



2023 -2025 Business Plan and 2023 Budget



**Approved
December 14, 2022**



TABLE OF CONTENTS

Introduction	
Introduction by the Reeve	4
Introduction by Chief Administrative Officer	5
Vision and Strategic Plan	7
Flagstaff Community Profile	10
Council Profile	11
2023-2025 Council Priorities	12
Organizational Profile	14
Budget Timeline	16
Tax Rates	17
How Your Municipal Tax Dollar is Spent	20
Account Grouping Detail	21
Operating Budget Highlights	22
Departmental Operating Budgets	
Legislative	23
Corporate Services	25
Police Services	29
Bylaw Enforcement	31
Fire Protection	33
Emergency Management	35
Health and Safety	37
Public Works	39
Community Services	53
Public Health	55
Agricultural Service Board	57
Economic Development	61
Planning and Development	65
Parks and Recreation	68
Culture	71
Capital Budget	74
2023 Capital Budget	76
2023-2027 Vehicles and Equipment Plan	77
2023-2027 Building Plan	78
2023-2027 Hamlet Infrastructure Plan	78
2023-2027 Road Construction Plan	79
2023-2027 Bridges and Culvert Plan	80
2023-2027 Land Improvements Plan	80
2023-2027 Gravel Production Plan	81
Reserves Summary	82
Consolidated Budget	84



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 2023-2025 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 2023-2025 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

4

Flagstaff County Council is proposing the following Business Plan and budget for 2023 - 2025. This is Council's plan for providing responsible services that are both effective and efficient given the current economic climate. In the midst of the highest inflation rates in 40 years, which have sent everyday costs to consumers soaring, our preparation of the 2023-2025 Business Plan and Budget is reflective of the financial considerations for today and the future.

Flagstaff County Council maintains a keen eye on the future in designing 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 is continuing with its various annual programs as prioritized by Council, including weed management, roadside spraying and mowing, pest control and shelterbelt establishment.

Flagstaff Council holds steadfast to our strong conservative fiscal vision, while we 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 organizations which deliver effective social programs that create value and impact our lives. Some initiatives that are funded this year are Flagstaff Adult Learning, Parents for Fun, STARS, Parkland Regional Library and Flagstaff Victim Services.



Flagstaff County prides itself in being proactive when our region faces challenges. We have seen the debilitating impact that a shortage of healthcare professionals has had on our region. As a community, we are proactively taking the lead on a made-in-Flagstaff solution. Working with an action plan group comprised of similarly motivated stakeholders and community members, we have come together to form the Flagstaff Healthcare Attraction and Retention (FIHAR) committee. Through FIHAR, we expect to begin to initiate various strategies starting in 2023 to help mitigate the challenges of an ongoing shortage of healthcare professionals.

This necessary culture of teamwork extends to countless other relationships we are building. Flagstaff County is committed to continuing to partner regionally and with other levels of government and various industries with the collective goal of diversifying our economy, strengthening our social resilience, and ultimately bolstering our region's long-term viability and sustainability. Our 2023-2025 Business Plan and Budget reflects council's vision to work collaboratively with our neighbours so that we can all prosper and enjoy the benefits of our blessed rural life.

Introduction by Chief Administrative Officer Shelly Armstrong

Flagstaff County's 2023-2025 Business Plan reflects the diligence of council and staff in developing an effective and financially sustainable budget while considering the realities associated with post-pandemic recovery: increasing costs of goods and services, and the impact of supply chain disruptions.

The 2023-2025 Business Plan also takes into account the following:

- Carbon tax increases and fluctuating fuel prices;
- A 50% increase in RCMP funding;
- The ongoing challenges with uncollectible oil and gas taxes;
- Maintaining current service levels;
- Planning for future projects, and;
- Cost recovery through user fees for water and wastewater in the hamlets.

Prior to budget deliberations, County council updated their Strategic Plan, a guiding document highlighting council's vision, principles and strategic goals for their term. The Strategic Plan also outlines council's three strategic priorities: strong communities, leadership and economic prosperity.

This year's Business Plan was developed based on the 2022-2025 Strategic Plan, as well as council's approved priorities for programs and services.

The operating budget was achieved with a minimal 0.99% overall increase in comparison to the 2022 budget. The capital budget was increased by 56.5%, as some large equipment is due for replacement in 2023. However, the overall trend for



capital purchases has decreased due to the re-alignment of some programs and the implementation of a number of efficiencies. Tax rates will be set in April 2023 after the assessment roll is completed, with tax notices being mailed by the end of May 2023.

Flagstaff County is a Community of communities. Our focus for the sustainability of our communities is partially achieved through economic development strategies such as business and citizen retention, new business investment and social development.

However, our revenue challenges are expected to persist due to a lack of growth in assessment. The Province of Alberta is introducing new grant funding in 2024 called the Local Government Fiscal Framework (LGFF). This will replace Municipal Sustainability Initiative (MSI) grant funding, which we have received for the last 17 years. LGFF funding will result in revenue reduction for our infrastructure projects and annual funding will be linked to provincial revenue levels. We will closely monitor the impact this may have on future revenue for Flagstaff County.

Overall, we look forward to implementing the recommendations contained within the 2023 Business Plan and Budget, striving to maintain our programs and service levels in an effective manner. Council's three revised strategic priorities will be our focus as we continue to develop our annual budget with the vision to make Flagstaff County a strong, vibrant and sustainable regional Community of communities, contributing to a rural essence and quality of life.

VISION & STRATEGIC PLAN

Flagstaff County Council, when elected in 2021 revised the Vision and Strategic Plan. This will serve as a guide to ensure 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 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.

OUR VISION

To be a strong, vibrant, and sustainable regional Community of communities, contributing to a rural essence and quality of life.

OUR PRINCIPLES

Council has defined three guiding principles that flow throughout all their priorities. These principles will become a part of all planning activities and considered in all operational decision making.

Collaboration - The County will endeavor to work collaboratively with the communities within Flagstaff County, their neighbours, local businesses, non-profit organizations and through provincial and federal programs in the delivery of programs and services.

Fiscal Leadership - Flagstaff County will balance the servicing and program needs of the community with consistent, prudent and transparent financial management.

Environmental Responsibility - The County will consider environmental impacts on all planning and development decisions and in the operations of their programs and services.





COUNCILS STRATEGIC PRIORITIES

Strategic priorities are the key areas of focus for Council and Administration over the term of the Strategic Plan. Council's Strategic Goals and Administration's Tactical Business Plan will align with the Priority Areas identified.

STRATEGIC THEMES AND GOALS

Strong Communities



To provide community services that make Flagstaff County an attractive place to live for all generations.

Strategic Goals:

- Inclusive programs and community services provided equitably, collaboratively, and with strategic intent
- Safe and reliable transportation networks
- Advocacy for increased access to health and wellness services
- Seniors are supported through accessible programs, services and infrastructure
- Families are supported through childcare services and family programs
- Clear understanding of the needs of the community through communication with informed and engaged residents and stakeholders
- Adaptive services and infrastructure to respond to environmental impacts

Leadership



To ensure the reliability and continuity of Flagstaff County's administration and municipal operations.

Strategic Goals:

- A plan for the continuous leadership and management of Flagstaff County's programs and services.
- A positive relationship with provincial and national associations to elevate the issues and needs of Flagstaff County
- Supportive of the economic viability of the communities within Flagstaff County
- A leader in regional collaboration
- Adaptive planning through the monitoring, evaluation and revision of Flagstaff's strategic goals
- Our impacts on the environment are considered in all planning and operational decisions.

Economic Prosperity



To work collaboratively with our businesses and regional partners in the diversified growth of our economy.

Strategic Goals:

- **A reliable broadband internet that meets the needs of the community**
- **A refined and updated Economic Development Strategic Plan**
- **Growth of industrial and value-added agricultural development**
- **Collaborative economic development through groups such as Battle River Economic Opportunities Committee and Battle River Alliance for Economic Development**
- **Our vulnerability to climate change is understood with plans and tools developed for mitigation and adaptation**



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.

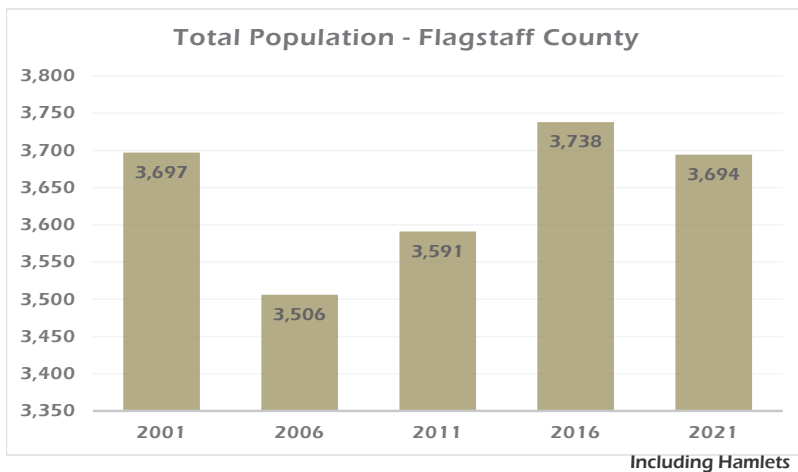
Lifestyle: An area with an affordable cost of living, exciting recreational opportunities, friendly people and an enjoyable rural lifestyle.

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



10



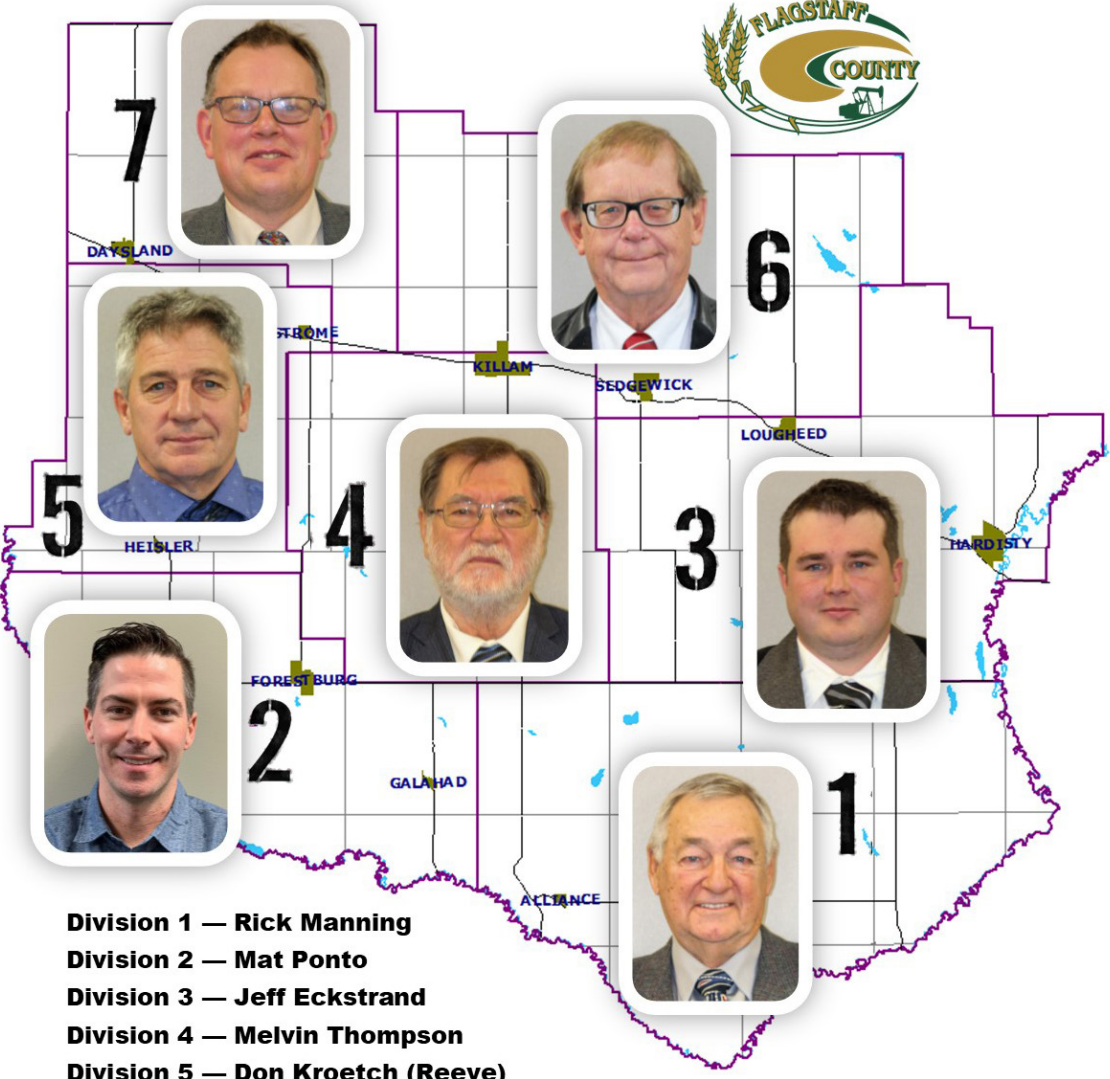
Flagstaff County Population 3,694
Flagstaff Region Population 8,043
2021 Census



Average Household Income
\$91,307

COUNCIL PROFILE

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



- Division 1 — Rick Manning**
- Division 2 — 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)**



2023-2025 COUNCIL PRIORITIES

In preparation for the 2023-2025 Business Plan and Budget, on July 20, 2022 Council approved the following Programs and Services priorities.

