



December 10<sup>th</sup>, 2015

## Agenda

**Special Budget Meeting – Call to Order – 5:00 PM**

**Adoption of Agenda –**

**Correspondence – Items Arising:**

- |  |           |
|--|-----------|
| 1. BRMHA – Fundraiser                                    | <b>A1</b> |
| 2. All Hazards Mutual Aid Agreement – Fee Update         | <b>A2</b> |
| 3. Battle River Watershed Alliance – Request for Funding | <b>A3</b> |

**Financial Statement – Year to Date – Budgetary Control as of November 30<sup>th</sup>, 2015**

**Business:**

- |  |                     |
|--|---------------------|
| 1) Mexican Mennonite Liaison Program – Request for Funding         | <b>B1</b>           |
| 2) Flagstaff Kids Connections Daycare Centre – Request for Funding | <b>B2</b>           |
| 3) FRSWMA/TOS - 2016 Proposed Budget                               | <b>B3</b>           |
| 4) TOS Natural Gas – 2016 Proposed Budget                          | <b>B4</b>           |
| 5) Sedgewick Community Hall - 2016 Proposed Budget                 | <b>B5</b>           |
| 6) Sedgewick Recreation Centre – 2016 Proposed Budget              | <b>B6</b>           |
| 7) Sedgewick Fire Department – 2016 Proposed Budget                | <b>B7</b>           |
| 8) Sedgewick Lake Park – EEH 0329                                  | <b>B8</b>           |
| 9) Elected Officials Education Program                             | <b>B9</b>           |
| 10) Strategic Plan Review  | <b>B10</b>          |
| 11) Municipal Sustainability Operating (MSI) – Overview            | <b>B11</b>          |
| 12) Draft Municipal Budget   | <b>B12 ADDITION</b> |
| 13) Year at a Glance   | <b>B13</b>          |
| 14) Round Table  |                     |
| 15)  |                     |
| 16)  |                     |

**Adjournment -**

The Battle River Minor Hockey Association has submit a request that the Town of Sedgewick purchase Bear Tracks Ice Melter as part of their 2015-16 fundraising.

The cost is \$20/pail. The bantam team earns \$7.00 on each pail sold.

The Town of Sedgewick typically purchases ice melt at the Sedgewick Co-op. The average cost is \$1.10/kg whereas the Bear Tracks Ice Melter cost's average is \$1.25/kg.

This fundraising request must be addressed by council in accordance with policy C.6. "All donations must be approved by council".

The Town would purchase 5-10 bags of salt per year.



## PRODUCT INFORMATION

**BEAR TRACKS** ice melter provides a safe and efficient way to melt ice and compacted snow on sidewalks and driveways. It is a useful product for both residential and commercial areas to ensure that traffic areas are kept ice free and safe for pedestrians.

Benefits:

- Safe and fast acting
- Long lasting
- High visibility blue marker
- Safe on concrete and vegetation\*
- Corrosion inhibitor
- Pet friendly

## PACKAGING

16 KG pail

## PRICE

\$20 per pail (GST included)

## APPLICATION INSTRUCTIONS

**BEAR TRACKS** ice melter should be used at the first sign of freezing rain or wet snow to prevent ice build-up. When applied in advance, **BEAR TRACKS** ice melter is designed to prevent the formation of black ice. After snow accumulation, remove excess snow and apply **BEAR TRACKS** ice melter to help remove ice or hard-packed snow. Do not over apply. A second application may be required where snow and ice are severe.

## CAUTION

KEEP OUT OF REACH OF CHILDREN. MAY BE HARMFUL IF SWALLOWED. MAY CAUSE EYE IRRITATION. MAY CAUSE SKIN IRRITATION. Avoid contact with skin and eyes. Avoid breathing dust.

## STORAGE

Keep away from high humidity areas once pail is opened



**Crop Production Services**

7430 Hopcott Road, Delta BC V4G 1B6  
1-800-663-2552



\*When used as directed  
CPS CROP PRODUCTION SERVICES and Design is a registered trademark of Crop Production Services, Inc. 09/22

The All Hazards Mutual Aid Agreement between all municipalities within Flagstaff County states that any schedule changes must be forwarded by December 1<sup>st</sup> of the current year in order to proceed with new rates for January 1<sup>st</sup> of the next year.

Flagstaff County has provided notification of rates changes in accordance with Schedule A.

The only changes that have been made to their rate schedule is that they added "Rescue" at \$600 per hours and updated the rate for Peace Officer services.



A3



Battle River Watershed Alliance  
Box 16, Gateway Centre  
4825-51 Street  
Camrose AB T4V 1R9

Town of Sedgewick  
Box 129  
Sedgewick, AB  
T0B 4C0

October 15, 2015

Battle River Watershed Alliance Annual Funding Request

Dear Town of Sedgewick Council:

The Battle River Watershed Alliance continues to expand its programs and offerings to all communities within the watershed. Please take a look at the attached brochure that listed our most successful programs. We hope that you are able to take part in one or more of the many exciting programs we offer and are able to experience first-hand the impact we make.

We request the Town of Sedgewick consider a financial commitment to support our organization. Your generosity will make a difference in our watershed and will keep the Alliance doing good work.

In the past, we have suggested a contribution of 50 cents per capita. Using the 2014 Municipal Affairs population list your municipal population is listed at 857.

For your convenience, we have attached an invoice as many supporters have requested this in past years.

Thank you for supporting the Battle River Watershed Alliance. All funds are graciously accepted and only used within the watershed. Your funding is very important and truly appreciated. We are willing to attend a council meeting to give your council a briefing on our current work.

Sincerely,

Hugh Sanders  
BRWA Board Chairperson

RECEIVED  
OCT 22 2015

A3

Battle River Watershed Alliance  
Box 100 Gateway Center  
4835 51 Street  
Cambridge, MN 55003



Town of Redwood  
Box 139  
Redwood, AB  
T0B 4C0

October 15, 2015

Battle River Watershed Alliance Annual Funding Request

Dear Town of Redwood Council:

The Battle River Watershed Alliance continues to expand its programs and offerings to all communities within the watershed. Please take a look at the attached brochure that lists our most successful programs. We hope that you are able to take part in one or more of the many existing programs we offer and are able to experience first-hand the impact we make.

We request the Town of Redwood consider a financial commitment to support our organization. Your generosity will make a difference in our watershed and will keep the Alliance doing good work.

In the past, we have suggested a contribution of \$0 cents per capita. Using the 2014 Municipal Affairs population list your municipal population is listed as 857.

For your convenience, we have attached an invoice as many reporters have requested this in past years.

Thank you for supporting the Battle River Watershed Alliance. All funds are graciously accepted and only used within the watershed. Your funding is very important and truly appreciated. We are willing to attend a council meeting to give your council a briefing on our current work.

Sincerely,

Hugh Sanderson  
BWA Board Chairperson

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OCT 28 2015



# Investment Opportunities

## Local Governments & BRWA Better Working Together

**Local Governments** work within communities to represent the interests and goals of community members. Local governments provide services to residents, or people who live in the community, and encourage them to make local decisions together, build positive relationships and learn from each other. Local Governments serve to strengthen the community as a whole.

**The Battle River Watershed Alliance (BRWA)** is a regional non-profit, organization who are proven provincial leaders in watershed management planning and education/extension programs. We work with four orders of government, watershed groups, industry, environmental organizations, academia and private citizens in the Battle River and Sounding Creek Watersheds.

### We share common values that

- ◆ Engage residents to create vibrant communities
- ◆ Focus on local decision making
- ◆ **Encourage** development to meet the needs of the present without compromising the needs of future generations

### We recognize the complex challenges of our world.

The Battle River watershed is a unique prairie fed watershed. Home to over 120,000 people, our watershed faces declining water quality, loss of wildlife habitat, stream bank erosion, wetland drainage, and increasing water demands.

These are complex social, economic and ecological issues that need many people working together to sustain the Battle River and Sounding Creek watersheds for future generations.



Water testing



## Working Together: Partnership Programs

### INVEST IN OUR MOST POPULAR PROGRAMS

By being involved as an Invest 50 partner, you are helping the BRWA offer these education programs.

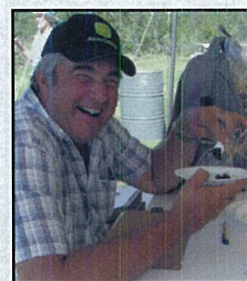
#### Explore More

This program brings grade 4-6 students together for a full-day environmental education experience covering a number of topics, including water quality monitoring, waste management, wildlife, groundwater, riparian areas, trees/forests, and invasive species. Since the start of Explore More over 1500 students from the watershed have explored more by gathering for a fun day of watershed learning. This is held once or twice every year depending on funding. We would love to host this event in your community. Call us as soon as possible to book your day in 2016!



#### Battle River Watershed Festival

In 2015, BRWA held our 6th annual Watershed Festival. This festival is held every year in August, and is a day-long, outdoor, family-friendly event offering a number of activities to participants, including canoeing, games, crafts, guest speakers, and an informational booth on watersheds and the work of the BRWA. More than 100 people attend the festival each year. The Festival moves to a new part of the watershed every year. Call us as soon as possible to book the watershed festival in your community!



#### Rolling Down the River Bike Tour

BRWA has organized an annual bike ride in the watershed since 2012. In 2013, the bike ride began at the Battle River's headwaters at Battle Lake and travelled across the watershed over the course of five days. In 2014, a one-day bike ride was held which began and ended in Camrose, following an 80-kilometre circuit which was named "The Edberg 80" south of the city through Camrose County. This bike ride provides a unique opportunity for people to be introduced to the topic of watersheds and to experience their watershed first hand. By having a new theme every year, participants learn about the watershed and its functions.



#### Battle River Buddies Poster Contest

This contest invites students in grades 1-6 to create a poster related to a particular watershed theme. The theme changes every year for example themes include "What animals do you see in the Battle River watershed?" or "Life cycles of plants and animals in the Battle River watershed". Over 400 students participated in this contest in since 2013.



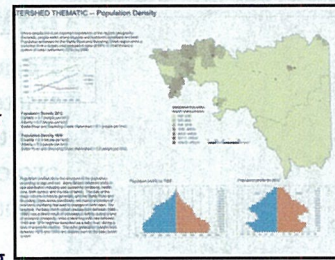


## Working Together: Partnership Programs

### Local Governments and BRWA

#### Watershed Atlas: Traversing Terrain and Experience

*"Finding shortcuts, figuring out what's around the next bend, following a map to a secret event. Children have an inborn desire to explore local geographies. Developing a local sense of place leads organically to a bioregional sense of place and hopefully to biospheric consciousness."* -David Sobel



The Traversing Terrain and Experience: Atlas of the Battle River and Sounding Creek Watersheds reorients the concept of an Atlas as a technocratic or science based approach to map presentation, to one in which the understanding of place more fully integrates the sensibilities and experiences of people who live in and experience the landscape every day. The Atlas serves as a tool to connect people to place by exploring the connections between landscape and experience throughout the Battle River and Sounding Creek Watershed. An Educator's Guide will accompany the Atlas, in order to expand the benefit and utility of the publication as a teaching tool for classroom teachers and other educators within the Battle River and Sounding Creek Watershed.

#### Experience your Watershed

BRWA offers a number of additional educational opportunities under the banner of "Experience Your Watershed". We provide fun, interactive, and experiential watershed education opportunities to people of all ages, whether it be in schools or through community groups, clubs, summer camps, and other gatherings. We will tailor every workshop to the audience and topic of interest. The general themes of Experience your Watershed are water quality and quantity, land-use, wetlands and riparian areas, invisible water and biodiversity.



#### X-Stream Science

This educational program gives students a hands-on learning experience about their local stream and the greater watershed. Students use scientific protocols to collect aquatic invertebrates (water bugs) and conduct water quality tests then analyze their findings. Test results are compiled across the watershed to add to our water quality data. Throughout the program BRWA staff and students will discuss the importance of the tests and possible explanations for the results. Students also have a chance to take action based on what they discover. BRWA supplies all of the training, equipment, and handouts needed for the program.



#### Caring for Our Watersheds Program

This program asks junior high and high school students to submit a proposal answering the question "What can you do to improve your watershed?" Finalists are invited to give a presentation at the final competition. Since 2006, BRWA has coordinated this program for the program sponsor Agrium Inc. and over 2500 students from schools across Central Alberta have participated in the program. Several student projects are implemented each year as a result of their proposals.





## **BRWA's Experience with Watershed Management Planning**

**Ponoka and Iron Creek Riparian Restoration Programs:** In 2015, BRWA started the Ponoka and Iron Creek Riparian Restoration Program. Over the course of this two-year program, we will support landowners in implementing riparian restoration projects along the Battle River watershed. This program supports implement recommendations developed through our watershed management planning process.

**Riparian Areas Management:** BRWA is currently conducting research in the area of riparian areas management. Once this research is complete, recommendations will be developed to support the management of riparian areas in the Battle River and Sounding Creek watersheds of Alberta.

**Wetlands Management:** In 2015, BRWA started a research report on wetlands management and will develop recommendations to support wetland management in our watersheds. A number of community workshops will be held across the watershed to support this work.

**Invasive Aquatic and Non-native Species Management:** In 2015, BRWA started a research report on invasive aquatic and non-native species management and will develop recommendations to support this work in our watersheds. A number of community workshops will be held across the watershed to support this work.

**Camrose Source Water Protection Initiative:** Beginning in September 2014, BRWA is partnering with the City of Camrose and Camrose County to develop a Source Water Protection Plan within Camrose County. The plan will focus on the protection of surface water quality upstream of the Driedmeat Lake weir within the effective drainage area of the watershed. This is an exciting opportunity for BRWA to put our watershed management recommendations into practice.

**Watershed Management Plan Implementation:** BRWA has now developed management recommendations for 3 components of our watershed management planning process: 1) drought adaptation and management, 2) non-point source pollution management, and 3) source water protection. BRWA will continue to engage people across the watershed about how these recommendations can be put into action.

Box 16, Gateway Centre  
4825 - 51 St.  
Camrose AB  
T4V 1R9

Phone: 1-888-672-0276

E-mail:  
david.samm@battleriverwatershed.ca  
sarah@battleriverwatershed.ca  
nathalie@battleriverwatershed.ca  
susanna@battleriverwatershed.ca  
sheila@battleriverwatershed.ca

Stop by for a visit:  
[battleriverwatershed.ca](http://battleriverwatershed.ca)





# Battle River Watershed Alliance

## Local Governments and BRWA

The Battle River Watershed Alliance (BRWA) is a nonprofit organization and designated by Alberta's Water for Life Strategy as the Watershed Planning and Advisory Council (WPAC) for the Battle River watershed. Our economic, social and ecological work includes education, watershed planning and advice, outreach programs for water quality, water quantity, land use, biodiversity and other watershed issues important to citizens who live, work or play within the Battle River watershed.

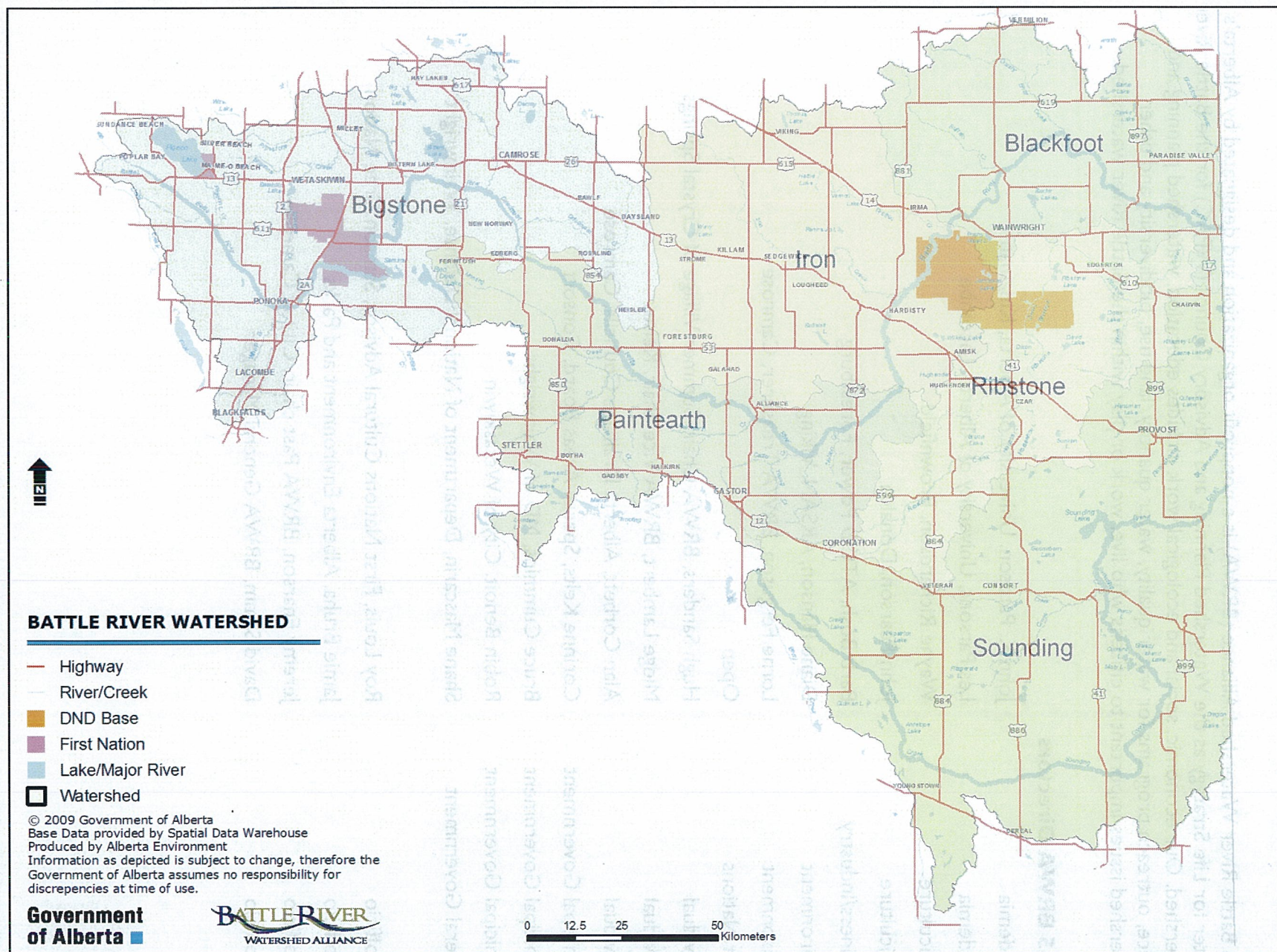
### 2015 BRWA Directors

Academia	John K. Pattison, University of Alberta, Kingman
Academia	Les Parsons, University of Alberta, Lacombe
Agriculture	Wayne Richardson, Brownfield
Agriculture	John Pearson, Donalda
Business/Industry	Barb Bosh, ATCO Power, Forestburg
Environment	Diane Hanson, ARSAN, Viking
Environment	Lorne Ferguson, BRWA Treasurer, Camrose
First Nations	Open
Individual	Hugh Sanders, BRWA Chair, Summer Village of Crystal Springs
Individual	Midge Lambert, BRWA Vice-chair, Kelsey
Individual	Alan Corbett, Alberta Drainage Councils, Camrose
Municipal Government	Corinne Kelts, Special Areas Board, Consort
Municipal Government	Bruce Cummins, MD of Wainwright
Municipal Government	Robin Benoit, City of Wetaskiwin
Federal Government	Shane Mascarin, Department of National Defense, Wainwright
Ex-officio	Roy Louis, First Nations Cultural Advisor, Samson Cree Nation
Ex-officio	Jamie Bruha, Alberta Environment and Parks
Ex-officio	Jeremy Enarson, BRWA Past chair, City of Camrose
Ex-officio	David Samm, BRWA General Manager



# Battle River Watershed Alliance

Local Governments and BRWA





Report Date  
12/08/15 8:51 AM

Town of Sedgewick  
**Budgetary Control**  
For the Period 1/01/15 - 11/30/15

Page 1

Account # / Description	Committed	Current	Year to Date	Budget	Variance	%
<b>General Municipal Revenues</b>						
100110 - Tax Levy - Minimum Municipal Tax				83,576.00	(83,576.00)	
100111 - Tax Levy - ASFF - Residential			163,726.08	163,937.00	(210.92)	99.9
100112 - Tax Levy - ASFF - Non-Residential			53,168.90	52,850.00	318.90	100.6
100113 - Tax Levy - Seniors' Housing			19,255.04	19,255.00	0.04	100.0
100114 - Tax Levy - Linear Assessment			16,869.77	14,481.00	2,388.77	116.5
100115 - Tax Levy - Residential Assessment			602,359.14	540,804.00	61,555.14	111.4
100116 - Tax Levy - Commercial Assessment			151,865.19	132,273.00	19,592.19	114.8
100201 - Federal G.I.L.			1,000.00	960.00	40.00	104.2
100510 - Penalties And Costs			19,706.58	18,000.00	1,706.58	109.5
100530 - Fortis AB Franchise Fee		2,810.46	29,019.81	34,173.00	(5,153.19)	84.9
100551 - Dividend Income		4,809.83	4,972.83	5,000.00	(27.17)	99.5
100552 - Royalties Income			2,951.25	2,500.00	451.25	118.1
100700 - Conditional Grants-Heritage Canada			4,000.00		4,000.00	
100920 - HTA Fines			1,327.00	2,000.00	(673.00)	66.4
<b>Total General Municipal Revenues:</b>		7,620.29	1,070,221.59	1,069,809.00	412.59	100.0
<b>General Administration</b>						
112210 - BRCU Interest		1,593.00	17,883.54	19,000.00	(1,116.46)	94.1
112410 - Misc. Admin. Rev.		8,199.38	16,912.77	2,000.00	14,912.77	845.6
112560 - Bdlg/Land Rental			6,535.21	6,600.00	(64.79)	99.0
112561 - Machine Rentals (Copies/Fax)		1.92	94.82	125.00	(30.18)	75.9
<b>Total General Administration:</b>		9,794.30	41,426.34	27,725.00	13,701.34	149.4
<b>Fire And Prevention Services</b>						
123410 - Fire Fees Charged			3,440.00	7,680.00	(4,240.00)	44.8
123412 - Misc. Fire Revenues			3,153.05	6,000.00	(2,846.95)	52.6
123590 - County Agreement				10,000.00	(10,000.00)	
123592 - County Operating Grant			11,641.00	23,779.00	(12,138.00)	49.0
<b>Total Fire And Prevention Services:</b>			18,234.05	47,459.00	(29,224.95)	38.4
<b>Disaster &amp; Emergency Services</b>						
124920 - Transfer from Reserves				10,000.00	(10,000.00)	
<b>Total Disaster &amp; Emergency Services:</b>				10,000.00	(10,000.00)	
<b>By-Laws Enforcement And Other</b>						
126510 - Municipal BEO Fines			75.00	225.00	(150.00)	33.3
126521 - Permits - Bldg., Gas, Electric, Plumbing		25.00	684.50	3,000.00	(2,315.50)	22.8

