



AGENDA

Special Budget Meeting
Thursday, December 1st, 2016 – 6:00PM
Council Chambers of the Town Office, Sedgewick, AB

Call to Order:

Opening Values Ceremony:

Adoption of Agenda:

BUSINESS– Old

- | | |
|--------------------------------|-----|
| 1. Municipal Affairs - Review | OB1 |
| 2. 2017 Draft Budget - Council | OB2 |
| 3. | |

BUSINESS– New

- | | |
|---|----------------------|
| 1. 2017 Draft Budget – Fire Department | NB1 |
| 2. 2017 Draft Budget – Cemetery | NB2 |
| 3. 2017 Draft Budget – Waste | NB3 <i>Revised</i> |
| 4. 2017 Draft Budget – Community Hall | NB4 |
| 5. 2017 Draft Budget – FFCS | NB5 |
| 6. 2017 Draft Budget – Sedgewick Public Library | NB6 |
| 7. 2017 Draft Budget – Public Works | NB7 <i>Revised</i> |
| 8. 2017 Draft Budget <i>Revised</i> – Sedgewick Recreation Centre | NB8 <i>Addition</i> |
| 9. 2017 Draft Budget – Gas and SKNGS | NB9 <i>Addition</i> |
| 10. 2017 Draft Budget – Water System | NB10 <i>Addition</i> |
| 11. | |
| 12. | |

Correspondence:

- | | |
|---|--------------------|
| 1. Operations Letter to Sedgewick Lake Park | A1 |
| 2. Flagstaff County – Lucky Highway 13 Proposal | A2 <i>Addition</i> |

Adjournment:

Open Discussion

Topic: Municipal Affairs - Review
Initiated by: Petition
Prepared by: Amanda Davis
Attachments: 1. Review Schedule
2. Minister Letter

Background:

As per the letter attached, Municipal Affairs would like to meet with each member of council any myself independently for one hour on December 8th, 2016 starting at 9:00AM.

A room will be set up in the town office for Municipal Affairs accordingly:

Please confirm your availability as I have to respond by December 2nd:

9:00AM	
10:00AM	
11:00AM	
1:00PM	
2:00PM	
3:00PM	
4:00PM	

CAO Town of Sedgewick

From: Aleks Nelson <Aleks.Nelson@gov.ab.ca>
Sent: November-30-16 2:10 PM
To: 'cao@sedgewick.ca'
Cc: Debbie McCann
Subject: Preliminary Review
Attachments: Sedgewick.pdf; _Certification_.htm

Hello Amanda:

As a result of the petition received from the electors of the Town of Sedgewick, Minister Danielle Larivee has asked ministry staff to conduct a Preliminary Review into the concerns of the electors who signed the petition. Please note that participation in a Preliminary Review is voluntary as it is not a legislated process under the provisions of the *Municipal Government Act (MGA)*.

A preliminary review is conducted by ministry staff members. Debbie McCann and I would like to conduct individual interviews with each councillor and the Chief Administrative Office. As discussed, can you confirm interview times on December 8, 2016? I ask that you provide an hour between interviews, starting at 8:00 am or 9:00 am and continuing throughout the day with a break for lunch?

For further clarification of the process:

A preliminary review may be conducted as a first response to petitions or requests for municipal inquiries. Staff members from Municipal Affairs will conduct the preliminary review in 3 phases.

1. Initial research on municipal financial indicators, performance on municipal sustainability key measures, recent election history and other related items
2. On site interviews will be conducted with councillors, key administrative officials and the petitioner's representative if applicable
3. A summary report of findings will be submitted to the Minister of Municipal Affairs

The Minister may, upon review of the preliminary review report, proceed with an inquiry or inspection, initiate a viability review, offer a Municipal Corporate Review, offer various educational programs or supports to council/administration or recommend no further action be taken.

If you have any further questions or require more information, please feel free to contact me directly.

Aleks Nelson CPA, CGA
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Capacity Building Unit
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ALBERTA
MUNICIPAL AFFAIRS

Office of the Minister
MLA, Lesser Slave Lake

AR87741

NOV 23 2016

His Worship Perry Robinson
Mayor
Town of Sedgewick
PO Box 129
Sedgewick AB T0B 4C0

Dear Mayor Robinson and Council,

I am writing to follow up on the petition that was submitted requesting an inquiry into the affairs of the Town of Sedgewick. The person appointed to carry out the duties of chief administrative officer has reported that the petition is sufficient.

Section 572(1)(a)(ii) of the *Municipal Government Act (MGA)* states that, to be sufficient, a petition requesting an inquiry must be signed by electors of the municipality numbering at least 20 per cent of the municipality's electors. The *MGA* requires petitioners to be excluded if they do not meet specific criteria.

At the time the petition was received, the population of the town was 857; therefore, a total of 172 signatures were required for the petition to be sufficient. The petition received contained 270 signatures, 41 signatures had to be excluded, which resulted in 229 signatures remaining on the petition.

Prior to determining the merits of proceeding with an inspection, ministry staff will undertake a preliminary review into the concerns and issues that resulted in the petition request. The review will collect background information about the concerns and issues that led to the request and will include interviews with councillors, administrative staff, and the petition representative. The preliminary review is intended to provide context for my decision in responding to the petition for an inspection. It is not intended to be a verification process, and cannot result in the issuance of directives. No written submissions or documents will be received during the preliminary review.

.../2

His Worship Perry Robinson

-2-

I encourage your full co-operation and participation in this process in order to help me make an informed decision on the request. Once I have reviewed the background provided through the preliminary review, I will advise you of my decision.

Ministry staff will be contacting the town office and petition representative to initiate this review.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Larivee', with a stylized, cursive script.

Hon. Danielle Larivee
Minister of Municipal Affairs

Overview

Topic:	2017 Draft Budget – Council
Initiated by:	2017 Budget/Council
Prepared by:	Amanda Davis
Attachments:	n/a

Background:

Budget highlights and overview:

- During the November 17th, 2016 meeting council reviewed six options pertaining to local governance. Of the six options a motion was passed to proceed to budget as per option #4 (pay an hourly rate of \$25 plus travel for all meetings as approved during the annual organizational meeting). In addition, council advised they would review governance options in January 2017 and decide whether reducing the number of councillor's or meeting structure is necessary.
- Council's budget is prepared as per option #4 with six councillor's for ten months and five councillor's for two months. There was an underlying acceptance of reducing council to five members, if this is not the case; the proposed budget would increase an additional \$4,300.
- Education has become a permanent line item within the budget, once Elected Official Education Program course is budgeted for each councilor.
- A municipal election will be held in 2017 a council orientation session has been budgeted for. There are a few options for council orientation sessions: the region is looking into a shared session or the town could contract our legal counsel to provide a Roles and Responsibilities session.

Financial explanation:

A 3% municipal budget increase is \$25,465.

The proposed council budget represents 34.46% of the 3% overall budget increase at \$8,775, an increase of 18.67% over 2016.

Areas for improvement:

The only potential area for improvement is within the education line item. This line item could be reduced slightly if members of council do not anticipate participation in courses in 2017. Regardless, this line item would/could be impacted on a yearly basis depending on the desires of each council.

Request for Decision (RFD)

Topic: 2017 Draft Budget – Fire Department
Initiated by: 2017 Budget
Prepared by: Amanda Davis/Joe Hebert
Attachments: 1. Fire Budget – 2017 Draft

Recommendations:

1. The council approves the 2017 fire budget as presented.
 2. The council approved an increase to leadership honorariums as follows: Fire Chief - \$2,000 and Deputy Chief's - \$1,000 per annum.
 3. The council appoint Ryan Allen and Cary Castagna as members on the Sedgewick Fire Department.
 4. That Municipal Firefighting Service Fees remain unchanged.
-

Background:

A draft fire budget is attached for review.

Budget highlights, proposed changes, and overview:

- Chief Hebert requests and increase in leadership honorariums due to the increased responsibilities.
 - Fire Chief increases from \$1,750 to \$2,000 in 2017.
 - Deputy Chief's increase from \$750 to \$1,000 in 2017.
- In house training will not be offered in 2017 and members interested in taking NFPA courses may apply through the regional training program (ESET). Tuition expenses are covered by a grant for ESET training however honorariums are not. An honorarium for ESET training is not included in this budget.
- Basic training in 2017 – one first aid course.
- All equipment is fully rigged, basic operational expenses included for CVIP inspections, tools, and two sets of bunker gear.
- The Lions Club donated \$4,500.00 towards the purchase of a bumper, winch, and light bar for the Command truck.
- Two new members joined the department, Ryan Allen and Cary Castagna.
- Following a recent conversation with Kim Cannady, Flagstaff County Council requests a 5% decrease in operational budgets. This request has been met for 2017.
- The 2017 budget reflects a 14% decrease with a net deficit -\$42,912.

Fire Charge Outs:

The Sedgewick Fire Department requests council review charge outs for medical assist calls. Members in the department are willing to donate their time for medical assist calls in the hopes the town will no longer charge for this service.

Department's perspective on the issue:

- Many times the department is dispatched for a medical assist and show up to a scene and cannot offer any assistance.
- Many times the department is dispatched for a medical assist to provide a lift assist.
- The Chief Hebert feels guilty for sending a bill to the family especially when little to no support is provided. Chief Hebert advised at times the department will be dispatched for a medical assist and the home owner is standing outside saying, we didn't call the fire department, we are not paying for a bill, please leave.
- Chief Hebert suggests only charging for medical supplies if they are used with firefighters donating their time.

Municipality's history on Medical Assist charges:

- The town used to charge the same amount for medical assists as it did for fire call outs as per the rate sheet below. Whatever was dispatched was charged, pumpers and men. The average charge for a medical assist call was \$2,400.
- Charges were addressed by council following concerns by the department and complaints from the public. After considering the means by which the department is dispatched council set a flat rate of \$200. The flat rate was intended to cover a portion of firefighter expenses and any medical supplies used. To date, firefighters received a minimum call out of three hours.

Fees & Charges Bylaw #523:

K. MUNICIPAL FIREFIGHTING SERVICES:

1. Fire Pumper Call-out – 1st hour (per unit) \$650.00
2. Each and every subsequent Hour (per unit) \$300
3. Fire Pumper Call-out – False Alarm (per unit) \$300
4. Volunteer Firefighter, per hour, per firefighter (in-town, three hours minimum) - \$20.00
5. Volunteer Firefighter, per hour, per firefighter (out of town *RURAL*, three hour minimum) - \$20.00
6. Volunteer Firefighter, per hour, per firefighter (out of town *URBAN*, three hour minimum) - \$30.00
7. Medical Assists – In-town – Flat Rate - \$200

Considerations:

- If council is reviewing charges for medical assists a review of all municipal fire charge outs should be had. Concerns were brought forth from the public regarding false alarm calls in the past as well and the rate was reduced.
- Does council want to continue charging for services or review the budget and provide fire protection as a line item expense in the budget? If council chooses to consider this route it would mean an increase in departmental expenses because there would be no fire call out fees. Projected firefighting revenue is \$7,680; this is direct bill outs from in town and out of town call out fees which is paid directly to the firefighters. This does not take into account, equipment, water, loss of equipment/supplies.

Financial explanation:

A 3% municipal budget increase is \$25,465.

The proposed fire budget represents a -14% decrease over 2016 being \$7,009.

Town of Sedgewick 2017 Budget

(23) Fire

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget	2017 Proposed Budget
Firefighting Revenues			7,680	7,680
County Housing Agreement			7,500	10,000
County Operating Agreement			19,455	18,974
MSI Operating			4,500	
Donation/Misc. Revenues				
Other grants	BRCF (bunker gear)		1,500	1,500
Total Revenue:			40,635	38,154
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget	2017 Proposed Budget
Firefighter Fees			29,330	24,080
Employer Contributions			350	350
Subs., Mileage, Misc.	Long Service Awards		1,580	2,000
Education & Training	First Aid Course		7,070	1,200
OH&S			2,750	2,000
	First aid supplies	1,000		
	Fire Extinguishers	1,000		
Freight			200	200
Phones/Alarms, Etc			4,836	4,836
Internet			530	530
EMS Regional Dispatch			2,800	2,850
Building R&M	Air compressor		200	500
Machine R&M			1,750	3,000
Machine R&M - County			2,750	3,500
Insurance			3,460	3,320
Rescue Unit			2,400	1,800
General Goods & Services	Bunker gear (2)	5,400	12,250	10,550
	Beleclava/boots			
Vehicle Fuel			750	600

Town of Sedgewick
2017 Budget

Vehicle Fuel County			600	750
Electricity			3,400	3,000
Natural Gas			1,050	1,000
Contrib. to Cap.				
Contribution to Truck Cap. Reserve			7,500	10,000
Contrib. To Fire Building Reserves			5,000	5,000
Total Expenditures:			90,556	81,066
Net Surplus/(Deficit):			(49,921)	(42,912)

Request for Decision (RFD)

Topic: 2017 Draft Budget – Cemetery
Initiated by: 2017 Budget
Prepared by: Amanda Davis/Daryl Johnson
Attachments: 1. Cemetery Budget – 2017 Draft
2. 2017-2019 Cemetery Plan

Recommendations:

1. That council approves the 2017 cemetery budget and 2017-2019 operating plan as presented.
- AND**
2. That the fee for winter casket burials increase from \$450 to \$900 effective immediately.
-

Background:

A draft cemetery budget is attached for review. A three year operating plan has been prepared to address future maintenance of the cemetery.

As a part of internal restructuring I have been tracking hours and breaking down responsibilities between basic operations, strategic objectives, requests from boards, and community members. The cemetery is demanding and requires a significant amount of time to maintain between May and September annually. In 2016 we undertook a major clean up: painting all entry pillars, paintings signs, removing large trees, and entrance way upgrades.

