



2022 -2024 Business Plan and 2022 Budget



Approved
September 22, 2021



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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 2022-2024 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 2022-2024 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.

Introduction by Reeve Don Kroetch

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Flagstaff County Council is proposing the following Business Plan for 2022 to 2024. This is Council's plan for providing responsible programs and services that are both effective and efficient given the current economic climate.

Throughout the pandemic, County Council has been extremely impressed with how resilient the entire community of Flagstaff continues to be. Our region has shown the ability not only to adapt to many challenging issues, but to continue to grow and thrive amid one of the most challenging times in recent memory. We have been able to accomplish this through strong collaboration with all stakeholders within the Flagstaff Region. County Council acknowledges we are stronger when we work collaboratively.

Although we will eventually see the end of the pandemic, many of us will continue to be challenged by external pressures beyond our control. For citizens of Flagstaff County, the rising inflation rate has already had a negative effect on our expenses. Meanwhile, the everchanging landscape in terms of unavoidable provincial health mandates has had a detrimental impact on the bottom line for many in the business community. County Council recognizes this. To help alleviate some of the external pressure facing Flagstaff County, there will be no increase in our mill rate for the 2022 budget.

Flagstaff County Council also recognizes the recent rise in energy commodity prices. We are hoping this will relieve some of the revenue pressures we have faced in the past. Last year's revenues in the energy sector accounted for over 60% of our total revenue, so a strong energy sector is good for the Flagstaff Region.



Flagstaff County Council looks to the future when considering each year's budget. We continue to invest in our infrastructure through our Public Works programs. Council remains focused on road maintenance – including bridge and culvert maintenance, and brushing, mulching and backsloping – road recovery and rehabilitation, water and wastewater, and our gravel program, which includes road patching, crushing, stockpiling and exploration.

The Agricultural Service Board will continue with its annual programs as prioritized by Council, including weed management, roadside spraying and mowing, pest control and an enhanced shelterbelt establishment program.

Flagstaff Council continues to be fiscally responsible, while committed to lending a hand where necessary. We will continue to support local social initiatives that have a direct impact on quality of life for all demographics in our region. We are proud to continue to support Flagstaff Adult Learning, Flagstaff Satellite Family Day Home Society, Parents for Fun in Flagstaff, STARS, Parkland Regional Library, and Flagstaff Victim Services.

We are also excited to be part of the new Flagstaff Regional Emergency Services Society. Through strong collaboration with all the municipalities in our region, we believe we have achieved a model that will ensure effective, efficient, and affordable emergency services for decades to come. Working together, we can overcome the challenges faced by our dedicated and professional firefighters and the municipalities they serve, ensuring a high level of service to the entire Flagstaff Region.

Flagstaff County will continue to partner with many of our urban municipalities in projects that will benefit the entire region. With community leaders and municipal councils, we share a common vision to grow our region. Together with all levels of government, the private sector, and nonprofits, we are seeking opportunities such as industrial park development and rural broadband enhancement projects.

Flagstaff County continuously seeks solutions when our region faces challenges. One of the greatest challenges currently is the ability of regional businesses and industry to attract and retain a strong and highly skilled workforce. Through collaboration with industry, we have created many tools now available to help mitigate that challenge. Together, we have created the Flagstaff Region Relocation Guide as well as the award-winning Tourism Strategy and Investment Guide. Industry now utilizes these tools to help attract and retain the workforce required.

Flagstaff County is also a member of BREOC (Battle River Economic Opportunities Committee), which consists of the member municipalities of Forestburg, Heisler, Castor, Halkirk, Coronation, and Paintearth County. With funding provided by Western Economic Diversification Canada, we are planning for the next three years of



programming, focused on private sector development, including business supports, entrepreneurial development, and investment attraction.

With dedication and determination, County Council along with staff have developed the 2022-2024 Business Plan and Budget with a conservative but targeted approach to spending, ensuring that the vision and growth of the entire region is a priority. We continue to support programs and services that we have determined are essential to a strong and vibrant Flagstaff County. Although there are fiscal challenges ahead, County Council will continue the path of growing our region without passing the fiscal burden onto the residents and businesses within our boundaries. Working together, Flagstaff County will continue to prosper in these uncertain times.

Introduction by Chief Administrative Officer Shelly Armstrong

The preparation of the 2022 Business Plan and Budget, as with previous years, represents countless hours of careful consideration. This concise blueprint for success clearly identifies a strategic path forward for each of our departments, while ensuring that we stay the course towards a viable and sustainable “Community of communities” for future generations of Flagstaff citizens.

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County Council and administration, through a workshop in June of 2021, spent considerable time reviewing current programs and services, including County-approved priorities. As is conducted annually, each department’s programs were reviewed and analyzed. New ideas were discussed, some of which were implemented in the draft budget.

From this extensive process, a 2022 to 2024 operating budget and a 2022 to 2026 capital budget were presented to Council on September 22, 2021 and received approval. There is no projected tax increase for 2022 for municipal operations.

This year’s budget was completed prior to the municipal election and swearing-in of a new Council in October 2021. Delivering the budget earlier than usual gives the new Council a longer “window of preparation” to review and analyze programs, services, and priorities as they work towards developing the 2023 Business Plan and Budget.

Financially, the 2022 budget has followed the streamlining we achieved in the 2021 budget. We are proud of our continued prudent fiscal management as we maintain a strong financial position despite minimal growth projected in our assessment base. Along with a reduction in grants coming from the province 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, we are poised for further long-range streamlining and anticipate careful strategic direction from Council. As Council focuses on the needs of our citizens,



we continue to review core aspects of our operations to support those needs, balancing efficiency and effectiveness in the delivery of programs.

Of course, we also continue to face challenges learning to adapt to the changing COVID-19 restrictions. Our staff have demonstrated their continued resiliency, which has ensured our ability to deliver approved programs and maintain an excellent level of service to citizens. Working from home and virtual meetings have become more of a norm, reminding us of the importance of reliable rural internet.

We look forward to implementing the recommendations contained within the 2022 Business Plan and Budget in an economical and responsible manner.

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 a resilient region.

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.
- Balance public expectations with available resources.
- Delivery of programs and services with strategic intent (long-term) and leadership.

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.

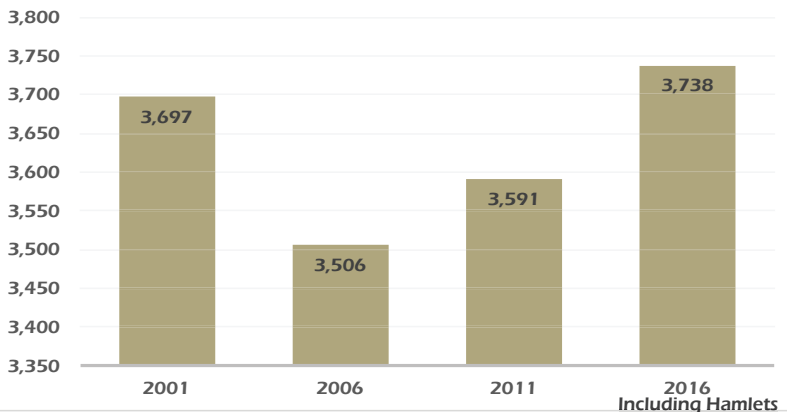
Local Economy: The economy of the Flagstaff community thrives on its agricultural base and the oil and gas activity in the area.

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



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Total Population - Flagstaff County



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



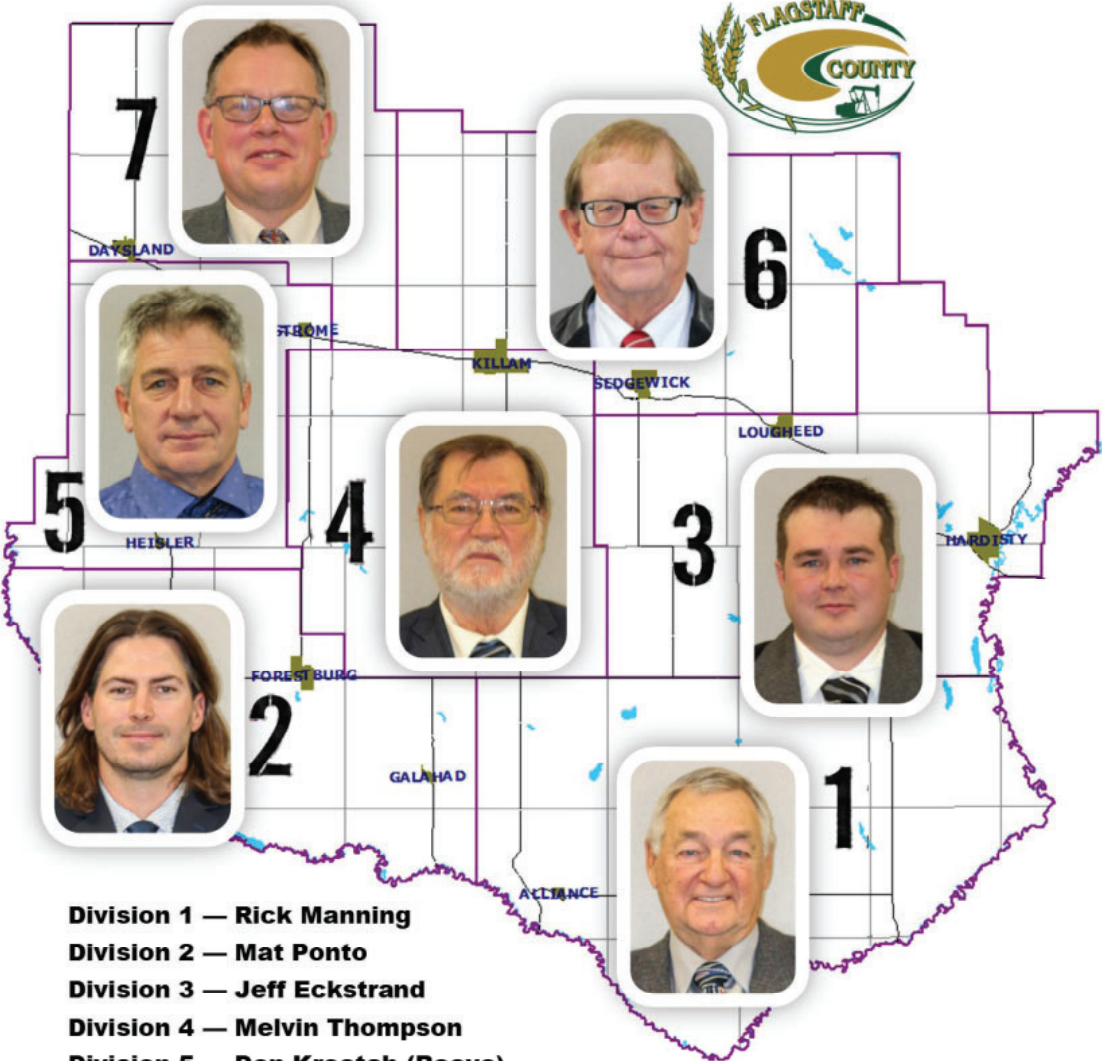
Average Household Income \$91,307



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.

Flagstaff County Council



- Division 1 — Rick Manning**
- Division 2 — Mat Ponto**
- Division 3 — Jeff Eckstrand**
- Division 4 — Melvin Thompson**
- Division 5 — Don Kroetch (Reeve)**
- Division 6 — Larry Hiller**
- Division 7 — Howard Shield (Deputy Reeve)**



2022-2024 COUNCIL PRIORITIES

In preparation for the 2022-2024 Business Plan and Budget, on July 14, 2021 Council approved the following Programs and Services priorities.

The Agricultural Services Board focuses on weed control, soil conservation, water quality, and pest management.

PRIORITIES:

1. Weed Management
2. Roadside Vegetation Management
3. Pest Control
4. Conservation Programs
5. Parks
6. Shelterbelt Establishment Program
7. Extension Programs
8. Water Loading Stations

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Economic Development focuses on joint regional Economic Development initiatives. This includes marketing, promotions, tourism, business retention and expansion, and investment attraction.

PRIORITIES:

1. Succeeding Through Strong Businesses: Business Retention and Expansion
2. Succeeding Through Attraction & Retaining Our Citizens
3. Succeeding Through New Business Start-Ups
4. Succeeding Through New Business Investment
5. Succeeding Together - Economic Development as a Supportive Team Member.

Peace Officers provide services and education in the area of traffic safety, infrastructure protection and emergency response.

PRIORITIES:

1. Patrol Services/ Protect Infrastructure
2. Farm Truck Safety Inspections
3. Commercial Vehicle/ Safety Inspections
4. Community Safety Programs



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.

PRIORITIES:

1. Unsightly Properties
2. Enforcement
3. Sale of Hamlet Lots

Flagstaff County encourages and supports a range of family support programs designed to promote well-being that are accessible, affordable, and effective and build capacity and community networks.

PRIORITIES:

1. Fire (Flagstaff Regional Emergency Services Society (FRESS))
2. Flagstaff Regional Solid Waste Management (FRSWM)
3. Regional Recreation Funding
4. Flagstaff Family and Community Services (FFCS)
5. Non-profit organizations: (Parents for Fun/Adult Learning/Dayhome Society/ Victims Services)
6. Parkland Regional Library
7. STARS Donation
8. Heritage Inventory
9. Cemeteries Assistance Grant

The Public Works department provided citizens of Flagstaff County a safe economical road network.

