



AGENDA

Regular Council Meeting
Thursday, April 21st, 2016 – 5:00PM
Council Chambers of the Town Office, Sedgewick, AB

Call to Order:

Adoption of Agenda:

Delegation:

1. Flagstaff County, Bernadette Logozar, Economic Development – 5:30PM

Minutes:

1. Regular Meeting Minutes – March 10th, 2016

Financials:

1. Financial Statement – March 31st, 2016
2. List of Accounts – March 31st, 2016

Reports for the period ending April 21st, 2016:

1. **Council Committee Reports**
 - *Matters Arising*
2. **Public Works Report**
 - *Matters Arising*
3. **CAO Report**
 - *Matters Arising*

BUSINESS– Old

1. **2016 Budget** – Revised
- 2.

BUSINESS– New

1. **Special Council Meeting** **NB1**
2. **Tax Recovery** – Plan 3825P; Block 8; Lot 6 **NB2**
3. **Public Works** – Mower Replacement **NB3**
4. **Entrance Upgrades** – Design Proposal **NB4**
- 5.

Correspondence:

1. **Subdivision and Development Appeal Board** – Member Appointment
2. **Flagstaff County** – 2016 Country Roots Tour
3. **Flagstaff County** – Rural Physician Action Plan
4. **Government of Alberta** – Rural Physician Action Plan
5. **Alberta Urban Municipalities Association** – Grants In Lieu
6. **Canadian Pacific Railway** – Rail Safety

AGENDA

- 7. Sedgewick Historical Society – Donation Request**
- 8. Flagstaff Regional Housing Group – January 5th, 2016 Minutes**
- 9. Sedgewick Lake Park – February 16th, 2016 Minutes**
- 10. FRSWMA – March 21st, 2016 Minutes**
- 11. Sedgewick Public Library – March 22nd, 2016 Minutes**
- 12. Sedgewick Community Hall – March 29th, 2016 Minutes**
- 13. Interagency – April 5th, 2016 Minutes**
- 14. Town of Killam – Request for Financial Support (Aquatics)**
- 15. Village of Forestburg – Fire Service Proposal**
- 16. Government of Alberta – Seniors Housing**

File of Correspondence – Attached

Round Table:

Adjournment:

REVISED

POLICY SECTION C: Agenda - Delegation Request for Presentation to Council

Name of Delegation: Bernadette Logozar, Flagstaff County, Economic Development Coordinator

Issue to be discussed: Logozar will be presenting the new economic development brand that has been adopted by Flagstaff County for the Region.

Request of Council:

That Town Council considers the benefits that could come from the regional economic development brand should neighbor municipalities work together to help build, grow and achieve the results.

Date of Council Meeting: April 21st, 2016

Delegation Time: 5:30PM - 6:30 PM

Attachments:

1. Flagstaff County's Competitiveness Assessment

21-Apr-16
Mayor

21-Apr -16
CAO



Flagstaff County: Competitiveness Assessment of the Flagstaff Region

Appendix A to the Flagstaff County Branding and Marketing Initiative
2015

Final Report

June 18, 2015



Contents

1	COMPETITIVE POSITIONING ASSESSMENT	3
2	LOCAL COMPETITIVE ADVANTAGES / DISADVANTAGES	5
3	ENVIRONMENTAL SCAN	7
3.1	FLAGSTAFF WORKFORCE	7
3.2	BUSINESS PATTERNS ASSESSMENT	11
3.2.1	KEY BUSINESS CHARACTERISTICS	11
3.3	FLAGSTAFF AND COMPETITOR COMMUNITIES	15
3.3.1	LOCATION QUOTIENT ASSESSMENT	17
4	SITE SELECTION CONSIDERATIONS	22
4.1.1	OIL AND GAS PRODUCTION, SUPPORT, AND RELATED INDUSTRIES	22
4.1.2	VALUE ADDED AGRICULTURAL PROCESSING	25
4.1.3	FABRICATED METAL PRODUCTS MANUFACTURING	26
4.1.4	TOURISM AND HOSPITALITY SERVICES	27
5	COMPETITIVE BENCHMARKING	29
5.1.1	OIL AND GAS PRODUCTION, SUPPORT, AND RELATED INDUSTRIES	29
5.1.2	VALUE ADDED AGRICULTURAL PROCESSING	41
5.1.3	FABRICATED METAL PRODUCTS MANUFACTURING	47
5.1.4	TOURISM AND HOSPITALITY SERVICES	54
	APPENDIX: SITE SELECTION MATRICES	60
	OIL AND GAS PRODUCTION, SUPPORT, AND RELATED INDUSTRIES	60
	VALUE ADDED AGRICULTURAL PROCESSING	63
	FABRICATED METAL PRODUCTS MANUFACTURING	65
	TOURISM AND HOSPITALITY	67



1 Competitive Positioning Assessment

An important step in the development of the Flagstaff Region's competitive assessment was to gain a better understanding of the region and how the County positioned itself within *Flagstaff County: Our Common Wealth. Economic Development Pathways (2015-2018)*. This provided the vision of a safe, caring, and vibrant rural "Communities of communities" that promises an excellent quality of life for all its citizens. However, to achieve this it was necessary to understand the competitive advantages and disadvantages of the Flagstaff Region.

The Flagstaff Region has an economic development strategy with an aim of addressing the region's declining population. Between 2006 and 2013 the population of the Flagstaff Region declined by 5.7% from 8,803 to 8,304¹ and this can be partially attributed to an overall decline in rural Alberta people continue to migrate to larger urban centres. The economic development vision establishes a path to enhancing the region's profile as a destination for working age people and sets a goal of reducing the rate of population decline by 50% by 2021. To achieve this vision, the County must clearly communicate the region's competitive advantages.

Flagstaff is part of a large and strong regional economy. The unemployment rate for Camrose-Drumheller economic region was the second lowest in Alberta at 4.7% in May 2015.² Only the economic region of Lethbridge-Medicine Hat has performed better. This suggests that Flagstaff Region, along with other communities in the Camrose-Drumheller economic region, are seeing a return to their traditionally low unemployment rates. This speaks to the resiliency of the regional economy in light of the weaknesses that are being seen in other regions across Alberta due to lower oil prices. Continued success will be dependent on leveraging regional strengths in the agriculture, oil and gas, metal fabrication, and tourism sectors.

To complete the competitive assessment, a detailed analysis of Flagstaff's economic assets was undertaken. In many cases they have been compared to competitor communities. The result is a high-level overview of Flagstaff's "Competitive Position".

The competitive positioning figure on the following page highlights the strengths of the region as well as the targeted sectors of value-add agriculture, tourism and hospitality, oil and gas, and the supportive role of fabricated metal manufacturing. Each circle encompasses the competitive advantages that the Flagstaff Region has in relation to comparator communities.

¹ Government of Alberta, Municipal Affairs, 2013 *Municipal Affairs Population List*, 2013.

² Statistics Canada, Alberta Labour Force Statistics May, 2015



FIGURE 1: FLAGSTAFF REGION COMPETITIVE POSITIONING



The strengths identified above can be used as part of a larger investment attraction marketing strategy or making a business case for local business retention and expansion. The competitive strengths also highlight the region's advantages in relation to the weaknesses of other communities and identifying areas that constitute key assets.



2 Local Competitive Advantages/Disadvantages

An integral component of Flagstaff's competitive assessment was to identify the region's competitive advantages and disadvantages relative to comparator communities in Alberta. This included a demographic profile review and an assessment of the regional workforce, economic, and business composition.

This information was then used in conjunction with an asset inventory assessment in the site selection matrix. The matrix provided a weighting of different sector specific investment factors that investors look for when deciding on a business location.

The following table highlights the key findings for the Flagstaff Region and is presented in more detail in Section 5 Competitive Benchmarking. This section provides an easy overview for reference purposes.

FIGURE 2: LOCAL COMPETITIVE ADVANTAGES AND DISADVANTAGES

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none">■ Skilled wages are comparatively lower by \$1,000 to \$7,000 depending on comparator areas■ Flagstaff has higher employment concentration rankings in Mining, Quarrying, Oil and Gas Extraction than comparator areas signaling labour pool advantage (excluding Lloydminster)■ Average wages competitive in Oil and Gas sector■ Ample campgrounds, open space, RV parks, and numerous heritage museums that celebrate its agricultural, mining, and oil industry history (e.g., Battle River Railway)■ Distinct housing cost advantage over major and larger urban centres■ 70 acres in assorted industrial and commercial lands available in the region, which provides an advantage to the area for companies consider location, or expansion■ Some industrial lands are competitively priced, and priced low representing distinct advantage over some comparator areas■ Supplier network contained in Flagstaff for Oil and Gas Processing, Support, and Related Industries	<ul style="list-style-type: none">■ Median age in the Flagstaff Region is 47.5 years of age, relatively higher than the surrounding comparator areas■ Flagstaff is facing a population decline of key younger demographics in the working age cohorts of 20 to 44 years of age■ No post-secondary institutions, campuses, education or training services in the region■ No housing cost advantage between neighbouring comparators■ Abundance of serviced and unserved industrial and commercial land in comparator areas■ MD of Provost has 672 acres available for expansion adjacent to Hardisty Energy Hub■ Potentially prohibitive serviced industrial land prices■ Higher levels of supporting industries in MD Provost and MD Wainwright for Oil and Gas■ Relatively disadvantaged by distance from provincial Highway 2 that intersects with Red Deer, and Edmonton■ Food processing labour costs higher in Camrose –Drumheller economic region than comparator regions



Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none">■ Significant advantage in cost and availability of abundance in underground water■ Battle River Railway short line servicing local industry and agriculture by providing and innovative Composite Blending Program and more flexible storage and handling options■ Unskilled labour rates lower than MD Provost and Camrose County■ Flagstaff serviced by Highway 13 and 36 with direct linkages to Highway 2, and thereby the closest major urban centres and markets■ High levels of self-employment in fabrication, industrial and agricultural machinery manufacturing and servicing	<ul style="list-style-type: none">■ Unskilled labour rates significantly higher than Beaver County and MD Wainwright■ Primary offering for manufacturing expansion or relocation is only (relatively expensive) land, with few facility offerings



3 Environmental Scan

3.1 Flagstaff Workforce

To provide a different perspective to Flagstaff Region's labour force assessment an analysis of Statistics Canada's Canadian Business Patterns (CBP) was used. CBP data is a count of the number of active businesses locations by industry with nine business size ranges; including businesses with no employees to those with 500+. The data itself is compiled from the Business Register, which is a repository of information on the Canadian business location. To assess Flagstaff's labour force the minimum employment levels for each range were used to provide an estimate regarding the minimum levels of employment in each sector. For example, a business in the 5-9 employee range would only be counted as employing five people.

By combining the Canadian Business Pattern minimum employment estimation this enabled us to compare it with Flagstaff's labour force by sector according to the 2011 National Household Survey. This methodology was used due to the high global non-response rate for many of the towns and the rural county itself. The global non-response rate (GNR) is used as an indicator of data quality. This indicator combines complete non-response (household) and partial non-response (question) into a single rate. A smaller GNR indicates a lower risk of non-response bias and as a result, lower risk of inaccuracy. The threshold used for estimates' suppression is a GNR of 50% or more. The result of such a high GNR for the county means and many of the towns means the data should be interpreted with caution as it may not provide a completely accurate representation of the labour force.

According to the 2011 NHS, Flagstaff has a majority of the labour force involved with agriculture, oil and gas extraction, and retail trade. Flagstaff has a disproportionate share of its labour force employed in:

- agriculture (16.6%), followed by
- mining, quarrying, and oil and gas extraction (10.7%), and
- retail trade (8.8%).

There are a number of sectors that according to the NHS have zero levels of employment in other sectors such as information and cultural industries; real estate and rental and leasing; management of companies and enterprises; arts, entertainment, and recreation; and accommodation and food services.

In comparison when Flagstaff's workforce is assessed using the lowest estimate of employee levels through Canadian Business Patterns there is a shift in key sectors of employment.

There continues to be an emphasis on **agriculture** as significant sector of employment (**24.7%**), however, **construction (16.6%)**, and **retail trade (7.3%)** become the second and third largest areas of employment.

Outside of agriculture, sector-based employment becomes more diverse. According to CBP data there is some level of activity in every sector of the economy.



FIGURE 3: FLAGSTAFF REGION WORKFORCE BY INDUSTRY, 2011 AND 2014

Industry	% of Workforce	
	NHS 2011	CBP 2014
11 Agriculture, forestry, fishing and hunting	16.6%	24.7%
21 Mining, quarrying, and oil and gas extraction	10.7%	6.3%
22 Utilities	2.0%	0.9%
23 Construction	5.8%	16.6%
31-33 Manufacturing	1.0%	2.1%
41 Wholesale trade	1.8%	2.9%
44-45 Retail trade	8.8%	7.3%
48-49 Transportation and warehousing	3.5%	4.3%
51 Information and cultural industries	0.0%	0.5%
52 Finance and insurance	2.5%	2.9%
53 Real estate and rental and leasing	0.0%	5.6%
54 Professional, scientific and technical services	1.1%	3.4%
55 Management of companies and enterprises	0.0%	0.6%
56 Administrative and support, waste management and remediation services	1.8%	2.3%
61 Educational services	4.9%	0.0%
62 Health care and social assistance	8.5%	6.5%
71 Arts, entertainment and recreation	0.0%	1.3%
72 Accommodation and food services	0.0%	3.4%
81 Other services (except public administration)	4.1%	5.3%
91 Public administration	3.9%	3.1%

Source: Statistics Canada, National Household Survey, 2011 and Canadian Business Patterns, December, 2014. Custom data set by MDB.



In Figure 4 (below) Flagstaff's labour force was compared to four other communities to help identify regional strengths and weaknesses. Here we see that Flagstaff's workforce concentration in agriculture is significantly higher than Camrose, Lloydminster³, Edmonton, and Red Deer.

The Flagstaff Region also has a significant percentage of its workforce in the mining, quarrying, and oil and gas extraction sector (10.7%). Lloydminster was the only other competitor community to have a higher percentage of its workforce in that sector (17.4%).

Employment in the transportation and warehousing sector in Flagstaff Region, although lower than many competitor communities, points to the importance of the region in large trade networks such as the Eastern Alberta Trade Corridor and the potential export of goods from the area.

This is further supported by the workforce present in wholesale trade, which is closely linked to the transportation sector through supply chain logistics and services. As identified above, although moderately lower than the competitor areas, still illustrates a linkage that can be supported for growth opportunities supporting other local sectors.

³ To provide a more accurate and regional perspective of Lloydminster's economy both census subdivisions of Lloydminster, AB and Lloydminster, SK were combined.



FIGURE 4: WORKFORCE FOR FLAGSTAFF REGION AND COMPETITOR COMMUNITIES, 2011

Total Industry	Flagstaff ⁴	Camrose	Lloydminster	Edmonton	Red Deer
11 Agriculture, forestry, fishing and hunting	16.6%	29.5%	1.2%	0.2%	0.6%
21 Mining, quarrying, and oil and gas extraction	10.7%	3.0%	17.4%	2.0%	8.9%
22 Utilities	2.0%	0.9%	0.5%	1.0%	0.4%
23 Construction	5.8%	10.1%	8.4%	8.7%	8.8%
31-33 Manufacturing	1.0%	3.2%	4.7%	6.6%	7.6%
41 Wholesale trade	1.8%	3.6%	4.3%	4.8%	4.5%
44-45 Retail trade	8.8%	7.3%	14.8%	11.6%	13.5%
48-49 Transportation and warehousing	3.5%	4.3%	4.5%	4.6%	3.1%
51 Information and cultural industries	0.0%	0.6%	1.0%	2.0%	1.0%
52 Finance and insurance	2.5%	2.8%	4.0%	3.8%	3.3%
53 Real estate and rental and leasing	0.0%	1.9%	1.2%	2.0%	2.1%
54 Professional, scientific and technical services	1.1%	3.8%	5.8%	7.5%	5.1%
55 Management of companies and enterprises	0.0%	0.0%	0.2%	0.1%	0.1%
56 Administrative and support, waste management and remediation services	1.8%	3.0%	2.5%	3.6%	2.9%
61 Educational services	4.9%	5.7%	6.8%	8.0%	6.0%
62 Health care and social assistance	8.5%	9.0%	7.9%	11.5%	12.2%
71 Arts, entertainment and recreation	0.0%	1.5%	0.6%	1.8%	1.4%
72 Accommodation and food services	0.0%	2.0%	5.3%	6.8%	7.5%
81 Other services (except public administration)	4.1%	4.1%	6.7%	5.0%	5.6%
91 Public administration	3.9%	3.7%	2.2%	8.4%	5.3%

Source: Statistics Canada, National Household Survey, 2011.

⁴ Flagstaff's employment based on the 2011 National Household Survey to maintain consistency with other competitor communities.



3.2 Business Patterns Assessment

Statistics Canada's Canadian Business Patterns Data provides a record of business establishments by industry and size. This data is collected from the Canada Revenue Agency (CRA). The business data collected for Flagstaff includes all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

The Canadian Business Patterns Data records business counts by "Total", "Indeterminate" and "Subtotal" categories. The establishments in the "Indeterminate" category include the self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Patterns Data uses the CRA registrar as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included. The population of these small, unincorporated businesses is thought to be in the range of 600,000 in all of Canada.

3.2.1 Key Business Characteristics

In terms of concentration, the following sectors (identified in the figure below) exhibit the highest proportion of business establishments in Flagstaff as of December 2014:

- Agriculture, Forestry, Fishing and Hunting (904 businesses, 41.9% of total)
- Real Estate and Rental and Leasing (218 businesses, 10.1% of total)
- Construction (122 businesses, 5.7% of total)
- Transportation and Warehousing (113 businesses, 5.2% of total)

Notably, when the indeterminate category (owner-operated) is removed, agriculture remains the largest business sector, and Real Estate and Rental and Leasing is replaced with Other Services:

- Agriculture, Forestry, Fishing and Hunting (121 businesses, 19.8% of subtotal)
- Other Services (except Public Administration) (68 businesses, 11.1% of subtotal)
- Construction (57 businesses, 9.3% of subtotal)
- Transportation and Warehousing (55 businesses, 9.0% of subtotal)



FIGURE 5: FLAGSTAFF REGION BUSINESSES BY LOCATION AND SIZE, DECEMBER, 2014

Industry (NAICS)	December 2014								
	Total	Indeterminate	Subtotal	1- 4	5- 9	10-19	20-49	50-99	100+
Total Economic Snapshot	2047	1462	585	425	90	44	21	1	4
11 Agriculture, Forestry, Fishing and Hunting	904	783	121	105	12	3	1	0	0
21 Mining, Quarrying, and Oil and Gas Extraction	90	47	43	32	7	2	1	0	1
22 Utilities	8	4	4	1	2	0	1	0	0
23 Construction	122	65	57	46	8	2	0	0	1
31-33 Manufacturing	27	13	14	7	3	3	1	0	0
41 Wholesale Trade	35	20	15	8	2	2	3	0	0
44-45 Retail Trade	89	42	47	24	12	5	6	0	0
48-49 Transportation and Warehousing	113	58	55	42	11	2	0	0	0
51 Information and Cultural Industries	9	3	6	4	1	1	0	0	0
52 Finance and Insurance	43	26	17	5	7	5	0	0	0
53 Real Estate and Rental and Leasing	218	206	12	11	0	1	0	0	0
54 Professional, Scientific and Technical Services	92	53	39	33	4	1	1	0	0
55 Management of Companies and Enterprises	20	14	6	5	1	0	0	0	0
56 Administrative and Support, Waste Management and Remediation Services	48	32	16	11	2	2	1	0	0
61 Educational Services	2	1	1	1	0	0	0	0	0
62 Health Care and Social Assistance	36	14	22	14	1	2	3	1	1
71 Arts, Entertainment and Recreation	20	13	7	3	1	3	0	0	0
72 Accommodation and Food Services	42	14	28	15	8	3	2	0	0
81 Other Services (except Public Administration)	119	51	68	55	6	6	1	0	0
91 Public Administration	10	3	7	3	2	1	0	0	1

Source: Statistics Canada, Canadian Business Patterns December, 2014

Overall, business establishments in the Flagstaff Region are overwhelmingly characterized by small companies and enterprises that employ less than 10 people.

In 2014, excluding the businesses consisting of the self-employed – which themselves are small enterprises – there were 425 businesses, or 72.6% of the subtotal, that employ 1-4 people.

An additional 90 businesses, or 15.4% of the subtotal, employ 5-9 people. In comparison, Camrose had a similar business structure with 60.3% of the subtotal employ 1-4 people and 18.8% employ between 5-9 people. Lloydminster is comprised of businesses that employed 1-4 people accounted for 55.0% of the subtotal and 16.0% employed between 5-9 people.



Flagstaff has five businesses that employ more than 50 people and 21 employing 20-49 people. It should be noted that **Flagstaff has one utility system construction business that employs more than 500 people.** This is of interest because small, medium and large firms are generally believed to provide different economic functions within an economic region. The lack of mid-size and large businesses in Flagstaff is concerning as these firms are typically more export oriented and generate higher operating surpluses. This indicates that a large proportion of the economic activity within the region is serving the local economy rather than being exported and into larger national and international economies markets.

FIGURE 6 (below) provides a snapshot of the largest business categories at the most detailed level of analysis.

From this figure, it is evident that farming related activities, including, oilseed and grain farming, cattle ranching and farming, other animal production, and other crop farming account for a considerable number of businesses within the region.

Lessors of real estate are the third leading business category with 67 total firms and are largely engaged in the rental and leasing of real estate. It should be noted, that with the exception of two firms employing 1-4 people, the subsector is dominated by self-employment.

FIGURE 6: TOP LOCAL BUSINESSES BY TOTAL NUMBER AND EMPLOYMENT CATEGORY

NAICS	Industry	Total	Owner-Operated	Sub-total	1-4	5-9	10-19	20-49
1111	Oilseed and grain farming	423	343	80	70	9	1	0
5311	Lessors of real estate	191	184	7	6	0	1	0
1121	Cattle ranching and farming	174	163	11	10	1	0	0
1119	Other crop farming	134	130	4	4	0	0	0
1129	Other animal production	121	111	10	8	1	1	0
2131	Support activities for mining, and oil and gas extraction	79	39	40	32	6	2	0
4842	Specialized freight trucking	60	25	35	26	7	2	0
8113	Commercial and industrial machinery and equipment (except automotive and electronic) repair	46	12	34	29	1	3	1
4841	General freight trucking	41	26	15	13	2	0	0
5416	Management, scientific and technical consulting services	41	20	21	19	0	1	1
1151	Support activities for crop production	28	18	10	8	1	1	0



NAICS	Industry	Total	Owner-Operated	Sub-total	1-4	5-9	10-19	20-49
2382	Building equipment contractors	28	13	15	13	2	0	0
2389	Other specialty trade contractors	28	20	8	5	2	1	0
8111	Automotive repair and maintenance	25	13	12	7	4	1	0
2361	Residential building construction	24	9	15	13	2	0	0
5239	Other financial investment activities	24	22	2	2	0	0	0
7225	Full-service restaurants and limited-service eating places	23	7	16	8	5	2	1
5419	Other professional, scientific and technical services	20	13	7	6	1	0	0
5511	Management of companies and enterprises	20	14	6	5	1	0	0
5617	Services to buildings and dwellings	17	12	5	4	0	1	0
2371	Utility system construction*	13	3	10	7	1	1	0

Source: Statistics Canada, Canadian Business Patterns, December 2014

Outside of industries supporting the agricultural supply chain, when examining the subsectors further, the concentration of industry subsectors supporting the Oil and Gas, and Mining sector becomes more apparent. This is seen in more elevated levels of total business counts in support activities for mining, oil and gas extraction (79), specialized freight trucking (60), and management, scientific and technical consulting services (41) businesses.

As was illustrated in the previous section, there are high levels of self-employment in these categories, but, also evidence again of a very strong micro-business climate with most firms employing 1-4 employees,

This is also evident in general freight trucking and commercial and industrial machinery and equipment (except automotive and electronic) repair, which are likely to serve the mining, oil and gas, and agricultural sectors more equally.



3.3 Flagstaff and Competitor Communities

In Figure 7, the total numbers of business by sector in the Flagstaff Region have been compared to other communities in Alberta. Despite its more moderate business count of 2,155 comparatively, Flagstaff has a significant number of businesses in agriculture, forestry, fishing, and hunting (904). This is comparable to Camrose and higher than Lloydminster; despite having double the number of businesses. This serves to re-enforce the importance of agriculture to the region.

This regional strength has the opportunity to be leveraged to support the growth of other sectors of the economy such as agri-tourism and farming related commercial services.

Outside of the agriculture sector, real estate and rental and leasing also account for a significant number of businesses (218), representing for 10.1% of all businesses in the region.

As a percentage of businesses it is comparable to Red Deer and Lloydminster, where real estate and rental and leasing account for 14.9% and 11.8% of all businesses, respectively.

Flagstaff has 62 businesses in the arts, entertainment, and recreation and accommodation and food services sectors. Combined these sector represents a large proportion of the businesses engaged in the tourism sector and account for 2.9% of businesses in the region.



FIGURE 7: TOTAL NUMBER OF BUSINESSES BY SECTOR, 2014

Industry (NAICS)	Total Number of Businesses				
	Flagstaff	Lloydminster	Camrose	Edmonton	Red Deer
Total number of Businesses:	2,155	4,821	4,095	98,257	19,286
Unclassified	82	504	276	9,787	1,605
11 Agriculture, Forestry, Fishing and Hunting	904	321	974	675	1,627
21 Mining, Quarrying, and Oil and Gas Extraction	90	362	106	618	768
22 Utilities	8	6	6	50	12
23 Construction	122	554	446	11,225	2,457
31-33 Manufacturing	27	83	69	2,196	356
41 Wholesale Trade	35	120	102	2,894	470
44-45 Retail Trade	89	305	265	6,192	1,199
48-49 Transportation and Warehousing	113	383	150	5,996	769
51 Information and Cultural Industries	9	17	17	833	74
52 Finance and Insurance	43	164	133	4,932	810
53 Real Estate and Rental and Leasing	218	569	525	14,132	2,873
54 Professional, Scientific and Technical Services	92	393	282	12,678	2,022
55 Management of Companies and Enterprises	20	136	58	2,718	379
56 Administrative and Support, Waste Management and Remediation Services	48	172	118	4,061	682
61 Educational Services	2	26	21	970	156
62 Health Care and Social Assistance	36	214	144	7,138	919
71 Arts, Entertainment and Recreation	20	31	38	1,015	196
72 Accommodation and Food Services	42	98	85	3,008	462
81 Other Services (except Public Administration)	119	357	274	6,838	1,435
91 Public Administration	10	6	6	301	15

Source: Statistics Canada, Canadian Business Patterns, December 2014



3.3.1 Location Quotient Assessment

In order to determine the level and degree of industrial specialization that has developed in the Flagstaff Region, and thus the diversity of the regional economy, location quotients (LQs) have been calculated to measure the relative concentration of industry/business activity by major industry sector.

Location Quotients are a commonly used tool in local/regional economic analysis. They assess the concentration of economic activities within a smaller area relative to the overarching region in which it resides.

Understanding that the Flagstaff Region has experienced significant population decline of 5.7% from 8,803 in 2006 to 8,304⁵ in 2013 it is important to understand Flagstaff's regional economic strengths. This allows better identification of target employment areas (by industry) that can be pursued to assist in overcoming additional population decline. By playing to the economic strengths, and the occupations associated with the industry demand, you can more easily attract the necessary skilled talent to an area and further facilitate expansion in growth industries.

LQs have been calculated to compare the Flagstaff's business concentrations relative to the Province of Alberta, to provide an understanding of the areas in which the region possesses a competitive advantage over the rest of the province.

A location quotient greater than 1.25 for a given sector indicates a local concentration of economic activity as compared to the overarching region (either Alberta or any other region) and may be an indication of competitive advantage with respect to the attraction of that industry sector.

Location Quotients between 0.75 to 1.25 for a given sector suggest that the study area has the same concentration of economic activity as the overarching region.

Finally, a location quotient of less than 0.75 suggests that the community does not have a strong competitive advantage in that sector.

In theory, an industrial or business concentration that is greater than the overarching regional average may also represent the export base of the participating municipality (both in terms of products or services).

Businesses that make up this export base may have chosen to locate in the community due to certain local or regional competitive advantages. These competitive advantages can be used to attract additional investment, in the same or complimentary industries.

Flagstaff had high concentrations of businesses in a wide range of industries in 2014.

In total Flagstaff had 53 industries that had LQs higher than 1.60.

10 industries within the agriculture sector had LQs above 2.0 indicating a strong regional sector, which is supported by large percentage of the workforce as noted above.

⁵ Government of Alberta, 2013 Municipal Affairs Population List, 2013.



The agriculture sectors with the highest LQs were:

- 1111 Oilseed and grain farming (7.865)
- 1151 Support activities for crop production (5.47)
- 1122 Hog and pig farming (3.66)
- 1124 Sheep and goat farming (3.71)
- 1129 Other animal production (4.29)
- 1119 Other crop farming (4.59)
- 1142 Hunting and trapping (3.56)
- 1121 Cattle ranching and farming (3.39)
- 1152 Support activities for animal production (2.65)
- 1114 Greenhouse, nursery and floriculture production (2.03)

In addition to agriculture Flagstaff has 10 manufacturing industries that have high LQs:

- 3369 Other transportation equipment manufacturing (7.16)
- 3321 Forging and stamping (6.96)
- 3262 Rubber product manufacturing (6.58)
- 3312 Steel product manufacturing from purchased steel (3.93)
- 3111 Animal food manufacturing (5.18)
- 3333 Commercial and service industry machinery manufacturing (2.87)
- 3152 Cut and sew clothing manufacturing (2.36)
- 3331 Agricultural, construction and mining machinery manufacturing (2.34)
- 3118 Bakeries and tortilla manufacturing (2.32)
- 3273 Cement and concrete product manufacturing (2.19)

According to Statistics Canada Business Patterns data the Flagstaff Region had a total of 27 manufacturing businesses in 2014 and six identified business had zero employees.

Although this sector does not employ a significant portion of the labour force the significantly high location quotients in forging and stamping, rubber product manufacturing, and steel product manufacturing from purchased steel indicate that it may play an important role in the larger, export-orientated, regional economy.



FIGURE 8: TOTAL BUSINESS LQ FOR FLAGSTAFF AND COMPETITOR COMMUNITIES, 2014

Industry	Flagstaff	Lloydminster	Camrose	Edmonton	Red Deer
2122 Metal ore mining	15.22	0.00	0.00	0.67	3.40
4852 Interurban and rural bus transportation	8.40	0.00	0.00	1.29	1.30
4821 Rail transportation	8.12	0.00	1.06	1.42	1.05
2121 Coal mining	7.86	0.00	0.00	1.38	0.00
4872 Scenic and sightseeing transportation, water	7.86	0.00	0.00	0.69	1.70
1111 Oilseed and grain farming	7.63	0.95	3.77	0.09	0.81
6223 Specialty (except psychiatric and substance abuse) hospitals	7.61	0.00	0.00	1.17	0.00
2212 Natural gas distribution	7.16	0.00	2.26	0.25	0.32
3369 Other transportation equipment manufacturing	7.16	0.00	0.00	0.79	4.95
3321 Forging and stamping	6.96	0.00	0.00	0.61	0.00
9139 Other local, municipal and regional public administration	6.60	1.77	0.00	0.20	0.00
3262 Rubber product manufacturing	6.58	5.88	1.10	0.58	0.47
5174 Satellite telecommunications	5.94	0.00	0.00	1.17	1.01
4442 Lawn and garden equipment and supplies stores	5.73	1.28	1.52	0.94	1.55
1151 Support activities for crop production	5.47	0.96	2.47	0.12	1.03
4171 Farm, lawn and garden machinery and equipment merchant wholesalers	5.32	1.59	0.53	0.35	1.21
3111 Animal food manufacturing	5.18	1.16	4.09	0.68	1.45
4111 Farm product merchant wholesalers	4.75	0.91	1.65	0.36	1.11
1119 Other crop farming	4.59	0.72	2.92	0.08	1.04
4183 Agricultural supplies merchant wholesalers	4.34	0.97	0.00	0.27	1.08
1129 Other animal production	4.29	0.67	2.65	0.07	1.04
6233 Community care facilities for the elderly	4.25	1.43	1.50	1.42	0.64
8122 Funeral services	3.95	0.59	0.87	0.95	1.12
3312 Steel product manufacturing from purchased steel	3.93	0.00	0.00	1.29	0.00



Industry	Flagstaff	Lloydminster	Camrose	Edmonton	Red Deer
1124 Sheep and goat farming	3.71	0.00	7.81	0.03	0.83
1122 Hog and pig farming	3.66	0.00	2.41	0.04	2.15
2123 Non-metallic mineral mining and quarrying	3.56	0.00	2.50	0.60	0.53
1142 Hunting and trapping	3.56	0.79	0.00	0.39	1.39
7121 Heritage institutions	3.55	0.00	0.74	0.54	0.47
1121 Cattle ranching and farming	3.39	0.80	1.88	0.03	1.10
5331 Lessors of non-financial intangible assets (except copyrighted works)	2.91	0.87	1.01	0.87	1.87
3333 Commercial and service industry machinery manufacturing	2.87	0.00	2.03	1.13	1.30
1152 Support activities for animal production	2.65	0.79	1.86	0.27	1.15
6243 Vocational rehabilitation services	2.65	0.59	0.00	1.34	1.18
3152 Cut and sew clothing manufacturing	2.36	0.00	0.00	1.66	0.00
3331 Agricultural, construction and mining machinery manufacturing	2.34	2.30	1.12	1.09	1.19
3118 Bakeries and tortilla manufacturing	2.32	0.00	0.61	1.50	0.39
5323 General rental centres	2.30	1.03	0.35	0.71	0.75
2211 Electric power generation, transmission and distribution	2.22	0.66	1.17	0.44	0.50
3273 Cement and concrete product manufacturing	2.19	0.49	0.00	0.91	0.00
6221 General medical and surgical hospitals	2.16	0.96	0.00	0.80	1.23
4531 Florists	2.07	1.23	1.07	0.92	1.13
1114 Greenhouse, nursery and floriculture production	2.03	0.00	3.47	0.20	1.36
5221 Depository credit intermediation	2.03	1.01	0.00	1.06	0.00
7224 Drinking places (alcoholic beverages)	1.98	1.11	1.38	1.28	1.08
2131 Support activities for mining, and oil and gas extraction	1.98	3.29	1.13	0.26	1.75
4842 Specialized freight trucking	1.91	2.73	0.83	0.81	0.66
5191 Other information services	1.88	0.84	0.63	0.96	0.73
5629 Remediation and other waste management services	1.83	2.87	0.00	0.64	1.39



Industry	Flagstaff	Lloydminster	Camrose	Edmonton	Red Deer
7112 Spectator sports	1.80	0.80	0.32	0.92	0.97
7211 Traveller accommodation	1.75	1.17	1.41	0.70	1.27
8113 Commercial and industrial machinery and equipment (except automotive and electronic) repair	1.63	2.01	0.61	0.64	1.24
3116 Meat product manufacturing	1.60	0.00	1.69	0.60	1.25

Source: Statistics Canada, Canadian Business Patterns, 2014. Custom data set by Millier Dickinson Blais.



4 Site Selection Considerations

The following section assesses the various key location factors that influence company investment decisions. A site location matrix adopted from Austin Consulting (a leading American firm that provides site selection services for expanding businesses) provides weighting for investment factors and differentiates these factors as high, medium or low levels of importance.

This matrix was used to guide the discussion for industry-specific site selection considerations for the target sectors in the Flagstaff Region:

- Agriculture (particularly Value Added Agricultural Processing)
- Oil and Gas (particularly Supporting Industries and Related Sectors)
- Metal Fabrication (supporting both the Oil and Gas and Agricultural sectors)
- Tourism and Hospitality (including eco/agri-tourism and sector accommodation)

The full matrix is provided in the appendix for further consideration and use by Flagstaff County staff.

The tables below provide the top location factors that had the highest Category Weight assigned to them, and reflected the highest level of factor importance in decision making.

4.1.1 Oil and Gas Production, Support, and Related Industries

It is no surprise the importance of the Alberta Oil Sands and the Oil and Gas sector is to the national, provincial, and local economies. According to the Canadian Energy Research Institute (CERI), in 2013 56% (or 1.98 million barrels a day) of the Canadian oil and oil equivalent production (3.5 million barrels per day) was generated by oil sands. Further, that production is forecast to increase up to 3.7 million barrels a day by 2020.⁶ When looking out to 2038, this translates into an estimated \$3.865 billion in total GDP impacts from oil sands, and represents significant employment opportunities – roughly 121,500 Alberta workers are directly employed in the oil and gas sectors and approximately 1 in 16 jobs is related to the energy sector.⁷

More recently, due to plummeting oil prices in the second half of 2014, the Conference Board of Canada estimates that roughly 8,000 jobs will be shed in 2015 as oil revenues are expected to drop by \$43 billion.⁸ Additionally, low oil price projections of roughly US\$55/barrel are expected to have a significant impact on oil sands investments. Regardless, it is anticipated that oil production will continue to rise in 2015 due to pre-existing investments in capacity.⁹

Despite the turbulent environment described above, at a local level, the Flagstaff Region is still well positioned to benefit. This is particularly the case when considering the Hardisty Energy Hub. Demand for oil storage (a

⁶ Canadian Energy Research Institute, "Canadian Economic Impacts of New and Existing Oil Sands Development in Alberta (2014-2038)" (Calgary, AB: CERI, 2014).

⁷ Government of Alberta, "About Oil Sands – Facts and Statistics" Alberta: Official Website <<http://www.energy.alberta.ca/oilsands/791.asp>> accessed on 2015-05-19.

⁸ The Conference Board of Canada, "Canada's Oil Industry to Lose Money and Jobs in 2015", Conference Board of Canada News Release (Ottawa, ON: Official Website <http://www.conferenceboard.ca/press/newsrelease/15-03-25/canada_s_oil_industry_to_lose_money_and_jobs_in_2015.aspx> accessed on 2015-05-19.

⁹ Ibid.



boon for the tank farm), has spurred on capacity expansion by Gibson Energy, where the firm has announced in April that it will add 900,000 barrels of storage to existing operations.¹⁰

As such, the grouping of site selection factors below are representative of the production side, but also of the support and related industries side of the oil and gas sector. These factors represent areas of high levels of importance in the site location matrix contained in the appendix (below).

FIGURE 9: SITE LOCATION MATRIX SUMMARY

Labour Force Characteristics	<ul style="list-style-type: none"> Population (current and projected) Age profile Commuting patterns Income (average income, household income) Size of total labour force / participation rate Unemployment rate/ employment rate Availability of skilled workers Cost of skilled workers Competition for required skill sets Level of education Language skills Presence of Union (labour management relations) Workers compensation and employment insurance
Education & Training	<ul style="list-style-type: none"> Elementary school performance rankings Secondary school performance rankings Community colleges – availability and quality of programs Universities – availability and applicable programs Local employment and training services
Quality of Life	<ul style="list-style-type: none"> Health care facilities Emergency services Crime rate Recreation and cultural facilities Housing availability and cost
Property Availability and Cost	<ul style="list-style-type: none"> Commercial (office) building availability Commercial (office) land availability Cost of land/ lease rates Industrial Building Availability Serviced Industrial Land Availability (shovel ready sites)

¹⁰ Geoffrey Morgan, "Gibson Energy Inc plans to expand oil storage capacity as demand in Alberta soars," Financial Post, April 14, 2015 8:47 AM ET <http://business.financialpost.com/news/energy/gibson-energy-plans-to-expand-oil-storage-capacity-as-demand-in-alberta-soars?__lsa=a63c-e662> accessed on 2015-05-19.



