

Town of Bon Accord
AGENDA
Committee of the Whole Meeting
November 29, 2023 5:00 p.m. in Council Chambers
Live streamed on Bon Accord YouTube Channel

- 1. CALL TO ORDER AND LAND ACKNOWLEDGEMENT**
- 2. ADOPTION OF AGENDA**
- 3. UNFINISHED BUSINESS**
- 4. NEW BUSINESS**
 - 4.1. Financial Plans Review (enclosure)
- 5. BYLAWS/POLICIES/AGREEMENTS**
 - 5.1. Fees and Charges Bylaw (enclosure)
 - 5.2. Cyber Security Incident Response & Disaster Recovery Plan Policy (enclosure)
- 6. CLOSED SESSION**
- 7. ADJOURNMENT**

TOWN OF BON ACCORD
REPORT TO COUNCIL

| | |
|------------------------|--|
| Meeting: | Committee of the Whole Meeting |
| Meeting Date: | November 29, 2023 |
| Presented by: | Falon Fayant, Corporate Services Manager |
| Title: | Financial Plans Review |
| Agenda Item No. | 4.1 |

BACKGROUND/PROPOSAL

Following the approval of the 2024 operating and capital budget, administration has prepared for Council review the 3-year operating plan, and the 5-year and 10-year capital plans.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

This is the first review of the 3-year operating plan, and the 5-year and 10-year capital plans. The plans are meant to be a rolling, multi-year forecast to detail anticipated revenues and expenses. Financial planning provides information about future financial capacity and allows for strategic planning to achieve sustainability. The financial plans aid in the continued development and progression of the Town's asset management program.

The plans are not required to balance, however for the purposes of illustrating the affect of projected revenues and expenditures, administration has balanced the plans.

As well, projected possible strategies have been developed for the 5-year capital plan.

STRATEGIC ALIGNMENT

- The budget aligns with all aspects of Council's Strategic Plan.

COSTS/SOURCES OF FUNDING

NA



2025-2027 DRAFT Operating Plan & 2025-2035 DRAFT Capital Plan

PRESENTED: NOVEMBER 29, 2023, COMMITTEE OF THE WHOLE

VISION, MISSION, VALUES

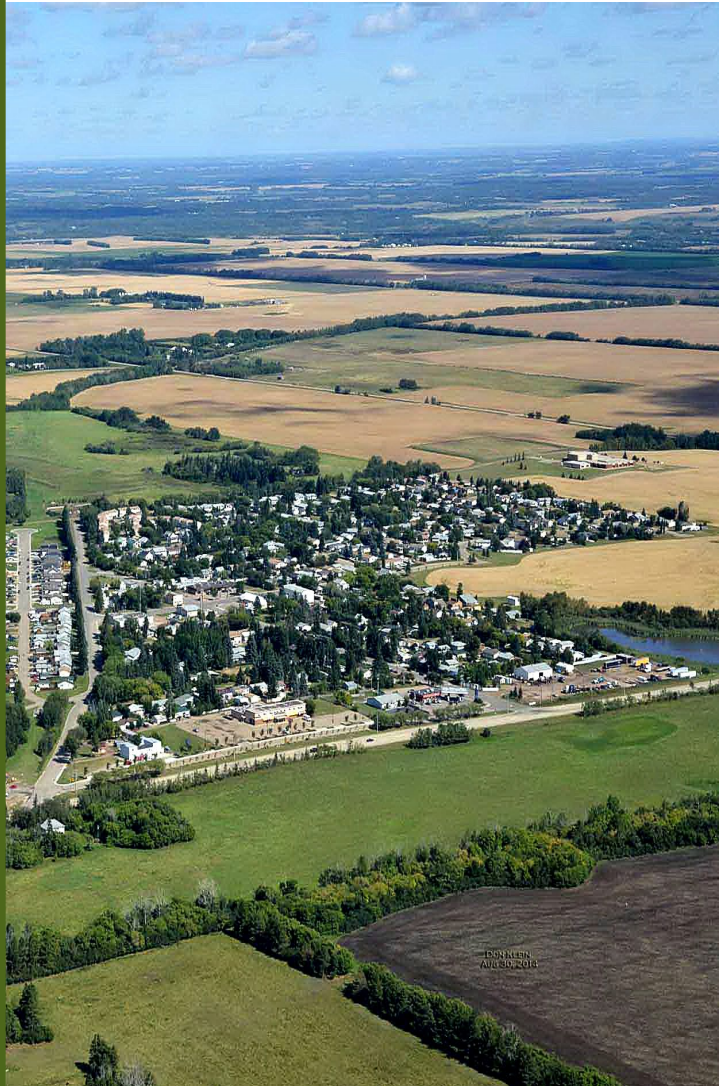
VISION

THE TOWN OF BON ACCORD PROMOTES A PROSPEROUS, RESIDENTIAL, AND INDUSTRIAL GROWTH COMMUNITY WHILE MAINTAINING A HOMETOWN FEELING.

TOWN OF BON ACCORD

MISSION

TO PROMOTE AND IMPROVE OUR QUALITY OF LIVING, ENHANCE OUR SENSE OF COMMUNITY, AND PRESERVE THE INTEGRITY OF OUR HOMETOWN VALUES WHILE GROWING INTO A TOWN THAT IS DIVERSE, PROSPEROUS AND WELCOMING TO NEW RESIDENTS, BUSINESSES, AND VISITORS.



Long-Term Strategies

Tax Planning Strategies – Small, manageable increases per year to cover both increasing operational costs and capital infrastructure requirements. This strategy keeps taxes reasonable over the course of a few years and avoids a sudden high increase because of infrastructure failures and maintenance demands.

Grants – Provincial and Federal grants and explore other grant opportunities.

Naming Rights & Sponsorships – Suitable for municipal recreation buildings and parks, events, etc.

Debenture – The cost of expensive infrastructure capital projects can be broken out over the term of borrowing + the costs of interest.

Reserves – Reserves can be used to cover the costs of infrastructure repair and replacement, with plans to replenish through tax planning strategy.



**2025-2027
DRAFT
Operating Plan
& 2025-2035
Capital Plan**

November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Values Statement of INTEGRITY: A Town of great moral character that promotes consistency, truthfulness, and trust.



Planning Challenges & Drivers

- It is difficult to determine what assessments will look like on a yearly basis; assessments impact the municipal tax levy.
- Inflation impacts the costs of providing services.
- Aging infrastructure and increased maintenance costs.
- Reductions in provincial grant funding – provincial grant funding has decreased by 70% since 2017.
- Limited sources of revenue – the Town’s revenue sources are limited to taxes, user fees, franchise fees, grants, and donations.
- Grants and donations are competitive, and many have certain eligibility requirements and/or matching fund requirements.
- Balancing act between costs and revenue to maintain service levels and replace and repair aging infrastructure.
- Economic development strategies to grow the town.

**2025-2027
DRAFT
Operating Plan
& 2025-2035
Capital Plan**

November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Values Statement of
TRANSPARENCY: Open
and accountable to
our residents and
encourage open
communication.



Planning Assumptions

GRANTS:

- Assume that funding levels will remain consistent, even though MSI is transitioning to LGFF, and the framework and funding levels have not been announced.
 - Assume that the operating grant level will remain consistent.

UTILITIES:

- Continuing with the full-cost recovery of utilities – this is the best practice.
- The capital rate rider continues to increase until 2027 to replenish reserves.

EXPENSES:

- Assume that the rate of inflation will continue to increase by at least 3%. Not all expense areas are affected.

INFRASTRUCTURE:

- Continuing to work on our asset management plan to improve and replace aging infrastructure through our funding strategies.

2025-2027 DRAFT Operating Plan & 2025-2035 Capital Plan

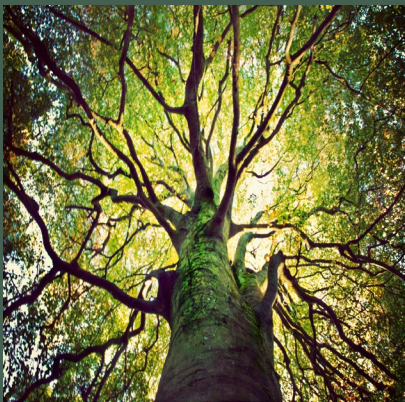
November 29, 2023

Committee of the
Whole

STRATEGIC PLAN

Connection:

Values Statement of
TRANSPARENCY:
Open and
accountable to our
residents and
encourage open
communication.

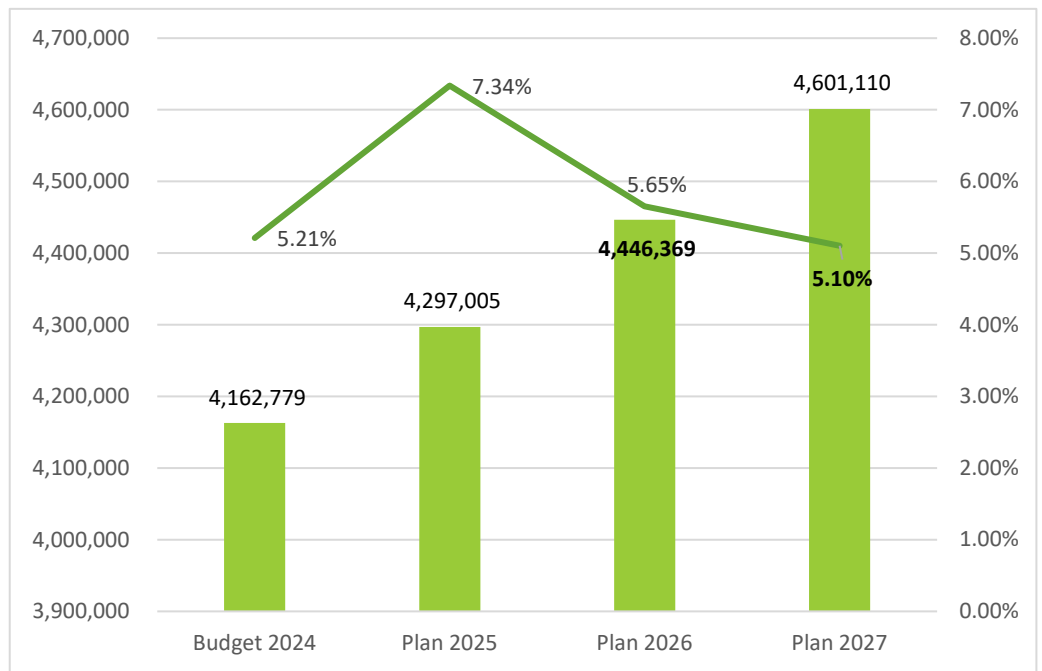


PLAN SUMMARY

The operating and capital plans focus on Council’s strategic plan and provide a snapshot of the upcoming years.

Planning for the future can demonstrate revenue shortfalls and allow for mitigation planning as decisions are made.

TOTAL Operating Revenues and Expenses



The percentage value in the graph above demonstrates the increase from the previous year of municipal tax levy revenue required to balance the plan for the current year. This does not necessarily mean this is the percentage increase to the tax rate because tax rates are affected by assessment.

**2025-2027
DRAFT
Operating Plan
& 2025-2035
Capital Plan**

November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Values Statement of
SERVICE EXCELLENCE:
Administration and
Council strive for the
highest standard of
service delivery and
governance.



Council

Council - Overview



Council plans include the following:

- ↗ Council fees with a 2.5% yearly increase and per diems.
 - ↗ EOEP training courses.
 - ↗ Mileage and registration for meetings, conferences, parades, and other networking opportunities.
 - ↗ Council workshop.
 - ↗ Cell phone and cell phone allowances.
 - ↗ Insurance.
 - ↗ IT managed services.
 - ↗ Parade candy and council supplies for Community Connections, Coffee with a Cop, etc.
- ✓ Increases over the planned years are due to inflation increases.



**Town of Bon Accord
COUNCIL
Operating Budget - By Object**

| | FINAL | | | |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| Total Revenue | - | - | - | - |
| Expenses: | | | | |
| COUNCIL - FEES & PER DIEMS | 82,552 | 84,092 | 85,670 | 87,288 |
| COUNCIL - TRAINING & OTHER | 12,420 | 12,763 | 13,115 | 13,479 |
| STAFFING COSTS - TRAINING & OTHER | 6,875 | 6,875 | 6,875 | 6,875 |
| CONTRACTED SERVICES & RENTALS | 4,562 | 4,562 | 4,562 | 4,562 |
| GOODS & SUPPLIES | 3,100 | 3,100 | 3,100 | 3,100 |
| INSURANCE | 2,296 | 2,365 | 2,436 | 2,509 |
| MEMBERSHIP & REGISTRATION | 14,400 | 14,832 | 15,277 | 15,735 |
| Total Expenses | 128,224 | 130,608 | 133,055 | 135,568 |
| Balance | - 128,224 | - 130,608 | - 133,055 | - 135,568 |
| | 0.00 | 0.00 | 0.00 | 0.00 |



**Town of Bon Accord
ELECTION
Operating Budget - By Object**

| | FINAL | | | |
|-------------------------------|------------------|------------------|------------------|------------------|
| | Budget | Plan | Plan | Plan |
| | Operating | Operating | Operating | Operating |
| | 2024 | 2025 | 2026 | 2027 |
| Revenue: | | | | |
| Total Revenue | - | - | - | - |
| Expenses: | | | | |
| CONTRACTED SERVICES & RENTALS | 500 | 500 | 500 | 500 |
| GOODS & SUPPLIES | 1,500 | 1,500 | 1,500 | 1,500 |
| MEMBERSHIP & REGISTRATION | - | - | - | - |
| PROFESSIONAL FEES | - | - | - | - |
| Total Expenses | 2,000 | 2,000 | 2,000 | 2,000 |
| Balance | - 2,000 | - 2,000 | - 2,000 | - 2,000 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
DRAFT
Operating Plan
& 2025-2035
Capital Plan**

November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Values Statement of STEWARDSHIP: Administration and Council embody the responsible planning and management of our resources.



