



WELCOME TO  
STONY  
PLAIN



*Corporate Plan*  
2020-2022

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## Message from the Mayor

On behalf of Council, I am pleased to present our 2020-2022 Corporate Plan that aligns municipal services and programs with community priorities. The Corporate Plan puts into action the goals of our Strategic Plan and advances us towards the future vision of Stony Plain.



This Corporate Plan has been particularly challenging as we endeavor to balance our priorities, continue to move our community forward, and recognize the economic realities we are all facing. Similar to most communities in Alberta, we have had to make adjustments to our projects, programs and services to support our economic recovery. With this in mind, Stony Plain Council remains committed to achieving our vision through our five strategic pillars – Governance and Partners, Economic Opportunity, Supportive Infrastructure, Community Development and Environmental Responsibility.

In 2020, we are excited to continue with the next steps for the following multi-year strategic projects:

- Downtown Redevelopment
- Community Recreational Centre
- Tri-Municipal Public Transit

As we move through this year, Council will remain a strong advocate for our citizens in communicating our priorities and vision to other levels of government. We will also continue our efforts to collaborate with regional partners to find efficient and effective ways to deliver services, to invest in critical infrastructure and to attract new development opportunities. We will also monitor the Plan implementation, as well as, respond to input and feedback from our citizens about its value and impact on our community. We know our collective efforts will ensure it is always better in Stony Plain!

A handwritten signature in blue ink, appearing to read 'William Choy'. The signature is stylized with a large loop at the end.

William Choy  
Mayor

## Message from the Town Manager

On behalf of Administration for the Town of Stony Plain, I am pleased to share the 2020-2022 Corporate Plan. Driven by Council's Strategic Plan and within the parameters of the Town's Uniquely Stony Plain Municipal Development Plan, this Corporate Plan contains the initiatives to advance these two high level directional documents.

As a community and as a municipal corporation, Stony Plain is operating within a changing economic context. The previous two corporate plans took steps to prepare the organization for these economic challenges. These efforts have allowed us to continue to provide services to citizens at a level that is sustainable moving forward.

With these efforts to contain costs and focus on strategic priorities, I am extremely proud of the progress we have made to advance the vision for Stony Plain. A few of these major projects in 2019 included:

- Old Town Community Plan
- Signage Strategy
- Mayor's Task Force on Community & Citizen Development
- Stony Plain Central School Site Servicing

I look forward to the implementation of the 2020-2022 Corporate Plan and how the projects, programs and services that are outlined within will have a positive impact on the citizens of Stony Plain.



Thomas Goulden  
Town Manager



## Overview

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

## Process and Timelines

The corporate planning process aligns the activities of the Town with the strategic goals of the community. The following timeline (Table 1) sets out the dates for preparation, consideration and approval of the 2020-2022 Corporate Plan.

<b>TABLE 1</b>	
<b>Date</b>	<b>Activity</b>
January	<b>Council Retreat</b> – Strategic Planning session for the Corporate Plan.
March	<b>Strategic Plan</b> – Adoption of the 2019-2022 Strategic Plan. <b>Corporate Planning</b> – Senior Leadership Team (SLT) and Managers identify and define corporate initiatives.
April – June	<b>Department Business Planning</b> – Departments work on developing detailed Operating budgets, business cases or operating and capital initiatives, and service changes. Department business plans are reviewed to validate dependencies and scheduling, overall budget requirements, effort demands, and capacity. <b>Ranking and Prioritization</b> – SLT completes a detailed review and prioritizes operating and capital initiatives as well as proposed service changes. This enables the SLT to prioritize funding, analyze capacity and align submissions with Council strategic direction.
July – August	<b>Financial and Capacity Analysis</b> – We calculate and compile financial summaries of the funding strategies for the operating budget, new initiatives, and service changes prioritized by the SLT in June. We analyze the capacity of the organization to deliver core services, new initiatives and service changes.
September	<b>Finalize Proposed Corporate Plan</b> – Using the financial and capacity analysis, the SLT reviews and finalizes changes to budgets and priorities. SLT reviews and finalizes the funding strategies for the Proposed Corporate Plan.
October 23	<b>Distribution of Proposed Corporate Plan</b> – The Proposed Corporate Plan is distributed to the public. This provides both members of Council and the public an opportunity to become familiar with the Proposed Corporate Plan.
November 4, 5 & 6	<b>Public Corporate Plan Meetings</b> – The Proposed Corporate Plan is presented to Council for deliberation and direction. At this time, it may be further amended.
November 25	<b>Corporate Plan Approval</b> – The Corporate Plan is presented to Council for approval.
December	<b>Public Communication of the Corporate Plan</b> – The Approved Corporate Plan is reviewed with staff and communicated to the public.

# Corporate Plan

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## Prioritization

Departments develop and submit new operating initiatives, service changes and capital initiatives for the Corporate Plan process. The SLT then reviews and ranks them. This is done using a set of prioritization criteria that were developed by SLT in response to Council's Strategic Plan 2019-2022. Each of the criteria is weighted differently, as detailed below. Each of the criteria below has four evaluation statements. These are weighted equally within that criterion. The following criteria were used to evaluate and rank the 2020-2022 Corporate Plan initiatives and service changes:

1. Strategy (40 %)

- It is something that is important to the Council
- It is an important element found in the themes and commitments of the Strategic Plan
- It is consistent with the Town's mission, vision and core values
- It positively impacts as much of the community as possible

2. Service Impact (30%)

- It is critical to sustaining existing services and service levels
- It is essential to providing a new service or service level
- It is urgently needed by the people using this service
- It impacts a wide range of community members

3. Implementation (20%)

- It positively impacts the efficiency of service
- It positively impacts the effectiveness of service
- It positively affects the success of other initiatives/service changes
- It has a high probability of success

4. Risk Factors (10%)

- It maintains/enhances employee safety
- It reduces liability exposure
- It meets a regulatory requirement
- It enhances organizational & community integrity

# Corporate Plan

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New initiatives are placed into the following categories:

- **Corporate Initiatives**  
Corporate initiatives are projects that have been identified within the current strategic plan as a priority. They also have a direct impact on developing, enhancing or delivering services to the community. The primary impact of these projects will be on the community as a whole. These projects are designed to maintain or improve the quality of life and competitiveness of the Town.
- **Capital Initiatives**  
Capital initiatives are projects that create or acquire a distinct, new asset that is amortized over time (the initial cost is gradually written off). Both acquiring new and replacing existing assets may require design activities (e.g. facilities, complex equipment, vehicles, new roads, parks or utilities related to growth). The project will often have a measurable operating impact in future years. This impact is reflected in the project cost. Capital initiatives may be defined as Corporate if they are identified within Council's Strategic Plan.
- **Departmental Initiatives**  
Departmental initiatives do not appear in the Strategic Plan. They are owned by, and designed to support the needs of, a particular department or section. They help optimize operations, improve the delivery of services or establish the capabilities necessary for them to continue to effectively perform their role. The focus of a departmental project may impact the wider community, or may be more focused on internal administrative improvements. The key distinction is that it primarily supports the needs of a particular department or section.
- **Service Changes**  
Service changes are changes in service demands, service level expectations, or staffing levels required to deliver services. New user fees are also considered service changes. Service changes reflect the impact of the changes on the operating budget and on the service effort.
- **Service Changes – Staffing**  
Staffing for core services is expressed as full-time equivalents (FTEs). There are four major categories of FTEs: permanent full-time, permanent part-time, temporary part-time (less than 1 year), and casual. Council approves all full-time and part-time positions. Permanent positions have regularly scheduled hours, whether full-time or part-time. Temporary part-time positions are created outside of the established permanent work force as required by the Town. Casual positions are recorded as required in each department or section and are approved as part of the Corporate Plan. Casual positions fill in for permanent or temporary positions due to the absence of the staff member or are used for periodic assignments on an as-needed basis, be it full-time or part-time. Term positions (employment for a fixed-term project) are created outside of the established permanent work force as required by the Town and have a predetermined start and end date.

# Corporate Plan

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## Corporate Priorities

This section outlines the initiatives developed from the Strategic Plan 2019-2022. They are organized according to the themes within the Strategic Plan.

### **GOVERNANCE & PARTNERS**

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

Pursue partnerships and advocate with regional municipalities and other levels of government to provide infrastructure, programs and services.

#### **Key Actions:**

- An agreement with the Government of Alberta to transfer development authority of Highway 779 and 628 to the Town of Stony Plain
- Ensure Stony Plain's interests are represented and visible on regional committees, boards and plans
- Implement an advocacy strategy that is focussed on the collaboration and relationships with the other levels of government and municipal associations
- Foster the unique partnerships required to advance the redevelopment of Old Town South

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

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

#### **Key Actions:**

- Reinforce a robust organizational structure making the most efficient use of our human capital and financial resources
- Adopt a performance measures framework that aligns with strategic priorities

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

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

#### **Key Actions:**

- Open dialogue with residents through the hosting of community events and other direct means of conversation

# Corporate Plan

## **ECONOMIC OPPORTUNITY**

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

Strengthen our vibrant business community

#### **Key Actions:**

- Engage local businesses, investors, developers and stakeholders to create opportunities for more prosperous climate
- Create more prominent tourism destination marketing with the business community and regional partners (Table 2)
- Profile and monitor the growth of key business sectors
- Recommendations on improved regulatory processes, fees and taxes, maintaining a competitive and attractive climate for investment

<b>TABLE 2</b>	
<b>Initiative</b>	<b>Tourism Master Plan</b>
<b>Category</b>	Corporate External
<b>Business Unit</b>	Office of the Chief Administrative Officer
<b>Schedule</b>	2022
<b>Cost</b>	\$60,000
<b>Funding Source</b>	Tax Levy Stabilization Reserve
<b>Executive Summary</b> This initiative would provide a focused plan for the Town to strategically undertake tourism initiatives as they relate to brand and story development, destination marketing (independent and regional), sector growth, and visitor services.	

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

Increase awareness of our unique economic advantages and aligning our business attraction efforts with regional economic initiatives.

#### **Key Actions:**

- Contribute to and support regional investment attraction through Edmonton Global
- Implementation of the Economic Development Strategic Plan

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

Actively support and enhance our downtown, institutions and cultural economy

#### **Key Actions:**

- Completion of the Downtown Redevelopment Plan
- The relocation of the Stony Plain Public Library to downtown, strengthening the vitality of the area

# Corporate Plan

## **SUPPORTIVE INFRASTRUCTURE:**

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

Implement complete street design and plan for all modes of transportation.

### **Key Actions:**

- A renewed and fiscally supported Trails Master Plan that maximizes community connectivity
- Update Town signage for community entrances, facilities and amenities (Table 3)
- Enhance access to Westview Health Centre and surrounding neighbourhoods with extension of South Park Drive
- Complete a renewed Transportation Master Plan, including the role of Range Road 12 in the road network (Table 4)

<b>TABLE 3</b>		
<b>Initiative</b>	<b>Signage Strategy Implementation Phase III-V</b>	
<b>Category</b>	Corporate Capital	
<b>Business Unit</b>	Office of the Chief Administrative Officer	
<b>Schedule</b>	2020-2022	
<b>Cost</b>	\$300,000	
<b>Funding Source</b>	General Purpose Reserve	
<p><b>Executive Summary</b></p> <p>In 2017, the Town completed a signage inventory and a comprehensive Signage Strategy. The strategy:</p> <ul style="list-style-type: none"> <li>• Designs an innovative signage program that supports current needs, future objectives, builds on Stony Plain’s image, and provides necessary information to residents and visitors</li> <li>• Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction</li> <li>• Determines benefits and feasibility of electronic signage</li> <li>• Creates designs compatible with many typical sign types in preparation for any future implementation phases. This approach gives the Town of Stony Plain a long-term vision for the complete signage system</li> </ul> <p>In 2018 (Phase I), the Town launched the implementation of the strategy. This multi-year strategy is proposed to be complete in 2023.</p>		
<p>2020 – Phase III</p> <ol style="list-style-type: none"> <li>1. Two Custom Primary ID Signs</li> <li>2. One Primary Facility ID (Freestanding) Sign</li> </ol> <p>Total - \$100,000</p>	<p>2021 – Phase IV</p> <ol style="list-style-type: none"> <li>1. Two Custom Facility ID Sign</li> <li>2. One Secondary Facility ID Signs</li> <li>3. Three Community Bulletin Boards</li> </ol> <p>Total - \$100,000</p>	<p>2022 – Phase V</p> <ol style="list-style-type: none"> <li>1. Six Community Bulletin Boards</li> </ol> <p>Total - \$100,000</p>

# Corporate Plan

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**TABLE 4**

<b>Initiative</b>	<b>Transportation Master Plan Update</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2020
<b>Cost</b>	\$150,000
<b>Funding Source</b>	Offsite Roads

**Executive Summary**

The Transportation Master Plan is essential for infrastructure networking and sustainable development. This initiative is an update to the Town’s current Transportation Master Plan (2011). It will include a necessary study of the Town’s Transportation Network. Updates to the master plan will provide:

- A solution to our future transportation needs
- Information for infrastructure improvements
- Cost estimates to undertake the Ten Year Capital Plan

Regular updates to the Transportation Master Plan support the maintenance of the off-site levy bylaw.

# Corporate Plan

## 2. We Commit To:

Enhance facilities and amenities to meet the needs of our residents and stakeholders.

### Key Actions:

- Build a regional recreation facility in Stony Plain that supports the recommendation of the 2017 Indoor Recreation Study (Table 5) (Table 7)
- Recommend options for optimizing existing Community Centre use and accessibility
- Provide public transit service through the implementation of the Regional Transit Plan (Table 6)
- Examining the feasibility of a cultural centre in Stony Plain
- Create an infrastructure and land assembly plan supporting the construction of a Town Square in the downtown core (Table 8)

<b>TABLE 5</b>	
<b>Initiative</b>	<b>Community Recreation Centre Detailed Design &amp; Tender – Phase 1</b>
<b>Category</b>	Corporate Capital
<b>Business Unit</b>	Community & Protective Services
<b>Schedule</b>	2020
<b>Cost</b>	\$1,500,000
<b>Funding Source</b>	Developer Recreation Contribution and Reserves
<p><b>Executive Summary</b></p> <p>In 2019 a community engagement process was undertaken to understand the recommendations of the 2017 Indoor Recreation Strategy for the Tri-Municipal Region. This initiative will complete the detail design of the first phase of a recreation facility. The detail design work will be completed by an Architect firm with direction from Administration and include; facility design detail, site servicing, and site development. The timing of this project is projected to be:</p> <p>Q1 Procurement of Architect            Q2-Q4 Detail design &amp; Tender Document preparation</p> <p>Detail design and tender document are calculated at 5% of the projected cost of construction. The cost of this initiative is based on a total projected construction cost of \$30,000,000.</p>	

# Corporate Plan

<b>TABLE 6</b>		
<b>Initiative</b>	<b>Tri-Municipal Transit Implementation</b>	
<b>Category</b>	Corporate Capital & Service Change	
<b>Business Unit</b>	Planning & Infrastructure	
<b>Schedule</b>	2020-2022	
<b>Cost</b>	\$2,011,250	
<b>Funding Source</b>	Tax Base and Grants	
<b>Executive Summary</b>		
<p>The Town will implement the Tri-Municipal Regional Transit Plan in partnership with the City of Spruce Grove and Parkland County. This initiative will provide the infrastructure and capital investment to establish the local connector route and linkage to the commuter service between Spruce Grove and Edmonton. The establishment of the public transportation service in late 2020 will require the following investment:</p>		
2020 (September-December) Connect to Spruce Grove Commuter Service Establish Local Service Capital (buses, stops, etc) Estimated Revenue  Total - \$948,000	2021  Commuter Service Local Service Estimated Revenue  Total - \$514,250	2022  Commuter Service Local Service Estimated Revenue  Total - \$549,000

<b>TABLE 7</b>		
<b>Initiative</b>	<b>Community Recreation Centre Construction – Phase 1</b>	
<b>Category</b>	Corporate Capital	
<b>Business Unit</b>	Community and Protective Services	
<b>Schedule</b>	2021-2023	
<b>Cost</b>	\$30,000,000	
<b>Funding Source</b>	Debt Financing and to be determined	
<b>Executive Summary</b>		
<p>Architectural detail design work for Phase 1 of a recreation facility will be completed in 2020. This initiative will fund the construction of the facility designed in 2020. It is estimated that construction will take 18 months to complete. The facility will be available for public use in its entirety by Q3 of 2023. Administration will be working to secure available grant, sponsorship and partnership funding from Q1 2020 to Q4 2023.</p>		
2021  Q1 Tender Issued Q2 Tender Awarded Q3 Construction Begins Q1-Q4 Fundraising	2022  Q1-Q4 Construction Continues Q1-Q4 Fundraising	2023  Q1-Q3 Construction Continues Q3 Building Opens Q4 Grand Opening Event Q1-Q4 Fundraising

# Corporate Plan

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<b>Table 8</b>	
<b>Initiative</b>	<b>Town Square Design and Land Assembly</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2022
<b>Cost</b>	\$80,000
<b>Funding Source</b>	Tax Levy Stabilization Reserve
<b>Executive Summary</b> A concept plan will be prepared that clarifies the design, land assembly requirements, future municipal office space needs, and community needs for programmable spaces in the vicinity of downtown and the Town Hall. The plan implements parts of the Old Town Community Plan by enabling new civic uses in, and adjacent to, areas of transition identified in the Municipal Development Plan.	

