



RECOMMENDED **CORPORATE** **PLAN** 2022-2024



Agenda

- Welcome and Process Overview
- Key Themes of the 2022-2024 Recommended Corporate Plan
- Investing in the Community and Focusing on the Future
- Budget 2022 and Committee Deliberations
- Confirming Committee Direction

Welcome

- Administration brings forward a Corporate Plan to Council's Committee of the Whole each year
- This plan outlines:
 - Investments required to support existing service levels
 - New investments in programs and resources that are needed to meet the needs of a growing community
 - Regional obligations
- This is an interactive process to ask questions and provide direction on fiscal policies, expenses and revenues. Direction to be confirmed on the last evening of deliberations.

Process to Ask Questions

- Questions are welcomed throughout the presentation
- If a question can be answered at another point in the presentation, Administration will defer it until that time
- Questions requiring further exploration by Administration will be captured and reported back on later in the Committee of the Whole meeting
- Closed session planned to allow for discussion on matters of a confidential nature

Process Overview

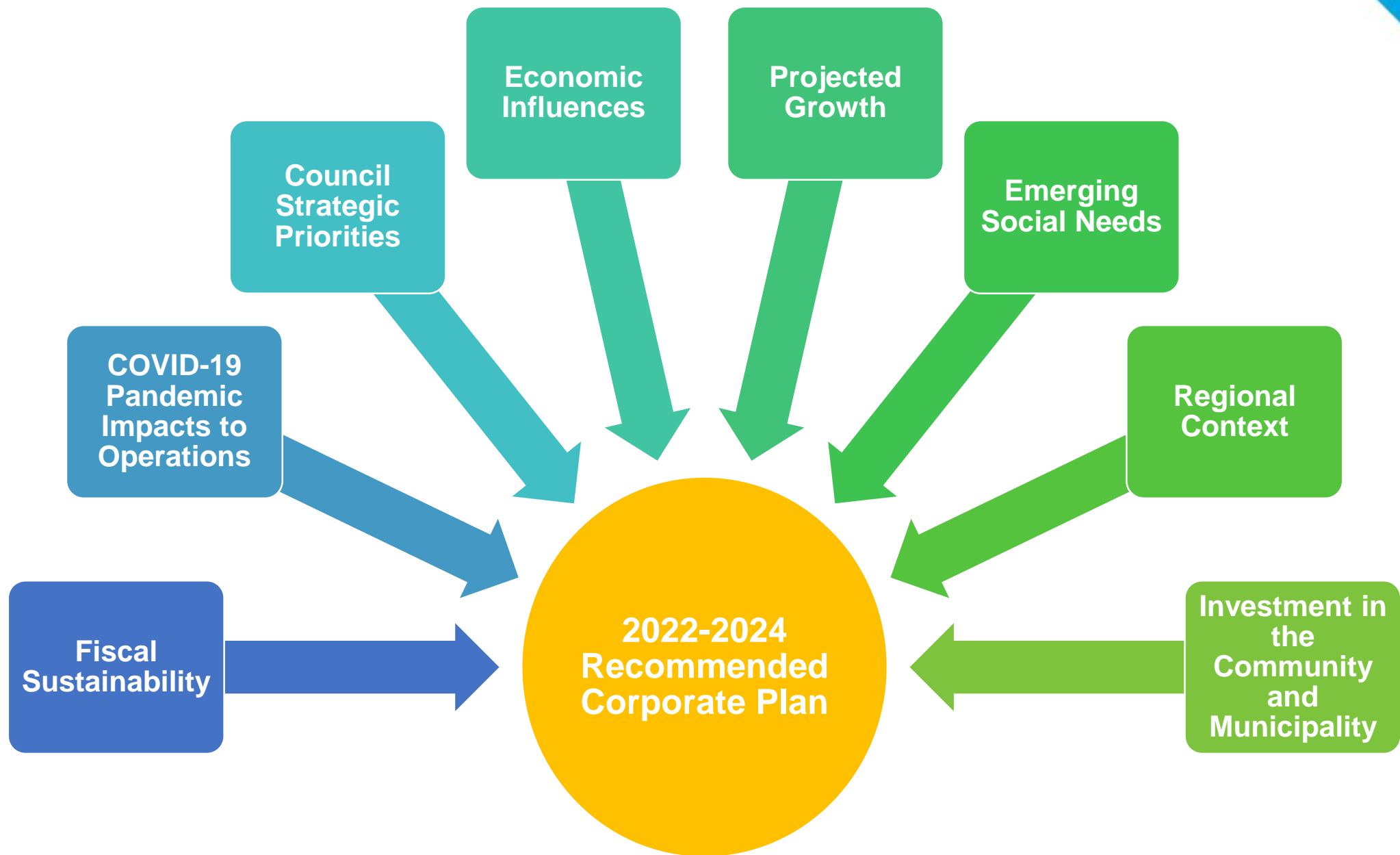
- Draft Three Year Corporate Plan, One Year Budget, Ten Year Capital Plan
- Deliberate and, as per the MGA, approve by December 31, 2021:
 - Three Year Corporate Plan
 - Year One of Three Year Budget
 - Ten Year Capital Plan with focus on Year One
- Spring Budget Adjustment – April 2022
 - Prior to finalizing tax rate; revisit any new information to inform the 2022 Operating and Capital Budgets

Timeline

- **November 8-10:** Committee of the Whole deliberations
- **November 29:** Council vote on the final 2022-2024 Corporate Plan
- **December:** Communication to the community and Administration on the approved budget
- **Q1/Q2 2022:** Strategic planning retreats with Council
- **Spring 2022:** Spring Budget Adjustment

Key Themes

A review of key themes throughout the Recommended Corporate Plan and the impact on the budget



Key Themes

Continued impact of COVID-19 pandemic on operations and the budget

- The municipality is still in the midst of navigating through the fourth wave of the pandemic and continuing to address the resulting operational pressures while responding to the needs of the community
- Retraction of services due to public health order restrictions
- Development and Implementation of the Recovery Framework (page 14 of plan)
- Impact on supply chain

Key Themes

Continuing the journey of fiscal sustainability by building a budget that provides greater transparency and line of sight

- Continuing to evolve the Fiscal Sustainability Framework, which aims to:
 - Protect and enhance the City's financial position, while enhancing public programs and services and encouraging community investment.
 - Work towards a system that funds today while considering the needs of tomorrow.
 - Recognize and maintain acceptable levels of risk in the City's investment and other financial activities.
 - Ensure the City complies with legislation, accounting standards, regulations and bylaws.

Key Themes

Continuing the journey of fiscal sustainability by building a budget that provides greater transparency and line of sight

- Budget 2022:
 - Continues the evolution of budget presentation to separate the Municipal, Utility and Developer entities.
 - Provides a detailed look at revenues and financial requirements.
 - Outlines the proposed business cases and capital project profiles that are required to maintain and improve City programs, services and operations.

Key Themes

Understanding key economic and social indicators that provide insight into the current state of the City and how Administration can support the community

- Provincial unemployment rates (page 15)
- Vacancy rates (page 16)
- Inflation (page 16)
- Development activity (page 17)
- Emerging social needs (page 18)
- Growth indicators (page 19)

Key Themes

Gaining a clearer understanding of the impact of historical growth on city programs

- The City was working towards catching up on historical growth pressures and that process was interrupted as the City shifted its focus to pandemic response and the immediate needs of the community.
- The City saw unexpected growth during COVID-19 and that growth is projected to continue.
- Administration is proposing to continue working towards evolving program and service delivery to meet the current needs of the City and prepare for projected future growth.

Key Themes

Clearly outlining how Council proposes to invest in the community

- Continued investment in the community will allow for a sustainable approach to supporting residents and businesses as the city navigates from recovery post-pandemic.
- Administration recommends using surplus from 2021 to fund business cases that support the community and only require one time funding.
- The Recommended Corporate Plan highlights these business cases as well as projects in progress to provide line of sight into current and proposed community investments.

Key Themes

Clearly outlining how Administration proposes to invest in the municipality

- In order to support sustainable community growth and development, investment is also required in the municipality.
- The Recommended Corporate Plan highlights these investments into City operations that will provide better transparency, programs and services to the residents and businesses of Spruce Grove.



Key Themes

Developing funding strategies to address the revenue requirement within the proposed and future budgets

- The City remains at a critical point where investment is required in order to maintain service levels and deliver those programs and services required to support the needs of a sustainable growing city.
- This plan presents both immediate and long-term funding strategies intended to address these critical investments as well as support a sustainable fiscal framework.

Key Themes

Developing funding strategies to address the revenue requirement within the proposed and future budgets

- **Municipal Tax Increase:**

- The proposed municipal tax increase for 2022 is 2.9%,
- This will increase the municipal operating budget by \$1,229,150.
- These funds are proposed to be used to address investments in the community and municipality that require ongoing funding.

Key Themes

Developing funding strategies to address the revenue requirement within the proposed and future budgets

- **Use of Surplus for One Time Funding Requirements:**
 - Going forward, Administration is proposing that one time funding requirements will be funded by surplus where available.
 - This funding strategy ensures proposed business cases that require one time funding are not built into the ongoing funding requirements, which impact the tax rate.

Key Themes

Developing funding strategies to address the revenue requirement within the proposed and future budgets

- **Dedicated 1% Tax Increase for Municipal Lifecycle Reserves:**
 - Continuation of a 1% tax increase (\$423,845) to provide a dedicated revenue stream for transfers to municipal lifecycle reserves to pay for critical infrastructure repair, maintenance and replacement.
 - Note this is year two of the five year Council approved plan for 1% dedicated tax increase for municipal lifecycle reserves.

