



2021 ANNUAL REPORT

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COUNTY VISION

To be a strong, vibrant and sustainable regional Community of communities through collaboration and a focus on economic, social and environmental cooperation that contributes to rural essence and quality of life.



MESSAGE FROM THE REEVE

After the latest municipal election in October of 2021, we welcomed two new faces to our Council: Councillors Mat Ponto and Larry Hiller. Immediately after the election, Council orientation began. It was a fantastic way for new and returning councillors to be introduced or re-introduced to municipal government and the roles and responsibilities of an elected official. During our Council orientation, managers of all departments presented to Council the successes and challenges faced in the previous year. Council orientation is critical to give elected representatives the tools needed to make informed, fact-based decisions in providing programs and services to our residents.

Right after orientation, Council, with the support of senior staff, prepared our four-year strategic plan. The strategic plan is the guiding document that emphasizes Council's vision and goals for the next term. This year, we used a risk-management lens to help create a guiding document for the next four years. Using our newly created asset management, risk assessment, and long-range fiscal management tools, Council was able to make informed, fact-based decisions, not only to plan for the next four years, but 25 years and beyond. This type of planning will help ensure the long-term viability and sustainability of Flagstaff County.

Regarding the vision within our strategic plan, our Council emphasized the need to be adaptive to overcome unknown challenges we will undoubtedly face in this term. We strive to be initiative-taking and innovative in our approach to service delivery. We are investigating projects that could have a positive outcome for residents for generations to come – projects such as rural broadband, affordable housing, and an agricultural/industrial park, for example. Rest assured that Council will only proceed with such endeavours if they benefit the entire region, with minimal risk to all stakeholders

I would encourage all residents, business owners, and industry within Flagstaff County to review our business plan, our 5-year capital plan, and strategic plan. Reach out to your councillor with any questions or for clarification. Council and I would welcome the opportunity to meet the community at any functions or events. It is imperative that Council's priorities reflect residents' and businesses' needs. Together we can ensure the continued success of the Flagstaff Region.

Don Kroetch, Reeve
Flagstaff County

COUNTY COUNCIL

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



Reeve Don Kroetch – Division 5

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



Deputy Reeve Howard Shield – Division 7

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



Rick Manning – Division 1

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



Mat Ponto – Division 2

I am very excited to become a part of a very diverse group of councillors who have lots of experience in many different backgrounds of life. Focusing on economic growth in our region, as well bringing positive attention to the many beautiful communities that surround us is something I look forward to working towards in my first term.



Jeff Eckstrand – Division 3

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



Melvin Thompson – Division 4

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



Larry Hiller – Division 6

I intend to help chart a path toward sustainable regional growth for future generations. Paramount in my vision for a viable tomorrow will be a spirit of collaboration among all municipalities in the Flagstaff Region, as well as a renewed sense of innovation and resilience in the face of inevitable change and challenges.

GOVERNMENT STRUCTURE

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

A municipality consists of two branches:

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

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

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

FLAGSTAFF COUNTY BOARDS AND COMMITTEES

Boards

- Agricultural Service Board (ASB) (Howard Shield, Jeff Eckstrand, Mat Ponto)
 - 4 members at large (Dan Skoberg, Garret Jackson, Bryan Zwack, Steven Vincett)
- Agricultural Pest Act Appeal Committee – (All ASB)
- Battle River Alliance for Economic Development (BRAED) – (Mat Ponto)
- Battle River Research Group (Don Kroetch)
- Diplomat Mine Museum Society (Mat Ponto)
- Flagstaff Family & Community Services (FFCS) (Don Kroetch)
- Flagstaff Regional Housing Group (FRHG) (Howard Shield, Larry Hiller)
- Flagstaff Regional Solid Waste Management Association (Jeff Eckstrand)
- Parkland Regional Library (PRL) (Jeff Eckstrand)
- Veterans Memorial Highway Association (Howard Shield, Rick Manning)

COMMITTEES OF COUNCIL

- Building Committee (Don Kroetch, Melvin Thompson, Howard Shield)
- Emergency Advisory Committee (Don Kroetch, Howard Shield)

SPECIAL COMMITTEES

- Battle River Economic Opportunities Committee (BREOC) – (Don Kroetch)
 - Citizen Advisory Committee (Melvin Thompson)
 - Emergency Services Committee (Howard Shield, Melvin Thompson, Rick Manning)
 - Flagstaff Regional Emergency Services Society (Howard Shield, Melvin Thompson)
 - Intermunicipal Planning Committees
 - Alliance, Heisler, Lougheed (Howard Shield, Mat Ponto)
 - Forestburg (Mat Ponto, Melvin Thompson)
 - Daysland (Howard Shield, Don Kroetch)
 - Hardisty (Rick Manning, Larry Hiller)
 - Killam (Melvin Thompson, Jeff Eckstrand)
 - Sedgewick (Jeff Eckstrand, Larry Hiller)
 - MD of Provost (Jeff Eckstrand, Rick Manning)
 - Intermunicipal Collaboration Frameworks (ICF) – (Don Kroetch, Jeff Eckstrand, Larry Hiller)
-

MUNICIPAL SUSTAINABILITY INITIATIVE PROJECTS

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

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

	OPERATING	CAPITAL
2021	\$236,254	\$2,821,131
2020	\$237,242	\$2,347,543
2019	\$240,850	\$1,715,821
2018	\$232,371	\$4,033,331
2017	\$232,371	\$2,507,567
2016	\$237,241	\$2,553,307
2015	\$182,290	\$2,398,449
2014	\$184,574	\$1,753,151
2013	\$317,780	\$1,674,900
2012	\$323,334	\$1,747,847
2011	\$337,622	\$1,769,950
2010	\$357,311	\$1,893,310
2009	\$368,951	\$805,284
2008	\$379,097	\$1,098,345
2007	\$116,312	\$753,459

AGRICULTURAL SERVICE BOARD



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

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

Councillors:

Howard Shield, Chair
Jeff Eckstrand, Vice Chair
Mat Ponto

Appointed Members:

Dan Skoberg
Bryan Zwack
Steven Vincett
Garret Jackson

Custom Weed Control

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

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

Custom weed spraying is done on a cost recovery basis.



No Spray Agreements

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

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

Roadside Brush and Weed Spraying

Weeds and brush are sprayed to improve sightlines, protect infrastructure, and minimize the spread of weeds onto adjacent properties. In 2021, 700 miles of roadside was covered for weed and brush control.