Report Date  
12/08/15 8:51 AM

Town of Sedgewick  
**Budgetary Control**  
For the Period 1/01/15 - 11/30/15

Page 2

Account # / Description	Committed	Current	Year to Date	Budget	Variance	%
126522 - Hawkers/Pedlar License			350.00	350.00		100.0
126525 - Animal Licenses			1,683.00	1,500.00	183.00	112.2
<b>Total By-Laws Enforcement And Other:</b>		25.00	2,792.50	5,075.00	(2,282.50)	55.0
<b>Roads, Streets, Walks, Lights</b>						
132232 - Misc. PW Revs				500.00	(500.00)	
132550 - FGTF/NDCC Interest			50,000.00		50,000.00	
132561 - Machine Rentals		606.25	3,366.28	4,000.00	(633.72)	84.2
132890 - FGTF/NDCC Grant			50,000.00		50,000.00	
132920 - Tfr. From Reserves				22,000.00	(22,000.00)	
<b>Total Roads, Streets, Walks, Lights:</b>		606.25	103,366.28	26,500.00	76,866.28	390.1
<b>Water Supply And Distribution</b>						
141410 - Sale Of Water		7,870.50	102,651.67	110,000.00	(7,348.33)	93.3
141510 - Water Penalties		32.57	749.59	500.00	249.59	149.9
141590 - Bulk Water Revs			2,125.27	6,000.00	(3,874.73)	35.4
141820 - Water Infrastructure Renewal		5,152.72	56,644.81	62,208.00	(5,563.19)	91.1
141825 - Water Meter Replacement Reserve		1,930.86	21,250.93	23,220.00	(1,969.07)	91.5
141920 - Tfr From Reserves				150,000.00	(150,000.00)	
<b>Total Water Supply And Distribution:</b>		14,986.65	183,422.27	351,928.00	(168,505.73)	52.1
<b>Sewage Service And Treatment</b>						
142410 - Sewer Service Fees		10,045.58	110,746.30	120,000.00	(9,253.70)	92.3
142510 - Sewer Penalties		24.76	400.43	400.00	0.43	100.1
142820 - Sewer Infrastructure Renewal		4,331.81	47,669.03	52,650.00	(4,980.97)	90.5
<b>Total Sewage Service And Treatment:</b>		14,402.15	158,815.76	173,050.00	(14,234.24)	91.8
<b>Garbage Collection &amp; Disposal</b>						
143410 - Collection And Disposal Fees		11,488.35	126,254.64	137,826.00	(11,571.36)	91.6
143510 - Garbage Penalties		29.59	469.63	400.00	69.63	117.4
143590 - Other Revenue			9.00		9.00	
<b>Total Garbage Collection &amp; Disposal:</b>		11,517.94	126,733.27	138,226.00	(11,492.73)	91.7
<b>Cemetery</b>						
156410 - Plot Sales			400.00	600.00	(200.00)	66.7
156415 - Memorial Book Sales				100.00	(100.00)	
156510 - Goods & Services			2,100.00	550.00	1,550.00	381.8
<b>Total Cemetery:</b>			2,500.00	1,250.00	1,250.00	200.0

Report Date  
12/08/15 8:51 AM

Town of Sedgewick  
**Budgetary Control**  
For the Period 1/01/15 - 11/30/15

Page 3

Account # / Description	Committed	Current	Year to Date	Budget	Variance	%
<b>Economic Development</b>						
163800 - Economic Development Activities			1,000.00		1,000.00	
163840 - Conditional Grant - Provincial			(2,000.00)	2,000.00	(4,000.00)	200.0-
<b>Total Economic Development:</b>			(1,000.00)	2,000.00	(3,000.00)	150.0-
<b>Subdiv. Land And Developments</b>						
166940 - Contrib. from Capital				1,609,430.00	(1,609,430.00)	
<b>Total Subdiv. Land And Developments:</b>				1,609,430.00	(1,609,430.00)	
<b>Recreation/Parks Facilities</b>						
172410 - Recreation Land Rental			500.00	500.00		100.0
172540 - Rec.Subdivision Reserve Int.		2.04	25.93		25.93	
172842 - S.T.E.P. Grant			1,428.00		1,428.00	
172846 - Provincial - MSI Operating				25,000.00	(25,000.00)	
172920 - Tfr. From Reserves				200,000.00	(200,000.00)	
<b>Total Recreation/Parks Facilities:</b>		2.04	1,953.93	225,500.00	(223,546.07)	0.9
<b>Gas Production &amp; Distribution</b>						
191410 - Sale Of Gas		39,577.69	266,138.99	473,000.00	(206,861.01)	56.3
191411 - Gas S/C		7,602.00	83,748.38	114,960.00	(31,211.62)	72.9
191413 - Nat.Gas - Town Facilities		601.91	4,248.71	6,000.00	(1,751.29)	70.8
191510 - Gas Penalties		77.58	1,643.83	2,000.00	(356.17)	82.2
191590 - Gas Install.& Misc. Revs				3,000.00	(3,000.00)	
<b>Total Gas Production &amp; Distribution:</b>		47,859.18	355,779.91	598,960.00	(243,180.09)	59.4
<b>Revenue Totals:</b>		106,813.80	2,064,245.90	4,286,912.00	(2,222,666.10)	48.2
<b>Requisitions</b>						
202740 - WCPA Requisition			1,571.20	1,570.00	(1.20)	100.1
202741 - ASFF Non Res			37,214.55	52,850.00	15,635.45	70.4
202750 - ASFF Res/Farm			125,375.91	163,937.00	38,561.09	76.5
202751 - Seniors' Housing (FRHG)			19,255.00	19,255.00		100.0
<b>Total Requisitions:</b>			183,416.66	237,612.00	54,195.34	77.2
<b>Council And Other Legislative</b>						
211130 - Clr. - Employer Contrib.		44.96	531.95	600.00	68.05	88.7
211151 - Clr Fees - Taxable		1,641.67	18,500.00	24,800.00	6,300.00	74.6
211152 - Clr Fees - Non-Taxable		781.75	8,809.55	12,400.00	3,590.45	71.0

Report Date  
12/08/15 8:51 AM

Town of Sedgewick  
**Budgetary Control**  
For the Period 1/01/15 - 11/30/15

Page 4

Account # / Description	Committed	Current	Year to Date	Budget	Variance	%
211211 - Travel/Subs.		17.56	1,955.42	7,400.00	5,444.58	26.4
211212 - Education			150.00	1,500.00	1,350.00	10.0
211274 - Insurance	82.35		490.28	491.00	0.72	99.9
211510 - Council Supplies			165.00	500.00	335.00	33.0
<b>Total Council And Other Legislative:</b>	<b>82.35</b>	<b>2,485.94</b>	<b>30,602.20</b>	<b>47,691.00</b>	<b>17,088.80</b>	<b>64.2</b>
<b>General Administration</b>						
212110 - Salaries		10,875.00	149,060.90	163,522.00	14,461.10	91.2
212120 - Salaries - Prt.Time		315.12	3,354.42	3,750.00	395.58	89.5
212130 - Employer Contrib.		1,947.12	31,898.59	34,021.00	2,122.41	93.8
212131 - WCB		1,217.13	5,133.02	4,500.00	(633.02)	114.1
212211 - Travel/Subs.		956.02	3,188.51	3,900.00	711.49	81.8
212212 - Education/Training			3,907.96	5,500.00	1,592.04	71.1
212213 - Occupational Health & Safety		640.00	1,840.00		(1,840.00)	
212215 - Freight			29.37	150.00	120.63	19.6
212216 - Postage			760.48	1,400.00	639.52	54.3
212217 - Telephone	359.44	417.47	5,080.87	4,900.00	(180.87)	103.7
212218 - Internet/Website Costs	113.04	74.99	1,355.91	800.00	(555.91)	169.5
212220 - Advertising, Printing, Etc.		1,698.15	4,988.26	6,000.00	1,011.74	83.1
212221 - Municipal Memberships		26.16	2,539.07	2,800.00	260.93	90.7
212230 - Audit Fees			(9,000.00)	9,100.00	18,100.00	198.9
212231 - Assessor	1,017.00	1,070.94	12,206.39	12,360.00	153.61	98.8
212232 - Legal & LTO		3,268.41	13,609.10	3,500.00	(10,109.10)	388.8
212250 - Buildings R&M			197.72	1,000.00	802.28	19.8
212251 - Equipment R&M Contracted	270.95	571.51	3,585.35	7,500.00	3,914.65	47.8
212274 - Insurance	1,390.20		10,324.56	10,700.00	375.44	96.5
212290 - Other Spec./Prof. Services				500.00	500.00	
212400 - Bad Debts		7.00	42.00		(42.00)	
212510 - Office Supplies	6.00	328.01	4,671.83	5,000.00	328.17	93.4
212511 - Janitorial Supplies			993.76	750.00	(243.76)	132.5
212540 - Electricity		171.79	1,835.39	2,000.00	164.61	91.8
212541 - Natural Gas	60.48	38.85	474.50	900.00	425.50	52.7
212915 - Other Expenses		43.20	486.00	490.00	4.00	99.2
212961 - Contrib.Office Equip.Reserves			1,000.00	1,000.00		100.0
<b>Total General Administration:</b>	<b>3,217.11</b>	<b>23,666.87</b>	<b>253,563.96</b>	<b>286,043.00</b>	<b>32,479.04</b>	<b>88.7</b>
<b>Admin. Other - Election</b>						
219150 - Election Officer Fees			857.16	400.00	(457.16)	214.3
219290 - Election Costs			150.00	150.00		100.0

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Account # / Description	Committed	Current	Year to Date	Budget	Variance	%
<b>Total Admin. Other - Election:</b>			1,007.16	550.00	(457.16)	183.1
<b>Police Services</b>						
221350 - Flagstaff Constable Contract		411.13	4,539.96	6,700.00	2,160.04	67.8
<b>Total Police Services:</b>		411.13	4,539.96	6,700.00	2,160.04	67.8
<b>Fire And Prevention Services</b>						
223120 - Fire Fighter Fees				34,210.00	34,210.00	
223130 - Employer Contributions				500.00	500.00	
223211 - Subs/Km/Misc.			250.00	1,250.00	1,000.00	20.0
223212 - Education/Training			5,340.00	3,050.00	(2,290.00)	175.1
223213 - Occupational Health & Safety			2,440.87	2,750.00	309.13	88.8
223215 - Freight			135.74	200.00	64.26	67.9
223217 - Phones/Alarm	167.83	226.94	3,107.51	5,700.00	2,592.49	54.5
223218 - Internet Costs	43.90		454.90	470.00	15.10	96.8
223230 - EMS Regional Dispatch Costs			2,656.70	2,650.00	(6.70)	100.3
223250 - Building R&M (Contractor)		2,439.01	2,438.71	250.00	(2,188.71)	975.5
223251 - Machine R&M	1,655.75		1,655.75	1,750.00	94.25	94.6
223252 - Machine R&M (County)			994.50	2,750.00	1,755.50	36.2
223274 - Insurance	639.75		3,604.04	3,450.00	(154.04)	104.5
223350 - Rescue Unit Req.			1,465.90	2,400.00	934.10	61.1
223510 - Gen. Goods & Services	89.20	1,309.53	9,648.49	2,950.00	(6,698.49)	327.1
223511 - Vehicle Fuel	80.00		290.37	600.00	309.63	48.4
223512 - Vehicle Fuel (County)		64.49	275.12	600.00	324.88	45.9
223540 - Electricity		248.12	2,592.77	3,145.00	552.23	82.4
223541 - Natural Gas	117.15	37.72	762.46	1,340.00	577.54	56.9
223762 - Contrib. To Capital			5,477.13	4,000.00	(1,477.13)	136.9
223764 - Cont.To Cap. Reserves-Town/County			10,000.00	10,000.00		100.0
223766 - Transfer to Capital Reserve			5,000.00	5,000.00		100.0
<b>Total Fire And Prevention Services:</b>	2,793.58	4,325.81	58,590.96	89,015.00	30,424.04	65.8
<b>Disaster &amp; Emergency Services</b>						
224130 - Employer Contributions			10.52	100.00	89.48	10.5
224211 - Kms/Subs/Misc.			126.51		(126.51)	
224510 - Gen. Goods & Services		108.80	108.80		(108.80)	
224512 - Training/Education			400.00	1,400.00	1,000.00	28.6
224762 - Contrib. To Cap.				10,000.00	10,000.00	
<b>Total Disaster &amp; Emergency Services:</b>		108.80	645.83	11,500.00	10,854.17	5.6

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Account # / Description	Committed	Current	Year to Date	Budget	Variance	%
<b>By-Laws Enforcement And Other</b>						
226234 - Animal Control				200.00	200.00	
<b>Total By-Laws Enforcement And Other:</b>				200.00	200.00	
<b>Roads, Streets, Walks, Lights</b>						
232110 - Salaries		1,306.90	73,552.26	99,875.00	26,322.74	73.6
232120 - Salaries Prt-Time			185.72		(185.72)	
232130 - Employer Contributions			18,760.95	23,676.00	4,915.05	79.2
232211 - Travel/Subs.			2,042.40	3,500.00	1,457.60	58.4
232212 - Education/Training		460.00	2,682.19	3,800.00	1,117.81	70.6
232215 - Freight			892.23	800.00	(92.23)	111.5
232217 - Telephone	139.85	314.82	3,638.50	4,800.00	1,161.50	75.8
232250 - Buildings R&M				23,000.00	23,000.00	
232251 - Machine R&M Contracted	1,240.07	324.92	22,453.02	15,000.00	(7,453.02)	149.7
232252 - Streets/Sidewalks/Curbs R&M	2,135.00		19,767.05	30,000.00	10,232.95	65.9
232274 - Insurance	470.29		7,829.56	8,570.00	740.44	91.4
232510 - Sm.Equip/Misc.Supplies	28.16	214.11	4,839.11	8,500.00	3,660.89	56.9
232511 - Vehicle Fuel		397.91	8,048.19	13,500.00	5,451.81	59.6
232512 - Shop Tools			896.18	1,500.00	603.82	59.8
232540 - Electricity		225.85	2,468.57	2,800.00	331.43	88.2
232541 - Natural Gas	213.95	134.61	1,648.06	2,500.00	851.94	65.9
232542 - Street Lites		4,794.74	46,116.44	55,000.00	8,883.56	83.9
232760 - Contrib. - Truck Reserve			7,500.00	7,500.00		100.0
232762 - Contr. To Infrastructure Cap. Res.			10,000.00	10,000.00		100.0
232769 - Contrib. to PW Building Res.			5,000.00	5,000.00		100.0
232831 - Debenture - Interest			2,093.54	1,500.00	(593.54)	139.6
232832 - Debenture - Principle			84,853.56	85,300.00	446.44	99.5
232920 - Cont To PW Equip.Res			10,000.00	10,000.00		100.0
<b>Total Roads, Streets, Walks, Lights:</b>	4,227.32	8,173.86	335,267.53	416,121.00	80,853.47	80.6
<b>Storm Sewers And Drainage</b>						
237251 - Rpr. & Maint.			46.25	250.00	203.75	18.5
<b>Total Storm Sewers And Drainage:</b>			46.25	250.00	203.75	18.5
<b>Water Supply And Distribution</b>						
241110 - Salaries And Wages			23,181.50	31,848.00	8,666.50	72.8
241130 - Employer Contributions			5,923.72	7,892.00	1,968.28	75.1
241215 - Freight		188.23	4,865.98	2,500.00	(2,365.98)	194.6
241217 - Telephone	66.28	66.28	729.08	800.00	70.92	91.1

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Account # / Description	Committed	Current	Year to Date	Budget	Variance	%
241218 - WTP Internet		49.95	599.40	600.00	0.60	99.9
241235 - Water Meter Reading Fees	3,360.00		3,360.00	3,360.00		100.0
241250 - Building R&M			(3,603.90)	151,000.00	154,603.90	102.4
241251 - Equipment R&M Contracted		3,137.96	60,383.99	20,000.00	(40,383.99)	301.9
241274 - Insurance	669.48		4,613.64	4,735.00	121.36	97.4
241510 - Gen. Goods & Services		25.32	8,551.73	7,430.00	(1,121.73)	115.1
241530 - Chemicals			9,483.39	8,000.00	(1,483.39)	118.5
241540 - Electricity		957.92	12,400.56	13,000.00	599.44	95.4
241541 - Natural Gas	166.78	136.12	1,239.53	1,500.00	260.47	82.6
241765 - Transfer to Capital Reserves				62,205.00	62,205.00	
241766 - Transfer to Res. - WMF				23,220.00	23,220.00	
<b>Total Water Supply And Distribution:</b>	4,262.54	4,561.78	131,728.62	338,090.00	206,361.38	39.0
<b>Sewage Service &amp; Treatment</b>						
242110 - Salaries			23,131.50	31,798.00	8,666.50	72.8
242130 - Employer Contributions			4,786.20	7,892.00	3,105.80	60.7
242217 - Telephone/Alarm	136.51	136.51	1,501.61	1,800.00	298.39	83.4
242250 - Building R&M				500.00	500.00	
242251 - Equipment R&M Contracted			5,110.00	8,400.00	3,290.00	60.8
242274 - Insurance	158.33		1,051.22	1,075.00	23.78	97.8
242510 - Supplies		30.31	30.31	500.00	469.69	6.1
242540 - Electricity		276.73	2,967.91	4,000.00	1,032.09	74.2
242541 - Natural Gas	54.14	30.18	502.84	750.00	247.16	67.1
242930 - Tfr. To Infra.Reserve				52,650.00	52,650.00	
<b>Total Sewage Service &amp; Treatment:</b>	348.98	473.73	39,081.59	109,365.00	70,283.41	35.7
<b>Garbage Collection &amp; Disposal</b>						
243350 - FRSWMA Requisition			131,387.04	131,387.00	(0.04)	100.0
243510 - General Goods & Services			747.74	2,000.00	1,252.26	37.4
243762 - Contrib. to Capital - Landfill Expansion			4,836.00	4,836.00		100.0
<b>Total Garbage Collection &amp; Disposal:</b>			136,970.78	138,223.00	1,252.22	99.1
<b>Family And Community Support</b>						
251350 - FFCS Req.			6,427.50	6,450.00	22.50	99.7
251356 - Community Resource Officer			5,142.00	5,145.00	3.00	99.9
<b>Total Family And Community Support:</b>			11,569.50	11,595.00	25.50	99.8
<b>Cemetery</b>						
256510 - Gen. Goods & Services			3,830.73	500.00	(3,330.73)	766.2

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Account # / Description	Committed	Current	Year to Date	Budget	Variance	%
256762 - Contrib. to Capital			1,000.00	1,000.00		100.0
<b>Total Cemetery:</b>			4,830.73	1,500.00	(3,330.73)	322.1
<b>Mun. Planning &amp; Zoning, Etc.</b>						
261510 - ARB Costs - LARB, CARB				1,500.00	1,500.00	
<b>Total Mun. Planning &amp; Zoning, Etc.:</b>				1,500.00	1,500.00	
<b>Economic Development</b>						
263350 - BRAED Membership			486.75	645.00	158.25	75.5
263360 - FIP Membership			5,658.77	5,130.00	(528.77)	110.3
263510 - Goods & Supplies			3,743.97	4,000.00	256.03	93.6
<b>Total Economic Development:</b>			9,889.49	9,775.00	(114.49)	101.2
<b>Subdiv. Land And Developments</b>						
266200 - Gen. Service Contr.			18,975.60	1,609,430.00	1,590,454.40	1.2
<b>Total Subdiv. Land And Developments:</b>			18,975.60	1,609,430.00	1,590,454.40	1.2
<b>Recreation &amp; Parks Facilities</b>						
272110 - Salaries - Fulltime		11,570.75	42,058.75	86,459.00	44,400.25	48.7
272120 - Salaries - Prt-Time			18,690.50	16,339.00	(2,351.50)	114.4
272130 - Employer Contrib.		2,108.22	10,746.97	23,406.00	12,659.03	45.9
272211 - Travel/Subs.				1,000.00	1,000.00	
272212 - Education			185.00	1,500.00	1,315.00	12.3
272217 - Phone/TIFB			150.00	900.00	750.00	16.7
272220 - Advert/Promo/Rec				27,000.00	27,000.00	
272251 - Equipment R&M			11.99	500.00	488.01	2.4
272252 - Building R&M				500.00	500.00	
272260 - Parks Improvements			7,079.90	201,500.00	194,420.10	3.5
272274 - Insurance	3,016.97		20,564.23	21,100.00	535.77	97.5
272510 - Gen. Goods & Services			15.00	500.00	485.00	3.0
272540 - Electricity		249.37	2,515.61	3,000.00	484.39	83.9
272541 - Rec Centre - Water	263.99	459.75	3,027.74	3,000.00	(27.74)	100.9
272765 - Tfr To Subdivision Rec Reserve		2.04	25.93		(25.93)	
272769 - Contrib. to Rec Reserves			10,000.00	10,000.00		100.0
272770 - Grant - Lake Park Operating				750.00	750.00	
272779 - Rec Centre Grant - Ag Society Rent				500.00	500.00	
272790 - Grant -Recreation Centre Operating			500.00	27,017.00	26,517.00	1.9
<b>Total Recreation &amp; Parks Facilities:</b>	3,280.96	14,390.13	115,571.62	424,971.00	309,399.38	27.2



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Account # / Description	Committed	Current	Year to Date	Budget	Variance	%
<b>Culture: Hall, Library, Etc.</b>						
274251 - Hall R&M		4,155.12	4,155.12		(4,155.12)	
274274 - Insurance	593.43		3,928.71	4,000.00	71.29	98.2
274770 - Grant - Library			6,550.00	6,550.00		100.0
274771 - Grant - Hall Operating			6,000.00	6,000.00		100.0
274774 - P.R.L. Req.			6,624.61	6,640.00	15.39	99.8
274920 - Contribution to Capital - Hall			5,000.00	5,000.00		100.0
<b>Total Culture: Hall, Library, Etc.:</b>	593.43	4,155.12	32,258.44	28,190.00	(4,068.44)	114.4
<b>Gas Production &amp; Distribution</b>						
291110 - Salaries		3,890.25	11,670.75	15,571.00	3,900.25	75.0
291130 - Employers Contrib.		865.59	2,596.77	3,455.00	858.23	75.2
291215 - Freight	480.00		480.00	300.00	(180.00)	160.0
291216 - Postage			5,907.52	5,000.00	(907.52)	118.2
291220 - Advert/Printing			440.62	400.00	(40.62)	110.2
291250 - Gas System R&M		1,270.37	22,226.54	16,330.00	(5,896.54)	136.1
291251 - Mach. R&M		1,019.86	1,298.70		(1,298.70)	
291260 - New Install. Costs	16.64		1,419.15	2,700.00	1,280.85	52.6
291290 - Taxes/Misc.			8,940.72	8,700.00	(240.72)	102.8
291350 - Admin. Costs	8,745.06	3,882.80	55,179.37	73,100.00	17,920.63	75.5
291510 - Gen. Goods & Services			(10.00)	4,000.00	4,010.00	100.3
291532 - Gas Purch For Resale	27,469.77	13,338.56	190,443.32	365,500.00	175,056.68	52.1
291541 - Natural Gas	89.41	48.63	722.07	550.00	(172.07)	131.3
291760 - SKNGS Reserve Fund	950.00	(2.00)		11,496.00	11,496.00	
291762 - Contrib. To Capital		(950.00)	(10,468.00)	11,496.00	21,964.00	191.1
<b>Total Gas Production &amp; Distribution:</b>	37,750.88	23,364.06	290,847.53	518,598.00	227,750.47	56.1
<b>Expense Totals:</b>	56,557.15	86,117.23	1,659,404.41	4,286,919.00	2,627,514.59	38.7
<b>Net Surplus (Deficit):</b>	(56,557.15)	20,696.57	404,841.49	(7.00)	404,848.49	####.#

## Request for Decision (RFD)

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**Topic:** Mexican Mennonite Liaison Program Request for Funding Update  
**Initiated by:** Council  
**Prepared by:** Amanda Davis  
**Attachments:** n/a

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### Recommendations:

1. That Council deny the request for funding of the Mexican Mennonite Liaison Program and further that should Flagstaff Family & Community Services require a letter in support from local governments that the Town of Sedgewick provide such a letter to advocate for funding and assistance from the federal/provincial governments for the integration of minority populations.