The Agricultural Service 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

12

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, 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 provides citizens of Flagstaff County a safe and economical road network.

PRIORITIES:

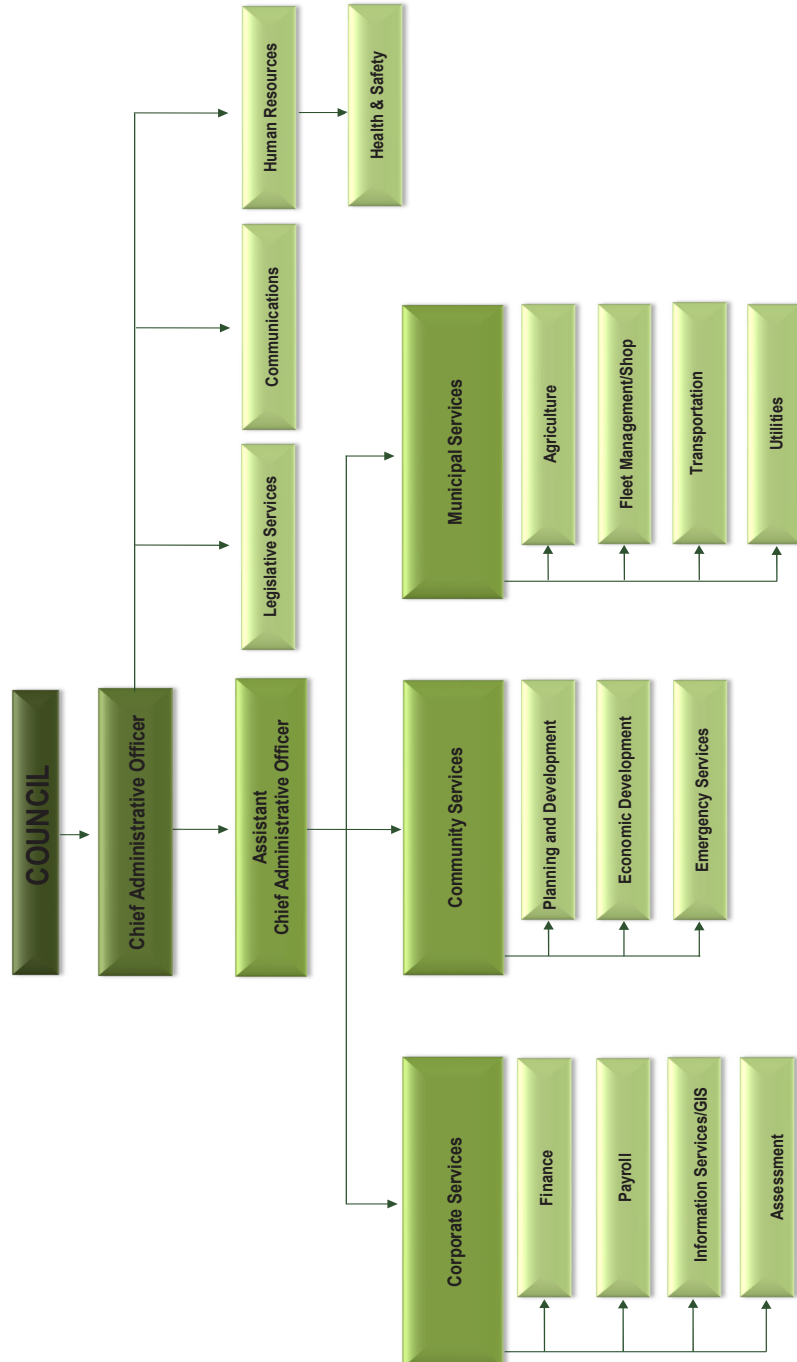
- | | |
|--|---|
| <ol style="list-style-type: none">1. Road Maintenance:<ol style="list-style-type: none">a. Street/Road Maintenance & Repair<ol style="list-style-type: none">i. Arterial/Hamletsii. Collectoriii. Localb. Bridges/Culvert Maintenancec. Bridge Replacementd. Brushing/Mulching/Backslopinge. Signsf. Approaches/Access2. Hamlet Water/Wastewater3. Road Recovery and Rehabilitation4. Gravel<ol style="list-style-type: none">a. Road Recoveryb. Re-gravelingc. Road Patching (Maintenance Area)d. Crushing | <ol style="list-style-type: none">e. Stockpilingf. Exploration5. Road Construction6. Dust Suppressant<ol style="list-style-type: none">a. Dust Control at Strategic Locations (MG30)b. Oiled/Pavement Road Maintenancec. Test Productsd. Residential Dust Control (MG 30)e. MG 30 to Communities7. Airport<ol style="list-style-type: none">a. Runway Maintenanceb. Cardlock Fuelc. Terminal Facility |
|--|---|



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 divided into departments with Directors reporting to the Assistant Chief Administrative Officer.





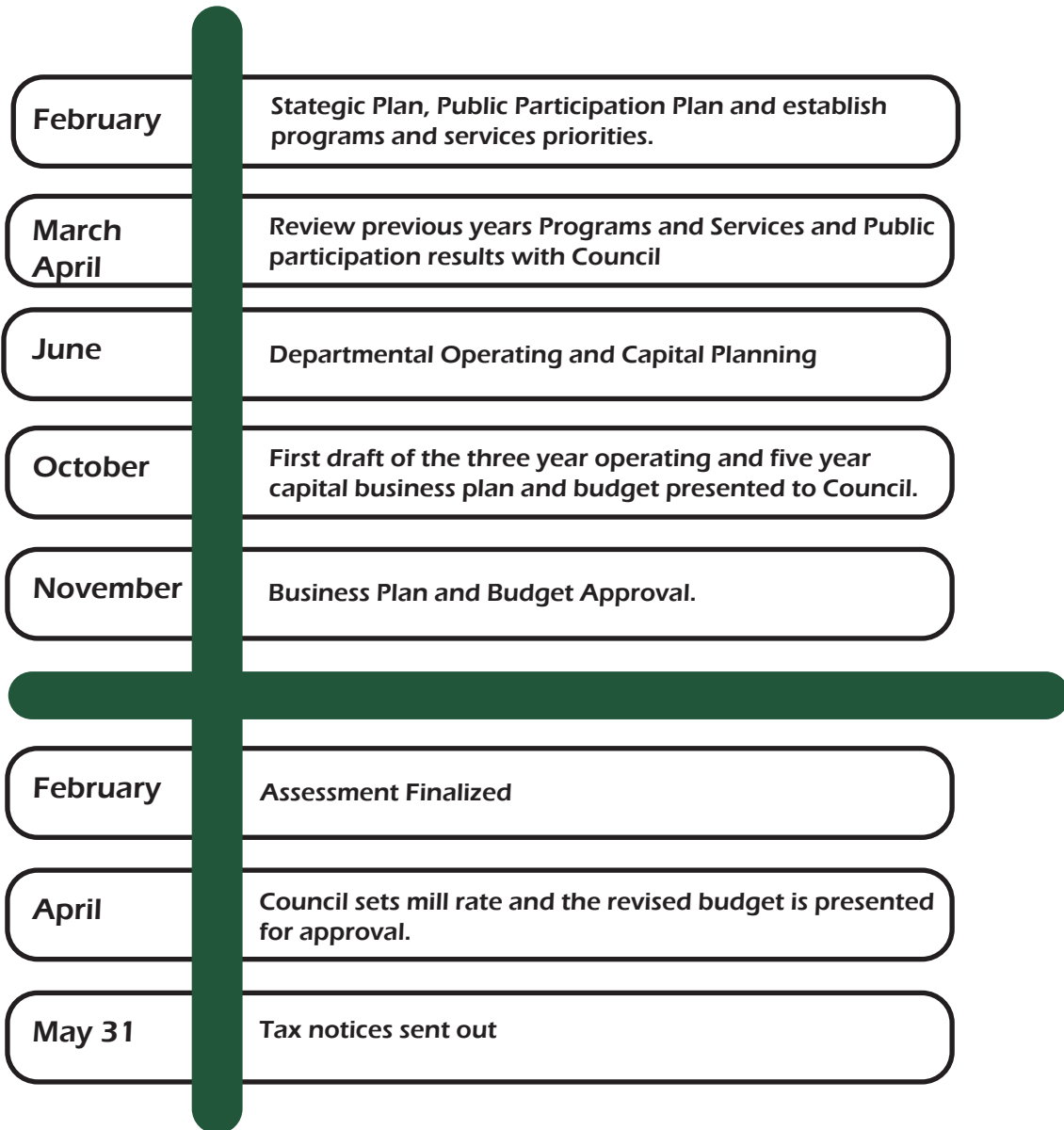
Administration	2022		2023	
	FTE	Seasonal FTE	FTE	Seasonal FTE
Chief Administrative Officer	1		1	
Legislative Services	2		2	
Communications	1		1	
Human Resources	0		1	
Health & Safety	1		1	
Assistant Chief Administrative Officer	1		1	
	6		7	
Corporate Services				
Finance	4.3		4.3	
Payroll	1		1	
Information Services/GIS	0.2		0.2	
Assessment	0.3		0.3	
	5.8		5.8	
Community Services				
Planning and Development	2		2	
Economic Development	3		2.8	0.33
Emergency Services	3		2	
	8		6.8	0.33
Municipal Services				
Agriculture/Parks	2	4.5	2	4.7
Fleet Management/Shop	8	0.8	9	
Transportation	20.6	9.6	20.6	10.2
Utilities	3	0	3	
	33.6	14.9	34.6	14.9
TOTAL	53.4	14.9	54.2	15.2

*Numbers are based on Full-Time Equivalency(FTE)



BUDGET TIMELINE

The schedule below details the timeline for the 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, capital projects and reserves. 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, Recreation Funding, FRESS Agreement (Flagstaff Regional Emergency Services Society), and Provincial Police 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. 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.

Designated Industrial Property includes all:

- Linear (wells, pipelines, railway, telecommunications and electric power systems)
- Facilities regulated by Alberta Energy Regulator (AER), Canadian Energy Regulator (CER), Alberta Utilities Commission.
- Property designated as 'Major Plants' (refineries, upgraders, pulp/paper mills)
- Land and improvements associated with AER, CER, Alberta Utilities Commission.



The 2023 Budget and the 2023-2025 Business Plan reflects current programs and services.

The following assumptions have been taken into consideration during the development of the 2023-2025 Business Plan and Budget.

- Alberta oil and gas economy continues to impact our tax and assessment. Flagstaff County shows minimal growth in this area and continues to deal with outstanding tax arrears from this industry. We have recognized that the older facilities in our area have shown a decrease in assessment over the past couple of years due to depreciation. The 2023 budget includes a \$1.8 million bad debt expense. This has been based on the current re-payment agreements as well as the previous bad debt we have been recognizing.
- The assessment year modifiers (AYM), provided by the province, change each year based on costs of constructing regulated industrial properties this information is generally not received from the province until December. The 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, we are now in year two of the following:
 - a. To encourage new investment, a 3-year “property tax holiday” was implemented 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 was eliminated beginning in January 2021.
 - c. Additional depreciation adjustments were provided for lower-producing wells starting in the 2020 Assessment year (2021 Tax Year).
 - d. Shallow gas assessment reduction of 35% was implemented for a 3-year period.
- At this point in time there has been no indication from the province if these changes will continue past the 3-year period which was originally indicated.

The assessment for the 2023 tax year is based on small changes. There is an estimated 5% increase in residential assessment due to the market in the previous year and no change to farmland. We are currently unaware of any major changes to the non-residential assessment. The following table outlines the estimated changes to assessment from the previous year.



