifecycle Replacement Plan
Timeline:	On-Going
Asset Category:	Civic Infrastructure
Cost (\$000):	
2023	\$781
2024	\$574
2025	\$921
<p>Summary The lifecycle replacement plan has been established to manage assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from equipment failure. IS equipment includes such items as servers, firewall, printers, network switches, storage drives and technology.</p>	
<p>Background The equipment identified in the plan has a specific lifespan and as technology improves, the replacement of the equipment improves the reliability of services. The blade infrastructure (computer power) is required to operate server systems so employees can access data / systems, and we have become more dependent on as we have moved to increased use of remote access through the pandemic. This allows for the business to operate systems so that employees can work at full capacity while providing services to internal and external clients. With up-to-date equipment, there is less likelihood of non-scheduled outages or risks from a security perspective. Business needs from a size/speed perspective to systems and data will continue to grow.</p> <p>2023: Wireless replacement at City Hall and Agrena Networks, Printers, Server, Software and Storage Replacement</p> <p>2024: Printer and Storage Replacement Replacement of Fibre from 2004 Wireless replacement at Public Works and Protective Services</p> <p>2025: AV replacement at Protective Services Information Management System Replacement Telephone System Replacement Firewalls, GIS_GPS, Software, Storage and Wireless Replacement</p>	

<p>Risks</p> <ul style="list-style-type: none"> • New technology is getting faster and faster, could look to replace with less but run the risk of not sizing properly. • Resource risk and scheduling risk.
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Public: Improved service delivery, reliable access to information. • Organization: Reliable access to systems/data and new technology limits downtime from equipment failure.

Municipal RMR – Community Facilities

Capital Profile:	Facilities Lifecycle Replacement Plan
Timeline:	On-Going
Asset Category:	Community Facilities
Cost (\$000):	
2023	\$679
2024	\$740
2025	\$1,984
<p>Summary</p> <p>The facilities lifecycle replacement plan has been established in to manage assets to ensure functionality and safety of all City owned facilities. The repair, maintenance, and replacement (RMR) of the assets is planned for optimal lifespan, to maximize efficiency of the assets.</p>	
<p>Background</p> <p>The facilities lifecycle replacement plan is part of the on-going development and maturation of all lifecycle plans. Fleet and Facilities performed extensive work to get most of the Facilities assets into the asset management system Cartegraph, with the remaining assets being inspected and entered into the system continuing into 2023. The lifecycle reserves are being set up as a funding source for these on-going repairs, maintenance, and replacement (RMR) of facilities assets.</p> <p>Due to accounting standards the majority of facilities repair, maintenance, and replacement (RMR) of assets cannot be capitalized and therefore, facilities lifecycle replacement plan is also included in the Municipal Operating budget.</p> <p>2023: City Hall pedestal sign replacement Horizon Stage sound equipment Tri-Leisure Centre capital contribution (\$519)</p>	

2024:

Agrena Curling Rink concrete surface and structural roof framing
Border Paving Athletic Centre lightning protection
Horizon Stage equipment
Tri-Leisure Centre capital contribution (\$294)

2025:

Agrena structural roof framing (continuation from prior year)
Fuhr Park fieldhouse artificial turf
Horizon Stage equipment and exterior wall signage
Tri-Leisure Centre capital contribution (\$276)

Risks

- Not properly maintained assets results in sub-standard performance of the asset and reduced useful life of the asset, leading to more costly replacement of the asset.

Stakeholder Impact

- **Public:** Continued function and safety of City owned facilities.
- **Organization:** Detailed plans and corresponding budget to repair, maintain and replace existing assets.



Municipal RMR – Parks and Open Spaces

Capital Profile:	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan
Timeline:	On-Going
Asset Category:	Parks and Open Spaces
Cost (\$000):	
2023	\$569
2024	\$491
2025	\$207
<p>Summary The lifecycle replacement plan has been established to manage parks and open space fleet assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from fleet breakdown.</p>	
<p>Background The timely replacement of fleet assets improves the reliability of the equipment for the employees to use as part of their work and maintains service levels.</p> <p>2023: Mowers Tree chipper Pressure washer Parks trucks</p> <p>2024: Aerial bucket Mowers Stadium vac Parks truck</p> <p>2025: Parks maintenance equipment Mowers Stump grinder</p>	
<p>Risks</p> <ul style="list-style-type: none"> • Equipment and vehicle failure putting City employees and others at risk. • Rental cost of fleet while repairs are being completed. • Long wait times for fleet assets if no planned timeline for replacement due to stock shortage. 	