# Corporate Plan

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### 3. We Commit To:

Successfully manage the impacts of growth, considering future fiscal, social and environmental implications.

#### Key Actions:

- Design and construct a municipal cemetery (Table 9)
- Develop a land management policy to provide a framework for land transaction decision-making
- Review and renew the Off-site Levy Bylaw, while considering new authorities granted within the Municipal Government Act (Table 10)

<b>Table 9</b>	
<b>Initiative</b>	<b>Cemetery</b>
<b>Category</b>	Service Change
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2021
<b>Cost</b>	\$100,000
<b>Funding Source</b>	Tax Base
<p><b>Executive Summary</b></p> <p>In 2016, a Cemetery Master Plan was completed and subsequently adopted by Council in 2017. The Plan included the type of cemetery (e.g. traditional, crematorium, green burial, and memorial garden), service delivery expectations, costs, land requirements, pricing bylaw and operational considerations. In 2017, a suitable site located west of Stony Plain near the landfill adjacent to Rosenthal Road was identified. With site preparation and approvals confirmed in 2018, a detailed design was completed in 2019. The cemetery will be constructed and brought into operation in 2020. In order to accommodate this new service implementation in 2021, it is anticipated that additional resources are required to support the operation and maintenance.</p>	

<b>Table 10</b>	
<b>Initiative</b>	<b>Off-site Levy Bylaw</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Planning & Infrastructure
<b>Schedule</b>	2021
<b>Cost</b>	\$65,000
<b>Funding Source</b>	Tax Levy Stabilization Reserve
<p><b>Executive Summary</b></p> <p>The Off-site Levy Bylaw requires a thorough update. This will include consultation with the development industry and the community. We will consider expanding the levies to include storm sewer drainage. A consultant will engage internal and external stakeholders in the bylaw and policy review processes. The initiative will also develop policies and procedures to administer off-site levies and development agreements consistent with the requirements established in the Municipal Government Act. Finally, the bylaw will consider options for the new authorities granted under the Municipal Government Act.</p>	

# Corporate Plan

## **COMMUNITY DEVELOPMENT**

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

Develop cultural aspects of our community.

### **Key Actions:**

- Increase awareness of, and participation in, local art and cultural opportunities
- Renew and implement the Cultural Master Plan (Table 11)
- Create a Public Art Strategy, guiding the placement and design of public art with purpose and engagement

<b>Table 11</b>	
<b>Initiative</b>	<b>Cultural Master Plan Renewal</b>
<b>Category</b>	Corporate
<b>Business Unit</b>	Office of the Chief Administrative Officer
<b>Schedule</b>	2020
<b>Cost</b>	\$20,000
<b>Funding Source</b>	Within current operating budget
<b>Executive Summary</b> In 2012, Council approved the implementation of the Cultural Master Plan. This document provided a strong foundation and strategy for cultural development in the municipality over a ten-year timeframe. Since 2012, the plan has been diligently implemented by Administration, Council, community stakeholders, and with guidance from the Cultural Roundtable. We anticipate that renewing the plan will take close to a full year. The 2020 update allows for further opportunity to strengthen and build on the goals and outcomes of this key element of Town services, with no lapse in guiding documentation.	

# Corporate Plan

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## 2. We Commit To:

Enhance the safety and protection of our community.

### Key Actions:

- Prepare annual emergency management updates, report to the community and efforts to enhance organization and community disaster resiliency
- Work with CN Rail to ensure existing rail lines are safe for all residents, including advocacy for construction of a second pedestrian crossing and vehicle overpass
- Renew partnership arrangements and infrastructure improvements to provide enhanced safe pedestrian corridors particularly focussed around schools

## 3. We Commit To:

Pursue partnerships with stakeholders and institutions to unite and expand opportunities for our community.

### Key Actions:

- Strengthen collaboration with Family and Community Support Services to deliver and create awareness of effective and reliable programs and services within the community
- Adopt a renewed housing strategy that reflects the current environment and community needs
- Collaborate regionally with local school boards to determine the location of future schools and enhance community use of school sites
- Implement the recommendations of the Mayor's Task Force on Community and Citizen Development

# Corporate Plan

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## **ENVIRONMENTAL RESPONSIBILITY**

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

Protect and manage our environmental impact.

#### **Key Actions:**

- Align current development and building standards with the municipality's environmental initiatives
- Explore initiatives and programs that reduce environmental impact and benefit to residents
- Pursue opportunities for regional waste and recycling facilities and programs
- Progress our environmental initiatives through educational programming and promotion

# Corporate Plan

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## DEPARTMENT BUSINESS PLANS

### Overview

Department Business Plans reflect the activities of departments within the Town. These activities help to fulfill the Town's Strategic Plan and move the Town forward with effective operational services. The operational services are guided by service delivery expectations within the Town and include departmental operating and capital initiatives as well as service changes for 2020, 2021 and 2022.

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

Each Department Business Plan includes the following components: identity statement; organizational chart; full-time equivalent (FTE) staffing summary; service changes; departmental initiatives; and an operational summary.

### Identity Statement

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

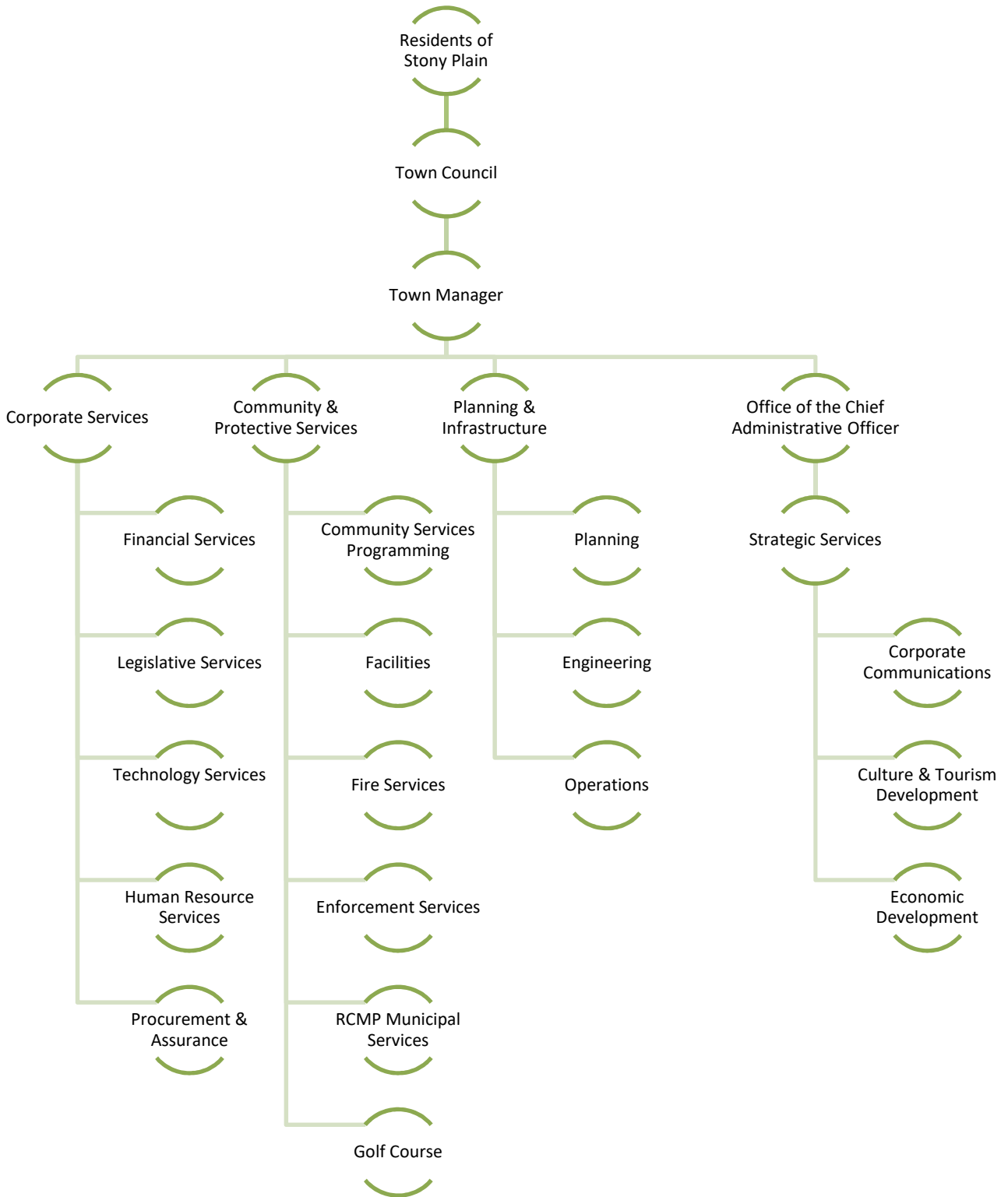
### Organizational Chart

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

Positions for 2020-2022 are reflected in the organizational charts in shaded boxes and include the position name, along with the year that they will be added.

# Corporate Plan

The following is the organizational structure of the Town:



# Corporate Plan

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## Staffing Summary

The staffing size for each department is expressed as Full-Time Equivalents (FTE). The staffing summaries for each department include proposed FTEs for 2020-2022. The following schedule shows Proposed FTEs for the 2020-2022 Fiscal Plan years.

TABLE 12

<b>Department/Position</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Office of the CAO	0	0	0
Corporate Services	0.1	0	0
Community & Protective Services	0	1.5	2.0
Planning & Infrastructure	1.0	0	0
<b>Proposed Annual Increase in FTEs</b>	<b>1.1</b>	<b>1.5</b>	<b>2.0</b>

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

# Corporate Plan

The following table is a summary of the total FTEs, including positions for 2019 – 2022.

TABLE 13	2019	Proposed 2020	Proposed 2021	Proposed 2022
<b>Office of the CAO</b>				
Town Manager's Office	2.0	2.0	2.0	2.0
General Manager's Office	1.0	1.0	1.0	1.0
Economic Development	2.0	2.0	2.0	2.0
Cultural & Tourism Development	1.0	1.0	1.0	1.0
Corporate Communications	2.0	2.0	2.0	2.0
	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>
<b>Corporate Services</b>				
General Manager's Office	1.0	1.0	1.0	1.0
Financial Services	11.3	11.4	11.4	11.4
Legislative Services	3.6	3.6	3.6	3.6
Technology Services	4.0	4.0	4.0	4.0
Human Resource Services	3.0	3.0	3.0	3.0
Procurement & Assurance Services	1.0	1.0	1.0	1.0
	<b>23.9</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>Community &amp; Protective Services</b>				
General Manager's Office	1.0	1.0	1.0	1.0
Community Services Programming	4.0	4.0	4.0	4.0
Facilities	14.0	14.0	14.0	15.0
Fire Services	7.0	7.0	7.0	7.0
Enforcement Services	6.0	6.0	6.0	6.0
RCMP Municipal Services	19.5	19.5	21	22
Golf Course	5.0	5.0	5.0	5.0
	<b>56.5</b>	<b>56.5</b>	<b>58</b>	<b>60</b>
<b>Planning &amp; Infrastructure</b>				
General Manager's Office	1.0	1.0	1.0	1.0
Planning	8.0	8.0	8.0	9.0
Engineering	4.0	4.0	4.0	4.0
Operations	25.4	26.4	26.4	26.4
	<b>38.4</b>	<b>39.4</b>	<b>39.4</b>	<b>39.4</b>
<b>Total Full-Time Equivalents</b>	<b>126.8</b>	<b>127.9</b>	<b>129.4</b>	<b>131.4</b>

# Corporate Plan

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## **Departmental Initiatives and Service Changes**

Department business plans include summaries of the departmental operating and capital initiatives, service changes, and staffing changes for 2020 and those planned for 2021 and 2022.

## **Fiscal Plan**

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

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



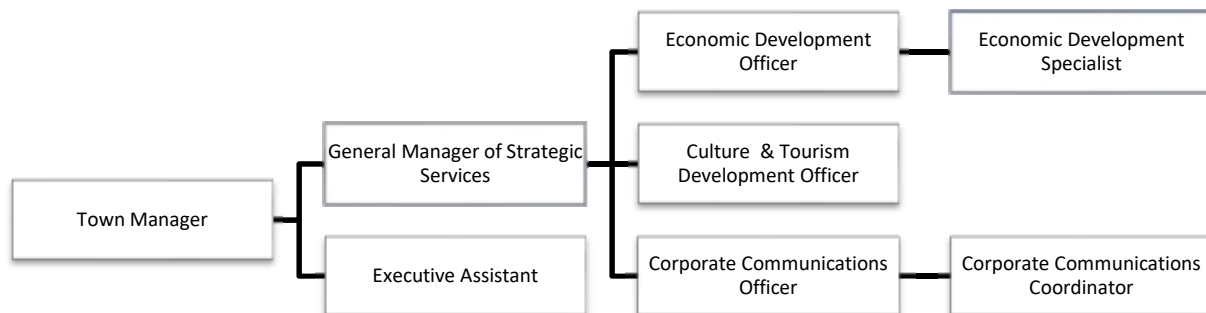
# Department Business Plans

## Office of the CAO Operational Summary 2019-2022

Office of the CAO	2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget
<b>Revenues</b>				
Sales & User Charges	600	600	600	600
<b>Total Revenue</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Expenses</b>				
Office of the CAO	469,569	465,155	465,155	465,155
Strategic Services	707,186	716,947	716,947	716,947
Corporate Communicatins	114,400	105,750	95,750	95,750
Economic Development	191,300	188,250	168,250	168,250
Cultural Services	704,730	342,437	325,587	385,587
<b>Total Expenses</b>	<b>2,187,185</b>	<b>1,818,539</b>	<b>1,771,689</b>	<b>1,831,689</b>
<b>Net Surplus/(Deficit)</b>	<b>(2,186,585)</b>	<b>(1,817,939)</b>	<b>(1,771,089)</b>	<b>(1,831,089)</b>

Council	2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget
<b>Total Revenues</b>			19,250	
<b>Total Expenses</b>	539,874	539,874	569,258	569,258
<b>Net Surplus/(Deficit)</b>	<b>(539,874)</b>	<b>(539,874)</b>	<b>(550,008)</b>	<b>(569,258)</b>

### Organizational Chart



# Department Business Plans

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## Full-Time Equivalent Staffing Summary

TABLE 14	2019	Proposed 2020	Proposed 2021	Proposed 2022
Town Manager's Office	2.0	2.0	2.0	2.0
General Manager's Office	1.0	1.0	1.0	1.0
Economic Development	2.0	2.0	2.0	2.0
Culture & Tourism Development	1.0	1.0	1.0	1.0
Corporate Communications	2.0	2.0	2.0	2.0
	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

## Department Initiatives and Service Changes

No changes have been submitted for approval.

# Department Business Plans

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## Corporate Services

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

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

### Identity Statement

Corporate Services exists to provide excellence in internal and external customer service. The department provides foundational support to the organization in delivering the strategic priorities. Municipal best practices and support are delivered with a focus on legislative compliance, integrity, risk mitigation and financial responsibility. Excellent service is made possible through collaboration, innovation and future capacity building.

