



4818 - 47 Street
P.O. Box 129
Sedgewick, AB T0B 4C0
Phone: (780) 384-3504
Fax: (780) 384-3545
Website: www.sedgewick.ca



January 23rd, 2014

Agenda

Regular Monthly Meeting – Call to Order

Adoption of Agenda –

Correspondence – Items Arising:

- | | |
|----------------------------------------|----|
| 1. LGAA Convention | 1A |
| 2. FIRST – Donation Request | 2A |
| 3. AUMA – Mayors Caucus | 3A |
| 4. Gov't of Alberta – Excellence Award | 4A |

Circulation File of Correspondence – List Attached

Delegation – n/a

Financial Statement – For Month Ending December 31st, 2013 – Attached

Accounts – For Month Ending December 31st, 2013 – List Attached

Committee Reports – For Period Ending January 23rd, 2014 – Attached

Public Works Report – For the Period Ending January 23rd, 2014 – Attached

**CAO Report – For Period Ending January 23rd, 2013 – Addition
Matters Arising:**

**Minutes – Regular Council Meeting of November 28th, 2013 - Attached
Matters Arising:**

Business:

- | | |
|-----------------------------------------------|----|
| 1) FIP- Managing Partner Proposal | 1B |
| 2) Regional Recreation | 2B |
| <i>In- Camera - Personnel</i> | |
| 3) FRSWMA - 2014 Budget | 3B |
| 4) Public Works – Traffic/Speed Zones | 4B |
| 5) Flagstaff County – Walking Trail Expansion | 5B |
| 6) Strategic Planning – Date | 6B |
| 7) Encroachment – Request for Direction | 7B |
| 8) | |
| 9) | |
| 10) | |

Adjournment -

Strength Through Networking

LGAA 2014

MARCH 5-7, 2014
SHERATON HOTEL | RED DEER



AI Schedule

WEDNESDAY, MARCH 5, 2014

8:00 – 9:00 a.m.	Registration desk opens
8:45 a.m.	Greetings
9:00 – 10:30 a.m.	KPMG Focus on PS3260 : Liability for Contaminated Sites
10:30 - 10:45 a.m.	Coffee Break
10:45 – 12:00 a.m.	Ryan Beebe Looking Forward: Maximizing Retirement Planning
12:00 – 1:00 p.m.	Lunch
1:00 - 2:30 p.m.	Sami Jo Small Vital Lessons in Teamwork: Embracing Roles You're Given
2:30 - 2:45 p.m.	Coffee Break
2:45 - 4:00 p.m.	Drew Dudly Redefining Leadership and the Power of Lollipop Moments

PLEASE NOTE THAT THERE ARE NO ACTIVITIES OR MEALS SCHEDULED FOR THIS NIGHT.

THURSDAY, MARCH 6, 2014

7:30 - 8:45 a.m.	Registration desk opens
7:30 – 8:45 a.m.	Breakfast in tradeshow area
8:45 - 9:00 a.m.	Greetings
9:00 – 10:00 a.m.	George Kourounis, Storm Chasers Making Fear Disappear
10:00 - 10:30 a.m.	Coffee Break
10:30 - 11:30 a.m.	George Kourounis Storm Chasers (Continued)
11:30 - 1:00 p.m.	Tradeshow Luncheon
1:00 – 2:30 p.m.	AUMA AAMD&C CAMA
2:30 - 3:00 p.m.	Coffee Break & Tradeshow Draws
3:00 - 4:00 p.m.	Reynolds Mirth Richards & Farmer
4:00 p.m.	AGM & LGAA Zone Meetings <i>Join us for an hour of networking with peers from within your region.</i>
6:30 p.m.	Cocktails
7:00 – Midnight	Banquet & Entertainment Improv Guild of Calgary

Join us for a casual night of fun & improv! The Improv Guild has been entertaining audiences for over ten years and provides a fun, fast and accessible set of improvisational comedy. Taking suggestions and volunteers from the audience we use theatre structures to create comedy before your very eyes.

FRIDAY, MARCH 7, 2014

9:00 – 1:00 p.m.	Government Updates Various Government Departments
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Hotel Reservations

Traditional	\$139.00 single/double occupancy
Deluxe	\$159.00 single/double occupancy
Corner Suite	\$199.00 single/double occupancy
Hospitality Suite	\$199.00 single/double occupancy

Sheraton Hotel & Conference Centre
3310 - 50th Avenue
Red Deer, Alberta
1-800-662-7197

Please inform the reservation agent that you are a delegate with the LGAA Conference & Tradeshow.
ROOM RATE DEADLINE: February 10, 2014

RECEIVED
DEC 19 2013

Wednesday Sessions



KPMG

Focus on PS3260 : Liability for Contaminated Sites

www.kpmg.com/ca/

There is a new accounting standard for public sector entities, PS3260 – Liability for Contaminated Sites, which is effective April 1, 2014. Implementing a new standard will have significant impacts on your entire organization, including operating volatility, systems and processes, and the potential need to recalculate internal management information, key performance indicators and forecasts. Join KPMG Professionals as they discuss the potential impact and offer proactive advice.

Ryan Beebe CGA, CFP, TEP, CLU

Looking Forward: Maximizing Retirement Planning Independent Financial Services Agent

The road to retirement has perils and pitfalls. So, what are they and how can individuals navigate the aspects of financing with the end result a comfortable and rewarding retirement. NOW is the time to start thinking about the Golden Years and how to achieve them.

Sami Jo Small

Vital Lessons in Teamwork: Embracing Roles You're Given Olympian | www.samijosmall.ca

Sami Jo Small grew up on the outdoor hockey rinks of Winnipeg, MB. Her passion for the game was honed in the boys minor hockey system. As the only girl she was forced each and every day to prove that she belonged through hard work and determination. She dreamt, like her teammates, of someday playing in the NHL, but also dreamt of someday stepping on to the podium at the Olympic Games.

Drew Dudley

Redefining Leadership and the Power of Lollipop Moments www.nuanceleadership.ca

Drew Dudley is the former National Chair of Canada's largest fundraiser for post-secondary students, Shinerama: Students Fighting Cystic Fibrosis. After serving as the Director of Canada's largest university leadership development program, he founded Nuance Leadership in 2010, and works with organizations around the world to empower people to develop their leadership capacity. He has spoken to over 100,000 people around the world.

All presentations will be posted - with the presenter's consent - following the conference at:

www.lgaa.ab.ca

Thursday Sessions

George Kourounis, Storm Chasers | Making Fear Disappear

www.stormchaser.ca

Mr. Kourounis travels to the most dangerous, remote, and inhospitable places on earth to document the extremes of nature. He was the first person ever to film inside three of the world's most fearsome forces: a tornado, the eye of a hurricane, and an active volcano. Best known for his international television smash, Angry Planet, Kourounis is a fantastic speaker and vivid storyteller.



Canadian Association of Municipal Administrators

www.camacam.ca

Establishing and promoting the benefits of more formal relationships with international, national and provincial associations continues to be a high priority for CAMA. The webinar partnership with LGMA BC and the launch of Social Media Tools are a great step towards providing members with another way to network through different mediums such as, Blogs, Facebook and Twitter accounts.



Alberta Association of Municipal Districts & Counties

www.aamdc.com

Integrating government trade agreements with internal procurement processes. A review of current procurement models employed by municipalities and public entities. Particular emphasis on consumables, insurance, and energy.



Alberta Urban Municipalities Association

www.auma.ca

As the advocate for urban municipalities, AUMA wants to hear your top of mind issues and discuss how we can collaborate and network to strengthen municipal sustainability. Given the recent election, we are particularly interested in hearing how we can engage and support newly elected municipal officials. As well, during this session, AUMA will share recently developed tools and resources for municipalities to use in infrastructure planning, economic development, and welcoming and inclusive communities to mention just a few. In addition, AUMA will highlight its work on the MGA review and other advocacy with provincial and federal governments.



Reynolds Mirth Richards & Farmer

www.rmrf.com

The lawyers of Reynolds Mirth Richards & Farmer LLP will speak about the latest legal issues affecting municipalities. This session will recognize the importance of staying connected to current and trending matters in your own community and beyond.

Friday Sessions



Government Updates

www.gov.ab.ca

Every year we host a number of provincial staff members from various departments to discuss current initiatives, department changes and upcoming events. This is a great session for staying informed!

LGAA Registration Form & Invoice

Name: _____ Email: _____

First

Last

Employer: _____ Phone: _____

Address: _____

Postal Code: _____

Name on Card: _____

Credit Card: _____ exp: _____

If paying by credit card please indicate: ☐ Visa ☐ MasterCard

Send registrations to:

Local Government Administration Association

Box 565

Thorhild, AB T0A 3J0

info@lgaa.ab.ca

Phone: 780-398-3994 (voice mail)

Fax: 780-398-2643

**Conference confirmations
will be sent by email.**

Registration Fees (please indicate):

LGAA 2014 Conference & Tradeshow

2014 Membership fee must be paid to receive member's rate

ALL PRICES INCLUDE GST

LGAA Conference Combo	Member	\$420.00	<input type="checkbox"/>
MARCH 5 - 7	Non-Member	\$525.00	<input type="checkbox"/>

LGAA Conference	Member	\$262.50	<input type="checkbox"/>
MARCH 6 & 7 ONLY	Non-Member	\$315.00	<input type="checkbox"/>

Partner Tickets for Gala Night Banquet		\$63.00	<input type="checkbox"/>
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Delegate fees already include a banquet ticket. This is for partners/spouses/guests only.

Conference registrations include all meals including access to the Thursday night Gala.

GST 888824 16919 TR0001 TOTAL _____

Registration Policies

Registrations will not be processed until full payment is received

Notice of cancellation must be received in writing. A \$52.50 (inc. GST) cancellation fee will be applied. After February 21, no refunds will be issued.

In the event that the LGAA Conference fails to take place as scheduled, or is interrupted/or discontinued, or access is prevented or interfered with, or any other cause beyond the reasonable control of the Association, the delegates release the Association from all damages and claims for damages, and agrees that the sole liability of the Association shall be to return each delegate's registration fees less a prorated share of the costs committed by the Association to that time and date.

Information is collected for purposes of registration.

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DEC 19 2013

What is the LGAA?

The Local Government Administration Association (LGAA) is an organization whose membership is made up of municipal, administrative personnel.

Our Mission is to advance the interest of municipal employees through networking; to serve as spokesman for its members to the Provincial Government; and liaise with other organizations in the area of municipal administration.

Our Goals are:

- To facilitate networking and information sharing among members and agencies.
- Provide resource material for local government operations.
- Organize an annual provincial conference and support zone activities.
- Represent local government administration.
- Provide timely information to meet changing member needs and expectations.

The LGAA board consists of an executive and seven zone directors. This 11 member board strives to provide leadership and direction.

What You Get

Zone directors hold at least one zone meeting per year. These meetings provide information and an opportunity to exchange ideas with colleagues from your zone.

Membership criteria, a registered member is someone employed by a municipal government in a senior management position, who has his/her LGA certificate or other approved courses, degrees, or diplomas. An associate member is anyone employed in municipal government.

The LGAA members have opportunities to sit on not only the association committees but also special task forces and committees set by provincial departments and the Alberta Urban Municipalities Association. This provides direct input into issues, concerns, and programs that directly effect municipalities.

The LGAA has strong links with the Society of Local Government Managers, Alberta Rural Municipal Administrators Association, and Alberta Association of Municipal Districts and Counties.

A newsletter is distributed to members 4 times a year.

A conference and an Annual General Meeting are held each March in Red Deer. Delegates gather to discuss matters of mutual interest and concern, and have the opportunity to speak with government representation and sister organizations.

A trade show with the latest in municipal products and services is part of the 2 ½ day conference.

If you would like to become a member of the LGAA, please complete the application form. Help us ensure we continue to play an important role in the activities of municipal government.

Local Government Administration Association

MEMBERSHIP APPLICATION & RENEWAL FORM

Please Print Last Name First Name Title

Employer

Mailing Address Province Postal Code

Telephone Fax Email

Professional and Education History (if you require more room, please attach additional sheets)

NEW MEMBERS PLEASE FILL OUT THE FOLLOWING

Education: Please provide only courses/programs that you have completed.

Certificate/Degree/Diploma Name of Institution Province

Experience:

From Title Employer Name Province

I hereby apply for membership in the Local Government Administration Association. I will abide by the Local Government Administration Association's Bylaws.

Signature Date \$ Amount

Credit Card Information VISA MC expiry CCV

First member of a municipality - \$178.50 (inc GST)

Second and all other members of the same municipality - \$147.00 (incl GST)

New Members - \$89.25 (incl. GST)

GST 88824-1619 RT0001

Cheques payable to and return to:

LGAA

c/o Carol Revega

Box 565

Thorhild, Alberta T0A 3J0

Phone: 780-398-3994

Fax: 780-398-2643

Email: info@lgaa.ab.ca

Are you currently in a supervisory or management position?

yes

☐

no

☐

This information is collected for the purposes of processing your membership and material delivery. This information is not sold and is maintained in a confidential and secure manner.

Flagstaff's Initiative To
Relationship & Spousal
Trauma

Box 450
Killam, AB T0B 2L0



January 5th, 2014

Dear Friend of FIRST,

Flagstaff's Initiative to Relationship and Spousal Trauma (F.I.R.S.T) is in the process of planning it's 16th Annual Supper and Auction and we are asking for your support. Businesses such as yours can take part in the event in a variety of ways including:

- Purchasing a ticket for the auction on Saturday February 1st, 2014 in Killam at the price of \$25 each (the auction moves each year to a different community in Flagstaff) phone 780-385-3976 to book your tickets
- donating an item for the silent or live auction
- Becoming a Bronze, Silver, Gold, Platinum or Diamond Sponsor of the event

F.I.R.S.T. is the prevention of domestic violence and bullying program in Flagstaff . The program provides outreach, responses, services and community education aimed at making life better for families and children in Flagstaff. This program is run by a local board and has received excellent responses from all of our clients and many accolades from government. Help us make our program even more successful.

Please join us in making Flagstaff a great and safe place to live for people of all ages.

A canvasser will be contacting you in Janaury 2014 to follow up this request. If you have any questions or want to purchase tickets please call Laurie Keichinger or Lynne Jenkinson at 780-385-3976. We look forward to seeing you at this years event.

Sincerely yours,

Gunnar Albrecht

F.I.R.S.T. Board Chair

In accordance with the Alberta Charitable Fundraising Act, We are pleased to provide the following information:

The FIRST organizing committee has set a \$20,000 revenue target. Projected estimated fundraising costs are 17 % of gross revenue.

3A

Member Notices

December 18, 2013

Save the date: Mayors' Caucus set for March 5-7

AUMA members should save the date for the March Mayors' Caucus to be held at the Chateau Lacombe Hotel in Edmonton on March 5-7.

These Caucuses are open to Mayors, Council members, and CAOs and are a tremendous opportunity to network and build consensus on key issues that affect Alberta's communities. Each day of the Caucus is targeted to a particular group of municipalities:

- March 5 – municipalities under 2,500 population
- March 6 – municipalities between 2,500 and 10,000 population
- March 7 – municipalities with populations greater than 10,000

In conjunction with these events, AUMA's Annual MLA Breakfast will take place on Thursday, March 6 prior to the start of the regular Caucus meeting. All regular members are welcome to attend this breakfast meeting.

The cost for attending Mayors' Caucus is \$50. Keep an eye on the AUMA Digest in the coming weeks for details on registration, agendas, and instructions on how to submit an RFD for consideration at the Mayors' Caucus.

Thank you.

Sue Bohaichuk
Executive Officer, Policy and Advocacy

Levi Bjork
Senior Policy Analyst, Policy and Advocacy



THE ALBERTA ORDER OF EXCELLENCE

4A

**Lieutenant Governor of Alberta
and Chancellor of the
Alberta Order of Excellence**
The Honourable Donald S. Ethell

January 6, 2014

Chairman
J. Angus Watt, Edmonton

Council
Brian Felesky, Calgary
Barry Finkelman, Medicine Hat
Mike Frey, Grande Prairie
Audrey Luft, Edmonton
Eric Rajah, Lacombe

Executive Director
Gayle Stannard

*His Worship Clem St. Pierre
Town of Sedgewick
PO Box 129
Sedgewick, Alberta T0B 4C0*

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Dear Clem St. Pierre,

On behalf of the Alberta Order of Excellence Council, I would like to invite you to nominate a deserving Albertan to become a member of the Alberta Order of Excellence.

The Alberta Order of Excellence is the highest honour that can be bestowed on a citizen of this province. I trust that you might know a special citizen who has made significant contributions to the lives of other Albertans and that deserves to be considered for this honour.

This remarkable Albertan must be a Canadian citizen, live in Alberta and have made a significant contribution provincially, nationally and/or internationally. For more information on the Alberta Order of Excellence and a nomination form, please visit our website at www.lieutenantgovernor.ab.ca/aoe.

It is my hope that you know someone that can be considered for the 2014 Alberta Order of Excellence. The nomination deadline is February 15, 2014.

Yours sincerely,

*J. Angus Watt
Chair, Alberta Order of Excellence Council
(780) 412-6645*

Alberta



TOWN OF KILLAM

P.O. Box 189, 4923-50th Street
Killam, AB T0B 2L0
Tel: (780) 385-3977 Fax (780) 385-2120

5A

January 9, 2014

Town of Sedgewick
Box
Sedgewick, AB T0B4C0

Re: Try Triathlon

Dear Council:

The Town of Killam along with a couple community members have decided to host a try triathlon on May 31, 2014.

A try triathlon is a smaller swim, bike, and run. Our Try Triathlon is set for a 400 meter swim that would take place at the Flagstaff Regional Aquatic Centre, a 13 km bike ride that would take place down highway 13 and range road 422 to the Flagstaff County Office. And then a 3.5 km run that would take place from the County Office and around Sedgewick and out to Sedgewick Lake Park.

We feel that this event is a great way for us to work together on a fun event for the people of our area. We have requested support from the Flagstaff County and they have agreed to join us. This event would have each group being part of the decision making, planning, and man power.

We hope to have you join our group in this event. Should you have any further questions or concerns please feel free to contact us.

Thank you,

Charlene Jackson
Director of Community Services
Town of Killam
780-385-3977 Phone
recreation@town.killam.ab.ca

Email: tkillam@telusplanet.net
Website: www.town.killam.ab.ca





Dave Hunka
Manager, Customer Relations
Customer Service

FortisAlberta Inc.
100 Chippewa Road
Sherwood Park, Alberta
(780) 464-8311 Direct Line
(780) 868-7040 Cellular
(780) 464-8398 Fax
Dave.Hunka@FortisAlberta.com
www.FortisAlberta.com

6A

January 21, 2014

RE: FortisAlberta Interim Approved Rates Starting January 1, 2014

As you know, FortisAlberta is the primary electricity distribution service provider to your municipality and surrounding area. On December 23rd, 2013, FortisAlberta received approval from the Alberta Utilities Commission (AUC) for its 2014 Interim Rates effective January 1st of this year. These approved rates are interim only. Once FortisAlberta receives final approval from the AUC for its rates we will send you another letter to inform you of the final impacts to our rates.

The distribution rate increases are necessary for FortisAlberta to invest in the electrical distribution system to ensure long-term reliability and meet customers' needs. The primary drivers of the increases are to:

- Complete necessary maintenance on existing facilities to maintain safe and reliable service,
- Support connecting new customers, and
- Pay for increased capacity at transmission substations for existing and new customers.

As a regulated utility, FortisAlberta is required to flow through charges and refunds related to services provided by the Alberta Electric System Operator (AESO) and include taxes and fees set by municipal councils and the provincial government such as the A1 Rider and Franchise Fees. Distribution represents only one component of a customer's electricity bill. In addition, the total bundled bill includes transmission, retail energy charges and riders which are included in the utility bill you see from your Retailer.

For the average residential customer using approximately 600 kWh/month, the increase would be approximately \$2.88 (2.5%) on their bundled bill. These rate changes will appear on customers' February bill.

Please review the information below as any changes to Distribution and Transmission costs directly impact your municipality's Franchise Fee revenue for 2014. The AUC has approved these new interim rates so you will see an overall increase in Franchise Fee revenue for 2014 in most cases.

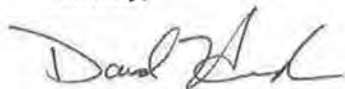
Rate	Description	Total Electricity Bill Impacts
11	Residential	2.6%
21	Farm	2.3%
26	Irrigation	-18.5%
31	Street Light Investment	6.0%
33	Street Light No-Investment	7.0%
38	Yard Light	6.4%
41	Small General Service	1.9%
44/45	Oil and Gas	6.8%
61	General Service	0.6%
63	Large General Service	-0.2%

Additionally, the Maximum Investment Levels for new services have increased effective January 1st, 2014 as outlined below. Overall, all rate classes saw a 1.59% increase in the investment levels with Rate 11 Residential and Rate 31 Street Light Investment increasing an additional 10% above the 1.59% increase.

Type of Service	2013 Maximum Investment Level	2014 Maximum Investment Level
Residential Rate 11	\$1,687 per service	\$1,882 per service
Residential Development Rate 11	\$1,687 per service, less FortisAlberta's costs of metering and final connection	\$1,882 per service, less FortisAlberta's costs of metering and final connection
FortisAlberta Farm Rate 21	\$5,592 base investment, plus \$800 per kVA of Peak Demand	\$5,681 base investment, plus \$831 per kVA or Peak Demand
Irrigation Rate 26	\$5,592 base investment, plus \$890 per kW of Peak Demand	\$5,681 base investment, plus \$904 per kVA or Peak Demand
Yard Lighting Rate 38	\$795 per fixture	\$808 per fixture
Street Lighting (Investment Option) Rate 31	\$1,969 per fixture	\$2,198 per fixture
Small General Service Rate 41	\$5,592 base investment, plus \$890 per kW of Peak Demand	\$5,681 base investment, plus \$904 per kVA or Peak Demand
Oil and Gas Service Rate 45	\$5,592 base investment, plus \$890 per kW of Peak Demand FortisAlberta invests as required per unmetered to metered service conversion program.	\$5,681 base investment, plus \$904 per kVA or Peak Demand FortisAlberta invests as required per unmetered to metered service conversion program.
General Service (less than or equal to 2 MW) Rate 61	\$5,592 base investment, plus \$890 per kW for the first 150 kW, plus \$112 for additional kW, of Peak Demand	\$5,681 base investment, plus \$904 per kW for the first 150 kW, plus \$114 for additional kW, of Peak Demand
Large General Service (over 2 MW)(Distribution Connected) Rate 63	\$101 per kW of Peak Demand, plus \$111 per metre of Customer Extension	\$102 per kW of Peak Demand, plus \$113 per metre of Customer Extension

Thank you for the opportunity to advise you of these matters and we invite you to contact me or your Stakeholder Relations Manager at any time should you have any questions or require further information.

Sincerely,



Dave Hunka
Manager, Customer Relations

7A

Flagstaff Regional Housing Group
Lodge Requisition - APPROVED
for the year ending December 31, 2014

Requisition Requested, related to:	2012 Year End	2013 Budget	2013 Year End Projection	2014 Requisition
Operating revenue	\$ (1,164,515)	\$ (1,019,200)	\$ (965,642)	\$ (903,000)
Operating expense	1,439,130	1,470,950	1,298,795	1,348,000
Regular operating budget deficit	274,615	451,750	333,153	445,000
Non-recurring projects	-	-	7,119	-
Major equipment/licensing	-	15,950	14,500	-
	274,615	467,700	354,772	445,000
Requisition	350,200	378,200	378,200	445,000
Net surplus (deficit) after requisition	\$ 75,585	\$ (89,500)	\$ 23,428	\$ -
Net Asset Balances Projection:				
Contribution (to) from reserve	\$ (75,585)		\$ (23,428)	\$ -
Reserve	\$ 631,001		\$ 654,429	\$ 654,429

Requisition contribution by equalized assessment: (2013 assessment used for 2014)

Flagstaff County	76.76%	\$ 268,802	76.39%	\$ 288,907	76.390%	\$ 288,907	76.780%	\$ 341,671
Town of Killam	4.90%	17,168	4.86%	18,381	4.860%	18,381	5.024%	22,357
Town of Sedgewick	4.40%	15,394	4.39%	16,603	4.390%	16,603	4.405%	19,602
Town of Hardisty	4.48%	15,688	4.10%	15,506	4.100%	15,506	3.999%	17,796
Town of Daysland	3.18%	11,119	3.99%	15,090	3.990%	15,090	3.513%	15,633
Village of Forestburg	3.59%	12,560	3.54%	13,388	3.540%	13,388	3.550%	15,798
Village of Loughheed	0.81%	2,848	0.82%	3,101	0.820%	3,101	0.884%	3,934
Village of Strome	0.71%	2,473	0.77%	2,912	0.770%	2,912	0.752%	3,346
Village of Alliance	0.58%	2,023	0.39%	1,475	0.390%	1,475	0.429%	1,909
Village of Heisler	0.30%	1,048	0.47%	1,778	0.470%	1,778	0.383%	1,704
Village of Galahad	0.31%	1,077	0.28%	1,059	0.280%	1,059	0.281%	1,250
		\$ 350,200	100.00%	\$ 378,200	100.00%	\$ 378,200	100.000%	\$ 445,000

LETTERS:

1. **Village of Forestburg:** Informing that the '14 budget for Flagstaff Regional Solid Waste Management Association (FRSWMA) was approved at January 13th, 2014 Council Meeting.
2. **Municipal Affairs:** Notifying that "New Home Buyer Protection Act (NHBPA)" comes into force on February 1st, 2014.
3. **Town of Killam (TOK):** Advising that the TOK approved the Flagstaff Intermunicipal Partnership (FIP) Committee's recommendation to adopt the '14 budget and accepted the proposal from Village of Forestburg to become the Managing Partner for one year.
4. **Village of Heisler:** Advising that the Flagstaff Family Community Services (FFCS) budget for 2014 was approved with the following requisition: 2014 - \$1,132.50 (151 residents x \$7.50).
5. **Village of Heisler:** Advising that the 2014 FRSWMA budget was approved and that Heisler's 2014 requisition for garbage collection services is \$22,124.05.
6. **Enbridge Pipelines Inc.:** The Town of Sedgewick received a \$10,000 cheque intended to aid with the purchase of the fire department's safety equipment, training and a generator for EMO Centre.
7. **University of Alberta (UofA):** A letter directed to Battle River Alliance for Economic Development (BRAED) thanking them for the opportunity to meet with community leaders in the area.
8. **Legislature Office:** Introduction of Jeff Wilson, the new Official Opposition Critic for Municipal Affairs.
9. **Elections Alberta:** Request for listing of owned, controlled, associated and/or affiliated entities.
10. **Koenders Water Solutions:** Save money getting and keeping municipal ponds and sewage lagoons clean.
11. **The Alberta Association of Architects (AAA):** The electronic document certification technology has been secured for use by its members.
12. **Village of Heisler:** Advising that Council approved the proposal from the Village of Forestburg to become the Managing Partner of the FIP committee for one year and approved the 2014 budget of \$59,330.

NOTICES & INVITATIONS:

1. **Growing Rural Tourism Conference:** March 3rd – 5th, 2014 in Camrose, Alberta.
2. **Alberta Health:** 2014 Minister's Seniors Service Awards – Deadline for Submission: February 28, 2014.
3. **Prairie Mapping Services:** Business introduction specifying their services provided.
4. **The Scotts Miracle-Gro:** 2014 GRO1000 Grassroots Grant – Deadline for Submission: February 17th, 2014.
5. **Alberta Land Use:** Consultations on the draft south Saskatchewan Regional Plan extended until February 28th, 2014.

WORKSHOPS & SEMINARS:

1. **Battle River Watershed Alliance:** Workshops "Opportunities for Source Water Protection in your Region". Workshops taking place in Sedgewick, Wainwright, Camrose, Wetaskiwin, Hughenden and Castor.
2. **Achieve Workshops:** Workshop "Assertive Communication" on March 7th, 2014 in Calgary or March 20th, 2014 in Edmonton.
3. **Achieve Workshops:** Workshop "Essential Workplace Skills" on March 20th, 2014 in Calgary or March 21st, 2014 in Edmonton.
4. **Information and Privacy Commissioner of Alberta:** Full day forum in recognition of "Data Privacy Day" on January 28th, 2014 in Edmonton at Government House from 8:00 a.m. to 3:00 p.m.
5. **Federation of Canadian Municipalities:** Sustainable Communities Conference & Tradeshow from February 11th – 13th, 2014 in Charlottetown, PE.
6. **Granicus:** Meeting Voting on the iPad – Introducing iLegislate and VoteCast.

MINUTES & FINANCIAL STATEMENTS:

1. **Community Advisory Committee (CAC):** December 10th, 2013 meeting minutes.
2. **Sedgewick Community Hall:** Financial Statement for the month ending November 30th, 2013.
3. **Sedgewick Community Hall:** Financial Statement for the month ending December 31st, 2013.
4. **Sedgewick Memorial Cemetery:** Financial Statement for the month ending November 30th, 2013.
5. **Sedgewick Memorial Cemetery:** Financial Statement for the month ending December 31st, 2013.
6. **Sedgewick Recreation Center:** October 15th, 2013 meeting minutes.

7. **Community Advisory Committee:** December 10th, 2013 meeting minutes.

NEWSLETTERS AND PUBLICATIONS

- | | |
|----------------------------------------------------------------------------|-----------------------|
| 1. Choose Well Upcoming Events | 2014 |
| 2. Alberta Distance Learning Centre (ADLC) | December 2013 |
| 3. APC December Uptime | December 2013 |
| 4. Alberta Urban Municipalities Assoc. (AUMA) Digest | December 11, 2013 |
| 5. AUMA Job Postings | December 20, 2013 |
| 6. AUMA Digest | December 20, 2013 |
| 7. Bird Construction | December 2013 |
| 8. Battle River Alliance Economic Development (BRAED) | December 20, 2013 |
| 9. Travel Alberta "Buzz" | December 9, 2013 |
| 10. Travel Alberta "Buzz" | December 16, 2013 |
| 11. Community Link | December 2013 |
| 12. Alberta Association of Municipal Districts & Counties (AAMDC) Contact | December 11, 2013 |
| 13. AAMDC Contact | December 18, 2013 |
| 14. TransAlta Energy Insights | December 2013 |
| 15. Canadian Training Resources | December 17, 2013 |
| 16. FCM | December 13, 2013 |
| 17. Local Government Administration Assoc. of Alberta (LGAA) | December 18, 2013 |
| 18. Municipal World Xtra | December 18, 2013 |
| 19. Rural Alberta Development Fund (RADF) | 2013 |
| 20. Rural Central and South eNewsletter | December 2013 |
| 21. Statistics Canada Webinars & Releases | December 2013 |
| 22. Alberta Municipal Recruiting Report | January 3, 2014 |
| 23. AUMA Digest | December 20, 2013 |
| 24. AUMA Digest | January 2, 2014 |
| 25. AUMA Job Postings | January 3, 2014 |
| 26. AUMA Digest | January 8, 2014 |
| 27. Battle River – Wainwright eNewsletter | January 2014 |
| 28. Travel Alberta "Buzz" | January 6, 2014 |
| 29. Travel Alberta "Buzz" | December 23, 2013 |
| 30. Travel Alberta "Buzz" | December 30, 2013 |
| 31. Travel Alberta "Connections" | January 2014 |
| 32. Local Government Administration Assoc. (LGAA) Member Bulletin | December 25, 2013 |
| 33. LGAA Member Bulletin | January 1, 2014 |
| 34. LGAA Member Bulletin | January 8, 2014 |
| 35. Battle River Alliance for Economic Development (BRAED) Message | December 20, 2013 |
| 36. United Farmer's Association (UFA) Contest Announcement | January 2, 2014 |
| 37. Choose Well Upcoming Events | January 8, 2014 |
| 38. Alberta Municipal Health & Safety Association (AMHSA) | January 2014 |
| 39. ATCO Electric Project Update | January 2014 |
| 40. Curb Magazine | 2013 |
| 41. Alberta Home Visitation Network Association (AHVNA) | January 2014 |
| 42. Alberta Hospitality | 2014 |
| 43. Enbridge Pipelines | January 2014 |
| 44. Workers Compensation Board (WCB) Work Sight | December 2013 |
| 45. Interlock Design | Fall 2013 |
| 46. Canadian Journal of Green Building & Design | 2013 |
| 47. Association of Professional Engineers & Geoscientists of Alberta (PEG) | December 2013 |
| 48. TransCanada Energy East Pipeline | 2013 |
| 49. The Electrical Contractors Association of Alberta – The Spark | January 10, 2014 |
| 50. Alberta Rural Development Network (ARDN) Rural Connector | January 9, 2014 |
| 51. Travel Alberta "Buzz" | January 13, 2014 |
| 52. Choose Well e-tips | November 2013 |
| 53. AAMDC Contact | January 9, 2014 |
| 54. AAMDC Contact | January 15, 2014 |
| 55. FCM News | January 6, 2014 |
| 56. TransAlta Energy Insights | January 2014 |
| 57. LGAA Member Bulletin | January 15, 2014 |
| 58. ADLC | January 2014 |
| 59. AAMDC Advantage News | January 16, 2014 |
| 60. UofA | January 10, 2014 |
| 61. Flagstaff Adult Learning Course Brochure | January – March, 2014 |

Town of Sedgewick Monthly Statement

Month Ending December 31, 2013

As Per Books						
	General	Subd. Rec.	Muni Fire	MSI-Op	MSI-Cap	BMTG
Previous Month Balance	2,000,797.32	3,490.52	96,815.21	29,111.24	632,076.01	159,856.82
Receipts for Month	122,653.97					
Transfer to Muni Fire Cap					10,000.00	
Outstanding Receipts						
Interest Received	1,737.89	2.96	82.23	24.72	542.31	135.77
Subtotal	2,125,189.18	3,493.48	96,897.44	29,135.96	642,618.32	159,992.59
Less Disbursements	242,309.39					
AB Education (4/4)	54,938.10					
Transfer to Muni Fire Cap	10,000.00					
Month End Balance	\$1,817,941.69	\$3,493.48	\$96,897.44	\$29,135.96	\$642,618.32	\$159,992.59

As Per Bank						
Month End Balance	1,949,696.93	3,493.48	96,897.44	29,135.96	642,618.32	159,992.59
Cash on Hand	300.00					
Cash in Transit	2,410.38					
Subtotal	1,952,407.31	3,493.48	96,897.44	29,135.96	642,618.32	159,992.59
Less Outstanding Cheques	134,465.62					
Month End Balance	\$1,817,941.69	\$3,493.48	\$96,897.44	\$29,135.96	\$642,618.32	\$159,992.59

Outstanding Cheques					
Number	Amount	Number	Amount	Number	Amount
Payroll Cheques					
129	1,176.62	154	2,015.69	161	1,425.39
131	180.00	155	1,879.04	162	1,561.20
135	45.00	156	812.62	163	1,675.62
150	107.93	157	294.30	164	1,368.24
151	225.00	158	3,050.46		
152	2,579.64	159	100.00		
153	1,479.24	160	1,494.94		
General Cheques					
2975	177.42	3027	20,000.00		
2976	168.00	3041	69.78		
3012	60.47	3042	4,725.00		
3023	20,000.00	3045	6,601.07		
3024	20,000.00	3048	1,140.50		
3025	20,000.00	3049	52.45		
3026	20,000.00				
Outstanding Cheque Total	\$134,465.62				

Submitted to Council this 23 day of January 2014

Interested Earned/December \$2,390.11
 GIC - 5-yr @ BRCU \$11,240.30
 GIC - 5-yr @ ATB \$18,599.45
 Total Cash and Investments \$2,619,926.64

Mayor Clem St. Pierre


 Amanda Davis, CAO

****Note**** The transfer to MuniFire account was marked as MSI Capital, a correcting entry at the bank has been made and will be shown on Janaury financial statement.

