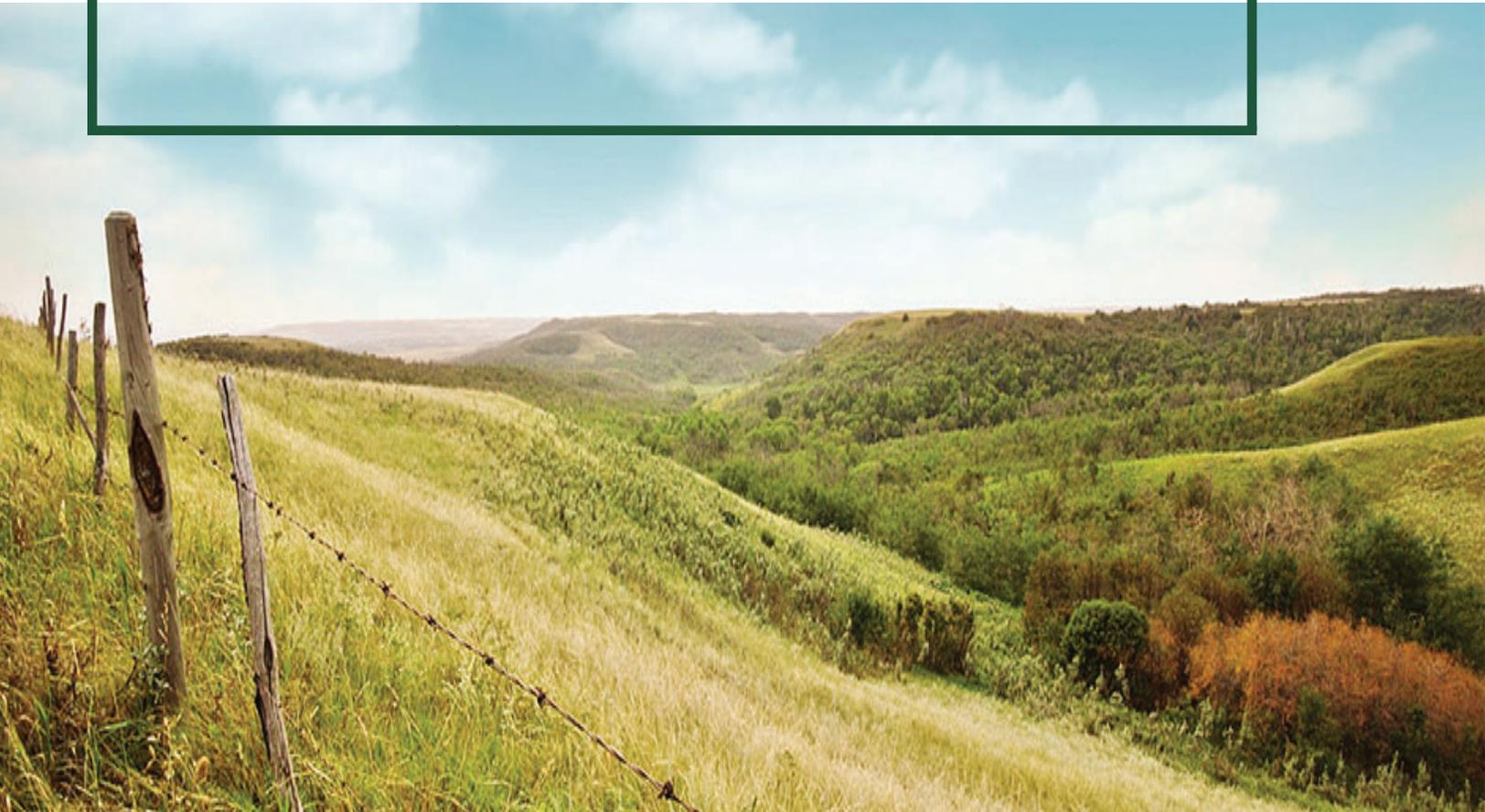




2021 -2023 Business Plan and 2021 Budget



**First Draft
December 16, 2020**

**Second Draft - Approved
January 27, 2021**



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INTRODUCTION

Under the Alberta Municipal Government Act, Flagstaff County is mandated to adopt a three year operating budget and a five year capital budget; that anticipate future revenues and expenditures across the organization. The 2021-2023 Business Plan and Budget provides a detailed view of the programs and services currently offered and the financial cost of their delivery. The business plan and the operating and capital budgets serve as the financial direction for the County.

The 2021-2023 budget represents Council's priorities for the coming years and takes a conservative approach to spending, while maintaining the services that residents expect. In addition to funding the day-to-day operations, it takes a long term view, considering Council's strategic priorities, while responding to challenging economic conditions and ensuring a strong, sustainable financial future. Council continues its commitments to work with all orders of government, including our municipal neighbors, to forge stronger relationships and to work collaboratively in building the region.

Introduction by Reeve Don Kroetch

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Flagstaff County Council is proposing the following Business Plan for 2021 to 2023. This is Council's plan for providing responsible services that are both effective and efficient given the current economic climate.

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

It appears that some municipalities where there is no growth in the assessment base, are facing a new fiscal reality of decreasing revenues and increased costs. In addition, the grant funding received on an annual basis from the Province of Alberta is expected to change in the next few years. Council is committed to sparing our residents and businesses from further financial strain. We continue to seek a balanced approach at managing costs through a reduction in programs and services along with an increase in user fees for some of the services provided. This is necessary to ensure the long-term viability and sustainability of Flagstaff County.



The lion's share of the municipal budget is allocated to Public Works programs. Council remains focused on road maintenance – including bridge and culvert maintenance, and brushing, mulching and backsloping – road recovery and rehabilitation, and our gravel program, which includes road patching, crushing, stockpiling and exploration.

The Agricultural Service Board will continue with its various annual programs as prioritized by Council, including weed management, roadside spraying and mowing, pest control and shelterbelt establishment.

Our Economic Development Department, meanwhile, is committed to ensuring the success of all businesses within the Flagstaff Region. Priorities remain focused on business retention and expansion, citizen attraction and retention, and increased business investment.

Along with that, we will continue to support local social initiatives that have a direct impact on quality of life for all demographics in our region. We are proud to continue to support Flagstaff Adult Learning, Flagstaff Satellite Family Day Home Society, Parents for Fun in Flagstaff, STARS, Parkland Regional Library, the Hospice Society of Camrose and District, and Flagstaff Victim Services.

Our business plan reflects County Council's Vision. We are a "Community of communities" committed to working collaboratively with our neighbours to be a strong, vibrant and sustainable region.

For further information and updates, please visit our website at: flagstaff.ab.ca.

I hope and pray for a better 2021 for all of us. Thank you.

Introduction by Chief Administrative Officer Shelly Armstrong

After experiencing the challenges that COVID-19 has brought to our personal lives, communities, and workplaces over the last twelve months, it has brought a new perspective to the meaning of working together.

We have gained a tremendous amount of knowledge of how COVID-19 has impacted our operations. The incorporated practices of hygiene and social distancing are now everyday routines, and the economic impact worldwide has funneled down to our local level. In our operations, we concluded the 2020 year successfully, attributed to an excellent team of Managers, Supervisors and Staff, who were able to complete our projects on time and within budget while dealing with the challenges of the current pandemic.



The 2021 Budget and Business Plan reflects reductions to revenue due to the oil and gas sector that experienced a significant downturn in 2020. We also were preparing for an anticipated provincial change in assessment rules, which due to the advocacy of our citizens, was delayed until further analysis and consultation occurs with all stakeholders. However, we do expect a future reduction in revenues as the province will continue to review assessment models for future years.

Council has directed changes in programs and services in an effort to balance the decreased revenues to expenses. We have reduced road maintenance areas from 10 to 9, which will have an impact on service levels. Reductions were also made to all other departments within the County as we endeavor to deliver programs and services more cost effectively while ensuring we provide a responsible level of services to our citizens.

We are also reviewing Human Resource policies in an attempt to achieve more efficiencies and effectiveness at every level in the organization. This review will ensure we have a workforce that is professional, competent, well trained, committed, and responsive. Our staff is an exceptional and dedicated group and they have also been impacted with changes to the budget. I recognize their efforts as they keep progressing through significant budgetary challenges.

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Overall, the Operating Budget decreased from \$ 26,649,150 in 2020 to \$22,181,750 in 2021, which represents a 16.8% decrease. The Capital Budget was reduced from \$7,135,200 (included \$ 3.6 million in road construction) in 2020 to \$2,677,425 in 2021 which represents a 62% decrease. There will be no road construction projects undertaken in 2021.

We continue to be conservative with our budgeting and remain in a strong financial position. Property tax for municipal operations is anticipated to remain at a zero percent increase. We will utilize all our funding sources, taxes, reserves, grants, and user fees to fund our expenditures. We also continue to experience significant unpaid taxes in the oil and gas sector which results in our bad debt expense, remaining high at \$2,800,000. This is a trend we carefully monitor as that sector struggles to recover.

As we go forward in 2021, it is with hope that there is an exciting future in Flagstaff, and alongside our residents we can continue to grow our great rural community, where we can create connections, and a positive future.

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 a rural essence and quality of life.

CORE VALUES

LEADERSHIP as a key governance responsibility, through mutual respect and trust we will inspire our community we represent.

INTEGRITY business will be conducted with accountability to the citizens and future generations with openness, transparency and inclusiveness.

COMMUNITY we are invested in the people, we will work together, own our decisions and assure we will do what we say we do.

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VISION & STRATEGIC PLAN

Flagstaff County Council, when elected in 2017 revised the Vision and Strategic Plan. This will serve as a guide to ensure limited resources are used effectively and that the right effort is put into the right things so that the greatest long-term good can be achieved on behalf of the whole County.

All of our future policies, plans and programs will be aligned with the Strategic Plan. We are committed to thinking and acting strategically and to take a long-term view aimed at positioning the County to meet the challenges we face and hopefully, to take advantage of the opportunities the future will bring. County Council intends to position the County to be able to shape its own destiny. We will focus on the resources available to achieve optimal benefit for the County residents over the long term.

The Strategic Plan will be linked to and act as a high-level umbrella plan under which the County's Business Plan and Budget is developed and aligned with.



STRATEGIC THEMES AND GOALS

Collaboration

Strengthen relationships to build a strong, vibrant and sustainable region that benefits all citizens.

Goals:

- Build trust and mutual respect with citizens and communities.
- Build community capacity of the entire region.
- Foster and develop strong relationships with neighbouring municipalities to build a resilient region.

Economic

Pursue economic initiatives that promote sustainability, diversification and growth within the region.

Goals:

- Stabilize population decline.
- Increase investment attraction.
- Promote business retention.
- Promote entrepreneurship development.
- Promote tourism.



Social

Support and promote a strong, vibrant, resilient, healthy, inclusive and safe Community of communities that addresses local values, social issues and well-being of its citizens.

Goals:

- Support families.
- Support youth and seniors.
- Support adult learning.
- Identify and support a variety of housing needs.
- Support health services.
- Support safety and security in the rural region.

Programs & Services Delivery

Provide citizens with effective, appropriate and financially responsible levels of service.

Goals:

- Delivery of programs and services that balance and reflect the principles of effectiveness, economy, equitability, and efficiency.
- Balance public expectations with available resources.
- Delivery of programs and services with strategic intent (long-term) and leadership.

Environment

Promote the value of a healthy, sustainable natural environment and encourage its effective stewardship to ensure its preservation for current and future generations.

Goals:

- Identify and support conservation of environmentally sensitive features and agricultural features.
- Protect groundwater quality and quantity.
- Protect the natural environment.



FLAGSTAFF COMMUNITY PROFILE

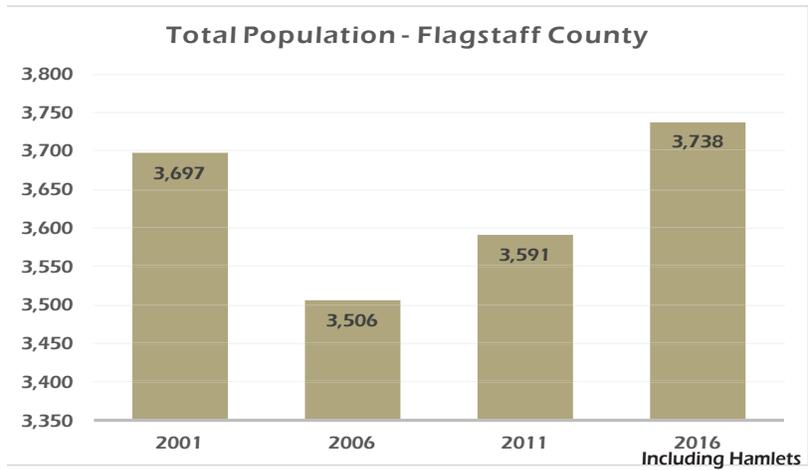
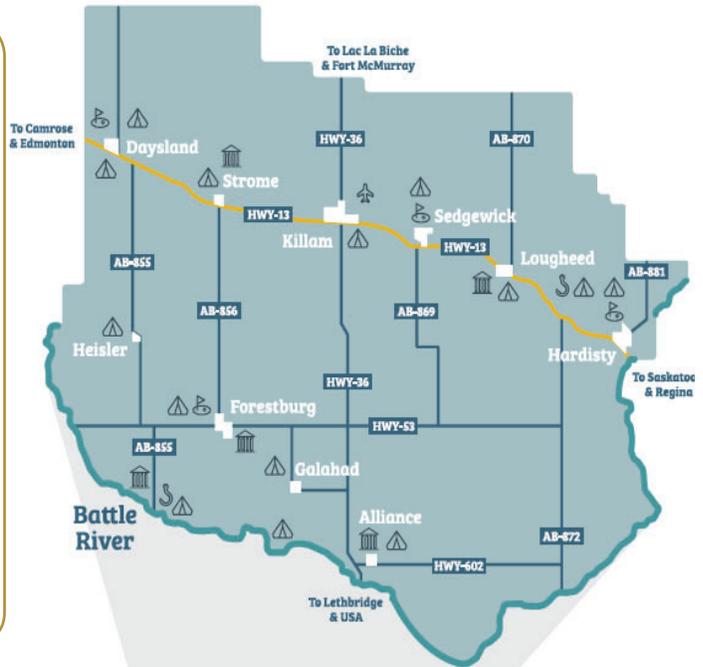
Located 150 km southeast of Edmonton, our east central municipality is transected by two major provincial routes, Highways 13 and 36, and is serviced by two railways, the main line for Canadian Pacific Railway and a short line owned and operated by Battle River Railway. A distinct advantage is the proximity to the “Hardisty Hub”, the central pipeline hub where the majority of Alberta’s oil production converges for transportation to North American energy markets.

History: Incorporated as a County in 1912.

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

Local Economy: The economy of the Flagstaff community thrives on its agricultural base and the oil and gas activity in the area.

