



2020 -2022 Business Plan and 2020 Budget



**First Draft
November 20, 2019**

**Second Draft - Approved
December 11, 2019**



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INTRODUCTION

Under the Alberta Municipal Government Act, Flagstaff County is mandated to adopt a three year operating budget and a five year capital budget; that anticipate future revenues and expenditures across the organization. The 2020-2022 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 the operating and capital budgets serve as the financial direction for the County.

The 2020-2022 budget represents Council's priorities for the coming years and takes a conservative approach to spending, while maintaining the 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 commitments to work with all orders of government, including our municipal neighbors, to forge stronger relationships and to work collaboratively in building the region.

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Introduction by Reeve Don Kroetch

The unprecedented economic realities facing rural municipalities throughout the province, due to factors that are beyond the control of our local government, will continue to affect the revenue of Flagstaff County. While we are in a strong position to meet these challenges, this could be the new normal for rural Alberta, as we anticipate further reductions in programs and services in the near future.

Council is keenly aware that when our economy struggles, so do all residents and stakeholders in Flagstaff County. We are committed to mitigating the impact of the ongoing economic downturn. In these tough times, we will focus on the opportunity to be even more efficient and effective in the delivery of our programs and services, while ensuring that our programs and services are aligned with our strategic themes and goals of building a strong, vibrant, and sustainable region that benefits all stakeholders. We will continue to pursue economic initiatives that promote sustainability, diversification and growth to help stabilize population decline and increase investment. We will ensure that we support local social initiatives that have a direct impact on citizen attraction, retention and quality of life for all demographics in our region.

It is essential that Flagstaff County does its best to help bolster all sectors of the economy wherever possible. In the fall of 2019, after more than 90 stakeholders from across the Flagstaff Region were consulted (including but not limited to: representatives from law enforcement, family services, education, recreation, local



municipalities, agriculture, oil and gas, and local businesses), we launched the 5-year Economic & Community Development Strategic Plan. This strategy is intended to be operational and action-focused, and clearly identifies the importance of micro-, small and medium-sized enterprises to the region. Small businesses represent approximately 98% of Alberta's economy; at the local level, we recognize that small and medium-sized enterprises are instrumental to driving growth, investment, social resiliency, and citizen attraction for the region.

As a region affected by the phase-out of coal in Alberta's electricity system, we are a member of the Battle River Economic Opportunities Committee (BREOC). The committee has received substantial government funding to support a number of economic development initiatives now in place that enable the transition away from economic reliance on coal-fired electricity generation.

We believe we are on the right track. Flagstaff County has already received national and provincial awards for tourism and investment readiness strategies through the tireless efforts of our Economic Development team.

In order to address a shortfall in revenue County Council carefully reviewed priorities that we set in June 2019 to guide us through any challenges we face in the next 3 years.

In addition, we are proud to continue to support many community initiatives such as Flagstaff Adult Learning, Flagstaff Satellite Family Day Home Society, Parents for Fun in Flagstaff, Stars, Parkland Regional Library and new funding for the Hospice Society of Camrose and District and Flagstaff Victim Services.

Our Public Works programs have been adjusted in the areas of Road Construction, Dust Suppressant, Gravel Crushing and other small areas to address the shortfall in revenue in 2020.

Much more needs to be done in these challenging times. Be assured that Flagstaff County Council and staff are continuing to diligently work towards ensuring the region's viability for generations to come.



Introduction by Chief Administrative Officer Shelly Armstrong

The 2020-2022 Business Plan and 2020 Budget was developed from direction and priorities set forth by Council and reflects an overarching intent to meet the economic challenges currently facing most municipalities across the province. The ongoing economic downturn that is impacting our provincial economy is also having an effect on our municipal operations. More than 65% of our municipal revenue is derived from the oil and gas industry. We are experiencing a significant increase in unpaid taxes from oil and gas companies. It is evident that the oil and gas sector is struggling within our region and we do not expect a turnaround anytime soon.

Currently, we are in a strong fiscal position; however, we can expect a decline in future tax revenue from oil and gas, which will result in a reduction in future operating and capital expenditures within our organization.

As with other Alberta municipalities, Flagstaff County is also facing a decrease in provincial grant funding and increasing expenses associated with new provincial initiatives, such as the rural policing funding model which requires us to share in funding for the RCMP.

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In addition, the provincial government is currently reviewing the methods to determine the assessed values of wells, pipelines and machinery and equipment. The impacts of this when implemented could result in further challenges for rural municipalities like Flagstaff County.

Council has taken these known factors into consideration when providing guidance during the development of the 2020-2022 Business Plan and 2020 Budget, particularly when all indications point to a continued reduction in revenue for municipalities.

Although we are facing significant funding challenges, Council has indicated that cuts to low-priority programs and services must be made. The projected increase for tax rates is zero percent for 2020. Social programs are important, and the funding will remain intact for these programs. I do believe we have the ability to adapt, manage and persevere through this fiscal challenge. The operating and capital highlights within this document identify key impacts. The operating budget prior to the addition of \$2,800,000 for bad debt expense demonstrated at 6.5% decrease. Prior to the one-time expenditure for road construction of \$3,616,500 the capital budget decreased by 51%. Capital funding is from three sources. 39% from grants; 31% from reserves, 18% from tax revenues and 12 % from the sale of equipment.

More detailed information is contained with this document.

We will continue to provide support to County Council so that they may succeed in their vision of a strong, vibrant and sustainable Community of communities.

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.

CORE VALUES

LEADERSHIP as a key governance responsibility, through mutual respect and trust we will inspire our community we represent.

INTEGRITY business will be conducted with accountability to the citizens and future generations with openness, transparency and inclusiveness.

COMMUNITY we are invested in the people, we will work together, own our decisions and assure we will do what we say we do.

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.



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.



FLAGSTAFF COMMUNITY PROFILE

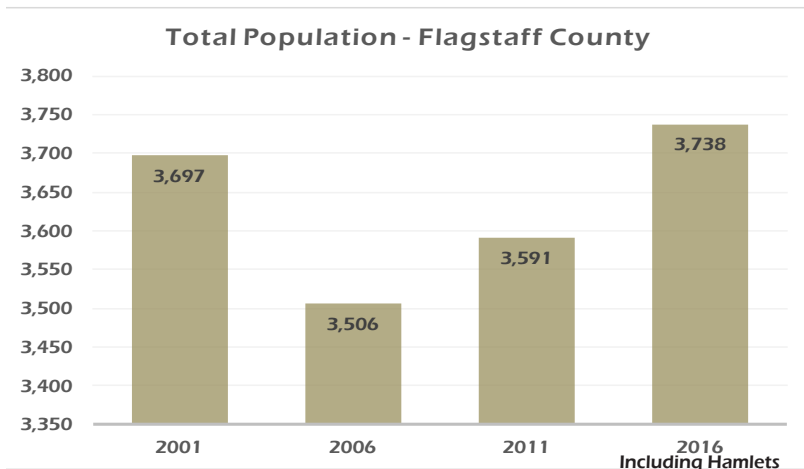
Located 150 km southeast of Edmonton, our east central municipality is transected by two major provincial routes, Highways 13 and 36, and is serviced by two railways, the main line for Canadian Pacific Railway and a short line owned and operated by Battle River Railway. A distinct advantage is the proximity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

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 oil and gas activity in the area.

Land area: 4,065.56 km²
Approximately 1 million acres of high quality farmland



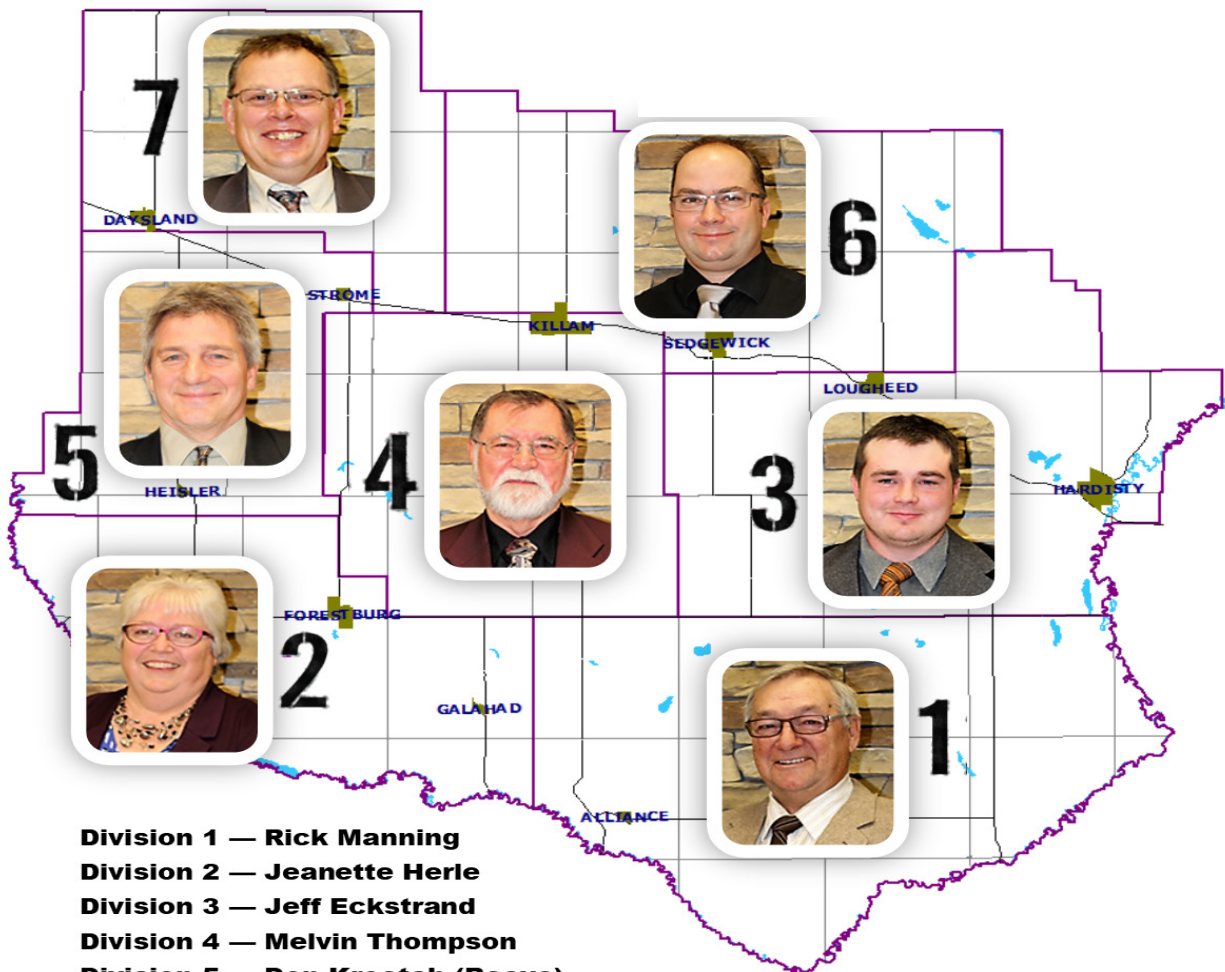
Flagstaff County Population 3,738
Flagstaff Region Population 8,361
2016 Census



Average Household Income
\$91,307

COUNCIL PROFILE

Flagstaff County Council is comprised of a representative from each of the County's seven divisions. The Reeve and Deputy Reeve are elected by the members of Council annually at the Organizational Meeting. As governed by the Municipal Government Act, a municipal election is held every four years. Drawing upon their unique experiences and diverse backgrounds, Flagstaff County Council members work together as a unit to provide the direction and outcomes that will best serve the interests of the municipality as a whole.



- Division 1 — Rick Manning**
- Division 2 — Jeanette Herle**
- Division 3 — Jeff Eckstrand**
- Division 4 — Melvin Thompson**
- Division 5 — Don Kroetch (Reeve)**
- Division 6 — Erik Skoberg**
- Division 7 — Howard Shield (Deputy Reeve)**



2020 - 2022 COUNCIL PRIORITIES

In preparation for the 2020-2022 Business Plan and Budget, on June 12, 2019 Council approved the following Programs and Services priorities. (Note: The Fire Services and Economic Development department was excluded from this list as Council approved a new five-year Economic Development Strategic Plan and has agreed to proceed with the formation of a Regional Emergency Services Society).

