



2022 ANNUAL REPORT

CONTENTS

COUNTY VISION	1
MESSAGE FROM THE REEVE	2
COUNTY COUNCIL	4
GOVERNMENT STRUCTURE, COUNTY BOARDS AND COMMITTEES	6
MUNICIPAL SUSTAINABILITY INITIATIVE PROJECTS	8
AGRICULTURAL SERVICE BOARD	9
ASSESSMENT	14
ECONOMIC DEVELOPMENT	18
FINANCE	25
PLANNING AND DEVELOPMENT	29
PROTECTIVE SERVICES	32
PUBLIC WORKS	33
RECREATION	49
REGIONAL PROGRAMS	52



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

Many challenges were faced by Flagstaff County in 2022. County council and staff have worked together to mitigate these external pressures and continue to maintain our service levels to our citizens. We developed a plan and have moved forward on initiatives to diversify our economy and support emerging sectors.

Challenges Faced by Flagstaff County:

We have been impacted by the largest inflation increase since 1980. The cost of fuel and equipment, supply chain challenges, and workforce shortages have affected the organization. As a result, council delayed capital road construction projects and focused on maintaining and upgrading existing roads.

Council has also focused on and emphasized the importance of providing efficient and effective programs and services. County council conducts an annual review to ensure that the programs and services provided meet the needs of all stakeholders. The decision-making process is based on what is best for the entire region, even if it may not be popular with a minority of residents.

A significant fiscal challenge faced by the county in 2022 is the potentially uncollectible tax property debt from the oil and gas sector. The balance at year end is \$11 million, which increased in 2022 by \$2.9 million. County council has been working to find a solution to this issue without passing the fiscal burden on to ratepayers. We have minimized annual increases to the mill rate to less than 1% over the last five years. The recent provincial announcement that payment of municipal taxes is a mandatory condition for approval of new well licenses is an encouraging step towards positive fiscal outcomes.

Diversification of the Economy:

I would like to highlight the lack of new activity in the energy sector despite the province's tax holiday and the cancellation of the new well drilling tax for three years. We recognize the need to diversify our economy and have partnered with industry and the Village of Forestburg to investigate the development of an industrial park. The proposed site would be served by the short rail line, Battle River Railway, and is designed to support both the traditional energy sector and value-added agriculture processing.

Another exciting development is the proposed Battle River Carbon Hub project, (Heartland Generation), which would be Canada's first large-scale, 100% hydrogen-fired electricity generation facility, integrating hydrogen production and carbon sequestration. It is anticipated we may benefit from secondary support services that could be located in the proposed industrial park.

Partnerships and Grants:

Flagstaff County continues to seek out potential partnerships and gain grant-funding from government programs at all levels. For example, the county received several grants from the Government of Alberta and the Government of Canada (Prairies Economic Development Canada) after being identified as a coal-affected community with the accelerated reduction of coal power generation at the Heartland Generation – Battle River Station. The county is also partnering with Battle River Railway to seek funding support from the National Trade Corridors Fund for building new rail to support the industrial park.

In conclusion, Flagstaff County Council and staff are committed to meeting new challenges and finding innovative solutions while acting in the best interest of the entire region. The county will continue to invest in programs and services that have the greatest impact on all stakeholders without adding to their fiscal burden. We will focus on efforts to diversify our economy and support emerging sectors through partnerships and grants.

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 am committed to working with all municipalities in the Flagstaff Region to help attract newcomers to our area. From our rural essence to our innovative spirit, Flagstaff County is blessed with ample opportunities and benefits to draw people and resources. We also have a Council that is continually seeking ways to enhance the quality of life that our ratepayers and residents currently enjoy.

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, Bryan Zwack, Steven Vincett, one vacant position)
- Agricultural Pest Act Appeal Committee – (All ASB)
- Battle River Alliance for Economic Development (BRAED) – (Mat Ponto)
- Battle River Research Group (BRRG) - (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)
- Soil Conservation Appeal Board - (All Council)
- Veterans Memorial Highway Association - (Howard Shield, Rick Manning)
- Weed Control Appeal Committee - (Henry Hays, James Brodie, Roger Chevraux, Bill Dietrich)

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) – (Mat Ponto)
 - Citizen Advisory Committee - (Melvin Thompson)
 - Flagstaff Healthcare Attraction Retention (FIHAR) - (Don Kroetch)
 - Flagstaff Regional Emergency Services Society (FRESS) - (Howard Shield, Melvin Thompson)
 - Intermunicipal Recreation and Economic Development (IRED) - (Don Kroetch, Jeff Eckstrand)
 - Intermunicipal Planning Committees
 - Alliance, Heisler, Loughheed (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
2022	\$236,254	\$1,144,021
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
1 Vacant Position

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 2022, the southern 1/3 of our County was sprayed which includes roadsides south of highways 53 and 608.

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. Specialty trees were ordered but were not included in the 50% cost-shared portion. In 2022, there were a total of 5,565 trees ordered through the program.