Roadside Mowing and Roadside Haying

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

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

Shelterbelt Establishment Program

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

Clubroot Disease of Canola

Clubroot is a concern for farmers across Alberta. Clubroot is a serious soil-borne disease of canola and has been declared a pest under the Alberta Agricultural Pest Act. In 2021, two positive locations with clubroot were found out of 200 surveyed fields. For more information on this disease please visit www.flagstaff.ab.ca.

Roadside Re-vegetation

After the completion of road construction projects, the Agricultural Service Board will reseed municipal right-of-ways. In 2021, 21 miles of municipal right-of-ways were hydroseeded. All seed purchased is certified and comes with a weed seed certificate.

Water Loading Stations

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

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

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

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

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

Extension Activities

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

- Weekly newspaper column
- Short County videos on topics related to crop production and threats.
- Links to videos and webinars on agricultural issues.
- Promotion of agricultural webinars in surrounding counties
- Offering a podcast series addressing agricultural issues along with other County related issues.

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

Conservation Easement

Flagstaff County is a qualified organization to administer conservation easements on private property at the request of landowners. A conservation easement is a solution for landowners that want to preserve certain features of their property even if the land is sold. An easement is the legal transfer of select development rights to a land trust organization. It is a legally binding contract recognized by both provincial and federal law, and the easement remains in place even if ownership of the land changes in the future.



RECREATIONAL PARKS

Diplomat Trout Pond

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



Edgerton Day Campground

The Edgerton Day Campground is south of the intersection of Hwy 13 and Hwy 855 on the outskirts of Daysland. This campground has twelve power only sites.

Fish Lake Campground

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

Galahad Campground

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

Galahad Municipal Grounds

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

Strome Campground

The Strome Campground is located on the northwest edge of Strome. This campground offers twenty five non-serviced sites, fire pits, fire grills and is located next to the ball diamonds, school playground, community hall and gazebo.

ASSESSMENT

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

Understanding Your Property Assessment

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

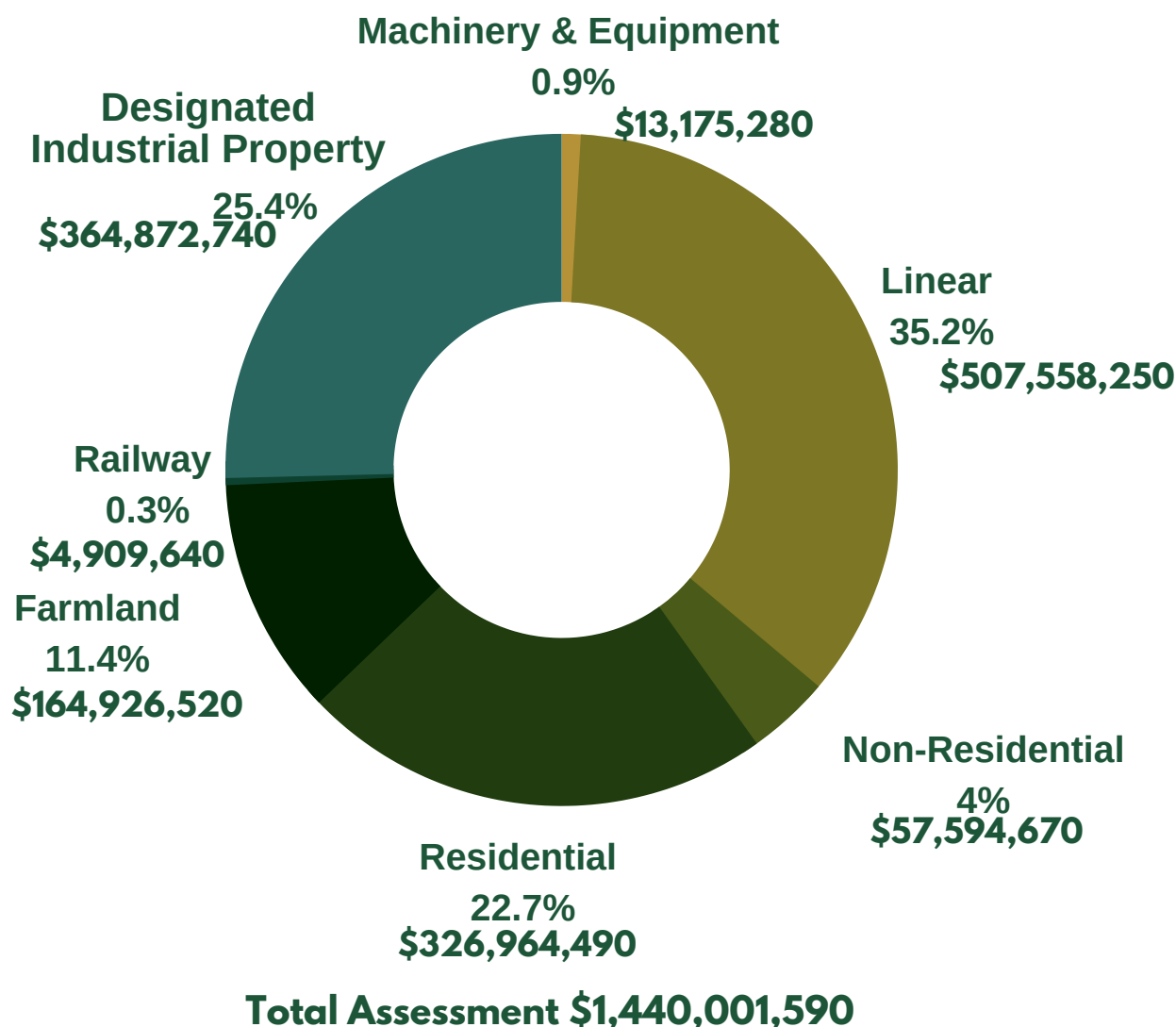
Market Value

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

Key Characteristics of Market Value Are:

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

2020 Assessment / 2021 Tax Year



Regulated Assessment

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

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

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

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

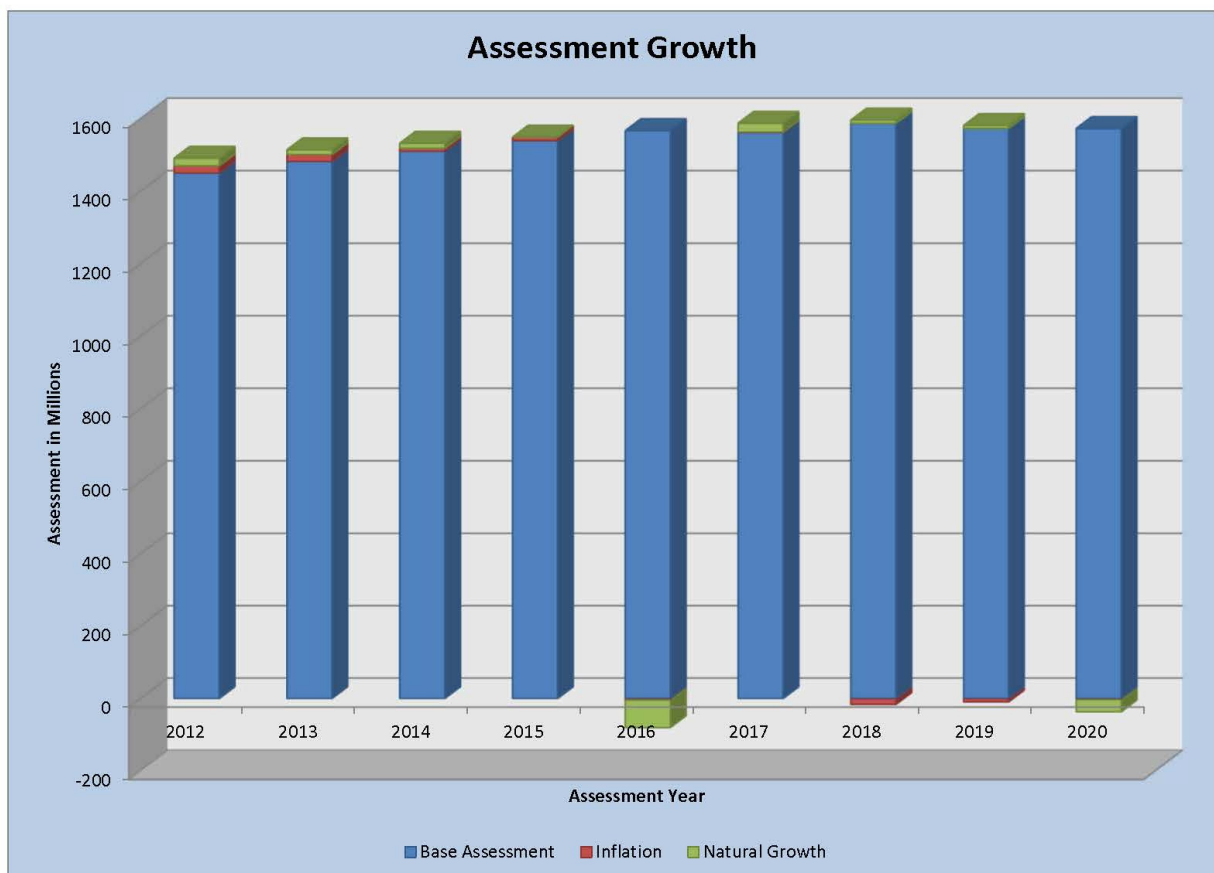
There are five types of regulated property:

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

Farmland

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

Assessment Growth



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

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

For more information on our Assessment Complaint and Appeal System, please visit our website at www.flagstaff.ab.ca.

If you have any questions regarding Assessment, please contact:

Sean Cosens

Accurate Assessment Group Ltd.

780-464-4655

171 Pembina Road

Sherwood Park, AB T8H 2W8

www.aag-gis.com

ECONOMIC DEVELOPMENT

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

Business Retention and Expansion

Internal and External Procurement

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

- Purchases within County boundary is 25.3% of total purchases or 10.2% of total dollar value of purchases.
- Purchases from all adjacent counties account for 13.0% of total purchases or 10.0% of total dollar value of purchases.
- This accounts for a total of 38.3% of total purchases being local or 20.3% of total dollar value of purchases.
- Revised Policy LE 001 Procurement and Expenditures to reflect County's commitment to give preference to local businesses within the Flagstaff Region that can provide the desired goods and services under the trade agreement thresholds if they are within 5% of the best value bid.

COVID-19 Response

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

- 12 businesses received professional services from subject matter experts
- 17 businesses received funding through the Business Supports Program (funded through Battle River Economic Opportunities Committee)

- 5 Business Enhancement Supports (funded through Battle River Economic Opportunities Committee)
- 4 businesses accessed Skills Enhancement Supports (funded through Battle River Economic Opportunities Committee)

Virtual Business Coaching Sessions

Virtual sessions were coordinated to provide information to the Flagstaff Region business community. 45 participants attended one-on-one business coaching sessions with business strategist Amanda Wagner. Feedback from participants has been extremely positive, with many participants continuing to work on their own with Amanda for business strategy services.

Flagstaff Crafted Gift Guide

The second edition of the Flagstaff Crafted Gift Guide was launched in the Spring of 2021. 18 businesses submitted 34 products. The third edition of the Flagstaff Crafted Gift Guide was then launched in the Fall of 2021. 28 businesses submitted 53 products. The number of participating businesses grew by 71% since the 2021 Spring publication. The 2021 Fall/Winter Gift Guide was printed, and positive feedback was received about having physical copies of the guide both dropped off in a mail drop and dropped off at various locations within and around the Flagstaff Region.

The 2021 Fall/Winter Gift Guide captured the "Regional Collaboration and Partnership Project" award at the 2022 Economic Developers Alberta (EDA) conference.



Flagstaff Region Featured Business

The Flagstaff Region Featured Business program continued, in partnership with The Community Press, for the fourth consecutive year. The program gives businesses in the region a chance to showcase what makes them unique and reach a wide target audience with marketing support from Flagstaff County and The Community Press. The businesses that participated received a write-up in The Community Press and a promotion video that was produced by Flagstaff County; the cost to participating businesses is simply their time and enthusiasm! The Flagstaff Region Featured Business program was halted in February 2021 with rising COVID-19 numbers. The program resumed in September 2021 with a total of 6 businesses being featured for the year.