**OR**

2. That Council provide a financial commitment of \$\_\_\_\_\_ for 2016 with a complete evaluation of the program at 2016 year-end.

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### Background:

Pursuant to the ongoing consideration of council to provide operational assistance to the Mexican Mennonite Liaison Program (MMLP) the following update has been obtained since the November 19<sup>th</sup>, 2015 regular council meeting:

1. The Village of Loughheed is unable to provide any further financial assistance to the MMLP due to limited financial resources. Currently they provide office space. The financial request from MMLP under the direction of the Loughheed council was on a per capita basis; the Village's contribution would have been \$11,720 which is not feasible.
2. The Town of Killam deferred the request for funding as they believe this program does not fall under the scope of local governments.
3. Flagstaff Family & Community Services (FFCS) does administer the program however they cannot run the program because it is outside of their legislated duties.
4. After speaking with Lynne Jenkinson, FFCS Executive Director on December 2<sup>nd</sup>, 2015 it was confirmed that the MMLP falls under Immigration and Naturalization which is a federal portfolio. Administration encouraged FFCS' Executive Director to further address this issue with the board and advocate to the appropriate level of government.
  - a. Jenkinson noted during our conversation that they have a small fund to continue operating the MMLP if funds are not forthcoming from municipal partners.

## Request for Decision (RFD)

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**Topic:** Flagstaff Kids Connections Daycare Centre – Request for Funding  
**Initiated by:** Applicant  
**Prepared by:** Amanda Davis  
**Attachments:** Letter of Request – November 18<sup>th</sup>, 2015

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**Recommendation:**

1. Should council be in favour of considering funding a portion of the Flagstaff Kids Connection Daycare Center that a request be sent to the group that they provide a detailed business plan for review and consideration.

**OR**

2. That Council deny Flagstaff Kids Connections Daycare Centre at this time due to limited resources.
- 

**Background:**

The Flagstaff Kids Connections Daycare Centre is seeking support to start up a daycare in the Flagstaff Region in an effort to resolve childcare issues.

The Town of Killam donated land for the proposed daycare. The group is seeking financial support in the amount of \$400,000 to get the daycare up and running. The group also met with Flagstaff County Council seeking financial support for start-up costs.

Flagstaff County offered the former administrative building to the group however this offer was rejected as the group stated access to the former administrative building did not meet their needs.

At this time the group has not request a specific financial contribution – no additional information has been provided for council to review to fully understand the need for a daycare in the Flagstaff Region.

Currently there is the Flagstaff Day Home Society that is funded in part by Flagstaff County. There are differences between a day home and daycare. Pending council's interest in this proposal it would be advisable to request the group attend an upcoming council meeting to present their full proposal.

**Flagstaff Kids Connections Daycare Centre  
c/o Box 581  
Killam, Alberta  
T0B 2L0**

November 18, 2015

The Town of Sedgewick  
Box 129  
Sedgewick, AB  
T0B 4C0

**RECEIVED**  
NOV 26 2015

Dear Town Council,

Adequate childcare in Flagstaff has been a problem for years now, leaving many families frustrated in their attempt to find that much needed support. Plans are underway to correct this problem but we need your help.

The Town of Killam has given us land to erect a structure to house a Daycare Centre which will be made of repurposed Sea Cans. We have done research into this building option and have found it to be the most economical, space efficient and esthetically pleasing. We feel confident this structure will serve the community in housing a Daycare Centre for years to come.

Despite being an economical option, the costs to get the facility setup and properly equipped will be approximately \$400,000. We will apply for grant funds from all levels of government, however these grants often require matching funds. This will be a community driven project and we have a very aggressive goal to complete this facility as quickly as possible, without borrowed funds. This would ultimately allow us to operate a sustainable Daycare, with fundraising only to purchase "Wish List" items.

To recognize your contribution, we plan to create a "Feature Wall" that will illustrate how you've connected with the kids in providing them a childcare centre that is a safe and fun, learning and play experience. **The size of your donation will dictate the recognition space allocated** and we look forward to having your business/organization name prominently displayed.

Please be generous, as this project will provide daycare for our kids and grand-kids now, and in the future.

Yours truly,



Diane Gordon, Treasurer  
Flagstaff Kids Connections Daycare Centre

## Request for Decision (RFD)

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**Topic:** FRSWMA/TOS 2016 Proposed Budget  
**Initiated by:** 2016 Budget  
**Prepared by:** Amanda Davis/Murray Hampshire  
**Attachments:** 1. 2016 Proposed Waste Budget and Overview

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**Recommendation:**

1. That Council approve the 2016 Flagstaff Regional Solid Waste Management Association's budget as presented with a 2.16% increase for the Town of Sedgewick resulting in a requisition of \$134,230.48.

**AND**

2. That Council set a 1.0% increase to the annual fee for waste collection resulting in a monthly fee of \$28.75 per user effective January 1<sup>st</sup>, 2016.
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**Background:**

In 2012 Flagstaff Regional Solid Waste Management Association (FRSWMA) requisitioned a 60% increase to member municipalities due to financial mismanagement and operating with a deficit for many years.

The average operational requisition increases does not represent true cost accounting for the municipal waste collection. Municipal waste collection is being subsidized by profitable cost centres such as bin rentals.

On October 26<sup>th</sup>, 2015 the FRSWMA board approved the 2016 proposed budget as presented with a 2.16% increase for urban rate payers and a 4.77% increase for rural rate payers as per the attached.

Pending budget approval, council must set a fee for waste collection. Council approved a minimal riser to the fee for waste collection in 2014 for 2015 fees. The riser that was applied in 2014 covers the 2.16% increase as presented by FRSWMA; there are three options listed below for council to consider to 2016 fees.

	Requisition	Cost Recovery/Month	Option I - No Increase	Option II 1.0% Increase	Option III 2.0% Increase
2016	134,230.48	27.76	28.50	28.75	29.07
Annual Total Per User:		333.12	342.00	345.00	348.84
Subtotal:		134,247.36	137,826.00	139,035.00	140,582.52
Surplus:		16.88	3,595.52	4,804.52	6,352.04
2015	131,387.05	27.17	28.50		
Difference:	2,843.43				
*The waste surplus would offset other municipal waste charges as well as the annual "Free" transfer site weekends. Any additional surplus could be applied to the Waste Reserve. In 2015 \$4,863 was budgeted to be transferred to the Waste Reserve. The Waste Reserve is a new reserve account that was set up by the Town of Sedgewick in 2015.					

### **Contents:**

- Overview - Page 1
- Summary Profit and Loss - Draft 2016 - Page 2
- Detailed Profit and Loss - Draft 2016 - Pages 3 - 6
- 5 Year Capital Plan - Page 7
- 2016 Capital Budget - Page 8
- Closure/Post Closure accrued Liability, Reserves and % landfill completion - page 9
- Cost Distribution to FRSWMA Business Lines - Draft 2016 - page 10
- Proposed 2016 Budget Allocations to Municipalities - Page 11
- Comparison of Per Capita rates - 2015-2016 - Page 12

### **Budget 2016 Key Elements:**

**A) Revenue:** Modest overall increase of \$46,000 (1.9%) over 2015 Projection reflects downturn in economic activity from previous years.

- Landfill revenue 4.1% increase, primarily due to new mattress charge effective January 1
- Asbestos \$90,000 budget is average between slow year in 2015 and average year in 2014
- Bin rentals/Services - conservatively estimated at 'no change' from 2015
- Municipal Requisition 3.0 % increase
  - Urban 2.16%
  - Flagstaff 4.77% due primarily to better cost control on agriculture waste and large backlog of grain bags baled and processed in 2015.

**B) Expenditures:** Overall 2.7% increase

- Human Resources 11.2% increase
  - All permanent staff on full benefits, and using them
  - Cost of Living adjustment of 2% and average merit increase of 2.5%
  - First full year of Manager salary coded to this account
  - \$20,000 contingency
- Transportation Services - 6.6% reduction reflective of lower fuel prices, reduced repair costs (improved maintenance and inspection programs)
- Landfill - reduced 33.7% to reflect \$80,000 landfill (III) study in 2015
- Recycling - increased \$23,000 to reflect new Mattress Recycle program
- Transfer sites - increase of \$12,500 for new signage, cattle sheds for HHW.
- Administration - reduced 18.1%, primarily due to Management Contract portion in 2015.

**C) Closure/post closure** - on plan with \$111,250 transfer to reserve in 2016. Funded by loan repayments and operations

**D) Capital Reserves** estimated at \$174,183, funded by operations

**E) Capital Purchase** - reduced significantly to \$107,000, funded by operations.

# Flagstaff Regional Solid Waste Management

	Actual 2014	Projection 2015	Budget 2016	Difference (\$)	Difference (%)
<b>REVENUE</b>					
Landfill - Scales & Property	\$ 148,928.16	\$ 107,425.13	\$ 111,800.00	\$ 4,374.87	4.1%
Asbestos Contracts	\$ 111,955.81	\$ 72,000.00	\$ 90,000.00	\$ 18,000.00	25.0%
Bin Rentals & Service	\$ 1,061,777.68	\$ 946,000.00	\$ 946,800.00	\$ 800.00	0.1%
Municipal	\$ 1,075,000.01	\$ 1,195,000.00	\$ 1,230,850.00	\$ 35,850.00	3.0%
Recycle	\$ 51,711.62	\$ 59,400.00	\$ 49,300.00	\$ (10,100.00)	-17.0%
Administration	\$ 120,522.75	\$ 19,907.00	\$ 17,350.00	\$ (2,557.00)	-12.8%
Transfer Sites	\$ 58,439.48	\$ 52,250.00	\$ 52,000.00	\$ (250.00)	-0.5%
<b>Revenue Totals</b>	\$ 2,628,335.51	\$ 2,451,982.13	\$ 2,498,100.00	\$ 46,117.87	1.9%
<b>EXPENSE</b>	\$ -	\$ -	\$ -		
Human Resources	\$ 1,118,422.11	\$ 1,320,650.18	\$ 1,468,767.07	\$ 148,116.89	11.2%
Transportations Services	\$ 516,109.92	\$ 394,627.47	\$ 368,700.00	\$ (25,927.47)	-6.6%
Landfill Expenses	\$ 215,772.88	\$ 217,811.21	\$ 144,300.00	\$ (73,511.21)	-33.7%
Recycling Expenses	\$ 26,428.37	\$ 21,296.36	\$ 44,500.00	\$ 23,203.64	109.0%
Bin Services	\$ 61,860.17	\$ 10,500.00	\$ 14,000.00	\$ 3,500.00	33.3%
Transfer Site Expenses	\$ 22,651.82	\$ 9,600.00	\$ 22,100.00	\$ 12,500.00	130.2%
Administration	\$ 292,947.18	\$ 168,765.65	\$ 138,300.00	\$ (30,465.65)	-18.1%
Marketing & Communication	\$ 1,634.50	\$ 1,000.00	\$ 1,500.00	\$ 500.00	50.0%
Safety	\$ 7,817.02	\$ 10,861.30	\$ 10,500.00	\$ (361.30)	-3.3%
<b>TOTAL EXPENSE</b>	\$ 2,263,643.97	\$ 2,155,112.18	\$ 2,212,667.07	\$ 57,554.89	2.7%
<b>NET INCOME</b>	\$ 364,691.54	\$ 296,869.95	\$ 285,432.93	\$ (11,437.02)	-3.9%
c/pc	\$ -	\$ (108,000.00)	\$ (111,250.00)		
<b>Capital Reserve/Depreciaiton</b>	\$ -	\$ (189,000.00)	\$ (174,182.93)		
	\$ -	\$ (130.05)	\$ -		



# Flagstaff Regional Solid Waste Management

	Actual 2014	Budget 2015	Projection 2015	Budget 2016
<b>REVENUE</b>				
Scales - Industrial, Commercial	\$ 134,665.48	\$ 85,000.00	\$ 99,114.02	\$ 95,000.00
Scales - Residential/mattresses	\$ -	\$ -	\$ 250.00	\$ 9,000.00
Scale - Evergreen Environmental	\$ 8,037.55	\$ 10,000.00	\$ -	\$ -
Property Income - Agri Lease	\$ 1,772.39	\$ 1,700.00	\$ 2,300.00	\$ 2,100.00
Property Income - Gas Lease	\$ 2,750.00	\$ 2,750.00	\$ 3,361.11	\$ 3,300.00
Other landfill Revenue	\$ 1,702.74	\$ -	\$ 2,400.00	\$ 2,400.00
Landfill - Scales & Property	\$ 148,928.16	\$ 99,450.00	\$ 107,425.13	\$ 111,800.00
Overweight charges - Asbestos	\$ -		\$ -	
Contracts - Asbestos	\$ 111,955.81	\$ 130,000.00	\$ 72,000.00	\$ 90,000.00
Asbestos Contracts	\$ 111,955.81	\$ 130,000.00	\$ 72,000.00	\$ 90,000.00
Permanent - 40Y, 20Y, Gravel Boxes	\$ 174,718.00	\$ 135,000.00	\$ 85,000.00	\$ 90,000.00
Temporary - 40Y, 20Y, Gravel Boxes	\$ 160,294.12	\$ 145,000.00	\$ 105,000.00	\$ 110,000.00
Permanent - 6 Y Bins	\$ 218,094.17	\$ 220,000.00	\$ 220,000.00	\$ 215,000.00
Temporary - 6Y Bins	\$ 19,874.36	\$ 17,500.00	\$ 21,000.00	\$ 22,000.00
Permanent - 3 YBins	\$ 463,301.15	\$ 492,500.00	\$ 495,000.00	\$ 490,000.00
Permanent - 2Y Bins	\$ 684.00	\$ 800.00	\$ 800.00	\$ 800.00
All Fuel Surcharge	\$ 24,811.88	\$ 21,000.00	\$ 15,000.00	\$ 15,000.00
Overweight charges	\$ -	\$ -	\$ 4,200.00	\$ 4,000.00
Bin Rentals & Service	\$ 1,061,777.68	\$ 1,031,800.00	\$ 946,000.00	\$ 946,800.00
Municipal Requisitions	\$ 1,075,000.01	\$ 1,195,000.00	\$ 1,195,000.00	\$ 1,230,850.00
Municipal	\$ 1,075,000.01	\$ 1,195,000.00	\$ 1,195,000.00	\$ 1,230,850.00
Cardboard Sales	\$ 4,596.27	\$ 20,000.00	\$ 30,000.00	\$ 19,500.00
Paint Sales	\$ 990.71	\$ 1,500.00	\$ 1,500.00	\$ 1,000.00
E - Waste Sales	\$ 4,352.58	\$ 2,500.00	\$ 4,200.00	\$ 6,000.00
Sump Water	\$ 276.53			
Concrete - Crush Sales	\$ 5,837.49	\$ 8,000.00	\$ 2,000.00	\$ -
Plastic Sales	\$ 2,609.55	\$ 600.00	\$ 1,400.00	\$ 2,000.00
Paper Sales	\$ 1,719.64	\$ 2,500.00	\$ 900.00	\$ 1,000.00
Metal Sales	\$ 25,573.15	\$ 22,000.00	\$ 18,000.00	\$ 19,000.00
Propane Bottles Sales	\$ 206.53	\$ 200.00	\$ -	\$ -
Freon	\$ 1,912.54	\$ 1,900.00	\$ -	\$ -
Antifreeze Sales	\$ 49.62	\$ 100.00	\$ -	\$ -
Asphalt Shingles Sales	\$ 81.14		\$ -	\$ -
Battery Sales	\$ 1,653.52	\$ 1,800.00	\$ 800.00	\$ 800.00
Used Oil & Filters Sales	\$ 1,852.35	\$ 1,500.00	\$ 600.00	\$ -
Recyle	\$ 51,711.62	\$ 62,600.00	\$ 59,400.00	\$ 49,300.00
Bank Interest Earned	\$ 103,423.24	\$ 7,000.00	\$ 11,000.00	\$ 9,000.00
Rebates	\$ 336.98			\$ -
Patronage Dividends Income	\$ 1,294.32	\$ 2,200.00	\$ 1,500.00	\$ 1,500.00
NSF Charges	\$ 83.15	\$ 100.00		\$ -
Overdue Interest Collected	\$ 411.94	\$ 400.00	\$ 100.00	\$ 100.00

# Flagstaff Regional Solid Waste Management

	Actual 2014	Budget 2015	Projection 2015	Budget 2016
Amortization of deferred Capital	\$ 1,370.18			\$ -
Gain on Sale of Capital assets	\$ 6,648.81	\$ -		\$ -
Private Bin Sales	\$ 1,547.00	\$ 2,000.00	\$ 1,200.00	\$ 1,500.00
Fuel Surcharge Do Not Use in 2012	\$ 108.00			\$ -
Residential Bag Tags	\$ 20.00	\$ 500.00	\$ 25.00	\$ 250.00
Other income	\$ 333.33	\$ -	\$ 12.00	
WCB Partners in Injury & Surplus	\$ 4,945.80	\$ 3,000.00	\$ 6,070.00	\$ 5,000.00
Administration	\$ 120,522.75	\$ 15,200.00	\$ 19,907.00	\$ 17,350.00
Transfer Site - Fees	\$ 58,439.48	\$ 60,000.00	\$ 52,250.00	\$ 52,000.00
Transfer Sites	\$ 58,439.48	\$ 60,000.00	\$ 52,250.00	\$ 52,000.00
<b>Revenue Totals</b>	<b>\$ 2,628,335.51</b>	<b>\$ 2,594,050.00</b>	<b>\$ 2,451,982.13</b>	<b>\$ 2,498,100.00</b>
<b>EXPENSE</b>				
WCB	\$ 9,621.79	\$ 16,000.00	\$ 9,792.45	\$ 9,600.00
Wages/Salary	\$ 925,883.16	\$ 1,127,864.95	\$ 1,087,772.09	\$ 1,191,374.63
EI - Paid by Employer	\$ 21,645.17	\$ 24,967.99	\$ 27,800.91	\$ 25,711.50
CPP - Paid by Employer	\$ 37,350.99	\$ 43,972.27	\$ 49,312.80	\$ 46,618.45
Benefits - Paid by Employer	\$ 38,210.69	\$ 56,976.78	\$ 45,363.04	\$ 64,220.65
Lapp	\$ 85,710.31	\$ 122,526.23	\$ 100,608.89	\$ 131,241.84
<b>Human Resources</b>	<b>\$ 1,118,422.11</b>	<b>\$ 1,392,308.22</b>	<b>\$ 1,320,650.18</b>	<b>\$ 1,468,767.07</b>
Unit 55 - 2007 Red Ford	\$ 363.80	\$ -		
Misc Fleet Expenses	\$ 2,950.02	\$ 2,000.00	\$ 1,343.63	1300
Shop Supplies, Repair, Maintenance	\$ 22,894.53	\$ 20,000.00	\$ 24,526.91	18000
Fuel	\$ 198,113.99	\$ 215,000.00	\$ 115,842.94	185000
Tires	\$ 27,317.22	\$ 22,000.00	\$ 16,237.98	21000
Repairs	\$ 185,090.91	\$ 130,000.00	\$ 233,253.70	140000
Lubrication	\$ 5,060.42	\$ 6,000.00	\$ 2,383.87	2400
Miscellaneous	\$ 335.30	\$ 500.00	\$ 1,038.44	1000
Collection & multiservice - Amort.	\$ 73,983.73			
<b>Transportations Services</b>	<b>\$ 516,109.92</b>	<b>\$ 395,500.00</b>	<b>\$ 394,627.47</b>	<b>\$ 368,700.00</b>
Landfill Engineering	\$ 33,520.86	\$ 105,000.00	\$ 105,000.00	38000
Landfill Repair & Maintenance	\$ 7,572.63	\$ 5,000.00	\$ 10,224.08	10000
Landfill Fuel	\$ 23,273.05	\$ 25,000.00	\$ 18,208.28	20000
Landfill Equipment R & M	\$ 1,249.69	\$ 2,500.00	\$ 500.00	1000
Landfill Supplies	\$ 2,717.63	\$ 2,800.00	\$ 1,719.10	1800
973 Cat	\$ 12,642.14	\$ -	\$ 50,000.00	20000
Old Bob Cat	\$ 885.79	\$ -	\$ 10,234.57	4000
New Bob Cat	\$ 677.18	\$ -	\$ 1,179.64	1500
Cat 816 B Compactor	\$ 8,592.36	\$ -	\$ 5,400.00	8000
Misc		\$ -	\$ 130.74	
Lawn Mowers, etc		\$ -	\$ 1,102.64	
Landfill Pit/Development	\$ 11,669.51	\$ 20,000.00	\$ 11,000.00	21000