Administration

Administration - Overview



Administration plans include the following:

- ↗ Revenue which includes fees for tax certificates, landfill permits, NSF fees, EV charging revenue, and basement rental.
 - ↗ Staff training and conference networking opportunities.
 - ↗ Postage and copies, office equipment leases, and office supplies.
 - ↗ Utilities – cell phones, office phones and internet, power, and gas.
 - ↗ Audit services.
 - ↗ Assessment services.
 - ↗ EV charging station maintenance fees.
 - ↗ Cleaning services.
 - ↗ Software annual licensing.
 - ↗ Building maintenance.
- ✓ Increases over the planned years are due to inflation increases.



**Town of Bon Accord
ADMINISTRATION
Operating Budget - By Object**

| | FINAL | | | |
|-----------------------------------|------------------|------------------|------------------|------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 18,015 | 18,015 | 18,015 | 18,015 |
| GRANTS | - | - | - | - |
| Total Revenue | 18,015 | 18,015 | 18,015 | 18,015 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 385,405 | 404,675 | 424,909 | 446,154 |
| STAFFING COSTS - TRAINING & OTHER | 16,104 | 16,104 | 16,587 | 17,084 |
| CONTRACTED SERVICES & RENTALS | 84,893 | 87,301 | 89,815 | 92,404 |
| GOODS & SUPPLIES | 13,220 | 13,220 | 13,220 | 13,220 |
| INSURANCE | 20,424 | 21,036 | 21,668 | 22,318 |
| MEMBERSHIP & REGISTRATION | 7,625 | 7,854 | 8,089 | 8,332 |
| OTHER - FINANCE CHARGES | 3,180 | 3,180 | 3,180 | 3,180 |
| POSTAGE & COPIES | 2,800 | 2,884 | 2,971 | 3,060 |
| PROFESSIONAL FEES | 38,776 | 39,776 | 40,776 | 42,076 |
| REPAIRS & MAINTENANCE | 13,500 | 5,000 | 5,000 | 5,000 |
| UTILITIES | 7,634 | 7,765 | 7,900 | 8,039 |
| DEBENTURES | 6,295 | 6,295 | 6,295 | 6,295 |
| AMORTIZATION | 30,000 | 30,000 | 30,000 | 30,000 |
| TRANSFER TO RESERVES | 24,400 | 24,400 | 24,400 | 24,400 |
| Total Expenses | 654,255 | 669,490 | 694,809 | 721,562 |
| Balance | - 636,240 | - 651,475 | - 676,794 | - 703,547 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
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& 2025-2035
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Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Priority #2

Community: The residents of Bon Accord live in a safe, connected, and attractive community.



Fire

Fire – Overview



Fire plans include the following:

- ↗ Revenue for the rental of the fire hall to Sturgeon County fire department per the agreement. The agreement states a 2% increase of CPI, whichever is greater. The plans assume a 3% increase.
 - ↗ The fees for fire services per the agreement, increasing by 2% annually or CPI, which is greater. The plans assume a 3% increase.
 - ↗ The fire services agreement ends in 2026.
 - ↗ Other expenses include building maintenance, telephone and internet services, and power and gas allocations.
 - ↗ Parkland County dispatch fees.
 - ↗ Transfer to fire reserves.
- ✓ Increases over the planned years are due to the fire services agreement increases.



Town of Bon Accord
FIRE
Operating Budget - By Object

| | FINAL | | | |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 10,149 | 10,454 | 10,767 | 11,091 |
| Total Revenue | 10,149 | 10,454 | 10,767 | 11,091 |
| Expenses: | | | | |
| CONTRACTED SERVICES & RENTALS | 34,056 | 35,077 | 36,130 | 37,214 |
| REPAIRS & MAINTENANCE | 2,000 | 2,000 | 2,000 | 2,000 |
| UTILITIES | 1,761 | 1,761 | 1,761 | 1,761 |
| TRANSFER TO RESERVES | 10,000 | 10,000 | 10,000 | 10,000 |
| Total Expenses | 47,817 | 48,838 | 49,891 | 50,975 |
| Balance | - 37,667 | - 38,385 | - 39,123 | - 39,884 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
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November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Priority #5

Collaboration: The Town of Bon Accord has strong, sustainable relationships to enhance municipal programs and services.



Emergency Management

Emergency Management - Overview



Emergency Management plans include the following:

- ↗ Membership in the regional partnership.
- ↗ Mileage and subsistence allowance for emergency management related training.
- ↗ Safety supplies – OH&S and first aid related supplies.
- ↗ Removal of the expense of the safety consultant – plan to achieve our safety initiatives in 2024.
- ✓ Increases over the planned years are due to inflation increases.



**Town of Bon Accord
EMERGENCY MANAGEMENT
Operating Budget - By Object**

| | FINAL | | | |
|-----------------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| | Budget Operating 2024 | Plan Operating 2025 | Plan Operating 2026 | Plan Operating 2027 |
| Revenue: | | | | |
| Total Revenue | - | - | - | - |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 10,408 | 10,929 | 11,475 | 12,049 |
| STAFFING COSTS - TRAINING & OTHER | 250 | 250 | 250 | 250 |
| GOODS & SUPPLIES | 1,000 | 1,030 | 1,061 | 1,093 |
| MEMBERSHIP & REGISTRATION | 5,919 | 6,097 | 6,280 | 6,468 |
| PROFESSIONAL FEES | 6,300 | | | |
| Total Expenses | 23,878 | 18,306 | 19,066 | 19,860 |
| Balance | - 23,878 | - 18,306 | - 19,066 | - 19,860 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
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Operating Plan
& 2025-2035
Capital Plan**

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Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Priority #2

Community: The residents of Bon Accord live in a safe, connected, and attractive community.



Bylaw Services

Bylaw Services - Overview



Bylaw services plans include the following:

- ↗ Revenue includes pet licenses, fines distributions from the province, and a portion of provincial grant funding (currently MSI operating grant).
 - ↗ RCMP police funding – rates past 2024 have not yet been released, therefore the plans assume inflationary increases of 3%. The actual costs may be higher.
 - ↗ Bylaw services agreement which increases at a rate of 2% or CPI, whichever is greater. The plans assume an increase of 3%.
 - ↗ Pet tag supplies.
 - ↗ Legal fees related to bylaw matters.
- ✓ Increases over the planned years are due to inflation increases.



**Town of Bon Accord
BYLAW
Operating Budget - By Object**

| | FINAL | | | |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 3,050 | 3,050 | 3,050 | 3,050 |
| GRANTS | 42,042 | 42,042 | 42,042 | 42,042 |
| Total Revenue | 45,092 | 45,092 | 45,092 | 45,092 |
| Expenses: | | | | |
| CONTRACTED SERVICES & RENTALS | 132,012 | 135,973 | 140,052 | 144,253 |
| GOODS & SUPPLIES | 160 | 165 | 170 | 175 |
| PROFESSIONAL FEES | 10,000 | 10,000 | 10,000 | 10,000 |
| Total Expenses | 142,172 | 146,137 | 150,222 | 154,428 |
| Balance | - 97,080 | - 101,045 | - 105,130 | - 109,336 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
DRAFT
Operating Plan
& 2025-2035
Capital Plan**

November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Values Statement of
STEWARDSHIP:
Administration and
Council embody the
responsible planning and
management of our
resources.



Storm

Storm - Overview



Storm plans include the following:

- ↗ Supplies for storm culverts and maintenance.
 - ↗ Transfers for reserves for storm management.
 - ↗ Wages and contributions.
- ✓ Increases over the planned years are due to increase projected in wages and salaries and the increase in the utility capital rider for transfer to reserves.



**Town of Bon Accord
STORM
Operating Budget - By Object**

| | FINAL | | | |
|----------------------|----------------|----------------|----------------|----------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| Total Revenue | - | - | - | - |

| | | | | |
|----------------------------------|---------------|---------------|---------------|---------------|
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 20,566 | 21,594 | 22,674 | 23,807 |
| FUEL | - | - | - | - |
| GOODS & SUPPLIES | 1,000 | 1,000 | 1,000 | 1,000 |
| AMORTIZATION | 10,000 | 10,000 | 10,000 | 10,000 |
| TRANSFER TO RESERVES | 20,283 | 23,877 | 27,471 | 31,065 |
| Total Expenses | 51,849 | 56,471 | 61,145 | 65,872 |

| | | | | | | | | |
|----------------|---|--------|---|--------|---|--------|---|--------|
| Balance | - | 51,849 | - | 56,471 | - | 61,145 | - | 65,872 |
| | | 0.00 | | 0.00 | | 0.00 | | 0.00 |

**2025-2027
DRAFT
Operating Plan
& 2025-2035
Capital Plan**

November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Priority #3 Infrastructure:
The Town of Bon Accord
is maintaining and
improving all
infrastructure in a fiscally
responsible manner.



Roads

Roads - Overview



Roads plans include the following:

- ↗ Revenue which includes a portion of provincial grant funding (currently MSI operating).
 - ↗ GIS system allocation.
 - ↗ Utilities – power, gas, telephone.
 - ↗ Allocation for office equipment leases.
 - ↗ Dust control and road sweeping.
 - ↗ Asphalt patching.
 - ↗ Line and curb painting rotate each year.
 - ↗ Spray patching, crack seal, and gravel.
 - ↗ Equipment and vehicle repairs and maintenance, snow blades.
 - ↗ Sand and salt.
 - ↗ Safety PPE.
 - ↗ Transfers to reserves.
- ✓ Increases over the planned years are due to inflation increases.



Town of Bon Accord
ROADS
Operating Budget - By Object

| | FINAL | | | |
|-----------------------------------|------------------|------------------|------------------|------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | - | - | - | - |
| GRANTS | 8,800 | 8,800 | 8,800 | 8,800 |
| Total Revenue | 8,800 | 8,800 | 8,800 | 8,800 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 162,055 | 170,158 | 178,666 | 187,599 |
| STAFFING COSTS - TRAINING & OTHER | 1,700 | 1,700 | 1,700 | 1,700 |
| CONTRACTED SERVICES & RENTALS | 78,950 | 79,750 | 80,750 | 81,950 |
| FUEL | 28,550 | 33,051 | 33,186 | 33,325 |
| GOODS & SUPPLIES | 39,965 | 39,965 | 39,965 | 39,965 |
| INSURANCE | 13,709 | 14,121 | 14,544 | 14,981 |
| POSTAGE & COPIES | 700 | 700 | 700 | 700 |
| REPAIRS & MAINTENANCE | 14,500 | 14,935 | 15,383 | 15,845 |
| UTILITIES | 58,897 | 54,527 | 54,527 | 54,527 |
| DEBENTURES | 18,886 | 18,886 | 18,886 | 18,886 |
| AMORTIZATION | 190,000 | 190,000 | 190,000 | 190,000 |
| TRANSFER TO CAPITAL | - | - | - | - |
| TRANSFER TO RESERVES | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Expenses | 632,912 | 642,792 | 653,307 | 664,477 |
| Balance | - 624,112 | - 633,992 | - 644,507 | - 655,677 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
DRAFT
Operating Plan
& 2025-2035
Capital Plan**

November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Priority #3 Infrastructure:
The Town of Bon Accord
is maintaining and
improving all
infrastructure in a fiscally
responsible manner.



Water

Water - Overview



Water plans include the following:

- ↗ Revenue which includes inflationary increases from the cost recovery of projected increases from Capital Region Northeast Water Services Commission and bulk water sales, as well a portion of the provincial grant funding (currently MSI operating).
 - ↗ Training courses and CEU training for water and wastewater operator certification.
 - ↗ Utilities – telephone, power, gas.
 - ↗ Flowpoint service charges for bulk water sales transactions.
 - ↗ Munisight GIS allocation.
 - ↗ Office equipment allocations.
 - ↗ Parts for repairs and maintenance.
 - ↗ Water meters and mxu's.
 - ↗ Water purchases.
 - ↗ Reservoir debenture payments.
 - ↗ Transfers to reserves (increases due to capital rate rider).
- ✓ Increases over the planned years are due to inflation increases.



