



# 2020 ANNUAL REPORT

# CONTENTS

<b>COUNTY VISION</b>	<b>1</b>
<b>MESSAGE FROM THE REEVE</b>	<b>2</b>
<b>COUNTY COUNCIL</b>	<b>3</b>
<b>GOVERNMENT STRUCTURE, COUNTY BOARDS AND COMMITTEES</b>	<b>5</b>
<b>MUNICIPAL SUSTAINABILITY INITIATIVE PROJECTS</b>	<b>7</b>
<b>AGRICULTURAL SERVICE BOARD</b>	<b>8</b>
<b>ASSESSMENT</b>	<b>13</b>
<b>ECONOMIC DEVELOPMENT</b>	<b>17</b>
<b>FINANCE</b>	<b>24</b>
<b>PLANNING AND DEVELOPMENT</b>	<b>28</b>
<b>PROTECTIVE SERVICES</b>	<b>31</b>
<b>PUBLIC WORKS</b>	<b>32</b>
<b>RECREATION</b>	<b>48</b>
<b>REGIONAL EMERGENCY SERVICES</b>	<b>51</b>
<b>REGIONAL PROGRAMS</b>	<b>53</b>



# 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 rural essence and quality of life.



# MESSAGE FROM THE REEVE

County Council is committed to working with all of our residents, communities, service groups, and businesses to enhance our region and ensure its viability for generations to come. The relationships we forge will be built on trust and the common goal of enriching the lives of all of the residents we serve.

It's important to recognize that 2020 was a challenging year for everyone within the Flagstaff Region. The ongoing global pandemic and resulting global recession have impacted all of us in many ways. Challenging economic conditions have forced us to review and prioritize our programs and services. Council anticipates a continued decline in assessment from the oil and gas sector, which continues to struggle. We are also concerned about the cancellation of the Keystone XL project by the Biden Administration, which may impact future assessment. Flagstaff County has also experienced additional expenses due to the downloading of costs for policing from the provincial government.

It appears that some municipalities in which there is no growth in the assessment base are facing a new fiscal reality of decreasing revenues and increased costs. In addition, the grant funding received on an annual basis from the Province of Alberta is expected to change in the next few years.

Council is committed to sparing our residents and businesses from further financial strain. We continue to seek a balanced approach to managing costs through a reduction in programs and services along with an increase in user fees for some of the services provided. This is necessary to ensure the long-term viability and sustainability of Flagstaff County.

County Council and staff recognize that municipal government has an important role in supporting our regional economic prosperity. As a municipality with a vision extending well into the 21st century and beyond, we are focused on citizen retention and attraction, while also working to encourage investment and bolstering our economic sustainability for generations to come.

Our Economic Development team is engaging our entire business community, providing help through many different business support programs available. I encourage all businesses within our region to contact our Economic Development team for more information.

The ongoing decline in world commodity prices will present Flagstaff Council and staff with many challenges in the future. Be assured that County Council remains committed to meeting these challenges head on. We are stern in our conviction to provide effective, efficient and affordable programs and services that reflect the economic realities that we face today. The difficult decisions we make now will be guided by our vision of sustainability and viability for future generations.

Don Kroetch, Reeve  
Flagstaff County

# COUNTY COUNCIL

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.



## **Reeve Don Kroetch – Division 5**

Council is excited about working with all our municipal neighbours in creating a path towards strong and vibrant communities in our region. We look forward to strengthening relationships, creating capacity for economic growth, supporting each other and our regional programs.



## **Deputy Reeve Howard Shield – Division 7**

I am committed to working with Council, staff, and Flagstaff residents, both rural and urban, to promote our area as a great place to live and do business. My priorities of rural roads and the environment remain unchanged.



## **Rick Manning – Division 1**

In my third term, I am continuing to work with Council on issues that are important to Flagstaff residents, including roads, as well as supporting cost-effective programs and services.



### **Jeanette Herle – Division 2**

In my fourth year of a four-year mandate, I'm focused on balancing the budget, while remaining mindful of residents' expectations and carefully balancing their needs versus wants. I'm also committed to helping with post-pandemic economic recovery, as well as working to ensure the mental health and well-being of all citizens.



### **Jeff Eckstrand – Division 3**

I am focused on financial responsibility, common sense-based decision making, infrastructure, maintaining population and making Flagstaff County an attractive place for industry.



### **Melvin Thompson – Division 4**

Firstly, I would like to see the rural residents of the County supplied with services that are affordable and sustainable. I would also like to see forward thinking of Council for its rural residents, as well as for the urban communities. I would like us to move forward from the past.



### **Erik Skoberg – Division 6**

I am enthusiastic to work with regional stakeholders to develop a long-term strategic road map for not only current Council, but for future Councils as well. I believe this can be achieved through clear, effective and measurable governance policy.

## **GOVERNMENT STRUCTURE**

The purposes of a municipality, as defined in the Municipal Government Act (MGA), are to provide good government, foster the well-being of the environment, provide services, facilities or other items that, in the opinion of Council are necessary or desirable for all or part of a municipality, develop and maintain safe and viable communities, and work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

A municipality consists of two branches:

- A legislative branch, comprised of Council; and
- An administrative branch led by the Chief Administrative Officer (CAO).

County Council is elected by residents of their divisions to serve a four-year term and governs in accordance with powers granted under the MGA.

Flagstaff County Council consists of seven Councillors that represent the seven divisions. The Reeve is determined by Council. Council provides strategic direction to Administration through a variety of plans, bylaws, policies and other governance processes.

## **FLAGSTAFF COUNTY BOARDS AND COMMITTEES**

### **Boards**

- Agricultural Service Board (ASB) (Howard Shield, Jeff Eckstrand, Melvin Thompson)
  - 4 members at large (Dan Skoberg, Garret Jackson, Bryan Zwack, Nick Buchholz)
- Agricultural Pest Act Appeal Committee – All ASB
- Battle River Alliance for Economic Development (BRAED) – Economic Development Officer
- Battle River Research Group (Melvin Thompson)
- Diplomat Mine Museum Society (Jeanette Herle)
- Flagstaff Family & Community Services (FFCS) (Melvin Thompson)
- Flagstaff Regional Housing Group (FRHG) (Rick Manning, Jeanette Herle)
- Flagstaff Regional Solid Waste Management Association (Erik Skoberg)
- Parkland Regional Library (PRL) (Jeanette Herle)

## COMMITTEES OF COUNCIL

- Building Committee (Don Kroetch, Melvin Thompson, Erik Skoberg)
- Emergency Advisory Committee (Don Kroetch, Howard Shield)
- Flagstaff County Library Support Committee (Jeanette Herle)

## SPECIAL COMMITTEES



- Battle River Economic Opportunities Committee (BREOC) – (Don Kroetch)
  - Citizen Advisory Committee (Melvin Thompson)
  - Emergency Services Committee (Erik Skoberg, Howard Shield, Don Kroetch)
  - Flagstaff Regional Emergency Services Society (Don Kroetch, Erik Skoberg)
  - Intermunicipal Planning Committees
    - Alliance, Heisler, Lougheed (Howard Shield, Jeanette Herle)
    - Forestburg (Jeanette Herle, Melvin Thompson)
    - Daysland (Howard Shield, Don Kroetch)
    - Hardisty (Rick Manning, Erik Skoberg)
    - Killam (Melvin Thompson, Jeff Eckstrand)
    - Sedgewick (Jeff Eckstrand, Erik Skoberg)
    - MD of Provost (Jeff Eckstrand, Erik Skoberg)
  - Intermunicipal Collaboration Frameworks (ICF) – (Don Kroetch, Jeanette Herle, Howard Shield)
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# MUNICIPAL SUSTAINABILITY INITIATIVE PROJECTS

In 2007, the Province of Alberta committed to provide municipalities with sustainable funding to meet the challenges they face and enhance long-term sustainability. This Municipal Sustainability Initiative (MSI) funding provides operational and capital funding to support our initiatives.

The province committed to providing the total MSI funding with the possibility of extending it over a period of more than ten years. Our past funding from MSI grants are as follows:

	<b>OPERATING</b>		<b>CAPITAL</b>	
<b>2020</b>	<b>\$237,242</b>		<b>\$2,347,543</b>	
<b>2019</b>	<b>\$240,850</b>		<b>\$1,715,821</b>	
<b>2018</b>	<b>\$232,371</b>		<b>\$4,033,331</b>	
<b>2017</b>	<b>\$232,371</b>		<b>\$2,507,567</b>	
<b>2016</b>	<b>\$237,241</b>		<b>\$2,553,307</b>	
<b>2015</b>	<b>\$182,290</b>		<b>\$2,398,449</b>	
<b>2014</b>	<b>\$184,574</b>		<b>\$1,753,151</b>	
<b>2013</b>	<b>\$317,780</b>		<b>\$1,674,900</b>	
<b>2012</b>	<b>\$323,334</b>		<b>\$1,747,847</b>	
<b>2011</b>	<b>\$337,622</b>		<b>\$1,769,950</b>	
<b>2010</b>	<b>\$357,311</b>		<b>\$1,893,310</b>	
<b>2009</b>	<b>\$368,951</b>		<b>\$805,284</b>	
<b>2008</b>	<b>\$379,097</b>		<b>\$1,098,345</b>	
<b>2007</b>	<b>\$116,312</b>		<b>\$753,459</b>	

# AGRICULTURAL SERVICE BOARD



Flagstaff County's Agricultural Service Board responsibilities focus on weed control, pest management, and soil conservation. The Agricultural Service Board partners with provincial and private agricultural and environmental organizations to deliver programs and services beneficial to our residents.

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The Agricultural Service Board (ASB) includes three County Councillors and four appointed members:

**Councillors:**

Howard Shield, Chair  
Jeff Eckstrand, Vice Chair  
Melvin Thompson

**Appointed Members:**

Dan Skoberg  
Bryan Zwack  
Nicholas Buchholz  
Garret Jackson

## Custom Weed Control

Custom herbicide application services are offered on private land to control small infestations of persistent weeds such as:

- Absinthe (Wormwood)
- Common tansy
- Leafy spurge
- Scentless chamomile
- Toadflax
- White cockle

Custom weed spraying is done on a cost recovery basis.



## No Spray Agreements

No Spray Agreements are available to landowners and tenants who do not want herbicide application on roadsides adjacent to their property. Weed and brush control along municipal right-of-ways will then be the responsibility of the landowner or tenant. Please note that Flagstaff County refrains from spraying herbicide 500 feet before and after all yard sites.

