



CORPORATE PLAN

2018-2020

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Message from the Mayor

On behalf of Council, I'm pleased to present the Town of Stony Plain Corporate Plan for 2018-2020. You will notice in this plan, while we continue to offer the essential service delivery we have come to expect as a community, we are also making prudent investments towards improving our future success.

The Corporate Plan is developed both through a process of reflection and a pragmatic look towards our future. We conduct a comprehensive analysis of the areas in which we've succeeded and those requiring improvements or augmentation of service delivery, in order to meet the quality of life we all strive for. Strategic documents, developed primarily through citizen engagement, including the Municipal Development Plan and the Strategic Plan also play a large role in determining where we are headed as a Town. Administration worked meticulously to prepare the plan and Council is proud of the final outcome after two evenings of deliberation. There were a great deal of difficult decisions to be made, but with keeping our vision in mind and the needs of our community we were able to make those choices. Some of the investments we are making in 2018 include:

- Community Engagement for Recreation and Cultural Facility
- Downtown Redevelopment Phase II
- Infrastructure Repairs and Replacements
- Town Signage
- Library Expansion and Relocation
- Update Town website

We recognize the current state of the economy; we've passed this budget to ensure we see continued investment, development and the overall prosperity of Stony Plain. We are aware of our fiduciary accountability and acted cautiously to ensure we are balancing needs with available resources.

The result of the 2018 Corporate Plan discussion and deliberation is an estimated tax increase of 2.74%. The final impact on taxation will be finalized in the spring of 2018. Council and administration have worked diligently to bring forward a Corporate Plan that balances the community's needs with available resources within a long-term sustainable framework; we are excited for what our future holds. I thank all of Council and Town staff for their continued hard work and support in helping to ensure that Stony Plain remains your community of choice.

Best wishes to all of you in 2018!



Mayor William Choy



Message from the Town Manager

I am proud to present the Town of Stony Plain 2018-2020 Corporate Plan.

As CAO, I lead a team of public servants that believe in the value of our work and consider our efforts to be one part of what makes Stony Plain a true community.

A significant amount of effort and expertise led to the adoption of this Plan as the guiding business plan for the Corporation.

This Corporate Plan clearly links the strategic desire of Council with operational implementation. Council's focus on strategy, policy and governance blended with administrative operating expertise and pursuit of service efficiency and effectiveness ensures that this plan captures the desires of the community in a sustainable manner. With this Corporate Plan, we are well positioned to deliver on the expectations and to affirm the values of the community.

As we move forward together through 2018, we will focus our efforts on providing timely and clear reporting on the Corporate Plan and Council's Strategic Plan. These reports will continue the transparent work of the Town and establish an expectation from which we can measure our progress.

I encourage the community to engage with this Plan and the subsequent reporting of the successes I am certain we will experience in the future.



Thomas Goulden
Chief Administrative Officer



Corporate Business Plan

Overview

The Corporate Plan reflects operating and capital initiatives that support and achieve the Town of Stony Plain Strategic Plan. Implementation of the corporate priorities purposefully moves the Town towards success with the Commitment Statements and Measures of Success within the Strategic Plan. The following pages provide details of the new initiatives and service changes reviewed and prioritized by the Senior Leadership Team (SLT) in the development of the Corporate Plan. New initiatives reflect ongoing enhancements and improvements that are necessary for the continued functioning and effective delivery of services. Service changes represent modifications to services as a result of changes in service demands, service level expectations or staffing levels required to deliver the defined services.

Process and Timelines

The corporate planning process aids with streamlining the activities of the organization with the strategic goals of the community. The following timeline sets out the dates for preparation, consideration and approval of the 2018-2020 Corporate Plan.

Date	Activity
January	Council Retreat – Strategic Planning session regarding the Corporate Plan
March	Strategic Plan – Adoption of the 2017-2020 Strategic Plan Corporate Planning – Senior Leadership Team (SLT) and Managers identify and define corporate initiatives.
April – June	Department Business Planning – Departments work on developing their detailed Status Quo budgets, business cases or operating and capital initiatives and service changes. Department business plans are reviewed to validate dependencies and scheduling, overall budget requirements, effort demands and capacity. Ranking and Prioritization – SLT completes a detailed review and prioritization of operating and capital initiatives and proposed service changes. The prioritization is designed to enable SLT to determine prioritization for funding of initiatives and service changes and for analysis of capacity.
July – August	Financial and Capacity Analysis – Calculation and compilation of financial summaries of funding strategies for the status quo budget, new initiatives and service changes as prioritized by SLT in June. An analysis on capacity of the organization to deliver core services, new initiatives and service changes is completed.
September	Finalize Recommended Corporate Plan – SLT reviews and finalizes changes to status quo budgets and prioritization of service changes and initiatives based on the financial and capacity analysis. SLT reviews and finalizes the funding strategies for the Proposed Corporate Plan.
October 30	Distribution of Recommended Corporate Plan – The proposed Corporate Plan is distributed to provide members of Council and the public an opportunity to become familiar with the Proposed Corporate Plan.
November 6,7 & 8	Public Corporate Plan Meetings – The Proposed Corporate Plan is presented to Council and amended based on Council deliberations and direction.
November 27	Corporate Plan Approval – the Amended Corporate Plan is presented Council.
December	Public Communication of the Corporate Plan – The Approved Corporate Plan is reviewed with staff and communicated to the public.

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Prioritization

New operating initiatives, service changes and capital initiatives submitted by departments are reviewed and ranked by SLT. Ranking these initiatives and service changes is done using a set of prioritization criteria that were developed by SLT in response to Council's Strategic Plan 2016-2019. Each of the criteria has different weighting as detailed below. Each of the criteria has four evaluation statements all with equal weighting within that criterion. The following criteria were used to evaluate and rank the 2018 – 2020 corporate plan initiatives and service changes:

1. Strategy (40 %)
 - Something that is important to Council
 - Important element in the themes and commitments in the Strategic Plan
 - Consistent with the Town's mission, vision and core values
 - Positive impact on the greater community
2. Service Impact (30%)
 - Critical to sustaining existing services and service levels
 - Essential to providing a new service or service level
 - Urgently needed by the stakeholders using this service
 - Impacts a wide range of customers/stakeholders
3. Implementation (20%)
 - Positive impact on the efficiency of service
 - Positive impact on the effectiveness of service
 - Positively affect the success of other initiatives/service changes
 - High probability of project success
4. Risk Factors (10%)
 - Maintains/enhances employee safety
 - Reduces liability exposure
 - Meets a regulatory requirement
 - Enhances Organizational & Community Integrity

Corporate Business Plan

New initiatives are identified into the following categories:

- **Corporate External - Operating Initiatives**
Corporate external initiatives are those projects that have been identified within the current strategic plan as a strategic priority, and that have a direct impact on developing, enhancing or delivering services to the community. The primary impact of these projects will be on the community as a whole. These projects are outward facing, in that they are directly designed to maintain or improve the quality of life and competitiveness of the Town.
- **Corporate Internal – Operating Initiatives**
Corporate internal initiatives are those projects that are identified within the current strategic plan as a strategic priority, and that promote the effective and efficient operation of the Town administration. The primary impact of these projects will be on the internal Town departments and sections, improving how they deliver their services. These projects are intended to streamline and enhance administrative efficiency and effectiveness and ensure that Town services continue to be delivered in a streamlined and cost-effective manner.
- **Corporate/Capital Initiatives**
Capital initiatives are projects that create or acquire a distinct, new asset that is amortized over time and may require design activities (e.g. facilities, complex equipment or vehicles and new roads, parks and utilities related to growth). Capital initiatives also include major replacement of existing assets and may also require design activities (e.g. facilities, complex equipment or vehicle). The project will often have a measurable operating impact in future years. This operational impact of the capital initiative is reflected as part of the project cost. Capital initiatives may be cited as Corporate if they are identified within Council's Strategic Plan.
- **Departmental Initiatives**
Departmental initiatives do not appear in the Strategic Plan. They are owned by and designed to support the needs of a particular department or section in helping them to optimize their operations, improve the delivery of their services or establish the capabilities necessary for them to continue to effectively perform their role. The focus of a departmental project may impact the community, or may be more focused on internal administrative improvements. The key distinction is that it is not strategic, and supports the needs of a particular department or section.
- **Service Changes**
Service changes represent those modifications to services as a result of changes in service demands, service level expectations or staffing levels required to deliver the defined services. Changes in user fees and charges are also considered service changes. Service changes reflect the impact on the status quo budget and service effort. All changes in staffing, excluding casual staffing, are submitted as service changes regardless of the driver for the position.

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- Service Changes – Staffing

The staffing complement associated with the delivery of core services is expressed as FTEs (full time equivalents). There are four major categories of FTEs; full-time, permanent part-time, temporary part-time and casual. Council approves all full-time and part-time positions. Casual positions are recorded as required in each department or section and are approved as part of the Corporate Plan. Permanent positions have regularly scheduled hours established to be ongoing, be it full-time or part-time. Temporary part-time positions are created outside of the established permanent work force as required by the Town. Casual positions fill in for permanent or temporary positions due to the absence of the incumbent or periodic assignments on an as needed basis, be it full-time or part-time. Term positions are created outside of the established permanent work force as required by the Town and have a predetermined start and end date for a set period of time only.

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Corporate Priorities

This section outlines the initiatives which flow from the Strategic Plan 2017 – 2020. They are organized by the themes within the Strategic Plan.

GOVERNANCE & PARTNERS

We Commit to:

Proactively pursue connections, build relationships, and advocate with neighbouring municipalities, regional partners and other levels of government to provide infrastructure, programs and services fitting the needs of our residents and business community.

Measures of Success:

- An agreement with the Government of Alberta to upgrade Secondary Highways 779 and 628
- A framework defining regional partnerships for projects and service delivery, including funding protocols
- Stony Plain's interests are represented and visible through regional committees, boards and plans
- Collaboration with provincial and federal municipal associations to partner with and advocate on behalf of our community
- Sufficient and meaningful Council representation on external committees relevant to town business
- Determine, Create and Foster the unique partnerships required to advance the south section of Old Town as identified in the MDP

Initiative	Underground Powerline Installation – Highway 779
Category	Corporate Capital
Business Unit	Planning & Infrastructure
Schedule	2018
Cost	\$335,874
Funding Source	Municipal Sustainability Initiative Grant
Executive Summary	
In conjunction with the province's reconstruction of Highway 779 (48 th Street) the Town remains committed to the burial of overhead power along the entirety of this right-of-way. Essentially, to date, the Town has budgeted/expended approximately 2/3 of the required resources to complete this burial. Administration desires to confirm completion of this power line burial in 2018 with Fortis Alberta. To this end the Town has received a quotation from Fortis Alberta to complete this work in 2018 in the amount of \$335,874. The quotation request to complete burial of the overhead power line will be funded in 2018 through the Municipal Sustainability Initiative Grant allocation.	

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Initiative	Areas of Transition Area Redevelopment Plan
Category	Corporate External
Business Unit	Planning & Infrastructure
Schedule	2018
Cost	\$150,000
Funding Source	Tax Levy Stabilization Reserve
Executive Summary	
<p>The Municipal Development Plan (MDP) identifies three “Areas of Transition” adjacent to the historic downtown. The MDP and associated action plan identified that these areas have the greatest potential for re-development and infill in the Town and consequently, a comprehensive plan is needed that identifies the community’s goals and objectives to guide future decision-making of residents, land owners, businesses and the Town in these areas.</p> <p>The Town has recently commenced work on the Downtown Redevelopment Project. This is a multi-year project to replace aging infrastructure, enhance the pedestrian environment, establish pedestrian and bicycle linkages, developing traffic calming measures, creating spaces for cultural events and integrating public art. The Town recognizes that the “Areas of Transition” will change over the next twenty (20) years and there are a number of additional initiatives planned for these areas that should be coordinated. An over-arching Area Redevelopment Plan (ARP) is needed to optimize the economic and community development opportunities of the core area of the Town and thereby realize a “Return on Investment (ROI)” of the new infrastructure systems in the downtown. The crux of the ARP will guide future decision-making of residents, land owners, businesses, investors and the Town to make well informed choices in regards to the provision of roads, access and infrastructure to support the re-development needs of the core area of the community. The planning process will be conducted by Administration in conjunction with a consultant, utilizing local knowledge and insight with outside expertise in planning, public engagement and urban design. This work will involve a significant public engagement and stakeholder input process. Work will commence initially with an outline plan in 2017 for the Special Study Area followed seamlessly in 2018 with the ARP. A two staged approach will ensure early, ongoing engagement of residents, businesses, and stakeholders so that the provision of access, roads, trails, infrastructure and public space requirements are identified before the start of ARP. The benefit of a staged approach is that options for the key public spaces will be evaluated early on with a robust public engagement process. This will clarify the public’s expectations for establishing complimentary linkages between the downtown, Areas of Transition and Special Study Area to optimize opportunities for major public spaces (i.e. school, parks, trails and recreation facilities) so that plans for development of major new public facilities may proceed in parallel with the preparation of the ARP.</p>	

We Commit To:

Cultivate a strong organizational structure and the processes to support effective and efficient service delivery.

Measures of Success:

- A robust organizational structure making the most efficient use of our human capital and financial resources
- Meaningful people policies supporting and investing in an engaged, productive and effective workforce
- Department reviews, recommendations and action plans to maximize efficiency and ensuring balanced service delivery
- A performance measures framework to align with strategic priorities

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We Commit To:

Engaging with our residents and stakeholders ensuring integrated decision-making and collaborative leadership.

Measures of Success:

- Implementation of our public participation strategy, toolkit and policy
- A renewed Town website streamlining the presentation of information and encouraging engagement
- Open dialogue with residents through the hosting of community barbecues

Initiative	New Website
Category	Corporate External
Business Unit	Office of the Chief Administrative Officer
Schedule	2018
Cost	\$100,000
Funding Source	Tax Levy Stabilization Reserve
Executive Summary	
The current website is outdated in appearance, difficult to navigate, offers limited mobile access and the presentation is not uniform throughout. The intent of this project is to develop a new website to replace the current one, incorporating the latest web technology. The design and layout must be user friendly for both public viewing and management. It is our intent to provide residents with easy information location and an effective means of public access.	

ECONOMIC OPPORTUNITY

We Commit To:

Recognizing the importance of a strong business community and its link to a sustainable future through local job creation and continued diversification of service sectors.

Measures of Success:

- An engaged business community that sees opportunities to expand its services and product offerings
- Stony Plain as a tourism destination and a business-friendly community through marketing and promotion
- Relationships with new industries showing synergies with existing, emerging and developing industry
- An expanded implementation of the existing Commercial Infill Policy

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Initiative	Tourism Strategy/Master Plan
Category	Corporate External
Business Unit	Office of the Chief Administrative Officer
Schedule	2019
Cost	\$40,000
Funding Source	Tax Levy Stabilization Reserve
Executive Summary	
<p>In 2003 a five year Tourism Strategy for the Town of Stony Plain was completed internally. This was the last guiding document related to tourism within the organization. In 2012 responsibility for the facilitation, development and implementation of Town tourism initiatives was included in the job description for the position of the Cultural Development Officer. This position has been growing the tourism portfolio for 4 years without the guidance of a strategic document. The position was recently re-titled Culture and Tourism Development Officer in order to reflect this portfolio more wholly.</p> <p>There are currently four guiding documents within the organization that examine Stony Plain as a destination and the need to market the community as such. These are:</p> <ul style="list-style-type: none"> • 2017-2020 Strategic Plan: Under the Economic Opportunity theme there is a measurement of success calling for marketing and promotion resulting in Stony Plain being recognized as a tourism destination. • 2016 Economic Development Strategic Plan: It is noted that tourism is an economic driver for the community. The plan calls for a proactive effort in building the profile of Stony Plain in the Metro Edmonton Region across a range of sectors and business nodes including destination shopping, dining & arts. This is supported by the 2015 Economic Development Target Marketing Study. • 2013 Municipal Development Plan: Growth in the tourism sector is recognized as a necessary complement to the desired residential growth in the community. The recommended direction outlined in the plan places an emphasis on the need for brand enhancement and destination marketing initiatives. • 2012 Cultural Master Plan: This plan recognizes the need to better market cultural tourism and the Town as a destination through the development of a marketing and tourism development strategy. <p>This initiative would provide a focused plan for the municipality to strategically undertake tourism initiatives as they relate to brand and story development, destination marketing (independent and regional), sector growth, and visitor services.</p>	

We Commit To:

Increasing awareness of the unique advantages our community offers investors and aligning our efforts with regional economic initiatives.

Measures of Success:

- Recommendations on regulatory processes, fees and taxes, maintaining a competitive and attractive climate for investment
- Partnerships with local developers to market the community
- Implementation of the Economic Development Strategic Plan 2016

We Commit To:

Actively pursuing opportunities to support and match our priorities for a vibrant downtown core, institutional development (including post-secondary opportunities) and cultural economy.

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Measures of Success:

- The Downtown Redevelopment Plan is moving forward
- Partnerships with local organizations such as Stony Plain & District Chamber of Commerce, Community Futures Capital Region, and Regional Post-Secondary Institutions to support and facilitate local business vitality

Initiative	Downtown Library Expansion
Category	Corporate Capital
Business Unit	Community & Protective Services
Schedule	2018
Cost	\$3,600,000
Funding Source	Coal Communities Transition Fund, Library Reserve, General Purpose Reserve, Public Reserve, Municipal Sustainability Initiative Grant
Executive Summary	
<p>The Town of Stony Plain has been approached by a developer to be a potential partner on the development of a multi-residential building in the downtown core. The new infill downtown building offers a unique opportunity to relocate and provide additional space to enhance and expand library services to the community. The proposed building will provide approximately 14,000 square feet to accommodate the library. The construction will commence in 2018 and be completed in 2019.</p> <p>The Municipal Development Plan 2013 identifies the Main Street as “the heart of the town” and places a commitment on strengthening the core of the community as a social, cultural and economic hub. The proposed downtown development requires consideration from the perspective of a number of themes and policy directions outlined in the Municipal Development Plan:</p> <p>Community Development</p> <p>Direction 2.2- Manage for positive change in areas designated for transition;</p> <p>2.2.a. Areas for transformation could include underutilized land near, and connected to, the core area, with special opportunities, including proximity to key institutional and commercial areas and connecting corridors.</p> <p>The 2017-2020 Corporate Strategic Plan identifies the following statements supporting the development of the downtown core and the synergy of the library being relocated.</p> <p>Economic Opportunity - We commit to, “Actively pursuing opportunities to support and match our priorities for a vibrant downtown core, institutional development (including post-secondary opportunities) and cultural economy.</p> <p>Supportive Infrastructure - We commit to, “Seeking opportunities to meet the needs of our residents and stakeholders now and into the future.”</p> <p>Administration will submit a request for \$1 million in funding from the Government of Alberta Coal Communities Transition Fund to assist with the implementation of this project. The funding application deadline is November 30, 2017.</p>	

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Initiative	Downtown Redevelopment Phase II
Category	Corporate Capital
Business Unit	Planning & Infrastructure
Schedule	2018
Cost	\$4,634,000
Funding Source	Capital Water Reserve, Capital Sewer Reserve, Municipal Sustainability Initiative Grant, Federal Gas Tax Fund
Executive Summary	
<p>The Downtown Redevelopment Plan is intended to address two areas of concern:</p> <ol style="list-style-type: none"> 1. To replace the existing aging underground sewer and water system. Due to age, the existing pipes are undersized and in poor condition. 2. The importance of a strong business community and vibrant downtown has been recognized in the 2017 – 2020 Strategic Plan. In 2012 the Downtown Streetscape Master Plan proposed street and landscaping improvements on Main Street and the immediate surrounding area. <p>Because of the magnitude of the project and the disruption that it will cause to existing businesses the recommendation is to phase construction. Proposed Phase II of the project will involve replacement of the existing underground sewer and water mains and service connections and reconstruction of the road, sidewalks and landscaping on Main Street (50th Street) from 54th Avenue to 52nd Avenue.</p>	

Initiative	Downtown Redevelopment Phase III
Category	Corporate Capital
Business Unit	Planning & Infrastructure
Schedule	2019
Cost	\$6,601,500
Funding Source	Capital Roads Reserve, Capital Storm Reserve, Capital Sewer Reserve, Capital Water Reserve, Policing & Public Safety Reserve, Municipal Sustainability Initiative Grant, Federal Gas Tax Fund
Executive Summary	
<p>The Downtown Redevelopment Plan Phase III will involve replacement of the existing underground sewer and water mains and service connections and reconstruction of the road, sidewalks and landscaping on Main Street (50th Street) from 52nd Avenue to 50th Avenue.</p>	

Initiative	Downtown Redevelopment Phase IIII
Category	Corporate Capital
Business Unit	Planning & Infrastructure
Schedule	2020
Cost	\$2,736,450
Funding Source	Capital Roads Reserve, Capital Storm Reserve, Capital Water Reserve, Municipal Sustainability Initiative Grant, Federal Gas Tax Fund
Executive Summary	
<p>The Downtown Redevelopment Plan Phase IIII, this the final phase of the project, which will replace the deep utilities and reconstruct the surface improvements on Main Street (50th Street) from 50th Avenue to 49th Avenue.</p>	

Corporate Business Plan

SUPPORTIVE INFRASTRUCTURE:

We Commit To:

Adopting a 'complete streets' philosophy for street design and the promotion of alternative modes of transportation, including preparation for a transit system ensuring physical connectivity within our community.