Local Industry	<ul style="list-style-type: none">■ Presence of Supplier/Support Businesses■ Existing Research Base
Utilities	<ul style="list-style-type: none">■ Electricity (Capacity, Availability, Rate, Reliability)■ Waste Management / Hazardous Waste Carriers & Facilities■ Telecommunications (High Speed Internet, Cell Phone carriers)*
Transportation and Distribution	<ul style="list-style-type: none">■ Proximity to Current and Future Customer Markets■ Proximity to Suppliers/Raw Materials■ Proximity to Highways■ Proximity to Railways / Intermodal Facilities■ 3rd Party Trucking Availability



4.1.2 Value Added Agricultural Processing

Agriculture is the largest and most robust sector in the Flagstaff Region. *Strategic Pathways* identifies the pursuit of Region-based Value Added Agricultural opportunities as a key initiative under the “Prosperity Horizons” pillar for investment attraction.¹¹

Approximately 1 million acres of high quality farmland (75% cultivated) produces many commercial crops including wheat, canola, barley, peas, flax, and oats.¹² Furthermore, the area is home to major companies such as Viterra and Great Northern Grain, with excellent rail infrastructure and access. The area around Killam rests on a vast groundwater aquifer with multiple bulk water stations throughout the region.¹³ This is great for value added processing operations whose needs include availability and price of feedstock, access to commodity markets, inputs, transportation, and labour.¹⁴

The table below highlights that important location factors for agri-processing are related to water, sewer and electricity servicing capacity and availability, cost of industrial land and transportation networks and trucking availability.

FIGURE 10: SITE LOCATION MATRIX SUMMARY FOR VALUE ADD AGRICULTURAL PROCESSING

Labour Force Characteristics	<ul style="list-style-type: none"> Income Ethnicity profile Size of the total labour force/ participation rate Unemployment rate/ employment rate Availability of unskilled workers Cost of unskilled workers Presence of union (labour management relations)
Transportation / Distribution	<ul style="list-style-type: none"> Proximity to current and future customer markets Proximity to highways Third party trucking availability
Utilities	<ul style="list-style-type: none"> Electricity (capacity, availability, rate, reliability) Water (capacity, availability, rate, reliability) Sewer (capacity, availability, rate, reliability)
Property Availability and Cost	<ul style="list-style-type: none"> Serviced industrial land availability (shovel ready sites) Cost of Land / Lease Rates

11 Flagstaff County, “Flagstaff County Our Common Wealth: Economic Development Strategic Pathways (2015-2018),” January 2015, p. 10

12 Battle River Alliance for Economic Development, “Invest in Flagstaff County,” p.2

13 Town of Killam, “Welcome to Killam”, Official Website: <http://www.town.killam.ab.ca/> accessed on 2015-05-20.

14 Don Hofstrand, “location, location, location: value-added processing / manufacturing,” Agricultural Marketing Resource Centre, Official Website (revised July 2008) accessed on 2015-05-19 <http://www.agmrc.org/business_development/starting_a_business/creating_a_business/articles/location-location-location-value-added-processing-manufacturing/#>.



4.1.3 Fabricated Metal Products Manufacturing

FIGURE 11: SITE LOCATION MATRIX SUMMARY FOR FABRICATED METAL PRODUCTS MANUFACTURING

Labour Force Characteristics	<ul style="list-style-type: none"> Size of total labour force / Participation rate Unemployment Rate / Employment Rate Availability of Skilled Workers Cost of Skilled Workers Competition for Required Skill Sets Level of Education Turnover / Absenteeism Presence of Union (labour management relations) Workers compensation and employment insurance
Transportation / Distribution	<ul style="list-style-type: none"> Proximity to current and future customer markets Proximity to highways Third party trucking availability 3rd Party Warehousing Availability Proximity to Railways / Intermodal Facilities
Utilities	<ul style="list-style-type: none"> Electricity (capacity, availability, rate, reliability) Water (capacity, availability, rate, reliability) Sewer (capacity, availability, rate, reliability)
Property Availability and Cost	<ul style="list-style-type: none"> Serviced industrial land availability (shovel ready sites) Cost of Land / Lease Rates
Education and Training	<ul style="list-style-type: none"> Community Colleges - Availability and Quality of Programs Technical/Vocational Colleges - Availability and Quality of Programs Local Employment and Training Services
Incentives / Business Support Programs	<ul style="list-style-type: none"> Business Financing (Long term financing, etc.) Provincial and Local Incentive Programs (tax exemptions, grants, etc.) Provincial and Local Business Development Programs International Resources / Government Services



4.1.4 Tourism and Hospitality Services

Branded as the “Community of communities” the Flagstaff Region offers ten villages and small towns that are located within the County itself. From an attraction perspective, the area offers six heritage-based museums rooted in the agricultural and mining sector, four golf courses, campgrounds and RV parks, including Fish Lake and the Diplomat Trout Pond for family fishing, and other outdoor recreation amenities.¹⁵

Increased investment and ongoing growth associated with the oil and gas industry, especially in the Hardisty Energy Hub, has been a driver for hospitality and accommodation services. The area boasts roughly 14 hotels and motels of sizes ranging from 8 to 40 plus rooms¹⁶, with new hotels recently developed to support growth associated with the energy sector.

The table below includes important location factors for the hospitality and tourism sector. These are related to available commercial properties, transportation connections, and quality of life features.

FIGURE 12: SITE LOCATION MATRIX FOR TOURISM AND HOSPITALITY SERVICES

Labour Force Characteristics	<ul style="list-style-type: none"> ■ Population (Current Counts, Future Projections) ■ Age Profile ■ Income (Average Income, Household Income) ■ Ethnicity Profile ■ Availability of Unskilled Workers ■ Cost of Unskilled Workers
Property Availability and Cost	<ul style="list-style-type: none"> ■ Commercial building availability ■ Commercial land availability ■ Cost of land and lease rates
Transportation / Distribution	<ul style="list-style-type: none"> ■ Proximity to Current/Future Customers ■ Proximity to Highways ■ Proximity to Airports
Quality of Life	<ul style="list-style-type: none"> ■ Health care facilities ■ Emergency services ■ Crime rate ■ Recreational and cultural facilities

¹⁵ Go East of Edmonton Regional Tourism Organization, Official Website, “Flagstaff County” <<http://www.townlife.com/38/businesses/10160/340/Flagstaff-County>> accessed on 2015-05-18.

¹⁶ Flagstaff County, “Business Directory – Accommodations” Official Website: <<http://www.flagstaff.ab.ca/businesses/business-directory/accommodations>> accessed on 2015-05-18.



These industry-specific site selection considerations provide the framework to benchmark the Flagstaff Region against the following competing communities for new business investment:

- Beaver County
- MD of Provost
- MD of Wainwright
- Camrose County
- City of Lloydminster
- Red Deer County
- City of Edmonton¹⁷

¹⁷ These competitor communities were identified through the background research by Millier Dickinson Blais and in consultation with Flagstaff County economic development staff.



5 Competitive Benchmarking

Millier Dickinson Blais performed a comparative analysis of the various investment and location factors for each target industry against the competitor communities identified above.

The sources of data are as follows:

- Labour force characteristics were sourced from Statistics Canada's Census Profiles and most recent labour force information, and Service Canada
- Quality of life characteristics were sourced from Statistics Canada's Census profiles for average dwelling and household income values and municipal websites
- Utilities characteristics were sourced from the Alberta Utilities Commission
- Property availability and cost characteristics were sourced from municipal websites, ICX, and various local real estate sources
- Education and training facilities were sourced from institutional websites¹⁸

The following sections contain tables highlighting the key benchmark indicators for the Flagstaff Region by target industry.

5.1.1 Oil and Gas Production, Support, and Related Industries

Labour Force Characteristics

The median age in the Flagstaff Region is 47.5 years of age, relatively higher than the surrounding comparator areas, with MD of Provost being as low as 39.6 years of age. Further, Flagstaff is facing a population decline of key younger demographics in the working age cohorts of 20 to 44 years of age. Coupled with an aging population, this stands as a significant competitive disadvantage that County staff are aware of, and is captured in the Economic Development Strategic Pathways report as a key strategic objective to correct.

That said, average wages are relatively in line with the neighbouring competitor areas, with the exception of the MD of Wainwright posting almost \$2,000 higher in annual wages. This does not represent a significant advantage, or disadvantage. Further, when considering the labour catchment area could extend as broad as the economic region of Camrose – Drumheller, wage ranges are slightly more competitive than Edmonton, Red Deer, and Calgary economic areas. However, some cost advantage can be seen in skilled wages that are comparatively lower by \$1,000 to \$7,000 depending on comparator areas.

When considering employment concentrations, Flagstaff ranks higher at 10.7% total employment in Mining, quarrying, and oil and gas extraction; rivaled only by Lloydminster at 17.4% indicated a competitive advantage as far as labour pool is concerned. Although median wages for the economic region are in line with other neighbouring regions at roughly \$36/hour for oil and gas well drillers, servicers, testers and related workers.¹⁹

¹⁸ Location of education and training facilities were sourced from: < <http://humanservices.alberta.ca/services-near-you/2929.html>>; < <https://www.augustana.ualberta.ca/>>; < <https://www.norquest.ca/home.aspx>>; < <https://concordia.ab.ca/>>; < <http://www.kingsu.ca/>>; < <http://www.macewan.ca/wcm/index.htm>>; < <http://rdc.ab.ca/>>; < <http://www.lakelandcollege.ca/>>

¹⁹ Government of Canada, "Job Bank – Explore Careers: Wage Report" Official Website: <http://www.jobbank.gc.ca/LMI_report_bynoc.do?noc=8232&reportOption=wage> Accessed on 2015-05-21.



Education and Training

There are no post-secondary institutions in the Flagstaff Region, Beaver County, or the MD of Provost indicating the offering is neutral from a competitive advantage perspective. The Flagstaff Community Adult Learning Centre does provide over 75 courses, some of which can provide employable skills. Further, the MD of Wainwright no longer has a Portage College campus. There is, however, access to post-secondary education through the Augustana Campus in Camrose, and from a further distance through Red Deer and Lloydminster. In addition, the City of Edmonton is the centre for post-secondary education in the Edmonton Region. All of which are within a 2 hour commute time. Overall, this does not place Flagstaff at any relative disadvantage over adjacent competitor areas, with the exception of Camrose being only 1 hour away and positioned closer to Edmonton.

Quality of Life

Although quality of life is subjective in nature, for the purpose of this analysis Flagstaff's quality of life is measured by the high number of health care centres relative to the comparator jurisdictions.

As highlighted in the previous section, it is also provided through the ample availability of campgrounds, open space, RV parks, and numerous heritage museums that celebrate its agricultural, mining, and oil industry history. This is also reflected in the Friends of the Battle River Railway offering theme-based passenger rides along the historic railway, and the Battle River Crossing Resort.

There are also four golf courses and additional recreational facilities in a number of the larger towns. Housing costs vary between \$165,000 and \$325,000; which are relatively in line with the adjacent comparator areas providing no heightened advantage. However, compared to larger urban centres there is a distinct cost advantage.

Property Availability and Cost

According to available sources, research, and communications with local real estate professionals, the Flagstaff Region has roughly 34 acres of mixed use commercial and industrial lands available in 18 lots that are planned for servicing in 2015. The average cost of these lands ranges from \$140,000 to \$190,000 (according to direct interview communications with the development firm/land owner).

Although the availability of (potentially serviced) land is of relative advantage, Beaver County, and the MD of Provost have large tracts of available unserviced industrial lands. These are 373 acres and 672 acres respectively, and have significantly more competitive land prices (even considering a lack of servicing) ranging from \$50,000 - \$58,805 in Beaver County and as low as \$6,188 / acre in Provost. In particular, the lands available in the MD of Provost represent a competitive disadvantage to Flagstaff given that they are relatively adjacent to Hardisty and actively marketed as Energy Hub expansion lands. With a significant price differential.

Flagstaff is competitively positioned with MD of Wainwright, with serviced lands listing slightly higher at \$186,000 to \$205,000, although this is limited to 6 acres compared to 34 in Flagstaff – representing a competitive advantage.

Additionally, there are 15.7 acres of a mixture of public and privately owned industrial lots available in Forestburg that are very competitively priced at \$25,000 an acre. However, the current level of servicing is undisclosed. Further, the Town of Killam also has a privately owned 21.78 acres of industrial lands with



buildings (previous Killam Livestock Inc.) priced at \$10,055 an acre. This represents a competitive advantage for the Flagstaff Region.

Overall, when compared to Camrose, Flagstaff is at a price disadvantage in general for serviced industrial land. Further, there is 149 acres of serviced industrial development land available for \$46,644 / acre (that is identified for commercial and mixed use, and general urban zoning. This is a competitive disadvantage for the Flagstaff Region.

Local Industry

The presence of suppliers and a business support base is an important consideration for site location. Flagstaff has over 100 general and specialized freight trucking businesses (41 and 60 respectively) and relatively high levels of Management, Scientific, and Consulting Services (41 firms) and Commercial and Industrial Machinery and Equipment Repair companies (46). Along with 79 companies in Support Activities for Mining, and Oil and Gas Extraction, this illustrates that Flagstaff has a local industry support network for new companies considering location, or existing expansion.²⁰

When comparing Flagstaff to its neighbouring competitor areas, such as MD Provost and MD of Wainwright, there are relative disadvantages given the higher levels of supporting industries in the communities – with the exception of actual Support Activities for Mining, and Oil and Gas Extraction. What this does indicate is a closely interconnected supply chain around the Flagstaff Region, which can be leveraged. Although, consideration should be given to how Flagstaff can differentiate itself and make it more attractive to firms looking to locate in the general area, where municipal and county boundaries are not a general consideration.

Utilities

In general, there is no competitive advantage, or disadvantage for electricity rates as they are provincially regulated and the same across adjacent and near comparator areas that are serviced by the same distribution carrier (EPCOR). The rates are also in-line with rates provide by other local distribution carriers in the large urban centres of Edmonton, Red Deer, and Lloydminster, with minimal variations. The Towns of Killam and Sedgewick together operate a natural gas service, the Sedgewick Killam Natural Gas System; thereby providing residents and businesses in the community with competitive natural gas rates. Natural gas is also provided by Direct Energy across all jurisdictions and also presents no advantage.

However, where Flagstaff does hold significant potential opportunity is in the cost and availability of water. Although rates vary across providers, the Flagstaff Region is geographically positioned on a vast groundwater aquifer (as mentioned above) with opportunities for large water users to draw direct from ground sources. This represents a significant competitive advantage over competitor areas.

Transportation and Distribution

From a road transportation perspective, the Flagstaff Region and its immediate competitor communities (those adjacent to it) are all relatively disadvantaged by their distance from provincial Highway 2 (Queen Elizabeth II Highway) that intersects with Red Deer, and Edmonton. Flagstaff is advantaged in that the majority of urban towns, including Hardisty are located along Highway 13, which travels into Camrose and connects to Edmonton through Highway 2. Flagstaff is also intersected by Highway 36, a hi-load corridor that is part of the Eastern Alberta Trade Corridor, through Killam, that connects Fort McMurray to the US border

20 Statistics Canada, Canadian Business Patterns December 2014 (note, Flagstaff County figures include County and the 10 municipalities within the County geography).



and a large corridor that extends to Mexico. Any competitive advantage that may exist is in the relative, closer proximity to Edmonton from Flagstaff compared to the MD of Wainwright and MD of Provost, although Provost is also located along Highway 13, and abuts the Hardisty Energy Hub.

Labour Force Characteristics²¹

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Median Age</i>	47.5	45.8	39.6	40.0	42.5
<i>Average Wages</i>	\$48,822	\$47,036	\$46,003	\$50,964	\$43,225
<i>Total Labour Force</i>	4,950	7,600	3,590	8,110	29,345
<i>Unskilled Labour & Wages</i>	1,430 - \$36,284	1,955 - \$30,526	960 - \$46,003	1,800 - \$26,779	7,485 - \$25,843
<i>Skilled Labour & Wages</i>	2,655 - \$50,002	3,480 - \$50,848	1,545 - \$56,225	3,855 - \$58,927	13,520 - \$51,278

Labour Force Characteristics²²

	Red Deer	Lloydminster	Edmonton
<i>Median Age</i>	40.5	31.2	36.0
<i>Average Wages</i>	\$44,462	\$53,470	\$48,753
<i>Total Labour Force</i>	105,785	21,215	660,815
<i>Unskilled Labour & Wages</i>	23,305 - \$32,626	4,800 - \$52,823	115,630 - \$30,822
<i>Skilled Labour & Wages</i>	53,045 - \$51,313	10,565 - \$56,898	372,220 - \$57,247

Education & Training

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Primary & Secondary Schools</i>	<ul style="list-style-type: none"> All counties and the town of Provost have access to local primary and secondary education facilities. 				
<i>Post-Secondary Schools</i>	Although there are no post-secondary institutions located in the immediate vicinity there are college and university campuses located nearby.				<ul style="list-style-type: none"> The Augustana Campus University of Alberta

21 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.

22 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.



Education & Training

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Additional Training</i>	<ul style="list-style-type: none"> Adult education services are provided in each county with additional training supports provided in the neighbouring communities of Wainwright and Camrose. 			<ul style="list-style-type: none"> Alberta Works centres are located in both Wainwright and Camrose providing career consulting, training services for adults and apprenticeship. 	

Education & Training

	Red Deer	Lloydminster	Edmonton
<i>Primary & Secondary Schools</i>	<ul style="list-style-type: none"> All cities have adequate access to local primary and secondary education facilities. 		
<i>Post-Secondary Schools</i>	<ul style="list-style-type: none"> Red Deer College 	<ul style="list-style-type: none"> Lakeland College 	<ul style="list-style-type: none"> University of Alberta The Northern Alberta Institute of Technology NorQuest College Concordia University College of Alberta The King's University MacEwan University
<i>Additional Training</i>	<ul style="list-style-type: none"> Alberta Works centres provide career consulting, training services for adults and apprenticeship. 		



Quality of Life

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Health Care Facilities</i> ²³	■ Killam Health Care Centre	■ Viking Health Centre	■ Provost Health Centre	■ Wainwright Health Centre	■ St. Mary's Hospital
	■ Daysland Health Centre	■ Tofield Health Centre	■ Provost Provincial Building		
	■ Hardisty Health Centre				
<i>Recreational & Cultural Facilities</i>	Access to recreational facilities in Sedgewick and Killam including four golf courses and six museums across the region.	Recreational facilities include the Viking Carena Ryley Community Centre	Recreational and culture centre located in town	Peace Memorial Multiplex and Communiplex	Miquelon Lake Provincial Park and Camrose County Nature Conservation Centre as well as a recreational centre with regulation size ice surface
<i>Housing Cost (2011)</i> ²⁴	\$165,133-\$324,461	\$121,938-\$333,059	\$137,278-287,996	\$168,022-\$321,954	\$204,082-\$360,344

23 Alberta Health Services, Data, Statistics, and Reporting, <http://www.albertahealthservices.ca/211.asp>

24 Statistics Canada, National Household Survey, 2011. Customized data provided by Millier Dickinson Blais.



Quality of Life

	Red Deer	Lloydminster	Edmonton
<i>Health Care Facilities</i> ²⁵	<ul style="list-style-type: none"> Red Deer Regional Hospital Centre 	<ul style="list-style-type: none"> Lloydminster Hospital 	<ul style="list-style-type: none"> Royal Alexandra Hospital Glenrose Hospital University of Alberta Hospital Stollery Children's Hospital Cross Cancer Institute Misericordia Community Hospital Grey Nuns Community Hospital
<i>Recreational & Cultural Facilities</i>	Access to a network of recreational and aquatic centres, art galleries, and museums	Access to Servus Sports Centre, an all seasons park, recreational centre, golf and curling centre	Recreation and cultural attractions that can draw people to the region including golf courses, skate parks, playgrounds, and parks.
<i>Average Housing Cost (2011)</i> ²⁶	\$198,410-\$431,344	\$327,608	\$379,968

²⁵ Alberta Health Services, Data, Statistics, and Reporting, <http://www.albertahealthservices.ca/211.asp>.

²⁶ Statistics Canada, National Household Survey, 2011. Customized data provided by Millier Dickinson Blais.



Property Availability and Cost²⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	<p>A number of commercial properties and businesses for sale ranging from \$180,000 for a bottle depot to \$1.79 million for a truck and car wash business.</p> <p>14.5 acres of a variety of sized parcels and serviced commercial lots available throughout the region starting at \$13,041 and costing up to \$78,171/acre</p>	<p>Existing commercial lots and businesses for sale ranging from \$20,000 for unserviced lots to \$179,000 for an existing business.</p>	<p>640 acres of Mixed grain farm lands (agricultural) at \$3,828 per acre.</p>	<p>Vacant commercial space (buildings) for purchase and lease.</p>	<p>A number of commercial properties available ranging from \$55,000 to \$1.2 million</p> <p>Approximately 46.21 acres of commercial lots available ranging from \$25,404 to \$385,444 per acre.</p> <p>116 acres of farmland (agricultural) at \$3,405 per acre.</p>

²⁷ Property availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.asp>.



Property Availability and Cost²⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Industrial Lands - Acreage/Ave. (\$)</i>	<p>34.2 acres of mixed use commercial and industrial lands slated to be serviced in 2015.</p> <p>Approximately 18 privately owned lots in Hardisty ranging from \$140,000-\$190,000 / acre²⁸</p> <p>15.7 acres public industrial lots (4 lots) available in Forestburg approximately \$25,000 / acre (servicing unknown)</p> <p>21.78 acres of industrial land with buildings available in Killam at \$10,055 per acre.</p>	<p>373 acres of unserviced lands ranging from \$50,000-\$58,805 per acre</p>	<p>672.2 acres of unserviced industrial lands at \$6,188 per acre located near Hardisty.</p>	<p>6.36 acres of serviced industrial lands ranging \$186,000 to \$205,000 per acre. 32 acres of vacant industrial lands ranging in price from \$6,813 to \$15,688 per acre.</p>	<p>Approximately 15.8 acres of serviced industrial available at \$95,000-99,000 per acre</p> <p>148 acres of prime, serviced industrial/commercial development lands available at \$46,664 / acre.</p>
<i>Availability of Existing Industrial Space</i>	Existing industrial space available starting at \$16.00 sq./ft./ (see car truck wash above)	N/A	N/A	N/A	N/A

²⁸ Value range based on MDB phone interview with Battleview Development Ltd. regarding local land values.



Property Availability and Cost²⁹

	Red Deer	Lloydminster	Edmonton
<i>Commercial Lands/Businesses - Acreage/Ave. (\$)</i>	Queens Park development 4.8 acres at \$450,000 and 23 acres of commercial at \$75,000. Existing businesses available for sale starting at \$49,900. 108 acres of farmland (agriculture) at \$3,643 per acre.	Existing commercial space available starting at \$9.50 sq./ft. A number of businesses available for sale ranging from \$69,900 to \$688,000 for an established dry cleaning business.	A number of commercial properties and business are for sale starting at \$26,900 for a hair salon, \$500,000 for established restaurants, to \$4 million for hotels and resorts
<i>Industrial Lands - Acreage/Ave. (\$)</i>	226 acres of unserviced lands ranging from \$17,450-\$44,000 per acre.	City of Lloydminster - All lots are currently sold out.	4,235 acres of vacant industrial lands available for development
<i>Availability of Existing Industrial Space</i>	149 acres of serviced industrial lands ranging from \$261,000 to \$450,000 per acre. Existing industrial space starting at \$14.00 sq./ft.	N/A	3.98 acres of serviced industrial lands available at \$761,809 per acre.

²⁹ Property availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



Utilities³⁰

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.287¢ Kwh. 				
<i>Water</i>	<ul style="list-style-type: none"> Water rates are dependent on location of businesses. Rural areas of the municipal districts are largely dependent on well water, whereas smaller municipalities may or may not provide water as a utility. 				
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact their local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 				

Utilities³¹

	Red Deer	Lloydminster	Edmonton
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by Enmax. As of May 2015, current electricity rates for small commercial businesses were 4.591¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by Direct Energy. As of May 2015, current electricity rates for small commercial businesses were 4.523¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.337¢.
<i>Water</i>	<ul style="list-style-type: none"> Water rates vary based on urban communities and rural areas. In urban communities rates are based on meter size and meter area. It is therefore advisable for companies to contact the provider. 		
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local provider directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 		

30 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>

31 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>



Transportation Access³²

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Road</i>	Accessed by Hwy 36, Hwy 13, and Hwy 53	Access to Hwy 36, Hwy 14, and Hwy 834	Access to Hwy 13 (via Hwy 41)	Access to Hwy 14 and Hwy 41	Access to Hwy 13 and Hwy 21
<i>Rail</i>	Serviced by CP Rail (spur trackage available) and Battle River Railway Short line	Serviced by CN Rail	Serviced by CP rail with spur trackage available	Serviced by CN Rail with spur trackage available	
<i>Air</i>	Access to the Flagstaff Regional Airport; Forestburg Airport and the Hardisty Airport.	Access to Tofield Municipal Airport	Access to Provost Airport	Access to Wainwright Municipal Airport	Access to Camrose Airport

Transportation Access

	Red Deer	Lloydminster	Edmonton
<i>Road</i>	Access to QEII and Hwy 11, Hwy 12, and Hwy 9.	Accessed by Hwy 16 & 17	Hwy 216, QEII, and Hwy 16
<i>Rail</i>	Serviced by both CN and CP Rail to three industrial parks	Serviced by CN & CP Rail with spur trackage available	Serviced by CN and CP Rail spur tracking is available and access to intermodal services for both railways
<i>Air</i>	Access to Red Deer Regional Airport	Access to Lloydminster International Airport	Access to Edmonton International Airport

32 Transportation access and infrastructure was sourced from a variety of sources including: < <http://rdcounty.ca/248/Economic-Development>>; <http://www.lloydminstereconomy.ca/news/media-release-community-profile>>; < <http://albertacommunityprofiles.com/>>.



5.1.2 Value Added Agricultural Processing

Labour Force Characteristics

Industry specific wage and earnings data is difficult to obtain for the Flagstaff Region and its partner municipalities (along with many of the rural comparator areas) with information and data largely suppressed due to significantly high global non-response rates in the National Household Survey. That said, for the Camrose – Drumheller economic region, Labourers in Food, Beverage and Tobacco Processing have median wages of \$16.50 / hr according to the Government of Canada Job Bank. These wages are slightly higher than the Red Deer economic region, which may place the area at a competitive disadvantage from a labour cost perspective.

Overall, unskilled labour from a total wages perspective is lower than MD of Provost and Camrose, indicating a competitive advantage over these areas. However, compared to Beaver County and the MD of Wainwright, Flagstaff unskilled labour rates are far above, ranging from roughly \$6,000 to \$9,000 more in annual wages, representing a competitive disadvantage. Compared to larger urban centres (Red Deer, Lloydminster, and Edmonton), Flagstaff has is competitive with labour costs signifying no real advantage.

Availability of labour may also be a challenge that the Flagstaff Region will contend with (along with its neighbouring comparator areas), and presents a relative competitive disadvantage in relation to larger urban comparators such as Lloydminster, Camrose, and Red Deer for value added agricultural opportunities.

Transportation and Distribution

The Flagstaff Region has a significant competitive advantage over its competitor areas contained in the Battle River Railway short line. This innovative co-operatively owned railway dedicated to servicing the local agricultural sector and grain producers positions the Flagstaff Region as a leader in the area. Headquartered in Forestburg, the railway provides facilities along a direct line from Alliance to Camrose that supports commodity shipments. The innovative Composite Blending Program provides increased loading and handling solutions and value to the grain industry and agricultural supply chain.

From a road transportation perspective, despite the relative disadvantage in distance from Highway 2 and the urban centres, Flagstaff is serviced by Highways 13 and 36 with direct linkages to Highway 2, and thereby the closest major urban centres and markets. However, many competitors share the local access routes.

Utilities

As identified above, one of the greatest competitive advantages that the Flagstaff Region has over other neighbouring comparator communities and those within the broader Camrose – Drumheller economic region is the availability of fresh underground water. This is a key resource for agri-food operations; value added agricultural processing and food processing operations that have heavy water capacity requirements.

As mentioned above, electric rates are generally similar, and gas rates are the same across comparator jurisdictions, there is no competitive advantage in this factor.

Property Availability and Cost

As was identified above, there is roughly 70 acres in assorted industrial and commercial lands available in the Flagstaff Region, which provides an advantage to the area for companies consider location, or expansion. Further, the lots in Forestburg are particularly competitive given that lots are roughly \$25,000 / acre (level of servicing undisclosed). However, when compared against comparators such as the MD of Provost with unserviced industrial lots as low as \$6,188 Flagstaff is competitively disadvantaged. That said, market values



vary, ranging between \$40,000 to \$100,000 for serviced lands available in Camrose, which may present significant disadvantages once again, as serviced land averages between \$140,000 and \$190,000 in the Flagstaff Region.

Labour Force Characteristics³³

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Median Age</i>	47.5	45.8	39.6	40.0	42.5
<i>Average Wages</i>	\$48,822	\$47,036	\$46,003	\$50,964	\$43,225
<i>Total Labour Force</i>	4,950	7,600	3,590	8,110	29,345
<i>Unskilled Labour & Wages</i>	1,430 - \$36,284	1,955 - \$30,526	960 - \$46,003	1,800 - \$26,779	7,485 - \$25,843
<i>Skilled Labour & Wages</i>	2,655 - \$50,002	3,480 - \$50,848	1,545 - \$56,225	3,855 - \$58,927	13,520 - \$51,278

Labour Force Characteristics³⁴

	Red Deer	Lloydminster	Edmonton
<i>Median Age</i>	40.5	31.2	36.0
<i>Average Wages</i>	\$44,462	\$53,470	\$48,753
<i>Total Labour Force</i>	105,785	21,215	660,815
<i>Unskilled Labour & Wages</i>	23,305 - \$32,626	4,800 - \$52,823	115,630 - \$30,822
<i>Skilled Labour & Wages</i>	53,045 - \$51,313	10,565 - \$56,898	372,220 - \$57,247

33 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.

34 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.



Utilities³⁵

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.287¢ KWh. 				
<i>Water</i>	<ul style="list-style-type: none"> Water rates are dependent on location of business. Rural areas of the municipal districts are largely dependent on well water, whereas smaller municipalities may or may not provide water as a utility. 				
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 				

Utilities³⁶

	Red Deer	Lloydminster	Edmonton
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by Enmax. As of May 2015, current electricity rates for small commercial businesses were 4.591¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by Direct Energy. As of May 2015, current electricity rates for small commercial businesses were 4.523¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.337¢.
<i>Water</i>	<ul style="list-style-type: none"> Water rates vary based on urban communities and rural areas. In urban communities rates are based on meter size and meter area. It is therefore advisable for companies to contact the provider. 		
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 		

35 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>

36 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>.



Property Availability and Cost³⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	<p>A number of commercial properties and businesses for sale ranging from \$180,000 for a bottle depot to \$1.79 million for a truck and car wash business.</p> <p>14.5 acres of a variety of sized parcels and serviced commercial lots available throughout the region starting at \$13,041 and costing up to \$78,171/acre</p>	<p>Existing commercial lots and businesses for sale ranging from \$20,000 for unserviced lots to \$179,000 for an existing business.</p>	<p>640 acres of Mixed grain farm lands (agricultural) at \$3,828 per acre.</p>	<p>Vacant commercial space (buildings) for purchase and lease.</p>	<p>A number of commercial properties available ranging from \$55,000 to \$1.2 million</p> <p>Approximately 46.21 acres of commercial lots available ranging from \$25,404 to \$385,444 per acre.</p> <p>116 acres of farmland (agricultural) at \$3,405 per acre.</p>

³⁷ Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



Property Availability and Cost³⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Industrial Lands - Acreage/Ave. (\$)</i>	<p>34.2 acres of mixed use commercial and industrial lands slated to be serviced in 2015.</p> <p>Approximately 18 privately owned lots in Hardisty ranging from \$140,000-\$190,000 / acre³⁸</p> <p>15.7 acres public industrial lots (4 lots) available in Forestburg approximately \$25,000 / acre (servicing unknown)</p> <p>21.78 acres of industrial land with buildings available in Killam at \$10,055 per acre.</p>	<p>373 acres of unserviced lands ranging from \$50,000-\$58,805 per acre</p>	<p>672.2 acres of unserviced industrial lands at \$6,188 per acre located near Hardisty.</p>	<p>6.36 acres of serviced industrial lands ranging \$186,000 to \$205,000 per acre. 32 acres of vacant industrial lands ranging in price from \$6,813 to \$15,688 per acre.</p>	<p>Approximately 15.8 acres of serviced industrial available at \$95,000-99,000 per acre</p> <p>148 acres of prime, serviced industrial/commercial development lands available at \$46,664 / acre.</p>
<i>Availability of Existing Industrial Space</i>	Existing industrial space available starting at \$16.00 sq./ft./ (see car truck wash above)	N/A	N/A	N/A	N/A

³⁸ Value range based on MDB phone interview with Battlevue Development Ltd. regarding local land values.



Property Availability and Cost³⁹

	Red Deer	Lloydminster	Edmonton
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	Queens Park development 4.8 acres at \$450,000 and 23 acres of commercial at \$75,000. Existing businesses available for sale starting at \$49,900. 108 acres of farmland (agriculture) at \$3,643 per acre.	Existing commercial space available starting at \$9.50 sq./ft. A number of businesses available for sale ranging from \$69,900 to \$688,000 for an established dry cleaning business.	A number of commercial properties and business are for sale starting at \$26,900 for a hair salon, \$500,000 for established restaurants, to \$4 million for hotels and resorts
<i>Industrial Lands - Acreage/Ave. (\$)</i>	226 acres of unserviced lands ranging from \$17,450-\$44,000 per acre.	City of Lloydminster - All lots are currently sold out.	4,235 acres of vacant industrial lands available for development
<i>Availability of Existing Industrial Space</i>	149 acres of serviced industrial lands ranging from \$261,000 to \$450,000 per acre. Existing industrial space starting at \$14.00 sq./ft.	N/A	3.98 acres of serviced industrial lands available at \$761,809 per acre.

³⁹ Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



5.1.3 Fabricated Metal Products Manufacturing

Labour Force Characteristics

From a skilled labour perspective, wages are relatively in line and competitive across all comparator jurisdictions ranging from roughly \$50,000 / year in Flagstaff to \$57,000 in Edmonton and varying degrees in between. This fluctuation could be based on many factors, including experience and tenure, as well as industry specialization. Overall, there is no competitive advantage or disadvantage from a labour cost perspective recognized in the data.

However, from an industry perspective, a significant number of companies operating in fabricated metal manufacturing, agricultural, construction, and mining machinery manufacturing, and commercial and service industry machinery manufacturing are self-employed in the area.⁴⁰

There is a distinct competitive advantage that the Flagstaff Region has over the adjacent neighbouring jurisdictions of MD of Wainwright and MD of Provost, where Flagstaff has a total 6 independent operators, compared to 1 and 2 firms respectively. However, Beaver County is competitive from a business perspective in this area, along with Camrose that also has small micro business firms in this industry as well.

Utilities

As was identified in the previous sections, there is not a competitive advantage in this area. However, neither is there a disadvantage as the playing field is relatively equal across comparator areas.

Property Availability and Cost

With respect to this target sector there are few industrial facility opportunities that an existing or newly locating operation could move into in Flagstaff. The primary offering would be seen in new build through available industrial land. As identified above, serviced industrial land is relatively expensive compared to other neighbouring and more distanced comparators, presenting a competitive disadvantage for this industry subsector.

Education and Training

Since the Battle River Training Hub closure in 2014⁴¹, there is no known specific advantage for Flagstaff related to education and training. Alberta Works centres are located in Camrose and Wainwright, along with additional training supports. This is a competitive disadvantage for the Flagstaff Region.

⁴⁰ Statistics Canada, Canadian Business Patterns, 2104 (all comparator areas – note: Flagstaff County includes all municipalities in the geographic boundaries of the county in totals).

⁴¹ Flagstaff County, Official Website: <http://www.flagstaff.ab.ca/news/527-tri-county-job-and-career-fair> accessed on 2015-05-21.



Labour Force Characteristics⁴²

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Median Age</i>	47.5	45.8	39.6	40.0	42.5
<i>Average Wages</i>	\$48,822	\$47,036	\$46,003	\$50,964	\$43,225
<i>Total Labour Force</i>	4,950	7,600	3,590	8,110	29,345
<i>Unskilled Labour & Wages</i>	1,430 - \$36,284	1,955 - \$30,526	960 - \$46,003	1,800 - \$26,779	7,485 - \$25,843
<i>Skilled Labour & Wages</i>	2,655 - \$50,002	3,480 - \$50,848	1,545 - \$56,225	3,855 - \$58,927	13,520 - \$51,278

Labour Force Characteristics⁴³

	Red Deer	Lloydminster	Edmonton
<i>Median Age</i>	40.5	31.2	36.0
<i>Average Wages</i>	\$44,462	\$53,470	\$48,753
<i>Total Labour Force</i>	105,785	21,215	660,815
<i>Unskilled Labour & Wages</i>	23,305 - \$32,626	4,800 - \$52,823	115,630 - \$30,822
<i>Skilled Labour & Wages</i>	53,045 - \$51,313	10,565 - \$56,898	372,220 - \$57,247

42 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.

43 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.



Education & Training

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Primary & Secondary Schools</i>	<ul style="list-style-type: none"> All counties and the town of Provost have access to local primary and secondary education facilities. 				
<i>Post-Secondary Schools</i>	Although there are no post-secondary institutions located in the immediate vicinity there are college and university campuses located nearby.				<ul style="list-style-type: none"> The Augustana Campus University of Alberta
<i>Additional Training</i>	<ul style="list-style-type: none"> Adult education services are provided in each county with additional training supports provided in the neighbouring communities of Wainwright and Camrose. 		<ul style="list-style-type: none"> Alberta Works centres are located in both Wainwright and Camrose providing career consulting, training services for adults and apprenticeship. 		

Education & Training

	Red Deer	Lloydminster	Edmonton
<i>Primary & Secondary Schools</i>	<ul style="list-style-type: none"> All cities have adequate access to local primary and secondary education facilities. 		
<i>Post-Secondary Schools</i>	<ul style="list-style-type: none"> Red Deer College 	<ul style="list-style-type: none"> Lakeland College 	<ul style="list-style-type: none"> University of Alberta The Northern Alberta Institute of Technology NorQuest College Concordia University College of Alberta The King's University MacEwan University
<i>Additional Training</i>	<ul style="list-style-type: none"> Alberta Works centres provide career consulting, training services for adults and apprenticeship. 		



Property Availability and Cost⁴⁴

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	<p>A number of commercial properties and businesses for sale ranging from \$180,000 for a bottle depot to \$1.79 million for a truck and car wash business.</p> <p>14.5 acres of a variety of sized parcels and serviced commercial lots available throughout the region starting at \$13,041 and costing up to \$78,171/acre</p>	<p>Existing commercial lots and businesses for sale ranging from \$20,000 for unserviced lots to \$179,000 for an existing business.</p>	<p>640 acres of Mixed grain farm lands (agricultural) at \$3,828 per acre.</p>	<p>Vacant commercial space (buildings) for purchase and lease.</p>	<p>A number of commercial properties available ranging from \$55,000 to \$1.2 million</p> <p>Approximately 46.21 acres of commercial lots available ranging from \$25,404 to \$385,444 per acre.</p> <p>116 acres of farmland (agricultural) at \$3,405 per acre.</p>

⁴⁴ Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.asp>.



Property Availability and Cost⁴⁴

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Industrial Lands - Acreage/Ave. (\$)</i>	<p>34.2 acres of mixed use commercial and industrial lands slated to be serviced in 2015.</p> <p>Approximately 18 privately owned lots in Hardisty ranging from \$140,000-\$190,000 / acre⁴⁵</p> <p>15.7 acres public industrial lots (4 lots) available in Forestburg approximately \$25,000 / acre (servicing unknown)</p> <p>21.78 acres of industrial land with buildings available in Killam at \$10,055 per acre.</p>	<p>373 acres of unserviced lands ranging from \$50,000-\$58,805 per acre</p>	<p>672.2 acres of unserviced industrial lands at \$6,188 per acre located near Hardisty.</p>	<p>6.36 acres of serviced industrial lands ranging \$186,000 to \$205,000 per acre. 32 acres of vacant industrial lands ranging in price from \$6,813 to \$15,688 per acre.</p>	<p>Approximately 15.8 acres of serviced industrial available at \$95,000-99,000 per acre</p> <p>148 acres of prime, serviced industrial/commercial development lands available at \$46,664 / acre.</p>
<i>Availability of Existing Industrial Space</i>	Existing industrial space available starting at \$16.00 sq./ft./ (see car truck wash above)	N/A	N/A	N/A	N/A

⁴⁵ Value range based on MDB phone interview with Battlevue Development Ltd. regarding local land values.



