



# COMMITTEE OF THE WHOLE MEETING AGENDA

November 6, 7 & 8, 2017

4:00 P.M.

## CALL TO ORDER

1. **ADOPTION OF AGENDA**

2. **PRESENTATIONS**

3. **BYLAWS**

4. **BUSINESS ITEMS**

a. 2017 Corporate Plan Update - Cotterill

b. 2018 - 2020 Recommended Corporate Plan - Cotterill

5. **CLOSED SESSION**

*The following items will be discussed in Closed Session as permitted under the Freedom of Information and Protection of Privacy Act RSA 2000, c.F-25*

6. **BUSINESS ARISING FROM CLOSED SESSION**

## **ADJOURNMENT**



**Business Items Item #: 4. a.**

**Committee of the Whole Meeting Agenda**

**Meeting Date:** 11/06/2017

**Title:** 2017 Corporate Plan Update - Cotterill

**Presenter:** Robert Cotterill

**Department:** Corporate Services

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**Request for Decision Summary**

Council approved the 2017 - 2019 Corporate Plan in November 2016. The Corporate Plan is the City of Spruce Grove's principal guiding document for governance, community development and service delivery. The goal of the plan is to continue providing residents with a high quality of life at an affordable rate, while also staying the strategic course of municipal economic sustainability.

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**Proposed Motion**

That the update on the 2017 approved initiatives from the 2017 - 2019 Corporate Plan be received as information.

**Background/Analysis**

The 2017 - 2019 Corporate Plan outlines the City's approved plans and projects for 2017. Throughout the year delays, new opportunities and requests for changes to the approved Corporate Plan arise. Depending on the nature of the request, either Council or the Senior Leadership Team will approve whether the request will proceed in the current year. Updates up to July 31, 2017 for the 2017 approved projects were included in an update to Council at the August 14, 2017 Council Meeting. Further updates up to October 13, 2016 for the 2017 approved projects are included in this update to Council.

**Options/Alternatives**

N/A

**Consultation/Engagement**

N/A

**Implementation/Communication**

Corporate Plan updates were provided by the department assigned to each initiative or service change.

**Impacts**

N/A

**Strategic Vision Element:**

This topic relates to all three of the City’s strategic vision elements contained in Council’s Strategic Plan

**Related Goal:**

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**Attachments**

Corporate Plan Update to October 13, 2017

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**Corporate Plan Status Report**

Status Date: 2017/10/13

Line No.	Project No.	Project Name	Business Unit	Executive Summary	Strategic Goal	Start Date		End Date		Effort	2017 Costs		Current Stage	Progress To July 31, 2017	Progress To Date
						Approved	Actual	Approved	Actual		2017	Approved			
1	CI601.2	Conduct an Organizational Culture Review	CAO	<p>Conduct an organizational culture review is an initiative within the People Strategy. An organizational culture review has two main focus areas, which include:</p> <ol style="list-style-type: none"> <li>1. Reviewing the organization's Shared Principles; and</li> <li>2. Conducting an employee engagement survey.</li> </ol> <p>A review of the current Shared Principles will help determine if the principles should be re-established or changed to value statements to reflect the current work environment and evolving organizational culture.</p> <p>Conducting an employee engagement survey provides for employee input in setting and improving the organizational culture.</p>	1.3.1	2016/09/01	2016/09/01	2018/12/31	Ongoing	-	-	-	Implementation	<p>The organization continues to focus on the importance of developing a positive corporate culture. The employee survey was completed and the Shared Principles reviewed in the fall/winter of 2016. Based on the feedback from employees it was decided that the Shared Principles needed to be re-established to reflect the current work environment and the evolving organizational culture. This work was also completed late last year and a Corporate Culture Planning Committee established to assist with this work.</p> <p>In 2017 the Corporate Culture Planning Committee is working with the organization to heighten the awareness of the importance of the values and guiding principles. ELT/SLT have created and confirmed their team charters which have been shared with the organization, and the next step includes the development of team charters among departments/sections. As well, leadership development continues.</p>	<p>Executive Leadership Team met with Core Matters Consulting to conduct a check in evaluation on the corporate culture roadmap progress. In the spring of 2018 a second survey of all staff will be conducted.</p>
2	CE104.4	Integrated RCMP Facility	CAPS - CAPS Admin	<p>The City of Spruce Grove and the Town of Stony Plain will cooperate in the detailed business case, design process and construction of an integrated RCMP Facility with joint ownership between the two municipalities.</p>	1.3.2	2011/01/01	2011/01/01	2019/12/31	Ongoing	214	4,000,000	1,030,207	Development / Construction	<p>Detailed design has been completed, the project has gone out to tender and has been awarded. The construction company has mobilized on site and work has commenced. Challenges remain in working with the RCMP and their processes. Next steps include developing a detailed construction schedule and commencing construction.</p>	<p>The construction was started in July 2017 and is proceeding on budget and on schedule at this time. Estimates remain for a fall 2019 completion subject to weather and RCMP approvals. Since the previous update there have been no significant issues or highlights besides the commencement of construction.</p>
3	CE95.4	Heritage Pavilion Contribution	CAPS - CAPS Admin	<p>The Heritage Pavilion is a regional facility located in the Town of Stony Plain. The City of Spruce Grove will provide a funding contribution to Stony Plain for construction of the facility. Phase two of the facility is a two-story banquet facility with capacity for 500 people.</p>	1.2.2	2016/01/01	2016/01/01	2018/12/31	Ongoing	-	-	-	Implementation	<p>Transfer of funds was approved by Council for 2016 and 2018. Funds were transferred in 2016 and will be transferred again in 2018.</p>	No Change.
4	SC154.3	Additional RCMP Members	CAPS - CAPS Admin	<p>The intent of adding RCMP members is to increase general duty constables to maintain service levels, which will increase the ability of the RCMP to deal with increasing workloads and add to 'visible' policing. The long term plan is to add one officer in 2017, two officers in 2018, two officers in 2019 and two officers in 2020.</p>	1	2017/01/01	2017/01/01	N/A	N/A	N/A	N/A	N/A	N/A	<p>The RCMP member included in the budget has been "called up" as per RCMP processes with a regular September start date.</p>	<p>The new member is scheduled to arrive towards the end of September 2017.</p>
5	SC319.1	Change to TLC Annual Grant	CAPS - CAPS Admin	<p>A new long term capital and lifecycle plan has been developed for the Tri Leisure Centre (TLC). With a clearer understanding of the estimated long term capital needs, one initiative including both operational and capital estimates, is being developed for the Corporate Plan, similar to other organizations that the City of Spruce Grove provides funding to (i.e. Spruce Grove Library Public Library (SGPL) and Specialized Transit Services (STS).</p> <p>This initiative will now show the estimated total request from the TLC in each year as an increase or decrease over the previous year. The request is subject to the Board's approval and official request to the municipalities later in the year.</p>	2	2017/01/01	2017/01/01	N/A	N/A	N/A	930,553	930,553	N/A	<p>The annual TLC grant has been forwarded to the TLC.</p>	No Change.

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6	SC316.1	RCMP Municipal Administration	CAPS - CAPS Admin	The City of Spruce Grove has added a number of officers over the last few years without additional support staff. Additionally, there have been increased demands on support staff over the past few years for such things as changes to criminal record check requirements and false alarms. Support staff provide an invaluable service to members. By allocating more administrative support, officers are able to spend more time being pro-active in the community. With limited support, members are having to take on administrative duties which takes them away from more visible pro-active community policing. Adding support staff also increases the pro-active work of officers at a much lower cost. The plan is for one additional support staff in 2017 and one in 2018 for both Spruce Grove and Stony Plain.	1	2017/04/01	2017/04/01	N/A	N/A	N/A	N/A	N/A	N/A	The RCMP municipal administration staff have been hired.	No Change.
7	CE854.1	Canada 150 - Legacy / Enhanced Event	CAPS - Cultural Services	With Canada's 150th birthday in 2017, additional event funds are required for an enhanced event and legacy project on July 1 in Jubilee Park.	2.3.2	2017/03/01	2017/01/01	2017/07/01	2017/07/01	565	100,000	66,890	Closing	With Canada's 150th birthday in 2017, additional event funds were required for an enhanced event and legacy project on July 1 in Jubilee Park. The overall budget was amended as the grant applied for was not received. The event was completed in scope and on budget, and accomplished the biggest one day event in the region's history.	Complete.
8	CI906.1	Develop a Corporate Direction on Municipal Event Procedure	CAPS - Cultural Services	As the City of Spruce Grove continues to grow, our strategies for managing and directing events must be determined. Currently, there are a number of departments working on events in the region. The development of a corporate strategy will ensure the City's success in communicating and executing community, regional and broader provincial and national events.	2.1.1	2017/01/01	2017/01/01	2017/12/31	Ongoing	165	-	-	Planning	A working group has been created which includes representatives from Economic Development, Culture, Enforcement, Public Works and Recreation. The group has met twice, once for brainstorming and once to filter results. They will meet again in September to discuss action items to be put in place and have one final meeting in November. The presentation of results will occur in December 2017.	A proposal will be delivered to Senior Leadership Team in November 2017.
9	DP687.2	Freedom of the City Event	CAPS - Cultural Services	The City of Spruce Grove will host a Freedom of the City event in 2017 honouring the 1st Battalion Princess Patricia's Canadian Light Infantry or other divisions of the armed forces.	2	2017/01/01	2017/04/01	2017/12/31	N/A	381	10,000	-	Pre-Design / Requirements	A date could not be mutually agreed upon between The City of Spruce Grove and the 1st Battalion Princess Patricia's Canadian Light Infantry. The Freedom of the City Event has been included in the 2018-2020 Corporate Plan in hopes of finding a new date.	Postponed to 2018.
10	SC9.4	Change to the Spruce Grove Public Library Operating Grant	CAPS - Cultural Services	In 2015, the Spruce Grove Public Library (SGPL) worked with the City of Spruce Grove, officially asking for the additional funding increase of 5% per year for CPI and growth each year for 2016-2018. Given the economic downturn the Library Board and Management recognize that the City may be facing some fiscal challenges over the next couple of years. The SGPL has made some positive changes that they feel will provide the opportunity to lessen the financial pressure on the City without negatively impacting the SGPL. The Board is reducing the ask from the City and splitting the original 5% for 2017 into 2.5% in 2017 and 2018 and resuming the 5% ask in 2019.	2	2017/01/01	2017/01/01	N/A	N/A	N/A	866,607	-	N/A	Approved financials have been received from the SGPL and the transfer of funding will take place this year.	2018 - 2020 requests are included in the 2018-2020 Recommended Corporate Plan going before Council for deliberation on November 6, 7 & 8, 2017.
11	SC12.4	Specialized Transit Service Operating Funding Increase	CAPS - FCSS	Increase in operating funding requested by Specialized Transit Service (STS).	1	2017/01/01	2017/01/01	N/A	N/A	N/A	160,000	160,000	N/A	On January 17, 2017, the City of Spruce Grove presented Specialized Transit Service (STS) with funding in the amount of \$160,000 for the year, which equates to an \$8,000 increase in funding from 2016. FCSS has worked with the STS Board of Directors to support a successful staffing transition with the retirement of the long-time Office Manager position in June 2017 to ensure no disruption of this vital service to residents. FCSS will continue to work with STS from a community development perspective to support Board revitalization and sustainability. STS staff, board, and contracted drivers have participated as stakeholders in the engagement phase of the regional transit plan.	STS awaits formal results and recommendations from the Regional Transit Plan to be shared through an engagement process in October 2017.