Key Themes

Developing funding strategies to address the revenue requirement within the proposed and future budgets

- **Continuation of Tax Rate Split Shift:**
 - Continuing the Council approved shift in the residential/non-residential rate split to move to an average similar to other communities over a seven year period.
 - Administration is currently in the second year of implementing this shift and the split will increase to 0.0545 for 2022 (2021 was a shift of 0.025).
 - This funding strategy will increase the municipal operating budget by \$351,600 for 2022 and similar to the 1% increase, is also dedicated to funding municipal lifecycle reserves.

Key Themes

Developing funding strategies to address the revenue requirement within the proposed and future budgets

- **Funding Reserves for Future Capital Requirements:**
 - Municipal tax room is being created by way of a specific purpose reserve to prepare for significant future capital requirements like the proposed Civic Centre Development project.
 - At this time, the proposed 2022 Budget includes \$480,000 in tax room to fund future debt servicing costs associated with the Civic Centre Development project.

Investing in the Community and Focusing on the Future

Investing in the Community through the Pillars of the Triple Bottom Line

- The Triple Bottom Line is a sustainability framework that considers an organization's economic, environmental and social impacts.
- Integrating the philosophy and pillars of the Triple Bottom Line within City programs and services provides a clear line of sight on how Administration is striving towards a more sustainable approach to serving a growing city.
- The development of the Recommended Corporate Plan used this integrated approach to ensure overall fiscal sustainability for an organization.



Investing in the Community



Proposed:

- Civic Centre Development
- City Centre Store Front Improvement Program
- Municipal Development Plan Replacement
- Social Sustainability Plan Renewal
- Updated Economic Development Strategy and Action Plan
- Public Budget Submissions

Investing in the Community



In Progress:

- City Centre Area Redevelopment Plan
- Community Social Development Department Evolution
- PathwaysHOME
- Community Inclusion Initiative
- Climate Change Action Plan
- Single-Use Items Reduction Bylaw
- Improved Culture and Recreation Program and Service Delivery

Continuing to Plan for the Future

- In addition to the proposed and in progress projects, Administration is planning for 2022 to start with a series of Council strategic planning retreats
- These planning retreats set the stage for Administration to integrate Council priorities into corporate and business planning processes



Council Priorities Informing Planning

Council Strategic Planning
Q1/Q2 2022

**2022 Business Cases,
Capital Project Profiles and
Master Plans**

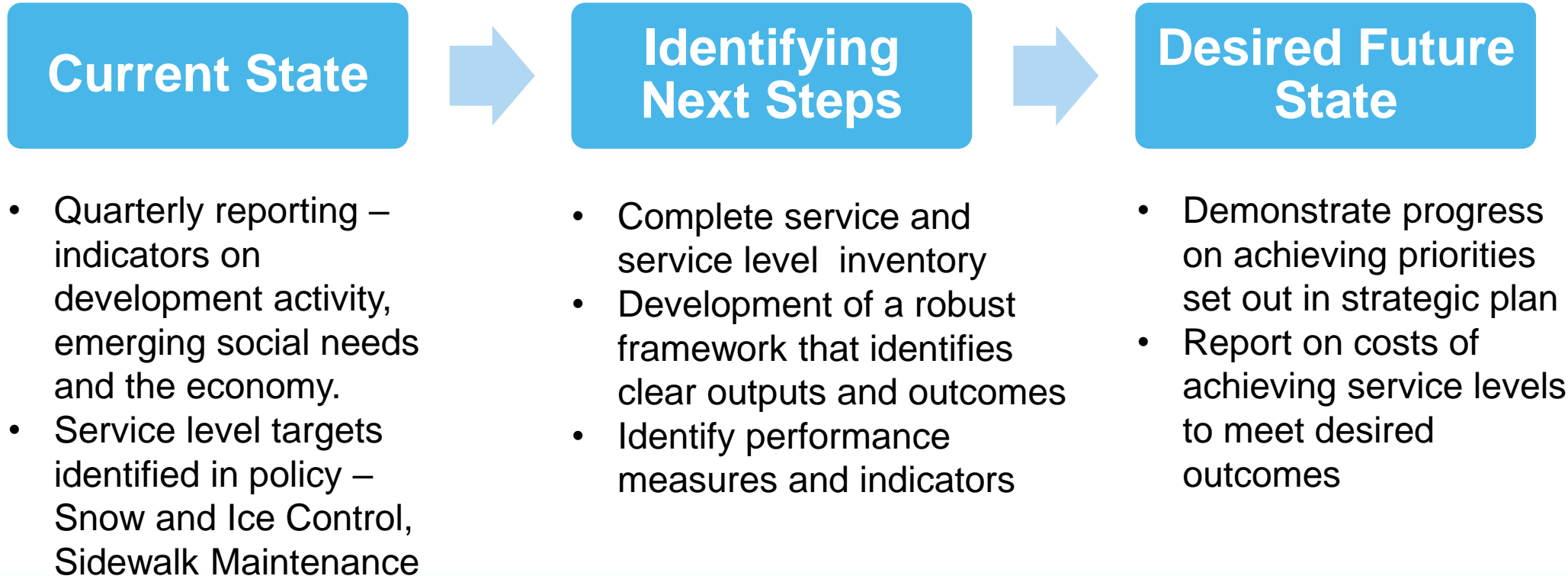
Newly elected Council
provides further governance
direction prior to
implementation.

**Administration Strategic and Corporate
Planning**
Q2/Q3 2022

Department Business Planning
Q2

Reporting on Progress – A Performance Measurement Framework

- Demonstrating the efficiency and effectiveness of City programs and services.
- Incorporating targets to ensure services are delivered at levels that are cost-effective and responsive to community needs.



Budget 2022

Revenue Requirement

***Overall Impact to
Ratepayers***

***Municipal and Utility
Operating Budget***



10 Year Capital Plan

***Developer Operating and
Capital Budget***

Budget 2022

- This budget is a response to budget pressures, historical growth, projected growth and development of a sustainable growing city
- The focus of this budget is on the 2022 fiscal year as Administration is focused on maturing budgeting processes for the out years
- What you'll see in this presentation
 - Operating (Municipal + Utility)
 - Capital (10 Year Capital Plan)
 - Developer (Operating and Capital)

Revenue Requirement

	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Base Municipal Requirement	43,106	44,977	48,827
2022 Proposed Business Cases	1,525	1,282	1,069
Municipal Requirement	44,631	46,259	49,897
Property Tax Funding			
Assessment Growth Revenue	1,081	638	1,394
Dedicated Tax Increase	775	842	981
Base Property Tax Revenue	42,025	45,070	47,295
Tax Increase 2.9%, 1.5% and 0.2% Respectively	1,229	745	227
Proposed Municipal Tax Levy	45,111	47,295	49,897
Proposed Transfer to Reserve - Civic Centre	480	1,036	-

Proposed Transfer to Civic Centre

- The proposed 2022 Budget includes \$480,000 in tax room to fund future debt servicing costs associated with the Civic Centre Development project.
- This allows Administration to prepare for the significant future capital requirement associated with this development and ensures a smaller impact to the municipal tax base.

Overall Impact to Ratepayers

Residential Rate Changes	Monthly Impact	
Residential Taxes – 2.9%	\$5.59	Based on a proposed 2.9% general tax rate increase per a median assessment value of \$346,800*
Residential Taxes – 1.0%	\$1.93	Based on a proposed 1.0% dedicated tax rate increase per a median assessment value of \$346,800 to repair, maintain and replace municipal infrastructure, facilities and equipment*
Water and Sewer	NIL	No planned increase.
Solid Waste	NIL	No planned increase.
Storm Utility	\$4.20	Planned increase to \$11.50 for small customers.
Electric Franchise Fees	NIL	No planned increase.
Natural Gas Franchise Fees	NIL	No planned increase.
Total Monthly Impact	\$11.72	

Overall Impact to Ratepayers

Non-residential Rate Changes	Monthly Impact	
Non-residential Taxes – 2.9%	\$23.13	Based on a proposed 2.9% general tax rate increase per an assessment value of \$1,000,000**
Non-residential Taxes – 1.0%	\$7.98	Based on an approved 1.0% dedicated tax rate increase per an assessment value of \$1,000,000 to repair, maintain and replace municipal infrastructure, facilities and equipment**
Non-residential Taxes – Tax Rate Split Shift	\$29.43	Based on a property tax split shift of 0.545 for the next 6 years
Storm Utility	\$8.80	Planned increase to \$46.00 for large customers.
Total Monthly Impact	\$69.34	

Closed Session

Proposed motion:

THAT Committee go into Closed Session at TIME under the following section(s) the *Freedom of Information and Protection of Privacy Act*:

Item 7.1 2022-2024 Recommended Corporate Plan – Closed Session

Section 16; harmful to business interests of a third party

Section 25; economic and other interests of a public body

Section 24; advice from officials.