Town of Bon Accord
WATER
Operating Budget - By Object

| | FINAL | | | |
|-----------------------------------|------------------|------------------|------------------|------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 535,307 | 542,122 | 555,823 | 569,524 |
| GRANTS | 8,800 | 8,800 | 8,800 | 8,800 |
| Total Revenue | 544,107 | 550,922 | 564,623 | 578,324 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 135,163 | 141,921 | 149,018 | 156,468 |
| STAFFING COSTS - TRAINING & OTHER | 2,100 | 2,600 | 2,615 | 2,630 |
| CONTRACTED SERVICES & RENTALS | 56,020 | 56,520 | 57,020 | 57,520 |
| FUEL | - | - | - | - |
| GOODS & SUPPLIES | 21,328 | 21,668 | 22,018 | 22,378 |
| INSURANCE | 7,398 | 7,619 | 7,848 | 8,083 |
| MEMBERSHIP & REGISTRATION | 477 | 477 | 491 | 506 |
| OTHER - UTILITY SUPPLY PURCHASES | 214,500 | 226,072 | 238,022 | 249,973 |
| POSTAGE & COPIES | 700 | 700 | 700 | 700 |
| UTILITIES | - 9,307 | - 9,188 | - 9,002 | - 8,810 |
| BAD DEBTS | 1,000 | 1,000 | 1,000 | 1,000 |
| DEBENTURES | 106,392 | 106,392 | 106,392 | 106,392 |
| AMORTIZATION | 120,000 | 120,000 | 120,000 | 120,000 |
| TRANSFER TO RESERVES | 34,544 | 38,138 | 41,732 | 45,326 |
| Total Expenses | 690,315 | 713,920 | 737,854 | 762,168 |
| Balance | - 146,208 | - 162,998 | - 173,231 | - 183,844 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
DRAFT
Operating Plan
& 2025-2035
Capital Plan**

November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Values Statement of SERVICE EXCELLENCE: Administration and Council strive for the highest standard of service delivery and governance.



Sewer

Sewer - Overview



Sewer plans include the following:

- ↗ Revenue which includes cost recovery from Arrow Utilities.
 - ↗ Operator training and CEUs for water and wastewater certification.
 - ↗ Utilities – telephone, power, gas.
 - ↗ Munisight GIS allocation.
 - ↗ Main and service line inspection and repair.
 - ↗ Camera lines and re-line.
 - ↗ Wet well cleaning (yearly)
 - ↗ Lift station inspection (every two years).
 - ↗ Lagoon groundwater monitoring.
 - ↗ Supplies for repair and maintenance, gas monitors and calibration.
 - ↗ Office equipment allocation.
 - ↗ Transfers to reserves (increases due to capital rate rider).
- ✓ Increases over the planned years are due to inflation increases.



Town of Bon Accord
SEWER
Operating Budget - By Object

| | FINAL | | | |
|-----------------------------------|------------------|------------------|------------------|------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 341,686 | 353,469 | 364,643 | 383,470 |
| Total Revenue | 341,686 | 353,469 | 364,643 | 383,470 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 105,579 | 110,858 | 116,401 | 122,221 |
| STAFFING COSTS - TRAINING & OTHER | 2,100 | 2,600 | 2,600 | 2,600 |
| CONTRACTED SERVICES & RENTALS | 64,420 | 64,920 | 65,420 | 65,920 |
| FUEL | - | - | - | - |
| GOODS & SUPPLIES | 6,828 | 6,958 | 7,092 | 7,229 |
| INSURANCE | 2,530 | 2,606 | 2,684 | 2,765 |
| MEMBERSHIP & REGISTRATION | - | - | - | - |
| OTHER - UTILITY SUPPLY PURCHASES | 162,000 | 180,623 | 189,981 | 199,340 |
| POSTAGE & COPIES | 700 | 700 | 700 | 700 |
| UTILITIES | 4,349 | 4,466 | 4,587 | 4,711 |
| DEBENTURES | 18,886 | 18,886 | 18,886 | 18,886 |
| AMORTIZATION | 82,000 | 82,000 | 82,000 | 82,000 |
| TRANSFER TO RESERVES | 25,283 | 28,877 | 32,471 | 36,065 |
| Total Expenses | 474,675 | 503,494 | 522,821 | 542,437 |
| Balance | - 132,989 | - 150,025 | - 158,178 | - 158,967 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
DRAFT
Operating Plan
& 2025-2035
Capital Plan**

November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Values Statement of STEWARDSHIP: Administration and Council embody the responsible planning and management of our resources.



Garbage

Garbage - Overview



Garbage plans include the following:

- ↗ Revenue which includes cost recovery for garbage collection.
- ↗ Office equipment lease allocation.
- ↗ Contract charges for waste collection.
- ↗ Landfill charges.

✓ Increases over the planned years are due to the contract increases, which are 2%, as well as increases in wages and contributions and inflationary increases for landfill charges.



Town of Bon Accord
GARBAGE
Operating Budget - By Object

| | FINAL | | | |
|----------------------------------|------------------|------------------|------------------|------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 100,693 | 102,341 | 104,022 | 104,467 |
| Total Revenue | 100,693 | 102,341 | 104,022 | 104,467 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 25,471 | 26,745 | 28,082 | 29,486 |
| CONTRACTED SERVICES & RENTALS | 406 | 406 | 406 | 406 |
| GOODS & SUPPLIES | 178 | 178 | 178 | 178 |
| OTHER - UTILITY SUPPLY PURCHASES | 108,915 | 110,755 | 112,632 | 114,884 |
| POSTAGE & COPIES | 700 | 700 | 700 | 700 |
| UTILITIES | 101 | 101 | 101 | 101 |
| Total Expenses | 135,771 | 138,885 | 142,099 | 145,756 |
| Balance | - 35,078 0.00 | - 36,544 0.00 | - 38,077 0.00 | - 41,289 0.00 |

**2025-2027
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& 2025-2035
Capital Plan**

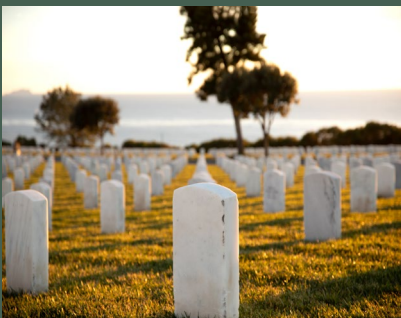
November 29, 2023

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**STRATEGIC
PLAN**

Connection:

Values Statement of
SERVICE EXCELLENCE:
Administration and
Council strive for the
highest standard of
service delivery and
governance.



Cemetery

Cemetery - Overview



Cemetery plans include the following:

- ↗ Revenue which includes plot sales and open and close sales.
 - ↗ Western Canada Cemetery Association membership.
 - ↗ Maintenance and repairs.
 - ↗ Parts and supplies.
- ✓ Increases over the planned years are due to inflation increases for both revenue and expenses.



**Town of Bon Accord
CEMETERY
Operating Budget - By Object**

| | FINAL | | | |
|----------------------------------|----------------|----------------|----------------|----------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 8,000 | 8,320 | 8,653 | 9,000 |
| Total Revenue | 8,000 | 8,320 | 8,653 | 9,000 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 10,794 | 11,226 | 11,675 | 12,142 |
| CONTRACTED SERVICES & RENTALS | 4,071 | 4,071 | 4,071 | 4,071 |
| GOODS & SUPPLIES | 1,000 | 1,000 | 1,000 | 1,000 |
| REPAIRS & MAINTENANCE | - | - | - | - |
| AMORTIZATION | 250 | 250 | 250 | 250 |
| Total Expenses | 16,115 | 16,547 | 16,996 | 17,463 |
| Balance | - 8,115 | - 8,227 | - 8,343 | - 8,463 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
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November 29, 2023

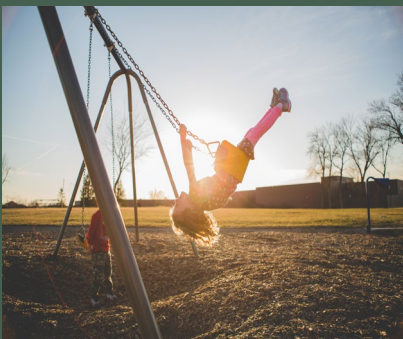
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**STRATEGIC
PLAN**

Connection:

Priority #2

Community: The residents of Bon Accord live in a safe, connected, and attractive community.



Parks

Parks - Overview



Parks plans include the following:

- ↗ Revenue which includes the Sturgeon Recreation Grant funding, which increases by 2% or CPI, whichever is greater. The plans assume 3%.
- ↗ Training and conferences.
- ↗ Office equipment lease allocation.
- ↗ Portable toilet rentals.
- ↗ Fuel.
- ↗ Parts and supplies for parks maintenance.
- ↗ Reserve for Veterans Park.

✓ Increases over the planned years are due to inflation increases.



Town of Bon Accord
PARKS
Operating Budget - By Object

| | FINAL | | | |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 950 | 950 | 950 | 950 |
| DONATIONS | - | - | - | - |
| TRANSFER FROM RESERVES | - | - | - | - |
| GRANTS | 57,358 | 59,034 | 60,760 | 62,537 |
| Total Revenue | 58,308 | 59,984 | 61,710 | 63,487 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 113,597 | 118,141 | 122,867 | 127,781 |
| STAFFING COSTS - TRAINING & OTHER | 1,368 | 1,394 | 1,420 | 1,448 |
| CONTRACTED SERVICES & RENTALS | 33,452 | 34,306 | 35,185 | 36,090 |
| FUEL | 3,500 | 3,605 | 3,713 | 3,825 |
| GOODS & SUPPLIES | 12,550 | 12,927 | 13,314 | 13,714 |
| MEMBERSHIP & REGISTRATION | 975 | 1,004 | 1,034 | 1,065 |
| UTILITIES | 160 | - | - | - |
| DEBENTURES | 5,780 | 5,780 | 5,780 | 5,780 |
| Total Expenses | 171,382 | 179,156 | 185,314 | 191,703 |
| Balance | - 113,074 | - 119,172 | - 123,604 | - 128,216 |
| | 0.00 | 0.00 | 0.00 | |

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**STRATEGIC
PLAN**

Connection:

Values Statement of STEWARDSHIP: Administration and Council embody the responsible planning and management of our resources.



Arena

Arena - Overview



Arena plans include the following:

- ↗ Revenue which includes ice rentals and a portion of the Sturgeon Recreation Grant, which increases by 2% or CPI, whichever is greater. The plans assume 3%.
 - ↗ Utilities – telephone, power, gas.
 - ↗ Start-up costs and annual maintenance fees.
 - ↗ Lift inspection and permit.
 - ↗ Zamboni parts and maintenance.
 - ↗ Office equipment lease allocations and office supplies.
- ✓ Increases over the planned years are due to inflation increases.



Town of Bon Accord
ARENA
Operating Budget - By Object

| | FINAL | | | |
|-----------------------------------|-----------------|-----------------|------------------|------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 160,000 | 160,000 | 160,000 | 160,000 |
| TRANSFER FROM RESERVES | - | - | - | - |
| GRANTS | 88,716 | 91,377 | 94,118 | 96,942 |
| Total Revenue | 248,716 | 251,377 | 254,118 | 256,942 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 164,261 | 170,832 | 177,665 | 184,772 |
| STAFFING COSTS - TRAINING & OTHER | 2,664 | 2,743 | 2,826 | 2,910 |
| CONTRACTED SERVICES & RENTALS | 58,299 | 60,048 | 61,849 | 63,705 |
| GOODS & SUPPLIES | 5,500 | 5,665 | 5,835 | 6,010 |
| INSURANCE | 14,424 | 14,857 | 15,303 | 15,762 |
| MEMBERSHIP & REGISTRATION | 1,044 | 1,075 | 1,107 | 1,140 |
| REPAIRS & MAINTENANCE | 1,500 | 1,545 | 1,591 | 1,639 |
| UTILITIES | 28,688 | 29,001 | 29,323 | 29,655 |
| DEBENTURES | 57,938 | 57,938 | 57,938 | 57,938 |
| TRANSFER TO CAPITAL | 7,151 | 7,366 | 7,586 | 7,814 |
| Total Expenses | 341,469 | 351,070 | 361,024 | 371,345 |
| Balance | - 92,753 | - 99,693 | - 106,906 | - 114,404 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

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**STRATEGIC
PLAN**

Connection:

Values Statement of STEWARDSHIP: Administration and Council embody the responsible planning and management of our resources.



Economic Development

Economic Development - Overview



Economic development plans include the following:

- ↗ Trade advertising opportunity with Mix 107.9.
- ↗ Staff training and conferences.
- ↗ Advertising opportunities.
- ↗ Economic development strategies.
- ↗ Munisight Townfolio.
- ↗ Utilities – power and gas allocations.

✓ Increases over the planned years are due to inflation increases.