- The Agreements must be signed prior to June 1st.
- The Agreements are in effect for five years.
- “No Spray Zone” signs will be provided and must be posted where they can be viewed from the road.
- Landowners and tenants must assume responsibility of weed and brush control along roadsides according to municipal standards.

## Roadside Brush and Weed Spraying

Weeds and brush are sprayed to improve sightlines, protect infrastructure, and minimize the spread of weeds onto adjacent properties. In 2020, 800 miles of roadside was covered for weed and brush control.

## Roadside Mowing and Roadside Haying

All municipal right-of-ways are mowed twice a year. Landowners who want to hay municipal right-of-ways must:

- Complete a Roadside Haying Permit prior to May 15th.
- Each agreement is effective for one year.
- Permitted landowners must complete their haying by July 15th of each year.
- Bales must be removed from municipal right-of-ways within seven days of baling.

## **Shelterbelt Establishment Program**

The County orders trees for County ratepayers as a single order, to achieve bulk discounts and receive free shipping.

## **Clubroot Disease of Canola**

Clubroot is a concern for farmers across Alberta. Clubroot is a serious soil-borne disease of canola and has been declared a pest under the Alberta Agricultural Pest Act. In 2020, two positive locations with clubroot were found out of 200 surveyed fields. For more information on this disease please visit [www.flagstaff.ab.ca](http://www.flagstaff.ab.ca).

## **Roadside Re-vegetation**

After the completion of road construction projects, the Agricultural Service Board will reseed municipal right-of-ways. In 2020, 26 miles of municipal right-of-ways were hydroseeded. All seed purchased is certified and comes with a weed seed certificate.

## **Water Loading Stations**

Seven water loading stations are established within the municipality. The water at these facilities is non-potable and is suitable only for crop spraying and irrigation purposes.

The following five facilities operate year-round and provide rural residents with a reliable and adequate supply of water to utilize for agricultural purposes.

- NE 11-44-11 (NE of Lougheed)
- SE 27-41-16 (SW of Forestburg)
- SW 10-45-16 (S of Daysland)
- SE 2-43-13 (SW of Sedgewick)
- NE 3-44-14 (SW of Killam)

The following two facilities operate on a seasonal basis from April 15th to September 30th.

- NE 8-41-12 (NE of Alliance)
- SW 27-41-10 (S of Hardisty)

## Extension Activities

Due to COVID-19, many of the normal extension activities were not conducted. However, there was still significant extension carried out in other means.

- Weekly newspaper column
- Short County videos on topics such as tree pruning and crop issues.
- Links to videos and webinars on agricultural issues.
- Promotion of agricultural webinars in surrounding counties
- Gave out 100 free bird nesting boxes to County residents.
- Ran the Watch Your Water program for a final year. Tested 9 wells for water quality and metal content.
- Offering a podcast series addressing agricultural issues along with other County related issues.

If you have an interest or topic that you would like to see addressed, please contact our department.

## Conservation Easement

Flagstaff County is a qualified organization to administer conservation easements on private property at the request of landowners. A conservation easement is a solution for landowners that want to preserve certain features of their property even if the land is sold. 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.



## RECREATIONAL PARKS

### Diplomat Trout Pond

Situated 16 kilometres southwest of the Village of Forestburg, the Diplomat Trout Pond has 15 non-serviced sites, a gazebo, two fishing docks, firepits, new campground shelter, and the Diplomat Mine Interpretive Site is located across the highway. There is no power or water. The pond is stocked annually with trout and is a great place to take the kids fishing.



### Edgerton Day Campground

The Edgerton Day Campground is south of the intersection of Hwy 13 and Hwy 855 on the outskirts of Daysland. This campground has 12 available campsites that are powered.

### Galahad Campground

Galahad Campground is situated along Guinevere Ave east in Galahad. This campground offers six fully serviced sites with washroom and shower facilities.

### Galahad Municipal Grounds

A gazebo located west of Merlin Street in Galahad, can be rented out for family reunions or large functions. There is an open area to park trailers. Washrooms, including shower facilities, as well as sewage dump and water is available.

### Fish Lake Campground

Fish Lake Campground is located three kilometres west of the Town of Hardisty. This campground offers eight spacious power sites and twelve non-serviced sites near the beach. A gazebo, a playground, an outdoor kitchen and fishing docks are also on site. There is centralized water available. The lake is also stocked with perch.

# ASSESSMENT

The Assessment Department establishes and maintains property valuations (assessments) for all property within Flagstaff County for the purposes of distributing annual property taxes. We provide annual valuations for approximately 8,800 County properties including the Hamlets of Galahad and Strome.

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## Understanding Your Property Assessment

Property assessment is the process of assigning a dollar value to a property for taxation purposes. In Alberta, property is taxed based on the ad valorem principle. Ad valorem means “according to value.” This means that the amount of tax paid is based on the value of the property. Assessed values are based upon regulated assessment and market value assessment. Regulated assessment applies to four types of properties: farmland, linear, machinery and equipment, and railway. Market value is used to determine all other properties such as residential and non-residential.

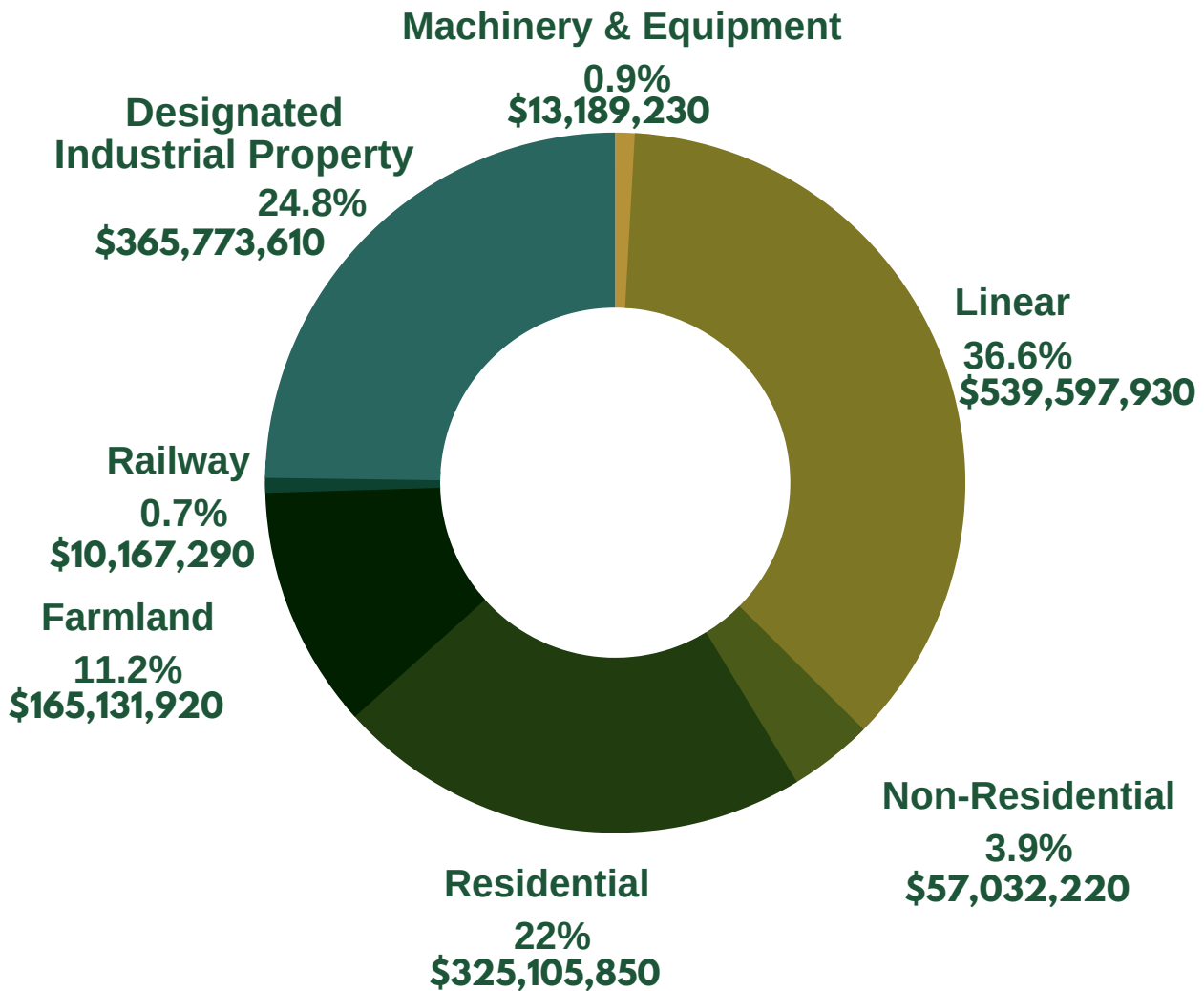
## Market Value

The market value based standard is used to determine the assessed values for the majority of properties in Alberta. Market value is the price a property might be expected to sell for if sold by a willing seller to a willing buyer after appropriate time and exposure in an open market.

### Key Characteristics of Market Value Are:

- It is the most probable price, not the highest, lowest, or average price.
- It is expressed in terms of a dollar value.
- It assumes a transaction between unrelated parties in the open market.
- It assumes a willing buyer and a willing seller, with no advantage being taken by either party.
- It recognizes the present use and potential use of the property.

## 2019 Assessment / 2020 Tax Year



### Regulated Assessment

Some types of properties are difficult to assess using a market value based assessment standard because:

- They seldom trade in the marketplace. When they do trade, the sale price usually includes non-assessable items that are difficult to separate from the sale price.
- They cross municipalities and municipal boundaries.
- They are of unique nature.

Municipal Affairs prescribes rates and procedures to assess these types of properties, which are referred to as “regulated property.” Rates and procedures are determined by what a type of property is used for, its activity, or its production capability.

Designated Industrial Property includes all property assessed by the provincial assessors and includes facilities regulated by Alberta Energy Regulator, National Energy Board, and Alberta Utilities Commission.