PRIORITIES:

- | | |
|-------------------------------------|---|
| 1. Road Maintenance: | e. Stockpiling |
| a. Street/Road Maintenance & Repair | f. Exploration |
| i. Arterial/Hamlets | 5. Road Construction |
| ii. Collector | 6. Dust Suppressant |
| iii. Local | a. Dust Control at Strategic Locations (MG30) |
| b. Bridge/ Culvert Maintenance | b. Oiled/Pavement Road Maintenance |
| c. Bridge Replacement | c. Test Products |
| d. Brushing/Mulching/Backsloping | d. Residential Dust Control (MG 30) |
| e. Signs | e. MG 30 to Communities |
| f. Approaches/Access | 7. Airport |
| 2. Hamlet Water/Wastewater | a. Runway Maintenance |
| 3. Road Recovery and Rehabilitation | b. Cardlock Fuel |
| 4. Gravel | c. Terminal Facility |
| a. Road Recovery | |
| b. Re-gravel | |
| c. Road Patching (Maintenance Area) | |
| d. Crushing | |

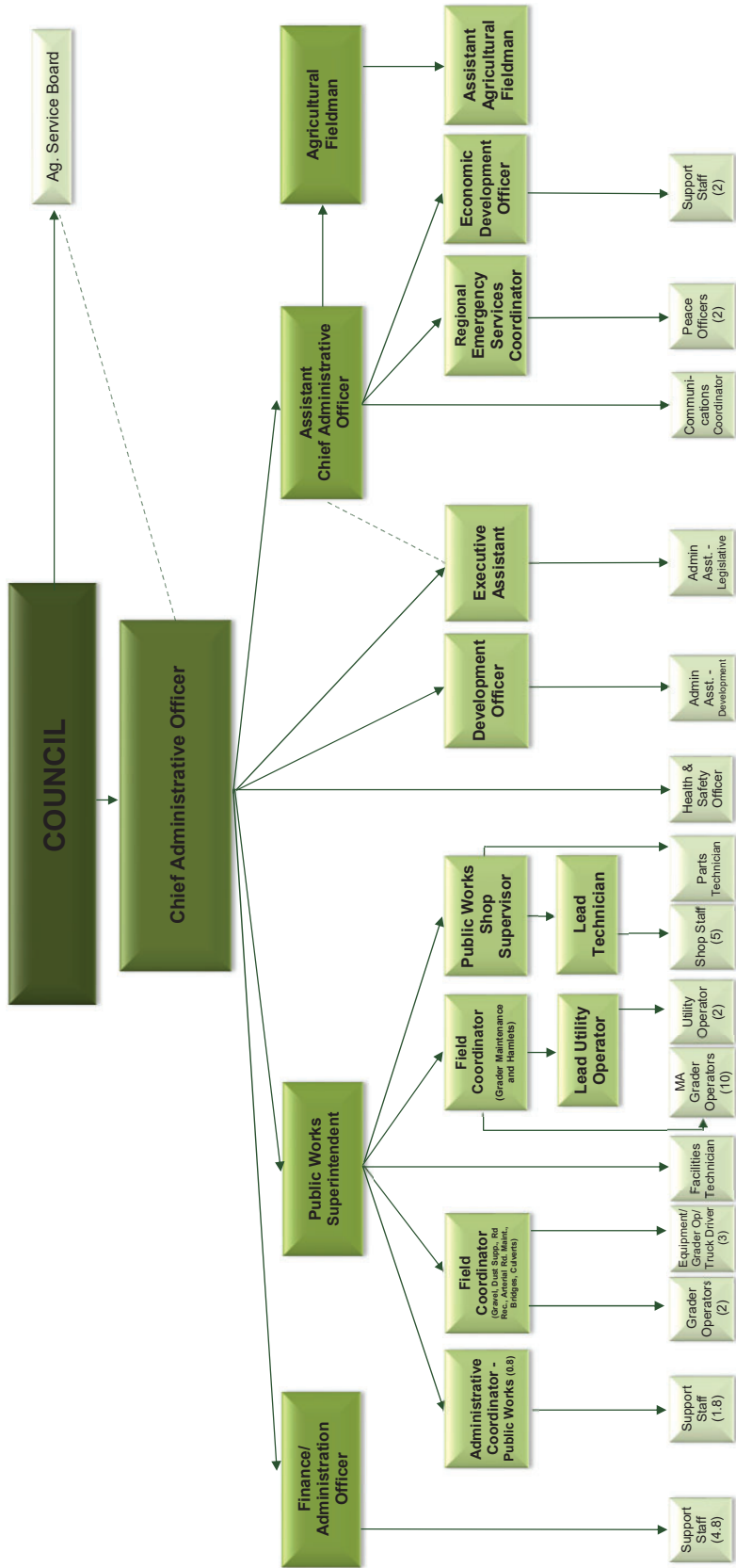
ORGANIZATIONAL PROFILE



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.



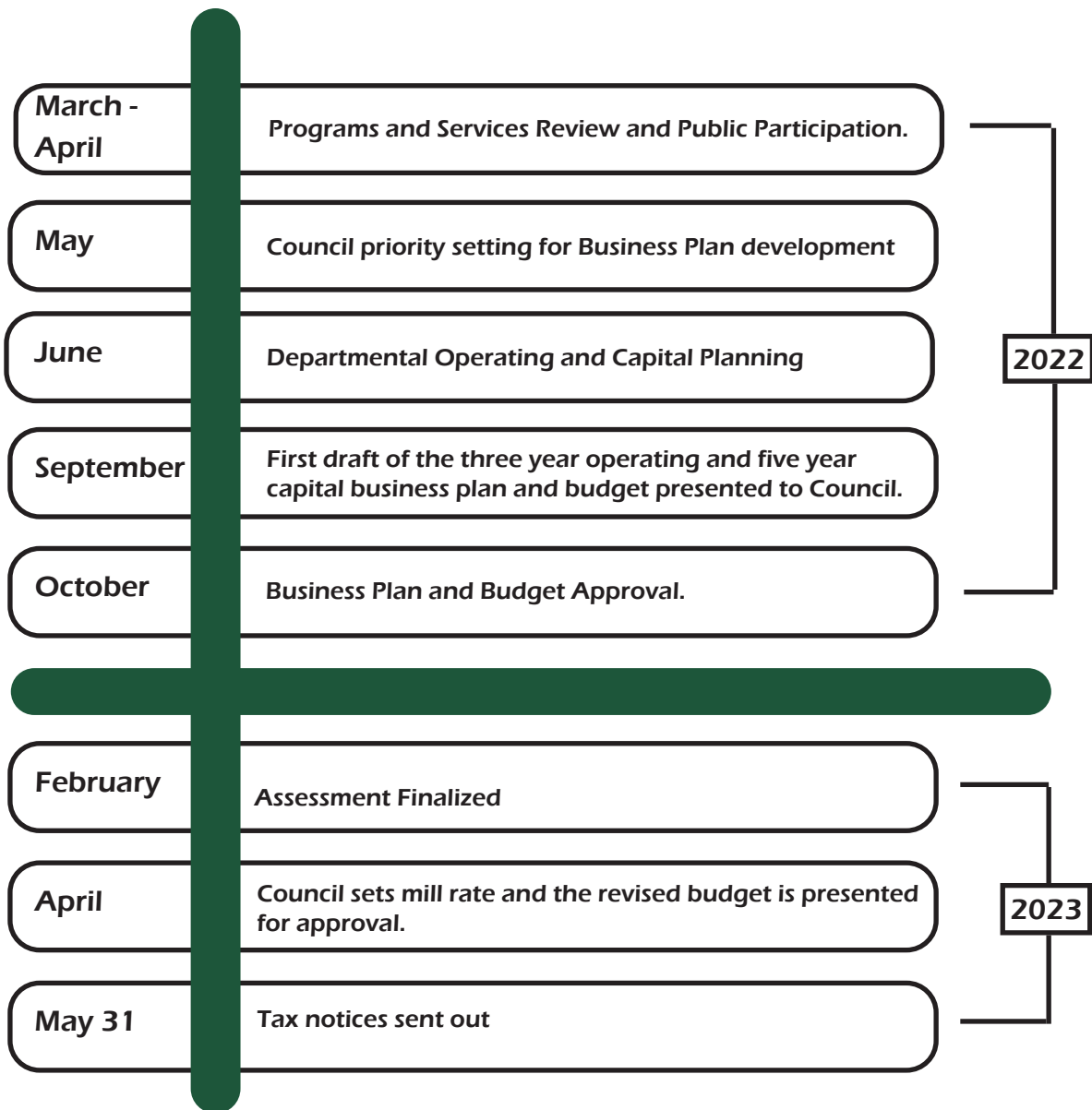


	2019		2020		2021		2022	
	FTE	Seasonal	FTE	Seasonal	FTE	Seasonal	FTE	Seasonal
Administration								
Chief Administrative Officer	1		1		1		1	
Executive Assistant	1		1		1		1	
Administrative Assistant	1		1		1		1	
Finance and Administration Officer	1		1		1		1	
Support Staff	5.4	0.8	5.4	0.4	4.8		4.8	
Assistant Chief Administrative Officer	1		1		1		1	
Communications	1		1		1		1	
	<u>11.4</u>	<u>0.8</u>	<u>11.4</u>	<u>0.4</u>	<u>10.8</u>		<u>10.8</u>	
Health and Safety								
Health and Safety Officer	1		1		1		1	
Administrative Assistant	0.4		0.4		0.4		0	
	<u>1.4</u>		<u>1.4</u>		<u>1.4</u>		<u>1</u>	
Public Works								
Administration	3.6	0.4	3.6		3.6		3.6	
Road Recovery	3	3	3	2.4	2	2.4	2	2.4
Gravel, Dust Suppressant, Bridges	4	10.6	4	7.2	3	7.2	3	7.2
Road Maintenance and Hamlets	1		1		1		1	
Maintenance Grader Operators	11		11		10		10	
Utility Operators	3	0.2	2		3		3	
Shop Supervisor and Airport	1		1		1		1	
Public Works Shop	9	0.4	9		7	0.8	7	0.8
Facilities Technician	1		1		1		1	
	<u>36.6</u>	<u>14.6</u>	<u>35.6</u>	<u>9.6</u>	<u>31.6</u>	<u>10.4</u>	<u>31.6</u>	<u>10.4</u>
Planning and Development								
Development Officer	1		1		1		1	
Administrative Assistant	1		1		1		1	
	<u>2</u>		<u>2</u>		<u>2</u>		<u>2</u>	
Agriculture and Parks								
Agricultural Service Board	3	9	2	8	2	8	2	8
Parks	0	3	0	3	0	3	0	3
	<u>3</u>	<u>12</u>	<u>2</u>	<u>11</u>	<u>2</u>	<u>11</u>	<u>2</u>	<u>11</u>
Emergency Services								
Emergency Services Coordinator	1		1		1		1	
Peace Officer	2		2		2		2	
Administrative Assistant	0.4		0.4		0.4		0	
	<u>3.4</u>		<u>3.4</u>		<u>3.4</u>		<u>3</u>	
Economic Development								
Economic Development Officer	1		1		1		1	
Support Staff	2	1	2	1	2.4		2	
	<u>3</u>	<u>1</u>	<u>3</u>	<u>1</u>	<u>3.4</u>		<u>3</u>	
TOTAL	<u>60.8</u>	<u>28.4</u>	<u>58.8</u>	<u>22</u>	<u>54.6</u>	<u>21.4</u>	<u>53.4</u>	<u>21.4</u>



2022 BUDGET TIMELINE

The schedule below details the timeline for the 2022 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 2022 Budget and the 2022 - 2024 Business Plan reflects current programs and services.

The following points have been taken into consideration for the 2022-2024 Business Plan and Budget.

- As with previous budgets we estimate minimal growth in our assessment. In our budget assumptions we expect to have a decrease in our bad debt expense based on the current payment agreements in place with the oil and gas companies that are currently in arrears. The 2022 budget does include \$2.0 million bad debt expense with a decrease over the next three years.
- At this point in time, we do not have the assessment year modifiers (AYM), provided by the province. There was minimal change with the modifiers in 2021 and this budget is based on no change to these modifiers for 2022. These modifiers are used to calculate and estimate changes for pipelines, wells, railways and machinery and equipment assessment.
- The province completed a review of the Ministers Guidelines October 2020 and the following changes were implemented starting January 2021:
 - a. To encourage new investment, there will be a 3-year “property tax holiday” for all new well and pipeline assets; these properties will receive an assessment of zero for the next three years (2022-2024).
 - b. The well drilling tax will be eliminated beginning January 2021.
 - c. Additional depreciation adjustments will be provided for lower-producing wells for 2020 Assessment year.
 - d. Shallow gas assessment reduction of 35% will continue for the next 3-years.

The assessment for the 2022 tax year is based on minimal change. The table below outlines the changes to assessment from the previous year.