Property Availability and Cost⁴⁶

	Red Deer	Lloydminster	Edmonton
<i>Commercial Lands/Businesses - Acreage/Ave. (\$)</i>	Queens Park development 4.8 acres at \$450,000 and 23 acres of commercial at \$75,000. Existing businesses available for sale starting at \$49,900. 108 acres of farmland (agriculture) at \$3,643 per acre.	Existing commercial space available starting at \$9.50 sq./ft. A number of businesses available for sale ranging from \$69,900 to \$688,000 for an established dry cleaning business.	A number of commercial properties and business are for sale starting at \$26,900 for a hair salon, \$500,000 for established restaurants, to \$4 million for hotels and resorts
<i>Industrial Lands - Acreage/Ave. (\$)</i>	226 acres of unserved lands ranging from \$17,450-\$44,000 per acre.	City of Lloydminster - All lots are currently sold out.	4,235 acres of vacant industrial lands available for development
<i>Availability of Existing Industrial Space</i>	149 acres of serviced industrial lands ranging from \$261,000 to \$450,000 per acre. Existing industrial space starting at \$14.00 sq./ft.	N/A	3.98 acres of serviced industrial lands available at \$761,809 per acre.

46 Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



Utilities⁴⁷

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.287¢ KWH. 				
<i>Water</i>	<ul style="list-style-type: none"> Water rates are dependent on location of businesses. Rural areas of the municipal districts are largely dependent on well water, whereas smaller municipalities may or may not provide water as a utility. 				
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 				

Utilities⁴⁸

	Red Deer	Lloydminster	Edmonton
<i>Electricity</i>	<ul style="list-style-type: none"> Electricity for the area is provided by Enmax. As of May 2015, current electricity rates for small commercial businesses were 4.591¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by Direct Energy. As of May 2015, current electricity rates for small commercial businesses were 4.523¢. 	<ul style="list-style-type: none"> Electricity for the area is provided by EPCOR. As of May 2015, current electricity rates for small commercial businesses were 4.337¢.
<i>Water</i>	<ul style="list-style-type: none"> Water rates vary based on urban communities and rural areas. In urban communities rates are based on meter size and meter area. It is therefore advisable for companies to contact the provider. 		
<i>Natural Gas</i>	<ul style="list-style-type: none"> For commercial gas pricing companies are encouraged to contact the local service providers directly due to the variability in rates. General service provided by Direct Energy is currently 2.186 \$/GJ. 		

47 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>

48 Utility rates were determined by accessing: <<http://www.ucahelps.alberta.ca/regulated-rates.aspx>>, <<http://www.epcor.com/power-natural-gas/regulated-rate-option/commercial-customers/Pages/commercial-rates.aspx>>, <<http://www.reddeer.ca/city-services/electric-light-and-power/getting-electricity/regulated-rate-option/>>, <<http://www.directenergyregulatedservices.com/ELE/Electricity-Rates.aspx>>, and <<http://www.directenergyregulatedservices.com/GAS/Current-Natural-Gas-Rates.aspx>>



5.1.4 Tourism and Hospitality Services

Labour Force Characteristics

With an aging workforce, potential outmigration of youth and young families, and steady population decline this sector is at a relative disadvantage in the Flagstaff Region from a supply perspective. As identified in the agricultural section above, there is a distinct competitive advantage in general unskilled labour cost for the region when compared to MD Provost and Camrose.

However, when scaled against the other adjacent comparators there is a significant competitive disadvantage. Compared to major urban centres in the comparator areas, Flagstaff is equally competitive with labour costs signifying no real advantage.

That said, based on average housing rates as an indicator of cost of living, Flagstaff has a competitive advantage over the larger urban centres in the comparator areas. However, the competitive advantage diminished when compared against the adjacent competitor jurisdictions that are in line with Flagstaff housing costs.

Property Availability and Cost

There is just over 14 acres of serviced commercial land available through the region that is competitively priced. Compared to the comparator areas it is relatively in line from a cost perspective, although some lots listed at roughly \$13,000 hold a significant advantage over other areas. Compared to the immediate, adjacent comparator areas, Flagstaff has a relative competitive advantage in this area.

Transportation and Distribution

An advantage for the Flagstaff Region rests in Highway 13, and that it traverses many of the 'larger' urban areas (towns and villages), particularly that it is the connecting transportation route to the Hardisty Energy Hub, and runs through Sedgewick where the County Municipal Office and Council are seated. From a hospitality and Tourism perspective, Highway 13 is main connector route from the MD of Provost to the City of Camrose, and links up to Highway 2 halfway between Red Deer and Edmonton. A significant competitive advantage is containing in the growth associated with the Hardisty Energy Hub, and can be leverage to fuel continued recreational and lifestyle amenity growth to service growing local needs related to industry.

Quality of Life

As mentioned in previous sections, for the purpose of this analysis the Flagstaff Region's quality of life is measured by the high number of health care centres relative to the comparator jurisdictions. Further, there is an ample availability of campgrounds, open space, RV parks, and numerous heritage museums that celebrate its agricultural, mining, and oil industry history.

There are potential outdoor, and agri-tourism opportunities, along with existing heritage tourism opportunities that represent significant competitive advantages for the Flagstaff Region. An excellent case in point is the Battle River Crossing Resort and the Battle River Railway working together to offer a complete theme based experience that celebrate local heritage and the importance of the railway on the local communities.

There are four golf courses and recreational facilities in a number of the larger towns within the region serving local needs.



Housing costs vary between \$165,000 and \$325,000; which are relatively in line with the adjacent comparator areas providing no heightened advantage. However, compared to larger urban centres there is a distinct cost advantage.

Labour Force Characteristics⁴⁹

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Median Age</i>	47.5	45.8	39.6	40.0	42.5
<i>Average Wages</i>	\$48,822	\$47,036	\$46,003	\$50,964	\$43,225
<i>Total Labour Force</i>	4,950	7,600	3,590	8,110	29,345
<i>Unskilled Labour & Wages</i>	1,430 - \$36,284	1,955 - \$30,526	960 - \$46,003	1,800 - \$26,779	7,485 - \$25,843
<i>Skilled Labour & Wages</i>	2,655 - \$50,002	3,480 - \$50,848	1,545 - \$56,225	3,855 - \$58,927	13,520 - \$51,278

Labour Force Characteristics⁵⁰

	Red Deer	Lloydminster	Edmonton
<i>Median Age</i>	40.5	31.2	36.0
<i>Average Wages</i>	\$44,462	\$53,470	\$48,753
<i>Total Labour Force</i>	105,785	21,215	660,815
<i>Unskilled Labour & Wages</i>	23,305 - \$32,626	4,800 - \$52,823	115,630 - \$30,822
<i>Skilled Labour & Wages</i>	53,045 - \$51,313	10,565 - \$56,898	372,220 - \$57,247

49 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.

50 Labour Force Characteristics are based on the following customized data sources provided by Millier Dickinson Blais: Statistics Canada 99-014-X2011044, 99-014-X2011042, and Census Profile, 2011. Unskilled labour is defined by the workforce with no certificate, diploma or degree and skilled labour has been defined by the workforce with a postsecondary certificate, diploma or degree.



Property Availability and Cost⁵¹

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	A number of commercial properties and businesses for sale ranging from \$180,000 for a bottle depot to \$1.79 million for a truck and car wash business. 14.5 acres of a variety of sized parcels and serviced commercial lots available throughout the region starting at \$13,041 and costing up to \$78,171/acre	Existing commercial lots and businesses for sale ranging from \$20,000 for unserviced lots to \$179,000 for an existing business.	640 acres of Mixed grain farm lands (agricultural) at \$3,828 per acre.	Vacant commercial space (buildings) for purchase and lease.	A number of commercial properties available ranging from \$55,000 to \$1.2 million Approximately 46.21 acres of commercial lots available ranging from \$25,404 to \$385,444 per acre. 116 acres of farmland (agricultural) at \$3,405 per acre.

Property Availability and Cost⁵²

	Red Deer	Lloydminster	Edmonton
<i>Commercial Lands/ Businesses - Acreage/Ave. (\$)</i>	Queens Park development 4.8 acres at \$450,000 and 23 acres of commercial at \$75,000. Existing businesses available for sale starting at \$49,900. 108 acres of farmland (agriculture) at \$3,643 per acre.	Existing commercial space available starting at \$9.50 sq./ft. A number of businesses available for sale ranging from \$69,900 to \$688,000 for an established dry cleaning business.	A number of commercial properties and business are for sale starting at \$26,900 for a hair salon, \$500,000 for established restaurants, to \$4 million for hotels and resorts.

51 Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.

52 Property Availability and cost were determined through an assessment of identified properties currently on the market through a number of different realtors. Additional information was sourced from: <<http://www.braedalberta.ca/our-region/regional-information/real-estate/>>; <<http://www.beaver.ab.ca/business/business-parks>>; municipal governments; and The City of Edmonton's Industrial Land Capacity Profile <http://www.edmonton.ca/business_economy/industrial_development/industrial-land-capacity.aspx>.



Transportation Access⁵³

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Road</i>	Accessed by Hwy 36, Hwy 13, and Hwy 53	Access to Hwy 36, Hwy 14, and Hwy 834	Access to Hwy 13 (via Hwy 41)	Access to Hwy 14 and Hwy 41	Access to Hwy 13 and Hwy 21
<i>Rail</i>	Serviced by CP Rail (spur trackage available) and Battle River Railway Short line	Serviced by CN Rail	Serviced by CP rail with spur trackage available	Serviced by CN Rail with spur trackage available	
<i>Air</i>	Access to the Flagstaff Regional Airport; Forestburg Airport and the Hardisty Airport.	Access to Tofield Municipal Airport	Access to Provost Airport	Access to Wainwright Municipal Airport	Access to Camrose Airport

Quality of Life

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Health Care Facilities⁵⁴</i>	<ul style="list-style-type: none"> Killam Health Care Centre Daysland Health Centre Hardisty Health Centre 	<ul style="list-style-type: none"> Viking Health Centre Tofield Health Centre 	<ul style="list-style-type: none"> Provost Health Centre Provost Provincial Building 	<ul style="list-style-type: none"> Wainwright Health Centre 	<ul style="list-style-type: none"> St. Mary's Hospital

⁵³ Transportation access and infrastructure was sourced from a variety of sources including: < <http://rdcounty.ca/248/Economic-Development>>; <http://www.lloydminstereconomy.ca/news/media-release-community-profile>>; < <http://albertacommunityprofiles.com/>>.

⁵⁴ Alberta Health Services, Data, Statistics, and Reporting, <http://www.albertahealthservices.ca/211.asp>



Quality of Life

	Flagstaff Region	Beaver County	MD of Provost	MD of Wainwright	Camrose County
<i>Recreational & Cultural Facilities</i>	Access to recreational facilities in Sedgewick and Killam including four golf courses and six museums across the region.	Recreational facilities include the Viking Carena Ryley Community Centre	Recreational and culture centre located in town	Peace Memorial Multiplex and Communiplex	Miquelon Lake Provincial Park and Camrose County Nature Conservation Centre as well as a recreational centre with regulation size ice surface
<i>Housing Cost (2011)⁵⁵</i>	\$165,133-\$324,461	\$121,938-\$333,059	\$137,278-287,996	\$168,022-\$321,954	\$204,082-\$360,344

Quality of Life

	Red Deer	Lloydminster	Edmonton
<i>Health Care Facilities⁵⁶</i>	<ul style="list-style-type: none"> Red Deer Regional Hospital Centre 	<ul style="list-style-type: none"> Lloydminster Hospital 	<ul style="list-style-type: none"> Royal Alexandra Hospital Glenrose Hospital University of Alberta Hospital Stollery Children's Hospital Cross Cancer Institute Misericordia Community Hospital Grey Nuns Community Hospital

⁵⁵ Statistics Canada, National Household Survey, 2011. Customized data provided by Millier Dickinson Blais.

⁵⁶ Alberta Health Services, Data, Statistics, and Reporting, <http://www.albertahealthservices.ca/211.asp>



Quality of Life

	Red Deer	Lloydminster	Edmonton
<i>Recreational & Cultural Facilities</i>	Access to a network of recreational and aquatic centres, art galleries, and museums	Access to Servus Sports Centre, an all seasons park, recreational centre, golf and curling centre	Recreation and cultural attractions that can draw people to the region including golf courses, skate parks, playgrounds, and parks.
<i>Average Housing Cost (2011)⁵⁷</i>	\$198,410-\$431,344	\$327,608	\$379,968

⁵⁷ Statistics Canada, National Household Survey, 2011. Customized data provided by Millier Dickinson Blais.



Appendix: Site Selection Matrices

Oil and Gas Production, Support, and Related Industries

INVESTMENT FACTORS	Petroleum Products Manufacturing		Professional, Scientific & Technical Services	
	Category Weight %	Location Factor Importance	Category Weight %	Location Factor Importance
Labour Force Characteristics	12	-	18	-
Population (Current Counts, Future Projections)		L		H
Age Profile		L		H
Commuting Patterns		M		H
Income (Average Income, Household Income)		M		H
Ethnicity Profile		L		L
Size of total labour force / Participation rate		H		H
Unemployment Rate / Employment Rate		H		M
Availability of Skilled Workers		H		H
Cost of Skilled Workers		H		H
Availability of Unskilled Workers		L		L
Cost of Unskilled Workers		L		L
Competition for Required Skill Sets		H		H
Level of Education		M		H
Turnover / Absenteeism		M		M
Presence of Union (labour management relations)		H		L
Language Skills		L		H
Workers compensation and employment insurance		H		L
Local Industry	10	-	10	-
Largest Employers (type of company and employee counts)		M		M
Other local employers (type of company and employee counts)		M		M
Locally Targeted Industries		M		M
Recent projects / Companies new to the area		M		H
Same Industry Cluster		M		M
Presence of Supplier/Support Businesses		H		M
Existing Research Base		H		H
Presence of military base and installations		M		M
Transportation / Distribution	12	-	5	-
Proximity to Current and Future Customer Markets		H		L
Proximity to Suppliers/Raw Materials		H		L
Proximity to Highways		H		M
Proximity to Airports		L		M



INVESTMENT FACTORS

	Petroleum Products Manufacturing		Professional, Scientific & Technical Services	
	Category Weight %	Location Factor Importance	Category Weight %	Location Factor Importance
Proximity to Railways / Intermodal Facilities		H		L
Proximity to Port Facilities		L		L
3rd Party Trucking Availability		H		L
3rd Party Warehousing Availability		L		L
Taxes	10	-	8	-
Local Property Rates		M		H
Provincial Tax Rates		M		H
Federal Tax Rates / Corporate Tax Rate		M		H
Utilities	15	-	8	-
Electricity (Capacity, Availability, Rate, Reliability)		H		H
Natural Gas (Capacity, Availability, Rate)		M		H
Water (Capacity, Availability, Rate, Connection Fees, Quality)		M		L
Water Quality		L		L
Sewer (Capacity, Availability, Rate, Connection Fees)		M		L
Waste Management / Hazardous Waste Carriers & Facilities		H		L
Telecommunications (High Speed Internet, Cell Phone carriers)		M		H
Local Business Environment	8	-	9	-
ED involvement in local business community ("Business Friendliness")		M		H
Environmental Policies		H		L
Costs for Permitting, Construction, Occupancy		H		M
Time Required to Process Zoning Permit, Site Plan, Building Permits		H		M
Recent Level of Development Activity		L		M
Property Availability and Cost	10	-	10	-
Industrial Building Availability		H		L
Serviced Industrial Land Availability (shovel ready sites)		H		L
Commercial (Office) Building Availability		L		H
Commercial (Office) Land Availability		L		H
Cost of Land / Lease Rates		H		H
Incentives / Business Support Programs	10	-	10	-
Business Financing (Long term financing, etc.)		M		M
Provincial and Local Incentive Programs (tax exemptions, grants, etc.)		H		H
Provincial and Local Business Development Programs		H		H
International Resources / Government Services		H		H
Local Chambers of Commerce		M		H
Education & Training	10	-	12	-
Elementary School Performance Rankings		L		H
Secondary School Performance Rankings		L		H



INVESTMENT FACTORS

	Petroleum Products Manufacturing		Professional, Scientific & Technical Services	
	Category Weight %	Location Factor Importance	Category Weight %	Location Factor Importance
Community Colleges - Availability and Quality of Programs		H		H
Universities - Availability and Applicable Programs		M		H
Technical/Vocational Colleges - Availability and Quality of Programs		H		M
Local Employment and Training Services		H		H
Quality of Life	3	-	10	-
Health Care Facilities		M		H
Emergency Services (Police, Fire, EMS)		H		H
Crime Rate		L		H
Recreation and Cultural Facilities		L		H
Climate		L		M
Housing Availability and Cost		M		H
Perception of Attractiveness to Employees Outside of Area		L		M

Source: Austin Consulting, modified by Millier Dickinson Blais.



Value Added Agricultural Processing

INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Labour Force Characteristics	17	-
Population (Current Counts, Future Projections)		M
Age Profile		M
Commuting Patterns		L
Income (Average Income, Household Income)		H
Ethnicity Profile		H
Size of total labour force / Participation rate		H
Unemployment Rate / Employment Rate		H
Availability of Skilled Workers		M
Cost of Skilled Workers		M
Availability of Unskilled Workers		H
Cost of Unskilled Workers		H
Competition for Required Skill Sets		M
Level of Education		L
Turnover / Absenteeism		M
Presence of Union (labour management relations)		H
Language Skills		M
Workers compensation and employment insurance		M
Local Industry	8	-
Largest Employers (type of company and employee counts)		M
Other local employers (type of company and employee counts)		M
Locally Targeted Industries		M
Recent projects / Companies new to the area		M
Same Industry Cluster		M
Presence of Supplier/Support Businesses		H
Existing Research Base		L
Presence of military base and installations		L
Transportation / Distribution	13	-
Proximity to Current and Future Customer Markets		H
Proximity to Suppliers/Raw Materials		M
Proximity to Highways		H
Proximity to Airports		L
Proximity to Railways / Intermodal Facilities		M
Proximity to Port Facilities		L
3rd Party Trucking Availability		H
3rd Party Warehousing Availability		M
Taxes	8	-
Local Property Rates		M
Provincial Tax Rates		M
Federal Tax Rates / Corporate Tax Rate		M
Utilities	12	-
Electricity (Capacity, Availability, Rate, Reliability)		H
Natural Gas (Capacity, Availability, Rate)		M



INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Water (Capacity, Availability, Rate, Connection Fees, Quality)		H
Water Quality		M
Sewer (Capacity, Availability, Rate, Connection Fees)		H
Waste Management / Hazardous Waste Carriers & Facilities		L
Telecommunications (High Speed Internet, Cell Phone carriers)		L
Local Business Environment	8	-
ED involvement in local business community ("Business Friendliness")		H
Environmental Policies		H
Costs for Permitting, Construction, Occupancy		H
Time Required to Process Zoning Permit, Site Plan, Building Permits		H
Recent Level of Development Activity		M
Property Availability and Cost	12	-
Industrial Building Availability		M
Serviced Industrial Land Availability (shovel ready sites)		H
Commercial (Office) Building Availability		L
Commercial (Office) Land Availability		L
Cost of Land / Lease Rates		H
Incentives / Business Support Programs	10	-
Business Financing (Long term financing, etc.)		M
Provincial and Local Incentive Programs (tax exemptions, grants, etc.)		H
Provincial and Local Business Development Programs		M
International Resources / Government Services		L
Local Chambers of Commerce		M
Education & Training	8	-
Elementary School Performance Rankings		L
Secondary School Performance Rankings		L
Community Colleges - Availability and Quality of Programs		M
Universities - Availability and Applicable Programs		L
Technical/Vocational Colleges - Availability and Quality of Programs		M
Quality of Life	4	-
Health Care Facilities		L
Emergency Services (Police, Fire, EMS)		L
Crime Rate		L
Recreation and Cultural Facilities		L
Climate		L
Housing Availability and Cost		M
Perception of Attractiveness to Employees Outside of Area		L

Source: Austin Consulting, modified by Millier Dickinson Blais.



Fabricated Metal Products Manufacturing

INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Labour Force Characteristics	16	-
Population (Current Counts, Future Projections)		M
Age Profile		M
Commuting Patterns		L
Income (Average Income, Household Income)		M
Ethnicity Profile		L
Size of total labour force / Participation rate		H
Unemployment Rate / Employment Rate		H
Availability of Skilled Workers		H
Cost of Skilled Workers		H
Availability of Unskilled Workers		M
Cost of Unskilled Workers		M
Competition for Required Skill Sets		H
Level of Education		M
Turnover / Absenteeism		H
Presence of Union (labour management relations)		H
Language Skills		L
Workers compensation and employment insurance		H
Local Industry	8	-
Largest Employers (type of company and employee counts)		M
Other local employers (type of company and employee counts)		M
Locally Targeted Industries		M
Recent projects / Companies new to the area		M
Same Industry Cluster		M
Presence of Supplier/Support Businesses		H
Existing Research Base		L
Presence of military base and installations		L
Transportation / Distribution	10	-
Proximity to Current and Future Customer Markets		H
Proximity to Suppliers/Raw Materials		L
Proximity to Highways		H
Proximity to Airports		L
Proximity to Railways / Intermodal Facilities		H
Proximity to Port Facilities		M
3rd Party Trucking Availability		H
3rd Party Warehousing Availability		H
Taxes	7	-
Local Property Rates		M
Provincial Tax Rates		M
Federal Tax Rates / Corporate Tax Rate		M
Utilities	12	-
Electricity (Capacity, Availability, Rate, Reliability)		H
Natural Gas (Capacity, Availability, Rate)		M
Water (Capacity, Availability, Rate, Connection Fees, Quality)		M



INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Water Quality		L
Sewer (Capacity, Availability, Rate, Connection Fees)		M
Waste Management / Hazardous Waste Carriers & Facilities		M
Telecommunications (High Speed Internet, Cell Phone carriers)		L
Local Business Environment	8	-
ED involvement in local business community ("Business Friendliness")		H
Environmental Policies		H
Costs for Permitting, Construction, Occupancy		H
Time Required to Process Zoning Permit, Site Plan, Building Permits		H
Recent Level of Development Activity		M
Property Availability and Cost	12	-
Industrial Building Availability		M
Serviced Industrial Land Availability (shovel ready sites)		H
Commercial (Office) Building Availability		L
Commercial (Office) Land Availability		L
Cost of Land / Lease Rates		H
Incentives / Business Support Programs	10	-
Business Financing (Long term financing, etc.)		H
Provincial and Local Incentive Programs (tax exemptions, grants, etc.)		H
Provincial and Local Business Development Programs		H
International Resources / Government Services		H
Local Chambers of Commerce		M
Education & Training	12	-
Elementary School Performance Rankings		L
Secondary School Performance Rankings		L
Community Colleges - Availability and Quality of Programs		H
Universities - Availability and Applicable Programs		M
Technical/Vocational Colleges - Availability and Quality of Programs		H
Local Employment and Training Services		H
Quality of Life	5	-
Health Care Facilities		M
Emergency Services (Police, Fire, EMS)		M
Crime Rate		L
Recreation and Cultural Facilities		L
Climate		L
Housing Availability and Cost		M
Perception of Attractiveness to Employees Outside of Area		L

Source: Austin Consulting, modified by Millier Dickinson Blais.



Tourism and Hospitality

INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Labour Force Characteristics	10	-
Population (Current Counts, Future Projections)		M
Age Profile		M
Commuting Patterns		L
Income (Average Income, Household Income)		M
Ethnicity Profile		M
Size of total labour force / Participation rate		M
Unemployment Rate / Employment Rate		H
Availability of Skilled Workers		M
Cost of Skilled Workers		L
Availability of Unskilled Workers		M
Cost of Unskilled Workers		L
Competition for Required Skill Sets		H
Level of Education		
Turnover / Absenteeism		M
Presence of Union (labour management relations)		L
Language Skills		H
Workers compensation and employment insurance		L
Local Industry	6	-
Largest Employers (type of company and employee counts)		L
Other local employers (type of company and employee counts)		L
Locally Targeted Industries		L
Recent projects / Companies new to the area		L
Same Industry Cluster		H
Presence of Supplier/Support Businesses		M
Existing Research Base		L
Presence of military base and installations		L
Transportation / Distribution	13	-
Proximity to Current and Future Customer Markets		H
Proximity to Suppliers/Raw Materials		L
Proximity to Highways		H
Proximity to Airports		H
Proximity to Railways / Intermodal Facilities		L
Proximity to Port Facilities		L
3rd Party Trucking Availability		L
3rd Party Warehousing Availability		L
Taxes	10	-
Local Property Rates		M
Provincial Tax Rates		L
Federal Tax Rates / Corporate Tax Rate		L
Utilities	9	-
Electricity (Capacity, Availability, Rate, Reliability)		L
Natural Gas (Capacity, Availability, Rate)		L
Water (Capacity, Availability, Rate, Connection Fees, Quality)		M



INVESTMENT FACTORS	Category Weight %	Location Factor Importance
Water Quality		M
Sewer (Capacity, Availability, Rate, Connection Fees)		M
Waste Management / Hazardous Waste Carriers & Facilities		L
Telecommunications (High Speed Internet, Cell Phone carriers)		H
Local Business Environment	10	-
ED involvement in local business community ("Business Friendliness")		H
Environmental Policies		L
Costs for Permitting, Construction, Occupancy		M
Time Required to Process Zoning Permit, Site Plan, Building Permits		H
Recent Level of Development Activity		M
Property Availability and Cost	15	-
Industrial Building Availability		L
Serviced Industrial Land Availability (shovel ready sites)		L
Commercial (Office) Building Availability		H
Commercial (Office) Land Availability		H
Cost of Land / Lease Rates		H
Incentives / Business Support Programs	7	-
Business Financing (Long term financing, etc.)		M
Provincial and Local Incentive Programs (tax exemptions, grants, etc.)		M
Provincial and Local Business Development Programs		L
International Resources / Government Services		L
Local Chambers of Commerce		H
Education & Training	8	-
Elementary School Performance Rankings		L
Secondary School Performance Rankings		L
Community Colleges - Availability and Quality of Programs		M
Universities - Availability and Applicable Programs		L
Technical/Vocational Colleges - Availability and Quality of Programs		L
Local Employment and Training Services		H
Quality of Life	12	-
Health Care Facilities		H
Emergency Services (Police, Fire, EMS)		H
Crime Rate		H
Recreation and Cultural Facilities		H
Climate		M
Housing Availability and Cost		M
Perception of Attractiveness to Employees Outside of Area		L

Source: Austin Consulting, modified by Millier Dickinson Blais.

The Regular Meeting of Sedgewick Town Council was held in the Council Chambers of the Sedgewick Town Office, Sedgewick, Alberta on Thursday, March 10th, 2016 at 6:00 PM.

Present	Perry Robinson	Mayor
	Grant Imlah	Councillor
	Cindy Rose	Councillor
	Shawn Higginson	Councillor
	Stephen Levy	Councillor
	Tim Schmutz	Councillor
	Greg Sparrow	Councillor
Present	Amanda Davis	Chief Administrative Officer
	Maxine Steil	Recording Secretary
Call to Order	Mayor P. Robinson called the meeting to order at 6:00 PM.	
Agenda		
2016.03.52	MOTION by Clr. C. Rose that the agenda be approved with the following additions and deletions:	
	Committee Reports:	
	Clr's. G. Imlah, S. Levy - Addition	
	Business:	
	B3. Capital Replacement - Deletion	
	B5. Walking Trail Expansion - Addition	CARRIED.
Correspondence		
FRHG	The Flagstaff Regional Housing Group's 2016 requisition was presented.	
FRSWMA	Flagstaff Regional Solid Waste Management (FRSWMA) February 22 nd , 2016 unapproved minutes were reviewed.	
SPL	Sedgewick Public Library (SPL) February 23 rd , 2016 meeting minutes were reviewed.	
AUMA	Alberta Urban Municipalities Association (AUMA) overview of membership services and benefits were reviewed.	
RPAP	The Rural Physician Action Plan (RPAP) provided a request for input as to the value of RPAP in our community.	
2016.03.53	MOTION by Mayor P. Robinson directing administration to provide a letter to the MLA and S. Hoffman, Minister of Health in support of RPAP, outlining the concerns of eliminating the program and that the Town of Sedgewick sees value in the program and wishes it to continue.	
LOC	A List of Correspondence (LOC) items was reviewed by council as per the list attached to and forming part of these minutes.	
2016.03.54	MOTION by Clr. C. Rose to accept the correspondence items and file as information.	
Financial Statement	Council reviewed the Financial Statement for the month ending February 29 th , 2016 as attached to and forming part of these minutes.	
2016.03.55	MOTION by Clr. G. Sparrow that the Financial Statement ending February 29 th , 2016 be approved as presented.	
Accounts	Council reviewed the issuance of General Cheques and Payroll Cheques for the month ending February 29 th , 2016.	
2016.03.56	MOTION by Clr. S. Higginson to approve the issuance of General Cheques #4484 - 4528 totaling \$137,719.09 and Payroll Cheques #0621 - 0632 totaling \$17,777.90.	
Committee Reports	Council provided written Committee Reports to March 10 th , 2016 as attached to and forming part of these minutes.	
Recreation	As per Clr. G. Sparrow's report council discussed a recommendation from the Sedgewick	

Rec Board in the appointment of a new volunteer board member.

- 2016.03.57** MOTION by Clr. G. Sparrow that A. Hampshire be appointed as a volunteer member of the to the Sedgewick Rec Board as requested. CARRIED.
- FRSWMA** Council further discussed Clr. S. Higginson's FRSWMA report regarding transfer sites.
- 2016.03.58** MOTION by Clr. G. Imlah directing Clr. S. Higginson to request that the Regional Transfer Site Proposal be readdressed at the next FRSWMA meeting as the Town believes not enough consideration was given by the board on this important issue and further the Town does not expect to see a reduction in fees as they believe any savings should be redirected to a reserve fund for future landfill expansion. CARRIED.
- BRAED** Clr. C. Rose reported that she will be attending the March 17th, 2016 Battle River Alliance for Economic Development (BRAED) Strategic Planning Session.
- FFCS** Clr. G. Imlah reported attendance to the March 9th, 2016 Flagstaff Family and Community Services meeting.
- Mayors Caucus** Mayor P. Robinson reported attendance to the March 9-10th, 2016 Mayors Caucus.
- CAC** Council discussed policing and public safety in preparation for the March 14th, 2016 Citizen's Advisory Committee (CAC) meeting. The following items are to be discussed at the CAC level:
- Status of robberies, B&E's and property theft;
 - What role is the RCMP taking during these hard economic times; should we plan to expect any funding cuts?
- 2016.03.59** MOTION by Clr. T. Schmutz that the Committee Reports be approved as presented. CARRIED.
- Public Works Report** A written Public Works report was provided to March 10th, 2016 as attached to and forming part of these minutes.
- 2016.03.60** MOTION by Clr. G. Imlah that the Public Works report be approved as presented. CARRIED.
- CAO Report** CAO Davis provided a written Administrative Report to March 10th, 2016 as attached to and forming part of these minutes.
- Bylaw Enforcement** Council discussed animal control and enforcement within the town limits.
- 2016.03.61** MOTION by Clr. G. Sparrow that council acknowledges that there is stray cats within the town limits and further directs administration to educate the public on the importance of not provoking or encouraging attention of the stray cats. CARRIED.
- 2016.03.62** MOTON by Clr. S. Levy that the CAO report be approved as presented. CARRIED.
- Minutes** Council reviewed the minutes of the February 18th, 2016 regular meeting.
- 2016.03.63** MOTION by Clr. G. Sparrow that the February 18th, 2016 regular meeting minutes be approved with the following amendment:
- 2016.02.42 “..continues to contact ..” should read “...continues to contract..”
- CARRIED.
- Subdivision Service** Three Subdivision Services Proposals were presented.
- 2016.03. 64** MOTION by Clr. G. Sparrow that the Town of Sedgewick provides official notice of termination to West Central Planning Agency for planning services and that administration be directed to formalize a contract with Municipal Planning Services based on the proposal received on February 4th, 2016. CARRIED.
- Community Peace Officer Services** Flagstaff County presented a proposal requesting that the Town of Sedgewick reconsider their offer for a one year “no cost” trial for Community Peace Officer Services.

- 2016.03.65** MOTION by Mayor P. Robinson that the Town of Sedgewick accepts Flagstaff County's offer to provide Community Peace Officer Services at no cost for one year effective March 1st, 2016 and further authorizes signatures on the Termination Agreement. CARRIED.
- GIS** An update of the Geographical Information System (GIS) Project was presented.
- 2016.03.66** MOTION by Clr. G. Imlah that Council approves the proposed funding allocations and actions for the GIS Project as presented:
- MSI Operating \$8,180 (revised from \$25,000)
 - MSI Capital \$59,340. CARRIED.
- Walking Trail Expansion** Three engineering proposals were received for the Integrated Walking Trail Expansion Project:
1. Associated Engineering - \$48,000 (value added options \$39,000)
 2. DGE - \$34,500
 3. Urban Systems - \$29,500
- 2016.03.67** MOTION by Clr. C. Rose that based on the information presented in the three engineering proposals that Associated Engineering be awarded the contract for the Integrated Walking Trail Expansion Project in the amount of \$39,000 plus GST. CARRIED.
- Strategic Plan Overview** Council reviewed the 2014-2019 Strategic Plan and Year at a Glance.
- 2016.03.68** MOTION by Mayor P. Robinson that a half day Strategic Planning Session be set for June 3rd, 2016 facilitated by CAO Davis. CARRIED.
- Council Meeting** A time change was presented for the April 21st, 2016 regular council meeting to support a delegate presentation.
- 2016.03.69** MOTION by Clr. S. Levy that the April 21st, 2016 council meeting commence at 5:00 PM to accommodate a presentation on the regions new Economic Development Plan. CARRIED.
- Round Table** A round table session was held. Discussion ensued.
- Adjournment**
- 2016.03.70** MOTION by Mayor P Robinson for adjournment at 8:20 PM. CARRIED.

Perry Robinson, Mayor


Amanda Davis, CAO

Town of Sedgewick Monthly Statement
Month Ending March 31, 2015

As Per Books							
	General	Subd. Rec.	Muni Fire	MSI-Op	MSI-Cap	BMTG	FGTF
Previous Month Balance	2,499,820.01	3,560.99	129,094.31	65,678.34	937,613.83	163,157.91	100,036.34
Receipts for Month	108,612.13						
Outstanding Receipts							
Interest Received	1,498.93	2.11	76.54	38.94	555.91	96.74	59.31
Subtotal	2,609,931.07	3,563.10	129,170.85	65,717.28	938,169.74	163,254.65	100,095.65
Less Disbursements	124,380.77						
First Data Charges	43.30						
AB Education	54,196.82						
Month End Balance	\$2,431,310.18	\$3,563.10	\$129,170.85	\$65,717.28	\$938,169.74	\$163,254.65	\$100,095.65


As Per Bank							
Month End Balance	2,472,056.91	3,563.10	129,170.85	65,717.28	938,169.74	163,254.65	100,095.65
Cash on Hand	300.00						
Cash in Transit	2,699.15						
Subtotal	2,475,056.06	3,563.10	129,170.85	65,717.28	938,169.74	163,254.65	100,095.65
Less Outstanding Cheques	43,745.88						
Month End Balance	\$2,431,310.18	\$3,563.10	\$129,170.85	\$65,717.28	\$938,169.74	\$163,254.65	\$100,095.65

Outstanding Cheques					
Number	Amount	Number	Amount	Number	Amount
Payroll Cheques		643	2,608.14		
582	160.00	644	150.00		
584	80.00				
638	2,931.88	4566	3,074.40	4580	2,299.70
639	1,815.07	4567	1,836.14	4581	333.11
640	3,426.60	4568	245.85		
641	1,482.03	4569	46.10		
642	308.04	4570	650.75		
General Cheques		4571	65.40		
4517	642.75	4572	112.35		
4547	500.00	4573	6,447.77		
4552	1,050.00	4574	235.00		
4561	335.00	4575	283.71		
4562	18.15	4576	32.27		
4563	2,561.15	4577	9,241.15		
4564	257.75	4578	124.95		
4565	338.22	4579	52.45		
Outstanding Cheque Total	\$43,745.88				

Submitted to Council this 21 day of April 2016.

Interested Earned/March \$2,328.48
GIC - 5-yr @ VCU \$11,740.32
GIC - 5-yr @ ATB \$20,266.19
Total Cash and Investments \$3,863,287.96

Perry Robinson, Mayor


Amanda Davis, CAO

21-Apr-16
Mayor

21-Apr-16
CAO

Payment #	Date	Vendor Name	Reference	Payment Amount
Bank Code: AP - VCU				
Computer Cheques:				
4529	3/09/16	ATAP Infrastructure Management	WTP Advisory Services	2,520.00
4530	3/09/16	AUMA	2016 PR-Mayor Cacus	78.75
4531	3/09/16	Battle River R.E.A. Ltd	Feb 2016 Charges	53.55
4532	3/09/16	CCI Wireless	Mar 2016 Stmt - office	78.74
4533	3/09/16	Cleartech Industries Inc	WTP-Chemicals	115.41
4534	3/09/16	The Community Press	Feb. Stmt	220.02
4535	3/09/16	DGE 3DMM Inc.	GIS Map Prep/Blueprint Scannin	14,457.45
4536	3/09/16	Eastlink	FD-Internet March 2016	46.10
4537	3/09/16	Go East RTO	2016 GO East Membership	350.00
4538	3/09/16	Huddlestone Mechanical	PW-Toliet Auger	170.70
4539	3/09/16	John Deere Financial	Dec. Stmt	17.26
4540	3/09/16	Daryl Johnson	2016 Water Conf.Expenses	561.00
4541	3/09/16	Kathleen Steadman	March 2016 Health & Wellness	560.00
4542	3/09/16	Loomis Express	WTP-Cleartech Freight	136.38
4543	3/09/16	Connie McArthur	FD-2015 Society Return	200.00
4544	3/09/16	Reynolds Mirth Richards & Farm	Development Agreements FL	1,725.84
4545	3/09/16	Watkins Holdings Ltd.	Feb. Stmt	557.14
4546	3/09/16	SKNGS - Sedgewick Killam	Feb. 2016 Billing	35,884.36
4547	3/09/16	Sedgewick Rec Centre	Receipt - Co-op Gift Card	500.00
4548	3/09/16	Strathcona County	2016 Dispatch Service	2,969.51
4549	3/09/16	Superior Safety Codes Inc.	Jan.2016 Closed Permits	1,642.73
4550	3/09/16	Telus	Feb 2016 Statement	886.64
4551	3/09/16	The Wooden Spoon	Council-Roles & Resp Meal	156.98
4552	3/09/16	The Marketer	2016 1/2 page ad -Go East	1,050.00
4553	3/09/16	TNT Instrumentation Inc.	Feb Stmt	1,105.69
4554	3/09/16	Town Of Sedgewick	Feb 2016 Utility Billing	1,018.29
4555	3/09/16	Wainwright Assessment	March Statement	1,067.85
4556	3/09/16	Voided by the print process		0.00
4557	3/09/16	Wild Rose Co-operative Ltd.	Feb. Stmt	461.66
4558	3/09/16	Xerox Canada Ltd	photocopier maintenance	272.63
4559	3/18/16	AMSC Insurance Services Ltd.	April 2016 Remittance	2,271.61
4560	3/18/16	AMSC	Feb. 2016 Charges	6,831.35
4561	3/18/16	Receiver General For Canada	FD- 2016 Radio Renewal	335.00
4562	3/30/16	Air Liquide Canada Inc.	Shop-Cylinder Rental Jan	18.15
4563	3/30/16	AAMD&C	March Stmt	2,561.15
4564	3/30/16	Amanda Davis	AD- Exec. Prog. Travel Expense	257.75
4565	3/30/16	Barchard Engineering Ltd.	Service Meters	338.22
4566	3/30/16	Business IQ Training	A/R- Hardisty, Forestburg, Off	3,074.40
4567	3/30/16	Cleartech Industries Inc	WTP-Chemicals	1,836.14
4568	3/30/16	Duckering's Transport Ltd.	WTP- Cleartech Freight	245.85
4569	3/30/16	Eastlink	FD-Internet April 2016	46.10
4570	3/30/16	Flagstaff County	Feb. Stmt	650.75
4571	3/30/16	Daryl Johnson	DJ-2016AWWOA Exp	65.40
4572	3/30/16	KaizenLAB Inc.	Water Testing-Trihalomethanes	112.35
4573	3/30/16	Local Authorities Pension Plan	March remittance	6,447.77
4574	3/30/16	Society of Local Government	2016 CLGM Membership	235.00
4575	3/30/16	Nicks Oilfield Welding	Gas Protection - Paper Bin	283.71
4576	3/30/16	Purolator Inc.	WTP-Freight/Kaizen	32.27
4577	3/30/16	Receiver General	March 2016 Remittance	9,241.15
4578	3/30/16	Superior Safety Codes Inc.	Feb..2016 Closed Permits	124.95
4579	3/30/16	Syban Systems Ltd.	WTP-Internet-April	52.45
4580	3/30/16	West Central Planning Agency	2016 Requisition	2,299.70
4581	3/30/16	Worker's Compensation Board -	1st Qtr. Installment	333.11
Total for AP:				106,559.01

Payment #	Date	Vendor Name	Reference	Payment Amount
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Accounts payable cheques for the month ending March 31, 2016

March 31st, 2016 Payroll

0633-0637	03/15/2016	Mid Month Payroll	5,100.00
0638-0644	03/31/2016	Month End Payroll	<u>12,721.76</u>
Total for Payroll:			\$17,821.76

21-Apr-16
Mayor

21-Apr-16
CAO

Town of Sedgewick - Council Committee Reports to April 21st, 2016

Mayor P. Robinson reported attendance to the following:

Flagstaff Intermunicipal Partnership (FIP) Committee Meeting, March 14th, 2016:

- The purpose of the meeting was to award the contract of the tender toward the consulting services for the Regional Governance Project, which was awarded to 13 Ways as it was considered that, regardless of their having submitted the larger bid, there was considerable value in the experience and previous input from them during Phase I.
- The amount of the project tender was \$288,000.
- There is no need to ask for further funding for the project from member municipalities, as we have also been awarded grant funding to cover that.

