



REQUEST FOR PROPOSAL – AUDIT SERVICES

The Town of Bon Accord is requesting proposals for the provision of audit services. We invite firms to submit a proposal to us by **Friday July 28, 2023**, for consideration.

Since 2017, audit services have been provided by Metrix Group LLP.

A description of our organization, the services required, and other important information follows.

OVERVIEW

The Town of Bon Accord has an official population of 1461 (Source: Statistics Canada, 2021) and is in the heart of Sturgeon County near the cities of Edmonton, St. Albert, and Fort Saskatchewan. We are located along Highway 28, a major route to destinations in northeast Alberta. In 2022, revenues totaled \$3,447,443 and 2023 budgeted revenues are \$3,939,009. Bon Accord has two schools, Bon Accord Community School servicing grades K-4 and Lilian Schick servicing grades 5-9.

Bon Accord is known as Canada's 1st Dark Sky Community and there are some exciting developments within town recently such a new three-bay commercial building across from the Town Office and # new residential builds. The town has a solar farm that provides power to all municipal sites, and in 2022 Bon Accord installed 7 electrical vehicle chargers utilizing grant funding. In 2017, the Town annexed 480 acres of land from Sturgeon County. We also have one Town-owned property next to Lilian Schick School.

ORGANIZATIONAL STRUCTURE

Jodi Brown joined the Town of Bon Accord as Town Manager in September 2021 has over 15 years of municipal experience.

Falon Fayant was appointed as Corporate Services Manager in August 2018. Falon has 8 years of financial experience the majority of which is in municipal finance.

Other key financial staff are:

- Kaitie Blackwell, Corporate Services Supervisor – utilities, taxes, and receivables and payables.
- Vacant, Administration and Community Services Assistant – cash receipts, accounts payable invoice entry, backup for utilities and receivables.



There are 12 permanent employees at the Town. An organizational chart is attached for reference.

Typically, the Town will hire seasonal summer students (2-4) for parks, recreation, and summer programs as well as (2-4) seasonal winter staff for our arena operations from September through to March.

The Town has an arena, skateboard park, 4 playgrounds, soccer fields, ball diamonds, and an amphitheatre.

The Town of Bon Accord maintains all accounting records in-house, utilizing Vadim iCity for our accounting system. This system has been in place since 2019, and prior to upgrading our software, we used Vadim WinFin.

The Town's financial activities are governed by the provisions of the Municipal Government Act.

For more information about the Town please visit our website at www.bonaccord.ca.

CURRENT AUDIT PRACTICE

The Town has a fiscal year-end of December 31, with a requirement to file an Audited Financial Statement and Financial Information Return with Municipal Affairs by May 1 of each year.

SERVICES

Your proposal is expected to cover the following services:

- Annual audit of the financial statements for the years ending 2023, 2024, 2025, including cost of any additional year-end adjusting entries that are common with smaller municipalities, (i.e., tangible capital assets, amortization, etc.) as necessary.
- Meetings with Administration and Town Council, as necessary.
- Management letter containing comments and recommendations with respect to accounting and administrative controls and efficiency.
- Presentation of audited Financial Statements to Town Council.
- Availability throughout the year to provide advice and guidance on financial accounting and reporting issues.

PROPOSAL CONTENT

To simplify the evaluation process and obtain maximum comparability, the Town of Bon Accord requires that all responses to the RFP be organized in the following manner and format:

1. Executive Summary

Describe your understanding of the work to be performed and your firm's ability to perform the work within the set reporting deadlines. Provide your number of years with municipal audit experience, total number of clients, and the number of municipal clients. Discuss the firm's independence with respect to the Town of Bon Accord.

2. Professional Experience

Describe how and why your firm is different from other firms being considered; this should include an explanation of the firm's philosophy and vision, size, structure, and qualifications with serving municipalities with a similar scope, size, and operations.

Describe your firm's resources devoted to municipal organizations and describe practical examples of addressing specific and relevant issues to other clients, including, if relevant, explanations of available resource materials for addressing issues relevant to municipalities.

3. Team Qualifications

Identify the specific partners, managers, and in-charge staff who will be assigned to this engagement if you are successful in your bid. Provide their bios specifying relevant experience and expertise to the type of services requested. Also, discuss commitments you make to staff continuity, including your staff turnover experience in the last three years.

4. Audit Approach

Describe how your firm will approach the proposed services, what distinguishes your proposed audit approach from that of other firms, and areas that will receive primary emphasis including:

- ❖ Materiality to be applied to planning and conducting the audit.
- ❖ Explanation on how a high-risk area would be audited.
- ❖ Approach to testing and reliance on controls.
- ❖ Type and timeframe of assistance that will be required from the Town of Bon Accord's staff.
- ❖ How issues will be reported to Administration and Council.
- ❖ Use of technology.

5. Timeframe

Provide an anticipated timeframe for the services to be provided:

- ❖ Audit planning [date].
- ❖ Interim testing (if required, state number of days) [date].
- ❖ Request for client documentation prior to fieldwork [date].
- ❖ Begin fieldwork (state number of days) [date].
- ❖ Duration of review work (state number of days) [date].
- ❖ Financial statement and information return draft for management review [date].
- ❖ Issue and present audit report, financial statements, and comments to Council [date].
- ❖ File audited statements and final information return [date].

6. Fees

Please provide a firm estimate of fees for the services to be provided. Given that the time required in the first year will be more substantial than subsequent years, please feel free to include the fees for subsequent years if there is a significant differential in cost from year one as well as provide any guarantees that can be made regarding increases in future years.

The audit fee quotation is to include a breakdown of the cost of the audit for the following:

- ❖ Financial audit
- ❖ Preparation of the Town of Bon Accord financial statement
- ❖ Preparation of the Town of Bon Accord financial information return
- ❖ Attendance and presentation of financial statements to Council.
- ❖ Rate for advice outside the scope of the audit contract.

7. Client References

Include a list of the relevant clients the firm has served within the past three years and include the names, telephone numbers, and email addresses of any references whom we may contact.

8. Additional Information

Please provide any additional information, not specifically requested, but which you believe would be useful in evaluating your proposal.

PROPOSAL CLOSING DATE

Proposals must be delivered no later than Friday, July 28th, 2023, to:

Falon Fayant
Town of Bon Accord
Box 779, 5025 50 Avenue
Bon Accord, Alberta T0A 0K0
ffayant@bonaccord.ca

Proposals may be submitted in one of three ways:

- ❖ Email: PDF file
- ❖ Hard copy
- ❖ USB Key

We would also appreciate a response if you declined to submit a proposal.

PROPOSAL TIMETABLE

- ❖ RFP distributed to potential firms: July 4, 2023
- ❖ Proposals due to the Town of Bon Accord: July 28, 2023
- ❖ Administration to contact finalists, if required, to schedule presentations: August 1-4, 2023, for presentation at the August 15, 2023, regular meeting of council.
- ❖ Administration will recommend proposals to Council for review and decision at the Regular Council meeting: September 5, 2023

EVALUATION OF PROPOSALS

While price is an important factor, the Town of Bon Accord will evaluate proposals on price and the following criteria:

- ❖ Prior experience auditing similar organizations.
- ❖ Qualifications of staff to be assigned to the engagement.
- ❖ The firm's understanding of the work to be performed.
- ❖ References.
- ❖ Completeness and timeliness of the proposal.

TERMS AND CONDITIONS

1. There shall be no payment by the Town of Bon Accord for any costs incurred in the preparation and submission of proposals to this request.
2. The Town of Bon Accord reserves the right to reject any or all proposals submitted, or to accept a proposal in its entirety with or without negotiation.
3. The selection of the successful proposal will be based on technical merit and best overall value, not on cost alone.
4. Proposals submitted must be valid for ninety (90) days from the closing date.
5. The successful auditor may not subcontract any portion of this engagement.

INQUERIES

Please address requests for additional information and questions to our offices through:

Falon Fayant
Corporate Services Manager
(780) 921-3550
ffayant@bonaccord.ca

ATTACHMENTS

1. 2022 Audited Financial Statement
2. 2022 Audit adjustment journals
3. 2022 Annual Report
4. 2023 Budget Information
5. Strategic Plan
6. Organizational Chart

TOWN OF BON ACCORD
Financial Statements
For The Year Ended December 31, 2022

INDEPENDENT AUDITORS' REPORT

To the Mayor and Council of Town of Bon Accord

Opinion

We have audited the financial statements of Town of Bon Accord (the Town), which comprise the statement of financial position as at December 31, 2022, and the statements of operations and accumulated surplus, changes in net financial assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Town as at December 31, 2022, and the results of its operations, changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Town in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Town's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Town or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Town's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

(continues)



Independent Auditors' Report to the Mayor and Council of Town of Bon Accord *(continued)*

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Town's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Town to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

METRIX GROUP LLP

Chartered Professional Accountants

Edmonton, Alberta

April 4, 2023

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

To His Worship the Mayor and Members of Council of the Town of Bon Accord

The integrity, relevance and comparability of the data in the accompanying financial statements are the responsibility of management.

The financial statements are prepared by management in accordance with Canadian public sector accounting standards. They necessarily include some amounts that are based on the best estimates and judgements of management.

To assist in its responsibility, management maintains accounting, budget and other controls to provide reasonable assurance that transactions are appropriately authorized, that assets are properly accounted for and safeguarded, and that financial records are reliable for preparation of financial statements.

Metrix Group LLP, Chartered Professional Accountants, have been appointed by the Town Council to express an opinion on the Town's financial statements.

Jodi Brown
Chief Administrative Officer

TOWN OF BON ACCORD
Statement of Financial Position
As At December 31, 2022

	2022	2021
FINANCIAL ASSETS		
Cash and cash equivalents <i>(Note 2)</i>	\$ 3,381,736	\$ 2,697,127
Receivables <i>(Note 3)</i>	282,567	340,783
Land held for resale	114,498	142,498
	<u>3,778,801</u>	<u>3,180,408</u>
LIABILITIES		
Accounts payable and accrued liabilities	359,061	309,660
Deposit liabilities	92,378	74,240
Deferred revenue <i>(Note 4)</i>	151,208	58,988
Long-term debt <i>(Note 5)</i>	1,386,724	1,552,824
	<u>1,989,371</u>	<u>1,995,712</u>
NET FINANCIAL ASSETS	<u>1,789,430</u>	<u>1,184,696</u>
NON-FINANCIAL ASSETS		
Tangible capital assets <i>(Note 6)</i>	15,522,761	15,369,826
Prepaid expenses	16,515	1,378
	<u>15,539,276</u>	<u>15,371,204</u>
ACCUMULATED SURPLUS <i>(Note 7)</i>	<u>\$ 17,328,706</u>	<u>\$ 16,555,900</u>
Contingencies <i>(Note 10)</i>		

The accompanying notes are an integral part of these financial statements.

TOWN OF BON ACCORD

Statement of Operations and Changes in Accumulated Surplus

For the Year Ended December 31, 2022

	2022 (Budget) <i>(Note 14)</i>	2022 (Actual)	2021 (Actual)
REVENUE			
Net municipal taxes <i>(Schedule 2)</i>	\$ 1,571,017	\$ 1,569,803	\$ 1,523,502
Sales and user charges <i>(Schedule 4)</i>	1,092,658	1,094,187	1,082,287
Government transfers for operating <i>(Schedule 3)</i>	415,092	424,073	568,862
Franchise and concession contracts <i>(Note 13)</i>	239,922	227,975	217,953
Interest	11,000	75,319	12,511
Penalties and costs on taxes	47,700	36,184	51,916
Fines	3,500	9,486	6,675
Licenses and permits	8,500	6,488	9,140
Other	-	3,903	2,415
Rentals	-	25	-
	<u>3,389,389</u>	<u>3,447,443</u>	<u>3,475,261</u>
EXPENSES			
Environmental use	895,763	810,455	895,755
Recreation and cultural services	594,268	525,758	451,565
Administrative	487,811	470,142	464,545
Transportation services	409,365	358,810	408,430
Planning and development services	268,369	268,676	285,443
Protective services	156,692	148,412	141,899
Legislative	114,369	105,036	90,505
Public health and welfare services	69,297	75,811	49,997
Amortization	-	616,245	603,612
	<u>2,995,934</u>	<u>3,379,345</u>	<u>3,391,751</u>
ANNUAL SURPLUS BEFORE OTHER REVENUE	<u>393,455</u>	<u>68,098</u>	<u>83,510</u>
OTHER REVENUE			
Government transfers for capital <i>(Schedule 3)</i>	713,204	564,058	552,015
Gain on disposal of tangible capital assets	-	-	44,887
Other capital revenue	-	140,650	-
	<u>713,204</u>	<u>704,708</u>	<u>596,902</u>
ANNUAL SURPLUS	1,106,659	772,806	680,412
ACCUMULATED SURPLUS, BEGINNING OF YEAR	<u>16,555,900</u>	<u>16,555,900</u>	<u>15,875,488</u>
ACCUMULATED SURPLUS, END OF YEAR <i>(Note 7)</i>	<u>\$ 17,662,559</u>	<u>\$ 17,328,706</u>	<u>\$ 16,555,900</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF BON ACCORD
Statement of Changes in Net Financial Assets
For the Year Ended December 31, 2022

	2022 (Budget) <i>(Note 14)</i>	2022 (Actual)	2021 (Actual)
ANNUAL SURPLUS	\$ 1,106,659	\$ 772,806	\$ 680,412
Acquisition of tangible capital assets	(719,919)	(769,181)	(771,643)
Amortization of tangible capital assets	-	616,245	603,612
Proceeds on disposal of tangible capital assets	-	-	49,100
Loss (gain) on sale of tangible capital assets	-	-	(44,887)
	386,740	619,870	516,594
(Acquisition) use of prepaid expenses	-	(15,136)	434
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	386,740	604,734	517,028
BALANCE, BEGINNING OF YEAR	1,184,696	1,184,696	667,668
BALANCE, END OF YEAR	\$ 1,571,436	\$ 1,789,430	\$ 1,184,696

The accompanying notes are an integral part of these financial statements.

TOWN OF BON ACCORD
Statement of Cash Flows
For The Year Ended December 31, 2022

	2022	2021
OPERATING ACTIVITIES		
Annual surplus	\$ 772,806	\$ 680,412
Non-cash items not included in annual surplus:		
Amortization	616,245	603,612
Gain on disposal of tangible capital assets	-	(44,887)
	<u>1,389,051</u>	<u>1,239,137</u>
Changes in non-cash working capital balances related to operations:		
Receivables	58,217	398,900
Land held for resale	28,000	72,060
Accounts payable and accrued liabilities	49,393	74,639
Deferred revenue	92,220	(111,744)
Deposit liabilities	18,145	3,605
Prepaid expenses	(15,137)	433
	<u>230,838</u>	<u>437,893</u>
Cash flow from operating activities	<u>1,619,889</u>	<u>1,677,030</u>
CAPITAL ACTIVITIES		
Proceeds on disposal of tangible capital assets	-	49,100
Purchase of tangible capital assets	(769,180)	(771,643)
Cash flow used by capital activities	<u>(769,180)</u>	<u>(722,543)</u>
FINANCING ACTIVITIES		
Repayment of long-term debt	(166,100)	(189,760)
CHANGE IN CASH AND CASH EQUIVALENTS DURING YEAR	684,609	764,727
CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR	2,697,127	1,932,400
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 3,381,736	\$ 2,697,127

The accompanying notes are an integral part of these financial statements.

TOWN OF BON ACCORD**Schedule of Equity in Tangible Capital Assets***(Schedule 1)***For the Year Ended December 31, 2022**

	2022	2021
BALANCE, BEGINNING OF YEAR	\$ 13,817,002	\$ 13,463,425
Acquisition of tangible capital assets	769,180	771,643
Amortization of tangible capital assets	(616,245)	(603,613)
Repayment of capital long-term debt	166,100	189,760
Net book value of tangible capital assets disposed of	-	(4,213)
BALANCE, END OF YEAR	\$ 14,136,037	\$ 13,817,002
Equity in tangible capital assets is comprised of the following:		
Tangible capital assets (net book value)	\$ 15,522,761	\$ 15,369,826
Long-term debt used for tangible capital assets	(1,386,724)	(1,552,824)
	\$ 14,136,037	\$ 13,817,002

The accompanying notes are an integral part of these financial statements.

TOWN OF BON ACCORD
Schedule of Property Taxes
For the Year Ended December 31, 2022

(Schedule 2)

	2022 (Budget) (Note 14)	2022 (Actual)	2021 (Actual)
TAXATION	\$ 1,977,511	\$ 1,972,759	\$ 1,926,606
REQUISITIONS			
Alberta School Foundation Fund	392,268	390,340	389,225
Sturgeon Foundation	14,226	12,616	13,879
	<u>406,494</u>	<u>402,956</u>	<u>403,104</u>
NET MUNICIPAL PROPERTY TAXES	<u>\$ 1,571,017</u>	<u>\$ 1,569,803</u>	<u>\$ 1,523,502</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF BON ACCORD
Schedule of Government Transfers
For the Year Ended December 31, 2022

(Schedule 3)

	2022 (Budget) (Note 14)	2022 (Actual)	2021 (Actual)
TRANSFERS FOR OPERATING			
Local government transfers	\$ 312,964	\$ 316,917	\$ 310,307
Provincial government unconditional transfers	102,128	107,156	258,555
	415,092	424,073	568,862
TRANSFERS FOR CAPITAL			
Provincial government conditional transfers	713,204	564,058	552,015
TOTAL GOVERNMENT TRANSFERS	\$ 1,128,296	\$ 988,131	\$ 1,120,877

The accompanying notes are an integral part of these financial statements.

TOWN OF BON ACCORD
Schedule of Segmented Information
For the Year Ended December 31, 2022

(Schedule 4)

	General Administration	Recreation & Culture	Protective Services	Transportation Services	Environmental Services	All Other	Total
REVENUE							
Taxation	\$ 464,764	\$ 87,201	\$ 84,758	\$ 349,397	\$ -	\$ 583,683	\$ 1,569,803
Sales and user charges	4,954	127,085	-	200	911,213	50,735	1,094,187
Government transfers	-	311,472	51,164	9,212	9,212	43,013	424,073
All other	425	-	12,489	-	6,940	339,526	359,380
	<u>470,143</u>	<u>525,758</u>	<u>148,411</u>	<u>358,809</u>	<u>927,365</u>	<u>1,016,957</u>	<u>3,447,443</u>
EXPENSES							
Salaries, wages and benefits	288,636	312,123	9,798	168,685	224,018	243,439	1,246,699
Contracted and general services	64,960	81,765	129,779	60,866	136,333	76,561	550,264
Materials, goods, and supplies	86,563	40,624	6,893	60,419	191,131	91,117	476,747
Utilities	6,518	24,956	1,941	53,776	219,757	6,677	313,625
Insurance	18,018	14,843	-	12,463	8,990	1,461	55,775
Transfers to local boards	-	50,580	-	-	-	633	51,213
Interest on long-term debt	867	867	-	2,600	30,227	1,635	36,196
Cost of land sold	-	-	-	-	-	28,000	28,000
Repairs & maintenance	4,581	-	-	-	-	-	4,581
	<u>\$ 470,143</u>	<u>\$ 525,758</u>	<u>\$ 148,411</u>	<u>\$ 358,809</u>	<u>\$ 810,456</u>	<u>\$ 449,523</u>	<u>\$ 2,763,100</u>
NET REVENUE, BEFORE AMORTIZATION							
Amortization	-	-	-	-	116,909	567,434	684,343
	<u>28,360</u>	<u>67,248</u>	<u>363</u>	<u>221,205</u>	<u>203,491</u>	<u>95,578</u>	<u>616,245</u>
NET REVENUE (DEFICIT)	<u>\$ (28,360)</u>	<u>\$ (67,248)</u>	<u>\$ (363)</u>	<u>\$ (221,205)</u>	<u>\$ (86,582)</u>	<u>\$ 471,856</u>	<u>\$ 68,098</u>

The accompanying notes are an integral part of these financial statements.

TOWN OF BON ACCORD
Schedule of Segmented Information
For the Year Ended December 31, 2021

(Schedule 4)

	General Administration	Recreation & Culture	Protective Services	Transportation Services	Environmental Services	All Other	Total
REVENUE							
Taxation	\$ 446,551	\$ -	\$ 90,704	\$ 340,345	\$ -	\$ 645,902	\$ 1,523,502
Sales and user charges	6,372	81,166	-	-	974,099	20,650	1,082,287
All other	166	200	6,675	2,049	7,029	284,491	300,610
Government transfers	11,458	396,231	44,521	66,035	8,135	42,482	568,862
	<u>464,547</u>	<u>477,597</u>	<u>141,900</u>	<u>408,429</u>	<u>989,263</u>	<u>993,525</u>	<u>3,475,261</u>
EXPENSES							
Salaries, wages and benefits	\$ 289,251	\$ 218,400	\$ 12,288	\$ 173,150	\$ 229,033	\$ 250,761	\$ 1,172,883
Contracted and general services	84,749	106,887	132,870	89,282	193,769	42,252	649,809
Utilities	(130)	26,057	(9,042)	82,246	240,252	(7,534)	331,849
Materials, goods, and supplies	70,170	39,796	5,784	50,584	191,548	62,957	420,839
Provision for allowances	-	-	-	-	-	72,059	72,059
Transfers to local boards	-	44,558	-	-	-	470	45,028
Insurance	16,637	14,161	-	11,921	8,599	1,377	52,695
Interest on long-term debt	1,706	1,706	-	1,246	32,553	3,601	40,812
Repairs & maintenance	2,164	-	-	-	-	-	2,164
	<u>464,547</u>	<u>451,565</u>	<u>141,900</u>	<u>408,429</u>	<u>895,754</u>	<u>425,943</u>	<u>2,788,138</u>
NET REVENUE, BEFORE AMORTIZATION							
Amortization	-	26,032	-	-	93,509	567,582	687,123
	<u>32,705</u>	<u>68,495</u>	<u>363</u>	<u>207,154</u>	<u>204,008</u>	<u>90,888</u>	<u>603,613</u>
NET REVENUE (DEFICIT)	<u>\$ (32,705)</u>	<u>\$ (42,463)</u>	<u>\$ (363)</u>	<u>\$ (207,154)</u>	<u>\$ (110,499)</u>	<u>\$ 476,694</u>	<u>\$ 83,510</u>

The accompanying notes are an integral part of these financial statements.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Town of Bon Accord (the "Town") are the representations of management, prepared in accordance with Canadian public sector accounting standards. Significant aspects of the accounting policies adopted by the Town are as follows:

(a) Reporting Entity

The financial statements reflect the assets, liabilities, revenues and expenses, and cash flows of the reporting entity. The entity is comprised of all the organizations that are owned or controlled by the Town and are, therefore, accountable to Town Council for the administration of their financial affairs and resources.

The schedule of taxes levied also includes requisitions for education that are not part of the reporting entity.

The statements exclude trust assets that are administered for the benefit of external parties.

(b) Basis of Accounting

Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues.

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

Government transfers are recognized in the financial statements as revenues in the period that the events giving rise to the transfer occurred, providing the transfers are authorized, the Town has met any eligibility criteria, and reasonable estimates of the amounts can be made.

Expenses are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due.

(c) Use of Estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditures during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

(d) Cash and cash equivalents

Cash and cash equivalents include items that are readily convertible to known amounts of cash, are subject to an insignificant risk of change in value, and have a maturity of one year or less at acquisition.

(e) Investments

Investments are recorded at amortized cost. Investment premiums and discounts are amortized on the net present value basis over the term of the respective investments. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss.

(continues)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Land held for resale

Land held for resale is recorded at the lower of cost or net realizable value. Cost includes costs for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping and leveling charges. Related development costs incurred to provide infrastructure such as water and wastewater services, roads, sidewalks and street lighting are recorded as physical assets under the respective function.

(g) Tax Revenue

Property taxes are recognized as revenue in the year they are levied.

Construction and borrowing costs associated with local improvement projects are recovered through annual special assessments during the period of the related borrowings. These levies are collectable from property owners for work performed by the municipality and are recognized as revenue in the year in which the local improvement project is completed.

(h) Tangible Capital Assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

Land improvements	15 years
	50 Years
Engineered structures:	
Water System	45 - 75 years
Wastewater	45 - 75 years
Storm Sewer	45 - 75 years
Roads	10 - 40 years
Computer Hardware and Software	10 years
	18 years
	10 - 25 years
Electrical systems	25 years

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

Works of art for display are not recorded as tangible capital assets but are disclosed.

(i) Equity in Capital Assets

Equity in capital assets represents the town's net investment in its capital assets after deducting the portion financed by third parties through debenture, bond and mortgage debts, long term capital borrowings, capitalized leases and other capital liabilities which will be repaid by the municipality.

(continues)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Contaminated Sites

Contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. A liability for remediation on contaminated sites is recognized, net of any recoveries, when an environmental standard exists, contamination exceeds the environmental standard, the Town is directly responsible for or accepts responsibility for the liability, future economic benefits will be given up, and a reasonable estimate of the liability can be made.

(k) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the consolidated Change in Net Financial Assets for the year.

(l) Over-levy and Under-levy

Over-levies and under-levies arise from the difference between the actual property tax levy made to cover each requisition and the actual amount requisitioned.

If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and as property tax revenue.

Requisition tax rates in the subsequent year are adjusted for any over-levies or under-levies of the prior year.

(m) New Accounting Standards not yet Adopted

Effective for fiscal years beginning on or after April 1, 2022, *PS 3280 Asset Retirement Obligations* provides guidance on how to account for and report liabilities for retirement of tangible capital assets.

Effective for fiscal years beginning on or after April 1, 2023, *PS 3400 Revenue* provides guidance on how to account for and report revenue, and specifically, it addresses revenue arising from exchange transactions and unilateral transactions.

2. CASH AND CASH EQUIVALENTS

	<u>2022</u>	<u>2021</u>
Cash on hand	\$ 182	\$ 70
Operating accounts	2,421,202	1,751,256
High interest savings account	960,352	945,801
	<u>\$ 3,381,736</u>	<u>\$ 2,697,127</u>

TOWN OF BON ACCORD
Notes to Financial Statements
December 31, 2022

3. RECEIVABLES

	<u>2022</u>	<u>2021</u>
Trade and other	\$ 174,788	\$ 160,435
Utilities	64,319	73,926
Taxes and grants in place of taxes	29,934	81,796
Goods and Services Tax rebate	13,526	24,626
	<u>\$ 282,567</u>	<u>\$ 340,783</u>

4. DEFERRED REVENUE

	<u>2021</u>	<u>Funds Received</u>	<u>Funds Spent</u>	<u>2022</u>
Canada Community-Building Fund	\$ 178	\$ 472,995	\$ (371,749)	\$ 101,424
Prepaid bulk water	40,456	-	(5,486)	34,970
Offsite levies	10,084	-	-	10,084
Other	8,270	-	(3,540)	4,730
Municipal Sustainability Initiative	-	182,309	(182,309)	-
	<u>\$ 58,988</u>	<u>\$ 655,304</u>	<u>\$ (563,084)</u>	<u>\$ 151,208</u>

5. LONG-TERM DEBT

	<u>2022</u>	<u>2021</u>
Government of Alberta debenture repayable in semi-annual installments of \$50,048 including interest at 3.023% maturing June 2032.	\$ 858,292	\$ 930,795
Government of Alberta debenture repayable in semi-annual installments of \$37,514 including interest at 1.592% maturing June 2030.	528,432	594,260
Government of Alberta debenture repayable in semi-annual installments of \$28,084 including interest at 2.269% maturing June 2022.	-	27,769
	<u>\$ 1,386,724</u>	<u>\$ 1,552,824</u>

Principal and interest payments are due as follows:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	\$ 141,591	\$ 33,533	\$ 175,124
2024	144,936	30,189	175,125
2025	148,367	26,758	175,125
2026	151,886	23,238	175,124
2027	155,497	20,115	175,612
To maturity	644,447	43,118	687,565
	<u>\$ 1,386,724</u>	<u>\$ 176,951</u>	<u>\$ 1,563,675</u>

TOWN OF BON ACCORD
Notes to Financial Statements
December 31, 2022

6. TANGIBLE CAPITAL ASSETS

	2022 Net Book Value	2021 Net Book Value
Engineered structures		
Water and wastewater systems	\$ 6,803,470	\$ 7,012,157
Roadways	4,798,478	4,330,646
Electrical systems	1,026,648	1,072,341
	<u>12,628,596</u>	<u>12,415,144</u>
Buildings	1,301,145	1,328,643
Machinery and equipment	650,289	577,299
Land improvements	472,167	529,740
Vehicles	222,638	257,982
Land	175,611	175,611
Information systems, computer, hardware & software	72,315	85,407
	<u>\$ 15,522,761</u>	<u>\$ 15,369,826</u>

	Cost Beginning of Year	Purchased Additions	Disposals	Adjustments	Cost End of Year
Engineered structures					
Roadways	\$ 8,556,477	\$ 613,900	-	\$ -	\$ 9,170,377
Water and wastewater systems	11,895,848	-	-	-	11,895,848
Electrical systems	1,142,324	-	-	-	1,142,324
	<u>21,594,649</u>	<u>613,900</u>	<u>-</u>	<u>-</u>	<u>22,208,549</u>
Buildings	2,060,767	14,570	-	-	2,075,337
Machinery and equipment	1,167,268	140,710	-	-	1,307,978
Land	175,611	-	-	-	175,611
Land improvements	991,409	-	-	-	991,409
Vehicles	498,512	-	-	-	498,512
Information systems, computer hardware, & software	242,164	-	-	-	242,164
	<u>\$ 26,730,380</u>	<u>\$ 769,180</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 27,499,560</u>

	Accumulated Amortization Beginning of Year	Current Amortization	Disposals	Write-downs	Accumulated Amortization End of Year
Engineered structures					
Roadways	\$ 4,225,831	\$ 146,068	-	\$ -	\$ 4,371,899
Water and wastewater systems	4,883,691	208,687	-	-	5,092,378
Electrical systems	69,983	45,693	-	-	115,676
	<u>9,179,505</u>	<u>400,448</u>	<u>-</u>	<u>-</u>	<u>9,579,953</u>
Buildings	732,124	42,068	-	-	774,192
Machinery and equipment	589,969	67,720	-	-	657,689
Land improvements	461,669	57,573	-	-	519,242
Vehicles	240,530	35,344	-	-	275,874
Information systems, computer hardware, & software	156,757	13,092	-	-	169,849
	<u>\$ 11,360,554</u>	<u>\$ 616,245</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 11,976,799</u>

TOWN OF BON ACCORD
Notes to Financial Statements
December 31, 2022

7. ACCUMULATED SURPLUS

	<u>2022</u>	<u>2021</u>
Unrestricted surplus	\$ 867,888	\$ 867,888
Restricted surplus		
Capital reserves (Note 8)	1,445,829	1,245,004
Operating reserves (Note 8)	878,952	626,006
Equity in tangible capital assets (Schedule 1)	<u>14,136,037</u>	<u>13,817,002</u>
	<u>\$ 17,328,706</u>	<u>\$ 16,555,900</u>

8. RESERVES

	<u>2022</u>	<u>2021</u>
Capital Reserves		
Road improvement	\$ 486,000	\$ 461,000
Water system	265,753	245,753
Parks & recreation	256,107	156,107
Sanitary sewer system	176,396	156,396
Fire	91,506	81,506
Stormwater	62,579	46,754
Water offsite levies	21,265	21,265
Building	16,416	16,416
Snow removal	15,000	15,000
Cemetery	14,085	14,085
Economic & community development	10,618	10,618
Equipment	10,552	10,552
Solar farm	10,000	-
Community development	3,853	3,853
Karing for Kids	2,755	2,755
Roots of Empathy Reserve	1,662	1,662
Administration building	782	782
Lilian Schick School	500	500
	<u>\$ 1,445,829</u>	<u>\$ 1,245,004</u>
Operating Reserves		
General operating	\$ 852,920	\$ 599,974
Recreation	26,032	26,032
	<u>\$ 878,952</u>	<u>\$ 626,006</u>

9. CREDIT FACILITY

The Town has access to a revolving line of credit with a maximum limit of \$230,000. No amounts were drawn on the line of credit at December 31, 2022 or 2021.

10. CONTINGENCIES

The Town is a member of the Alberta Municipal Insurance Exchange (MUNIX). Under the terms of membership, the Town could become liable for its proportionate shares of any claim losses in excess of the funds held by the exchange. Any liability incurred would be accounted for as a current transaction in the year the losses are determined.

11. CONTRACTUAL OBLIGATIONS

a) *Waste Services*

The Town has entered into an agreement for waste hauling services for the period December 2021 - November 2026. The estimated cost of these services is approximately \$110,000 annually. Future requirements will be adjusted based on the Consumer Price Index as calculated by Statistics Canada each year with the increase to take effect on January 1 of each year.

b) *Peace Officer and Fire Services*

The Town has entered into agreements with Sturgeon County for the provision of Peace Office and fire services for the period of January 1, 2022 - December 31, 2026. The estimated cost of these services is approximately \$70,000 annually increased by 2% or Consumer Price Index as whichever is greater.

12. DEBT LIMITS

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

	<u>2022</u>	<u>2021</u>
Total debt limit	\$ 5,171,165	\$ 5,212,892
Total debt	<u>(1,386,724)</u>	<u>(1,552,824)</u>
Total debt limit remaining	\$ 3,784,441	\$ 3,660,068
Service on debt limit	\$ 861,861	\$ 868,815
Service on debt	<u>(175,124)</u>	<u>(203,209)</u>
Total service on debt limit remaining	\$ 686,737	\$ 665,606

The debt limit is calculated at 1.5 times revenue of the Town (as defined in Alberta Regulation 255/00) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be a financial risk if further debt is acquired. The calculation taken alone does not represent the stability of the Town. Rather, the financial statements must be interpreted as a whole.

TOWN OF BON ACCORD
Notes to Financial Statements
December 31, 2022

13. UTILITY FRANCHISE AGREEMENTS

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

	<u>2022</u>	<u>2021</u>
Fortis Alberta Inc.	\$ 136,246	\$ 136,826
Atco Gas	91,729	81,127
	<u>\$ 227,975</u>	<u>\$ 217,953</u>

14. BUDGET FIGURES

The 2022 budget data presented in these financial statements is based on the operating and capital budgets approved by Council on December 14, 2021. The chart below reconciles the approved financial plan to the figures reported in these financial statements.

	<u>2022 Budget</u>	<u>2022 Actual</u>
Annual surplus	\$ 1,106,659	\$ 772,806
Amortization expense	-	616,245
Purchase of tangible capital assets	(719,919)	(769,180)
Repayment of long-term debt	(192,630)	(166,100)
Net transfers (to) from reserves	(200,825)	(453,771)
	<u>\$ (6,715)</u>	<u>\$ -</u>

15. FINANCIAL INSTRUMENTS

The Town's financial instruments consist of cash and cash equivalents, receivables, accounts payable and accrued liabilities and long-term debt. It is management's opinion that the Town is not exposed to significant interest, currency or credit risk arising from these financial instruments. Unless otherwise noted, the fair values of these financial instruments approximate their carrying values.

The Town is exposed to credit risk with respect to receivables. Credit risk arises from the possibility that customers may experience financial difficulty and be unable to fulfill their obligations. The large number and diversity of customers minimizes the Town's credit risk.

16. SEGMENTED INFORMATION

The Town provides a range of services to its citizens. For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1. For additional information see the Schedule of Segmented Disclosure (Schedule 4).

TOWN OF BON ACCORD
Notes to Financial Statements
December 31, 2022

17. SALARIES AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for Town officials, the Town Chief Administrator Officer and designated officers are required by Alberta Regulation 313/2000 is as follows:

	Salary (1)	Benefits (2)	2022	2021
Mayor Holden (Oct 18 - Dec 31)	\$ 22,464	\$ -	\$ 22,464	\$ 4,333
Mayor Mosychuk	-	-	-	16,104
Councillors				
May	12,995	541	13,536	14,542
Bidney	12,995	541	13,536	12,255
Laing	10,970	425	11,395	11,778
Roemer	4,324	168	4,492	2,789
Larson	3,604	144	3,748	-
Holden (Jan 1 - Oct 17)	-	-	-	10,588
	<u>\$ 67,352</u>	<u>\$ 1,819</u>	<u>\$ 69,171</u>	<u>\$ 72,389</u>
Chief Administrative Officer	\$ 120,537	\$ 20,051	\$ 140,588	\$ 177,157
Designated Officers	\$ 14,451	\$ -	\$ 14,451	\$ 13,173

(1) Salary includes regular base pay, bonuses, overtime lump sum payments, gross honoraria and any other direct cash remuneration.

(2) Employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short term disability plans, professional memberships and tuition.

(3) Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, financial planning services, retirement planning services, concessionary loans, travel allowances, car allowances and club memberships.

18. SUBSEQUENT EVENT

In January 2023 the Town obtained a debenture in the amount of \$633,700 for the arena ice plant replacement project. The debenture bears interest at a fixed rate of 5.27% and is repayable in semi-annual instalments of principal and interest of \$25,821 maturing March 2043.

19. APPROVAL OF FINANCIAL STATEMENTS

These financial statements were approved by Council and management.

Town of Bon Accord
Year End: December 31, 2022
Adjusting journal entries
Date: 1/1/2022 To 12/31/2022

Number	Date	Name	Account No	Reference	Debit	Credit
1	12/31/2022	Engineering Structures	3-9900-610	TT / U1	613,900.35	
1	12/31/2022	Buildings	3-9900-620	TT / U1	14,570.00	
1	12/31/2022	Machinery & Equipment	3-9900-630	TT / U1	140,710.00	
1	12/31/2022	Equity in capital assets	4-9900-810	TT / U1		769,180.35
TCA additions						
2	12/31/2022	Deferred Revenue	4-0000-999	GG1		221,146.00
2	12/31/2022	Capital Roads, Streets & Walks	5-3200-762	GG1	358,117.00	
2	12/31/2022	Capital Grant - Roads	5-3200-840	GG1		358,117.00
2	12/31/2022	Capital Grant - Roads	5-3200-840	GG1	221,146.00	
Adjust MSI & CCBF grant funding to = spending						
3	12/31/2022	LONG TERM DEBT	4-0000-000	KK	255,456.78	
3	12/31/2022	LONG TERM DEBT (Offset)	4-0000-001	KK		255,456.78
Clear out unused accounts						
4	12/31/2022	Accounts Receivable Other Govt.	3-0000-206	C6		57,900.00
4	12/31/2022	Deferred Revenue	4-0000-999	C6	57,900.00	
Adjust a/r for receipt of CCBF funds included in 2021 a/r						
5	12/31/2022	Municipal Taxes	1-0000-110	C6	20,915.00	
5	12/31/2022	Accounts Receivable Other Govt.	3-0000-206	C6		20,915.00
Reverse 2021 under-levy						
6	12/31/2022	Mun. Plan - Plan 5261BA Block 8 Lot 4/5	2-6100-242		28,000.00	
6	12/31/2022	Loss on Sale of Asset	2-9900-754			28,000.00
6	12/31/2022	Accounts Receivable	3-0000-201		26,000.00	
6	12/31/2022	Land Inventory Held for Resale	3-6100-490			28,000.00
6	12/31/2022	Permits Damage Deposit Refunds	4-6100-400		2,000.00	
Adjust land sale (deposit and cost)						
7	12/31/2022	Accounts Receivable	3-0000-201	CC3	12,500.00	
7	12/31/2022	Permits Damage Deposit Refunds	4-6100-400	CC3		12,500.00
Move Brandl Security to deposit account						
8	12/31/2022	Bank Cash on Hand & on Deposit	3-0000-100	160-1		2,182.00
8	12/31/2022	Accounts Payable Suspense	4-0000-271	160-1	2,182.00	
Per Falon						

Prepared by	Reviewed by
PJD 3/9/2023	

Town of Bon Accord
Year End: December 31, 2022
Adjusting journal entries
Date: 1/1/2022 To 12/31/2022

Number	Date	Name	Account No	Reference	Debit	Credit
9	12/31/2022	Water - Truckfill Sales	1-4100-402			5,432.49
9	12/31/2022	Deferred Revenue-Prepaid Truckfill	4-0000-992		5,432.49	
Adjust deferred bulk water to listing						
10	12/31/2022	Admin - Salary/Wages	2-1200-110	BB3		2,566.30
10	12/31/2022	Income Tax Payable	4-0000-278	BB3	13,097.87	
10	12/31/2022	Payroll Clearing Account	4-0000-282	BB3		10,531.57
Clear out accounts						
11	12/31/2022	Admin - Natural Gas	2-1200-543	160-2	569.80	
11	12/31/2022	Admin - Power	2-1200-544	160-2	422.22	
11	12/31/2022	F.D. - Utilities - Natural Gas	2-2300-543	160-2	502.76	
11	12/31/2022	F.D. - Utilities - Power	2-2300-544	160-2	393.57	
11	12/31/2022	Roads - Natural Gas	2-3200-543	160-2	678.78	
11	12/31/2022	Roads - Power	2-3200-544	160-2	7,333.83	
11	12/31/2022	Water - Natural Gas	2-4100-543	160-2	676.05	
11	12/31/2022	Water - Power	2-4100-544	160-2	2,177.08	
11	12/31/2022	San. Sewer - Natural Gas	2-4200-543	160-2	595.02	
11	12/31/2022	San. Sewer - Power	2-4200-544	160-2	546.44	
11	12/31/2022	FCSS Admin - Natural Gas	2-5150-543	160-2	167.59	
11	12/31/2022	FCSS Admin - Power	2-5150-544	160-2	62.65	
11	12/31/2022	Economic Dev. - Natural Gas	2-6200-543	160-2	50.28	
11	12/31/2022	Economic Dev. - Power	2-6200-544	160-2	297.46	
11	12/31/2022	Arena - Natural Gas	2-7203-543	160-2	1,964.74	
11	12/31/2022	Arena - Power	2-7203-544	160-2	4,175.93	
11	12/31/2022	Rec. Prog Natural Gas	2-7210-543	160-2	50.28	
11	12/31/2022	Rec Prog Power	2-7210-544	160-2	107.31	
11	12/31/2022	Library - Natural Gas	2-7400-543	160-2	335.18	
11	12/31/2022	Library - Power	2-7400-544	160-2	262.85	
11	12/31/2022	GST	3-0000-260	160-2	1,093.51	
11	12/31/2022	Accrued Account	4-0000-280	160-2		22,463.33
Dec power & gas accrual						
12	12/31/2022	Deferred Revenue	4-0000-999	GG3-4	62,000.00	
12	12/31/2022	Capital Grant - Roads	5-3200-840	GG3-4		62,000.00
Record CCBF funding for 47 Street & 51 Avenue road rehabilitation project						
13	12/31/2022	Water -Sales of Goods /Services	1-4100-400	BB2-3A	33,144.12	
13	12/31/2022	Sewer - Sales Of Goods/Services	1-4200-400	BB2-3A	29,788.53	
13	12/31/2022	Accrued Account	4-0000-280	BB2-3A		62,932.65
Accrue for over-charging Lilian Schick school						
22	12/31/2022	Admin - Amortization	2-1200-765	U1	28,360.00	

Prepared by	Reviewed by
PJD 3/9/2023	

Town of Bon Accord
Year End: December 31, 2022
Adjusting journal entries
Date: 1/1/2022 To 12/31/2022

Number	Date	Name	Account No	Reference	Debit	Credit
22	12/31/2022	Dis. Serv. Amortization	2-2400-765	U1	363.00	
22	12/31/2022	Roads - Amortization	2-3200-765	U1	2,809.00	
22	12/31/2022	Roads - Amortization	2-3200-765	U1	207,528.25	
22	12/31/2022	Storm Sewer & Drain. - Amortization	2-3700-765	U1	10,868.00	
22	12/31/2022	Water - Amortization	2-4100-765	U1	121,422.00	
22	12/31/2022	San. Sewer - Amortization	2-4200-765	U1	82,069.00	
22	12/31/2022	Cemetary - Amortization	2-5600-765	U1	255.00	
22	12/31/2022	Mun. Plan. - Amortization	2-6100-765	U1	44,940.00	
22	12/31/2022	Amortization	2-7200-765	U1	67,248.00	
22	12/31/2022	Electrical Systems - Amortization	2-8500-765	U1	50,383.00	
22	12/31/2022	Electrical Systems Acc. Depreciation	3-8500-615	U1		45,693.00
22	12/31/2022	Engineering Structures Roads Acc. Depre	3-9900-615	U1		146,068.00
22	12/31/2022	Building Acc. Depreciation	3-9900-625	U1		42,068.00
22	12/31/2022	Machinery & Equipment Acc. Depreciation	3-9900-635	U1		67,720.00
22	12/31/2022	Land Acc. Depreciation	3-9900-645	U1		57,573.00
22	12/31/2022	Vehicles Acc. Depreciation	3-9900-655	U1		35,344.25
22	12/31/2022	Office & Information Tech Acc. Deprecia	3-9900-675	U1		13,092.00
22	12/31/2022	Engineering Structure Water Acc. Deprtri	3-9900-685	U1		208,687.00
22	12/31/2022	Net Accumulated Operating Surplus	4-0000-900	U1		616,245.59
22	12/31/2022	Equity in capital assets	4-9900-810	U1	616,245.59	
		Amortization				
					3,151,814.31	3,151,814.31

Net Income (Loss) 772,805.25

Prepared by	Reviewed by
PJD 3/9/2023	



Town of
Bon Accord
building for tomorrow

2022

ANNUAL REPORT

January 1, 2023



Mayor's Message



Looking back over 2022 brings back many good memories. With the efforts of our amazing staff, input from our residents, and the decisions of your dedicated council, we finished the year with flying colours. So, a huge thank you to all our residents, our local business community, and our municipal partners for making 2022 a huge success.

Council introduced our 2022 – 2026 Strategic Plan with only a few amendments to our 2018 Plan. Our Strategic Plan is built on the following 5 Priorities. 1. Economy, 2. Community, 3. Infrastructure, 4. Identity, 5. Collaboration. Over the past year our efforts have been based on these priorities every step of the way. Throughout the year, staff and council held our Vision Statement, Mission Statement, and our Values in the forefront of our minds.

We are proud to present the 2022 Annual Report to demonstrate the many ways we aimed to bring our Strategic Plan to life by providing quality services to our residents and community.

Respectfully,

Mayor Brian Holden

Town Manager's Message

It is my privilege and pleasure to be in the role of Town Manager for the Town of Bon Accord and provide the administrative oversight and support that comes with such a position.

Bon Accord has a host of exciting projects and strategies underway that will guide the Town into a more connected, communicative, vibrant, and sustainable community. Council and administration are pleased to share the goals achieved in 2022 and our plans for 2023. With so many opportunities before our community, it is imperative that we continue with our focus on sustainable/responsible growth, and that we support a collaborative and transparent relationship between Council, Administration, and the community. This will ensure we realize our true potential, while preserving what has made the Town great.

I am grateful to work alongside a deeply committed staff that works tirelessly to fulfil the direction of Council and ensures that our corporate priorities are met. Together, with our community, we continue to shape Bon Accord to be a connected, engaged, and innovative Town with a focus on protecting our environment, positioned to provide our residents, businesses, and future generations with a rich quality of life.

The greatest values are realized when we work together as a community. Community leadership and participation is crucial for Bon Accord to successfully build upon its strong foundation. Together, we will ensure that Bon Accord continues to plan for, and meet, the evolving needs of our residents now and into the future.

Thank you for taking the time to review our 2022 Annual Report and to learn more about our community.

Sincerely,

Jodi Brown

Vision | Mission | Values

VISION

The Town of Bon Accord promotes a prosperous, residential, and industrial growth community while maintaining a hometown feeling.

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.

VALUES

INTEGRITY

A Town of great moral character that promotes consistency, truthfulness, and trust.

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.

TRANSPARENCY

Open and accountable to our residents and encourage open communication.

COLLABORATION

Discussion is welcome from all levels of government, neighbouring municipalities, residents and businesses in the Town, the place we call home.

STEWARDSHIP

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

SERVICE EXCELLENCE

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

By the Numbers

Population 1461
(Source: Statistics Canada, 2021)

1 Community Garden



41 Business Licenses



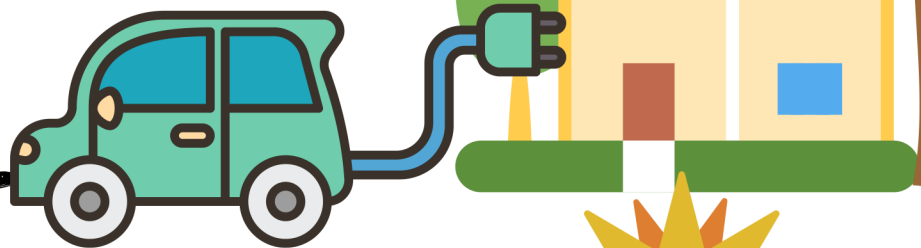
2 Schools



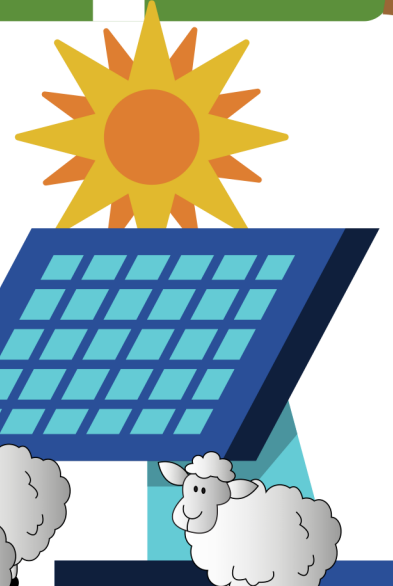
4 Parks



7 EV Charging Stations

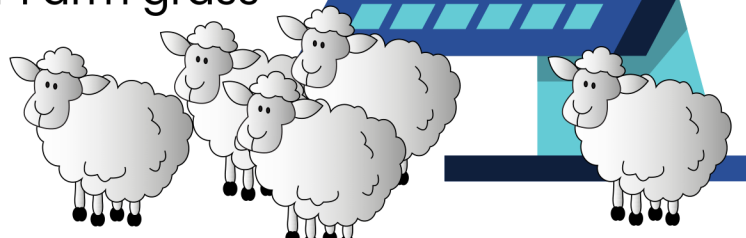


1 Solar Farm producing
764.2MWh/year



40 Sheep to "mow" the
Solar Farm grass

1.5 KM Dark Sky Trail



By the Numbers

1 Arena
4 Soccer Fields &
4 Ball Diamonds



22 Community Groups



1 Skate Park



2 Churches



409 Pet Licenses



617 Taxable Properties



16 Annual Events



9944 Library Books



609 Available Cemetery Plots



Public Engagement

Council Community Connections

- Wed, March 16, 2022 5:30 – 6:30 p.m. combined with the RCMP Town Hall from 6:30 – 8:30 p.m.
- June 9, 2022 7 – 8 p.m.
- September 15, 2022 6 – 8 p.m.
- December 7, 2022 6 – 8 p.m.

Meet the Community Night

- September 15, 2022 6 – 8 p.m.
- 16 tables
- 12 public members
- Combined with Council Community Connections

Public Surveys

- Skateboard Park
 - Opened August 31
 - Closed September 9, 2022
 - 41 responses
 - On a scale of 1-10, 63% of respondents rated the importance of the Skateboard Park as 8 or higher
- International Dark Sky Designation
 - Opened November 12, 2022
 - Closed November 25, 2022
 - 167 responses
 - 77% voted in favour of keeping the International Dark Sky Designation

Municipal Development Plan (MDP)

What is an MDP?

- A Municipal Development Plan is a statutory plan which is mandatory for all municipalities to complete and adopt. The MDP addresses future land use, the manner of and the proposed for future development, environmental matters, economic development matters etc. within the municipality. Municipal Planning Services has been contracted to compile and complete our Municipal Development Plan.

Why did the current MDP need to be revised?

- The current MDP was adopted in 2016 and was amended in 2018 and 2020. It is recommended to update an MDP to keep the document current and up to date with new legislation which has been passed since 2016.

When did the review begin?

- The first phase of the review of Bon Accord's MDP began in 2022, with a public survey being completed. The second phase is a public engagement session which is mandatory prior to Council giving three (3) readings of the document. Notice of the public engagement will be advertised on our social media platforms and in the local newspaper.

2022 Reflection

Strategic Plan Update

- Following the 2021 Municipal Election, Council reviewed and updated the Town's Strategic Plan (2022 – 2026). The new document was released in June 2022

Grant Funding Received

- The Town is grateful to the Municipal Climate Change Action Centre for the grant funding to complete the following projects:
 - \$472,500 for the Ice Plant Replacement Project; additionally, the MCCAC reimbursed the Town \$20,000 for the cost of the ice plant engineering study needed to apply for the funding program
 - \$147,000 for the EV Charging Stations Project

Canada Summer Jobs Program

- \$4000 received toward the cost of hiring two summer parks staff

New Business Development

- The completion of a 3 bay commercial building in the downtown core resulting in two new business opening in Bon Accord in 2023 (Liquor Store and Montessori Daycare Program)

Communities in Bloom Participation

- Communities in Bloom Provincial Competition participation; 4 Blooms achieved with special recognition for "Meaningful Floral Display" for the Heritage Rose Garden

Dark Sky Designation: Community Engagement

- The Town renewed its commitment to the Dark Sky designation in 2022 based on the overwhelming response from the Dark Sky survey results (87% of residents in favor of continuing with the designation)

Stewardship: Financial and Environmental

- New annual operational and capital budget presentation linking the budget documents to the goals in the Strategic Plan
- Signed Power+ agreement with Alberta Municipalities to achieve additional savings in power starting in 2024
- The Solar farm generated an increase in savings in 2022 of \$47,628 higher than the savings from 2021
- Collection of municipal taxes has remained steady comparative to 2021. Collected 95% of outstanding taxes by the end of December

2022 Reflection Continued

Service Excellence

- The addition of a front desk Administration and Community Services Assistant has resulted in more staff available to provide frontline service as well as enhance community events and programs following the COVID-19 pandemic
- Enhanced communication strategies such as the insert with Combined Tax Assessments and Notices – a helpful infographic for residents on how to read their tax notice
- Strategies to improve staff recruitment and retention, team building initiatives, positive and respectful workplace initiatives and an enhanced health and safety program have supported the Town's commitment to service excellence
- Organizational structure changes to both the Public Works and Economic Development and Planning department have resulted in cost savings that will be reallocated to other needs

Infrastructure Projects

- Continuation of road rehabilitation projects including the mill and overlay of 46th street
- \$20,000 was invested in needed repairs to sidewalks in the community were completed
- Development of a comprehensive 10 year capital plan and asset management program



2023 Year at a Glance

- New Ice Plant to be installed in the fall of 2023 at the arena
- EV Charging Stations Grand Opening April 2023 (Date to be confirmed)
- New Playground Equipment to be purchased for Centennial Park Spring/Summer 2023
- Revitalization of the Dark Sky Designation
- Logo Revitalization and launch (Fall 2023)
- Road Rehabilitation Projects (47 street and 50A Avenue) Spring/Summer 2023
- Economic Development Assessment and Plan
- 4 Council Community Connections, Public Engagement Events (March, June, September, and December)
- Community Life Survey

Community Events 2023

- Family Day Activities: February 20
- Easter Egg Hunt: April 7
- Volunteer Appreciation: April 19
- Town Wide Clean Up: May 4
- Feed the Families Food Drive: May 11
- Compost Pick Up Day: May 13
- Seniors Week: June 7
- Large Item Pick Up: June 24
- Canada Flag Planning: June 30
- Canada Day Celebrations: July 1
- Music in the Park: July 4– Sept. 05 (Tuesday nights)
- Harvest Days: August 11th – August 13
- Meet the Community Night – September 14
- Halloween Howl: October 31
- Remembrance Day: November 11
- Winter Wonderland: December 2

2022-2026 Strategic Plan Updates

Priority 1: Economy

- 2 new residential homes completed
- New 3 bay commercial building
- 4.59 Acres of Town land advertised for sale for future development
- 41 business licenses issued

Priority 2: Community

- Increased proactive community monitoring to achieve increased bylaw compliance
- Enhanced communications with bylaw services including quarterly meetings including seasonal priority setting
- Completion of the Annual Dark Sky report to maintain the Dark Sky designation
- Return of the Coffee with a Cop sessions

Successful Community Events and Programs:

Events

Family Day

Easter Egg Hunt & Activities

Volunteer Appreciation Night

Feed the Families Food Drive (1818 lbs of food collected)

Town Wide Clean-Up

Senior's Week Event

Canada Flag Planting

Canada Day Celebrations

Communities in Bloom Judging Day

Music in the Park

Harvest Days

Terry Fox Run

Meet the Community Night

Halloween Howl

Remembrance Day

Winter Wonderland

Participants/Volunteers

185

108

50

Residents, Staff and Council

471 students/staff

115

7 volunteers

200 attended

4 volunteers

200 per night (estimated/varied)

32 Floats

4 participants

16 organizations, 12 public

49

120

120

2022–2026 Strategic Plan Updates

Successful Community Events and Programs Continued:

Programs	Participants/Volunteers
Walking Club	4 participants
Babysitting Course	15 participants
Home Alone	17 participants
Tools for Schools	4 back packs distributed
Summer Programs	Partnered with the Town of Legal for 4 Youth Travel Trips
Compost/Rain Barrel	75 rain barrels distributed

Thank you to our event sponsors:

- Music in the Park: \$2750 received in support of this event. Thank you to our sponsors: Pembina Pipeline Corporation, Gibbons DQ & Petro Canada, North Parkland Power, McEwen's Fuels & Fertilizer, Bon Accord Pharmacy, and Ace Energy.
- Seniors Week: \$500 from the Bon Accord Ag Society

Priority 3: Infrastructure

- 46 Street mill and overlay project completed
- Residential water service maintenance/repair program continued in Bon Acres and Spruce Meadows
- Sidewalk repair/replacement projects completed in 4 different areas.
- Replaced a water and sewer service with upgraded lines for the new commercial building in town.
- Began working on continuing the formal reclamation of the lagoon and initiated reviewing blower house and aerated cell operations.
- Restructured the Public Works Dept. to achieve efficiencies and allow for a 4th operator.
- Initiated and constructed new culvert infrastructure to help control drainage on the west side of town; initiated new fall maintenance procedures to assist with reducing spring flooding issues in this area.
- Upgraded the Public Works yard security (new gate and more cameras) and changed procedures to deter break-ins.
- Playground inspections/planning of upgrades.
- Equipment maintenance including planning for future equipment upgrades as required.
- A number of openings and closings (both full graves and cremations) at the cemetery.

2022–2026 Strategic Plan Updates

Priority 3: Infrastructure Continued

- Assisted with Town events including Seniors Week, Canada Day, and Harvest Days.
- Initiated review of new snow removal practices and procedures
- Development of a multi-year, multi-phased approach to required upgrades for the arena.

Priority 4: Identity

- Work began on the revitalization and increased focus of the Dark Sky designation in Bon Accord.
- Environmental stewardship—solar farm
- Initiated environmental activities including the Ice Plant replacement with new, environmentally friendly equipment, application to the Municipal Climate Change Action Centre for the EV Charging Station Program
- The development of the Branded Apparel program helped to promote visibility of Bon Accord by widely distributing branded items through various purchasing and award programs.

Priority 5: Collaboration

Residents

- Community Services Advisory Board
- Communities in Bloom Committee Partnerships—Dark Sky Luminosity Readings, Provincial Competition and working together on Town floral displays

Partnerships with Community Organizations

- Harvest Days Committee (Town and Ag Society Volunteers)
- Community League Concession at the Arena
- Golden Gems: Grant Assistance
- Continued partnerships with local schools through the Joint Use Agreement.
- The Town donated \$2500 to CNN Spurs toward the cost of new score clock in 2022 (installed in 2023)
- The Town donated \$1047.05 to the Communities in Bloom Committee to support their 2022 activities
- The Town donated \$500 to the Bon Accord community Church for their Community Barbeque

2022–2026 Strategic Plan Updates

Priority 5: Collaboration Continued

Regional Partnerships

- Sturgeon Adult Learning Council member
- Sturgeon Senior Citizens Advisory Board member
- Sturgeon Region Emergency Management Program Partner
- Continued participation in regional collaboration for the Sturgeon Recreation Cost Sharing agreement and other regional initiatives such as the Sturgeon Region Partnership Committee
- Continued participation in the Alberta Capital Region Wastewater Commission, Alberta Capital Region Water Services Commission, CRASC and the Board, Edmonton Salutes, Northern Lights Library Program, and the Roseridge Commission.

Provincial or Federal

- Partner with the provincial government to offer FCSS programming in Bon Accord; 80/20 partnership for total FCSS program funding of \$53,000.
- The federal government provides annual funding to the Town via the Community Building Fund (formerly Gas Tax fund); In 2022 this funding was used for the road rehabilitation project on 46th Street.
- The provincial government provides annual funding to the Town via the Municipal Sustainability Fund (MSI); In 2022 this funding was used for the road rehabilitation project on 46th Street.

Advocacy

- Council advocates at the provincial and federal level through meetings and advocacy letters with MLAs and MPs throughout 2022.



Town of
Bon Accord
building for tomorrow

Administration would like to thank Bon Accord residents, businesses, volunteers. Council and staff for such an incredible year.

Collaboration is a joint effort. As such, we look forward to working together in 2023 to realize Council's strategic goals and continue to showcase Bon Accord as a community of choice to live, work and play!



**Town of Bon Accord
FINAL Summary of All Departments
Operating Budget 2023**

	Final Budget Operating 2023	Final Budget Operating 2022	Variance \$	Variance %
Revenue:				
Taxation	\$ 2,327,088	\$ 2,269,433	\$ 57,655	3%
Council	\$ -	\$ -	\$ -	#DIV/0!
Election	\$ -	\$ -	\$ -	#DIV/0!
Administration	\$ 5,115	\$ 4,000	\$ 1,115	28%
PROTECTIVE SERVICES				
Fire	\$ 9,661	\$ 9,471	\$ 190	2%
Emergency Management	\$ -	\$ -	\$ -	#DIV/0!
Bylaw	\$ 45,092	\$ 44,719	\$ 373	1%
PUBLIC WORKS				
Storm	\$ -	\$ -	\$ -	#DIV/0!
Roads	\$ 8,800	\$ 9,964	\$ (1,164)	-12%
Water	\$ 565,843	\$ 513,295	\$ 52,548	10%
Sewer	\$ 340,346	\$ 319,805	\$ 20,541	6%
Garbage	\$ 84,321	\$ 91,822	\$ (7,501)	-8%
Cemetery	\$ 8,000	\$ 7,000	\$ 1,000	14%
Parks	\$ 56,778	\$ 77,255	\$ (20,477)	-27%
PLANNING & DEVELOPMENT				
Economic Development	\$ 5,850	\$ 5,850	\$ -	0%
Planning & Development	\$ 7,500	\$ 9,750	\$ (2,250)	-23%
RECREATION & COMMUNITY SERVICES				
FCSS	\$ 46,281	\$ 43,481	\$ 2,800	6%
Recreation	\$ 178,589	\$ 174,451	\$ 4,138	2%
Arena	\$ 249,745	\$ 215,587	\$ 34,158	16%
Library	\$ -	\$ -	\$ -	#DIV/0!
Total Revenue	\$ 3,939,009	\$ 3,795,883	\$ 143,126	3.77%

Expenses:					
Taxation	\$	423,871	\$	406,494	\$ 17,377 4%
Council	\$	117,466	\$	114,369	\$ 3,097 3%
Election	\$	2,000	\$	5,500	\$ (3,500) -64%
Administration	\$	570,787	\$	528,296	\$ 42,491 8%
PROTECTIVE SERVICES					
Fire	\$	45,980	\$	47,007	\$ (1,027) -2%
Emergency Services	\$	16,245	\$	19,946	\$ (3,701) -19%
Bylaw	\$	130,045	\$	99,739	\$ 30,306 30%
PUBLIC WORKS					
Storm	\$	47,928	\$	44,986	\$ 2,942 7%
Roads	\$	625,117	\$	623,157	\$ 1,960 0%
Water	\$	664,620	\$	682,379	\$ (17,759) -3%
Sewer	\$	422,161	\$	436,045	\$ (13,884) -3%
Garbage	\$	119,344	\$	115,779	\$ 3,565 3%
Cemetery	\$	10,834	\$	9,364	\$ 1,470 16%
Parks	\$	149,235	\$	138,649	\$ 10,586 8%
PLANNING & DEVELOPMENT					
Economic Development	\$	110,042	\$	112,946	\$ (2,904) -3%
Planning & Development	\$	168,121	\$	221,691	\$ (53,570) -24%
RECREATION & COMMUNITY SERVICES					
FCSS	\$	93,506	\$	60,183	\$ 33,323 55%
Recreation	\$	224,281	\$	229,264	\$ (4,983) -2%
Arena	\$	372,315	\$	274,793	\$ 97,522 35%
Library	\$	57,361	\$	57,546	\$ (185) 0%
Total Expenses (including amortization)	\$	4,371,259	\$	4,228,133	\$ 143,126 3.39%

Amortization:					
Administration	\$	30,000	\$	30,000	\$ - 0%
Storm	\$	10,000	\$	10,000	\$ - 0%
Roads	\$	190,000	\$	190,000	\$ - 0%
Water	\$	120,000	\$	120,000	\$ - 0%
Sewer	\$	82,000	\$	82,000	\$ - 0%
Cemetery	\$	250	\$	250	\$ - 0%
Total Amortization	\$	432,250	\$	432,250	\$ - 0%
Total Expenses (excluding amortization)	\$	3,939,009	\$	3,795,883	\$ 143,126 3.77%
Balance (excluding amortization)	\$	0	\$	-	\$ 0 #DIV/0!