23-Jan-14
 Mayor

23-Jan-14
 CAO

Report Date
1/16/2014 3:52 PM

Town of Sedgewick
List of Accounts for Approval
As of 1/16/2014
Batch: 2013-00073 to 2013-00079

Page 1

Payment #	Date	Vendor Name	Reference	Payment Amount
Bank Code: AP - BRCU				
Computer Cheques:				
2998	12/ 3/2013	Canada Post Corporation	Nov. 2013 UT Billing	289.74
2999	12/10/2013	AAMD&C	AB Traffic Supply - Posts	159.08
3000	12/10/2013	Brent Polege	Nov. & Dec. 2013 Phone	100.00
3001	12/10/2013	Camrose Machine & Welding Ltd.	Cylinder Repairs - Shop	179.04
3002	12/10/2013	CDI Furnishings	Office Storage Cabinet/Freight	1,276.80
3003	12/10/2013	Cheram Farms Ltd.	Site Fill 3825P;02;P28-31	508.00
3004	12/10/2013	Cleartech Industries Inc	WTP - Potassium pump motor	574.67
3005	12/10/2013	Corner Gas	Nov. 2013 Fuel Purchases	1,985.89
3006	12/10/2013	Dalor Natural Gas Service Ltd.	2013 Meter Maint./Reading	2,226.00
3007	12/10/2013	Domain People Inc.	Email Domain	63.05
3008	12/10/2013	Flagstaff Food Bank	Enb. Go Green 10% Contr.	1,000.00
3009	12/10/2013	Joey Hebert	F/D - Xmas Pty 50% Contr.	750.00
3010	12/10/2013	Lakeland College	FD - FFTS-S401 Course x 10	700.00
3011	12/10/2013	Loomis Express	Freight - Cleartech/FD	115.04
3012	12/10/2013	Lougheed Gift & Garden	Park Christmas Tree	60.47
3013	12/10/2013	Neptune Technology Group	2014 System Maintenance	1,155.00
3014	12/10/2013	Nicks Oilfield Welding	New Gas Inst. #25 McLean Cres.	194.25
3015	12/10/2013	Petty Cash Fund	Replenish Petty Cash	125.13
3016	12/10/2013	Sedgewick & District Rec Board	Wildrose Coop Card	100.00
3017	12/10/2013	Sedgewick Cemetary	Cemetary Donation	100.00
3018	12/10/2013	Superior Safety Codes Inc.	October 2013 Closed Permits	132.30
3019	12/10/2013	Telus	Nov. 2013 Statement	868.58
3020	12/10/2013	Town Of Sedgewick	November 2013 Utility Billing	820.59
3021	12/10/2013	Wainwright Assessment	Dec. 2013 Contract	1,005.90
3022	12/10/2013	Xerox Canada Ltd	Photocopier Maintenance	131.25
3023	12/17/2013	Sedgewick & District Rec Board	2013 Operating - 1st Install.	20,000.00
3024	12/17/2013	Sedgewick & District Rec Board	2013 Operating - 2nd Install.	20,000.00
3025	12/17/2013	Sedgewick & District Rec Board	2013 Operating - 3rd Install.	20,000.00
3026	12/17/2013	Sedgewick & District Rec Board	2013 Operating - 4th Install.	20,000.00
3027	12/17/2013	Sedgewick & District Rec Board	2013 Operating - Final Pymt	20,000.00
3028	12/17/2013	Canada Post Corporation	Stamps - 15 rolls	992.25
3029	12/19/2013	Agriterra Equipment	Shop - 1/4 Lock	2.61
3030	12/19/2013	AAMD&C	Nov. 2013 Statement	793.58
3031	12/19/2013	AMSC Insurance Services Ltd.	January 2014 Remittance	1,718.69
3032	12/19/2013	Battle River R.E.A. Ltd	Nov. 2013 Charges	48.63
3033	12/19/2013	Battle River Implements Inc	Shop - Filter/Battery	337.01
3034	12/19/2013	The Community Press	Nov. 2013 Statement	172.68
3035	12/19/2013	Flagstaff County	Oct. 2013 Statement	636.75
3036	12/19/2013	Daryl Johnson	50% Rotorooter 5102-50 St	225.00
3037	12/19/2013	Jubilee Insurance Agencies Ltd	Vehicle Ins. Nov 1/13-Nov 1/14	12,854.40
3038	12/19/2013	Kelly's Computer Services	Council Laptops/Mouse x 6	7,319.18
3039	12/19/2013	Lakeland College	FD - S200/S500 Courses	700.00
3040	12/19/2013	Local Authorities Pension Plan	Dec. 2013 Remittance	3,625.02
3041	12/19/2013	Minister of Finance	2013 Linear Assessment	69.78
3042	12/19/2013	Munisoft Ltd	2014 Muni Software Agmt.	4,725.00
3043	12/19/2013	Petty Cash Fund	Replenish Petty Cash	52.50
3044	12/19/2013	R&I Schuurman Construction	Snow Removal	1,470.00
3045	12/19/2013	Canada Revenue Agency	Dec. 2013 Remittance	6,601.07
3046	12/19/2013	Watkins Holdings Ltd.	Nov. 2013 Statement	218.44
3047	12/19/2013	SKNGS - Sedgewick Killam	Nov. 2013 Billing	54,524.17
3048	12/19/2013	Clem St. Pierre	C. St. P. - DELL Laptop	1,140.50
3049	12/19/2013	Syban Systems Ltd.	WTP - Dec. 2013 Internet	52.45
3050	12/19/2013	The Wooden Spoon	Caroling in Park X-mas Tray	125.00
3051	12/19/2013	Voided by the print process		0.00
3052	12/19/2013	Wild Rose Co-operative Ltd.	Nov. 2013 Statement	561.55
3053	12/19/2013	CUETS Financial Mastercard	Dec. 2013 Statement	1,203.50
3054	12/19/2013	Town Of Killam	AUMA Conv. 2 Nights-C.St.P.	535.94
Total for AP:				215,326.48

Accounts payable cheques for the month ending in December 31, 2013.

December 31st, 2013 Payroll

0145-0151	12/12/2013	Mid Month Payroll	7,246.53
0152-0164	31/12/2013	Month End Payroll	<u>19,736.38</u>

Total for Payroll: \$26,982.91

23-Jan-14
Mayor

23-Jan-14
CAO

Council Committee Reports to January 23, 2014

Mayor St. Pierre reported attendance to:

Flagstaff Regional Housing Group – Minister Announcement – December 13th, 2013

- Since Clr. Watkins was not available, I attended the meeting for the announcement of the proposed rejuvenation of our Lodges in Forestberg. The announcement was for the Big Knife Lodge, and no mention was made of the proposed development in Sedgewick.

Caroling in the Park – Christmas Event – December 13th, 2013

- Attended the caroling in the park event where I did my best to represent Santa Claus. I also presented a donation from Town of Sedgewick/Enbridge to the Flagstaff Food Bank; the event was successful many positive responses were received in hopes of this becoming an annual event.

Battle River Community Foundation – January 6th, 2014

- Received the following donations from the Battle River Community Foundation as applied for by the Town of Sedgewick:
 - Sedgewick Lake Park – Wading Pool Resurfacing - \$1,000
 - Sedgewick Community Hall – Exterior revitalization - \$500
 - Sedgewick Fire Department – Bunker gear/ safety equipment - \$1,000

Flagstaff Intermunicipal Partnership (FIP) Meeting, Killam – January 6th, 2014

- CAO Davis and I attended the FIP regular meeting during which we were provided with a history and overview of the Partnership's results together with financial information to date.
- Since inception, the partnership received \$2.8 million dollars worth of grant revenue. The majority of this funding was utilized for the development and installation of the regional SCADA system.
- The Village of Forestburg presented a proposal to become Managing Partner of the partnership which was accepted. Upon acceptance of the proposal, we elected a Councillor from Forestburg as Chair and a the Mayor of Galahad as Vice-Chair. A draft budget was presented and accepted subject to revision following individual Council's approve of the Managing Partners proposal.
- The protocol for regional cooperation was discussed and it was reported that all municipalities had agreed to the contents, however the location of the approved document was unknown. That document will be located and we will be provided with copies in due course.
- A strategic planning meeting will be held in April and the next meeting of the Partnership will be scheduled at the discretion of the Chair.

Clr. G. Sparrow reported on behalf of:

Sedgewick Fire Department Meeting – January 2nd, 2014

- I was unable to attend this meeting however spoke with the Fire Chief preceding in request of an update
- 1 medical assist
- Fire department continuing to proceed with building upgrades

23-Jan-14

Mayor

23-Jan-14

CAO

Council Committee Reports to January 23, 2014

Clr. C. Williams reported attendance to:**Flagstaff Family & Community Services (FFCS) Meeting, Killam – January 8th, 2014**

- Attended the FFCS Board Development Day & Committee Meeting; old and new business was discussed.
- The FCC Committee is advertising for a Business Manager
- We were asked to continue our canvassing for the F.I.R.S.T. Auction & Supper to be held on February 1st. From the canvassing list I have added 17 new and existing businesses that were not included. I have challenged other Towns & Villages to do the same in raising awareness and funds for this worthy cause.

Clr. W. Dame reported attendance to:**Flagstaff Regional Solid Waste Management Association Budget Meeting– December 16th, 2013**

- Manager Murray Hampshire presented a comprehensive review of the 2014 proposed budget which was then approved by the board subject to individual council approval with includes the cost of \$1,075,000 to all member municipalities.

Clr. P. Robinson nothing to report.**Clr. F. Watkins nothing to report.**

23-Jan-14

Mayor

23-Jan-14

CAO

Public Works Report – Period Ending January 23rd, 2014

An update on public works activities up to January 23rd, 2014:

- Following the draft completion of the Drinking Water Safety Plan (DWSP) we are continuing to work with Administration on the completion of various Standard Operating Procedures (SOP's); this is an ongoing project
- The clearing of sidewalks was temporarily on hold due to equipment failure; replacement parts have been installed on the broom and we are back in operation
- The chain on the conveyor belt on the sanding truck broke; the replacement part has been ordered and it scheduled for delivery on January 22nd. Until that time, we will be completing sanding by hand with the backhoe and shovel.
- New blades have been ordered for the grader and are to be installed on January 13th
- Incident report – January 3rd, 2014 - while completing snow removal (hauling) our hired hand clipped the mirror of a vehicle parked on 50th Street near Night's Alive.
- Incident report – January 6th, 2014 – an unmarked above ground Telus line was hit while clearing snow away from fire hydrants on Spruce Drive. Damage caused one business to be without a phone for just over 24 hours. Telus' repair technician advised that the line is now scheduled for burial in May. The line has been marked to mitigate further damages.
- Doug Erickson with Alberta Environment and Sustainable Resource Development conducted our annual inspection of the water treatment plant (WTP) on January 10th, 2014; he advised we are doing a bang up job and request break down a few of our report prior to submission.

23-Jan-14
Mayor

23-Jan-14
CAO

Administration Report – Period Ending January 23rd, 2014

Attended the following meetings since December 19th, 2013:

January 6th, 2014 – Flagstaff Intermunicipal Partnership (FIP) Committee Meeting, Killam:

- In attendance with Mayor St. Pierre
- Election of executive committee: Chairperson, Bob Coutts, Village of Forestburg; Vice-Chair, Jeanette Herle, Village of Galahad
- The Committee received a proposal from the Village of Forestburg seeking support in becoming the new managing partner for a one year term. The proposal was contingent on the approval or the proposed budget totaling \$59,330. The proposal was moved recommending individual Council approval.
- Discussion held regarding the 2013 FIP operating surplus, it was agreed upon by the board that the surplus be held in reserves
- The Committee directed the CAO Group to prepare a strategic planning session to be held in the early Spring

January 10th, 2014 – Water Treatment Plant Inspection:

- In attendance with Public Works Foreman, D. Johnson and Municipal Secretary, L. Polege
- Doug Erickson with Alberta Environment and Sustainable Resource Development conducted the annual inspection at the water treatment plant. As a result, there were a few minor reporting recommendations mainly concerning the separation of water and wastewater entries; our reporting has been updated to accommodate the recommendation.

January 14th, 2014 – Strategic Planning Preparation:

- In attendance with Mayor St. Pierre, Clr.'s Robinson, Sparrow, Williams and Administrative Assistant, L. Dallyn
- Dawna Allard of Alberta Enterprise and Advanced Education facilitated the Prairie Canada Futures Game. The game was an interactive long term planning tool that is utilized to assist with long range municipal planning.

January 15th, 2014 – CAO Meeting, Flagstaff County:

- Met with Flagstaff County's CAO, S. Armstrong for relationship building/strengthening and to discuss regional initiatives

January 20th, 2014 – Collaborative Supper Meeting, Flagstaff County:

- In attendance with Mayor St. Pierre, Clr.'s Robinson, Watkins, Dame, Sparrow and Williams
- Flagstaff County invited the Town of Sedgewick and Village of Forestburg to a collaborative supper meeting. The initiative was intended to provide an introduction of Council as well as provide an open environment for round table discussions

January 21st, 2014 – CAO Meeting, Flagstaff County:

- Met with Flagstaff County's CAO, S. Armstrong and the Town of Killam's CAO, K. Borgel to discuss regional collaboration initiatives.
- Discussed our role in improving communication between the CAO group as well as brainstormed cost saving collaborative ventures
- Discussed the Regional Recreation Plan

23-Jan-14
Mayor

23-Jan-14
CAO

Administration Report – Period Ending January 23rd, 2014

(12) Administration

Education:

Administration registered for two NACLA courses:

Davis, Organizational Behaviour and Leadership;

Dallin, Property Taxation and Assessment

Both courses are part of the online Local Government Administration certificate program offered by the U of A.

Administration has continued to focus on year end reporting and audit preparation. Brian King shall begin the municipal audit on January 24th, 2014 the audit is scheduled for 3-5 days.

Nomination Day – Returning Officer, A. Davis accepted councillor nominations on January 20th, 2014. Three nominations were received:

1. Lindsey St. Laurent
2. Aleska Johnson
3. Cindy Rose

A candidate's forum has been scheduled for January 30th at 7:00 pm at the Sedgewick Community Hall. The Sedgewick Senior's Centre has agreed to provide treats for the evening.

Administrations drafted and submit various donation request letters to local oil companies on the request of the Fire Chief. One submission was completed online; we were successful in receiving \$2,000 from Conoco Philips for the purchase of bunker gear; this application was applied for by the Fire Chief on behalf of the Sedgewick Fire Department.

2014 Shelterbelt Establishment Program:

Due to the end of the Prairie Shelterbelt Program with Agriculture and Agri-Food Canada, Flagstaff County has developed its own shelterbelt program to continue to provide trees to rural landowners. Sedgewick sought permission to submit an application for trees at the Cemetery, Lake Park, and driving range. We were advised of the potential to receive trees at the 50/50 cost share. The town will submit an application prior to the January 31st deadline.

Notification was received by a resident within the Community that the Sedgewick Lodge roof was leaking and causing potential hazards within the building. It was later confirmed that the construction crew had returned to site continuing with repairs.

Attached to this report you will find an Action List with an update on activities following the December 19th, 2013 Council meeting.

Don Squire with Municipal Affairs contacted the office on January 9th to provide confirmation of the provincial governments funding commitment to the Sedgewick Lodge project. He reaffirmed that they are working closely with the Bethany Group to ensure all project details are aligned prior to any announcements.

23-Jan-14
Mayor

23-Jan-14
CAO

Council Action Items

19-Dec-13

	For	Item	Action Taken	Completed
1	Lorna	Register C. St. P, PR, CW & AD for FALC Community Building - Jan, 22 Session	Registered with FALC	23-Dec-13
2	Lindsay	Forward completed PRI Survery	Faxed Survey & informed all info can now be forwarded to CAO	23-Dec-13
3	Lindsay	Register C. St. P & PR for 2014 Mayors Symposium & book corresponding hotel rooms	Registered & Booked rooms at Radisson	20-Dec-13
4	Amanda	Email reminders to Council re: Community Building seeking attendance Jan. 10	Spoke with Clr's rather than emails being sent.	10-Jan-14
5	Amanda	Refresher letter to Covenant Health re: FCC Location	Complete, emailed and mailed	20-Dec-13
6	Amanda	Develop info package for Council re: State of Lodge to accommodate FCC letter	Left a msg with D. Beesley on Dec. 20	
7	Amanda	Letter to S. Rec re: financial approval and update on review practice - update on power charges	Complete, emailed and mailed	20-Dec-13
8	Amanda	Email S. Rec. Treasurer Healthy Communities Grant	Complete	13-Jan-14
9	Amanda	Investigate speed changes on hi-way 13 present at Jan. meeting	All info included in Jan. 23, Council pkg.	9-Jan-14
10	Clem	Signing of Bylaw #506 & 507	Complete	20-Dec-13
11	Amanda	Inform WAG re: Bylaw #506	Spoke to G. Barber on Dec. 20 notified of changes (internet down)	20-Dec-13
12	Lorna	Upload approved Bylaw #506 & 507 to website		23-Dec-13
13	Lindsay	Forward a copy of Bylaw #507 to K. Cannady to reflect FF charges (All Hazards Agreement)	emailed Press, facebook & website	23-Dec-13
14	Amanda	Letter to Bylaw # 506 applicants re approval	Complete and mailed	20-Dec-13
15	Lindsay	Register Partial Plan Cancellation Bylaw #506 with AB Land Titles	Completed on SpinII	23-Dec-13
16	Lindsay	Letter to CAC re: policing priorities cc: to C. Williams	Complete - letter emailed	14-Jan-14
17	Amanda	Update Salary Chart in System	Complete	20-Dec-13
18	Amanda	Meet with Personnel re: salaries evaluation	Complete	20-Dec-13
19	manda/Lorr	Salary updates to AMSC	email dec23- finally internet up	23-Dec-13
20	Amanda	Complete 2014 JE's pursuant to business item #5B		

21	Amanda	Finalize budget in GL system		
22	Amanda	Contact D. Awillard seeking an update for strategic planning, Jan.	Date confirmed and set for Jan. 14 & discussed planning day	6-Jan-14
23	Lorna	Advertize amended Janaury Council meeting dates	Sent to the Community Press	23-Dec-13
24	Lorna	Advertize for 2014 By-Election in the Press, online, Facebook etc.	emailed Press, facebook & website	23-Dec-13
25	Council	Set a date for the Advanced Poll - By Election		
26	Lorna	Upload Rec Financials online		23-Dec-13
27	Lorna	Contact our 2 election officials and set up for Feb. 10	In contact with one and confirmed	24-Dec-13
28	Lindsay	Posters for By-election/deliver and hang up around town	Complete/delivered	24-Dec-13
29	Lorna	Ensure nominees are listed on the front page of the website for easy viewing access	Complete	20-Jan-14

A Regular Meeting of Sedgewick Town Council was held in the Council Chambers of the Sedgewick Town Office, Sedgewick, Alberta on Thursday, December 19th, 2013 at 7:00 pm.

Present	Clem St. Pierre	Mayor
	Perry Robinson	Councillor
	Wayne Dame	Councillor
	Fred Watkins	Councillor
	Greg Sparrow	Councillor
	Carol Williams	Councillor

Absent	Pat Whitehead	Councillor
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Present	Amanda Davis	Chief Administrative Officer
	Lindsay Dallyn	Recording Secretary

Call to Order Mayor St. Pierre called the meeting to order at 7:00 pm.

Agenda
2013.12.334

MOTION by Clr. P. Robinson that the agenda be approved with the following additions:

CAO Report: for the period ending December 19th, 2013.

Business:

4B. 2014 Salaries (additional information)

5B. 2014 Municipal Budget (amended)

8B. Municipal By-election

CARRIED.

Correspondence:
Municipal Affairs

Municipal Affairs sent notification that Bill 28, the *Enabling Regional Growth Boards Act*, received Third Reading in the Legislative Assembly.

FCAL

Flagstaff Community Adult Learning (FCAL) advised of an upcoming event “Building a Welcoming & Inclusive Community” being held January 22nd, 2014 at 6:00 p.m. at the Sedgewick Legion; Mayor St. Pierre, Clr.’s Robinson, Williams and CAO Davis to attend.

PRL

Parkland Regional Library (PRL) request completion of their 2013 Satisfaction Survey; completed during the meeting.

AUMA

The Alberta Urban Municipalities Association (AUMA) 2014 Mayors Symposium will be held January 15th – 17th, 2014 in Edmonton; Mayor St. Pierre and Clr. Robinson to attend.

Family Care Clinic

The Flagstaff County – Killam Family Care Clinic (FCC) Community Group provided an update on recent activities.

Covenant Health

Covenant Health submit a letter in response to Council’s request to enter into discussions regarding the location of a FCC facility.

2013.12.335

MOTION by Clr. F. Watkins directing Administration to send a letter to the FCC working group reinstating Sedgewick’s interest to enter into discussions to address locations for the FCC facility.

CARRIED.

Delegation:

**Shaunet Petiot,
C.G.A.-Rec Centre**

Shaunet Petiot, C.G.A., Cory Gagnon, Recreation Centre President and Connie McArthur, Treasurer, entered the meeting at 7:30 p.m.

**Financial
Statements**

Petiot presented the Sedgewick & District Recreation Board Unaudited Financial Statements for the year ending August 31st, 2013.

Petiot, Gagnon and McArthur departed at 7:44 p.m.

2013.12.336

MOTION by Clr. C. Williams that the Sedgewick & District Recreation Board Unaudited Financial Statements for the year ending August 31st, 2013 be approved as presented.

CARRIED.

23-Jan-14
Mayor

23-Jan-14
CAO

- LOC** A list of correspondence items was reviewed by Council, as per the list attached and forming part of these minutes.
- 2013.12.337** MOTION by Clr. W. Dame to accept correspondence items and file as information. CARRIED.
- Financial Statement** Council reviewed the Financial Statement for the month ending November 30th, 2013, as attached to and forming part of these minutes.
- 2013.12.338** MOTION by Clr. P. Robinson to approve the financial statement for the month ending November 30th, 2013 as presented. CARRIED.
- Accounts** Council reviewed issuance of General Cheques and Payroll Cheques for the month ending November 30th, 2013 as attached to and forming part of these minutes.
- 2013.12.339** MOTION by Clr. C. Williams to approve issuance of General Cheques #2932-2997, totaling \$100,595.00, and Payroll Cheques #0115-0144, totaling \$38,662.25 for the month ending November 30th, 2013. CARRIED.
- Budgetary Control** Council reviewed the budgetary control report from January 1, 2013 to December 31, 2013 as presented.
- 2013.12.340** MOTION by Clr. G. Sparrow to approve the budgetary control report from January 1, 2013 to December 31, 2013 as presented. CARRIED.
- Committee Reports:** Council provided written reports to December 19th, 2013 as attached to and forming parts of the minutes.
- CAC** Clr. C. Williams reported discussions on behalf of the Citizen's Advisory Committee (CAC) pertaining to the current speed limit at the intersection of Highway 13 and Secondary Highway 869.
- 2013.12.341** MOTION by Clr. G. Sparrow directing administration to further investigate amendments to the speed limit at the intersection of Highway 13 and Secondary Highway 869. CARRIED.
- 2013.12.342** MOTION by Clr. W. Dame that the committee reports be approved as presented. CARRIED.
- CAO Report:** CAO Davis provided a written Administration report as attached to and forming part of these minutes.
- 2013.12.343** MOTION by Clr. F. Watkins that the CAO report be approved as presented. CARRIED.
- Minutes** Council reviewed the minutes of the November 28th, 2013 public hearing meeting.
- 2013.12.344** MOTION by Clr. P. Robinson that the minutes of the November 28th, 2013 public hearing meeting be approved as presented. CARRIED.
- Council reviewed the minutes of the second November 28th, 2013 public hearing meeting.
- 2013.12.345** MOTION by Clr. G. Sparrow that the minutes of the second November 28th, 2013 public hearing meeting be approved as presented. CARRIED.
- Council reviewed the minutes of the November 28th, 2013 regular meeting.
- 2013.12.346** MOTION by Clr. C. Williams that the minutes of the November 28th, 2013 regular meeting be approved with the following amendments;
- Page 3, Withdraw, should state, "... pursuant to Section 172", not "170". CARRIED.
- Council reviewed the minutes of the December 12th, 2013 budget meeting.
- 2013.12.347** MOTION by Clr. F. Watkins that the minutes of the December 12th, 2013 budget meeting be approved as presented. CARRIED.

MGA Section 172	Pursuant to Section 172 of the Municipal Government Act (MGA) Clr. G. Sparrow withdrew from the meeting at 8:11 p.m.	
<u>Business:</u>	Partial Plan Cancellation Bylaw #506 was presented for Council review.	
<u>Bylaw #506</u>		
2013.12.348	MOTION by Clr. F. Watkins to give first reading of Bylaw #506.	<u>CARRIED.</u>
2013.12.349	MOTION by Clr. W. Dame to give second reading of Bylaw #506.	<u>CARRIED.</u>
2013.12.350	MOTION by Clr. C. Williams that Council have a third reading of Bylaw #506.	<u>CARRIED UNANIMOUSLY</u>
2013.12.351	MOTION by Clr. P. Robinson to give third and final reading of Bylaw #506.	<u>CARRIED.</u>
	Clr. G. Sparrow re-entered the Council Chambers at 8:14 p.m.	
Bylaw #507	Fees and Charges Bylaw #507 was presented for Council review.	
2013.12.352	MOTION by Clr. P. Robinson to give first reading of Bylaw #507.	<u>CARRIED.</u>
2013.12.353	MOTION by Clr. F. Watkins to give second reading of Bylaw #507.	<u>CARRIED.</u>
2013.12.354	MOTION by Clr. C. Williams that Council have a third reading of Bylaw #507.	<u>CARRIED UNANIMOUSLY.</u>
2013.12.355	MOTION by Clr. W. Dame that Council have third and final reading of Bylaw #507.	<u>CARRIED.</u>
	Discussion held regarding development permit fees.	
2013.12.356	MOTION by Clr. P. Robinson that the Town of Sedgewick's development permit fees remain unchanged.	<u>CARRIED.</u>
Policing Priorities	Council discussed 2014 policing priorities.	
2013.12.357	MOTION by Clr. W. Dame that the Town of Sedgewick recommend that the 2013 policing priorities remain unchanged for 2014.	<u>CARRIED.</u>
2014 Salaries	Pursuant to the Policy Manual, Section B.6, a revised 2014 salaries budget was presented.	
In Camera		
2013.12.358	MOTION by Clr. G. Sparrow to go in camera at 8:40 p.m. with all persons excluded except Town Council to discuss personnel issues.	<u>CARRIED.</u>
Revert		
2013.12.359	MOTION by Clr. W. Dame to revert to the regular meeting at 8:46 p.m.	<u>CARRIED.</u>
2013.12.360	MOTION by Clr. P. Robinson that Council approve the 2014 Salary Chart as presented.	<u>CARRIED.</u>
2013.12.361	MOTION by Clr. P. Robinson that Council approve the amended 2014 salary and benefit budget as presented; \$297, 279.	<u>CARRIED.</u>
2013.12.362	MOTION by Clr. G. Sparrow that Council set the CAO's salary at \$85,000 and plus benefits effective January 1, 2014.	<u>CARRIED.</u>
Municipal Budget	A draft 2014 municipal budget was presented for review.	
2013.12.363	MOTION by Clr. G. Sparrow that Council authorize a \$6,000 transfer from Administration equipment reserves for 2014 computer upgrades.	<u>CARRIED.</u>
2013.12.364	MOTION by Clr. C. Williams that Council authorize a \$35,000 transfer from Public Works equipment reserves for replacement of the water truck and bucket truck, in 2014.	<u>CARRIED.</u>
2013.12.365	MOTION by Clr. P. Robinson that Council authorize a \$3,000 transfer from the 2013 operating budget for 2014 motor replacement at the lift station.	<u>CARRIED.</u>

23-Jan-14	23-Jan-14
Mayor	CAO

2013.12.366	MOTION by Clr. W. Dame that Council authorize a \$5,000 transfer from the 2013 operating budget for 2014 dirt work west of the Sedgewick golf course. <u>CARRIED.</u>
2013.12.367	MOTION by Clr. P. Robinson that Council approve the 2014 municipal budget in principle with a 1.36% increase. <u>CARRIED.</u>
Interim Budget	No action required.
Council Meeting Dates	Council discussed special meeting dates.
2013.12.368	MOTION by Clr. P. Robinson authorizing the cancellation of the January 2 nd , 2014 Special Budget meeting. <u>CARRIED.</u>
2013.12.369	MOTION by Clr. P. Robinson that the regular council meeting of January be changed from the 16 th to the 23 rd , 2014. <u>CARRIED.</u>
By-election	CAO Davis presented Clr. P. Whitehead's resignation.
2013.12.370	MOTION by Clr. G. Sparrow that council set a date of February 10 th , 2014 for the municipal by-election. <u>CARRIED.</u>
Adjournment	
2013.12.371	MOTION by Mayor St. Pierre for adjournment at 9:15 p.m. <u>CARRIED.</u>

Clem St. Pierre, Mayor

Amanda Davis, CAO

23-Jan-14
Mayor

23-Jan-14
CAO

Request for Decision (RFD)

Topic: Flagstaff Intermunicipal Partnership (FIP) – Managing Partner Proposal
Initiated by: FIP Committee
Prepared by: Amanda Davis
Attachments: 1. FIP Meeting Minutes – January 6th, 2014
2. Village of Forestburg – Managing Partner Proposal and budget
3. Regional Co-operation Work Program
4. Protocol for Regional Co-operation

Recommendations:

1. That the Town of Sedgewick approve the 2014 FIP budget as presented;
 2. That the Town of Sedgewick approve the FIP Committees recommendation and further accept the Village of Forestburg's proposal for managing partner
-

Background:

The FIP Committee was formed in 2003, it's main objects are as follows:

- Collaborate and interact with our neighbors to achieve long term sustainability as a regional community
- A standing committee that actively addresses the needs of the greater Flagstaff region
- Plan and promote cost sharing ventures to maximize potential benefits for all members

Purpose:

- Support mutual benefits
- Improve service delivery on a regional basis
- Promote regional thinking and prosperity
- Provide a collective voice to provincial and federal governments
- Support consensus based decision making
- Secure provincial and federal grant funding

Since 2003 the FIP Committee has secured \$2.8 million dollars in grant funding. Projects completed have directly or indirectly benefitted all communities in one way or another and wouldn't have been completed on an individual basis.

Future:

- The FIP Committee provides the opportunity for our eleven (11) municipalities to join forces to reach common goals.
- Now is the time to build new and strengthen current relationships to enable us to provide thriving communities where families want to live, work and play.

In early 2013 Leslie Heck resigned as FIP Coordinator, FIP has been on much of a stand still since that time. The Town of Killam also advised that are no longer interested in remaining managing partner.

Current:

At the January 6th, 2014 FIP Meeting the Village of Forestburg put forth a proposal for managing partner on a one year term, pending acceptance and approval of the budget. The following recommendations were made:

1. MOVED by Jeanette Herle to recommend to individual Councils to accept the 2014 budget in the amount of \$59,330. CARRIED
2. MOVED by Jeanette Herle to recommend to individual Councils to accept the proposal from the Village of Forestburg to become the FIP Managing Partner for a one year period, should all member municipalities accept the 2014 proposed budget. CARRIED

It is valuable that the FIP Committee become effective so that we can continue to levy grants from the upper level governments. Municipal Affairs advised that they are rolling Municipal Sustainability Initiative (MSI) operating funds into Regional Collaboration Program (RCP) funding therefore the benefits are even more severe.

****Highlights pertaining to the overall impact on the municipal budget**** pursuant to previous discussion around the FIP table, all CAO's agreed we would present our municipal budgets with the inclusion of the FIP requisition and that we would leave it unchanged for 2014. Therefore, this requisition does not impact our municipal budget further.

Flagstaff Intermunicipal Partnership Committee
January 6, 2014, 7PM
Killam Agriplex Multi-Purpose Room

Dennis Steil, Heisler
Bud James, Killam
Ron Williams, Strome
Amanda Davis, Sedgewick
Kevin Miller, Hardisty/Lougheed
Debra Smith, Lougheed
Debra Moffatt, Forestburg
Gwenda Poyser, Galahad/Strome
Gunnar Albrecht, Flagstaff County

Amanda Howell, Heisler
Kim Borgel, Killam
Laura Towers, Alliance
Clem St. Pierre, Sedgewick
Anita Miller, Hardisty
Bob Coutts, Forestburg
Dell Wickstrom, Alliance
Jeanette Herle, Galahad
Shelly Armstrong, Flagstaff County

Call to Order:

Bud James, Mayor Killam, Managing Partner called the meeting to order at 7:00pm

Kim Borgel, host CAO Town of Killam offered to record the minutes.

Agenda:

MOVED by Gunnar Albrecht to adopt the agenda as presented. CARRIED

Minutes of September 16, 2013 Meeting

MOVED by Dennis Steil to adopt the minutes of September 16, 2013 as presented. CARRIED

FIP Orientation Presentation

Bud James presented a power point of FIP happenings since its inception. A copy of the presentation is available upon request.

Managing Partner Report

The Managing Partner's Report and Financial Update to the month ending November 2013 is attached hereto and forms a part of these minutes.

Kim Borgel asked FIP Committee if there is an interest for FIP to cover the costs of the Council Orientation held in November. The approximate cost will be \$5,760. There is funding from the 2013 municipal contribution remaining that could be used to cover these costs.

MOVED by Anita Miller that the FIP Committee cover the costs of the Council Orientation held in November 2013 which will be approximately \$5,760. CARRIED

MOVED by Clem St. Pierre to accept the Managing Partner Report as information. CARRIED

Business

1. Managing Partner – Proposal from Village of Forestburg

The Village of Forestburg has submitted a proposal to become the Managing Partner of FIP, if the budget is accepted and approved by all member municipalities. A copy of the Proposal and the Proposed 2014 budget is attached hereto and forms a part of these minutes.

MOVED by Jeanette Herle to recommend to individual Councils to accept the 2014 budget in the amount of \$59,330. CARRIED

MOVED by Jeanette Herle to recommend to individual Councils to accept the proposal from the Village of Forestburg to become the FIP Managing Partner for a one year period, should all member municipalities accept the 2014 proposed budget. CARRIED

2. Election of Chairperson & Vice-Chairperson

a) Chairperson:

Bud James called for nominations for the position of Chairperson.

Gunnar Albrecht nominated B. Coutts for the position of Chairperson.

Bud James called twice more for nominations for the position of Chairperson.

MOVED by Gunnar Albrecht that nominations cease.

CARRIED

Bob Coutts was declared Chairperson.

Bob Coutts took the role of Chair for the remainder of the meeting.

b) Vice-Chairperson:

Bob Coutts called for nominations for the position of Vice-Chairperson.

Gunnar Albrecht nominated Jeanette Herle for the position of Vice-Chairperson.

Bob Coutts called twice more for nominations for the position of Vice-Chairperson.

MOVED by Bud James that nominations cease.

CARRIED

Jeanette Herle was declared Vice-Chairperson.

3. Draft Protocol for Regional Collaboration

a) Protocol for Regional Cooperation:

- This should no longer be "draft" as the protocol was accepted and approved by all municipalities.
- The final copy is currently being circulated amongst municipalities for signing.
- CAO Group was asked to review the document and make recommendations to the committee at the next FIP meeting.

b) Regional Cooperation Work Plan:

- Not all municipalities have accepted and approved the work plan as the priorities outlined in the plan need to be re-evaluated.

MOVED by Bud James that the CAO Group organize a Strategic Planning Day for all Flagstaff Councillors to attend, to be held in April up to a maximum cost of \$5,000 and this cost will be covered by FIP funding.

CARRIED

4. Next Meeting Date and Location – Will be at the call of the Chair

Adjournment – 8 p.m.



Village of Forestburg

P.O. Box 210, Forestburg, AB. T0B 1N0
Telephone: 780-582-3668 - Fax: 780-582-2233

November 28, 2013

Flagstaff InterMunicipal Partnership Committee
PO Box 189
Killam, AB T0B 2L0

Dear Sirs:

Re: Managing Partner

The Village of Forestburg is of the opinion that in order to access provincial funding in the future we need to work with our regional partners. We believe that the role of FIP will become integral to our success in this area as well as the continued sustainability of our municipalities.

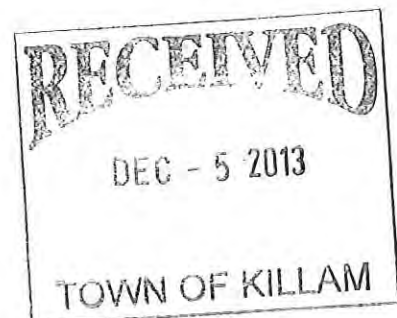
Council revisited the issue of taking on the role of managing partner for FIP and at the November 27, 2013 meeting approved the request from administration to take over this role based on the draft budget prepared. The budget totals \$53,330 (which is comparable to the last budget approved by the partners), and it encompasses the hiring of a .6 FTE individual as the FIP coordinator. The Village of Forestburg is only willing to take on the role of Managing Partner if the budget is accepted by all members of FIP.

We hope that our neighbours also see the need for this organization and are willing to work with us to make this successful.

Yours truly,

Peter Miller, Mayor
Village of Forestburg

Enc



2013-11-28

FLAGSTAFF INTERMUNICIPAL PARTNERSHIP
PROPOSED 2014 BUDGET
MANAGING PARTNER: VILLAGE OF FORESTBURG

	<u>2013</u>	<u>2014</u>
Salary & Benefits	47,224.00	39,000.00
Travel & Subsistence	750.00	750.00
Management Fee	-	6,000.00
Computer Lease	333.48	350.00
Cell Phone	600.00	900.00
Professional Development	750.00	900.00
Legal Fees	2,000.00	3,000.00
ARB Member Training	3,000.00	2,000.00
Overhead Expenses	2,361.00	2,500.00
Computer Support	650.00	650.00
Website Maintenance	2,030.00	2,030.00
Supplies/Postage	250.00	250.00
Meeting Expenses	-	1,000.00
	59,948.48	59,330.00



MAY 4, 2013

To: Shelly Armstrong, CAO
From: Gordon McIntosh
Subject: **REGIONAL COOPERATION REPORT**

The following Highlights have been extracted from the April Regional Cooperation Workshop to facilitate follow-up actions and update those not present at the session:

1. **Follow-Up** – suggestions and a follow-up action plan
2. **Draft Protocol** – comments for consideration
3. **Work Program** – for further exploration and/or action

The Regional Cooperation Forum was hosted by Flagstaff County and was attended by elected officials and senior staff from the County, Villages and Towns within the County.