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 2022, four positive locations with clubroot were found out of 173 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 2022, 31.5 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

Throughout the year, the Agricultural Service Board offers extension events on local agricultural issues and topics such as:

- Monthly newspaper columns, be sure to read the Between the Roots Newsletter every month in the Community Press.
- Public and private school presentations on agricultural topics such as local weeds and opportunities within the agricultural industry.
- Podcasts on related agricultural topics with industry experts.
- Spring tree pruning workshop with tree expert Toso Bozic and related webinars.
- Helping producers develop Environmental Farm Plans which acts as a pre-requisite for provincial and federal grant opportunities.
- Enhance our ecosystems and biological diversity with the Pollinator Habitat Establishment Program.
- Photography contest for National Agriculture Day.
- Development of wetland inventory and working with rate payers to replace wetlands on the landscape.

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.



Looking forward to 2023....

- Completion of the Watershed Resiliency and Replacement Program wetland survey.
- Weed control within County recreational grounds and Hamlets.
- Replacement of Tank Loader facilities down spouts.
- Supplying Flagstaff farmers and rural acreage owners with rodenticide and pesticide options

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.

Looking forward to 2023....

- Playground replacement in the Hamlet of Galahad.
- Playground repairs and upgrades at Fish Lake Campground and Hamlet of Strome Playground.
- Diplomat Trout Pond dock repairs. 13
- Repairing the distributors on the Fish Lake aeration system.

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 8,006 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).

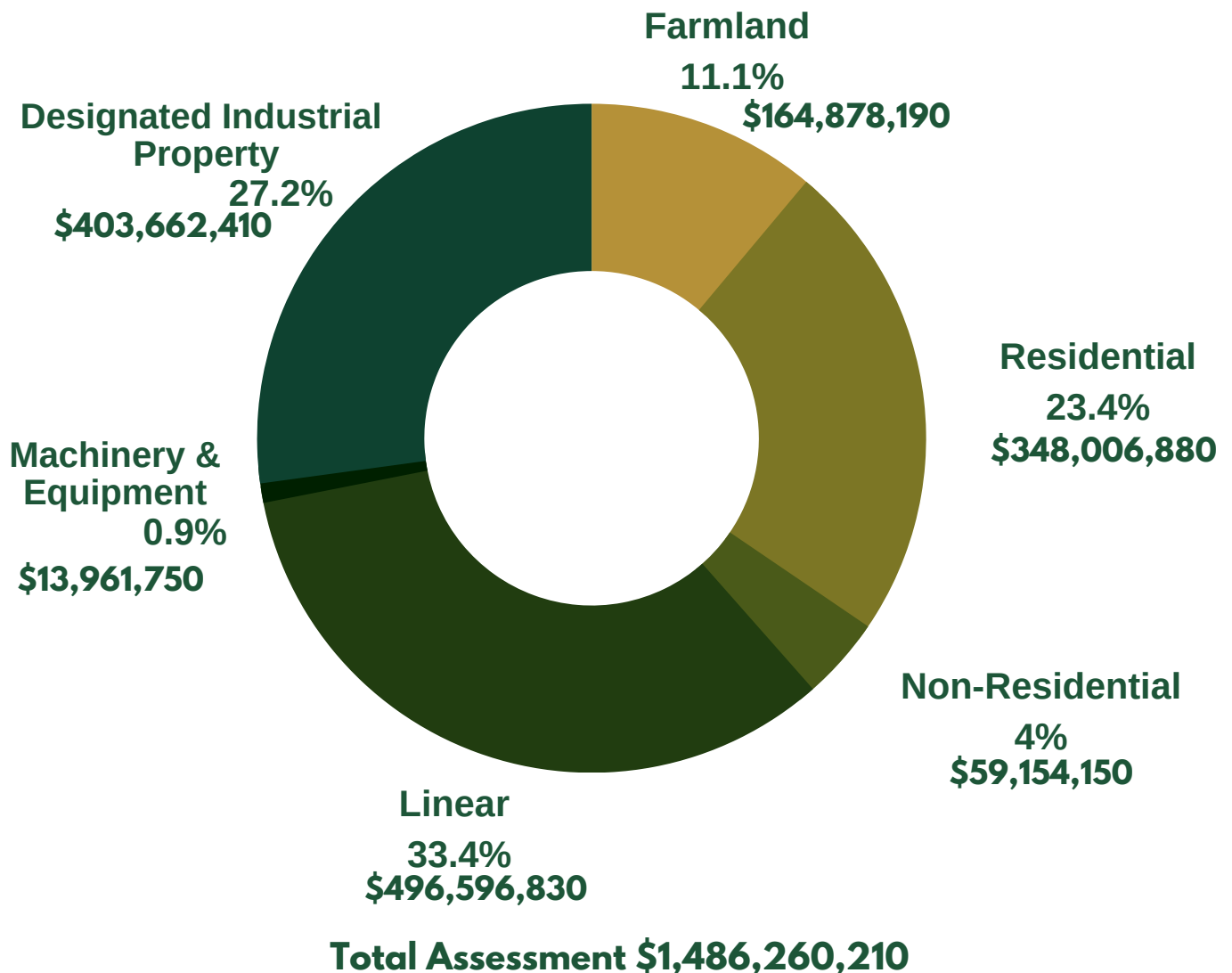
Market Value

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.