Assessment Class	Approved Tax Rate 2022	Proposed Change 2023	Proposed Tax Rate 2023
Farmland	18.1280	3%	18.6727
Residential-Rural	5.6304	0%	5.6304
Residential-Urban	5.3429	0%	5.3429
Non-Residential	17.7010	0%	17.7010
Linear	17.7010	0%	17.7010
Machinery & Equipment	17.7010	0%	17.7010

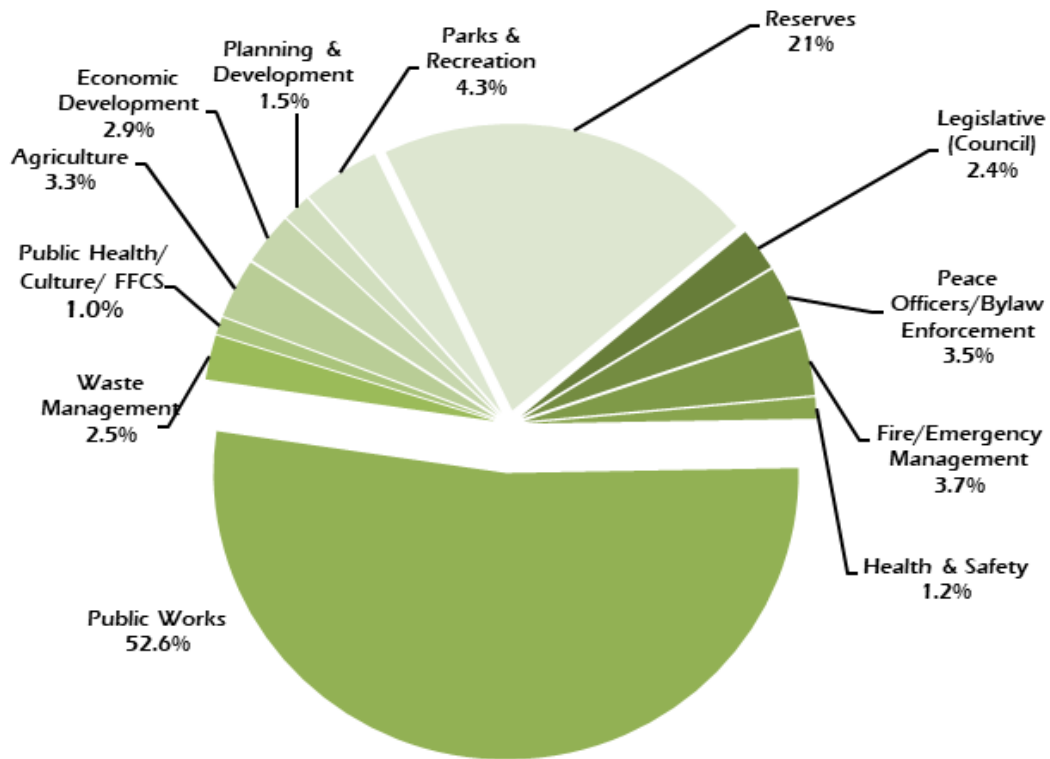
*Tax Rate Scenario – Municipal Only (Includes Waste Management, Police, Fire and Recreation)

	2021 Assessment Year	2022 Estimated Assessment Year	Difference	Overall % Change
Farmland	164,899,120	164,900,480	1,360	0.00%
Residential-Rural	331,385,920	347,955,216	16,569,296	5.00%
Residential-Urban	16,413,890	16,906,307	492,417	3.00%
Commercial/Industrial	73,093,890	72,712,910	-380,980	-0.52%
DIP/Linear	901,555,990	901,555,990	0	0.00%
TOTAL	1,487,348,810	1,504,030,903	16,682,093	1.12%



HOW YOUR MUNICIPAL TAX DOLLAR IS SPENT

The chart below shows how the municipal tax dollars raised in 2023 will be spent by department. The percentages include projects and services for operating and capital budgets. Corporate Services is considered support for the programs and services provided by the following departments, therefore the costs are distributed between departments.



OPERATING AND CAPITAL

BUDGET AMOUNT

Legislative (Council)	\$537,022
Peace Officers/Bylaw Enforcement	\$783,230
Fire/Emergency Management	\$832,448
Health & Safety	\$266,696
Public Works	\$11,754,923
Waste Management	\$561,753
Public Health/Culture/FFCS	\$214,526
Agriculture	\$742,688
Economic Development	\$650,898
Planning & Development	\$344,152
Parks & Recreation	\$958,014
Reserves	\$4,694,800
Total Municipal Tax Revenue Required	\$22,341,150



ACCOUNT GROUPING DETAIL

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

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



OPERATING BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS

In developing this first draft of the 2023 Budget and 2023-2025 Business plan we have taken into consideration the top current issues and how they affect our region. Current global issues are poverty, climate, food insecurity, Covid-19, healthcare, and mental health.

The following factors have been included in the 2023 operating budget:

- Budget includes a Cost-of-Living Increase of 6.5% (based on current CPI average)
- Increases in fuel and utilities due to carbon tax increases and market price increases.
- MSI Operating Projects: Audio/Video Council Chambers, Asset Management, Aerial Photos.
- Increase of 50% in provincial police funding from 2022.
- Review of Social Sustainability programs and funding.
- Repairs due to playground inspection deficiencies.
- Purchases for culvert inventory, tires and gravelock were completed in late fall of 2022 to avoid price increases and help minimize some program increases for 2023.
- Cedar signs refurbishment (on Highways entering County and Hamlet signs)

SUMMARY 2023 OPERATING BUDGET

TOTAL 2023 OPERATING BUDGET EXPENSES:	\$	25,450,900
Funded By:		
Reserves		\$164,400
Other Revenue	\$	3,158,400
Municipal Tax Revenue Required		\$22,128,100

Operating Budget

LEGISLATIVE

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

- Provide good government;
- To foster the well-being of the environment
- Provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality;
- Develop and maintain a safe and viable community;
- To work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

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

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

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

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

	2021	2021	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE							
Other Revenue	\$ 5,000	\$ 12,816	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Grant Revenue	\$ -	\$ -	\$ 28,100	\$ 28,100	\$ -	\$ -	\$ -
Total Revenue	\$ 5,000	\$ 12,816	\$ 33,100	\$ 28,100	\$ -	\$ -	\$ -
EXPENSES							
Wages/Benefits	\$ 333,500	\$ 319,572	\$ 344,400	\$ 265,547	\$ 346,500	\$ 372,950	\$ 379,850
Contracted/General Services	\$ 91,150	\$ 50,096	\$ 114,350	\$ 81,006	\$ 89,950	\$ 90,500	\$ 101,200
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 424,650	\$ 369,668	\$ 458,750	\$ 346,553	\$ 436,450	\$ 463,450	\$ 481,050
NET BUDGET	\$ 419,650	\$ 356,852	\$ 425,650	\$ 318,453	\$ 436,450	\$ 463,450	\$ 481,050
Budget Change 2022 to 2023					2.54%		
Total Supported By Taxes	\$ 419,650	\$ 356,852	\$ 425,650	\$ 318,453	\$ 436,450	\$ 463,450	\$ 481,050
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

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 purpose 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 assessments for farmland, residential, non-residential, and machinery and equipment (Commercial and Industrial).
- The Provincial Government prepares assessment for all Designated Industrial Properties (DIP-Page 17).

General Administration and Finance

- Provide support to council and committee meetings, development of strategic plan, 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.
- Asset Management is an integrated and adaptive approach, involving County Council and all departments of Flagstaff County, to deliver sustainable services to the community by effective management of existing infrastructure and planning for the future. The policy outlines principles that shape the asset management approaches and initiatives across the organization.



Operating Budget

- Long Range Financial Plan builds on budgeting, planning, and forecasting processes by focusing on longer-term financial goals and key initiatives that are 5-10 years in the future.

Information Technology (IT)/ Graphic Information Systems(GIS)

- Manage Corporate IT – provide a network of devices 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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
Sales of Goods & Services	\$ 13,400	\$ 16,003	\$ 13,900	\$ 7,493	\$ 15,500	\$ 15,500	\$ 15,500
Rental Revenues	\$ 23,700	\$ 18,383	\$ 23,700	\$ 18,345	\$ 23,700	\$ 23,700	\$ 23,700
Other Revenue	\$ 8,100	\$ 7,896	\$ 8,850	\$ 122,543	\$ 8,400	\$ 8,400	\$ 8,400
Grants	\$ 150,000	\$ 85,500	\$ 378,650	-	\$ 265,000	\$ 35,000	\$ 35,000
Gain on Disposal of Assets	\$ -	\$ 7,155	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 195,200	\$ 134,937	\$ 425,100	\$ 148,381	\$ 312,600	\$ 82,600	\$ 82,600
EXPENSES							
Wages/Benefits	\$ 1,288,200	\$ 1,318,718	\$ 1,363,600	\$ 1,175,331	\$ 1,543,050	\$ 1,570,300	\$ 1,614,500
Contracted/General Services	\$ 1,252,400	\$ 1,038,524	\$ 1,503,000	\$ 949,944	\$ 1,549,600	\$ 1,331,100	\$ 1,358,000
Materials/Supplies	\$ 125,500	\$ 107,558	\$ 136,000	\$ 70,682	\$ 127,000	\$ 131,000	\$ 134,000
Depreciation (Non-Cash Item)	\$ 325,000	\$ 312,980	\$ 315,000	\$ -	\$ 300,000	\$ 310,000	\$ 310,000
Other Expenses	\$ 2,000	\$ 2,136	\$ 2,500	\$ 8,468	\$ 2,500	\$ 2,500	\$ 2,500
Total Expenses	\$ 2,993,100	\$ 2,779,916	\$ 3,320,100	\$ 2,204,425	\$ 3,522,150	\$ 3,344,900	\$ 3,419,000
NET BUDGET	\$ 2,797,900	\$ 2,644,979	\$ 2,895,000	\$ 2,056,044	\$ 3,209,550	\$ 3,262,300	\$ 3,336,400
Budget Change 2022 to 2023					10.87%		
Total Supported By Taxes	\$ 2,322,900	\$ 2,331,999	\$ 2,580,000	\$ 2,056,044	\$ 2,909,550	\$ 2,952,300	\$ 3,026,400
Total Supported By Reserves	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



CORPORATE SERVICES



REVENUE OWN SOURCES, TAXES AND REQUISITIONS

	2021	2021	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE							
Tax Recovery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Penalties on Taxes	\$ 200,000	\$ 1,651,793	\$ 650,000	\$ 1,912,411	\$ 800,000	\$ 750,000	\$ 500,000
Franchises & Contracts	\$ 30,000	\$ 28,371	\$ 30,000	\$ 24,960	\$ 30,000	\$ 30,000	\$ 30,000
Return on Investments	\$ 342,500	\$ 212,768	\$ 318,000	\$ 630,901	\$ 600,000	\$ 625,000	\$ 625,000
PERC Grant	\$ -	\$ 29,830	\$ -	\$ 711,673	\$ -	\$ -	\$ -
Tax Levy -Municipal	\$ 21,462,000	\$ 23,521,135	\$ 22,188,220	\$ 22,194,070	\$ 22,374,100	\$ 22,721,100	\$ 22,661,500
Tax Levy -Requisitions	\$ 4,082,900	\$ 3,985,804	\$ 3,981,160	\$ 3,983,314	\$ 4,033,000	\$ 4,096,300	\$ 4,148,550
Total Revenue	\$ 26,117,400	\$ 25,584,177	\$ 27,167,380	\$ 29,457,329	\$ 27,837,100	\$ 28,222,400	\$ 27,965,050
EXPENSES							
Requisitions	\$ 4,082,900	\$ 3,986,596	\$ 3,981,160	\$ 3,041,605	\$ 4,033,000	\$ 4,096,300	\$ 4,148,550
Tax Bad Debt	\$ 2,800,000	\$ 1,671,924	\$ 2,000,000	\$ 5,623	\$ 1,800,000	\$ 1,500,000	\$ 1,500,000
Total Expenses	\$ 6,882,900	\$ 5,658,520	\$ 5,981,160	\$ 3,047,228	\$ 5,833,000	\$ 5,596,300	\$ 5,648,550
NET BUDGET	-\$ 19,234,500	\$ 31,242,697	-\$ 21,186,220	-\$ 26,410,101	-\$ 22,004,100	-\$ 22,626,100	-\$ 22,316,500
Budget Change 2022 to 2023					3.86%		
Total Supported By Taxes	-\$ 19,234,500	\$ 31,242,697	-\$ 21,186,220	-\$ 26,410,101	-\$ 22,004,100	-\$ 22,626,100	-\$ 22,316,500



Operating Budget

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



POLICE SERVICES OPERATING BUDGET

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
Sales of Goods & Services	\$ 9,000	\$ 8,594	\$ 9,000	\$ 4,542	\$ 6,000	\$ 6,000	\$ 6,000
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fines Issued	\$ 40,000	\$ 22,484	\$ 45,000	\$ 8,706	\$ 20,000	\$ 20,000	\$ 20,000
Total Revenue	\$ 49,000	\$ 31,078	\$ 54,000	\$ 13,248	\$ 26,000	\$ 26,000	\$ 26,000
EXPENSES							
Wages/Benefits	\$ 213,300	\$ 216,600	\$ 217,650	\$ 132,454	\$ 231,550	\$ 236,700	\$ 241,250
Contracted/General Services	\$ 224,850	\$ 197,846	\$ 283,350	\$ 44,866	\$ 403,250	\$ 397,650	\$ 421,350
Materials/Supplies	\$ 30,500	\$ 19,926	\$ 31,000	\$ 15,933	\$ 25,000	\$ 25,000	\$ 25,000
Depreciation (Non-Cash Item)	\$ 15,000	\$ 11,352	\$ 12,000	\$ -	\$ 15,000	\$ 15,000	\$ 15,000
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 483,650	\$ 445,724	\$ 544,000	\$ 193,253	\$ 674,800	\$ 674,350	\$ 702,600
NET BUDGET	\$ 434,650	\$ 414,646	\$ 490,000	\$ 180,005	\$ 648,800	\$ 648,350	\$ 676,600
Budget Change 2022 to 2023					32.41%		
Total Supported By Taxes	\$ 419,650	\$ 403,294	\$ 478,000	\$ 180,005	\$ 633,800	\$ 633,350	\$ 661,600
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

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

- This budget provides funds for the safe handling of dogs, training and provisions for hiring a contractor.