	2020 Assessment Year	2021 Estimated Assessment Year	Difference	Overall % Change
Farmland	164,925,930	164,926,520	590	0.0004%
Residential	327,296,850	326,964,490	-332,360	-0.1015%
Non Res /Linear	945,938,600	948,110,580	2,171,980	0.2296%
TOTAL	1,438,161,380	1,440,001,590	1,840,210	0.1284%

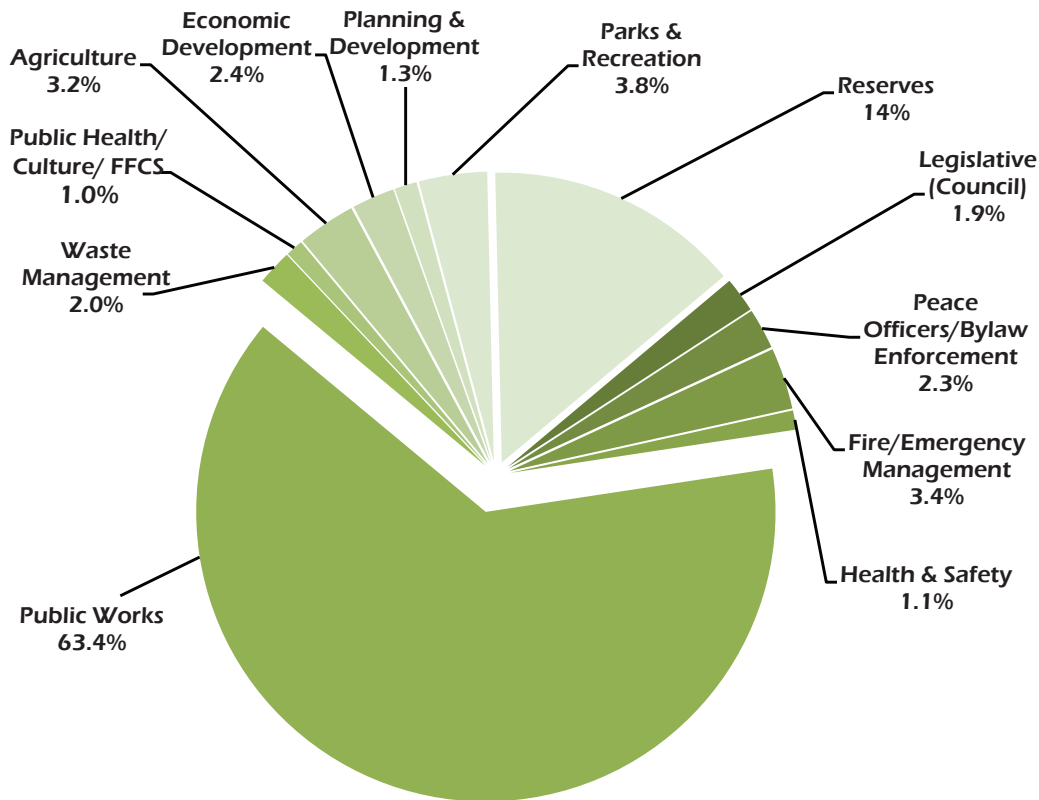
Assessment Class	Approved Tax Rate 2021	Approved Change 2021	Proposed Tax Rate 2022	Proposed Increase 2022
Farmland	18.128	0%	18.128	0%
Residential Rural	5.6304	0%	5.6304	0%
Residential Urban	5.3429	0%	5.3429	0%
Non-Residential	17.701	0%	17.701	0%
Linear	17.701	0%	17.701	0%
Machinery & Equipment	17.701	0%	17.701	0%

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



HOW YOUR MUNICIPAL TAX DOLLAR IS SPENT

The chart below shows how the municipal tax dollars raised in 2022 will be spent by department. The percentages include programs and services for operating and capital budgets.



OPERATING AND CAPITAL

BUDGET AMOUNT

Legislative (Council)	\$513,839
Police/Bylaw Enforcement	\$596,048
Fire/Emergency Management	\$904,062
Health & Safety	\$283,025
Public Works	\$16,712,830
Waste Management	\$515,529
Public Health/Culture/FFCS	\$255,139
Agriculture	\$853,119
Economic Development	\$629,970
Planning & Development	\$329,441
Parks & Recreation	\$1,002,448
Reserves	\$3,757,050
Total Municipal	\$26,352,500
Less Depreciation	\$5,037,250
Total Tax Revenue Required	\$21,315,250



ACCOUNT GROUPING DETAIL

ACCOUNT 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

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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

OPERATING BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS

In developing this first draft of the 2022 Budget and 2022-2024 Business plan we have included changes to the current programs and services based on council's priorities. In 2020 and 2021 changes were made to the programs and services based on future assumptions made regarding non-residential assessment and the increasing costs in our operating and capital budgets.

In 2021 the province completed a review of the Minister Guidelines regarding assessment and implemented changes for the next three years. This budget takes into consideration these changes as well as future modeling for replacement and repair of assets and operating requirements to provide current programs and services.

In 2022 the following changes have been made to programs and services:

- Shelterbelt Establishment Program 50% cost recovery (previously 100%).
- Pollinator Habitat Establishment Program (NEW)
- Residential Dust Suppressant Arterial Road Network provided by municipality no cost to resident.
- Cemetery Grant proposal to distribute annually to approved applicants based on the \$2,500 allotment every four years to decrease administration time.

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SUMMARY 2022 OPERATING BUDGET

TOTAL 2022 OPERATING BUDGET EXPENSES:		\$22,766,600
Funded By:		
Reserves		\$15,650
Other Revenue		\$2,349,750
Tax Revenue Required		\$20,401,200

OPERATING BUDGET HIGHLIGHTS



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.

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

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



Operating Budget



LEGISLATIVE OPERATING BUDGET							
	2020	2020	2021	2021	2022	2023	2024
	BUDGET	ACTUAL	BUDGET	YTD (08)	PROPOSED	FORECAST	FORECAST
REVENUE							
Other Revenue	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -
Total Revenue	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -
EXPENSES							
Wages/Benefits	\$ 335,450	\$ 322,051	\$ 333,500	\$ 212,936	\$ 344,400	\$ 350,450	\$ 357,350
Contracted/General Services	\$ 88,100	\$ 42,411	\$ 91,150	\$ 3,851	\$ 86,250	\$ 81,250	\$ 81,250
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 423,550	\$ 364,462	\$ 424,650	\$ 216,787	\$ 430,650	\$ 431,700	\$ 438,600
NET BUDGET	\$ 418,550	\$ 364,462	\$ 419,650	\$ 216,787	\$ 425,650	\$ 431,700	\$ 438,600
Budget Change 2021 to 2022					1.43%		
Total Supported By Taxes	\$ 418,550	\$ 364,462	\$ 419,650	\$ 216,787	\$ 425,650	\$ 431,700	\$ 438,600
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



CORPORATE SERVICES

The Corporate Services 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.
- The Provincial Government prepares assessment for all Designated Industrial Properties (DIP-Page17).

General Administration and Finance

- Provide support to council and committee meetings, development of strategic, municipal policies and bylaws and special projects.
- Preparation of annual operating and capital budgets to reflect current programs and services. Business Plan and Budget to include a 3-year operating plan and a 5-year capital plan.
- Preparation of annual audited financial statements, 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.
- Recruitment and hiring, training and professional development, performance management, employee relations, salary and benefits administration, regulation compliance, awards and recognition, and organizational development.



Operating Budget

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.
- **Data Collection** – develop and maintain accurate and effective GIS datasets.
- **System/Application Support** – provide training and technical support to ensure that all GIS/GPS software, hardware and databases are properly implemented, maintained and updated throughout the County in order to increase staff productivity and efficiency.
- **Manage records electronically** through archiving, preserving, retrieving, tracking and destroying of records in accordance with Bylaw 05/21 – Records Retention and Disposition. Streamline work processes, eliminate duplication and improve communication by utilizing the tools available in the records management software.
- **MuniSight** – provides a public and private portal to access County data such as rural addresses, road networks, aerial photos, landmarks, and Public Works and Agricultural department projects.



Operating Budget

CORPORATE SERVICES OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Sales of Goods & Services	\$ 84,500	\$ 53,162	\$ 13,400	\$ 7,731	\$ 13,900	\$ 13,900	\$ 13,900
Rental Revenues	\$ 23,700	\$ 19,957	\$ 23,700	\$ 13,836	\$ 23,700	\$ 23,700	\$ 23,700
Other Revenue	\$ 62,100	\$ 18,723	\$ 8,100	\$ 33,888	\$ 8,850	\$ 8,850	\$ 8,850
Grants	\$ 215,000	\$ 133,288	\$ 150,000	\$ 5,496	\$ 35,000	\$ 35,000	\$ -
Gain on Disposal of Assets	\$ -	\$ 13,618	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 385,300	\$ 238,748	\$ 195,200	\$ 60,951	\$ 81,450	\$ 81,450	\$ 46,450
EXPENSES							
Wages/Benefits	\$ 1,440,900	\$ 1,425,103	\$ 1,288,200	\$ 829,064	\$ 1,262,750	\$ 1,294,750	\$ 1,319,300
Contracted/General Services	\$ 1,425,350	\$ 1,157,303	\$ 1,250,400	\$ 699,844	\$ 1,254,200	\$ 1,377,650	\$ 1,276,400
Materials/Supplies	\$ 148,500	\$ 101,806	\$ 127,500	\$ 66,314	\$ 138,000	\$ 144,000	\$ 150,000
Depreciation (Non-Cash Item)	\$ 405,000	\$ 302,895	\$ 325,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000
Other Expenses	\$ 1,600	\$ 2,293	\$ 2,000	\$ 1,226	\$ 2,500	\$ 2,500	\$ 2,500
Total Expenses	\$ 3,421,350	\$ 2,989,400	\$ 2,993,100	\$ 1,596,448	\$ 2,957,450	\$ 3,118,900	\$ 3,048,200
NET BUDGET	\$ 3,036,050	\$ 2,750,652	\$ 2,797,900	\$ 1,535,497	\$ 2,876,000	\$ 3,037,450	\$ 3,001,750
Budget Change 2021 to 2022					2.79%		
Total Supported By Taxes	\$ 3,036,050	\$ 2,334,360	\$ 2,797,900	\$ 1,535,497	\$ 2,876,000	\$ 3,037,450	\$ 3,001,750
Total Supported By Reserves	\$ -	\$ 16,430	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget



REVENUE OWN SOURCES AND TAXES BUDGET							
	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Tax Recovery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Penalties on Taxes	\$ 125,000	\$ 826,494	\$ 200,000	\$ 464,382	\$ 650,000	\$ 500,000	\$ 350,000
Franchises & Contracts	\$ 41,000	\$ 63,461	\$ 30,000	\$ 16,497	\$ 30,000	\$ 30,000	\$ 35,000
Return on Investments	\$ 292,500	\$ 351,127	\$ 342,500	\$ 111,409	\$ 318,000	\$ 318,000	\$ 368,000
Tax Levy	\$ 26,367,650	\$ 26,325,487	\$ 25,544,900	\$ 25,586,524	\$ 25,566,450	\$ 25,590,060	\$ 25,564,550
Total Revenue	\$ 26,826,150	\$ 27,566,569	\$ 26,117,400	\$ 26,178,812	\$ 26,564,450	\$ 26,438,060	\$ 26,317,550
EXPENSES							
Requisitions	\$ 4,046,900	\$ 4,046,883	\$ 4,082,900	\$ 2,016,920	\$ 4,089,500	\$ 4,094,500	\$ 4,097,000
Tax Bad Debt	\$ 4,500,000	\$ 3,460,781	\$ 2,800,000	\$ -	\$ 2,000,000	\$ 1,500,000	\$ 1,500,000
Total Expenses	\$ 8,546,900	\$ 7,507,664	\$ 6,882,900	\$ 2,016,920	\$ 6,089,500	\$ 5,594,500	\$ 5,597,000
NET BUDGET	-\$ 18,279,250	\$ 20,058,905	-\$ 19,234,500	-\$ 24,161,892	-\$ 20,474,950	-\$ 20,843,560	-\$ 20,720,550
Budget Change 2021 to 2022					6.45%		
Total Supported By Taxes	-\$ 18,279,250	\$ 20,058,905	-\$ 19,234,500	-\$ 24,161,892	-\$ 20,474,950	-\$ 20,843,560	-\$ 20,720,550



CORPORATE SERVICES



POLICE SERVICES

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 our 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 and Commercial Vehicle 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 to ensure safety of commercial vehicles in Flagstaff County.

Police (RCMP) Services

The Police Funding Model was created by the province to provide adequate and effective service in the province of Alberta and takes the total cost of frontline officers and redistributes a portion of those costs to the municipalities who receive the Provincial Police Service (RCMP). This new legislation requires those communities that have not previously paid for policing to begin contributing to the costs.

ESTIMATED POLICE FUNDING

Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)
\$117,115	\$175,799	\$234,230	\$351,598

Operating Budget



POLICE SERVICES OPERATING BUDGET

	2020	2020	2021	2021	2021	2022	2023	2024
	BUDGET	ACTUAL	APPROVED	YTD (08)	PROPOSED	FORECAST	FORECAST	FORECAST
REVENUE								
Sales of Goods & Services	\$ 39,000	\$ 19,083	\$ 9,000	\$ 2,405	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fines Issued	\$ 60,000	\$ 40,206	\$ 40,000	\$ 5,764	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Total Revenue	\$ 99,000	\$ 59,289	\$ 49,000	\$ 8,169	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000
EXPENSES								
Wages/Benefits	\$ 210,200	\$ 206,526	\$ 213,300	\$ 138,030	\$ 217,650	\$ 219,650	\$ 219,650	\$ 219,650
Contracted/General Services	\$ 207,850	\$ 186,315	\$ 224,850	\$ 40,356	\$ 283,350	\$ 400,700	\$ 400,700	\$ 400,700
Materials/Supplies	\$ 30,000	\$ 22,170	\$ 30,500	\$ 12,095	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000
Depreciation (Non-Cash Item)	\$ 15,000	\$ 11,960	\$ 15,000	\$ -	\$ 12,000	\$ 15,000	\$ 15,000	\$ 15,000
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 463,050	\$ 426,971	\$ 483,650	\$ 190,481	\$ 544,000	\$ 666,350	\$ 666,350	\$ 666,350
NET BUDGET	\$ 364,050	\$ 367,682	\$ 434,650	\$ 182,312	\$ 490,000	\$ 612,350	\$ 612,350	\$ 612,350
Budget Change 2021 to 2022					12.73%			
Total Supported By Taxes	\$ 364,050	\$ 367,682	\$ 434,650	\$ 182,312	\$ 490,000	\$ 612,350	\$ 612,350	\$ 612,350
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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.

Operating Budget



BYLAW ENFORCEMENT OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Sales of Goods & Services	\$ 1,500	\$ 1,100	\$ 1,500	\$ 453	\$ 1,500	\$ 1,500	\$ 1,500
Total Revenue	\$ 1,500	\$ 1,100	\$ 1,500	\$ 453	\$ 1,500	\$ 1,500	\$ 1,500
EXPENSES							
Wages/Benefits	\$ 1,000	\$ 699	\$ 1,000	\$ 312	\$ 1,000	\$ 1,000	\$ 1,000
Contracted/General Services	\$ 5,250	\$ 738	\$ 4,250	\$ 211	\$ 4,250	\$ 4,250	\$ 4,250
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 6,250	\$ 1,437	\$ 5,250	\$ 523	\$ 5,250	\$ 5,250	\$ 5,250
NET BUDGET	\$ 4,750	\$ 337	\$ 3,750	\$ 70	\$ 3,750	\$ 3,750	\$ 3,750
Budget Change 2021 to 2022					0.00%		
Total Supported By Taxes	\$ 4,750	\$ 337	\$ 3,750	\$ 70	\$ 3,750	\$ 3,750	\$ 3,750
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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.

