

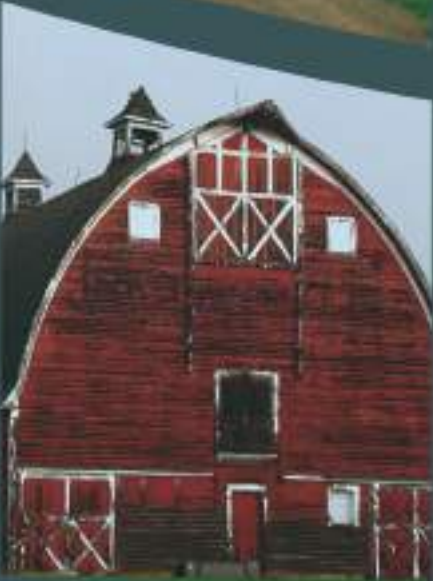
# Flagstaff County

## 2019 Business Plan and Budget



Approved: December 12, 2018

# 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 2019 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 2019 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 Don Kroetch

Flagstaff County Council is faced with a significant reduction in tax revenue and therefore has a challenging path ahead. We are keenly aware that our fiduciary responsibility is to the citizens within Flagstaff County. As your Council, we will continue to move forward and look to different avenues in which to provide the best possible programs, services and government.

In this year's budget, we focused on maintaining areas that are traditionally the municipality's responsibility, as well as programs and services that have a positive impact on the entire region, help to grow the economy, and do not have a negative impact on the long-term sustainability and viability of Flagstaff County. We strived to take a balanced approach to reducing the budget, which included weighing reductions in services, changes to programs, re-evaluating capital purchases, while proposing a modest mill rate increase. Our economy is stagnating due to the uncertainty in the oil and gas sector and the continued uncertainty of provincial grant funding. However, this Council is committed to making tough decisions now, so as not to burden the future prosperity of Flagstaff County and its residents.

Council is committed to supporting one of our most important industries – agriculture – by continuing to provide programs and services that help protect, support and grow this industry. At the same time, we are continuing to support programs, such as ALUS, that assure the protection of our environment by giving producers the ability to choose to protect their environmentally sensitive land for generations to come.

Council is also focused on our largest form of infrastructure: roads. Failing to continually invest in this infrastructure will, in the long run, increase our infrastructure deficit and put a greater burden on future generations. Heading into 2019, our Arterial Road Network, consisting of 142.5 miles of a total network of over 1,500 miles of road running throughout the County, is under review. As part of this routine review, we have sought direction from all stakeholders on the issue of surface type. By way of background, the Arterial Road Network was forged from a study conducted in 2013 by an independent engineering firm to help establish a logically well-connected and financially feasible system. Traffic patterns may change over the years, but we remain steadfast in our commitment to provide an efficient and cost-effective road network serving as a feeder system to the provincial highway network.

Our Economic Development department, meanwhile, is committed to ensuring the success of all businesses within the Flagstaff Region. This department provides citizens and businesses with the tools they need to succeed and expand. We are continuing to make all relevant industries aware of the many strengths our region has and the many positive aspects of locating their business in our region. We are also consulting with the provincial and federal governments, reinforcing the needs of being a rural remote community, and requesting their cooperation in building a region that is strong, vibrant, and full of opportunity.

Choosing the best path for the entire region has proven to be difficult and not as straightforward as some would imagine. At times, decisions are made that adversely affect some residents. These decisions are debated fiercely within Council, as we balance the positives and negatives of every issue and determine how they affect different aspects of the community. Together as Council, we aim to continually look towards helping to build our region to its full potential by keeping in mind the needs and the long-term effects for all of Flagstaff County.

### **Introduction by Chief Administrative Officer (CAO) Shelly Armstrong**

The development of the 2019 Business Plan and Budget from the directions and priorities set by Council were incorporated with an intent to meet the challenges of an unpredictable Provincial economy. Flagstaff County derives over 75% of their revenue for municipal operations from the oil and gas industry. This budget is the beginning of a process to achieve a balanced approach for the long-term sustainability of programs and services for our community's future.

County Council has developed a Strategic Plan which is a long-term tactic to meet challenges, take advantage of opportunities and provide guidance to help shape the future, ensuring limited resources are used effectively and economically. The main themes identified in the plan are; collaboration, economic, social, programs, service delivery and environment.

The following action items from the Strategic Plan that will be initiated in 2019 to help us prepare for the future include; Development of an Asset Management Plan and the development of a Long Term – Financial Sustainability Plan; evaluation and revision to the Economic Development Strategic Plan; comprehensive review of our Bridge Structures that require imminent repair and the creation of a Community Development Program of which the goal is to develop capacity building and recognition for volunteers.

County Council has made several difficult decisions that has resulted in cuts to some programs and services that provided a social benefit to the region. However, we continue to support Flagstaff Family and Community Services, Flagstaff Adult Learning, Parents for Fun Society, Flagstaff Satellite Day Home Society, STARS, and public cemeteries in our region and recreation by providing continued funding of \$750,000 to our Agriculture Societies. All our available programs and services are further detailed in this document.

Based upon declining revenues, County Council's priorities for the 2019 budget will result in a 0.32% increase in the operating budget and a 42% decrease in the capital budget. By May 2019 we will be notified by the Province about our final property assessment which will provide an opportunity to revise our budget and set the property tax rates for the 2019 tax year.

Our focus will be to continue to work with County Council to keep our region strong and sustainable. We will strive to maintain programs and services to meet the expectations of the citizens.

## **2019 Business Plan and Budget**



# Vision & Strategic Plan

## COUNTY VISION

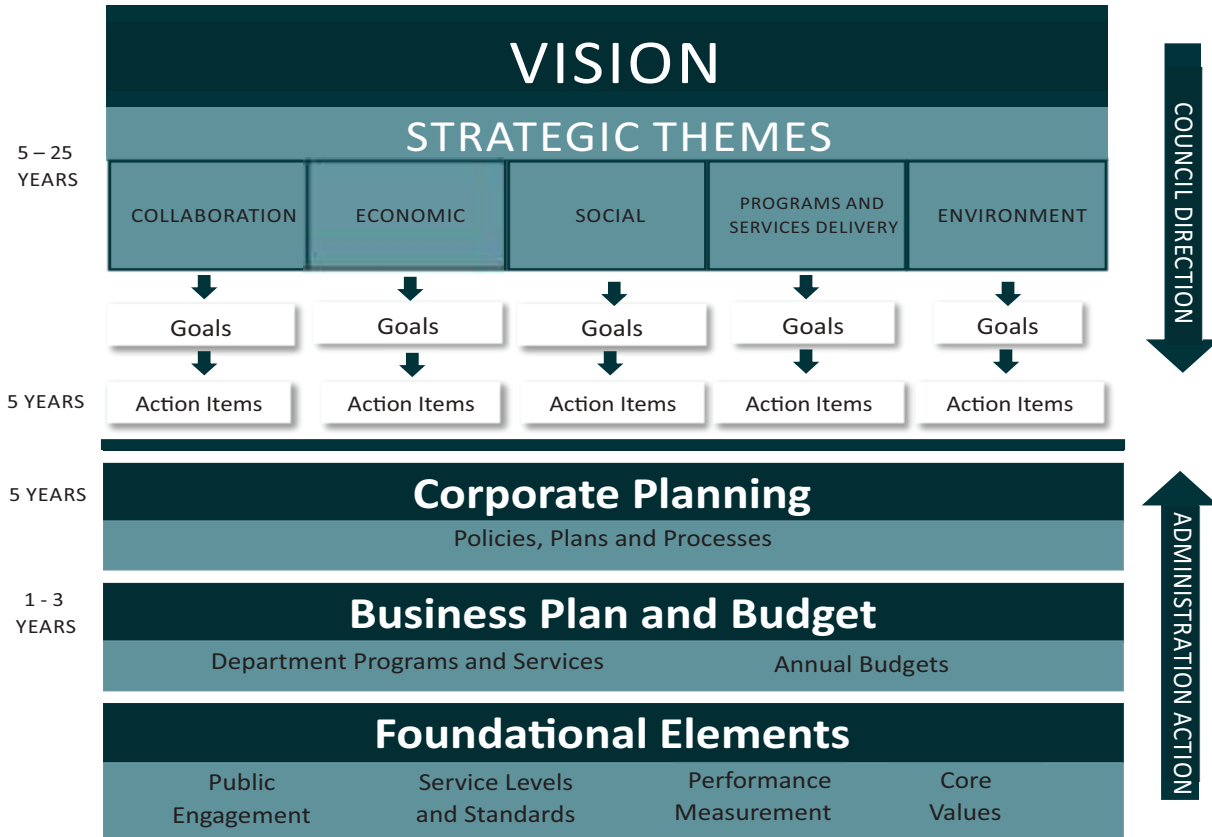
TO BE A STRONG, VIBRANT AND SUSTAINABLE REGIONAL COMMUNITY OF COMMUNITIES THROUGH COLLABORATION AND A FOCUS ON ECONOMIC, SOCIAL AND ENVIRONMENTAL COOPERATION THAT CONTRIBUTES TO A RURAL ESSENCE AND QUALITY OF LIFE.

### VISION & STRATEGIC PLAN

Flagstaff County Council, when elected in 2017 revised the Vision and Strategic Plan. This will serve as a guide to ensure limited resources are used effectively and that the right effort is put into the right things so that the greatest long-term good can be achieved on behalf of the whole County.

All of our future policies, plans and programs will be aligned with the Strategic Plan. We are committed to thinking and acting strategically and to take a long-term view aimed at positioning the County to meet the challenges we face and hopefully, to take advantage of the opportunities the future will bring. County Council intends to position the County to be able to shape its own destiny. We will focus on the resources available to achieve optimal benefit for the County residents over the long term.

The Strategic Plan will be linked to and act as a high-level umbrella plan under which the County's Business Plan and Budget is developed and aligned with.



**Vision & Strategic Plan**

**STRATEGIC THEMES AND GOALS**

**Collaboration**

Strengthen relationships to build a strong, vibrant and sustainable region that benefits all citizens.

**Goals:**

- Build trust and mutual respect with citizens and communities.
- Build community capacity of the entire region.
- Foster and develop strong relationships with neighbouring municipalities to build resilient relationships.

**Economic**

Pursue economic initiatives that promote sustainability, diversification and growth within the region.

**Goals:**

- Stabilize population decline.
- Increase investment attraction.
- Promote business retention.
- Promote entrepreneurship development.
- Promote tourism.

**Social**

Support and promote a strong, vibrant, resilient, healthy, inclusive and safe Community of communities that addresses local values, social issues and well-being of its citizens.



**Goals:**

- Support families.
- Support youth and seniors.
- Support adult learning.
- Identify and support a variety of housing needs.
- Support health services.
- Support safety and security in the rural region.

**Programs & Services Delivery**

Provide citizens with effective, appropriate and financially responsible levels of service.

**Goals:**

- Delivery of programs and services that balance and reflect the principles of effectiveness, economy, equitability, and efficiency.

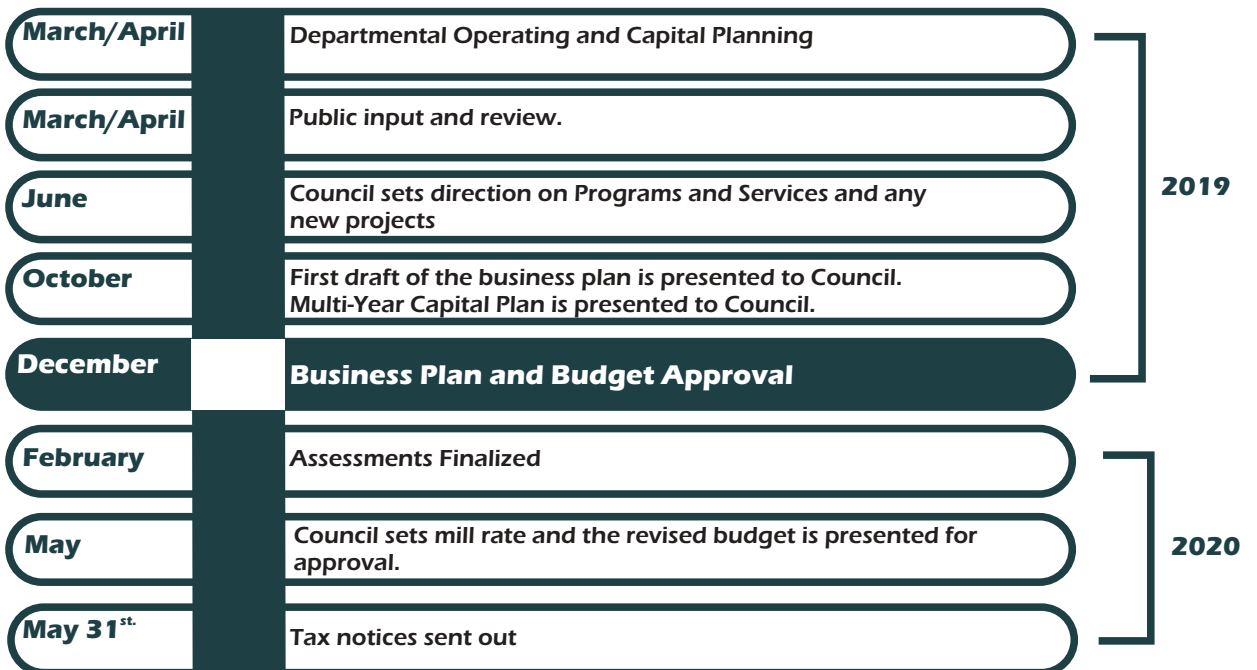
**Environment**

Promote the value of a healthy, sustainable natural environment and encourage its effective stewardship to ensure its preservation for current and future generations.