Unsightly Properties

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

BYLAW ENFORCEMENT

W



Operating Budget

BYLAW ENFORCEMENT OPERATING BUDGET

	2021	2021	2022	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE								
Sales of Goods & Services	\$ 1,500	\$ 453	\$ 1,500	\$ 1,500	\$ 797	\$ 1,500	\$ 1,500	\$ 1,500
Total Revenue	\$ 1,500	\$ 453	\$ 1,500	\$ 1,500	\$ 797	\$ 1,500	\$ 1,500	\$ 1,500
EXPENSES								
Wages/Benefits	\$ 1,000	\$ 312	\$ 1,000	\$ 1,000	\$ 239	\$ 1,000	\$ 1,000	\$ 1,000
Contracted/General Services	\$ 4,250	\$ 211	\$ 4,250	\$ 4,250	\$ 277	\$ 3,250	\$ 3,250	\$ 3,250
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 5,250	\$ 523	\$ 5,250	\$ 5,250	\$ 516	\$ 4,250	\$ 4,250	\$ 4,250
NET BUDGET	\$ 3,750	\$ 70	\$ 3,750	-\$ 3,750	\$ 281	\$ 2,750	\$ 2,750	\$ 2,750
Budget Change 2022 to 2023								
Total Supported By Taxes	\$ 3,750	\$ 70	\$ 3,750	-\$ 3,750	\$ 281	\$ 2,750	\$ 2,750	\$ 2,750
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

-26.67%

Operating Budget

FIRE PROTECTION

Flagstaff County is a member of the Flagstaff Regional Emergency Services Society (FRESS). Fire services are 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 provides:

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





FIRE PROTECTION OPERATING BUDGET

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
Sales of Goods & Services	\$ 45,000	\$ 130,090	\$ 48,000	\$ 49,140	\$ 6,000	\$ 7,500	\$ 8,000
Funding (Other Governments)	\$ 7,500	\$ 8,892	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 52,500	\$ 138,982	\$ 48,000	\$ 49,140	\$ 6,000	\$ 7,500	\$ 8,000
EXPENSES							
Wages/Benefits	\$ 172,250	\$ 155,709	\$ 112,700	\$ 78,743	\$ -	\$ -	\$ -
Contracted/General Services	\$ 656,350	\$ 618,586	\$ 631,100	\$ 642,417	\$ 666,950	\$ 670,900	\$ 670,900
Materials/Supplies	\$ 26,500	\$ 27,126	\$ -	\$ 132	\$ 6,000	\$ 7,500	\$ 8,000
Other Expenses (Transfers)	\$ -	\$ 819,026	\$ 48,000	\$ 52,696	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 105,000	\$ 7,692	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 960,100	\$ 1,628,139	\$ 791,800	\$ 773,988	\$ 672,950	\$ 678,400	\$ 678,900
NET BUDGET	\$ 907,600	\$ 1,489,157	\$ 743,800	\$ 724,848	\$ 666,950	\$ 670,900	\$ 670,900
Budget Change 2022 to 2023					-10.33%		
Total Supported By Taxes	\$ 458,650	\$ 1,138,465	\$ 743,800	\$ 724,848	\$ 666,950	\$ 670,900	\$ 670,900
Total Supported By Reserves	\$ 343,950	\$ 343,000	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

EMERGENCY MANAGEMENT

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

PROGRAMS AND SERVICES

Emergency Management

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

Rescue Services

- Rescue unit services are provided by the Flagstaff Regional Emergency Services Society(FRESS).



Operating Budget

EMERGENCY MANAGEMENT OPERATING BUDGET

	2021	2021	2022	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE								
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rescue Unit Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Rescue Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES								
Rescue Unit Expenses	\$ 11,350	\$ 11,524	\$ -	\$ -	\$ 217,538	\$ -	\$ -	\$ -
Disaster Services Expenses	\$ 4,600	\$ 421	\$ 5,100	\$ 5,100	\$ 2,736	\$ 9,600	\$ 9,600	\$ 9,600
Depreciation (Non-Cash Item)	\$ 7,300	\$ 1,872	\$ 2,000	\$ 2,000	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
Total Expenses	\$ 23,250	\$ 13,817	\$ 7,100	\$ 7,100	\$ 220,274	\$ 11,600	\$ 11,600	\$ 11,600
NET BUDGET	\$ 23,250	\$ 13,817	\$ 7,100	\$ 7,100	\$ 220,274	\$ 11,600	\$ 11,600	\$ 11,600
Budget Change 2022 to 2023						63.38%		
Total Supported By Taxes	\$ 15,950	\$ 11,945	\$ 5,100	\$ 5,100	\$ 220,274	\$ 9,600	\$ 9,600	\$ 9,600
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

HEALTH AND SAFETY

Flagstaff County is committed to the prevention of illness and injury through the provision and maintenance of a healthy and safe workplace. Flagstaff County 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.

HEALTH & SAFETY OPERATING BUDGET

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
Other Revenue	\$10,000	\$20,045	\$10,000	\$6,117	\$10,000	\$10,000	\$10,000
Total Revenue	\$10,000	\$20,045	\$10,000	\$6,117	\$10,000	\$10,000	\$10,000
EXPENSES							
Wages/Benefits	\$129,400	\$130,756	\$128,950	\$109,074	\$117,500	\$121,250	\$122,600
Contracted/General Services	\$46,850	\$39,443	\$57,850	\$26,235	\$59,250	\$59,750	\$59,750
Materials/Supplies	\$43,400	\$22,574	\$54,050	\$15,092	\$50,000	\$50,000	\$50,000
Depreciation (Non-Cash Item)	\$5,600	\$3,579	\$3,600	\$0	\$3,600	\$3,600	\$3,600
Total Expenses	\$225,250	\$196,352	\$244,450	\$150,401	\$230,350	\$234,600	\$235,950
NET BUDGET	\$215,250	\$176,307	\$234,450	\$144,284	\$220,350	\$224,600	\$225,950
Budget Change 2022 to 2023					-6.01%		
Total Supported By Taxes	\$209,650	\$172,728	\$230,850	\$144,284	\$216,750	\$221,000	\$222,350
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

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 maintenance and culvert maintenance/replacement, airport operations 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 included in the budget for rehabilitation under the Road Recovery Program. Evaluation criteria is 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-compaction of 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.

Since 2014, Gravelock, a soil stabilization product, has been incorporated into the sub-grade on road recovery rehabilitation projects. This product improves soil workability, and increases density/bearing capacity.

In 2021, we began testing Perma-Zyme, a new soil stabilization product. The testing of Perma-Zyme will continue until 2024. In 2023, Perma-Zyme will be tested on a new sub-grade stabilization project on Range Road 123 south of Highway 13 for 4.75 miles.

In 2023, as a test, MG 30 dust suppressant will be applied at one litre application rate on Township Road 452 east for 6.0 miles to help bind the loose gravel on the road surface thus reducing in the amount of gravel that is being shelled off the road into the ditch.

40

Dust Suppressant

Strategic locations have dust suppressant applied which helps reduce the frequency of maintenance and improve safety while mitigating the nuisance of dust. Specific locations 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 applications.

MG30 is applied to strategic locations, intersections and hills.

MG30 to be applied to 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

Operating Budget

Roads identified to be removed from the oiled road inventory will be transitioned to a gravel surface road as the oil dehydrates. 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.
- **Testing of New Products:** Dust suppressant products are tested to determine whether they are effective, affordable, and environmentally suitable.

In 2023, a dust suppressant test product called Formula 35 will be applied to sections of Township Road 442 east of Range Road 170 for a total of 1,200 meters. Formula 35 is a calcium chloride product with a corrosion inhibitor that is sold by the manufacturer as an equivalent to MG 30.

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:** 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 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



Operating Budget

- Nine (9) winter maintenance areas
- Upon request, field access roads are plowed once 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 for a fee. Services are provided 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. During normal winter conditions, arterial roads should be cleared within 1 to 2 days, unless there is heavy snow and persistent winds.

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 potholes, sidewalk maintenance, and street sweeping.
- **Signs:** All signs are inspected on an ongoing basis along with a grid of the entire County which is completed annually. Any signs requiring maintenance are scheduled for repair.

In 2023, the Flagstaff County entrance signs on the primary and secondary highways, as well as the entrance signs into the Hamlets of Strome and Galahad, will be refurbished.

- **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.



Operating Budget

- **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.
- Garbage Collection is provided by Flagstaff Regional Solid Waste Management of which Flagstaff County is a member.



PUBLIC WORKS OPERATING BUDGET

	2021	2021	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE							
Grants - Operating	\$ -	\$ -	\$ 22,000	\$ -	\$ 15,000	\$ -	\$ -
Sales of Goods & Services	\$ 165,000	\$ 174,083	\$ 127,500	\$ 167,844	\$ 169,000	\$ 169,000	\$ 169,000
Gain on Disposal of Assets	\$ -	\$ 54,698	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 165,000	\$ 228,781	\$ 149,500	\$ 167,844	\$ 184,000	\$ 169,000	\$ 169,000
EXPENSES							
Wages/Benefits	\$ 3,921,050	\$ 4,169,330	\$ 4,081,950	\$ 3,031,523	\$ 4,363,500	\$ 4,474,950	\$ 4,570,750
Contracted/General Services	\$ 628,250	\$ 480,211	\$ 629,050	\$ 726,646	\$ 618,400	\$ 1,400,200	\$ 648,400
Materials/Supplies	\$ 3,350,750	\$ 3,398,260	\$ 4,366,300	\$ 3,678,118	\$ 4,556,350	\$ 3,795,300	\$ 4,671,950
Depreciation (Non-Cash Item)	\$ 4,325,250	\$ 4,136,214	\$ 4,175,000	\$ -	\$ 4,165,000	\$ 4,315,000	\$ 4,355,000
Other Expenses	\$ 30,900	\$ 90,703	\$ 13,400	\$ 8,902	\$ -	\$ -	\$ -
Total Expenses	\$ 12,256,200	\$ 12,274,718	\$ 13,265,700	\$ 7,445,189	\$ 13,703,250	\$ 13,985,450	\$ 14,246,100
NET BUDGET	\$ 12,091,200	\$ 12,045,937	\$ 13,116,200	\$ 7,277,345	\$ 13,519,250	\$ 13,816,450	\$ 14,077,100
Budget Change 2022 to 2023					3.07%		
Total Supported By Taxes	\$ 7,765,950	\$ 7,909,723	\$ 8,941,200	\$ 7,277,345	\$ 9,354,250	\$ 9,501,450	\$ 9,722,100
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

PROJECT COSTING BUDGET

	2021 Budget	2022 Budget	2023 Budget
Public Works Administration	\$952,275	\$994,300	\$1,088,050
Maintenance Repair Shop	\$1,148,100	\$1,209,098	\$1,142,675
Road Maintenance			
Revenue	-\$13,500	-\$35,500	-\$15,000
Road Maintenance and Repair	\$2,129,725	\$2,362,600	\$2,432,800
Arterial Road Maintenance	\$371,000	\$342,600	\$348,150
Hamlet Street Maintenance and Repair	\$143,800	\$149,000	\$153,750
Grade Repairs	\$50,000	\$135,500	\$50,000
Culvert Maintenance	\$198,900	\$184,400	\$149,300
Bridge Maintenance	\$35,750	\$43,575	\$46,600
Brushing/Backsloping/Mulching	\$86,600	\$87,500	\$102,675
Signs	\$74,300	\$80,800	\$141,900
Expenses Road Maintenance	\$3,076,575	\$3,350,475	\$3,410,175
Road Recovery and Rehabilitation			
Shoulder Pulling/Subgrade Prep with Gravelock	\$1,090,000	\$1,440,500	\$1,062,670
Sub-Grade Prep with Permazyme	\$0	\$0	\$221,765
Application of MG30 on TWP 452 for 6 miles	\$0	\$0	\$24,840
Oil Recycling	\$44,350	\$0	\$21,000
Expenses Road Recovery and Rehabilitation	\$1,134,350	\$1,440,500	\$1,330,275
Gravel			
Revenue - Sales	-\$30,000	-\$30,000	-\$55,000
Road Recovery Projects Gravel (4th lift)	\$101,600	\$144,900	\$164,000
Regravel - includes MA, Arterial Rds, contingencies, washouts projects	\$1,920,000	\$2,146,000	\$2,238,400
Road Patching	\$225,900	\$238,800	\$248,700
Gravel Inventory Reclamation	\$141,000	\$86,277	\$65,300
Stockpiling	\$279,900	\$310,700	\$325,075
Gravel exploration	\$0	\$0	\$0
Expenses Gravel	\$2,638,400	\$2,896,677	\$2,986,475
Dust Suppressant			
Revenue Residential Dust Abatement - (35 locations)	-\$96,500	-\$59,500	-\$76,000
MG30 at Strategic Locations	\$72,100	\$138,000	\$228,200
Arterial Road Residential (MG30)	\$0	\$218,250	\$221,000
Oiled/Pavement Road Maintenance	\$103,000	\$105,900	\$124,400
ATCO Electric Access Road	\$0	\$0	\$0
Test Products	\$0	\$8,000	\$10,000
MG30 (35 residential)	\$76,000	\$39,000	\$62,000
MG 30 to Communities	\$20,000	\$20,000	\$20,000
Expenses Dust Suppressant	\$174,600	\$469,650	\$589,600
Public Works Safety, Meetings and Training	\$111,900	\$145,000	\$152,000
Depreciation: Roads, Bridges, Buildings	\$2,855,000	\$2,760,000	\$2,820,000
TOTAL PROJECT COSTING BUDGET	\$12,091,200	\$13,265,700	\$13,519,250



2023 ROAD RECOVERY PROJECTS

2023 ROAD RECOVERY PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 4-44-12 Rge Rd 123	South 4.75	Local - w/Perma-zyme
NNW 10-45-16 Twp Rd 452	East 6.0	Local
ESE 13-45-17 Rge Rd 170	South 6.5	Local
ENE 07-44-16 Rge Rd 165	South 8.0	Local

FUTURE ROAD RECOVERY PROJECTS

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	South 6.0	Local
ENE 33-41-10 Rge Rd 103	South 4.0	Local
Oil Surface Transitioning to Gravel		
NNW 35-42-16 Twp Rd 430	East 6.0	Arterial