Basic operations include mowing, trimming, pest control, filling sunken graves, and road maintenance.

On average it takes 430 hours to complete this work over five months which equates to 21.5 hours per week.

The three year operating plan exceeds basic operations but is necessary. We have identified priority projects accordingly.

1. Our existing cemetery program is operable only through a Windows DOS application, old leather maps, and an excel spreadsheet. Funds were allocated in 2016 through the GIS expansion project to map the existing cemetery. This project did not happen and is being carried forward in 2017.
2. The tree replacement program will fill in the voids around the perimeter of grounds.
3. We propose a cremation garden revitalization project as the seating area is dull and is not inviting. Revitalizing the garden could be used as a community building tool.
4. Grave cover removal program. There are a number of deteriorated grave covers that require removal. We contact families seeking permission prior to the removal of grave covers. The overall objective of this program is to ease with maintenance and beautify the grounds.
5. Future expansion. The “new” cemetery will reach capacity in approximately 5 years. We have to plan, design, and pin the future expansion area.

6. Clean-up deteriorated family plots. Again, we contact families seeking permission to and revitalization. The overall objective of this program is to ease with maintenance and beautify the grounds.

Budget highlights, proposed changes, and overview:

- Basic operations, time and labor is charged to public works, parks and recreation.
- Removal of three grave covers.
- Placement of mature trees.
- Cremation garden revitalization.
- GIS project, time and labor are charged to administration.

Fees & Charges Bylaw #523:

1. Sale of Plot (casket burial)	\$200
2. Sale of Plot (cremation burial)	\$ 50
3. Memorial Book Space	\$ 50
4. Opening & Closing of Plots:	
Casket	Summer \$300
	Winter (Nov. 1 April 30) \$450
Cremation	Summer \$ 50
	Winter (Nov. 1 April 30) \$150
	Weekend/Holiday Burials (Casket)
	Additional \$500 fee
	Weekend/Holiday Burials (Cremations)
	Additional \$100 fee
5. Memorial Book Plaques	per supplier's invoice
6. Cemetery Monument Application	\$25
7. Grave liners	\$550
8. Conduit Pipes (intended for grave decorations) 24" in length	
a. ¾" - \$1.85/each	
b. 1" - \$3.25/each	
c. 1 ½" - \$6.75/each	

Considerations:

- To perform casket burials in the winter it takes approximately sixteen hours to complete. The current rate of \$450 doesn't cover the cost of labor or take into consideration equipment. To be at a state of cost recovery the town would have to charge \$1,360 to perform a casket burial in the winter.

To put this task into perspective public works completes the following:

- Locates the plot (new or old)
- Plows a point of access to the plot
- Clears snow and ice from the plot
- Burns the ground preparing to dig the grave
- Checks the burn regularly to ensure the fire is thawing the ground
- Digs the grave
- Places the grave liner, plows an access road if necessary to access the grave liner
- Fill the grave

- Returns in the spring to level and seed the ground

The rate for casket burials (winter) should be increased to better reflect the true cost.

Financial explanation:

A 3% municipal budget increase is \$25,465.

The proposed cemetery budget is held for 2017 with no increase/decrease.

**Town of Sedgewick
2017 Budget**

(56) Cemetery

		Descriptive Totals:	2016 Budget	2017 Proposed Budget
Revenues:	Descriptive Breakdown:			
Plot Sales			600	600
Memorial Book Sales			100	100
Misc. Revenues			500	500
Cemetery Grants	Flagstaff County - grave covers and garden.	2,500		4,500
	Cemetery donations - garden and trees.	2,000		
Total Revenue:			1,200	5,700
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget	2017 Proposed Budget
General R & M			500	4,500
General Goods & Services			500	500
Contribution to Capital			1,000	1,500
Total Expenditures:			2,000	6,500
Net Surplus/(Deficit):			(800)	(800)

**Note: GIS is allocated under the administrative budget.*

Town of Sedgewick - Cemetery 3 Year Budgetary Plan

PROPOSED TASK	PROJECTED HOURS	Year I - 2017	Year II - 2018	Year III - 2019
Map the cemetery with GIS and prepare a new record retention program. Departments responsible: Administration and Public Works - will draw on volunteers to ground work.	75	X		
Tree replacement program: 5-7. Departments responsible: Public Works.	15	X		
Cremation garden revitalization. Departments responsible: Administration, Public Works and volunteers.	25	X		
Spill pile expansion area. Departments responsible: Public Works.	10		X	
Grave cover removal (3) per year. Departments responsible: Administration and Public Works.	15	X	X	X
Future cemetery expansion. Departments responsible: Council, Administration and Public Works.	-		X	
Clean up deteriorated family plots. Departments responsible: Administration and Public Works.	-			X

Request for Decision (RFD)

Topic: 2017 Draft Budget – Waste - REVISED
Initiated by: 2017 Budget
Prepared by: Amanda Davis/Murray Hampshire
Attachments: 1. Waste Budget – 2017 Draft
2. Waste Management – Curb Side Recycling Pilot Project
3. Waste Management Budget Overview

Recommendation:

1. That council approve the 2017 Flagstaff Regional Solid Waste Management Association's budget as presented with a requisition of \$126,589.59 for the Town of Sedgewick.

AND

2. That a town hall meeting be scheduled to address the curb side recycling pilot program as offered by Flagstaff Waste whereby seeking input from the public on implementing the program for Sedgewick.

AND

3. Pending public consultation and the outcome of the curb side recycling pilot project, council approve Scenario 4 with monthly garbage fees unchanged in 2017.

REVISED

1. That council approve the 2017 Flagstaff Regional Solid Waste Management Association's budget as presented with a requisition of \$126,589.59 for the Town of Sedgewick.

AND

2. That council proceed with Scenario 5 whereby holding the monthly garbage rate at \$28.75 and participating in the curb side recycling pilot project in 2017.

Background:

In 2012 Flagstaff Regional Solid Waste Management Association (FRSWMA) requisitioned a 60% increase to member municipalities due to financial mismanagement and operational deficits.

Requisition increases do not represent true cost accounting for the municipal waste collection. Municipal waste collection is being subsidized by profitable cost centres such as bin rentals by Flagstaff Waste.

On November 28th, 2016 the FRSWMA board approved the 2017 proposed budget as presented with an overall decrease. The decrease is mainly due to transfer site closures.

Pending budget approval, council must set a fee for waste collection.

Further information was obtained from Flagstaff Waste regarding their proposed curb side recycling program. I have put together a few scenarios that align with their proposal to offer a better view of local costs. After reviewing the scenarios council may choose to hold a town hall meeting and obtain feedback from the public. During the November 28th, 2016 FRSWMA a motion was passed that the curb side recycling pilot program be offered to all municipalities as a user pay service.

Consideration: Sedgewick's transfer site will be decommissioned in 2017 offering the curb side recycling program may prove to be an effective alternative for convenience.

Financial explanation:

Waste fees are collected on monthly utility bills. This department is cost recovery and will not impact the overall net surplus/deficit.

**Town of Sedgewick
2017 Budget**

(43) Waste

		Scenario 1 - 2017	Scenario 2 - 2017	Scenario 3 - 2017	Scenario 4 - 2017	Scenario 5 - 2017
	2016 Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
Revenues:						
Solid Waste Fees	139,035	146,263	138,690	133,142	138,690	138,690
Solid Waste Penalties	500	400	400	400	400	400
Misc. Revenue	100	50	50	50	50	50
Total Revenue:	139,635	146,713	139,140	133,592	139,140	139,140
Expenditures:						
	2016 Budget	Scenario 1 - 2017 Proposed Budget	Scenario 2 - 2017 Proposed Budget	Scenario 3 - 2017 Proposed Budget	Scenario 4 - 2017 Proposed Budget	Scenario 5 - 2017 Proposed Budget
FRSWMA Requisition	134,230	126,590	126,590	126,590	126,590	126,590
Curbside Recycling Program		19,630	8,860	-	-	10,400
General Goods & Services	1,500	1,500	1,500	1,500	1,500	1,500
Waste Reserve	3,905	-	2,500	5,000	11,000	1,000
Total Expenditures:	139,635	147,720	139,450	133,090	139,090	139,490
Net Surplus/(Deficit):	-	(1,007)	(310)	502	50	(350)

**Town of Sedgewick
2017 Budget**

				Yearly Household	
<u>Scenario 1</u>		Annual Fee	Monthly Fee	Fee	
	2017 Requisition	\$ 126,590	\$ 26.25		
	Curbside Recycling (bi-weekly)	\$ 19,630	\$ 4.07		
		\$ 146,220	\$ 30.32	\$	363.84
Scenario 1 would be a cadillac service allowing for weekly garbage pick up (4 bags) and unlimited curbside recycling.					

				Yearly Household	
<u>Scenario 2</u>		Annual Fee	Monthly Fee	Fee	
	2017 Requisition	\$ 126,590	\$ 26.25		
	Curbside Recycling (alternating garbage/recycling weeks)	\$ 8,860	\$ 1.84		
		\$ 135,450	\$ 28.09	\$	337.08
Scenario 2 requires support and buy-in from the public. Garbage would be picked up every other week (8 bags per month); however, offering curbside recycling is intended to divert recyclable waste from the landfill. In addition, households that dispose more than 8 bags of garbage per month could go to landfill and dispose of them free of charge. The monthly garbage rate would remain at \$28.75/month (\$345/annum) plus a \$2,500 transfer to reserves.					

				Yearly Household	
<u>Scenario 3</u>		Annual Fee	Monthly Fee	Fee	
	2017 Requisition	\$ 126,590	\$ 26.25		
	Good and Services	\$ 1,500	\$ 0.31		
	Waste Reserve	\$ 5,000	\$ 1.04		
		\$ 133,090	\$ 27.60	\$	331.20
Scenario 3 reflects a 4% decrease. Garbage pick up remains unchanged with a \$5,000 transfer to reserves.					

**Town of Sedgewick
2017 Budget**

		Yearly Household		
Scenario 4		Annual Fee	Monthly Fee	Fee
	2017 Requisition	\$ 126,590		
	Good and Services	\$ 1,500		
	Waste Reserve	\$ 11,000		
		<u>\$ 139,090</u>	<u>\$ 28.75</u>	<u>\$ 345.00</u>

Scenario 4 reflects a 0% change in monthly fees. Garbage pick up remains unchanged with an \$11,000 transfer to reserve

		Yearly Household		
Scenario 5		Annual Fee	Monthly Fee	Fee
	2017 Requisition	\$ 126,590	\$ 26.25	
	Curbside Recycling (monthly)	\$ 10,400	\$ 2.16	
		<u>\$ 136,990</u>	<u>\$ 28.41</u>	<u>\$ 340.92</u>

Scenario 5 - after further consultation with Flagstaff Waste they agreed to offer curbside recycling one per month as described above. This would be a pilot project and would commence the beginning of the second quarter. Again, I would propose the monthly garbage fee remain at \$28.75 with the remainder of the funds transferred to waste reserves, being approx. \$1,500.



Flagstaff Regional Solid Waste Management Association



6.2) Proposed Curbside Recycle Pickup - Killam

Background: At a recent FRSWMA meeting (Oct 24, 2016) there was a short discussion regarding the possibility of a curbside recycling program in the town of Killam. Any new program must be evaluated from many perspectives including goals of program, definition of measureable outcomes, impact on corporate resources, potential fit with other programs, cost and expected revenues.

Proposal: Staff contacted our main commingled processor (GFL material recovery facility, Edmonton) to ascertain acceptable materials and handling protocols for curbside recycled materials. Contacts were made with competitors to determine level of service and costs associated with each. A complete review of our weekly work force deployments including manpower, equipment, recycle center access, and other elements was completed.

Considerations: After careful consideration, the 'best fit' was determined to be a curbside program that dovetails with existing 'commingled' program. The program would allow the following:

- Clear Blue Bags only (no other bags accepted by processors) provided at customer expense
- Acceptable - paper, rigid plastic containers (#1-7), tin, any recyclables (bottles, milk cartons, beer cans), cardboard sized to fit inside bag.
- Not acceptable - green/black garbage bags, plastic clamshells, styrofoam, toys, plastic film (bags), shredded paper, organics & compost. 7% contamination results in rejection.
- Expect 1-2 bins collected by burro at start up, with up to 4 bins by year end. Will reduce amount of MSW collected. FRSWMA will require short term storage in town to store curbside bins until next 'Commingled run'.
- Unlimited number of recycle bags. Limit bags of MSW to 3, then 2, then 1?

Financial Considerations:

- GFL will guarantee current cost of \$55/t to process, as long as less than 7% contamination.
- We anticipate between 40 and 75 tonnes (80-150 bales) of commingled in year 1.
- 3 Offers:

	Cost per household			Annual
Offer	Monthly	Annual	# Househ	Municipal
Weekly Pickup	\$ 8.50	\$ 102.00	399	\$ 40,698.00
Bi weekly pick up	\$ 4.10	\$ 49.20	399	\$ 19,630.80
Alternating pickup	\$ 1.85	\$ 22.20	399	\$ 8,857.80

- Pickup every week for MSW and commingled. Total cost to Killam - \$40,698
- Pickup every second week for commingled, weekly for MSW - \$19,630.80
- Alternating pickup - commingled one week, MSW second week - \$8,857
- N.B. Prices are in addition to annual requisition for MSW collection.

Recommendations:

That FRSWMA Board approves the concept of a curbside recycling program with municipal partners on a cost basis, with partner paying the cost of the program in addition to the annual requisition. A pilot project with one or two partners is recommended. It is recognized that the price for each community will differ due to number of households, travel distances and other considerations.