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12	DP666.2	Next Phase of Fire Training Ground	CAPS - Protective Services	The current Fire Training ground allows the training of basic fire skills but does not allow for the training of more complex situations involving multiple stories and staircases. With approval of this item Fire Services will look for a partner to fund the cost of expansion either through municipalities or commercial partners such as colleges.	1	2017/01/01	2017/01/01	2018/12/31	Ongoing	39	27,500	-	Pre-Design / Requirements	Private meetings have been held with potential partners but approval to proceed is pending.	Private meetings have been held with potential partners but approval to proceed is pending. Stony Plain, St. Albert and Spruce Grove Fire Services have met and are preparing a draft agreement for consideration by all three parties.
13	CE588.2	Design and Construct New Protective Services Facility	CAPS - Protective Services	The current Protective Services Facility was initially designed decades ago for a volunteer fire and although there have been several renovations and alterations it does not meet the needs of the current Protective Services department. Also, the rapid growth of the City has necessitated expansion of Fire and Enforcement Services personnel that can not be accommodated in the current facility.	1.1.2	2016/01/01	2016/01/01	2019/08/31	Ongoing	620	1,450,000	790,335.25	Development / Construction	Ground work is underway and 50% of the building drawing review has been completed.	Ground work is underway and 50% of the building drawing review has been completed. Work is a little ahead of schedule at this point.
14	DP855.1	Fire Prevention Vehicle	CAPS - Protective Services	In 2015 a Fire Inspector position was added to Fire Services. A new vehicle is required in order for the Fire Inspector to carry out his duties.	1	2017/01/01	2017/01/01	2017/12/31	2017/05/31	30	55,600	36,187	Closing	The Fire Prevention Vehicle has been purchased.	Completed.
15	SC232.2	Enforcement Services Staffing Plan	CAPS - Protective Services	A 2014 review of staffing levels for Enforcement Services indicated that compared to other municipalities the City is on average or slightly lower than average for staffing, but the expectation of service is higher in Spruce Grove. This staffing plan is based on current demands on the service. The recommendation was one staffing plan that is multi-year.  - In 2017 the DC Safe City will retire and the intent is to recruit a replacement that can perform the management duties of both Fire Inspections and Enforcement Services. This will allow more of the current Sergeant's time to be on the road, thereby resulting in additional enforcement hours without adding a position. - In 2016 one Sergeant was added to Enforcement Services dividing the service into two watches, each supervised by a Sergeant who focuses on daily street supervision. - In 2017 the intent is to add one CPO 1 to even out both watches, resulting in each watch having a Sergeant, two CPO 1's and one CPO 2.	1	2017/01/01	2017/01/01	N/A	N/A	N/A	N/A	N/A	N/A	Completed with the hiring of the new Community Peace Officer - Inspector.	Completed.
16	SC87.4	Fire Services Staffing Identified in Service Level Study	CAPS - Protective Services	A multiple year staffing plan to bring the staffing level for Fire Services up to a reasonable and practical level as identified in a third party service level review. The driver of this staffing plan is to provide a reasonable and practical level of response in the City of Spruce Grove.	1	2014/01/01	2014/01/01	N/A	N/A	N/A	N/A	N/A	N/A	No staff are scheduled to be hired in 2017.	No change.

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17	CE413.3	Jubilee Park Master Plan Implementation	CAPS - Recreation	<p>The Jubilee Park Master Plan Update identifies a number of capital enhancements intended to both compliment and supplement existing system elements.</p> <p>The Jubilee Park Master Update has been divided into the following two (2) phases of capital development:</p> <p>Phase I – 2016 &amp; 2017</p> <p>Design and construct the following system elements:</p> <ol style="list-style-type: none"> <li>1. Safety &amp; Security</li> <li>2. Parks Building</li> <li>3. Trans Mountain Legacy</li> </ol> <p>Phase II – 2024/2025/2026</p> <p>Design and construct the following system elements - Main entry gate, Way finding signage, Two (2) shade structures, Disc golf course enhancements, Asphalt trails, Multi-Purpose Building including building amenities, Sanitary lift station, Trees &amp; shrubs, Lighting, Picnic Shelters, Fibre optic, and various other smaller system elements.</p>	2.4.1	2016/01/01	2016/01/01	2026/12/31	Ongoing	959	3,777,000	4,225,724	Implementation	Both the Spray Park and support building, requested by Council for Canada Day 2017, are operational. Construction will continue through the fall to complete the remaining scope of work	The Spray Park was closed for the season on September 17, 2017. Deficiencies and remaining scopes of work are being completed in the fall of 2017.
18	CE486.3	Sports and Recreation Facility Expansion – 3 <sup>rd</sup> floor	CAPS - Recreation	The third floor of the Border Paving Athletic Centre (BPAC) has approximately 5,500 square feet of undeveloped space. The City of Spruce Grove has been approached by user groups to consider the development and lease of the space. The intent would be to have the 3rd floor developed through a tenant financed leasehold improvement arrangement with no capital requirement for the City and additional lease revenue to help reduce the building operating deficit.	2.4.1	2016/01/01	2016/01/01	2017/12/31	Ongoing	105	-	-	Development / Construction	Project on hold. Proponent backed away from the deal just prior to signing the lease. A review of the space will be conducted in 2018.	No change.
19	CE480.4	Implementation of Outdoor Facilities Strategy	CAPS - Recreation	<p>Recently Council was presented with "Playbook 2029", Spruce Grove's Outdoor Sport Facility Strategy. The intent of this initiative is to advance those strategies and recommendations identified in the report through a functional planning study with primary focus on the following outdoor sport facility needs: Football, Soccer, Pickleball, Skateboarding and Outdoor Ice. The implementation of the following projects for each year are as follows:</p> <ul style="list-style-type: none"> <li>- Outdoor Rink (2017)</li> <li>- "AA" Baseball Diamond (2019)</li> <li>- "A" Baseball Diamond (2019)</li> <li>- Leisure Ice Surface (2020)</li> <li>- District Level Skateboard Park (2021)</li> <li>- Outdoor Rink (2023)</li> <li>- Skating Oval (2025)</li> <li>- "AA" Twin Synthetic Soccer/Football Fields (2027)</li> </ul>	2.4.2	2017/03/01	2017/03/01	2027/12/31	Ongoing	217	623,000	12,500	Development / Construction	A functional study is underway and the final report is anticipated by September 2017. Construction of the outdoor rink is being challenged by existing site conditions.	The functional study is ongoing. Completion is anticipated by the mid-November 2017. Construction of the outdoor rink is currently on hold.
20	SC164.3	1.1 FTE Jubilee Park Programs Casual	CAPS - Recreation	Reporting to the Open Space Coordinator, casual staff at Jubilee Park will supervise the active play areas including the playground, putting green, disk golf course and water feature. Staff will be expected to monitor activities, deal with emergency situations, perform basic janitorial duties, and conduct and submit water tests.	2	2017/05/01	2017/05/01	N/A	N/A	N/A	N/A	N/A	N/A	Staff were hired and started work the week of June 25, 2017.	Completed.
21	SC298.1	Convert 1.1 FTE Casual to 1.0 FTE Permanent	CAPS - Recreation	Convert 1.1 FTE casual to 1.0 FTE permanent full-time in an effort to improve overall recreation facility customer service, while remaining cost neutral.	2	2017/01/01	2017/01/01	N/A	N/A	N/A	N/A	N/A	N/A	Staff was hired in April 2017.	Completed.

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22	CE27.4	Develop and Implement the Brand Strategy	Corporate Communications	As the City of Spruce Grove continues to grow, and seeks to be seen and known as a modern urban centre, there is a need to ensure that the brand of the City is reflective of who we are. The City is currently perceived as a bedroom community as opposed to a vibrant, growing and dynamic city. With economic development and a key strategic goal being so important, there is a strong need to change the perceptions of the City and promote the visibility, services and amenities that the City offers. Community branding is more than attractive websites, marketing materials and logos, it is an emotional and intellectual reaction that people have to the City. If done properly, it can drive investment, attract and retain business, as well as increase community engagement and pride.	3.1.1	2016/10/01	2016/10/01	2018/05/01	Ongoing	221	150,000	-	Deferred	The City is currently reviewing information received from research with other municipalities that have recently completed a brand strategy.  The information is serving as guidance in writing the City's Request for Proposal (RFP) (currently in progress).	During the prioritization stage of the corporate planning process in September 2017, the Senior Leadership Team decided to defer this project to start in 2018.
23	CE686.2	City Website Refresh	Corporate Communications	The City of Spruce Grove's website and Content Management System was last reviewed and redesigned in 2010. With the changes in technology, popularity of our website (approximately 94,000 page views per month) and the increasing use of mobile devices (smartphones and tablets) to access our website, the current Content Management System and design/navigation of the City's site is beginning to show signs of being out of date. Limitations within the Content Management System are preventing the organization from being able to provide some of the basic expectations of web users, as well as keeping up with best practices regarding usability, accessibility, and functional design and navigation.	1.3.2	2016/02/01	2016/02/01	2017/10/31	Ongoing	813	40,000	-	Development / Construction	A complete audit of the current website's content has been completed; All City departments have been engaged regarding the results of the audit and a requirement to update and refresh their content. A technical solution for the new content management system has been selected. Wireframes have been designed and website development has started.	Final testing of the new website is taking place throughout October 2017. Launch of new website is anticipated to take place mid-November 2017.
24	CI716.2	Electronic Signature Business Analysis	Corporate Services - City Clerk	Implementing an Electronic Signatures Program for City documents has been identified as a way to increase both operating efficiencies and service levels as well as reduce the amount of physical paper records. Conducting a business analysis is the necessary first step in order to determine the legislative, data, security, software and process requirements that would need to be in place to effectively implement the program.	1.3.2	2017/01/01	2017/04/01	2017/04/01	Ongoing	430	-	-	-	This project is 34% complete. It was started late due to capacity issues and has been delayed due to conflicting priorities. The scope was also increased to include digital authorization as it could further increase efficiencies. The principles being considered for electronic signatures would be very similar therefore it would not significantly increase the workload. This project is expected to continue through to the end of 2017. Meetings with stakeholders will begin again and carry through July and August 2017.	This project continues to be delayed due to capacity challenges as well as other priorities. Little to no progress has been made since last reporting. A corporate plan amendment is being prepared to suspend work on the project until 2019 to coincide with the planned implementation phase.
25	DP672.2	Business Analysis and Requirements Gathering – Automated Incident Reporting, Investigation and Tracking Process	Corporate Services - City Clerk	There is a business requirement for an effective and efficient tool to manage the reporting, investigation and tracking of all incidents (both risk and safety). This project will determine the specific business needs to take a currently manual, inefficient and costly process and automate it with a view to supporting collaboration amongst all parties involved. This would improve operating efficiencies, as well as improve reporting and analytics that will assist the organization to further mitigate any future issues and reduce associated costs. A tool that incorporates incidents involving safety and risk will take a holistic approach to risk management as well as improve the maturity level of the City of Spruce Grove's risk management and health and safety programs.	1	2017/02/01	2017/02/01	2017/05/31	Ongoing	441	-	-	Initiation	Project is currently 10% behind schedule. The scope was widened to include increased work from OH&S. It is anticipated that the project will be complete by the end of 2017.  Business state and process diagrams will be developed based on the stakeholder input provided in the initiation phase.	This project is 40% complete and behind schedule. Progress has been hampered due to capacity issues and other projects requiring more than anticipated resourcing. A corporate plan amendment is being prepared to extend the timeline for completion into the first quarter of 2018.