AIRPORT OPERATING BUDGET

	2021	2021	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE							
Sales of Goods & Services	\$ 105,300	\$ 89,312	\$ 105,300	\$ 94,683	\$ 137,850	\$ 144,100	\$ 151,040
Total Revenue	\$ 105,300	\$ 89,312	\$ 105,300	\$ 94,683	\$ 137,850	\$ 144,100	\$ 151,040
EXPENSES							
Wages/Benefits	\$ 16,900	\$ 11,519	\$ 17,100	\$ 5,696	\$ 19,600	\$ 17,100	\$ 17,100
Contracted/General Services	\$ 24,300	\$ 19,177	\$ 37,650	\$ 35,362	\$ 34,900	\$ 40,900	\$ 29,600
Materials/Supplies	\$ 87,750	\$ 82,784	\$ 87,200	\$ 89,694	\$ 123,150	\$ 129,250	\$ 135,600
Depreciation (Non-Cash Item)	\$ 17,000	\$ 16,192	\$ 16,100	-	\$ 16,200	\$ 16,200	\$ 16,200
Other Expenses	\$ 5,600	\$ 5,968	\$ 6,000	\$ 6,468	\$ 7,500	\$ 7,700	\$ 7,700
Total Expenses	\$ 151,550	\$ 135,640	\$ 164,050	\$ 137,220	\$ 201,350	\$ 211,150	\$ 206,200
NET BUDGET	\$ 46,250	\$ 46,328	\$ 58,750	\$ 42,537	\$ 63,500	\$ 67,050	\$ 55,160
Budget Change 2022 to 2023					8.09%		
Total Supported By Taxes	\$ 29,250	\$ 30,136	\$ 42,650	\$ 42,537	\$ 47,300	\$ 50,850	\$ 38,960
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Airport Project Cost

	2023 Budget
Revenue-Leases and Fuel Sales (Price Increase Incl.)	(\$137,850)
Runway Maintenance	\$19,298
Cardlock Expenses	\$132,595
Airport Operations	\$34,075
Building Maintenance	\$15,382
Total Project Cost Airport	\$63,500

Operating Budget



WATER DISTRIBUTION OPERATING BUDGET

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
Sales of Goods & Services	\$ 189,000	\$ 198,292	\$ 201,000	\$ 153,580	\$ 206,000	\$ 206,000	\$ 206,000
Grants	\$ 6,000	\$ 6,306	\$ 6,500	-	\$ 29,800	\$ -	\$ -
Infrastructure Reserves	\$ 78,350	\$ 76,991	\$ 88,800	\$ 66,630	\$ 82,800	\$ 85,200	\$ 85,200
Total Revenue	\$ 273,350	\$ 281,589	\$ 296,300	\$ 220,210	\$ 318,600	\$ 291,200	\$ 291,200
EXPENSES							
Wages/Benefits	\$ 83,800	\$ 121,004	\$ 104,050	\$ 97,336	\$ 111,000	\$ 112,850	\$ 114,800
Contracted/General Services	\$ 77,900	\$ 61,458	\$ 69,550	\$ 47,507	\$ 88,950	\$ 63,200	\$ 55,400
Materials/Supplies	\$ 33,050	\$ 32,314	\$ 33,900	\$ 25,461	\$ 36,300	\$ 36,800	\$ 38,300
Loss on Disposal of Assets	\$ -	\$ 8,007	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 80,000	\$ 105,880	\$ 106,000	\$ -	\$ 110,000	\$ 110,000	\$ 110,000
Total Expenses	\$ 274,750	\$ 328,663	\$ 313,500	\$ 170,304	\$ 346,250	\$ 322,850	\$ 318,500
NET BUDGET	\$ 1,400	\$ 47,074	\$ 17,200	\$ 49,906	\$ 27,650	\$ 31,650	\$ 27,300
Total Supported By Taxes	\$ -	\$ 250	\$ -	\$ 16,724	\$ 450	\$ 6,850	\$ 2,500
Total Raised for Reserves	\$ 78,350	\$ 76,991	\$ 88,800	\$ 66,630	\$ 82,800	\$ 85,200	\$ 85,200

Water Distribution Project Cost 2023

Revenue-Sales and Grants	(\$235,800)
Operations and Training	\$123,550
Supplies	\$13,600
Scada and IT	\$17,500
Building and Infrastructure Costs	\$81,600
Infrastructure Reserve Deficit (Non-Cash Item)	\$27,200
Total Project Costing Water Distribution	\$27,650



Operating Budget

SANITARY SEWAGE OPERATING BUDGET

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
Sales of Goods & Services	\$ 43,700	\$ 48,878	\$ 43,000	\$ 36,192	\$ 43,000	\$ 43,000	\$ 43,000
Grants	\$ 56,500	\$ 62,256	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Reserves	\$ 55,000	\$ 53,553	\$ 54,000	\$ 44,887	\$ 56,400	\$ 56,400	\$ 56,400
Total Revenue	\$ 155,200	\$ 164,687	\$ 97,000	\$ 81,079	\$ 99,400	\$ 99,400	\$ 99,400
EXPENSES							
Wages/Benefits	\$ 22,050	\$ 25,538	\$ 22,850	\$ 17,849	\$ 20,800	\$ 21,350	\$ 21,950
Contracted/General Services	\$ 70,650	\$ 70,003	\$ 15,700	\$ 4,171	\$ 14,750	\$ 14,350	\$ 13,400
Materials/Supplies	\$ 7,500	\$ 7,977	\$ 8,000	\$ 6,008	\$ 8,400	\$ 8,900	\$ 9,400
Depreciation (Non-Cash Item)	\$ 55,000	\$ 53,704	\$ 54,000		\$ 68,900	\$ 68,900	\$ 68,900
Total Expenses	\$ 155,200	\$ 157,222	\$ 100,550	\$ 28,028	\$ 112,850	\$ 113,500	\$ 113,650
NET BUDGET	\$ -	-\$ 7,465	\$ 3,550	-\$ 53,051	\$ 13,450	\$ 14,100	\$ 14,250
Total Supported By Taxes	\$ -	-\$ 7,465	\$ 3,550	-\$ 8,164	\$ 950	\$ 1,600	\$ 1,750
Total Raised for Reserves	\$ 55,000	\$ 53,553	\$ 54,000	\$ 44,887	\$ 56,400	\$ 56,400	\$ 56,400

Sanitary Sewage Project Cost 2023

Revenue-Sales and Grants	(\$43,000)
Operations and Training	\$24,050
Engineering	\$1,500
Building and Infrastructure Costs	\$18,400
Infrastructure Reserve Deficit (Non-Cash Item)	\$12,500
Total Project Costing Sanitary Sewage	\$13,450

Operating Budget



WASTE DISPOSAL OPERATING BUDGET

	2021	2021	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE							
Sales of Goods & Services	\$ 58,650	\$ 60,033	\$ 60,000	\$ 50,689	\$ 63,800	\$ 65,100	\$ 66,700
Total Revenue	\$ 58,650	\$ 60,033	\$ 60,000	\$ 50,689	\$ 63,800	\$ 65,100	\$ 66,700
EXPENSES							
Contracted/General Services	\$ 5,000	\$ 3,045	\$ 5,000	\$ 3,529	\$ 5,000	\$ 5,000	\$ 5,000
Materials/Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Other Boards	\$ 472,400	\$ 475,594	\$ 489,500	\$ 489,475	\$ 515,350	\$ 519,350	\$ 534,950
Total Expenses	\$ 477,400	\$ 478,639	\$ 494,500	\$ 493,004	\$ 520,350	\$ 524,350	\$ 539,950
NET BUDGET	\$ 418,750	\$ 418,606	\$ 434,500	\$ 442,315	\$ 456,550	\$ 459,250	\$ 473,250
Budget Change 2022 to 2023					5.07%		
Total Supported By Taxes	\$ 418,750	\$ 418,606	\$ 434,500	\$ 442,315	\$ 456,550	\$ 459,250	\$ 473,250
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

PUBLIC WORKS

	2021	2022	2023	Percentage Change
Water - Fixed Rate	\$69.00	\$69.00	\$71.00	2.90%
Water - Infrastructure	\$32.00	\$33.00	\$34.00	3.03%
Sewage				
Sewage - Fixed Rate	\$17.25	\$17.25	\$17.25	0.00%
Sewage - Infrastructure	\$22.50	\$22.50	\$23.50	4.44%
Garbage				
Garbage Rate	\$27.75	\$27.75	\$27.25	-1.80%
TOTAL MONTHLY				
	\$168.50	\$169.50	\$173.00	2.06%

52

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.

Due to the large lagoon project completed the depreciation in Wastewater (Sewage) has increased. Currently there is a budget deficit in the infrastructure reserve. We have proposed increasing the sewage infrastructure rate in 2023 by 4.44% (\$1.00/month) and phasing in the increase over the next 10 years for future funding of the assets.



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)

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 allocation of \$54,300 for 2023. Funding for 2024 and 2025 to be determined.
- **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 allocation of \$25,000 for 2023. Funding for 2024 and 2025 to be determined.
- **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 allocation of \$10,500 for 2023. Funding for 2024 and 2025 to be determined.



Operating Budget

COMMUNITY SERVICES OPERATING BUDGET

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
FFCS Grant	\$ 289,100	\$ 289,084	\$ 289,100	\$ 216,813	\$ 289,100	\$ 289,100	\$ 289,100
Grants	\$ -	\$ 125,550	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 289,100	\$ 414,634	\$ 289,100	\$ 216,813	\$ 289,100	\$ 289,100	\$ 289,100
EXPENSES							
Grants to Organizations	\$ 431,400	\$ 560,979	\$ 432,900	\$ 432,777	\$ 413,100	\$ 414,400	\$ 416,400
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 431,400	\$ 560,979	\$ 432,900	\$ 432,777	\$ 413,100	\$ 414,400	\$ 416,400
NET BUDGET	\$ 142,300	\$ 146,345	\$ 143,800	\$ 215,964	\$ 124,000	\$ 125,300	\$ 127,300
Budget Change 2022 to 2023					-13.77%		
Total Supported By Taxes	\$ 142,300	\$ 146,345	\$ 143,800	\$ 215,964	\$ 124,000	\$ 125,300	\$ 127,300
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 \$8,000 per year to the Shock Trauma Air Rescue Society (STARS). Funding allocation of \$8,000 for 2022, 2023 and 2024.

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



Operating Budget

PUBLIC HEALTH OPERATING BUDGET

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
Grants	\$ -	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES							
Contracted/General Services	\$ -	\$ -	\$ -	\$ 769	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants to Organizations	\$ 7,500	\$ 15,976	\$ 7,500	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Cemetery Grants	\$ 20,000	\$ 10,000	\$ 15,650	\$ 14,375	\$ 14,400	\$ 14,400	\$ 14,400
Total Expenses	\$ 27,500	\$ 25,976	\$ 23,150	\$ 23,144	\$ 22,400	\$ 22,400	\$ 22,400
NET BUDGET	\$ 27,500	\$ 17,476	\$ 23,150	\$ 23,144	\$ 22,400	\$ 22,400	\$ 22,400
Budget Change 2022 to 2023					-3.24%		
Total Supported By Taxes	\$ 7,500	\$ 7,476	\$ 7,500	\$ 8,769	\$ 8,000	\$ 17,440	\$ 22,400
Total Supported By Reserves	\$ 20,000	\$ 10,000	\$ 15,650	\$ 14,375	\$ 14,400	\$ 4,960	\$ -



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.
- Provide financial 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.
- Continue to assist in the wetlands inventory survey and data analysis which will provide key information on where potential wetland restoration projects could be completed.

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 utilizing 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 arterial, collector and local roads 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 with the purchase of trees to be cost-shared with the landowner 50 %.
- To help with the success of the shelterbelts, the county provides one watering immediately after planting.