# Flagstaff Regional Solid Waste Management

	Actual 2014	Budget 2015	Projection 2015	Budget 2016
Landfill Road Maintenance	\$ -	\$ 4,000.00	\$ -	17000
Landfill Miscellaneous	\$ 3,393.56	\$ 2,000.00	\$ 3,112.16	2000
Landfill - Amort.	\$ 109,578.48		\$ -	
<b>Landfill Expenses</b>	<b>\$ 215,772.88</b>	<b>\$ 166,300.00</b>	<b>\$ 217,811.21</b>	<b>\$ 144,300.00</b>
Recycle - processing	\$ 5,525.92	\$ 7,000.00	\$ 6,511.39	29000
Recycle - Allied Paper	\$ 10,657.50	\$ 10,000.00	\$ 10,038.83	10000
Recycle Supplies	\$ 3,835.99	\$ 3,500.00	\$ 141.14	1500
Recycle Miscellaneous	\$ 2,814.44	\$ 500.00	\$ 605.00	500
Recycle - Freight	\$ -		\$ -	
Hazardous Waste Disposal	\$ 2,303.25	\$ 9,000.00	\$ 4,000.00	3500
Recycle - Amort.	\$ 1,291.27		\$ -	
<b>Recycling Expenses</b>	<b>\$ 26,428.37</b>	<b>\$ 30,000.00</b>	<b>\$ 21,296.36</b>	<b>\$ 44,500.00</b>
Bin Services - Bin Repair	\$ 13,792.77	\$ 12,000.00	\$ 8,000.00	12000
Bin Services - Miscellaneous	\$ 2,214.80	\$ 2,500.00	\$ 2,500.00	2000
Bin Service - Amort.	\$ 45,852.60			
<b>Bin Services</b>	<b>\$ 61,860.17</b>	<b>\$ 14,500.00</b>	<b>\$ 10,500.00</b>	<b>\$ 14,000.00</b>
Transfer Site Equipment & Supplies	\$ 3,027.66	\$ 100.00	\$ 100.00	100
Mileage, Meals, and Lodging	\$ 7,283.52	\$ 5,500.00	\$ 6,500.00	7000
Transfer Site Repair & Maintenance	\$ 920.00	\$ 35,000.00	\$ 3,000.00	15000
Transfer Sites - Amort.	\$ 11,420.64			
<b>Transfer Site Expenses</b>	<b>\$ 22,651.82</b>	<b>\$ 40,600.00</b>	<b>\$ 9,600.00</b>	<b>\$ 22,100.00</b>
Management Services	\$ 140,375.03	\$ 54,165.00	\$ 45,941.65	0
Audit & Legal Fees	\$ 15,983.00	\$ 10,800.00	\$ 8,000.00	11000
Cleaning Services	\$ 14,400.00	\$ 14,400.00	\$ 14,400.00	14500
Bad debt expense	\$ 72.24			
Staff Training & Development	\$ 2,126.88	\$ 4,500.00	\$ 7,000.00	8000
Staff Awards, Recognition	\$ 2,313.68	\$ 1,500.00	\$ 250.00	1500
Liability Insurance	\$ 725.19	\$ 1,700.00	\$ 1,700.00	1800
Property & Equipment Insurance	\$ 6,158.50	\$ 9,000.00	\$ 9,000.00	9000
Vehicle Insurance	\$ 11,155.19	\$ 12,000.00	\$ 12,000.00	12000
Private Bin Sales	\$ -	\$ 1,600.00	\$ 824.00	1000
Bank Service Charges	\$ 172.85	\$ 500.00	\$ 100.00	100
Late Fees Paid	\$ (375.21)	\$ -	\$ 800.00	800
Memberships/Subscriptions	\$ 811.24	\$ 1,200.00	\$ 450.00	500
Meals & Lodging & Mileage	\$ 5,827.09	\$ 4,500.00	\$ 6,000.00	5000
Insurance	\$ 688.04			
Telephones	\$ 13,570.45	\$ 13,000.00	\$ 13,000.00	25000
Utilities	\$ 20,935.99	\$ 20,000.00	\$ 14,000.00	15000
Postage & Courier	\$ 6,427.07	\$ 5,500.00	\$ 6,000.00	6000
Security	\$ 332.95	\$ 700.00	\$ 1,400.00	1400
POS - 1st data	\$ 4,422.05	\$ 2,300.00	\$ 5,000.00	4500
Photocopier - lease, supplies	\$ 4,928.61	\$ 5,000.00	\$ 3,500.00	3900

# Flagstaff Regional Solid Waste Management

	Actual 2014	Budget 2015	Projection 2015	Budget 2016
Administration - Amort.	\$ 14,703.57			
Office Supplies	\$ 12,330.09	\$ 9,000.00	\$ 7,500.00	7500
Computer - Hardware/software	\$ 6,430.11	\$ 6,000.00	\$ 6,000.00	4000
Operations Advertising	\$ 5,608.01	\$ 6,000.00	\$ 4,000.00	4000
Internet	\$ 1,234.86	\$ 1,400.00	\$ 1,500.00	1400
Admin-Miscellaneous	\$ 1,589.70	\$ 500.00	\$ 400.00	400
Fees for Collections/Bad Debt Exp.	\$ -	\$ 400.00		
Administration	\$ 292,947.18	\$ 185,665.00	\$ 168,765.65	\$ 138,300.00
Do Not use in 2012 - use 5067	\$ 203.00			
Marketing - Promotions	\$ 408.00	\$ 2,000.00	\$ 500.00	1000
Education Supplies, Transportation	\$ -	\$ 500.00	\$ 500.00	500
Website	\$ 1,023.50	\$ 1,200.00		
Marketing & Communication	\$ 1,634.50	\$ 3,700.00	\$ 1,000.00	\$ 1,500.00
Safety Supplies	\$ 4,402.74	\$ 3,500.00	\$ 6,000.00	6000
Safety Training	\$ 1,684.28	\$ 2,500.00	\$ 3,500.00	4000
Safety Miscellaneous	\$ 1,396.24	\$ 1,200.00	\$ 1,195.00	500
Safety Consulting	\$ 333.76	\$ -	\$ 361.30	
Safety	\$ 7,817.02	\$ 7,200.00	\$ 11,056.30	\$ 10,500.00
<b>TOTAL EXPENSE</b>	<b>\$ 2,263,643.97</b>	<b>\$ 2,235,773.22</b>	<b>\$ 2,155,307.18</b>	<b>\$ 2,212,667.07</b>
<b>NET INCOME</b>	<b>\$ 364,691.54</b>	<b>\$ 358,276.78</b>	<b>\$ 296,674.95</b>	<b>\$ 285,432.93</b>
c/pc		\$ (108,000.00)	\$ (108,000.00)	\$ (111,250.00)
Capital Reserve/Depreciaton		\$ (250,000.00)	\$ (189,000.00)	\$ (174,182.93)
Deficit/Surplus		\$ 276.78	\$ (325.05)	\$ -

### 5 Year Capital Plan - FRSWMA

	Projected	Budget	Plan	Plan	Plan	Plan
	2015	2016	2017	2018	2019	2020
Reserve carried forward	\$ 257,057.06	\$ 93,097.49	\$ 200,355.42	\$ 156,855.42	\$ 3,355.42	\$ 94,855.42
Front end	\$ (280,886.40)	\$ -	\$ -			\$ (290,000.00)
Burro	\$ (118,933.25)	\$ -	\$ -			
Bins	\$ (43,139.92)	\$ (50,425.00)	\$ (40,000.00)	\$ (40,000.00)	\$ (40,000.00)	\$ (40,000.00)
Bobcat	\$ (7,500.00)	\$ (8,500.00)	\$ (8,500.00)	\$ (8,500.00)	\$ (8,500.00)	\$ (8,500.00)
Recycle Sheds	\$ (2,500.00)					
New Compactor				\$ (500,000.00)		
New Payloader				\$ (165,000.00)		
Sale of Cat 973				\$ 185,000.00		
Replace old Bobcat					\$ (50,000.00)	
Rotary Mower attach		\$ (8,000.00)				
Roll-off			\$ (180,000.00)			
Yard truck			\$ (40,000.00)			
One ton					\$ (60,000.00)	
loan	\$ 100,000.00			\$ 150,000.00		
Net annual cost	\$ (352,959.57)	\$ (66,925.00)	\$ (268,500.00)	\$ (378,500.00)	\$ (158,500.00)	\$ (338,500.00)
Annual alloc - Reserve	\$ 189,000.00	\$ 174,182.93	\$ 225,000.00	\$ 225,000.00	\$ 250,000.00	\$ 250,000.00
Reserve at year end	\$ 93,097.49	\$ 200,355.42	\$ 156,855.42	\$ 3,355.42	\$ 94,855.42	\$ 6,355.42

# 2016 Capital Budget

## Description

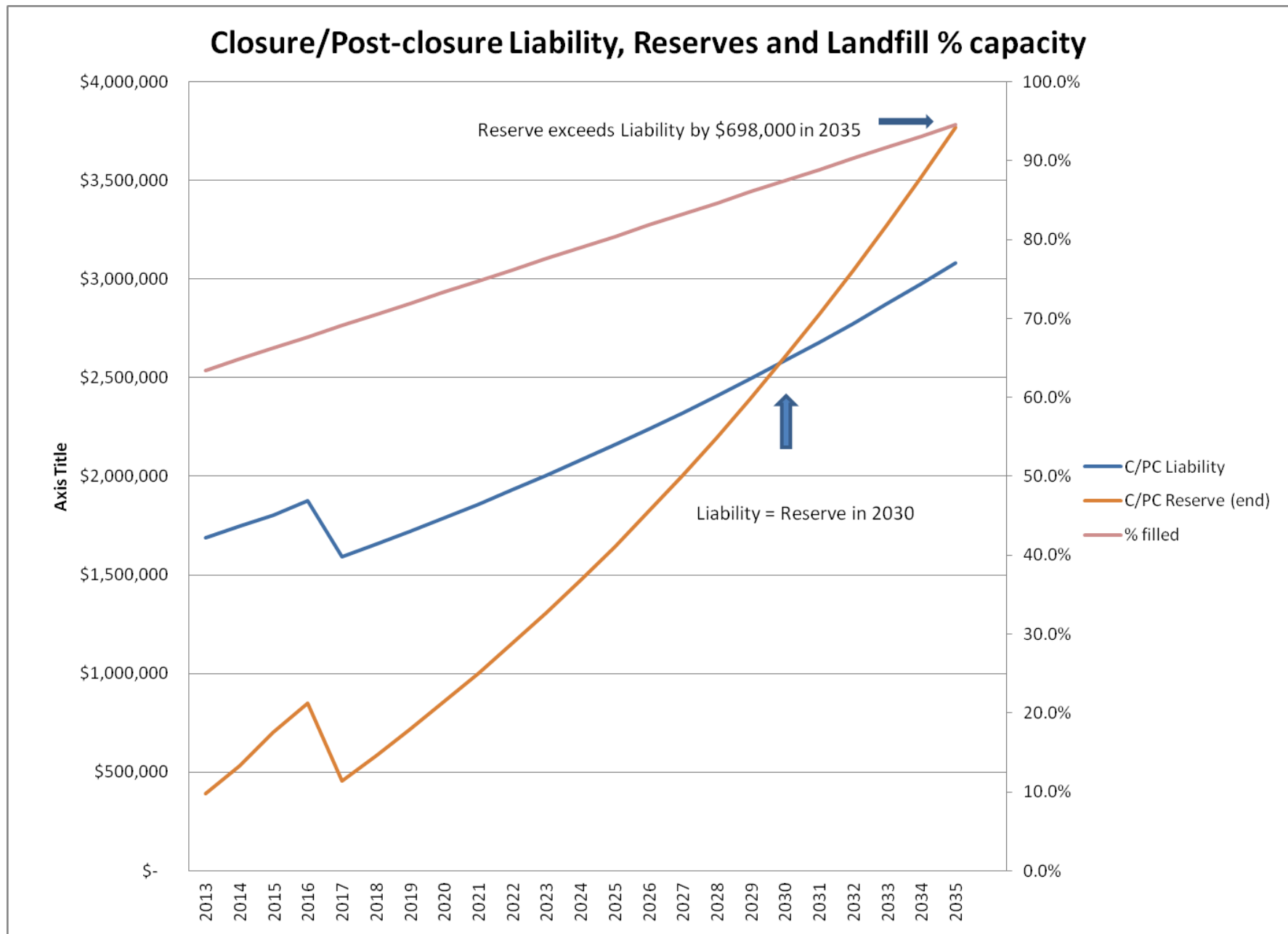
## Budget

### Additions

	number	Price	Extension
Bobcat Replacement program	1	\$ 8,500.00	\$ 8,500.00
3 yd bins	25	\$ 825.00	\$ 20,625.00
20 yd bins	2	\$ 6,300.00	\$ 12,600.00
6 yd bins	8	\$ 1,100.00	\$ 8,800.00
8 yd bins	6	\$ 1,400.00	\$ 8,400.00
Yard Truck (4X4)	1	\$ 40,000.00	\$ 40,000.00
Rotary Mower Attachment - yard tractor	1	\$ 8,000.00	\$ 8,000.00
	-	\$ -	\$ -
	-	\$ -	\$ -
TOTAL EXPENSES			\$ 106,925.00

### Funding

			\$ -
			\$ -
			\$ -
			\$ -
From General Operations			\$ 106,925.00
TOTAL FUNDING			\$ 106,925.00



## Estimated Cost by Department - For Requisitions

Budget 2016									
			From GL	Surplus	Short fall				
Expense	Landfill	Asbestos	Bin Serv	Collection	Recycle	Transfer	Agricultural	Admin	Total Direct/Indirect applied
Human Resources	\$ 279,065.74	\$ 14,687.67	\$ 330,472.59	\$ 183,595.88	\$ 146,876.71	\$ 176,252.05	\$ 58,750.68	\$ 279,065.74	\$ 1,468,767.07
% of HR	19.0%	1.0%	22.5%	12.5%	10.0%	12.0%	4.0%	19.0%	100.0%
Transport Services	\$ 98,811.60	\$ 34,289.10	\$ 107,291.70	\$ 39,450.90	\$ 32,814.30	\$ 49,037.10	\$ 7,005.30	\$ -	\$ 368,700.00
% of TS	27%	9%	29%	11%	9%	13%	2%		100.0%
Capital Depreciation	\$ 52,254.88	\$ 1,741.83	\$ 79,601.60	\$ 15,676.46	\$ 522.55	\$ 13,934.63	\$ 1,741.83	\$ 8,709.15	\$ 174,182.93
% of CD	30.0%	1.0%	45.7%	9.0%	0.3%	8.0%	1.0%	5.0%	100.0%
Closure/Post Closure Funding	\$ 11,013.75	\$ 11,125.00	\$ 64,080.00	\$ 14,017.50	\$ -	\$ 11,013.75	\$ -	\$ -	\$ 111,250.00
% of C/PC	9.9%	10.0%	57.6%	12.6%		9.9%	0.0%	0.0%	100.0%
Direct Expense	\$ 144,300.00	\$ -	\$ 14,000.00	\$ -	\$ 44,500.00	\$ 22,100.00		\$ 150,300.00	\$ 375,200.00
less Administration Revenue								\$ (17,350.00)	
Net Administration Expense								\$ 420,724.94	
Sub-Total Expenses	\$ 585,445.97	\$ 61,843.60	\$ 595,445.89	\$ 252,740.75	\$ 224,713.56	\$ 272,337.53	\$ 67,497.81	\$ 420,724.94	\$ 2,498,100.00
Administration Expense Applied	\$ 101,138.12	\$ 14,178.40	\$ 133,303.60	\$ 57,943.92	\$ 41,316.17	\$ 57,370.02	\$ 15,474.70		\$ 420,724.94
Sub-Total by Department	\$ 686,584.10	\$ 76,022.00	\$ 728,749.49	\$ 310,684.66	\$ 266,029.72	\$ 329,707.56	\$ 82,972.51		\$ 2,480,750.05
less Dept Specific Revenue	\$ (111,800.00)	\$ (90,000.00)	\$ (946,800.00)		\$ (49,300.00)	\$ (52,000.00)			\$ (1,249,900.00)
Net Expense by Department	\$ 574,784.10	\$ (13,978.00)	\$ (218,050.51)	\$ 310,684.66	\$ 216,729.72	\$ 277,707.56	\$ 82,972.51		\$ 1,230,850.05
2014 Municipal Requisition	\$ 342,755.54	\$ -	\$ -	\$ 310,684.66	\$ 216,729.72	\$ 277,707.56	\$ 82,972.51	\$ -	\$ 1,230,850.00
Net Business	\$ (232,028.55)	\$ 13,978.00	\$ 218,050.51	\$ -	\$ -	\$ -	\$ -		\$ (0.05)
% funded by Requisition	59.6%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%		



## Proposed 2016 Budget with Allocations to Municipalities

Municipality	Population	Landfill	Collection	Transfer	Recycling	Ag Services	Proposed Fees - 2016	2015 Fees	Difference 2015-2016	% Change
Alliance	174	\$6,981.09	\$10,201.76	\$5,656.22	\$4,414.25		\$27,253.33	\$26,676.02	\$577.31	2.16%
Daysland	807	\$32,377.82	\$47,315.06	\$26,233.17	\$20,473.01		\$126,399.06	\$123,721.53	\$2,677.54	2.16%
Forestburg	880	\$35,306.67	\$51,595.11	\$28,606.19	\$22,324.96		\$137,832.93	\$134,913.19	\$2,919.74	2.16%
Galahad	119	\$4,774.42	\$6,977.07	\$3,868.34	\$3,018.94		\$18,638.77	\$18,243.94	\$394.83	2.16%
Hardisty	639	\$25,637.46	\$37,465.09	\$20,771.99	\$16,210.97		\$100,085.50	\$97,965.37	\$2,120.13	2.16%
Heisler	151	\$6,058.30	\$8,853.25	\$4,908.56	\$3,830.76		\$23,650.88	\$23,149.88	\$501.00	2.16%
Killam	981	\$39,358.91	\$57,516.82	\$31,889.40	\$24,887.26		\$153,652.39	\$150,397.54	\$3,254.85	2.16%
Lougheed	273	\$10,953.09	\$16,006.21	\$8,874.42	\$6,925.81		\$42,759.53	\$41,853.75	\$905.78	2.16%
Rosalind	190	\$7,623.03	\$11,139.85	\$6,176.34	\$4,820.16		\$29,759.38	\$29,128.98	\$630.40	2.16%
Sedgewick	857	\$34,383.88	\$50,246.60	\$27,858.52	\$21,741.47		\$134,230.48	\$131,387.05	\$2,843.43	2.16%
Strome	228	\$9,147.64	\$13,367.82	\$7,411.60	\$5,784.19		\$35,711.26	\$34,954.78	\$756.48	2.16%
Flagstaff Cty	3244	\$130,153.22	\$0.00	\$105,452.81	\$82,297.93	\$ 82,972.51	\$400,876.47	\$382,607.97	\$18,268.50	4.77%
	8543	\$ 342,755.54	\$ 310,684.66	\$ 277,707.56	\$ 216,729.72	\$ 82,972.51	\$ 1,230,849.99	\$1,194,999.99	\$35,850.00	3.00%

Total		\$342,755.54	\$310,684.66	\$277,707.56	\$216,729.72	\$82,972.51	<b>\$1,230,849.99</b>
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### Urban Rates - per capita

Service		
Landfill	\$ 40.12	50%
Collection	\$ 58.63	100%
Transfer	\$ 32.51	50%
Recycling	\$ 25.37	50%
		0%
<b>2016 Total:</b>	<b>\$ 156.63</b>	
2015 total	\$ 153.31	
% change	2.16%	
\$ change	\$ 3.32	

### County Rates - per capita

Service		
Landfill	\$ 40.12	50%
Collection	\$ -	0%
Transfer	\$ 32.51	50%
Recycling	\$ 25.37	50%
Ag Services	\$ 25.58	100%
<b>2016 Total:</b>	<b>\$ 123.57</b>	
2015 Total	\$ 117.94	
% change	4.77%	
\$ change	\$ 5.63	

FRSWMA Draft 2016 Budget				
Comparison of Percapita Rates - 2015 vs 2016				
Service	2015	2016	\$	%
Landfill	\$ 49.94	\$ 40.12	\$ (9.82)	-19.7%
Collection	\$ 56.79	\$ 58.63	\$ 1.84	3.2%
Transfer	\$ 29.70	\$ 32.51	\$ 2.81	9.5%
Recycling	\$ 16.89	\$ 25.37	\$ 8.48	50.2%
Agric.	\$ 21.42	\$ 25.58	\$ 4.16	19.4%

## Request for Decision (RFD)

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<b>Topic:</b>	Town of Sedgewick Natural Gas – 2016 Proposed Budget
<b>Initiated by:</b>	M.G.A Section 242 (1) & (2)
<b>Prepared by:</b>	Dave Gordash
<b>Attachments:</b>	2016 Proposed Natural Gas Budget

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**Recommendation:**

**That Council approve the 2016 Natural Gas budget as presented.**

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**Background:**

The Town of Sedgewick, through the operation of the natural gas system, generates a significant surplus that offsets costs (and reduces taxation levels) of the municipality.

Should the proposed budget be approved revenue and expenditures are incorporated into the Town's municipal budget with a portion of the surplus offsetting expenses. The gas budget is developed in conjunction with the Sedgewick Killam Natural Gas System (SKNGS) budget.

**Current:**

**Projected gas purchases:**

85,000 gj at \$3.00/gj plus \$0.85 admin fee totalling \$327,250

Resale \$4.25/gj totalling \$361,250 plus a service charge of \$20/month for gas meters totalling \$115,200

From the gas meter charge, \$2 per meter is paid to SKNGS and placed in a reserve account and \$2 per meter is placed in a reserve account for the Town of Sedgewick's distribution system. These transfers result in a combined reserve total of \$23,040.

**Projected Surplus**

The net projected surplus for 2016 is \$135,070.

# Town Of Sedgewick Budget 2016

General Maintenance	Number	Unit cost	Total Cost
New Services	3	\$ 1,000.00	\$ 3,000.00
Meter Reinspections	20	\$ 45.00	\$ 900.00
Meter Reinspections	8	\$ 75.00	\$ 600.00
Meter Reinspections	4	\$ 200.00	\$ 800.00
Meter repairs		\$ 1,500.00	\$ 1,500.00
Meter freight		\$ 300.00	\$ 300.00
New Meters	85	\$ 130.00	\$ 11,050.00
General Maintenance fittings		\$ 4,000.00	\$ 4,000.00
Service Underground valves		\$ 500.00	\$ 500.00
Removal of unused services		\$ 1,500.00	\$ 1,500.00
Leak Survey	0		\$ -
Services that require modifications for safety reasons		\$ 4,500.00	\$ 4,500.00
Total income from new services	3	\$ 1,000.00	-\$ 3,000.00
<b>Total Cost for Maintenance</b>			<b>\$ 25,650.00</b>
<b>Projected Gas purchases</b>			
G.J. Gas Alberta (5 Year Average)	85000	\$ 3.00	\$ 255,000.00
G.J. SKNG	85000	\$ 0.85	\$ 72,250.00
<b>Total Gas Costs</b>			<b>\$ 327,250.00</b>
<b>Projected Revenue</b>			
Customer G.J. Sales	85000	\$ 4.25	\$ 361,250.00
Service Charges 480 x 12 Months x \$20.00	5760	\$ 20.00	\$ 115,200.00
<b>Total Projected Revenue</b>			<b>\$ 476,450.00</b>
<b>Projected Revenue to Expenditures</b>			
<b>Cost of Maintenance</b>			\$ 25,650.00
<b>Projected Gas Purchase</b>			\$ 327,250.00
<b>SKNG \$ 2.00 riser charge</b>	5760	\$ 2.00	\$ 11,520.00
<b>Sub - Total</b>			<b>\$ 341,380.00</b>
<b>Projected Revenue</b>			\$ 476,450.00
<b>Projected Surplus</b>			<b>\$ 135,070.00</b>

## Request for Decision (RFD)

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**Topic:** Community Hall 2016 Proposed Budget  
**Initiated by:** Council/2016 Municipal Budget  
**Prepared by:** Community Hall Board  
**Attachments:** 1. 2016 Proposed Community Hall Budget  
2. Multi-Year Capital Plan Template

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**Recommendation:**

**1. That Council approve the 2016 Community Hall budget as presented.**

**OR**

**2. That Council decline the 2016 Community Hall budget and request that the board apply for operational funds through the Recreation Grant program and/or find alternate sources of revenue in an effort to achieve long-term sustainability.**

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**Background:**

The Town of Sedgewick provides an annual operating grant to the Sedgewick Community Hall Board to support operational expenses.

Operating grants overview since 2003:

2003-2008:	\$3,000
2009-2014:	\$4,000
2015:	\$6,000

The 50% increase in 2015 was due part in the fact that the Hall Board's plan was to take a more active role in promoting and utilizing the facility.

