

The background of the cover page is a photograph of a street scene. On the left, a black lamppost stands next to two vertical banners with red backgrounds and white and blue floral patterns. To the right, a large hanging basket filled with red and yellow flowers is suspended by chains. In the upper right, a large banner with the word "TOWN" in white letters on a grey background is visible. The foreground is filled with green foliage, and the sky is blue with some clouds.

2023-2025

CORPORATE PLAN

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Corporate Plan

Message from the Mayor

The Town of Stony Plain is focused on strategic infrastructure investments and community development to enhance our quality of community. The 2023-2025 Corporate Plan documents the path to achieving our vision through five priorities:

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

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

In 2023, we are excited to continue with the next steps for the following multi-year strategic priorities:

- Community Recreational Centre Construction
- Old Town South Redevelopment
- Spruce Grove-Stony Plain Trail Connection
- Central Trunk Sanitary Sewer Replacement
- Capital Infrastructure Replacement Funding
- Flood Mitigation Strategy Implementation
- Transportation Safety Program

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



William Choy

Mayor



Corporate Plan

Message from the Town Manager

On behalf of Administration for the Town of Stony Plain, I am pleased to share the 2023-2025 Corporate Plan. The process to present this document to Council and our citizens began upon the approval of the Town's Strategic Plan in first quarter of 2022. The Strategic Plan provides the key objectives to be achieved and projects to be implemented throughout the next three years. The Corporate Plan builds on these previously identified themes, outlining the next steps and resources to move forward.

1. Continuity of Corporate Plans

The previous Corporate Plan included the integration of Community and Social Development as an operational function of the Corporation. This has continued through the Plan process and other internal alignments. Internal strengthening and effort related to asset management and capital planning also continued and the organization and the community is seeing and benefiting from this work. This Corporate Plan also contains the next stage of Capital Infrastructure Replacement Funding to enhance own source funding for future capital planning.

2. Facility Planning

The Plan identifies facility capital projects that will require further refinement and Council direction. The recreation and public works facilities will be further considered in 2023 by the Town to guide their timing, construction and operation.

3. Integrated Operational Planning

Operational planning for transit along with RCMP funding and future policing services are subject to impacts that are to some degree outside the direct influence of Stony Plain at this time. The region continues a shift towards the Edmonton Metro Regional Transit Commission and clarity on the beginning of this regional entity should be achieved early in 2023. Further, police service delivery continues with ongoing dialogue at the local, regional and provincial level.

4. Organizational Development

Strengthening and designing an organization that will support community growth through the next decade will be further prioritized in the coming years. Internal department planning will continue to focus on the requirements of an organization that is needed to support a Council and a community of 30,000 people. Efforts will continue through leadership development, structural reviews and other means to match community needs with organizational capacity.

I look forward to the implementation of the 2023-2025 Corporate Plan and witnessing how it will benefit our residents and businesses.



Thomas Goulden, Town Manager



Corporate Plan

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) in 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 2023-2025 Corporate Plan.

TABLE 1	
Date	Activity
January	Council Retreat – Strategic Planning session for the Corporate Plan.
March	Strategic Plan – Adoption of the 2022-2025 Strategic Plan. Corporate Planning – Senior Leadership Team (SLT) and Managers identify and define corporate initiatives.
April – June	Department Business Planning – 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, demands, and capacity. Ranking and Prioritization – SLT completes a detailed review and prioritizes operating and capital initiatives as well as proposed service changes. This enables SLT to prioritize funding, analyze capacity and align submissions with Council strategic direction.
July – August	Financial and Capacity Analysis – We calculate and compile financial summaries of the funding strategies for the operating budget, new initiatives, and service changes prioritized by SLT in June. We analyze the capacity of the organization to deliver core services, new initiatives, and service changes.
September	Finalize Recommended Corporate Plan – 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 Recommended Corporate Plan.
October 26	Distribution of Recommended Corporate Plan – The Recommended Corporate Plan is distributed to the public. This provides both members of Council and the public an opportunity to become familiar with the Recommended Corporate Plan.
November 7, 8 & 9	Public Corporate Plan Meetings – The Recommended Corporate Plan is presented to Council for deliberation and direction. At this time, it may be further amended.
November 28	Corporate Plan Approval – The Corporate Plan is presented to Council for approval.
December	Public Communication of the Corporate Plan – The Corporate Plan is reviewed with staff and communicated to the public.

Corporate Plan

Prioritization

Departments develop, refine, and submit operating initiatives, service changes and capital initiatives for the Corporate Plan process. 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 2022-2025. Each of the criteria is weighted differently, as detailed below:

1. Strategy (40%)
 - It is something that is important to 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 or enhances employee safety
 - It reduces liability exposure
 - It meets a regulatory requirement
 - It enhances organizational & community integrity

Corporate Plan

New initiatives are placed into the following categories:

- **Corporate Initiatives**
Corporate initiatives are projects that have been identified within the current Strategic Plan as a priority. They also have a direct impact on developing, enhancing, or delivering services to the community. The primary impact of these projects will be on the community as a whole. These projects are designed to maintain or improve the quality of life and competitiveness of the Town.
- **Capital Initiatives**
Capital initiatives are projects that create or acquire a distinct, new asset that is amortized over time (the initial cost is gradually written off). Both acquiring new and replacing existing assets may require design activities (e.g. facilities, complex equipment, vehicles, new roads, parks or utilities related to growth). The project will often have a measurable operating impact in future years. This impact is reflected in the project cost. Capital initiatives may be defined as Corporate if they are identified within the Strategic Plan.
- **Department Initiatives**
Department initiatives do not appear in the Strategic Plan. They are designed to support the needs of a particular department. 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.
- **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 permanent positions. Permanent positions have regularly scheduled hours, whether full-time or part-time. Temporary part-time positions are created outside of the established permanent work force as required by the Town. Casual positions are recorded as required in each department or section and are approved as part of the Corporate Plan. Casual positions fill in for permanent or temporary positions due to the absence of the staff member or are used for periodic assignments on an as-needed basis, be it full-time or part-time. Term positions (employment for a fixed-term project) are created outside of the established permanent work force as required by the Town and have a predetermined start and end date.

Corporate Plan

Corporate Priorities

This section outlines the initiatives developed from the Strategic Plan 2022-2025. They are organized according to the themes within the Strategic Plan.

GOVERNANCE & PARTNERS

We embrace and foster partnerships and relationships that support community values, collaborative leadership, and sustainable growth.

I. We Commit To:

Pursuing partnerships and advocating with regional entities, municipalities, and other levels of government to provide infrastructure, programs, and services for a growing urban municipality.

Key Actions:

- Establish an agreement with the Government of Alberta to transfer development authority of Highway 779 and 628 to Stony Plain
- Ensure Stony Plain's interests are represented and visible on committees, boards, and plans
- Foster the unique partnerships required to advance the redevelopment of Old Town South (Table 2)
- Explore opportunities to further improve services for residents and businesses through regional collaboration
- Strengthen our relationship with other levels of government advocating for the needs of Stony Plain and our region's success
- Nurture relationships with First Nations, Inuit, and Métis peoples

TABLE 2	
Initiative	Old Town South Redevelopment
Category	Corporate, Service Change & Capital
Business Unit	Planning and Infrastructure
Schedule	2023-2025
Cost	\$3,610,000
Funding Source	Tax Base, Utility Reserve & Debenture paid by Utility Rates
Executive Summary	
The Town is committed to supporting and enhancing the redevelopment of Old Town South, to ensure there is a strong and vibrant hub for social, cultural, recreational, institutional, residential, and commercial activities. This work stems from and integrates actions of the Old Town Community Plan Area Redevelopment Plan and is intended to define suitable land use concepts and enable site design for the area while establishing a clear implementation plan. Once developed, the infrastructure assessment and concept plan will ensure that future investments in Old Town South are viable, cohesive, and work together to achieve the redevelopment vision. Planning and redevelopment will continue to occur in the following phases:	
• 2023 Stakeholder engagement, detailed infrastructure design and construction \$410,000 • 2024 Infrastructure construction \$3,000,000 • 2024-2025 Annual Façade Improvement & Placemaking Grant Program \$40,000 • 2025 Town Square & Downtown Community Centre detailed design \$100,000 • 2025 Downtown parking strategy & on-street patio program \$60,000	

2. We Commit To:

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

Key Actions:

- Enhance our organizational resiliency and ability to adapt
- Enhance our workforce by providing adequate resources and infrastructure to support productivity and employee well-being
- Embrace a priority and performance measurement culture and link our strategic vision and decision-making processes with our financial realities
- Engage our public with opportunities to support our future vision, strategies, and delivery of services

3. We Commit To:

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

Key Actions:

- Engage in open dialogue with residents and businesses through public participation during community events and other direct means of communication
- Take action with determination to be resilient, flourish, and be adaptable regardless of any challenges.

ECONOMIC OPPORTUNITY

We promote economic opportunities through proactive actions that support our current business community and attract new business to Stony Plain.

1. We Commit To:

Strengthening our vibrant business community.

Key Actions:

- Engage with local businesses, investors, developers, and stakeholders to create opportunities for a more prosperous climate and job creation
- Create more prominent tourism destination marketing with the business community and regional partners (Table 3)
- Identify opportunities for growth by profiling and monitoring our key business sectors
- Develop a broadband strategy to address digital infrastructure gaps for business and residents (Table 4)

Corporate Plan

- Contribute to and support Edmonton Global and the Edmonton Metropolitan Region Board (EMRB) to strengthen our region, attract investment, and generate new business
- Engage with key business stakeholders to prepare a highway development strategy that will further development of the North Business Park and highway commercial areas

TABLE 3	
Initiative	Destination Development & Marketing
Category	Corporate
Business Unit	Office of the Chief Administrative Officer
Schedule	2025
Cost	\$27,500
Funding Source	Tax Base
Executive Summary Through implementation of the 2021 Tourism Master Plan, the goal of this initiative is to further position Stony Plain as a viable option for visitors, residents and new business through destination development and marketing. This initiative will include: Product development • build on existing municipal assets to develop compelling tourism experiences through animation, activities, and purchasable products; • work with local tourism providers to create new purchasable experiences and products; and • create a product/experience development program/guide that tourism providers can utilize independently. Destination development • enhance the capacity of local businesses and tourism stakeholders to transform the community into a high performing destination through training and education. Marketing/promotional development • expand and enhance the tourism brand(s) and target promotions of new product/experiences to receptive target markets.	

Table 4	
Initiative	Broadband Strategy
Category	Corporate
Business Unit	Office of the Chief Administrative Officer
Schedule	2024
Cost	\$75,000
Funding Source	Tax Levy Stabilization Reserve
Executive Summary To address digital infrastructure gaps the Town will undertake a two-stage Broadband Strategy. In 2022, stage one of the Strategy will analyze Stony Plain's current fibre and equipment inventory to produce several possible infrastructure solutions. Once a solution is determined, the Strategy's second stage in 2024 will produce a detailed business plan outlining the recommended sequence of capital investment.	

SUPPORTIVE INFRASTRUCTURE

We focus on short and long-term capital planning supported by best practices for asset management to maintain, improve, and develop the infrastructure and amenities that support a high quality of life.

1. We Commit To:

Managing community and corporate infrastructure and assets to ensure continued delivery of services for a growing population.

Key Actions:

- Expand access to Westview Health Centre and surrounding neighbourhoods with the extension of South Park Drive
- Enhance our long-term capital planning and processes to guide investments in our infrastructure

2. We Commit To:

Developing facilities and amenities to meet the needs of our current and future residents and stakeholders.

Key Actions:

- Build a recreation facility in Stony Plain that supports the recommendation of the 2017 Indoor Recreation Study (Table 5)
- Prepare site and infrastructure servicing plans to support the redevelopment of Old Town South (Table 2)
- Offer a peaceful, non-denominational final resting place to honour loved ones with the development of a municipal cemetery located on Rosenthal Road (Table 6)
- Pursue strategic investment in capital projects that support economic growth and diversification in our community with a keen focus on return on investment

TABLE 5	
Initiative	Community Recreation Centre
Category	Corporate Capital & Service Change
Business Unit	Community and Protective Services
Schedule	2023-2025
Cost	\$15,300,000
Funding Source	Debenture paid by Tax Base
Executive Summary This initiative will fund the construction of and establish operations of a new recreation facility in the Old Town South neighbourhood. It is estimated construction will take eighteen months to complete. The facility will be available for public use in Q4 2024. Administration will continue to secure available grants, sponsorship, and partnership funding for the establishment of this new facility. • 2023-2024 Facility construction \$15,000,000 • 2024 Facility operations \$110,000 • 2025 Facility operations \$190,000	

Corporate Plan

Table 6

Initiative	Cemetery
Category	Corporate & Service Change
Business Unit	Planning & Infrastructure
Schedule	2024-2025
Cost	\$2,367,000
Funding Source	Grant & Tax Base
Executive Summary The design of the cemetery was completed in 2021, with construction scheduled for 2024. This initiative will provide the necessary administrative and contracted support, resources, and equipment to establish operation of the cemetery. Full operation including additional contracted services will commence after construction. Two part time staff positions will be onboarded to supervise and maintain the grounds and provide customer service for this new facility. • 2024 Cemetery construction and equipment \$2,150,000 • 2024 Cemetery operations \$62,000 • 2025 Cemetery operations \$155,000	

COMMUNITY DEVELOPMENT

We develop and deliver events, amenities, and value-added services that create a safe, culturally rich, diverse, and self-sufficient community.

I. We Commit To:

Developing cultural aspects of our community.

Key Actions:

- Celebrate our community and residents through promotion of local art, cultural opportunities, and events
- Explore programs to enhance the downtown area, historic properties, and amenities
- Develop a public art strategy to guide the placement and design of public art
- Consider opportunities related to diversity and immigration, focusing on the positive advantages associated with an inclusive community

2. We Commit To:

Enhancing the safety and protection of our community.

Key Actions:

- Work with CN Rail to ensure existing rail lines are safe for all residents, including advocating for construction of a second pedestrian crossing and vehicle overpass
- Renew partnership arrangements and infrastructure improvements to provide enhanced safe pedestrian corridors, particularly focused around schools
- Monitor effectiveness of public safety service levels

Corporate Plan

3. We Commit To:

Fostering a sense of community belonging and inclusion.

Key Actions:

- Enhance civic engagement opportunities through volunteerism, neighbourhood development, and leadership opportunities (Table 7)
- Build on the success of the Together We Shine initiative to enhance inclusion activities, including exploration of a "one community" concept and membership in the Coalition of Inclusive Municipalities
- Collaborate regionally with local school boards to determine the location of future schools and enhance community use of school sites
- Continue to develop innovative approaches for diverse housing that consider a wide and diverse range of needs as we continue to grow (Table 8)

Table 7	
Initiative	Community Volunteer Leadership Development
Category	Corporate & Service Change
Business Unit	Community & Social Development
Schedule	2025
Cost	\$25,000
Funding Source	Tax Base
Executive Summary The Mayor's Task Force on Volunteerism and Civic Engagement recommended the development of a community ambassador program to foster engagement and increase community participation. In late 2019 and 2020 a community champions program was launched and provided an initial roll-out of community-based leaders to help develop and guide community connection activities. The next phase of the roll-out includes increased capacity development for volunteers to enhance their skill sets and provides more impact during their connecting activities with the community.	

Table 8	
Initiative	Community Collaboration for Innovative Diverse Housing
Category	Corporate
Business Unit	Community & Social Development
Schedule	2025
Cost	\$45,000
Funding Source	Tax Base
Executive Summary This initiative will support the community to design an appropriate sustainable and affordable housing project in Stony Plain. Using the Rural Development Network (RDN) Step-By-Step Guide to Developing Affordable Housing and the expertise of the RDN Sustainable Housing Initiative, a collaboration of community partners will design a multi-unit housing project that would be cost-effective and sustainable.	

ENVIRONMENTAL RESPONSIBILITY

We take practical, balanced, sustainable actions to protect the environment for our residents today and in the future.

I. We Commit To:

Focusing on environmental sustainability by protecting and managing our environmental impact to meet current needs without compromising the ability of future generations to meet their needs.

Key Actions:

- Pursue opportunities for regional waste, organics, and recycling facilities and programs
- Implement and monitor the Environmental Master Plan
- Develop an urban agricultural master plan to align with the Regional Agricultural Master Plan
- Continue to support provincial and regional partners in environmental initiatives
- Consider green initiatives that align environmental responsibility actions with our growth strategies and reduce Stony Plain's environmental footprint
- Manage our recreational greenspaces and parks as valuable assets in our urban landscape
- Enhance communication and education opportunities that build community support for environmental initiatives and their benefits

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 department operating and capital initiatives as well as service changes for 2023, 2024 and 2025.

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

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

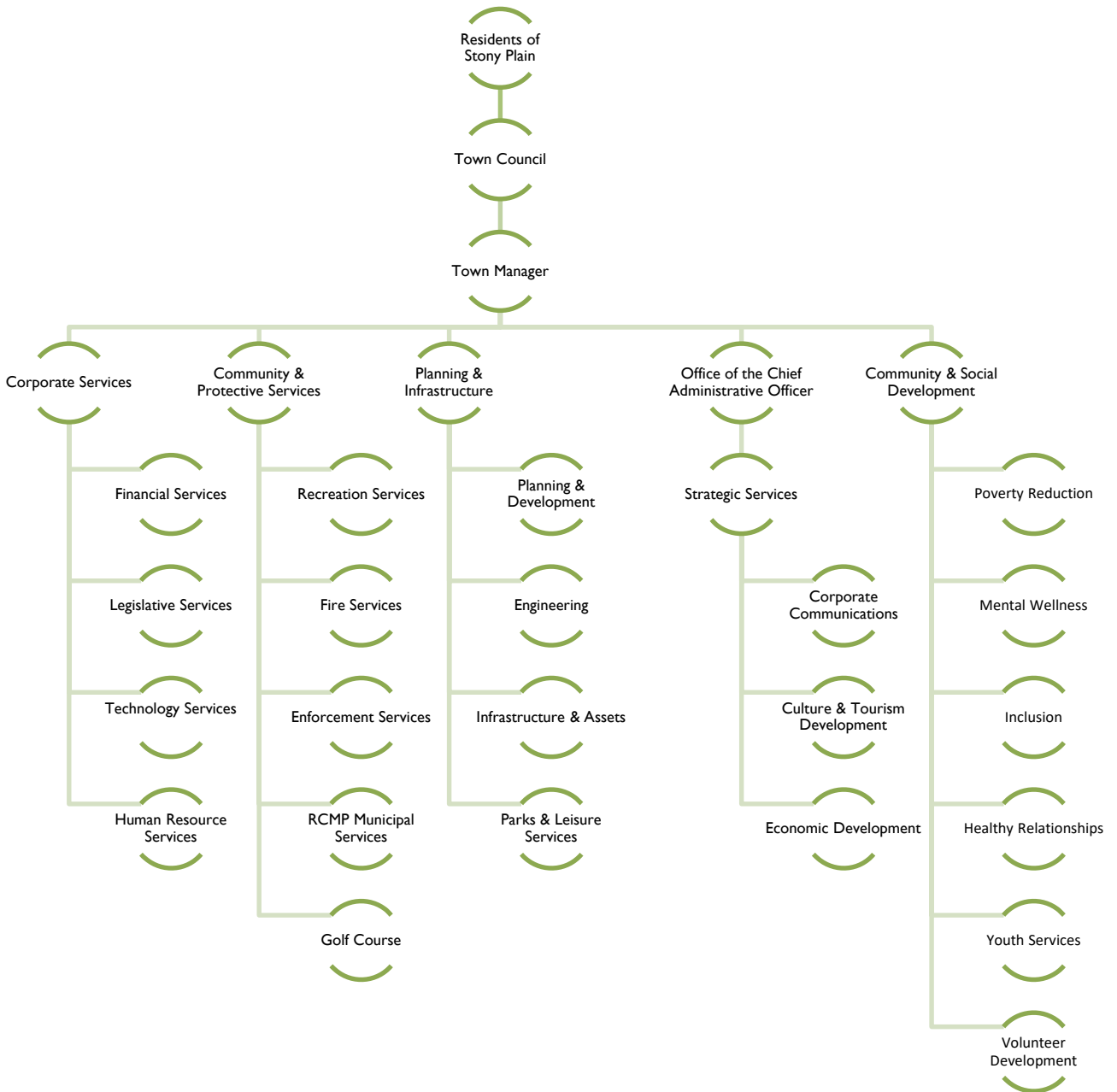
Organizational Chart

The organizational charts represent the internal reporting structure of each department or business unit. 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 2023-2025 are reflected in the organizational charts in shaded boxes and include the position name, along with the year that they will be added.