FOLLOW-UP

Several recommendations were developed for the approval consideration of each Council.

1. **That each Council adopts the Regional Cooperation Protocol**
2. **That each Council adopts the Regional Cooperation Work Program for implementation**
3. **That each Council designates representatives to work on a Regional Cooperation Work Program.**

FOLLOW-UP ACTION LIST

ACTIVITY	WHO	WHEN	NOTES
PROTOCOL			
Prepare Draft Action Plan	Shelly	May	
Review Draft Protocol	Steering Com.	May	
Send out report and draft protocol	Shelly	May	
Adopt Protocol	Councils	June	Pre-election
Confirm Steering Committee membership	Councils	June	
Public Communication	Steering Com.	June	
Next Joint Session Date – Post -election	Steering Com.	June	
Post Election Session	Steering Com.	2014	
ACTION PLAN			
Public Works Inventory	Gwenda/CAO's	Nov.	
Provincial Revenue Sharing	Laura	May	
Family Care Centre – Stakeholder session plan	Shelly	June	For Fall
Block Parent Program			
Attainable Housing/Market Gap Analysis	Amanda	Dec.	

PROTOCOL

The participants identified the following considerations to guide regional cooperation:

MERITS

Some reasons to pursue regional cooperation include:

- **Knowledge sharing** – from the skills and experiences of others
- Share **human resources** – expertise and time
- Better **communication** for understanding and respecting differences
- **Save money** on current and/or future expenditures
- Enhance or maintain current **service levels**
- Provide a **new service** to meet emerging common needs
- Maximize the of service delivery **efficiency** and avoid **duplication of effort**
- Generate **new revenue sources**
- Lobby for or access external resources - government or corporate
- Pursue **joint advocacy** with other organizations and governments

PITFALLS

Some things to look out for and manage in pursuing regional cooperation include:

- Accommodating **different community goals** while pursuing regional interests
- Diversity of **resource capacity** of each jurisdiction
- Fear of **losing control** over it agenda or perceived loss of **identity**
- Lack of a **clear vision** for the partnership
- Clash of **personalities** by not focusing on issues and opportunities
- **Power struggles** to protect local rather than common regional interests
- Exposure to **risk** and potential **financial loss**
- **Takes time** to work together amidst all the other things we need to do

It was agreed that the above merits could not be achieved unless parameters were established to guide organizational actions and individual behaviours.

- To have defined **communication** channels to share information.
- To encourage **respect** of different view and interests.
- To pursue relations based on **transparency & openness**
- To **work together** in attempts to resolve issues.
- To develop a **consultative process** to ensure shared goals and efforts
- To respect **jurisdictional interests** by not fettering the parties' discretion
- To acknowledge not all parties need to be involved in each regional project.
- To advance shared interests to other levels of government with a **common voice**.
- To ensure the **public awareness** of the progress and results of regional cooperation.

A draft regional cooperation agreement will be circulated for comment and subsequent approval by each Council.

WORK PROGRAM

Participants listed and ranked (3 votes each) **strategic topics** - an issue or opportunity that two or more parties may want to address together. Groups then selected a strategic topic (not necessarily top ranked) to discuss on the basis that it:

- Was widely held by local governments
- Could be approached with existing staff resources
- Would fit within existing budgets
- Good chance of success in 2013

STRATEGIC TOPICS OF INTEREST (Long List)

1. Medical Service 20	8. Public works sharing 3
2. Affordable housing 12	9. Policing 2
3. Reliable Internet 9	10. More revenue 2
4. Tourism 9	11. Infrastructure deficit 1
5. Seniors housing 7	12. Repopulation 0
6. Economic development 6	13. Admin sharing 0
7. Water 6	

Bold font + top ranked

STRATEGIC TOPICS

1. **Affordable Housing**
2. **Medical Services**
3. Repopulation
4. **Water**
5. **Public Works Sharing**

The Solution Seeking Model was used to explore each strategic possibility. Relevant information was discussed to identify possible questions and arrive at an **essential question**. The desired outcomes and **key result** are identified if the essential question is answered. The third step identified possible ways to achieve the key result by evaluating response options to arrive at a **preferred option** for implementation. Finally, an **action plan** identifying necessary resources, timelines and responsibilities to implement the preferred option is developed.

SOLUTION SEEKING MODEL

PROBLEM DEFINED/ DESIRED OUTCOMES	OPTIONS	(* PREFERRED) & ACTION
		OPTIONS * 1. _____ 2. _____ 3. _____ ACTION 1. _____ 2. _____ 3. _____

The summary of the solution seeking discussion for each strategic topic is summarized in the attached **Regional Cooperation Work Program** (Attachment 2). Individual action plans without dates means the topics has not been prioritized for action and should be considered at a later date. The Regional Cooperation Work Program is a 'stand alone' document to be extracted and:

- Monitored and actioned by the CAO's
- Reviewed quarterly by the Steering Committee with revised charts sent to all parties
- Updated annually at the Regional Cooperation Forum

The key target dates to prioritized regional cooperation action items are summarized on the **Regional Cooperation Follow-up list** (Attachment 3) for easy reference.

I hope that this documentation helps you and your organizations to follow up on the outcomes of the Workshop and to further develop and sustain regional cooperation efforts. If I can be of any assistance, please do not hesitate to call.

FLAGSTAFF COUNTY REGION

REGIONAL COOPERATION WORK PROGRAM

April 2013

DESIRED OUTCOMES	OPTIONS	ACTION
NOW		
1. <u>PROTOCOL</u> (St. Comm. - Shelly) <i>How do we commit to the spirit of regional collaboration?</i> * Signed agreement <ul style="list-style-type: none"> • Be leaders/proactive not reactive • Become more collaborative • Maximize value for money for citizens 	1. Workshop 2. Steering Committee 3. CAO's	1. Draft – May (done) 2. Send out – May 3. Review and approval - June 4. Public Communication – June.
2. <u>PUBLIC WORKS</u> (Gwenda) <i>What resources could we share?</i> * Targeted efforts <ul style="list-style-type: none"> • Equipment duplication • Share qualified personnel • Lower service delivery costs 	1. CAO's & PW Superintendents 2. CAO's 3. Public Works Superintendents 4. Councils	1. Seek interested parties – May 2. Prepare inventory –Nov. 3. Identify & assess sharing targets – 4. Determine a shared service target – 5. Develop arrangement -
3. <u>MEDICAL SERVICES</u> (Shelly) <i>How do ensure adequate medical services?</i> * FCC Stakeholder Session <ul style="list-style-type: none"> • Retention of staff • Attraction of staff • Common vision –gov't & professionals • Balance economic and environmental interests 	1. Seek Provincial assistance 2. In-house 3. Consultant	1. Conduct research – April 2. Prepare proposal - May 3. Seek session funding - June 4. Meet professionals – summer 5. Host session - fall
4. <u>REVENUE SOURCES</u> (Laura) <i>How can we increase external revenues?</i> * Revenue Sharing Business Case <ul style="list-style-type: none"> • Regional leverage • Explore revenue sharing • Pursue corporate sponsors 	1. Consultant 2. In-house with Facilitator 3. In-house	1. Explore precedents 2. Review report -Council's Action Plan – April 3. Grant Application – May 4. Session – June 5. Terms of Reference – June

REGIONAL COOPERATION WORK PROGRAM

April 2011

DESIRED OUTCOMES	OPTIONS	ACTION
NEXT		
4. ATTAINABLE HOUSING (Amanda) How can we increase the diversity of housing to meet different income needs? * Gap Analysis <ul style="list-style-type: none"> • Supply of land • Available housing • Specific market gaps 	Consultant In-house with Facilitator In-house	1. Talk to real estate agents – Sept. 2. Host stakeholder meetings – Oct. 3. Review report - Dec.

FLAGSTAFF COUNTY REGIONAL COOPERATION FOLLOW-UP ACTION LIST

April 2013

ACTIVITY	WHO	WHEN	NOTES
PROTOCOL			
Prepare Draft Action Plan	Shelly	May	
Review Draft Protocol	St. Com.	May	
Send out report and draft protocol	Shelly	May	
Adopt Protocol	Councils	June	Pre-election
Confirm Steering Committee membership	Councils	June	
Public Communication	St. Com.	June	
Next Joint Session Date – Post -election	St. Com.	June	
Post Election Session	St. Com.	2014	
ACTION PLAN			
Public Works Inventory	Gwenda	Nov.	
Provincial Revenue Sharing	Laura	May	
Family Care Centre – Stakeholder session plan	Shelly	June	For Fall
Block Parent Program			
Attainable Housing/Market Gap Analysis	Amanda	Dec.	

PROTOCOL for REGIONAL COOPERATION

BETWEEN:

- **VILLAGE OF ALLIANCE** and
- **TOWN OF DAYSLAND** and
- **FLAGSTAFF COUNTY** and
- **VILLAGE OF FORESTBURG** and
- **VILLAGE OF GALAHAD** and
- **TOWN OF HARDISTY** and
- **VILLAGE OF HEISLER** and
- **TOWN OF KILLAM** and
- **VILLAGE OF LOUGHEED** and
- **TOWN OF SEDGEWICK** and
- **VILLAGE OF STROME** (referred to as the “Parties”)

WHEREAS the above local governments have the legislated authority to enter into an agreement for the purposes of sharing resources, expertise, risk and benefits associated with coordinating regional cooperation efforts on behalf of their respective communities.

WHEREAS the above parties believe it is in the public interest to pursue regional cooperation for the following reasons:

- **Knowledge sharing** – from the skills and experiences of others
- Share **human resources** – expertise and time
- Better **communication** for understanding and respecting differences
- **Save money** on current and/or future expenditures
- Enhance or maintain current **service levels**
- Provide a **new service** to meet emerging common needs
- Maximize the of service delivery **efficiency** and avoid **duplication of effort**
- Generate **new revenue sources**
- Lobby for or access external resources - government or corporate
- Pursue **joint advocacy** with other organizations and governments

AND WHEREAS the above parties feel it is important to provide a framework to guide regional cooperation in the areas of:

- Agreeing on general **principles** (Section 1) to guide organizational relations
- Creating a defined **structure** (Section 2) to represent all parties
- Facilitating effective **communication** (Section 3) between the parties
- Selecting suitable shared service and strategic topic **candidates** (Section 4)
- Following a **process** (Section 5) to pursue specific areas for cooperation
- Using a **concerns** process (Section 6) to address issues arising
- Identifying general **conditions** (Section 7) to guide regional cooperation efforts

NOW THEREFORE, the above parties wish to declare their spirit of fellowship by entering into a Protocol for Cooperation with the following considerations.

1.0 GUIDING PRINCIPLES

The parties agree to the following principles to guide regional cooperation efforts:

- 1.1 To have defined **communication** channels to share information.
- 1.2 To encourage **respect** of different view and interests.
- 1.3 To pursue relations based on **transparency & openness**
- 1.4 To **work together** in attempts to resolve issues.
- 1.5 To develop a **consultative process** to ensure shared goals and efforts
- 1.6 To respect **jurisdictional interests** by
- 1.7 To acknowledge not all parties need to be involved in each regional project.
- 1.8 To advance shared interests to other levels of government with a **common voice**.
- 1.9 To ensure the **public awareness** of the progress and results of regional cooperation.

2.0 STRUCTURE

The parties agree to the following structure to promote effective cooperation:

Steering Committee

2.1 The membership of the Steering Committee is made up of the Chief Elected Official (CEO)- Reeve and Mayors from the eleven parties. An alternate elected official may attend Steering Committee meetings from time to time when the CEO is not available.

2.2 The Steering Committee is responsible to:

- Coordinate regional cooperation efforts and Regional Cooperation Forum meetings
- Suggest opportunities for cooperation and information dissemination;
- Develop work plan(s) for the review and consideration of the parties;
- Facilitate decision-making by Councils on regional cooperation initiatives;
- Select a Chairperson as a spokesperson and to chair meetings; and

CAO Committee

2.3 The Chief Administrative Officers (CAO) of each party are responsible to meet regularly to:

- Meet regularly to support the Steering Committee;
- Annually assess the performance of the Coordinator (see below);
- Coordinate efforts to implement the work program
- Prepare or review reports on shared service projects.

Coordinator

2.4 The designated coordinator is responsible to:

- Coordinate administrative support to the Steering Committee;
- Work with the Chairperson to prepare notice of meetings and agendas; and
- Oversee the development and implementation of the regional cooperation strategy.

Regional Cooperation Forum

2.5 The Regional Cooperation Forum is expected to meet semi annually to:

- Assess the progress of regional collaboration efforts;
- Evaluate Shared services and determine areas for attention;
- Examine and determine strategic opportunities for cooperation;
- Establish a schedule for regular meetings;
- Adopt a communications strategy for joint decisions; and
- Review and approve the regional cooperation strategy.

3.0 COMMUNICATIONS

Steering Committee

3.1 The Steering Committee will operate in an open and transparent manner, in terms of participating Councils. Individual Councilors on each Council will be welcome to attend Steering Committee meetings as observers. **Meetings of the Steering Committee will be public, unless issues of a legal nature or negotiations are being discussed.**

3.2 Requests for information, presentations, etc. on issues being addressed by the Steering Committee will be directed to and responded to by the Chair.

3.3 The Committee will provide for regular reporting to the public, through media releases, public information meetings, etc. To the extent possible, the Chair will ensure that Councils are informed before a public release is issued.

Referrals

3.4 The parties agree to use best efforts to provide referrals to potentially affected parties prior to a local Council decision being made.

3.5 The purpose of the referral is to provide the other party with timely and sufficient information for meaningful dialogue only prior to either Party taking a position or making a decision.

4.0 SHARED SERVICES & STRATEGIC TOPICS

The parties agree to use the following guidelines to assess areas for regional cooperation:

4.1 A **shared service** candidate is a service or program that one or more parties provide or may want to apply.

4.2 A **strategic topic** is an issue or opportunity that one or more parties want to address.

4.3 Shared service or strategic topic **criteria** (Display 1) are intended to be used to:

- Evaluate the success likelihood of a potential area for regional cooperation;
- Clarify expectations of the parties if the topics is addressed;
- Identify requisite conditions for success at the start of an initiative; and
- Explore the actions required to sustain the initiative.

4.4 Shared service **candidates** offered by any party are expected to be:

- Assessed by the party suggesting the candidate;
- Submitted with supporting documentation of the area assessment;
- Discussed with potential regional cooperation parties before detailed analysis;
- Reviewed at a CAO meeting prior to a Steering Committee meeting; and
- Considered at a Regional Cooperation Forum, where possible.

5.0 PROJECT PROCESS

The parties agree to the following steps for identifying, selecting, implementing and monitoring shared services & strategic topics for regional cooperation.

Shared Services

5.1 A **notice of initiative** is provided by the initiating party when it wants to examine a service with regional cooperation potential or possible jurisdictional implications, by submitting a written notification to all other parties. The notification must be supported by a council resolution. Where ever possible, the idea should be introduced at a Regional Cooperation Forum

5.2 Other parties indicate their **interest and/or concerns** to the initiating party about the proposed regional cooperation project (so they can be addressed or acknowledged in the preliminary examination) within 45 days.

5.3 The initiating party conducts a **preliminary examination** using the regional cooperation candidate criteria contained in section 4.3 in partnership with other interested parties.

5.4 The initiating party is responsible to coordinate a **discussion** of the regional cooperation project with the other parties by:

- Providing a written report of its preliminary examination to all other parties;
- Placing the matter on the Steering Committee meeting agenda for direction; and
- Facilitating discussion at a regular or special Regional Cooperation Forum.

5.5 Two or more parties may pursue the **feasibility** of a regional cooperation project by way of a 'Feasibility Memorandum' to include (but not limited to):

- Scope for the feasibility analysis and concerns of other parties to be addressed; and
- Degree to which fiscal and human resources will be cost shared by the parities

5.6 The Feasibility Stage produces a detailed **business plan** to include:

- Resolution of key requirements to sustain the regional cooperation initiative;
- Identification of critical success indicators to be achieved (and monitored); and
- Preparation of a draft shared services contract

5.7 The parties formally commit to a shared service project by way of a **contract** that is:

- Reviewed by the CAO's (& legal counsel) on behalf of all or each party; and
- Ratified by a resolution (or bylaw) by the respective parities.

5.8 The shared service contract must include **implementation considerations** such as:

- Identification of the lead party designate(s) responsible for implementation
- Success indicators and desired results to evaluate the initiative; and
- Sharing of financial resources and other organizational resources.

Strategic Topics

5.9 **Strategic topics** may be introduced at a Forum through the Steering Committee to:

- Discuss its scope and possible strategies with required resources and actions
- See if at least two parties wish to place it on the Regional Cooperation Work Program.

6.0 CONCERNS PROCESS

The parties agree to the following process for addressing complaints relating to Shared Services.

6.1 The steps for dealing with **complaints** related to Regional Cooperation include:

- An individual Councillor or CAO must raise their concern with their own Council;
- A Council resolution is required for a party to take action;
- The 'complaint' party is to given a response timeframe within ten (10) working days;
- A ninety (90) day requirement for the issue to be addressed by the parties;
- Provision of rationale for extensions to the above ninety day response requirement;
- The 'complaint' party is expected to bring the complaint to the Steering Committee; and
- The Steering Committee will monitor the follow-up to complaints.

6.2 The options for dealing with an **unresolved conflict** between the parties include:

- A CEO of one party may facilitate discussions with other parties;
- Discussion at the Steering Committee meetings in an attempt to resolve the matter;
- Retain a third party to facilitate a resolution process; and/or
- Agree to a legal proceeding to decide on the matter.

6.3 A party (or service authority) must notify other parties of **service changes** that reflect:

- Modifications to service contract conditions;
- Significant change in an existing policy or a new proposed policy;
- Reallocation of monies that exceed the approved authority level; and
- Adjustments to service levels that are not reflected in the contract.

7.0 CONDITIONS

7.1 Any party may **withdraw** from this protocol with six (6) months notice to other parties.

7.2 The purpose of **referrals** is to provide parties with timely and sufficient information for meaningful consultative dialogue, prior to any of the parties making a decision which may impact upon the other party.

7.3 Notices and referrals referred to in the Protocol shall be **delivered in writing** to all the signatories to this agreement:

7.4 Nothing in this Protocol shall be construed as to fetter the legislative discretion of the parties within their respective jurisdiction, or to oblige either party to pursue an action, the application of any laws, statutory or otherwise;

7.5 It is acknowledged that the spirit of this Protocol will be reflected in each of the party's best efforts rather than any enforceable obligations to implement its terms and conditions.

7.6 The Protocol may be amended upon agreement of all parties.

As evidence of their agreement to the above terms, the parties have executed this Protocol as set out below:

ASSENTED TO THIS ____DAY OF _____, 2013 By:

Mayor
Village of Alliance

Mayor
Town of Daysland

Reeve Gerald Kuefler
Flagstaff County

Mayor
Village of Forestburg

Mayor
Village of Galahad

Mayor
Town of Hardisty

Mayor
Village of Heisler

Mayor
Town of Killam

Mayor
Village of Lougheed

Mayor
Town of Sedgewick

Mayor
Village of Strome

SHARED SERVICE REVIEW CRITERIA (Details)

The following criteria provide prompts to discuss and assess the suitability of existing or proposed services as potential candidates for cooperation among one or more parties.

CRITERIA	NOTES		
	High	Medium	Low
1. STRATEGIC PERSPECTIVE Does it contribute to strategic goals?	Mutual Vision	Compatible Goals	Uncertain
2. COST SAVINGS Will it save money?	Current Reduction	Zero Sum	Reduce Future Cost
3. SERVICE LEVEL How will it impact service delivery?	Maintain Level	Enhance Delivery	New Function
4. DETERMINED NEED Is the service critical to the service agenda?	Essential/ Legislated	Important/	Discretionary/ Optional
5. SERVICE DEPENDENCY Can service be provided alone?	Cannot do alone	Hard to do	Can do on own
6. ACCOUNTABILITY HISTORY Is there a positive partner track record?	Positive Experience	Uncertain	Negative Experienced
7. EXPECTED CAPACITY What is the service benefit to be shared?	Over 50%	Under 50%	Very Limited
8. JURISDICTIONAL RELEVANCE Does it relate to each party?	All four units	Three Units	Two Units
9. GEOGRAPHIC RELEVANCE What areas are affected?	All of Region	Partial Regional	Specific Area
10. PUBLIC SUPPORT Will the public support change?	Visible and Strong	Neutral	Uncertain
11. EXTERNAL LEVERAGING Does it access third party resources?	Ready & Waiting	Potential Exists	Uncertain
12. PUBLIC AWARENESS Is the public a factor for implementation?	Invisible	Visible/ Simple	Visible/ Complex
13. AFFORDABILITY How critical is this service?	In budget	Reallocate Budget	New to Budget
14. PARTNER CAPACITY Does the partner have resources?	In budget – less cost	In budget – zero sum	More cost
15. COST/BENEFIT ANALYSIS What is the return on investment?	Low Cost/ High Impact	Med. Cost/ High Impact	Med. Cost/ Med. Impact
16. RESOURCES EXPECTED What types of resources are expected?	Cash	Cash/ In Kind	In Kind
17. SHARED EXPERTISE Does it help access skills & knowledge?	Fill Critical Void	Create Synergies	Save Time
18. REVENUE GENERATION Will it increase revenues?	Yes	Potentially	Unsure/No

Request for Decision (RFD)

Topic:	Regional Recreation
Initiated by:	Clr. G. Sparrow
Prepared by:	Amanda Davis
Attachments:	1. Regional Recreation Plan (RRP) 2. Regional Master Plan 3. Recreation Slide Show 4. News Release 5. County/Town Letter 6. See what Flagstaff County sees 7. Draft Letters – Flagstaff County, Hardisty, Killam, Loughheed and Alliance

Recommendations:

1. That Council appoint a 3-5 member recreation committee to proceed with the regional recreation plan.
 2. That Council provide direction on the attached letter.
-

Background:

In 2011 Flagstaff County adopted the Flagstaff Regional Recreation Plan (RRP). The plan addressed models for the regionalization of recreation. (RRP attached)

Flagstaff County now offers recreation grants to municipalities and organizations that qualify within their guidelines.

During the first few years of implementing this program, Flagstaff County experienced resistance from many of the Town's local boards and groups.

Following the implementation of the RRP and performance measurement, studies resulted in amendments to the Plan and Flagstaff County developed the Facility Master Plan. This plan prioritized facility and funding opportunities. Below is a brief description:

1. Capital expenditures will be prioritized based on the category of the facilities
2. Specialty facilities will only be eligible for capital funding if designated as a Primary or Secondary facility
3. Primary facilities will be a high priority for capital and programming funding
4. Secondary facilities will be a high priority for programming funding and low priority for capital funding

Flagstaff County gave the Town of Sedgewick recreation facility the following designations:

- Arena - PRIMARY SPECIALTY,
- Bowling alley, PRIMARY SPECIALTY
- Curling rink, PRIMARY SPECIALTY

On February 15th, 2013 Sedgewick Town Council received a letter from Flagstaff County pertaining to our facilities designation. The letter clearly states, "County Council plans to revisit this issue in one year's time to determine the progress your facility has been able to make in this regard".

It is important that Council begin to review and acknowledge the increased need for regional collaboration and the reduction of duplicated services if we want to remain viable.

The RRP is the first step in reducing the duplication of services and encouraging municipalities to work together to increase services within the County.

It is imperative that Sedgewick partner with another community, initiate and proceed with the primary designation so that we don't lose funding for the recreation centre.

The County has designated the Killam pool as a regional facility however, does not identify the arena as a priority.

Simply put, every municipality is going to have to sacrifice something to gain something better. The development of a regional recreation board is a goal for the entire region.

Current:

At this time, it would be advisable to develop and appoint a Committee of Council and Administration to begin the process of regional recreation, figure out how we can access increased funding and begin the restructuring of recreation.

I have met with Jim Fedyk twice regarding a shared recreation position, the use of our facility and the Killam CAO once. There have been small discussions but nothing of any substance as we haven't had a leader.

We must look at the bigger picture, by encouraging surrounding Towns and Villages to use our facility and support it would increase the flow of traffic within our community, increase employment opportunities, increase facility usage, funding opportunities, etc. The benefits far surpass any negative outcomes however, change is gradual, there may be resistance from our counterparts as they fear the loss of autonomy, power etc.

Moving forward:

- Appoint a recreation committee
- Begin consultation with Flagstaff County, Killam, Alliance, Hardisty and Lougheed
- Involve the Sedgewick Rec board in discussions to get everyone on the same page for moving regional recreation forward
- Educate the public
- Communicate, educate and communicate more

If Council's sees the benefits of this proposal, draft community letters are attached. These are the types of letters that could be sent in an attempt to begin discussion and/or merely attain letters of support. Council may provide comments and direction.

Additional attachments:

See what Flagstaff County is reviewing and their statistics, (attachments #,) this is not something that should be ignored.

****Note, all grants were applied for by boards, sub committees etc.**

2013: \$52,611 (operational)

2012: \$41,175 (operational); \$50,000 (capital)

2011: \$20,620 (operational)

Community of communities



Flagstaff Regional Recreation Plan

Prepared for Flagstaff County



by Beacon for Change Inc.



The preparation of this plan was funded through a Municipal Sustainability Initiative (MSI) Grant.



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ATTACHMENTS:

Appendix A - Regional Recreation Service Delivery Model

Appendix B - Regional Recreation Program and Facility Grant Program

Appendix C - Combined Summary of the Flagstaff Community of communities Recreation
Programs and Facilities Review and the Public Consultation Report

Appendix D - Implementation Schedule

SUPPORTING DOCUMENTS:

Flagstaff Community of communities Recreation Programs and Facilities Review

Public Input on the RRMP

Comments from the Public Consultation

Urban-Rural Interdependencies: Flagstaff Pilot Project

These documents can be found on our website at www.flagstaff.ab.ca.



OUR RECREATION VISION

Our Vision for recreation in the Flagstaff Community of communities is:

To embrace and proactively use recreation and parks as an essential means for enhancing individual well-being, community vitality and economic sustainability.

OUR RECREATION MISSION

Our recreation Mission is:

To build healthy citizens and communities.

Specifically, to develop a region where recreation and parks are widely accessible to all and which will:

- focus on meeting citizen and community needs;
- increase the numbers of citizens valuing and participating in recreation and parks activities; and
- make a positive contribution to addressing emergent public health, social and economic conditions in the Flagstaff region.

OUR RECREATION STRATEGIC OBJECTIVES

The Flagstaff Community of communities Strategic Objectives for recreation and parks are:

- A. Collaborative Leadership
- B. Advance our Collective Quality of Life in the Community of communities
- C. Community Building

OUR RECREATION VALUES AND GUIDING PRINCIPLES

We believe:

- that recreation and parks provide benefits that are essential to quality of life and the health and well-being of individuals, communities and the economy in the region;
- that “recreation” is inclusive of play, physical activity, sport, arts and culture and outdoor pursuits;
- that “parks” include designated community parks, public open spaces, sports fields, natural areas and environmental reserves;
- that using a “community development” approach yields benefits both through the process and the programs and services that are delivered;
- that working in partnership with others who contribute to wellness and quality of life in the region is essential; and
- that volunteerism is fundamental to the delivery of recreation and parks programs.

STRATEGIC OBJECTIVE A: COLLABORATIVE LEADERSHIP



ENABLING OBJECTIVE 1: COLLABORATE ON REGIONAL SERVICES AND DECISION-MAKING

Recreation and parks as a function, must capitalize more fully on the potential of collaboration if it is to reach its potential and our citizens are to be served effectively, efficiently and economically.

The challenge of sustaining vibrant communities, particularly in rural Alberta, suggests a need for a collaborative regional model of service delivery. Such a model will embrace economic, social, cultural and environmental responsibility; recognize the value of natural and human capital; reach out to disciplines such as health and education; and focus on enabling our communities as a region. This model would optimize the use of scarce resources, including trained professionals, who are in short supply in rural and small urban communities. It is outlined in Appendix A.

Enhancing regional and community recreation and parks services also supports the Provincial Government's rural development strategy.

ENABLING OBJECTIVE 2: EMPLOY A REGIONAL RECREATION COORDINATOR

Among other tasks, the Coordinator will:

- Promote, coordinate and communicate the Regional Recreation Plan and its Service Delivery Model;
- Forge municipal partnerships in the development of regional recreation programs and facilities that address service delivery innovation;
- Develop, negotiate and coordinate agreements and services to guide delivery of Recreation and Parks programs, facilities and services; and
- Coordinate and routinely produce a Regional Recreation Program and Services Guide.

ENABLING OBJECTIVE 3: ADDRESS CHANGING RECREATION PATTERNS

Research clearly shows that participation patterns for recreation continue to shift. The popularity of activities that consume large amounts of fixed time or require large numbers of support people is declining. To predict the future of recreation amid accelerating lifestyles it would be wise to consider both trends (predictors of change) and demographics. Organizations offering recreation and parks opportunities cannot assume that they have a captive market. Commitment of interests, time and money are earned by fulfilling needs. Participants expect a high level of service, even from volunteers. Meeting such standards requires a sharpened mind and skill set.

Alberta municipalities are developing 'integrated community sustainability plans' and 'environmentally sustainable municipal infrastructure'. All Alberta communities should be encouraged to 'take the natural step' by engaging in sustainable development.

Recreation and parks can contribute to integrated community sustainability (ICS) plans by integrating recreation and parks master planning as part of the local dimension of ICS planning.

A provincial gap analysis clearly identified quality assurance in children's sport and recreation programs as an area requiring strategic attention. **HIGH FIVE®**, a quality assurance program based on extensive research, trains recreation leaders to ensure that recreation opportunities for children are of high standard and contribute to child development and emotional literacy. This program has gained national recognition and use. It should be applied as appropriate to program delivery in the Flagstaff region.

STRATEGIC OBJECTIVE A: COLLABORATIVE LEADERSHIP



ENABLING OBJECTIVE 4: ENHANCE REGIONAL CAPACITY FOR VALUES-BASED DEVELOPMENT OF COMMUNITY VOLUNTEERS.

Volunteers are recognized and respected in the region. They are typically the same small group of people due to the difficulty of recruiting new volunteers and exceptional difficulty of recruiting volunteers who are knowledgeable.

Transition approaches must be developed over time to build renewed capacity within the voluntary sector. Partnering with adjacent municipalities, provincial recreation and sport organizations and associations like *TRUE SPORT* will assist in the creation of innovative mechanisms to enhance local capacity.

The leadership of a full-time Regional Recreation Coordinator is crucial to the success of this objective. The Regional Recreation Coordinator would assist with professional support to the community volunteers and volunteer 'groups' through actions such as:

- advice regarding management issues;
- information;
- leadership development;
- support in liaising with other government recreation and cultural services such as provincial Agriculture Societies programs among others;
- support in developing community involvement;
- publicity advice;
- assistance in obtaining qualified leaders; and
- assistance in the development of program evaluation procedures.

A volunteer development program would consist of:

- recruitment strategies;
- placement of volunteers;
- orientation for volunteers;
- methods to encourage volunteer initiative;
- recognition of volunteers; and
- the personal development of volunteers.

**STRATEGIC OBJECTIVE B:
ADVANCE OUR COLLECTIVE
QUALITY OF LIFE IN THE
COMMUNITY OF COMMUNITIES**



Our pursuit of advancing and enhancing our collective quality of life must be supported by a new recreation program and service delivery approach.

Two things require change. First, not-for-profit clubs and organizations can no longer work in silos but rather must collaborate to meet the needs of our citizens and secondly, hierarchies amongst volunteer organizations are becoming increasingly irrelevant and must be focused on new ways to achieve our recreation vision and not let tradition narrow our focus.

The following ‘guiding principles’ serve as the cornerstone for the assessment of quality of life goals:

- Individual responsibility and empowerment – each citizen is responsible for actively participating in personal health and wellness;
- Citizens first – residents are citizens first and consumers second;
- Holistic health – because much of life’s meaning lies in interconnectedness, contribution to one’s community can be an antidote to stress, particularly when combined with fitness, good nutrition and relaxation;
- Quality, choice and accessibility in public goods – including recreation and cultural assets – must be of high quality and accessible to all regardless of social economic status, age or any disadvantage. No child, for example, should be denied the opportunity to participate;
- Protecting and nurturing quality of place – the design of our communities and the respect paid to natural capital must set the foundation for active lifestyles and enhanced quality of life;
- Long-term perspective – quality of life enhancements need to occur continuously;
- Children and youth are our highest priority – while it is important to foster health and wellness for all, investments in our children and youth promise the greatest long-term dividends; and
- Active living and daily living – is essential, a cornerstone of health and quality of life.

ENABLING OBJECTIVE 1: BECOME AN ACE (ACTIVE, CREATIVE, ENGAGED) COMMUNITY OF COMMUNITIES.



The use of our leisure and public spaces defines quality of life for the residents of a community.

Recreation, sports, fitness, arts, culture, heritage and parks opportunities are the heart of our communities; pumping vitality, creativity, and positive energy into our lives.

What we do with our discretionary time helps us enjoy, make sense of and shape our lifestyles, our families, our communities and the world around us. This quality of life is also the magnet that attracts and retains economic activity and a skilled workforce.

In recent years, the field of recreation and parks has focused much of its effort in three main areas – facilities, programs and parks to contribute to this quality of life. While these remain important, the ACE Communities initiative has been focused on a fourth area – community building - where recreation and parks are used as a catalyst to strengthen community leadership, innovation and capacity.

STRATEGIC OBJECTIVE B:
ADVANCE OUR COLLECTIVE
QUALITY OF LIFE IN THE
COMMUNITY OF COMMUNITIES



While recreation and parks brings richness and value to our lives and our communities, there is even greater potential when we capitalize on our unique understanding of communities and how they work.

The ACE Communities initiative has been able to explore and better articulate the growing importance of community building, the critical need for applying system- thinking to our communities and strong, collaborative leadership all through a recreation, parks and culture lens. ACE Communities describes a process as well as provides specific tools and resources to help a community strengthen its local leadership, identify its assets, apply a community development approach, involve a variety of sectors and citizens and ultimately become a more active, creative and engaged community.

Emphasizing the community leadership that will ensure impact and a longer term legacy, ACE Communities use a holistic approach that includes activities to:

- build community leadership through education and training;
- engage youth in leadership opportunities;
- conduct research related to quality of life; and
- apply marketing and communications approaches that promote the relationship of quality of life to community leadership, recreation, parks and culture.

There are three paths that must be implemented to become an “ACE Community”. These include strengthened local leadership, initiation of a short term project that encourages the community to work together and the development of a community-driven long term plan related to quality of life.

The Flagstaff region is well on its way to fulfilling the requirements to be an ACE Community.

We:

- are strengthening local leadership by hiring a Regional Recreation Coordinator;
- need to initiate a short term project requiring the community to work together; and
- have developed a community driven long term plan with the approach we’ve used to prepare our Regional Recreation Plan that has been developed by undertaking a review of all facilities, open spaces and programs and engaging communities, organizations and citizens in public consultation.

The benefits of being an ACE Community are:

- access to community building workshops;
- sharing, collaborating, meeting and learning online using state-of-the-art integrated processes;
- access to new resources and regular webcasts and webinars related to community leadership competencies and the use of ACE tools and resources;
- community leaders toolkit;
- use of the Service Excellence Framework for community recreation and parks practitioners;
- ongoing involvement with other provincial organizations involved in community capacity building; and
- use of the Facility Inventory Tracking System.

It is worth noting that Killam became an ACE Community in 2009-10.

**STRATEGIC OBJECTIVE B:
ADVANCE OUR COLLECTIVE
QUALITY OF LIFE IN THE
COMMUNITY OF COMMUNITIES**



Everybody gets to play™
Recreation without barriers



The best way to play™



ENABLING OBJECTIVE 2: IMPLEMENT NEW PROGRAMS TARGETED FOR EACH AGE GROUP THAT MEETS A WIDE RANGE OF ABILITIES AND INTERESTS.

For children, implement the following:

Use **HIGH FIVE®**, Canada's only quality assurance standard for recreation and sports programs for children aged 6 - 12. **HIGH FIVE®** provides a range of training opportunities, assessment tools and resources to ensure that communities and organizations can deliver the highest quality programs possible. **HIGH FIVE®** is also aligned with the Canadian Sport for Life model which provides excellent information as to what children should be doing at specific stages of their life. In addition, **HIGH FIVE®** empowers leaders in creating a quality environment where children's mental and emotional needs can be met simultaneously.

Embrace **Everybody Gets to Play™** which enhances the quality of life of children and youth in low-income families through increased access to, and participation in, recreation opportunities. Using a Community Mobilization Tool Kit, **Everybody Gets to Play™** orientations and one-day workshops enable communities from across the province to identify, reduce and ultimately eliminate barriers to recreation for children living in low-income families.

Implement the **Sogo Active** initiative created for one reason, to help youth challenge themselves and their friends to get moving. In this program, youth are asked to take the lead in solving the inactivity crisis by designing challenges to get themselves and their friends more active. Presented in collaboration with **ParticipACTION**, **Sogo Active** is a national initiative developed by **ParticipACTION** to create a youth-focused physical actively movement targeting Canadians aged 13 – 19.