2021 Assessment / 2022 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

Business Support Program

In partnership with the Battle River Economic Opportunities Committee (BREOC), Flagstaff County implemented tailored support programs that provided businesses with access to professional supports and funding with the following outcomes:

- Business walks took place in both September and October with a total of 62 businesses throughout the Flagstaff Region participating in business and support conversations.
- 14 businesses received professional services from subject matter experts and funding through the Business Supports Program (funded through Battle River Economic Opportunities Committee).
- 6 Business Enhancement Supports (funded through Battle River Economic Opportunities Committee).
- 4 social enterprises received strategic planning sessions with implementation support to take place in 2023.

Small Business Week

Small Business Week is a national celebration of Canadian entrepreneurs and their contribution to Canada's economy. Flagstaff County ran a few initiatives through the week of October 17-21, 2022.

1. A Small Business Breakfast was held at Hardisty Community Hall, and it welcomed an estimated 52 people. This breakfast was a kickoff for the week.
2. A series of Business profiles were released daily throughout Small Business Week. The 14 business videos collectively brought in over 24,000 views. The launch of professional business profile videos helped our small businesses to promote their business and share their story of why they live, work, and play in the region. These videos were aimed at encouraging individuals to connect with their entrepreneurial side and collaborate with Flagstaff County.

3. Show Me the Money was the third initiative that ran during Small Business Week. This seminar aimed at helping new entrepreneurs get tips and advice firsthand from lenders and find innovative ways to access financing beyond just the traditional methods. The session was engaging and conversational with 8 different entrepreneurs looking for advice, indirectly showing that there are new ideas constantly brewing.
4. Flagstaff Celebrates Success, a small business celebration gala, was the highlight event of the week. It brought 120 people together to celebrate the success and perseverance of small businesses in the region. It included a locally sourced meal, a showcase of small business throughout the Flagstaff Region, and a keynote speaker.

Virtual Business Coaching Sessions

Virtual sessions were coordinated to allow for personalized attention to the unique needs and challenges of business owners in the region. These sessions provide personalized and tailored advice specific to the business owner's unique situations. They also provide accountability, expert guidance on a wide range of topics, and the opportunity to develop new skills while improving existing ones. They have also provided motivation, inspiration, and increased confidence to help entrepreneurs overcome challenges and stay committed to their goals.

42 participants attended one-on-one business coaching sessions with business strategists.

Feedback from participants has been extremely positive, with many participants continuing to work on their own with contracted business coaches for a variety of services.

Flagstaff Crafted Gift Guide

The fifth annual edition of the Flagstaff Crafted Gift Guide was launched in the Fall of 2022. 21 businesses submitted 51 products and services combined. The 2022 Fall/Winter Gift Guide was printed and distributed at retail stores throughout the region. The digital copy of the gift guide was shared on Flagstaff County's social media platforms and on participating businesses' social media. The digital copy of the 2022 Fall/Winter Gift Guide is currently available on the Flagstaff Crafted website along with the other 4 gift guides that precede it.

Additionally, The 2021 Fall/Winter Gift Guide received a Marketing Canada award in the Small Community category for Single Publication at the 2022 Economic Developers Association of Canada (EDAC) 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!.

Attracting and Retaining Citizens

Flagstaff Grows Campaign

The Flagstaff Grows Campaign was initiated in 2020 and launched in 2021. It is a 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, is 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.

In 2022, The Economic Development team received an award for the “Here We Grow” video in the Video Publication category at the 2022 Economic Developers Association of Canada (EDAC) Conference. This only furthered the purpose of the “Here We Grow” video in providing citizens, potential newcomers or investors, the opportunity to see how they can thrive in the Flagstaff Region.

www.flagstaffgrows.ca

The Flagstaff Region Travel & Activity Guide

The Flagstaff Region is home to an abundance of hospitality and recreation activities – and the Flagstaff Region Travel & Activity Guide helps to easily combine all the available options into one publication. Throughout the summer months, our team captured two local families out in the region at several of the hospitality and recreation locations to update the publication which is launching May 2023.

Travel & Activity Guide

Your guide to all things
adventure in the  Flagstaff



Succeeding Together Apparel Lines

The Succeeding Together Apparel line won a Marketing Canada Award for a Promotional Item at the 2022 Economic Developers Association of Canada (EDAC) Conference. The apparel has also been the contributor of donations to charities across the region. The Succeeding Together Apparel initiative is a collective impact and community engagement project and helps spread awareness to community members that the region is rich in culture and resources. It does so by building pride in the following six pillars:

1. 'Made in Flagstaff' – Makers/Crafters
2. 'Hustle & Heart' – Small Business
3. 'Fueled by Flagstaff' – Oil & Gas
4. 'Flagstaff Proud' – Community Pride
5. 'Let It Grow' – Agriculture
6. 'Est. 1912' – History



The sales for these items have accumulated \$2,828 sold at pop-up locations throughout the region. Online, \$1,001 has been sold. In total, these sales raised \$440 for local, regional charities.