Corporate Plan

The following is the organizational structure of the Town:



Corporate Plan

Staffing Summary

The staffing size for each department is expressed as Full-Time Equivalents (FTE). The following is a staffing summary for each department of proposed FTE staff positions for 2023-2025.

TABLE 9

Department	2023	2024	2025
Office of the CAO	1.0	1.0	0.0
Corporate Services	1.1	0.0	0.0
Community & Protective Services	4.0	1.0	2.0
Planning & Infrastructure	0.0	0.9	1.0
Community & Social Development	0.6	0.0	1.0
Proposed Annual Increase in FTEs	6.7	2.9	4.0

Administration recommendations regarding additional full-time equivalent positions are directly related to the new development the Town has experienced in recent 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 2022 – 2025.

TABLE 10	2022	Proposed 2023	Proposed 2024	Proposed 2025
Office of the CAO				
Town Manager's Office	2.0	3.0	3.0	3.0
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	2.0	2.0
Corporate Communications	3.0	3.0	3.0	3.0
	9.0	10.0	11.0	11.0
Corporate Services				
General Manager's Office	1.0	1.0	1.0	1.0
Financial Services	12.4	13	13	13
Legislative Services	4.6	4.6	4.6	4.6
Technology Services	5.0	5.0	5.0	5.0
Human Resource Services	3.0	3.5	3.5	3.5
	26.0	27.1	27.1	27.1
Community & Protective Services				
General Manager's Office	1.0	1.0	1.0	1.0
Recreation Services	8.8	10.8	10.8	11.8
Fire Services	7.5	7.5	7.5	7.5
Enforcement Services	6.0	7.0	7.0	7.0
RCMP Municipal Services	20.5	21.5	22.5	23.5
Golf Course	3.0	3.0	3.0	3.0
	46.8	50.8	51.8	53.8
Planning & Infrastructure				
General Manager's Office	1.0	1.0	1.0	1.0
Planning & Development	8.0	8.0	8.0	8.0
Engineering	5.0	5.0	5.0	6.0
Infrastructure & Assets	20.4	20.4	20.4	20.4
Parks & Leisure Services	17.0	17.0	17.9	17.9
	51.4	51.4	52.3	53.3
Community & Social Development				
General Manager's Office	1.6	1.6	1.6	1.6
Inclusion	0.8	1	1	2
Poverty & Healthy Relationships	1	1	1	1
Mental Wellness	0.6	1	1	1
Volunteer Development	1	1	1	1
Youth Services	2	2	2	2
	7.0	7.6	7.6	8.6
Total Full-Time Equivalents	140.2	146.9	149.8	153.8

Corporate Plan

Departmental Initiatives and Service Changes

Department business plans include summaries of the departmental operating and capital initiatives, service changes, and staffing changes for 2023 and those planned for 2024 and 2025.

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
- Inflation costs
- Cost of Living adjustments
- Performance based merit adjustments
- Collective agreement estimates

DEPARTMENTS

Office of the CAO

The Office of the Chief Administrative Officer functions include the following:

- Executive support to Mayor and Council
- Strategic Services & Government Relations
- Economic Development
- Culture & Tourism Development
- Corporate Communications

Mandate

The OCAO is the area of Administration which guides the strategic goals, partnerships, primary interaction with Mayor and Council, promotes economic growth and development, communicates with residents, and enhances culture and tourism throughout Stony Plain.

Plan & Projects

- Strategic Plan update
- Old Town South redevelopment
- Broadband Strategy development
- Explore programs to enhance historic properties and the downtown area
- Consider redevelopment sites in the downtown area
- Tri-Municipal Regional Plan implementation
- Signage & Banner Strategy implementation
- Arts, Culture and Heritage Action Plan implementation
- Public Arts Strategy implementation
- Tourism Master Plan implementation
- Economic Development Strategic Plan update

Department Business Plans

OCAO Operational Summary 2022-2025

Office of the CAO	2022 Budget	2023 Proposed Budget	Increase/ (Decrease)	2024 Proposed Budget	2025 Proposed Budget
Revenue					
Sales and User Charges	\$ 600	\$ 600	\$ -	\$ 600	\$ 600
Government Transfers	200,000	-	(200,000) I	-	-
Total Revenue	\$ 200,600	\$ 600	\$ (200,000)	600	600
Expenses					
Office of the CAO	\$ 471,819	\$ 570,505	\$ 98,686 2	\$ 592,638	\$ 612,192
Strategic Services	401,314	220,779	(180,535) 3	246,608	264,188
Corporate Communications	390,620	414,664	24,044	418,538	459,943
Economic Development	549,517	455,941	(93,576) 4	492,178	458,522
Cultural Services	493,616	487,404	(6,212)	532,300	652,709
Total Expenses	\$ 2,306,886	\$ 2,149,293	\$ (157,593)	\$ 2,282,262	\$ 2,447,554
Net Surplus/Deficit	\$ (2,106,286)	\$ (2,148,693)	\$ (42,407)	\$ (2,281,662)	\$ (2,446,954)

All variances greater than \$50,000 are explained below:

- I** - Alberta Communities Partnership Grant revenue for Regional Plan implementation removal
- 2** - Addition of Administrative Assistant
- 3** - Alberta Communities Partnership expenses for Regional Plan implementation removal
- 4** - Removal of one time projects in 2022.

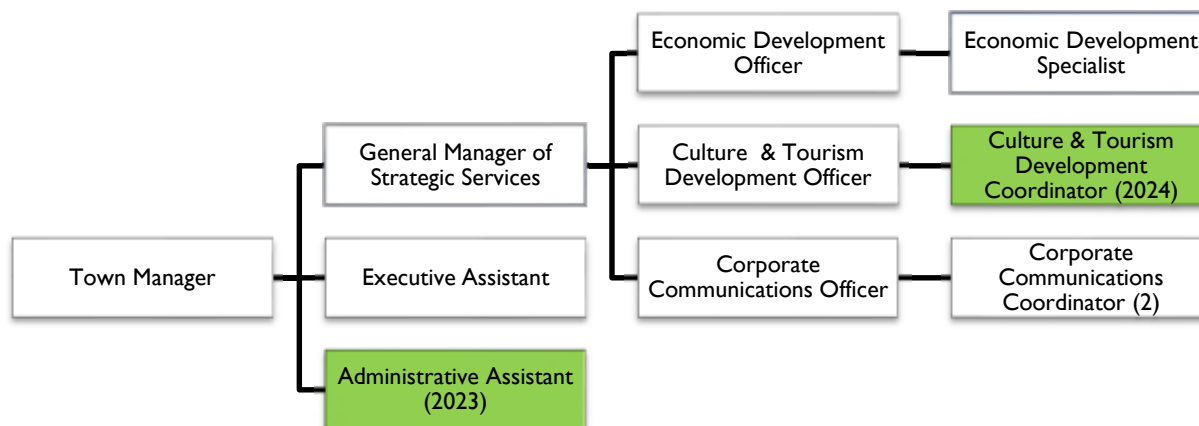
Council	2022 Budget	2023 Proposed Budget	Increase/ (Decrease)	2024 Proposed Budget	2025 Proposed Budget
Expenses					
Total Expenses	\$ 537,441	\$ 587,873	\$ 50,432 I	\$ 587,873	\$ 607,123
Total Expenses	\$ 537,441	\$ 587,873	\$ 50,432	\$ 587,873	\$ 607,123
Net Surplus/Deficit	\$ (537,441)	\$ (587,873)	\$ (50,432)	\$ (587,873)	\$ (607,123)

All variances greater than \$50,000 are explained below:

- I** - Council compensation adjustment as per policy C-CO-048

Department Business Plans

Organizational Chart



Full-Time Equivalent Staffing Summary

TABLE I I	2022	Proposed 2023	Proposed 2024	Proposed 2025
Town Manager's Office	2.0	3.0	3.0	3.0
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	2.0	2.0
Corporate Communications	3.0	3.0	3.0	3.0
	9.0	10.0	11.0	11.0

Department Initiatives and Service Changes

Table I I a	
Initiative	Administrative Assistant
Category	Department
Business Unit	Office of the Chief Administrative Officer
Schedule	2023
Cost	\$75,000
Funding Source	Tax Base
Executive Summary As the Town has grown additional administrative support is required to ensure the organization is optimizing its resources and capacity. This position will transact internal services, as well as enhance interactions with external stakeholders. Providing process improvements and ensuring the timely and accurate response to priority projects will be the benchmark for this additional position.	

Department Business Plans

Table 12	
Initiative	Economic Development Strategy
Category	Department
Business Unit	Office of the Chief Administrative Officer
Schedule	2023
Cost	\$55,000
Funding Source	Tax Levy Stabilization
Executive Summary The Economic Development Strategy was last updated in 2019 and has been guiding key projects and services. Since that time, most of the Strategy's initiatives have been implemented, and focus has shifted from implementation to an indefinite maintenance phase. Additionally, various influential factors have changed that require consideration when planning economic development activities. Finally, with significant shifts in the global and local economy in recent years, new guidance is required to foster further prosperity for the Town's citizenry.	

Table 13	
Initiative	Culture and Tourism Coordinator
Category	Staffing
Business Unit	Office of the Chief Administrative Officer
Schedule	2024
Cost	\$66,600
Funding Source	Tax Base
Executive Summary As Town services evolve and expand, adding this position will allow Culture and Tourism Development to maintain the quality services it has been providing to residents, businesses and organizations. This position will shift reliance on contract support and provide a more consistent level of service. Finally, the business unit has recently updated plans, 2020 Arts, Culture, and Heritage Action Plan, 2021 Tourism Master Plan and 2022 Public Art Strategy, providing renewed guidance to strengthen the local culture and tourism sectors.	

Table 14	
Initiative	Communications Master Plan
Category	Department
Business Unit	Office of the Chief Administrative Officer
Schedule	2025
Cost	\$40,000
Funding Source	Tax Base
Executive Summary This initiative will further improve the Town's well-established communications services. The Plan will guide the Town in providing effective, accurate and timely information and public participation. With the growth of the community and changing communications opportunities and challenges, the Town would benefit from a Communications Master Plan that outlines recommendations for services, resources, priorities and processes.	

Department Business Plans

Table 15	
Initiative	Culture and Artisan Incubator
Category	Capital & Service Change
Business Unit	Office of the Chief Administrative Officer
Schedule	2025
Cost	\$171,500
Funding Source	Tax Base
Executive Summary This initiative will provide the initial retrofit to an underutilized Town facility space offering local entrepreneurs with additional support for business growth and capacity building in a rapidly developing niche sector. Home-based businesses in the arts and cultural sector will have a facility to grow their business, contributing to the vitality of Stony Plain. In 2019, the opportunity of an incubator was identified in the Economic Development Strategy. Additionally, the completion of the Arts and Culture Facility Plan and Conceptual Design in 2019 recommended options including the retrofit of an existing building.	

Corporate Services

Corporate Services encompasses the following functions:

- Financial Services
- Legislative Services
- Human Resource Services
- Technology Services

Mandate

Corporate Services 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.

Plans & Projects

- Implementation of an Enterprise Resource Planning (ERP) system
- Council board and committee review
- Bylaw and policy review
- Employee benefits review
- Asset management monitoring and support (policy, data, systems)

Department Business Plans

Corporate Services Operational Summary 2022-2025

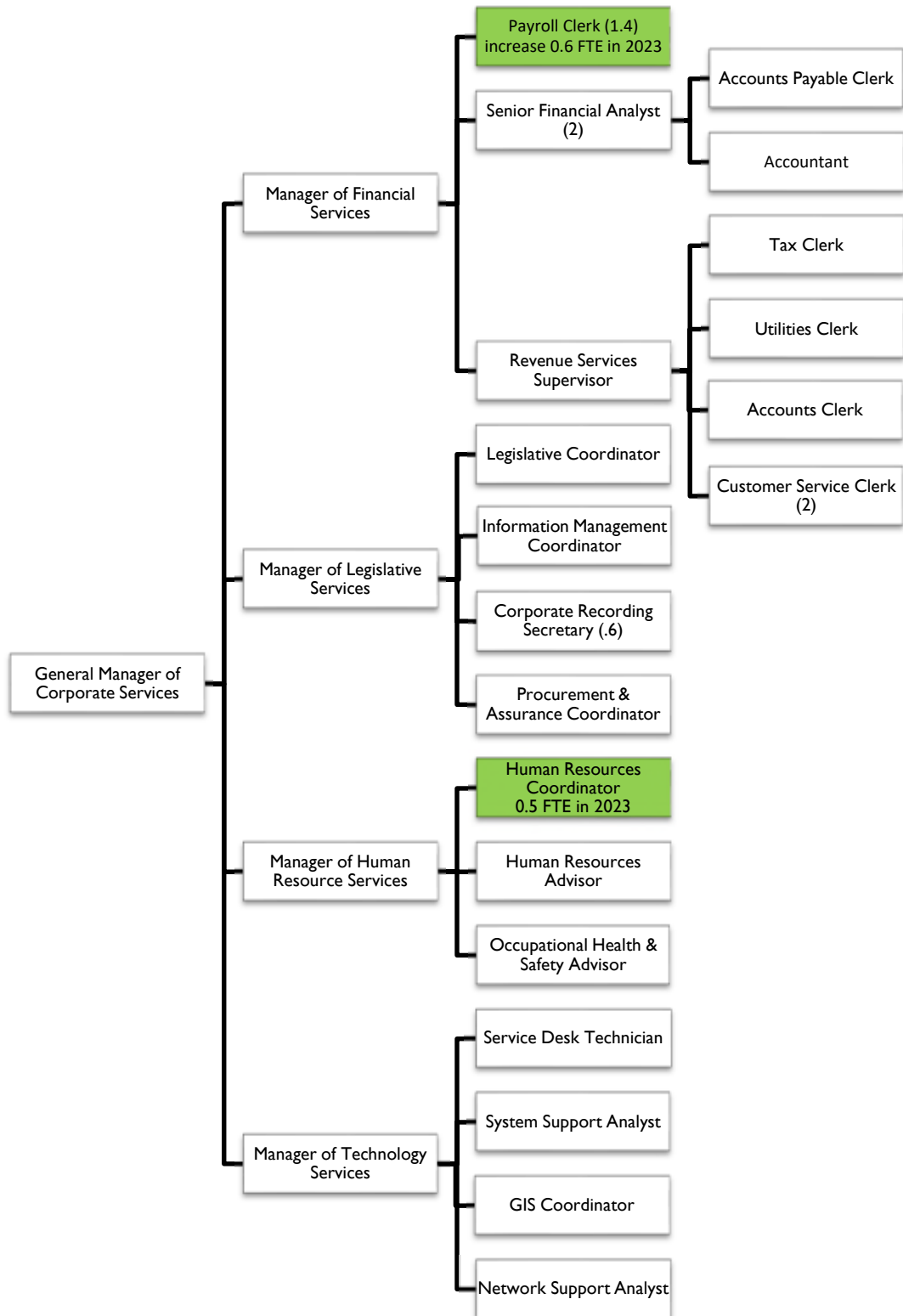
Corporate Services	2022 Budget	2023 Proposed Budget	Increase/ (Decrease)		2024 Proposed Budget	2025 Proposed Budget
Revenue						
Taxation	\$ 18,457,953	\$ 18,718,368	\$ 260,415	1	\$ 18,903,368	\$ 19,088,368
Sales and User Charges	38,400	37,700	(700)		37,700	37,700
All Other	3,938,961	4,226,124	287,163	2	4,226,124	4,226,124
Government Transfers	130,000	130,000	-		130,000	130,000
Interest	246,000	246,000	-		246,000	246,000
Total Revenue	\$ 22,811,314	\$ 23,358,192	\$ 546,878		\$ 23,543,192	\$ 23,728,192
Expenses						
General Government	\$ 657,278	\$ 708,372	\$ 51,094	3	\$ 710,114	\$ 708,293
Corporate Services	215,688	220,257	4,569		224,301	226,543
Financial Services	1,507,479	1,587,780	80,301	4	1,600,094	1,628,689
Legislative Services	593,199	611,342	18,143		630,005	718,970
Human Resource Services	518,355	529,478	11,123		579,088	564,528
Technology Services	1,139,745	1,218,314	78,569	5	1,231,393	1,241,381
Total Expenses	\$ 4,631,744	\$ 4,875,543	\$ 243,799		\$ 4,974,995	\$ 5,088,404
Net Surplus/Deficit	\$ 18,179,570	\$ 18,482,649	\$ 303,079		\$ 18,568,197	\$ 18,639,788

All variances greater than \$50,000 are explained below:

- 1 - Estimated 1% new tax revenue due to new assessment; Vacant Land revenue; Annexation Order Expiry
- 2 - Projected Franchise Fee Revenue
- 3 - Insurance
- 4 - Payroll Clerk 0.6 FTE (Table 18)
- 5 - Software licensing and support; Audio visual repairs and maintenance

Department Business Plans

Organizational Chart



Department Business Plans

Full-Time Equivalent Staffing Summary

TABLE 16	Approved 2022	Proposed 2023	Proposed 2024	Proposed 2025
General Manager's Office	1.0	1.0	1.0	1.0
Financial Services	12.4	13	13	13
Legislative Services	4.6	4.6	4.6	4.6
Technology Services	5.0	5.0	5.0	5.0
Human Resource Services	3.0	3.5	3.5	3.5
	26	27.1	27.1	27.1

Department Initiatives and Service Changes

TABLE 17	
Initiative	Capital Infrastructure Replacement Funding
Category	Department
Schedule	2023-2025
Cost	\$555,000
Funding Source	Tax Base
Executive Summary This initiative provides a 1% tax increase (\$185,000) per year in order to bridge the reserve funding gap and enable replacement of capital infrastructure and equipment. The dedicated funding commitment over five years will move the Town's financial strategies to replace and rehabilitate existing infrastructure and equipment to a more sustainable level and increase the reserve transfers for renewal by 5% taxation in year five. 2023 is the second year of the five years proposed for this initiative.	

