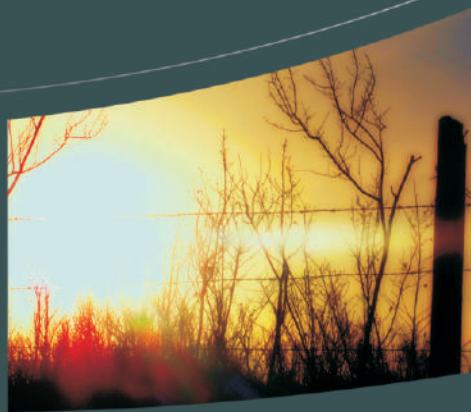


Flagstaff County

2018 Business Plan and Budget



Approved September 27, 2017

FLAGSTAFF COUNTY

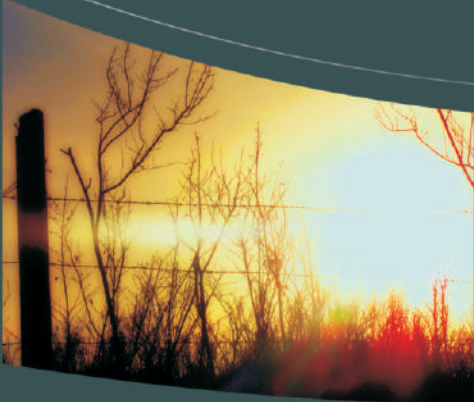


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INTRODUCTION

Under Alberta's Municipal Government Act, Flagstaff County Council is mandated to adopt annual operating and capital budgets that anticipate future revenues and expenditures across the organization. The 2018 Business Plan and Budget provides a detailed view of the programs and services currently offered and the financial cost of their delivery. The business plan and operating and capital budgets serve as the financial direction for the County.

The 2018 budget represents Council's priorities for the coming year and takes a conservative approach to spending, while maintaining the core services that residents expect. In addition to funding the day-to-day operations, it takes a long term view, considering Council's strategic priorities, while responding to challenging economic conditions and ensuring a strong, sustainable financial future. Council continues its commitment to work with all orders of government, including our municipal neighbors, to forge stronger relationships and to work collaboratively in building the region.

Introduction by Reeve Gerald Kuefler

Flagstaff County Council is proposing the following Business Plan for 2018. This plan serves as the current blueprint for responsibly providing services that are both effective and efficient.

The lion's share of the budget, 74%, is allocated to Public Works programs. This budget reflects the priorities set out in the 2013 Rural Road Study, which includes the continued transition away from oiled roads and the implementation of a ban-free arterial road system to accommodate truck traffic, providing an efficient network that will act as a "feeder" system to the Provincial highway network and the local communities within Flagstaff County.

Starting in 2018, Public Works will develop a plan to construct roads once every three years instead of on an annual basis. Annually, a \$1.5 million budget will be allocated to reserves to fund the road construction program. The next road construction will be planned for 2020.

Meanwhile, infrastructure upgrades will continue in Strome and Galahad. The citizens there have quickly grown accustomed to a higher level of municipal services at a lower tax rate since the former villages dissolved into hamlets under Flagstaff County on January 1, 2016.

Helping to further our continued efforts in providing a high standard of service to all County residents, construction of the new Maintenance Shop will be completed in 2018. The new shop will give us room to maintain our fleet of equipment, which has more than quadrupled since the current shop was built in 1975.

The Agricultural Service Board will continue with its various annual programs, including weed management, roadside spraying and mowing, and shelterbelt establishment. We anticipate the ALUS (Alternative Land Use Services) program will start to take root in 2018, as several County producers have been approved to set up and maintain ecologically beneficial projects in specified riparian areas in exchange for annual payments. We will also be moving forward with plans to administer conservation easements at a landowner's request on environmentally sensitive parcels of land throughout Flagstaff County.

Our Economic Development department will be focusing on joint regional initiatives, which include entrepreneurial enablement, investment attraction and retention, and marketing "upstanding" brand building. We will continue to promote our regional brand developed in consultation with our urban neighbours and citizens of Flagstaff County. We will also continue to engage with

the Coal Advisory Task Force, made up of representatives from neighbouring municipalities, in search of alternatives to deal with the economic impact to our region when coal power generation is phased out.

We will continue to provide supportive services for seniors, youth and adults in our community. We will provide for libraries, cemeteries, early childhood development, youth development, physician recruitment and Flagstaff Family and Community Services (FFCS).

As we look with optimism to the future, the biggest challenge facing this region will be instituting an effective regional governance model that makes good fiscal sense for all citizens. We support this initiative, which is now strategically focused on operational details such as tax rates and service levels.

Our Business Plan reflects back to County Council's Vision and Strategic Plan. We are a "Community of communities" committed to working with our neighbors to ensure that we are economically sustainable now and into the future.

Introduction by Chief Administrative Officer (CAO) Shelly Armstrong

The 2018 Business Plan and Budget reflects the diligence of council and staff, in developing a budget to reflect the pressure in the economy. This business plan ensures we continue to provide good value to the citizens. This includes improving policies and practices which will guide us in finding balance between our objectives in the areas of social responsibility, economic prosperity, environmental responsibility, responsible level of service and our Community of communities.

This document provides direction to staff to implement core services and any specified priorities within the approved funding. The expectation to increase or maintain service levels is a pressure which requires an effective and efficient operation to manage programs in a fiscally responsible manner.

The possibility of a reduction in our assessment base is acknowledged by a minimal increase (.7%) (\$113,596) in our operating budget. This creates more fiscal challenges as we balance efficiency and effectiveness in the delivery of programs.

In an effort to strengthen our future, we continue to collaborate with our communities as this is a key element of success for our region to remaining strong and sustainable.

The majority of our tax base (61.4%) consists of Linear properties, which includes pipelines, oil and gas wells, electric power systems including powerlines, and telecommunication systems. A large majority of this assessment information is prepared by the province and delivered to us to prepare property tax rates in the spring.

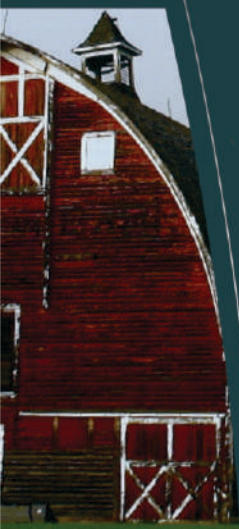
The establishment of a Mill Rate Stabilization Reserve at the end of the financial year in 2017 will assist County Council when determining property tax rates in the spring of 2018. This fund will provide Council with flexibility to address unexpected shortfall's in revenue.

Each year Council sets this organizations direction, and with this budget and business plan, we will strive to complete the programs and services in an economical, efficient, effective and responsible manner.

2018 Business Plan and Budget



Vision & Strategic Plan



COUNTY VISION

A SAFE, CARING AND VIBRANT RURAL
"COMMUNITY OF COMMUNITIES"
COMMITTED TO WORKING WITH OUR
NEIGHBOURS TO ENSURE THE
QUALITY OF LIFE FOR ALL CITIZENS.

AS AN INNOVATIVE AND PROGRESSIVE
"COMMUNITY" THAT BALANCES
ECONOMIC PROSPERITY AND
ENVIRONMENTAL STEWARDSHIP, WE
DELIVER A RESPONSIBLE LEVEL OF
SERVICE THAT IS BOTH EFFICIENT
AND EFFECTIVE.

VISION & STRATEGIC PLAN

Flagstaff County Council has developed a vision which will serve as a guide in all future policies, plans and programs.

The strategic plan was developed with realistic goals and strategies to assist Flagstaff County in achieving the vision. Council's strategic plan is the framework to guide our long term planning and decision making process. This strategic plan offers long-term goals and short-term strategies. This combination allows us the flexibility to adopt and alter strategies according to outside influences, such as the global economy, or to take advantage of new opportunities that may land on our doorstep.

The goals identified in this plan will help move the County forward as an organization and as a community. Our greatest priority continues to be maintaining and advancing the quality of life for our residents. Council will continually review the strategic plan to ensure the goals and objectives are achieved. Through the review and approval of the annual business plan, we will ensure resources are properly allocated and results are measurable.



Vision & Strategic Plan

STRATEGIC OBJECTIVES

Community of communities

Through strong political and administrative leadership, Flagstaff County is committed to working with the towns and villages to enhance existing partnerships; actively seek new collaborative opportunities; share resources; and build on each other's expertise to provide programs and services that benefit the citizens of the Community of communities.

Strategic Priority:

- Flagstaff Regional Housing Group (FRHG) Funding Formula
- Regional Viability Initiative Process
- Future Governance of the Region

Economic Prosperity

Develop key priorities and a shared vision to create more economic and industry opportunities in the County by engaging and understanding the opportunities and capacity of our community.

Strategic Priority:

- Economic Development Strategic Targets (Partner with Killam and Hardisty)
- Industrial Land Development Strategy (Partner with Hardisty)
- Return to Rural Program
- MDP (Municipal Development Plan) Focus on Industrial Zones



Social Responsibility

Flagstaff County will endeavour to provide supportive services for seniors, youths and adults in the community, by first determining the need and then developing long term plans.

Strategic Priority:

- Diversified Housing Strategy - Housing Gaps

Responsible Level of Service

Flagstaff County is committed to provide efficient, effective and equitable municipal services.

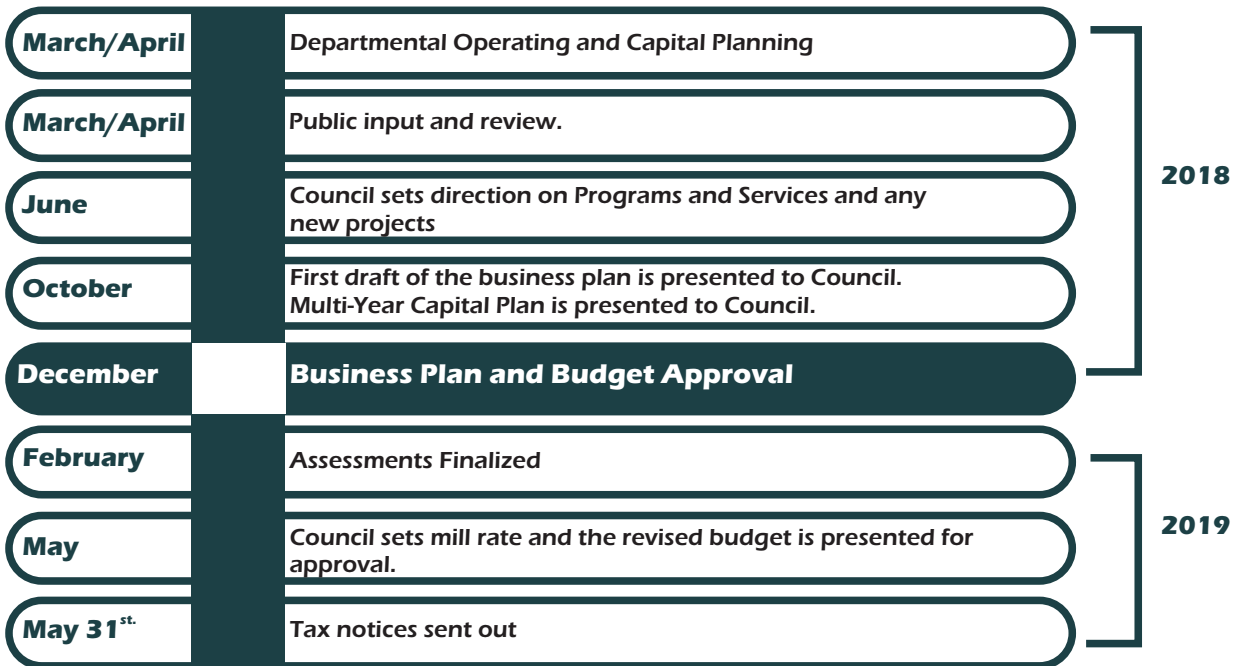
Strategic Priority:

- Road Surface Standards

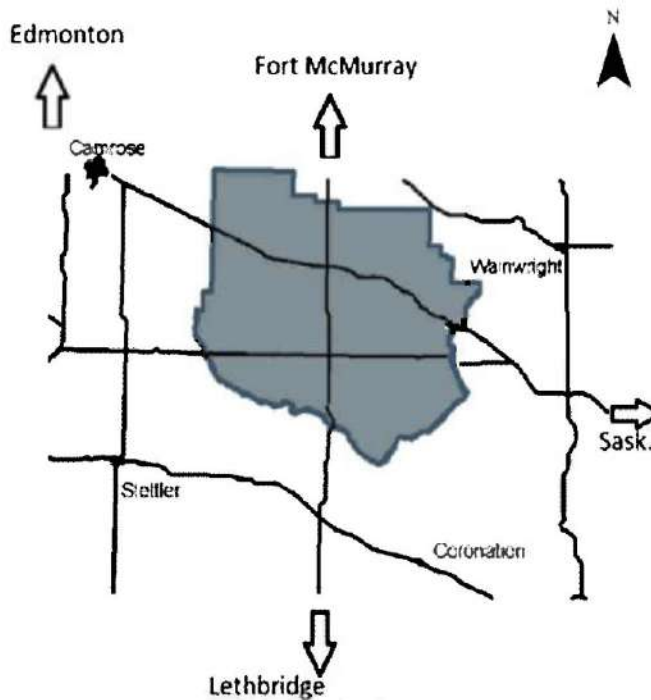
Environmental Responsibility

To demonstrate Flagstaff County's commitment to environmental responsibility by working to minimize our adverse impact on the natural environment through the adoption of eco-friendly practices, progressive planning and the use of green technology.