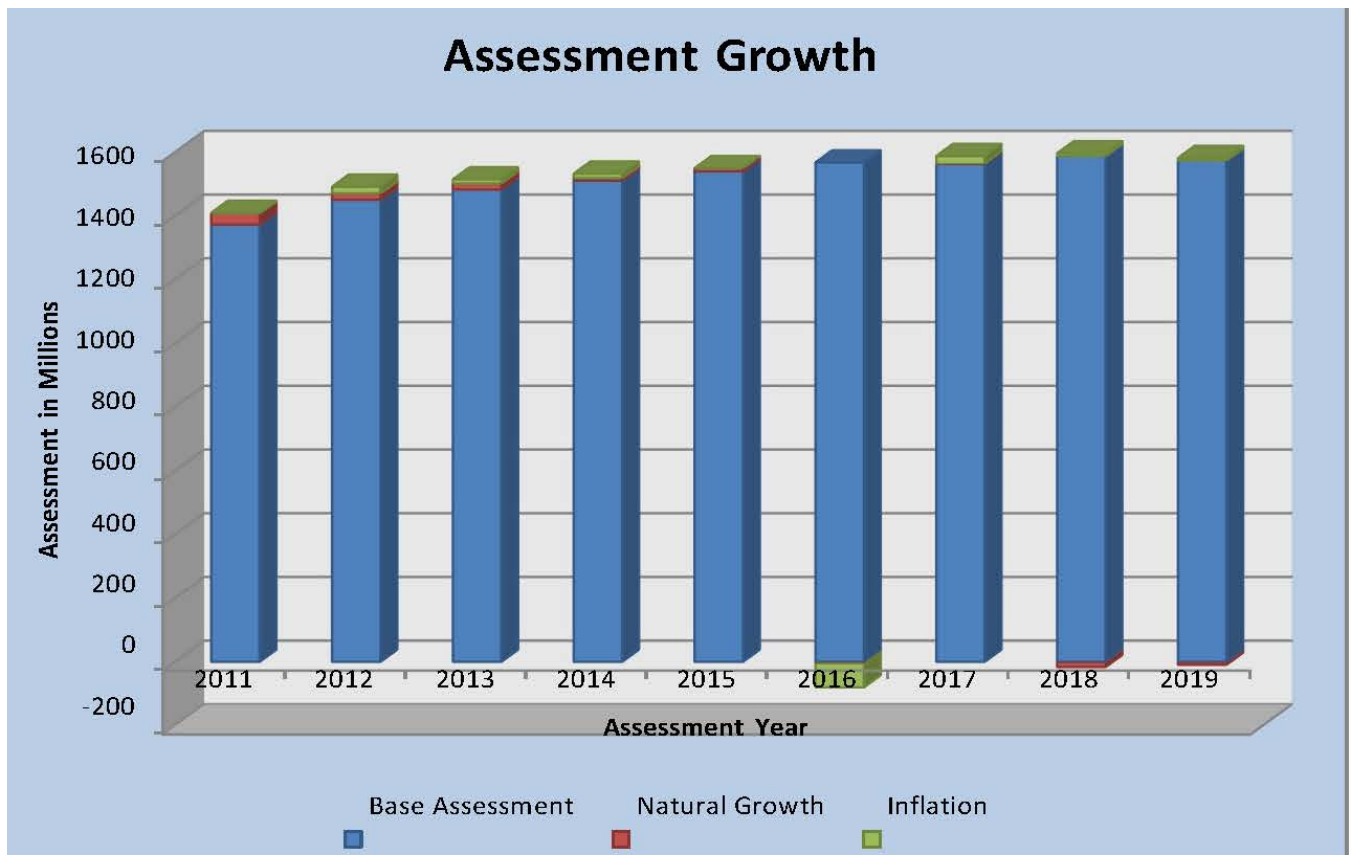
There are five types of regulated property:

1. Farmland
2. Linear property
3. Machinery and equipment
4. Railway property
5. Designated Industrial Property

## Farmland

Farmland is assessed based on its productive value; that is, the ability of the land to produce income from the growing of crops and/or the raising of livestock. The productive value of farmland is determined using a process that sets a value for the best soils, and then adjusts for less-than optimum conditions such as stones, the presence of sloughs, or topography.

## Assessment Growth



Flagstaff County continues to contract the assessment services to Accurate Assessment Group Ltd. Accurate Assessment Group Ltd. was incorporated on April 16, 1997 in the province of Alberta. Since that time, they have developed a track record of performance with municipalities across the province.

Accurate Assessment Group employs highly knowledgeable and experienced staff. Using Geographic Information Systems, they have pioneered the way assessments are being analyzed, which allows them to provide a more efficient and effective assessment of the highest quality.

For more information on our Assessment Complaint and Appeal System, please visit our website at [www.flagstaff.ab.ca](http://www.flagstaff.ab.ca).

If you have any questions regarding Assessment, please contact:

**Sean Cosens**

Accurate Assessment Group Ltd.

780-464-4655

171 Pembina Road

Sherwood Park, AB T8H 2W8

[www.aag-gis.com](http://www.aag-gis.com)

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# ECONOMIC DEVELOPMENT

The Economic Development Department focuses on joint regional economic development initiatives. Core initiatives include business retention and expansion, attracting and retaining citizens, new business start-ups, new business investment and being a supportive team member. Programs and services that focus on economic sustainability and community development are offered to citizens and businesses in the Flagstaff Region.

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## **Business Retention and Expansion**

### **Internal and External Procurement**

Held training and webinars on procurement opportunities for the small business community; developed an inventory of procurement opportunities with major employers in the Flagstaff Region. Reviewed Flagstaff County's local procurement impact with these key findings:

- 25% of purchases are within the Flagstaff County boundary, with another 13% being from an adjacent County. 38% of purchases are considered local.
- The indirect benefits from this level of spending are approximately 133 citizens being retained or attracted to the community, and additional regional expenditures of \$2.9 million (i.e.: additional jobs, business growth and spending, local citizen spending).

### **COVID-19 Response**

The 2019 – 2024 Economic and Community Development Strategic Plan was adapted to respond to COVID-19. The plan was created before the impact of the global pandemic, and priorities were shifted or adapted to better reflect the current circumstances. In response to COVID-19:

- 66 businesses enrolled in the business success program
- 32 businesses accessed professional consulting services
- 8 businesses received funding through the Business Supports Program (funded through Battle River Economic Opportunities Committee)
- 6 businesses accessed Skills Enhancement Supports (funded through Battle River Economic Opportunities Committee)

## Virtual Workshop Series

Building on the COVID-19 direct businesses supports, virtual webinars were coordinated to provide information to the Flagstaff Region business community. Over 50 participants attended the series, which covered the following topics:

- Immediate Response to COVID-19
- Managing Change through COVID-19, and
- How to Up-Level Your Business

## Flagstaff Region Online Showcase

Flagstaff Region businesses had the opportunity to participate in an online showcase to virtually support and highlight their business, combatting the hardships and limitations brought on by the pandemic. 26 businesses participated and the average number of views per online showcase video was 3,109, with an engagement rate of 12% (for comparison, a 5% engagement rate is generally considered high).

## Flagstaff Crafted Gift Guide

The first edition of the Flagstaff Crafted Gift Guide was launched in the fall of 2020. 13 businesses submitted 30 products, all with shop-able links to encourage shopping local in the new digital era. Several businesses sold out of their featured products and businesses have requested to participate in a second edition when another gift guide is created in the future.



## Flagstaff Region Featured Business

The Flagstaff Region Featured Business program continued, in partnership with The Community Press, for the third consecutive year. The program gives businesses in the region a chance to showcase what makes them unique and reach a wide target audience with marketing support from Flagstaff County and The Community Press. 8 businesses participated and received a write-up in The Community Press and a promotion video that was produced by Flagstaff County; the cost to participating businesses is simply their time and enthusiasm!

## Attracting and Retaining Citizens

### Relocation Guide

A major employer in the Flagstaff Region identified that a Flagstaff Region relocation guide would be beneficial in supporting new employees as they plan for future growth. Flagstaff County created this resource and published the document online:

<https://cdn.flipsnack.com/widget/v2/widget.html?hash=d1cldddqwd>



## New Business Start-ups

### Flagstaff Crafted

This program enhances the exposure of local makers, artisans, and retailers of local products. Launched in 2019, Flagstaff Crafted helps entrepreneurs tell their stories, grow their customer base, and connect with resources. Supporting entrepreneurs contributes to diversifying and continuously improving the local economy. Small businesses account for 98% of our region's business economy and Flagstaff Crafted supports their efforts as they create jobs, produce products, and put Flagstaff on the map globally.

The program supports entrepreneurs in the Flagstaff Region and within 40 kms of our border to encourage collaboration and enhancing our local supply chains. Examples of support offered through the program include:

- Free online marketing through the Flagstaff Crafted website, [flagstaffcrafted.ca](http://flagstaffcrafted.ca), and social media channels
- Business and product photography
- Bi-annual gift guide to showcase products
- Networking and collaboration opportunities to enhance business growth and innovation



### Intent to Buy Local

COVID-19 disrupted the global supply chain and caused local shortages of imported goods. In response to this, a market research study was completed to identify challenges and opportunities with strengthening our local food and agriculture supply chain. The findings and strategies identified in the study will be implemented in 2021.

## **Innovation Master Class**

Flagstaff County partnered with the Town of Wainwright and Start Up Lloydminster to offer youth aged 16-30 the Youth Innovation Masterclass. This comprehensive program was designed to introduce innovative thinking to young leaders through collaborative group sessions with other participants as well as provide valuable hands-on experience with the organizational model through directly working with the business community. Throughout this program participants had the opportunity to learn from and interact with global thought and business leaders, gaining experience and soft skills in innovative thinking, idea development, business development, public speaking, and leadership skills. Six participants enrolled in the program and at the end of their 9-week course they were able to “pitch” four of their most promising ideas to a full industry panel, investors, government media and more. Forty-five people attended this virtual “Pitch It” event to support our entrepreneurs. Today, two of these community development ideas are currently being implemented.

## **New Business Investment**

### **Flagstaff Region Succession Program**

Flagstaff County researched and discussed possible approaches to business succession support throughout 2020. After consultation with many stakeholders, Flagstaff County partnered with Grant Thornton to offer FREE one-on-one support to Flagstaff Region businesses that are succession planning. Participants will receive an initial consultation with Grant Thornton to discuss their unique circumstances and determine the next steps and considerations most relevant to them. This partnership was finalized at the end of 2020, with 15 spots opening for intake in January 2021 on a first-come, first-served basis.