TABLE 18	
Initiative	Payroll Clerk .6 FTE Increase
Category	Staffing
Schedule	2023
Cost	\$56,000
Funding Source	Tax Base
Executive Summary As the Town has grown and the staff make up changes, increased workload has been realized by the payroll business unit. Along with growth, the Town's employment dynamic has changed from typical full-time equivalents (FTE) to temporary, seasonal, coop students, summer students, internships, casual, etc. All these types of employees are typically a shortened employment and occur more frequently than your standard FTE. As such, an increase in the FTE for payroll is required to match the increased demands.	

Department Business Plans

TABLE 19	
Initiative	Human Resources Coordinator .5 FTE
Category	Staffing
Schedule	2023
Cost	\$25,000
Funding Source	Tax Base
Executive Summary As the Town continues to grow and change, the workforce must also transform to ensure organizational success. To support growth of the organization and its employees, the addition of a Human Resources Coordinator will enhance service levels and improve capacity to work on strategic initiatives to transform the organization and its people. This position will support the business unit by delivering many of the administrative tasks associated with staff recruitment, onboarding, training, and occupational health and safety.	

TABLE 20	
Initiative	Corporate Systems Strategy
Category	Department
Schedule	2023-2025
Cost	\$1,769,000
Funding Source	Tax Levy Stabilization Reserve, Technology Reserve
Executive Summary The Town's 2022 Corporate Systems Strategy outlined the highest priority replacement of the Enterprise Resource Planning (ERP) system. ERP houses critical data for the Town including taxes, utilities, payroll, timesheets, licensing, human resources, project tracking, customer accounts, cash receipting, purchase orders, and general ledger functions. This strategy implementation is underway and will remain a priority for the organization through the end of 2027. • 2023-2024 Enterprise Resource Planning system \$1,500,000 • 2025 Work order and asset management software \$269,000	

Community & Protective Services

Community & Protective Services includes the following operational areas:

- Recreation Services
- Fire Services
- Enforcement Services
- RCMP Municipal Services
- Golf Course

Mandate

The Community and Protective Services Department is a diverse, innovative, and dedicated team committed to the delivery of quality, safe and efficient services that meet the growing needs of our community.

Projects & Plans

- Completion of construction drawings and construction tender of a new Community Recreation Centre
- Transition of Stony Plain Transit to Edmonton Metro Services Commission
- Department service level and resource review
- Crime Prevention through Environmental Design assessments
- Redesign of Community Grant Programs
- Community Emergency Management awareness
- Support regional service delivery review and service implementation

Department Business Plans

Community & Protective Services Operational Summary 2022-2025

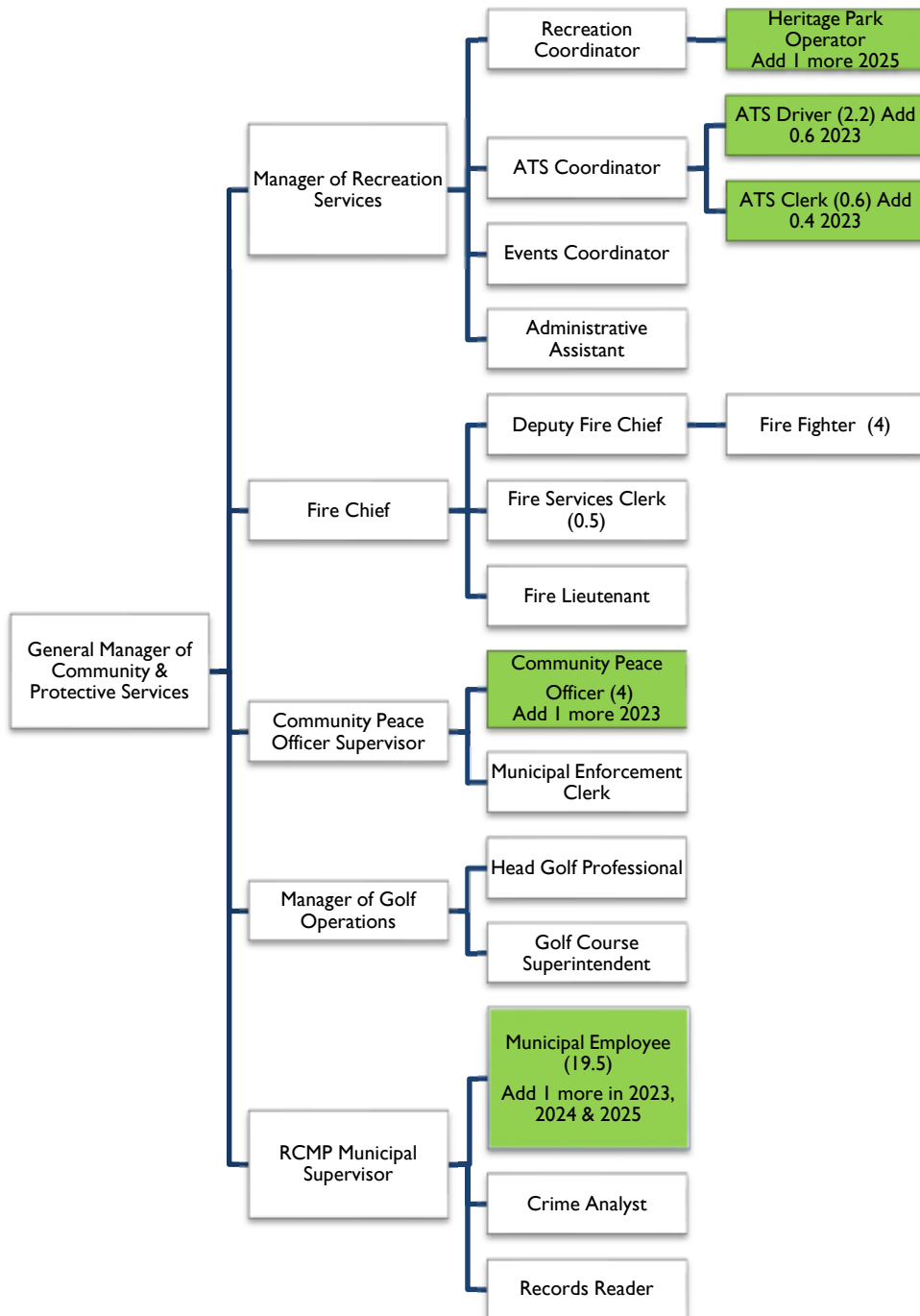
Community & Protective Services	2022 Budget	2023 Proposed Budget	Increase/ (Decrease)		2024 Proposed Budget	2025 Proposed Budget
Revenue						
Sales and User Charges	\$ 1,907,300	\$ 2,102,160	\$ 194,860	1	\$ 2,454,461	\$ 2,735,650
All Other	543,900	513,900	(30,000)		513,900	513,900
Fines	556,500	576,500	20,000		576,500	576,500
Government Transfers	1,085,421	1,122,371	36,950		1,132,371	1,132,371
Interest	10,500	3,500	(7,000)		3,500	3,500
Total Revenue	\$ 4,103,621	\$ 4,318,431	\$ 214,810		\$ 4,680,732	\$ 4,961,921
Expenses						
Protective Services	\$ 7,103,803	\$ 7,919,618	\$ 815,815	2	\$ 8,106,258	\$ 8,466,478
Community Services	339,014	347,310	8,296		355,230	360,901
Tri-Leisure	592,093	782,425	190,332	3	590,000	590,000
Programs	1,210,623	1,277,620	66,997	4	1,278,910	1,286,752
Golf Course	1,493,614	1,645,413	151,799	5	1,638,296	1,654,035
Total Expenses	\$ 10,739,147	\$ 11,972,386	\$ 1,233,239		\$ 11,968,694	\$ 12,358,166
Net Surplus/Deficit	\$ (6,635,526)	\$ (7,653,955)	\$ (1,018,429)		\$ (7,287,962)	\$ (7,396,245)

All variances greater than \$50,000 are explained below:

- 1 - Increase in Golf green fee and merchandise revenue
- 2 - RCMP Contract increase, additional RCMP municipal employee, Fire Casual Increase, Peace Officer (Table 22)
- 3 - TLC Funding Request
- 4 - Library Funding Request
- 5 - Cost of goods sold increase offset by revenue and operational increases to meet demand

Department Business Plans

Organizational Chart



Department Business Plans

Full-Time Equivalent Staffing Summary

TABLE 21	Approved 2022	Proposed 2023	Proposed 2024	Proposed 2025
General Manager's Office	1.0	1.0	1.0	1.0
Recreation Services	8.8	10.8	10.8	11.8
Fire Services	7.5	7.5	7.5	7.5
Enforcement Services	6.0	7.0	7.0	7.0
RCMP Municipal Services	20.5	21.5*	22.5*	23.5*
Golf Course	3.0	3.0	3.0	3.0
	46.8	50.8	51.8	53.8

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

Department Initiatives and Service Changes

TABLE 22	
Initiative	Community Peace Officer
Category	Staffing
Schedule	2023
Cost	\$210,000
Funding Source	Tax Base & Policing & Public Safety Reserve
Executive Summary The addition of this Community Peace Officer will maintain or increase timely responses to complaints and address the increase in enforcement files and challenges as the community grows. Stony Plain Enforcement Services operates with a combination model of proactive and reactive enforcement. The new Peace Officer will increase the percentage of proactive enforcement and create a more balanced service model. Costs include \$110,000 in operating expenses and \$100,000 for capital equipment.	

TABLE 23	
Initiative	Accessible Transportation Service (ATS) Driver 0.6 FTE Increase
Category	Staffing
Schedule	2023
Cost	\$37,000
Funding Source	Tax Base & Partner Revenue
Executive Summary The demand on ATS has increased since the 2019 merger of the Town's HandiBus Program and the City of Spruce Grove's Specialized Transportation service. Current demand for the service has exceeded the existing staff resources. To continue to provide the established service levels and meet the increasing demand for service by Stony Plain and Spruce Grove residents an addition of 0.6 FTE is required.	

Department Business Plans

TABLE 24	
Initiative	Accessible Transportation Service (ATS) Clerk 0.4 FTE Increase
Category	Staffing
Schedule	2023
Cost	\$26,000
Funding Source	Tax Base & Partner Revenue
Executive Summary The demand on ATS has increased since the 2019 merger of the Town's HandiBus Program and the City of Spruce Grove's Specialized Transportation service. Current demand for the service has exceeded the existing staff resources. To continue to provide the established service levels and meet the increasing demand for service by Stony Plain and Spruce Grove residents an increase of 0.4 FTE is required.	

TABLE 25	
Initiative	Heritage Park Operator
Category	Staffing
Schedule	2025
Cost	\$78,800
Funding Source	Tax Base
Executive Summary Demand at Heritage Park continues to increase and the volume of requests for large and small-scale event bookings are on the rise. In addition to general facility and ground maintenance, the Heritage Park Facility Operator provides event support to all Heritage Park rentals. In 2021 and 2022 the increase in rental demand has resulted in a greater reliance on the use of casual staff to support facility rentals. However, the reliance on casual employees has been challenging and unsustainable with staff turn over. This initiative will provide a stable solution to the staffing needs of the facility, on site expertise for event management and supervision of casual event staff.	

Planning & Infrastructure

Planning & Infrastructure encompasses the four functional areas:

- Planning & Development
- Engineering
- Infrastructure & Assets
- Parks & Leisure Services

Mandate

To meet the needs of our community, the Planning and Infrastructure Department:

- Provides effective and efficient customer service
- Plans, builds and maintains infrastructure
- Guides and fosters community development

Plans & Projects

- Old Town South redevelopment infrastructure improvements and concept planning
- Municipal Development Plan update
- Central Trunk sanitary upgrade
- Flood mitigation project implementation
- Asset management implementation
- Road maintenance and rehabilitation improvements
- Transportation Safety program implementation
- Stormwater infrastructure improvements
- Water and Wastewater infrastructure improvements
- Cemetery construction and operation
- Trail improvements and expansion
- Parks and greenspace maintenance and improvements
- Facility maintenance and improvements
- Event and project support

Department Business Plans

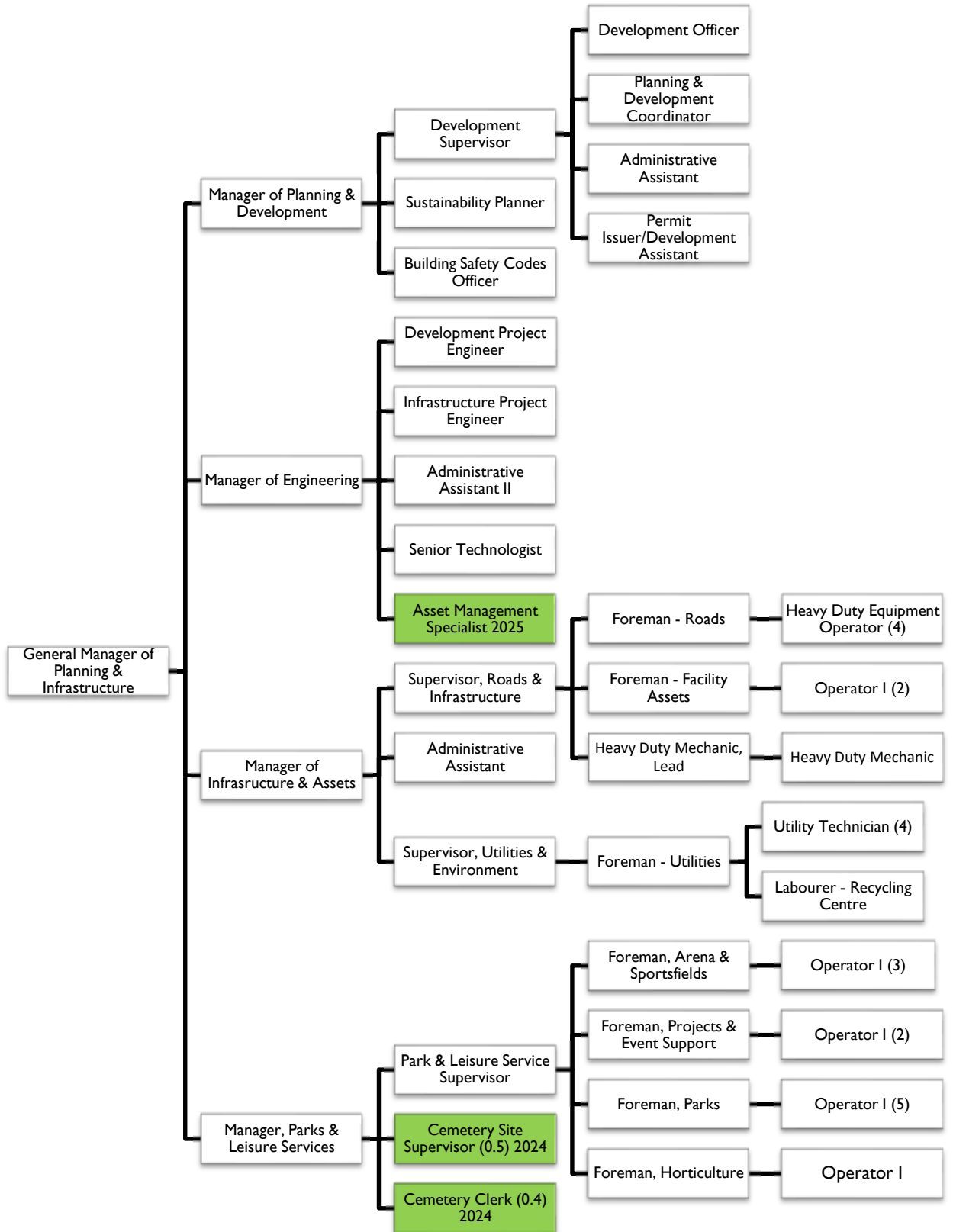
Planning & Infrastructure Operational Summary 2022-2025

Planning & Infrastructure	2022 Budget	2023 Proposed Budget	Increase/ (Decrease)		2024 Proposed Budget	2025 Proposed Budget
Revenue						
Sales and User Charges	\$ 13,012,235	\$ 14,473,210	\$ 1,460,975	1	\$ 15,614,997	\$ 15,996,865
All Other	1,361,150	1,393,150	32,000		1,408,650	1,431,150
Developer Levy	346,000	346,000	-		346,000	346,000
Government Transfers	186,534	210,089	23,555		186,534	204,534
Interest	21,000	21,000	-		21,000	21,000
Total Revenue	\$ 14,926,919	\$ 16,443,449	\$ 1,516,530		\$ 17,577,181	\$ 17,999,549
Expenses						
Transportation	\$ 3,090,022	\$ 3,508,408	\$ 418,386	2	\$ 3,547,048	\$ 3,540,829
Environmental Services	9,960,677	10,470,837	510,160	3	11,136,259	11,506,510
Parks	1,534,804	1,633,809	99,005	4	1,724,435	1,899,513
Planning & Development	1,297,045	1,329,562	32,517		1,421,228	1,541,233
Engineering	1,004,583	864,574	(140,009)	5	800,118	824,883
Facilities	2,561,599	2,897,083	335,484	6	3,774,231	4,102,751
Total Expenses	\$ 19,448,730	\$ 20,704,273	\$ 1,255,543		\$ 22,403,319	\$ 23,415,719
Net Surplus/Deficit	\$ (4,521,811)	\$ (4,260,824)	\$ 260,987		\$ (4,826,138)	\$ (5,416,170)

All variances greater than \$50,000 are explained below:

- 1** - Utility fee revenue increases based on utility rate models
- 2** - Increase in Transit service expense; Public Works Master Plan; Inflationary adjustments for utilities and fuel
- 3** - Debenture servicing Central Trunk (Table 28); Increase in Utility commodity costs; R&M increases
- 4** - GL movement for restructure as well as FTE costing reconciliation
- 5** - Removal of one time project
- 6** - R&M increases for buildings, playgrounds & spray park; GL movement for restructure as well as FTE costing reconciliation

Department Business Plans



Department Business Plans

Full-Time Equivalent Staffing Summary

TABLE 26	Approved 2022	Proposed 2023	Proposed 2024	Proposed 2025
General Manager	1.0	1.0	1.0	1.0
Planning & Development	8.0	8.0	8.0	8.0
Engineering	5.0	5.0	5.0	6.0
Infrastructure & Assets	20.4	20.4	20.4	20.4
Parks & Leisure Services	17.0	17.0	17.9	17.9
	51.4	51.4	52.3	53.3

Department Initiatives

TABLE 27	
Initiative	Asset Management – Facility Assessment
Category	Department
Schedule	2023
Cost	\$75,000
Funding Source	Tax Levy Stabilization Reserve
Executive Summary This initiative is proposed to continue to build the Town's Asset Management Program with further investments in tools, programs and resources that will help further improve the planning and management of Town assets. In 2023 facility condition assessments will be completed to provide data to manage the life cycles of the facility assets.	

TABLE 28	
Initiative	Central Trunk Sanitary Sewer Construction
Category	Capital
Schedule	2023
Cost	\$6,614,369
Funding Source	Debenture paid by Utility Rates & Developer Levies
Executive Summary The 2019 Utility Master Plan identified that the central trunk sanitary sewer is operating over capacity during major rainfall events. It was recommended to install a 1500mm diameter concrete super storage pipe between 52 Avenue and 49 Avenue beside the current sewer line. In 2021 a condition and groundwater assessment were completed to provide information to enable the detailed design to be completed. This project was designed in 2022, with tender and construction in 2023.	