BUSINESS PLAN AND BUDGET TIMELINE



FLAGSTAFF COMMUNITY PROFILE



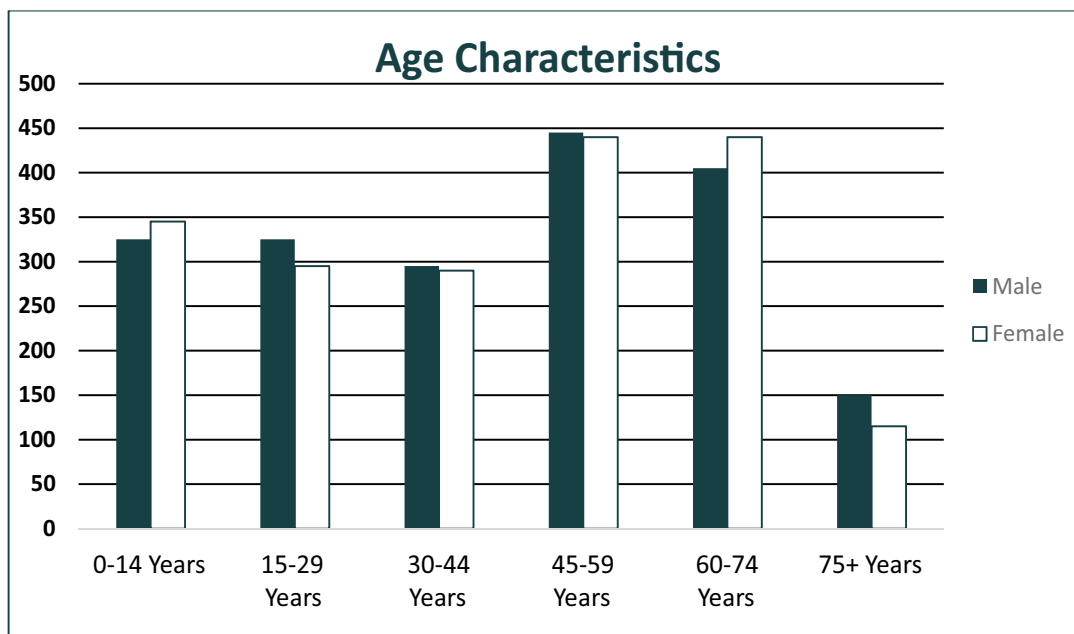
Flagstaff County Facts:

- **Population:** 3,738 (2016 Census)
- **History:** Incorporated as a County in 1912
- **Lifestyle:** An area with an affordable cost of living, exciting recreational opportunities, friendly people and an enjoyable rural lifestyle.
- **Local Economy:** The economy of the Flagstaff community thrives on its agricultural base and the growing oil and gas activity in the area
- **Land area:** 4,065.56 km² (1,569.72 sq mi)

Location

Located 150 km southeast of Edmonton, our east central municipality is transected by two major provincial routes, Highways 13 and 36, and is serviced by two railways, the main line for Canadian Pacific Railway and a short line owned and operated by Battle River Railway. A distinct advantage is the proximity of the "Hardisty Hub", the central pipeline hub where the majority of Alberta's oil production converges for transportation to North American energy markets.

Demographics



Data obtained from Stats Canada. 2016 Census

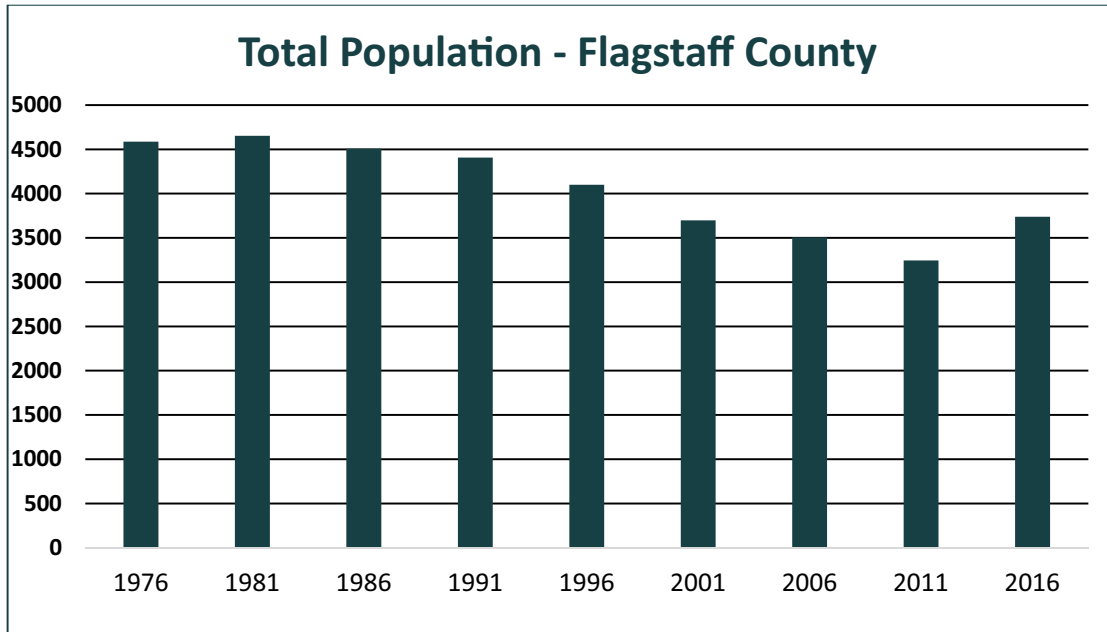
2018 Business Plan and Budget

Community Profile



Community Profile

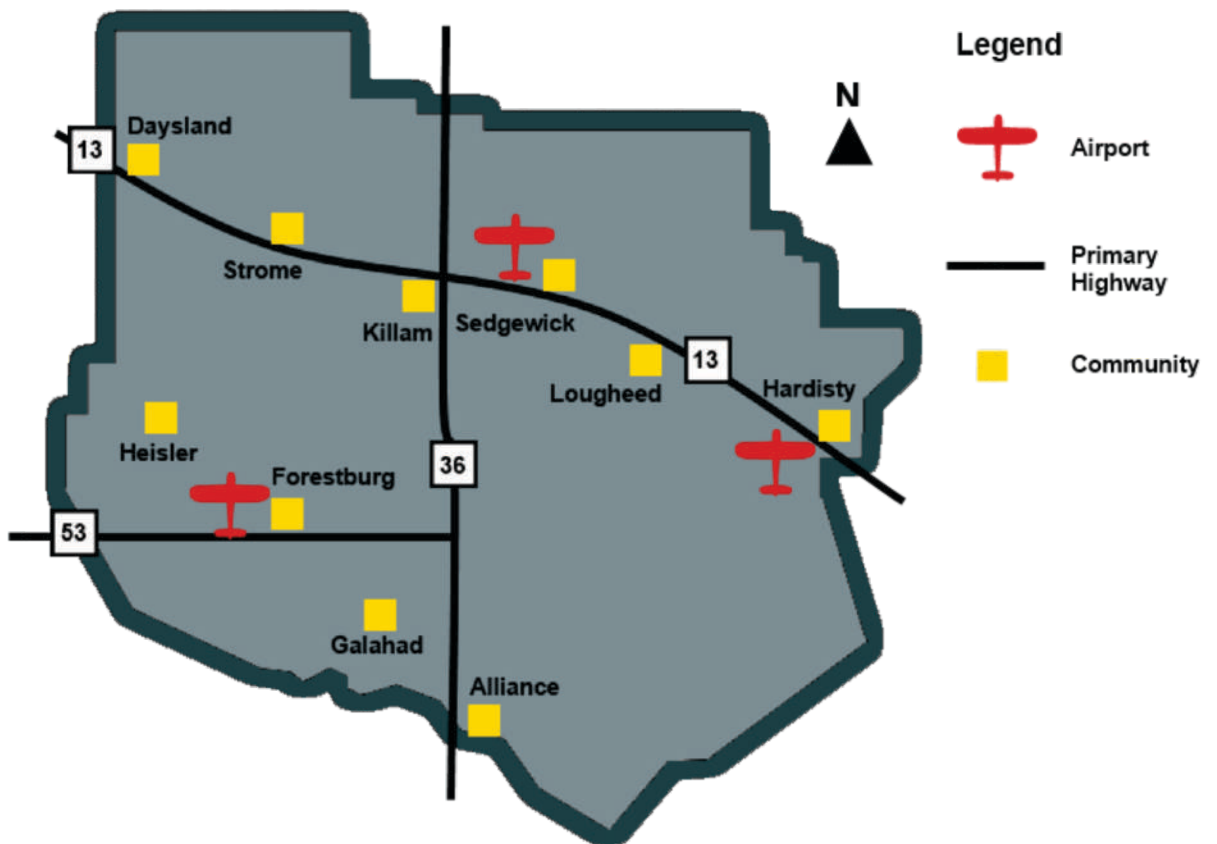
Population



Data obtained from Stats Canada. 2016 Census

Flagstaff Community of communities

Eight (8) towns and villages and two (2) hamlets located within Flagstaff County create an area that boasts an affordable cost of living, exciting recreational opportunities, friendly people and a quiet rural lifestyle.



TAX RATES

UNDERSTANDING YOUR PROPERTY TAXES

Your property tax is made up of five components, including the Municipal tax, the Recreation tax, the Education tax, the Seniors Housing tax and the Waste Management tax. Flagstaff County is responsible for collecting these taxes. The Assessment and Tax notice you receive annually in June includes all five components.

Municipal Tax is the portion of the property tax allocated to the County for providing operating programs and services and capital projects. County Council has authority to set the municipal tax rate.

Recreation Tax is a portion of the property tax allocated to provide recreation funding to support recreation programs. County Council has authority to set the recreation tax rate.

Education Tax is a requisition which all municipalities are mandated to collect on behalf of Alberta Education. This tax is directly remitted to the Province, and the County has no influence or control over setting the education tax rate.

Seniors Housing Tax is a requisition by the Flagstaff Regional Housing Group (FRHG). This requisition is for the funding of seniors housing as operated by FRHG. County Council has representation on the board and this board establishes the budget and the associated requisition. This tax is remitted directly to FRHG.

Waste Management Tax is a portion of the property tax allocated to provide services for the collection of waste. County Council has representation on the board and this board establishes the budget and the associated requisition. This tax is remitted directly to Flagstaff Regional Solid Waste Management Association.



Flagstaff County, in anticipation of possible reductions in future revenues, carefully reviewed programs and services and the 2018 budget remains consistent with the changes made in 2017.

Assessment Year Modifiers (AYM) change each year based on costs of constructing regulated industrial properties. These modifiers are required to calculate and estimate changes for pipelines, wells, railways and machinery and equipment assessment. To date the province has not provided this information.

Based on assessment changes which occurred after our 2017 mill rates were approved, we have assessment changes as follows:

- Decrease of 18.3 million in machinery and equipment
- Increase of 25.8 million in non-residential (includes oilfield buildings)
- Decrease of 3.4 million in linear

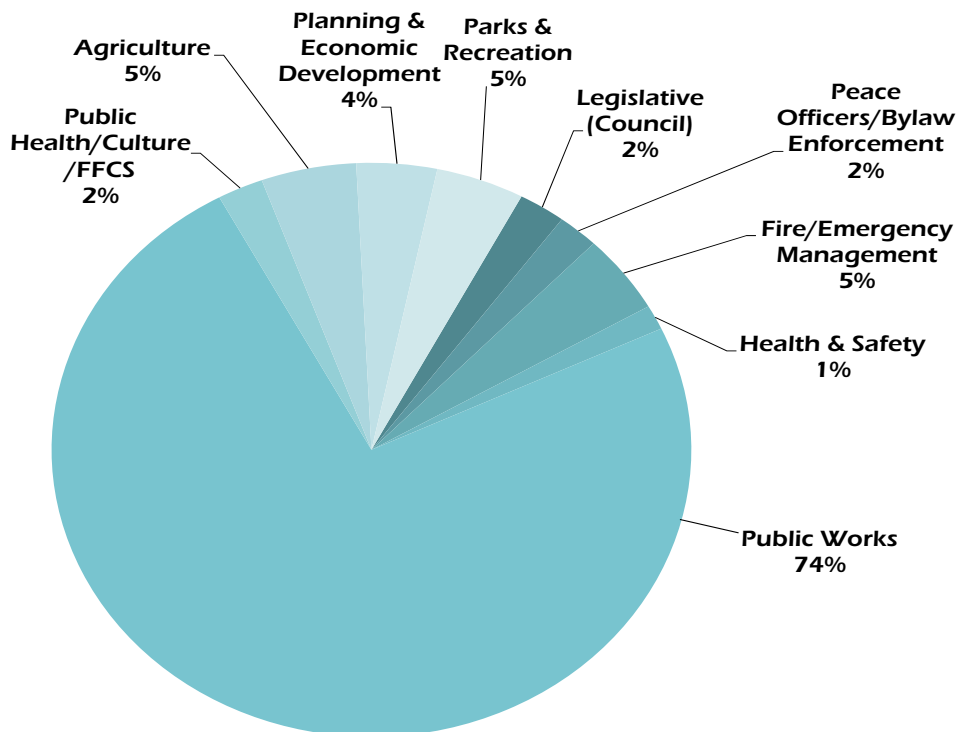
Assessment Class	Approved Tax rate 2017	Approved Increase 2017
Farmland	16.1800	4.00%
Residential	4.6933	1.00%
Non-Residential	16.3872	1.00%
Linear	16.3872	1.00%
Machinery & Equipment	16.3872	1.00%

Tax Rate Scenario – Municipal Only

HOW YOUR MUNICIPAL TAX DOLLAR IS SPENT

The chart below shows how the municipal tax dollars raised in 2018 will be spent by department. The percentages include programs and services for operating and capital budgets.