### **Broadband Internet**

Flagstaff County continued to work with Taylor Warwick Consulting Ltd. to further investigate partnering with an Internet Service Provider (ISP) to develop an integrated hybrid fibre-wireless network. Discussions around future collaboration were held with all ISP's that service Flagstaff County. ISP's are currently going through the application process for Universal Broadband Funding (UBF) offered by the Government of Canada. The result of these applications will impact the future development plans of the ISP's, and thus, Flagstaff County's next steps with regards to partnership and investment.

## Being a Supportive Team Member

### Tourism Partnerships

Flagstaff County received funding from Travel Alberta to refresh the “Take a Moment” campaign marketing collateral. We continued our membership and collaboration with Go East of Edmonton, participating in their Road Trip Adventure Game to bring visitors and awareness to Flagstaff Region attractions.

### Battle River Economic Opportunities Committee (BREOC)

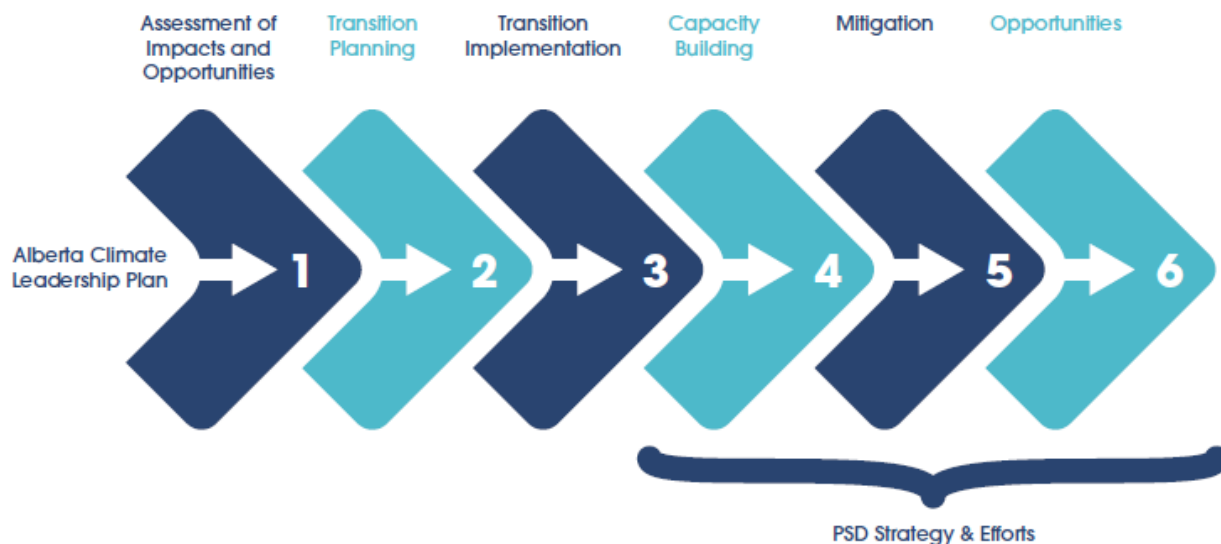
Continued to work with six other municipalities (County of Paintearth, Town of Castor, Town of Coronation, Village of Forestburg, Village of Halkirk and Village of Heisler) as a member of the Battle River Economic Opportunities Committee (BREOC). With support from Western Economic Diversification, BREOC was able to successfully launch two innovation centres to support the region. take advantage of bettering themselves, their business, and their communities.



These centres are located in Forestburg and Castor and offer business and employment programs and services that are readily available to each region’s citizens and communities. The Government of Alberta also provided funding through the Coal Communities Transition Fund to assist with transition planning, implementation, capacity building, mitigating risks and capitalizing on opportunities.

Recognizing the importance of supporting local businesses, BREOC also developed several business and skill enhancement supports that boost a business’s ability to carry out projects to be successful. The program has had numerous businesses utilize these resources and take advantage of bettering themselves, their business, and their communities.

#### BREOC'S TRANSITION JOURNEY





## 5-Year Strategic Planning

Flagstaff County is committed to the economic and community development of the region. In order to successfully transition the community forward, Flagstaff County, along with the Flagstaff Region community leaders, businesses and strategic partners developed the 2019-2024 5-Year Community and Economic Development Strategic Plan – “Succeeding Together”.

In its simplest form, it seeks to articulate a path forward to a future based on fundamental community values and priorities. In doing so it represents:

1. Planning that clearly communicates the County’s economic development direction and priorities
2. A shared vision and sense of purpose among community leaders, citizens, and stakeholders
3. A path through which economic benefits and a high quality of life are maximized
4. A formula that helps to manage change
5. A point of reference or framework for future decisions
6. An assurance that the actions proposed make the most effective and efficient use of County resources by focusing on key priorities.
7. A foundation for the preparation of annual operating budgets, and
8. A benchmark from which progress can be measured and informed change can be made.

The plan builds on available synergies to maximize economic impacts and focuses on five priority areas:

- Strategic Priority One: Business Retention and Expansion
- Strategic Priority Two: Attraction and Retention of Citizens
- Strategic Priority Three: New Business Start-ups
- Strategic Priority Four: New Business Investment
- Strategic Priority Five: Economic Development as a Supportive Team Member.

For more information on our strategic plan, please visit our website's Economic Development page, which can be found in the "Invest" tab.

### *Looking forward to 2021...*

- Implementation of Intent to Buy Local
- Flagstaff Region Succession Program - Continuous Intake
- Virtual 1-on-1 Business Coaching
- Flagstaff Grows and Succeeding Together - Internal Pride Building and Collective Impact

# FINANCE

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## FINANCIAL SUMMARY ANNUAL REPORT

Flagstaff County is required by provincial legislation to prepare annual financial statements by May 1 for the preceding year. These statements are consistent with principles and standards for financial reporting established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada as required by the MGA.

Canada's public sector accounting standards aim to ensure that a public entity's financial statements:

- Account for the full nature and extent of the financial affairs and resources that the entity controls.
- Show the entity's financial position at the end of the fiscal period, so the entity's ability to finance its activities and provide future services can be evaluated.
- Describe the entity's change in financial position during the fiscal period; and
- Demonstrate the entity's accountability for the management of the resources, obligations, and financial affairs for which it is responsible.

Public sector financial statements are prepared using the accrual basis of accounting. This method records transactions and their effect when they occur, which is often in a different period than when the associated cash exchanges to settle the transaction.

There are three separate statements that make up a full set of financial statements. The three statements are described briefly below:

- Statement of Financial Position - This overarching statement summarizes a municipality's financial position at a point in time. Changes in the financial position of the entity are summarized in the statements.
- Statement of Operations - This statement explains the change in the overall financial position of the municipality during the accounting period.
- Statement of Cash Flow - This statement explains the change in the cash and cash equivalents from the prior year and provides important information about the municipalities ability to generate cash to meet its cash requirements.

## **ACCOUNTING PROCESS**

Flagstaff County maintains an accounting system consistent with accepted standards for local government accounting in Alberta and Canada, and Public Sector Accounting Board (PSAB) guidelines relative to accounting for local governments. The finance and accounting services are administered under the direction of the Finance Administration Officer and Chief Administrative Officer.

## **AUDIT PROCESS**

Pursuant to the MGA, Council must appoint one or more auditors for the municipality. In September 2019, Gitzel & Company was awarded the contract for professional audit services for a three-year term for 2020 to 2022. The preparation, accuracy and integrity of the financial statements is the responsibility of municipal administration. The auditor's responsibility is to express an opinion on the financial statements based on their audit results.

## **BUDGET PROCESS**

Flagstaff County prepares a three-year Operating Business Plan and Budget, as well as a five-year Capital Plan which is updated and presented to Council annually. This document provides information and budgets for all programs and services based on Council's priorities. Monthly revenue and expense variance reports are provided to Council based on the approved budget.

The budget process begins each year reviewing current programs and services and Council priorities which also includes public participation according to policy which is required by the MGA.

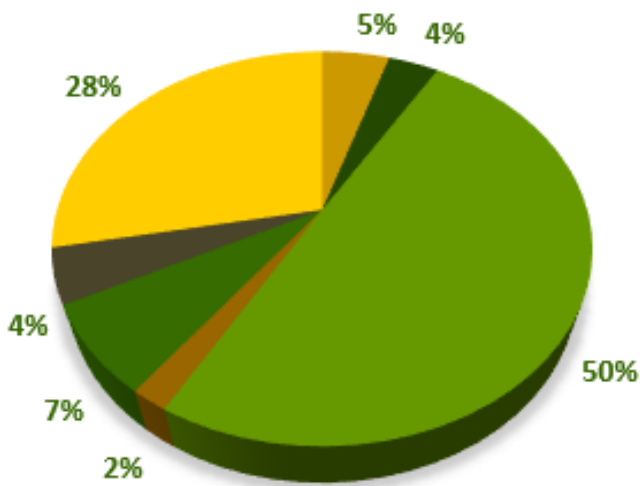
## **FINANCIAL POLICIES**

Flagstaff County is currently working on a Long-Range Financial Plan which will include financial policies to ensure good governance and fiscal responsibility. Our policies are available on the Flagstaff County website.

## ASSET MANAGEMENT PROGRAM

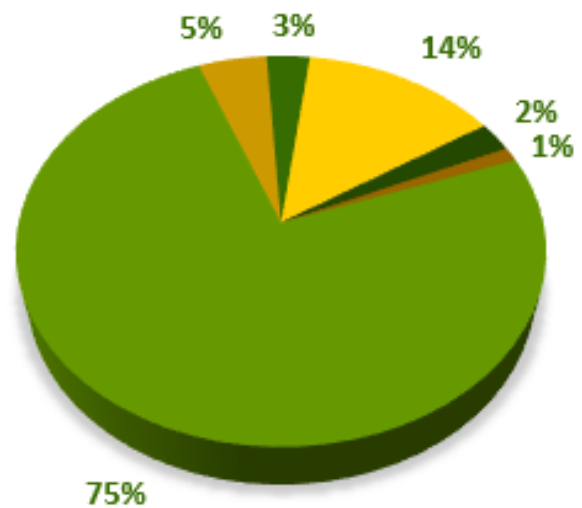
In 2019 an Asset Management Committee was formed for the purpose of developing an asset management program for the County. The committee is made up of members from the following departments – Public Works, facilities, finance and development. This committee continues to develop the Asset Management Program for approval of Council.