Town of Bon Accord
DEVELOPMENT
Operating Budget - By Object

| | FINAL | | | |
|-----------------------------------|------------------|------------------|------------------|------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 5,850 | 5,850 | 5,850 | 5,850 |
| Total Revenue | 5,850 | 5,850 | 5,850 | 5,850 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 52,942 | 55,589 | 58,368 | 61,287 |
| STAFFING COSTS - TRAINING & OTHER | 2,530 | 2,606 | 2,684 | 2,765 |
| CONTRACTED SERVICES & RENTALS | 28,235 | 29,075 | 29,940 | 30,831 |
| GOODS & SUPPLIES | 1,307 | 746 | 769 | 792 |
| MEMBERSHIP & REGISTRATION | 2,310 | 2,379 | 2,451 | 2,524 |
| POSTAGE & COPIES | 100 | 100 | 100 | 100 |
| PROFESSIONAL FEES | 13,880 | 16,880 | 19,880 | 22,880 |
| UTILITIES | 4,837 | 4,954 | 5,074 | 5,197 |
| Total Expenses | 106,141 | 112,329 | 119,266 | 126,376 |
| Balance | - 100,291 | - 106,479 | - 113,416 | - 120,526 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

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**STRATEGIC
PLAN**

Connection:

Values Statement of STEWARDSHIP: Administration and Council embody the responsible planning and management of our resources.



Planning

Planning - Overview



Planning department plans include the following:

- ↗ Revenue which includes compliance certificates, business licenses, and development permits.
- ↗ Staff training and conferences
- ↗ Postage and copies, office equipment leases, and office supplies.
- ↗ Municipal Planning Services
- ↗ Utilities – telephone, power, gas.
- ↗ Website.
- ↗ Capital Region Assessment Services – permits.

✓ Increases over the planned years are due to inflation increases.



**Town of Bon Accord
PLANNING
Operating Budget - By Object**

| | FINAL | | | |
|-----------------------------------|------------------|------------------|------------------|------------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 7,000 | 7,000 | 7,000 | 7,000 |
| Total Revenue | 7,000 | 7,000 | 7,000 | 7,000 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 52,942 | 55,589 | 58,368 | 61,287 |
| STAFFING COSTS - TRAINING & OTHER | 4,655 | 4,795 | 4,938 | 5,087 |
| CONTRACTED SERVICES & RENTALS | 27,823 | 29,099 | 30,398 | 31,710 |
| GOODS & SUPPLIES | 1,378 | 819 | 844 | 869 |
| MEMBERSHIP & REGISTRATION | 1,980 | 2,039 | 2,101 | 2,164 |
| PROFESSIONAL FEES | 35,000 | 36,050 | 37,132 | 38,245 |
| UTILITIES | 682 | 682 | 682 | 682 |
| DEBENTURES | 12,590 | 12,590 | 12,590 | 12,590 |
| Total Expenses | 137,050 | 141,664 | 147,053 | 152,634 |
| Balance | - 130,050 | - 134,664 | - 140,053 | - 145,634 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
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**STRATEGIC
PLAN**

Connection:

Values Statement of
SERVICE EXCELLENCE:
Administration and
Council embody the
responsible planning
and management of
our resources.



FCSS

FCSS - Overview



FCSS plans include the following:

- ↗ Revenue including program fees, FCSS grant, Canada Summer Jobs grant, and sponsorship goals.
 - ↗ Staff training and conferences.
 - ↗ Postage and copies, office equipment leases and office supplies.
 - ↗ Utilities allocation – cell phones, office phones, power, and gas.
 - ↗ Program advertising.
 - ↗ Continued commitment to programming for youth, adults, and seniors.
- ✓ Increases over the planned years are due to inflation increases.



**Town of Bon Accord
FCSS
Operating Budget - By Object**

| | FINAL | | | |
|--|-----------------|-----------------|-----------------|-----------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 14,150 | 14,150 | 14,150 | 14,150 |
| GRANTS | 47,393 | 47,393 | 47,393 | 47,393 |
| Total Revenue | 61,543 | 61,543 | 61,543 | 61,543 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 80,896 | 84,941 | 89,188 | 93,647 |
| STAFFING COSTS - TRAINING & OTHER | 6,566 | 6,566 | 6,763 | 6,966 |
| CONTRACTED SERVICES & RENTALS | 10,084 | 10,084 | 10,357 | 10,638 |
| GOODS & SUPPLIES | 35,913 | 33,500 | 34,015 | 34,530 |
| INSURANCE | 300 | 300 | 309 | 318 |
| MEMBERSHIP & REGISTRATION | 2,262 | 2,262 | 2,330 | 2,400 |
| OTHER - LIBRARY GRANT & OTHER COMMUNITY GR | 2,900 | 2,900 | 2,987 | 3,077 |
| POSTAGE & COPIES | 350 | 350 | 350 | 350 |
| UTILITIES | 1,869 | 1,869 | 1,925 | 1,983 |
| Total Expenses | 141,140 | 142,772 | 148,224 | 153,909 |
| Balance | - 79,598 | - 81,229 | - 86,681 | - 92,366 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
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& 2025-2035
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**STRATEGIC
PLAN**

Connection:

Values Statement of STEWARDSHIP: Administration and Council embody the responsible planning and management of our resources.



Recreation

Recreation - Overview



Recreation plans include the following:

- ↗ Revenue from adult programming, Music in the Park sponsorships, and a portion of the Sturgeon Recreation Grant fund.
 - ↗ Staff training and conferences.
 - ↗ Postage and copies, office equipment lease allocations, and office supplies.
 - ↗ Utilities – cell phones, office phone allocation, power, gas.
 - ↗ Communities in Bloom expenses.
 - ↗ Music in the Park.
 - ↗ A commitment to continuing town events including Canada Day, adult programming, and the Dark Sky programming.
 - ↗ Flowers and flag replacement.
- ✓ Increases over the planned years are due to inflation increases.



Town of Bon Accord
RECREATION
Operating Budget - By Object

| | FINAL | | | |
|--|-----------------|-----------------|-----------------|-----------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| USER FEES | 3,700 | 3,700 | 3,700 | 3,700 |
| DONATIONS | 3,000 | 3,000 | 3,000 | 3,000 |
| GRANTS | 184,003 | 189,523 | 195,208 | 201,065 |
| Total Revenue | 190,703 | 196,223 | 201,908 | 207,765 |
| Expenses: | | | | |
| STAFFING - WAGES & CONTRIBUTIONS | 60,191 | 63,201 | 66,361 | 69,679 |
| STAFFING COSTS - TRAINING & OTHER | 5,631 | 5,631 | 5,800 | 5,974 |
| CONTRACTED SERVICES & RENTALS | 37,188 | 38,025 | 39,143 | 40,294 |
| GOODS & SUPPLIES | 17,910 | 16,947 | 17,456 | 17,979 |
| INSURANCE | 175 | 180 | 186 | 191 |
| MEMBERSHIP & REGISTRATION | 2,235 | 2,302 | 2,371 | 2,442 |
| OTHER - LIBRARY GRANT & OTHER COMMUNITY GRAN | 8,978 | 8,978 | 9,247 | 9,525 |
| POSTAGE & COPIES | 350 | 350 | 350 | 350 |
| UTILITIES | 247 | 230 | 237 | 244 |
| TRANSFER TO RESERVES | 100,000 | 100,000 | 100,000 | 100,000 |
| Total Expenses | 232,905 | 235,844 | 241,150 | 246,678 |
| Balance | - 42,203 | - 39,622 | - 39,242 | - 38,914 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
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& 2025-2035
Capital Plan**

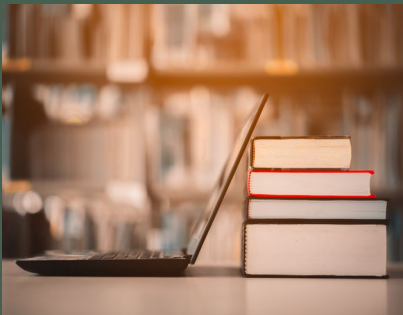
November 29, 2023

Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Priority #2 Community:
The residents of Bon
Accord live in a safe,
connected, and attractive
community.



Library

Library - Overview



Library plans include the following:

- ↗ Northern Lights Library system per capita fees.
- ↗ Town grant to the library.
- ↗ Building maintenance and insurance.
- ↗ Utilities allocation – power and gas.

✓ Increases over the planned years are due to inflation increases.



**Town of Bon Accord
LIBRARY
Operating Budget - By Object**

| | FINAL | | | |
|--|-----------------|-----------------|-----------------|-----------------|
| | Budget | Plan | Plan | Plan |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| Total Revenue | - | - | - | - |
| Expenses: | | | | |
| CONTRACTED SERVICES & RENTALS | 1,000 | 1,030 | 1,061 | 1,093 |
| INSURANCE | 1,355 | 1,396 | 1,438 | 1,481 |
| MEMBERSHIP & REGISTRATION | 11,308 | 11,647 | 11,996 | 12,356 |
| OTHER - LIBRARY GRANT & OTHER COMMUNITY GRAN | 44,520 | 45,856 | 47,231 | 48,648 |
| UTILITIES | 1,006 | 1,061 | 1,117 | 1,176 |
| Total Expenses | 59,189 | 60,989 | 62,843 | 64,753 |
| Balance | - 59,189 | - 60,989 | - 62,843 | - 64,753 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
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Committee of the Whole

**STRATEGIC
PLAN**

Connection:

Values Statement of STEWARDSHIP: Administration and Council embody the responsible planning and management of our resources.



Taxation

Taxation - Overview



The taxation plans include the following:

- ↗ Municipal tax revenue.
- ↗ Penalty revenue.
- ↗ Franchise fee revenue.
- ↗ Investment and bank interest revenue.
- ↗ Alberta School Requisition.
- ↗ Homeland Housing Requisition.

✓ Increases in the taxation planning reflect inflationary increases in the requisitions and the projected municipal tax revenue increases required to balance the plans.

✓ The plans do not need to balance, however for the purposes of planning strategies and to outline the entire picture of each year the plans have been balanced just as the budget requires balancing.



Town of Bon Accord
TAXATION
Operating Budget - By Object

| | FINAL | | | |
|------------------------------------|------------------|------------------|------------------|------------------|
| | BUDGET | PLAN | PLAN | PLAN |
| | Operating 2024 | Operating 2025 | Operating 2026 | Operating 2027 |
| Revenue: | | | | |
| TAXATION (INCLUDING REQUISITIONS) | 2,159,488 | 2,303,986 | 2,420,995 | 2,531,635 |
| FRANCHISE FEES | 233,630 | 233,630 | 233,630 | 233,630 |
| INVESTMENTS | 121,000 | 80,000 | 75,000 | 75,000 |
| GRANTS | - | - | - | - |
| Total Revenue | 2,514,118 | 2,617,616 | 2,729,625 | 2,840,265 |
| Expenses: | | | | |
| TAXATION REQUISITIONS | 405,770 | 417,943 | 430,481 | 443,395 |
| OTHER - FINANCE CHARGES/DEBENTURES | - | - | - | - |
| Total Expenses | 405,770 | 417,943 | 430,481 | 443,395 |
| Balance | 2,108,348 | 2,199,673 | 2,299,144 | 2,396,870 |
| | 0.00 | 0.00 | 0.00 | 0.00 |

**2025-2027
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Operating Plan
& 2025-2035
Capital Plan**

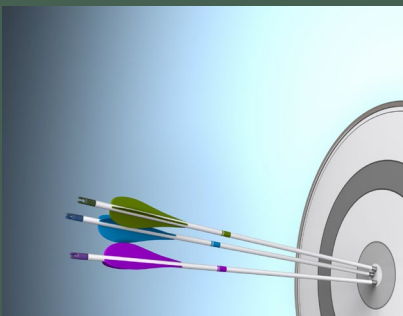
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**STRATEGIC
PLAN**

Connection:

Values Statement of STEWARDSHIP: Administration and Council embody the responsible planning and management of our resources.



Capital – Key Points



The 5-year and 10-year capital plan does not yet include any valuations for the following:

- Storm water drainage – Springbrook
- Wetlands storm water management
- Major sewer main line repairs
- Major water line repairs
- Collaboration or partnership funds for LS Road
- Roseglen Park
- Trail repairs or reconstruction
- Christmas tree upgrades
- Skateboard park

As our infrastructure is aging, it is important to keep the major underground projects such as sewer and water lines in mind when planning. There may be grants available for these projects.

Other projects such as parks, trails, and the Christmas tree would be great candidates for sponsorship or donations.

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**STRATEGIC
PLAN**

Connection:

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Capital

Capital - Overview



Funding Strategies for the next five-years could include:

2025

Projects:

- ✓ Fire hydrant replacement; \$25,000
- ✓ 49 Street; \$404,400
- ✓ Sidewalk replacement program; \$20,000
- ✓ Arena Floor Scrubber; \$6,000
- ✓ Arena Project, Phase III \$1,347,000

TOTAL: \$1,796,400

Funding Strategies:

- ✓ 49th Street
\$182,309 LGFF
\$95,718 CCBF
\$126,373 Reserves

- ✓ Sidewalk replacement program
\$20,000 Reserves

- ✓ Fire hydrant
\$25,000 Reserves

- ✓ Arena Floor Scrubber \$6,000 – donation, grant, or tax funds
- ✓ Arena Phase III – donation or sponsorships; Sturgeon Rec Funding use.