The \$6,000 operating grant covers proposed utility expenses >\$354.

In 2015 the Hall proved its commitment in becoming more actively involved in events and promoted utilization of the Hall as follows:

- Ongoing Old Time Dance
- Running a community Christmas event in conjunction with carolling in the Park
- Promoting use of the facility to attract more users to local events such as Robbie Burns Night

## 2016 Approved Capital & Operating Hall Budget

Revenues:	2014 Actual	2015 Budget	2015 YTD	2016 Proposed
Hall Rent	3,600.00	3,000.00	2,960.00	3,000.00
Deposits	1,900.00	3,000.00	900.00	3,000.00
Room Rental	1,657.14	1,657.14		900.00
GST Collected	332.86	300.00	160.00	150.00
Operating Grant	4,000.00	6,000.00	6,000.00	6,000.00
Capital Grant	10,110.00			2,500.00
Misc. Grant	500.00		1,100.00	
Fundraisers (July 1st, etc.)	2,682.25	12,200.00	7,446.00	9,500.00
Interest	4.21		3.27	4.00
GST Return	200.23	250.00	433.48	900.00
Donations	438.25		4,055.00	
<b>Total:</b>	<b>25,424.94</b>	<b>26,407.14</b>	<b>23,057.75</b>	<b>25,954.00</b>

Expenditures	2014 Actual	2015 Budget	2015 YTD	2016 Proposed
GST Paid	766.34	600.00	1,103.92	600.00
Janitorial Wages	2,570.00	3,000.00	2,260.00	3,000.00
Janitorial Supplies	335.49	350.00	259.54	400.00
Office Supplies	18.00	50.00		50.00
Bank Charges	0.00			
Fundraisers (July 1st, etc)	1,425.42	6,500.00	5,151.46	5,500.00
Miscellaneous	174.92	200.00	637.11	300.00
Phone	674.40	708.00	618.20	750.00
Utilities	2,932.38	3,000.00	1,953.56	3,000.00
Electricity	2,609.95	2,800.00	2,299.59	2,800.00
Maintenance	1,130.37	1,200.00	3,080.60	1,200.00
Equipment				
DD-Return	1,900.00	3,000.00	600.00	3,000.00
<b>Total:</b>	<b>14,537.27</b>	<b>21,408.00</b>	<b>17,963.98</b>	<b>20,600.00</b>

Capital Projects	2014 Actual	2015 Budget	2015 YTD	2016 Proposed
Exterior Renovation			7,561.31	
Parging	200.00			
Electrical Defencies		3,000.00	4,229.65	
Table Dolly	351.00			
Shadow Display Box	392.20			
Video System	4,372.50			
Cordless Mic			972.98	
Place Setting			1,665.43	
West Door Replacement		2,000.00	2,934.00	
Digital Sound Board				5,000.00
<b>Total:</b>	<b>5,315.70</b>	<b>5,000.00</b>	<b>17,363.37</b>	<b>5,000.00</b>

5,571.97

2015 Total YTD Revenues:	23,057.75	25,954.00	
2015 Total YTD Expenditures:	35,327.35	25,600.00	
	-12,269.60	354.00	
	-6,697.63		

### SedgewickCommunity Hall Multi Year Capital Plan 2016-2021

Capital Revenues	2016	2017	2018	2019	2020
ATB General Account	7,689.01				
ATB Fundraiser Account	1,095.03				
<b>Total:</b>	<b>8,784.04</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Capital Projects	2016	2017	2018	2019	2020
Digital Sound Board	5,000.00				
Upgrade soundroom entrance		10,000.00			
Replace entrance flooring			7,000.00		
Replace carpeting in hall				7,000.00	
Facelift in hall					15,000.00
<b>Total:</b>	<b>5,000.00</b>	<b>10,000.00</b>	<b>7,000.00</b>	<b>7,000.00</b>	<b>15,000.00</b>

<b>Surplus/Deficit</b>	<b>3,784.04</b>	<b>10,000.00</b>	<b>7,000.00</b>	<b>7,000.00</b>	<b>15,000.00</b>
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## Request for Decision (RFD)

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<b>Topic:</b>	Sedgewick Recreation Centre 2016 Proposed Budget
<b>Initiated by:</b>	Council/2016 Municipal Budget
<b>Prepared by:</b>	Sedgewick Recreation Board
<b>Attachments:</b>	1. 2016 Proposed Rec Budget 2. Overview Request for Funding to the Ag Society

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### Recommendation:

**1. That Council approve the 2016 Sedgewick Recreation budget as presented.**

**AND**

**2. That Council direct Administration to proceed with capital project for heating system upgrades at the Sedgewick Recreation Centre in 2016 with the project being funded from the Recreation Centre's Capital Reserve Account (49700998).**

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### Background:

The Sedgewick Recreation Board has prepared the attached budget for council review. The board is seeking an operating grant from the Town of Sedgewick in the amount of \$15,500. The board is seeking a \$27,500 operating grant from the Ag Society and a \$15,000 capital allocation from the Ag Society.

The capital grant allocation would be placed in reserves to cover future capital costs as addressed in their Multi-Year Capital Plan (MYCP). The MYCP is scheduled to be reviewed at the December 14<sup>th</sup>, 2015 Board meeting. The projects that were highlighted were:

- Future Plant Repairs
- Furnace Repairs – Bowling Alley
- Roof Repairs – Curling Club
- VRA Zamboni
- Fencing Upgrades – Ball Diamonds

The heating system requires repairs; the Sedgewick Recreation Board has not budgeted for this expense and is seeking support from the Town to complete the project. Projected costs are not available for the heating system repairs at this time as Administration will have to create a project portfolio pending council authorization. Further, the Sedgewick Recreation Board is requesting that this project be funded from the Recreation Centre's Capital Reserve Account. Prior to year end transfers there is a reserve balance of \$434,500. There is a possibility to access CFEP grant for a portion of this project which will be investigated.



## Sedgewick Recreation Facility 2016 Approved Budget

<b>Revenues:</b>	<b>2015 Budget</b>	<b>2015 Actual</b>	<b>2016 Budget</b>
Ag Society - Annual	\$ 17,500.00	\$ 17,500.00	\$ 17,500.00
Facility Room Rentals	\$ 4,500.00	\$ 7,810.00	\$ 7,000.00
July 1st Revenues	\$ 3,000.00	\$ 5,500.00	\$ 3,000.00
Fundraisers/Raffles/Signage	\$ 35,000.00	\$ 30,248.00	\$ 30,000.00
Arena Revenue (winter)	\$ 78,600.00	\$ 77,762.31	\$ 63,600.00
Arena Revenue (spring/summer)	\$ 13,000.00	\$ 8,475.00	\$ 10,000.00
Bowling Revenues	\$ 34,500.00	\$ 30,578.58	\$ 31,500.00
Curling Revenues	\$ 45,162.00	\$ 25,751.43	\$ 30,000.00
Library Lease/UT	\$ 7,500.00	\$ 4,800.00	\$ 4,800.00
Concession	\$ 75,000.00	\$ 102,503.96	\$ 100,000.00
Co-op Gift Cards	\$ 100,000.00	\$ 81,525.00	\$ 100,000.00
Co-op Gift Card - Dividend	\$ 6,000.00	\$ 4,560.00	\$ 6,000.00
Bank Interest	\$ 5.00	\$ 2.56	\$ 5.00
Ag OP Grant	\$ -	\$ 27,500.00	\$ 27,500.00
Capital Grants	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Town OP Grant	\$ 23,000.00	\$ -	\$ 15,500.00
Other	\$ 3,000.00	\$ 1,168.98	\$ 3,000.00
Donations	\$ -	\$ 9,550.00	\$ 5,000.00
ATM Fee Income	\$ -	\$ 250.00	\$ 2,500.00
<b>Total Revenues:</b>	<b>\$ 460,767.00</b>	<b>\$ 450,485.82</b>	<b>\$ 471,905.00</b>
<b>Expenditures:</b>			
Salaries (Full Time)	\$ 45,000.00	\$ 43,200.00	\$ 43,200.00
Salaries (Part-Time)	\$ 76,134.00	\$ 60,896.11	\$ 75,000.00
Salaries - Employer Contr.	\$ 5,708.00	\$ 7,373.32	\$ 5,500.00
Education/Training	\$ 1,000.00	\$ -	\$ 1,000.00
Office Supplies	\$ 2,250.00	\$ 1,795.77	\$ 2,000.00
Advertising/Promotional	\$ 1,000.00	\$ 144.74	\$ 1,000.00
Service Charges	\$ 350.00	\$ 110.50	\$ 200.00
General Goods & Services	\$ 110,190.00	\$ 115,073.26	\$ 110,000.00
Janitorial Supplies	\$ 4,320.00	\$ 2,797.17	\$ 4,000.00
OH&S	\$ 500.00	\$ 730.43	\$ 750.00
Freight	\$ 100.00	\$ -	\$ 100.00
Telephones/Alarms	\$ 2,000.00	\$ 2,686.84	\$ 3,000.00
Audit Fees	\$ 2,100.00	\$ 1,600.00	\$ 2,000.00
Waste Management Fees	\$ 1,340.00	\$ 1,384.66	\$ 1,400.00
Insurance	\$ 275.00	\$ -	\$ 275.00
Building R&M	\$ 7,750.00	\$ 17,944.39	\$ 20,000.00
Equipment R&M	\$ 30,250.00	\$ 15,174.65	\$ 25,000.00
Electricity	\$ 78,910.00	\$ 58,027.81	\$ 71,240.00
Gas	\$ 24,090.00	\$ 18,119.45	\$ 26,240.00
Concession Exp.	\$ 52,500.00	\$ 63,654.04	\$ 65,000.00
Contribution to Capital	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
<b>Total Expenditures:</b>	<b>\$ 460,767.00</b>	<b>\$ 425,713.14</b>	<b>\$ 471,905.00</b>
<b>Net Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ 24,772.68</b>	<b>\$ -</b>

**Sedgewick Recreation Facility 2016 Approved Budget**

Revenues:	2015 Budget	2015 Actual	2016 Budget	Revenue Breakdown of 2015 Actuals
Ag Society - Annual	\$ 17,500.00	\$ 17,500.00	\$ 17,500.00	Minor Ball, Football, Playschool
Facility Room Rentals	\$ 4,500.00	\$ 7,810.00	\$ 7,000.00	
July 1st Revenues	\$ 3,000.00	\$ 5,500.00	\$ 3,000.00	
Fundraisers/Raffles/Signage	\$ 35,000.00	\$ 30,248.00	\$ 30,000.00	\$17,846.00 Improv Fundraiser
Arena Revenue (winter)	\$ 78,600.00	\$ 77,762.31	\$ 63,600.00	Budget income does not include \$15,000.00 for drop in programming, programs are still active but those monies are budgeted for in AG OP Grant
Arena Revenue (spring/summer)	\$ 13,000.00	\$ 8,475.00	\$ 10,000.00	Budget income does not include \$3000.00 for drop in programming, programs are still active but those monies are budgeted for in AG OP Grant
Bowling Revenues	\$ 34,500.00	\$ 30,578.58	\$ 31,500.00	Budget income does not include \$3000.00 for drop in programming, programs are still active but those monies are budgeted for in AG OP Grant
Curling Revenues	\$ 45,162.00	\$ 25,751.43	\$ 30,000.00	Budget income does not include \$1500.00 for drop in programming, programs are still active but those monies are budgeted for in AG OP Grant
Library Lease/UT	\$ 7,500.00	\$ 4,800.00	\$ 4,800.00	Budget income does not include \$5000.00 for Utilitiy recover costs, those monies are budgeted for in AG OP Grant
Concession	\$ 75,000.00	\$ 102,503.96	\$ 100,000.00	Bottle refunds, table & chair rentals, WCB refund
Co-op Gift Cards	\$ 100,000.00	\$ 81,525.00	\$ 100,000.00	
Co-op Gift Card - Dividend	\$ 6,000.00	\$ 4,560.00	\$ 6,000.00	
Bank Interest	\$ 5.00	\$ 2.56	\$ 5.00	
Ag OP Grant	\$ -	\$ 27,500.00	\$ 27,500.00	
Capital Grants	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
Town OP Grant	\$ 23,000.00	\$ -	\$ 15,500.00	
Other	\$ 3,000.00	\$ 1,168.98	\$ 3,000.00	
Donations	\$ -	\$ 9,550.00	\$ 5,000.00	
ATM Fee Income	\$ -	\$ 250.00	\$ 2,500.00	
<b>Total Revenues:</b>	<b>\$ 460,767.00</b>	<b>\$ 450,485.82</b>	<b>\$ 471,905.00</b>	

Expenditures:				Expense Breakdown of 2015 Actuals
Salaries (Full Time)	\$ 45,000.00	\$ 43,200.00	\$ 43,200.00	Rec Director Salary
Salaries (Part-Time)	\$ 76,134.00	\$ 60,896.11	\$ 75,000.00	All other staff including \$13,300.00 Bookkeeper
Salaries - Employer Contr.	\$ 5,708.00	\$ 7,373.32	\$ 5,500.00	Receiver General payroll remits
Education/Training	\$ 1,000.00	\$ -	\$ 1,000.00	Bank Charges
Office Supplies	\$ 2,250.00	\$ 1,795.77	\$ 2,000.00	
Advertising/Promotional	\$ 1,000.00	\$ 144.74	\$ 1,000.00	
Service Charges	\$ 350.00	\$ 110.50	\$ 200.00	
General Goods & Services	\$ 110,190.00	\$ 115,073.26	\$ 110,000.00	
Janitorial Supplies	\$ 4,320.00	\$ 2,797.17	\$ 4,000.00	
OH&S	\$ 500.00	\$ 730.43	\$ 750.00	
Freight	\$ 100.00	\$ -	\$ 100.00	
Telephones/Alarms	\$ 2,000.00	\$ 2,686.84	\$ 3,000.00	
Audit Fees	\$ 2,100.00	\$ 1,600.00	\$ 2,000.00	
Waste Management Fees	\$ 1,340.00	\$ 1,384.66	\$ 1,400.00	\$10,861.66 Sound System, Program Exp's, Bowling Exp's, First Aid/Safety, Fundraising Exp - \$86,000.00 COOP gift card purchases, \$7503.46 Improv Exp.
Insurance	\$ 275.00	\$ -	\$ 275.00	
Building R&M	\$ 7,750.00	\$ 17,944.39	\$ 20,000.00	
Equipment R&M	\$ 30,250.00	\$ 15,174.65	\$ 25,000.00	
Electricity	\$ 78,910.00	\$ 58,027.81	\$ 71,240.00	
Gas	\$ 24,090.00	\$ 18,119.45	\$ 26,240.00	
Concession Exp.	\$ 52,500.00	\$ 63,654.04	\$ 65,000.00	
Contribution to Capital	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
<b>Total Expenditures:</b>	<b>\$ 460,767.00</b>	<b>\$ 425,713.14</b>	<b>\$ 471,905.00</b>	
<b>Net Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ 24,772.68</b>	<b>\$ -</b>	

**OPERATIONAL Consideration:**

To sustain short-term viability of the Sedgewick Recreation Centre a minimum of \$22,500 (operational dollars) is required to provide recreational opportunities for the citizens of our region during non-peak facility hours.

For recreation to remain affordable and to ensure the facility's doors remain open and accessible, drop in programs must be offered. The following drop-in allocations have been included in the 2016/17 Sedgewick Recreation Center's proposed budget.

Drop in fees need to be addressed by the rec board as the revenue collected will offset the cost of facility expense. (Such fees are reflected as general revenues in the proposed budget for each department).

<b>2016 OPERATING Funds - Short Term Viability</b>		
<b>Location</b>	<b>Funds Required</b>	<b>Approx. hours factored to service</b>
Arena (winter)	15,000	Approx. 150 hours of ice time over five months at \$75/hr which accounts for drop-in shinny and skate times.
Arena (summer)	3,000	Approx. 85 hours @ \$35/hr for drop in cement floor sports
Curling (winter)	1,500	Approx. 20 hours @ \$75/hr for drop in curling.
Bowling (annual)	3,000	Approx. 104 hours @28.85/hr for drop in bowling.
Library	5,000	
<b>Facility Operating Subtotal:</b>	<b>27,500</b>	

**CAPITAL Consideration:**

Previously, the Sedgewick Recreation Centre had not budgeted for an annual capital fund contribution however capital funds are necessary for ongoing equipment/building upgrades, repair and replacement. In 2015 \$15,000 was allocated to a capital reserve account.

For 2016 the board has proposed an additional budget of \$15,000 for the Capital Reserve Fund.

<b>2016 CAPITAL Funds - Long Term Viability</b>	
Contribution to Capital - Facility	2,500
Contribution to Capital - Kitchen	2,500
Contribution to Capital - Arena (w)	2,500
Contribution to Capital - Arena (s)	2,500
Contribution to Capital - Bowling	2,500
Contribution to Capital - Curling	2,500
<b>Facility Capital Subtotal:</b>	<b>15,000</b>

**Town of Sedgewick  
2016 Proposed Fire Department Budget**

**(23) Fire Services**

	2013 Approved	2014 Approved	2015 Approved	2016 Proposed
<b>Revenues</b>				
Firefighting Revenues	8,000	8,000	7,680	<b>7,680</b>
Town/County Reserve Interest				
County Agreement	10,000	10,000	10,000	<b>10,000</b>
County Operating Grant	29,700	26,735	23,779	<b>27,868</b>
<b>Sub-Total Operating Revenues</b>	<b>47,700</b>	<b>44,735</b>	<b>41,459</b>	<b>45,548</b>
Truck Donation Reserve Interest				
Donations/Misc Grants			5,000	
Misc. Fire Revenues	7,250			
Sale of Assets				
Conditional Grants(County/BRCF)	500	1,000	1,000	<b>1,500</b>
Transfer from Bldg Reserves		15,000		
Transfer from Equip.Reserves	11,000			
<b>Sub-Total Capital Revenues</b>	<b>18,750</b>	<b>16,000</b>	<b>6,000</b>	<b>1,500</b>

<b>TOTAL REVENUES:</b>	<b>66,450</b>	<b>60,735</b>	<b>47,459</b>	<b>47,048</b>
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**Expenditures**

Firefighter Fees	21,050	25,000	34,210	<b>27,090</b>
Employer Contributions	500	500	500	<b>350</b>
Subs., Mileage, Misc.	1,500	1,000	1,250	<b>1,580</b>
Education & Training	5,000	8,000	3,050	<b>8,200</b>
OH&S	3,100	2,500	2,750	<b>2,750</b>
Freight	250	200	200	<b>200</b>
Phones/Alarms, Etc	6,500	5,900	5,700	<b>4,836</b>
Internet	1,000	470	470	<b>530</b>
EMS Regional Dispatch	2,520	2,650	2,650	<b>2,800</b>
Building R&M	500	15,250	250	<b>200</b>
Machine R&M	1,000	1,500	1,750	<b>1,750</b>
Machine R&M - County	3,000	2,500	2,750	<b>2,750</b>
Insurance	3,700	3,700	3,450	<b>3,460</b>
Rescue Unit	1,600	2,400	2,400	<b>2,400</b>
General Goods & Services	13,100	5,000	2,950	<b>13,250</b>
Vehicle Fuel	600	600	600	<b>750</b>
Vehicle Fuel County	600	600	600	<b>600</b>
Electricity	4,000	2,150	3,145	<b>3,120</b>
Natural Gas	1,500	1,500	1,340	<b>1,050</b>
<b>Sub-Total General Operating Exps</b>	<b>71,020</b>	<b>81,420</b>	<b>70,015</b>	<b>77,666</b>
Contrib. to Cap.	4,500	4,000	4,000	
Contribution to Truck Cap. Reserve	10,000	10,000	10,000	<b>10,000</b>
Contrib. To Fire Building Reserves	10,000	5,000	5,000	<b>5,000</b>
<b>Sub-Total Capital Expenditures:</b>	<b>24,500</b>	<b>19,000</b>	<b>19,000</b>	<b>15,000</b>

<b>TOTAL EXPENDITURES:</b>	<b>95,520</b>	<b>100,420</b>	<b>89,015</b>	<b>92,666</b>
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<b>Gross Net Fire Profit(Loss)</b>	<b>(29,070)</b>	<b>(39,685)</b>	<b>(41,556)</b>	<b>(45,618)</b>
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Completed on December 3, 2015.

## Request for Decision (RFD)

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**Topic:** Sedgewick Fire Department 2016 Proposed Budget  
**Initiated by:** 2016 Municipal Budget  
**Prepared by:** Amanda Davis/Fire Chief Hebert  
**Attachments:** 1. 2016 Proposed Fire Budget  
2. Training Schedules

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**Recommendation:**

1. That Council approve the 2016 Fire Budget as presented.

AND

2. That Council authorize the training schedules as presented with resources allocated annually until completion.

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**Background:**

Fire Chief Hebert and I prepared a draft budget for the Sedgewick Fire Department as attached. It is anticipated that the Town and the County will be able to resolve any issues regarding the Fire Services Agreement allowing the budget to proceed accordingly.

**Budget highlights:**

- The department intends in taking the following training in 2016:
  - H2S, First Aid;
  - Attend one live training exercise in Provost

Two representatives on the Fire Department expressed interest in obtaining their Level I/II Fire Investigator and Inspector Certification. The courses do not need to be completed in one year; pending financial contributions and the member's continued interest in completing courses council must consider resource allocations. \$4,500 has been allocated in for continuing education in the attached budget for Investigator and Inspector training.

## Town of Sedgewick - Training Overview for Fire Chief Hebert - 2016

NFPA 1031 Inspector Level I				Cost
*	Introducation to the Safety Codes System in Alberta	Safety Codes Council	In-class or webinar	\$ 400
*	Building Construction and Protection Systems (ID #1-BCPS)	Lakeland College	Correspondence	\$ 255
*	Properties of Materials (ID #1-PMSC)	Lakeland College	Correspondence	\$ 255
*	<i>Professional Communication Skills for Safety Codes Officer AND Written Communications for the 21st Century</i>	Safety Codes Council	In-class or webinar	\$ 500
	Alberta Codes and Standards (ID # 1-ASCSS)	Lakeland College	Correspondence	\$ 255
	Inspection Procedures (ID # 1-IPSC)	Lakeland College	Correspondence	\$ 255
	Inspector Practical Evaluation (ID #1-IPESC)	Lakeland College	In class <i>only</i>	\$ 360
				\$ 2,280
NFPA 1033 Investigator Level I				
	Fire Origin and Cause Determination (ID #1-FOCD)	Lakeland College	Correspondence	\$ 255
	Investigation Procedures (ID #1-IP)	Lakeland College	In class only Oct. 24-27, 2016	\$ 360
	Investigator Practical Evaluation (ID #2 - IPESC)	Lakeland College	In class only Oct. 31 - Nov. 3, 2016	\$ 360
^	Courtroom and Legal Procedures for Fire Safety Codes Officers (ID #1-CLPSC)	Lakeland College	In class only Feb. 1-5, 2016	\$ 360
^	Building Evaluation and Plans Review (ID #1-BEPR)	Lakeland College	In class only Feb. 8-12, 2016	\$ 360
	Advanced Investigation Processes (ID #1-AINVP)	Lakeland College	In class only Mar. 7-10, 2016	\$ 360
	Applied Investigation (Practical) (ID #1-AIPRA)	Lakeland College	In class only Mar. 14-17, 2016	\$ 360
				\$ 2,415
NFPA 1031 Inspector Level II				
	Fire Protection Equipment and Water Supples (ID #1-FPEWS)	Lakeland College	Correspondence	\$ 255
	Applied Inspection (Practical) (ID #1-AINSP)	Lakeland College	In class <i>only</i> - Dates TBD	\$ 360
				\$ 615
				\$ 5,310

\* Courses apply to both 1031 and 1033 Level I - only take once.