Flagstaff Food Producer Videos

There were 8 agriculture producers that agreed to film their operations. The footage was used for marketing our local food supply chain, enhancing the entrepreneurial spirit, sharing success stories, and promoting Alberta Open Farm Days. There was a total of 12,695 views from all 8 videos posted throughout the week.



Attracting and Retaining Citizens

Flagstaff Grows Campaign

The Flagstaff Grows Campaign was initiated in 2020, however, it was published in 2021. It is a new live rural initiative to increase market access, investment attraction, regional collaboration, new product development and promotion. The Flagstaff Region boasts one of the most economically competitive regions in rural Alberta, home to Alberta's world-class energy and agricultural industries, and this initiative outlines all that the Flagstaff Region has to offer. The Flagstaff Grows campaign has had 1.2 million impressions online after launching and has continued to have a strong internal pride building piece as part of overall strategy.

www.flagstaffgrows.ca

New Business Start-ups

Flagstaff Crafted

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

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

- Free online marketing through the Flagstaff Crafted website, flagstaffcrafted.ca, and social media channels
- Business and product photography
- Bi-annual gift guide to showcase products
- Networking and collaboration opportunities to enhance business growth and innovation
- Ongoing surveys from Flagstaff Crafted participants.



Innovation Master Class

This comprehensive program was designed to introduce innovative thinking to young leaders through collaborative group sessions with other participants as well as provide valuable hands-on experience with the organizational model through directly working with the business community. Throughout this program participants had the opportunity to learn from and interact with global thought and business leaders, gaining experience and soft skills in innovative thinking, idea development, business development, public speaking, and leadership skills. Six participants enrolled in the program and at the end of their 9-week course they were able to “pitch” four of their most promising ideas to a full industry panel, investors, government media and more.

The Future is Flagstaff Program

The Future is Flagstaff was an opportunity for community leaders (aged 15+) to come together virtually and share their goals, build new connections, and collectively create a new story for the Flagstaff Region. This program was an opportunity to create a positive collective impact within our region, which is key to reaching the desired outcomes in Flagstaff County’s Five-Year Economic and Community Development Strategic Plan. The Future is Flagstaff comic had participation from a broad representation of Flagstaff County residents; Ten residents from across the Flagstaff Region came together to present their comic books that showcased “The Future is Flagstaff”. Prior to this event, these residents came together to collaborate and explore what Flagstaff 2042 could look like, which received positive feedback on the printed copies of the comic.

Pop-up Retail Location

Flagstaff County partnered with Wild Rose Co-op to host Flagstaff Crafted businesses participate in a pop-up market. There were nine businesses that participated in this over the course of 8 weeks. 1 of these 8 businesses is now retailing their products at the Killam and Sedgewick Wildrose Co-op Food Stores.

New Business Investment

Flagstaff Region Succession Program Support

Flagstaff County partnered with Grant Thornton to offer FREE one-on-one support to Flagstaff Region businesses that are succession planning. Participants received an initial consultation with Grant Thornton to discuss their unique circumstances and determine the next steps and considerations most relevant to them. In 2021, there were 15 first-come, first-served spots available. All but one spot was used for the year.

Broadband Internet

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

Western Economic Diversification Canada Feasibility Study

Flagstaff County received funding from Western Economic Diversification Canada for \$150,000. This funding is for a feasibility study, options analysis, business case/recommendations for developing industrial sites with access to Battle River Railway.

Being a Supportive Team Member

Tourism Partnerships

Flagstaff County continued our membership and collaboration with Go East of Edmonton.

Battle River Economic Opportunities Committee (BREOC)

Flagstaff continues to work with six other municipalities (County of Paintearth, Town of Castor, Town of Coronation, Village of Forestburg, Village of Halkirk and Village of Heisler) as a member of the Battle River Economic Opportunities Committee (BREOC).



5-Year Strategic Planning

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

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

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

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

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

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

Looking forward to 2022....

- Implementation of events to support local businesses
- Flagstaff Region Succession Program - continuous intake
- Virtual 1-on-1 business coaching

FINANCE

FINANCIAL SUMMARY ANNUAL REPORT

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

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

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

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

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

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

ACCOUNTING PROCESS

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

AUDIT PROCESS

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

BUDGET PROCESS

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

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

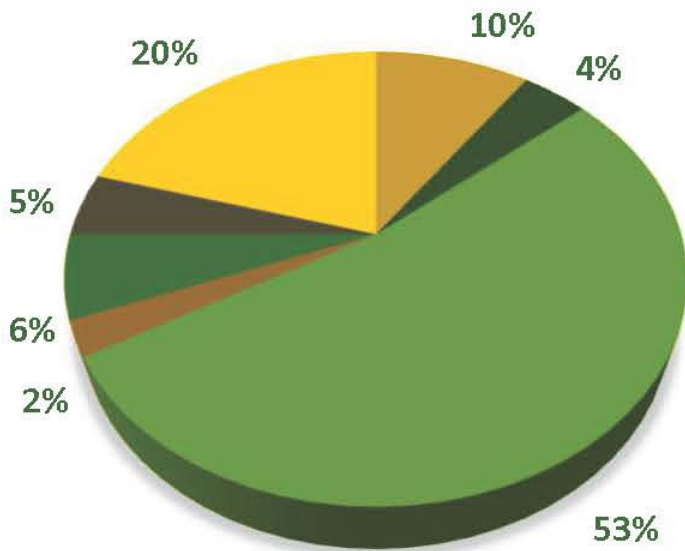
FINANCIAL POLICIES

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

ASSET MANAGEMENT PROGRAM

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

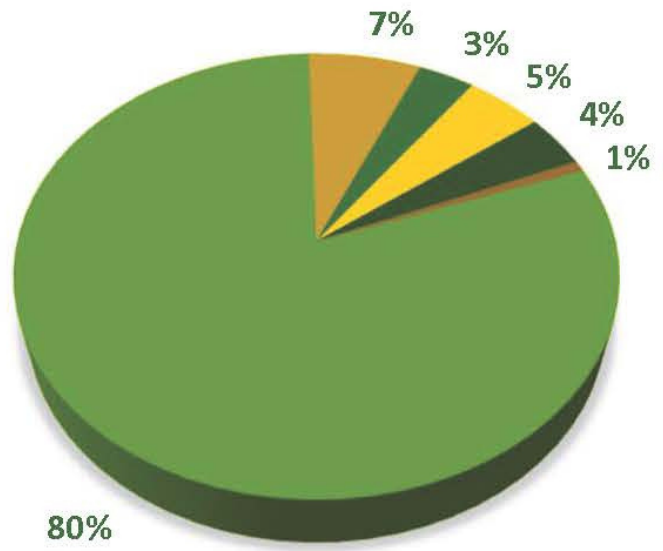
2021 OPERATING EXPENDITURES



Total Expenditures - \$23,533,757

Public Works	\$12,410,360	53%
General Government	\$4,821,506	20%
Agriculture / Development	\$1,402,183	6%
Protective Services	\$2,284,555	10%
Recreation and Culture	\$1,063,674	5%
Water and Waste Management	\$964,524	4%
Public Health and Welfare	\$586,955	2%