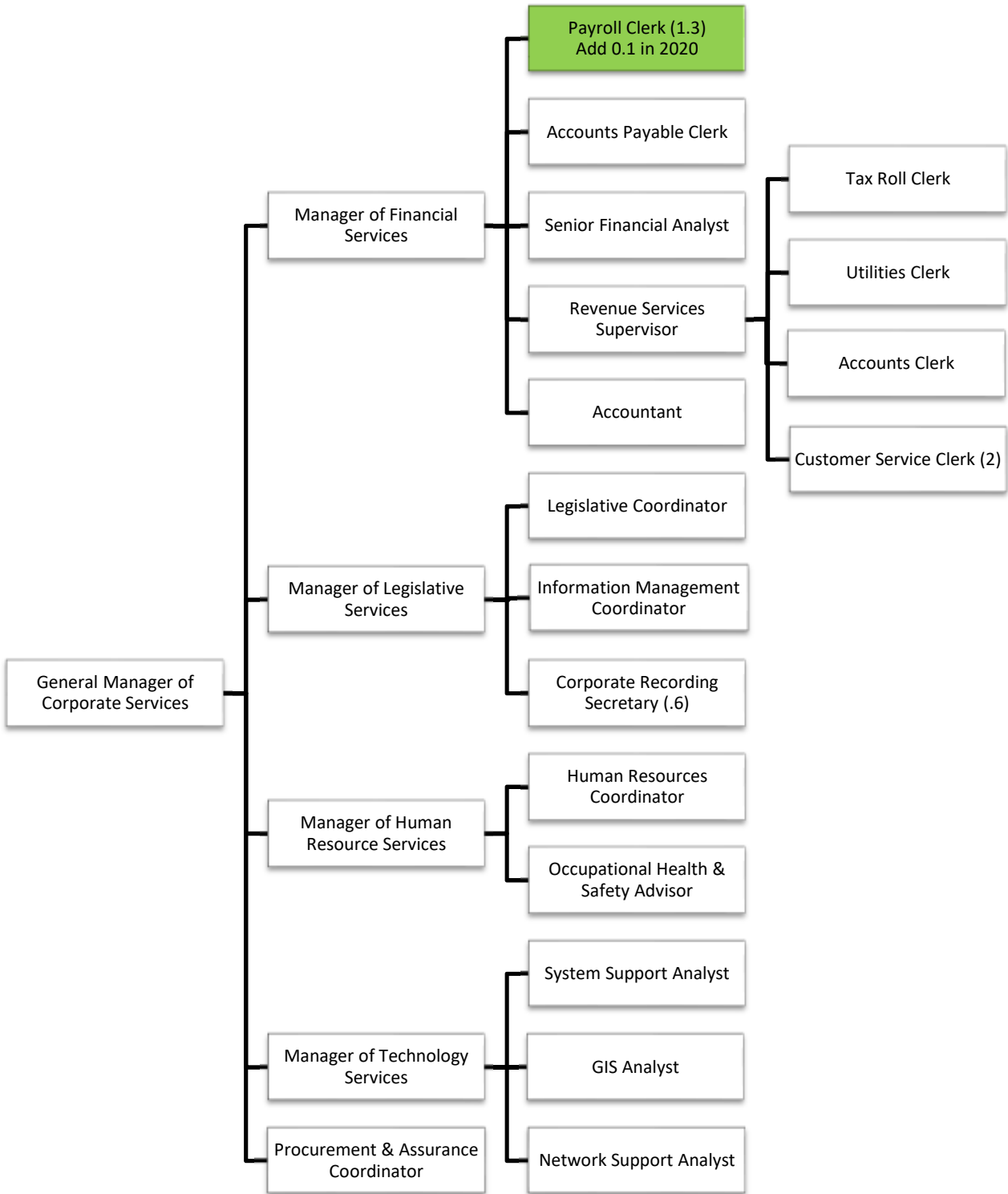
## Department Business Plans

### Corporate Services Operational Summary 2019-2022

Corporate Services	2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget
<b>Revenues</b>				
Taxes available for Municipal use	17,273,453	18,243,422	18,849,809	19,531,139
Sales & User Charges	30,900	40,900	40,900	40,900
Franchise Fees	3,151,283	3,250,697	3,281,954	3,301,954
Interest	171,500	246,000	246,000	246,000
Lease Revenue	126,800	127,500	127,500	127,500
Tax Penalties and other penalties	176,000	207,000	207,000	207,000
Licenses	130,000	140,000	140,000	140,000
Government Transfers	165,972	123,881	-	-
Other Revenue	43,000	18,000	18,000	18,000
<b>Total Revenues</b>	<b>21,268,908</b>	<b>22,397,400</b>	<b>22,911,163</b>	<b>23,612,493</b>
<b>Expenses</b>				
General Government	1,172,640	1,051,438	1,451,218	1,531,649
Corporate Services Admin	348,021	331,781	331,781	331,781
Financial Services	1,373,035	1,310,768	1,312,268	1,313,768
Legislative Services	567,292	450,454	482,754	452,454
Human Resource Services	445,677	457,361	439,743	474,443
Technology Services	812,814	938,199	996,149	1,005,649
<b>Total Expenses</b>	<b>4,719,479</b>	<b>4,540,001</b>	<b>5,013,913</b>	<b>5,109,744</b>
<b>Net Surplus/(Deficit)</b>	<b>16,549,429</b>	<b>17,857,399</b>	<b>17,897,250</b>	<b>18,502,749</b>

# Department Business Plans

## Organizational Chart



# Department Business Plans

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## Full-Time Equivalent Staffing Summary

TABLE 15	Approved 2019	Proposed 2020	Proposed 2021	Proposed 2022
General Manager's Office	1.0	1.0	1.0	1.0
Financial Services	11.3	11.4	11.4	11.4
Legislative Services	3.6	3.6	3.6	3.6
Technology Services	4.0	4.0	4.0	4.0
Human Resource Services	3.0	3.0	3.0	3.0
Procurement & Assurance Services	1.0	1.0	1.0	1.0
	<b>23.9</b>	<b>24</b>	<b>24</b>	<b>24</b>

## Department Initiatives and Service Changes

No changes have been submitted for approval.

## Community & Protective Services

Community & Protective Services includes the following operational areas:

- Programs and Events
  - Special Events
  - Shikaoi Exchange
  - Adult Programs
  - Children's Summer Programs
  - Accessible Transportation
- Facilities
  - Special event and project support
  - Heritage Park
  - Sportfields
  - Glenn Hall Centennial Arena
  - Parks and Open Space Planning
  - Outdoor Pool/Spray Park
  - Playgrounds
- Fire Services
  - Emergency Preparedness Planning
  - Structural and Rural Fire Support
  - Motor Vehicle Collisions
  - Fire Prevention
- Municipal Enforcement
  - Municipal Bylaws
  - Provincial Statutes
  - Community Safety
- RCMP
  - Administrative Support
- Golf Course

### Identity Statement

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

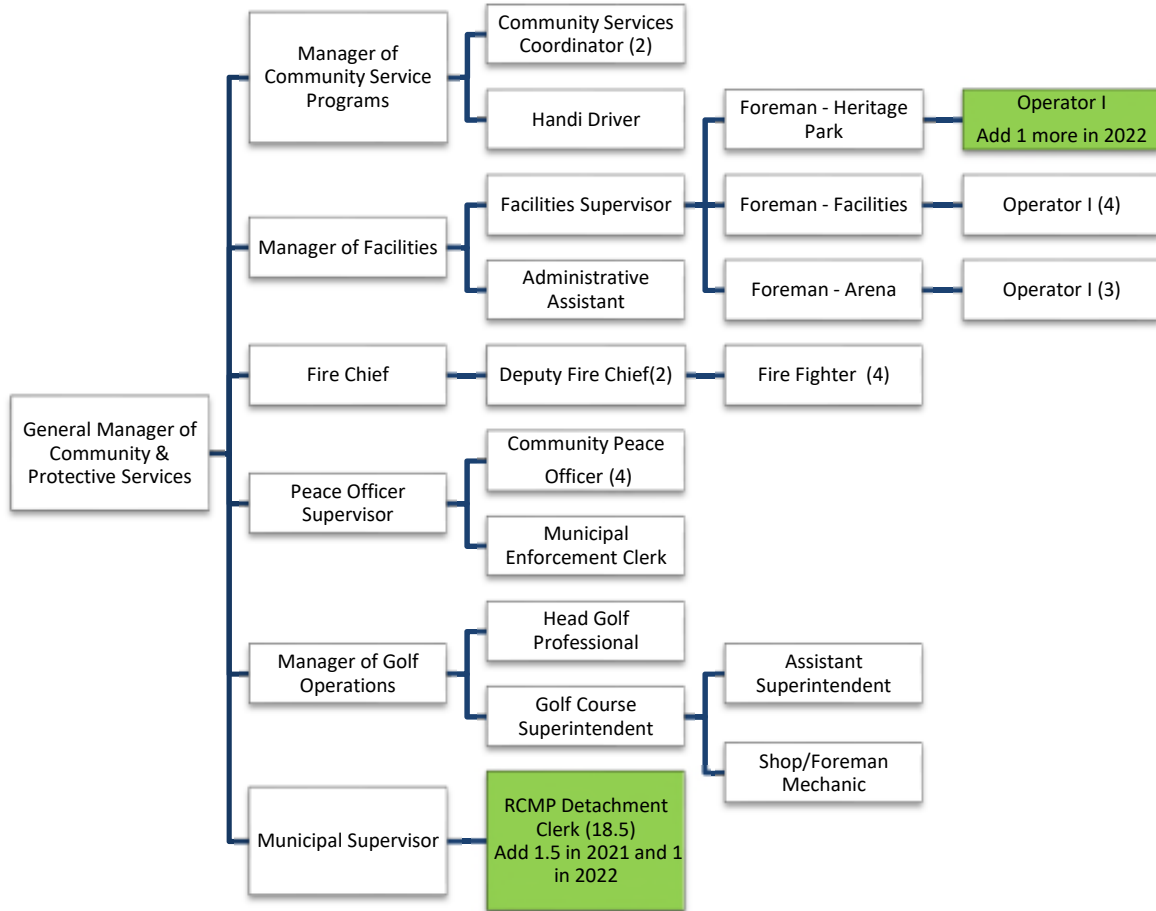
## Department Business Plans

### Community & Protective Services Operational Summary 2019-2022

Community & Protective Services	2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget
<b>Revenues</b>				
Sales & User Charges	2,029,849	2,029,778	2,092,567	2,090,368
Government transfers for operating	1,183,478	1,192,181	1,205,956	1,243,465
Fines	971,500	881,500	881,500	881,500
Developer Levies	50,000			
Licences & Permits	18,000	18,000	18,000	18,000
Investment Income	10,500	10,500	10,500	10,500
Rentals	570,200	650,124	670,124	675,124
Donations	14,250	14,250	14,250	14,250
Other	113,150	129,150	129,150	129,150
<b>Total Revenue</b>	<b>4,960,927</b>	<b>4,925,483</b>	<b>5,022,047</b>	<b>5,062,357</b>
<b>Expenses</b>				
Protective Services	7,064,372	7,076,478	7,010,209	7,015,680
Community Services	426,854	269,216	269,221	269,221
Tri-Leisure Programs	777,654	765,849	782,231	783,019
Facilities	645,535	676,230	646,317	646,407
Golf Course	4,116,268	4,136,578	4,265,162	4,481,829
	1,903,170	1,903,170	1,903,170	1,903,170
<b>Total Expenses</b>	<b>14,933,853</b>	<b>14,827,521</b>	<b>14,876,310</b>	<b>15,099,326</b>
<b>Surplus (Deficit)</b>	<b>(9,972,926)</b>	<b>(9,902,038)</b>	<b>(9,854,263)</b>	<b>(10,036,969)</b>

# Department Business Plans

## Organizational Chart



# Department Business Plans

## Full-Time Equivalent Staffing Summary

TABLE 16	Approved 2019	Proposed 2020	Proposed 2021	Proposed 2022
General Manager's Office	1.0	1.0	1.0	1.0
Community Services Programming	4.0	4.0	4.0	4.0
Facilities	14.0	14.0	14.0	15.0
Fire Services	7.0	7.0	7.0	7.0
Enforcement Services	6.0	6.0	6.0	6.0
RCMP Municipal Services	19.5	19.5	21*	22*
Golf Course	5.0	5.0	5.0	5.0
	<b>56.5</b>	<b>56.5</b>	<b>58</b>	<b>60</b>

*\*The Town of Stony Plain and City of Spruce Grove have an agreed upon a service level of 1 Municipal Clerk to 2.5 RCMP members. As either municipality adds RCMP members, Municipal Clerks must be added to maintain this ratio.*

## Department Initiatives and Service Changes

<b>TABLE 17</b>	
<b>Initiative</b>	<b>Alberta First Responders Radio Communication System</b>
<b>Category</b>	Departmental - Capital
<b>Schedule</b>	2020
<b>Cost</b>	\$384,500
<b>Funding Source</b>	Fire Equipment and Policing and Public Safety Reserves
<b>Executive Summary</b>	
<p>The Province of Alberta recognizes the need for first responders to communicate directly with each other during emergency operations. The Alberta First Responders Radio Communication System (AFRRCS) has been developed to meet that need. The AFRRCS system will provide a modern, reliable and safe communications platform for Stony Plain's Protective Services Department and give the ability to continue to communicate with our Regional partners in day to day operations and in Emergency Management situations anywhere in the Province. This initiative will transition the Town's Fire and Enforcement Services Departments to the provincial wide AFRRCS system. The AFRRCS system is operated and maintained by the Province, end users are responsible for the purchase of the equipment required to connect to the system.</p>	

<b>TABLE 18</b>	
<b>Initiative</b>	<b>Heritage Park – Operator I</b>
<b>Category</b>	Service Change - Staffing
<b>Schedule</b>	2022
<b>Cost</b>	\$101,924
<b>Funding Source</b>	Tax Base
<b>Executive Summary</b>	
<p>In addition to facility and ground maintenance, Heritage Park Facility Operators provide event support to both Town and the growing external events hosted at Heritage Park. With the site operating seven days a week and well into the evening hours, the current two (2) operators cannot cover operating hours and events to provide a consistent level of service and expertise. Casual event support staff provides basic support to events, however have limited capacity to address crisis maintenance or the knowledge of the day to day operations. The addition of one (1) Facility Operator will allow the staff to rotate coverage for events, whereby providing a consistent level of service to events, on site expertise for crisis and preventative maintenance, and guidance/supervision of casual event support staff.</p>	

# Department Business Plans

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## Planning & Infrastructure

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

- Planning & Development
- Engineering
- Operations (Roads, Parks, Horticulture, Fleet and Utilities)

### Identity Statement

We are:

- Forward thinking
- Innovative
- Collaborative
- Professional
- Committed and focused

### Purpose Statement

We:

- Provide effective and efficient customer service
- Plan, build and maintain infrastructure
- Guide and foster community development

To meet the needs of our community.

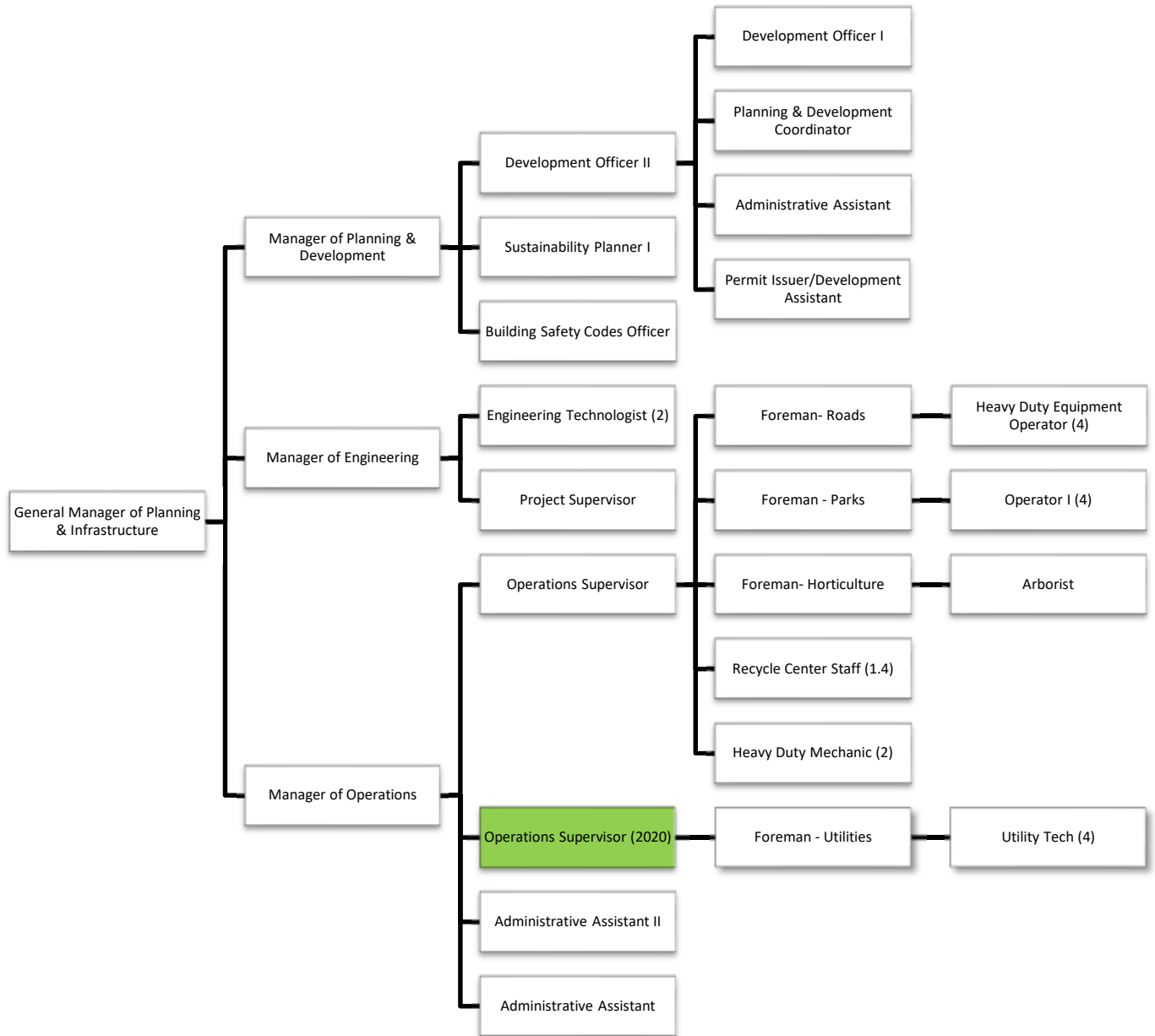
## Department Business Plans

### Planning & Infrastructure Operational Summary 2019-2022

Planning & Infrastructure	2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget
<b>Revenues</b>				
Frontages (local improvements)	4,955	4,955	4,955	0
Sales & User Charges	10,558,832	11,768,789	12,639,364	13,398,295
Government transfers for operating	173,068	153,400	337,400	85,400
Licences & Permits	336,000	343,800	344,000	344,000
Developer Levies		150,000		
Investment Income	66,400	66,400	66,400	66,400
Rentals	2,000	2,000	2,000	2,000
Other	322,335	331,540	337,860	346,000
Penalties	48,000	51,000	51,000	51,000
<b>Total Revenues</b>	<b>11,511,590</b>	<b>12,871,884</b>	<b>13,782,979</b>	<b>14,293,095</b>
<b>Expenses</b>				
Transportation	4,742,092	5,453,110	5,812,191	5,840,579
Environmental Services	9,951,547	10,607,808	11,079,755	11,526,005
Parks	2,158,167	2,063,162	2,227,412	2,229,526
Planning & Development	1,989,553	1,579,252	1,464,780	1,417,531
Engineering	561,983	842,741	727,741	802,741
<b>Total Expenses</b>	<b>19,403,342</b>	<b>20,546,073</b>	<b>21,311,879</b>	<b>21,816,382</b>
<b>Surplus (Deficit)</b>	<b>(7,891,752)</b>	<b>(7,674,189)</b>	<b>(7,528,900)</b>	<b>(7,523,287)</b>