2017 Draft Budget Overview:

- A. New fee schedules for Landfill disposal pricing, resulting in 5% increase in revenue. Small increase (about 1%) in revenue due to reduced services at Highway 13 transfer sites.
- B. Reduced services at 7 transfer sites as the new Regional Plan is implemented. Predicting decrease of \$55,000 in direct expense, and increased efficiency in bin use and trucking. No change in tonnage or revenue from Transfer Site fees at remaining regional transfer sites.
- C. Expected revenue of \$15,000 in 'fee for service' from transitional partners.
- D. Total re-evaluation of all small bin rental rates with rate reductions in many categories.
- E. Net requisition reduced \$40,850 due primarily to transfer site savings. Impact on partners ranges from 0.43% - 5.69% overall reduction in requisition. Requisition is 49% of FRSWMA revenue. It is important to note that FRSWMA is more than service to municipalities.
- F. Capital Expenditures of \$304,700 includes replacement of 816B compactor with newer used model, bob cat replacement(s), and bin purchases. \$262,200 from operating revenue.
- G. Long term Business Planning calculations have been re-evaluated to reflect several matters:
 - o Phase 1 completion date has changed from 2017 to 2019 (new final design surveys).
 - o New compaction rates of 650 kg/cubic meter used throughout remaining life
 - o Expected completion date re-calculated to be 2045 based on current rates of fill
 - o Current (2012) plan of accelerated Closure/Post Closure funding re-evaluated - Reserves are now expected to meet or exceed accrued liabilities on or before 2031.
- H. Capital Reserves - Past two years of revenue under-performing budget has resulted in Capital reserves not being funded sufficiently.

Landfill Operations – Background

- FRSWMA operates a naturally attenuating Class II Landfill northeast of Sedgewick, AB. The landfill was developed at this locale due to a highly impermeable (0.8 m/year) clay found in a consistent layer of at least 4 m. depth throughout the site.
- Operates with a registration under the Alberta Landfill Code of Practice
- Operations include:
 - Receive, inspect, and weigh 10,212.98 tonnes (Ave 2011-2015) of waste annually
 - Divert 2,637 tonnes to dry waste trench and Class III eligible landfill
 - Divert 1,050 tonnes annually into recycle streams (metal, cardboard, commingled)
 - Divert 908 tonnes annually into re-use streams (compost, concrete)
 - Separate & divert 900 tonnes annually from waste stream to burn pit.
 - Dispose & compact 4,800 tonnes annually into class II landfill
 - Annual ground water monitoring and reporting
 - Separation & collection of used oil, tires, paint, pesticide containers, household hazardous waste, e-waste, batteries for various programs in Alberta
- As of Dec 31, 2016, the landfill will be at 67.4% capacity. Provincial regulators require landfills hold sufficient funds in reserve to fulfill capital costs of closure and post closure when landfilling is complete. We predict at year end 2016, unfunded accrued liability for this function to be \$1.939 million of which \$1.058 million (54%) is funded. An accelerated business plan to fund the reserve was initiated in 2012 and will ensure the reserve exceeds the accrued liability by 2031. The landfill will have another 14 years of capacity after that point.

Landfill Operations – Budget 2017

A. Revenue:

- We anticipate reduced overall tonnage in 2017, which results in an inverse increase in cost/tonne to operate. Cost of landfilling has climbed to \$55/tonne in 2016. To compensate for this increase, we are increasing our landfill fees for dry waste fees from \$45/t to \$55/t and class II fees will increase from \$75/to \$80/t.
- Because all residential customer waste is paid by the requisition, landfill scale revenue is most dependent on industrial & commercial activities in the area.
- With no major projects on the horizon for 2017, our scale revenue shows a modest increase of 6%, reflecting higher prices on our 2017 landfill fee schedule and reduced transfer site services along Highway 13.
- 62% of landfill operating net cost is paid by members through the 2017 municipal requisition at \$40.56 per capita. This compares to \$40.12 in 2016 (1.1% increase).

B. Expenses:

- Because there are no new major industrial projects in the area and with Class III engineering studies completed in 2016, we reduce landfill expense by 17% from 2016.
- With a newer used Compactor contained in the capital budget, this is not expected to significantly impact operating or manpower costs over previous budgets.

Bin Rentals & Services – Background

- FRSWMA sublets over 600 small three yd. bins, 150 six yd. bins, and 100 large (20 & 40 yd.) bins on both temporary and permanent basis. We also service nearly 125 private bins.
- Fee structures for small bin rentals include bin amortization (60 months), service costs and a design profit. A complete review of these formulas was undertaken in fall 2016, with the resulting monthly fees being reduced in several categories. Most impacted were the 6 yd. bins (Incidentally, this is the category which has the highest refusal rate based on cost). We are confident the resultant fee schedule will remain profitable, but also more competitive, allowing more rentals and business growth.
- Front end trucks run 10 routes each week for MSW (garbage) and 3 or 4 routes per week for recycle products. Operating costs for this service are distributed to all customers, however municipal partners indirectly pay about 45% of the total through the requisition.
- All expenses related to this service are paid rental customers. Revenue for this service is \$1,034,800 over expenses of \$835,957 (\$198,843 gross profit or 19.2%).

Bin Rentals & Services – Budget 2017

- No change to roll-off trucking rates. Reduction to daily & monthly rental rates.
- Reduced 3 yd. bin rental rates by 10-30%. \$37,000 reduction in total revenue on 542 customers = averaging about \$5.70/month savings passed on to customer. Strategy is to grow bin rentals (by 60 bins) to offset this reduction to net zero.
- Reduced 6 yd. bin rental rates by 20-40%. \$28,000 reduction in total revenue on 121 customers = average savings of \$19.26/month passed on to customer. Strategy is to grow bin rentals (by 30 bins) to offset this reduction to net zero.
- Growth will be partly due to uptake of small bin rentals as we reduce activity at 7 transfer sites in 2017. Increasing the number and densities of bin customers in any area will result in ever higher routing efficiencies and reduced costs of service.
- We are developing a sales and marketing strategy to coincide with Transfer Site closures.
- Asbestos – Due to the retracted economy, the overall volume of work in this sector has reduced dramatically over the past two years. With a recent increase in the number of jobs we are quoting for the new year, we are cautiously optimistic with 6% growth over 2016. While Asbestos makes up a small portion of our bin rental business, it is our most profitable at nearly 50% gross profit.

Municipal Requisition:

- Municipal Requisition - Net reduction of \$40,850 (3.3%) overall to reflect reduced cost of Regional Transfer Site Service.
 - Per Capita costs are variable depending on whether the member retains a regional transfer site or a transitional transfer site. A comparison with 2016 costs for each service on a per capita basis follows:
 - Landfill cost increased \$0.44 per capita or 1.1% increase over 2016
 - Collection service increased \$0.02 per capita or 0.03% decrease over 2016
 - Transfer site reduced \$13.05 per capita or 40.1% for transitional members
 - Transfer site reduced \$4.80 per capita or 14.8% for regional members.
 - Recycling Service increase \$3.71 per capita or 14.6% over 2016
 - Agricultural Services has decreased \$3.74 per capita or 14.6% over 2016

Comparison of Per Capita Costs of Services - 2016 vs 2017					
Service Per Capita	2016		2017		
	Urban	Rural	Urban - Transitional	Urban - Regional	Rural - Regional
Landfill	\$ 40.12	\$ 40.12	\$ 40.56	\$ 40.56	\$ 40.56
Collection	\$ 58.63		\$ 58.61	\$ 58.61	
Transfer	\$ 32.51	\$ 32.51	\$ 19.46	\$ 27.71	\$ 27.71
Recycling	\$ 25.37	\$ 25.37	\$ 29.08	\$ 29.08	\$ 29.08
Ag Service		\$ 25.58			\$ 21.84
Total	\$ 156.63	\$ 123.58	\$ 147.71	\$ 155.96	\$ 119.19
Change			-\$ 8.92	-\$ 0.67	-\$ 4.39
% change			-5.69%	-0.43%	-3.55%

Recycle Programs:

- Recycle industry in Canada is seeing a strong reduction in material value as demand declines worldwide. Much of the world market targets China which continues to restrict volumes entering the country.
- Net result is metal has dropped from \$250/t to \$65/t for prime materials. White goods metal has hovered between \$15 and \$30 in 2016 and we do not expect improvement in 2017.
- Cardboard has recently recovered to \$115/t. Paper is near rock bottom as is plastic.
- Despite all these doom and gloom forecasts, we are projecting a modest overall revenue increase of \$9500 (+21 %) primarily due to our stock pile of recycled concrete aggregate. Unfortunately, this additional revenue is offset by higher expenses for a net increase to the requisition of \$3.71 per capita or 14.6%.
- Mattress recycling program started in 2016 resulted in 300 mattresses shipped for recycle and removed from the landfill. This number is on track to double in 2017.
- 6800 tonnes of RCA produced in 2016 from our concrete stockpile. Only 500 tonnes sold to date but will pick up as sales improve. We are projecting to sell 1000 tonnes in 2017.

Transfer Sites:

- **Transitional:**

- 7 'Transitional' transfer sites will be removed from the Regional Service in 2017 (Strome, Killam, Sedgewick, Loughheed, Galahad, Heisler & Rosalind). Annual savings of \$13.05 per capita (40% reduction over 2016) or \$36,527 will be passed directly to these members. Options for customized services at transitional transfer sites are under negotiations on a 'fee-for-service' basis with each transitional member.
- Transitional transfer site closures are planned for Q2 of 2017. A solid marketing plan announcing the changes, informing residents of enhancements at regional sites, and offering incentives to increase bin use will be formulated and released in Q1 of 2017.
- Base Transfer site service for all members include option for spring 'free weekend'. All members will continue to have access to municipal MSW bins at transfer sites or at public work sites.

- **Regional**

- Regional transfer services will be established at Daysland, Forestburg, Alliance and Hardisty transfer stations. Annual savings of \$4.80 per capita (14.8% reduction over 2016) or \$27,112 will be passed directly to these members.
- These sites will have increased hours of operation, more bins on site for waste separation, and HHW shacks to ensure secondary containment on all containers.
- Over the next two years, ramps will be modified to reduce safety hazards, as well as improvement to safety rails at these sites. Fence upkeep and RCA for road improvements are planned.

- **Budget 2017:**

- Total tonnage collected at transfer sites in 2017 is not expected to drop significantly. However, tonnage at the regional transfer sites will increase proportionately by the amount collected in previous years at the transitional transfer sites.
- Accordingly, revenue is not expected to vary dramatically and is estimated at \$42,000 in 2017. This is a reduction of \$6,000 or 12.5% over 2016.

Other Operating Expenses:

- Salaries & Benefits - 2.0 % Cost of Living Adjustment was used for budget. An average merit increase of 2.5 % was also added to all full-time staff. We are currently operating with one less driver than previous years due to decreased volume of roll off trucking activity. This position is not backfilled in the 2017 budget. LAPP will increase 7% because all staff on probation will convert to full time in early 2017, resulting in the full complement of staff enrolled in LAPP. Net impact of all salary & benefits adjustments is a modest increase of about \$32,000 or 2.4% over 2016.
- Transportation services - while we feel we have markedly improved control over most costs related to our fleet, we are providing a generous (24%) increase in fuel costs, related to uncertainty in cost and the new carbon tax. Overall, we are increasing total transportation costs by \$25,000 or 8.8%

- Landfill Expenses - reduced 17% over actual 2016 primarily due to the increased engineering cost associated with the Class III landfill study done in 2015 and 2016. We anticipate only 1 dry waste trench excavation in 2017 and use of local RCA for any road gravelling required.
- Recycle Expenses - processing fees for paper and other recycled materials will climb significantly in 2017, as the market value of these commodities continues to decline. Cost of handling Household Hazardous Waste (HHW) continues to climb. However, the large expense to crush our concrete pile in 2016 causes us to realize a net decline in recycling expenses of nearly 60% over 2016. However, the 2017 total expense of \$34,500 is nearly double the long term average cost. These costs are related to industry shifts and a marked increase in the amount of volume processed at FRSWMA.
- Administration expenses are essentially unchanged for 2016.