Stakeholder Impact

- **Public:** Reliable service delivery.
- **Organization:** Reliable access to equipment and vehicles required for their day-to-day work.

Capital Profile:	Pedestrian Walkways Rehabilitation
Timeline:	On-Going
Asset Category:	Parks and Open Spaces
Cost (\$000):	
2023	\$175
2024	-
2025	\$200
Summary	
This project constructs trails and sidewalks to areas of the City that do not have continuous access. It is also used for the construction of additional sidewalks to assist public access to crosswalks and other crosswalks.	
Background	
Areas to be worked on include:	
2023: McLeod Avenue - Brebner Place heading west to bus stop west of Church Road	
2024: Nil	
2025: Hilldowns Drive - Grove Drive to Haney Landing	
2025: East side of Jubilee Park entrance from Grove Drive to parking lot	
Risks	
<ul style="list-style-type: none"> • Performing this work every other year may cause a backlog of work that will need to be completed. 	
Stakeholder Impact	
<ul style="list-style-type: none"> • Residents: Improved accessibility. 	

Capital Profile:	Parks Rehabilitation
Timeline:	On-Going
Asset Category:	Parks and Open Spaces
Cost (\$000):	
2023	\$130
2024	\$175
2025	\$100
Summary This work is required to rehabilitate current parks in City. Identified areas of the City over time require rehabilitation work to maintain the condition of the parks. Residents can better enjoy the City's parks when this work is completed.	
Background Providing safe parks require constant rehabilitation of our parks. The public uses the parks as places to enjoy and counts on these facilities to be safe. Longview Park has been identified as the park area that requires rehabilitation work in order to increase safety for users of the park. Parks can become unsafe if necessary work is not completed on time. Ensuring these parks are safe and kept at a level expected of the public is essential. 2023: Harvest Ridge 2024: Downtown Nature Playground 2025: Victoria (Junior)	
Risks <ul style="list-style-type: none"> • Injuries from unsafe play area if not maintained/rehabbed. • Closure to residents due to park safety concerns. 	
Stakeholder Impact <ul style="list-style-type: none"> • Residents: Reliable safety level and park space to enjoy. • Organization: Reduced complaints regarding unsafe park area/equipment. 	

Municipal RMR – Public Safety

Capital Profile:	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan
Timeline:	On-Going
Asset Category:	Public Safety
Cost (\$000):	
2023	\$330
2024	\$581
2025	\$540
<p>Summary The lifecycle replacement plan has been established to manage public safety fleet assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from fleet breakdown.</p>	
<p>Background The timely replacement of fleet improves the reliability of the equipment and vehicles for the employees to use as part of their work and maintains service levels.</p> <p>2023: Defibrillator Ambulance</p> <p>2024: Defibrillator Ambulance Jaws of Life Bylaw vehicle</p> <p>2025: Ambulance Thermal camera Public safety vehicles</p>	
<p>Risks</p> <ul style="list-style-type: none"> • Equipment and vehicle failure putting City employees and others at risk. • Renting fleet while repairs are being completed. • Long wait times for fleet assets if no planned timeline for replacement due to stock shortage. 	
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Public: Reliable safety and service delivery will be maintained. • Organization: Reliable access to equipment required for fire and ambulance services in the City. 	