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								
	2021	2021	2022	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE								
Grants	\$ 123,900	\$ 163,907	\$ 143,900	\$ 143,900	\$ 231,927	\$ 189,900	\$ 143,900	\$ 143,900
Sales of Goods & Services	\$ 71,800	\$ 66,214	\$ 45,350	\$ 45,350	\$ 40,479	\$ 42,450	\$ 42,450	\$ 42,450
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gain on Disposal of Assets	\$ -	\$ 8,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 195,700	\$ 238,869	\$ 189,250	\$ 189,250	\$ 272,406	\$ 232,350	\$ 186,350	\$ 186,350
EXPENSES								
Wages/Benefits	\$ 438,100	\$ 312,108	\$ 431,500	\$ 431,500	\$ 314,834	\$ 406,650	\$ 411,700	\$ 416,350
Contracted/General Services	\$ 101,150	\$ 74,800	\$ 99,000	\$ 99,000	\$ 79,155	\$ 146,050	\$ 99,250	\$ 99,450
Materials/Supplies	\$ 212,000	\$ 154,778	\$ 240,000	\$ 240,000	\$ 191,651	\$ 232,000	\$ 240,500	\$ 249,000
Depreciation (Non-Cash Item)	\$ 120,850	\$ 88,527	\$ 89,000	\$ 89,000	\$ -	\$ 92,000	\$ 92,000	\$ 95,000
Other Expenses	\$ -	\$ 193	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants to Other Organizations	\$ 14,500	\$ 11,648	\$ 14,500	\$ 14,500	\$ 13,483	\$ 15,000	\$ 15,000	\$ 15,000
Total Expenses	\$ 886,600	\$ 642,054	\$ 874,000	\$ 874,000	\$ 599,123	\$ 891,700	\$ 858,450	\$ 874,800
NET BUDGET	\$ 690,900	\$ 403,185	\$ 684,750	\$ 684,750	\$ 326,717	\$ 659,350	\$ 672,100	\$ 688,450
Budget Change 2022 to 2023						-3.71%		
Total Supported By Taxes	\$ 570,050	\$ 314,658	\$ 595,750	\$ 595,750	\$ 326,717	\$ 567,350	\$ 580,100	\$ 593,450
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

PROJECT COSTING BUDGET

	2021 Budget	2022 Budget	2023 Budget
Administration	\$ 233,400	\$ 133,500	\$ 120,450
ASB Grant	-\$123,900	-\$143,900	-\$143,900
Administration	\$357,300	\$277,400	\$264,350
Weed Management	\$ 273,000	\$ 275,705	\$ 251,405
Revenue	-\$19,000	-\$19,000	-\$15,000
Enforcing Provincial Weed Act	\$80,000	\$65,400	\$38,100
Herbicide Application to 1/3 of Municipal Right-of-ways	\$125,000	\$151,905	\$153,405
Custom Spraying	\$42,000	\$37,000	\$35,500
Roadside Grass Seeding	\$25,000	\$34,400	\$35,900
Leafy Spurge Control	\$20,000	\$6,000	\$3,500
Roadside Vegetation Management	\$ 120,000	\$ 124,880	\$ 132,180
Roadside Mowing	\$120,000	\$124,880	\$132,180
Pest Control	\$ (6,000)	\$ 14,000	\$ 14,000
Revenue	-\$21,000	-\$1,000	-\$1,000
Pest Control Products and Services	\$15,000	\$15,000	\$15,000
Conservation Easements	\$10,000	\$ 10,000	\$ 6,000
Administer Conservation Easements	\$10,000	\$10,000	\$6,000
Shelterbelt Establishment	\$ (250)	\$ 17,050	\$ 17,250
Revenue	-\$25,250	-\$15,250	-\$15,250
Shelterbelt Establishment Program (2021 - Cost Recovery) (2022 - Cost of trees is split 50% with landowner)	\$25,000	\$32,300	\$32,500
Extension Programs	\$ 28,450	\$ 40,400	\$ 45,800
Revenue	-\$1,050	-\$1,100	-\$44,150
Extension Activities	\$6,000	\$7,000	\$7,500
Polinator Habitat Establishment Program	\$0	\$10,000	\$10,000
Financial Support - Battle River Research Group, Battle River Watershed Association and Drainage Districts	\$23,500	\$24,500	\$30,000
Wetland Restoration Program (WRRP)	\$0	\$0	\$42,450
Water Loading Stations	\$ 32,300	\$ 43,215	\$ 44,765
Revenue	-\$5,500	-\$9,000	-\$9,500
Seven (7) Water Loading Stations	\$37,800	\$52,215	\$54,265
Miscellaneous	\$ -	\$ 26,000	\$ 27,500
ASB Safety, Meetings and Training	\$0	\$26,000	\$27,500
Total Project Costing Budget	\$ 690,900	\$ 684,750	\$ 659,350



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

	2021	2021	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE							
Sales of Goods & Services	\$ -	\$ 10,697	\$ -	\$ 7,884	\$ 4,000	\$ 4,000	\$ 4,000
Other Revenue	\$ 1,500	\$ 20,050	\$ 1,500	\$ 880	\$ 1,500	\$ 1,500	\$ 1,500
Grants	\$ -	\$ 36,487	\$ -	\$ 149,927	\$ -	\$ -	\$ -
Total Revenue	\$ 1,500	\$ 67,234	\$ 1,500	\$ 158,691	\$ 5,500	\$ 5,500	\$ 5,500
EXPENSES							
Wages/Benefits	\$ 281,750	\$ 266,161	\$ 280,100	\$ 157,024	\$ 281,050	\$ 292,700	\$ 303,050
Contracted/General Services	\$ 193,300	\$ 207,535	\$ 229,000	\$ 252,600	\$ 387,950	\$ 238,250	\$ 252,050
Materials/Supplies	\$ 11,550	\$ 10,142	\$ 15,850	\$ 812	\$ 15,500	\$ 15,900	\$ 16,500
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 486,600	\$ 483,838	\$ 524,950	\$ 410,436	\$ 684,500	\$ 546,850	\$ 571,600
NET BUDGET	\$ 485,100	\$ 416,604	\$ 523,450	\$ 251,745	\$ 679,000	\$ 541,350	\$ 566,100
Budget Change 2022 to 2023					29.72%		
Total Supported By Taxes	\$ 485,100	\$ 416,604	\$ 523,450	\$ 251,745	\$ 529,000	\$ 541,350	\$ 566,100
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -



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

- 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

- 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

	2021	2021	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE							
Other Revenue	\$ 25,750	\$ 16,984	\$ 26,000	\$ 13,275	\$ 27,500	\$ 27,500	\$ 27,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gain on Property for Sale	\$ -	\$ -	\$ -	\$ 5,300	\$ -	\$ -	\$ -
Total Revenue	\$ 25,750	\$ 16,984	\$ 26,000	\$ 18,575	\$ 27,500	\$ 27,500	\$ 27,500
EXPENSES							
Salaries, Wages & Benefits	\$ 193,750	\$ 205,781	\$ 206,000	\$ 156,328	\$ 217,800	\$ 222,350	\$ 226,500
Contracted/General Services	\$ 83,450	\$ 66,565	\$ 86,250	\$ 14,927	\$ 85,900	\$ 84,400	\$ 74,400
Materials & Supplies	\$ 2,950	\$ 800	\$ 3,500	\$ 492	\$ 3,500	\$ 3,500	\$ 4,000
Depreciation (Non-Cash Item)	\$ 3,150	\$ 3,143	\$ 3,150	\$ -	\$ 3,150	\$ 3,150	\$ 3,150
Loss on Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 283,300	\$ 276,289	\$ 298,900	\$ 171,747	\$ 310,350	\$ 313,400	\$ 308,050
NET BUDGET	\$ 257,550	\$ 259,305	\$ 272,900	\$ 153,172	\$ 282,850	\$ 285,900	\$ 280,550
Budget Change 2022 to 2023					3.65%		
Total Supported By Taxes	\$ 254,400	\$ 256,162	\$ 269,750	\$ 153,172	\$ 279,700	\$ 282,750	\$ 277,400
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



PARKS AND RECREATION

The rural setting of Flagstaff County provides opportunities for camping, fishing, paddle boating, 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.
- Provide maintenance and improvements to County owned playground equipment, including the inspection of playground equipment every three years.

In 2023, the following work is scheduled:

- Fish Lake Campground – repairs on the main playground structure and replacement of the swing set.
- Hamlet of Strome –Maintenance of existing playground equipment.
- Hamlet of Galahad - Replacement of the playground structure at the main playground and removal of the playground structure at the old school site.

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							
	2021	2021	2022	2022	2023	2024	2025
	BUDGET	ACTUAL	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST
REVENUE							
Sales of Goods & Services	\$ 13,500	\$ 11,622	\$ 13,500	\$ 15,724	\$ 13,700	\$ 13,700	\$ 13,700
Grants	\$ -	\$ 3,150	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 13,500	\$ 14,772	\$ 13,500	\$ 15,724	\$ 13,700	\$ 13,700	\$ 13,700
EXPENSES							
Salaries, Wages & Benefits	\$ 63,800	\$ 51,237	\$ 53,050	\$ 55,922	\$ 57,050	\$ 56,600	\$ 57,650
Contracted/General Services	\$ 12,900	\$ 827	\$ 10,200	\$ 2,367	\$ 10,250	\$ 10,250	\$ 10,250
Materials & Supplies	\$ 27,600	\$ 23,679	\$ 32,300	\$ 29,795	\$ 57,500	\$ 40,650	\$ 39,900
Depreciation (Non-Cash Item)	\$ 16,500	\$ 27,731	\$ 28,000	\$ -	\$ 28,000	\$ 32,000	\$ 32,000
Total Expenses	\$ 120,800	\$ 103,474	\$ 123,550	\$ 88,084	\$ 152,800	\$ 139,500	\$ 139,800
NET BUDGET							
	\$ 107,300	\$ 88,702	\$ 110,050	\$ 72,360	\$ 139,100	\$ 125,800	\$ 126,100
Budget Change 2022 to 2023					26.40%		
Total Supported By Taxes	\$ 90,800	\$ 60,971	\$ 82,050	\$ 72,360	\$ 111,100	\$ 93,800	\$ 94,100
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



RECREATION OPERATING BUDGET

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
Grants	\$ -	\$ 197,260	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ 197,260	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES							
Contracted/General Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 38,000	\$ 37,369	\$ 38,000	\$ -	\$ 38,000	\$ 38,000	\$ 38,000
Grants	\$ 641,250	\$ 831,988	\$ 641,250	\$ 583,768	\$ 641,250	\$ 641,250	\$ 641,250
Total Expenses	\$ 679,250	\$ 869,357	\$ 679,250	\$ 583,768	\$ 679,250	\$ 679,250	\$ 679,250
NET BUDGET	\$ 679,250	\$ 672,097	\$ 679,250	\$ 583,768	\$ 679,250	\$ 679,250	\$ 679,250
Budget Change 2022 to 2023					0.00%		
Total Supported By Taxes	\$ 641,250	\$ 634,728	\$ 641,250	\$ 583,768	\$ 641,250	\$ 641,250	\$ 641,250
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

Active Living Conference for Seniors

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

Heritage Inventory Program

- In a continuing commitment to ongoing heritage awareness, financial resources have been allocated to assist future requests for identification and designation of heritage assets. Reserves will be utilized based on applications received (Special Project Reserves).

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.



CULTURE OPERATING BUDGET

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 YTD (10)	2023 PROPOSED	2024 FORECAST	2025 FORECAST
REVENUE							
Sales of Goods and Services	\$ -	\$ 432	\$ 1,000	\$ 252	\$ 500	\$ 300	\$ 300
Grants	\$ -	\$ 46,700	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 1,500	\$ 47,132	\$ 1,000	\$ 252	\$ 500	\$ 300	\$ 300
EXPENSES							
Salaries, Wages & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracted/General Services	\$ 5,500	\$ 478	\$ 500	\$ 402	\$ 10,500	\$ 10,500	\$ 10,500
Materials & Supplies	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 12,000	\$ 11,706	\$ 11,800	\$ -	\$ 12,000	\$ 12,000	\$ 12,000
Loss on Disposal of Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants to Other Organizations	\$ 32,000	\$ 78,660	\$ 33,100	\$ 31,943	\$ 32,350	\$ 33,150	\$ 34,150
Total Expenses	\$ 51,000	\$ 90,844	\$ 45,400	\$ 32,345	\$ 54,850	\$ 55,650	\$ 56,650
NET BUDGET	\$ 49,500	\$ 43,712	\$ 44,400	\$ 32,093	\$ 54,350	\$ 55,350	\$ 56,350
Budget Change 2022 to 2023					22.41%		
Total Supported By Taxes	\$ 37,500	\$ 32,006	\$ 32,600	\$ 32,093	\$ 42,350	\$ 43,350	\$ 44,350
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



2023 -2027 Capital Plan and 2023 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.

BUDGET HIGHLIGHTS

- Delay of 2023 Road Construction projects due to estimated increase in costs. Projects have been moved to 2024.
- Replacement of raw water line from new water well to Hamlet of Galahad reservoir. Funded by MSI Grant and Canada Community-Building Fund (CCBF).
- Replacement of playground equipment in Hamlet of Galahad and Fish Lake Park. Funded by CCBF Grant and Community Reserves.
- Completion of expansion of taxiway and parking area at the Flagstaff Regional Airport, funded by taxes.
- Replacement of cement floor at the Daysland grader shed funded by taxes.