Measures of Success:

- The implementation of the Boundary Road functional plan including provisions for alternative modes of transportation based on traffic volumes
- A renewed and fiscally supported Trails Master Plan maximizing community connectivity
- A needs assessment to determine the viability of a public transit system

Initiative	Signage Strategy Implementation Phase I
Category	Corporate Capital
Business Unit	Office of the Chief Administrative Officer
Schedule	2018
Cost	\$184,000
Funding Source	General Purpose Reserve
Executive Summary	
<p>Corporate Communications has developed a five-year Corporate Communications Master Plan. The Master Plan is a framework for enhancing the Town's two-way communications capacity, improving stakeholder relationships and delivering effective communications programs to help achieve organizational goals. Each year the plan identifies a specific goal with which to focus on in order to achieve the Master Plan's Vision of having "an aware and engaged audience, capable of listening, sharing ideas and working collaboratively in shaping the Town of Stony Plain's exciting future." In year two of the Master Plan the goal is to establish and build on mutually beneficial, trustworthy relationships with stakeholders.</p> <p>The 2017-2020 Strategic Plan states "We commit to seeking opportunities to meet the needs of our residents and stakeholders now and in the future." It goes on to say, "We commit to adopting a 'complete streets' philosophy." Streets are not complete without proper signage.</p> <p>Corporate Communications has completed a signage inventory and contracted Bond Creative to develop a Comprehensive Signage Strategy in 2017. The strategy will...</p> <ul style="list-style-type: none">• Design an innovative signage program that supports current needs, future objectives, builds on Stony Plain's image, and provide necessary information to residents and visitors.• Promote an attractive, cohesive and coherent brand, which conveys quality, sustainability and honours the Town's heritage and culture in its design and construction• Determine benefits and feasibility of electronic signage• Create a design with the look and feel of all typical sign types in preparation for any future implementation phases. This family approach will give the Town of Stony Plain a long term vision of the complete signage system. <p>Once the Signage Strategy is complete, this project will propose to move forward on implementation of construction and installation of new signs throughout the community. This will likely be a multi-year implementation plan, including recommendations for implementation in areas of critical need to those of secondary and tertiary importance.</p> <p>Phase I will include the following...</p> <ol style="list-style-type: none">1. Two Secondary Welcome Signs. One on the North boundary along Highway 779 and the other on the South boundary also along Highway 779.2. Two Tertiary Welcome Signs. One on the West boundary along Highway 628 and the other on the East boundary also along Highway 628.3. Two Primary Facility ID Signs. One at Rotary Park and the other at the Stony Plain Golf Course.	

Corporate Business Plan

Initiative	Signage Strategy Implementation Phase II
Category	Corporate Capital
Business Unit	Office of the Chief Administrative Officer
Schedule	2019
Cost	\$184,000
Funding Source	Municipal Sustainability Initiative Grant
Executive Summary	
<p>This project proposes to continue the implementation of the Signage Strategy with the construction and installation of new signs throughout the community. This will likely be a multi-year implementation plan, including recommendations for implementation in areas of critical need to those of secondary and tertiary importance.</p> <p>Phase II will include the following...</p> <ol style="list-style-type: none"> 1. One Digital Message Centre in Rotary Park facing Highway 779 southbound traffic. 2. One Primary Facility ID Sign at the Stony Plain Outdoor Swimming Pool. 3. Two Custom Facility ID signs. One at the Stony Plain Fire Hall and the other at the Community Centre. 	

Initiative	Signage Strategy Implementation Phase III
Category	Corporate Capital
Business Unit	Office of the Chief Administrative Officer
Schedule	2020
Cost	\$184,000
Funding Source	Municipal Sustainability Initiative Grant
Executive Summary	
<p>This project proposes to continue the implementation of the Signage Strategy with the construction and installation of new signs throughout the community. This will likely be a multi-year implementation plan, including recommendations for implementation in areas of critical need to those of secondary and tertiary importance.</p> <p>Phase III will include the following...</p> <ol style="list-style-type: none"> 1. Three Primary Facility ID Signs. One at the Community Recreation Centre Entrance (name yet to be determined). One at Public Works. And the third at the Recycle Centre. 2. Custom Facility ID Sign at the North Business Park Entrance. 3. Park Entry Map and ID Signs in Willow Park Natural Area. 	

We Commit To:

Seeking opportunities to meet the needs of our residents and stakeholders now and in the future.

Measures of Success:

- An operational agreement and groundbreaking for a new RCMP facility
- An infrastructure and land assembly plan supporting the construction of a Town Square in the downtown core
- Recommendations to optimize the existing Community Centre use and accessibility
- A review of community leisure requirements for indoor facilities in collaboration with our regional partners
- Examining the feasibility of a cultural centre in Stony Plain

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- Examining the feasibility of an expanded recreation facility in Stony Plain
- Completion the Rotary Park Master Plan
- A completed framework to guide the Town's participation in regionalized transit services

Initiative	Community Engagement & Conceptual Design for Recreation & Cultural Facility Development
Category	Corporate External
Business Unit	Community & Protective Services
Schedule	2018
Cost	\$150,000
Funding Source	Canada Cultural Spaces Grant and/or General Purpose Reserve
Executive Summary	
<p>Included in the 2017-2020 Strategic Plan under the Supportive Infrastructure pillar, are the following strategic priorities:</p> <ul style="list-style-type: none"> • Examining the feasibility of an expanded recreation facility • Examining the feasibility of a cultural centre in Stony Plain • Recommendations to optimize the existing community centre use and accessibility <p>Utilizing the support of a Consultant specializing in community facility stakeholder engagement, Administration will engage stakeholders, residents and regional partners to shape the conceptual designs of future recreation and cultural facilities. Engaging the community through one process will minimize stakeholder burnout and offer a wider community perspective. The conceptual designs will assist with, and guide decisions related to the functionality and capital funding commitment to recreation and cultural facilities. This will include adoption of the program elements to be included in the final design to be constructed.</p> <p>Work will be completed by the end of the third quarter will include:</p> <ul style="list-style-type: none"> • Review of existing facility reports • Identifying facility operational space elements • Development of primary design options that address needed facility upgrades and future use, including projected operational costs • Site selection options • Class "C" costing of adopted designs <p>This initiative will prepare the Town for the movement to detail design, tender and construction of the selected recreation and cultural facilities as financial and community support is confirmed.</p>	

Initiative	Community Recreation Centre Design
Category	Corporate Capital
Business Unit	Community & Protective Services
Schedule	2019
Cost	\$570,000
Funding Source	Municipal Sustainability Initiative Grant
Executive Summary	
<p>The 2017-2020 Strategic Plan includes, with Supportive Infrastructure, "Examining the feasibility of an expanded recreation facility". The completed design will prepare the Town for tender and construction of the capital completion of a new recreation centre. The area of facility development focus will be the Glenn Hall Centennial Arena, existing sport field complex and 10 acre parcel owned by the Town immediately west of the Glenn Hall Centennial Arena. Administration will work with a consultant to complete the work. It is anticipated construction of the new facility will start in 2020 with the approval of a facility design and funding strategy.</p>	

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Initiative	Downtown Community Centre Renovation
Category	Corporate Capital
Business Unit	Community & Protective Services
Schedule	2019
Cost	\$2,500,000
Funding Source	Debt Financing
Executive Summary	
<p>The Community Centre is home to the Stony Plain Farmers Market, Stony Plain Navy League (Cadets), Parkland Ukrainian Dancers, Stony Plain Fish and Game, and the Alberta Teachers Association. In addition to regular users and lease holders, the Centre is used for Town programming including adult dance classes, children's summer programs and Seniors Social Dances. The centre also provides event space for smaller and more intimate social and cultural events.</p> <p>The 2017-2020 Strategic Plan called for "Recommendations to optimize the existing community centre use and accessibility."</p> <p>In 2018, an engagement process will confirm the required upgrades to the community centre and a renovation design will be adopted to proceed to detail design and tender.</p> <p>In 2019 the following work will be undertaken:</p> <ul style="list-style-type: none"> 1st quarter Procure Architect 2nd and 3rd quarters Detail Design 4th quarter Tender and construction award and start 	

Initiative	Cultural Centre Design
Category	Corporate Capital
Business Unit	Office of the Chief Administrative Officer
Schedule	2020
Cost	\$320,000
Funding Source	Municipal Sustainability Initiative Grant
Executive Summary	
<p>This design will reflect the needs and wants of the residents of Stony Plain and the surrounding region. The report will be dependent on the results of the Community Engagement and Conceptual Design completed in 2018 but is anticipated to include at minimum:</p> <ul style="list-style-type: none"> Selection and analysis of site options Features of the functional areas foreseen for the centre (e.g. theatre and rehearsal halls, studio space, art studios, catering kitchen, etc.) Programming and functional analysis Development of operating and governance model and the associated required staffing levels Capital requirements, operating costs and revenue projections, and economic benefit analysis 	

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Initiative	Community Recreation Centre Construction
Category	Corporate External
Business Unit	Community and Protective Services
Schedule	2020
Cost	\$57,000,000
Funding Source	To be determined
Executive Summary	
<p>The 2017-2020 Strategic Plan includes, under the Supportive Infrastructure theme, We commit to, “Seeking opportunities that meet the needs of our residents and stakeholders now and into the future.” The measure of success, “Examining the feasibility of an expanded recreation facility”.</p> <p>In 2018 an extensive community engagement process will result in the adoption of a preferred design for a community recreation facility. The adopted design will direct the required detail design work on the final facility to be constructed. The detail design work will be completed by an architect firm in 2019 with direction from Administration.</p> <p>This initiative will focus on the construction of the 2018 adopted facility design. The timing of this project will be:</p> <ul style="list-style-type: none"> • 1st Quarter Tender call • 2nd Quarter Tender award and Construction start • 3rd Quarter Continuation of construction <p>It is estimated the completion of construction will require 18 months. The facility will be available for public use in its entirety by the 3rd quarter of 2021.</p>	

Initiative	Town Square Design and Land Assembly
Category	Corporate External
Business Unit	Planning & Infrastructure
Schedule	2020
Cost	\$70,000
Funding Source	General Purpose Reserve
Executive Summary	
<p>This initiative will prepare a conceptual plan identifying the land requirements and assembly of the land to enhance community and programmable space in the immediate vicinity of the Town Office. The high level concept for the Town Square will support the needs identified as a component of the area redevelopment plan for the neighbourhood and a needs assessment for municipal and cultural community spaces.</p>	

Corporate Business Plan

We Commit To:

Being mindful of the impact growth has on our ability to maintain existing and on improving new development and services, while also considering the future fiscal, social and environmental implications as we plan.

Measures of Success:

- Completing the Municipal Cemetery Design and any required land purchases

Initiative	Cemetery
Category	Corporate Capital
Business Unit	Planning & Infrastructure
Schedule	2019
Cost	\$2,000,000
Funding Source	Debt Financing
Executive Summary	
<p>In 2016, a Cemetery Master Plan was completed and subsequently adopted by Council in 2017. The Master Plan included the type of cemetery (i.e. traditional, crematorium, green burial, and memorial garden), the service delivery expectations, costs, land requirements, pricing bylaw and operational considerations.</p> <p>In 2017 work was completed to identify a suitable site and initiate the necessary hydrogeological investigation of the water table's depth to satisfy the Province's provisional approval of the selected site. The site selected is located west of Stony Plain in the area of the landfill adjacent to Rosenthal Road.</p> <p>In 2018 Administration will engage a consultant to complete a detail design and prepare tender documents for the construction of the cemetery based on the cemetery master plan. The designed lands will meet the communities 20 year cemetery need. This initiative includes the construction of the cemetery. The timing of the construction includes:</p> <ul style="list-style-type: none"> • 1st Quarter Tender posted • 2nd Quarter Tender award and construction start • 3rd and 4th Quarter Construction 	

Initiative	Cemetery Module
Category	Corporate Internal
Business Unit	Corporate Services
Schedule	2020
Cost	\$15,000
Funding Source	Tax Levy Stabilization Reserve
Executive Summary	
<p>The cemetery module will be an addition to the Town's Enterprise Resource Planning system and will record and maintain the financial records related to the cemetery.</p>	

Corporate Business Plan

Initiative	Municipal Development Plan Update
Category	Corporate External
Business Unit	Planning & Infrastructure
Schedule	2020
Cost	\$75,000
Funding Source	Tax Levy Stabilization Reserve
Executive Summary	
<p>This initiative will ensure the planning framework of the Town is current, competitive, and responsive to long-term community needs. The Town has common boundaries with the City of Spruce Grove and Parkland County. Each municipality has an established land use framework consisting of a Municipal Development Plan, Land Use Bylaw, development policies, growth and development pressures affecting, to some extent, the bordering lands in another municipality. This initiative will provide for the review of the existing plans, major policies, and proposed developments in the Town and the areas adjacent to the Town boundaries so that an evaluation framework can be developed to identify, assess and prioritise the potential land use and future servicing conflicts along the common municipal boundaries. A tri-municipal review process would set the framework needed for an Inter-municipal Collaboration Framework as provided for in the modernized Municipal Government Act and Regulations. The Town will also need to examine the effects and implications of the Edmonton Metropolitan Region Growth Plan, when it is finally adopted.</p>	

COMMUNITY DEVELOPMENT

We Commit To:

Developing the cultural aspect of our community by supporting and implementing the 2012 Cultural Master Plan.

Measures of Success:

- Increasing awareness of and participation in local art and cultural opportunities identified in the Cultural Master Plan and those put forward by the Cultural Round Table
- Integrating cultural initiatives and events into municipal planning to expand quality of place development and attraction of the creative economy workforce
- Creating a Public Art Strategy, guiding the placement and design of public art with purpose and engagement

Initiative	Cultural Plan Renewal/Public Art Strategy
Category	Corporate External
Business Unit	Office of the Chief Administrative Officer
Schedule	2019
Cost	\$45,000
Funding Source	Tax Levy Stabilization Reserve
Executive Summary	
<p>In 2012 Council approved the implementation of the Cultural Master Plan. This document provided a strong foundation and strategy for cultural development in the municipality over a ten year timeframe. Since 2012 the plan has been diligently implemented through Administration, Council, community stakeholders, and with guidance from the Cultural Roundtable. It is anticipated the renewal of the plan would take close to a full year, providing the Town with an update just two years prior to the plan reaching its full lifespan. The suggested 2019 update allows for further opportunity to strengthen and build on the goals and outcomes of this key element of the Town services with no lapse in guiding documentation.</p>	

Corporate Business Plan

We Commit To:

Enhancing the safety of our community and continuous planning for the protection of our residents.

Measures of Success:

- Installation of traffic controls to support public safety
- Emergency management updates and reports for the community
- Identification of existing rail line safety measures
- Enhancing organization and community disaster resiliency

We Commit To:

Embracing the diversity of our community by offering a variety of choices to connect, live and thrive.

Measures of Success:

- Ongoing collaboration with Family and Community Support Services, to deliver effective and reliable programs and services within the community
- Renewed affordable housing strategy reflecting the current environment and community needs

We Commit To:

Pursuing partnerships with community groups and institutions, uniting and expanding opportunities for our community

Measures of Success:

- Collaborating with local school boards, to proactively determine the location of future school sites
- Collaborating with regional partners and non-profit organizations, to offer affordable housing opportunities
- Enhanced community use of school sites, supported by existing joint use agreements

ENVIRONMENTAL RESPONSIBILITY

We Commit To:

Protecting and managing our environmental impact by actively pursuing an integrated approach to our operations.

Measures of Success:

- Aligning current development and building standards with the municipality's environmental initiatives
- A tool to monitor the municipality's current environmental initiatives and determine opportunities for enhancement and partnerships with the community

Corporate Business Plan

- A database for brownfield development
- Completion of Partner's for Climate Protection: Milestone 5 which assesses the municipality's current environmental initiatives and provides during for future initiatives

We Commit To:

The health of our natural environment and plan our growth and delivery of services to preserve and support air quality, reduced greenhouse gas emissions, and efficient use of land, energy and water.

Measures of Success:

- Implementing development standards requiring infrastructure to support multi-unit waste collection
- Completing and implementing a water conservation study to support awareness and educational opportunities
- Feasibility study in collaboration with City of Spruce Grove and Parkland County for an organic processing facility and recycling centre
- Support for dark skies and mitigation of unwanted light through corporate principles in subdivision design and operations

We Commit To:

Working with the community to expand the reach of our efforts through education, programming and service provisions to support a greener way of living.

Measures of Success:

- Progressing the Town's environmental initiatives through educational programming and promotion
- An enhanced inventory of community gardens

Corporate Business Plan

DEPARTMENT BUSINESS PLANS

Overview

The Department Business Plans reflect the activities of departments within the Town that help to fulfill the Town's Strategic Plan and move the Town forward with effective operational services. The operational services are guided by service delivery expectations within the Town and include departmental operating and capital initiatives as well as service changes for 2018, 2019 and 2020.

The department business plans are organized into four main departments: Office of the Chief Administrative Officer (OCAO), Corporate Services (CS), Community and Protective Services (CAPS) and Planning & Infrastructure (P&I).

The Office of the CAO is led by the Town Manager and oversees the Corporate Office including the functional areas of Strategic Services, Economic Development, Culture & Tourism Development and Corporate Communications.

Corporate Services, Community & Protective Services and Planning & Infrastructure are led by general managers with managers and supervisors overseeing the operations of sections within the departments as detailed below.

Each department business plan includes the following components: identity statement; organizational chart; full time equivalent (FTE) staffing summary; service changes; departmental operating and capital initiatives and an operational summary.