Municipal RMR – Public Transit

Capital Profile:	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan
Timeline:	On-Going
Asset Category:	Public Transit
Cost (\$000):	
2023	\$277
2024	\$795
2025	\$811
<p>Summary The lifecycle replacement plan has been established to manage assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from vehicle failure.</p>	
<p>Background The equipment identified in the plan has a specific lifespan; as the buses age, there is increased wear on them which can result in increased downtime for repairs. The timely replacement of the buses improves the reliability of the bus service that residents are accustomed to.</p> <p>2023: Bus and a Specialized Transit Services Van 2024: Buses mid-life refurbishments 2025: Buses mid-life refurbishments</p>	
<p>Risks</p> <ul style="list-style-type: none"> • Bus failure putting other motorists in harm and/or City employee. • Renting buses while repairs are being completed. • Long wait times for vehicles if no planned timeline for replacement due to stock shortage. 	
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Reliable service delivery. 	

Municipal RMR – Transportation

Capital Profile:	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan
Timeline:	On-Going
Asset Category:	Transportation
Cost (\$000):	
2023	\$1,507
2024	\$317
2025	\$1,074
<p>Summary The lifecycle replacement plan has been established to manage transportation fleet assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from fleet breakdown.</p>	
<p>Background The timely replacement of fleet assets improves the reliability of the vehicles and equipment for the employees to use as part of their work and maintains service levels.</p> <p>2023: Sanding/snow plows Loader Streetsweeper Other road maintenance equipment Road maintenance vehicle</p> <p>2024: Excavator Air compressor Other road maintenance equipment Road maintenance vehicle</p> <p>2025: 5 ton tandem truck Wheel loaders Snow blade</p>	
<p>Risks</p> <ul style="list-style-type: none"> • Equipment and vehicle failure putting City employees and others at harm. • Renting fleet while repairs are being completed. • Long wait times for fleet assets if no planned timeline for replacement due to stock shortage. 	

Stakeholder Impact

- **Public:** Reliable service delivery.
- **Organization:** Reliable access to equipment and vehicles required for their day-to-day work.

Capital Profile:	Traffic Signal Rehabilitation
Timeline:	On-Going
Asset Category:	Transportation
Cost (\$000):	
2023	\$400
2024	\$800
2025	\$400
Summary Replacement of existing traffic signals and controller cabinets and examining the pre-emptive equipment	
Background The old system needs upgrading and replacing to support new technology and better support emergency medical services. Plan is to complete the following:	
2023:	
<ul style="list-style-type: none"> • Replacement of existing traffic signals at Millgrove Drive/Calahoo Road intersection. • Grove Drive/King Street intersection - Replacement of existing traffic light controller and cabinet. • Prepare a Request for Proposal to have a traffic signal contractor complete a pre-emption equipment asset inventory and evaluation and provide a report to be used for a detailed lifecycle plan. 	
2024:	
<ul style="list-style-type: none"> • Grove Drive/Aspenglen Drive/Millgrove Drive intersection - Replacement of existing traffic light controllers and cabinets. Reinstallation of existing autoscope detection equipment and reinstallation of existing pre-emption equipment. Evaluate existing signal timings and update with new if required. • Grove Drive/Calahoo Road intersection - Replacement of existing traffic light controller and cabinet. • King Street/5th Avenue intersection – Modify existing signal to be a pre-emption flashing red light, when trigger by an emergency vehicle. • Complete grant funding application to Transport Canada to complete design for the interconnection of the CN Rail controllers and the Traffic Signal controllers at the Highway 16A/Campsite Road intersection, Highway 16A/Golden Spike Road intersection, and the Highway 16A/Century Road intersection. 	



<p>2025:</p> <ul style="list-style-type: none"> • Implementation of recommendations from the pre-emption equipment asset Inventory and evaluation. • Installation of audibles at various intersections.
<p>Risks</p> <ul style="list-style-type: none"> • City's old technology becomes incompatible with new technology. • Not addressing this could result in safety concerns with traffic. • EMS needs a reliable system to respond.
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Public: Reliable safety for pedestrians, cyclists, and motorists. • Organization: Improved functionality for EMS.