Mayors Meeting, April 4th, 2016:

- The Mayors meeting was held in Killam. Mayor James arranged a tour of their Recreation facility and it was well received. The pool is in need of ongoing maintenance and repair. Mayor James asked if we would consider budgeting for some level of support as it is considered to be a regional facility. We asked him to send a letter to member municipalities explain that position so we could properly understand and deliberate upon it as Councils.
- As the economic downturn seems to be the number one concerns from all the Mayor's represented, we were all happy to report that things were moving along fairly well considering. Reeve Kuefler reported that their Economic Development Officer has taken a position with the City of Wetaskiwin and will be sorely missed.
- The next meeting will be hosted by Reeve Kuefler on June 6th, 2016.

Clr G. Sparrow reported attendance to the following:

Flagstaff Regional Housing Group (FRHG) Meeting, March 15th, 2016:

- 50% of the demolition cost of Flagstaff Lodge will be covered by the province as stated by The Bethany Group (TBG).
- Construction of the new project and the demolition of Flagstaff Lodge will take place at the same time.
- The Government will take the lead on the new development; TBG will take the lead on the demolition and occasional consultation of the new development.
- There is as likelihood that there will be reserve funds remaining once demolition is completed.
- The Enhancement Fund currently has an approximate balance of \$32,000 with \$20,000 slated for the common area furnishings for the new housing project.
- A motion was made to make a one-time donation of \$500 be made to the Sedgewick Meals on Wheels program.
- TBG was asked to research to see if we have the mandate to possibly establish future support for programs such as Meals on Wheels; TBG will provide the results at the next meeting.
- Prior to TBG, resources for repairs and upgrades were limited due to very tight budgets; TBG pools resources to draw from for repairs and renovations.

Town of Sedgewick - Council Committee Reports to April 21st, 2016

Sedgewick Recreation Board Meeting, March 21st, 2016:

- Current bank balances: Chequing - \$122,616; Capital Account - \$41,909.
- The Zamboni is being sent to Industrial Machine for inspection to determine what shape the unit is in. This assessment will help the board decide on future replacement.
- The ice is being removed from the arena and curling rink the last week of March.
- Lacrosse is scheduled to start the first week of April and end June 21st, 2016.
- An in-depth discussion on the future operations of the Recreation Centre.

Clr. S. Higginson reported attendance to the following:

Flagstaff Regional Solid Waste Management Association (FRSWMA) meeting, March 21st, 2016:

- The year-end financial statement and Audit Report was review and discussed by Weinzierl, Gitzel & Company.
- Board Member W. Lindseth moved that FRSWMA implement the Regional Transfer Site Service as outlined in the discussion paper presented at the regular Board meeting February 22nd, 2016. With much discussion around the subject it was requested that discussions continue at the next meeting after both Forestburg and Heisler are able to present it to their council at the upcoming meetings.
- Staff member D. Dahl present the pilot project for curb side pickup of household items that will work alongside the free weekends being offered to both Killam and Daysland in the hope anyone without a means or would like these bulky items picked up at a cost be removed at these times. (Guideline below)

Guidelines to Pilot Project

- Service will be cancelled and all residents refunded if the minimum is not met.
- Examples of eligible bulky items are: Furniture, 'freon' free appliances, (e.g. stoves, dishwashers, washing machines.
- Box springs, mattresses, Appliances with ozone-depleting substances* (e.g. Refrigerators, freezers, Air Conditioners, Water Coolers) will also be charged standard transfer site costs (\$15-\$20).
- **\$50 minimum charge** to schedule a pick-up. This payment covers a volume of waste not to exceed 120 cubic feet of eligible material (equivalent to a heaping half ton truck load, or standard 3 yard bin). Each additional 3 yard bin volume will be charged an additional \$25.

Clr. S. Levy reported attendance to the following:

Sedgewick Public Library Board Meeting, March 22nd, 2016:

- Eight (8) board members in attendance.
- Minutes from the February 23rd, 2016 board meeting were reviewed and adopted.
- QuickBooks accounting software was purchased for \$149.
- Prepaid credit cards will be used for online purchases, the board decided against the use of PayPal.
- Three Hundred (300) personalized pencils will be purchased for the summer reading club.
- Treasurer's Report shows a balance of \$13,517.59 in chequing and \$3,097.57 in GIC.

Town of Sedgewick - Council Committee Reports to April 21st, 2016

- July 1st activities were discussed including the parade, games, etc.
- \$5,000 casino profits and \$4,500 from the fundraising account will go to the Friends of Lougheed Library for helping with the casino.
- The County Book Exchange is to be held in Daysland on April 25th, 2016.

Sedgewick Public Library Annual General Meeting (AGM), March 22nd, 2016:

- March 3rd, 2015 AGM minutes were accepted
- H. Bernard resigned as Chair.
- C. Williams accepted nomination for Chair.
- L. Collier will continue her 3 year term as Vice-Chair.
- M. McConnell accepted the nomination for Secretary.
- L. Polege accepted re-nomination for Treasurer.
- Officers were elected by acclamation for a three (3) year term ending in March 2019.

Clr C. Rose reported attendance to the following:

Battle River Alliance for Economic Development (BRAED), March 17th, 2016 - Forestburg:

- The financials were presented in an updated format for information purposes. Additional suggestions from members were provided to further improve the presentation but were in favor of the new layout.
- RAIL Commons
 - It was hoped that a second event would be held in the fall of 2016, however recent conversations show that funding may no longer be available. ATCO had originally committed funds to support this initiative.
 - If the Alberta Centre for Sustainable Rural Communities is unable to secure funding by April 1st, 2016 the event will likely be deferred to the fall of 2017.
- REACH 2 - supports entrepreneurship for new businesses
 - The second round of entrepreneurship coaching program is underway in Wainwright and Camrose.
 - Wainwright participants have completed the group instruction component and is now working with individualized business coaching.
 - Camrose started the program on March 15th, 2016 with an introductory workshop and hopes to have 11 participants.
- Strategic Planning - a detailed summary will be forthcoming. There will be opportunities to participate in the planning process online in identifying priorities for the next fiscal year and beyond.
 - Communication was the key theme of the discussion and key tactics for improving internal and external communication:

Town of Sedgewick - Council Committee Reports to April 21st, 2016

- Meeting notes - not intended to replace formal minutes; used to provide a reference guide.
 - Monthly updates from the Executive Director (ED) to the Board of Directors keeping them apprised of current initiatives, challenges and opportunities.
 - Annual meetings with Councils - the importance of this activity was highlighted by a number of members. Members will commit to identifying a time for the ED to meet with councils (and staff as appropriate).
 - Social Media, especially Facebook was identified as a key platform for communicating with member communities. Platforms, such as “Hoot Suite”, that allow updates to multiple social media outlets to be managed in one place will be investigated as a possible solution for BRAED.
-
- Shop Local Task Team - A shop Local Task Team meeting took place following the meeting and strategic planning session.
 - The group discussed ideas for a region-wide campaign to support efforts already underway in some communities.
 - The group identified key priorities and messaging that will be refined in the coming weeks.
-
- BRAED Annual General Meeting will be held on June 23rd, 2016 in Bruce, AB. details to follow.
-
- Rural Transportation Information Day - April 30th, 2016, University of Alberta, Camrose.
 - Government presentations - Alberta, Canada, Municipal Federal Gas Tax and other important information.
 - Rural case presentations - Struggle and success stories
 - Civic Infrastructure - Regional approaches to Rural Transit
 - Transport Presentation - Five (5) cooperating municipalities, Ontario
 - Formation of Battle River Regional Transport Working Group

Sedgewick Lake Park (SLP) Board Meeting, March 15th, 2016:

- The hiring committee has not hired managers to date and will continue with the interview process until suitable applicants have been hired.
- Fire pit quotes have not yet been received.
- RFP for the site upgrade has been approved with minor changes.
- S. Dempsey and S. Holsworth met with The Tree Corral to provide a quote for trees as discussed.
- A to do list was created for spring clean-up scheduled on April 23rd, 2016, weather permitting.
- ProServe - members will be reimbursed upon completion of the course.
- Destination Marketing Fund (DMF) - tabled to the fall meeting. S. Dempsey investigating into reserve.albertaparks.ca.

Town of Sedgewick - Council Committee Reports to April 21st, 2016

- A motion was made to turn the green truck over to the town as per the asset rotation agreement as there is no further need for it at the lake park.
- ATB's request for the use of picnic tables for a function was approved.
- S. Holsworth made a motion to install backup alarms on the truck, tractor and two (2) gators.
- Next meeting - April 19th, 2016 at 7:00 PM.

Clr. T. Schmutz reported attendance to the following:

Citizens Action Committee (CAC), March 14th, 2016:

- RCMP reported a busy period; however the arrest of two (2) individual repeat offenders has dropped stats significantly.
- The RCMP are at their fiscal year end and have requested town representatives discuss with their council and decide on 2-3 topics needing assistance from the RCMP. Ei: school zones, speeding, impaired drivers, break-ins, substance abuse, bar walks, community talks, Citizens on Patrol (COP), etc.
- Amisk is working on a new Responsible Pet Owners bylaw. Medicine Hat is working closely with Amisk on the bylaw.
- Policy is that the RCMP must respond to all 911 calls, including false alarms, which utilizes quite a bit of their time.
- Hardisty is attempting to bring back Citizens On Patrol (COP). The RCMP will meet with communities and support all that want help to get COP running.
- Discussion took place regarding the new speed change and passing lane at the Sedgewick intersection.
- Sedgewick playground area is missing the speed change signage.
- Round table discussion ensued.
- Meetings will be scheduled every two (2) months rather than quarterly.

Sedgewick Community Hall Board Meeting, March 29th, 2016:

- The Board discussed ways to encourage the community to utilize the hall more. Topics of conversation were around ways the board can be more flexible and accommodating.
- Flagstaff Players are performing "Sedgewick Saturday Night Variety Show" on April 2nd, 2016:
 - Flagstaff Players group will sell tickets at the door.
 - The Hall Board will supply bar and popcorn sales.
 - Lunch served by the community hall.
- Discussion regarding the possibility of updating the current sound system took place. K. Rempel investigating.
- Community Hall rental rates and room rates were reviewed. The consensus is that a slight increase in rental rates would be fair however the board would rather see the hall rented more often and keep the rates affordable for community use. We need to encourage "all ages of renters".

Town of Sedgewick - Council Committee Reports to April 21st, 2016

Clr. G. Imlah reported attendance to the following:

Flagstaff Family Community Services (FFCS) Meeting, March 9th, 2016:

- Minutes from the January 13th, 2016 meeting were reviewed.
- Financial statements for January and February were reviewed.
- The Executive Directors report for the period of January 12th, 2016 to March 3rd, 2016 was reviewed.
- Flagstaff Food Bank statistics for January 2016 is 48 hampers increased from 37 in December.
- Intervention Record Check - currently Camrose of Wainwright is the location for checks; L. Jenkinson will compose a letter to the Provincial Government to amend the policy so that local government employees will be able to submit correct forms.
- Board Policy review - ongoing and should be completed by fall.
- The 18th Annual First Auction and Supper in Hardisty raised approximately \$22,000.
- Wild Rose Coop Food truck will be available for use by non-profit organizations for fundraising.
- Hoarding Workshop - 84 participants with attendees from Lloydminster, Tofield and Castor.
- Spring Regional meeting will be held in Wainwright on April 11th, 2016. All board members are invited to attend.
- Skills Link Program:
 - Helping those 15-30 having trouble maintaining employment. Currently 9 participating with room for an additional 6 participants.
 - \$244,000 is allocated for this Federal program. Participants are paid a wage to attend the program.
 - The program is currently being held at the Loughheed Hall.
- Senior Directory - Presented to everyone to be available to seniors at town offices, additional copy for Home Care.
- Next meeting - April 13th, 2016.

Sedgewick Fire Department Meeting, April 7th, 2016:

- Chief Hebert met with K. Cannady to provide an up to date contact list and training update.
- Chief Hebert will speak with K. Cannady about a Fire Ban within Flagstaff County.
- Three members completed the S300 course in house.
- Department ran a great practice at the Sutter farm.
- CVIP's have not been done on a regular basis.
- H2S course for members is due in the fall.
- The department is looking at hosting an S400 course in the fall.
- Department attended two medial assist calls – one of the assists provided the wrong address.
- Safety First is relocating their business to Hardisty. In the past they filled their air bottles, Chief Hebert will look for other options.

Town of Sedgewick - Council Committee Reports to April 21st, 2016

FFCS Meeting, April 13th, 2016:

- Wild Rose food truck is under construction; they do not have a date for the unit to be up and running.
- Executive Director Report:
 - There has been a \$25 million dollar increase in funding;
 - It is the 50th year for FFCS. A small celebration will be held at the AGM in November in Edmonton.
- FFCS is working on a resolution to implement Child Intervention Check Letters. This will be presented at the AGM in November.
- The financial audit was presented (attached).
- There was a potential for email/financial fraud. The Killam Town Office received a request via email for the transfer of funds to a local member. This was followed up with, no transfer was made.

Attachments:

1. FRSWMA - Financial Statements - Year Ending December 31st, 2016
2. Rural Transportation Information Day - April 30th, 2016
3. CAC Stats
4. FFCS Financial Statement – Unaudited



*Peggy Weinzierl, CPA, CA *Scott St. Arnaud, CPA, CA *Jolene P. Kobi, CPA, CA *Justin J. Tanner, CPA, CA
*Eric A. Peterson, CPA, CA (Associate) *Robert J. Krejci, CA (Associate) *Barry D. Gitzel, CPA, CA (Associate)

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

TABLE OF CONTENTS

AS AT DECEMBER 31, 2015

	Page
Auditors' Report	1
Statement of Financial Position	2
Statement of Operations	3
Statement of Changes in Financial Assets (Debt)	4
Statement of Cash Flows	5
Schedule 1 - Changes in Accumulated Surplus	6
Notes to Financial Statements	7 - 13

INDEPENDENT AUDITORS' REPORT

TO: The Members
Flagstaff Regional Solid Waste Management Association

We have audited the accompanying financial statements of the Flagstaff Regional Solid Waste Management Association, which comprise the statement of financial position as at December 31, 2015, and the statements of operations, changes in net financial assets/debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Managements' Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Flagstaff Regional Solid Waste Management Association as at December 31, 2015, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Emphasis of Matter

A significant area requiring the use of management's estimates was the post closure care liability. Significant changes in the costs of closure and post closure care could result in changes to this liability amount.

Stettler, Alberta

March 21, 2016

Gitzel & Company
CHARTERED PROFESSIONAL ACCOUNTANTS

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015

	2015	2014
FINANCIAL ASSETS		
Cash and short-term investments (Note 3)	\$ 1,088,201	\$ 1,335,583
Accounts receivable	62,574	114,246
Due from related parties (Note 4)	2,877	-
GST receivable	463	-
	<u>1,154,115</u>	<u>1,449,829</u>
 LIABILITIES		
Accounts payable and accrued liabilities	143,624	191,996
GST payable	-	11,485
Due to related parties (Note 4)	-	11,375
Unamortized capital allocations (Note 5)	4,385	5,481
Post closure care liability (Note 6)	<u>1,828,339</u>	<u>1,762,970</u>
	<u>1,976,348</u>	<u>1,983,307</u>
 NET FINANCIAL ASSETS (DEBT)	<u>(822,233)</u>	<u>(533,478)</u>
 NON FINANCIAL ASSETS		
Tangible capital assets (Note 7)	1,329,664	1,125,236
Prepaid expenses	<u>16,084</u>	<u>16,186</u>
	<u>1,345,748</u>	<u>1,141,422</u>
 ACCUMULATED SURPLUS (Schedule 1)	\$ <u>523,515</u>	\$ <u>607,944</u>

APPROVED ON BEHALF OF THE BOARD:

Debra Smith Director

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2015

	Budget	2015	2014
REVENUE			
Commercial and contracts	\$ 1,386,350	\$ 1,215,013	\$ 1,434,821
Requisitions (Note 4)	1,195,000	1,195,000	1,075,000
Gain (loss) on disposal of assets	-	16,782	6,649
Interest	9,200	14,099	5,885
Other	<u>3,500</u>	<u>9,404</u>	<u>7,523</u>
	<u>2,594,050</u>	<u>2,450,298</u>	<u>2,529,878</u>
EXPENDITURES			
Advertising	8,000	3,669	6,016
Amortization	250,000	264,469	256,830
Bad debts (recoveries)	400	25,961	68
Closure & post closure care	108,000	65,369	64,907
Engineering	105,000	90,387	33,521
Insurance	22,700	19,603	18,727
Interest on debt	500	136	173
Machinery - fuel	240,000	158,102	221,387
- repairs	209,500	324,248	259,542
Maintenance	29,000	33,887	30,467
Management services	54,165	45,942	140,375
Office	43,300	41,070	48,641
Pit Development	20,000	8,721	11,670
Professional fees	10,800	17,370	15,983
Recycling	17,000	26,232	16,183
Supplies	22,600	22,521	31,422
Telephone, freight & postage	18,500	20,179	19,998
Toxic Round-up	9,000	1,037	2,303
Training	2,500	2,741	1,684
Travel and meetings	4,500	5,615	5,827
Utilities	20,000	13,053	20,936
Wages and benefits	<u>1,398,308</u>	<u>1,344,415</u>	<u>1,123,196</u>
	<u>2,593,773</u>	<u>2,534,727</u>	<u>2,329,856</u>
EXCESS OF REVENUES OVER EXPENDITURES	\$ <u>277</u>	(84,429)	200,022
ACCUMULATED SURPLUS - BEGINNING OF YEAR		<u>607,944</u>	<u>407,922</u>
ACCUMULATED SURPLUS - END OF YEAR		\$ <u>523,515</u>	\$ <u>607,944</u>

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

STATEMENT OF CHANGES IN FINANCIAL ASSETS (DEBT)

FOR THE YEAR ENDED DECEMBER 31, 2015

	2015	2014
EXCESS (SHORTFALL) OF REVENUES OVER EXPENSES	\$ <u>(84,429)</u>	\$ <u>200,022</u>
Acquisition of tangible capital assets	(512,024)	(263,423)
Proceeds on disposal of tangible capital assets	59,909	52,575
Amortization of tangible capital assets	264,469	256,830
Net (Gain) loss on sale of tangible capital assets	<u>(16,782)</u>	<u>(6,649)</u>
	(204,428)	39,333
Net use (acquisition) of prepaid assets	<u>102</u>	<u>(798)</u>
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(288,755)	238,557
NET FINANCIAL ASSETS (DEBT) - BEGINNING OF YEAR	<u>(533,478)</u>	<u>(772,035)</u>
NET FINANCIAL ASSETS (DEBT) - END OF YEAR	\$ <u><u>(822,233)</u></u>	\$ <u><u>(533,478)</u></u>

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2015

	2015	Restated 2014
OPERATING ACTIVITIES		
Excess of revenues over expenditures	\$ (84,429)	\$ 200,022
Non-cash items included		
Amortization	264,469	256,830
Amortization of capital allocations	(1,096)	(1,370)
(Gain) loss on disposal of capital assets	(16,782)	(6,649)
Changes in non-cash current assets and liabilities		
Accounts receivable	47,172	(18,170)
Prepaid expenses	102	(798)
Accounts payable and accrued liabilities	<u>(70,072)</u>	<u>61,323</u>
Cash provided by operating activities	<u>139,364</u>	<u>491,188</u>
FINANCING ACTIVITIES		
Change in restricted cash	(99,221)	(212,176)
Post closure care liability	<u>65,369</u>	<u>64,907</u>
Cash provided by (used in) financing activities	<u>(33,852)</u>	<u>(147,269)</u>
INVESTING ACTIVITIES		
Purchase of tangible capital assets	(512,024)	(263,423)
Proceeds from sale of tangible capital assets	<u>59,909</u>	<u>52,575</u>
Cash provided by (used in) investing activities	<u>(452,115)</u>	<u>(210,848)</u>
CHANGES IN CASH AND EQUIVALENTS DURING THE YEAR	(346,603)	133,071
CASH AND EQUIVALENTS – BEGINNING OF YEAR	<u>497,067</u>	<u>363,996</u>
CASH AND EQUIVALENTS – END OF YEAR	<u><u>150,464</u></u>	<u><u>497,067</u></u>
CASH AND CASH EQUIVALENTS IS MADE UP OF:		
Cash in bank	1,088,201	1,335,583
Less: restricted portion of cash (Note 3)	<u>(937,737)</u>	<u>(838,516)</u>
	<u><u>\$ 150,464</u></u>	<u><u>\$ 497,067</u></u>

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

SCHEDULE 1 – CHANGES IN ACCUMULATED SURPLUS

FOR THE YEAR ENDED DECEMBER 31, 2015

	2015				2014
	Equity in Tangible Capital Assets	Contingency Fund	Unrestricted Net Assets	Total	Total
BALANCE – BEGINNING OF YEAR	\$ 1,119,754	\$ 40,163	\$ (551,973)	\$ 607,944	\$ 407,922
Excess (deficiency) of revenue over expenditures	-	-	(84,429)	(84,429)	200,022
Tangible Capital Assets Purchased	512,024	-	(512,024)	-	-
Amortization of capital allocation	1,096	-	(1,096)	-	-
Amortization expense	(264,469)	-	264,469	-	-
Proceeds on disposal of Capital Assets	(59,909)	-	59,909	-	-
Gain (Loss) on sale of Capital Assets	<u>16,782</u>	<u>-</u>	<u>(16,782)</u>	<u>-</u>	<u>-</u>
BALANCE – END OF YEAR	<u>\$ 1,325,278</u>	<u>\$ 40,163</u>	<u>\$ (841,926)</u>	<u>\$ 523,515</u>	<u>\$ 607,944</u>

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements are the representations of management prepared in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting and Auditing Board of the Chartered Professional Accountants of Canada.

The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of significant accounting policies summarized below.

(a) Reporting Entity

The Flagstaff Regional Solid Waste Management Association is an unincorporated, public sector, non-profit organization that operates a landfill site and transfer stations on behalf of its member municipalities and is governed by the Code of Practices for Landfills. It is funded by requisitions paid by member municipalities and by charges billed to users. Its intended community of service is Sedgewick and surrounding areas. The association's activities are not taxable under the Income Tax Act.

(b) Basis of Accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the legal obligation to pay.

(c) Use of Estimates

The preparation of financial statements in conformity with Canadian public sector accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditure during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

Significant areas requiring the use of management's estimates are the obligation for post closure care and the amortization of the landfill waste cells. Significant changes in the costs or timing of post closure care could result in a change to this obligation. Estimated useful life of landfill cells are based on expected waste volumes. If volumes available vary from the estimated capital assets and equity in capital assets will change.

(d) Landfill Closure and Post-Closure Liability

Pursuant to the Alberta Environmental Protection and Enhancement Act, the authority is required to fund the closure of its landfill site and provide for post-closure care of the facility. Closure and post-closure activities include the final clay cover, landscaping, as well as surface and ground water monitoring, leachate control, and visual inspection. The amount of the post closure obligation was estimated based on a 2012 engineering report adjusted annually for inflation.

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Contaminated Sites Liability

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post – remediation including operation, maintenance and monitoring.

(f) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the consolidated Change in Net Financial Assets (Debt) for the year.

(i) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital asset is amortized on a declining balance basis over the estimated useful life as follows:

Administration	10 - 20%
Bin Services	20%
Collection	20%
Landfill	20%
Transfer	20%

(ii) Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also recorded as revenue.

(g) Reserves for Future Expenditures

Reserves are established at the discretion of Board to set aside funds for future operating and capital expenditures. Transfers to and/or from operating reserves are reflected as an adjustment to the respective fund.

(h) Equity in Tangible Capital Assets

Equity in tangible capital assets represents the authority's remaining net investment in its total tangible capital assets after deducting the portion financed by third parties through debt or contributed by third parties.

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) Contributions

Contributions are recorded using the deferral method. Restricted contributions related to expenses of future periods are deferred and recognized as revenue in the period in which the related expenses are incurred. All other contributions are reported as revenue of the current period.

(j) Revenue Recognition

The association recognizes revenue when it is realized or realizable and earned. The association considers revenue realized or realizable and earned when services have been provided to a customer, the price for the service is fixed or determinable and collection is reasonably assured.

(k) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one party and a financial liability or equity instrument of another party.

Financial instruments of the association consist of cash, accounts receivable and accounts payable. These financial instruments are measured at their carrying value since it is comparable to their fair values due to their short maturities.

(l) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand, accounts with banks and short term highly liquid investments.

(m) Pensions

Pension costs included in these statements comprise the cost of employer contributions for current service of employees during the year. The association participates in the Local Authorities Pension Plan.

2. RECENT ACCOUNTING PRONOUNCEMENTS PUBLISHED BUT NOT YET ADOPTED

The following accounting standards have been issued by the Chartered Professional Accountants of Canada but are not yet effective. The association is currently evaluating the effect of adopting these standards on their financial statements.

(a) Section PS 3041 - Portfolio Investments

This new section establishes standards on how to account for and report portfolio investments in government financial statements. This standard is effective for the 2016 fiscal year.

(b) Section PS 3450 - Financial Instruments

This section establishes standards on how to account for and report all types of financial instruments including derivatives. This standard is effective for the 2016 fiscal year.

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

2. CASH AND SHORT-TERM INVESTMENTS

	2015	Restated 2014
Cash on hand	\$ 450	\$ 450
Accounts with bank	416,452	675,340
Investment certificates	649,377	638,405
Co-operative membership shares	21,922	21,388
	<u>\$ 1,088,201</u>	<u>\$ 1,335,583</u>

Investment certificates earn interest at rates from 1.4% to 2.5% and mature from 2015 to 2018.

Included in cash are the following amounts:

Unrestricted cash	\$ 150,464	\$ 497,067
Cash held for post closure cost	799,405	581,459
Cash held for capital investments	138,332	257,057
	<u>\$ 1,088,201</u>	<u>\$ 1,335,583</u>

4. RELATED PARTY TRANSACTIONS

The association had a contractual obligation with the Flagstaff County for administrative services for the period from May 1, 2014 to April 30, 2015 at a cost of \$130,000.

At year end, \$1,624 was owing to related parties and \$4,501 was receivable from related parties. The total amount paid to related parties in 2015 was \$2,750 and the total amount received was \$46,340 excluding requisitions.

The association relies on requisitions received from its member municipalities. During the year, the association received the following requisitions:

	2015	2014
Flagstaff County	\$ 382,608	\$ 310,286
Town of Daysland	123,722	117,548
Town of Hardisty	97,965	93,077
Town of Killiam	150,397	142,892
Town of Sedgewick	131,387	124,830
Village of Alliance	26,676	25,345
Village of Forestburg	134,913	121,043
Village of Galahad	18,244	17,334
Village of Heisler	23,150	21,995
Village of Lougheed	41,854	39,765
Village of Rosalind	29,129	27,675
Village of Strome	34,955	33,210
	<u>\$ 1,195,000</u>	<u>\$ 1,075,000</u>

Related party transactions are recorded at exchange amount with regular terms of payment.

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

5. UNAMORTIZED CAPITAL ALLOCATIONS

Unamortized capital allocations represent contributed capital assets and restricted contributions with which the Association's capital assets were originally purchased. The changes in the balance for the year are as follows:

	2015	2014
Balance at beginning of the year	\$ 5,481	\$ 6,851
Amortized to revenue	(1,096)	(1,370)
Balance at end of the year	<u>\$ 4,385</u>	<u>\$ 5,481</u>

6. POST CLOSURE CARE LIABILITY

Alberta environmental law requires closure and post-closure care of landfill sites, which includes final covering and landscaping, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspections and maintenance.

The accrued liability portion is based on the cumulative capacity used at year end compared to the estimated total landfill capacity. The total capacity of the site is estimated at 617,728 cubic meters. The estimated remaining capacity of the landfill site is 208,620 (2014 – 214,927.7) cubic meters.

	2015	2014
Post closure care liability	\$ <u>1,828,339</u>	\$ <u>1,762,970</u>

Funds needed for post-closure are expected to be obtained through requisitions from member municipalities. Future costs may include drainage control, water quality and leachate monitoring and final cover and vegetation.

Cost for and the length of time until closure and post-closure care have been estimated by an engineering firm study.

The post closure liability is adjusted annually based on management's estimate of the future costs.

7. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated Amortization	2015	2014
Land	\$ 11,592	\$ -	\$ 11,592	\$ 11,592
Administration	184,466	98,390	86,076	99,209
Collections - Residential	217,739	85,495	132,244	132,567
- Bin services	2,420,893	1,601,333	819,560	234,507
Landfill	1,068,247	820,234	248,013	434,585
Multi-service	-	-	-	163,369
Recycling Building	186,625	162,051	24,574	5,165
Transfer sites	<u>385,490</u>	<u>377,885</u>	<u>7,605</u>	<u>44,242</u>
	<u>\$ 4,475,052</u>	<u>\$ 3,145,388</u>	<u>\$ 1,329,664</u>	<u>\$ 1,125,236</u>

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

8. EQUITY IN TANGIBLE CAPITAL ASSETS

	2015	2014
Tangible capital assets (Note 7)	\$ 1,242,574	\$ 1,125,236
Unamortized capital allocations (Note 5)	<u>4,385</u>	<u>5,481</u>
	\$ <u>1,238,189</u>	\$ <u>1,119,755</u>

9. FINANCIAL INSTRUMENTS

The association is exposed to various risks through its financial instruments. The following analysis provides a measure of the association's risk exposure and concentrations at the balance sheet date.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of the changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. It is management's opinion that the association is not exposed to significant currency or other price risk.

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

The association's accounts receivable are subject to normal industry credit risks. The carrying value of accounts receivable reflects management's assertion of the credit risk associated with these customers.

Interest Rate Risk

The association is exposed to interest rate risk. The floating rate debt is subject to interest rate cash flow risk, as the required cash flows to fund future liabilities will fluctuate as a result of changes in market rates.

Operating Lines of Credit

At December 31, 2015 the association had short-term bank credit facilities aggregating \$100,000 (2014 - \$100,000) of which \$NIL (2014 - \$NIL) had been drawn down. Credit facilities bear interest at 5%. They are reviewed annually and secured by specific assets of the association.

Unless otherwise noted, the carrying value of the financial instrument approximates fair value.

FLAGSTAFF REGIONAL SOLID WASTE MANAGEMENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

10. LOCAL AUTHORITIES PENSION PLAN

Employees of the association participate in the Local Authorities Pension Plan (LAPP), which is covered by the Alberta Public Sector Pension Plans Act. The plan serves about 237,612 people and 423 employers. It is financed by employer and employee contributions and investment earnings of the LAPP fund.

Contributions for current service are recorded as expenditures in the year in which they become due.

The association is required to make current service contributions to the Plan of 11.39% of pensionable earnings up to the Canada Pension Plan Year's Maximum Pensionable Earnings and 15.84% for the excess. Employees of the association are required to make current service contributions of 10.39% of pensionable salary up to the year's maximum pensionable salary and 14.84% on pensionable salary above this amount.

Total current service contributions by the association to the plan in 2015 were \$103,350 (2014 - \$85,710). Total current service contributions by employees to the plan in 2015 were \$94,698 (2014 - \$78,438).

At December 31, 2014, the plan disclosed an actuarial deficiency of \$2.5 billion.

11. COMPARATIVE AMOUNTS

Certain comparative figures have been reclassified in order to conform with the current year's financial statement presentation.

12. BUDGET AMOUNTS

The budget was prepared by the association with the Board of Directors' approval. It is presented for information purposes only and has not been audited.

13. APPROVAL OF FINANCIAL STATEMENTS

The board and management have approved these financial statements.



RURAL TRANSPORTATION INFORMATION DAY

Funded by Alberta Transportation

April 30, 2016

Faith & Life Centre, Augustana Campus
University of Alberta, Camrose

Program Outline

- 0900** Prayers for Rural Transportation, Wahkohtowin Lodge
Led by Elder Cree Neighbours
- 9:30** Registration, Coffee, Visiting
- 10:00** Government presentations: Alberta, Canada, Municipal
Federal Gas Tax and other important information
- 12-1** Rural Connections Lunch & Entertainment
- Rural case presentations – Struggle & Success Stories
Civic Infrastructure – Regional Approaches to Rural Transit
Transport presentation - 5 cooperating municipalities, Ontario
- 4:30** Formation of Battle River Regional Transport Working Group

For further information, call

780/877-2383, 780/672-0283, 780/672-9315

Association for Life-wide Living (ALL) of Alberta

Inspiring creativity through our landscape,
our communities and the arts.