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26	DP263.4	Enhance Corporate Planning System	Corporate Services - Corporate Services Admin	The next phase of enhancements to the Corporate Planning system include capacity planning and reporting, report enhancements, and increased data administration functionality to continue to improve effectiveness and efficiencies in the corporate planning process. Some of this work was completed in 2015, but due to capacity issues in the Information Systems department, the end date has been extended from 2016 to 2017. This end date will also allow for any database enhancements that may be required to ensure cross functionality with BI360 Budgeting and Reporting Software and the Project Management implementation. Enhancements, which have not been identified yet, will also be required to manage data for the long term capital plan.	1	2014/01/01	2014/01/01	2017/12/31	Ongoing	190	-	-	Implementation	This project is slightly behind schedule due to capacity issues as well as changes happening on an organizational wide level that will directly inform some of the enhancements.	Postponed to 2018 due to capacity issues in Information Systems.
27	CI895.1	Financial Management Software	Corporate Services - Finance	Standard cost management tools can be provided by implementing the financial management modules included with the City of Spruce Grove's financial system. Providing these tools is overdue. The existing variety of stand-alone, manual processes hinder, rather than help with, financial management. Individual expense tracking puts too much responsibility on individual managers and does not provide enough information to senior managers.	1.3.2	2017/01/01	N/A	2017/12/31	Ongoing	324	34,538	-	Closing	The project management and workflow software modules have been deferred to future years because of a lack of organizational capacity.  The capital asset module may be implemented depending on the software selected for asset management, currently being investigated.	This initiative has been deleted.  This work may be better suited for when a new financial system is implemented.
28	SC311.1	Dog Licensing	Corporate Services - Finance	Eliminate the requirement for dog owners to obtain a municipal license and simply require dogs to have identification. Contemporary animal control practices no longer rely on licensing information.	1	2017/01/01	2017/01/01	N/A	N/A	N/A	38,276	38,276	Closing	Dog licensing was eliminated as planned for 2017.	Completed.
29	SC233.2	1.0 FTE Accounts Payable Representative	Corporate Services - Finance	A second accounts payable representative is needed to manage increased volume, track project costing detail, and implement new programs for purchase orders, early bill payment discount and purchasing card rebates.	1	2017/03/01	2017/03/01	N/A	N/A	N/A	62,212	62,212	Closing	The Accounts Payable Representative was hired as planned starting in April 2017.	Completed.
30	DP210.4	Implement Performance Management System Changes	Corporate Services - Human Resources	Review and where appropriate, implement changes in the performance management system. This was identified as an operational recommendation in the December 2012 Organizational Efficiency Review (OER) study. "Improve Performance Management Program" is also identified as a 2015 initiative in the City of Spruce Grove's People Strategy. The intent is to better define the City's approach with respect to performance management and identify the appropriate supporting tools and guidance that will promote and align employee and supervisor behaviour with the overall corporate goals and objectives.	1	2016/01/01	2016/01/01	2017/12/31	Ongoing	1,312	-	28,000	Implementation	This initiative is striving to ensure the performance management system is congruent in setting objectives/standards and measuring performance within the priorities of the City, and that the process is supported by automated online software. Changes to performance management system are being rolled out concurrently with the development of the online system. The system is now operational for setting objectives/standards, and initiating Employee Development Plans, and documenting results Orientation or drop in sessions have been held for employees to become familiar with the online system. Work has started to include the Conversation Framework and the City's newly established values and principles in the performance review process. It is expected that additional work in the new year will be necessary to include any required additional competencies in the performance review system.	No change.

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31	DP214.4	Implement Recommendations of Avanti HRIS System Analysis	Corporate Services - Human Resources	The recommendations and action steps are being developed in conjunction with the outcomes of the <i>Conduct a needs and gap analysis for Avanti HRIS system</i> initiative completed in 2015. Initial work with Avanti in 2014 identified that there was a need to focus on data management within the HRIS system. Data management includes an annual review of the City of Spruce Grove's process and ensuring we are using the software to its full capacity.	1	2016/01/01	2016/01/01	2018/12/31	Ongoing	222	10,000	10,000	Planning	Assessment work in 2017 has identified that improvements can be made to assist in moving to greater self service regarding employee and benefit information. Focus areas include security, workflow, dashboard information, HR and Payroll reporting. This work is currently underway.	No change.
32	CI207.4	Develop a Supervisor Training Program	Corporate Services - Human Resources	In the implementation of the City of Spruce Grove's People Strategy there is a need to identify and develop supervisory competencies within the organizational framework. The December 2012 Human Resources Organizational Effectiveness Review (OER) recommended a number of focus areas for developing competencies to be included as part of the Human Resources Plan. They included recruitment, performance management, and developing and setting goals. These competency requirements still exist in 2016 and 2017 and this initiative will support the development of supervisory competencies.	1.3.1	2017/01/01	2016/10/01	2017/12/31	Ongoing	188	15,000	20,000	Implementation	Supervisor Training started in the fall of 2016 and then continued in June 2017. The program includes 4 modules: Leading above the line; The Coach Approach (2 sessions) and Conversation Feedback. This leadership training was selected because of the employee survey feedback conducted in 2016 as part of the <i>Conduct an Organizational Culture Review</i> initiative currently underway and owned by the CAO's office. The City is also in the process of planning the next level of supervisory training called Leader to Leader (L2L).	No change
33	CI215.4	Develop Organizational Training Framework and Tracking System	Corporate Services - Human Resources	This initiative was originally identified as an operational recommendation as part of the December 2012 Human Resources Organizational Effectiveness Review (OER) study. The first areas of focus for developing an organizational training framework included priority recruitment, performance management, and goal setting.  This initiative is a component of "Developing a city-wide training strategy" within the People Strategy which is also planned for in 2017.	1.3.1	2017/01/01	N/A	2017/12/31	Ongoing	123	4,500	-	Planning	This project has not been started yet. Some training information is stored in the HRIS Avanti system. No process has been identified to keep this information up to date. Also, a process needs to be developed and workflows need to be established to ensure information is maintained and is accurate.  Human Resources and Information Systems have discussed the next steps, in alignment with the priorities identified within the gap analysis, and how this connects to the current work on Employee Performance Review and Employee Development Plan. It has been determined that work on this area will need to carry over into 2018.	No change.
34	SC4.4	HR Consultant Contract Dollars	Corporate Services - Human Resources	Recruitment of staff to the organization and implementation of the People Strategy initiatives is becoming more complex and time consuming, and is beyond the capacity of the existing resources within Human Resources. Human Resources services continues to be in high demand due to continued growth of the organization. This demand for increased Human Resources services and activity is a trend that is expected to continue. This service change initiative was identified in the Human Resources OER (Organizational Effectiveness Review) as a recommendation.  Commencing in 2015, additional funding for use of Human Resources contracted consultant were included in the Corporate Plan and again in 2016. This request is to continue in 2017, as the People Strategy initiatives are worked on and implemented. 2017 will be the third year of the initial three year funding commitment.	1	2017/01/01	2017/01/01	N/A	N/A	N/A	50,000	50,000	N/A	Commencing in 2015, 2017 is year 3 of 3 of this initiative in which HR has used the contract dollars to hire a part time HR Consultant.  This resource is used to support both HR Projects/Initiatives (coming out of the People Strategy) or Core Services such as policy development, recruitment, or employee relations. It is expected that demand for HR Services will continue to increase as the City grows. This initiative is included in the Corporate Plan to continue in 2018 as part of core services.	No change.