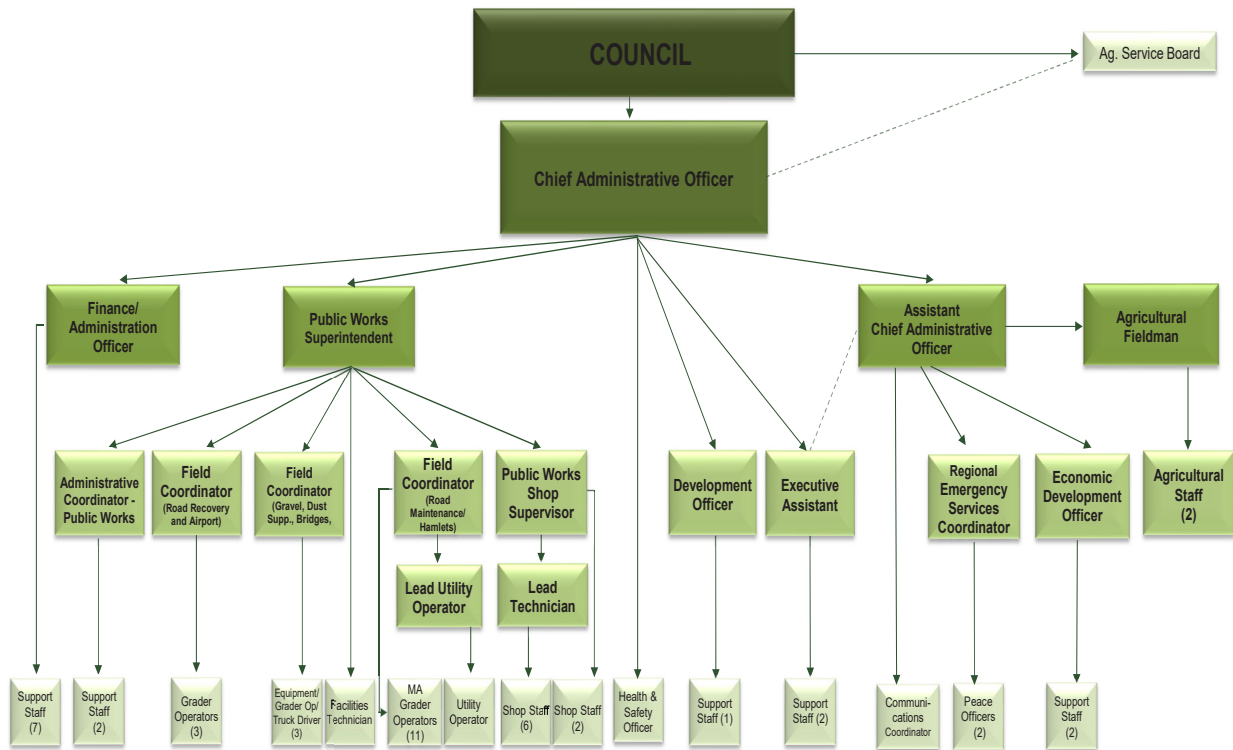
- PUBLIC WORKS** priorities:
- 1. Road Maintenance:
 - a. Street/Road Maintenance and Repair
 - b. Bridges/Culvert Maintenance
 - c. Bridge Replacement
 - d. Brushing/Mulching/Backsloping
 - e. Signs
 - f. Approaches/Access
 - 2. Road Recovery and Rehabilitation
 - 3. Gravel
 - a. Road Recovery
 - b. Re-graveling
 - c. Road Patching (Maintenance Area)
 - d. Crushing
 - e. Stockpiling
 - f. Exploration
 - 4. Road Construction
 - 5. Hamlet Water and Wastewater Infrastructure
 - 6. Dust Suppressant
 - a. Dust Control at Strategic Locations (MG 30)
 - b. Arterial Road Network (MG 30)
 - c. Oiled/Pavement Road Maintenance
 - d. Test Products
 - e. Residential Dust Controls (MG 30)
 - f. MG 30 to Communities
 - 7. Airport
 - a. Runway Maintenance
 - b. Cardlock Fuel
 - c. Terminal Facility

- PEACE OFFICERS** priorities:
- 1. Patrol Services/Protect Infrastructure
 - 2. Farm Truck Safety Inspections
 - 3. Commercial Vehicle/Safety Inspections
 - 4. Community Resource Officer
 - 5. Community Safety Programs
- REGIONAL** priorities:
- 1. Regional Recreation Funding
 - 2. Flagstaff Family and Community Services (FFCS)
 - 3. Library (Parkland Regional and County)
 - 4. Physician Retention and Attraction
 - 5. STARS Donation
 - 6. Parents for Fun/Adult Learning
 - 7. Cemeteries Assistance Grant
 - 8. Seniors Conference
 - 9. Heritage Inventory
- AGRICULTURAL SERVICE BOARD** priorities:
- 1. Weed Management
 - 2. Roadside Vegetation Management
 - 3. Pest Control
 - 4. Conservation Programs/ALUS
 - 5. Parks
 - 6. Shelterbelt Establishment Program
 - 7. Extension Programs
 - 8. Water Loading Stations
- PLANNING AND DEVELOPMENT** priorities:
- 1. Unsightly Properties
 - 2. Enforcement
 - 3. Sale of Hamlet Lots

ORGANIZATIONAL PROFILE

The head of the administrative structure is the Chief Administrative Officer (CAO). The CAO informs and advises Council on strategic and policy direction and directs and aligns the overall operations of the County.

The organization is broken down by departments with Managers reporting to the CAO.

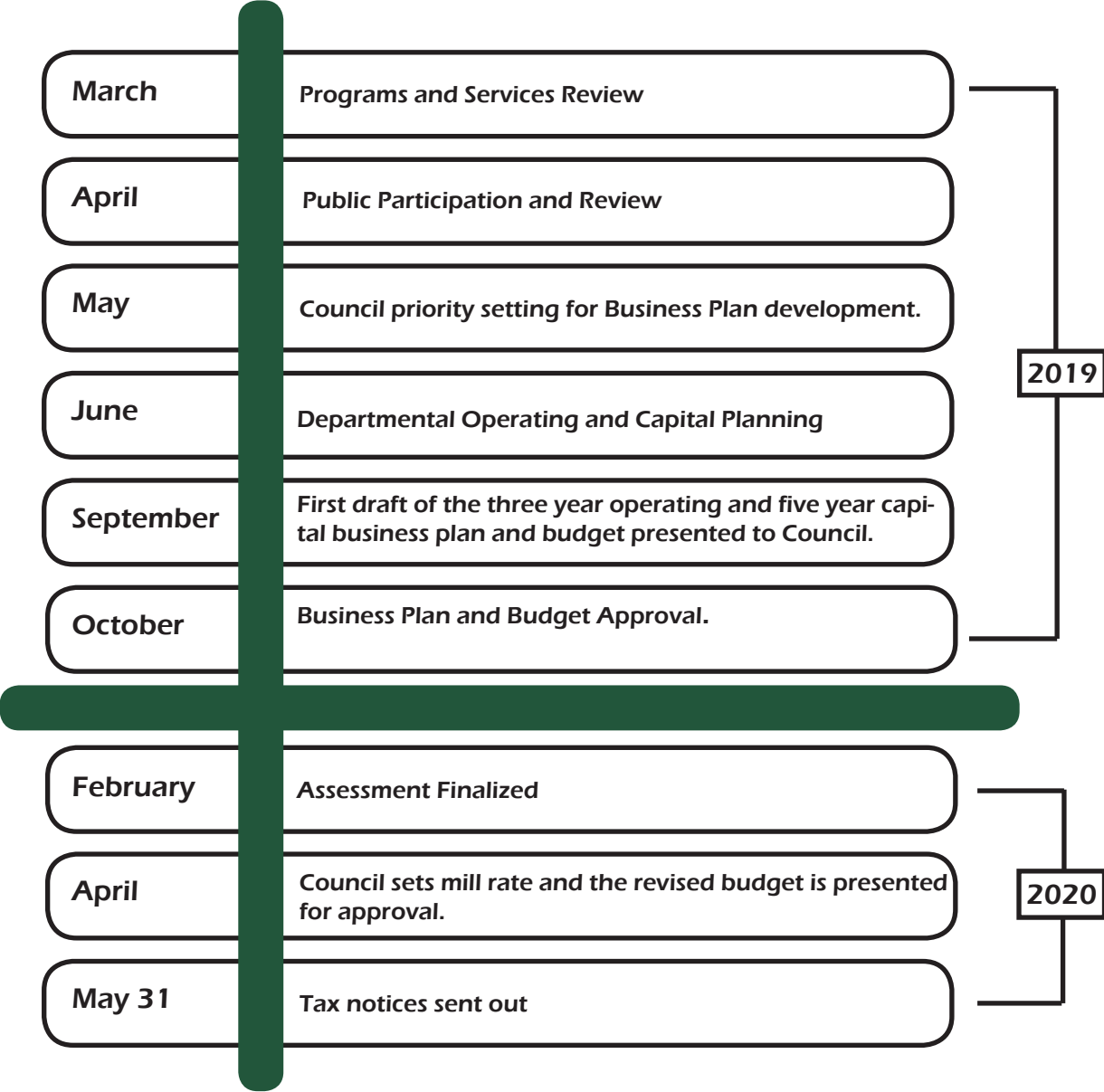




	2018		2019		2020	
	FTE	Seasonal	FTE	Seasonal	FTE	Seasonal
Administration						
Chief Administrative Officer	1		1		1	
Executive Assistant	1		1		1	
Administrative Assistant	1		1		1	
Finance and Administration Officer	1		1		1	
Support Staff	5.6	2	5.4	2	5.4	1
Assistant Chief Administrative Officer	1	1	1		1	
Communications	1		1		1	
Facilities Technician - 1/2 admin	0.5		0.5		0.5	
	<u>12.1</u>	<u>3</u>	<u>11.9</u>	<u>2</u>	<u>11.9</u>	<u>1</u>
Health and Safety						
Health and Safety Officer	1		1		1	
Administrative Assistant	0.4		0.4		0.4	
	<u>1.4</u>		<u>1.4</u>		<u>1.4</u>	
Pubic Works						
Administration	3.8		3.6	1	3.6	
Road Recovery and Airport	4	5	3	4	3	5
Gravel, Dust Suppressant, Bridges	4	15	4	13	4	10
Road Maintenance and Hamlets	1		1		1	
Maintenance Grader Operators	11		11		11	
Utility Operator	3		3	1	3	
Public Works Shop	4		4	1	4	
Shop Technicians	6		6		6	
Facilities Technician - 1/2 PW	0.5		0.5		0.5	
	<u>37.3</u>	<u>20</u>	<u>36.1</u>	<u>20</u>	<u>36.1</u>	<u>15</u>
Planning and Development						
Development Officer	1		1		1	
Administrative Assistant	0.5		1		1	
	<u>1.5</u>		<u>2</u>		<u>2</u>	
Agriculture and Parks						
Agricultural Service Board	3.5	11	3	9	3	9
Parks	0	3	0	3	0	3
	<u>3.5</u>	<u>14</u>	<u>3</u>	<u>12</u>	<u>3</u>	<u>12</u>
Emergency Services						
Emergency Services Coordinator	1		1		1	
Peace Officer	2		2		2	
Administrative Assistant	0.4		0.4		0.4	
	<u>3.4</u>		<u>3.4</u>		<u>3.4</u>	
Economic Development						
Economic Development Officer	1		1		1	
Support Staff	2	1	2	1	2	1
	<u>3</u>	<u>1</u>	<u>3</u>	<u>1</u>	<u>3</u>	<u>1</u>
TOTAL	62.2	38	60.8	35	60.8	29

2020 BUDGET TIMELINE

The schedule below details the timeline for the 2020 budget planning process and activities undertaken prior to the recommended budget being approved by Flagstaff County Council.





TAX RATES

UNDERSTANDING YOUR PROPERTY TAXES

Your property tax is made up of four components, including the Municipal tax, the Education tax, the Seniors Housing tax and the Designated Industrial Property (DIP) Tax. Flagstaff County is responsible for collecting these taxes. The Assessment and Tax notice you receive annually in June includes all four 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. Municipal Tax also includes Flagstaff Family & Community Service (FFCS) Funding agreement, Flagstaff Waste Management Agreement and Recreation Funding.

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.

Designated Industrial Property (DIP) Tax is a requisition by the Municipal Assessment and Grants Division, Assessment Services Branch for Municipal Affairs. In 2018, legislation changed within the Municipal Government Act (MGA). Municipal Affairs now has a Centralized Industrial Property Assessment unit that is responsible for all assessment for Designated Industrial Property. The cost of this centralized assessment is recovered through the DIP requisition.

The 2020 Budget and the 2020-2022 Business Plan reflects approved programs and services and includes specific projects scheduled from the Strategic Plan. In June of 2019 Council approved program and services priorities which are included as part of this document.

Three notable points were taken into consideration for the 2020-2022 Business Plan and Budget.

1. Alberta oil and gas economy has impacted our assessment, which has been a continual challenge for rural municipalities. Currently as with previous budgets we have minimal growth in this industry which supports over 75% of the municipal taxes generated. This past year in 2019 we have seen our receivables increase dramatically and currently have approximately \$3.0 million of outstanding taxes from the oil and gas industry. The 2020 budget includes a \$2.8 million bad debt expense based on current information and bad debt.
2. The Municipal Sustainability Initiative (MSI) Capital grant has announced a reduced program. Funding is to be reduced 9% in 2020-2021 and 14% in 2021-2022, with a new Local Government Fiscal Framework to begin in 2022-2023.
3. The assessment year modifiers (AYM), provided by the province, 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. The province is currently undergoing a review of the Ministers Guidelines and at this point it is unknown what changes will occur or when they will be implemented.