Municipal and Utility Operating Budget

2022 Municipal Operating Budget

	2021 Revised (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues				
Property Taxes	42,291	45,111	47,295	49,897
Franchise Fees	6,634	6,563	7,226	7,454
Government Transfers - Operating	3,514	3,335	3,258	3,244
Utility Administration Fees	2,508	2,645	2,815	2,902
Fines	2,923	2,484	2,484	2,484
Sales to Other Governments	2,667	2,667	2,667	2,667
Sales & User Fees	2,276	2,380	2,441	2,492
Rental	1,724	1,720	1,859	1,875
Licenses & Permits	1,320	1,540	1,542	1,545
Other	1,182	606	604	592
Penalties	860	664	675	686
Investment Income	322	321	312	303
Transfer From Reserves - MOST	852	143	136	-
Transfer From Reserves	-	1,647	1,110	1,223
	69,073	71,826	74,424	77,364
Expenses				
Salaries, Wages & Benefits	33,497	35,605	36,567	37,201
Contracted & General Services	14,646	15,040	14,522	14,795
Purchases from Other Governments	9,379	9,082	9,215	9,449
Materials, Goods, Supplies	5,112	5,065	5,102	6,166
Transfers to Government, Agencies and Other Organizations	2,255	2,221	2,201	2,201
Principal Repayment on Long Term Debt	1,982	1,780	2,185	2,654
Interest on Long Term Debt	701	666	866	1,163
Other	355	362	362	362
Bank Charges	141	133	133	133
Transfer To Lifecycle Reserves	618	1,393	2,235	3,217
Transfer To Reserves	387	480	1,036	23
	69,073	71,826	74,424	77,364

**Page 50 of the
Recommended
Corporate Plan**

2022 Utility Operating Budget

	2021 Revised (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues				
Sales & User Fees	22,152	23,676	24,977	25,941
Licenses & Permits	87	48	48	48
Penalties	-	-	-	-
Other	2	202	206	210
	22,241	23,926	25,231	26,199

Expenses				
Purchases from Other Governments	9,627	10,362	10,820	11,313
Contracted & General Services	3,969	4,233	4,682	4,718
Utility Administration Fees	2,508	2,644	2,812	2,898
Salaries, Wages & Benefits	2,334	2,227	2,303	2,347
Materials, Goods, Supplies	497	513	496	496
Principal Repayment on Long Term Debt	176	181	278	285
Interest on Long Term Debt	99	92	149	142
Other	16	19	21	21
Transfer To Reserves	3,015	3,655	3,670	3,979
	22,241	23,926	25,231	26,199

**Page 61 of the
Recommended
Corporate Plan**

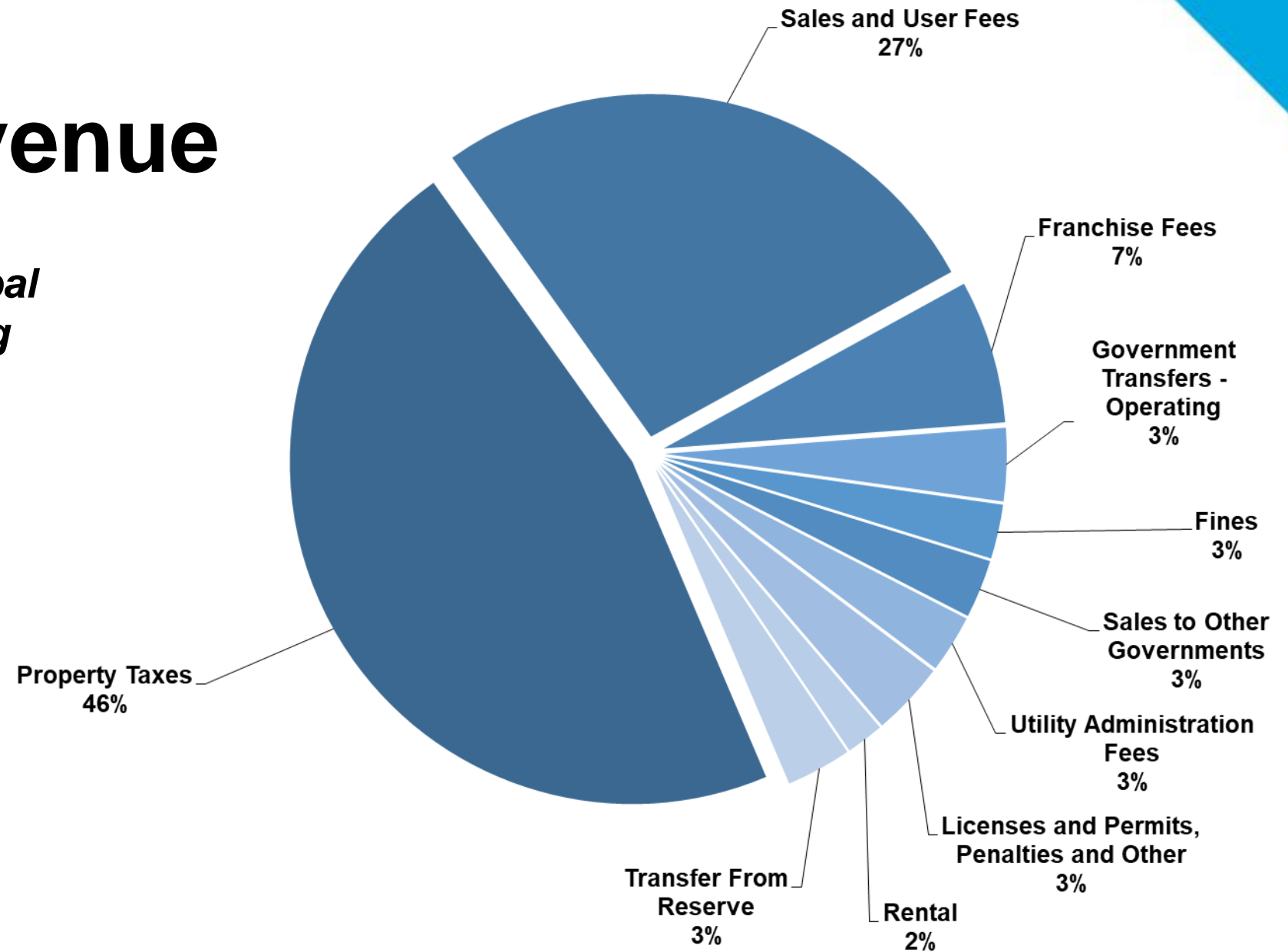
Revenue Sources

- Growth rate, which affects the number of taxable properties, influences construction activity, and impacts the demand for City services.
- Grants received by the city from federal and provincial governments.
- Proposed 2.9% municipal general tax requirement increase.
- Continued 1% dedicated tax increase for municipal lifecycle reserves (year 2 of 5)
- Continued residential and non-residential tax rate split (year 2 of 7)
- Proposed increase to storm utility rate

2022 Revenue

**Combined municipal
and utility operating
revenues*

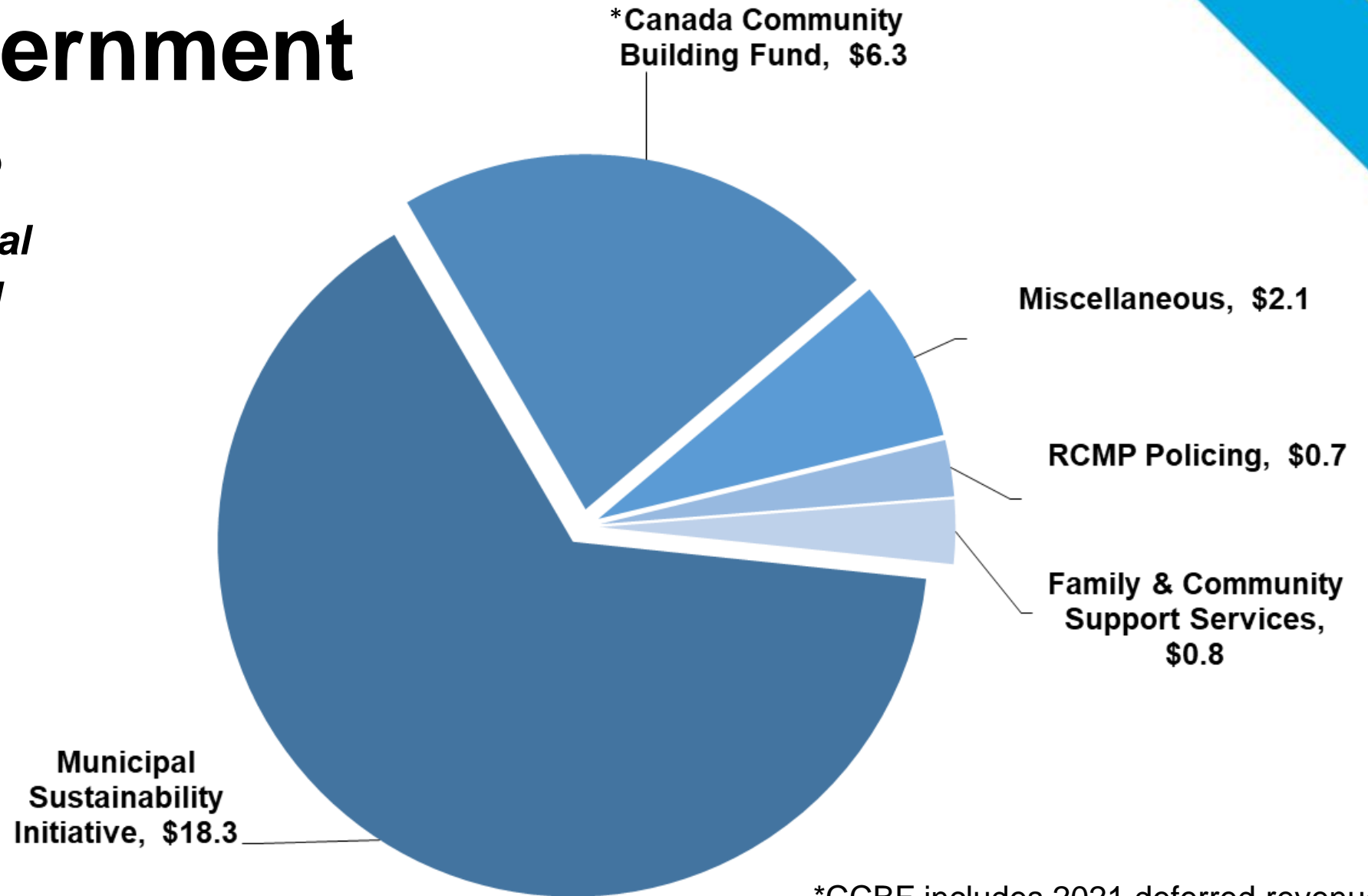
Page 52 of the
Recommended
Corporate Plan