Embed the **Kids at Hope** belief system. **Kids at Hope** is an innovative concept which states that all children are capable of success, **NO EXCEPTIONS!** **Kids at Hope** is first and foremost a belief system, supported by a cultural strategy and then enhanced by programs. **Kids at Hope** inspires, empowers and transforms families, youth-serving organizations and entire communities to create an environment where all children experience success.

For seniors and young adults:

Seek out those new initiatives that will inspire a renewed willingness to become active socially and physically through recreational activities.

**STRATEGIC OBJECTIVE B:
ADVANCE OUR COLLECTIVE
QUALITY OF LIFE IN THE
COMMUNITY OF
COMMUNITIES**

Teams should be organized around the theme of maximizing participation in the region rather than being organized around a facility or municipality.



**ENABLING OBJECTIVE 3: REBUILD AND UNITE THE REGION'S COMMUNITY
SPORT SYSTEM.**

Sports delivery in Canada relies on a diverse array of organizations, in both the public and not-for-profit sectors. The complexity of the sport delivery and support system in itself make effective collaboration difficult.

The roles of both the Federal and Provincial Governments will remain diminished. The onus for developing grassroots programs lies at the local level, requiring cooperation between the local sports organizations, community schools and municipal governments.

Most Canadians believe community sport can help young people develop positive values and positively affect communities.

The 2002 national public opinion survey on youth and sport discovered that few Canadians believe sport is fully realizing its powerful potential.

That sense of unrealized potential has spurred a new Canadian movement, *True Sport*. Driven by four core values: fairness, excellence, inclusion and fun, *True Sport* aims to create safe and welcoming environments where participants develop skills and abilities, test their limits and strive to achieve.

Under the guidance of the Regional Recreation Coordinator, a forum of all organizations delivering sport-oriented programs needs to be held to discuss and formulate a cohesive plan to inspire interest in sports and deliver sport programs efficiently so indoor and outdoor facilities are used effectively.



STRATEGIC OBJECTIVE C: COMMUNITY BUILDING



ENABLING OBJECTIVE 1: IMPLEMENT A SERVICE DELIVERY MODEL (APPENDIX A)

The model:

- clarifies program and/or facility provision alternatives;
- allows for the measuring of input, outputs and outcomes;
- evaluates recreation facility and program proposals;
- enables self assessment and continuous improvement; and
- provides a vehicle or framework through which priorities can be achieved.

ENABLING OBJECTIVE 2: ADOPT AN EXCELLENCE IN RECREATION AND PARKS PHILOSOPHY

This approach for open space and recreation facilities is achievable in our region and will revolve around three key concepts, six guiding principles and a series of actions.

Key Concepts:

- **An investment in people.** The creation of a system of indoor and outdoor community gathering places provide residents of all ages with a high quality of life and the opportunity for improved health and wellness now and in the future.
- **A carefully planned infrastructure investment strategy.** Invest to revitalize our existing infrastructure before we build new facilities. Work with a variety of partners to develop assets in a more timely fashion building community stewardship.
- **An investment in a healthier environment.** Conserving and maintaining natural heritage and ensuring that man-made redevelopment and development has a reduced ecological footprint to show commitment to a more sustainable community.

Guiding Principles:

- Invest in our community's health and wellness;
- Reduce the ecological footprint of development;
- Grow in place through reinvestment and revitalization;
- Engage the public and strengthen our community;
- Plan for the needs of the future; and
- Create funding strategies to provide ongoing support.

Actions:

- Strategically plan in advance to include emerging needs and capacities;
- Undertake collaborative decision-making with and through community partners;
- Look to regional centres of play and opportunities to meet similar community needs across boundaries;
- Work systematically to the largest cross-sectional community benefit;
- Maximize the opportunities for residents to enjoy indoor and outdoor services as a critical quality of life necessity; and
- Explore opportunities to develop and enhance partnerships with the school systems to promote schools as community hubs for the delivery of community recreation programs.

STRATEGIC OBJECTIVE C: COMMUNITY BUILDING



ENABLING OBJECTIVE 3: COMPLETE AN INFRASTRUCTURE RENEWAL AND DEVELOPMENT PLAN.

Some of the region's community recreation infrastructure has or is approaching the end of its useful life expectancy. Some of it has already been replaced. The answer is not simply to replace what we have. The answer is to assess whether the future needs are the same as those of the past and only build the infrastructure that meets future needs. Tomorrow's infrastructure must facilitate wellness and holistic services in collaboration with others in the region.

The Infrastructure Renewal and Development Plan will:

- Inventory all existing indoor and outdoor facilities;
- Assess their physical condition using the Alberta Recreation & Parks Association (ARPA) assessment tool;
- Determine upgrading required for existing facilities;
- Determine what, if any, new facilities may be required; and
- Implement an integrated facility management system and a Facility Lifecycle Maintenance Program.

ENABLING OBJECTIVE 4: REVISE THE REGIONAL RECREATION GRANT PROGRAM.

Incorporate all of the elements of each of the Community Building Enabling Objectives as criteria for grant funding. The new grant program will establish the parameters for wise, consistent, transparent, creative and difficult choices that will have to be made to respond to our region's emerging needs.

Appendix B outlines the new Grant Program.

ENABLING OBJECTIVE 5: COORDINATE THE SUBMISSIONS FOR PROVINCIAL GRANTS ON A REQUIRED BASIS.

This approach builds on all three of this Regional Recreation Plan's Strategic Objectives: Collaborative Leadership, Collective Quality of Life and Community Building in the Flagstaff Community of communities.

STRATEGIC OBJECTIVE C: COMMUNITY BUILDING



There is a general feeling of dissatisfaction in the region about the competing advocacy of individual clubs, organizations, sports and municipalities grounded in engrained attitudes and behaviours.

Understanding our past and the eras of evolution for recreation and parks combined with an understanding of the paradigm shift that is necessary to move forward will be helpful.

The following two charts provide the necessary insight:

OUTPUTS ERA Approach		OUTCOMES ERA Approach	
Focus on what we do	→	Focus on why we do it	
Focus on resource inputs and outputs of activity	→	Focus on tying activity to the goals set out for it	
Focus on direct benefits to users	→	Focus on indirect benefit to all (i.e. public goods)	
Measures of efficiency	→	Measures of effectiveness	
We can do this ourselves	→	We can do it better if we collaborate with others who share the same goals	

ERA	TIMEFRAME	CHARACTERISTICS
Inputs Era	1960s and 1970s	New infrastructure and programs
Outputs Era	1980s to mid 1990s	Users, efficiencies, management
Benefits Era	Mid 1990s to present	Benefits messages, broadened role. Partners
Outcomes Era	2005 – 2015 and beyond	Benefit-based outcomes, public goods, integrated approaches

We need to ensure sound performance measurement systems are in place – systems that balance both outputs and outcomes. The greatest need is for us to get better at measuring outcomes.





OUR REGION

Inter-municipal interdependence is a fact of life in Alberta and will continue to be well into the future.

At the same time, today's needs are not the same as those of our parents or grandparents; and those of the future will be different yet again. Wise, creative and challenging choices have to be made to respond to our collective community's emerging needs. We cannot overlook the realities of the present while dwelling in the experience of our past.

The Flagstaff Regional Recreation Plan (RRP), its vision, mission and strategies outlines how value for the resources allocated to recreation across the Flagstaff region can be achieved as well as a balanced approach to service delivery. That balance must consider active and passive recreational pursuits; spontaneous use and organized activities (e.g. minor sports), children, adult and seniors needs, urban and rural lifestyles and the condition of existing assets versus evolving needs. The Plan also provides evaluative and decision-making tools that if used, will provide a consistent, well-informed, transparent and accountable way to ensure that the resources expended upon recreation in the region achieve the goals set out for them.

OUR COLLABORATIVE INITIATIVE

The achievement of our Regional Recreation Plan depends upon our collective will to embrace the key elements of our future success as a Community of communities.

KEY ELEMENTS FOR OUR FUTURE SUCCESS:

In their report on our region, "Urban-Rural Interdependencies: Flagstaff Pilot Project", the University of Alberta's City-Regions Study Center identified the following as the key elements for our future success:

- **See diversity and difference as a strength.** The communities of Flagstaff come together around shared values and goals. But they are also brought together by their differences. The communities acknowledge that diversity among them creates opportunities for partnership. Diversity gives both the reasons and the tools to collaborate with and complement one another. Partnerships enable community members to pool resources, reduce duplication and share knowledge.
- **Recognize the mutual benefits of partnering.** What conditions favour partnerships? In Flagstaff, there are many. Urban-rural alliances and agreements are most beneficial when the participating parties share common goals, resources, timelines and when they pursue their shared objectives through open communication. In these successful partnerships, the involved parties share knowledge, resources and best practices and include a balance between outside expertise and local know-how.
- **Acknowledge conflict and differences.** While people in rural and urban areas enjoy and acknowledge the benefits of partnering, there are also, of course, conflicts. There are contrary yet respectful views about who benefits most from rural-urban interdependency.
- **Turn challenges into opportunities.**
 - The challenges:
 - The Past – Current practice is influenced by past experiences.
 - Resources – Partnering is hindered by a lack of resources or by a lack of local knowledge, guidance and structure about how to partner.
 - Personalities – Unresolved interpersonal conflicts or protectionism limit dispute resolution mechanisms.
 - Inequalities – inequalities in population base can lead to complications in cost-sharing and funding.
 - The opportunities:
 - The people of Flagstaff recognize opportunities in the diversity in opinions, resources, knowledge and ways of doing things within the region. They look forward to the development of more social infrastructure and recreational facilities and to engaging with other partners through regional organizations.
- **Facilitating urban-rural partnerships.** In seeking to create productive relationships, the communities of Flagstaff emphasize the need to actively guide and structure partnerships. A spirit of cooperation and community should be fostered; and communities that invest in partnerships should be rewarded.

OUR UNDERSTANDING OF RECREATION

Early in the 20th century, there was strong belief in the potential of leisure and recreation to enrich individual and community quality of life. Since the early 1980's, however, fiscal conservatism, commercialization and privatization have prompted leisure and recreation to adopt a more reactive approach.

Yet leisure is not a commercial activity, nor a commodity to be consumed. Instead it is an agent of public good. What is needed is a community based approach that identifies the fundamental importance of that common good.

In partnership with others from the Quality of Life Sector, our region needs to create and grow the "people climate". Such a climate offers quality of life and authenticity of "place" – diverse, active lifestyle options and amenities that people in unique communities really want.



OUR FOUNDATIONS FOR ACTION – A PARADIGM SHIFT

The Alberta Recreation & Parks Association (ARPA) recently published a report entitled *"Enhancing the Quality of Life in Alberta"*. It outlines various strategies that municipalities can use to enhance the quality of life for their citizens. The report recognizes that most municipalities are struggling due to a lack of own-source revenue, diminishing fiscal transfers and seemingly uncoordinated policies and plans for the delivery of programs and services.

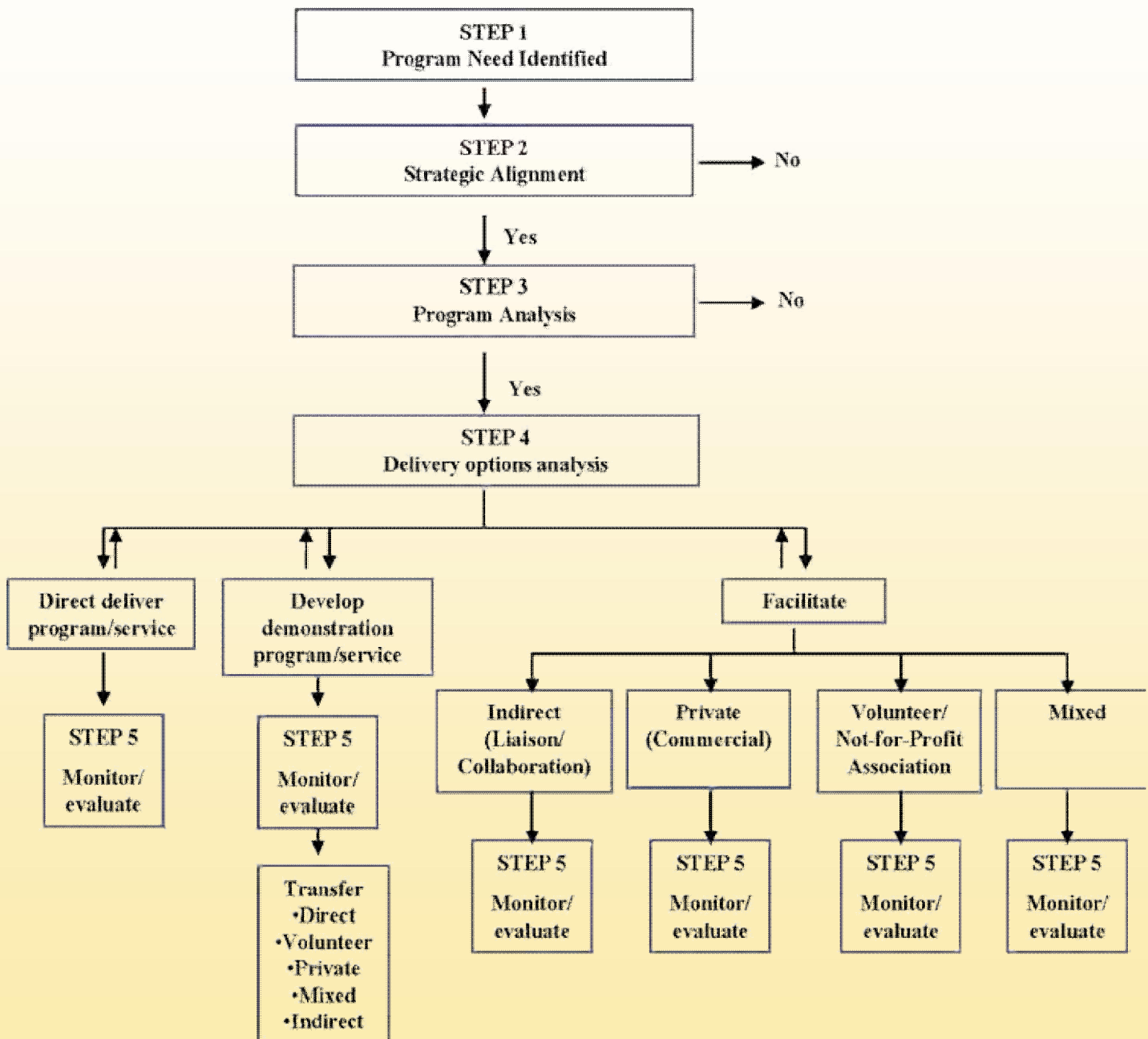
What is needed, the report emphasized, are collaborative, strategic, sustainable investments that enhance the social recreational health and well being of communities.

The change necessary to achieve enhanced quality of life sees a shift:

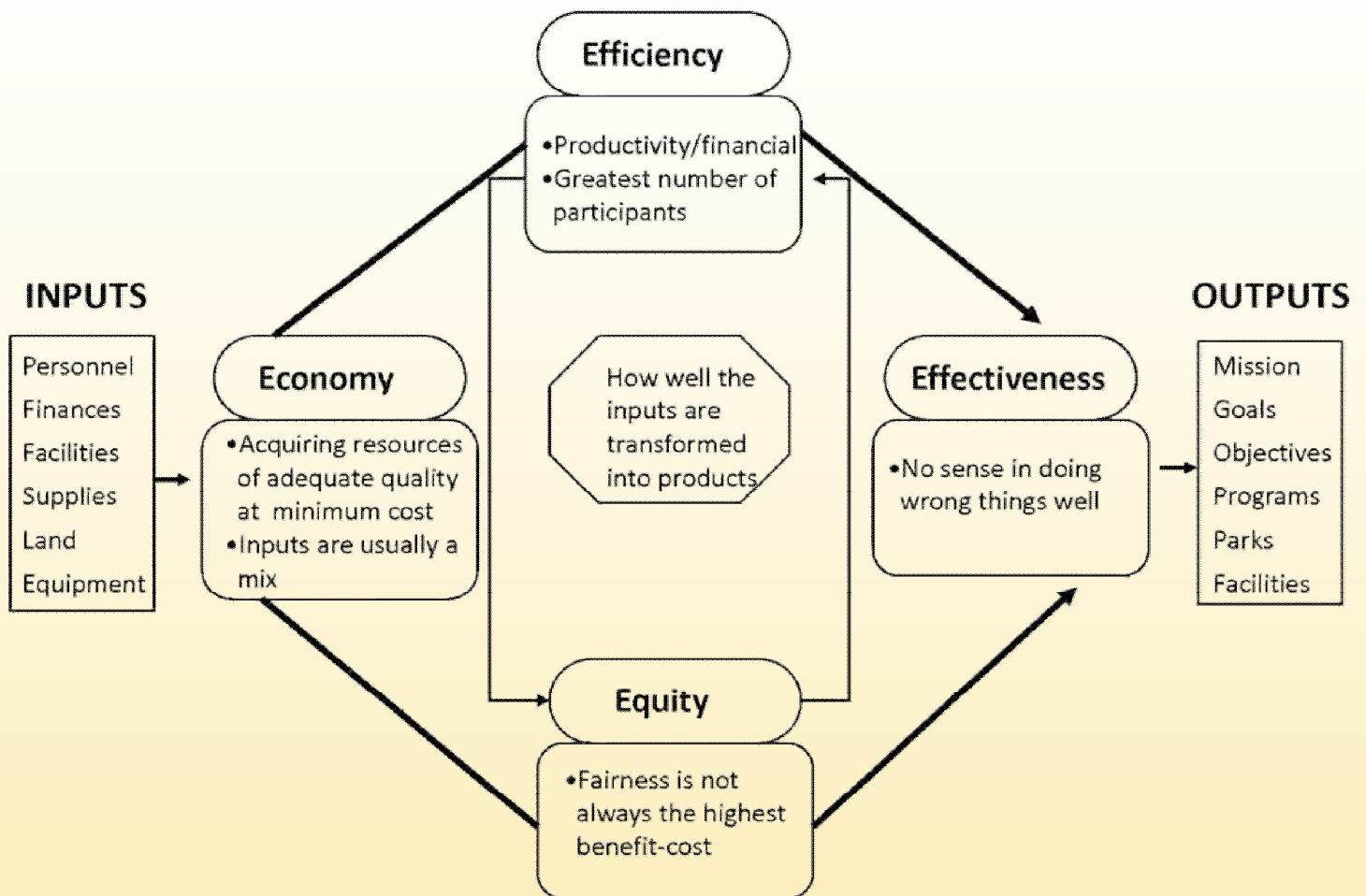
FROM		TO
A homogenous society	→	Diversity in communities
Communities of place	→	Communities of interest
Shared location	→	Shared interests
Recreation as leisure	→	Recreation as wellness
Recreation as discretionary	→	Recreation as being necessary
Governing	→	Governance
Government is accountable	→	Accountability is shared
Quality service	→	Quality of life
People are customers	→	People are citizens
Individualism	→	Communitarianism
Exclusive	→	Community and social engagement

APPENDIX A – Regional Recreation Service Delivery Model

RECREATION AND PARKS SERVICE DELIVERY PROVISION PROCESS



THE MEASURE OF INPUTS AND OUTPUTS



Definition of the Four “E”s

ECONOMY

In deciding on the most appropriate method of delivering a facility, service or program you must determine the most economical way of identifying, organizing and allocating the necessary resources.

EFFICIENCY

The second criteria - efficiency, is used in deciding how a facility, program or service is to be delivered. In this regard, the analysis should focus on identifying the direct and indirect costs and benefits of the various delivery methods and for each level of effectiveness (i.e. goals, achievement) determine the most efficient delivery process (i.e. which has the highest benefit to cost ratio).

EQUITY

Equity is a concept of what is fair. Therefore, equity calls for equal treatment of equals and conversely, unequal treatment of unequals. An example of this is:

If there were a 100 males aged 6 to 12 representing 5% of the males aged 6 to 12 in a Town; and in a smaller Village or Town there were 50 males aged 6 to 12 representing 20% of the males in that Town, equity would be achieved not by comparing the absolute numbers but by comparing the percentages. The two municipalities are not equal in population of males aged 6 to 12 therefore they are un-equals and should be treated unequally, that is equitably.

Equity requires that specific questions be answered.

- What is fair?
- What claims should be recognized?
- How are the areas in the Community of communities to be conceived of as being equal?
- How are the areas' status (i.e. financial, volunteerism) to be measured?
- How is equality of treatment to be measured?

Equity is critical to dealing with the differences in the Flagstaff region. Application of this will provide the basis to decide if there is any case to be made for treating different areas in the Community of communities differently, how this difference can be measured and how differential initiatives might be pursued.

There are two criteria recommended for use in deciding whether or not different areas or different resident groups should be treated differently. These are:

- Need: location; average family income; population age composition; population growth or lack of growth; special disadvantaged groups; sense of community identity
- Demand and Preferences: use/participation; preference; barriers to participation; requests/complaints

Although equity is a principle to be achieved, due to the extra costs incurred in achieving it, it is usually never fully realized.

EFFECTIVENESS

When deciding the best method of delivering a facility, service or program, you must ask the question 'to what degree will the various methods available to us yield the product we want in terms of our vision, mission and strategies'. When answering this question it is essential that you be objective.

APPENDIX B – Regional Recreation and Facility Grant Program

RESPONSIBILITIES

Council:

- Review program recommendations and make final decision on all programs.

Council Committee:

- Review and evaluate the merits of all proposals.
- Determine if additional information is required to make a recommendation.
- Determine which programs and/or facilities should be supported by Council.
- Submit recommendations to Council.
- Annually review programs and facilities.

Administration:

- Act as a liaison between the Council Committee and the program/facility advocate.
- Coordinate submissions, ensuring all required information is included in the submission.
- Present submissions to the Council Committee, when required.
- Facilitate annual review of program by the Council Committee.
- Maintain records on all submissions and approved programs.

Program Advocate:

- Prepare submission to required standard.
- Provide additional information to Administration, if required.
- Meet with the Council Committee and present proposal, if requested.
- If successful, work with the Administration on the implementation of the program.
- Provide information for the Council Committee's review, when requested.

REGIONAL RECREATION GRANT PROGRAM EVALUATION GUIDELINES

Step 1: Program and/or Facility Identification

The program and/or facility advocate should prepare an Executive Summary for initial consideration by the County. This one page general overview of the program should include:

- Description of the program and/or facility;
- Program and/or facility goals;
- Scope of the program/facility (magnitude and timeframe);
- Program and/or facility benefits and identification of those who will benefit; and
- Program and/or facility finances (macro business case/budget).

Step 2: Strategic Alignment

The Administration should review the program and/or facility proposal to determine if it aligns with the Regional Recreation Plan.

Does the program or facility:

- Meet the needs of the citizens;
- Build a connection amongst the “Community of communities”; and
- Increase the profile of recreation in regional social development?

If yes, which and to what extent of the strategies does the program and/or facility support?

Collaborative Leadership:

- Diversified volunteer opportunities;
- Positive volunteer involvement;
- Increased citizen participation;
- Effective communication;
- Increased community pride;
- Improved quality of life for citizens;
- Expands connections amongst the “Community of communities”;
- Operational effectiveness amongst the “Community of communities”; and
- Strengthened relationship amongst recreation and parks program and facility providers.

Advance our Collective Quality of Life:

- Increased community pride;
- Improved quality of life for citizens;
- Increased community pride; and
- New integrated programs.

Community Building:

- Pursuit of excellence;
- Coordinated grant applications;
- Value-added services, programs and benefits; and
- Continuing recreation and parks opportunities.

To advance to Step #3 – Program Analysis, a proposed program must, as a minimum, align with the Regional Recreation Plan Vision and Mission as well as at least one of its Strategic Objectives.

It is possible that several proposed programs and/or facilities would be assessed at the same time. The programs that are most aligned with the Vision/Mission statements and multiple strategies should be considered as preferred candidates for a Step #3 review.

Step 3: Program Analysis

The program and/or facility advocate needs to prepare a concise business case that accurately reflects the financial realities of undertaking the program or funding the facility.

The business case should contain the following information:

- Executive Summary;
- Information on the proposed program and/or facility;
- Market analysis relative to the proposed program and/or facility;
- Financial data relative to the program and/or facility;
- An organization profile (if applicable);
- Organizational information;
- Organization finances;
- Other programs and services currently provided; and
- Marketing and promotion plans.

The business case should be reviewed by the staff to ensure the completeness and accuracy of the information; then a Council Committee should discuss the program benefits and weigh the costs against the benefit; and finally, it and any recommendations from the Administration or the Council Committee should be presented to Council for a decision.

At this point in the process, the Committee will need to rank the proposed programs and/or facilities to ensure that those with the highest priority are allocated appropriate funding. Proposed programs and/or facilities that do not advance past the Step #3 review should be rejected or referred to another service provider.

Step 4: Service Delivery

Where there is an option, the County will need to identify the optimum service provider. Administration will need to be a partner in this process, as all options will require direct or indirect supervision by the staff to ensure follow through accountability.

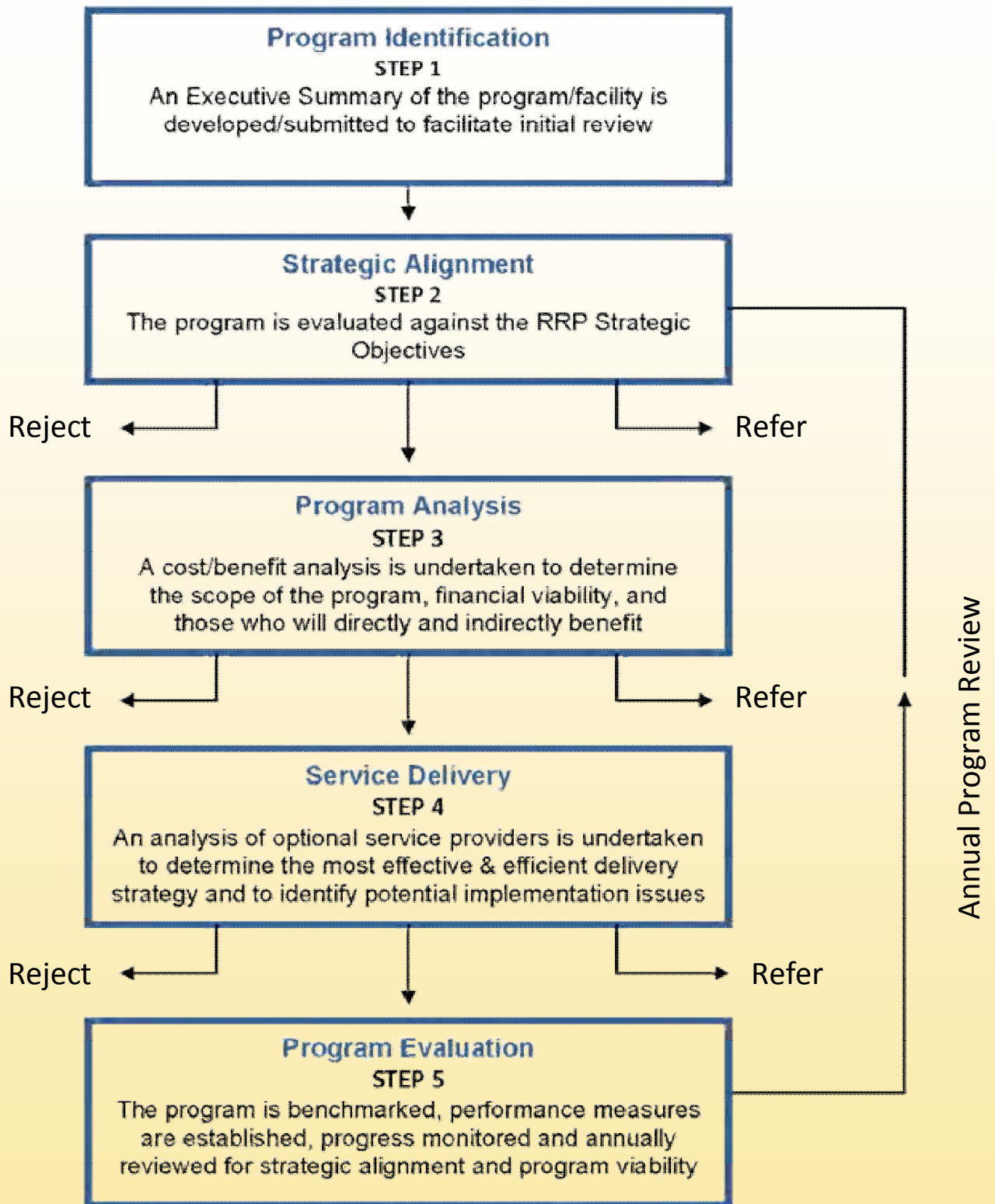
Delivery options include:

- County staff;
- Not-for-profit, volunteer organization(s);
- Partnership with other service provider(s); and
- Private sector contract.

Step 5: Program Evaluation

Prior to implementation the County and service provider(s) need to establish performance measures and benchmarks against which to measure progress. The measures may be both qualitative (outcomes) and quantitative (outputs), but need to include starting positions prior to implementation and target positions at specific dates after implementation.

REGIONAL RECREATION GRANT PROGRAM EVALUATION GUIDELINES



Flagstaff County Community of communities
Regional Recreation Grant Program
Evaluation Form
STEP 2 – Strategic Alignment

Proposed Program and/or Facility: _____

Program Advocate: _____

Date Received: _____ Date Reviewed: _____

Recommendation: _____

Criteria	Applicable YES/NO	Meets Criteria (√)					Comments
		Low			High		
		1	2	3	4	5	
Strategic Alignment – Collaborative Leadership							
1. Collaborative, region-wide and ranks high for economical, efficient and effective							
2. Is aligned with and contributes to the achievement of the RRP and the Integrated Community Sustainability Plan							
3. A High Five quality assurance program							
4. Builds renewed volunteer participation and capacity							
Strategic Alignment – Advance our Collective Quality of Life							
5. Provides opportunity to live a healthy life style							
6. Meets criteria for ACE communities							
7. New program or facility targeting wide range of activity, abilities and interests							
8. Geographic location served (score 1 point for each of County residents, Town or Village residents only, all residents, outside the County if all 4 score 5)							
9. Rebuilds and unites our community sport system							
Strategic Alignment – Community Building							
10. Facility is identified in our Renewal and/or Development Plan; or if a program, meets a ‘new’ program need							
11. Facility has a Facility Life-cycle Maintenance Program, or if a program age group served (score 1 point for each of under 20 years, 20-30, 30-45, 45-60, over 60)							

Flagstaff County Community of communities

Regional Recreation Grant Program

Evaluation Form

STEP 3 – Program Analysis

Criteria	Applicable YES/NO	Meets Criteria (√)					Comments
		Low		High			
		1	2	3	4	5	
Facility/Program Analysis							
12. Anticipated numbers served (score 1 for each of under 100 people, 100-500, 500-1000, 1000-5000, over 5000)							
13. 3-year profitability (score 3 – if subsidized, 4 – if breakeven, 5 – if profit							
14. Essential service provided at better price							
15. More effective service offered at same price							
16. Useful service offered for free							
17. Experience of individual/organization advocating program							
18. Multi-municipal/provincial funded							
19. Revitalizes existing well used program or facility							
20. A new program or facility that meets a ‘new’ need							

Total score out of 100 _____

Additional Comments/Other Considerations:

Additional information required:

APPENDIX C: Programs and Facilities Review and Public Consultation Report

INTRODUCTION

In December of 2007 and extending into 2008, Flagstaff County undertook a comprehensive strategic planning process that led to the development of a long range Strategic Plan to position the County to both meet the challenges and take advantage of the opportunities that the future will inevitably present. The Strategic Plan also served to focus the County's efforts and allocation of resources to achieve optimum value and contribute to the quality of life of the residents of the Flagstaff Community of communities.

In consulting with the Towns and Villages within the geographic area of the County as part of the strategic planning process, feedback was received that the issue of regional recreation was both important to them and in urgent need of review. In response to that input, Flagstaff County included the development of a plan for regional recreation in the Flagstaff Community of communities as a high priority project to be undertaken and funded by the County on behalf of all regional municipalities.

As a first step, during the fall of 2009 a review was undertaken of the recreation programs, open spaces and indoor facilities in the Towns, Villages and County of Flagstaff. This Review also looked at the financial sustainability of each municipality, recreation-oriented grant funding and regional collaboration approaches.

This was followed in late 2010 by a major public engagement and consultation process facilitated by an independent third party with assistance from the Provincial Government. The consultant met with each municipal council and each municipal CAO.

The public were provided three options for providing input on a Regional Recreation Plan (RRP).

1. Community Input Sessions for community groups, agencies and municipal staff were hosted in four Flagstaff municipalities during December 2010. A total of 97 individuals attended the four Community Input Sessions.
2. An on-line questionnaire, open to all residents of the 11 municipalities. A total of 177 individuals responded to the questionnaire.
3. Written submissions were accepted at the input sessions, through the town or village offices, by mail and e-mail. Fifteen submissions were received.

This report combines what was found during the onsite visits of open spaces and facilities, programming information, financial information and all elements of the input from the public engagement and consultation.

STRATEGIC PLANNING

Flagstaff County has recognized both the value and need of taking a proactive approach to planning, social development and managing sustainable economic growth and environmental stewardship to foster a “Community of communities” through partnering with its urban and rural neighbors and other orders of government to achieve regional benefit for all residents.

Reaching such goals is achieved in large part by developing an ongoing strategic planning process to guide the economic, efficient, effective and equitable delivery of municipal services and infrastructure. To this end, the County identified five strategic goals:

1. “Building a sustainable region of “Community of communities” through strong political and administrative leadership and commitment to working with the Towns and Villages to enhance existing partnerships.
2. Demonstrating a commitment to environmental responsibility by working to minimize our adverse impact on the natural environment through the adoption of eco-friendly practices, progressive planning and the use of green technology.
3. Creating a strategic economic development plan.
4. Endeavoring to provide supportive services for seniors, youths and adults in the community, by first determining the need and then developing long term plans.
5. Establishing a responsible level of service by conducting a comprehensive service level review and realigning the organization to the strategic plan.”

RECREATION PROGRAM AND FACILITY REVIEW OBJECTIVES

In response to input from the Towns and Villages in the Flagstaff region, the County included a project to develop a regional approach to recreation in its Strategic Plan. Recognizing that the first key step in undertaking such a project is to determine the reality of the current situation, a Recreation Programs and Facilities Review was completed in 2009 with a focus on strategic goals #4 and #5.

OBJECTIVES OF THE RECREATION PROGRAMS AND FACILITIES REVIEW

- “To guide in the provision of recreation programs and facility opportunities for County residents and residents of the broader “Community of communities” in cooperation with Towns and Villages within the County’s municipal boundaries.
- To be part of a continuous recreation services planning process recognizing changing social and economic conditions.
- To identify alternative processes for meeting recreation and parks programming and facility needs rather than on prescribed service, facility and program solutions.
- To further the “Community of communities” Strategic Theme by focussing on the concept of ‘regional’ benefit and engaging the Towns and Villages with the County.
- To help address key financial, and in some cases, viability challenges for the municipalities.

OBJECTIVES OF THE RECREATION PROGRAMS AND FACILITIES REVIEW CONTINUED...

- To develop a long-term collaborative approach that optimizes recreation and community wellness opportunities in partner communities that deliver economic, efficient and effective recreation facilities and programming while achieving regional benefit.
- To determine worth versus cost in answering the question, “What is it worth to have opportunities available versus the cost of those opportunities?”

RECREATION PROGRAMS AND FACILITIES REVIEW OUTCOMES

The Review identified a method that would help with resource allocation decisions for recreation programs and facilities at the service delivery level, and identified a needs assessment methodology to make resource allocation decisions that recognizes current realities and future forecasts. The Review built on the strength of the current Flagstaff County Strategic Plan, the University of Alberta Study Report on Urban-Rural Interdependencies and the 2005 Service Partnership Plan.

The recommendations were developed to support economical, efficient decisions and effective service delivery while also ensuring equity (fairness) issues are considered.

The challenge is in balancing socially sustainable community goals with fiscally sustainable community goals.

Socially sustainable communities foster a sense of community, opportunities for cultural, leisure, community and civic activities for all residents, an increased awareness of resources and services, networked communities, strong partnerships and community pride.

Fiscally sustainable communities maintain reasonable levels of taxation, fees, and charges that provide positive balance sheets. This requires that financial decisions are supported by the economical acquisition of labour, equipment, buildings and land and that those inputs are transformed efficiently into effective services that residents want and/or need.

The Review was future-focused and concentrated its recommendations on alternative processes for meeting recreation demands and needs rather than prescribed services, facility or program solutions.

The Review recognized that it is necessary to continually evaluate and assess needs and service levels in order that residents continue to enjoy optimum benefit from their tax dollar. Future success will be defined by the willingness and ability of all stakeholders in the Region to challenge the status quo by encouraging and enabling risk-taking, change and innovation.

The Review outlined a series of steps that would engage stakeholders, groups and citizens within the County, Towns and Villages to embark on an initiative that:

- challenges everyone to discover new ways to deliver recreation and parks services;
- looks ahead realistically, anticipating future needs based on trends;
- inspires everyone to advocate for change based on good quality information; and
- makes it safe for everyone to take calculated risks and experiment with new ideas.