^ Courses apply to 1033 and 1031 Level II - only take once.

Professional Communication Skills for Safety Codes Officer AND Written Communications for the 21 Century may be replaced with Lakeland correspondence course, FOTP 250 Fire Officer Communications courses for \$350.

## Town of Sedgewick - Training Overview for Tyson Armitage - 2016

NFPA 1033 Investigator Level I				
^	Courtroom and Legal Procedures for Fire Safety Codes Officers (ID #1-CLPSC)	Lakeland College	In class only Feb. 1-5, 2016	\$ 360
^	Building Evaluation and Plans Review (ID #1-BEPR)	Lakeland College	In class only Feb. 8-12, 2016	\$ 360
	Advanced Investigation Processes (ID #1-AINVP)	Lakeland College	In class only Mar. 7-10, 2016	\$ 360
	Applied Investigation (Practical) (ID #1-AIPRA)	Lakeland College	In class only Mar. 14-17, 2016	\$ 360
				\$ 1,440
NFPA 1031 Inspector Level II				
	Fire Protection Equipment and Water Supplies (ID #1-FPEWS)	Lakeland College	Correspondence	\$ 255
	Applied Inspection (Practical) (ID #1-AINSP)	Lakeland College	In class <i>only</i> - Dates TBD	\$ 360
				\$ 615

^ Courses apply to 1033 and 1031 Level II - only take once.

## Request for Decision (RFD)

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**Topic:** Sedgewick Lake Park – EEH 0329  
**Initiated by:** Sedgewick Lake Park Association  
**Prepared by:** Amanda Davis  
**Attachments:** n/a

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**Recommendation:**

1. That Council allocate EEH 0329, Final Damages in the amount of \$2,185.50 to the Sedgewick Community Spray Park Project.

**OR**

2. That Council allocate EEH 0329 and EEH 0334, Final Damages in the amount of \$7,728.50 to the Sedgewick Community Spray Park Project.

**OR**

3. That Council allocate funds from EEH 0329 and/or EEH 0334 to municipal reserves for future allocations.
- 

**Background:**

In 2015 an Enbridge line crossed through the Sedgewick Lake Park Campground and the Sedgewick Transfer Site.

The Town of Sedgewick received Final Damages from Enbridge on both sites in November:

EEH 0329 (Lake) - \$2,185.50

EEH 0334 (Transfer Site) - \$5,543.00

The Final Damage payouts were not accounted for in the 2015 municipal budget. Approval was given by the Lake Board to sign the final release on EEH 0329 which was completed by Administration. The Lake Board has request that Town Council allocate the funds to the campground or the Sedgewick Community Spray Park Project.



## Open Discussion

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<b>Topic:</b>	Elected Officials Education Program
<b>Initiated by:</b>	Council/Administration
<b>Prepared by:</b>	Amanda Davis
<b>Attachments:</b>	EOEP – Course Listing

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### Background:

The Alberta Elected Officials Education Program Corporation (AEOEPC) is a jointly owned subsidiary of both the Alberta Association of Municipal Districts and Counties ([AAMDC](#)) and the Alberta Urban Municipalities Association ([AUMA](#)). Incorporated in 2007 and under the supervision of the Registrar, the AEOEPC oversees corporate and program administration responsibilities of the Elected Officials Education Program. AAMDC, AUMA and Municipal Affairs participated in the development of the various courses in the program for the benefit of all municipal elected officials.

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### Purpose

The EOEP was developed to provide municipally elected officials with an opportunity to broaden their knowledge and skills, raising the quality of municipal government and enabling those in office to effectively achieve the goals of their community.

Providing a solid foundation for strong municipal government, the EOEP will:

- Address issues that are important to municipal elected officials
- Deliver knowledge and skills that improve decisions and policy
- Create an interactive and engaging format that promotes networking and mentoring
- Ensure accessibility throughout Alberta with an accommodating schedule and varied course locations

Learning from subject matter experts with proven success in their field enables you to confidently take action and positively impact your community. Our team of course developers and instructors:

- Possess exceptional credentials and significant knowledge
  - Draw from extensive experience in both public and private sectors
  - Provide content that is relevant to today's environment
  - Consider past and present issues, while anticipating future trends
- 

### Core Competencies

All EOEP courses are designed to strengthen one of four core competencies:

Be more...**Strategic** (designed to strengthen strategy and business acumen competencies)

- Municipal Finance
- Effective Planning and Strategy
- Performance Measurement

- Human Resource Planning
- Service Delivery

Be more...**Effective** (designed to strengthen effective governance competencies)

- Municipal Governance
- Municipal Leadership
- Ethics
- Regional Partnerships and Collaboration
- Municipal/Provincial Legislation
- Effective Decision Making
- Land Use and Development Approval

Be more...**Collaborative** (designed to strengthen community building competencies)

- Community Development/Citizen Engagement
- Infrastructure
- Emergency Preparedness Planning
- Community Economic Development
- Affordable Housing
- Sustainability

Be more...**Influential** (designed to strengthen communication and interpersonal competencies)

- Communications and Media Relations
- Negotiation Skills
- Team Building

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### Eligibility

Face-to-face Professional Development Program

To participate in the Elected Officials Education Program Face-to-face Professional Development Sessions, you must be an elected official on a municipal council.

Online Program

The EOEP online program is open to anyone. Individuals who may find the online program of interest to gain knowledge, build awareness and acquire valuable skills sets for leading municipalities are:

- Future municipal candidates
- Appointed members of municipal agencies, boards and committees
- Municipal administration
- Anyone interested in municipal government.

### Certificate of Achievement

Recognizing your commitment to improving the quality of municipal government, a Certificate of Achievement will be awarded to elected officials who satisfactorily complete the following courses:

- Municipal Finance
- Municipal Governance
- Two other Core Courses, and
- Three Supplementary Courses

As a dedicated and committed advocate for your community members, your service is appreciated...your quest for excellence and lifelong learning is inspiring.

**Current:**

The EOEP is well recognized in the Province of Alberta. Members of Council may choose to take any course out of interest to gain better insight into being a more effective elected official. Members of Council may choose to complete all courses. Should Council be in favour of taking any of these education courses a separate elected official training budget would be required.

Please review the course listings as attached for open discussion.

[Sign In / Sign Up](#)[Home](#) [About](#) [Courses](#) [Help](#)

## Course Descriptions

Whether you are an elected official, interested in running in a municipal election or want to find out more about municipal government, the EOEP offers to a unique and customized learning opportunity by providing a program that is dynamic and meets the current and future demands of elected officials.

While designed specifically for Alberta municipally elected officials, the EOEP online program is open to anyone. Individuals interested in running for municipal council will find this program an excellent source of professional development to build the skills and knowledge future leaders need.

### Certificate of Achievement

Recognizing your commitment to improving the quality of municipal government, a Certificate of Achievement will be awarded to elected officials who satisfactorily complete the following courses:

- Municipal Finance
- Municipal Governance
- Two other Core Courses, and
- Three Supplementary Courses

As a dedicated and committed advocate for your community members, your service is appreciated... your quest for excellence and life long learning is inspiring.

**Click on a course to learn more about it.**

### Strategy and Business Acumen Courses

[Show All](#) | [Hide All](#)

- **Municipal Finance (Required Core)**

Ensure that municipal finances are well-governed. This course provides elected officials with a solid understanding of the core concepts involved in municipal financial management, accountability and reporting. Topics covered will include short and long-term financial decision-making, capital and operating budget processes and financial condition analysis, reporting and risk evaluation. Participants will learn about the role of the auditor regarding the financial condition and management practices of the municipality, and how municipalities raise revenue through property assessment and taxation, user fees and rate structures.

Required Core Course  
Strategy and Business Acumen Competency  
2-day session, Fee: \$580.00(plus GST), or  
Online, \$350.00(plus GST)

#### Learning Objectives

- Understand financial oversight responsibilities and financial accountability of elected officials under municipal legislation.
- Develop an understanding of effective municipal fiscal policies.
- Understand how to read and interpret a municipal financial statement.
- Learn how operating and capital budgets are prepared and administered.
- Understand the difference between "pay-as-you-go" and debt financing strategies.
- Understand property assessment and taxation processes.
- Understand the role of external auditors and learn to identify and mitigate financial risk.

- **Effective Planning and Strategy (Core)**

Being strategic means understanding the present and past contexts, and looking to the future. Participants will learn how to develop effective strategic and business plans that are aligned with corporate priorities and are measurable and actionable. The relationship of policy and strategy will be examined and participants will learn how to engage stakeholders. The course will include identification and incorporation of sustainability principles into the planning process.

#### Learning Objectives

- Apply the fundamentals of strategic and business planning and understand the importance of identifying and setting realistic goals/objectives, key results, strategies and performance measures.
- Understand how to engage the public and stakeholders in the strategy development

Core Course  
Strategy and Business Acumen Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

- process.
- Assign accountability for action and develop performance measures.
  - Understand the practices and benefits of long-term sustainability planning.

• **Performance Measurement (Supplementary)**

Citizens demand accountability from elected officials. Course participants will learn how to use performance indicators to support policy and program decisions. Participants will look at how to evaluate performance and analyze policy decisions, from selecting appropriate indicators to using data to make decisions. By learning about objective-setting and measuring progress towards objectives, elected officials will gain new insights into how to obtain meaningful performance improvement.

Supplementary Course  
Strategy and Business Acumen Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

**Learning Objectives**

- Understand different types of performance indicators and how they are used to monitor and improve organizational performance.
- Understand the difference between inputs and outcome measures and which are meaningful in reporting for municipal governments.
- Develop performance measures and tools for policy analysis, operational decisions and organizational performance.
- Create accountability for organizational performance.
- Understand how to report to stakeholders regarding organizational performance.

• **Human Resource Planning (Supplementary)**

It is important for Elected Officials to understand their relationship to the CAO and how that affects the way in which he or she manages their respective municipality's human resources. The manner in which those resources are managed must match the municipality's corporate goals and objectives. To do this means having a solid understanding of human resource management practices that positively affect recruitment, employee engagement, performance development and the retention of employees.

This course examines the legislative responsibility of the CAO (Chief Administrative Official) for the management of the municipality's human resources. Participants will learn how council can support an effective human resources strategy. Participants will discuss the challenges facing local governments in attracting, developing, and retaining qualified personnel needed to deliver effective and efficient municipal services.

Supplementary Course  
Strategy and Business Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

**Learning Objectives**

- Understand the CAO's responsibility for corporate human resource management and the impact on municipal service delivery.
- Understand strategic human resource management principles as they relate to recruitment, retention and evaluation of the CAO.
- Develop an appropriate performance management system that links corporate strategic priorities to the CAO's corporate goals and objectives.

• **Service Delivery (Supplementary)**

With increasing demands on resources, municipal governments are often called upon to be innovative in service delivery. Elected officials need tools to examine service delivery options and performance measures to evaluate service levels from internal and external providers. Participants will learn about selection processes, conducting service quality gap assessments and evaluating strategic partnerships. This course will also provide information on various delivery methods including e-government. The course examines the costs of service delivery, the elements of alternative service delivery, and how to monitor service delivery performance.

Supplementary Course  
Strategy and Business Acumen Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

**Learning Objectives**

- Understand Council's governance role in service delivery and administration's role in delivering services and reporting on outcomes.
- Explore and examine service delivery models and the tools to measure service delivery success.
- Examine different policy options for service delivery decisions.
- Understand the value and applicability of shared services models for the delivery of various corporate services.

**Effective Governance and Decision Making Courses**

• **Municipal Governance (Required Core)**

[Show All](#) | [Hide All](#)

Governance is the fundamental means by which elected officials connect the public they serve to the municipal entity they

**Learning Objectives**

- Understand the relationship of provincial

represent. This course explores the roles and responsibilities of elected officials and how a council makes effective decisions within the legislative and governance framework in Alberta. Participants will gain an appreciation for basic governance principles of representation, decision making, stewardship and accountability and how to ensure that the powers, duties and functions of the municipality are appropriately discharged.

Required Core Course  
Effective Governance Competency  
2-day session, Fee: \$580.00(plus GST), or  
Online, \$350.00(plus GST)

legislation, municipal policy and decision making.

- Clarify how a municipal council makes decisions and is accountable for action.
- Identify opportunities to engage public stakeholders.
- Identify ethical considerations in municipal decision making and understand pecuniary interest provisions contained in the Municipal Government Act.
- Understand the Council /CAO relationship.

#### • **Municipal Leadership (Core)**

What qualities make for a strong leader? This course focuses on leadership qualities including creating a vision, setting priorities, seeking solutions, enabling others to act, and managing change. The goal of this course is to encourage elected officials to understand their leadership style, and how this affects decision-making, delegation of responsibility and collaboration with members of Council and the public. Participants will learn about personal leadership growth strategies.

Core Course  
Effective Governance Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00 (plus GST)

##### **Learning Objectives**

- Understand the differences between leadership and management.
- Understand the importance of effective leadership strategies and the roles and responsibilities of elected officials and the CEO.
- Identify personal leadership styles and how this affects performance and relationships.
- Identify leadership qualities that distinguish effective leaders.
- Develop techniques for improving teamwork and collaborative decision making.

#### • **Ethics (Core)**

Ethics define the nature of public professions, and elected officials who are guided by ethics are more likely to make decisions using professional and moral criteria. This is critical in today's environment. This course is designed to help elected officials understand their fiduciary, ethical and moral obligations as public servants. Participants will examine pecuniary interest; the balance between transparency and confidentiality; the use of sound moral judgment; and actions that are ethically defensible. Expectations of municipal leaders, and managing competing demands in a way that keeps the public trust will be examined. Participants will learn about ethical principles and their application to situations where conflicting values exist.

Core Course  
Effective Governance Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

##### **Learning Objectives**

- Understand what constitutes ethical behaviour and decision making.
- Create codes of ethics and values. Special attention will be given to creating and strengthening a culture of ethics.
- Reflect on municipal ethical issues.
- Define fiduciary responsibilities of an elected official.

#### • **Regional Partnerships and Collaboration (Supplementary)**

Collaboration within regions is an important step towards effectively serving the public. This course will examine the value and opportunities of inter-municipal partnerships and partnerships between municipalities and non-governmental organizations (NGOs) within a region. Using a case study method, participants will learn how to identify collaborative opportunities and how to negotiate and establish the parameters for a service partnership. The scope of partnerships, governance structures, delivery mechanisms and cost sharing arrangements will be identified. Efficiency, effectiveness and innovation through regional collaboration will be explored.

Supplementary Course  
Effective Governance Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

##### **Learning Objectives**

- Identify the value and opportunities of working collaboratively within a region to foster the development of self-reliant and sustainable communities and regions.
- Examine the range of municipal services that can be delivered on a regional or collaborative basis.
- Understand the mechanisms and decision making processes under which regional partnerships can be established and operated.

#### • **Municipal Legislation (Supplementary)**

The study of law can be intimidating, but knowledge of law is key to strong municipal governance. This course focuses on Alberta's legislative framework with a specific examination of the Municipal

##### **Learning Objectives**

- Review the history of municipal legislation in Alberta.

Government Act and municipal regulations. Other legislation to be reviewed is: Local Authorities Election Act, Environmental Protection and Enhancement Act, Safety Codes Act and the Police Act. Participants will explore ramifications of legal decisions impacting the actions of municipal government.

Supplementary Course  
Effective Governance Core Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

- Understand how the Government of Alberta develops legislation governing municipalities, and review proposed changes to legislation and what they mean to municipalities.
- Understand the Municipal Government Act (MGA) and other acts that directly impact the governance and operation of Alberta municipalities.
- Understand the policy/management dichotomy established in the MGA.
- Understand the legal ramifications of municipal actions that have been tested in Courts of Law and what these precedents mean to policy decisions.

#### • **Effective Decision Making (Supplementary)**

The complexity and time pressures of public office can leave elected officials with little time to consider public challenges. When elected officials possess a framework for discussing public issues and challenges, they are more likely to engage in effective problem solving. This course will examine techniques and models to assist elected officials with timely and informed decisions.

Supplementary Course  
Effective Governance Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

##### **Learning Objectives**

- Learn how to analyze problems, uncover facts and use information to make effective decisions.
- Identify techniques to uncover underlying issues and use creative problem solving methods to address challenges.
- Examine frameworks and skill sets of collaborative problem solving and decision making, including decision -implementation techniques.
- Determine which decision-implementation technique will work in different situations.

#### • **Land Use and Development Approval (Supplementary)**

Land use and the development approval process are high profile activities in Alberta's booming economy and are core municipal functions. In this course, participants will learn how the process works. Participants will explore the role of council and other approval bodies, and factors council should consider in land use planning. Participants will examine how an orderly, consistent system of land use and development approval contributes to healthy and viable communities.

Supplementary Course  
Effective Governance Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

##### **Learning Objectives**

- Understand the importance of land use planning and its link to long-term sustainability.
- Understand the base planning requirements as well as the approval and appeals process for Alberta municipalities.
- Learn the role of council and government approval bodies in the planning process.
- Explain the similarities and differences between inter- and intra-municipal planning.
- Use tools such as MDPs and IDPs to assist in land use planning.

### Community Building Courses

#### • **Community Development Through Citizen Engagement (Core)**

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As voter turnout continues to decrease so does the challenge for elected officials to engage citizens. This course will teach methods on how to remove common barriers to citizen and community engagement. Participants will be taught when to inform, discuss, gather information, engage or partner. The course will examine the role citizen participation plays in building strong, vibrant communities. Elected officials will discuss methods to empower community groups. Participants will also be given tools to guide and support the relationship between council, administration, the public and media.

Core Course  
Community Building Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

**Please note, the online version of this course is being redeveloped and is currently not available.**

##### **Learning Objectives**

- Learn how to work with community groups, organizations and other governments to develop services and solutions.
- Develop effective approaches to managing change.
- Understand the impact that municipal governments have on communities and stakeholder groups.

#### • **Community Economic Development (Supplementary)**



A vibrant economy is the heart of any successful municipality. This course will serve as an introduction to the concepts around municipal economic development. Participants will look at ways to foster development through a variety of techniques including tourism, business development and regional collaboration. Participants will be better positioned to leverage their community's assets to create sustainable and vibrant places to live. Topics to be discussed include what to look for when doing market and financial feasibility analyses as well as the right approach to meeting both urban and rural needs.

Supplementary Course  
Community Building Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

#### Learning Objectives

- Understand the role of economic development in promoting the community.
- Identify opportunities to work with neighbouring communities to undertake joint economic development.

### • Emergency Preparedness Planning (Supplementary)

If disaster strikes, is your community ready? Is your emergency plan up-to-date and does it fully cover the short-term and long-term restoration of services? This course will examine the key components of an Emergency Preparedness Plan and your responsibilities as an elected official. Participants will be taught the importance of continuously refining, updating and improving existing emergency preparedness plans. Topics to be discussed include proven approaches to supporting response efforts as well as how to successfully recover from a disaster.

Supplementary Course  
Community Building Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

#### Learning Objectives

- Understand Alberta's emergency management legislation and framework.
- Explain the key elements of disaster preparedness and their roles in an emergency or disaster.
- Develop and maintain a municipal emergency preparedness plan.
- Identify and manage risks associated with municipal disaster planning.

### • Addressing Local Infrastructure Issues (Supplementary)

Municipal governments face the daunting task of maintaining aging municipal infrastructure while at the same time coping with the increased demand for new infrastructure. This course will teach elected officials strategies to appropriately respond to these challenges. Participants will learn how to assess current resources and the approaches required to build and maintain an effective and sustainable infrastructure base.

Supplementary Course  
Community Building Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

#### Learning Objectives

- Create a comprehensive infrastructure development plan to guide capital planning decisions.
- Explain how infrastructure investment and maintenance relates to sustainability.
- Understand how infrastructure condition assessments directs a capital replacement plan.

### • Affordable Housing (Supplementary)

Communities throughout Alberta are under more pressure than ever to provide adequate affordable housing. This course will look at the issue of affordable housing and present a number of innovative options to address the challenges surrounding it. An important discussion will focus on the roles of government, business and nonprofit providers and the importance of cooperation. Participants will be taught the tools and strategies required to engage all stakeholders and build sustainable communities.

Supplementary Course  
Community Building Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00 (plus GST)

#### Learning Objectives

- Define what affordable housing means and understand its impact on municipalities.
- Identify creative alternatives for providing affordable housing.
- Develop communication strategies regarding affordable housing that engage the community and manage expectations.

### • Sustainability (Supplementary)

How do you want your community to look and how can you make this happen? In this course, participants will discuss the challenges faced by municipalities in developing sustainable communities while facing various constraints. Participants will explore how to bring about community-based change through sustainable development. Discussions will be held on the components of

#### Learning Objectives

- Learn how to develop a future vision for the community based on different components of sustainability (example: economic, social, cultural, environmental, governance).
- Learn how to align existing and future plans



sustainability and on how healthy communities incorporate physical, financial, human, cultural, social and political capital into a model of community sustainability. Participants will be taught ways to invigorate local economies into financially viable, environmentally sound, and socially responsible models.

Supplementary Course  
Community Building Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

with sustainability principles.

- Engage the community in a dialogue that will lead to a sustainable future.

## Communication and Interpersonal Skill Courses

[Show All](#) | [Hide All](#)

### • **Communications and Media Relations (Core)**

You have good ideas but how can you get the message out? This course examines proven communication techniques to best reach a wide range of stakeholders. Participants will come to understand the important role that body language, eye contact, gestures and tone has on the effectiveness of sending and receiving information. Elected officials will be taught how to prepare for and give effective media interviews as well as learn practical tips, tools and strategies for working with the media in a political environment.

Core Course  
Communication and Interpersonal Skills Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

#### **Learning Objectives**

- Identify the best means to communicate with stakeholders.
- Develop a strong and effective working relationship with the media.
- Prepare for an interview – what to do and what not to do.
- Develop effective and clear communication strategies.
- Improve public speaking skills to impact audiences.

### • **Negotiation Skills (Supplementary)**

High quality negotiation skills are always in demand, especially when resources are scarce. This course will teach participants the basics of how to negotiate and how to further develop this skill. Elected officials will be shown how to maximize gains for all parties. Important topics covered will be interest-based negotiation, creative problem-solving, informal mediation, and effective techniques to build collaboration and manage conflicts.

Supplementary Course  
Communication and Interpersonal Skills Competency  
1-day session, Fee: \$340.00(plus GST), or  
Online, \$250.00(plus GST)

#### **Learning Objectives**

- Develop more effective negotiating skills.
- Understand collaborative management techniques.
- Examine the process of mutually beneficial and interest-based negotiating.
- Identify negotiating styles and related strengths and weaknesses.