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35	SC309.1	Safety Program Enhancements	Corporate Services - Human Resources	In 2015, the City conducted a Safety Program review. The review identified that improvements be made to establish a more ambitious, comprehensive, and integrated Occupational Health & Safety (OH&S) program. Based on the recommendations of the Safety Program review and the External Certificate of Recognition (COR) Audit, a safety program work plan was established in 2016. Work is progressing to achieve this work plan which emphasizes program administration, hazard identification, hazard assessment, hazard control, updates to safe work practices, and assessment of training requirements.  Key recommendations of the Safety Program review identified the need to develop a basic corporate budget provision for annual safety training and enhancement of the safety award program.	1	2017/01/01	2017/01/01	N/A	N/A	N/A	20,000	20,000	N/A	The Safety program enhancements were approved for 2017 and work is progressing to achieve the annual work plan which emphasizes program administration, hazard identification, hazard assessment, hazard controls, update of safe work practices, policy development, additional safety training and assessments such as fit testing and ergonomic assessments. It is expected that these safety program enhancements will be ongoing and continue moving forward.	No change.
36	CI163.4	Implement Enterprise-Wide Asset Management System	Corporate Services - Information Systems	This initiative involves the implementation of an Enterprise-Wide Asset Management System that will enable the City of Spruce Grove to more effectively manage infrastructure capital assets to minimize the total cost of owning, operating, and maintaining assets at acceptable levels of service.	1.3.2	2015/01/01	2016/09/01	2019/12/31	Ongoing	985	170,000	13,254	Design	The Request for Proposal has been developed and released, and 15 proposals were received. The evaluation criteria and evaluation plan have been developed and the evaluation team has been established. Next steps include evaluating the proposals, shortlisting proponents to advance to Stage 2 and reviewing and evaluating Stage 2 proposals.	Phase I - RFP responses reviewed and shortlisted. - Completed Phase II - Evaluation responses from the five vendors. - On-going. Phase III - Application demos. - Pending
37	DP664.2	Architect New Blade Centre System	Corporate Services - Information Systems	The City of Spruce Grove has an IBM Blade Center System that houses six physical blade servers which in turn hosts thirty virtual guest servers that provide all the applications the City currently uses for daily operations. IBM has given the City notice that the Blade Center system has reached end of life and that in 2018 the complete system will no longer be supported. This initiative is being undertaken to replace the outdated server system with a new Lenovo Flex Server system.	1	2017/01/01	2017/02/28	2017/06/30	2017/07/31	300	140,381	117,936	Closed	Project Completed and Closed.	This Project was completed on-budget and on-schedule. Completion Date: July 6, 2017
38	DP370.3	Develop Information Systems Account Management Process	Corporate Services - Information Systems	Information systems user account management refers to the process by which an individual's access and permissions within information systems is initially activated, periodically reviewed, and deactivated in a timely manner consistent with that individual's roles and responsibilities as an employee.	1	2017/06/01	N/A	2017/11/30	N/A	370	-	-	Initiation	This initiative is running behind schedule due to other high priority initiatives.	No change.
39	DP681.2	Implement an Enterprise Wide Collaboration Tool	Corporate Services - Information Systems	With more satellite locations being established, City of Spruce Grove staff are feeling more and more disconnected. This affects staff morale and inhibits information flow. This initiative would implement a tool that would help alleviate this.  The tool visually indicates if a person is at their desk and working, if the person is signed in to the computer but not at their desk at the moment or if the person is at their desk but does not want to be disturbed. It can also be used to communicate with multiple staff at the same time, share screen sessions or send screen shots. It can be set up to be used on any device in any location so staff can connect back even when out in the field.	1	2017/02/01	2017/09/30	2017/10/31	Ongoing	178	40,760	-	Planning	Request for Quotation (RFQ) has been completed and delivered to vendors. Next steps include evaluating RFQ responses, selecting the vendor and determining the implementation date.	This project has been deferred to 2019 due software viability and capacity issues.

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40	CI384.3	Project Management Implementation	Corporate Services - Information Systems	<p>An assessment of project management practices within the City of Spruce Grove has identified a number of improvement opportunities that would represent a significant enhancement to the rigor, formality and consistency by which projects are managed.</p> <p>A number of recommendations have been identified to support the realization of the goals and objectives of the City and to ensure that initiatives in the corporate plan are appropriately and responsibly managed. This initiative defines the work necessary to develop and implement a project management capability that responds to these recommendations. It is expected that the work contemplated for the next three years will provide a solid foundation for ensuring the successful, robust and effective management and delivery of projects identified within the corporate plan.</p>	1.3.2	2016/01/01	2016/01/01	2018/12/31	Ongoing	1,161	100,000	61,956	Implementation	The focus of the implementation of this initiative for this year has primarily been on the deployment and implementation of the ProjExec project management software. Work on the procurement templates and contract management guidelines was delayed because of work on ProjExec and the Corporate Services roadmap program. This work has now begun and is currently in progress and proceeding. Assessment of the current practices revealed considerably more variation in contracting and procurement than expected. A review of scope and recommendation of strategy has been reviewed and agreed to with the City Clerk's office. Completion of the first draft of all deliverables was in July 2017.	The project management initiative is on schedule. However, an amendment was submitted and approved by SLT to add \$113,000 to the budget to complete the scope of work.
41	SC204.2	1.0 FTE Help Desk Analyst Tier 1	Corporate Services - Information Systems	<p>The performance of a service desk is an indicator of the overall health of an organization's Information Systems. As well as being a key business function, the service desk enables organizations to become more efficient and thrive. The primary aim of the service desk is to restore normal service to users as quickly as possible if a technology issue is encountered.</p> <p>In the City, Help Desk tasks have been increasing at the rate of 20% per year due to staff growth and implementation of more technology. Requirements for project work, as well as day to day operations have increased. Due to the rapid growth and expansion of technical services there is a need for a Help Desk Analyst at the tier-1 level to deal with the increased need for desktop services.</p>	1	2017/04/01	2017/04/01	N/A	N/A	N/A	N/A	N/A	N/A	Help Desk Analyst was hired in April 2017.	No change.
42	SC209.2	1.0 FTE Security Analyst	Corporate Services - Information Systems	<p>Information Security Analysts are responsible for protecting an organization's digital information and computer networks while ensuring policies and procedures are adhered to. A dedicated Security Analyst is essential to the successful implementation of the security framework established by the City in 2014.</p> <p>The City completed an external penetration test and an internal network and wireless audit in 2016. The audit was failed in both cases and the overall risk rating was identified as medium to high. The City does not have the required resources to perform these tasks on a regular basis so work continues to be at risk of breaches to the network.</p> <p>This position also has an added benefit in that typically Security Analyst's are network administrators. This will give the City a backup for the existing Network Administrator role and will also allow for the sharing of the network administration workload.</p>	1	2017/04/01	2017/05/15	N/A	N/A	N/A	N/A	N/A	N/A	Security Analyst was hired in May 2017.	No change.
43	SC296.1	Temporary GIS Technician	Corporate Services - Information Systems	The City requires two temporary GIS technicians during the summer months for data collection for the GIS program and the asset management program.	1	2017/01/01	2017/03/15	2017/09/30	N/A	N/A	N/A	N/A	N/A	Temporary GIS Technician was hired for April 2017 to September 2017.	Temporary GIS Technician contact will come to an end in October 2017.

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44	CE34.4	Develop a Vision and Strategy for City Centre Revitalization in Spruce Grove	Economic Development	<p>Development of a revitalization strategy and implementation plan for the City Centre in Spruce Grove. The first step in this phase was the development of a discussion paper which sets out the vision, issues, and options with respect to the scope for revitalization. The report was presented to Council in June 2014 and called for local business-owners to champion and take the lead role in the process.</p> <p>Subsequently, a Downtown Revitalization Steering Committee made up of business-owners was established, and with the support of the City, have developed a work plan to form a Business Revitalization Zone and undertake further work on a revitalization strategy and implementation plan.</p> <p>The City will continue to actively support the Steering Committee by providing some financial and other assistance to move the process along.</p>	3.1.1	2014/03/01	2014/03/01	2017/03/31	2017/03/31	310	25,000	25,000	Complete	<p>A City Centre Revitalization discussion paper was presented to Council in June 2014. This was followed by the formation of a City Centre Business Association (CCBA), the establishment of a Business Improvement Area (BIA) for the purposes of implementing a taxation assessment and the development of the Spruce Grove City Centre Visioning Summary report. This initiative starts the implementation phase of the City Centre Revitalization Strategy.</p> <p>The implementation would use the tools and operational support identified in the strategy and implementation plan. This will be led by the CCBA which was established in 2016. The initial step is preparation of an Area Redevelopment Plan for the City Centre which will provide long-term guidance on what is required to achieve the revitalization objectives. The Area Redevelopment Plan will be a joint initiative between the CCBA and the City of Spruce Grove.</p>	No change.
45	CE36.4	Preparation of an Area Redevelopment Plan for the City Centre	Economic Development	<p>This initiative starts the implementation phase of the City Centre Revitalization Strategy. The implementation would use the tools and operational support identified in the strategy and implementation plan. The initial step is preparation of an Area Redevelopment Plan (ARP) for the City Centre which will provide long-term guidance on what is required to achieve the revitalization objectives. The ARP will be a joint initiative between the City Centre Business Association and the City of Spruce Grove.</p>	3.1.1	2017/04/01	2017/04/01	2018/06/30	Ongoing	890	150,000 including \$50,000 CARES Grant	On track	Design	<p>A Request for Proposal was prepared and issued in July 2017. Next steps include awarding the contract, identifying the key stakeholders and allowing the consultant to begin the Area Redevelopment Plan.</p>	<p>A Request for Proposal was prepared and issued in July 2017. A consultant (Cushing Terrell) was selected to undertake the project in collaboration with the City and the City Centre Business Association. The project consists of 4 components - infrastructure assessment, urban design and land use, Columbus Park options, and tax assessment uplift model. There is an extensive public consultation process required. Completion is expected in June 2018.</p>
46	CE864.1	Edmonton Metro Economic Development Initiative - Edmonton Global	Economic Development	<p>As a Capital Region Board (CRB) sponsored initiative, a new Edmonton metropolitan marketing organization was established to promote and attract investment to the region. A Part 9 Company called Edmonton Global has been established with a mandate to implement this initiative. A business plan, funding model and governance structure were approved in September 2017.</p>	3.3.1	2017/01/07	2017/01/07	2019/12/31	Ongoing	200	2017 - \$45,000 2018 - \$60,000 2019 - \$90,000	On track	Design	<p>Request for Proposal (RFP) was completed and sent, with four responses from qualified consultants. The contract to develop the Next Generation Broadband Strategy was awarded to Lightcore Group. All components of the strategy have been complete, including the Market Survey Report, Fibre Availability Analysis, and the Strategic Plan. All documents are currently being reviewed by Economic Development.</p> <p>Between now and the next status report all components of the strategy will be reviewed and all change requests implemented. It is uncertain at this time if the Strategy will be ready for Council approval in time for the next status report.</p>	<p>A 3-year business plan and funding for Edmonton Global was approved in September 2017. Year One will see the development of a regional brand strategy; Year Two will complete the development of a database of regional assets; and Year Three will prepare a regional economic development and marketing strategy.</p>
47	CE32.4	Identify Options & Develop a Broadband Strategy for Spruce Grove	Economic Development	<p>Assess the broadband infrastructure in Spruce Grove, establish goals in terms of desired level of service, and investigate options as part of developing a Fibre Optic Broadband Strategy to support commercial and industrial development in the City of Spruce Grove.</p>	3.1.3	2016/06/01	2016/07/15	2018/12/31	Ongoing	380	30,000	On track	Development / Construction	<p>The contract to develop the Next Generation Broadband Strategy was awarded to Lightcore Group. All components of the strategy have been complete, including the Market Survey Report, Fibre Availability Analysis, and the Strategic Plan. All documents are currently being reviewed by Economic Development and Information Services.</p> <p>Once the report has been finalized, it will be presented to City Council likely in early 2018. The report is expected to contain a number of recommendations which, if approved by Council, will start the implementation stage. Any new initiatives will be included as part of the corporate planning process.</p>	No change.