### 2020 OPERATING EXPENDITURES
















**Total Expenditures - \$24,282,945**

### 2020 OPERATING REVENUES



**Total Revenues - \$29,459,895**

	Public Works	\$12,071,053	50%		Taxes - Municipal Purposes	\$22,278,605	75%
	General Government	\$6,814,642	28%		Government Grants Capital	\$4,106,679	14%
	Agriculture / Development	\$1,774,792	7%		Revenue Own Sources	\$1,436,466	5%
	Protective Services	\$1,184,368	5%		Sales and User Charges	\$901,427	3%
	Recreation and Culture	\$1,092,651	4%		Government Grants Operating	\$736,718	2%
	Water and Waste Management	\$880,988	4%		Investment Income	\$351,127	1%
	Public Health and Welfare	\$464,451	2%				

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## EXCESS REVENUE OVER EXPENSES

**\$5,528,077**

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## CHANGE IN ACCUMULATED SURPLUS

Unrestricted Surplus	\$111,052
Reserves	\$5,099,195
Equity in Tangible Capital Assets	\$317,830
<b>TOTAL</b>	<b>\$5,528,077</b>

Flagstaff County has copies of the 2020 Financial Statement available for the public. Copies can be obtained by contacting the County office at Box 358, Sedgewick, AB, T0B 4C0 or calling (780) 384-4100. You may also go to the Flagstaff County website at [www.flagstaff.ab.ca](http://www.flagstaff.ab.ca) and download or view a PDF version of the 2020 Financial Statement.

## SALARY AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for elected municipal officials as required by provincial regulation is as follows:

	Division 1	Division 2	Division 3	Division 4	Division 5 (REEVE)	Division 6	Division 7
Salary	\$39,174	\$39,174	\$39,174	\$39,174	\$43,091	\$39,174	\$39,174
Benefits & Allowances	\$487	\$6,232	\$6,232	\$4,166	\$6,855	\$6,232	\$6,232
<b>2020 Total</b>	\$39,661	\$45,406	\$45,406	\$43,340	\$49,946	\$45,406	\$45,406
<b>2019 Total</b>	\$39,627	\$45,312	\$45,312	\$43,306	\$49,843	\$45,312	\$43,643

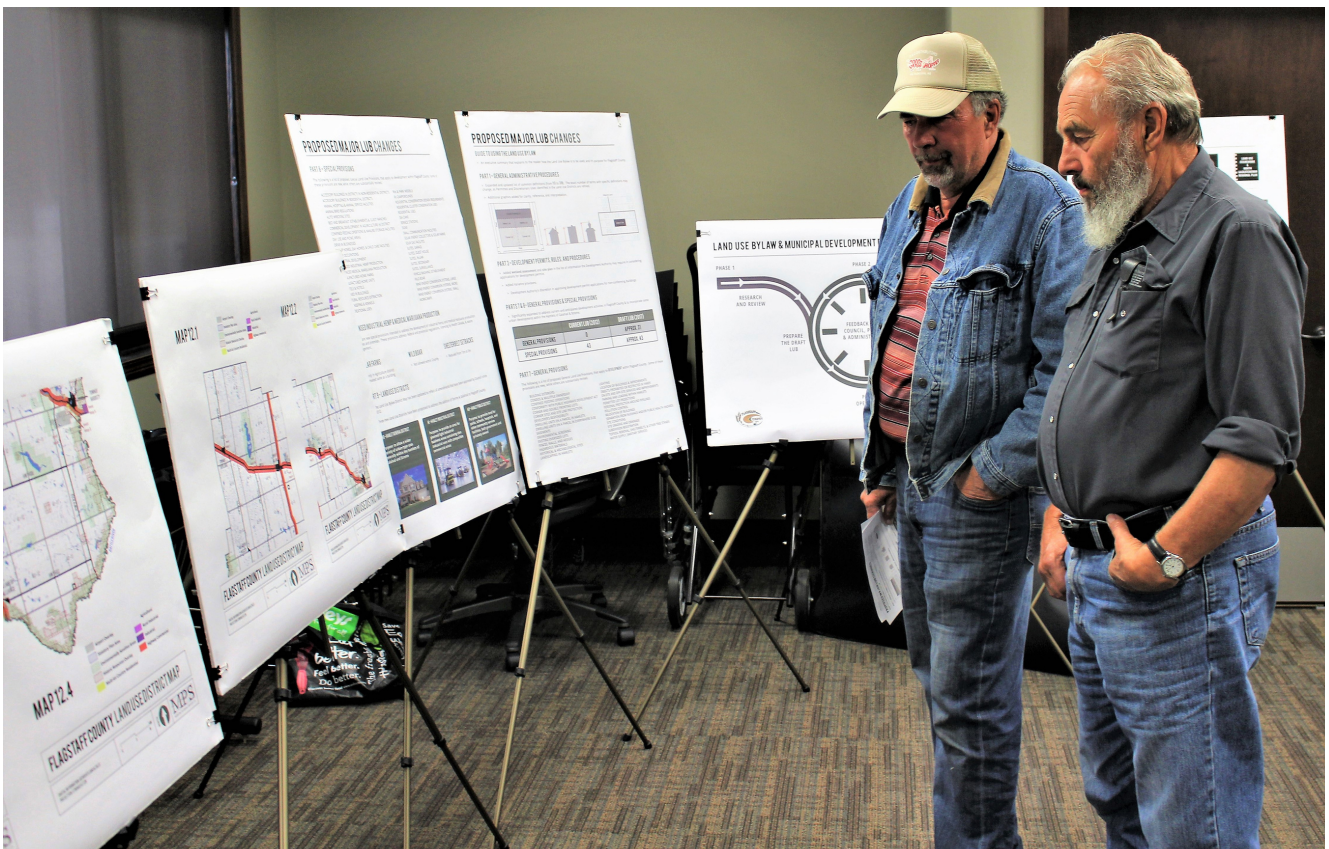
Salary includes regular base pay and gross honoraria.

Benefits and allowances figures for the Councillors include the employer's share of Canada pension, WCB and the additional taxable benefit of group life insurance paid for by the employer as well as the County portion of the RRSP Contribution.

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# PLANNING AND DEVELOPMENT

Planning and management of land use and development creates an attractive and vibrant municipality, which enhances the quality of life of its residents. This is achieved through the goals and regulations set out in the Land Use Bylaw, Municipal Development Plan, and Intermunicipal Development Plans. Following these plans results in less conflicting developments, addresses safety and environmental concerns, and creates productive land management.



In 2020, there were 75 developments totaling \$17,619,819.40.

	Commercial/ Industrial	Non- Residential	Residential	Institutional	Public Use
<b>Number of Permits Issued</b>	11	42	22	0	0
<b>Value of Permits Issued</b>	\$2,242,315	\$10,220,672	\$5,156,832	\$0	\$0

## Developments

All residents are reminded that no development shall be undertaken within the municipality unless an application for it has been approved and a development permit has been issued, other than those designated in Section 3.5 of the Land Use Bylaw which can be accessed on our website. Please refer to the definition of “development” under Part 1.3.69 of our Land Use Bylaw.

Development Permits are required to ensure that:

1. The regulated setback distances from all property boundary lines will be met.
  - Setback distances are required to ensure safety from roadway traffic, minimize dust and noise, ensure sightlines to the roadway are clear, and to provide sufficient distance for possible road development in the future.
  - All developments within the **Agricultural District** must be set back a minimum of 40 metres (131.2 feet) from the front line of the property. Side and rear yard setback distances vary for structures, dugouts and shelterbelts. Please refer to the Land Use Bylaw 09/18 for required setback distances.
  - All development within the **Hamlets** must be setback a minimum of 6.0 metres (19.7 feet) from the front property line. Side and rear yard setback distances vary within Hamlet Land Use Districts.
2. The land is properly zoned for the proposed use (i.e. agricultural, commercial, industrial, residential, public use):
  - To ensure that land uses will not conflict with one another (e.g. Industrial development does not conflict with agricultural or residential land users), and
  - To encourage industrial development in environmentally suitable locations and to a high environmental standard.
3. Those who may be affected by a proposed development be provided with an opportunity to comment.

## Building, Electrical, Plumbing, Sewage, Gas and National Energy Code Permits

The Safety Codes Act requires that all contractors and homeowners in Alberta obtain permits prior to commencing work on buildings, including mobile homes. These permits are required to ensure construction meets the Provincial Building Code, the Canadian Electrical Code, the Alberta Gas Code, and the Alberta Plumbing Code. With these permits, the work will be inspected by a Safety Codes Officer to ensure compliance which can protect the property owner in the case of an insurance claim.

Flagstaff County has contracted an accredited agency, Superior Safety Codes Inc., to issue permits and perform inspections.

Applications for Building, Electrical, Plumbing, Private Sewage, Gas and the National Energy Code Permits may be obtained at the Flagstaff County Office or from Superior Safety Codes Inc. by calling 1-866-999-4777 or on their website at [www.superiorsafetycodes.com](http://www.superiorsafetycodes.com).

## **Subdivision of Land**

Our goal is to protect and enhance the valuable agricultural land resource and the long-term future of agriculture by protecting the land base and providing an environment that will benefit the agricultural community and economy. This is achieved by subdivision regulations set out in the Land Use Bylaw and Municipal Development Plan, which protects agricultural land from unnecessary fragmentation.

The size of a subdivision parcel varies with each Land Use District. For example, the Agricultural District is the most common subdivision and the size varies from 1 to 15 acres. Other Land Use Districts available are Agricultural Small Holdings, Highway Commercial, Multi-lot Country Residential, Industrial, and Rural Industrial.

Please contact the County Office if you require assistance with your subdivision application, or for clarification regarding Municipal and Provincial regulations. Uses and regulations regarding the districts noted above can be found in the Land Use Bylaw.

The Development department is pleased to provide advice relative to provincial and municipal regulations that may apply and also assist in the process of obtaining approvals that may be required when building or changing the use of your property.

There were 11 subdivision applications received in 2020.

The Land Use Bylaw, Municipal Development Plan, Intermunicipal Development Plans, and related subdivision and development forms are available at the Flagstaff County Office or on our website at [www.flagstaff.ab.ca](http://www.flagstaff.ab.ca).

*Looking forward to 2021...*

To reviewing and amending the Land Use Bylaw and gaining public feedback on the regulations within.