### • **Team Building (Supplementary)**

The success of an elected official depends not only on themselves but on how well they can work with others. This course will present strategies to improve teamwork, minimize conflict and develop an appreciation for how others work. Participants will analyze their own communication style and begin to understand how this style affects how others perceive them and its impact on council. Elected officials will look at ways to develop realistic expectations of one another and how to manage accountability and performance issues.

Supplementary Course  
Communication and Interpersonal Skills Competency  
1-day session, Fee: \$340.00(plus GST); or  
Online, \$250.00(plus GST)

#### **Learning Objectives**

- Understand the stages of team development and their implications.
- Explore personal style and its impact on team dynamics.
- Examine effective approaches to teamwork and group problem solving.

### • **Executive Coaching (Workshop)**

Elected Officials are facing an ever-increasing amount of pressure to deliver results. To achieve results includes the need for effective and productive relationships with key stakeholders, administration and public. Building and maintain these relationships requires the development and maintenance of specific leadership skills.

A new workshop has therefore been created to help Elected Officials build and improve leadership skills through the application

#### **Learning Objectives**

- None

of **executive coaching techniques**. The workshop will be highly interactive and will use real coaching scenarios to help attendees apply the skills being learnt. The topics on the day will include:

- Effective conversations,
- Powerful questioning,
- Constructive conflict,
- Giving and receiving feedback without emotion and
- Problem solving.

Attendees can expect to come away with an increased level of knowledge in the areas of the course content and with approaches to apply these new skills.

Workshop  
1-day session, Fee \$340.00 (plus GST)

## **Request for Decision (RFD)**

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**Topic:** Strategic Plan Review  
**Initiated by:** Council  
**Prepared by:** Amanda Davis  
**Attachments:** 2014-2019 Strategic Plan

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**Recommendation:**

1. That Council set a date to formally review and update the Town's Strategic Plan.

**OR**

2. That Council update the Strategic Plan's long term and short term goals for immediate implementation.
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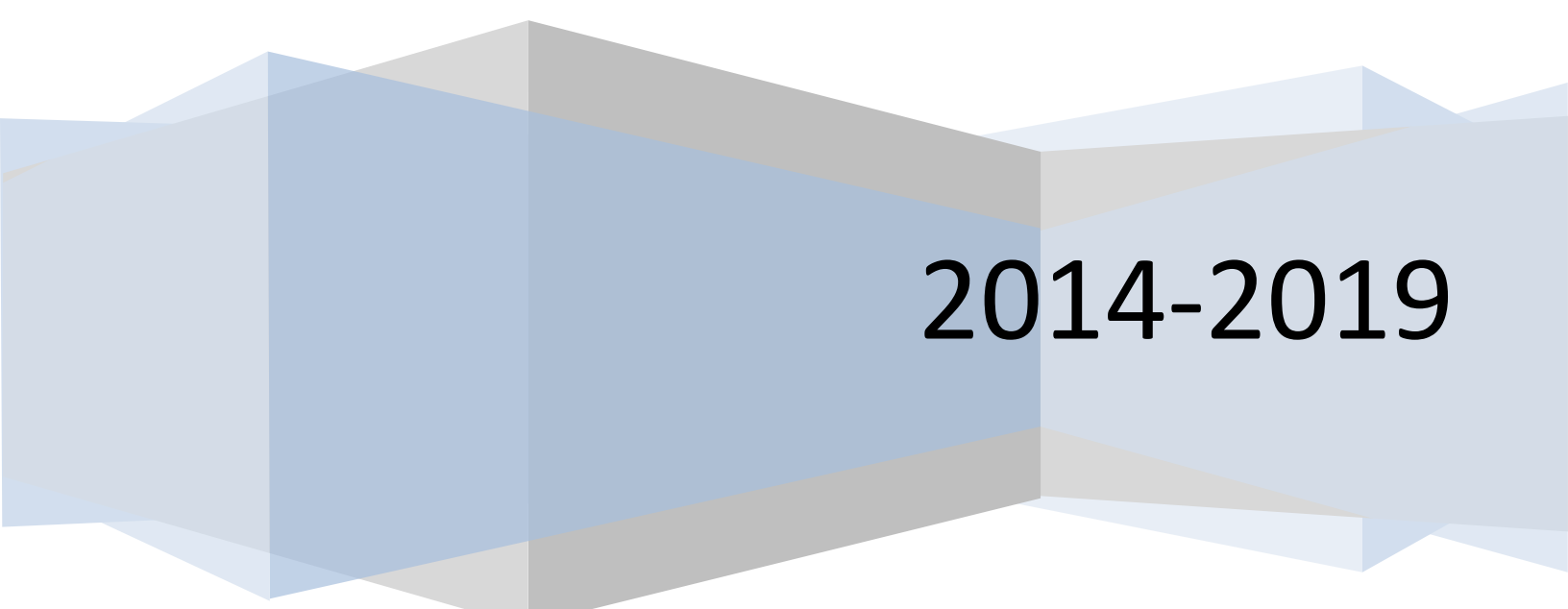
**Background:**

The Strategic Plan requires council's attention as priorities may need to be revised. It is important to have an objective and clear plan to ensure administration has a clear understanding of projects to focus on and to ensure council allocates appropriate resources throughout the year for projects to be completed.

# Strategic Plan

Town of Sedgewick

Approved – April 17<sup>th</sup>, 2014



2014-2019

Vision Statement:

“Sedgewick, we are an engaging, dynamic community welcoming families and businesses.”

Mission Statement:

“Progressive, active leadership transforming and engaging the community while providing exceptional service.”

Values Statements:

*Collaboration* – “We will work effectively through collaboration to serve our community and region”;

*Focus* – “We focus on listening to our residents and bringing awareness to our community”;

*Approachability* – “We are committed to being open to new ideas and opportunities”

**Short Term Goals:**

**1. PRIORITY 1 - Erect Signage throughout Town**

<b>Step 1.</b> Identify and erect areas for municipal signage:  <ol style="list-style-type: none"><li>1. Main Street, Town Office, Legion, Community Hall, Banking, Eatery's, Grocery Store etc.</li><li>2. Recreation Grounds, arena, ball diamonds, race track, bowling, library, golf course, lake</li><li>3. Flagstaff County Administration Building</li></ol>	<b>Action Taken:</b>  Signs have been installed. Complete and may be removed from the Strategic Plan.
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<p><b>Step 2:</b> Set a budget and present funding scenario to Council:</p> <ol style="list-style-type: none"> <li>1. Coordinate a meeting with the Beautification Committee, present signage options</li> <li>2. Purchase and erect new signage</li> </ol>	
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## 2. PRIORITY 2 - Regional Recreation

<p><b>Step 1:</b> Engage with Flagstaff County to better associate and implement the Regional Recreation Study</p> <ol style="list-style-type: none"> <li>1. Council to appoint a recreation subcommittee – the subcommittees responsibility would be to liaison and engage with Flagstaff County, Recreation User Groups, the Recreation Board and surrounding Towns and Villages</li> </ol> <p><b>Step 2:</b> Employment Opportunity – develop a new position – Recreation Programmer and Facility Manager</p> <ol style="list-style-type: none"> <li>1. Administration to prepare and present a job description and salary chart to the subcommittee for review and recommendations to Council;</li> <li>2. Present the proposed position to Council for approval;</li> <li>3. Funds allocation</li> <li>4. Engage with user groups and stakeholder regarding the new employment position</li> <li>5. Advertise the new position</li> <li>6. Secure personnel</li> </ol> <p><b>Step 3:</b></p> <ol style="list-style-type: none"> <li>1. Begin restructuring of the Recreation Board,</li> <li>2. Update policies and bylaws</li> </ol> <p><b>Step 4:</b> PROMOTE, PROMOTE, PROMOTE – Engage Healthy Living Initiatives</p> <ol style="list-style-type: none"> <li>1. Walking trails</li> <li>2. Sedgewick Arena</li> <li>3. Sedgewick Golf Course</li> <li>4. Sedgewick Lake</li> <li>5. Regional Recreation Initiatives</li> <li>6. Agricultural events</li> <li>7. Cultural events</li> </ol>	<p>Action Taken:</p> <p>Discussion required. This goal requires revision as Flagstaff County no longer adheres to the Regional Recreation Study.</p> <p>How will this position be impacted by Regional Governance should Regional Governance be adopted?</p> <p>What is council's intended result?</p>
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<b>Ongoing Steps:</b> Engage with Flagstaff County and surrounding Towns and Villages to promote regional recreation – eliminate the duplication of services and increase programming	
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### 3. PRIORITY 3 – Purchase of SW9-44-12 W4M

<b>Step 1:</b> Define location: <ol style="list-style-type: none"> <li>1. Obtain a quote to survey the proposed land purchase;</li> <li>2. Obtain a quote for an Area Structure</li> <li>3. Obtain a quote to fence the “potential” land purchase;</li> <li>4. Obtain an estimated market value from Wainwright Assessment Group</li> <li>5. Present cost analysis to Council</li> </ol> <b>Step 2:</b> Determine method and action to engage with the private land owner: <ol style="list-style-type: none"> <li>1. Council to allocate funds for the purchase of the lands;</li> <li>2. Council to set the direction on the purchase proposal</li> </ol> <b>Step 3:</b> Follow through with Step 1, purchase land.  <b>Rationale:</b> The purchase of the lands has been addressed by Alberta Environment and the Town of Sedgewick as a priority as we need to protect and secure the integrity of the Towns water source.	<b>Action Taken:</b>  The Land Acquisition Committee met with Mr. Cheram on April 23, 2014 to negotiate on the purchase of the said lands.  Cheram placed one condition on the proposal; that the Town consider developing residential lots and that one be provided to him for future development.  Administration is to gather figures on development and present scenarios to Council.  MOTION 2014.05.56 the Land Committee renegotiate with Cheram with the intent of purchasing to secure the integrity of our wells and refrain from residential development.  June 11, 2014 Committee met, in negotiations, Cheram presented the option of the Town leasing. Various alternatives were discussed. Another
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	meeting is scheduled for mid July.  NO FURTHER ACTION HAS BEEN TAKEN
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<b>4. <del>PRIORITY 4 – Bulk Water Loading Facility</del></b> <b>Deleted pursuant to MOTION 2014.05.55</b>	
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**5. PRIORITY 5 - Rebranding**

<p><b>Step 1.</b> Set the stage and the guidelines to proceed with the rebranding of the Town of Sedgewick:</p> <ol style="list-style-type: none"> <li>1. Administration to investigate potential funding sources;</li> <li>2. Administration to present information and variables to Council;</li> </ol> <p><b>Step 2:</b> Funds allocation:</p> <ol style="list-style-type: none"> <li>1. Determine an allocation for ‘rebranding’;</li> <li>2. Website redevelopment;</li> <li>3. Stationary updates – letterhead, envelopes,;</li> <li>4. Town Signage – Logos etc</li> <li>5. Registration of Trademark</li> </ol> <p><b>Step 3:</b> Community building and engagement.</p>	<p>Action Taken:</p> <p>New logo approved and adopted by council.</p> <p>Administration is transitioning stationary supplies.</p> <p>Quotes have been obtained for website redevelopment.</p> <p>Ongoing investigation proves that registration of trademark is not necessary and is very costly.</p> <p>Looking into redesigning the entrance of Town of 2016.</p>
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**6. PRIORITY 6 - Main Street Lot Development**

<p><b>Step 1.</b></p> <ol style="list-style-type: none"> <li>1. Address the development on Plan 3825P; Block 2; Lots 28P-31</li> <li>2. Attempt to secure business development</li> <li>3. If unsuccessful develop a construction design for the site</li> </ol> <p><b>Step 2:</b> Funds allocation – funds are confirmed with the use of MSI Capital.</p> <ol style="list-style-type: none"> <li>1. Seek public input as to the design and construction;</li> </ol> <p><b>Step 3:</b></p>	<p>Action Taken:</p> <p>Town Hall Meeting was held in 2014 with a variety of options being discussed.</p> <p>A local business owner continues to express interest in purchasing</p>
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<ol style="list-style-type: none"> <li>1. Tender project</li> <li>2. Begin construction</li> </ol>	<p>this lot for development.</p> <p>Discussion required – is this still a priority for council?</p>
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## 7. PRIORITY 7 – Walking Trail Expansion

<p><b>Step 1.</b></p> <ol style="list-style-type: none"> <li>1. Draft and design new walking trails around the recreation grounds;</li> <li>2. Meet with the beautification committee to review tree removal, product options, layout etc.</li> <li>3. Engage with Flagstaff County regarding cost and job share of the project;</li> <li>4. Engage with the Recreation Centre pertaining to the location of the trail;</li> <li>5. Request and easement with Flagstaff County</li> </ol> <p><b>Step 2:</b></p> <ol style="list-style-type: none"> <li>1. Funds allocation;</li> <li>2. Surveying,</li> <li>3. Tender project</li> <li>4. Begin construction.</li> </ol>	<p>Action Taken:</p> <p>Project is scheduled for 2016 due to unexpected circumstances regarding the residential subdivision.</p> <p>A plan schematic was presented to the public, trees have been removed and the site is clean.</p>
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### Long term goals:

## 1. PRIORITY 1 - Development of Residential Subdivision

<p><b>Step 1.</b></p> <p>Strategies – Growth and expansion</p> <ol style="list-style-type: none"> <li>1. Land availability – identify all public and private serviced land within the Town that is or could be saleable</li> <li>2. Engage with private vacant land owners and encourage sales of private land for residential development – cost efficiencies</li> <li>3. Ensure developments remain affordable</li> </ol> <p><b>Step 2:</b></p> <p>Determine potential residential land for development:</p> <ol style="list-style-type: none"> <li>1. 45<sup>th</sup> Street (East) – private;</li> <li>2. Bluejay Cres. (North) – public land;</li> </ol> <p><b>Step 3:</b></p> <p>Cost analysis – Administration</p> <ol style="list-style-type: none"> <li>1. Prepare a cost analysis for Council with the inclusion of pros and cons for all identified sites</li> </ol>	<p>Action Taken:</p> <p>Discussion required.</p>
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<p><b>Step 4:</b> Public Land Development</p> <ol style="list-style-type: none"> <li>1. Site clean-up – removal of debris</li> <li>2. Review engineered residential subdivision</li> <li>3. Fund allocation (potential to split development into phases)</li> <li>4. Market upcoming residential subdivision</li> <li>5. Submit and RFP for Engineering services to develop the tender for site construction and the installation of municipal services</li> <li>6. Tender project</li> <li>7. Award project</li> <li>8. Begin construction</li> </ol> <p><b>Tactics and Performance Indicators</b> – Who is accountable to ensure the goal is delivered and success is measured:</p> <ol style="list-style-type: none"> <li>a. Administration to develop an RFP to Council which includes pros and cons for residential development by August 31<sup>st</sup>, 2014;</li> <li>b. Council to provide a motion for Administration to proceed with development</li> </ol>	
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## 2. PRIORITY 2 – Main Street Redevelopment

<p><b>Step 1.</b> Identify required upgrades for Main Street and consult with stakeholders:</p> <ol style="list-style-type: none"> <li>1. Identify if the Main Street redevelopment aligns with rebranding;</li> <li>2. Begin Stakeholder Meetings/Consultation</li> <li>3. Investigate the potential for underground storage tanks;</li> <li>4. Discuss drainage issues (back alleys) seek solutions to mitigate future issues.</li> </ol> <p><b>Step 2:</b> Prepare and RFP for Engineering Services:</p> <ol style="list-style-type: none"> <li>1. Tender RFP;</li> <li>2. Present results and recommendation to council – appoint engineering company</li> </ol> <p><b>Step 3:</b> Cost analysis and breakdown:</p> <ol style="list-style-type: none"> <li>1. Seek potential federal and provincial funding initiatives</li> <li>2. Submit grant applications</li> </ol> <p><b>Step 4:</b> Tender Construction Project:</p> <ol style="list-style-type: none"> <li>1. Present results and recommendation to Council</li> </ol>	<p>Action Taken:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
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1. Administration to prepare all necessary documents and background for engineering, construction, public consultation.
2. Council and Administration – responsible to engage with all stakeholders grading upgrades.
3. Council is responsible to allocate all project funding and provide final authorization for development.

### **3. PRIORITY 3 - Infrastructure Replacement – Underground Sanitary Sewer, Curbs, Gutters, Sidewalks, Roads**

## Begin Construction

**Tactics and Performance Indicators** – Who is accountable to ensure the goal is delivered and success is measured:

Administration shall be responsible to present ongoing dialogue regarding research pertaining to development.

Council to approve proposed plan of action pursuant to tendering process.

**Secondary Short-Term Goals:**

- a. Waste reduction and improve recycling (Implement waste diversion policies, reduce the limit of weekly bag allotment, utilize the expertise at FRSWMA and support new recycling initiatives, household composting).

## Request for Decision (RFD)

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**Topic:** Municipal Sustainability Initiative (MSI) Operating Allocations  
**Initiated by:** 2016 Budget  
**Prepared by:** Amanda Davis  
**Attachments:** 1. Regional Governance Study Recommendations  
2. Leadership Training – The Executive Program

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**Recommendation:**

**That Council approve the Municipal Sustainability Initiative (MSI) Operating Spending Plan as presented.**

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Municipal Sustainability Initiative (MSI) Operating is a provincial programs that provides operating funds to municipalities.

Program refresher – MSI Operating was scheduled to be phased out over three years under the former PC Government regime. The NDP has reinstated MSI Operating and has committed \$30 million dollars to the program as per their three year business plan. The allocation of funds is always dependent upon approval of the provincial budget.

Funds from the MSI Operating program must be spent within two years. Pursuant to the Town of Sedgewick Strategic Plan, Council anticipated utilizing MSI Operating funds to cover a portion of engineering fees for the residential subdivision. Pursuant to Council direction the residential subdivision project has been put on hold until an Infrastructure Assessment has been conducted as recommended in the Executive Summary of the Regional Governance Plan which was approved in principle on November 17<sup>th</sup>, 2015 (M#2015.11.327).

Municipalities are required to submit a Spending Plan to the Province for the proposed use and allocation of MSI Operating funds.

In accordance with the 2016 budget and to ensure the Town of Sedgewick's MSI Operating allocation is received a detailed overview of projects is listed below.

Pending council's acceptance of the proposed expenditures a Spending Plan shall be submit to the province.

Municipal Sustainability Initiative (MSI) Operating Overview - Town of Sedgewick		
<b>2015 Allocation</b>	59,109	Strategic Plan Priorities
<b>2014 Carry Forward</b>	39,214	FIP Priorities
<b>Subtotal:</b>	<b>98,323</b>	Council Priorities
		New/Ongoing Priorities
<b>2016 Proposed Projects:</b>	<b>Estimated Project Expense:</b>	
<b>Short Term Priority #5</b> - Strategic Plan - Rebranding, website redevelopment	7,000	
<b>Short Term Priority #7</b> - Walking Trail Expansion, Engineering Consultant - Installation	10,000	
<b>Regional Governance Study</b> -Regional Business Case/Economic Development Plan	25,000	
<b>Regional Governance</b> - Consulting Fees	20,000	
<b>Professional Development</b> - Leadership Training - The Executive Program- Alberta School of Business	11,000	
<b>GIS Program</b> - Annual Maintenance Fee - Upgrades	25,000	
<b>Subtotal:</b>	<b>98,000</b>	
<b>Difference:</b>	<b>323</b>	
<b>Funds Remaining:</b>	<b>323</b>	
<i>*2016 MSI Op funds have not been factored into this equation.</i>		

Note, the spending plan can be revised at a later date should the Town be able to secure funds through different sources.



## Recommendations

- The Flagstaff Intermunicipal Partnership should proceed with the Business Case: Conduct an Infrastructure Needs Assessment and Capital Asset Plan - for all its member communities. The Flagstaff Intermunicipal Partnership should engage Alberta Municipal Affairs to secure funding to complete The Business Case.
- The Flagstaff Intermunicipal Partnership should proceed with co-participation and co-investment in execution of a Regional Economic Development Plan through FIP. Members may wish to consider contracting this work to an outside consultant, or proceed internally.
- The Flagstaff Intermunicipal Partnership should retain a consultant to act as a facilitator, negotiator and broker to manage issues that arise, as the process continues over several years, to ensure FIP members remain focused on, and committed to, the process and approved recommendations.
- The Flagstaff Intermunicipal Partnership should develop a Regional Communications Strategy to ensure all residents and stakeholders in its communities understand the issues and the options, and to allow local leaders to engage with their communities and garner support for efforts to build a robust New Governance Model.
- The Flagstaff Intermunicipal Partnership should agree to support advancing toward a Single Tier Urban/Rural Municipal Government with implementation to be completed no later than 2021.
- The Flagstaff Intermunicipal Partnership should consider beginning the work of developing a framework for a New Governance Model before the Business Case is completed, to ensure momentum is continued, to ensure a solution is always the focus, and to inform the Regional Communications Strategy. An outside consultant should be retained for the research and negotiations associated with this process.
- The Flagstaff Intermunicipal Partnership should prepare the Business Case, the Regional Economic Development Plan, and the New Governance Model framework on timelines that presume the 2017 Municipal Elections results will be a plebiscite on their work and proposal.



Amanda Davis  
Town of Sedgewick  
PO Box 129  
Sedgewick, AB T0B 4C0

2-006 Enterprise Square  
10230 Jasper Ave  
Edmonton, Alberta, Canada T5J 4P6  
Tel: 780.492.5832  
Fax: 780.492.1432  
Toll Free: 1.866.492.7676  
executiveeducation@ualberta.ca  
www.executiveeducation.ca

November 19, 2015

Dear Amanda,

Executive Education, with the Alberta School of Business is dedicated to working with Canadian private and public sector organizations to create innovative ways to ensure learning and development continue at world-class levels. Through this work, Executive Education has developed our Executive Program which we believe may be of interest to you and your organization. This letter is to personally invite you, and the members of your executive team, to take part in this significant leadership journey.

The **Executive Program** is one of Canada's most definitive programs for senior executives of both private and public sector organizations. This program provides you with enriched insight into yourself, your world and your strategy, ultimately enhancing your organization's results. Each day will focus on mindful leadership and reflection on previous experiences, while enhancing your strategic abilities and consciousness as a purposeful leader. The last residency, located in the heart of the Canadian Rockies in Banff, AB, synthesizes and integrates the program learnings into a cohesive experience, all contextualized within the unique realities of your environment. We invite you to explore the valuable impact this program can have on you and your team.

It is as a result of programs like the Executive Program that Executive Education was again recognized and honored in 2015 by the Financial Times as one of the world's top Executive Educations. Ranked as one of the best in the world, 6<sup>th</sup> in Canada for our open enrollment programs and 3<sup>th</sup> in Canada for custom programs, we are the largest and most prominent Executive Education source in western Canada – something to be proud of!

The attached brochure outlines the program and provides additional details on how participation can further enhance capacity within your municipalities. A preferred rate for this program will be offered to your municipality, including 10% of the price of this program, and the opportunity to split the payment between two fiscal years (before/after December 2015).

We welcome your inquiries and encourage you to contact Executive Education to ensure your seat in the program. Space is limited, and the program begins March 14, 2016. Please call Melissa Creech, Program Director at 780-492-8625 for more information.