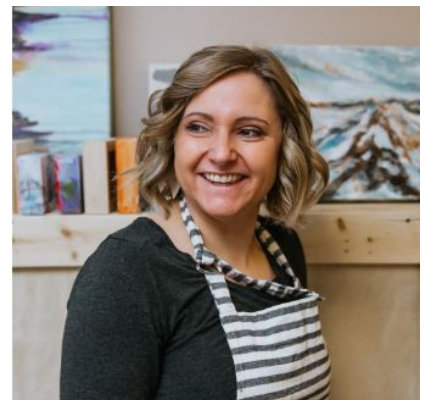
Flagstaff Fresh Market

The County hosted the first annual Flagstaff Fresh Market in August. 35 vendors were present with their booths. The public expressed positive feedback, and the vendors saw strong sales. Feedback from the vendors indicated that in the span of the 3-hour market:

- 7.1% of vendors sold between \$50 - \$100
- 14.3% of vendors sold between \$200 - \$400
- 57.2% of vendors sold between \$400 - \$1000
- 21.4% of vendors sold over \$1,000

Testimonial from the market: *“I was worried I would not be able to attend this market due to my personal schedule, but I am SO GLAD I was able to make it! My business truly benefited from this market. Thank you very much to those who worked hard to put this on!”*

Kristin Kueber, Kristin Kueber Artist



Alberta Community & Co-operative Association (ACCA) Youth Leadership Camp
Every year, Flagstaff County sponsors 10 students ages 11-18 to attend an Alberta Community and Cooperative Association (ACCA) camp. The program is designed to give youth the independence and confidence in their abilities while creating lasting friendships. This year, we had a total of 7 students sponsored for the camp.

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 highlight products.
- Networking and collaboration opportunities to enhance business growth and innovation.
- Ongoing surveys from Flagstaff Crafted participants.

In 2022, 15 new businesses joined the Flagstaff Crafted program with the total program demographics and statistics as:

- The age range of participating business owners is 13 – 80+ with products as diverse as food (eggs, meat, baked goods), services (photography, health, and wellness), handmade products (art, jewelry, soap), and entertainment (music).
- We currently have 107 participating businesses.

Small Business Resource Page

The Flagstaff Crafted program also supported the design and development of a resource page that is launching in 2023. The resource page breaks down targeted supports to each business stage: Ideation, Building, Growth, and Scaling and serves as a centralized location for small business owners and entrepreneurs to access a wide range of useful information, tools, and resources that can help them start, manage, and grow their business.

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 2022 there were 7 spots utilized in this program. Additionally, Flagstaff County hosted two succession readiness seminars targeted at small business owners and agriculture. A total of 11 businesses and 31 producers attended the events.

Western Economic Diversification Canada Feasibility Study

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

Being a Supportive Team Member

Tourism Partnerships

Flagstaff County continued our membership and collaboration with Go East of Edmonton. Through this membership, we were involved in a variety of activities and initiatives to promote and develop tourism in the region such as sharing content on social media and attending meetings.

Battle River Economic Opportunities Committee (BREOC)

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



Flagstaff Healthcare Attraction & Retention (FIHAR) Committee

With the help of Rural Health Professionals Action Plan (RhPAP), a formal rural community attraction and retention committee was established with community members including municipal councilors, healthcare facility representatives, etc. The committee's goal is to develop and implement strategies and projects that will attract and retain healthcare professionals in our region.

5-Year Strategic Planning

Flagstaff County is committed to the economic and community development of the region. 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 Flagstaff 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 2023...

- Implementation of events to support local businesses.
- Flagstaff Region Succession Program - continuous intake.
- Virtual 1-on-1 business coaching.
- Implementing website business resources to the Flagstaff Crafted website to better support Flagstaff Region small businesses.
- Flagstaff Grows and Succeeding Together - internal pride building and collective impact.

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 2022, Gitzel & Company was awarded the contract for professional audit services for a three-year term for 2023 to 2025. 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.

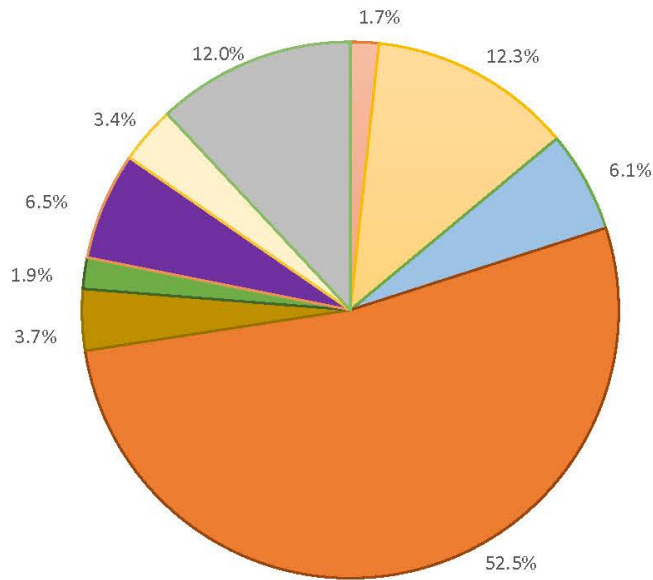
FINANCIAL POLICIES

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 – Municipal Services and Corporate Services. This committee continues to develop the Asset Management Program with the approval of council.

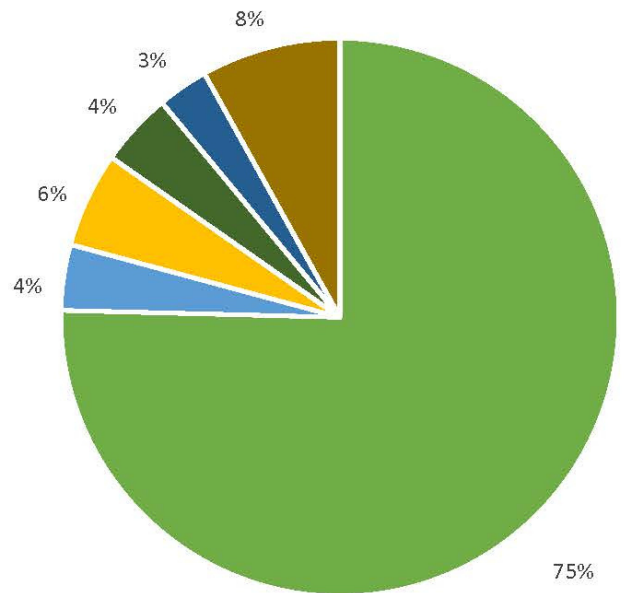
2022 OPERATING EXPENDITURES



Total Expenditures - \$24,875,480

Legislative	\$421,468	1.7%
Administration	\$3,039,999	12.3%
Protective Service	\$1,508,754	6.1%
Public Works - Airport	\$13,016,039	52.5%
Water - Wastewater - Waste	\$915,188	3.7%
Family, Community and Public Health	\$465,921	1.9%
Agriculture and Development	\$1,697,850	6.5%
Recreation - Parks - Culture	\$848,200	3.4%
Provisions for Uncollectable Taxes	\$2,962,061	12.0%

2022 OPERATING REVENUES



Total Revenues - \$29,448,734

Taxes - Municipal Purposes	\$22,202,676	75.0%
Revenue Own Sources	\$2,378,639	8.0%
Sales and User Charges	\$866,268	3.0%
Government Grants Capital	\$1,256,807	4.0%
Government Grants Operating	\$1,624,426	6.0%
Investment Income	\$1,119,918	4.0%

RESERVES

Reserves are vital to municipal financial health. At the discretion of council, reserves are established to set aside funds for future operating and capital initiatives for the municipality. Healthy levels of reserves enable Flagstaff County to:

- Plan for future operating and capital needs.
- Plan for contingencies.
- Help avoid interest expense or debt.
- Generate investment income.
- Deal with the flow of cash management throughout the fiscal year.

Healthy reserves are a result of a policy with the purpose of establishing consistent principles, standards and guidelines for the management of these reserve funds, as well as effective long-term planning to determine correct reserve levels.

	2022	2021	2020	2019
Unrestricted Surplus	\$20,255,134	\$21,195,739	\$19,220,626	\$19,109,574
Restricted Surplus	\$55,229,768	\$47,314,581	\$40,243,093	\$35,143,898
Reserves Per Capita	\$20,434	\$18,546	\$15,951	\$14,553

EXCESS REVENUE OVER EXPENSES

\$4,661,719

CHANGE IN ACCUMULATED SURPLUS

Unrestricted Surplus	\$59,395
Reserves	\$7,915,205
Equity in Tangible Capital Assets	(\$3,312,881)
TOTAL	\$4,661,719

Flagstaff County has copies of the 2022 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 2022 Financial Statement.

SALARY AND BENEFITS DISCLOSURE

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

	Division 1	Division 2	Division 3	Division 4	Division 5 (REEVE)	Division 6	Division 7
Salary	\$39,174	\$39,174	\$39,174	\$39,174	\$43,091	\$39,174	\$39,174
Benefits & Allowances	\$814	\$6,346	\$6,363	\$4,124	\$6,984	\$4,124	\$6,363
2022 Total	\$39,988	\$45,520	\$45,537	\$43,298	\$50,076	\$43,298	\$45,537
2021 Total	\$40,867	\$46,691	\$46,690	\$44,545	\$51,391	\$46,333	\$46,690

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 Inter-municipal Development Plans. Following these plans results in less conflicting developments, addresses safety and environmental concerns, and creates productive land management.



In 2022, there were 55 developments totaling \$20,869,814

	Commercial/ Industrial	Non- Residential	Residential	Institutional	Public Use
Number of Permits Issued	5	37	11	1	1
Value of Permits Issued	\$504,114	\$14,440,700	\$4,509,000	\$16,000	\$1,400,000

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 1.3.76 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 01/23 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, or 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, Rural Industrial, Hamlet General, Hamlet Industrial, and Hamlet Public*.

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 10 subdivision applications received in 2022.

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 2023...

- Looking forward to implementing our Nuisance Bylaw to initiate the process of bringing unsightly properties into compliance.

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 incorporated in all of these projects to a depth of 12 inches. We have observed improved performance of the sub-grade by incorporating Gravelock.

In 2022, we continued testing a new soil stabilization product called Perma-Zyme for a 1-mile section. Perma-Zyme is incorporated 6 inches into the sub grade.

The following projects were completed in 2022:

2022 Shoulder Pulling Projects		
LOCATION	DISTANCE	TOTAL COST
ENE 19-45-15 – Rge Rd 155, south of Twp Rd 454	4.5 miles (Local)	\$214,950
NNW 24-44-14 – Twp Rd 444, east of Rge Rd 141	3.0 miles (Local)	\$131,610
ENE 32-41-15 – Rge Rd 154, south of Twp Rd 420	2.0 miles (Local)	\$118,670
NNW 11-44-16 – Twp Rd 442, east of Rge Rd 162	6.0 miles (Collector)	\$308,320
ENE 33-40-11 – Rge Rd 113, south of Twp Rd 410	4.0 miles (Collector)	\$190,800
ENE 36-40-13 – Rge Rd 130, south of Twp Rd 410	4.0 miles (Local)	\$210,625
NNW 32-40-12 – Twp Rd 410, east of Rge Rd 125	2.0 miles (Arterial)	\$98,100
NNW 20-45-16 – Twp Rd 454, east of Rge Rd 165 (Perma-Zyme)	1.0 mile (Local)	\$37,020

Sub-Grade Preparation

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

In 2022, no sub-grade preparation projects were scheduled.

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 40 residential locations, 74 arterial residential locations and 29 strategic locations (intersections, hills, and curves and sections of road to reduce the frequency of maintenance.).

Residential Dust Suppressant

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 2022, residents along the arterial roads received two applications of MG 30 dust suppressant, free of charge.

2. Service Provided by Contractor

One (1) resident participated in the option to hire a private company, Calcium Chloride dust suppressant was applied.

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 	

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

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

A maintenance program for oiled and paved roads includes patching, rip and relay, seal coat application, crackfilling, line painting, snow plowing and sanding.

Test Products

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

Products that have been tested and deemed unsuitable:

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

In 2022, Formula 35+ was 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.

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.

Public Works Services for Towns and Villages

If requested, Flagstaff County will provide assistance with minor construction, maintenance, application of MG 30 or recycled oil on streets and roads within the towns and villages, upon availability of resources. This service is provided on a cost recovery basis.

In 2022, dust suppressant work was completed for:

- Town of Daysland
- Village of Heisler
- Village of Alliance

In addition, the purchase of gravel, coldmix, and sand/salt material is available to the towns and villages.

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.



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 2022, approximately 29,300 tonnes was hauled and stockpiled:

- Daysland stockpile site 26,000 tonnes
- Sedgewick stockpile site 3,300 tonnes

Gravel Program

Gravel Production

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

Two gravel production projects were completed in 2022 at the following locations:

- McDonald Pit (NW 14-45-19) – 50,138 tonnes
- Hinkey Pit (NW 17-44-09) – 75 tonnes

A total of 50,213 tonnes of product was produced at a total cost of \$681,550.

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 Maintenance Areas.

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 (4) 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.

Spare graders may be utilized to help during winter storms.

Upon request, field access roads may be plowed, one time only, to permit access to grain bins, re-locate livestock and/or oil/gas lease sites.



Summer Maintenance

Grader operators are able to blade approximately 15-25 miles/day; these roads receive maintenance approximately once per month. Specific heavy traffic routes have an increased maintenance cycle.

Field access roads are to be graded approximately once a month, weather permitting. These roads are low priority, have a organic surface and will only have aggregate applied to fill in low spots.

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 (1-2) days unless there is heavy snow and persistent winds.

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

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

Private Laneway Maintenance

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

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

Road Maintenance

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 2022, two grade repair projects were completed:

- Township Road 422 west of Hwy 36 (south of Killam)
- Range Road 110 south of SH 602 (east of Alliance)

Hamlet Street Maintenance/Repair

Includes snow removal, crack filling, repairing potholes, sidewalk maintenance, street sweeping, grading, and providing dust suppression. In 2022, truck routes for both hamlets were updated and approved in the Traffic Bylaw 04/22 to mitigate road damages and control traffic.

To view the maps and for more information, please refer to www.flagstaff.ab.ca.



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.

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 2022, (9) 400-900mm centerline culverts were replaced in-house. Five (5) centreline culverts were repaired and three (3) had extension added. New culverts are installed under new construction projects and may be replaced on road recovery projects.



Approaches

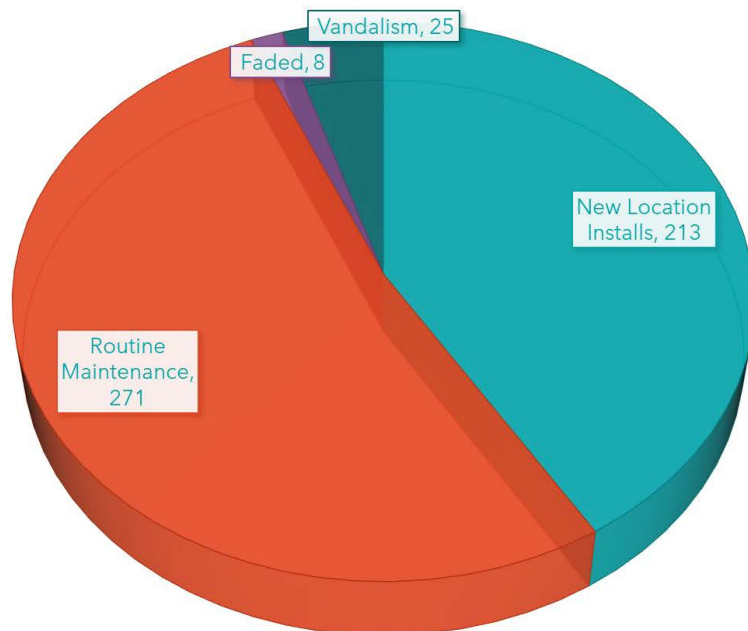
Approaches located within the road’s right-of-way are under the direction, control and management of Flagstaff County and as such Public Works retains the authority to approve the installation of new approaches. In the interest of the public safety, approval will only be granted where the requested location 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.