The projected assessment for the 2020 tax year is based on no increases with the final assessment available March 2020.

Assessment Class	Approved Tax Rate 2019	Approved Increase 2019	Proposed Tax Rate 2020	Proposed Increase 2020
Farmland	18.1280	2.9409%	18.1280	0%
Residential	5.6304	1.0934%	5.6304	0%
Non-Residential	17.7010	1.0296%	17.7010	0%
Linear	17.7010	1.0296%	17.7010	0%
Machinery & Equipment	17.7010	1.0296%	17.7010	0%

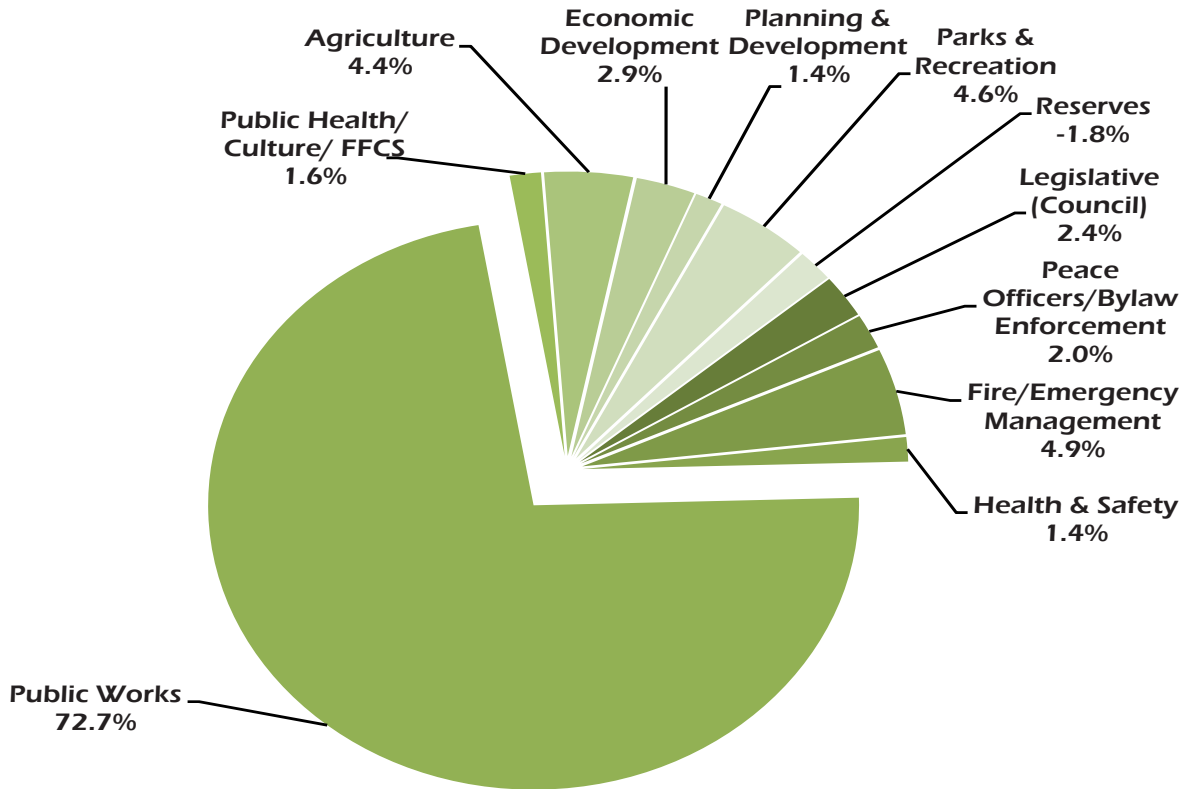
	2018 Assessment Year	2019 Estimated Assessment Year	Difference	Overall % Change
Farmland	165,453,750	165,464,870	11,120	0.0067%
Residential	325,743,970	325,368,160	-375,810	-0.1153%
Non Res / Linear	987,812,150	983,952,900	-3,859,250	-0.3906%
TOTAL	1,479,009,870	1,474,785,930	-4,223,940	-0.2855%

Tax Rate Scenario – Municipal Only (Includes Waste Management and Recreation)



HOW YOUR MUNICIPAL TAX DOLLAR IS SPENT

The chart below shows how the municipal tax dollars raised in 2020 will be spent by department. The percentages include programs and services for operating and capital budgets.



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OPERATING AND CAPITAL

Legislative (Council)	
Peace Officers/Bylaw Enforcement	
Fire/Emergency Management	
Health & Safety	
Public Works	
Public Health/Culture/FFCS	
Agriculture	
Economic Development	
Planning & Development	
Parks & Recreation	
Reserves	
Total Municipal Tax Revenue Required	

2020 BUDGET

\$541,927
\$438,669
\$1,091,364
\$306,602
\$16,187,053
\$345,122
\$976,323
\$654,184
\$300,840
\$1,014,066
-\$404,500
\$21,451,650

ACCOUNT GROUPING DETAIL

REVENUES	
Sale of Goods & Services	Office Supplies, Tax Certificates, Peace Officer Services to Towns and Villages, Sale of Gravel, Airport Fuel, Water and Sewer Levies, Sale of Chemical and Labor, Bulk Water, Development Permits, Campsite Fees, Event Sales
Rental Revenue	Rent of Municipal Owned Land and Buildings
Fines Revenue	Fines Issued
Permit Fees	Road Bond Inspection Fee, Approach and Pipeline, Permit Fees Province
Other Revenue	Penalties on Accounts Receivable and Utilities
Grants	Provincial and Federal Grants Received

EXPENSES	
Salaries, Wages & Benefits	Salaries, Wages, Benefits
Contracted & General Services	Travel & Subsistence, Memberships, Legal and Audit Fees, Professional Development, Contracted Services, Repairs and Maintenance, Telecommunications
Materials, Goods & Supplies	Office Supplies, Utilities, Uniforms, Repairs and Maintenance, Fuel and Lubricants, Personal Protective Equipment, Shop Supplies
Other	Financial Service Charges, Bad Debts, Grants to Organizations



OPERATING BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS

The key indicators that impact the 2020 budget are:

Based on the information available Council reviewed the 1st draft of the 2020-2022 Business Plan and Budget on November 20, 2019 and directed administration to include the following changes to programs and services to reduce the budget accordingly:

- No tax rate increases for 2020 due to economy.
- No anticipated increase in assessment.
- Reduce dust suppressant program to include MG30 in front of residences along the Arterial Road Network and strategic locations only.
- Review current oiled road inventory and reduce.
- Cost recovery for laneway maintenance.
- Reduce weed inspector program.
- Cost recovery for custom spraying program.
- Reduce recreation grant program by 10%
- Increase of bad debt expense \$2.6 million

The proposed net operating budget has an 8.80% (\$1,488,790) increase from the 2019 net operating budget of \$16,906,410 versus the 2020 budget of \$18,395,200.

TOTAL OPERATING BUDGET INCREASE = \$1,488,790

SUMMARY 2020 OPERATING BUDGET

TOTAL 2020 OPERATING BUDGET EXPENSES:		\$23,818,150
Funded By:		
Reserves		\$353,900
Other Revenue		\$5,069,050
Tax Revenue Required		\$18,395,200



Operating Budget

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 Meeting

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

Note: Increase in wages/benefits due to Agricultural Service Board per diems. Council will not receive a Cost of Living increase for 2020.



Operating Budget

LEGISLATIVE

LEGISLATIVE OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Other Revenue	\$ 4,725	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Total Revenue	\$ 4,725	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
EXPENSES					
Wages/Benefits	\$ 316,539	\$ 330,740	\$ 335,450	\$ 340,750	\$ 350,450
Contracted/General Services	\$ 78,825	\$ 78,500	\$ 88,100	\$ 119,150	\$ 88,750
Total Expenses	\$ 395,364	\$ 409,240	\$ 423,550	\$ 459,900	\$ 439,200
Depreciation Non-Cash Item	\$ -	\$ -	\$ -	\$ -	\$ -
NET BUDGET	\$ 390,639	\$ 404,240	\$ 418,550	\$ 454,900	\$ 434,200
Budget Change 2019 to 2020			3.54%		
Total Supported By Taxes	\$ 390,639	\$ 404,240	\$ 418,550	\$ 454,900	\$ 434,200
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

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Operating Budget

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)

- 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.

Operating Budget

2020 Strategic Plan Projects New Program

- Review the current Social Sustainability Framework.

ADMINISTRATION OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 92,739	\$ 83,000	\$ 84,500	\$ 13,400	\$ 13,400
Rental Revenues	\$ 24,935	\$ 15,500	\$ 23,700	\$ 23,700	\$ 23,700
Other Revenue	\$ 17,709	\$ 11,050	\$ 8,100	\$ 8,100	\$ 8,100
Grants	\$ 7,805	\$ 117,800	\$ 145,000	\$ 50,000	\$ 50,000
Total Revenue	\$ 143,189	\$ 227,350	\$ 261,300	\$ 95,200	\$ 95,200
EXPENSES					
Wages/Benefits	\$ 1,276,857	\$ 1,351,500	\$ 1,450,900	\$ 1,544,700	\$ 1,537,600
Contracted/General Services	\$ 1,313,378	\$ 1,335,000	\$ 1,306,650	\$ 1,232,500	\$ 1,258,500
Materials/Supplies	\$ 138,568	\$ 148,700	\$ 140,500	\$ 145,500	\$ 145,500
Other Expenses	\$ 2,284	\$ 1,500	\$ 1,600	\$ 1,700	\$ 1,800
Total Expenses	\$ 2,731,087	\$ 2,836,700	\$ 2,899,650	\$ 2,924,400	\$ 2,943,400
Depreciation Non-Cash Item	\$ 434,340	\$ 350,000	\$ 400,000	\$ 400,000	\$ 400,000
NET BUDGET	\$ 3,022,237	\$ 2,959,350	\$ 3,038,350	\$ 3,229,200	\$ 3,248,200
Budget Change 2019 to 2020			2.67%		
Total Supported By Taxes	\$ 2,487,898	\$ 2,589,350	\$ 2,638,350	\$ 2,829,200	\$ 2,848,200
Total Supported By Reserves	\$ 100,000	\$ 20,000	\$ -	\$ -	\$ -

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ADMINISTRATION



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 **WITS** (*Walk Away, Ignore, Talk it out, Seek Help*) **LEAD** (*Look and Listen, Explore Points of View, Act, Did it Work?, Seek Help*) **PROGRAM**, which teaches children to make positive choices when faced with peer conflict.

Operating Budget

- 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.

PEACE OFFICERS OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 44,095	\$ 43,000	\$ 49,250	\$ 49,250	\$ 49,250
Other Revenue	\$ 10,000	\$ 15,000	\$ -	\$ -	\$ -
Fines Issued	\$ 95,058	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Total Revenue	\$ 149,153	\$ 118,000	\$ 109,250	\$ 109,250	\$ 109,250
EXPENSES					
Wages/Benefits	\$ 199,891	\$ 211,220	\$ 210,200	\$ 214,300	\$ 217,650
Contracted/General Services	\$ 178,949	\$ 216,150	\$ 207,850	\$ 216,800	\$ 221,400
Materials/Supplies	\$ 23,052	\$ 31,700	\$ 30,000	\$ 30,500	\$ 31,000
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 401,892	\$ 459,070	\$ 448,050	\$ 461,600	\$ 470,050
Depreciation Non-Cash Item	\$ 10,616	\$ 14,000	\$ 15,000	\$ 15,000	\$ 15,000
NET BUDGET	\$ 263,354	\$ 355,070	\$ 353,800	\$ 367,350	\$ 375,800
Budget Change 2019 to 2020			0%		
Total Supported By Taxes	\$ 252,739	\$ 341,070	\$ 338,800	\$ 352,350	\$ 360,800
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

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PEACE OFFICERS



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 Properties

- 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

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 1,800	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500
Total Revenue	\$ 1,800	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500
EXPENSES					
Wages/Benefits	\$ -	\$ 3,500	\$ 1,000	\$ 1,000	\$ 1,000
Contracted/General Services	\$ -	\$ 7,000	\$ 5,250	\$ 5,250	\$ 5,250
Total Expenses	\$ -	\$ 10,500	\$ 6,250	\$ 6,250	\$ 6,250
Depreciation Non-Cash Item	\$ -	\$ -	\$ -	\$ -	\$ -
NET BUDGET	-\$ 1,800	\$ 9,500	\$ 4,750	\$ 4,750	\$ 4,750
Budget Change 2019 to 2020			-50.00%		
Total Supported By Taxes	-\$ 1,800	\$ 9,500	\$ 4,750	\$ 4,750	\$ 4,750
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget

FIRE PROTECTION

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

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.





Operating Budget

FIRE PROTECTION

FIRE PROTECTION OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 65,365	\$ 56,500	\$ 62,500	\$ -	\$ -
Funding (Other Governments)	\$ 6,008	\$ 4,500	\$ -	\$ -	\$ -
Other Revenue	\$ 25,287	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 96,660	\$ 61,000	\$ 62,500	\$ -	\$ -
EXPENSES					
Wages/Benefits	\$ 160,280	\$ 166,900	\$ 171,150	\$ -	\$ -
Contracted/General Services	\$ 268,188	\$ 680,630	\$ 683,400	\$ 687,900	\$ 817,650
Materials/Supplies	\$ 33,973	\$ 33,500	\$ 34,200	\$ -	\$ -
Total Expenses	\$ 462,441	\$ 881,030	\$ 888,750	\$ 687,900	\$ 817,650
Depreciation Non-Cash Item	\$ 101,639	\$ 100,000	\$ 102,000	\$ -	\$ -
NET BUDGET	\$ 467,420	\$ 920,030	\$ 928,250	\$ 687,900	\$ 817,650
Budget Change 2019 to 2020			0.89%		
Total Supported By Taxes	\$ 365,781	\$ 476,100	\$ 482,320	\$ 687,900	\$ 817,650
Total Supported By Reserves	\$ -	\$ 343,930	\$ 343,930	\$ -	\$ -

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Currently, in cooperation with the surrounding municipalities, we are investigating a Regional Fire Service to enhance or improve fire service delivery.

The Flagstaff Regional Fire Services Business and Implementation Plan to form a society was approved by Council at the January 16, 2019 Council Meeting. The report indicated the following four (4) year proposed requisitions. Currently, there is no agreement signed, the projected implementation is 2020, this has been included in the 2020 budget.

The increase of \$343,930 will be funded utilizing fire reserves as indicated above.

Allocation %	2020			2021			2022			2023		
	Operating 50%	Capital 0%	Total	Operating 100%	Capital 0%	Total	Operating 100%	Capital 50%	Total	Operating 100%	Capital 100%	Total
63.58%	\$ 343,931	\$ 0	\$ 343,931	\$ 687,862	\$ 0	\$ 687,862	\$ 672,982	\$ 144,646	\$ 817,628	\$ 683,333	\$ 289,292	\$ 972,246



Operating Budget

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

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Grants	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Rescue Unit Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Rescue Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 5,000	\$ -	\$ -	\$ -	\$ -
EXPENSES					
Rescue Unit Expenses	\$ 11,435	\$ 11,350	\$ 11,350	\$ -	\$ -
Disaster Services Expenses	\$ 367	\$ 5,500	\$ 5,300	\$ -	\$ -
Total Expenses	\$ 11,802	\$ 16,850	\$ 16,650	\$ -	\$ -
Depreciation Non-Cash Item	\$ 7,302	\$ 7,500	\$ -	\$ -	\$ -
NET BUDGET	\$ 14,104	\$ 24,350	\$ 16,650	\$ -	\$ -
Budget Change 2019 to 2020			-31.62%		
Total Supported By Taxes	\$ 6,802	\$ 16,850	\$ 16,650	\$ -	\$ -
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



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 endeavors 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.



Operating Budget

Worker's Compensation Board - Claims Management

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

HEALTH & SAFETY OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Other Revenue	\$3,795	\$13,000	\$4,500	\$4,500	\$4,500
Total Revenue	\$3,795	\$13,000	\$4,500	\$4,500	\$4,500
EXPENSES					
Wages/Benefits	\$137,467	\$125,950	\$129,100	\$131,950	\$133,850
Contracted/General Services	\$51,002	\$80,400	\$65,100	\$66,800	\$72,250
Materials/Supplies	\$42,044	\$45,950	\$47,100	\$48,250	\$49,500
Total Expenses	\$230,513	\$252,300	\$241,300	\$247,000	\$255,600
Depreciation Non-Cash Item	\$5,426	\$5,500	\$5,500	\$5,600	\$5,700
NET BUDGET	\$232,144	\$244,800	\$242,300	\$248,100	\$256,800
Budget Change 2019 to 2020			-1.02%		
Total Supported By Taxes	\$226,718	\$239,300	\$236,800	\$242,500	\$251,100
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



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 in front of residences and at strategic locations. Through the effective utilization of resources, Public Works contributes to a safer road network for the traveling 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.



Operating Budget

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 surface stabilization product that increases consistency and grade strength and helps to reduce washboard, grader maintenance and gravel. MG30 to be offered and applied to residence along the Arterial Road Network and strategic locations only.
- **Oiled Road Maintenance:** In 2020, the oiled road inventory has been reduced from approximately 12 miles to 5.7 miles. The roads to remain with an oil surface are:
 - **Strome East:** Rge Rd 151, North for 0.4 miles from Hwy 13;
 - **Airport Road (Hardisty):** Rge Rd 103, South for 2.75 miles from Hwy 13;
 - **Shop Rd. West:** Twp Rd 442, East for 2.1 miles from Rge Rd 130;
 - **Shop Rd. East:** Twp Rd 442, East for 0.4375 miles from SH 869;

Roads identified to be removed from the oiled road inventory will be transitioned to a gravel surface road as they dehydrate.

A maintenance program for patching, rip/relaying, seal coat application, snow plowing, and sanding are used to maintain a safe driving surface.

- **Pavement Road Maintenance:** The pavement road inventory consists of approximately 9.25 miles of roadway. A maintenance program for crackfilling and line painting are used to maintain a safe driving surface.



Operating Budget

In 2020, a 2.75 mile section of pavement (ATCO Electric Access Road - Township 410 from SH 855 east to Rge Rd 154) will be removed by milling the pavement. This section of road has and continues to have issues with heaving and rutting due to settling of reclaimed land from a previously mined area. Once completed, this section of roadway will be maintained as a gravel surface.

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 5,000 tonnes of gravel to address road conditions.
- **Road Maintenance 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.
- **Arterial Roads:** Requires 12,800 tonne of gravel annually for dust suppressant roads, residential dust controls and strategic locations.
- **Additional Gravel:** An additional 4,000 to 5,000 tonnes of gravel may annually be required for the installation or replacement of culverts, producing cold mix and repairing wash outs.
- **Stockpiling:** Interim stockpile sites are utilized to increase hauling 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.



Operating Budget

- **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, the application of an oil surface sealant, 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.
- **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.
 - Includes tree removal and replacement in the Hamlets.
- **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.

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.





Operating Budget

PUBLIC WORKS OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Permit Fees/Grants	\$ 285,859	\$ 42,500	\$ -	\$ -	\$ -
Sales of Goods & Services	\$ 265,895	\$ 149,000	\$ 110,000	\$ 111,050	\$ 112,100
Other Revenue	\$ 36,760	\$ 2,700,000	\$ 2,767,500	\$ 2,836,700	\$ 2,907,600
Total Revenue	\$ 588,514	\$ 2,891,500	\$ 2,877,500	\$ 2,947,750	\$ 3,019,700
EXPENSES					
Wages/Benefits	\$ 4,393,431	\$ 4,617,500	\$ 4,533,600	\$ 4,525,400	\$ 4,474,650
Contracted/General Services	\$ 3,676,745	\$ 3,342,500	\$ 3,425,700	\$ 3,426,850	\$ 3,527,300
Materials/Supplies	\$ 4,184,044	\$ 4,885,700	\$ 3,840,750	\$ 3,817,900	\$ 3,930,250
Other Expenses	\$ 40,908	\$ 64,850	\$ 48,050	\$ 30,900	\$ 13,400
Total Expenses	\$ 12,295,128	\$ 12,910,550	\$ 11,848,100	\$ 11,801,050	\$ 11,945,600
Depreciation Non-Cash Item	\$ 3,943,808	\$ 4,085,550	\$ 4,185,000	\$ 4,240,250	\$ 4,304,000
NET BUDGET	\$ 15,650,423	\$ 14,104,600	\$ 13,155,600	\$ 13,093,550	\$ 13,229,900
Budget Change 2019 to 2020			-6.73%		
Total Supported By Taxes	\$ 11,706,614	\$ 10,019,050	\$ 8,970,600	\$ 8,853,300	\$ 8,925,900

The Public Works operating budget shown above has the budget broken down by revenues 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 labor costs are often shared between functional areas, project costing provides a method to estimate and allocate to specific projects.



Operating Budget

PROJECT COSTING BUDGET

	2018 Actual	2019 Budget	2020 Budget
Public Works Administration	\$ 1,008,300	\$ 1,135,950	\$ 1,104,210
Maintenance Repair Shop	\$ 1,142,800	\$ 1,264,900	\$ 1,024,550
Road Maintenance			
Revenue	-\$9,600	-\$41,500	-\$13,500
Road Maintenance and Repair	\$2,371,200	\$2,331,250	\$2,393,800
Hamlet Street Maintenance and Repair	\$22,200	\$47,500	\$147,000
Culvert Maintenance	\$195,200	\$206,700	\$210,625
Bridge Maintenance	\$34,800	\$63,750	\$59,300
Brushing/Backsloping/Mulching	\$47,200	\$81,300	\$89,200
Signs	\$76,500	\$119,100	\$95,500
Unallocated expenses	\$25,900	\$35,100	\$0
Expenses Road Maintenance	\$2,763,400	\$2,843,200	\$2,981,925
Road Recovery and Rehabilitation			
Shoulder Pulling 14.5 miles with Gravelock	\$1,093,400	\$703,080	\$763,425
Sub-Grade Prep 7 miles with Gravelock	\$0	\$313,015	\$368,630
Oil Recycling - 6.5 miles of ripping	\$0	\$189,070	\$58,925
Gravel for 2019 projects (4th lift)	\$127,400	\$125,500	Moved to Gravel
Unallocated expenses	\$57,400	\$80,000	\$0
Expenses Road Recovery and Rehabilitation	\$1,278,200	\$1,410,665	\$1,190,980
Gravel			
Revenue - Sales	-\$88,500	-\$30,000	-\$30,000
Road Recovery Gravel 2019 Projects (4th lift)	\$0	\$0	\$70,250
Regravel projects approximately 284 miles	\$1,502,100	\$1,560,000	\$1,598,000
Contingency gravel - 5,000 tonne	\$0	\$173,000	\$88,000
Washouts	\$12,300	\$34,700	\$36,000
Gravel Sales	\$58,000	\$22,200	\$24,000
Patching 12,000 tonnes annually	\$208,600	\$206,000	\$210,000
Gravel Inventory	\$81,293	\$64,850	\$118,105
Stockpiling	\$130,300	\$333,000	\$267,000
Gravel exploration	\$1,500	\$0	\$0
Reclamation	\$17,600	\$68,000	\$113,000
Unallocated expenses	\$53,200	\$55,620	\$0
Expenses Gravel	\$1,976,393	\$2,487,370	\$2,494,355
Dust Suppressant			
Revenue Residential Dust Abatement - (80 locations)	-\$86,000	-\$40,000	-\$41,500
MG30 at Strategic Locations 12,330 meters	2018-2019 Combined in the MG30 Section		\$88,790
Arterial Road Network(MG30)	2018-2019 Combined in the MG30 Section		\$858,830
Oiled/Pavement Road Maintenance	\$160,800	\$170,600	\$245,225
ATCO Electric Access Road			\$93,000
Test Products	\$34,000	\$25,000	\$0
MG30 (80 residential)	\$1,570,600	\$1,718,145	\$104,000
MG30 Maintenance (Winter& Summer)	\$207,000	\$246,170	\$0
MG 30 to Communities	2018-2019 Combined in the MG30 Section		\$28,700
Traffic Counts	Allocated in Unallocated for 2018-2019		\$20,000
Unallocated expenses	\$74,500	\$56,600	\$0
Expenses Dust Suppressant	\$1,960,900	\$2,176,515	\$1,397,045
Public Works Safety, Meetings and Training	\$162,000	\$150,000	\$140,000
TOTAL PROJECT COSTING BUDGET	\$10,291,993	\$11,468,600	\$10,333,065

This budget includes equipment costs and depreciation for equipment and vehicles only, DOES NOT include depreciation for roads, bridges or buildings.



Operating Budget

2020 ROAD RECOVERY PROJECTS

2020 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 24-46-16 Rge Rd 160	South 10.0	Collector
2020 SUB-GRADE PREPARATION PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
Oil Surface Transitioning to Gravel		
ENE 20-45-12 Rge Rd 124	South 7.0	Arterial
ENE 12-45-15 Rge Rd 150	South 4.5	Collector

FUTURE ROAD RECOVERY PROJECTS

2021 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 33-43-16 Rge Rd 163	South 6.0	Collector
2021 SUB-GRADE PREPARATION PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 08-45-15 Twp Rd 452	East 2.0	Local
Oil Surface Transitioning to Gravel		
NNW 10-45-16 Twp Rd 452	East 4.0	Local
ENE 34-41-15 Rge Rd 152	South 3.5	Arterial
NNW 35-42-16 Twp Rd 430	East 6.0	Arterial
2022 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 33-46-15 Rge Rd 153	South 2.0	Arterial
NNW 34-40-10 Twp Rd 410	East 5.25	Arterial
NE 08-45-16 Rge Rd 164	South 2.0	Local
ENE 36-41-16 Rge Rd 160	South 6.0	Local
NNW 23-40-14 Twp Rd 404	East 2.5	Collector
ENE 19-45-15 Rge Rd 155	South 4.5	Local



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2023 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 07-44-15 Twp Rd 442	East 4.0	Collector
ENE 33-40-11 Rge Rd 113	South 4.0	Collector
ENE 36-40-13 Rge Rd 130	South 4.0	Local
ENE 33-41-10 Rge Rd 103	South 4.0	Local
NNW 08-41-10 Twp Rd 412	East 2.0	Local
ESE 13-45-17 Rge Rd 170	South 6.5	Local
2024 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 19-45-16 Twp Rd 454	East 1.0	Local
ENE 36-42-12 Rge Rd 120	South 6.0	Local
ENE 07-44-16 Rge Rd 165	South 8.0	Local
ENE 31-42-14 Rge Rd 145	South 6.0	Local
ENE 12-42-15 Rge Rd 150	South 2.0	Local
NNW 29-40-10 Twp Rd 405	East 2.0	Local
2025 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 35-46-15 Rge Rd 151	South 4.0	Local
ENE 33-42-14 Rge Rd 143	South 6.0	Local
NNW 22-42-14 Twp Rd 424	East 5.0	Local
NNW 31-45-16 Twp Rd 460	East 3.0	Local
ENE 36-40-11 Rge Rd 120	South 4.0	Local
NNW 22-43-16 Twp Rd 434	East 3.0	Local
FUTURE SHOULDER PULLING/SUB-GRADE PREP PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 35-42-13 Rge Rd 131	South 6.0	Local
ENE 22-42-14 Rge Rd 142	South 4.0	Local
NNW 24-44-15 Twp Rd 444	East 4.0	Local
ENE 12-44-16 Rge Rd 160	South 8.0	Local
NNW 24-44-14 Twp Rd 444	East 3.0	Local
NNW 15-42-11 Twp Rd 423	East 6.0	Local
NNW 33-43-13 Twp Rd 440	East 6.0	Local
NNW 21-45-13 Twp Rd 454	East 6.0	Local
NNW 34-44-11 Twp Rd 450	East 5.0	Local
ENE 11-45-14 Rge Rd 141	South 5.25	Local



Operating Budget

AIRPORT OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 109,299	\$ 80,300	\$ 113,800	\$ 116,500	\$ 119,200
Total Revenue	\$ 109,299	\$ 80,300	\$ 113,800	\$ 116,500	\$ 119,200
EXPENSES					
Wages/Benefits	\$ 99	\$ 9,820	\$ 7,900	\$ 8,050	\$ 8,200
Contracted/General Services	\$ 35,679	\$ 62,400	\$ 45,750	\$ 49,400	\$ 62,000
Materials/Supplies	\$ 106,490	\$ 83,750	\$ 96,750	\$ 99,300	\$ 101,650
Other Expenses	\$ -	\$ 4,000	\$ 4,000	\$ 4,100	\$ 4,200
Total Expenses	\$ 142,268	\$ 159,970	\$ 154,400	\$ 160,850	\$ 176,050
Depreciation Non-Cash Item	\$ 16,635	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000
NET BUDGET	\$ 49,603	\$ 96,670	\$ 57,600	\$ 61,350	\$ 73,850
Budget Change 2019 to 2020			-40.42%		
Total Supported By Taxes	\$ 32,968	\$ 79,670	\$ 40,600	\$ 44,350	\$ 56,850
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

Airport Project Cost

2020 Budget

Revenue-Leases and Fuel Sales	(\$ 113,800)
Runway Maintenance	\$ 19,400
Cardlock Expenses	\$ 97,500
Airport Operations	\$ 36,000
Building Maintenance	\$ 1,500
Total Project Cost Airport	\$ 40,600



Operating Budget

WATER DISTRIBUTION OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 126,127	\$ 170,700	\$ 170,700	\$ 171,450	\$ 171,350
Grants	\$ 244,086	\$ 20,000	\$ 15,000	\$ -	\$ -
Infrastructure Reserves	\$ 52,977	\$ 78,850	\$ 62,000	\$ 65,000	\$ 72,000
Total Revenue	\$ 423,189	\$ 269,550	\$ 247,700	\$ 236,450	\$ 243,350
EXPENSES					
Wages/Benefits	\$ 53,864	\$ 89,000	\$ 61,100	\$ 62,350	\$ 63,350
Contracted/General Services	\$ 101,335	\$ 55,200	\$ 91,100	\$ 75,050	\$ 73,300
Materials/Supplies	\$ 31,563	\$ 30,500	\$ 33,500	\$ 34,050	\$ 34,700
Total Expenses	\$ 186,762	\$ 174,700	\$ 185,700	\$ 171,450	\$ 171,350
Depreciation Non-Cash Item	\$ 87,901	\$ 78,850	\$ 81,400	\$ 92,200	\$ 103,050
NET BUDGET	-\$ 148,526	-\$ 16,000	\$ 19,400	\$ 27,200	\$ 31,050
Budget Change 2019 to 2020			-221.25%		
Total Supported By Taxes	\$ 60,636	-\$ 16,000	\$ -	\$ -	\$ -
Total Raised for Reserves	\$ 43,109	\$ 78,850	\$ 62,000	\$ 65,000	\$ 72,000

SANITARY SEWAGE OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 66,110	\$ 39,100	\$ 39,100	\$ 51,100	\$ 51,100
Grants	\$ 21,807	\$ 10,000	\$ 33,150	\$ -	\$ -
Infrastructure Reserves	\$ 52,185	\$ 52,000	\$ 53,400	\$ 53,900	\$ 54,500
Other Revenue	\$ 4,602	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 144,704	\$ 101,100	\$ 125,650	\$ 105,000	\$ 105,600
EXPENSES					
Wages/Benefits	\$ 20,341	\$ 14,000	\$ 21,400	\$ 21,800	\$ 22,150
Contracted/General Services	\$ 3,534	\$ 24,700	\$ 19,250	\$ 19,300	\$ 18,900
Materials/Supplies	\$ 7,322	\$ 11,400	\$ 11,600	\$ 10,000	\$ 10,050
Total Expenses	\$ 31,197	\$ 50,100	\$ 52,250	\$ 51,100	\$ 51,100
Depreciation Non-Cash Item	\$ 37,174	\$ 52,000	\$ 53,400	\$ 53,900	\$ 54,500
NET BUDGET	-\$ 76,332	\$ 1,000	-\$ 20,000	\$ -	\$ -
Budget Change 2019 to 2020			-2100.00%		
Total Supported By Taxes	-\$ 34,720	\$ 1,000	\$ -	\$ -	\$ -
Total Raised for Reserves	\$ 52,185	\$ 52,000	\$ 53,400	\$ 53,900	\$ 54,500



Operating Budget

WASTE DISPOSAL OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 57,181	\$ 58,165	\$ 60,250	\$ 62,000	\$ 63,400
Total Revenue	\$ 57,181	\$ 58,165	\$ 60,250	\$ 62,000	\$ 63,400
EXPENSES					
Contracted/General Services	\$ 4,631	\$ 4,500	\$ 4,600	\$ 4,700	\$ 4,800
Materials/Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Other Boards	\$ 463,662	\$ 476,870	\$ 481,250	\$ 493,600	\$ 505,850
Total Expenses	\$ 468,293	\$ 481,370	\$ 485,850	\$ 498,300	\$ 510,650
Depreciation Non-Cash Item	\$ -	\$ -	\$ -	\$ -	\$ -
NET BUDGET	\$ 411,112	\$ 423,205	\$ 425,600	\$ 436,300	\$ 447,250
Budget Change 2019 to 2020			0.57%		
Total Supported By Taxes	\$ 411,112	\$ 423,205	\$ 425,600	\$ 436,300	\$ 447,250
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

	2019	2020	Percentage Change
Water - Fixed Rate	\$66.00	\$66.00	0.00%
Water - Infrastructure	\$26.00	\$29.00	11.54%
Sewage - Fixed Rate	\$15.25	\$15.25	0.00%
Sewage - Infrastructure	\$22.00	\$22.50	2.27%
Garbage Rate	\$27.50	\$27.75	0.91%
TOTAL MONTHLY	\$156.75	\$160.50	2.39%

As per Council Resolution# FC20190116.1003, the water infrastructure reserve will be phased in over the next ten years to properly fund the infrastructure reserves for water.



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

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:** This organization provides more effective services to increase integration and settlement through the Flagstaff Welcoming Community Project. Funding allocations \$52,000 for 2020, \$52,800 for 2021 and \$54,300 for 2022.
- **Parents for Fun in Flagstaff:** 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. Funding allocations \$25,000 for 2020, 2021 and 2022.
- **Flagstaff Satellite Family Day Home Society:** 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. Funding allocations \$21,800 for 2020, \$21,472 for 2021 and \$21,472 for 2022.



Operating Budget

- **Flagstaff Victim Services:** This organization of specially trained staff and volunteers operates out of the Killam RCMP Detachment and they provide assistance to people who have been victims of crime or tragedy. Funding allocations \$10,400 for 2020, 2021 and 2022.

COMMUNITY SERVICES OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
FFCS Grant	\$ 289,084	\$ 290,000	\$ 297,250	\$ 304,700	\$ 312,300
Total Revenue	\$ 289,084	\$ 290,000	\$ 297,250	\$ 304,700	\$ 312,300
EXPENSES					
Grants to Organizations	\$ 426,435	\$ 413,250	\$ 438,550	\$ 447,250	\$ 457,150
Total Expenses	\$ 426,435	\$ 413,250	\$ 438,550	\$ 447,250	\$ 457,150
Depreciation Non-Cash Item	\$ -	\$ -	\$ -	\$ -	\$ -
NET BUDGET	\$ 137,351	\$ 123,250	\$ 141,300	\$ 142,550	\$ 144,850
Budget Change 2019 to 2020			14.65%		
Total Supported By Taxes	\$ 137,351	\$ 123,250	\$ 141,300	\$ 142,550	\$ 144,850
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



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.

Hospice Society of Camrose and District

- This society utilizes staff and trained volunteers to provide support to those with a life-limiting illness, and to their families, including compassionate bedside care to end-of-life care and grief support. Funding allocation \$3,500 for 2020.

Operating Budget

PUBLIC HEALTH OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES					
Contracted/General Services	\$ 23,334	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
Grants to Organizations	\$ 20,903	\$ 16,725	\$ 20,250	\$ 20,250	\$ 20,250
Cemetery Grants	\$ 20,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000
Total Expenses	\$ 64,236	\$ 62,725	\$ 66,250	\$ 76,250	\$ 76,250
Depreciation Non-Cash Item	\$ -	\$ -	\$ -	\$ -	\$ -
NET BUDGET	\$ 64,236	\$ 62,725	\$ 66,250	\$ 76,250	\$ 76,250
Budget Change 2019 to 2020			5.62%		
Total Supported By Taxes	\$ 44,236	\$ 52,725	\$ 56,250	\$ 56,250	\$ 56,250
Total Supported By Reserves	\$ 20,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000





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.
- Offer mineral testing of potable water to encourage 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), 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 managed 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.
- 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/legume 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. There is a fee charged for control of leafy spurge on private land.



Operating Budget

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 tree stands.
- This program provides a rejuvenation of 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).
- Two (2) potable water stations located in the hamlets of Strome and Galahad.

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



Operating Budget

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.
- A conservation easement is a solution for landowners who still want to protect certain features of their property and are invested in long-term conservation. Features include wetlands, shelterbelts, native pasture, or possibly the whole quarter. An easement is the legal transfer of select development rights to a land trust organization. It is a legally binding contract recognized by both provincial and federal law, and the easement remains in place even if ownership of the land changes in the future.

2020 Strategic Plan Projects New Program

- Develop an Environmental Sustainability Framework.

ENVIRONMENT (ASB) OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Grants	\$ 191,164	\$ 186,900	\$ 183,350	\$ 183,350	\$ 183,350
Sales of Goods & Services	\$ 56,106	\$ 73,250	\$ 70,050	\$ 44,300	\$ 44,350
Other Revenue	\$ 12,600	\$ -	\$ 135,000	\$ 135,000	\$ 135,000
Alternative Land Use Services		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total Revenue	\$ 259,870	\$ 270,150	\$ 398,400	\$ 372,650	\$ 372,700
EXPENSES					
Wages/Benefits	\$ 541,816	\$ 534,900	\$ 517,450	\$ 526,850	\$ 535,500
Contracted/General Services	\$ 169,458	\$ 169,500	\$ 323,900	\$ 269,200	\$ 270,550
Materials/Supplies	\$ 235,753	\$ 298,000	\$ 255,600	\$ 236,700	\$ 247,800
Grants to Other Organizations	\$ 13,166	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500
Total Expenses	\$ 960,193	\$ 1,015,900	\$ 1,110,450	\$ 1,046,250	\$ 1,067,350
Depreciation Non-Cash Item	\$ 107,369	\$ 150,000	\$ 117,900	\$ 120,850	\$ 123,850
NET BUDGET	\$ 807,692	\$ 895,750	\$ 829,950	\$ 794,450	\$ 818,500
Budget Change 2019 to 2020			-7.35%		
Total Supported By Taxes	\$ 700,322	\$ 745,750	\$ 712,050	\$ 673,600	\$ 694,650
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget

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

Strategic Priority 1: Succeeding Through Strong Businesses: Business Retention and Expansion

1. **Objective:** Enhance local procurement opportunities.
 - Inventory procurement opportunities of major employers.
 - Assist local businesses in their capacities to access procurement opportunities.
 - Host reverse tradeshow.
2. **Objective:** Assist local businesses to increase their capacities to reach their goals.
 - Undertake annual needs determination.
 - Design/facilitate capacity building workshops.
 - Act as a concierge to business assistance programming.
 - Promote investment retention.
 - Pursue community co-op or community bonds.
3. **Objective:** Increase vitality and health of local businesses.
 - Help local businesses to identify new markets.
 - Assist local businesses to access financing.
 - Convene a tripartite consultation process on workforce issues.

Strategic Priority 2: Succeeding Through Citizen Retention and Attraction

1. **Objective:** Promote and foster newcomer attraction and retention in the Region.
 - Introduce a Flagstaff “Ambassador Program”.
 - Undertake a labour force readiness study to understand the current and future workforce needs as a basis for citizen attraction.
 - Integrate citizen attraction and retention with investment attraction and retention efforts.
 - Promote citizen attraction through diaspora.
2. **Objective:** Ensure newcomers feel welcome and successfully transition into the community.
 - Strengthen the match between existing newcomer programs and the needs and interests of newcomers.
 - Increase the understanding of cultural diversity in the region.



Strategic Priority 3: Succeeding Through New Business Start-Ups

1. **Objective:** Celebrate the Successes of the Region.
 - Develop a communication plan for celebrating local successes.
 - Undertake a Community Benefit Assessment on the contributions of Micro, Small, and Medium enterprises (MSME).
 - Prepare Profiles to promote MSME diversity (focus on youth and gender).
 - Celebrate small business week.
2. **Objective:** Create support for entrepreneurship endeavours.
 - Undertake a First Impressions Program.
 - Host Workshops/Trainings from idea to launch.
 - Inventory potential business opportunities by sector (MSME focused).
 - Monitor the policy environment as it relates to entrepreneurial development and set out the role of Economic Development.
 - Develop a business start-up bootcamp.
3. **Objective:** Create a culture of entrepreneurship in the Region.
 - Develop youth entrepreneurship programming (in schools AND for post-school underemployed).
 - Provide technical support to business associations in the Region.
 - Build and foster partnerships with business

Strategic Priority 4: Succeeding Through New Business Investment

1. **Objective:** Retain investment through effective succession.
 - Promote the importance and proper process of succession planning.
 - Develop succession programming for 1-on-1 workshops.
 - Create a team to support businesses for succession (create linkages to business valuers, lawyers, accountants, financial planners, realtors, and others.)
2. **Objective:** Build capacity to promote investment attraction within the Region (Investment Promotion Organization).
 - Continue to build on and update existing investment attraction tools.
 - Identify/confirm target markets, sectors and strategies.
 - Align and look for synergies between local effort and external agencies as partners for a Regional investment promotion operation (IPO).
 - Establish "Team Flagstaff".
3. **Objective:** Ensure there are local financial mechanisms to support investment opportunities.
 - Work/coordinate with local financial institutions as an advocate for the needs and interests of local businesses.
 - Work with the Battle River Economic Opportunities Committee to further the Development Finance Institute and investor network development.



Operating Budget

Strategic Priority 5: Succeeding Together – Economic Development as a Supportive Team Member

Objectives:

1. Keep regional collaboration a focal point.
2. Focus on Effective Social Development.
3. Support Other Business Units and Partners in Program and Services Delivery.
4. Include environmental sustainability in efforts (Sustainable Development Goals).

Shared Tactics with Departments and Partners:

- Establish a monthly roundtable of operating departments to develop synergies among economic development related efforts within the County.
- Provide promotional/communication supporting attraction efforts.
- Profile celebration of citizen or group of the month.
- Develop a volunteer database.
- Host a social enterprise workshop (volunteerism, strategic planning, infrastructure management).
- Create a backbone support agency offering the core functional area supports for local volunteer agencies (Accounting, Marketing/Communications/Volunteer (HR) Management, Fundraising)

ECONOMIC DEVELOPMENT OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 6,295	\$ 3,500	\$ -	\$ -	\$ -
Other Revenue	\$ 3,638	\$ 10,000	\$ 1,500	\$ 1,500	\$ 1,500
Grants	\$ 9,703	\$ 163,900	\$ -	\$ -	\$ -
Total Revenue	\$ 19,635	\$ 177,400	\$ 1,500	\$ 1,500	\$ 1,500
EXPENSES					
Wages/Benefits	\$ 208,981	\$ 265,000	\$ 272,300	\$ 277,450	\$ 281,850
Contracted/General Services	\$ 187,824	\$ 446,950	\$ 218,600	\$ 227,600	\$ 233,900
Materials/Supplies	\$ 14,627	\$ 15,850	\$ 15,850	\$ 16,550	\$ 16,950
Total Expenses	\$ 411,432	\$ 727,800	\$ 506,750	\$ 521,600	\$ 532,700
Depreciation Non-Cash Item	\$ -	\$ -	\$ -	\$ -	\$ -
NET BUDGET	\$ 391,797	\$ 550,400	\$ 505,250	\$ 520,100	\$ 531,200
Budget Change 2019 to 2020			-8.20%		
Total Supported By Taxes	\$ 391,797	\$ 503,400	\$ 505,250	\$ 520,100	\$ 531,200
Total Supported By Reserves	\$ -	\$ 47,000	\$ -	\$ -	\$ -



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 and provide a decision of approval for all subdivision applications and related planning issues in accordance with the Municipal Development Plan and in consultation with Flagstaff's Planning and Development Department.

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.



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- 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)

- 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

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

PLANNING & DEVELOPMENT OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Other Revenue	\$ 25,036	\$ 20,060	\$ 23,450	\$ 25,750	\$ 26,000
Grants	\$ 63,400	\$ -	\$ -	\$ -	\$ -
Gain on Property for Sale	\$ 6,065	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 94,501	\$ 20,060	\$ 23,450	\$ 25,750	\$ 26,000
EXPENSES					
Salaries, Wages & Benefits	\$ 152,086	\$ 180,570	\$ 185,900	\$ 189,550	\$ 192,500
Contracted/General Services	\$ 161,786	\$ 57,650	\$ 62,250	\$ 62,200	\$ 67,300
Materials & Supplies	\$ 6,479	\$ 6,500	\$ 2,900	\$ 2,950	\$ 3,000
Loss on Property	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 320,352	\$ 244,720	\$ 251,050	\$ 254,700	\$ 262,800
Depreciation Non-Cash Item	\$ 3,143	\$ 3,145	\$ 3,150	\$ 3,150	\$ 3,150
NET BUDGET	\$ 228,993	\$ 227,805	\$ 230,750	\$ 232,100	\$ 239,950
Budget Change 2019 to 2020			1.28%		
Total Supported By Taxes	\$ 225,851	\$ 224,660	\$ 227,600	\$ 228,950	\$ 236,800
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



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 gazebo and 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.

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Operating Budget

PARKS OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods & Services	\$ 14,300	\$ 14,500	\$ 13,000	\$ 13,500	\$ 14,000
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 14,300	\$ 14,500	\$ 13,000	\$ 13,500	\$ 14,000
EXPENSES					
Salaries, Wages & Benefits	\$ 66,746	\$ 66,900	\$ 69,300	\$ 69,550	\$ 69,900
Contracted/General Services	\$ 6,732	\$ 28,710	\$ 13,900	\$ 14,100	\$ 14,350
Materials & Supplies	\$ 20,932	\$ 30,000	\$ 38,000	\$ 35,250	\$ 27,800
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 94,410	\$ 125,610	\$ 121,200	\$ 118,900	\$ 112,050
Depreciation Non-Cash Item	\$ 52,784	\$ 15,000	\$ 16,500	\$ 16,500	\$ 16,500
NET BUDGET	\$ 132,895	\$ 126,110	\$ 124,700	\$ 121,900	\$ 114,550
Budget Change 2019 to 2020			-1.12%		
Total Supported By Taxes	\$ 80,110	\$ 111,110	\$ 108,200	\$ 105,400	\$ 98,050
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

RECREATION OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 7,576	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 7,576	\$ -	\$ -	\$ -	\$ -
EXPENSES					
Contracted/General Services	\$ 17,672	\$ -	\$ -	\$ -	\$ -
Grants	\$ 750,002	\$ 750,000	\$ 675,000	\$ 675,000	\$ 675,000
Total Expenses	\$ 767,674	\$ 750,000	\$ 675,000	\$ 675,000	\$ 675,000
Depreciation Non-Cash Item	\$ -	\$ 35,000	\$ 38,500	\$ 38,500	\$ 38,500
NET BUDGET	\$ 767,674	\$ 785,000	\$ 713,500	\$ 713,500	\$ 713,500
Budget Change 2019 to 2020			-9.11%		
Total Supported By Taxes	\$ 760,098	\$ 750,000	\$ 675,000	\$ 675,000	\$ 675,000
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



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.

Operating Budget

CULTURE OPERATING BUDGET

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Sales of Goods and Services	\$ 19,861	\$ 3,000	\$ -	\$ -	\$ -
Other Revenue	\$ 5,045	\$ 6,500	\$ 4,000	\$ 4,000	\$ 4,000
Total Revenue	\$ 24,906	\$ 9,500	\$ 4,000	\$ 4,000	\$ 4,000
EXPENSES					
Salaries, Wages & Benefits	\$ 20,243	\$ 1,500	\$ -	\$ -	\$ -
Contracted/General Services	\$ 14,977	\$ 19,050	\$ 20,000	\$ 20,000	\$ 20,000
Materials & Supplies	\$ 17,080	\$ 5,600	\$ 5,000	\$ 1,500	\$ -
Grants to Other Organizations	\$ 36,353	\$ 38,000	\$ 38,000	\$ 38,700	\$ 39,100
Total Expenses	\$ 88,652	\$ 64,150	\$ 63,000	\$ 60,200	\$ 59,100
Depreciation Non-Cash Item	\$ 29,888	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
NET BUDGET	\$ 93,634	\$ 84,650	\$ 89,000	\$ 86,200	\$ 85,100
Budget Change 2019 to 2020			5.14%		
Total Supported By Taxes	\$ 63,746	\$ 54,650	\$ 59,000	\$ 56,200	\$ 55,100
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -





Operating Budget

MUNICIPAL REVENUE

REVENUE OWN SOURCES

REVENUE OWN SOURCES/TAX BAD DEBT

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET
REVENUE					
Tax Recovery	\$ -	\$ -	\$ -	\$ -	\$ -
Penalties on Taxes	\$ 328,421	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000
Franchises & Contracts	\$ 67,153	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Return on Investments	\$ 512,522	\$ 242,500	\$ 242,500	\$ 242,500	\$ 242,500
Total Revenue	\$ 908,096	\$ 512,500	\$ 462,500	\$ 462,500	\$ 462,500
EXPENSES					
Tax Bad Debt	\$ 795,640	\$ 250,000	\$ 2,800,000	\$ 2,500,000	\$ 2,000,000
Total Expenses	\$ 795,640	\$ 250,000	\$ 2,800,000	\$ 2,500,000	\$ 2,000,000
NET BUDGET	-\$ 112,456	-\$ 262,500	\$ 2,337,500	\$ 2,037,500	\$ 1,537,500
			990%		
Total Supported By Taxes	-\$ 112,456	-\$ 262,500	\$ 2,337,500	\$ 2,037,500	\$ 1,537,500



2020 -2024 Capital Plan and 2020 Budget





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 threshold 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

	2018 ACTUAL	2019 APPROVED	2020 PROPOSED	2021 BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET
REVENUE							
Grants Rural	\$ 4,065,212	\$ 1,607,780	\$ 2,241,400	\$ 71,500	\$ 300,000	\$ 295,000	\$ 200,000
Grants Hamlets	\$ 303,170	\$ 705,000	\$ 312,000	\$ 815,000	\$ 270,000	\$ 502,000	\$ 290,000
Sales of Assets	\$ 566,471	\$ 789,500	\$ 791,500	\$ 453,950	\$ 609,250	\$ 557,850	\$ 904,850
Total Revenue	\$ 4,934,853	\$ 3,102,280	\$ 3,344,900	\$ 1,340,450	\$ 1,179,250	\$ 1,354,850	\$ 1,394,850
EXPENSES							
Capital Hamlets	\$ 303,170	\$ 705,000	\$ 312,000	\$ 815,000	\$ 270,000	\$ 502,000	\$ 290,000
Equipment and Vehicles	\$ 2,331,453	\$ 3,149,160	\$ 1,977,950	\$ 1,927,650	\$ 2,718,250	\$ 2,585,300	\$ 2,500,650
Buildings	\$ 5,380,094	\$ 147,000	\$ 280,900	\$ -	\$ -	\$ -	\$ -
Land/Improvements	\$ 187,547	\$ 29,000	\$ -	\$ -	\$ -	\$ -	\$ -
Airport	\$ 19,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Construction	\$ 169,955	\$ 68,145	\$ 3,616,500	\$ -	\$ -	\$ 3,000,000	\$ -
Pavement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridges	\$ 313,995	\$ 1,607,780	\$ 380,000	\$ 71,500	\$ 300,000	\$ 295,000	\$ 200,000
Gravel Inventory	\$ 203,620	\$ 308,245	\$ -	\$ 632,800	\$ 324,850	\$ -	\$ -
Parks	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Total Expenses	\$ 8,909,034	\$ 6,014,330	\$ 6,567,350	\$ 3,471,950	\$ 3,613,100	\$ 6,382,300	\$ 2,990,650
NET CAPITAL	\$ 3,974,181	\$ 2,912,050	\$ 3,222,450	\$ 2,131,500	\$ 2,433,850	\$ 5,027,450	\$ 1,595,800
Budget Change 2019 to 2020			11%				
Total Supported By Taxes	\$ 2,346,104	\$ 2,912,050	\$ 1,186,450	\$ 2,131,500	\$ 2,433,850	\$ 2,027,450	\$ 1,595,800
Total Supported By Reserves	\$ 1,628,077	\$ -	\$ 2,036,000	\$ -	\$ -	\$ 3,000,000	\$ -



Capital Budget

CAPITAL BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS

The proposed capital budget for 2020 has an overall net increase of 9.19% (\$553,020) from the 2019 capital budget. In 2020 we will be utilizing grant funding and reserves to fund the majority of capital purchases.