**Goals:**

- Identify and support conservation of environmentally sensitive features and agricultural features.
- Protect groundwater quality and quantity.
- Protect the natural environment.

**BUSINESS PLAN AND BUDGET TIMELINE**



2019 Business Plan and Budget



**FLAGSTAFF COMMUNITY PROFILE**



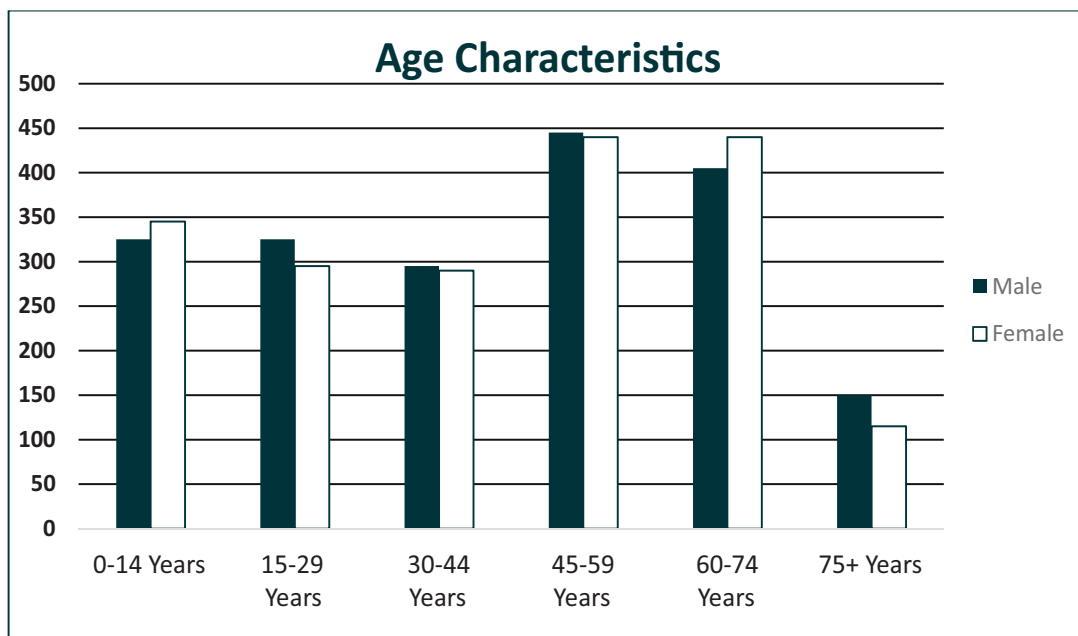
**Flagstaff County Facts:**

- **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 km<sup>2</sup> (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**

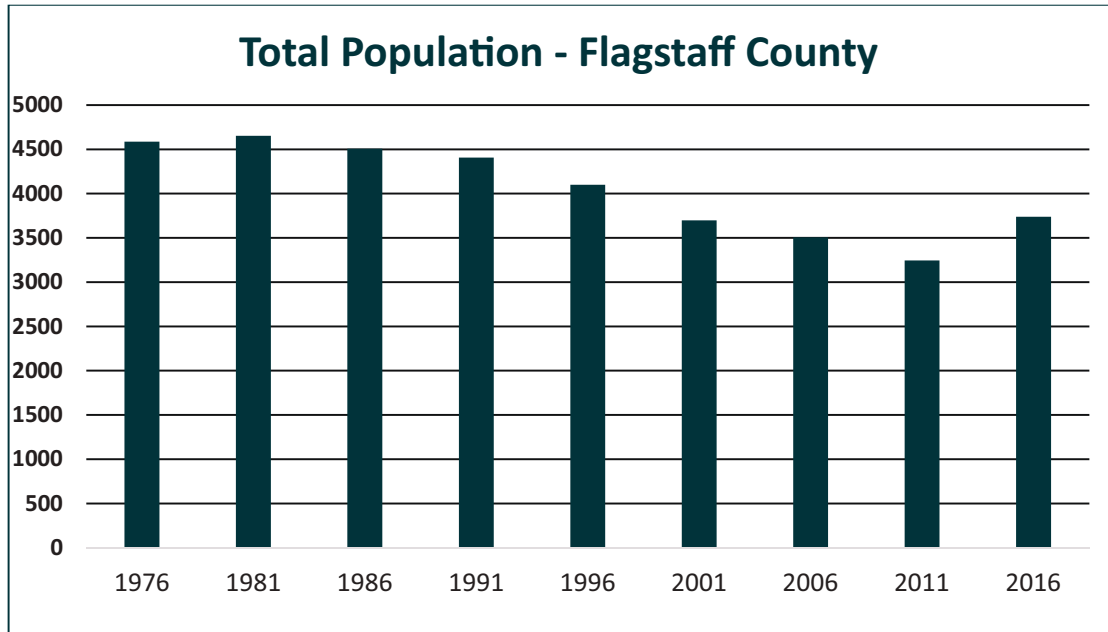


Data obtained from Stats Canada. 2016 Census



Community Profile

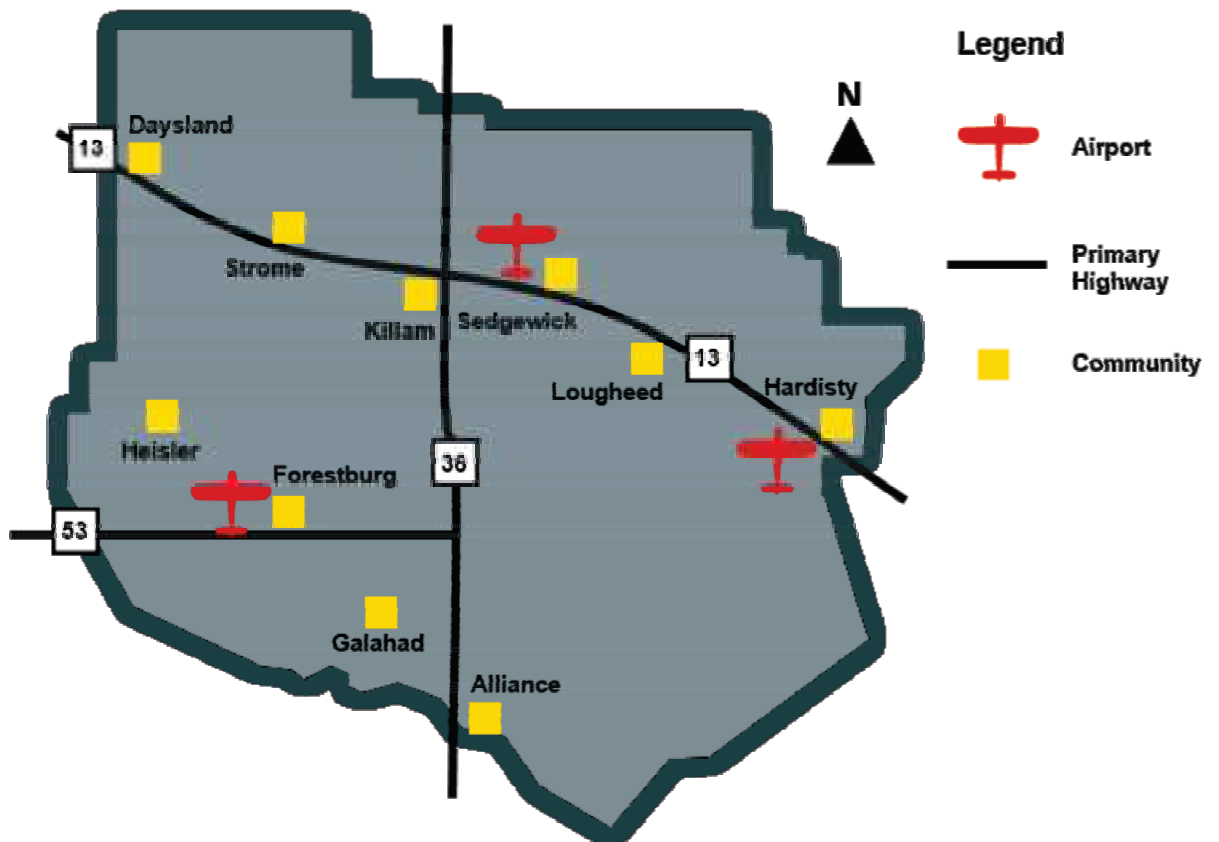
Population



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, has carefully reviewed programs and services and the 2019 budget. The programs and services remain consistent with the 2018 business plan and budget.

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 we have not received any information regarding changes to the AYM for 2019, we usually receive this from the province in mid-December. The assessment has an overall decrease of 0.0775% from the 2017 assessment year. Compared to the previous year we have noted the following changes:

	2017 Assessment Year	2018 Estimated Assessment Year	Difference	Overall % Change
Farmland	165,845,860	165,833,580	-12,280	0.0074%
Residential	336,882,330	336,559,640	-322,690	0.0958%
Non Res / Linear	988,134,700	987,314,400	-820,300	0.0831%
<b>TOTAL</b>	<b>1,490,862,890</b>	<b>1,489,707,620</b>	<b>-1,155,270</b>	<b>0.0775%</b>

Non-residential and linear include the following changes: decrease in Designated Industrial Property Machinery and Equipment of 0.0963%, a decrease in linear of 0.0569% and a decrease in non-residential of 0.3786%.

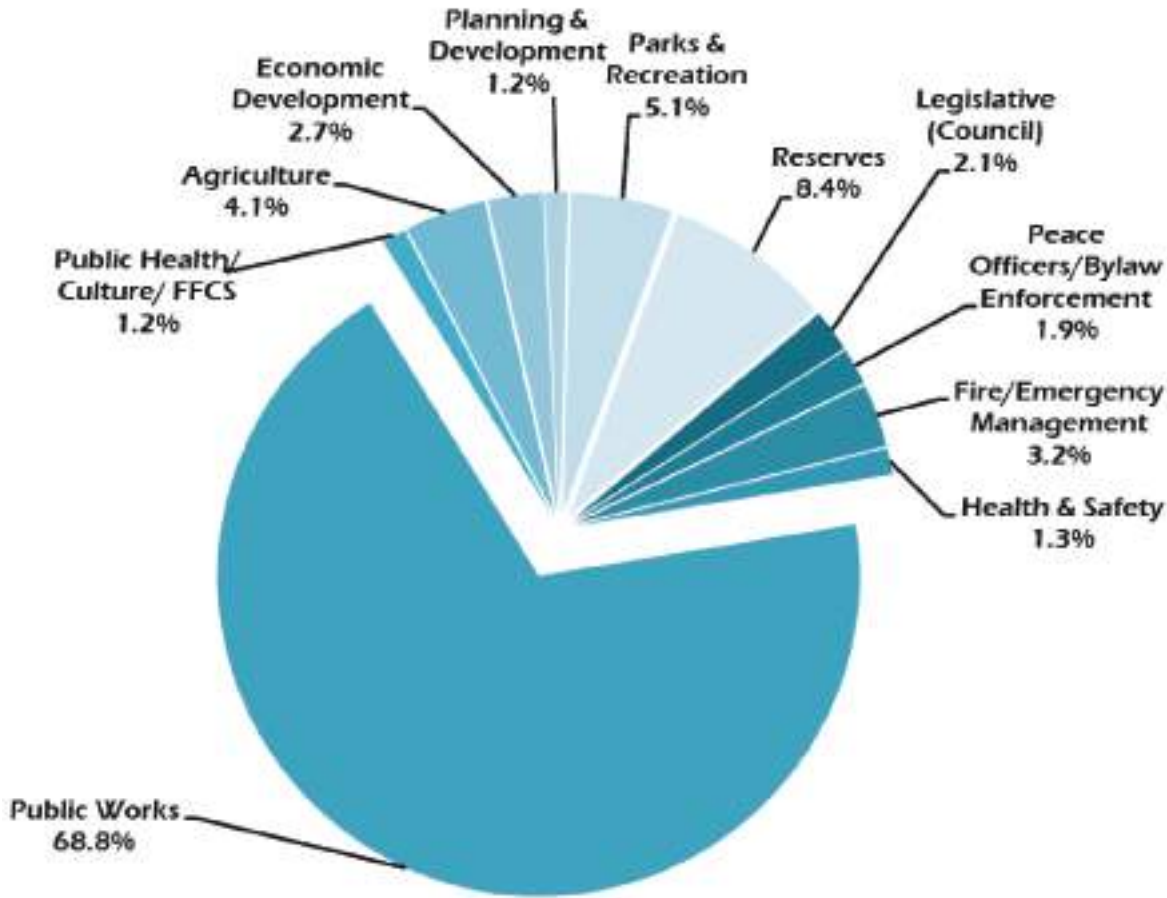
We may also be looking at a 3-5% decrease in residential assessment.