Flagstaff Regional Solid Waste Management

Draft 2017 Budget - Summary

	Bud 2017	Bud 2016	Prjct 2016	2015 Actual	Change Prjt 2016
Scales & Property	\$ 77,350.00	\$ 111,800.00	\$ 69,097.89	\$ 92,841.77	11.9%
Asbestos	\$ 75,000.00	\$ 90,000.00	\$ 70,750.00	\$ 60,252.59	6.0%
Bin Rentals/Service	\$ 959,800.00	\$ 946,800.00	\$ 937,052.24	\$ 849,297.86	2.4%
Municipal	\$ 1,190,000.00	\$ 1,230,850.00	\$ 1,231,450.00	\$ 1,195,000.04	-3.4%
Recycle	\$ 54,200.00	\$ 49,300.00	\$ 44,700.00	\$ 50,195.23	21.3%
Administration	\$ 16,700.00	\$ 17,350.00	\$ 15,265.13	\$ 17,739.24	9.4%
Transfer Sites	\$ 42,000.00	\$ 52,000.00	\$ 48,000.00	\$ 45,334.11	-12.5%
TOTAL REVENUE	\$ 2,415,050.00	\$ 2,498,100.00	\$ 2,416,187.17	\$ 2,310,513.50	0.0%
Staff Salaries & Benefits	\$ 1,407,343.07	\$ 1,468,767.07	\$ 1,374,982.94	\$ 1,099,648.56	2.4%
Transportations Services	\$ 325,500.00	\$ 368,700.00	\$ 299,056.80	\$ 345,539.17	8.8%
Landfill Expenses	\$ 87,500.00	\$ 144,300.00	\$ 106,200.00	\$ 128,386.35	-17.6%
Recycling Expenses	\$ 34,500.00	\$ 44,500.00	\$ 90,038.90	\$ 15,138.32	-61.7%
Bin Services	\$ 11,000.00	\$ 14,000.00	\$ 12,500.00	\$ 3,144.02	-12.0%
Transfer Site Expenses	\$ 37,000.00	\$ 22,100.00	\$ 18,200.00	\$ 7,424.66	103.3%
Administration	\$ 120,200.00	\$ 127,500.00	\$ 119,892.07	\$ 144,539.88	0.3%
Marketing - Promotions	\$ 1,500.00	\$ 1,500.00	\$ 600.00	\$ -	150.0%
Sales	\$ 1,500.00	\$ -	\$ -	\$ 195.00	100.0%
Safety	\$ 7,000.00	\$ 10,500.00	\$ 10,100.00	\$ 8,559.11	-30.7%
TOTAL EXPENSE	\$ 2,033,043.07	\$ 2,201,867.07	\$ 2,031,570.71	\$ 1,752,575.07	0.1%
NET INCOME	\$ 382,006.93	\$ 296,232.93	\$ 384,616.46	\$ 557,938.43	-0.7%
C/PC Allocation	\$ 113,475.00		\$ 111,250.00	\$ 108,000.00	2.0%
Capital Purchase/Depreciation	\$ 268,531.93		\$ 273,366.46	\$ 449,938.43	

Detail GL

Flagstaff Regional Solid Waste Management Association

	Draft Budget 2017		Budget 2016		Projection 2016		2015 Actual YE	
Revenue								
Scales - Industrial, Commercial	71,000.00		95,000.00		63,627.49		85,138.96	
Scales - Residential	0.00		9,000.00		0.00		250.00	
Property Income - Agri Lease	2,600.00		2,100.00		2,720.40		2,341.50	
Property Income - Gas Lease	2,750.00		3,300.00		2,750.00		2,750.00	
Other landfill Revenue	1,000.00		2,400.00				2,361.31	
Sub total Scales & Property		77,350.00		111,800.00		69,097.89		92,841.77
Overweight charges - Asbestos	0.00		0.00		750.00		0.00	
Contracts - Asbestos	75,000.00		90,000.00		70,000.00		60,252.59	
Sub Total Asbestos		75,000.00		90,000.00		70,750.00		60,252.59
Permanent - 40Y, 20Y, Gravel Boxes	65,000.00		90,000.00		61,805.12		84,795.07	
Temporary - 40Y, 20Y, Gravel Boxes	125,000.00		110,000.00		153,000.00		98,466.95	
Permanent - 6 Y Bins	220,000.00		215,000.00		210,000.00		190,650.97	
Temporary - 6Y Bins	15,000.00		22,000.00		12,447.12		21,653.20	
Permanent - 3 YBins	510,000.00		490,000.00		490,000.00		435,458.07	
Permanent - 2Y Bins	800.00		800.00		800.00		678.00	
All Fuel Surcharge	9,000.00		15,000.00		9,000.00		13,845.60	
Overweight charges	0.00		4,000.00		0.00		3,750.00	
Municipal fee for service	15,000.00							
Sub total Bin Rentals/Service		959,800.00		946,800.00		937,052.24		849,297.86
Allied Paper	0.00		0.00		600.00		0.00	
Municipal Requisitions	1,190,000.00		1,230,850.00		1,230,850.00		1,195,000.04	
Fees for Service - Partners			0.00		0.00		0.00	
Sub total Municipal		1,190,000.00		1,230,850.00		1,231,450.00		1,195,000.04
Cardboard Sales	25,000.00		19,500.00		24,000.00		31,020.48	
Paint Sales	1,000.00		1,000.00		1,000.00		800.00	
E - Waste Sales	3,000.00		6,000.00		3,000.00		3,383.90	
Concrete - Crush Sales	11,000.00		0.00		3,000.00		1,403.43	
Plastic Sales	500.00		2,000.00		200.00		1,464.25	
Paper Sales	500.00		1,000.00		200.00		766.98	
Metal Sales	10,000.00		19,000.00		10,000.00		10,094.65	
Freon	1,200.00		0.00		1,500.00		20.00	
Battery Sales	1,500.00		800.00		1,500.00		662.86	
Used Oil & Filters Sales	500.00		0.00		300.00		578.68	
Sub total Recycle		54,200.00		49,300.00		44,700.00		50,195.23
Bank Interest Earned	11,000.00		9,000.00		10,019.48		10,694.09	
Patronage Dividends Income	200.00		1,500.00		94.00		92.00	
NSF Charges	100.00		0.00		70.00		0.00	
Overdue Interest Collected	500.00		100.00		450.00		122.31	
Private Bin Sales	0.00		1,500.00		0.00		1,150.00	
Residential Bag Tags	400.00		250.00				75.00	
Other income	0.00		0.00		133.13		11.79	
WCB Partners in Injury & Surplus	4,500.00		5,000.00		4,498.52		6,070.99	
Sub total Administration		16,700.00		17,350.00		15,265.13		17,739.24
Transfer Site - Fees	42,000.00		52,000.00		48,000.00		45,334.11	
Sub-Total Transfer Sites		42,000.00		52,000.00		48,000.00		45,334.11
Early Payment Discount	0.00		0.00		-128.09		-147.34	
Early Payment Discount		0.00		0.00		-128.09		-147.34
TOTAL REVENUE		2,415,050.00		2,498,100.00		2,416,187.17		2,310,513.50
EXPENSE								
WCB	13,000.00		9,600.00		12,139.56		9,792.45	
Wages/Salary	1,138,572.81		1,191,374.63		1,117,674.50		904,495.53	
EI - Paid by Employer	24,008.20		25,711.50		26,037.42		22,550.43	
CPP - Paid by Employer	43,283.47		46,618.45		46,553.51		40,369.67	

Detail GL

Flagstaff Regional Solid Waste Management Association

	Draft Budget 2017		Budget 2016		Projection 2016		2015 Actual YE	
Benefits - Paid by Employer	61,489.53		64,220.65		55,363.36		38,108.19	
Lapp	126,989.06		131,241.84		117,214.60		84,332.29	
Staff Salaries & Benefits		1,407,343.07		1,468,767.07		1,374,982.94		1,099,648.56
Misc Fleet Expenses			1,300.00		820.80		1,099.33	
Shop Supplies, Repair, Maintenance	12,000.00		18,000.00		14,000.00		20,680.08	
Fuel	155,000.00		185,000.00		125,000.00		105,779.48	
Tires	24,000.00		21,000.00		28,000.00		14,427.11	
Repairs	125,000.00		140,000.00		122,000.00		200,635.10	
Lubrication	4,000.00		2,400.00		4,500.00		2,068.44	
Miscellaneous	1,000.00		1,000.00		200.00		849.63	
Fleetmatics	4,500.00		0.00		4,536.00		0.00	
Transportations Services		325,500.00		368,700.00		299,056.80		345,539.17
Landfill Engineering	28,000.00		38,000.00		65,000.00		31,593.87	
Landfill Repair & Maintenance	5,000.00		10,000.00		4,000.00		8,365.16	
Landfill Fuel	16,500.00		20,000.00		15,000.00		14,897.68	
Landfill Equipment R & M	4,000.00		1,000.00		3,500.00		78.12	
Landfill Supplies	1,500.00		1,800.00		1,100.00		1,406.54	
973 Cat	10,000.00		20,000.00		6,500.00		45,272.18	
Old Bob Cat	2,000.00		4,000.00		500.00		8,373.74	
New Bob Cat	1,500.00		1,500.00		1,000.00		1,090.06	
Cat 816 B Compactor	4,000.00		8,000.00		2,000.00		4,909.36	
John Deere Gator Unit 879	500.00		0.00		900.00		230.67	
Lawnmovers/Tractors	500.00		0.00		700.00		902.16	
Landfill Pit/Development	10,000.00		21,000.00		5,500.00		8,720.50	
Landfill Road Maintenance	3,000.00		17,000.00		0.00		0.00	
Landfill Miscellaneous	1,000.00		2,000.00		500.00		2,546.31	
Landfill Expenses		87,500.00		144,300.00		106,200.00		128,386.35
Recycle - processing	12,000.00		29,000.00		7,800.00		5,327.50	
Recycle - Allied Paper	15,000.00		10,000.00		9,000.00		8,663.59	
Recycle Supplies	5,000.00		1,500.00		6,000.00		115.48	
Recycle Miscelaneous	1,000.00		500.00		800.00		495.00	
Concrete Grind	0.00		0.00		65,881.40		0.00	
Hazardous Waste Disposal	1,500.00		3,500.00		557.50		536.75	
Recycling Expenses		34,500.00		44,500.00		90,038.90		15,138.32
Bin Services - Bin Repair	10,000.00		12,000.00		9,000.00		1,101.20	
Bin Services - Miscellaneous	1,000.00		2,000.00		3,500.00		2,042.82	
Bin Services		11,000.00		14,000.00		12,500.00		3,144.02
Transfer Site Equipment & Supplies	3,000.00		100.00		3,000.00		24.54	
Mileage, Meals, and Lodging	8,000.00		7,000.00		8,200.00		5,550.12	
Transfer Site Repair & Maintenance	26,000.00		15,000.00		7,000.00		1,850.00	
Transfer Site Expenses		37,000.00		22,100.00		18,200.00		7,424.66
Management Services	0.00		0.00		0.00		45,941.65	
Audit & Legal Fees	12,000.00		11,000.00		17,000.00		7,620.13	
Cleaning Services	12,500.00		14,500.00		12,000.00		12,000.00	
Staff Training & Development	8,000.00		8,000.00		8,000.00		6,343.46	
Staff Awards, Recognition	1,000.00		1,500.00		1,000.00		45.23	
Vehicle Insurance	19,500.00		12,000.00		19,076.83		19,603.00	
Private Bin Sales	0.00		1,000.00		0.00		824.00	
Bank Service Charges	0.00		100.00		15.00		111.00	
Late Fees Paid	1,000.00		800.00		1,500.00		557.06	
Memberships/Subscriptions	1,500.00		500.00		1,500.00		224.46	

Detail GL

Flagstaff Regional Solid Waste Management Association

	Draft Budget 2017		Budget 2016		Projection 2016		2015 Actual YE	
Meals & Lodging & Mileage	5,000.00		5,000.00		5,500.00		4,283.78	
Telephones	18,000.00		25,000.00		17,000.00		10,883.21	
Utilities	10,000.00		15,000.00		9,000.00		9,635.80	
Postage & Courier	6,000.00		6,000.00		6,000.00		5,158.68	
Security	800.00		1,400.00		600.00		1,198.42	
POS - 1st data	3,000.00		4,500.00		2,500.00		4,090.03	
Photocopier - lease, supplies	4,500.00		3,900.00		4,500.00		3,150.50	
Office Supplies	7,500.00		7,500.00		7,000.00		6,515.07	
Computer - Hardware/software	4,000.00		4,000.00		2,000.00		2,215.37	
Operations Advertising	4,000.00		4,000.00		3,800.00		2,745.02	
Internet	1,500.00		1,400.00		1,500.00		1,187.01	
Admin-Miscellaneous	400.00		400.00		400.24		207.00	
Fees for Collections/Bad Debt Exp.	0.00		0.00		0.00		0.00	
Sub-total Administration		120,200.00		127,500.00		119,892.07		144,539.88
Marketing - Promotions	1,000.00		1,000.00		600.00		0.00	
Education Supplies, Transportation	500.00		500.00		0.00		0.00	
Website	0.00		0.00		0.00		0.00	
Sub-total Marketing & Communications		1,500.00		1,500.00		600.00		0.00
Sales Strategy Development	500.00		0.00		0.00		0.00	
Sales Implementation	1,000.00		0.00		0.00		195.00	
sub-total sales		1,500.00		0.00		0.00		195.00
Safety Supplies	4,500.00		6,000.00		3,800.00		4,809.65	
Safety Training	2,000.00		4,000.00		800.00		2,740.63	
Safety Miscellaneous	500.00		500.00		300.00		647.53	
Safety Consulting	0.00		0.00		5,200.00		361.30	
Sub -total Safety		7,000.00		10,500.00	0.00	10,100.00	0.00	8,559.11
TOTAL EXPENSE		2,033,043.07		2,201,867.07		2,031,570.71		1,752,575.07
NET INCOME		382,006.93		296,232.93		384,616.46		557,938.43