With the formation of the Flagstaff Regional Emergency Services Society (FRESS) fire services will be provided to both urban and rural areas by the Society, with joint funding from each municipality. This is a unified approach with an expectation to improve fire services.

FRESS will be providing:

Continuous community service for safety and security related to fire Services and emergencies and to minimize risk and potential liability related to fire services.

FRESS will be following:

Standardized rules, policies and practices, protocols and operating procedures.

Operating Budget



FIRE PROTECTION OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD [08]	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Sales of Goods & Services	\$ 57,500	\$ 58,274	\$ 45,000	\$ 87,844	\$ -	\$ -	\$ -
Funding (Other Governments)	\$ 5,000	\$ 6,386	\$ 7,500	\$ 14,917	\$ -	\$ -	\$ -
Total Revenue	\$ 62,500	\$ 64,660	\$ 52,500	\$ 102,761	\$ -	\$ -	\$ -
EXPENSES							
Wages/Benefits	\$ 171,150	\$ 156,786	\$ 172,250	\$ 99,330	\$ 112,700	\$ -	\$ -
Contracted/General Services	\$ 683,400	\$ 245,647	\$ 656,350	\$ 532,154	\$ 631,100	\$ 650,050	\$ 669,550
Materials/Supplies	\$ 34,200	\$ 26,054	\$ 26,500	\$ 10,626	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 101,000	\$ 95,752	\$ 105,000	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 989,750	\$ 524,239	\$ 960,100	\$ 642,110	\$ 743,800	\$ 650,050	\$ 669,550
NET BUDGET	\$ 927,250	\$ 459,579	\$ 907,600	\$ 539,349	\$ 743,800	\$ 650,050	\$ 669,550
Budget Change 2021 to 2022					-18.05%		
Total Supported By Taxes	\$ 583,300	\$ 459,579	\$ 482,300	\$ 223,833	\$ 743,800	\$ 650,050	\$ 669,550
Total Supported By Reserves	\$ 343,950	\$ -	\$ 343,950	\$ 315,516	\$ -	\$ -	\$ -



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

- Rescue services will be provided by the newly formed Flagstaff Regional Emergency Services Society.



Operating Budget



EMERGENCY MANAGEMENT OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rescue Unit Revenue	\$ -	\$ -	\$ -	\$ 4,811	\$ -	\$ -	\$ -
Transfer to Rescue Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ 4,811	\$ -	\$ -	\$ -
EXPENSES							
Rescue Unit Expenses	\$ 11,350	\$ 11,389	\$ 11,350	\$ 4,261	\$ -	\$ -	\$ -
Disaster Services Expenses	\$ 5,300	\$ 404	\$ 4,600	\$ 281	\$ 5,100	\$ 4,600	\$ 4,600
Depreciation (Non-Cash Item)	\$ -	\$ 4,002	\$ 7,300	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 16,650	\$ 15,795	\$ 23,250	\$ 4,542	\$ 5,100	\$ 4,600	\$ 4,600
NET BUDGET	\$ 16,650	\$ 15,795	\$ 23,250	\$ 269	\$ 5,100	\$ 4,600	\$ 4,600
Budget Change 2021 to 2022					-78.06%		
Total Supported By Taxes	\$ 16,650	\$ 15,795	\$ 23,250	\$ 269	\$ 5,100	\$ 4,600	\$ 4,600
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.

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.

Operating Budget



HEALTH & SAFETY OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Other Revenue	\$4,500	\$16,417	\$10,000	\$20,045	\$10,000	\$10,000	\$10,000
Total Revenue	\$4,500	\$16,417	\$10,000	\$20,045	\$10,000	\$10,000	\$10,000
EXPENSES							
W/ages/Benefits	\$129,100	\$121,812	\$129,400	\$72,534	\$128,950	\$133,450	\$142,850
Contracted/General Services	\$50,900	\$28,585	\$46,850	\$31,397	\$57,850	\$54,750	\$56,250
Materials/Supplies	\$47,100	\$61,949	\$43,400	\$11,367	\$54,050	\$57,000	\$56,600
Depreciation (Non-Cash Item)	\$4,500	\$3,579	\$5,600	\$0	\$3,600	\$3,600	\$3,600
Total Expenses	\$231,600	\$215,925	\$225,250	\$115,298	\$244,450	\$248,800	\$259,300
NET BUDGET	\$227,100	\$199,508	\$215,250	\$95,253	\$234,450	\$238,800	\$249,300
Budget Change 2021 to 2022					8.92%		
Total Supported By Taxes	\$227,100	\$199,508	\$215,250	\$95,253	\$234,450	\$238,800	\$249,300
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 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, Local and Field Access Roads including streets and lanes within the hamlets. The Arterial road network will be ban free utilizing dust suppressant products in front of residents 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.

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, grade 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.



Operating Budget

- **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 applied to strategic locations and residential dust controls at full cost recovery with the exception of residents on arterial roads. Residents on arterial roads are eligible for a 200-meter, MG 30 dust suppressant, free of charge.

- **Oiled Road Maintenance** The following roads with an oil surface are:
 1. **Strome East:** Rge Rd 151, North for 0.4 miles from Hwy 13;
 2. **Airport Road (Hardisty):** Rge Rd 103, South for 2.75 miles from Hwy 13;
 3. **Shop Rd. West:** Twp Rd 442, East for 2.1 miles from Rge Rd 130;
 4. **Shop Rd. East:** Twp Rd 442, East for 0.4375 miles from SH 869;
 5. Streets within the Hamlets of Strome and Galahad

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:** A maintenance program for crackfilling and line painting are used to maintain a safe driving surface.

Gravel

The Gravel Program requires approximately 150,000 tonnes of gravel annually which includes re-graveling, arterial roads, washouts, road maintenance patching, dust suppressant, road construction, road recovery, culverts and gravel sales.

- **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.
- **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:

- **Maintenance Areas:** Includes grader maintenance on Collector, Local and Field Access Roads. 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.

Over 1,600 miles of maintained roads are divided into:

- Nine (9) summer maintenance areas
- Nine (9) winter maintenance areas
- 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 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.

- **Arterial Road Maintenance:** Roads are graded a minimum of twice per month and cleared of snow as necessary. A total of approximately 130 miles of Arterial road will be maintained utilizing two (2) graders.
- **Grade Repair:** This program is to address short sections of road that have inadequate grades which require re-construction, repairs or upgrading. This process may include a short section of road that has sightline issues (hills or curves) or a grade that crosses a slough which has become soft or narrow due to erosion and is unable to support equipment and truck traffic.
- **Hamlet Street Maintenance/Repair:** Includes snow removal, repairing pot holes, the application of an oil surface sealant, sidewalk maintenance, and street sweeping.



Operating Budget

- **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.
- **Approaches/Access:** Includes approach inspections, construction and upgrades.

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.

Budget

The Public Works operating budget shown on the following page 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.



PUBLIC WORKS OPERATING BUDGET

	2020	2020	2021	2021	2021	2022	2023	2024
	BUDGET	ACTUAL	BUDGET	BUDGET	YTD (08)	PROPOSED	FORECAST	FORECAST
REVENUE								
Grants - Operating	\$ 17,000	\$ 16,932	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales of Goods & Services	\$ 110,000	\$ 202,896	\$ 165,000	\$ 83,237	\$ 83,237	\$ 127,500	\$ 127,500	\$ 127,500
Gain on Disposal of Assets	\$ -	\$ 184,451	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 127,000	\$ 404,279	\$ 165,000	\$ 83,237	\$ 83,237	\$ 127,500	\$ 127,500	\$ 127,500
EXPENSES								
Wages/Benefits	\$ 4,440,600	\$ 4,080,230	\$ 3,921,050	\$ 2,533,883	\$ 2,533,883	\$ 4,041,500	\$ 4,131,800	\$ 4,222,400
Contracted/General Services	\$ 672,900	\$ 652,705	\$ 628,250	\$ 370,629	\$ 370,629	\$ 608,550	\$ 564,150	\$ 555,450
Materials/Supplies	\$ 3,543,250	\$ 2,869,437	\$ 3,350,750	\$ 1,943,594	\$ 1,943,594	\$ 3,832,300	\$ 3,915,150	\$ 4,014,500
Depreciation (Non-Cash Item)	\$ 4,325,000	\$ 4,208,315	\$ 4,325,250	\$ -	\$ -	\$ 4,379,500	\$ 4,346,000	\$ 4,363,000
Other Expenses	\$ 48,050	\$ 147,543	\$ 30,900	\$ 13,283	\$ 13,283	\$ 13,400	\$ -	\$ -
Total Expenses	\$ 13,029,800	\$ 11,958,230	\$ 12,256,200	\$ 4,861,389	\$ 4,861,389	\$ 12,875,250	\$ 12,957,100	\$ 13,155,350
NET BUDGET	\$ 12,902,800	\$ 11,553,951	\$ 12,091,200	\$ 4,778,152	\$ 4,778,152	\$ 12,747,750	\$ 12,829,600	\$ 13,027,850
Budget Change 2021 to 2022						5.43%		
Total Supported By Taxes	\$ 12,902,800	\$ 11,553,951	\$ 12,091,200	\$ 4,778,152	\$ 4,778,152	\$ 12,747,750	\$ 12,829,600	\$ 13,027,850
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

PROJECT COSTING BUDGET

	2021 Budget	2022 Budget
Public Works Administration	\$952,275	\$961,300
Maintenance Repair Shop	\$1,148,100	\$1,199,250
Road Maintenance		
Revenue	-\$13,500	-\$13,500
Road Maintenance and Repair	\$2,129,725	\$2,191,100
Arterial Road Maintenance	\$371,000	\$314,600
Hamlet Street Maintenance and Repair	\$143,800	\$149,000
Grade Repairs	\$50,000	\$135,500
Culvert Maintenance	\$198,900	\$167,700
Bridge Maintenance	\$35,750	\$43,575
Brushing/Backsloping/Mulching	\$86,600	\$76,000
Signs	\$74,300	\$80,800
Expenses Road Maintenance	\$3,076,575	\$3,144,775
Road Recovery and Rehabilitation		
Shoulder Pulling/Subgrade Prep with Gravelock	\$1,090,000	\$1,357,500
Oil Recycling -	\$44,350	\$0
Expenses Road Recovery and Rehabilitation	\$1,134,350	\$1,357,500
Gravel		
Revenue - Sales	-\$30,000	-\$30,000
Road Recovery Projects Gravel (4th lift)	\$101,600	\$136,200
Regravel - includes MA, Arterial Rds, contingencies, washouts projects	\$1,920,000	\$2,020,000
Road Patching	\$225,900	\$224,800
Gravel Inventory Reclamation	\$141,000	\$86,277
Stockpiling	\$279,900	\$257,700
Gravel exploration	\$0	\$0
Expenses Gravel	\$2,638,400	\$2,694,977
Dust Suppressant		
Revenue Residential Dust Abatement - (80 locations)	-\$96,500	-\$59,500
MG30 at Strategic Locations	\$72,100	\$130,000
Arterial Road Residential (MG30)	\$0	\$210,000
Oiled/Pavement Road Maintenance	\$103,000	\$85,600
ATCO Electric Access Road	\$0	\$15,000
Test Products	\$0	\$8,000
MG30 (80 residential)	\$76,000	\$39,000
MG 30 to Communities	\$20,000	\$20,000
Expenses Dust Suppressant	\$174,600	\$448,100
Public Works Safety, Meetings and Training	\$111,900	\$145,000
Depreciation: Roads, Bridges, Buildings	\$2,855,000	\$2,796,848
TOTAL PROJECT COSTING BUDGET	\$12,091,200	\$12,747,750



2022 ROAD RECOVERY PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
ENE 19-45-15 Rge Rd 155	South 4.5	Local
NNW 24-44-14 Twp Rd 444	East 3.0	Local
ENE 32-41-15 Rge Rd 154	South 2.0	Local
NNW 11-44-16 Twp Rd 442	East 6.0	Collector
ENE 33-40-11 Rge Rd 113	South 4.0	Collector
ENE 36-40-13 Rge Rd 130	South 4.0	Local
NNW 32-40-12 Twp Rd 410	East 2.0	Arterial
NNW 20-45-16 Twp Rd 454	East 1.0	Local

FUTURE ROAD RECOVERY PROJECTS

2023 ROAD RECOVERY PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
ENE 33-41-10 Rge Rd 103	South 4.0	Local
ESE 13-45-17 Rge Rd 170	South 6.5	Local
ENE 07-44-16 Rge Rd 165	South 8.0	Local
NNW 10-45-16 Twp Rd 452	East 6.0	Local

2024 ROAD RECOVERY PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
ENE 31-42-14 Rge Rd 145	South 6.0	Local
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
ENE 34-41-15 Rge Rd 152	South 3.5	Arterial

2025 ROAD RECOVERY PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
NNW 31-45-16 Twp Rd 460	East 3.0	Local
ENE 36-40-11 Rge Rd 110	South 4.0	Local
NNW 22-43-16 Twp Rd 434	East 3.0	Local
ENE 12-44-16 Rge Rd 160	South 8.0	Local
ENE 36-42-12 Rge Rd 120	South 6.0	Local