Capital Profile:	Road Rehabilitation Program
Timeline:	On-Going
Asset Category:	Transportation
Cost (\$000):	
2023	\$990
2024	-
2025	-
<p>Summary</p> <p>The City is responsible for providing a safe and reliable road network to the public. While roads can last numerous years, maintenance may require major rehab work or replacement for the road to remain safe and efficient.</p>	
<p>Background</p> <p>Water rehabilitation work is planned for 2023. For 2024 to 2027 program work has been suspended to focus on the work to redevelop the City Centre area.</p> <p>2023: Creekside Way Stoneshire</p>	
<p>Risks</p> <ul style="list-style-type: none"> • Cost of materials and contracts at the time may limit scope of work. • Further road deterioration while the program is suspended. 	
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Public: Reliable and safe roads for pedestrians, cyclists and motorists. 	

Capital Profile:	Support to City Centre Area Redevelopment Plan (ARP)			
Timeline:	2021-2027			
Asset Category:	Parks and Open Spaces, Transportation and Utilities			
	Capital Cost: (\$000)			Operating Impact: (\$000)
	Parks & Open Spaces	Transportation	Utilities	
2023	-	\$4,847	\$4,068	\$188
2024	-	\$2,726	\$3,310	\$509
2025	-	\$3,267	\$3,630	\$769
2026	-	\$3,356	\$4,163	\$876
2027	-	\$3,086	-	\$954
Previous Years:	\$1,813	\$4,081	\$3,727	\$154
Total:	\$1,813	\$21,363	\$18,898	
Total:	\$42,074			
<p>Summary Spruce Grove's Municipal Development Plan (MDP) identified the City Centre's revitalization as an important initiative that established the objective of re-invigorating the City Centre as a mixed-use hub of activity with a distinct identity. The City's MDP specifically identified the need for a City Centre Area Redevelopment Plan (CCARP), which was adopted in April 2020, to guide redevelopment.</p>				
<p>Background The City Centre has been awaiting redevelopment as a more holistic plan was developed and approved by Council. The work to re-vitalize the City Centre is needed as the underground infrastructure is in need of repair as well as modernization of surface level. Part of the holistic plan is the revitalization of Columbus Park which was completed in 2022. Under the asset category of Transportation, the areas of work include:</p> <p>2023: McLeod Ave – King Street to Queen Street and Main Street Jespersen Avenue and Queen Street</p> <p>2024: Calahoo Road, Lanes and McLeod Avenue (Queen Street to Calahoo Road) 2025: Church Road, Main Street and McPherson 2026: First Street, Lanes, Mohr Avenue and Queen Street 2027: King Street</p>				

<p>Under the asset category of Utilities, the areas of work include:</p> <p>2023: Calahoo Road and Lanes 2024: Church Road, Main Street and McPherson 2025: First Avenue, Mohr Avenue and Lanes 2026: King Street</p> <p>Operating Impacts of Capital includes principal and interest repayment on debt taken out to fund the utility portion of the project.</p>
<p>Risks</p> <ul style="list-style-type: none"> • Unexpected situations when the ground is opened, unknown contamination. • Impact to businesses if there are delays. • Cost overrun due to inflationary pressures.
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Will benefit from the downtown revitalization; however, there is a consequence to other transportation projects in local neighborhoods being delayed. • Businesses: The redevelopment is a priority of the City Centre Business Association.

Capital Profile:	Arterial Roadways and Hwy 16A Resurfacing
Timeline:	On-Going
Asset Category:	Transportation
Cost (\$000):	
2023	\$1,300
2024	\$1,010
2025	\$1,000

Summary

Pavement has a finite life before there is a need to replace the total structure. Resurfacing adds years to the life of a pavement structure, if caught at the right time. If the City misses the opportunity to re-surface and the road deteriorates to a certain level, then a more expensive option will have to be implemented to bring the road back to a safe standard.

Background

The City's arterial roadways form the backbone of the road network, transporting high volumes of vehicles to residential neighborhoods, commercial developments, recreation destinations and other areas. It is important that the arterial roads, including Highway 16A, are maintained to an appropriate standard to accommodate traffic safely and efficiently. This asset management program is the life cycling process for pavement structure in which various treatments are applied to increase the longevity of the pavement.