Estimated Cost by Department - For Requisitions

Budget 2017									
			From GL	Surplus	Short fall				
Expense	Landfill	Asbestos	Bin Serv	Collection	Recycle	Transfer	Agricultural	Admin	Total Direct/Indirect applied
Human Resources	\$ 306,800.79	\$ 8,444.06	\$ 335,651.32	\$ 171,414.39	\$ 193,228.20	\$ 154,807.74	\$ 34,339.17	\$ 202,657.40	\$ 1,407,343.07
% of HR	21.8%	0.6%	23.9%	12.2%	13.7%	11.0%	2.4%	14.4%	100.0%
Transport Services	\$ 65,100.00	\$ 9,765.00	\$ 133,455.00	\$ 52,080.00	\$ 32,550.00	\$ 13,020.00	\$ 19,530.00	\$ -	\$ 325,500.00
% of TS	20%	3%	41%	16%	10%	4%	6%		100.0%
Capital & Depreciation	\$ 67,132.98	\$ 2,685.32	\$ 139,636.60	\$ 26,853.19	\$ 2,685.32	\$ 10,741.28	\$ 5,370.64	\$ 13,426.60	\$ 268,531.93
% of CD	25.0%	1.0%	52.0%	10.0%	1.0%	4.0%	2.0%	5.0%	100.0%
Closure/Post Closure Funding	\$ 17,021.25	\$ 5,673.75	\$ 67,631.10	\$ 14,297.85	\$ -	\$ 7,716.30	\$ 1,134.75	\$ -	\$ 113,475.00
% of C/PC	15.0%	5.0%	59.6%	12.6%	0.0%	6.8%	1.0%	0.0%	100.0%
Direct Expense	\$ 87,500.00	\$ -	\$ 11,000.00	\$ -	\$ 34,500.00	\$ 37,000.00	\$ -	\$ 130,200.00	\$ 300,200.00
less Administration Revenue								\$ (16,700.00)	
Net Administration Expense								\$ 329,584.05	
Sub-Total Expenses	\$ 543,555.02	\$ 26,568.13	\$ 687,374.03	\$ 264,645.43	\$ 262,963.52	\$ 223,285.31	\$ 60,374.56	\$ 329,584.05	\$ 2,415,050.00
Administration Expense Applied	\$ 79,161.13	\$ 4,611.64	\$ 117,403.67	\$ 45,936.63	\$ 39,656.25	\$ 32,335.04	\$ 10,479.70		\$ 329,584.05
Sub-Total by Department	\$ 622,716.15	\$ 31,179.77	\$ 804,777.69	\$ 310,582.06	\$ 302,619.77	\$ 255,620.35	\$ 70,854.26		\$ 2,398,350.05
less Dept Specific Revenue	\$ (77,350.00)	\$ (75,000.00)	\$ (959,800.00)		\$ (54,200.00)	\$ (42,000.00)			\$ (1,208,350.00)
Net Expense by Department	\$ 545,366.15	\$ (43,820.23)	\$ (155,022.31)	\$ 310,582.06	\$ 248,419.77	\$ 213,620.35	\$ 70,854.26		\$ 1,190,000.05
2017 Municipal Requisition	\$ 346,523.56	\$ -	\$ -	\$ 310,582.06	\$ 248,419.77	\$ 213,620.35	\$ 70,854.26	\$ -	\$ 1,190,000.00
Net Business	\$ (198,842.59)	\$ 43,820.23	\$ 155,022.31	\$ -	\$ -	\$ -	\$ -		\$ (0.05)
% funded by Requisition	63.5%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%		

Proposed 2017 Budget with Allocations to Municipalities

Municipality	Population	Landfill	Collection	Transfer	Recycling		Ag Services	Proposed Fees - 2017	2016 Fees	Difference 2016-2017	% Change
Alliance	174	\$7,057.84	\$10,198.39	\$4,821.10	\$5,059.70	R		\$27,137.03	\$27,253.33	-\$116.30	-0.43%
Daysland	807	\$32,733.76	\$47,299.44	\$22,359.94	\$23,466.55	R		\$125,859.69	\$126,399.06	-\$539.37	-0.43%
Forestburg	880	\$35,694.81	\$51,578.07	\$24,382.59	\$25,589.30	R		\$137,244.77	\$137,832.93	-\$588.16	-0.43%
Galahad	119	\$4,826.91	\$6,974.76	\$2,315.74	\$3,460.37	T		\$17,577.78	\$18,638.77	-\$1,060.99	-5.69%
Hardisty	639	\$25,919.30	\$37,452.71	\$17,705.08	\$18,581.32	R		\$99,658.42	\$100,085.50	-\$427.08	-0.43%
Heisler	151	\$6,124.90	\$8,850.33	\$2,938.46	\$4,390.89	T		\$22,304.58	\$23,650.88	-\$1,346.29	-5.69%
Killam	981	\$39,791.60	\$57,497.83	\$19,090.26	\$28,526.25	T		\$144,905.94	\$153,652.39	-\$8,746.45	-5.69%
Lougheed	273	\$11,073.50	\$16,000.93	\$5,312.58	\$7,938.50	T		\$40,325.51	\$42,759.53	-\$2,434.03	-5.69%
Rosalind	190	\$7,706.83	\$11,136.17	\$3,697.40	\$5,524.96	T		\$28,065.37	\$29,759.38	-\$1,694.01	-5.69%
Sedgewick	857	\$34,761.87	\$50,230.01	\$16,677.22	\$24,920.49	T		\$126,589.59	\$134,230.48	-\$7,640.88	-5.69%
Strome	228	\$9,248.20	\$13,363.41	\$4,436.88	\$6,629.96	T		\$33,678.45	\$35,711.26	-\$2,032.81	-5.69%
Flagstaff Cty	3244	\$131,584.04	\$0.00	\$89,883.09	\$94,331.47	R	\$ 70,854.26	\$386,652.85	\$400,876.47	-\$14,223.61	-3.55%
	8543	\$ 346,523.56	\$ 310,582.06	\$ 213,620.35	\$ 248,419.77		\$ 70,854.26	\$ 1,190,000.00	\$1,230,849.99	-\$40,849.99	-3.32%

Total		\$346,523.56	\$310,582.06	\$213,620.35	\$248,419.77		\$70,854.26	\$1,190,000.00			
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Annual Rates Per Capita

Service	Urban - Transitional	Urban Regional	Rural Regional
Landfill	\$ 40.56	\$ 40.56	\$ 40.56
Collection	\$ 58.61	\$ 58.61	\$ -
Transfer	\$ 19.46	\$ 27.71	\$ 27.71
Recycling	\$ 29.08	\$ 29.08	\$ 29.08
Ag Services	\$ -	\$ -	\$ 21.84
2017 Total:	\$ 147.71	\$ 155.96	\$ 119.19
2016 total	\$ 156.63	\$ 156.63	\$ 123.57
% change	-5.69%	-0.43%	-3.54%
\$ change	\$ (8.92)	\$ (0.67)	\$ (4.38)

NB - Assumes \$40,000 for Regional transfer site upgrades staged over 2 years (2017 and 2018)

Transfer Site Fees (per capita)

	Population	Weighted Share
R = Regional	5744	\$27.71
T = Transitional	2799	\$ 19.46
Total	8543	\$213,620.35

2017 Capital Budget

Description

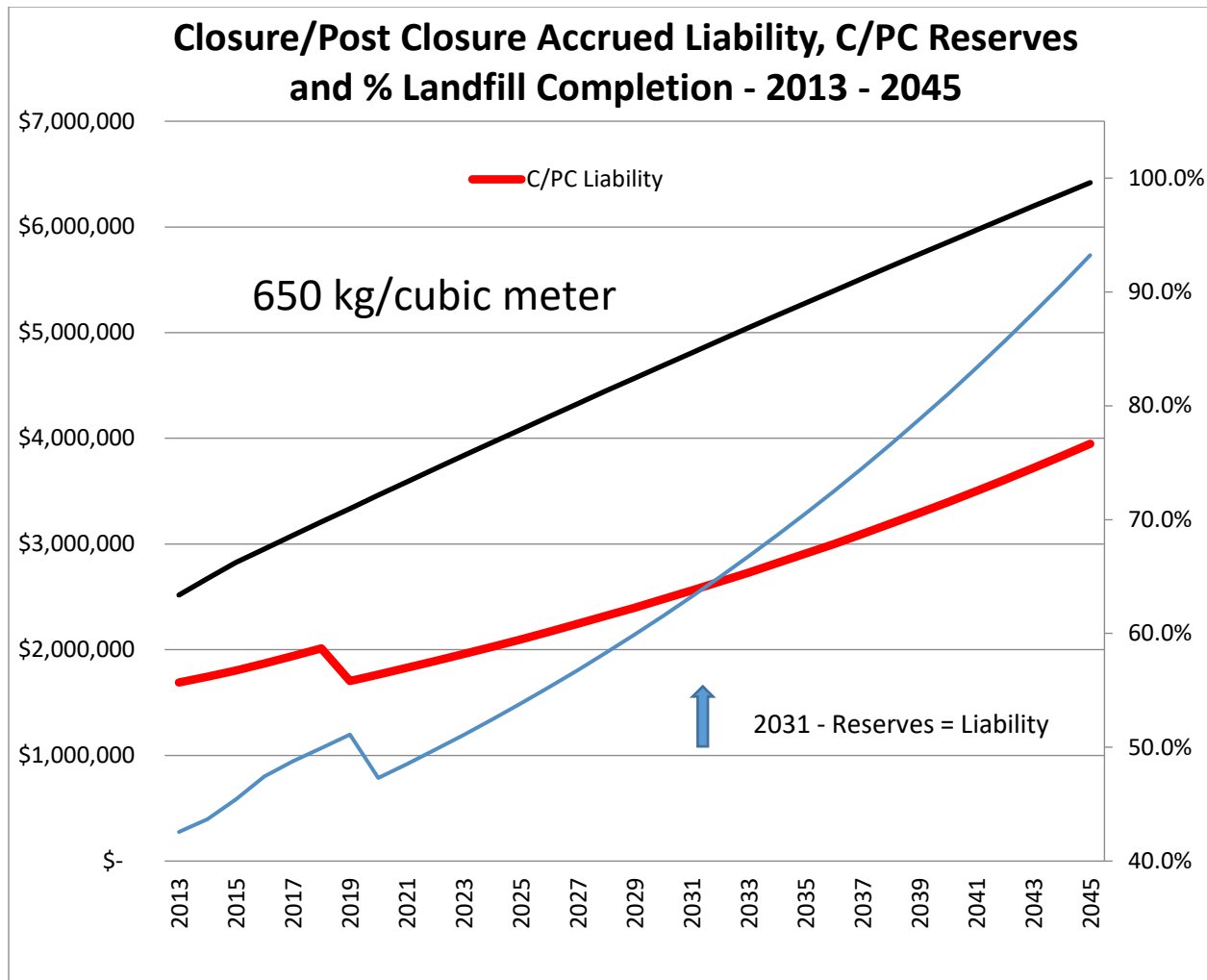
Budget

Additions

	number	Price	Extension
Bobcat Replacement program	1	\$ 8,500.00	\$ 8,500.00
3 yd bins (contingent on sales)	40	\$ 825.00	\$ 33,000.00
6 yd Commingled bins	6	\$ 1,100.00	\$ 6,600.00
6 yd bins	8	\$ 1,100.00	\$ 8,800.00
8 yd bins	2	\$ 1,400.00	\$ 2,800.00
816B landfill compactor (used)	1	\$ 200,000.00	\$ 200,000.00
Replace old Bobcat (used)	1	\$ 45,000.00	\$ 45,000.00
	-	\$ -	\$ -
	-	\$ -	\$ -
TOTAL EXPENSES			\$ 304,700.00

Funding

Sale of used (ford 250, Mover/ GMC 3500/trailer)		\$ 12,500.00
Sale of old Bobcat		\$ 15,000.00
Sale of used 816b compactor		\$ 15,000.00
		\$ -
		\$ -
		\$ -
From General Operations		\$ 262,200.00
TOTAL FUNDING		\$ 304,700.00



Assumptions	<p>Waste compaction at 650 kg/ cubic meter</p> <p>Business revenue growth 2% per annum</p> <p>Requisition growth 3% per annum</p> <p>capital/depreciation increases 3% per annum</p> <p>C/PC set aside increases 2.5% per annum</p> <p>Interest on reserve - 1% growth per annum</p> <p>Cost of C/PC uses 2% inflation annually</p> <p>Tonnage decreases 0.5 % per annum</p> <p>Phase 1 complete 2019</p> <p>Reserves exceed Accrued Liability - 2031</p>
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Request for Decision (RFD)

Topic: 2017 Draft Budget – Community Hall
Initiated by: 2017 Budget
Prepared by: Cheryl Rempel
Attachments: 1. Community Hall Budget – 2017 Draft
2. Community Hall Multi Year Capital Plan (MYCP)

Recommendations:

1. That Council approves the 2016 Community Hall budget as presented.

OR

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

Background:

Historically, the Town has provided an annual operating grant to the Sedgewick Community Hall board.

Operating grant overview since 2003:

2003-2008:	\$3,000
2009-2014:	\$4,000
2015-2016:	\$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 Hall board is requesting a \$6,000 operating grant again in 2017.

Considerations:

Hall rental remains somewhat unchanged averaging \$250/month. The board has taken an active role in holding more functions throughout the year such as old time dances and community gatherings however tend to lose money during the event.

- Do you expect the board to break even or turn a profit during community functions? Or do you accept that the town will offset these costs through the operating grant?

The MYCP does not reflect revenues therefore being incomplete. Although it is used as a planning tool the purpose is to set a plan in motion to execute priority projects accordingly.

2017 Community Draft Hall Budget

Revenues:	2014 Actual	2015 Actual	2016 Budget	2016 YTD	2017 Proposed
Hall Rent	3,600	3,460	3,000	2,470	3,000
Deposits	1,900	900	3,000	925	3,000
Room Rental	1,657	857	900	0	1,600
GST Collected	333	218	150	105	150
Operating Grant	4,000	6,000	6,000	6,000	6,000
Capital Grant	10,110	0	2,500	0	13,000
Misc. Grant	500	1,100		0	-
Fundraisers (July 1st, etc.)	2,682	8,590	9,500	6,255	1,700
Interest	4	3	4	1	-
GST Return	200	433	900	983	400
Donations	438	4,055		2,100	1,600
Total:	25,425	25,617	25,954	18,838	30,450

Expenditures	2014 Actual	2015 Actual	2016 Budget	2016 YTD	2017 Proposed
GST Paid	766	1,201	600	302	400
Janitorial Wages	2,570	2,760	3,000	1,902	2,500
Janitorial Supplies	335	386	400	141	300
Office Supplies	18	0	50	2	50
Bank Charges	0			0	0
Float				200	-
Fundraisers (July 1st, etc)	1,425	6,063	5,500	4,428	800
Miscellaneous	175	723	300	153	300
Phone	674	674	750	563	700
Utilities	2,932	2,182	3,000	1,442	3,000
Electricity	2,610	2,503	2,800	1,964	2,800
Maintenance	1,130	3,760	1,200	695	700
Equipment				0	900
DD-Return	1,900	900	3,000	1,175	3,000
Total:	14,537	21,151	20,600	12,967	15,450

Capital Projects	2014 Actual	2015 Actual	2016 Budget	2016 YTD	2017 Proposed
Exterior Renovation		7,561			
Parging	200				
Electrical Defencies		4,230			
Table Dolly	351				
Shadow Display Box	392				
Video System	4,373				
Cordless Mic		973			
West Door Replacement		2,934			
Digital Sound Board		1,665	5,000		5,000
Sound Room Upgrades					10,000
Total:	5,316	17,363	5,000	0	15,000

Net Profit (Loss): \$ 5,572 **-\$ 12,897** \$ 354 \$ 5,871 \$ -

Delivered to town office on Nov. 22, 2016.