Assessment Class	Approved Tax Rate 2018	Approved Increase 2018	Proposed Tax Rate 2019	Proposed Increase 2019
Farmland	16.8280	4.00%	17.3329	3%
Residential	4.7874	2.00%	4.8353	1%
Non-Residential	16.7385	2.14%	16.9059	1%
Linear	16.7385	2.14%	16.9059	1%
Machinery & Equipment	16.7385	2.14%	16.9059	1%

Tax Rate Scenario – Municipal Only

### HOW YOUR MUNICIPAL TAX DOLLAR IS SPENT

The chart below shows how the municipal tax dollars raised in 2019 will be spent by department. The percentages include programs and services for operating and capital budgets.



**BUDGET HIGHLIGHTS**

The key indicators that impact the 2019 budget are:

- Decrease in residential assessment (3-5%)
- Decrease in linear and machinery and equipment assessment
- Increase in salaries and wages due to anticipated Cost of Living Allowance (COLA) increase of 2.7% (Twelve (12) month Consumer Price Index – Alberta)
- Increase in dust suppressant program to complete arterial network
- Increase in road maintenance for bridges, culverts and signs

**OPERATING**

The proposed net operating budget has a 0.32% (\$53,640) increase from the 2018 net operating budget of \$16,766,700 versus the 2019 budget of \$16,820,340.

**TOTAL OPERATING BUDGET INCREASE = \$53,640**

**SUMMARY 2019 OPERATING BUDGET**

<b>TOTAL 2019 OPERATING EXPENSES: \$22,131,965</b>	
<b>Funded By:</b>	
Reserves	<b>\$223,050</b>
Other Revenue	<b>\$5,088,575</b>
Tax Revenue Required	<b>\$16,820,340</b>



**CAPITAL**

The proposed net capital budget for 2019 has an overall net decrease of 42.47% (\$2,173,973) from the 2018 capital budget.

Capital Changes from 2019 include:

- Increase of \$620,602 in equipment and vehicles.
- Decrease of \$6,380,018 in buildings.
- Decrease of \$196,562 land and improvements
- Decrease of \$36,300 in airport.
- Decrease of \$18,000 in road construction.
- Decrease of \$350,300 in bridges.
- Decrease of \$40,958 in gravel inventory.
- Increase of \$254,660 in hamlets infrastructure.

**TOTAL CAPITAL BUDGET = \$4,932,605**

<b>SUMMARY 2019 CAPITAL BUDGET</b>	
<b>TOTAL 2019 CAPITAL EXPENSES: \$4,932,605</b>	
Funded By:	
Reserves	\$0
Sale of Equipment	\$814,500
Grants (MSI)	\$1,173,500
Tax Revenue Required	\$2,944,605

**RESERVES**

The proposed 2019 budget includes generating \$1,805,500 for reserves. Council has previously approved raising funds for future projects up to a maximum of \$1.5 million in Road Construction and up to a maximum of \$870,000 per year for Bridges.

Reserves include:

- Road Construction \$1,484,000
- Bridges \$321,500

<b>SUMMARY 2019 RESERVES</b>	
<b>REVENUE GENERATED FOR CAPITAL RESERVES:</b>	<b>\$1,805,500</b>



## LEGISLATIVE

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

- Provide good government;
- To foster the well-being of the environment
- 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;
- To work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

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;
- 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.

### PROGRAMS AND SERVICES

#### 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 administration building.



<b>LEGISLATIVE OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Other Revenue	\$ -	\$ 4,500	\$ -
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 4,500</b>	<b>\$ -</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 330,075	\$ 329,250	\$ 330,740
Contracted/General Services	\$ 81,537	\$ 87,200	\$ 72,200
<b>Total Expenses</b>	<b>\$ 411,612</b>	<b>\$ 416,450</b>	<b>\$ 402,940</b>
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
<b>NET BUDGET</b>	<b>\$ 411,612</b>	<b>\$ 411,950</b>	<b>\$ 402,940</b>
Budget Change 2018 to 2019			-2.19%
Total Supported By Taxes	\$ 411,612	\$ 411,950	\$ 402,940

### NOTABLE CHANGES TO BUDGET

#### One Time Expenses:

- Decrease of \$ 15,000 for development of Strategic Plan.



## 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.

### PROGRAMS AND SERVICES

#### 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.

#### 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. As a result of the new Municipal Government Act, a three (3) year operating budget and a five (5) year capital budget must be in place by 2020.
- 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.

- **Intermunicipal Collaboration Framework (ICF) New Program**
  - As a result of new requirements of the Municipal Government Act, Flagstaff County and each individual town and village within our boundaries must prepare a framework which will serve as a tool to facilitate cooperation between the communities to ensure municipal services are provided to residents efficiently. Also, with our rural municipal district's and counties, we must have an agreed upon ICF serving the same purpose. The ICF's must be completed by April 2020.
  - An ICF is a tool to ensure that there is efficient stewardship of scarce resources in providing services to the citizens.

### **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.
- **MuniSight** – 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.

### **2019 Strategic Plan Projects New Program**

- **Develop an asset management plan.**
- **Develop a long-term financial sustainability plan.**



<b>ADMINISTRATION OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods & Services	\$ 15,333	\$ 9,900	\$ 83,000
Rental Revenues	\$ 35,106	\$ 22,700	\$ 15,500
Other Revenue	\$ 69,956	\$ 11,050	\$ 11,050
Grants	\$ -	\$ 7,800	\$ 117,800
<b>Total Revenue</b>	<b>\$ 120,395</b>	<b>\$ 51,450</b>	<b>\$ 227,350</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 1,341,470	\$ 1,348,200	\$ 1,351,330
Contracted/General Services	\$ 994,068	\$ 1,370,475	\$ 1,304,700
Materials/Supplies	\$ 147,438	\$ 140,200	\$ 133,700
Other Expenses	\$ 5,816	\$ 1,000	\$ 1,100
<b>Total Expenses</b>	<b>\$ 2,488,792</b>	<b>\$ 2,859,875</b>	<b>\$ 2,790,830</b>
Depreciation Non-Cash Item	\$ 282,110	\$ 295,000	\$ 295,000
<b>NET BUDGET</b>	<b>\$ 2,650,507</b>	<b>\$ 3,103,425</b>	<b>\$ 2,858,480</b>
<b>Budget Change 2018 to 2019</b>			<b>-7.89%</b>
Total Supported By Taxes	\$ 2,368,397	\$ 2,708,425	\$ 2,563,480
Total Supported By Reserves	\$ -	\$ 100,000	\$ -



## NOTABLE CHANGES TO BUDGET

### Business Process Changes

- Increase of \$71,000 in assessment revenue for the hybrid contract with provincial assessor for Designated Industrial Properties. This agreement is for 2019 and 2020.

### One Time Expenses:

- Increase of \$110,000 in grant revenue MSI Operating to include development of the following Strategic Plan Action Items (these will be funded utilizing MSI Operating Grant):
  - Intermunicipal Collaboration Framework
  - Asset Management Plan
  - Long Term Financial Plan
- Decrease of \$45,000 for software development as budget module completed in 2018.
- Decrease of \$70,500 for building maintenance as office HVAC system was repaired in 2018.
- Decrease of \$25,000 for policy development projects reviewed in 2018.

### Staffing compliment:

- 12.0 FTE (12.1 FTE 2018)
- 2.0 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.

### PROGRAMS AND SERVICES

#### 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 two (2) free farm truck safety inspections on registered vehicles over 4500 kgs for County citizens, one (1) in early spring and one (1) in early fall.

#### 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 is a partnership between some towns and villages, the Battle River School Division and Enbridge for one full time RCMP member. This officer is a community and school resource officer who delivers the Drug Alcohol Resistance Education (DARE) program within our schools. Also offered is the delivery of education and training to the community and schools with respect to bullying, vandalism and the Young Offenders Act. The goal is to promote open communications between the RCMP, the schools and the public within our Region.

<b>PEACE OFFICERS OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods & Services	\$ 43,432	\$ 43,000	\$ 43,000
Other Revenue	\$ -	\$ 10,000	\$ 15,000
Fines Issued	\$ 66,361	\$ 60,000	\$ 60,000
<b>Total Revenue</b>	<b>\$ 109,793</b>	<b>\$ 113,000</b>	<b>\$ 118,000</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 193,279	\$ 203,720	\$ 211,220
Contracted/General Services	\$ 148,052	\$ 219,250	\$ 215,150
Materials/Supplies	\$ 21,035	\$ 27,000	\$ 31,700
Other Expenses	\$ -	\$ 500	\$ -
<b>Total Expenses</b>	<b>\$ 362,366</b>	<b>\$ 450,470</b>	<b>\$ 458,070</b>
Depreciation Non-Cash Item	\$ 13,054	\$ 13,054	\$ 13,055
<b>NET BUDGET</b>	<b>\$ 265,627</b>	<b>\$ 350,524</b>	<b>\$ 353,125</b>
<b>Budget Change 2018 to 2019</b>			<b>0.74%</b>
Total Supported By Taxes	\$ 252,573	\$ 337,470	\$ 340,070
Total Supported By Reserves	\$ -		\$ -

### NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2019 department budget.

#### Staffing compliment:

- 2.0 FTE



## BYLAW ENFORCEMENT

Resources from departments within Flagstaff County are utilized to deal with unsightly properties and animal control.

### PROGRAMS AND SERVICES

#### Regulate and Control Dogs

- For the purpose of regulating the keeping of dogs within the limits of the County.
- This budget provides funds for the safe handling of dogs, training and provisions for hiring a contractor.

#### Unsightly Property

- Unsightly properties regulated under the Municipal Government Act require resources to perform the clean up of various properties in the hamlets and rural area.

BYLAW ENFORCEMENT OPERATING BUDGET			
	2017 ACTUAL	BUDGET	
		2018 APPROVED	2019 PROPOSED
<b>REVENUE</b>			
Sales of Goods & Services	\$ 799	\$ 1,000	\$ 1,000
Fines Issued	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ 799</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 120	\$ 1,000	\$ 3,500
Contracted/General Services	\$ -	\$ 4,500	\$ 7,000
<b>Total Expenses</b>	<b>\$ 120</b>	<b>\$ 5,500</b>	<b>\$ 10,500</b>
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
<b>NET BUDGET</b>	<b>-\$ 679</b>	<b>\$ 4,500</b>	<b>\$ 9,500</b>
<b>Budget Change 2018 to 2019</b>			<b>111.11%</b>
Total Supported By Taxes	-\$ 679	\$ 4,500	\$ 9,500
Total Supported By Reserves	\$ -	\$ -	\$ -

### NOTABLE CHANGES TO BUDGET

#### Service Level Change:

- Increase in services for the cleanup of unsightly properties.