Capital Changes from 2020 include:

- Decrease of \$1,171,210 in equipment and vehicles.
- Increase of \$3,548,355 in road construction.
- Decrease of \$1,227,780 in bridges
- Decrease of \$308,245 in gravel inventory.
- Decrease of \$393,000 in hamlets infrastructure.

TOTAL CAPITAL BUDGET = \$6,567,350

SUMMARY 2020 CAPITAL BUDGET

TOTAL 2020 CAPITAL BUDGET EXPENSES:		\$6,567,350
Funded By:		
Reserves		\$2,036,000
Sale of Equipment		\$791,500
Grants (MSI)		\$2,553,400
Tax Revenue		\$1,186,450

CAPITAL BUDGET HIGHLIGHTS



2020 CAPITAL BUDGET

REPLACEMENT/UPGRADED EQUIPMENT

DESCRIPTION	BUDGET
AWD Grader - no ripper	\$463,700
AWD Grader - no ripper	\$463,700
Road Recovery - AWD Grader - with ripper	\$511,860
3/4 Ton Regular Cab Truck	\$46,000
Power Tailgate	\$7,500
Highway Tractor	\$180,000
Sub Total	\$1,672,760
Contingencies 5%	\$83,640
Total Cost of Replacement/Upgraded Equipment	\$1,756,400

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NEW EQUIPMENT

DESCRIPTION	BUDGET
Mid-Sized Excavator	\$95,000
Grader Mounted Packer	\$35,000
Gravel Box and Pintle Hitch	\$41,000
Injection System and Deck	\$40,000
Sub Total	\$211,000
Contingencies 5%	\$10,550
Total Cost of New Equipment	\$221,550

TOTAL COST OF EQUIPMENT AND VEHICLES \$1,977,950



Capital Budget

BUILDINGS - CAPITAL	
DESCRIPTION	BUDGET
Hamlet of Strome Public Works Shop	\$267,500
Sub Total	\$267,500
Contingencies 5%	\$13,400
Total Cost of Buildings	\$280,900

ENGINEERING STRUCTURES - CAPITAL	
DESCRIPTION	BUDGET
C-A-2020 - Rge Rd 124 North TWP 442 to S. TWP 444- 1 mile	\$ 658,000
C-B-2020 - Rge Rd 124 - TWP 454 to TWP 460 - 2.0 miles	\$ 1,100,500
C-C-2020 - Rge Rd 114 - S. TWP 435 to TWP 434 - 0.5 miles	\$ 300,500
C-D-2020 - Rge Rd 124 - TWP 414 to SH 608 - 2.0 miles	\$ 1,032,000
C-E-2020 - TWP RD 402 - HWY 872 to Rge Rd 104 - 1.0 miles	\$ 525,500
Bridges	\$ 380,000
Gravel Inventory	\$ -
Total Cost of Engineering Structures	\$ 3,996,500

HAMLET INFRASTRUCTURE - CAPITAL	
DESCRIPTION	BUDGET
STROME	
Magnetic Flow Meter and Piping Upgrades in Lift Station	\$20,000
Preliminary Engineering - upgrades Lagoon	\$72,000
Total Strome	\$92,000
GALAHAD	
Upgrades to Sewer System	\$120,000
Carry Over for 2019 Water Supply Connection Project	\$100,000
Total Galahad	\$220,000
Total Cost of Hamlet Infrastructure	\$312,000

TOTAL CAPITAL BUDGET	\$ 6,567,350
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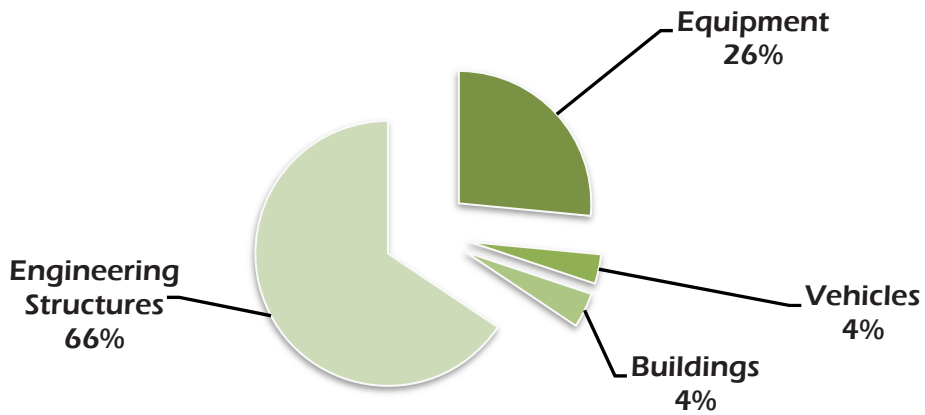


Capital Budget

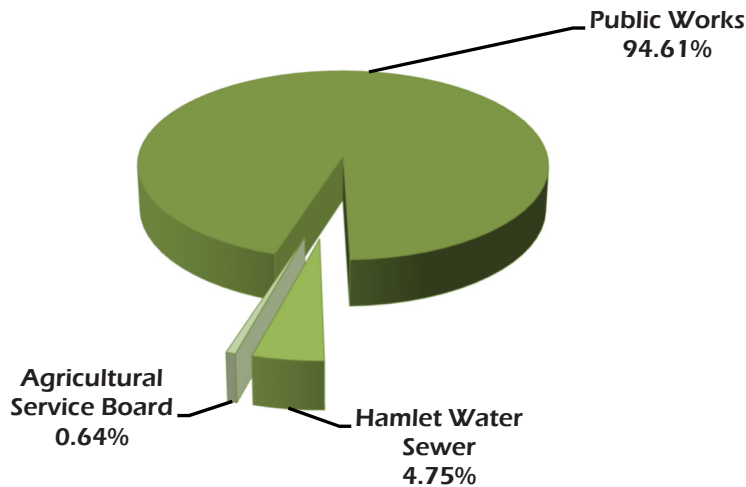
CAPITAL BUDGET

HISTORICAL CAPITAL INFORMATION		
YEAR	BUDGET	ACTUAL
2019	\$6,014,330	
2018	\$11,079,481	\$8,909,034
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

Capital Purchases by Asset Type



Capital Purchases By Department





Capital Budget

2020-2024 HAMLET PLAN

CAPITAL BUDGET - HAMLETS

	2020 BUDGET	2021 FORECAST	2022 FORECAST	2023 FORECAST	2024 FORECAST
Strome - Infrastructure Upgrades					
2020 Capital					
Lagoon Upgrades - Preliminary Engineering	\$ 72,000				
Magnetic Flow Meter and Piping Upgrades to Water Treatment Plant	\$ 20,000				
2021 Capital					
Water Distribution Pump and Engine		\$ 30,000			
Sewer Line CCTV Inspection		\$ 90,000			
Upgrades to Lagoon		\$ 520,000			
2022 Capital					
Water & Sewer System Upgrades			\$ 100,000		
2023 Capital					
Water System Upgrades				\$ 352,000	
2024 Capital					
Water & Sewer System Upgrades					\$ 150,000
NET BUDGET - STROME	\$ 92,000	\$ 640,000	\$ 100,000	\$ 352,000	\$ 150,000
Galahad - Infrastructure Upgrades					
2020 Capital					
Sewer System Upgrades - Lining of sewer lines	\$ 120,000				
Water Well Connection - carried forward from 2019	\$ 100,000				
2021 Capital					
Water & Sewer System Upgrades		\$ 130,000			
Sewer Line CCTV Inspections		\$ 45,000			
2022 Capital					
Water & Sewer System Upgrades			\$ 140,000		
Distribution Pump Replacement			\$ 30,000		
2023 Capital					
Water & Sewer System Upgrades				\$ 150,000	
2024 Capital					
Water & Sewer System Upgrades					\$ 140,000
NET BUDGET - GALAHAD	\$ 220,000	\$ 175,000	\$ 170,000	\$ 150,000	\$ 140,000
TOTAL NET BUDGET HAMLETS	\$ 312,000	\$ 815,000	\$ 270,000	\$ 502,000	\$ 290,000



2020-2024 EQUIPMENT AND VEHICLE PLAN

2020 EQUIPMENT AND VEHICLE BUDGET

Replacement/Upgraded Equipment

DESCRIPTION	BUDGET
AWD Grader - no ripper	\$463,700
AWD Grader - no ripper	\$463,700
Road Recovery - AWD Grader - with ripper	\$511,860
3/4 Ton Regular Cab Truck	\$46,000
Power Tailgate	\$7,500
Highway Tractor	\$180,000
Sub Total	\$1,672,760
Contingencies 5%	\$83,640
Total Cost of Replacement/Upgraded Equipment	\$1,756,400

New Equipment

DESCRIPTION	BUDGET
Mid Sized Excavator	\$95,000
Grader Mounted Packer	\$35,000
Gravel Box and Pintle Hitch	\$41,000
Injection System and Deck	\$40,000
Sub Total	\$211,000
Contingencies 5%	\$10,550
Total Cost of New Equipment	\$221,550

TOTAL COST OF EQUIPMENT AND VEHICLES 2020 \$1,977,950

2021 EQUIPMENT AND VEHICLE BUDGET

Replacement/Upgraded Equipment

DESCRIPTION	BUDGET
AWD Grader - no ripper	\$566,400
AWD Grader - with ripper	\$577,850
1 - Pickup Truck	\$48,500
2 Ton Truck with Dump Box	\$125,000
Highway Tractor	\$190,000
50 Ton, Hydraulic Detach Double Drop Low Bed Trailer	\$160,000
120 - 130 HP Tractor (ASB)	\$125,000
72" Zero Turn Front Mount Mower	\$23,100
Disc Mower	\$20,000
Sub Total	\$1,835,850
Contingencies 5%	\$91,800
Total Cost of Replacement/Upgraded Equipment	\$1,927,650

TOTAL COST OF EQUIPMENT AND VEHICLES 2021 \$1,927,650



Capital Budget

2022 EQUIPMENT AND VEHICLE BUDGET

Replacement/Upgraded Equipment

DESCRIPTION	BUDGET
AWD Grader - no ripper	\$591,700
AWD Grader - no ripper	\$596,100
Road Recovery - AWD Grader - with ripper	\$750,000
Highway Tractor	\$200,000
UTV with Sprayer Unit	\$33,000
1/2 Ton Extended Cab Truck	\$51,000
Sub Total	\$2,221,800
Contingencies 5%	\$111,090
Total Cost of Replacement/Upgraded Equipment	\$2,332,900

New Equipment

DESCRIPTION	BUDGET
Hydro Vac Unit	\$330,000
Grader Mounted Packer	\$37,000
Sub Total	\$367,000
Contingencies 5%	\$18,350
Total Cost of New Equipment	\$385,350

TOTAL COST OF EQUIPMENT AND VEHICLES 2022 \$2,718,250

2023 EQUIPMENT AND VEHICLE BUDGET

Replacement/Upgraded Equipment

DESCRIPTION	BUDGET
AWD Grader - no ripper	\$622,700
AWD Grader - no ripper	\$627,240
AWD Grader - no ripper	\$627,240
Highway Tractor	\$210,000
1 - Pickup Truck	\$53,500
Used Tractor (replace WT11)	\$150,000
Skid Steer	\$150,000
Disc Mower	\$21,500
Sub Total	\$2,462,180
Contingencies 5%	\$123,109
Total Cost of Replacement/Upgraded Equipment	\$2,585,300