2021 OPERATING REVENUES



Total Revenues - \$26,965,255

Taxes - Municipal Purposes	\$21,597,581	80%
Government Grants Capital	\$1,276,815	7%
Revenue Own Sources	\$1,883,305	4%
Sales and User Charges	\$945,248	5%
Government Grants Operating	\$1,049,538	4%
Investment Income	\$212,768	1%

EXCESS REVENUE OVER EXPENSES

\$3,431,498

CHANGE IN ACCUMULATED SURPLUS

Unrestricted Surplus	\$975,113
Reserves	\$7,071,488
Equity in Tangible Capital Assets	(\$4,615,103)
TOTAL	\$3,431,498

Flagstaff County has copies of the 2021 Financial Statement available for the public. Copies can be obtained by contacting the County office at Box 358, Sedgewick, AB, T0B 4C0 or calling (780) 384-4100. You may also go to the Flagstaff County website at www.flagstaff.ab.ca and download or view a PDF version of the 2021 Financial Statement.

SALARY AND BENEFITS DISCLOSURE

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

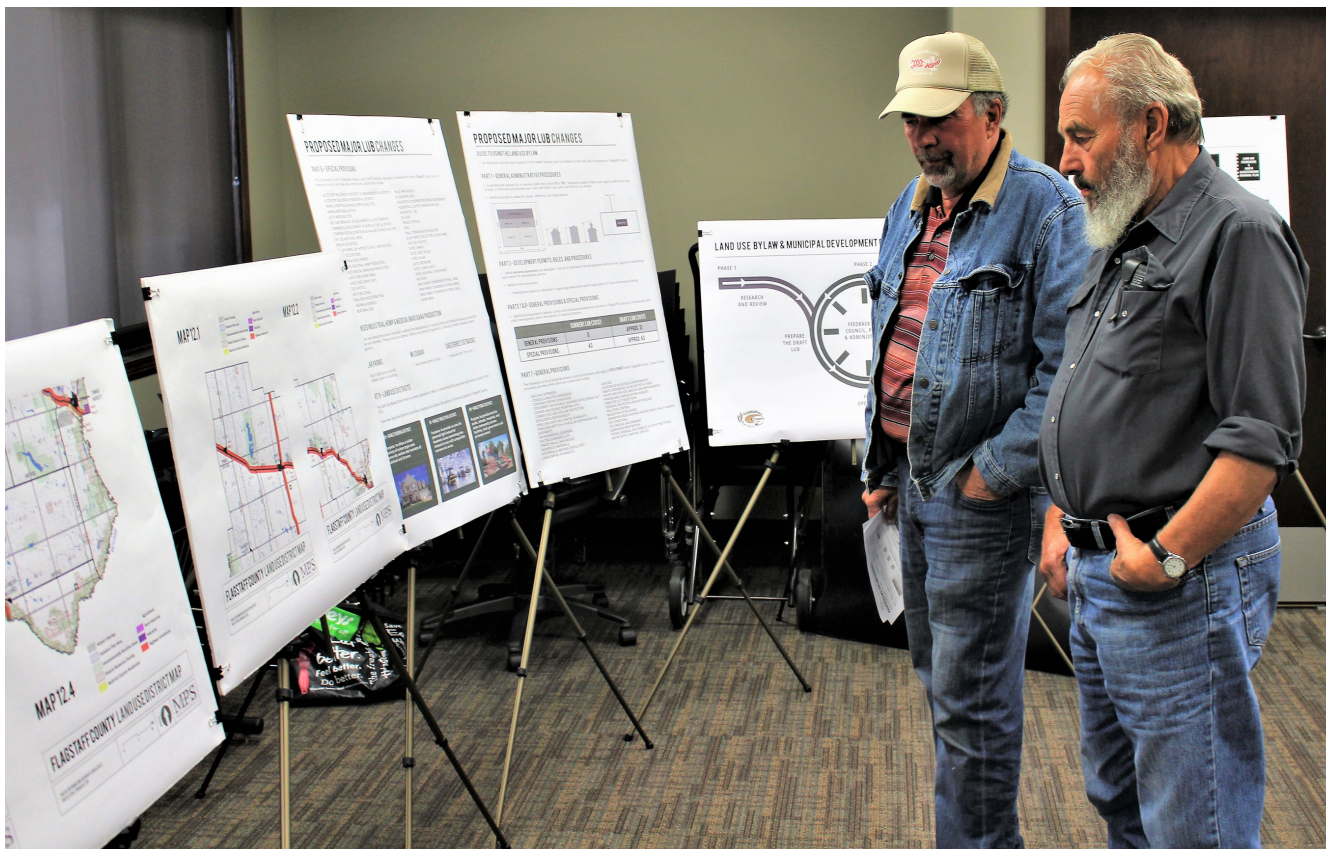
	Division 1	Division 2	Division 3	Division 4	Division 5 (REEVE)	Division 6	Division 7
Salary	\$40,155	\$40,155	\$40,155	\$40,155	\$44,200	\$40,155	\$40,155
Benefits & Allowances	\$712	\$6,535	\$6,535	\$4,390	\$7,191	\$6,178	\$6,535
2021 Total	\$40,867	\$46,690	\$46,690	\$44,545	\$51,391	\$46,333	\$46,690
2020 Total	\$39,661	\$45,406	\$45,406	\$43,340	\$49,946	\$45,406	\$45,406

Salary includes regular base pay and gross honoraria.

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

PLANNING AND DEVELOPMENT

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



In 2021, there were 42 developments totaling \$211,129,573.