Occurrence Stats

Mayo's Report
From 2016/01/01 to 2016/03/14

Violation group - Traffic Offences - Traffic Accidents		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
9930 0030 Traffic Collision(s) - Property Damage - Reportable		44	0	44	0	0.0%	0	0	0	0	0
9930 0040 Traffic Collision(s) - Property Damage - Non - Reportable		4	0	4	0	0.0%	0	0	0	0	0
		48	0	48	0	0.0%	0	0	0	0	0
Violation group - Traffic Offences - Provincial Traffic Offences		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
9610 0010 Fail to Stop or Remain at Accident Scene (Provincial/Territorial)		2	0	2	0	0.0%	0	0	0	0	0
9620 0020 Driving without Due Care or Attention - Provincial/Territorial		1	0	1	1	100.0%	1	0	0	0	0
9630 0010 Driving While Disqualified or License Suspension (Provincial/Territorial)		0	0	0	0	0.0%	0	0	0	0	0
9900 0020 Moving Traffic - Intersection Related Violations - Provincial/Territorial		2	0	2	1	100.0%	1	0	0	0	1
9900 0030 Moving Traffic - Speeding Violations - Provincial/Territorial		29	0	29	28	96.6%	18	6	0	0	0
9900 0040 Other Moving Traffic Violations - Provincial/Territorial		9	0	9	1	33.3%	1	0	0	0	0
9900 0070 Other Non-Moving Traffic - Provincial/Territorial		8	0	8	6	75.0%	1	0	0	0	0
		51	0	51	37	80.4%	22	6	0	0	1
Violation group - Traffic Offences - Other Criminal Code Traffic Offences		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
9313 0010 Failure to stop or remain - Other		1	0	1	0	0.0%	0	0	0	0	0
		1	0	1	0	0.0%	0	0	0	0	0
Violation group - Traffic offences - Impaired Operation Related Offences		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
9230 0010 Impaired Operation and/or over 80 mg% of Motor Vehicle		2	0	2	2	100.0%	1	1	0	0	0
9230 0030 Impaired Care or Control of Motor Vehicle		4	1	3	1	66.7%	0	1	0	0	0
		6	1	5	3	80.0%	1	2	0	0	0
Violation group - Provincial Statutes (except traffic)		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
7300 0100 Mental Health Act - Offences Only		1	0	1	0	100.0%	0	0	0	0	0
7300 0900 Other Provincial/Territorial Statutes (not otherwise specified) - Offences Only		0	0	0	0	0.0%	0	0	0	0	0
8840 0291 Child Welfare Act - Other Activities		1	0	1	0	0.0%	0	0	0	0	0

Occurrence Stats

Mayor's Report
From 2016/01/01 to 2016/03/14

Violation group - Provincial Statutes {except traffic}		Reported		Unfounded		Actual		Clearance By Other- wise		Rate		Adult		Youth		Not Charged	
8840 0297 Coroners Act - Sudden Death/Other Activities		4		0		4		0		0.0%		0		0		0	
8840 0306 Family Relations Act - Other Activities		1		0		1		0		0.0%		0		0		0	
8840 0336 Mental Health Act - Other Activities		7		0		7		0		0.0%		0		0		0	
8840 0341 911 Act - Other Activities		16		0		16		0		0.0%		0		0		0	
8840 0346 Off-Road Vehicle Act - Other Activities		1		0		1		0		0.0%		0		0		0	
8840 0351 Provincial/Territorial Environmental Legislation - Other Activities		1		0		1		0		0.0%		0		0		0	
8840 0376 Trespass Act - Provincial/Territorial - Other Activities		2		0		2		0		0.0%		0		0		0	
8840 0381 Other Provincial/Territorial Statutes (not otherwise specified) - Other Activities		1		0		1		0		0.0%		0		0		0	
		35		0		35		0		5.7%		0		0		0	
Violation group - Provincial Statutes - Municipal By-laws		Reported		Unfounded		Actual		Clearance By Other- wise		Rate		Adult		Youth		Not Charged	
9955 0010 Municipal By-laws - Other		1		0		1		0		0.0%		0		0		0	
		1		0		1		0		0.0%		0		0		0	
Violation group - Other Federal Statutes - Firearms Act		Reported		Unfounded		Actual		Clearance By Other- wise		Rate		Adult		Youth		Not Charged	
8840 0391 Firearms Act - Other Activities		1		0		1		0		0.0%		0		0		0	
		1		0		1		0		0.0%		0		0		0	
Violation group - Other Criminal Code - Other Criminal Code		Reported		Unfounded		Actual		Clearance By Other- wise		Rate		Adult		Youth		Not Charged	
3410 0010 Failure to comply with condition of undertaking or recognizance / direction in remand order		4		0		4		2		75.0%		2		0		0	
3430 0010 Disturbing the peace/Causing a disturbance		3		2		1		0		100.0%		0		0		0	
3810 0110 Causing animals or birds unnecessary suffering		1		0		1		0		0.0%		0		0		0	
		8		2		6		2		66.7%		2		0		0	
Violation group - Other Criminal Code - Offensive Weapons		Reported		Unfounded		Actual		Clearance By Other- wise		Rate		Adult		Youth		Not Charged	
3375 0010 Possession of weapon for dangerous purpose		0		0		0		0		0.0%		0		0		0	
3375 0050 Unauthorized possession of a firearm/prohibited weapon or restricted weapon		1		1		0		0		0.0%		0		0		0	

Occurrence Stats

Mayor's Report
From 2016/01/01 to 2016/03/14

Violation group - Other Criminal Code - Offensive Weapons									
3720 0010 Careless use of a firearm									
Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
1	0	1	0	0.0%	0	0	0	0	0
2	1	1	0	100.0%	0	0	0	0	0
Violation group - Other Criminal Code - Offences Against Morals									
3455 0060 Child Pornography - Possession									
Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
1	0	1	0	0.0%	0	0	0	0	0
1	0	1	0	0.0%	0	0	0	0	0
Violation group - National Survey Codes									
8999 3057 Prisoners Held									
Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
1	0	1	1	100.0%	0	0	0	0	0
8999 3058 Prisoners Escorted									
Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
1	0	1	1	100.0%	0	0	0	0	0
8999 3065 Victim Services Offered - Accepted									
Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
2	0	2	1	50.0%	0	0	0	0	0
4	0	4	3	75.0%	0	0	0	0	0
Violation group - Drug Enforcement - Possession									
4140 0050 Possession - Schedule VIII: Cannabis Marijuana - 30 grams or less									
Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
1	0	1	1	100.0%	1	0	0	0	0
1	0	1	1	100.0%	1	0	0	0	0
Violation group - Drug Enforcement - Drug Enforcement Other									
8840 0001 Controlled Drugs & Substance Act - Other Activities									
Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
2	2	0	0	0.0%	0	0	0	0	0
2	2	0	0	0.0%	0	0	0	0	0
Violation group - Crimes Against the Person - Sexual Offences									
1330 0010 Sexual Assault									
Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
3	0	3	1	33.3%	1	0	0	0	0
3	0	3	1	33.3%	1	0	0	0	0

Occurrence Stats

Mayor's Report
From 2016/01/01 to 2016/03/14

Violation group - Crimes Against the Person - Robbery/Extortion/Harassment/Threats

	Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
1625 0010 Criminal Harassment	1	0	1	0	100.0%	0	0	0	0	0
1626 0040 Harassing communications	3	0	3	0	66.7%	0	0	0	0	1
1627 0010 Uttering threats against a person	5	2	3	1	33.3%	1	0	0	0	0

Violation group - Crimes Against the Person - Assaults {excluding sexual assaults}

	Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
1420 0010 Assault With Weapon or Causing Bodily Harm	0	0	0	0	0.0%	0	0	0	0	0
1430 0010 Assault	3	0	3	2	133.3%	2	0	0	0	0

Violation group - Crimes Against Property - Theft under \$5000.00

	Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
2140 0011 Other theft under \$5000	16	5	11	1	18.2%	1	0	0	0	2
2142 0011 Theft under or equal to \$5000 From a motor vehicle	3	0	3	0	0.0%	0	0	0	0	0
2143 0010 Theft under or equal to \$5000 - Shoplifting	1	0	1	0	100.0%	0	0	0	0	0

Violation group - Crimes Against Property - Theft over \$5000.00

	Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
2130 0005 Other theft over \$5000	6	2	4	0	25.0%	0	0	0	0	0
2135 0101 Theft of truck	1	0	1	0	100.0%	0	0	0	0	0
2135 0105 Theft of other motor vehicle	5	0	5	0	0.0%	0	0	0	0	0
2135 0106 Taking Motor Vehicle/Vessel without consent of owner	2	0	2	1	100.0%	0	0	1	0	0

Violation group - Crimes Against Property - Possession of Stolen Goods

	Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
2153 0010 Possession of property obtained by crime over \$5000	2	0	2	0	50.0%	0	0	0	0	0

Occurrence Stats

Mayor's Report
From 2016/01/01 to 2016/03/14

Violation group - Crimes Against Property - Mischief		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
2170 0070 Mischief - Damage to, or Obstruct enjoyment of property		7	3	4	0	2	50.0%	0	0	0	2
2175 0010 Mischief to Cultural Property		1	0	1	0	0	0.0%	0	0	0	0
8		3	5	0	2	40.0%	0	0	0	0	2
Violation group - Crimes Against Property - Fraud		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
2160 0075 Fraud (money/property/security) less than or equal to \$5000		6	0	6	1	0	16.7%	1	0	0	0
2160 0150 Theft, forgery, misuse of credit card		0	0	0	0	1	0.0%	0	0	0	0
2160 0340 Fraud through mails		3	0	3	0	0	0.0%	0	0	0	0
9		0	9	1	1	22.2%	1	0	0	0	0
Violation group - Crimes Against Property - Break and Enter		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
2120 0010 Break and Enter - Business		9	0	9	0	0	0.0%	0	0	0	0
2120 0020 Break and Enter - Residence		5	1	4	0	0	0.0%	0	0	0	0
2120 0030 Break and Enter - Cottage or Seasonal Residence		2	0	2	0	0	0.0%	0	0	0	0
2120 0040 Break and Enter - Other		1	0	1	0	0	0.0%	0	0	0	0
17		1	16	0	0	0.0%	0	0	0	0	0
Violation group - Crime Prevention/Community Based		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
8830 0010 Crime Prevention		2	0	2	0	0	0.0%	0	0	0	0
2		0	2	0	0	0.0%	0	0	0	0	0
Violation group - Common Police Activities - Related Police Activities		Reported	Unfounded	Actual	Clearance By Other- wise	Rate	Adult Male	Adult Female	Youth Male	Youth Female	Not Charged
8550 0020 Abandoned Vehicles		1	0	1	0	0	0.0%	0	0	0	0
8550 0030 Suspicious Person/ Vehicle/ Property		12	1	11	0	0	0.0%	0	0	0	0
8550 0040 Animal Calls		5	0	5	0	0	0.0%	0	0	0	0
8550 0050 False Alarms		33	0	33	0	0	0.0%	0	0	0	0
8550 0060 Items Lost/Found - except passports		6	0	6	0	0	0.0%	0	0	0	0

Occurrence Stats

Mayor's Report
From 2016/01/01 to 2016/03/14

Violation group - Common Police Activities - Related Police Activities		Reported		Unfounded		Actual		Clearance By Other-wise		Rate		Adult		Youth		Not Charged	
8550 0140 Breach of Peace		5		0		5		0		0.0%		0		0		0	
8550 0170 J & M Div Only - False/Abandoned 911 Call		2		0		2		0		0.0%		0		0		0	
		64		1		63		0		0.0%		0		0		0	
Violation group - Common Police Activities - Information Files		Reported		Unfounded		Actual		Clearance By Other-wise		Rate		Adult		Youth		Not Charged	
8535 0010 Information File		4		0		4		0		0.0%		0		0		0	
		4		0		4		0		0.0%		0		0		0	
Violation group - Common Police Activities - Assistance to General Public		Reported		Unfounded		Actual		Clearance By Other-wise		Rate		Adult		Youth		Not Charged	
8545 0130 Assistance to General Public		4		0		4		0		0.0%		0		0		0	
8550 0080 Person Reported Missing		1		0		1		0		0.0%		0		0		0	
8550 0090 Property Check		1		0		1		0		0.0%		0		0		0	
8550 0101 Request to locate individual		1		0		1		0		0.0%		0		0		0	
8550 0121 Peace Bonds		1		0		1		0		0.0%		0		0		0	
		8		0		8		0		0.0%		0		0		0	
Violation group - Common Police Activities - Assistance Files		Reported		Unfounded		Actual		Clearance By Other-wise		Rate		Adult		Youth		Not Charged	
8545 0020 Assistance to Canadian Provincial/Territorial Dept/Agency		2		0		2		0		0.0%		0		0		0	
8545 0030 Assistance to Non-Government Canadian Agency		3		0		3		1		33.3%		1		0		0	
8545 0040 Assistance to Canadian Police (non-RCMP) Agency		8		0		8		0		12.5%		0		0		0	
		13		0		13		1		15.4%		1		0		0	
Totals		337		20		317		54		25.2%		33		8		1	

FLAGSTAFF FAMILY AND COMMUNITY SERVICES

FINANCIAL STATEMENTS

DECEMBER 31, 2015

(Unaudited)

THOMPSON & ZETTEL

PROFESSIONAL ACCOUNTANTS

MELVIN THOMPSON, C.A.
BLAIR ZETTEL, C.G.A.

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T0B 2L0
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REVIEW ENGAGEMENT REPORT

To the Members of the
Flagstaff Family and Community Services:

We have reviewed the statement of financial position of the Flagstaff Family and Community Services as at December 31, 2015 and the statements of operations and changes in unrestricted net assets and cash flow for the year then ended. Our review was made in accordance with Canadian generally accepted standards for review engagements and accordingly consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the organization.

A review does not constitute an audit and consequently we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian generally accepted accounting principles.

Killam, Alberta
April 5, 2016



Thompson & Zettel
Professional Accountants

FLAGSTAFF FAMILY AND COMMUNITY SERVICES

(Under the Family and Community Services Act, Alberta)

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015

(Unaudited)

	ASSETS	2015	2014
CURRENT ASSETS			
Cash (Note 2)		\$ 194,363	\$ 231,140
Accounts receivable - Programs		260	-
Accounts receivable - Other		2,480	2,920
		<u>197,103</u>	<u>234,060</u>
LONG-TERM INVESTMENTS		<u>4,664</u>	<u>4,644</u>
CAPITAL ASSETS, net of accumulated amortization (Note 3)		<u>16,723</u>	<u>47,412</u>
		<u>\$ 218,490</u>	<u>\$ 286,116</u>
	LIABILITIES		
CURRENT LIABILITIES			
Accounts payable		\$ 3,593	\$ 3,589
DEFERRED REVENUE		<u>47,639</u>	<u>92,465</u>
	NET ASSETS		
INVESTMENT IN CAPITAL ASSETS (Note 4)		16,723	47,412
UNRESTRICTED NET ASSETS		<u>150,535</u>	<u>142,650</u>
		<u>167,258</u>	<u>190,062</u>
		<u>\$ 218,490</u>	<u>\$ 286,116</u>

22,688 - NIGHTS ALIVE
23,231 - Mexican Migrants
1,500 - RESTRICTED

Approved on Behalf of the Board:

FLAGSTAFF FAMILY AND COMMUNITY SERVICES
STATEMENT OF OPERATIONS AND CHANGES IN UNRESTRICTED NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2015
(Unaudited)

	ADMIN & PLANNING	COUNSELLING	2015	2014
REVENUE				
Grant Revenue - Provincial	\$ 192,672	\$ 66,298	\$ 258,970	\$ 240,900
Grant Revenue - Municipal	46,500	15,480	61,980	61,980
Program Client Fees	-	1,767	1,767	362
Expense Recovery/Miscellaneous	-	45	45	-
TOTAL REVENUE	<u>239,172</u>	<u>83,590</u>	<u>322,762</u>	<u>303,242</u>
SHAREABLE EXPENSES				
Wages and benefits	205,580	70,105	275,685	265,290
Training and development	1,590	55	1,645	3,771
Professional fees	2,800	1,650	4,450	1,956
Memberships	417	367	784	748
Office rental	17,924	17,924	35,848	35,848
Insurance	268	268	536	518
Office	8,655	6,619	15,274	17,595
Utilities and telephone	7,560	6,595	14,155	13,244
Advertising	630	284	914	1,875
Bank charges and interest	339	91	430	188
Travel and subsistence	3,115	936	4,051	8,268
Consulting services	-	1,584	1,584	1,830
GST non-recoverable	<u>935</u>	<u>805</u>	<u>1,740</u>	<u>1,717</u>
TOTAL SHAREABLE EXPENSES	<u>249,813</u>	<u>107,283</u>	<u>357,096</u>	<u>352,848</u>
(DEFICIENCY) OF REVENUES OVER EXPENSES	<u>\$ (10,641)</u>	<u>\$ (23,693)</u>	<u>(34,334)</u>	<u>(49,606)</u>
NON-QUALIFYING PROGRAMS				
P.D.D. - Killam (Schedule A)			-	7,507
Kinship Services (Schedule A)			-	(1,942)
Bee Gee's Place (Schedule A)			-	(4,315)
Program Resources - P.D.D. (Schedule A)			-	(7,220)
Fees for Services (Schedule A)			49,247	74,878
Community Projects (Schedule A)			(3,709)	(72,568)
Nights Alive			-	(57,516)
Seniors Program			29	-
Board - Per Diem			(608)	(945)
Amortization of capital assets			(4,993)	(10,449)
(Loss) on disposal of capital assets			<u>(28,436)</u>	<u>(3,111)</u>
(DEFICIENCY) SURPLUS OF REVENUES OVER EXPENSES			(22,804)	(125,287)

2016
↓
289,000
↓
69,000

FLAGSTAFF FAMILY AND COMMUNITY SERVICES
STATEMENT OF OPERATIONS AND CHANGES IN UNRESTRICTED NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2015
(Unaudited)

	<u>2015</u>	<u>2014</u>
UNRESTRICTED NET ASSETS AT BEGINNING OF YEAR	142,650	254,377
Adjustments to unrestricted net assets		
Amortization of capital assets	4,993	10,449
Capital purchases using unrestricted funds	(2,740)	-
Loss on disposal of capital assets	<u>28,436</u>	<u>3,111</u>
UNRESTRICTED NET ASSETS AT END OF YEAR	<u>\$ 150,535</u>	<u>\$ 142,650</u>

FLAGSTAFF FAMILY AND COMMUNITY SERVICES
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED DECEMBER 31, 2015
(Unaudited)

	<u>2015</u>	<u>2014</u>
CASH FLOW FROM OPERATING ACTIVITIES		
(Deficiency) of revenues over expenses	\$ (22,804)	\$(125,287)
Add non-cash charges to operations:		
Amortization	4,993	10,449
Loss on sale of assets	<u>28,436</u>	<u>3,111</u>
	10,625	(111,727)
Changes in non-cash working capital accounts		
Accounts receivable	180	27,966
Deposits	-	1,100
Accounts payable and accruals	4	(581)
Deferred revenue	<u>(44,826)</u>	<u>17,196</u>
Cash Flow From Operating Activities	<u>(34,017)</u>	<u>(66,046)</u>
CASH FLOWS FROM/USED IN INVESTING ACTIVITIES		
Long-term investments	(20)	167
Capital purchases	<u>(2,740)</u>	<u>-</u>
Cash Flows From/Used In Investing Activities	<u>(2,760)</u>	<u>167</u>
Net (decrease) in cash and cash equivalents	(36,777)	(65,879)
Net cash and cash equivalents, beginning of year	<u>231,140</u>	<u>297,019</u>
NET CASH AND CASH EQUIVALENTS, END OF YEAR	<u><u>\$ 194,363</u></u>	<u><u>\$ 231,140</u></u>
 CASH AND CASH EQUIVALENTS CONSIST OF THE FOLLOWING:		
General Account	\$ 192,525	\$ 229,313
Community Support	-	-
Bee Gee's	-	-
Emergency Petty Cash	1,538	1,527
Petty Cash	<u>300</u>	<u>300</u>
	<u><u>\$ 194,363</u></u>	<u><u>\$ 231,140</u></u>

FLAGSTAFF FAMILY AND COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2015 (Unaudited)

1. ACCOUNTING POLICIES

The Flagstaff Family and Community Services is incorporated under the Family and Community Services Act of Alberta and is a community motivated organization which acts as advocate, facilitator and coordinator to bring community awareness of community development and preventive programs through education and support to individuals and families in need.

(a) Measurement Uncertainty

The financial statements have been prepared by management in accordance with Canadian generally accepted accounting policies. The precise determination of many assets and liabilities is dependent on future events. As a result, the preparation of financial statements for a period involves the use of estimates and approximations which have been made using careful judgement. Actual results could differ from those estimates and approximations. The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies.

(b) Financial Instruments

The entity's financial instruments consist of cash, accounts receivable, investments, accounts payable and accrued liabilities and deferred revenues. It is management's opinion that the entity is not exposed to significant interest, currency or credit risks arising from these financial instruments. Unless otherwise noted, the fair value of these financial instruments approximate their carrying values.

(c) Capital Assets

All capital assets are stated at cost. Amortization is provided on the declining balance basis using the following annual rates:

Equipment	20%
Computers	30%

When capital assets are disposed of, the cost of the asset and the related accumulated amortization are removed from the accounts and the resulting gain or loss on disposal is included in income. In the year of acquisition, capital assets are amortized at one-half of the normal rates.

(d) Revenue Recognition

The entity follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Grants for PDD are restricted funds and must be used in the current year. All other grants are unconditional.

(e) Contributed Services

Volunteers contribute an indeterminate amount of hours per year to assist Flagstaff Family and Community Services in carrying out its mandate. Monetary value of this service is indeterminable.

FLAGSTAFF FAMILY AND COMMUNITY SERVICES
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2015
(Unaudited)

2. BANK AND CASH ON HAND

Monies are maintained in various bank accounts to serve the various aspects of the Flagstaff Family and Community Services. Year-end bank balances are as follows:

	<u>2015</u>	<u>2014</u>
General Account	\$ 192,525	\$ 229,313
Emergency Petty Cash	1,538	1,527
Petty Cash	<u>300</u>	<u>300</u>
	<u>\$ 194,363</u>	<u>\$ 231,140</u>

3. CAPITAL ASSETS

	Cost	Accumulated Amortization	2015 Net Book Value	2014 Net Book Value
Equipment	\$ 27,167	\$ 23,511	\$ 3,656	\$ 5,602
Nights Alive equipment	21,581	10,053	11,528	11,639
Computers	26,087	24,548	1,539	3,134
Lease hold improvements	<u>-</u>	<u>-</u>	<u>-</u>	<u>27,037</u>
	<u>\$ 74,835</u>	<u>\$ 58,112</u>	<u>\$ 16,723</u>	<u>\$ 47,412</u>

- IMPROVEMENTS
TO OLD COUNTY
PROPERTY.

4. INVESTMENT IN CAPITAL ASSETS

	<u>2015</u>	<u>2014</u>
Opening balance	\$ 47,412	\$ 60,972
Add:		
Capital purchases	2,740	-
Less:		
Amortization of capital assets	(4,993)	(10,449)
(Loss) on disposal of capital assets	<u>(28,436)</u>	<u>(3,111)</u>
Closing balance	<u>\$ 16,723</u>	<u>\$ 47,412</u>

FLAGSTAFF FAMILY & COMMUNITY SERVICES

Statement of Non-qualifying Programs Operations

for the year ending DECEMBER 31, 2015

SCHEDULE A

REVENUE	FEES FOR SERVICE	OTHER COMMUNITY PROJECTS	MEXICAN MENNONITES	SENIORS PROGRAM	NIGHTS ALIVE	2015	2014
Grant Revenue - P.D.D.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	174,946
Grant Revenue	-	-	-	-	-	161,642	126,132
Contract Revenue	44,521	3,622	28,152	6,421	127,069	3,622	7,096
Administration Services	-	-	-	-	-	44,521	71,216
Donations	-	-	-	-	75	75	2,500
Client Fees	4,416	-	-	-	5,600	5,600	36,624
Expense Recovery/Miscellaneous	-	-	-	-	-	4,416	3,662
Grants - surplus carry forward	310	-	-	-	-	-	(33,720)
Interest Revenue	-	-	-	-	-	310	-
TOTAL REVENUE	49,247	3,622	28,152	6,421	132,744	220,186	388,456
EXPENSES							
Wages and benefits							265,053
Training & Development							8,118
Professional fees							-
Professional fees							5,480
Memberships							700
Office rental							9,756
Insurance							1,453
Office							4,332
Utilities and telephone							7,986
Advertising							4,713
Bank charges and interest							59
Travel and subsistence							14,430
Grants							61,500
Miscellaneous expenses							155
Program expenses							18,178
Recreation/client development							2,959
Repair & maintenance							1,358
Household expenses							24,805
Consulting Services							17,394
Honorariums							-
GST - non recoverable portion							1,203
TOTAL EXPENSES	-	7,331	28,152	6,392	132,744	174,619	449,632
SURPLUS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 49,247	(3,709)	\$ -	29	\$ -	\$ 45,567	\$ (61,176)
Capital Assets Purchases							-
							2,740
							(2,740)
							(61,176)

PROGRAM ENDED

ADJUSTED NUMBER 6,421

STANDARD

Town of Sedgewick Public Works Report – Period Ending April 21st, 2016

An update on public works activities up to April 21st, 2016.

- General duties and activities.
- Raking and fertilizing of Main Street Park is completed. The sprinkler system will be activated as soon as any risk of freezing has passed.
- Water to Flagstaff Lodge was turned off to ensure all valves were operational.
- There may be a need for two (2) chargers for the fire pump controls in the water treatment plant. We are waiting for advice from the engineers as to whether they are needed after installment of the new generator. Currently the fire pump is operated manually.
- The ropes and posts were removed from the Lions playground and the post holes filled. The Lions are installing a new fence on April 14th, 2016.
- Top Gun is schedule to come in July to complete the sewer cleaning. The west side of town and south of the tracks are the areas slated for cleaning. Time and funding permitting, the three (3) storm drains on Mackenzie Drive that drain into the bog should be cleaned.
- April 18th, 2016 is the start day of the first public works student employee for 2016.
- The Ford ½ Ton will be detailed and turned over to Sedgewick Lake Park.
- CVIP inspections have been completed on both bucket and gravel trucks.
- Brent and I attended a Fall Protection course on March 24th – we learned that much of our fall protection equipment did not meet OH&S standards and since have been replaced.

21-Apr-16
Mayor

21-Apr-16
CAO

Town of Sedgewick - CAO Report – Period Ending April 21st, 2016

I attended the following meetings since the March 10th, 2016 regular council meeting:

March 11th – The Bethany Group

- T. Beesley and I met to discuss and review a draft Development Agreement in accordance with the demolition of the Flagstaff Lodge, subdivision of lands and construction of the new ten unit facility. A summary of comments was provided to legal counsel.

March 14th – 17th – Residency I – The Executive Program

- I completed my first residency of The Executive Program. During this residency we completed personal assessments and studied various leadership frameworks.

March 18th – Associated Engineering (AE)

- I met A. Robertshaw and J. Bennett of AE. I signed the contract for engineering services for the Walking Trail Expansion Project. During this meeting we completed a site assessment and clearly defined the scope of the project. As a follow up to this meeting I entered negotiations with Flagstaff County and the Sedgewick Ag Society as the walking trail will encroach on both parcels of land. There are various site constraints that have been taken into consideration to ensure public safety on the north end of the race track as well as the driving range entrance. The project will be posted for tender April 19th, 2016.
- Upon completion of the walking trail assessment we discussed our lagoon project. I entered into a separate agreement with AE to assess the condition of the manholes and pipelines. AE will provide a recommendation for the necessary scope of work for this project. Regardless of the recommendation it is our goal to ensure dredging and potential upgrades are completed in 2016.

March 21st – RMRF Conference Call

- S. Finlay and I addressed the summary in relation to the Development Agreement revisions of March 11th and prepared for a follow up conversation with T. Beesley. Finlay and I proposed a single Development Agreement vs two due to the project scope and applicant.

March 22nd – RMRF Conference Call

- T. Beesley, S. Finlay and I discussed Development Agreements. A consensus was reached during this call to prepare a single agreement addressing all conditions of the demolition, subdivision and construction. There was much conversation regarding the title holders at the end of the project. Beesley was advised that the agreement would be registered against the title regardless of ownership.

March 24th – Website Development

- I attended a conference call with Civic Plus' engineering and technical design team. During this interactive call we reviewed the backend of website development.
- I attended a conference call with Zag a marketing and website design firm where we discussed the redevelopment of Sedgewick website and assessed our future relationship.

Town of Sedgewick - CAO Report – Period Ending April 21st, 2016

March 24th – Stantec Engineering

- The public works department and I met with J. Sawatsky of Stantec to review the backup generator project that has been on hold at the water treatment plant. A contract was signed with Stantec in 2014 for this project; the design was completed late 2015. Public works advised that the fire pump needs to be replaced. The backup generator must tie into the plant and run the pump. At current we are scoping programming, fire pump replacement and tie-ins with Stantec. Once completed the project will be tendered.

March 30th – April 1st – Town Office Closed

- Administration staff completed three days of training at the Flagstaff Community Adult Learning in Killam. Business IQ was hired to conduct corporate training for my staff. We completed Microsoft Word Level II and III. Exams are to be submitted by April 30th and certification will be attained. As a result of this training we are redoing internal applications to improve efficiencies.

March 31st – Entrance Upgrades

- I met with Wesroc to discuss the Towns entrance upgrades. Wesroc will be designing and submitting a proposal for the project.

April 3rd – Sedgewick Lake Park Interviews

- S. Dempsey, C. Rose and I completed two interviews for the position of park managers. Additional interviews were held on April 7th. The board was successful and a management couple has been hired.

April 4th – Summer Student Interviews

- I conducted seven interviews for summer employment. Three students have been hired for the town and one student was hired for the lake. All positions are filled.

April 6th – 8th – LGAA Convention Red Deer

- I attended the annual Local Government Administrators Association (LGAA) Conference in Red Deer. Turnout was low in all accounts. Various contacts were made that could support some of our local initiatives:
 - Website development – digital imagery
 - Water Operator Training – Virtual Teaching
 - SCADA System – IT Support
- Executive Directors from various ministries engaged with attendees. They made presentations of the roles of each department and the services offered. There was a vague discussion regarding the provincial budget and grant allocations. The focal point of the discussion revolved around the Municipal Government Act Review; Bill 20 and what the changes mean to local authorities.
 - We can expect to transition into a three year operating budgetary cycle;
 - We will be responsible to develop Procedural Bylaws and detailed Code of Conducts just to mention a few.

Town of Sedgewick - CAO Report – Period Ending April 21st, 2016

These bullet points will require a significant amount of planning and administrative time to prepare. Once a process is in place various policies will need to be reviewed and modified; overall these proposed changes should enhance planning and operations on a municipal level.

April 8th – Associated Engineering

- I met with A. Robertshaw and J. Bennett to review the progress on the Walking Trail Expansion Project, review the tender package and design. We addressed some areas that needed to be modified such as entrance points and some landscaping. We are still in line with the project timeline.

April 9th – Entrance Upgrades

- I met with Russell and Russell Designs regarding the Town's entrance upgrade project. We discussed the scope of the project and various design idea. They will be preparing a proposal to re-design our entrance in accordance with Alberta Transportation's regulations.
- I met with P. Grual of WoodPecker European Timber Framing to discuss signage upgrades. Grual was awarded the contract with the Town of Canmore for the way finding signs. The new design may be somewhat complimentary therefore assessing the pros and cons on such development was necessary.

April 11th – Flagstaff Intermunicipal Partnership (FIP) Meeting

- In attendance with S. Higginson – meeting minutes attached.

Year at a Glance – Project Updates

Strategic Goals:

- 1. Walking trail expansion project and environment revitalization (short term priority #7 in the Strategic Plan)**
 - Full project will be posted on April 19th, 2016.
 - I am in the process of developing Encroachment Agreements with Flagstaff County and the Sedgewick Ag Society. Flagstaff County gave authorization to encroach on their land as long as a clause is included in the agreement that states any disruption or damage caused to the walking trail shall be the responsibility of the Town to replace. For example if the County has to dig up their service lines under the trail they are not responsible to replace the surface.
- 2. Replace entrance attraction at the intersection of Highway 13 and Secondary Highway 869**
 - As stated above I have met two design companies and one contractor to address this project. After reviewing Alberta Transportation's regulations structures and designs scales are very limited. Upon completion of an acceptable design the municipality is responsible to apply for a development permit through transportation. The timeline I have put in place reflects completion by September 30th, 2016.
- 3. Website Redevelopment (short term priority #5 in the Strategic Plan)**
 - As stated above I have been doing lots of research into website development. We have an opportunity to design and develop a website that supports the regional governance initiative while maintaining our identity. I have prepared specs that are to be incorporated into our website and will be meeting with Zag and 13 Ways Inc. on April 28th to develop a structured proposal. Following the presentation from B. Logazar pertaining to the regional economic development plan council needs to consider Sedgewick's role in regional economic development as this plays a key role in our website development.

Operational Goals:

- 1. Thorough review of the Municipal Development Plan (MDP) – this plan must be updated prior to reviewing and making revisions to the Intermunicipal Development Plan**
 - An initial planning meeting was held with the Land Committee on February 11th. A second meeting will be held following Council's Strategic Planning Session on June 3rd. The Strategic Planning Session should complement the original MDP review and help the appointed members reflect on the visions of council and recommend necessary planning changes.
- 2. Update the Intermunicipal Development Plan (IDP) in collaboration with Flagstaff County**
 - The IDP review meeting will happen in the fall following the completion of the MDP review.

3. Recreation Centre Roof and Heating System Upgrades

- Public Works, Recreation Maintenance Staff and I met with Gateway Mechanical on February 3rd, 2016. Gateway was to develop three different design options for the heating system upgrades. Gateway has not responded or provided any details from this meeting after multiple follow up calls and emails. As a result we have since met with Keith's Refrigeration on March 29th to reassess the project and provide options for the upgrades.

4. Sidewalk/curb and gutter replacement on PRT NE8-44-12 W4M

- I am working with TBG and the ASHC to finalize the Development Agreements. The goal remains a condition of Development Permit 2015-18.

5. Fire Hydrant Replacement Program

- No action taken to date

6. Installation of a back-up generator at the Water Treatment Plant (WTP) with possible building addition

- Public Works and I have reassessed the WTP building addition. Although there is a need for the addition we do not have the resources at this time to complete the addition.
- Stantec is finalizing the generator tender package. The Town must work with Stantec for programming the generator into our PLC's. The fire pump must also be replaced. These additional projects are beyond the original scope provided by Stantec therefore they are revising their proposal.
- A backup generator and the fencing of our WTP site were identified as a number one priority in the Town's Drinking Water Safety Plan. To ensure we meet these goals we are working diligently to have the generator installed and operational in 2016.

7. Lagoon Dredging and Manhole Replacement

- Associated Engineering is preparing the final assessment report which should be available within the next two weeks; the project will be reassessed at that time.

8. GIS Mapping System

- This is an ongoing process. DGE will be out in May to do a final review of Phase I. As discussed previously, Sedgewick completed Phase I and II and will be working on III throughout 2016. Phase III will include Sedgewick Lake Park and the Sedgewick Cemetery along with various field applications to support public works maintenance and future asset management.

Both Strategic and Operational:

1. Regional Governance Study, Phase II and III which consists of a Regional Economic Development Plan, Communications Strategy, Infrastructure Assessment and Business Case

- Phase II is underway – please refer to the FIP attachments.

Other:

1. Installation of the Sedgewick Community Spray Park Project

- Fundraising underway – no further action taken to date.

General daily function updates:

(12) Administration

- I have arranged a regional training session with the Province on April 29th to review the New West Partnership Trade Agreement (NWPTA) requirements. This session will cover all legislation that local governments must adhere to regarding procurement and tendering.
- Ongoing municipal budget review.
- Flagstaff Victim Services sought a letter in support of their application to Alberta Solicitor General for ongoing program funding. A letter was provided on behalf of Sedgewick similar to previous years.

Banking Tender Update:

- I worked with our legal counsel to address the adjustments in accordance with our banking tender. After a thorough review and assessment of our records we issued a letter to Vision Credit Union (VCU) seeking full payment of interest that was withheld from our accounts at Prime – 1% (August of 2014 as well as interest errors on or MSI Capital Account in March 2014). VCU advised that the payment will be made to the Town in the amount of \$69,132.20:
 - \$56,655.17 in interest payment; and
 - \$12,477.03 in common shares

VCU advised that the contract at Prime -1% was a typographical error and that effective January 1st, 2016 the Town will receive interest at Prime – 2%. Council must determine if this is satisfactory or if they would like to retender for banking services.

(23) Fire

- Dispatched services came into effect on April 1st, 2016.
- The 2016 municipal fire budget was sent to Flagstaff County for approval.

(24) Disaster Services

- The emergency management committee meets quarterly for training and review of the disaster plan; meeting notes attached.

(32) Public Works

- The public works department have submitted a request to keep the former 1994 Lake truck for town use rather than placing it for sale. This truck would be given to summer students to use for various project rather than using one-ton trucks. After assessing our vehicle inventory this request is very warranted. Policy D.1 states that the rotational equipment shall be offered for sale with proceeds given to the club or association. The truck is valued between \$500 - \$1,500. Rather than offering this vehicle for sale the Town could make a donation to the lake and keep the truck within our inventory.

Town of Sedgewick - CAO Report – Period Ending April 21st, 2016

(43) Waste

- Public Works, Waste Management and I reviewed issues with the placement of the compost bins. We needed to expand the site to bring in additional compost bins. The bins have since been relocated to a new site on the far west end of 47th Avenue. Public Works built a gravel pad and we have a new steel sign being made for the location.

(56) Cemetery

- The annual Cemetery Clean Up has been scheduled for April 28th, 2016 at 10:00AM. This cleanup supports the public engagement meetings that transpired in 2014/15 and the Cemetery Bylaw #519 revisions. The Town will be installing new waste receptacles and benches during the cleanup event.

(66) Development

- Demolition Permit 2016-01DEMO was issued on April 11th for 4937 – 51st Street. Demolition permits are valid for one year.

PRT NE8-44-12 W4M Update:

- TBG and the ASHC requested that Development Permit 2015-18 be transferred to ASHC. Construction of the new ten unit self-contained project is scheduled to begin within the next four weeks. The demolition project has been tendered; the project should be awarded by the beginning of May.

(72) Recreation

- Administrative staff is working diligently to organize and prepare for the 3rd annual triathlon. We are looking for volunteers at both transition points on May 28th if anyone can provide support.

Attachments:

1. FIP Unapproved Minutes – ACTION REQUIRED
2. FIP – April 12th, 2016 Press Release – ACTION REQUIRED
3. FIP – Phase II Regional Governance Letter – No action required
4. FIP – Phase II ACP Award – No action required
5. Emergency Management Plan Meeting Notes – No action required
6. Action Items – No action required

**Flagstaff Intermunicipal Partnership Committee
Special Meeting held Monday, April 11, 2016 at 7:00 pm
Flagstaff County Administration Building**

Attendance:	Voting Members	Bob Coutts, Chair	Village of Forestburg
		Bud James	Town of Killam
		Gunnar Albrecht	Flagstaff County
		Shawn Higginson	Town of Sedgewick
		Susan Armer	Village of Lougheed
		Leo Lefebvre	Town of Hardisty
		Dennis Steil	Village of Heisler
		James Robertson	Town of Daysland
	CAOs	Shelly Armstrong	Flagstaff County
		Debra Moffatt	Village of Forestburg/Coordinator
		Amanda Howell	Village of Heisler
		Rod Krips	Town of Daysland
		Amanda Davis	Town of Sedgewick
	Observers/Presenters	Doug Griffiths	13 Ways Inc.
		Tim Morrison	13 Ways Inc.
		Chris Field	13 Ways Inc.
		Catherine Proulx	13 Ways Inc.
		Michael Scheidl	Municipal Affairs
		Sarah Ahlstrom	Municipal Affairs
		Kai So	Municipal Affairs
		Kendall Severson	Battle River School Division
		Laurie Skori	Battle River School Division
		Susan Chromik	Battle River School Division
		Diane Hutchinson	Battle River School Division
Absent:		Gail Watt	Town of Daysland
		Sandy Otto	Town of Hardisty
		Kim Borgel	Town of Killam
		Jacqueline Zacharuk	Village of Alliance
		David Alderdice	Village of Lougheed
		Dell Wickstrom	Village of Alliance

Chairman Bob Coutts called the meeting to order at 7:03 PM

Agenda Mtn # 16-04-021 Moved by Member Gunnar Albrecht the adoption of agenda as presented.

CARRIED

Presentations **Battle River School Division** – reviewed issues facing the Division this year. Questions were posed from committee members and BRSD representatives made note of our concerns and will be including our issues in their future planning. The representatives from Battle River School Division left at 7:37 p.m.

13 Ways Inc. – Doug Griffiths introduced his team members. Catherine Proulx will be the project manager for the Regional Governance Project. Mr. Griffiths made the following comments:

- The project will ensure that the region is ready to capitalize on growth;
- The group will be exploring additional potential options for our region as well as

those identified in Phase I of the Regional Governance Project;

- They plan on presenting best options, not best solutions; it will be the responsibility of elected officials and the general public to determine what the best solution for our region is;
- Recommended that we re-apply for funding for the Regional Economic Development Plan in the 2016/17 fiscal period;
- They would be willing to coordinate and manage the infrastructure assessment study and would be willing to undertake developing an RFQ for this assessment.
- The immediate next steps were identified as:
 - Ensure all players are in place for the communications strategy
 - Will be developing a detailed work plan during April, 2016
 - Will be looking for feedback on challenges and benefits for the process
- Key stakeholders will be CAOs, FIP Committee members and members of the public at large
- They would like to attend CAO meetings and work closely with this committee in relation to the Regional Governance Project.
- Municipal Affairs indicated they wished to be part of the process and invited the consultants and the committee to utilize their expertise and knowledge in this area
- Anticipated meeting schedule will continue to be every other month until September and then it was recommended that the committee meet monthly
- Elected officials requested bullet points for communication to the general public after each meeting, press releases will also be prepared after each meeting.
- It was recommended that a team building exercise be undertaken with administration staff and elected officials to ensure that all members are able to meet each other and informally discuss areas of concern
- The FIP Coordinator and Catherine Proulx will coordinate a date for the initial event in June.

Catherine Proulx and Chris Field left at 8:50 p.m.

Municipal Affairs left at 8:52 p.m.

Minutes for
February 8, 2016
Regular Meeting
Mtn #16-04-022

Moved by Member Bud James to approve the minutes of the regular meeting held February 8, 2016 as presented.

CARRIED

Minutes for March
14, 2016 Special
Meeting
Mtn #16-04-023

Moved by Member Gunnar Albrecht to approve the minutes of the special meeting held March 14, 2016 as presented.

CARRIED

Information
Mtn #16-04-024

Moved by Member James Robertson to accept all information items.

CARRIED

Review of Financial
Records
Mtn #16-04-025

Moved by Member Gunnar Albrecht to have Grant Thornton LLP review the 2015 financial records.

CARRIED

Regional SCADA
System Next Steps
Mtn #16-04-026

Moved by Member Shawn Higginson to defer the Regional SCADA System Next Steps to the CAO Group and Public Works operators for recommendations.

CARRIED

AUMA Call to
Action re: Grants
in Lieu of Taxes
Mtn #16-04-027

Moved by Member James Robertson to send a letter to Alberta Urban Municipalities Association in support of their continued lobbying of the Province of Alberta in regard to the loss of the Grants in Lieu of Taxes for Social Housing.

CARRIED

Round Table

Discussion was held as to having the CAOs explore how to implement the Infrastructure Assessment.
Discussion was also held as to re-applying for the Regional Economic Development Grant for the 2016/17 fiscal year.

Infrastructure
Assessment
Mtn #16-04-028

Moved by Member Shawn Higginson to have 13 Ways Inc. develop and Request for Quotes for the Regional Infrastructure Study.

CARRIED

Adjournment

As all agenda items had been completed, Chairman Bob Coutts declared the meeting adjourned at 9:30 p.m.

Chairperson

Coordinator

Collaboration Efforts Move Forward as Grant Funding Secured

April 12, 2016 - For immediate release

Phase Two of the Flagstaff Regional Governance Project is underway as the Province approved three separate grants for the Flagstaff Intermunicipal Partnership (FIP).

“This is great news for people in the region,” said Bob Coutts, Deputy Mayor of Forestburg and FIP Chair. “This funding will allow us to develop home-grown, regional solutions to help ensure the sustainability of our communities.”

Between February and April, Alberta Municipal Affairs approved three grants that allow FIP to move forward with collaboration discussions:

- Develop a business case for collaboration options (\$150,000)
- Conduct an assessment of underground infrastructure (\$350,000)
- Hire a firm to help manage the project (\$40,000 grant plus an additional \$40,000 requisitioned from FIP members)

“Our communities are facing challenges that we haven’t faced in the past,” added Coutts. “Thinking and competing as a region makes us stronger and more likely to build and grow sustainable communities that have the services people want.”

Part of the project includes a robust public and community engagement strategy to ensure the voices and opinions of the region’s citizens are included in the research. More information on how people can engage in the process will be shared in the coming weeks, as details are finalized.

The Flagstaff Intermunicipal Partnership is a committee made up of representatives from all municipalities within the Flagstaff Region: Towns of Daysland, Hardisty, Killam and Sedgewick, the Villages of Alliance, Forestburg, Heisler and Loughheed and Flagstaff County.