Tax Dollars At Work



BUDGET HIGHLIGHTS

As the organization moves further into project costing, the 2018 administration costs have been allocated to departments based on the support provided for programs and services.

The key indicators that impact the 2018 operating budget are:

- No anticipated growth in residential assessment
- The oil and gas economy may result in decreased linear assessment
- Possible shortfall in revenue may be covered by Mill Rate Stabilization Reserve
- During the 2018 revised budget process, revenue sources and expenditures can be reviewed for re-allocation if assessment is significantly reduced.

OPERATING

The proposed budget has a 0.7039% (\$113,596) decrease from the 2017 operating budget of \$16,139,127 versus the 2018 budget of \$16,025,531. The proposed budget will fund these operating expenditures utilizing operating reserves and taxes.

The 2018 operating budget provides resources for:

- An increase in the public works dust suppressant program.
- An increase in the public works gravel material contingencies.
- A decrease in tax bad debts.
- A Cost of Living Allowance of (COLA) 2.0%.
- A decrease in GIS and computer software.

CAPITAL

The proposed capital budget for 2018 has a 4.4728% (\$213,861) increase from the 2017 capital budget. The capital budget of \$9,138,825 is funded by reserves (\$745,190), sale of equipment (\$592,550), grants (\$2,805,800) and operating budget (tax support \$4,995,285), and includes:

- Increase of \$1,102,574 in equipment and vehicles.
- Decrease of \$1,098,165 in building/land/improvements.
- Decrease of \$196,300 in airport.
- Decrease of \$5,228,180 in road construction.
- Decrease of \$266,438 in pavement (ATCO Road).
- Decrease of \$196,350 in bridges.
- Decrease of \$358,500 in gravel inventory.
- Decrease of \$14,000 in parks.
- Decrease of \$2,572,603 in hamlets water, and sanitary sewer upgrades.



LEGISLATIVE

In accordance with the Municipal Government Act (MGA), section 3, Flagstaff County Council is the governing body mandated to:

- Provide good government;
- Provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality;
- Develop and maintain a safe and viable community.

Council's principle role in municipal government, as set out in the MGA section 201, is to be responsible for:

- Developing and evaluating the policies and programs of the municipality;
- Making sure that the powers, duties and functions of the municipality are appropriately carried out;
- Carrying out the powers, duties and functions expressly given to it under the MGA or any other enactment.

As stated in section 153 (a) of the MGA, Councillors shall consider the welfare and interests of the municipality as a whole and to bring to Council's attention anything that would promote the welfare or interests of the municipality.

CORE ACTIVITIES

Council Boards and Committees

- Council provides representation on a variety of boards, committees of Council and special committees to contribute to the goals and objectives of the boards. Certain boards are legislated and others exist as a result of partnership initiatives.

Council Meetings

- Council meetings are held on the second and fourth Wednesday of each month at the Flagstaff County administration building.

LEGISLATIVE OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Other Revenue	\$ -	\$ 3,300	\$ -
Total Revenue	\$ -	\$ 3,300	\$ -
EXPENSES			
Salaries, Wages & Benefits	\$ 308,839	\$ 321,800	\$ 328,566
Contracted & General Services	\$ 41,247	\$ 86,300	\$ 67,000
Total Expenses	\$ 350,086	\$ 408,100	\$ 395,566
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
NET BUDGET	\$ 350,086	\$ 404,800	\$ 395,566
Budget Change 2017 to 2018			-2.28%
Total Supported By Taxes	\$ 350,086	\$ 411,400	\$ 395,566

NOTABLE CHANGES TO BUDGET

One Time Expenses:

- Decrease of \$17,300 for the purchase of new tablet devices in 2017 for council.



ADMINISTRATION

The Administration department, through the direction of current policies and bylaws, strives to provide guidance through proactive leadership to ensure successful operations, long term financial sustainability, and provide an open and transparent accountability of the financial management of the municipality.

CORE ACTIVITIES

Assessment and Taxation

- Establish and maintain property valuations (assessments) for all property within Flagstaff County for the purposes of collecting annual property taxes.
- Provide a current tax roll that meets all requirements of the MGA, which includes all properties within the County and all property ownership and addresses.
- Prepare annual assessment and tax notices, tax collection, payment processing, assessment appeal process and tax recovery process.
- Accurate Assessment is the appointed assessor contracted to prepare all assessments including farmland, residential, non-residential, and machinery and equipment.
- Linear assessment is prepared by the province.

Building Maintenance and Management

- Maintain and schedule repairs and upgrades to buildings.
- Includes building maintenance, janitorial services, renovations and site inspections of all owned facilities.

Finance

- Financial planning including preparing annual operating and capital budgets to reflect current programs and services, and reviewing monthly revenue and expenditure reports including budget variances.
- Complete monthly financial operating and capital reports, prepare annual audited financial statements and financial information return, inventory control and costing, maintain and report tangible capital assets.
- Risk Management Program that identifies risk in order to prevent or reduce the impact of loss. Procurement and safekeeping of investments, cash flow management, provide adequate insurance coverage, and debt management.

General Administration

- Provide support to council and committee meetings, development of business plans and strategic planning, municipal policies and bylaws and special projects.

Geographic Information System (GIS)

- Data Collection/Production – develop and maintain accurate and effective GIS datasets.
- System/Application Support – provide training and technical support to ensure that all GIS software, hardware and databases are properly implemented, maintained and updated throughout the County in order to increase staff productivity and efficiency.
- WebMap – provides a public portal to access County data such as rural addresses, road networks, aerial photos, landmarks, and Public Works and Agricultural department projects.
- Create municipal maps for internal and external use.

Human Resources

- Recruitment and hiring, training and professional development, performance management, employee relations, salary and benefits administration, regulation compliance, awards and recognition, and organizational development.

Information Technology (IT)

- Manage Corporate IT – provide a network of computers for the organization, email services, data integrity, backup and restore services, network protection, telephone services, operating system upgrades, infrastructure replacement, and license management.
- IT support and training including installation and maintenance of software and hardware.

Records Management

- Manage records electronically through archiving, preserving, retrieving, tracking and destroying of records in accordance with Bylaw 04/01 – Records Retention and Disposal.
- Streamline work processes, eliminate duplication and improve communication by utilizing the tools available in the records management software.



Administration Operating Budget

ADMINISTRATION OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 14,092	\$ 7,900	\$ 7,900
Rental Revenues	\$ 63,766	\$ 38,200	\$ 23,600
Other Revenue	\$ 17,976	\$ 9,050	\$ 9,050
Grants	\$ 270,999	\$ -	\$ -
Total Revenue	\$ 366,833	\$ 55,150	\$ 40,550
EXPENSES			
Salaries, Wages & Benefits	\$ 1,264,644	\$ 1,346,400	\$ 1,350,900
Contracted & General Services	\$ 1,088,374	\$ 1,295,900	\$ 1,180,200
Materials, Goods, Supplies & Utilities	\$ 156,726	\$ 156,500	\$ 156,500
Other Expenses	\$ 34,639	\$ 600	\$ 600
Total Expenses	\$ 2,544,383	\$ 2,799,400	\$ 2,688,200
Depreciation Non-Cash Item	\$ 281,573	\$ 295,000	\$ 295,000
NET BUDGET	\$ 2,459,122	\$ 3,039,250	\$ 2,942,650
Budget Change 2017 to 2018			-3.18%
Total Supported By Taxes	\$ 2,177,550	\$ 2,744,250	\$ 2,647,650
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

One Time Expenses:

- Decrease of \$70,000 for GIS development video data of road network completed in 2017.
- Decrease of \$25,000 for computer services upgrades completed in 2017.
- Decrease of \$46,700 for office building maintenance for repairs completed in 2017.

Inflation and Growth:

- Increase of \$10,000 for administration salaries which includes Cost of Living Allowance (COLA) and grid increment changes.
- Increase of \$22,000 for software development updates for financial software.

Staffing compliment:

- 12.1 FTE
- 1.0 Seasonal

PEACE OFFICERS

Peace Officers provide services and education in the area of traffic safety, infrastructure protection and emergency response. The presence of Peace Officers and their enforcement of laws contribute to a safe and caring Community of communities.

CORE ACTIVITIES

Patrol Services

- Provide enforcement of provincial statutes, municipal bylaws and the investigation of complaints within the County and urban municipalities. Patrol services to the urban municipalities are provided through a Peace Officer Services Agreement.

Protect Infrastructure

- Protect the integrity of our infrastructure by supporting provincial acts and regulations that specify maximum vehicle and axle weights allowed, as well as enforcing the Traffic Bylaw.

Participation in Community Safety Programs

- Work with community groups who request specific training or educational programs such as bike rodeos, helmet safety, child restraints, child identification and farm safety programs.

Provide farm truck safety inspections

- Provide free farm truck safety inspections on registered vehicles over 4500 kgs for County citizens in early spring.

Perform commercial vehicle safety inspections

- Perform commercial vehicle safety inspections to ensure safety of commercial vehicles in Flagstaff County.

Community Resource Officer

- The Community Resource Officer builds positive relationships with children and youth by participating in school based activities while focusing on the prevention of domestic violence and bullying, with a large role in cross-sector training and community education.



Peace Officers Operating Budget

PEACE OFFICERS OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 49,551	\$ 74,000	\$ 78,000
Fines Issued	\$ 72,990	\$ 50,000	\$ 50,000
Total Revenue	\$ 122,541	\$ 124,000	\$ 128,000
EXPENSES			
Salaries, Wages & Benefits	\$ 182,924	\$ 194,750	\$ 206,120
Contracted & General Services	\$ 167,857	\$ 197,500	\$ 199,250
Materials, Goods, Supplies & Utilities	\$ 22,367	\$ 26,000	\$ 26,000
Other Expenses	\$ 5,387	\$ 500	\$ 500
Total Expenses	\$ 378,535	\$ 418,750	\$ 431,870
Depreciation Non-Cash Item	\$ 13,054	\$ 13,054	\$ 13,054
NET BUDGET	\$ 269,047	\$ 307,804	\$ 316,924
Budget Change 2017 to 2018			2.96%
Total Supported By Taxes	\$ 255,994	\$ 144,750	\$ 303,870
Total Supported By Reserves	\$ -	\$ 150,000	\$ -

NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2018 department budget.

Staffing compliment:

- 2.0 FTE

BYLAW ENFORCEMENT OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 1,053	\$ -	\$ -
Fines Issued	\$ -	\$ -	\$ -
Total Revenue	\$ 1,053	\$ -	\$ -
EXPENSES			
Salaries, Wages & Benefits	\$ -	\$ -	\$ -
Contracted & General Services	\$ -	\$ 4,500	\$ 4,500
Total Expenses	\$ -	\$ 4,500	\$ 4,500
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
NET BUDGET	-\$ 1,053	\$ 4,500	\$ 4,500
Budget Change 2017 to 2018			0.00%
Total Supported By Taxes	-\$ 1,053	\$ 4,500	\$ 4,500
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2018 department budget.





FIRE PROTECTION

Flagstaff County provides fire services to rural areas for the protection of people and property through effective and efficient management and coordination of resources.

CORE ACTIVITIES

Fire Prevention and Education

- Fire inspections in schools, public assembly buildings and high hazard buildings.
- Investigation of all fires within Flagstaff County.
- Provide training and education to groups upon request.

Fire Suppression

- Partner with the towns and villages to provide fire suppression to the citizens through a Fire Services Agreement.
- Provide fire fighter training to fire departments in order to achieve a minimum or higher standard of certification, and level of service.

Regional Emergency Services Coordinator

- Foster cooperation and regionalization of resources for fire, rescue and protection of the region.
- Assist the fire departments with fire prevention activities, fire department training, fire investigation, and equipment procurement and coordination.

FIRE PROTECTION OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 59,499	\$ 52,000	\$ 52,000
Funding (Other Governments)	\$ 10,649	\$ 9,000	\$ 4,500
Total Revenue	\$ 70,148	\$ 61,000	\$ 56,500
EXPENSES			
Salaries, Wages & Benefits	\$ 130,267	\$ 156,150	\$ 162,015
Contracted & General Services	\$ 329,406	\$ 335,900	\$ 333,700
Materials, Goods, Supplies & Utilities	\$ 38,288	\$ 31,000	\$ 31,000
Other Expenses	\$ 13,261	\$ -	\$ -
Total Expenses	\$ 511,223	\$ 523,050	\$ 526,715
Depreciation Non-Cash Item	\$ 84,964	\$ 85,500	\$ 85,500
NET BUDGET	\$ 526,038	\$ 547,550	\$ 555,715
Budget Change 2017 to 2018			1.49%
<hr/>			
Total Supported By Taxes	\$ 441,074	\$ 462,050	\$ 470,215
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2018 department budget.