# Department Business Plans

## Organizational Chart



## Department Business Plans

### Full-Time Equivalent Staffing Summary

TABLE 19	Approved 2019	Proposed 2020	Proposed 2021	Proposed 2022
General Manager	1.0	1.0	1.0	1.0
Planning & Development	8.0	8.0	8.0	8.0
Engineering	4.0	4.0	4.0	4.0
Operations	25.4	26.4	26.4	26.4
	<b>38.4</b>	<b>39.4</b>	<b>39.4</b>	<b>39.4</b>

### Department Initiatives and Service Changes

TABLE 20	
<b>Initiative</b>	<b>Sanitary Inflow &amp; Infiltration Study</b>
<b>Category</b>	Departmental
<b>Schedule</b>	2020
<b>Cost</b>	\$160,000
<b>Funding Source</b>	Capital Sanitary Reserve
<p><b>Executive Summary</b> Sanitary inflow and infiltration is rainwater and groundwater that enters the sanitary system through improper connections and defects. This unwanted water uses up the capacity of the sewer pipe and can cause sewage to back up into homes. The Alberta Capital Region Wastewater Commission requires the Town of Stony Plain to complete a study every 10 years. The purpose of this study is to review sanitary flows on days where there is significant rainfall to understand areas of the town that may have issues and develop a plan to lower the amount of storm water in the sanitary mains.</p>	

TABLE 21		
<b>Initiative</b>	<b>Asset Management Implementation</b>	
<b>Category</b>	Departmental	
<b>Schedule</b>	2020-2022	
<b>Cost</b>	\$325,000	
<b>Funding Source</b>	Tax Levy Stabilization Reserve	
<p><b>Executive Summary</b> Asset Management provides an integrated process, bringing together skills, expertise, and activities of people; with Information about the Town's physical assets; and finances; so that informed decisions can be made, supporting sustainable service delivery. This initiative proposes an implementation of the program over 5 years.</p>		
2020 Condition Assessment Roads Assess Data Review Best Practices  Total - \$30,000	2021 Condition Assessment Roads, Water, and Facilities Address information and data gaps  Total - \$110,000	2022 Condition Assessment Roads, Water, Facilities, and Sanitary Build organization capacity  Total - \$185,000

## Department Business Plans

<b>TABLE 22</b>	
<b>Initiative</b>	<b>Water Meter Service Level Change</b>
<b>Category</b>	Service Change
<b>Schedule</b>	2021-2022
<b>Cost</b>	\$245,000
<b>Funding Source</b>	Water Rates
<p><b>Executive Summary</b></p> <p>This initiative proposes to update technology to achieve improved service to utility customers by providing online access to water consumption and billing information. The technology would also notify customers and administration when abnormal conditions occur (i.e.; leaks or high consumption). This type of technology would help encourage water conservation measures and contribute towards a goal of lowering water consumption per capita. In 2021 the project would deliver a concept plan, design and pre-qualified list of vendors that would meet the expected outcomes of the project. The water meter reading technology would then be installed over 5 years with implementation complete in 2026.</p> <p>2021 - \$20,000 Concept Plan, Design and Vendor Pre-Qualification                  2022 - \$225,000 Water Meter Installation                  Total cost \$2,220,000 (6 year project)</p>	

<b>TABLE 23</b>	
<b>Initiative</b>	<b>Operations Supervisor</b>
<b>Category</b>	Service Change – Staffing
<b>Schedule</b>	2020
<b>Cost</b>	\$116,280
<b>Funding Source</b>	Water and Sanitary Rates
<p><b>Executive Summary</b></p> <p>An additional position is required to address a need for service capacity in the Operations area. This additional supervisory position would be responsible for and provide focused service delivery for utilities (water and wastewater), drainage, solid waste and recycling. The position is required to manage and transact the key initiatives as well as support staff to ensure service levels are maintained.</p>	

## Department Business Plans

<b>TABLE 24</b>	
<b>Initiative</b>	<b>Old Town North Storm Water Management</b>
<b>Category</b>	Capital
<b>Schedule</b>	2019-2021
<b>Cost</b>	\$550,000
<b>Funding Source</b>	Developer Offsite Levies
<p><b>Executive Summary</b></p> <p>In 2017, Council approved the Infill Policy. This policy encourages property owners to revitalize established commercial, industrial and multi-unit residential areas by using financial incentives and non-financial support. The Town received a lot of interest in developing the lands bounded by 48<sup>th</sup> Street on the west, 50<sup>th</sup> Street on the east, 47<sup>th</sup> Ave on the north and 49<sup>th</sup> Ave on the south. Previously this site was only partially developed with residential, commercial and light industrial land use. A condominium was built a decade ago without adequate storm water management facilities. This initiative will provide a storm water solution for those properties.</p> <p>In 2019, the design of the storm water management system was completed and negotiations for land acquisitions and easements with land owners are underway. A future cost recovery mechanism will be identified for those properties that will benefit from the system and have yet to develop. Construction of the system will take place in 2020. The estimated additional cost to complete the construction is \$550,000.</p>	

<b>TABLE 25</b>	
<b>Initiative</b>	<b>Snow Storage Site Concept Plan</b>
<b>Category</b>	Capital
<b>Schedule</b>	2020
<b>Cost</b>	\$35,000
<b>Funding Source</b>	Utility Rate Stabilization Reserve
<p><b>Executive Summary</b></p> <p>The primary purpose of a snow storage and disposal site is to manage snow that would otherwise be a hazard to the public or impair winter maintenance operations. The Town needs to update its storage site to meet Alberta Environment guidelines. This proposed initiative will deliver a conceptual design and cost estimates for industry best practices for disposing of municipal snow.</p>	

<b>TABLE 26</b>	
<b>Initiative</b>	<b>Large Item Waste Disposal</b>
<b>Category</b>	Service Change
<b>Schedule</b>	2020
<b>Cost</b>	-\$45,000
<b>Funding Source</b>	Operating Reduction
<p><b>Executive Summary</b></p> <p>The Town's current service level for Large Item Waste Disposal is to pickup items in front of residences after the spring Treasure Hunt event is completed. This service requires a full week to complete involving 24 staff. The current service has many challenges including costs, inefficiencies, length of time to complete, safety concerns of logistically handling these items on Town streets, unsightliness of the community until it is completed, weather, and inclusion of prohibited/dangerous items for pickup. Administration is proposing a change in service level to include a drop off event and/or take it or leave it event. These events would be more easily managed and controlled at the public works yard and executed at much lower cost with lower concerns for safety. Administration will provide further information and receive direction from Council regarding this proposed change in Q1 2020.</p>	

# Department Business Plans

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<b>TABLE 27</b>	
<b>Initiative</b>	<b>Central Trunk Sanitary Sewer Design &amp; Construction</b>
<b>Category</b>	Capital
<b>Schedule</b>	2020 – 2021
<b>Cost</b>	\$3,213,000
<b>Funding Source</b>	Developer Offsite Levies & Debt Financing
<p><b>Executive Summary</b></p> <p>The 2019 Utility Master Plan identified that the central trunk sanitary sewer is over capacity during major rainfall events and recommended its replacement as a prioritized capital replacement project. This project is identified as capital replacement priority initiative and has been proposed for design in 2020, with tender and construction in 2021.</p> <p>2020 - \$320,000 Design                  2021 - \$2,893,000 Construction                  Total Cost \$3,213,000</p>	

<b>TABLE 28</b>	
<b>Initiative</b>	<b>Water &amp; Sanitary Master Plan Implementation</b>
<b>Category</b>	Capital
<b>Schedule</b>	2021-2022
<b>Cost</b>	\$390,000
<b>Funding Source</b>	Capital Water Reserve
<p><b>Executive Summary</b></p> <p>The Water and Sanitary Master Plan was completed in 2019. The proposed implementation of the plan will address water hydrants coverage improvements, Meridian Heights pump house upgrades and water main sizing upgrades.</p> <p>2021 - \$120,000 Concept Plan and Hydrant Installation                  2022 - \$270,000 Hydrant Installation and Upgrades                  Total Cost \$390,000</p>	

<b>TABLE 29</b>	
<b>Initiative</b>	<b>Public Works Facility Design &amp; Construction</b>
<b>Category</b>	Capital
<b>Schedule</b>	2021 & 2022
<b>Cost</b>	\$10,080,000
<b>Funding Source</b>	Unfunded
<p><b>Executive Summary</b></p> <p>Design and construction will be implemented to complete the Public Works facility upgrades. The current price for construction will remain an estimate until detailed design is complete.</p>	

# Fiscal Plan

## FINANCIAL DISCUSSION AND ANALYSIS

### Overview

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

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

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

### Tax Impact

The tax increase proposed for the 2020 Corporate Plan is 4.26% broken down as follows:

- RCMP building debenture repayment of \$542,647 (3.19%) in 2020; a \$180,833 transfer from the Policing and Public Safety Reserve to cover the remaining 2020 debenture payment with the remaining repayment to be funded by the tax base in 2021.
- \$78,400 (0.46%) for operations of the new RCMP building, net of lease revenue from the RCMP.
- \$38,935 (0.23%) to repay the Legacy Reserve for internal borrowing for the purchase of land.
- \$119,000 (0.70%) as approved by Council for the purchase of Stony Central school land.
- Establishment of a Tri-Municipal transit sub-regional system (1.22%) (Table 6).
- Overall decreases to operations and increases in revenue projections including removal of storm costs totalling a net impact of a 1.54% reduction to the tax increase.

RCMP building debenture	\$542,647	3.19%
RCMP building maintenance	\$78,400	0.46%
Stony Central school land	\$119,000	0.70%
Legacy fund repayment for land purchase	\$38,936	0.23%
Transit, net of grants	\$208,000	1.22%
Operating budget net reduction	(\$260,981)	(1.54%)
<b>Recommended budget</b>		<b>4.26%</b>

# Fiscal Plan

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The tax increase proposed for 2021 is 3.94% broken down as follows:

- 1.06% to bring in the remainder of the debt repayment for the RCMP building.
- 0.58% Stony Central school land repayment
- 0.59% for the proposed initiatives including a Contract for Cemetery operations (Table 9),
- 0.45% or \$77,250 for full year of Transit Operations (this amount is net of a FCM operating grant).
- 2.09% for one debt repayment for the Recreation Centre (Table 7).
- 0.83% net decrease in operations.

The tax increase proposed for 2022 is 3.99% broken down as follows:

- 0.50% to support a new Operator position at Heritage Park (Table 18).
- 2.09% to bring in the second debt repayment for the Recreation Centre.
- 1.55% for remaining Transit Operations (as no grant for operating).
- 0.15% net decrease in operations.

## **Key Assumptions**

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

## **Key Measures**

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

# Fiscal Plan

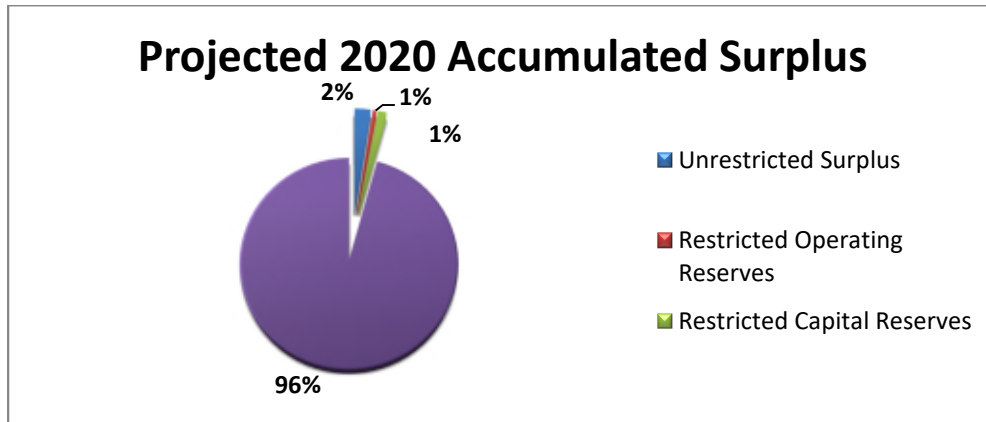
## Unconsolidated Statement of Operations

Town of Stony Plain Unconsolidated Statement of Operations				
	Budget 2019	Proposed Budget 2020	Proposed Budget 2021	Proposed Budget 2022
<b>Revenue</b>				
Net Taxes available for municipal purposes	\$ 17,278,408	\$ 18,083,549	\$ 18,762,078	\$ 19,436,203
Sales & user charges	12,756,507	13,993,817	14,937,181	15,698,913
Franchise and concession contracts	3,151,283	3,250,697	3,281,954	3,301,954
Government transfer for operating	1,522,518	1,469,462	1,543,356	1,328,865
Fines	971,500	881,500	881,500	881,500
License & permits	484,000	501,800	502,000	502,000
Investment income	248,400	322,900	322,900	322,900
Rentals	588,424	652,124	662,124	662,124
Other	516,985	616,690	473,010	481,150
Penalties & costs on taxes	224,000	258,000	258,000	258,000
	<u>\$ 37,742,025</u>	<u>\$ 40,030,539</u>	<u>\$ 41,624,103</u>	<u>\$ 42,873,609</u>
<b>Expenses</b>				
Recreation & culture	\$ 10,533,877	\$ 9,939,847	\$ 10,259,252	\$ 10,541,324
Utilities	9,522,353	9,904,788	10,376,681	10,822,375
Protective services	7,060,372	7,076,478	7,010,209	7,015,680
General government	6,454,435	6,388,975	6,641,383	6,824,801
Transportation	5,229,330	6,214,896	6,574,031	6,602,975
Development	2,982,736	2,876,340	2,596,868	2,624,619
	<u>\$ 41,783,103</u>	<u>\$ 42,401,324</u>	<u>\$ 43,458,424</u>	<u>\$ 44,431,774</u>
<b>Annual Surplus (Deficit) Before Other Revenue</b>	<u>\$ (4,041,078)</u>	<u>\$ (2,370,785)</u>	<u>\$ (1,834,321)</u>	<u>\$ (1,558,165)</u>
<b>Other Revenue</b>				
Contributed tangible capital assets	\$ 2,368,920	\$ 572,745	\$ 33,000	\$ -
Government transfers for capital	4,895,714	1,640,000	3,021,000	2,650,000
Deferred Offsite Levies	-	1,670,000	-	-
<b>Annual Surplus (Deficit)</b>	<u>\$ 3,223,556</u>	<u>\$ 1,511,960</u>	<u>\$ 1,219,679</u>	<u>\$ 1,091,835</u>

# Fiscal Plan

## Accumulated Surplus

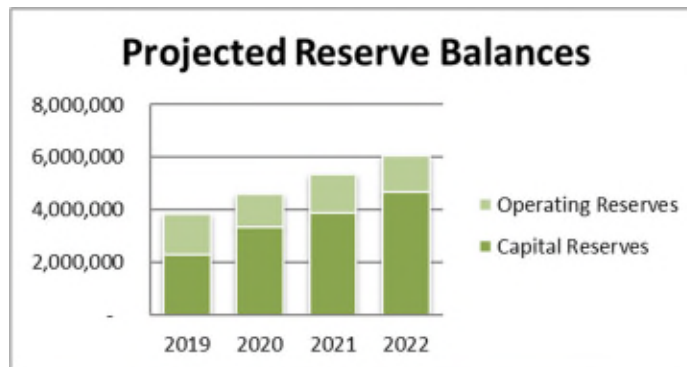
The accumulated surplus consists of three segments: unrestricted, restricted operating and capital reserves and the equity in tangible capital assets. The greatest portion of accumulated surplus is equity in tangible capital assets (TCA). General reserves for operating and capital are funded with annual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



## Restricted Surplus (Reserves)

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

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



In 2020 transfers to reserves are \$3,647,603 and transfers from reserves are \$2,915,935 for a net transfer to reserves of \$731,668

# Fiscal Plan

## Debt

Debt is used to accelerate capital projects that are deemed necessary for the well-being of the community, giving consideration to the associated finance costs. The Town historically has maintained debt levels that allow for a healthy degree of flexibility in providing financing for programs and services, however, the initiatives presented in the Corporate Plan reduce that level of flexibility for future years as borrowing capacity is used to fund capital projects.

