



*corporate plan*  
2019-2021

## Table of Contents

	Page
Message from the Mayor.....	2
Message from the Town Manager.....	3
Corporate Plan	
Overview.....	4
Corporate Planning Process & Timelines.....	4
Corporate Priorities.....	5
Organizational Chart.....	27
Staffing Summary.....	28
Department Business Plans	
Office of the CAO.....	31
Corporate Services.....	34
Community & Protective Services.....	38
Planning & Infrastructure.....	42
Fiscal Plan	
Financial Discussion & Analysis.....	48
Unconsolidated Statement of Operations.....	50
Surplus.....	51
Debt.....	52
Revenue & Taxation.....	54
Property Taxes.....	55
Total Assessment Value.....	56
User Fees.....	57
Utilities.....	58
Franchise Fees.....	60
Government Transfers.....	61
Expenses.....	62
Operations & Maintenance.....	62
Human Resources.....	63
Amortization.....	63
Grants.....	64
Interest on Long Term Debt.....	64
Tangible Capital Assets.....	65
Contributed Assets.....	65
Long Term Capital Plan.....	67
Risk & Uncertainties.....	68
2019 Forecast.....	68
Notes to the Fiscal Plan.....	69

## Message from the Mayor

The Town of Stony Plain is focused on strategic infrastructure investments and regional partnership development to advance the priorities of our community. The 2019-2021 Corporate Plan documents the path to achieving our vision through our five pillars:

- Governance & Partners
- Economic Opportunity
- Supportive Infrastructure
- Community Development
- Environmental Responsibility



On behalf of Council, I am pleased to present our Corporate Plan that demonstrates a strong commitment to complete critical projects and maintains valuable municipal services that will advance Stony Plain. Council has weighed the importance of the endeavors outlined in this plan in balance with the current challenging economic environment and cautious optimism that is anticipated for our future growth. We are dedicated to nurturing a Stony Plain that will enhance community pride, spark cultural expression, invite entrepreneurs, engage new citizens and heighten our reputation among Alberta and beyond.

In 2019, we are excited to continue with the next steps for the following multi-year strategic priorities:

- Downtown Redevelopment
- Signage Strategy
- Community Recreational Centre
- Cemetery
- Mayor's Task Force on Community & Citizen Engagement

While these projects represent ongoing work that will be moved forward, the following projects will be launched in 2019:

- Stony Plain Central School Servicing
- Fire Department Master Plan
- Municipal Development Plan Update

Throughout the coming year Council will monitor the Plan implementation while working to identify new opportunities and innovative solutions to the challenges in our community. We will also look to our citizens for ideas, support and feedback. Together, we will ensure it is always better in Stony Plain!

A handwritten signature in blue ink, appearing to read 'William Choy'. The signature is fluid and stylized, with a long horizontal stroke extending to the right.

William Choy  
Mayor

## Message from the Town Manager

On behalf of Administration for the Town of Stony Plain, I am pleased to share the 2019-2021 Corporate Plan. The process to present this document to Council and our citizens began upon the approval of the Town Strategic Plan in first quarter of 2018. The Strategic Plan provides the key objectives to be achieved and projects to be implemented throughout the next three years. This Plan is targeted to accomplish strategic priorities and critical capital projects.

Over the past year I am extremely proud of the progress we have made to advance the vision for Stony Plain. A few of these major projects that were launched and completed include:

- Veteran Boulevard Upgrade
- Downtown Redevelopment
- Rotary Park Upgrade
- Library Expansion & Development Partnership
- Regional RCMP Facility
- Community Engagement for -
  - Recreational & Cultural Facilities
  - Old Town Community Plan
- Strengthening our community brand & awareness with updated signage and website

As the economy continues to recover and new development responds slowly to this turn around, the Town is challenged to make much needed infrastructure investments that will encourage community development momentum. During 2019, the Town will also carefully examine how we deliver services to our citizens and identify opportunities to improve efficiencies while enhancing those areas that can ensure we achieve our community vision -

*“A strong, vibrant community where we respect our heritage, embrace the present, and are excited about our future.”*

I look forward to the implementation of the 2019-2021 Corporate Plan and witnessing how it will benefit our residents and businesses.



Thomas Goulden  
Town Manager





## Overview

The Corporate Plan reflects operating and capital initiatives that support and achieve the Town of Stony Plain's Strategic Plan. As we implement our corporate priorities, we purposefully and successfully move the Town towards our goals. These goals are outlined in the Commitment Statements and Measures of Success within the Strategic Plan. The following pages provide details of new initiatives and service changes that were reviewed and prioritized by the Senior Leadership Team (SLT) developing the Corporate Plan. New initiatives reflect ongoing enhancements and improvements that are necessary for the effective continuation and delivery of our services. Service changes are a result of changes in demand, service level expectations, or staffing levels required to deliver the defined services.

## Process and Timelines

The corporate planning process aligns the activities of the Town with the strategic goals of the community. The following timeline (Table 1) sets out the dates for preparation, consideration and approval of the 2019-2021 Corporate Plan.

TABLE 1	
Date	Activity
January	<b>Council Retreat</b> – Strategic Planning session for the Corporate Plan.
March	<b>Strategic Plan</b> – Adoption of the 2018-2021 Strategic Plan. <b>Corporate Planning</b> – Senior Leadership Team (SLT) and Managers identify and define corporate initiatives.
April – June	<b>Department Business Planning</b> – Departments work on developing detailed Operating 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. <b>Ranking and Prioritization</b> – SLT completes a detailed review and prioritizes operating and capital initiatives as well as proposed service changes. This enables the SLT to prioritize funding and analyze capacity.
July – August	<b>Financial and Capacity Analysis</b> – We calculate and compile financial summaries of the funding strategies for the operating budget, new initiatives, and service changes prioritized by the SLT in June. We analyze the capacity of the organization to deliver core services, new initiatives and service changes.
September	<b>Finalize Proposed Corporate Plan</b> – Using the financial and capacity analysis, the SLT reviews and finalizes changes to budgets and priorities. SLT reviews and finalizes the funding strategies for the Proposed Corporate Plan.
October 23	<b>Distribution of Proposed Corporate Plan</b> – The Proposed Corporate Plan is distributed to the public. This provides both members of Council and the public an opportunity to become familiar with the Proposed Corporate Plan.
November 5, 6 & 7	<b>Public Corporate Plan Meetings</b> – The Proposed Corporate Plan is presented to Council for deliberation and direction. At this time, it may be further amended.
November 26	<b>Corporate Plan Approval</b> – The Amended Corporate Plan is presented to Council for final approval.
December	<b>Public Communication of the Corporate Plan</b> – The Approved Corporate Plan is reviewed with staff and communicated to the public.

# Corporate Plan

---

## Prioritization

Departments submit new operating initiatives, service changes and capital initiatives to the SLT. The SLT then reviews and ranks them. This is done using a set of prioritization criteria that were developed by SLT in response to the Council's Strategic Plan 2018-2021. Each of the criteria is weighted differently, as detailed below. Each of the criteria below has four evaluation statements. These are weighted equally within that criterion. The following criteria were used to evaluate and rank the 2019-2021 corporate plan initiatives and service changes:

1. Strategy (40 %)
  - It is something that is important to the Council
  - It is an important element found in the themes and commitments of the Strategic Plan
  - It is consistent with the Town's mission, vision and core values
  - It positively impacts as much of the community as possible
2. Service Impact (30%)
  - It is critical to sustaining existing services and service levels
  - It is essential to providing a new service or service level
  - It is urgently needed by the people using this service
  - It impacts a wide range of community members
3. Implementation (20%)
  - It positively impacts the efficiency of service
  - It positively impacts the effectiveness of service
  - It positively affects the success of other initiatives/service changes
  - It has a high probability of success
4. Risk Factors (10%)
  - It maintains/enhances employee safety
  - It reduces liability exposure
  - It meets a regulatory requirement
  - It enhances organizational & community integrity

# Corporate Plan

---

New initiatives are placed into the following categories:

- **Corporate Initiatives**  
Corporate initiatives are projects that have been identified within the current strategic plan as a priority. They also 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 designed to maintain or improve the quality of life and competitiveness of the Town.
- **Capital Initiatives**  
Capital initiatives are projects that create or acquire a distinct, new asset that is amortized over time (the initial cost is gradually written off). Both acquiring new and replacing existing assets may require design activities (e.g. facilities, complex equipment, vehicles, new roads, parks or utilities related to growth). The project will often have a measurable operating impact in future years. This impact is reflected in the project cost. Capital initiatives may be defined 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. They help optimize operations, improve the delivery of services or establish the capabilities necessary for them to continue to effectively perform their role. The focus of a departmental project may impact the wider community, or may be more focused on internal administrative improvements. The key distinction is that it primarily supports the needs of a particular department or section.
- **Service Changes**  
Service changes are changes in service demands, service level expectations, or staffing levels required to deliver services. New user fees are also considered service changes. Service changes reflect the impact of the changes on the operating budget and on the service effort.
- **Service Changes – Staffing**  
Staffing for core services is expressed as full time equivalents (FTEs). There are four major categories of FTEs: permanent full-time, permanent part-time, temporary part-time (less than 1 year), and casual. Council approves all full-time and part-time positions. Permanent positions have regularly scheduled hours, whether 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 are recorded as required in each department or section and are approved as part of the Corporate Plan. Casual positions fill in for permanent or temporary positions due to the absence of the staff member or are used for periodic assignments on an as-needed basis, be it full-time or part-time. Term positions (employment for a fixed-term project) are created outside of the established permanent work force as required by the Town and have a predetermined start and end date.

# Corporate Plan

---

## Corporate Priorities

This section outlines the initiatives developed from the Strategic Plan 2018-2021. They are organized according to the themes within the Strategic Plan.

### **GOVERNANCE & PARTNERS**

#### **1. We Commit to:**

Proactively pursue connections, build relationships, and advocate with neighbouring municipalities, regional partners and other levels of government in order 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 and to transfer ownership and responsibility for these major roadways to the Town of Stony Plain
- Stony Plain's interests are represented and visible on regional committees, boards and plans
- An advocacy strategy that outlines and focuses the Council's efforts in relationships with the federal and provincial governments
- Collaboration with provincial and federal municipal associations on behalf of our community
- Determine, create and foster the unique partnerships required to advance the south section of Old Town, as identified in the MDP



# Corporate Plan

## 2. We Commit To:

Cultivating a strong organizational structure and the processes that deliver effective and efficient services.

### Measures of Success:

- A robust organizational structure making the most efficient use of our human capital and financial resources
- Meaningful policies that support and invest in an engaged, productive and effective workforce
- Department reviews, recommendations and action plans that maximize efficiency and ensure balanced service delivery (Table 2) (Table 3)
- A performance-measuring framework that aligns with strategic priorities

TABLE 2	
<b>Initiative</b>	<b>Review and Identification of Cost Savings</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Office of the Chief Administrative Officer
<b>Schedule</b>	2019
<b>Cost</b>	\$0
<b>Funding Source</b>	None
<b>Executive Summary</b> Management practices include the continuous review of operating costs and structure. Administration conducts this throughout the planning cycle and incorporates estimates into the Corporate Plan. This initiative will be a specific process focused on reviewing and identifying any potential operating changes that will reduce current costs. Further, this initiative will identify potential changes to specific services that may have become redundant, inefficient or are no longer relevant in the community. Potential revenue streams will also be examined. This initiative is intended to continue the internal process of review and identification of cost savings throughout the 2019-2021 Corporate Plan. It is anticipated that much of the recommendations will remain at an administrative level although the potential exists that Council will be required to provide specific direction on specific service level changes. The initiative will continue through to the adoption of the 2019 tax rate in April of 2019, with proposed changes summarised and presented to Council at that time.	

# Corporate Plan

Table 3	
<b>Initiative</b>	<b>Fire Department Master Plan Renewal</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Community and Protective Services
<b>Schedule</b>	2019
<b>Cost</b>	\$70,000
<b>Funding Source</b>	Policing & Public Safety Reserve
<b>Executive Summary</b>	
<p>In 2004, the Stony Plain Fire Department Master Plan was conducted. The plan reviewed fire hall replacement, equipment upgrades, full time staffing, and identified recommendations for each reviewed area. The completed plan was endorsed by Council and recommendations were implemented, developing the model for today's Fire Department. In 2012 an additional staffing review was completed, resulting in the recommendation to implement a composite Fire Department to address the potential risk of daytime coverage. Staffing plan recommendation additions were completed in 2015.</p>	
<p>The proposed new master plan will provide immediate, medium and long range plans focused on strategic development of the Fire Department. The plan will investigate service levels, staffing models, regional relationships and cost sharing. The plan will identify triggers and provide projections for additional staffing positions, increased equipment, and building additions. It will also suggest autonomous and regional operational models. This plan will ensure that future growth remains sustainable.</p>	

# Corporate Plan

## 3. We Commit To:

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

### Measures of Success:

- Approval and implementation of Council's Public Participation Policy as required by the Municipal Government Act
- A renewed Town website that streamlines the presentation of information and encourages engagement
- Open dialogue with residents through the hosting of community events and other direct means of conversation (Table 4)

TABLE 4	
<b>Initiative</b>	<b>Municipal Development Plan Update</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2019
<b>Cost</b>	\$105,000
<b>Funding Source</b>	Tax Levy Stabilization Reserve & Utility Rate Stabilization Reserve
<b>Executive Summary</b> We are required to align the Municipal Development Plan (MDP) with the Modernized Municipal Government Act. This initiative provides additional professional planning expertise to do so. In accordance with the new provincial planning framework, the changes to the MDP must be updated by April 1, 2021. In addition, the Town will also align the policies in the MDP with the requirements of the Edmonton Metropolitan Region Growth Plan. The proposed amendments to the MDP will be subject to approval by the Edmonton Metropolitan Region Board.  Of note, the proposed updates to the MDP are not intended to be a complete review. However, a combination of consultation and workshops with the Council, Municipal Planning Commission, public, stakeholders, and our partners in the Tri-Municipal Region will be required. A communications plan will be integral to the design and delivery of this project. Administration will coordinate the activities of the consultant(s), adjust the work plan as required, and ensure that the communication process suits the needs of the Town.	

# Corporate Plan

## **ECONOMIC OPPORTUNITY**

### **1. 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 service and product offerings
- Stony Plain as a tourism destination and a business-friendly community through marketing and promotion (Table 5)
- Relationships with new industries showing synergies with existing, emerging and developing industries
- An expanded implementation of the existing Commercial Infill Policy

Initiative	Tourism Master Plan	TABLE 5
Category	Corporate External	
Business Unit	Office of the Chief Administrative Officer	
Schedule	2021	
Cost	\$40,000	
Funding Source	To be determined	
Executive Summary		
This initiative would provide a focused plan for the Town to strategically undertake tourism initiatives as they relate to brand and story development, destination marketing (independent and regional), sector growth, and visitor services.		

### **2. 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



# Corporate Plan

## 3. We Commit To:

Actively pursuing opportunities to support and develop a vibrant downtown core, institutions (including post-secondary opportunities) and cultural economy.

### Measures of Success:

- Continuation of the Downtown Redevelopment Plan, with completion in 2020 (Table 6)
- The relocation of the Stony Plain Public Library to downtown, strengthening the vitality of the area
- 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

TABLE 6	
<b>Initiative</b>	<b>Downtown Redevelopment Phase III &amp; IV</b>
<b>Category</b>	Corporate Capital
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2019-2020
<b>Cost</b>	\$9,377,950
<b>Funding Source</b>	Municipal Sustainability Initiative, Federal Gas Tax, Capital Storm Water, Sewer, Water & Road Reserve
<b>Executive Summary</b> <p>The Downtown Redevelopment Plan is a multi-year project that was launched in 2017. It updates aging underground infrastructure and provides critical maintenance and investment to Stony Plain's community core. Phases III &amp; IV will involve replacement of the existing underground sewer and water mains, and service connections as well as reconstruction of the road, sidewalks and streetscape on Main Street (50<sup>th</sup> Street) from 52<sup>nd</sup> Avenue to 49<sup>th</sup> Avenue.</p> <p>Phase III of the project, in 2019, will involve replacement of the existing underground sewer, water mains and service connections as well as reconstruction of the road, sidewalks and landscaping on Main Street from 52<sup>nd</sup> Avenue to 50<sup>th</sup> Avenue. The budget for Phase III is \$6,601,500.</p> <p>Phase IV of the project, in 2020, will also replace deep utilities and reconstruct the streetscape on Main Street from 50<sup>th</sup> Avenue to 49<sup>th</sup> Avenue. The budget for Phase IV is \$2,736,450.</p> <p>During project construction, there was a significant impact on downtown businesses and access to the downtown area. As a result, the Town is prepared to work in partnership with the business community to alert customers and visitors that the downtown is "open for business". \$20,000 in 2019 and 2020 will be allocated to support the downtown business community's marketing campaign.</p> <p>The total estimated project cost for the Downtown Redevelopment Plan (Phases I-IV) is \$14,991,000.</p>	

# Corporate Plan

## **SUPPORTIVE INFRASTRUCTURE:**

### **1. We Commit To:**

Adopting a 'complete streets' philosophy for street design and the promotion of alternative modes of transportation. This includes preparation for a transit system that will improve physical connectivity within our community.