Staffing compliment:

- 1.5 FTE



EMERGENCY MANAGEMENT

Through effective and efficient programs and services, Flagstaff County is better prepared to address local disasters that might occur in the Region.

CORE ACTIVITIES

Emergency Management

- Through the provision of a Municipal Emergency Plan (MEP) and resources, provide a disaster readiness plan with a regional perspective for the Flagstaff Region.

Rescue Services

- Provide rescue services through a Rescue Services Agreement with the towns and villages to respond to motor vehicle collisions, extrications, building collapse and medical assist calls.

EMERGENCY MANAGEMENT OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Grants	\$ -	\$ -	\$ -
Rescue Unit Revenue	\$ -	\$ -	\$ -
Transfer to Rescue Reserve	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -
EXPENSES			
Rescue Unit Expenses	\$ 1,759	\$ 11,350	\$ 11,350
Disaster Services Expenses	\$ 10,066	\$ 7,800	\$ 7,800
Total Expenses	\$ 11,825	\$ 19,150	\$ 19,150
Depreciation Non-Cash Item	\$ 7,302	\$ 7,500	\$ 7,500
NET BUDGET	\$ 19,127	\$ 26,650	\$ 26,650
Budget Change 2017 to 2018			0.00%
Total Supported By Taxes	\$ 11,825	\$ 19,150	\$ 19,150
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2018 department budget.

HEALTH AND SAFETY

Flagstaff County is committed to the prevention of illness and injury through the provision and maintenance of a healthy and safe workplace. Flagstaff County endeavours to meet its responsibilities for health and safety by complying with relevant health and safety standards and legislative requirements.

CORE ACTIVITIES

Occupational Health and Safety Legislation

Health and Safety is a legislated obligation which provides a safe workplace and reduces the risk of liability to the County, its councillors, employees and citizens. This program includes:

- **Training and Awareness:**
 - Provide the necessary training to employees to ensure they are competent to conduct their tasks safely.
 - Distribute awareness materials and ensure regular meetings are taking place to educate employees on significant hazards and how to avoid them.
- **Policy and Procedure Development and Maintenance:** Creation of safe work practices, job procedures and safety rules which assist the employees in performing their work safely.
- **Hazard Identification and Control:** Inspections of the workplace to determine what hazards exist and the development and implementation of control measures to ensure that these hazards do not affect employees.
- **Occupational Hygiene Monitoring:** Monitoring noise levels, air quality, biological hazards and ergonomics to ensure that employees are not adversely affected by these factors.
- **Emergency Response Equipment:** Ensure adequate equipment is in place and maintained in order to respond to workplace emergencies.
- **Worksite Inspections:** Identify hazards and unsafe work conditions or practices and implement corrective measures.

Worker's Compensation Board - Claims Management

- **Incident investigation:** Investigate each incident to determine the causes and develop and implement corrections to prevent future occurrences. Ensure all reporting requirements to Worker's Compensation Board is completed.
- **Partners in Injury Reduction:** Conduct audits of the Health and Safety Program to meet with the Partners in Injury Reduction program parameters.



HEALTH & SAFETY OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Other Revenue	\$ 36,301	\$ 16,000	\$ 16,000
Total Revenue	\$ 36,301	\$ 16,000	\$ 16,000
EXPENSES			
Salaries, Wages & Benefits	\$ 104,096	\$ 135,650	\$ 139,025
Contracted & General Services	\$ 88,174	\$ 70,550	\$ 65,650
Materials, Goods, Supplies & Utilities	\$ 59,189	\$ 48,000	\$ 54,968
Total Expenses	\$ 251,459	\$ 254,200	\$ 259,643
Depreciation Non-Cash Item	\$ 4,233	\$ 4,730	\$ 4,730
NET BUDGET	\$ 219,391	\$ 242,930	\$ 248,373
Budget Change 2017 to 2018			2.24%
Total Supported By Taxes	\$ 215,158	\$ 238,200	\$ 243,643
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2018 department budget.

Staffing compliment:

- 1.5 FTE

PUBLIC WORKS

The Public Works department provides the citizens of Flagstaff County a safe economical road network. Some of the programs are new road construction, road recovery/rehabilitation, applications of gravel and dust suppressant, improved drainage, scheduled winter and summer road maintenance, bridge and culvert maintenance or replacement, and hamlet utilities. The road network is comprised of specific road classifications: Arterial, Collector and Local Roads, including streets and lanes within the hamlets. The Arterial road network will be ban free utilizing dust suppressant products and will consist of 147 miles. Through the effective utilization of resources, Public Works contributes to a safer road network for the travelling public.

CORE ACTIVITIES

Administrative Services

- Performs activities that aid in the processing, and organizing of information to carry out daily operations.
- Provide planning and direction to ensure accountability for efficient operations of current and future programs.
- Administer road bans, overload/weight restriction agreements and multiple load road use agreements to define the maximum allowable weights permitted on municipal roads in accordance with the Traffic Bylaw.
- Liaise with oilfield companies for resource industry access, pipeline crossing approvals and approach approvals.
- Facility Maintenance – includes the inspection, maintenance and repair of supporting facilities, equipment and grounds.

Maintenance and Repair - Shop

- Ensures equipment and vehicles are properly maintained to allow programs and services to be carried out. Includes annual routine and commercial vehicle inspections, maintenance and repairs as required.

Road Recovery/Rehabilitation

Evaluation criteria will be used to determine which roads require which type of remediation. This program includes:

- **Shoulder Pulling:** This program extends the life of the road and reduces maintenance costs. Includes drainage improvements, culvert replacement, reshaping back slopes/side slopes, re-compacting sub-grade and re-establishing the road surface crown. This maintenance process is applied to roads in excess of ten (10) meters wide.
- **Sub-Grade Preparation:** Sub-grade preparation is required on roads when the sub-grade has lost its compaction. This maintenance process includes re-compacting the sub-grade and re-establishing the crown on the road surface. This maintenance process is applied to roads that are nine (9) meters wide and less.



Dust Suppressant

Strategic locations have dust suppressant applied which helps reduce the frequency of maintenance and improve safety while mitigating the nuisance of dust to residents. The dust suppressant program includes:

- **MG 30:** MG 30 will be utilized exclusively for all dust suppressant applications. MG 30 is a refined dust suppressant and road stabilization product that increases consistency and grade strength and helps to reduce washboard, grader maintenance and gravel.
- **Oil Products:** With the approval of the Rural Road Study, the oiled road inventory was eliminated and oiled roads will be transitioned back to gravel roads. A maintenance program for patching and rip/relay is established to maintain a safe driving surface. Once the existing oiled road no longer provides safe vehicle movement (due to pot holes or other failures) it will be removed and returned to gravel.

Council's objective to transition oiled roads back to gravel is to be accomplished by 2022.

Specific roads may require a road surface or sub-grade stabilization product to help alleviate maintenance issues.

- **Test Products:** Annually, new dust suppressant products are tested to determine whether they are effective, affordable and environmentally suitable.

Gravel

The Gravel Program requires approximately 160,000 tonnes of gravel annually which includes:

- **Re-graveling:** This includes the graveling of approximately 284 miles (includes 12 contingency miles) of road per year that requires 90,000 tonnes of gravel. The average road is graveled once every five (5) years. All eight (8) meter wide roads are graveled at 330 tonnes per mile. Narrower roads are graveled at a reduced rate: seven (7) meter roads at 290 tonnes per mile and six (6) meter roads at 246 tonnes per mile.
- **Road Patching:** Requires 12,000 tonnes of gravel annually.
- **Construction:** Road construction will be scheduled every three (3) years. Gravel is applied at a rate of 1,240 tonnes per mile of constructed road which includes gravel for approaches.
- **Road Recovery:** A total of 1,240 tonnes of gravel is applied per mile of rehabilitated roads including approaches.
- **Additional gravel:** An additional 9,000 to 10,000 tonnes of gravel may annually be required for the installation or replacement of culverts, producing cold mix, dust controls and repairing wash outs.
- **Stockpiling:** Interim stockpile sites are utilized to increase efficiencies in the gravel program.

- **Crushing:** Crushing replenishes our gravel supply and ensures gravel inventory levels are adequate to support the programs.
- **Exploration:** Gravel exploration is conducted annually to ensure that future gravel sources are available.
- **Reclamation:** Reclamation is performed in accordance with a plan approved by Alberta Environment. In-house equipment is utilized in the spring and fall for the purpose of stripping overburden and reclaiming previously mined areas.

Road Maintenance

The Road Maintenance Program includes:

- **Grader Maintenance:** Roads are maintained a minimum of once per month and are cleared of snow as necessary. Specific heavy traffic routes have an increased maintenance cycle. A total of 1,527 miles of maintained roads are divided into:
 - Ten (10) summer maintenance areas (120-160 miles/area)
 - Ten (10) winter maintenance areas (120-150 miles/area)
 - Field access roads are not maintained on a regular basis in the winter.

On roads that are nine (9) meters wide and less, a maintenance procedure is done to eliminate curbs on the edge of the shoulder and re-establish the crown on the road surface.

Snowplowing and road grading is provided on roads and laneways located on private property. Services are conducted after all scheduled road maintenance is completed on gravel, oil and paved roads.

- **Hamlet Street Maintenance/Repair:** Includes snow removal, crackfilling, repairing pot holes, sidewalk maintenance, and street sweeping.
- **Signs:** All signs are inspected on an ongoing basis. Any signs requiring maintenance are scheduled for repair.
- **Brushing/Backsloping/Mulching:** This program increases the level of safety by increasing sight lines and the contouring of ditches and backslopes. This service is provided as equipment and resources become available.
- **Culvert Maintenance:** Includes culvert replacement, cleaning, thawing, repairing and extensions.
- **Bridge Maintenance/Repair:** Includes deck sweeping, vegetation control, beaver dam removal, replacement of bridge decking, guardrails and hazard markers. This maintenance preserves the asset and contributes to safe crossings.



Airport

- The airport has a paved 2950 foot runway along with an Aircraft Radio Control of Aerodrome Lighting (ARCAL) System. We offer a 24-hour card-lock fuel system as well as a comfortable terminal facility with most amenities required by recreational pilots.

Utilities - Water/Wastewater/Garbage Collection/Gas Distribution

- Water treatment and distribution, wastewater collection and treatment, and garbage collection services are provided to the residents within the Hamlets of Strome and Galahad.
- Natural gas distribution system is owned and operated by the Hamlet of Galahad. Natural gas is purchased for resale from Phoenix Gas Co-op and the maintenance of the system is contracted.

PUBLIC WORKS OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Permit Fees/Grants	\$ 404,499	\$ 188,625	\$ 213,000
Sales of Goods & Services	\$ 175,642	\$ 137,068	\$ 169,000
Other Revenue/Gain on Disposal of Assets	\$ 9,079	\$ -	\$ -
Total Revenue	\$ 589,220	\$ 325,693	\$ 382,000
EXPENSES			
Salaries, Wages & Benefits	\$ 4,346,956	\$ 4,490,300	\$ 4,765,580
Contracted & General Services	\$ 890,325	\$ 470,100	\$ 412,220
Materials, Goods, Supplies & Utilities	\$ 3,134,561	\$ 4,512,200	\$ 4,668,000
Other Expenses	\$ 231,695	\$ -	\$ -
Total Expenses	\$ 8,603,536	\$ 9,472,600	\$ 9,845,800
Depreciation Non-Cash Item	\$ 3,805,226	\$ 3,750,000	\$ 3,810,000
NET BUDGET	\$ 11,819,543	\$ 12,896,907	\$ 13,273,800
Budget Change 2017 to 2018			2.92%
Total Supported By Taxes	\$ 8,014,316	\$ 9,146,907	\$ 9,463,800
Total Supported By Reserves	\$ -	\$ -	\$ -

The Public Works operating budget shown above has the budget broken down by revenue and expenses. Depreciation is shown as a non-cash item.

In the project costing budget we have detailed the budget by programs. This budget illustrates the cost of the programs and includes depreciation. Project costing allows an analysis of each of the different types of programs. As equipment and labour costs are often shared between functional areas, project costing provides a method to estimate and allocate to specific projects.

Unallocated expenses include items such as small tools and equipment, training, professional development, vacation and sick time, gravel site rental, engineering at gravel pits and items that are not specifically allocated to one project.