Operating Budget

2026 ROAD RECOVERY PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 22-42-14 Rge Rd 142	South 4.0	Local
ENE 11-45-14 Rge Rd 141	South 5.25	Local
NNW 33-43-13 Twp Rd 440	East 6.0	Local
ENE 34-40-12 Rge Rd 122	South 4.0	Local
ENE 36-40-12 Rge Rd 120	South 4.0	Local
2027 ROAD RECOVERY PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 35-42-14 Rge Rd 141	South 6.0	Local
NNW 15-42-11 Twp Rd 423	East 6.0	Local
NNW 22-46-16 Twp Rd 464	East 6.0	Local
ENE 19-44-14 Rge Rd 145	South 7.5	Local
2028 ROAD RECOVERY PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 32-45-14 Rge Rd 144	South 8.75	Local
NNW 21-45-13 Twp Rd 454	East 6.0	Local
NNW 34-44-11 Twp Rd 450	East 5.0	Local
2029 ROAD RECOVERY PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 21-45-12 Twp Rd 454	East 4.0	Local
NNW 21-44-12 Twp Rd 444	East 7.0	Local
NNW 08-41-10 Twp Rd 412	East 2.0	Local
NNW 09-45-13 Twp Rd 452	East 4.0	Local
FUTURE PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 34-40-10 Twp Rd 410	East 5.25	Arterial
ENE 12-42-15 Rge Rd 150	South 2.0	Local
NNW 29-40-10 Twp Rd 405	East 2.0	Local
ENE 35-42-13 Rge Rd 131	South 6.0	Local
ENE 07-46-16 Rge Rd 165	Souh 6.0	Local
Oil Surface Transitioning to Gravel		
NNW 35-42-16 Twp Rd 430	East 6.0	Arterial



Operating Budget

AIRPORT OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Sales of Goods & Services	\$ 113,800	\$ 78,700	\$ 105,300	\$ 45,489	\$ 105,300	\$ 105,300	\$ 105,300
Total Revenue	\$ 113,800	\$ 78,700	\$ 105,300	\$ 45,489	\$ 105,300	\$ 105,300	\$ 105,300
EXPENSES							
Wages/Benefits	\$ 16,900	\$ 3,284	\$ 16,900	\$ 1,532	\$ 17,100	\$ 17,100	\$ 17,100
Contracted/General Services	\$ 32,250	\$ 20,931	\$ 24,850	\$ 15,684	\$ 37,650	\$ 31,800	\$ 34,300
Materials/Supplies	\$ 96,750	\$ 67,272	\$ 87,750	\$ 52,479	\$ 87,200	\$ 87,400	\$ 87,600
Depreciation (Non-Cash Item)	\$ 17,000	\$ 16,032	\$ 17,000	-	\$ 16,100	\$ 17,000	\$ 17,000
Other Expenses	\$ 5,500	\$ 5,204	\$ 5,600	\$ 3,017	\$ 6,000	\$ 6,000	\$ 6,000
Total Expenses	\$ 168,400	\$ 112,723	\$ 152,100	\$ 72,712	\$ 164,050	\$ 159,300	\$ 162,000
NET BUDGET	\$ 54,600	\$ 34,023	\$ 46,800	\$ 27,223	\$ 58,750	\$ 54,000	\$ 56,700
Budget Change 2021 to 2022							
Total Supported By Taxes	\$ 54,600	\$ 34,023	\$ 46,800	\$ 27,223	\$ 58,750	\$ 54,000	\$ 56,700
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Airport Project Cost

	2022 Budget
Revenue-Leases and Fuel Sales	(\$105,300)
Runway Maintenance	\$30,850
Cardlock Expenses	\$99,285
Airport Operations	\$26,640
Building Maintenance	\$7,275
Total Project Cost Airport	\$58,750

Operating Budget



WATER DISTRIBUTION OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Sales of Goods & Services	\$ 170,700	\$ 171,366	\$ 189,000	\$ 129,116	\$ 201,000	\$ 201,000	\$ 201,000
Grants	\$ 15,000	\$ 15,000	\$ 6,000	-	\$ -	\$ -	\$ -
Infrastructure Reserves	\$ 69,900	\$ 70,564	\$ 78,350	\$ 51,133	\$ 88,800	\$ 95,000	\$ 95,000
Total Revenue	\$ 255,600	\$ 256,930	\$ 273,350	\$ 180,249	\$ 289,800	\$ 296,000	\$ 296,000
EXPENSES							
Wages/Benefits	\$ 61,100	\$ 101,550	\$ 83,800	\$ 78,870	\$ 104,050	\$ 106,100	\$ 108,000
Contracted/General Services	\$ 91,100	\$ 45,802	\$ 77,900	\$ 32,210	\$ 63,050	\$ 60,000	\$ 57,100
Materials/Supplies	\$ 33,500	\$ 32,157	\$ 33,050	\$ 19,700	\$ 33,900	\$ 34,900	\$ 35,900
Depreciation (Non-Cash Item)	\$ 95,000	\$ 94,935	\$ 80,000	-	\$ 95,000	\$ 95,000	\$ 95,000
Total Expenses	\$ 280,700	\$ 274,444	\$ 274,750	\$ 130,780	\$ 296,000	\$ 296,000	\$ 296,000
NET BUDGET	\$ 25,100	\$ 17,514	\$ 1,400	\$ 49,469	\$ 6,200	\$ -	\$ -
Budget Change 2021 to 2022					342.86%		
Total Supported By Taxes	\$ -	\$ 6,857	\$ 250	\$ 1,664	\$ -	\$ -	\$ -
Total Raised for Reserves	\$ 69,900	\$ 70,564	\$ 78,350	\$ 51,133	\$ 88,800	\$ 95,000	\$ 95,000

Water Distribution Project Cost 2022

Revenue-Sales and Grants	(\$201,000)
Operations and Training	\$114,350
Supplies	\$12,300
Scada and IT	\$19,000
Building and Infrastructure Costs	\$55,350
Total Project Costing Water Distribution	\$0



SANITARY SEWAGE OPERATING BUDGET

	2020	2020	2021	2021	2021	2022	2023	2024
	BUDGET	ACTUAL	BUDGET	BUDGET	YTD (08)	PROPOSED	FORECAST	FORECAST
REVENUE								
Sales of Goods & Services	\$ 39,100	\$ 38,716	\$ 43,700	\$ 43,700	\$ 34,252	\$ 43,000	\$ 43,000	\$ 43,000
Grants	\$ 32,400	\$ 42,821	\$ 56,500	\$ 56,500	-	-	-	-
Infrastructure Reserves	\$ 53,400	\$ 53,936	\$ 55,000	\$ 55,000	\$ 35,552	\$ 54,000	\$ 55,000	\$ 55,000
Total Revenue	\$ 124,900	\$ 135,473	\$ 155,200	\$ 155,200	\$ 69,804	\$ 97,000	\$ 98,000	\$ 98,000
EXPENSES								
Wages/Benefits	\$ 21,400	\$ 22,314	\$ 22,050	\$ 22,050	\$ 13,472	\$ 22,850	\$ 23,350	\$ 24,050
Contracted/General Services	\$ 29,250	\$ 41,412	\$ 70,650	\$ 70,650	\$ 5,071	\$ 15,700	\$ 15,700	\$ 15,700
Materials/Supplies	\$ 11,600	\$ 7,509	\$ 7,500	\$ 7,500	\$ 4,006	\$ 8,000	\$ 8,500	\$ 9,000
Depreciation (Non-Cash Item)	\$ 53,800	\$ 53,704	\$ 55,000	\$ 55,000		\$ 54,000	\$ 55,000	\$ 55,000
Total Expenses	\$ 116,050	\$ 124,939	\$ 155,200	\$ 155,200	\$ 22,549	\$ 100,550	\$ 102,550	\$ 103,750
NET BUDGET	-\$ 8,850	-\$ 10,534	\$ -	-\$ -	\$ 47,255	\$ 3,550	\$ 4,550	\$ 5,750
Budget Change 2021 to 2022								
Total Supported By Taxes	-\$ 8,850	-\$ 10,534	\$ -	-\$ -	\$ 11,703	\$ 3,550	\$ 4,550	\$ 5,750
Total Raised for Reserves	\$ 53,400	\$ 53,936	\$ 55,000	\$ 55,000	\$ 35,552	\$ 54,000	\$ 55,000	\$ 55,000

Sanitary Sewage Project Cost 2022

Revenue-Sales and Grants	(\$43,000)
Operations and Training	\$26,050
Engineering	\$1,500
Building and Infrastructure Costs	\$19,000
Total Project Costing Water Distribution	\$3,550

Operating Budget



WASTE DISPOSAL OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Sales of Goods & Services	\$ 58,150	\$ 58,815	\$ 58,650	\$ 39,718	\$ 59,850	\$ 61,100	\$ 61,100
Total Revenue	\$ 58,150	\$ 58,815	\$ 58,650	\$ 39,718	\$ 59,850	\$ 61,100	\$ 61,100
EXPENSES							
Contracted/General Services	\$ 4,600	\$ 5,152	\$ 5,000	\$ 3,045	\$ 5,000	\$ 5,000	\$ 5,000
Materials/Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Other Boards	\$ 476,900	\$ 476,455	\$ 472,400	\$ 356,695	\$ 481,900	\$ 491,600	\$ 491,600
Total Expenses	\$ 481,500	\$ 481,607	\$ 477,400	\$ 359,740	\$ 486,900	\$ 496,600	\$ 496,600
NET BUDGET	\$ 423,350	\$ 422,792	\$ 418,750	\$ 320,022	\$ 427,050	\$ 435,500	\$ 435,500
Budget Change 2021 to 2022					1.98%		
Total Supported By Taxes	\$ 423,350	\$ 422,792	\$ 418,750	\$ 320,022	\$ 427,050	\$ 435,500	\$ 435,500
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

PUBLIC WORKS

	2021	2022	Percentage Change
Water - Fixed Rate	\$69.00	\$69.00	0.00%
Water - Infrastructure	\$32.00	\$33.00	3.13%
Sewage			
Sewage - Fixed Rate	\$17.25	\$17.25	0.00%
Sewage - Infrastructure	\$22.50	\$22.50	0.00%
Garbage			
Garbage Rate	\$27.75	\$27.75	0.00%
TOTAL MONTHLY	\$168.50	\$169.50	0.59%

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



Operating Budget

COMMUNITY SERVICES

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

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 for 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 non-profit 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.
- **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

	2020	2020	2021	2021	2021	2022	2023	2024
	BUDGET	ACTUAL	BUDGET	BUDGET	YTD (08)	PROPOSED	FORECAST	FORECAST
REVENUE								
FFCS Grant	\$ 297,250	\$ 289,084	\$ 289,100	\$ 289,100	\$ 294,184	\$ 289,100	\$ 289,100	\$ 289,100
Total Revenue	\$ 297,250	\$ 289,084	\$ 289,100	\$ 289,100	\$ 294,184	\$ 289,100	\$ 289,100	\$ 289,100
EXPENSES								
Grants to Organizations	\$ 438,700	\$ 430,805	\$ 431,400	\$ 431,400	\$ 464,619	\$ 432,900	\$ 321,700	\$ 321,700
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 438,700	\$ 430,805	\$ 431,400	\$ 431,400	\$ 464,619	\$ 432,900	\$ 321,700	\$ 321,700
NET BUDGET	\$ 141,450	\$ 141,721	\$ 142,300	\$ 142,300	\$ 170,435	\$ 143,800	\$ 32,600	\$ 32,600
Budget Change 2021 to 2022						1.05%		
Total Supported By Taxes	\$ 141,450	\$ 141,721	\$ 142,300	\$ 142,300	\$ 170,435	\$ 143,800	\$ 32,600	\$ 32,600
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

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

STARS Air Ambulance Donation

- Provide annual funding of \$2.00 per capita to the Shock Trauma Air Rescue Society (STARS).

Cemeteries Assistance Grant

- Provide financial aid 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.
- Qualified cemeteries will receive \$625 annually (equivalent to \$2,500 every four years). Flagstaff County will confirm eligibility with cemeteries every four years.



PUBLIC HEALTH OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Grants	\$ -	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ -
EXPENSES							
Contracted/General Services	\$ 36,000	\$ 5,921	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants to Organizations	\$ 20,250	\$ 20,225	\$ 7,500	\$ 15,976	\$ 7,500	\$ 7,500	\$ 7,500
Cemetery Grants	\$ 10,000	\$ 7,500	\$ 20,000	\$ 10,000	\$ 15,650	\$ 15,650	\$ 15,650
Total Expenses	\$ 66,250	\$ 33,646	\$ 27,500	\$ 25,976	\$ 23,150	\$ 23,150	\$ 23,150
NET BUDGET	\$ 66,250	\$ 33,646	\$ 27,500	\$ 17,476	\$ 23,150	\$ 23,150	\$ 23,150
Budget Change 2021 to 2022					-15.82%		
Total Supported By Taxes	\$ 56,250	\$ 28,646	\$ 7,500	\$ 7,476	\$ 7,500	\$ 7,500	\$ 10,714
Total Supported By Reserves	\$ 10,000	\$ 5,000	\$ 20,000	\$ 10,000	\$ 15,650	\$ 15,650	\$ 12,436



Operating Budget

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

- Extension Programs includes news columns on various agricultural issues that are facing the local agricultural industry as well as an occasional video on issues found in the field. We also record and post podcasts with subject experts on a variety of topics that are of interest to agricultural producers and county residents.
- The County assists private well owners promoting awareness of their water quality and coordinate sample collection and delivery to an accredited lab.
- 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).
- Provide funding to cover the costs of seeding and the seed costs for small, non-productive areas around wetlands and sloughs to enhance pollinator habitat. (NEW)
- Exploring the possibility of accessing funding to locate and work with rate payers interested in wetland restoration projects. (NEW)

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.
- 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.



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.

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 50 % of the costs of the trees paid for by the county .

Water Loading Stations

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

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.