Land area: 4,065.56 km²
Approximately 1 million acres of high quality farmland



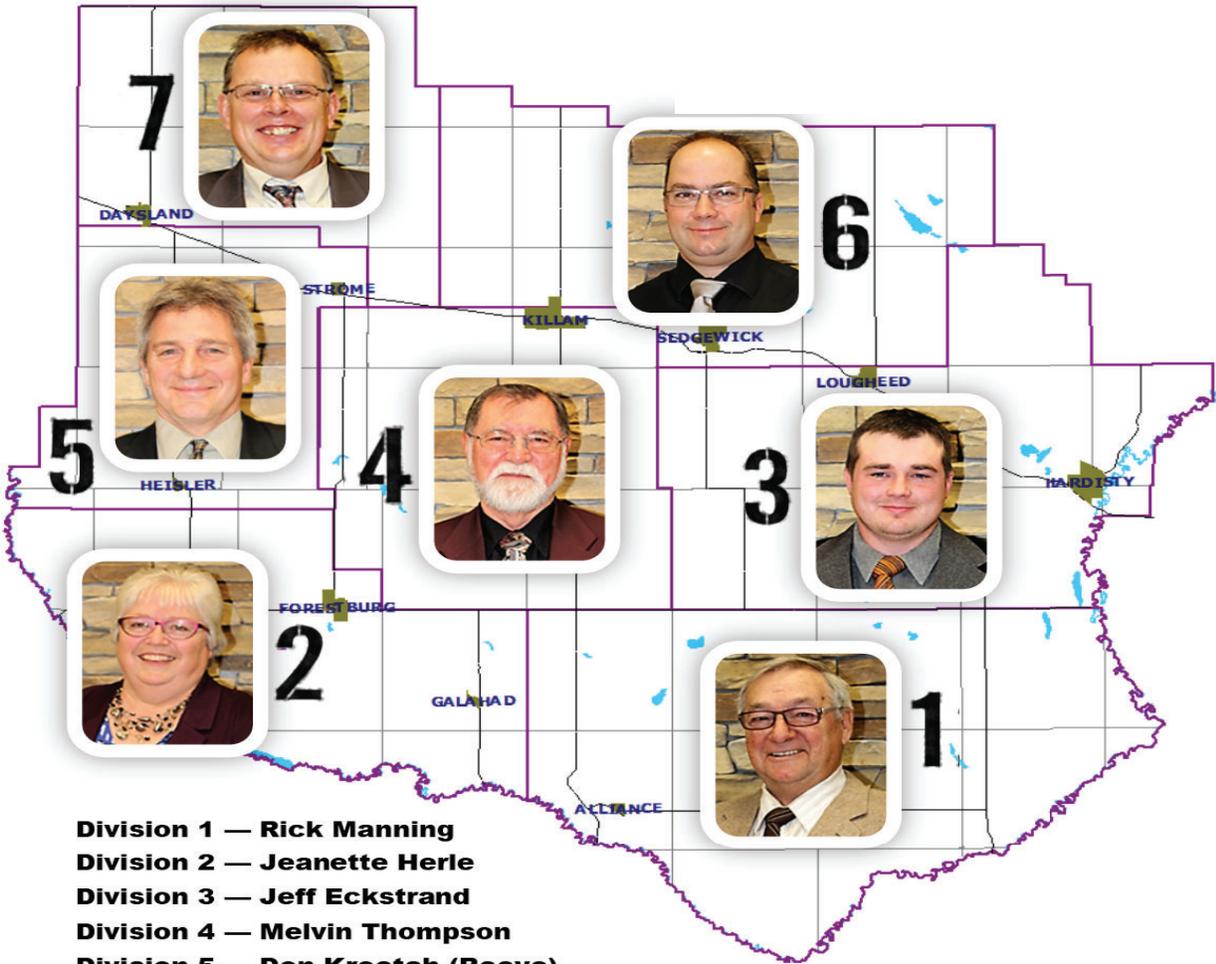
Flagstaff County Population 3,738
Flagstaff Region Population 8,361
2016 Census



Average Household Income
\$91,307

COUNCIL PROFILE

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



- Division 1 — Rick Manning**
- Division 2 — Jeanette Herle**
- Division 3 — Jeff Eckstrand**
- Division 4 — Melvin Thompson**
- Division 5 — Don Kroetch (Reeve)**
- Division 6 — Erik Skoberg**
- Division 7 — Howard Shield (Deputy Reeve)**



2021-2023 COUNCIL PRIORITIES

In preparation for the 2021-2023 Business Plan and Budget, on May 27, 2020 Council approved the following Programs and Services priorities. (Note: The Fire Services department was excluded from this list as Council has agreed to proceed with the formation of a Regional Emergency Services Society).

The Agricultural Services Board focuses on weed control, soil conservation, water quality, and pest management.

PRIORITIES:

1. Weed Management
2. Roadside Vegetation Management
3. Pest Control
4. Conservation Programs
5. Parks
6. Shelterbelt Establishment Program
7. Extension Programs
8. Water Loading Stations

Economic Development focuses on joint regional Economic Development initiatives. This includes marketing, promotions, tourism, business retention and expansion, and investment attraction.

PRIORITIES:

1. Succeeding Through Strong Businesses: Business Retention and Expansion
2. Succeeding Through Attraction & Retaining Our Citizens
3. Succeeding Through New Business Start-Ups
4. Succeeding Through New Business Investment
5. Succeeding Together - Economic Development as a Supportive Team Member.

Peace Officers provide services and education in the area of traffic safety, infrastructure protection and emergency response.

PRIORITIES:

1. Patrol Services/ Protect Infrastructure
2. Farm Truck Safety Inspections
3. Commercial Vehicle/ Safety Inspections
4. Community Safety Programs



The purpose of municipal planning and development is to achieve a pattern of land use and development that creates an attractive municipality that will enhance the quality of life of the residents.

PRIORITIES:

1. Unsightly Properties
2. Enforcement
3. Sale of Hamlet Lots

Flagstaff County encourages and supports a range of family support programs designed to promote well-being that are accessible, affordable, and effective and build capacity and community networks.

PRIORITIES:

1. Regional Recreation Funding
2. Flagstaff Family and Community Services (FFCS)
3. Parkland Regional Library
4. STARS Donation
5. Non-profit organizations: (Parents for Fun/Adult Learning/Dayhome Society/ Victims Services)
6. Cemeteries Assistance Grant
7. Heritage Inventory

The Public Works department provided citizens of Flagstaff County a safe economical road network.

PRIORITIES:

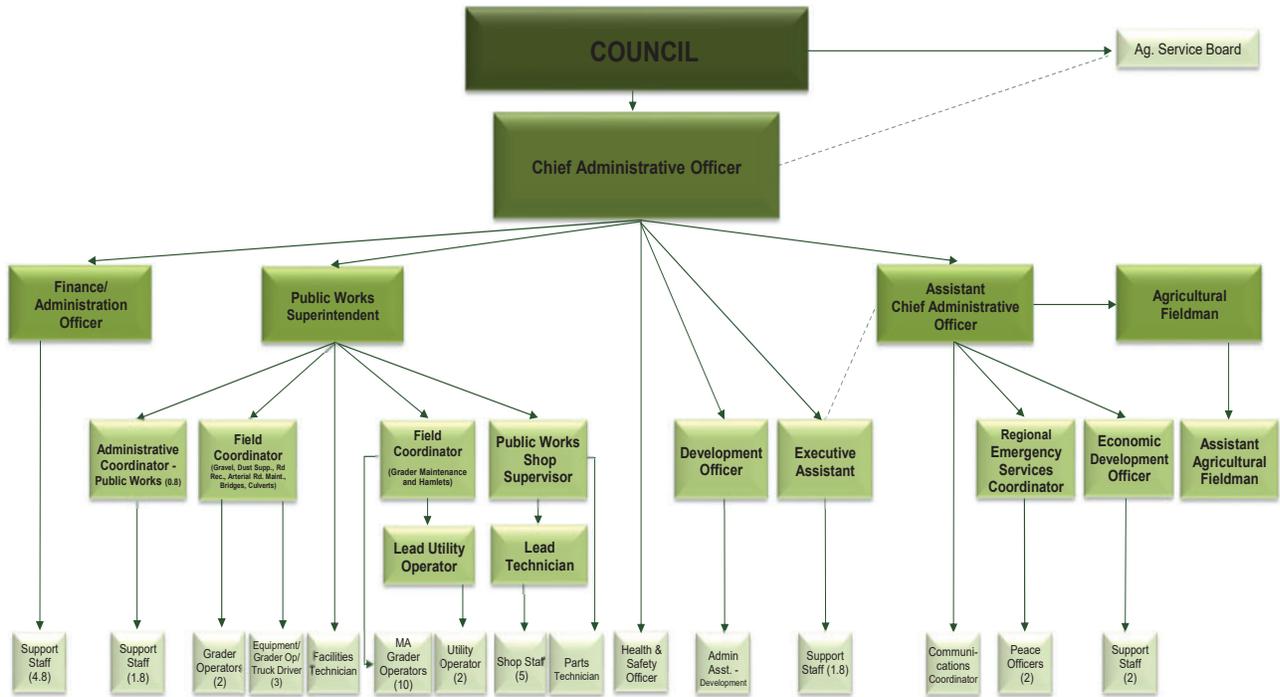
- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Road Maintenance: <ol style="list-style-type: none"> a. Street/Road Maintenance & Repair <ol style="list-style-type: none"> i. Arterial/Hamlets ii. Collector iii. Local b. Bridge/ Culvert Maintenance c. Bridge Replacement d. Brushing/Mulching/Backsloping e. Signs f. Approaches/Access 2. Road Recovery and Rehabilitation 3. Gravel <ol style="list-style-type: none"> a. Road Recovery b. Re-gravel c. Road Patching (Maintenance Area) d. Crushing | <ol style="list-style-type: none"> e. Stockpiling f. Exploration 4. Road Construction 5. Hamlet Water/Wastewater 6. Dust Suppressant <ol style="list-style-type: none"> a. Dust Control at Strategic Locations (MG30) b. Oiled/Pavement Road Maintenance c. Test Products d. Residential Dust Control (MG 30) e. MG 30 to Communities 7. Airport <ol style="list-style-type: none"> a. Runway Maintenance b. Cardlock Fuel c. Terminal Facility |
|--|---|



ORGANIZATIONAL PROFILE

The head of the administrative structure is the Chief Administrative Officer (CAO). The CAO informs and advises Council on strategic and policy direction and directs and aligns the overall operations of the County.

The organization is broken down by departments with Managers reporting to the CAO.



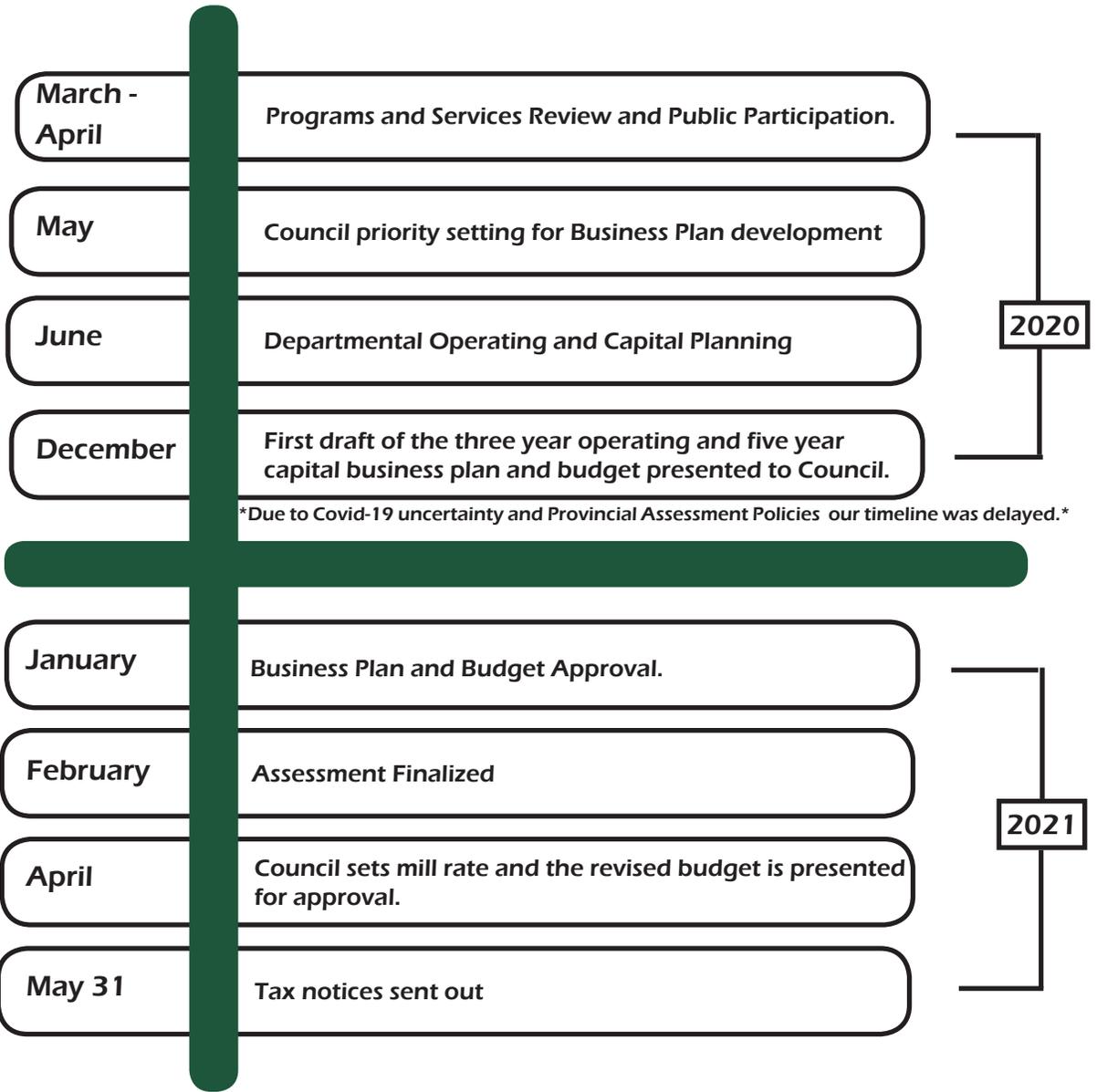


	2018		2019		2020		2021	
	FTE	Seasonal	FTE	Seasonal	FTE	Seasonal	FTE	Seasonal
Administration								
Chief Administrative Officer	1		1		1		1	
Executive Assistant	1		1		1		1	
Administrative Assistant	1		1		1		1	
Finance and Administration Officer	1		1		1		1	
Support Staff	5.6	0.8	5.4	0.8	5.4	0.4	4.8	
Assistant Chief Administrative Officer	1	0.4	1		1		1	
Communications	1		1		1		1	
Facilities Technician - 1/2 admin	0.5		0.5		0.5		0.5	
	12.1	1.2	11.9	0.8	11.9	0.4	11.3	
Health and Safety								
Health and Safety Officer	1		1		1		1	
Administrative Assistant	0.4		0.4		0.4		0.4	
	1.4		1.4		1.4		1.4	
Public Works								
Administration	3.8		3.6	0.4	3.6		3.6	
Road Recovery	4	3.8	3	3	3	2.4	2	2.4
Gravel, Dust Suppressant, Bridges	4	11.8	4	10.6	4	7.2	4	7.2
Road Maintenance and Hamlets	1		1		1		1	
Maintenance Grader Operators	11		11		11		10	
Utility Operators	3		3	0.2	2		3	
Shop Supervisor and Airport	1		1		1		1	
Public Works Shop	9		9	0.4	9		7	0.8
Facilities Technician - 1/2 PW	0.5		0.5		0.5		0.5	
	37.3	15.6	36.1	14.6	35.1	9.6	32.1	10.4
<small>*Airport assigned to Shop Supervisor in 2020</small>								
Planning and Development								
Development Officer	1		1		1		1	
Administrative Assistant	0.5		1		1		1	
	1.5		2		2		2	
Agriculture and Parks								
Agricultural Service Board	3.5	11	3	9	2	8	2	8
Parks	0	3	0	3	0	3	0	3
	3.5	14	3	12	2	11	2	11
Emergency Services								
Emergency Services Coordinator	1		1		1		1	
Peace Officer	2		2		2		2	
Administrative Assistant	0.4		0.4		0.4		0.4	
	3.4		3.4		3.4		3.4	
Economic Development								
Economic Development Officer	1		1		1		1	
Support Staff	2	1	2	1	2	1	2.4	
	3	1	3	1	3	1	3.4	
TOTAL	62.2	31.8	60.8	28.4	58.8	22	55.6	21.4



2021 BUDGET TIMELINE

The schedule below details the timeline for the 2021 budget planning process and activities undertaken prior to the recommended budget being approved by Flagstaff County Council.





TAX RATES

UNDERSTANDING YOUR PROPERTY TAXES

Your property tax is made up of four components, including the Municipal tax, the Education tax, the Seniors Housing tax and the Designated Industrial Property (DIP) Tax. Flagstaff County is responsible for collecting these taxes. The Assessment and Tax notice you receive annually in June includes all four components.

Municipal Tax is the portion of the property tax allocated to the County for providing operating programs and services and capital projects. County Council has authority to set the municipal tax rate. Municipal Tax also includes Flagstaff Family & Community Service (FFCS) Funding Agreement, Flagstaff Waste Management Agreement and Recreation Funding.

Education Tax is a requisition which all municipalities are mandated to collect on behalf of Alberta Education. This tax is directly remitted to the Province, and the County has no influence or control over setting the education tax rate.

Seniors Housing Tax is a requisition by the Flagstaff Regional Housing Group (FRHG). This requisition is for the funding of seniors housing as operated by FRHG. County Council has representation on the board and this board establishes the budget and the associated requisition. This tax is remitted directly to FRHG.

Designated Industrial Property (DIP) Tax is a requisition by the Municipal Assessment and Grants Division, Assessment Services Branch for Municipal Affairs. In 2018, legislation changed within the Municipal Government Act (MGA). Municipal Affairs now has a Centralized Industrial Property Assessment unit that is responsible for all assessment for Designated Industrial Property. The cost of this centralized assessment is recovered through the DIP requisition.



The 2021 Budget and the 2021 - 2023 Business Plan reflects current programs and services.

Two notable points were taken into consideration for the 2021-2023 Business Plan and Budget.

1. Alberta oil and gas economy has continued to impact our assessment, which is a continual challenge for rural municipalities. Currently as with previous budgets we have minimal growth in this industry which supports over 75% of the municipal taxes generated. In 2020 we have seen our tax receivables increase dramatically and as of December 2020 have approximately \$7.0 million of outstanding taxes from the oil and gas industry 2018-2020. The 2021 budget includes a budget of \$2.8 million for bad debt expense based on current trends in this sector.
2. The assessment year modifiers (AYM), provided by the province, change each year based on costs of constructing regulated industrial properties. There was minimal change with the modifiers for 2021. These modifiers are used to calculate and estimate changes for pipelines, wells, railways and machinery and equipment assessment. The province completed a review of the Ministers Guidelines in October 2020 and the following changes will be implemented starting January 2021:
 - a. In order to encourage new investment, there will be a 3-year “property tax holiday” for all new well and pipeline assets; these properties will receive an assessment of zero for the next three years (2022-2024).
 - b. The well drilling tax will be eliminated beginning January 2021.
 - c. Additional depreciation adjustments will be provided for lower-producing wells beginning with 2020 Assessment year.
 - d. Shallow gas assessment reduction of 35% will continue for the next 3-years.