2026

Projects:

- ✓ Water pump rebuild program; \$7,500
 - ✓ Fire hydrant replacement; \$25,000
 - ✓ 50th Avenue complete reconstruction; \$1,000,000
 - ✓ Sidewalk replacement program; \$20,000
 - ✓ Arena Phase IV; \$283,000
- TOTAL: \$1,335,500

Funding Strategies:

- ✓ Water pump program
\$7,500 reserves

- ✓ Fire hydrant replacement
\$25,000 reserves

- ✓ 50th Avenue
\$182,309 LGFF
\$95,718 CCBF
\$721,973 reserves

- ✓ Sidewalk replacement program
\$20,000 reserves

- ✓ Arena Phase IV
Donations, sponsorship, grants, Sturgeon Recreation grant

2027

Projects:

- ✓ Ramvac 3600 CM Trailer Mount; \$7,000
 - ✓ Craftco Magnum Injector Patcher; \$5,000
 - ✓ Indoor Station Compressor; \$20,000
 - ✓ Sewer line repairs; \$30,000
 - ✓ Sidewalk replacement program; \$20,000
- TOTAL: \$82,000

Funding Strategies:

- ✓ Ramvac 3600 CM Trailer Mount
\$7,000 reserves (not eligible for CCBF or LGFF)

- ✓ Craftco Magnum Injector Patcher
\$5,000 reserves (not eligible for CCBF or LGFF)

- ✓ Indoor station compressor
\$20,000 LGFF

- ✓ Sewer line repairs
\$30,000 LGFF

- ✓ Sidewalk replacement program
\$20,000 LGFF

\$95,718 CCBF carried forward.

\$112,309 LGFF carried forward.

2028

Projects:

- ✓ Bobcat; \$70,000
 - ✓ Sewer line repairs; \$30,000
 - ✓ Water pump rebuild program; \$7,500
 - ✓ Sidewalk replacement program; \$20,000
- TOTAL: \$127,500

Funding Strategies:

- ✓ Bobcat
\$70,000 LGFF

 - ✓ Sewer line repairs
\$30,000 CCBF

 - ✓ Water pump
\$7,500 CCBF

 - ✓ Sidewalk replacement program
\$20,000 LGFF
- \$153,939 CCBF carried forward.
\$206,618 LGFF carried forward.

2029

Projects:

- ✓ Sewer line repairs; \$30,000
 - ✓ Sidewalk replacement program; \$20,000
- TOTAL: \$50,000

Funding Strategies:

- ✓ Sewer line repairs
\$30,000 CCBF
- ✓ Sidewalk replacement program
\$20,000 CCBF

\$199,657 CCBF carried forward.
\$388,927 LGFF carried forward.

Funding Strategy Assumptions

The following key points have been assumed when considering possible funding strategies:

- ↗ The values of CCBF and LGFF (previously MSI) will remain consistent over the five-year planning period.
- ↗ The framework of LGFF will be similar to MSI and will also allow for carry-forward.

Despite the use of reserves within the funding strategies, because there is also a plan to replenish reserves, reserve balances remain stable and build back up over the 5-year period. Current reserve balance total is \$2,231,619.

2025 Reserve Total at year end: \$2,244,755
2026 Reserve Total at year end: \$1,633,376
2027 Reserve Total at year end: \$1,795,232
2028 Reserve Total at year end: \$1,969,088
2029 Reserve Total at year end: \$2,142,944

| | | | | | | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|-------------------|------------------|------------------|------------------|------------------|---------------------|------------------|
| <i>Medium Priority:</i> | 248,000 | | | | | | | | | | | | |
| Lighting | 20,000 | | | | 20,000 | | | | | | | | |
| Wiring - new ice plant | 20,000 | | | | 20,000 | | | | | | | | |
| Emergency Lights | 8,000 | | | | 8,000 | | | | | | | | |
| Wiring for mechanical equipment | 65,000 | | | | 65,000 | | | | | | | | |
| CCTV System | 65,000 | | | | 65,000 | | | | | | | | |
| Security Intrusion System | 35,000 | | | | 35,000 | | | | | | | | |
| Arena Exhaust Fans and Louvre Actuators | 12,000 | | | | 12,000 | | | | | | | | |
| Exhaust Fans - Main Locker Rooms/Washroom | 5,000 | | | | 5,000 | | | | | | | | |
| Roof Access Hatch - light guage steel frame | 8,000 | | | | 8,000 | | | | | | | | |
| Millwork - Concession Area | 10,000 | | | | 10,000 | | | | | | | | |
| <i>Low Priority:</i> | 35,000 | | | | | | | | | | | | |
| Plumbing Fixtures - Mezzanine | 25,000 | | | | 25,000 | | | | | | | | |
| Corrugated Metal Sheating - Building | 10,000 | | | | 10,000 | | | | | | | | |
| TOTALS | \$ 3,850,208 | \$ 1,317,466 | \$ 1,182,000 | \$ 1,347,000 | \$ 283,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL per year | | \$ 1,663,466 | \$ 1,760,451 | \$ 1,796,400 | \$ 1,335,500 | \$ 82,000 | \$ 127,500 | \$ 50,000 | \$ 27,500 | \$ 20,000 | \$ 27,500 | \$ 1,020,000 | \$ 20,000 |

**TOWN OF BON ACCORD
REPORT TO COUNCIL**

| | |
|------------------------|-------------------------------|
| Meeting: | Committee of the Whole |
| Meeting Date: | November 29, 2023 |
| Presented by: | Jodi Brown, Town Manager |
| Title: | Fees and Charges Bylaw |
| Agenda Item No. | 5.1 |

BACKGROUND/PROPOSAL

Administration has been working on a Fees and Charges Bylaw to replace policy #15-121, Fees for Service Delivery Policy and the corresponding procedure. This policy #15-121, was passed in 2018.

At the March 2, 2021, Regular Meeting of Council, Councillor Holden moved that Council approves the landscape deposit fee for residential, commercial, and industrial development at 100% of estimated landscaping costs, with deposit to be fully refundable if landscaping conforms to approved landscaping plan and meets the satisfaction of the development officer, with fees stated to be in the “Fees for Service delivery procedure”. Carried resolution #21-065.

Ball and Soccer Field Rental Rates

February 7, 2023, RMC

COUNCILLOR LARSON MOVED THAT Council maintain the baseball diamond and soccer field rental rates at the 2022 rates for 2023.

Arena Ice Rental Fees (2023 - 2024 Season)

March 21 2023, RMC

*COUNCILLOR LARSON MOVED THAT Council hold the ice rental fees for the arena at the current rates for the 2023 – 2024 season. **Carried resolution 23-126***

Corporate Services Fees

April 18, 2023, RMC

*COUNCILLOR MAY MOVED THAT Council approves the Corporate Services Fees as presented for inclusion into a forthcoming Fees and Charges Bylaw. **Carried resolution 23-176***

Community Space Fees

COUNCILLOR MAY MOVED THAT Council amend the Community Space Rental Fees as show in Option #1 and direct administration to bring forward a new policy for non-profits/children's functions or programming, waiving the funding required. Carried resolution 23-177

Economic Development and Planning Fees

November 7, 2023, RMC

*Council directs administration to proceed with a 10% increase to the Economic Development and Planning Fees. **Carried resolution 23-473***

Community Services Fees

November 21, 2023, RMC

*DEPUTY MAYOR MAY MOVED THAT Council directs administration to maintain the current fees for the arena slab, increase the damage deposit to \$500, and come back to Council with an added birthday party rate. **Carried resolution 23-495***

*DEPUTY MAYOR MAY MOVED THAT Council directs administration to maintain the current fees for the amphitheatre and further to increase the damage deposit to \$500. **Carried resolution 23-496***

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

In addition to the compiled fees above, administration has also included the following in the Fees and Charges Bylaw (attached) for Council's review:

- Fee for Public Works labour
- Fees from the Community Event Sign Policy
- Fees from the Commercial Electronic Sign Procedure
- Addition of arena slab birthday rental fee at \$57 – consistent with Redwater's fee
- A damage deposit of \$500 added to **all** facility rentals in addition to the amphitheatre and arena slab as passed via resolutions 23-495 and 23-496, noted in the above background section
- Addition of a note regarding rental of public spaces for facility rentals like the amphitheatre and sportsgrounds.

Please note, the penalties for late business license renewals have been removed from the new bylaw. Historically, these penalties have not been enforced and may prove to be a deterrent to business licencing in the town.

STRATEGIC ALIGNMENT

Value Statement: Stewardship

- Administration and Council embody the responsible planning and management of our resources.

COSTS/SOURCES OF FUNDING

Annual Operating Budget

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**

A BYLAW OF THE TOWN OF BON ACCORD, IN THE PROVINCE OF ALBERTA TO ESTABLISH RATES, FEES, AND CHARGES FOR SERVICES PROVIDED BY THE MUNICIPALITY.

WHEREAS the Municipal Government Act, RSA 2000, c. M-26, as amended from time to time, authorizes Bon Accord Town Council to establish and adopt bylaws for municipal purposes respecting services provided by or on behalf of a municipality and the establishment of fees for license permits and approvals.

AND WHEREAS, the Safety Codes Act, R.S.A. 2000, Chapter S-1, as amended or repealed and replaced from time, authorizes an accredited municipality to make bylaws respecting fees for anything issued or any material or service provided pursuant to the Safety Codes Act;

NOW THEREFORE, pursuant to the provisions of the Municipal Government Act, the Council of the Town of Bon Accord, duly assembled, enacts as follows:

1. TITLE

1.1. This Bylaw may be referred to as the "Fees and Charges Bylaw" of the Town of Bon Accord.

2. DEFINITIONS

2.1. The following terms shall have the following meanings in this Bylaw:

- a. "Bylaw" means this Fees and Charges Bylaw established by the municipality.
- b. "Council" means the municipal Council for the Town of Bon Accord.
- c. "Town" mean the municipal corporation of the Town of Bon Accord.

3. APPLICATIONS

3.1. The fees and charges shall be as detailed in the following Schedules, which are attached to and form part of this Bylaw:

- a. Schedule "A" Administration
- b. Schedule "B" Taxation & Assessment
- c. Schedule "C" Public Works
- d. Schedule "D" Planning & Development
- e. Schedule "E" Commercial Electronic Sign
- f. Schedule "F" Community Event Sign
- g. Schedule "G" Safety Codes Permits
- h. Schedule "H" Facility Rentals

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**

- 3.2. In the event of a conflict between a Fee set out in this Bylaw and the amount of a fee, rate or charge in an applicable bylaw, the Fee set out in this Bylaw prevails.
- 3.3. Despite Section 3.2, in the event a fee, rate or charge referenced in another Municipal bylaw has not been included in this Bylaw, the Municipality may continue to levy a fee, rate or charge that is prescribed in that bylaw.
- 3.4. In the event that the Government of Alberta establishes a fee, rate or charge for a matter otherwise governed by this Bylaw, the provincial fee, rate or charge shall prevail.
- 3.5. Safety Code Permit fees shall be prescribed by the Inspections Group Service Agreement.
- 3.6. Method of payment for fees, rates, and charges are at the discretion of the Town.

4. SUBDIVISION AND DEVELOPMENT APPEAL BOARD REMUNERATION

- 4.1. Members-at-large remuneration for Subdivision and Development Appeal Board hearings shall be in accordance with this bylaw.
- 4.2. Any travel to and from the hearing for members-at-large will be compensated in accordance with Town mileage rates at the time of the hearing.
- 4.3. Council remuneration for Subdivision and Development Appeal Board hearings shall be in accordance with the Council Remuneration Policy.

5. SEVERABILITY

- 5.1. It is the intention of Council that each separate provision of this Bylaw shall be deemed independent of all other provisions, and it is further the intention of Council that if any provision of this Bylaw be declared invalid, that provision shall be deemed to be severed and all other provisions of the Bylaw shall remain in force and effect.

This Bylaw shall come into force and effect on third and final reading.

READ A FIRST TIME THIS ___ day of _____ 2023.

READ A SECOND TIME THIS ___ day of _____ 2023.

READ A THIRD TIME THIS ___ day of _____ 2023.

SIGNED AND PASSED THIS _____ day of _____, 2023.

