



2023 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

Flagstaff County Council is committed to providing efficient and effective programs and services. To that end, 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.

Uncollectible property tax poses challenge

A significant challenge is collection of taxes from a small group of oil and gas producers. The Province of Alberta, due to lack of industry regulation and accountability, has left us without options to recover property taxes. Like many other Alberta municipalities, we have had to contend with potentially uncollectible property tax from the oil and gas sector. Since 2019, Flagstaff County has cancelled taxes of \$5 million as they were deemed uncollectible. Currently, we are dealing with oil and gas producers that combined, owe Flagstaff County more than \$15 million in tax arrears. Despite this significant issue, we continue to provide essential programs and services to all ratepayers, including our energy partners.

However, the burden of unpaid taxes impacts our ability to provide services and replace municipal infrastructure in the future. This tax burden is unfairly placed upon other sectors in the municipality, such as the residential and farmland sectors. In addition, this is unfairly impacting landowners who also have not received lease payments.

Municipalities collaborate in effort to find solution

Council and staff have been working to find a solution to this issue. Flagstaff County has partnered with several other rural municipalities to help resolve this ongoing problem. As a group, we have engaged provincial ministers, the Canadian Association of Petroleum Producers (CAPP) and the Orphan Well Association (OWA). Flagstaff County is proud to be partnering with other impacted municipalities in Alberta to lead advocacy on this important issue in rural Alberta.

Bolstered public engagement process

In 2023, Council bolstered its public engagement process. Council understands that strong public engagement ensures that our actions, decisions, and policies are transparent and open to scrutiny. By involving the public in decision-making processes, Council can build trust and confidence among stakeholders, as they can see and understand the rationale behind Council's decisions.

In 2023, we employed a multi-pronged approach to engaging our stakeholders. That approach included a survey that was available online and in the local newspaper, an online idea wall that residents were encouraged to contribute to, and an open house where residents were urged to complete a series of priority-ranking surveys. I encourage everyone to make your voice heard.

Above all, Council and staff continue to be innovative and proactive in ensuring the long-term sustainability and viability of Flagstaff County. We are keen on providing a full slate of efficient and effective programs and services, while keeping Flagstaff County in a strong fiscal position for generations to come.

***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 be 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 as 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, Rick Manning)
 - 4 members at large (Dan Skoberg, Bryan Zwack, Cole McMahon, Brenda Martin)
- Agricultural Pest Act Appeal Committee – (All ASB)
- Battle River Alliance for Economic Development (BRAED) – (Larry Hiller, Mat Ponto)
- Battle River Research Group (BRRG) – (Don Kroetch, Mel Thompson)
- Diplomat Mine Museum Society – (Mat Ponto, Jeff Eckstrand)
- Flagstaff Family & Community Services (FFCS) – (Melvin Thompson, Don Kroetch)
- Flagstaff Regional Housing Group (FRHG) – (Howard Shield, Larry Hiller, Rick Manning)
- Flagstaff Regional Solid Waste Management Association – (Jeff Eckstrand, Larry Hiller)
- Parkland Regional Library (PRL) – (Jeff Eckstrand, Rick Manning)
- 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 Watershed Alliance Land and Water Advisory Committee – (Howard Shield, Melvin Thompson)
 - Citizens Advisory Committee – (Melvin Thompson, Rick Manning)
 - Flagstaff Healthcare Attraction Retention (FIHAR) – (Don Kroetch)
 - Flagstaff Regional Emergency Services Society (FRESS) – (Howard Shield, Melvin Thompson)
 - Intermunicipal Collaboration Committee (Don Kroetch, Jeff Eckstrand, Larry Hiller)
 - Intermunicipal Planning Committees
 - Alliance, Heisler, Lougheed (Howard Shield, Mat Ponto)
 - Daysland (Howard Shield, Don Kroetch)
 - Forestburg (Mat Ponto, Melvin Thompson)
 - Hardisty (Rick Manning, Larry Hiller)
 - Killam (Melvin Thompson, Jeff Eckstrand)
 - Sedgewick (Jeff Eckstrand, Larry Hiller)
 - MD of Provost (Jeff Eckstrand, Rick Manning)
-

AGRICULTURAL SERVICES



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

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.



Flagstaff County also operates as a registered pesticide vendor to help bring access to controlled pesticides locally and at cost recovery.

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 2023, the northern 1/3 of our County was sprayed, which includes roadsides north of Twp Rd 440.

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 2023, there was a total of 6,873 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 2023, one positive location with clubroot was found out of 184 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 Services Department will reseed municipal right-of-ways. In 2023, 22.5 miles (82 acres) 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 Services Department offers extension events on local agricultural issues and topics such as:

- Monthly newspaper columns. Be sure to read the Between the Roots newspaper column 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 prerequisite for provincial and federal grant opportunities.
- Enhancing our ecosystems and biological diversity with the Pollinator Habitat Establishment Program.
- Photography contest for Canada's Agriculture Day.
- Development of wetland inventory and working with ratepayers 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.