## 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.

### PROGRAMS AND SERVICES

#### 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

FIRE PROTECTION OPERATING BUDGET			
	2017 ACTUAL	BUDGET	
		2018 APPROVED	2019 PROPOSED
<b>REVENUE</b>			
Sales of Goods & Services	\$ 76,354	\$ 61,200	\$ 56,500
Funding (Other Governments)	\$ 10,809	\$ 4,500	\$ 4,500
<b>Total Revenue</b>	<b>\$ 87,163</b>	<b>\$ 65,700</b>	<b>\$ 61,000</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 149,643	\$ 163,350	\$ 166,885
Contracted/General Services	\$ 257,821	\$ 347,700	\$ 680,630
Materials/Supplies	\$ 30,255	\$ 38,000	\$ 33,500
Other Expenses	\$ -	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 437,719</b>	<b>\$ 549,050</b>	<b>\$ 881,015</b>
Depreciation Non-Cash Item	\$ 96,993	\$ 100,000	\$ 100,000
<b>NET BUDGET</b>	<b>\$ 447,549</b>	<b>\$ 583,350</b>	<b>\$ 920,015</b>
<b>Budget Change 2018 to 2019</b>			<b>57.71%</b>
Total Supported By Taxes	\$ 350,556	\$ 483,350	\$ 476,085
Total Supported By Reserves	\$ -		\$ 343,930

## NOTABLE CHANGES TO BUDGET

### Staffing compliment:

- 1.4 FTE

### Information:

The Flagstaff Regional Fire Services Report was presented at the November 14, 2018 Council meeting. Council supports the formation of a Regional Emergency Services Society in principle. If approved, it is currently estimated that an additional \$343,931 will be required in 2019. The report indicated the following four (4) year projection. This has been included in the 2019 budget in the event that this project proceeds in 2019.

### Proposed Requisition

Allocation %	2019			2020			2021			2022		
	Operating	Capital	Total	Operating	Capital	Total	Operating	Capital	Total	Operating	Capital	Total
63.58%	\$ 343,931	\$ 0	\$ 343,931	\$ 687,862	\$ 0	\$ 687,862	\$ 672,982	\$ 144,646	\$ 817,628	\$ 683,333	\$ 289,292	\$ 972,624

# EMERGENCY MANAGEMENT

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

## PROGRAMS AND SERVICES

### 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			
	2017 ACTUAL	BUDGET	
		2018 APPROVED	2019 PROPOSED
<b>REVENUE</b>			
Grants	\$ -	\$ -	\$ -
Rescue Unit Revenue	\$ -	\$ -	\$ -
Transfer to Rescue Reserve	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENSES</b>			
Rescue Unit Expenses	\$ 11,323	\$ 11,350	\$ 11,350
Disaster Services Expenses	\$ 1,104	\$ 5,500	\$ 5,500
<b>Total Expenses</b>	<b>\$ 12,427</b>	<b>\$ 16,850</b>	<b>\$ 16,850</b>
Depreciation Non-Cash Item	\$ 7,302	\$ 7,500	\$ 7,500
<b>NET BUDGET</b>	<b>\$ 19,729</b>	<b>\$ 24,350</b>	<b>\$ 24,350</b>
Budget Change 2018 to 2019			0.00%
Total Supported By Taxes	\$ 12,427	\$ 16,850	\$ 16,850
Total Supported By Reserves	\$ -		\$ -

## NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2019 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.

### PROGRAMS AND SERVICES

#### 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 and equipment 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.

<b>HEALTH &amp; SAFETY OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Other Revenue	\$ 17,377	\$ 13,000	\$ 13,000
<b>Total Revenue</b>	<b>\$ 17,377</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 120,201	\$ 137,235	\$ 125,110
Contracted/General Services	\$ 53,673	\$ 70,100	\$ 82,400
Materials/Supplies	\$ 43,347	\$ 61,250	\$ 56,250
<b>Total Expenses</b>	<b>\$ 217,221</b>	<b>\$ 268,585</b>	<b>\$ 263,760</b>
Depreciation Non-Cash Item	\$ 5,426	\$ 5,500	\$ 5,500
<b>NET BUDGET</b>	<b>\$ 205,270</b>	<b>\$ 261,085</b>	<b>\$ 256,260</b>
<b>Budget Change 2018 to 2019</b>			<b>-1.85%</b>
Total Supported By Taxes	\$ 199,844	\$ 255,585	\$ 250,760
Total Supported By Reserves	\$ -		\$ -

## NOTABLE CHANGES TO BUDGET

### Business Process Changes

- Increase in training of staff for the implementation of the drug and alcohol policy.
- Decrease of wages and benefits due to changes in staffing.

### Staffing compliment:

- 1.4 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.

### PROGRAMS AND SERVICES

#### Administrative Services

- Performs activities that aid in the processing, and organizing of information to carry out daily operations.
- Provide planning, budgeting and direction to ensure accountability for efficient operations of current and future programs for the rural and hamlet communities (including capital projects and equipment).
- Administer Public Works service requests.
- 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

Annually, a total of twenty-five (25) miles of road are budgeted to be rehabilitated under the Road Recovery Program. 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. Specific roads may require a road surface stabilization product to help alleviate maintenance issues.

The dust suppressant program includes:

- **MG30:** MG30 is utilized exclusively for all dust suppressant applications. MG30 is a refined dust suppressant and road stabilization product that increases consistency and grade strength and helps to reduce washboard, grader maintenance and gravel. All Arterial roads will have a MG30 dust suppressant surface.
- **Test Products:** Annually, new dust suppressant products are tested to determine whether they are effective, affordable and environmentally suitable.
- **Hamlet Street Maintenance:** Includes crackfilling and the application of an oil surface sealant on streets within the Hamlets of Strome and Galahad.
- **Oiled/Pavement Road Maintenance:** The oiled road inventory consists of approximately twelve (12) miles. A maintenance program for patching, rip/relaying, snow plowing, sanding, crackfilling and line painting are used to maintain a safe driving surface.

Roads identified to be removed from the oiled road inventory will continue being transitioned back to a gravel surface road. Council's objective to transition oiled roads back to gravel is to be accomplished by 2022.

### **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 twelve (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.
  - Additional contingency of 10,000 tonnes of gravel to address road conditions.
- **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 suppressants 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 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 graded a minimum of once per month and are cleared of snow as necessary. When snow plowing is required, maintenance areas should be cleared within four (4) days, unless there is heavy snow and persistent wind. 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 process 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, repairing pot holes, sidewalk maintenance, and street sweeping.



- **Signs:** All signs are inspected on an ongoing basis along with a grid of the entire County which is conducted annually. Any signs requiring maintenance are scheduled for repair.

The following new projects will be completed: **New Program**

1. **Signing of the Arterial Road Network** – installation of 'truck route' signs to clearly identify the Arterial Road Network to the travelling public. Total estimated cost = \$ 11,000

The arterial roads will be completed in 2019 and the collector roads in 2020.

2. **Road Assessment and Signage** – proposing to complete an assessment of approximately one hundred (100) roads that have issues with sightlines, curves, terrain, etc. This assessment will also include advisory sign recommendations for speed and curve ahead signs.

As per the Traffic Safety Act, Section 106, Standard Speed Limits – 80 kilometers per hour is the maximum speed limit for a highway that is subject to the direction, control and management of the council of a municipal district.

Public Works has identified approximately one hundred (100) roads that cannot be travelled at the 80 km/hr speed due to issues with sightlines, curves, terrain, etc. These roads will be evaluated and signage will be determined.

To manage our risk, Public Works will complete an assessment of the one hundred (100) roads, utilizing in-house personnel and establish advisory sign recommendation for each location.

The assessment would be completed in 2019 and the sign installation would be completed over a four (4) year period (approximately one hundred (100) signs per year).

- Includes a visual assessment of each roadway including sign installation.
- Estimated costs:
  - In-house assessment - \$6,000
  - Installation of approximately one hundred (100) signs - \$20,000 annually for four (4) years (this includes labour, equipment and materials).
  - 2019 total estimated cost = \$26,500



- **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 inspections, replacements, cleaning, thawing, repairing and extensions.
- **Bridge Maintenance/Repair:** Includes inspections, 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.

**New Program**

In 2019, a comprehensive review will be completed of all bridge structures with a rating of 55% or less. The review will provide a detailed description of the upcoming bridge replacement and repair requirements as well as a more accurate future financial forecast. Total estimated cost = \$ 18,000.

**Airport**

- The airport has a paved 2,950 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**

- Water treatment and distribution, wastewater collection and treatment, and garbage collection services are provided to the residents within the Hamlets of Strome and Galahad.



<b>PUBLIC WORKS OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Permit Fees/Grants	\$ 285,859	\$ 185,625	\$ 42,500
Sales of Goods & Services	\$ 189,268	\$ 154,000	\$ 144,000
Other Revenue	\$ 8,572	\$ 2,550,000	\$ 2,700,000
<b>Total Revenue</b>	<b>\$ 483,699</b>	<b>\$ 2,889,625</b>	<b>\$ 2,886,500</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 4,356,493	\$ 4,666,500	\$ 4,725,570
Contracted/General Services	\$ 656,816	\$ 3,085,370	\$ 3,320,120
Materials/Supplies	\$ 4,184,044	\$ 4,693,000	\$ 4,907,800
Other Expenses	\$ 40,908	\$ 81,300	\$ 64,850
<b>Total Expenses</b>	<b>\$ 9,238,261</b>	<b>\$ 12,526,170</b>	<b>\$ 13,018,340</b>
Depreciation Non-Cash Item	\$ 3,876,871	\$ 3,891,000	\$ 4,085,550
<b>NET BUDGET</b>	<b>\$ 12,631,433</b>	<b>\$ 13,527,545</b>	<b>\$ 14,217,390</b>
<b>Budget Change 2018 to 2019</b>			<b>5.10%</b>
Total Supported By Taxes	\$ 8,754,562	\$ 9,636,545	\$ 10,131,840
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, safety supplies, professional development, vacation and sick time, gravel site rental, engineering at gravel pits and items that are not specifically allocated to one project.

**Information:**

\*\*The 2018 budget for Road Recovery included twenty-five (25) miles of shoulder pulling and no sub-grade prep work.

**\*\*2019 Breakdown of Dust Suppressant:**

- MG30 ( 145 miles, 50 Locations, 70 residential at two (2) litres) \$1,482,625
- MG30 ( 17.75 new miles at three (3) litres) \$248,855
- MG30 ( 16 miles contingency at one (1) litre) \$83,520



<b>PROJECT COSTING BUDGETS: This Budget includes equipment costs.</b>			
	2017 Actual	2018 Budget	2019 Budget
Public Works Administration	\$840,600	\$1,103,600	\$1,140,950
Maintenance Repair Shop	\$985,400	\$1,204,000	\$1,264,900
Road Recovery	\$1,261,000	\$1,380,347	\$1,413,210
- Shoulder Pulling 18.25 miles with Gravelock	\$585,000	\$1,194,847	\$891,810
- Sub-Grade Prep 6.5 miles with Gravelock	\$481,000	\$0	\$315,900
- Gravel for 2018 projects (4th lift) 24.75 miles	\$95,000	\$135,500	\$125,500
- Unallocated expenses	\$100,000	\$50,000	\$80,000
Dust Suppressant	\$1,858,000	\$2,259,983	\$2,300,070
- Revenue Residential Dust Abatement - (70 locations)	-\$52,500	-\$40,500	-\$73,000
- MG30 (154.5 miles, 50 locations, 70 residential)	\$1,374,100	\$1,683,858	\$1,815,000
- MG30 Maintenance	\$202,400	\$268,000	\$246,170
- Oiled/Pavement Road Maintenance	\$228,000	\$229,625	\$182,800
- Test Products	\$0	\$0	\$25,000
- Hamlet Galahad - Street Maintenance	\$0	\$21,000	\$32,500
- Hamlet Strome - Maintenance	\$0	\$32,000	\$15,000
- Unallocated expenses	\$106,000	\$66,000	\$56,600
Gravel	\$2,106,000	\$2,271,015	\$2,487,370
- Revenue - Sales	-\$38,000	-\$30,000	-\$30,000
- Regravel projects approximately 284 miles	\$1,626,000	\$1,505,345	\$1,560,000
- Contingency gravel - 10,000 tonne	\$0	\$165,750	\$173,000
- Patching 12,000 tonnes annually	\$269,000	\$199,000	\$206,000
- Washouts	\$15,000	\$33,150	\$34,700
- Gravel Sales	\$21,000	\$50,200	\$22,200
- Stockpiling	\$42,000	\$118,000	\$333,000
- Gravel exploration	\$2,000	\$15,000	\$0
- Reclamation	\$9,000	\$73,000	\$68,000
- Gravel Inventory expense	\$0	\$81,300	\$64,850
- Unallocated expenses	\$160,000	\$60,270	\$55,620
Road Maintenance	\$2,779,000	\$2,707,600	\$2,841,500
- Revenue	-\$10,000	-\$8,500	-\$8,500
- Grader Maintenance	\$2,279,000	\$2,333,100	\$2,331,250
- Brushing/Backsloping/Mulching	\$98,000	\$95,000	\$81,300
- Signs	\$83,000	\$98,000	\$119,100
- Culvert maintenance	\$222,000	\$115,000	\$211,500
- Bridge maintenance	\$54,000	\$46,000	\$63,750
- Unallocated expenses	\$53,000	\$29,000	\$43,100
Public Works Safety, Meetings and Training	\$0	\$120,000	\$150,000
<b>TOTAL PROJECT COSTING BUDGET</b>	<b>\$9,830,000</b>	<b>\$11,046,545</b>	<b>\$11,598,000</b>
These numbers include depreciation for equipment and vehicles only, DOES NOT include depreciation for roads, bridges or buildings.			