Mayor Brian Holden

Chief Administrative Officer Jodi Brown

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**

Schedule "A": Administration

All prices include GST unless otherwise stated.

| PHOTOCOPYING | |
|---|----------------------------------|
| <p>The Town of Bon Accord will provide free use of photocopying facilities to Bon Accord non-profit organizations up to a maximum of 500 black and white and/or color copies annually (per calendar year). A record will be kept, and the organization representative will initial to confirm receipt of these copies.</p> <p>Free use will also be provided for mandated FCSS courses and training programs as approved by the Corporate Services Manager or designate. An ongoing record will be kept so the related costs can be charged back to the department at year end.</p> <p>Charges for photocopying services for the general public and for non-profit organizations that exceed their annual limit will be as follows:</p> | |
| Black & white (non-profit) – Letter or Legal | \$0.10/page |
| Black & white (general public) – Letter or Legal | \$0.30/page |
| Colour (non-profit) – Letter or Legal | \$0.25/page |
| Colour (general public) – Letter or Legal | \$0.50/page |
| FAXING | |
| <p>Faxing services will be free for mandated FCSS courses and training programs as approved by the Corporate Services Manager or designate. A record will be kept of the number of faxes so that the FCSS department can be charged back at year end.</p> | |
| Local Fax (non-profit) | \$0.60/page |
| Local Fax (general public) | \$1.00/page |
| Long Distance Fax (non-profit) | \$1.10/page |
| Long Distance Fax (general public) | \$2.00/page |
| Receiving a Fax | \$1.00/page |
| SCANNING | |
| Scan to email | \$0.50/page |
| LAMINATING | |
| Letter or smaller | \$2.00/page |
| Legal | \$2.50/page |
| DOCUMENT COPY FEES | |
| Land Use Bylaw | \$40.00/copy |
| Municipal Development Plan | \$50.00/copy |
| Area Structure Plan | \$40.00/copy |
| Master Servicing Plan | \$250.00/copy |
| Note: All the above documents are available free of charge on our website | |
| MISCELLANEOUS | |
| Penalty on Accounts Receivable | 2% per month (net 30 days) |
| Landfill Permit Replacement | \$25 each |
| Processing returned EFT/Returned Cheques | \$25.00/transaction (GST exempt) |

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**

Schedule "B" Taxation & Assessment
GST to be added on all items unless otherwise stated.

| TAXATION | |
|---|--|
| Tax Certificate | \$35.00/property/certificate (GST exempt) |
| Verbal Tax Search | \$15.00/property (GST exempt) |
| TAX RECOVERY NOTIFICATION | |
| Registration of Tax Notification | \$100/title/occurrence* |
| Public Auction | \$50.00 (GST exempt) + advertising costs** |
| *All costs for tax recovery notifications will be automatically applied to the tax roll. **Advertising costs are subject to GST. | |
| ASSESSMENT INFORMATION | |
| Assessment Complaint Fee | \$100.00/per property |

Schedule "C" Public Works
GST to be added on all items.

| PUBLIC WORKS RATES | |
|----------------------------|--|
| Public Works labour charge | \$65.00 if required during regular business hours \$100.00 if required outside of regular business hours Per hour plus any additional costs that may be incurred in attending to non-emergent issues |

Schedule "D" Planning and Development

Costs are GST exempt. Third party costs such as engineering or legal incurred by the Town will be passed on. No review processes or considerations will commence until all applicable fees are paid in full.

| RESIDENTIAL DEVELOPMENT | |
|--|-----------------------------------|
| Single Family | \$110.00 |
| Multi Family | \$150.00 plus \$50.00 per unit |
| Laying Hens and Urban Beekeeping | \$35.00 |
| ACCESSORY DEVELOPMENT | |
| Deck/Fence | \$55.00 |
| Garage | \$82.50 |
| Basement Development | \$93.50 |
| Discretionary Uses | \$150.00 plus regular permit fees |
| Signage | \$110.00 |
| Residential/Home Based Business | \$150.00 |
| Demolition | \$150.00 |
| Compliance Certificate | \$110.00 |
| "RUSH" Compliance Certificate (less than 48 hours) | \$165.00 |
| Variance Fee | \$250.00 plus regular permit fees |
| COMMERCIAL DEVELOPMENT | |
| Permitted Use | \$220.00 |
| Discretionary Use | \$200.00 plus regular permit fees |
| Accessory Development/Buildings | \$100.00 |

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**

| | |
|---|--|
| Temporary Development/Structure | \$100.00 |
| Demolition | \$150.00 |
| Not for Profit and School Development Permit | 50% off regular development permit fee |
| Signage | \$200.00 (includes 3 signs) plus \$50 for additional |
| Compliance Certificate | \$110.00 |
| “RUSH” Compliance Certificate (less than 48 hours) | \$165.00 |
| Variance Fee | \$250.00 plus regular permit fees |
| OTHER FEES | |
| Water during construction | \$0.11 per square foot of building size (one time charge) |
| Public Property Damage Deposit (New Residential, Commercial, Industrial, and Institutional) | \$440.00 (\$350 refundable provided no damage observed upon inspection. Any damage repaired by the town shall be taken from this deposit and any balance is to be refunded. Any charge above \$350 to be added to the tax roll.) |
| Landscape Deposit (Residential, Commercial, and Industrial) | 100% of estimated landscaping costs with deposit to be fully refundable if landscaping conforms to approved landscaping plan and meets the satisfaction of the development officer. |
| Land Use Bylaw (LUB) Amendment | \$1100.00 plus advertising costs |
| Area Structure Plan (ASP) Amendment | \$1100.00 plus advertising costs |
| Electric Vehicle Level 3 Charger Fee | \$0.45/kWh |
| SUBDIVISION AND DEVELOPMENT APPEAL FEES | |
| Subdivision and Development Appeal Fee | \$330.00/appeal Clerk services – per hour cost to the municipality of the staff member |
| Intermunicipal Subdivision and Development Appeal Board Member-at-Large Remuneration | \$220.00/day for a meeting over 4 hours in duration \$110.00/day for a meeting 4 hours or less in duration |

GST to be added on the following items.

| | |
|------------------------------|---|
| SUBDIVISION FEES | |
| Subdivision | \$750.00 + 350.00 per lot (Lot Fee) + \$200 per lot (Endorsement Fee) |
| Recirculation | \$250.00 |
| Extension | \$350.00 |
| Title Search | \$15.00 |
| BUSINESS LICENSE FEES | |
| Storefront | \$50.00 |
| Home Occupation | \$35.00 |
| Non-Resident Business | \$150.00 |
| Non-Resident Contractor | \$300.00 |
| Resident Contractor | \$150.00 |
| Hawker & Peddlers | \$75.00/week |

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**

| | |
|---|--|
| | \$50.00/day |
| Student | \$0.00 with 1 free revision per year, each revision thereafter \$5.00. |
| *The fee payable for a business license issued after the 30 th day of September in any year shall be one-half of the fee listed above. | |

Schedule "E" Commercial Electronic Sign

GST to be added on all items. These fees are in accordance with the Town's Business License Bylaw.

| COMMERCIAL ELECTRONIC SIGN FEES | |
|---|---------------------------------|
| Bon Accord business license holder (local or non-local) | Free 2 weeks per month per year |
| Local business with valid Bon Accord business license | \$50 per week |
| Non-local business with valid Bon Accord business license | \$75 per week |
| Changes to text or graphics after annual renewal or new license issued (local or non-local) | \$50 per change |

Schedule "F" Community Event Sign

GST to be added on all items. These fees are in accordance with the Town's Community Event Sign Policy.

| COMMUNITY SIGN RENTAL FEES | |
|--|---------------|
| Personal messages (birthdays, anniversaries, etc.) | \$10 per week |
| Local* non-profits | Free |
| Non-local non-profits | \$10 per week |
| Local business | \$10 per week |
| Non-local** business | \$20 per week |

* Bon Accord and surrounding Sturgeon County

** Outside Bon Accord and surrounding Sturgeon County

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**

Schedule "G" Safety Codes Permits

GST to be added on all items.



TOWN OF BON ACCORD

PO Box 779
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Phone: (780) 921-3550
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BUILDING PERMIT FEE SCHEDULE

RESIDENTIAL/DWELLING UNITS/FARM

| | |
|--|-------------------------|
| New Construction - Building Permit Levy (main level) | \$ 00.52 per sq. ft. |
| - Upper/Lower Floors | \$ 00.42 per sq. ft. |
| Additions/renovations/basement development | \$ 00.26 per sq. ft. |
| | \$ 131.25 (minimum fee) |

Accessory Buildings

| | |
|--|---|
| Garages (attached or detached) | (under 624 sq. ft.) \$ 131.25 |
| Shops, garages, storage buildings | (over 624 sq. ft.) \$ 00.39 per sq. ft. |
| Decks or garden storage sheds | \$ 00.39 per sq. ft. (min \$131.25) |
| Relocation of Home (set-up on basement or foundation) | \$ 00.39 per sq. ft. (min \$131.25) |
| Fireplaces (if not included in new construction) (flat rate) | \$131.25 |
| Demolitions Residential (flat rate) | \$131.25 |
| Geothermal Heating | \$262.50 |
| Solar | \$131.25 |

COMMERCIAL/INDUSTRIAL/INSTITUTIONAL

| | |
|---|---|
| First \$1,000,000.00 construction value | \$ 6.30 per \$1,000 construction value |
| Over \$1,000,000.00 construction value | \$ 6,300.00 + (\$ 5.25 per \$1,000 construction value portions over \$1,000,000.00) |
| (Minimum Fee) | \$498.75 |
| Demolitions Commercial (flat rate) | \$131.25 |
| Sign (Pylon) | \$157.50 |

MOBILE AND MODULAR HOME

| | |
|---|---------------------------------|
| Modular Home (RTM's, etc) | \$351.75 |
| Basement Development | \$ 0.39 sq. ft. (min. \$157.50) |
| Mobile Homes Set-up | \$ 210.00 |
| Basement Development (if on foundation) | \$ 0.39 sq. ft. (min. \$157.50) |

Note

Add applicable 'Safety Codes Council' levy to each permit; \$ 4.50 each permit or 4% of permit levy, whichever is greater!

A minimum cancellation fee of \$35.00 will be retained when a permit is cancelled or 25% of the fee if a drawing review has been completed or an inspection has been carried out.

Permit extensions will be charged at a flat rate of \$150.00 (plus levy) for a maximum of 1 year.

Variations will be charged at a rate of \$120/hour (min 2 hr) (plus levy).

Re-Inspections will be charged a rate of \$100.00 per inspection + Levy.

When work has commenced without first obtaining the required permit(s); the permit fees will be doubled up to a maximum of \$500.00 surcharge per permit.

(Effective Date: June 1, 2022)

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**



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GAS PERMIT FEE SCHEDULE

| Residential Installations | |
|---------------------------|------------|
| Number of Outlets | Permit Fee |
| 1 – 3 | \$105.00 |
| 4 – 6 | \$136.50 |
| 7 – 9 | \$173.25 |
| 10 – 12 | \$199.50 |
| 13 – 15 | \$225.75 |
| 16 – 18 | \$246.75 |
| 19 – 20 | \$273.00 |

| Non-Residential Installations | |
|--|------------|
| B.T.U. Input | Permit Fee |
| 10,000 – 30,000 | \$94.50 |
| 30,001 – 60,000 | \$99.75 |
| 60,001 – 90,000 | \$105.00 |
| 90,001 – 120,000 | \$110.25 |
| 120,001 – 150,000 | \$110.25 |
| 150,001 – 180,000 | \$115.50 |
| 180,001 – 210,000 | \$120.75 |
| 210,001 – 300,000 | \$131.25 |
| 300,001 – 450,000 | \$147.00 |
| 450,001 – 600,000 | \$162.75 |
| 600,001 – 750,000 | \$178.50 |
| 750,001 – 900,000 | \$194.25 |
| 900,001 – 2,000,000 | \$231.00 |
| <i>Over 2,000,000 Add \$ 15.75 per 100,000 BTU</i> | |

Propane and Small Installations

| | |
|---|------------------------|
| Propane Tank Sets (New or Replacements) | \$94.50 Per Appliance |
| Temporary Propane/Natural Gas Heating (Includes Tank Set) | \$94.50 Per Appliance |
| Gas/Propane Cylinder Refill Centers | \$299.25 Per Appliance |
| Replacement Commercial or Industrial Appliances (per unit) | |
| 1 - 400,000 BTU Input | \$131.25 per Unit |
| 400,001 - 3,000,000 BTU Input | \$183.75 per Unit |
| Over 3,000,000 BTU Input | \$341.25 per Unit |

Note

Add applicable 'Safety Codes Council' levy to each permit; \$ 4.50 each permit or 4% of permit levy, whichever is greater!

A minimum cancellation fee of \$35.00 will be retained when a permit is cancelled or 25% of the fee if a drawing review has been completed or an inspection has been carried out.

Permit extensions will be charged at a flat rate of \$150.00 (plus levy) for a maximum of 1 year.

Variations will be charged at a rate of \$120/hour (min 2 hr) (plus levy).

Re-Inspections will be charged a rate of \$100.00 per inspection + Levy.

When work has commenced without first obtaining the required permit(s); the permit fees will be doubled up to a maximum of \$500.00 surcharge per permit.