The committee was established in 2003 to find local solutions for regional issues. Successful initiatives include: Regional Emergency Services Communications System; Regional SCADA System for Water Treatment Plants; Regional Assessment Review Board; and the Regional Subdivision and Development Appeal Board.

For more information, contact:

Bob Coutts
Chair, Flagstaff Intermunicipal Partnership
Email: couttshardware@persona.ca
Phone: 780-679-4721

Flagstaff Intermunicipal Partnership Committee

**Box 210
FORESTBURG, AB
T0B 1N0**

March 15, 2016

Flagstaff County; Village of Alliance; Town of Daysland; Village of Forestburg; Town of Hardisty;
Village of Heisler; Town of Killam; Village of Loughheed; Town of Sedgewick

Dear Sirs:

Re: Funding for Phase II of Regional Governance Project

During the special meeting of FIP held March 14, 2016, 13 Ways Inc. was retained as the consultant to carry out Phase II of the Regional Governance Project at a cost of \$258,750 plus disbursements. A further motion was made in regard to funding for Phase II of the Regional Governance Project.

As you are aware, Forestburg applied for two grants for this phase of the project. We have received notification of the approval of the \$40,000 ACP grant, but are still awaiting notification of the \$150,000 Municipal Restructuring Grant. We will be utilizing \$80,000 from FIP reserves to fund the matching component for the ACP grant and to cover the overage for the project costs.

We are expecting good news in relation to this application; however, in order to ensure that this project continues to move forward a motion was made to request that member municipalities be prepared to fund the remaining \$150,000 for the project through a special requisition:

	<u>Total Equalized Assessment</u>	<u>Requisition</u>
Alliance	\$ 7,857,669	\$ 996.72
Daysland	\$ 63,509,070	\$ 8,055.96
Flagstaff	\$ 775,347,058	\$ 98,350.76
Forestburg	\$ 64,887,195	\$ 8,230.77
Hardisty	\$ 77,775,248	\$ 9,865.59
Heisler	\$ 7,035,693	\$ 892.46
Killam	\$ 91,546,039	\$ 11,612.38
Loughheed	\$ 15,989,234	\$ 2,028.19
Sedgewick	\$ 78,576,080	\$ 9,967.17
	<u>\$ 1,182,523,286</u>	<u>\$ 150,000.00</u>

We are requesting that each municipality approve the above requisition, in the event that the \$150,000 Municipal Restructuring Grant is not forthcoming. Please remember that this requisition would only be triggered in the event that we do not receive the grant.

If you have any questions regarding the above, please do not hesitate to contact the undersigned at cao@forestburg.ca or 780-582-3668.

Yours truly;

A handwritten signature in blue ink, appearing to read "Debra A. Moffatt".

Debra A. Moffatt, CAO
Managing Partner
Flagstaff Intermunicipal Partnership



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Lesser Slave Lake*

AR83591

MAR 04 2016

His Worship Peter Miller
Mayor, Village of Forestburg
PO Box 210
Forestburg AB T0B 1N0

Dear Mayor Miller,

Thank you for your municipality's application for a grant under the Municipal Restructuring component of the 2015/16 Alberta Community Partnership (ACP) program. I am pleased to inform you that the Village of Forestburg has been approved for a grant of \$150,000 in support of your project: Develop Business Case for Regional Governance.

The conditional grant agreement will be mailed to your Chief Administrative Officer shortly to obtain the appropriate signatures.

For any project that may merit enhanced public recognition, please contact Municipal Affairs Communications, toll-free at 310-0000, then 780-427-8862, or at acp.grants@gov.ab.ca. Staff will be happy to discuss specific communication activities to highlight the project, as outlined in the ACP guidelines.

I wish you every success in your efforts and look forward to seeing the results of the regional governance study.

Sincerely,

Hon. Danielle Larivee
Minister of Municipal Affairs



cc: Debra Moffatt
Chief Administrative Officer, Village of Forestburg

A Municipal Emergency Plan meeting was held in the Council Chambers of the Sedgewick Town Office, Sedgewick, Alberta on Tuesday, April 12th, 2016 at 3:00 pm.

Present	Ian Malcolm	DEM
	Richard DeBock	DDEM
	Lynnette Imlah	DSS
	Maxine Steil	Administrative Assistant

Call to Order The meeting was called to order at 3:00 PM.

Meeting Notes Meeting notes from January 12th, 2016 were reviewed and accepted by the committee.

DEM Report The Director of Emergency Management (DEM) report was reviewed.

Matters Arising: I. Malcolm, DEM and R. DeBock, DDEM were encouraged to complete the ICS 200 training. Administration will research availability of courses.

Administration Report The Administration Report ending April 12th, 2016 was reviewed.

Matters Arising: Contact was made with K. Horon, Alberta Health Services (AHS) to define their roll in a disaster. AHS is listed on the fan out of the hospitals and emergency services and would be called to assist. We will not include AHS on our fan out list to eliminate multiple calls from different organizations which would only create confusion.

New Business

EOC Facility A draft outline of the Town Office which is the designated Emergency Operation Centre (EOC) was presented for review. The document was prepared as a tool to eliminate confusion in the event of an emergency. The EOC outline will become a permanent part of the Municipal Emergency Plan (MEP).

The Committee requested that Administration confirm whether Flagstaff County Office could be used as an alternate EOC should the Town Office not be a suitable location for a large scale emergency.

Training A discussion ensued regarding training options for 2016. The committee has determined that a tabletop exercise later in the year would be best suited for our current budget and needs. Administration will continue to research grant funding for future training opportunities in 2017.

The committee will research the Alberta Emergency Management Association (AEMA) for tabletop exercise plans and other available resources.

Reception Centre Kit A review of the contents of the emergency Reception Kit resulted in the following items requiring replacement due to expiry or deterioration:

- Eight (8) C Cell batteries
- Assorted rubber bands
- Wax/Felt markers (red and black)

Administration will research the integrity of water purification tablets and if they lose effectiveness after time.

The committee suggested alternate storage for the Reception Centre Kit due to the difficulty in maneuvering. It was suggested that any components that may require replacement be kept separate from the other contents.

Round Table Discussion ensued. A complete review of the MEP will be completed by the committee over the next few meetings to ensure all information remains current.

Meeting dates were discussed, with the possibility of rescheduling the October 2016 meeting due to committee member availability. Rescheduling will be discussed at the next meeting.

Next Meeting The next meeting is scheduled for July 12th, 2016 at 3:00 PM in the Town Office.

Adjournment Meeting adjourned at 4:00 PM.

Council Action Items

10-Mar-16

	For	Item	Action Taken	Date Completed
1	Amanda	Letter to RPAP re: supporting their program.	Letter drafted for Mayors signature.	11-Mar-16
2	Maxine	Obtain info from Barb McConnell re: Mother Goose Program and advertise accordingly.	Letter drafted to obtain info and promote.	11-Mar-16
3	Amanda	Letter to Rec Board re: appointment of A. Hampshire.	Complete and sent.cc.d to GS	11-Mar-16
4	Amanda	Letter to FRSWMA re: address of transfer sites.	Letter complete and sent. Cc'd to SH.	11-Mar-16
5	Maxine	Provide informative information re: controlling the cat - talk to vet clinic and include prices for spay/nuetering in upcoming newsletters.	Obtained pricing from vet clinic and nuisance animal bylaw from Hardisty	21-Mar-16
6	Amanda	Provide notice to WCPA to get out of planning contract. Sign agreement with MPS and notify unsuccessful bidders.	Responded to all parties via email.	11-Mar-16
7	Amanda	Finalize Peace Officer Services Agreement with FC.	Complete and sent to FC	11-Mar-16
8	Amanda	Sign off on DGE proposals for the GIS program and complete necessary reporting for grants.	Complete and emailed.	11-Mar-16
9	Amanda	Finalize walking trail bids and set up first pre meeting.	Complete - all parties notified. Kick off meeting for Mar. 18	11-Mar-16
10	Amanda	Finalize 1/2 day strategic planning session for June 3	Emailed dates and time to council.	11-Mar-16
11	Maxine	Update the April 21 council meeting time change accordingly.	Website and info board updated	11-Mar-16

12	Maxine	Post Supports for the Journey on website, copies for front counter and put updates in newsletter.	Copies to Seniors Ctr., Website and front info center	11-Mar-16
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Open Discussion

Topic: 2016 Budget - Revised
Initiated by: Administration
Prepared by: Amanda Davis
Attachments: 2016 Municipal Budget

Council approved nearly \$70,000 worth of increases in 2015 for the 2016 operating budget; administration was directed to bring forth a budget with a maximum increase of 2.00% being \$16,646. This means approximately \$53,000 had to be cut from existing programs.

Since the budget was approved additional expenses have come forth that are beyond our control; insurance adjustments, power distribution etc.

To hold the final budget at 2.00% I have had to defer \$16,861 worth of operational expenses. I propose that these projected be funded by MSI Operating.

1. Flagstaff Intermunicipal Partnership (FIP) requisition \$10,000
2. Community Resource Officer requisition \$5,145
3. Community Peace Officer Program (3 months) \$1,716

In addition due to the extended signing of the Fire Services Agreement the town will only be receiving 75% of the \$10,000 housing grant and 75% of the shared operating expenses. This results in a projected loss of approximately \$10,913 in revenue. The Town is responsible to cover this cost as it reflects true operating expenses within the Fire Department.

In the past the Town has allocated 100% of the \$10,000 housing grant into a fire truck replacement reserve. Considering the Town will only be eligible for 75% of the housing grant in 2016 I have reduced the transfer to reserves for fire truck replacement by \$2,500. This reserve transfer will be adjusted in 2017 back to 100%.

2016 Provincial Transfer Payments:

The 2016 provincial budget was released; grant programs have been cut. This impacts the town as displayed below.

	MSI Capital	MSI Operating	BMTG
2016	\$227,113	\$53,213	\$51,420
2015	\$287,635	\$59,109	\$51,420
Difference:	-\$60,522	-\$5,986	-

Minimum Tax:

The auditor raised a concern on how the town charges minimum tax. His interpretation of legislation is that only one level of minimum tax can be levied; he received written confirmation by a Alberta Municipal Affairs Financial Advisor.

I on the other hand have been advised that multiple levels on minimum tax are acceptable under our current legislation. This was also confirmed by an Alberta Municipal Affairs Advisor.

This query has been forwarded to our legal counsel for comment. Depending on S. Finlay's interpretation of the legislation the Town may have to adjust the way we charge minimum tax. Almost every municipality in Flagstaff County charges varying minimum municipal tax rates.

Discussion required:

I am unable to prepare mill rates until we receive confirmation on the intent of legislation from our legal counsel. A tax rate bylaw must be approved at the May 26th, 2016 council meeting as we are required to mail out tax notices on May 31st.

2015	Vacant	Tax Levy	Occupied	Tax Levy
Residential	\$700	\$13,192	\$1,000	\$48,363
Commercial	\$700	\$9,820	\$1,000	\$12,201
Totals:		\$23,012		\$60,564

Upon receipt of this confirmation I will be preparing mill rates and will need to know how Council wants to address the minimum tax levy. Do you want to increase vacant and decrease occupied? Do you want to decrease occupied? What is fair to the residents of Sedgewick?

Assessment Summary:

Assessment Summary	2015	2014
Farm	10,590	10,590
Residential – T2	72,386,360	69,396,570
Residential – Vacant	314,480	284,150
Main Line ROW	41,170	39,130
Commercial – T1	7,149,450	7,107,840
Commercial Vacant	115,910	115,910
Industrial – T1	7,937,570	5,554,890
Industrial Vacant	451,180	526,560
Totals:	88,406,710	83,035,640

Difference: \$5,371,070 = 6.47% increase in assessment (less linear)

**Town of Sedgewick
2016 Approved Budget**

Overall Municipal Budget:

Revenues:	2016 Budget
Minimum Tax Levy	
AB Education - Residential	
AB Education - Commercial	
Seniors Housing (FRHG)	19,255
Municipal Levy - Linear	
Municipal Levy - Residential	
Municipal Levy - Commercial	
Municipal Levy - Federal GIL	1,000
Tax Penalties	21,000
Fortis AB Franchise Fees	37,000
Dividend Income	5,000
Royalties Income	2,500
Total Revenue:	85,755
Requisitions:	
Planning Requisition	2,300
AB Education - Residential	
AB Education - Commercial	
Seniors Housing (FRHG)	19,255
Total Requisition Expenditures:	21,555
Net Surplus/(Deficit)	64,200
Expenditures:	
(11) Council	(47,000)
(12) Administration	(292,998)
(19) Legislative	(550)
(21) Police	-
(23) Fire	(49,921)
(24) Disaster Services	(1,500)
(26) Bylaw Enforcement	3,375
(32) Public Works	(345,949)
(37) Storm Sewer	(250)
(41) Water	(6,542)
(42) Sewer	75,468
(43) FRSWMA	-
(51) Social Services	(7,285)
(56) Cemetery	(800)
(61) Planning	(1,500)
(63) Economic Development	(20,295)
(66) Subdivision & Land Dev.	(750)
(72) Recreation	(196,629)
(74) Culture	(28,190)
(91) Natural Gas	72,469
Total Expenditures = taxes levied:	(848,847)
Net Surplus/(Deficit)	(827,292)

**Town of Sedgewick
2016 Approved Budget**

(11) Council

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
MSI Operating			6,000
	EOEP	4,000	
	Roles & Responsibilities	2,000	
Total Revenue:			6,000
Expenditures:		Descriptive Totals:	2016 Budget
Council - Employer Contrib.			600
Council Fees - Taxable			24,200
Council Fees - Non-Taxable			12,100
Travel & Subsistence			8,400
Council Supplies			200
Education			7,000
Insurance			500
Total Expenditures:			53,000
Net Surplus/(Deficit)			(47,000)

Town of Sedgewick
2016 Budget

(12) Administration

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
General Account Interest			20,500
Misc. Admin Revenue			3,500
Bldg/Land Rentals			9,400
	ATCO	500	
	Burlington Lease	2,400	
	Axia Supernet	3,000	
	Guhle Pasture Lease	3,500	
Machine Rental(Copies/Fax)			125
MSI Operating			21,280
	The Executive Program	11,000	
	Microsoft Word	2,100	
	GIS - Hard Copy Digitization	3,000	
	GIS Annual Fee	3,000	
	GIS Maintenance/AltaLis	2,180	
	GIS Upgrades Phase II		
MSI Capital			59,340
Transfer from Reserves	GIS Reserve		5,800
Total Revenue:			119,945
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Salaries - Fulltime			185,355
Salaries - Part Time			3,785
Salaries - Employer Contrib.			36,983
WCB			6,500
Travel & Subsistence			5,600
Education & Training			17,600
	The Executive Program (MSI Op)	11,000	
	Mircosoft Word (MSI Op)	2,100	
	SLGM Conference	550	
	LGAA Conference	450	
	Development	1,500	
	Admin Support	2,000	
	Health & Wellness		
Occup. Health & Safety			8,160
Freight			150
Postage			1,100
Telephone			5,280
Internet/Website Costs	Telus	4,080	
	CAO Contract Phone	1,200	
Advertising, Printing, Etc.	CCI Wireless	900	
	Email Accounts	75	
	Virtual 360		
Municipal Memberships	Marketing - Go East/ECR	1,500	
	CP - Sponsorship Ads	500	
	General Advertising	4,200	
	GIS - Hard Copy Digitization (MSI Op)	3,000	
	AUMA	1,850	
	AAMDC	250	
	FCM	260	
	CUETS CC	100	
	LGAA	170	
	CLGM	320	
	Marketing - Go East	350	
	Paymate	320	
	GIS Annual Fee (MSI Op)	3,000	
Audit Fees			9,200
Assessor			12,485
Legal & LTO			6,500
Bldgs. R&M			500
Equipment R&M			78,280
	Xerox photocopier	3,960	
	Munisoft Accounting	4,500	

**Town of Sedgewick
2016 Budget**

	Computer maint/upgrades	2,000	
	Misc.	500	
	GIS Maintenance/AltaLis (MSI Op.)	2,180	
	GIS Upgrades Phase I/II (MSI Cap/Res.)	65,140	
Insurance			8,300
Other Special/Prof. Services			0
Office Supplies			5,000
Janitorial Supplies			1,000
Electricity			2,200
Natural Gas			650
Other Expenses	Debit Machine		520
Contrib. to Office Equip. Reserves			1,000
Total Expenditures:			<u>412,943</u>
Net Surplus/(Deficit):			(292,998)

**Town of Sedgewick
2016 Approved Budget**

(19) Legislative

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
NIL			
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Election Officer Fees			400
Election Costs			150
Total Expenditures:			550
Net Surplus/(Deficit)			(550)

**Town of Sedgewick
2016 Approved Budget**

(21) Police Services

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
MSI Operating	Special Constable Contract (3 months)		1,716
Total Revenue:			1,716
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Special Constable Contract			1,716
Total Expenditures:			1,716
Net Surplus/(Deficit)			-

**Town of Sedgewick
2016 Budget**

(23) Fire

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Firefighting Revenues			7,680
County Housing Agreement	75% of Fees - April 1		7,500
County Operating Agreement	75% of Fees - April 1		19,455
MSI Operating			4,500
Donation/Misc. Revenues			
Other grants	BRCF		1,500
Total Revenue:			40,635
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Firefighter Fees			29,330
Employer Contributions			350
Subs., Mileage, Misc.			1,580
Education & Training			7,070
OH&S			2,750
Freight			200
Phones/Alarms, Etc			4,836
Internet			530
EMS Regional Dispatch			2,800
Building R&M			200
Machine R&M			1,750
Machine R&M - County			2,750
Insurance			3,460
Rescue Unit			2,400
General Goods & Services			12,250
Vehicle Fuel			750
Vehicle Fuel County			600
Electricity			3,400
Natural Gas			1,050
Contrib. to Cap.			
Contribution to Truck Cap. Reserve			7,500
Contrib. To Fire Building Reserves			5,000
Total Expenditures:			90,556
Net Surplus/(Deficit):			(49,921)

**Town of Sedgewick
2016 Approved Budget**

(24) Disaster Services

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
MSI Operating	Table Top Training		3,500
Transfer from Reserves			
Total Revenue:			3,500
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Employer Contributions			
Travel & Subsistence			
General Goods & Services			
Training/Education			5,000
	Remuneration	1,500	
	Training (MSI Op)	3,500	
Total Expenditures:			5,000
Net Surplus/(Deficit)			(1,500)

**Town of Sedgewick
2016 Approved Budget**

(26) Bylaw Enforcement

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Municipal BEO Fines			225
Permits			1,500
Hawkers/Peddler License			350
Animal Licenses			1,500
Total Revenue:			3,575
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Animal Control			200
BEO Contract			
Total Expenditures:			200
Net Surplus/(Deficit)			3,375

**Town of Sedgewick
2016 Budget**

(32) Public Works

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Misc. Revenues			500
Machine Rentals			4,000
Transfer from Equip Reserves			15,000
Transfer from Building Reserves			18,000
Total Revenue:			37,500
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Salaries			75,541
Salaries - part time			15,300
Salaries - Employer Contribution			17,753
Travel & Subsistence			3,500
Education & Training			3,800
Freight			800
Phones			3,780
Building R & M			19,000
Equipment R&M			19,800
Streets/Curbs/Sidewalks R&M			25,000
Misc. Supplies			7,000
Vehicle Fuel			7,000
Shop Tools			10,000
Electricity			1,000
Natural Gas			3,300
Street Lights			2,275
Equipment Purchases			56,100
Contribution to Capital - Truck			15,000
Contribution to Capital - Infrastructure			7,500
Contribution to Capital - Building			75,000
Contribution to Capital - Equipment			5,000
			10,000
Total Expenditures:			383,449
Net Surplus/(Deficit):			(345,949)

**Town of Sedgewick
2016 Approved Budget**

(37) Storm Sewer

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
NIL			
Total Revenue:			-
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Repair & Maintenance			250
Total Expenditures:			250
Net Surplus/(Deficit)			(250)

**Town of Sedgewick
2016 Budget**

(41) Water

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Sale of Water			106,000
Water Penalties			600
Bulk Water Revenues			2,500
Contribution to WIRF	453 accounts		61,500
Meter Replacement Fee	387 accounts		23,000
MSI Operating			
Transfer from Reserves			100,000
Total Revenue:			293,600
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Salaries	2 months wages		24,014
Salaries - Employer Costs			5,478
Freight			5,000
Telephone			800
Internet			600
Training and Education	ATAP Training		2,500
H2O Meter Reading Fees			3,900
Bldg. R&M			1,000
Equipment R&M			135,000
	Valve stock	3,000	
	Electrical maintenance	8,000	
	UV system maintenance	6,000	
	System leaks	5,000	
	Well Maintenance	8,000	
	General R&M	5,000	
	Generator Upgrades	100,000	
Insurance			4,050
General Goods & Services			8,000
Chemicals			9,000
Electricity			15,000
Natural Gas			1,300
Transfer to Cap. Res. MRF			23,000
Transfer to Cap. Res. WIRF			61,500
Amortization			
Total Expenditures:			300,142
Net Surplus/(Deficit):			(6,542)

**Town of Sedgewick
2016 Budget**

(42) Sewer

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Sanitary Sewer Fees			120,000
Sanitary Sewer Penalties			400
Misc. Revenue			
Contribution to IRF			51,700
Transfer from Reserves			110,000
Total Revenue:			282,100
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Salaries			24,024
Salaries - Employer Costs			5,478
Freight			
Telephone			1,650
Building R&M			500
Equipment R&M			7,500
	Service lines - Top Gun	5,000	
	General	2,500	
Sewage Lagoon Upgrades			110,000
Insurance			1,000
Misc. Supplies			500
Electricity			3,650
Natural Gas			630
Amortization			
Transfer to Infrac. Reserves (SIRF)			51,700
Total Expenditures:			206,632
Net Surplus/(Deficit):			75,468

**Town of Sedgewick
2016 Budget**

(43) Waste

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Solid Waste Fees			139,035
Solid Waste Penalties			500
Misc. Revenue			100
Total Revenue:			139,635
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
FRSWMA Requisition			134,230
General Goods & Services			1,500
Waste Reserve			3,905
Total Expenditures:			139,635
Net Surplus/(Deficit):			-

**Town of Sedgewick
2016 Budget**

(51) Social Services

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
MSI Operating	CRO Program		5,145
Total Revenue:			5,145
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
FFCS Requisition			7,285
Community Resource Officer	MSI Operating		5,145
Total Expenditures:			12,430
Net Surplus/(Deficit):			(7,285)

**Town of Sedgewick
2016 Budget**

(56) Cemetery

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Plot Sales			600
Memorial Book Sales			100
Misc. Revenues			500
Total Revenue:			1,200
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
General R & M			500
General Goods & Services			500
Contribution to Capital			1,000
Total Expenditures:			2,000
Net Surplus/(Deficit):			(800)

**Town of Sedgewick
2016 Budget**

(61) Planning

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
MSI Operating			3,200
Total Revenue:			3,200
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Municipal Planning	IDP Review - MSI Op		3,200
LARB & CARB Fees			1,500
Total Expenditures:			4,700
Net Surplus/(Deficit):			(1,500)

**Town of Sedgewick
2016 Budget**

(63) Economic Development

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
MSI Operating			36,500
	Website Redevelopment	17,000	
	Regional Gov. Study	9,150	
	FIP Requisition	10,000	
Federal Grant - Heritage Canada	Fireworks		2,000
Total Revenue:			38,500
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
BRAED Membership			645
FIP Membership			19,150
	FIP - MSI Op	6,700	
	Add.'l FIP Projects - MSI Op	3,300	
	Regional Gov. Study - MSI Op	9,150	
General Goods & Services			39,000
	Main Entrance	20,000	
	Promotional Items	2,000	
	Website Redevelopment MSI Op	17,000	
Total Expenditures:			58,795
Net Surplus/(Deficit):			(20,295)

**Town of Sedgewick
2016 Budget**

(66) Subdivision & Land Development

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Sale of Land			
Misc. Revenues			
Total Revenue:			-
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
General Goods & Services			750
Total Expenditures:			750
Net Surplus/(Deficit):			(750)

**Town of Sedgewick
2016 Budget**

(72) Recreation

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Recreation Land Rentals			500
MSI Operating	Walking Trail Engineering		15,000
Trasfer from Reserves	Walking Trail Project		253,000
Total Revenue:			268,500
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Salaires - Full time			24,054
Salaries - Part time			27,622
Salaries - Employer contrib.			7,053
Advertising & Promotion			
Equipment R&M			500
Building R&M			500
Park Improvements			270,000
	Walking Trail - Engineering	15,000	
	Walking Trail - Construction	253,000	
	Town flowers	1,500	
	Misc.	500	
Insurance			18,100
General Goods & Services			500
Electricity			3,300
Water - Rec Centre			3,000
Contribution to Capital - Rec Centre			10,000
Contribution to Capital - Rec Reserves			84,500
Operating Grant - Ag Society			500
Operating Grant - Rec Centre			15,500
Total Expenditures:			465,129
Net Surplus/(Deficit):			(196,629)

**Town of Sedgewick
2016 Budget**

(74) Culture

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Total Revenue:			-
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Insurance			4,000
Annual Operating Grant - Hall			6,000
Annual Operating Grant - Library			6,550
PRL Requisition			6,640
Trasfer to Reserves			5,000
Total Expenditures:			28,190
Net Surplus/(Deficit):			(28,190)

**Town of Sedgewick
2016 Budget**

(91) Natural Gas System

Revenues:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Sale of Gas			361,250
Gas Service Charges			103,680
Transfer to Reserves			11,520
Municipal Facilities - Tax Revenue			6,000
Gas Penalties			2,000
Cas Install/Misc. Revenues			3,000
Total Revenue:			487,450
Expenditures:	Descriptive Breakdown:	Descriptive Totals:	2016 Budget
Salaries			15,872
Salaries - Employer Contrib.			3,529
Freight			300
Postage			6,500
Advertising/Printing			400
Gas System R&M			21,350
Machine R&M			4,000
New Install Costs			3,000
Taxes			8,700
SKNGS Admin Costs			72,250
General Goods & Services			500
Gas Purchase for Resale			255,000
Natural Gas - Rate Station			540
SKNGS Surcharge/Reserve Fund			23,040
Amortization			
Total Expenditures:			414,981
Net Surplus/(Deficit):			72,469

Request for Decision (RFD)

Topic: Special Council Meeting
Initiated by: Administration
Prepared by: Amanda Davis
Attachments: n/a

Recommendations:

That a special council meeting be held on May 9th, 2016 at _____ with the intent of awarding the Walking Trail Expansion Project Tender.

Background:

A special meeting of council is required to awards the Walking Trail Expansion Project Tender. The tender closes on May 3rd. Associated Engineering and I will be assessing the bids and making a recommendation to council to award the project.

To stay within our targets we've identified an award date of May 9th, 2016. Unless there is anything controversial the meeting should not exceed thirty minutes.

Request for Decision (RFD)

Topic: Tax Recovery – Plan 3825P; Block 8; Lot 6
Initiated by: Municipal Government Act (MGA), R.S.A. 2000
Prepared by: Amanda Davis
Attachments: 1. Proposal for Tax Payment Agreement - Request

Recommendations:

That pursuant to Section 418.4 of the MGA that the municipality not enter into a Tax Payment Agreement with the landowner of Plan 3825P; Block 8; Lot 6 and further that administration continue with the Tax Recovery process.

Background:

Every landowner is responsible to remit property tax as levied by the municipality annually. Property tax is collected to cover the expense of operating a municipality.

When a landowner's property tax is in arrears for two years the municipality may begin to take action to recover arrears pursuant to Division 8 of the MGA.

Current:

Plan 3825P; Block 8; Lot 6 is subject for tax sale in 2016. This means that the property's has arrears exceeding two years.

One of two things must happen:

1. (S. 418) Offer the parcel of land for sale at a public auction OR
2. (S. 418.4) Enter into a Tax Payment Agreement with the land owners

The owner of Plan 3825P; Block 8; Lot 6 has prepared a letter requesting the municipality enter into a Tax Payment Agreement.

Section 418.4 states:

- "The municipality may enter into an agreement with the owner of a parcel of land shown on its tax arrears list providing for the payment of the tax arrears over a period not exceeding 3 years, and in that event the parcel need not be offered for sale under subsection (1) until
 - a) The agreement has expired, or
 - b) The owner of the parcel breaches the agreement, whichever comes first. "

Understanding Penalties and Charges Against the Tax Roll:

There are certain items that can be charged against a tax roll (parcel of land). Below is a brief list of items that could impact the tax roll:

- Transfer of municipal utility charges (ie. gas, garbage, sewer, water) if bills are unpaid;
- Costs associated with registered mail charges;
- Costs associated with Clean Up and or Stop Orders.

Penalties are levied against the tax roll twice annually:

1. Property taxes are due payable by July 31st annually. If the property tax is not paid by July 31st a 10% penalty is levied on August 1st on the *current* year's property tax only.
2. An 18% penalty is applied against the tax roll on December 31st annually to all outstanding balances.

Items for Consideration:

Prior to making a decision as to whether or not Council accepts/declines to enter into a Tax Payment Agreement the following should be contemplated:

1. Has the landowner made any efforts to clear up outstanding debt with the municipality prior to the property be placed on tax sale?
2. Is the landowner abiding to the rules and regulations of the municipality ie. Land Use Bylaw, Unsightly Premises Bylaw etc.?
3. Has the municipality given the landowner every opportunity to help clear up debt?
4. Is the request to enter into an agreement reasonable?
5. Do you as an individual understand the tax recovery process? Have you evaluated tax arrears? Do you understand that every other landowner within the municipality is liable to carry the debt until it is paid back to the municipality?
6. What should you ask to better understand the tax recovery process?

Should Council choose to enter an agreement the municipality must estimate three additional years' property taxes as this balance has to be worked into the monthly installments.

If no additional charges were applied against this tax roll for three years it would cost the landowner \$560/month for 36 months totaling \$20,160.00. This calculation takes into account an estimated three years property tax as well as appropriate penalties as explained above.

RECEIVED

APR 14 2016

[REDACTED]
[REDACTED]
Sedgewick, AB T0B 4C0

April 14, 2016

CAO Town of Sedgewick &
Sedgewick Town Council
Box 129
Sedgewick, AB T0B 4C0

Re: PROPOSAL FOR TAX PAYMENT AGREEMENT

To: Amanda Davis & Sedgewick Town Council

I would like to make a request to get approval from the Town Council to enter into a tax payment agreement plan to pay back my property taxes that are in arrears and clean-up costs I incurred in 2015.

Over the last 7 years my life has changed considerably.

- In 2009 I was diagnosed with Prostate Cancer. I went for treatment.
- My wife went to Long term care in Killam in 2013.
- In December of 2015, I became the victim of fraud. I lost a lot of money because of this, which caused financial hardship for me. I have been trying to catch up, therefore, my utilities are behind. The RCMP have documentation that this occurred. This matter is going before the courts.
- In January 2016, I was again diagnosed with Bone/Lymph Node cancer. I need 25 treatments of chemotherapy in Camrose/Edmonton. I have completed 3 already.

Recently, I have started asking for help. I am seeing Donna Tindall, the Independent Living Supports Worker, for Canadian Mental Health Association, who is trying to assist me to get my affairs in order.

I agree to clean up my property to a satisfactory condition to ensure no additional clean-up costs are incurred. I will check my mail regularly, and deal with matters immediately. Having support will help me live independently in the community.

I can assure you that I can pay the monthly payments if you will accept my proposal for a tax payment agreement. Every month, my pension, from when I worked for Flagstaff County is deposited into my account. I will have the payments to the town automatically debited from the ATB in Killam, Alberta. Please see the attachment enclosed. However, is it possible that the penalties that are charged August 1st and December 31st annually be waived? Due to these extra charges, while I am making monthly payments, it maybe difficult financially. Could we negotiate something so it is less of a hardship to accumulate these penalty charges?

Also, I am working on monies coming to me to assist with paying off my 2 utility bills that are in arrears of \$340.99. I am also looking at additional funds that will cover the expenses due to the cost of travel for my cancer treatment.

I will be homeless, if I lose my home and property. This is the home that I have had since 1983. Losing my home would be devastating, and more so while I am ill with terminal cancer. I don't have anywhere else to live. I would have to get rid of my pets as well. They are my only family, and my wife comes home on weekends to see them. It would be devastating to her as well.

Please consider my request to enter into a tax payment agreement with the Town of Sedgewick. I hope you will find it in your hearts to help me. Thank you for your consideration on this matter.

Sincerely,

A large black rectangular redaction box covering the signature area.

Attachment

Request for Decision (RFD)

Topic: Public Works – Mower Replacement
Initiated by: Council; 2016 Budget
Prepared by: Amanda Davis
Attachments: 1. Quote from Selmac Sales
2. Quote from John Deere
3. Evaluation Form – April 20th, 2016

Recommendations:

That based on the information presented that the Town accept Quote 11784778 from John Deere (JD) for the purchase of a JD Z970R Commercial ZTrak mower.

Background:

As per the 2016 municipal budget an amount was allocated as a transfer from reserves for the purchase of a new riding mower for the public works department.

\$15,000 was allocated towards this asset.

Two quotes have been obtained:

Agriterra – Loughheed:

- 2016 (new) Cub Cadet LZ 60 \$10,699



John Deere – Killam:

- 2015 (new) John Deere Z970R Commercial ZTrak \$13,900



Evaluation assessment attached.



AGRITERRA EQUIPMENT
52nd Street, Hwy 13, Loughheed, AB

April 20, 2016

Town Of Sedgewick
Box 129
Sedgewick, Alberta
T0B4C0

Dear Town Of Sedgewick

Quote # #N/A

We are pleased to offer the following equipment for your consideration:

1 - New Cub Cadet Tank LZ60 s/n

\$10,699.00

Subtotal

\$10,699.00

TOTAL

\$10,699.00

plus taxes if applicable

Tire Levy and GST not included

Yours truly,

A handwritten signature in black ink, appearing to read 'Niehaus', is written over a horizontal line.

Angela Niehaus
780-386-3755



JOHN DEERE

Printed on 11/16

Quote Summary

Prepared For:

Town Of Sedgewick
Po Box 129
Sedgewick, AB T0B4C0
Business: 780-384-3504

Prepared By:

Wade Bonnett
5907 51st Avenue
Killam, AB T0B2L0
Phone: 780-385-3993
Mobile: 780-385-4950
wbonnett@briltd.com

Quote ID: 11784778
Created On: 13 July 2015
Last Modified On: 13 July 2015
Expiration Date: 31 July 2015

Equipment Summary	Suggested List	Selling Price	Qty	Extended
JOHN DEERE Z970R Commercial ZTrak	\$ 17,629.00	\$ 13,900.00 X	1 =	\$ 13,900.00
Equipment Total				\$ 13,900.00

Quote Summary

Equipment Total	\$ 13,900.00
Registration/Finance Fee	\$ 0.00
SubTotal	\$ 13,900.00
GST/HST	\$ 695.00
Total	\$ 14,595.00
Down Payment	(0.00)
Rental Applied	(0.00)
Balance Due	\$ 14,595.00

*Price confirmed by W. Bonnett
on April 18/16.*

Sales Person: X _____

Accepted By: X _____

Confidential

**JOHN DEERE**

Selling Equipment

Quote ID: 11784778

Customer: TOWN OF SEDGEWICK

JOHN DEERE Z970R Commercial ZTrak				
Hours:				
Stock Number:				
				Suggested List
				\$ 17,629.00
				Selling Price
				\$ 13,900.00
Code	Description	Qty	Unit	Extended
2211TC	Z970R Commercial ZTrak	1	\$ 17,397.00	\$ 17,397.00
Standard Options - Per Unit				
001A	United States and Canada	1	\$ 0.00	\$ 0.00
1037	24x12x12 Pneumatic Turf Tire for 72	1	\$ 0.00	\$ 0.00
1506	72 In. 7-Iron PRO Side Discharge Mower Deck	1	\$ 0.00	\$ 0.00
2001	Deluxe Comfort Seat with Armrests and Isolation	1	\$ 232.00	\$ 232.00
Standard Options Total				\$ 232.00
Suggested Price				\$ 17,629.00
Customer Discounts				
Customer Discounts Total			\$ -3,729.00	\$ -3,729.00
Total Selling Price				\$ 13,900.00

Town of Sedgewick - Public Works Mower Replacement - Evaluation
April 20, 2016

Grading System:	Score (%)	Agriterra	John Deere
Experience with equipment	20	10	20
Relationship with municipality previous assets/projects	25	15	25
Service options	35	25	33
Functionality and public reviews	15	9	13
Financial comparison	5	5	4
	100	64	95

Recommendation:

Based on the information presented it is recommended that we proceed with the purchase of the 2015 John Deere Z970R Commercial Ztrak in the amount of \$13,900 plus GSST.

Request for Decision (RFD)

Topic: Entrance Upgrades – Design Proposal
Initiated by: Strategic Plan
Prepared by: Amanda Davis
Attachments: russell and russell design studios

Recommendations:

That administration be directed to work with russell and russell design studios to develop an entry feature for the Town as described in the proposal dated April 17th, 2016.

Background:

Rebranding was identified as short term goal #4 within the Town's Strategic Plan. Three phases of this project are being worked on in 2016:

1. Development of a new municipal website
2. Municipal Signage
3. Entrance Upgrades (signage) at the intersection of highway 13 and secondary highway 869

Replacing the intersection signage has proven to be more detailed than originally anticipated; much of this is due to Alberta Transportation's regulations. We are unable to simply render a design in house, submit a development permit application and build accordingly.

Depending on the depth of the re-design Alberta Transportation may require the design be engineered as it is within their road allowance. This requirement is in place for a number of reasons, public safety being number one. When upgrading features we need to take into account break away bases in case of a collision, various height restrictions, visibility etc.

A project budget of \$20,000 was approved by council; this may not be a true reflection of costs upon further review and planning.

Current:

russell and russell designs and I held a preliminary meeting to discuss this project as per the proposal attached. To proceed and to capture a true cost of the project we need to begin with a design.

Step 1 – Hire a designer

Step 2 – Scope the project and design

Step 3 – Work with Alberta Transportation during the development permit application process

Step 4 – Tender the project

Step 5 – Award the project

Step 6 – Construction

Step 7 – Assess the final product

CAO Town of Sedgewick

From: alasdair russell <ar@russellandrussell.ca>
Sent: April-17-16 2:14 PM
To: amanda davis cao sedgewick
Subject: 793 sedgewick - fee proposal
Attachments: 793 sedgewick - entry feature fee proposal.pdf; _Certification_.htm

Importance: High

Amanda,

Many thanks for the additional info, very interesting reading. Here is our fee proposal based on our meeting and conversations. It is an estimate so if it takes us less time we will charge only for that time and if it looks like we will go over the estimate we will warn you and presumably explain where the extra time or complexity is coming from.

Due to the community buy-in that will be required we are assuming that we will have to provide multiple presentation packages for public review. I think the only thing I haven't included is a site visit, I don't mind coming up by any means and if you feel it becomes necessary I'd be happy to visit.