SedgewickCommunity Hall Multi Year Capital Plan 2016-2021

Capital Revenues	2016	2017	2018	2019	2020	2021
ATB General Account	7,689					
ATB Fundraiser Account	1,095					
Total:	8,784	0	0	0	0	0

Capital Projects	2016	2017	2018	2019	2020	2021
Digital Sound Board	5,000					
Upgrade soundroom entrance		10,000				
Replace entrance flooring			7,000			
Replace carpeting in hall				5,000	7,000	
Facelift in hall						15,000
Additional counters/cupboards Kitchen						
Total:	5,000	10,000	7,000	5,000	7,000	15,000

Surplus/Deficit

\$ 3,784 -\$ 10,000 -\$ 7,000 -\$ 5,000 -\$ 7,000 -\$ 15,000

A Multi-Year-Capital-Plan (MYCP) is a tool used for future planning, what is needed to ensure the viability of an organization and how will it be funded? To be an effective plan an organization must include projected revenues and expenses in each year and then work to achieve your goals.

Request for Decision (RFD)

Topic: 2017 Draft Budget – FFCS
Initiated by: 2017 Budget
Prepared by: Lynne Jenkinson
Attachments: 1. FFCS Budget – 2017 Draft

Recommendations:

1. That Council approves the 2017 FFCS budget as presented with a requisition of \$7,285 for the Town of Sedgewick.
-

Background:

Attached is the 2016 FFCS budget for review.

Based on a per capita requisition Sedgewick's 2017 requisition would be:

	2016:	2016:
Population:	857	857
FFCS per capita:	<u>8.70</u>	<u>8.50</u>
	\$7,456	\$7,285

Financial explanation:

A 3% municipal budget increase is \$25,465.

The proposed FFCS budget represents 0.68% of the 3% overall budget increase at \$171, an increase of 2.34% over 2016.

- * VILLAGE OF ALLIANCE
- * TOWN OF DAYSLAND
- * FLAGSTAFF COUNTY
- * VILLAGE OF FORESTBURG
- * VILLAGE OF GALAHAD
- * TOWN OF HARDISTY
- * VILLAGE OF HEISLER
- * TOWN OF KILLAM
- * VILLAGE OF LOUGHEED
- * TOWN OF SEDGEWICK
- * VILLAGE OF STROME



P.O. Box 450
4809 - 49 Avenue
Killam, Alberta
Canada T0B 2L0

Telephone 780-385-3976
1-800-297-6101
(Toll Free Within Flagstaff Area)
Email: ffcs@telusplanet.net

RECEIVED
NOV 17 2016

November 10, 2016

Dear Councils:

Enclosed is the Flagstaff Family and Community Services 2017 budget for your approval.

Please forward your approval of this budget to the Flagstaff County Administrator and send a copy to Flagstaff Family and Community Services.

Thank you,

Lynne Jenkinson
Executive Director

FLAGSTAFF FAMILY AND COMMUNITY SERVICES

FLAGSTAFF FAMILY & COMMUNITY SERVICES

2017 BUDGET

ADMINISTRATION

	BUDGET FOR 2016	BUDGET FOR 2017
Wages	176494	185000
Benefits	40594	42550
Travel & Subsistence:		
Staff	4000	4000
Board	2000	2000
Board Per Diem	1500	1500
Program Essentials:		
Rent	17924	17924
Phone & Utilities	7500	8200
Insurance	500	550
Audit/Professional Fees	3000	3000
Bank Service Charges	250	300
Interest		
Copier Lease	3100	3100
Materials:		
Advertising	1200	1200
Memberships	450	450
Office	5500	6000
Training & Development	4000	4000
Miscellaneous		
TOTALS	<hr/> 268012	<hr/> 279774

**FLAGSTAFF FAMILY & COMMUNITY SERVICES
2017 BUDGET**

COUNSELLING

	BUDGET FOR 2016	BUDGET FOR 2017
Counselling Position Wage	59090	64674
Benefits	13500	14875
Counselling Supervisor	2250	2000
Travel & Subsistence Staff	2000	2000
Program Essentials:		
Rent	17924	17924
Phone & Utilities	7500	8200
Insurance	500	550
Audit & Professional Fees	2752	2800
Copier Lease	3100	3100
Materials:		
Advertising	1200	1200
Memberships	450	450
Office	5500	5958
Training & Development	1000	1000
Miscellaneous		
TOTALS	<hr/> 116766	<hr/> 124731

FLAGSTAFF FAMILY & COMMUNITY SERVICES 2017 BUDGET

OTHER

	BUDGET FOR 2016	BUDGET FOR 2017
Wages		
Benefits		
Travel & Subsistence:		
Staff		
Board		
Board Per Diem		
Program Essentials:		
Rent		
Phone & Utilities		
Insurance		
Audit/Professional Fees		
Bank Service Charges		
Interest		
Office Equipment	6000	2000
Consulting Fees	2000	500
Materials:		
Advertising	500	500
Memberships		
Office Supplies		
Training & Development		
Miscellaneous/Gail Watt Scholarship	750	750
Community Development Speakers	3000	2000
Staff Recognition		
TOTALS	<hr/> 12250	<hr/> 5750

2017

Total Projected Funding	2016	2017
Provincial Funding	289084	289084
Municipal Funding	<u>71000</u>	<u>72671</u>
Subtotal	360084	361755
Total Projected Fees		
Fees for Service Prairie Central FASD	7944	20000
Fees for Service FIRST Resource	12000	12000
Fees for Service Nights Alive	16000	16000
Other	<u>1000</u>	<u>500</u>
Subtotal	36944	48500
TOTAL PROJECTED REVENUE	397028	410255

2016 Budget Figures

Administration	268012
Counselling	116766
Other	<u>12250</u>
subtotal	397028

Projected Revenue	397028
Projected Expenses	397028

Projected Surplus **0**

2017 Budget Figures

Administration	279774
Counselling	124731
Other	<u>5750</u>

 subtotal 410255

Projected Revenue	410255
Projected Expenses	410255

Projected Surplus(Deficit) **0**

FLAGSTAFF FAMILY & COMMUNITY SERVICES

2017 Municipal Requisitions

\$8.50/capita 2016 (\$289,084 Provincial/\$71,000 Municipal for total \$360,084)

\$8.70/capita 2017 (\$289,084 Provincial/\$72,671 Municipal for total \$361,755)

Municipality	Population 2016	2016 Requisition	Population 2017	2017 Requisition	Requisition Difference
Alliance	174	1479.00	174	1513.80	34.80
Daysland	807	6859.50	807	7020.90	161.40
Flagstaff County (Rural)	3244	27574.00	3244	28222.80	648.80
Forestburg	880	7480.00	880	7656.00	176.00
Galahad	119	1011.50	119	1035.30	23.80
Hardisty	639	5431.50	639	5559.30	127.80
Heisler	151	1283.50	151	1313.70	30.20
Killam	981	8338.50	981	8534.70	196.20
Lougheed	273	2320.50	273	2375.10	54.60
Sedgewick	857	7284.50	857	7455.90	171.40
Strome	228	1938.00	228	1983.60	45.60
TOTALS	8353	\$ 71,000.50	8353	72671.10 \$	1,670.60

Requisitions will be sent out January 2017

Sample Letter

Date

Flagstaff County
Box 358
Sedgewick, AB
T0B 4C0

Attention: Shelly Armstrong
County Administrator

Dear Shelly:

Re: Flagstaff F.C.S. 2017 Budget

Please be advised that the Town of or Village of _____ approved the proposed 2017 Flagstaff Family & Community Services Budget at their _____ date _____ Council Meeting.

Yours truly,

Administrator

cc: Lynne Jenkinson, Executive Director
Flagstaff F.C.S.

Request for Decision (RFD)

Topic: 2017 Draft Budget – Sedgewick Public Library
Initiated by: 2017 Budget
Prepared by: Sedgewick Public Library (SPL) Board
Attachments: 1. SPL Budget – 2017 Draft

Recommendations:

That the Sedgewick Public Library's 2017 budget be approved as presented with the town providing a \$7,000 operating grant.

Background:

A draft SPL budget is attached for review.

Historically, the town has provided an annual operating grant to the SPL.

Operating grant overview since 2002:

2002-2005:	\$5,145
2006-2008:	\$5,150
2009-2012:	\$6,350
2013-2016:	\$6,550

The SPL board is requesting a \$7,000 operating grant in 2017.

Budget highlights:

SPL made adjustments in their budget to extend operating hours in 2016. To become more accessible for people the board extended hours and the library is now open Saturday.

- Monday and Wednesday – 5:30PM – 8:30PM
- Tuesday and Thursday – 12:00PM – 5:30PM
- Saturday – 10:00AM – 1:00PM

With extended hours comes an increase in labour costs. The shows a small increase in membership, misc. revenues and operating grants in 2017.

Changes in expenditures:

- The board will not be outsourcing a financial review in 2017. Two board members will volunteer their time to complete a financial review. Following a conversation with the board's treasurer she confirmed that the financial review is in no way intended to be an audit it is merely confirmation of expenditures/revenues.
- A new line item has been added for part time staff.
- Minimal increase in management wages.

Considerations:

The board has made efforts to improve operations. The main source of revenue is transfer payments from Friends of the Library and the town. Friends of the Library were formed to allow the board to go to casinos. The revenue received at casinos covers a significant portion of operating expenses.

Financial explanation:

A 3% municipal budget increase is \$25,465.

The proposed library budget represents 1.77% of the 3% overall budget increase at \$450.

2017 Budget

Sedgewick Public Library

Revenues

Donations	7890	Friends of the Library 6690 & BRCF ~1200
Book Sales & Overdue Jar	300	
Fundraising	4706	Red Serge Ball and other fundraising
Parkland Transfer	2486	
Provincial Operating Grant	8503	
Town Appropriation	7000	Requested 450 increase
Memberships	2000	
Printer & Fax Revenue	500	
Program Revenue	300	

33685

Expenditures

Equipment Maintenance	50	
Lost & Damaged Books	50	
Library Supplies	100	
Phone	1150	
Postage	50	
Program Expense	700	July 1st, Summer Reading, Caroling crafts
Stationery & Printing Expense	600	
Building Maintenance	50	
Utilities	5040	(Reimbursed by Friends)
Books	1500	(Reimbursed by Friends)
Periodicals	150	(Reimbursed by Friends)
Payroll Benefits	1675	7.50%
Library Manager	18320	72 hours/month @ \$20 + 6%
Part time Staff	4000	25 hours/month @ \$13 + 4%
Travel	250	

33685

Overview

Topic:	2017 Draft Budget – Public Works Department - REVISED
Initiated by:	2017 Budget
Prepared by:	Amanda Davis/Daryl Johnson
Attachments:	1. Public Works Budget – 2017 Draft 2. Heavy Equipment Replacement Plan: 2017 – 2026 3. Public Works Building Renovation Plan: 2017 - 2022

Background:

A draft public works budget is attached for review.

Budget highlights, proposed changes and overview:

- There are no changes in salary budget for 2017; adjustments do not increase the salary budget.
- As per the heavy equipment replacement plan we've increased the heavy equipment reserve transfer from \$10,000 to \$20,000 per year to prepare for future heavy equipment replacement.
- Over the past three years we've upgraded the cold storage building and parts of the public works shop. We have prepared a public works building renovation plan as attached. This does not require an increase in reserve transfers.
- In 2017 I propose \$10,000 be allocated towards the regional health and safety program and for the first year the project be funded from the MSI Operating carry forward. The case study will commence in 2017 therefore we can only project costs.
- The final roads debenture was paid out December 31st, 2015. Taxes were not reduced once the debenture was paid out. Instead, council allocated the funds to an infrastructure reserve. In 2016 the funds were allocated for entrance sign replacement and infrastructure reserves. As you will see in the water budget Daryl and I have put together a fire hydrant replacement program. This project will cost the municipality roughly \$91,000 with the majority of the work completed in house. I propose allocating \$25,000 of the \$85,000 reserve to the fire hydrant replacement project over the next 4 years.
- Dust suppressant on Spruce Drive and 47th Avenue - \$10,000/annum MG30.