SUMMARY 2023 CAPITAL BUDGET

TOTAL 2023 CAPITAL BUDGET EXPENSES:		\$3,283,350
Funded By:		
Reserves		\$5,000
Sale of Equipment		\$610,600
Grants MSI,CCBF		\$2,454,700
Tax Revenue		\$213,050



Capital Budget

CAPITAL BUDGET

	2021	2021	2022	2022	2023	2024	2025	2026	2027
	BUDGET	ACTUAL	BUDGET	YTD (10)	PROPOSED	FORECAST	FORECAST	FORECAST	FORECAST
REVENUE									
Grants Rural	\$ 745,600	\$ 0	\$ 1,285,550	\$ 450,800	\$ 1,961,700	\$ 3,314,000	\$ -	\$ -	\$ 160,000
Grants Hamlets	\$ 735,000	\$ 607,683	\$ 180,000	\$ 46,124	\$ 493,000	\$ -	\$ -	\$ -	\$ 60,000
Sales of Assets	\$ 481,625	\$ 544,834	\$ 531,000	\$ 611,000	\$ 610,600	\$ 552,900	\$ 557,250	\$ 597,250	\$ 355,500
Total Revenue	\$ 1,962,225	\$ 1,152,517	\$ 1,996,550	\$ 1,107,924	\$ 3,065,300	\$ 3,866,900	\$ 557,250	\$ 597,250	\$ 575,500
EXPENSES									
Capital Hamlets	\$ 735,000	\$ 607,683	\$ 180,000	\$ 46,124	\$ 493,000	\$ 33,000	\$ -	\$ -	\$ 60,000
Equipment and Vehicles	\$ 1,151,325	\$ 437,500	\$ 1,576,920	\$ 1,455,848	\$ 2,182,550	\$ 2,438,200	\$ 2,759,700	\$ 2,899,600	\$ 2,167,050
Buildings	\$ 14,700	\$ -	\$ 74,000	\$ -	\$ 90,000	\$ 100,000	\$ -	\$ -	\$ -
Land/Improvements	\$ -	\$ -	\$ -	\$ 4,001	\$ -	\$ -	\$ -	\$ -	\$ -
Airport	\$ -	\$ -	\$ -	\$ -	\$ 12,400	\$ -	\$ -	\$ -	\$ -
Pavement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Construction	\$ 92,500	\$ 45,764	\$ 115,000	\$ 46,553	\$ 20,000	\$ 3,621,500	\$ 95,000	\$ 58,000	\$ 3,800,000
Bridges	\$ 683,900	\$ 606,422	\$ 155,000	\$ 47,762	\$ 415,000	\$ 211,500	\$ 205,000	\$ 125,000	\$ 220,000
Gravel Inventory	\$ -	\$ -	\$ -	\$ -	\$ 12,400	\$ -	\$ -	\$ -	\$ -
Parks	\$ -	\$ -	\$ -	\$ -	\$ 58,000	\$ -	\$ 27,500	\$ -	\$ -
Total Expenses	\$ 2,677,425	\$ 1,697,369	\$ 2,100,920	\$ 1,600,288	\$ 3,283,350	\$ 6,404,200	\$ 3,087,200	\$ 3,082,600	\$ 6,247,050
NET CAPITAL	\$ 715,200	\$ 544,852	\$ 104,370	\$ 492,364	\$ 218,050	\$ 2,537,300	\$ 2,529,950	\$ 2,485,350	\$ 5,671,550
Budget Change 2022 to 2023					108.92%				
Total Supported By Taxes	\$ 604,700	\$ 544,852	\$ 302,000	\$ 159,994	\$ 213,050	\$ 2,537,300	\$ 2,529,950	\$ 2,485,350	\$ 2,191,550
Total Supported By Reserves	\$ 110,500	\$ -	\$ 406,370	\$ 332,370	\$ 5,000	\$ -	\$ -	\$ -	\$ 3,480,000

HISTORICAL CAPITAL INFORMATION

YEAR	BUDGET	ACTUAL
2022	\$1,700,150	\$1,600,288 (YTD)
2021	\$2,677,425	\$1,697,369
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



2023 CAPITAL BUDGET

EQUIPMENT

DESCRIPTION- Replacement/Upgraded	BUDGET
AWD Grader - no ripper	\$510,500
AWD Grader - no ripper	\$491,600
AWD Grader - no ripper	\$491,600
SUV & Attachments - Peace Officers	\$85,050
Fleet Vehicle - 1	\$57,750
Disc Mower	\$22,600
Trailer- Parks	\$26,250
Used Tractor	\$315,000
Super B Trailers	\$159,100
DESCRIPTION - Additional to Fleet	
Air Conditioning Re-Charging Machine	\$9,450
Quad	\$13,650
Total Cost of Equipment	\$2,182,550

BUILDINGS

DESCRIPTION	BUDGET
Daysland Grader Shed-Replace Concrete Flooring	\$90,000
Total Cost of Buildings	\$90,000

LAND IMPROVEMENTS

DESCRIPTION	BUDGET
Flagstaff Regional Airport - Taxiways	\$12,400
Parks - Playground Equipment - Galahad	\$53,000
Parks - Playground Equipment - Fish Lake	\$5,000
Total Cost of Land Improvements	\$70,400

ENGINEERING STRUCTURES

DESCRIPTION	BUDGET
Preliminary Engineering Road Construction	\$ 20,000
Bridges	\$ 415,000
Gravel Inventory	\$ 12,400
Total Cost of Engineering Structures	\$447,400

HAMLET INFRASTRUCTURE

DESCRIPTION	BUDGET
GALAHAD	
Raw Water Line Upgrading	\$478,000
LED Streetlight Fixtures	\$15,000
Total Galahad	\$493,000
Total Cost of Hamlet Infrastructure	\$493,000

TOTAL CAPITAL BUDGET	\$ 3,283,350
-----------------------------	---------------------

Capital Budget



2023-2027 VEHICLES AND EQUIPMENT PLAN

	2023 BUDGET	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST
CAPITAL BUDGET - VEHICLES AND EQUIPMENT					
2023 Vehicles and Equipment					
Graders - 3	\$ 1,493,700				
Vehicle -1 Peace Officer(SUV)	\$ 85,050				
Fleet Vehicle - 1	\$ 57,750				
Disc Mower	\$ 22,600				
Trailer-Parks	\$ 26,250				
Used Tractor	\$ 315,000				
Super B Trailers	\$ 159,100				
Air Conditioning Re-Charging Machine	\$ 9,450				
Quad	\$ 13,650				
TOTAL	\$ 2,182,550				
2024 Vehicles and Equipment					
Graders - 2		\$ 1,337,700			
Skid Steer w/snow attachments		\$ 183,750			
Fleet Vehicles -3		\$ 178,600			
Peace Officer SUV		\$ 85,050			
Highway Tractor		\$ 220,500			
1.5 Ton Truck with Dump Box		\$ 120,750			
Mulcher Head Attachment		\$ 70,350			
Excavator		\$ 189,000			
UTV		\$ 36,750			
Attachment for Excavator		\$ 15,750			
TOTAL		\$ 2,438,200			
2025 Vehicles and Equipment					
Graders - 3			\$ 2,286,900		
Fleet Vehicles - 3			\$ 187,450		
Disc Mower			\$ 24,950		
Tractor (ASB Roadside Mowing)			\$ 236,250		
Zero Turn Mower			\$ 24,150		
TOTAL			\$ 2,759,700		
2026 Vehicles and Equipment					
Graders -3				\$ 2,471,200	
Fleet Vehicles - 3				\$ 196,900	
Highway Tractor				\$ 231,500	
TOTAL				\$ 2,899,600	
2027 Vehicles and Equipment					
Graders -2					\$ 1,632,750
Fleet Vehicles - 3					\$ 207,100
Disc Mower					\$ 26,250
Tractor (ASB Roadside Mowing)					\$ 259,900
Zero Turn Mower 104"					\$ 41,050
TOTAL					\$ 2,167,050
BUDGET VEHICLES AND EQUIPMENT	\$2,182,550	\$2,438,200	\$2,759,700	\$2,899,600	\$2,167,050



Capital Budget

CAPITAL BUDGET

2023-2027 BUILDING PLAN

CAPITAL BUDGET - BUILDINGS

	2023 BUDGET	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST
2023 Buildings					
Daysland Grader Shed- Replace Concrete Floor	\$ 90,000				
2024 Buildings					
Forestburg Grader Shed - Replace Concrete Floor		\$ 100,000			
2025 Buildings					
Replace 3 Outhouses at Fish Lake Campground			\$ 22,500		
2026 Buildings					
No Building Capital Projects Scheduled				\$ -	
2027 Buildings					
No Building Capital Projects Scheduled					\$ -
BUDGET BUILDINGS	\$90,000	\$100,000	\$22,500	\$ -	\$ -

78

2023-2027 HAMLET INFRASTRUCTURE PLAN

CAPITAL BUDGET - HAMLETS (GALAHAD & STROME)

	2023 BUDGET	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST
2023 Hamlets					
Raw Water Line Upgrading - Galahad	\$ 478,000				
LED Streetlight Fixtures - Galahad	\$ 15,000				
TOTAL	\$ 493,000				
2024 Hamlets					
Replace Diesel Emergency Pump with Electrical Pump - Strome		\$ 33,000			
2025 Hamlets					
No Projects Scheduled			\$ -		
2026 Hamlets					
No Projects Scheduled				\$ -	
2027 Hamlets					
Water Distribution Pump Replacement - Strome					\$ 30,000
Water Distribution Pump Replacement - Galahad					\$ 30,000
TOTAL					\$ 60,000
BUDGET HAMLET INFRASTRUCTURE	\$493,000	\$33,000	\$0	\$0	\$60,000



Capital Budget

2023-2027 ROAD CONSTRUCTION PLAN

CAPITAL BUDGET - ROAD CONSTRUCTION

	2023 BUDGET	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST
2023 Road Construction Program					
Engineering	\$ 20,000				
2024 Road Construction Program					
Twp Rd 424 from Rge Rd 154 east 4.0 miles - LR		\$ 2,809,500			
Twp Rd 454 from SH855 east 1.0 mile - LR		\$ 812,000			
TOTAL		\$ 3,621,500			
2025 Road Construction Program					
2024 Road Construction Completion (Gravel)			\$ 40,000		
2026 Preliminary Engineering			\$ 55,000		
TOTAL			\$ 95,000		
2026 Road Construction Program					
2027 Preliminary Engineering				\$ 58,000	
2027 Road Construction Program					
Twp Rd 440 from SH870 east 2.0 miles - LR					\$ 1,520,000
Twp Rd 424 from Hwy 36 east 3.0 miles - LR					\$ 2,280,000
TOTAL					\$ 3,800,000
BUDGET ROAD CONSTRUCTION	\$20,000	\$3,621,500	\$95,000	\$58,000	\$3,800,000

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

2027 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

2030 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

2033 PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 35-46-16 Rge Rd 161	South 8.0 miles	Local

2036 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

CAPITAL BUDGET

2023-2027 BRIDGES AND CULVERT PLAN

CAPITAL BUDGET - BRIDGES AND CULVERTS

	2023 BUDGET	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST
2023 Bridge/Culverts					
Bridge File #83190 (Twp Rd 422, NW 10-42-13-W4) - 1800mm	\$ 75,000				
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 #7688 (Rge Rd 122, SW 23-44-12-W4) - Bridge Repair	\$ 250,000				
TOTAL	\$ 415,000				
2024 Bridge/Culverts					
Bridge File #1019 (Twp Rd 460, SW 03-46-15 W4) - Bridge Repair		\$ 99,000			
Bridge File #77982 (Rge Rd 105, SW 05-43-10 W4) - Bridge Repair		\$ 62,500			
Bridge File #72912 (Twp Rd 401A, SE 10-40-13 W4) - 1600mm		\$ 50,000			
TOTAL		\$ 211,500			
2025 Bridge/Culverts					
Bridge File #83197 (Rge Rd 145, NE 19-43-14 W4) - 900mm			\$ 125,000		
Bridge File #83194 (Twp Rd 434, NW 21-43-16 W4) - 1200mm			\$ 40,000		
Bridge File #79104 (Rge Rd 104, SW 04-44-16 W4) - 1800mm			\$ 40,000		
TOTAL			\$ 205,000		
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	
2027 Bridge/Culverts					
Bridge File #8611 (Rge Rd 110, NW 19-44-10 W4) Bridge Repair					\$ 80,000
Bridge File #2408 (Rge Rd 124, SW 21-44-12 W4) Bridge Repair					\$ 80,000
Bridge File #77980 (Rge Rd 131, SW 12-42-13 W4) - 1600mm					\$ 60,000
TOTAL					\$ 220,000
BUDGET BRIDGES AND CULVERTS	\$415,000	\$211,500	\$205,000	\$125,000	\$220,000

80

2023-2027 LAND IMPROVEMENTS PLAN

CAPITAL BUDGET - LAND IMPROVEMENTS

	2023 BUDGET	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST
2023 Land Improvements					
Flagstaff Regional Airport	\$ 12,400				
Playground Equipment (Galahad)	\$ 53,000				
Playground Equipment (Fish Lake)	\$ 5,000				
TOTAL	\$ 70,400				
2024 Land Improvements					
Docks - Diplomat Pond		\$ 5,000			
BUDGET LAND IMPROVEMENTS	\$70,400	\$5,000	\$0	\$0	\$0



Capital Budget

2023-2027 GRAVEL PRODUCTION PLAN

INVENTORY BUDGET - GRAVEL PRODUCTION

	2023 BUDGET	2024 FORECAST	2025 FORECAST	2026 FORECAST	2027 FORECAST
2023 Gravel					
CR-01-2023 Northeast Area - 50,000 tonne	\$ 770,000				
CR-01-2023 Haul & Stockpile at Pyra Stockpile	\$ 456,500				
CR-02-2023 East Area - 80,000 tonne	\$ 620,000				
CR-02-2023 East Area - Pit Preparation	\$ 79,500				
TOTAL	\$ 1,926,000				
2024 Gravel					
CR-01-2024 West Area - 50,000 tonne		\$ 720,000			
2025 Gravel					
CR-01-2025 West Area - 50,000 tonne			\$ 748,000		
2026 Gravel					
CR-01-2026 Hinkey Pit - Pit Preparation				\$ 80,000	
CR-01-2026 Hinkey Pit - 50,000 tonne				\$ 358,500	
TOTAL				\$ 438,500	
2027 Gravel					
CR-01-2027 Northeast Area - 50,000 tonne					\$ 801,000
BUDGET GRAVEL PRODUCTION	\$1,926,000	\$720,000	\$748,000	\$438,500	\$801,000
Gravel Material Operating Budget	\$1,913,600	\$1,926,000	\$1,955,000	\$1,955,000	\$1,980,000
Difference	\$12,400	-\$1,206,000	-\$1,207,000	-\$1,516,500	-\$1,179,000



RESERVES SUMMARY

As of December 31, 2021 Financial Statement

OPERATING RESERVES	
General Reserves	\$13,919,979
Agriculture	\$472,269
Airport	\$109,187
Cemetery Grants	\$33,736
Corporate Services	\$844,296
Economic Development	\$739,267
Fire	\$0
Hamlet Water and Sewer	\$166,100
Public Works (Gravel)	\$2,511,253
Public Works Projects	\$893,000
Recreation/Parks	\$269,661
Special Projects	\$5,279,082
Tax Rate Stabilization	\$3,445,400
TOTAL OPERATING RESERVES	\$28,683,230

CAPITAL RESERVES	
Building Management	\$1,169,715
- <i>Office Building</i>	\$500,000
Fleet Management	\$3,160,312
Engineered Structures Management	\$9,495,169
- <i>Bridges</i>	\$3,143,200
Engineered Structures (Hamlets)	\$1,016,100
Economic Development Infrastructure Development	\$0
Fire Capital	\$146,855
TOTAL CAPITAL RESERVES	\$18,631,351

Balance as of December 31, 2021	\$47,314,581
--	---------------------

Note the above balances do not include any 2022 budgeted or actual allocations to and from reserves.