The approach taken in the Review essentially used the data and information collected and reflected the notion that the residents of the “Community of communities” should decide what they want in terms of recreation and parks, and not what other people in other communities in Alberta have accepted.

PUBLIC INPUT INTO A REGIONAL RECREATION PLAN

One of the Review's recommendations was to pursue Public Participation by:

“Engaging citizens, clubs, organizations and societies in meaningful
recreation and parks policy development”

Only by engaging the citizens broadly and the societies, clubs and organizations more narrowly would we be able to build consensus amongst the “Community of communities” around recreation and parks program and facility priorities. Engaging citizens throughout the Region within the “Community of communities” would meet the County's stated strategic goals #1, #4 and #5 and most importantly, provide a shared understanding of what is important and valued.

To ensure the broadest opportunity for input, the public were provided three options for providing their thoughts on a Regional Recreation Plan (RRP).

1. Community Input Sessions for community groups, agencies and municipal staff were hosted in four Flagstaff municipalities during December 2010. A total of 97 individuals attended the four independently facilitated Community Input Sessions.
2. An on-line questionnaire, available to all residents of the 11 Flagstaff region municipalities. A total of 177 individuals responded to the questionnaire.
3. In addition, written submissions were accepted at the input sessions, through town or village offices, by mail and e-mail.

PURPOSE

This document is a combined summary of both the Regional Recreation Facilities and Program Review and the Public Input Process. Its purpose is to check the recommendations that emerged from the Review against the input received from the groups, societies, agencies, municipalities, individuals and other stakeholders who contributed their views through the independently conducted Public Input Process. This will ensure that the approach and recommendations reflected in the Flagstaff Regional Recreation Plan have a basis in fact and accurately reflect the public interest. This in turn, will ensure that the Plan is logical, credible and relevant.

HOW TO READ THIS DOCUMENT

To respect what was heard from the public, this combined summary is grouped by theme as the themes were identified through the public engagement process. For each, the relevant recommendation from the Review is identified and explained. The corresponding input from the public is then examined to provide a complete recounting of what emerged from both processes and to transparently demonstrate how the information obtained was translated into a recommended approach, series of actions and decision-making tools in the Regional Recreation Plan.

PUBLIC CONSULTATION THEME: LEADERSHIP AND COMMUNITY VIABILITY

REVIEW RECOMMENDATION: Hire a Regional Recreation Liaison Coordinator

The Liaison Coordinator would:

- Forge municipal partnerships in the development of regional recreation programs and facilities that both address and leverage service delivery innovation.
- Promote, coordinate and communicate the County and Regional Recreation and Parks Programs and the County's Facility Grant Program pursuant to the Service Delivery Model and Regional Plan.
- Coordinate and produce a Regional Recreation Program and Services Guide.
- Develop, negotiate, and coordinate agreements and services to guide delivery of Recreation and Parks programs, facilities and services.
- Facilitate and develop teams for service and staff development investigating and implementing best practices integration and consistency for indoor and outdoor services.
- Serve as a spokesperson to report County views through written and verbal presentations to partners and client groups on issues relating to the provision of Regional Recreation and Parks services.
- Undertake research in the areas of volunteer and staff development and training that bring to staff and volunteers the resources to carry out their work responsibilities to the best of their abilities and effectively enhance service capabilities.
- Maintain liaison with partners and delivery agents operating throughout the County.

Rationale

The absence of full-time recreation and parks leadership along with the absence of a regional plan are the two most significant reasons why there is unnecessary duplication in indoor and outdoor facilities and a lack of wide ranging recreation programs that support leisure needs and healthy lifestyles. There are recreation facility managers and facility operators but no overall leadership to coordinate and optimize the activities that are taking place.

It is unreasonable to expect the existing CAO's to individually or collectively provide the daily recreation leadership that would bring synergy to the current initiatives found in the Agriculture Societies, community associations, service, sports and cultural based clubs and senior's organizations.

Far too much time and energy is wasted by valuable volunteers "reinventing the wheel". A full-time Regional Recreation and Parks Liaison Coordinator would ensure that the existing effort is put towards doing the right thing – achievement of the Regional Plan and assist in the economical and efficient allocation of resources – doing things the right way.

PUBLIC INPUT CONTRIBUTIONS: In Support of Hiring a Regional Recreation Liaison Coordinator

Recreation and Community Viability

There was unanimous agreement that recreational opportunities make a significant contribution to the quality of life in all of the Flagstaff communities. Recreational activities add character to the community, can provide economic benefits and serve as incentives to people looking to move to the area. Participants expressed concern that the loss of accessible recreational opportunities would inhibit the ability of the towns and villages to attract and retain residents, possibly threatening the long-term viability of some.

Facility Development

Indoor and outdoor facility design needs to be creative in examining development strategies such as multi-use parks and facilities, shared spaces (shared by time of day, day of week, season of year), innovative use of existing facilities, year-round programming opportunities, partnerships with other service providers and other non-traditional options.

Facility Operations

The majority of facility operators indicated that the following issues were of the greatest concern to them.

- Recruiting and retaining employees is an ongoing problem for most facility operators in the region. This problem is exacerbated by a number of factors, such as many young people choosing to reside in larger urban centers.
- Volunteers are assuming a significant amount of the responsibility for the leadership, administration and operations of the facilities and open spaces. Because of the commitment required, it is difficult to recruit new volunteers and many of the current ones are suffering burn-out.
- Changes in equipment, technology and operating practices require employees to learn new skills. Finding people with the skills and/or finding the necessary time to train staff and volunteers is proving to be a challenge.

Programming of Recreational Activities

There is a need to ensure that programming reflects demand. The participants at the Community Input Sessions were unsure how effective the Flagstaff region's recreation organizations are at marketing their programs and getting their message out to the greater community. Better communication between the groups and in running programs could improve efficiencies by allowing for the sharing of ideas, skills, expenses and resources.

Volunteers

The same small group of volunteers was doing most of the work and assuming most of the responsibility. This over-reliance on the same individuals is leading to burn-out. At the same time it is difficult to recruit new volunteers.

Only a few of the representatives indicated that their organization had a formal recruitment strategy for attracting and retaining new volunteers.

Participants also indicated that it was difficult to recruit volunteers with specific skills.

Funding

Non-profit groups need assistance in identifying funding sources, developing funding strategies and preparing proposals and grant applications. The groups often lack the time, knowledge and skills necessary to put together competitive sponsorship packages and to effectively complete detailed grant submissions.

Opportunities for Collaboration

Enhanced communication between the providers of recreation facilities, programs and services will create opportunities for the sharing of information, ideas and expertise.

This enhanced dialogue between the service providers could aid long-term planning, support complementary programming of events, explore possible joint ventures and help avoid scheduling conflicts.

Program participation and recruitment of volunteers may be aided by a County-wide marketing and awareness campaign that highlights the recreational opportunities available to residents within all 11 of the Flagstaff region's municipalities.

Sharing the cost of hiring knowledgeable and experienced staff who could provide leadership and help guide and train local staff and volunteers would seem to make sense. Expertise was also required in the areas of ice maintenance, financial and grant management, and marketing.

General feedback regarding the need for a Regional Recreation Coordinator:

- ... need better coordination;
- ... a menu showing recreation opportunities;
- ... help us to be more efficient;
- ... a grants writer;
- ... assistance with grant applications;
- ... a regional recreation director;
- ... a volunteer coordinator;
- ... team up to hire a regional recreation director;
- ... need to share and pass on knowledge and experience; and
- ... need to coordinate communication amongst groups.

PUBLIC CONSULTATION THEME: LEADERSHIP AND COMMUNITY VIABILITY

REVIEW RECOMMENDATION: Develop a Regional Recreation Plan

Flagstaff County Council approved the November 2009 report, *Flagstaff Community of communities Recreation Programs and Facilities Review* and the key recommendation in it:

“To develop a Regional Recreation Plan (RRP)”

The review stated that a RRP is “an essential next step to addressing the recreational needs of the citizens of the communities within the geographic boundaries of Flagstaff County and in so doing, enhancing their quality of life while making better use of the resources available to provide recreational programs, facilities and services.”

A Regional Recreation Plan would:

- outline a transparent and consistent process for determining what indoor and outdoor facilities and programs are required to meet regional recreation and parks needs for the “Community of communities”;
- assist in identifying what facilities and programs meet local neighborhood needs;
- outline the steps to be taken to better use existing human, physical and financial resources; and
- lay out how to enhance the quantity and quality of service delivery.

A RRP will be a valuable tool in helping decision-makers and operators to:

- develop a shared understanding of what recreation and parks program needs are to be met, when financial resources will be required and how much;
- create a long-term capital and operating budget;
- foster a shared understanding of why and how funding decisions are made;
- achieve consensus around the greatest needs; and
- make wise use of land, people and dollars.

PUBLIC INPUT CONTRIBUTION: In Support of Developing a Regional Recreation Plan

Facility Development

The over-riding message arising from the input on facility development was to use caution and plan carefully when considering the development of new facilities. According to many participants at the input sessions, as well as those providing comments as part of the on-line questionnaire, facilities in the Flagstaff area are “over-built and under-used”.

There was extensive discussion and input on how to address facility development and the following represent the comments that were raised most frequently and garnered the greatest support.

- The Flagstaff area has some excellent buildings that are currently serving residents well. There are also some existing buildings that, with some extra work, can provide the community with many more years of service. Given the cost of constructing and operating facilities, there should be an emphasis on maintaining, re-vitalizing and/or renovating what currently exists before time and money is expended on new buildings.

- Need discussion on when to choose between the options of maintain, renovate or re-build. Participants' advice was to look at recreational facilities from a "big picture" perspective. By looking at the County as a whole, municipalities and groups would gain an understanding of similar services offered in other facilities, current usage numbers in the area, facility needs that are not being met by others, opportunities to share operational costs and other valuable information.
- The participants made it clear that, due to the size of the County, a single massive building for each activity would not work.
- A comprehensive and sustainable strategy for addressing short and long-term capital and operational expenses/revenues should be required before making significant investment in existing or future facilities.
- Indoor and outdoor facility design needs to be creative in examining development strategies.

Facility Operations

The growing costs of facility operations were of concern, particularly for the volunteer group executives who attended the Community Input Sessions. While funding for capital costs can be difficult to raise, those costs represent a one-time investment. On the other hand, operating costs are annual, ever-increasing costs that are impacted by many variables, including inflation, ageing infrastructure, fluctuations in utility rates, the climate, increases or decreases in user generated revenues, availability of affordable labor and the willingness and/or ability of volunteers to assume operational responsibilities.

Programming of Recreational Activities

There is a need to ensure that programming reflects demand. Program organizers need to find creative approaches to attract participants or consider discontinuing the program.

Volunteers

For organizations to effectively offer programs and services in the future, they need "new blood" with new energy and new ideas.

Funding

There needs to be an appropriate balance between the contributions to capital and operational expenses made by the five major funding sources:

1. Province;
2. Flagstaff County;
3. Towns and Villages;
4. Recreation program users; and
5. Community groups.

Opinions on what was an appropriate financial contribution from each source varied greatly.

Opportunities for Collaboration

Enhance communication between the providers of recreation facilities, programs and services. This enhanced dialogue between the service providers could aid long-term planning,

Working collectively, the groups may be able to take on fundraising initiatives that might be unmanageable by a single group.

Coordination of the Regional Recreation Plan

The RRP needs to consider recreation in the broadest sense.

The Regional Recreation Plan should guide and support those who deliver recreation services.

Local autonomy needs to be respected.

Elected politicians need to be well-informed and consulted as part of any regional planning.

The plan will need to examine options for ensuring appropriate regional input now and in the future.

General Feedback on the need for a Regional Recreation Plan (RRP)

... explore viability and sustainability;

... need a plan for organization and communication;

... regional coordination; and

PUBLIC CONSULTATION THEME: LEADERSHIP AND COMMUNITY VIABILITY

REVIEW RECOMMENDATION: Coordinate Recreation Programming

Coordinate the delivery of recreation programs for all the citizens within the “Community of communities”, and market and promote the programs with program guides delivered to all residences for the fall, winter, spring/summer seasons. This will be a primary function for the Recreation Liaison Coordinator.

The development of a detailed Recreation Program Plan is the process by which programming emphasis can be determined. Recreation programming is most significantly affected and driven by the age groupings within a region.

Rationale

The coordination of the marketing of all programs will provide ‘structure’ for exposing duplication and gaps in programming and will provide citizens a one stop shopping catalogue for finding their programs of interest.

All delivery agents whether municipal, club, organization, volunteer or private should be included in the program guide.

The demographic mix within the County, Towns and Villages presents unique recreation program challenges.

The following summary assumes no one moves away – the reality is many do. Young adults leave for higher education and jobs; seniors for different life styles. The University of Alberta report reviews this extensively.

- In 2006 there were 640 children nine years of age and under in the Towns and Villages and 710 between the ages of 10 - 19. Seventy fewer children are following the teenage group preceding them.
- In the County there were 440 children nine years of age and under in 2006 and 625 between the ages of 10 - 19. There are 185 fewer children coming into their teen years. In total there are 255 fewer children, nearly 20% fewer children entering the 10 - 19 year old group than there was over the past decade. This reality is having a profound effect on the ability to form children and teens sports teams; and as a result reduced use of arenas, ball diamonds, bowling alleys and playgrounds.
- The other significant demographic reality is the emerging boom in those 60 years of age and older. Currently there are 1465 people between the age of 40 – 59 in the Towns and Villages compared to 1375 over the age of 60.
- In the County there are 1205 people between the ages of 40 to 59 compared to 590 over the age of 60.
- In total there are 2670 people transitioning into the over 60 age group – compared to the 1965 people over 60 now. There will be 705 more people in the over 60 group; a 36% increase over the period 2006 – 2016.
- The increase in age group will occur in the 20 – 39 age group.
- In the Towns and Villages there are currently 1135 people aged 20 – 39 and 1350 following them in the 0 – 19 age group, an increase of 215 people.
- In the County there are 635 people aged 20 – 39 followed by 1065 aged 0 – 19, an increase of 430 people.
- In total there will be 645 more people aged 20 – 39 over the next twenty years, a 36% increase in the number of people than there are now aged 20 – 39.

These demographic realities have the potential to significantly impact the use of facilities and open space for middle-aged adult programs, such as, ball, men's hockey, mixed curling and hall rentals for social events.

There is also a significant link to the creation of economic development and social infrastructure if the County, Towns and Villages want to sustain recreation and parks programs and facilities.

PUBLIC INPUT CONTRIBUTION: In Support of Coordinating Recreation and Programming

Recreation and Community Viability

Access to recreation opportunities, either in the form of facilities and/or programs, applies to both the towns and the villages.

Facility Development

Year-round programming opportunities, partnerships with other service providers and other non-traditional options should be considered.

Programming of Recreational Activities

There is a need to ensure that programming reflects demand. Sometimes historical programs are maintained even though the numbers of registrants do not warrant the time, effort and cost of operating the program. When participation numbers are too low, program organizers need to find creative approaches to attract participants or consider discontinuing the program.

Most programs are open to, and sometimes dependent on, registration by residents living in other areas of the County. The participants at the Community Input Sessions were unsure how effective the Flagstaff region's recreation organizations are at marketing their programs and getting their message out to the greater community. There was a feeling that better exposure of the recreational opportunities would lead to greater numbers of people getting involved.

Many clubs and organizations are running programs, and may be struggling in some areas of operations while achieving high levels of success in others. Better communication between the groups could improve efficiencies by allowing for the sharing of ideas, skills, expenses and resources.

Opportunities for Collaboration

There was agreement by the participants that some aspects of recreation are best provided at the local level, while other aspects may benefit from the municipalities and volunteer groups working together, on a regional basis. The following key ideas for potential regional collaboration emerged.

- Enhanced communication between the providers of programs.
- Program participation may be aided by a County-wide marketing and awareness campaign that highlights the recreational opportunities available to residents within all 11 municipalities.
- Joint programming by similar organizations may create sufficient participation to warrant the delivery of programs that might otherwise be too costly to run.
- Share recreation program staff on a regional or sub-regional level.

General Feedback on Coordinating Recreation Programs:

...with declining population we need to combine participants from the whole region to field teams;

...need better coordination of programs and events;

...need to recognize we are competing with recreation programs offered in Camrose and Wainwright;

...agree on uniform fees in the region; and

PUBLIC CONSULTATION THEME: VOLUNTEERISM AND RECREATION NOT-FOR-PROFIT ORGANIZATIONS

REVIEW RECOMMENDATION: Prepare a policy statement regarding volunteers and not-for-profit associations that includes:

- recognition of the importance of volunteers, the role they play in recreation and parks, and the benefits that result from volunteers; and
- professional support to the community volunteer 'groups' through actions such as:
 - advice regarding management issues;
 - information;
 - leadership development;
 - support in liaison with other government recreation and cultural services (provincial Agriculture Societies programs);
 - support in developing community involvement;
 - publicity advice;
 - assistance in obtaining qualified leaders;
 - assistance in developing program evaluation procedures;
 - a volunteer development program consisting of:
 - Recruitment;
 - Placement of volunteers;
 - Orientation for volunteers;
 - Methods to encourage volunteer initiative;
 - Recognition of volunteers; and
 - Personal development of volunteers;
 - the establishment of administrative understanding and procedures that are tailored to the level of development/cost of the initiative being undertaken by the volunteer; and
 - collaboration with other departments and agencies that utilize volunteers.

Risk

In these situations the municipalities encounter risk in terms of allocating substantial amounts of public funds for local association purposes. The risk is the security of the expenditure in terms of benefits to the residents and long-term impact on the municipality's tax base.

Special Notes

This recommendation should be read in light of the amount of volunteerism and not-for-profit involvement now occurring in the region. It should also be read in conjunction with the section on 'Delivery System' as the volunteer sector is one agent of service delivery.

There is an extensive body of active, committed and informed volunteers who provide much of the life-blood of community recreation throughout the region.

This recommendation is seen by the consultants as one means of diversifying the financial resources of the local governments.

It is based on the professional experience of the consultants and the current literature and activities regarding volunteers and not-for-profits.

Volunteers and not-for-profit associations are one of the prime agents for the delivery of recreation services throughout Alberta.

Rationale

The strength of the existing facility and recreation program delivery system is volunteers.

Weaknesses are often strengths overdone. The over dependency on volunteers, the varied recognition they receive, the age of the majority of volunteers, the lack of volunteer development and training and the nature of employment for working adults all negatively impact the sustainability of volunteerism going forward.

The condition of many of the open spaces and indoor facilities pose a risk to the safety of users. In the absence of any knowledge or experience to the contrary, volunteers are limited in the wisdom they can bring to these issues.

The Regional Recreation Plan should use the “Service Delivery Model” as the foundation for balancing the role of government (federal, provincial, municipal), volunteers and not-for-profit agencies and the private sector in the development, delivery and operation of recreation and parks, facilities, programs and services.

PUBLIC INPUT CONTRIBUTION: In Support of Defining the Role and Support for Volunteers and Not-for-Profit Organizations

It is evident from the discussions at the Community Input Sessions that there is a deep respect for the personal commitment made by volunteers in all organizations and at all levels of an organization. Individual community champions, working with groups of dedicated volunteers, were often portrayed as the single biggest reason for the development of the facilities and the existence of the programs.

Residents recognized and valued the contribution of the volunteers, and most organizations and municipalities have programs in place to publicly acknowledge their work.

Several specific concerns were consistently raised at the Community Input Sessions.

- The same small group of volunteers was doing most of the work and assuming most of the responsibility. This applied both to the amount of work by an individual volunteer for a single organization and the number of organizations that he or she volunteered for. This over-reliance on the same individuals is leading to burn-out.
- Participants also indicated that it was difficult to recruit volunteers with some specific skills.
- The changes in equipment and technology were making it hard to find volunteers who were knowledgeable about the operating requirements of arenas. Training was an option but required an even greater commitment by volunteers.

General Feedback on Volunteers and Not-for-profit Organizations:

Dependence on Volunteers

- Right now there is too much reliance on volunteers - our local skating club closed because none of the involved parents wished to run it. It would help to have more involvement from a recreation director and fewer hours required of volunteers.
- Many organizations are largely dependent on the work of volunteers to survive which makes them very vulnerable. Give more thought to the demographic of the residents and support recreation with that in mind.

PUBLIC CONSULTATION THEME: DELIVERY APPROACH

REVIEW RECOMMENDATION: Implement a service Delivery Approach

There are certain issues in the recreation and parks field that seem to emerge in a cyclical pattern. Selection of one or several of the various methods of meeting recreation and parks requirements is one such issue. The issue is complex and very much intertwined with the values and the economic conditions of the day. Personal and community priorities of the residents of the Flagstaff region are influenced by historical, social and economic conditions, and more particularly, the amount of disposable income and security they have. Therefore, as income and security are threatened, they tend to reassess their priorities and trade-offs. It is from these vantage points that the method of delivering recreation and parks services should be viewed.

Of importance in this context is the role of municipal governments in the provision of recreation and parks opportunities. The basic role of the municipality is to ensure the availability of a range of recreation opportunities for individuals and groups consistent with available community resources.

As we all know, volunteers, not-for-profit agencies and the private sector have been involved in the provision of recreation and parks services at the local level for a long time. Examples include Agriculture Societies, community-based leagues, sports organizations, fitness centres, golf courses, and horse riding centres.

To be able to determine a municipality's role in the delivery of recreation and parks services demands an approach that objectively considers a wide range of variables in a structured, consistent, transparent and well-understood manner is required. At the outset the need for a simple model (or process) and associated evaluative criteria is called for. The model and criteria should allow for the variability across the County with the Towns and Villages and among the various recreation and parks service deliverers.

Appendix A outlines the Service Delivery Methodology.

PUBLIC INPUT CONTRIBUTIONS: In Support of a Service Delivery Methodology

Facility Operations

The growing costs of facility operations were of concern, particularly for the volunteer group executives who attended the Community Input Sessions. While funding for capital costs can be difficult to obtain, those costs represent a one-time investment. On the other hand, operating costs are annual, ever-increasing costs that are impacted by many variables, including inflation, ageing infrastructure, fluctuations in utility rates, the climate, increases or decreases in user generated revenues, availability of affordable labour and the willingness and/or ability of volunteers to assume operational responsibilities.

There is a struggle between the desire to keep user fees lower (which helps make programs affordable for community members) and the need to charge high enough fees to help offset operational costs.

Opportunities for Collaboration

There was agreement by the participants that some aspects of recreation are best provided at the local level, while other aspects may benefit from the municipalities and volunteer groups working together, on a regional basis.

General Feedback on a need for a Service Delivery Model:

Regionalization, working together.

We need to work together to maximize the use of capital assets and increase the number of user groups to sustain operation of facilities. The old paradigm of one user group in one facility is no longer sustainable with all the regulations that have to be met.

- Communities need to share;
- Encourage centralization;
- Regionalize facilities;
- Team up to maximize services available;
- Reduce duplication of facilities;
- Pool our resources; and
- Combine facilities.

See the section on “Regionalization, working together” on pages 18 and 19 of the Comments from the Public Consultation for a detailed list of ideas that can be addressed with a Service Delivery Model approach.

PUBLIC CONSULTATION THEME: DELIVERY APPROACH

REVIEW RECOMMENDATION: Revise the Flagstaff County Recreation & Parks Programs & Facility Grants Program and coordinate the submissions for provincial grants on a regional basis.

The existing grant program is appreciated and understood by the Towns and Villages. The level of support for how fair the program is varies amongst the municipalities.

The current grant program criteria that must be met appear to be arbitrary. There is no benchmark to measure the 'degree' to which a project must meet the criteria. Other than follow up to verify the money granted was spent on the approved project, there is no review of the extent to which the 'benefits' were realized and/or whether there were improvements to operational viability.

Very few people are aware of the County's contribution to a park, program or facility due to the lack of promotion and marketing of the program and the apparent absence of any on-site recognition of the County.

The grant programs of Alberta Agriculture, Municipal Affairs, Alberta Tourism, Parks and Recreation, and Alberta Culture & Community Spirit contribute significant dollars to recreation facilities and program delivery throughout the region.

Rationale

There is little social or economic value in continuing to fund capital projects which have little value in terms of use and/or granting operating dollars for programs with low participation rates. Future funding should be tied to projects and programs that meet the recommendations in the "Community of communities" Regional Recreation Plan and the revised criteria in the Service Delivery Provision Process evaluation guidelines.

The sum of all the recommendations requires coordinated action to enhance the value for money spent on recreation, parks, programs and facilities.

The sum of provincial monies from the grant programs is significant for capital projects and annual programs. Some provincial grant programs can only be accessed by Agriculture Societies and registered Societies. Their continued existence, nurturing and support is critical to ensuring the flow of provincial dollars that would otherwise not be available. Leveraging these dollars should be part of a new County Grant Program.

All provincial grant programs have been reduced. The competition for funding is extreme. Those who can best demonstrate a well thought-out region-wide approach will be the most likely to receive grant dollars.

PUBLIC INPUT CONTRIBUTION: In Support of Revising County Grants and Coordinating Provincial Grants

There was no shortage of comments on the topic of funding. This issue was raised by the participants at the Community Input Sessions, by the respondents to the on-line questionnaire and in the submissions. The executive members attending the Community Input Sessions made a point of indicating that effective long-term planning requires sustainable, long-term funding.

The following are the key comments related to funding:

- There needs to be an appropriate balance between the contributions to capital and operational expenses made by the five major funding sources:
 1. Province - through recreation, facility and community development grants;
 2. Flagstaff County - through regional grants and services;
 3. Towns and Villages - by local grants and assuming operational costs for some facilities, programs and services;
 4. Recreation program users - through fees and charges for facilities, programs and services; and
 5. Community groups – through fundraising and contributions of gifts-in-kind (volunteer labour, materials and services).

Opinions on what was an appropriate financial contribution from each source varied greatly.

There is a general awareness that Flagstaff County contributes funds to support regional recreation. What appears to be lacking, however, is an understanding of the funding formula, the total amount of financial support provided by the County, how that amount is determined and on what basis the money is allocated.

The participants at the Community Input Sessions would like the County to review (1) the current funding formula, (2) the formula used in the past, and (3) alternative funding formulas used by other municipalities, and discuss the options with the volunteer groups, towns and villages.

Non-profit groups need assistance in identifying funding sources, developing funding strategies and preparing proposals and grant applications. The groups often lack the time, knowledge and skills necessary to put together competitive sponsorship packages and to effectively complete detailed grant submissions.

Many community groups have come to rely on casino revenues as a source of income. There needs to be an examination of alternative funding sources.

General Comments:

- Come to a consensus on our recreation services;
- Develop business plans for each recreation facility;
- Tax residents equally;
- Clarify County's role;
- Provide a service to help stakeholders receive provincial funding and grants;
- Distribute funding fairly/regionally; and
- Help with operating costs.

See the section "Funding" on pages 21 and 22 and "Distribute funding fairly/regionally" on page 22 and 23 of the Comments from the Public Consultation Report for a list of ideas and concerns that can be addressed with revised County Recreation Grants Program.

PUBLIC CONSULTATION THEME: PARTNERSHIPS AND OPPORTUNITIES FOR COLLABORATION

REVIEW RECOMMENDATION: Develop Partnerships

The University of Alberta City-Region Study Centre Urban-Rural Interdependencies: Flagstaff Pilot Project Report, Chapter 5, page 20 – 34 and Appendix 4 is the most worthy reference to understanding the importance of partnerships, their history and their relevance in moving forward to a fiscally, socially and environmentally sustainable region.

Highlights of the University of Alberta report pertinent to recreation programs and facilities are:

Willingness to Partner to Achieve Community Well-being

The vast majority of those interviewed and surveyed agree that joining together with others is an excellent way to improve the well-being of their municipality, community, or business. Respondents see value in partnering on the local level to achieve long-term goals that would benefit them both locally and regionally. Partnering with other groups, for example, can eliminate overlapping projects and initiatives, and thus cut costs by sharing the financial burden with others who are offering the same level of service to their communities. However, identifying with the region instead of solely with the local community means adding to traditional allegiances. These allegiances have taken shape over generations among people who worked together on farms and in businesses, socialized at dances and over coffee, and rooted for teams in hockey arenas and on baseball diamonds.

But while modifying this culture of local loyalties to include regional ones can be challenging and time-consuming, this is generally seen by respondents as the way to go in order to improve the prosperity and stability of the Flagstaff Community of communities.

PUBLIC INPUT CONTRIBUTION: In Support of Partnerships

Opportunities for Collaboration

There was agreement by the participants that some aspects of recreation are best provided at the local level, while other aspects may benefit from the municipalities and volunteer groups working together, on a regional basis. The following key ideas for potential regional collaboration emerged.

- Enhanced communication between the providers of recreation facilities, programs and services will create opportunities for the sharing of information, ideas and expertise. This would include municipalities meeting and talking with other municipalities, municipalities meeting and talking with volunteer groups, and volunteer groups meeting and talking with other volunteer groups. Among other things, this enhanced dialogue between the service providers could aid long-term planning, support complementary programming of events, explore possible joint ventures and help avoid scheduling conflicts.
- Program participation and recruitment of volunteers may be aided by a County-wide marketing and awareness campaign that highlights the recreational opportunities available to residents within all 11 municipalities.
- Joint programming by similar organizations may create sufficient participation to warrant the delivery of programs that might otherwise be too costly to run.

- Organizations or municipalities could share the cost of hiring knowledgeable and experienced staff who could provide leadership and help guide and train local staff and volunteers. Participants attending the Community Input Sessions suggested that expertise was required in the areas of ice maintenance, financial and grant management, and marketing. A few suggested sharing recreation staff on a regional or sub-regional level.
- Working collectively, the groups may be able to take on fundraising initiatives that might be unmanageable by a single group. One suggestion was to host a regional special event headlining a big name performer. Another suggestion was to purchase a portable food kiosk that could travel from event to event around the County and raise money to offset operational costs.

See the section on “Regionalization, working together” on pages 18 and 19 of the Comments from the Public Consultation for a list of ideas that can be addressed with a Service Delivery Model approach with a partnership approach to delivering recreation.

APPENDIX D

Flagstaff Community of communities Regional Recreation Plan

Implementation Schedule

Recommendation	Action Priority Rating H-high M-medium L-low	Timeline	Lead Role	Supporting Role	Comments
Strategic Objective – Collaborative Leadership					
Collaborate on Regional Services and Decision-Making	M	Q3/2011 - Q4/2012	Recreation Coordinator	Towns/Villages CAO's Not-for-Profit	
Employ a Regional Recreation Coordinator	H	Q2/2011 - Q3/2011	Flagstaff CAO		
Address changing recreation patterns	M	Q1/2012 - Q4/2013	Recreation Coordinator	Town/Villages CAO's Recreation Staff	
Enhance regional capacity for values-based community volunteer development	M	Q2/2012 – Q4/2013	Recreation Coordinator		
Strategic Objective – Advance our collective Quality of Life in the Community of communities					
Become an ACE Community of communities	H	Q4/2011 – Q4/2012	Recreation Coordinator	Towns/Villages/ County CAO's Councils	
Implement new programs targeted for each age group that meets a wide range of abilities and interests	M	Q2/2011 – ongoing	Recreation Coordinator	All delivery organizations	
Rebuild and unite the region's community sport system	M	Q3/2012- Q2/2014	Recreation Coordinator	All sport organizations	
Strategic Objective – Community Building					
Implement a Service Delivery Model	H	Q4/2011	Recreation Coordinator		Effective January 1, 2012
Adopt an Excellence in Recreation and Parks philosophy	L	Q3/2012 – ongoing	Recreation Coordinator		
Complete an Infrastructure Renewal and Development Plan	H	Q4/2011 – Q4/2012	Recreation Coordinator	Towns/Villages	
Revise the Flagstaff County Recreation and Parks Grant Program	H	Q4/2011	Recreation Coordinator		Effective January 1, 2012
Coordinate the submissions for Provincial grants on a required basis	H	Ongoing	Recreation Coordinator	Towns/Villages	

FLAGSTAFF COUNTY

Community of communities

Rethinking Recreation: A Regional Facility Master Plan

APPROVED BY COUNCIL OCTOBER 15TH, 2012





Flagstaff County Regional Facility Master Plan

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Rethinking Recreation

The Foundation



The
Foundation

IN THIS SECTION:

- Background
- Regionalization
- Modes of Delivery
- Regional Integration
- Community Profile
- Population Decline

Background

Flagstaff County believes that the basic role of a municipality, as it pertains to recreation, is to ensure the availability of a range of recreational opportunities for individuals and groups that are consistent with available community resources¹. The Flagstaff Region has been stretched thin with the number of facilities competing for patrons and dollars and the future forecast predicts the situation to worsen unless change is planned and embraced in current times.

In the 2009 Recreation Programs and Facilities Review prepared by Beacon For Change Inc, the recommendation was made for Flagstaff County to develop a **Recreation, Parks Program and Facility Master Plan** for the region. On June 13th, 2012 Flagstaff County Council passed a motion to produce a Facility Master Plan to outline long-term direction of what indoor and outdoor facilities are required to meet regional recreation and parks needs for the “Community of communities” and what facilities meet local neighborhood needs.



This Facility Master Plan will determine the facility needs of the region, select the facilities which will be most beneficial to the region into the future, and determine funding priority for the selected facilities. The plan should be read in the context of developing a Regional recreation delivery system within Flagstaff County.

Regionalization

Although it is challenging to define Regionalization for recreational purposes since it can take more than one form, it is important to reach a conclusion on what the basic attributes of a Regional facility or program are. By defining Regionalization, Flagstaff County will be better prepared to fulfill the role of partner in a number of future recreational ventures.

A Regional facility or program is one that exhibits Regional cooperation – that is the operation, financial responsibilities, and general use are shared by the Region in one way or the other (the Region being Flagstaff County or parts thereof). There must be more to the definition than this however, since as an example facility A could be supported by one group of people whereas facility B, identical and 10 minutes down the road, might be supported by a different group. In such a case, neither facility can be considered Regional.

The missing ingredient is that the facility or program needs to adequately meet the needs of the Region but not exceed the needs. A facility that is not well-maintained, too small, or inhibits participation for other reasons would not be a proper Regional facility. Conversely, having 3 facilities that are redundant and not maximized would also not meet the definition of Regional.

Recreational Regionalization – *meeting but not exceeding the needs of the Region through facilities and programs supported jointly by the Region*

Using this definition, it can be determined that in some cases Regional may mean one facility or program, but in other circumstances it may very well be more than one. Regardless, the facility or program must meet the standard that the residents expect of something that is Regional.

There are other considerations that should be taken into account when planning Regionalization.

Accessibility - Although this may not always be the case, Regional facilities and programs are best placed in a centralized location. The population density is highest in the Sedgewick-Killam area and since they are also the most central communities, it makes sense that a high percentage of Regionalization will occur here.

Quality Standard- Users have high expectations and therefore the standard of a Regional facility or program must be high. Proper and thorough maintenance must be a high priority in Regional facilities and Regional programming must have equally high standards in its design and delivery.

Economical Efficiency- Regional facilities and programs should be operated in the most economically efficient manner possible

The Flagstaff Region has a lengthy history and over time the infrastructure has developed into what we see today. When planning for the future we must work within the framework of what we currently have, however all future decisions must be made putting Regional goals at the forefront. Using 2012 as a starting point, it is necessary to identify Regional facilities at the outset in order to further move down the path towards Regionalization.

Modes of Delivery

As mentioned, one way to deliver Regionalization is by providing services in a central location. This concept of centralization makes recreation more accessible to the Region as a whole, cutting down on the distance that residents in the furthest reaches of the Region must travel, while also locating the activities where the most people are. The current trend in recreation is to centralize facilities (clustering) which is the reason in larger centers we see multiple icepads, pools, and a fieldhouse all in the same complex. This not only makes the facility more accessible, but also offers cost savings and even more importantly creates increased spontaneous use due to convenienceⁱⁱ.

The other delivery method is that of specialization. This entails locating a facility or program in a community that may or may not be central to the Region. The reason would be that the facility or program would be a good 'fit' for that particular community and the community could specialize by surrounding that facility or program with other services or businesses that integrate with the concept.

An example would be a community offering an indoor shooting range. The community could maximize use of the facility by adapting the facility to different uses during the week- for example rifle, pistol, and archery. Paintball, laser-tag, and skeet shooting could be other activities that fit in with the concept and offered by the community. Potential for private business could ensue as a gun shop may be popular. Other profitable ventures could open up such as gun rental (offering historical or specialty guns and ammunition), gun storage, instruction, and providing firearm safety training courses. An offshoot of this could mean an area that becomes convenient and popular with hunters and offers hunting packages which in turn may result in the need for bed and breakfasts to shelter them.



Although a riding program has recently started up within the Region, the long term placement of the program seems uncertain. A community that would commit to this concept by establishing an indoor arena could lease horses and provide boarding, training, and grooming. Horse supplies would be in demand as well as perhaps western wear providing opportunities for private business. Riding lessons could be another profitable venture and outdoor riding trails would be a natural extension.

Flagstaff is not a new community and thus not a blank canvas. Therefore, any planning undertaken must consider what we currently have as well as the location it is in. This will have a major impact on how Regionalization develops and the result is that both centralization and specialization should currently be pursued to varying degrees.

Regional Integration

When planning for future recreational capital projects within Flagstaff County, a more integrated approach is required to ensure that Regionalization is achieved.

Facilities across Alberta are reaching the end of their life-cycle creating an infrastructure gap where modern needs are not being metⁱⁱⁱ. A common reaction if a facility is so far gone that it can no longer be useful or is too costly to continue operating is to rebuild the same facility, but newer. This approach fails to take into consideration lifestyle changes over the past 40 years, recreational trends that may be on the horizon, and changes in population or demographics. It also fails to take into consideration the climate of the Region, and how the facility fits in with what neighbors already offer.

Projects that seek to partner with Flagstaff County must consider the full range of development in surrounding communities to avoid duplication, maximize recreation dollars, and amplify opportunity. Regionalization is a never-ending process and the idea of Regional Integration is crucial to its successful development.



Community Profile

Flagstaff County, also known as the “Community of communities”, is located in east central Alberta and encompasses 4,065 square kilometers. Within the municipal boundary are 4 towns and 6 villages. Of these 10 communities, five have a population of over 600. Unlike many counties, Flagstaff has no single dominant community and populations of the 10 municipalities range from under 200 to just below 1000.

Geography is an important aspect of the Region in regards to recreation. The maximum driving distance of any of the 10 communities to their closest neighboring community is 12 minutes. Meanwhile, the driving distance from the furthest borders of the region to the center of the County is under 45 minutes. These distances are important as they demonstrate a hidden strength of the Region- that is the potential to consider the Region as one community. Within this paradigm, the concept of a “Community of communities” becomes relevant and opportunities for shared recreational pursuits become the norm.

Population Decline

Flagstaff County, as well as most of the communities within, has undergone a significant decrease in population for the past number of years. According to the 2011 census^{iv}, the County on its own recorded a population of 3244. This was a 7.5% decrease from 2006 when the population sat at 3506. Between 2001 and 2006 the outward migration was even more pronounced with a 12.7% decline. Since 1996 when the County had a population of 4015 to today, the population has dropped by more than 19%. Projecting a 7.5% decrease each census into the future shows that in 15 years Flagstaff County’s population may dwindle to just over 2500.

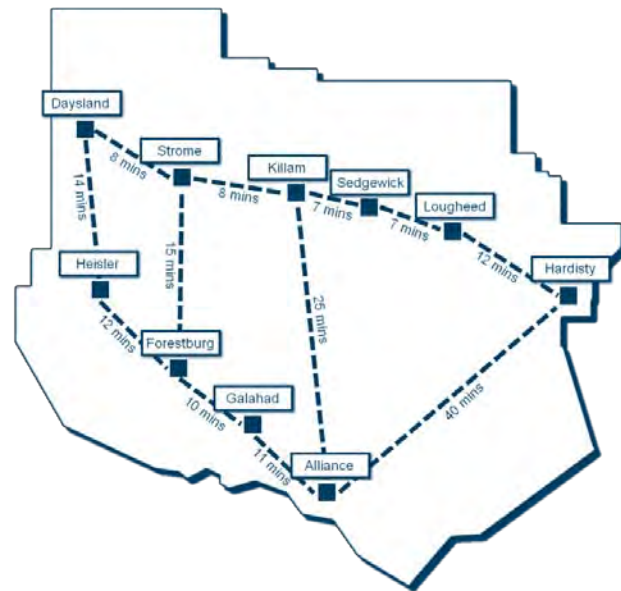


Figure 1- Flagstaff County Communities

As a Region, the results are similar. As of 2011, there are 8265 residents living in the Region. This is down from 8803 in 2006, a 6%+ decrease. In 1981, the Region had almost 10,000 residents but has seen a 17%+ drop in that time. If the population continues to decrease by 6% per census, in 15 years the Region could have a population of 7300.



Rethinking Recreation

Facilities



IN THIS SECTION:

- Facility Life Cycle Stages
- Facility Development Standards
- Service Level Categorization
- Facility Strategies

Facilities

Facilities

It is well known that Canada is suffering from an infrastructure deficit. A TD Economics report from 2004 determined the national infrastructure deficit to be \$125 billion. The estimated recreation infrastructure deficit is thought to represent approximately 3 percent of this number (\$3.75 B)^v. From a 2002 survey of 40 Alberta facilities, the Alberta Recreation and Parks Association estimated that the provincial cost to repair facilities throughout the province in critical, poor, or average condition to be \$272 million^{vi}.



The Flagstaff Region has an overabundance of recreational facilities. Not having one large centre take responsibility for the bulk of the major facility needs has resulted in all communities having some sort of recreation facility, with many having facilities that provide an identical service to those offered in other nearby communities. The result is extreme duplication with facilities not being used maximally and suffering losses that must be covered by tax payer dollars.

To fully understand the current climate in regards to recreation facilities within the region, we need to take a look at the age and condition of the facilities. This will be another factor in developing a future plan regarding which facilities best serve the Region long-term. To further refine this plan, it must be determined what the correct number of facilities for our Region should be depending on potential usage. Finally it must be decided how to prioritize these facilities since funding is always limited.

Facility Life Cycle Stages

To reach an understanding of the state of facilities in our Region we can refer to the accepted Facility Life Cycle Stages^{vii}. Both the ARPA (Alberta Recreation and Parks Association) and BCRPA (British Columbia Recreation and Parks Association) have adopted the system of assigning a number to a facility based on how many future years of expected life it may have. Five stages have been identified:

Stage 1 – Planning (pre-construction)

During Stage 1, a facility is in the planning and /or construction phase. Once a facility has been opened to the public it is no longer in Stage 1. During this stage there are typically no maintenance or capital improvement funds required.

Stage 2 – 1 to 14 years old

Stage 2 facilities are between one and fourteen years old. During this period, standard operating and maintenance budgets are typically adequate to operate the facility.

Stage 3 – 15 to 24 years old

Stage 3 facilities are between fifteen and twenty-four years old. It is during this stage that standard operating and maintenance budgets may not be adequate to address the major refurbishment or replacement of building elements that have deteriorated. The ability of facility operators to fund these additional expenditures can have a significant impact on the future lifespan of the facility.

Stage 4 – 25 to 34 years old

Stage 4 facilities are between twenty-five and thirty-four years old. During this stage, many of the facilities major components will require replacement. In addition to standard operating and maintenance budgets, significant capital improvements may be required to extend the life of the facility.

Stage 5 – 35 years old and older

Stage 5 facilities are older than thirty-five years old. During this stage, facilities typically become more costly to operate and maintain. As well, large scale rehabilitation or replacement may be required in order to continue to serve the community.

It is noted that these are only guidelines since a number of factors may affect a facility's actual condition including quality of construction, maintenance performed, and renovations.

Facility Development Standards

Development Standards aim to determine the level of facility development required based on size or population of a given area. Although each community is unique, comparative research shows that standards such as these can aid in planning development.

In a Recreation Facilities Needs Assessment prepared for the City of Yellowknife in 2006, several standards were identified^{viii} which will be referred to throughout this paper. We can use these standards as a starting point in order to get a grasp of what our Region requires, however ultimately this determination needs to be addressed through real use.

Facility	Requirement
Arenas	1 per 4000 population
Curling Rink	1 sheet per 2000 population
Swimming Pool	1 per 15000 population
Performing Arts Building	1 seat per 80 people
Baseball	1 per 2000 population
Soccer	1 per 2000 population
Football/rugby	1 per 5000 population
Tennis Courts	1 court per 5000 population
Outdoor Rinks	1 per 5000 population
Skateboard Facility	1 per 15000 population
Water Park	1 per 10000 population
BMX Track	1 per 15000

Service Level Categorization

Within the Regional Recreation Grant, Flagstaff County is presented with a broad range of community initiated projects to partner with. Categorizing facilities based on service level can help determine responsibilities and priority. Using the City of Edmonton's Recreation Facility Master Plan – 2005-2015 as a guide, four types of facilities can be identified^{ix}.

Type I – Region-wide Facilities

Region-wide facilities are those that are usually large-scope projects that serve and require the support of the entire Region in order to be feasible. Due to population and expense these facilities are never duplicated within the Region and hence there is only one. Examples of current Region-wide facilities are the Valley Ski Hill and the Flagstaff Regional Aquatic Centre.

Type II – Specialty Facilities

Specialty facilities serve targeted activities and usually involve large capital expenditures. They differ from Type I in that there may be one or even a few of a particular type of facility depending on market demand. Examples of specialty facilities include arenas, curling rinks, bowling alleys, tennis courts, performing arts facilities, and some fields such as football or a track and field facility.

Type III – District Facilities

District Facilities have high market demand, are usually less costly and serve a smaller geographical area immediately around a community or communities. Ball diamonds, soccer fields, and community halls can be considered district facilities.







Type IV – Local Facilities

Local facilities have high local demand and respond to local needs. Typically they are used by town/village residents with County use being minimal. Local facilities include walking trails, playgrounds and small parks, and outdoor skate parks.

It is important to note that a facility type or individual facility can become re-categorized. An example is halls, which currently are described as district facilities, but in the future due to population decline or generational shifts could move into the specialty category. As well, the size of the project could result in the facility not being categorized with similar types. For example a large, modern fitness centre designed to meet the needs of the Region could be assigned as a Region-wide facility, whereas a smaller fitness centre only used by a small portion of a community would be type IV (local).

The above continuum is also helpful in prioritizing County responsibilities. Type I facilities should be given top priority and the highest level of funding while Type IV should receive minimal funding, if any. Type I and II facilities can be considered Regional and require shared responsibility among the Region's municipalities. Just as Flagstaff County is a partner in these facilities, so too are neighboring communities whose residents make use of them. Agreements should be developed among appropriate municipalities supporting the Regional facilities to an adequate level. This shared responsibility may include residents of the Region which would include residents of multiple municipalities sitting on facility boards and having a say in operations and future planning.

	Region-wide	Specialty	District	Local
Service Level/Population	8200+	4000 to 8200+	2000 to 3000	Under 1000
Geographical Service Area				
General Characteristics	<ul style="list-style-type: none"> Large in scope Require support of entire Region Not duplicated 	<ul style="list-style-type: none"> Serve targeted activities May be one or more Usually large capital expenditures 	<ul style="list-style-type: none"> High market demand Usually lower capital and operational costs Serves immediate area around community 	<ul style="list-style-type: none"> High local demand Respond to local needs County use minimal
Acceptable Travel Time	Over 30 minutes	Over 20 minutes	10-20 minutes	5-10 minutes
Examples	Ski hill Indoor Swimming Pool Indoor Fieldhouse	Arenas Curling Rinks Bowling Alleys Tennis Courts Performing Arts Centre Riding Arena Football field Track and Field grounds	Outdoor ball diamonds Outdoor soccer fields Community Halls Libraries	Playgrounds Walking trails Skate Parks

Note on Specialty Facilities: Primary vs Secondary

As a whole, Specialty Facilities compose the largest portion of required funding within the County. The transformation towards Regionalization is made difficult due to inheriting infrastructure which was not built with a Regional framework in mind. The result is a number of almost identical facilities, some in top condition, that are able to serve our Community.

In some cases a single facility of a certain type is all that is required in the Region considering population or participation standards. Despite this, more than one facility may be deemed regional if the following scenario exists:

- 1) The 2nd facility is already built and used
- 2) The 2nd facility is in good condition, and
- 3) The 2nd facility is in a geographical position where it is more convenient for a significant portion of the Regional population to make use of that facility rather than use the Primary facility

In such circumstances, this 2nd facility will be assigned as Secondary, with the 1st facility selected as Primary. Secondary facilities may be supported by the County through programming funding, however

capital improvements or direct operational support shall be at a lower priority than other Regional facilities. This ensures that the County has a fully supported Primary facility, as well as the luxury of an additional facility contributing to the convenience of recreation in the area and that will operate into the future only with adequate use.

Facility Strategies

The City of Edmonton identified four strategies to be used when responding to facility development needs as they enter different life-cycle stages. The options are to maintain, replace, enhance, or remove the facility (City of Edmonton, p. 32).

Maintain

Defined as maintenance programs used to extend the useful life of a recreational facility or the assets it contains, ranging from routine preventative maintenance up to major rehabilitation initiatives. For example, this could include servicing the heating system, to purchasing new nets, to installing a new roof membrane.

Replace

Defined as the substantial removal of a recreational facility, for the purposes of building a brand new one within the same geographic area. For example, this could include tearing down a single pad arena and building a new twin pad arena in its place.

Enhance

Defined as substantially changing the primary uses and/or operator of a recreational facility. For example, this could include converting meeting room space into a new fitness area.

Remove

Defined as removing an entire facility to allow for other complimentary uses. For example, this could include removing a pool facility and building a community park in its place.

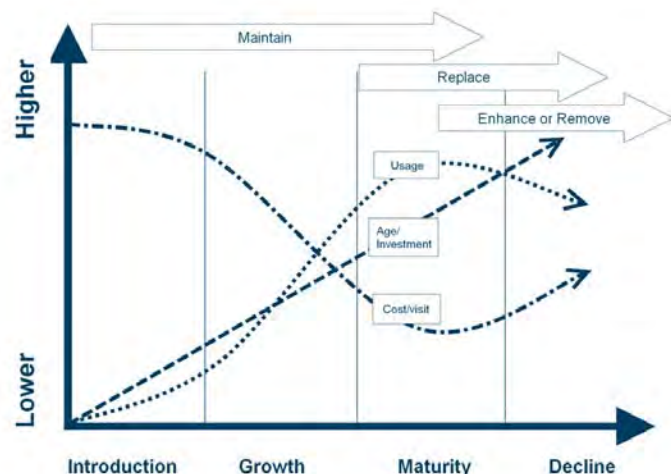


Figure 2 - Recreational Facility Life Cycle Diagram

Acknowledging the above, the City of Edmonton has developed Facility Review Triggers which identify when a comprehensive facility assessment review process may be initiated (City of Edmonton, p.33). Flagstaff County should develop its own triggers and assessment tools to aid in decision-making regarding Regional facilities.



Rethinking Recreation

Facility Analysis



IN THIS SECTION:

- Region-wide and Specialty Facilities
- District Facilities
- Local Facilities
- Schools
- New Facilities
- Enhancing Facilities

Facility
Analysis

Facility Analysis

A) Region-Wide and Specialty Facilities

Valley Ski Hill

Although the Ski Hill is not within County Borders it is the only hill in the Region and attracts a large number of users from Flagstaff County. It attracts large participation numbers proven by selling over 400 memberships in an average ski season. The hill supports two Nancy Green clubs and employs 13 ski school instructors. The ski hill has survived due to an enormous amount of volunteer hours put towards preparing the hill for each season. Due to the scope of the ski hill as a recreational pursuit, the large numbers it draws, and the fact that it is the only such facility in the Region, the continuation of Valley Ski Hill and its programs should be a top priority for Flagstaff County.

Swimming Pools

There are two swimming pools within the County, both an indoor and outdoor.

The Flagstaff Regional Aquatic Centre (FRAC) in Killam is an indoor 5-lane salt-water pool with zero-depth entry. It has a deep-end depth of 9 feet and length of 25 meters. The capacity of the pool is 175 and it is open year round. The pool was built in 1973 making it Stage 5 and has had extensive renovations including HVAC and lighting in 2010.

Forestburg Swimming Pool is a 5-lane outdoor pool. It too has zero-depth entry and a 10 ½ foot maximum depth. The pool is also 25 meters long and has the same capacity as the pool in Killam. It is open from late May through to September. The pool is nearing the end of Stage 2 since it was built in 2000.



In the ARPA's 2006 survey (Roma, p.2), only a single indoor pool was surveyed and it was only able to produce a 49% recovery on operations resulting in a recorded deficit of \$524,916. Meanwhile outdoor pools recovered 57% of their expenditures and on average lost \$27,996. These numbers demonstrate that aquatic centres require a considerably higher subsidy in operations than other facilities.

Unlike arenas, pools are much more likely to be used by the senior population. The split between youth and adults is more comparable with 41%-53% being youth and 39%-46% adults (Roma, p.6). As Flagstaff's population ages the importance of an accessible indoor pool will increase.

In the 2009 Flagstaff County Recreation and Facilities Review, it was determined to be critical for the Flagstaff Region to have an indoor pool to provide various lessons and classes to the public (Beacon For Change Inc., p.28). The County funded a significant portion of the renovations completed in 2010 since

it was found to be in the most need of available dollars. The FRAC should remain a high priority for County funding.

The FRAC and Forestburg Pool unfortunately repeat a number of the same services. Swimming lessons, lane swimming, public swimming, and swimming clubs are just some of the duplicated offerings. At the same time, an outdoor pool can provide a much different experience for the user and lend itself to a different style of 'play'. Public swimming numbers at an outdoor pool on a hot summer's day can easily overshadow those on the best day of an indoor facility. Another point in its favor is that it is a relatively new facility in quite good condition. The more that these two facilities can differentiate between themselves, the greater benefit there is in having them both within the County.

Forestburg Pool should be identified as a Secondary facility and funding should be a lower priority than the FRAC, with the exception of programs or services offered which are unique and not available at the FRAC. Having two pools within the Region is a luxury and should only be afforded if other Region-wide recreational needs are sufficiently met first. With that said, a properly maintained Forestburg Pool is beneficial for the County.

Arenas

Within Flagstaff County there are 7 full-size indoor hockey rinks, 1 mid-size indoor rink, and 2 outdoor rinks.

Full-size Indoor

Alliance Arena	Natural Ice	Stage 2
Daysland & District Memorial Arena	Artificial Ice	Stage 2/Stage 4
Forestburg Multi-Use Facility	Artificial Ice	Stage 2
Hardisty Memorial Arena	Artificial Ice	Stage 5
Killam Memorial Arena	Artificial Ice	Stage 5
Lougheed Arena	Artificial Ice	Stage 5
Sedgewick Arena	Artificial Ice	Stage 3

Mid-size Indoor

Heisler Ice Rink	Artificial Ice	Stage 4
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Outdoor

Galahad Outdoor Rink	Natural Ice	Stage 5
Strome Outdoor Rink	Natural Ice	Stage 3/5

In a 2006 Operations Survey performed by the Alberta Recreation and Parks Association, it was found that on average hockey rinks were only able to show an 85% recovery on operations. The average revenue was found to be \$289,345 while the expenditures amounted to \$340,015 for a loss of \$50, 670. On a provincial scale, considering the 113 stand-alone arenas active in 2006, the operation of these rinks were municipally subsidized by \$5,725,765 and if rinks with curling pads attached are included that number jumps to \$9,700,545 (Roma, p.2). Using the same formula, the 7 full-size indoor arenas in the Flagstaff County Region can be expected to show an annual deficit near \$354,690.



Figure 3- Flagstaff County Current Full-Sized Arenas

In the same study, it was found that 89.7% of revenues for ice arenas could be contributed to ice rental fees. This demonstrates the need for rinks to be maximized in their use if they are to have a chance at recovering their costs. Also worth noting is that users of arenas are far more likely to be youth (70-93%) which limits the revenue that can be generated during school hours (Roma, p.6).

Two facilities in the Flagstaff Region submitted expressions of interest to the Municipal Climate Change Action Centre's Tame Buildings Initiative in 2012. From the provided dashboard report, Killam's Memorial Arena showed an annual electricity use of 207,892 kWh and natural gas use of 1,978 GJ. In their report, the Sedgewick ice arena/curling rink recorded energy use of 326,100 kWh and 3090 GJ, respectively. Using rates of \$0.10/kWh and \$5.00/GJ, the annual energy cost of these two ice facilities which are little more than 5 minutes apart approaches \$80,000.

Within Flagstaff County, the main tenants of the arenas include minor hockey, 1 junior B hockey team, 3 senior hockey teams, as well as several recreational hockey teams and ladies teams. Some arenas have skating programs, however these seem to be relatively smaller in the Flagstaff Region than in most other similar-sized communities.

The #1 user of ice time in Flagstaff County is minor hockey. Flagstaff County currently has four associations which include the Thunderstars (Daysland/Forestburg), Killam, Sedgewick, and Hardisty. Although minor hockey numbers are known to fluctuate, registration in Flagstaff County seems to be consistently on the decline. In the 2006/07 season 393 players registered to play minor hockey, however by 2010/11 this number had decreased to 317 – almost a 20% decline.

Minor Hockey Association	2010/11	2009/10	2008/09	2007/08	2006/07
Hardisty	40	26	53	67	72
Killam	60	54	51	51	111
Sedgewick	62	55	46	74	94
Thunderstars	155	111	118	139	116
Totals	317	246	268	331	393

A comfortable minor hockey registration to arena ratio seems to be 200:1 at the top end, based on the use in other nearby communities.

Using 2010/11 numbers, Wainwright had 361 minor hockey registrants which divided between their two arenas resulted in a ratio of approximately 180 players per rink.

Stettler's registration in the same year was 320 which worked out to be a 160:1 ratio. This past season Stettler's arenas housed 22 teams with each team receiving a minimum of 2 hours of practice time a week plus games. When asked if Stettler Minor Hockey was satisfied with ice availability the president relayed that "I feel this is adequate ice time" (J. Hegberg, personal communication, July 12th, 2012).

Camrose has 3 ice pads and with a total number of 513 players in 2010/11, this broke down to be 171 players per pad.

This ratio works in single-rink communities as well as evidenced by Macklin, SK whose minor hockey numbers this past season stood at 160, enough for 10 teams. Add to this a significant skating club of 48 members, recreational hockey, and a senior hockey team, and the Macklin arena still was not 100% utilized^x.

Compare these numbers with the City of Edmonton whose 25 ice pads in 2005 served 690,680 people (27,600:1). In 2015 the recommended service ratio for the city is one ice pad for every 25,000 residents (City of Edmonton, p.73).

Based on these statistics, it can be reasonably assumed that to meet the needs of minor hockey in Flagstaff County, the Region requires no more than two ice pads. This is substantiated by the Yellowknife needs assessment which determined the development standard to be 1 arena for every 4000 in population (Dillon Consulting, p. 84), or 2 arenas for Flagstaff's population of 8200.

In recent years Forestburg Minor Hockey and Daysland Minor Hockey completed an association merge, forming a single organization which today is the largest in the Region. Making efficient use of ice time simplifies in the event of minor hockey further merging into two or even a single organization. Non-profit organizations

Mergers: Not a Four-Letter Word

In their article "*Mergers: Not a Four-Letter Word*", the Ontario Trillium Foundation identifies the value and necessity of mergers within the not-for-profit sector due to increased competition for resources and decreased participation. The article presents several examples which illustrate how mergers can be a powerful tool in advancing an organization's mission when they are pursued from a place of strength as opposed to desperation.

Centre Wellington Minor Hockey Association: From Competition to Collaboration

The competition that existed between the **Elora Lightning** and the **Fergus Highlanders** hockey associations was intense. Even though the two communities, located just northwest of Guelph, were amalgamated in 1999 and separated only by five kilometers of highway, there was a deeply entrenched rivalry in their history — and that rivalry played itself out on the ice.

Following the 2007-08 hockey season, the two associations found themselves facing a stark reality — player retention was a major challenge for both clubs, especially in the older age groups. The sport was competing against a wide range of recreational choices, not the least of which were PlayStations and Xboxes. Spreading players across two neighboring associations was becoming unsustainable.

The two associations decided to explore the possibility of a merger. Initially there was resistance to the idea. Some board members were wary of giving up their independence. Families, especially those living in the smaller centre of Elora, worried about being swallowed by the larger club. However, with the support of the Ontario Hockey Association and both memberships, the two associations decided on a year-long trial merger. During this time the group operated as a single league — with both recreational and more competitive teams — without dissolving their legal associations.

This trial year went better than hoped. With a larger membership base, more kids from both communities were able to play in the more competitive division of the league, and the recreational league was able to offer better developmental programs. Enough flexibility was maintained so kids could still play at the arena closest to home. Most importantly, after a year of their children playing side-by-side on the same teams, people realized they had more in common than they thought.

At the end of the successful trial year, both association boards voted in favour of the formal amalgamation. Together they received a grant from OTF to fund hard costs. This created the Centre Wellington Minor Hockey Team Association, with the team name "Fusion". Centre Wellington has since provided guidance to other groups thinking through their own mergers. The region's lacrosse league followed a year or so later with their own merger (Dessanti & Miller, p. 5-6).

across the country are beginning to see the benefits of merging. In a paper produced by the Ontario Trillium Foundation, five stories of merges help demonstrate the powerful effects that can be achieved (see page 13, right)^{xi}.

Minor Hockey Associations are already forced to collaborate to a degree, since in the older age groups, associations are unable to form their own individual teams due to a drastic participation drop-off. Players must first be released by their parent association in order to play on a neighboring community's team. For the most part, associations do their best to accommodate players that find themselves in a situation where there is no team in their own association to play on. Unfortunately though, players who do have a team to play on still often suffer since at the same age level another association's team may be able to compete in a higher tier or league. This results in lesser players on the better team playing above their heads, while top players on the lower-tier team are also unable to compete at a level which suits their skill. A merged organization, with more players at an association's disposal, would result in increased opportunity for participants to compete at their appropriate level. The result is increased participation due to players being able to play at a more recreational pace in 'house-league' hockey if they so choose while others are able to play at a more competitive level^{xii}. Merging can be beneficial in a number of other areas as well, such as decreasing the demand for volunteers (less coaches/managers needed), and saving money on equipment costs and ice time fees.

Recognizing the correct number of arenas which will provide adequate ice time is only the first step, since with 7 full-sized indoor arenas, the two regional ice pads must still be selected. To accomplish this it is important to take current condition, accessibility, and geography into account. The newest arenas within the Region include Forestburg Arena, Alliance Arena, Daysland Arena, and Sedgewick Arena. Of these Sedgewick Arena holds the most centralized location. This arena is in good condition and part of a complex which is still relatively young as far as facilities go. In every way, Sedgewick Arena meets the standard of being a Regional facility.

Of the other three arenas, only two contain artificial ice. This is an important attribute of a Regional arena as it gives the users the ability to enjoy a full season of ice. Between the artificial ice arenas in Daysland and Forestburg, there is only a single minor hockey system. Forestburg's arena is brand new, while Daysland's is near new as it recently had major renovations completed. Geographically however, Forestburg's rink is in a better position to serve as the other Regional arena. Choosing arenas in Sedgewick and Forestburg gives residents maximum accessibility while also directing users to two of the top facilities in the County. Since both of these facilities are needed to satisfy demand, and geographically they are a reasonably acceptable distance from all areas of the County, they should both be assigned as Primary facilities.



Figure 4 - Flagstaff County Regional Arenas

Curling Rinks

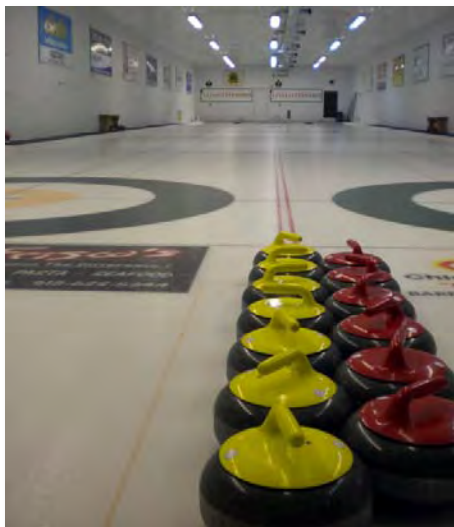
Curling is showing declining participation rates overall and is struggling to take hold of the interest of the younger generation. Clubs across rural Canada are struggling to replace the older population as they step away from the game. Although efforts are being made and programs are being developed across the country to recruit new curlers, the broader choice of activities in today's world has decimated this once popular sport.

The majority of curling rinks within our region are in their last stage of life expectancy. Only Sedgewick's rink, built in 1992 (inside the Sedgewick Recreation Centre), and Strome's rink, built in 1994, do not fall within this category. Sedgewick's rink is the only one with 4 sheets of ice under one roof although there are rumors that less sheets could be iced in the future due to lower participation and rising costs.

Daysland Curling Rink	3 sheets	Stage 5
Forestburg Curling Rink	3 sheets	Stage 5
Hardisty Curling Rink	3 sheets	Stage 5
Lougheed Curling Rink	2 sheets	Stage 5
Sedgewick Curling Rink	4 sheets	Stage 3
Strome Curling Rink	2 sheets	Stage 3
Total	17 sheets	

Curling rinks in Flagstaff County sit dormant more than they are in use. Having 6 rinks within the County is convenient, but not economically responsible nor sustainable due to low participation numbers and infrequent use. Referring to the City of Yellowknife's Recreation Facilities Needs Assessment, the service level standard ratio for curling rinks is 1 sheet per 2000 population (Dillon Consulting Ltd., p.85). This would suggest that the Flagstaff Region requires 4 sheets of curling ice to adequately serve our population.

As this requirement neatly matches the number of sheets available at the Sedgewick Recreation Centre, and considering the fact that it is not only one of the youngest rinks in the County but also the most centralized, it makes sense that the Sedgewick curling rink be assigned as a Flagstaff County Primary Regional Facility. To gather all of the region's curlers under one roof would maximize the use and create a busier, more vibrant facility.



With another stage 3 rink in Strome which is technically the newest in the County and geographically located towards the western side of the County, it may be regarded as a Secondary facility. Programming should be supported within this facility, however capital expenditures should be a lower priority than other Regional facilities.

Bowling Alleys

Galahad, Heisler, Killam, and Sedgewick possess bowling alleys and each of these alleys is comprised of 4 lanes.

Killam's alley is located in the Agriplex, features neon bowling, and was built in 1973. Its main user is a ladies bowling league and the facility is used less than 50% of the time during prime-time hours. The four lanes are hardwood and used for 5-pin bowling. The facility has purchases of score tables (2013), new balls (2013-15), and pins (2014) in their future plans^{xiii}.

Heisler Bowling Alley is inside the Recreation Centre in Heisler and also has four lanes and neon bowling. Built in 1983, the facility shares space with a meeting room mainly used for dance lessons, and an artificial ice skating surface which was converted from a curling rink. During prime time hours the alley is said to be used between 50-75% of the time. Replacement of the hardwood in the lanes is planned within 2-3 years^{xiv}.

The four-lane Sedgewick Alley is in the Recreation Centre. There are plans to convert the hardwood lanes into synthetic at a cost of over \$30,000. Ladies, mixed, and senior leagues are the main users of the alley.

Galahad also has a four-lane alley and it is located in the Galahad Agriplex. The alley has synthetic lanes.

Galahad Bowling Centre	4 lanes	Stage 4
Heisler Bowling Alley	4 lanes	Stage 4
Killam Bowling Alley	4 lanes	Stage 5
Sedgewick Bowling Alley	4 lanes	Stage 3

Most alleys in larger centers are privately owned so it is more difficult to look at these communities to determine the proper facility standard. However, with a situation similar to that of curling, it can be reasonably interpreted that the Flagstaff Region requires 4 lanes for bowling. With hockey and curling rinks both being supported in the Sedgewick Recreation Centre, it makes sense to also name the bowling alley as a Regional facility for similar reasons including the centrality and stage of life. A bowling alley is also a good fit with the other offerings of the Recreation Centre. Assigning the entire collection within the Rec Centre as Regional should ensure the activity, vibrancy, and longevity of one of the top facilities in the County while foregoing unnecessary changeover or enhancement costs in what is still a young building.

With 3 more alleys available in the County, geographically it can be assumed that a Secondary facility should be named. The choice should be between Heisler and Galahad since they would both be in a position to serve the opposite end of the Region. This is perhaps the most difficult decision to make since the two facilities are so similar in age and function. Based on a more favorable geographic position (providing greater access to County residents), the Galahad bowling alley should be assigned as a

Secondary Regional Facility. Galahad's facility is in good condition, already has superior lane flooring installed, and is able to conveniently serve the nearby communities.

Outdoor Tennis Courts

The region currently has 4 usable tennis courts, two in Daysland and two in Forestburg. Killam's two courts are no longer playable and there is interest in building two new courts in Heritage Park at a cost of \$230,000. The community has a Tennis Club of over 50 participants but has suspended play due to the lack of a playable court. Forestburg's courts were resurfaced in the last few years and are in good condition. Forestburg does not have an organized tennis club and the courts are rarely used.

The ratio of population to tennis courts from the City of Yellowknife study was 1:5000. Adopting this ratio, Flagstaff County would have 2 courts available for use. Nearby communities have differing ratios, however. Camrose has 7 courts which includes 4 at the local high school for a ratio of 1:2460^{xv}. Wainwright with 2 courts comes in with a ratio of 1:2950^{xvi}. Stettler meanwhile keeps a ratio of 1:1440 with their 4 courts.

Currently with 4 courts, the Flagstaff Region has a ratio of 1:2050 which is similar to the communities listed above. With a total of 2 courts necessary (1:4000) to serve our population, and two courts in good condition available in Forestburg, these courts should be deemed as a Regional specialty facility. However, unlike other selected facilities, these courts should not be given Primary status at this time. There is too little use to justify making any capital improvements to the courts. In time, if the courts are proven to be used to a much higher degree, they may become designated as Primary. Otherwise the only funding available to the courts should be through programming. Daysland's courts can also be appointed as a Secondary facility which means programming at the courts will be sponsored by the County.

B) District Facilities

District Facilities serve an immediate area around a community and are mainly used by the population within that area. Often these facilities have low operating and maintenance costs such as sports fields. This is not always the case though since libraries and halls can also fit into this category.

District Facilities should be supported by Flagstaff County through programming grants. Programs operating out of District Facilities should still be a priority with programs implementing a Regional component eligible for a higher percentage of funding.

District Facilities are not Regional and thus should not receive capital funding from the County. With that said, the County should look for opportunities in the future to reclassify these facility types as Specialty if the facilities are able to meet the criteria of being Regional as outlined in this paper.

C) Local Facilities

Local Facilities are built to respond to local needs and use by County residents would be quite minimal. Examples would be public playgrounds, small scale skate parks, and walking trails. With this in mind, Flagstaff County is not obliged to fund capital projects of this type. Rather, the County should consider funding programming occurring at this type of facility, but this funding would be perhaps to a lower degree than projects within the other facility categories.



D) Schools

Schools offer a perfect mix of rural and urban residents and a direct opportunity to reach them. As well, they offer the optimal target market for recreation since studies show that youth who participate in recreation are more likely to continue the lifestyle into their adult years^{xvii}. Funding for school capital projects should be decided on a case-by-case basis taking into consideration the already mentioned points as well as how the project is integrated into the rest of the community and depending on scope of the project, the Region. The degree of funding provided should take into consideration the number of potential County users.

E) New Facilities

Determining the framework for 2012 is the first step, however, time does not stand still and in the future Flagstaff County will undoubtedly be asked to partner with a number of projects whose goal is to bring a new facility to the Region. To make the correct decision the County should analyze the project with the following criteria in mind:

- 1) **Regional Integration** – The project should take into consideration facilities available in the area and not duplicate.
- 2) **Satisfy Demand** – The project application must show a need for the facility.
- 3) **Attractability** – The scope of the project must be large enough and the quality high enough that the facility would reasonably be able to attract users from the Region. Flagstaff County should consider the design, location (including grouping), and accessibility of the facility.
- 4) **Regional Cooperation** – The project should be a joint endeavor which should include agreements to share the use, operation, and financial responsibilities amongst the Region and its municipalities

Projects that adhere to these four points should be considered by the County as worthy undertakings.

Enhancing Facilities

As discussed on page 9, one of the strategies during a facility's life cycle is enhancement- meaning to convert a facility by changing its primary use. Considering the current scenario in the Region, this is a strategy that should be carefully considered with a number of facilities. Offering a different recreational opportunity would allow communities to specialize and build around a theme. Adding to this argument is the fact that ice pads in particular require twice the operational funding of similar indoor facilities without an ice plant, and such a changeover could save a community hundreds of thousands of dollars long term while making the facility sustainable into the future.

Flagstaff Council should examine the feasibility of establishing a separate recreation fund which would be designated for Regional enhancement projects. Projects should be analyzed using the same criteria as a new facility. This fund would provide the motivation necessary for communities to embrace their role in Regionalization while still making use of facilities that still have many years of use ahead of them. It is important to empower communities by allowing them to decide the fate or direction of their facility.



Rethinking Recreation

Finishing Touches



IN THIS SECTION:

- Recreation Trends
- Recommendations
- Endnotes

Recreation Trends

The following are recreational trends which could initiate ideas on how recreation should progress in the Flagstaff Region.

Community Hubs

Related to the idea of 'clustering', designing recreational facilities to be community hubs and including multiple components has been a very important and successful trend in larger centers. Rather than developing stand-alone facilities, recreation, arts and culture, and compatible community service facilities are integrated as a single complex. The result is exposing users to a broad range of activities and experiences in an inclusive environment (City of Edmonton, p. 51).

Within Flagstaff it is also important to consider creating these hubs so as to maximize use by attracting the population to a single facility. A complex that serves more than one purpose is always busier and creates significantly increased drop-in and spontaneous use. Grouping of recreational facilities can also result in cost savings since operating expenses and wages can be easily shared.

When determining the location of new recreational facilities in the Flagstaff Region, the concept of a community hub must be given strong consideration in order to decrease long-term costs, maximize potential use, and increase accessibility.

Multiple Use Arenas

Most arenas sit idle during the off-season and fail to generate revenue. Rubberized flooring or synthetic ice can be laid down over concrete to make the arena multi-use and create rental revenue during the summer months while providing a wider variety of activities^{xviii}. In current times it is essential to maximize the use of every facility and making arenas truly multi-use is an important step in efficiency.