PROJECT COSTING BUDGETS	
<i>This budget includes equipment costs.</i>	
Public Works Administration	\$1,103,600
Maintenance Repair Shop	\$1,184,000
Road Recovery	\$1,374,750
- Shoulder Pulling 25.0 miles with Gravelock	\$1,189,250
- Sub-Grade Prep 0.0 miles with Gravelock	\$0
- Gravel for 2017 projects (4th lift) 24.75 miles	\$135,500
- Unallocated expenses	\$50,000
Dust Suppressant	\$2,252,100
- Revenue from Residential Dust Suppressant - (70 locations)	-\$40,500
- MG30 (114 miles, 50 locations, 70 residential, 16 miles contingency)	\$1,675,975
- MG30 Maintenance	\$268,000
- Hamlet Galahad - Street Repairs	\$21,000
- Hamlet Strome - Street Repairs	\$32,000
- Oiled/Pavement Road Maintenance	\$229,625
- Unallocated expenses	\$66,000
Gravel	\$2,142,670
- Revenue - Sales	-\$55,000
- Regravel projects approximately 284 miles	\$1,498,300
- 2018 Contingency gravel - 10,000 tonne	\$165,750
- Washouts	\$33,150
- Gravel Sales	\$50,200
- Patching 12,000 tonnes annually	\$199,000
- Stockpiling	\$118,000
- Gravel exploration	\$0
- Reclamation	\$73,000
- Unallocated expenses	\$60,270
Road Maintenance	\$2,696,680
- Revenue	-\$8,500
- Grading/snowplowing	\$2,322,180
- Signs	\$98,000
- Brushing/mulching/road access	\$95,000
- Culvert maintenance	\$115,000
- Bridge maintenance	\$46,000
- Unallocated expenses	\$29,000
Public Works Safety, Meeting and Training	\$120,000
TOTAL PROJECT COSTING BUDGET	\$10,873,800
less depreciation equipment/vehicles	<u>\$1,410,000</u>
	<u>\$9,463,800</u>

Public Works
Operating Budget



NOTABLE CHANGES TO BUDGET

One Time Expenses/Budget Corrections:

- Decrease of \$10,000 in damage claims based on reclamation issues from previous construction projects.
- Increase of \$53,000 for street repairs in the hamlets of Strome and Galahad (funded with grant money).
- Decrease of \$10,000 for ATCO Electric road, line painting completed in 2017.
- Decrease of \$10,000 for no equipment rentals required for dust suppressant.
- Decrease of \$46,500 for gravel engineering – Archeological Assessment at the Mazure Pit and Golka Pit reclamation was completed in 2017.
- Decrease of \$12,000 for salt and hauling to reflect average tonnes. Used a budget for 300 tonne versus 600 tonne.

Inflation and Growth:

- Increase of \$72,500 for full time operator's salaries, includes Cost of Living Allowance (COLA), grid increment changes and estimated overtime.
- Increase of \$28,500 for Local Authorities Pension Plan based on salaries.
- Increase of \$22,750 for machinery repairs (5% increase from 2017 budget).
- Increase of \$47,000 for shop utilities to include new shop.
- Increase of \$14,000 for grader shed utilities to reflect portion of old shop that will be utilized by three maintenance graders.

Business Process Changes:

- Increase of \$31,932 for other revenue for ½ time regional water operator (Forestburg and Daysland).
- Decrease of \$18,000 for grader shed rental. Only require rental for four (4) months due to completion of new shop in the spring of 2018.
- Decrease of \$10,000 for tree and vegetation control. No major tree removal projects planned in 2018. A small budget is remaining for removal required in hamlets due to storms.

Service Level Changes:

- Increase of \$83,000 for seasonal operator wages. Added two (2) eight (8) month seasonal positions and removed one (1) four (4) month seasonal position.
- Increase of \$65,500 for full time hamlet operator ½ time county, ½ time regional water operator (Forestburg and Daysland) plus Cost of Living Allowance (COLA) and grid increment changes.
- Increase of \$151,300 dust suppressant product for addition of 15 miles of MG30, price increase for product and \$25,000 for test products.
 - Bruce Road - 8.0 miles
 - Correction Line - 5.5 miles
 - Twp Rd 440 - 1.5 miles (N. of Loughed Seed Cleaning Plant)

- Increase of \$50,000 for gravel material due to increase of average price per tonne for gravel.

Staffing Compliment

- 6.8 FTE: Public Works administration
- 10.5 FTE: Maintenance shop.
- 17.0 FTE: Equipment operators (includes maintenance operators, road recovery, dust suppressant and gravel).
- 3.0 FTE: Hamlet public works operators (2.0 FTE 2017)
- 20.0 Seasonal (19 in 2017)

FUTURE ROAD RECOVERY PROJECTS

2018 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 34-42-12 Twp Rd 430	East 4.75	Arterial
NNE 32-42-13 Twp Rd 430	West 2.5	Arterial
NNW 22-44-16 Twp Rd 444	East 5.2	Local
NE 31-44-15 Rge Rd 155	South 3.4	Local
Oiled Roads Transitioning to Gravel		
NNW 33-44-13 Twp Rd 450	East 6.0	Arterial
NNW 33-42-13 Twp Rd 430	East 3.0	Arterial



FUTURE ROAD RECOVERY PROJECTS

FUTURE SHOULDER PULLING AND SUB-GRADE PREP PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
NNW 23-44-16 Twp Rd 444	East 5.0	Local
ENE 35-46-15 Rge Rd 151	South 4.0	Local
NNW 22-45-16 Twp Rd 454	East 4.0	Local
ENE 36-40-13 Rge Rd 130	South 4.0	Local
NE 08-45-16 Rge Rd 164	South 3.75	Local
ENE 36-41-16 Rge Rd 160	South 6.0	Local
ENE 33-44-10 Rge Rd 103	South 7.0	Local
NNW 22-43-16 Twp Rd 434	East 3	Local
NNW 07-44-15 Twp Rd 442	East 4.0	Collector
NNW 21-45-13 Twp Rd 454	East 6.0	Local
NNW 23-40-14 Twp Rd 404	East 2.5	Collector
ENE 35-42-13 Rge Rd 131	South 6.0	Local
ENE 33-42-14 Rge Rd 143	South 6.0	Local
NNW 22-42-14 Twp Rd 424	East 5.0	Local
ENE 36-42-12 Rge Rd 120	South 6.0	Local
ENE 33-41-10 Rge Rd 103	South 4.0	Local
NNW 08-41-10 Twp Rd 412	East 2.0	Local
NNW 29-40-10 Twp Rd 405	East 2.0	Local
ENE 22-42-14 Rge Rd 142	South 4.0	Local
ENE 31-42-14 Rge Rd 145	South 6.0	Local
ENE 12-42-15 Rge Rd 150	South 2.0	Local
ENE 07-44-16 Rge Rd 165	South 8.0	Local
ESE 13-45-17 Rge Rd 170	South 6.5	Local
NNW 24-44-15 Twp Rd 444	East 4.0	Local
NNW 31-45-16 Twp Rd 460	East 3.0	Local
ENE 12-46-16 Rge Rd 160	South 8.0	Collector
ENE 19-45-15 Rge Rd 155	South 4.5	Local
ENE 33-43-16 Rge Rd 163	South 6.0	Local
ENE 12-44-16 Rge Rd 160	South 8.0	Local
NNW 24-44-14 Twp Rd 444	East 3.0	Local
NNW 15-42-11 Twp Rd 423	East 6.0	Local
NNW 34-44-11 Twp Rd 450	East 6.0	Local
Oiled Roads Transitioning to Gravel		
ENE 34-40-13 Rge Rd 132	South 4.0	Local
ENE 34-41-15 Rge Rd 152	South 3.5	Arterial
NNW 35-42-16 Twp Rd 430	East 6.0	Arterial
ENE 12-45-15 Rge Rd 150	South 4.5	Arterial
NNW 10-45-16 Twp Rd 452	East 4.0	Local
ENE 07-42-12 Rge Rd 125	South 2.0	Local
ENE 20-43-11 Rge Rd 114	South 2.5	Arterial
ENE 11-45-14 Rge Rd 141	South 5.0	Local
ENE 20-45-12 Rge Rd 124	South 6.0	Arterial

AIRPORT OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 77,830	\$ 64,700	\$ 65,300
Total Revenue	\$ 77,830	\$ 64,700	\$ 65,300
EXPENSES			
Salaries, Wages & Benefits	\$ 129	\$ 200	\$ 200
Contracted & General Services	\$ 24,410	\$ 30,700	\$ 46,800
Materials, Goods, Supplies & Utilities	\$ 80,949	\$ 52,750	\$ 67,750
Total Expenses	\$ 105,488	\$ 83,650	\$ 114,750
Depreciation Non-Cash Item	\$ 14,881	\$ 12,000	\$ 15,000
NET BUDGET	\$ 42,539	\$ 30,950	\$ 64,450
Budget Change 2017 to 2018			108.24%
Total Supported By Taxes	\$ 27,658	\$ 18,950	\$ 49,450
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

One Time Expenses/Budget Corrections:

- Increase of \$15,000 for fuel purchased to reflect average revenue and expenditures.



WATER DISTRIBUTION OPERATING BUDGET (Hamlets)			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 113,994	\$ 134,600	\$ 141,150
Infrastructure Reserves	\$ 36,376	\$ 42,800	\$ 52,460
Total Revenue	\$ 150,370	\$ 177,400	\$ 193,610
EXPENSES			
Salaries, Wages & Benefits	\$ 60,136	\$ 82,300	\$ 85,770
Contracted & General Services	\$ 24,430	\$ 35,200	\$ 28,200
Materials, Goods, Supplies & Utilities	\$ 27,191	\$ 34,600	\$ 33,500
Total Expenses	\$ 111,757	\$ 152,100	\$ 147,470
Depreciation Non-Cash Item	\$ 53,942	\$ 62,000	\$ 62,000
NET BUDGET	\$ 15,330	\$ 36,700	\$ 15,860
Budget Change 2017 to 2018			-56.78%
Total Supported By Taxes	-\$ 38,613	\$ 17,500	\$ 6,320
Total Raised for Reserves	\$ 36,376	\$ 42,800	\$ 52,460

NOTABLE CHANGES TO BUDGET

Inflation and Growth:

- Water service - monthly fixed rate increase from \$45.00 to \$47.25
- Water service - monthly infrastructure fee increase from \$18.00 to \$22.00

SANITARY SEWAGE OPERATING BUDGET (Hamlets)			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 61,089	\$ 73,000	\$ 76,150
Infrastructure Reserves	\$ 31,599	\$ 46,800	\$ 47,000
Total Revenue	\$ 92,687	\$ 119,800	\$ 123,150
EXPENSES			
Salaries, Wages & Benefits	\$ 39,458	\$ 54,900	\$ 13,500
Contracted & General Services	\$ 1,487	\$ 10,000	\$ 15,000
Materials, Goods, Supplies & Utilities	\$ 8,872	\$ 10,400	\$ 11,400
Total Expenses	\$ 49,818	\$ 75,300	\$ 39,900
Depreciation Non-Cash Item	\$ 33,530	\$ 36,150	\$ 36,150
NET BUDGET	-\$ 9,340	-\$ 8,350	-\$ 47,100
Budget Change 2017 to 2018			464.07%
Total Supported By Taxes	-\$ 42,869	-\$ 44,500	-\$ 36,250
Total Raised for Reserves	\$ 31,599	\$ 46,800	\$ 47,000

NOTABLE CHANGES TO BUDGET

Business Process Changes:

- Decrease of \$41,400 for salaries and benefits based on project costing information.

Inflation and Growth:

- Sewer service - monthly fixed rate increase from \$25.00 to \$26.25
- Sewer service - monthly infrastructure fee increase from \$20.00 to \$22.00

The overall increase to hamlet water and sewer services is \$9.50 per month. These fees will change annually to achieve cost recovery fee based services.



WASTE DISPOSAL OPERATING BUDGET (Hamlets)			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 54,412	\$ 54,600	\$ 58,800
Total Revenue	\$ 54,412	\$ 54,600	\$ 58,800
EXPENSES			
Contracted & General Services	\$ 55,673	\$ 58,800	\$ 58,500
Total Expenses	\$ 55,673	\$ 58,800	\$ 58,500
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
NET BUDGET	\$ 1,261	\$ 4,200	-\$ 300
Budget Change 2017 to 2018			-107.14%
Total Supported By Taxes	\$ 1,261	\$ 4,200	-\$ 300
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2018 department budget.

GAS DISTRIBUTION OPERATING BUDGET (Hamlets)			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 88,856	\$ 119,000	\$ 119,000
Infrastructure Reserves	\$ -	\$ -	\$ -
Total Revenue	\$ 88,856	\$ 119,000	\$ 119,000
EXPENSES			
Salaries, Wages & Benefits	\$ -	\$ -	\$ -
Contracted & General Services	\$ 11,360	\$ 11,200	\$ 11,200
Materials, Goods, Supplies & Utilities	\$ 68,248	\$ 92,000	\$ 92,000
Other Expenses	\$ -	\$ -	\$ -
Total Expenses	\$ 79,608	\$ 103,200	\$ 103,200
Depreciation Non-Cash Item	\$ 401	\$ -	\$ 450
NET BUDGET	-\$ 8,846	-\$ 15,800	-\$ 15,350
Budget Change 2017 to 2018			-2.85%
Total Supported By Taxes	-\$ 9,248	\$ -	\$ -
Total Raised for Reserves	\$ 8,845	\$ 15,800	\$ 15,350

NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2018 department budget.



COMMUNITY SERVICES

Flagstaff County encourages and supports a range of family support programs designed to promote well-being that are accessible, affordable, and effective and that build on capacity and community networks. The County continues to promote a supportive, safe, and enriching environment that contributes to the well-being of families and children.

CORE ACTIVITIES

Flagstaff Family Community Services (FFCS) - Funding Agreement

- FFCS is an intermunicipal agency that offers a wide variety of individual, family, and community support programs. Flagstaff County, along with the towns and villages, contribute funding towards FFCS operations on a per capita basis. FFCS is funded 20% municipal and 80% provincial.

Teen Leisure Centre

- The Nights Alive teen leisure centre is located in Killam at the Flagstaff Family and Community Services building. The goal of the Nights Alive teen leisure club is to allow youth to socially develop in a safe environment with structured programming to encourage appropriate teen behaviour. FFCS is managing the operations of Nights Alive, with funding provided by the County.