Operating Budget



ENVIRONMENT (ASB) OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Grants	\$ 137,350	\$ 123,907	\$ 123,900	\$ 163,907	\$ 143,900	\$ 143,900	\$ 143,900
Sales of Goods & Services	\$ 93,050	\$ 68,197	\$ 71,800	\$ 62,937	\$ 45,350	\$ 45,350	\$ 45,350
Other Revenue	\$ -	\$ 215,700	\$ -	\$ -	\$ -	\$ -	\$ -
Gain on Disposal of Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 230,400	\$ 407,804	\$ 195,700	\$ 226,844	\$ 189,250	\$ 189,250	\$ 189,250
EXPENSES							
Wages/Benefits	\$ 418,100	\$ 360,323	\$ 438,100	\$ 217,646	\$ 431,500	\$ 439,100	\$ 443,950
Contracted/General Services	\$ 162,400	\$ 88,192	\$ 101,150	\$ 49,870	\$ 99,000	\$ 98,000	\$ 98,000
Materials/Supplies	\$ 261,100	\$ 385,556	\$ 212,000	\$ 53,278	\$ 240,000	\$ 241,100	\$ 242,200
Depreciation (Non-Cash Item)	\$ 110,000	\$ 94,707	\$ 120,850	\$ -	\$ 95,000	\$ 100,000	\$ 100,000
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants to Other Organizations	\$ 13,500	\$ 14,380	\$ 14,500	\$ -	\$ 14,500	\$ 14,500	\$ 14,500
Total Expenses	\$ 965,100	\$ 943,158	\$ 886,600	\$ 320,794	\$ 880,000	\$ 892,700	\$ 898,650
NET BUDGET	\$ 734,700	\$ 535,354	\$ 690,900	\$ 93,950	\$ 690,750	\$ 703,450	\$ 709,400
Budget Change 2021 to 2022					-0.02%		
Total Supported By Taxes	\$ 734,700	\$ 535,354	\$ 690,900	\$ 93,950	\$ 690,750	\$ 703,450	\$ 709,400
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

PROJECT COSTING BUDGET

	2021 Budget	2022 Budget
Administration	\$ 233,400	\$ 136,500
ASB Grant	-\$123,900	-\$143,900
Administration	\$357,300	\$280,400
Weed Management	\$ 273,000	\$ 278,705
Revenue	-\$19,000	-\$19,000
Enforcing Provincial Weed Act	\$80,000	\$65,400
Herbicide Application to 1/3 of Municipal Right-of-ways	\$125,000	\$154,905
Custom Spraying	\$42,000	\$37,000
Roadside Grass Seeding	\$25,000	\$34,400
Leafy Spurge Control	\$20,000	\$6,000
Roadside Vegetation Management	\$ 120,000	\$ 124,880
Roadside Mowing	\$120,000	\$124,880
Pest Control	\$ (6,000)	\$ 14,000
Revenue	-\$21,000	-\$1,000
Pest Control Products and Services	\$15,000	\$15,000
Conservation Easements	\$10,000	\$ 10,000
Administer Conservation Easements	\$10,000	\$10,000
Shelterbelt Establishment	\$ (250)	\$ 17,050
Revenue	-\$25,250	-\$15,250
Shelterbelt Establishment Program (2021 - Cost Recovery) (2022 - Cost of trees is split 50% with landowner)	\$25,000	\$32,300
Extension Programs	\$ 28,450	\$ 40,400
Revenue	-\$1,050	-\$1,100
Extension Activities	\$6,000	\$7,000
Polinator Habitat Establishment Program	\$0	\$10,000
Financial and In-kind Support - Battle River Research Group, Battle River Watershed Association and Drainage Districts	\$23,500	\$24,500
Water Loading Stations	\$ 32,300	\$ 43,215
Revenue	-\$5,500	-\$9,000
Seven (7) Water Loading Stations	\$37,800	\$52,215
ASB Safety, Meetings and Training	\$0	\$26,000
Total Project Costing Budget	\$ 690,900	\$ 690,750



Operating Budget

ECONOMIC DEVELOPMENT

Economic Development focuses on joint regional Economic Development initiatives. This includes marketing, promotions, tourism, business retention and expansion, citizen retention and attraction, and investment attraction. Programs and services are offered to the citizens and businesses in the Flagstaff Region, focusing on entrepreneurship, 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.
2. **Objective:** Assist local businesses to increase their capacities to reach their goals.
 - Promote and facilitate the Flagstaff Crafted program.
 - Design/facilitate capacity building workshops.
 - Act as a concierge to business assistance programming.
 - Promote investment retention.
 - Pursue community co-op or community bonds in collaboration with regional economic development organizations (i.e: BREOC).
3. **Objective:** Increase vitality and health of local businesses.
 - Continue offering one on one business coaching.
 - Help businesses identify new markets and assist with accessing financing options.

Strategic Priority 2: Succeeding Through Citizen Retention and Attraction

1. **Objective:** Promote and foster newcomer attraction and retention in the Region.
 - Organize a steering committee to guide a welcoming region investigation.
 - Integrate citizen attraction and retention with investment attraction and retention efforts.
 - Promote citizen attraction through diaspora.
2. **Objective:** Ensure newcomers feel welcome and successfully transitioned 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:** Celebrating the Successes of the Region.
 - Celebrate local business successes with programs such as the Flagstaff Region Featured Business Program and Flagstaff Grows.
 - Prepare Profiles to promote MSME diversity (focus on youth and gender).
 - Celebrate small business week.
2. **Objective:** Create support for entrepreneurship endeavours.
 - 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.
 - Support entrepreneurial endeavors through existing programs such as one-on-one business coaching, Flagstaff Crafted, and development workshops/courses.
3. **Objective:** Create a culture of entrepreneurship in the Region.
 - Offer entrepreneurship programming such as the Innovation Masterclass or ACCA Youth Leadership Camp.
 - Provide technical support to business associations in the region.
 - Build and foster partnerships with business service providers.

Strategic Priority 4: Succeeding Through New Business Investment

1. **Objective:** Retain investment through effective succession.
 - Promote the importance and proper process of succession planning.
 - Continue offering one-on-one business succession support through the Flagstaff Region Succession Program.
2. **Objective:** Build capacity to promote investment attraction within the Region (Investment Promotion Organization).
 - Confirm investment target markets and strategies, such as improving access to reliable high-speed internet and expanding access to rail infrastructure.
 - Continue to build on and update existing investment attraction tools.
 - 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 towards a Development Finance Institute and investor network development in collaboration with regional economic development organizations (i.e.: BREOC).



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 & Partners in Program & 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.
- Host a social enterprise workshop (volunteerism, strategic planning, Infrastructure management).
- Explore and develop framework for collective action approach to selected socio-economic issues.

Battle River Economic Opportunities Committee (BREOC)

The Battle River Economic Opportunities Committee (BREOC) is a collaborative partnership representing the County of Paintearth No. 18, Flagstaff County, the Towns of Castor and Coronation, the Villages of Forestburg, Halkirk and Heisler, and the greater Region that surrounds them. BREOC members understand the critical importance of economic transition and they appreciate the challenges and opportunities ahead. Upon the announcement of The Climate Leadership Plan, BREOC wasted no time in becoming a leader for coal transition as they began their transition journey. BREOC was awarded funding from the Government of Alberta and the Government of Canada, totaling \$4,450,000 over a period of 5 years.

BREOC Phases and Programs include:

Phase 1: Impacts Study (completed in 2017)

Phase 2: Opportunities Assessment (completed in 2018)

Phase 3: The Path Forward (completed in 2021)

Element 1: Capacity Building

Element 2: Impact Mitigation

Element 3: Opportunity Seeking

Phase 4: Private Sector Development (on-going)

Priority 1: Capacity Building

Priority 2: Business Retention and Expansion

Priority 3: Investment Attraction

Priority 4: Entrepreneurial Development



ECONOMIC DEVELOPMENT OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Sales of Goods & Services	\$ -	\$ 200	\$ -	\$ 2,306	\$ -	\$ -	
Other Revenue	\$ 1,500	\$ 3,990	\$ 1,500	\$ 29	\$ 1,500	\$ 1,500	\$ 1,500
Grants	\$ 98,300	\$ 109,300	\$ -	\$ 7,000	\$ -	\$ -	
Total Revenue	\$ 99,800	\$ 113,490	\$ 1,500	\$ 9,335	\$ 1,500	\$ 1,500	\$ 1,500
EXPENSES							
Wages/Benefits	\$ 272,300	\$ 249,185	\$ 281,750	\$ 179,778	\$ 278,500	\$ 282,800	\$ 287,200
Contracted/General Services	\$ 388,900	\$ 348,389	\$ 193,300	\$ 86,363	\$ 229,000	\$ 233,600	\$ 238,250
Materials/Supplies	\$ 15,850	\$ 14,783	\$ 11,550	\$ 1,797	\$ 15,850	\$ 15,900	\$ 15,900
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 677,050	\$ 612,357	\$ 486,600	\$ 267,938	\$ 523,350	\$ 532,300	\$ 541,350
NET BUDGET	\$ 577,250	\$ 498,867	\$ 485,100	\$ 258,603	\$ 521,850	\$ 530,800	\$ 539,850
Budget Change 2021 to 2022					7.58%		
Total Supported By Taxes	\$ 577,250	\$ 498,867	\$ 485,100	\$ 258,603	\$ 521,850	\$ 530,800	\$ 539,850
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

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), Energy Resources Conservation Board (ERCB), 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.



Operating Budget

PLANNING & DEVELOPMENT

- 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.

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.
- Arrange for the demolition of derelict, County owned, property acquired through tax forfeiture, including obtaining a Hazardous Materials Assessment prior to demolition.

Operating Budget



PLANNING & DEVELOPMENT OPERATING BUDGET

	2020	2020	2021	2021	2021	2022	2023	2024
	BUDGET	ACTUAL	BUDGET	BUDGET	YTD (08)	PROPOSED	FORECAST	FORECAST
REVENUE								
Other Revenue	\$ 20,150	\$ 31,449	\$ 25,750	\$ 25,750	\$ 8,267	\$ 26,000	\$ 26,500	\$ 26,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -
Gain on Property for Sale	\$ 1,100	\$ 7,336	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 21,250	\$ 38,785	\$ 25,750	\$ 25,750	\$ 8,267	\$ 26,000	\$ 86,500	\$ 26,500
EXPENSES								
Salaries, Wages & Benefits	\$ 185,900	\$ 184,433	\$ 193,750	\$ 193,750	\$ 133,865	\$ 206,000	\$ 209,700	\$ 213,000
Contracted/General Services	\$ 57,700	\$ 30,056	\$ 83,450	\$ 83,450	\$ 40,737	\$ 86,250	\$ 167,750	\$ 82,250
Materials & Supplies	\$ 2,900	\$ 1,743	\$ 2,950	\$ 2,950	\$ 490	\$ 3,500	\$ 3,500	\$ 3,500
Depreciation (Non-Cash Item)	\$ 3,150	\$ 3,142	\$ 3,150	\$ 3,150	\$ -	\$ 3,150	\$ 3,150	\$ 3,150
Loss on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 249,650	\$ 219,374	\$ 283,300	\$ 283,300	\$ 175,092	\$ 298,900	\$ 384,100	\$ 301,900
NET BUDGET	\$ 228,400	\$ 180,589	\$ 257,550	\$ 257,550	\$ 166,825	\$ 272,900	\$ 297,600	\$ 275,400
Budget Change 2021 to 2022						5.96%		
Total Supported By Taxes	\$ 228,400	\$ 180,589	\$ 257,550	\$ 257,550	\$ 166,825	\$ 272,900	\$ 297,600	\$ 275,500
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.



Operating Budget



PARKS OPERATING BUDGET

	2020	2020	2021	2021	2021	2022	2023	2024
	BUDGET	ACTUAL	BUDGET	YTD (08)	PROPOSED	FORECAST	FORECAST	FORECAST
REVENUE								
Sales of Goods & Services	\$ 3,000	\$ 13,437	\$ 13,500	\$ 9,807	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 3,000	\$ 13,437	\$ 13,500	\$ 9,807	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500
EXPENSES								
Salaries, Wages & Benefits	\$ 61,300	\$ 35,631	\$ 63,800	\$ 30,900	\$ 53,050	\$ 54,350	\$ 54,350	\$ 55,250
Contracted/General Services	\$ 11,900	\$ 11,825	\$ 12,900	\$ 1,623	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200
Materials & Supplies	\$ 29,500	\$ 22,139	\$ 27,600	\$ 13,314	\$ 32,300	\$ 30,300	\$ 30,300	\$ 30,800
Depreciation (Non-Cash Item)	\$ 25,000	\$ 29,037	\$ 16,500	\$ -	\$ 29,100	\$ 30,000	\$ 30,000	\$ 30,000
Total Expenses	\$ 127,700	\$ 98,632	\$ 120,800	\$ 45,837	\$ 124,650	\$ 124,850	\$ 124,850	\$ 126,250
NET BUDGET	\$ 124,700	\$ 85,195	\$ 107,300	\$ 36,030	\$ 111,150	\$ 111,350	\$ 111,350	\$ 112,750
Budget Change 2021 to 2022					3.59%			
Total Supported By Taxes	\$ 124,700	\$ 85,195	\$ 107,300	\$ 36,030	\$ 111,150	\$ 111,350	\$ 111,350	\$ 112,750
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



RECREATION OPERATING BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Grants	\$ -	\$ -	\$ -	\$ 197,265	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ 197,265	\$ -	\$ -	\$ -
EXPENSES							
Contracted/General Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 38,000	\$ 38,000	\$ 38,000	\$ -	\$ 38,000	\$ 38,000	\$ 38,000
Grants	\$ 675,000	\$ 900,000	\$ 641,250	\$ 780,015	\$ 641,250	\$ 641,250	\$ 641,250
Total Expenses	\$ 713,000	\$ 938,000	\$ 679,250	\$ 780,015	\$ 679,250	\$ 679,250	\$ 679,250
NET BUDGET	\$ 713,000	\$ 938,000	\$ 679,250	\$ 582,750	\$ 679,250	\$ 679,250	\$ 679,250
Budget Change 2021 to 2022					0.00%		
Total Supported By Taxes	\$ 713,000	\$ 938,000	\$ 679,250	\$ 582,750	\$ 679,250	\$ 679,250	\$ 679,250
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

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

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. Reserves will be utilized based on applications received.