	Commercial/ Industrial	Non- Residential	Residential	Institutional	Public Use
Number of Permits Issued	4	24	14	0	0
Value of Permits Issued	\$204,275,000	\$2,648,573	\$4,206,000	\$0	\$0

Developments

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

Development Permits are required to ensure that:

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

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

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

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

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

Subdivision of Land

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

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

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

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

There were 18 subdivision applications received in 2021.

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

Looking forward to 2022...

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

PROTECTIVE SERVICES



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

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

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

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

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

PUBLIC WORKS



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

Maintenance and Repair - Shop

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

Road Recovery Program / Rehabilitation Program

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

Shoulder Pulling

Is utilized on roads that are in excess of 10 metres wide. This program extends the life of the road and reduces maintenance costs. This process may include drainage improvements, culvert replacement, reshaping backslopes and grade slopes, re-compacting the sub-grade, re-establishing the road surface crown, restoring the road surface width that it was originally constructed to, and the disposal of any rocks or shrubs. Gravelock, a soil stabilization product, was utilized in all these projects. We have observed improved performance of the sub-grade by incorporating Gravelock. In 2021, we tested a new soil stabilization product called Perma-Zyme for a 1-mile section.

The following projects were completed in 2021:

2021 Shoulder Pulling Projects		
LOCATION	DISTANCE	TOTAL COST
ENE 33-43-16 Rge Rd 163 South of Twp Rd 440	6.0 miles	\$270,000
ENE 20-44-16 Rge Rd 164 South of Twp Rd 444	2.0 miles	\$97,000
ENE 33-46-15 Rge Rd 153 South of HWY 26	1.0 mile	\$46,500
NNW 23-40-14 Twp Rd 404 East of SH 861	2.5 miles	\$107,000
ENE 36-41-16 Rge Rd 160 South of HWY 53	6.0 miles	\$289,500
NNW 33-40-13 Twp Rd 410 East of HWY 36	5.0 miles	\$219,500
ENE 28-46-15 Rge Rd 153 South of HWY 26 (Perma-Zyme)	1.0 mile	\$39,025

Dust Suppressant

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

- MG 30
- Oil Surface
- Pavement
- Test Products

MG 30

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

MG 30 was used on approximately 35 residential locations, 73 arterial residential locations and 16 strategic locations (intersections, hills, and curves).

Residential Dust Suppressant

In 2021, a new Residential Dust Suppressant policy was established. Residents have the option to have either Flagstaff County provide the service of residential dust suppressant or hire a qualified private company to provide dust suppressant in front of their residence.

1. Service Provided by County

Flagstaff County provides a MG 30 dust suppressant application for residents on a cost recovery basis. An application form for residential dust suppressant is available online at www.flagstaff.ab.ca or by contacting the Public Works Department at (780) 384-4100.

Arterial Residential Dust Suppressant

Residents on Arterial roads are eligible for a 200 meter, MG30 dust suppressant, free of charge. In 2021, residents along the arterial roads received two applications of MG 30 dust suppressant, free of charge.

2. Service Provided by Contractor

Two (2) residents participated in the option to hire a private company, both applied Calcium Chloride dust suppressant.

Oil Products

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

Roads Remaining with Oil Surface	
LOCATION	DISTANCE
Strome East - Rge Rd 151 North from Highway 13	0.40 miles
Airport Road (Hardisty) – Rge Rd 103 South from Hwy 13	2.75 miles
Shop Road West - Twp Rd 442 East from Range Road 130	2.10 miles
Shop Road East - Twp Rd 442 East from SH 869	0.4375 miles
Hamlet of Galahad	
<ul style="list-style-type: none"> ○ Sir Galahad Street (Main Street) from Guinevere Avenue West to SH 861 ○ Lady Helen Avenue East (Health Care Centre) from Sir Galahad Street to King Arthur Street 	
Hamlet of Strome	
<ul style="list-style-type: none"> ○ 50th Street (Main Street) from 50th Avenue North to 52nd Avenue ○ Highway Access Road from Hwy 13 North to 50th Avenue ○ 52nd Avenue from Rge Rd 151 West to the west boundary of the Hamlet 	

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

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

Road Bans

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

Pavement

The following roadways are designated pavement roads:

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

Test Products

New dust suppressant products are tested to determine whether they are effective, affordable, and environmentally suitable.

Products that have been tested:

- Canola Oil
- Durasoil
- Earth Glue
- Magnesium Chloride
- Dust Lynx
- No Dust
- No Dust Enviro

Flagstaff County continues to consult with industry and municipalities to seek out new and alternative products. We also continue to perform testing on new dust suppressant products in search of cost-effective alternatives.

Gravel Program

Gravel

On average, 150,000 tonnes of gravel are required annually for the following programs: re-gravel, road construction, road recovery, spot patching, washouts, approaches, and road repairs. Typically, gravel roads are re-graveled on a five-year cycle, which equates to an average of 275 miles annually; however, other factors such as “Average Annual Daily Traffic,” types of vehicles, and road designation, etc., influence cycle times. Within the re-gravel program, all 8-metre wide roads are graveled at 330 tonnes per mile. Narrower road widths are graveled at a reduced rate: seven (7) metre roads at 290 tonnes per mile and six (6) metre roads at 246 tonne per mile. In-house resources are utilized to complete the gravel program, which includes gravelling, road repairs, patching and stockpiling.



Gravel Stockpiling

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

In 2021, approximately 50,000 tonnes was hauled and stockpiled:

- Daysland stockpile site 42,800 tonnes
- Sedgewick stockpile site 7,000 tonnes

Gravel Program

Gravel Production

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

Three gravel production projects were completed in 2021 at the following locations:

- Mazure Pit (NE 16-43-09) – 50,100 tonnes
- McNabb Pit (SW 34-41-17) – 40,000 tonnes
- Hinkey Pit (NW 17-44-09) – 9,300 tonnes

A total of 99,400 tonnes of product was produced at a total cost of \$1,101,500.

Gravel Reclamation

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

Gravel Exploration

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

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

Gravel Sales

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

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



Road Maintenance

Maintenance Area Graders

Includes grader maintenance on Collector, Local and Field Access roads.

There are more than 1,600 miles of bladed roads that are divided into:

- 9 - Summer Maintenance Areas
- 9 - Winter Maintenance Areas
- Field access roads are not maintained on a regular basis in the winter

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

Winter Maintenance

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

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

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

Spare graders may be utilized to help during winter storms.