COMMUNITY SERVICES OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
FFCS Grant	\$ 289,084	\$ 290,000	\$ 290,000
Total Revenue	\$ 289,084	\$ 290,000	\$ 290,000
EXPENSES			
Contracted & General Services	\$ 50,000	\$ 25,800	\$ -
Materials, Goods, Supplies & Utilities	\$ -	\$ -	\$ -
Grants to Individuals/Organizations	\$ 431,314	\$ 449,645	\$ 448,507
Total Expenses	\$ 481,314	\$ 475,445	\$ 448,507
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
NET BUDGET	\$ 192,230	\$ 185,445	\$ 158,507
Budget Change 2017 to 2018			-14.53%
Total Supported By Taxes	\$ 108,481	\$ 185,445	\$ 158,507
Total Supported By Reserves	\$ 83,749	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

One Time Expenses:

- Decrease of \$25,800 for Mennonite program, no funding required in 2018.

PUBLIC HEALTH

Flagstaff County recognizes that organizations, community associations and service groups are vital to the health, well-being and sustainability of the community; therefore Flagstaff County will provide financial support to these organizations to ensure their long term viability.

CORE ACTIVITIES

Physician Recruitment

- Provide administrative and financial support to the Flagstaff Community Medical Recruitment and Retention Committee in order to actively participate in the retention and recruitment of medical professionals in the Flagstaff Region.

STARS Air Ambulance Donation

- Provide annual funding of \$2.50 per capita to the Shock Trauma Air Rescue Society (STARS).

Cemeteries Assistance Grant

- Provide assistance to rural community groups who are operating a cemetery in the County to complete improvements and maintenance.
- Eligible expenses under this grant would be operating expenses such as grass cutting, general maintenance and capital expenses including plot surveys, ground improvements, fencing, signage, etc.
- Applicants are eligible to apply for \$2,500 funding every two (2) years.

PUBLIC HEALTH OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Rental Revenue	\$ 10,200	\$ -	\$ -
Total Revenue	\$ 10,200	\$ -	\$ -
EXPENSES			
Contracted & General Services	\$ 47,463	\$ 54,500	\$ 36,000
Grants to Individuals/Organizations	\$ 120,000	\$ 20,000	\$ 20,000
Cemetery Grants	\$ 20,000	\$ 12,500	\$ 18,125
Materials, Goods, Supplies & Utilities	\$ 656	\$ -	\$ -
Total Expenses	\$ 188,119	\$ 87,000	\$ 74,125
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
NET BUDGET	\$ 177,919	\$ 87,000	\$ 74,125
Budget Change 2017 to 2018			-14.80%
Total Supported By Taxes	\$ 157,919	\$ 74,500	\$ 56,000
Total Supported By Reserves	\$ 17,500	\$ 12,500	\$ 18,125

NOTABLE CHANGES TO BUDGET

Business Process Changes:

- Decrease of \$ 18,500 for physician recruitment costs due to Alberta Health Services (AHS) assuming rural physician recruitment role.



AGRICULTURAL SERVICE BOARD

The Agricultural Service Board focuses on weed control, soil conservation, water quality, and pest management. The board partners with provincial and private agricultural and environmental organizations to deliver programs beneficial to the residents.

CORE ACTIVITIES

Extension Programs

- Several extension activities are hosted throughout the year, as well as quarterly newsletters that are published to address timely issues that are facing the local agricultural industry.
- Collect annual well water tests to encourage all private well owners to be aware of their water quality.
- Provide financial and in-kind support for continued research and education into local agricultural and environmental issues. Funding is provided annually to the Battle River Research Group (BRRG), Iron Creek Watershed Improvement Society (ICWIS), Battle River Watershed Alliance (BRWA) and the Daysland and Holden Drainage Districts (which represents municipal right-of-ways that benefit from drainage).

Weed Management

- Ensure that the provincial Weed Control Act is enforced which allows weeds to be identified and controlled in a timely, efficient and cost effective manner. The Weed Inspection Program is conducted annually to ensure that new weed infestations are prevented and existing infestations are controlled.
- One third of municipal roadsides are treated annually with herbicide to control the spread of weeds. The type of products that are applied are reviewed annually to ensure that any environmental impacts are mitigated.
- Offer free spraying of headlands for producers which would consist of driving in the headlands and spraying back towards the ditch to control problem weeds. This would assist in eliminating the weeds in the producer's field as well as in the ditches that are difficult to access with the roadside sprayer. This service would only be available to headlands that are adjacent to municipal roads. It is not meant for the whole perimeter of the field.
- Operators and specialized equipment are provided to control small patches of persistent perennial weeds on private land. There is a fee charged for weed control on private land.
- Right-of-ways are seeded to an appropriate grass mixture following repairs and construction to municipal roads, which reduces erosion and helps control weeds.

Leafy Spurge

- Evaluate the progress of biological and chemical control and continue to work with landowners that are affected by leafy spurge.

- Continue offering this program with labour being cost-shared at 50% and herbicide being cost recovery.

Roadside Vegetation Management

- Control the growth of small brush along roadsides and intersections to enhance road safety and prolong the life of the infrastructure.
- Spot treatment of herbicide application for brush has been implemented as opposed to blanket application, resulting in a more environmentally responsible use of herbicide.
- Mowing grass and vegetation along all municipal right-of-ways is provided twice a year to improve visibility into the ditches, reduce snow trapping and help prevent wildlife collisions.

Pest Control

- Services and products are offered to control agricultural pests in order to protect the value commodities for producers.
- Monitor and identify potential pests that may be threatening local agricultural production through annual surveys and inspections.

Evergreen Seedlings Program

- Provide free evergreen seedlings to residents to plant into dying native poplar or evergreen stands.
- This program would provide a rejuvenation of a native tree species into the landscape.

Shelterbelt Establishment Program

- Assist citizens with the selection and establishment of trees to maintain field shelterbelts and trees within rural yard sites, enhancing biodiversity and environmental sustainability.
- To continue offering the Shelterbelt Establishment Program with the purchase of trees to be cost-shared with the landowner at 50%.

Water Loading Stations

- Seven (7) water loading stations are available for agricultural use and fire protection only (crop spraying, irrigation and livestock watering).

Alternative Land Use Services (ALUS)

- ALUS is a community-developed, farmer-delivered program that provides support to farmers and ranchers to enhance and maintain nature's benefits. ALUS has a simple goal: create a healthy working landscape that sustains agriculture, wildlife and natural spaces for all Canadians.
- ALUS pays farmers to retain and reconstruct natural areas such as wetlands, grasslands, riparian areas and trees. It rehabilitates life-support processes, such as water filtration and purification, nutrient cycling and carbon sequestration, and helps to restore declining biodiversity. Natural benefits include habitat for fish and wildlife including water fowl, species at risk and native pollinator insects, cleaner air and water, and sustainable food production on working landscapes.



Conservation Easements

- Become a qualified organization to administer conservation easements on private property at the request of landowners.

ENVIRONMENT (ASB) OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Grants	\$ 183,359	\$ 183,000	\$ 183,000
Sales of Goods & Services	\$ 120,536	\$ 95,500	\$ 90,500
Gain on Disposal of Assets	\$ 4,371	\$ -	\$ -
Alternative Land Use Services	\$ -	\$ 33,500	\$ 33,500
Total Revenue	\$ 308,267	\$ 312,000	\$ 307,000
EXPENSES			
Salaries, Wages & Benefits	\$ 559,383	\$ 604,200	\$ 592,900
Contracted & General Services	\$ 180,593	\$ 204,000	\$ 209,000
Materials, Goods, Supplies & Utilities	\$ 280,154	\$ 263,000	\$ 263,000
Other Expenses/Grants to Others	\$ 16,534	\$ 15,500	\$ 15,500
Total Expenses	\$ 1,036,663	\$ 1,086,700	\$ 1,080,400
Depreciation Non-Cash Item	\$ 113,747	\$ 100,000	\$ 115,000
NET BUDGET	\$ 842,143	\$ 874,700	\$ 888,400
Budget Change 2017 to 2018			1.57%
Total Supported By Taxes	\$ 728,397	\$ 774,700	\$ 773,400
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

One Time Expenses:

- Decrease of \$ 10,000 for gopher control strychnine due to the large amount of product remaining in inventory.

Business Process Changes:

- Decrease of \$ 16,500 in salaries due to change in allocation of salary for the ASB Administrative Assistant shared with Planning and Development.
- Increase of \$30,000 in conservation and development for the conservation easement program development.

Staffing compliment:

- 3.5 FTE
- 11.0 Seasonal

ECONOMIC DEVELOPMENT

Economic Development focuses on joint regional Economic Development initiatives. This includes marketing, promotions, tourism, business retention and expansion, and investment attraction. Programs and services are offered to the citizens and businesses in the Region, focusing on sustainability and community development.

CORE ACTIVITIES

Entrepreneurial Enablement

Entrepreneurial Enablement is an investment in new and existing businesses. A strong focus on entrepreneurial enablement will foster small business retention and expansion, encourage the regionalization of services, as well as promote and encourage the injection of local investment. This program includes:

- **Nurture Youth Development and Engagement**
 - Provide sponsorship for youth to attend the Alberta Community and Cooperative Association (ACCA) Youth Leadership Program.
 - Facilitate the Junior Achievement program. This is a hands-on program that educates students about the basics of business, financial literacy and work readiness.
 - Refer aspiring entrepreneurs, between the ages of 18-39 to Futurpreneur Canada (Formerly the Canadian Youth Business Foundation (CYBF)) to turn a solid business idea into reality.
- **Business Services**
 - Provide extension opportunities to local businesses with topics such as: attraction and retention of employees, business plans, marketing plans, social media, corporate leadership, and research funding opportunities.
 - Work with regional partners such as the Rural Alberta Business Centre (RABC) to help businesses start, grow and thrive in rural Alberta.
 - Respond to inquiries from business owners and entrepreneurs and connect them with resources and information as required.
 - Promote and enhance business and community development with other municipalities within the Region.
 - Connect with businesses on a quadrant cycle to communicate opportunities and challenges and create solid relationships within the business community.

Investment Attraction and Retention

Investment Attraction and Retention will create collaborative opportunities to pursue targeted economic sectors in agriculture, oil and gas and tourism.

- Pursue investment attraction leads
- Create and maintain a database of available commercial land and buildings within the Region.



- Identify and undertake collaborative Economic Development initiatives, with Killam and Hardisty, specific to advancing the interests of the Flagstaff Region.
- Work with regional tourism operators and other resources to identify focused tourism product development opportunities.
- Develop and procure business cases for specific opportunities that require municipal facilitation.
- Utilize the Flagstaff County Economic Development E-Newsletter to celebrate local business successes, communicate target sector strategic issues, and source target sector content.
- Work with the Battle River Alliance for Economic Development (BRAED), Eastern Alberta Trade Corridor (EATC), and other organizations to identify, promote and attract commercial service opportunities.

Marketing “Upstanding” Brand Building

Identifying and establishing a unique and strong value proposition in the economic market place.

- Produce an annual report reviewing the operations of the past year.
- Update and maintain the investment profile for the Region.
- Partner with tourism groups from around the east central Alberta Region.
- Provide services and resources to several organizations for economic development projects that promote and enhance regional growth.
- Develop and execute marketing campaigns for the Flagstaff Region focused on increasing tourism, retaining existing residents, and attracting new residents.



ECONOMIC DEVELOPMENT OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 4,261	\$ 13,500	\$ 13,500
Grants	\$ 3,136	\$ 32,500	\$ 7,500
Other Revenue	\$ 2,054	\$ 4,000	\$ 2,500
Total Revenue	\$ 9,452	\$ 50,000	\$ 23,500
EXPENSES			
Salaries, Wages & Benefits	\$ 218,862	\$ 251,100	\$ 254,145
Contracted & General Services	\$ 158,773	\$ 250,500	\$ 254,350
Materials, Goods, Supplies & Utilities	\$ 563	\$ 750	\$ 850
Total Expenses	\$ 378,199	\$ 502,350	\$ 509,345
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
NET BUDGET	\$ 368,748	\$ 452,350	\$ 485,845
Budget Change 2017 to 2018			7.40%
Total Supported By Taxes	\$ 368,748	\$ 452,350	\$ 485,845
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

One Time Expenses:

- Increase of \$15,000 in business development for the Rural Enterprise Assistance and Coaching Hostel (REACH) program in partnership with the Town of Killam.

Business Process Changes:

- Decrease of \$16,000 for business celebration events to reflect a format change to more affordable entertainment.

Service Level Changes:

- Increase of \$10,000 for youth development to include the junior achievement program and youth leadership/business conference.

Staffing compliment:

- 3.0 FTE
- 1.0 Seasonal



PLANNING AND DEVELOPMENT

The purpose of municipal planning and development is to achieve a pattern of land use and development that benefits the entire Region as a Community of communities to create an attractive municipality that will enhance the quality of life of the residents. This entails working collaboratively with the towns and villages within the County to achieve this goal. This is realized through the goals and regulations set out in the Land Use Bylaw, Municipal Development Plan and Intermunicipal Development Plans and through cooperation, consultation and communication with the public. Sustainable land use planning considers environmental stewardship while balancing economic prosperity.