#### **Measures of Success:**

- A renewed and fiscally supported Trails Master Plan that maximizes community connectivity

TABLE 7		
Initiative	Signage Strategy Implementation Phase II-IV	
Category	Corporate Capital	
Business Unit	Office of the Chief Administrative Officer	
Schedule	2019-2021	
Cost	\$537,700	
Funding Source	General Purpose Reserve & Municipal Sustainability Initiative	
<div>Executive Summary</div> <div>In 2017, the Town completed a signage inventory and a comprehensive Signage Strategy. The strategy:<ul style="list-style-type: none"><li>• Designs an innovative signage program that supports current needs, future objectives, builds on Stony Plain’s image, and provides necessary information to residents and visitors</li><li>• Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction</li><li>• Determines benefits and feasibility of electronic signage</li><li>• Creates designs compatible with many typical sign types in preparation for any future implementation phases. This approach gives the Town of Stony Plain a long-term vision for the complete signage system</li></ul></div> <div>In 2018 (Phase I), the Town launched the implementation of the strategy with new entrance signs and two facility signs. Future phases of this multi-year strategy are outlined below.</div>		
2019 – Phase II <ul style="list-style-type: none"><li>1. One Digital Message Centre Sign</li><li>2. One Primary Facility ID Sign</li><li>3. One Custom Facility ID Sign</li><li>4. One Primary Facility ID Sign – Wall-mounted</li></ul> Total - \$168,200	2020 – Phase III <ul style="list-style-type: none"><li>1. Three Primary Facility ID Signs</li><li>2. One Custom Facility ID Sign</li><li>3. One Park Entry Map &amp; ID Sign</li><li>4. Two Secondary Facility ID Signs</li><li>5. Eight Pictograph ID Signs</li></ul> Total - \$184,000	2021 – Phase IV <ul style="list-style-type: none"><li>1. Two Primary Directional Signs</li><li>2. Five Secondary Directional Signs</li><li>3. Three Tertiary Directional Signs</li></ul> Total - \$185,500
The total estimated project cost for the Signage Strategy Implementation (Phase I-VI) is \$1,123,082.		

## Corporate Plan

**TABLE 8**

<b>Initiative</b>	<b>South Park Drive Extension</b>
<b>Category</b>	Corporate Capital
<b>Schedule</b>	2019 – 2021
<b>Cost</b>	\$1,630,320
<b>Funding Source</b>	Debt Financing
<b>Executive Summary</b> The proposed continuation and connection of South Park Drive/46 <sup>th</sup> Avenue will complete this roadway around the Westview Health Centre. It finishes at 44 <sup>th</sup> Avenue and serves as the second access/egress for the Silverstone subdivision. We have confirmed that there are significant challenges in constructing this roadway. These include environmental considerations (Water Act approval) and geotechnical (soil) issues. Wetland and biophysical studies will be required by Alberta Environment if we request approval to shift the existing stream course in 2019 at a cost of \$75,000. The construction will be completed in following years at an estimated cost of \$1,555,320.	

# Corporate Plan

## 2. We Commit To:

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

### Measures of Success:

- Examining the feasibility of expanding the recreation facility in Stony Plain (Tables 9, 12)
- Recommendations for optimizing existing Community Centre use and accessibility (Table 10)
- A completed framework to guide the Town's participation in regional transit services, and providing initial public transportation for the community (Table 11)
- Completing a renewed Transportation Master Plan, including the role of Range Road 12 in the road network (Table 12)
- Examining the feasibility of a cultural centre in Stony Plain (Table 13)
- An operational agreement and construction of a new RCMP facility in partnership with the City of Spruce Grove
- An infrastructure and land assembly plan supporting the construction of a Town Square in the downtown core (Table 15)

TABLE 9	
<b>Initiative</b>	<b>Community Recreation Centre Design</b>
<b>Category</b>	Corporate Capital
<b>Business Unit</b>	Community & Protective Services
<b>Schedule</b>	2019
<b>Cost</b>	\$500,000
<b>Funding Source</b>	Tax Levy Stabilization Reserve
<b>Executive Summary</b> In 2018, after speaking with the community about our needs, we will adopt a preferred design for a community recreation facility. This will direct the 2019 design work on the final facility to be constructed. The detail-design work will be completed by an architectural firm with direction from Administration to ensure that the adopted design elements are maintained. The timing of this project will entail: <ul style="list-style-type: none"> <li>• 1st Quarter Procurement of architect</li> <li>• 2nd and 3rd Quarters Detail design document development</li> <li>• 4th Quarter Tender document preparation</li> </ul>	



# Corporate Plan

TABLE 10	
<b>Initiative</b>	<b>Downtown Community Centre Renovation</b>
<b>Category</b>	Corporate Capital
<b>Business Unit</b>	Community & Protective Services
<b>Schedule</b>	2020
<b>Cost</b>	\$2,500,000
<b>Funding Source</b>	Debt Financing
<b>Executive Summary</b> This project will bring the downtown Community Centre to the current building code with the update of mechanical and electrical systems and accessibility improvements to the building. The project may provide for improved programming and rental opportunities. The project will utilize existing building foundation and remain on the current allocated land. This project will maintain a small to mid-sized community program space in the Town's facility inventory. This project will be deferred until following the Old Town Community Plan.	

TABLE 11	
<b>Initiative</b>	<b>Regional Transit Plan</b>
<b>Category</b>	Corporate Capital & Service Change
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2020
<b>Cost</b>	\$778,530
<b>Funding Source</b>	Operating and Municipal Sustainability Initiative
<b>Executive Summary</b> The Town will implement the Tri-Municipal Regional Transit Plan in partnership with the City of Spruce Grove and Parkland County. This initiative will provide the infrastructure and capital investment to establish the local connector route and linkage to the commuter service between Spruce Grove and Edmonton. The establishment of the public transportation service in late 2020 will require a capital investment of \$488,000 and an initial operating cost of \$290,530.	

# Corporate Plan

TABLE 12	
<b>Initiative</b>	<b>Community Recreation Centre Construction</b>
<b>Category</b>	Corporate Capital
<b>Business Unit</b>	Community and Protective Services
<b>Schedule</b>	2020 – 2021
<b>Cost</b>	\$57,000,000
<b>Funding Source</b>	Unfunded
<p><b>Executive Summary</b></p> <p>In 2018, we will extensively engage the community about the adoption of a preferred design for a community recreation facility. This design will direct the required architectural design work on the final facility. The detail-design work will be completed by an architectural firm in 2019, with direction from Administration. (Table 9)</p> <p>This initiative focuses on the construction of the 2018 adopted facility design. The timing of this project will be:</p> <ul style="list-style-type: none"> <li>• 1st Quarter Tender call</li> <li>• 2nd Quarter Tender award and Construction start</li> <li>• 3rd Quarter Continuation of construction</li> </ul> <p>We estimate that construction will take 18 months. The facility will be available for public use in its entirety by the end of 2022. Administration will work to secure available grant and sponsorship funding as well as seek support from regional partners.</p>	

TABLE 13	
<b>Initiative</b>	<b>Cultural Centre Design</b>
<b>Category</b>	Corporate Capital
<b>Business Unit</b>	Office of the Chief Administrative Officer
<b>Schedule</b>	2021
<b>Cost</b>	\$320,000
<b>Funding Source</b>	Municipal Sustainability Initiative
<p><b>Executive Summary</b></p> <p>The cultural centre design will reflect the needs and wants of the residents of Stony Plain and the surrounding region. The report will utilize the Community Engagement and Conceptual Design completed in early 2019 and will include:</p> <ul style="list-style-type: none"> <li>• Analyzing and selecting site options</li> <li>• Planning the features of the facility (e.g. theatre and rehearsal halls, studio space, art studios, catering kitchen, etc.)</li> <li>• Analyzing programming and functions</li> <li>• Developing a model for operations and staffing</li> <li>• Analyzing capital requirements, operating costs, revenue projections, and economic benefits</li> </ul>	

# Corporate Plan

TABLE 14	
<b>Initiative</b>	<b>Transportation Master Plan Update</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2021
<b>Cost</b>	\$150,000
<b>Funding Source</b>	Roads Reserve
<p><b>Executive Summary</b></p> <p>The Transportation Master Plan is essential for infrastructure networking and sustainable development. This initiative is an update to the Town's current Transportation Master Plan (2011). It will include a necessary study of the Town's Transportation Network. Updates to the master plan will provide:</p> <ul style="list-style-type: none"> <li>• A solution to our future transportation needs</li> <li>• Information for infrastructure improvements</li> <li>• Cost estimates to undertake the Ten Year Capital Plan</li> </ul> <p>Regular updates to the Transportation Master Plan support the maintenance of the off-site levy bylaw.</p>	

Table 15	
<b>Initiative</b>	<b>Town Square Design and Land Assembly</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2021
<b>Cost</b>	\$88,000
<b>Funding Source</b>	Tax Levy Stabilization Reserve
<p><b>Executive Summary</b></p> <p>This initiative prepares a concept plan that clarifies the design, land assembly requirements, future municipal office space needs, and community needs for programmable spaces in the vicinity of downtown and the Town Hall. The plan implements parts of the Old Town Community Plan by enabling new civic uses in, and adjacent to, areas of transition identified in the Municipal Development Plan.</p>	

# Corporate Plan

## 3. We Commit To:

Being mindful of the impact that growth has on our ability to maintain and improve both existing and new developments and services. We consider future fiscal, social and environmental implications as we plan.

### Measures of Success:

- Completing the Municipal Cemetery Design and any required land purchases leading to construction and operation (Table 16)
- Examining how development impacts parking in Old Town
- Reviewing and renewing the Off-site Levy Bylaw, while considering new authorities granted within the Municipal Government Act (Table 17)

Table 16	
<b>Initiative</b>	<b>Cemetery</b>
<b>Category</b>	Corporate Capital & Service Change
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2019-2020
<b>Cost</b>	\$2,127,328
<b>Funding Source</b>	Municipal Sustainability Initiative
<b>Executive Summary</b>	
<p>In 2016, a Cemetery Master Plan was completed and subsequently adopted by Council in 2017. The Plan included the type of cemetery (e.g. traditional, crematorium, green burial, and memorial garden), service delivery expectations, costs, land requirements, pricing bylaw and operational considerations. In 2017, we identified a suitable site located west of Stony Plain in the area of the landfill adjacent to Rosenthal Road. We also initiated the necessary hydrogeological investigation of the water table's depth to satisfy the Province's provisional approval of the selected site. In 2018, Administration verified the suitability of the site and continued investigating the water table depth.</p>	
<p>The 2019-20 initiative proposes three final components that the cemetery needs to become operational in 2020:</p>	
<ol style="list-style-type: none"><li>1. The construction of the cemetery will begin in 2019, with completion estimated for mid 2020. The costs associated with this work will vary depending on provincial approval, the final concept, and costs of construction. \$2 million is proposed for the design and construction of the cemetery. If necessary, land acquisition costs may be added to this amount.</li><li>2. The Town's Enterprise Resource Planning (ERP) system will be enhanced with a cemetery module. This will be used to maintain registry information, to record and manage plots, sub-plots, sections, and reservations, and for maintenance billing. We will be able to generate a variety of reports, including information on detailed cemetery plots as well as revenues and expenses. The module will be integrated with existing elements of the ERP system, such as name and address records, accounts receivable, work orders and cash receipts. The cost for the cemetery module is \$17,850.</li><li>3. A full-time cemetery operator and equipment will be required to maintain this new facility. We propose to add the position and equipment to Town operations in 2020: \$30,000 for equipment and \$79,478 annually for staff.</li></ol>	



## Corporate Plan

Table 17	
<b>Initiative</b>	<b>Off-site Levy Bylaw</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2020
<b>Cost</b>	\$65,000
<b>Funding Source</b>	Tax Levy Stabilization Reserve & Utility Rate Stabilization Reserve
<b>Executive Summary</b>	
<p>The Off-site Levy Bylaw requires a thorough update. This will include consultation with the development industry and the community. We will consider expanding the levies to include storm sewer drainage. A consultant will engage internal and external stakeholders in the bylaw and policy review processes. The initiative will also develop policies and procedures to administer off-site levies and development agreements consistent with the requirements established in the Municipal Government Act. Finally, the bylaw will consider options for the new authorities granted under the Municipal Government Act.</p>	

# Corporate Plan

## **COMMUNITY DEVELOPMENT**

### **1. We Commit To:**

Developing the cultural aspects of our community via the Cultural Master Plan.

#### **Measures of Success:**

- Increasing awareness of, and participation in, local art and cultural opportunities included in the Plan and those put forward by the Cultural Round Table (Table 18)
- Integrating cultural initiatives and events into municipal planning in order to expand quality of place development and attract a creative industry workforce
- Creating a Public Art Strategy, guiding the placement and design of public art with purpose and engagement (Table 18)

Table 18	
<b>Initiative</b>	<b>Cultural Plan Renewal/Public Art Strategy</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Office of the Chief Administrative Officer
<b>Schedule</b>	2020
<b>Cost</b>	\$60,000
<b>Funding Source</b>	Public Art Reserve
<b>Executive Summary</b> 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 by Administration, Council, community stakeholders, and with guidance from the Cultural Roundtable. We anticipate that renewing the plan will take close to a full year. It will include a public art strategy that will guide the placement and design of public art with purpose and engagement. The 2020 update allows for further opportunity to strengthen and build on the goals and outcomes of this key element of Town services, with no lapse in guiding documentation.	

## **2. We Commit To:**

Enhancing the safety of our community and constantly working to protect our residents.

### **Measures of Success:**

- Annual emergency management updates and reports for the community
- Working with CN to ensure existing rail lines are safe for all residents, including a specific effort to design and construct a second pedestrian crossing
- Enhancing organization and community disaster resiliency
- Clear and effective partnership arrangements with local schools to provide safe pedestrian corridors for children

## **3. We Commit To:**

Embracing the diversity of our community by offering a variety of choices that enable people 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
- Adoption of a renewed affordable housing strategy that reflects the current environment and community needs
- Fostering and building partnerships to examine and provide enhanced housing options for an aging population

# Corporate Plan

## 4. 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 schools
- 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 and completed on a regional basis (Table 19)
- The creation of the Mayor's Task Force on Community and Citizen Development (Table 20)

Table 19	
<b>Initiative</b>	<b>Stony Plain Central School Servicing</b>
<b>Category</b>	Corporate Capital
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2019-2021
<b>Cost</b>	\$3,470,200
<b>Funding Source</b>	Developer Levies & Capital Water Reserve
<b>Executive Summary</b> In March 2018, the province announced the replacement of Stony Plain Central School. The school is anticipated to be open for the fall 2021 school year. The Town is required to provide the necessary infrastructure services to meet the requirements of the school. Administration is working in partnership with Parkland School Division and Alberta Infrastructure to prepare the design for the school in early 2019, with construction to follow throughout 2019-2021. A broad estimate for serving a site in Old Town South has been determined to be \$ 3,470,200. A summary of options with a preferred recommendation will be presented to Council in early 2019.	

Table 20	
<b>Initiative</b>	<b>Mayor's Task Force on Community and Citizen Development</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Office of the Chief Administrative Officer
<b>Schedule</b>	2019
<b>Cost</b>	\$0
<b>Funding Source</b>	None
<b>Executive Summary</b> The stated purpose of the Task Force is to provide strategic advice to Council regarding the development of policies, practices, responsibilities and tactics pertaining to the development of community volunteerism and knowledgeable and engaged citizens in Stony Plain. It is anticipated the Task Force will provide a final report to Council no later than May 15, 2019. The report will provide recommended actions for Council consideration. Estimates of cost, staff commitment or any other requirements are unknown at this time.	

# Corporate Plan

## **ENVIRONMENTAL RESPONSIBILITY**

### **1. We Commit To:**

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

### **2. We Commit To:**

The health of our natural environment. We plan our growth and deliver services in a way that preserves and supports air quality, reduces greenhouse gas emissions, and efficiently uses land, energy and water.

#### **Measures of Success:**

- Implementing development standards that require multi-unit waste collection (Table 21)
- Completing and implementing a water conservation study to support awareness and educational opportunities
- Feasibility study in collaboration with the City of Spruce Grove and Parkland County for an organic processing facility and recycling centre
- The completion of a review and plan for sustainable use of the Town's dewatering system

TABLE 21	
<b>Initiative</b>	<b>Municipal Development Standards Update</b>
<b>Category</b>	Corporate
<b>Schedule</b>	2019
<b>Cost</b>	\$75,000
<b>Funding Source</b>	Tax Levy Stabilization Reserve & Utility Rate Stabilization Reserve
<b>Executive Summary</b>	
This initiative updates the Municipal Development Standards (MDS) of the Town of Stony Plain. The last update was completed in 2006. This initiative ensures that the MDS are up-to-date with the current best practices of design and construction methods. It also ensures that we meet current regulatory requirements and industry standards. The updated MDS will guide developers, consultants, contractors, and internal and external stakeholders in design, construction, maintenance and rehabilitation of municipal infrastructure within the Town of Stony Plain. The updated MDS will provide a comprehensive overview to all users, and will be in line with similar municipalities and provincial standards.	

# Corporate Plan

---

## **3. We Commit To:**

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

### **Measures of Success:**

- Progressing our environmental initiatives through educational programming and promotion
- An enhanced inventory of community gardens

# Corporate Plan

---

## DEPARTMENT BUSINESS PLANS

### Overview

Department Business Plans reflect the activities of departments within the Town. These activities 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 2019, 2020 and 2021.

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

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

CS, CAPS and P&I are led by general managers, with managers and supervisors overseeing the operations of various 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 initiatives and service changes; and an operational summary.

### Identity Statement

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

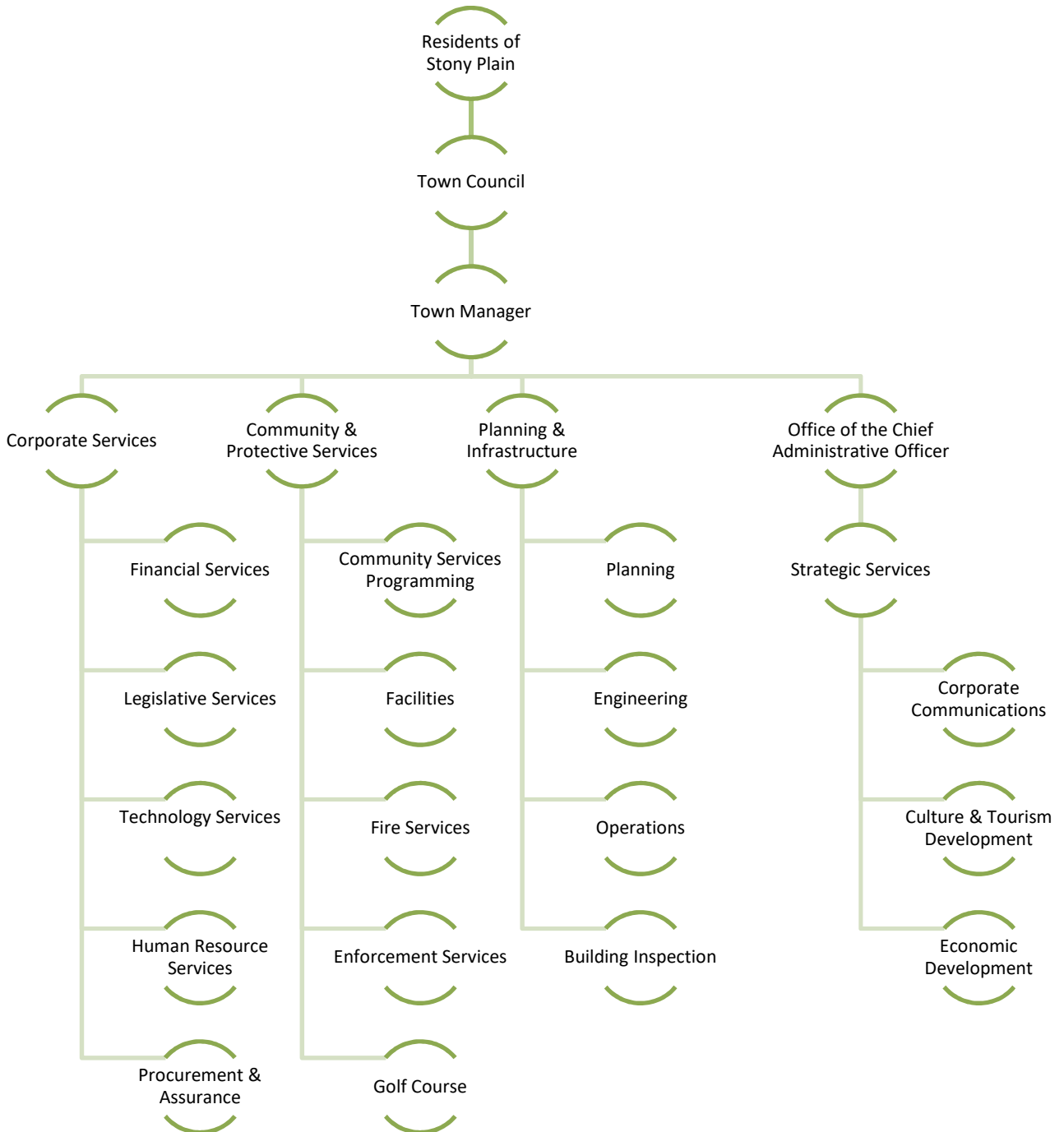
### Organizational Chart

The organizational charts represent the internal reporting structure of each department or section. These correlate to the FTE staffing summaries. The charts are not intended to reflect the level of authority and accountability of each position, nor do they reflect the level of working relationship with third party agencies in the delivery of services.

Positions for 2019-2021 are reflected in the organizational charts in shaded boxes and include the position name, along with the year that they will be added.

# Corporate Plan

The following is the organizational structure of the Town:





## Corporate Plan

---

### Staffing Summary

The staffing size for each department is expressed as Full-Time Equivalents (FTE). The staffing summaries for each department include proposed FTEs for 2019-2021. The following schedule shows Proposed FTEs for the 2019-2021 Fiscal Plan years.

TABLE 22

<b>Department/Position</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Office of the CAO	0	0	0
Corporate Services	0	0	0
Community & Protective Services	0	0	0
Planning & Infrastructure	0		0
Cemetery Operator I		1.0	
<b>Proposed Annual Increase in FTEs</b>	<b>0</b>	<b>1.0</b>	<b>0</b>

Administration recommendations regarding additional full time positions are directly related to the limited new development the Town has experienced in the last couple of years, the emphasis on infrastructure improvements, the consideration of new facilities and the efforts to maintain service levels.

## Corporate Plan

The following table is a summary of the total FTEs, including positions for 2018 – 2021.

TABLE 23	2018	Proposed 2019	Proposed 2020	Proposed 2021
<b>Office of the CAO</b>				
Town Manager's Office	3.0	3.0	3.0	3.0
Economic Development	2.0	2.0	2.0	2.0
Cultural Development	1.0	1.0	1.0	1.0
Corporate Communications	2.0	2.0	2.0	2.0
	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>
<b>Corporate Services</b>				
General Manager's Office	1.0	1.0	1.0	1.0
Financial Services	11.3	11.3	11.3	11.3
Legislative Services	3.6	3.6	3.6	3.6
Technology Services	4.0	4.0	4.0	4.0
Human Resource Services	3.0	3.0	3.0	3.0
Procurement & Assurance Services	1.0	1.0	1.0	1.0
	<b>23.9</b>	<b>23.9</b>	<b>23.9</b>	<b>23.9</b>
<b>Community &amp; Protective Services</b>				
General Manager's Office	1.0	1.0	1.0	1.0
Community Services Programming	4.6	4.0	4.0	4.0
Facilities	14.0	14.0	14.0	14.0
Fire Services	7.0	7.0	7.0	7.0
Enforcement Services	24.5	24.5	24.5	24.5
Golf Course	5.0	5.0	5.0	5.0
	<b>56.1</b>	<b>55.5</b>	<b>55.5</b>	<b>55.5</b>
<b>Planning &amp; Infrastructure</b>				
General Manager	1.0	1.0	1.0	1.0
Planning	7.0	7.0	7.0	7.0
Engineering	3.0	3.0	3.0	3.0
Operations	26.4	26.4	27.4	27.4
Building Inspection	1.0	1.0	1.0	1.0
	<b>38.4</b>	<b>38.4</b>	<b>39.4</b>	<b>39.4</b>
<b>Total Full-Time Equivalents</b>	<b>126.4</b>	<b>125.8</b>	<b>126.8</b>	<b>126.8</b>

# Corporate Plan

---

## **Departmental Initiatives and Service Changes**

Department business plans include summaries of the departmental operating and capital initiatives, service changes, and staffing changes for 2019 and those planned for 2020 and 2021.

## **Fiscal Plan**

Department fiscal plans include an operating budget as well as revenue and expenses associated with the delivery of services, new initiatives, and service changes proposed in this corporate plan. The operating budget reflects the finances used to deliver core services at current service levels and with current delivery methods. The following items are included in the operating 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



## Department Business Plans

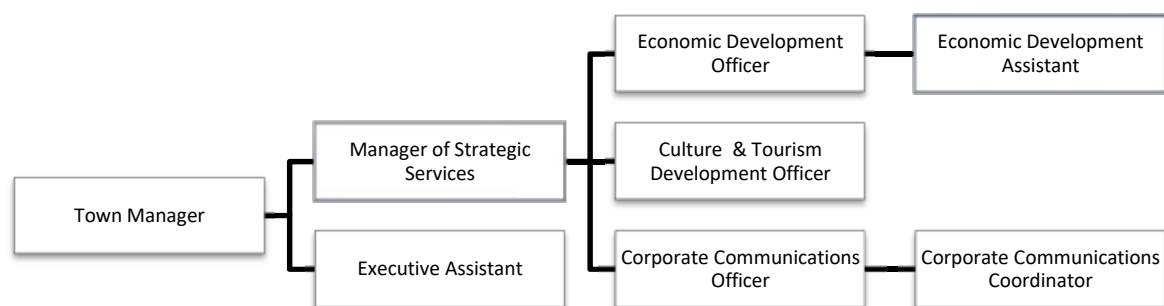
### Office of the CAO Operational Summary 2018-2021

	2018 Budget	2019 Proposed	2020 Proposed	2021 Proposed
<b>Revenues</b>				
Sales and User Charges	20,000	600	600	600
<b>Total Revenue</b>	<b>20,000</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Expenses</b>				
Office of the CAO	459,404	472,186	472,544	472,994
Strategic Services	664,309	706,319	717,011	728,992
Corporate Communications	255,069	114,400	83,150	82,525
Economic Development	185,800	191,300	171,300	151,300
Culture & Tourism	449,100	337,480	396,472	340,757
<b>Total Expenses</b>	<b>2,013,682</b>	<b>1,821,685</b>	<b>1,840,477</b>	<b>1,776,568</b>
<b>Annual Surplus (Deficit)</b>	<b>(1,993,682)</b>	<b>(1,821,085)</b>	<b>(1,839,877)</b>	<b>(1,775,968)</b>

COUNCIL	2018	2019	2020	2021
<b>Expenses</b>	<b>Budget</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
Council	470,555	536,374	543,374	547,138
<b>Surplus (Deficit)</b>	<b>(470,555)</b>	<b>(536,374)</b>	<b>(543,374)</b>	<b>(547,138)</b>

### Organizational Chart



## Department Business Plans

---

### Full-Time Equivalent Staffing Summary

TABLE 24	2018	Proposed 2019	Proposed 2020	Proposed 2021
Town Manager's Office	3.0	3.0	3.0	3.0
Economic Development	2.0	2.0	2.0	2.0
Culture & Tourism Development	1.0	1.0	1.0	1.0
Corporate Communications	2.0	2.0	2.0	2.0
	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

### Department Initiatives and Service Changes

No changes have been submitted for approval.

## 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

We at Corporate Services strive to provide excellent 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 guide the work of Corporate Services:

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

## Department Business Plans

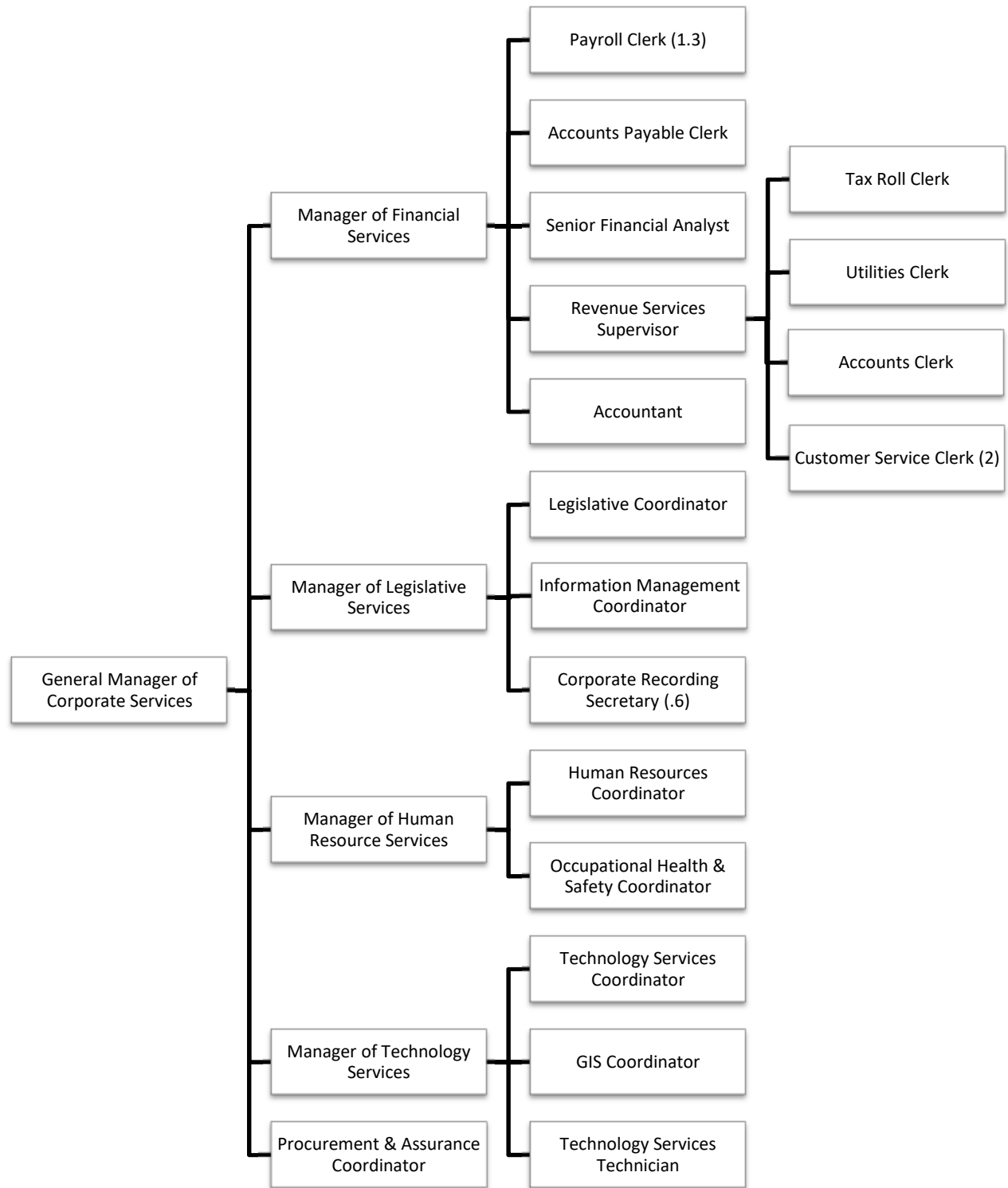
### Corporate Services Operational Summary 2018-2021

	2018 Budget	2019 Proposed	2020 Proposed	2021 Proposed
<b>Revenues</b>				
<b>Taxes (Net)</b>	16,765,047	17,329,734	18,762,159	19,698,220
Sales & User Charges	27,900	30,900	30,900	30,900
Tax Penalties	176,000	176,000	176,000	176,000
Franchise Fees	3,162,474	3,151,283	3,195,071	3,239,365
Interest	143,500	171,500	171,500	171,500
Lease Revenues	119,080	126,800	126,800	126,800
Other Revenues	43,000	349,835	359,040	365,360
Government Transfers	123,432	165,972	30,260	-
Licences	125,000	130,000	130,000	130,000
<b>Total Revenue</b>	<b>20,685,433</b>	<b>21,632,024</b>	<b>22,981,730</b>	<b>23,938,145</b>
<b>Expenses</b>				
Corporate Admin	352,412	326,713	327,071	327,521
Financial Services	2,639,322	2,807,769	2,737,984	2,753,196
Legislative Services	544,939	530,188	453,032	495,245
Human Resource Services	424,014	413,040	451,997	431,688
Technology Services	734,454	811,033	828,223	840,012
<b>Total Expenses</b>	<b>4,695,141</b>	<b>4,888,743</b>	<b>4,798,307</b>	<b>4,847,662</b>
<b>Surplus (Deficit)</b>	<b>15,990,292</b>	<b>16,743,281</b>	<b>18,183,423</b>	<b>19,090,483</b>



# Department Business Plans

## Organizational Chart



## Department Business Plans

---

### Full-Time Equivalent Staffing Summary

TABLE 25	Approved 2018	Proposed 2019	Proposed 2020	Proposed 2021
General Manager's Office	1.0	1.0	1.0	1.0
Financial Services	11.3	11.3	11.3	11.3
Legislative Services	3.6	3.6	3.6	3.6
Technology Services	4.0	4.0	4.0	4.0
Human Resource Services	3.0	3.0	3.0	3.0
Procurement & Assurance Services	1.0	1.0	1.0	1.0
	<b>23.9</b>	<b>23.9</b>	<b>23.9</b>	<b>23.9</b>

### Department Initiatives and Service Changes

No changes have been submitted for approval.

### **Community & Protective Services**

Community & Protective Services is led by a General Manager. The department encompasses the following functions:

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

#### **Identity Statement**

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

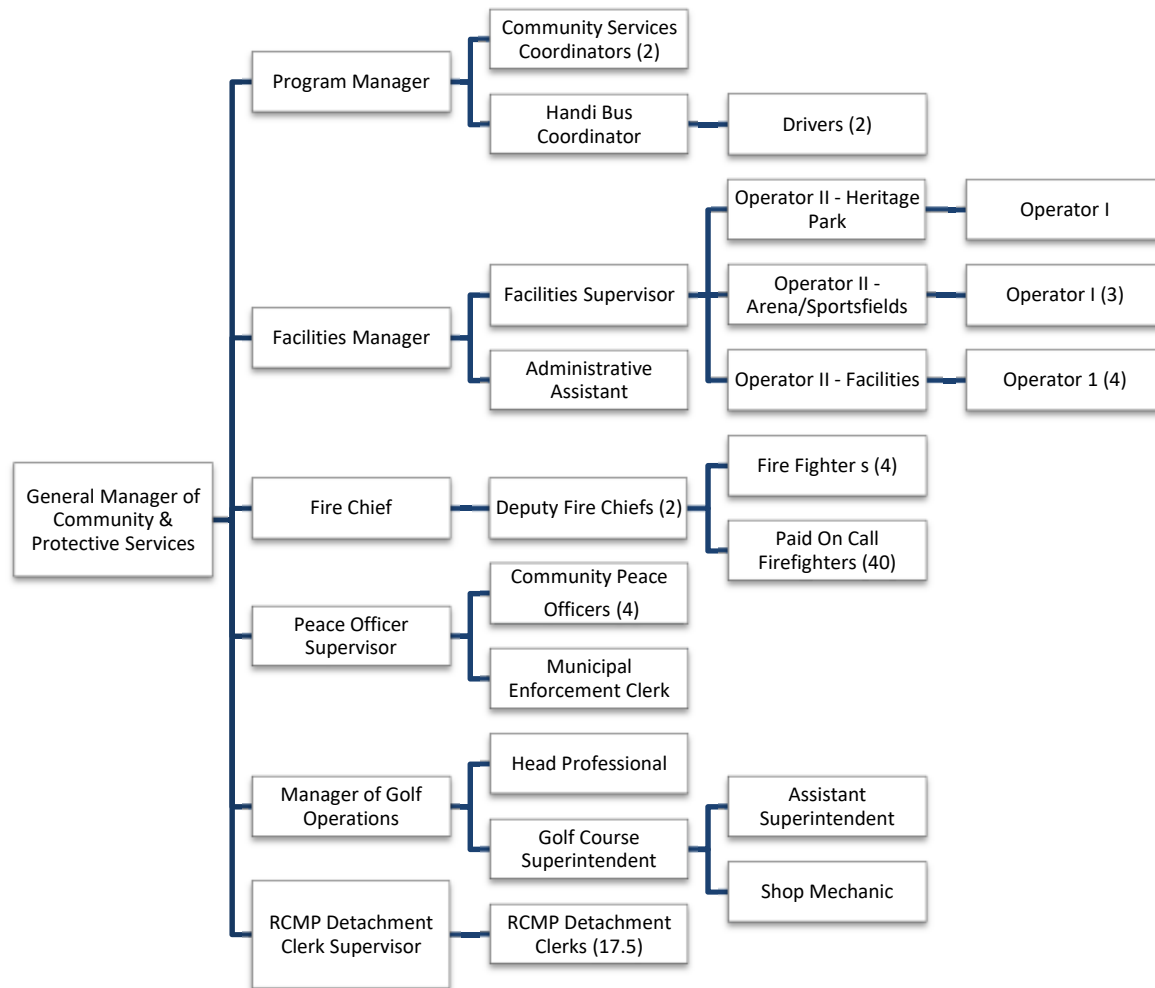
## Department Business Plans

### Community & Protective Services Operational Summary 2018-2021

	2018	2019	2020	2021
<b>Revenues</b>	<b>Budget</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
Sales & User Charges	1,919,580	2,201,555	2,284,205	2,393,177
Government transfers for operating	1,754,922	2,190,035	2,228,640	2,260,141
Fines	1,661,500	971,500	971,500	971,500
Licences & Permits	18,000	18,000	18,000	18,000
Investment Income	15,500	10,500	10,500	10,500
Rentals	354,624	456,624	466,624	476,624
Other	132,850	111,150	111,150	111,150
<b>Total Revenue</b>	<b>5,856,976</b>	<b>5,959,364</b>	<b>6,090,619</b>	<b>6,241,092</b>
<b>Expenses</b>				
Protective Services	7,726,001	8,041,330	8,175,778	8,199,344
Community Services	479,324	293,536	294,679	295,018
Tri-Leisure	793,492	777,654	765,005	751,598
Programs	679,737	644,252	680,919	658,318
Facilities	4,048,994	4,118,885	4,194,723	4,246,914
Golf Course	1,767,156	1,901,005	1,910,135	1,921,249
<b>Total Expenses</b>	<b>15,494,704</b>	<b>15,776,662</b>	<b>16,021,239</b>	<b>16,072,441</b>
<b>Surplus (Deficit)</b>	<b>(9,637,728)</b>	<b>(9,817,298)</b>	<b>(9,930,620)</b>	<b>(9,831,349)</b>

# Department Business Plans

## Organizational Chart



## Department Business Plans

### Full-Time Equivalent Staffing Summary

TABLE 26	Approved 2018	Proposed 2019	Proposed 2020	Proposed 2021
General Manager's Office	1.0	1.0	1.0	1.0
Community Services Programming	4.6	4.0	4.0	4.0
Facilities	14.0	14.0	14.0	14.0
Fire Services	7.0	7.0	7.0	7.0
Enforcement Services	24.5	24.5	24.5	24.5
Golf Course	5.0	5.0	5.0	5.0
	<b>56.1</b>	<b>55.5</b>	<b>55.5</b>	<b>55.5</b>

In July 2018 the Town of Stony Plain assumed 12 RCMP Municipal Clerk positions as part of the Integrated RCMP Detachment operations with the City of Spruce Grove.

### Department Initiatives and Service Changes

TABLE 27	
<b>Initiative</b>	<b>Pre-emptive Traffic Light System</b>
<b>Category</b>	Departmental - Capital
<b>Schedule</b>	2019
<b>Cost</b>	\$200,000
<b>Funding Source</b>	Policing & Public Safety Reserve
<p><b>Executive Summary</b></p> <p>With a fire, response time is critical. It is not just about arriving quickly; arriving safely is also a high priority. As the Town continues to grow, roads are getting busier, requiring additional traffic controls to be installed to assist with traffic safety. A pre-emptive traffic light system monitors fire response locations and works to increase the safety of intersections. The pre-emptive system changes traffic lights to green in front of responding vehicles, clearing traffic and allowing the vehicle to go through an intersection more safely. This system increases intersection safety and provides faster emergency response time in fire and rescue situations.</p>	

## Planning & Infrastructure

Planning & Infrastructure is led by a General Manager and encompasses the following areas:

- Planning
- Engineering
- Operations (Public Works)

### Identity Statement

In Planning & Infrastructure, we aspire to be:

- Forward thinking and masters of change, both for the community's physical growth and development, as well as in our own professional environment.
- Problem solvers who are able to evaluate, provide options, formulate recommendations, and promptly make decisions.
- A very 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 ongoing training and education.

### Purpose Statement

The purpose of the Planning & 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 delivery of services and public education.
- To be process managers who maintain and employ efficient systems to meet the needs and demands of both residents and Council.

## Department Business Plans

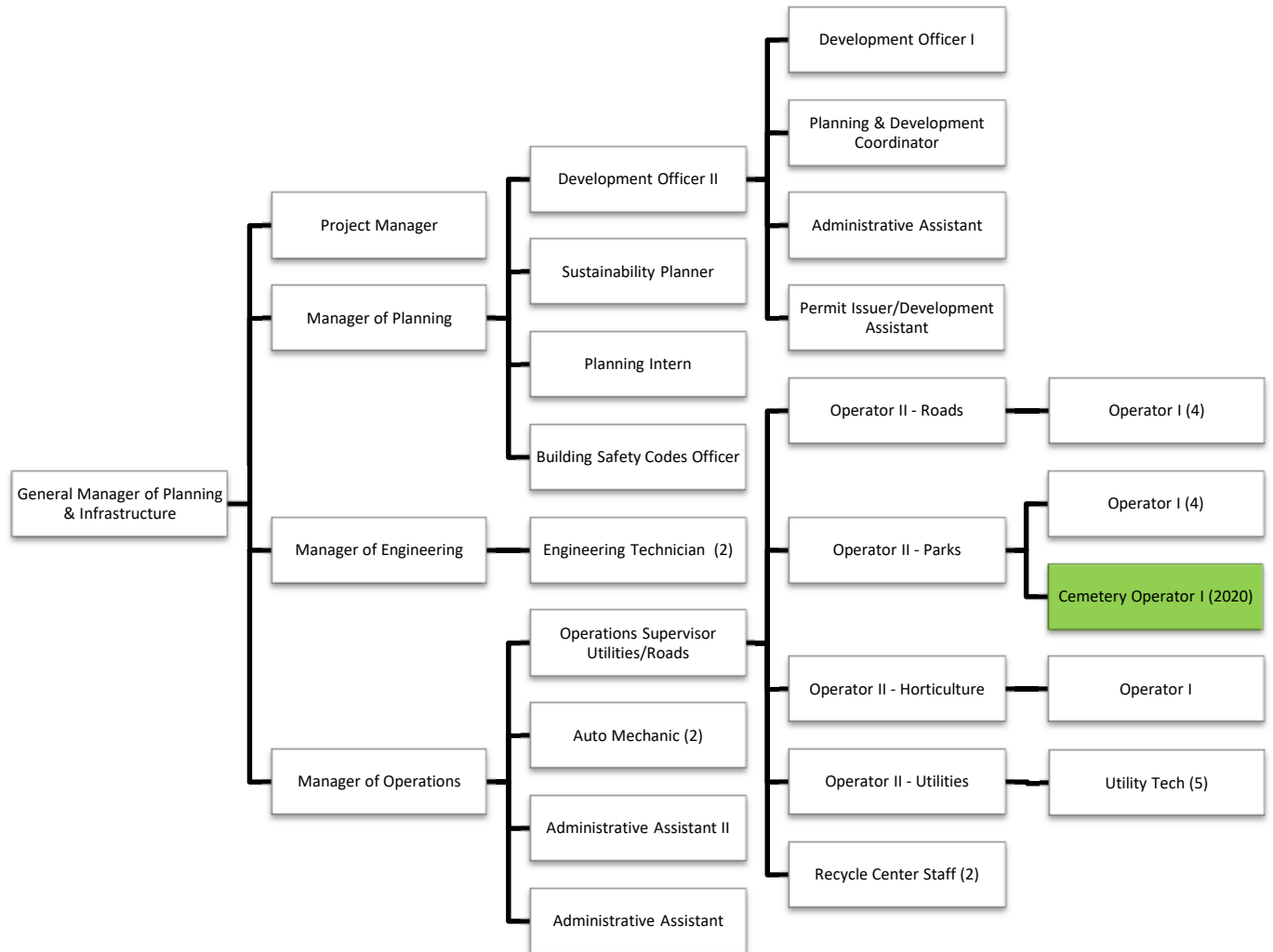
### Planning & Infrastructure Operational Summary 2018-2021

	2018	2019	2020	2021
Revenues	Budget	Proposed	Proposed	Proposed
Frontages (local improvements)	4,955	4,955	4,955	4,955
Sales & User Charges	10,231,198	10,523,452	10,789,054	11,070,038
Government transfers for operating	402,400	105,400	85,400	85,400
Licences & Permits	348,000	336,000	438,800	454,000
Investment Income	80,700	66,400	66,400	66,400
Rentals	5,000	5,000	5,000	5,000
Other	5,500	6,000	5,500	5,500
Penalties	50,500	48,000	51,000	51,000
<b>Total Revenue</b>	<b>11,128,253</b>	<b>11,095,207</b>	<b>11,446,109</b>	<b>11,742,293</b>
<b>Expenses</b>				
Transportation	4,929,706	4,720,135	5,055,692	5,193,601
Environmental Services	10,006,248	9,837,547	10,008,676	10,248,451
Parks	2,267,333	2,153,745	2,249,455	2,255,604
Planning & Development	2,656,097	1,994,181	1,995,757	1,820,570
<b>Total Expenses</b>	<b>19,859,384</b>	<b>18,705,608</b>	<b>19,309,580</b>	<b>19,518,226</b>
<b>Surplus (Deficit)</b>	<b>(8,731,131)</b>	<b>(7,610,401)</b>	<b>(7,863,471)</b>	<b>(7,775,933)</b>



# Department Business Plans

## Organizational Chart



## Department Business Plans

### Full-Time Equivalent Staffing Summary

TABLE 28	Approved 2018	Proposed 2019	Proposed 2020	Proposed 2021
General Manager	1.0	1.0	1.0	1.0
Planning	7.0	7.0	7.0	7.0
Engineering	3.0	3.0	3.0	3.0
Operations	26.4	26.4	27.4	27.4
Building Inspection	1.0	1.0	1.0	1.0
	<b>38.4</b>	<b>38.4</b>	<b>39.4</b>	<b>39.4</b>

In 2018 the Town became the contract lead for the Capital Region Parkland Water Services Commission. A full time position was added to our Operations staff to oversee this new service capacity.

### Department Initiatives and Service Changes

TABLE 29	
<b>Initiative</b>	<b>Old Town North Storm Water Management</b>
<b>Category</b>	Capital
<b>Schedule</b>	2019-2021
<b>Cost</b>	\$2,150,000
<b>Funding Source</b>	Municipal Sustainability Initiative & Offsite Storm Water Levies
<p><b>Executive Summary</b></p> <p>In 2017, Council approved the Infill Policy. This policy encourages property owners to revitalize established commercial, industrial and multi-unit residential areas by using financial incentives and non-financial support.</p> <p>The Town received a lot of interest in developing the lands bounded by 48<sup>th</sup> Street on the west, 50<sup>th</sup> Street on the east, 47<sup>th</sup> Ave on the north and 49<sup>th</sup> Ave on the south. The site is currently only partially developed with residential, commercial and light industrial land use. A condominium was built a decade ago without adequate storm water management facilities. This initiative will have a storm water solution for those properties.</p> <p>In 2019, the scope of this initiative includes negotiation and land acquisition and/or partnership with interested land owners. Also, all required easement will be negotiated at this stage. Once preliminary discussion on the scope of work is done with the land owners, a consulting engineer will be hired for modeling and conceptual design of the storm water management system. The estimated cost for this component of the project is \$450,000.</p> <p>In 2020, design and tender preparation would be complete, with construction to follow in 2021. The estimated cost for this component of the project is \$1,700,000.</p>	

## Department Business Plans

TABLE 30	
<b>Initiative</b>	<b>Public Works Facility Design</b>
<b>Category</b>	Capital
<b>Schedule</b>	2019
<b>Cost</b>	\$115,000
<b>Funding Source</b>	Common Services Reserve
<b>Executive Summary</b> The Public Works facility 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, an expanded staff room, increased office space, and general storage. A feasibility study and design will be completed to recommend upgrades to the yard and facility.	

TABLE 31	
<b>Initiative</b>	<b>Central Trunk Sanitary Sewer Design &amp; Construction</b>
<b>Category</b>	Capital
<b>Schedule</b>	2020 – 2021
<b>Cost</b>	\$3,213,000
<b>Funding Source</b>	Developer Offsite Levies & Debt Financing
<b>Executive Summary</b> The Town's 2008 Sanitary Sewer System Master Plan identified that the Central Trunk Sanitary Sewer is over capacity during major rainfall events and recommended its replacement as a prioritized capital replacement project. This issue is identified as capital replacement priority initiative and has been proposed for pre-design and design in 2020, with tender and construction in 2021. Administration's initial remedial proposal identified a total cost of \$14,950,000 funded through offsite levies and debt financing. Administration has thoroughly reviewed and reconsidered this initiative, reducing the project cost to \$3,213,000.	

TABLE 32	
<b>Initiative</b>	<b>Public Works Facility Construction</b>
<b>Category</b>	Capital
<b>Schedule</b>	2021
<b>Cost</b>	\$9,600,000
<b>Funding Source</b>	Debt Financing
<b>Executive Summary</b> Following the study and design work in 2019, construction will be implemented to complete the Public Works facility upgrades approved by Council. The current price for construction will remain an estimate until detailed design is complete.	

## Department Business Plans

**TABLE 33**

TABLE 33

Initiative	2021 Infrastructure Rehabilitation Project
Category	Capital
Schedule	2021
Cost	\$2,113,800
Funding Source	Municipal Sustainability Initiative, Federal Gas Tax, Capital Reserves, Water, Sewer & Roads Reserves

Executive Summary

We recognize the need to protect the investment that we have in our existing municipal infrastructure, including storm and sanitary sewer systems, water main network, and roads and sidewalks. The condition of these facilities deteriorates with age and, as we grow, our infrastructure capacity must increase too.

In 2009, the Town developed a 10-year Infrastructure Rehabilitation Program that prioritized repairs or replacement of the existing systems to maintain the projected level of service required. Since 2009, the program has been the basis for establishing our annual capital rehabilitation projects. Administration recommends that the program continue. The priorities that are identified in the 10 Year Capital Program for 2021 include:

Road Name	Roadway	Concrete	Water	Sanitary	Storm	TOTAL
Brown Street (Oatway Dr to 50 <sup>th</sup> Ave	\$205,400	\$201,500				\$406,900
45 <sup>th</sup> Avenue (47 <sup>th</sup> St to 45 <sup>th</sup> St)	\$286,000					\$286,000
52 <sup>nd</sup> Street (50 <sup>th</sup> Ave to 55 <sup>th</sup> Ave)	\$484,900	\$422,500	\$ 205,400	\$ 157,300		\$1,270,100
Lundy Park Road					\$ 150,800	\$150,800
TOTAL	\$976,300	\$624,000	\$ 205,400	\$157,300	\$150,800	\$2,113,800

# Fiscal Plan

---

## FINANCIAL DISCUSSION AND ANALYSIS

### Overview

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

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 Corporate Plan is presented as a three year plan; however Council only approves the first year of the plan. The goal is to identify the proposed annual tax increases, while maximizing the use of grants and other funding sources available. As information and assumptions in years two and three clarify, the plan will be refined.

### Tax Impact

The tax increase proposed for the 2019 Corporate Plan is 3.37%. The largest factor in the increase is the Veteran's Boulevard debenture repayment which accounts for 2.07% of the increase. The remaining 1.30% increase relates increasing costs to maintain current operations, including:

- A \$107,019 transfer from the Policing and Public Safety Reserve to offset the increase in the RCMP Contract and \$723,529 for the RCMP Debenture repayment.
- A \$100,000 transfer from the snow removal reserve
- A 1% cost of living increase and merit increases for staff
- \$62,000 to repay the internal borrowing for the Land Development and Partnership Agreement with the Heritage Agricultural Society over five years.

The tax increase proposed for 2020 is 8.56% broken down as follows:

- 4.83% to maintain current operations including 2.16% for one debt repayment for the joint RCMP building; and
- 3.73% for the proposed initiatives including an Operator for the Cemetery, Transit Operations, a debenture payment for the Downtown Community Centre and a debenture payment for the South Park Drive Extension.

## Fiscal Plan

---

The tax increase proposed for 2021 is 5.59% broken down as follows:

- 2.08% to maintain current operations including one debt repayment, 2.16%, for the joint RCMP building; and a 0.08% decrease in operations.
- 3.51% for the proposed initiatives including the debenture repayment for the Public Works Building. Furthermore the increase in 2021 is directly related to borrowing in 2020, the second debenture payments for the Downtown Community Centre and the South Park Drive Extension.

### **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

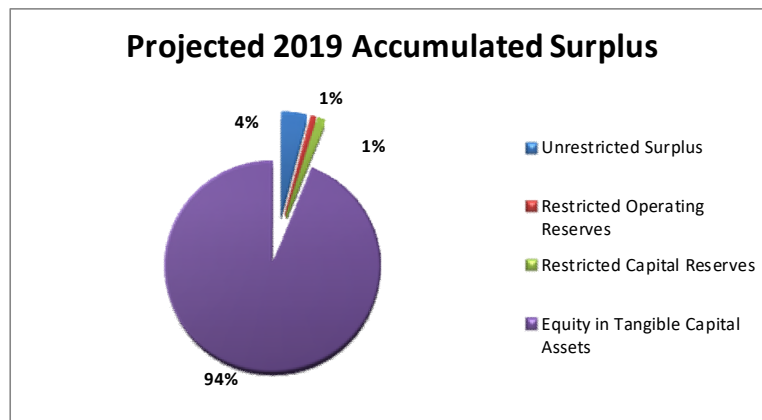
## Unconsolidated Statement of Operations

Town of Stony Plain Unconsolidated Statement of Operations				
	Budget 2018	Proposed Budget 2019	Proposed Budget 2020	Proposed Budget 2021
<b>Revenue</b>				
Net Taxes available for municipal purposes	\$ 16,770,002	\$ 17,334,689	\$ 18,767,114	\$ 19,703,175
Sales & user charges	12,198,678	12,756,507	13,104,759	13,494,715
Franchise and concession contracts	3,162,474	3,151,283	3,195,071	3,239,365
Government transfer for operating	2,280,754	2,461,407	2,344,300	2,345,541
Fines	1,661,500	971,500	971,500	971,500
License & permits	491,000	484,000	586,800	602,000
Investment income	239,700	248,400	248,400	248,400
Rentals	478,704	588,424	598,424	608,424
Other	181,350	466,985	475,690	482,010
Penalties & costs on taxes	226,500	224,000	227,000	227,000
	<u>\$ 37,690,662</u>	<u>\$ 38,687,195</u>	<u>\$ 40,519,058</u>	<u>\$ 41,922,130</u>
<b>Expenses</b>				
Recreation & culture	\$ 10,264,698	\$ 10,027,659	\$ 10,267,593	\$ 10,283,027
Utilities	9,142,011	9,408,353	9,579,482	9,819,257
Protective services	7,726,001	8,041,330	8,175,778	8,199,344
General government	6,432,135	6,622,973	6,511,181	6,569,773
Transportation	5,900,031	5,207,103	5,542,660	5,673,430
Development	3,068,590	2,421,654	2,436,283	2,217,204
	<u>\$ 42,533,466</u>	<u>\$ 41,729,072</u>	<u>\$ 42,512,977</u>	<u>\$ 42,762,035</u>
<b>Annual Surplus (Deficit) Before</b>				
<b>Other Revenue</b>	<u>\$ (4,842,804)</u>	<u>\$ (3,041,877)</u>	<u>\$ (1,993,919)</u>	<u>\$ (839,905)</u>
<b>Other Revenue</b>				
Contributed tangible capital assets	\$ 2,390,378	\$ 2,368,920	\$ -	\$ 1,337,949
Government transfers for capital	4,895,714	5,726,909	3,102,945	2,619,300
Deferred Offsite Levies	-	950,000	3,531,750	-
<b>Annual Surplus (Deficit)</b>	<u>\$ 2,443,288</u>	<u>\$ 6,003,952</u>	<u>\$ 4,640,776</u>	<u>\$ 3,117,344</u>

# Fiscal Plan

## Accumulated Surplus

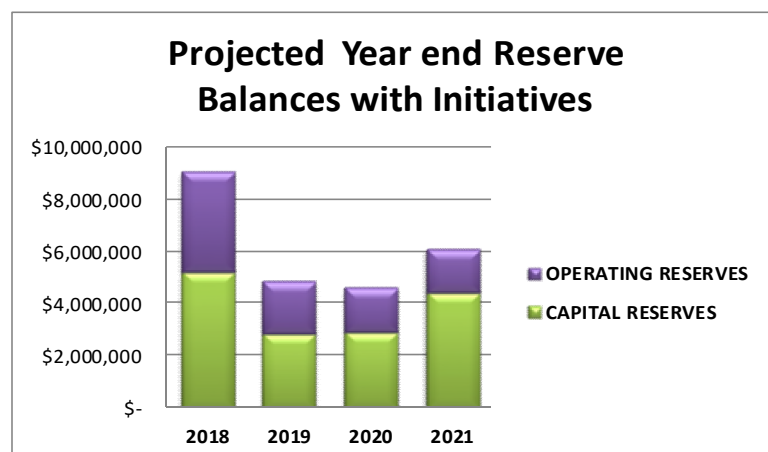
The accumulated surplus consists of three segments: unrestricted, restricted operating and capital reserves and the equity in tangible capital assets. The greatest portion of accumulated surplus is equity in tangible capital assets (TCA). General reserves for operating and capital are funded with annual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



## Restricted Surplus (Reserves)

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. Below is a summary of the projected reserve balances for the next three years.



In 2019 transfers to reserves are \$3,207,910 and transfers from reserves are \$7,331,777 of which the Downtown Redevelopment is \$3,358,841.



# Fiscal Plan

## Debt

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 historically has maintained debt levels that allow for a healthy degree of flexibility in providing financing for programs and services, however, the initiatives presented in the Corporate Plan reduce that level of flexibility for future years as borrowing capacity is used to fund capital projects.

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 actual revenue and debt service limit is calculated at 0.25 times total actual revenue. After the proposed debt funding in the Corporate Plan, the borrowing capacity available at the end of 2019 is 61% of the prescribed limit; 2020 is at, 59%, and 2021 is approximately 43%.

## Existing Debt

In 2018 the debenture funds for Veteran's Boulevard were accessed and the initial payment was funded from the Tax Levy Stabilization Reserve. The tax impact of Veteran's Boulevard borrowing is 2.07%. The debenture repayments for 2019 of \$723,529 for the new RCMP Building that is jointly owned with the City of Spruce Grove are currently funded by the Policing and Public Safety Reserve (no tax impact). In 2020, one payment is funded by the tax base, a 2.16% tax increase. The second repayment for the RCMP Building is funded by the tax base in 2021, an additional 2.16% tax increase.

Existing Debt	2019	% Tax Increase	2020	% Tax Increase	2021	% Tax Increase	2022	% Tax Increase
Veteran's Boulev	\$ 345,758	2.07%						
RCMP Facility	\$ 723,529	0.00%	\$ 361,765	2.16%	\$ 361,765	2.16%		
	<b>\$ 1,069,287</b>	<b>2.07%</b>	<b>\$ 361,765</b>	<b>2.16%</b>	<b>\$ 361,765</b>	<b>2.16%</b>	<b>\$ -</b>	<b>\$ -</b>

# Fiscal Plan

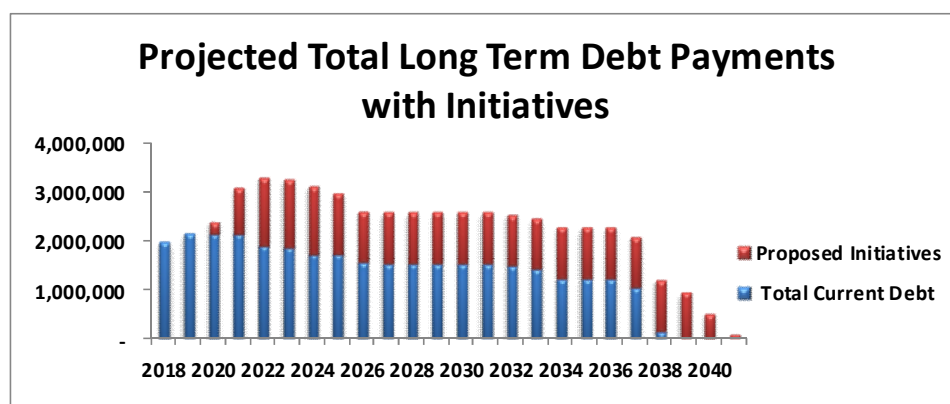
## New Debt

The new debentures proposed in the Corporate Plan are funded by the tax base in the year that they are proposed to be accessed.

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 projects approved by Council.

New Debt		2020	% Tax	2021	% Tax	2022	% Tax
South Park Drive Road Extension	\$1,555,320	\$ 168,079	1.00%	\$ 168,079	1.00%	-	
Downtown Community Centre	\$2,500,000	\$ 86,634	0.52%	\$ 86,634	0.52%	-	
Recreation Centre	\$57,000,000	TBD				-	
Public Works Building	\$9,600,000	-		\$ 332,676	1.99%	\$ 332,676	1.99%
Central Trunk Sewer Line	\$2,893,000			\$ 100,758	0.00%	\$ 201,517	0.00%
<b>Impact</b>		<b>\$ 254,713</b>	<b>1.52%</b>	<b>\$ 688,147</b>	<b>3.51%</b>	<b>\$ 534,193</b>	<b>1.99%</b>

The rate of borrowing from Alberta Capital Financing Authority as of October 13, 2018 of 3.284% for 20 years has been used as an assumption for the debt proposed for the Downtown Community Centre in 2020 and the Public Works Building in 2021. A five year debenture is proposed in 2020 for South Park Drive Extension at a rate of 2.872%.



The chart below shows the projected amount of debt and debt servicing available in future years as a funding source.

DEBT LIMIT	December 31st 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Municipal Debt Limits	\$ 55,317,164	\$ 56,535,993	\$ 58,030,793	\$ 60,778,587	\$ 62,883,195
Outstanding Debt	\$ 20,249,512	\$ 24,134,577	\$ 22,755,003	\$ 25,187,066	\$ 35,581,869
Total Debt Limits available	\$ 35,067,652	\$ 32,401,416	\$ 35,275,790	\$ 35,591,521	\$ 27,301,326
Municipal Debt Service Limit	\$ 9,219,527	\$ 9,422,666	\$ 9,671,799	\$ 10,129,765	\$ 10,480,533
Current Debt Service Level	\$ 1,813,565	\$ 1,986,443	\$ 2,159,322	\$ 2,415,720	\$ 3,247,367
Service on Debt Limit Available	\$ 7,405,962	\$ 7,436,223	\$ 7,512,477	\$ 7,714,045	\$ 7,233,166

## Fiscal Plan

At this time a funding source has not been determined for the Recreation Centre. Administration continues to work with regional partners in identifying opportunities, which include; partnerships, sponsorships, grant funding, and capital and operating models. A Federal Grant has been identified to fund 40% of the capital cost however; the grant requires the Provincial Government to commit to 33%. The proposal would see future MSI capital funds (the only Provincial grant currently identified) to be committed to the project; but the amount of MSI remaining is not sufficient at this time as the MSI funding is ending in 2019. The Town's portion of the proposed funding model is \$16,000,000. The commitment of future years grant funding to a single project would have a significant impact on projects that could be considered going forward.

The financial forecasts of outstanding debt are provided to demonstrate the need for further work on financing strategies, effective long term planning and to illustrate the impact of debenture borrowing.

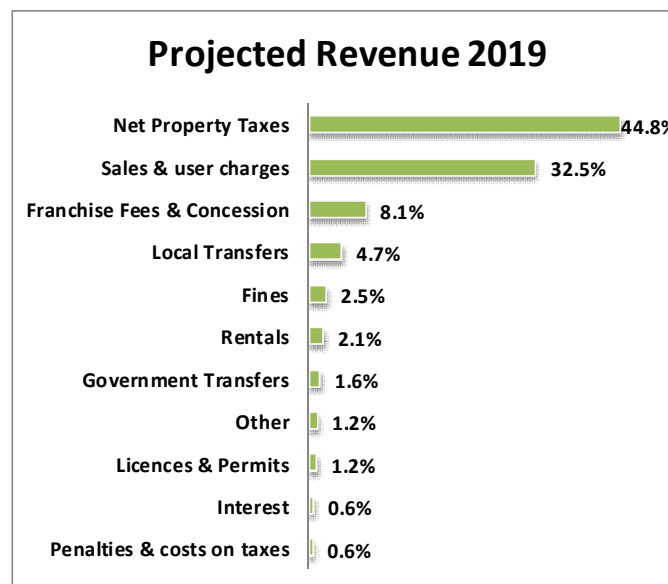
### Revenues

Tax revenue is raised to pay all recurring expenses and transfers to reserves; this preserves the structural balance of the budget. One-time expenses are generally funded from reserves to avoid increasing the tax revenue for one year and having it go down the next year. Reserves and grants are used to fund initiatives that are presented in the Corporate Plan. Staff positions are funded from the tax base as they are a recurring expense.

### Revenue and Taxation

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

The 2019 Corporate Plan projects \$38.68 million in revenue primarily from taxes, user fees and franchise fees. The taxes shown are net of the requisitions for Education and the Meridian Foundation.



# Fiscal Plan

## Property Taxes

The proposed property tax increase helps fund the increasing cost of ongoing service delivery, maintenance, as well as new initiatives that are not utility or developer related and debenture repayments. 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.

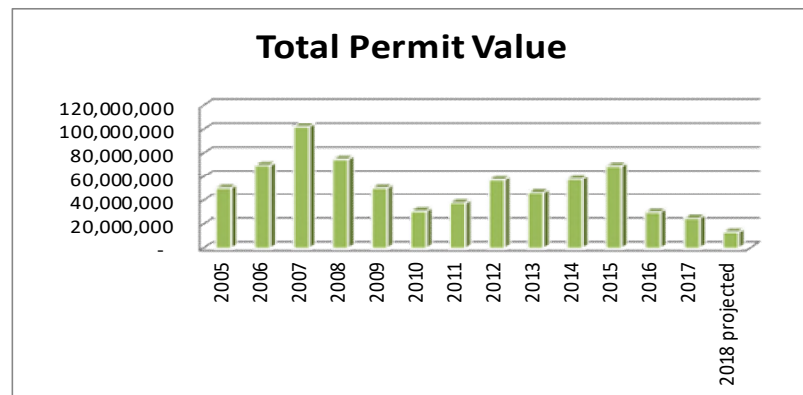
Property taxes are calculated in two steps. First, the Town Assessor prepares an assessment of each property and calculates the Town's total assessment. Assessment notices are sent out to property owners in the first quarter of the year.

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 2019 a one percent tax increase is equivalent to approximately \$167,356.

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 2018 assessment year based on the number of permits issued to date.

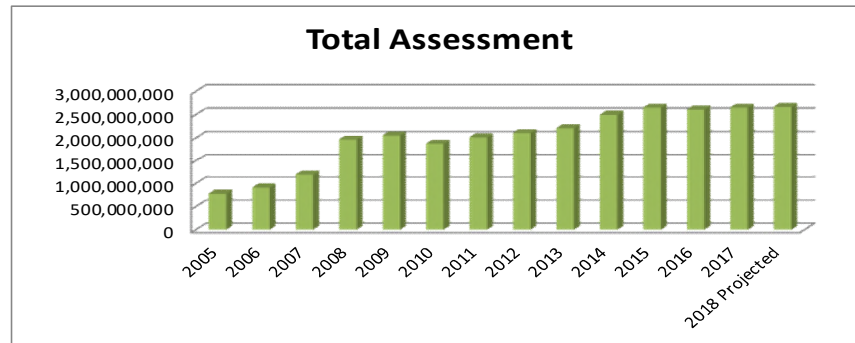


The actual permit value of \$13.7 million as of September 30, 2018 for new construction has been used as a conservative estimate of projected permit value in the graphs displayed. The Town has observed a decrease in the number of permits to date over the prior years.

# Fiscal Plan

## Total Assessment Value

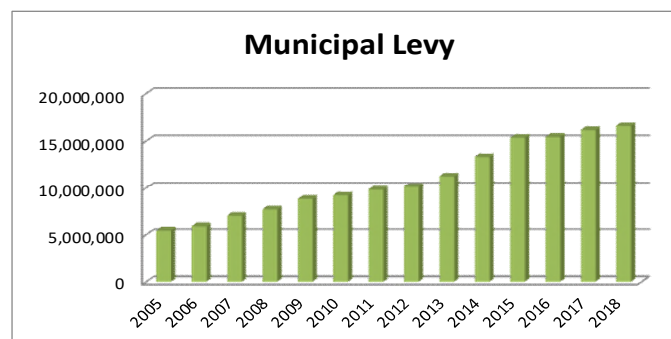
The following chart shows the Town's Total Assessment Values from 2005 to a projected value at year end 2018.



The assessment projection is calculated by projecting the permits at a construction value of \$13.7 million. A reasonable estimate of actual assessment values is approximately 1.5 times the construction permit values. For this reason, an estimate of \$20.5 million has been used as the potential increase in assessment values for 2018. A conservative approach has been used in the Corporate Plan and no new revenue from growth has been included due to the uncertainty of when the new construction will be complete.

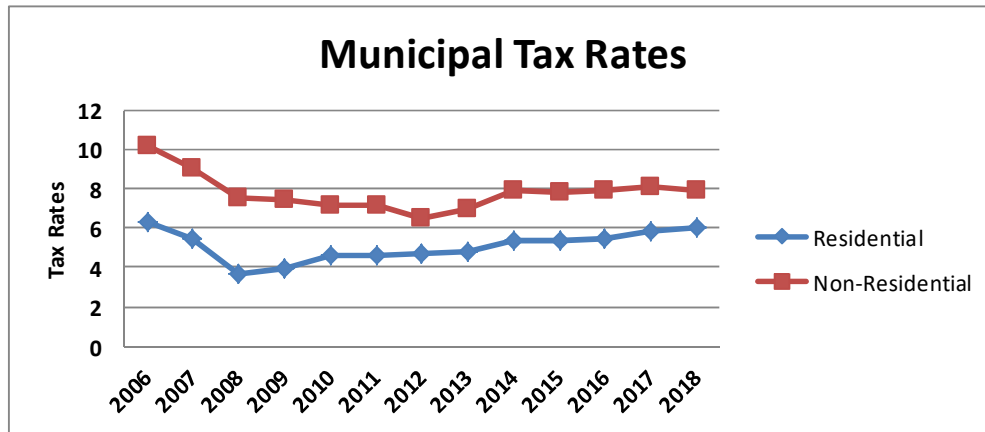
In the 2018 fiscal year the Town saw the overall assessment remain fairly stable as the new growth stabilized the market value of properties that decreased. If the market value of properties decreases in the 2019 fiscal year, a higher tax increase would be required to raise the revenues the Town requires. 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 45% of the revenue required to operate the Town. The Municipal Tax Levy has grown from \$5.5 million in 2005 to a projected requirement of over \$17.27 million in 2019. Likewise the Town's total taxable assessment has increased from \$785 million in 2005 to a projected value of \$2.68 billion in 2018; this represents a 241% increase in assessment value. The Town has seen considerable growth over the last 13 years. The following chart shows how the municipal tax levy has increased from 2005 to 2018.



## Fiscal Plan

The projected Municipal Tax Levy for the 2019 is \$17,334,689 which includes a local improvement for \$4,955. This includes \$564,687 in revenue resulting from a proposed 3.37% increase in taxes to fund current operations.



A potential increase to municipal property taxes of 3.37% results in an increase of approximately \$1.68 per month to a household with an assessment of \$100,000 or \$20.18 annually.

### User Fees

User fees are reviewed each year and adjusted for population growth, the market and the demand for services based on 2018. The User Fees and Charges updates are reflected in the revenues included in the Corporate Plan.

In 2018 the Town was awarded the contract to manage the Capital Region Parkland Water Services Commission. In the contract submission the Town proposed that a third party would be responsible for operations of the utility with Town staff as a back up when required. The submission also indicated that the Town would hire a Project Manager that would oversee the Commission as well as provide support to the Town operations. Other duties will be covered off by existing staff. At this time expenses are estimated at 80.5% of the gross revenue for the contract and are included in the Corporate Plan.

# Fiscal Plan

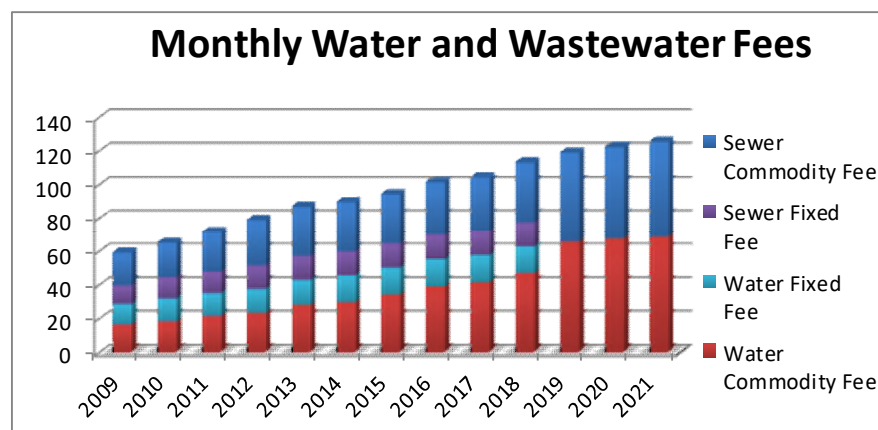
## Utilities

### Water and Wastewater Fees

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 subsidized by grants or property taxes. Separate rates are charged for water, wastewater and solid waste customers.

Effective January 1, 2019 Council approved moving from a combined water and sewer rate model that charged a fixed and a variable rate to a fully variable rate for each of the utilities. The change to the rate model is to encourage water conservation as water is a valuable resource. The rates have increased for 2019 however under the new model users who consume less than 20 cubic metres of consumption will have offsetting reductions from the new variable rate model.

The graph below shows the monthly fees for the years 2009 - 2021 (2019, 2020, 2021 are projected) based on 20 cubic metres of consumption. 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 is expected to increase by \$0.02 a cubic meter in each of the next three years. The cost to the Town for wastewater services is expected to increase by \$0.05 per cubic metre for each of the three years proposed. The combined increases in water and wastewater rates are projected to increase by 4.98% in 2019, 2.85% in 2020 and 2.53% in 2021. The fees increases are related to the increase in the commodities, operations and infrastructure requirements.

In 2021 the fees increase due to the addition of debenture borrowing for Central Trunk Sewer Line. There is a need to expand the capacity of the Central Trunk Sewer Line to accommodate future growth and development. The amount proposed to be borrowed is \$2,893,000 to be funded through the wastewater fees.

# Fiscal Plan

Town of Stony Plain				
Utility Rate Analysis-Impact on User				
	Water	Wastewater	Total Monthly Bill	% of Increase
<b>Billing - 2018</b>				
<i>Based on 20 Cubic Metres for water and sewer variable charge</i>				
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		
<b>Total Billing</b>	<b>\$63.69</b>	<b>\$50.07</b>	<b>\$113.76</b>	
<b>Proposed Billing - 2019</b>				
<i>Based on 20 Cubic Metres for water and sewer variable charge</i>				
Water				
Variable Charge \$3.3216 per cubic metre	\$66.43			
Sewer				
Variable Charge \$2.65per cubic metre		\$53.00		
<b>Total Billing</b>	<b>\$66.43</b>	<b>\$53.00</b>	<b>\$119.43</b>	
<b>Difference 2018-2019</b>	<b>\$2.74</b>	<b>\$2.93</b>	<b>\$5.67</b>	<b>4.98%</b>
<b>Proposed Billing - 2020</b>				
<i>Based on 20 Cubic Metres for water and sewer variable charge</i>				
Water				
Variable Charge \$3.4217per cubic metre	\$68.43			
Sewer				
Variable Charge \$2.72 per cubic metre		\$54.40		
<b>Total Billing</b>	<b>\$68.43</b>	<b>\$54.40</b>	<b>\$122.83</b>	
<b>Difference 2019-2020</b>	<b>\$2.00</b>	<b>\$1.40</b>	<b>\$3.40</b>	<b>2.85%</b>
<b>Proposed Billing - 2021</b>				
<i>Based on 20 Cubic Metres for water and sewer variable charge</i>				
Water				
Variable Charge \$3.477 per cubic metre	\$69.54			
Sewer				
Variable Charge \$2.82 per cubic metre		\$56.40		
<b>Total Billing</b>	<b>\$69.54</b>	<b>\$56.40</b>	<b>\$125.94</b>	
<b>Difference 2020-2021</b>	<b>\$1.11</b>	<b>\$2.00</b>	<b>\$3.11</b>	<b>2.53%</b>

## Waste Management

The solid waste fees for residential garbage services, senior complexes, and for apartment units is expected to remain at the 2018 rates for all three years proposed. The monthly fees are; residential, \$27.82, senior complexes \$10.30, and apartments \$16.65. The solid waste fee provides the funding for organics, recycling, garbage collection and the recycling centre.



## Fiscal Plan

### Storm Management

Administration is currently reviewing the implementation of a separate fee for the storm utility. The storm sewer requirements have been increasing over the years. There is a need to implement a Storm Management Plan that would see a rate for the storm utility to contribute to the capital cost of the infrastructure. Historically the storm costs have been recovered under the wastewater fees. The 2019 rates include a transfer from the utility rate stabilization reserve to offset the storm costs. The flow rates of properties need to be determined to implement the storm utility; Administration is looking to implement the new rate in 2019 with more information coming to Council early in 2019.

The Utility Bylaws will be presented to Council at the December 10, 2018 meeting for approval to implement the rates presented above effective January 1, 2019.

The chart below displays the annual impact of the increase in taxes and utility user fees.

<b>2019 Potential Annual Impact on Ratepayers</b>				
	<b>2018 Bill</b>	<b>Proposed 2019 Bill</b>	<b>Net Increase</b>	
Annual Property Taxes per 100,000 of assessment	\$ 598.80	\$ 618.98	\$ 20.18	
Annual Utilities billing increase based on 20 cubic metres of useage	\$ 1,365.12	\$ 1,433.16	\$ 68.04	
Annual Waste Management billing increase	\$ 333.84	\$ 333.84	\$ -	
Total Impact to Taxpayer in 2019	\$ 2,297.76	\$ 2,385.98	\$ 88.22	

### 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 30% 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, which was implemented April 1, 2018 and 5% in 2020 to bring the Town to the maximum of 35%. 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 as a separate charge on their bills.

## Fiscal Plan

### 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 and wastewater costs. The capital initiatives proposed in 2019 would use \$5.7 million in grant funding.

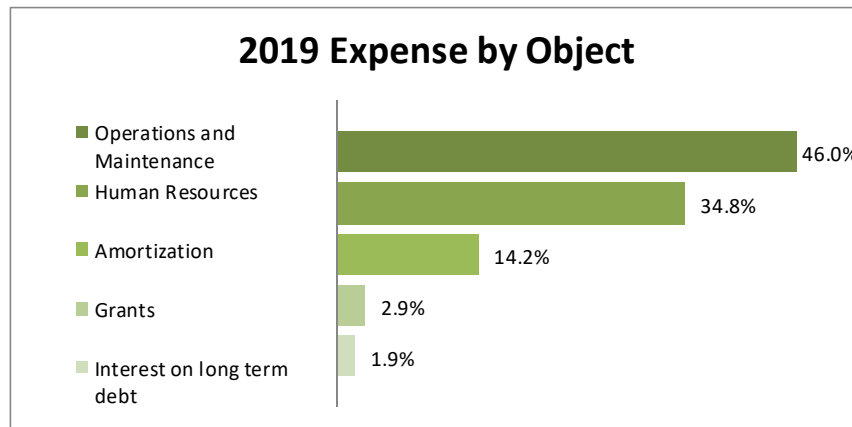
<b>Government Transfers</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>
<b><i>Operating</i></b>				
Local Governments/agencies	\$	1,834,789	\$ 1,873,394	\$ 1,904,895
Municipal Policing Assistance/New				
Police Officer Grant	\$	440,646	\$ 440,646	\$ 440,646
Other Government Grants	\$	62,091	\$ 30,260	\$ -
Municipal Sustainability Initiative				
Operating	\$	123,881	\$ -	\$ -
<b><i>Capital</i></b>				
Municipal Sustainability Initiative Capital	\$	2,511,418	\$ 2,000,000	\$ 2,000,000
Federal Gas Tax	\$	948,043	\$ 948,043	\$ 948,043
Local Governments for Capital	\$	484,250	\$ 17,500	\$ -
<b>Total</b>	<b>\$</b>	<b>6,405,118</b>	<b>\$ 5,309,843</b>	<b>\$ 5,293,584</b>

The government transfers at this time are budgeted conservatively at the same amount received for 2018; 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 Initiative (MSI) Operating grant has been included in the 2019 Corporate Plan (\$123,881) however it has not been included in the following years due to the uncertainty of funding. The MSI agreement is complete in 2019; at this time no new funding has been announced. Administration has included an estimated amount of \$2,000,000 for MSI Capital in future years. The Provincial Cannabis grant allocation to the Town for 2019 is expected to be \$42,091 and \$30,260 for 2020.

# Fiscal Plan

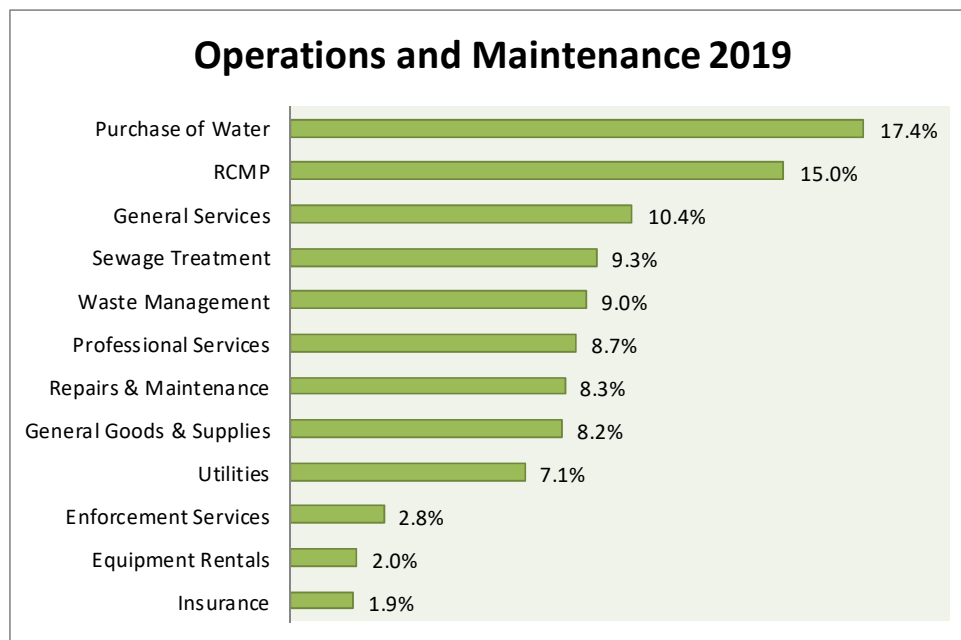
## Expenses

The 2019 Corporate Plan includes \$41.73 million in expenses, primarily allocated to three categories: operations and maintenance - \$18.55 million, human resources - \$14.76 million and amortization - \$5.9 million.



## Operations and Maintenance

In 2019 operations and maintenance expense is \$18.55 million; there are a variety of expenses included in this category as shown in the chart below.



# Fiscal Plan

---

## Human Resources

The proposed fiscal plan includes human resource costs of \$ 14.76 million, which is 34.8% of overall expenses. The human resource cost includes all permanent positions, casual, seasonal staff and Council.

The Town's staffing complement consists of full-time and part-time positions equal to 125.8 full-time equivalents (FTEs) in the 2019 Corporate Plan. In addition to Town staff, municipal services are also delivered by third party agencies including the RCMP.

In July of 2018 the Town added 12 of City of Spruce Grove's RCMP Municipal Clerks in preparation of the new building opening in 2019. In 2018 the Town recovers approximately 63% of the salaries and benefits for the Municipal Clerks from the City of Spruce Grove. The full salaries are shown in expenses and the revenue is included in grants from local governments.

The 2019 Corporate Plan includes the following items related to employee compensation:

- Merit step increases for staff.
- 1% for a cost of living allowance (COLA) increase.
- 1% Council COLA increase.
- 1.5% Negotiated Union increases.

Corporate & Long Term Planning Policy C-FS-019 states that " Cost of Living increases for non-union staff will be included in the initial draft of the corporate plan based on the Consumer Price Index (CPI) for Alberta year over year in September" Administration has reduced from the initial projection of 3.0% to keep expenditures and the tax increase low for 2019.

2020 proposes the increase of one FTE position to maintain the Cemetery that is proposed in the 2019 - 2021 Corporate Plan.

## Amortization

Amortization is a non-cash expense that estimates the annual cost of using tangible capital assets (TCAs) each year. TCAs include roads, water, wastewater 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 2019 is estimated to be \$5,946,078.

# Fiscal Plan

## 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, Night Owls and Parkland Turning Points are funded through the Policing and Public Safety Reserve. (3.74% of grants in 2019)

	2018	2019	2020	2021
	Budget	Proposed Budget	Proposed Budget	Proposed Budget
GRANTS				
ACHIEVEMENT RECOGNITION	1,000	1,000	1,000	1,000
ALLIED ARTS	2,000	-	-	-
BMX GRANT	15,300	15,606	15,918	16,236
CHAMBER OF COMMERCE	30,000	30,900	31,827	32,753
DRUG STRATEGY TEAM	8,160	8,323	8,490	8,660
COMMUNITY INITIATIVE PROGRAM	18,000	18,000	18,000	18,000
FAMILY COMMUNITY & SUPPORT SERVICES	300,498	300,498	300,498	300,498
STONY PLAIN LIBRARY	447,500	410,500	410,500	410,500
MULTICULTURAL CENTRE	96,634	99,533	102,519	105,502
NEIGHBOUR LINK	10,200	10,404	10,612	10,814
NIGHT OWLS	2,000	2,000	2,000	2,000
PARKLAND FOOD BANK	11,475	11,705	11,939	12,177
PARKLAND SEARCH & RESCUE	6,120	6,242	6,367	6,495
PARKLAND TURNING POINTS	30,600	31,212	31,836	32,473
PIONEER MUSEUM	72,120	74,283	76,512	78,738
TRANSALTA TRI LEISURE CENTRE	578,272	574,367	574,367	574,367
TRI - CALA	8,000	8,160	8,323	8,490
VICTIM SERVICES	15,300	15,606	15,918	16,237
VOLUNTEER APPRECIATION	2,500	1,000	1,000	1,000
YELLOWHEAD REGIONAL LIBRARY	69,346	73,913	73,913	73,913
<b>TOTAL GRANTS</b>	<b>\$ 1,725,025</b>	<b>\$ 1,693,252</b>	<b>\$ 1,701,539</b>	<b>\$ 1,709,853</b>

## 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, 2018 is 3.284% on a 20 year debenture. Debentures historically have been taken out over 20 years.

### Projected Annual Interest Payments

2018	750,307.59
2019	779,748.73
2020	792,462.15
2021	1,076,694.59

# Fiscal Plan

## Tangible Capital Assets

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; 96kms of water mains, 98kms of sewer mains, 61kms of storm drainage mains, 162kms of roads, 90kms of sidewalks and 35kms 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.

The Corporate Plan includes capital initiatives and replacement of existing tangible capital assets related to machinery, equipment and vehicles, facility components (example: furnace replacement) and land improvements. The rehabilitation of water, wastewater, 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 funding infrastructure and for new initiatives.

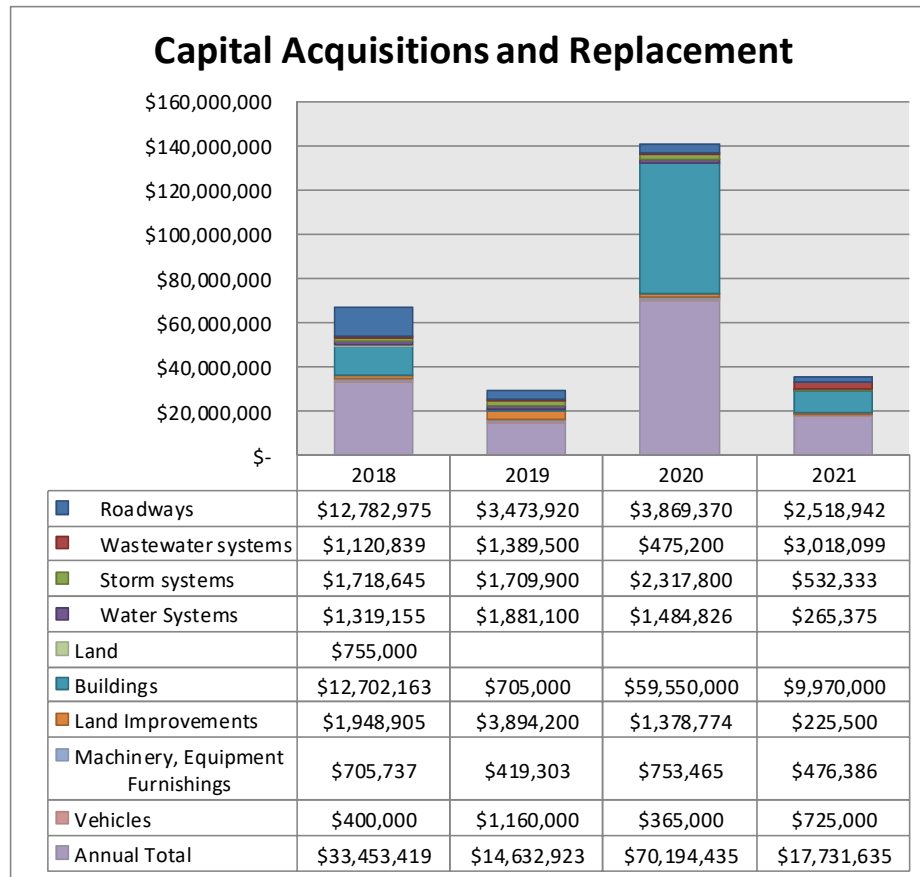
## Contributed Assets

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	2018	2019	2020	2021
Engineered Structures				
Roadways	\$ 576,696	\$ 1,218,920	\$ -	\$ 405,142
Wastewater systems	\$ 440,839	\$ 350,000	\$ -	\$ 125,099
Storm systems	\$ 897,539	\$ 350,000	\$ -	\$ 532,333
Water Systems	\$ 451,105	\$ 450,000	\$ -	\$ 265,375
Land Improvements	\$ 24,199	\$ -	\$ -	\$ 10,000
	<b>\$ 2,390,378</b>	<b>\$ 2,368,920</b>	<b>\$ -</b>	<b>\$ 1,337,949</b>

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

## Fiscal Plan



The 2018 Capital Acquisitions and Replacement include projects from previous years that are to be completed in 2018. The capital initiatives proposed in the 2019 Corporate Plan and replacement of existing fleet, machinery and equipment, lifecycle upgrades, and contributed assets is \$14,632,923; this amount includes further work on Downtown and the addition of a Municipal Cemetery.

2019 includes \$1,160,000 for replacement of vehicles. The largest item is a replacement of Fire Engine 3 for the amount of \$930,000.

At the end of 2017 the Town of Stony Plain's equity in TCA was in excess of \$197 million and with the current plan is projected to be in excess of \$250 million by the end of 2021. Equity in TCA is defined as Net Book Value of TCA less outstanding capital debt.

# Fiscal Plan

## Long Term Capital Plan

Long Term Capital Plan (Initiatives)	2017	2018	2019	2020	2021	2022	2023-2028	Total
RCMP Building \$10,800,000	8,010,951	-	-	-	-	-	-	8,010,951
Pool Basin \$250,000	250,000	-	-	-	-	-	-	250,000
Town Office Expansion \$1,150,000	356,750	-	-	-	-	-	-	356,750
Heritage Park Phase 3 \$9,400,000	394,462	-	-	-	-	-	-	394,462
Pool Lifecycle Upgrades \$910,430	258,031	-	-	-	-	-	-	258,031
Fibre Optic Infrastructure \$600,000	8,206	-	-	-	-	-	-	8,206
Fire Services Training Grounds \$100,000	100,000	-	-	-	-	-	-	100,000
Westerra Trail \$200,000	55,000	-	-	-	-	-	-	55,000
Veteran's Boulevard \$16,100,000	7,935,691	-	-	-	-	-	-	7,935,691
Hwy 779 Sidewalks \$836,249	836,249	-	-	-	-	-	-	836,249
Briarwood Way \$950,000	296,396	-	-	-	-	-	-	296,396
Golf Course Storm \$450,000	313,506	-	-	-	-	-	-	313,506
2017 Infrastructure \$3,230,898	246,875	-	-	-	-	-	-	246,875
Library	-	3,600,000	-	-	-	-	-	3,600,000
Downtown Phase 1 \$1,600,000	140,086	4,634,000	6,601,500	2,736,450	-	-	-	13,971,950
Traffic Lights	-	440,000	-	-	-	-	-	440,000
Traffic Monitors	-	20,000	-	-	-	-	-	20,000
Infrastructure Rehabilitation	-	823,282	-	-	2,113,800	3,385,200	27,620,235	33,942,517
Burial of Overhead Powerlines	-	335,874	-	-	-	-	-	335,874
Signage	-	281,182	168,200	184,000	185,500	173,500	130,700	1,123,082
Offleash Dog Park Upgrades	-	50,000	-	-	-	-	-	50,000
Land 3 lots	-	755,000	-	-	-	-	-	755,000
Public Works Facility Design	-	-	115,000	-	-	-	-	115,000
Community Rec Centre Design	-	-	500,000	-	-	-	-	500,000
Cemetery	-	-	2,000,000	-	-	-	-	2,000,000
Pre-Emptive Traffic Lights	-	-	200,000	-	-	-	-	200,000
Community Recreation Centre Construction	-	-	-	57,000,000	-	-	-	57,000,000
Downtown Community Centre Renovations	-	-	-	2,500,000	-	-	-	2,500,000
Old Town North Storm Water	-	-	450,000	1,700,000	-	-	-	2,150,000
South Park Drive Roadway Extension (Completi	-	-	-	1,555,320	-	-	-	1,555,320
New School infrastructure	-	-	500,000	2,970,200	-	-	-	3,470,200
Transit Bus and Infrastructure	-	-	-	488,000	-	-	-	488,000
Central Trunk Upgrade	-	-	-	320,000	2,893,000	-	-	3,213,000
Cultural Centre Detailed Design	-	-	-	-	320,000	-	-	320,000
Public Works building/design	-	-	-	-	9,600,000	-	-	9,600,000
49TH Ave top lift (Golf Course Rd to 48th St)	-	-	-	-	-	793,000	-	793,000
Cultural Centre	-	-	-	-	-	32,000,000	-	32,000,000
<b>Sub-Total</b>	<b>19,202,203</b>	<b>10,939,338</b>	<b>10,534,700</b>	<b>69,453,970</b>	<b>15,112,300</b>	<b>36,351,700</b>	<b>27,750,935</b>	<b>197,611,946</b>
<b>Unfunded</b>				<b>57,000,000</b>		<b>32,000,000</b>		<b>89,000,000</b>
<b>Replacement of Capital Assets</b>								
Facility Lifecycles	-	90,000	90,000	50,000	50,000	300,000	250,000	830,000
Vehicle Replacement	-	400,000	230,000	365,000	725,000	380,000	4,892,500	6,992,500
Fire Engine 3	-	-	930,000	-	-	-	-	930,000
Equipment Replacement	-	419,500	419,303	265,465	476,386	586,830	4,825,935	6,993,419
Park and Outdoor Recreational Upgrades	-	12,000	60,000	60,000	30,000	30,000	330,000	522,000
<b>Sub-Total</b>	<b>-</b>	<b>921,500</b>	<b>1,729,303</b>	<b>740,465</b>	<b>1,281,386</b>	<b>1,296,830</b>	<b>10,298,435</b>	<b>16,267,919</b>
<b>Total</b>	<b>19,202,203</b>	<b>11,860,838</b>	<b>12,264,003</b>	<b>70,194,435</b>	<b>16,393,686</b>	<b>37,648,530</b>	<b>38,049,370</b>	<b>213,879,865</b>



# Fiscal Plan

---

## Risks and uncertainties

### Economy

Assumptions for growth in 2019 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.