The assessment for the 2021 tax year is based on decreases. The table below outlines the changes to assessment from the previous year.

	2019 Assessment Year	2020 Estimated Assessment Year	Difference	Overall % Change
Farmland	165,185,400	165,185,400	0	0.0000%
Residential	325,365,080	317,230,955	-8,134,125	2.5000%
Non Res / Linear	987,269,860	937,906,367	-49,363,493	-5.0000%
TOTAL	1,477,820,340	1,420,322,722	-57,497,618	-7.5000%

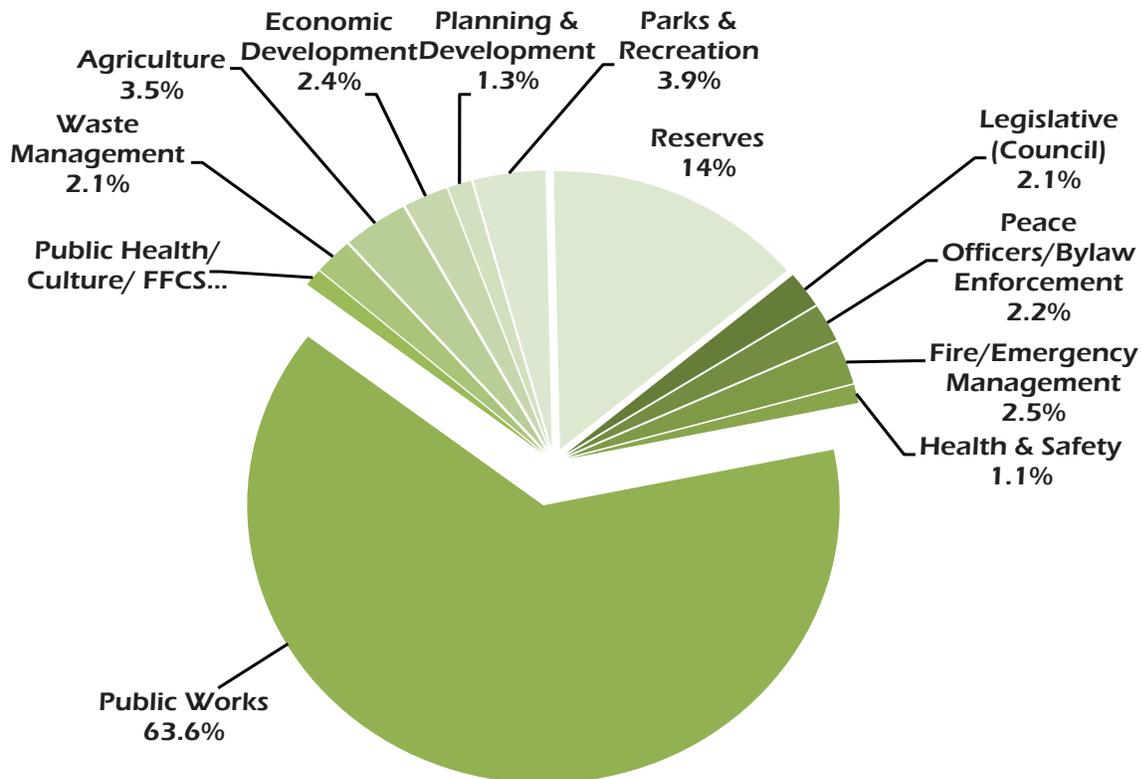
Assessment Class	Approved Tax Rate 2020	Approved Increase 2020	Proposed Tax Rate 2021	Proposed Increase 2021
Farmland	18.1280	0%	18.1280	0%
Residential-Rural	5.6304	0%	5.6304	0%
Residential-Urban	5.3429	0%	5.3429	0%
Non-Residential	17.7010	0%	17.7010	0%
Linear	17.7010	0%	17.7010	0%
Machinery & Equipment	17.7010	0%	17.7010	0%

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



HOW YOUR MUNICIPAL TAX DOLLAR IS SPENT

The chart below shows how the municipal tax dollars raised in 2021 will be spent by department. The percentages include programs and services for operating and capital budgets.



OPERATING AND CAPITAL

Legislative (Council)
Police/Bylaw Enforcement
Fire/Emergency Management
Health & Safety
Public Works
Waste Management
Public Health/Culture/FFCS
Agriculture
Economic Development
Planning & Development
Parks & Recreation
Reserves
Total Municipal
Less Depreciation
Total Municipal Tax Revenue Required

2021 BUDGET

\$542,549
\$566,790
\$653,606
\$278,288
\$16,451,263
\$541,385
\$257,667
\$916,509
\$627,167
\$332,976
\$1,016,900
<u>3,680,000</u>
\$25,185,100
<u>\$5,125,650</u>
\$20,739,450



ACCOUNT GROUPING DETAIL

ACCOUNT DETAIL

REVENUES

Sale of Goods & Services	Office Supplies, Tax Certificates, Peace Officer Services to Towns and Villages, Sale of Gravel, Airport Fuel, Water and Sewer Levies, Sale of Chemical and Labor, Bulk Water, Development Permits, Campsite Fees, Event Sales
Rental Revenue	Rent of Municipal Owned Land and Buildings
Fines Revenue	Fines Issued
Permit Fees	Road Bond Inspection Fee, Approach and Pipeline, Permit Fees Province
Other Revenue	Penalties on Accounts Receivable and Utilities
Grants	Provincial and Federal Grants Received

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EXPENSES

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



Operating Budget

OPERATING BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS

In developing the 2021-2023 Business Plan and 2021 Budget the following factors been taken into consideration:

- A decrease in non-residential assessment due to changes introduced by the provincial government.
- An estimated decrease of 2% in residential assessment due to current economic factors.
- No municipal tax rate increases as directed by council.
- Future assessment assumptions beyond the next three years.
- Tax bad debt in oil and gas sector.

Changes highlighted in the 2021 budget include:

- Reduction in grader maintenance areas from ten (10) to nine (9).
- Reduction in dust control applied to strategic locations.
- Residential dust control 100% cost recovery.
- Dust controls for Towns and Villages 100% cost recovery.
- A 5% reduction in Recreation Grant to Agricultural Societies.
- Discontinue funding to Flagstaff County Library Board.
- Discontinue rental subsidies for healthcare professionals.
- Shelterbelt Establishment Program 100% cost recovery.
- Discontinue Health & Wellness Program for full-time equivalent staff.
- Decrease in full-time and seasonal staff full-time Equivalent.

Tax revenue required for 2021 is \$20,134,750 for the operating budget which is a decrease of 4.74% from the 2020.

SUMMARY 2021 OPERATING BUDGET

TOTAL 2021 OPERATING BUDGET EXPENSES:		\$22,181,750
Funded By:		
Reserves		\$363,950
Other Revenue		\$1,683,050
Tax Revenue Required		\$20,134,750



LEGISLATIVE

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

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

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

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

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

Council provides representation on a variety of boards, committees of Council and special committees to contribute to the goals and objectives of the boards. Certain boards are legislated, and others exist as a result of partnership initiatives.

Council meetings are held on the second and fourth Wednesday of each month at the administration building.

Operating Budget

LEGISLATIVE OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Other Revenue	\$ 6,255	\$ 5,000	\$ 5,000	\$ -	\$ -
Total Revenue	\$ 6,255	\$ 5,000	\$ 5,000	\$ -	\$ -
EXPENSES					
Wages/Benefits	\$ 322,402	\$ 335,450	\$ 333,500	\$ 350,450	\$ 350,450
Contracted/General Services	\$ 68,016	\$ 88,100	\$ 91,150	\$ 81,250	\$ 76,250
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 390,418	\$ 423,550	\$ 424,650	\$ 431,700	\$ 426,700
NET BUDGET	\$ 384,163	\$ 418,550	\$ 419,650	\$ 431,700	\$ 426,700
Budget Change 2020 to 2021			0.26%		
Total Supported By Taxes	\$ 384,163	\$ 418,550	\$ 419,650	\$ 431,700	\$ 426,700
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

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LEGISLATIVE



CORPORATE SERVICES

The Corporate Services department, through the direction of current policies and bylaws, strives to provide guidance through proactive leadership to ensure successful operations, long term financial sustainability, and provide an open and transparent accountability of the financial management of the municipality.

PROGRAMS AND SERVICES

Assessment and Taxation

- Establish and maintain property valuations (assessments) for all property within Flagstaff County for the purposes of collecting annual property taxes.
- Provide a current tax roll that meets all requirements of the MGA, which includes all properties within the County and all property ownership and addresses.
- Prepare annual assessment and tax notices, tax collection, payment processing, assessment appeal process and tax recovery process.
- Accurate Assessment is the appointed assessor contracted to prepare all assessments including farmland, residential, non-residential, and machinery and equipment.
- The Provincial Government prepares assessment for all Designated Industrial Properties (DIP-Page16).

General Administration and Finance

- Provide support to council and committee meetings, development of strategic, municipal policies and bylaws and special projects.
- Preparation of annual operating and capital budgets to reflect current programs and services. Business Plan and Budget to include a 3-year operating plan and a 5-year capital plan.
- Preparation of annual audited financial statements, financial information return, inventory control and costing, maintain and report tangible capital assets.
- Risk Management Program that identifies risk in order to prevent or reduce the impact of loss. Procurement and safekeeping of investments, cash flow management, provide adequate insurance coverage, and debt management.
- Recruitment and hiring, training and professional development, performance management, employee relations, salary and benefits administration, regulation compliance, awards and recognition, and organizational development.

Information Technology (IT)

- Manage Corporate IT – provide a network of computers for the organization, email services, data integrity, backup and restore services, network protection, telephone services, operating system upgrades, infrastructure replacement, and license management.
- IT support and training including installation and maintenance of software and hardware.



- **Data Collection** – develop and maintain accurate and effective GIS datasets.
- **System/Application Support** – provide training and technical support to ensure that all GIS/GPS software, hardware and databases are properly implemented, maintained and updated throughout the County in order to increase staff productivity and efficiency.
- **Manage records electronically** through archiving, preserving, retrieving, tracking and destroying of records in accordance with Bylaw 04/01 – Records Retention and Disposal. Streamline work processes, eliminate duplication and improve communication by utilizing the tools available in the records management software.
- **MuniSight** – provides a public and private portal to access County data such as rural addresses, road networks, aerial photos, landmarks, and Public Works and Agricultural department projects.

CORPORATE SERVICES OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 89,561	\$ 84,500	\$ 13,400	\$ 13,400	\$ 13,400
Rental Revenues	\$ 27,983	\$ 23,700	\$ 23,700	\$ 23,700	\$ 23,700
Other Revenue	\$ 148,961	\$ 62,100	\$ 8,100	\$ 8,100	\$ 8,100
Grants	\$ 57,978	\$ 215,000	\$ 150,000	\$ 50,000	\$ 50,000
Gain on Disposal of Assets	\$ 2,223	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 326,706	\$ 385,300	\$ 195,200	\$ 95,200	\$ 95,200
EXPENSES					
Wages/Benefits	\$ 1,291,545	\$ 1,440,900	\$ 1,288,200	\$ 1,323,750	\$ 1,341,150
Contracted/General Services	\$ 1,130,990	\$ 1,425,350	\$ 1,250,400	\$ 1,204,000	\$ 1,213,000
Materials/Supplies	\$ 130,071	\$ 148,500	\$ 127,500	\$ 138,000	\$ 144,000
Depreciation (Non-Cash Item)	\$ 404,781	\$ 405,000	\$ 325,000	\$ 325,000	\$ 325,000
Other Expenses	\$ 37,488	\$ 1,600	\$ 2,000	\$ 2,000	\$ 2,000
Total Expenses	\$ 2,994,875	\$ 3,421,350	\$ 2,993,100	\$ 2,992,750	\$ 3,025,150
NET BUDGET	\$ 2,668,169	\$ 3,036,050	\$ 2,797,900	\$ 2,897,550	\$ 2,929,950
Budget Change 2020 to 2021			-7.84%		
Total Supported By Taxes	\$ 2,334,360	\$ 3,036,050	\$ 2,797,900	\$ 2,897,550	\$ 2,929,950
Total Supported By Reserves	\$ 16,430	\$ -	\$ -	\$ -	\$ -

REVENUE OWN SOURCES AND TAXES BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Tax Recovery	\$ 4,000	\$ -	\$ -	\$ -	\$ -
Penalties on Taxes	\$ 677,403	\$ 125,000	\$ 200,000	\$ 200,000	\$ 200,000
Franchises & Contracts	\$ 42,011	\$ 41,000	\$ 30,000	\$ 30,000	\$ 30,000
Return on Investments	\$ 674,363	\$ 292,500	\$ 342,500	\$ 342,500	\$ 342,500
Tax Levy	\$ 26,408,060	\$ 26,367,650	\$ 25,341,050	\$ 25,797,550	\$ 25,802,550
Total Revenue	\$ 27,805,837	\$ 26,826,150	\$ 25,913,550	\$ 26,370,050	\$ 26,375,050
EXPENSES					
Requisitions	\$ 4,156,497	\$ 4,046,900	\$ 4,082,900	\$ 4,090,000	\$ 4,095,000
Tax Bad Debt	\$ 2,981,241	\$ 4,500,000	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000
Total Expenses	\$ 7,137,738	\$ 8,546,900	\$ 6,882,900	\$ 6,890,000	\$ 6,895,000
NET BUDGET	-\$ 20,668,099	-\$ 18,279,250	-\$ 19,030,650	-\$ 19,480,050	-\$ 19,480,050
Budget Change 2020 to 2021			-4%		
Total Supported By Taxes	-\$ 20,668,099	-\$ 18,279,250	-\$ 19,030,650	-\$ 19,480,050	-\$ 19,480,050



POLICE SERVICES

Peace Officers provide services and education in the area of traffic safety, infrastructure protection and emergency response. The presence of Peace Officers and their enforcement of laws contribute to a safe and caring Community of communities.

PROGRAMS AND SERVICES

Patrol Services

- Provide enforcement of provincial statutes, municipal bylaws and the investigation of complaints within the County and urban municipalities. Patrol services to the urban municipalities are provided through a Peace Officer Services Agreement.

Protect Infrastructure

- Protect the integrity of our infrastructure by supporting provincial acts and regulations that specify maximum vehicle and axle weights allowed, as well as enforcing our Traffic Bylaw.

Participation in Community Safety Programs

- Work with community groups who request specific training or educational programs such as bike rodeos, helmet safety, child restraints, child identification and farm safety programs.

Provide Farm Truck Safety Inspections and Commercial Vehicle Safety Inspections

- Provide two (2) free farm truck safety inspections on registered vehicles over 4500 kgs for County citizens, one (1) in early spring and one (1) in early fall.
- Perform commercial vehicle safety inspections to ensure safety of commercial vehicles in Flagstaff County.

Police (RCMP) Services

- The Police Funding Regulation came into force April 1, 2020 and was created to implement two separate initiatives, both of which address police funding and resourcing matters. These are:
 1. The implementation of the Police Funding Model; and
 2. The elimination of the requirement to pay for Enhanced Policing (Flagstaff Community Resource Officer)

The Police Funding Model was created by the province to provide adequate and effective service in the province of Alberta and takes the total cost of frontline officers and redistributes a portion of those costs to the municipalities who receive the Provincial Police Service (RCMP). This new legislation requires those communities that have not previously paid for policing to begin contributing to the costs.



Operating Budget

Our community will continue to receive Enhanced Policing but are no longer allowed to enter into agreements to ensure this service continues in the future. Currently our municipality continues to receive services but no longer funds this position.

ESTIMATED POLICE FUNDING

Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)
\$117,115	\$175,799	\$234,230	\$351,598

POLICE OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 45,819	\$ 39,000	\$ 9,000	\$ 9,000	\$ 9,000
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Fines Issued	\$ 78,808	\$ 60,000	\$ 40,000	\$ 45,000	\$ 45,000
Total Revenue	\$ 124,627	\$ 99,000	\$ 49,000	\$ 54,000	\$ 54,000
EXPENSES					
Wages/Benefits	\$ 185,512	\$ 210,200	\$ 213,300	\$ 217,650	\$ 219,650
Contracted/General Services	\$ 212,753	\$ 207,850	\$ 224,850	\$ 283,350	\$ 400,700
Materials/Supplies	\$ 23,520	\$ 30,000	\$ 30,500	\$ 31,000	\$ 31,000
Depreciation (Non-Cash Item)	\$ 14,476	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 436,261	\$ 463,050	\$ 483,650	\$ 547,000	\$ 666,350
NET BUDGET	\$ 311,634	\$ 364,050	\$ 434,650	\$ 493,000	\$ 612,350
Budget Change 2020 to 2021			19.39%		
Total Supported By Taxes	\$ 311,634	\$ 364,050	\$ 434,650	\$ 493,000	\$ 612,350
Total Supported By Reserves		\$ -	\$ -	\$ -	\$ -



BYLAW ENFORCEMENT

Resources from departments within Flagstaff County are utilized to deal with unsightly properties and animal control.