CORE ACTIVITIES

Development Permits

- Process development applications in accordance with the Land Use Bylaw and provide planning information, advice and guidance to Council, staff and residents.
- The Natural Resources Conservation Board (NRCB), Alberta Energy Regulator, Alberta Energy and Utilities Board (AEUB), or the Alberta Utilities Commission (AUC) have jurisdiction over certain developments that require federal or provincial approval. When this occurs, typically the County is consulted as an affected party.

Enforcement

- Issue Notices and Stop Orders on unsightly properties, and non-conforming developments.

Subdivisions

- Provide provincial and municipal regulatory information and site planning assistance to residents with regards to subdivision applications and inquiries.
- Municipal Planning Services Ltd. has been contracted to process all subdivision applications and related planning issues and provide a recommendation to Council in accordance with the Municipal Development Plan.

Safety Codes Act - Permitting (Building, Electrical, Plumbing, Gas and Private Sewage)

- Superior Safety Codes, an accredited agency, has been contracted to administer and perform permitting and inspection duties to ensure compliance with provincial legislation.
- Manage the implementation and requirements involved with the Flagstaff Region's Safety Codes Services Agreement and Joint Quality Management Plan with the towns and villages.
- Provide information and assistance to residents with regards to safety code permit applications and requirements. Ensure that the required safety code permits have been applied for, issued, and inspected.

Sale of Lots (Galahad and Strome)

- Provide information to interested parties on lots for sale in Galahad and Strome (pricing, zoning, development, and utilities). Manage the required documentation involved with the sale of land.

PLANNING & DEVELOPMENT OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Other Revenue	\$ 27,945	\$ 13,500	\$ 16,500
Grants	\$ -	\$ -	\$ 3,000
Total Revenue	\$ 27,945	\$ 13,500	\$ 19,500
EXPENSES			
Salaries, Wages & Benefits	\$ 97,811	\$ 105,800	\$ 140,525
Contracted & General Services	\$ 60,361	\$ 66,350	\$ 85,450
Materials, Goods, Supplies & Utilities	\$ 8,046	\$ 5,000	\$ 5,000
Total Expenses	\$ 166,217	\$ 177,150	\$ 230,975
Depreciation Non-Cash Item	\$ 3,143	\$ 3,143	\$ 3,143
NET BUDGET	\$ 141,414	\$ 166,793	\$ 214,618
Budget Change 2017 to 2018			28.67%
Total Supported By Taxes	\$ 138,271	\$ 128,650	\$ 211,475
Total Supported By Reserves	\$ 60,000	\$ 35,000	\$ -

NOTABLE CHANGES TO BUDGET

One Time Expenses:

- Increase of \$65,000 for consultants for aerial photos (taken approximately every five (5) years)
- Decrease of \$38,200 for consultants for completion of the MDP and LUB as well as IDP's with Hardisty and Daysland.

Business Process Changes:

- Increase of \$34,425 for salaries and benefits to include 0.5 FTE reallocated from ASB for Administrative Assistant.

Staffing compliment:

- 1.5 FTE



PARKS AND RECREATION

The rural setting of Flagstaff County provides opportunities for camping, fishing, hiking, bird and wildlife watching for the enjoyment of the citizens throughout the County and County owned parks such as Fish Lake, Diplomat Trout Pond, and the Edgerton Day Campground.

By offering recreation funding, it will assist the citizens in living healthier and more fulfilling lives.

CORE ACTIVITIES

Parks

- Provide maintenance and improvements to Fish Lake campground, Diplomat Trout Pond, the Edgerton Day campground, Galahad campgrounds, Strome ball diamond camping area, and other County owned land.

Recreation Grant

- Provide conditional recreation grants to the Agricultural Societies within our Region based on a funding formula.
- All funds are to be strictly allocated for recreational facilities or activities. The areas that are not permitted are: cemeteries, churches, museums, or business associations.



PARKS OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Sales of Goods & Services	\$ 11,061	\$ 9,000	\$ 9,000
Total Revenue	\$ 11,061	\$ 9,000	\$ 9,000
EXPENSES			
Salaries, Wages & Benefits	\$ 68,988	\$ 70,500	\$ 76,000
Contracted & General Services	\$ 19,104	\$ 23,000	\$ 22,000
Materials, Goods, Supplies & Utilities	\$ 53,933	\$ 45,000	\$ 33,000
Total Expenses	\$ 142,026	\$ 138,500	\$ 131,000
Depreciation Non-Cash Item	\$ 44,073	\$ 15,000	\$ 15,000
NET BUDGET	\$ 175,038	\$ 144,500	\$ 137,000
Budget Change 2017 to 2018			-5.19%
Total Supported By Taxes	\$ 130,965	\$ 129,500	\$ 122,000
Total Supported By Reserves	\$ 27,000	\$ -	

NOTABLE CHANGES TO BUDGET

One Time Expenses:

- Decrease of \$ 12,000 as parks improvement projects completed in 2017.

Staffing compliment:

- 3.0 Seasonal

**Parks & Recreation
Operating Budget**



RECREATION OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Grants	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -
EXPENSES			
Salaries, Wages & Benefits	\$ -	\$ -	\$ -
Contracted & General Services	\$ -	\$ -	\$ -
Materials, Goods, Supplies & Utilities	\$ -	\$ -	\$ -
Grants	\$ 825,002	\$ 900,000	\$ 750,000
Total Expenses	\$ 825,002	\$ 900,000	\$ 750,000
Depreciation Non-Cash Item	\$ -	\$ 35,000	\$ 35,000
NET BUDGET	\$ 825,002	\$ 935,000	\$ 785,000
Budget Change 2017 to 2018			-16.04%
Total Supported By Taxes	\$ 825,002	\$ 785,000	\$ 750,000
Total Supported By Reserves	\$ 175,000	\$ 150,000	\$ -

NOTABLE CHANGES TO BUDGET

One Time Expenses:

- Decrease of \$ 150,000 in Recreation Grant funding provided for the Valley Ski Hill project which is completed.



CULTURE

Flagstaff County recognizes that community services are vital to the health, well-being and social development of the community; therefore financial support is provided to contribute to the economic sustainability of the Region. These services have a significant impact towards rural quality of life.

CORE ACTIVITIES

Community Bus

- A 33 passenger bus is available for use by Flagstaff Community clubs for travel throughout Alberta.
- The capital purchase of the community bus was 100% funded by the County, with operational costs recovered in part from the community groups renting the bus.

Active Living Conference for Seniors

- Provide a conference for seniors to encourage them to become actively engaged in the community and to recognize the importance of active living to the well-being, independence and quality of life for the seniors.

Educational Scholarships

- Provide scholarships to encourage post-secondary training and provide assistance with costs of attending institutions outside the boundaries – while encouraging the youth to return home to the Flagstaff Region to work and live once their studies are complete.

Support to Non-Profit Organizations

Provide funding to non-profit organizations that have significant impact towards the rural quality of life and are recognized as an important contribution to the Community.

- Flagstaff Community Adult Learning: Provide annual funding for the period of 2017-2018. This non-profit organization provides more effective services to increase integration and settlement through the Flagstaff Welcoming Community Project.
- Parents for Fun in Flagstaff: Provide annual funding for the period of 2016-2018. The Family Resource Centre and its programs support all of Flagstaff and beyond and continues improving the lives of children aged 0-6. This program works toward making the lives of children and families in Flagstaff and area more successful by decreasing the isolation barriers in the rural area, increasing their socialization, and bringing the communities together.

Heritage Inventory Program

- In a continuing commitment to ongoing heritage awareness, financial resources have been allocated to assist future requests for identification and designation of heritage assets, as well as the inventory of heritage barns.

Library Support

Provide financial support to two library boards:

- **Flagstaff County Library Support Committee:** Provide annual funding to the board. This board purchases and manages books and multimedia specifically geared for children.
- **Parkland Regional Library:** Provide financial support through a requisition to bring cost-effective service to libraries across central Alberta. Parkland Regional Library is now a cooperative network of public and school libraries serving over 200,000 residents of central Alberta by sharing of material, resources and expertise. Due to participation in Parkland Regional Library, an annual Rural Services Grant is available to all eight (8) libraries in Flagstaff.

CULTURE OPERATING BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Rental Revenue	\$ 21,403	\$ 22,500	\$ 22,500
Other Revenue	\$ 10,000	\$ -	\$ -
Total Revenue	\$ 31,403	\$ 22,500	\$ 22,500
EXPENSES			
Salaries, Wages & Benefits	\$ 17,991	\$ 19,600	\$ 23,300
Contracted & General Services	\$ 34,425	\$ 31,400	\$ 31,400
Materials, Goods, Supplies & Utilities	\$ 6,930	\$ 7,600	\$ 7,600
Grants Paid to Other Organizations	\$ 170,297	\$ 140,200	\$ 137,700
Total Expenses	\$ 229,644	\$ 198,800	\$ 200,000
Depreciation Non-Cash Item	\$ 29,888	\$ 30,000	\$ 30,000
NET BUDGET	\$ 228,129	\$ 206,300	\$ 207,500
Budget Change 2017 to 2018			0.58%
Total Supported By Taxes	\$ 198,241	\$ 176,300	\$ 177,500
Total Supported By Reserves	\$ -	\$ -	\$ -

NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2018 department budget.

Staffing compliment:

- 1.0 Seasonal

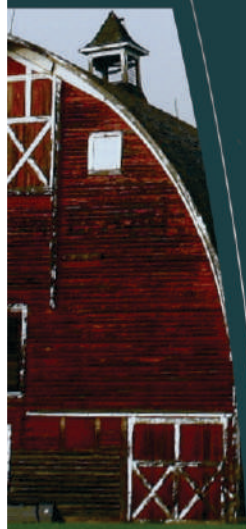
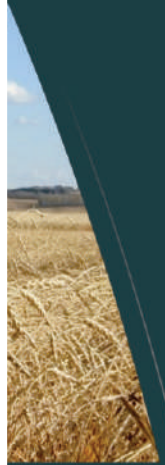
REVENUE OWN SOURCES

REVENUE OWN SOURCES/TAX BAD DEBT			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Tax Recovery	\$ 25	\$ -	\$ -
Penalties on Taxes	\$ 256,206	\$ 200,000	\$ 200,000
Oil & Gas Permits	\$ 18,320	\$ 19,500	\$ 19,500
Return on Investments	\$ 209,843	\$ 192,500	\$ 192,500
Total Revenue	\$ 484,394	\$ 412,000	\$ 412,000
EXPENSES			
Tax Bad Debt	\$ 632,077	\$ 500,000	\$ 250,000
Total Expenses	\$ 632,077	\$ 500,000	\$ 250,000
NET BUDGET	\$ 147,683	\$ 88,000	-\$ 162,000
Total Supported By Taxes	\$ 147,683	\$ 88,000	\$ -

NOTABLE CHANGES TO BUDGET

One Time Expenses:

- Decrease of \$250,000 for Bad Debt Taxes.



CAPITAL BUDGET

Capital expenditures are defined in the Tangible Capital Assets (TCA) Policy. They are non-financial assets including betterments having physical substance that:

- Are in excess of the capitalization thresholds set out in the TCA Policy;
- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- Have useful economic lives extending beyond the current accounting period;
- Are to be used on a continuing basis; and
- Are not for sale in the ordinary course of operations.

CAPITAL BUDGET			
	2016 ACTUAL	BUDGET	
		2017 APPROVED	2018 PROPOSED
REVENUE			
Grants Rural	\$ 1,495,356	\$ 7,581,977	\$ 2,805,800
Grants Hamlets	\$ 158,407	\$ 2,498,556	\$ -
Sales of Equipment	\$ 321,861	\$ 598,650	\$ 592,550
Total Revenue	\$ 1,975,624	\$ 10,679,183	\$ 3,398,350
EXPENSES			
Capital Hamlets	\$ 158,407	\$ 2,572,603	\$ -
Equipment and Vehicles	\$ 2,051,476	\$ 2,109,116	\$ 3,211,690
Buildings/Land/Improvements	\$ 174,037	\$ 6,022,000	\$ 4,923,835
Airport	\$ 20,034	\$ 196,300	\$ -
Road Construction	\$ 2,817,408	\$ 5,228,180	\$ -
Pavement	\$ -	\$ 266,438	\$ -
Bridges	\$ 557,791	\$ 602,150	\$ 405,800
Gravel Inventory	\$ 2,446,000	\$ 941,000	\$ 582,500
Parks	\$ 28,930	\$ 29,000	\$ 15,000
Total Expenses	\$ 8,254,083	\$ 17,966,787	\$ 9,138,825
NET BUDGET	\$ 6,278,459	\$ 7,287,604	\$ 5,740,475
Budget Change 2017 to 2018			-21.23%
Total Supported By Taxes	\$ 5,834,544	\$ 4,781,424	\$ 4,995,285
Total Supported By Reserves	\$ 443,915	\$ 2,506,180	\$ 745,190

NOTES FOR RESERVES

Transfer to/from Reserves Capital	\$ 286,060	\$ 2,506,180	\$ 745,190
Transfer to/from Reserves Operating	\$ 554,345	\$ 69,975	\$ 18,125
Total Transfer to Reserves	\$ 840,405	\$ 2,576,155	\$ 763,315