Kind regards,



Heather Christensen  
Associate Dean, Executive Education



Melissa Creech  
Program Director, Executive Education





# THE EXECUTIVE PROGRAM

LEADERS FROM ALBERTA FOR THE WORLD

EXECUTIVE EDUCATION



UNIVERSITY OF ALBERTA  
ALBERTA SCHOOL OF BUSINESS

## VISION

The Executive Program will provide you with enriched insight into yourself, your world and your strategy, ultimately enhancing your organization's results.

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*“We cannot solve our problems with the same thinking we used when we created them”*

ALBERT EINSTEIN



Change is everywhere, within every corner of our lives. Yet with all of this change, organizations are challenged at driving performance while dealing with various demands of human capital and the resources around us. The Executive Program provides this clarity, as you leave with a refreshed perspective, enhanced ability to face the challenges for today, and further develop your resiliency and adaptability with responding to future environmental forces.

In today's uncertain economy, it's even more important to develop the knowledge and skills necessary to drive your business and think differently about your organization's future.

As a recent graduate of the Executive Program, I can personally attest to the experience and learning that provided me the clarity to develop my organization's strategy and path to growth.

**HEATHER CHRISTENSEN**

ASSOCIATE DEAN, ALBERTA SCHOOL OF BUSINESS



When I was young, I lived in a suburb of Chicago called Maywood. From grades 1 to grade 8, if you had good grades, or perfect attendance your reward would be a trip to Chicago, tour the big buildings downtown, watch a Chicago Cubs game, and eventually get a whopper (with cheese) from Burger King. While I fondly remember those days, what most intrigued me were the big buildings, how old they were, and how amazing the construction would have been. One of the men responsible for many of these buildings was Daniel Burnham.

Make no little plans; they have no magic to stir men's blood . . . Make big plans; aim high in hope and work. – **DANIEL BURNHAM, AMERICAN ARCHITECT (1846 – 1912)**

I think we have somehow lost our way as leaders in organizations. The original business leaders (as well as community, religious, social and educational leaders) were trying to build something. However, it seems that somehow we are now fine with just making small adjustments to someone else's plans, or with keeping things status quo.

It now seems like a new movement is coming. Today's scholars, practitioners, and writers are calling on you to build something.

In this course, this is what we will do. My goal is to guide you on a journey. A journey where you will gain insights about yourself, insights about the environment around you and your organization, which will ultimately produce insights into how you will lead your organization.

To prepare us for each residency, there will be a mixture of industry specific video discussions, and pre-reading. During the residencies, you will be led by faculty, consultants, and practitioners in their field on a discussion of not only how to lead organizations, but also self-leadership. Our residencies culminate in you creating a clear strategy for your organization as well as for yourself.

**I am excited! The Executive Program is a great journey and will be a wild, fascinating (often bumpy) ride. At the end of our journey together we will all gain new insights into who we are, what we lead, and how we lead.**

**DR. MARVIN WASHINGTON, ACADEMIC LEAD**

# PROGRAM OVERVIEW

Inspiring leadership, welcoming innovation, renewing strategic perspective, encouraging team engagement, hitting revenue targets: The list of responsibilities for senior and executive leaders is never short, and the opportunity to learn something new is always present. The Executive Program is a chance to work with some of the industry's leading facilitators and consultants to refresh your leadership approach. Through each learning experience, you will focus on meaningful personal reflection, which allows for heightened insight into your world and your organizations strategy. Each day will focus on mindful leadership and reflection on previous experiences, while enhancing your strategic abilities and consciousness as a purposeful leader.

## PROGRAM HIGHLIGHTS

During this ten-day leadership journey spread over four months, you will gain insights into how others have approached similar challenges to your own, while reflecting on your own experiences.

### STRETCH YOUR THINKING

and expand theoretical knowledge to enable you to face the challenges of today

### ASSESS

the direction your organization should be taking

### TAKE A STRATEGIC LOOK

at your leadership in setting the tone and direction for your organization

Prepare your organization for

### FUTURE CHALLENGES

### BE PUSHED TO CRITICALLY ANALYZE

the direction your organization is going by having forced thinking time in the program

### REFLECT

ON YOUR PURPOSE, VALUES AND OPERATING PRINCIPLES and commit to a personal growth life plan

### DESIGN YOUR OWN STRATEGIC BLUEPRINT

that addresses your organizations past, present and future states

## WHO SHOULD ATTEND?

- Designed for senior leaders with 12+ years of management experience who may have past education experiences (professional development, MBA or EMBA).
- You are new to a C-suite position or soon to move into one.
- You have a desire to challenge your thinking and gain new insights into how to lead within your organization.



*“The University of Alberta’s Executive Program has been insightful, thought provoking and offers valid tips that can be utilized in everyday practice in your business or industry. They have gathered some of the top academics delivering useful research that can be utilized in any work environment. The level of business acumen of attendees both from industry and the non-profit sector elicited interesting discussion and debate. As a lifelong learner, I can recommend this program for its content, the quality of the presenters, the facilities and support personnel, and the endless points of interest raised both by the presenters and attendees. Well worth considering in your endeavor to expand your horizons!”*

**LARRY SCHINDEL, CEO, INSIGHT MEDICAL IMAGING**

# RESIDENCY DESCRIPTIONS

The program will launch with a **PRE-RESIDENCY MODULE** that will provide participants access to content and activities that will **help build common language and prepare individuals to maximize their learning in class**. The pre-residency module will also allow participants to take full advantage of the following residencies by encouraging them to think ahead about the content, formulate ideas, and ensure they are primed for active and open participation in the program.

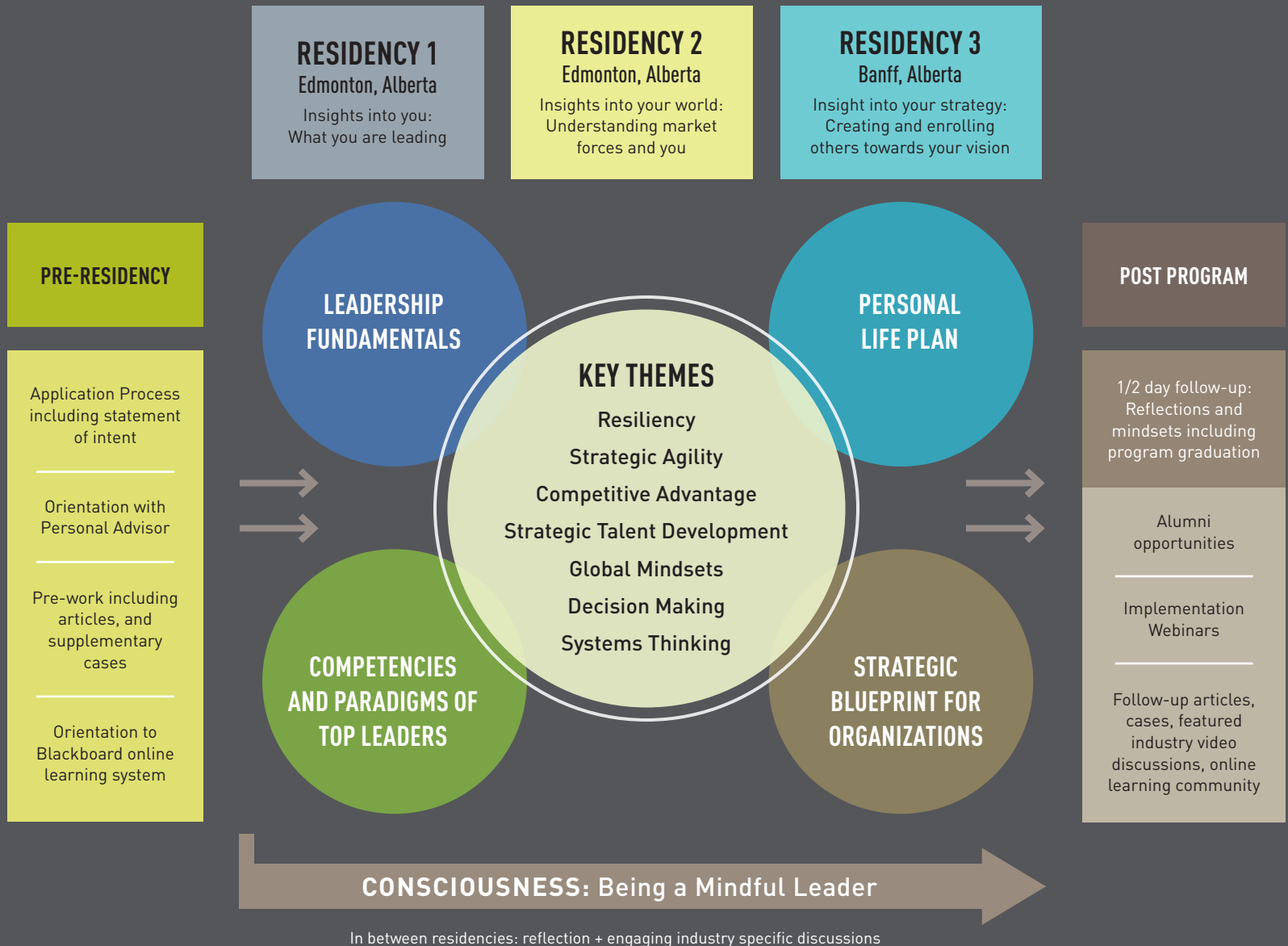
**RESIDENCY 1** - Insights into you: Getting clear on what you are leading. Having a strong sense of your leadership philosophy, embodying your organizations vision/mission and managing the challenges associated with its implementation are core leadership competencies for organizational growth and success. A clear purpose in your life and succinct organizational mission will greatly enhance your ability to frame issues, challenges, and successes within an engaged and mutually understood framework. Residency 1 provides a high level overview of factors contributing to successfully setting the tone at the top, while considering the innovative world we operate in. **You will enhance your leadership awareness, including the team that you lead, and be presented with different ideas and frameworks to solve organizational challenges now and in the future.**

**RESIDENCY 2** - Insights into your world: Deepening your understanding of market forces. Successful strategic implementation means navigating even in a changing environmental landscape. You need to understand present demands while taking into account future possibilities and challenges. As a senior leader, the ultimate success will rely on your ability to successfully leverage organizational systems and structures in a way that will maximize ROI. In this residency, **you will gain an understanding of the impacts of human and environmental forces on your organization and strategies to best achieve results**. Strategic special topics include: influencing and negotiating insights, global mindsets, enhancing your understanding of governance and the role of management to achieve results, integrating risk across your organization and reflections on consciousness as a leader.

**RESIDENCY 3** **BANFF** - Insights into your strategy: Creating, communicating and enrolling others towards your vision. This last residency, located in the heart of the Canadian Rockies in Banff, AB, synthesizes and integrates the program learnings into a cohesive experience, all contextualized within the unique realities of your environment. You will gain a refreshed perspective, have an opportunity to reflect on your experience in the program and engage with program participants in various networking opportunities. Self-mastery exploration will allow for a deeper understanding of your goals and aspirations for yourself and your organization. You will leave this residency with a life plan that acts as a living document connecting daily activities to your life purpose, and with an organizational strategic blueprint that addresses your organizations current state of the union, uncovering desired states. **Ultimately, your consciousness as a leader will be strengthened during this last residency.**

**RESIDENCY 4** - A half day follow up session will be held in the fall to reflect on the program, discuss successes and further engage in strategies to assist with continued successful implementation.







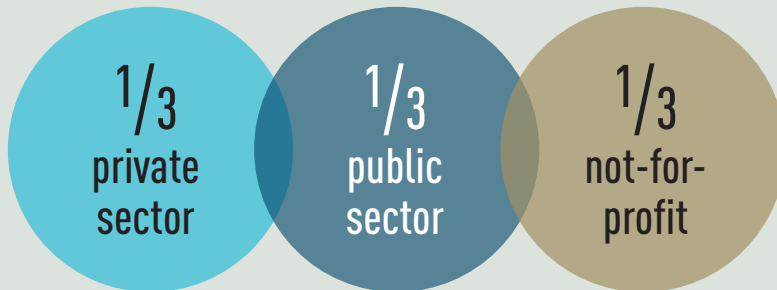
*"First and foremost I want to thank the Alberta School of Business for having the vision and foresight in creating a program in Executive Leadership. What I hope you realize, and maybe even more importantly, is that you created an experience; one that is born from marrying exceptional content with equally exceptional instructors and participants.*

*I believe that the learning outcomes from this experience will be one of the highlights of my life."*

**BART BECKER**, VICE-PRESIDENT, FACILITIES  
UNIVERSITY OF CALGARY

## Previous Participants

**RANGING FROM:**



# ABOUT EXECUTIVE EDUCATION

Executive Education of the Alberta School of Business is ranked globally by the *Financial Times of London* rankings for the world's top Executive Education programs. We have been ranked as one of the best in the world for numerous years. We are the largest and best executive education source in western Canada.

As the School's professional development provider, we serve clients across all industries and in the public sector and offer over 75 programs and forums serving over 6,000 registrants per year. We focus on providing education solutions that enable today's leaders in government, crown corporations, public safety, publicly traded companies, and privately held organizations to lead change and increase organizational performance.

Our vision is to build the province of Alberta and western Canada through the leadership of learning.

# WHY

## PROFESSIONAL DEVELOPMENT AT THE UNIVERSITY OF ALBERTA – EXECUTIVE EDUCATION?

### RELEVANT AND INNOVATIVE PROGRAMS

We pay close attention to contemporary business issues. This program was developed to address current business needs but also help you to grow in this highly challenging and competitive environment.

### INTERNATIONAL REPUTATION

Executive Education is ranked as one of the top 100 professional development providers worldwide by the Financial Times of London. We are regarded as the strongest provider in western Canada, which is a testimony to the quality of programs we offer.

### FACULTY AND LEARNING APPROACH

Executive Education's faculty are renowned leaders in their fields, pushing research and practice to keep pace with the demands of industry. By using a variety of teaching methods including case studies, group exercises, simulations, exercises and group discussion, our faculty in the Executive Program speak to all learners.

### EXECUTIVE EXPERIENCE

Our highly accomplished faculty at the University of Alberta School of Business, as well as leading industry experts and consultants encourage your learning in a highly interactive atmosphere. In addition, you get ample opportunity to learn and share ideas with an influential network of peers across numerous industries.

### ORGANIZATIONAL IMPACT

Executive Education is fully focused on delivering immediate results. This Executive Program is built with transformational impact in mind, having exercises aimed at initiatives within your organization. As leadership and management competencies broaden, our alumni organizations speak to both short-term and long-term financial returns.

# EXECUTIVE PROGRAM

RESIDENCY	RESIDENCY NAME	SESSION NAME	INSTRUCTOR	DATES
1	INSIGHTS INTO YOU	Program Orientation	Dr. Marvin Washington	March 14, 2016*
		Leadership Fundamentals	Dr. Marvin Washington	March 15, 2016
		Featured Panel: CEO of your Health		March 15, 2016
		Strategic Agility using Innovation	Dr. Kirby Wright	March 15, 2016
		Strategic Talent Development	Françoise Morissette	March 16, 2016
		Purposeful Leadership	Dr. Marvin Washington	March 17, 2016*

## INTERACTIVE VIRTUAL SESSION

2	INSIGHTS INTO YOUR WORLD	Influencing with your Competitive Advantage	Dr. Kevin Tasa	April 26, 2016
		Global Mindsets	Dr. Barry Scholnick	April 27, 2016
		Leveraging Board Relationships	Dr. Jim Beaubien	April 27, 2016
		Integrating Risk across your Organization	Dr. Michael Percy	April 28, 2016
		Featured Guest Speaker & CEO Panel: Leaders Reflections on Consciousness		April 28, 2016

## INTERACTIVE VIRTUAL SESSION

3	INSIGHT INTO YOUR STRATEGY	From Purpose to Impact (Self Mastery)	Dr. Marvin Washington	June 15*-18, 2016 in Banff, AB
		Ethical Decision Making and Cultural Impacts		
		Your Strategy, Your Team, Your Leadership		

## INTERACTIVE VIRTUAL SESSION

4	POST PROGRAM	Reflections and Mindsets	Dr. Marvin Washington	September 12, 2016*
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\*Indicates a ½ day

## PROGRAM DETAILS

**TIME:** 8:00 a.m. to 4:30 p.m.

### LOCATION

University of Alberta, Enterprise Square,  
10230 Jasper Ave, Edmonton

### FULL PROGRAM FEE\*

\$9,995 CAD plus \$1,000

### ACCOMMODATION FEE\*\* (PLUS GST)

Participants are responsible for travel to and from Banff.

# APPLY NOW

To register for the program, please visit [www.executiveeducation.ca](http://www.executiveeducation.ca) and click on **REGISTER NOW!**

### ONLINE

[www.uab.ca/ExecutiveProgram](http://www.uab.ca/ExecutiveProgram)

### PHONE

Call **Krista Aune** at **780-492-6712** or email [krista.aune@ualberta.ca](mailto:krista.aune@ualberta.ca)

\* Fee includes program materials, catering, cases, simulations, welcome reception, graduation dinner, assessments, half day follow up session, and an online learning community for use post program.

\*\* The accommodation fee is non refundable and non transferable.

Customized personal coaching packages available upon request.

# INSTRUCTORS

## **Dr. Jim Beaubien**

*Adjunct Professor at the University of Alberta, and Fielding Graduate University in Santa Barbara California*

Jim Beaubien has more than 35 years experience as a consultant, facilitator and educator. He specializes in strategic planning, organizational development and leadership with an emphasis on implementation. Jim is the co-founder and CEO of HOPE Learning Systems Ltd., an Alberta based consulting firm.

In addition to his consulting practice, Jim teaches in the Executive Education Program for the School Business at the University of Alberta. He is also an adjunct professor with Fielding Graduate University in Santa Barbara, California, where he teaches in the Masters Program in Organizational Management and Design.

Jim is a Past President of the Canadian Association of Professional Speakers. He holds the Certified Professional Speaker Designation and was nominated to the Canadian Speakers Hall of Fame in 2001.

## **Françoise Morissette**

*Professor, Queen's University*

Ms. Morissette has been a Faculty Member at Queen's University's

prestigious Industrial Relations Centre since 1994, and was made a Fellow in 2006. As a consultant, Françoise is a major contributor to the field of Organizational Development and her practice takes her within Canada and internationally. Through a variety of interventions, she helps leaders, organizations and communities enhance their leadership capacity.

## **Dr. Michael Percy**

*Professor & Dean Emeritus Alberta School of Business*

Dr. Percy completed his B.A. at the University of Victoria and received his MA and PhD in economics from Queen's University. He was Dean of the Alberta School of Business from 1997 to 2011. He remains an economist and has published extensively in the area of public policy, trade and international and regional economic development. He has also participated on a number of advisory panels for the federal and provincial governments. He currently serves on the Boards of Epcor, K-Bro Linen Systems, Alberta Treasury Branches, Sawridge Companies and the Western Canadian Military Museum Foundation. He is a past director of several other companies and not-for-profit entities.

## **Dr. Barry Scholnick**

*Alex Hamilton Professor of Business and a Winspear Senior Faculty Fellow at the University of Alberta, School of Business*

Dr. Barry Scholnick received his PhD in Economics at the University of Cambridge. His research interests include Household Finance and International Business. His research has been published in journals such as the Review of Economics and Statistics, Journal of International Business Studies, the Journal of Business, and the Journal of Money, Credit and Banking. He was formerly on the editorial board of the Journal of Banking and Finance. He is a multiple winner of teaching awards at the MBA, EMBA and B.Com levels. He is currently the Director of the MBA Specialization in International Business at the University of Alberta, School of Business.

## **Dr. Kevin Tasa**

*Professor, Schulich School of Business, York University*

Prior to joining Schulich Dr. Kevin Tasa was an Associate Professor, and Director of the MBA program, at the DeGroote School of Business, McMaster University. He holds an MSc. in Health Administration and received his doctorate from the Rotman School of Management at the University of Toronto. His research on group decision making, negotiation, team dynamics, and goal setting has been published in top-tier

scholarly journals. Kevin is co-author of Essentials of Negotiation and Canadian Organizational Behaviour, each the most widely used Canadian textbook in their respective areas.

## **Dr. Marvin Washington**

*Professor, Alberta School of Business*

Dr. Marvin Washington's research & consulting focus is on processes of organizational and institutional change with a strong interest in Leadership. Marvin has a long-standing engagement with Anahuac University in Mexico, where he is a part of their CEO academy. He has also consulted with numerous non-profit and for-profit organizations, and is the author of two books on leadership and organizational change. Dr. Washington is currently involved in a 12 year engagement with the country of Botswana. Prior to life in Academia, Marvin was an operation's manager for Procter and Gamble.

## **Dr. Kirby Wright**

*Management Consultant*

Dr. Kirby Wright is President of an Edmonton-based consulting and applied research firm. Over the past twenty years he has worked with a wide range of private, public and non-profit clients, across many industries and locations. Previously, he served as an Assistant Deputy Minister in Saskatchewan and earlier in his career he was actively involved in education projects in South East Asia.

CREATING PANELS DECISION MAKING  
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Tool kit **BLUEPRINT** Governance  
Getting clear (or clarity) **GOALS** ALIGNMENT  
EXECUTIVE **COMPETITIVE ADVANTAGE** Strategy  
ENRICHMENT **ORGANIZATION** STRETCH RESULTS Consciousness  
RESULTS Healthy CEO **Banff** STORIES Mindfulness  
CULTURAL IMPACTS **Purpose** REFLECTION **PEER NETWORKING**  
Resiliency Connecting **INSIGHTS** Doing Adaptability Pre work  
Practical Leveraging relationships **Global Mindsets** **Journey** Life plan  
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## EXECUTIVE EDUCATION

2-006 Enterprise Square  
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*Toll free:* 1-866-492-7676

*Fax:* 780-492-1432



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## Open Discussion

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<b>Topic:</b>	Town of Sedgewick – 2016 Year at a Glance
<b>Initiated by:</b>	2016 Budget
<b>Prepared by:</b>	Amanda Davis
<b>Attachments:</b>	n/a

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Sedgewick Town Council has a dynamic strategic plan that requires significant time and attention. In addition to the goals and objectives identified in our Strategic Plan council has also committed to various other projects both locally and regionally.

To be successful Council and Administration must work diligently to ensure all projects are completed and followed through in a timely manner. Below is an overview of what to expect in 2016, “The Year at a Glance”.

To maintain momentum and focus, these projects should be addressed during subcommittee meetings to ensure all parties remain on task throughout the year.

1. Regional Governance Study, Phase II and III which consists of a Regional Economic Development Plan, Communications Strategy, Infrastructure Assessment and Business Case
2. Thorough review of the Municipal Development Plan – this plan must be updated prior to reviewing and making revisions to the Intermunicipal Development Plan
3. Update the Intermunicipal Development Plan in collaboration with Flagstaff County
4. Walking trail expansion project and environment revitalization (short term goal in the Strategic Plan)
5. Recreation Centre Roof and Heating System Upgrades
6. Installation of the Sedgewick Community Spray Park Project
7. Sidewalk/curb and gutter replacement on PRT NE8-44-12 W4M
8. Fire Hydrant Replacement Program
9. Installation of a back-up generator at the Water Treatment Plant with possible building addition
10. Replace entrance attraction at the intersection of Highway 13 and Secondary Highway 869