Department Business Plans

TABLE 29

Initiative	Major Road Rehabilitation
Category	Capital
Schedule	2023-2025
Cost	\$3,686,500
Funding Source	Grants
Executive Summary The Major Road Rehabilitation program is intended to address larger asset management road projects that are of strategic and operational importance. Condition assessments and observations have identified four major roads for rehabilitation in the next 10 years. Detailed design will be completed in the year prior to construction to determine the recommended construction techniques. Additional considerations including active transportation, utilities, alignment with new developments and operational improvements will also be considered at the design stage. This initiative will include the following priorities outlined in the Transportation Master Plan: • 2023 57th Avenue construction \$1,719,500 • 2024 43rd Street design \$100,000 • 2025 43rd Street construction \$1,867,000	

TABLE 30

Initiative	Spruce Grove Stony Plain Trail Connection
Category	Capital
Schedule	2023
Cost	\$1,630,000
Funding Source	Grant
Executive Summary This conceptual project was approved by Council in 2021 with direction to Administration to provide options for a second multi use trail connection south of highway 16A between the Town of Stony Plain and the City of Spruce Grove. The trail design was completed in 2022 and construction will be completed in 2023. This project will be cost shared with the City of Spruce Grove.	

TABLE 31

Initiative	Transportation Safety Program
Category	Capital
Schedule	2023-2025
Cost	\$375,000
Funding Source	Roads Reserve
Executive Summary This initiative will focus on the Transportation Safety Strategy section outlined in the Transportation Master Plan which also includes annual crosswalk reviews and school zone safety. The Town has also located and tracked a number of individual transportation safety related concerns. This initiative will mitigate these risks and improve the safe movement of people and vehicles throughout the community. Mitigation strategies include upgrading pedestrian crossings and implementing various traffic calming strategies. This initiative will include the following priorities outlined in the Transportation Master Plan: • 2023 Pedestrian Safety Improvements \$85,000 - o John Paul II School & Willow Park Road - o Genesis Drive & Genesis Court • 2024 Pedestrian Safety Improvements \$130,000 - o Highridge Way - o Graybriar Drive & Grayridge Bay - o Graybriar Drive & Graywood Cove • 2025 Transportation Impact Assessment Guidelines and Pedestrian Safety Improvements \$160,000	

Department Business Plans

TABLE 32

Initiative	Flood Mitigation Strategy Implementation
Category	Capital
Schedule	2023
Cost	\$222,248
Funding Source	Storm Reserve
Executive Summary The Flood Mitigation Report completed in 2020 identified several upgrades to improve the Town's stormwater management levels of service. Due to the significant capital costs of these projects, the design and construction will be completed over several years. This initiative will include the design of the Whispering Waters Creek upstream project in 2023, with construction planned for 2027.	

TABLE 33

Initiative	Water Network Mains
Category	Capital
Schedule	2023-2024
Cost	\$4,640,000
Funding Source	Debenture paid by future Developer Levies
Executive Summary These projects will design and construct improvements to the water network mains identified in the Water and Sanitary Master Plan. These improvements are critical to ensure new infrastructure is constructed to meet increased water demands due to growth. The High Park Reservoir water line is a fill line being constructed in partnership with the Capital Region Parkland Water Services Commission. The projects include: • 2023 High Park Reservoir waterline & Golf Course Road watermain design \$464,000 • 2024 High Park Reservoir waterline & Golf Course Road watermain construction \$4,176,000	

TABLE 34

Initiative	Active Transportation Strategy Implementation
Category	Capital
Schedule	2023-2025
Cost	\$323,750
Funding Source	Grants
Executive Summary The Town is committed to improving its active transportation infrastructure to further connect community destinations, and promote public health and safety, environmental sustainability, and social cohesion. In 2020 the Town completed the Active Transportation Strategy to understand gaps and develop priorities. Administration has developed a multi-year plan to address sidewalk and trail connectivity gaps, with particular focus on commercial areas, high traffic corridors and areas where transit is introduced. This plan will add 1.75km of trail and 1.04km of sidewalk to the network over many years. The projects included for this phase include the design and construction: • 2023 North Side of 44th Avenue (50th Street to 48th Street) • 2025 South Side of 44th Avenue (50th Street to 48th Street)	

Department Business Plans

TABLE 35	
Initiative	Wastewater Network Trunks
Category	Capital
Schedule	2023-2025
Cost	\$954,475
Funding Source	Developer Levies
Executive Summary The Water and Sanitary Master Plan identifies infrastructure that is required to be built by the Town to facilitate growth. This project will include the design and construction of the following projects as outlined in the Offsite Levy Bylaw. • 2023 East Veterans Sanitary Trunk I design \$79,200 • 2024 East Veterans Sanitary Trunk I construction \$712,800 • 2025 Edgelands Sanitary Trunk design \$97,300 • 2025 Southcreek Sanitary Trunk 2 design \$65,175	

TABLE 36	
Initiative	Arterial Road Network
Category	Capital
Schedule	2024-2025
Cost	\$596,000
Funding Source	Roads Reserve
Executive Summary As the Town grows, the demands on its transportation network will increase. As per the 2020 Transportation Master Plan, a number of major upgrades to traffic signals, intersection capacity and corridor improvements were identified in order to meet the level of service. These projects would be funded by offsite levies. • 2024 Highway 628 and Westerra left turn lane design \$125,000 • 2025 Highway 628 and Westerra left turn land construction \$471,000	

TABLE 37	
Initiative	Snow Storage Site Design
Category	Capital
Schedule	2025
Cost	\$200,000
Funding Source	Storm Reserve
Executive Summary The primary purpose of a snow storage site is to manage snow removed from roadways that would otherwise be a hazard to the public or impair winter maintenance operations. The Town currently operates one snow storage site in the North Business Park. This site has limited infrastructure and environmental controls. The Town is required to update its storage site to meet Alberta Environment guidelines. In 2020 the Town hired a consultant to develop a site concept plan and complete preliminary engineering. This initiative will provide the detailed design for the future improvements to the existing site. Construction is proposed to occur in 2026.	

Department Business Plans

TABLE 38	
Initiative	Municipal Development Plan Update
Category	Department
Schedule	2025
Cost	\$100,000
Funding Source	Tax Levy Stabilization
Executive Summary Uniquely Stony Plain Municipal Development Plan (MDP) was originally adopted in 2013 and last updated in 2020 to accommodate specific policy direction from the Edmonton Metropolitan Region Board's (EMRB) 2017 Growth Plan. Updating the MDP will incorporate information released in recent municipal and regional plans, such as the Housing Strategy, Urban Agriculture Plan and the EMRB Growth Plan.	

TABLE 39	
Initiative	Asset Management Specialist
Category	Staffing
Schedule	2025
Cost	\$97,645
Funding Source	Taxation
Executive Summary This initiative is proposed to continue to build the Town's Asset Management Program with further investments in tools, programs and resources that will help further improve the planning and management of Town assets. This initiative will provide a coordinator position to oversee and deliver the program and monitor outcomes.	

Community & Social Development

Community & Social Development provides the following key services:

- Poverty Reduction
- Mental Wellness
- Inclusion
- Healthy Relationships
- Youth Services
- Volunteer Development

Mandate

The Community and Social Development team acts as a catalyst and partner on community priorities, uses evidence-based decision making, seeks creative opportunities to build relationships, and commits to fostering increased collective impact.

Plans & Projects

- Deliver Family and Community Support Services (FCSS)
- Implement Poverty Reduction action plan
- Support community-based awareness of living wage
- Establish framework for affordable housing and non-market housing approaches
- Assess findings from Tri-Region Housing and Service Needs Estimate; adjust services as needed
- Refine the Creating Hope (mental wellness) service plan to include recommendations from the Roots of Hope Roundtable
- Enhance the Community Helpers program
- Finalize and assess recommendations related to Together We Shine inclusion master plan
- Develop framework for stronger relationships with local Indigenous Peoples and municipal recommendations related to Truth and Reconciliation Calls to Action.
- Enhance collaborative work related to elder abuse and develop sustainable approach
- Develop initial approach to coordinated community approach to healthy relationships
- Review and implement actions related to ongoing Youth Centre needs assessment and evaluation
- Review business options for a social enterprise that balances learning with work experience
- Finalize and launch the Volunteer and Civic Engagement master plan
- Review and refine municipal volunteer program to include recruitment, training, recognition, and evaluation

Department Business Plans

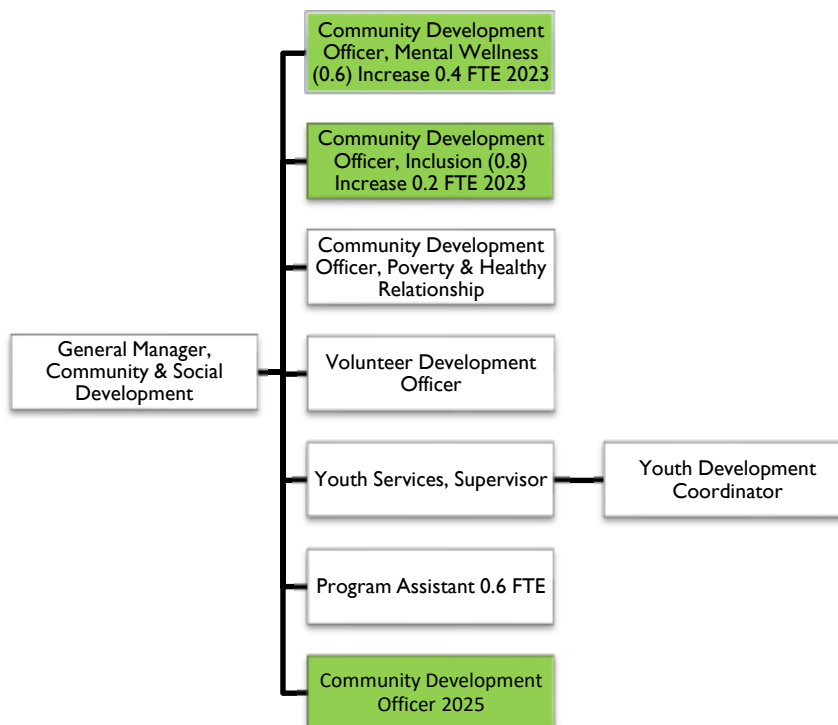
Community & Social Development Operational Summary 2022-2025

Community & Social Development	2022 Budget	2023 Proposed Budget	Increase/ (Decrease)	2024 Proposed Budget	2025 Proposed Budget
Revenue					
All Other	\$ 58,000	\$ 58,000	\$ -	\$ 58,000	\$ 58,000
Government Transfers	706,137	622,335	(83,802) I	572,335	572,335
Total Revenue	\$ 764,137	\$ 680,335	\$ (83,802)	\$ 630,335	\$ 630,335
Expenses					
Administration	\$ 79,182	\$ 38,507	\$ (40,675)	\$ 52,567	\$ 54,213
Poverty Reduction	121,375	129,333	7,958	146,838	196,856
Mental Health Wellness	157,950	167,175	9,225	182,929	189,671
Inclusion	208,028	169,981	(38,047)	184,817	191,718
Healthy Relationships	138,524	133,476	(5,048)	114,919	118,498
Volunteer	167,117	183,488	16,371	194,890	227,530
Youth	222,459	203,241	(19,218)	220,632	225,582
Total Expenses	\$ 1,094,635	\$ 1,025,201	\$ (69,434)	\$ 1,097,592	\$ 1,204,068
Net Surplus/Deficit	(330,498)	(344,866)	(14,368)	(467,257)	(573,733)

All variances greater than \$50,000 are explained below:

I - One time grant and funding allocation removed offset by reductions in expenses

Organizational Chart



Department Business Plans

Full-Time Equivalent Staffing Summary

TABLE 40	Approved 2022	Proposed 2023	Proposed 2024	Proposed 2025
General Manager	1.6	1.6	1.6	1.6
Inclusion	0.8	1.0	1.0	2.0
Poverty & Healthy Relationships	1.0	1.0	1.0	1.0
Mental Wellness	0.6	1.0	1.0	1.0
Volunteer Development	1.0	1.0	1.0	1.0
Youth Services	2.0	2.0	2.0	2.0
	7.0	7.6	7.6	8.6

Department Initiatives

TABLE 41	
Initiative	Community Development Officer 0.6 FTE Increase
Category	Staffing
Schedule	2023
Cost	\$58,000
Funding Source	Tax Base
Executive Summary Community and Social Development currently has two Community Development Officer positions staffed on a permanent part-time basis. Community collaboration work and partnership development needs have increased over the last three years. The positions are spending increased time assessing community needs and supporting collaborations to address those identified needs. Increasing both positions to permanent full-time will ensure continuity of service delivery and adjust department staffing levels to accurately reflect what is currently taking place.	

TABLE 42	
Initiative	Community Development Officer
Category	Staffing
Schedule	2025
Cost	\$110,000
Funding Source	Tax Base
Executive Summary The Town will be establishing an Indigenous Engagement framework. This position will support the implementation of that framework and actively work in coordination with Indigenous peoples and community to address the Truth and Reconciliation Calls to Action related to municipalities.	

Fiscal Plan

FINANCIAL DISCUSSION AND ANALYSIS

Overview

The fiscal plan reflects the financial requirements to support the Strategic Plan, Corporate 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 to show the longer-term impacts of operations and initiatives to ensure resources are effectively managed and planned for. The goal is to identify the proposed annual tax and utility rate increases, while maximizing the use of grants and other funding sources available. As information and assumptions in the second and third year of the Corporate Plan change, the plan will be refined prior to these years being presented.

Tax Impact

The tax increase proposed for the 2023 Corporate Plan is 7.47% comprised of:

4.35 %	Overall net operational expense and revenue projections			
0.77 %	Transit service			
1.69 %	RCMP contract and municipal employee position			
1.04 %	Tri Leisure Centre Request			
0.19 %	Library Request			
(1.82)%	Growth due to new assessment, vacant land & annexation			
(1.54)%	Franchise fee revenue			
2.79 %	2023 proposed initiatives			
	1.00 % Transfer for Capital Infrastructure Replacement Funding (Table 17)			
	0.59 % Community Peace officer 1 FTE (Table 22)			
	0.41 % Administrative Assistant 1 FTE (Table 11a)			
	0.30 % Payroll Clerk 0.6 FTE (Table 18)			
	0.21 % Community Development Officer 0.6 FTE (Table 41)			
	0.14 % Human Resources Coordinator 0.5 FTE (Table 19)			
	0.08 % ATS Driver 0.6 FTE (Table 23)			
	0.06 % ATS Clerk 0.4 FTE (Table 24)			

Fiscal Plan

The tax increase proposed for 2024 is 11.81% comprised of:

2.18 %	Overall net operational expense and revenue projections		
2.02 %	RCMP contract and municipal employee position		
(1.00)%	Growth due to new assessment		
8.61 %	2024 proposed initiatives		
	1.00 %	Transfer for Capital Infrastructure Replacement Funding (Table 17)	
	6.22 %	Recreation centre debenture servicing (Table 5)	
	0.59 %	Recreation centre operations (Table 5)	
	0.36 %	Culture and Tourism Coordinator (Table 13)	
	0.33 %	Cemetery operations (Table 6)	
	0.11 %	Old Town South redevelopment (Table 2)	

The tax increase proposed for 2025 is 8.38% comprised of:

2.20 %	Overall net operational expense and revenue projections		
1.45 %	RCMP contract and municipal employee position		
(1.00)%	Growth due to new assessment		
0.58 %	CN Rail pedestrian underpass debenture		
5.15 %	2025 proposed initiatives		
	1.00 %	Transfer for Capital Infrastructure Replacement Funding (Table 17)	
	0.93 %	Culture and Artisan Incubator (Table 15)	
	0.48 %	Cemetery operations (Table 6)	
	0.60 %	Community Development Officer (Table 42)	
	0.53 %	Asset Management Specialist (Table 39)	
	0.43 %	Recreation Centre operations (Table 5)	
	0.43 %	Heritage Park Operator (Table 25)	
	0.24 %	Community Collaboration for Innovative Diverse Housing (Table 8)	
	0.22 %	Communications Master Plan (Table 14)	
	0.15 %	Destination Development & Marketing (Table 3)	
	0.14 %	Community Volunteer Leadership Development (Table 7)	

Key Measures

The Town finances are managed with a long-term view focusing on affordability, a sound financial position and long-term planning. Key measures include accumulated surplus - restricted (reserves), 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 2022	Proposed Budget 2023	Proposed Budget 2024	Proposed Budget 2025
Revenue				
Net Taxes available for municipal purposes	\$ 18,457,953	\$ 18,718,368	\$ 18,903,368	\$ 19,088,368
Sales & user charges	14,958,535	16,613,670	18,107,758	18,770,815
Franchise and concession contracts	3,482,037	3,768,200	3,768,200	3,768,200
Government transfer for operating	2,308,092	2,084,795	2,021,240	2,039,240
Developer contributions	346,000	346,000	346,000	346,000
Fines	556,500	576,500	576,500	576,500
License & permits	546,000	578,000	593,500	616,000
Investment income	277,500	270,500	270,500	270,500
Rentals	1,005,124	1,007,124	1,007,124	1,007,124
Other	614,850	584,850	584,850	584,850
Penalties & costs on taxes	254,000	253,000	253,000	253,000
	\$ 42,806,591	\$ 44,801,007	\$ 46,432,040	\$ 47,320,597
Expenses				
Recreation & culture	\$ 7,878,464	\$ 8,739,166	\$ 9,609,096	\$ 10,265,042
Utilities	9,960,677	10,470,837	11,136,259	11,506,510
Protective services	7,103,803	7,919,618	8,106,258	8,466,478
General government	6,663,137	6,913,062	7,046,758	7,255,269
Transportation	3,090,022	3,508,408	3,547,048	3,540,829
Development	2,967,845	2,738,277	2,771,724	2,882,838
Community & Social Development	\$ 1,094,635	1,025,201	1,097,592	1,204,068
	\$ 38,758,583	\$ 41,314,569	\$ 43,314,735	\$ 45,121,034
Annual Surplus (Deficit) Before				
Other Revenue/(Expense)	\$ 4,048,008	\$ 3,486,438	\$ 3,117,305	\$ 2,199,563
Transfers From Reserves	\$ 1,593,045	\$ 3,149,118	\$ 1,018,808	\$ 699,558
Transfers to Reserves	\$ (3,994,373)	\$ (6,187,336)	\$ (5,042,997)	\$ (5,030,436)
Debenture Principal	\$ (1,646,680)	\$ (1,830,821)	\$ (2,660,780)	\$ (2,986,853)
Operating Surplus/ Deficit	\$ -	\$ (1,382,601)	\$ (3,567,664)	\$ (5,118,168)
		7.47%	11.81%	8.38%

Accumulated Surplus

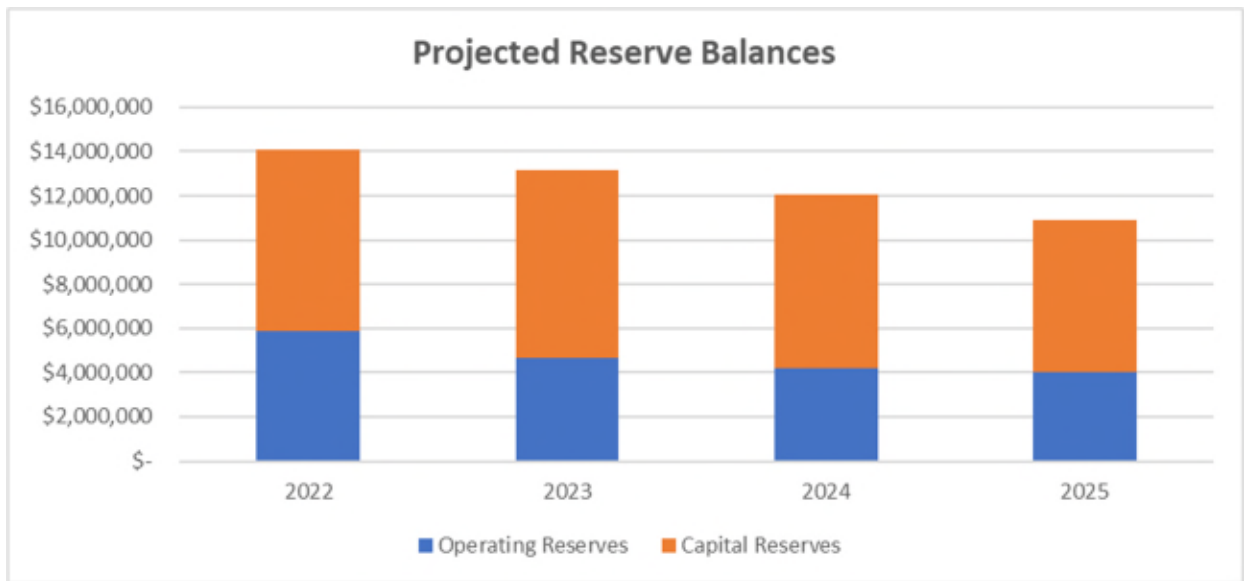
The accumulated surplus consists of three segments: unrestricted, restricted operating and capital reserves and the equity in tangible capital assets. The greatest portion of accumulated surplus is equity in tangible capital assets (TCA). Reserves for operating and capital are funded with annual transfers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

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Restricted Surplus (Reserves)

The restricted surplus is made up of municipal reserves and utility reserves. The reserves are used in accordance with Accumulated Surplus - Restricted (Reserves) financial policy (C-FS-055).