Many thanks for the opportunity, I look forward to hearing from you.

alasdair russell B.Des. (hons) M.Des.
russell and russell design studios
200 817 main street
canmore alberta t1w 2b3
403 678 3003 | www.russellandrussell.ca



**russell
and
russell**
design studios

#200 817 main street
canmore alberta t1w 2b3
info@russellandrussell.ca
403 678 3003

proposed

Sedgewick Entry Feature Design

Intersection of Highways 13 and 869
Sedgewick, AB

17 April 2016

Services Provided to:

Amanda Davis, CAO
Municipality of Sedgewick

**Description: Fee Proposal for Sedgewick Entry Feature
Design, Drawings and Coordination**

Concept Design

Client Meeting – 1 ½ hr.	\$180.00
Highway Code Review – 1 ¾ hrs.	\$210.00
Existing Feature Analysis – 4 hrs.	\$480.00
Concept Layout and Design – 6 hrs.	\$720.00
Conceptual 3D Models – 14 hrs. (@ \$80/hr.)	\$1120.00
Contract & General Administration, Emails and Telephone Calls – 2 hrs.	\$240.00
Subtotal	\$2,950.00

Design Development & Coordination

Client Conference Calls – 2 @ 1 ½ hrs.	\$360.00
Design Development & Landscape Design – 8 hrs.	\$960.00
3D Models & Preliminary Drawings – 14 hrs. (@ \$80/hr.)	\$1120.00
Contract & General Administration, Emails and Telephone Calls – 3 hrs.	\$360.00
Subtotal	\$2,800.00

Working Drawings

Client Conference Calls – 2 @ 1 ½ hrs.	\$360.00
Detailed Design – 4 hrs.	\$480.00
3D Models & Working Drawings – 24 hrs. (@ \$80/hr.)	\$1920.00
Contract & General Administration, Emails and Telephone Calls – 3 hrs.	\$360.00
Subtotal	\$3,120.00

Continued

Description: Fee Proposal for Sedgewick Entry Feature Design, Drawings and Coordination

Construction

Client Conference Calls – 2 @ 1 ½ hrs.	\$360.00
Clarifications – 4 hrs.	\$480.00
Additional Drawings – 4 hrs. (@ \$80/hr.)	\$320.00
Contract & General Administration, Emails and Telephone Calls – 3 hrs.	\$360.00
Subtotal	\$1,520.00

Subtotals

Concept Design Subtotal	\$2,950.00
Design Development & Coordination Subtotal	\$2,800.00
Working Drawings Subtotal	\$3,120.00
<u>Construction Subtotal</u>	<u>\$1,520.00</u>
Total Estimated Subdivision Design & Coordination	\$10,390.00

Not included; Disbursements, Structural Engineering, Electrical Engineering and Servicing, Geotechnical Engineering and Landscape Design.

All changes and additional work charged at hourly rates, see Schedule A, attached.

Flagstaff Regional Subdivision & Development Appeal Board

Box 210

Forestburg, AB T0B 1N0

(780)582-3668

March 8, 2016

To: Village of Alliance
Town of Daysland
Flagstaff County
Village of Forestburg
Town of Hardisty
Village of Heisler
Town of Killam
Village of Lougheed
Town of Sedgewick

Re: SDAB Board Member Appointments

It has come to my attention that the appointments for Linda Simpson and Trent Swainson have both expired. As both individuals have indicated they would be willing to continue as board members, I am requesting that each municipal council reappoint these individuals for an additional three (3) year term effective immediately.

Advertising for new board members has been sent out to the Community Press and at this point we only two active members as one member, Brenda McDermott, will be required to resign because she does not meet the eligibility criteria to sit on the board.

If anyone has any questions regarding these appointments, please do not hesitate to contact me.

Yours truly,



Debra Moffatt, Secretary



RECEIVED
MAR 17 2016

March 16, 2016

Town of Sedgewick
Box 129
Sedgewick, AB T0B 4C0

RE: 2016 Country Roots Tour

Dear: Town of Sedgewick

Flagstaff County is pleased to host the second annual Country Roots Tour. You will find enclosed in this package "Save the Date" cards for the event.

The day consists of touring agriculture and historic sites around the Flagstaff Region and ending the day with a meal featuring a "Made in Flagstaff" theme. This year the tour will be starting in the Village of Heisler and guests will be boarding the Friends of the Battle River Train to ride down to Alliance, where the day will be spent in the Village and around (the exact tour details are not confirmed yet), and then back to Heisler for a wonderful long table meal with entertainment. The entire day's happenings are covered in your ticket price. The ticket price includes your Train ride, bussing to venues, lunch and supper.

We will provide the exact tour details closer to the date when all is confirmed. Tickets go fast for this event as there is limited seating on the Train!

If you have any questions or would like to book your tickets please call Kellie at 780-384-4118.

Sincerely,

Jennifer Fossen
Economic Development Officer

Encl.

COUNTRY ROOTS TOUR

*Come & Explore
the Flagstaff
Region*

**Join us Friday August 19, 2016
For a full day celebration of Food,
Farms and History!**

The day includes:

- Tours of agriculture and historical sites
- Travel by bus to each location
- Lunch
- Supper and Evening entertainment



Flagstaff
region

\$50 full day before July 1

\$60 after July 1

\$30.00 supper only

**For more information and to book
tickets go to www.flagstaff.ab.ca**



March 15, 2016

Alberta Association of Municipal Districts and Counties (AAMDC)
c/o Matt Dow
2510 Sparrow Drive
Nisku, AB T9E 8N5

Dear Matt:

Re: Rural Physicians Action Plan Programs and Services Input

On March 14th, 2016, the Flagstaff Community Medical Recruitment and Retention Committee reviewed and discussed your questions regarding our municipalities association and value of the Rural Physician Action Plan (RPAP) programs and services.

The following responses were provided:

1. Does your municipality take part in doctor recruitment and retention either individually or in collaboration with other municipalities?

Our municipality works in collaboration with the municipalities throughout the region through the Flagstaff Community Medical Recruitment and Retention Committee. The committee represents all rural and urban residents within Flagstaff which consists of one representative from each town council with a hospital within their municipality, one representative from each healthcare facility (Daysland/Killam/Hardisty/Galahad), and one representative from Flagstaff County. The purpose of the committee is to ensure the long term viability of the recruitment and retention of medical professionals in the Flagstaff Community. This group is a standing committee that actively addresses the medical needs of the greater Flagstaff Community.

2. Does your municipality work directly or indirectly with the RPAP?

The committee works both directly and indirectly with the RPAP. In the past the RPAP has been very helpful in the development of our committee and has been successful in the recruitment and retention of physicians to our area. Some of the most valuable information received is at the annual conference through networking with other municipalities to recruit physicians to our area.

3. Attached is a list of RPAP initiatives. Which of these initiatives provide value to your municipality?

The programs that have been the most value to our communities are the Physician Locum Program, Preceptors Support, Rural Rotations - Medical Students and Resident Physicians, Medical Skills Weekend and the Rural Alberta Community Physician Attraction and Retention Conference.

4. Despite programs such as RPAP and others, what remain the greatest barriers to doctor recruitment and retention in your community or region?

Public awareness is a barrier in our community due to the lack of understanding from the citizens on the process and difficulties in the recruitment and retention of physicians to our communities. Additionally, the standards of practice between each province have been an issue as the standards in Alberta have led many physicians to locate to other provinces with more flexibility. The inconsistency of this standardization has been a significant barrier in this process. Prior to the RPAP, the process of the recruitment of physicians to rural areas was a great barrier as larger centers tended to attract the majority of physicians due to the differential treatment between rural and urban areas. Also, the competitive nature of the recruitment process was a barrier as municipalities within our area would compete financially to recruit physicians which created animosity among communities.

5. In your attraction and retention efforts, have you identified any possible efficiencies or redundancies in doctor attraction and retention programming or with the RPAP specifically?

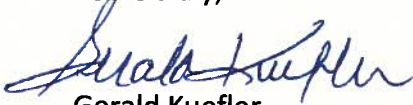
There are several programs and services implemented by the RPAP that the committee feels are of value to our communities; however, many are also duplications that are provided through other outlets. The RPAP has been efficient in the facilitation and placement of medical students and Family Medicine residents to our rural area. However, the recruitment of internationally trained physicians is a redundant program as Alberta Health Services (AHS) is the sole sponsor to attract these physicians to available posts in Alberta. Similarly, the posting of available positions on the RPAP jobsite is a duplicated program as this is also available through AHS. The professional development programs offered through the RPAP appears to be inefficient as the RPAP

does not have the ability to operate this program solely, therefore relying on the resources of academic institutions who already provide these courses. Locum services are very efficient and valuable as many of the physicians in our communities use this program and see the benefits of the service. The committee does not feel that there is value in the grants or sponsorships provided to rural medical students as this initiative has not been effective in attracting any physicians to our community. As well, the promotion of health care in Alberta nationally and provincially is a redundant program as AHS provides this as well.

We trust we have answered your questions sufficiently.

If you have any further questions, please contact the office.

Yours truly,

A handwritten signature in blue ink, appearing to read "Gerald Kuefler".

Gerald Kuefler
Reeve

/kk

cc. Towns and Villages
Rural Physician Action Plan
Alberta Urban Municipalities Association



ALBERTA

*Deputy Premier
Minister of Health
MLA, Edmonton - Glenora*

AR 135519

MAR 31 2016

Wes Taylor
MLA, Battle River-Wainwright
5 Floor, Federal Building
9820 - 107 Street
Edmonton, Alberta
T5K 1E4

Dear MLA Taylor:

Thank you for your letter of March 18, 2016, regarding Alberta Health's review of the Alberta Rural Physician Action Plan (RPAP). Your input is welcome and has been shared with officials in the Ministry of Health for consideration as part of this process.

Our Government takes its duty to be a responsible steward of public money very seriously. As RPAP's regular funding cycle comes to a close at the end of March, we are taking this opportunity to review the objectives and outcomes of the program to ensure Albertans are getting the best possible results for their investment.

I recognize the challenges that communities in rural Alberta face in attracting and retaining health professionals. I also recognize the value of the work undertaken by RPAP in its almost 25 years of existence. I am pleased that in 2015/2016 Alberta Health invested more than \$105 million in rural initiatives and programs to support this work, including \$10 million to fund RPAP.

I assure you that RPAP will continue to exist. Our Government has continued funding at the current level until the fall, while we explore how best to use the resources we have to ensure physicians and other health care professionals are available throughout Alberta. I look forward to sharing the results of this review and continuing to work with RPAP and communities in rural Alberta to make sure Albertans get the right care, from the right provider, in the right place, at the right time.

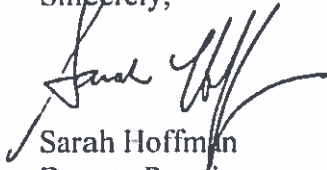
If you wish to discuss this further, you may contact Michele Evans, Acting Assistant Deputy Minister, Professional Services and Health Benefits, Alberta Health. Ms. Evans can be reached at michele.evans@gov.ab.ca or 780-427-8019.

.../2

Wes Taylor
Page 2

Thank you again for writing.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sarah Hoffman', with a stylized flourish extending from the end.

Sarah Hoffman
Deputy Premier
Minister of Health

cc: Michele Evans
Acting Assistant Deputy Minister, Professional Services and Health Benefits
Alberta Health

CAO Town of Sedgewick

From: Sue Bohaichuk <SBohaichuk@auma.ca>
Sent: March-21-16 7:25 AM
To: Undisclosed recipients:
Subject: Local Advocacy on the Province's Decision to Eliminate Grants in Lieu of Taxes for Social Housing
Attachments: Local Advocacy on Grants in Lieu of Taxes.docx; _Certification_.htm

During last week's Mayors Caucus, members expressed frustration with Minister Sigurdson's statement that the province does not intend to reinstate the \$15 million grant in lieu of taxes (GILT) for social housing units.

The province's decision is particularly disappointing given AUMA's extensive advocacy through our news release following Budget 2015 and our numerous meetings and correspondence with the ministry over the fall and winter period. Despite this advocacy by AUMA and letters from several municipalities to the Minister, it is clear that the government does not understand the impact of this downloading of costs.

The province's position is that they removed this funding in order to protect funding relating to the modernization of lodges. However, this is not related as the GILT is an operating expense and the lodge modernization is capital. It is therefore likely that the government is not reinstating because they don't see it as a priority compared to other operating expenses.

While AUMA will continue to advocate on your behalf, we encourage you to take action at a local level. We have enclosed advocacy materials that you can customize to reflect the impact on your municipality. The materials consist of an op ed for a local media article; a letter from your Council to the Minister with copies to the Premier and other affected Ministers; and key messages for dialogue with your MLA. As well, you can use excerpts from these materials for social media. We hope you will find this range of resources to be useful and you can employ as you deem appropriate.

Given the provincial budget is fast approaching on April 14, we encourage you to begin your advocacy as soon as possible.



**Sue Bohaichuk CPA, CMA; ICD. D
CEO**

D: 780.409.4312

C: 587.987.7206

E: sbohaichuk@auma.ca

Alberta Municipal Place
300-8616 51 Ave Edmonton, AB T6E 6E6
Phone: 780.433.4431 Toll-free: 310-AUMA
Fax: 1.780-433-4454
www.auma.ca

www.amsc.ca



Template for Op-ed in Local Newspaper

Provincial Government Walks Away From Commitment to Fund Social Housing

In 2015, the Government of Alberta unexpectedly eliminated the grants in place of taxes funding for seniors' apartments and social housing units operated by public housing management bodies. This means that the government has downloaded to municipalities over \$15 million in costs to support over 25,000 social housing units. The xxx's (insert name of municipality) share of these costs is \$xxx (insert amount of your last GILT funding).

Our municipality had been receiving this funding since xxx (insert the year that GILT funding began for your municipality) as it was to cover the xxx, xxx and xxx services (insert types of services provided by your municipality) provided to the xxx (insert your number of units) social housing units in our community.

Our Council believes that the Government of Alberta should continue to be responsible for paying these costs, similar to how all other property owners must pay for their share of municipal infrastructure and services.

If the government does not pay for these costs, we will either need to allocate this amount to you as the other property owners which would mean a xxx (insert rate) per cent increase in property taxes or we will need to reduce services in other areas. Neither option is fair to you as our residents.

We therefore urge you to contact MLA xxx at xxx (insert MLA name and email) and the Minister of Seniors and Housing at seniors.minister@gov.ab.ca and urge them to reinstate the grant in lieu of tax so that the costs of \$xxx (insert amount of GILT) are not downloaded on our community and our property tax payers.

Mayor xxx (insert name)

Name of Municipality

Letter to Minister of Seniors and Housing

Honourable Lori Sigurdson
Minister of Seniors and Housing
404 Legislature Building
10800 - 97 Avenue
Edmonton, AB T5K 2B6

Insert Date

Dear Minister Sigurdson:

Our Council is very concerned that your ministry does not intend to reinstate the Grants in Place of Taxes for 25,000 housing units operated by public housing management bodies across our province. The elimination of this grant was made without consultation or prior communication with municipalities and impacts **xxxx (insert number)** of units in our municipality.

This downloading of costs on municipalities is not appropriate. These properties receive municipal services like every other property in **xxxx (insert community)**, and as the key property owner, the Government of Alberta should be responsible for paying the same taxes that all other property owners pay in order for this essential infrastructure and services to be provided.

The removal of this funding means our municipality must increase property taxes for all other property owners by **xxxx (insert percentage)** to cover the **xxxx (insert dollars)** of costs that have been downloaded onto the rest of our community's property taxpayers.

Our Council supports AUMA's request to legislate these grants under the Alberta Housing Act by amending section 27(1) by taking the word "may" out of the clause and replacing it with "shall" and by deleting section 27(2).

We hope that you will reconsider this matter and reinstate funding through Budget 2016.

Sincerely,

Mayor xxxx

Name of Municipality

cc: Honourable Rachel Notley, Premier
Cabinet

Name of Local MLA, MLA for xxxx (insert electoral division)

Lisa Holmes, AUMA President

Key Messages for Discussion with MLAs

- Our Council is concerned that your government is no longer paying the \$15 million for taxes associated with 25,000 social housing properties across this province.
- This longstanding funding was provided as a grant in lieu of taxes in recognition that these housing units draw on the same municipal infrastructure and services as other properties.
- It is not appropriate for the province to walk away from its tax responsibilities and to download these costs on municipalities.
- This download translates to a financial burden of \$xxx (insert amount of last GILT) DOLLARS for our municipality, comprising xxx (insert number of units) social housing units.
- We would need to increase our property taxes by xxx (insert percent) per cent if other property owners have to pick up these costs.
- As this is not fair, we are instead calling on your government to reinstate the grant through Budget 2016.
- As well, we are calling for the grant to be embedded as a mandatory program in the Alberta Housing Act.

Mike LoVecchio

From: Mike LoVecchio
Sent: Friday, March 18, 2016 1:57 PM
To: 'probinson@sedgewick.ca'
Subject: Letter from Canadian Pacific - Rail Safety Week - April 25 to May 1



Mike LoVecchio
Director
Government Affairs

General Yard Office
1670 Lougheed Highway
Port Coquitlam BC
Canada V3B 5C8

T 778-772-9636
mike_lovecchio@cp.ca

March 18, 2016

Mayor Perry Robinson and Council
Town of Sedgewick
PO Box 129
Sedgewick AB T0B 4C0

via email: probinson@sedgewick.ca

Dear Mayor Robinson:

Canadian Pacific (CP) and the Canadian Pacific Police Service (CPPS) will be educating the public during this year's Rail Safety Week about safety in and around railway property.

From April 25 through May 1, CP and CPPS will conduct rail safety blitzes in communities across our network – from Montreal to Vancouver – with participation from other police agencies and schools to educate motorists, pedestrians and the general public about the role we each play in staying safe.

"When people use railway property or tracks as walking paths, they are risking their lives," said Laird Pitz, CP's Vice President and Chief Risk Officer. "Rail safety requires vigilance 24 hours a day, seven days a week, 365 days a year. We are asking everyone to consider their own safety around railroad property. The impact of an incident can have tragic consequences for all concerned, including family, friends and community."

CP is proud to be the safest railway in North America, with the fewest reportable train accidents per million train miles among all Class 1 railroads for 10 years straight.

We are pleased that crossing and trespassing incidents in Canada declined in 2015 from the five-year average. But more work must be done. Tragically, 31 pedestrians and 14 drivers lost their lives in these preventable incidents.

CP believes that one incident is too many. That is why we are working tirelessly, along with our community partners, to promote safety in and around railway property throughout Canada.

We ask that you support rail safety in your community by participating in Canada's Rail Safety Week in the following ways:

1. Declare April 25 – May 1 Rail Safety Week in council by adopting the enclosed draft resolution
2. Promote your declaration over social media by adopting the enclosed draft tweets
3. Ask your local police service to also declare Rail Safety Week over social media
4. Adopt the hashtag #SeeTracksThinkTrain year-round when speaking to the importance of being safe around tracks and trains.

The safety and security of residents in the communities we operate in is – and will continue to be - our number one priority. We hope you will join us in promoting rail safety in your community, during Rail Safety Week 2016 and throughout the year.

Thank you in advance for considering this request. Should your council choose to endorse the enclosed resolution, I would be grateful if you could provide me a copy. Should you have any questions, please give me a call on 778 772-9636.

Sincerely,



Mike LoVecchio
Director Government Affairs

cc. Guido Deciccio, Senior Vice President Operations – Western Region
Tony Marquis, Senior Vice President Operations – Eastern Operations
Ed Steinbeck, General Manager, Operations – Pacific Region
Tina Sheaves, General Manager, Operations – Prairie Region
Mark Redd, General Manager, Operations – Central Region
Laird Pitz, Vice President and Chief Risk Officer
Chief Ken Marchant – CP Police Service
Deputy Chief Al Sauve– CP Police Service

(DRAFT RESOLUTION)

RESOLUTION IN SUPPORT OF PUBLIC - RAIL SAFETY WEEK

Whereas Public - Rail Safety Week is to be held across Canada from April 25 to May 1, 2016;

Whereas it is in the public's interest to raise citizens' awareness on reducing avoidable accidents, injuries and damage caused by collisions at level crossings or incidents involving trains and citizens;

Whereas Operation Lifesaver is a public/private partnership whose aim is to work with the rail industry, governments, police services, the media and other agencies and the public to raise rail safety awareness;

Whereas Operation Lifesaver has requested City Council adopt this resolution in support of its ongoing effort to save lives and prevent injuries in communities, including our municipality;

It is proposed by Councillor _____

Seconded by Councillor _____

It is hereby **RESOLVED** that our community proclaims national **Rail Safety Week**, to be held from April 25 to May 1, 2016.

SOCIAL MEDIA - DRAFT TWEETS

Monday, April 25:

- Did you know this week marks Canada's Rail Safety Week? When you "See Tracks" always "Think Train!" #SeeTracksThinkTrain
- This week we're joining @CanadianPacific and all Canadian railways in reminding people to make smart decisions around tracks and trains
- {Suggested placeholder to retweet safety message from @CanadianPacific}

Tuesday, April 26

- Scary stats: In 2015, 31 pedestrians and 14 drivers tragically lost their lives in preventable rail incidents #SeeTracksThinkTrain
- Retweet if you take the pledge to be safe around tracks and trains this Rail Safety Week #SeeTracksThinkTrain
- {Suggested placeholder to retweet rail safety message from local police agency}

Wednesday, April 27

- Always practice situational awareness around tracks and trains to keep yourself safe #SeeTracksThinkTrain
- {Suggested placeholder to retweet safety message from Transport Canada @Transport_GC}

Thursday, April 28

- This Rail Safety Week, choose the safe route to school or work and stick to it. Don't let a shortcut cut your life short #SeeTracksThinkTrain
- {Suggested placeholder to retweet safety message from rail safety organization @OpLifesaver}

Friday, April 29

- If you use railway property or tracks as walking paths, you risk your life. Always use designated paths and crossings #SeeTracksThinkTrain
- {Suggested placeholder to retweet safety message from another railway that operates in your community}

Saturday, April 30

- This Rail Safety Week, speak to your children about dangers at level crossings and railway property #SeeTracksThinkTrain

Sunday, May 1

- Proud to be a partner in #RailSafety this Rail Safety Week. Always remember when you #SeeTracksThinkTrain
- {Suggested placeholder to RT message from Rail Association of Canada @RailCan}

For more social media content, visit our partner in rail safety Operation Lifesaver's website at www.oplifesaver.ca



Sedgewick Historical Society
Box 538
Sedgewick, Alberta T0B 4C0

Phone: 780-384-3741

C.R.E.A.M. Member



Attention: All Sedgewick Businesses

The Sedgewick Historical Society, located in the former Merchants Bank of Canada (Bank of Montreal) in Sedgewick, Alberta, along with the Goose Creek School museum. The Museum is a member of Central Rural East Alberta Museum Association.

Many people travel from far and wide to take in all that the Museum has to offer. Besides the homestead items we also have native Artifacts, we have handicap accessibly to access rooms above the Museum for display. We host monthly teas, pie sales twice a year, lakeside market every Saturday during July and August and a Christmas Craft Sale in November.

Our hours of operation for 2016 are every Tuesday and Thursday from 1:30p.m. to 4:30p.m. or phone 780-385-3659 or 780-384-3741 to make an appointment to view the museum.

A donation of \$50.00 from each business will generate enough money to continue operating. Along with receiving a charitable tax receipt, your name will be displayed on a list of donors near the main entrance of the Museum and the Goose Creek School Museum.

Please visit us to see and enjoy new additions and changes. Your generosity and support is greatly appreciated.

Sincerely,

Larry Burden

President
Sedgewick Historical Society

RECEIVED
MAR 24 2016

MINUTES

Present:	Donna Buelow, Chair	Town of Hardisty
	Peter Miller, Vice Chair	Village of Forestburg
	Rick Kryz, Second Vice Chair	Town of Killam
	Gerald Kuefler	Flagstaff County
	Jamie-Dee Hays (regrets)	Village of Galahad
	Wade Lindseth (regrets)	Flagstaff County
	Ed Kusalik	Town of Daysland
	Brian McGaffigan (regrets)	Village of Strome
	Susan Armer	Village of Loughheed
	Sven Bernard	Village of Heisler
	Dell Wickstrom	Village of Alliance
	Greg Sparrow	Town of Sedgewick
	Denis Beesley	The Bethany Group
	John Davis	The Bethany Group
	Dave Buist	The Bethany Group
	Michelle Wideman (recorder)	The Bethany Group

1. CALL TO ORDER

Donna Buelow called the meeting to order at 7:00pm

2. REVIEW OF THE AGENDA

FRHG 16-01-01 **MOVED by Peter Miller to accept the Agenda as presented. *CARRIED***

3. REVIEW OF MINUTES

FRHG 16-01-02 **MOVED by Greg Sparrow to accept the Minutes of the November 10, 2015 Organizational Meeting as presented. *CARRIED***

FRHG 16-01-03 **MOVED by Susan Armer to accept the Minutes of the November 10, 2015 Board Meeting as presented. *CARRIED***

4. FINANCIAL STATEMENTS

For the eleven months ended November 30, 2015

- Expenses related to Sedgewick staff are reflected in the November statements.

FRHG 06-01-04

MOVED by Rick Kryz to accept the Financial Statements for the eleven months ended November 30, 2015 as information.

CARRIED

5. OPERATIONAL REPORT & HOUSING UPDATE

A verbal report was provided by John Davis

- Occupancy remains stable throughout the housing portfolio, but we do expect to see a slight increase in vacancies with the downturn in economy.
- Big Knife Lodge is currently full with a waitlist of approximately 20. One suite was decommissioned to allow for the connection to the new building.
- Many items from Sedgewick were brought to Big Knife, i.e. tables and chairs, and the Town was offered access to the remaining items as well. The Lodge is now essentially empty and is ready for demolition. We do have to keep minimum utilities in place until abatement has taken place.
- Review of staff and resident survey results for 2015, which overall were quite positive.

FRHG 16-01-05

MOVED by Gerald Kuefler to accept the Operational Report as information.

CARRIED

6. CEO REPORT

Verbal update on potential changes within the Ministries.

FRHG 16-01-06

MOVED by Peter Miller to accept the CEO Report as information.

CARRIED

7. PREVIOUS BUSINESS

a. Projects Update

Forestburg

- Project is progressing. Hope to see the framing up in the next few weeks.

Sedgewick

- The tenders for the new building have closed but we are not yet aware of the results. Government has been very slow with the processes and contracts.

b. Flagstaff Lodge

The Town had asked if the vacant building could be used for fire training, but the insurance company has advised that would be too high risk of an area.

c. Sedgewick Van

The van has been donated by the Resident Society to the Town to be utilized within the community.

d. FOIP Request

The requested information has been provided and no further response or requests has been received at this time.

8. NEW BUSINESS

a. Motion to Transfer Land to ASHC

The Alberta Social Housing Corp would like confirmation that FRHG will subdivide and transfer the land to ASHC.

FRHG 16-01-07

MOVED by Rick Kryz that Flagstaff Regional Housing Group proceed with the subdivision and transfer of the east parcel of land legally described as N.E. ¼, SEC. 8, TWP. 44, RGE. 12, W.4M for the new 10 suite senior's self-contained building to the Alberta Social Housing Corporation. **CARRIED**

Conditions with the development permit have been revised, to include the removal of the existing parking lots and sidewalks on the property. The Town is looking to avoid having two parking lots of no use. Will work with the Town to resolve the issue.

b. December 8, 2015 Correspondence: Dissolution of Galahad and Strome

For information. Galahad and Strome will no longer have representation on the Board. The Ministerial Order will need to be updated to reflect this change.

FRHG 16-01-08

MOVED by Peter Miller to work with the Ministry to have the Ministerial Order changed to recognize the dissolution of the Village of Strome and the Village of Galahad. **CARRIED**

9. DATE & LOCATION OF NEXT MEETING

Meetings will be scheduled quarterly – March, June, October and December, with June being a Strategic Planning / Educational Session.

The next meeting will be scheduled for Tuesday March 15, 2016 at 7pm in Big Knife Lodge followed by Tuesday June 21, 2016.

10. ADJOURNMENT

The meeting was declared adjourned at 8:33pm.



Donna Buelow
Board Chair

MAR 15 2016

Date



John Davis
Director, Client Services

MAR 16/16

Date

The regular meeting of the Sedgewick Lake Park Board was held at the Sedgewick Fire Hall on Tuesday, February 16th, 2016.

Present	Scott Holsworth Shane Dempsey Cindy Rose Shawn Higginson Ted Djos Jr.	President Vice President Town Rep. Director Director
Absent	Rob Djos Cory Gagnon Ted Djos Sr. Amanda Davis	Director Director Director Secretary/Treasurer
Call to Order	S. Holsworth called the meeting to order at 7:00 PM.	
Agenda		
L2016.02.01	MOTION by T. Djos Jr. that the agenda be approved as presented.	<u>CARRIED.</u>
Minutes	The Board reviewed the minutes of the November 8 th , 2015 Annual General Meeting (AGM).	
L2016.02.02	MOTION by S. Dempsey that the minutes of the November 8 th , 2015 AGM be approved as presented.	<u>CARRIED.</u>
Town Rep Report	East Central Alberta publication provided information regarding Destination Marketing Fund (DMF) Group.	
L2016.02.03	MOTION by S. Higginson that a request be made to the Town for more information regarding DMF Group with East Central Alberta publication.	<u>CARRIED.</u>
L2016.02.04	MOTION by S. Higginson that the Town Council Representative Report be approved as presented.	<u>CARRIED.</u>
CAO/Treasurers Report	A written CAO/Treasurers Report was presented for the period ending February 16 th , 2016.	
Lions Club	The Sedgewick Lions have expressed an interest in becoming more involved with the Sedgewick Community Spray Park project. The Sedgewick Lions are to be invited to the next meeting.	
ProServe	Discussion held regarding the need to attain ProServe.	
L2016.02.05	MOTION by C. Rose that a request be made to the Town for more information regarding ProServe training.	<u>CARRIED.</u>
L2016.02.06	MOTION by C. Rose that the CAO/Treasurers report be approved as presented.	<u>CARRIED.</u>
Financial Statements	Financial Statements ending September 30 th , October 31 st , November 30 th , and December 31 st , 2015 were presented.	
L2016.02.07	MOTION by T. Djos Jr. that the Financial Statements for the months ending September 30 th , October 31 st , November 30 th and December 31 st , 2016 be approved as presented.	<u>CARRIED.</u>
LOA	A List of Accounts (LOA) for approval for the months ending September 30 th , October 31 st , November 30 th and December 31 st , 2015 were presented.	
L2016.02.08	MOTION by S. Higginson that the September 30 th , 2015 LOA be approved as amended.	<u>CARRIED.</u>
L2016.02.09	MOTION by T. Djos Jr. that the October 31 st , 2015 LOA be approved as amended.	<u>CARRIED.</u>
L2016.02.10	MOTION by C. Rose that the November 30 th , 2015 LOA be approved as presented.	<u>CARRIED.</u>
L2016.02.11	MOTON by S. Dempsey that the December 31 st , 2016 LOA be approved as presented.	<u>CARRIED.</u>
Revenue and	The list of Revenue and Expenditures ending December 31 st , 2015 was reviewed.	

Expenditures

L2016.02.12 MOTION by S. Higginson to approve the Revenue and Expenditures ending December 31st, 2015 as presented. CARRIED.

Annual Society The Sedgewick Lake Park's 2015 Annual Society Return was presented.

L2016.02.13 MOTION by T. Djos Jr. C. that the Sedgewick Lake Park's 2015 Annual Society Return be approved as presented. CARRIED.

Business:**Hiring Committee - Update**

The hiring committee has conducted three management interviews. The position remains open and posted. A. Davis is to contact A. Vandenburg and seek her interest in returning for the 2016 season.

Capital Project

Three capital projects were identified for the 2016 season. Board members have been assigned to ensure overseeing and completion of the projects as follows:

1. Picnic Table and Fire Pit Replacement - S. Higginson and A. Davis;
2. Lot Upgrades - S. Dempsey, T. Djos Jr., R. Djos and S. Dempsey;
3. Tree Replacement Program - S. Holsworth, S. Dempsey.

Group Site

A group site reservation request was received for August 19th - 20th, 2016 for the Whitten's 60th Anniversary.

L2016.02.14 MOTION by T. Djos Jr. that the group site reservation request for August 19th and 20th, 2016 be approved. CARRIED.

Spring Clean-Up

Discussion held regarding the annual Spring Clean-up. The Spring Clean-up will be held in conjunction with the "Free" Transfer Site Weekend of April 23rd. May 1st was chose as a secondary date.

Correspondence:**Killam Sedgewick Triathlon**

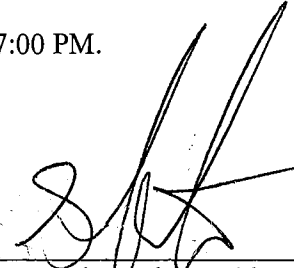
A letter was received from the Killam Sedgewick Triathlon Committee requesting Sedgewick Lake Park host the finish line and provide volunteer support to assemble and disassemble, to cordon off areas for parking, athlete and spectator safety, etc. and to consider providing a discount coupon for participants wishing to camp at Sedgewick Lake Park.


L2016.02.15 MOTION by S. Dempsey that the Lake Park Association approve the request submitted by the Killam Sedgewick Triathlon Committee to host the finish line for the May 28th, 2016 Triathlon and further that a \$5.00 camping voucher be included in participant bags for the event weekend camping only. CARRIED.

Next Meeting The next meeting is scheduled for March 15th, 2016 at 7:00 PM.

Adjournment MOTION by C. Rose for adjournment at 8:30 PM.

CARRIED.



Scott Holsworth, President

Amanda Davis, Secretary

FRSWMA Regular Monthly Board Meeting
March 21, 2016
Sterling Room of the County Office, Sedgewick, AB

Minutes

Board Members

Present:

Barry Bowie	Village of Rosalind
James Brodie	Flagstaff County
Shawn Higginson	Town of Sedgewick
Brenda Grove	Town of Killam
Wade Lindseth	Flagstaff County
Gary Matthiessen	Flagstaff County
Dayna Oberg	Village of Forestburg
James 'Butch' Robertson	Town of Daysland
Deb Smith	Village of Loughheed
Dennis Steil	Village of Heisler

Absent:

Dean Lane	Town of Hardisty
Wilma McLeod	Village of Alliance

STAFF:

Murray Hampshire	Manager
David Dahl	FRSWMA
Luis Ramirez	FRSWMA

Chair D. Smith called the meeting to order at 7:02 p.m.

Chair D. Smith introduced guest Peggy Weinzierl from Gitzel & Company.

Delegation – 2015 Financial Statements & Audit Reports

Peggy Weinzierl reviewed the 2015 Financial Statements, Independent auditors report, Board Oversight Letter, Management Letter and Unadjusted Misstatement. Discussion ensued. After discussion and signatures, the delegation from Gitzel & Company left the meeting

3.0) Agenda

Agenda was reviewed.

Resolution # 198/2016. Board member J. Robertson moved to add business item 6.6) Transfer sites to the agenda.

CARRIED

Resolution # 199/2016 Board Member D. Steil moved to accept the agenda as amended.

CARRIED

4.0) Adoption of Minutes

Minutes of the Feb 22, 2016 Regular Board meeting were reviewed

Resolution # 200/2016. Board member S. Higginson moved to approve the minutes of the Feb 22, 2016 regular meeting, attached to and forming part of these minutes.

CARRIED

5.0) Reports

5.1) Operations update: Manager M. Hampshire provided operations update as attached to and forming part of these minutes. Discussion ensued.

Resolution # 201/2016. Board member D. Steil moved to accept operations report as presented.

CARRIED

5.2) Financial reports: Manager M. Hampshire provided Feb 2016 P&L and March 16, 2016 Cash Position reports. Discussion ensued.

Resolution # 202/2016. Board member J. Robertson moved that we accept operations report and financial reports as presented.

6.0) Business**6.1) 2015 Financial Statements**

Resolution # 203/2016 Board Member J. Robertson moved to approve the 2015 Financial Statement and Independent Auditors Report as presented

CARRIED

6.2) 2015 Oversight Letter

Resolution # 204/2016 Board Member W. Lindseth moved to accept the 2015 Oversight Letter as presented

CARRIED

6.3) 2015 Management Letter & 2015 Unadjusted Misstatement

Resolution # 205/2016 Board Member G. Matthiessen moved to accept the 2015 Management Letter and 2015 Unadjusted Misstatement report as presented

CARRIED

6.4) 2015 Unadjusted Misstatement (see above)**6.5) Bulky Item Curbside Pickup – Pilot Project Proposal**

FRSWMA staff D. Dahl presented background and details related to the new Bulky Item Curbside Pickup Proposal. Questions and discussion ensued.

Resolution # 206/2016. Board Member J. Brodie moved that FRSWMA pilot the Bulky Item Pickup Service in the towns of Daysland and Killam during their respective 'free weekend' events in May 2016. Costs will be recovered from residents with no costs of this service passed on to municipalities. FRSWMA management will report outcomes of the pilot to the Board.

CARRIED

6.6) Transfer Sites.

Resolution # 207/2016. Board Member W. Lindseth moved that FRSWMA implement the Regional Transfer Site Service as outlined in the discussion paper presented at the regular Board Meeting February 22, 2016. Much discussion followed.

WITHDRAWN

7.) Correspondence & Information

- 7.1) FRSWMA Correspondence to Towns of Killam & Sedgewick
- 7.2) Correspondence from Town of Sedgewick – Re: Transfer Sites
- 7.3) OH&S Asbestos Inspection
- 7.4) 2016 Regional Cleanup Schedule
- 7.5) EWMCE course for councilors – Re-scheduled May 10, 2016

Resolution # 208/2016. Board Member J. Brodie moved to accept correspondence as information

CARRIED

8.0) Adjournment

Meeting adjourned at 9:40 p.m.

Next Meetings

April 25, 2016 – Regular Board Meeting

 Chairperson

 Manager

Sedgewick Library Board

Annual General Meeting

March 22nd 2016

RECEIVED

APR - 5 2016

Called to order: at 7:36pm

Attendance: 8

1. Minutes: Acting Secretary Micaela McConnell read March 3rd, 2015 AGM minutes requesting minutes be adopted as read,

2nd: Hennie Bernard In Favour: All Opposed: none Carried.

2. Resignation of Officers:

Hennie Bernard resigns as Chair

3. Election of Officers:

Chairperson: Carol accepted nomination by Lisa Collier

2nd: Lois Polege

Vice-Chairperson: Lisa Collier continues her three year term as vice chair.

Secretary: Micaella McConnell accepted nomination by Lois Polege

2nd: Shelley Wakefield In Favour: All Opposed: none Carried

Treasurer: Lois Polege accepted re-nomination by Lisa Collier

2nd: Micaela McConnell In Favour: All Opposed: none Carried

Officers nominated by acclamation for their three (3)year term ending March 2019.

4. Signing authorities Update:

Authorities to Remove:

Hennie Bernard & Marie Macleod

Authorities to be Added:

Carol Williams, Lois Polege & Lisa Collier

Any two of three signing authorities allowed.

Adjourned: at 8:00pm

Next meeting: May 17th/2016

Minutes of the Sedgewick Library Board Meeting March 22nd/2016

Hennie Bernard called the meeting to order at 7:10pm. There were 8 members in attendance.

Micaela McConnell read the minutes of the February 23rd meeting; she then moved the minutes be adopted as read. Hennie Bernard seconded, carried.

Business Arising – A new accounting software called QuickBooks was purchased for approximately \$149.00. The online payment method of PayPal was discussed and decided against.

Librarians Report – Barb McConnell read the librarians report (attached) which highlighted promotional items available for the Summer Reading Club. It was decided to order 300 pencils.

Treasurers Report – Lois Polege read the treasurer's report with a checking balance of \$13,517.59 and a GIC of \$3097.57. Lois moved the report be adopted as read, Lisa Collier seconded, carried.

New Business – July 1st plans such as promotional items, parade participation and game booth ideas were discussed.

For information purposes – The portion of money allotted to the Friends of the Lougheed Library for helping with volunteers at Casino will be \$5000 dollars from the Casino profits and the remaining \$4500 from the fundraising account.

The next county book exchange was discussed, to be held in Daysland on April 25th.

Next meeting to be held on May 17th/2016

Meeting adjourned at 7:35pm

-Submitted by Micaela McConnell

Sedgewick Hall Board Meeting
March 29/16

Meeting called to order at 7:30 pm. Members present – Steen Hardon, Lorna Polege, Cheryl Rempel, Richard Debock, Mary Jane Hedeman, Kim Rempel, Town Council Rep – Tim Schmutz

The board reviewed the financial statements from October/15 – February/16. As well as the minutes from our last meeting which was held November/15.

Business discussed: Approval from Town of Sedgewick Council for the appointment of Kim Rempel and Mary Jane Hedeman as volunteer hall board members. As well as the appointment of new councillor, Tim Schmutz, as the Town of Sedgewick Representative.

- approval from town council for the proposed 2016 Sedgewick Community Hall Budget.

-Sedgewick Saturday Night Variety Show to be held at the hall on April 2/16. Deb Degraw from the Players group will sell admission tickets at the door. She will get her own float. Will need another float at the bar for popcorn and liquor tickets. Table set up on Friday, April 1 at 5:00. Hall board members to meet at the hall on Saturday at 5:30. Lunch will be buns and squares – Lorna, Cheryl, Barb, Denise, Elaine to donate squares. Other items for the lunch will be purchased. Coffee/tea to be served.