**Town of Sedgewick
2017 Budget**

(32) Public Works

		Descriptive Totals:	2016 Budget	2017 Proposed Budget
Revenues:	Descriptive Breakdown:			
Misc. Revenues			500	
Machine Rentals			4,000	4,000
Transfer from Equip Reserves			15,000	
Transfer from Building Reserves			18,000	
MSI Operating	Health and Safety Program	10,000		10,000
Total Revenue:			37,500	14,000
		Descriptive Totals:	2016 Budget	2017 Proposed Budget
Expenditures:	Descriptive Breakdown:			
Salaries			75,541	76,743
Salaries - part time	Health and Safety Program (MSI Op)	10,000	15,300	21,696
Salaries - Employer Contribution			17,753	17,750
Travel & Subsistance			3,500	3,000
Education & Training			3,800	5,000
Freight			800	500
Phones			3,780	3,780
Building R & M			19,000	500
Equipment R&M	CVIP's	1,500	22,075	17,000
Streets/Curbs/Sidewalks R&M	Sidewalk repairs 47 St. (2), 50 Ave. (1), Canary/Mac Dr. (2)	10,000	26,000	35,500
	Coldmix/Crackfiller	4,500		
	Sand and gravel	5,000		
	Spraying	2,500		
	Dust Supressent, Spruce Dr. 47 Ave.	10,000		
Insurance	General	3,500	7,000	5,730
Misc. Supplies	Sweeper wire	600	7,000	9,000
	Grader blades	600		
Vehicle Fuel			7,000	9,000
Shop Tools			1,000	1,000
Electricity			3,300	3,500

**Town of Sedgewick
2017 Budget**

Natural Gas			2,000	2,000
Street Lights			56,100	55,000
Equipment Purchases			15,000	-
Contribution to Capital - Truck			7,500	7,500
Contribution to Capital - Infrastructure			75,000	60,000
Contribution to Capital - Building			5,000	5,000
Contribution to Capital - Equipment			10,000	20,000
Total Expenditures:			383,449	359,199
Net Surplus/(Deficit):			(345,949)	(345,199)

POLICY Title: Public Works Equipment Replacement
DEPARTMENT: Public Works

Town of Sedgewick - Public Works Equipment Replacement Plan

Reserve Account Balance as of Nov. 30, 2016: \$67,914

Annual Reserve Transfer: \$10,000

Proposed Increase of Annual Reserve Transfer to beginning in 2017: \$20,000

Replacement Priority	Estimated Expenditure	2017	2018	2019	2020	2021	2022	2023	2024	2024	2025	2026
1983 Grader	\$ 120,000	\$ 20,000	\$ 20,000	\$ 12,200								
1946 SnoGo Snow Blower	\$ 75,000			\$ 7,800	\$ 20,000	\$ 20,000	\$ 20,000	\$ 7,200				
2007 Kubota Riding Mower	\$ 18,000							\$ 12,800	\$ 5,200			
2001 John Deere Backhoe	\$ 65,000								\$ 14,800	\$ 20,000	\$ 20,000	\$ 20,000
	\$ 278,000											

POLICY Title: Public Works Building Replacement

DEPARTMENT: Public Works

Town of Sedgewick - Public Works Building Renovation Plan

Reserve Account Balance as of Nov. 30, 2016: \$8,820

Annual Reserve Transfer: \$5,000

Replacement Priority	Estimated Expenditure	2017	2018	2019	2020	2021	2022
Public Works Shop - Furnace Replacment	\$ 7,500						
Public Works Shop - Exterior Renovation	\$ 30,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

Cold storage building renovation completed in 2015 which included, new windows, doors, and siding.

Public Works shop, overhead door replacement and electrical upgrades in 2016.

Request for Decision (RFD)

Topic:	2017 Draft Budget – Sedgewick Recreation Centre
Initiated by:	2017 Budget
Prepared by:	Sedgewick Recreation Board
Attachments:	1. Sedgewick Recreation Centre Budget – 2017 Draft - REVISED

Recommendations:

That council approves the 2017 Sedgewick Recreation Centre's revised budget as presented following a satisfactory explanation from Clr. G. Sparrow.

Background:

A draft (revised) Sedgewick Recreation budget is attached for review.

During the November 17th, 2016 meeting, council rejected the Sedgewick Recreation Centre's budget until further clarification was provided regarding:

1. How will the board's budget be impacted if Flagstaff County does not provide recreation funding in 2017?
2. Has the carbon tax been factored into the budget?
3. With the economic downturn should board be relying on large community fundraisers to balance their budget? With significant job losses/cuts, low oil pricing, and crops still on the ground is it realistic to expect fundraiser monies?

Clr. G. Sparrow worked diligently with C. McArthur, Bookkeeper to prepare the revised budget and will speak to the changes during the meeting.

Sedgewick Recreation Centre 2017 Approved Budget - REVISED

			2016 Actual Jan 1-Oct 31/16	% of Budget Oct 2016 (83%)		
Revenues:	2015 Actual	2016 Budget			2017 Budget	Revenue Breakdown
Ag Society - Annual	\$ 17,500.00	\$ 17,500.00	\$ 17,500.00	100%	\$ 17,500.00	Minor Ball, Football, Playschool, Table & Chair Rentals, and all other general room rentals
Facility Room Rentals	\$ 7,810.00	\$ 7,000.00	\$ 8,141.91	116%	\$ 8,000.00	
July 1st Revenues	\$ 5,500.00	\$ 3,000.00	\$ 7,588.15	253%	\$ 7,500.00	
Fundraisers/Raffles/Signage	\$ 30,248.00	\$ 30,000.00	\$ 5,060.00	17%	\$ 20,000.00	Doing another large fundraiser in April 2017
Arena Revenue (winter)	\$ 77,762.31	\$ 63,600.00	\$ 52,110.38	82%	\$ 78,000.00	Lacrosse, Grad, Summer rentals
Arena Revenue (spring/summer)	\$ 8,475.00	\$ 10,000.00	\$ 6,209.52	62%	\$ 6,000.00	
Bowling Revenues	\$ 30,578.58	\$ 31,500.00	\$ 31,600.99	100%	\$ 30,000.00	
Curling Revenues	\$ 25,751.43	\$ 30,000.00	\$ 25,154.51	84%	\$ 30,000.00	
Library Lease/UT	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	100%	\$ 4,800.00	
Concession	\$ 102,503.96	\$ 100,000.00	\$ 69,049.82	69%	\$ 100,000.00	Utility Rebate
Co-op Gift Cards	\$ 81,525.00	\$ 100,000.00	\$ 67,175.00	67%	\$ 100,000.00	
Co-op Gift Card - Dividend	\$ 4,560.00	\$ 6,000.00	\$ 5,100.00	85%	\$ 6,000.00	
Bank Interest	\$ 2.56	\$ 5.00	\$ 13.47	269%	\$ 20.00	
Ag OP Grant	\$ 27,500.00	\$ 27,500.00	\$ 27,500.00	100%	REMOVED	
Capital Grants	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	100%	REMOVED	Utility Rebate
Town OP grant	\$ -	\$ 15,500.00	\$ -		\$ 15,000.00	
Transfer from Rec Board OP Reserve					\$ 12,700.00	
Other	\$ 1,168.98	\$ 3,000.00	\$ 94.44	3%	\$ 500.00	
Donations	\$ 9,550.00	\$ 5,000.00	\$ 11,500.00	230%	\$ 10,000.00	
ATM Fee Income	\$ 250.00	\$ 2,500.00	\$ 1,302.00	52%	\$ 2,000.00	
Total Revenues:	\$ 450,485.82	\$ 471,905.00	\$ 354,900.19	75%	\$ 448,020.00	
Expenditures:				% of Budget		Expense Breakdown
Salaries (Full Time)	\$ 43,200.00	\$ 43,200.00	\$ 36,000.00	83%	\$ 43,200.00	Rec Director Salary
Salaries (Part-Time)	\$ 60,896.11	\$ 75,000.00	\$ 38,340.80	51%	\$ 61,500.00	All other staff including \$12,000 Bookkeeper, \$12,000.00 for ice man (\$3000 salary * 4months)
Salaries - Employer Contr.	\$ 7,373.32	\$ 5,500.00	\$ 5,547.85	101%	\$ 9,120.00	Receiver General payroll remits \$91,200.00 Employee wage *10%
Education/Training	\$ -	\$ 1,000.00	\$ 200.00	20%	\$ 1,000.00	Bank Charges
Office Supplies	\$ 1,795.77	\$ 2,000.00	\$ 2,012.70	101%	\$ 2,000.00	
Advertising/Promotional	\$ 144.74	\$ 1,000.00	\$ -	0%	\$ 1,000.00	
Service Charges	\$ 110.50	\$ 200.00	\$ 76.40	38%	\$ 200.00	
General Goods & Services	\$ 115,073.26	\$ 110,000.00	\$ 95,209.12	87%	\$ 110,000.00	
Janitorial Supplies	\$ 2,797.17	\$ 4,000.00	\$ 3,110.13	78%	\$ 5,000.00	Program Exp's, Bowling Exp's, First Aid/Safety, Fundraising Exp, coop gift cards purchased
OH&S	\$ 730.43	\$ 750.00	\$ 671.25	90%	\$ 750.00	All General Repairs to Facility including Arena repairs that are not equip related
Freight	\$ -	\$ 100.00	\$ -	0%	\$ 100.00	
Telephones/Alarms	\$ 2,686.84	\$ 3,000.00	\$ 2,407.36	80%	\$ 3,000.00	
Audit Fees	\$ 1,600.00	\$ 2,000.00		0%	\$ 2,000.00	
Waste Management Fees	\$ 1,384.66	\$ 1,400.00	\$ 1,151.50	82%	\$ 1,400.00	
Insurance	\$ -	\$ 275.00	\$ -	0%	\$ 270.00	All Arena and Facility Equipment, Zamboni Repairs, Curling & Arena Ice Plant Repairs
Building R&M	\$ 17,944.39	\$ 20,000.00	\$ 14,153.22	71%	\$ 20,000.00	
Equipment R&M	\$ 15,174.65	\$ 25,000.00	\$ 13,688.41	55%	\$ 25,000.00	
Electricity	\$ 58,027.81	\$ 71,240.00	\$ 48,515.06	68%	\$ 71,240.00	
Gas	\$ 18,119.45	\$ 26,240.00	\$ 11,334.00	43%	\$ 26,240.00	
Concession Exp.	\$ 63,654.04	\$ 65,000.00	\$ 28,670.46	44%	\$ 65,000.00	Includes \$3360 for implementation of federal carbon tax
Contribution to Capital	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	100%	REMOVED	Funds transferred to Capital Fund Account
Total Expenditures:	\$ 425,713.14	\$ 471,905.00	\$ 316,088.26	67%	\$ 448,020.00	1.5% of exp to account for federal carbon tax is \$6720.00 which is split 50/50 between Electricity and Gas Budget numbers
Net Surplus/(Deficit)		\$ -	\$ 38,811.93		\$ -	

Capital Account \$2373.00

Purchased Zamboni in 2016 for \$52,494.75

ATM Machine \$2495.00

Request for Decision (RFD)

Topic: 2017 Draft Budget – Gas Department and SKNGS
Initiated by: 2017 Budget
Prepared by: Amanda Davis/Dave Gordash/SKNGS
Attachments: 1. Town of Sedgewick Gas Budget – 2017 Draft
2. Sedgewick Killam Natural Gas System (SKNGS) Budget – 2017 Proposed

Recommendations:

1. That council approved the 2017 Sedgewick Killam Natural Gas System (SKNGS) budget as presented with a monthly service charge of \$25.00 with \$5.00 paid to the SKNGS reserve fund.
2. That the towns gas budget is approved as presented with cathodic bed replacement costs be funded through the gas reserve account #49791900 in 2018.

Background:

Draft gas and SKNGS budgets are attached for review.

The Town of Sedgewick, through the operation of the natural gas system, generates a significant surplus that offsets municipal operating costs thereby reducing taxation.

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 as attached. The gas budget is developed in conjunction with the budget.

SKNGS budget highlights, proposed changes, and overview:

SKNGS approved an increase to the monthly gas service charge from \$20/month to \$25/month. The rationale for this increase is to prepare for future line replacement between Sedgewick and Killam. The surcharge is broken down accordingly:

- \$5.00 per service per month paid directly into the SKNGS reserve = \$28,800 from Sedgewick in 2017.
- \$4.00 per service per month paid directly into the Town's reserve for local line replacement, upgrades and expansions = \$23,040 in 2017.
- \$16.00 per service per month collected to offset operating costs = \$92,160 in 2017.

The only other significant change in the SKNGS budget is that adjustment in the maintenance contract. The contract increased \$10,800 = \$120,000/annum.

Gas budget highlights, proposed changes, and overview:

Over the next two years Sedgewick is required to fund the replacement of the cathodic bed at a cost of \$18,000.

Council has two options:

1. Fund this replacement from the Gas Reserve (account balance as of Dec. 1, 2016 = \$69,633.66)
Proceeding with option one would not impact revenue in 2017 providing an equal surplus from 2016 of \$72,000

OR

2. Transfer an additional \$9,000 to reserves in 2017 and expend an additional \$9,000 in 2018.

**Town of Sedgewick
2017 Budget**

(91) Natural Gas System

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget	2017 Proposed Budget
Sale of Gas			361,250	403,750
Gas Service Charges	\$16/meter charge.	92,160	103,680	120,960
	\$5/meter to SKNGS gas reserve.	28,800		
Transfer to Reserves	Increased reserve by \$2.00 account.		11,520	23,040
Municipal Facilities - Tax Revenue			6,000	6,000
Gas Penalties			2,000	1,500
Gas Install/Misc. Revenues	Projected income from new install.		3,000	1,500
Total Revenue:			487,450	556,750
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget	2017 Proposed Budget
Salaries			15,872	11,041
Salaries - Employer Contrib.			3,529	622
Freight			300	300
Postage			6,500	6,500
Advertising/Printing			400	400
Gas System R&M			21,350	26,425
Machine R&M			4,000	4,000
New Install Costs			3,000	4,500
Taxes			8,700	8,700
SKNGS Admin Costs			72,250	72,250
General Goods & Services			500	-
Gas Purchase for Resale			255,000	297,500
Natural Gas - Rate Station			540	600
SKNGS Surcharge/Reserve Fund	SKNGS Surcharge	28,800	23,040	51,840
	TOS Reserve	23,040		
Amortization				
Total Expenditures:			414,981	484,678
Net Surplus/(Deficit):			72,469	72,072

Open Discussion

Topic:	2017 Draft Budget – Water Treatment Plant/Distribution System
Initiated by:	2017 Budget
Prepared by:	Amanda Davis/Daryl Johnson
Attachments:	1. Water Budget – 2017 Draft

Background:

A draft water budget is attached for review.