Leisure Ice

When additional ice time is found to be required for recreational skating, leisure ice is added to the end of a normal hockey rink. This pad is separated from the full ice rink by the end boards with large doors allowing the ice resurfacers access. The leisure ice is usually 1/3rd the size of the full rink and is not enclosed by boards (City of Edmonton, p. 38). This is the most cost efficient way of meeting additional ice time needs and an example of thinking outside-the-box in order to remain within a sustainable framework.

Indoor Multi-purpose Facility

With Canada's cold climate and short summers, indoor fields/courts have become popular recreational hubs over the past decade. Adding to their success is the exponential growth of indoor soccer throughout Western Canada. Although the sport has yet to take off similarly in the Flagstaff Region, surveys show that soccer registration has been most significant where indoor field houses have been

built to replace gymnasium soccer. With operating costs at 50% of those of ice facilities, indoor field houses are shown to make small profits or at the very least come very close to break-even^{xix}. As an example, such a facility might include space for the following activities:

- Soccer
- Football
- Baseball
- Basketball
- Volleyball
- Lacrosse
- Ultimate (Frisbee)
- Tennis
- Racquetball/squash
- Fitness
- Skateboarding
- Lawn Bowling
- Walking



To ensure the feasibility of such a facility in our region the utmost consideration would have to be taken to adopt a truly multi-purpose design, making the ‘field’ easily convertible to a variety of sports and activities. For instance, a pulastic-type rubberized floor with an overlay of turf and removable board system would provide the ultimate flexibility (Asbell Management Innovations, p. 27). This would be key in maximizing the use of the facility.

As well it would be critical that the facility be a Regional partnership with support from the entire Community. Centralization would be important for the facility to be accessible by all, since it would need to draw users from all corners of our Region.

Movement Towards Informal and Individual Activities

In a society where many people feel rushed and their discretionary time is available in smaller chunks, facilities which offer drop-in activities are in greater demand. Facilities should ensure that drop-in can occur at times throughout the day. Registered sport participation dropped from 45% in 1992 to 34% in 1998^{xx}. Citizens are looking for convenient unstructured activities that are available when it fits into their schedule.

Technology

Parks and recreation throughout the Country has embraced greater use of technology. Bar-coded entry systems for pass holders, website registration systems, user tracking systems, and enhanced communication ability are just a few of the technological tools at a facility’s disposal. Despite the initial outlay, ultimately such instruments can save facilities and organizations money and precious volunteer time. Uses of technology should be fully explored to ensure that the Region’s recreational system is functioning at its full potential.

Recommendations as approved and amended by Council on October 15th, 2012

Recommendation 1: Prioritize the funding of capital expenditures for facilities based on the categories of Region-wide, Specialty, District, and Local

Recommendation 2: Categorize Specialty facilities as Primary or Secondary with facilities not identified as ineligible for County capital funding

Recommendation 3: For Primary facilities treat reasonable capital expenditures and programming as a high priority

Recommendation 4: For Secondary facilities treat programming as a high priority and capital expenditures as low priority

Recommendation 5: For District and Local facilities treat programming as a high priority

Recommendation 6: Appoint Sedgewick and Daysland arenas as Primary Regional Facilities and appoint Hardisty and Forestburg arenas as Secondary Regional Facilities

Recommendation 7: Appoint the Flagstaff Regional Aquatic Centre as a Primary Regional Facility and the Forestburg Swimming Pool as a Secondary Facility

Recommendation 8: Appoint the Sedgewick Bowling Alley as a Primary Regional Facility and the Galahad and Heisler Bowling Alleys as Secondary Regional Facilities

Recommendation 9: Appoint the Sedgewick Curling Rink as a Primary Regional Facility and the Strome Curling Rink as a Secondary Facility

Recommendation 10: Appoint the Forestburg Tennis Courts as a Regional Facility, however treat it as Secondary until a time when more usage of the facility is demonstrated. Appoint Daysland Tennis Court as a Secondary facility.

Recommendation 11: Develop a Facility Enhancement Fund which on an annual basis could be awarded to a facility to support the changeover of its primary use. The fund would only be allocated in the event of a worthy application for a project that meets Regional criteria for new facilities.

Recommendation 12: Research the feasibility of a joint agreement among Flagstaff County and the 10 communities within that would see the Region hire a Facility Maintenance Operator with the qualifications necessary to maintain all Regional facilities to a high standard and work with local caretakers and attendants.

Recommendation 13: Flagstaff County should facilitate the discussion of the merging of minor hockey within our Region. The benefits of such an amalgamation are numerous. The County should support such a merge by shouldering the full cost of the new association's jerseys.

Recommendation 14: Soccer is the sport of choice for Canadians with a participation rate of 2,695,712. Although the sport has yet to boom within the County, it does show promise despite a lack of proper facilities. The County should research the feasibility of developing a quality turf space which could be used for soccer as well as a number of other pursuits. A properly maintained grass field would trigger renewed interest and excitement in a number of field sports.

Recommendation 15: The County should research the feasibility of developing a Regional website or database which would present up-to-date information on Regional facilities and programs in the area. Organizations would be able to input their own information regarding events, schedules, and registration keeping the website current. When planning events, groups would become aware of conflicting dates immediately with the website not allowing or limiting multiple events on the same date. Users would be able to book facilities, research organizations, register online, and make payments online saving hours of volunteer work. A website like this would become a one-stop shop for our resident's recreational needs.

Endnotes

- ⁱ Beacon For Change Inc. (2009), Flagstaff Community of Communities Recreation Programs and Facilities Review, 18.
- ⁱⁱ Roma, Mike (2006), ARPA's Infrastructure Committee: Operations Survey, 7.
- ⁱⁱⁱ Alberta Recreation and Parks Association (2006), Investing in Healthy People and Communities Through Recreation and Parks Infrastructure, 7.
- ^{iv} Statistics Canada (2011), retrieved July 12th, 2012 from <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>
- ^v TD Bank Financial Group (2004), Mind the Gap : Finding the Money to Upgrade Canada's Aging Public Infrastructure
- ^{vi} Alberta Recreation and Parks Association (2002), Community Infrastructure Report.
- ^{vii} British Columbia Recreation & Parks Association (2004), BC Recreation & Parks Association Community Recreation Facilities Assessment Study, 7-8.
- ^{viii} Dillon Consulting Ltd. (2006), Recreation Facilities Needs Assessment, City of Yellowknife, 84-86.
- ^{ix} City of Edmonton (2004), Recreation Facility Master Plan – 2005-2015, 9.
- ^x Macklin Minor Hockey Association, retrieved July 20th, 2012 from <http://macklinminorhockey.com/>
- ^{xi} Dessanti, Viola and Miller, Jenn (2010), retrieved July 20th, 2012 from <http://www.trilliumfoundation.org/en/knowledgeSharingCentre/resources/mergers.pdf>
- ^{xii} The Banff Crag & Canyon (2008), Parents Weigh in on Minor Hockey Merger, retrieved July 20th, 2012 from <http://www.banffcragandcanyon.com/ArticleDisplay.aspx?e=2367188&archive=true>
- ^{xiii} Town of Killam, Flagstaff County Facility Review (2012).
- ^{xiv} Village of Heisler, Flagstaff County Facility Review (2012).
- ^{xv} The City of Camrose, retrieved July 31st, 2012 from <http://ab-camrose.civicplus.com/index.aspx?nid=161>.
- ^{xvi} Town of Wainwright, retrieved July 31st, 2012 from <http://www.wainwright.ca/visitors/townfacilities.shtml>.
- ^{xvii} NSW Department of Sport and Recreation (2002), Active Kids, 3.
- ^{xviii} Amulet Consulting Ltd. (2009), Recreation Industry Trends That Will Influence the Future Northeast Avalon Region Recreational Needs, 33.
- ^{xix} Asbell Management Innovations (2009), Foothills Regional Indoor Field House Feasibility Study, 26.
- ^{xx} BC Recreation and Parks Association (2006), Strategic Plan for the Parks and Recreation Sector in BC.



Recreation

Presented by Jim Fedyk

Departmental Staff:

- Jim Fedyk
Community Recreation Liaison Coordinator
- Katelyn Richards
Recreation Programmer



Recreation

- Community Recreation Infrastructure in Alberta
ARPA
- Flagstaff Pilot Project
U of A
- Flagstaff Regional Recreation Plan
Beacon for Change
- Regional Facility Master Plan
Flagstaff County
- Regional Programming Master Plan
Flagstaff County

Community Recreation Infrastructure in Alberta

- Report published in 2006 by Alberta Recreation and Parks Association (ARPA)
- Since 2001, 133 facilities had been assessed

"a picture is emerging of aging infrastructure whose minimal capital maintenance threatens to undermine decades of investment by the province and communities alike."



Community Recreation Infrastructure in Alberta

- Estimated cost to upgrade Alberta's existing pools, arenas, and curling rinks is \$327 million
- Replacement cost is as high as \$2.8 billion
- Average age of these facilities in 2006 was 37 years. Today the average age would be 44 years. Many are at the end of their functional life.
- Including parks, trails, libraries, cultural centres, community halls, etc. in the analysis would more than double the funding requirement.



Community Recreation Infrastructure in Alberta

- 95% of municipal recreation and parks expenses have shifted to local sources in the last two decades.
- User fees have increased by 90% over this time.
- A 2000 ARPA survey found that economic constraints rather than time constraints has become the leading barrier to participation in recreation.



Community Recreation Infrastructure in Alberta

"The aging and deterioration of our community recreation infrastructure is of increasing concern. For municipalities, community agencies and agricultural societies operating costs are skyrocketing while capital maintenance/redevelopment needs remain largely unmet. For users, deterioration in the physical condition of facilities raises growing health and safety issues."



Community Recreation Infrastructure in Alberta



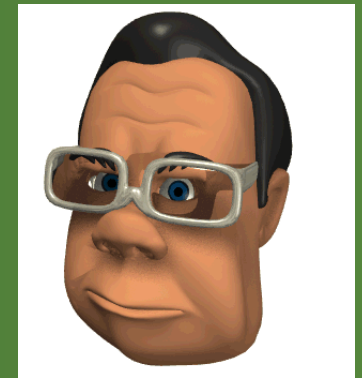
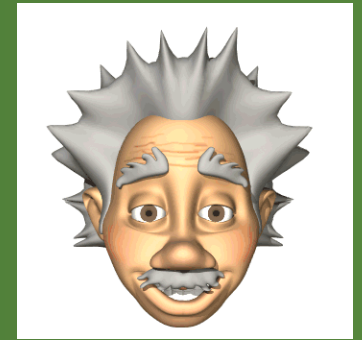
Urban-Rural Interdependencies: Flagstaff Pilot Project

- 2009 study examining the partnerships which have or have not been formed within our County in order to understand the relationships behind them and how these relationships benefit the greater community
- Collected background information
- Interviews
- On-line Survey
- Respondents support the idea of partnerships and are eager to partner



Urban-Rural Interdependencies: Flagstaff Pilot Project

- Some respondents think that the towns and villages depend upon the County for continued viability
- Other participants see towns and villages as paying a disproportionately large share of costs for recreational facilities, which are then used by county residents



Urban-Rural Interdependencies: Flagstaff Pilot Project

Protectionism

“Protectionism [is a challenge to overcome]. Cause everybody says, ‘Well, we don’t want to lose anything’.”



Urban-Rural Interdependencies: Flagstaff Pilot Project

Fear results in Status Quo



"Uncertainty was commonly cited by respondents as a deterrent to partnering. Given such uncertainty about the future, leaders may think it more prudent to continue with the status quo, rather than risk losing what exists. If one community were to lose its arena, for example, in favour of the skating rink at a more centralized recreation centre, that community reasonably fears losing a major draw for young people. Although the new recreation centre may be only ten minutes down the road, its location in another community could be seen as dulling the competitive edge of the surrounding communities."



Urban-Rural Interdependencies: **Flagstaff Pilot Project**

Tradition, History, and Identity

“Recreational facilities create a sense of pride in the host community, since they have in the past been built by prominent members from the area.”



Urban-Rural Interdependencies: Flagstaff Pilot Project

Inter-municipal Competition



"I think that traditionally there's been a spirit of competition between communities and I don't think that can happen anymore... I think to get the outsider to look to this area, it makes sense to have a focused approach as a group."



Urban-Rural Interdependencies: Flagstaff Pilot Project

Partnering



"We want to deliver a responsible level of service. And a responsible level of service is as cheap as possible and uses the best use of our resources that we have. And partnerships are the best use of our resources."



Urban-Rural Interdependencies: Flagstaff Pilot Project

Specialization

"Each community must specialize in one facet of recreation, and that's where I see it. Let's get it down there and every community can specialize in one facet and get everybody going and using the facilities in the region, but that's a tough sell."



Urban-Rural Interdependencies: Flagstaff Pilot Project

Need for Leadership

“There’s no agreement, and there’s nobody at the top to coordinate [the location of recreational facilities]”



Urban-Rural Interdependencies: Flagstaff Pilot Project

Regional Branding

- The Okanagan
- 14 municipalities

"Where in the world could you ski, play a round of golf, horseback ride, tour a historic site and visit a winery all in one day? Where else but the fabulous Thompson Okanagan in British Columbia's interior."

Where else?

Flagstaff County!



Flagstaff Regional Recreation Plan

- The Recreation Programs and Facilities Review (2009) recommended Flagstaff County to:
Develop a Regional Recreation Master Plan
- Approved in 2011
- Prepared by:
Beacon for Change



Flagstaff Regional Recreation Plan

- Regional thinking when distributing resources
- Collaborative service delivery

4 E's

- Economical – minimum cost
- Equitable - but not equal
- Effective – do it well
- Efficient – economies of scale



Flagstaff Regional Recreation Plan

Regional Recreation Grant Program

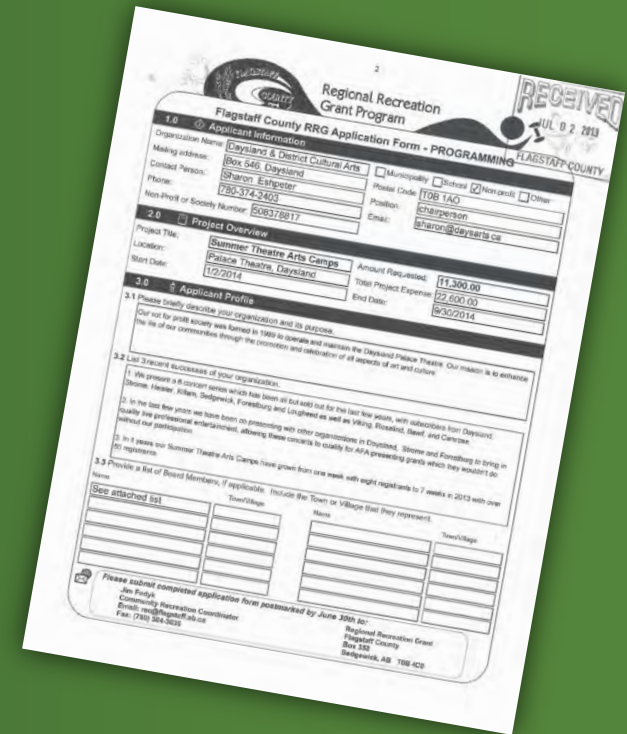
- Regional Recreation Grant
\$465,000 (Includes \$100,000 MSI capital)
- Investment Grants
\$35,000



Flagstaff Regional Recreation Plan

RRG

- Annual grant
- Programming and Capital projects
- 4 page application
- Up to 50% match



The image shows a "Flagstaff County RRG Application Form - PROGRAMMING". The form is titled "1.0 Applicant Information" and includes fields for Organization Name (Dayland & District Cultural Arts), Mailing address (Box 546, Dayland), Contact Person (Sharon Estep), Phone (760-374-2403), Non-Profit or Society Number (508378817), Project Title (Summer Theatre Arts Camps), Location (Palace Theatre, Dayland), Start Date (10/2014), Amount Requested (\$1,200.00), Total Project Expense (\$2,600.00), and End Date (9/30/2014). The form also includes a "3.0 Applicant Profile" section with questions about the organization's history, success stories, and future plans. A "RECEIVED" stamp from JUL 02 2013 is visible in the top right corner.



Flagstaff Regional Recreation Plan

2012

Capital - \$87,875.00

Programming - \$177,299.22



2013

Capital - \$64,750.00

Programming - \$343,048.97

2014

Capital - \$45,640.00

Programming - \$392,406.43



Flagstaff Regional Recreation Plan



Investment Grants

- \$7000 (x4) available each quarter
 - Categories – Youth, Family, Seniors
- \$7000 available Pioneer Project - \$7000 available any time during the year
 - New programs or events

2012 \$22,000+

2013 \$30,000+



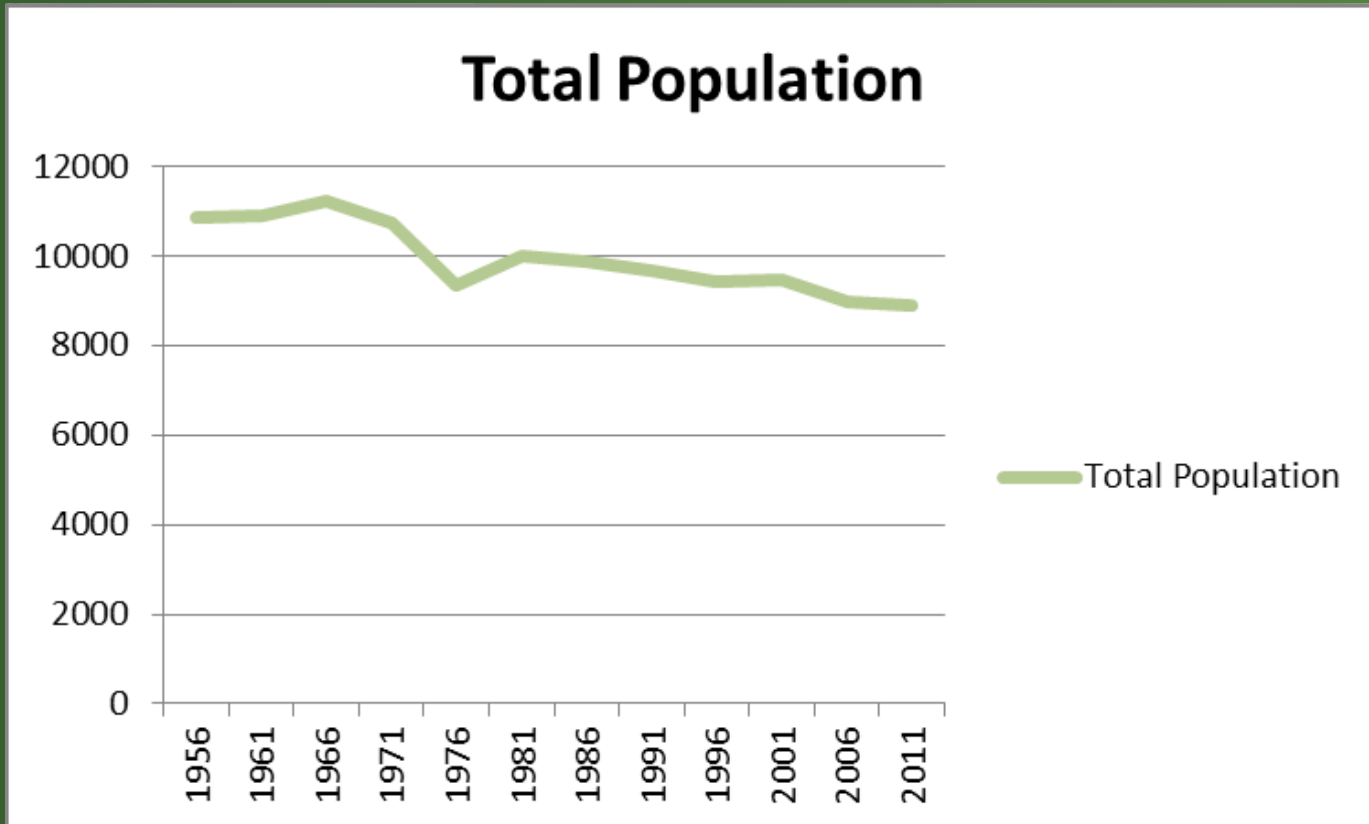
Rethinking Recreation: A Regional Facility Master Plan

- Recreation Programs and Facilities Review (2009) recommended the development of a Facility Master Plan to provide future direction
- Goal to outline the long-term direction of what indoor and outdoor facilities are required to meet regional recreation and parks needs
- Suggests Centralization and Specialization as way to achieve regionalism



Rethinking Recreation: A Regional Facility Master Plan

Population Change



Rethinking Recreation: A Regional Facility Master Plan



Rethinking Recreation: A Regional Facility Master Plan

	Population	Ice rinks	Outdoor rinks	Pools	Curling sheets	Ball diamonds
Beaver County	9,524	3	2	1	13	14
Lamont County	8,350	4	2	-	12	13
M.D. Provost	5,238	3	1	1	8	13
Taber	7,	overdone." ~RRP				4
Flagstaff	8,077	7	2	2	17	30



Rethinking Recreation: A Regional Facility Master Plan

- Dillon Consulting (2006), Recreation Facilities Needs Assessment, City of Yellowknife
- Developed Canadian standard for facility need

Facility	Flagstaff Region	Requirement
Arenas	1 per 1025 population	1 per 4000 population
Curling Rinks	1 per 480 population	1 sheet per 2000 population
Swimming Pools	1 per 4100 population	1 per 15000 population
Baseball	1 per 240 population	1 per 2000 population
Tennis Courts	1 per 4100 population	1 court per 5000 population
Outdoor Rinks	1 per 4100 population	1 per 5000 population



Rethinking Recreation: A Regional Facility Master Plan

Regional Facilities



Primary Facility **Need**

A facility that there is a demonstrable need for based on population and participation numbers

Capital projects are considered high priority by the County



Secondary Facility **Luxury**

A facility that there is not a demonstrable need for based on population and participation numbers, but;

- Is already built and used
- Is in good condition
- Is in a convenient geographical position for a significant portion of the population to use rather than the primary facility

Capital projects are considered low priority by the County



Rethinking Recreation: A Regional Facility Master Plan

Primary

Valley Ski Hill
Flagstaff Aquatic Centre
Sedgewick Arena
Daysland Arena
Sedgewick Curling Rink
Sedgewick Bowling Alley

Secondary

Forestburg Swimming Pool
Forestburg Arena
Hardisty Arena
Strome Curling Rink
Galahad Bowling Alley
Heisler Bowling Alley
Forestburg Tennis Court
Daysland Tennis Court



Raising the Bar: A Regional Programming Master Plan

Regional vs. Local Programs




Degree of Regionalism

- Financial support from partnering municipalities and groups
- Operational decision making from members of other municipalities
- Usage support from members and groups of other municipalities

Raising the Bar:

A Regional Programming Master Plan

Regional vs. Local Programs

	Regional Programming	Local Programming
 Degree of Regionalization	Success in all three areas	No Regionalism in operating decisions, financial support, or usage.
	Success in two of the three areas	
	Success in one of the three areas	
	<i>High priority and maximum of 50% match</i>	<i>Low priority and maximum of 25% match</i>

Regional Programs – High Priority
Local Programs – Low Priority



Raising the Bar:

A Regional Programming Master Plan

Funding

- Regional Programs run inside Regional designated facilities 50% funding
- Regional Programs run inside non-Regional designated facilities when a Regional designated alternative is not available 50% funding
- Regional Programs run inside non-Regional designated facilities when a Regional designated alternative is available 25% funding
- Local Program regardless of facility 25% funding



Programming

Katelyn Richards

Start date July 15th

Successful programs

Basketball Bootcamp

School Break Bonanza/School Break goes Artsy!

Yoga

Creative Chefs

Holiday Art Workshop



NEWS RELEASE – October 22, 2012





FLAGSTAFF REGIONAL RECREATION PLAN – RETHINKING RECREATION

Flagstaff County Council is pleased to release the Regional Facility Master Plan to guide the recreation funding we provide to our Community of communities.

This future focused plan recognizes that we support and fund recreational opportunities within our available resources and it outlines our long term direction.

Regional facilities exhibit regional cooperation. Our vision is “to embrace and proactively use recreation and parks as an essential means for enhancing individual well being, community vitality and economic stability.” We have an ability and willingness to challenge the status quo by encouraging our citizens and enabling risk taking change and innovation.

Categories have been established as follows:

	Region-wide	Specialty	District	Local
Service Level/Population	8200+	4000 to 8200+	2000 to 3000	Under 1000
Geographical Service Area				
General Characteristics	<ul style="list-style-type: none">▪ Large in scope▪ Require support of entire Region▪ Not duplicated	<ul style="list-style-type: none">▪ Serve targeted activities▪ May be one or more▪ Usually large capital expenditures	<ul style="list-style-type: none">▪ High market demand▪ Usually lower capital and operational costs▪ Serves immediate area around community	<ul style="list-style-type: none">▪ High local demand▪ Respond to local needs▪ County use minimal
Acceptable Travel Time	Over 30 minutes	Over 20 minutes	10-20 minutes	5-10 minutes
Examples	Ski hill Indoor Swimming Pool Indoor Fieldhouse	Arenas Curling Rinks Bowling Alleys Tennis Courts Performing Arts Centre Riding Arena Football field Track and Field grounds	Outdoor ball diamonds Outdoor soccer fields Community Halls Libraries	Playgrounds Walking trails Skate Parks

- Capital expenditures will be prioritized based on the category of the facilities.
- Specialty facilities will only be eligible for capital funding if designated as a Primary or Secondary facility
- Primary facilities will be a high priority for capital and programming funding
- Secondary facilities will be a high priority for programming funding and low priority for capital funding

The following facilities were designated for funding priorities as follows:

- Sedgewick and Daysland Arena – Primary SPECIALTY
- Forestburg and Hardisty Arena – Secondary SPECIALTY
- Flagstaff Regional Aquatic Centre – Primary – REGION WIDE
- Forestburg Outdoor Pool – Secondary – SPECIALTY
- Sedgewick Bowling Alley – Primary SPECIALTY
- Galahad and Heisler Bowling Alleys – Secondary SPECIALTY
- Sedgewick Curling Rink – Primary SPECIALTY
- Strome Curling Rink – Secondary SPECIALTY
- Forestburg Tennis Courts –Secondary SPECIALTY
- Daysland Tennis Courts – Secondary SPECIALTY

IN ADDITION

- ✚ Flagstaff County will encourage minor hockey associations in our Region to discuss the benefits of merging for the future of the youth in this sport
- ✚ Flagstaff County will be developing a Facility Enhancement Fund to support a facility that changes it's primary use to meet the needs of the region

FUTURE CONSIDERATIONS

Research the feasibility of

- ❖ Establishing a position of a Regional Facility Maintenance Operator
- ❖ Development of a quality turf space for field sports
- ❖ Development of a regional website/database providing up-to date information on regional facility and programs.

FLAGSTAFF COUNTY is proud to provide strong leadership to ensure we remain a vibrant rural Community of communities for many years in the future.

The complete report can be found on our website at www.flagstaff.ab.ca. Please contact Jim Fedyk, Community Recreation Coordinator for further information. 780-384-4134.



February 15th, 2013

Town of Sedgewick
Box 129
Sedgewick, AB
T0B 4C0

Attention: Amanda Davis

Dear: Amanda

On October 15th, 2012, Flagstaff County Council approved the Sedgewick Arena as a Regional Facility as an important early step of the Regional Recreation Grant Program. This designation allows the facility and programs within to be eligible for the annual Regional Recreation Grant. Through the grant and other initiatives, Flagstaff County is able to offer an opportunity for partnership based on the mutual goals of the financial and Regional success of your facility.

As outlined in the Flagstaff County Regional Facility Master Plan (2012), in order to truly meet the standards of being Regional, a facility should strive to demonstrate Regional cooperation. This cooperation includes the following three elements:

- 1) **Regional Use** – The facility should be actively marketed, open to, and derive participants from more than one town/village.
- 2) **Regional Decision-Making** – Residents of more than one town/village should be involved in the operational decisions of the facility. This is most likely accomplished by recruiting and including these residents on the facility's board of directors.
- 3) **Regional Financial Support** – Financial contributions/risk should be shared by more than one town/village or organization representing the town/village. This support is not inclusive of user fees or rental charges but does include subsidies, grants, and fundraising efforts.

FLAGSTAFF COUNTY Box 358, Sedgewick, Alberta T0B 4C0
Phone: (780) 384-4100
Fax: (780) 384-3635 E-mail address: county@flagstaff.ab.ca

We appreciate the effort your organization is able to commit towards qualifying your facility as Regional. County Council plans to revisit this issue in one year's time to determine the progress your facility has been able to make in this regard. We look forward to a long and positive partnership through your facility's progression as a Regional facility.

For more information on the Regional Recreation Grant or the Regional Facility Master Plan please go to our website at www.flagstaff.ab.ca or contact myself at (780) 384-4134. I would also look forward to the opportunity of meeting with you to discuss further how your facility might accomplish these goals.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Fedyk". The signature is written in a cursive, flowing style.

Jim Fedyk
Community Recreation Coordinator

Rethinking Recreation: A Regional Facility Master Plan

	Population	Ice rinks	Outdoor rinks	Pools	Curling sheets	Ball diamonds
Beaver County	9,524	3	2	1	13	14
Lamont County	8,350	4	2	-	12	13
M.D. Provost	5,238	3	1	1	8	13
Taber	7,935	2	-	1	4	10
Flagstaff	8,877	7	2	2	17	30



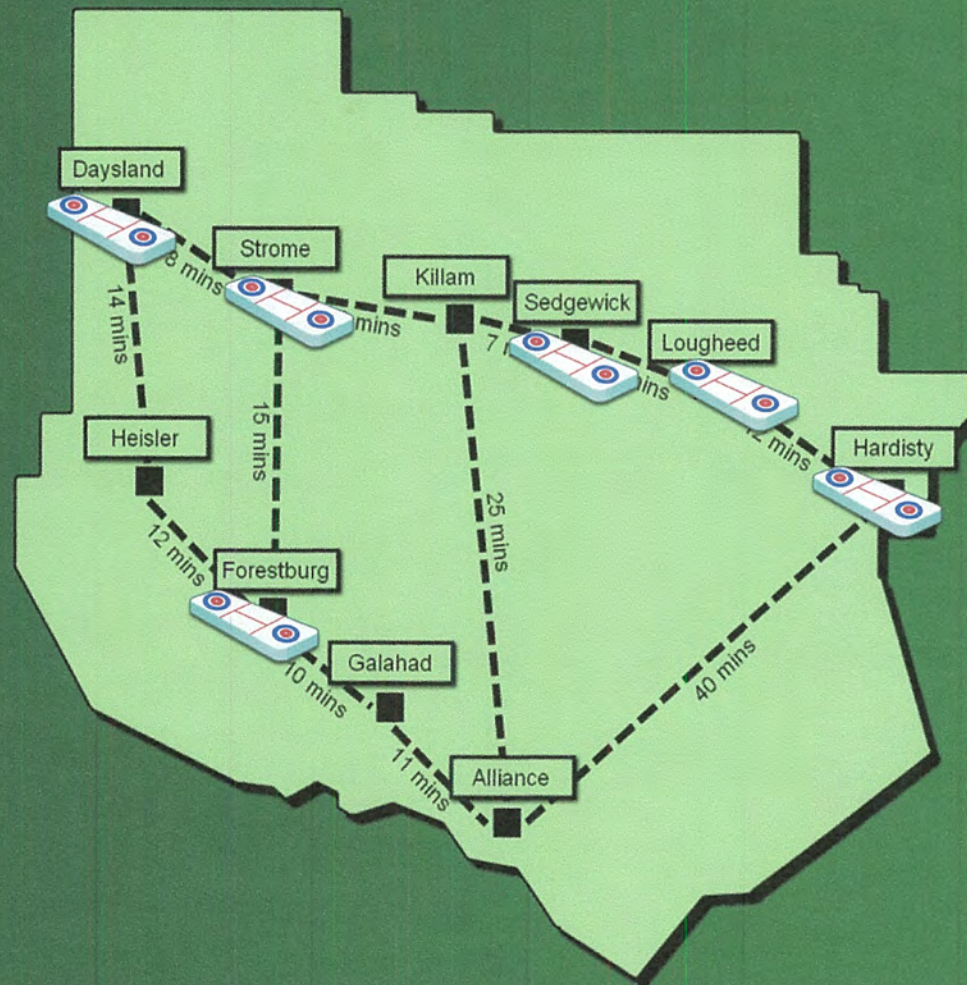
Rethinking Recreation: A Regional Facility Master Plan

- Dillon Consulting (2006), Recreation Facilities Needs Assessment, City of Yellowknife
- Developed Canadian standard for facility need

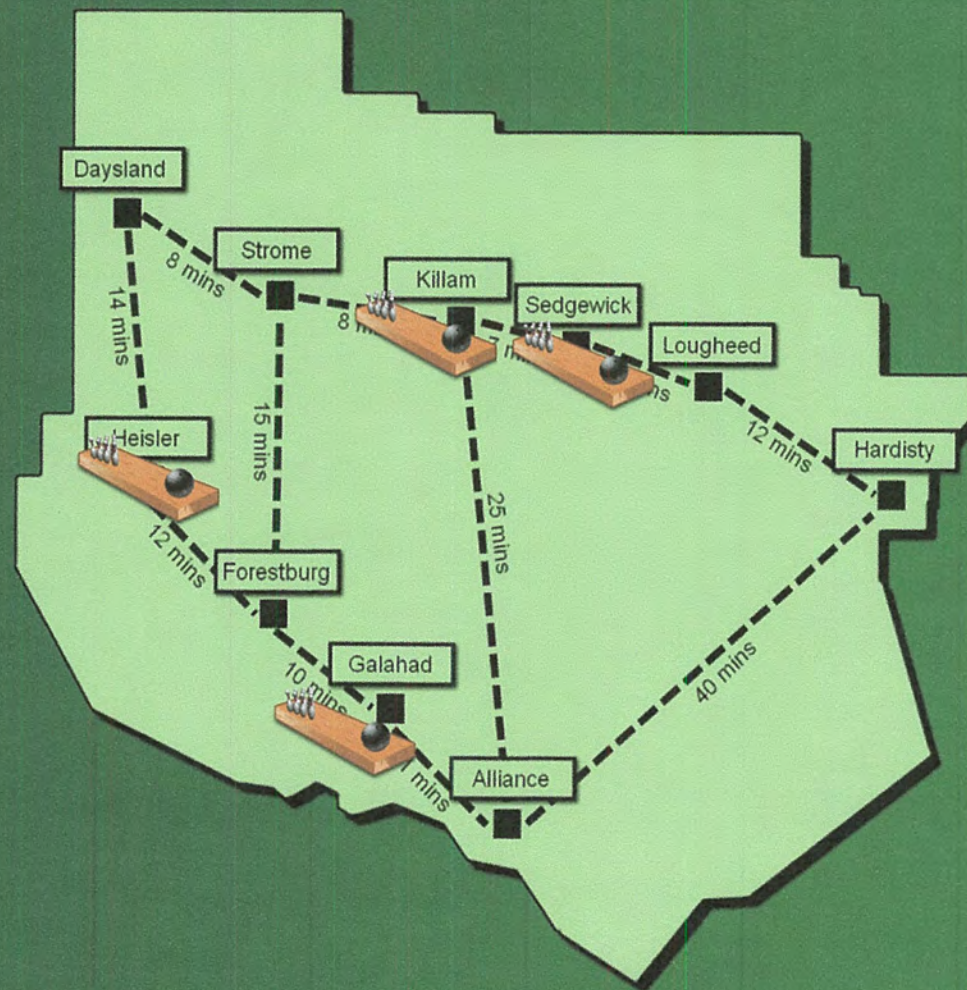
Facility	Flagstaff Region	Requirement
Arenas	1 per 1025 population	1 per 4000 population
Curling Rinks	1 per 480 population	1 sheet per 2000 population
Swimming Pools	1 per 4100 population	1 per 15000 population
Baseball	1 per 240 population	1 per 2000 population
Tennis Courts	1 per 4100 population	1 court per 5000 population
Outdoor Rinks	1 per 4100 population	1 per 5000 population



Rethinking Recreation: A Regional Facility Master Plan



Rethinking Recreation: A Regional Facility Master Plan



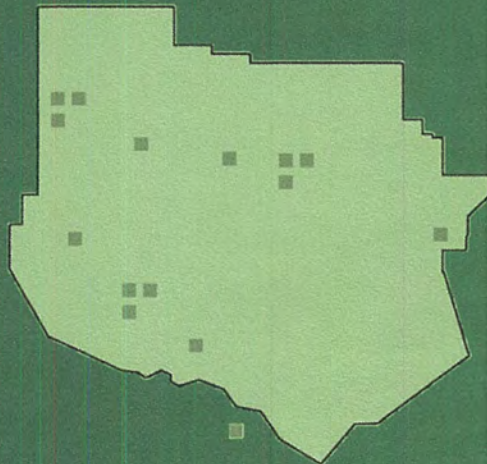
Rethinking Recreation: A Regional Facility Master Plan