## NOTABLE CHANGES TO BUDGET

### One Time Expenses/Budget Corrections:

- Increase of \$12,500 for ATCO access road crackfilling.
- Decrease of \$17,500 for gravel engineering for an Archeological Assessment at the County Pit in Hardisty completed in 2018.
- Increase of \$14,200 for bridge inspection services due to comprehensive review of bridge structures with a rating of 55% and lower. This will assist in planning for future bridge repairs and replacements.
- Decrease of \$18,000 for grader shed rentals due to no storage rental required in 2019.

### Inflation and Growth:

- Decrease of \$11,330 for full time staff salaries and benefits, includes Cost of Living Allowance (COLA), grid increment changes and changes in staffing.
- Increase of \$70,000 for seasonal staff includes Cost of Living Allowance (COLA) and the addition of.
  - One (1) – two (2) month summer student for mowing, painting, etc in hamlets.
  - One (1) – four (4) month summer student to assist with installation of signs for Arterial/Collector routes and speed advisory and curve signs.
  - Wage increase in operating budget to reflect increased culvert maintenance and a decrease in capital program budget due to less gravel pit preparation and reclamation.
- Increase of \$100,000 for fuel and lube to reflect fuel prices and usage in 2018. Previous three (3) years budget was \$1.1 million which was reduced in 2018 to \$1 million. In 2018, we experienced increased fuel prices and are recommending increasing the budget to the previous amount of \$1.1 million.
- Increase of \$24,000 for machinery repairs (5% increase from 2018 budget).
- Increase of \$7,500 for shop building maintenance for the overhead door inspection and the HVAC maintenance contract.
- Increase of \$18,000 for soil stabilization product (Gravelock). Product has increased by 5%.
- Increase of \$8,400 for grader shed repairs due to maintenance service agreement, overhead door inspections and annual gas monitor inspections.

### Business Process Changes:

- Decrease of \$10,000 for revenue ½ time regional water operator (Forestburg and Daysland). Grant funding is discontinued after October 2019.



**Service Level Changes:**

- Increase of \$7,500 for road signs due to additional sign requirements based on completion of assessment of roads with sightline issues, curves and hilly terrain.
- Increase of \$94,600 dust suppressant product to include addition of 17 miles of MG30 and price increase for product.
  - TWP Rd 450 (Hwy 36 to RR124) 6.0 miles
  - Correction Line (RR131 to Hwy 36) 3.0 miles
  - Correction Line (RR142 to Hwy 36) 4.5 miles
  - Correction Line (RR115 to SH869) 4.25 miles
- Increase of \$9,000 for culvert maintenance.

**Staffing Compliment**

- 6.6 FTE: Public Works Administration (6.8 FTE 2018)
- 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
- 22 Seasonal (20 in 2018)

**FUTURE ROAD RECOVERY PROJECTS**

**2019 SHOULDER PULLING PROJECTS**

LOCATION	MILES	ROAD CLASSIFICATION
ENE 33-46-15 Rge Rd 153	South 2.0	Arterial
ENE 33-44-10 Rge Rd 103	South 7.0	Local
NNW 23-45-16 Twp Rd 454	East 2.0	Local
NE 08-45-16 Rge Rd 164	South 3.75	Local
NW 32-43-11 Twp Rd 440	East 1.6	Local
<b>Oiled Roads Transitioning to Gravel</b>		
ENE 07-42-12 Rge Rd 125	South 2.0	Local

**2019 SUB-GRADE PREPARATION PROJECTS**

LOCATION	MILES	ROAD CLASSIFICATION
<b>Oiled Roads Transitioning to Gravel</b>		
ENE 34-40-13 Rge Rd 132	South 4.0	Local
ENE 29-43-11 Rge Rd 114	South 0.5	Arterial
ENE 20-43-11 Rge Rd 114	South 2.0	Arterial

## FUTURE ROAD RECOVERY PROJECTS

### FUTURE SHOULDER PULLING AND SUB-GRADE PREP PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
ENE 35-46-15 Rge Rd 151	South 4.0	Local
NNW 19-45-16 Twp Rd 454	East 1.0	Local
ENE 36-40-13 Rge Rd 130	South 4.0	Local
ENE 36-41-16 Rge Rd 160	South 6.0	Local
NNW 22-43-16 Twp Rd 434	East 3.0	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 24-46-16 Rge Rd 160	South 10.0	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 4.0	Local
NNW 15-42-11 Twp Rd 423	East 6.0	Local
NNW 34-44-11 Twp Rd 450	East 6.0	Local
NNW 08-45-15 Twp Rd 452	East 2.0	Local
ENE 33-40-11 Rge Rd 113	South 4.0	Collector
ENE 36-40-11 Rge Rd 120	South 4.0	Local
NNW 33-43-13 Twp Rd 444	East 6.0	Local
ENE 19-45-15 Rge Rd 155	South 4.5	Local
NNE 33-40-10 Twp Rd 410	East 5.25	Arterial
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 11-45-14 Rge Rd 141	South 5.25	Local
ENE 20-45-12 Rge Rd 124	South 6.0	Arterial



<b>AIRPORT OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods & Services	\$ 87,719	\$ 65,300	\$ 80,300
<b>Total Revenue</b>	<b>\$ 87,719</b>	<b>\$ 65,300</b>	<b>\$ 80,300</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 112	\$ 200	\$ 120
Contracted/General Services	\$ 26,515	\$ 46,800	\$ 57,200
Materials/Supplies	\$ 86,525	\$ 67,750	\$ 81,250
Other Expenses	\$ -	\$ -	\$ 1,500
<b>Total Expenses</b>	<b>\$ 113,152</b>	<b>\$ 114,750</b>	<b>\$ 140,070</b>
Depreciation Non-Cash Item	\$ 16,635	\$ 17,000	\$ 17,000
<b>NET BUDGET</b>	<b>\$ 42,068</b>	<b>\$ 66,450</b>	<b>\$ 76,770</b>
<b>Budget Change 2018 to 2019</b>			<b>15.53%</b>
Total Supported By Taxes	\$ 25,433	\$ 49,450	\$ 59,770
Total Supported By Reserves	\$ -		\$ -

### NOTABLE CHANGES TO BUDGET

#### One Time Expenses:

- Increase of \$ 12,500 for crackfilling of runway and access road.





<b>WATER DISTRIBUTION OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods & Services	\$ 121,523	\$ 127,050	\$ 170,700
Grants	\$ 15,200	\$ 47,500	\$ -
Infrastructure Reserves	\$ 43,109	\$ 52,460	\$ 78,850
<b>Total Revenue</b>	<b>\$ 179,832</b>	<b>\$ 179,510</b>	<b>\$ 249,550</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 80,436	\$ 85,770	\$ 89,000
Contracted/General Services	\$ 34,384	\$ 77,600	\$ 51,200
Materials/Supplies	\$ 30,417	\$ 33,500	\$ 30,500
<b>Total Expenses</b>	<b>\$ 145,237</b>	<b>\$ 196,870</b>	<b>\$ 170,700</b>
Depreciation Non-Cash Item	\$ 55,943	\$ 62,000	\$ 78,850
<b>NET BUDGET</b>	<b>\$ 21,348</b>	<b>\$ 79,360</b>	<b>\$ -</b>
<b>Budget Change 2018 to 2019</b>			<b>-100.00%</b>
Total Supported By Taxes	\$ 21,348	\$ 22,320	\$ -
Total Raised for Reserves	\$ 43,109	\$ 52,460	\$ 78,850

**NOTABLE CHANGES TO BUDGET**

**One Time Expenses:**

- Decrease of grant revenue due to projects completed in 2018.

**Inflation and Growth:**

- Water service – monthly fixed rate increases from \$47.25 to \$66.00
- Water service – monthly infrastructure fee increases from \$22.00 to \$32.75

	<b>2018</b>	<b>2019</b>	<b>Percentage Change</b>
Water – Fixed Rate	\$47.25	\$66.00	39.7%
Water – Infrastructure Reserve	\$22.00	\$32.75	48.9%
Sewage – Fixed Rate	\$26.25	\$15.25	-42.0%
Sewage – Infrastructure Reserve	\$22.00	\$22.00	0.0%
<b>Total Monthly</b>	<b>\$117.50</b>	<b>\$136.00</b>	<b>15.75%</b>
<b>Difference</b>	<b>\$18.50</b>		

**Options to Consider:**

1. Total cost recovery with increase of \$18.50 per month.
2. Total cost recovery for operating expense and only partial recovery for capital infrastructure would be an increase of \$11.35 month. Phase in the capital infrastructure over a 3-year period (\$3.60/year).



<b>SANITARY SEWAGE OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods & Services	\$ 63,666	\$ 66,150	\$ 39,100
Grants	\$ -	\$ -	\$ 10,000
Infrastructure Reserves	\$ 47,239	\$ 47,000	\$ 52,000
<b>Total Revenue</b>	<b>\$ 110,905</b>	<b>\$ 113,150</b>	<b>\$ 101,100</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 10,292	\$ 13,500	\$ 14,000
Contracted/General Services	\$ 18,262	\$ 17,100	\$ 23,700
Materials/Supplies	\$ 10,457	\$ 11,400	\$ 11,400
<b>Total Expenses</b>	<b>\$ 39,011</b>	<b>\$ 42,000</b>	<b>\$ 49,100</b>
Depreciation Non-Cash Item	\$ 37,174	\$ 36,150	\$ 52,000
<b>NET BUDGET</b>	<b>-\$ 34,720</b>	<b>-\$ 35,000</b>	<b>\$ -</b>
<b>Budget Change 2018 to 2019</b>			<b>-100.00%</b>
<b>Total Supported By Taxes</b>	<b>-\$ 34,720</b>	<b>-\$ 35,000</b>	<b>\$ -</b>
<b>Total Raised for Reserves</b>	<b>\$ 47,239</b>	<b>\$ 47,000</b>	<b>\$ 52,000</b>

### NOTABLE CHANGES TO BUDGET

#### Budget Corrections:

- Adjust Sewer service – monthly fixed rate decrease from \$26.25 to \$15.25 due to analysis of costing for sewage and actual costs,
- Sewer service – monthly infrastructure fee to remain at \$22.00

<b>WASTE DISPOSAL OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods & Services	\$ 54,622	\$ 58,800	\$ 58,165
<b>Total Revenue</b>	<b>\$ 54,622</b>	<b>\$ 58,800</b>	<b>\$ 58,165</b>
<b>EXPENSES</b>			
Contracted/General Services	\$ 4,503	\$ 5,500	\$ 4,500
Materials/Supplies	\$ -	\$ -	\$ -
Transfers to Other Boards	\$ 437,909	\$ 463,741	\$ 476,870
<b>Total Expenses</b>	<b>\$ 442,412</b>	<b>\$ 469,241</b>	<b>\$ 481,370</b>
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
<b>SUB TOTAL</b>	<b>\$ 387,790</b>	<b>\$ 410,441</b>	<b>\$ 423,205</b>
Less Requisition	\$ 386,653	\$ 410,741	\$ 418,705
<b>NET BUDGET</b>	<b>\$ 1,137</b>	<b>-\$ 300</b>	<b>\$ 4,500</b>
<b>Budget Change 2018 to 2019</b>			<b>3.11%</b>
Total Supported By Taxes	\$ 1,137	-\$ 300	\$ 4,500
Total Supported By Reserves	\$ -	\$ -	\$ -

**NOTABLE CHANGES TO BUDGET**

There are no significant changes to this 2019 department budget.

**Information:**

In 2019 there is a proposed increase from Flagstaff Regional Waste Management as follows:

- Flagstaff Rural – 1.94%
- Flagstaff Hamlets – 7.11% due to adjustments in per capita, and 2.80% increase for transitional sites for a total of 9.91%.