There are a number of projects that we must focus on in 2017 that both administration and public works were drawn away from in 2016.

1. Fire hydrant replacement program. Public works advised that following a fire hydrant maintenance course in 2015 that there were issues with the town fire hydrants. The main issue being the internal components which are made of lead. Unfortunately the town is unable to simply replace the parts we have to replace the majority of the hydrant and its 'guts'.

The average cost per hydrant is \$2,500 if work is completed by municipal staff. There are 43 fire hydrants in town, three were replaced in 2016. Administration and public works have developed a 4 year replacement plan and strategy starting in 2017. In short, public works would replace ten (10) fire hydrants per year. It takes on average eight hours to replace one hydrant.

80 hours would be designated in each year for four years for hydrant replacement. The project would be funded by infrastructure reserves.

2. In 2013 Alberta Environment approved new legislation that requires municipalities to prepare a Drinking Water Safety Plan (DWSP). The plan is a risk management plan. Three priority items have been identified to mitigate risk that we've planned to address in 2017:
 - Security fencing around the perimeter of the water treatment plant.
 - Installation of a back-up generator to ensure water distribution is not interrupted in an emergency situation.
 - Replace the fire pump again to ensure water distribution is not interrupted in an emergency situation.

Estimated time to complete all three priorities in 2017 between the CAO and public works = 120 hours.

3. Filter #1 was installed in the water plant in 1983, public works advised the media needs to be replaced in 2017. The cost to complete this project is approx. \$24,000 and will take 40 hours to complete.
4. Curb stop replacements – upgrade damaged curb stops – three per year = 20 hours.

5. The town currently operates on four water wells however well #1 is nearing retirement. We are planning for replacement in 2017. Costs are yet to be determined however, to maintain the water budget in 2017 we've allocated an additional \$7,000 to reserves for this replacement.

Financial explanation:

A 3% municipal budget increase is \$25,465.

The proposed water budget is held for 2017 with no increase/decrease.

**Town of Sedgewick
2017 Budget**

(41) Water

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget	2017 Proposed Budget
Sale of Water			106,000	100,000
Water Penalties			600	600
Bulk Water Revenues			2,500	2,500
Contribution to WIRF	453 accounts		61,500	61,500
Meter Replacement Fee	387 accounts		23,000	23,000
MSI Operating	Fencing/Engineering for fire pump/gen.			25,000
Transfer from Reserves	Infras. 2015 deb.	25,000	100,000	25,000
	WTP Reserve, Gen/Fire Pump, Filter 1			124,000
Total Revenue:			293,600	361,600
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget	2017 Proposed Budget
Salaries			24,014	24,488
Salaries - Employer Costs			5,478	5,917
Freight			5,000	4,500
Telephone			800	800
Internet			600	600
Training and Education	ATAP Training		2,500	-
H2O Meter Reading Fees			3,900	3,900
Bdlg. R&M	Security fencing, MSI Op.		1,000	15,000
Equipment R&M			135,000	185,500
	Generator Upgrades/Fire Pump/Fil. #1	124,000		
	Electrical maintenance	5,000		
	UV system maintenance	6,000		
	System leaks/curbstop replacement	7,000		
	Well Maintenance	3,500		
	General R&M	5,000		
	Fire hydrant replacement (10)	25,000		

**Town of Sedgewick
2017 Budget**

	Engineering for upgrades MSI Op	10,000		
Insurance			4,050	3,700
General Goods & Services			8,000	6,000
Chemicals			9,000	8,500
Electricity			15,000	16,000
Natural Gas			1,300	1,450
Transfer to Cap. Res. MRF			23,000	23,000
Transfer to Cap. Res. WIRF			61,500	61,500
Transfer to Cap. Res.	Well replacement/valves			7,000
Amortization				
Total Expenditures:			300,142	367,855
Net Surplus/(Deficit):			(6,542)	(6,255)



November 11th, 2016

Sedgewick Lake Park Association
P.O. Box 129
Sedgewick, AB T0B 4C0

Attention: Sedgewick Lake Park Board

RE: Municipal Operations

A municipal restructuring process has been underway for the past year.

As the Chief Administrative Officer (CAO) for the Town of Sedgewick it is my responsibility to ensure council's priorities are executed. Council's priorities are set forth in a strategic plan and supported by many plans and policies. In addition it is my responsibility to manage full operations of the town: administration, public works, water treatment, waste water treatment, roads, parks, trails, cemetery, planning and development, bylaw enforcement, protective services, recreation, economic development, billing, budgeting and capital planning.

Sedgewick, as with all small communities struggle to remain viable as demands increase and resources dwindle. Therefore it is important to ensure time and resources are used as efficiently as possible.

To ensure administration and public works meet basic operational requirements and fulfill council's priorities and objectives changes have to be made. Municipal employees can no longer expend hours outside of their designated duties as resources (labour and funding) is no longer available. To meet budget restrictions hours and staffing has and will be reduced in 2017.

The administrative office consists of two full-time employees and one part-time employee. The public works department will consist of two full-time employees and two seasonal employees.

Boards and volunteers help keep our community thriving and alive not just for locals but for friends, families and visitors. Without local volunteers our community would not survive, your role is more important than ever during these rapidly changing times. During the 2016 camping season, municipal employees spent on average thirty (30) hours per week at Sedgewick Lake Park attending to maintenance issues, the wading pool, and providing operational support. The time spent at the lake was

TOWN OF SEDGEWICK

4818 - 47 Street - Box 129
Sedgewick, AB T0B 4C0
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www.sedgewick.ca

well intended however; this time was not allocated and took employees away from their immediate responsibilities. Resources will no longer allow for this.

Moving forward, the town can dedicate the following resources to Sedgewick Lake Park and the board:

- Accounting: this includes, processing weekly deposits, accounts payable, budgetary inputs as directed by the board and year-end financial reporting.
- Maintenance: this includes annual maintenance on lawn mowers (changing blades, greasing, replacing air filters and changing the oil) at the start of each season, blowing out all waterlines in the fall, turning on water to the cabin and park in the spring and replacing any leaking taps at campsites during start-up.

The items listed above clarify the town's role and its available resources, anything beyond these items will remain the responsibility of the board and its management.

The following process will be used by the town to complete the listed items:

- Town administration will provide written communications to a designated board member weekly. Communication will include: copy of any correspondence received at the town office directed to the board, updates on initiatives as directed by town council, and address any financial concerns that may be present.
- Town administration will require one week written notice of any board meetings where financials are required; this will provide a fair amount of time to prepare the necessary documentation for the board. Town administration will also provide a written report to the board for regular meetings when necessary.

Sedgewick Lake Park is successful because of dedicated volunteers, this is apparent by your ongoing successes. If the board requires assistance beyond what the town can offer written requests can be made through the Communications Coordinator to the CAO. Such requests will be dealt with on a case-by-case basis pending available resources.

I hope this letter serves you well and provides much needed clarity for budgeting purposes. Please appoint a dedicated person as the Communications Coordinator so that communication lines do not get crossed in the future.

Thank you for your continued service and being a part of our great community.

Sincerely,



Amanda Davis
CAO

Lucky Highway 13 Motorcycle Route - Three - year Marketing Plan

Definitions used below:

- Lucky Highway 13 Motorcycle Route -> Lucky Hwy 13;
- Belt Drive Betty -> BDB ;
- the partnering communities along Highway 13 -> "13 Communities"
- Tourism Camrose -> TC

YEAR ONE Plan and Activities are highlighted in GREEN

Roles and Responsibilities of "13 communities" are highlighted in BLUE

Belt Drive Betty responsibilities are highlighted in GREY

Look and feel content of the Website is highlighted in YELLOW

Year two and three are highlighted in PINK

Year ONE: Build a Website with Digital Route map for a cost of \$6,500.00 plus tax - (Renee says this must be the first step in order to have something to market the route and to promote any contest. And a contest is really the very best way to create interest and excitement for our route).

Website could be called something like motorcyclehighway13.com.

It is Renee's strong recommendation to own our own website domain because, if we own it we could in future years move it to another website-hoster if we ever choose to do so. Tourism Camrose (TC) has agreed to apply for the domain names we need and to pay for them, so they will belong to "13 communities" and can't be taken or used by anyone else. Cost is about \$20.00 per domain.

Suggested STEPS for Year One:

1. Build a website with Digital route map
2. Determine contest information and get it going
3. Launch project possibly at the May 13 Nisku Ride for Moms
4. Have contest happening throughout riding season of 2017

"13 Communities" Role and To Dos for Year ONE:

- Agree to participate in this unique niche marketing idea - notice back to Tourism Camrose by **deadline December 2nd** as agreed at November 18 meeting.
- Contribute to the \$6,500.00, as to the agreed formulae at the meeting on November 18 as:
 - Designated as Cities - \$1,000.00 each (Camrose and Wetaskiwin have both committed)
 - Designated as Towns - \$500.00 each (Provost has committed)

- other communities - \$300.00
- The County of Flagstaff has now also committed \$1,000.
- Tourism Camrose (TC) agrees to be the 'banker as such' for the "13 Communities" - and will invoice and collect the "13 communities" fees; and will issue payment to BDB.
- supply BDB with photos and information on each community - this needs to be in to BDB no later than **deadline December 15th**, 2016. This will be the basic content that BDB uses to build the website and digital map.
- Provide contest guidelines and content to BDB for the first blog posts by **deadline December 30th**, 2016.
- All Communities must register at www.riderfriendly.com and set up your own online ad in the digital directory **deadline ASAP**. Each "13 communities" will get this free digital ad. BDB uses your addresses and information from the digital book to print the printed book - Each "13 communities" also gets a single line ad in the printed directory to promote your community free of charge. Please note that BDB owns the trademark for Rider Friendly Business - and we can all use it for as long as we are partnered with her.
- Each "13 communities" would be made a manager of the social media headers, special Facebook Page & Twitter Feed, so managers can promote the route and contest and promote all the events on Highway 13.
- Social media sharing is a must - all "13 communities" should share once per week minimum.
- Each "13 communities" will get a free digital ad in BDB's online directory as well. www.riderfriendly.com.
- Each "13 communities" brings in 3 businesses to partner in this project - The businesses' cost will be \$129.95 per business plus tax and this covers their membership in the Rider Friendly Businesses Association, which gives them their digital ad in BDB's online directory and the business's printed single line ad in the printed version of the directory.

Belt Drive Betty (BDB) responsibilities for Year ONE :

- build our motorcycle tourism website. This cost of \$6,500 will include work for Belt Drive Betty for all the components needed to build the website and the digital map
- build the photo galleries for the contest, build registration forms online and get people interested and wanting to ride the route.
- build photo Galleries for the communities
- build Blog, FACEBOOK page, Twitter Feed, for motorcyclehighway13.com
- all graphics and memes for sharing for motorcyclehighway13.com
- build a digital map with all of the provided information as points of interest.
- promote all of the communities and their nominations in her Canada's MOST Rider Friendly Community Contest on our motorcycle tourism website, and invite the riding community to rate and review the businesses and communities in the on-line directory as well.
- build a blog (each Lucky Highway 13 community will be invited to submit content that she can print in her digital newspaper and newsletter as well as the blog).
- Every community partner will get a free digital ad in Belt Drive Bettys online directory (Communities must register then provide finished ad). This is a \$129.95 value.
- will share the photos etc through social media and will build the awareness of the route and the contest.

- will build the social media headers, a special Facebook Page and Twitter Feed (BDB and TC will admin).
- will start promoting at the January Bike Shows with a card that has a QR Code to the site/contest.
- has already arranged for a complimentary launch booth space for us at the Ride for Moms in Nisku (13 committees only cost will be a give-away prize or silent auction item).
- will promote all of "13 communities" regional events on www.canadianmotorcycleevents.com for free.
- Proto Type Web Site will be ready for viewing and approval by December 20, 2016 if we get all the material that is our responsibilities to BDB by deadline dates .

Look and Feel Content of the WEBSITE :

Home Page

- About Us
- Our Communities
 - Points of Interest
 - Events in our Region
- Our Rider Friendly Businesses

The Route - Digital Map with Points of Interest

The Contest

- The Prizes
- The Rules
- Registration
- 2017 Entries

Photos

Videos

Blog

Events in our Communities

Contact Us

CONTEST: Steps involved:

"13 Communities" needs to decide on contest rules and regulations:

- need to get prizes for 2017 contest - through business partners
- need to determine the rules for the contest
- and how the contest will be judged
- bring in businesses for contest partnership no later than **deadline April 1/2017**. NOTE from BDB - Would be nice to be able to promote a top prize at least by mid December 2016, but not imperative.

Belt Drive Betty's role for the Contest:

- will design the registration form and put it up on the digital site
- create contest entry form
- will promote the site and the contest at all the trade shows she participates in as well as events she attends.

Years two and three Plan:

- Website hosting and all Updates including security patches, component updates and content updates for each subsequent year costs \$50 per month + taxes (or \$600.00 +taxes for the year), to keep the digital map, any contest or place to have an event notification and website live.
- If we choose to still go the route of a hardcopy map - this would be the time to build the traditional print map in the printed directory ...this will probably involve a second amount of at least \$6,500.00 plus taxes from the "13 communities".
- The map artwork would be supplied by "13 communities"... Wetaskiwin has a person proficient in hard copy map making. The map would be 8.5 X 11, full colour, folded in half.
- Each "13 communities" would have a membership in the Rider Friendly Business Association, and that includes a digital ad in BDB's online version of the printed directory (www.riderfriendly.com)
- Each business gets a single line ad in the printed phone book to go along with their ads on our map.
- we could look at expanding the marketing.
- we could look at expanding the places to visit and tour to be more than the highway - so it would include a couple of things to do around your community to make them stay in your community longer.
- host and do all updates including security patches, component updates and content updates for each subsequent year.