# PROTECTIVE SERVICES



The Peace Officers provide services and education in the area of Traffic Safety, Infrastructure Protection, and Emergency Response. Flagstaff County is authorized by the Solicitor General of Alberta to employ two Community Peace Officers who have the authority to enforce legislation and regulations relating to:

- The Traffic Safety Act
- The Provincial Offences Procedure Act
- The Highways Development and Protection Act
- The Gaming, Liquor, and Cannabis Act
- The Environmental Protection and Enhancement Act
- Other Provincial Acts and Legislation
- Dangerous drivers on provincial highways

The Peace Officers work in partnership with various Federal and Provincial agencies to patrol and enforce legislation and regulations.

Community Peace Officers enforce weights and measures to ensure that road users are working within legal allowances, therefore protecting the infrastructure from damage and increasing safety on our roadways.

The Peace Officers are contracted to provide enforcement services for the urban municipalities within the region.

# PUBLIC WORKS



The Public Works Department is responsible for the construction and maintenance of all municipal roadways and bridges throughout the County. The objective is to provide a responsible level of service to our residents by working as a team to achieve successful programs approved by Council.

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## **Maintenance and Repair - Shop**

Shop staff is responsible for the service, maintenance, and repairs of all mechanical resources ranging from small powered equipment to our largest piece of machinery. This includes routine inspections for trucks and trailers as required by the Alberta Transportation Vehicle Safety Act.

## Road Recovery Program / Rehabilitation Program

The Road Recovery/Rehabilitation Program is described as a process to rehabilitate a road structure, restore drainage and dispose of any rocks and regrowth of trees and shrubs. The Road Recovery Program is executed by County resources and it includes the following maintenance procedures:

### Shoulder Pulling

Is utilized on roads that are in excess of 10 metres wide. This program extends the life of the road and reduces maintenance costs. This process may include drainage improvements, culvert replacement, reshaping backslopes and grade slopes, re-compacting the sub-grade, re-establishing the road surface crown, restoring the road surface width that it was originally constructed to, and the disposal of any rocks or shrubs. Gravelock, a soil stabilization product, was utilized in all these projects. We have observed improved performance of the sub-grade by incorporating Gravelock.

2020 Shoulder Pulling Projects		
Location	Distance	Total Cost
ENE 24-46-16 - Rge Rd 160 South of Twp Rd 464	10.0 miles	\$430,025
NNW 23-45-16 - Twp Rd 454 West of Rge Rd 160	0.5 miles	\$28,950

### Sub-Grade Preparation

Is performed on roads where the sub-grade has lost its compaction. This maintenance procedure includes re-compacting the sub-grade, re-establishing the crown on the road surface, and includes incorporating Gravelock, a soil stabilization product, to strengthen the sub-grade.

2020 Sub-Grade Preparation Projects		
Location	Distance	Total Cost
ENE 20-45-12 - Rge Rd 124 South of Twp Rd 454	6.5 miles	\$270,750
ENE 12-45-15 - Rge Rd 150 North of Highway 13	4.5 miles	\$198,450



## **Dust Suppressant**

Strategic locations have dust suppressant applied which helps reduce the frequency of maintenance, improve safety while mitigating the nuisance of dust to residents and minimizing the environmental impact. The dust suppressant program consists of the following:

- MG 30
- Oil Surface
- Pavement
- Test Products

### **MG 30**

Is utilized exclusively for all dust suppressant applications. MG 30 is a water-soluble dust suppressant product which also has road surface stabilization characteristics that bind aggregate materials, therefore keeping aggregate on the road. MG 30 has also proven to help reduce washboard, grader maintenance, and the frequency of graveling, thus extending the life of our gravel sources.

In 2020, to reduce costs, the MG 30 program was reduced from approximately 137 miles, in 2019, to approximately 32.5 miles which includes strategic locations and residential dust suppressants.

MG 30 was used on approximately 54 residential locations, 64 arterial residential locations and 41 strategic locations (intersections, hills, and curves).

### **Residential Dust Suppressant**

For a fee, Flagstaff County provides a dust suppressant application for residents.

An application form for a residential dust suppressant is available online at [www.flagstaff.ab.ca](http://www.flagstaff.ab.ca) or by contacting the Public Works Department at (780) 384-4100.

### **Arterial Dust Suppressant**

In 2020, residents along the arterial roads received one application of MG 30 dust suppressant, free of charge.

## Oil Products

Specific roads are designated, in procedure, to be maintained with an oil surface treatment to help reduce the frequency of maintenance:

Roads Remaining with Oil Surface	
Location	Distance
Rge Rd 151 North from Highway 13	0.4 miles
Rge Rd 103 South from Highway 13	2.75 miles
Twp Rd 442 East from Rge Rd 130	2.1 miles
Twp Rd 442 East from SH 869	0.4375 miles
Streets within the Hamlets of Strome and Galahad	

A maintenance program for patching, rip/relay, snowplowing and sanding is used to maintain a safe driving surface.

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

## Road Bans

Road Bans define the maximum allowable weights permitted on certain municipal roads. Weight restrictions are applied to protect the road structure and minimize damage. Oil roads are typically banned at 50% during the spring, 75% during the summer and fall, and 90% during the winter months. Gravel roads are banned only if deemed necessary to protect the infrastructure. Certain dirt/sand roads have an annual weight restriction of 75% to minimize heavy oilfield traffic. Please refer to our website at [www.flagstaff.ab.ca](http://www.flagstaff.ab.ca) for the most current Road Ban Order.

## Pavement

The following roadways are designated pavement roads:

Pavement Roads	
Location	Distance
Twp Rd 410 - to ATCO Power Plant	1.75 miles
Rge Rd 131 - north of Highway 13	0.75 miles
Twp Rd 412 - west of Highway 36	4.0 miles

In 2020, a 2.75-mile section of pavement on the ATCO Power Plant Road was removed by milling the pavement at a total cost of \$55,000. This section of road has had issues with heaving and rutting due to settling of reclaimed land from a previously mined area. This section of road will be maintained as a gravel surface road.

## Gravel Program

### Gravel

On average, 160,000 tonnes of gravel are required annually for the following programs: re-gravel, road construction, road recovery, spot patching, washouts, approaches, and road repairs. Typically, gravel roads are re-graveled on a five-year cycle, which equates to an average of 275 miles annually; however, other factors such as “Average Annual Daily Traffic,” types of vehicles, and road designation, etc., influence cycle times. Within the re-gravel program, all 8-metre wide roads are graveled at 330 tonnes per mile. Narrower road widths are graveled at a reduced rate: seven (7) metre roads at 290 tonnes per mile and six (6) metre roads at 246 tonne per mile. The loading and hauling of aggregate materials for the gravel program is performed by in-house resources utilizing gravel trucks with additional gravel trucks designated for spot patching on gravel roads throughout the County, as well as road repairs and stockpiling.



### Gravel Stockpiling

Interim stockpile sites are utilized to increase efficiencies for the summer gravel haul program.

In 2020, approximately 35,300 tonnes was hauled and stockpiled:

Daysland stockpile site	4:20 spec.	31,000 tonnes
Sedgewick stockpile site	4:20 spec.	4,300 tonnes

## Gravel Program

### Gravel Production

Gravel Production (crushing) replenishes our supply of gravel and ensures inventory levels are adequate to support our programs. Crushing projects are tendered to ensure that a competitive price is obtained. All gravel is crushed to a required specification and quality controls are completed by in-house personnel.

No gravel production projects were completed in 2020.

### Gravel Sales

Landowners may purchase a maximum allotment of gravel up to 150 tonnes per year per residential/farm/acreage site within the County. Anyone wishing to purchase gravel must contact the Public Works Department to make arrangements to obtain a "Permission for Purchase of Gravel" form prior to receiving any gravel sales.

Please note that the intent of County gravel sales is for use on residential laneways and yard sites and is **not for re-sale**.



### Gravel Reclamation

The County is responsible for reclamation at seven gravel pits that we manage and lease. Reclamation is performed in accordance with a Code of Practice prepared by a consulting firm and approved by Alberta Environment. In-house equipment is utilized for the purpose of gravel exploration, pit preparation, and reclamation.

### Gravel Exploration

In an effort to secure a long-term gravel supply and/or source, we are continually increasing inventory and conducting gravel exploration for the purpose of purchasing and/or leasing future gravel sources.

As potential gravel sources are identified, a Gravel Testing Agreement is acquired prior to the commencement of exploration.

## Road Maintenance

There are 1,527 miles of bladed roads that are divided into:

- 10 Summer Maintenance Areas (approx. 120 - 160 miles/area)
- 10 Winter Maintenance Areas (approx. 120 - 150 miles/area)
- Field access roads are not maintained on a regular basis in the winter

Within County boundaries, there are 151 miles of secondary highways which are maintained by Emcon on behalf of the Province of Alberta.

### Winter Maintenance

Roadways are cleared of snow as necessary. During normal winter conditions, maintenance areas should be cleared of snow within four days, unless there is heavy snowfall and persistent winds.

If reduced visibility becomes a safety concern, snow plowing operations will be suspended until conditions improve.

In each maintenance area, three routes are established. When plowing is required, the starting point is rotated between routes to ensure that an equitable level of service is provided. Regular work hours are 8 - 12 hours per day.

### Winter Maintenance (continued)

Spare graders may be utilized to help during winter storms.

One plow truck is designated to remove snow and apply sand/salt to oil and paved surface roads. Two graders are designated for snow and ice removal on arterial roads.

Back roads or blind roads will not be plowed unless deemed necessary by Public Works.

### Summer Maintenance

County gravel roads are maintained by 10 graders. Grader operators are able to blade approximately 18-25 miles/day; these roads should receive maintenance once per month. Specific heavy traffic routes have an increased maintenance cycle.

### Hamlet Street Maintenance/Repair

Includes snow removal, crack filling, repairing potholes, sidewalk maintenance, street sweeping, grading, and providing dust suppression.

In 2020, recycled oil aggregate was used for resurfacing approximately fifteen blocks as well as some parking areas in the Hamlet of Strome, at a cost of approximately \$1,300 per block.



## Road Maintenance

### Roadside Cleanup

Landowners are prohibited from dumping rocks and debris in the County right-of-way. This debris causes hazards in the right-of-way. The landowner will be responsible for the clean-up of any new rock piles found.

Ditches within our County right-of-ways on developed and partially developed road allowances will be periodically cleared of debris such as rocks, garbage, and dead trees.