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48	CE31.4	Implement Event Hosting Strategy	Economic Development	Implement the Regional Event Hosting Strategy and Action Plan developed in 2014 as a collaborative initiative with the City of Spruce Grove's regional partners (Parkland County, Stony Plain and the Tri-Leisure Centre). This was intended to be a 5-year plan to attract major events to the region as an economic development driver.	2.2.1	2015/01/01	2015/01/01	2020/12/31	Ongoing	295	20,000	20,000	Implementation	Attracted the Alberta Cup Hockey Tournament and the Men's Provincial Curling Championships to Spruce Grove in 2018. There will be ongoing financial support of existing tournaments and events in Spruce Grove.	Attracted the Tour of Alberta in September 2017, Hockeyville Hockey Night in December 2017, the Men's Provincial Curling Championships in February 2018, and the Alberta Cup Hockey Tournament in March 2018.
49	CE243.4	Implementation of Westwind Agreement Options	Economic Development	Implement the multi-year Purchase and Options Agreement for the Westwind Lands Development.	3.4.1	2014/01/01	2014/01/01	2020/12/31	Ongoing	438	Nil	Nil	Implementation	This is an options agreement that runs until 2020 and the rate of takedown under the agreement will depend upon decisions by the developer.	No change.
50	CE863.1	Rotary Park Land Initiative	Economic Development	Negotiate with the Provincial government to have the restrictive covenants on the Rotary Park lands removed and assemble these lands with adjacent road-right-of-way into a single parcel, which will create a high value highway commercial site for future development.	3.4.1	2017/01/01	2017/01/01	2017/12/31	Ongoing	195	120,000	Nil	Implementation	Engaged with Alberta Transportation and Alberta Parks to negotiate the release of the caveats on the property. Next steps include continuing to discuss how to get conditions released including any potential financial payment.	No change.
51	SC131.3	1.0 FTE Economic Development Coordinator	Economic Development	The Economic Development Coordinator provides administrative and planning support to the Economic Development Department. This position will take responsibility for maintaining and updating the department's website and publications, collecting market intelligence as directed and responding to requests for information and briefing packages.	3	2017/07/01	2017/07/01	2017/11/01	Ongoing	N/A	N/A	N/A	N/A	Position will be posted in September, with an anticipated start date of October 2017.	Interviews for the position took place in the first week of October 2017. Position has been filled starting on November 1, 2017.
52	DP186.4	New Growth - Water Reservoir	P&I - Engineering	The City of Spruce Grove's Water Master Plan has indicated that a major upgrade to its reservoir and pump station is required at a population of approximately 38,000. Current growth rate projections indicate that this will occur approximately in 2018. The project is expected to be constructed over a two year period.  The design was started in 2015. Preliminary design has been completed by ISL Engineering and the Zone 1 Reservoir and Pump Station Upgrades Preliminary Design Memorandum has been delivered. The memorandum outlines the scope of the work completed to date, an updated preliminary design cost estimate and achieves an understanding with the City on the scope of the design to be advanced further into the detailed design stage of the project.  The project will ultimately provide water storage capacity for up to a population of 71,000.	1	2016/04/01	2016/04/01	2017/09/30	Ongoing	300	13,688,591	9,702,201	Development / Construction	All backfill work is nearly completed and the signage has been installed on building. The site rough grade and sanitary tie-in have also been completed. Anticipating commission activities to start mid-August.	This project is nearing completion. Roadwork and landscaping remain outstanding and third party work from ATCO and EPCOR is still ongoing.
53	DP495.3	Regional Waste Water Line and Lagoon	P&I - Engineering	The City of Spruce Grove is currently working with the regional sewer commission regarding the level of service requirements, including the best use of the sewage lagoons north of Highway 16 and east of Century Road. This joint project will benefit both parties as it will take advantage of the lagoon infrastructure capacity to delay pipe upgrades east of the City and upgrade the regional lines to allow the City to achieve the level of service requirements.	1	2017/01/01	2017/05/19	2018/12/31	N/A	100	-	-	Pre-Design / Requirements	Numerous meetings have been conducted with the Alberta Capital Region Wastewater Commission (ACRWC) and the City. Preliminary agreements and understanding the future use of the lagoons is being discussed and worked on.	No change.

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54	DP137.4	New Growth - Transportation	P&I - Engineering	<p>The City collects offsite levies from developers to construct arterial roads in order to support development in growth areas.</p> <p>2017 Projects:                      - Extend two lanes of Grove Drive west to allow for access to the new school (\$2,500,000)                      - Complete walking trails that are missing (\$300,000 - annual)                      - Prepare Functional Design for Boundary Road (\$150,000)                      The total project costs for 2017 are \$2,950,000</p> <p>2018 Projects:                      -Complete walking trails that are missing (\$300,000 - annual)</p> <p>2019 Projects:                      -Complete walking trails that are missing (\$300,000 - annual)</p> <p>2020                      -Construct Boundary Road from Highway 16A to Grove Drive (\$7,000,000)</p>	1	2017/06/01	2017/03/27	2017/12/31	Ongoing	430	2,950,000	1,832,373	Development / Construction	<p>The Grove Drive Extension which stubs onto adjacent properties, the water main to the west and into the school site have been completed. No work has begun on walking trail yet, it is anticipated to start in August 2017. Work is ongoing on the Boundary Road Study.</p>	<p>The project includes the addition of two roundabouts and allows access to the new school bus transfer station. As of October 6, 2017 all concrete and paving work except for the south side of Harvest Ridge/Grove Drive intersection is completed. The project is to be completed on time and prior to November 2017.</p> <p>All trail projects identified for 2017 are complete except for the trail on Century Road from Grove Meadows to the Community Church. This should be completed by October 25, 2017</p> <p>Functional Design Boundary Road - Consultant to have the Functional Plan completed by the end of 2017.</p>
55	DP139.4	New Growth - Parks	P&I - Engineering	<p>This project involves putting in neighbourhood parks within newly developing areas. Developers pay the City of Spruce Grove a development charge which will fund the work and developers are responsible for site grading and seeding of the park areas.</p>	1	2017/01/01	2017/01/01	2017/01/01	Ongoing	100	398,101	-	Development / Construction	<p>Tree planting, landscaping and swale work is anticipated to start in August 2017.</p>	<p>Tree planting for two parks is still expected to go ahead in 2017. Expected expenditure is \$150,000. This project will be under budget.</p>
56	CE905.1	Addition of a Third Lane to Highway 16A Eastbound	P&I - Engineering	<p>The 2016 Pioneer Road Reconstruction project was tendered to contractors in March 2016. The tender did not include construction of a third westbound lane on Highway 16A from Pioneer Road to the existing three lane section, which currently ends at Peavey Mart. This work was expected to occur in conjunction with the development of the East Pioneer Land commercial development, however, with the very competitive pricing obtained, there is significant operational benefit to building the third lane as part of this project and there is much benefit to disturbing this area only once for construction instead of doing so now for Pioneer Road construction and again in the near future for the Highway 16A 3rd lane construction. All costs related to construction of this third lane are recoverable by the City of Spruce Grove from the developer of the adjacent lands.</p>	1.4.1	2017/01/01	N/A	2017/12/31	Ongoing	20	505,000	-	None	<p>There has been no work started on this initiative for 2017. The initiative was to be funded by a developer who in early 2017 decided not to go ahead with this project. The City therefore has deferred this project until the developer is ready to proceed.</p>	<p>There has been no work started on this initiative for 2017. The initiative was to be funded by a developer who in early 2017 decided not to go ahead with this project. The City therefore has deferred this project until the developer is ready to proceed. This budget will need to be carried over.</p>
57	DP80.4	Facilities Lifecycle Study Update	P&I - Facilities & Fleet Management	<p>This is an update project from the building lifecycle study that was completed by Stantec Consulting in 2009. This project will review and update all existing City of Spruce Grove building lifecycle plans with a detailed examination of building components, and an audit of building components pricing captured in the current plan. The study will include the updating of expected life data from industry standards and will provide updated lifecycle plan replacement costs with 2016 data.</p>	1	2017/01/01	2017/02/01	2017/12/31	Ongoing	84	500,000	3,000	Development / Construction	<p>An Asset Management template has been completed for Facilities. Lifecycle updates will be completed in fall 2017.</p>	<p>An Asset Management template has been completed for Facilities. Lifecycle updates will be completed by end of 2017.</p>