2022 Government Transfers

**Combined municipal and utility operating revenues*

Page 53 of the
Recommended
Corporate Plan

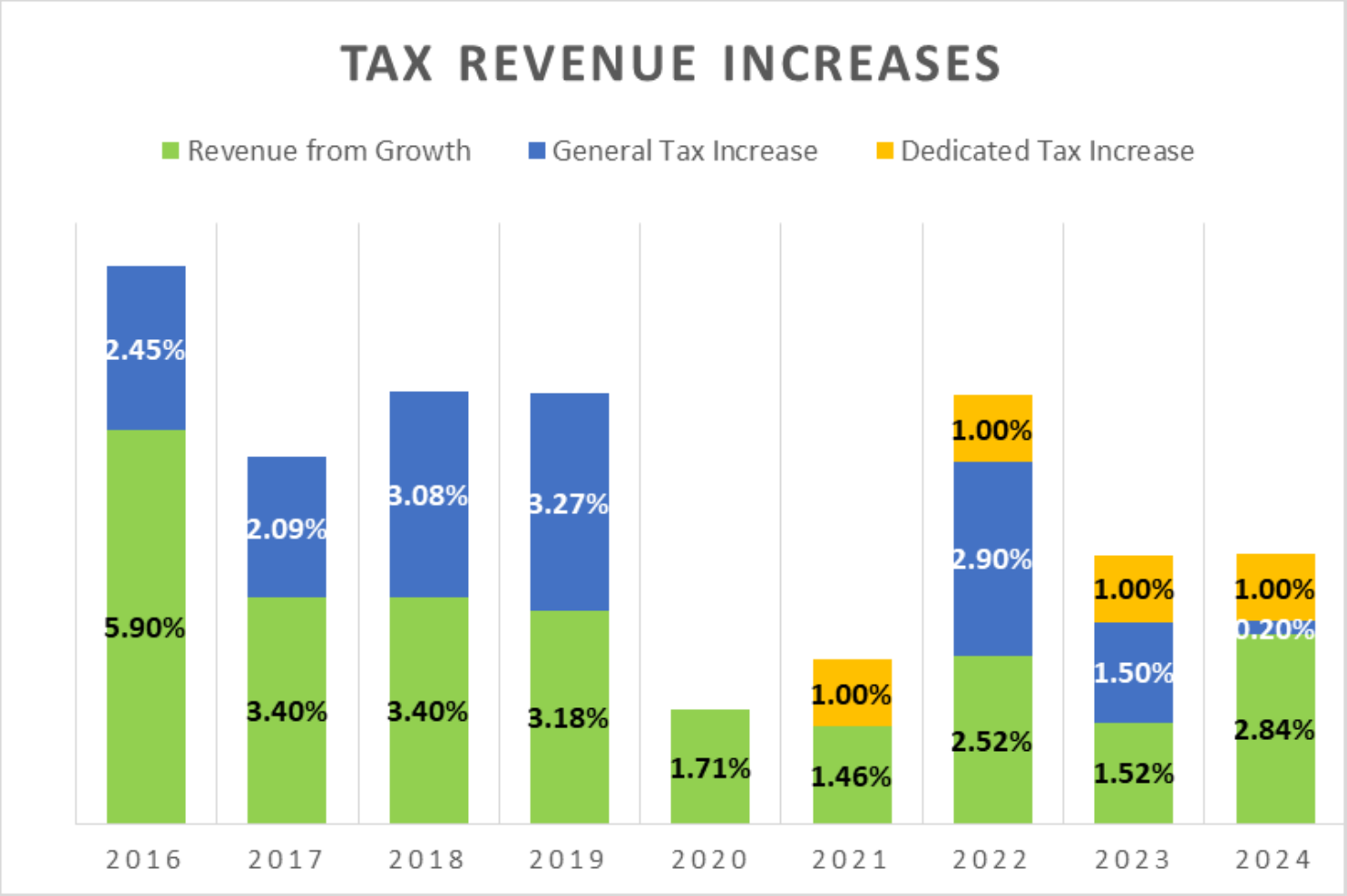


*CCBF includes 2021 deferred revenue

Projected Growth

- The most important driver of City revenue is economic activity which affects the number of taxable properties, influences construction activity, and impacts the demand for City services.
- Growth in 2022 is projected to be 2.52%, 1.52% in 2023, and 2.84% by 2024

Tax Revenue and Growth



This table illustrates the percentage of tax revenue increases applicable to growth and tax rate increases, as well as the historical relationship between tax rate increases and growth

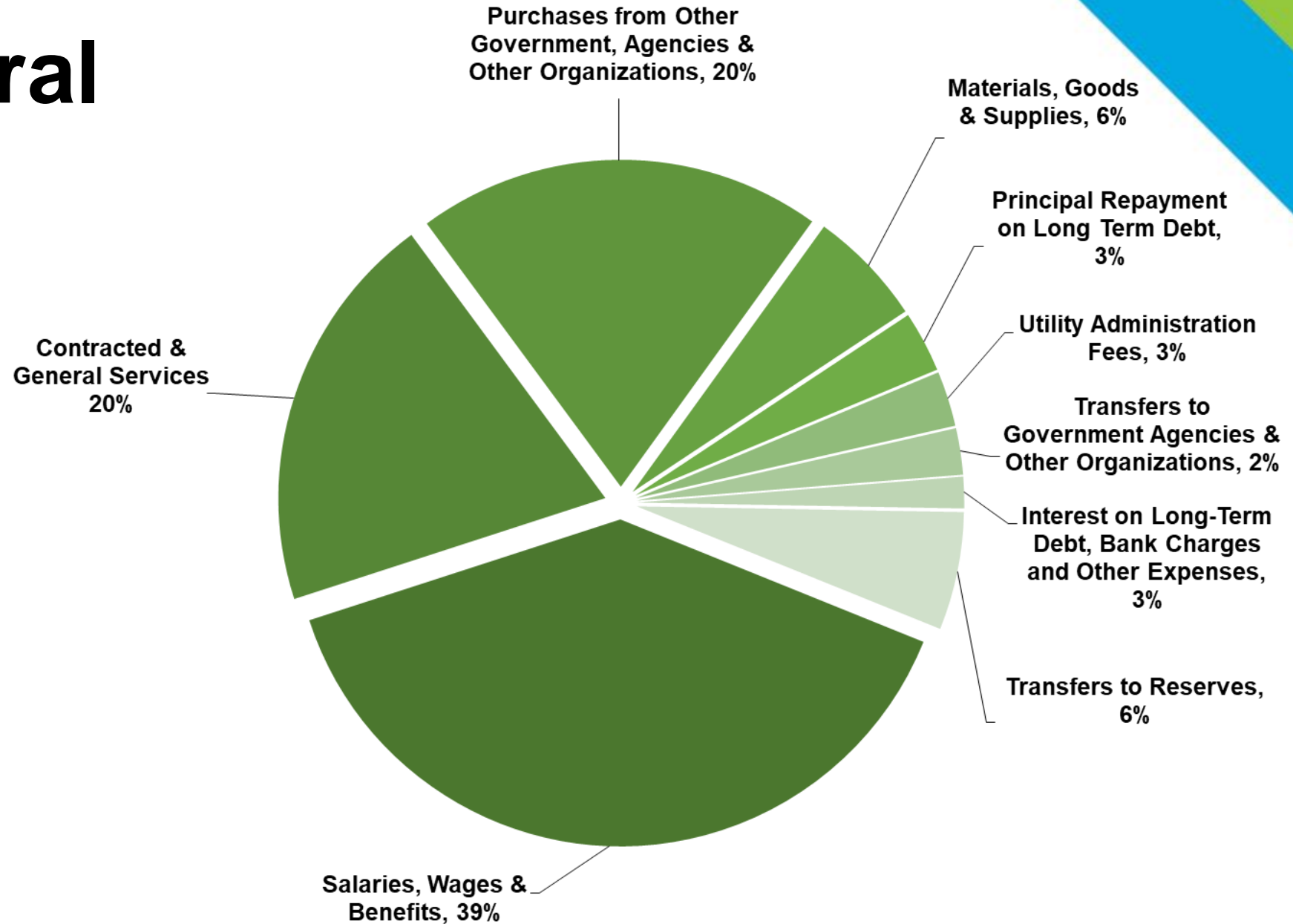
Expenditures

- Ongoing operating costs
- Municipal lifecycle and other reserves
- Operating business cases
- Capital project profiles

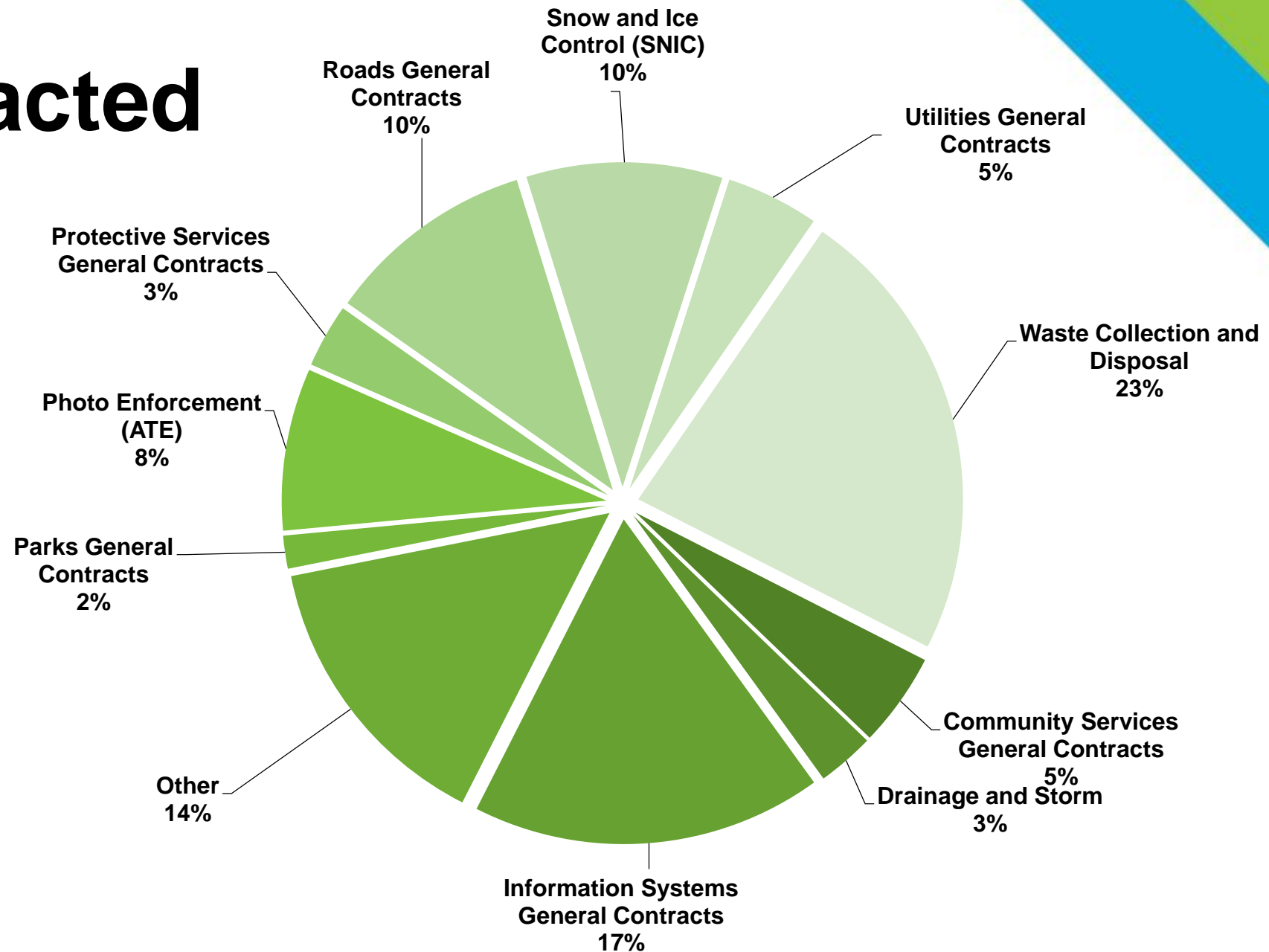
2022 General Expenses

**Combined Municipal and Utility Expenses*

Page 56 of the
Recommended
Corporate Plan



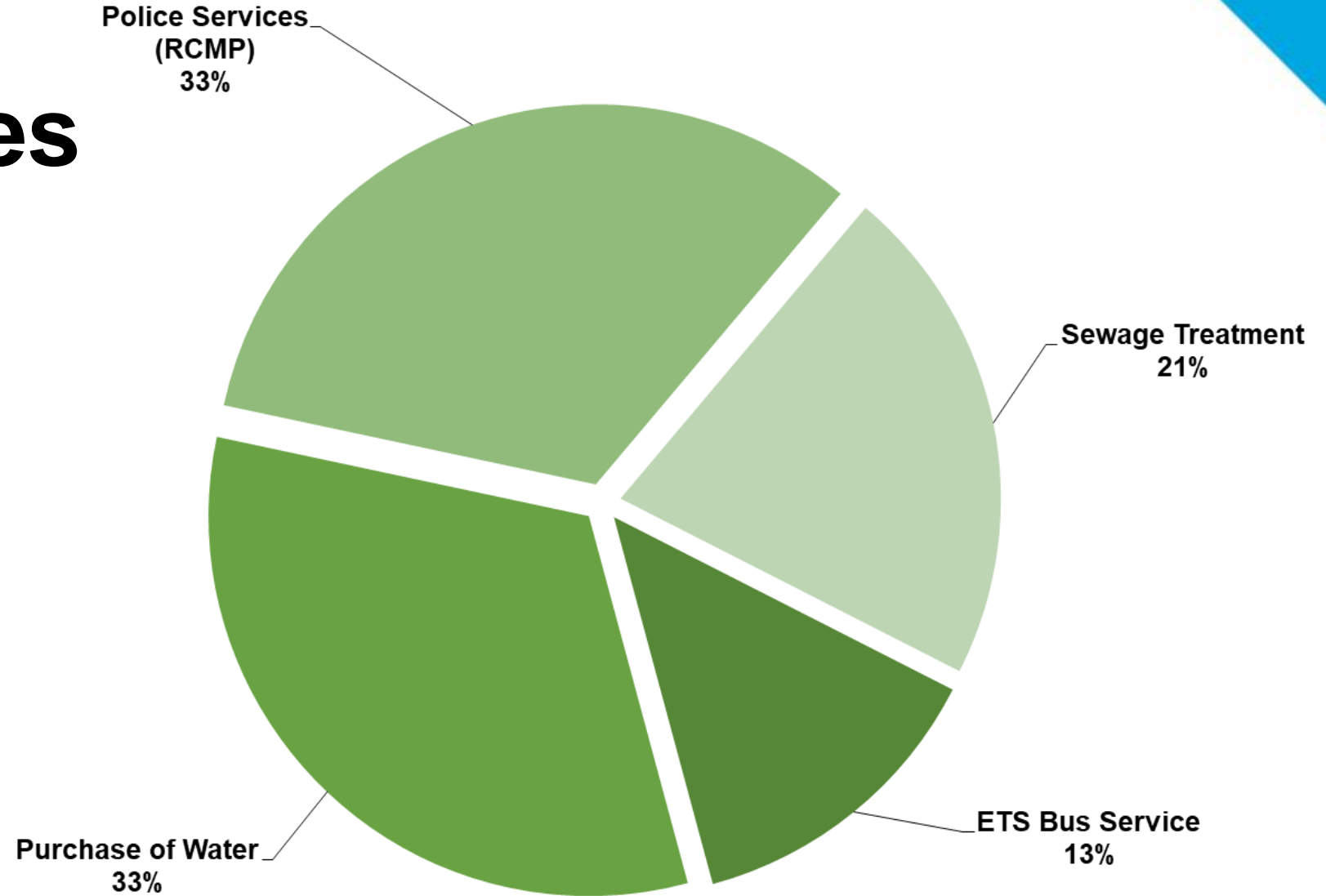
**Page 57 of the
Recommended
Corporate Plan**