The proposed requisition for Flagstaff Regional Waste Management for Flagstaff Rural is \$418,705. Based on current assessment this will require an estimated 5.56% increase in the Flagstaff Waste Mill Rate.

The proposed change for the hamlets will require an increase to the garbage rate of \$1.00/month.

2018 Garbage Rate - \$26.50

2019 Garbage Rate - \$27.50



<b>GAS DISTRIBUTION OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods & Services	\$ 106,327	\$ 13,200	
Infrastructure Reserves	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ 106,327</b>	<b>\$ 13,200</b>	<b>\$ -</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ -	\$ -	\$ -
Contracted/General Services	\$ 7,258	\$ 3,750	
Materials/Supplies	\$ 80,871	\$ 12,210	
Other Expenses	\$ -	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 88,129</b>	<b>\$ 15,960</b>	<b>\$ -</b>
Depreciation Non-Cash Item	\$ 401	\$ -	\$ -
<b>NET BUDGET</b>	<b>-\$ 17,797</b>	<b>\$ 2,760</b>	<b>\$ -</b>
<b>Budget Change 2018 to 2019</b>			<b>-100.00%</b>
Total Supported By Taxes	\$ -	\$ 2,760	\$ -
Total Raised for Reserves	-\$ 17,797		\$ -

**NOTABLE CHANGES TO BUDGET**

The gas system was sold in 2018 so there is no longer a budget for this section.

## 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.

### PROGRAMS AND SERVICES

#### 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.

#### Support to Non-Profit Organizations **Recategorized**

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 funding for the period of one year (2019). 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 funding for the period of one year (2019). 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.
- Flagstaff Satellite Family Day Home Society: Provide funding for the period of one year (2019). This organization was created to provide a safe environment for children and parents an option for subsidized childcare. This non-profit organization provides support and training to the providers and families as well as a safe and monitored environment for the children.



<b>COMMUNITY SERVICES OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
FFCS Grant	\$ 289,084	\$ 290,000	\$ 290,000
<b>Total Revenue</b>	<b>\$ 289,084</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>
<b>EXPENSES</b>			
Grants to Organizations	\$ 474,520	\$ 426,100	\$ 413,250
<b>Total Expenses</b>	<b>\$ 474,520</b>	<b>\$ 426,100</b>	<b>\$ 413,250</b>
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
<b>NET BUDGET</b>	<b>\$ 185,436</b>	<b>\$ 136,100</b>	<b>\$ 123,250</b>
<b>Budget Change 2018 to 2019</b>			<b>-9.44%</b>
Total Supported By Taxes	\$ 185,436	\$ 136,100	\$ 123,250
Total Supported By Reserves	\$ -	\$ -	\$ -

**NOTABLE CHANGES TO BUDGET**

**Business Process Changes:**

- Transfer of \$92,000 for the following grants, as they have been recategorized and moved from the Culture department budget as they are considered a community service:
  - Flagstaff Adult Learning of \$50,000
  - Parents for Fun of \$25,000
  - Flagstaff Day Home Society of \$17,000
- Decrease of \$25,000 for the Educational Scholarship program as this program has been discontinued in 2019.
- Decrease of \$86,566 for the Teen Leisure Centre (Nights Alive) as this program has been discontinued in 2019.

## 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.

### PROGRAMS AND SERVICES

#### Physician Retention and Attraction

- Collaborate with stakeholders such as Alberta Health Services and Covenant Health to lead initiatives that attract and retain medical professionals in the Flagstaff Region. Provide administrative and financial support for initiatives such as accommodation incentives and recognition for medical professionals.

#### STARS Air Ambulance Donation

- Provide annual funding of \$2.00 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 four (4) years.



<b>PUBLIC HEALTH OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Grants	\$ -	\$ -	\$ -
<b>Total Revenue</b>	\$ -	\$ -	\$ -
<b>EXPENSES</b>			
Contracted/General Services	\$ 20,993	\$ 36,000	\$ 36,000
Grants to Organizations	\$ 20,000	\$ 21,000	\$ 16,725
Cemetery Grants	\$ 19,930	\$ 55,000	\$ 10,000
<b>Total Expenses</b>	\$ 60,923	\$ 112,000	\$ 62,725
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
<b>NET BUDGET</b>	\$ 60,923	\$ 112,000	\$ 62,725
<b>Budget Change 2018 to 2019</b>			<b>-44.00%</b>
<b>Total Supported By Taxes</b>	\$ 40,993	\$ 112,000	\$ 52,725
<b>Total Supported By Reserves</b>	\$ 19,930		\$ 10,000

**NOTABLE CHANGES TO BUDGET**

**Business Process Changes:**

- Decrease of \$44,375 for cemetery grants based on eligible recipients for 2019.
- Decrease of \$4,275 based on \$2.00 per capita for STARS donation (previously \$2.50 per capita).



## 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.

### PROGRAMS AND SERVICES

#### 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 carried out 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 identified 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 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**

- Administer conservation easements on private property at the request of landowners.

<b>ENVIRONMENT (ASB) OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Grants	\$ 183,359	\$ 186,900	\$ 186,900
Sales of Goods & Services	\$ 67,148	\$ 86,500	\$ 65,750
Gain on Disposal of Assets	\$ 3,500	\$ -	\$ -
Alternative Land Use Services	\$ 13,250	\$ 10,000	\$ 10,000
<b>Total Revenue</b>	<b>\$ 267,257</b>	<b>\$ 283,400</b>	<b>\$ 262,650</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 590,598	\$ 571,650	\$ 533,100
Contracted/General Services	\$ 193,050	\$ 189,000	\$ 174,500
Materials/Supplies	\$ 215,343	\$ 263,000	\$ 289,000
Grants to Other Organizations	\$ 12,909	\$ 15,500	\$ 15,500
<b>Total Expenses</b>	<b>\$ 1,011,900</b>	<b>\$ 1,039,150</b>	<b>\$ 1,012,100</b>
Depreciation Non-Cash Item	\$ 112,353	\$ 115,000	\$ 150,000
<b>NET BUDGET</b>	<b>\$ 856,996</b>	<b>\$ 870,750</b>	<b>\$ 899,450</b>
Budget Change 2018 to 2019			3.30%
Total Supported By Taxes	\$ 744,643	\$ 755,750	\$ 749,450
Total Supported By Reserves	\$ -	\$ -	\$ -

**NOTABLE CHANGES TO BUDGET****Budget Changes:**

- Decrease of \$20,750 in sales of goods and services revenue, includes sale of chemical and labour (less custom spraying) and extension revenue (not hosting Country Roots tour, sale of strychnine, and bulk water sales).
- Decrease of \$10,000 for biological control, as there will be less demand for the goats in 2019 on the land owned by Flagstaff County.

**One Time Expenses:**

- Increase of \$10,000 for gopher control strychnine as it may be the last year we are able to purchase this product.



**Business Process Changes:**

- Decrease of \$38,550 for salaries due to change in allocation of salary for Administrative Assistant and have reduced herbicide applicator positions (brush crew).
- Decrease of \$17,000 for conservation and development.
- Decrease of \$18,000 for extension expenses as we will not be hosting Country Roots Tour.
- Increase of \$30,000 for weed control chemical due to an increase in price and the purchase of more chemical.

**Staffing compliment:**

- 3.0 FTE (3.5 FTE 2018)
- 9.0 Seasonal (11.0 in 2018)



## 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.

### PROGRAMS AND SERVICES

#### 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.
  - Connect with schools in the Flagstaff Region and coordinate opportunities for students to attend career and post-secondary fairs.
  - Connect with students to empower entrepreneurial ideas and give them an opportunity to showcase their business ideas at a public event.
- 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 governance.
  - Facilitate entrepreneurial and business development programs, such as the Reach Program, which assists with starting a new business and mentoring new business owners.
  - 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 within the Region through collaboration with local Chamber of Commerce and Business Association groups.

- Visit and connect with businesses to communicate opportunities and challenges, create solid relationships and assist with business retention and expansion in the Region.
- Support artisan and craft entrepreneurs that are participating in Flagstaff Crafted through an online website, marketing initiatives, collaboration efforts and business development support.
- Host an annual event to celebrate local businesses and bring awareness to the exceptional variety of products and services available in the Region.
- Highlight, market and support local businesses through the “Flagstaff Featured Business” series, in partnership with The Community Press.

### **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 and ensure the Flagstaff Region Investment Guide is distributed through channels that will facilitate leads, such as Central Alberta: Access Prosperity.
- Identify and undertake collaborative economic development initiatives with local communities and municipalities, such as the Battle River Economic Opportunities Committee (BREOC), that are specific to advancing the interests of the 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 investment 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.
- Develop and distribute a comprehensive tourism and activity guide for the Region.
- Partner with tourism groups from around the east central Alberta Region such as Go East of Edmonton, Battle River Train Excursions and Battle River Crossing Resort.

- Provide services and resources to several organizations for economic development projects that promote and enhance regional growth.
- Execute marketing efforts for the Flagstaff Region focused on increasing tourism, retaining existing residents, and attracting new residents. Efforts include search engine optimization, digital marketing, attendance at the Edmonton RV Expo and marketing on the Community Bus.
- Develop marketing material that showcases successful entrepreneurs and businesses to empower the entrepreneurial spirit, illustrate opportunity and foster internal pride.

**2019 Strategic Plan Projects**

**New Program**

- Work with external consultants to develop a Community Development Program that would develop capacity building and recognition for volunteers.
- Evaluate the current economic development framework and revise the Economic Development Strategic Plan for the next five (5) years.

<b>ECONOMIC DEVELOPMENT OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods & Services	\$ 5,453	\$ 13,500	\$ 3,500
Other Revenue	\$ 15,884	\$ 2,500	\$ 10,000
Grants	\$ 29,423	\$ 11,400	\$ 151,400
<b>Total Revenue</b>	<b>\$ 50,760</b>	<b>\$ 27,400</b>	<b>\$ 164,900</b>
<b>EXPENSES</b>			
Wages/Benefits	\$ 191,566	\$ 252,645	\$ 263,315
Contracted/General Services	\$ 190,207	\$ 249,850	\$ 399,950
Materials/Supplies	\$ 544	\$ 850	\$ 15,850
<b>Total Expenses</b>	<b>\$ 382,317</b>	<b>\$ 503,345</b>	<b>\$ 679,115</b>
Depreciation Non-Cash Item	\$ -	\$ -	\$ -
<b>NET BUDGET</b>	<b>\$ 331,557</b>	<b>\$ 475,945</b>	<b>\$ 514,215</b>
Budget Change 2018 to 2019			8.04%
Total Supported By Taxes	\$ 331,557	\$ 475,945	\$ 514,215
Total Supported By Reserves	\$ -	\$ -	\$ -



## NOTABLE CHANGES TO BUDGET

### One Time Expenses:

- Decrease of \$40,000 in marketing/branding due to completed tourism and lifestyle campaign in 2018.
- Increase of \$105,000 in contracted projects includes Economic Development Strategic Plan (\$80,000 funded \$40,000 MSI Operating Grant, \$40,000 CARES grant) and Community Development Plan (\$25,000).

### Business Process Changes:

- Increase of \$8,250 for memberships due to classification of memberships for tourism and marketing.
- Decrease of \$10,000 for business celebration events. Change focus to incorporate Flagstaff Crafted and/or business development initiatives.
- Increase of \$73,000 for business development due to enhanced REACH Program (pending grant approval) and Flagstaff Crafted.

### Budget Changes:

- Increase of \$14,600 for travel, subsistence and professional development.
- Increase of \$13,500 for special projects due to Edmonton RV Expo costs (not funded by grants in 2019)

### 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 creates 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.

### PROGRAMS AND SERVICES

#### 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.

### **Intermunicipal Development Plans (Rural Neighbours) New Program**

- Implement Intermunicipal Development Plans with our neighbouring rural municipalities (M.D. of Provost, County of Paintearth, County of Stettler, Camrose County, Beaver County and the M.D. of Wainwright), as legislated by the Municipal Government Act by April 1, 2021.

### **Hamlet Clean-up New Program**

- Work with the citizens within the Hamlets of Galahad and Strome to organize an annual “clean-up and beautification project” in each community.