PROGRAMS AND SERVICES

Regulate and Control Dogs

- For the purpose of regulating the keeping of dogs within the limits of the County.
- This budget provides funds for the safe handling of dogs, training and provisions for hiring a contractor.

Unsightly Properties

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

BYLAW ENFORCEMENT OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 2,300	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Total Revenue	\$ 2,300	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
EXPENSES					
Wages/Benefits	\$ 850	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Contracted/General Services	\$ 1,256	\$ 5,250	\$ 4,250	\$ 4,250	\$ 4,250
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 2,106	\$ 6,250	\$ 5,250	\$ 5,250	\$ 5,250
NET BUDGET	-\$ 194	\$ 4,750	\$ 3,750	\$ 3,750	\$ 3,750
Budget Change 2020 to 2021			-21.05%		
Total Supported By Taxes	-\$ 194	\$ 4,750	\$ 3,750	\$ 3,750	\$ 3,750
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



Operating Budget

FIRE PROTECTION

Flagstaff County provides fire services to rural areas for the protection of people and property through effective and efficient management and coordination of resources.

PROGRAMS AND SERVICES

Fire Prevention and Education

- Fire inspections in schools, public assembly buildings and high hazard buildings.
- Investigation of all fires within Flagstaff County.
- Provide training and education to groups upon request.

Fire Suppression

- Partner with the towns and villages to provide fire suppression to the citizens through a Fire Services Agreement.
- Provide fire fighter training to fire departments in order to achieve a minimum or higher standard of certification, and level of service.

Regional Emergency Services Coordinator

- Foster cooperation and regionalization of resources for fire, rescue and protection of the region.
- Assist the fire departments with fire prevention activities, fire department training, fire investigation, and equipment procurement and coordination.

FIRE PROTECTION OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 72,824	\$ 57,500	\$ 45,000	\$ -	\$ -
Funding (Other Governments)	\$ 7,161	\$ 5,000	\$ 7,500	\$ -	\$ -
Total Revenue	\$ 79,985	\$ 62,500	\$ 52,500	\$ -	\$ -
EXPENSES					
Wages/Benefits	\$ 165,423	\$ 171,150	\$ 172,250	\$ -	\$ -
Contracted/General Services	\$ 290,390	\$ 683,400	\$ 656,350	\$ 687,900	\$ 817,650
Materials/Supplies	\$ 26,105	\$ 34,200	\$ 26,500	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 100,352	\$ 101,000	\$ 105,000	\$ -	\$ -
Total Expenses	\$ 582,270	\$ 989,750	\$ 960,100	\$ 687,900	\$ 817,650
NET BUDGET	\$ 502,285	\$ 927,250	\$ 907,600	\$ 687,900	\$ 817,650
Budget Change 2020 to 2021			-2.12%		
Total Supported By Taxes	\$ 502,285	\$ 583,300	\$ 482,300	\$ 687,900	\$ 817,650
Total Supported By Reserves	\$ -	\$ 343,950	\$ 343,950	\$ -	\$ -



Operating Budget

FIRE PROTECTION

Currently, in cooperation with the surrounding municipalities, we are investigating a Regional Fire Service to enhance or improve fire service delivery.

The Flagstaff Regional Emergency Services Business and Implementation Plan to form a society was approved by Council at the January 16, 2019 Council Meeting. The report indicated the following four (4) year proposed requisitions. Currently, all parties are working on an agreement and the projected implementation is 2021, this has been included in the 2021 budget.

The increase of \$343,930 will be funded utilizing fire reserves as indicated above.

Allocation %	2021 BUDGET			2022 FORECAST			2023 FORECAST			2024 FORECAST		
	Operating 50%	Capital 0%	Total	Operating 50%	Capital 0%	Total	Operating 100%	Capital 50 %	Total	Operating 100%	Capital 100 %	Total
63.58%	\$ 343,931	\$ 0	\$343,931	\$ 687,862	\$ 0	\$ 687,862	\$ 672,982	\$ 144,646	\$ 817,628	\$ 683,333	\$ 289,292	\$ 972,246





Operating Budget

EMERGENCY MANAGEMENT

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

PROGRAMS AND SERVICES

Emergency Management

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

Rescue Services

- Provide rescue services through a Rescue Services Agreement with the towns and villages to respond to motor vehicle collisions, extrications, building collapse and medical assist calls. Rescue Services will become part of the Flagstaff Regional Emergency Services Society.

EMERGENCY MANAGEMENT OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Rescue Unit Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Rescue Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -				
EXPENSES					
Rescue Unit Expenses	\$ 11,479	\$ 11,350	\$ 11,350	\$ -	\$ -
Disaster Services Expenses	\$ 5,483	\$ 5,300	\$ 4,600	\$ 5,100	\$ 4,600
Depreciation (Non-Cash Item)	\$ 7,302	\$ 7,500	\$ 7,300	\$ -	\$ -
Total Expenses	\$ 24,264	\$ 24,150	\$ 23,250	\$ 5,100	\$ 4,600
NET BUDGET	\$ 24,264	\$ 24,150	\$ 23,250	\$ 5,100	\$ 4,600
Budget Change 2020 to 2021			-3.73%		
Total Supported By Taxes	\$ 24,264	\$ 24,150	\$ 23,250	\$ 5,100	\$ 4,600
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



HEALTH AND SAFETY

Flagstaff County is committed to the prevention of illness and injury through the provision and maintenance of a healthy and safe workplace. Flagstaff County endeavors to meet its responsibilities for health and safety by complying with relevant health and safety standards and legislative requirements.

PROGRAMS AND SERVICES

Occupational Health and Safety Legislation

Health and Safety is a legislated obligation which provides a safe workplace and reduces the risk of liability to the County, its councillors, employees and citizens. This program includes:

- **Training and Awareness:**
 - Provide the necessary training to employees to ensure they are competent to conduct their tasks safely.
 - Distribute awareness materials and ensure regular meetings are taking place to educate employees on significant hazards and how to avoid them.
- **Policy and Procedure Development and Maintenance:** Creation of safe work practices, job procedures and safety rules which assist the employees in performing their work safely.
- **Hazard Identification and Control:** Inspections of the workplace and equipment to determine what hazards exist and the development and implementation of control measures to ensure that these hazards do not affect employees.
- **Occupational Hygiene Monitoring:** Monitoring noise levels, air quality, biological hazards and ergonomics to ensure that employees are not adversely affected by these factors.
- **Emergency Response Equipment:** Ensure adequate equipment is in place and maintained in order to respond to workplace emergencies.
- **Worksite Inspections:** Identify hazards and unsafe work conditions or practices and implement corrective measures.



Operating Budget

Worker's Compensation Board - Claims Management

- **Incident investigation:** Investigate each incident to determine the causes and develop and implement corrections to prevent future occurrences. Ensure all reporting requirements to Worker's Compensation Board is completed.
- **Partners in Injury Reduction:** Conduct audits of the Health and Safety Program to meet with the Partners in Injury Reduction program parameters.

HEALTH & SAFETY OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Other Revenue	\$4,431	\$4,500	\$10,000	\$10,000	\$10,000
Total Revenue	\$4,431	\$4,500	\$10,000	\$10,000	\$10,000
EXPENSES					
Wages/Benefits	\$102,079	\$129,100	\$129,400	\$134,750	\$140,150
Contracted/General Services	\$69,221	\$50,900	\$46,850	\$53,450	\$54,700
Materials/Supplies	\$42,980	\$47,100	\$43,400	\$47,300	\$50,000
Depreciation (Non-Cash Item)	\$4,348	\$4,500	\$5,600	\$5,700	\$5,700
Total Expenses	\$218,628	\$231,600	\$225,250	\$241,200	\$250,550
NET BUDGET	\$214,197	\$227,100	\$215,250	\$231,200	\$240,550
Budget Change 2020 to 2021			-5.22%		
Total Supported By Taxes	\$214,197	\$227,100	\$215,250	\$231,200	\$240,550
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



PUBLIC WORKS

The Public Works department provides the citizens of Flagstaff County a safe economical road network. Some of the programs are road construction, road recovery/rehabilitation, applications of gravel and dust suppressant, improved drainage, scheduled winter and summer road maintenance, bridge and culvert maintenance or replacement, and hamlet utilities. The road network is comprised of specific road classifications: Arterial, Collector, Local and Field Access Roads including streets and lanes within the hamlets. The Arterial road network will be ban free utilizing dust suppressant products at strategic locations. Through the effective utilization of resources, Public Works contributes to a safer road network for the traveling public.

PROGRAMS AND SERVICES

Administrative Services

- Performs activities that aid in the processing and organizing of information to carry out daily operations.
- Provide planning, budgeting and direction to ensure accountability for efficient operations of current and future programs for the rural and hamlet communities (including capital projects and equipment).
- Administer Public Works service requests.
- Administer road bans, overload/weight restriction agreements and multiple load road use agreements to define the maximum allowable weights permitted on municipal roads in accordance with the Traffic Bylaw.
- Liaise with oilfield companies for resource industry access, pipeline crossing approvals and approach approvals.
- Facility Maintenance – includes the inspection, maintenance and repair of supporting facilities, equipment and grounds.

Maintenance and Repair - Shop

- Ensures equipment and vehicles are properly maintained to allow programs and services to be carried out. Includes annual routine and commercial vehicle inspections, maintenance and repairs as required.

Road Recovery/Rehabilitation

Annually, a total of twenty-five (25) miles of road are budgeted to be rehabilitated under the Road Recovery Program. Evaluation criteria will be used to determine which roads require which type of remediation.

This program includes:

- **Shoulder Pulling:** This program extends the life of the road and reduces maintenance costs. Includes drainage improvements, culvert replacement, reshaping back slopes/side slopes, re-compacting sub-grade and re-establishing the road surface crown. This maintenance process is applied to roads in excess of ten (10) meters wide.

Operating Budget

- **Sub-Grade Preparation:** Sub-grade preparation is required on roads when the sub-grade has lost its compaction. This maintenance process includes re-compacting the sub-grade and re-establishing the crown on the road surface. This maintenance process is applied to roads that are nine (9) meters wide and less.

Dust Suppressant

Strategic locations have dust suppressant applied which helps reduce the frequency of maintenance and improve safety while mitigating the nuisance of dust to residents. Specific roads may require a road surface stabilization product to help alleviate maintenance issues.

The dust suppressant program includes:

- **MG30:** MG30 is utilized exclusively for all dust suppressant applications. MG30 is a refined dust suppressant and road surface stabilization product that increases consistency and grade strength and helps to reduce washboard, grader maintenance and gravel. MG30 to be applied to strategic locations and residential dust controls at full cost recovery.
- **Oiled Road Maintenance** The following roads to remain with an oil surface are:
 1. **Strome East:** Rge Rd 151, North for 0.4 miles from Hwy 13;
 2. **Airport Road (Hardisty):** Rge Rd 103, South for 2.75 miles from Hwy 13;
 3. **Shop Rd. West:** Twp Rd 442, East for 2.1 miles from Rge Rd 130;
 4. **Shop Rd. East:** Twp Rd 442, East for 0.4375 miles from SH 869;
 5. Streets within the Hamlets of Strome and Galahad

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

A maintenance program for patching, rip/relaying, seal coat application, snow plowing, and sanding are used to maintain a safe driving surface.

- **Pavement Road Maintenance:** The pavement road inventory consists of approximately 9.125 miles of roadway. A maintenance program for crackfilling and line painting are used to maintain a safe driving surface.

Gravel

The Gravel Program requires approximately 150,000 tonnes of gravel annually which includes re-graveling, arterial roads, washouts, road maintenance patching, dust suppressant, road construction, road recovery, culverts and gravel sales.

- **Stockpiling:** Interim stockpile sites are utilized to increase hauling efficiencies in the gravel program.
- **Crushing:** Crushing replenishes our gravel supply and ensures gravel inventory levels are adequate to support the programs.



Operating Budget

- **Exploration:** Gravel exploration is conducted to ensure that future gravel sources are available.
- **Reclamation:** Reclamation is performed in accordance with a plan approved by Alberta Environment. In-house equipment is utilized in the spring and fall for the purpose of stripping overburden and reclaiming previously mined areas.

Road Maintenance

The Road Maintenance Program includes:

- **Maintenance Areas:** Includes grader maintenance on Collector, Local and Field Access Roads. Roads are graded a minimum of once per month and are cleared of snow as necessary. When snow plowing is required, maintenance areas should be cleared within four (4) days, unless there is heavy snow and persistent wind. Specific heavy traffic routes have an increased maintenance cycle.

Over 1,600 miles of maintained roads are divided into:

- Nine (9) summer maintenance areas
- Nine (9) winter maintenance areas
- Field access roads are not maintained on a regular basis in the winter.

On roads that are nine (9) meters wide and less, a maintenance process is done to eliminate curbs on the edge of the shoulder and re-establish the crown on the road surface.

Snowplowing and grading is provided on roads and laneways located on private property. Services are conducted after all scheduled road maintenance is completed on gravel, oil and paved roads.

- **Arterial Road Maintenance:** Roads are graded a minimum of twice per month and cleared of snow as necessary.

A total of approximately 130 miles of Arterial road will be maintained utilizing two (2) graders.

- **Grade Repair:** This program is to address short sections of road that have inadequate grades which require re-construction, repairs or upgrading. This process may include a short section of road that has sightline issues (hills or curves) or a grade that crosses a slough which has become soft or narrow due to erosion and is unable to support equipment and truck traffic.
- **Hamlet Street Maintenance/Repair:** Includes snow removal, repairing pot holes, the application of an oil surface sealant, sidewalk maintenance, and street sweeping.



Operating Budget

- **Signs:** All signs are inspected on an ongoing basis along with a grid of the entire County which is conducted annually. Any signs requiring maintenance are scheduled for repair.
- **Brushing/Backsloping/Mulching:** This program increases the level of safety by increasing sight lines and the contouring of ditches and backslopes. This service is provided as equipment and resources become available.

Includes tree removal and replacement in the Hamlets.

- **Culvert Maintenance:** Includes culvert inspections, replacements, cleaning, thawing, repairing and extensions.
- **Bridge Maintenance/Repair:** Includes inspections, deck sweeping, vegetation control, beaver dam removal, replacement of bridge decking, guardrails and hazard markers. This maintenance preserves the asset and contributes to safe crossings.
- **Approaches/Access:** Includes approach inspections, construction and upgrades.

Airport

- The airport has a paved 2,950 foot runway along with an Aircraft Radio Control of Aerodrome Lighting (ARCAL) System. We offer a 24-hour card-lock fuel system as well as a comfortable terminal facility with most amenities required by recreational pilots.

Utilities – Water/Wastewater/Garbage Collection

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



Operating Budget

PUBLIC WORKS OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Grants - Operating	\$ 14,900	\$ 17,000	\$ -	\$ -	\$ -
Sales of Goods & Services	\$ 178,357	\$ 110,000	\$ 165,000	\$ 168,000	\$ 172,000
Gain on Disposal of Assets	\$ 83,628	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 276,885	\$ 127,000	\$ 165,000	\$ 168,000	\$ 172,000
EXPENSES					
Wages/Benefits	\$ 4,545,900	\$ 4,440,600	\$ 3,921,050	\$ 4,143,000	\$ 4,151,000
Contracted/General Services	\$ 614,603	\$ 672,900	\$ 628,250	\$ 606,750	\$ 655,560
Materials/Supplies	\$ 4,255,264	\$ 3,543,250	\$ 3,350,750	\$ 3,470,700	\$ 3,514,400
Depreciation (Non-Cash Item)	\$ 4,270,933	\$ 4,325,000	\$ 4,325,250	\$ 4,379,500	\$ 4,379,500
Other Expenses	\$ 84,571	\$ 48,050	\$ 30,900	\$ 13,400	\$ -
Total Expenses	\$ 13,771,271	\$ 13,029,800	\$ 12,256,200	\$ 12,613,350	\$ 12,700,460
NET BUDGET	\$ 13,494,386	\$ 12,902,800	\$ 12,091,200	\$ 12,445,350	\$ 12,528,460
Budget Change 2020 to 2021			-6.29%		
Total Supported By Taxes	\$ 13,494,386	\$ 12,902,800	\$ 12,091,200	\$ 12,445,350	\$ 12,528,460
Total Supported By Reserves	\$ -				

The Public Works operating budget shown above has the budget broken down by revenues and expenses. Depreciation is shown as a non-cash item.