OPERATING RESERVES

Transfer From Operating Reserves: \$164,400

- Cemetery Grant - \$14,400
(Provide funding to rural community groups operating a cemetery)
- Economic Development - \$75,000
(Update Economic Development Strategy/Social Sustainability Study)
- Economic Development - \$75,000
(Continue work on Industrial Site Feasibility Project)

Transfer to Operating Reserves: \$1,950,000

- Hamlet Water/Sewer - \$100,000
(Contingency funds for unexpected repairs to water and sewer lines)
- Gravel - \$1,000,000
(Funds for securement of future gravel sources)
- General Reserves - \$850,000
(Funds to stabilize budget impacts for unanticipated operating function due to volatile fuel prices and maintain reserve to provide sufficient cash flow)

NET TRANSFER TO OPERATING RESERVES: \$1,785,600

83

CAPITAL RESERVES

Transfer to Capital Reserves: \$2,909,200

- Engineered Structures Hamlets - \$139,200
(Funds for future utility infrastructure assets, funds are collected through the monthly utility invoices from the infrastructure fees)
- Engineered Structure Management (Road Construction) - \$1,000,000
(Funds for future Road Construction)
- Engineered Structure Management (Bridges) - \$870,000
(Funds for future replacement and refurbishment of bridges)
- Fleet Management - \$900,000
(Provide funds for scheduled replacement and refurbishment of fleet assets)

NET TRANSFER TO CAPITAL RESERVES: \$2,909,200

RESERVES



CONSOLIDATED BUDGET SUMMARY

OPERATING DESCRIPTION	2020 ACTUALS	2021 ACTUALS	2022 APPROVED	2023 PROPOSED	2024 FORECAST	2025 FORECAST
OPERATING REVENUE						
Legislative	\$ -	\$ (12,816)	\$ (33,100)	\$ -	\$ -	\$ -
Corporate Services	\$ (238,748)	\$ (134,937)	\$ (425,100)	\$ (312,600)	\$ (82,600)	\$ (82,600)
Police Services	\$ (59,289)	\$ (31,078)	\$ (54,000)	\$ (26,000)	\$ (26,000)	\$ (26,000)
Bylaw Enforcement	\$ (1,100)	\$ (453)	\$ (1,500)	\$ (1,500)	\$ (1,500)	\$ (1,500)
Fire Protection	\$ (64,661)	\$ (138,982)	\$ (48,000)	\$ (6,000)	\$ (7,500)	\$ (8,000)
Emergency Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Health & Safety	\$ (16,417)	\$ (20,045)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)
Public Works	\$ (406,279)	\$ (228,781)	\$ (149,500)	\$ (184,000)	\$ (169,000)	\$ (169,000)
Airport Transportation	\$ (78,700)	\$ (89,312)	\$ (105,300)	\$ (137,850)	\$ (144,100)	\$ (151,040)
Water Distribution	\$ (256,930)	\$ (281,589)	\$ (296,300)	\$ (318,600)	\$ (291,200)	\$ (291,200)
Sanitary Sewage	\$ (135,473)	\$ (164,687)	\$ (97,000)	\$ (99,400)	\$ (99,400)	\$ (99,400)
Waste Disposal	\$ (58,815)	\$ (60,033)	\$ (60,000)	\$ (63,800)	\$ (65,100)	\$ (66,700)
Community Services	\$ (289,084)	\$ (414,634)	\$ (289,100)	\$ (289,100)	\$ (289,100)	\$ (289,100)
Public Health	\$ -	\$ (8,500)	\$ -	\$ -	\$ -	\$ -
Environment (ASB)	\$ (407,804)	\$ (238,869)	\$ (189,250)	\$ (232,350)	\$ (186,350)	\$ (186,350)
Economic Development	\$ (113,490)	\$ (67,234)	\$ (1,500)	\$ (5,500)	\$ (5,500)	\$ (5,500)
Planning and Development	\$ (38,785)	\$ (16,984)	\$ (26,000)	\$ (27,500)	\$ (27,500)	\$ (27,500)
Parks	\$ (13,437)	\$ (14,772)	\$ (13,500)	\$ (13,700)	\$ (13,700)	\$ (13,700)
Recreation	\$ -	\$ (197,260)	\$ -	\$ -	\$ -	\$ -
Culture	\$ (5,643)	\$ (47,132)	\$ (1,000)	\$ (500)	\$ (300)	\$ (300)
Revenue Own Source/Taxes	\$ (22,718,515)	\$ (23,521,135)	\$ (23,186,220)	\$ (23,804,100)	\$ (24,126,100)	\$ (23,816,500)
Tax Revenue Requisitions	\$ (4,052,688)	\$ (3,985,804)	\$ (3,981,160)	\$ (4,033,000)	\$ (4,096,300)	\$ (4,148,550)
Transfer from Reserves Operating	\$ (230,000)	\$ (353,000)	\$ (15,650)	\$ (164,400)	\$ (4,960)	\$ -
TOTAL REVENUE OPERATING	\$ (29,185,858)	\$ (30,028,037)	\$ (28,983,180)	\$ (29,729,900)	\$ (29,646,210)	\$ (29,392,940)



OPERATING	2020	2021	2022	2023	2024	2025
DESCRIPTION	ACTUALS	ACTUALS	APPROVED	PROPOSED	FORECAST	FORECAST
OPERATING EXPENSES						
Legislative	\$ 364,462	\$ 369,668	\$ 458,750	\$ 436,450	\$ 463,450	\$ 481,050
Corporate Services	\$ 2,989,399	\$ 2,779,916	\$ 3,320,100	\$ 3,522,150	\$ 3,344,900	\$ 3,419,000
Police Services	\$ 426,746	\$ 445,724	\$ 544,000	\$ 674,800	\$ 674,350	\$ 702,600
Bylaw Enforcement	\$ 1,437	\$ 523	\$ 5,250	\$ 4,250	\$ 4,250	\$ 4,250
Fire Protection	\$ 524,240	\$ 1,628,139	\$ 791,800	\$ 672,950	\$ 678,400	\$ 678,900
Emergency Management	\$ 15,795	\$ 13,817	\$ 7,100	\$ 11,600	\$ 11,600	\$ 11,600
Health & Safety	\$ 215,925	\$ 196,352	\$ 244,450	\$ 230,350	\$ 234,600	\$ 235,950
Public Works	\$ 11,958,192	\$ 12,274,718	\$ 13,265,700	\$ 13,703,250	\$ 13,785,450	\$ 14,246,100
Airport Transportation	\$ 112,724	\$ 135,640	\$ 164,050	\$ 201,350	\$ 211,150	\$ 206,200
Water Distribution	\$ 274,443	\$ 328,663	\$ 313,500	\$ 346,250	\$ 322,850	\$ 318,500
Sanitary Sewage	\$ 124,939	\$ 157,222	\$ 100,550	\$ 112,850	\$ 113,500	\$ 113,650
Waste Disposal	\$ 481,606	\$ 478,639	\$ 494,500	\$ 520,350	\$ 524,350	\$ 539,950
Community Services	\$ 430,805	\$ 560,979	\$ 432,900	\$ 413,100	\$ 414,400	\$ 416,400
Public Health	\$ 33,646	\$ 25,976	\$ 23,150	\$ 22,400	\$ 22,400	\$ 22,400
Environment (ASB)	\$ 943,160	\$ 642,054	\$ 874,000	\$ 891,700	\$ 858,450	\$ 874,800
Economic Development	\$ 612,357	\$ 483,838	\$ 524,950	\$ 684,500	\$ 546,850	\$ 571,600
Planning and Development	\$ 219,375	\$ 276,289	\$ 298,900	\$ 310,350	\$ 313,400	\$ 308,050
Parks	\$ 98,631	\$ 103,474	\$ 123,550	\$ 152,800	\$ 139,500	\$ 139,800
Recreation	\$ 938,000	\$ 869,357	\$ 679,250	\$ 679,250	\$ 679,250	\$ 679,250
Culture	\$ 56,020	\$ 90,844	\$ 45,400	\$ 54,850	\$ 55,650	\$ 56,650
Tax Bad Debt	\$ 2,665,414	\$ 1,671,924	\$ 2,000,000	\$ 1,800,000	\$ 1,500,000	\$ 1,500,000
Requisitions	\$ 4,046,882	\$ 3,986,596	\$ 3,981,160	\$ 4,033,000	\$ 4,096,300	\$ 4,148,550
Transfer to Reserves Operating	\$ 3,834,195	\$ 4,247,600	\$ 1,542,800	\$ 1,950,000	\$ 1,000,000	\$ 1,000,000
Transfer to Capital Reserves	\$ 1,495,000	\$ 3,362,945	\$ 3,800,000	\$ 2,909,200	\$ 2,119,200	\$ 1,239,200
TOTAL EXPENSES OPERATING	\$ 32,863,393	\$ 35,130,897	\$ 34,035,810	\$ 34,337,750	\$ 32,114,250	\$ 31,914,450
NET OPERATING	\$ 3,677,535	\$ 5,102,860	\$ 5,052,630	\$ 4,607,850	\$ 2,468,040	\$ 2,521,510
Less Depreciation (non cash item)	\$ 4,967,767	\$ 4,817,940	\$ 4,853,650	\$ 4,853,850	\$ 5,014,750	\$ 5,031,750
TOTAL NET OPERATING	\$ (1,290,232)	\$ 284,920	\$ 198,980	\$ (246,000)	\$ (2,546,710)	\$ (2,510,240)



CAPITAL

DESCRIPTION	2020 ACTUALS	2021 ACTUALS	2022 APPROVED	2023 PROPOSED	2024 FORECAST	2025 FORECAST
Capital Revenue						
Transfer from MSI Capital Grant	\$ (2,689,749)	\$ (224,799)	\$ (1,285,550)	\$ (1,658,700)	\$ (3,314,000)	\$ -
Canadian Community Building Fund	\$ (750,813)	\$ -	\$ -	\$ (303,000)	\$ -	\$ -
MSP/STIP Grant	\$ (194,608)	\$ (444,333)	\$ -	\$ -	\$ -	\$ -
MSI /CCBF Grants Hamlets	\$ (383,646)	\$ (607,683)	\$ (180,000)	\$ (493,000)	\$ -	\$ -
Sale of Assets	\$ (849,817)	\$ (544,834)	\$ (531,000)	\$ (610,600)	\$ (552,900)	\$ (557,250)
Transfers From Reserves Capital	\$ -	\$ (186,057)	\$ (406,370)	\$ (5,000)	\$ -	\$ -
Total Revenue	\$ (4,868,633)	\$ (2,007,706)	\$ (2,402,920)	\$ (3,070,300)	\$ (3,866,900)	\$ (557,250)

CAPITAL Expenses

Capital - Hamlets	\$ 383,646	\$ 607,683	\$ 180,000	\$ 493,000	\$ 33,000	\$ -
Capital - Equipment/Vehicles	\$ 1,861,309	\$ 437,500	\$ 1,576,920	\$ 2,182,550	\$ 2,438,200	\$ 2,759,700
Capital - Buildings	\$ 308,944	\$ -	\$ 74,000	\$ 90,000	\$ 100,000	\$ -
Capital - Land/Improvements	\$ 6,798	\$ -	\$ -	\$ -	\$ -	\$ -
Capital - Airport	\$ 6,552	\$ -	\$ -	\$ 12,400	\$ -	\$ -
Capital - Road Construction	\$ 2,907,303	\$ 45,764	\$ 115,000	\$ 20,000	\$ 3,621,500	\$ 95,000
Capital - Bridges and Culverts	\$ 506,786	\$ 606,422	\$ 155,000	\$ 415,000	\$ 211,500	\$ 205,000
Inventory - Gravel	\$ -	\$ -	\$ -	\$ 12,400	\$ -	\$ -
Capital - Parks/Recreation	\$ -	\$ -	\$ -	\$ 58,000	\$ 5,000	\$ -
TOTAL EXPENSES CAPITAL	\$ 5,981,338	\$ 1,697,369	\$ 2,100,920	\$ 3,283,350	\$ 6,409,200	\$ 3,059,700
TOTAL NET CAPITAL	\$ 1,112,705	\$ (310,337)	\$ (302,000)	\$ 213,050	\$ 2,542,300	\$ 2,502,450