<b>PLANNING &amp; DEVELOPMENT OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Other Revenue	\$ 39,627	\$ 16,500	\$ 20,060
Grants	\$ -	\$ 3,000	\$ -
<b>Total Revenue</b>	<b>\$ 39,627</b>	<b>\$ 19,500</b>	<b>\$ 20,060</b>
<b>EXPENSES</b>			
Salaries, Wages & Benefits	\$ 101,461	\$ 158,200	\$ 174,785
Contracted/General Services	\$ 49,133	\$ 106,950	\$ 57,540
Materials & Supplies	\$ 2,429	\$ 5,000	\$ 6,500
Loss on Property	\$ 8,644	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 161,667</b>	<b>\$ 270,150</b>	<b>\$ 238,825</b>
Depreciation Non-Cash Item	\$ 3,143	\$ 3,143	\$ 3,145
<b>NET BUDGET</b>	<b>\$ 125,183</b>	<b>\$ 253,793</b>	<b>\$ 221,910</b>
Budget Change 2018 to 2019			-12.56%
Total Supported By Taxes	\$ 138,271	\$ 250,650	\$ 218,765
Total Supported By Reserves	\$ 60,000	\$ -	\$ -

## NOTABLE CHANGES TO BUDGET

### One Time Expenses:

- Decrease of \$50,000 for consultants as the aerial photo project was completed in 2018 (taken approximately every five (5) years). Budget includes \$30,000 for the development of the Rural Intermunicipal Development Plans with neighboring rural municipalities.
- Increase of \$5,000 for legal fees.

### Business Process Changes:

- Increase of \$17,000 for salaries and benefits to increase 0.5 FTE reallocated from Agricultural Service Board (ASB) department for Administrative Assistant.

### Staffing compliment:

- 2.0 FTE (1.5 FTE 2018)

## 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.

### PROGRAMS AND SERVICES

#### 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.



<b>PARKS OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods & Services	\$ 12,850	\$ 11,000	\$ 12,000
Grants	\$ -	\$ 3,900	\$ -
<b>Total Revenue</b>	<b>\$ 12,850</b>	<b>\$ 14,900</b>	<b>\$ 12,000</b>
<b>EXPENSES</b>			
Salaries, Wages & Benefits	\$ 65,878	\$ 71,000	\$ 69,900
Contracted/General Services	\$ 14,918	\$ 22,500	\$ 28,710
Materials & Supplies	\$ 29,352	\$ 31,500	\$ 28,000
Other Expenses	\$ -	\$ 1,500	\$ -
<b>Total Expenses</b>	<b>\$ 110,148</b>	<b>\$ 126,500</b>	<b>\$ 126,610</b>
Depreciation Non-Cash Item	\$ 47,946	\$ 15,000	\$ 15,000
<b>NET BUDGET</b>	<b>\$ 145,244</b>	<b>\$ 126,600</b>	<b>\$ 129,610</b>
<b>Budget Change 2018 to 2019</b>			<b>2.38%</b>
Total Supported By Taxes	\$ 97,298	\$ 111,600	\$ 114,610
Total Supported By Reserves	\$ -	\$ -	

### NOTABLE CHANGES TO BUDGET

There are no significant changes to this 2019 department budget.

#### Staffing compliment:

- 3.0 Seasonal

RECREATION OPERATING BUDGET			
	2017 ACTUAL	BUDGET	
		2018 APPROVED	2019 PROPOSED
<b>REVENUE</b>			
Grants	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
<b>Total Revenue</b>	\$ -	\$ -	\$ -
<b>EXPENSES</b>			
Contracted/General Services	\$ -	\$ 8,500	\$ -
Grants	\$ 750,002	\$ 750,000	\$ 750,000
<b>Total Expenses</b>	\$ 750,002	\$ 758,500	\$ 750,000
Depreciation Non-Cash Item	\$ -	\$ 35,000	\$ 35,000
<b>NET BUDGET</b>	\$ 750,002	\$ 793,500	\$ 785,000
Budget Change 2018 to 2019			-1.07%
Total Supported By Taxes	\$ 750,002	\$ 758,500	\$ 750,000
Total Supported By Reserves	\$ -		\$ -

### NOTABLE CHANGES TO BUDGET

**There are no significant changes to this 2019 department budget.**  
Includes \$750,000 for grant funding to Agricultural Societies.



## 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.

### PROGRAMS AND SERVICES

#### 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.

#### 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.

#### 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.



<b>CULTURE OPERATING BUDGET</b>			
	<b>2017 ACTUAL</b>	<b>BUDGET</b>	
		<b>2018 APPROVED</b>	<b>2019 PROPOSED</b>
<b>REVENUE</b>			
Sales of Goods and Services	\$ 23,532	\$ 22,500	\$ 24,000
Other Revenue	\$ 10,000	\$ 3,500	\$ 6,500
<b>Total Revenue</b>	<b>\$ 33,532</b>	<b>\$ 26,000</b>	<b>\$ 30,500</b>
<b>EXPENSES</b>			
Salaries, Wages & Benefits	\$ 20,033	\$ 23,600	\$ 10,000
Contracted/General Services	\$ 17,237	\$ 26,400	\$ 25,400
Materials & Supplies	\$ 9,014	\$ 11,700	\$ 11,100
Grants to Other Organizations	\$ 147,372	\$ 137,700	\$ 38,000
<b>Total Expenses</b>	<b>\$ 193,656</b>	<b>\$ 199,400</b>	<b>\$ 84,500</b>
Depreciation Non-Cash Item	\$ 29,888	\$ 30,000	\$ 30,000
<b>NET BUDGET</b>	<b>\$ 190,012</b>	<b>\$ 203,400</b>	<b>\$ 84,000</b>
<b>Budget Change 2018 to 2019</b>			<b>-58.70%</b>
<b>Total Supported By Taxes</b>	<b>\$ 160,124</b>	<b>\$ 173,400</b>	<b>\$ 54,000</b>
<b>Total Supported By Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	

## NOTABLE CHANGES TO BUDGET

### Business Process Changes:

The following grants have been recategorized and moved to Community Services as they are considered a community service:

- Transfer of \$77,500 for the following grants:
  - Flagstaff Adult Learning - \$52,500
  - Parents for Fun - \$25,000
- Discontinue operation of Community Bus program as of March 1, 2019. We have looked at scheduling, and there is nothing scheduled after the end of February. The bus will be listed for sale in the spring of 2019.
- Decrease of \$19,950 for Heritage Inventory, as we will not be hiring a summer student in 2019.

### Staffing compliment:

- 0 Seasonal (1.0 in 2018)



## REVENUE OWN SOURCES

REVENUE OWN SOURCES/TAX BAD DEBT			
	2017 ACTUAL	BUDGET	
		2018 APPROVED	2019 PROPOSED
<b>REVENUE</b>			
Tax Recovery	\$ -		\$ -
Penalties on Taxes	\$ 300,417	\$ 200,000	\$ 250,000
Franchises & Contracts	\$ 63,241	\$ 19,500	\$ 20,000
Return on Investments	\$ 338,807	\$ 192,500	\$ 242,500
<b>Total Revenue</b>	<b>\$ 702,465</b>	<b>\$ 412,000</b>	<b>\$ 512,500</b>
<b>EXPENSES</b>			
Tax Bad Debt	\$ 277,006	\$ 500,000	\$ 500,000
<b>Total Expenses</b>	<b>\$ 277,006</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
<b>NET BUDGET</b>	<b>-\$ 425,459</b>	<b>\$ 88,000</b>	<b>-\$ 12,500</b>
<b>Total Supported By Taxes</b>	<b>-\$ 425,459</b>	<b>\$ 88,000</b>	<b>-\$ 12,500</b>

### NOTABLE CHANGES TO BUDGET

#### Inflation and Growth:

- Increase of \$50,000 for penalties on taxes based on the past three (3) years.
- Increase of \$50,000 for interest earned based on the past three (3) years.

## 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			
	2017 ACTUAL	BUDGET	
		2018 APPROVED	2019 PROPOSED
<b>REVENUE</b>			
Grants Rural	\$ 3,317,396	\$ 5,042,943	\$ 548,500
Grants Hamlets	\$ 2,039,327	\$ 350,340	\$ 625,000
Sales of Assets	\$ 615,514	\$ 567,620	\$ 814,500
<b>Total Revenue</b>	<b>\$ 5,972,237</b>	<b>\$ 5,960,903</b>	<b>\$ 1,988,000</b>
<b>EXPENSES</b>			
Capital Hamlets	\$ 2,063,346	\$ 350,340	\$ 605,000
Equipment and Vehicles	\$ 1,889,423	\$ 2,528,558	\$ 3,149,160
Buildings	\$ 2,609,424	\$ 6,507,018	\$ 127,000
Land/Improvements	\$ -	\$ 225,562	\$ 29,000
Airport	\$ 94,370	\$ 36,300	\$ -
Road Construction	\$ 2,724,483	\$ 34,000	\$ 16,000
Pavement	\$ 186,702	\$ -	\$ -
Bridges	\$ 303,325	\$ 898,800	\$ 548,500
Gravel Inventory	\$ 209,589	\$ 498,903	\$ 457,945
Parks	\$ 6,500	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 10,087,162</b>	<b>\$ 11,079,481</b>	<b>\$ 4,932,605</b>
<b>NET BUDGET</b>	<b>\$ 4,114,925</b>	<b>\$ 5,118,578</b>	<b>\$ 2,944,605</b>
Budget Change 2018 to 2019			-42.47%
Total Supported By Taxes	\$ 3,715,830	\$ 2,612,398	\$ 2,944,605
Total Supported By Reserves	\$ 399,095	\$ 2,506,180	\$ -

<b>REPLACEMENT EQUIPMENT/VEHICLES - CAPITAL</b>	
<b>DESCRIPTION</b>	<b>BUDGET</b>
**Grader no ripper - AWD	\$480,600
**Grader no ripper - AWD	\$555,500
**Grader no ripper - AWD	\$569,500
**Grader no ripper - AWD	\$569,500
Truck 1/2 Ton Extended Cab	\$41,500
Truck 1/2 Ton Extended Cab	\$41,500
Truck 1/2 Ton Crew Cab with Accessories	\$64,000
Truck Day Cab Highway Tractor	\$165,000
Trailer Super B Belly Dump	\$135,000
Gravel Box	\$37,000
*Trailer Quad Dump Wagon	\$84,100
Truck with Bucket and Boom (Used)	\$50,000
Disc Mower	\$18,000
	<b>Sub Total</b>
	<b>Contingencies 5%</b>
<b>Total Cost of Replacement/Upgraded Equipment</b>	<b>\$2,951,760</b>

\*\* Council approved September 26, 2018

<b>NEW EQUIPMENT/VEHICLES - CAPITAL</b>	
<b>DESCRIPTION</b>	<b>BUDGET</b>
Grader Mounted Packer (2)	\$70,000
Pallet Forks (2)	\$20,000
Water Treatment Plant Alarm Systems (2)	\$20,000
Mower - Zero Turn 104 inch cut	\$38,000
Deck and Cabinets Installation - Quick Response Fire	\$40,000
	<b>Sub Total</b>
	<b>Contingencies 5%</b>
<b>Total Cost of New Equipment</b>	<b>\$197,400</b>

<b>TOTAL Cost of Equipment and Vehicles</b>	<b>\$3,149,160</b>
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## Capital Budget

**ENGINEERING STRUCTURES - CAPITAL**

DESCRIPTION	BUDGET
Preliminary Engineering Road construction	\$16,000
Bridges	\$548,500
*Gravel inventory	\$457,945
<b>Total Cost of Engineering Structures</b>	<b>\$1,022,445</b>

**HAMLET INFRASTRUCTURE - CAPITAL**

DESCRIPTION	BUDGET
<b>STROME</b>	
- Preliminary Engineering Lagoon Upgrades	\$75,000
<b>Total Strome</b>	<b>\$75,000</b>
<b>GALAHAD</b>	
- Water Well	\$150,000
- Upgrades to Water Treatment Plant	\$350,000
- Sewage Lagoon Valve	\$30,000
<b>Total Galahad</b>	<b>\$530,000</b>
<b>Total Cost of Hamlet Infrastructure</b>	<b>\$605,000</b>

**LAND IMPROVEMENTS - CAPITAL**

DESCRIPTION	BUDGET
Fish Lake - Floating Dock	\$12,000
Edgerton Day Campground - Eight (8) Power sites	\$17,000
<b>Total Cost of Land Improvements</b>	<b>\$29,000</b>