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



In 2023 transfers to reserves are \$6,186,336 and transfers from reserves are \$7,132,116 for a net transfer from reserves of \$945,780. Refer to note 6 of the fiscal plan for a detailed breakdown of the reserve balances.

Debt

Debt is used to accelerate capital projects that are deemed necessary for the well-being of the community, giving consideration to the associated servicing costs (interest and principal repayments). The Town historically has maintained debt levels that allow for a healthy degree of flexibility in providing financing for capital projects, however, the proposed capital initiatives presented in this three year Corporate Plan moves the Town above the internally set debt limit and within 11% of the provincial debt limit. This indicates that the Town will have limited financial flexibility if unknown projects arise without the re-prioritization of projects in the current plan.

The Town's Debt Management policy (C-FS-045) sets debt limit and servicing at 80% of 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 provincial debt limit is calculated at 1.5 times total revenue and debt service limit is calculated at 0.25 times total revenue. Based on the proposed debt funding in the Corporate Plan, the Town is expected to exceed its internal debt limit; and to remain above that limit until 2030. Capital initiatives were staged in the 10 year Capital Plan

Fiscal Plan

for the Town to achieve compliance with the external debt limit as the Town is projected to be within 2% of the provincial debt limit in 2026.

New Debt

Seven initiatives within the three year Corporate Plan have identified debentures as the source of financing. The debenture for the Central Trunk Rehabilitation Program, Central Trunk Sanitary Sewer Construction (Table 28), Meridian Reservoir Building and Old Town South Storm Development (Table 2) are serviced by utility rates. The Water Network Mains (Table 33) will require front ending of offsite levies by the Town in 2024 with the debt servicing funded by future collection of offsite levies. The new debenture proposed for the Community Recreation Centre (Table 5) is serviced by tax base. As the design of the Recreation Centre and site servicing is finalized in 2022, the final construction costs will be better understood as well as further clarity around grant and partner contributions. The debenture for the Second Pedestrian Underpass is to fund the Town's portion of the overall project, this will only proceed if the grant that covers 80% of the project cost is awarded.

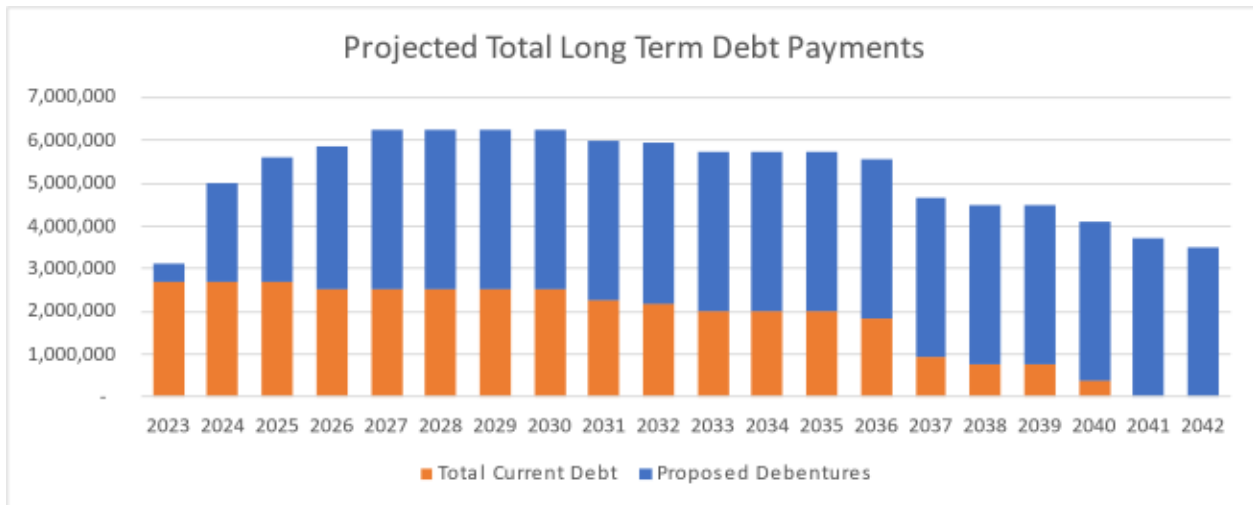
The annual debt servicing payments required are shown in the chart below. Debentures are generally planned to be drawn midway in the year resulting in only one debenture repayment in the year the debenture is drawn. Due to this, the full impact of the debenture is not realized until the second year. This helps smooth the impact of the debenture repayment into the source of funding (utility rate, offsite levy or tax rate). For the Community Recreation Centre the full impact of the debenture is expected to be realized in 2024.

New Debt	Total Debenture	2023 Servicing	% Tax Increase	2024 Servicing	% Tax Increase	2025 Servicing	% Tax Increase
<u>Utility Based</u>							
Central Trunk Rehab Program	1,621,373	62,166		62,166			
Central Trunk Sanitary Sewer Const. (Table 28)	6,000,000	239,017		239,017			
Meridian Reservoir Building	5,000,000			191,708		191,708	
Old Town South Storm Development (Table 2)	2,500,000			95,854		95,854	
Total	\$ 15,121,373	\$ 301,183	N/A	\$ 588,745	N/A	\$ 287,562	N/A
<u>Offsite Levy Front Ending</u>							
Water Network Mains (Table 33)	4,176,000			160,115		160,115	
Total	\$ 4,176,000	\$ -	N/A	\$ 160,115	N/A	\$ 160,115	N/A
<u>Tax Base</u>							
Community Recreation Centre (Table 5)	15,000,000	-		1,150,248	6.22%		
Second Pedestrian Underpass	1,402,400					107,540	0.58%
Total	\$ 16,402,400	\$ -		\$ 1,150,248	6.22%	\$ 107,540	0.58%

Administration continues to monitor and seek out grants and other methods of funding for capital projects prioritized by Council to reduce the debenture borrowing required.

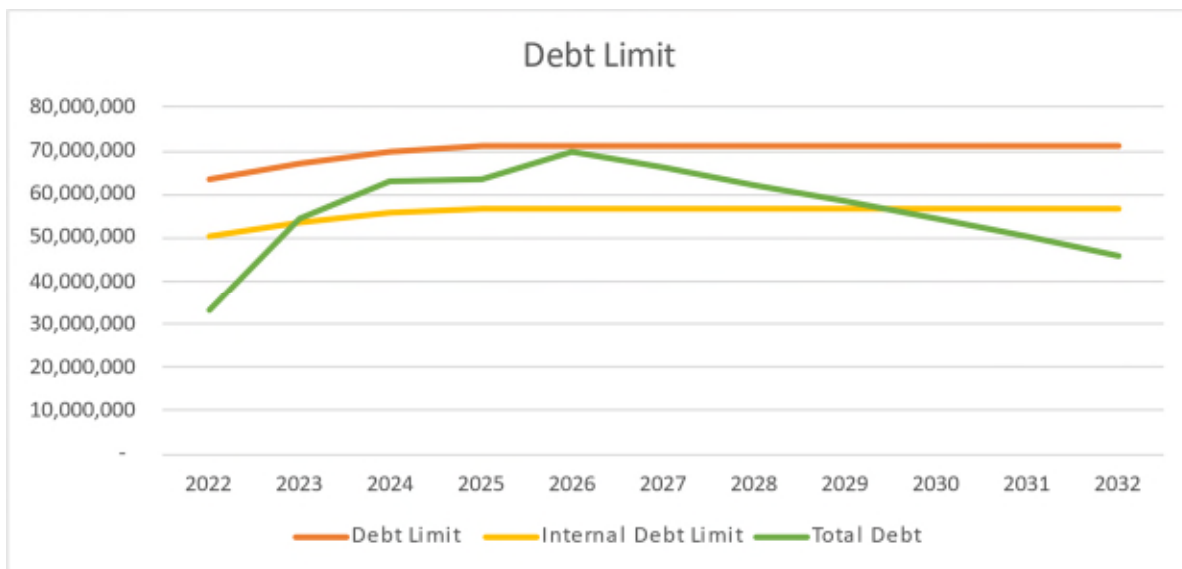
The rate of borrowing averages at 4.55% for 20-year debentures; all debentures were calculated using a 20 year repayment term consistent with policy direction.

Fiscal Plan



The total debt repayment in 2023 is \$2,078,092 in principal and \$1,086,560 in interest for a total of \$3,164,652.

The below Debt Limit graph shows the projected amount of debt against the internal and MGA debt limits.



The financial forecasts of debt are provided to demonstrate the continual work on financing strategies and effective long-term planning and to illustrate the impact of debenture borrowing. For more detailed information on long term debt and debt limits refer to notes 4 and 7 to the fiscal plan within this document.

Fiscal Plan

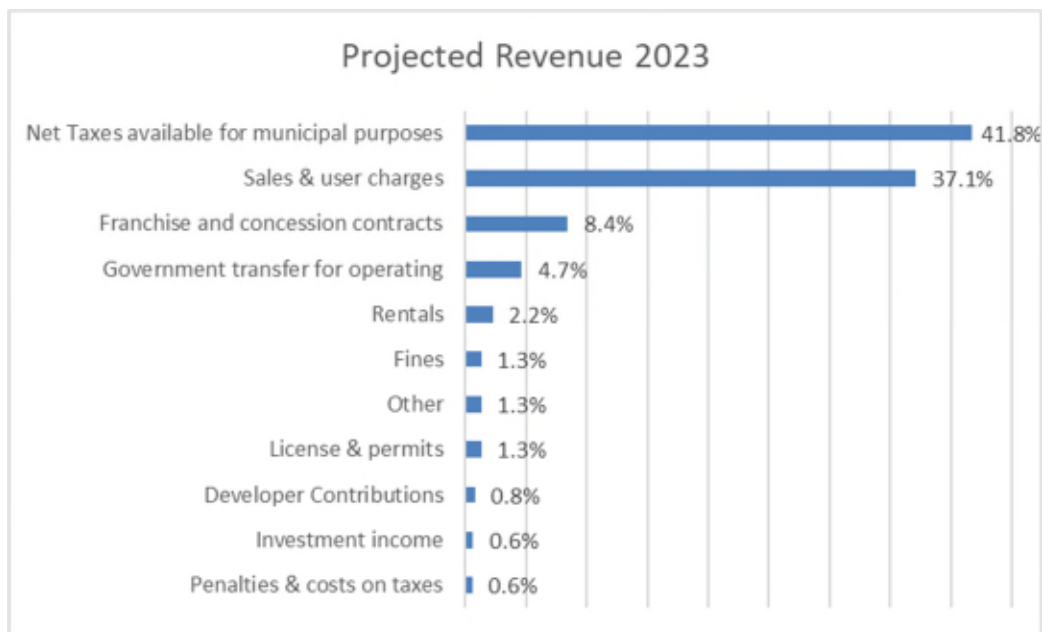
Revenues

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 the Revenue & Taxation policy (C-FS-051).

The 2023 Corporate Plan projects \$44.8 million in revenue primarily from taxes, user fees and franchise fees. The taxes shown are net of the requisitions for Education and the Meridian Housing Foundation.



Property Taxes

The proposed property tax increase helps fund the increasing cost of ongoing service delivery, maintenance, debenture repayments and new initiatives and services that are not utility or developer related. In 2023, the increases were mainly attributable to increased RCMP contract costs and proposed initiatives.

The Town also collects taxes on behalf of the Provincial Government for education and the Meridian Housing Foundation for local housing for seniors. The requisition amounts are not known at this time and are also requisitions outside of municipal tax therefore are not included within this document.

Fiscal Plan

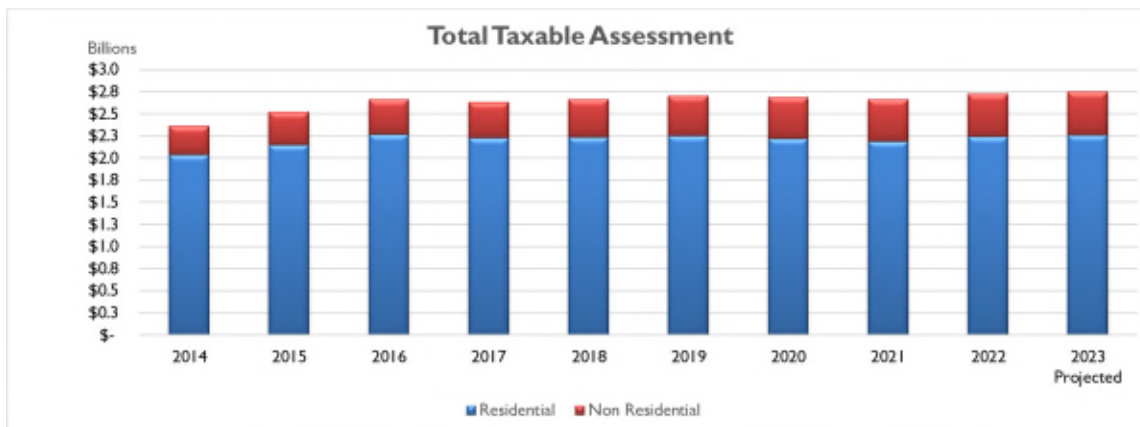
Property taxes are calculated in two steps. The Town Assessor first prepares an assessment of each property and calculates the Town's total assessment. Assessment notices are sent out to property owners in the first quarter of the year.

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 2023 a 1% tax increase is equivalent to approximately \$185,000.**

The tax rate is impacted by changes in the market which then results in increases or decreases to the mill rate required to offset the downturn or upturn. For purposes of this document, 2023 forecasted assessment values have been held flat to previous assessment year and have added 1% estimated new growth in assessment.

Total Assessment Value

The following chart shows the Town's taxable assessment values from 2014 to a projected value in 2023.

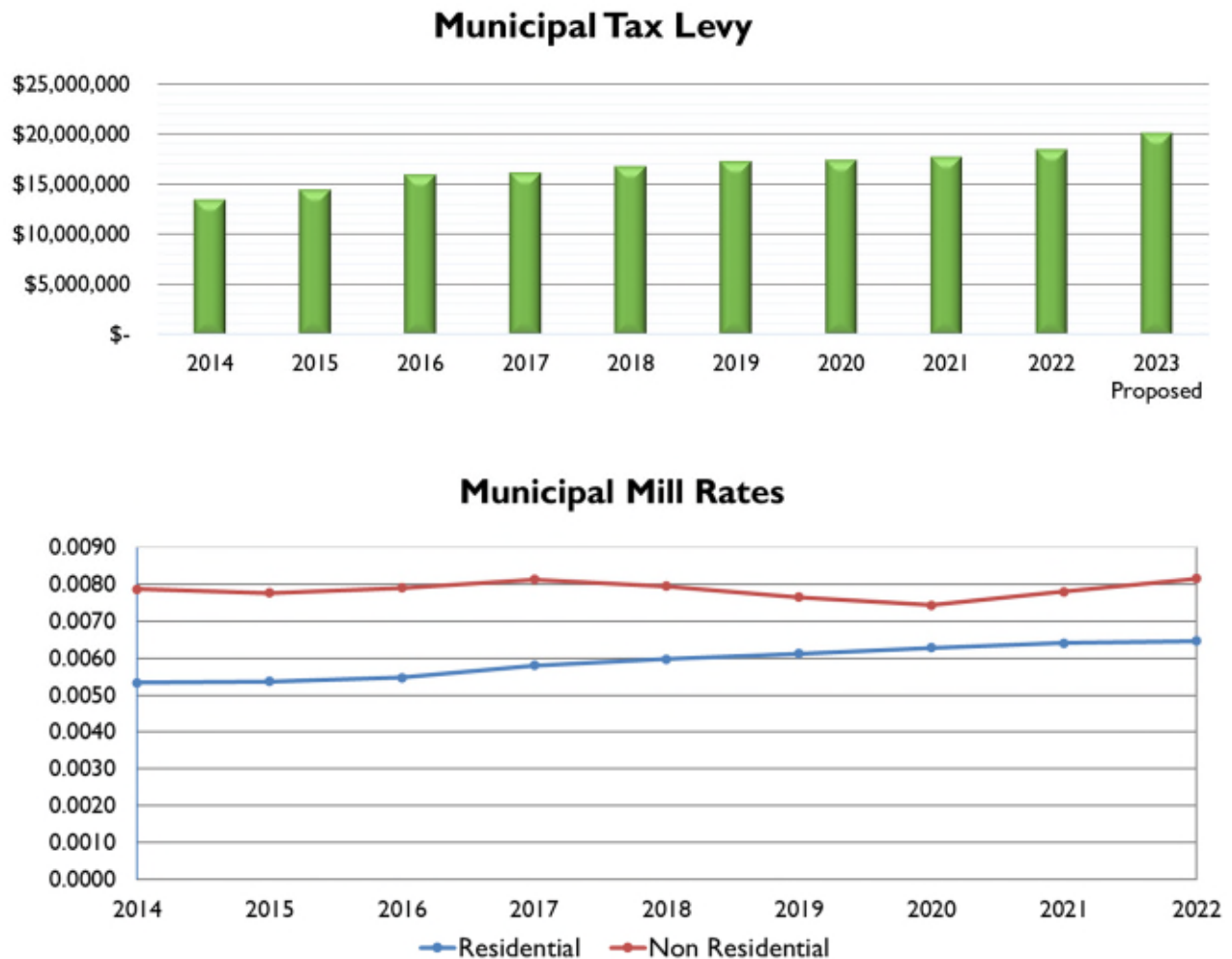


The 2023 assessment is reflective of market value as of July 1st however it does not reflect construction progress to the end of December 31st. Assessment values are subject to appeal by property owners.