Balance Excluding Taxation	\$	(1,903,217)	\$	(1,862,939)	\$ (40,278) 2.2%
Transfer to Reserves:					
Administration	\$	10,000	\$	10,000	\$ - 0%
Fire	\$	10,000	\$	10,000	\$ - 0%
Storm	\$	18,594	\$	15,825	\$ 2,769 17%
Roads	\$	25,000	\$	25,000	\$ - 0%
Water	\$	23,594	\$	20,000	\$ 3,594 18%
Sewer	\$	23,594	\$	20,000	\$ 3,594 18%
Recreation & Parks	\$	100,000	\$	100,000	\$ - 0%
Total Transfer to Reserves	\$	210,782	\$	200,825	\$ 9,957 5%

2022 tax Actual FINAL	\$	1,993,624
2023 tax budgeted	\$	2,029,237
\$ increase	\$	35,613
% increase		2%

includes requisitions and police funding



Town of
Bon Accord
building for tomorrow

2022 – 2026 Strategic Plan

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TOWN COUNCIL



Mayor Brian Holden bholden@bonaccord.ca

Councillor Lynn Bidney lbidney@bonaccord.ca

Councillor Lacey Laing llaing@bonaccord.ca

Councillor Timothy J. Larson tlarson@bonaccord.ca

Councillor Tanya May tmay@bonaccord.ca

MAYOR'S MESSAGE



On behalf of the Town of Bon Accord Council and staff, I am pleased to present our 2022 – 2026 Strategic Plan. This plan was developed in collaboration with our residents in 2018, and their desires to build a strong future for our great Town are still reflected in our newly updated plan. The priorities presented in this plan are the road map to our future. Over the next 5 years, Council and staff are committed to adhering to these key priorities that will secure steady growth, continue to provide a safe, connected and attractive community, maintain and improve all infrastructure in a fiscally responsible manner, continue to build strong, sustainable relationships to enhance municipal programs and services, and work towards building a strong, positive identity as an environmentally progressive, family oriented, welcoming community.

We as Council and staff will hold true to our values with responsible planning and management of our resources.

Respectfully,

Mayor Brian Holden

VISION | MISSION | VALUES

VISION

The Town of Bon Accord promotes a prosperous, residential, and industrial growth community while maintaining a hometown feeling.

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.

VALUES

INTEGRITY

A Town of great moral character that promotes consistency, truthfulness, and trust.

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.

TRANSPARENCY

Open and accountable to our residents and encourage open communication.

COLLABORATION

Discussion is welcome from all levels of government, neighbouring municipalities, residents and businesses in the Town, the place we call home.

STEWARDSHIP

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

SERVICE EXCELLENCE

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

KEY PRIORITIES

The purpose of the strategic plan is to set overall goals for the community and develop a plan to achieve them. As we move forward, it is important to keep these priorities top of mind.

The strategic planning process identified five key priority areas for 2022-2026:

- 1. Economy**
- 2. Community**
- 3. Infrastructure**
- 4. Identity**
- 5. Collaboration**



The Town of Bon Accord is committed to achieving steady growth through residential, commercial and industrial development.

GOALS

- Develop innovative and creative strategies to create new residential, commercial, and industrial growth.
- Sell/develop Town-owned properties and investigate the potential for purchase of additional Town properties.
- Develop strategies to attract developers (investigating the opportunity to have shovel ready property).
- Attract fast food establishments by leveraging the potential for highway traffic revenue in the business district.
- Enable seniors to stay in the community by developing support programs, facilities, and services.
- Revitalize existing recreational infrastructure and develop a new outdoor recreational youth facility to attract new residents to Bon Accord.

STRATEGIES

Strategic Actions

- Conduct a community needs assessment/survey to guide planning for seniors' programs, facilities, and services as well as community recreational needs.
- Analyze results of community needs assessment to develop a plan that includes grant opportunities and funding strategies.
- Identify potential new business needs/opportunities for Bon Accord and seek out investors or business owners including possible fast food establishments.
- Market Town-owned lands; identify new, cost-effective marketing strategies for Town-owned land.
- Investigate potential opportunities and capacity to purchase additional land.
- Attract new residents by working with local industry partners to develop Bon Accord information packages for new employees looking to move and work in the area.

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

GOALS

Safety

- Continue to work closely with the RCMP to support joint community safety initiatives, crime prevention, and enhanced police presence/visibility in Bon Accord.
- Conduct a bylaw review with Sturgeon County bylaw services to determine if bylaw amendments are required.
- Continue to support fire services by collaborating on fire safety awareness and initiatives as well as fostering a strong working relationship with the fire department as a vital community safety partner.

Connection

- Continue to develop enhanced public communication strategies to ensure that residents are well informed of community events, programs, and services.
- Continue to foster strong relationships with non-profit and/or community organizations.
- Continue to offer community events, programs and services that create opportunities for community connections and encourage volunteerism.
- Continue to provide opportunities for public engagement and input.

Attractive

- Continue to support and promote Communities in Bloom initiatives by maintaining annual funding and developing opportunities for collaboration or partnership with the CiB volunteer group.
- Encourage residents to maintain tidy and attractive properties.
- Continue to support community events such as Pitch-In.

STRATEGIES

Strategic Actions

- Invite RCMP to provide quarterly reports to Council, support RCMP Town Hall meetings, and initiate “Coffee with a Cop” session.

- Community Services staff to liaise with RCMP on community safety initiatives or programs.
- Continue to promote and develop the Neighborhood Block Party Program as a community safety and connection strategy.
- Town staff will endeavor to meet quarterly with Sturgeon County Bylaw services to review bylaws, discuss community trends and public education opportunities.
- Investigate opportunities to partner regionally to increase bylaw enforcement services.
- Community Services staff to meet with the Communities in Bloom (CiB) group a minimum of twice per year (spring and fall) and invite CiB volunteers to present a yearly update to Council.
- Continue to recruit Community Services Advisory Board members with the goal of achieving a full board (9 members) to provide input and recommendations on community events, programs, and services.
- Community Services staff will endeavor to meet bi-annually with community organizations to share information, encourage communication and find opportunities for collaboration or partnerships to achieve community needs.
- Continue to seek out opportunities to enhance public communications in each department area.

The Town of Bon Accord is maintaining and improving all infrastructure in a fiscally responsible manner.

GOALS

Assessment and Planning

- Review engineering recommendations for existing core infrastructure and develop plans for implementation using a multi-phased approach.
- Assess community recreation infrastructure and solidify plans for future recreational infrastructure.
- Revisit the Gateway Plan on curbside appeal.
- Continue to assess core infrastructure for needed maintenance and upgrade requirements.

Funding Strategies

- Research provincial, federal and industry grants available to support infrastructure projects and improvements.
- Implement a comprehensive asset management plan including preventative maintenance programs.
- Implement continual improvement strategies including a service inventory, annual fees and charges review, alternate service delivery options and long term tax strategy.
- Develop funding strategies such as facility naming and sponsorship opportunities including a marketing plan.

STRATEGIES

Strategic Actions

- Implement the asset management plan and reflect this plan in operational budgets (preventative maintenance) and capital budgets (replacement or improvement projects).

Bon Accord has a strong, positive identity as an environmentally progressive, family oriented, welcoming community.

GOALS

New Branding Strategy

- Develop a revitalized logo that reflects the priority statement.
- Plan for promotion of the refreshed logo.
- Seek out innovative marketing and promotion strategies for development of the brand.

Environment

- Continue to seek out opportunities to support environmental protection initiatives and improvements.

STRATEGIES

Strategic Actions

- Identify affordable and effective marketing tools. For example, promotional brochures or radio advertising.
- Partner with local and regional businesses to support high profile events. For example, capitalize on strengths by promoting identity through unique businesses, features (Centennial Park), and events such as holding an annual market and trade show, and Music in the Park.
- Promote community events and achievements broadly to local and regional media sources.
- Increase visibility of Bon Accord by widely distributing branded items through various purchasing and award programs.

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

GOALS

- Continue to build strong relationships with community organizations, local businesses, and private stakeholders to identify opportunities for collaboration.
- Promote community engagement, buy-in and involvement in community programs, events, and services.
- Review existing service agreements and explore opportunities with municipal partners to achieve enhanced programming and service levels for residents.
- Advocate to provincial and federal levels of government to address community needs.

STRATEGIES

Strategic Actions

- Contact local business and industry partners to encourage community involvement and sponsorship.
- Participate in annual business mixer event to encourage local business in the region to engage in Bon Accord development.
- Facilitate meetings with local MLA, MP and provincial or federal Ministers to discuss funding opportunities and support for community projects.
- Initiate discussions with regional municipalities to develop additional regional services such as seniors' transportation and programming for youth.

SUCCESSSES & ACCOMPLISHMENTS

2018 - 2022

- ✓ Asset Management grant funding received and implementation of first phase of asset management plan
- ✓ The completion of the solar farm with sheep providing natural, no-cost maintenance when possible
- ✓ Return of community programs, events and FCSS support services
- ✓ Re-establishment of the Community Services Advisory Board
- ✓ Successful application for summer student grant funding
- ✓ New three bay commercial development achieved in downtown core
- ✓ Future development of cannabis production and distribution facility
- ✓ Two new residential developments
- ✓ Enhanced relationship and communication with the RCMP
- ✓ Enhanced public participation opportunities through Council Community Connections events
- ✓ New Skateboard Park equipment
- ✓ Completion of road assessment and implementation of annual road rehabilitation program
- ✓ Completion of engineering studies to assess core infrastructure including Wetlands (stormwater management), Arena engineering assessments, and Stormwater Management Plans
- ✓ Successful completion of the Municipal Accountability Program Review by Municipal Affairs
- ✓ Successful grant funding application for EV Charging Stations



Mayor and Council

Town Manager/Chief Administrative Officer

Fire and Bylaw Services: Sturgeon County

Development Authority: Municipal Planning Services

Corporate Services Manager/Acting CAO

- Finance
- Utilities
- HR/Payroll
- Community Services
- Facility Bookings
- Taxes
- Cemetery

1 Community Services Coordinator
1 Administration and Community Services Assistant
1 Corporate Services Supervisor
3 Summer Positions

Infrastructure Manager

- Public Works
- Recreation
- Parks & Playgrounds
- Greenspace Maintenance
- Building Maintenance
- Arena
- Trails

1 Lead Hand/Operator
2 Operators

1 Arena/Parks Supervisor
1 Arena/Parks Operator
3 Casual/Winter
2 Summer Students

Economic Development & Planning Officer

- Economic Development
- Planning
- Bylaw Liaison

Legislative Services & Communications Coordinator

- Legislative Services
- Communications
- IT Liaison
- Insurance Liaison
- FOIP
- Records Management
- Elections