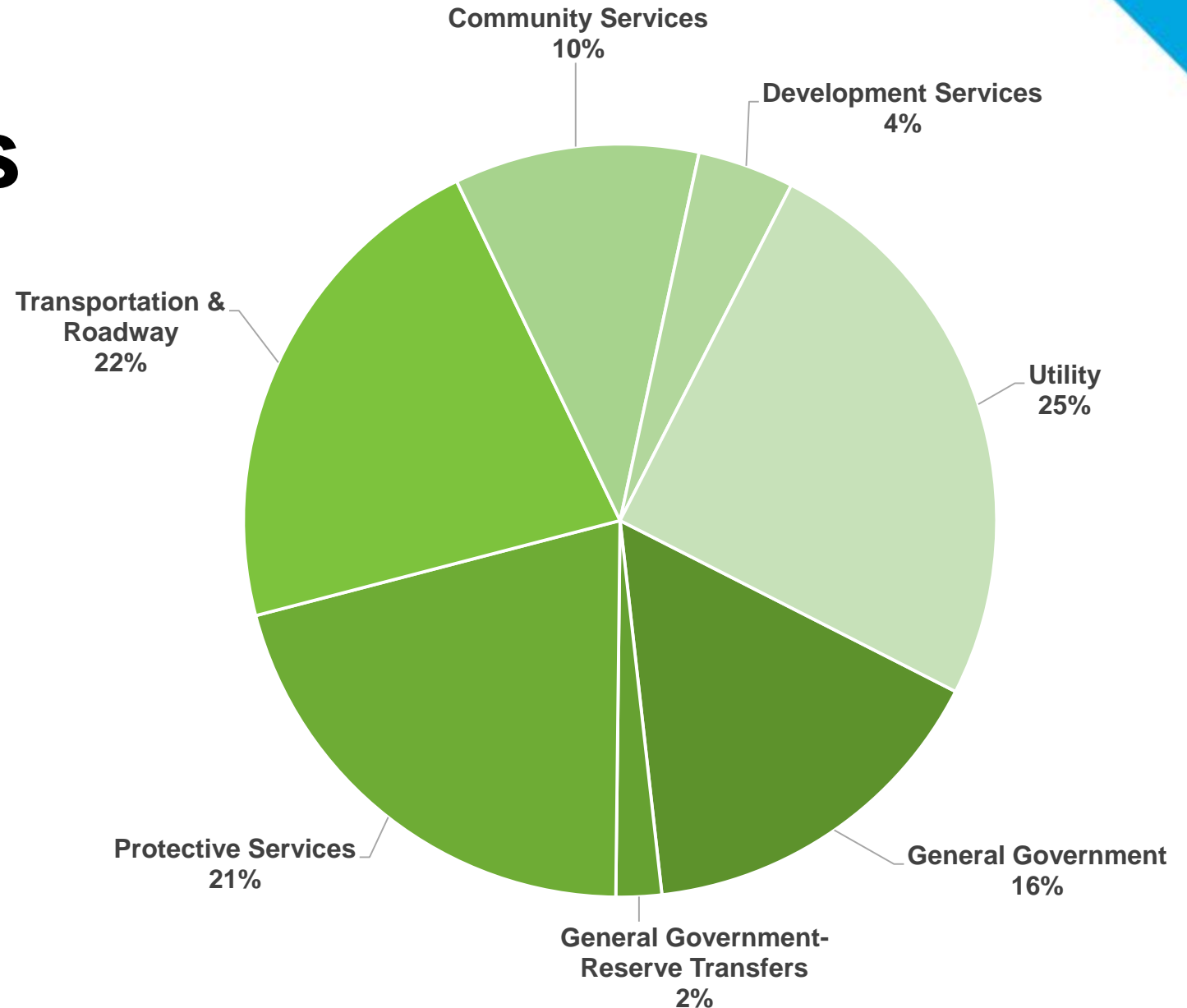
2022 Purchases from other Gov/Agencies

**Combined Municipal
and Utility Expenses*

Page 58 of the
Recommended
Corporate Plan



Expenditures by Function



	2020 Actuals (\$000)	2021 Revised (\$000)	2021 Forecast (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues						
Property Taxes	40,745	41,982	41,982	45,070	47,295	49,897
Franchise Fees	6,149	6,634	6,588	6,563	7,226	7,454
Utility Administration Fees	2,320	2,508	2,551	2,645	2,815	2,902
Penalties	902	860	877	664	675	686
Investment Income	732	200	566	231	230	230
Government Transfers - Operating	-	226	286	93	85	85
Sales & User Fees	150	141	180	141	141	141
Other	134	62	97	36	35	37
Transfer From Reserves - MOST	-	327	139	-	-	-
Transfer From Reserves	-	-	4,251	327	145	-
	51,132	52,941	57,517	55,768	58,646	61,432
Expenses						
Salaries, Wages & Benefits	7,885	8,703	8,357	9,238	9,555	9,637
Contracted & General Services	3,023	4,390	8,494	4,692	4,353	4,268
Materials, Goods, Supplies	403	740	664	554	529	561
Principal Repayment on Long Term Debt	44	47	47	50	45	-
Transfers to Government, Agencies and Other Organizations	1	1	1	26	26	26
Interest on Long Term Debt	10	19	19	4	1	-
Other	97	354	304	361	361	361
Bank Charges	107	140	135	132	132	132
Transfer To Lifecycle Reserves		618	618	1,393	2,235	3,217
Transfer To Reserves	9,695	387	3,680	480	1,036	23
	21,265	15,398	22,319	16,929	18,273	18,225
Annual Surplus	29,867	37,543	35,198	38,839	40,373	43,207

General Government



General Government

- Departments within this function include:
 - Council
 - City Manager's Office
 - City Clerk's Office
 - Corporate Communications
 - Finance
 - Human Resources
 - Information Systems
 - Integrated Planning and Strategic Services

General Government

- Grants to other organizations
 - Mayor's Award – Annual High School Scholarship: 1K/Year
 - Heritage Grant: proposed 25K/Year

General Government

2022 Proposed Municipally Funded Business Cases

Funded by 2021 one time surplus:

Page #	Business Case Name	Completion Year	2022 Budget	2023 Budget	2024 Budget	Total Cost
117	Customer Service Strategy	2023	\$47,500	\$47,500		\$95,000
121	Investing in our Processes - Initiation of a Bylaw and Policy Review	2023	\$97,188	\$97,188		\$194,376
123	Lifecycle Management of Corporate Data in Applications	2022	\$100,000			\$100,000

General Government

2022 Proposed Municipally Funded Business Cases

Requiring ongoing funding:

Page #	Business Case Name	2022 Budget	2023 Budget	2024 Budget	Ongoing Operating Cost
134	Communications Advisor 2022	\$92,406	\$92,406	\$92,406	\$92,406
138	Human Resources 2022 – HR Business Partner	\$97,420	\$97,420	\$97,420	\$97,420
139	Intergovernmental Affairs Advisor	\$122,291	\$122,291	\$122,291	\$122,291

Revenues

	2020 Actuals (\$000)	2021 Revised (\$000)	2021 Forecast (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Fines	1,539	2,923	2,384	2,484	2,484	2,484
Sales to Other Governments	2,667	2,667	2,776	2,667	2,667	2,667
Sales & User Fees	1,343	1,116	1,103	1,116	1,116	1,117
Government Transfers - Operating	726	701	701	720	720	720
Rental	362	579	443	582	585	585
Licenses & Permits	2	2	2	2	2	2
	6,647	7,989	7,409	7,573	7,576	7,576

Expenses

Salaries, Wages & Benefits	8,987	9,682	9,301	10,802	11,258	11,659
Purchases from Other Governments	5,494	6,487	6,198	6,305	6,324	6,439
Contracted & General Services	1,176	1,974	2,063	2,056	2,062	2,073
Materials, Goods, Supplies	688	644	696	702	707	717
Transfers to Government, Agencies and Other Organizations	11	11	11	11	11	11
Principal Repayment on Long Term Debt	-	-	-	-	16	16
Interest on Long Term Debt	-	-	-	-	9	8
	16,356	18,797	18,269	19,876	20,387	20,925

Annual Deficit

	(9,709)	(10,808)	(10,860)	(12,304)	(12,811)	(13,349)
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Protective Services

Protective Services

- Department within this function includes:
 - Protective Services (Fire Services, Enforcement Services and Safe City)
- Grants to other organizations
 - Safe City – Victim Services: 11K/Year

Protective Services

2022 Proposed Municipally Funded Business Cases

Requiring ongoing funding:

Page #	Business Case Name	2022 Budget	2023 Budget	2024 Budget	Ongoing Operating Cost
135	Enforcement Services Staffing – 2 Bylaw Officers	<p>\$58,384</p> <p>Note that the budget required for these two positions is the net total when considering the estimated \$100,000 in revenue. 2022 also includes \$2,500 for uniforms</p>	\$55,884	\$55,884	\$55,884

Protective Services

2022 Proposed Municipally Funded Business Cases

Requiring ongoing funding:

Page #	Business Case Name	2022 Budget	2023 Budget	2024 Budget	Ongoing Operating Cost
141	RCMP Officer – Note that no additional funds are required as per budget philosophy outlined in the business case.	-	-	-	-

Transportation and Roadway Services

	2020 Actuals (\$000)	2021 Revised (\$000)	2021 Forecast (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues						
Government Transfers - Operating	4,217	1,109	1,025	1,071	1,001	1,072
Sales & User Fees	717	595	548	734	795	845
Other	241	482	446	281	281	286
Rental	105	148	87	92	92	93
Licenses & Permits	54	70	70	60	62	65
Investment Income	21	24	18	14	11	8
Transfer From Reserves - MOST	-	222	116	-	-	-
Transfer From Reserves	-	-	-	933	681	1,006
	5,355	2,650	2,310	3,185	2,923	3,375
Expenses						
Salaries, Wages & Benefits	7,222	7,809	7,437	8,209	8,257	8,394
Contracted & General Services	4,551	5,740	4,953	5,550	5,286	5,735
Materials, Goods, Supplies	2,631	3,045	3,011	3,140	3,204	3,266
Purchases from Other Governments	2,004	2,674	1,834	2,559	2,672	2,791
Principal Repayment on Long Term Debt						
Interest on Long Term Debt						
	16,408	19,268	17,235	19,458	19,418	20,186
Annual Deficit	(11,053)	(16,618)	(14,925)	(16,273)	(16,496)	(16,811)

Transportation and Roadway Services

- Departments within this function include:
 - Engineering
 - Environment and Transit
 - Facilities and Fleet Management
 - Public Works
- Grants to other organizations
 - N/A

Transportation and Roadway Services

2022 Proposed Municipally Funded Business Cases

Funded by 2021 one time surplus:

Page #	Business Case Name	Completion Year	2022 Budget	2023 Budget	2024 Budget	Total Cost
131	Speed Reduction - Safety Review	2022	\$40,000			\$40,000

Transportation and Roadway Services

2022 Proposed Municipally Funded Business Cases

Requiring ongoing funding:

Page #	Business Case Name	2022 Budget	2023 Budget	2024 Budget	Ongoing Operating Cost
137	Fleet and Facilities 2022 – Plumbing/Gasfitter Technician and HVAC Technician	\$233,531	\$234,929	\$234,929	\$234,929

	2020 Actual (\$000)	2021 Revised (\$000)	2021 Forecast (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues						
Government Transfers - Operating	1,582	1,468	1,460	1,451	1,452	1,367
Rental	672	995	656	1,045	1,180	1,195
Sales & User Fees	6	317	14	289	289	290
Property Taxes	309	309	310	41	-	-
Other	64	120	61	121	122	101
Transfer From Reserves - MOST	-	207	109	107	100	-
Transfer From Reserves	-	-	-	135	-	-
	2,633	3,416	2,610	3,189	3,143	2,953
Expenses						
Salaries, Wages & Benefits	3,997	5,010	3,989	4,673	4,757	4,792
Transfers to Government, Agencies and Other Organizations	2,295	2,213	2,143	2,099	2,164	2,164
Contracted & General Services	1,014	1,755	1,323	1,990	1,964	1,862
Materials, Goods, Supplies	517	668	629	654	648	1,608
Principal Repayment on Long Term Debt	596	626	626	392	757	1,241
Purchases from Other Governments	65	218	218	218	218	218
Interest on Long Term Debt	97	73	73	41	275	614
Other	-	1	1	1	1	1
Bank Charges	-	1	1	1	1	1
	8,581	10,565	9,003	10,069	10,786	12,501
Annual Deficit	(5,948)	(7,149)	(6,393)	(6,880)	(7,643)	(9,548)