TOTAL COST OF EQUIPMENT AND VEHICLES 2023 \$2,585,300



Capital Budget

CAPITAL BUDGET

2024 EQUIPMENT AND VEHICLE BUDGET	
Replacement/Upgraded Equipment	
DESCRIPTION	BUDGET
AWD Grader - no ripper	\$655,400
AWD Grader - no ripper	\$660,000
AWD Grader - with ripper	\$673,700
1 - Pickup Trucks	\$56,700
Tractor (replace WT15)	\$160,000
Road Recovery Maintenance Truck	\$150,000
72" Zero Turn Mower - ASB	\$25,750
Sub Total	\$2,381,550
Contingencies 5%	\$119,078
Total Cost of Replacement/Upgraded Equipment	\$2,500,650
TOTAL COST OF EQUIPMENT AND VEHICLES 2024	\$2,500,650

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2020-2024 BUILDING PLAN

CAPITAL BUDGET - BUILDING

	2020 BUDGET	2021 FORECAST	2022 FORECAST	2023 FORECAST	2024 FORECAST
2020 Hamlet of Strome Public Works Shop					
PW Building/Shop - Hamlet of Strome	\$ 280,900	\$ -	\$ -	\$ -	\$ -
NET BUDGET - BUILDING	\$ 280,900	\$ -	\$ -	\$ -	\$ -



Capital Budget

2020-2024 LAND IMPROVEMENTS/PARKS PLAN

CAPITAL BUDGET - LAND IMPROVEMENTS/PARKS					
	2020	2021	2022	2023	2024
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
2021 Fish Lake - Playground					
Playground Fish Lake	\$ -	\$ 25,000	\$ -	\$ -	\$ -
NET BUDGET - LAND IMPROVEMENTS/ PARKS	\$ -	\$ 25,000	\$ -	\$ -	\$ -

2020-2024 ROAD CONSTRUCTION PLAN

CAPITAL BUDGET - ROAD CONSTRUCTION					
	2020	2021	2022	2023	2024
	BUDGET	FORECAST	FORECAST	FORECAST	FORECAST
2020 Road Construction Program					
C-A-2020 - ESE 20-44-12 W4 south for 1.0 mile <i>(Arterial Road)</i>	\$ 658,000				
C-B-2020 - ENE 32-45-12 W4 south for 2.0 miles <i>(Arterial Road)</i>	\$ 1,100,500				
C-C-2020 - ESE 29-43-11 W4 south for 0.5 miles <i>(Arterial Road)</i>	\$ 300,500				
C-D-2020 - ENE 32-41-12 W4 south for 2.0 miles <i>(Collector Road)</i>	\$ 1,032,000				
C-E-2020 - NNW 08-40-10 W4 east for 1.0 mile <i>(Collector Road)</i>	\$ 525,500				
2021 Road Construction Program		\$ -			
2022 Road Construction Program			\$ -		
2023 Road Construction Program				\$ 3,000,000	
NNW 19-41-12 W4 east for 2.0 miles <i>(Local Road)</i>				\$ 3,000,000	
Additional Projects To Be Determined in the Fall of 2020					
2024 Road Construction Program					\$ -
NET BUDGET	\$3,616,500	\$ -	\$ -	\$3,000,000	\$ -

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CAPITAL BUDGET



2020-2024 BRIDGES AND CULVERTS PLAN

CAPITAL BUDGET - BRIDGES AND CULVERTS

	2020 BUDGET	2021 FORECAST	2022 FORECAST	2023 FORECAST	2024 FORECAST
2020 Bridge Program					
Bridge File# 77282 (Twp Rd 440, S. of Daysland) - <i>Culvert Replacement - 1800mm</i>	\$ 95,000				
Bridge File# 77283 (Rge Rd 170, S. of Daysland) - <i>Culvert Replacement - 1600mm</i>	\$ 95,000				
Bridge File# 77114 (Rge Rd 165, S. of Daysland) - <i>Culvert Replacement - 1600mm</i>	\$ 95,000				
Bridge File# 83193 (Rge Rd 130, NW. of Sedgewick) - <i>Culvert Replacement - 2280mm</i>	\$ 95,000				
2021 Bridge Program					
Bridge File# 72402 (Rge Rd 131 N. of Killam) - <i>Bridge Repairs</i>		\$ 71,500			
2022 Bridge Program					
Bridge File# 74378 (Twp Rd 423, SE. of Lougheed) <i>Culvert Replacement - 1600mm</i>			\$ 100,000		
Bridge File# 70003 (Rge Rd 130, S. of Sedgewick) <i>Culvert Replacement - 1800mm</i>			\$ 100,000		
Bridge File# 83196 (Rge Rd 150, S. of Strome) <i>Culvert Replacement - 1200mm</i>			\$ 100,000		
2023 Bridge Program					
Bridge File# 83194 - (Twp Rd 434, SW 28-43-16 W4) <i>Culvert Replacement - 1200mm</i>				\$ 65,000	
Bridge File# 83190 - (Twp Rd 422, SW 15-42-13 W4) <i>Culvert Replacement - 1800mm</i>				\$ 100,000	
Bridge File# 83199 - (Rge Rd 133, SW 27-44-13 W4) <i>Culvert Replacement - 900mm</i>				\$ 65,000	
Bridge File# FL0003 - (Twp Rd 430, SE 01-43-16 W4) <i>Culvert Replacement - 900mm</i>				\$ 65,000	
2024 Bridge Program					
Bridge File# 1019 (Twp Rd 460, SW 03-46-15 W4) - <i>Bridge Repairs</i>					\$ 200,000
NET BUDGET	\$ 380,000	\$ 71,500	\$ 300,000	\$ 295,000	\$ 200,000



Capital Budget

2020-2024 GRAVEL PRODUCTION PLAN

CAPITAL BUDGET - GRAVEL PRODUCTION

	2020 BUDGET	2021 FORECAST	2022 FORECAST	2023 FORECAST	2024 FORECAST
2020 Gravel Production Program					
CR-01-2020 - West Area - 50,000 tonne	\$ 635,000				
Pit Preparation at Mazure Pit	\$ 114,000				
Rip/Rap & Sand Production	\$ 78,350				
Loan Payment	\$ 799,650				
2021 Gravel Production Program					
CR-01-2021 - West Area - 50,000 tonne		\$ 660,000			
CR-02-2021 - East Area - 80,000 tonne		\$ 816,000			
Loan Payment		\$ 816,800			
2022 Gravel Production Program					
CR-01-2022 - West Area - 50,000 tonne			\$ 687,500		
CR-02-2022 Northeast Area - 40,000 tonne			\$ 504,000		
Loan Payment			\$ 834,350		
2023 Gravel Production Program					
CR-01-2023 - West Area - 50,000 tonne				\$ 700,000	
CR-02-2023 - East Area - 80,000 tonne				\$ 840,000	
2024 Gravel Production Program					
CR-01-2024 - West Area - 50,000 tonne					\$ 750,000
CR-02-2024 - Northeast Area - 40,000 tonne					\$ 520,000
	\$ 1,627,000	\$ 2,292,800	\$ 2,025,850	\$ 1,540,000	\$ 1,270,000
Less Material Used	\$ 1,627,000	\$ 1,660,000	\$ 1,701,000		
NET BUDGET	\$ -	\$ 632,800	\$ 324,850	\$ -	\$ -



RESERVES

Operating Transfer from Reserves

- Cemetery Grant: \$10,000
- Fire Protection: \$343,930

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 reserve.

- Water Infrastructure: \$62,000
- Sanitary Sewer: \$53,400

NET TRANSFER FROM OPERATING: \$238,530

Capital Transfer from Reserves:

- Shop/Grader Shed: \$280,900
- Public Works Road Construction: \$1,755,100

Capital Transfer to Reserves:

- Bridges: \$870,000
- Construction: \$1,000,000

NET TRANSFER TO CAPITAL: \$166,000

RESERVES SUMMARY

The proposed 2020 budget includes generating \$1,870,000 for reserves. Council has approved raising funds for future projects in Road Construction up to a maximum of \$1.0 million per year and up to a maximum of \$870,000 per year for Bridges.

Reserves includes:

- Road Construction \$1,000,000 previously \$1.5 million (reduced by \$500,000)
- Bridges \$870,000

REVENUE GENERATED FOR CAPITAL RESERVES \$1,870,000



CONSOLIDATED BUDGET SUMMARY

DESCRIPTION	2018 ACTUAL	2019 BUDGET APPROVED	2020 BUDGET PROPOSED	BUDGET VARIANCE	2021 BUDGET PROPOSED	2022 BUDGET PROPOSED
Legislative	390,639	404,240	418,550	14,310	454,900	434,200
Administration	2,587,898	2,609,350	2,638,350	29,000	2,829,200	2,848,200
Peace Officers	252,739	341,070	338,800	(2,270)	352,350	360,800
Bylaw Enforcement	(1,800)	9,500	4,750	(4,750)	4,750	4,750
Fire Protection	365,781	820,030	826,250	6,220	687,900	817,650
Emergency Management	6,802	16,850	16,650	(200)	0	0
Health & Safety	226,718	239,300	236,800	(2,500)	252,500	256,800
Public Works	11,706,614	10,019,050	8,970,600	(1,048,450)	8,853,300	8,925,900
Airport Transportation	32,968	79,670	40,600	(39,070)	44,350	56,850
Water Distribution	60,636	(74,850)	(62,000)	12,850	(65,000)	(72,000)
Sanitary Sewage	(34,720)	(51,000)	(53,400)	(2,400)	(53,900)	(54,500)
Waste Disposal	411,112	423,205	425,600	2,395	436,300	447,250
Gas Distribution	(9,435)	0	0	0	0	0
Community Services	137,351	123,250	141,300	18,050	142,550	144,850
Public Health	64,236	62,725	66,250	3,525	76,250	76,250
Environment (ASB)	700,322	745,750	712,050	(33,700)	673,600	694,650
Economic Development	391,797	550,400	505,250	(45,150)	520,100	531,200
Planning and Development	225,851	224,660	227,600	2,940	228,950	236,800
Parks	80,110	111,110	108,200	(2,910)	105,400	98,050
Recreation	760,098	750,000	675,000	(75,000)	675,000	675,000
Culture	63,746	54,650	59,000	4,350	56,200	55,100
Revenue Own Source/Tax Bad Debt	(112,456)	(262,500)	2,337,500	2,600,000	2,037,500	1,537,500
Transfer to/from Reserves Operating	1,543,330	(290,050)	(238,500)	51,550	118,900	126,500
TOTAL NET OPERATING	\$19,850,337	\$16,906,410	\$18,395,200	\$1,488,790	\$18,431,100	\$18,201,800
CAPITAL FUNDING SOURCES						
Transfer from MSI Capital Grant	(4,065,212)	(996,530)	(2,241,400)	1,244,870	(71,500)	(300,000)
MSI Grants Hamlets	(303,170)	0	(292,000)	292,000	(815,000)	(270,000)
Federal Gas Tax Grant	0	(611,250)	(20,000)	(591,250)	0	0
STIP Grant	0	(705,000)	0	(705,000)	0	0
Sale of Equipment	(566,471)	(789,500)	(791,500)	2,000	(453,950)	(608,250)
Transfers From Reserves	(1,608,794)	0	(2,036,000)	(2,036,000)	0	0
Transfers to Reserves	1,846,044	2,466,855	1,870,000	596,855	1,870,000	1,870,000
TOTAL FUNDING SOURCES	(\$4,697,603)	(\$635,425)	(\$3,510,900)	\$2,875,475	\$529,550	\$691,750
CAPITAL PROJECTS						
Capital - Hamlets	303,170	705,000	312,000	(393,000)	815,000	270,000
Capital - Equipment/Vehicles	2,331,453	3,149,160	1,977,950	(1,171,210)	1,927,650	2,718,250
Capital - Buildings	5,380,094	147,000	280,900	133,900	0	0
Capital - Land/Improvements	187,547	29,000	0	(29,000)	0	0
Capital - Airport	19,200	0	0	0	0	0
Capital - Road Construction	169,955	68,145	3,616,500	3,548,355	0	0
Capital - Pavement	0	0	0	0	0	0
Capital - Bridges	313,995	1,607,780	380,000	(1,227,780)	71,500	300,000
Capital - Gravel	203,620	308,245	0	(308,245)	632,800	324,850
Capital - Parks/Recreation	0	0	0	0	25,000	0
TOTAL CAPITAL	\$8,909,034	6,014,330	\$6,567,350	\$553,020	\$3,471,950	\$3,613,100
Total Cash Required	\$24,061,768	\$22,285,315	\$21,451,650	(\$833,665)	\$22,432,600	\$22,506,650
Non Cash Items						
Depreciation Expense	\$4,838,025	\$4,943,545	\$5,065,550	\$122,005	\$5,075,000	\$5,089,200