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58	CE907.1	Wellness Centre	P&I - Facilities & Fleet Management	<p>The City of Spruce Grove has negotiated with Beaverbrook Pioneer Wellness Centre Ltd. a 15 year tenant rental agreement for 2980 sq. ft. of space in the Beaverbrook Pioneer Wellness Centre located next to the new Prescott Learning Centre. The City is intending to sub-lease the entire space to a future Parent Link Centre (PLC) operator.</p> <p>Honoring the original commitments with the Province of Alberta, the City would enter into this sub-lease arrangement under the understanding that the entire space would be allocation to the PLC for only two-thirds of the costs. Current project completion is estimated for April/May 2017, and the City is prepared to take on full costs until such time as the operator of the PLC is ready to operate and/or move into the facility.</p>	1.2.3	2017/01/01	2017/01/01	2019/12/31	Ongoing	20	71,400	31,600	Closing	Leasing agreements have been finalized. Beaverbrook completed the building and turned over space to the City. Alberta Parenting for the Future completed their lease agreement and the Parent Link operator occupied the space and has started to provide services.	Completed.
59	SC174.2	1.0 FTE Building Operator	P&I - Facilities & Fleet Management	With the addition of the new Public Works facility, King Street Mall office space, and the Border Paving Athletic Centre (BPAC), building operations have increased by 115,000 sq ft. To ensure ongoing service levels of preventative and reactive maintenance are completed, 1 FTE to service the new building space is required.	1	2017/04/01	2017/07/04	N/A	N/A	N/A	N/A	N/A	N/A	Hired position.	Completed.
60	CE267.4	Transit Service Growth	P&I - P&I Admin	<p>This initiative consolidates three separate initiatives related to transit growth into a single initiative.</p> <p>The growth strategy for transit is based upon the Transit Service Review (DanTech 2013). The concepts of this report were considered and further refined through public consultation and subsequent public surveys. The key request of the service review and surveys was to maintain the current route to NAIT and downtown. A second route to West Edmonton Mall (WEM) and South Campus was also recommended and further qualified in the 2015 and 2016 transit surveys. This route would eventually serve as a connection to the west leg of the LRT.</p> <p>Once established in 2017 there would be a phased approach to additional service on the south route starting in 2018 with an increase from peak to full daytime service. In 2019, there would be an addition of evening service to the WEM and South Campus Route. In 2020 service would then expand to include full weekend service.</p>	1.4.2	2016/01/01	2016/01/01	2020/12/31	Ongoing	158	450,100	384,273	Implementation	Service started on February 14, 2017. Boardings have increased from startup to 1,000 per month, but have dropped back to about 700 since May. This level is satisfactory on a start-up route. Buses were at Canada Day to celebrate acquisition of the new buses and to market the routes. An advertising promotion will occur in the fall to promote the new route, specifically targeting students. The expectation is that there will be more students taking route 562 with quicker access to the UofA.	Service on the route 562 continues to grow in both directions. There has been considerable growth from Edmonton to both Acheson and Spruce Grove, as well as traffic into Edmonton. Growth is on track with ridership at 1,100 as of September 23, 2017.
61	CE406.3	Explore Three-Stream Waste Program Pilot in Local Schools	P&I - P&I Admin	Schools in the City of Spruce Grove currently do not have access to the City's waste programs and are serviced by the private sector. However, local schools are an ideal place to promote and reinforce the City's waste diversion program. While the initial logistics may pose some challenges, implementing this program in schools has the potential to have a very strong return on investment in terms of education and overall community diversion rates. This initiative has two components, assess the feasibility and logistical issues associated with offering this service to schools, and if feasible, pilot the program at two schools for 2016. Following this, the results will be assessed to determine if the program should be offered City-wide and on a permanent basis.	1.3.2	2015/01/01	2015/01/01	2017/03/31	2017/03/31	30	-	-	Closing	<p>The 2016 organics pilot program at St. Joseph's School and Woodhaven School was completed in December 2016. The two schools received Kitchen Catchers for each classroom and six green carts for weekly summer and monthly winter curbside collection. The collection schedule corresponds with residential collection.</p> <p>In January 2017 both schools committed to continuing the program until June 2017 (end of school year). The program is to be negotiated for September 2017. The Town of Stony Plain, Parkland County and Spruce Grove have been in contact with the schools boards about broad scale implementation of the organics pilot. At this point, the boards are looking for schools to volunteer to participate in the program. They are hoping that as more schools volunteer the program will eventually become a mandatory program. The City will be in contact with the two pilot schools and the school boards over the summer to work on ensuring the program continues on.</p>	Completed.

Line No.	Project No.	Project Name	Business Unit	Executive Summary	Strategic Goal	Start Date		End Date		Effort	2017 Costs		Current Stage	Progress To July 31, 2017	Progress To Date
						Approved	Actual	Approved	Actual		2017	Approved			
62	CE407.3	Transit Service Review 2 - Updated (Regional Transit Study)	P&I - P&I Admin	<p>In 2014, the City of Spruce Grove implemented Phase 1 of the Transit Service Review. The GreenTRIP grant application proposed a medium term approach based upon earlier plans and consultation. This project will, with the aid of a consulting firm, also help to verify the City's medium term plans, finalize local route planning growth, and investigate the potential for regional integration and longer term capital, infrastructure and operational plans.</p> <p>The Capital Regional Board (CRB) governance plan is still encouraging regionalized transit systems, however the political climate for this to occur may still be many years away. In order to ensure the system functions to an optimal level and is phased in appropriately, including possible services and partnerships with Parkland County, and possibly the Town of Stony Plain, an external analysis should be conducted. The role and service offer of Specialized Transit Services (STS) should be examined in this review.</p>	1.4.2	2016/08/01	2017/01/01	2017/12/31	Ongoing	340	75,000	18,747	Development / Construction	<p>Reviewed previous plans, survey data and transit utilization, and interviewed key stakeholders for the City of Spruce Grove, Town of Stony Plain, Parkland County, Edmonton Transit and the Enoch Band. Current service routes, frequency, utilization at stops, service standards, and transit costs and revenues were also reviewed. Next steps include evaluating proposed routes and when they may be phased in and evaluating capital and operational costs and potential for a shared management scenario.</p>	<p>This project is currently underway. Currently completing consultation with key stakeholders and service providers. A summary meeting occurred with key internal stakeholders. A draft report will be complete by the end of October, 2017. Presentation to the Inter-municipal Collaboration Transit Sub-Committee to occur by mid-November 2017. The final report will be complete by the end of November, 2017. The plan is to take a high level report to a joint meeting of the Tri-Municipal Council.</p>
63	CE695.2	Natural Areas Inventory Update and Strategy	P&I - P&I Admin	<p>In 2004 the City of Spruce Grove conducted an Urban Forest Management Plan and in 2007 followed this up with a Parks and Open Space Master Plan. The Urban Forest Management Plan provided an excellent condition report on the state of the urban forest in the City. The plan also provided Public Works with five years of recommended management and maintenance direction to help protect the major forest areas in the City.</p> <p>This project is intended to determine the current "state of the forest", identify another five to ten year management and maintenance plan including an assessment of fire threat and mitigation. This Strategy will assist City departments in understanding their role in protection, management and land use surrounding these natural areas. This strategy is also intended to gather citizen support as key stakeholders in natural areas protection.</p>	1.2.3	2017/01/01	2017/01/01	2017/12/31	Ongoing	480	85,000	57,400	Design Development / Construction	<p>A kickoff meeting took place in April 2017 with all affected business units to get an understanding of the use of the previous documents and the needs going forward. Letters requesting permission to access non-City owned land that contains natural areas have been sent out. In some cases, a second letter has been sent.</p> <p>Next steps include more detailed consultation with city business units to determine needs and answer some specific questions related to their areas of expertise. Aerial review of natural areas and on the ground investigations of lands we received permission, or have access to, will be conducted. Ground water, creek and other surveys from the Province and other areas will be reviewed. A public consultation/workshop is planned for November 2017.</p>	<p>This work is moving very well and is scheduled to be completed by the end of December. The field work component was completed at the end of August. Given the current findings and discussion with various City Departments and the consultants, holding public consultation and/or education sessions at this time is premature. Additional internal work will be required to be able to go forward with public consultation or education.</p>
64	DP265.4	Transit Infrastructure - Permanent Park and Ride	P&I - P&I Admin	<p>Through the provincial GreenTRIP grant program, the City of Spruce Grove is looking to build a 200 to 300 stall permanent park and ride facility and transfer station representing approximately 1 hectare (2.47 acres). In late 2015, GreenTRIP funding was approved to include this facility. Project milestones consist of a 2016 site options analysis, 2016-17 land negotiations and agreement, 2018 detailed design and engineering work, 2019-2020 construction, with the facility to open in the fall of 2020.</p> <p>This project concept may evolve through discussions with community developers, the Capital Region Board (CRB), and Edmonton Transit Systems (ETS). Economic Development is a key partner in the negotiations on land.</p>	1	2014/01/01	2014/01/01	2021/09/30	Ongoing	155	-	-	Closing	<p>The Park &amp; Ride Assessment and Pre-Design Study was completed at the end of 2016. Economic Development was a participant and the site developer has incorporated findings from the study related to the site.</p>	<p>No change.</p>

Line No.	Project No.	Project Name	Business Unit	Executive Summary	Strategic Goal	Start Date		End Date		Effort	2017 Costs		Current Stage	Progress To July 31, 2017	Progress To Date
						Approved	Actual	Approved	Actual		2017	Approved			
65	DP266.4	Transit System Growth – Bus Purchase	P&I - P&I Admin	<p>Through the provincial GreenTRIP grant program, the City of Spruce Grove would purchase six buses to accommodate growth and ridership demand on the City's transit system. This initiative is designed to cover any fleet gap that may exist over the next 5-7 years and create greater operating efficiency. In this concept, the City would purchase the buses and Edmonton Transit Systems (ETS) would continue to maintain, store, and operate them.</p> <p>Although the City could not partner with ETS on procurement as they were not purchasing buses this year, they are reviewing the City's spec for compatibility. ETS has confirmed that it will provide storage, maintenance and operation of Spruce Grove's newly acquired bus fleet. In addition to the bus purchase there are requirements for an Automated Passenger Counting systems (APC), security camera's, GPS technology to support smart bus technology and a fare box.</p>	1	2014/01/01	2014/01/01	2018/12/31	Ongoing	240	3,683,698	3,600,390	Closing	Three buses were received in December 2016 and three buses were received at the end of January 2017, as planned. The buses have been turned over to Edmonton Transit under contract for storage, cleaning, maintenance and operation. Route 562 started-up on February 14, 2017 per the Transit Service Growth initiative.	All six buses are in operation.
66	DP704.2	Bus Stop Upgrading	P&I - P&I Admin	<p>Although the City of Spruce Grove has operated a transit system for over 10 years some of the bus stops do not have concrete bus pads making the ground uneven and difficult for walking due to ice buildup, in winter this is a considerable risk. Also, many of the current bus pads are too small for meeting accessibility standards.</p> <p>In addition, the City has recently received requests to install bike racks so that people can ride their bikes to transit stops. This would be supportive where rapid growth has occurred – Northwest – Harvest Ridge, Central – Grove Drive and Century Blvd and North East – Spruce Village. Two additional bus shelters are also required to support transit growth.</p>	1	2017/04/01	2017/04/01	2018/10/31	Ongoing	115	87,450	-	Construction	<p>The preliminary plan for which locations and when they will be installed was established early in 2017. Quotes have been received for bus shelters and bike racks and a contractor has been identified to install them. Met with Engineering to review the plan as Engineering selects the contractor and includes installation of concrete and asphalt in their scope of work.</p> <p>Next steps include meeting with the contractor to finalize locations, price and setting up the purchase, delivery and install of shelter and bike racks for 2017.</p>	Work on this project, which was led by Engineering, took place from October 2 to October 14, 2017. Due to costs, adjustments have been required to defer some bus stops until 2018 and install possibly only one shelter. The cost of concrete has increased over the year and is a contributing factor. In total 15 stops will be paved in 2017. One will be a new stop at Kings Link and Century Road. Another is a relocation from Greystone Drive south of Grove Drive west of Spruce Village Way.
67	DP876.1	Environmental Liability – Assessment & Remediation Public Works	P&I - P&I Admin	<p>The Public Sector Accounting Standard issued an accounting standard which requires municipalities to inventory and account for any environmental contamination on their land holdings that is in excess of any applicable environmental regulations.</p> <p>The Public Works yard was identified as a site with the potential for environmental contamination and the initial site investigation was completed in 2015. The initial Phase I Environmental Site Assessment (ESA) and Phase II ESA have identified several areas of environmental concern. In order to remain compliant with recommendations in the 2015 Financial Audit by KPMG and Environmental Regulations set out by Alberta Environment and Parks (AEP), additional investigation to determine the full extent of contamination and the potential removal of source contamination is required.</p>	1	2017/01/01	2017/01/01	2026/12/31	Ongoing	170	2,539,000	24,038	Construction	The entire site was set up for groundwater monitoring and monitoring was completed in May 2017. Stantec will be evaluating data and providing an updated report on the site. Next steps include reviewing the final monitoring report and submitting the report to Alberta Environment and Parks. The City has requested to have a meeting with Alberta Environment and Parks this year to get a sense as to their direction for the site to help plan any future work that may be required.	Fall monitoring has been completed and an updated liability figure has been provided to Finance. A meeting with Alberta Environment and Parks has been requested but no date has been confirmed with them.