The Municipal Tax Levy provides 41.8% of the revenue required to operate the Town. The Municipal Tax Levy has grown from \$13.4 million in 2014 to a projected requirement of over \$20 million as proposed in 2023. Likewise, the Town's total taxable assessment has increased from \$2.36 billion in 2014 to a projected value of \$2.75 billion in 2023. The Town saw considerable growth in the first three years of the chart however, since 2016 growth has slowed.

The proposed Municipal Tax Levy for 2023 is \$20,100,969. This includes \$1,382,601 in revenue resulting from a proposed 7.47% increase in taxes to fund current operations and proposed initiatives. The following chart demonstrates how the municipal tax levy has increased from 2014 to 2023.

Fiscal Plan

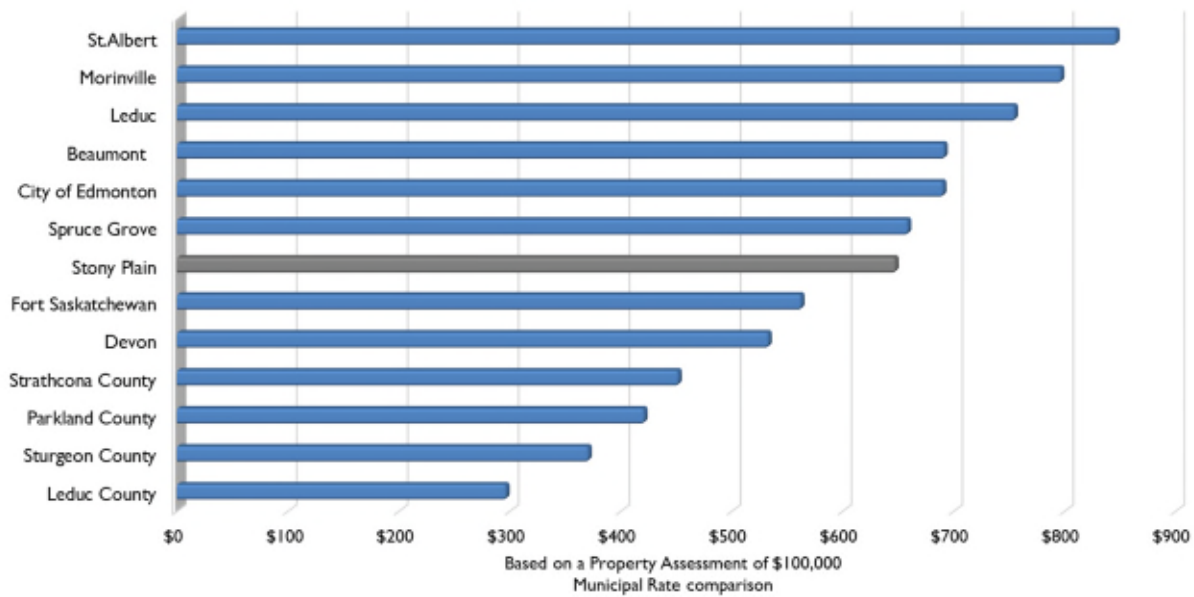


The proposed increase to the municipal property taxes of 7.47% is approximately a \$3.66 per month or \$43.92 annual increase for every \$100,000 of residential assessment value. For an average residential property in Stony Plain assessed at \$350,000 this would equate to \$12.82 per month or \$153.83 annually.

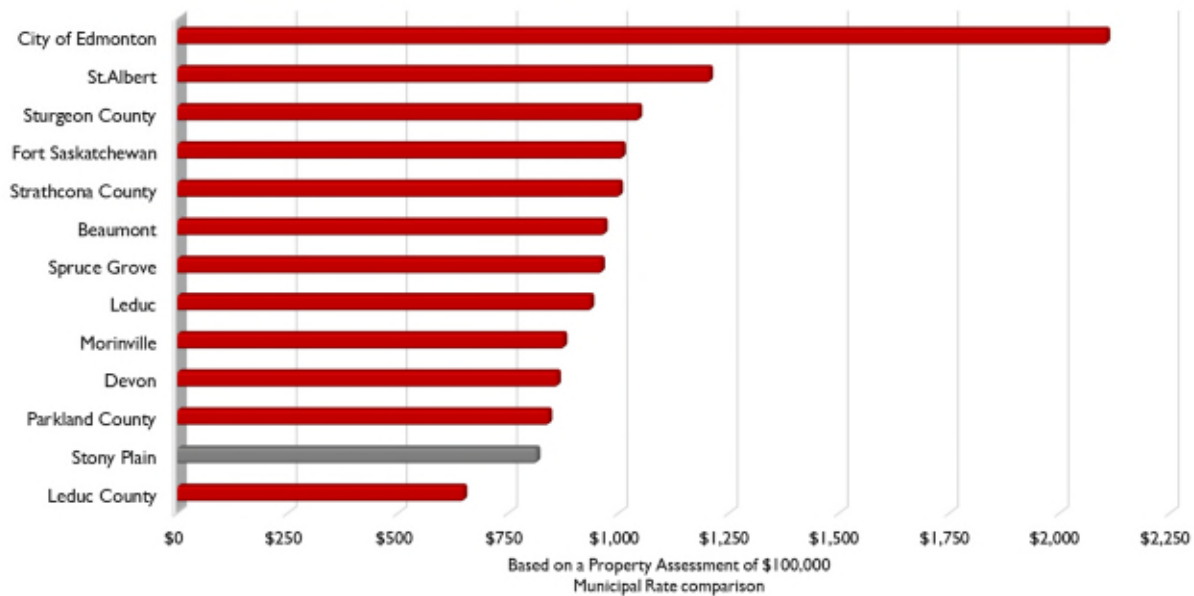
Stony Plain sits at the median of the residential tax rate and has the lowest non-residential tax rate within the urban municipalities in the Edmonton Metropolitan Region Board (EMRB). In 2021 Council approved the updated Revenue and Taxation financial policy that will move the Town toward the average tax split of the urban Edmonton Metropolitan Region Board Members. This implementation has started and will continue to transition through taxation year 2024.

Fiscal Plan

EMRB Residential 2022 Property Tax



EMRB Non-Residential 2022 Property Tax



S

User Fees

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

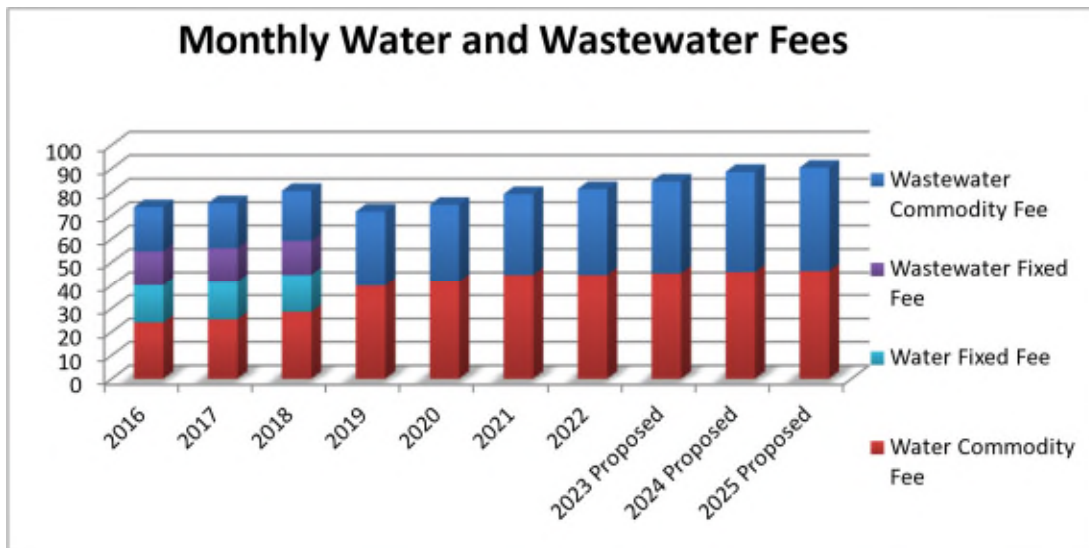
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Utilities

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

Water and Wastewater Fees

Water and wastewater rate models are fully variable based on usage. The graph below shows the monthly fees for the years 2016-2025 (2023-2025 are projected) based on 12 cubic metres of consumption which is the Town's average utility user's monthly consumption. This rate model has allowed the utility to fully recover the expenses required to operate the utility and ensure there is adequate funds available for replacement of infrastructure.



Utility revenue increases with the rise in rates and with growth in the number of customers or consumption. Overall utility revenue can be impacted by factors including change in water consumption habits, installation of low consumption appliances and fixtures, and environmental impacts.

The increase to the water rate in 2023 is \$0.06 (1.6%) per cubic metre. This rate increase is a result of repair & maintenance expenses needed to maintain current service levels.

The increase to the wastewater rate in 2023 is \$0.21 (6.86%) per cubic metre. In 2023 the rate increase is driven by the impact of the Central Trunk Sanitary Sewer Construction (Table 28) initiative, and infrastructure rehabilitation needed to maintain current service levels. The commodity cost to the Town for wastewater services is expected to continue to increase over the three years proposed.

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Water & Wastewater Rates	Water	Wastewater	Total Monthly Bill	% of Increase
Approved Billing - 2022	<i>Based on 12 Cubic Metres of water and wastewater consumption</i>			
Water Variable Charge \$3.7121 per cubic metre	\$44.55			
Wastewater Variable Charge \$3.06 per cubic metre		\$36.72		
Total Billing	\$44.55	\$36.72	\$81.27	
Difference 2021-2022	\$0.00	\$2.16	\$2.16	2.73%
Proposed Billing - 2023	<i>Based on 12 Cubic Metres of water and wastewater consumption</i>			
Water Variable Charge \$3.7727 per cubic metre	\$45.27			
Wastewater Variable Charge \$3.27 per cubic metre		\$39.24		
Total Billing	\$45.27	\$39.24	\$84.51	
Difference 2022-2023	\$0.73	\$2.52	\$3.25	4.00%
Proposed Billing - 2024	<i>Based on 12 Cubic Metres of water and wastewater consumption</i>			
Water Variable Charge \$3.8205 per cubic metre	\$45.85			
Wastewater Variable Charge \$3.56 per cubic metre		\$42.72		
Total Billing	\$45.85	\$42.72	\$88.57	
Difference 2023-2024	\$0.57	\$3.48	\$4.05	4.80%
Proposed Billing - 2025	<i>Based on 12 Cubic Metres of water and wastewater consumption</i>			
Water Variable Charge \$3.8578 per cubic metre	\$46.29			
Wastewater Variable Charge \$3.67 per cubic metre		\$44.04		
Total Billing	\$46.29	\$44.04	\$90.33	
Difference 2024-2025	\$0.45	\$1.32	\$1.77	2.00%

Stormwater Management

Council approved a Stormwater Rate Model that was implemented on January 1, 2020. The model encompasses the costs related to stormwater assets and operations and ensures there are funds for future stormwater infrastructure replacement. The stormwater rate is expected to increase by \$5.40 (30%) for single family residential homes in 2023; this is primarily driven by the capital replacement plan and flood mitigation strategy initiative (Table 32).

Projected rate increase in the following year is the result of increased annual capital asset replacement as the Town addresses the infrastructure gap on flood mitigation, drainage, storm pond and dewatering assets.

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2022 Storm Rates	Rate	Change	%
Residential	\$17.85	\$7.37	70%
Multi - Residential	\$12.85	\$5.31	70%
Non - Residential	\$76.65	\$31.58	70%
Large Non- Residential	\$84.20	\$34.68	70%

2023 Storm Rates	Rate	Change	%
Residential	\$23.25	\$5.40	30%
Multi - Residential	\$16.75	\$3.90	30%
Non - Residential	\$99.65	\$23.00	30%
Large Non- Residential	\$109.50	\$25.30	30%

2024 Storm Rates	Rate	Change	%
Residential	\$27.70	\$4.45	19%
Multi - Residential	\$19.95	\$3.20	19%
Non - Residential	\$118.60	\$18.95	19%
Large Non- Residential	\$130.35	\$20.85	19%

2025 Storm Rates	Rate	Change	%
Residential	\$27.85	\$0.15	1%
Multi - Residential	\$20.05	\$0.10	1%
Non - Residential	\$119.20	\$0.60	1%
Large Non- Residential	\$131.05	\$0.70	1%

Waste Management

The solid waste fees for residential garbage services, senior complexes, and for apartment units are expected to slightly increase in 2023 through 2025. The proposed monthly rates for 2023 are: residential \$29.15, senior complexes \$10.72 and apartments \$17.34. The solid waste fee provides the funding for organics, recycling, garbage collection and the recycling centre. The Town's current waste management contract was extended for one year in 2022 with an updated expiry date in 2023; this may have further implications on future rates.

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Waste Management	Monthly	Change	Increase from Prior Year
Approved 2022 Rates			
Residential	\$28.54	\$0.39	1.4%
Seniors	10.49	0.14	1.4%
Apartments	16.98	0.23	1.4%
Proposed 2023 Rates			
Residential	\$29.15	\$0.61	2.1%
Seniors	10.72	0.23	2.1%
Apartments	17.34	0.36	2.1%
Proposed 2024 Rates			
Residential	\$29.44	\$0.29	1.0%
Seniors	10.82	0.11	1.0%
Apartments	17.52	0.17	1.0%
Proposed 2025 Rates			
Residential	\$29.74	\$0.29	1.0%
Seniors	10.93	0.11	1.0%
Apartments	17.69	0.18	1.0%

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

2023 Potential Annual Impact of Ratepayers

	2022 Bill	Proposed 2023 Bill	Net Increase
Annual Property Taxes based on \$350,000 of assessment	\$2,262.30	\$2,416.13	\$153.83
Annual Utilities billing based on 12 cubic metres of usage	\$ 975.18	\$1,014.12	\$ 38.94
Annual Storm Fee	\$ 214.20	\$ 279.00	\$ 64.80
Annual Waste Management Billing	\$ 342.43	\$ 349.80	\$ 7.37
Total Impact to Taxpayer in 2023	\$3,794.11	\$4,059.05	\$264.94

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Franchise Fees

Electricity 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 access to the Town's lands to construct, maintain and operate related assets. The Town collects a 20% franchise fee from Fortis Alberta. The maximum rate cap for electricity franchise fee is 20%.

Natural gas franchise fees are collected by the Town from Atco Gas and West Parkland Gas Co-op for the exclusive right to provide natural gas service within the Town as well as access to the Town's lands to construct, maintain and operate related assets. The Town charges Atco Gas & West Parkland Gas a 35% franchise fee. The maximum rate cap for gas is 35%.

Fortis Alberta, Atco Gas, and West Parkland Gas Co-op pass along the cost of these franchise fees to the consumer as a separate charge on their bills. Revenue projections for 2023 are based on distributor estimates and historical data. Franchise fee continues to be difficult to estimate with instability from the pandemic impacting historical data. The Rate Relief program created a deferred rate increase for future years, offset by higher utility usage. Refer to note 5 in the notes to the fiscal plan within this document for further detail.

Government Transfers

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

Government Transfers		2023	2024	2025
<i>Operating</i>				
Local Governments/Agencies	\$	1,044,240	\$ 1,054,240	\$ 1,054,240
Municipal Policing Assistance/Police Officer Grant	\$	440,646	\$ 440,646	\$ 440,646
Other Government Grants	\$	469,909	\$ 396,354	\$ 414,354
Municipal Sustainability Initiative Operating	\$	130,000	\$ 130,000	\$ 130,000
<i>Capital</i>				
Municipal Sustainability Initiative Capital	\$	1,890,824	\$ 1,890,824	\$ 1,890,824
Canada Community Building Fund (GTF)	\$	1,069,199	\$ 1,069,199	\$ 1,069,199
Total	\$	5,044,818	\$ 4,981,263	\$ 4,999,263

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 all three years of the 2023-2025 Corporate Plan in the amount of \$130,000. The MSI agreement is set to expire in 2023; a Local Government Fiscal Framework has been announced which replaces MSI and ties the grant funding to the Provincial revenue which could pose future risk. The allocation format of the new framework has not yet been finalized, although it is possible that the Town may experience a decrease in overall grants

Fiscal Plan

received. As the impacts are not yet known Administration has included an estimated amount of \$1,890,824 for Provincial MSI capital funding in future years.

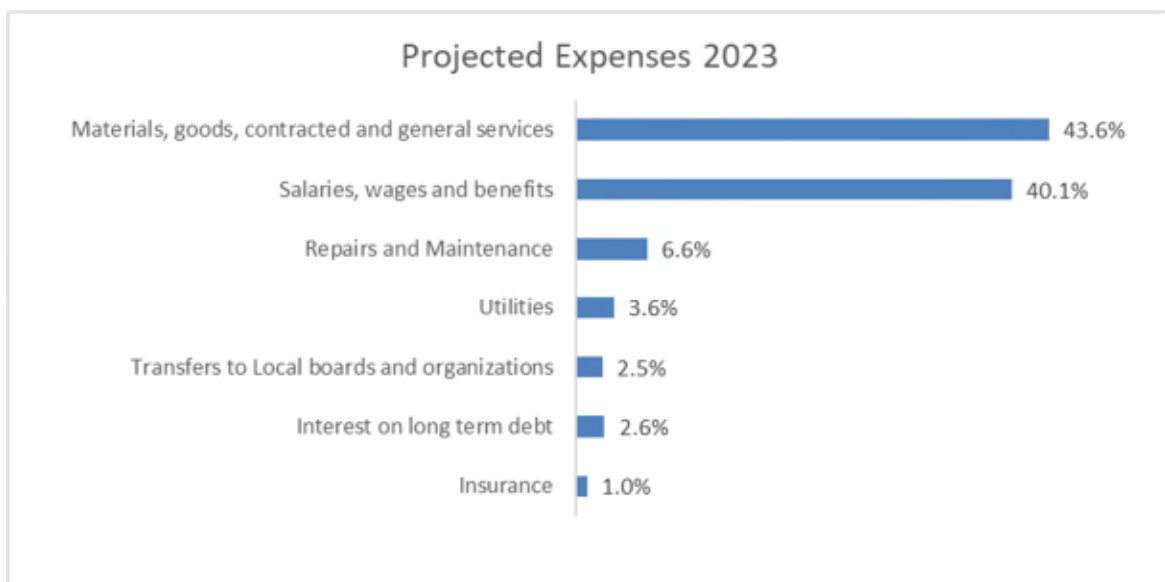
Other government grants include:

- Municipal Intern Grant \$30,555;
- Canada Day Federal Grant \$6,000;
- Government of Alberta Family and Community Support Services (FCSS) Grant \$383,354; and
- Government of Alberta Elder Abuse Awareness Council Grant \$50,000.

Local government/agencies grants are comprised of funding from Parkland County for the arena, fire services, and FCSS. Other contributions include amounts for the school resource officer and joint use sites.

Expenses

The 2023 Corporate Plan includes \$40.99 million in expenses, of this total \$18 million (43.6%) is for materials, goods, contracted and general services, and \$16.6 million (40.1%) on salaries, wages and benefits. A detailed Segmented Information table is included in note 9 to the fiscal plan.