2023: Highway 16A eastbound – Jennifer Heil Way to Nelson Drive
2024: Highway 16A westbound – Eastern City limits to Century Road

2025: Century Road northbound and southbound - Grove Drive to North City limits and Grove Drive eastbound Century Road to Greystone Drive
<p>Risks</p> <ul style="list-style-type: none"> • Roads will continue to deteriorate and reach a point where expensive rebuilding will be needed. It is imperative that we catch the roads at a time where less expensive treatments can be applied. • If this work is not done, there will be a need for an increase in the Public Works operating maintenance budget, as the City will need to deal with the deteriorating roads.
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Reliable road conditions and less damage to vehicles from deteriorating roads. • Public Works: Lower maintenance budget for road repairs.

Capital Profile:	Collector/Local Roadway/ Lane Resurfacing
Timeline:	On-Going
Asset Category:	Transportation
Cost (\$000):	
2023	\$1,605
2024	\$1,586
2025	\$1,770
<p>Summary</p> <p>Pavement has a finite life before there is a need to replace the total structure. Resurfacing adds years to the life of a pavement structure, if caught at the right time. If the City misses the opportunity to re-surface and the road deteriorates to a certain level that the more expensive option will have to be implemented to bring the road back to a safe standard.</p>	
<p>Background</p> <p>The City's pavement management application assesses each road segment in Spruce Grove and attaches a pavement quality index number (PQI) 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 needing 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.</p> <p>2023: Deer Park 2024: Deer Park and Weston Drive (Nelson Road to Calahoo Road)</p>	

2025: Field Stone
<p>Risks</p> <ul style="list-style-type: none"> • Roads not treated at the proper time may need more extensive treatment costing the City sustainably more money. It is essential to do the treatment at the proper time. • Increased complaints from residents regarding road conditions and damage to their vehicles.
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Reliable road conditions. • Public Works: Lower maintenance budget for road repairs.

Capital Profile:	Industrial Watermain and Surface Rehabilitation	
Timeline:	On-Going	
Asset Category:	Transportation and Utilities	
	Cost (\$000):	
	Transportation	Utilities
2023	-	\$4,440
2024	\$1,740	\$3,840
2025	-	-
<p>Summary The City needs to provide a safe and reliable water network for our public. The areas identified for replacement in this program have shown signs of deterioration and are seeing more repair costs. The work this would be part of the lifecycle replacement of the asset.</p>		
<p>Background In recent years, due to groundwater issues impacting road base and the impact of heavy traffic usage, the industrial area roads have started to deteriorate and need 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 1970s and should be replaced with new 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. The surface portion of this work is dependent on the underground portion of the project.</p> <p>2023: Diamond Ave and Century Road (Utilities) Diamond Ave to Water Reservoir (Utilities)</p> <p>2024: Diamond Ave and Century Road (Transportation) Diamond Ave to Water Reservoir (Utilities)</p>		

2025: Nil
<p>Risks</p> <ul style="list-style-type: none"> • The City could not do the work and would spend more budget on spot repairs and risk the possibility of interrupting water to the area. • Failure of water delivery and unreliable service to customers and public. • Costly repairs. • Impact to businesses and residents.
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Failure of water delivery and unreliable service • Businesses: Failure of water delivery and unreliable service interrupting the work their business completes, reducing earnings.

Utility New – Water

Capital Profile:	Water Meters Growth Plan
Timeline:	On-Going
Asset Category:	Water
Cost (\$000):	
2023	\$188
2024	\$188
2025	\$188
<p>Summary Water meters are used for new residential, commercial and industrial areas in the City.</p>	
<p>Background Water meters are used for new residential, commercial and industrial areas in the City. Every year the utility funds the purchase of 370 residential and 13 commercial/industrial water meters to accommodate new growth utility access. These estimates are based on the same growth estimates that inform property tax assessment. City operations installs the meters in residential properties while ticketed plumbers are retained for larger commercial and industrial installations.</p>	
<p>Risks</p> <ul style="list-style-type: none"> • Without water meters acquired, residents and businesses cannot access the City utility services. 	
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Access to City run utilities. • Businesses: Access to City run utilities. 	