Field access roads will not be plowed unless deemed necessary by Public Works.

Summer Maintenance

County gravel roads are maintained by 9 graders. Grader operators are able to blade approximately 18-25 miles/day; these roads should receive maintenance once per month. Specific heavy traffic routes have an increased maintenance cycle.

Arterial Road Maintenance

Arterial 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 one to two days unless there is heavy snow and persistent winds.

During winter, if required due to a severe or prolonged storm, additional resources are utilized to clear arterial roads more quickly.

A total of approximately 130 miles of arterial road is maintained utilizing two graders.

Road Maintenance

Private Laneway Maintenance

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

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



Grade Repair

This program is to address short sections of road that have inadequate grades which require re-construction, repairs or upgrades. 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.

In 2021, a small section on Twp Rd 422 (south of Killam) was repaired as a trial section to help determine the amount of material required to repair the remainder of the project. The remaining 500-meter section will be completed in 2022.

Hamlet Street Maintenance/Repair

Includes snow removal, crack filling, repairing potholes, sidewalk maintenance, street sweeping, grading, and providing dust suppression. In 2021, truck routes for both hamlets were developed and approved in the Traffic Bylaw 07/21. To view the maps and for more information, please refer to www.flagstaff.ab.ca.

Road Maintenance

Culvert Maintenance

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

In 2021, (14) 400-900mm centerline culverts were replaced in-house. New culverts are installed under new construction projects and may be replaced on road recovery projects.



Brushing/Backsloping/Mulching

This process increases the level of safety by increasing sight lines and the contouring of ditches and backslopes. Brushing and mulching provides landowners an opportunity to control brush growth adjacent to road allowances. This service is provided to landowners upon request and as equipment and resources become available as the same resources are utilized in gravel production and reclamation programs.

Brushing on road allowances is not permitted without authorization from the County.

Signs

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

Approaches

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

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

Road Side Clean Up

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

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

Bridge Maintenance and Repair

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

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

Bridge Projects

The following projects were completed in 2021:

Bridge File	Work Completed	Total Cost (includes contracted services and engineering)
Bridge File # 7718 – Rge Rd 140, (North of Killam)	Piling repairs, cap replacement, bridge rail repairs, and miscellaneous repairs.	\$116,300
Bridge File # 72402 – Rge Rd 131, (North of Killam)	Girder repair, approach rail repair, concrete repairs, and miscellaneous repairs.	\$70,350
Bridge File # 13353 – Twp Rd 460, (North of Killam)	Girder repair and replacement, piling repairs, bridge rail repair, approach rail repair, and miscellaneous repairs.	\$62,540
Bridge File # 6665 – Twp Rd 432, (North of Hardisty)	Girder replacement, concrete repairs, bridge rail repair, and miscellaneous repairs	\$68,130
Bridge File # 2421 – Rge Rd 122A, (South of Alliance)	Piling repairs, replace wheel guard blocks, and miscellaneous repairs.	\$43,410
Bridge File # 1218 – Twp Rd 452, (North of Killam)	Pile replacements, cap replacements, concrete repairs, approach rail repair, and miscellaneous repairs.	\$270,420

Airport

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



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.

The following infrastructure upgrades were completed in 2021 for the Hamlet of Strome:

- New Water Well Total Cost: \$27,580
- Lagoon Upgrades Total Cost: \$620,600

The following infrastructure upgrade was scheduled in 2021 and will be completed in 2022 for the Hamlet of Galahad:

- Water Well Connection

Road Construction

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

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

No road construction projects were completed in 2021; preliminary engineering for the 2023 road construction projects commenced.

Reporting Issues or Information

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

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

Please remember:

- Where you have more than ten (10) loads of 11,797 kgs or greater in a 24-hour period to or from the same location a Multiple Load Road Use Agreement (MLRUA) is required. For more information, please refer to www.flagstaff.ab.ca or contact the Public Works Department at (780) 384-4100.
- Any activity within a municipal right-of-way requires approval from the County prior to commencing (i.e., brushing, snowplowing, temporary fence, gates, signs, etc.)

Looking forward to 2022....

- Testing of Formula 35 dust suppressant product
- Testing of Perma-Zyme soil stabilization product
- Completion of the Water Well Connection Project in Galahad

Public Works Programs Scheduled for 2022 are:

Road Construction

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

Gravel Production

Gravel crushing will take place at the following locations in 2022:

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

Bridge Projects

Bridge File	Work To Be Completed	Estimated Cost <small>(includes contracted services and engineering)</small>
BF# 77282 – Twp Rd 440 (South of Daysland)	In-house 1800mm culvert replacement	\$50,000
BF# 74378 – Twp Rd 423 (Southeast of Loughheed)	In-house (2) 1600mm culvert replacement	\$75,000
BF# 81558 – Twp Rd 404 (North of Alliance)	In-house 1800mm culvert repair	\$30,000

Shoulder Pulling Projects

Shoulder Pulling Projects	
LOCATION	DISTANCE
ENE 19-45-15 – Rge Rd 155, south of Twp Rd 454	4.5 miles (Local)
NNW 24-44-14 – Twp Rd 444, east of Rge Rd 141	3.0 miles (Local)
ENE 32-41-15 – Rge Rd 154, south of Twp Rd 420	2.0 miles (Local)
NNW 11-44-16 – Twp Rd 442, east of Rge Rd 162	6.0 miles (Collector)
ENE 33-40-11 – Rge Rd 113, south of Twp Rd 410	4.0 miles (Collector)
ENE 36-40-13 – Rge Rd 130, south of Twp Rd 410	4.0 miles (Local)
NNW 32-40-12 – Twp Rd 410, east of Rge Rd 125	2.0 miles (Arterial)
NNW 20-45-16 – Twp Rd 454, east of Rge Rd 165*	1.0 mile (Local)

*Test mile with Perma-Zyme soil stabilization product.



Hamlet Infrastructure Upgrades

The following infrastructure upgrades are scheduled for 2022:

Strome

- Water Distribution Pump Replacement

Galahad

- New Water Well Connection
- Preliminary Engineering Raw Water Line
- Water Distribution Pump Replacement

RECREATION

In 2021, \$641,289 in recreation funding was distributed to the 10 Agricultural Societies within the region. The amount of funding provided to each society is based upon a formula of the percentage of the rural population applied to the total population of each community. Flagstaff County provides 90% grant funding to Agricultural Societies and releases the remaining 10% only if all conditions of the grant are satisfied by the specified deadline of September 30th. Some Ag. Societies have chosen to distribute the remaining 10% in 2022.