In the project costing budget we have detailed the budget by programs. This budget illustrates the cost of the programs and includes depreciation. Project costing allows an analysis of each of the different types of programs. As equipment and labor costs are often shared between functional areas, project costing provides a method to estimate and allocate to specific projects.



Operating Budget

PROJECT COSTING BUDGET

	2020 Budget	2021 Budget
Public Works Administration	\$1,192,910	\$952,275
Maintenance Repair Shop	\$1,102,800	\$1,148,100
Road Maintenance		
Revenue	-\$13,000	-\$13,500
Road Maintenance and Repair	\$2,256,300	\$2,129,725
Arterial Road Maintenance	\$0	\$371,000
Hamlet Street Maintenance and Repair	\$147,000	\$143,800
Grade Repairs	\$0	\$50,000
Culvert Maintenance	\$210,625	\$198,900
Bridge Maintenance	\$60,300	\$35,750
Brushing/Backsloping/Mulching	\$89,200	\$86,600
Signs	\$95,500	\$74,300
Expenses Road Maintenance	\$2,845,925	\$3,076,575
Road Recovery and Rehabilitation		
Shoulder Pulling/Subgrade Prep with Gravelock	\$1,099,480	\$1,090,000
Oil Recycling - 7.04 miles of ripping	\$31,085	\$44,350
Expenses Road Recovery and Rehabilitation	\$1,130,565	\$1,134,350
Gravel		
Revenue - Sales	-\$30,000	-\$30,000
Road Recovery Gravel 2019 Projects (4th lift)	\$70,600	\$101,600
Regravel - includes MA, Arterial Rds, contingencies, washouts projects	\$1,698,100	\$1,920,000
Road Patching	\$207,500	\$225,900
Gravel Inventory Reclamation	\$270,105	\$141,000
Stockpiling	\$260,500	\$279,900
Gravel exploration	\$0	\$0
Expenses Gravel	\$2,476,805	\$2,638,400
Dust Suppressant		
Revenue Residential Dust Abatement - (80 locations)	-\$41,500	-\$96,500
MG30 at Strategic Locations	\$85,245	\$72,100
Arterial Road Network(MG30)	\$770,330	\$0
Oiled/Pavement Road Maintenance	\$245,225	\$103,000
ATCO Electric Access Road	\$93,000	\$0
Test Products	\$0	\$0
MG30 (80 residential)	\$99,000	\$76,000
MG 30 to Communities	\$28,700	\$20,000
Expenses Dust Suppressant	\$1,280,000	\$174,600
Public Works Safety, Meetings and Training	\$140,000	\$111,900
Depreciation: Roads, Bridges, Buildings	\$2,860,795	\$2,855,000
TOTAL PROJECT COSTING BUDGET	\$13,029,800	\$12,091,200



2021 ROAD RECOVERY PROJECTS

2021 SHOULDER PULLING PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
ENE 33-43-16 Rge Rd 163	South 6.0	Collector
ENE 20-44-16 Rge Rd 164	South 2.0	Local

2021 SUB-GRADE PREPARATION PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
NNW 08-45-15 Twp Rd 452	East 2.0	Local
Oil Surface Transitioning to Gravel		
NNW 10-45-16 Twp Rd 452	East 4.0	Local
ENE 34-41-15 Rge Rd 152	South 3.5	Arterial
NNW 35-42-16 Twp Rd 430	East 6.0	Arterial

FUTURE ROAD RECOVERY PROJECTS

2022 SHOULDER PULLING PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
ENE 33-46-15 Rge Rd 153	South 2.0	Arterial
NNW 34-40-10 Twp Rd 410	East 5.25	Arterial
ENE 36-41-16 Rge Rd 160	South 6.0	Local
NNW 23-40-14 Twp Rd 404	East 2.5	Collector
ENE 19-45-15 Rge Rd 155	South 4.5	Local
NNW 24-44-14 Twp Rd 444	East 3.0	Local
NNE 32-41-15 Rge Rd 154	South 2.0	Local

2023 SHOULDER PULLING PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
NNW 11-44-16 Twp Rd 442	East 6.0	Collector
ENE 33-40-11 Rge Rd 113	South 4.0	Collector
ENE 36-40-13 Rge Rd 130	South 4.0	Local
ENE 33-41-10 Rge Rd 103	South 4.0	Local
ESE 13-45-17 Rge Rd 170	South 6.5	Local

2024 SHOULDER PULLING PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
ENE 36-42-12 Rge Rd 120	South 6.0	Local
ENE 07-44-16 Rge Rd 165	South 8.0	Local
ENE 31-42-14 Rge Rd 145	South 6.0	Local
ENE 12-42-15 Rge Rd 150	South 2.0	Local
NNW 29-40-10 Twp Rd 405	East 2.0	Local



Operating Budget

2025 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 35-46-15 Rge Rd 151	South 4.0	Local
ENE 33-42-14 Rge Rd 143	South 6.0	Local
NNW 22-42-14 Twp Rd 424	East 5.0	Local
NNW 31-45-16 Twp Rd 460	East 3.0	Local
ENE 36-40-11 Rge Rd 110	South 4.0	Local
NNW 22-43-16 Twp Rd 434	East 3.0	Local

2026 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
ENE 22-42-14 Rge Rd 142	South 4.0	Local
ENE 12-44-16 Rge Rd 160	South 8.0	Local
ENE 35-42-13 Rge Rd 131	South 6.0	Local
ENE 11-45-14 Rge Rd 141	South 5.25	Local

2027 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 33-43-13 Twp Rd 440	East 6.0	Local
ENE 35-42-14 Rge Rd 141	South 6.0	Local
NNE 34-40-12 Rge Rd 122	South 4.0	Local
NNW 31-40-11 Rge Rd 120	South 4.0	Local
NNW 15-42-11 Twp Rd 423	East 6.0	Local

2028 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 22-46-16 Twp Rd 464	East 6.0	Local
ENE 19-44-14 Rge Rd 145	South 7.5	Local
NNW 21-45-13 Twp Rd 454	East 6.0	Local
NNW 34-44-11 Twp Rd 450	East 5.0	Local

2029 SHOULDER PULLING PROJECTS		
LOCATION	MILES	ROAD CLASSIFICATION
NNW 21-45-12 Twp Rd 454	East 4.0	Local
NNW 21-44-12 Twp Rd 444	East 7.0	Local
NNW 08-41-10 Twp Rd 412	East 2.0	Local
ENE 32-45-14 Rge Rd 144	South 8.75	Local
NNW 09-45-13 Twp Rd 452	East 4.0	Local



Operating Budget

PUBLIC WORKS

AIRPORT OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 100,948	\$ 113,800	\$ 105,300	\$ 107,800	\$ 110,300
Total Revenue	\$ 100,948	\$ 113,800	\$ 105,300	\$ 107,800	\$ 110,300
EXPENSES					
Wages/Benefits	\$ 3,430	\$ 16,900	\$ 16,900	\$ 16,900	\$ 16,900
Contracted/General Services	\$ 53,835	\$ 32,250	\$ 24,850	\$ 32,775	\$ 44,900
Materials/Supplies	\$ 96,608	\$ 96,750	\$ 87,750	\$ 88,950	\$ 89,650
Depreciation (Non-Cash Item)	\$ 16,635	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000
Other Expenses	\$ 5,587	\$ 5,500	\$ 5,600	\$ 6,000	\$ 6,000
Total Expenses	\$ 176,095	\$ 168,400	\$ 152,100	\$ 161,625	\$ 174,450
NET BUDGET	\$ 75,147	\$ 54,600	\$ 46,800	\$ 53,825	\$ 64,150
Budget Change 2020 to 2021			-14.29%		
Total Supported By Taxes	\$ 75,147	\$ 54,600	\$ 46,800	\$ 53,825	\$ 64,150
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

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Airport Project Cost

2021 Budget

Revenue-Leases and Fuel Sales	(\$105,300)
Runway Maintenance	\$16,400
Cardlock Expenses	\$99,685
Airport Operations	\$28,840
Building Maintenance	\$7,175
Total Project Cost Airport	\$46,800



Operating Budget

WATER DISTRIBUTION OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 176,745	\$ 170,700	\$ 189,000	\$ 191,800	\$ 197,150
Grants	\$ 33,770	\$ 15,000	\$ 6,000	\$ -	\$ -
Infrastructure Reserves	\$ 62,684	\$ 69,900	\$ 78,350	\$ 88,800	\$ 98,400
Total Revenue	\$ 273,199	\$ 255,600	\$ 273,350	\$ 280,600	\$ 295,550
EXPENSES					
Wages/Benefits	\$ 78,849	\$ 61,100	\$ 83,800	\$ 86,850	\$ 89,300
Contracted/General Services	\$ 90,928	\$ 91,100	\$ 77,900	\$ 71,050	\$ 73,650
Materials/Supplies	\$ 27,171	\$ 33,500	\$ 33,050	\$ 33,900	\$ 34,200
Depreciation (Non-Cash Item)	\$ 94,935	\$ 95,000	\$ 94,950	\$ 96,000	\$ 98,400
Total Expenses	\$ 291,883	\$ 280,700	\$ 289,700	\$ 287,800	\$ 295,550
NET BUDGET	\$ 18,684	\$ 25,100	\$ 16,350	\$ 7,200	\$ -
Budget Change 2020 to 2021			-34.86%		
Total Raised for Reserves	\$ 62,684	\$ 69,900	\$ 78,350	\$ 88,800	\$ 98,400

SANITARY SEWAGE OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 37,621	\$ 39,100	\$ 43,700	\$ 44,350	\$ 44,350
Grants	\$ -	\$ 32,400	\$ 56,500	\$ -	\$ -
Infrastructure Reserves	\$ 52,249	\$ 53,400	\$ 55,000	\$ 55,000	\$ 55,000
Total Revenue	\$ 89,870	\$ 124,900	\$ 155,200	\$ 99,350	\$ 99,350
EXPENSES					
Wages/Benefits	\$ 16,275	\$ 21,400	\$ 22,050	\$ 22,150	\$ 22,150
Contracted/General Services	\$ 16,866	\$ 29,250	\$ 70,650	\$ 14,700	\$ 14,700
Materials/Supplies	\$ 7,532	\$ 11,600	\$ 7,500	\$ 7,500	\$ 7,500
Depreciation (Non-Cash Item)	\$ 53,704	\$ 53,800	\$ 55,000	\$ 55,000	\$ 55,000
Total Expenses	\$ 94,377	\$ 116,050	\$ 155,200	\$ 99,350	\$ 99,350
NET BUDGET	\$ 4,507	-\$ 8,850	\$ -	\$ -	\$ -
Budget Change 2020 to 2021			-100.00%		
Total Supported By Taxes	\$ 4,507	-\$ 8,850	\$ -	\$ -	\$ -
Total Raised for Reserves	\$ 52,249	\$ 53,400	\$ 55,000	\$ 55,000	\$ 55,000



Operating Budget

WASTE DISPOSAL OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 57,792	\$ 58,150	\$ 58,650	\$ 59,850	\$ 61,100
Total Revenue	\$ 57,792	\$ 58,150	\$ 58,650	\$ 59,850	\$ 61,100
EXPENSES					
Contracted/General Services	\$ 4,271	\$ 4,600	\$ 5,000	\$ 5,000	\$ 5,000
Materials/Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Other Boards	\$ 476,870	\$ 476,900	\$ 472,400	\$ 481,900	\$ 491,600
Total Expenses	\$ 481,141	\$ 481,500	\$ 477,400	\$ 486,900	\$ 496,600
NET BUDGET	\$ 423,349	\$ 423,350	\$ 418,750	\$ 427,050	\$ 435,500
Budget Change 2020 to 2021			-1.09%		
Total Supported By Taxes	\$ 423,349	\$ 423,350	\$ 418,750	\$ 427,050	\$ 435,500
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

	2020	2021	Percentage Change
Water - Fixed Rate	\$66.00	\$69.00	4.55%
Water - Infrastructure	\$29.00	\$32.00	10.34%
Sewage - Fixed Rate	\$15.25	\$17.25	13.11%
Sewage - Infrastructure	\$22.50	\$22.50	0.00%
Garbage Rate	\$27.75	\$27.75	0.00%
TOTAL MONTHLY	\$160.50	\$168.50	4.98%

As per Council Resolution #FC20190116.1003, the water infrastructure reserve will be phased in over the next ten years to properly fund the infrastructure reserve for water.



Operating Budget

COMMUNITY SERVICES

Flagstaff County encourages and supports a range of family support programs designed to promote well-being that are accessible, affordable, and effective and that build on capacity and community networks. The County continues to promote a supportive, safe, and enriching environment that contributes to the well-being of families and children.

PROGRAMS AND SERVICES

Flagstaff Family Community Services (FFCS) - Funding Agreement

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

Support to Non-Profit Organizations

Provide funding for non-profit organizations that have significant impact towards the rural quality of life and are recognized as an important contribution to the Community.

- **Flagstaff Community Adult Learning:** This organization provides more effective services to increase integration and settlement through the Flagstaff Welcoming Community Project. Funding allocations \$52,000 for 2020, \$52,800 for 2021 and \$54,300 for 2022.
- **Parents for Fun in Flagstaff:** The Family Resource Centre and its programs support all of Flagstaff and beyond and continues improving the lives of children aged 0-6. This program works toward making the lives of children and families in Flagstaff and area more successful by decreasing the isolation barriers in the rural area, increasing their socialization, and bringing the communities together. Funding allocations \$25,000 for 2020, 2021 and 2022.
- **Flagstaff Satellite Family Day Home Society:** This organization was created to provide a safe environment for children and parents an option for subsidized childcare. This non-profit organization provides support and training to the providers and families as well as a safe and monitored environment for the children. Funding allocations \$21,800 for 2020, \$21,472 for 2021 and \$21,472 for 2022.
- **Flagstaff Victim Services:** This organization of specially trained staff and volunteers operates out of the Killam RCMP Detachment and they provide assistance to people who have been victims of crime or tragedy. Funding allocations \$10,400 for 2020, 2021 and 2022.



Operating Budget

COMMUNITY SERVICES

COMMUNITY SERVICES OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
FFCS Grant	\$ 289,084	\$ 297,250	\$ 289,100	\$ 289,100	\$ 289,100
Total Revenue	\$ 289,084	\$ 297,250	\$ 289,100	\$ 289,100	\$ 289,100
EXPENSES					
Grants to Organizations	\$ 413,605	\$ 438,700	\$ 431,400	\$ 432,900	\$ 432,900
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 413,605	\$ 438,700	\$ 431,400	\$ 432,900	\$ 432,900
NET BUDGET	\$ 124,521	\$ 141,450	\$ 142,300	\$ 143,800	\$ 143,800
Budget Change 2020 to 2021			0.60%		
Total Supported By Taxes	\$ 124,521	\$ 141,450	\$ 142,300	\$ 143,800	\$ 143,800
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

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Operating Budget

PUBLIC HEALTH

Flagstaff County recognizes that organizations, community associations and service groups are vital to the health, well-being and sustainability of the community; therefore, Flagstaff County will provide financial support to these organizations to ensure their long-term viability.

PROGRAMS AND SERVICES

STARS Air Ambulance Donation

- Provide annual funding of \$2.00 per capita to the Shock Trauma Air Rescue Society (STARS).

Cemeteries Assistance Grant

- Provide financial aid to rural community groups who are operating a cemetery in the County to complete improvements and maintenance.
- Eligible expenses under this grant would be operating expenses such as grass cutting, general maintenance and capital expenses including plot surveys, ground improvements, fencing, signage, etc.
- Applicants are eligible to apply for \$2,500 funding every four (4) years.

PUBLIC HEALTH OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -				
EXPENSES					
Contracted/General Services	\$ 33,645	\$ 36,000	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -
Grants to Organizations	\$ 16,725	\$ 20,250	\$ 7,500	\$ 7,500	\$ 7,500
Cemetery Grants	\$ 5,000	\$ 1,000	\$ 20,000	\$ 10,000	\$ 20,000
Total Expenses	\$ 55,370	\$ 57,250	\$ 27,500	\$ 17,500	\$ 27,500
NET BUDGET	\$ 55,370	\$ 57,250	\$ 27,500	\$ 17,500	\$ 27,500
Budget Change 2020 to 2021			-51.97%		
Total Supported By Taxes	\$ 50,370	\$ 56,250	\$ 7,500	\$ 7,500	\$ 7,500
Total Supported By Reserves	\$ 5,000	\$ 10,000	\$ 20,000	\$ 10,000	\$ 20,000



AGRICULTURAL SERVICE BOARD

The Agricultural Service Board focuses on weed control, soil conservation, water quality, and pest management. The board partners with provincial and private agricultural and environmental organizations to deliver programs beneficial to the residents.