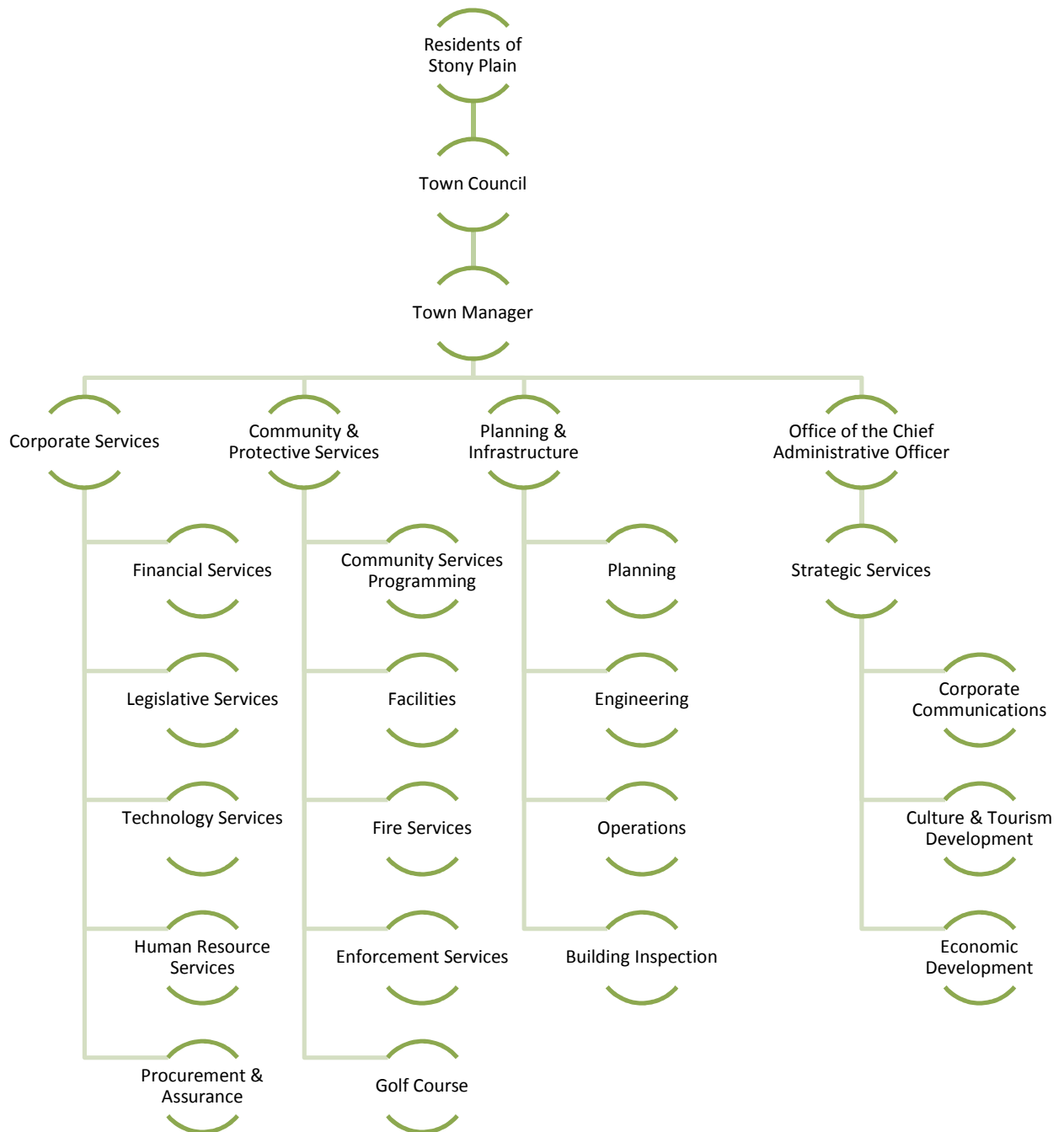
Organizational Chart

The organizational charts represent the internal reporting structure of each department or section and correlate to the FTE staffing summaries. The charts are not intended to reflect the level of authority and accountability of each position or working relationships with third party agencies in the delivery of services.

Positions for 2018 - 2020 are reflected on the organizational charts in shaded boxes and include the position name with the year they will be added.

Corporate Business Plan

The following is the organizational structure of the Town:



Corporate Business Plan

Identity Statement

The identity statement for each department was developed by the employees in that department during the business planning process. The statements are intended to reflect the purpose for which the department exists and the work they carry out on behalf of the Town.

Staffing Summary

The staffing complement associated with the delivery of services within each department is identified. Staffing is expressed as Full Time Equivalents (FTE). The staffing summaries for each department include proposed FTEs for 2018 – 2020.

The following schedule shows the proposed FTEs for the 2018 – 2020 Fiscal Plan years. The positions highlighted for 2018 are needed, however based on fiscal constraints, Administration is recommending to Council a hiring freeze and therefore, the positions are not part of the proposed budget.

Position	2018	Hiring Freeze 2018	2019	2020
<u>Office of the CAO</u>				
Cultural Development Assistant			1.0	
Digital Media Coordinator				1.0
<u>Corporate Services</u>				
Human Resources – Admin Assistant		1.0		
Procurement & Assurance Clerk				1.0
Systems Analyst			1.0	
Business Analyst			1.0	
Payroll Clerk				0.7
<u>Community & Protective Services</u>				
Municipal RCMP Employees	1.0	1.0		
Enforcement Services Manager		1.0		
CAPS – Admin Assistant		0.4		
RCMP Member			1.0	
Firefighter				2.0
<u>Planning & Infrastructure</u>				
Engineering Technician	1.0			
Two Year Intern – Planning	1.0			
Engineering - Admin Assistant			1.0	
Development Compliance Officer			1.0	
Cemetery Operator				1.0
GIS & Auto CAD Coordinator				1.0
Roads Operator				1.0
Integrated Pest Management Operator				1.0
Proposed Annual Increase in FTEs	<u>3.0</u>	<u>3.4</u>	<u>6.0</u>	<u>8.7</u>

Corporate Business Plan

The following table is a summary of the total FTEs, including positions for 2017 – 2020.

	2017	Proposed 2018	Hiring Freeze 2018	Proposed 2019	Proposed 2020
Office of the CAO					
Town Manager's Office	2.25	3.0		3.0	3.0
Economic Development	1.5	2.0		2.0	2.0
Cultural Development	1.0	1.0		2.0	2.0
Corporate Communications	2.0	2.0		2.0	3.0
	6.75	8.0		9.0	10.0
Corporate Services					
General Manager's Office	1.0	1.0		1.0	1.0
Financial Services	11.3	11.3		12.3	13
Legislative Services	3.6	3.6		3.6	3.6
Technology Services	4.0	4.0		5.0	5.0
Human Resource Services	3.0	3.0	1.0	3.0	3.0
Procurement & Assurance Services	1.0	1.0		1.0	2.0
	23.9	23.9	1.0	25.9	27.6
Community & Protective Services*					
General Manager's Office	1.0	1.0		1.0	1.0
Community Services Programming	4.6	4.6	.4	4.6	4.6
Facilities	12.5	14		14	14
Fire Services	7.0	7.0		7.0	9.0
Enforcement Services	11.5	12.5	2	12.5	12.5
Golf Course	5.0	5.0		5.0	5.0
	41.6	44.1	2.4	44.1	46.1
Planning & Infrastructure					
General Manager	1.0	1.0		1.0	1.0
Planning	7.0	8.0		9.0	10.0
Engineering	2.0	3.0		4.0	4.0
Operations	26.4	26.4		26.4	29.4
Building Inspection	1.0	1.0		1.0	1.0
	37.4	39.4		41.4	45.4
Total Full Time Equivalents	109.65	115.4	3.4	120.4	129.1

*The Town contracts with the RCMP for policing services in the community. A contingent of 18 RCMP members is funded by the Town of Stony Plain including a supervisor, a school resource officer and sixteen constables. An additional constable position is proposed for 2019.

Corporate Business Plan

Departmental Initiatives and Service Changes

Department business plans include summaries of the departmental operating and capital initiatives, service changes and staffing service changes for 2018 and those planned for 2019 and 2020.

Fiscal Plan

The department fiscal plans include the status quo budget and revenue and expenses associated with the delivery of services, new initiatives and service changes proposed in this corporate plan. The status quo budget reflects the financial activities for the delivery of core services at current service levels and current delivery methods. The following items are included in the status quo budget:

- Growth related increases in materials and supplies
- Growth related increases in repairs and maintenance
- Capital lifecycle costs (capital lifecycle plans maintain and replace existing assets in their similar form e.g. replacement vehicle, repaving etc.)
- Inflation costs
- Cost of Living adjustments
- Performance based merit adjustments
- Collective agreement estimates

Items not included in the status quo budget:

- Tax increases for initiatives
- Utility increases for initiatives
- New staffing positions

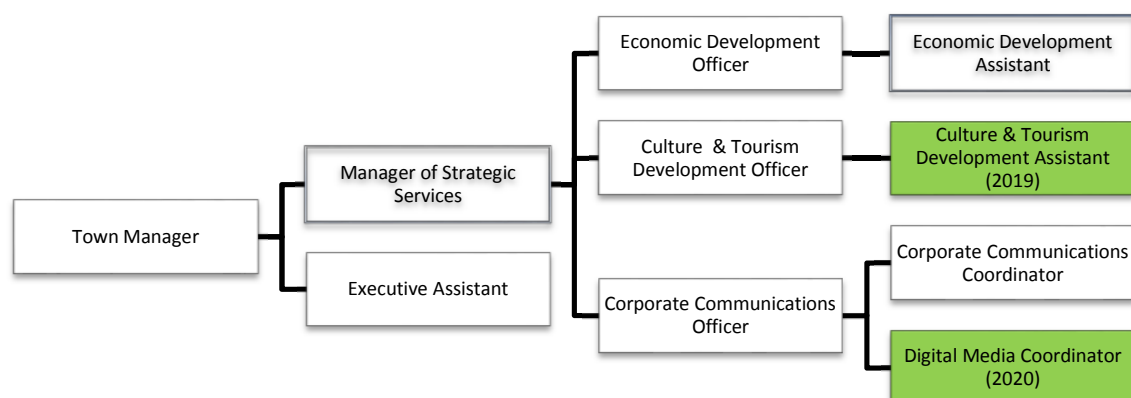
Department Business Plans

Office of the CAO Operational Summary 2017-2020

	2017 Budget	2018 Proposed	2019 Proposed	2020 Proposed
Revenues				
Sales and User Charges	20,000	20,000	20,000	20,000
Developer Contribution	-	-	-	25,000
Total Revenue	20,000	20,000	20,000	45,000
Expenses				
Office of the CAO	920,388	458,039	456,339	456,339
Strategic Services	-	675,235	765,065	858,355
Corporate Communications	216,100	210,950	127,400	132,820
Economic Development	216,100	185,800	206,800	276,800
Culture & Tourism	377,940	359,100	497,512	345,754
Total Expenses	1,730,528	1,889,124	2,053,116	2,070,068
Annual Surplus (Deficit)	(1,710,528)	(1,869,124)	(2,033,116)	(2,025,068)

Department Business Plans

Organizational Chart



Full Time Equivalent Staffing Summary

	2017	Proposed 2018	Proposed 2019	Proposed 2020
Town Manager's Office	2.25	3.0	3.0	3.0
Economic Development	1.50	2.0	2.0	2.0
Culture & Tourism Development	1.0	1.0	2.0	2.0
Corporate Communications	2.0	2.0	2.0	3.0
	6.75	8.0	9.0	10.0

Department Business Plans

Department Initiatives and Service Changes

Initiative	Culture & Tourism Development Assistant
Category	Service Change – Staffing
Schedule	2019
Cost	\$76,839
Funding Source	Tax Base
Executive Summary	
<p>This service change is to create an additional full time position that reflects the increasing role of cultural development services for the Town of Stony Plain. Cultural Development is identified as a priority under the Community Development theme of the Town of Stony Plain Strategic Plan 2017 – 2020. With the implementation of the 2012 Cultural Master Plan moving into its second stage, the role of this area will continue to expand in its endeavours towards strengthening the cultural sector.</p>	

Initiative	Digital Media Coordinator
Category	Service Change – Staffing
Schedule	2020
Cost	\$86,473
Funding Source	Tax Base
Executive Summary	
<p>Corporate Communications has developed a five-year Corporate Communications Master Plan (2017-2021). The Master Plan is a framework for enhancing the Town's two-way communications capacity, improving stakeholder relationships, and delivering effective communications strategies to help achieve organizational goals. One of the key initiatives outlined in the 2017-2020 Strategic Plan is the need for a new municipal website. The current website is challenging for residents and stakeholders to navigate and engage with. As our community expands, having a simple, informative, and interactive website is important. In order for this new website to be maintained successfully, a full-time communications team member, titled the Digital Media Coordinator (Web Administrator/Graphic Designer), is required.</p> <p>The Digital Media Coordinator will be responsible for working directly with the new website; keeping it accurate and relevant. He or she will work with each department to ensure adequate information is online. The Digital Media Coordinator will also be responsible for all graphic design and management of all digital assets (photographs). Having a full time Digital Media Coordinator will free up the Corporate Communications Coordinator to take on all writing assignments such as but not limited to; communication plans, critical timelines, news releases, radio ads, newspaper ad content, social media posts, website content, and portable sign content.</p>	

Initiative	New Neighbourhood Wayfinding Signage
Category	Departmental – Operating
Schedule	2020
Cost	\$50,000
Funding Source	General Purpose Reserve, Developer Contributions
Executive Summary	
<p>The Town is recommending a proactive approach to one aspect of community signage, new neighbourhood wayfinding signage. This approach will provide clean, consistent and professional signage to effectively acknowledge our growing community and assist those seeking out new neighbourhoods. A number of area municipalities have established this type of signage program as a means of clearing streets of developer signage. The first stage of the project would involve engaging local developers in creating a program that would outline the design, location, placement, cost and maintenance of the signage.</p>	

Department Business Plans

Corporate Services

Corporate Services is led by the General Manager of Corporate Services and encompasses the following functions:

- Financial Services
- Legislative Services
- Human Resource Services
- Technology Services
- Procurement & Assurance Services

Identity Statement

Corporate Services exists to provide excellence in internal and external customer service. Alignment with the strategic priorities of the organization is fundamental to our success. Municipal best practices are delivered with a focus on legislative compliance, integrity and financial responsibility. Excellent service is made possible through collaboration, innovation and future capacity building.

From this identity statement the following objectives can be determined which guide the work of all functional areas:

- *Excellence in Customer Service*
- *Strategic Alignment*
- *Progressive and Responsible Practices*
- *Collaboration and Innovation*
- *Continuous Personnel Development*

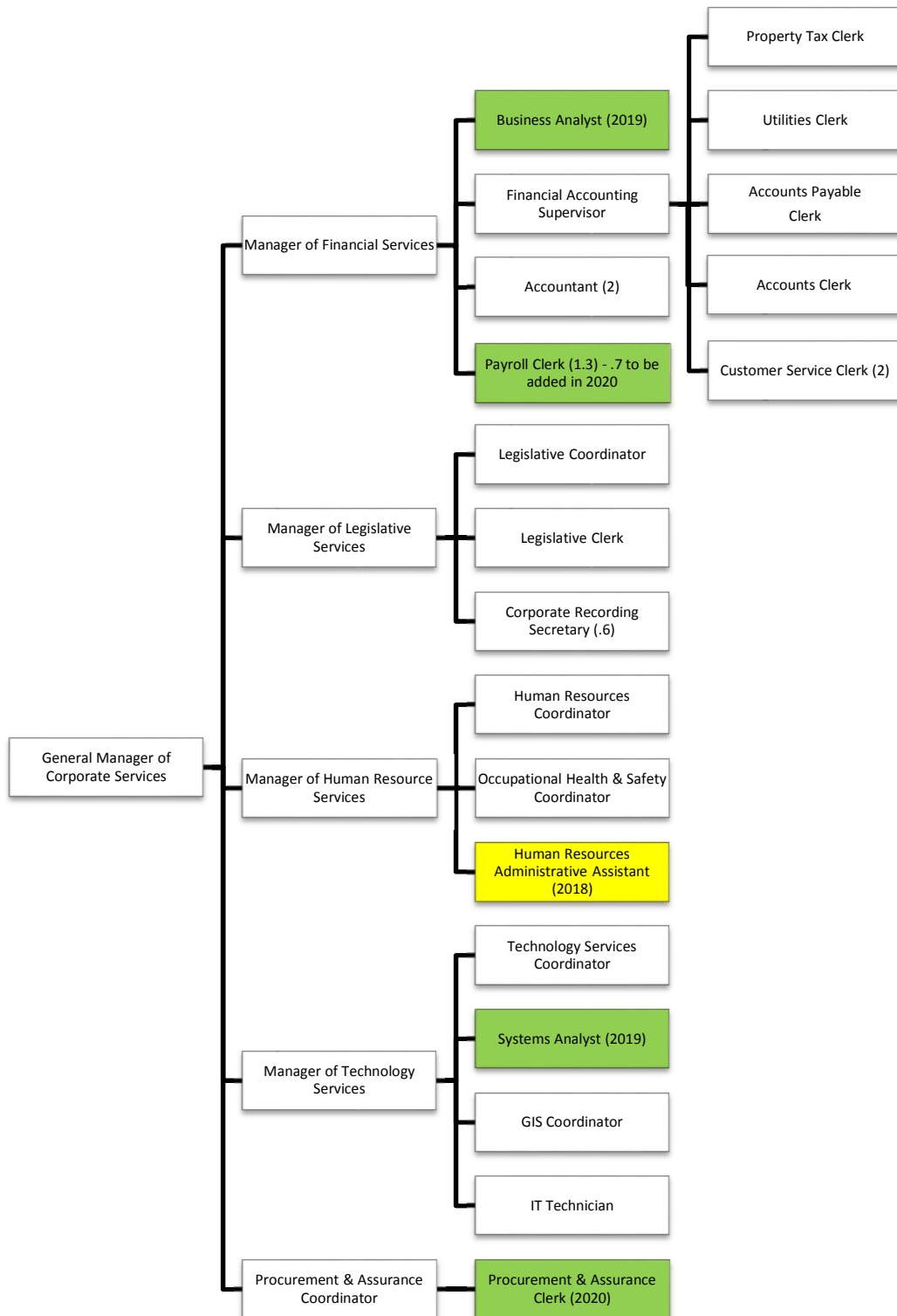
Department Business Plans

Corporate Services Operational Summary 2017-2020

	2017 Budget	2018 Proposed	2019 Proposed	2020 Proposed
Revenues				
Sales & User Charges	30,500	27,900	27,900	27,900
Total Revenue	30,500	27,900	27,900	27,900
Expenses				
Corporate Admin	328,986	332,391	332,891	399,713
Financial Services	1,374,086	1,319,063	1,449,301	1,510,637
Legislative Services	562,343	415,203	509,806	436,116
Human Resource Services	398,163	422,432	448,019	462,176
Technology Services	788,659	740,276	913,672	924,416
Total Expenses	3,452,237	3,229,365	3,653,689	3,733,058
Surplus (Deficit)	(3,421,737)	(3,201,465)	(3,625,789)	(3,705,158)

Department Business Plans

Organizational Chart



Position highlighted in yellow is part of proposed 2018 hiring freeze.

Department Business Plans

Full time Equivalent Staffing Summary

	Approved 2017	Proposed 2018	Hiring Freeze 2018	Proposed 2019	Proposed 2020
General Manager's Office	1.0	1.0		1.0	1.0
Financial Services	11.3	11.3		12.3	13
Legislative Services	3.6	3.6		3.6	3.6
Technology Services	4.0	4.0		5.0	5.0
Human Resource Services	3.0	3.0	1.0	3.0	3.0
Procurement & Assurance Services	1.0	1.0		1.0	2.0
	23.9	23.9	1.0	25.9	27.6

Department Initiatives and Service Changes

Initiative	Human Resources Administrative Assistant
Category	Service Change – Staffing
Schedule	2018 Hiring Freeze
Cost	\$66,297
Funding Source	Tax Base
Executive Summary	
<p>With the growth of the organization, and the increase in service levels for Human Resources (HR), an Administrative Assistant position is required to help meet the demands in this service area. The position would provide administrative support for recruiting, onboarding, training, safety compliance and maintenance of employee files. This would allow the Manager, the Coordinators of HR and Occupational Health & Safety to focus on providing human resources and safety support to the organization instead of performing administrative duties which currently consume a large portion of their day.</p>	

Initiative	Systems Analyst
Category	Service Change – Staffing
Schedule	2019
Cost	\$105,976
Funding Source	Tax Base
Executive Summary	
<p>As recommended in the 2017-2022 Technology Strategic Plan, an additional staff member is required for Technology Services to provide service to the Town by improving and maintaining our corporate software, server and desktop virtualization. This individual would require expertise in enterprise based systems, advanced programming and interoperability between systems.</p>	

Department Business Plans

Initiative	Business Analyst
Category	Service Change – Staffing
Schedule	2019
Cost	\$98,772
Funding Source	Tax Base
Executive Summary	
<p>The Business Analyst position would help departments analyze capital and operating initiatives and their long term impact by building robust business cases so all information is known to decision makers. This position would help standardize assumptions across departments including resourcing requirements and ensure that dependencies are communicated and well understood. The analyst would also help with status quo budgeting and analyzing and reporting actual results to budget.</p>	

Initiative	Payroll Clerk – 0.7 FTE
Category	Service Change – Staffing
Schedule	2020
Cost	\$51,905
Funding Source	Tax Base
Executive Summary	
<p>This service change initiative involves increasing the hours of the payroll clerk from 1.3 to 2.0 to reflect the increase in the staffing of the Town of Stony Plain. As per the consultant's report: The Path Forward (2015 and Beyond) – An Introspective Exercise commissioned by the Town Manager and the General Manager of Corporate Services in early 2015, it was indicated that the payroll clerk should shift from half time to full time to maintain a ratio of one payroll staff member to every 100-150 permanent employees.</p>	

Initiative	Procurement & Assurance Clerk
Category	Service Change – Staffing
Schedule	2020
Cost	\$66,822
Funding Source	Tax Base
Executive Summary	
<p>This position is intended to provide assistance to the Procurement & Assurance Coordinator. The Coordinator is responsible for three service areas: Insurance, Procurement and Risk Management. The Procurement area is becoming busier with the Coordinator supporting the organization with procurement needs ensuring standardization and legislative requirements are met. Risk Management is in its infancy in the organization and is poised to advance steadily in early 2018. The Coordinator will require assistance with document creation and management for these three functions which a clerk can provide. The clerk could also handle the bulk of the insurance claim process allowing the Coordinator to focus on meeting with other departments regarding procurement and risk. This functional area of the Corporate Services department will continue to grow as the organization professionalizes its processes in these particular functions.</p>	

Department Business Plans

Community & Protective Services

Community & Protective Services is led by the General Manager of Community & Protective Services and encompasses the following functions:

- Programs and Events
- Facilities
- Fire Services
- Municipal Enforcement
- RCMP liaison
- Golf Course

Identity Statement

A diverse, progressive and dedicated team committed to the delivery of quality, safe and efficient services that meet the growing needs of our community.

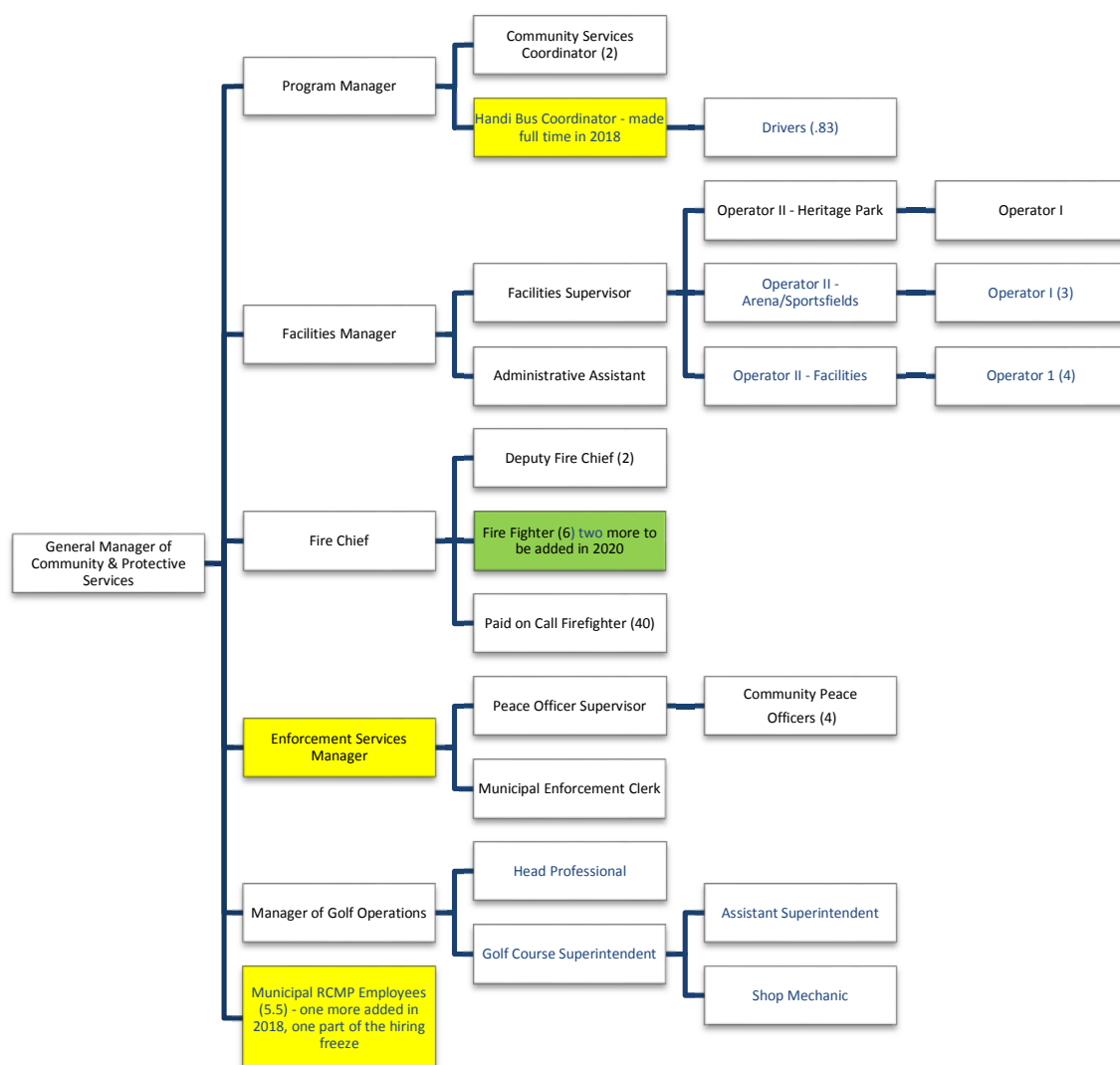
Department Business Plans

Community & Protective Services Operational Summary 2017-2020

	2017	2018	2019	2020
Revenues	Budget	Proposed	Proposed	Proposed
Sales & User Charges	2,049,200	1,618,700	1,661,700	1,706,700
Government transfers for operating	884,541	1,252,271	1,125,023	1,158,282
Fines	1,740,500	1,621,500	1,649,500	1,649,500
Licences & Permits	7,500	18,000	18,000	18,000
Investment Income	65,000	40,500	40,500	40,500
Rentals	593,974	606,874	621,874	621,874
Other	96,200	80,600	80,600	88,600
Total Revenue	5,436,915	5,238,445	5,197,197	5,283,456
Expenses				
Policing	4,407,506	4,531,565	4,737,176	4,840,227
Fire Services	1,618,101	1,801,767	1,830,781	2,036,846
Municipal Enforcement	755,726	793,873	809,050	821,046
Community Services	1,138,677	1,223,605	1,094,139	1,097,244
Programs	638,866	678,982	695,304	732,275
Facilities	4,015,061	4,039,334	4,175,517	4,193,047
Golf Course	1,874,769	1,762,873	1,833,174	1,820,060
Total Expenses	14,448,706	14,831,999	15,175,141	15,540,745
Surplus (Deficit)	(9,011,791)	(9,593,554)	(9,977,944)	(10,257,289)

Department Business Plans

Organizational Chart



Positions highlighted in yellow are part of proposed 2018 hiring freeze.

Department Business Plans

Full time Equivalent Staffing Summary

	Approved 2017	Proposed 2018	Hiring Freeze 2018	Proposed 2019	Proposed 2020
General Manager's Office	1.0	1.0		1.0	1.0
Community Services Programming	4.6	4.6	.4	4.6	4.6
Facilities	12.5	14		14	14
Fire Services	7.0	7.0		7.0	9.0
Enforcement Services	11.5	12.5	2	12.5	12.5
Golf Course	5.0	5.0		5.0	5.0
	41.6	44.1	2.4	44.1	46.1

The Town contracts with the RCMP for policing services in the community. A contingent of 18 RCMP members is funded by the Town of Stony Plain including a supervisor, a school resource officer and sixteen constables. An additional constable position is proposed for 2019.

Department Initiatives and Service Changes

Initiative	Enforcement Services Manager
Category	Service Change – Staffing
Schedule	2018 Hiring Freeze
Cost	\$138,651
Funding Source	Tax Base
Executive Summary	
<p>The Town of Stony Plain and the City of Spruce Grove are constructing a joint RCMP detachment. The Town of Stony Plain will be responsible for the municipal support staff employed and working at the new detachment. The administrative support staffing levels will be close to 20 in strength including a supervisory position. The addition of an Enforcement Services Manager will maintain the appropriate supervisory support to the Peace Officer Supervisor and Municipal Employee Supervisor positions. This position will ensure a diligent annual management of the Peace Officer and Municipal Employee teams. The Manager position will focus on the day to day management of the Municipal Employee and Community Peace Officer teams, will provide efficient management direction of the 2 areas of responsibility including the development of policies, procedures, annual financial planning and bylaws relevant to the Enforcement Services Team.</p>	

Initiative	Community & Protective Services Administrative Assistant
Category	Service Change – Staffing – 0.4 FTE
Schedule	2018- Hiring Freeze
Cost	\$23,080
Funding Source	Tax Base
Executive Summary	
<p>The Community and Protective Services Department's responsibility areas are growing resulting in the need for additional administrative support for the department. Providing administrative support to the Programs, Facilities and Community Peace Officer functions, this position will serve as the primary customer service contact to public members. The Administrative Assistant will provide general support to the departments function areas in addition to the coordination of the client needs of Handi-Bus users.</p>	

Department Business Plans

Initiative	Municipal RCMP Employees (one approved for 2018, one part of hiring freeze)
Category	Service Change – Staffing
Schedule	2018 Hiring Freeze (1)
Cost	\$66,472 \$66,472
Funding Source	Tax Base
Executive Summary	
<p>The Town of Stony Plain currently employs 18 RCMP Officers and 5.5 municipal support employees, resulting in a ratio of 3.3 RCMP Officer to 1 municipal support position. The average staffing ratio for like sized detachments is a 2- 2.5 RCMP Officer to 1 municipal support position. The addition of 2 municipal employee positions will lower the current ratio of 3.3 to 1 to 2.4 to 1, in line with the average of like sized detachments.</p> <p>The addition of 2 municipal employees will reduce the time RCMP Officers are spending on administrative work, increasing their time providing active policing.</p>	

Initiative	Irrigation Reel
Category	Departmental - Capital
Schedule	2018
Cost	\$20,000
Funding Source	Outdoor Recreation Reserve
Executive Summary	
<p>This initiative would purchase an irrigation reel to assist with the maintenance of sportsfields. Currently staff is completing field irrigation with multiple hose lengths, a water truck and a single hose nozzle. The current process is a very labour intensive and time consuming. One, possibly two fields are able to be irrigated a day with the current irrigation effort. The irrigation wheel will increase both time and labour efficiencies resulting in the irrigation of three or more fields a day. The efficiencies gained will permit irrigation work to be completed in conjunction with aeration and fertilization schedules, resulting in improved field conditions. Additionally, efficiencies gained will allow for other critical tasks to be completed and scheduled more effectively. The Community and Protective Service sportsfield staff will house, operate, and maintain this piece of equipment.</p>	

Initiative	Vehicle Purchase – Arena/Sportsfields
Category	Departmental - Capital
Schedule	2018
Cost	\$40,000
Funding Source	Capital Equipment Reserve
Executive Summary	
<p>A heavy duty vehicle capable of towing is needed for the Arena/Sportsfields function area. The department is currently using a light duty truck that cannot tow trailers needed for maintenance functions during the course of the departments work. A heavy duty (3/4 Ton) truck will be purchased to support the Arena/Sportsfield operations.</p>	

Department Business Plans

Initiative	RCMP Member
Category	Service Change – Staffing
Schedule	2019
Cost	\$162,000
Funding Source	Tax Base
Executive Summary	
<p>The Town of Stony Plain currently employs 18 RCMP Officers, Regular Members (RM). Stony Plain continues to see a greater than average annual growth in population. The RCMP is projecting the need for an additional RM in 2019 to meet the growing population and policing challenges. The Stony Plain detachment currently has a ratio of 905 persons per member. The Division average for Municipal policing resources is 746 persons per member. This additional position will be dedicated to traffic enforcement given the current resource count does not include a dedicated traffic member. The dedicated focus on traffic will supplement the existing traffic enforcement strategies currently being utilized in the Town.</p>	

Initiative	Pre-emptive Traffic Light System
Category	Departmental - Capital
Schedule	2019
Cost	\$127,000
Funding Source	Policing & Public Safety Reserve
Executive Summary	
<p>In fire situations, seconds count. It is not just about arriving on scene fast, you must arrive safely. As our Town grows, the roads are getting busier. A system is available that can monitor where a fire truck is going and change the lights in front of it clearing traffic and allowing the apparatus to go through an intersection with greater safety. The City of Spruce Grove has been using this system with great success for the past 3 years. The City of Edmonton is currently converting to this system. This initiative supports the Council's Strategic Plan commitment of installation of traffic controls, supporting public safety.</p>	

Initiative	Firefighters (2)
Category	Service Change – Staffing
Schedule	2020
Cost	\$169,360
Funding Source	Tax Base
Executive Summary	
<p>The Stony Plain Fire Department (SPFD) has been built on the hard work and dedication of our Paid on Call (POC) firefighters. We are a customer service focused organization, which strives to satisfy the needs of our internal and external clients. This system has served our community very well, but it will not last forever. Increased demands for service, training and safety legislation will require continued adjustments to the current staffing model. The Department is averaging more than 500 calls per year, with the growth in our Region, this trend is expected to continue and potentially increase. Additional fulltime Firefighters (FT FF) will balance our existing crew system and ensure a minimum FT staffing of 5 responders during the daytime hours when POC responders are limited. The addition of FT staff is not to replace our current POC system but to enhance and provide relief to our POC firefighters during day time response. Every Municipality across the Province is faced with similar issues of limited daytime response. The addition of more FT firefighters will benefit in multiple ways; reducing some of the daytime load off of our current POC responders will allow them to extend their service careers by reducing potential burnout, thus maintaining the current composite Department that serves our Community today, while still guaranteeing a sufficient number of firefighters to respond to increasing calls for service. A half year hire of two FT firefighters will maximize recruitment efforts and take pressure off current POC firefighters.</p>	

Department Business Plans

Planning & Infrastructure

Planning & Infrastructure is led by the General Manager of Planning & Infrastructure and encompasses the following functions:

- Planning
- Engineering
- Operations

Identity Statement

Our Department wants to be:

- *Forward thinking and masters of change, both in terms of the community's physical growth and development as well as in our professional environment.*
- *Problem solvers who are able to evaluate, provide options, formulate recommendations and promptly make decisions.*
- *The model of a collaborative, respectful and safe group, known for consistency, integrity and reliability. We take pride in our work and enjoy what we do.*
- *Mindful of employee health and welfare as well as providing training and education.*

The purpose of the Planning and Infrastructure Department is:

- *To protect the public interest while guiding and facilitating the physical and social development and maintenance of the community.*
- *To provide meaningful and appropriate customer service for both co-workers and external customers. We strive to do this through the provision of public education.*
- *To be process managers who develop efficient systems and procedures for core competencies.*

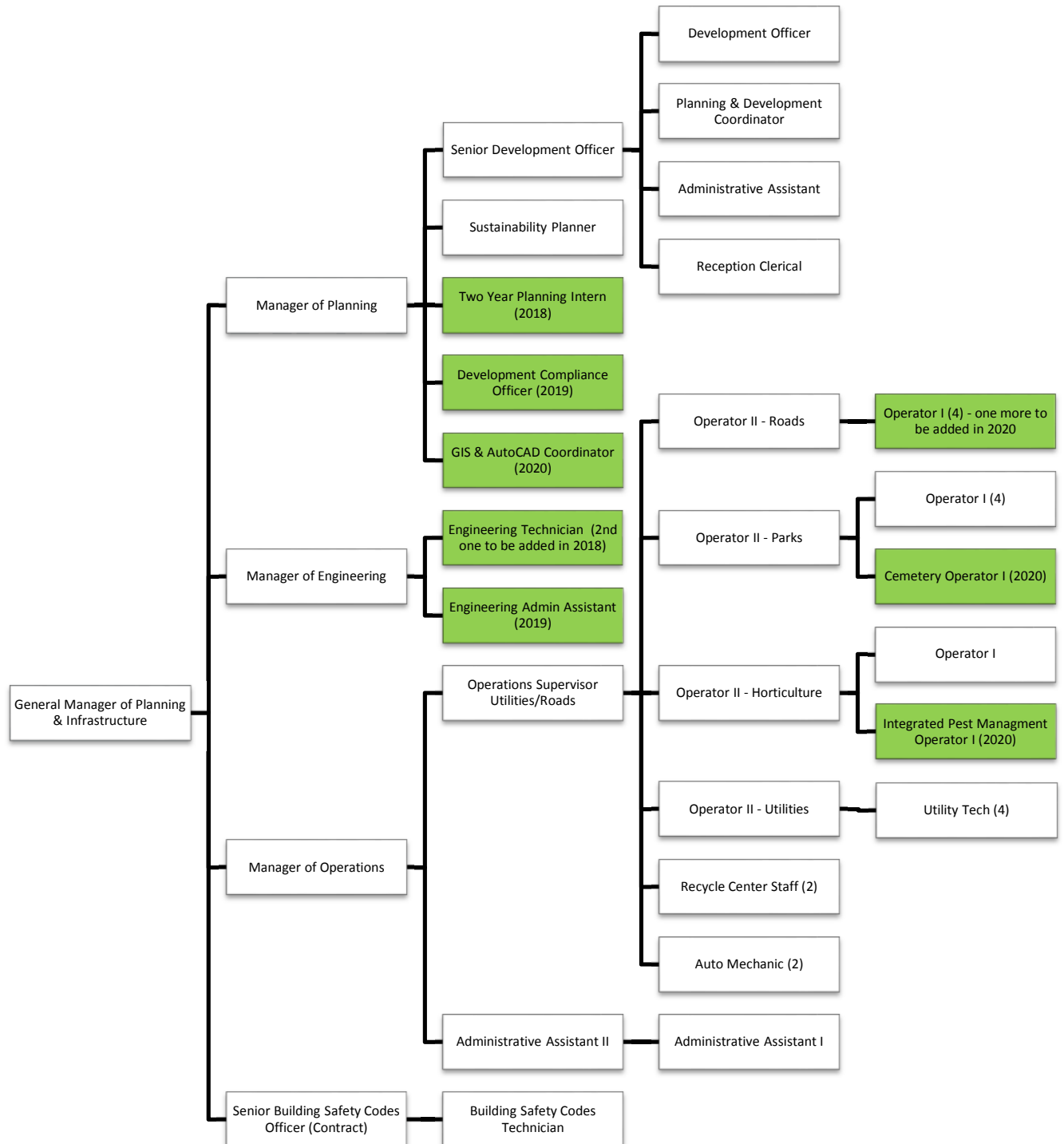
Department Business Plans

Planning & Infrastructure Operational Summary 2017-2020

	2017 Budget	2018 Proposed	2019 Proposed	2020 Proposed
Revenues				
Frontages (local improvements)	4,955	4,955	4,955	4,955
Sales & User Charges	9,832,014	10,257,078	10,836,160	11,453,049
Government transfers for operating Developer Contributions	85,400	172,400	205,400	185,400
Licences & Permits	201,000	-	-	-
Investment Income	425,000	320,000	400,000	500,000
Rentals	187,000	80,700	80,700	80,700
Other	2,500	1,500	6,880	6,880
Penalties	19,500	15,500	15,500	15,500
	51,000	50,500	51,000	51,000
Total Revenue	10,808,369	10,902,633	11,600,595	12,297,484
Expenses				
Transportation	5,581,157	5,750,467	6,030,538	6,723,336
Environmental Services	9,108,460	9,224,706	9,868,456	10,261,306
Parks	2,118,936	2,246,717	2,257,272	2,258,847
Planning & Development	2,265,476	1,922,326	2,287,429	2,220,556
Total Expenses	19,074,029	19,144,216	20,443,695	21,464,045
Surplus (Deficit)	(8,265,660)	(8,241,583)	(8,843,100)	(9,166,561)

Department Business Plans

Organizational Chart



Department Business Plans

FTE Staff Summary

	Approved 2017	Proposed 2018	Proposed 2019	Proposed 2020
General Manager	1.0	1.0	1.0	1.0
Planning	7.0	8.0	9.0	10.0
Engineering	2.0	3.0	4.0	4.0
Operations	26.4	26.4	26.4	29.4
Building Inspection	1.0	1.0	1.0	1.0
	36.4	39.4	41.4	45.4

Department Initiatives and Service Changes

Initiative	Two Year Planning Intern
Category	Service Change – Staffing
Schedule	2018
Cost	\$63,000 (2 Years/\$31,500 per year)
Funding Source	Tax Base & Municipal Land Use Planners Internship Grant
Executive Summary	
<p>This service change initiative provides for a two year term for an intern to support the business lines in the department. The Town hired an intern (2012 – 2014) under the Municipal Internship Program for Land Use Planners. This has benefitted the Town with additional capacity in Planning and Development. The Province partners with the Town to enable recent graduates to be hired for up to a two year (24-month) period to provide an entry into municipal planning. This initiative proposes to repeat that process with a new intern.</p> <p>Total cost \$120,000 Municipal Internship Program contribution \$57,000 Town of Stony Plain contribution \$63,000</p>	

Initiative	Engineering Technician
Category	Service Change – Staffing
Schedule	2018
Cost	\$101,252
Funding Source	Utilities
Executive Summary	
<p>The Town is developing/growing at a rapid pace and consequently could benefit from a primary staff member dedicated to the addressing the engineering requirements related to growth. A few responsibilities for this position would include: assisting applicants by providing and explaining servicing drawings and requirements, Engineering drawing review, Utility coordination and line assignment requests and approvals, meetings with developers, site inspections, CCC and FAC coordination including document control and Tangible Capital Assets. Furthermore, this position could be the primary contact for all Development permit or Development Agreement inquiries. With infrastructure being one of the Town's most important assets this position would ensure responsible, viable future growth as identified in the Municipal Development Plan.</p> <p>The position will be fund from utility revenues, not the tax base, and therefore has been recommended for approval in 2018.</p>	

Department Business Plans

Initiative	2018 Infrastructure Rehabilitation Program
Category	Departmental – Capital
Schedule	2018
Cost	\$553,382
Funding Source	Capital Water Reserve, Capital Sewer Reserve, Capital Roads Reserve

Executive Summary
<p>The Town recognizes the need to protect the investment it has in its existing municipal infrastructure including storm and sanitary sewer systems, water main network, roads and sidewalks. The condition of these facilities deteriorates with age and cannot provide the capacity needed to adequately service the current needs of the community and anticipated growth.</p> <p>In 2009 the Town developed a 10 year Infrastructure Rehabilitation Program in order to prioritise repairs or replacement of the existing systems to maintain the acceptable level of service required. Since 2009 the program has been the basis for establishing the annual capital rehabilitation projects. Administration is recommending that the program continue. The priorities that identified in the 10 Year Capital Program – selected for 2018 – are:</p>

Road Name	Roadway	Concrete	Water	Sanitary	Storm	TOTAL
56th Avenue (50th Street east)	\$156,000	\$15,600	\$105,300	\$83,200		\$360,100
41 st Avenue (50 th St to 51 st St) Heritage Park Access	\$111,750					\$111,750
49 th Street (44 th Ave into Rotary Park)	\$81,532					\$81,532
TOTAL	\$349,282	\$15,600	\$105,300	\$83,200		\$553,382

Initiative	Utility Trailer
Category	Departmental – Capital
Schedule	2018
Cost	\$17,500
Funding Source	Capital Equipment Reserve
Executive Summary	
This initiative would purchase a trailer designed to respond to water breaks faster and improve our service to our residents during repairs. One significant issue that residents have with water breaks is that the lack of access to potable drinking water during the water repair. This trailer would serve two purposes. One being a large potable water tank that would be brought to site and any residents would have access to drinking water immediately during emergency repairs, the other half of the trailer would have space for road signs, tools, trench boxes and clamps to begin repairs immediately.	

Department Business Plans

Initiative	Gator
Category	Departmental – Capital
Schedule	2018
Cost	\$20,000
Funding Source	Capital Equipment Reserve
Executive Summary	
<p>The Town has increased its recruitment of seasonal summer students in order to maintain parks, trails and green spaces. The staff requires transportation to move efficiently around Town. The 4 seat Gator is a light vehicle that will have less impact on the trails compared to a pickup truck and will move staff, equipment and garbage around efficiently at a lower cost.</p>	

Initiative	Mower
Category	Departmental – Capital
Schedule	2018
Cost	\$32,000
Funding Source	Capital Equipment Reserve
Executive Summary	
<p>This initiative would add an additional mid-sized mower to ensure grass cutting responsibilities are achieved. This would allow Public Works to continue the grass cutting of boulevards, playing fields, and green spaces around Town.</p>	

Initiative	Utility Map Upgrade
Category	Departmental - Operating
Schedule	2018
Cost	\$50,000
Funding Source	Federation of Canadian Municipalities Grant and/or Utility Rate Stabilization Reserve
Executive Summary	
<p>Current “as-built” utility maps require verification to ensure accurate locating lines for digs, isolating lines for water breaks, and with asset management and construction. Contracting out a survey crew with proper GPS equipment would be required to do valve and manhole pickup to update and create an electronic database for the Town. This initiative requires in the field survey to identify and pickup all necessary mapping information.</p>	

Department Business Plans

Initiative	Central Trunk Sanitary Sewer Design & Construction
Category	Departmental - Capital
Schedule	2019 – 2020
Cost	\$14,925,000
Funding Source	Deferred Offsite Levies, Debt Financing
Executive Summary	
<p>The 2006 Sanitary Sewer System Master Plan identified that the central trunk sanitary sewer is over capacity during major rainfall events and recommended replacing a significant amount of the existing sewer mains with a larger diameter pipe. This increase in flow in wet weather is due to excessive infiltration of storm water into the system which can potentially lead to the flooding of basements. This occurred during the 1:125 year storm in July of 1996.</p> <p>This capital initiative includes Pre-Design, Design and Tender in 2019, and then proposed construction in 2020 of the Central Trunk Sanitary Sewer which is currently over capacity and experiencing significant maintenance/upkeep issues.</p> <p>The pre-design and design will include an evaluation of the existing sanitary sewer with recommendations on most feasible and cost effective options for reconstruction, find out the segment(s) of sanitary sewer require replacement with oversized pipe, relining or storage tanks (if any), review the existing utility right of way, easements, working easement required for the construction, review the shallow utilities within the Right-of-Way (ROW), review the crossing challenges, storm water management including inflow and infiltration within the ROW, review the requirements of Bio-physical Impact Assessment (BIA) and Environmental Site Assessment (ESA-1), geotechnical investigation to determine the bedding and fill materials of the line, review the maintenance challenges of the line, stakeholder engagement etc. Once the pre-design report is acceptable to the Town of Stony Plain, the detailed design will be performed. Once the detailed design is done, the tendering of the project will be done. Pre-design and Design will be done as per the Town of Stony Plain Development Standards.</p> <p>The Town is promoting infill development and high density redevelopment within the down town area which will result in more sewer flow into the central trunk line and increase the potential for flooding unless the sewer main is upsized. A wet weather report in the central trunk catchment area was prepared by Associated Engineering in 2012 that recommends replacing the existing sewers with larger diameter pipes from Oatway Drive (north) to the connection to the regional sewer commission line located in the North Business Park and also installing two wet weather underground tanks that will temporarily store storm water during the peak of a rainfall event. These improvements are designed to prevent basements from flooding and overland surcharge of sewage during the extreme weather conditions.</p>	

Initiative	Sprayer
Category	Departmental – Capital
Schedule	2019
Cost	\$20,000
Funding Source	Capital Equipment Reserve
Executive Summary	
<p>This initiative proposes to purchase a ride on sprayer that would transfer the weed control spraying from a contractor to in house service delivery. There is a proposed annual cost savings for weed control estimated at \$35,000.</p>	

Department Business Plans

Initiative	Tangible Capital Assets Condition Assessment
Category	Departmental - Operating
Schedule	2019 – 2024
Cost	\$500,000 (5 years/\$100,000 per year)
Funding Source	Grant
Executive Summary	
<p>This initiative would establish the condition of tangible capital assets that include roads, water, and sewer in five (5) years. The purpose is to establish a condition rating that will increase the effectiveness in long term rehabilitation planning. Currently the Town only has the age as a condition rating for these assets, additional condition ratings would improve the delivery of sustainable service to the town and assist with appropriate planning. The information would be an added value to the Tangible Capital Asset register that the Town currently maintains. The condition assessment would also provide the opportunity to perform a field survey that would capture information related to utility valves and manholes. This information would assist utilities in work performed related to rehabilitation and repairs. The as-built maps received from developers do not always contain this level of information and it is required to ensure that repairs are completed in a timely manner. Combining these two projects would save time and resources.</p>	

Initiative	Planning Module
Category	Department – Operating
Schedule	2019
Cost	\$166,525
Funding Source	Tax Levy Stabilization Reserve, Utility Rate Stabilization Reserve
Executive Summary	
<p>This initiative will provide software modules that will enhance the integrated planning processes. This will allow for the sharing of data, and for the opportunity to build more effective reporting and planning capacity for the organization. The modules being considered are the Building Permits Module, the Planning Module and the Mobile Inspections Module.</p>	

Initiative	Municipal Development Standards Update
Category	Departmental - Operating
Schedule	2019
Cost	\$75,000
Funding Source	Tax Levy Stabilization Reserve
Executive Summary	
<p>This initiative would be to update the Municipal Development Standards (MDS) of the Town of Stony Plain. The last update was completed in 2006. The driving force behind this initiative is to ensure the MDS are up-to-date with the current best practices and construction methods. The updated MDS will guide developers, consultants, contractors, internal and external stakeholders in design, construction, maintenance and rehabilitation of municipal infrastructure within the Town of Stony Plain; which will meet the current regulatory requirements and industry standards. Once the MDS are updated, it is expected it will provide comprehensive overview to all users, and it would be in line with the other similar municipalities and provincial standards.</p> <p>The Municipal Development Standards should be updated at 5 year intervals to ensure the MDS remain current, relevant and comprehensive. An engineering consulting company will be engaged for the project to update the MDS by meeting with external and internal stakeholders, gather comments, feedback and finally present updated standards.</p>	

Department Business Plans

Initiative	Development Compliance Officer
Category	Service Change - Staffing
Schedule	2019
Cost	\$85,472
Funding Source	Tax Base
Executive Summary	
<p>This service change initiative provides for a new position to ensure compliance with the Town's land use and development regulations, Land Use Bylaw, Stop Orders, any change of use, business licensing requirements. This is a hybrid role combining the authorities of a Bylaw Officer and Development Officer providing the capacity to monitor, encourage and negotiate compliance, and be a "point of contact" for enforcement, implementation requirements and approvals issued by Council, Municipal Planning Commission, Subdivision and Development Appeal Board, and Development Officers. The style of approach would be that of a "business ambassador" with the skill set to communicate, negotiate, and assist the public to bring matters into compliance whereas enforcement would be a last resort.</p>	

Initiative	Engineering Administrative Assistant
Category	Service Change - Staffing
Schedule	2019
Cost	\$66,822
Funding Source	Tax Base
Executive Summary	
<p>With the increased need to insure quality and timely customer service the Engineering Department requires a dedicated Administrative Assistant. Proposed roles and responsibilities would include: answering calls for lot grading inquiries/inspections, scheduling, accepting infrastructure complaints, capital projects questions and/ or concerns, private development questions, Public Works inquiries, completing paperwork, etc. Currently front end staff manages these inquiries by passing them directly onto the Manager and Technician within the Engineering Department.</p>	

Initiative	Public Works Building Design and Construct
Category	Departmental - Capital
Schedule	2020
Cost	\$8,800,000
Funding Source	Municipal Sustainability Initiative Grant, Federal Gas Tax, Debt Financing
Executive Summary	
<p>A feasibility study is currently underway to recommend upgrades to the Public Works yard and facility. It has been decided that remaining at the existing location would be best for continued maintenance of the Town. Therefore, upgrades need to occur to the current building. After completion of the study, detailed design would be required, followed by construction of the facility. The price for construction is an estimate until detailed design is complete, however the current building needs upgrades to the exterior, additional room for mechanics, a wash bay, significant increase in heated parking for heavy equipment, proper locker rooms to meet regulations, expanded staff room, increased office space and general storage.</p>	

Department Business Plans

Initiative	Excavator
Category	Departmental - Capital
Schedule	2020
Cost	\$300,000
Funding Source	Capital Equipment Reserve
Executive Summary	
<p>A track excavator is required for ongoing maintenance of the Town. Currently the backhoe is used for standard street excavations but a track hoe is required for the following maintenance tasks: utility water and sewer digs and repairs; remove and replace trails; pulling batters of gravel roads; whispering waters creek cleanout; storm pond silt/sedimentation cleanout; creek sidewall trimming; and reshaping of park side slopes.</p>	

Initiative	Cemetery Operator
Category	Service Change - Staffing
Schedule	2020
Cost	\$84,810
Funding Source	Tax Base
Executive Summary	
<p>With the anticipated 2019 construction of the cemetery, an additional operator will be required for ground maintenance and operation.</p>	

Initiative	GIS and AutoCAD Coordinator
Category	Service Change - Staffing
Schedule	2020
Cost	\$84,573
Funding Source	Tax Base
Executive Summary	
<p>This service change initiative provides a new, full time position. With the successful recruitment of a new management team in Planning and Infrastructure, several initiatives and comprehensive projects are proceeding or underway. Major projects include storm water master plan, sanitary sewer and water master plans, transportation master plan, off-site levy review, cemetery project, new area redevelopment plans as well as the annual Capital and SIP programs. All require the infusion of high quality GIS and AutoCAD maps, plans and digital images for both internal and external use and enhance customer service.</p>	

Department Business Plans

Initiative	Roads Operator
Category	Service Change - Staffing
Schedule	2020
Cost	\$79,795
Funding Source	Tax Base
Executive Summary	
Public Works sees an increase of road maintenance as the Town grows. It is expected an additional roads operator will be required in 2020 to manage the community's growth. The operator would be responsible for continued maintenance of the Town including the following tasks: snow removal and sanding; pothole repair; trail repair; gravel road maintenance and watering; gravel path and lot construction; sign inventory; and boulevard maintenance.	

Initiative	Integrated Pest Management Operator
Category	Service Change - Staffing
Schedule	2020
Cost	\$84,810
Funding Source	Tax Base
Executive Summary	
A dedicated Public Works staff member is required to complete necessary integrated pest management for the Town. As a specialist position, the duties would reflect the service delivery requirement for pest management, especially in the area of weed control and tree spraying while working in tandem with the Parks and Horticulture crews. This position would also assume the required enforcement role of the Town's Weed Inspector.	

Fiscal Plan

Fiscal Plan

FINANCIAL DISCUSSION AND ANALYSIS

Overview

The overview 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.

The main objective of the financial discussion and analysis is to clearly explain and highlight information underlying the Corporate Plan. The information is intended to enhance the user's understanding of the Town's financial position and operations – enabling the Town to demonstrate accountability for the resources entrusted to it.

The information presented outlines the tax impact of the Corporate Plan. The tax increase proposed for 2018 is 2.74%. The tax increase proposed for 2019 is 7.07%, the status quo is 1.67% and the initiatives are 5.40%. The tax increase proposed for 2020 is 8.62%, the status quo is 1.69% and the initiatives are 6.93%.

Key Assumptions

The Fiscal Plan is prepared in accordance with the Town's financial bylaws and policies which are summarized in the notes. Assumptions about inflation, population growth, assessment growth and the economy are included in the notes section.

Key Measures

The Town manages the finances with a long term view focusing on affordability, a sound financial position and long term planning. Key measures include accumulated surplus, tangible capital assets and debt; these measures indicate the Town's ability to finance activities and provide future service levels.

Fiscal Plan

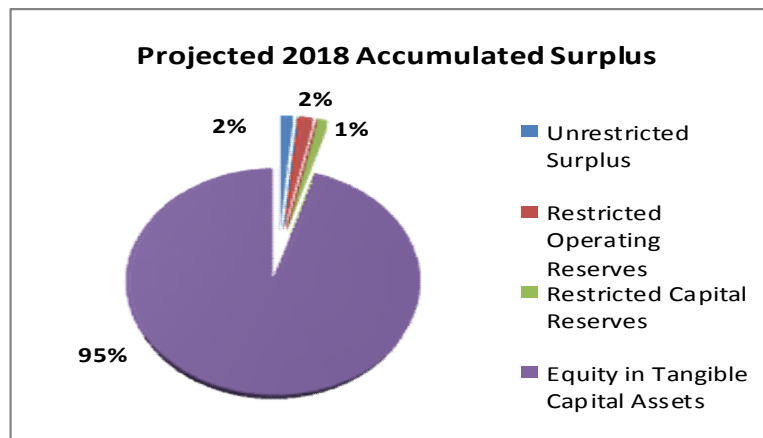
Unconsolidated Statement of Operations

Town of Stony Plain Unconsolidated Statement of Operations				
	Budget 2017	Proposed Budget 2018	Proposed Budget 2019	Proposed Budget 2020
Revenue				
Net Taxes available for municipal purposes	\$ 16,247,081	\$ 16,770,002	\$ 18,656,735	\$ 20,158,449
Sales & user charges	12,141,214	12,141,798	12,747,380	13,392,769
Franchise and concession contracts	2,564,800	3,162,474	3,222,758	3,287,225
Government transfer for operating	1,084,452	1,548,103	1,330,423	1,343,682
Developer contributions	236,000	-	-	-
Fines	1,782,500	1,661,500	1,671,500	1,671,500
License & permits	587,500	491,000	587,500	704,000
Investment income	344,000	239,700	239,700	218,700
Rentals	437,598	480,584	495,584	495,584
Other	165,975	192,350	192,350	225,350
Penalties & costs on taxes	217,000	220,500	221,000	221,000
	<u>\$ 35,808,120</u>	<u>\$ 36,908,011</u>	<u>\$ 39,364,930</u>	<u>\$ 41,718,259</u>
Expenses				
Recreation & culture	\$ 9,818,350	\$ 10,050,461	\$ 10,290,925	\$ 10,155,698
Utilities	9,108,460	9,224,706	9,868,456	10,261,306
Protective services	6,781,333	7,127,205	7,376,997	7,698,119
General government	6,529,643	6,237,237	6,606,300	6,840,640
Transportation	5,667,515	5,856,555	6,137,869	6,831,953
Development	2,513,076	2,355,279	2,743,705	2,779,239
	<u>\$ 40,418,377</u>	<u>\$ 40,851,443</u>	<u>\$ 43,024,252</u>	<u>\$ 44,566,955</u>
Annual Surplus (Deficit) Before				
Other Revenue	<u>\$ (4,610,257)</u>	<u>\$ (3,943,432)</u>	<u>\$ (3,659,322)</u>	<u>\$ (2,848,696)</u>
Other Revenue				
Contributed tangible capital assets	\$ 5,683,056	\$ 2,390,378	\$ 1,970,922	\$ 3,669,989
Government transfers for capital	4,830,793	4,895,714	5,061,210	3,659,649
Deferred Offsite Levies	-	-	1,608,208	-
Annual Surplus (Deficit)	<u>\$ 5,903,592</u>	<u>\$ 3,342,660</u>	<u>\$ 4,981,018</u>	<u>\$ 4,480,942</u>
<i>Accumulated Surplus at Beginning of Year</i>	<i>\$ 200,388,920</i>	<i>\$ 206,292,512</i>	<i>\$ 209,635,172</i>	<i>\$ 214,616,190</i>
<i>Accumulated Surplus at End of Year</i>	<i>206,292,512</i>	<i>209,635,172</i>	<i>214,616,190</i>	<i>219,097,132</i>

Fiscal Plan

Accumulated Surplus

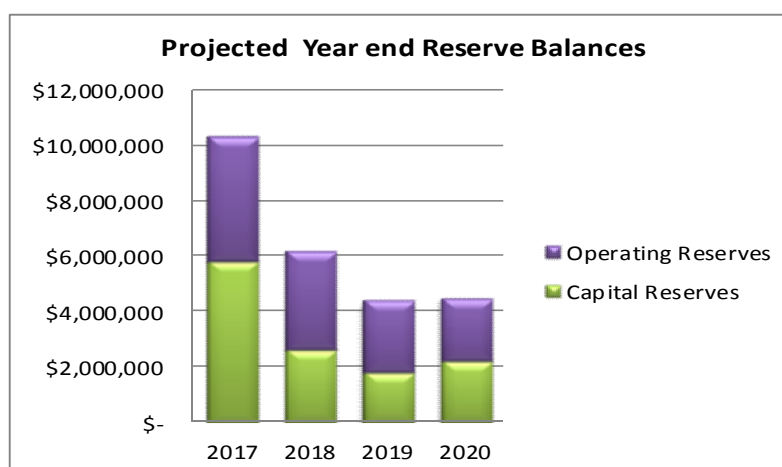
The accumulated surplus consists of three segments: unrestricted, restricted operating and capital reserves and the investment in tangible capital assets. The greatest portion of accumulated surplus is equity in tangible capital assets (TCA). General reserves for operating and capital are funded with annual transfers from the general tax base, with the exception of the utility reserves, the policing and public safety reserve, and the safety reserve. The utility reserves are restricted for use in utility operations or infrastructure projects.



Restricted Surplus

The restricted surplus is made up of municipal reserves and utility reserves. The reserves are used in accordance with Accumulated Surplus (Reserves) Financial policy C-FS-027.

The capital initiatives proposed use a combination of capital and operating reserves, deferred offsite levies, debentures and grants for funding. It is projected that the balance of reserves will decrease over the next few years. Below is a summary of the projected reserve balances for the next three years.



In 2018 transfers to reserves are \$3,150,274 and transfers from reserves are \$7,290,781.

Fiscal Plan

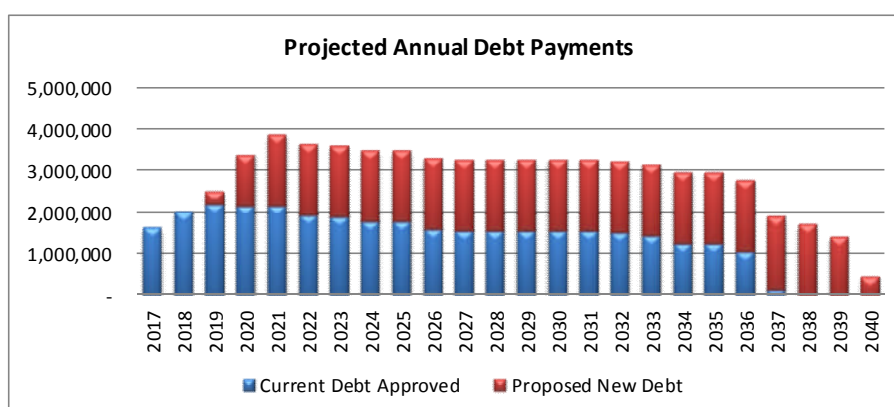
Debt

The Town maintains debt levels that allow for a healthy degree of flexibility in providing programs and services. Debt is used to accelerate capital projects that are deemed necessary for the well-being of the community, giving consideration to the associated finance costs.

The Town's Debt Management policy (C-FS-002) sets debt servicing at the provincial limit as defined in the Municipal Government Act 251-253, Debt Limit Regulation 255/2000. New debt is considered when funding from grants and other sources cannot be secured. The debt limit is calculated at 1.5 times total revenue and debt service limit is calculated at 0.25 times total revenue.

The rate of borrowing from Alberta Capital Financing Authority as of October 13, 2017 of 3.284% for 20 years has been used as an assumption for all debt.

The chart below demonstrates the current and future debenture principal payments and interest as proposed in the Corporate Plan.



Four initiatives in the Corporate Plan have identified debentures as a proposed source of funding. Administration will continue to look for grants and other methods of funding for capital approved by Council. The chart below shows the projected amount of debt and debt servicing available in future years as a funding source.

DEBT LIMIT	December 31st 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020
Municipal Debt Limits	\$ 54,178,562	\$ 53,712,180	\$ 55,362,017	\$ 59,047,395	\$ 62,577,389
Outstanding Debt	\$ 10,653,998	\$ 20,249,512	\$ 24,140,751	\$ 27,105,357	\$ 45,687,255
Total Debt Limits available	\$ 43,524,564	\$ 33,462,668	\$ 31,221,266	\$ 31,942,038	\$ 16,890,133
Municipal Debt Service Limit	\$ 9,029,760	\$ 8,952,030	\$ 9,227,003	\$ 9,841,233	\$ 10,429,565
Current Debt Service Level	\$ 1,589,955	\$ 1,630,800	\$ 2,033,582	\$ 2,514,936	\$ 3,410,139
Service on Debt Limit Available	\$ 7,439,805	\$ 7,321,230	\$ 7,193,421	\$ 7,326,297	\$ 7,019,426

Fiscal Plan

Below is chart of the potential tax impacts of debentures.

New Debt	2018	% tax increase	2019	% tax increase	2020	% tax increase
Boundary Road*	\$ 5,121,201	2.10%				
Downtown Community Centre			\$ 2,500,000	1.02%		
Municipal Cemetery			\$ 2,000,000	0.81%		
Public Works Building					\$ 7,363,796	2.99%
Central Trunk Sewer Line**					\$13,316,792	0.0%
Recreation Centre					\$57,000,000	TBD

* Due to the uncertainty of the funding requirements the payments will be funded from the Tax Levy Stabilization Reserve in 2018.

** Central Trunk Sewer Line debenture payments will be funded through the Waste Water rates. One payment is shown for 2020.

Usually financial forecasts are published at a later stage of development, however this forecast of outstanding debt is provided sooner to demonstrate the need for further work on financing strategies and long term planning.

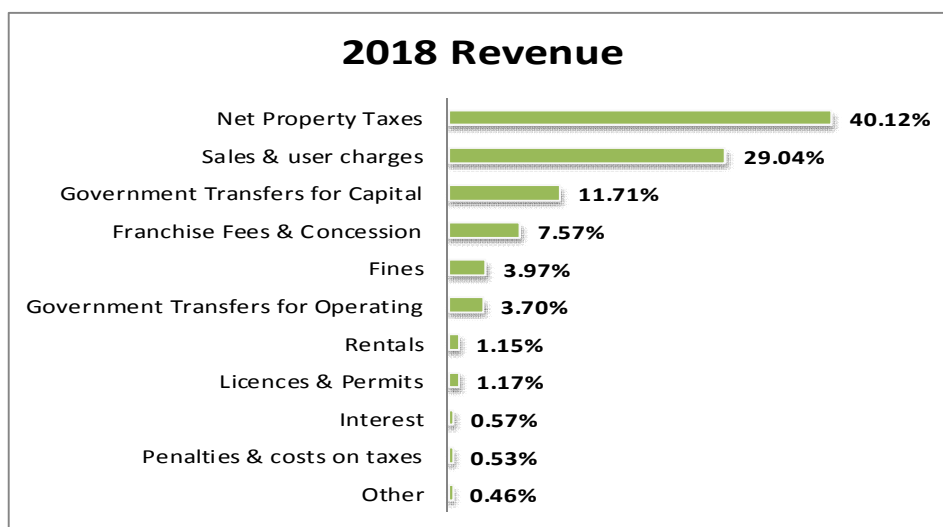
Revenues

Revenue and Taxation

Revenue and taxation are planned in accordance with Town policy Revenue & Taxation C-FS-026.

Revenues

The 2018 Corporate Plan projects \$41.8 million in revenue primarily from taxes, capital grants, user fees and franchise fees. The taxes shown are net of the requisitions for schools and the Meridian Foundation.



Fiscal Plan

Property Taxes

The proposed property tax increase helps fund ongoing service delivery, maintenance, as well as new initiatives that are not utility or developer related. Ensuring lifecycle maintenance of existing infrastructure, facilities, parks, fleet, and equipment remains a priority.

The Town also collects levies on behalf of the provincial government for education and on behalf of the Meridian Foundation, which provides local housing for seniors. The requisition amounts are not known at this time and they are not included in the projected municipal tax increase.

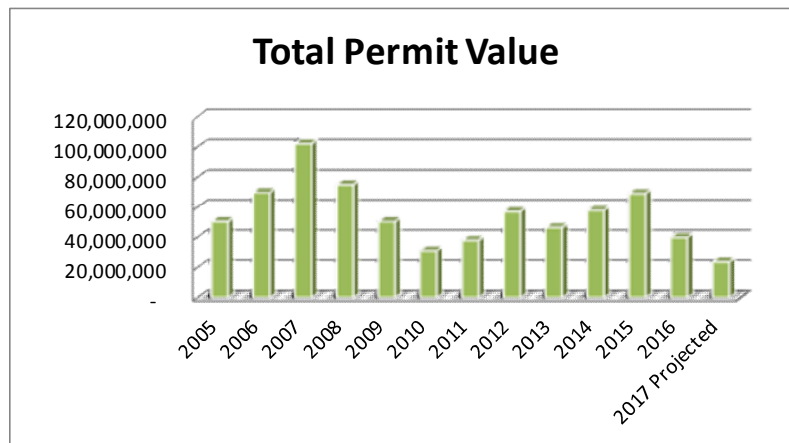
Property taxes are calculated in two steps. First, the Town Assessor prepares an assessment of each property and calculates the Town's total assessment.

Second, in May the Town sets tax rates for classes of properties, such as residential and non-residential property, based on the total assessment and revenue requirements. In 2018 a one percent tax increase is equivalent to approximately \$167,191.

The tax rate is affected by declines or increases in the market which result in increases or decreases in the tax rate to offset the market downturn or upturn.

Total Permit Values are used for estimating growth in assessment for the Corporate Plan.

The most important driver of the Town is economic activity which affects the number of taxable properties; this influences construction activity and impacts the demand for Town services. It is expected that the Town of Stony Plain's assessment growth will be less in the 2017 assessment year based on the number of permits issued to date.

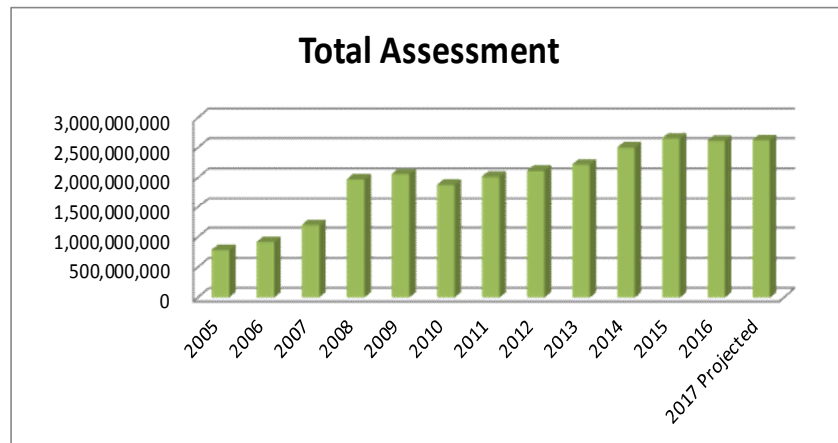


The total projected permit value of \$24 million for 2017 has been estimated based on the experience and the trends in place. As of September 30, 2017, the Town has issued 433 permits with a value in excess of \$23.7 million. The Town has observed a decrease in the number of permits to date; a conservative number is used at this time to predict projected value.

Fiscal Plan

Total Assessment Value

The following chart shows the Town's Total Assessment Values from 2005 to a projected value at year end 2017.

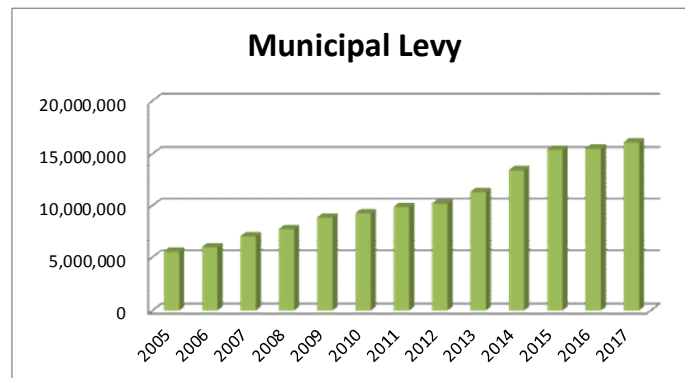


The assessment projection is calculated by projecting the permits at a construction value of \$25 million. A reasonable estimate of actual assessment values is approximately 1.5 times the construction permit values. For this reason, an estimate of \$36 million has been used as the potential increase in assessment values for 2018. At this time a conservative estimate of \$65,000 in new income from growth is included in the Corporate Plan. A conservative estimate is used due to the uncertainty of when the new construction will be complete.

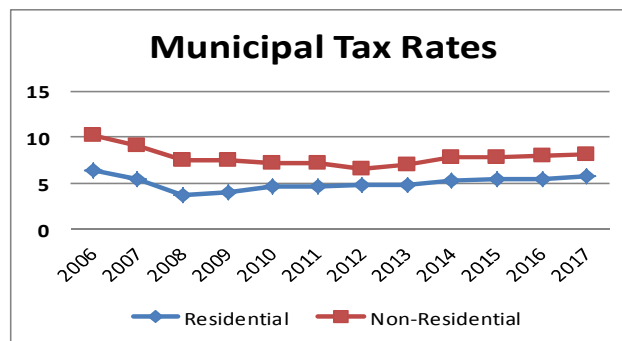
In the 2017 fiscal year the Town saw the overall assessment go down as the market value of properties decreased was slightly more than the amount of new growth. If the market value of properties decreases in the 2018 fiscal year then a higher tax increase would be considered to raise the revenues the Town requires. At this time administration is not expecting the market to shift dramatically either up or down prior to the Assessor handing off the assessment to the Town.

The Municipal Tax Levy provides approximately 38% of the total revenue including capital or 45.44% of the operating revenue requirement for Town operations. The Municipal Tax Levy has grown from \$5.529 million in 2005 to a projected requirement of over \$16.77 million in 2018. Likewise the Town's total taxable assessment has increased from \$785 million in 2005 to a projected value of \$2.69 billion in 2017; this represents a 235% increase in assessment value. The following chart shows how the municipal tax levy has increased from 2005 to 2017.

Fiscal Plan



The projected Municipal Tax Levy for the 2018 is \$16,770,002 which includes a local improvement for \$4,955. This includes \$457,921 in revenue resulting from a potential 2.74% increase in taxes. \$65,000 has been included for revenue from growth in each of the three years.



A potential increase to municipal property taxes of 2.74% results in an increase of approximately \$1.33 per month to a household with an assessment of \$100,000 or \$15.93 annually.

User Fees

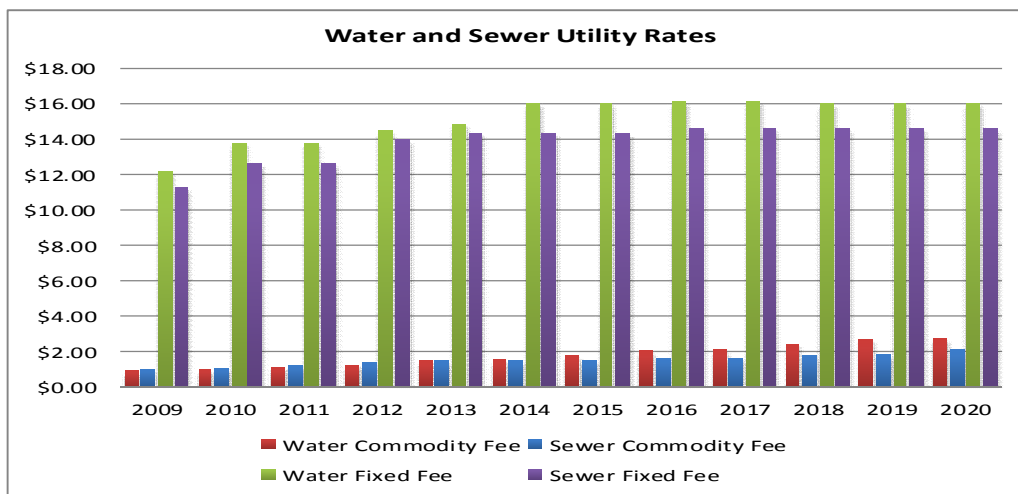
User fees are reviewed each year and adjusted for population growth and the market and the demand for services based on 2017. The User Fees and Charges updates are reflected in the projections included in the Corporate Plan.

Fiscal Plan

Utilities

The cost of both operating and infrastructure for the water, wastewater, and solid waste systems is recovered through utility charges to the users of each system. Utility costs are not usually subsidized by grants or property taxes. Separate rates are charged for water, wastewater and solid waste customers.

The graph below shows the monthly rate for the years 2009 - 2020 (2018, 2019, 2020 are projected). Increasing rates over the years are due to the approved rate model structure implemented in 2006. This rate model has allowed the utility to fully recover its own costs and invest funds for future infrastructure.



Utility revenue increases with the rise in rates and with growth in the number of customers. The cost of water that the Town purchases increases by \$0.20 in both 2018 and 2019, in 2020 it is projected that the water will cost an additional \$0.03 per cubic metre. The cost to the Town for waste water services is expected to increase by \$0.05 per cubic metre for each of the three years proposed. At this time the combined increase in water and wastewater rates are projected to increase by 8.49 percent in 2018, 5.64 percent in 2019 and 6.10 percent in 2020. The two initiatives that impact the rates are the Engineering Technician in 2018 and the Central Trunk Sewer Line in 2020.

Fiscal Plan

Town of Stony Plain Utility Rate Analysis-Impact on User Billing - 2017

	Water	Wastewater	Total Monthly Bill	% of Increase
<i>Based on 20 Cubic Metres for water and sewer variable charge</i>				
Variable Charge \$2.1123 per cubic metre	\$42.25			
Variable Charge \$1.5959 per cubic metre		\$31.92		
Fixed charge \$16.10 per month	\$16.10			
Fixed charge \$14.60 per month		\$14.60		
Total Billing	\$58.35	\$46.52	\$104.86	

Proposed Billing - 2018

Based on 20 Cubic Metres for water and sewer variable charge

Variable Charge \$2.3794 per cubic metre	\$47.59			
Variable Charge \$1.7737 per cubic metre		\$35.47		
Fixed charge \$16.10 per month	\$16.10			
Fixed charge \$14.60 per month		\$14.60		
Total Billing	\$63.69	\$50.07	\$113.76	
Difference 2017-2018	\$5.34	\$3.56	\$8.90	8.49%

Proposed Billing - 2019

Based on 20 Cubic Metres for water and sewer variable charge

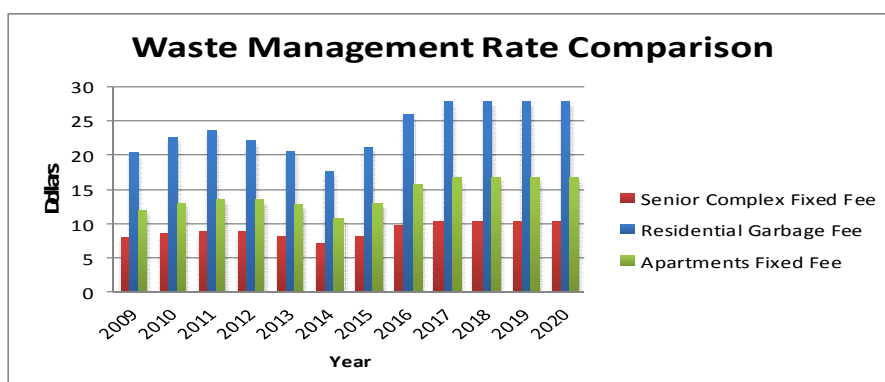
Variable Charge \$2.6477 per cubic metre	\$52.95			
Variable Charge \$1.8260 per cubic metre		\$36.52		
Fixed charge \$16.10 per month	\$16.10			
Fixed charge \$14.60 per month		\$14.60		
Total Billing	\$69.05	\$51.12	\$120.17	
Difference 2018-2019	\$5.37	\$1.05	\$6.41	5.64%

Proposed Billing - 2020

Based on 20 Cubic Metres for water and sewer variable charge

Variable Charge \$2.74 per cubic metre	\$54.80			
Variable Charge \$2.10 per cubic metre		\$42.00		
Fixed charge \$16.10 per month	\$16.10			
Fixed charge \$14.60 per month		\$14.60		
Total Billing	\$70.90	\$56.60	\$127.50	
Difference 2019-2020	\$1.85	\$5.48	\$7.33	6.10%

The solid waste utility for residential garbage services, senior complexes, and for apartment units is expected to remain at the 2017 rates for all three years proposed. The monthly fees are; residential, \$27.82, senior complexes, \$10.30, and apartments \$16.65.



Administration is currently reviewing the implementation of a separate rate for the storm utility. Currently the storm costs are recovered under the sewer rate. The 2018 rates include a transfer from the utility rate stabilization reserve to offset any increases for the storm costs. The flow rates of

Fiscal Plan

properties need to be determined to implement the storm utility; Administration is looking to implement the new rate July 1, 2018. More information will be coming to Council in Q1 of 2018.

The chart below displays the annual impact of the increase in taxes (on a \$100,000 of assessment), and utility user fees (based on 20 cubic metres of usage).

	2017 Bill	Proposed 2018 Bill	Net Increase
Annual Property Taxes per 100,000 of assessment	\$ 581.50	\$ 597.43	\$ 15.93
Annual Utilities billing increase based on 20 cubic metres of usage	\$ 1,258.32	\$ 1,365.12	\$ 106.80
Annual Waste Management billing increase	\$ 333.84	\$ 333.84	\$ -
Total Impact to Taxpayer in 2018	\$ 2,173.66	\$ 2,296.39	\$ 122.73

Franchise Fees

Electric franchise fees are charged by the Town to Fortis Alberta for the exclusive right to provide electric utility services within the Town as well as for access to the Town's lands to construct maintain and operate related assets. The Town charges Fortis Alberta a 20% franchise fee. The maximum rate cap for this Franchise Fee is 20%.

Natural gas franchise fees are charged by the Town to Atco Gas and West Parkland Gas Co-op for the exclusive right to provide natural gas service within the Town as well as access for Town lands to construct, maintain and operate related assets. Currently the Town charges Atco Gas and West Parkland Gas Co-op 25% franchise fees. The maximum rate cap for the Gas Franchise Fees is 35%.

In 2016 the Gas franchise fees were raised to 25%; at that time it was proposed that the rates be increased by 5% in 2018 and 5% in 2020 to bring the Town to the maximum of 35%. The Corporate Plan includes revenue that would see a 5% increase to franchise fees for Atco Gas and West Parkland Gas Co-op to be implemented, if approved, following the first quarter of 2018. At this time there is no additional increase in 2020 proposed in the Corporate Plan.

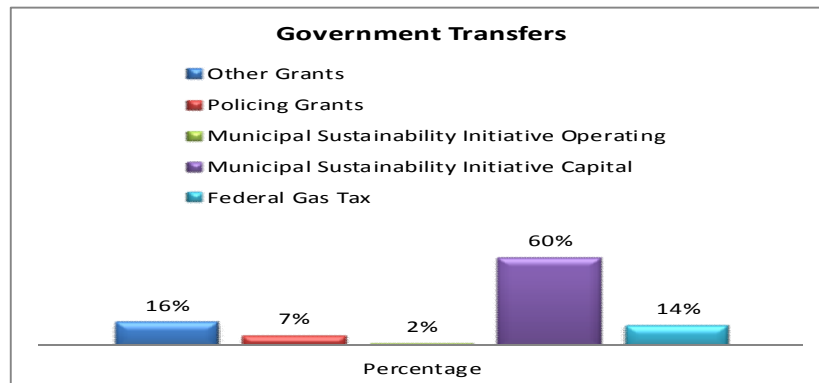
Fortis Alberta, Atco Gas, and West Parkland Gas Co-op pass along the cost of the franchise fee to the consumer on a separate charge on their bills.

Government Transfers

Government transfers, otherwise referred to as grants, make up a large portion of the financing for capital acquisitions. Partnerships with the provincial and federal governments and neighbouring communities help provide funding for projects such as new roads, facilities, parks and sportsfields.

Grant funding is currently not used to support utility infrastructure programs. User fees support all water, storm, and waste water costs. The capital initiatives proposed in 2018 would use \$4.9 million in grant funding.

Fiscal Plan



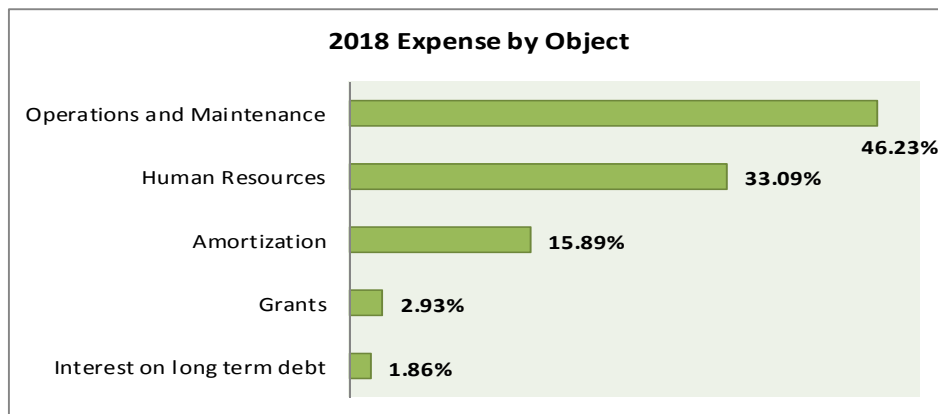
Government Transfers	2018	2019	2020
Operating			
Other Grants	\$ 984,025	\$ 889,777	\$ 903,036
Policing Grants	\$ 440,646	\$ 440,646	\$ 440,646
Municipal Sustainability Initiative Operating	\$ 123,432	\$ -	\$ -
Capital			
Municipal Sustainability Initiative Capital	\$ 3,702,153	\$ 3,702,153	\$ 3,702,153
Federal Gas Tax	\$ 872,294	\$ 872,294	\$ 872,294
Other Grants	\$ 10,500	\$ 19,250	\$ -
Total	\$ 6,133,050	\$ 5,924,120	\$ 5,918,129

The government transfers at this time are budgeted conservatively at the same amount received for 2017; the amount the Town will receive in later years will not be known until after the federal and provincial budgets are released. The Municipal Sustainability Operating grant has been included in the 2018 Corporate Plan (\$123,432); however it has not been included in the following years due to the uncertainty of funding.

Expenses

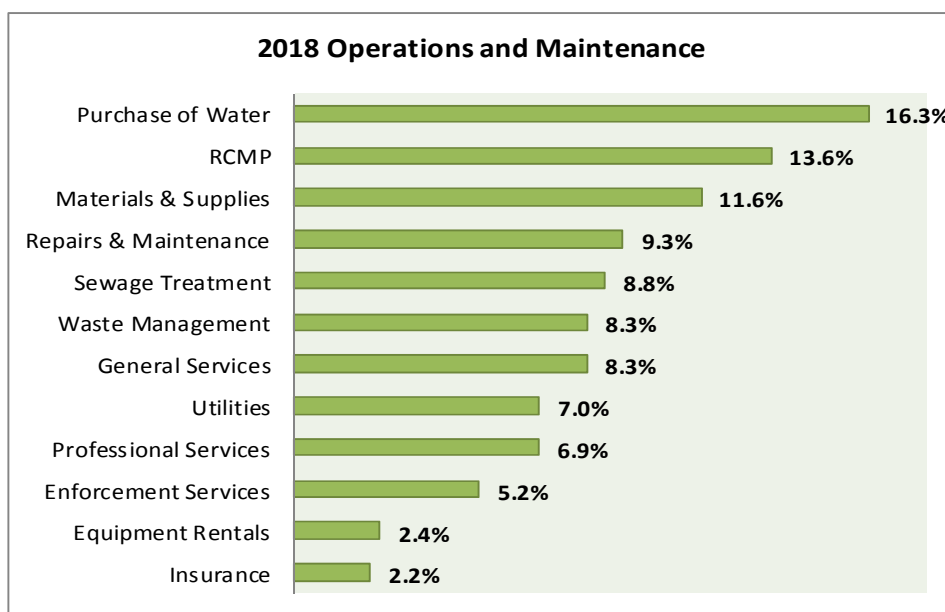
The 2018 Corporate Plan includes \$40.85 million in expenses, primarily allocated to three categories: operations and maintenance - \$18.9 million, human resources - \$ 13.5 million and amortization - \$6.5 million.

Fiscal Plan



Operations and Maintenance

In 2018 operations and maintenance expense is \$18.9 million; there are a variety of expenses included in this category as shown in the chart below.



Human Resources

The proposed fiscal plan includes human resource costs of \$ 13.5 million, which is 33.09% of overall expenses. The human resource cost includes all permanent positions, casual, and seasonal staff.

The Town's staffing complement consists of full-time and part-time positions equal to 114.40 full-time equivalents (FTEs) in the 2018 Corporate Plan. In addition to Town staff, municipal services are also delivered by third party agencies including the RCMP.

Fiscal Plan

The 2018 Corporate Plan includes the following items related to employee compensation:

- The remainder of the compensation review impact for all non-union, non-management staff, half of the implementation was in 2017 as new grids were implemented on July 1, 2017.
- Non-union, management staff implementation of the compensation review that was delayed from 2017 until 2018.
- Merit step increases for staff.
- 1% for a cost of living allowance (Cola) increase.
- The current contract with the Union expires December 31, 2017; an amount has been included in the Corporate Plan for the possible impact.
- Three midyear hires in 2017 have an impact on the 2018 Corporate Plan.
- Three new hires for 2018, the Engineering Technician, a Municipal Clerk for the RCMP, and a Municipal Planning Intern for two years.

Amortization

Amortization is a non-cash expense that estimates the annual cost of using tangible capital assets (TCAs) each year. TCAs include roads, water, sewer and storm infrastructure, equipment, facilities, fleet and land improvements. The cost of the tangible capital assets, other than land, is amortized on a straight line basis over the estimated useful life of the assets. The amortization cost in 2018 is estimated to be \$6,493,295.

Grants

The Town provides grants and contributions to various community organizations. The largest amounts are for the TransAlta Tri Leisure Centre, Family & Community Support Services, and the Stony Plain Public Library. Victim Services, Parkland Search and Rescue, the Drug Strategy Team, and Parkland Turning Points are funded through the Policing and Public Safety Reserve.

Fiscal Plan

GRANTS	2017 Budget	2018 Proposed	% of Change	2019 Proposed	2020 Proposed
ALLIED ARTS	2,000	2,000	0%	2,000	2,000
BMX GRANT	15,000	15,300	2%	15,606	15,918
CHAMBER OF COMMERCE	23,690	30,000	27%	30,900	31,827
DRUG STRATEGY TEAM	8,000	8,000	0%	8,000	8,000
FAMILY COMMUNITY & SUPPORT SERVICES	256,630	300,498	17%	327,689	390,739
LIBRARY	408,000	447,500	10%	466,000	476,500
MULTICULTURAL CENTRE	91,767	96,634	5%	99,533	102,519
NEIGHBOUR LINK	10,000	10,200	2%	10,404	10,612
PARKLAND FOOD BANK	11,250	11,475	2%	11,705	11,939
PARKLAND SEARCH & RESCUE	6,000	6,000	0%	6,000	6,000
PARKLAND TURNING POINTS	30,000	30,000	0%	30,000	30,000
PIONEER MUSEUM	70,019	72,120	3%	74,283	76,512
VICTIM SERVICES	15,000	15,000	0%	15,000	15,000
TRANSALTA TRI LEISURE CENTRE	550,000	578,272	5%	610,000	625,000
TRI - CALA	-	8,000	100%	8,000	8,000
YELLOWHEAD REGIONAL LIBRARY	69,346	69,346	0%	69,346	69,346
VOLUNTEER APPRECIATION	3,800	2,500	-34%	2,500	2,500
ACHIEVEMENT RECOGNITION	1,000	1,000	0%	1,000	1,000
COMMUNITY INIATIVE PROGRAM	18,000	18,000	0%	18,000	18,000
TOTAL GRANTS	\$ 1,589,502	\$ 1,721,845	8.33%	\$ 1,805,966	\$ 1,901,412

3.43% of the grants in 2018 are funded from the Policing and Public Safety Reserve.

Interest on Long-Term Debt

Debt servicing levels are limited by the province and by the Town Policy C-FS-002 Debt Management. The projected interest charges on the current approved long term debt and the initiatives included in the Corporate Plan are shown in the chart below. The current rate of borrowing from the Alberta Capital Finance Authority as of October 13, 2017 is 3.284% on a 20 year debenture. Debentures historically have been taken out over 20 years.

Year	Interest Pmt
2017	\$521,040
2018	\$760,554
2019	\$923,091
2020	\$1,319,981

Tangible Capital Assets

The Corporate Plan includes capital initiatives and replacement of existing tangible capital assets related to machinery, equipment and vehicles and land improvements. The rehabilitation of water, sewer, storm, roads and sidewalks are included in the initiatives due to the size and nature of the replacements. Replacements of existing tangible capital assets with the exception of infrastructure are funded through transfers from reserves. Grants, reserves, debentures, deferred offsite levy revenue are used for infrastructure and for new initiatives. The cost of Capital initiatives and replacement of existing assets in the 2018-2020 Corporate Plan for 2018 is \$10,249,206.

Fiscal Plan

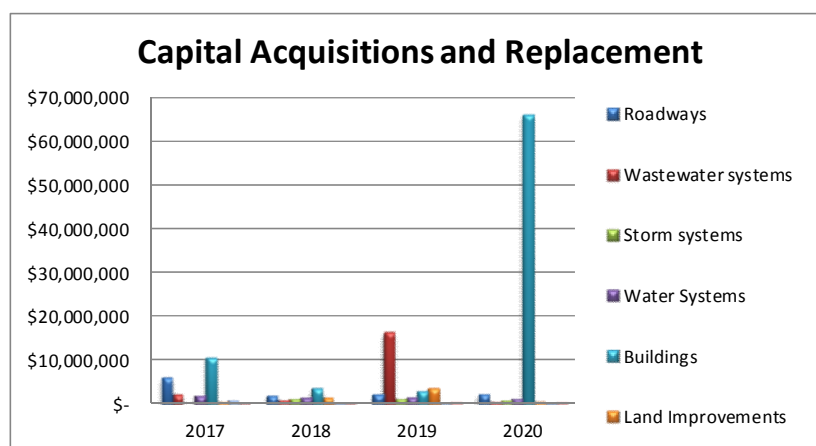
The Town of Stony Plain owns and maintains an increasing amount of infrastructure, parks, facilities, fleet and equipment as the Town continues to grow. The Town owns and maintains; 91.50km of water mains, 92km of sewer mains, 56km of storm drainage mains, 143.50km of roads, 99.82km of sidewalks and 42.56km of trails. The Town owns and maintains over 15 buildings in addition to gazebos, outdoor rinks, tennis courts, parks, playgrounds, sports fields, reservoirs, and lift stations.

Contributed Assets

Infrastructure constructed by developers is recognized as a contributed asset in the year the Town takes responsibility for the asset. The Town accepts responsibility for the assets at the time of the Final Acceptance Certificate completion. Contributed asset estimates are included in the fiscal plan based on estimates provided in the development agreements. The projections in the chart are based on the best estimates with the information available.

Contributed Tangible Capital Assets	2017 Budget	2018 Proposed	2019 Proposed	2020 Proposed
Engineered Structures				
Roadways	\$ 1,718,076	\$ 576,696	\$ 474,923	\$ 1,821,000
Wastewater systems	1,683,335	\$ 440,839	\$ 465,333	\$ 577,633
Storm systems	-	\$ 897,539	\$ 465,333	\$ 569,633
Water Systems	1,683,335	\$ 451,105	\$ 465,333	\$ 646,633
Land	100,000	\$ -	\$ -	\$ -
Land Improvements	\$ 498,310	\$ 24,199	\$ 100,000	\$ 55,000
	\$ 5,683,056	\$ 2,390,378	\$ 1,970,922	\$ 3,669,899

The chart below shows a summary of the new initiatives and status quo replacements that are capital in nature. Contributed assets are included as detailed above.



The capital proposed in the Corporate Plan in addition to replacement of existing fleet and machinery and equipment is \$108,359,621; this amount includes a new Recreation Centre, currently estimated at \$57,000,000. At the end of 2016 the Town of Stony Plain's equity in TCA was in excess of \$183 million and with the current plan is projected to be in excess of \$200 million by the end of 2020. Equity in TCA is defined as Net Book Value of TCA less outstanding capital debt.

Fiscal Plan

Risks and uncertainties

Economy

Assumptions for growth in 2018 are based on current general economic opinion. If the actual economic activity differs from what is expected, many of the key revenues and expense projections may be significantly affected.

Administration is monitoring receivable accounts closely and at this time has not seen a great fluctuation due to the change in the economy.

2018 Forecast

Estimates of the 2018 opening balance of accumulated surplus are based on the 2017 budget. Actual results may vary and could be significant.

Unpredictable Revenue

Revenue with a greater than normal risk of varying by more than \$50,000 is listed below. The list of unpredictable revenue makes up a large part of total revenue, but only a portion of this revenue is at risk of varying from the Corporate Plan:

- Government transfers- Some government transfers are subject to changes in the provincial and federal policies.
- Revenue from growth in new assessment - Estimates of additional tax revenue generated from growth in new properties relies on the unpredictable rate of development.
- Building permits-Revenue from developer contributions is directly dependent on timing of construction and is unpredictable.
- Franchise fees – Revenue varies with consumption, weather, and commodity prices.
- Golf Course- Revenue from the Golf Course largely depends on the weather, and the disposable income of the patrons.
- Traffic fines- Revenue from traffic fines depends on the number and type of infractions.
- Utility charges-Utility revenue depends on customer consumption, growth and weather.
- Interest revenue- Interest earned on bank balances and investments varies based on global markets.
- Land sales- Revenue from land sales is dependent on market rates and timing of sales.

Fiscal Plan

Notes to the fiscal plan

The annual corporate plan is the Town's key control over its operations- directing program delivery and authorizing planned expenses and acquisition of tangible capital assets.

The unconsolidated financial statements are prepared on the same basis as the annual financial statements – in accordance with Generally Accepted Accounting Principles established by the Canadian Public Sector Accounting Standards ("PSAS") and in conformance with the Municipal Government Act of the Province of Alberta. The corporate plan is presented in an effort to move towards the same format as the financial statements and is prepared in accordance with the accounting policies adopted by Council.

Actual financial results achieved for the years ended December 31, 2018 – 2020 will vary from the projections presented in the 2018-2020 Corporate Plan and the variations may be significant.

1. Significant accounting policies

(a) Reporting Entity

The unconsolidated fiscal plan reflects the revenues, expenses and acquisition of tangible capital assets of the Town of Stony Plain. The activities related to the TransAlta Tri Leisure Centre and Family and Community Support Services are not included in the Corporate Plan.

(b) Use of estimates

The following assumptions were used in preparing the corporate plan. Actual results could differ from these estimates. Unless otherwise noted, the corporate plan assumes that the Town will deliver the same services and service levels as provided in 2017.

Funds from external parties and earnings are restricted by agreement or legislation and are accounted for as deferred revenue until used for the purpose specified.

Government transfers are recognized as revenue in the period in which the events giving rise to the transfer occurred, providing the transfer is authorized, and any eligibility criteria have been met by the municipality, and reasonable estimates of the amounts can be made.

i. Economy

General inflation in Alberta is forecast to be 2.3 % in 2018.

Canadian and Provincial	Alberta	Canada
Consumer price index	1.10%	1.40%
Unemployment Rate	7.29%	6.20%

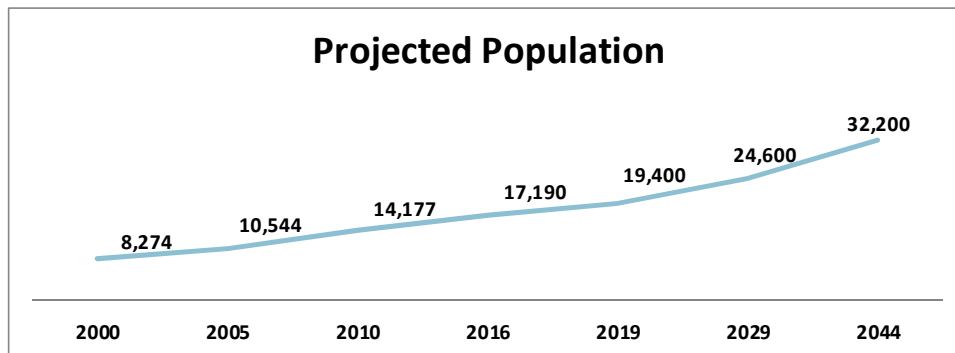
<https://www.alberta.ca/budget-economic-outlook.aspx>

<https://www.canada.ca/en/statistics-canada.html>

Fiscal Plan

ii. Population

The Town's population according to the 2016 census is 17,190. The population is anticipated to grow at an average annual rate of 2.2 per cent. The projection numbers are based on information from the Capital Region Board.



iii. Property tax and permit revenue

Based on the current information, 2018 construction activity is expected to be similar to 2017.

(c) Tangible capital assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset.

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

2. Town of Stony Plain Financial Policies

The Town's financial policies are reviewed every four years. The pertinent sections of the corporate plan document reference key measures set out in the financial policies. The financial policies set out Council's direction for the Corporate Plan, investments, accumulated surplus, debt, approaches to tax revenue, one-time revenue and unpredictable revenue. Existing approved financial policies are summarized below:

a. Cash Management & Investments C-FS-025

Purpose: To outline the Town of Stony Plain's policy in regard to the safekeeping of cash and the investment of the Town's financial assets.

b. Debt Management C-FS-002

Purpose: To outline the Town of Stony Plain's policy in regard to the use of debt for financing Town projects and initiatives. This policy will be used to strategically manage borrowing

Fiscal Plan

capacity for future capital assets, maintain flexibility of current operating funds and limit the impact that debt charges will have on future tax and utility rates.

c. Revenue & Taxation C-FS-026

Purpose: to outline the Town of Stony Plain's policy in regard to revenue generation and property taxation. This policy will be used to guide Corporate Planning and rate setting for user fees and property taxation within the Town.

d. Corporate & Long Term Planning C-FS-019

Purpose: to outline the Town of Stony Plain's policy in regard to corporate planning and long-term financial planning. This policy will be used to establish context and hierarchy for planning documents within the organization and set parameters for the corporate planning and the long-term financial planning processes.

e. Accumulated Surplus (Reserves) C-FS-027

Purpose: to outline the Town of Stony Plain's policy establishing standards and guidelines for the management of existing reserves and the establishment of new reserves, to outline the purpose of each reserve and parameters regarding the use of reserves.

f. Accounting & Financial Reporting C-FS-028

Purpose: to outline the Town of Stony Plain's policy in regard to how the organization accounts for financial resources and accountability for the communication of financial information. This policy will be used to establish standards that promote the reliability of the financial information provided by the entity and provide guidance to accounting and audit processes.

g. Procurement & Expenditures C-FS-029

Purpose: To outline the Town of Stony Plain's policy regarding expenditures and procurement of goods and services. This policy will be used to direct the purchasing process and facilitate appropriate control of expenditures for the Town.

h. Tangible Capital Assets C-FS-009

Purpose: To outline the Town of Stony Plain's policy for recording and reporting tangible capital assets controlled by the Town in the consolidated financial statements in a manner that is compliant with the Canadian Institute of Chartered Accountants and Public Sector Accounting Standards (PAS) section PS3150.

Fiscal Plan

3. Deferred revenue

	2017 Forecasted	2018	2018 Forecasted	2018
	Ending Balance	Forecasted Additions	Revenue Recognized	Forecasted Ending Balance
Municipal Sustainability Initiative	\$ 1,072,592	\$ 3,702,153	\$ (4,774,745)	\$ -
Affordable Housing	\$ 504,598		\$ (504,598)	\$ -
Federal Gas Tax Fund	\$ 352,052	\$ 869,455	\$ (1,221,507)	\$ -
Other	\$ 2,090,411	\$ -	\$ (2,052,452)	\$ 37,959
Roads Offsite Levies	\$ 1,405,447	\$ -	\$ -	\$ 1,405,447
Water Offsite Levies	\$ 1,447,809	\$ -	\$ -	\$ 1,447,809
Sewer Offsite Levies	\$ 2,146,579	\$ -	\$ -	\$ 2,146,579
Storm Offsite Levies	\$ 836,997	\$ -	\$ -	\$ 836,997
Developer's Recreation Contribution	\$ 454,010	\$ -	\$ -	\$ 454,010
	\$ 10,310,495	\$ 4,571,608	\$ (8,553,302)	\$ 6,328,801

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

In 2014, Municipal Affairs consolidated the Municipal Sustainability Initiative (MSI) capital program with the Basic Municipal Transportation Grant (BMTG). The combined program provides non-matching grants for a wide range of core and community infrastructure projects with incentives for regional municipal collaboration. The grant program for MSI is currently in effect until 2018/2019; however it assumed that some type of program will continue to provide funds for infrastructure.

- b. The Federal Gas Tax Fund provides funds per capita based on each municipality's official population as recorded by Alberta Municipal Affairs. This grant program is based on a non-matching basis strictly for capital infrastructure. The grant program is in effect until 2024.

www.infrastructure.gc.ca/plan/gtf-fte-eng.html

- c. The Affordable Housing Grant funds are expected to be fully allocated in 2018.

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4. Long-term Debt

Current Approved Debt	2016 Actuals	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast
Firehall	\$ 1,123,220	\$ 1,019,755	\$ 911,509	\$ 798,260	\$ 679,778
Tri-Leisure Facility	\$ 1,092,619	\$ 904,701	\$ 705,525	\$ 494,416	\$ 270,658
Town Office Building	\$ 725,877	\$ 639,070	\$ 547,162	\$ 449,855	\$ 346,831
Arena Ice Slab	\$ 413,571	\$ 378,541	\$ 341,750	\$ 303,110	\$ 262,528
28th Street	\$ 493,760	\$ -	\$ -	\$ -	\$ -
Golf Course Maintenance Shop	\$ 1,577,159	\$ 1,497,138	\$ 1,414,638	\$ 1,329,583	\$ 1,241,893
EMS Facility	\$ 891,741	\$ 852,985	\$ 812,812	\$ 771,170	\$ 728,006
Forest Green Plaza	\$ 1,315,318	\$ 1,258,153	\$ 1,198,897	\$ 1,137,476	\$ 1,073,809
Heritage Park Phase 111	\$ 3,000,000	\$ 2,882,096	\$ 2,761,291	\$ 2,637,513	\$ 2,510,688
RCMP Building	\$ -	\$ 10,800,000	\$ 10,404,347	\$ 9,996,213	\$ 9,575,205
Boundary Road	\$ -	\$ -	\$ 5,029,635	\$ 4,841,967	\$ 4,648,085
Paid by Special Levy					
LI 50th ST Sewer	\$ 20,733	\$ 17,073	\$ 13,185	\$ 9,053	\$ 4,664
Total	\$ 10,653,998	\$ 20,249,512	\$ 24,140,751	\$ 22,768,616	\$ 21,342,144
Proposed Capital Projects					
Cemetery	\$ -	\$ -		\$ 1,927,893	\$ 1,853,399
Downtown Community Centre	\$ -	\$ -	\$ -	\$ 2,408,848	\$ 2,314,780
Public Works Building	\$ -	\$ -	\$ -	\$ -	\$ 7,095,311
Paid by Sewer Utility					
Central Trunk Sanitary Sewer	\$ -	\$ -	\$ -		\$ 13,081,621
Total	\$ -	\$ -	\$ -	\$ 4,336,741	\$ 24,345,111
Projected Total Debt	\$ 10,653,998	\$ 20,249,512	\$ 24,140,751	\$ 27,105,357	\$ 45,687,255

Annual Principal and interest payments

2017	\$ 1,418,095	\$ 521,040	\$ 1,939,135
2018	\$ 1,232,178	\$ 760,554	\$ 1,992,732
2019	\$ 1,544,310	\$ 923,091	\$ 2,467,401
2020	\$ 2,104,820	\$ 1,319,981	\$ 3,424,801
Thereafter	\$ 41,694,380	\$ 12,770,157	\$ 54,464,537
	\$ 47,993,783	\$ 15,773,783	\$ 62,349,471

The charts above include initiatives proposed in the Corporate Plan. Debenture debt is repayable to the Alberta Capital Finance Authority bearing interest rates ranging from 1.661% to 10% per annum and matures in years 2017-2040. (Includes proposed debt and debt not yet accessed, information is based on best estimates for those projects).

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5. Accumulated Surplus

	2016 Actuals (\$000s)	2017 Budget (\$000s)	2018 Forecast (\$000s)
Opening Balance			
Unrestricted Surplus	\$ 1,642	\$ 1,626	\$ (1,637)
Restricted Surplus- Operating Reserves	\$ 5,452	\$ 6,301	\$ 4,498
Restricted Surplus- Capital Reserves	\$ 7,826	\$ 8,998	\$ 5,850
Equity in TCA	\$ 166,789	\$ 183,464	\$ 197,582
	<u>\$ 181,709</u>	<u>\$ 200,389</u>	<u>\$ 206,293</u>
Net Change			
Unrestricted Surplus	\$ (16)	\$ (3,263)	\$ 5,108
Restricted Surplus- Operating Reserves	\$ 849	\$ (1,803)	\$ (924)
Restricted Surplus- Capital Reserves	\$ 1,173	\$ (3,148)	\$ (3,214)
Equity in TCA	\$ 16,674	\$ 14,118	\$ 2,372
	<u>\$ 18,680</u>	<u>\$ 5,904</u>	<u>\$ 3,342</u>
Closing Balance			
Unrestricted Surplus	\$ 1,626	\$ (1,637)	\$ 3,471
Restricted Surplus- Operating Reserves	\$ 6,301	\$ 4,498	\$ 3,574
Restricted Surplus- Capital Reserves	\$ 8,998	\$ 5,850	\$ 2,636
Equity in TCA	\$ 183,464	\$ 197,582	\$ 199,954
	<u>\$ 200,389</u>	<u>\$ 206,293</u>	<u>\$ 209,635</u>

6. Contingencies

Fire Services Agreement

During 2006, under the terms of an agreement with Parkland County, the Town received \$1,000,000 from the County based on the County's use of 40% of the Town's new fire hall for a period of 30 years. In the event the agreement is terminated by the Town or the County and the Town no longer provides services to the County as described in the agreement, the Town will be required to pay the County an amount calculated as 30 years from the date of the agreement minus the termination date of the agreement multiplied by \$33,333. At December 31, 2016 the potential outstanding balance is \$600,001. (2016 - \$633,334)

7. Franchise and Concession Contracts

Disclosure of the utility franchise agreement and projected annual revenues as required by Alberta Regulation 313/2000 is as follows:

Franchise Fees	2017	2018	2019	2020
FORTIS ALBERTA	\$ 1,636,000	\$ 1,839,190	\$ 1,875,974	\$ 1,913,493
WEST PKLD GAS CO-OP	\$ 16,104	\$ 23,867	\$ 24,367	\$ 24,867
ATCO GAS	\$ 912,696	\$ 1,299,417	\$ 1,322,417	\$ 1,348,865
	<u>\$ 2,564,800</u>	<u>\$ 3,162,474</u>	<u>\$ 3,222,758</u>	<u>\$ 3,287,225</u>

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8. Contributed Tangible Capital Assets

Contributed Tangible Capital Assets	2017	2018	2019	2020
Engineered Structures				
Roadways	\$ 1,718,076	\$ 576,696	\$ 474,923	\$ 1,821,000
Wastewater systems	1,683,335	\$ 440,839	\$ 465,333	\$ 577,633
Storm systems	-	\$ 897,539	\$ 465,333	\$ 569,633
Water Systems	1,683,335	\$ 451,105	\$ 465,333	\$ 646,633
Land	100,000	\$ -	\$ -	\$ -
Land Improvements	\$ 498,310	\$ 24,199	\$ 100,000	\$ 55,000
	\$ 5,683,056	\$ 2,390,378	\$ 1,970,922	\$ 3,669,899

9. Reserves

CAPITAL RESERVES TOTAL	2017	2018	2019	2020
<u>LIFE CYCLE RESERVES</u>				
Life Cycle - Common Services	81,201	66,201	91,201	116,201
Life Cycle - Arena	175,476	186,976	174,226	197,226
Life Cycle - Pool	111,886	114,386	129,386	149,386
Life Cycle - Community Center	134,102	139,102	144,102	149,102
Life Cycle - Heritage Park	95,015	100,015	110,015	130,015
Life Cycle - Parkland Building	69,738	74,738	79,738	84,738
Life Cycle - Library	230,093	93	40,093	80,093
Life Cycle - Town Admin Blding	-1,060	18,940	43,940	73,940
Life Cycle - Firehall	215,719	135,719	150,719	175,719
Life Cycle - Youth Centre	80,409	80,409	80,409	80,409
Life Cycle - Outdoor Rec	106,929	63,789	90,149	120,149
Life Cycle - Forest Green Plaza	15,000	30,000	45,000	65,000
Life Cycle - Old Fire Hall	5,000	10,000	15,000	20,000
<u>CAPITAL EQUIPMENT REPLACEMENT</u>				
Fire Truck/Equip Replacement	182,866	287,896	80,426	140,956
Capital Equipment Replacement	193,858	36,858	4,358	17,393
<u>GENERAL CAPITAL RESERVES</u>		-		
Capital Reserve - Roads	26,083	7,801	249	249
Capital Reserve - Water	2,783,223	643,919	556	6,554
Capital Reserve - Sewer	144,125	37,034	4,179	5,502
Capital Reserve - Waste Mgmt	67,097	82,097	57,845	59,196
Capital Reserve - Storm	-	50,000	-	-
<u>OTHER RESERVES</u>				
Arena Ice Slab Overborrow Resv	27,592	-	-	-
Trails Reserve	189,971	194,971	204,971	219,971
Public	173,593	23,593	23,593	23,593
General Purpose	646,367	218,894	278,983	313,657
Golf Course	96,066	32,566	(12,434)	7,566
CAPITAL RESERVES TOTAL	\$ 5,850,350	\$ 2,635,998	\$ 1,836,705	\$ 2,236,616
<u>OPERATING RESERVES</u>	2017	2018	2019	2020
Mural Preservation	56,124	56,124	66,124	76,124
Tax Levy Stabilization	1,042,544	485,010	100,020	(857)
Utilities Rate Stabilization	590,177	478,817	275,561	170,579
Snow Removal	300,461	300,461	300,461	300,461
Safety Rebate Reserve	102,023	86,523	83,823	65,823
Public Art Reserve	71,774	94,774	63,774	103,774
Policing and Public Safety Reserve	1,529,002	1,191,741	731,810	506,049
Technology Reserve	26,432	56,432	91,432	131,432
Legacy Reserve	781,531	824,031	866,531	909,031
OPERATING RESERVES TOTAL	\$ 4,500,068	\$ 3,573,913	\$ 2,579,536	\$ 2,262,416
TOTAL RESERVES	\$ 10,350,418	\$ 6,209,911	\$ 4,416,241	\$ 4,499,032

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10. Debt Limits

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

		December 31st	Projected	Projected	Projected	Projected
	DEBT LIMIT	2016	2017	2018	2019	2020
Total Debt Limit (1.5xRevenue)	Municipal Debt Limits	\$ 54,178,562	\$ 53,712,180	\$ 55,362,017	\$ 59,047,395	\$ 62,577,389
Less Total Debt	Outstanding Debt	\$ 10,653,998	\$ 20,249,512	\$ 24,140,751	\$ 27,105,357	\$ 45,687,255
Amount of Debt Limit Unused	Total Debt Limits available	\$ 43,524,564	\$ 33,462,668	\$ 31,221,266	\$ 31,942,038	\$ 16,890,133
Debt Service Limit (0.25xRevenue)	Municipal Debt Service Limit	\$ 9,029,760	\$ 8,952,030	\$ 9,227,003	\$ 9,841,233	\$ 10,429,565
Less Debt Services Limit Used	Current Debt Service Level	\$ 1,589,955	\$ 1,630,800	\$ 2,033,582	\$ 2,514,936	\$ 3,410,139
Debt Service Limit Unused	Service on Debt Limit Available	\$ 7,439,805	\$ 7,321,230	\$ 7,193,421	\$ 7,326,297	\$ 7,019,426

11. Contractual Obligations

The Town has entered into an agreement for the collection and hauling of garbage, compost and recyclable materials, having a term of five years commencing April 1, 2016 and expiring March 31, 2021. The estimated cost of these services for 2018 is approximately \$1,563,103.

12. Segmented Information

Segmented information has been identified based upon lines of service provided by the Town. Town services are provided by departments and their activities are reported by functional area in the fiscal plan. Certain lines of service that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

a. General Government

General Government is comprised of Council, the Office of the CAO, Communications and Corporate Services. Corporate Services is comprised of Financial Services, Legislative Services, Human Resource Services, Information Technology Services, and Procurement. Council makes decisions regarding service delivery and service levels on behalf of the municipality in order to balance the needs and wants of the Town residents in a financially responsible manner.

b. Protective Services

Protective Services is comprised of RCMP, Fire Services, Disaster Services and Municipal Enforcement Services. The RCMP division in Stony Plain includes Federal, Provincial and Municipal employees and contracted members that serve Stony Plain and the surrounding area; it is an integrated force with Spruce Grove. Fire Services is responsible to provide fire suppression services; fire prevention programs; training and education related to prevention; and detection or extinguishments of fires. The mandate of Disaster Services is Emergency Management to help

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maintain safe communities. The Municipal Enforcement Services provide bylaw enforcement that ranges from public service to animal control as well as provincial statute enforcement with authorities granted by the Solicitor General of Alberta.

c. Transportation

Transportation is comprised of Common Services and the Public Works areas. They are responsible for the maintenance of the roadway and storm systems. The Handi-Bus service is displayed under this section in the segmented information.

d. Recreation and Culture

Recreation and Culture is comprised of Parks, Recreation, Culture and Cultural Facilities. Parks and Recreation and Culture provide recreational and cultural services and activities which promote the well-being of citizens. These areas are responsible for the parks, playgrounds, facilities and green spaces of the Town. This area also acts a liaison between community groups and the TransAlta Tri-Leisure Centre.

e. Utilities

Utilities are comprised of water, wastewater, waste management collection and recycling. The Town is responsible for environmental programs such as the introduction of organic carts, bi-weekly garbage pick-up and promoting recycling and other related initiatives.

f. Development

Development is comprised of Planning and Infrastructure, Engineering and Economic Development. These areas are responsible for the planning and development of the Town's infrastructure system and work with developers in planning the growth of the Town in a sustainable manner. Engineering is responsible for major capital infrastructure projects. Economic Development works with the businesses in the Town to encourage economic sustainability.

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2018 Segmented Information

	General Government	Protective Services	Transportation	Recreation & Culture	Utilities	Development	Totals
Revenue							
Taxation	2,534,229	3,888,749	2,712,529	5,868,598	4,955	1,760,942	16,770,002
Sales and User Charges	27,900	15,000	22,000	1,825,700	10,190,098	61,100	12,141,798
Franchise Fees	3,162,474	-	-	-	-	-	3,162,474
Government Transfers for Operating	123,432	1,027,271	50,000	310,400	-	37,000	1,548,103
Fines	-	1,661,500	-	-	-	-	1,661,500
Licences & Permits	-	218,000	-	-	-	273,000	491,000
Investment Income	143,500	15,500	-	-	77,900	2,800	239,700
Rentals	223,504	-	1,000	252,080	4,000	-	480,584
All other	49,000	-	-	107,850	500	35,000	192,350
Penalties & Costs on Taxes	170,000	-	-	-	47,000	3,500	220,500
Total Revenue	\$ 6,434,039	\$ 6,826,020	\$ 2,785,529	\$ 8,364,628	\$ 10,324,453	\$ 2,173,342	\$ 36,908,011
Expenses							
Materials, goods, contracted and general services	\$ 1,625,050	4,005,891	\$ 659,850	\$ 2,040,927	\$ 6,639,930	\$ 687,600	\$ 15,659,248
Salaries, wages, and benefits	3,244,351	\$ 2,247,874	888,168	4,309,383	1,219,803	1,606,414	\$ 13,515,993
Utilities	73,000	29,540	713,500	412,050	88,000	-	\$ 1,316,090
Repairs and maintenance	373,000	79,100	353,500	428,750	268,000	2,000	\$ 1,504,350
Transfers to local boards and organizations	300,498	59,000	-	784,075	-	51,500	\$ 1,195,073
Interest on long term debt	113,139	374,542	84,090	187,716	1,067	-	\$ 760,554
Insurance	214,000	20,000	28,040	93,200	51,600	-	\$ 406,840
Amortization	294,199	244,785	3,129,407	1,862,661	956,306	5,937	\$ 6,493,295
Total Expenses	\$ 6,237,237	\$ 7,060,732	\$ 5,856,555	\$ 10,118,762	\$ 9,224,706	\$ 2,353,451	\$ 40,851,443
Net Revenue (Deficit)	\$ 196,802	\$ (234,712)	\$ (3,071,026)	\$ (1,754,134)	\$ 1,099,747	\$ (180,109)	\$ (3,943,432)

Segmented information does not include the following:

- Transfers to and from reserves (included in accumulated surplus)
- Interdepartmental transfers
- Debt Principal repayments (part of long term debt on the balance sheet)
- Bond amortization is netted against interest