The Town's Debt Management policy (C-FS-002) sets debt servicing at the provincial limit as defined in the Municipal Government Act 251-253, Debt Limit Regulation 255/2000. New debt is considered when funding from grants and other sources cannot be secured. The debt limit is calculated at 1.5 times total actual revenue and debt service limit is calculated at 0.25 times total actual revenue. After the proposed debt funding in the Corporate Plan, the borrowing capacity available at the end of 2019 is 62% of the prescribed limit; 2020 is 65%, 2021 is 47% and 2022 is 52%.

## Existing Debt

In 2019, \$723,529 for the new RCMP Building that is jointly owned with the City of Spruce Grove was funded by the Policing and Public Safety Reserve (no tax impact). In 2020, 1.5 payments are funded by the tax base, a 3.19% tax impact. The remaining repayment for the RCMP Building is funded by the tax base in 2021, an additional 1.09% tax impact.

## New Debt

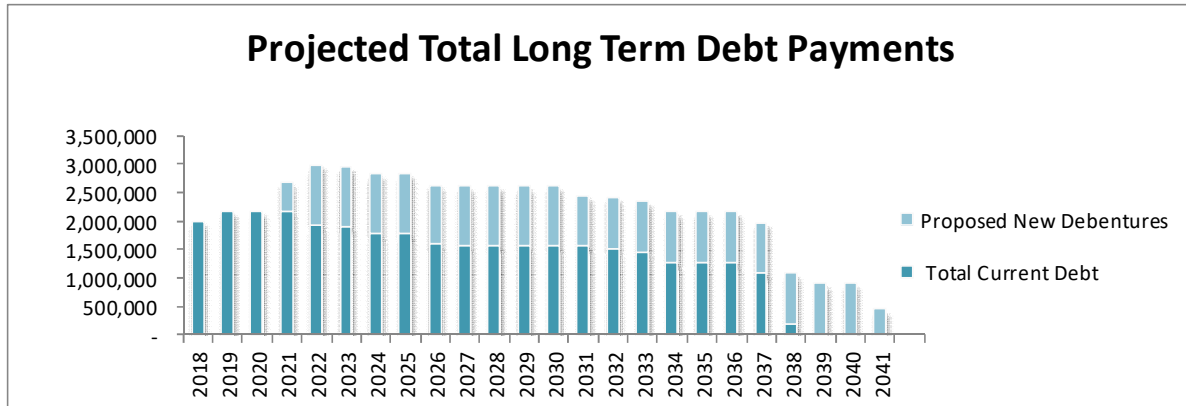
Two initiatives in the Corporate Plan have identified debentures as a proposed source of funding. The new debenture proposed for the Recreation Centre is funded by the tax base. The debenture for the Central Trunk Sanitary line is proposed to be funded from Waste Water utility rates.

Administration will continue to look for grants and other methods of funding for capital projects approved by Council.

<b>New Debt</b>	<b>2020</b>	<b>% Tax</b>	<b>2021</b>	<b>% Tax</b>	<b>2022</b>	<b>% Tax</b>	
		<b>Increase</b>		<b>Increase</b>		<b>Increase</b>	
Recreation Centre	\$11,000,000	\$ -	0.00%	\$ 355,927	2.09%	711,854	2.09%
Central Trunk Sewer Line	\$2,893,000	\$ -	0.00%	\$ 163,417	0.00%	326,834	0.00%
<b>Impact</b>	<b>\$13,893,000</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ 519,344</b>	<b>2.09%</b>	<b>\$1,038,688</b>	<b>2.09%</b>

The rate of borrowing from Alberta Capital Financing Authority as of October 2019 of 2.65% for 20 years has been used as an assumption for the debt proposed for the Recreation Centre in 2021 and Central Trunk for 10 years at 2.38% in 2021.

# Fiscal Plan



The total debt repayment in 2020 is \$1,433,354 in principal and \$725,968 in interest for a total of \$2,159,322.

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

DEBT LIMIT	December 31st 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022
Municipal Debt Limits	\$ 58,714,599	\$ 60,268,752	\$ 60,045,809	\$ 62,802,125	\$ 64,672,182
Outstanding Debt	\$ 24,134,577	\$ 22,755,003	\$ 21,321,649	\$ 33,385,842	\$ 31,368,987
<b>Total Debt Limits available</b>	<b>\$ 34,580,022</b>	<b>\$ 37,513,749</b>	<b>\$ 38,724,159</b>	<b>\$ 29,416,283</b>	<b>\$ 33,303,196</b>
Municipal Debt Service Limit	\$ 9,785,767	\$ 10,044,792	\$ 10,007,635	\$ 10,467,021	\$ 10,778,697
Current Debt Service Level	\$ 1,986,443	\$ 2,159,322	\$ 2,159,322	\$ 2,678,666	\$ 2,975,169
<b>Service on Debt Limit Available</b>	<b>\$ 7,799,324</b>	<b>\$ 7,885,470</b>	<b>\$ 7,848,313</b>	<b>\$ 7,788,355</b>	<b>\$ 7,803,528</b>

At this time all funding sources for the Recreation Centre in 2021 have not been determined. Administration continues to work with regional partners in identifying opportunities, which include partnerships, sponsorships, grant funding, and capital and operating models. For demonstration purposes, a debenture impact of \$11 million is shown. Additionally the funding sources for the Public Works Building in 2021 & 2022 have not been identified, at this time this cost is estimated at \$480,000 in 2021, and \$9.6 million in 2022.

The debt limit projection does not include debt required for storm infrastructure upgrades which Administration continues to investigate. Once preliminary engineering and cost benefit evaluation is completed, an update will be brought to Council in late Q1 for decision. This could increase the debt required by \$5 to \$10 million and decrease the borrowing capacity available from 65% to 49% in 2020.

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

# Fiscal Plan

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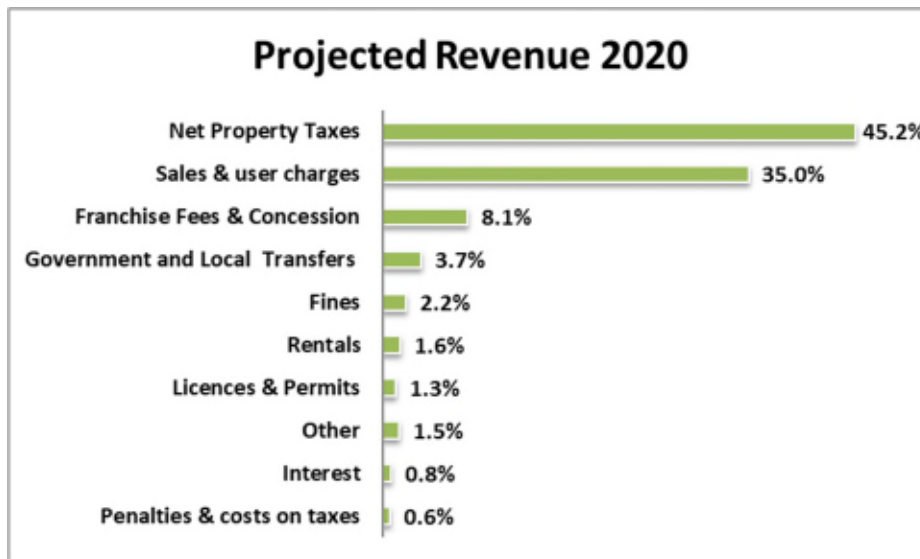
## Revenues

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

## Revenue and Taxation

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

The 2020 Corporate Plan projects \$40.030 million in revenue primarily from taxes, user fees and franchise fees. The taxes shown are net of the requisitions for Education and the Meridian Foundation.



# Fiscal Plan

## Property Taxes

The proposed property tax increase helps fund the increasing cost of ongoing service delivery, maintenance, as well as new initiatives that are not utility or developer related and debenture repayments. Ensuring lifecycle maintenance of existing infrastructure, facilities, parks, fleet, and equipment remains a priority however it is challenging to keep reserve contributions increasing with inflation due to fiscal challenges.

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

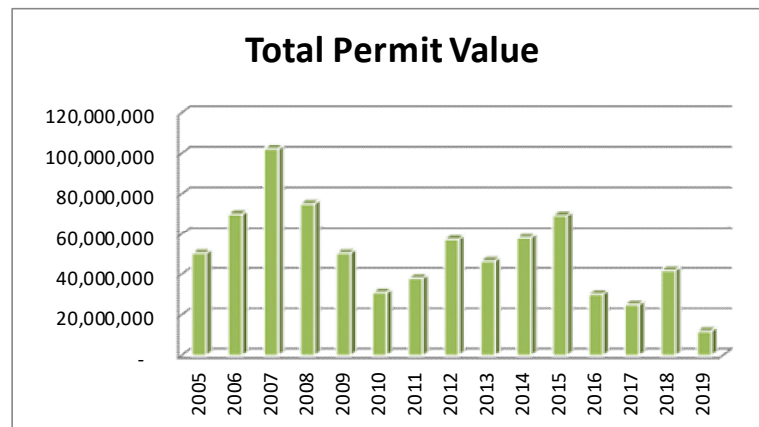
Property taxes are calculated in two steps. First, the Town Assessor prepares an assessment of each property and calculates the Town's total assessment. Assessment notices are sent out to property owners in the first quarter of the year.

Second, in May the Town sets tax rates for classes of properties, such as residential and non-residential property, based on the total assessment and revenue requirements. **In 2020, a 1% tax increase is equivalent to approximately \$169,900.**

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

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

The most important driver of the Town is economic activity which affects the number of taxable properties; this influences construction activity and impacts the demand for Town services. It is expected that the Town of Stony Plain's assessment growth will increase slightly in the 2019 assessment year based on the number of permits issued to date.

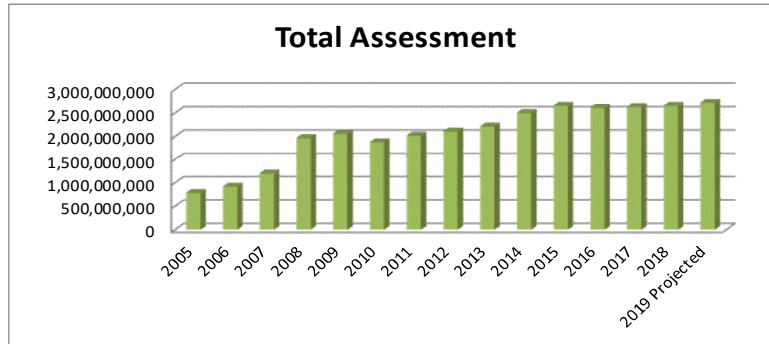


The actual permit value of \$12.2 million as of August 31, 2019 for new construction has been used as a conservative estimate of projected permit value in the graphs displayed. The Town has observed a decrease in the number of permits to date over the prior years.

# Fiscal Plan

## Total Assessment Value

The following chart shows the Town's Total Assessment Values from 2005 to a projected value at year end 2019.

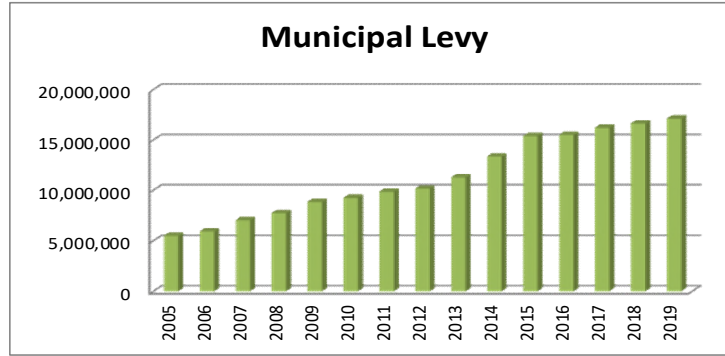


The assessment projection is calculated by projecting the permits at a construction value of \$12.2 million. A reasonable estimate of actual assessment values is approximately 1.5 times the construction permit values. For this reason, an estimate of \$18.31 million has been used as the potential increase in assessment values for 2019. A conservative approach has been used in the Corporate Plan and \$80,000 new revenue from growth has been included due to the uncertainty of when the new construction will be complete.

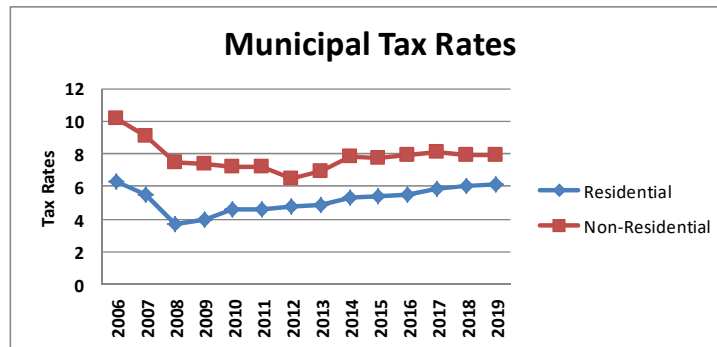
In the 2019 fiscal year the Town saw the overall assessment remain fairly stable as the new growth stabilized the market value of properties that decreased. If the market value of properties decreases in the 2020 fiscal year, a higher tax increase would be required to raise the revenues the Town requires. At this time administration is not expecting the market to shift dramatically either up or down prior to the Assessor handing off the assessment to the Town.

The Municipal Tax Levy provides approximately 45.2% of the revenue required to operate the Town. The Municipal Tax Levy has grown from \$5.5 million in 2005 to a projected requirement of over \$18.1 million in 2020. Likewise the Town's total taxable assessment has increased from \$785 million in 2005 to a projected value of \$2.72 billion in 2019; this represents a 246% increase in assessment value. The Town has seen considerable growth over the last 14 years. The following chart shows how the municipal tax levy has increased from 2005 to 2019.

# Fiscal Plan



The projected Municipal Tax Levy for 2020 is \$18,083,549 and includes a local improvement for \$4,955. This includes \$805,141 (including \$80,000 growth) in revenue resulting from a proposed 4.26% increase in taxes to fund current operations and proposed initiatives.



The proposed increase to municipal property taxes of 4.26% results in an increase of approximately \$2.18 per month to a household with an assessment of \$100,000 or \$26.10 annually.

## User Fees

User fees are reviewed each year and adjusted for population growth, the market and the demand for services based on 2019. The User Fees and Charges Bylaw reflect the revenues included in the Corporate Plan.

# Fiscal Plan

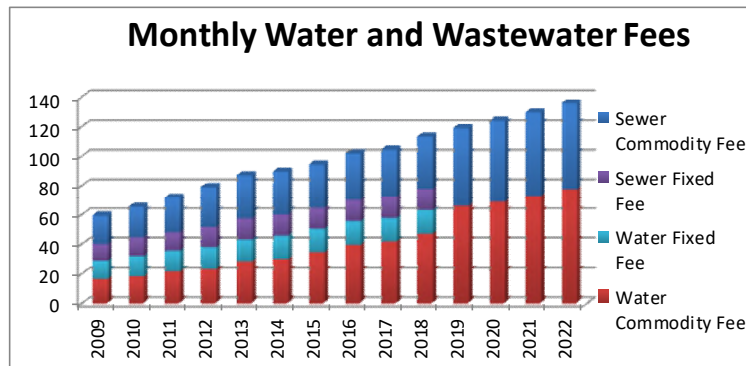
## Utilities

### Water and Wastewater Fees

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

January 1, 2019 the rate structure for the water and sewer rate models moved to a fully variable rate for both utilities.

The graph below shows the monthly fees for the years 2009 - 2022 (2020, 2021, 2022 are projected) based on 20 cubic metres of consumption. This rate model has allowed the utility to fully recover the expenses required to operate the utility and invest funds for future infrastructure.



Utility revenue increases with the rise in rates and with growth in the number of customers. Over the last year with the implementation of the new rate structure, there has been a decrease in consumption; this may also have been affected by the very wet weather.

The cost of water that the Town purchases is expected to increase by \$0.04 per cubic meter in each of the next three years. An Operations Supervisor (Table 23) has been added in 2020, the cost of the position is equally distributed to the water and wastewater utilities. In 2021, \$20,000 has been added to the water utility to prepare for a five year meter change out plan with capital replacement beginning in 2022 over 5 years (Table 22). The meters will be changed to radio remotes; this will eliminate the need for contracted meter readers. The change will provide additional reporting to administration that will be used to alert users of high consumption that would cause an increase in their utility bill. The increase to the water rate is 14.55 cents (4.38%) per cubic metre in 2020.