Human Resources

The proposed plan includes human resource costs of \$16.6 million, which is 40.1% 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 146.9 full-time equivalents (FTEs) in the 2023 Corporate Plan. In addition to Town staff, municipal services are also delivered by third party agencies including the RCMP.

Since the opening of the joint RCMP detachment with the City of Spruce Grove all RCMP municipal employees and expenses related to these employees are shared. In the contract between the City of

Fiscal Plan

Spruce Grove and the Town, 63% of the salaries, benefits and incidentals for the Municipal Employees and 50% of the Criminal Analyst are recoverable 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 Employee to 2.5 RCMP members. As either municipality adds RCMP members, Municipal Employees must be added to maintain this ratio. In order to maintain this ratio based on the Spruce Grove planned addition of RCMP, the Corporate Plan includes an increase in Municipal Employees of 1 FTE in 2023, 1 FTE in 2024, and 1 FTE in 2025.

Corporate & Long Term Planning policy (C-FS-056) states that Cost of Living Allowance (COLA) increases for non-union staff will be included in the initial draft of the Corporate Plan based on the Consumer Price Index (CPI) and the labour market for Alberta. This amount was calculated at 7% August 2021 to August 2022 however due to the current economic environment, market comparisons and fiscal constraint to keep the tax increase low, COLA for 2023 has been included at 1.5% for out of scope employees.

The 2023 Corporate Plan includes the following items related to employee compensation:

- 1.5% COLA increase union and non union
- Merit (step) increases
- 8.4% COLA increase to Council per Council Compensation Policy (C-CO-048).

Staffing initiatives

2023 proposes the increase of:

- 1.0 FTE for a Community Peace Officer (Table 22);
- 0.6 FTE for Community Development Officer (Table 41);
- 0.6 FTE for Accessible Transit Service Driver (Table 23);
- 0.4 FTE for Accessible Transit Service Clerk (Table 24);
- 0.5 FTE for Human Resources Coordinator (Table 19);
- 0.6 FTE for Payroll Clerk (Table 18);
- 1.0 FTE for Administrative Assistant (Table 11a); and
- 1.0 FTE RCMP Municipal Employee.

2024 proposes the increase of:

- 1.0 FTE for Culture & Tourism Coordinator (Table 13)
- 0.5 FTE for a Cemetery Site Supervisor (Table 6);
- 0.4 FTE for a Cemetery Clerk (Table 6); and
- 1.0 FTE RCMP Municipal Employee.

2025 proposes the increase of:

- 1.0 FTE Asset Management Specialist (Table 39);
- 1.0 FTE Heritage Park Operator (Table 25);
- 1.0 FTE Community Development Officer (Table 42); and
- 1.0 FTE RCMP Municipal Employee.

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Amortization

Amortization is a non-cash expense that estimates the annual cost of tangible capital assets (TCA) utilization each year. TCA include roads, water, wastewater and stormwater 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 for 2023 is estimated to be \$7,427,468 and continues to increase as the Town continues to grow its asset base. This supports the need to increase funding to reserves for future capital rehabilitation and replacement.

Grants expense

The Town provides grants and contributions to various community organizations. The largest amounts are for the TransAlta Tri Leisure Centre 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 (3.56% of grants in 2023). The grants are reflective of 2022 amounts other than the Stony Plain Public Library, Pioneer Museum, and a one time increase for the Tri Leisure Centre.

	2022	2023	2024	2025
	2022	Proposed	Proposed	Proposed
GRANTS	Budget	Budget	Budget	Budget
BMX GRANT	15,606	15,606	15,606	15,606
CHAMBER OF COMMERCE	30,900	30,900	30,900	30,900
COMMUNITY INITIATIVE PROGRAM	13,000	13,000	13,000	13,000
STONY PLAIN LIBRARY	504,500	539,500	539,500	539,500
MULTICULTURAL CENTRE	97,356	97,356	97,356	97,356
NEIGHBOUR LINK	10,404	10,404	10,404	10,404
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	75,768	75,768	75,768
TRANSALTA TRI LEISURE CENTRE	590,000	782,425	590,000	590,000
TRI - CALA	8,160	8,160	8,160	8,160
VICTIM SERVICES	15,606	15,606	15,606	15,606
YELLOWHEAD REGIONAL LIBRARY	82,515	82,515	82,515	82,515
TOTAL GRANTS	\$1,491,489	\$1,720,399	\$1,527,974	\$1,527,974

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Interest on Long-Term Debt

Debt servicing levels are limited by the province and by the Town's Debt Management policy (C-FS-045) and remains well within the limits. The projected interest charges on the current approved long-term debt and the three-year Corporate Plan initiatives are shown in the chart below. The rate used in debenture interest projections is 4.55% on a 20-year debenture.

Projected Annual Interest Payments

2022	\$	861,631
2023	\$	1,086,560
2024	\$	2,183,371
2025	\$	2,384,854

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 including:

- 104 kilometres of water mains;
- 104 kilometres of sewer mains;
- 73 kilometres of storm drainage mains;
- 119 kilometres of roads;
- 100 kilometres of sidewalks; and
- 40 kilometres 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 and land improvements. In 2023 the rehabilitation and replacement of water, wastewater, storm, roads, sidewalks, and trails are included as part of an ongoing replacement plan. Replacements of existing tangible capital assets and new initiatives are funded through government transfers (grants), reserves, debentures, and 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 projections are included in the chart below based on estimates provided in the development agreements.

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Contributed Tangible Capital Assets	2021	2022	2023	2024	2025
Engineered Structures					
Roadways	\$ 41,747	\$ 600,000	\$ 3,149,000	\$ 3,000,000	\$ 3,000,000
Wastewater systems	\$ 94,970	\$ 215,000	\$ 565,000	\$ 600,000	\$ 600,000
Storm systems	\$ 124,000	\$ 300,000	\$ 1,358,000	\$ 1,500,000	\$ 1,500,000
Water Systems	\$ 225,300	\$ 250,000	\$ 786,000	\$ 800,000	\$ 800,000
Land Improvements	\$ -	\$ 375,000	\$ 520,500	\$ 600,000	\$ 600,000
	\$ 486,017	\$ 1,740,000	\$ 6,378,500	\$ 6,500,000	\$ 6,500,000

Contributed assets add necessary infrastructure to the Town from new development but also increase the maintenance and replacement costs required by the Town. As part of asset management, the current state of this infrastructure and the planned replacement will be further considered to ensure it is appropriately planned for in the Long Term Capital Plan.

The chart below shows a summary of the new capital initiatives, vehicles, equipment, contributed assets and infrastructure replacements that are capital in nature.



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The capital initiatives proposed in the Corporate Plan and replacement of existing fleet, machinery and equipment, lifecycle upgrades, and contributed assets is \$37,744,230 for 2023; a further breakdown of this can be found in the following Long Term Capital Plan.

At the end of 2021 the Town's Equity in Tangible Capital Assets (TCA) was in excess of \$245 million and with the current capital asks, is projected to be in excess of \$348 million by the end of 2025. Equity in TCA is defined as Net Book Value of TCA less outstanding capital debt.

Fiscal Plan

Long Term Capital Plan

The Long Term Capital Plan is presented through the following four tables. Assets are separated by Municipal or Utility function as the Utilities are self sustaining and do not impact the tax base. Additionally, capital projects are split between replacement and growth. Replacement represents the replacement of current Town assets which have reached the end of their useful life. Growth capital includes any new assets acquired or an upgrade to an existing asset which significantly increases the service level of the replaced asset.

10 Year Municipal Replacement Capital Plan

Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
CIVIC INFRASTRUCTURE TOTAL	\$ 260,895	\$ 371,000	\$ 484,500	\$ 531,000	\$ 383,000	\$ 425,000	\$ 265,000	\$ 290,500	\$ 308,000	\$ 110,000
COMMUNITY INFRASTRUCTURE TOTAL	\$ 80,000	\$ 20,000	\$ 80,000	\$ 25,000	\$ 100,000	\$ 210,000	\$ -	\$ 140,000	\$ -	\$ 75,000
RECREATION, PARKS & CULTURE TOTAL	\$ 20,000	\$ 235,000	\$ 669,000	\$ 325,000	\$ 435,000	\$ 916,000	\$ 60,000	\$ 582,000	\$ 650,000	\$ 288,000
GOLF INFRASTRUCTURE TOTAL	\$ 315,000	\$ 273,000	\$ 221,000	\$ 265,000	\$ 221,000	\$ 445,000	\$ 155,000	\$ 211,000	\$ 1,565,000	\$ 185,000
PUBLIC SAFETY TOTAL	\$ 215,000	\$ 410,000	\$ 232,000	\$ 15,000	\$ 90,275	\$ 575,525	\$ 575,000	\$ 185,000	\$ 247,000	\$ -
TRANSIT TOTAL	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000
TRANSPORTATION TOTAL	\$ 2,420,395	\$ 2,844,500	\$ 2,655,500	\$ 3,002,500	\$ 2,894,500	\$ 2,355,000	\$ 2,573,500	\$ 2,329,500	\$ 3,558,500	\$ 3,292,500
MUNICIPAL REPLACEMENT TOTAL	\$ 3,311,290	\$ 4,153,500	\$ 4,342,000	\$ 4,288,500	\$ 4,123,775	\$ 4,926,525	\$ 3,628,500	\$ 3,738,000	\$ 6,328,500	\$ 4,130,500

10 Year Utility Replacement Capital Plan

Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
EQUIPMENT & ADMINISTRATION TOTAL	\$ 105,000	\$ 270,000	\$ -	\$ 255,000	\$ 85,000	\$ -	\$ -	\$ 55,000	\$ 55,000	\$ -
STORM TOTAL	\$ 377,750	\$ 646,250	\$ 725,000	\$ 451,250	\$ 270,500	\$ 430,000	\$ 265,000	\$ 460,000	\$ 265,000	\$ 430,000
WASTEWATER TOTAL	\$ 1,916,373	\$ 482,500	\$ 845,000	\$ 2,501,461	\$ 863,000	\$ 482,500	\$ 2,346,610	\$ 482,500	\$ 845,000	\$ 482,500
WATER TOTAL	\$ 805,000	\$ 5,405,000	\$ 628,375	\$ 1,308,750	\$ 401,400	\$ 1,269,000	\$ 305,000	\$ 372,480	\$ 979,800	\$ 305,000
SOLID WASTE TOTAL	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -
TOTAL UTILITY REPLACEMENT	\$ 3,254,123	\$ 6,803,750	\$ 2,198,375	\$ 4,516,461	\$ 1,619,900	\$ 2,181,500	\$ 2,916,610	\$ 1,379,980	\$ 2,144,800	\$ 1,217,500

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Funding sources for the above replacement capital plan is the applicable reserve with the exception of the Transportation and Storm replacement which includes \$7.9M in grant funding.

10 Year Municipal Growth Capital Plan

Charter No.	Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
CIVIC INFRASTRUCTURE											
CIVIC-002G	Old Town South Redevelopment (Table 2)	\$ 400,000	\$ 3,000,000	\$ -	\$ 1,000,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
CIVIC-003G	Public Works Building	\$ -	\$ -	\$ -	\$ 6,342,520	\$ 675,000	\$ -	\$ -	\$ -	\$ -	\$ -
CIVIC-005G	Corporate Systems Strategy (Table 20)	\$ 1,500,000	\$ -	\$ 269,000	\$ 280,000	\$ 60,500	\$ -	\$ -	\$ -	\$ -	\$ -
CIVIC TOTAL		\$ 1,900,000	\$ 3,000,000	\$ 269,000	\$ 7,622,520	\$ 3,235,500	\$ -	\$ -	\$ -	\$ -	\$ -
COMMUNITY INFRASTRUCTURE											
COMM-001G	Cemetery (Table 6)	\$ -	\$ 2,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
COMMUNITY INFRASTRUCTURE TOTAL		\$ -	\$ 2,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RECREATION, PARKS & CULTURE											
REC-001G	Community Rec Centre (Table 5)	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REC-004G	Umbach Offleash Dog Park Improvement	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -
RECREATION, PARKS & CULTURE TOTALS		\$ 15,000,000	\$ -	\$ -	\$ -	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -
TRANSPORTATION											
TRA-002G	South Park Drive Extension	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,247,735	\$ -	\$ -	\$ -	\$ -
TRA-003G	Active Transportation Strategy (Table 34)	\$ 177,500	\$ -	\$ 146,250	\$ -	\$ 115,550	\$ -	\$ 203,750	\$ 50,000	\$ 314,000	\$ -
TRA-004G	Transportation Safety Program (Table 31)	\$ 85,000	\$ 130,000	\$ 160,000	\$ 130,000	\$ 130,000	\$ 85,000	\$ 130,000	\$ 85,000	\$ 130,000	\$ -
TRA-005G	Arterial Road Network (Table 36)	\$ -	\$ 125,000	\$ 471,000	\$ 238,000	\$ -	\$ -	\$ 50,000	\$ 180,000	\$ 300,000	\$ 2,678,829
TRA-006G	Gravel Lane Paving	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 420,000	\$ -
TRA-008G	Spruce Grove Stony Plain Trail Connection (Table 30)	\$ 1,630,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRA-010G	Second Pedestrian Rail Underpass	\$ 28,000	\$ 40,000	\$ 7,012,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRANSPORTATION TOTAL		\$ 1,920,500	\$ 295,000	\$ 7,789,250	\$ 368,000	\$ 245,550	\$ 4,332,735	\$ 383,750	\$ 415,000	\$ 1,164,000	\$ 2,678,829
PUBLIC SAFETY											
PS-001G	New CPO Vehicle (Table 22)	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PUBLIC SAFETY TOTAL		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MUNICIPAL GROWTH		\$ 18,920,500	\$ 5,445,000	\$ 8,058,250	\$ 7,990,520	\$ 3,531,050	\$ 4,832,735	\$ 383,750	\$ 415,000	\$ 1,164,000	\$ 2,678,829

Legend
Reserve
Funding Shortfall
Debenture
Grant
Debt/Grant
Offsite Levy

Fiscal Plan

10 Year Utility Growth Capital Plan

Charter No.	Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
STORM											
STORM-001G	Storm Initiatives	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
STORM-002G	Flood Mitigation Strategy Implementation (Table 32)	\$ 222,248	\$ -	\$ -	\$ -	\$ 2,037,269	\$ -	\$ 406,325	\$ 3,521,487	\$ -	\$ -
STORM-003G	Snow Storage Site Design (Table 37)	\$ -	\$ -	\$ 200,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STORM TOTAL		\$ 222,248	\$ -	\$ 200,000	\$ 2,000,000	\$ 2,137,269	\$ -	\$ 406,325	\$ 3,521,487	\$ -	\$ 100,000
WATER											
WATER-001G	Water Network Mains (Table 33)	\$ 464,000	\$ 4,176,000	\$ -	\$ -	\$ -	\$ -	\$ 63,000	\$ 567,000	\$ -	\$ -
WATER-002G	Water Reservoir Upgrades	\$ -	\$ -	\$ 94,900	\$ 854,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WATER-003G	Water Meter Replacement	\$ -	\$ -	\$ 20,000	\$ 367,000	\$ 367,000	\$ 367,000	\$ 367,000	\$ 367,000	\$ 367,000	\$ -
WATER TOTAL		\$ 464,000	\$ 4,176,000	\$ 114,900	\$ 1,221,100	\$ 367,000	\$ 367,000	\$ 430,000	\$ 934,000	\$ 367,000	\$ -
WASTEWATER											
WASWT-001G	Central Trunk Const. (Table 28)	\$ 6,614,369	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WASWT-002G	Wastewater Network Trunks (Table 35)	\$ 79,200	\$ 712,800	\$ 162,475	\$ 1,462,275	\$ -	\$ -	\$ 55,000	\$ 495,000	\$ -	\$ -
WASTEWATER TOTAL		\$ 6,693,569	\$ 712,800	\$ 162,475	\$ 1,462,275	\$ -	\$ -	\$ 55,000	\$ 495,000	\$ -	\$ -
SOLID WASTE											
SOLWA-001G	Solid Waste Recycle Centre	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 100,000	\$ 500,000	\$ -	\$ -
SOLID WASTE TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 100,000	\$ 500,000	\$ -	\$ -
TOTAL UTILITY GROWTH		\$ 7,379,817	\$ 4,888,800	\$ 477,375	\$ 4,683,375	\$ 2,504,269	\$ 387,000	\$ 991,325	\$ 5,450,487	\$ 367,000	\$ 100,000

Legend
Reserve
Funding Shortfall
Debt/Grant
Grant
Debt/Grant
Offsite Levy

Fiscal Plan

The above ten-year Long Term Capital Plan shows a current projection of \$150 million in capital requirements. New projects are identified at a high level on the long term without designated funding sources. 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.

The Town continues to work to improve its Long Term Capital Plan to effectively manage the delivery of municipal services. The plan sets out future goals and resources that are required to support future infrastructure as well as replacement of current. Department plans determine when a capital project is brought forward. As the Town works to advance its asset management planning, the longer term lifecycle capital replacement costs and timing will be better understood.

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 this criteria, it would then be submitted as 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

Capital is funded in a number of different ways.

- **Capital initiatives** are funded through grants, reserves, debt and partnership contributions from neighbouring 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 requirements.
- **Transportation (roads, sidewalks, and trails)** are funded through grants and minimally through reserves. New projects may be funded through grants, debt, or offsite levies (if criteria are met). The Town will need to monitor the grants provided from the Provincial and Federal governments and work towards making these programs more sustainable by funding regular reserve contributions from the tax base.
- **Machinery, equipment, and vehicles** are funded through reserves although current gaps have been identified between the required reserves for replacement and the annual contributions to these reserves from the tax base.
- **Facilities** lifecycle reserves have annual transfers from the tax base that provide funding for upgrades; grants and debt are used to supplement the funding of major replacement and improvements. Understanding the conditions of the facility and planning lifecycle work through asset management will improve the Town's ability to understand current lifecycle reserve levels into the future.
- **Water, Wastewater and Stormwater Utility** have reserve funding for future replacement of infrastructure. These reserves experience contributions annually through the user fees charged to ratepayers. The preference is to not use available grants for the replacement of water, wastewater, and stormwater unless the grant is specific to that utility, or a grant can be used to limit sharp rate increases. 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

Fiscal Plan

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.

Stormwater Capital

The Stormwater utility was started in 2019. As it is a relatively new rate model, not all capital requirements are able to be funded by the rate at the current time. The infrastructure gaps have been staged well beyond the ten-year capital plan which will allow the storm utility to service planned debentures with more reasonable rates to the ratepayer.

Included in the Stormwater utility is funding for two initiatives to address the longer term infrastructure gaps. The timing of the initiatives has been staggered to phase in the increase in annual funding requirements and reduce the rate shock to customers.

The Flood Mitigation Strategy (Table 32) was developed in 2020. The Whispering Waters Creek upstream improvements have been included in the plan with design scheduled for 2023. The construction of this project is scheduled in the capital plan in 2027. The third portion is Area D1 improvements which are included in the capital plan for design in 2029 and construction in 2030.

The third initiative included is the design and construction of a Snow Storage site (Table 37). Design is scheduled to take place in 2025, with construction to begin in 2026. This is planned to be funded through debenture issuance.

After 2024, the storm rate is projected to have less dramatic increases as the storm utility matures and some of the urgent storm projects are completed.