### Brushing/Backsloping/Mulching

This process increases the level of safety by increasing sight lines and the contouring of ditches and backslopes. Brushing and mulching provides landowners an opportunity to control brush growth adjacent to road allowances. This service is provided to landowners upon request and as equipment and resources become available as the same resources are utilized in gravel production and reclamation programs. **Brushing on road allowances is not permitted without authorization from the County.**

### Signs

All signs are inspected on an ongoing basis including an annual inspection of every sign. Any signs requiring maintenance are prioritized and scheduled for repair or replacement.



### Private Laneway Maintenance

The service of snowplowing and grading is available for residential laneways on a cost recovery basis. To obtain this service, the following process is required:

- The landowner is required to sign a Private Laneway Service Agreement;
- County Staff will conduct an Occupational Health and Safety Inspection/Hazard Assessment prior to any work being completed, an inspection fee of \$149 will be charged for the assessment, and this process must be completed on an annual basis;
- Services to the public will be conducted after all scheduled road maintenance is completed on gravel, oil, and paved surface roads;
- A maintenance fee of \$87/half hour (half hour minimum charge) or \$174/hour will be charged for this service.

## Road Maintenance

### Approaches

Approaches located within the road's right-of-way are under the direction, control and management of Flagstaff County and as such Public Works retains the authority to approve the installation of new approaches. In the interest of the public safety, approval will only be granted where the requested location is considered practical and ensures that all approaches are constructed in accordance with County standards and policy PW 004-Approaches.

Oil and gas companies must submit an application in the form of a letter along with a site survey plan and must be accompanied by a \$250 inspection/administration fee. Where access is required off of a partially or undeveloped road allowance, the applicant is required to enter into the appropriate Road Use/Construction Agreement.

### Culvert Maintenance

Culvert maintenance includes replacement, cleaning, thawing, repairs to damaged ends, and the addition of extensions. All culverts are replaced, and diameters are increased where required to improve water flow.

In 2020, 1 large-diameter culvert and 14 400-900mm centerline culverts were replaced in-house. New culverts are installed under new construction projects and may be replaced on road recovery projects.



In 2018, an inspection program was implemented for culvert structures 900mm and larger. To date 6 of the 20 culverts identified in MPA's Engineering's 2018 assessment have been replaced.

## Bridge Maintenance and Repair

Bridge maintenance includes deck sweeping, vegetation control, beaver dam removal, replacement of bridge decking, guardrails, and hazard markers. This maintenance preserves the capital asset and contributes to safe crossings.

A number of culvert structures were identified to meet the criteria to be listed as a bridge file, and thus qualify for provincial funding for repair and replacement. There are now 103 bridge files (35 bridge structures and 68 culvert structures) within the County that are inspected and analyzed on a five-year cycle for major deficiencies.

## Bridge Projects

The following projects were completed in 2020:

Bridge File	Work Completed	Total Cost (includes contracted services and engineering)
Bridge file #6660 Twp Rd 435, East of Lougheed	Structural repairs to bridge timbers and concrete girders	\$356,275
Bridge file #8983 Rge Rd 112, North of Lougheed	Replace stringers, bridgerail repairs, and miscellaneous repairs	\$160,870
Bridge file #74649 Rge Rd 103, West of Hardisty	Piling repairs, cap replacement, and miscellaneous repairs	\$65,935
Bridge file #77283 Rge Rd 170, South of Daysland	In house culvert replacement	\$22,230

To determine future replacement and repair requirements, inspections and assessments were completed on the following bridge structures:

Level 2 Timber Coring Inspections	
Bridge File	Location
BF #1218	SW 15-45-13 (Twp Rd 452, North of Killam)
BF #2421	NE 03-39-12 (Rge Rd 122, South of Alliance)
BF #2408	SW 21-44-12 (Rge Rd 124, North of Sedgewick)
BF #8611	NW 19-44-10 (Rge Rd 110, North of Hardisty)
BF #13353	SW 05-46-13 (Twp Rd 460, North of Killam)

The following bridge projects were scheduled for repairs in 2020 and will be completed in 2021:

Bridge File	Work Completed	Total Cost <small>(includes contracted services and engineering)</small>
Bridge file #7718 Rge Rd 140, North of Killam	Piling repairs, cap replacement, bridge rail repairs, and miscellaneous repairs	\$130,700
Bridge file #72402 Rge Rd 131, North of Killam	Girder repair, approach rail repair, concrete repairs, and miscellaneous repairs	\$82,400

## Airport

The Public Works department provides administration and maintenance services for the Flagstaff Regional Airport.

The following capital project was completed in 2020:

- GPS/WAAS Instrument Procedures  
Total Cost: \$25,755



## Utilities - Water/ Wastewater/ Garbage Collection / Gas Distribution

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

The following infrastructure upgrades were completed in 2020 for the Hamlet of Galahad:

- Water Treatment Plant Upgrades Total Cost: \$353,200

The following infrastructure upgrades were scheduled in 2020 and will be completed in 2021 for the Hamlets of Strome and Galahad:

### Strome

- Preliminary Engineering for Lagoon Upgrades.

### Galahad

- Water Well Connection

## Construction

Evaluation criteria, such as safety concerns, historical maintenance, average annual daily traffic, sight lines, grade width, grade slopes/backslopes, drainage, and type of traffic, are used to determine which roads will be constructed and prioritized for reconstruction.

Public Works has developed a plan to construct roads once every three years instead of on an annual basis. Annually, a \$1.0 million budget will be allocated to reserves to fund the road construction program.



## 2020 Road Construction Program

The following road construction projects were completed in 2020. Engineering services were provided by WSP Canada Inc. and Iron Addicts Construction Ltd. was awarded the tendered project to construct 6.5 miles of roadway at a total program cost of \$3,113,950 (includes preliminary engineering and wetland compensation costs incurred in 2018 and 2019).

- C-A-2020 – Rge Rd 124, North of Twp 442 to S. Twp 444 for 1.0 mile (Arterial)
- C-B-2020 – Rge Rd 124, Twp 454 to Twp 460 for 2.0 miles (Arterial)
- C-C-2020 – Rge Rd 114, S. Twp 435 to Twp 434 for 0.5 miles (Arterial)
- C-D-2020 – Rge Rd 124, Twp 414 to SH 608 for 2.0 miles (Collector)
- C-E-2020 – Twp Rd 402, SH 872 to Rge Rd 104 for 1.0 mile (Collector)

## Hamlet of Strome Public Works Shop

In 2019, a facility review of the current Public Works shop in Strome, identified a number of deficiencies and structural issues that rendered the building as unsafe and necessitated a new shop be built. Construction of the new shop commenced in September 2020 and was completed in December at a total approximate cost of \$308,950. This project was funded by the Provincial Municipal Sustainability Initiative (MSI) grant funding.

The demolition of the old shop will be completed in 2021.

## Arterial Road Network

Since the approval of the Rural Road Study and arterial road network, in 2013, Public Works has been evaluating alternative dust free surfaces, seeking the most economical and effective solution.

In 2014, Council approved the surface type on the arterial road network to be MG 30 and Calcium Chloride.

In 2015, a facilitated discussion was held with the Executive of the Flagstaff Coalition for Better Roads, County Council, and staff. The topics covered the concept of perception, understanding expectations, giving and receiving feedback, and specific discussion around the Rural Road Study.

Following this discussion, Council approved the following:

- To research and prepare a proposal for the use of the product Terracem with chip seal for a dust suppressant alternative; if the product projects to be an economical and effective option for a surface type for the arterial road network, determine a test section for the application for further analysis.
- To develop a rating system, utilizing the criteria in the Rural Road Study, to further review the arterial road designation; and consider different surface types dependent on the rating of the roads.

At the July 13, 2016 Council meeting, Public Works presented a Terracem testing proposal for a dust suppressant alternative. The following options were presented for Council's consideration:

- Do not test Terracem with a cape seal or chip seal and utilize MG 30 exclusively as a dust suppressant project.
- Test a 2-mile section of road utilizing Terracem with either a polymer fiber reinforced chip seal or double graded aggregate chip seal, in 2017.

The information and both options were discussed, and Council approved to table the Terracem testing proposal.

Starting in 2017, MG 30 will be utilized exclusively for all dust suppressant applications.

## Arterial Road Network

In 2019, the Arterial Road Network was re-evaluated utilizing the Average Annual Daily Traffic (AADT) data collected over a three to four-year period, as well as, the criteria identified in the Rural Road Study.

The Arterial Road Network was amended and reduced to a total of 132.5 miles as listed below:

- Twp Rd 450 from Hwy 36 east to SH 870 – 13.0 miles
- Twp Rd 430 from SH 855 east to Rge Rd 113 – 27.5 miles
- Twp Rd 410 from SH 855 east to the Battle River \*\* - 40.5 miles
- Rge Rd 153 from Hwy 26 south to Hwy 13 – 14.0 miles
- Rge Rd 152 from Village of Forestburg south to Twp 410 – 5.5 miles
- Rge Rd 124 from Twp 460 south to Twp 442 – 10.0 miles
- Rge Rd 123 from SH 608 south to Twp 410 – 10.0 miles
- Rge Rd 113 from Village of Lougheed south to SH 608 – 12.0 miles

\*\*Includes the ATCO Access Road (1.75 miles of pavement)

In 2020, to reduce costs, the application of MG 30 dust suppressant on arterial roads was decreased to only be applied in front of residences and at strategic locations.

## Reporting Issues or Information

Please contact Public Works Administration at (780) 384-4100 with any issues or information regarding:

- A plugged culvert where drainage is a concern or to purchase a used culvert.
- To report a sign that has been vandalized, missing, or faded.
- Bridge concerns or washouts.
- Application of dust control.
- Maintenance of laneway.
- Purchase of gravel.
- Rental of equipment.
- If you require any type of access or brushing/backslowing/mulching on a road allowance.
- Information on constructing an approach.

Please remember:

- When you have more than ten (10) loads of 11,797 kgs or greater in a 24-hour period to or from the same location a Multiple Load Road Use Agreement (MLRUA) is required. For more information, please refer to [www.flagstaff.ab.ca](http://www.flagstaff.ab.ca) or contact the Public Works Department at (780) 384-4100.

Please remember:

- When you have more than ten (10) loads of 11,797 kgs or greater in a 24-hour period to or from the same location a Multiple Load Road Use Agreement (MLRUA) is required. For more information, please refer to [www.flagstaff.ab.ca](http://www.flagstaff.ab.ca) or contact the Public Works Department at (780) 384-4100.