PROGRAMS AND SERVICES

Extension Programs

- Extension Programs will include news columns on various agricultural issues that are facing the local agricultural industry as well as an occasional video on issues found in the field.
- The County will assist private well owners in the awareness of their water quality and will coordinate sample collection and delivery to an accredited lab.
- Provide financial and in-kind support for continued research and education into local agricultural and environmental issues. Funding is provided annually to the Battle River Research Group (BRRG), Battle River Watershed Alliance (BRWA) and the Daysland and Holden Drainage Districts (which represents municipal right-of-ways that benefit from drainage).

Weed Management

- Ensure that the provincial Weed Control Act is carried out which allows weeds to be identified and controlled in a timely, efficient and cost-effective manner. The Weed Inspection Program is managed to ensure that new weed infestations are identified, and existing infestations are controlled.
- One third of municipal roadsides are treated annually with herbicide to control the spread of weeds. The type of products that are applied are reviewed annually to ensure that any environmental impacts are mitigated.
- Operators and specialized equipment are provided to control small patches of persistent weeds on private land. There is a fee charged for weed control on private land.
- Right-of-ways are seeded to an appropriate grass/legume mixture following repairs and construction to municipal roads, which reduces erosion and helps control weeds.
- Evaluate the progress of biological and chemical control and continue to work with landowners that are affected by leafy spurge. There is a fee charged for control of leafy spurge on private land.

Roadside Vegetation Management

- Control the growth of small brush along roadsides and intersections to enhance road safety and prolong the life of the infrastructure.
- Spot treatment of herbicide application for brush has been implemented as opposed to blanket application, resulting in a more environmentally responsible use of herbicide.



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- Mowing grass and vegetation along all municipal right-of-ways is provided twice a year to improve visibility into the ditches, reduce snow trapping and help prevent wildlife collisions.

Pest Control

- Services and products are offered to control agricultural pests in order to protect the value commodities for producers.
- Monitor and identify potential pests that may be threatening local agricultural production through annual surveys and inspections.

Shelterbelt Establishment Program

- Assist citizens with the selection and establishment of trees to maintain field shelterbelts and trees within rural yard sites, enhancing biodiversity and environmental sustainability.
- To continue offering the Shelterbelt Establishment Program with the cost of trees 100% cost-recovery.

Water Loading Stations

- Seven (7) water loading stations are available for agricultural use and fire protection only (crop spraying, irrigation and livestock watering).

Conservation Easements

- Administer conservation easements on private property at the request of landowners.
- A conservation easement is a solution for landowners who still want to protect certain features of their property and are invested in long-term conservation. Features include wetlands, shelterbelts, native pasture, or possibly the whole quarter. An easement is the legal transfer of select development rights to a land trust organization. It is a legally binding contract recognized by both provincial and federal law, and the easement remains in place even if ownership of the land changes in the future.



Operating Budget

ENVIRONMENT (ASB) OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Grants	\$ 183,359	\$ 137,350	\$ 123,900	\$ 123,900	\$ 123,900
Sales of Goods & Services	\$ 70,893	\$ 93,050	\$ 71,800	\$ 51,850	\$ 51,850
Gain on Disposal of Assets	\$ 19,085	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 273,337	\$ 230,400	\$ 195,700	\$ 175,750	\$ 175,750
EXPENSES					
Wages/Benefits	\$ 501,264	\$ 418,100	\$ 438,100	\$ 446,750	\$ 451,200
Contracted/General Services	\$ 274,519	\$ 297,400	\$ 101,150	\$ 102,000	\$ 108,800
Materials/Supplies	\$ 224,033	\$ 261,100	\$ 212,000	\$ 229,300	\$ 232,300
Depreciation (Non-Cash Item)	\$ 103,264	\$ 110,000	\$ 120,850	\$ 123,850	\$ 123,850
Other Expenses	\$ 1,037	\$ -	\$ -	\$ -	\$ -
Grants to Other Organizations	\$ 14,330	\$ 13,500	\$ 14,500	\$ 14,500	\$ 14,500
Total Expenses	\$ 1,118,447	\$ 1,100,100	\$ 886,600	\$ 916,400	\$ 930,650
NET BUDGET	\$ 845,110	\$ 869,700	\$ 690,900	\$ 740,650	\$ 754,900
Budget Change 2020 to 2021			-20.56%		
Total Supported By Taxes	\$ 845,110	\$ 869,700	\$ 690,900	\$ 740,650	\$ 754,900
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -





Operating Budget

PROJECT COSTING BUDGET

	2020 Budget	2021 Budget
Administration		
ASB Grant	-\$122,350	-\$123,900
Administration	\$401,750	\$357,300
Weed Management		
Revenue	-\$19,000	-\$19,000
Enforcing Provincial Weed Act	\$105,000	\$80,000
Herbicide Application to 1/3 of Municipal Right-of-ways	\$162,600	\$125,000
Custom Spraying	\$52,000	\$42,000
Roadside Grass Seeding	\$28,000	\$25,000
Leafy Spurge Control	\$25,000	\$20,000
Roadside Vegetation Management		
Roadside Mowing	\$167,600	\$120,000
Pest Control		
Revenue	-\$40,250	-\$21,000
Pest Control Products and Services	\$38,000	\$15,000
Alternative Land Use Services (ALUS)		
ALUS Grant Revenue	-\$10,000	\$0
Support to landowners	\$15,000	\$0
Conservation Easements		
Administer Conservation Easements	\$3,000	\$10,000
Shelterbelt Establishment		
Revenue	-\$12,500	-\$25,250
Shelterbelt Establishment Program (2020-cost of trees is split 50% with landowner) (2021-Cost Recovery)	\$24,500	\$25,000
Provide Evergreen Seedlings (discontinued in 2020)	\$0	\$0
Extension Programs		
Revenue	-\$16,050	-\$1,050
Extension Activities	\$10,000	\$6,000
Annual Water Well Testing	\$2,000	\$0
Financial and In-kind Support - Battle River Research Group, Battle River Watershed Association and Drainage Districts	\$23,500	\$23,500
Water Loading Stations		
Revenue	-\$10,250	-\$5,500
Seven (7) Water Loading Stations	\$42,150	\$37,800
TOTAL PROJECT COSTING BUDGET	\$ 869,700	\$ 690,900



ECONOMIC DEVELOPMENT

Economic Development focuses on joint regional Economic Development initiatives. This includes marketing, promotions, tourism, business retention and expansion, and investment attraction. Programs and services are offered to the citizens and businesses in the Region, focusing on sustainability and community development.

PROGRAMS AND SERVICES

Strategic Priority 1: Succeeding Through Strong Businesses: Business Retention and Expansion

1. **Objective:** Enhance local procurement opportunities.
 - Inventory procurement opportunities of major employers.
 - Assist local businesses in their capacities to access procurement opportunities.
2. **Objective:** Assist local businesses to increase their capacities to reach their goals.
 - Promote and facilitate the Flagstaff Crafted program.
 - Design/facilitate capacity building workshops.
 - Act as a concierge to business assistance programming.
 - Promote investment retention.
 - Pursue community co-op or community bonds.
 - Prepare a concept paper in respect to the development of a community development investment vehicle.
3. **Objective:** Increase vitality and health of local businesses.
 - Continue offering the REACH Program (one on one coaching) to Flagstaff Region businesses.
 - Undertake the design and investigation into “Hidden Professionals” as an economic sector/foundation within the Flagstaff Region.

Strategic Priority 2: Succeeding Through Citizen Retention and Attraction

1. **Objective:** Promote and foster newcomer attraction and retention in the Region.
 - Organize a steering committee to guide a welcoming region investigation.
 - Undertake a labour force readiness study to understand the current and future workforce needs as a basis for citizen attraction.
 - Integrate citizen attraction and retention with investment attraction and retention efforts.
 - Promote citizen attraction through diaspora.
2. **Objective:** Ensure newcomers feel welcome and successfully transitioned into the community.
 - Strengthen the match between existing newcomer programs and the needs and interests of newcomers.
 - Increase the understanding of cultural diversity in the region.



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Strategic Priority 3: Succeeding Through New Business Start-Ups

1. **Objective:** Celebrating the Successes of the Region.
 - Celebrate local business successes with programs such as the Flagstaff Region Featured Business Program and Flagstaff Grows.
 - Undertake a Community Benefit Assessment on the contributions of Micro, Small, and Medium enterprises (MSME).
 - Prepare Profiles to promote MSME diversity (focus on youth and gender).
 - Celebrate small business week.
2. **Objective:** Create support for entrepreneurship endeavours.
 - Host Workshops/Trainings from idea to launch.
 - Inventory potential business opportunities by sector (MSME focused).
 - Monitor the policy environment as it relates to entrepreneurial development and set out the role of Economic Development.
 - Develop and organize a business start-up bootcamp.
 - Investigate the feasibility and develop “Flagstaff Crafted” replication into other sectors (such as agriculture)
3. **Objective:** Create a culture of entrepreneurship in the Region.
 - Offer youth entrepreneurship programming such as the Youth Innovation Masterclass or ACCA Youth Leadership Camp.
 - Provide technical support to business associations in the region.
 - Build and foster partnerships with business.

Strategic Priority 4: Succeeding Through New Business Investment

1. **Objective:** Retain investment through effective succession.
 - Promote the importance and proper process of succession planning.
 - Develop succession programming for 1-on-1 workshops.
 - Create a team to support businesses for succession (create linkages to business valuers, lawyers, accountants, financial planners, realtors, and others.)
2. **Objective:** Build capacity to promote investment attraction within the Region (Investment Promotion Organization).
 - Confirm investment target markets and strategies, such as improving access to reliable high-speed internet
 - Continue to build on and update existing investment attraction tools.
 - Identify/confirm target markets, sectors and strategies.
 - Align and look for synergies between local effort and external agencies as partners for a Regional investment promotion operation (IPO).
 - Establish “Team Flagstaff”.
3. **Objective:** Ensure there are local financial mechanisms to support investment opportunities.
 - Work/coordinate with local financial institutions as an advocate for the needs and interests of local businesses
 - Work towards a Development Finance Institute and investor network development.



Strategic Priority 5: Succeeding Together – Economic Development as a Supportive Team Member

Objectives:

1. Keep regional collaboration a focal point.
2. Focus on Effective Social Development.
3. Support Other Business Units & Partners in Program & Services Delivery.
4. Include environmental sustainability in efforts (Sustainable Development Goals).

Shared Tactics with Departments and Partners

- Establish a monthly roundtable of operating departments to develop synergies among economic development related efforts within the County.
- Provide promotional/communication supporting attraction efforts.
- Profile celebration of citizen or group of the month.
- Develop a volunteer database.
- Host a social enterprise workshop (volunteerism, strategic planning, Infrastructure management).
- Explore and develop framework for collective action approach to selected socio-economic issues.
- Create a backbone support agency offering the core functional area supports for local volunteer agencies (Accounting, Marketing/ Communications /Volunteer (HR) Management, Fundraising).

Battle River Economic Opportunities Committee (BREOC)

The Battle River Economic Opportunities Committee (BREOC) is a collaborative partnership representing the County of Paintearth No. 18, Flagstaff County, the Towns of Castor and Coronation, the Villages of Forestburg, Halkirk and Heisler, and the greater Region that surrounds them. BREOC members understand the critical importance of economic transition and they appreciate the challenges and opportunities ahead. Upon the announcement of The Climate Leadership Plan, BREOC wasted no time in becoming a leader for coal transition as they began their transition journey. BREOC was awarded funding from the Government of Alberta and the Government of Canada, totaling \$4,450,000 over a period of 5 years.

BREOC Phases and Programs include:

Phase 1: Impacts Study (completed in 2017)

Phase 2: Opportunities Assessment (completed in 2018)

Phase 3: The Path Forward (planned completion – December 2020)

Element 1: Capacity Building

Element 2: Impact Mitigation

Element 3: Opportunity Seeking

Phase 4: Private Sector Development (on-going)

Priority 1: Capacity Building

Priority 2: Business Retention and Expansion

Priority 3: Investment Attraction

Priority 4: Entrepreneurial Development



Operating Budget

ECONOMIC DEVELOPMENT OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 302	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 1,751	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Grants	\$ 82,704	\$ 98,300	\$ -	\$ -	\$ -
Total Revenue	\$ 84,757	\$ 99,800	\$ 1,500	\$ 1,500	\$ 1,500
EXPENSES					
Wages/Benefits	\$ 267,494	\$ 272,300	\$ 281,750	\$ 281,850	\$ 287,650
Contracted/General Services	\$ 299,656	\$ 388,900	\$ 193,300	\$ 233,900	\$ 233,900
Materials/Supplies	\$ 15,214	\$ 15,850	\$ 11,550	\$ 16,950	\$ 16,950
Depreciation (Non-Cash Item)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 582,364	\$ 677,050	\$ 486,600	\$ 532,700	\$ 538,500
NET BUDGET	\$ 497,607	\$ 577,250	\$ 485,100	\$ 531,200	\$ 537,000
Budget Change 2020 to 2021			-15.96%		
Total Supported By Taxes	\$ 497,607	\$ 577,250	\$ 485,100	\$ 531,200	\$ 537,000
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



PLANNING AND DEVELOPMENT

The purpose of municipal planning and development is to achieve a pattern of land use and development that creates an attractive municipality that will enhance the quality of life of the residents. This entails working collaboratively with the towns and villages within the County to achieve this goal. This is realized through the goals and regulations set out in the Land Use Bylaw, Municipal Development Plan and Intermunicipal Development Plans and through cooperation, consultation and communication with the public. Sustainable land use planning considers environmental stewardship while balancing economic prosperity.

PROGRAMS AND SERVICES

Development Permits

- Process development applications in accordance with the Land Use Bylaw and provide planning information, advice and guidance to Council, staff and residents.
- The Natural Resources Conservation Board (NRCB), Alberta Energy Regulator, Alberta Energy and Utilities Board (AEUB), or the Alberta Utilities Commission (AUC) have jurisdiction over certain developments that require federal or provincial approval. When this occurs, typically the County is consulted as an affected party.

Enforcement

- Issue Notices and Stop Orders on unsightly properties, and non-conforming developments.

Subdivisions

- Provide provincial and municipal regulatory information and site planning assistance to residents with regards to subdivision applications and inquiries.
- Municipal Planning Services Ltd. has been contracted to process and provide a decision of approval for all subdivision applications and related planning issues in accordance with the Municipal Development Plan and in consultation with Flagstaff's Planning and Development Department.

Safety Codes Act - Permitting (Building, Electrical, Plumbing, Gas and Private Sewage)

- Superior Safety Codes, an accredited agency, has been contracted to administer and perform permitting and inspection duties to ensure compliance with provincial legislation.



Operating Budget

- Manage the implementation and requirements involved with the Flagstaff Region's Safety Codes Services Agreement and Joint Quality Management Plan with the towns and villages.
- Provide information and assistance to residents with regards to safety code permit applications and requirements. Ensure that the required safety code permits have been applied for, issued, and inspected.

Sale of Lots (Galahad and Strome)

- Provide information to interested parties on lots for sale in Galahad and Strome (pricing, zoning, development, and utilities). Manage the required documentation involved with the sale of land.

Hamlet Clean-up

- Work with the citizens within the Hamlets of Galahad and Strome to organize an annual "clean-up and beautification project" in each community.

PLANNING & DEVELOPMENT OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Other Revenue	\$ 24,876	\$ 20,150	\$ 25,750	\$ 26,000	\$ 26,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Gain on Property for Sale	\$ 4,185	\$ 1,100	\$ -	\$ -	\$ -
Total Revenue	\$ 29,061	\$ 21,250	\$ 25,750	\$ 26,000	\$ 86,500
EXPENSES					
Salaries, Wages & Benefits	\$ 178,225	\$ 185,900	\$ 193,750	\$ 198,700	\$ 200,200
Contracted/General Services	\$ 47,981	\$ 57,700	\$ 83,450	\$ 96,650	\$ 156,650
Materials & Supplies	\$ 2,044	\$ 2,900	\$ 2,950	\$ 3,000	\$ 3,000
Depreciation (Non-Cash Item)	\$ 3,142	\$ 3,150	\$ 3,150	\$ 3,150	\$ 3,150
Loss on Property	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 231,392	\$ 249,650	\$ 283,300	\$ 301,500	\$ 363,000
NET BUDGET	\$ 202,331	\$ 228,400	\$ 257,550	\$ 275,500	\$ 276,500
Budget Change 2020 to 2021			11.32%		
Total Supported By Taxes	\$ 202,331	\$ 228,400	\$ 257,550	\$ 275,500	\$ 276,500
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



PARKS AND RECREATION

The rural setting of Flagstaff County provides opportunities for camping, fishing, hiking, bird and wildlife watching for the enjoyment of the citizens throughout the County and County owned parks such as Fish Lake, Diplomat Trout Pond, and the Edgerton Day Campground.

By offering recreation funding, it will assist the citizens in living healthier and more fulfilling lives.

PROGRAMS AND SERVICES

Parks

- Provide maintenance and improvements to Fish Lake campground, Diplomat Trout Pond, the Edgerton Day campground, Galahad gazebo and campgrounds, Strome ball diamond camping area, and other County owned land.