Community Services

Community Services

- Departments within this function include:
 - Community Social Development
 - Culture and Recreation
- Grants to other organizations
 - Domestic Violence: 30K/Year ongoing
 - Allied Arts Council: 22.5K/Year ongoing
 - Public Budget Submission Request to increase by 7.5K/Year
 - Spruce Grove & District Agricultural Society: 25K/year ongoing
 - Public Budget Submission Request for additional 15K in 2022
 - FCSS Budget – Organizations TBD: 30K/year ongoing

Community Services

- Grants to other organizations
 - Library – Base Funding:
 - 2022 Proposed: \$980K (Library requested 6% increase from 2021)
 - Note one time allocation of 60K in 2021 to support COVID related programming
 - 2023 Planned: \$1.068 Million (Library requested increase of 9%)
 - 2024 Planned: \$1.568 Million
 - 500K base funding increase to support Civic Centre Development
 - Tri-Leisure Centre Operating Funding
 - \$989K/Year ongoing

Community Services

2022 Proposed Municipally Funded Business Cases

Funded by 2021 one time surplus:

Page #	Business Case Name	Completion Year	2022 Budget	2023 Budget	2024 Budget	Total Cost
127	Public Budget Submission Request – Spruce Grove & District Agricultural Society	2022	\$15,000			\$40,000 (includes base budget)
127	Public Budget Submission Request – Allied Arts Council	2022	\$7,500			\$30,000 (includes base budget)
129	Social Sustainability Plan Renewal	2022	\$112,000			\$112,000

	2020 Actual (\$000)	2021 Revised (\$000)	2021 Forecast (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues						
Licenses & Permits	1,249	1,248	1,531	1,478	1,478	1,478
Other	125	517	196	167	167	167
Sales & User Fees	82	107	187	99	99	99
Investment Income	94	98	22	76	71	65
Government Transfers - Operating	43	10	10	-	-	-
Rental		1	1	1	1	1
Transfer From Reserves - MOST	-	96	61	36	36	-
Transfer From Reserves	-	-	-	253	285	217
	1,593	2,077	2,008	2,110	2,137	2,027
Expenses						
Salaries, Wages & Benefits	2,186	2,294	2,228	2,682	2,740	2,719
Contracted & General Services	565	787	834	752	857	857
Interest on Long Term Debt	89	99	99	90	80	70
Transfers to Government, Agencies and Other Organizations	37	30	30	85	-	-
Materials, Goods, Supplies	11	16	16	15	15	15
Principal Repayment on Long Term Debt	323	332	332	341	351	360
	3,211	3,557	3,539	3,965	4,043	4,021
Annual Deficit	(1,618)	(1,480)	(1,531)	(1,855)	(1,906)	(1,994)

Development Services

Development Services

- Departments within this function include:
 - Economic and Business Development
 - Planning and Development
- Grants to other organizations
 - Spruce Grove City Centre Business Association
 - Public Budget Submission Request for 10K in 2022

Development Services

2022 Proposed Municipally Funded Business Cases

Funded by 2021 one time surplus:

Page #	Business Case Name	Completion Year	2022 Budget	2023 Budget	2024 Budget	Total Cost
119	City Centre Store Front Improvement Program	2022	\$85,000			\$85,000
125	Municipal Development Plan Replacement	2024	\$107,799	\$284,718	\$216,537	\$609,054
127	Public Budget Submission Request – Spruce Grove City Centre Business Association	2022	\$10,000			\$10,000
132	Updated Economic Development Strategy & Action Plan	2022	\$50,000			\$50,000

Development Services

2022 Proposed Municipally Funded Business Cases

Requiring ongoing funding:

Page #	Business Case Name	2022 Budget	2023 Budget	2024 Budget	Ongoing Operating Cost
140	2 FTE for Planning and Development	\$249,268	\$249,268	\$249,268	\$249,268

Utility Services

	2020 Actual (\$000)	2021 Revised (\$000)	2021 Forecast (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues						
Sales & User Fees	20,648	22,152	22,152	23,676	24,977	25,941
Licenses & Permits	29	87	87	48	48	48
Other	71	2	2	202	206	210
Penalties	80	-	-	-	-	-
	20,828	22,241	22,241	23,926	25,231	26,199
Expenses						
Purchases from Other Governments	9,320	9,627	9,627	10,362	10,820	11,313
Contracted & General Services	3,493	3,969	3,969	4,233	4,682	4,718
Utility Administration Fee	2,320	2,508	2,508	2,645	2,815	2,902
Salaries, Wages & Benefits	2,023	2,334	2,334	2,234	2,319	2,371
Materials, Goods, Supplies	477	497	497	513	496	496
Principal Repayment on Long Term Debt	84	176	176	181	278	285
Interest on Long Term Debt	70	99	99	92	149	142
Other	2	16	16	19	21	21
Transfer To Reserves	3,038	3,015	3,015	3,647	3,651	3,951
	20,828	22,241	22,241	23,926	25,231	26,199

Utility Services

- The utility services function contains the following areas:
 - Sanitary Sewer
 - Solid waste
 - Stormwater
 - Water
- The Engineering, Public Works and Finance departments support the utility services function

2022 Utility Fees and Charges

- **Solid waste**

- The solid waste rate is affected by growth in the community, contracted costs and new initiatives. There is no increase planned for solid waste utility for 2022.

- **Storm utility**

- Monthly fees are \$7.30 for small customers and \$37.20 for large customers and are projected to increase to \$11.50 and \$46.00 respectively for 2022.

2022 Utility Fees and Charges

- **Water and sewer**

- There is no increase to the water and sewer utility rate being proposed for 2022.

- **Electric franchise fees**

- The City has reached a maximum rate of 20%.

- **Natural gas franchise fees**

- The 2021 rate has been maintained for 2022 budget, and is projected to increase 5.0% in 2023 to reach a maximum rate of 35%.

Utility Services

2022 Proposed Utility Funded Business Cases

Funded by the Utility Budget:

Page #	Business Case Name	Completion Year	2022 Budget	2023 Budget	2024 Budget	Total Cost
143	Bi-Weekly Waste Collection	2022 (Potentially postponed 6 months)	\$50,000			\$50,000
146	Utility Fiscal Review	2022	\$120,000			\$120,000

Budget 2022: 10 Year Capital Plan

10 Year Capital Plan Highlights

- The 2022 10 Year Capital Plan was prepared using the 2021 Spring Budget Capital Plan as the starting point and adjusting for capital project profiles submitted by Departments.
- Administration is maturing Long-Term Capital Plan processes to provide greater accuracy in the out years of the Long-Term Capital Plan (years 4-10).
- This 10 Year Capital Plan as presented is fully funded.
- Q1 2022 provides an opportunity for Council to explore in detail the 10 Year Capital Plan.

Combined Capital Budget

	2021 Revised (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues				
Government Transfers - Capital	23,033	24,849	12,262	10,850
Debenture Proceeds	2,397	12,697	15,650	1,250
Developer Contributions & Levies	170	388	185	185
Cost Share	-	-	846	3,279
Transfer From (To) Operating	248	-	-	-
Transfer From Reserves	9,157	8,253	8,234	9,524
	35,006	46,187	37,177	25,088
Expenses				
Engineered Structures	22,641	17,283	11,996	13,572
Buildings	1,895	23,398	20,888	3,834
Machinery & Equipment	3,391	3,188	1,931	2,212
Land Improvement	3,896	1,861	1,373	4,268
Vehicles	640	457	489	202
Land	2,543	-	500	1,000
	35,006	46,187	37,177	25,088

**Page 47 of the
Recommended
Corporate Plan**

2022 Municipal Capital Budget

	2021 Revised (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues				
Government Transfers - Capital	23,033	24,849	12,262	10,850
Debenture Proceeds	-	10,297	14,450	-
Cost Share Revenue	-	-	846	3,279
Transfer From (To) Operating	248	-	-	-
Transfer From Reserves	2,070	3,102	3,130	2,618
	25,351	38,248	30,688	16,747
Expenses				
Engineered Structures	13,435	10,353	6,779	7,445
Buildings	1,895	23,398	20,688	3,834
Machinery & Equipment	3,112	3,000	1,693	1,183
Land Improvement	3,726	1,098	1,088	4,083
Vehicles	640	399	440	202
Land	2,543	-	-	-
	25,351	38,248	30,688	16,747