Funded from the Watershed Resiliency and Restoration Program, Fiera Contracting completed a Wetland Inventory Summary. This summary has been integrated into Catalis GIS mapping systems and will be utilized for land selection in the application process for the Wetland Replacement Program.

Looking forward to 2024 ...

- Finding a restorable wetland and creating a plan to support grant application to the Wetland Replacement Project
- Growth of the Leafy Spurge and the Pollinator Habitat Establishment Programs
- Establishing three satellite mulch sites
- GPS integration into roadside mowers and sprayers
- Building our own plastic mulch applicator
- 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 15 non-serviced sites, a gazebo, two fishing docks, firepits, new campground shelter, and the Diplomat Mine Interpretive Site is located across the highway. There 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 12 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 12 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. A new swing set was installed in 2023 for \$4,200 and other various repairs were completed for about \$16,000.

Galahad Campground

Galahad Campground is situated along Guinevere Ave. East in Galahad. This campground offers six fully serviced sites with washroom and shower facilities. A new playground structure was installed in 2023 for \$63,000.

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 for park trailers. Washrooms, including shower facilities, water and sewage dump are also available.

Strome Campground

The Strome Campground is located on the northwest edge of Strome. This campground offers 25 non-serviced sites, fire pits, fire grills and is located next to the ball diamonds, school playground, community hall and gazebo. Playground repairs were completed for approximately \$16,000 and included new surface and bordering materials.

Looking forward to 2024 ...

- Diplomat Trout Pond dock repairs
- Replacing three outhouses at Fish Lake
- Rebuilding two docks at Diplomat Trout Pond
- Completing Galahad outdoor rink renovation

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 8,000 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).

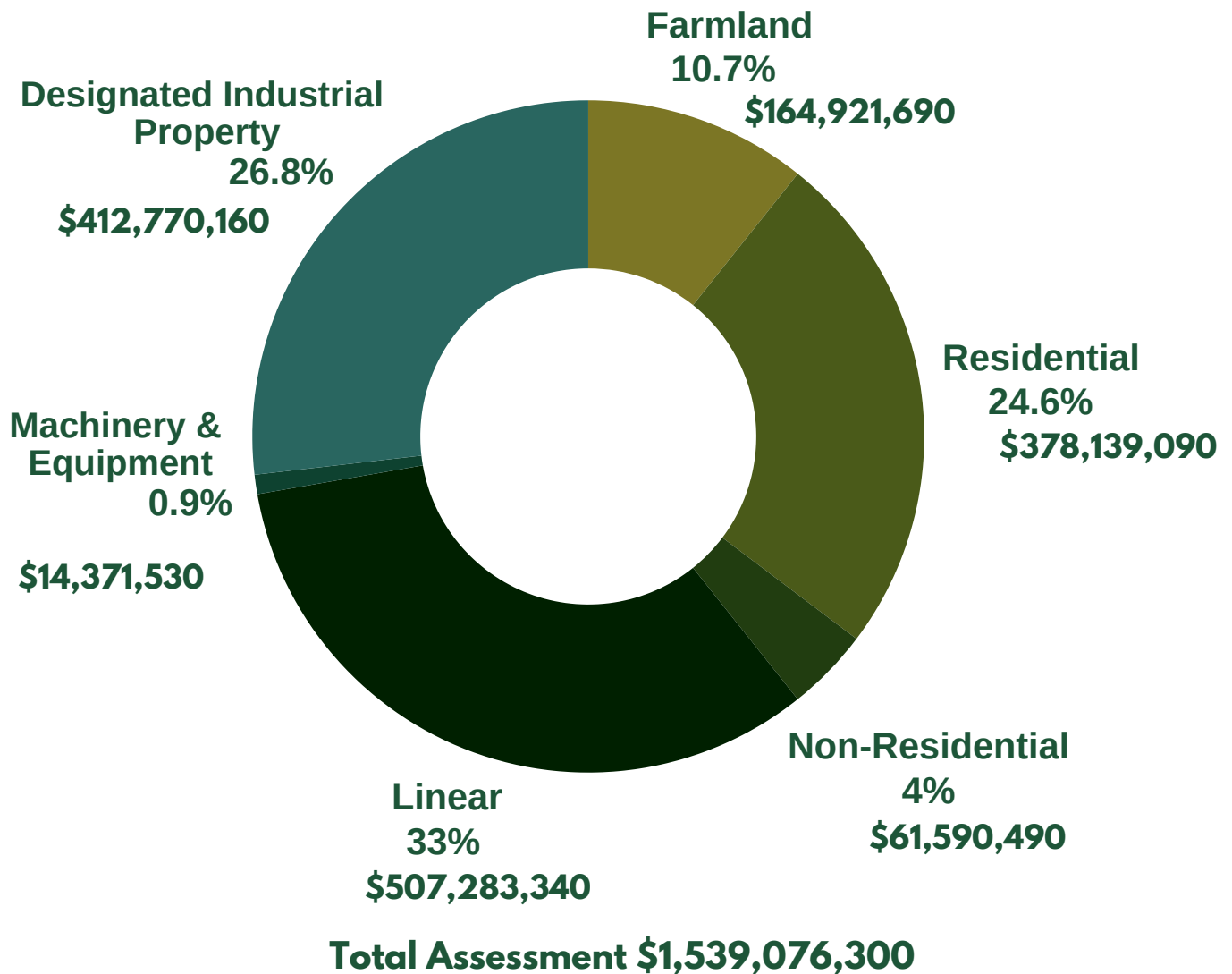
Market Value

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.

2022 Assessment / 2023 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.

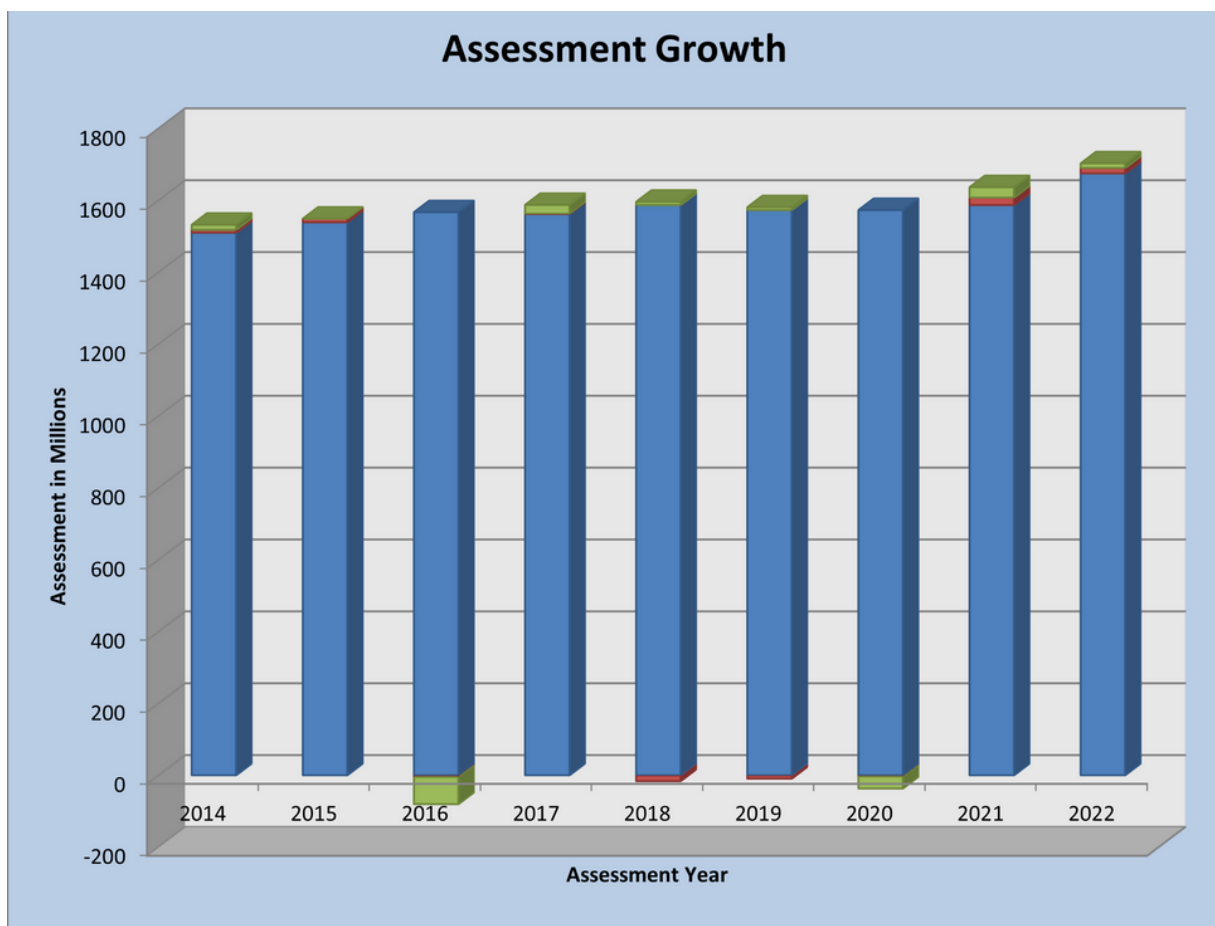
There are five types of regulated property:

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 Alberta. Since that time, they have developed a track record of performance with municipalities across the province.

Accurate Assessment provides assessment services to complete assessments on the farmland, residential, commercial, and industrial properties only. All linear and machinery and equipment (DIP – designated industrial property) assessment is completed by the provincial assessment services branch.

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:

- 19 businesses and 6 entrepreneurs received professional services from subject matter experts and funding through the Business Supports Program (funded through Battle River Economic Opportunities Committee).
- 6 social enterprises received strategic planning sessions with implementation support through the Social Enterprise Support Program (funded through Battle River Economic Opportunities Committee).

Small Business Week

Small Business Week is a national celebration of Canadian entrepreneurs and their contribution to Canada's economy. Flagstaff County hosted a few initiatives through the week of October 15-21, 2023:

1. Ran a digital awareness campaign focused on small business support available in our region, a highlight of local businesses, and getting to know your economic development team.
2. 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.

Thirty-eight 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 sixth annual edition of the Flagstaff Crafted Gift Guide was launched in the fall of 2023. Twenty-two businesses submitted 66 products and services combined. The 2023 Annual 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. A digital copy of the 2023 Annual Flagstaff Crafted Gift Guide is currently available on the Flagstaff Crafted website.

Flagstaff Region Featured Business

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

Thought Exchange Program

The Thought Exchange Program is a series of monthly, virtual exchanges where participants can learn from one another's experiences, challenges, and opportunities, acting as each other's board of directors. Experts in the field lead discussions and provide insights for the first half an hour with the remainder of the time spent dedicated to facilitated discussion to tackle challenges and opportunities participants are facing. Four Thought Exchanges were held with a total of 75 participants in 2023.

Rural Unrecognized: The Podcast

The “Rural Unrecognized” podcast was launched in 2023, highlighting the inspiring stories of small business owners from the Flagstaff Region and beyond to share resources, insights, experiences, and learning opportunities amongst business owners with common issues. The podcast’s goal is to do this through inspiring storytelling and driving business owners to use our other resources (coaching, resource page, blog post, etc.). Seven episodes of the podcast were released with 250 total downloads.

Attracting and Retaining Citizens

Flagstaff Fresh Market

The County hosted the second annual Flagstaff Fresh Market in June, partnering with the Village of Forestburg. Twenty-five 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 three-hour market, vendors averaged \$500 profit.

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.

Six hundred copies of a newly revised Travel & Activity Guide were distributed across the Flagstaff Region .

Travel & Activity Guide

Your guide to all things
adventure in the | **Flagstaff**
region



Plant a Tree Day

Plant a Tree Day in the Flagstaff Region is an initiative where graduating students plant trees to symbolize their roots and commitment to positive change. This tradition aims to keep students connected to their community and aware of their role in shaping a better future. Each tree represents growth, new beginnings, and the students' potential. Beyond planting, the event fosters community unity and social responsibility. In 2023, the project involved three high schools, the local municipalities, and 44 students, creating a lasting legacy and a greener community.



Trailblazers Youth Camp

The Trailblazers Youth Camp initiative aims to build business understanding and entrepreneurial spirit among its youth by hosting a one-day entrepreneurial youth camp at the United Church Camp in Hardisty. It focuses on equipping them with skills for starting businesses and contributing significantly within teams, essential in today's fast-evolving, technology-driven economy. This approach enhances their ability to tackle complex challenges, fostering creativity, critical thinking, and problem-solving skills. Beyond business, it develops their communication, teamwork, and leadership abilities.

In 2023, the initiative reached 17 participants aged 12 to 18, setting the stage for a future of entrepreneurial success and regional development.

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. 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.

In 2023, 10 new businesses joined the Flagstaff Crafted program with the total program demographics and statistics as:

- The age range of participating business owners is 13 to 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 85 participating businesses.

Wildrose Marketplace Partnership

The Flagstaff Crafted/Wild Rose Co-op Marketplace in Killam is a partnership aimed at boosting local businesses and economic growth. It consists of a 4-day Pop-Up Market where Flagstaff Crafted members can sell their products, potentially leading to a permanent spot in the Wild Rose Co-op's "Flagstaff Crafted" aisle. The Co-op supports vendors in becoming retail-ready through education and resources. This initiative is not just a temporary market but a path to broader retail opportunities. In 2023, four businesses began selling at the Killam marketplace, with total sales from the pop-up markets reaching \$6,307. Post-event, businesses are considered for expansion into more Co-op stores.

Small Business Resource Page

The Flagstaff Crafted program launched a small business resource page 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. In 2023, there were 421 online views of the resource page.

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 2023, there were 4 spots utilized in this program.

Investment Sub Strategy for Agriculture and Energy

Flagstaff County secured funding through the CanExport Community Investments program to create an investment strategy for the agriculture and energy sectors, enhancing its foreign investment efforts. The strategy, part of the 2019-2024 Economic Development Plan, includes assessing regional readiness, conducting analyses (competitive, comparative, SWOT, and cluster), and defining clear market targets and investment opportunities. It aims to foster collaboration and build local capacity in attracting and managing foreign investments, alongside developing tailored marketing materials to meet investor needs.

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)

We 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 councillors, 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.



On behalf of the Flagstaff Healthcare
Attraction & Retention (FIHAR) Committee

THANK YOU

Sedgewick Community
Health Centre

*Healthcare
Professionals*



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.
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 2024...

- Growing the Flagstaff Crafted Marketplace.
- Completion of a revised Economic Development Strategic Plan.
- Releasing new and improved small business supports.

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 municipality's 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 Corporate Services Director 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.

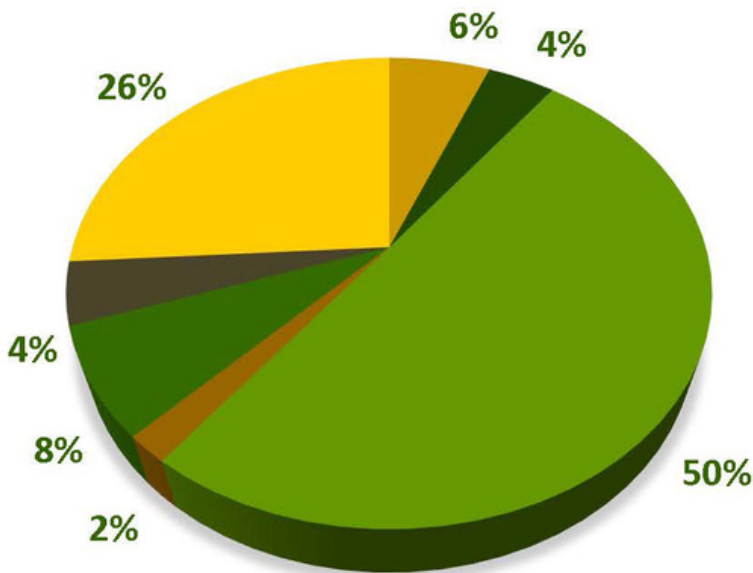
FINANCIAL POLICIES

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.

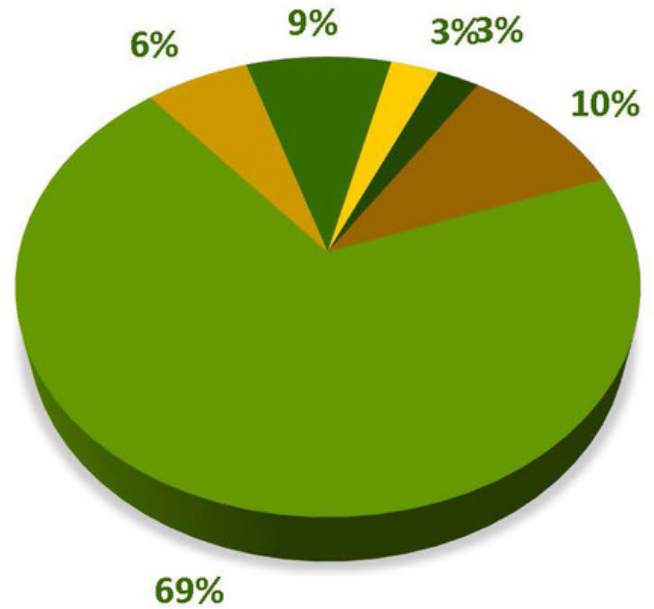
2023 OPERATING EXPENDITURES



Total Expenditures - \$24,074,241

Public Works / Airport	\$12,077,915	50%
General Government	\$6,255,008	26%
Agriculture / Development / Planning	\$1,806,615	8%
Protective Services	\$1,467,467	6%
Recreation and Culture	\$1,032,068	4%
Water and Waste Management	\$980,281	4%
Family/Community/Public Health	\$454,887	2%

2023 OPERATING REVENUES



Total Revenues - \$32,501,843

Taxes - Municipal Purposes	\$22,574,544	69%
Government Grants Capital	\$2,019,702	9%
Revenue Own Sources	\$2,824,436	3%
Sales and User Charges	\$938,202	6%
Government Grants Operating	\$824,383	3%
Investment Income	\$3,320,576	10%

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.

EXCESS REVENUE OVER EXPENSES

\$8,427,602

CHANGE IN ACCUMULATED SURPLUS

Unrestricted Surplus	\$846,007
Reserves	\$9,246,780
Equity in Tangible Capital Assets	(\$1,665,185)
TOTAL	\$8,427,602

Flagstaff County has copies of the 2023 Financial Statement available for the public. Copies can be obtained by contacting the County office at Box 358, Sedgewick, AB, T0B 4C0 or by 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 2023 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	\$41,681	\$41,681	\$41,681	\$41,681	\$45,849	\$41,681	\$41,681
Benefits & Allowances	\$665	\$6,668	\$6,668	\$4,187	\$7,339	\$4,187	\$6,668
2023 Total	\$42,346	\$48,349	\$48,349	\$45,868	\$53,189	\$45,868	\$48,349
2022 Total	\$39,988	\$45,520	\$45,537	\$43,298	\$50,076	\$43,298	\$45,537

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 2023, there were 56 developments totaling \$10,831,700

	Commercial/ Industrial	Non- Residential	Residential	Institutional
Number of Permits Issued	7	28	20	1
Value of Permits Issued	\$376,000	\$4,285,000	\$6,131,700	\$39,000

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 are 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 2023.

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 2024 ...

- Receiving compliance on some longstanding nuisance properties ... and retirement! I have been the Development Officer with Flagstaff County for 14 years. It has been a pleasure working with and meeting so many wonderful people and serving the community of Flagstaff County.

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.

TRANSPORTATION



The Transportation 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.

Fleet Management / 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

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.

The following projects were completed in 2023:

2023 Shoulder Pulling Projects		
LOCATION	DISTANCE	TOTAL COST
ESE 13-45-17 Rge Rd 170 South of Hwy 13	6.5 miles (Local)	\$392,720
ENE 7-44-16 Rge Rd 165 South of Twp Rd 442	8.0 miles (Local)	\$387,770

Sub-Grade Preparation

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 2023, we continued testing a new soil stabilization product called Perma-Zyme for a 4.75-mile section.

2023 Subgrade Prep Projects		
LOCATION	DISTANCE	TOTAL COST
NNW 10-45-16 Twp Rd 452 East of Hwy 855	6.0 miles (Local)	\$302,790
NNW 3-44-12 Rge Rd 123 South of Hwy 13 (Perma-Zyme)	4.75 miles (Local)	\$177,910

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 washboarding, grader maintenance, and the frequency of graveling, thus extending the life of our gravel sources.

MG 30 was used at approximately 63 residential locations, 69 arterial residential locations and 34 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 an 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.

2. Service Provided by Contractor

No residents participated in the option to hire a private company to apply dust suppressant.

Arterial Residential Dust Suppressant

Residents on Arterial roads are eligible for a 200-metre, MG30 dust suppressant application, free of charge. In 2023, residents along the arterial roads received two applications of MG 30 dust suppressant, free of charge.

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 2023, Formula 35+ was applied to sections of Township Road 442 east of Range road 170 for a total of 1,200 metres.

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 2023, dust suppressant work was completed for:

- Town of Daysland
- Village of Heisler
- Town of Hardisty

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 2023, approximately 36,300 tonnes were hauled and stockpiled:

- Daysland stockpile site 25,150 tonnes
- Sedgewick stockpile site 11,150 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 2023 at the following locations:

- Skori Pit (NW 12-46-11) – 50,210 tonnes
- Mazure Pit (NE 16-43-09) – 80,030 tonnes

A total of 130,240 tonnes of product was produced at a total cost of \$1,644,540.

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

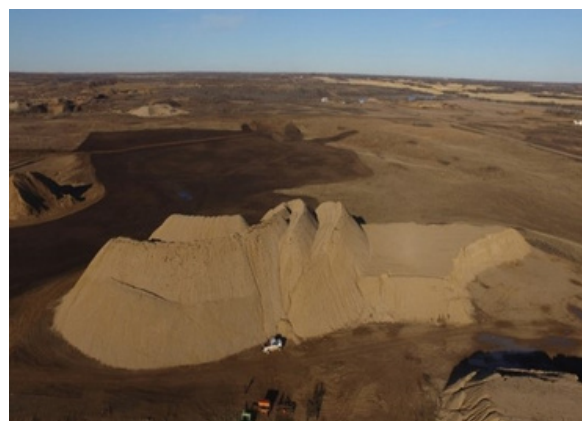
In an effort to secure a long-term gravel supply and/or source, we are continually increasing inventory and conducting gravel exploration for the purpose of purchasing and/or leasing future gravel sources.

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 of a snow event, 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 once per month. Specific heavy traffic routes have an increased maintenance cycle.

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

Arterial Road Maintenance

Arterial roads are graded 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 of a snow event 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.

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;
- The Service Agreement and Inspection/Hazard Assessment will be automatically extended for one year from the present or any future expiration date, unless thirty (30) days written notice is provided terminating the agreement.
- 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 that 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.

Hamlet Street Maintenance/Repair

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

In 2023, recycled oil was applied to approximately 6 blocks in the Hamlet of Strome. All streets in both the Hamlet of Strome and Galahad have now been completed.

To reduce road damage and manage traffic flow, designated truck routes were implemented for both hamlets.

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 2023, six 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.

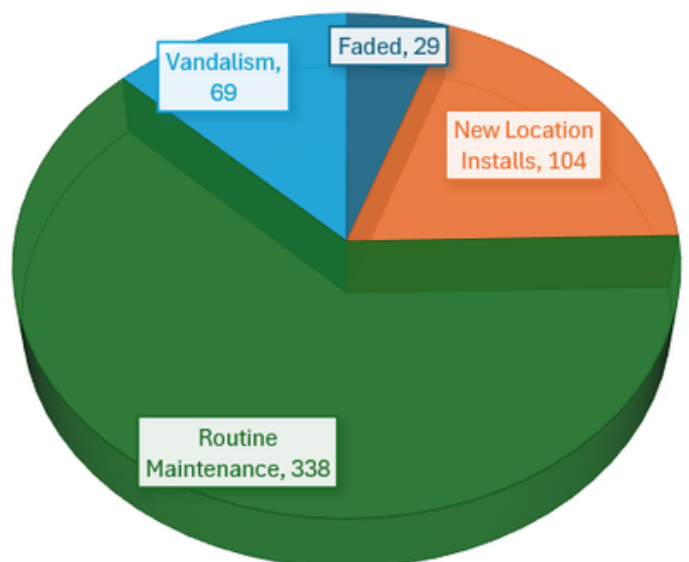
Signs

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

In 2023, 12 Flagstaff County entrance signs on primary and secondary highways were refurbished for a total cost of \$36,000.

A total of 540 signs underwent repair or replacement, which encompassed routine maintenance, new installations, vandalism and fading.

2023 Sign Repair Summary



540 Total Sign Repairs

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 public safety, approval will only be granted where the requested location is considered practical and ensures that all approaches are constructed in accordance with County standards and policy PW 004-Approaches.

Oil and gas companies must submit an application in the form of a letter along with a site survey plan that 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.

Culvert Replacement Projects

The following projects were completed in 2023:

Bridge File	Work Completed	Total Cost
Bridge File# 83190 Twp Rd 422 (south of Killam)	In-house 1800 mm culvert replacement.	\$52,200
Bridge File# FL0003 Twp Rd 430 (north of Heisler)	In-house 900 mm culvert replacement.	\$15,700
Bridge File# 83199 Rge Rd 133 (north of Killam)	In-house 900 mm culvert replacement	\$19,500

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 2023, new flooring was installed, and a kitchen upgrade was started in the terminal building.



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 2023 for the Hamlet of Galahad:

- Raw Waterline Upgrade Total Cost: \$309,000
- LED Streetlight Fixtures Total Cost: \$7,800
- Water Distribution Pump Replacement Total Cost: \$23,727

The following infrastructure upgrades were completed in 2023 for the Hamlet of Strome:

- Water Distribution Pump Replacement Total Cost: \$23,555

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.

The transportation department will continue to monitor and evaluate local roads to determine if they meet the required criteria for future road construction.



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 2024...

- Refurbishing entrance signs into the Hamlets of Strome and Galahad
- Parking lot extension at the Flagstaff Regional Airport
- Replacement of the Concrete Floor in the Forestburg Grader Shed

Transportation Programs Scheduled for 2024 are:

Road Construction

No road construction projects are scheduled for 2024.

Gravel Production

Gravel crushing will take place at the following locations in 2024:

- CR-01-2024 – West Area – approximately 50,000 tonnes
- CR-02-2024 – Southwest Area – approximately 50,000 tonnes

Bridge Projects

Bridge File	Work To Be Completed
BF# 7688 – Rge Rd 122 (north of Sedgewick)	Bridge Repair
BF# 2408 – Rge Rd 124 (north of Sedgewick)	Bridge Repair
BF# 77982 – Rge Rd 105 (west of Hardisty)	Bridge Repair
BF# 72912 – Twp Rd 401A (south of Alliance)	In-house 1600mm Culvert Replacement
BF# 1459 – Rge Rd 120 (southwest of Hardisty)	Bridge Replacement
BF# 1019 – Twp Rd 460 (north of Daysland)	Bridge Replacement with 2200mm Culvert
BF# 76355 – Twp Rd 422 (south of Sedgewick)	Bridge Replacement with (2) - 2400mm Culvert

Road Improvement Projects

2024 Road Recovery Projects	
LOCATION	DISTANCE
ENE 07-46-16 Rge Rd 165 South	6.0 miles (Local)
ENE 35-46-15 Rge Rd 151 South	4.0 miles (Local)
ENE 33-42-14 Rge Rd 143 South	6.0 miles (Local)
NNW 22-42-14 Twp Rd 424 East	5.0 miles (Local)
ENE 34-41-15 Rge Rd 152 South	3.5 miles (Arterial)
NNW 22-45-16 Twp Rd 454 East	1.0 mile (Local) *

*Test mile with Perma-Zyme soil stabilization product.



Hamlet Infrastructure Upgrades

The following infrastructure upgrades are scheduled for 2024:

Strome

- Diesel Emergency Pump Replacement
- Bulk Water Upgrade

RECREATION

In 2023, \$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. Some Ag. Societies have chosen to distribute the remaining 10% in 2024. We are appreciative of the Agricultural Societies' work in distributing this funding within our region.

2023 Recreation Funding Allocations

Agricultural Society	Funding Distribution		Total Grant Amount
Alliance	Alliance Ag. Society Forestburg Riding Arena Valley Ski Hill Village of Alliance Hardisty Youth Camp	\$7,625 \$1,000 \$2,500 \$10,000 \$1,500	\$22,625
Daysland	Daysland Public Library DaysArts Kamotion Daysland School Valley Ski Hill Daysland Fitness Centre Daysland Curling Club Providence Place Flagstaff Aquatic Centre Daysland Thunderstars Daysland Sports Rec – Baseball Daysland Sports Rec – Soccer	\$2,500 \$3,000 \$1,000 \$4,595 \$3,000 \$4,500 \$5,000 \$1,000 \$5,000 \$4,500 \$2,000 \$1,000	\$107,537

2023 Recreation Funding Allocations

	Forestburg Pool	\$2,000	
	Forestburg Riding Arena	\$1,000	
	Heisler Archery Club	\$1,500	
	Daysland Sports & Rec – Basketball	\$2,000	
	Daysland Arena	\$3,000	
	Daysland Golf Club	\$35,000	
Forestburg	Valley Ski Hill	\$5,000	\$109,990
	Battle River Fish & Game	\$10,000	
	Forestburg Ag Society	\$93,600	
	Forestburg Community Centre	\$5,000	
	Forestburg Golf Club	\$12,000	
	Forestburg Minor Ball	\$5,000	
	Forestburg Library	\$3,000	
	Forestburg School	\$10,000	
	Forestburg Riding Arena	\$8,000	
	Flagstaff Scottish Club	\$10,000	
	Forestburg Swimming Pool	\$13,000	
	Hardisty Lake Camp	\$10,000	
	Heisler Archery	\$10,000	
	Forestburg Power Sports	\$5,000	
	Forestburg Mud Bog	\$4,000	
	Walter Johns Sing	\$10,000	
	Thunderstars Minor Hockey	\$5,000	
Forestburg Arena Association	\$13,000		
Galahad	Valley Ski Hill	\$3,500	\$14,447
	Forestburg Riding Arena	\$1,000	
	Forestburg Golf Club	\$2,500	
	Hardisty Lake Church Camp	\$400	
	Galahad and District Agricultural Society	\$7,047	
Hardisty	Hardisty Rodeo Association	\$7,800	\$74,690
	Hardisty Curling Club	\$1,800	
	Hardisty Community Hall	\$7,500	
	Hardisty Agricultural Society	\$30,090	
	Hardisty Minor Hockey	\$9,500	
	Hardisty Public Library	\$5,000	
	Lakeview Golf Association	\$13,000	
Heisler	Heisler Friendship Club	\$1,500	\$18,400
	Heisler Municipal Library	\$2,000	
	Heisler Community Centre	\$3,500	
	Daysland School	\$500	
	Daysland Arena	\$500	
	Valley Ski Hill	\$500	
	Heisler Ag Society	\$8,000	

2023 Recreation Funding Allocations

Killam	Killam Recreation Board	\$100,000	\$125,119
	Killam Cyclones Swim Club	\$5,000	
	Killam Agricultural Society	\$20,119	
Lougheed	Reporting Not Finalized.		
Sedgewick	Friends of the Sedgewick Recreation Centre Society	\$73,721	\$103,721
	Battle River Minor Hockey Association	\$27,000	
Strome	Strome Senior Citizens Club	\$6,000	\$34,074
	Strome Curling Club	\$5,000	
	Strome Willing Workers	\$23,073	

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 2023:

- Flagstaff Community Adult Learning
- Parents for Fun in Flagstaff
- 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.



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ADMINISTRATION

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