Recreation Grant

- Provide conditional recreation grants to the Agricultural Societies within our Region based on a funding formula.
- All funds are to be strictly allocated for recreational facilities or activities. The areas that are not permitted are: cemeteries, churches, museums, or business associations.





Operating Budget

PARKS OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods & Services	\$ 14,698	\$ 3,000	\$ 13,500	\$ 14,000	\$ 14,000
Other Revenue	\$ 7,758	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 22,456	\$ 3,000	\$ 13,500	\$ 14,000	\$ 14,000
EXPENSES					
Salaries, Wages & Benefits	\$ 56,690	\$ 61,300	\$ 63,800	\$ 66,900	\$ 66,900
Contracted/General Services	\$ 14,781	\$ 11,900	\$ 12,900	\$ 14,350	\$ 14,350
Materials & Supplies	\$ 26,072	\$ 29,500	\$ 27,600	\$ 27,300	\$ 28,500
Depreciation (Non-Cash Item)	\$ 27,448	\$ 25,000	\$ 16,500	\$ 16,500	\$ 16,500
Total Expenses	\$ 124,991	\$ 127,700	\$ 120,800	\$ 125,050	\$ 126,250
NET BUDGET	\$ 102,535	\$ 124,700	\$ 107,300	\$ 111,050	\$ 112,250
Budget Change 2020 to 2021			-13.95%		
Total Supported By Taxes	\$ 102,535	\$ 124,700	\$ 107,300	\$ 111,050	\$ 112,250
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

RECREATION OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -				
EXPENSES					
Contracted/General Services	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 35,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
Grants	\$ 750,064	\$ 675,000	\$ 641,250	\$ 609,200	\$ 609,200
Total Expenses	\$ 785,064	\$ 713,000	\$ 679,250	\$ 647,200	\$ 647,200
NET BUDGET	\$ 785,064	\$ 713,000	\$ 679,250	\$ 647,200	\$ 647,200
Budget Change 2020 to 2021			-4.73%		
Total Supported By Taxes	\$ 785,064	\$ 713,000	\$ 679,250	\$ 647,200	\$ 647,200
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



CULTURE

Flagstaff County recognizes that community services are vital to the health, well-being and social development of the community; therefore, financial support is provided to contribute to the economic sustainability of the Region. These services have a significant impact towards rural quality of life.

PROGRAMS AND SERVICES

Heritage Inventory Program

- In a continuing commitment to ongoing heritage awareness, financial resources have been allocated to assist future requests for identification and designation of heritage assets.

Library Support

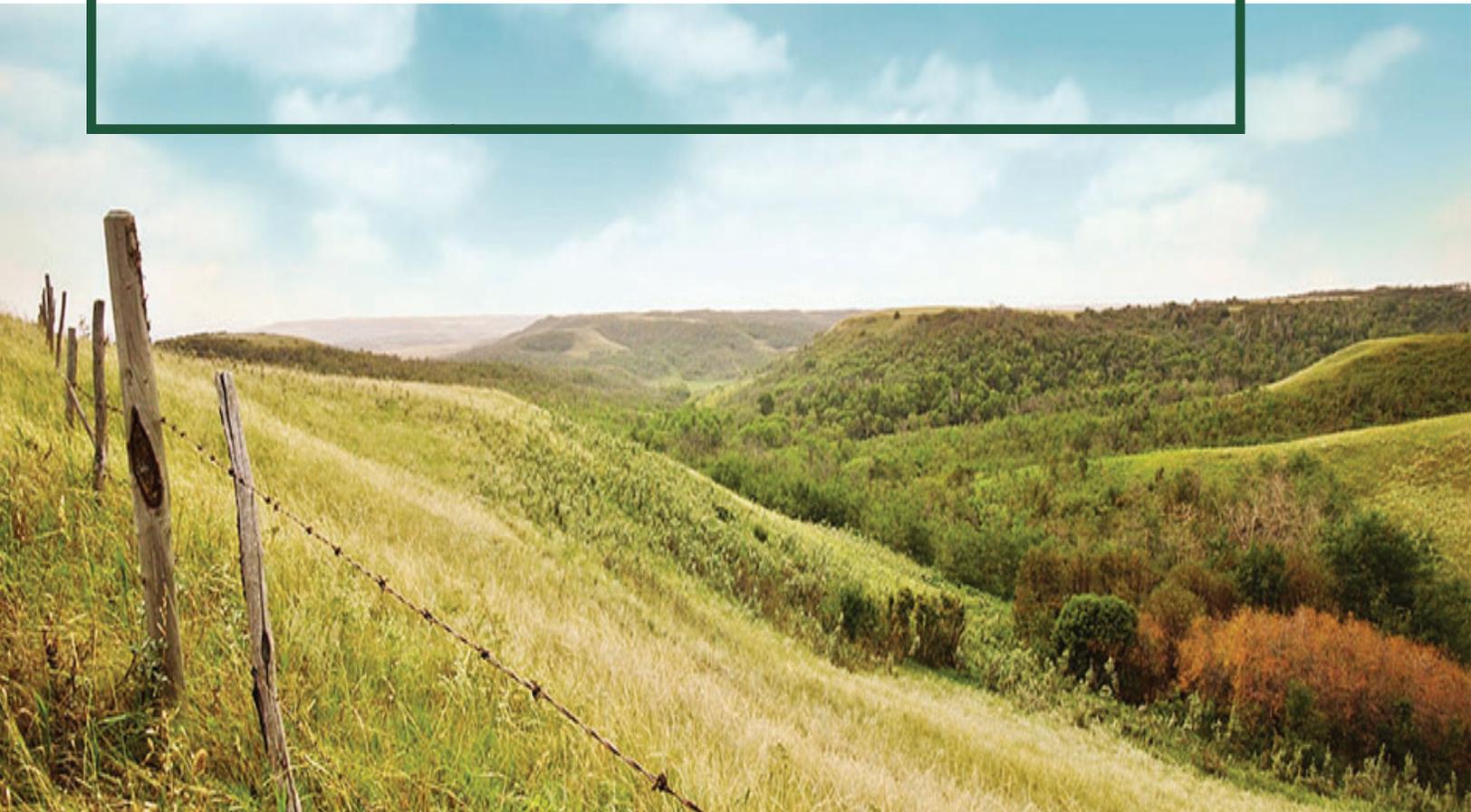
- Parkland Regional Library: Provide financial support through a requisition to bring cost-effective service to libraries across central Alberta. Parkland Regional Library is now a cooperative network of public and school libraries serving over 200,000 residents of central Alberta by sharing of material, resources and expertise. Due to participation in Parkland Regional Library, an annual Rural Services Grant is available to all eight (8) libraries in Flagstaff.

CULTURE OPERATING BUDGET

	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
REVENUE					
Sales of Goods and Services	\$ 2,958	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 2,793	\$ 4,000	\$ 1,500	\$ -	\$ -
Total Revenue	\$ 5,751	\$ 4,000	\$ 1,500	\$ -	\$ -
EXPENSES					
Salaries, Wages & Benefits	\$ 1,303	\$ -	\$ -	\$ -	\$ -
Contracted/General Services	\$ 13,135	\$ 20,000	\$ 5,500	\$ 6,000	\$ 6,000
Materials & Supplies	\$ 7,460	\$ 5,000	\$ 1,500	\$ -	\$ -
Depreciation (Non-Cash Item)	\$ 11,706	\$ 30,000	\$ 12,000	\$ 12,000	\$ 12,000
Loss on Disposal of Assets	\$ 22,730	\$ -			
Grants to Other Organizations	\$ 36,839	\$ 38,000	\$ 32,000	\$ 33,100	\$ 33,100
Total Expenses	\$ 93,173	\$ 93,000	\$ 51,000	\$ 51,100	\$ 51,100
NET BUDGET	\$ 87,422	\$ 89,000	\$ 49,500	\$ 51,100	\$ 51,100
Budget Change 2020 to 2021			-44.38%		
Total Supported By Taxes	\$ 87,422	\$ 89,000	\$ 49,500	\$ 51,100	\$ 51,100
Total Supported By Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



2021 -2025 Capital Plan and 2021 Budget





CAPITAL BUDGET

Capital expenditures are defined in the Tangible Capital Assets (TCA) Policy. They are non-financial assets including betterments having physical substance that:

- Are in excess of the capitalization threshold set out in the TCA Policy;
- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- Have useful economic lives extending beyond the current accounting period;
- Are to be used on a continuing basis; and
- Are not for sale in the ordinary course of operations.

CAPITAL BUDGET

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	2019 ACTUAL	2020 APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST
REVENUE							
Grants Rural	\$ 657,396	\$ 4,674,750	\$ 745,600	\$ 240,500	\$ 245,500	\$ 200,000	\$ 262,250
Grants Hamlets	\$ 126,766	\$ 482,500	\$ 735,000	\$ 50,000	\$ 450,000	\$ -	\$ 150,000
Sales of Assets	\$ 889,984	\$ 856,300	\$ 481,625	\$ 426,500	\$ 530,250	\$ 405,400	\$ 512,500
Total Revenue	\$ 1,674,146	\$ 6,013,550	\$ 1,962,225	\$ 717,000	\$ 1,225,750	\$ 605,400	\$ 924,750
EXPENSES							
Capital Hamlets	\$ 126,766	\$ 482,500	\$ 735,000	\$ 50,000	\$ 450,000	\$ -	\$ 150,000
Equipment and Vehicles	\$ 2,869,967	\$ 1,977,950	\$ 1,151,325	\$ 1,413,000	\$ 1,751,050	\$ 1,501,800	\$ 2,075,900
Buildings	\$ 181,440	\$ 280,900	\$ 14,700	\$ -	\$ -	\$ -	\$ -
Land/Improvements	\$ 16,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Airport	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pavement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Construction	\$ 118,161	\$ 3,616,500	\$ 92,500	\$ 45,500	\$ 2,359,000	\$ -	\$ -
Bridges	\$ 657,396	\$ 777,350	\$ 683,900	\$ 195,000	\$ 245,500	\$ 200,000	\$ 262,250
Gravel Inventory	\$ 277,832	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 4,247,764	\$ 7,135,200	\$ 2,677,425	\$ 1,703,500	\$ 4,805,550	\$ 1,701,800	\$ 2,488,150
NET CAPITAL	\$ 2,573,618	\$ 1,121,650	\$ 715,200	\$ 986,500	\$ 3,579,800	\$ 1,096,400	\$ 1,563,400
Budget Change 2020 to 2021			-36%				
Total Supported By Taxes	\$ 2,573,618	\$ 1,121,650	\$ 604,700	\$ 986,500	\$ 1,220,800	\$ 1,096,400	\$ 1,563,400
Total Supported By Reserves	\$ -	\$ -	\$ 110,500	\$ -	\$ 2,359,000	\$ -	\$ -



Capital Budget

CAPITAL BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS

The 2021 Capital budget has an overall decrease of 62.4% compared to the 2020 Capital budget. The majority of the 2021 Capital budget is funded utilizing Municipal Sustainability Initiative Grant (MSI), Federal Gas Tax Grant (FGTG) and Municipal Stimulus Program Grant (MSP).

The 2021 Capital budget has the following changes in comparison to the 2020 Capital budget:

- Increase of \$252,500 Hamlet Infrastructure
- Decrease of \$826,625 Equipment and Vehicles
- Decrease of \$266,200 Buildings
- Decrease of \$3,524,000 Road Construction
- Decrease of \$93,450 Bridges

A summary of the Capital budget is included below.

SUMMARY 2021 CAPITAL BUDGET

TOTAL 2021 CAPITAL BUDGET EXPENSES:		\$2,677,425
Funded By:		
Reserves		\$110,500
Sale of Equipment		\$481,625
Grants MSI, FGT, MSP		\$1,480,600
Tax Revenue		\$604,700



Capital Budget

2021 CAPITAL BUDGET

2021 CAPITAL BUDGET

REPLACEMENT/UPGRADED EQUIPMENT

DESCRIPTION	BUDGET
AWD Grader - no ripper	\$481,500
Highway Tractor	\$190,000
Disc Mower	\$20,000
Self-propelled Packer	\$340,000
1/2 Ton Crew Cab w/accessories (Emergency Services)	\$65,000
Sub Total	\$1,096,500
Contingencies 5%	\$54,825
Total Cost of Replacement/Upgraded Equipment	\$1,151,325

BUILDINGS - CAPITAL

DESCRIPTION	BUDGET
Hamlet of Strome Public Works Shop - Completion	\$14,000
Sub Total	\$14,000
Contingencies 5%	\$700
Total Cost of Buildings	\$14,700

ENGINEERING STRUCTURES - CAPITAL

DESCRIPTION	BUDGET
2020 Construction Completion	\$ 47,000
2023 Preliminary Engineering	\$ 45,500
Bridges	\$ 683,900
Total Cost of Engineering Structures	\$776,400

HAMLET INFRASTRUCTURE - CAPITAL

DESCRIPTION	BUDGET
STROME	
New Water Well	\$45,000
Lagoon Upgrades	\$590,000
Total Strome	\$635,000
GALAHAD	
New Water Well Connection - Completion	\$100,000
Total Galahad	\$100,000
Total Cost of Hamlet Infrastructure	\$735,000

TOTAL CAPITAL BUDGET	\$ 2,677,425
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Capital Budget

2021-2025 VEHICLES AND EQUIPMENT PLAN

CAPITAL BUDGET - VEHICLES AND EQUIPMENT

	2021 BUDGET	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST
2021 Vehicles and Equipment					
Graders - 1	\$ 481,500				
Highway Tractors	\$ 190,000				
Trucks	\$ 65,000				
Miscellaneous Equipment	\$ 360,000				
Contingencies 5% of Total	\$ 54,825				
TOTAL	\$ 1,151,325				
2022 Vehicles and Equipment					
Graders - 2		\$ 1,084,600			
Miscellaneous Equipment		\$ 237,000			
Contingencies 5% of Total		\$ 95,810			
TOTAL		\$ 1,417,410			
2023 Vehicles and Equipment					
Graders - 3			\$ 1,592,650		
Trucks			\$ 53,500		
Miscellaneous Equipment			\$ 21,500		
Contingencies 5% of Total			\$ 83,400		
TOTAL			\$ 1,751,050		
2024 Vehicles and Equipment					
Graders - 2				\$ 1,116,000	
Highway Tractors				\$ 200,000	
Trucks				\$ 56,700	
Miscellaneous Equipment				\$ 57,575	
Contingencies 5% of Total				\$ 71,500	
TOTAL				\$ 1,501,775	
2025 Vehicles and Equipment					
Graders - 3					\$ 1,893,800
Trucks					\$ 59,500
Miscellaneous Equipment					\$ 23,750
Contingencies 5% of Total					\$ 98,850
TOTAL					\$ 2,075,900
Less Sales	\$ 481,625	\$ 616,500	\$ 530,250	\$ 405,400	\$ 512,500
NET BUDGET VEHICLES AND EQUIPMENT	\$669,700	\$800,910	\$1,220,800	\$1,096,375	\$1,563,400

2021-2025 BUILDING PLAN

CAPITAL BUDGET - BUILDINGS

	2021 BUDGET	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST
2021 Buildings					
Strome Public Works Shop - Project Completion)	\$ 14,700				
NET BUDGET BUILDINGS	\$14,700	\$0	\$0	\$0	\$0

**No Future Projects are planned at this time.



Capital Budget

CAPITAL BUDGET

2021-2025 ROAD CONSTRUCTION PLAN

CAPITAL BUDGET - ROAD CONSTRUCTION

	2021 BUDGET	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST
2021 Road Construction Program					
2020 Construction Completion (Gravel)	\$ 47,000				
2023 Preliminary Engineering	\$ 45,500				
TOTAL	\$ 92,500				
2022 Road Construction Program					
2023 Preliminary Engineering		\$ 45,500			
2023 Road Construction Program					
Twp Rd 424 (4.0 miles) - Local Road			\$ 1,884,000		
Twp Rd 454 (1.0 miles) - Local Road			\$ 475,000		
TOTAL			\$ 2,359,000		
2024 Road Construction Program					
2023 Road Construction Completion (Gravel)				\$ 50,000	
2026 Preliminary Engineering				\$ 50,100	
TOTAL				\$ 100,100	
2025 Road Construction Program					
2026 Preliminary Engineering					\$ 55,000
NET BUDGET ROAD CONSTRUCTION	\$92,500	\$45,500	\$2,359,000	\$100,100	\$55,000

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2026 PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
NNW 34-43-11 Twp Rd 440	East 2.0 miles	Local
NNW 21-42-13 Twp Rd 424	East 3.0 miles	Local

2029 PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
ENE 24-43-17 Rge Rd 170	South 4.0 miles	Local
ENE 20-45-15 Rge Rd 164	South 1.75 miles	Local
NNW 21-45-16 Twp Rd 452	East 1.0 mile	Local