REPLACEMENT EQUIPMENT/VEHICLES - CAPITAL	
DESCRIPTION	BUDGET - COST
MA#5 - AWD motor grader (upgrade) no ripper	\$525,000
MA#7 - AWD motor grader (upgrade) no ripper	\$525,000
MA#6 - AWD motor grader no ripper	\$525,000
Loader	\$525,000
Skid Steer	\$150,000
End Dump Gravel Trailer	\$80,000
Disc Mower	\$18,000
1/2 Ton Crew Cab Truck - ASB	\$45,000
1/2 Ton Crew Cab Truck - Peace Officers	\$64,000
1/2 Ton Crew Cab Truck - Emergency Services	\$64,000
Two-way radios - Road Recovery Crew	\$10,000
Rescue Unit - County Portion	\$267,750
Computer Servers, switches, UPS, Watchguard	\$100,000
Security System Administration Office	\$50,000
Sub Total	\$2,948,750
Contingencies 5%	\$147,440
Total Cost of Replacement Equipment	\$3,096,190

NEW EQUIPMENT/VEHICLES - CAPITAL	
DESCRIPTION	BUDGET - COST
Grader Mounted Packer x 2 (MA #5 & #7)	\$70,000
Used Water Tanker with Pump & Plumbing	\$40,000
Sub Total	\$110,000
Contingencies 5%	\$5,500
Total Cost of New Equipment	\$115,500

BUILDINGS - CAPITAL	
DESCRIPTION	BUDGET - COST
Maintenance Shop Expansion	\$4,242,135
Heisler Grader Shed	\$250,000
Strome Public Works Shop - Hamlets	\$230,000
Sub Total	\$4,722,135
Contingencies 10% (Maintenance Shop Not Included)	\$48,000
Total Cost of Buildings	\$4,770,135



Capital Budget

LAND IMPROVEMENTS - CAPITAL	
DESCRIPTION	BUDGET - COST
Gravel stockpile site	\$153,700
Power sites campgrounds	\$15,000
Total Cost of Land Improvements	\$168,700

ENGINEERING STRUCTURES - CAPITAL	
DESCRIPTION	BUDGET - COST
Road construction	\$0
Bridges	\$405,800
Gravel inventory	\$582,500
Pavement	\$0
Hamlet infrastructure	\$0
Total Cost of Engineering Structures	\$988,300

TOTAL CAPITAL BUDGET - \$9,138,825

Capital Purchases By Department

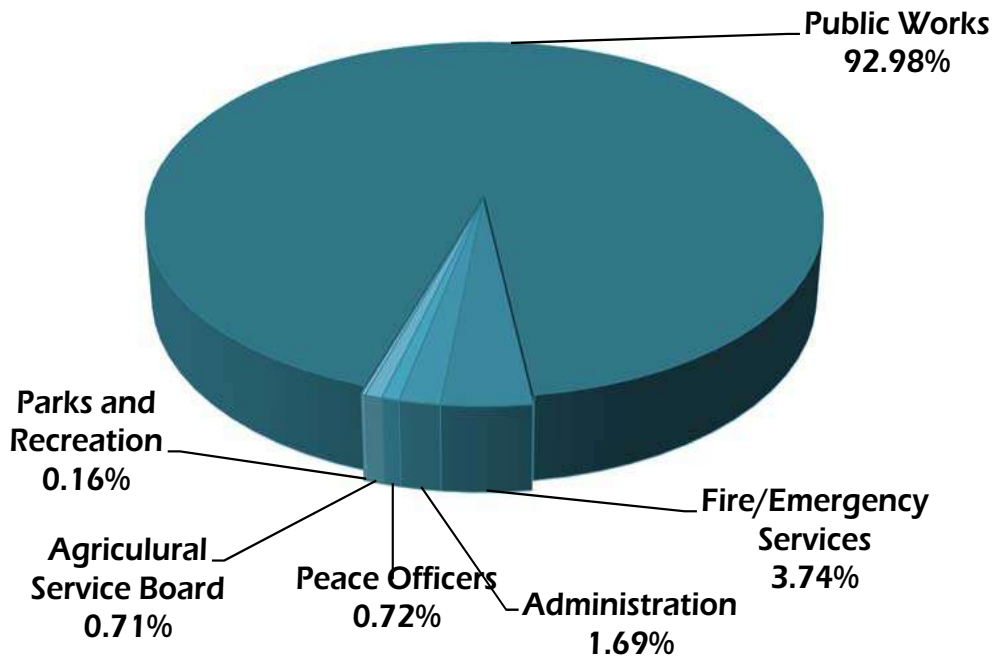


Figure includes Equipment/Vehicles/Building/Land Improvements/Airport Only

FUTURE ROAD CONSTRUCTION PROJECTS			
Year	Location	Miles	Road Classification
Future	ENE 32-41-12-W4	South 2.0	Collector
	NNW 19-41-12-W4	East 2.0	Local
	NNE 08-40-10-W4	East 1.0	Collector
	ENE 32-45-12-W4	South 2.0	Arterial
	ENE 20-44-12-W4	South 2.0	Arterial
	ENE 36-45-13-W4	South 0.5	Local
	NNW 07-45-12-W4	East 2.0	Local
	ENE 31-42-16-W4	South 2.0	Local

Starting in 2018, public works will develop a plan to construct roads once every three (3) years instead of on an annual basis. Annually a \$1.5 million budget will be allocated to reserves to fund the road construction program. The next road construction will be planned for 2020.

FIVE YEAR GRAVEL PLAN

2018

- CR-01-2018 West Area – 50,000 tonnes
- CR-02-2018 Northeast Area – 42,500 tonnes

2019

- CR-01-2019 East Area – 80,000 tonnes
- CR-02-2019 West Area – 50,000 tonnes

2020

- CR-01-2020 West Area – 50,000 tonnes
- CR-02-2020 East Area – 60,000 tonnes

2021

- CR-01-2021 West Area – 50,000 tonnes
- CR-02-2021 East Area – 80,000 tonnes
- Pit Preparation- East Area

2022

- CR-01-2022 West Area – 50,000 tonnes



THREE YEAR BRIDGE PLAN**2018**

- BF#72018 NW 16-43-10-W4 (Rge Rd 103 northwest of Hardisty)
 - Bridge Repairs: Structural repairs to bridge timbers and girders.
- BF#7717 SW 06-46-13-W4 (Twp Rd 460 north of Killam)
 - Bridge Repairs: Replace girder.
- BF#6703 NE 07-44-10-W4 (Twp Rd 442 northeast of Lougheed)
 - Bridge Repairs: Repairs to bridge timbers and girders.
- BF# 8318 NW 14-43-10-W4 (Rge Rd 101 north of Hardisty)
 - Bridge Repairs: repairs to timbers.

2019

- BF#8983 E 27-44-11-W4 (Rge Rd 112 north of Lougheed)
 - Bridge Repairs: Assessment being completed in 2017.
- BF#6992 E 13-43-10-W4 (Rge Rd 100 north of Hardisty)
 - Bridge Repairs: Level 2 coring being completed in 2017.

2020

- Bridge Projects are unknown at this time, waiting for engineering assessments.

FIVE YEAR HAMLET INFRASTRUCTURE PLAN**2018**

No projects scheduled

2019

Hamlet of Strome

- Water Rehabilitation

2020

Hamlet of Strome

- Sanitary Sewage Rehabilitation

Hamlet of Galahad

- Sanitary Sewage Rehabilitation

2021

Hamlet of Strome

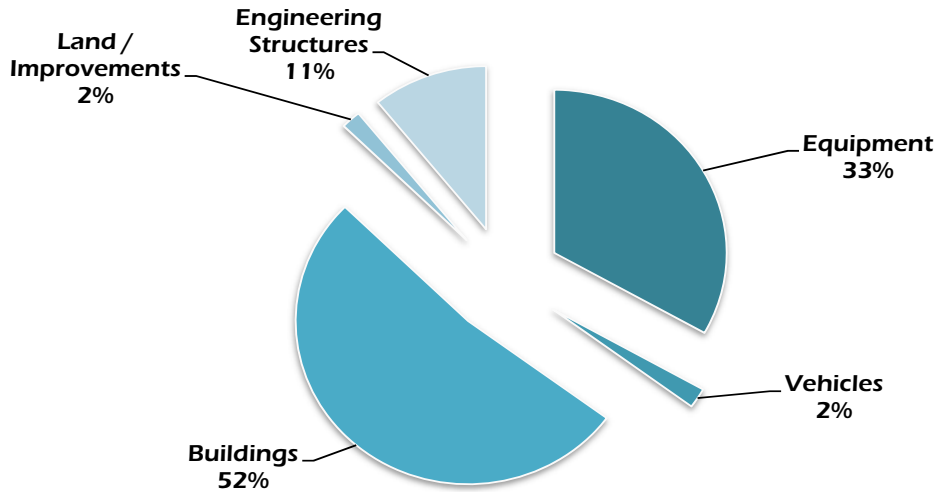
- Water Rehabilitation

2022

Hamlet of Strome

- Lagoon – Long-Term Remediation

CAPITAL PURCHASES BY ASSET TYPE



HISTORICAL CAPITAL INFORMATION		
YEAR	BUDGET	ACTUAL
2017	\$17,966,787	\$6,733,620 (YTD)
2016	\$7,803,860	\$8,254,083
2015	\$5,721,717	\$4,651,198
2014	\$7,789,825	\$8,909,905
2013	\$7,818,166	\$7,657,573



RESERVES

RESERVES

Transfer from Reserves

- Budget includes funding of \$ 18,125 for cemetery grants.
- Capital budget proposed funding the following from capital reserves:
 - \$2,360,000 of Shop/Grader Shed reserves for Maintenance Shop project, Heisler grader shed and Strome hamlet shop.

Summary:

- Utilized from Operating: \$ 18,125
- Utilized from Capital: \$2,360,000

Transfer to Reserves

The 2018 budget includes transfers to capital reserves for infrastructure replacement in the hamlets. Funding is raised from monthly utility invoices for the infrastructure replacement reserves. It also includes transfer to public works reserves for future road construction.

- Public Works: \$ 1,500,000
- Water Supply: \$52,460
- Sanitary Sewer: \$47,000
- Gas Distribution: \$ 15,350



CONSOLIDATED BUDGET SUMMARY

DESCRIPTION	2016 ACTUAL	2017 BUDGET APPROVED	2018 BUDGET PROPOSED	BUDGET 2018 vs 2017
Legislative	350,086	404,800	395,566	(9,234)
Administration	2,177,550	2,744,250	2,647,650	(96,600)
Peace Officers	255,994	294,750	303,870	9,120
Bylaw Enforcement	(1,053)	4,500	4,500	0
Fire Protection	441,074	462,050	470,215	8,165
Emergency Management	11,825	19,150	19,150	0
Health & Safety	215,158	238,200	243,643	5,443
Public Works	8,014,316	9,146,907	9,463,800	316,893
Airport Transportation	27,658	18,950	49,450	30,500
Water Supply Hamlets	(38,613)	(25,300)	(46,140)	(20,840)
Sanitary Sewer Hamlets	(42,869)	(44,500)	(83,250)	(38,750)
Waste Disposal Hamlets	1,261	4,200	(300)	(4,500)
Gas Distribution Hamlet Galahad	(9,248)	(15,800)	(15,350)	450
Community Services	192,230	185,445	158,507	(26,938)
Public Health	177,919	87,000	74,125	(12,875)
Environment (ASB)	728,397	774,700	773,400	(1,300)
Economic Development	368,748	452,350	485,845	33,495
Planning and Development	138,271	163,650	211,475	47,825
Parks	130,965	129,500	122,000	(7,500)
Recreation	825,002	900,000	750,000	(150,000)
Culture	198,241	176,300	177,500	1,200
Revenue Own Source/Tax Bad Debt	147,683	88,000	(162,000)	(250,000)
Transfer from Reserves Operating	554,345	(69,975)	(18,125)	51,850
TOTAL OPERATING	14,864,940	\$16,139,127	\$16,025,531	(113,596)
CAPITAL, INVENTORY, GRANTS				
Transfer from MSI Capital Grant	(1,495,356)	(6,754,681)	(2,805,800)	3,948,881
MSI Grants Hamlets	(158,407)	(598,556)	0	598,556
ACP Grant Hamlets	0	(1,900,000)	0	1,900,000
Federal Gas Tax Grant	0	(528,046)	0	528,046
STIP Grant	0	(299,250)	0	299,250
Sale of Equipment	(321,861)	(598,650)	(592,550)	6,100
Transfers To/From Reserves	286,060	(2,506,180)	(745,190)	1,760,990
Capital - Hamlets	158,407	2,572,603	0	(2,572,603)
Capital - Equipment/Vehicles	2,051,476	2,109,116	3,211,690	1,102,574
Capital - Buildings/Land/Improvements	174,037	6,022,000	4,923,835	(1,098,165)
Capital - Airport	20,034	196,300	0	(196,300)
Capital - Road Construction	2,817,408	5,228,180	0	(5,228,180)
Capital - Pavement	0	266,438	0	(266,438)
Capital - Bridges	557,791	602,150	405,800	(196,350)
Capital - Gravel	2,446,000	941,000	582,500	(358,500)
Capital - Parks/Recreation	\$28,930	29,000	15,000	(14,000)
TOTAL CAPITAL, INVENTORY, GRANTS, RESERVES	\$6,564,519	\$4,781,424	\$4,995,285	\$213,861
Total Cash Required		20,920,551	21,020,816	\$100,265
Non Cash Items				
Depreciation Expense	\$4,489,957	4,450,579	4,527,527	

**Capital Revenue - Red

Consolidated
Budget