The cost to the Town for wastewater services is expected to increase by \$0.05 per cubic metre for each of the three years proposed. In 2021, the fees also increase due to the addition of debenture borrowing for Central Trunk Sanitary Sewer Line (Table 27) over 10 years. The amount proposed to be borrowed is \$2,893,000 to be funded through the wastewater fees. The increase to the wastewater rate is 10 cents (3.77%) per cubic metre in 2020.

# Fiscal Plan

The combined increases in water and wastewater rates are projected to increase by 4.11% in 2020, 4.54% in 2021 and 4.79% in 2022 based on 20 cubic metres of consumption. The fee increases are related to the increase in the commodities, operations and infrastructure requirements.

Town of Stony Plain Utility Rate Analysis-Impact on User	Water	Wastewater	Total Monthly Bill	% of Increase
<b>Proposed Billing - 2020</b>	<i>Based on 20 Cubic Metres for water and sewer variable charge</i>			
Water Variable Charge \$3.4671 per cubic metre	\$69.34			
Sewer Variable Charge \$2.75 per cubic metre		\$55.00		
<b>Total Billing</b>	<b>\$69.34</b>	<b>\$55.00</b>	<b>\$124.34</b>	
<b>Difference 2019-2020</b>	<b>\$2.91</b>	<b>\$2.00</b>	<b>\$4.91</b>	<b>4.11%</b>
<b>Proposed Billing - 2021</b>	<i>Based on 20 Cubic Metres for water and sewer variable charge</i>			
Water Variable Charge \$3.6691 per cubic metre	\$73.38			
Sewer Variable Charge \$2.83 per cubic metre		\$56.60		
<b>Total Billing</b>	<b>\$73.38</b>	<b>\$56.60</b>	<b>\$129.98</b>	
<b>Difference 2020-2021</b>	<b>\$4.04</b>	<b>\$1.60</b>	<b>\$5.64</b>	<b>4.54%</b>
<b>Proposed Billing - 2022</b>	<i>Based on 20 Cubic Metres for water and sewer variable charge</i>			
Water Variable Charge \$3.9007 per cubic metre	\$78.01			
Sewer Variable Charge \$2.91 per cubic metre		\$58.20		
<b>Total Billing</b>	<b>\$78.01</b>	<b>\$58.20</b>	<b>\$136.21</b>	
<b>Difference 2020-2022</b>	<b>\$4.63</b>	<b>\$1.60</b>	<b>\$6.23</b>	<b>4.79%</b>

## Waste Management

The solid waste fees for residential garbage services, senior complexes, and for apartment units are expected to increase in all three of the proposed years. The proposed monthly rates for 2020 are: residential \$28.15 (33 cents a month increase), senior complexes \$10.35 (5 cents a month increase), and apartments \$16.75 (10 cents a month increase). The solid waste fee provides the funding for organics, recycling, garbage collection and the recycling centre.

# Fiscal Plan

<b>Town of Stony Plain Waste Management</b>	<b>Monthly</b>	<b>Annual</b>	<b>Increase from Prior Year</b>
<b>2019 Rates</b>			
Fixed Charge 27.82 per month	\$ 27.82	\$ 333.84	0%
Seniors 10.30 per month	10.30	123.60	0%
Apartments 16.65 per month	16.65	199.80	0%
<b>Proposed 2020 Rates</b>			
Fixed Charge 28.15 per month	28.15	337.80	<b>1.17%</b>
Seniors 10.35 per month	10.35	124.20	<b>0.48%</b>
Apartments 16.75 per month	16.75	201.00	<b>0.60%</b>
<b>Proposed 2021 Rates</b>			
Fixed Charge 28.46 per month	28.58	342.96	<b>1.50%</b>
Seniors 10.40 per month	10.45	125.4	<b>0.96%</b>
Apartments 16.88 per month	16.9	202.8	<b>0.89%</b>
<b>Proposed 2022 Rates</b>			
Fixed Charge 28.65 per month	28.75	345.00	<b>0.59%</b>
Seniors 10.45 per month	10.50	126.00	<b>0.48%</b>
Apartments 16.95 per month	17.00	204.00	<b>0.59%</b>

## Storm Management

On October 16, 2019 Council approved the implementation of a Storm Rate Model. The Storm Model will identify the costs related to storm requirements and build reserves for future storm infrastructure replacement. Historically the storm costs have been recovered under the wastewater fees and under roads (tax base). The 2020 rates include a possible debenture for storm requirements; one repayment is included in 2020 and two in 2021. The actual amount of the debenture is not identified at this time and the details will be provided to Council early in 2020 once preliminary engineering is complete. The projected debenture payment amount will be transferred to the reserve until this amount is known and approved by Council. The rates are expected to increase in following years in order to build the storm reserve for infrastructure replacement as further investigation is done into future storm system requirements. The proposed rates are noted in the table below. The Utility Bylaw and User Fees and Charges Bylaw will be presented to Council in December 2019 for approval to implement the rates presented above effective January 1, 2020.

<b>Occupancy Type</b>	<b>Monthly Fee</b>
Residential	\$11.45
Residential, Multi-Family (apartment and condominium)	\$100.00
Institutional and Religious Assemblies	\$50.00
Commercial and Industrial	\$50.00
Large Commercial and Industrial (greater than 10,000 m <sup>2</sup> )	\$100.00

## Fiscal Plan

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

### 2020 Potential Annual Impact on Ratepayers

	2019 Bill	Proposed 2020 Bill	Net Increase
Annual Property Taxes per 100,000 of assessment	\$ 612.75	\$ 638.85	\$ 26.10
Annual Utilities billing increase based on 20 cubic metres of useage	\$ 1,433.16	\$ 1,492.08	\$ 58.92
Annual Waste Management billing increase	\$ 333.84	\$ 337.80	\$ 3.96
New Storm Rate	\$ -	\$ 132.00	\$ 132.00
<b>Total Impact to Taxpayer in 2020</b>	<b>\$ 2,379.75</b>	<b>\$ 2,468.73</b>	<b>\$ 220.98</b>

### Franchise Fees

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

Natural gas franchise fees are charged by the Town to Atco Gas and West Parkland Gas Co-op for the exclusive right to provide natural gas service within the Town as well as access for Town lands to construct, maintain and operate related assets. Currently the Town charges Atco Gas and West Parkland Gas Co-op 30% franchise fees. The maximum rate cap for the Gas Franchise Fees is 35%.

Fortis Alberta, Atco Gas, and West Parkland Gas Co-op pass along the cost of the franchise fee to the consumer as a separate charge on their bills. Refer to note 6 on page 71 for further detail.

# Fiscal Plan

## Government Transfers

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

Grant funding is currently not used to support utility infrastructure programs. User fees support all water, wastewater, waste management and storm costs. The capital proposed in 2020 would use \$1,640,000 in grant funding. The Downtown project will carry into 2020, as phases 3 and 4 were approved together in 2019 with grant funding committed from the 2020 MSI capital allocation.

<b>Government Transfers</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b><i>Operating</i></b>			
Local Governments/agencies	\$ 836,935	\$ 850,710	\$ 888,219
Municipal Policing Assistance/New Police Officer Grant	\$ 440,646	\$ 440,646	\$ 440,646
Other Government Grants	\$ 68,000	\$ 252,000	\$ -
Municipal Sustainability Initiative Operating	\$ 123,881	\$ -	\$ -
<b><i>Capital</i></b>			
Municipal Sustainability Initiative Capital	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Federal Gas Tax	\$ 948,043	\$ 948,043	\$ 948,043
Other Government Grants	\$ 550,000		
Local Governments for Capital	\$ 17,500	\$ 45,150	\$ -
<b>Total</b>	<b>\$ 4,985,005</b>	<b>\$ 4,536,549</b>	<b>\$ 4,276,908</b>

The government transfers at this time are budgeted conservatively; the amount the Town will receive will not be known until after the federal and provincial budgets are released. These will be monitored and updated once the impacts become known.

The Municipal Sustainability Initiative (MSI) Operating grant has been included in the 2020 Corporate Plan (\$123,881) however it has not been included in the following years due to the uncertainty of funding. The MSI agreement is complete in 2021; at this time no new funding has been announced. Administration has included an estimated amount of \$2,000,000 for MSI Capital in future years.

# Fiscal Plan

## Other Government Grants

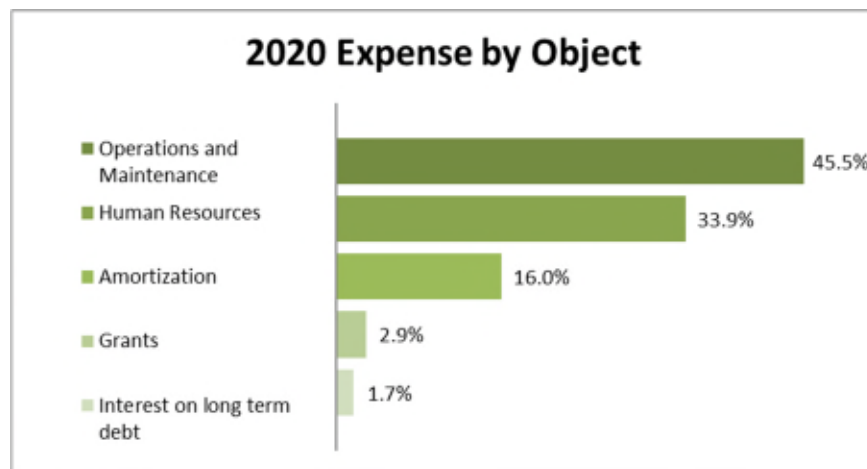
The Municipal Intern grant is expected for \$43,000 (2020) and \$23,000 (2021). \$25,000 has been included for trees from the CN grant in 2020. A grant for Regional Transportation from Federal Canadian Municipalities (FCM) is included in 2021 for \$229,000 in operating and capital funding of \$271,000 in 2020. Originally a provincial grant for \$279,200 was also anticipated for Transit capital in 2020 however this was cancelled in the Provincial budget, MSI funds have been proposed to fund this gap.

The local government transfer for capital is from Parkland County for the Glen Hall Arena.

<b>Transit</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Commuter Service	\$ 78,000	\$ 248,000	\$ 276,000
Local Service	130,000	266,250	273,000
FCM Grant		(229,000)	
<b>Net Operating Cost</b>	<b>\$ 208,000</b>	<b>\$ 285,250</b>	<b>\$ 549,000</b>
Tax Impact	1.22%	0.45%	1.55%
Capital (buses, stops, etc)	\$ 740,000		
FCM Grant	(271,000)		
AB Community Transit Grant/MSI	(279,200)		
<b>Net Capital Cost</b>	<b>\$ 189,800</b>		

## Expenses

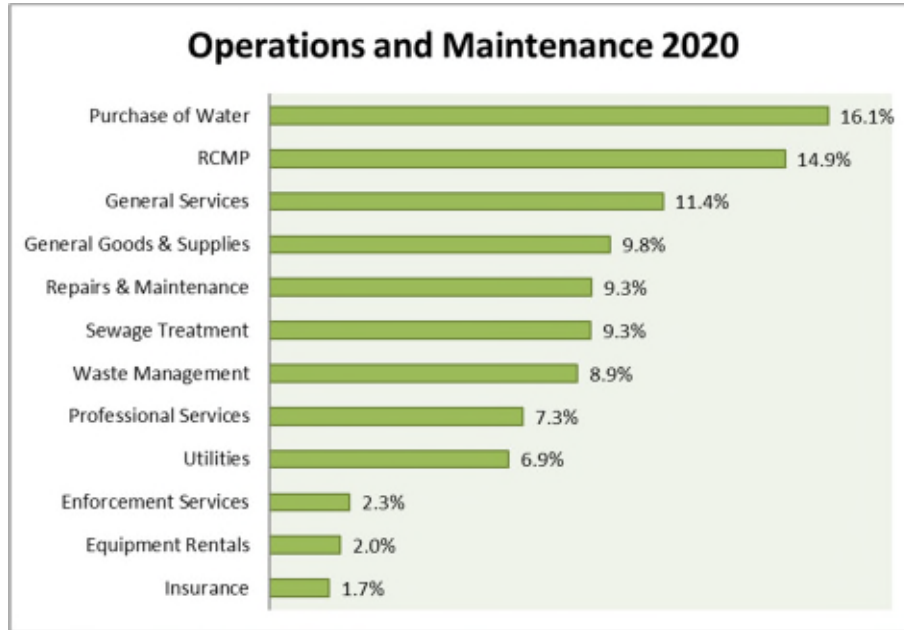
The 2020 Corporate Plan includes \$42.40 million in expenses, primarily allocated to three categories: operations and maintenance - \$19.28 million, human resources - \$14.38 million and amortization - \$6.78 million.



# Fiscal Plan

## Operations and Maintenance

In 2020, operations and maintenance expense is \$19.28 million; there are a variety of expenses included in this category as shown in the chart below.



## Human Resources

The proposed fiscal plan includes human resource costs of \$14.49 million, which is 33.9% of overall expenses. The human resource cost includes all permanent positions, casual, seasonal staff and Council.

The Town's staffing complement consists of full-time and part-time positions equal to 127.9 full-time equivalents (FTEs) in the 2020 Corporate Plan. In addition to Town staff, municipal services are also delivered by third party agencies including the RCMP.

In July 2018 the Town added 12 of City of Spruce Grove's RCMP Municipal Clerks in preparation of the new building opening in 2019. In 2020, the Town recovers 63% of the salaries and benefits for the Municipal Clerks from the City of Spruce Grove. The net salaries are shown in Protective Services expenses. The Town and City of Spruce Grove have an agreed upon service level of 1 Municipal Clerk to 2.5 RCMP members. As either municipality adds RCMP members, Municipal Clerks must be added to maintain this ratio.

The 2020 Corporate Plan includes the following items related to employee compensation:

- 2% increase to non-union staff; no step increases or COLA have been included;
- 2.5% Negotiated Union increases; and
- 1.5% increase to Council per Council Compensation Policy (C-CO-033) plus 1.4% for COLA increase.

## Fiscal Plan

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Corporate & Long Term Planning Policy C-FS-019 states that "Cost of Living (COLA) increases for non-union staff will be included in the initial draft of the corporate plan based on the Consumer Price Index (CPI) for Alberta year over year in September" For 2019, this amount is 1.4%.

A compensation review was completed in 2019. In an effort to maintain financial sustainability, Administration is recommending a 2% increase to all staff but is holding employees in current grid step. This will allow the compensation grid to be comparable to 2019 levels proposed in the consultant led compensation review completed earlier this year.

2020 proposes the increase of one FTE for Operations (Utilities) and 2021 proposes the addition of a service contract for Cemetery operations.

The plan also includes the addition of 1.5 FTE Municipal Clerks in 2021 and 1 FTE in 2022 as Spruce Grove is planning to add RCMP members in 2021 and 2022. In 2020, the Town of Stony Plain pays 37% of the salaries related to the Municipal Clerks and Spruce Grove pays 63%.

2022 also proposes an Operator position be added at Heritage Park.

### **Amortization**

Amortization is a non-cash expense that estimates the annual cost of using tangible capital assets (TCAs) each year. TCAs include roads, water, wastewater and storm infrastructure, equipment, facilities, fleet and land improvements. The cost of the tangible capital assets, other than land, is amortized on a straight line basis over the estimated useful life of the assets. The amortization cost in 2020 is estimated to be \$6,783,206.

## Fiscal Plan

### Grants

The Town provides grants and contributions to various community organizations. The largest amounts are for the TransAlta Tri Leisure Centre, Family & Community Support Services, and the Stony Plain Public Library. Victim Services, Parkland Search and Rescue, the Drug Strategy Team, and Parkland Turning Points are funded through the Policing and Public Safety Reserve (3.73% of grants in 2020). The grants have been held at the 2019 amounts with the exception of the Transalta Tri-Leisure Centre and Yellowhead Regional Library.

The Stony Plain Public Library has been increased by \$25,000 from the 2019 grant amount.

GRANTS	2019 Budget	2020 Proposed Budget	2021 Proposed Budget	2022 Proposed Budget
ACHIEVEMENT RECOGNITION	1,000	1,000	1,000	1,000
BMX GRANT	15,606	15,606	15,606	15,606
CHAMBER OF COMMERCE	30,900	30,900	30,900	30,900
DRUG STRATEGY TEAM	8,323	8,323	8,323	8,323
COMMUNITY INITIATIVE PROGRAM	18,000	18,000	18,000	18,000
FAMILY COMMUNITY & SUPPORT SERVICES	300,498	300,498	300,498	300,498
STONY PLAIN LIBRARY	410,500	435,500	435,500	435,500
MULTICULTURAL CENTRE	399,533	97,356	97,356	97,356
NEIGHBOUR LINK	10,404	10,404	10,404	10,404
NIGHT OWLS	2,000	-	-	-
PARKLAND FOOD BANK	11,705	11,705	11,705	11,705
PARKLAND SEARCH & RESCUE	6,242	6,242	6,242	6,242
PARKLAND TURNING POINTS	31,212	31,212	31,212	31,212
PIONEER MUSEUM	74,283	74,283	74,283	74,283
TRANSALTA TRI LEISURE CENTRE	574,367	575,210	605,000	620,000
TRI - CALA	8,160	8,160	8,160	8,160
VICTIM SERVICES	15,606	15,606	15,606	15,606
VOLUNTEER APPRECIATION	1,000	1,000	1,000	1,000
YELLOWHEAD REGIONAL LIBRARY	73,913	81,219	82,515	82,515
<b>TOTAL GRANTS</b>	<b>\$ 1,993,252</b>	<b>\$ 1,722,224</b>	<b>\$ 1,753,310</b>	<b>\$ 1,768,310</b>

### Interest on Long-Term Debt

Debt servicing levels are limited by the province and by the Town Policy C-FS-002 Debt Management. The projected interest charges on the current approved long term debt and the initiatives included in the Corporate Plan are shown in the chart below. The current rate of borrowing from the Alberta Capital Finance Authority as of October 2019 is 2.646% on a 20 year debenture. Debentures historically have been taken out over 20 years.