2032 PROJECTS

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

2035 PROJECTS

LOCATION	MILES	ROAD CLASSIFICATION
NNW 23-41-15 Twp Rd 414	East 2.0	Local
NNW 07-43-13 Twp Rd 432	East 2.0	Local



Capital Budget

2021-2025 GRAVEL PRODUCTION PLAN

CAPITAL BUDGET - GRAVEL PRODUCTION

	2021 BUDGET	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST
2021 Gravel					
CR-01-2021 East Area - 50,000 tonne	\$ 500,000				
Screening/Pickling Sand for Inventory	\$ 95,900				
Loan Payment	\$ 816,800				
TOTAL	\$ 1,412,700				
2022 Gravel					
CR-01-2022 West Area - 50,000 tonne		\$ 600,000			
Loan Payment		\$ 834,300			
TOTAL		\$ 1,434,300			
2023 Gravel					
CR-01-2023 Northeast Area - 50,000 tonne			\$ 600,000		
2024 Gravel					
CR-01-2024 East Area - 50,000 tonne				\$ 525,000	
2025 Gravel					
CR-01-2025 West Area - 50,000 tonne					\$ 630,000
Less Gravel Material Used	\$ 1,526,000	\$ 1,590,000	\$ 1,621,000	\$ 1,550,000	\$ 1,530,000
NET BUDGET GRAVEL PRODUCTION	-\$113,300	-\$155,700	-\$1,021,000	-\$1,025,000	-\$900,000

2021-2025 HAMLET INFRASTRUCTURE PLAN

CAPITAL BUDGET - HAMLETS (GALAHAD & STROME)

	2021 BUDGET	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST
2021 Hamlets					
New Water Well - Strome	\$ 45,000				
Lagoon Upgrades - Strome	\$ 590,000				
New Water Well Connections - Galahad	\$ 100,000				
TOTAL	\$ 735,000				
2022 Hamlets					
Water Distribution Pump Replacement - Strome		\$ 25,000			
Water Distribution Pump Replacement - Galahad		\$ 25,000			
TOTAL		\$ 50,000			
2023 Hamlets					
Raw Water Line Upgrade - Galahad			\$ 450,000		
2024 Hamlets					
No Projects Scheduled				\$ -	
2025 Hamlets					
Water/Sewer Line Upgrades - Galahad (Lady Vivian Ave 1 block)					\$ 150,000
NET BUDGET HAMLET INFRASTRUCTURE	\$735,000	\$50,000	\$450,000	\$0	\$150,000



2021-2025 BRIDGES AND CULVERT PLAN

CAPITAL BUDGET - BRIDGES AND CULVERTS

	2021 BUDGET	2022 FORECAST	2023 FORECAST	2024 FORECAST	2025 FORECAST
2021 Bridge/Culverts					
Bridge File #7718 (Rge Rd 140, SW 06-46-13W4) - Completion	\$ 130,700				
Bridge File #72402 (Rge Rd 131, SW 36-44-13-W4) - Completion	\$ 82,400				
Bridge File #13353 (Twp Rd 460, SW 05-46-13-W4) - Bridge Repair	\$ 84,700				
Bridge File #6665 (Twp Rd 432, SW 14-43-10-W4) - Bridge Repair	\$ 79,200				
Bridge File #2421 (Rge Rd 122A, NE 03-39-12-W4) - Bridge Repair	\$ 42,900				
Bridge File #1218 (Twp Rd 452 SW 15-45-13) - Bridge Repair	\$ 264,000				
TOTAL	\$ 683,900				
2022 Bridge/Culverts					
Bridge File #77282 (Twp Rd 440, SW 06-44-16-W4) - 1800mm		\$ 95,000			
Bridge File #74378 (Twp Rd 423, SW 23-42-11-W4) - 1600mm		\$ 100,000			
TOTAL		\$ 195,000			
2023 Bridge/Culverts					
Bridge File #83194 (Twp Rd 434, NW21-43-16-W4) - 1200mm			\$ 40,000		
Bridge File #FL0003 (Twp Rd 430, SE 01-43-16-W4) - 900mm			\$ 40,000		
Bridge File #83199 (Rge Rd 133, SW 27-44-13-W4) - 900mm			\$ 50,000		
Bridge File #8611 (Rge Rd 110, NW 19-44-10-W4) - Bridge Repair			\$ 58,850		
Bridge File #2408 (Rge Rd 124, SW 21-44-12-W4) - Bridge Repair			\$ 56,650		
TOTAL			\$ 245,500		
2024 Bridge/Culverts					
Bridge File # 1019 (Twp Rd 460, SW 03-46-15-W4) - Bridge Repair				\$ 200,000	
2025 Bridge/Culverts					
Bridge File #83197 (Rge Rd 145, NE 19-43-14-W4) - 900mm					\$ 125,000
Bridge File #83190 (Twp Rd 422, NW 10-42-13-W4) - 1800mm					\$ 75,000
Bridge File #77982 (Rge Rd 105, SW 05-43-10-W4) - Bridge Repair					\$ 62,750
TOTAL					\$ 262,750
NET BUDGET BRIDGES AND CULVERTS	\$683,900	\$195,000	\$245,500	\$200,000	\$262,750



RESERVES SUMMARY

OPERATING RESERVES

Operating Transfer from Reserves: \$363,950

- Fire Protection: \$343,950
- Cemetery Grants: \$ 20,000

Operating Transfers to Reserves: \$1,133,350

- Water Infrastructure: \$78,350
- Sewage Infrastructure: \$55,000
- Mill Rate Stabilization: \$1,000,000

NET TRANSFER TO OPERATING RESERVES: \$769,400

A monthly infrastructure fee is included on the utility invoices for hamlets and transferred to reserves for future infrastructure improvements.

The Mill Rate Stabilization Reserve was created to mitigate substantial increases in future property taxes in periods of high inflation, loss in assessment and stabilize fluctuations in operating activity. Based on information received from other municipalities the suggested formula is 10% of current tax revenue. Currently Flagstaff County has \$1,845,400 in Mill Rate Stabilization Reserve, the goal is approximately \$2.8 million.

CAPITAL RESERVES

Capital Transfer from Reserves: \$110,500

- 2020 Road Construction: \$45,500
- Emergency Service Vehicle: \$65,000

Capital Transfer to Reserves: \$2,680,000

- Bridges: \$870,000
- Construction: \$1,000,000
- Gravel: \$210,000
- Equipment: \$600,000

NET TRANSFER TO CAPITAL RESERVES: \$2,569,500

With respect to Capital Expenditures, Municipal Affairs measures aspects of our finance with one measure being "Infrastructure Investment – Asset Sustainability Ratio". We must try to ensure our average capital additions meet or exceed our average amortization. This needs to be a significant consideration with planning capital programs for the future.

Our current amortization (depreciation) is approximately \$5.1 million per year, in previous years our capital spending has met or exceeded our amortization. Over the next three (3) years our capital spending plan shows a decrease in spending. To accommodate future capital expenditures, we are recommending that the above noted amounts be transferred to Capital Reserves.



MSI OPERATING GRANT FUNDING SUMMARY

	2020 Remaining Allocation	2021 Grant Allocation
Flagstaff	\$138,637	\$237,242
Total	\$138,637	\$237,242

Description	2020 Remaining Grant	2021 Grant	Total Grant Funds Utilized	2021 Budget
Administration				
Asset Management	\$50,000	\$0	\$50,000	\$50,000
Review HR001 Policy	\$26,137	\$23,863	\$50,000	\$50,000
Public Works				
Hamlet Water/Waste Water	\$62,500	\$0	\$62,500	\$62,500
TOTAL INCLUDED IN 2021	\$138,637	\$23,863	\$162,500	\$162,500

CAPITAL GRANT FUNDING SUMMARY

	2021 Budget	Funding Source	Amount
Road Construction	\$92,500	MSI Capital	\$47,000
Bridges	\$683,900	MSI Capital	\$213,100
		MSP	\$444,333
		FGTG	\$26,467
Strome Shop *2020 Carry Over	\$14,700	MSI Capital	\$14,700
Hamlet Infrastructure	\$735,000	MSI Capital	\$390,000
		FGTG	\$345,000
TOTAL	\$1,526,100		\$1,480,600
SUMMARY		MSI Capital	\$664,800
		STIP	\$444,333
		FGTG	\$371,467



CONSOLIDATED BUDGET SUMMARY

OPERATING

DESCRIPTION	2019 ACTUALS	2020 BUDGET APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
OPERATING REVENUE					
Legislative	\$ (6,255)	\$ (5,000)	\$ (5,000)	\$ -	\$ -
Corporate Services	\$ (326,706)	\$ (385,300)	\$ (195,200)	\$ (95,200)	\$ (95,200)
Police Services	\$ (124,627)	\$ (99,000)	\$ (49,000)	\$ (54,000)	\$ (54,000)
Bylaw Enforcement	\$ (2,300)	\$ (1,500)	\$ (1,500)	\$ (1,500)	\$ (1,500)
Fire Protection	\$ (79,986)	\$ (62,500)	\$ (52,500)	\$ -	\$ -
Emergency Management	\$ -	\$ -	\$ -	\$ -	\$ -
Health & Safety	\$ (4,431)	\$ (4,500)	\$ (10,000)	\$ (10,000)	\$ (10,000)
Public Works	\$ (276,885)	\$ (127,000)	\$ (165,000)	\$ (168,000)	\$ (172,000)
Airport Transportation	\$ (100,948)	\$ (113,800)	\$ (105,300)	\$ (107,800)	\$ (110,300)
Water Supply	\$ (273,199)	\$ (255,600)	\$ (273,350)	\$ (280,600)	\$ (295,550)
Sanitary Sewer	\$ (89,869)	\$ (124,900)	\$ (155,200)	\$ (99,350)	\$ (99,350)
Waste Disposal	\$ (57,792)	\$ (58,150)	\$ (58,650)	\$ (59,850)	\$ (61,100)
Community Services	\$ (289,084)	\$ (297,250)	\$ (289,100)	\$ (289,100)	\$ (289,100)
Public Health	\$ -	\$ -	\$ -	\$ -	\$ -
Environment (ASB)	\$ (273,337)	\$ (230,400)	\$ (195,700)	\$ (175,750)	\$ (175,750)
Economic Development	\$ (84,758)	\$ (99,800)	\$ (1,500)	\$ (1,500)	\$ (2,000)
Planning and Development	\$ (29,060)	\$ (21,250)	\$ (25,750)	\$ (26,000)	\$ (86,500)
Parks	\$ (22,456)	\$ (3,000)	\$ (13,500)	\$ (14,000)	\$ (14,000)
Recreation	\$ -	\$ -	\$ -	\$ -	\$ -
Culture	\$ (5,751)	\$ (4,000)	\$ (1,500)	\$ -	\$ -
Revenue Own Source/Taxes	\$ (27,805,837)	\$ (26,826,150)	\$ (25,668,000)	\$ (26,190,600)	\$ (26,297,750)
Transfer from Reserves Operating	\$ (21,430)	\$ (353,950)	\$ (363,950)	\$ (10,000)	\$ (20,000)
TOTAL REVENUE OPERATING	\$ (29,874,711)	\$ (29,073,050)	\$ (27,629,700)	\$ (27,583,250)	\$ (27,784,100)

OPERATING EXPENSES

Legislative	\$ 390,418	\$ 423,550	\$ 424,650	\$ 431,700	\$ 426,700
Corporate Services	\$ 2,994,875	\$ 3,421,350	\$ 2,993,100	\$ 2,992,750	\$ 3,025,150
Police Services	\$ 436,261	\$ 463,050	\$ 483,650	\$ 547,000	\$ 666,350
Bylaw Enforcement	\$ 2,106	\$ 6,250	\$ 5,250	\$ 5,250	\$ 5,250
Fire Protection	\$ 582,270	\$ 989,750	\$ 960,100	\$ 687,900	\$ 817,650
Emergency Management	\$ 24,264	\$ 24,150	\$ 23,250	\$ 5,100	\$ 4,600
Health & Safety	\$ 218,628	\$ 231,600	\$ 225,250	\$ 241,200	\$ 250,550
Public Works	\$ 13,771,271	\$ 13,029,800	\$ 12,256,200	\$ 12,613,350	\$ 12,700,460
Airport Transportation	\$ 176,095	\$ 168,400	\$ 152,100	\$ 161,625	\$ 174,450
Water Supply	\$ 291,882	\$ 280,700	\$ 289,700	\$ 287,800	\$ 295,550
Sanitary Sewer	\$ 94,375	\$ 116,050	\$ 155,200	\$ 99,350	\$ 99,350
Waste Disposal	\$ 481,141	\$ 481,500	\$ 477,400	\$ 486,900	\$ 496,600
Community Services	\$ 413,605	\$ 438,700	\$ 431,400	\$ 432,900	\$ 432,900
Public Health	\$ 55,370	\$ 57,250	\$ 27,500	\$ 17,500	\$ 27,500
Environment (ASB)	\$ 1,118,446	\$ 965,100	\$ 886,600	\$ 916,400	\$ 930,650
Economic Development	\$ 582,365	\$ 677,050	\$ 486,600	\$ 532,700	\$ 538,500
Planning and Development	\$ 231,392	\$ 249,650	\$ 283,300	\$ 301,500	\$ 363,000
Parks	\$ 102,534	\$ 124,700	\$ 120,800	\$ 125,010	\$ 126,250
Recreation	\$ 785,064	\$ 713,000	\$ 679,250	\$ 647,200	\$ 647,200
Culture	\$ 93,173	\$ 93,000	\$ 51,000	\$ 51,100	\$ 51,100
Tax Bad Debt	\$ 2,981,241	\$ 4,500,000	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000
Requisitions	\$ 4,156,497	\$ 4,046,900	\$ 4,082,900	\$ 4,090,000	\$ 4,095,000
Transfer to Reserves Operating	\$ 114,934	\$ 723,300	\$ 1,133,350	\$ 143,800	\$ 153,400
Transfer to Capital Reserves	\$ 2,251,840	\$ 870,000	\$ 2,680,000	\$ 2,891,000	\$ 2,025,700
TOTAL EXPENSES OPERATING	\$ 32,350,047	\$ 33,094,800	\$ 32,108,550	\$ 31,509,035	\$ 31,153,860
NET OPERATING	\$ 2,475,336	\$ 4,021,750	\$ 4,478,850	\$ 3,925,785	\$ 3,369,760
Less Depreciation	\$ 5,148,027	\$ 5,204,250	\$ 5,125,650	\$ 5,075,700	\$ 5,080,700
TOTAL NET OPERATING	\$ (2,672,691)	\$ (1,182,500)	\$ (646,800)	\$ (1,149,915)	\$ (1,710,940)



CAPITAL

DESCRIPTION	2019 ACTUALS	2020 BUDGET APPROVED	2021 PROPOSED	2022 FORECAST	2023 FORECAST
Capital Revenue					
Transfer from MSI Capital Grant	\$ (476,780)	\$ (3,682,057)	\$ (274,800)	\$ (240,500)	\$ (245,500)
Federal Gas Tax Grant	\$ -	\$ (750,813)	\$ (26,467)	\$ -	\$ -
MSP/STIP Grant	\$ (180,616)	\$ (241,880)	\$ (444,333)	\$ -	\$ -
MSI /FGT Grants Hamlets	\$ (126,766)	\$ (482,500)	\$ (735,000)	\$ (50,000)	\$ (450,000)
Sale of Equipment	\$ (889,984)	\$ (856,300)	\$ (481,625)	\$ (426,500)	\$ (530,250)
Transfers From Reserves Capital	\$ -	\$ -	\$ (110,500)	\$ -	\$ (2,359,000)
Total Revenue	\$ (1,674,146)	\$ (6,013,550)	\$ (2,072,725)	\$ (717,000)	\$ (3,584,750)
CAPITAL Expenses					
Capital - Hamlets	\$ 126,766	\$ 482,500	\$ 735,000	\$ 50,000	\$ 450,000
Capital - Equipment/Vehicles	\$ 2,869,967	\$ 1,977,950	\$ 1,151,325	\$ 1,413,000	\$ 1,751,050
Capital - Buildings	\$ 181,440	\$ 280,900	\$ 14,700	\$ -	\$ -
Capital - Land/Improvements	\$ 16,202	\$ -	\$ -	\$ -	\$ -
Capital - Airport	\$ -	\$ -	\$ -	\$ -	\$ -
Capital - Road Construction	\$ 118,161	\$ 3,616,500	\$ 92,500	\$ 45,500	\$ 2,359,000
Capital - Bridges	\$ 657,396	\$ 777,350	\$ 683,900	\$ 195,000	\$ 245,500
Capital - Gravel	\$ 277,832	\$ -	\$ -	\$ -	\$ -
Capital - Parks/Recreation	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES CAPITAL	\$ 4,247,764	\$ 7,135,200	\$ 2,677,425	\$ 1,703,500	\$ 4,805,550
TOTAL NET CAPITAL	\$ 2,573,618	\$ 1,121,650	\$ 604,700	\$ 986,500	\$ 1,220,800