We are appreciative of the Agricultural Societies for their efforts in distributing this funding within our region.

2021 Recreation Funding Allocations

Agricultural Society	Funding Distribution		Total Grant Amount
Alliance	Alliance Agricultural Society	\$6,275	\$19,776
	Forestburg Golf Club	\$500	
Daysland	Friends of Daysland Public Library	\$3,000	\$105,811
	Daysland & District Cultural Arts Society	\$3,750	
	Daysland School	\$3,000	
	Daysland Fitness Centre	\$3,000	
	Daysland Parks & Trails Committee	\$2,000	
	Valley Ski Club	\$3,000	
	Daysland & District Memorial Curling Association	\$4,000	
	Daysland & District Aging Place Foundation	\$500	
	Killam Recreation Board	\$2,000	
	Daysland District Memorial Arena Association	\$43,000	
	Daysland Golf Club	\$32,000	
	Thunderstars Minor Hockey Association	\$2,000	
	Daysland Sports & Recreation Society	\$5,500	
	Daysland Community Hall Society	\$5,291	
Flagstaff Fusion Lacrosse	\$800		
Forestburg Swimming Pool Association	\$2,000		

2021 Recreation Funding Allocations

Forestburg	Walter Jahn's Singers Society	\$800	\$125,587
	Forestburg Swimming Pool Association	\$12,000	
	Forestburg Riding Arena	\$6,000	
	Forestburg Power Sports Association	\$8,000	
	Forestburg Library	\$3,000	
	Forestburg Golf Club	\$12,000	
	Forestburg Dance Society	\$3,000	
	Forestburg Community Centre	\$5,000	
	Forestburg Arena & Multiuse Facility	\$15,000	
	Forestburg Aquanauts Swim Team	\$6,000	
	Valley Ski Hill	\$6,000	
	Thunderstars Minor Hockey Association	\$3,000	
Galahad	Thunderstars Minor Hockey Association	\$1,500	\$14,253
	Forestburg Riding Arena	\$2,000	
	Forestburg Golf Club	\$2,500	
	Valley Ski Club	\$8,000	
	Galahad Agricultural Society	\$254	
Hardisty	Hardisty Rodeo Association	\$1,700	\$71,140
	Hardisty Minor Hockey Association	\$7,500	
	Hardisty Lakeview Golf Association	\$25,000	
	Hardisty Community Hall Board Society	\$20,000	
	Hardisty Library Board	\$5,000	
Heisler	Heisler Friendship Club	\$2,500	\$20,545
	Valley Ski Hill	\$1,000	
	Forestburg Arena	\$1,000	
	Daysland School	\$1,000	
	Daysland Arena	\$1,000	
	Forestburg Riding Arena	\$500	
	Forestburg Golf Course	\$1,000	
	Heisler Community Centre	\$3,500	
	Heisler Library	\$2,000	
	Heisler Archery	\$1,500	
	Heisler Agricultural Society	\$3,491	

2021 Recreation Funding Allocations

Killam	Killam Recreation Board – Killam Regional Aquatic Centre	\$126,999	\$126,999
Lougheed	Village of Lougheed Lougheed Playground Committee Lougheed Library Society Lougheed Curling Club Lougheed Agricultural Society Lougheed Community Hall Lougheed Field House Trout Pond Society	\$3,000 \$4,000 \$3,000 \$3,000 \$2,585 \$6,000 \$3,000 \$2,000	\$32,873
Sedgewick	Sedgewick Bowling Leagues Central High Sedgewick Public School Friends of the Rec Centre Sedgewick Lake Park Sedgewick Minor Ball Sedgewick Curling Club Sedgewick Public Library Sedgewick Rec Centre	\$5,390 \$5,000 \$2,000 \$5,000 \$1,000 \$5,000 \$5,000 \$75,752	\$104,142
Strome	Strome Curling Club Strome Senior Citizens Club Strome Willing Workers	\$5,000 \$5,000 \$23,563	\$33,387

TOTAL \$641,289

REGIONAL EMERGENCY SERVICES

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

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

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

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

The fire departments responded to the following in 2021:

	Vehicle Collisions	Fire Calls	False Alarms	Medical Assists	Total
Alliance	2	15	1	3	21
Daysland	5	5	3	0	13
Forestburg	6	6	1	0	13
Galahad	0	1	3	1	5
Hardisty	5	13	1	0	19
Heisler	1	5	0	0	6
Killam	2	16	4	0	22
Lougheed	2	10	0	0	12
Sedgewick	2	9	0	0	11
Strome	1	1	1	0	3
Total	26	81	14	4	125

To become a valuable part of the firefighting team and receive extensive training contact the Flagstaff Regional Emergency Services Society.

Water Tanker

Three water tankers owned by Flagstaff County, are housed at the Killam Fire Hall, Hardisty Fire Hall and Galahad Fire Hall. These water tankers are operated by the volunteers of Killam, Hardisty and Galahad Fire Departments. In 2021, the water tankers responded to 22 calls.

Rescue Services

A rescue truck is housed in the Killam Fire Hall and is operated by the volunteers of the Killam Fire Department. In 2021, the rescue truck responded to 12 calls.

Emergency Management

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



Looking forward to 2022....

- Starting in January 2022, Flagstaff County has joined the Flagstaff Regional Emergency Services Society (FRESS) to provide fire services to rural areas and two hamlets within Flagstaff County.

REGIONAL PROGRAMS

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

Flagstaff Family and Community Services (FFCS)

FFCS is an intermunicipal agency that offers a wide variety of individual, family, and community support programs. Flagstaff County, along with the towns and villages, contribute funding towards FFCS operations on a per capita basis. FFCS is funded 20% municipal and 80% provincial.

Support to Non-Profit Organizations

Funding is provided to non-profit organizations that have a significant impact towards the rural quality of life and are recognized as an important contribution to the Community. The following non-profit organizations were provided with funding in 2021:

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

STARS Donation

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

Heritage Inventory Program

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

Library Support

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

Cemeteries Assistance Grant

Financial support is provided to rural community groups who are operating a cemetery in the County to complete improvements and maintenance.



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ADMINISTRATION

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