(Effective Date: June 1, 2022)

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**



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PLUMBING PERMIT FEE SCHEDULE (RESIDENTIAL)

| # of Fixtures | Permit Fee | # of Fixtures | Permit Fee |
|---------------|------------|---------------------------------------|------------|
| 1 – 3 | \$99.75 | 22 – 24 | \$210.00 |
| 4 – 6 | \$115.50 | 25 – 27 | \$225.75 |
| 7 – 9 | \$131.25 | 28 – 30 | \$241.50 |
| 10 – 12 | \$147.00 | 31 – 33 | \$257.25 |
| 13 – 15 | \$162.75 | 34 – 36 | \$273.00 |
| 16 – 18 | \$178.50 | 37 – 40 | \$294.00 |
| 19 – 21 | \$194.25 | <i>Add \$3.67 per fixture over 40</i> | |

PRIVATE SEWAGE PERMITS

Private Sewage System - \$350.00
Holding Tanks - \$150.00

PLUMBING PERMIT FEE SCHEDULE (COMMERCIAL)

| # of Fixtures | Permit Fee | # of Fixtures | Permit Fee |
|---------------|------------|---|------------|
| 1 - 3 | \$99.75 | 52 – 54 | \$367.50 |
| 3 – 6 | \$115.50 | 55 – 57 | \$383.25 |
| 7 – 9 | \$131.25 | 58 – 60 | \$399.00 |
| 10 – 12 | \$147.00 | 61 – 63 | \$414.75 |
| 13 – 15 | \$162.75 | 64 – 66 | \$430.50 |
| 16 – 18 | \$178.50 | 67 – 69 | \$446.25 |
| 19 – 21 | \$194.25 | 70 – 72 | \$462.00 |
| 22 – 24 | \$210.00 | 73 – 75 | \$477.75 |
| 25 – 27 | \$225.75 | 76 – 78 | \$493.50 |
| 28 – 30 | \$241.50 | 79 – 81 | \$509.25 |
| 31 – 33 | \$257.25 | 82 – 84 | \$525.00 |
| 34 – 36 | \$273.00 | 85 – 87 | \$540.75 |
| 37 – 39 | \$288.75 | 88 – 90 | \$556.50 |
| 40 – 42 | \$304.50 | 91 – 93 | \$572.25 |
| 43 – 45 | \$320.25 | 94 – 96 | \$593.25 |
| 46 – 48 | \$336.00 | 97 – 100 | \$614.25 |
| 49 – 51 | \$351.75 | <i>Add \$3.67 each fixture over 100</i> | |

Note

Add applicable 'Safety Codes Council' levy to each permit; \$ 4.50 each permit or 4% of permit levy, whichever is greater!

A minimum cancellation fee of \$35.00 will be retained when a permit is cancelled or 25% of the fee if a drawing review has been completed or an inspection has been carried out.

Permit extensions will be charged at a flat rate of \$150.00 (plus levy) for a maximum of 1 year.

Variations will be charged at a rate of \$120/hour (min 2 hr) (plus levy).

Re-Inspections will be charged a rate of \$100.00 per inspection + Levy.

When work has commenced without first obtaining the required permit(s); the permit fees will be doubled up to a maximum of \$500.00 surcharge per permit.

(Effective Date: June 1, 2022)

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**



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ELECTRICAL PERMIT FEE SCHEDULE

(For "Other Than" New Single Family Residential)

| Installation Cost \$ | Permit Fee | Installation Cost \$ | Permit Fee |
|----------------------|------------|---|------------|
| Under 2,000 | \$99.75 | 39,000.01 – 42,000 | \$435.75 |
| 2,000.01 – 3,500 | \$115.50 | 42,000.01 – 45,000 | \$456.75 |
| 3,500.01 – 5,000 | \$136.50 | 45,000.01 – 48,000 | \$472.50 |
| 5,000.01 – 6,500 | \$152.25 | 48,000.01 – 60,000 | \$488.25 |
| 6,500.01 – 8,000 | \$168.00 | 60,000.01 – 90,000 | \$561.75 |
| 8,000.01 – 9,500 | \$183.75 | 90,000.01 – 120,000 | \$651.00 |
| 9,500.01 – 12,000 | \$199.50 | 120,000.01 – 150,000 | \$740.25 |
| 12,000.01 – 15,000 | \$215.25 | 150,000.01 – 180,000 | \$834.75 |
| 15,000.01 – 18,000 | \$231.00 | 180,000.01 – 210,000 | \$929.25 |
| 18,000.01 – 21,000 | \$288.75 | 210,000.01 – 240,000 | \$1,029.00 |
| 21,000.01 – 24,000 | \$320.25 | 240,000.01 – 350,000 | \$1,275.75 |
| 24,000.01 – 27,000 | \$341.25 | 350,000.01 – 500,000 | \$1,590.75 |
| 27,000.01 – 30,000 | \$357.00 | 500,000.01 – 650,000 | \$1,905.75 |
| 30,000.01 – 33,000 | \$367.50 | 650,000.01 – 800,000 | \$2,241.75 |
| 33,000.01 – 36,000 | \$383.25 | 800,000.01 – 1,000,000 | \$2,640.75 |
| 36,000.01 – 39,000 | \$399.00 | Add \$84.00 for every \$50,000 over \$1,000,000 | |

ELECTRICAL PERMIT FEE SCHEDULE

(For "NEW" Single Family Residential)

| Square Footage | Permit Fee |
|---|---|
| Up to 1200 square feet | \$162.75 |
| 1201 to 1500 square feet | \$189.00 |
| 1501 to 2000 square feet | \$215.25 |
| 2001 to 2500 square feet | \$241.50 |
| 2501 to 3000 square feet | \$315.00 |
| 3001 square feet and over | \$346.50 |
| Attached Garage | Include square footage of garage with house |
| Manufactured, Modular and RTM Connection | \$120.75 |
| Basement development wiring – new home - if done at time of initial construction (otherwise as per above) | Include square footage of basement with house |
| Detached Residential Garage | \$.21 a sq. ft. (minimum fee \$99.75) |

Note

Add applicable 'Safety Codes Council' levy to each permit; \$ 4.50 each permit or 4% of permit levy, whichever is greater!

A minimum cancellation fee of \$35.00 will be retained when a permit is cancelled or 25% of the fee if a drawing review has been completed or an inspection has been carried out.

Permit extensions will be charged at a flat rate of \$150.00 (plus levy) for a maximum of 1 year.

Variances will be charged at a rate of \$120/hour (min 2 hr) (plus levy).

Re-Inspections will be charged a rate of \$100.00 per inspection + Levy.

When work has commenced without first obtaining the required permit(s); the permit fees will be doubled up to a maximum of \$500.00 surcharge per permit.

(Effective Date: June 1, 2022)

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**

Schedule "H" Facility Rentals

GST to be added on all items. A damage deposit of \$500 is required at the time of booking for **each** rental. "Local" refers to a resident of either Bon Accord or Sturgeon County. Weekend is considered from Friday at 4pm to Sunday at 6pm. Facility rentals must be accompanied by a contract, adequate insurance, and compliance with all Facility Rentals Procedures. Please be advised public spaces will remain open to the public during rentals (I.e.: amphitheatre, arena and sportsgrounds).

| | TOWN OFFICE BASEMENT | | ARENA MEZZANINE | | ARENA MEETING ROOM | |
|----------------------|----------------------------------|-----------|----------------------------------|-----------|--------------------|-----------|
| Room Capacity | 45 pp | | 120 pp | | 25 pp | |
| | Local | Non-Local | Local | Non-Local | Local | Non-Local |
| Per Day | \$125 | \$150 | \$125 | \$150 | \$100 | \$125 |
| Per Hour | \$25 | \$30 | \$25 | \$30 | \$20 | \$25 |
| Weekends & After 4pm | \$250 includes Friday evening | \$300 | \$250 includes Friday evening | \$300 | \$200 | \$250 |

| CENTENNIAL PARK AMPHITHEATRE (50th Street and 59th Avenue) | |
|---|---|
| Local* | \$20/hr. \$180/day \$570/weekend+ |
| Local with Power | \$25/hr. \$225/day \$712.50/weekend |
| Non-Profit** | \$15/hr. \$135/day \$427.50/weekend |
| Non-Profit with Power | \$20/hr. \$180/day \$570/weekend |
| Non-Local | \$25/hr. \$225/day \$712.50/weekend |
| Non-Local with Power | \$30/hr. \$270/day \$855/weekend |

| BALL DIAMONDS | |
|----------------------------|----------------------------|
| Adult (Local or Non-Local) | Minor (Local or Non-Local) |
| \$200 per game | \$125 per game |
| \$175 per tournament | \$100 per tournament |

| SOCCER FIELDS | |
|----------------------------|----------------------------|
| Adult (Local or Non-Local) | Minor (Local or Non-Local) |
| \$200 per game | \$125 per game |
| \$175 per tournament/game | \$100 per tournament/game |

**TOWN OF BON ACCORD
BYLAW 2023-06
FEES AND CHARGES BYLAW**

| ARENA ICE RENTAL FEES | |
|--|----------|
| | Per Hour |
| Minor CNN Hockey League (Bon Accord or Sturgeon County groups) | \$135 |
| Non-CNN Minor Hockey (groups outside Bon Accord or Sturgeon County) | \$195 |
| Adult | \$215 |
| Birthday Parties/Non-Profit | \$135 |
| Tournament – Minor CNN Hockey League (Bon Accord or Sturgeon County groups) | \$110 |
| Tournament – Non-CNN Minor Hockey (groups outside Bon Accord or Sturgeon County) | \$130 |
| Tournament – Adult | \$135 |

| ARENA SLAB RENTAL FEES (APRIL – AUGUST) | |
|---|-----------------------------|
| Local* | \$100/hr. \$750/day |
| Non-Profit** | \$100/hr. \$750/day |
| Non-Local | \$145/hr. \$1,087.50/day |
| Birthday Parties | \$57 |

* Bon Accord and surrounding Sturgeon County

** Outside Bon Accord and surrounding Sturgeon County

TOWN OF BON ACCORD
REPORT TO COUNCIL

| | |
|------------------------|---|
| Meeting: | Committee of the Whole |
| Meeting Date: | November 29, 2023 |
| Presented by: | Jessica Caines, Legislative Services and Communications Coordinator |
| Title: | Cyber Security Incident Response and Disaster Recovery Plan Policy |
| Agenda Item No. | 5.2 |

BACKGROUND/PROPOSAL

As part of recommendations from the Town’s IT company, Trinus provided samples of a Cyber Security Incident Response Policy, a Disaster Recovery Plan Policy and a Business Impact Analysis. These three documents were used as the basis for the attached Cyber Security Incident Response and Disaster Recovery Plan Policy.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

The attached policy is for all employees and Council members who are classified as “End Users” – essentially anyone who uses Town devices or has access to Town systems. The policy outlines:

- Responsibilities of employees, Council, the Senior Leadership Team (SLT) and the Third Party Support Provider (Trinus)
- The principles by which a Cyber Security Incident will be handled
- Training standards
- Plans and procedures for the
 - Disaster Recovery Plan (DRP)
 - End User Procedure
 - Incident Manager/IT Procedure
- All related forms:
 - **End User Notes** – used immediately following the discovery of an incident to outline what occurred in a consistent manner to assist the Incident Manager and IT understand the scope of the incident and focus their investigation.
 - **Incident Assessment** – used immediately following the discovery of an incident to assess severity of the incident.
 - **Cyber Security Incident Plan** – used to contain impact and reach of an incident.

- **Cyber Security Incident Report** – used after the incident has ended to assess cause, outcomes, next steps, and recommendations for future incidents.

Also referenced in the policy is the **Business Impact Analysis (BIA) Procedure**. This internal procedure is used in conjunction with the Disaster Response Plan (DRP) to help the Town recover in the event of a Cyber Security Incident.

STRATEGIC ALIGNMENT

Value Statement: Professionalism

- Administration and Council manage the affairs of Bon Accord in a competent, reliable manner, to maintain a safe and prosperous community to work and live.

Value Statement: Stewardship

- Administration and Council embody the responsible planning and management of our resources.

Value Statement: Service Excellence

- Administration and Council strive for the highest standard of service delivery and governance.

COSTS/SOURCES OF FUNDING

Annual Operating Budget for in house training/practice. Additional IT support may incur additional costs above and beyond annual budgeted contract costs. These incidents are unpredictable and unplanned.

CYBER SECURITY INCIDENT RESPONSE & DISASTER RECOVERY PLAN (DRP)

SECTION: Administration/Council

DEPARTMENT: Administration / Public Works / Finance / Community Services

COUNCIL APPROVAL DATE: [date]

LAST REVIEWED BY COUNCIL: [date]

INTRODUCTION

Cyber security is the responsibility of all Town of Bon Accord Council members and Employees regardless of position or title. This policy outlines the responsibility and steps required to report a Cyber Security Incident and limit its potential to denigrate the data integrity, network operability, and reputation of the Town.

PURPOSE

The policy will be used as a guideline to handle Cyber Security Incidents and outline the Disaster Recovery Plan (DRP), ensuring the Town's business processes are maintained, repaired, and/or restored in a timely manner.

SCOPE

The policy governs all End Users, including Town Employees, Council members, as well as all IT assets or network devices owned by the Town.

DEFINITIONS

“BIA” means Business Impact Analysis.

“Council” means the elected officials of the Town of Bon Accord.

“Disaster Recovery Plan (DRP)” means a plan to recover from a specific type of IT disruption or incident. Includes step by step recovery process specific to the applicable network and incident scenario.