# Fiscal Plan

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## Projected Annual Interest Payments

<b>2019</b>	\$	779,749
<b>2020</b>	\$	725,968
<b>2021</b>	\$	849,859
<b>2022</b>	\$	958,313
<b>2023</b>	\$	892,813

### Tangible Capital Assets (TCA)

The Town of Stony Plain owns and maintains an increasing amount of infrastructure, parks, facilities, fleet and equipment as the Town continues to grow. The Town owns and maintains:

- 101 kms of water mains;
- 100 kms of sewer mains;
- 68 kms of storm drainage mains;
- 164 kms of roads;
- 96 kms of sidewalks; and
- 37 kms of trails.

The Town owns and maintains over 15 buildings in addition to gazebos, outdoor rinks, tennis courts, parks, playgrounds, sports fields, reservoirs, and lift stations.

The Corporate Plan includes capital initiatives and replacement of existing tangible capital assets related to machinery, equipment and vehicles, facility components (example: furnace replacement) and land improvements. In 2020 the rehabilitation and replacement of water, wastewater, storm, roads, sidewalks and trails are included as a part of an ongoing replacement plan. Replacements of existing tangible capital assets and new initiatives are funded through transfers from grants, reserves, debentures, and deferred offsite levy revenue.

### Contributed Assets

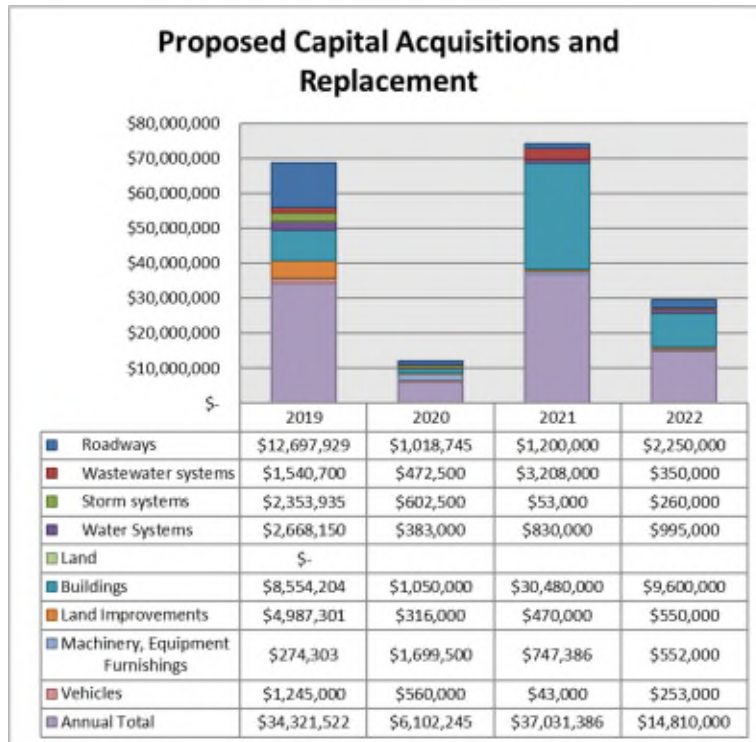
Infrastructure constructed by developers is recognized as a contributed asset in the year the Town takes responsibility for the asset. The Town accepts responsibility for the assets at the time of the Final Acceptance Certificate completion. Contributed asset estimates are included in the fiscal plan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

Contributed Tangible Capital Assets	2019	2020	2021	2022
Engineered Structures				
Roadways	\$ 1,218,920	\$ 268,745	\$ -	\$ -
Wastewater systems	\$ 350,000	\$ 52,500	\$ -	\$ -
Storm systems	\$ 350,000	\$ 52,500	\$ 33,000	\$ -
Water Systems	\$ 450,000	\$ 183,000	\$ -	\$ -
Land Improvements	\$ -	\$ 16,000	\$ -	\$ -
	<b>\$ 2,368,920</b>	<b>\$ 572,745</b>	<b>\$ 33,000</b>	<b>\$ -</b>

## Fiscal Plan

Contributed assets increase the maintenance for the Town’s operations and they are factored into the long term plan for replacement. The contributed assets provide vital infrastructure from new development. The amount of the contributed assets is not fully known until year end.

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



The capital initiatives proposed in the 2020 Corporate Plan and replacement of existing fleet, machinery and equipment, lifecycle upgrades, and contributed assets is \$6,102,245; this amount includes additional funding for the Rec Centre Design and Transit buses. Transit is included in the capital equipment for the amount of \$740,000 and is proposed to be funded by MSI, Alberta Community Transit grant and a grant from FCM. The above acquisitions do not include any storm infrastructure projects currently being scoped.

### JP II School Road (\$200k)

The Town made a commitment to service the school access road required due to Alberta Transportation’s Highway 779 project. The Town has an agreement with the private developer for cost recovery of the project. Additional costs in 2020 are required to install street lighting, sidewalks and some additional services.

## Fiscal Plan

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### Veteran's Blvd East Waterline Extension (\$100k)

This project is being completed to service new development to the east of Veteran's Blvd opposite the Park West Development along Highway 16A. These costs will be recovered as the condition of a future Development Agreement.

At the end of 2018 the Town of Stony Plain's equity in TCA was in excess of \$206 million and with the current plan is projected to be in excess of \$250 million by the end of 2022. Equity in TCA is defined as Net Book Value of TCA less outstanding capital debt.

# Fiscal Plan

## Long-Term Capital Plan

Long Term Capital Plan (Initiatives)	2019	2020	2021	2022	2023	2024	2025	2026-2029	Total
RCMP Building \$10,800,000	3,437,158	-	-	-	-	-	-	-	3,437,158
Library \$3,600,000	3,560,667	-	-	-	-	-	-	-	3,560,667
Town Office Expansion \$1,150,000	283,932	-	-	-	-	-	-	-	283,932
Heritage Park Phase 3 \$9,400,000	258,502	-	-	-	-	-	-	-	258,502
Pool Lifecycle Upgrades \$910,430	241,113	-	-	-	-	-	-	-	241,113
PW Building Design	115,000	-	-	-	-	-	-	-	115,000
Community Rec Centre (Phases 1 and 2) (Table 5 and 7)	500,000	1,000,000	30,000,000	-	-	-	2,000,000	40,000,000	73,500,000
Traffic Monitors	20,000	-	-	-	-	-	-	-	20,000
Veteran's Boulevard \$16,100,000	653,949	-	-	-	-	-	-	-	653,949
Hwy 779 Sidewalks	827,101	-	-	-	-	-	-	-	827,101
Briarwood Way \$950,000	187,620	-	-	-	-	-	-	-	187,620
2018 Infrastructure Rehabilitation Prgm	470,182	-	-	-	-	-	-	-	470,182
Downtown Rehabilitation	11,905,657	-	-	-	-	-	-	-	11,905,657
Pre-Emptive Traffic Lights	200,000	-	-	-	-	-	-	-	200,000
New School Infrastructure	3,500,000	-	-	-	-	-	-	-	3,500,000
JP 11 Road/Infrastructure	525,000	200,000	-	-	-	-	-	-	725,000
Old Town North Storm Water (Table 23)	450,000	550,000	-	-	-	-	-	-	1,000,000
Golf Course Storm \$450,000	85,685	-	-	-	-	-	-	-	85,685
Storm	125,000	-	-	-	-	-	-	-	125,000
2016 Fire Services Training Grounds	100,000	-	-	-	-	-	-	-	100,000
Burial of Overhead Powerlines	335,874	-	-	-	-	-	-	-	335,874
Corporate Signage (Table 3)	268,200	100,000	100,000	100,000	100,000	100,000	100,000	-	868,200
Offleash Dog Park Upgrades	18,830	-	-	-	-	-	-	-	18,830
Cemetery	2,000,000	-	-	-	-	-	-	-	2,000,000
Parking lot and house demolition	66,000	-	-	-	-	-	-	-	66,000
Regional Transit Plan (Table 6)	-	740,000	-	-	-	-	-	-	740,000
Alberta First Responders Radio Communication System (Table 17)	-	384,500	-	-	-	-	-	-	384,500
Central Trunk Sewer Line Design (Table 25)	-	320,000	2,893,000	-	-	-	-	-	3,213,000
Veterans Boulevard East Water Line Extension	-	100,000	-	-	-	-	-	-	100,000
Storm Water Master Plan	-	-	20,000	145,000	-	-	-	-	165,000
Meter Replacement Plan (Table 21)	-	-	20,000	225,000	425,000	520,000	520,000	520,000	2,230,000
Water & Sanitary Master Plan Level of Service (Table 26)	-	-	120,000	270,000	-	-	-	-	390,000
Cultural Centre Design/Construction	-	-	-	-	250,000	5,000,000	-	-	5,250,000
Downtown Community Centre	-	-	-	-	2,500,000	-	-	-	2,500,000
South Park Drive Design	-	-	-	-	150,000	1,490,000	-	-	1,640,000
Public Works Building	-	-	480,000	9,600,000	-	-	-	-	10,080,000
Snow Storage Site (Table 25)	-	-	-	-	-	150,000	1,500,000	-	1,650,000
<b>Sub-Total</b>	<b>30,135,470</b>	<b>3,394,500</b>	<b>33,633,000</b>	<b>10,340,000</b>	<b>3,425,000</b>	<b>7,260,000</b>	<b>4,120,000</b>	<b>40,520,000</b>	<b>197,611,946</b>
<b>Unfunded</b>	<b>-</b>	<b>-</b>	<b>480,000</b>	<b>9,600,000</b>	<b>2,750,000</b>	<b>5,000,000</b>	<b>2,000,000</b>	<b>40,000,000</b>	<b>59,830,000</b>
<b>Replacement of Capital Assets</b>									
Facility Lifecycles	157,832	50,000	-	-	50,000	-	-	-	257,832
Vehicle Replacement	315,000	560,000	43,000	253,000	110,000	425,000	430,000	2,215,000	4,351,000
Fire Engine 3	930,000	-	-	-	-	-	-	-	930,000
Equipment Replacement	354,303	575,000	747,386	552,000	786,000	740,100	591,900	3,093,970	7,440,659
Infrastructure Replacement	-	750,000	2,205,000	3,215,000	2,900,000	3,250,000	3,150,000	17,325,843	32,795,843
Park and Outdoor Recreational Upg	60,000	200,000	445,000	450,000	30,000	-	-	600,000	1,785,000
<b>Sub-Total</b>	<b>1,817,135</b>	<b>2,135,000</b>	<b>3,440,386</b>	<b>4,470,000</b>	<b>3,876,000</b>	<b>4,415,100</b>	<b>4,171,900</b>	<b>23,234,813</b>	<b>47,560,334</b>
<b>Unfunded</b>	<b>-</b>	<b>-</b>	<b>480,000</b>	<b>9,782,264</b>	<b>2,277,623</b>	<b>182,000</b>	<b>187,000</b>	<b>1,553,500</b>	<b>2,332,387</b>
<b>Total</b>	<b>31,952,605</b>	<b>5,529,500</b>	<b>37,073,386</b>	<b>14,810,000</b>	<b>7,301,000</b>	<b>11,675,100</b>	<b>8,291,900</b>	<b>63,754,813</b>	<b>245,172,280</b>
<b>Total Unfunded</b>	<b>-</b>	<b>-</b>	<b>480,000</b>	<b>9,782,264</b>	<b>2,977,623</b>	<b>5,182,000</b>	<b>2,187,000</b>	<b>41,553,500</b>	<b>62,162,387</b>

# Fiscal Plan

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The Town is steadily working to improve Long-Term Plans to effectively manage the delivery of municipal services. The Long-Term Plan sets out future goals and resources that are required to support future infrastructure and replacement of current. Department plans determine when a capital project is brought forward. Capital projects required to maintain current service levels relating to existing infrastructure, facilities and equipment are given funding priority. If a project does not meet the criteria, it would then be considered an initiative. This categorization ensures adequate funding is made available for maintaining existing infrastructure with remaining available funding allocated to growth projects. The capital initiatives are then prioritized according to the Corporate Plan process.

## **Capital Funding and Expenditures**

The Municipal Capital Budget expenditures are funded through grants, reserves, debt and partnerships with surrounding communities. The Town utilizes grants as the primary source of funding, although not all projects are eligible for grant funding and may not meet the minimum requirements.

- Water, Wastewater and now Storm have reserve funding for future replacement of infrastructure. These reserves are added to annually through the user fees charged to users. The replacement of water, wastewater and storm do not use grants available for other infrastructure needs unless the grant is specific to that utility. Debentures incurred for infrastructure related to these utilities are funded through the rates. The strategy is to maintain a self-funding approach, in which the net revenue that is collected through its utility rates is placed in a reserve to fund future Utility capital projects. With these approaches, a 10-year plan is developed for future planning so that both non-recurring and ongoing projects have adequate financial resources and future fluctuations to the capital budget and corresponding utility rates are mitigated.
- Roads, sidewalks, trails are funded minimally through reserves and are funded through grants. New projects may be funded through grants, debt, or offsite levies if the criteria is met.
- Lifecycle reserves have annual transfers that provide funding for upgrades; grants and debt are used to supplement the funding of major replacement and improvements.
- Machinery, equipment and vehicles are funded through reserves.

The implementation of an asset management plan will enable the Municipality to identify the condition of assets to further the development a Long-Term Plan that recognizes replacement, growth and new infrastructure.

The current summary of the ten year plan identifies unfunded assets; as the plan continues to develop more funding requirements will be identified and further transfers to reserves will be required. The replacement of vehicles, machinery and equipment are currently showing a funding gap; with asset conditions more formally documented through more active asset management, additional reserve requirements may be required.

# Fiscal Plan

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The current year reserve net fund transfer to reserves is \$731,668. The Town currently faces a funding shortfall over the next 10 years which results in limited ability to fund future growth and a viable replacement plan. Funding shortfalls result in projects (replacement and new) being postponed to future years.

The current summary of the long term plan 2019 to 2029 shows a current projection of \$245 million in capital requirements with \$62.2 million unfunded. These projects are included as a placeholder and there is no intent to begin these without appropriate planning and funding secured. New projects are identified at a high level on the long term with funding gaps. As these projects are prioritized and move closer to the three year Corporate Plan, the costs are refined and funding methods are proposed for Council's consideration.

Grants are often a source of revenue to support capital projects, provided they meet the criteria identified, however grant approval is often not known until the year of the project. Grant availability is affected by the economy, and the political climate. Grants from other governments are available, however the amounts may fluctuate dependant on the competing priorities of all levels of government. The uncertainty with grant availability has an influence on the timing of when projects can be funded and identified for approval.

## **Risks and Uncertainties**

### **Economy**

Assumptions for growth in 2020 are based on current general economic opinion. If the actual economic activity differs from what is expected, many of the key revenues and expense projections may be significantly affected.

### **2020 Forecast**

Estimates of the 2020 opening balance of accumulated surplus are based on the 2019 budget. Actual results could differ from those estimates.

# Fiscal Plan

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## Unpredictable Revenue

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

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

## Notes to the Fiscal Plan

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

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

Actual financial results achieved for the years ended December 31, 2019 -2022 will vary from the projections presented in the 2020-2022 Corporate Plan and the variations may be significant.

# Fiscal Plan

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## 1. Significant accounting policies

### (a) Reporting Entity

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

### (b) Use of estimates

The following assumptions were used in preparing the corporate plan. Actual results could differ from these estimates. Unless otherwise noted, the corporate plan assumes that the Town will deliver the same services and service levels as provided in 2019.

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

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

#### i. Economy

General inflation is forecast to be 1.9% in 2020.