Utility New – Stormwater

Capital Profile:	Greenbury Dewatering Install Phase 1
Timeline:	2023
Asset Category:	Stormwater
Cost (\$000):	
2023	\$350
2024	-
2025	-
Summary Greenbury neighbourhood has seen water table levels rise in the last number of years.	
Background The City conducted a study on how to mitigate this problem in 2021. The study identified several solutions with varying levels of complexity and costs. The City will move forward with the lower cost option. Work will include installing a de-watering structure that will be monitored over the next number of years to ensure the devise is working as intended or if it is not then the next level will be looked at to be implemented within the neighbourhood.	
Risks <ul style="list-style-type: none"> • City will monitor the water level and determine of the City needs to move forward with another option. • Not doing anything will result in continued issues with water in years and around homes. 	
Stakeholder Impact <ul style="list-style-type: none"> • Residents: Address the high water levels the neighbourhood is experiencing right now. 	

Utility RMR – Water

Capital Profile:	Industrial Watermain and Surface Rehabilitation	
Timeline:	On-Going	
Asset Category:	Transportation and Utilities	
	Cost (\$000):	
	Transportation	Utilities
2023	-	\$4,440
2024	\$1,740	\$3,840
2025	-	-
<p>Summary The City needs to provide a safe and reliable water network for our public. The areas identified for replacement in this program have shown signs of deterioration and are seeing more repair costs. The work this would be part of the lifecycle replacement of the asset.</p> <p>2023: Diamond Ave and Century Road (Utilities) Diamond Ave to Water Reservoir (Utilities)</p> <p>2024: Diamond Ave and Century Road (Transportation) Diamond Ave to Water Reservoir (Utilities)</p> <p>2025: Nil</p>		
<p>Background In recent years, due to groundwater issues impacting road base and the impact of heavy traffic usage, the industrial area roads have started to deteriorate and need 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 1970s and should be replaced with new 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. The surface portion of this work is dependent on the underground portion of the project.</p>		
<p>Risks</p> <ul style="list-style-type: none"> • The City could not do the work and would spend more budget on spot repairs and risk the possibility of interrupting water to the area. • Failure of water delivery and unreliable service to customers and public. • Costly repairs. • Impact to businesses and residents. 		
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Failure of water delivery and unreliable service • Businesses: Failure of water delivery and unreliable service interrupting the work their business completes, reducing earnings. 		

Capital Profile:	Water Meter Lifecycle Replacement Program
Timeline:	On-Going
Asset Category:	Water
Cost (\$000):	
2023	\$310
2024	\$310
2025	\$310
Summary The lifecycle replacement plan has been established to manage assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from equipment failure.	
Background The water meters identified in the plan have a specific lifespan and as technology improves, the replacement of the equipment improves the reliability of services. The City tracks the water meters in the asset management system, which produces the replacement plan by year. This allows for the business to take readings that are consistent and customer billing is on time. With up-to-date equipment, there is less likelihood of failure and loss of revenue with inaccurate or no readings taken.	
Risks <ul style="list-style-type: none"> • With older equipment that is past its lifespan, there is risk of inaccurate readings, equipment failure and no readings available. • Revenue loss due to readings not taken or inaccurate. 	
Stakeholder Impact <ul style="list-style-type: none"> • Residents: Improved service delivery, reliable readings and billing. • Organization: Reliable meter readings and limits downtime from equipment failure. 	

Utility RMR – Water, Sanitary Sewer and Stormwater

Capital Profile:	Support to City Centre Area Redevelopment Plan (ARP)			
Timeline:	2021-2027			
Asset Category:	Parks and Open Spaces, Transportation and Utilities			
	Capital Cost: (\$000)			Operating Impact: (\$000)
	Parks & Open Spaces	Transportation	Utilities	
2023	-	\$4,847	\$4,068	\$188
2024	-	\$2,726	\$3,310	\$509
2025	-	\$3,267	\$3,630	\$769
2026	-	\$3,356	\$4,163	\$876
2027	-	\$3,086	-	\$954
Previous Years:	\$1,813	\$4,081	\$3,727	\$154
Total:	\$1,813	\$21,363	\$18,898	
Total:	\$42,074			

Summary

Spruce Grove's Municipal Development Plan (MDP) identified the City Centre's revitalization as an important initiative that established the objective of re-invigorating the City Centre as a mixed-use hub of activity with a distinct identity. The City's MDP specifically identified the need for a City Centre Area Redevelopment Plan (CCARP), which was adopted in April 2020 to guide redevelopment.