Line No.	Project No.	Project Name	Business Unit	Executive Summary	Strategic Goal	Start Date		End Date		Effort	2017 Costs		Current Stage	Progress To July 31, 2017	Progress To Date
						Approved	Actual	Approved	Actual		2017	Approved			
68	DP890.1	Environmental Liability – Assessment & Remediation Other Sites	P&I - P&I Admin	The Public Sector Accounting Standard issued an accounting standard which requires municipalities to inventory and account for any environmental contamination on their land holdings that is in excess of any applicable environmental regulations. After completing assessments in 2014 to 2016, three sites of concern were identified. It is anticipated that there will be a requirement based upon Environmental Regulations set out by Alberta Environment and Parks (AEP) for removal of contamination on these sites.	1	2017/01/01	2017/01/01	2019/12/31	Ongoing	280	800,000	43,486	Development / Construction	The assessment work to be completed this year and a timeframe and location for drilling have been established. Since some of the drilling is located on Canadian National (CN) lands a special permit is required from CN, although work will not affect the rail line. A historical land search and background to previous owners has been requested as part of current work.  Next steps include Trace Associates conducting deep well testing to determine the depth and range of contamination over the site. They will also conduct deep groundwater tests to determine if the groundwater has been impacted with salt. The historical property owner search will help to determine who the previous owners of the site were and if they potentially created the salt contamination issue. Once we have an updated understanding of the depth of contamination, we will be reporting our findings to Alberta Environment and Parks along with a proposed strategy for managing contamination on the site.	Further delineation of the salt impacted area was conducted. This included drilling of deeper wells, as well as covering a wider area that had not been tested previously and collecting soil and water samples. The results of this testing are still being assembled but will be provided to the City before year end. On this basis, work will be done with the consultant to determine a remediation/management strategy for the site. A historical review of the property has indicated previous ownership that may have originally contaminated this area of land. The City is investigating this further and will be pursuing the original owner that may have contaminated this site to determine if they may contribute to the remediation costs.
69	SC321.1	Transit Operations Consulting Support	P&I - P&I Admin	In 2017, the City of Spruce Grove will begin to implement the GreenTRIP Transit Plan with the acceptance of six buses and the contracting of bus operations and maintenance with Edmonton Transit System (ETS). ETS will continue to provide contracted operation and maintenance services both for the six Spruce Grove purchased buses and the seven contracted buses. The amount of planning, communications and oversight required will increase considerably. Monitoring use of the new route to ensure ridership is growing or to determine if route changes are required will be important. The scope of work will be expanding to ensure that maintenance and cleaning of the City's buses is maintained. The pilot project with Parkland County will also expand to include South Acheson, which will add to our contracting requirements to provide information, issue support and invoicing. Further planning will be required for the next stages of growth in the plan, and the various parts of the capital development.	1	2017/01/01	2017/01/01	N/A	Ongoing	N/A	45,000	-	Development	A terms of reference has been prepared and will be sent out for quotations with the work to commence in mid-September. Work is anticipated to be complete by year end.	A request for quotations has been prepared and three companies have responded with proposals. They have been assessed and awarded to one of the contractors. Work contained in the terms of reference is to be completed by December 1, 2017.
70	CE594.2	Implementation of Growth Study	P&I - Planning & Development	The City of Spruce Grove has been working on a Growth Study since March 2015 to determine the best options for future growth of the municipality. Upon completion of the Growth Study and direction from Council on the preferred alternative, the City has proceeded with implementation.	1.2.2	2016/08/01	2017/01/01	2018/12/31	Ongoing	510	136,500	48,937	Planning	The City has provided notification to adjacent municipalities and has conducted initial outreach with landowners and stakeholders. Initial landowner open houses were not well-attended, and additional consultation is forthcoming. It is anticipated that Administration will return to Council for direction in early fall.	No change.
71	DP445.3	CityView Master Projects Capability	P&I - Planning & Development	This initiative would develop a master projects ability in the CityView software, thereby assisting in the management of multiple permit types on one parcel. This will also enable additional, enhanced reporting for operational improvements.	3	2015/01/01	2015/06/19	2017/12/31	Ongoing	700	11,000	-	Implementation	During the scoping process, Administration identified less costly solutions to allow for similar efficiencies. Implementation of solutions is ongoing, but overall effort is greatly reduced and is being implemented in conjunction with other upgrades and amendments.	No change.
72	DP380.3	CityView Web Portal and Mobile Technology	P&I - Planning & Development	This initiative will decrease turnaround time for inspections from scheduling to performing the inspection and recording the result, and then communication the status back to the applicant.	3	2017/06/01	2017/03/27	2018/06/01	Ongoing	270	52,950	-	Deferral	The City has initiated the project and has begun scoping the project. Reviewing the CityView capabilities, the City is becoming aware that the software has limitations and will be deferring the project to determine other options.	No change.
73	DP873.1	Joint School Site Municipal Reserve Over-dedication	P&I - Planning & Development	The project would pay for over-dedication of Municipal Reserve for a double school site in the West Area Structure Plan.	1	2017/01/01	2017/01/01	2017/12/31	Ongoing	40	181,500	-	Implementation	The City has been working with Parkland School Division for purchase of the transfer facility, which will partially pay for the over-dedication costs to the developer. The City intends to reimburse the developer in 2017. An appraisal has been completed for use in negotiations.	No change.

Line No.	Project No.	Project Name	Business Unit	Executive Summary	Strategic Goal	Start Date		End Date		Effort	2017 Costs		Current Stage	Progress To July 31, 2017	Progress To Date
						Approved	Actual	Approved	Actual		Approved	Actual			
74	SC292.1	Storm Water Facility Maintenance	P&I - Public Works	Engineering Services completed measurements of the levels of sediment build-up in the forebays of the City of Spruce Grove's wet storm ponds in 2015 & 2016. It was found that two of the storm ponds require dredging to clean out the forebays and return the facilities to optimum operating condition. This initiative is intended to fund the inception of a maintenance program in Public Works, focused primarily on the periodic cleaning of engineered forebays throughout the City's storm water management system.	1	2017/01/01	2017/07/17	2017/12/31	2017/09/22	N/A	75,000	75,000	Complete	Currently collaborating with Engineering to finalize a plan for use of sonar to confirm the scope of work for 2017.	Sonar measurements have been completed for 4 stormwater facilities. Dredging completed at Harvest Ridge Stormwater Management Facility (30% of sediment volume has been removed).
75	SC305.1	Westgrove Tribute Park	P&I - Public Works	This initiative is to develop existing parkland space for use as a tribute park where residents may have a tree planted as a means to honour a loved-one, mark a special event or to commemorate some other worthy milestone. After a review of potential locations, the park area adjacent the Heritage Grove pathway and the Westgrove Storm Pond is being forwarded as a suitable location for this initiative.	1	2017/01/01	2017/05/01	2017/12/31	2017/09/15	N/A	30,000	30,000	Complete	Planning is complete for pathway installation and landscaping components. The first trees have been purchased and installed under the new program.	Pathway has been constructed and program is operational.
76	SC146.3	Streetsweeping Sand Disposal Through Recycling	P&I - Public Works	This initiative will provide for the ongoing recycling of street sweepings as a responsible method of sand disposal.	1	2017/01/01	2017/01/01	2017/12/31	2017/12/31	N/A	40,000	-	Planning	This project has been put on hold as the City maintains contact with the City of Edmonton regarding the potential for re-starting their recycling program.	Sweepings pile has been tested for contaminants. Planning underway to dispose of sweepings at a Class 2 landfill by year end as there is no recycling program currently available.
77	CE878.1	Installation of Rectangular Rapid Flashing Beacons	P&I - Public Works	This initiative is to provide funding for the purchase and installation of Rectangular Rapid Flashing Beacons (RRFB) at special crosswalk locations in the City of Spruce Grove. The installation of RRFB's at these crosswalks is indicated under the City's Marked Crosswalk Policy.	1.1.2	2017/04/01	2017/06/01	2017/06/30	2017/10/22	N/A	99,000	112,000	Complete	Tender has been awarded and work will commence as materials are received.	Complete.



## The City of **Spruce Grove**

## Request for Decision

**Business Items Item #: 4. b.**

### **Committee of the Whole Meeting Agenda**

**Meeting Date:** 11/06/2017

**Title:** 2018 - 2020 Recommended Corporate Plan - Cotterill

**Presenter:** Robert Cotterill

**Department:** Corporate Services

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### **Request for Decision Summary**

The corporate plan is the City of Spruce Grove's principal guiding document for governance, community development, and service delivery. The primary drivers in prioritizing and balancing the 2018 - 2020 Corporate Plan were the impacts on capacity of staff resources and providing residents with quality service at an affordable rate, with continued emphasis on commercial and industrial attraction and development.

The corporate plan is developed annually, however it focuses on a three-year horizon for operations and has a long-term planning focus on identifying capital initiatives that are anticipated as needs over the next 20 years.

The 2018 - 2020 Corporate Plan was prepared with input from residents, Council and Administration, and has been developed with an integrated view of business planning, linking the strategic plan, corporate business plan, department business plans and the fiscal plan.