Library Support

- 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

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD (08)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
REVENUE							
Sales of Goods and Services	\$ -	\$ -	\$ -	\$ 323	\$ 1,000	\$ 1,000	\$ 1,000
Grants	\$ -	\$ -	\$ -	\$ 46,700	\$ -	\$ -	\$ -
Other Revenue	\$ 4,000	\$ 5,643	\$ 1,500	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 4,000	\$ 5,643	\$ 1,500	\$ 47,023	\$ 1,000	\$ 1,000	\$ 1,000
EXPENSES							
Salaries, Wages & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracted/General Services	\$ 20,000	\$ 398	\$ 5,500	\$ 380	\$ 500	\$ 500	\$ 500
Materials & Supplies	\$ 5,000	\$ 5,957	\$ 1,500	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 11,800	\$ 11,706	\$ 12,000	\$ -	\$ 11,800	\$ 12,000	\$ 12,000
Loss on Disposal of Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants to Other Organizations	\$ 38,000	\$ 37,960	\$ 32,000	\$ 70,670	\$ 33,100	\$ 33,100	\$ 33,100
Total Expenses	\$ 74,800	\$ 56,021	\$ 51,000	\$ 71,050	\$ 45,400	\$ 45,600	\$ 45,600
NET BUDGET	\$ 70,800	\$ 50,378	\$ 49,500	\$ 24,027	\$ 44,400	\$ 44,600	\$ 44,600
Budget Change 2021 to 2022							
Total Supported By Taxes	\$ 70,800	\$ 50,378	\$ 49,500	\$ 24,027	\$ 44,400	\$ 44,600	\$ 44,600
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
					-10.30%		



2022 -2026 Capital Plan and 2022 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.

The 2022 Capital Budget has an overall decrease of 36.5% compared to the 2021 Capital Budget. Capital purchases are based on our long term plan which includes vehicles/equipment, transportation infrastructure, hamlet infrastructure, buildings, gravel inventory and parks/recreation. A summary of the capital budget funding for 2022 is included below.

SUMMARY 2022 CAPITAL BUDGET

TOTAL 2022 CAPITAL BUDGET EXPENSES:		\$1,700,150
Funded By:		
Reserves		\$170,100
Sale of Equipment		\$531,000
Grants MSI, FGT, MSP		\$85,000
Tax Revenue		\$914,050

Capital Budget



CAPITAL BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 YTD	2022 PROPOSED	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST
REVENUE									
Grants Rural	\$ 4,674,750	\$ 3,723,033	\$ 745,600	\$ 308,755	\$ -	\$ 245,500	\$ 200,000	\$ 262,250	\$ 2,800,000
Grants Hamlets	\$ 482,500	\$ 383,646	\$ 735,000	\$ 23,356	\$ 85,000	\$ 450,000	-	\$ 150,000	\$ -
Sales of Assets	\$ 856,300	\$ 849,817	\$ 481,625	\$ 553,195	\$ 531,000	\$ 530,750	\$ 426,400	\$ 512,500	\$ 600,500
Total Revenue	\$ 6,013,550	\$ 4,956,496	\$ 1,962,225	\$ 885,306	\$ 616,000	\$ 1,226,250	\$ 626,400	\$ 924,750	\$ 3,400,500
EXPENSES									
Capital Hamlets	\$ 482,500	\$ 383,646	\$ 735,000	\$ 23,356	\$ 85,000	\$ 450,000	-	\$ 150,000	\$ -
Equipment and Vehicles	\$ 1,977,950	\$ 1,867,861	\$ 1,151,325	\$ 257,500	\$ 1,414,650	\$ 1,843,900	\$ 1,441,150	\$ 2,089,700	\$ 2,660,650
Buildings	\$ 280,900	\$ 308,944	\$ 14,700	\$ 1,911	\$ -	\$ -	\$ -	\$ -	\$ -
Land/Improvements	\$ -	\$ 6,798	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Airport	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pavement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Construction	\$ 3,616,500	\$ 2,907,303	\$ 92,500	\$ 4,929	\$ 45,500	\$ 2,359,000	\$ 100,100	\$ 55,000	\$ 2,800,000
Bridges	\$ 777,350	\$ 506,786	\$ 683,900	\$ 308,755	\$ 155,000	\$ 245,500	\$ 200,000	\$ 262,250	\$ 125,000
Gravel Inventory	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 7,135,200	\$ 5,981,338	\$ 2,677,425	\$ 596,451	\$ 1,700,150	\$ 4,898,400	\$ 1,741,250	\$ 2,556,950	\$ 5,585,650

NET CAPITAL	\$ 1,121,650	\$ 1,024,842	\$ 715,200	\$ 288,855	\$ 1,084,150	\$ 3,672,150	\$ 1,114,850	\$ 1,632,200	\$ 2,185,150
Budget Change 2021 to 2022					51.59%				
Total Supported By Taxes	\$ 1,121,650	\$ 1,024,842	\$ 604,700	\$ 295,695	\$ 914,050	\$ 1,313,150	\$ 1,114,850	\$ 1,632,200	\$ 2,185,150
Total Supported By Reserves	\$ -	\$ -	\$ 110,500	\$ 6,840	\$ 170,100	\$ 2,359,000	\$ -	\$ -	\$ -

HISTORICAL CAPITAL INFORMATION		
YEAR	BUDGET	ACTUAL
2021	\$2,677,425	\$596,451 YTD
2020	\$7,135,200	\$5,981,338
2019	\$6,014,330	\$4,247,764
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



2022 CAPITAL BUDGET

REPLACEMENT/UPGRADED EQUIPMENT

DESCRIPTION	BUDGET
AWD Grader - no ripper	\$430,800
AWD Grader - with ripper	\$473,350
Self Propelled Packer	\$210,100
Gravel Box	\$47,350
Skid Steer	\$157,500
Commercial Zero Turn Mower	\$42,000
UTV - ASB Spraying	\$19,950
Total Cost of Replacement/Upgraded Equipment	\$1,381,050

NEW EQUIPMENT

DESCRIPTION	BUDGET
Trailer for hauling equipment	\$21,000
Camera (inspecting sewer lines on private property)	\$12,600
Total Cost of New Equipment	\$33,600

BUILDINGS - CAPITAL

DESCRIPTION	BUDGET
Total Cost of Buildings	\$0

ENGINEERING STRUCTURES - CAPITAL

DESCRIPTION	BUDGET
2023 Preliminary Engineering	\$ 45,500
Bridges	\$ 155,000
Total Cost of Engineering Structures	\$200,500

HAMLET INFRASTRUCTURE - CAPITAL

DESCRIPTION	BUDGET
STROME	
Water Distribution Pump	\$25,000
Total Strome	\$25,000
GALAHAD	
Water Distribution Pump	\$25,000
Preliminary Engineering Raw Waterline Upgrade	\$35,000
Total Galahad	\$60,000
Total Cost of Hamlet Infrastructure	\$85,000

TOTAL CAPITAL BUDGET \$ 1,700,150



Capital Budget

2022-2026 VEHICLES AND EQUIPMENT PLAN

CAPITAL BUDGET - VEHICLES AND EQUIPMENT

	2022 BUDGET	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST
2022 Vehicles and Equipment					
Graders - 2	\$ 904,150				
Self-Propelled Packer	\$ 210,100				
Gravel Box	\$ 47,350				
Skid Steer	\$ 157,500				
Commercial Zero-Turn Mower	\$ 42,000				
UTV - Spraying ASB	\$ 19,950				
Trailer (Hauling Equipment)	\$ 21,000				
Camera - Sewerline Inspections	\$ 12,600				
TOTAL	\$ 1,414,650				
2023 Vehicles and Equipment					
Graders - 3		\$ 1,672,250			
Vehicles - 2 Peace Officers (SUV)		\$ 149,100			
Disc Mower		\$ 22,550			
TOTAL		\$ 1,843,900			
2024 Vehicles and Equipment					
Graders - 2			\$ 1,171,800		
Vehicles - 1			\$ 59,350		
Highway Tractor			\$ 210,000		
TOTAL			\$ 1,441,150		
2025 Vehicles and Equipment					
Graders - 3				\$ 2,002,350	
Vehicles - 1				\$ 62,450	
Disc Mower				\$ 24,900	
TOTAL				\$ 2,089,700	
2026 Vehicles and Equipment					
Graders - 3					\$ 2,153,550
Vehicles - 1					\$ 65,600
Highway Tractor					\$ 231,500
Used Tractor - Rd Recovery					\$ 210,000
TOTAL					\$ 2,660,650
Less Sales	\$ 531,000	\$ 530,750	\$ 426,400	\$ 512,500	\$ 600,500
NET BUDGET VEHICLES AND EQUIPMENT	\$883,650	\$1,313,150	\$1,014,750	\$1,577,200	\$2,060,150

2022-2026 BUILDING PLAN

No future projects are planned at this time.



2022-2026 ROAD CONSTRUCTION PLAN

CAPITAL BUDGET - ROAD CONSTRUCTION

	2022 BUDGET	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST
2022 Road Construction Program					
2023 Preliminary Engineering	\$ 45,500				
2023 Road Construction Program					
Twp Rd 424 from Rge Rd 154 east 4.0 miles - LR		\$ 1,884,000			
Twp Rd 454 from SH855 east 1.0 mile - LR		\$ 475,000			
TOTAL		\$ 2,359,000			
2024 Road Construction Program					
2023 Road Construction Completion (Gravel)			\$ 50,000		
2026 Preliminary Engineering			\$ 50,100		
TOTAL			\$ 100,100		
2025 Road Construction Program					
2026 Preliminary Engineering				\$ 55,000	
TOTAL				\$ 55,000	
2026 Road Construction Program					
Twp Rd 440 from SH870 east 2.0 miles - LR					\$ 1,115,000
Twp Rd 424 from Hwy 36 east 3.0 miles - LR					\$ 1,685,000
TOTAL					\$ 2,800,000
NET BUDGET ROAD CONSTRUCTION	\$45,500	\$2,359,000	\$100,100	\$55,000	\$2,800,000

- * LR - Local Road
- * CR - Collector Road
- * AR - Arterial Route

2026 PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 34-43-11 Twp Rd 440	East 2.0 miles	Local
NNW 21-42-13 Twp Rd 424	East 3.0 miles	Local

2029 PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 24-43-17 Rge Rd 170	South 4.0 miles	Local
ENE 20-45-16 Rge Rd 164	South 1.75 miles	Local
NNW 21-45-16 Twp Rd 454	East 1.0 mile	Local

2032 PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 35-46-16 Rge Rd 161	South 8.0 miles	Local

2035 PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 23-41-15 Twp Rd 414	East 2.0	Local
NNW 07-43-13 Twp Rd 432	East 2.0	Local



Capital Budget

2022-2026 GRAVEL PRODUCTION PLAN

CAPITAL BUDGET - GRAVEL PRODUCTION

	2022 BUDGET	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST
2022 Gravel					
CR-01-2022 West Area - 50,000 tonne	\$ 620,000				
Rip-Rap Production	\$ 100,000				
Loan Payment	\$ 834,300				
TOTAL	\$ 1,554,300				
2023 Gravel					
CR-01-2023 Northeast Area - 50,000 tonne		\$ 762,500			
CR-01-2023 Haul and Stockpile to Pyra Stockpile		\$ 456,500			
TOTAL		\$ 1,219,000			
2024 Gravel					
CR-01-2024 East Area - 50,000 tonne			\$ 525,000		
2025 Gravel					
CR-01-2025 West Area - 50,000 tonne				\$ 651,000	
2026 Gravel					
CR-01-2026 Northeast Area - 50,000					\$ 800,625
Less Gravel Material Used	\$ 1,784,000	\$ 1,792,000	\$ 1,818,000	\$ 1,800,000	\$ 1,800,000
NET BUDGET GRAVEL PRODUCTION	-\$229,700	-\$573,000	-\$1,293,000	-\$1,149,000	-\$999,375

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2022-2026 HAMLET INFRASTRUCTURE PLAN

CAPITAL BUDGET - HAMLETS (GALAHAD & STROME)

	2022 BUDGET	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST
2022 Hamlets					
Water Distribution Pump Replacement - Strome	\$ 25,000				
Water Distribution Pump Replacement - Galahad	\$ 25,000				
Preliminary Engineering Raw Water Line - Galahad	\$ 35,000				
TOTAL	\$ 85,000				
2023 Hamlets					
Raw Water Line Upgrade - Galahad		\$ 450,000			
2024 Hamlets					
No Projects Scheduled			\$ -		
2025 Hamlets					
Water/Sewer Line Upgrades - Galahad (Lady Vivian Ave 1 block)				\$ 150,000	
2026 Hamlets					
No Projects Scheduled					\$ -
NET BUDGET HAMLET INFRASTRUCTURE	\$85,000	\$450,000	\$0	\$150,000	\$0

CAPITAL BUDGET



Capital Budget

CAPITAL BUDGET

2022-2026 BRIDGES AND CULVERT PLAN

CAPITAL BUDGET - BRIDGES AND CULVERTS

	2022 BUDGET	2023 FORECAST	2024 FORECAST	2025 FORECAST	2026 FORECAST
2022 Bridge/Culverts					
Bridge File #77282 (Twp Rd 440, SW 06-44-16-W4) - 1800mm	\$ 50,000				
Bridge File #74378 (Twp Rd 423, SW 23-42-11-W4) - 1600mm	\$ 75,000				
Bridge File #81558 (Twp Rd 404, SE 30-40-13-W4) - Culvert Repair	\$ 30,000				
TOTAL	\$ 155,000				
2023 Bridge/Culverts					
Bridge File #83194 (Twp Rd 434, NW21-43-16-W4) - 1200mm		\$ 40,000			
Bridge File #FL0003 (Twp Rd 430, SE 01-43-16-W4) - 900mm		\$ 40,000			
Bridge File #83199 (Rge Rd 133, SW 27-44-13-W4) - 900mm		\$ 50,000			
Bridge File #8611 (Rge Rd 110, NW 19-44-10-W4) - Bridge Repair		\$ 58,850			
Bridge File #2408 (Rge Rd 124, SW 21-44-12-W4) - Bridge Repair		\$ 56,650			
TOTAL		\$ 245,500			
2024 Bridge/Culverts					
Bridge File # 1019 (Twp Rd 460, SW 03-46-15-W4) - Bridge Repair			\$ 200,000		
TOTAL			\$ 200,000		
2025 Bridge/Culverts					
Bridge File #83197 (Rge Rd 145, NE 19-43-14-W4) - 900mm				\$ 125,000	
Bridge File #83190 (Twp Rd 422, NW 10-42-13-W4) - 1800mm				\$ 75,000	
Bridge File #77982 (Rge Rd 105, SW 05-43-10-W4) - Bridge Repair				\$ 62,250	
TOTAL				\$ 262,250	
2026 Bridge/Culverts					
Bridge File #83196 (Rge Rd 150, NE 13-43-15-W4) - 1200mm					\$ 40,000
Bridge File #70003 (Rge Rd 130, NW 30-41-12-W4) - 1800mm					\$ 85,000
TOTAL					\$ 125,000
NET BUDGET BRIDGES AND CULVERTS	\$155,000	\$245,500	\$200,000	\$262,250	\$125,000



Capital Budget

RESERVES SUMMARY

OPERATING RESERVES

Operating Transfer from Reserves: \$ 15,650

- Cemetery Grants: \$ 15,650

Operating Transfers to Reserves: \$ 142,800

- Water Infrastructure: \$88,800
- Sewage Infrastructure: \$54,000

NET TRANSFER TO OPERATING RESERVES: \$127,150

A monthly infrastructure fee is included on the utility invoices for hamlets and transferred to reserves for future infrastructure improvements.