Signs

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

2022 Sign Repair Summary



517 Total Sign Repairs

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.

Culvert Replacement Projects

The following projects were completed in 2022:

Bridge File	Work Completed	Total Cost
Bridge File# 77282 Twp Rd 440 (south of Daysland)	In-house 1800 mm culvert replacement.	\$26,000
Bridge File# 74378 Twp Rd 423 (south of Loughheed)	In-house 1600 mm culvert replacement.	\$31,500
Bridge File# 78046 Rge Rd 132 (northeast of Galahad)	In-house (3) 1200 mm culvert replacement	\$36,550

Airport

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

The airport has a paved 2,950 foot runway along with an Aircraft Radio Control Aerodrome Lighting (ARCAL)

System. We offer a 24-hour cardlock fuel system as well as a comfortable terminal facility with most amenities required by recreational pilots.

In 2022, line painting and crackfilling were completed on the airport runway, parking lot, and access road.



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 2022 for the Hamlet of Galahad:

- Water Well Supply and Connection Total Cost: \$232,500
- Preliminary Engineering for the Raw Waterline Upgrade Total Cost: \$21,450

Water Distribution Pump replacements were scheduled for Strome and Galahad, however due to parts availability the pumps will not be received until 2023.

Road Construction

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

Escalating construction costs to reconstruct 1 mile of road initiated Public Works to develop 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 2022. Preliminary engineering and tender administration for the 2023 road construction projects were scheduled to be completed in 2022, however due to the anticipated increase in construction costs, these projects have been postponed until 2024.



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:

- When you have more than ten (10) loads of 11,797 kgs or greater in a 24-hour period to or from the same location a Multiple Load Road Use Agreement (MLRUA) is required. For more information, please refer to www.flagstaff.ab.ca 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 2023....

- Refurbishing Flagstaff County entrance signs on the primary and secondary highways, as well as the entrance signs into the Hamlets of Strome and Galahad
- Galahad Raw Waterline Upgrade

Public Works Programs Scheduled for 2023 are:

Road Construction

No road construction projects are scheduled for 2023.

Gravel Production

Gravel crushing will take place at the following locations in 2023:

- CR-01-2023 – Northeast Area – approximately 50,000 tonnes
- CR-02-2023 – East Area – approximately 80,000 tonnes

Bridge Projects

Bridge File	Work To Be Completed	Estimated Cost (includes contracted services and engineering)
BF# 83190 – Twp Rd 422 (South of Killam)	In-house 1800mm culvert replacement	\$75,000
BF# FL0003 – Twp Rd 430 (North of Heisler)	In-house 900mm culvert replacement	\$40,000
BF# 83199 – Rge Rd 133 (North of Killam)	In-house 900mm culvert replacement	\$50,000
BF# 7688 – Rge Rd 122 (North of Sedgewick)	Bridge Repair	\$250,000

Shoulder Pulling Projects

2023 Road Recovery Projects	
LOCATION	DISTANCE
ENE 04-44-12 – Rge Rd 123, south of Hwy 13*	4.75 miles (Local)
NNW 10-45-16 – Twp Rd 452, east of Hwy 855	6.0 miles (Local)
ESE 13-45-17 – Rge Rd 170, south of Hwy 13	6.5 miles (Local)
ENE 07-44-16 – Rge Rd 165, south of Twp Rd 442	8.0 miles (Local)

*Test mile with Perma-Zyme soil stabilization product.



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 the amount of gravel that is being shelled off the road into the ditch.

Hamlet Infrastructure Upgrades

The following infrastructure upgrades are scheduled for 2023:

Strome

- Water Distribution Pump Replacement

Galahad

- Raw Water Line Upgrading
- LED Streetlight Fixtures Upgrade
- Water Distribution Pump Replacement

RECREATION

In 2022, \$641,269 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 upfront and releases the remaining 10% only if all conditions of the grant are satisfied by the September 30th deadline.

We are appreciative of the Agricultural Societies work in distributing this funding within our region.