“Cyber Security Incident” mean the occurrence or development of an unwanted or unexpected situation which indicates:

- A possible or actual release of information to unauthorized or inappropriate parties,
- A possible or actual breach of Security Controls, and
- A failure of Security Controls which has a significant probability of compromising business operations.

“Employee” means any individual employed by the Town of Bon Accord, including volunteers and third parties.

“End User” means any individual who uses Town hardware, software, or any other technology used to maintain Town operations.

“Security Controls” means safeguards or measures to avoid, detect, counteract, or minimize security risks to physical property, information, computer systems, or other assets.

“Town” means the Town of Bon Accord.

I. KEY ROLES AND RESPONSIBILITIES

1. **Employees and Council:** All Town Employees and Council members are required to be aware of and take annual training for potential Cyber Security Incidents, and to follow the procedures outlined below if they are suspicious that an incident has taken place.
2. **Senior Leadership Team (SLT):** The Town Manager or designate is responsible for prioritization of actions based on advice from the Incident Manager, as well as public communication, Employee coordination, breach disclosure, and ensuring

that training records are maintained.

3. **Incident Manager:** The Legislative Services and Communications Coordinator is responsible for investigating, reporting on, and leading/coordinating the overall response to the incident.
4. **Third Party Support Provider:** Trinus Technologies Inc. has been designated as the Town's managed services provider. As such, they may work with the Incident Manager to investigate and resolve the incident.

II. GUIDING PRINCIPLES

When managing a Cyber Security Incident, it is crucial to balance the incident from three (3) perspectives, all of which may have different priorities and preferred courses of action.

1. **Forensic Trail:** For compliance and root cause correction it is important to maintain as much raw forensic data pertaining to the nature of the Cyber Security Incident as possible. This includes but is not limited to devices logs and backups of breached configurations.
2. **Mitigation of Threat/Risk:** Understanding and closing the vector of attack and during a Cyber Security Incident is required to ensure that restored services are not compromised in the future. The timing of this mitigation is critical to ensure the least amount of damage or lost data in the event of a breach.
3. **Restoration of Services:** When faced with a disruptive Cyber Security Incident it is likely that the main focus will be on restoring impacted services. Service disruptions will likely result in lost revenue to the Town, however, services should not be restored until the threat has been mitigated enough to ensure that restored services cannot be reinfected.

III. ANNUAL TRAINING STANDARDS

1. Training and practice exercises are mandatory for all Town Employees and Council members.
2. The SLT should implement a practice test of each plan (Schedules "A", "B" and "C") on an annual basis. During practice, issues that cause the plan to fail can be discovered and corrected.
3. Following the annual practice, plans should be reviewed and updated to assess whether:
 - a. The processes/steps are still valid,
 - b. Key positions and role delegations are still appropriately assigned, and
 - c. Further training is required.

SCHEDULE "A"

DISASTER RECOVERY PLAN (DRP)

1. A Cyber Security Incident may be identified by one (1) of three (3) potential sources:
 - a. Disruption to access reported by an End User,
 - b. Discovered initially by the Incident Manager, or
 - c. Observed by the Third Party Support Provider via a monitoring tool or agent.
2. Once a Cyber Security Incident is discovered, the Incident Manager will perform the following actions to correct or mitigate the disaster. *Note that in some cases the Incident Manager may delegate some or all of these steps and responsibilities to the Third Party Support Provider.*
3. Major incidents should be classified into one (1) of two (2) types:
 - a. Disruption of Infrastructure or
 - b. Loss of Location.

3.1. DISRUPTION OF INFRASTRUCTURE

In the case where system backups are present, only minimal effort (1 hour or less) should be made to restore the network or infrastructure in its current state.

When fast repair of infrastructure is not possible the Third Party Support Provider will immediately restore the most recent required backup to the best available infrastructure and then verify functionality.

- a. In the case of damaged or faulty hardware, some infrastructure may require replacement with new, spare, or temporary equipment to fulfill a

recovery.

- b. Note that running on contingent, spare, or temporary equipment may result in below average performance for all End Users until the original services can be restored.

3.2. LOSS OF LOCATION

In the event of a loss of location incident (fire, flood, etc.), the Incident Manager will immediately assess the accessibility of BIA-listed resources, as some of them may be cloud based. All services that are not cloud based must be restored in order according to the **BIA Procedure**.

- a. Where possible services should be restored using off-site or cloud backups. Local hardware (such as servers) may not be available so an extended period of cloud hosting may be required for these services until new equipment can be purchased and set up.
- b. A loss of location may also mean that Employees are not able to work out of that location, nor will they have access to the regular workstation or workspace. Employees may be encouraged to work from an Emergency Command Centre (ECC) or from home using temporary laptops or computers.

SCHEDULE "B"

END USER PROCEDURE

Identifying compromised systems and quickly resolving or restoring functionality is essential to maintain Town business operations. Cyber Security Incidents such as ransomware can propagate rapidly through a network, so acting quickly can help limit the number of affected devices, thus reducing damage and recovery time.

1. A Cyber Security Incident can be stressful, and it is essential to proceed calmly and methodically to ensure that the situation does not escalate.
2. If you suspect that a device has been compromised by a malicious actor or infected with malware (including ransomware), immediately disconnect the device from both wired and wireless network connections while keeping the power on. Once disconnected, take a photo or video of any suspicious activity on the device while making detailed notes about the suspicious behavior (**End User Notes**), including
 - a. When it started,
 - b. How it started, and
 - c. What you were doing on the device when it started.

Share this information with the Incident Manager as soon as possible once the device has been removed from the network.

3. Do not turn off the device unless you must, as this can damage forensic evidence.
4. In the case of ransomware, typically, a message will appear on the screen of the device demanding payment to unencrypt the data on the computer. Be sure to capture a photo of this message to share with the Incident Manager.

5. Promptly communicate to the Incident Manager with a preliminary scope about what is happening, do not try to resolve the situation yourself.
6. Remove all storage devices such as USB drives, external hard drives or memory cards and immediately label these devices “suspect”. These devices should be given to the Incident Manager at the earliest possible convenience.
7. Stop using the device for all work. If you are working on time sensitive tasks, inform the Incident Manager and ask to be given a temporary device. Note that in the event of a large-scale Cyber Security Incident, replacement devices may not be available, and your work (as well as the work of others) may be impacted for a significant amount of time.

SCHEDULE "C"**INCIDENT MANAGER/IT PROCEDURE**

The Incident Manager will first assess the situation to determine the nature, breadth, and severity of the incident. If required, the Incident Manager may pass some or all responsibility for the incident management process to the designated Third Party Support Provider. If the severity of the incident is unclear, assume the worst-case scenario until additional information can be gathered. This process will be done quickly to ensure that time sensitive action can be taken as required.

1. Relevant information to complete the **Incident Assessment** includes but is not limited to:
 - a. Affected locations,
 - b. Employees,
 - c. Devices,
 - d. Network shares,
 - e. Start time of the incident,
 - f. Demands and intent of the malicious actor, and
 - g. The likely attack vector so that a plan may be created to close any open vulnerabilities.
2. The Incident Manager will create a **Cyber Security Incident Plan** to contain the impact and reach of the incident, such as disconnecting devices that are suspected to be compromised or disconnecting critical devices such as application or backup servers. Where applicable, the Incident Manager will reference previous Cyber Security Incident Plans that may provide guidance on appropriate containment steps for specific types of Cyber Security Incidents.
3. Depending on the severity of the incident, the Incident Manager may determine that engaging third parties such as law enforcement or a cyber security specialist

firm is required. This involvement will be discussed with the SLT prior to engagement.

4. The Incident Manager will engage with the appropriate Employees (including the SLT) and third parties to enact the containment plan as quickly as possible. During this process, effort will be made to isolate devices from the rest of the network and from the internet without deleting evidence of the incident that may be used during a root cause analysis. All containment steps will be carefully documented for future reporting purposes.
5. Severe incidents may require immediate drastic measures such as completely disconnecting all servers from the primary network, completely disabling the Wi-Fi network or completely disconnecting the Town's network from the internet.
6. If the root cause of the incident is clear at this time and is still vulnerable, prompt effort will be made to address this vulnerability as quickly as possible before network functionality is restored.
7. With the incident contained and the active threat to the network mitigated, the Incident Manager will work with the SLT to restore all lost network functionality. Functionality will be restored based on importance to the organization as outlined in the **BIA Procedure**, with high priority items being restored first. This plan will include the restoration of services without the use of any compromised devices. All remediation steps will be carefully documented for future reporting purposes.
8. Restoration of services may involve the use of server or workstation backups to recover the network. In this scenario backups of identified infected machines will be restored in an isolated environment so that they can be confirmed to be clean before they are connected to the production network. If a restoration of backups would destroy the now isolated compromised environment, reasonable efforts will be made to create an isolated backup copy of the compromised environment

before restoration. This backup will be used to determine the root cause of the incident during the reporting phase. If a complete backup is not possible, a backup of relevant system logs may be sufficient.

9. Once network functionality is restored, the Incident Manager will focus on analyzing the incident and determining the root cause. During this phase the Incident Manager will create a **Cyber Security Incident Report** that outlines
 - a. the timeline of events,
 - b. nature of the incident,
 - c. the containment/remediation steps taken,
 - d. the likelihood of externally compromised data, and
 - e. the lessons learned and recommendations for future improvement.
10. The Incident Manager will determine if the incident has resulted in a breach of sensitive or personal data. If a breach of this data may have occurred, the Incident Manager will contact the Alberta Office of the Information and Privacy Commissioner to report the breach. If personal information was compromised, the Incident Manager will work with the SLT to craft and deliver breach notifications to the impacted parties.
11. Examples of scenarios that require reporting include but are not limited to:
 - a. Loss or theft of unencrypted devices containing personal information or remote network access,
 - b. Malicious remote access with a user account that has access to personal data,
 - c. Suspected exfiltration of personal data via a malicious actor or software, and
 - d. Accidental disclosure of personal information (misaddressed email etc.).

12. Once the full analysis of the incident has been completed, any lessons learned or

points for future improvement may be considered in the Town's future budget for planning and implementation.

DRAFT

END USER NOTES

(Completed by the End User)

Be sure to follow the End User Procedure as noted in the above policy. It is the End User's responsibility to share the following information with the Incident Manager as soon as possible once the device has been removed from the network.

Briefly describe the incident:

Date and time you first noticed the incident occurring:

How did the incident begin? (Upon startup, something was clicked or opened, etc.)

What were you doing on the device when the activity began?

Was there an external storage device (USB, hard drive) plugged into the device when the incident occurred? _____

If yes, remove the external storage device immediately label as "suspect". Additionally, please provide the following:

Time and date when the storage device was plugged in:

When and where the device was obtained:

INCIDENT ASSESSMENT**(Completed by the Incident Manager)**

Be sure to follow the Incident Manager/IT Procedure as noted in the above policy. It is the Incident Manager's responsibility to first assess the situation to determine the nature, breadth, and severity of the incident as outlined below. This information may be passed to the designated Third Party Support Provider.

Affected location(s):

Employees involved:

Devices affected:

Network(s) affected:

Start date and time of incident:

Demands and intent of malicious actor:

What is the area of vulnerability/likely attack vector?

CYBER SECURITY INCIDENT PLAN
(Completed by the Incident Manager)

Be sure to follow the Incident Manager/IT Procedure as noted in the above policy. It is the Incident Manager’s responsibility to create a plan to contain the impact and reach of the incident. Previously used Cyber Security Incident plans may be used for guidance on appropriate steps for specific types of Cyber Security Incidents.

Recommended actions to mitigate further risk (i.e.: disconnecting compromised devices or backup servers from the network, etc.)

What areas of Town business will be affected by these recommended actions?

Recommended timeline to reinstitute resources or processes in accordance with the Business Impact Analysis (BIA) Procedure:

Does the severity of this incident require engagement of third parties (i.e.: law enforcement, cyber security specialist firm, etc.)?

CYBER SECURITY INCIDENT REPORT
(Completed by the Incident Manager)

Once network functionality is restored, the Incident Manager will focus on analyzing the incident and determining the root cause. Examples of scenarios that require reporting include but are not limited to:

- Loss or theft of unencrypted devices containing personal information or remote network access,
- Malicious remote access with a user account that has access to personal data,
- Suspected exfiltration of personal data via a malicious actor or software, and
- Accidental disclosure of personal information (i.e.: misaddressed email etc.).

Outline the timeline of events for the incident:

Describe the nature of the incident (i.e.: malware, ransomware, password leak, etc.):

What steps were taken for containment/remediation?

Is it likely that this incident has compromised externally stored data? Why or why not?

What is thought to be the root cause of the incident?

Was sensitive or personal data compromised during the incident?

If yes, has the SLT been advised? What next steps will be taken to deliver breach notifications to affected parties?

If yes, was the OIPC contacted? Why or why not?

Lessons learned/recommendations for future improvement. List any costs for recommendations for consideration in upcoming annual budget deliberations, pending SLT approval:
