

Agenda



Regular Council Meeting Agenda
Monday, June 8, 2026 at 5:00 p.m.
Town of Stony Plain Council Chambers
4905 – 51 Avenue

1. Call to Order

2. Adoption of Agenda

3. Public Input Session

4. Presentations and Delegations

4.1 Rural Development Network Stony Plain Affordable Housing Guidebook and Toolkit

5. Statutory Public Hearing - NIL

6. Adoption of Council Minutes

6.1 Regular Council Meeting – May 25, 2026

7. Council Board & Committee Minutes

7.1 Tri Municipal Leisure Facility Corporation Board – March 12, 2026, April 16, 2026

7.2 Stony Plain Library Board – April 15, 2026

8. Bylaws

8.1 Bylaw 2742/DEB/26 - Recreation Facility Front End Debenture Bylaw – 1st Reading

9. Business Items

9.1 Advocacy Priorities 2026

9.2 Rural Development Network Stony Plain Affordable Housing Guidebook and Toolkit

9.3 Engaging Youth Strategy Update

10. Council Discussion

11. Closed Meeting

Recommendation: that Council take the meeting into closed session to prevent disclosure of information, in accordance with the Access to Information Act.

11.1 Advocacy Priorities – Access to Information Act, Section 29

12. Adjournment

Public Input Session

PUBLIC INPUT SESSION

The intent of the Public Input Session is to allow the public to address Council on matters of interest that are not already being addressed in the Council meeting or other boards and commissions of which Council is a member.

The Public Input Session will run from 5:00 p.m. to 5:15 p.m., following the adoption of the agenda.

It is strongly recommended that people pre-register for this session.

Procedure for Pre-registration

Members of the public wishing to address Council during the Public Input Session may:

1. register online prior to 12:00 p.m. the day of the Council meeting by filling out the registration form online on the Town of Stony Plain website:
<https://www.stonyplain.com/en/town-hall/address-council.aspx>.



Presentations & Delegations

**PRESENTATION
PUBLIC SESSION****REGULAR COUNCIL MEETING****MEETING DATE:** June 8, 2026**SUBJECT:** Rural Development Network Stony Plain Affordable Housing Guidebook and Toolkit

EXECUTIVE SUMMARY

Rural Development Network will present Council with an overview of the Stony Plain Affordable Housing Guidebook and Toolkit developed as part of the Housing Accelerator Fund (HAF) Initiatives.

BACKGROUND

This project was submitted as a Corporate Plan submission in 2023. It was conditionally passed contingent on the Town receiving the HAF Federal Grant. The Town received the HAF grant in February 2024 and this project became the eighth initiative under the Stony Plain HAF Initiatives.

STRATEGIC ALIGNMENT & KEY ACTIONS

Stony Plain Strategic Plan 2026-2029:

- Encourage innovative and diverse housing options that will support a wide range of residential needs.

COMMUNICATION

This item will be included in the Council Highlights news release.

ATTACHMENTS

1. Town of Stony Plain Affordable Housing Guidebook 2026
2. Town of Stony Plain Affordable Housing Toolkit 2026
3. Presentation

Prepared by: Sharida Csillag, Community Development Officer

Reviewed by: Lisa Gilchrist, General Manager, Community and Social Development

Approved by: Tom Goulden, Chief Administrative Officer



STONY PLAIN AFFORDABLE HOUSING GUIDEBOOK



AFFORDABLE HOUSING GUIDEBOOK

Stony Plain would like to thank focus group participants who contributed to the development of this document.

Prepared in Spring, 2026 by:



Supported by:



LAND ACKNOWLEDGEMENT

Stony Plain is located on Treaty 6 territory, the traditional meeting grounds, gathering space, and travel route of the Cree, Saulteaux, Blackfoot, Dene, and Nakota Sioux and the homeland of the Métis Nation. The Town of Stony Plain respectfully acknowledges all the many First Nations, Métis and Inuit communities whose footsteps have marked this landscape since time Immemorial.

We acknowledge the deeply rooted relationship between Indigenous heritage, culture, language, spirituality, and history to Stony Plain and the land on which it sits, the water that flows through it, and the air that surrounds it.

As Treaty people, we commit to ensuring the well-being of our environment by acknowledging this rich Indigenous cultural legacy through the Planning and Development Guidelines.



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INTRODUCTION

PURPOSE

The purpose of this guide is to provide a reference tool for affordable housing development in Stony Plain.

Stony Plain is committed to affordable and long-term housing. Focus groups composed of volunteer contributors from the municipality, development and housing operations sectors have provided considerable insight into the process of affordable housing development.

INTRODUCTION

The guide will cover the affordable housing development process from start to finish in Stony Plain. It can be used as a reference tool for individuals or groups who are interested in developing affordable housing in Stony Plain.

What is Affordable Housing?

Affordable housing is housing that costs less than 30% of a household's gross income (income before taxes). For housing to be truly affordable, people should still have enough money left to cover basic needs like food, transportation, and electricity.

COMMUNITY SNAPSHOT



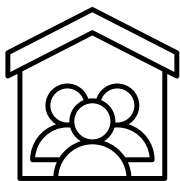
Population:
19,662



Population Growth Rate:
4.7%



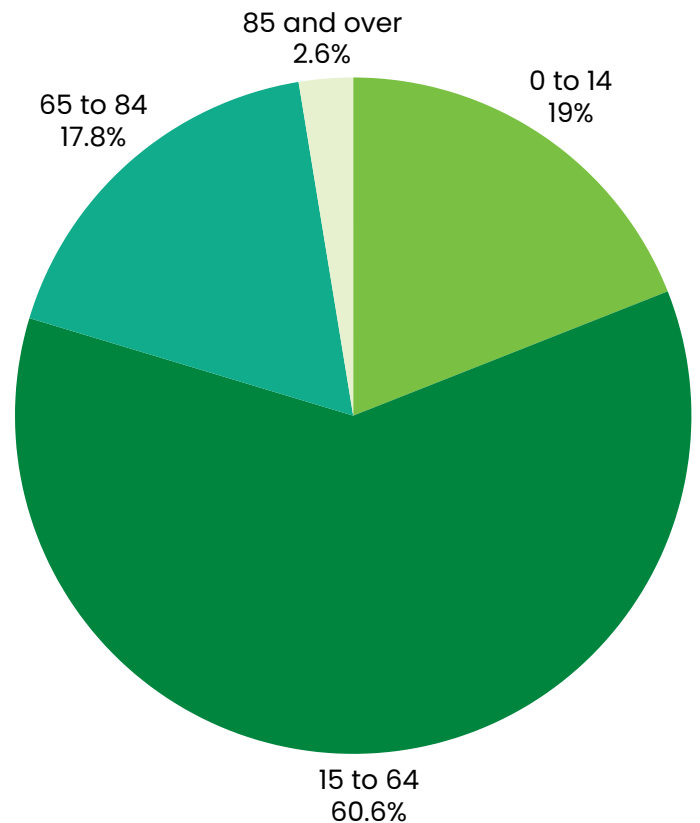
Median Individual Income:
\$43,333



People per Household:
2.4

Source: Statistics Canada, 2021

Age Characteristics



TYPE OF HOUSING MODELS

Short-Term Non-Market Housing	Emergency Shelter	Emergency shelters temporarily house those who are experiencing or are at the greatest risk of becoming unsheltered.
	Transitional/Supportive Housing	Transitional housing is short-term housing with facilities that provide support services to help residents transition to independent living.
Long-Term Non-Market Housing	Subsidized	Subsidized housing is long-term housing in which rents are subsidized through an operating funding program.
	Affordable Rental Housing and Affordable Home Ownership	Affordable rental housing and affordable home ownership refer to residents who pay affordable rental or mortgage payments for their homes.
Long-Term Market Housing	Market Rental Housing and Market Home Ownership	Market rental housing and market home ownership are housing available for prices determined by supply and demand that exceed the affordable housing threshold.

PROJECT TYPES

ADDITIONS

Additions refer to adding on to an existing property or structure. This can include expanding an existing structure with accessory dwelling units to create affordable housing units. It can also include adding new units to a site with additional space, such as a place of worship or community centre.

RENOVATIONS

Renovations are repairs or updates that improve a building so it can be used as safe, affordable housing. They often involve changing spaces like offices or hotels into homes. These projects may include major upgrades to make the building suitable for people to live in.

NEW CONSTRUCTION

New construction refers to a project on vacant land. This type allows the developer to customize the new structures to community needs.



HOUSING TYPES

An affordable housing project can include many different housing types. While multi-unit projects are the most common, there are also opportunities with other forms of housing, such as accessory dwelling units and low-density housing.

ACCESSORY DWELLING UNITS

Accessory dwelling units are structures that are accessory to the primary dwelling unit. These can include garage suites, garden suites and basement suites. Accessory dwelling units can present an opportunity to provide affordable housing on a property with existing housing.

MULTI-UNIT DWELLING

A multi-unit dwelling is a structure with three or more dwelling units. A multi-unit project can include supportive living, subsidized housing, or a mix of market and non-market rents.

Project Name: Folkstone Place Affordable Seniors Housing

Developer/Builder: Jen Col

About the Project:

Folkstone Place is an affordable housing facility for seniors and emerging seniors. Folkston Place has 63 living spaces - 41 single units and 22 two-bedroom units.

ROW HOUSE DWELLING

A row house or townhouse is a dwelling in a building divided into three or more attached units, each with its own independent entrance to the outside. Like multi-unit dwellings, row house dwellings can include a mix of affordable and market housing

Project Name: The Brickyards

Developer/Builder: Tacada Communities

About the Project:

The Brickyards development will contain approximately 949 housing units. The development has low density and medium density residential homes. There is a mixture of single-detached, semi-detached, duplexes and row houses.

CONSTRUCTION TYPES

WOOD FRAME CONSTRUCTION

Wood frame construction is the most common way to build homes in Alberta. It uses wood for the frame, walls, floors, and roof because it is affordable and easy to work with.

Pros	Cons
<ul style="list-style-type: none">• Quick Assembly• Flexible Design• Cost Effective	<ul style="list-style-type: none">• Susceptible to Fire Damage• Less Energy-Efficient• Risk of Structural Rot



CONCRETE CONSTRUCTION

Concrete construction means building homes or buildings using concrete for walls, floors, and sometimes roofs. Concrete is strong, durable, and fire-resistant, making it good for long-lasting buildings.

Pros	Cons
<ul style="list-style-type: none">• Fire-Resistant• Longer Life	<ul style="list-style-type: none">• High Cost• Takes longer to build

STEEL FRAME CONSTRUCTION

Steel frame construction means building homes or buildings using steel beams and columns for the structure.

Pros	Cons
<ul style="list-style-type: none">• No Warping, Shrinking or Mould• More Eco-Friendly• Allows for taller buildings	<ul style="list-style-type: none">• High Cost• Less Insulation• Requires specialized work

PREFABRICATED OR MODULAR CONSTRUCTION

Prefabricated or Modular construction means building sections of a home in a factory and then assembling them on site.

Pros	Cons
<ul style="list-style-type: none">• Faster Construction• Affordable• Reduces waste	<ul style="list-style-type: none">• Design Limitations

NEEDS & DEMAND ASSESSMENT

The Housing Need and Demand Assessment provides a resource to help partners understand what types of housing meets the needs of people living in Stony Plain.

A Housing Needs and Demand Assessment is a common requirement for applicants to receive pre-development, capital and operating grants and loans for affordable housing projects. When applying for project funding, it is encouraged to use the [Stony Plain Housing Strategy](#), to satisfy funder requirements.





PROJECT PLANNING AND GOVERNANCE FRAMEWORK

PROJECT CONCEPT & ORGANIZATIONAL READINESS

DEVELOPING THE PROJECT CONCEPT

Clearly document the initial project idea, as it will guide the work and form the foundation of the development plan. Begin planning with the executive or management team to define who the project is for, what will be built, where and when it will happen, and why it matters. Take a long-term view and consider how key decisions may affect future outcomes and project costs. Once developed, review the concept with staff and board members to gather feedback.

ASSESSING ORGANIZATIONAL READINESS

The organization can check if it is ready to move forward by looking at its organizational structure, leadership, capacity, finances and knowledge and experience. After this review, the organization can study how the project might help and share these ideas with staff and the board. This is best done in two guided planning meetings.

REVIEWING ORGANIZATIONAL STRUCTURE

Review the organization's mission, goals, and priorities to ensure they support housing development. Assess capacity by considering corporate status, strategic plans, and the engagement and support of the board and staff.

EVALUATING ORGANIZATIONAL LEADERSHIP AND ADMINISTRATIVE CAPACITY

Review the organization's structure, roles, and skills to identify support, potential team members, and access to external expertise.

REVIEWING FINANCIAL POSITION AND CAPACITY

Review the stability and diversity of funding, cash flow, ability to secure capital, and the performance of any existing housing portfolio.

REVIEWING PROJECT PLANNING AND MANAGEMENT

Conduct an assessment of market knowledge, competition, project selection, planning and management processes, community relationships, and relevant development experience.

After gathering feedback internally and reaching an agreement, the organization can begin the housing project. The next step is to present the idea to community members and key partners to hear their views and collect input that will be beneficial in informing project design.

PROJECT TEAM

ASSEMBLING A PROJECT TEAM

Assembling the right project team is key to making the project successful.

PROJECT MANAGEMENT

Start by selecting a Project Manager (PM), who can be internal or external.

- **Internal PM:** Should be hired specifically for this position to ensure they can focus on managing multiple projects without unrelated duties.
- **External PM:** A good option for smaller organizations that may not have enough projects to justify a full-time internal role.

A team of professionals usually handles project management. The Project Manager leads the overall results, while a Construction Manager oversees the building work and schedule. The project schedule shapes the team setup, roles, contracts, payments, and reporting.

DESIGN AND TECHNICAL EXPERTS

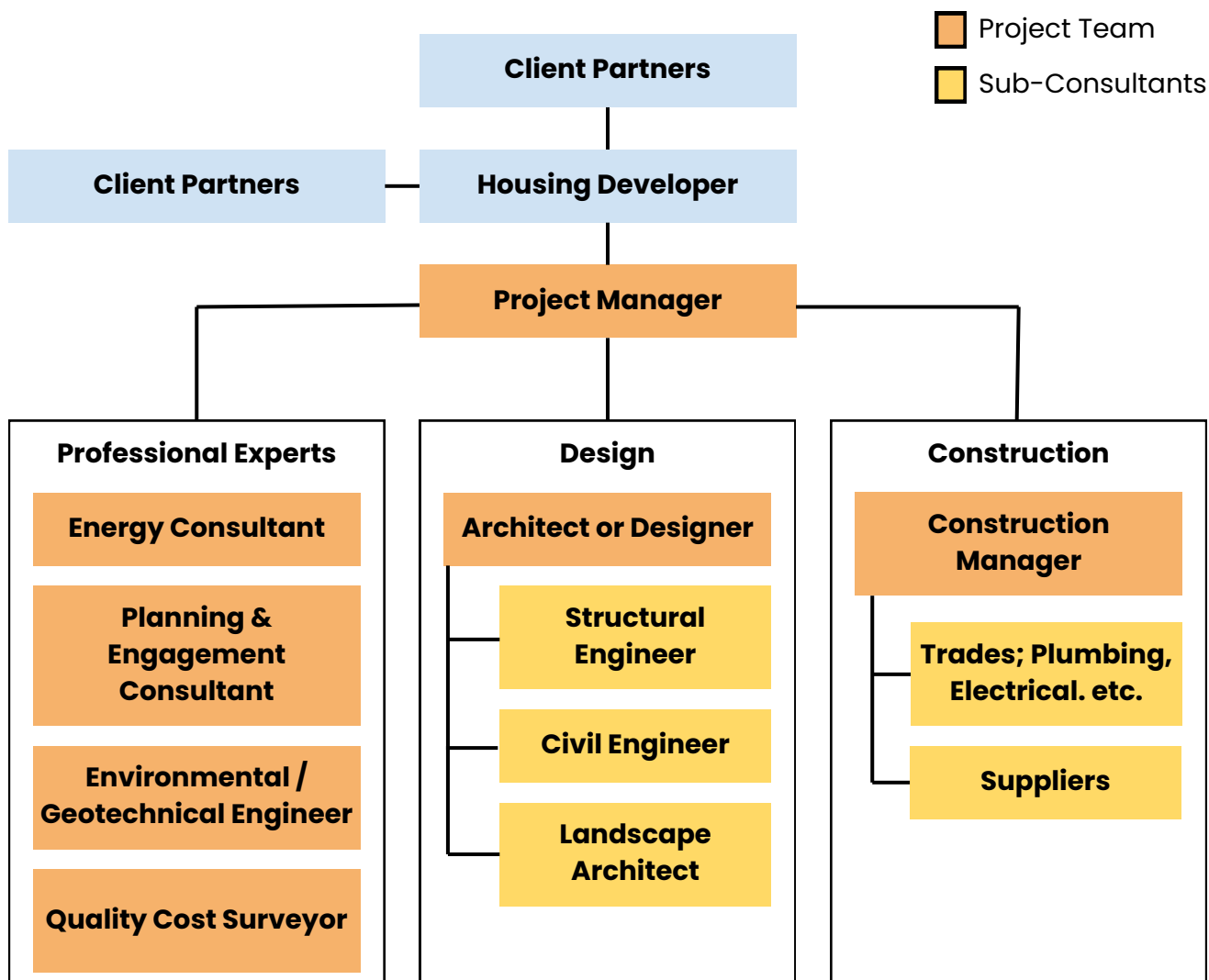
The design phase is led by an architect or residential designer. A registered architect is required for buildings with five or more units, and qualified professionals can be found through the [Alberta Association of Architects](#).

When choosing a designer, look for experience in user-centred, accessible, and affordable housing design. The designer handles all design work.

The developer should also hire key specialists, such as:

- Cost estimator
- Environmental engineer
- Geotechnical engineer
- Energy or planning consultant.

PROJECT TEAM STRUCTURE EXAMPLE



WORKING WITH A CONSULTING TEAM

A consulting team is key to project success and may include architects, designers, planners, engineers, contractors, and subcontractors.

The architect is usually the lead consultant and is responsible for:

- Refining the project plan
- Bringing together input from other team members
- Making sure the design meets codes, zoning, and energy rules

Other specialists may include:

- **Engineers** who oversee civil, structural, mechanical, and electrical systems.
- **Building specialists**, who advise on the envelope, acoustics, and lighting.
- **Energy modellers**, who ensure the design meets efficiency targets.

It is helpful to involve a Construction Manager early to support cost control and value planning during design.

Consultants should be chosen through formal processes, such as:

- Expression of Interest (EOI)
- Request for Qualifications (RFQ)
- Request for Proposal (RFP)

Getting at least three proposals is recommended to ensure fair pricing and a qualified team. Funders may also require that a minimum number of quotes be procured.

Strong teamwork is important. The architect, engineers, and construction manager should work together to keep the design, budget, and construction plan aligned from start to finish.

DEVELOPMENT INCENTIVES

MUNICIPAL DEVELOPMENT INCENTIVES

Stony Plain offers a range of development incentives through its [Development Incentive Policy](#).

These policies include:

- Direct financial incentives;
- Indirect financial incentives; and
- Non-financial incentives.

For more details on which incentives apply, contact the Town's Planning Department.

MUNICIPAL DEVELOPMENT INCENTIVES

[Government of Canada's GST/HST New Residential Rental Property Rebate](#)

Provides a GST rebate on most purpose-built rental housing of four or more units.

Direct impact: GST paid in the project costs is refunded upon completion

OWNERSHIP STRUCTURES

OWNERSHIP OPTIONS:

Deciding on the ownership structure is an important early step in affordable housing projects. The two main options are:

Sole Ownership: The developer owns the land and property alone, either outright or through independent acquisition.

Co-ownership: Multiple organizations share ownership, with each holding a portion of the property in proportion to their financial contribution

ALTERNATIVE FORMS OF OWNERSHIP:

Other ownership options to consider include:

Joint Venture: Two or more organizations work together to develop a project, sharing ownership of the land and building.

Condominium /Strata: A building divided into separate units that can be bought or rented.

Member Cooperative (Housing Co-ops): Members have a stake in the property and a say in how it is managed.

Community Land Trust (CLT): Non-profit organizations own the land to benefit the community.

OPERATING FRAMEWORKS

OPERATING FRAMEWORKS FOR AFFORDABLE HOUSING

Affordable housing developments can use different operating models. Most often, non-profit organizations serve as both the owners and managers of the property.

1. NON-PROFIT OWNERSHIP AND MANAGEMENT

In this model, non-profit organizations are responsible for the development, ownership, and management of the affordable housing units.

Advantages	Disadvantages
Ability to secure external funding (grants, donations, government subsidies) to keep rental costs low.	Limited access to private capital.
	Significant reliance on grants and charitable contributions.
	Potential lack of in-house property management specialization.

2. PUBLIC-PRIVATE PARTNERSHIPS (PPPS)

This approach involves a partnership between the government and private developers or investors. In a PPP model, private companies build and run the project, while the government supports them with things like subsidies, tax credits, or land.

Advantages	Disadvantages
Access to private capital and expertise.	Agreements can be complex to structure.
Shared risk between public and private entities.	Potential for disagreements over objectives.
Encourages innovative solutions.	Requires strong oversight to ensure quality standards are met.

3. COOPERATIVE HOUSING

Cooperative housing is a model where residents collectively own and manage the property. Members buy shares in the co-op, which grants them the right to occupy a unit and participate in governance.

Advantages	Disadvantages
Resident control and engagement	Requires significant resident participation
Stable housing costs	Complex governance structures
Strong community ties	Potential for internal conflict

4. COMMUNITY LAND TRUSTS (CLTS)

Community Land Trusts (CLTs) are non-profit organizations that keep housing affordable over time by owning the land and leasing it to residents, who own the homes built on it. By taking the land out of the private real estate market, this model helps keep housing affordable for future owners. In some cases, CLTs may also own both the land and the buildings, similar to other non-profit housing models.

Advantages	Disadvantages
Long-term affordability	Initial setup complexity
Community control	Requires ongoing community involvement
Keeping/Saving of affordable housing stock	Limited scalability

5. SOCIAL ENTERPRISES

These organizations use a business model that focuses mainly on social impact, such as providing affordable housing. Instead of keeping profits, they put the money back into their work.

Pros	Cons
Potential for scaling and innovation.	The necessity of a strong business sense.
Show financial sustainability.	The challenge of balancing social and financial objectives.
	Risk of losing focus.

COMMUNITY ENGAGEMENT AND COLLABORATION

Community engagement is essential to affordable housing success.

Key Community Engagement Best Practices:

1. Early and Transparent Communication

Effective community engagement for affordable housing projects starts with early and open communication. Project teams should connect with the community as soon as possible, before big steps in the project, to build trust and begin honest discussions. This includes sharing all available project information in a clear way and being honest about what is still changing. This openness helps manage expectations and supports better conversations from the beginning.

2. Customized Engagement Strategy

A good engagement plan starts with understanding the community. Project organizers should research the neighborhood's demographics, existing concerns, and any previous experiences with development. This helps them plan an approach that fits the community's needs and makes communication clearer and more meaningful for residents.

3. Build Strong Stakeholder Relationships

Finally, success depends on building strong relationships with key stakeholders. Project teams should actively connect with community groups. These groups can offer valuable local knowledge and support. Building strong relationships with them helps make sure concerns can be heard, understood, and addressed early in the project.

INVOLVING TENANTS & COMMUNITY IN THE ENGAGEMENT PROCESS:

Building strong connections between tenants and the wider community helps improve understanding and clear up common misconceptions.

This can be done by involving tenants, working with different community groups, and encouraging open discussion. Activities like community workshops, tenant-led projects (e.g., community gardens, tenant circles), and including tenant feedback in decisions help make the conversation more inclusive and meaningful for everyone.

1. Facilitate Open Dialogue on Affordable Housing

- **Host regular community meetings** to give tenants and residents a chance to share concerns, ask questions, and share insights regarding affordable housing initiatives.
- **Encourage participation** from many different members of the community, including local affordable housing advocates, to gather a wide range of viewpoints.
- **Share important information** about who qualifies, financial benefits, and how affordable housing projects help support a stable and diverse community.

2. Engage Affordable Housing Tenants in Dialogue and Initiatives:

- **Gather and share tenant experiences:** Provide opportunities, such as community meetings or open houses, for affordable housing residents to tell their stories and share their views with the community.
- **Highlight successful results:** Use different media and events to highlight the positive effects of affordable housing by featuring stories of individuals and families who are thriving.
- **Empower tenant-led contributions:** Support tenant-led projects that improve the community, showing the important role that affordable housing residents play.

BUSINESS CASE

Once an organization chooses a strong project option and confirms it can work, the next step is to create a detailed Business Case. The Business Case puts all the research and planning into one clear place. It explains why the project is needed, how it will work, and why it should succeed.

The Business Case is shared with key stakeholders, including funders, the municipality, and partners. It should be created only after enough research and feasibility work have been done.

The Business Case will typically include the following activities:

- Review and collect all important information regarding the Housing Developer
- Summarize the Need and Demand Assessment and Community feedback
- Explain the functional and financial pros and cons of each option
- Explain why the chosen option is the best and what goals it supports (such as environmental, social, or economic)
- Confirm or recommend the final option
- Outline how construction will be done and the project timeline
- Describe the intended operation model
- Apply for grants and loans from funding organizations
- Secure a loan from a bank.

Outcomes/deliverables completed in this phase:

- Business case/plan produced
- Financing and funding secured

The main parts included in the business case are:

Corporate Profile: This section explains who the housing developer is and what they do. It should include their mission statement, values, and ethics. It should also help readers understand how the organization works.

Key parts:

- History
- Mandate
- Organization chart

Portfolio Profile: This section describes the current programs, projects, facilities, and other work of the Housing Developer. Ideally, this section is as detailed as possible.

Institutional Context: This section explains the role of the Housing Developer and describes the Housing Developer's relationship with key stakeholders.

Role in Providing Housing: The role that the Housing Developer plays in providing housing.

Stakeholder Relationships: A review of some of the relationships that the Housing Developer has and how the relationships operate.

Plan Development: This section explains how the Housing Developer prepared the business case. It includes who was consulted and how feedback was gathered from the community, key stakeholders, and government. It should also list the main internal plans and policies that guide the work, and briefly describe how the internal approval process was used to finalize the business case.

Environmental Scan: This section summarizes the results of the Need and Demand Assessment. It highlights key data to clearly show the level of need in the community.

The Development: This section outlines the details of the project plans.

It should include:

- Construction and Management Plan
- Preliminary Project Schedule
- Property and Program Management
- Preliminary Marketing Strategy

Financial Plan and Forecasts: This section summarizes the financial model. It reviews the number and type of units, total project cost, and key measures like the debt coverage ratio. It should also note any special details about rent or occupancy, such as what is included (for example, parking or internet).

The financial plan should also consider higher construction costs and lower operating costs for energy-efficient or net-zero buildings.

MUNICIPAL APPROVALS PROCESS

THE DEVELOPMENT PROCESS

Land development in Stony Plain is guided by the Town's Municipal Development Plan and relevant area plans. Development regulations are set out by the Town's Land Use Bylaw.

Overview of the Development Process

Pre-Application/Land Development Inquiry

Individuals looking to start a development project must request a pre-application/land development inquiry. This allows Town staff to review the idea or application early and provide additional information.

What to bring: preliminary site plan and concept drawings

Determine whether the proposal requires a Land Use Bylaw (LUB) amendment.

Review the Land Use Bylaw to see what uses are allowed on the property. If the proposed housing type or density is not permitted, this will need a bylaw amendment.

Application Intake & Completeness Review

Complete the applications and submit them to the Stony Plain Planning Department with all required documentation. The Planning Department will review the submission, and any incomplete packages will be returned for resubmission.

- [Development & Building Permit Application - Secondary Suite](#)
- [Development & Building Permit Application - Residential Low Density](#)
- [Development & Building Permit Application - Residential Medium-High Density](#)

Technical Interdepartmental Review/Revisions

The application will be reviewed, and any necessary revisions will be issued.

Public Notice & Hearings

Depending on the application type, a Council hearing or public notice may be required.

Decisions/Conditions/Appeals

The Town will either approve the application, approve it with conditions, or refuse the application.

Development Agreements, Off-Site Levies and Securities

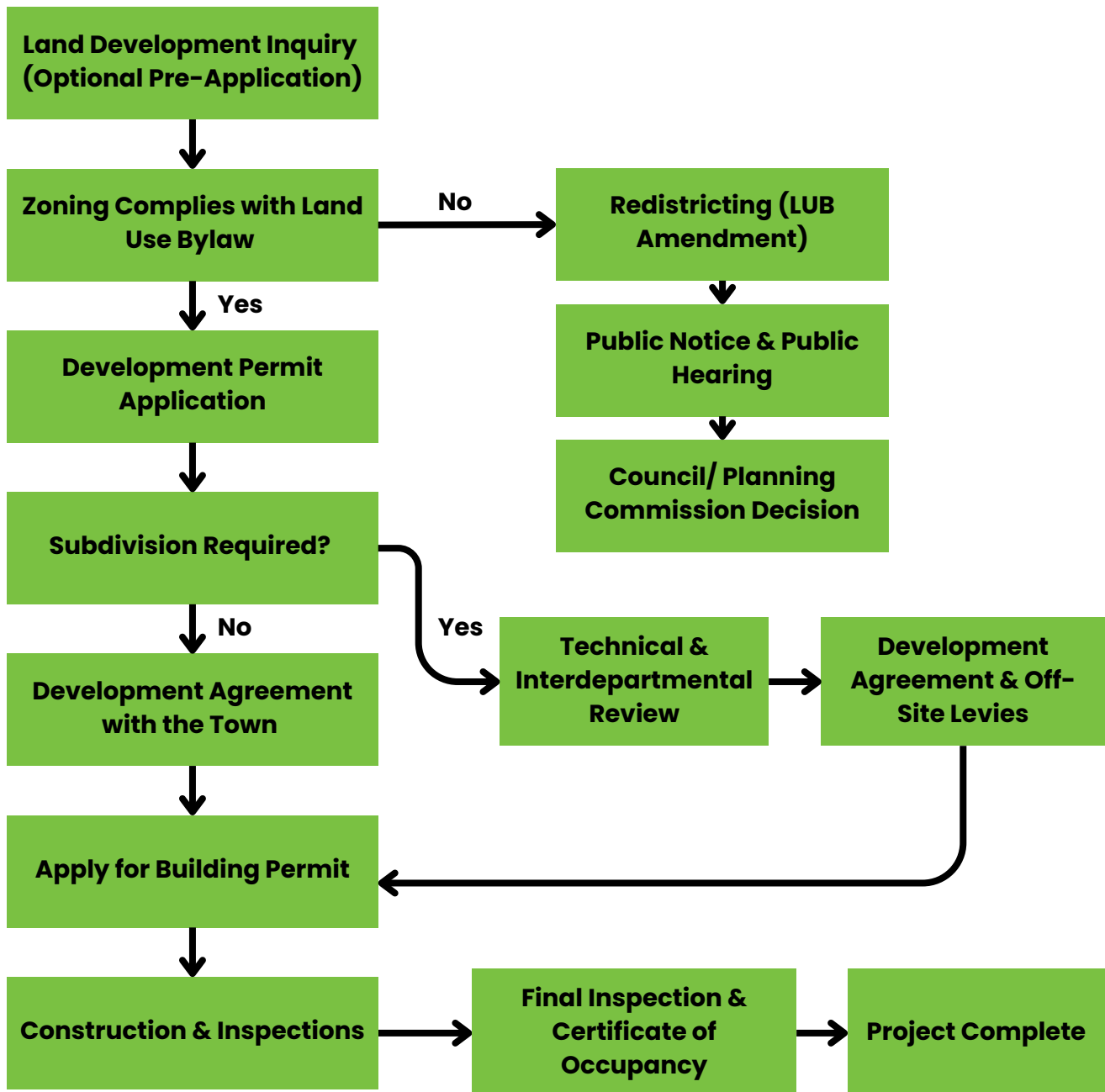
Some developments may require a development agreement and the payment of off-site levies (calculated using Stony Plain's Off-Site Levy Bylaw)

Permits & Construction

Once land-use approvals and development agreements are secured, building and trade permits must be applied for.

Inspections, Occupancy and Close-out

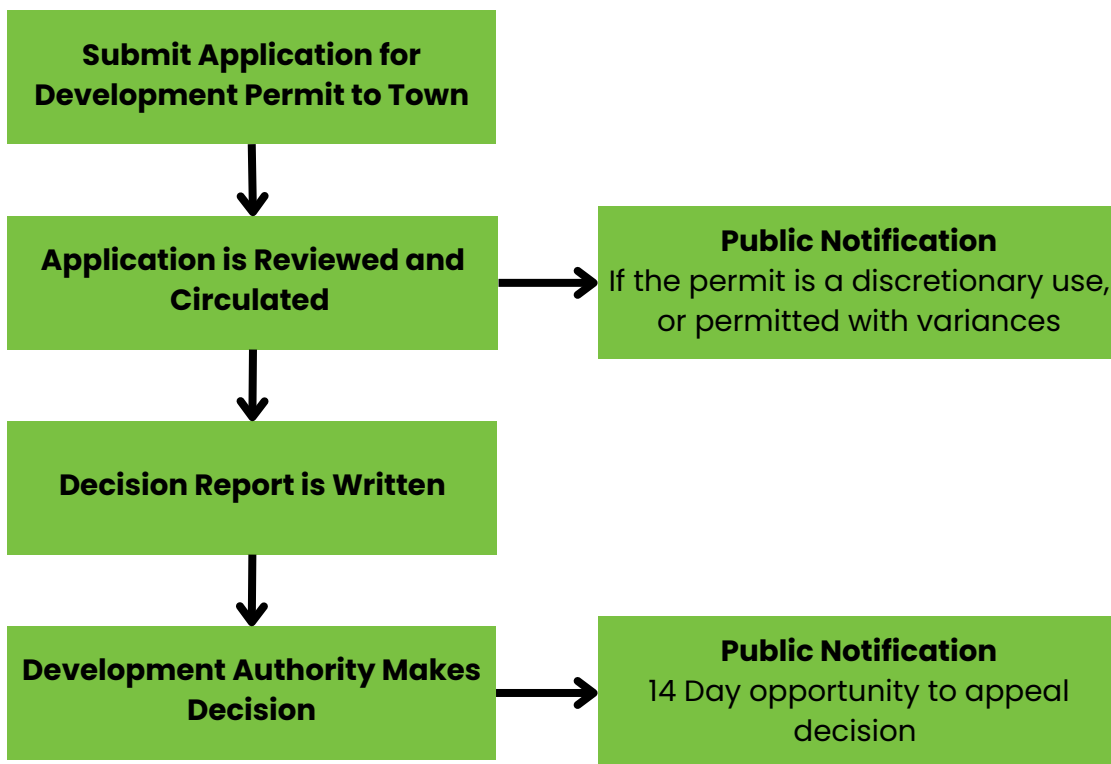
The final inspections and issuance of a Certificate of Occupancy occur once the project complies with approved plans and conditions.



DEVELOPMENT PERMIT PROCESS

A development permit from Stony Plain is an official approval that allows a property owner or developer to carry out a specific project following local planning rules. It ensures the project is allowed and meets the Land Use Bylaw requirements. Uses are either permitted (allowed) or discretionary (require extra review).

A discretionary use requires additional review to ensure the proposal is suitable. The applicant must submit a permit application, and the public will be notified with a 21-day appeal period. The permit can be denied if the project doesn't fit the area or the district's purpose.



BUILDING PERMIT PROCESS

Building permits are required for any new construction, demolition, or modification of an existing structure. This allows Stony Plain to review and approve projects to ensure that they are safe and follow local building code. A building permit is required for constructing residential buildings, accessory dwellings, secondary suites, or for renovations and additions to existing homes.

The [Building Permit Application](#) can be found on Stony Plain's website.



Subdivision Application Process

An individual must apply for a subdivision if they are planning on doing the following:

- Adjusting a lot line or creating multiple lots from one existing lot
- Legally separating space in an existing building
- Subdividing one or more lots into a bare land condominium or strata subdivision

The Subdivision Application package can be found on Stony Plain's website or at the link below. The application package provides a complete checklist of all required documents.

- [Subdivision Application Package](#)



FEASIBILITY ANALYSIS AND FUNDING

PROJECT VIABILITY

A project needs to be viable to become construction-ready. Viability is based on four key components.

Land

Land cost, zoning, available services, and nearby amenities help determine if a project is affordable and meets the community's housing needs.

Financing

The funding stack shows all the money sources for a project and whether there is enough to build it. It is important to know which funds are confirmed and which are still needed, and to consider future costs, like mortgage payments that must be covered.

Design

The project should be designed to meet its goal and the community's needs. Some design choices, like energy-efficient buildings, may cost more upfront but save money over time.

Operations

The operational funding model is important for a project's success. It is important to know if the project can run only on rental income or if it will need ongoing operational funding from the government.

LAND

Land Suitability

Finding land for affordable housing is often a challenge. Private land is often expensive or in high demand, while cheaper land may be undeveloped (“greenfields”) or contaminated (“brownfields”), which increases costs.

Securing the right site is essential before a project can move forward. When choosing a location, consider:

- Size of the proposed development
- Parking requirements
 - This can range from 1 to 2 spaces per dwelling unit
 - Visitor parking may also be a requirement
- Compliance with the Land Use Bylaw (LUB) or Planning Bylaws
 - Amendments may be needed
- Development constraints (i.e. steep terrain, flood plains, wildlife corridors, etc.)
- Purchase price that keeps the project feasible
- Consideration of public impact and community consultation

It is recommended to work with a realtor and verify site details with a land use planner and/or engineer. For example, it is good to know if a site is already serviced with water, power, or sewer lines. Also, consider land already owned by non-profits, faith-based groups, or philanthropists.

Securing Land

Once a suitable site is chosen at a feasible price, it is important to review all relevant factors, including past studies (environment assessments) and ownership history (e.g., Certificate of Title). This process is for new construction, not redevelopment.

Securing land is rarely straightforward. It can take a long time to get funding from different sources and approvals. For example, rezoning can take six months or more. This process often happens at the same time as other processes, with steps overlapping or changing direction.

Sites with a residential history are usually easier to approve. Commercial or industrial sites may need a Desktop Environmental Site Assessment to check for issues like soil contamination. This review helps with scheduling and budgeting. If problems are found, an environmental engineer may study the site, and the findings could help negotiate a lower price.

Before buying or leasing, a lawyer should complete legal searches. Inspections help identify third-party rights, like utility easements or restrictions. Sellers may not disclose all issues, so understanding risk is key. If risks are too high, it may be better to walk away rather than proceed with a project that is not in the organization’s best interest.

PREDEVELOPMENT, CAPITAL & OPERATING COSTS

Pre-development costs

Securing funds is very important for a project to succeed, and should be considered throughout the planning process. There are different types of funding available. The best choice depends on how well the project fits the funder's goal and whether the project meets their parameters. Funding is often given for certain parts of a project (see Funding Tab). Because of this, projects may need to obtain funding from more than one source over time.

Most funders require certain studies and documents before a project can move forward.

These usually include:

Environmental Site Assessment:

- This study shows if the land has any contamination.
- A Phase One assessment usually meets this requirement, but it is important to plan for a Phase Two assessment if needed.
- A Phase Two assessment is required if concerns like contamination have been revealed in a Phase One assessment.

Geotechnical Report or Investigation

- This study shows if the land is safe and suitable for building.

Architectural Schematic Design

- This study helps show the project's size and explains the budget.

Energy Model

- This study shows how much energy the building could save.

Classes of Cost Estimates:

- There are four main classes of cost estimates: A, B, C, and D. Class A is the most detailed cost estimate, while Class D is a rough estimate of construction costs.
- Many funding programs require at least a Class B cost estimate to justify the project budget.

Permits

- A development and building permit is generally required by funding programs and must be obtained from the Town of Stony Plain
 - [List of fees](#)

Additional pre-development activities that are optional but can strengthen a funding application include:

- Business Case
- Preliminary Financial Modelling
- Affordable Housing Strategy
- Community Consultation

Capital costs

Once the pre-development phase is finished, the project can move into the capital phase. At this stage, pre-development documents are often used to apply for capital funding.

Capital funding covers the cost of building the project, including construction. Getting this funding can take time and is often competitive.

Capital funding is usually large and can reach millions of dollars. It can come in different forms, like grants, loans, or repayable contributions. Many projects receive money from several sources, including government programs, organizations, and private donors.

For an idea of the capital costs associated with the project, please refer to the [2025 Canadian Cost Guide](#) by Altus Group.

Operating costs

Once the project is built and residents move in, the budget must cover ongoing operational costs. Ideally, rental income covers these expenses. However, affordable housing often charges rents that are lower than the full cost of operating the building. In these cases, ongoing operational funding may be needed.

Operational funding is usually provided by provincial or federal governments and comes with specific requirements that must be met. In recent years, governments have tended to prefer providing one-time capital funding for construction rather than ongoing operational support. However, operational funding is still available for some housing types, such as emergency shelters, transitional housing, and supportive housing.

Because ongoing funding is less common, projects must be financially feasible and sustainable. Strong planning helps projects remain viable and competitive when seeking funding.

For a list of potential funding sources, refer to the Funding tab in the appendix.

PROJECT CHARTER AND WORK PLAN

Project Charter

The Project Charter is a tool that helps project organizers determine the activities and resources required to complete the project.

It is also an agreement between the organization that is developing the building and the client who is funding it. If the developer and client are the same, that Charter can still be used as a guide.

The Project Charter usually shows:

- Project's Purpose
- Goals and Objectives
- Scope
- Estimated Budget
- Construction Schedule
- Other considerations like technical specifics, performance targets and community engagement plans

The project team should prepare a draft Charter before hiring consultants such as an architect, urban planner, or external project manager. This helps organize information and identify any gaps.

The Project Charter is usually managed by two roles. The Project Sponsor provides key information and approves the final document, and the Project Manager prepares and submits the Charter.

The process can be divided into the following two stages:

- Creating - Gathering all information and preparing a draft.
- Signing - Reviewing, approving, and signing the final document.

If government funding is involved, the Project Sponsor may also be responsible for submitting required documents to funders. The Charter can be updated later if both the sponsor and manager agree.

The Work Plan

A Work Plan outlines the activities needed to complete the project and how the work will be managed. It helps the team track tasks, meetings, deliverables, deadlines, and responsibilities.

Work plans can range from a detailed project document to a simple schedule, depending on the project's complexity. They are often created using a spreadsheet or project management software.

The architect, as the prime consultant, typically develops the main project schedule with input from the consulting team. This schedule may also include key organizational timelines, such as funding deadlines or land purchase decisions.

DESIGNING SUSTAINABLE HOUSING

Sustainability means meeting the needs of today without harming future or long-term needs. In housing, this includes environmental impact, residents' health, long-term operating costs, and how well the project fits into the community. It also means building knowledge and experience that supports future projects.

Sustainable housing requires systems that must work together. Site planning, programming, and building design should work together to meet sustainability goals in practical and affordable ways. Some practices are required by zoning, building, or energy codes, while others are optional.

Optional sustainability features can still be valuable. They may reduce environmental impact, lower operating costs (such as energy use), and help projects qualify for certain funding programs.

Not every sustainability measure will suit every site or budget. Teams should compare upfront costs with long-term savings, as some investments can reduce operating and maintenance costs over time.

Environmental Impacts

Sustainable development looks at the environmental, social, economic, and cultural impacts of a project.

The site and its surroundings play an important role. An environmental review by the architect or planner helps identify site features such as rivers, wildlife corridors, or tree stands. These features may offer benefits like access to nature, but may also require careful planning to avoid environmental harm.

For example, large tree stands may affect sunlight for solar panels, while wildlife corridors may need protection but could also support amenities like walking trails. Balancing environmental protection with project goals is an important part of planning. Projects should also consider opportunities to use local materials, workers, and trades, which can support the local economy and reduce environmental impact.

Designing for Health and Wellbeing

Housing design should prioritize the health and well-being of residents. Canadians spend most of their time indoors, so healthy indoor environments are important. Site planning and building design should support safe, stable living conditions and access to nearby services, amenities, and community supports. Safe and healthy housing can help residents stabilize their lives and, in some cases, move toward more permanent housing.

Building design should support comfort, safety, and a sense of belonging. Accessible design is also important. It helps meet accessibility standards and improves the quality of life for residents, leading to higher satisfaction.

Sustainable housing design and functionality resources are listed in the Appendix.



PROJECT DELIVERY

CONSTRUCTION DELIVERY

Types of construction delivery can come in many different forms. This section will explain commonly used methods:

Design-Bid-Build

Design-Bid-Build is one of the most common forms of construction delivery. The design team and construction teams are separate entities. The project lead generally has more control over the project and has to remain involved to ensure that the scope is followed and cost overruns are mitigated.

Construction Management

Construction Management involves a Construction Manager (CM) who oversees the project from design to construction. To maintain impartiality and prevent conflicts of interest, the Construction Manager should be an independent consultant. This requires selecting CMs who are not affiliated with any builders.

Design Build

Design Build is a delivery method where one party handles both design and construction. This allows the project team to work together on different parts of the build, from the design to the construction phase.

Public-Private Partnership

Public-Private Partnerships are used on large projects which have the financial support of one or multiple levels of government and/or private organizations.

Project teams should review construction contract options, such as those from the [Canadian Construction Documents Committee](#). Project teams should be familiar with the different contract options available to ensure that the most cost-effective and schedule-adherent approach is selected.

PROJECT MONITORING

The project team must clearly define the required construction reports, including how often they are produced and what they include (e.g., schedule, budget, value engineering, product evaluations). All project objectives should be clearly detailed before construction starts. This ensures accountability and helps monitor progress effectively.

Some of the responsibilities of this team include:

- Maintain all project records.
- Act as the owner representative, providing advice and consultation.
- Chair meetings and provide minutes.
- Review contractor documents (schedule, submittals, equipment list, and subcontractors).
- Review and communicate the schedule and project progress updates.
- Conduct regularly scheduled site visits to check quality and progress.
- Ensure consultants visit sites as needed.
- Document site visits and report observations.
- Notify the team and contractor of any work that deviates from the proposed project scope.
- Liaise between the construction team and the project team.
- Prepare and distribute the punchlist(s).
- Review close-out documents, including warranties, as-built documents and record drawings.
- Assist with occupancy close-out warranty inspections, including the one-year review.

Construction Completion Certificate and Final Acceptance Certificate

Construction Completion Certificate (CCC) and Final Acceptance Certificate (FAC) are issued by the Town to accept municipal improvements, such as sanitary, storm, sewer, and water connections.

The FAC officially transfer responsibility for these improvements to the Town. The consulting engineer prepares the forms for approval.

Development Security

Some projects require development security to ensure work is done to Town standards. The amount varies depending on the value of the work.

PROJECT CLOSURE

Project closure is the final stage. Tasks to complete prior to formally closing the project include:

- **Deliverables** – Confirm that all project deliverables have been completed.
- **Documentation** – Sign and file the documents created throughout the project.
- **Financials** – Close out ongoing contracts, pay off invoices and keep records of all expenses. Provide a final statement of overall costs.
- **Project Reports** – Complete any remaining reports as required.
- **Transition** – Assign someone to take over the project management duties and ensure that an operations and maintenance role or team is established.
- **Resources** – Inform project trades and staff that the project is closed.
- **Recognition** – Acknowledge the contributions of team members, consultants, funders and community groups that have been involved in the development process.

Reporting to Funders

For projects with funding, reporting is mandatory during both construction and operations.

- **Construction phase:** Updates from the construction manager on progress, timelines, and key metrics.
- **Operational phase:** Reports on financial health and long-term viability, including budgets and cost analyses.
- **Loans:** Some funders may require reporting for the full loan period, sometimes via an independent third party.

Post Implementation Review

1–6 months after occupancy, conduct a Post-Implementation Review to:

- Evaluate project success;
- Highlight key achievements and milestones;
- Capture lessons for future projects.



OPERATIONS AND MAINTENANCE

Cost Planning & Maintenance

Planning and estimating maintenance costs helps reduce risk and control costs. There are two common types of maintenance:

Preventive Maintenance, which aims to prevent major problems or breakdowns, so the building operates at its best through regular inspections and maintenance. This includes cleaning, repairs, treatment, or replacing parts to stop damage over time.

Unplanned Maintenance, which is reactive and usually happens because something breaks due to failure, damage, or emergencies.

Operating a housing development on an unplanned, reactive basis can increase cost.

Replacement Reserve Funds:

A Replacement Reserve Fund helps cover the cost of replacing building and site components as they wear out. This reserve should be a flexible document that is updated yearly and includes parts, materials, and warranty rules to prevent voiding them during repairs.

A maintenance plan should estimate replacement needs in the short, medium and long-term. Building owners and managers often hire a professional firm to conduct a Building Condition Assessment. This assessment predicts future maintenance needs and helps spread out high costs over time. Most funders require a replacement reserve fund.

The Replacement Reserve Guide by the Canada Mortgage and Housing Corporation provides an overview of Replacement Reserves and Capital Items.

Standard Capital Items					
Major Building Components	Major Building Services	Basic Facilities	Safety Features	Other Major Facilities, Equipment and Features	Regulatory Changes
Roofs, exterior wall finishes, exterior doors and windows, exterior caulking, above ground waterproofing	Heating systems, domestic hot water tanks, booster pumps, circulating pumps, sump-pumps, septic tanks and tile beds, required air handling systems	Kitchen facilities, bathroom facilities	Fire alarm systems, emergency lighting, intercom system in multiple-unit buildings, other safety items	Parking lot, enclosed garage, driveway and walkway surfaces, garbage disposal systems, interior floor coverings, exterior fences, laundry equipment, water softeners	Regulatory or legislated requirements for changes that apply to existing buildings, and where the authority having jurisdiction requires replacement or upgrading within a definite period of time.

Proactive Habits

Replacing building components with higher-quality materials can help reduce unexpected repair costs over time. Investing in durable replacements can save money in the long run. All replacements must meet the National Building Code – Alberta Edition.

OPERATIONS & MAINTENANCE

Assigning a Property Manager or Management Team

Running an affordable housing project relies on the property manager or management team.

Choosing a property manager or management depends on the following:

- The project's scale
- The intended use of spaces within the development
- The organization's internal capacity

The property manager or management team can be either staff members or outside contractors.

Property Manager/Team Contract Management

Outsourcing work should only be used when your team cannot meet capacity or quality needs. Whether work is done in-house or by contractors, the standards must stay the same.

Property managers and management teams need strong negotiation and management skills, as affordable housing often depends on outsourcing for maintenance and services. These services are usually predictable, which helps keep costs stable.

A contract relationship can be divided into two main categories, each having distinct advantages and disadvantages:

Traditional Procurement	Alliance/Partner Contract
A specific service or scope of work	Undefined scope of service
Variation in contract is low	Greater flexibility
Low risk of failure	Incentives based on performance
	Higher risk and uncertainty

When creating contracts, include these key points:

1. **Scope of Work:** Clearly outline what the contractor must do and the required standards.
2. **Evaluation:** Set clear criteria to measure the quality of the contractor's work.
3. **Management:** Use a Service Level Agreement (SLA) to track performance against set targets.

Property Management Team: Roles, Responsibilities, and Operations:

1. Team Structure and Core Functions:

- **Property Managers:** Responsible for daily operations, including tenant relations, rent collection, and ensuring regulatory compliance.
- **Maintenance Staff:** Handle repairs and upkeep to keep the property in good condition and functional.
- **Administrative Personnel:** Maintain records related to occupancy, utilities, maintenance, and costs.

2. Record Management and Reporting:

Detailed records are essential for daily management and grant reporting. This should cover:

- Occupancy rates
- Utility usage
- Appliance conditions
- Property maintenance history

3. Staff Hiring and Training:

- **Hiring:** Recruit experienced individuals with strong property management skills and a focus on addressing tenant needs.
- **Training:** Provide training on policies, procedures, and required certifications (e.g., First Aid, Crisis Intervention).
- **Cultural Awareness:** Ensure staff receive training in cultural sensitivity to interact respectfully with tenants, address diverse needs, and promote tenant stability.

4. Communication and Collaboration

Open communication with staff and tenants is essential. Regular meetings and community engagement are key to addressing potential issues promptly and supporting successful project integration within the community.

5. Vacancy Management and Stabilization

Vacancy management is key to keeping affordable housing financially stable, with occupancy ideally above 95%.

- **Rent-Up Phase:** Start the rental process before construction is fully complete. Work with waitlist agencies to fill units quickly and reduce early vacancies.
- **Ongoing Strategy:** Actively manage waitlists and use proactive steps to keep vacancy rates low and maintain steady occupancy.

Managing Multi-Unit Residential Facilities

Multi-unit residential buildings can be complex to manage. They run 24/7, house many residents in close proximity, and often involve frequent requests or concerns. For organizations with in-house property managers, ongoing training and professional development is important. This helps build skills and allows more tasks to be handled internally.

Typical Services a Property Manager/Management Team Would Perform in a Multi-unit Residential Building:

Maintaining security for residents and building assets	Record-keeping (legal requirements, monitoring, etc.)
Asset management (mechanical services, etc.)	Building repairs and maintenance
Maintenance planning (equipment, etc.)	Reducing operational impacts and life-cycle costs
Building management control systems	Cleaning and general maintenance
Upholding a building's identity and image	Responding to complaints and feedback
By-laws and Regulatory Compliance	Undertaking larger capital or maintenance projects
Essential Services provision (fire extinguisher, etc.)	Stakeholder engagement
Gardening and grounds maintenance	Waste management
Contract management	Optimizing building performance
Sustainability initiatives and implementation	Energy and water management (lighting use, etc.)
Tracking and recording energy & water consumption	Concierge, mail, and other services
Conserving asset value	

Building Repairs & Maintenance Requirements in Alberta:

Property managers must keep rental units safe and in good repair throughout the entire tenancy, not just at move-in. In Alberta, minimum standards for safety and comfort are established by the *Public Health Act, Housing Regulation, and Minimum Housing and Health Standards*.

Minimum Housing and Health Standards	
Requirement Category	Condition
Building	Must be waterproof, windproof, and weatherproof.
Windows and exterior doors	Must be in good repair, free of cracks, and weatherproof.
Exterior doors and windows	Must be lockable.
Windows	Must provide adequate protection against cold in winter and include screens for ventilation in summer.
Stairs and railings	Must be in good repair.
Interior surfaces (walls, windows, ceilings, floors, and floor coverings)	Must be in good repair, free of cracks and holes, and easy to clean.
Furnace	Must be in good repair and capable of heating all living spaces to 22°C
Landlord provided utilities (if included)	Electricity, water, and heat must be provided.
Hot running water temperature	Must be between 46°C and 60°C.
Refrigerator and stove	Must be provided by the landlord and maintained in a safe and proper operating condition.
Property	Must be free of pest infestations. The tenant must cooperate with pest control measures.

LEASING

Advertising

To minimize vacancies, it is important to advertise available units. Use social media housing groups, rental websites, and community bulletin boards and consider contacting realtors to promote the units.

Guidelines for Landlords

Leasing residential property in Stony Plain is governed by the Residential Tenancies Act.

Social Housing Accommodation

Housing Management Bodies providing social housing are governed by the Social Housing Accommodation Regulation.

Co-operatives

Co-operative (co-op) housing is governed under the Alberta Co-operatives Act.

Rent Supplement Program

Two provincially funded programs provide direct financial assistance to tenants:

1. Rent Assistance Benefit
2. Temporary Rent Assistance Benefit

Meridian Housing Foundation administers both benefit programs to residents of Stony Plain.

To qualify, applicants must:

- Earn below the prescribed income threshold for their community
- Be a Canadian Citizen, Permanent Resident, Refugee, Applicant of Refugee or Immigrant Status, Landed Immigrant for whom private sponsorship has broken down or an evacuee under the Canada-Ukraine Authorization for Emergency travel Program.
- Be employed or have been employed in the last 24 months and not receiving any social assistance from the provincial or federal government (Temporary Rent Assistance Benefit only)

TENANT RELATIONS AND RESPONSIBILITIES

In Alberta's affordable housing system, property managers serve as the primary point of contact between tenants, housing providers, and government programs. Tenant relations responsibilities are shaped by the Residential Tenancies Act (RTA), human rights legislation, and affordable housing program agreements. Managers must balance legal compliance, program integrity, and tenant stability.

1. Clear Communication and Transparent Rent Administration

Property Managers are responsible for providing clear communication and transparent rent administration. This includes:

- Communicating tenancy details, including lease terms, property rules and tenant rights under RTA.
- Explaining rent structures and frameworks.
- Issuing notices, including mandatory written notices for changes in rent, property entry, and other tenancy-related matters.
- Managing rent recalculations according to program guidelines
- Maintaining precise records and complete documentation.

Why This Matters: Consistent and transparent communication minimizes conflicts and promotes stability for tenants.

2. Property Managers are responsible for ensuring fair treatment of tenants. This includes:

- Applying consistent rules and decisions uniformly to all tenants.
- Complying with the Alberta Human Rights Act.
- Preventing discrimination.
- Ensuring a fair process.
- Handling all complaints and disputes impartially and meticulously documenting the outcomes.

Why This Matters: Tenant relations failures in this area create legal risk and undermine housing stability.

3. Property Managers are responsible for fostering housing stability. This includes:

- Ensuring the property meets all safety and habitability standards as required by the RTA.
- Addressing urgent repairs and safety concerns immediately.
- **Respecting client privacy, including:**
 - Providing mandatory, proper notice before entering a tenant's unit (except in genuine emergencies).
 - Safeguarding all tenant confidential information and personal privacy.
- **Lease Enforcement and Support:**
 - Providing lease terms consistently, always prioritizing tenancy stability.
 - Working with relevant support services when appropriate.

Why This Matters: Upholding high standards for maintenance, safety, and privacy is critical to building tenant trust and achieving long-term housing stability.

RENT INCREASE MANAGEMENT:

In standard rental housing in Alberta, there's currently no cap on the amount of a rent increase. However, for affordable or subsidized housing, managers must apply program-specific rules to rent increases.

The **Residential Tenancies Act (RTA)** provides the default legal framework for most rent increases within Alberta's housing system. This legislation governs the notice, timing, and frequency of rent changes and serves as the baseline for the majority of rental housing.

Program-Specific Rules For Rent:

Affordable and subsidized housing may adhere to programs that complement the RTA.

Responsibilities for Program-Driven Rent Recalculations

- Apply income-based or subsidy formulas exactly as set out in program guidelines
- Conduct income reviews and adjust rent at required intervals
- Ensure lease agreements clearly authorize formula-based rent changes
- Communicate recalculations transparently and in writing to tenants
- Retain documentation for compliance monitoring and audits

Core Responsibilities Under the RTA (Default Framework):

- Treat rent changes as RTA-governed rent increases unless clearly authorized otherwise
- Ensure increases occur no more than once every 12 months
- Provide proper written notice in accordance with the RTA
- Apply fixed-term and periodic tenancy rules correctly
- Maintain records demonstrating statutory compliance



CONCLUSION

The Town of Stony Plain is committed to affordable, long-term housing. This guide was developed to help reduce barriers to building affordable housing, with the goal of increasing supply, strengthening the local housing system, and meeting the needs of residents of all ages and abilities.

The process of developing affordable housing can be complex, but with clear planning, strong partnerships, and a focus on community needs, it can be done. It is a practical tool to help make informed decisions and stay on track with affordable housing projects.

This guide provides the steps to create and run affordable housing from early planning and community engagement to construction, operations, and long-term maintenance. Each of these steps plays an important role in creating housing that is sustainable, responsive, and inclusive.

Ultimately, affordable housing is about creating safe, stable places where people can live with dignity.





APPENDIX

FUNDING RESOURCES

Predevelopment Funding



Alberta Real Estate Foundation Development Grants

Eligibility: Organizations that can demonstrate the goal of advancing and improving the real estate industry



Partners For Affordable Housing First Mile

Eligibility: Non-profit and community housing providers
Funding Amount: Unclear

Capital Funding



CMHC Apartment Construction Loan Program

Eligibility: The project must target Standard Rental Housing, Senior Rental Housing or Student Housing

Funding Amount: Up to 100% of the project's residential cost (\$1 Million Minimum)



MLI Select

Eligibility: The project must be standard rental, single room occupancies, retirement homes or student housing. Minimum of 5 units or 50 beds in retirement homes. Student housing must qualify under energy efficiency and accessibility criteria

Funding Amount: Up to 95% of residential costs, up to 75% of non-residential costs.

Build Canada Homes Investment Policy Framework



Eligibility: New builds, infill, and redevelopment, Mixed-income and mixed-use developments, Student rentals, seniors' independent living, Supportive or transitional housing, Affordable ownership and remote community housing, Large-scale or bundled proposals, Modern construction methods, Co-operative housing solutions

Funding Amount: To be announced

Affordable Housing Partnership Program



Eligibility:

The program funds projects that create at least five new affordable housing units through construction, renovation, conversion, or redevelopment. It covers costs like land, construction, permits, professional fees, and site improvements.

Funding Amount: up to 1/3 of the total eligible project cost

Indigenous Housing Capital Program



Eligibility: Indigenous governments or organizations, housing management bodies, municipalities, and not-for-profit organizations with formal partnerships with Indigenous governments or organizations

Funding Amount: unclear

Reaching Home: Canada's Homelessness Strategy



Eligibility: municipalities, family and community support services, not-for-profit organizations, some for-profit organizations, public health and educational institutions, Indigenous organizations

Funding Amount: \$100,000

PARTNERS FOR AFFORDABLE HOUSING

Partners for Affordable Housing Last Mile

Eligibility: Non-profit and community housing providers

Funding Amount: Unclear



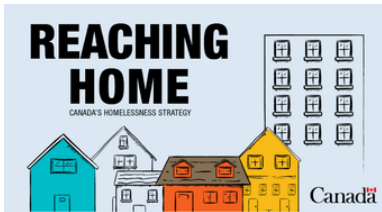
Canadian Co-operative Investment Fund

Eligibility: Co-operatives seeking land

Funding Amount: Loans of \$50,000 - \$1,250,000

Operational Funding

Reaching Home: Canada's Homelessness Strategy



Eligibility: Municipalities, family and community support services, not-for-profit organizations, some for-profit organizations, public health and educational institutions, Indigenous organizations

Funding Amount: Varies based on the Government of Canada allocation

Capital Maintenance and Renewal Program



Eligibility: Provincial government-owned affordable housing units

Funding Amount: \$100,000

Federal Community Housing Initiative



Eligibility: Housing providers who operate under a federal operating agreement or Section 95 (Pre-86) non-profit, co-operative or urban Native, Section 95 (Post-85) non-profit, co-operative or urban Native, Section 95 (Post-85) index-linked-mortgage (ILM) co-operatives, Section 27, 61 non-profit and co-operatives, Section 26 non-profit or entrepreneur, Section 95 rent supplement, (units currently leased from a private property owner and rented to those in need)

Funding Amount: Varies

Co-operative Housing Federation of Canada: Greener co-op microgrants



Co-operative Housing Federation of Canada

Eligibility: Co-operatives

Funding Amount: \$1,000 - \$4,000 microgrants

Disclaimer: Funding programs are subject to change at any time.

COMMUNITY ORGANIZATIONS

Organizations that provide services to community members in Stony Plain and Spruce Grove: **Help for Hard Times**

AFFORDABLE HOUSING LEGAL TEMPLATES

To alleviate challenges between affordable housing providers and developers, Stony Plain provides templates for legal agreements to simplify negotiations, facilitating the creation of more affordable housing in Stony Plain.

[Template Ground Lease Package](#)

[Template Land Donation Agreement Package](#)

[Template Landowner Consent Package](#)

DESIGN AND FUNCTIONALITY RESOURCES

Universal Design

Design of environments for use by all people. For example, automated sinks allow for washing by many, regardless of age or disability. In the early planning stages, and throughout the design process, it is important to consider future residents, including age, gender, cultural, and socioeconomic status and the practical implications of the site (i.e. accessibility). If many of the residents are families, consider their needs including space for strollers, walkers, etc.

The WELL Building Standard

The International WELL Building Institute has produced a WELL Building Standard that places people's health and wellness as the center of design. A building that pursues certification through WELL will incorporate strategies to promote better physical and mental health for residents. This can translate into residents taking better care of the building, ultimately resulting in lower operating costs. Healthier residents will also be more likely to "graduate" out of an affordable housing development and move further along the housing continuum.

Fitwel Certification System

A certification system that focuses on creating buildings that improve the health and wellbeing of residents and the surrounding community. The certification is intended to optimize health within a building through consideration and evaluation of 55+ evidence-based design and operational strategies that address a broad range of health behaviours and risks.

Happy Homes Toolkit

This toolkit and policy guideline aims to help developers, architects, and planners boost social wellbeing and affordability in multi-unit housing. The toolkit includes 47 design, programming, and policy actions that can be implemented through different stages of the design, construction, and operational phases to improve future residents' lives. The toolkit uses community assets to build more affordable and socially connected neighbourhoods.

Radon Mitigation

Radon is an odorless, colorless, and tasteless radioactive gas created by the breakdown of naturally-occurring uranium in soil, rocks, and water. It enters buildings through cracks or holes in the foundation. Radon is the second leading cause of lung cancer after smoking in many regions of Canada. Long-term exposure can cause lung cancer and Health Canada stresses testing in all residential applications. Radon can be mitigated in the construction process. Additionally, after construction, testing can be done by building management or by hiring a certified professional and should be completed prior to occupancy and after any major alterations to the Building or Site.

Passive House

A voluntary standard that results in ultra-low energy buildings that require little energy for heating or cooling. It is internationally recognized. Passive House can make up the cost of construction through reductions in operation costs.

Case Study Examples:

<https://www.rdh.com/case-studies/ronald-mcdonald-house/>

<https://www.rdh.com/case-studies/ramona-apartments/>

<https://www.rdh.com/case-studies/north-park-passive-house/>

<https://www.passivehousecanada.com/projects/the-heights/>

Net Zero

A sustainable option that is up to 100% more energy efficient than typical new homes and use renewable energy systems to produce the remaining energy they need. For example, utility bills stay low all year round. Refer to the following link for more information: <https://www.chba.ca/CHBA/BuyingNew/Net-Zero-Homes.aspx/>

Case Study Examples:

<https://zeroenergyproject.org/case-studies/fink-simko-zero-net-energy-deep-energy-retrofit/>

<https://zeroenergyproject.org/case-studies/giordano-smeltz-residence/>

Leadership in Energy and Environmental Design (LEED)

LEED® certification provides third-party verification that a building, home, or community was designed and built using strategies aimed at achieving high performance in key areas of human and environmental health such as: location and transportation, sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

R-2000

R-2000 certified homes are high-energy-efficient buildings that are constructed by trained builders evaluated, inspected and tested by an independent third-party inspector certified by the Government of Canada. In a typical R-2000 home will have insulation levels in walls, ceilings and basements, high-efficiency windows and doors, high-efficiency heating, whole-house mechanical ventilation, minimal air leaking from the house, and water-conserving fixtures such as taps and showerheads.

Built Green

Built Green Canada is an industry-led non-profit organization committed to working with builders interested in responsible sustainability practices in the residential building sector. Builders can apply for programs for single-family and high-density projects, as well as renovations, in order to fund a local project under development.

Canadian National Institute for the Blind (CNIB) Clearing Our Path

CNIB Clearing Our Path directs its work towards improving built environments for persons who have vision impairments. It provides guidance on designing buildings from the perspective of the CNIB community.

Green Globes

Green Globes is structured as a self-assessment to be done in-house using a project manager and design team. This self-assessment is essentially an online rating system that provides guidance on green building design, operation, and management. The system is questionnaire-based with pop-up tips, which show the applicable technical tables that are needed to reply to the questions. Users can see how points are being awarded and how they are scored.

Rick Hansen Foundation (RHF) Accessibility Certification

RHF Accessibility Certification places an emphasis on the movement of persons with disabilities within a building. Buildings with this certification are rated on a scoring scale developed by the RHF.

THE STONY PLAIN HOUSING ACCELERATOR PROJECT

The Stony Plain Affordable Housing Guidebook and Toolkit is one initiative within the Stony Plain Housing Accelerator Fund Project, supported by the Canada Mortgage and Housing Corporation (CMHC). Other initiatives include:

- Developing an infill policy
- Implementing new e-permitting software
- Reducing parking requirements
- Updating Land Use Bylaws to support secondary suites
- Creation of affordable housing agreement templates
- Introducing new planning, development and engineering processes
- Conducting feasibility studies for mixed-use redevelopment of Town-owned properties.



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TOWN OF
**STONY
PLAIN**



DOWNTOWN
DOWNTOWN

MAIN STREET
53 AVENUE

Abawashded
Bakul
Galen Jey
Yokoso
5216
Stony Plain
Public Library
5214

DOWNTOWN
DOWNTOWN



AFFORDABLE HOUSING TOOLKIT

Supported by:



LAND ACKNOWLEDGEMENT

Stony Plain is located on Treaty 6 territory, the traditional meeting grounds, gathering space, and travel route of the Cree, Saulteaux, Blackfoot, Dene, and Nakota Sioux and the homeland of the Métis Nation. The Town of Stony Plain respectfully acknowledges all the many First Nations, Métis and Inuit communities whose footsteps have marked this landscape since time immemorial.

We acknowledge the deeply rooted relationship between Indigenous heritage, culture, language, spirituality, and history to the land, water, and air. We thank the many past, present, and future Indigenous groups who have protected and thrived in this environment for millennia.

As Treaty people, we commit to ensuring the well-being of our environment by acknowledging this rich Indigenous cultural legacy through the Planning and Development Guidelines.

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PRELIMINARY PROJECT CONCEPT WORKSHEET

Who are you providing housing for, and what type of housing are you providing?

What do you envision the new project will be?

Number of units?

Type of units?

Size of units?

Commercial space?

Office space?

Common space?

Number of storeys?

Where will the new development be located, do you own land, or is there land available and do you have the funds to purchase it?

When do you want the building to be built by?

What are our main reasons for developing affordable housing? Are there other organizations addressing this housing need in the Town of Stony Plain? Can we collaborate with them?

Is there a need for this project? How does this project address that need?

ORGANIZATIONAL READINESS ASSESSMENT

What are our organization's mission, objectives, and strategic priorities?

Starting on the next page is a series of questions broken down into sections (each section relating to a different part of organizational readiness) that will help you gauge if your organization is prepared to take on an affordable housing project. The questions will be scored, and a scoring matrix will be provided at the end.

ORGANIZATIONAL STRUCTURE	YES	NO	Need to Address
Is the organization incorporated and nonprofit status intact (if applicable)?			
Is the organization in good standing with relevant government bodies?			
Have you made all required tax filings?			
If you are going to use a single-purpose entity or other new entity for development, has it been created? (If not relevant, answer yes)			
Do you have a strategic plan or mission that identifies housing development as a key activity?			
Is the membership of the organization active and in support of housing activities? (if applicable)			
Does the organization reach out to recruit potential residents as members?			
Has the organization made efforts to procure members with relevant professional skills?			
Are the corporate lines of authority for development activities clear?			
Can the management take on additional activities?			
Are policies and procedures in place governing development activities?			
Are personnel policies and performance appraisal systems in place?			
Does the organization have a conflict-of-interest policy governing employees and development activities, particularly in the procurement of contract services and the award of housing units for occupancy?			
Does the organization have adequate liability insurance?			
Does the organizational structure separate housing development from other corporate activities? e.g., development subsidiary, independent development entities, separate portfolio management entity, or other legal firewalls?			
TOTAL SCORE			

LEGEND

Yes = 1 point

No with a mitigation strategy = 0.5 points

No = 0 point

15 points	You are fully ready to take on housing development.
12 to 14 points	You are ready to take on housing development.
9 to 11 points	You can do limited development but need to grow.
6 to 10 points	You need to build capacity in housing development.
0 to 5 points	You are not ready to take on housing development.

BOARD, STAFF, AND DEVELOPMENT TEAM CAPACITY	YES	NO	Need to Address
Do board members have professional skills directly relevant to housing development (e.g., real estate, legal, architecture, finance, management)? What efforts have been made to recruit such board members?			
Has there been stability/continuity of board members over the last several years?			
Does the board have a committee structure or other means of overseeing planning and implementation of development?			
Has the board demonstrated the ability to make timely decisions?			
Are there systems in place to evaluate the board's performance?			
Is there a good relationship between the board and staff? Do they have shared goals for the organization in the following areas:			
Management of housing development			
Fundraising/granting			
Oversight of design and construction			
Marketing and intake			
Oversight of property management (if rental housing)			
Pre-development work			
Do you provide adequate opportunities and encouragement for staff to receive training and expand their development skills?			
Do you have access to experts beyond your staff in housing development?			
Do you have a policy/procedure for procuring consultants and development team members?			
TOTAL SCORE			

LEGEND	Yes = 1 point No with a mitigation strategy = 0.5 points No = 0 point
15 points	You are fully ready to take on housing development.
12 to 14 points	You are ready to take on housing development.
9 to 11 points	You can do limited development but need to grow.
6 to 10 points	You need to develop capacity in this area.
0 to 5 points	You are not ready to take on housing development.

FINANCIAL MANAGEMENT AND CAPACITY	YES	NO	Need to Address
Do you do an annual budget?			
Do you have a process for regularly tracking and monitoring expenditures against the budget?			
Do you have adequate procedures in place to monitor cash flow (receipts and disbursements)?			
Do you have adequate internal controls to ensure the separation of duties and safeguarding of assets?			
Do you make regular reports to the board, updating financial positions?			
Do you have a regular and current audit?			
Is the most recent audit clean, or have all management or compliance findings been resolved?			
Do your financial management and accounting systems conform to all relevant standards?			
Does the organization have a diversified and stable funding base for operations?			
Are the revenues predictable year-to-year?			
Is the organization able to exist without developer fees?			

Are any programs or projects currently at risk?			
Are existing rental housing projects (if any) producing positive cash flow and paying management fees?			
Do you have adequate cash to pay bills most of the time?			
Do you have current assets that exceed current liabilities by at least 50%?			
Do you have enough liquid capital to make capital advances to a project (5 - 10% of project costs)?			
Do you have the capacity to quickly raise such capital for projects?			
Capacity for project:			
Can you afford to provide land for this project?			
Can you afford equity for this project?			
Are you eligible for a mortgage?			
TOTAL SCORE:			

LEGEND	Yes = 1 point No with a mitigation strategy = 0.5 points No = 0 point
20 points	You are fully ready to take on housing development.
16 to 19 points	You are ready to take on housing development.
12 to 15 points	You can do limited development but need to grow.
8 to 11 points	You need to develop capacity in this area.
0 to 7 points	You are not ready to take on housing development.

PROJECT PLANNING AND MANAGEMENT	YES	NO	Need to Address
Has the organization done any analyses of the local housing market and the housing needs of low-income households?			
Has the organization analyzed the competition - both publicly assisted and private housing that serves low income?			
Do you have a process for carefully evaluating alternative projects and sites?			
Do you have a process for potential low-income beneficiaries of the housing to provide input?			
Does the organization have a process for regularly monitoring the progress of a project?			
Do you have a process for making timely decisions?			
Do you have positive relationships with your community/neighborhood? Are they likely to support additional housing development by you?			
Do you have positive relations with your local government, and can you count on them for support, approvals and funding?			
Do you have property management operations established (occupancy management, finance management, maintenance)?			
Do you have procedures for overseeing the financial conditions of all property assets?			
TOTAL SCORE (Add this score to the final scoring table on Page#.)			

LEGEND	<p>Yes = 1 point</p> <p>No with a mitigation strategy = 0.5 points</p> <p>No = 0 point</p>
10 points	You are fully ready to take on housing development
8 to 9 points	You are ready to take on housing development
6 to 7 points	You can do limited development, but need to grow
4 to 5 points	You need to develop capacity in this area
0 to 3 points	You are not ready to take on housing development

CONCLUSIONS OF THE ORGANIZATIONAL ASSESSMENT

ORGANIZATIONAL ASSESSMENT	TOTAL SCORES
<p>Organizational Structure Total Score:</p> <p>15 points You are fully ready to take on housing development. 12 to 14 points You are ready to take on housing development. 9 to 11 points You can do limited development but need to grow. 6 to 10 points You need to develop capacity in this area. 0 to 5 points You are not ready to take on housing development.</p>	
<p>Board, Staff, and Development Team Capacity Total Score:</p> <p>15 points You are fully ready to take on housing development. 12 to 14 points You are ready to take on housing development. 9 to 11 points You can do limited development but need to grow. 6 to 10 points You need to develop capacity in this area. 0 to 5 points You are not ready to take on housing development.</p>	
<p>Financial Management and Capacity Total Score:</p> <p>20 points You are fully ready to take on housing development. 16 to 19 points You are ready to take on housing development. 12 to 15 points You can do limited development but need to grow. 8 to 11 points You need to develop capacity in this area. 0 to 7 points You are not ready to take on housing development.</p>	
<p>Project Planning and Management Total Score:</p> <p>10 points You are fully ready to take on housing development 8 to 9 points You are ready to take on housing development 6 to 7 points You can do limited development, but need to grow 4 to 5 points You need to develop capacity in this area 0 to 3 points You are not ready to take on housing development</p>	

Your total score in each section will correspond with your readiness to move forward in your project, which is listed in each legend. If you received “no with a mitigation strategy” score, it means that the project requires a finer tuning before it is ready to proceed. You have an idea that works, it just needs to account for further potential risks through developing a more in-depth project concept and charter.

Our organization is strongest in the following areas:

The following areas are where improvement is needed if the organization is to succeed at affordable housing development:

COMMUNITY CONSULTATIONS TEMPLATE

COMMUNITY CONSULTATION #1: Introduction and Discussion about Affordable Housing

Overview:

Introduce the affordable housing project, explain its purpose, and gather community input to shape decision-making and address concerns early.

Intended Outcome: Participants understand affordable housing, recognize its need, and share perspectives to help guide the project.

Opening Presentation:

1. Who we are.
2. Purpose and goals
3. Presentation of the main points and findings from the needs assessment.

Engagement Activities

- Understanding Affordable Housing:
 - *What do the words “affordable housing” mean to each of us around the tables?*
 - Write ideas on sticky notes or cards and place on wall in room
 - Facilitator goes over cards and, with the group identify themes and commonalities in the room
- Issues and Needs
 - Small groups identify current/future housing challenges
 - Responses are written on cards and placed on the wall in the room
 - Facilitator has the larger group identify themes and commonalities
- Addressing Affordable Housing Issues in the Community
 - Individuals and groups discuss benefits, challenges, and community involvement.
 - Facilitator will have the group identify themes and commonalities on how to address affordable housing issues in the community from the report back

Following the community consultation:

1. Prepare the “What We’ve Heard” document for the consultation.
2. Identify potential sites for the project.

COMMUNITY CONSULTATION #2: Feedback on Potential Project Sites

Overview:

Present potential sites and gather community feedback to support site selection.

Intended Outcome: Community identifies site strengths, concerns, and preferences

Opening Presentation:

1. Recap of who we are
2. Why we are here today, and desired outcomes
3. Summarize feedback from 1st Community Consultation
4. Present the potential site(s) identified.

Activities:

- What do you think the strengths, weaknesses, opportunities, and threats of each site are to the community?
 - SWOT (Strength, Weakness, Opportunity and Threat) analysis, small groups assess each site and share summaries.
- Are there any other considerations that we should have for this site, or any other thoughts you want to share about the site?
 - General group discussion, with the option of writing feedback on pieces of paper and submitting them to the facilitators.

Following the community consultation:

1. Prepare the “What We’ve Heard” document for the consultation.
2. Complete the site selection analysis, incorporating feedback from this consultation.

PROJECT CHARTER TEMPLATE

Instructions: This template helps you create a project charter. This is a short document that defines a project's objectives, execution plan, and stakeholders. It formally guides and controls the project and is referenced throughout its lifecycle.

Project Description:

Project Name:

EXECUTIVE SUMMARY

This section provides a brief overview of the project's background, purpose, and scope, outlining key stakeholders, timelines, budget, and a summary of risks and benefits.

BACKGROUND AND PROJECT SUMMARY

- Why is the project being undertaken? Describe an opportunity or problem that the project is to address.
- What is allowing the project to happen? Describe the economic/political factors that are allowing this project to move forward.
- How will this project contribute to the improvement of existing conditions? Describe the current conditions/context and how the project will solve/address those issues/opportunities.

PROJECT GOALS, BUSINESS OUTCOMES, AND OBJECTIVES

This section outlines the project vision and goals, linking them to measurable objectives and business outcomes. Vision and goals are broad and high-level, while objectives and outcomes are specific, measurable results used to track and confirm success.

	Goals	Objectives	Business Outcomes
1.		X	X
2.		X	X
3.		X	X

DELIVERABLES

Identify and define what the project must deliver to achieve the stated objectives. Please copy and repeat each Deliverable section to your desired amount.

Deliverable:	
Responsible person(s)	
Description	

Acceptance criteria	
Due date	

SCOPE

Outline the formal boundaries of the project by describing how the business may change or be altered by the delivery of your project, also note what's relevant to the project and what is not.

What will the project include:	What the project will not include:

PROJECT OUTLINE

Divide the project into phases and identify the significant points or events in the project life cycle. This table can be seen as a high-level project schedule

PHASE 1

Phase 1 will be from [start date] to [end date]. *Description of the overall objective of the phase.*

Project Milestone	Description	Expected Date
1.	X	X
2.	X	X
3.	X	X

PHASE 2

Phase 2 will be from [start date] to [end date]. *Description of the overall objective of the phase.*

Project Milestone	Description	Expected Date
1.	X	X
2.	X	X
3.	X	X

LAND USE PLANNING FRAMEWORK

This section intends to develop an understanding of the land use framework.

- Determine and state the legislative framework that applies
- List the single or multiple authorities having jurisdiction

PROJECT RISKS, ASSUMPTIONS, AND CONSTRAINTS

Risks:

During the planning process, it is critical to understand and agree upon the risks identified at the start of a project. This section will be an initial risk assessment and summary of planned mitigation.

	Assumptions
1	
2	
3	

Assumptions:

This section specifies the factors that are assumed true. During the planning process, these assumptions will be validated. Inaccurate or incomplete assumptions can negatively affect project scope, timelines, and cost.

	Assumptions
1	
2	
3	

Constraints

This section lays out the project constraints, especially those associated with budget, scope, deadlines or other considerations. Internal and external constraints should be identified through analysis of the project environment.

Number	Category	Constraints
1		
2		
3		

PROJECT MANAGEMENT STRUCTURE/ORGANIZATION

The Steering Committee is responsible for the successful completion of Phases 1 and 2 of this project. It is recognized that over the duration of the project, members may change, but organizational representation will remain consistent.

Project Driver(s)

Represented by the following individual(s):

First Name, Last Name – Position, Organization

Roles and Responsibilities:

*List the responsibilities needed to successfully complete the project

Project Sponsor(s)

Represented by the following individual(s):

First Name, Last Name – Position, Organization

Roles and Responsibilities:

*List the responsibilities needed to successfully complete the project

Consultant(s):

Represented by the following individual(s):

First Name, Last Name – Position, Organization

Project Supervisor:

Project Manager:

Dispute Resolution Process:

*As there is with any project, issues will arise that will require decisions and approval.

PROJECT SCHEDULE

January - April	Phase 1
April – August	Phase 2
August - December	Phase 3

PROJECT BRIEF WORKSHEET

SITE INFORMATION

Municipal Address:

Current Zoning:

Land Ownership:

Project Purpose and Outcome: Describe why this project was initiated and what you envision as the final development. Summarize the goals of the project and who is intended to live and/or work there.

Project Site Context: Are there any features of the site or surrounding area that you think should be considered? These can be positive or negative attributes, such as beautiful views or mature trees, or nuisances such as high winds or noise from a busy roadway.

PROJECT STATISTICS

This information will greatly assist your architect. What has your business case and needs analysis indicated? What number of units are you targeting? What is the mix of units? Are there any other considerations? Such as commercial or amenity spaces? How much space do you think is necessary? How much vehicle, visitor, commercial or bicycle parking do you think is needed to service the development? Number of units? Type of units? Size of units? Number of storeys?

CONSTRAINTS

Outline any information you have gathered to date that are a cause for caution or concern. These constraints could relate to the site. For example, the site could be contaminated or have unstable soils. Other constraints could be financial or pertain to project scheduling or the timing of funding. If this information is known at the start, it is important to advise your consultants at the start of your communications so that the complexity of the project is understood.

Known Constraints:

COMMUNICATIONS

Provide a summary of any communications with the municipality to date. Review your meeting minutes from past discussions.

Provide a summary of any comments or feedback received from your engagement with the community or neighbouring property owners or businesses.

This information will help the design team to develop a better understanding of any opportunities or areas of concern (for example: parking, shadowing, or loss of green space).

Communications to Municipality to Date:

POST-IMPLEMENTATION REVIEW

This worksheet is designed to provide you with the steps needed to review your project and document its overall success.

Did your project's results match the original objectives outlined in your project charter?

--

Were the expected deliverables at a satisfactory level of quality?

--

Is your project functioning as expected?

--

If there are missing gaps in your project, how do you intend to fill them?

--

Is it functioning well, and how can it be adjusted for future operating demands?

--

Are the necessary controls and systems in place, and are they operating at an acceptable level?

--

What activities are needed to support the project's success?

--

If you have identified problems, how will it be addressed?

--

Did the end result achieve the same quality, budget and schedule that was set out in the original concept plan?

--

Is the project sponsor satisfied? Did you meet their expectations?

--

Were the end users' needs met?

How does the end user benefit?

If key stakeholders are not satisfied with the end results, how should this be addressed?

HOUSING DEVELOPMENT – SCOPING WORKSHEET

Project Overview:

	Description / Notes
Project Name	
Project Location (Include lot/block/plan)	
Prepared By	
Date	
Project Sponsor/ Developer	
Project Manager	

Purpose and Objectives

Questions	Details
Purpose / Vision	
Objectives <ul style="list-style-type: none"> Housing Type, Affordability Targets, Sustainability goals 	
Community Alignment: <ul style="list-style-type: none"> Confirm consistency with Stony Plain's Municipal Development Plan, Land Use Bylaw, and Local Area Plan 	
Key Deliverables	
Assumptions	
Project Constraints	

Scope

Category	Description
Scope Inclusions	<input type="checkbox"/> Site grading <input type="checkbox"/> Roads <input type="checkbox"/> Utilities <input type="checkbox"/> Landscaping <input type="checkbox"/> Buildings <input type="checkbox"/> Other _____

Timeline & Milestones

<u>Phase</u>	<u>Description</u>	<u>Start</u>	<u>End</u>	<u>Duration</u>	<u>Project Notes</u>	<u>Worksheet Considerations</u>
Feasibility and Land Acquisition						Include environmental screening
Concept Design						Public consultation may be required
Detailed Design and Engineering						Include utility coordination
Permitting and Approvals						Account for municipal reviewing timelines
Construction (Site Servicing)						Plan based on seasons (weather)
Vertical Construction (Building the House)						
Final Inspections / Handover						

Budget Overview

<u>Category</u>	<u>Estimated Cost</u>	<u>Project Notes</u>	<u>Worksheet Considerations</u>
Land and Legal			Include subdivision survey if needed
Site Servicing (Water/Sewer/Roads)			Local utility coordination
Construction			
Engineering and Design			
Permitting and Development Fees			Application fees, development charges, off-site levies, etc.
Environmental Compliance			
Contingency (10 - 15%)			Weather, supply chain risks, labour shortages, etc.
Total Estimated Cost			

Affordable Housing Guidebook & Toolkit

Presentation Deck prepared by
the Rural Development Network

Winter, 2026



Purpose

- To create a resource that is:
 - User Friendly
 - Engaging
 - Educational and Informative
- To illustrate the affordable housing development process in Stony Plain

Contents

- Guide
 - 25+ Chapters of Information
 - 5 Appendix Sections
- Toolkit
 - Interactive Worksheets
 - Assessment Tool



Process

- Primary Research Focus Groups
 - Municipal staff
 - Developers
 - Housing operators
- Secondary research
 - Qualitative data analysis
 - Conducted through a rural-lense



GUIDEBOOK



Project Planning & Governance Framework

- Project Concept & Organizational Readiness
- Project Team
- Development Incentives
- Ownership Structures
- Operating Frameworks
- Community Participation
- Business Case
- Municipal Approvals



Feasibility Analysis & Funding

- Project Viability
- Land
- Predevelopment, Capital and Operating Costs
- Project Charter & Work Plan
- Sustainable Housing

Project Delivery

- Construction Delivery
- Project Monitoring
- Project Closure



Operations and Management

- Cost Planning & Maintenance
- Operations & Maintenance
- Leasing
- Tenant Relations



Appendix

- Community Organizations
- Funding Resources
- Affordable Housing Legal Templates
- Design and Functionality Resources
- Key Focus Group Takeaways



TOOLKIT



Interactive Brainstorming and Assessment

- Preliminary Project Concept Worksheet
- Project Brief Worksheet
- Organizational Readiness Assessment



Templates & Sections

- Community Consultation
- Business Case
- Project Charter
- Request for Proposal
- Request for Qualification
- Post Implementation Review



Conclusion

- A community informed resource for affordable housing development
- An opportunity to increase affordable housing supply



END OF ITEM



Statutory Public Hearing

Adoption of Council Minutes

**TOWN OF STONY PLAIN
PROVINCE OF ALBERTA
MAY 25, 2026 MINUTES OF THE
REGULAR COUNCIL MEETING
HELD IN THE TOWN OF STONY PLAIN
COUNCIL CHAMBERS AT 5:00 PM**

PRESENT:

Mayor:	William Choy
Deputy Mayor:	Justin Laurie
Councillors:	Justin Anderson
	Melanie Loyns
	Eric Meyer
	Miranda Niebergall
	Harold Pawlechko

Acting Chief Administrative Officer:	Karl Hill
General Manager, Community & Social Development:	Lisa Gilchrist
General Manager, Planning & Infrastructure:	Brett Newstead
Manager, Legislative Services:	Teresa Olsen
Community Development Officer:	Deanna Butz
Legislative Officer:	Christina Michaud

OTHERS PRESENT:

Director, Stony Plain Public Library:	Laina Kelly
Chair, Stony Plain Library Board:	Laurie Haak
Vice-Chair, Stony Plain Library Board:	Donna Saidler
Members of the Public	

1. CALL TO ORDER

Mayor William Choy called the May 25, 2026 Regular Council Meeting to order at 5:01 p.m.

2. ADOPTION OF AGENDA

Agenda Adoption
80/05/26/SP

Moved that Town Council adopt the May 25, 2026 Regular Council Meeting agenda as presented.

CARRIED UNANIMOUSLY

3. PUBLIC INPUT SESSION**4. PRESENTATIONS & DELEGATIONS**

4.1 Stony Plain Public Library 2025 Annual Report

Stony Plain Public Library Director Laina Kelly, Stony Plain Library Board Chair Laurie Haak, and Vice-Chair Donna Saidler, presented the Stony Plain Public Library 2025 Annual Report to Council.

5. STATUTORY PUBLIC HEARING – NIL

6. ADOPTION OF COUNCIL MINUTES

6.1 Regular Council Meeting Minutes – May 11, 2026

RCM Minutes
81/05/26/SP

Moved that Town Council approve the May 11, 2026 Regular Council Meeting minutes as presented.

CARRIED UNANIMOUSLY

7. COUNCIL BOARD & COMMITTEE MINUTES

7.1 Culture and Tourism Roundtable – March 11, 2026

7.2 Policing Committee – April 8, 2026

CTR & PC
Minutes
82/05/26/SP

Moved that Town Council receive the Council Board and Committee minutes for information.

CARRIED UNANIMOUSLY

8. BYLAWS - NIL

9. BUSINESS ITEMS

9.1 Rick Hansen Foundation Accessibility Summary Report

The Community Development Officer gave an overview of the report.

RCF Accessibility
Summary Report
83/05/26/SP

Moved that Town Council accept the Rick Hansen Foundation Accessibility Summary Report for information.

CARRIED UNANIMOUSLY

9.2 Stony Plain Public Library 2025 Annual Report

SPPL 2025
Annual Report
84/05/26/SP

Moved that Town Council accept the Stony Plain Public Library 2025 Annual Report for information.

CARRIED UNANIMOUSLY

9.3 Appointment of Assessment Review Board Member

The Manager of Legislative Services gave a brief overview of the report.

Appoint of ARBM
85/05/26/SP

Moved that Town Council appoint Braden Lanctot as a panelist
of the 2026 Assessment Review Board.

CARRIED UNANIMOUSLY

10. COUNCIL DISCUSSION

11. CLOSED SESSION – NIL

12. ADJOURNMENT

Mayor William Choy declared the May 25, 2026 Regular Council
Meeting adjourned at 7:31 p.m.

Mayor William Choy

Ann Laing, General Manager,
Corporate Services

END OF ITEM



Council Board & Committee Minutes

**Tri Municipal Leisure Facility Corporation Board Meeting
March 12, 2026
Holiday Inn Express (Tri-Village Room)**

ADOPTED

Present

Rob Hagg	Chair, Public Rep, Parkland County
Roxanne Kits	Vice Chair, Public Rep, Town of Stony Plain
Justin Laurie	Councillor, Town of Stony Plain
Todd Haist	Public Rep, Town of Stony Plain
Corey Kyle	Councillor, Parkland County
Jeff Tokar	Councillor, City of Spruce Grove
Michelle Thiebaud	Public Rep, City of Spruce Grove
Amanda Chubey	Public Rep, City of Spruce Grove

Others Present

Lenny Richer	General Manager
Tracy Hauff	Financial and Corporate Services Supervisor
Robin Lillywhite	Marketing and Communications Specialist
Tanner Bowers	MNP

Absent

1. Call to Order

Call to Order

1. CALL TO ORDER

R. Hagg called the March 12, 2026, board meeting to order at 6:01 PM.

2. Adoption of Agenda

02/01/2026
Adoption of Agenda

2. ADOPTION OF AGENDA

Moved by M. Thiebaud that the Board of Directors adopt the March 12, 2026, Meeting Agenda as presented.

Motion: 2026-07

CARRIED

3. Adoption of Minutes

02/02/2026
Adoption of Minutes

3. ADOPTION OF MINUTES

Moved by J. Tokar moves the Board of Directors adopt the February 19, 2026, minutes as amended.

Motion: 2026-08

CARRIED

4. Presentations

5. Business

02/03/2026

5.1 2025 Audited Financial Statements – Tahner Bowers, Senior Partner, MNP

5.1 – 2025 Audited Financial Statements – Tahner Bowers, Senior Partner, MNP

T. Bowers presented the 2025 Audited Financial Statements for information.

<p>In Camera 02/04/2026 In Camera: 6:41 PM</p> <p>Motion: 2026-09</p>	<p>Moved by J. Laurie that the Board of Directors move in-camera to discuss matters protected from disclosure by Section 31 of the Access to Information Act.</p> <p>5.1 – 2025 Audited Financial Statements</p> <p>ATIA Section 31 – Testing Procedures, Test and Audits</p>	<p>CARRIED</p>
<p>02/05/2026 Out of Camera: 6:59 PM</p> <p>Motion: 2026-10</p>	<p>Moved by C. Kyle that the Board of Directors move out of camera.</p>	<p>CARRIED</p>
<p>Motion: 2026-11</p>	<p>R. Kits moves that the TLC Board of Directors approves the 2025 audited financial statements as presented by MNP, LLP Chartered Professional Accountants and directs Administration to forward a copy of the statements to the Town of Stony Plain, City of Spruce Grove, and Parkland County.</p>	<p>CARRIED</p>
<p>Motion: 2026-12</p>	<p>J. Laurie moves that the TLC Board of Directors directs Administration to bring back all current policies related to expense claims as well as a draft policy related to the expense claims of the General Manager to the April Board Meeting for review and approval.</p>	<p>CARRIED</p>

MOTION??

6. Information

02/06/2026

6.1 – Board Strategic Planning Update

6.1 – Board Strategic Planning Update

L. Richer presented Board Strategic Planning Update as information.

02/07/2026

6.2 – Department Updates

6.2 – Department Updates

T. Hauff presented Department Updates as information.

02/08/2026

6.3 – GM Update

6.3 – GM Update

L. Richer presented GM Update as information.

02/09/2026
6.4 - Action Log

6.4 – Action Log
L. Richer presented the Action Log as information.

02/10/2026
6.5 – Forward Planning

6.5 – Forward Planning
L. Richer presented the Forward Planning as information.

Motion:
2026-13

Moved by T. Haist that the Board of Directors accepts Items 6.1-6.5 as information.

CARRIED

7. In Camera

<p>02/11/2026 In Camera:</p> <p>Motion: 2026-14 8:18 PM</p>	<p>Moved by T. Haist that the Board of Directors move in-camera to discuss matters protected from disclosure by Sections 20, 22 and 29 the Access to Information Act.</p> <p>7.1 Parkland County Public Board Member AITA Section 20 – Disclosure Harmful to Personal Privacy AITA Section 29 – Advice from Officials</p> <p>7.2 Personnel Access to Information Act Section 22 – Confidential Evaluation</p>	<p>CARRIED</p>
<p>Motion: 2026-15 8:42 PM</p>	<p>Moved by C. Kyle that the Board of Directors move out of in-camera.</p>	<p>CARRIED</p>

8. Reporting In and Out

02/12/2026 Reporting in and out

9. Adjournment

Meeting Adjourned at 8:57PM



Rob Hagg
Adjournment

**Tri Municipal Leisure Facility Corporation Board Meeting
April 16, 2026
Holiday Inn Express (Tri-Village Room)**

ADOPTED

Present

Rob Hagg	Chair, Public Rep, Parkland County
Roxanne Kits	Vice Chair, Public Rep, Town of Stony Plain
Justin Laurie	Councillor, Town of Stony Plain
Todd Haist	Public Rep, Town of Stony Plain
Corey Kyle	Councillor, Parkland County
Jeff Tokar	Councillor, City of Spruce Grove
Michelle Thiebaud	Public Rep, City of Spruce Grove
Amanda Chubey	Public Rep, City of Spruce Grove
Donna Bobey-Bradley	Public Rep, Parkland County

Others Present

Lenny Richer	General Manager
Tracy Hauff	Financial and Corporate Services Supervisor

Absent

1. Call to Order

Call to Order

1. CALL TO ORDER

R. Hagg called the April 16, 2026, board meeting to order at 6:01 PM.

**2. Adoption of
Agenda**

04/01/2026

Adoption of Agenda

2. ADOPTION OF AGENDA

Moved by J. Laurie that the Board of Directors adopt the April 16, 2026, Meeting Agenda as presented.

Motion: 2026-07

CARRIED

**3. Adoption of
Minutes**

04/02/2026

Adoption of
Minutes

3. ADOPTION OF MINUTES

Moved by T. Haist moves the Board of Directors to adopt the March 12, 2026, minutes as amended.

Motion: 2026-15

CARRIED

4. Presentations

5. Business

04/03/2026

5.1 Policy B-014 Board and Staff Expenses - Update

5.1 – Policy B-014 Board and Staff Expenses - Update

That the TLC Board of Directors approves the updated version of Policy B-014 Board and Staff Member Expenses, as presented.

**Motion:
2026-16**

CARRIED

04/04/2026

5.2 TLC Scholarship Selection

5.2 - TLC Scholarship Selection

That the Board of Directors appoint T. Haist, C. Kyle, and A. Chubey to the ad hoc TLC Scholarship Selection Committee with the authority to make the final decision related to the selection and awarding of scholarship funds.

**Motion:
2026-17**

CARRIED

6. Information

04/05/2026

6.1 – Corporate Plan

6.1 – 2026 Corporate Plan

L. Richer presented the 2026 Corporate Plan – Q1 Update as information.

04/06/2026

6.2 – Facility Safety

6.2 – Facility Safety

L. Richer presented Facility Safety Updates as information.

04/07/2026

6.3 – GM Update

6.3 – GM Update

L. Richer presented GM Update as information.

04/08/2026

6.4 – Financial Update

6.4 – Financial Update

T. Hauff presented the Financial Update as information.

04/09/2026

6.4 - Action Log

6.5 – Action Log

L. Richer presented the Action Log as information.

04/10/2026

6.5 – Forward Planning

6.6 – Forward Planning

L. Richer presented the Forward Planning as information.

**Motion:
2026-18**

Moved by C. Kyle that the Board of Directors accepts Items 6.1-6.5 as information.

CARRIED

7. In Camera

04/11/2026

In Camera:

Motion:

2026-19

7:38 PM

7.1 Personnel

Moved by D. Bobey-Bradley that the Board of Directors move in-camera to discuss matters protected from disclosure the Access to Information Act.

Section 22 – Confidential Evaluation

CARRIED

Motion:

2026-20

8:22 PM

Moved by R. Kits that the Board of Directors move out of in-camera.

CARRIED

8. Reporting In and Out

04/12/2026

Reporting in and out

9. Adjournment

Meeting Adjourned at 8:35 PM



Rob Hagg
Adjournment

END OF ITEM





Stony Plain
**Public
Library**

**Town of Stony Plain Library Board
Meeting Minutes
April 15, 2026, 7:00 p.m.**

Present: Laurie Haak (Chair), Donna Saidler (Vice Chair), Dawn Horne (Treasurer), Brenda Spitzer, Milene Albers, Paul Befus, Rokus Broere, Councillor Harold Pawlechko

Regrets: Jane MacDiarmid, Kelly Eros

Staff: Laina Kelly, Bonnie Daley, Donna Thomson

Guests: Jody Sanders and Carolyn Cordell, Parkland Poets Society
Tom Goulden, CAO of Town of Stony Plain

1. The Director called the meeting to order at 7:01 p.m.
 - a. Statement of vision and mission of SPPL
 - b. Land Acknowledgment
 - c. Introductions

2. The Chair declared the agenda to be adopted as amended.

Amendments:

 - a. 5. Trustee Training – Bill 28 and Library Response : change to
5a. Tom Goulden, CAO of Town of Stony Plain – Strategic Plan
5b. Bill 28 and Library Response
 - b. 8. Items for information : change 8c.to **In-Camera Session: Discuss Library Working Groups** and move all items down a letter.

3. The Chair declared the previous meeting's minutes of March 18, 2026, to be adopted as presented.

4. Public Presentation – Jody Sanders and Carolyn Cordell, Parkland Poets Society
The Parkland Poets Society requested accommodation on a revised provision in the Room Rental and Use Policy. The board agreed to review their request on May 20, 2026, and reply shortly after.

5. Trustee Training
 - a. Tom Goulden, CAO – Town of Stony Plain – Strategic Plan Presentation
Tom presented the Town of Stony Plain 2026 – 2029 Strategic Plan.
Proceeded by a question-and-answer period from the trustees.
 - b. Bill 28 and Library Response
The Director has advised staff on how to respond to an incident if a patron wants to speak about the announcement of Bill 28. The Yellowhead Regional



Library (YRL) has been forwarding information from The Coalition of Alberta Public (CAP) Libraries on how to handle questions from the public. A variety of Library Administrators from across Alberta will be meeting to discuss this further on April 24, 2026.

6. Items for decision

a. Policy Review

i. Board Formation Policy

The item has been tabled until the May board meeting to further define various terms.

ii. Programming Policy

MOTION That the Town of Stony Plain Library Board adopts the Programming Policy as amended.

Amendment:

a. pg. 2

i. Program Presenters: (5th paragraph, 2nd bullet)

Add a 3rd sub-bullet: **Updated checks will be required annually for ongoing volunteers presenting programs.**

Moved by: Paul Befus

CARRIED

iii. Company and IT Equipment Policy

MOTION That the Town of Stony Plain Library Board adopts the Company and I.T. Equipment Policy as amended.

Amendment:

a. pg.1

i. Scope:

Add: **Board Members and Volunteers are not eligible to take IT equipment off-site.**

Moved by: Donna Saidler

CARRIED

iv. Company Credit Card

MOTION That the Town of Stony Plain Library Board adopts the Company Credit Card Policy as amended.

Amendments:

a. pg. 2

i. Add a bullet to say **Collections purchases up to the Director's discretion**

Moved by: Brenda Spitzer

CARRIED



7. Items for discussion

Trustee Training Ideas

- a. Trustees to think of training they would like to do and email Laurie at chair@mysppl.ca or Laina at lainak@mysppl.ca

8. Items for information

- a. Signing Code of Conduct

- All Trustees in attendance signed individual Trustee Code of Conduct Acknowledgement Forms. The missing Trustees will need to sign at the next meeting.

- b. Volunteer Appreciation Week Pins

- Volunteers have been given pins and information on Volunteer Appreciation Week. Posters and Pins handed out to the Trustees.

- c. In-Camera session: Discuss Library Working Groups

MOTION That the board moves In-Camera at 9:05pm

Moved by: Harold Pawlechko

CARRIED

Donna Thomson and Bonnie Daley left the meeting room.

MOTION That the board moves out of In-Camera at 9:15pm

Moved by: Milene Albers

CARRIED

Donna Thomson and Bonnie Daley returned to the meeting room.

- d. Chair's Report

- Laurie gave a verbal update on:
Open House at Yellowhead Regional Library (YRL) - please register

- e. Director's Report

- Laina reviewed key points in her report.

- f. Plan of Service Working Group Update

- The group met on April 15, 2026, and developed proposed updates to the Plan of Service. The Working Group will provide the proposed changes at the next board meeting.

- g. Friends of the Library Update

- Annual General Meeting (AGM) was on March 25, 2026.
- Book Sale is May 28 – 30, 2026 and donations of books and puzzles will start being accepted as of April 27. No textbooks and no magazines will be accepted.



- The Fundraiser has been moved to June 19, 2026, and will be held at the Pioneer Museum. A backup for severe weather will be in the Founder's Building.

h. Correspondence

i. YRL Board Chair and Annual Report

- Laurie explained the rationale for the proposed municipal levy increase.

ii. YRL Levy Increase Letter and Proposed Municipal Levies

- Shows 2026 and 2027

iii. YRL Return on Investment Statement for Stony Plain

- Savings of \$2,369,199.28

i. Professional Development and Events

i. Special events at the library:

1. Celebrate Earth Day: Hug a Tree and Survive

April 22, 6-7:30 (ages 5+)

2. Spoken Word Youth Choir Performance:

April 25, 3-4 pm (ages 13+)

3. Lion Dance with Silent River Kung Fu:

May 15, 6-7 pm (all ages)

4. Author Visit: Jessica Waite

May 27, 6-7:30 pm, (18+, registration required)

ii. YRL Discovery Day:

April 25, 9:30 am-1:30 pm (drop-in open house)

Online registration deadline is April 17

iii. Council Presentation:

May 25, 5 pm

iv. Friends of the Library Comedy Fundraiser:

June 19, Pioneer Museum

v. Stronger Together Library Conference:

Oct. 21-22, Doubletree by Hilton Hotel West Edmonton

vi. Volunteer Appreciation Week:

April 19-25

1. April 22 – Sip 'n Slices, Heritage Park, 4-5:30 pm

2. April 25 – Toonie Swim, TLC, 6-9 pm

9. The Chair declared the meeting adjourned at 9:29pm

Chair

Date

END OF ITEM



Bylaws

**REQUEST FOR DECISION
PUBLIC SESSION****REGULAR COUNCIL MEETING****MEETING DATE:** June 8, 2026**SUBJECT:** Recreation Facility Front End Debenture Bylaw

EXECUTIVE SUMMARY

Construction of the Recreation Facility began in 2024 and construction continues into late 2026. To complete construction of the project, debenture borrowing is required for the approved developer off-site levy portion.

RECOMMENDATION

That Town Council give first reading to Bylaw 2742/DEB/26, a bylaw to authorize debenture borrowing in the amount of \$3,800,000 for the construction of the Recreation Facility.

BACKGROUND

Council has authorized the construction of a Recreation Facility, encompassing dry sports amenities and a six-sheet curling facility, with an estimated budget of \$41,651,871.

Project budget and funding sources were approved by Council on April 22, 2024. Other revenue sources include the Curling Club \$4,000,000, Developer Off-Site Levies \$4,600,000 and a contribution of \$1,600,000 from Parkland County. This bylaw is to authorize the draw of debenture required to fulfil the developer offsite levy portion. The recreation offsite levy balance as of May 2026 is \$800,351. As such, a debenture is required to fund the remaining balance in the amount of \$3.8M. This debenture is funded through the collection of offsite levy fees however should levies not be collected the Town must continue to make the payments.

Second and third readings of this bylaw are scheduled to be presented to Council on July 13, 2026.

Relevant Statutes/Master Plans/Documents

Debt Management Policy C-FS-045

Municipal Government Act (MGA) Section 251, 254, 258, and 606

STRATEGIC ALIGNMENT & KEY ACTIONS

Stony Plain Strategic Plan 2026-2029:

- Invest in municipal infrastructure, amenities, and facilities to ensure effective and quality service delivery.

COMMUNICATION

If Council approves first reading, the bylaw will be advertised in the local newspaper to allow for public response and to satisfy MGA requirements. This item will be included in the Council Highlights news release.

BUDGET/FINANCIAL IMPACT

The debenture of \$3,800,000 will increase the total debt held by the Town to \$52M. After taking into account all bylaws approved by Council but not drawn totaling \$18.5M the debt limit available is \$18.5M. As compared to our internal limit available debt limit totals \$650,000. This would mean debt limit available against internal debt limit would be 21% available and against municipal internal limit would be 1% available.

Annual principal payments and interest will be funded by the collection of Developer Recreation offsite levies. If the collected levies are insufficient the Town will be required to front end the payments. This will create a front ending deficit for the Recreation levy within the Town's Accumulated surplus.

ATTACHMENTS

I. Bylaw 2742/DEB/26

Prepared by: Riley Clark, Senior Financial Analyst

Reviewed by: Teri Stewart, Manager, Financial Services

Reviewed by: Ann Laing, General Manager, Corporate Services

Approved by: Tom Goulden, Chief Administrative Officer

BYLAW 2742/DEB/26

BEING A BYLAW OF THE TOWN OF STONY PLAIN IN THE PROVINCE OF ALBERTA TO AUTHORIZE A BORROWING FOR THE PURPOSE OF FINANCING A RECREATION FACILITY

WHEREAS, the Council of the Town of Stony Plain has decided to issue a bylaw pursuant to Section 258 of the *Municipal Government Act*, RSA 2000, c. M-26, and amendments thereto, to authorize the financing of its share of the construction and completion of the Recreation Facility; and

WHEREAS, plans and specifications have been prepared and the total cost of the Project is estimated to be \$41,651,871. The Town of Stony Plain estimates the following will be applied to the Project:

Debenture (Town of Stony Plain)	\$31,451,871
Curling Club Contribution	\$ 4,000,000
Rec Off Site Levy	\$ 4,600,000
Parkland County Contribution	\$ 1,600,000

WHEREAS, a portion of the project is to be funded through the collection of offsite levies (the “Developer Portion”)

WHEREAS, in order to complete the Project; it will be necessary for the Town of Stony Plain to borrow up to \$3,800,000 for the Developer Portion to be applied to the project on terms and conditions referred to in this bylaw; and

WHEREAS, the Town of Stony Plain deems it advisable to make a borrowing for a period not exceeding 20 years for the purpose of financing the construction and completion of the Project; and

WHEREAS, the estimated lifetime of the Project financed under this bylaw is equal to, or in excess of 50 years; and

WHEREAS, the principal amount of the outstanding debt of the Town of Stony Plain on December 31, 2025 is \$49,072,868, no part of which is in arrears; and

WHEREAS, all required approvals for the project have been obtained, and the project is in compliance with all Acts and Regulations of the Province of Alberta.

NOW THEREFORE, the Council of the Town of Stony Plain in the Province of Alberta, duly assembled, hereby enacts as follows:

1.0.0 Title

1.1.0 This bylaw may be cited as the “Recreation Facility Front End Borrowing Bylaw”.

2.0.0 Definitions & Interpretations

Mayor William Choy

Ann Laing
General Manager, Corporate Services

END OF ITEM



Business Items

**REQUEST FOR DECISION
PUBLIC SESSION****REGULAR COUNCIL MEETING****MEETING DATE:** June 8, 2026**SUBJECT:** Advocacy Priorities 2026

EXECUTIVE SUMMARY

Following the update to the 2026-2029 Strategic Plan, Council has outlined priorities for the community to guide engagement with other orders of government, enhancing partnerships, and achieving positive impacts. Effective advocacy will influence external decision makers to support the critical projects and investments needed for Stony Plain.

RECOMMENDATION

That Town Council accept the Advocacy Priorities 2026 for information.

- Funding and partnership to build a community recreation facility in Stony Plain;
- Transportation infrastructure investment to support business and community growth;
- Healthcare and education investment to meet our growing community needs;
- Funding and partnership to build affordable housing; and
- Partnership and support to enhance community belonging and public safety.

BACKGROUND

External factors can impact the Town's ability to achieve its strategic priorities. Advocacy is a tool to manage the impact of those external factors. Advocacy is the deliberate process to bring about change in policies and practices. However, it can go beyond aiming simply to change policies, it can also include the ability to influence decision-making processes. More specifically, it means representing the interests, priorities, and positions of Town, as well as the residents and businesses of Stony Plain, to other governments and stakeholders. Advocacy efforts will focus on three approaches that will be monitored for success:

- Identify opportunities to align Stony Plain priorities with provincial and federal governments, as well as other local governments,
- Position the Town of Stony Plain as a trusted advisor and policy partner to the provincial and federal governments on applicable issues, and;
- Ensure Stony Plain and local governments receive their fair share of capital project funding and support from the provincial and federal governments.

Following the review and approval of the 2026-2029 Strategic Plan, five priorities emerged that warrant continued profile as valuable opportunities for other orders of government support and investment. Leveraging commitment and support will garner long-term benefits for not only Stony Plain, but also our regional neighbours. The Town will continue to strengthen relationships with key decision makers and utilize targeted actions and messaging to address the current priorities for Stony Plain. These priorities have been recommended based on the following rationale:

Funding and partnership to build a community recreation facility in Stony Plain

The development of a community recreation facility continues to be a strategic priority for the community since 2018 and is included as a priority in the 2026-2029 Strategic Plan. The construction of phase I of the facility will be completed in 2026, with a sport court and six sheet curling facility. Plans and partnerships are needed for next phases, including indoor aquatics and ice facilities. Partnership and commitment are critical from the federal and provincial governments to ensure health and wellness infrastructure can meet the needs of a growing Stony Plain and region.

Transportation Infrastructure investment to support business and community growth

Over the past 15 years, Stony Plain has experienced steady annual growth of 1.5% and currently boasts a population of 20,000 people. Supportive infrastructure forms the backbone of our vibrant growing community. Infrastructure that includes accessible public spaces, well-functioning transportation networks, and reliable utilities. Partnership and commitment are critical from the federal and provincial governments to ensure infrastructure can meet the needs and support business investment and housing demands. Investments to unlock:

- North Business Park/Highway 16A/779
- Highway 628
- Old Town South

Healthcare and education investment to meet our growing community needs

WestView Health Centre supports over 90,000 residents throughout Stony Plain, Spruce Grove and Parkland County, investment to address complex and growing regional healthcare is needed. Capital requests have been identified for items such as a CT scanner, underutilized helipad area, and long-term care patients with no local alternative housing and care options. The viability of WestView Health Centre has significant impacts on health and wellness outcomes for residents of Stony Plain and the surrounding region. Investment in WestView will alleviate pressures faced within Edmonton by addressing a broader need for improved regional healthcare.

Stony Plain recently welcomed a temporary K-6 francophone school in response to growing local and regional demand. The enrollment and interest have accelerated the need and planning for a permanent K-12 school. The Town has prepared a school site and Conseil scolaire Centre Nord has been approved in 2026 for “planning” funding from the Government of Alberta. There is an opportunity to fund, advance the construction, and begin operations of the school. This will be transformational for the regional francophone community and Stony Plain.

Funding and partnership to build affordable housing

Planning and preparing for growth in Stony Plain requires continued investment and commitment to expand diverse housing options. Prospective residents want to call Stony Plain home, increasing the demand for affordable housing and providing access to amenities and services. Support and partnership with other orders of government and housing stakeholders will ensure Stony Plain can continue to welcome and plan for a population of 30,000.

Partnership and support to enhance community belonging and public safety

Caring for and supporting our most important community asset, people, requires ongoing partnership and understanding of the unique needs of Stony Plain. Strengthening community connection through preventative social programs is essential to address root causes and build on local solutions. Ensuring Stony Plain has the needed infrastructure and services to provide safe and supportive opportunities for all to live, work, and play is a commitment of high value in Stony Plain. This requires having the necessary funding and autonomy to guide public safety and social development services based on the needs of Stony Plain, with the support of the provincial and federal government.

OPTION

Council may identify other emerging or alternative priorities to those recommended. To accommodate this, the request for decision could be deferred and presented to Council by Administration at the next available meeting. With this option Council would provide direction to Administration to consider the emerging or alternate priorities, as identified.

Relevant Statutes/Master Plans/Documents

Strategic Plan 2026-2029

Corporate Plan 2026-2028

STRATEGIC ALIGNMENT & KEY ACTIONS

Stony Plain Strategic Plan 2026-2029:

- Enhance relationships with and advocate to other orders of government to ensure services and infrastructure such as health care, education, transit, and transportation are funded and delivered to meet the needs of Stony Plain.

COMMUNICATION

Following the presentation to Council, the priorities will be included in the Council Highlights and available on the Town website – www.stonyplain.com/advocacy. The Advocacy Plan will support the Town in actioning priorities to the public and target audiences.

ATTACHMENTS

1. Government Engagement & Advocacy Plan
2. Presentation

Prepared by: Brenda Otto, General Manager, Strategic Services

Approved by: Tom Goulden, Chief Administrative Officer



GOVERNMENT ENGAGEMENT & ADVOCACY PLAN

2026

STONY PLAIN | ALBERTA | CANADA

TOWN OF
STONY
PLAIN
stonyplain.com

Stony Plain is a growing community in the Edmonton metropolitan region. The community has nearly 20,000 residents, comprised of young families, working professionals, artists, entrepreneurs, and retirees.

Over 1100 businesses provide services to the community, as well as to customers in the region and beyond. We are committed to community wellness by providing connection opportunities and supports for residents of all ages.

As identified in the Strategic Plan, the Town of Stony Plain has health care and education services the community values. Stony Plain has businesses and industry to serve our residents. As our resident population moves toward 30,000 we need to focus on expanding and developing these areas of our community to complement this growth. Focusing on commercial and industrial development will provide jobs and services for both current and future residents.

There are elements of Stony Plain's Strategic Plan pillars that are in direct alignment with the direction of the Alberta government as articulated in the Speech from the Throne, Budget 2026 and recently released Business Plans for each Ministry.

However, it is understood that while there is potential for priority synergy, there is more work to be done to improve cooperation between the provincial government and municipality.

Municipalities across the province need to be heard by their provincial counterparts, specifically that policies and initiatives need to move forward in a timely manner, and the status quo is not sustainable. To address this issue, the engagement tracks will be applied to moving forward on key actions from the Town within a strategic timeframe.





In March 2026, Mayor and Council approved Stony Plain's Strategic Plan 2026–2029. It's a plan that focuses on the community growth and vision for the municipality for the Council's term. And while it includes four strategic commitment pillars with several key actions attached to them – a clear advocacy roadmap is required to ensure success of the Strategic Plan.

An advocacy plan is a strategy with identified tactics and target audiences that involves educating, building relationships and impacting key decision-makers. For the purposes of this advocacy plan, impacting meaningful change will relate to and support the outcomes and goals of the Stony Plain's Strategic Plan 2026–2029.

In a clear and concise plan to support the Town of Stony Plain, both Council and the Senior Leadership Team (SLT) play important and unique roles when it comes to building relationships and moving forward on advocacy priorities. Engagement will not only include elected provincial and federal officials, but vital department staff as well.

The advocacy plan will take a phased and balanced approach to support Stony Plain to and through the upcoming provincial 2027 election next October. While a provincial timeline is applied to these phases, advocacy engagement will include all three levels of government—federal, provincial and other municipal partners.

Advocacy efforts will focus on five main priorities:

- **Funding and partnership to build a community recreation facility in Stony Plain**
- **Transportation infrastructure investment to support business and community growth**
- **Healthcare and education investment to meet our growing community needs**
- **Funding and partnership to build affordable housing**
- **Partnership and support to enhance community belonging and public safety**

Advocacy efforts will focus on three approaches that will be monitored for success:

- Identify opportunities to align Stony Plain priorities with other levels of government,
- Position the Town as a trusted advisor and policy partner to the provincial and federal governments on applicable issues and,
- Ensure Stony Plain and local governments receive their fair share of capital project funding and support from other levels of government.

Using timelines leading up to the provincial election, the advocacy plan takes a “now, next, later and beyond” approach. This will ensure that Stony Plain moves forward on the key action items laid out in the Strategic Plan in a coordinated manner. And while the phases are divided into different areas of focus, a common theme of collaboration and solution-orientation will be Council and SLT’s approach to discussions.

With the current uncertainty in today’s political landscape, shifting dynamics provide an opportunity for engagement if Stony Plain Council moves forward as a steady hand, presenting opportunities and solutions where possible. Currently, Stony Plain has a proven track record of being a trusted partner with other levels of government and as a key contributor to growth in the Edmonton Metro Region.

Harnessing these existing partnerships and developing new ones will support successful advocacy. And by using a clear advocacy roadmap, Stony Plain will have a meaningful impact in the months leading up to the election and lay the groundwork to move forward on the Strategic Plan beyond 2026.





4905-51 AVENUE

**GOVERNMENT ENGAGEMENT &
ADVOCACY PLAN 2026**

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Advocacy Plan

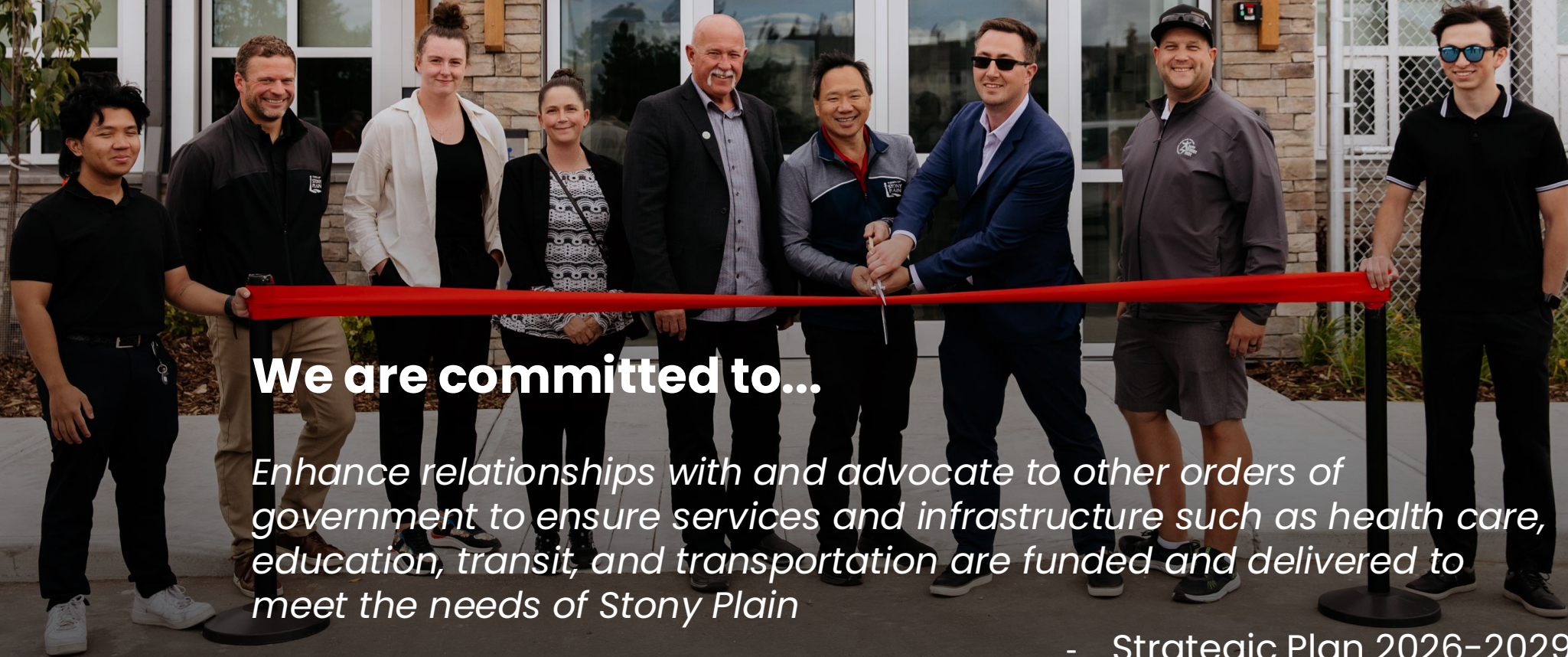
Approval June 2026



STONY PLAIN

Public Works

4600 49 AVENUE



We are committed to...

Enhance relationships with and advocate to other orders of government to ensure services and infrastructure such as health care, education, transit, and transportation are funded and delivered to meet the needs of Stony Plain



WHAT IS ADVOCACY?

External factors can impact the Town’s ability to achieve its strategic priorities.

Advocacy is a tool to manage the impact of those external factors.

Advocacy is the deliberate process to bring about change in policies and practices.



ADVOCACY APPROACH

- Identify opportunities to align Stony Plain priorities with provincial and federal governments, as well as other local governments
- Position the Town of Stony Plain as a trusted advisor and policy partner to the provincial and federal governments on applicable issues
- Ensure Stony Plain and local governments receive their fair share of capital project funding and support from the provincial and federal governments



ADVOCACY PLAN

Revised annually and monitored with the purpose to –

- Guide engagement with other orders of government
- Influence actions and decisions that will support the Town's Strategic Plan

Following the approval of the Strategic Plan, **five advocacy priorities** emerged.

ADVOCACY PRIORITIES

Funding and partnership to build a ***community recreation facility in Stony Plain***

Transportation infrastructure investment to support business and community growth

Healthcare and education investment to meet our growing community needs

Funding and partnership to ***build affordable housing***

Partnership and support to enhance ***community belonging and public safety***





Funding and partnership to build a community recreation facility in Stony Plain

The development of a community recreation facility continues to be a strategic priority for the community since 2018.

The construction of phase 1 of the facility will be completed in 2026, with a sport court and six sheet curling facility. ***Plans and partnerships are needed for next phases, including indoor aquatics and ice facilities.***



Transportation Infrastructure investment to support business and community growth

Over the past 15 years, Stony Plain has experienced steady annual growth of 1.5% and currently boasts a population of 20,000 people.

Partnership and commitment are critical from the federal and provincial governments to ensure infrastructure can meet the needs and support business investment and housing demands.

Investments to unlock:

- North Business Park/Highway 16A/779
- Highway 628
- Old Town South



Healthcare and education investment to meet our growing community needs

WestView Health Centre has significant impacts on health and wellness outcomes for residents of Stony Plain and the surrounding region. ***Investment in WestView will alleviate pressures faced within Edmonton by addressing a broader need for improved regional healthcare.***

The Town has prepared a school site and Conseil scolaire Centre Nord has been approved in 2026 for “planning” funding from the Government of Alberta. ***There is an opportunity to fund, advance the construction, and begin operations of the school. This will be transformational for the regional francophone community and Stony Plain.***



Funding and partnership to build affordable housing

Planning and preparing for growth in Stony Plain requires continued investment and commitment to expand diverse housing options.

Prospective residents want to call Stony Plain home, increasing the demand for affordable housing and providing access to amenities and services.

Support and partnership with other orders of government and housing stakeholders will ensure Stony Plain can continue to welcome and plan for a population of 30,000.



Partnership and support to enhance community belonging and public safety

Caring for and supporting our most important community asset, people, requires ongoing partnership and understanding of the unique needs of Stony Plain.

Ensuring Stony Plain has the needed infrastructure and services to provide safe and supportive opportunities for all to live, work, and play is a commitment of high value in Stony Plain.

This requires having the necessary funding and autonomy to ***guide public safety and social development services based on the needs of Stony Plain, with the support of the provincial and federal government.***

ADVOCACY PLAN

How we will action the priorities



Next Steps

- Q2 – Q4 2026
 - Communications and engagement with target audiences to generate intended impact
 - Monitor and report quarterly
- Evaluate and update in Q1 2027



Advocacy Plan

stonyplain.com/Advocacy



END OF ITEM



**REQUEST FOR DECISION
PUBLIC SESSION****REGULAR COUNCIL MEETING****MEETING DATE:** June 8, 2026**SUBJECT:** Rural Development Network Stony Plain Affordable Housing Guidebook and Toolkit

EXECUTIVE SUMMARY

Rural Development Network presented Council with an overview of the Stony Plain Affordable Housing Guidebook and Toolkit developed as part of the Housing Accelerator Fund (HAF) Initiatives.

RECOMMENDATION

That Town Council accept the Stony Plain Affordable Housing Guidebook and Toolkit for information.

BACKGROUND

This project was submitted as a Corporate Plan submission in 2023. It was conditionally passed contingent on the Town receiving the HAF Federal Grant. The Town received the HAF grant in February 2024 and this project became the eighth initiative under the Stony Plain HAF Initiatives.

Relevant Statutes/Master Plans/Documents

Strategic Plan 2026-2029

Corporate Plan 2026-2028

STRATEGIC ALIGNMENT & KEY ACTIONS

Stony Plain Strategic Plan 2026-2029:

- Encourage innovative and diverse housing options that will support a wide range of residential needs.

COMMUNICATION

This item will be included in the Council Highlights news release.

ATTACHMENTS

Please see Presentation lead sheet for attachments

Prepared by: Sharida Csillag, Community Development Officer

Reviewed by: Lisa Gilchrist, General Manager, Community and Social Development

Approved by: Tom Goulden, Chief Administrative Officer

END OF ITEM



**REQUEST FOR DECISION
PUBLIC SESSION****REGULAR COUNCIL MEETING****MEETING DATE:** June 8, 2026**SUBJECT:** Engaging Youth Strategy Update

EXECUTIVE SUMMARY

The Youth Engagement Strategy, launched in fall 2025, is approaching its first year of implementation. This update highlights what the strategy looks like in action, how youth continue to be supported, and the ways Belonging, Empowerment, and Leadership are shaping programs and services. Together, this work demonstrates strong alignment with the priorities outlined in the Strategic Plan 2026–2029.

RECOMMENDATION

That Town Council accept the Engaging Youth Strategy Update for information.

BACKGROUND

Since the early 1990's, the Town of Stony Plain has had a focus on supporting youth and helping them to be active, engaged community members through programs and initiatives. The Stony Plain Youth Centre, established as a physical location in 2004, continues to provide space for youth to engage, participate, and lead activities that matter to them. These efforts have formed a collaborative approach to youth development, with a focus on meaningful opportunities for belonging, empowerment, and leadership.

The Engaging Youth Strategy was developed in 2025 to formalize and guide youth engagement as Stony Plain continues to grow. Implementation of the key actions continues to evolve in response to youth voice, perspective, and feedback.

Relevant Statutes/Master Plans/Documents

Engaging Youth Strategy 2025-2027

Strategic Plan 2026-2029

Corporate Plan 2026-2028

STRATEGIC ALIGNMENT & KEY ACTIONS

Stony Plain Strategic Plan 2026-2029:

- Deepen inclusion and social cohesion across the community with programs and supports to improve mental wellness, healthy relationships, volunteerism, and reduce poverty.
- Involve youth and future generations as valued members of our community.

COMMUNICATION

This item will be included in the Council Highlights news release.

ATTACHMENTS

1. Engaging Youth Strategy 2025-2027
2. Presentation

Prepared by: Lara Stadnyk, Community Development Officer**Reviewed by:** Lisa Gilchrist, General Manager, Community and Social Development**Approved by:** Tom Goulden, Chief Administrative Officer



Town of Stony Plain Engaging Youth Strategy

2025-2027



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Executive Summary

Youth are the cornerstone of a thriving community, representing the possibilities of tomorrow. As emerging leaders, their perspectives, ideas, and engagement are critical for addressing social challenges, fostering innovation, and ensuring the sustainability of community development. When youth are valued, supported, and provided with opportunities to grow, they develop the skills and confidence needed to lead, contribute, and thrive.

Investing in young people through programs that nurture their strengths, address vulnerabilities, and create spaces for connection and belonging, not only enhances their individual development but also strengthens the entire community. Stony Plain has seen that engaged youth are more likely to participate in civic activities, champion inclusivity, and promote positive change, ensuring a ripple effect that benefits all generations. Recognizing their potential and empowering them as active contributors fosters resilience, equity, and collaboration, building a foundation for a future driven by their innovation and leadership.

By prioritizing youth engagement, Stony Plain affirms youth's role as integral members of society and ensures they have the tools and support needed to shape a world that reflects their values, hopes, and aspirations. Their success is our success, making youth empowerment not just an investment in the future, but a critical strategy for thriving communities today.

Belonging is a fundamental developmental need for youth, essential for their ability to thrive and reach their full potential. It plays a critical role in positive brain development, fostering emotional regulation, resilience, and social connections. Creating an environment where youth feel a genuine sense of belonging requires empowering their voices, granting them agency, and involving them in meaningful decision-making processes. When young people are active participants in shaping their surroundings, they are more likely to feel valued and respected, reinforcing their sense of community and purpose. This holistic approach to belonging not only supports healthy development but also equips youth with the confidence and skills they need to navigate and contribute positively to the world.

The development of this strategic plan will build on over two decades of progress, with a focus on leveraging data-driven insights and continuous engagement to create meaningful opportunities for youth. By combining developmental asset principles with innovative programming, Stony Plain is fostering a supportive, inclusive environment where young people are empowered to lead, grow, and contribute to the well-being of their community. This comprehensive approach reflects a commitment to nurturing the potential of every young person while strengthening the social fabric of Stony Plain.

Background

Youth Services in Stony Plain

Since the early 1990s, the municipality of Stony Plain has had a focus on supporting youth and helping them to be active, engaged community members. Activities took place to engage youth in conversation and encourage them to step into leadership roles related to planning community events, supporting each other in peer support models, and giving back to the community. Youth participated in the Teens in Action summer volunteer program to support work experience skills development. Stony Plain youth have participated in workshops and programs delivered in community spaces and educational settings with a goal to enhance self-esteem and empowerment, improve communication skills, and develop resiliency towards bullying. Over the years, those programs have included Chillaxing for Anger Management, Rock Solid for anti-bullying, and Heroes for resiliency. The Stony Plain Youth Team, which still functions today, began in 2003 as a way to provide youth with formal mechanisms to design the services and supports which mattered to them.

The Stony Plain Youth Centre, established as a physical location in 2004 in response to a youth-identified need, has been a hub for young people aged 11-17 for the past two decades. It is a space designed by youth to ensure it reflects their unique needs, interests, and aspirations. As a youth-focused space, it prioritizes creating an environment where young people feel welcomed, valued, and seen as a vital part of the community. It provides a space for youth to engage, participate, and lead activities, events, and initiatives that matter to them.

While the physical space of the Youth Centre serves as a home base for planning and coordinating activities, many activities take place out in community. These activities have included hosting inclusive events, intergenerational celebrations, and summer trips (providing opportunity to participate in activities that may otherwise be less accessible). Regular engagement continues to reveal a strong desire among youth to contribute to creating inclusive communities by fostering connections, advocating for others, ensuring safe spaces, and reducing risks for individuals. This intentional focus on youth empowerment and connection helps youth to thrive.

In 2018, a partnership was established with WestView Primary Care Network which has included supported referrals to the Youth Mental Health Clinic and related programming. A Community Connector works directly with youth within the Youth Centre and continues to be active in engaging with youth-led activities in coordination with Stony Plain team members.

Building on this rich history of youth engagement and support, the Town of Stony Plain continues to prioritize programs and partnerships that respond to the evolving needs of its young residents. The collaborative efforts initiated in the 1990s and early 2000s have grown into a comprehensive approach to youth development, focusing on creating meaningful opportunities for empowerment, skill-building, and connection. By blending traditional programming with innovative initiatives, the Town has reinforced its commitment to fostering an inclusive environment where youth can thrive.

Today, the integration of evidence-based practices, such as the Developmental Asset Framework, ensures that programs are intentional and aligned with the strengths and needs of youth. This ongoing

dedication to empowering young people reflects Stony Plain’s belief in the value of youth as leaders and contributors, creating a legacy of engagement and growth that continues to inspire future generations.

As Stony Plain grows towards a population of 30,000 residents, understanding the needs of youth will continue to be important. Within the municipality, the Community and Social Development department will continue to review, implement, and evaluate actions related to the youth services with the intent of formalizing a comprehensive Youth Strategy.

Building a Youth Strategy

It is important to involve youth in opportunities for programs and services as part of the Town of Stony Plain commitment to fostering a sense of community belonging and inclusion. As seen in the Town’s Strategic Plan ***Youth will feel a greater sense of belonging in Stony Plain and will be recognized as valued members of the community.*** Regular and ongoing youth engagement will ensure the Town’s Youth Strategy is relevant, effective and meaningful and that young people will be able to see their voices and contributions included in the development of a youth strategy.

Fostering youth engagement requires creating meaningful experiences that resonate with their life stage, interests, passions, and lived experiences. When young people see their values and priorities reflected in the opportunities offered, they are more likely to invest their energy and creativity. This approach not only builds their confidence and competencies but also empowers them to take on leadership roles in ways that feel authentic and relevant, laying a foundation for lifelong engagement and contribution.

Structured program scaling is important for providing developmentally appropriate leadership opportunities, capacity building, and skill development for youth. By tailoring opportunities to align with different stages of growth and readiness, these services can ensure that every young person is supported in developing their unique potential. Programs and services that prioritize development, skill building, and capacity enhancement play a vital role in empowering youth and promoting equitable opportunities. By focusing on reducing barriers—whether social, economic, or structural—these initiatives create pathways for all young people to succeed.

Conversations take place through the planning cycle to understand what youth need. Youth discussions during programs, workshops, and community events, provide perspective into the range of options that youth would like to explore. During 2023 engagement sessions, youth shared that their sense of belonging is strongest in moments when they feel accepted and understood, such as being around people with shared experiences, not being judged for being themselves, seeing minority groups included, and celebrating culture and diversity. These insights underscore the importance of nurturing belonging and inclusion among young people.

Mentorship and Support

Effective service for youth relies heavily on components of mentorship and relationship building. Creating relationships with youth is an essential part of showing them they are valued and worthy of a time commitment. Adults in the community play a crucial role in fostering this sense of belonging by

building strong, trusting relationships with the youth. Acting as mentors, role models, and reliable resources, they provide guidance and support during pivotal moments in young people's lives. Adult role models include volunteers who attend programs to teach skills or share their hobbies, staff, and community partners. With Stony Plain's proximity to the City of Edmonton and several post-secondary institutions which offer programs related to youth, children, and social services, Stony Plain youth have benefited from practicum students and interns who have led creative activities to engage youth.

The Stony Plain Kinsmen provide funding towards programs and support youth projects to increase intergenerational connections. Individual Rotarians have provided funding towards projects and the Rotary Club of Stony Plain is contributing funding for the Community Helpers Program for 2024 and 2025. Within the municipality, programs such as the Shikaoi Exchange offer opportunities for global travel and cultural exchange, while local sports associations and recreational organizations promote physical activity, teamwork, and personal growth. Together, these efforts create a rich network of support that nurtures life skills, broadens horizons, and strengthens the social fabric for youth in Stony Plain.

Youth Engagement

Youth engagement centers on creating meaningful opportunities for young people to share their voices, develop skills, and strengthen their connection to the community. Regular and ongoing engagement, coupled with formalized opportunities for involvement, plays a crucial role in fostering youth development and ensuring sustained participation in community initiatives. By providing consistent avenues for young people to connect with their peers, mentors, and community leaders, these opportunities help to deepen their sense of belonging and investment in their communities.

Informal engagement, such as ongoing conversations and regular check-ins, is essential for ensuring that youth perspectives remain central in shaping future programs and opportunities. By maintaining open lines of communication with young people, communities can stay attuned to their evolving needs, interests, and concerns. Informal engagement allows for flexible, real-time feedback that can be quickly integrated into program design and decision-making processes. These interactions, whether through casual discussions, peer groups, or one-on-one check-ins, create a space where youth feel comfortable sharing their ideas and experiences in a less structured, more approachable setting. This continuous dialogue helps to ensure that programs are relevant, responsive, and reflective of the youth's voices, fostering a sense of ownership and participation. It also strengthens the relationship between youth and adult leaders, reinforcing trust and collaboration. Ultimately, informal engagement is a powerful tool for sustaining meaningful youth involvement, ensuring that their perspectives guide the development of programs that truly meet their needs and aspirations.

Formalized opportunities, such as structured youth councils, advisory boards, and volunteer programs, offer a clear framework through which youth can actively contribute and develop leadership skills. These settings not only facilitate meaningful engagement but also provide youth with a platform to influence decisions that impact their lives, fostering a sense of agency and empowerment. When engagement is ongoing, it allows youth to build long-term relationships and refine their skills in a supportive environment. Regular participation also reinforces the importance of commitment and accountability, helping youth to develop resilience and adaptability.

Together, regular informal engagement and formalized opportunities create a foundation for youth to become active, confident, and responsible members of their communities, prepared to take on leadership roles and contribute to collective well-being.

Developmental Asset Framework

Leveraging knowledge of developmental assets is key to creating environments where youth strengths are recognized, celebrated, and consistently supported, while vulnerabilities are identified and addressed with care. Acknowledging the profound relational tie between a sense of belonging and the presence of developmental assets highlights the importance of fostering both (Scales & Leffert, 2004). When these elements are lacking, the community feels the ripple effects through disengagement, missed opportunities, and diminished outcomes for youth. By working collectively to bolster assets, strengthen relationships, and create inclusive spaces where every young person feels valued, communities can cultivate resilience, enhance well-being, and improve outcomes (Benson et al., 2011). This shared commitment not only enriches the lives of youth but also creates a stronger, more vibrant society for all.

In January 2025, a Developmental Asset Profile was conducted for Stony Plain to establish a baseline of data on youth development. This snapshot in time helped identify areas of strength and potential vulnerabilities within the community. The Developmental Asset Framework, created by the Search Institute, is a globally recognized model for positive youth development, grounded in extensive research on resilience and prevention (Search Institute, 2005). This framework identifies 40 critical supports and strengths young people need to thrive. Half of these assets are external, focusing on relationships and opportunities provided by families, schools, and communities, while the other half are internal, emphasizing social-emotional strengths, values, and personal commitments. Research shows that the presence of more developmental assets correlates with increased likelihood of resilience and thriving and reduced engagement in high-risk behaviors (Scales et al., 2000).

By understanding the developmental assets in Stony Plain, the community can create targeted strategies to strengthen supports and foster positive youth outcomes. Leveraging these insights allows programs to focus on building external assets, such as nurturing relationships and creating safe, engaging environments, while also enhancing internal assets, like fostering empathy, resilience, and purpose. When programs align with these strengths and needs, they not only support community engagement and civic mindedness but also empower youth to take an active role in shaping their lives and surroundings. This holistic approach ensures that youth are equipped with the tools and opportunities to thrive, creating a ripple effect that benefits the entire community.

Conducting the Developmental Asset Profile provided a baseline understanding of youth strengths and vulnerabilities, informing targeted programming to enhance areas of vulnerability and promote areas of strength. Volunteerism and civic engagement initiatives promote empowerment by helping youth feel valued and develop a sense of purpose, while workshops and public recognition foster positive values such as caring and responsibility. Youth development initiatives equip youth with entrepreneurial skills, addressing social competencies, like planning and decision-making and promoting positive values, like integrity and equality. Leadership programs support positive identity and amplify youth voices through platforms like advisory boards and youth-led initiatives. Social skill programs enhance interpersonal competence and conflict resolution, helping youth form meaningful connections

and navigate challenges. This comprehensive approach ensures youth are empowered, resilient, and equipped to contribute meaningfully to their communities.

Focus Areas for the Youth Strategy

Together, these focus areas reflect a comprehensive and intentional approach to youth development, ensuring young people are supported in building meaningful connections, fostering self-esteem, and gaining the skills and confidence needed to succeed. By aligning with the strengths and aspirations of youth, the strategy creates a foundation for long-term positive outcomes for individuals and the broader community. Each of these areas aim to build upon existing strengths and talents, recognizing the unique abilities each young person brings to their community. By fostering these strengths, the strategy enhances individual capacity, equipping youth with the skills and confidence needed to pursue meaningful opportunities and navigate challenges effectively. Through intentional programming, the strategy promotes a strong sense of belonging, ensuring that all youth feel valued, supported, and connected to their communities

Belonging

Ensure that young people feel connected, supported, and valued.

The focus areas for youth strategy development prioritize fostering a sense of belonging, building resilience, and empowering young people to thrive as active contributors within the community. Key activities include conducting a baseline assessment to identify strengths and vulnerabilities, facilitating volunteerism and civic engagement to develop skills and confidence, and supporting social enterprise initiatives to promote entrepreneurial and problem-solving capabilities. Leadership opportunities and youth-led initiatives amplify youth voices and enhance their self-esteem and decision-making abilities. Additionally, social and skill development programs aim to strengthen emotional regulation, communication, and relationship-building. Through these priority activities, youth are supported in developing critical internal and external assets, meaningful connections, and long-term positive outcomes for both individuals and the broader community. These activities provide meaningful opportunities for young people to connect with their communities, build relationships, and contribute to causes that matter to them. Together, these experiences promote a sense of belonging by affirming their value and impact, helping them feel integrated into a larger community, and equipping them with the confidence and skills to thrive.

Empowerment

Empowering youth through participation and service to others.

Youth empowerment is essential for equipping young people with the skills, confidence, and opportunities to lead meaningful change and share their voices, perspectives, and ideas. Leadership programs that emphasize self-advocacy, critical thinking, decision-making, and public speaking provide a foundation for youth to navigate challenges and take initiative. Establishing platforms such as advisory boards and consultations ensures youth have opportunities to contribute their opinions in ways that are developmentally appropriate and aligned with their interests. Supporting youth-led initiatives enhances

empowerment by providing resources for projects that reflect their passions and priorities, fostering agency and ownership. By fostering leadership and agency, youth not only develop critical life skills but also become active participants in shaping their communities and future.

These programs focus on building critical skills such as decision-making, communication, collaboration, and problem-solving, equipping youth with the tools needed to navigate complex situations with confidence. By providing structured opportunities to lead projects, participate in advisory boards, or mentor peers, leadership programs not only enhance engagement but also instill a sense of agency and responsibility. Leadership development is not just about individual growth; it is a pathway to creating a generation of informed, confident, and socially responsible leaders.

Volunteerism plays a vital role in supporting the development of both external and internal assets in youth, fostering personal growth and a deeper connection to their communities. Developmental asset research supports the numerous positive outcomes of volunteerism, particularly within the external asset category of empowerment. Providing meaningful roles for young people builds confidence, leadership, and an understanding of their ability to effect change. Research indicates that regular service activities enhance social-emotional skills such as empathy and responsibility, while strengthening ties to their communities (Scales et al., 2000). Supporting youth to identify causes they are passionate about further empowers them to engage with purpose, enhancing their capacity to make a positive impact. Studies show that empowering youth through these assets reduces risky behaviors, improves emotional well-being, and equips them with skills for lifelong civic engagement, benefiting both individuals and the wider community (Eccles & Barber, 1999).

Collaborating with Volunteer Alberta to develop and structure a youth-focused volunteer program offers a powerful opportunity to expand engagement and broaden young people's capacity to contribute to their communities. Structured volunteer programs enable youth to build confidence, develop valuable skills, and form meaningful connections, which are key components of positive youth development. The program will increase access to diverse volunteer opportunities and provide training to help youth build the skills and confidence needed for meaningful participation. A critical element involves equipping adults with tools and strategies to integrate youth as equitable members of boards, roundtables, and service groups. This approach fosters inclusion, strengthens organizational memberships, and cultivates the next generation of committed volunteers. By empowering youth to take active roles in decision-making and community service, the program enhances leadership skills and provides organizations with fresh perspectives, ensuring long-term sustainability and mutual growth.

Recognizing and celebrating youth volunteers through awards, public acknowledgments, and community celebrations reinforces their efforts and fosters a sense of accomplishment and belonging. Youth who perceive their contributions as valued by the community develop a stronger sense of belonging and purpose (Benson, 2006). Together, these efforts create pathways for youth to thrive while nurturing a lifelong commitment to civic engagement and community stewardship.

Leadership

Strengthen emotional regulation, communication, and social skills to support leadership development. Foster entrepreneurial skills amongst youth while addressing social challenges that prioritize social impact and sustainability.

Leadership initiatives can play a vital role in fostering the positive development of both internal and external assets for youth, combining skill-building with a commitment to addressing social challenges. Social and skill development offer a powerful platform for connecting youth to key developmental assets in the areas of positive values, positive identity, and social competencies, fostering holistic growth and resilience. Participating in development initiatives will enable young people to cultivate positive values such as caring, equality, and social justice by addressing community challenges like poverty and inequality. They will also develop integrity, honesty, and responsibility by acting on their convictions, staying accountable, and making ethical decisions. Additionally, youth strengthen social competencies by developing skills in planning and decision-making, interpersonal and cultural competence, and conflict resolution. These initiatives foster critical life skills, empathy, collaboration, and leadership, empowering youth to drive sustainable social change and contribute positively to their communities.

Social and skill development is essential for promoting overall mental wellness, as it helps youth build the emotional and interpersonal skills necessary to navigate life's challenges. Workshops, events, and programming focused on healthy relationships provide safe and supportive spaces where youth can learn to understand their emotions, practice empathy, and resolve conflicts constructively. These experiences not only enhance their ability to form positive relationships but also contribute to a stronger sense of self-worth and belonging. By fostering these skills, social development programming supports resilience, reduces feelings of isolation, and promotes emotional well-being, ensuring that youth are equipped to thrive both personally and within their communities (Elias et al., 1997).

Engaging in leadership opportunities like social enterprise projects help youth develop critical internal assets such as planning and decision-making, a sense of purpose, and resilience (Scales & Leffert, 2004). Simultaneously, it strengthens external assets like empowerment and meaningful community engagement by providing opportunities for youth to contribute to solving real-world issues. Training programs focusing on business planning, funding strategies, and impact measurement equip youth with practical tools to launch and sustain initiatives, while equitable access ensures opportunities for all participants. Structured program scaling allows youth to progressively build their skills over time, fostering confidence and long-term success. Mentorship networks further enrich the experience by connecting youth with experienced individuals, businesses, and organizations that provide guidance, real-world insights, and opportunities for growth. Through initiatives like social enterprise, youth gain tools to create sustainable solutions, amplify social impact, and contribute meaningfully to their communities. The experiential nature of social enterprise projects reinforces positive identity, providing youth with a sense of personal power, self-esteem, and purpose as they witness the tangible impact of their efforts and gain optimism about shaping a better future (Scales et al., 2000).

Recognizing the importance of creating fun and positive opportunities to practice these skills in safe and supportive environments ensures youth feel encouraged and engaged. These experiences not only expand their social and emotional abilities but also result in more empowered and capable individuals who are prepared to thrive in their communities and personal lives.

Next Steps

The activities outlined in this strategy are designed to remain ongoing, with regular review and analysis to ensure they stay current and relevant to the needs of youth. The information collected through the Developmental Asset Profile and engagement activities will support annual work plans and guide programs and initiatives. By capturing youth perspectives on belonging, resilience, and their developmental needs, this will provide a clear picture of strengths, challenges, and opportunities for growth within the community. It will serve as a critical resource to inform future programming, policies, and initiatives, ensuring they are grounded in the lived experiences and aspirations of local youth. This report will also act as a tool for accountability, showcasing how youth voices directly shape decisions and actions that support their development and well-being.

By regularly reviewing the data and insights gathered from the Developmental Asset Profile and engagement activities, the key themes, priorities, and areas of focus identified by young people will remain at the forefront of work planning. The strategy will outline actionable steps to address identified needs, enhance developmental assets, and create equitable opportunities for youth to thrive. By embedding youth voices at its core, the Youth Strategy will serve as a roadmap for fostering belonging, empowerment, and positive development, reinforcing the community's commitment to supporting and investing in its young people.

Key Activities for 2025-2027

This plan applies the Developmental Asset Framework to guide programs and initiatives that strengthen both internal and external assets, supporting positive youth development in Stony Plain.

1. Developmental Asset Profile

- Conduct a comprehensive Developmental Asset Profile (DAP) to establish a baseline of youth strengths and vulnerabilities.
- Analyze the results to identify key areas of focus, including developmental strengths, gaps in support, and opportunities for growth.
- Share findings with youth, stakeholders, and community to build awareness and inform action.

2. Engagement Activities

- Host a Youth Engagement Summit to gather diverse youth perspectives on belonging, leadership and community engagement.
 - (2025) Keynote by Tyler Smith, survivor of the Humboldt Bronco bus crash and founder of Not Alone Co., sharing his story of resilience and community impact.
 - Interactive sessions to explore youth experiences and foster meaningful dialogue.

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- Facilitate focus groups, surveys, and one-on-one conversations to ensure diverse youth voices are represented.

3. Youth Strategy

- Compile and analyze data and feedback from the Developmental Asset Profile and engagement activities. Produce a comprehensive report, summarizing key findings, youth-identified priorities, and opportunities for improvement.
- Outline clear objectives and action steps to strengthen developmental assets and address priority areas, such as:
 - **Belonging:** Enhancing inclusive spaces and opportunities for connection.
 - **Leadership:** Expanding youth-led initiatives and skill development.
 - **Empowerment:** Increasing volunteerism and community involvement.
- Expand avenues for youth participation and deepen engagement across community initiatives.

These actions ensure a data-driven, youth-centered approach to supporting positive development, empowering young people to lead and thrive while fostering a stronger, more inclusive community. Fostering youth development through intentional programming, volunteerism, community engagement, and skill-building initiatives is essential for building both internal and external developmental assets. These initiatives strengthen skills, confidence, and a sense of belonging while empowering young people to lead meaningful change in their communities.

By leveraging the Developmental Asset Framework, we can identify strengths and address vulnerabilities, creating targeted opportunities that enhance social, emotional, and cognitive growth. Providing platforms for leadership, social skill development, and youth-led initiatives ensures that young people are not only equipped to navigate challenges but also actively contribute to creating a more equitable and resilient society. Recognizing and celebrating their efforts reinforces their value, amplifies their voices, and inspires them to build a brighter future for themselves and their communities. Through these collective efforts, youth are empowered to thrive as engaged, capable, and impactful members of society.

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Search Institute

[Developmental Assets Framework | Search Institute](#)

A background photograph of four children high-fiving outdoors. A boy in a dark blue baseball cap and t-shirt is on the left, high-fiving a girl in a white t-shirt and orange shorts. Another girl with blonde hair is high-fiving a boy in a purple t-shirt. They are all smiling and looking upwards. The background shows a park-like setting with trees and a building.

Strategy Update **ENGAGING YOUTH**

June 2026



Background

-
- 1990's Youth Programs and engagement
 - 2003 Stony Plain Youth Team initiated
 - 2004 Stony Plain Youth Centre opens
 - 2018 partnership with Westview Primary Care Network
 - 2025 Engaging Youth Strategy launches

Engaging Youth Strategy

Focus Areas:

- **Belonging:** Enhancing inclusive spaces and opportunities for connection
- **Empowerment:** Increasing volunteerism and community involvement
- **Leadership:** Expanding youth-led initiatives and skill development





2025 At a Glance

1318
participants

102
programs

545
youth volunteer hours



Youth Engagement

Belonging

- Interest-based programs
- Summer Trips
- Youth Centre Mural
- Drop-In Connector Support
- Park Adventures

Empowerment

- Community Helpers Program
- Job Readiness Program
- GEAR Program
- Stony Plain Youth EVENTS
- Workshops and Trainings

Leadership

- Stony Plain Youth Team EVENTS
Mentors
- Stony Plain Youth Team LEADERSHIP
- Lead Together Trainings
 - Youth Champions
 - Youth Leaders

Community Partners

FraserWay RV

Home Depot, Orange Door Campaign

Rotary Club of Stony Plain

Senior Citizens Society of Stony Plain

Stony Plain Canada Day Car Show

Stony Plain Kinsmen

WestView Health Foundation

Westview Primary Care Network



Next Steps

Key Actions:

- Impact and Review, annual
- Developmental Assets Profile, 2027
- Leadership Development, ongoing
- Awareness and resources, ongoing
- Volunteer Recognition, 2026





Questions

END OF ITEM



Council Discussion

Closed Meeting



Closed Session Chair Guide:

1. Section 197 of the *Municipal Government Act* states, councils must conduct their meetings in public unless the matter to be discussed is within one of the exceptions to disclosure in the *Access to Information Act (ATIA)*.
2. Before closing all or any part of a meeting to the public, Council must by resolution approve the part of the meeting that is to be closed, and the basis on which, under an exception to disclosure in the *Access to Information Act (ATIA)*, the part of the meeting is to be closed.
3. Members of Council, the Chief Administrative Officer and General Managers may attend closed session discussions. Only invited guests may attend the closed session discussion.
4. All discussion of Closed Session will remain confidential, there will be no notes taken, and no recording during this time.
5. After the closed meeting discussions are completed, any members of the public who are present outside the meeting room must be notified that the rest of the meeting is now open to the public, and a reasonable amount of time must be given for those members of the public to return to the meeting before it continues.

Chair Script

- *The Closed Session of the Council meeting will not be recorded or live streamed for public viewing.*
- *The motion to revert to the public meeting, which will be recorded in the minutes, is the only motion taken during closed session.*
- *Once the motion to revert to the public meeting is made, the Council meeting will continue to be recorded and live streamed.*

This outlines the process of the Closed Session.

The Chair will now call for the motion to go into Closed Session.