Background

The City Centre has been awaiting redevelopment as a more holistic plan was developed and approved by Council. The work to revitalize the City Centre is needed as the underground infrastructure is in need of repair as well as modernization of surface level. Part of the holistic plan is the revitalization of Columbus Park which was completed in 2022.

Under the asset category of Transportation, the areas of work include:

2023:

McLeod Avenue – King Street to Queen Street and Main Street
Jespersen Avenue and Queen Street

2024: Calahoo Road, Lanes and McLeod Avenue (Queen Street to Calahoo Road)

2025: Church Road, Main Street and McPherson

2026: First Street, Lanes, Mohr Avenue and Queen Street

2027: King Street



Under the asset category of Utilities, the areas of work include:

2023: Calahoo Road and Lanes

2024: Church Street, Main Street and McPherson

2025: First Avenue, Mohr Avenue and Lanes

2026: King Street

Operating Impacts of Capital includes principal and interest repayment on the debt taken out to fund the utility portion of the project.

Risks

- Unexpected situations when the ground is opened, unknown contamination.
- Impact to businesses if there are delays.
- Cost overrun due to inflationary pressures.

Utility RMR – Stormwater

Capital Profile:	Storm Rehabilitation: Catch Basins
Timeline:	On-Going
Asset Category:	Stormwater
Cost (\$000):	
2023	\$450
2024	\$450
2025	\$450
Summary	
The catch basin system is connected to the storm lines within the City's underground infrastructure. They require maintenance and replacement as they age and/or fail and are replaced on an as need basis, as there is no set lifespan to them.	
Background	
The City has a network of catch basins/storm drains that are used to redirect water from streets to prevent flooding. Catch basins collect snow melt or rainwater and directing the water runoff into the storm lines. They catch sediments and large debris that can be found in runoff, which prevents storm system overload. There is no planned area of treatment, the work is reactive to the conditions after snow melt or when storms have gone through the area.	
Risks	
<ul style="list-style-type: none"> • Backup of water on roadways, which can lead to traffic problems and/or road failure when the backup water erodes the materials around the catch basin. • Public Works maintenance budget would need to be increased to deal with the repairs to the drain and the deteriorating roads materials from water sitting on the surface/seeping under the material. 	

Stakeholder Impact

- **Residents:** Reliable road conditions and less traffic delays.
- **Public Works:** Lower maintenance budget for drainage and road repairs.

Capital Profile:	Storm Rehabilitation: Stormwater Management Facilities (Ponds)
Timeline:	On-Going
Asset Category:	Stormwater
Cost (\$000):	
2023	\$125
2024	\$800
2025	\$200
<p>Summary The City completed a Pond Assessment Study of all the ponds within the City limits, which identified work required to bring the ponds back to full operating condition. The ponds have not had any work performed on them since they were constructed, and maintenance has been identified to clean them out and replace/fix the inlets and outlets to restore them back to full operating condition.</p> <p>2023: Complete detailed engineering design for seven high risk ponds 2024: Harvest Ridge Ponds 2025: Fairway Park Pond and Tim Hortons Pond</p>	
<p>Background Storm ponds are a critical factor in the operating efficiency of the overall storm water network. Ensuring they are properly maintained ensures that the City reduces the risk of flooding and damage to property. Properly operating ponds also ensure higher water quality when entering the environment.</p>	
<p>Risks</p> <ul style="list-style-type: none"> • Contamination and harm to the environment. • Unknown condition of the pond that could be more costly to repair. • Increased risk of damage to City owned and private property. 	
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> • Residents: Effective stormwater drainage system. 	