**Page 51 of the
Recommended
Corporate Plan**

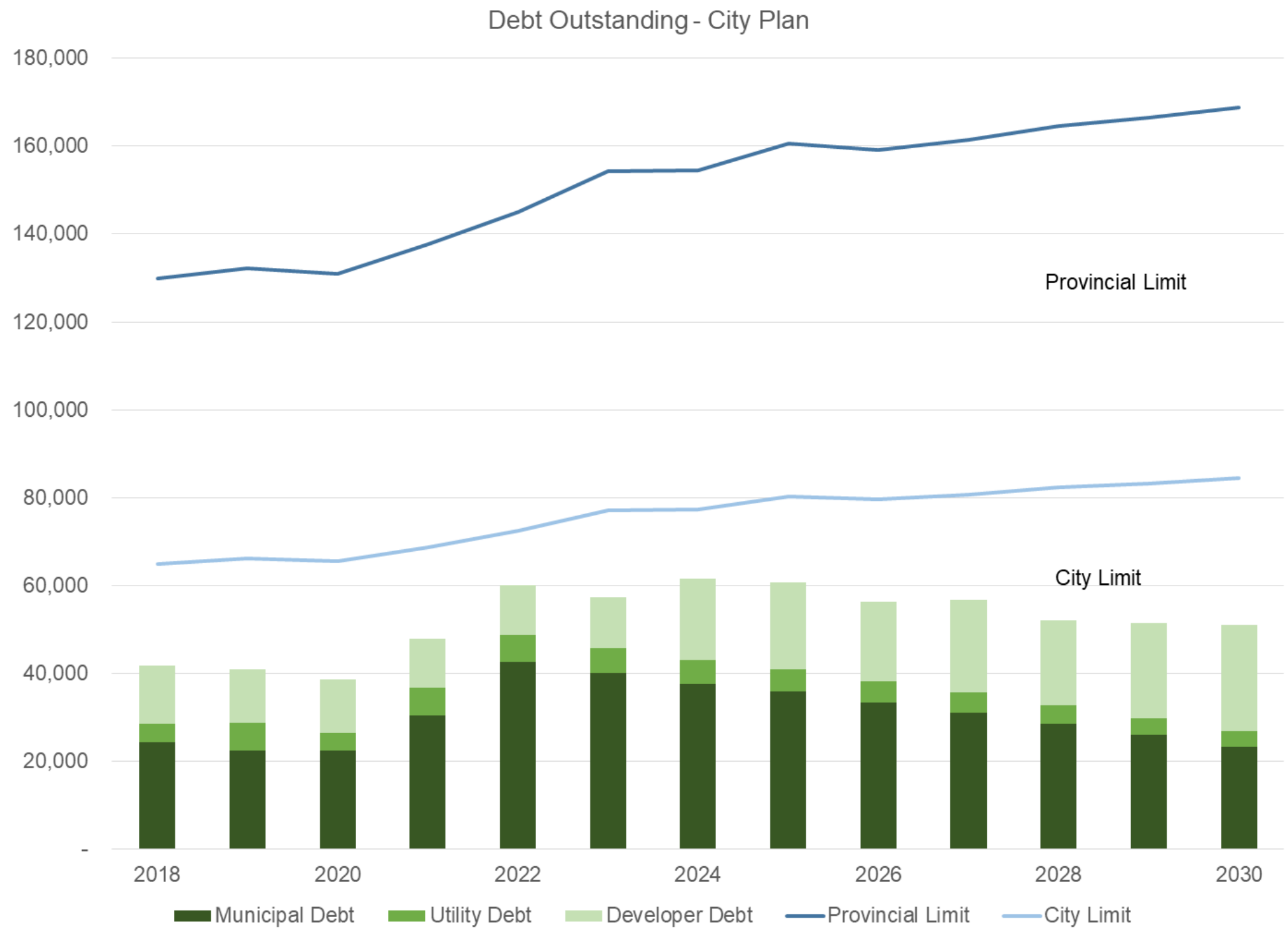
2022 Utility Capital Budget

	2021 Revised (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues				
Debenture Proceeds	2,397	2,400	-	-
Transfer From Reserves	7,088	5,151	5,104	6,906
	9,485	7,551	5,104	6,906
Expenses				
Engineered Structures	9,206	6,930	4,017	5,877
Machinery & Equipment	279	188	238	1,029
Buildings	-	-	200	-
Vehicles	-	58	49	-
Land	-	-	500	-
Land Improvement	-	375	100	-
	9,485	7,551	5,104	6,906

**Page 62 of the
Recommended
Corporate Plan**

Debt

Debt outstanding remains under the City's self-imposed debt limits (50% of provincial limits) for the duration of this proposed plan.



Municipal New Capital – In Progress

- Page 70 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
150	Implement Enterprise-Wide Asset Management	\$20,000	\$20,000
151	Cityview Software Upgrade and Enhancements	\$174,283 Carry forward costs from 2021 for completion of the City View project including finalization of City of Spruce Grove specific enhancements	

Municipal New Capital – In Progress

- Page 70 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
152	Enterprise Wireless System	\$146,000	\$81,895
160	Spruce Grove – Stony Plain Trail	\$50,000	\$8,000
164	Park and Ride	\$1,662,500	\$20,000
166	Spruce Ridge Gardens Phase 3	\$450,000	

Municipal New Capital – 2022 Only

- Page 70 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
149	Business Process Mapping and Budget Enhancement	\$77,000	
155	Solar Installation at Protective Services	\$424,911	
162	Automated License Plate Reader	\$25,000	
163	Enforcement Services Bylaw Vehicle <i>Note - vehicle is tied to the business case for Enforcement Services staffing</i>	\$41,000	\$12,000
167	High Load Truck Route	\$550,000	

Municipal New Capital – 2022 Inaugural year

- Page 70 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
153	Fibre Ring	\$445,763	\$64,700
154	Electric Vehicle Strategy	\$15,000	\$5,150
156	Administrative Facilities – Customer Service Renovation	\$20,000	
161	Re-imagined Central Park	\$50,000	
165	Transit – Local Service Install Bus Stops	\$62,500	
158	Civic Centre Development	\$20,759,251	

Municipal Lifecycle Capital

- Page 71 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
168	IS Lifecycle Replacement Plan	\$346,939	
169	Workplace Renovations – City Hall Office Restack	\$525,000	
170	Facilities Lifecycle Replacement Plan	\$200,000	
171	Equipment Lifecycle Replacement Plan (Parks and Open Spaces)	\$323,000	
172	Vehicle Lifecycle Replacement Plan (Parks and Open Spaces)	\$117,000	
173	Parks & Open Spaces Rehabilitation	\$230,000	

Municipal Lifecycle Capital

- Page 71 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
174	Support to City Centre Area Redevelopment Plan <i>*Note this capital profile is also included in the Utility Lifecycle profiles</i>	Parks and Open Spaces: \$505,000 Transportation: \$6,258,000 Utility: \$2,888,000	
176	Equipment Lifecycle Replacement Plan (Public Safety)	\$999,788	
177	Transit Bus Lifecycle Replacement Plan	\$183,100	

Municipal Lifecycle Capital

- Page 71 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
178	Equipment Lifecycle Replacement Plan (Public Works)	\$111,025	
179	Equipment Lifecycle Replacement Plan (Transportation)	\$761,500	
180	Vehicle Lifecycle Replacement Plan (Transportation)	\$58,000	
181	Arterial Roadways and Hwy 16A Resurfacing	\$1,150,000	\$2,500
182	Collector/Local Roadway/Lane Resurfacing	\$1,500,000	

Utility New Capital – In Progress

- Page 75 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
183	Water Meter Growth Program	\$188,400	

Utility New Capital – 2022 Only

- Page 75 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
184	Hydro Vac Drying Bed	\$375,000	

Utility Lifecycle Capital

- Page 75 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
185	Water Meter Lifecycle Replacement Program	\$139,600	
186	Vehicle Lifecycle Replacement Plan (Public Works)	\$58,000	
187	Storm Sewer Rehab (Catch Basins)	\$250,000	
188	Industrial Watermain and Surface Rehab	\$1,782,900	\$2,000

Utility Lifecycle Capital

- Page 75 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
189	Support to City Centre Area Redevelopment Plan <i>*Note this capital profile is also included in the Municipal Lifecycle profiles</i>	Parks and Open Spaces: \$505,000 Transportation: \$6,258,000 Utility: \$2,888,000	
191	Sanitary Sewer Rehabilitation	\$300,000	
192	Water Rehabilitation Program	\$1,569,658	

Developer Operating and Capital Budget

2022 Developer Operating Budget

	2021 Revised (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues				
Transfer From Reserves	1,253	1,196	1,177	1,237
	1,253	1,196	1,177	1,237
Expenses				
Principal Repayment on Long Term Debt	986	963	963	1,010
Interest on Long Term Debt	267	233	214	227
	1,253	1,196	1,177	1,237

2022 Developer Capital Budget

	2021 Revised (\$000)	2022 Proposed (\$000)	2023 Planned (\$000)	2024 Planned (\$000)
Revenues				
Developer Contributions & Levies	170	388	185	185
Debenture Proceeds	-	-	1,200	1,250
	170	388	1,385	1,435
Expenses				
Engineered Structures	-	-	1,200	250
Land	-	-	-	1,000
Land Improvement	170	388	185	185
	170	388	1,385	1,435

Front Ending Development

- Front-ending represents debts owed to the City for past construction undertaken by the City to facilitate future development.
- The City will front-end development projects when it is necessary to construct infrastructure in advance of new development.
- Debt servicing costs are generally repaid through subsequent receipt of developer levies

Front Ending Development

- **Developer Offsite Levies**

- Developer offsite levies are collected from developers upon the execution of a development agreement as per the offsite levy bylaw.
- The most recent bylaw was approved by Council in May of 2020.

- **Developer Contributions**

- Developer contributions are recognized as revenue in the period they are used for the purpose specified and the City typically collects developer contributions to fund new neighbourhood parks, new district parks and administrative studies.
- Developer contributions are collected by way of a Developer Contributions Policy.

Front Ending Development

- **Next Steps**

- Administration is reviewing the front-ending development and levy processes and determining where decisions could be made to ensure greater fiscal sustainability while still meeting the needs of the community.
- Administration is reviewing other municipalities' processes to determine what alternate approaches could be applied, particularly around a sports and recreation levy concept.

Developer New Capital

- Page 78 of the Recommended Corporate Plan

Page #	Capital Profile	2022 Capital Expenses	2022 Operating Costs
193	New Growth – Parks (Developer)	\$388,000	\$5,200

Developer Lifecycle Capital

- Page 78 of the Recommended Corporate Plan
- No developer lifecycle capital expenses planned for 2022

Confirming Committee Direction

Summary of Committee Direction

- List of motions as captured throughout the Committee of the Whole meeting