2022 Recreation Funding Allocations

Agricultural Society	Funding Distribution	Total Grant Used
Alliance	Alliance Ag. Society	\$9,625
	Valley Ski Hill	\$3,000
	Village of Alliance	\$3,000
Daysland	Friends of Daysland Public Library	\$2,500
	Daysland & District Cultural Arts Society	\$4,000
	Daysland School	\$4,533
	Daysland Fitness Centre	\$3,000
	Daysland Parks & Trails Committee	\$2,600
	Valley Ski Club	\$3,000
	Daysland & District Memorial Curling Association	\$1,000
	Daysland & District Aging Place Foundation	\$2,000
	Killam Recreation Board (Aquatic Centre)	\$3,000
	Daysland District Memorial Arena Association	\$30,000
	Daysland Golf Club	\$20,000
	Thunderstars Minor Hockey Association	\$2,500
	Daysland Sports & Recreation Society	\$12,150
	Friends of Battle River Rail	\$1,000
	Flagstaff Fusion Lacrosse	\$500
	Forestburg Swimming Pool Association	\$2,000
Heisler Archery Club	\$1,500	
Battle River Warriors	\$1,500	
		\$96,783

2022 Recreation Funding Allocations

Forestburg	Walter Jahn's Singers Society	\$800	\$109,990
	Forestburg Swimming Pool Association	\$15,000	
	Forestburg Riding Arena	\$5,000	
	Forestburg Power Sports Association	\$9,000	
	Forestburg Library	\$3,000	
	Forestburg Golf Club	\$12,000	
	Forestburg Ag Society	\$8,690	
	Forestburg Community Centre	\$5,000	
	Forestburg Arena & Multiuse Facility	\$15,000	
	Forestburg Community Development	\$4,000	
	Forestburg Curling Club	\$8,000	
	Forestburg School	\$11,000	
	Valley Ski Hill	\$6,000	
	Thunderstars Minor Hockey	\$4,000	
	Hastings Coulee 4H Beef	\$1,000	
Heisler Archery Club	\$1,500		
Killam Spartans	\$1,000		
Galahad	Thunderstars Minor Hockey Association	\$2,000	\$14,254
	Forestburg Riding Arena	\$1,000	
	Forestburg Golf Club	\$1,000	
	Valley Ski Club	\$2,000	
	Galahad Agricultural Society	\$7,254	
	Archery Club	\$500	
Area 53 Raceway	\$500		
Hardisty	Hardisty Rodeo Association	\$8,800	\$86,930
	Hardisty Minor Hockey Association	\$7,500	
	Hardisty Lakeview Golf Association	\$25,000	
	Hardisty Agricultural Society	\$36,330	
	The Young Women's Kinship Club	\$4,000	
	Funds Carried Over	\$5,000	
Heisler	Heisler Friendship Club	\$2,000	\$18,400
	Valley Ski Hill	\$1,000	
	Daysland Soccer	\$500	
	Daysland School	\$1,000	
	Daysland Arena	\$1,000	
	Forestburg Arena	\$1,000	
	Forestburg Riding Arena	\$500	
	Forestburg Golf Club	\$1,000	
	Heisler Community Centre	\$3,500	
	Heisler Library	\$2,000	
	Heisler Archery	\$1,500	
Heisler Ag. Society	\$3,400		

2022 Recreation Funding Allocations

Killam	Killam Recreation Board	\$100,000	\$125,119
	Killam Ag Society	\$22,751	
	Funds Carried Over	\$2,368	
Lougheed	Lougheed Playground Committee	\$5,000	\$33,887
	Lougheed Library Society	\$3,000	
	Lougheed Curling Club	\$3,000	
	Lougheed Ag. Fair	\$6,600	
	Lougheed Community Hall	\$5,000	
	Lougheed Field House	\$8,287	
	Trout Pond Society	\$3,000	
Sedgewick	Sedgewick Bowling Leagues	\$5,000	\$104,142
	Flagstaff Fusion	\$1,000	
	Central High Sedgewick Public School	\$5,000	
	Battle River Minor Hockey	\$30,000	
	Sedgewick Lake Park	\$5,000	
	Sedgewick Minor Ball	\$2,000	
	Sedgewick Curling Club	\$5,000	
	Sedgewick Public Library	\$4,800	
	Flagstaff Scottish Club	\$2,500	
	Sedgewick Rec Centre	\$38,842	
	Valley Ski Hill	\$5,000	
Strome	Strome Curling Club	\$5,000	\$34,005
	Strome Senior Citizens Club	\$5,000	
	Strome Willing Workers	\$24,005	

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.

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.

Cemeteries Assistance Grant

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

STARS Donation

Flagstaff County continues to support STARS with an annual donation and has done so since 2008.

Support to Non-Profit Organizations

Funding is provided to non-profit organizations that have a significant impact towards the rural quality of life and are recognized as an important contribution to the Community. The following non-profit organizations were provided with funding in 2022:

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

Library Support

Financial support is provided to the Parkland Regional Library System, which is a cooperative network of public and school libraries serving over 200,000 residents in central Alberta through sharing materials, resources and expertise.

Flagstaff Regional Emergency Services Society (FRESS)

Flagstaff County is a member of the Flagstaff Regional Emergency Services Society which provides both rural and urban fire service. FRESS provides continuous service for safety and security related to fire services and emergencies while minimizing risk and potential liability related to these services.



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

ADMINISTRATION

CHIEF ADMINISTRATIVE OFFICER | SHELLY ARMSTRONG | 780-384-4101
ASSISTANT CHIEF ADMINISTRATIVE OFFICER | JIM FEDYK | 780-384-4104