**BUILDINGS - CAPITAL**

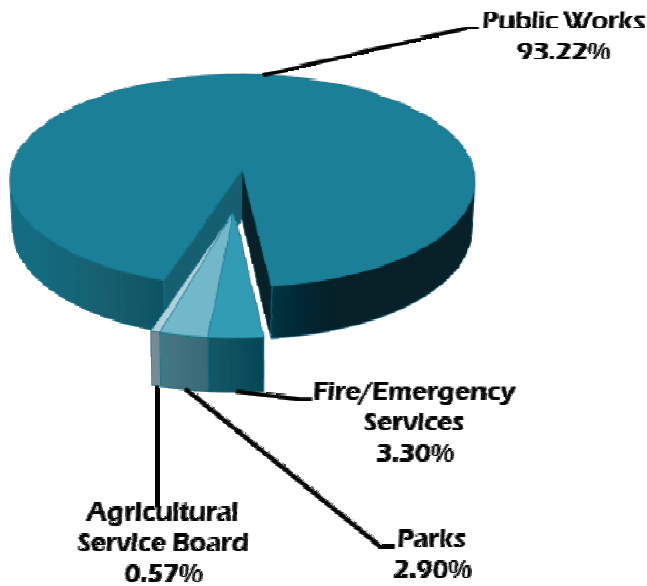
DESCRIPTION	BUDGET
Sand/Salt Storage Facility	\$100,000
Diplomat Pond - Campground Pavilion (Shelter)	\$27,000
<b>Sub Total</b>	<b>\$127,000</b>
<b>Contingencies</b>	<b>\$0</b>
<b>Total Cost of Buildings</b>	<b>\$127,000</b>

**TOTAL CAPITAL BUDGET****\$4,932,605**

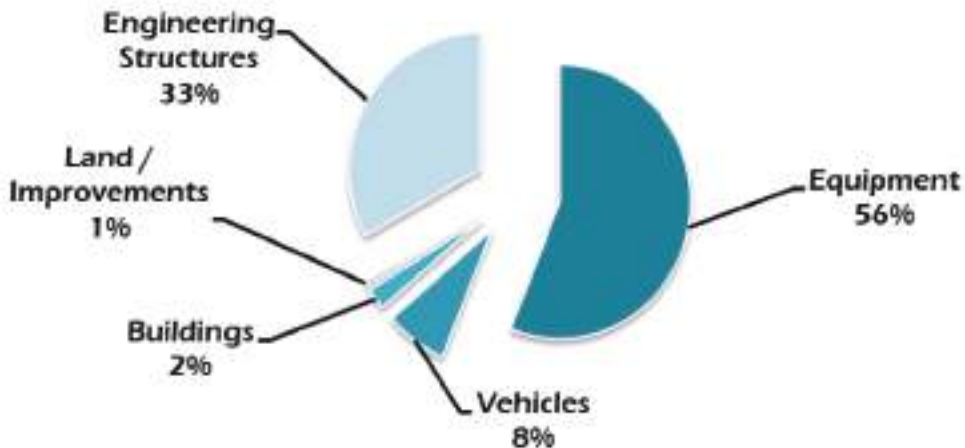
HISTORICAL CAPITAL INFORMATION		
YEAR	BUDGET	ACTUAL
2018	\$11,079,481	\$8,273,427 (YTD)
2017	\$17,966,787	\$10,087,162
2016	\$7,803,860	\$8,254,083
2015	\$5,721,717	\$4,651,198
2014	\$7,789,825	\$8,909,905
2013	\$7,818,166	\$7,657,573

**Capital Purchases By Department**

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



**Capital Purchases by Asset Type**



In 2018, Council approved the following roads to be constructed in 2020:

FUTURE ROAD CONSTRUCTION PROJECTS			
Project #	Location	Miles	Road Classification
A-2020	SE 20 and NE 17-44-12 Rge Rd 124	South for 1.0 mile	Arterial
B-2020	ENE 32-45-12 Rge Rd 124	South for 2.0 miles	Arterial
C-2020	ENE 29-43-11 Rge Rd 114	South for 0.5 mile	Arterial
D-2020	ENE 32-41-12 Rge Rd 124	South for 2.0 miles	Collector
E-2020	NNE 08-40-10 TWP Rd 402	East for 1.0 mile	Collector

### FIVE YEAR GRAVEL PLAN

#### 2019

- CR-01-2019 East Area – 80,000 tonnes
- CR-02-2019 West Area – 50,000 tonnes
- Screening and Stockpiling sand at Hinkey Pit – 12,500 tonnes

#### 2020

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

#### 2021

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

#### 2022

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

#### 2023

- CR-01-2023 West Area – 50,000 tonnes

**FIVE YEAR BRIDGE PLAN****2019**

- BF# 8983 – E 27-44-11-W4 (Rge Rd 112 north of Lougheed)
  - Bridge Repairs.
- BF# 74649 – E 04-43-10-W4 (Rge Rd 103 south of Hardisty)
  - Bridge Repairs.
- Culvert Replacement – SW 30-43-16 (Twp Rd 434 northwest of Heisler)
  - Replacement of a 1200mm culvert.
- Culvert Replacement – NW 20-43-14 (Rge Rd 145 south of Strome)
  - Replacement of a 900mm culvert.

**2020**

- BF# 74378 – NW 14-42-11 (Twp Rd 423 south of Lougheed)
  - Culvert Replacement.

**2021**

- BF# 77282 – NW 31-43-16 (Twp Rd 440 south of Daysland)
  - Culvert Replacement.
- BF# 77114 – SW 31-43-16 (Rge Rd 165 south of Daysland)
  - Culvert Replacement.

**2022**

- BF# 06660 – NW 29-43-10 (Twp Rd 435 east of Lougheed)
  - Bridge Repairs.

**2023**

- BF# 08065 – NE 24-45-14 (Rge Rd 140 north of Killam)
  - Culvert Replacement.
- BF# 77980 – SE 11-42-13 (Rge Rd 131 south of Sedgewick)
  - Culvert Replacement
- BF# 02408 – SE 20-44-12 (Rge Rd 124 north of Sedgewick)
  - Bridge Replacement
- BF# 07692 – NW 35-44-13 (Twp Rd 450 north of Killam)
  - Bridge Replacement
- BF# 72402 – SE 35-44-13 (Rge Rd 131 north of Killam)
  - Bridge Repairs



## FIVE YEAR HAMLET INFRASTRUCTURE PLAN

### 2019

#### Hamlet of Strome

- **Preliminary Engineering for Lagoon Upgrades:** Complete an assessment of the condition of the lagoon as well as evaluate the possibility of rebuilding the berms on the facultative and aerobic cells. Any required upgrades to the lagoon will be scheduled for completion in 2020.

#### Hamlet of Galahad

- **New Water Well:** Drill a new water well for additional groundwater supply.
- **Water Treatment Plant Upgrades:** Replace the piping and green sand filters. The current piping and filters are near the end of their service life and have started to experience issues with failures and leaking.
- **Sewage Lagoon Control Valve:** Installation of a sewage lagoon control valve to control the flow from one cell of the lagoon to another.

### 2020

#### Hamlet of Strome

- **Lagoon Upgrades:** Required upgrades as per assessment completed in 2019.
- **New Magnetic Flow Meter and Upgrades to Piping in Water Treatment Plant**

#### Hamlet of Galahad

- **Upgrades to Wastewater System:** Repairs and lining of sewer lines.

### 2021

#### Hamlet of Strome

- **Upgrades to Water and Wastewater System:** Replacement of water lines and lining of sewer lines.
- **Replacement of Distribution Pump**

#### Hamlet of Galahad

- **Upgrades to Water and Wastewater System:** Replacement of water lines and lining of sewer lines

### 2022

#### Hamlet of Galahad

- **Upgrades to Water and Wastewater System:** Replacement of water lines and lining of sewer lines.
- **Replacement of Distribution Pump**

### 2023

#### Hamlet of Strome

- **Upgrades to Water System:** Replacement of water lines.

#### Hamlet of Galahad

- **Upgrades to Water and Wastewater System:** Replacement of water lines and lining of sewer lines.

**\*\*Note:** The replacement of waterlines and lining of sewer lines is based on a ten (10) year infrastructure report provided by an engineering firm. The replacements are based on estimated grant funding available for the hamlets and broken down into smaller projects.



## RESERVES

### Operating Transfer from Reserves

- Cemetery grants: \$10,000
- Fire Protection: \$343,900

### Operating Transfer to Reserves

Includes transfers to capital reserves for infrastructure replacement in the hamlets. Funding is raised from monthly utility invoices for the infrastructure replacement reserves.

- Water Supply: \$78,850
- Sanitary Sewer: \$52,000

**NET TRANSFER FROM OPERATING:**

**\$223,050**

### Capital Transfer from Reserves

- No transfers from Reserves for Capital in 2019.

### Capital Transfer to Reserves

Includes transfer to public works reserves for future road construction and bridges

- Public Works: \$1,484,000
- Bridges: \$321,500

**NET TRANSFER TO CAPITAL:**

**\$1,805,500**

RESERVES



# Consolidated Budget

## CONSOLIDATED BUDGET SUMMARY

DESCRIPTION	2017 ACTUAL	2018 BUDGET APPROVED	2019 BUDGET PROPOSED	BUDGET VARIANCE
Legislative	411,612	411,950	402,940	(9,010)
Administration	2,368,397	2,808,425	2,563,480	(244,945)
Peace Officers	252,573	337,470	340,070	2,600
Bylaw Enforcement	(679)	4,500	9,500	5,000
Fire Protection	350,556	483,350	820,015	336,665
Emergency Management	12,427	16,850	16,850	0
Health & Safety	199,844	255,585	250,760	(4,825)
Public Works	8,754,562	9,636,545	10,131,840	495,295
Airport Transportation	25,433	49,450	59,770	10,320
Water Supply	21,348	(30,140)	(78,850)	(48,710)
Sanitary Sewer	(34,720)	(71,150)	(52,000)	19,150
Waste Disposal	1,137	(300)	4,500	4,800
Gas Distribution	0	2,760	0	(2,760)
Community Services	185,436	136,100	123,250	(12,850)
Public Health	60,923	112,000	62,725	(49,275)
Environment (ASB)	744,643	755,750	749,450	(6,300)
Economic Development	331,557	475,945	514,215	38,270
Planning and Development	198,271	250,650	218,765	(31,885)
Parks	97,298	111,600	114,610	3,010
Recreation	750,002	758,500	750,000	(8,500)
Culture	160,124	173,400	54,000	(119,400)
Revenue Own Source/Tax Bad Debt	(425,459)	88,000	(12,500)	(100,500)
Transfer to/from Reserves Operating	28,215	(540)	(223,050)	(222,510)
<b>TOTAL NET OPERATING</b>	<b>\$14,493,500</b>	<b>\$16,766,700</b>	<b>\$16,820,340</b>	<b>\$53,640</b>
<b>CAPITAL FUNDING SOURCES</b>				
Transfer from MSI Capital Grant	(2,792,618)	(5,042,943)	(548,500)	(4,494,443)
MSI Grants Hamlets	(139,327)	(350,340)	(625,000)	274,660
ACP Grant Hamlets	(1,900,000)	0	0	0
Federal Gas Tax Grant	(454,000)	0	0	0
STIP Grant	(70,778)	0	0	0
Sale of Equipment	(615,514)	(567,620)	(814,500)	246,880
Transfers From Reserves	(399,095)	(2,468,575)	0	(2,468,575)
Transfers to Reserves	90,350	2,276,834	1,805,500	471,334
<b>TOTAL FUNDING SOURCES</b>	<b>(\$6,280,982)</b>	<b>(\$6,152,644)</b>	<b>(\$182,500)</b>	<b>(\$5,970,144)</b>
<b>CAPITAL PROJECTS</b>				
Capital - Hamlets	2,063,346	350,340	605,000	254,660
Capital - Equipment/Vehicles	1,889,423	2,528,558	3,149,160	620,602
Capital - Buildings	2,609,424	6,507,018	127,000	(6,380,018)
Capital - Land/Improvements	0	225,562	29,000	(196,562)
Capital - Airport	94,370	36,300	0	(36,300)
Capital - Road Construction	2,724,483	34,000	16,000	(18,000)
Capital - Pavement	186,702	0	0	0
Capital - Bridges	303,325	898,800	548,500	(350,300)
Capital - Gravel	209,589	498,903	457,945	(40,958)
Capital - Parks/Recreation	6,500	0	0	0
<b>TOTAL CAPITAL</b>	<b>\$10,087,162</b>	<b>11,079,481</b>	<b>\$4,932,605</b>	<b>(\$6,146,876)</b>
<b>Total Cash Required</b>	<b>\$18,299,680</b>	<b>\$21,693,537</b>	<b>\$21,570,445</b>	<b>(\$123,092)</b>
<b>Non Cash Items</b>				
Depreciation Expense	\$4,450,579	\$4,527,527	\$4,887,600	\$360,073