The School, Meridian, and Designated Industrial Requisitions are included in the Corporate Plan at the 2018 amounts.

### 2019 Forecast

Estimates of the 2019 opening balance of accumulated surplus are based on the 2018 budget. Actual results could differ from those estimates.

### 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.
- Revenue from Transit operations is dependent on the amount of ridership and the level of service provided.

# 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, 2019 -2021 will vary from the projections presented in the 2019-2021 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 2018.

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 is forecast to be 2.1 % in 2019.

<b>Canadian and Provincial</b>	<b>Alberta</b>	<b>Canada</b>
Consumer Price Index	3.00%	2.20%
Unemployment Rate	7.00%	5.90%

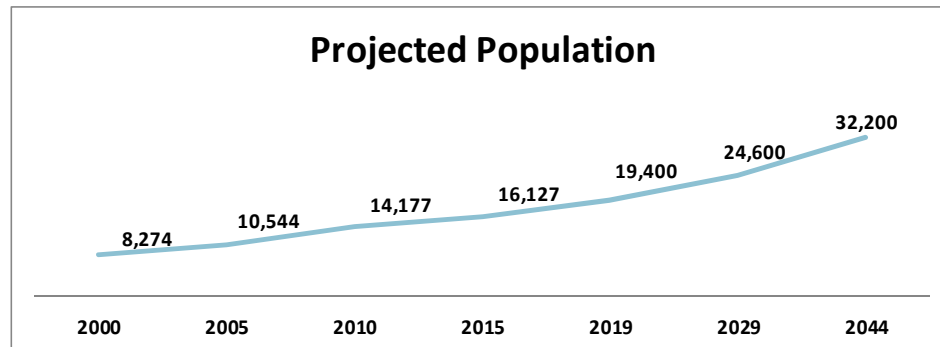
<https://www.focus-economics.com/country-indicator/canada/inflation>

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

# Fiscal Plan

## ii. Population

The Town's population according to the 2016 census is 17,189. 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 Edmonton Metropolitan Board.



## iii. Property tax and permit revenue

Based on the current information, 2019 construction activity is expected to be similar to 2018.

## (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.

## Fiscal Plan

---

**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 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

	2018 Forecasted	2019 Forecasted	2019 Forecasted	2019 Forecasted
	Ending Balance	Additions	Revenue Recognized	Ending Balance
Municipal Sustainability Initiative	\$ 2,069,914	\$ 2,511,418	\$ (4,575,900)	\$ 5,432
Affordable Housing	\$ 515,671	\$ -	\$ (515,671)	\$ -
Federal Gas Tax Fund	\$ 118,738	\$ 948,043	\$ (1,066,759)	\$ 22
Other	\$ 46,301	\$ -	\$ (8,342)	\$ 37,959
Roads Offsite Levies	\$ 2,157,141	\$ -	\$ (300,000)	\$ 1,857,141
Water Offsite Levies	\$ 1,612,794	\$ -	\$ (100,000)	\$ 1,512,794
Sewer Offsite Levies	\$ 1,273,134	\$ -	\$ -	\$ 1,273,134
Storm Offsite Levies	\$ 862,733	\$ -	\$ (400,000)	\$ 462,733
Developer's Recreation Contribution	\$ 662,374	\$ -	\$ (100,000)	\$ 562,374
	<b>\$ 9,318,799</b>	<b>\$ 3,459,461</b>	<b>\$ (7,066,672)</b>	<b>\$ 5,711,588</b>

- 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 an allocation 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. .

<http://municipalaffairs.alberta.ca/federal-gas-tax-fund>

- c. The Affordable Housing Grant funds are expected to be fully allocated in 2019.

# Fiscal Plan

## 4. Long-term Debt

Current Debt outstanding as of December 31st is projected to be as follows:

	2017 Year End	2018 Year End	2019 Year End	2020 Year End	2021 Year End
Firehall	\$ 1,019,755	\$ 911,509	\$ 798,260	\$ 679,778	\$ 555,821
Tri-Leisure Facility	\$ 904,701	\$ 705,525	\$ 494,416	\$ 270,658	\$ 33,492
Town Office Building	\$ 639,070	\$ 547,162	\$ 449,855	\$ 346,831	\$ 237,754
Arena Ice Slab	\$ 378,541	\$ 341,750	\$ 303,110	\$ 262,528	\$ 219,907
Golf Course Maintenance Shop	\$ 1,497,138	\$ 1,414,638	\$ 1,329,583	\$ 1,241,893	\$ 1,151,486
EMS Facility	\$ 852,985	\$ 812,812	\$ 771,170	\$ 728,006	\$ 683,264
Forest Green Plaza	\$ 1,258,153	\$ 1,198,897	\$ 1,137,476	\$ 1,073,809	\$ 1,007,814
Heritage Park Phase 111	\$ 2,882,096	\$ 2,761,291	\$ 2,637,513	\$ 2,510,688	\$ 2,380,743
RCMP Building	\$ 10,800,000	\$ 10,399,902	\$ 9,987,625	\$ 9,562,797	\$ 9,125,034
Veteran's Boulevard	\$ -	\$ 5,027,906	\$ 4,836,942	\$ 4,639,998	\$ 4,436,885
<b><i>Paid by Special Levy</i></b>					
LI 50th ST Sewer	\$ 17,073	\$ 13,185	\$ 9,053	\$ 4,664	\$ -
<b>Total Current Debt</b>	<b>\$ 20,249,512</b>	<b>\$ 24,134,577</b>	<b>\$ 22,755,003</b>	<b>\$ 21,321,649</b>	<b>\$19,832,200</b>
<b><i>Proposed Capital Projects</i></b>					
South Park Drive Extension	\$ -	\$ -		\$ 1,409,576	\$ 1,111,779
Downtown Community Centre	\$ -	\$ -		\$ 2,455,841	\$ 2,365,258
Public Works Building	\$ -	\$ -	\$ -	\$ -	\$ 9,430,428
Central Trunk Sewer Line	\$ -	\$ -	\$ -	\$ -	\$ 2,842,204
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,865,417</b>	<b>\$15,749,669</b>
<b>Projected Total Debt</b>	<b>\$ 20,249,512</b>	<b>\$ 24,134,577</b>	<b>\$ 22,755,003</b>	<b>\$ 25,187,066</b>	<b>\$35,581,869</b>

### Projected Principal and interest payments as of December 31

	Principal	Interest	Total
2018	\$ 1,236,136	\$ 750,308	\$ 1,986,444
2019	\$ 1,379,574	\$ 779,749	\$ 2,159,323
2020	\$ 1,623,258	\$ 792,462	\$ 2,415,720
2021	\$ 2,170,672	\$ 1,076,695	\$ 3,247,367
2022	\$ 2,326,083	\$ 1,277,061	\$ 3,603,144
Thereafter	\$ 37,333,310	\$ 10,715,306	\$ 48,048,616
	<b>\$ 46,069,033</b>	<b>\$ 15,391,580</b>	<b>\$ 61,460,613</b>

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 in years 2018-2041. (Includes proposed debt and debt not yet accessed, information is based on best estimates for those projects).

# Fiscal Plan

## 5. Accumulated Surplus

	2017 Actuals	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast
Closing Balance					
Unrestricted Surplus	\$ 1,547,512	\$ 3,990,800	\$ 9,994,752	\$ 14,635,528	\$ 17,752,872
Restricted Surplus- Operating Reserves	\$ 6,611,537	\$ 3,876,514	\$ 2,084,668	\$ 1,673,327	\$ 1,690,513
Restricted Surplus- Capital Reserves	\$ 10,432,891	\$ 5,224,756	\$ 2,892,735	\$ 2,955,432	\$ 4,425,488
Equity in TCA	\$ 197,534,243	\$ 224,381,859	\$ 234,748,061	\$ 290,842,235	\$ 292,553,777
	<u>\$ 216,126,183</u>	<u>\$ 237,473,929</u>	<u>\$ 249,720,216</u>	<u>\$ 310,106,522</u>	<u>\$ 316,422,650</u>

## 6. 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	2018	2019	2020	2021
FORTIS ALBERTA	1,299,417	1,209,790	1,233,986	1,258,666
WEST PKLD GAS CO-OP	23,867	28,000	28,457	28,745
ATCO GAS	1,839,190	1,913,493	1,932,628	1,951,954
	<u>\$ 3,162,474</u>	<u>\$3,151,283</u>	<u>\$3,195,071</u>	<u>\$ 3,239,365</u>

# Fiscal Plan

## 7. Reserves

CAPITAL RESERVES	2018	2019	2020	2021
<b>LIFE CYCLE RESERVES</b>				
Life Cycle - Common Services	112,701	17,701	42,701	46,701
Life Cycle - Arena	354,484	354,734	358,234	344,234
Life Cycle - Pool	187,578	197,578	212,578	232,578
Life Cycle - Community Center	184,102	189,102	194,102	199,102
Life Cycle - Heritage Park	709,366	776,366	848,366	925,366
Life Cycle - Parkland Building	102,664	107,664	112,664	117,664
Life Cycle - Library	93	40,093	80,093	120,093
Life Cycle - Town Admin Blding	254,717	279,717	309,717	339,717
Life Cycle - Firehall	135,719	115,719	130,719	150,719
Life Cycle - Youth Centre	80,409	80,409	80,409	80,409
Life Cycle - Outdoor Recreational	67,220	33,580	3,580	3,580
Life Cycle - Forest Green Plaza	30,000	45,000	60,000	75,000
Life Cycle - Old Firehall	10,000	15,000	20,000	25,000
Life Cycle -RCMP Building	-	-	5,000	10,000
<b>CAPITAL EQUIPMENT REPLACEMENT</b>				
Fire Equip Replacement	342,709	(1,761)	53,769	211,696
Capital Equipment Replacement	248,834	74,531	34,566	(17,934)
<b>GENERAL CAPITAL RESERVES</b>				
Capital Roads	235,714	26,762	61,762	256,762
Capital Water	815,049	6,455	-	716,805
Capital Sewer	694,512	38,311	724	151,874
Capital Waste Mgmt	83,521	88,521	28,521	33,521
Capital Storm Sewer	50,295	295	295	50,295
Trails	98,095	103,095	113,095	128,095
Public	28,161	28,161	28,161	28,161
General Purpose	380,844	272,733	148,407	208,081
Golf Course	17,969	2,969	27,969	(12,031)
<b>CAPITAL RESERVES TOTAL</b>	<b>\$ 5,224,756</b>	<b>\$ 2,892,735</b>	<b>\$ 2,955,432</b>	<b>\$ 4,425,488</b>
<b>OPERATING RESERVES</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Mural Preservation	55,455	65,455	75,455	85,455
Tax Levy Stabilization	726,463	14,738	9,363	(66,062)
UT Rate Stabilization	817,458	544,185	336,436	171,911
Snow Removal	300,461	200,461	200,461	200,461
Safety Rebate	98,752	96,052	78,052	74,552
Public Arts	133,129	172,129	152,129	193,129
Policing and Public Safety	1,575,294	782,146	592,429	784,565
Technology	87,545	85,045	62,045	37,045
Legacy	81,957	124,457	166,957	209,457
<b>OPERATING RESERVES TOTAL</b>	<b>\$ 3,876,514</b>	<b>\$ 2,084,668</b>	<b>\$ 1,673,327</b>	<b>\$ 1,690,513</b>
<b>TOTAL RESERVES</b>	<b>\$ 9,101,270</b>	<b>\$ 4,977,403</b>	<b>\$ 4,628,759</b>	<b>\$ 6,116,001</b>

A repayment plan to the Legacy reserve for the three lots purchased in 2018 has not been identified at this time; considerations include a repayment through a tax increase or land sales.



# Fiscal Plan

## 8. 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:

DEBT LIMIT	December 31st 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Municipal Debt Limits	\$ 55,317,164	\$ 56,535,993	\$ 58,030,793	\$ 60,778,587	\$ 62,883,195
Outstanding Debt	\$ 20,249,512	\$ 24,134,577	\$ 22,755,003	\$ 25,187,066	\$ 35,581,869
Total Debt Limits available	\$ 35,067,652	\$ 32,401,416	\$ 35,275,790	\$ 35,591,521	\$ 27,301,326
Municipal Debt Service Limit	\$ 9,219,527	\$ 9,422,666	\$ 9,671,799	\$ 10,129,765	\$ 10,480,533
Current Debt Service Level	\$ 1,813,565	\$ 1,986,443	\$ 2,159,322	\$ 2,415,720	\$ 3,247,367
Service on Debt Limit Available	\$ 7,405,962	\$ 7,436,223	\$ 7,512,477	\$ 7,714,045	\$ 7,233,166

## 9. 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 2019 is approximately \$1,663,967.

## 10. 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 maintain safe communities. The Municipal Enforcement Services provide bylaw enforcement that

## Fiscal Plan

---

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.

# Fiscal Plan

## 2019 Segmented Information

	General Government	Protective Services	Transportation	Recreation & Culture	Utilities	Development	Totals
<b>Revenue</b>							
Taxation	2,736,593	4,596,685	2,559,745	5,460,113	4,955	1,976,598	17,334,689
Sales and User Charges	30,900	-	22,000	2,175,555	10,495,602	32,450	12,756,507
All other	3,933,918	33,000	1,000	560,774	48,000	338,000	4,914,692
Fines	-	971,500	-	-	-	-	971,500
Government Transfers	165,972	2,115,035	-	160,400	-	20,000	2,461,407
Interest	171,500	10,500	-	-	64,900	1,500	248,400
	<b>\$ 7,038,883</b>	<b>\$ 7,726,720</b>	<b>\$ 2,582,745</b>	<b>\$ 8,356,842</b>	<b>\$ 10,613,457</b>	<b>\$ 2,368,548</b>	<b>\$ 38,687,195</b>
<b>Expenses</b>							
Materials, goods, contracted and general services	\$ 1,741,975	3,760,470	\$ 575,300	\$ 1,555,854	\$ 6,898,125	\$ 807,829	\$ 15,339,553
Salaries, wages, and benefits	3,426,614	\$ 3,482,287	861,350	4,182,287	1,194,984	1,609,869	\$ 14,757,391
Utilities	77,600	28,600	709,200	413,400	87,600	-	\$ 1,316,400
Repairs and maintenance	502,700	115,500	257,500	420,650	244,500	1,000	\$ 1,541,850
Transfers to local boards and organizations	300,498	63,383	-	1,329,371	-	-	\$ 1,693,252
Interest on long term debt	104,104	351,619	154,795	168,406	824	-	\$ 779,748
Insurance	191,800	15,500	24,600	71,300	51,600	-	\$ 354,800
Amortization	277,682	223,971	2,624,358	1,886,391	930,720	2,956	\$ 5,946,078
	<b>\$ 6,622,973</b>	<b>\$ 8,041,330</b>	<b>\$ 5,207,103</b>	<b>\$ 10,027,659</b>	<b>\$ 9,408,353</b>	<b>\$ 2,421,654</b>	<b>\$ 41,729,072</b>
<b>Net Revenue (Deficit)</b>	<b>\$ 415,910</b>	<b>\$ (314,610)</b>	<b>\$ (2,624,358)</b>	<b>\$ (1,670,817)</b>	<b>\$ 1,205,104</b>	<b>\$ (53,106)</b>	<b>\$ (3,041,877)</b>

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