-A letter was sent to Inter Pipeline in Hardisty requesting a donation of \$500.00 for the purchase of groceries for the July 1st breakfast.

-Amp and mixer are up at Axe Music in Edmonton getting checked over by a tec. Waiting to hear back. Discussion regarding the possibility of updating our current sound system with digital technology. The updated sound system would operate from the main floor of the hall from a laptop. This would eliminate the “soundroom entrance upgrade” that is currently part of the multi year capital plan. We could apply for a CIP grant for the sound system upgrade.

-Community Hall Rental Rates and Room Rates: Current rates were reviewed by the hallboard. We all agreed that a slight increase in rental rates would be fair but we would rather see the hall rented more often and keep the rates affordable for community use. We need to encourage ‘all ages of renters’.

Hall Booking (no use of kitchen) \$130 – up from \$105
Funeral Booking (includes kitchen) \$125 (no gst) - up from \$100
Hall and Kitchen for the day \$350 – up from \$315
Fundraiser Rate – stays the same - \$210

Weekend Rate (Fri, Sat, Sun) \$500 – up from \$420

*Meeting Rate - \$50.00 3 hrs max. - \$50.00 (new rental idea)

Operating Grant - \$6000.00

Yearly renters:

Lions Club Room - \$ 500.00

Mason's Room – \$ 400.00

Players Group (basement and make up rooms storage) \$0

The hall board will send out a letter to the yearly renters regarding a possible room rate increase.

Meeting adjourned at 9:00 pm

Interagency Minutes

April 5, 2016

Donna Tindall – Canadian Mental Health Association
Chantelle Schmidt – Flagstaff Family and Community Services
Helen Samm – Flagstaff Family and Community Services Counselor
Sue Freadrich – Nights Alive
Cherise Backen – Flagstaff Family Day Home
Katherine Gagnon – Alberta Health Services
Kareen Nelson – Parent Link
Tammy Lang – Home Care
Anita Wishart – Camrose Women's Shelter
Amber Davis – Camrose Women's Shelter
Trisha Denovan – Child and Family Services
Judilonne Beebe – Communities Against Abuse
MaryAnn Schneider – Primary Care Network
Lois Polege – Flagstaff Adult Learning

Judi Beebe

- Communities Against Abuse offers counselling for children to adults
- Currently counselling individuals between the age of 3 and 71
- Have been working in 8 different schools
- Working on a partnership with the Camrose Women's Shelter
- There is currently a waiting list of about 20 people to receive counselling
- Have therapists in Drumheller, Hanna, Tofield and Camrose

Trisha Denovan

- Reporting Child Protection Concerns handout
- Power point will be attached to minutes

Anita Wishart

- Currently working part time as a Community Outreach Worker
- There are 3 people in Outreach; 2 are full time and 1 is part time
- Anita responds to the referrals, can do presentations in schools, etc.
- Amber Davis is the full time Outreach Support Worker
- Amber helps clients with transition back into different communities
- Had the 30th anniversary for the Camrose Women's Shelter in November and it went very well
- Walk A Mile in Her Shoes on July 28th in Camrose during the Big Valley Jamboree Parade

Tammy Lang

- Compassion Fatigue Follow Up workshop on May 17 in Viking
- You did not need to attend the previous Compassion Fatigue workshops to attend the one on May 17
- Currently very busy at home care
- Offering family conferences to help families with transitioning loved one
- Tammy is no longer covering Viking

- Working four days one week and three days the next week rotation

Kareen Nelson

- Nothing to report this month

Katherine Gagnon

- Covers Flagstaff and Beaver County
- Received a \$12,000 grant for the Party Program and After Party Program
- Party Program will take place on September 28th in Killam
- Suicide Prevention Council looking at identifying the gaps in rural services for mental health

Cherise Backen

- Currently 5 homes
- Potential provider in Hardisty
- There should be some open spaces in some day homes in the fall

Helen Samm

- Hospice Education: Being With the Dying offered in Camrose; poster handed out at meeting

Sue Freadrich

- Nights Alive is going very well
- April calendar handed out at meeting
- There have been great numbers in youth attending

Lois Polege

- April to June brochure handed out
- Women's Conference on April 28; currently over 80 people registered
- Growing Forward information will be attached to minutes
- Looking at a presentation in the near future to the County for funding for the Welcome Project

Donna Tindall

- Referrals are coming in
- Sorting Through Hoarding Workshop went very well
- There was very positive feedback on the workshop

MaryAnn Schneider

- Leading Your Weigh Success handout
- Get Out, Get Active campaign information handed out

KILLAM RECREATION BOARD

P.O. Box 189 • 5175-51 Avenue • Killam AB T0B 2L0
Ph. (780) 385-3977 • Fax: (780) 385-2120 Email: recreation@town.killam.ab.ca

April 1, 2016

Re: Recreation Funding

To: Town of Sedgewick Mayor&Council,

The Killam Recreation Board currently manages operations of the Killam Agriplex which houses the Flagstaff Regional Aquatic Centre.

The Flagstaff Regional Aquatic Centre is open year round and offers programs for every age, ability, and location. Programs such as Red Cross Swim Lessons, Lane Swim, Aqua Fit Classes, and Public Swim. Our addition of the teach pool has added great value to the facility making the pool not only more accessible to those of age, disability, or injury but making a fun safe area for the toddlers and families with little ones. This addition has not only added value but we have seen an increase in our participants over the last couple years.

We are Red Cross Certified, Water ART Certified (Aqua Fit Programs) as well we are in good standing with the National Lifesaving Society. And in 2015 were awarded the Red Cross Partners in Humanity Award, Top Training Partner in a population under 5,000, and Training Partner with the largest sales growth in 2014/2015.


We currently have Daysland, Killam, Sedgewick, Viking, Local Hutterite Colonies, and Private Schools attending and enrolled in Red Cross Swimming lessons. In 2015 we had over 12,500 people walk through the aquatic doors from all over the Flagstaff County region. Over 22% of those users associate themselves with your community.

The Flagstaff Regional Aquatic Center in 2015 had expenses totaling \$235,000. The expenses are made up of Lifeguard wage, utilities, water, pool chemicals, program supplies, and annual maintenance. This figure does not include any larger capital expenses associated with the pool. This large cost to operate this regional facility has been covered by the Town of Killam tax payers, user fees, and the Killam Agriculture Society: Flagstaff County Recreation Grant.

The Killam Recreation Board would like to take this time to ask that your municipality consider making a financial contribution to put towards the Flagstaff Regional Aquatic Center and helping us keep it sustainable for years to come.

Thank you for your time in looking over this request and feel free to contact me for any further information or if you should wish to have a presentation from our group.

Sincerely,



Charlene Sutter

Director of Community Services

780-385-3977 Phone

RECEIVED

APR - 8 2016



Village of Forestburg

P.O. Box 210, Forestburg, AB T0B 1N0
Telephone: 780-582-3668 - Fax: 780-582-2233

April 5, 2016

Flagstaff County
Attn: County Council
PO Box 358
Sedgewick, AB T0B 4C0

RECEIVED

APR - 6 2016

Dear Sirs:

Re: Fire Services Agreement

As you are aware, the Village of Forestburg signed the 2015 Fire Services Agreement as prepared by your staff with the intent that the agreement would require a significant revision prior to its expiration on December 31, 2017.

A major issue for us has been the County's requirement to set all of the conditions within the contract, including fees, training requirements and the authority of your personnel over the Village's volunteer fire fighters while not taking on any of the actual liability related to operating a fire service. The Village feels that in order for this agreement to be effective into the future the County should own and operate the fire service and provide that service to the Village at a set fee.

Our concept involves establishing a valuation, acceptable to all parties, for all of the fire equipment excluding the fire hall and associated land which Forestburg would lease to the County for \$1.00/year until such time as the a new hall is constructed. This valuation would then be offset by the yearly fee paid by Forestburg for the fire services provided by the County. In essence, there would be no initial cash outlay requirement to purchase the assets, rather the agreed upon yearly fee payable by Forestburg would be waived until the valuation had been utilized.

The Village of Forestburg has undertaken to "reverse" the current agreement based on ownership transfer of the assets and service and a copy of this draft agreement is attached for your review and comments. This agreement indicates that ownership has moved from Forestburg to the County and that all responsibility for operating the fire service would lay with the County. A fee schedule has been prepared based on actual average fire costs from 2006 - 2015 and the average percentage of incidents within the Village for that same period. This calculation shows that the average share of fire costs to Forestburg would be \$22,000 per year or 37.5% of the actual costs.

We are respectfully requesting that Flagstaff County Council review this draft agreement and proposal and provide back comments and/or concerns related to them. We feel that

initiating this dialogue at this time will ensure that we can come to an agreement prior to the expiration of the current agreement.

If you have any questions regarding the above, please do not hesitate to contact the undersigned at cao@forestburg.ca.

Yours truly,

A handwritten signature in black ink, appearing to read "Debra A. Moffatt". The signature is written in a cursive, flowing style.

Debra A. Moffatt, CAO
Village of Forestburg

Enc.

cc: Adjacent Municipalities

THIS AGREEMENT made effective the _____ day of _____, 20__.

BETWEEN:

VILLAGE OF FORESTBURG
(the "Customer")

AND:

FLAGSTAFF COUNTY
(the "Operator")

WHEREAS the Customer is desirous to have the Operator provide such fire suppression services as are possible in a certain designated area within the municipal boundaries of the Village of Forestburg.

AND WHEREAS the Operator is willing to provide the Customer with such fire suppression in such area under the terms and conditions contained herein:

NOW THEREFORE IN CONSIDERATION of the mutual covenants, terms and conditions contained herein, the parties hereto agree as follows:

ARTICLE 1

1.1 Definitions

In this Agreement the following words and expressions shall have the meanings herein set forth unless inconsistent with the subject matter or context:

- (a) "False Alarm" means a request for Services where the Operator responds and determines that the request was based on a deceptive or erroneous report of an emergency and determines that Services are not required;
- (b) "Fire Call" means each occasion on which the Operator responds to a request within the Service Area as may be requested from time to time, to provide fire suppression and associated loss mitigation;
- (c) "Fire Fighter" means a person employed or otherwise retained by the Operator to provide or facilitate the provision of fire suppression and associated loss mitigation on behalf of the Operator and includes a person performing the duties of a fire fighter for the Operator on a volunteer basis;
- (d) "Incident Report" means a written report setting out the particulars of response to a request for assistance made within the Service Area;
- (e) "Operator Call" means any requests for fire suppression services and associated loss mitigation within the municipal boundaries of the Operator;
- (f) "Service Area" means the area contained within the municipal boundaries of the Customer, and outside the municipal boundaries of the Operator, as illustrated in the attached Schedule "A" – Map of Service Area;
- (g) "Service Fees" means the amount set forth in Schedule "C" hereto;
- (h) "Services" means the activities reasonably related to fire suppression and associated loss mitigation to the standard of service normally provided throughout the municipal boundaries of the Operator, as more particularly set out in Schedule "B".

ARTICLE 2

2.1 Schedules

Schedules to this Agreement are as follows:

- (a) Schedule "A" – Map of Service Area
- (b) Schedule "B" – Services
- (c) Schedule "C" – Service Fees
- (d) Schedule "D" – Customer Fire Bylaw

ARTICLE 3

3.1 Engagement

The Customer hereby engages the Operator to provide the Customer with the Services and the Operator hereby agrees to provide the Customer with the Services.

3.2 Terms of Agreement

This Agreement shall begin on January 1, 2018 and continue in full force and effect for a period of three (3) years until the 31st of December, 2021 (the "Term"). Notwithstanding the foregoing, the Customer has an option to renew this Agreement on the same terms and conditions, except the option to renew, for an additional term of three (3) years by providing written notice of its intention to renew at least 90 calendar days prior to the expiry of the initial Term.

ARTICLE 4

4.1 Covenants of the Operator

The Operator will:

- (a) Provide the Services within the Service Area on a year round, twenty four (24) hours per day, seven (7) days per week basis;
- (b) Be responsible for all costs incurred to perform the Services;
- (c) Within thirty (30) days of preparing its budget for the Services in each year of the Term, submit to the Customer a budget in a form acceptable to the Customer identifying the estimated costs for the year;
- (d) On or before February 28 in each year of the Term, provide a summary of actual expenditures from the previous year. The summary shall indicate the difference between the budgeted and actual expenditures for the Services;
- (e) Respond to any fire call by the Customer, the RCMP or any person situated within the Service Area as soon as possible;
- (f) Take all reasonable steps to control or extinguish fires, handle or participate in the handling of any other hazard or emergency of a type normally handled by a fire department or requiring its participation in such handling;
- (g) Maintain adequate levels of skilled personnel, comply with Occupational Health and Safety Regulation section 13 AR62/2003 and provide evidence of training conducted by the Operator to the Customer on a quarterly basis or as more frequently requested by the Customer from time to time;
- (h) Assure that each fire fighting vehicle attending a Fire Call within the Service Area is properly equipped as per ULC S515, and staffed with the appropriate number of Fire Fighters as per the Operators Standard Operating Guidelines;
- (i) Maintain coverage under the Workers' Compensation Act for all Fire Fighters in accordance with that Act;
- (j) Submit to the Customer copies of all Incident Reports within fourteen (14) calendar days of the incident that is the subject of such Incident Report and submit to the Customer an invoice for the

Service Fees monthly. For clarity, the Operator shall not be entitled to invoice the Customer's rate payers or third parties directly;

- (k) Obtain and maintain in good standing at its own expense all necessary licenses, permits and other authorizations in order to permit it to carry out its obligations pursuant to this Agreement;
- (l) Perform all administrative, accounting and record-keeping functions relating to the proper discharge of its obligations pursuant to this Agreement;
- (m) At all times comply with all statutes, regulations and by-laws applicable to the operators of the Operator and affecting its employees engaged in carrying out its obligation pursuant to this agreement;
- (n) At all times respond to and attend at the location which is the subject of a Fire Call as soon as reasonably possible giving proper consideration to road and weather conditions; and
- (o) Provide the services in accordance with Village of Forestburg Bylaw 2:2012 as may be amended from time to time. The Operator will be notified immediately of any amendments to this bylaw that affect this agreement.

ARTICLE 5

5.1 Covenants of the Customer

The Customer will:

- (a) Pay the Service to the Operator within thirty (30) days following submission of the relevant invoice to the Customer by the Operator;
- (b) Review the budget for the Services provided by the Operator, as set out in Section 4.1(c) and pay to the Operator:
 - a. An advance of 25% of the estimated costs that are approved by the Customer.
- (c) Upon receipt of the summary of expenditures of the costs from the Operator, as set out in Section 4.1(d), reimburse the Operator for the costs such that the total reimbursement provided to the Operator pursuant to Sections 5.1(b(a)) and 5.1(b(b)) shall equal 40% of the actual value of the expenditures.
- (d) Provide the Operator with a summary of the costs approved by the Customer and the costs that were not approved by the Customer in each year of the Term with information setting out reasons why such costs were not approved by the Customer; and
- (e) Supply the Operator with a copy of the Customer's fire bylaw (Schedule "D") of this agreement and any amendments made thereto within a reasonable period of time of such amendment taking effect.

ARTICLE 6

6.1 Request for Capital Contributions

Capital contributions from the Customer may be requested by the Operator from time to time for the purchase of any equipment that is intended for use within the Service Area. The Operator may submit a written request to the Customer specifying the amount of money requested for a capital contribution from the Customer and the purposes that the funds will be used for. Upon approval of the request by the Customer, as determined in its sole discretion, the Customer may provide such capital contribution to the Operator on such terms and conditions as may be agreed to by the parties.

ARTICLE 7

7.1 Conflicting Emergency Requirements

If, at the time of a Fire Call, the Operator is occupied with a conflicting emergency incident:

- (a) The Operator shall make reasonable efforts to call on the assistance of the next available operator;
- (b) The parties acknowledge and agree that the Operator will use the following criteria to prioritize and respond to requests for the Operator's Service:
 - a. Fire calls where human life is in danger;
 - b. Fire calls within the municipal boundaries of the Operator;
 - c. Fire calls within the municipal boundaries of the Customer;
 - d. Motor vehicle accidents within the boundaries of the Operator;
- (c) The Operator agrees that it will respond to the Customer's Fire Call as soon as its Services are no longer required at the conflicting emergency incident.

ARTICLE 8

8.1 Termination Upon Notice

Notwithstanding any other provisions contained herein to the contrary, either party may terminate this Agreement by providing written notice to the other party to that effect on or before June 30 of any year of the Term, such termination to take effect on December 31 immediately following.

ARTICLE 9

9.1 Cure

In the event that one party fails to properly discharge all of its obligations pursuant to this Agreement (the "Defaulting Party"), the party not in default of its obligations (the "Non-Defaulting Party") may terminate this Agreement by delivering notice to that effect to the Defaulting Party. Such termination shall be subject to a sixty (60) day cure period during which the Defaulting Party will be given a reasonable opportunity to cure the default or to provide evidence reasonably satisfactory to the Non-Defaulting Party that all reasonable steps have been taken to cure the default. If the default continues to remain in existence upon the expiry of the cure period, the Non-Defaulting Party may terminate the Agreement in writing effective upon delivery of written notice to the Defaulting Party.

ARTICLE 10

10.1 Payment of GST

All amounts payable by the Customer to the Operator hereunder shall be inclusive of any Goods and Services Tax ("GST") payable thereon. The Operator's GST Registration Number is _____.

ARTICLE 11

11.1 Insurance

Without in any way limiting the liability of the Operator under this Agreement, the Operator shall obtain and maintain in force during the Term:

- (a) Commercial general liability insurance in the amount of not less than Five Million (\$5,000,000) Dollars inclusive per occurrence, against bodily injury, death and property damage, including loss of use thereof; and
- (b) Auto liability insurance for all motor vehicles used by the Operator hereunder with limits of not less than Five Million (\$5,000,000) Dollars for accidental injury or death to one or more persons, or damage to or destruction of property as a result of any one (1) accident or occurrence; and

- (c) Property insurance for all vehicles and equipment used by the Operator to perform the Services at full replacement cost.

All insurance required to be maintained by the Operator hereunder shall be on terms and conditions and with insurers reasonably acceptable to the Customer and shall provide that such insurer shall provide the Customer thirty (30) days prior written notice of cancellation or alteration of such policies.

Each policy for commercial general liability shall name the Customer as an additional insured.

The Operator's commercial general liability policy shall contain a cross-liability clause.

From time to time throughout the Term, the Operator shall furnish to the Customer certificates, or, if required by the Customer, certified copies of the policies (signed by the insurers) of insurance from time to time required hereunder and evidence reasonably acceptable to the Customer of their continuation in force.

If the Operator fails to satisfy the requirements of Article 11 at any point during the Term, the Customer may terminate this Agreement effective immediately.

ARTICLE 12

12.1 indemnity

Each of the parties hereto shall be responsible for and indemnify and save harmless the other party, for any damages or losses (including legal fees on a solicitor and his own client full indemnity basis), injuries or loss of life, resulting from the acts or omissions of their respective employees, servants, agents or contractors which may occur in the performance, purported performance, or non-performance of their respective obligations under this Agreement; provided that, such indemnity shall be limited to an amount in proportion to the degree to which the indemnifying party, its employees, servants, agents or contractors are at fault or otherwise held responsible in law.

The indemnifications set forth above, hereof, will survive the expiration of the Term or the termination of this Agreement for whatever cause and any renewal or extension of the Term as the case may be.

ARTICLE 13

13.1 Dispute Resolution

If any dispute arises between the parties with respect to any of the provisions of this Agreement that cannot be resolved by mutual agreement between the parties, such dispute may be referred to non-binding mediation upon the parties' mutual agreement of the mediator. The parties shall each pay one half the costs of the mediation.

13.2 If the dispute cannot be resolved in accordance with mediation as set out in Section 13.1 or the parties fail to agree to the identity of a mediator within thirty (30) days of one party giving notice to the other party that they would like to resolve the dispute through mediation, the dispute shall be determined by arbitration in accordance with the following terms and conditions:

- (a) the party desiring to refer a dispute to arbitration shall notify the other party in writing of the details of the nature and extent of the dispute;
- (b) within five (5) days of receipt of notice contemplated in 13.2(a), the parties shall agree upon a single arbitrator (the "Arbitrator") and in the event that the parties are unable to agree upon the Arbitrator, the matter shall be referred to the Court of Queen's Bench of Alberta for the appointment of an Arbitrator;

- (c) the decision of the Arbitrator shall be binding upon the parties hereto;
- (d) the cost of each arbitration shall be borne by the party against which the award is made by the Arbitrator, unless the Arbitrator decides otherwise;
- (e) The arbitrator shall not alter, amend or otherwise change the terms and conditions of this Agreement;
- (f) except as modified herein, the provisions of the Arbitration Act , RSA 2000, C. A-43, as amended from time to time, shall apply to any arbitration conducted pursuant to this Agreement; and
- (g) notwithstanding any provision contained herein to the contrary, if any dispute which has been submitted to the Arbitrator has not been determined by the Arbitrator within forty-five (45) days of receipt of the notice to arbitrate, either party at any time therefore, but prior to a determination being made by the Arbitrator shall have the right of recourse to the Court of Alberta having jurisdiction for the determination of the dispute and upon the commencement of any action for such purpose, the jurisdiction of the Arbitrator with respect of such dispute shall cease.

ARTICLE 14

14.1 Force Majeure

The Operator shall be liable to the Customer for any failure of or delay in the performance of its obligations hereunder nor be deemed to be in breach of this Agreement, if such failure or delay has arisen from "Force Majeure". For the purposes of this Agreement, "Force Majeure" means any cause not within the control of the Operator including, without limitation, interruption of telecommunications, gas, electric or other utility service, acts of God, strikes, lockouts, or other industrial disturbances, act of the public enemy, wars, blockades, insurrections, riots, epidemics, landslides, earthquakes, fires, lightning, storms, floods, high water, washouts, inclement weather, order or acts of military authorities, civil disturbances and explosions.

14.2 Waiver

No consent or waiver, express or implied, by either party to or of any breach or default by the other party in the performance by the other party of its obligations hereunder shall be deemed or construed to be a consent or waiver to or of any other breach or default in the performance of obligations hereunder by such party hereunder. Failure on the part of either party to complain of any act or failure to act of the other party or to declare the other party in default, irrespective of how long such failure continues, shall not constitute a waiver by such party of its rights hereunder.

14.3 Unenforceability

If any term, covenant or condition of this Agreement or the application thereof to any party or circumstance shall be invalid or unenforceable to any extent the remainder of this Agreement or application of such term, covenant or condition to a party or circumstance other than those to which it is held invalid or unenforceable shall not be affected thereby and each remaining term, covenant or condition of this Agreement shall be valid and shall be enforceable to the fullest extent permitted by law.

14.4 Entire Agreement

This Agreement constitutes the entire agreement between the parties hereto relating to the subject matter hereof and supersedes all prior and contemporaneous agreements, understandings, negotiations and discussions, whether oral or written, of the parties and there are no general or specific warranties, representations or other agreements by or among the parties in connection with the entering into of this Agreement or the subject matter hereof except as specifically set forth herein.

14.5 Amendments

This Agreement may be altered or amended in any of its provisions when any such changes are reduced to writing and signed by the parties hereto but not otherwise.

14.6 Further Assurances

The parties hereto and each of them do hereby covenant and agree to do such things and execute such further documents, agreements and assurances as may be necessary or advisable from time to time in order to carry out the terms and conditions of this Agreement in accordance with their true intent.

14.7 Notices

Whether or not stipulated herein, all notices, communications, requests and statements (the "Notice") required or permitted hereunder shall be in writing. Notice shall be served by one of the following means:

- (a) Personally, by delivering it to the party on whom it is to be served at the address set out herein, provided such delivery shall be during normal business hours. Personally delivered Notice shall be deemed received when actually delivered as aforesaid; or
- (b) By telecopier, email, or by any other like method by which a written or recorded message may be sent, directed to the party on whom it is to be served at that address set out herein. Notice so served shall be deemed received on the earlier of:
 - a. Upon transmission with answer back confirmation, or email receipt confirmation, as the case may be, if received within the normal working hours of the business day; or
 - b. At the commencement of the next ensuing business day following transmission with answer back confirmation thereof; or
- (c) By mailing via first class registered post, postage prepaid, to the party on whom it is served. Notice so served shall be deemed to be received seventy-two (72) hours after the date it is postmarked. In the event of postal interruption, no notice sent by means of the postal system during or within seven (7) days of the commencement of such postal interruption or seven (7) days after the cessation of such postal interruption shall be deemed to have been received unless actually received.
- (d) Except as herein otherwise provided, Notice required to be given pursuant to this Agreement shall be deemed to have been received by the addressee on the date received when served by hand or courier, or five (5) days after the same has been mailed in a prepaid envelope by single registered mail to:

- a. The Customer:

Village of Forestburg
PO Box 210
Forestburg, Alberta T0B 1N0
Phone: (780) 582-3668
Fax: (780) 582-2233
Email: cao@forestburg.ca
Attention: Chief Administrative Officer

- b. The Operator:

Flagstaff County
PO Box 358

Sedgewick, Alberta T0B 4C0
Phone: (780) 384-4100
Fax: (780) 384-3635
Email: county@flagstaff.ab.ca

Attention: Chief Administrative Officer

Of to such other address as each party may from time to time direct in writing.

14.8 Headings

The headings in this Agreement have been inserted for reference and as a matter of convenience only and in no way define, limit or enlarge the scope or meaning of this Agreement or any provision hereof.

14.9 Singular, Plural and Gender

Wherever the singular, plural, masculine, feminine or neuter is used through this Agreement the same shall be construed as meaning the singular, plural, masculine, feminine, neuter, public po9litic or body corporate where the fact or context so requires and the provisions hereof and all covenants herein shall be construed to be joint and several when applicable to more than one party.

14.10 Assignment

This Agreement shall not be assignable by the Operator to any other person, firm or corporation without the prior written consent of the Customer, which consent may be arbitrarily withheld.

14.11 Inurement

This Agreement shall ensure to the benefit of and be binding upon the parties hereto and their respective successors and permitted assigns.

14.12 Governing Law and Submission to Jurisdiction

This Agreement shall be governed by and construed in accordance with the laws of the Province of Alberta and the parties hereto hereby submit to the jurisdiction of the Courts in the Province of Alberta.

14.13 Survival

The parties acknowledge and agree that the provisions of this Agreement which, by their context, are meant to survive the termination or expiry of the Term shall survive the termination or expiry of the Term and shall not be merged therein or therewith.

IN WITNESS WHEREOF the parties have set their seals and hands of their proper officers in that behalf on the day and year first above written.

VILLAGE OF FORESTBURG

Per: _____

Per: _____

FLAGSTAFF COUNTY

Per: _____

Per: _____

SCHEDULE "A"

MAP OF SERVICE AREA

(Emergency Service Zone for 911 purposes)

See attached map of boundaries of the Village of Forestburg

SCHEDULE "B"

SERVICES

The Operator agrees to provide the following Services to the Customer:

For further certainty, the parties acknowledge that the applicable Services, as identified above include, but are not limited to, the description for each particular Service as set out below:

Scene Size-up may include:

- Looking for obvious hazards, determining if rescue is required, determining if additional fire apparatus or RCMP or Ambulance are required.

Scene Security may include:

- Mitigating any hazards, isolating the area from unwanted bystanders; and
- Securing a staging area for equipment.

Evacuation may include:

- Evacuation of the immediate area and/or surrounding area.

Wildland Fire Suppression and Control may include:

- Fire suppression and control and related services.

Hazardous Materials Response (Awareness Level) may include:

- Identification of any hazardous materials that may be involved;
- Determining hazards of product through Emergency Response Guide;
- Determining if evacuation is required, and completing if necessary; and
- Calling in assistance to mitigate spills or hazards.

Exterior Structural Fire Suppression (Exposure Protection) may include:

- Preventing the spread of fire to adjacent exposures and containing fire to building of origin; and
- Extinguishing the fire without entering an involved building.

Motor Vehicle Collision Response may include:

- Prevention or extinguishment of fire in vehicles involved in a collision;
- Traffic control to reduce danger from passing vehicles and allow emergency vehicles to access scene; and
- Performing First Aid on injured people.

Medical / Trauma First Response may include:

- Performing First Aid to injured or sick people that may result from a traumatic event; and
- Assisting ambulance crews with patient care, lift assists.

Interior Structural Fire Suppression may include:

- Containment of fire to the area of origin, room of origin, building of origin, and extinguishment of the fire through entry into the involved building, where doing so will not cause an unmanageable amount of risk to fire fighters;
- Perform rescue from an involved building where doing so will not cause an unmanageable amount of risk to fire fighters.

Other specific services as may be required from time to time that the fire department members are trained in and willing to perform.

SCHEDULE "C"

SERVICE FEE

INITIAL TURNOVER OF FIRE FIGHTING EQUIPMENT

1. The Operator agrees to purchase the following equipment from the Customer:
 - Pumper Midship Crown
2011 International Chassis
VIN #1HTWCAZR6BJ338074 \$106,602
 - 1990 Ford Fire Truck #6
VIN #1FDPF82KOLVA38180 \$???
 - 1999 Rescue Unit \$???
 - Miscellaneous Fire Fighting Equipment
 - Bunker Gear
 - Hoses
 - Miscellaneous Tools \$???

For a value to be determined by both parties.

APPLICATION OF VALUE OF FIRE FIGHTING EQUIPMENT

1. The Customer agrees that the value of the firefighting equipment turned over from the customer to the Operator shall be applied as a credit to be utilized against the cost of providing firefighting services and that no funds will be exchanged until such time as the credit is fully utilized. (i.e. if value of firefighting equipment is found to be \$200,000 and the annual fee is \$22,000, there shall be no exchange of monies for 9 years).

SERVICE FEE

1. The Customer agrees to pay to the Operator an annual fee of \$22,000 for providing firefighting services to the Customer.**
2. No further fee shall be forthcoming in regard to specific incidents which may arise within the service area.

*** Fee based on analysis of fire costs and calls from 2006 – 2015:*

Average \$57,090 per year total cost excluding Village operational salaries, amortization and reserve contributions

Average of 37.5% of calls being within the Village, the remainder being in Flagstaff County, giving an average cost of \$21,408.27

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ALBERTA
SENIORS AND HOUSING

*Office of the Minister
MLA, Edmonton-Riverview*

RECEIVED
APR 11 2016

AR40640

April 4, 2016

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

Dear Mayor Robinson:

As Minister of Seniors and Housing, I am pleased to provide the following status update for the Sedgewick lodge demolition and its replacement with self-contained units.

The tender has now closed for the construction of the ten new self-contained units. The Alberta Social Housing Corporation, who will own and develop the apartments, is in the process of awarding the construction contract to the lowest compliant bidder. The construction start-up meeting with the successful contractor took place on March 30, 2016. Attached is a conceptual design drawing for your information.

The demolition of the existing lodge facility is being managed by the Bethany Group on behalf of Flagstaff Regional Housing, owners of the lodge. Once the new seniors self-contained building is operational, Flagstaff Regional Housing (with Bethany Group as their administrator) will operate the building on behalf of the province.

Seniors and Housing staff are available to meet with you and Council to review project details. If you would like to schedule a meeting please contact Mr. Philip Henke, Director of Capital Developments, at 780-422-8157 (dial 310-0000 first for toll free access).

Sincerely,

Lori Sigurdson
Minister of Seniors and Housing

Attachment

cc: Ms. Donna Buelow
Board Chair, Flagstaff Regional Housing Group

LETTERS:

1. **Town of Sedgewick:** Letter to Victims Programs, Public Security Division in support of Flagstaff Victim Services and their request for funding.
2. **Town of Daysland:** Letter to Flagstaff Intermunicipal Partnership (FIP) Committee that "...at the March 29th, 2016 Council Meeting Daysland Council appointed Linda Simpson and Trent Swainson to the Subdivision and Development Appeal Board (SDAB) for three (3) year terms."
3. **Town of Daysland:** Letter to FIP that "...Daysland Council approved the FIP recommendation to enter into an agreement with 13 Ways Inc., at a cost of approximately \$266,000...."
4. **Town of Killam:** Letter to FIP that "...Town of Killam Council has approved the FIP recommendation to enter into an agreement with 13 Ways Inc., at a cost of approximately \$266,000...."
5. **Town of Killam:** Letter to FIP that "...Town of Killam Council has appointed Linda Simpson and Trent Swainson as SDAB members for another 3 year term."
6. **Village of Heisler:** Letter to FIP regarding the proposed upgrades to the regional SCADA system and movement of the network server was discussed and that "...Council did not pass a resolution to upgrade the site specific components or approve the proposal to move the network server to Hardisty as they feel that more information concerning costs specific to Heisler must be clarified before approval."
7. **Village of Heisler:** Letter to FIP that "Council appointed Linda Simpson and Trent Swainson to SDAB for a three (3) year term, effective immediately."
8. **Village of Forestburg:** Letter to FIP that "...to approve the FIP Revised 2016 budget in the amount of \$82,100. with a requisition to the Village of Forestburg of \$4,504.98."
9. **Wes Taylor, MLA:** Copy of letter sent to Sarah Hoffman, Minister of Health in support of the Rural Physicians Action Plan (RPAP).
10. **Heritage Canada:** Confirmation that the Town was successful with their application for July 1st fireworks in the amount of \$2,000.
11. **Partners for the Saskatchewan River Basin:** Letter requesting support via membership to Partners For the Saskatchewan River Basin (PFSRB). Membership funds help complete and take on projects. The Saskatchewan River Basin is an international watershed that includes the three Prairie Provinces and a small portion of Montana.
12. **Farm Safety Centre:** Farm Safety Centre is a not-for-profit organization with the mandate to reduce injuries and fatalities in rural Alberta. During the 2016 school year 500,000+ students will be reached in Alberta since the program began 18 years ago. They are requesting a contribution of \$250-\$500 from all towns, villages and summer villages in Alberta to sustain the farm safety initiative far into the future.
13. **Alberta Municipal Affairs:** Letter from B. Pickering, Deputy Minister advising that "On behalf of the Minister, I regret to advise that the following project application submitted to the ACP has been declined: Regional Economic Development Plan - \$160,000."
14. **Workers' Compensation Board:** Letter and poster announcing that April 28th, 2016 is the National Day of Mourning to stop and remember workers killed, injured or disabled at work.
15. **Camrose Primary Care Network (PCN):** Letter introducing the 2016 Get Out Get Active (GOGA) Challenge.
16. **Town of Killam:** Letter to RPAP in response to a request for input into the program.
17. **Alberta Municipal Affairs:** Letter to Mayor B. James, Town of Killam "...that the Town of Killam has been approved for a grant of \$350,000 under the Intermunicipal Collaboration component in support of your Regional Infrastructure Assessment project."
18. **Alberta Historical Resources Foundation:** Letter advising the acceptance of nominations of individuals, organizations and municipalities to recognize significant contribution to the protection, preservation and promotion of Alberta's heritage. Nomination deadline July 15th, 2016.
19. **Alberta Seniors and Housing:** Letter sharing the Planning to Age in Place series developed to support people to make plans for aging in place in their home or community.
20. **Alberta Fire Fighters Burn Camp:** Letter requesting funding to support the Alberta Fire Fighters Burn Camp.
21. **Safety Codes Council:** Letter acknowledging receipt of the 2015 Internal Audit Review.
22. **Alberta Municipal Affairs:** Letter advising that "...the operating spending plan submitted by your municipality has been accepted."
23. **Alberta Municipal Affairs:** Letter advising that "...the municipality's certified SFE has been submitted as required. We have reviewed your report and are satisfied that the reporting requirement of the MSI Memorandum of Agreement have been met. The reported project has been accepted by the Minister."

NOTICES and INVITATIONS:

21-April-16
Mayor

21-April-16
CAO

1. **Minister of Transportation:** Notification of a Rural Transportation Information Day on April 30th, 2016 at Augustana Campus, Camrose.
2. **Medically at Risk Drivers Centre (MARD):** Announcement that the Transportation Toolkit for the Implementation of Alternate Transportation for seniors in Alberta.
3. **Tree Canada:** Notification of the 3rd Annual Tree Challenge.
4. **Tree Canada:** Notification of the Craig Huff Bursary to cover costs of the 2016 Canadian Urban Forest Conference.
5. **American Public Works Association:** Notification of National Public Works Week May 15th - May 21st, 2016 and a request for nominees.
6. **Grey Matters:** Call for presenters at the Grey Matters 2016 Conference extension to March 21st, 2016.
7. **Flagstaff Family Community Services (FFCS):** Notification of the Ombudsman Tour on April 5th, 2016.
8. **Federation of Canadian Municipalities (FCM):** Provided proposals and information for the 2016 Budget.
9. **FMC:** Invitation to FMC's Annual Conference and Trade Show, June 2nd-5th, 2016 in Winnipeg.
10. **Camrose Booster:** Provided notification and information on the release of a new downloadable application for your smart phone. The application is "Camrose Now."
11. **Honorable Kevin Sorenson, M.P.:** Notification that Justin Trudeau promises to change the election process. Request of support by signing a petition for a referendum on the Prime Ministers plan.
12. **Grace Energy:** Provided notification and information on solar and wind products.
13. **Alberta Public Library Survey:** Copy of the Sedgewick Public Library annual survey.
14. **Tree Canada:** Invitation to the Urban Forest Conference in Laval, QC September 26th - 29th, 2016.
15. **Vauxhall Aquatic Centre:** Invitation to their 2016 Project in Progress Open House and Poolside Lunch, April 8th, 2016 in Vauxhall, AB.
16. **Ted Falk, Member of Parliament:** Information on Bill C-239 The Fairness in Charitable Gifts Act.
17. **MacQueen Playground Installations:** Information on turkey playground installations.

WORKSHOPS and SEMINARS:

1. **Violence, Victimization and Trauma:** Course on April 25th, 2016 addressing The Complexity of Trauma Responses.
2. **MacEwan University:** Information for Lobby Government Effectively course on April 20th, 2016.
3. **Dalhousie College of Continuing Education:** Spring 2016 Term schedule of Municipal Courses
4. **The Canadian Institute:** Course information for Infrastructure Asset Management
5. **Canadian Professional Management Services:** Course information on Union Contract Negotiations and Winning Grievances and Arbitrations.

MINUTES and FINANCIAL STATEMENTS:

1. **Sedgewick Memorial Cemetery:** Financial Statement ending March 31st, 2016.
2. **Recreation Funding Committee:** Financial Statement ending March 31st, 2016.
3. **Sedgewick Memorial Cemetery:** Financial Statement ending February 29th, 2016.
4. **Sedgewick Community Hall:** Financial Statement ending February 28th, 2016.
5. **Sedgewick Community Hall:** Financial Statement ending January 31st, 2016.
6. **Parkland Regional Library:** Highlights from the Parkland Regional Library Board February 25th, 2016 meeting.

NEWSLETTERS AND PUBLICATIONS:

- | | |
|---|-------------------------------|
| 1. Alberta Urban Municipalities Association (AUMA): | April 1 st , 2016 |
| 2. FCM: | April 1 st , 2016 |
| 3. Alberta Association of Municipal Districts & Counties (AAMDC): | March 30 th , 2016 |
| 4. Battle River Watershed Alliance: | March 23 rd , 2016 |
| 5. FCM, Presidents Corner: | March 23, 2016 |
| 6. FCM: | March 22 nd , 2016 |
| 7. FCM: | March 18 th , 2016 |
| 8. AUMA: | March 16 th , 2016 |
| 9. AUMA: | March 9 th , 2016 |
| 10. FCM: | March 4 th ,k 2016 |
| 11. AAMDC: | March 3 rd , 2016 |
| 12. FCM: | March 2 nd , 2016 |
| 13. AUMA: | March 2 nd , 2016 |

14. Battle River School Division (BRDS):	March 2016
15. The Furrow:	March 2016
16. Infrastructure:	March 2016
17. FCM:	February 26 th , 2016
18. AAMDC:	February 24 th , 2016
19. AUMA:	February 24 th , 2016
20. Canadian Cancer Society:	February 23 rd , 2016
21. Turf & Recreation:	January/February 2016
22. Battle River Power Coop:	February 2016
23. Environmental Science & Engineering:	February 2016
24. CURB:	Issue 2, 2016