<b>Canadian and Provincial</b>	<b>Alberta</b>	<b>Canada</b>
Consumer Price Index	1.3%	1.9%
Unemployment Rate	6.6%	5.5%

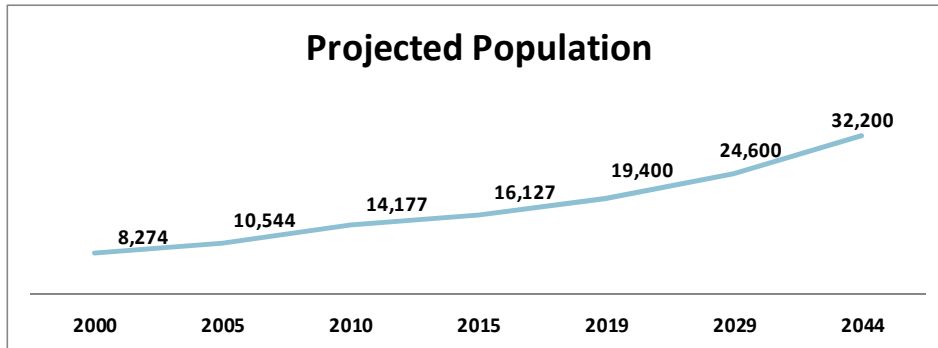
<https://www.focus-economics.com/country-indicator/canada/inflation>

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

# Fiscal Plan

## ii. Population

The Town's population according to the 2019 census is 17,842. The population is anticipated to grow at an average annual rate of 2.2 per cent. The projection numbers are based on information from the Edmonton Metropolitan Board.



## iii. Property tax and permit revenue

Based on the current information, 2020 construction activity is expected to be similar to 2019.

## (c) Tangible capital assets

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

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

## 2. Town of Stony Plain Financial Policies

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

### a. Cash Management & Investments C-FS-025

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

# Fiscal Plan

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**b. Debt Management C-FS-002**

Purpose: To outline the Town of Stony Plain's policy in regard to the use of debt for financing Town projects and initiatives. This policy will be used to strategically manage borrowing capacity for future capital assets, maintain flexibility of current operating funds and limit the impact that debt charges will have on future tax and utility rates.

**c. Revenue & Taxation C-FS-026**

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

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

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

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

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

**f. Accounting & Financial Reporting C-FS-028**

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

**g. Procurement & Expenditures C-FS-029**

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

**h. Tangible Capital Assets A-FS-046**

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

# Fiscal Plan

### 3. Deferred revenue

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

In 2014, Municipal Affairs consolidated the Municipal Sustainability Initiative (MSI) capital program with the Basic Municipal Transportation Grant (BMTG). The combined program provides non-matching grants for a wide range of core and community infrastructure projects with incentives for regional municipal collaboration. The grant program for MSI is currently in effect until 2021/2022; however it assumed that some type of program will continue to provide funds for infrastructure.

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

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

- c. The Affordable Housing Grant funds are committed to Meridian Housing and an Affordable Housing Strategy.

	2019 Forecasted Ending Balance	2020 Forecasted Additions	2020 Forecasted Revenue Recognized	2020 Forecasted Ending Balance
Municipal Sustainability Initiative	\$ (587,431)	\$ 2,018,000	\$ (1,089,000)	\$ 341,569
Affordable Housing	\$ 529,899	\$ -	\$ (515,671)	\$ 14,228
Federal Gas Tax Fund	\$ (865,344)	\$ 956,043	\$ -	\$ 90,699
Other	\$ 247,000	\$ -	\$ (247,000)	\$ -
Roads Offsite Levies	\$ 150,000	\$ -	\$ (150,000)	\$ -
Water Offsite Levies	\$ 878,031	\$ -	\$ (100,000)	\$ 778,031
Sewer Offsite Levies	\$ 545,111	\$ -	\$ (420,000)	\$ 125,111
Storm Offsite Levies	\$ 428,840	\$ -	\$ (550,000)	\$ (121,160)
Developer's Recreation Contribution	\$ 647,950	\$ -	\$ (600,000)	\$ 47,950
	<b>\$ 1,974,056</b>	<b>\$ 2,974,043</b>	<b>\$ (3,671,671)</b>	<b>\$ 1,276,428</b>

# Fiscal Plan

## 4. Long-term Debt

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

	2018 Year End	2019 Year End	2020 Year End	2021 Year End	2022 Year End
Firehall	\$ 911,509	\$ 798,260	\$ 679,778	\$ 555,821	\$ 426,135
Tri-Leisure Facility	\$ 705,525	\$ 494,416	\$ 270,658	\$ 33,492	\$ -
Town Office Building	\$ 547,162	\$ 449,855	\$ 346,831	\$ 237,754	\$ 122,270
Arena Ice Slab	\$ 341,750	\$ 303,110	\$ 262,528	\$ 219,907	\$ 175,144
Golf Course Maintenance Shop	\$ 1,414,638	\$ 1,329,583	\$ 1,241,893	\$ 1,151,486	\$ 1,058,277
EMS Facility	\$ 812,812	\$ 771,170	\$ 728,006	\$ 683,264	\$ 636,886
Forest Green Plaza	\$ 1,198,897	\$ 1,137,476	\$ 1,073,809	\$ 1,007,814	\$ 939,406
Heritage Park Phase 111	\$ 2,761,291	\$ 2,637,513	\$ 2,510,688	\$ 2,380,743	\$ 2,247,600
RCMP Building	\$ 10,399,902	\$ 9,987,625	\$ 9,562,797	\$ 9,125,034	\$ 8,673,945
Veteran's Boulevard	\$ 5,027,906	\$ 4,836,942	\$ 4,639,998	\$ 4,436,885	\$ 4,227,411
<b><i>Paid by Special Levy</i></b>					
LI 50th ST Sewer	\$ 13,185	\$ 9,053	\$ 4,664	\$ -	
<b>Total Current Debt</b>	<b>\$ 24,134,577</b>	<b>\$ 22,755,003</b>	<b>\$ 21,321,649</b>	<b>\$ 19,832,200</b>	<b>\$ 18,507,074</b>
<b><i>Proposed Capital Projects</i></b>					
Recreation Centre	\$ -	\$ -	\$ -	\$ 10,789,603	\$ 10,360,422
Central Trunk Sanitary				\$ 2,764,039	\$ 2,501,491
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,553,642</b>	<b>\$ 12,861,913</b>
<b>Projected Total Debt</b>	<b>\$ 24,134,577</b>	<b>\$ 22,755,003</b>	<b>\$ 21,321,649</b>	<b>\$ 33,385,842</b>	<b>\$ 31,368,987</b>

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

	Principal	Interest	Total
2019	\$ 1,379,574	\$ 779,749	\$ 2,159,323
2020	\$ 1,433,354	\$ 725,968	\$ 2,159,323
2021	\$ 1,828,807	\$ 849,859	\$ 2,678,667
2022	\$ 2,016,855	\$ 958,313	\$ 2,975,169
2023	\$ 2,046,771	\$ 892,813	\$ 2,939,584
Thereafter	\$ 29,322,215	\$ 6,504,350	\$ 35,826,565
	<b>\$ 38,027,577</b>	<b>\$ 10,711,053</b>	<b>\$ 48,738,629</b>

The charts above include initiatives proposed in the Corporate Plan. Debenture debt is repayable to the Alberta Capital Finance Authority bearing interest rates ranging from 1.661% to 10% per annum and matures in years 2018-2041. Includes proposed debt and debt not yet accessed, information is based on best estimates for those projects.

# Fiscal Plan

## 5. Accumulated Surplus

	2018 Actuals	2019 Forecasts	2020 Forecast	2021 Forecast	2022 Forecast
Unrestricted Surplus	\$ 1,344,911	\$ 4,568,467	\$ 6,080,427	\$ 7,300,106	\$ 8,391,941
Restricted Surplus- Operating Reserves	\$ 4,584,070	\$ 1,545,799	\$ 1,267,283	\$ 1,464,796	\$ 1,386,359
Restricted Surplus- Capital Reserves	\$ 8,559,330	\$ 2,302,460	\$ 3,312,643	\$ 3,895,509	\$ 4,653,667
Equity in TCA	\$ 206,551,580	\$ 237,085,847	\$ 237,265,494	\$ 255,491,481	\$ 265,535,131
<b>Accumulated Surplus</b>	<b>221,039,891</b>	<b>245,502,573</b>	<b>247,925,847</b>	<b>268,151,892</b>	<b>279,967,098</b>

## 6. Franchise and Concession Contracts

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

Franchise Fees	2019	2020	2021	2022
FORTIS ALBERTA	1,913,493	1,932,628	1,951,954	1,951,954
WEST PKLD GAS CO-OP	28,000	30,000	30,000	30,000
ATCO GAS	1,209,790	1,288,069	1,300,000	1,320,000
	<b>\$ 3,151,283</b>	<b>\$ 3,250,697</b>	<b>\$3,281,954</b>	<b>\$ 3,301,954</b>

# Fiscal Plan

## 7. Reserves

	2019	2020 Additions	2020 Committed	Projected ending balance 2020	Projected ending balance 2021	Projected ending balance 2022
<b>CAPITAL RESERVES</b>						
<b>LIFE CYCLE RESERVES</b>						
Life Cycle - Common Services	17,701	20,000	-	37,701	41,701	66,701
Life Cycle - Arena	353,038	36,000	32,500	356,538	308,688	344,688
Life Cycle - Pool	197,578	10,000	-	207,578	222,578	227,578
Life Cycle - Community Center	189,102	5,000	-	194,102	199,102	204,102
Life Cycle - Heritage Park	319,863	67,000	57,170	329,693	344,523	364,353
Life Cycle - Parkland Building	107,664	-	-	107,664	107,664	107,664
Life Cycle - Library	40,093	40,000	-	80,093	120,093	160,093
Life Cycle - Town Admin Blding	224,048	25,000	100,000	149,048	179,048	209,048
Life Cycle - Firehall	125,916	10,000	-	135,916	150,916	170,916
Life Cycle - Youth Centre	80,409	-	-	80,409	80,409	80,409
Life Cycle - Outdoor Recreational	45,580	26,360	-	71,940	81,940	111,940
Life Cycle - Forest Green Plaza	45,000	15,000	-	60,000	75,000	90,000
Life Cycle - Old Firehall	15,000	5,000	-	20,000	25,000	30,000
Life Cycle -RCMP Building	-	5,000	-	5,000	10,000	15,000
<b>CAPITAL EQUIPMENT REPLACEMENT</b>						
Fire Equip Replacement	45,134	175,530	204,500	16,164	174,091	320,404
Capital Equipment Replacement	305,877	372,500	430,000	248,377	162,877	47,377
<b>GENERAL CAPITAL RESERVES</b>						
Capital Roads	77,577	100,000	-	177,577	73,577	123,577
Capital Water	-412,236	755,855	100,000	243,619	203,053	325,196
Capital Sewer	-336,699	846,546	500,000	9,847	450,847	735,195
Capital Waste Mgmt	90,131	9,164	15,000	84,295	89,295	94,295
Capital Storm Sewer	1,421	286,331	-	287,752	342,752	382,752
Trails	50,000	5,000	50,000	5,000	15,000	30,000
Public	31,560	-	31,560	-	-	-
Recreation & Culture	341,396	-	341,396	-	-	-
Ec Dev	50,000	-	-	50,000	50,000	50,000
Land (School) Reserve	-	119,000	-	119,000	338,000	557,000
General Purpose	297,264	53,024.00	135,000	215,288	128,312	81,336
Golf Course	42	20,000.00	-	20,042	40,042	60,042
<b>CAPITAL RESERVES TOTAL</b>	<b>\$ 2,302,459</b>	<b>\$ 3,007,310</b>	<b>\$ 1,997,126</b>	<b>\$ 3,312,643</b>	<b>\$ 4,014,509</b>	<b>\$ 4,989,667</b>
<b>OPERATING RESERVES</b>						
Mural Preservation	65,455	10,000	-	75,455	85,455	95,455
Tax Levy Stabilization	229,862	62,125	102,044	189,943	27,518	(105,357)
UT Rate Stabilization	251,364	21,000	195,000	77,364	98,364	(5,636)
Snow Removal	200,461	-	-	200,461	200,461	200,461
Safety Rebate	89,329	10,000	15,000	84,329	86,829	81,829
Public Arts	217,129	40,000	25,000	232,129	263,129	294,129
Policing and Public Safety	362,420	357,233	544,265	175,388	356,455	537,522
Technology	44,736	30,000	30,000	44,736	17,736	(182,264)
Legacy	85,044	109,935	7,500	187,479	328,850	470,221
<b>OPERATING RESERVES TOTAL</b>	<b>\$ 1,545,799</b>	<b>\$ 640,293</b>	<b>\$ 918,809</b>	<b>\$ 1,267,283</b>	<b>\$ 1,464,796</b>	<b>\$ 1,386,359</b>
<b>TOTAL RESERVES</b>	<b>\$ 3,848,258</b>	<b>\$ 3,647,603</b>	<b>\$ 2,915,935</b>	<b>\$ 4,579,926</b>	<b>\$ 5,479,304</b>	<b>\$ 6,376,025</b>

While Reserve policy (C-FS-027) states “Reserves will be repaid with interest (generally over a period of five (5) years or less)”, a repayment plan to the Legacy reserve for the three lots purchased in 2018 of \$38,936 has been included in the Corporate Plan over a span of 20 years.

# Fiscal Plan

## 8. Debt Limits

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

DEBT LIMIT	December 31st 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022
Municipal Debt Limits	\$ 58,714,599	\$ 60,268,752	\$ 61,474,127	\$ 62,703,610	\$ 63,957,682
Outstanding Debt	\$ 24,134,577	\$ 22,755,003	\$ 21,321,649	\$ 33,385,842	\$ 31,368,987
<b>Total Debt Limits available</b>	<b>\$ 34,580,022</b>	<b>\$ 37,513,749</b>	<b>\$ 40,152,478</b>	<b>\$ 29,317,768</b>	<b>\$ 32,588,695</b>
Municipal Debt Service Limit	\$ 9,785,767	\$ 10,044,792	\$ 10,109,541	\$ 10,490,192	\$ 10,802,431
Current Debt Service Level	\$ 1,986,443	\$ 2,159,322	\$ 2,159,322	\$ 2,678,666	\$ 2,975,169
<b>Service on Debt Limit Available</b>	<b>\$ 7,799,324</b>	<b>\$ 7,885,470</b>	<b>\$ 7,950,219</b>	<b>\$ 7,811,526</b>	<b>\$ 7,827,262</b>

## 9. Contractual Obligations

The Town has entered into an agreement for the collection and hauling of garbage, compost and recyclable materials, having a term of five years commencing April 1, 2016 and expiring March 31, 2021. The estimated cost of these services for 2020 is approximately \$1,711,928.

## 10. Segmented Information

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

### a. General Government

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

### b. Protective Services

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

## Fiscal Plan

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ranges from public service to animal control as well as provincial statute enforcement with authorities granted by the Solicitor General of Alberta.

### c. Transportation

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

### d. Recreation and Culture

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

### e. Utilities

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

### f. Development

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

# Fiscal Plan

## 2020 Segmented Information

### 2020 Segmented information

	General Government	Protective Services	Transportation	Recreation & Culture	Utilities	Development	Totals
<b>Revenue</b>							
Taxation	2,385,467	5,055,268	2,697,709	5,564,304	4,955	2,375,846	18,083,549
Sales and User Charges	40,900	-	22,000	3,380,365	10,481,102	69,450	13,993,817
All other	3,707,621	188,000	1,000	615,350	276,340	331,000	5,119,311
Fines	-	881,500	-	-	-	-	881,500
Developer Levy	-	-	-	-	-	150,000	150,000
Government Transfers	123,881	1,165,181	-	160,400	-	20,000	1,469,462
Interest	256,000	10,500	-	-	64,900	1,500	332,900
	<b>\$ 6,513,869</b>	<b>\$ 7,300,449</b>	<b>\$ 2,720,709</b>	<b>\$ 9,720,419</b>	<b>\$ 10,827,297</b>	<b>\$ 2,947,796</b>	<b>\$ 40,030,539</b>
<b>Expenses</b>							
Materials, goods, contracted and general services	\$ 1,410,385	3,724,990	\$ 798,308	\$ 1,828,841	\$ 6,948,981	\$ 1,027,950	\$ 15,739,455
Salaries, wages, and benefits	3,504,390	\$ 2,529,700	1,098,730	4,404,508	1,197,382	1,760,934	\$ 14,495,644
Utilities	79,700	29,700	724,700	398,000	93,500	-	\$ 1,325,600
Repairs and maintenance	527,086	155,400	421,500	410,150	278,500	3,000	\$ 1,795,636
Transfers to local boards and organizations	300,498	63,383	-	841,633	-	-	\$ 1,205,514
Interest on long term debt	94,620	333,834	148,814	148,135	566	-	\$ 725,969
Insurance	181,800	15,500	24,600	71,350	37,050	-	\$ 330,300
Amortization	272,163	223,971	3,436,164	1,893,730	954,222	2,956	\$ 6,783,206
	<b>\$ 6,370,642</b>	<b>\$ 7,076,478</b>	<b>\$ 6,652,816</b>	<b>\$ 9,996,347</b>	<b>\$ 9,510,201</b>	<b>\$ 2,794,840</b>	<b>\$ 42,401,324</b>
<b>Net Revenue (Deficit)</b>	<b>\$ 143,227</b>	<b>\$ 223,971</b>	<b>\$ (3,932,107)</b>	<b>\$ (275,928)</b>	<b>\$ 1,317,096</b>	<b>\$ 152,956</b>	<b>\$ (2,370,785)</b>

Segmented information does not include the following:

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