Funding Gap

Ensuring lifecycle maintenance of existing infrastructure, facilities, parks, fleet, and equipment remains a priority however it has been challenging to keep reserve contributions increasing with inflation to ensure adequate reserves are in place due to fiscal challenges. The adoption of the Accumulated Surplus - Restricted (Reserves) Policy in 2021 was an important first step in addressing these issues. The policy provides guidance on optimal reserve balances to ensure that adequate funding is available for replacing current assets when they reach the end of their useful life. In the 2022-2024 Corporate Plan a Capital Infrastructure Replacement initiative was approved with 1% being allocated in 2022. This initiative is proposed for a total of 5 years to reduce this gap.

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. This increases risk and cost to the Town as there may be more down time where the assets are not in productive use as increased repairs and maintenance funding as well as time is required.

Fiscal Plan

Risks and Uncertainties

Economy

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

2023 Forecast

Estimates of the 2023 opening balance of accumulated surplus are based on the 2022 budget. Actual results could differ from those estimates.

Unpredictable Revenue

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

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

Fiscal Plan

Notes to the Fiscal Plan

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

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

Actual financial results achieved for the years ended December 31, 2022-2025 will vary from the projections presented in the 2023-2025 Corporate Plan and the variations may be significant.

I. Significant accounting policies

(a) Reporting Entity

The unconsolidated fiscal plan reflects the revenues, expenses and acquisition of tangible capital assets of the Town of Stony Plain. The activities related to the TransAlta Tri Leisure Centre, and 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 2022.

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

Inflation is high and broadening largely due to increases in the prices for energy and food according to the Bank of Canada's July 2022 Monetary Policy Report. As supply chain problems gradually resolve, and with energy prices projected to decline, inflation in Canada is anticipated to decrease in 2023 and 2024.

Canadian and Local	Edmonton CMA*	Canada
Consumer Price Index	8.50%	7.00%
Unemployment Rate	5.90%	5.20%

Fiscal Plan

* Edmonton Census Metropolitan Area more specifically known as the Edmonton Metropolitan Region Board (EMRB)

References:

<https://www.bankofcanada.ca/wp-content/uploads/2022/07/mpr-2022-07-13.pdf>
https://www.edmonton.ca/sites/default/files/public-files/Economic_Indicators_CPI_June_2022.pdf
<https://www.edmonton.ca/sites/default/files/public-files/LabourForceSurveyJune2022.pdf>
<https://www150.statcan.gc.ca/n1/daily-quotidien/220920/dq220920a-eng.htm?indid=3665-1&indgeo=0>
<https://www150.statcan.gc.ca/n1/daily-quotidien/221007/dq221007a-eng.htm>

ii. Population

The Town's population according to the Federal Census is 17,995 for 2021.

Reference:

<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=stony%20plain&DGUIDlist=2021A000248,2021A00054811048&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

iii. Property tax and permit revenue

Based on the current information, 2023 construction activity is expected to remain comparable in value to the 2022 year.

(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. Accounting & Financial Reporting C-FS-028

Purpose: to outline the Town of Stony Plain's policy regarding 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.

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b. Accumulated Surplus – Restricted (Reserves) C-FS-055

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.

c. Asset Management Policy C-FS-041

Purpose: To set the guidelines for implementation of Asset Management (AM) for the Town of Stony Plain.

d. Cash Management & Investments C-FS-046

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

e. Corporate & Long Term Planning C-FS-056

Purpose: to outline the Town of Stony Plain's policy regarding corporate planning and long-term financial planning. This policy is utilized 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.

f. Debt Management C-FS-045

Purpose: To outline the Town of Stony Plain's policy regarding the use of debt for financing Town projects and initiatives and sets an internal limit of 80% of the provincial limits. 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.

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. Revenue & Taxation C-FS-051

Purpose: to outline the Town of Stony Plain's policy regarding 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.

i. Taxation of Vacant Lands C-FS-047

Purpose: To establish policy for the taxation of vacant residential and vacant non-residential lands which remain undeveloped for seven years at 1.25 times the tax rate. Effective date January 1, 2023.

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3. Deferred revenue

	2022 Forecasted	2023	2023 Forecasted	2023
	Ending Balance	Forecasted Additions	Revenue Recognized	Forecasted Ending Balance
Municipal Sustainability Initiative	\$ 274,311	\$ 1,890,824	\$ (1,879,500)	\$ 285,635
Canada Community Building Fund (GTF)	\$ 2,653,697	\$ 1,069,199	\$ (2,476,290)	\$ 1,246,606
	\$ 2,928,008	\$ 2,960,023	\$ (4,355,790)	\$ 1,532,241

- a. The Municipal Sustainability Initiative and the Canada Community Building Fund (formerly 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 used 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.

The MSI 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 2023; the Local Government Fiscal Framework has been announced as the new program which will provide funds for infrastructure subsequently and is tied via formula to the Province of Alberta's revenue.

- b. The Canada Community Building Fund (formerly 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.

c.

	2022 Forecasted	2023	2023 Forecasted	2023
	Ending Balance	Forecasted Additions	Revenue Recognized	Forecasted Ending Balance
Offsite Levies in Deficit Balance				
Roads	\$ (2,595,903)	\$ 69,068	\$ (345,758)	\$ (2,872,593)
Offsite Levies in Deferred Balance				
Water	\$ 316,737	\$ 26,504	\$ (160,115)	\$ 183,126
Sewer	\$ 705,547	\$ 22,226	\$ (704,919)	\$ 22,854
Recreation	\$ 236,748	\$ 32,100	\$ -	\$ 268,848
	\$ 1,259,032	\$ 80,830	\$ (865,034)	\$ 474,828
	\$ (1,336,871)	\$ 149,898	\$ (1,210,792)	\$ (2,397,765)

Offsite levy categories that are shown in a negative or deficit balance represent amounts front-ended by the Town and are expected to be collected through future offsite levies. The decision

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to pay for infrastructure in advance of collecting the related levies contains the inherent risk that the expected future levies may not be collected which would require the project to be funded by the tax base. Administration believes there is a low risk at this time of not collecting expected future levies to repay front-ended projects and will continue to monitor expected and actual levies collected.

Offsite levy categories that are shown as a positive balance represent levies collected in advance of building the related infrastructure, which can be applied to future projects within the offsite levy model. Offsite levy balances in a positive position are recorded as deferred revenue on the Town's financial statements.

4. Long-term Debt

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

	2022 Year End	2023 Year End	2024 Year End	2025 Year End
Firehall	\$ 426,135	\$ 290,457	\$ 148,508	\$ -
Golf Course Maintenance Shop	\$ 1,058,277	\$ 962,180	\$ 863,105	\$ 760,959
EMS Facility	\$ 636,886	\$ 588,812	\$ 538,981	\$ 487,329
Forest Green Plaza	\$ 939,406	\$ 868,498	\$ 794,998	\$ 718,810
Heritage Park Phase I I I	\$ 2,247,600	\$ 2,111,180	\$ 1,971,403	\$ 1,828,186
RCMP Building	\$ 8,673,945	\$ 8,209,121	\$ 7,730,145	\$ 7,236,585
Veteran's Boulevard	\$ 4,227,410	\$ 4,011,375	\$ 3,788,572	\$ 3,558,792
Stony Central Lands	\$ 1,672,000	\$ 1,463,000	\$ 1,254,000	\$ 1,045,000
Downtown Lands	\$ 661,912	\$ 622,976	\$ 584,040	\$ 545,104
Umbach Storm Pond Rehab	\$ 11,593,199	\$ 11,100,267	\$ 10,595,947	\$ 10,079,977
North Business Park Sewer Lift	\$ 1,795,348	\$ 1,738,038	\$ 1,677,944	\$ 1,614,930
Total Current Debt	\$ 33,932,119	\$ 31,965,904	\$ 29,947,644	\$ 27,875,672
Proposed Capital Projects				
Central Trunk Rehabilitation Program		\$ 1,596,093	\$ 1,543,795	\$ 1,489,090
Central Trunk Sanitary Sewer Const. (Table 28)		\$ 5,910,983	\$ 5,726,216	\$ 5,532,095
Community Recreation Centre (Table 5)		\$ 14,766,126	\$ 14,282,295	\$ 13,776,199
Old Town South Storm Development (Table 2)			\$ 2,461,021	\$ 2,380,383
Meridian Reservoir Building			\$ 4,922,042	\$ 4,760,765
High Park Fill Line (Table 33)			\$ 2,709,289	\$ 2,620,516
GC Road Watermain (Table 33)			\$ 1,401,601	\$ 1,355,675
Second Pedestrian Underpass				\$ 1,380,534
Parkland School Division Land Transfer				\$ 2,073,375
Proposed Total Debt		\$ 22,273,202	\$ 33,046,258	\$ 35,368,633

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Proposed Principal and interest payments as of December 31

	Principal	Interest	Total
2022	\$ 1,718,083	\$ 861,631	\$ 2,579,714
2023	\$ 2,078,092	\$ 1,086,560	\$ 3,164,652
2024	\$ 2,880,389	\$ 2,183,371	\$ 5,063,760
2025	\$ 3,252,353	\$ 2,384,854	\$ 5,637,207
	\$ 9,928,917	\$ 6,516,416	\$ 16,445,333

The charts above include initiatives proposed in the Corporate Plan. This includes both proposed debt and debt not yet accessed, information is based on best estimates for those projects. Debenture debt is repayable to the Province of Alberta and Schedule I Canadian Financial Institutions bearing interest rates ranging from 0.87% to 6.25% per annum and mature in years 2024-2047.

5. 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	2022	2023	2024	2025
ATCO GAS	\$1,495,500	\$1,610,725	\$1,610,725	\$1,610,725
WEST PARKLAND GAS	\$34,583	\$45,000	\$45,000	\$45,000
FORTIS ELECTRICITY	\$1,951,954	\$2,112,475	\$2,112,475	\$2,112,475
	\$3,482,037	\$3,768,200	\$3,768,200	\$3,768,200

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6. Reserves

	Projected ending balance 2022	2023 Additions	2023 Committed	Projected ending balance 2023	Projected ending balance 2024	Projected ending balance 2025
CAPITAL RESERVES						
Infrastructure Lifecycle, Rehabilitation & Replacement Lifecycle						
Lifecycle - Public Works Building	76,954	20,000	30,000	66,954	56,954	34,954
Lifecycle - Arena	331,844	35,000	-	366,844	401,844	291,844
Lifecycle - Pool	220,078	10,000	70,770	159,308	114,308	94,308
Lifecycle - Community Centre	194,102	5,000	-	199,102	204,102	189,102
Lifecycle - Heritage Park/ Pavillion	706,958	5,000	208,239	503,719	444,230	344,741
Lifecycle - Parkland Building	74,008	-	-	74,008	74,008	59,008
Lifecycle - Forest Green Plaza	90,000	15,000	30,000	75,000	90,000	65,000
Lifecycle - Town Office	45,320	25,000	-	70,320	70,320	40,320
Lifecycle - Fire Hall	173,115	10,000	-	183,115	193,115	203,115
Lifecycle - Youth Centre	80,409	10,000	8,000	82,409	82,409	82,409
Lifecycle - Outdoor Recreational Facilities	125,657	26,360	40,000	112,017	138,377	(20,263)
Lifecycle - Golf Course	120,539	78,650	140,000	59,189	95,009	196,214
Lifecycle - PSAR Building	20,000	-	-	20,000	20,000	20,000
Lifecycle - RCMP Building	15,000	5,000	-	20,000	25,000	30,000
Lifecycle - Library	295,845	40,000	-	335,845	375,845	415,845
Capital Equipment Replacement						
Fire Equipment Replacement	386,795	288,313	255,000	420,108	218,421	284,734
Capital Equipment Replacement	921,194	657,000	813,790	764,404	566,904	454,404
Technology Replacement	226,066	125,000	45,000	306,066	15,066	(92,434)
Roads	2,085,672	346,000	85,000	2,346,672	2,427,172	2,231,172
Trails	383,854	5,000	28,000	360,854	325,854	112,354
Utility						
Utility - Water	895,162	746,459	882,500	759,121	561,675	298,169
Utility - Wastewater	421,852	630,516	427,500	624,868	339,155	131,246
Utility - Waste Mgmt	108,867	10,000	50,000	68,867	78,867	88,867
Utility - Storm	209,582	985,817	699,998	495,401	945,594	1,310,102
CAPITAL RESERVES TOTAL	\$ 8,208,874	\$ 4,079,115	\$ 3,813,797	\$ 8,474,192	\$ 7,864,230	\$ 6,865,212
	2022	2023 Additions	2023 Committed	Projected ending balance 2023	Projected ending balance 2024	Projected ending balance 2025
OPERATING RESERVES						
Stabilization & Contingency						
Tax Levy Stabilization	2,958,518	1,541,290	2,914,936	1,584,872	834,436	425,750
Snow Removal	100,461	-	-	100,461	100,461	100,461
Project						
General Purpose	91,611	53,024	60,000	84,635	37,659	(9,317)
Legacy	341,418	109,935	7,500	443,853	546,288	648,723
Policing and Public Safety	687,284	89,225	310,883	465,626	473,468	411,310
Health & Safety	50,461	5,000	5,000	50,461	37,961	37,961
Public Art	240,447	40,000	15,000	265,447	230,447	240,447
Public (In Lieu)	201,052	-	-	201,052	201,052	201,052
Mural Preservation	74,142	10,000	5,000	79,142	84,142	89,142
Golf Course	37,000	-	-	37,000	37,000	37,000
Utility						
UT Rate Stabilization	544,195	49,747	-	593,942	641,848	689,754
Land (School) Reserve	547,000	209,000	-	756,000	965,000	1,174,000
OPERATING RESERVES TOTAL	\$ 5,873,589	\$ 2,107,221	\$ 3,318,319	\$ 4,662,491	\$ 4,189,762	\$ 4,046,283
TOTAL RESERVES	\$ 14,082,463	\$ 6,186,336	\$ 7,132,116	\$ 13,136,683	\$ 12,053,992	\$ 10,911,495

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While the Accumulated Surplus – Restricted (Reserve) policy (C-FS-055) 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 has been included in the Corporate Plan of \$38,936 over a span of 20 years. The Land (School) reserve funds are fully committed as they will fund the payment for Stony Central School lands purchased from a developer as the lands are developed.

7. Debt Limits

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by the Alberta Regulation 255/2000 for the Town be disclosed as follows:

	Projected Dec 31, 2022	Projected Dec 31, 2023	Projected Dec 31, 2024	Projected Dec 31, 2025
DEBT LIMIT				
Municipal Debt Limits	\$ 63,273,806	\$ 67,224,645	\$ 69,672,336	\$ 71,006,234
Outstanding Debt	\$ 33,270,207	\$ 54,239,106	\$ 62,993,902	\$ 63,244,305
Total Debt available	\$ 30,003,599	\$ 12,985,539	\$ 6,678,434	\$ 7,761,929
Internal Limit Debt available	\$ 17,348,838	\$ (459,390)	\$ (7,256,033)	\$ (6,439,318)
Municipal Debt Service Limit	\$ 10,545,634	\$ 11,204,108	\$ 11,612,056	\$ 11,834,372
Current Debt Service Level	\$ 2,579,714	\$ 3,164,652	\$ 5,063,760	\$ 5,637,207
Service on Debt Limit Available	\$ 7,965,920	\$ 8,039,455	\$ 6,548,296	\$ 6,197,165
Internal Service on Debt Limit Available	\$ 5,856,794	\$ 5,798,634	\$ 4,225,885	\$ 3,830,291

8. Contractual Obligations

The Town entered into an agreement in April 2022 for the collection and hauling of garbage, compost and recyclable materials, which expires in March 2023. The estimated cost of these services for 2023 is approximately \$1,435,000. The waste management contract is up for renewal in 2023 therefore the impact may vary from the amount estimated. In September 2022, the Town extended its contract for safety codes services for three years at an estimated cost of \$25,000 per year. In 2020 the Town entered into an agreement for the operation of a local transit service. The estimated costs of this contract in 2023 is approximately \$309,000. It is anticipated the Town will be entering into a Cemetery operation contract in 2024 subsequent to construction, at this time the commitment and term are unknown.

9. 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:

Fiscal Plan

a. General Government

General Government is comprised of Council, the Office of the CAO, and Corporate Services. Corporate Services is comprised of Financial Services, Legislative Services, Human Resource Services, and Information Technology Services. 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, Emergency Management and Municipal Enforcement Services. The RCMP division for Stony Plain includes Federal, Provincial and Municipal employees 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; detection or extinguishments of fires; and motor vehicle incident response. Emergency Management prepares and develops emergency response planning to help maintain a safe community. The Municipal Enforcement Services provide bylaw enforcement that ranges from public service to animal control as well as provincial statute enforcement with authorities granted by the Solicitor General of Alberta.

c. Transportation

Transportation is comprised of Common Services and the Public Works areas. They are responsible for the maintenance of the roadway and storm systems. The ATS service is displayed under this section in the segmented information, along with Stony Plain Transit.

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, storm, 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 and Engineering. 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.

g. Community & Social Development

Community & Social Development was previously the Stony Plain Family and Community Support Services (FCSS). This function was operated externally from the Town, however in 2021 the FCSS external board was dissolved with operations transitioning to the Town. The area provides services mandated by Family and Community Support Services Alberta through a shared funding model between the Province of Alberta and the Town of Stony Plain. This area also provides services related to community and civic engagement, resilience, and develops community collaborations to support community and social well-being.

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2023 Segmented Information

	General Government	Protective Services	Transportation	Recreation & Culture	Utilities	Development	Community & Social Development	Totals
Revenue								
Taxation	18,718,368							18,718,368
Sales and User Charges	38,300	350,000	170,750	2,108,040	14,235,980	60,600		16,963,670
All Other	4,226,124	83,000	1,000	1,092,050	50,000	331,000	58,000	5,841,174
Fines		576,500						576,500
Developer Levy						346,000		346,000
Government Transfers	130,000	1,104,371	-	197,534		30,555	622,335	2,084,795
Interest	246,000	3,500		-	21,000			270,500
	<u>23,358,792</u>	<u>2,117,371</u>	<u>171,750</u>	<u>3,397,624</u>	<u>14,306,980</u>	<u>768,155</u>	<u>680,335</u>	<u>44,801,007</u>
Expenses								
Materials, goods, contracted and general	1,450,051	4,392,898	1,395,969	2,154,179	7,650,734	814,772	134,740	17,993,343
Salaries, wages and benefits	4,423,480	2,941,890	787,736	4,362,360	1,344,569	1,837,005	890,461	16,587,501
Utilities	79,700	28,500	789,000	428,293	142,700	-		1,468,193
Repairs and Maintenance	664,140	208,427	366,881	743,670	748,500	5,000		2,736,618
Transfers to Local boards and organizations	-	55,060	-	886,914	-	81,500		1,023,474
Interest on long term debt	56,041	276,643	129,722	85,870	538,284	-		1,086,560
Insurance	239,650	16,200	39,100	77,880	46,050	-		418,880
	<u>6,913,062</u>	<u>7,919,618</u>	<u>3,508,408</u>	<u>8,739,166</u>	<u>10,470,837</u>	<u>2,738,277</u>	<u>1,025,201</u>	<u>41,314,569</u>
Net Revenue (Deficit)	<u>16,445,730</u>	<u>(5,802,247)</u>	<u>(3,336,658)</u>	<u>(5,341,542)</u>	<u>3,836,143</u>	<u>(1,970,122)</u>	<u>(344,866)</u>	<u>3,486,438</u>

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