*Looking forward to 2021....*

- Reducing Road Maintenance Areas 10 to 9
- Scheduled projects
- Infrastructure upgrades



## **Public Works Programs Scheduled for 2021 are:**

### **Road Construction**

No road construction projects are scheduled for 2021; preliminary engineering for the 2023 road construction projects will be completed in 2021 and 2022.

### **Gravel Production**

Gravel crushing will take place at the following locations in 2021:

- CR-01-2021 - Mazure Pit - approximately 50,000 tonnes
- CR-02-2021 - Southwest Area - approximately 40,000 tonnes



## Hamlet Infrastructure Upgrades

The following infrastructure upgrades are scheduled for 2021:

- Strome
  - Lagoon Upgrades
  - New Water Well
- Galahad
  - New Water Well Connection

Shoulder Pulling Projects	
Location	Distance
ENE 33-43-16 - RGE Rd 163 South of Twp Rd 440	6.0 miles (Collector)
ENE 20-44-16 - Rge Rd 164 South of Twp Rd 444	2.0 miles (Arterial)
ENE 33-46-15 - Rge Rd 153 South of Highway 26	2.0 miles (Arterial)
NNW 34-40-10 - Twp Rd 410 East of Rge Rd 103	5.25 miles (Arterial)
ENE 36-41-16 - Rge Rd 160 South of Highway 53	6.0 miles (Local)
NNW 23-40-14 - Twp Rd 404 East of Highway 861	2.5 miles (Collector)

Scheduled Bridge Work		
Location	Work to be completed	Estimated cost (Includes contracted services and engineering)
BF #13353 Twp Rd 460 (North of Killam)	Concrete repairs, bridge rail repair, pile repair, backwall repair, girder repair, and girder replacement	\$84,700
BF #6665 Twp Rd 432 (North of Hardisty)	Girder replacement, 1 pile replacement and minor bridge repairs include approach rail repair, bridge rail repair, backwall and wingwall	\$79,200
BF #2421 Rge Rd 122A (South of Alliance)	Post piles and minor bridge repairs	\$42,900
BF #1218 Twp Rd 452 (North of Killam)	13 pile replacements, cap replacements, replace bridge overlay and minor bridge repairs	\$264,000

# RECREATION

In 2020, \$675,067 in recreation funding was distributed to the 10 Agricultural Societies within the region. The amount of funding provided to each society is based upon a formula of the percentage of the rural population applied to the total population of each community. Flagstaff County provides 90% grant funding to Agricultural Societies and releases the remaining 10% only if all conditions of the grant are satisfied by the specified deadline of September 30th. Some Ag. Societies have chosen to distribute the remaining 10% in 2021. We are appreciative of the Agricultural Societies for their efforts in distributing this funding within our region.

## 2020 Recreation Funding Allocations

Agricultural Society	Funding Distribution	Total Grant Amount
Alliance	Alliance Ag. Society	\$8,817
	Village of Alliance Multiplex	\$12,000
Daysland	Daysland & District Cultural Arts Society	\$2,000
	Daysland Memorial Arena Association	\$35,000
	Daysland Community Hall Society	\$5,000
	Daysland Curling Club	\$1,500
	Daysland Golf Club	\$30,850
	Daysland Fitness Society	\$3,500
	Daysland Parks and Trails Committee	\$2,500
	Daysland School	\$3,146
	Daysland Sports & Recreation Society	\$3,250
	Friends of the Daysland Library Society	\$2,000
	Thunderstars Minor Hockey Association	\$1,500
	Providence Place	\$500
	Friends of the Battle River Railway Society	\$500
	Forestburg Swimming Pool Association	\$5,000
	Forestburg Riding Arena	\$1,000
Killam Recreation Board	\$2,000	
The Valley Ski Club Castor Association	\$3,000	
		\$111,385

## 2020 Recreation Funding Allocations

Forestburg	Big Knife Residents Club	\$12,000	\$118,279
	Forestburg Arena Association	\$15,000	
	Forestburg Community Center Association	\$10,000	
	Forestburg Curling Club	\$17,000	
	Forestburg Dance Society	\$3,000	
	Forestburg Ag. Society	\$6,201	
	Forestburg Golf Club	\$10,000	
	Forestburg Riding Arena	\$5,000	
	Friends of the Forestburg Library Society	\$3,000	
	Forestburg Swimming Pool Association	\$11,828	
	Friends of the Battle River Railway Society	\$2,000	
	Forestburg Power Sports Association	\$5,000	
	Thunderstars Minor Hockey	\$2,500	
	The Valley Ski Club Castor Association	\$5,000	
	Rank Riders 4H Club	\$750	
	Forestburg School	\$10,000	
Galahad	No Funds were distributed in 2020	\$15,004	
Hardisty	Hardisty Rodeo Association	\$9,287	\$74,887
	Hardisty Social Club	\$10,000	
	Hardisty Curling Club	\$4,700	
	Hardisty Minor Hockey Association	\$5,000	
	Hardisty Library	\$5,000	
	Hardisty Minor Ball Association	\$10,400	
	Hardisty Ag. Society	\$3,500	
	Hardisty Lakeview Golf Association	\$27,000	

## 2020 Recreation Funding Allocations

Heisler	Heisler Community Center Association	\$2,000	\$21,628
	Heisler Library	\$1,500	
	Heisler Recreation Centre	\$7,715	
	Friends of the Battle River Railway Society	\$500	
	Heisler Seniors	\$1,000	
	Daysland & District Cultural Arts Society	\$500	
	Daysland Memorial arena Association	\$1,000	
	Forestburg Arena Association	\$1,000	
	Forestburg Swimming Pool Association	\$500	
	Forestburg Golf Club	\$1,000	
	Forestburg Riding Arena	\$500	
	Forestburg Curling Club	\$1,500	
Killam	Killam Recreation Board	\$100,000	\$133,689
	Battle River Minor Hockey Association	\$500	
	Killam Agricultural Society	\$6,500	
Lougheed	Friends of the Lougheed Library Society	\$2,000	\$34,605
	Lougheed Trout Pond Society	\$4,000	
	Lougheed Curling Club	\$3,000	
	The Lougheed Community Hall Society	\$6,000	
	Metropolitan Ladies	\$304	
	Lougheed Fieldhouse	\$6,840	
	Lougheed Ag. Society	\$3,000	
	Village of Lougheed	\$5,500	
Sedgewick	Sedgewick Recreation Centre Society	\$109,627	\$109,627
Strome	Strome Willing Workers Club	\$21,631	\$35,146
	Strome Community Curling Club	\$5,000	
	Strome Senior Citizen's Club	\$5,000	

**TOTAL \$675,067**

# REGIONAL EMERGENCY SERVICES

Ten urban fire departments provide fire services to rural areas and two hamlets through fire service agreements. The fire departments provide service to a defined geographic area.

The fire departments provide different levels of service that may, but do not necessarily include:

- Medical First Response
- Motor Vehicle Collision Response
- Hazardous Materials First Response
- Wildland Fire Suppression and Control
- Exterior Fire Suppression
- Coordinated Interior Structural Fire Suppression
- Ice Rescue
- Water Rescue

The Regional Emergency Services Coordinator assists the ten fire departments with fire prevention activities, fire department training, equipment procurement, coordination, fire suppression and fire investigation.

To become a valuable part of the firefighting team and receive extensive training, contact the Regional Emergency Services Coordinator at the Flagstaff County office at 780-384-4100.

The fire departments responded to the following in 2020:

	Vehicle Collisions	Fire Calls	False Alarms	Medical Assists	Total
Alliance	1	11	2	0	14
Daysland	3	2	5	0	10
Forestburg	3	4	1	0	8
Galahad	0	5	0	0	5
Hardisty	7	5	1	3	16
Heisler	0	3	0	1	4
Killam	2	7	1	0	10
Lougheed	1	1	2	2	6
Sedgewick	1	5	1	2	9
Strome	0	2	3	0	5
<b>Total</b>	<b>18</b>	<b>45</b>	<b>16</b>	<b>8</b>	<b>87</b>

## **Water Tanker**

Three water tankers owned by Flagstaff County, are housed at the Killam Fire Hall, Hardisty Fire Hall and Galahad Fire Hall. These water tankers are operated by the volunteers of Killam, Hardisty and Galahad Fire Departments. In 2020, the water tankers responded to 8 calls.

## **Rescue Services**

A rescue truck is housed in the Killam Fire Hall and is operated by the volunteers of the Killam Fire Department. In 2020, the rescue truck responded to 11 calls.

## **Emergency Management**

A Municipal Emergency Management Plan (MEP) was developed and is kept up to date to help ensure safety of all residents within Flagstaff County should a disaster occur within the region. Both emergency responders and elected officials receive training to understand their roles should the MEP be activated. The MEP is updated regularly with the surrounding municipalities to assist in a coordinated approach with municipal resources in the event of a disaster.



# REGIONAL PROGRAMS

Flagstaff County contributes to the community with the following regional initiatives:

## **Active Living Conference for Seniors**

The Active Living Conference for Seniors is held annually to encourage seniors to become actively engaged in the community and to recognize the importance of active living to the well-being, independence and quality of life for the seniors. Due to COVID-19, the conference was not offered this year.

## **Heritage Inventory Program**

In a continuing commitment to ongoing heritage awareness in the County, financial resources have been allocated to assist future requests for identification and designation of heritage assets within the county. To date, there are currently six sites recognized as Municipal Historic Resources.

## **Flagstaff Family and Community Services (FFCS)**

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.

## **STARS Donation**

Flagstaff County has provided an annual donation to STARS since 2008.

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

Funding is provided to non-profit organizations that have a significant impact towards the rural quality of life and are recognized as an important contribution to the Community. The following non-profit organizations were provided with funding in 2020:

- Flagstaff Community Adult Learning
- Parents for Fun in Flagstaff
- Flagstaff Satellite Day Home Society
- Flagstaff Victim Services

## **Library Support**

Financial support is provided to the Flagstaff County Library Support Committee and the Parkland Regional Library serving over 200,000 residents of central Alberta by sharing material, resources and expertise.



County Office: 780-384-4100  
Toll Free: 1-877-387-4100  
Fax: 780-384-3635  
[www.flagstaff.ab.ca](http://www.flagstaff.ab.ca)  
Box 358 Sedgewick, AB T0B 4C0

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## **ADMINISTRATION**

CHIEF ADMINISTRATIVE OFFICER | SHELLY ARMSTRONG | 780-384-4101  
ASSISTANT CHIEF ADMINISTRATIVE OFFICER | BRENT HOYLAND | 780-384-4104