### **Proposed Motion**

That Committee reviews the recommended 2018 - 2020 Corporate Plan and deliberates any amendments to be considered at the Council meeting on November 27, 2017.
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### **Background/Analysis**

The corporate plan is the City of Spruce Grove's principal guiding document for governance, community development, and service delivery. As part of the corporate planning process in 2017, the City reviewed the 2015 – 2035 Strategic Plan and developed the corporate business plan, department business plans and the fiscal plan.

The 2018 – 2020 Corporate Plan reflects the impact of the expectations of a growing community. Balancing the need to deliver services to a growing community with the need to facilitate new opportunities continues to be challenging with the City's current resources. Over the term of this corporate plan, the population of Spruce Grove is

anticipated to grow at an average annual rate of over 3.5 per cent.

The primary drivers in prioritizing and balancing the corporate plan were the impacts on capacity of staff resources and providing residents with quality services at an affordable rate. Continued emphasis on commercial and industrial attraction and development is critical for the financial sustainability of the community.

The corporate plan is developed annually, however it focuses on a three-year horizon for operations. This shorter planning time frame focuses the City on making decisions about what the City needs to do to maintain existing services and infrastructure and what the City wants to do through the corporate plan's new initiatives and service changes. This corporate plan has a long term planning focus on identifying capital initiatives that are anticipated as needs over the next 20 years. The majority of the initiatives and service changes recommended in the corporate and department business plans directly relate to the growth and development of the city.

### **Options/Alternatives**

Administration is seeking feedback from Committee on the recommended corporate plan and on any amendments to the plan.

### **Consultation/Engagement**

The corporate plan was prepared with input from residents, Council and Administration.

In April, the Committee received public presentations from residents and community groups outlining the priorities they feel are important to consider in preparation of the corporate plan.

After Committee's review of the recommended corporate plan, Council is scheduled to consider approval of the 2018 - 2020 Corporate Plan at the Council meeting on November 27, 2017.

### **Implementation/Communication**

The corporate plan is developed with an integrated view of business planning, linking the strategic plan, corporate business plan, department business plans and the fiscal plan.

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

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

Departmental business plans reflect the activities of City departments that support the corporate business plan and indirectly, the strategic plan. This work represents the operational services necessary to meet the service delivery expectations within the City.

The fiscal plan reflects the financial requirements to support the strategic plan, corporate business plan and department business plans. The financial requirements include revenue, expenses and tangible capital acquisitions associated with the delivery of services and new initiatives and service changes recommended in this corporate plan.

The corporate plan is published on the City website in advance of the Committee of the Whole meetings. The plan was also distributed to Committee under separate cover in advance of this meeting.

**Impacts**

N/A

**Strategic Vision Element:**

This topic relates to all three of the City’s strategic vision elements contained in Council’s Strategic Plan

**Related Goal:**

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**Financial Implications:**

The fiscal plan demonstrates strong stewardship of the City’s financial management in support of providing services and programs to residents, businesses and the surrounding area.

- Administration is recommending an increase to municipal property taxes of 3.9 per cent in 2018 which equates to a residential tax impact of \$6.88 per month for a household with an assessed value of \$342,411. The property tax increase helps fund ongoing service delivery and maintenance as well as new initiatives and service changes that are not utility or developer related. Ensuring lifecycle maintenance of existing infrastructure, facilities, parks, fleet and equipment, and information systems remains a priority.
  - There is no increase in electric franchise fees in 2018.
  - The recommended water and sewer utility rate increase is 6.42 per cent (\$0.34 per cubic meter) in 2018 which equates to an increase of \$4.73 per month for a household consuming 14 cubic meters of water. The water and sewer utility rate is affected by many external influences including, but not limited to, the Capital Region Parkland Water Services Commission, the Alberta Capital Region Waste Water Commission and the cost of future capital work requirements. The City will continue to work with utility customers by providing water conservation initiatives such as leak detection to help offset rising costs.
  - There is no solid waste rate increase for 2018. The solid waste rate is affected by growth in the community and covers the cost of waste collection, including garbage, organics, recycling and new initiatives.
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## **Attachments**

2018 - 2020 Recommended Corporate Plan Amendments

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## SCHEDULE OF CORPORATE PLAN AMENDMENTS

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### CORPORATE PLAN AMENDMENTS

#### Overview

The recommended corporate plan is developed based on assumptions, decisions and supporting information that is considered reasonable by City Administration as of September 12, 2017. Decisions and information received after that date are captured on the schedule of corporate plan amendments.

**SCHEDULE OF CORPORATE PLAN AMENDMENTS**

**Updates to recommended 2018-2020 initiatives and service changes**

The following amendments are a result of new information or proposed changes in direction or scope received after September 12, 2017. Once approved by Council, these amendments will be included in the approved corporate plan.

Row #	Business Unit	Name	Amendment	2017 Costs (Revenue)	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
<b>Updates to Recommended Corporate Plan</b>								
1	CAPS - Recreation	CE443.4 - Glenn Hall Arena Contribution	Remove operating costs included as part of the original budget. Updated information indicates this is a capital contribution only.	-	-	-	(100,000)	N/A
2	Corporate Services - Corporate Services Admin	CI163.5 - Implement Enterprise-Wide Asset Management System	Move unused budget from 2017 and reallocate 2018, 2019 and 2020 budget.	(45,000)	152,850	(21,375)	107,175	Grants, Taxes
3	Corporate Services - Corporate Services Admin	CI1076.1 - Develop and Asset Management Working Group	Decrease overall budget.	-	(5,000)	-	-	Taxes
4	Corporate Services - Information Systems	DP210.4 - Implement Performance Management System Changes	Increase 2018 budget.	-	58,500	-	-	Taxes
5	CAPS - Recreation	CE413.4 - Jubilee Park Master Plan Implementation	Increase overall budget in 2019.	-	-	200,000	-	Grants
6	CAPS - Recreation	CE448.4 - Arena Complex	Increase overall budget in 2018 and 2019.		1,000,000	3,000,000	-	Grants, Taxes
			<b>Updates to Recommended Corporate Plan Initiatives</b>	<b>(45,000)</b>	<b>1,206,350</b>	<b>3,178,625</b>	<b>7,175</b>	

## SCHEDULE OF CORPORATE PLAN AMENDMENTS

### Administrative Amendments (2017 Approved Initiatives)

The following amendments are a result of new information or proposed changes in schedule, direction or scope received on projects currently approved for 2017. Once approved by Council, these amendments will be included in the 2018 budget.

Row #	Business Unit	Name	Amendment	2017 Costs (Revenue)	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
<b>Updates to approved 2017 corporate plan initiatives</b>								
1	P&I - Planning And Development	DP380.4 - CityView Web Portal and Mobile Technology	Move project from 2017 to 2018, increasing effort in 2018 by 325 hours. Move the allotted 2017 budget to 2018.	(4,050)	4,050	-	-	Taxes
2	P&I - Planning And Development	CE594.3 - Implementation of the Growth Study	Move approved effort and budget from 2017 to 2018.	(85,000)	85,000	-	-	Taxes
3	P&I - Engineering	DP139.4 - New Growth - Parks	Reduce 2017 budget from \$393,101 to \$105,000. Move \$100,000 of \$105,000 2017 budget into 2018.	(388,101)	100,000	-	-	Development Surplus
4	P&I - Engineering	DP137.4 - New Growth - Transportation	Move unused Pioneer Road budget from 2017 to 2018.	(4,918,565)	4,918,565	-	-	Debt. Development Surplus
5	P&I - Engineering	DP186.4 - New Growth Water Reservoir	Decrease overall 2017 budget and move unused budget from 2017 to 2018.	(988,591)	665,000	-	-	Debt. Development Surplus
6	P&I - Engineering	DP137.4 - New Growth - Transportation	Move unused Grove Drive West budget from 2017 to 2018.	(150,000)	150,000	-	-	Debt. Development Surplus

**SCHEDULE OF CORPORATE PLAN AMENDMENTS**

Row #	Business Unit	Name	Amendment	2017 Costs (Revenue)	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)	Funding Source(s)
<b>Updates to approved 2017 corporate plan initiatives</b>								
7	P&I - Engineering	DP138.4 - New Growth - Sanitary Sewer	Move unused budget for Pioneer Trunk Sewer from 2017 to 2018.	(972,975)	972,975	-	-	Development Surplus
8	P&I - Engineering	CE905.1 - Addition of a 3rd Lane to Highway 16A Westbound	Delete initiative as Developer will not complete this work in 2017 and a timeline is unknown.	(505,020)	-	-	-	Other Revenue, Taxes
9	P&I - Engineering	CE735 - Spruce Ridge Road Completion	Move unused budget from 2017 to 2018 and increase overall budget.	(67,784)	150,000	-	-	Developer Levies
10	CAPS - Recreation	CE480.4 - Implementation of the Outdoor Facilities Strategy	Move unused portion of budget from 2017 to 2018 as there are issues with the site for the outdoor rink and a new site may have to be selected.	(581,000)	581,000	-	-	Grants, Taxes
11	CAPS - Protective Services	DP666.2 - Next Phase of Fire Training Ground	Move start date from 2017 to 2018, move approved budget from 2017-2018.	(25,000)	25,000	-	-	Grants, Taxes
12	Corporate Services - Information Systems	DP681.2 - Implement Enterprise-Wide Collaboration Tool	Move budget from 2017 to 2019.	(38,160)	-	38,160	-	Taxes
			<b>Updates to 2017 Approved Budget</b>	<b>(8,724,246)</b>	<b>7,651,590</b>	<b>38,160</b>	<b>-</b>	
			<b>Total Administrative Amendments</b>	<b>(8,724,246)</b>	<b>7,651,590</b>	<b>38,160</b>	<b>-</b>	

**SCHEDULE OF CORPORATE PLAN AMENDMENTS**

**Administrative Amendments (Status Quo budget)**

The following amendments are a result of new information or proposed changes in direction or scope received in 2017. Once approved by Council, these amendments will be included in the status quo budget.

Row #	Business Unit	Name	Amendment	2017 Costs (Revenue)	2018 Costs (Revenue)	2019 Costs (Revenue)	2020 Costs (Revenue)
<b>Updates to Status Quo</b>							
1	P&I - Planning & Infrastructure Admin	Transit Service	To request additional funding to allow for one extra bus in the morning and one extra trip in the morning and evening (total of three additional trips) to alleviate riders standing on Route 560 as a result of increased ridership.	28,539	163,268		
			<b>Updates to status quo</b>	<b>28,539</b>	<b>163,268</b>	-	-
			<b>Total Administrative Amendments</b>	<b>28,539</b>	<b>163,268</b>	-	-