CAPITAL RESERVES

Capital Transfer from Reserves: \$ 170,100

- Purchase of Self-Propelled Packer (carryover from 2021 Budget)

Capital Transfer to Reserves: \$3,800,000

- Fire Capital (Future Capital FRESS): \$300,000
- Economic Development (Broadband Project): \$1,000,000
- General Equipment: \$500,000
- Bridges: \$870,000
- Public Works: \$1,130,000

NET TRANSFER TO CAPITAL RESERVES: \$3,629,900

With respect to Capital Expenditures, Municipal Affairs measures aspects of our finance with one measure being "Infrastructure Investment – Asset Sustainability Ratio". We must try to ensure our average capital additions meet or exceed our average amortization. This needs to be a significant consideration with planning capital programs for the future.

Our current amortization (depreciation) is approximately \$5.0 million per year, in previous years our capital spending has met or exceeded our amortization. Over the next three (3) years our capital spending plan shows a decrease in spending. To accommodate future capital expenditures, we are recommending that the above noted amounts be transferred to Capital Reserves.



CONSOLIDATED BUDGET SUMMARY

DESCRIPTION	2020 BUDGET	2020 ACTUALS	2021 BUDGET	2021 YTD (07)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
OPERATING							
OPERATING REVENUE							
Legislative	\$ (5,000)	\$ -	\$ (5,000)	\$ -	\$ (5,000)	\$ -	\$ -
Corporate Services	\$ (385,300)	\$ (238,748)	\$ (195,200)	\$ (60,951)	\$ (81,450)	\$ (81,450)	\$ (46,450)
Police Services	\$ (99,000)	\$ (59,289)	\$ (49,000)	\$ (8,169)	\$ (54,000)	\$ (54,000)	\$ (54,000)
Bylaw Enforcement	\$ (1,500)	\$ (1,100)	\$ (1,500)	\$ (453)	\$ (1,500)	\$ (1,500)	\$ (1,500)
Fire Protection	\$ (62,500)	\$ (64,660)	\$ (52,500)	\$ (102,761)	\$ -	\$ -	\$ -
Emergency Management	\$ -	\$ -	\$ -	\$ (4,811)	\$ -	\$ -	\$ -
Health & Safety	\$ (4,500)	\$ (16,417)	\$ (10,000)	\$ (20,045)	\$ (10,000)	\$ (10,000)	\$ (10,000)
Public Works	\$ (127,000)	\$ (404,279)	\$ (165,000)	\$ (83,237)	\$ (127,500)	\$ (127,500)	\$ (127,500)
Airport Transportation	\$ (113,800)	\$ (78,700)	\$ (105,300)	\$ (45,489)	\$ (105,300)	\$ (105,300)	\$ (105,300)
Water Distribution	\$ (255,600)	\$ (256,930)	\$ (273,350)	\$ (180,249)	\$ (289,800)	\$ (296,000)	\$ (296,000)
Sanitary Sewage	\$ (124,900)	\$ 135,473	\$ (155,200)	\$ (69,804)	\$ (97,000)	\$ (98,000)	\$ (98,000)
Waste Disposal	\$ (58,150)	\$ (58,815)	\$ (58,650)	\$ 39,718	\$ (59,850)	\$ (61,100)	\$ (61,100)
Community Services	\$ (297,250)	\$ (289,084)	\$ (289,100)	\$ (294,184)	\$ (289,100)	\$ (289,100)	\$ (289,100)
Public Health	\$ -	\$ -	\$ -	\$ (8,500)	\$ -	\$ -	\$ -
Environment (ASB)	\$ (230,400)	\$ (407,804)	\$ (195,700)	\$ (226,844)	\$ (189,250)	\$ (189,250)	\$ (189,250)
Economic Development	\$ (99,800)	\$ (113,490)	\$ (1,500)	\$ 9,335	\$ (1,500)	\$ (1,500)	\$ (2,000)
Planning and Development	\$ (21,250)	\$ (38,785)	\$ (25,750)	\$ (8,267)	\$ (26,000)	\$ (86,500)	\$ (26,500)
Parks	\$ (3,000)	\$ (13,437)	\$ (13,500)	\$ (9,807)	\$ (13,500)	\$ (13,500)	\$ (13,500)
Recreation	\$ -	\$ -	\$ -	\$ (197,265)	\$ -	\$ -	\$ -
Culture	\$ (4,000)	\$ (5,643)	\$ (1,500)	\$ (47,023)	\$ (1,000)	\$ (1,000)	\$ (1,000)
Revenue Own Source/Taxes	\$ (26,826,150)	\$ (27,566,569)	\$ (26,117,400)	\$ (26,178,812)	\$ (26,564,450)	\$ (26,438,060)	\$ (26,317,550)
Transfer from Reserves Operating	\$ (353,950)	\$ (230,000)	\$ (363,950)	\$ (325,516)	\$ (15,650)	\$ (10,000)	\$ (20,000)
TOTAL REVENUE OPERATING	\$ (29,073,050)	\$ (29,708,278)	\$ (28,079,100)	\$ (27,823,134)	\$ (27,931,850)	\$ (27,863,760)	\$ (27,658,750)

Capital Budget



OPERATING	DESCRIPTION	2020 BUDGET	2020 ACTUALS	2021 BUDGET	2021 YTD (07)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
OPERATING EXPENSES								
	Legislative	\$ 423,550	\$ 364,462	\$ 424,650	\$ 216,787	\$ 430,650	\$ 431,700	\$ 438,600
	Corporate Services	\$ 3,421,350	\$ 2,989,400	\$ 2,993,100	\$ 1,596,448	\$ 2,957,450	\$ 3,118,900	\$ 3,048,200
	Police Services	\$ 463,050	\$ 426,971	\$ 483,650	\$ 190,481	\$ 544,000	\$ 666,350	\$ 666,350
	Bylaw Enforcement	\$ 6,250	\$ 1,437	\$ 5,250	\$ 523	\$ 5,250	\$ 5,250	\$ 5,250
	Fire Protection	\$ 989,750	\$ 524,239	\$ 960,100	\$ 642,110	\$ 743,800	\$ 650,050	\$ 669,550
	Emergency Management	\$ 16,650	\$ 15,795	\$ 23,250	\$ 4,542	\$ 5,100	\$ 4,600	\$ 4,600
	Health & Safety	\$ 231,600	\$ 215,925	\$ 225,250	\$ 115,298	\$ 244,450	\$ 248,800	\$ 259,300
	Public Works	\$ 13,029,800	\$ 11,958,230	\$ 12,256,200	\$ 4,861,389	\$ 12,875,250	\$ 12,957,100	\$ 13,155,350
	Airport Transportation	\$ 168,400	\$ 112,723	\$ 152,100	\$ 72,712	\$ 164,050	\$ 159,300	\$ 162,000
	Water Distribution	\$ 280,700	\$ 274,444	\$ 274,750	\$ 130,780	\$ 296,000	\$ 296,000	\$ 296,000
	Sanitary Sewage	\$ 116,050	\$ 124,939	\$ 155,200	\$ 22,549	\$ 100,550	\$ 102,550	\$ 103,750
	Waste Disposal	\$ 481,500	\$ 481,607	\$ 477,400	\$ 359,740	\$ 486,900	\$ 496,600	\$ 496,600
	Community Services	\$ 438,700	\$ 430,805	\$ 431,400	\$ 464,619	\$ 432,900	\$ 321,700	\$ 321,700
	Public Health	\$ 66,250	\$ 33,646	\$ 27,500	\$ 25,976	\$ 23,150	\$ 23,150	\$ 23,150
	Environment (ASB)	\$ 965,100	\$ 943,158	\$ 886,600	\$ 320,794	\$ 880,000	\$ 892,700	\$ 898,650
	Economic Development	\$ 677,050	\$ 612,357	\$ 486,600	\$ 267,938	\$ 523,350	\$ 532,300	\$ 541,350
	Planning and Development	\$ 249,650	\$ 219,374	\$ 283,300	\$ 175,092	\$ 298,900	\$ 384,100	\$ 301,900
	Parks	\$ 127,700	\$ 98,632	\$ 120,800	\$ 45,837	\$ 124,650	\$ 124,850	\$ 126,250
	Recreation	\$ 713,000	\$ 938,000	\$ 679,250	\$ 780,015	\$ 679,250	\$ 679,250	\$ 679,250
	Culture	\$ 74,800	\$ 56,021	\$ 51,000	\$ 71,050	\$ 45,400	\$ 45,600	\$ 45,600
	Tax Bad Debt	\$ 4,500,000	\$ 3,460,781	\$ 2,800,000	\$ -	\$ 2,000,000	\$ 1,500,000	\$ 1,500,000
	Requisitions	\$ 4,046,900	\$ 4,046,883	\$ 4,082,900	\$ 2,016,920	\$ 4,089,500	\$ 4,094,500	\$ 4,097,000
	Transfer to Reserves Operating	\$ 723,300	\$ 3,834,195	\$ 1,133,350	\$ -	\$ 142,800	\$ 150,000	\$ 150,000
	Transfer to Capital Reserves	\$ 870,000	\$ 1,495,000	\$ 2,680,000	\$ -	\$ 3,800,000	\$ -	\$ -
	TOTAL EXPENSES OPERATING	\$ 33,081,100	\$ 33,659,022	\$ 32,093,600	\$ 12,381,600	\$ 31,893,350	\$ 27,885,350	\$ 27,990,400
	NET OPERATING	\$ 4,008,050	\$ 3,950,744	\$ 4,014,500	\$ (15,441,534)	\$ 3,961,500	\$ 21,590	\$ 331,650
	Less Depreciation (non cash item)	\$ 5,204,250	\$ 4,967,767	\$ 5,125,650	\$ -	\$ 5,037,250	\$ 5,014,750	\$ 5,031,750
	TOTAL NET OPERATING	\$ (1,196,200)	\$ (1,017,023)	\$ (1,111,150)	\$ (15,441,534)	\$ (1,075,750)	\$ (4,993,160)	\$ (4,700,100)

CONSOLIDATED BUDGET



Capital Budget

DESCRIPTION	2020		2021		2021 YTD (07)	2022 PROPOSED	2023 FORECAST	2024 FORECAST
	BUDGET	ACTUALS	BUDGET					
CAPITAL								
Capital Revenue								
Transfer from MSI Capital Grant	\$ (3,682,057)	\$ (2,689,749)	\$ (274,800)	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Gas Tax Grant	\$ (750,813)	\$ (750,813)	\$ (26,467)	\$ -	\$ -	\$ -	\$ -	\$ -
MSP/STIP Grant	\$ (241,880)	\$ (194,608)	\$ (444,333)	\$ (308,755)	\$ -	\$ -	\$ -	\$ -
MSI /FGT Grants Hamlets	\$ (482,500)	\$ (383,646)	\$ (735,000)	\$ (23,356)	\$ (85,000)	\$ (450,000)	\$ -	\$ -
Sale of Assets	\$ (856,300)	\$ (849,817)	\$ (481,625)	\$ (553,195)	\$ (531,000)	\$ (530,750)	\$ (426,400)	\$ -
Transfers From Reserves Capital	\$ -	\$ -	\$ (110,500)	\$ (6,840)	\$ (170,100)	\$ -	\$ -	\$ -
Total Revenue	\$ (6,013,550)	\$ (4,868,633)	\$ (2,072,725)	\$ (892,146)	\$ (786,100)	\$ (980,750)	\$ (426,400)	\$ -
CAPITAL Expenses								
Capital - Hamlets	\$ 482,500	\$ 383,646	\$ 735,000	\$ 23,356	\$ 85,000	\$ 450,000	\$ -	\$ -
Capital - Equipment/Vehicles	\$ 1,977,950	\$ 1,867,861	\$ 1,151,325	\$ 257,500	\$ 1,414,650	\$ 1,839,540	\$ 1,444,200	\$ -
Capital - Buildings	\$ 280,900	\$ 308,944	\$ 14,700	\$ 1,911	\$ -	\$ -	\$ -	\$ -
Capital - Land/Improvements	\$ -	\$ 6,798	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital - Airport	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital - Road Construction	\$ 3,616,500	\$ 2,907,303	\$ 92,500	\$ 4,929	\$ 45,500	\$ 2,359,000	\$ 100,100	\$ -
Capital - Bridges	\$ 777,350	\$ 506,786	\$ 683,900	\$ 308,755	\$ 155,000	\$ 245,500	\$ 200,000	\$ -
Capital - Gravel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital - Parks/Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES CAPITAL	\$ 7,135,200	\$ 5,981,338	\$ 2,677,425	\$ 596,451	\$ 1,700,150	\$ 4,894,040	\$ 1,744,300	\$ -
TOTAL NET CAPITAL	\$ 1,121,650	\$ 1,112,705	\$ 604,700	\$ (295,695)	\$ 914,050	\$ 3,913,290	\$ 1,317,900	\$ -