Developer New – Transportation

Capital Profile:	New Growth Transportation
Timeline:	On-Going
Asset Category:	Transportation
Cost (\$000):	
2023	\$1,500
2024	-
2025	\$2,100
<p>Summary The City of Spruce Grove collects offsite levies from developers to construct arterial roads to support development in growth areas. New growth roads are identified through the Transportation Master Plan and included in the City's Offsite Levy model.</p>	
<p>Background New growth roads are identified at strategic years to promote and support growth of the City, and all new growth roads are added to the City's capital assets and need to be maintained on an ongoing basis. New growth roads are included in the City's Offsite Levy model and funding by developer levies or debt.</p> <p>2023- Pioneer Road top lift asphalt 2024- Nil 2025- Grove Drive West twinning - design and construction</p>	
<p>Risks</p> <ul style="list-style-type: none"> The economic situation within the region can fluctuate. Developers can alter their plans and therefore the years identified for construction need to be flexible. 	
<p>Stakeholder Impact</p> <ul style="list-style-type: none"> Residents: Access to broader transportation networks. Organization: Attracts development as infrastructure is constructed for easy access. 	

Developer New – Water

Capital Profile:	Pressure Reducing Valves
Timeline:	2023-2025
Asset Category:	Water
Cost (\$000):	
2023	\$1,200
2024	-
2025	\$1,267
<p>Summary Pressure reducing valves (PRVs) help the water network operate at the required pressure. In some areas of the City pressure is higher than normal and may get worst the more the City's develops the area.</p>	
<p>Background The Water Master Plan was updated in early 2022 and outlined the requirement to add two new pressure zones to the City. PRVs are used to adjust water pressure in the zones. A total of 10 new PRV's are required to be installed. These PRVs have also been identified in the Offsite Levy model.</p> <p>2023- Pressure reducing valves 6,7,8,9 2024- Nil 2025- Pressure reducing valves 10, 11, 12, 13,14, 15</p>	
<p>Risks Within these new zones areas of the City will experience higher than standard pressures which can damage water piping within the road rights-of-way as well as on personal property.</p>	
<p>Stakeholder Impact Residents: could experience damaged water pipes if pressures increase further. Organization: the higher pressures could affect the service life of the water mains and there could be pre-mature breaks that occur in the future.</p>	

Appendix C: Financial Policies

The City of Spruce Grove has Financial Policies in place to govern Administration to ensure a fiscally sustainable City. These policies are the foundation that governs sustainability of resources and ensures consistent application across departments, while delivering programs and services to the community. The City is compliant with all existing financial policies. The City is also in the initial stages of developing a Fiscal Sustainability framework that will also support the fiscal sustainability of the City.

Policy Name	Policy Purpose
Accounting Policy (Council Policy)	This policy specifies generally accepted accounting principles that apply to the preparation of the City's financial statements.
Asset Management Policy (Council Policy)	This policy supports the holistic management of the City's assets across their entire lifecycle in a safe, sustainable, legal and environmentally compliant manner.
Debt Management Policy (Council Policy)	The policy establishes parameters for the utilization of debt as a financing tool for capital projects, while considering the associated inherent financing costs.
Inventory Policy (Administrative Policy)	City inventory is required to be counted and costed annually. The policy establishes inventory thresholds for the count to present an accurate picture of the City's assets, while balancing the costs of undertaking the count.
Tangible Capital Asset Policy (Administrative Policy)	The policy provides direction on the recognition, recording and reporting of Tangible Capital Assets in accordance with Public Sector Accounting Standards (PSAS).
One-Time Revenue Policy (Council Policy)	One-time revenues of \$100,000 or more may only be used to acquire Tangible Capital Assets or fund one-time projects as noted in this policy.
Property Tax Distribution Policy (Council Policy)	This policy supports equity and transparency in the distribution of property taxes between ratepayers, while taking market value fluctuations and growth in property assessment into consideration.
Reserves and Accumulated Surplus Policy (Council Policy)	The policy establishes responsibilities and authorities related to the management of Reserves and Accumulated Surplus management.
Unpredictable Revenue Policy (Council Policy)	The policy ensures the effect of significant variations in revenue is considered when evaluating the City's financial outlook and ability to operate programs.

Appendix D: Summary of Changes

Summary of changes between the amended and adopted budget (to be added after Spring Budget Adjustment in 2023)