Primary

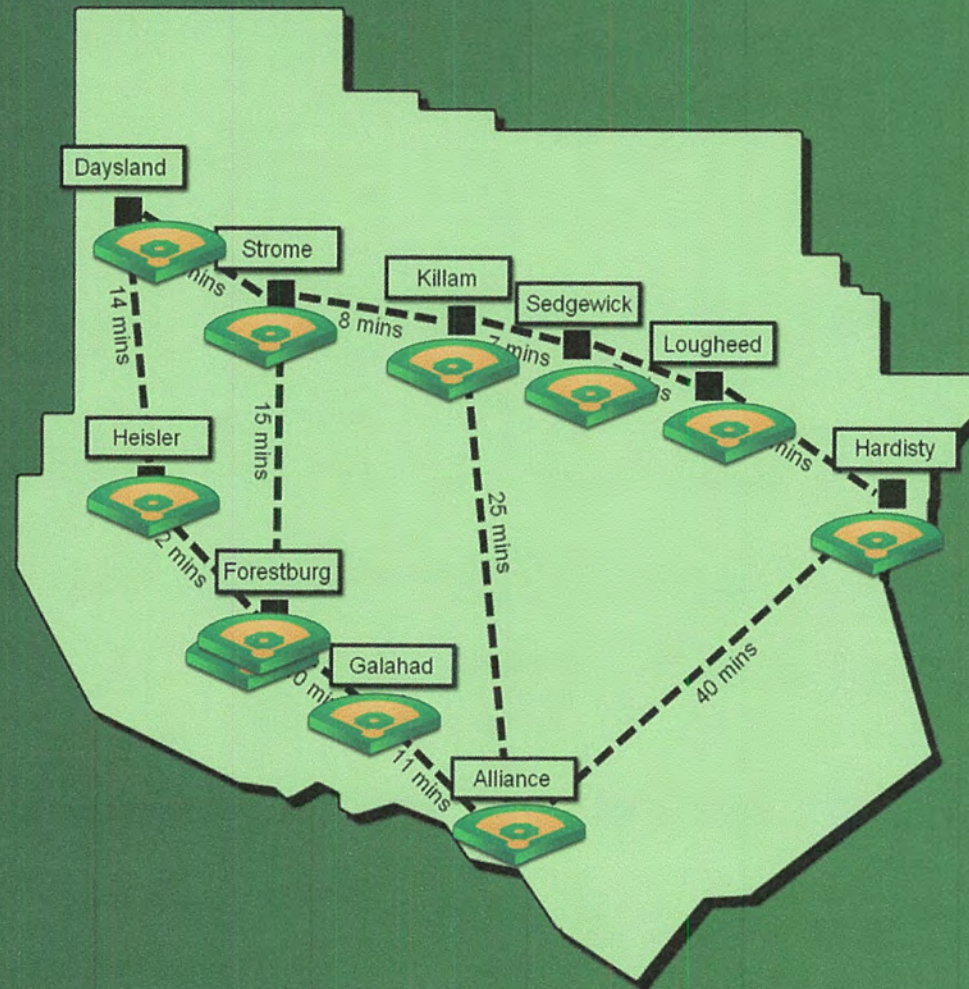
Valley Ski Hill
Flagstaff Aquatic Centre
Sedgewick Arena
Daysland Arena
Sedgewick Curling Rink
Sedgewick Bowling Alley

Secondary

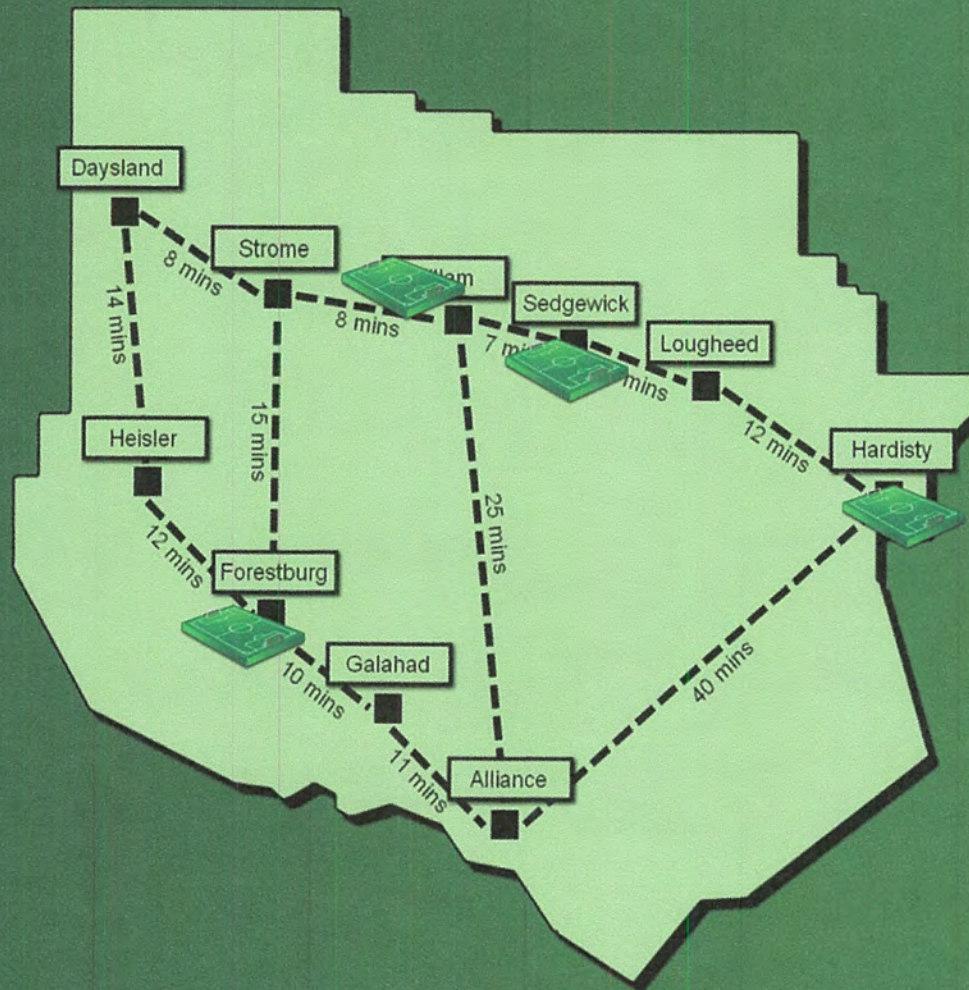
Forestburg Swimming Pool
Forestburg Arena
Hardisty Arena
Strome Curling Rink
Galahad Bowling Alley
Heisler Bowling Alley
Forestburg Tennis Court
Daysland Tennis Court



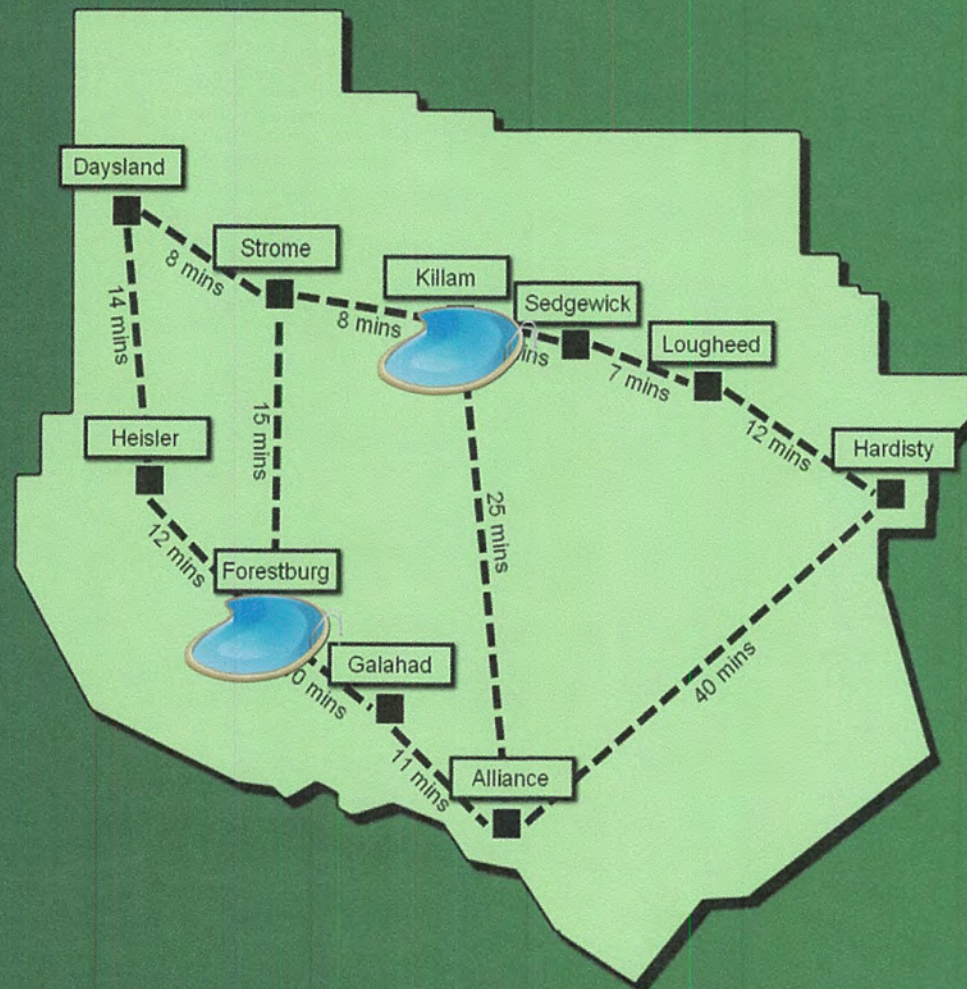
Rethinking Recreation: A Regional Facility Master Plan



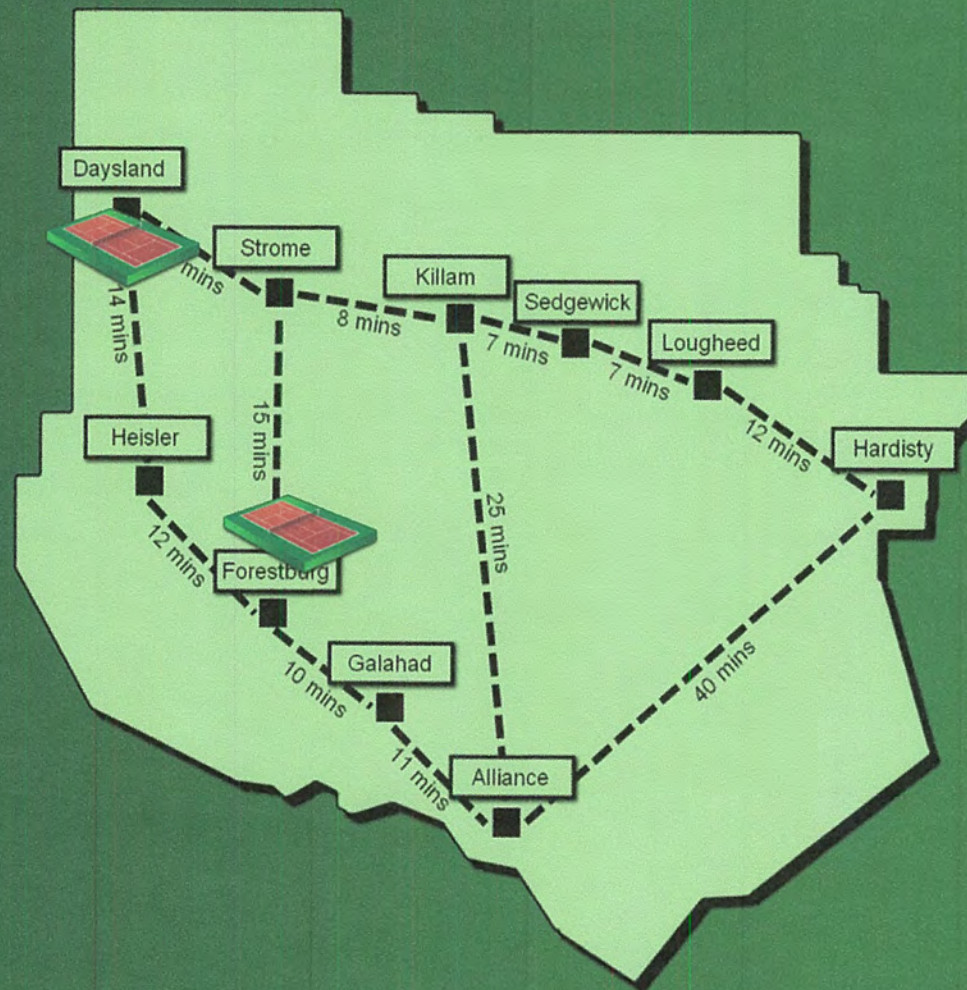
Rethinking Recreation: A Regional Facility Master Plan



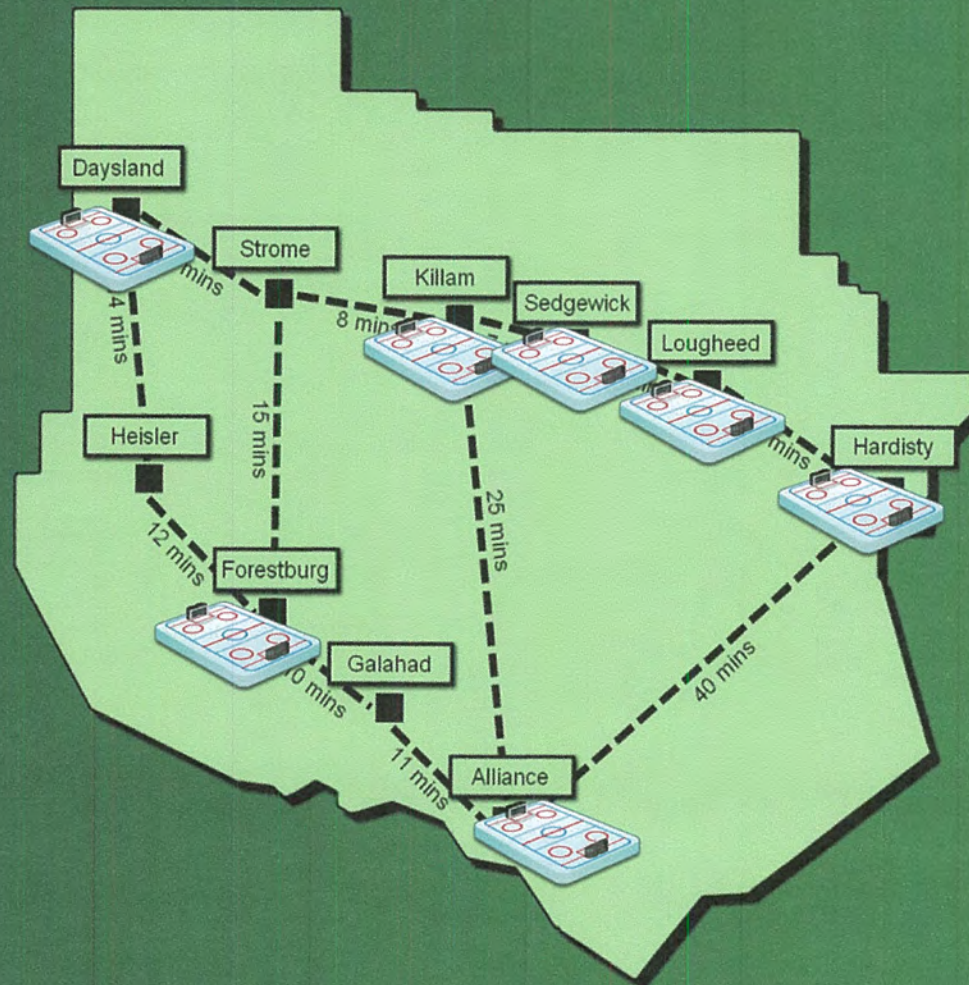
Rethinking Recreation: A Regional Facility Master Plan



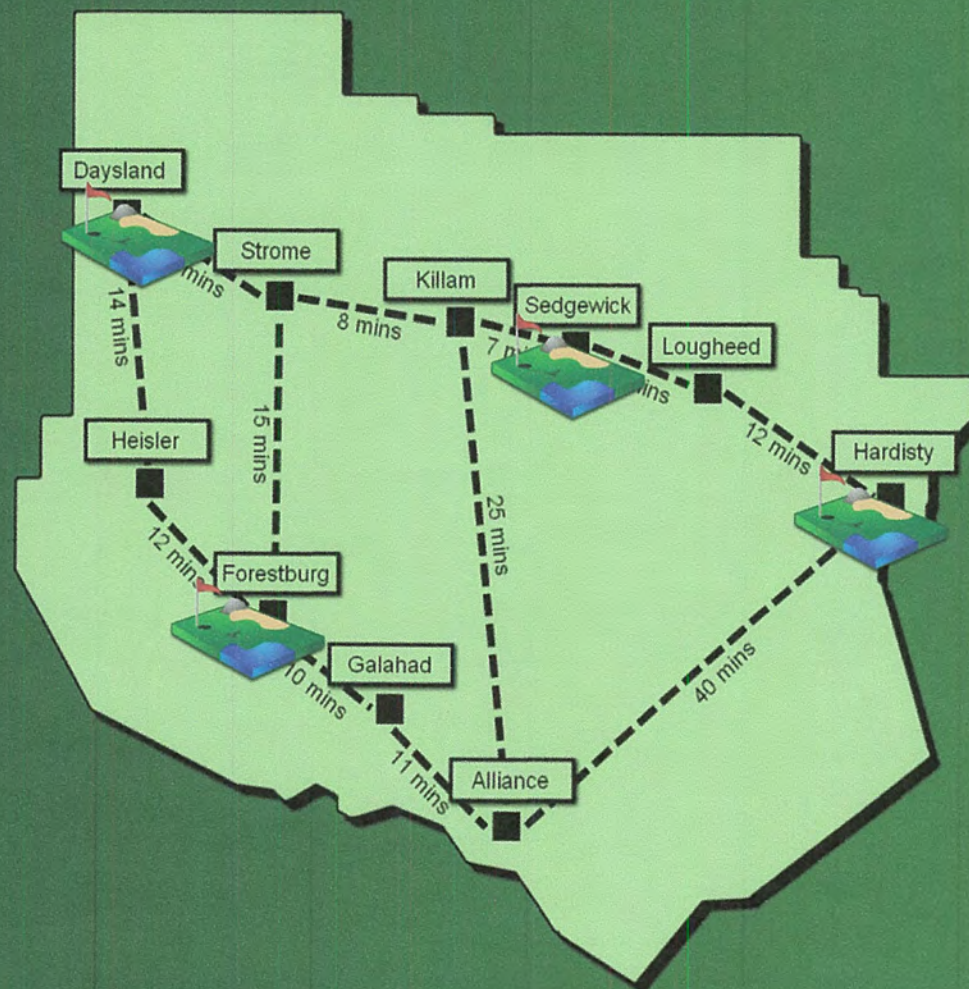
Rethinking Recreation: A Regional Facility Master Plan



Rethinking Recreation: A Regional Facility Master Plan



Rethinking Recreation: A Regional Facility Master Plan



January 24th, 2013

Flagstaff County
P.O. Box 358
Sedgewick, AB T0B 4C0

RE: Regional Recreation Activation

Dear Reeve Kuefler and Council;

Flagstaff County's Regional Recreation Plan (RRP) has been in hot pursuit over the past few years and the highlight of many community conversations. Although there hasn't been much co-operation and positivity with this plan, there are many new faces around our Council tables, many who are prepared to take risks and make a change.

As stated in a letter received from Flagstaff County dated February 15th, 2013 the Town of Sedgewick's arena, curling rink and bowling alley received *PRIMARY* designation. The letter also indicates that County Council would be re-evaluating the primary status progression in one-year time.

With that in mind, here is an update as to where Sedgewick is at:

1. Our CAO met with Mr. Fedyk various times to brainstorm collaborative ideas and understand the primary designation of our facility, how to capture the initiative and move forward
2. Sought shared facility and program management with Flagstaff County and the Town of Killam
3. Sent letters to Hardisty, Loughheed, Killam and Alliance seeking commitment and use of our primary facility

Although our facilities are utilized by residents from around the County we understand the need to commit to building a stronger relationship whereby reducing the duplication of services and promote the development of new programs.

The following members _____ have been appointed to recreation task force. We will require guidance and expertise with this endeavour. An open relationship and communication is key to continued success.

We appreciate your progressive leadership. Together we are leaders shaping the face of tomorrow. With the vision in sight we will continue to challenge the obstacles, share the knowledge and step forward while strengthening the Community of communities bond.

Sincerely,

January 24th, 2013

Town of Hardisty
PO Box 10
Hardisty, AB T0B 1V0

RE: Recreation – Letter of Support

Dear Mayor Miller and Council;

Regional collaboration has become the focal point of our existence over the past few years has landed swiftly on the municipal door step; the majority of us understand the importance of working together however, taking that risk can be a daunting as many fear the outcome.

Fortunately, the Town of Hardisty leads by example through the collaborative Administration contract with the Village of Loughheed.

With that in mind, one of the more recent collaborative shifts is the implementation of the Flagstaff Regional Recreation Plan. Flagstaff County's approach to regional recreation is committed to building healthy citizens and communities within a sustainable model. To help meet this goal the regional recreation grant program was developed. The grant programs aims to rebuild and unite the region's community recreation, sport and culture system.

In a News Release issued on October 22nd, 2012, Flagstaff County identified Primary and Secondary recreation facilities and commented that; "Regional facilities exhibit regional cooperation. Our vision is to embrace and proactively use recreation and parks as an essential means for enhancing individual well being, community vitality and economic stability. We have an ability and willingness to challenge the status quo by encouraging our citizens and enabling risk taking change and innovation".

Sedgewick's arena, curling and bowling alley were deemed *PRIMARY* meaning; we are eligible for operational and capital funding. However, there are conditions, the main one being that we receive support from our neighbouring communities.

As the Town of Hardisty does not offer a bowling alley or curling we are seeking your support in recognizing ours. We offer a newly renovated four-lane acrylic bowling alley and four sheets of curling ice; statistics show that this facility has users from our surrounding towns and village; that in itself is inspiring.

In an attempt to bridge the recreation gap we are seeking a letter in support of our recreation facility/ bowling alley.

Let's move the vision of oneness forward...together with one shared vision. For any further information, I can be reached at 780-384-3504 or via email at sedgewick.cao@persona.ca.

Sincerely,

Amanda Davis,
CAO

January 24th, 2013

Village of Loughheed
PO Box 5
Loughheed, AB T0B 2V0

RE: Recreation – Letter of Support

Dear Mayor Cameron and Council;

Regional collaboration has become the focal point of our existence over the past few years has landed swiftly on the municipal door step. The majority of us understand the importance of working together however; taking that risk can be a daunting as many fear the outcome.

Fortunately, the Village of Loughheed is a leader in this boat through the collaborative Administration contract with the Town of Hardisty. Perhaps it was identified that to ensure your communities continued success and viability, collaboration and partnerships were required.

With that in mind, one of the more recent collaborative shifts was the implementation of the Flagstaff Regional Recreation Plan. Flagstaff County's approach to regional recreation is committed to building healthy citizens and communities within a sustainable model. To help meet this goal the regional recreation grant program was developed. The grant program aims to rebuild and unite the region's community recreation, sport and culture system.

In a News Release issued on October 22nd, 2012, Flagstaff County identified Primary and Secondary recreation facilities and commented that; "Regional facilities exhibit regional cooperation. Our vision is to embrace and proactively use recreation and parks as an essential means for enhancing individual well being, community vitality and economic stability. We have an ability and willingness to challenge the status quo by encouraging our citizens and enabling risk taking change and innovation".

Sedgewick's arena, curling and bowling alley were deemed *PRIMARY* meaning; we are eligible for operational and capital funding. However, there are conditions, the main one being that we receive support from our neighbouring communities.

As the Village of Loughheed does not offer a bowling alley we are seeking your support in recognizing ours. We offer a newly renovated four-lane acrylic bowling alley; statistics show that the bowling alley has users from our surrounding towns and village; that in itself is inspiring.

In an attempt to bridge the recreation gap we are seeking a letter in support of our recreation facility/ bowling alley.

Let's move the vision of oneness forward together with one shared vision, just as we announced in our collaborative infomercial. For any further information, I can be reached at 780-384-3504 or via email at sedgewick.cao@persona.ca.

Sincerely,

Amanda Davis,
CAO

January 24th, 2013

Town of Killam
P.O Box 189
Killam, AB T0B 2L0

RE: Recreation – Letter of Support

Dear Mayor James and Council;

Regional collaboration has become the focal point of our existence over the past few years has landed swiftly on the municipal door step. The majority of us understand the importance of working together however; taking that risk can be a daunting as many fear the outcome.

We can all see the bigger picture, however getting there presents many challenges and obstacles, yet, with strong leadership and support anything is possible.

With that in mind, one of the more recent collaborative shifts was the implementation of the Flagstaff Regional Recreation Plan. Flagstaff County's approach to regional recreation is committed to building healthy citizens and communities within a sustainable model. To help meet this goal the regional recreation grant program was developed. The grant program aims to rebuild and unite the region's community recreation, sport and culture system.

In a News Release issued on October 22nd, 2012, Flagstaff County identified Primary and Secondary recreation facilities and commented that; "Regional facilities exhibit regional cooperation. Our vision is to embrace and proactively use recreation and parks as an essential means for enhancing individual well being, community vitality and economic stability. We have an ability and willingness to challenge the status quo by encouraging our citizens and enabling risk taking change and innovation".

Sedgewick's arena, curling and bowling alley were deemed *PRIMARY* meaning; we are eligible for operational and capital funding. However, there are conditions, the main one being that we receive support from our neighbouring communities.

Graciously, the Town of Sedgewick committed a letter in support of the conversion of your bowling alley into a fitness centre; we can't wait to spread the word that we will finally have a viable fitness centre in Killam. With that in mind we are seeking your support in recognizing our regional recreation facility. We are very fortunate to be geographically connected. When you look at the recreational opportunities offered between our two communities it becomes even more enlightening to see the benefits for our residents:

- Sedgewick bowling alley – no duplication - primary
- Sedgewick curling rink – no duplication - primary
- Killam indoor playground – no duplication – regionally supported
- Killam indoor rodeo grounds – no duplication – surrounding support
- Flagstaff Regional Aquatic Centre – no duplication – region wide
- Sedgewick/Killam arena – duplication – Sedgewick/primary

Collectively, we offer very different recreational opportunities. In an attempt to bridge the recreation gap and move forward with the regional recreation plan we are seeking a letter in support of our recreation facility and primary designation.

Additionally, our Council would like to set up a meeting to discuss recreation in greater detail with the Town of Killam.

Let's reap the benefits of the recreation program together, move the vision of oneness forward together with one shared vision; Community of communities, a legacy worth remembering.

Please advise of your interest to discuss recreation; for any additional information, I can be reached at 780-384-3504 or via email at sedgewick.cao@persona.ca.

Sincerely,

Amanda Davis,
CAO

January 24th, 2013

Village of Alliance
P.O Box 149
Alliance, AB T0B 0A0

RE: Recreation – Letter of Support

Dear Mayor Thomas and Council;

Regional collaboration has become the focal point of our existence over the past few years and has landed swiftly on the municipal door step. The majority of us understand the importance of working together however; taking that risk can be a daunting as many fear the outcome.

We can all see the bigger picture, however getting there presents many challenges and obstacles, yet, with strong leaders and support anything is possible.

With that in mind, one of the more recent collaborative shifts was the implementation of the Flagstaff Regional Recreation Plan. Flagstaff County's approach to regional recreation is committed to building healthy citizens and communities within a sustainable model. To help meet this goal the regional recreation grant program was developed. The grant program aims to rebuild and unite the region's community recreation, sport and culture system.

In a News Release issued on October 22nd, 2012, Flagstaff County identified Primary and Secondary recreation facilities and commented that; "Regional facilities exhibit regional cooperation. Our vision is to embrace and proactively use recreation and parks as an essential means for enhancing individual well being, community vitality and economic stability. We have an ability and willingness to challenge the status quo by encouraging our citizens and enabling risk taking change and innovation".

Sedgewick's arena, curling and bowling alley were deemed *PRIMARY* meaning; we are eligible for operational and capital funding. However, there are conditions, the main one being that we receive support from our neighbouring communities.

The Village of Alliances does not appear to offer a curling or a bowling alley. We would like to encourage your residents use and participation in the Sedgewick leagues or during drop in times. We have a newly renovated four lane acrylic bowling alley and four sheets of curling ice.

In light of the information presented and in an attempt to bridge the recreation gap, we are seeking a letter in support from the Village of Alliance regarding our recreation facility's primary designation. We are committed to providing additional recreational opportunities and look forward to mutually supporting new initiatives within Alliance.

Let's move the vision of oneness forward together with one shared vision. For any further information, I can be reached at 780-384-3504 or via email at sedgewick.cao@persona.ca.

Sincerely,

Amanda Davis,
CAO

Request for Decision (RFD)

Topic: Flagstaff Regional Solid Waste Management Association 2014 Draft Budget
Initiated by: FRSWMA Board
Prepared by: Amanda Davis
Attachments: 1. Dec. 16th, 2013 FRSWMA Meeting Minutes
2. Proposed Requisition Breakdown

Additional Readings: 3. Budgetary breakdown (detailed info)
4. FRSWMA History

Recommendations:

1. That the Town of Sedgewick approve the FRSWMA 2014 budget as presented; municipal requisition of \$125,564.99
 2. That council provide direction on the monthly waste fee.
-

Background:

At the December 16th, 2013 Flagstaff Regional Solid Waste Management Association (FRSWMA) meeting, the following motion was made:

Resolution #48/2013: Board Member C. Matlick moved to recommend approval of the draft 2014 budget which includes the cost of \$1,070,000 to member municipalities. CARRIED.

Current:

Administration accounted for an increase in the municipal budget prior to approval. The current budget aligns with the increase 2.25% requisition increase.

Proposed municipal requisition (2014) \$124,830.47 (increase of 2.25%)

How is the FRSWMA Requisition captured?

Waste services within the Town of Sedgewick are allocated on a cost recovery basis. A monthly charge is allocated on all utility bills. The current rate is \$27/month per household/business.

The fee is set in the Fees Bylaw (current #507).

If this 2014 budget is approved there would be no increased user fee. For a perfect balance the monthly charge could be decreased from \$27 to \$26.89.

Municipal budget:

Waste Requisition -	124,830
Misc. Waste Charges -	<u>1,500</u>
	126,330

(budgeted surplus)	2,740
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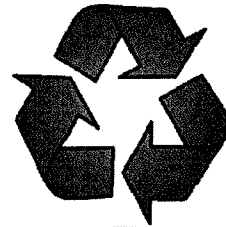
Difference in actual costs:	\$830 (increased surplus)
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Flagstaff Regional Solid Waste Management Association

**Special Board Meeting
To review 2014 Proposed Budget**

**December 16, 2013
Sterling Room of the County Office, Sedgewick, AB**



①

Minutes

PRESENT

BOARD MEMBERS PRESENT:

Barry Bowie	Village of Rosalind
Wayne Dame	Town of Sedgewick
Brenda Grove	Town of Killam
Dean Lane	Town of Hardisty
Wade Lindseth	Flagstaff County
Sonny Losness	Village of Loughheed
Cliff Matlock	Village of Galahad
Gary Matthiessen	Flagstaff County
Dayna Oberg (Chair)	Village of Forestburg
Butch Robertson	Town of Daysland
Dennis Steil	Village of Heisler
Dell Wickstrom	Village of Alliance
Ron Williams	Village of Strome

Regrets:

Rick Manning	Flagstaff County
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STAFF:

Murray Hampshire	Manager
Brent Hoyland	Flagstaff County

2.0) Call to Order Chairperson D. Oberg called the meeting to order at 7:01 p.m.

3.0) Agenda Agenda was reviewed.

Resolution # 46/2013. Board Member D. Wickstrom moved to add item '4.2) In Camera', to the agenda.

CARRIED

Resolution # 47/2013. Board Member C. Matlock moved to approve the agenda as amended.

CARRIED

4.1) Proposed 2014 Budget Manager M. Hampshire provided a comprehensive review of budget proposal. Discussion ensued.

Resolution # 48/2013. Board Member C. Matlock moved to recommend approval of the draft 2014 Budget which includes the cost of \$1,075,000 to member municipalities.

CARRIED

4.2) In Camera

Resolution # 49/2013. Board Member D. Wickstrom moved that the meeting go into "Camera" at 7:59 p.m., with all persons except Board Members excluded from the meeting.

CARRIED

Resolution # 50/2013. Board Member J. Robertson moved the meeting revert to a regular meeting at 8:04 p.m.

CARRIED

Resolution # 51/2013. Board Member D. Wickstrom moved FRSWMA pay a bonus of \$1,000 to Manager M. Hampshire on behalf of the Board of FRSWMA.

CARRIED

5.0) Adjournment

Chair D. Oberg adjourned the meeting at 8:05 p.m.

Next Meeting – January 27, 2014 at 7:00 p.m.

Chairperson

Manager

(2)

Member Fees -			Requisition allocation with Proposed Draft 2014 Budget				Proposed Fees - 2014	2014 Quarterly
Municipality	Population	Landfill	Collection	Transfer	Recycling	Chemical		
Alliance	174	\$7,279.42	\$9,916.27	\$5,392.05	\$2,757.07		\$25,344.81	\$6,336.20
Daysland	807	\$33,761.46	\$45,990.98	\$25,007.95	\$12,787.08		\$117,547.48	\$29,386.87
Forestburg	831	\$34,765.51	\$47,358.75	\$25,751.68	\$13,167.37		\$121,043.31	\$30,260.83
Galahad	119	\$4,978.46	\$6,781.82	\$3,687.67	\$1,885.58		\$17,333.52	\$4,333.38
Hardisty	639	\$26,733.05	\$36,416.65	\$19,801.84	\$10,125.09		\$93,076.63	\$23,269.16
Heisler	151	\$6,317.20	\$8,605.50	\$4,679.31	\$2,392.63		\$21,994.63	\$5,498.66
Killam	981	\$41,040.88	\$55,907.26	\$30,400.00	\$15,544.15		\$142,892.28	\$35,723.07
Lougheed	273	\$11,421.16	\$15,558.29	\$8,459.94	\$4,325.74		\$39,765.13	\$9,941.28
Rosalind	190	\$7,948.79	\$10,828.11	\$5,887.87	\$3,010.59		\$27,675.37	\$6,918.84
Sedgewick	857	\$35,853.24	\$48,840.49	\$26,557.39	\$13,579.34		\$124,830.47	\$31,207.62
Strome	228	\$9,538.55	\$12,993.74	\$7,065.44	\$3,612.71		\$33,210.44	\$8,302.61
Flagstaff Cty	3244	\$135,715.20	\$0.00	\$100,527.64	\$51,401.85	\$ 22,641.25	\$310,285.94	\$77,571.48
	8494	\$ 355,352.93	\$ 299,197.85	\$ 263,218.78	\$ 134,589.18	\$ 22,641.25	\$ 1,075,000.00	\$268,750.00

Total	8494	\$355,352.93	\$299,197.85	\$263,218.78	\$134,589.18	\$22,641.25	\$1,075,000.00
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Urban Rates - per capita

Service			
Landfill	\$	41.84	50%
Collection	\$	56.99	100%
Transfer	\$	30.99	50%
Recycling	\$	15.85	50%
			0%
2014 Total:	\$	145.66	
2013 total	\$	142.46	
% change		2.25%	
\$ change	\$	3.20	

County Rates - per capita

Service			
Landfill	\$	41.84	50%
Collection	\$	-	0%
Transfer	\$	30.99	50%
Recycling	\$	15.85	50%
Chemical Con.	\$	6.98	100%
2014 Total:	\$	95.65	
2013 Total	\$	93.12	
% change		2.7%	
\$ change	\$	2.53	

Member Fees -		Requisition allocation with Proposed Draft 2014 Budget								
Municipality	Population	Landfill	Collection	Transfer	Recycling	Chemical	Proposed Fees - 2014	2013 Fees	Difference 2012-2013	% Change
Alliance	174	\$7,279.42	\$9,916.27	\$5,392.05	\$2,757.07		\$25,344.81	\$24,787.49	\$557.32	2.25%
Daysland	807	\$33,761.46	\$45,990.98	\$25,007.95	\$12,787.08		\$117,547.48	\$114,962.67	\$2,584.81	2.25%
Forestburg	831	\$34,765.51	\$47,358.75	\$25,751.68	\$13,167.37		\$121,043.31	\$118,381.63	\$2,661.68	2.25%
Galahad	119	\$4,978.46	\$6,781.82	\$3,687.67	\$1,885.58		\$17,333.52	\$16,952.36	\$381.16	2.25%
Hardisty	639	\$26,733.05	\$36,416.65	\$19,801.84	\$10,125.09		\$93,076.63	\$91,029.92	\$2,046.71	2.25%
Heisler	151	\$6,317.20	\$8,605.50	\$4,679.31	\$2,392.63		\$21,994.63	\$21,510.98	\$483.65	2.25%
Killam	981	\$41,040.88	\$55,907.26	\$30,400.00	\$15,544.15		\$142,892.28	\$139,750.16	\$3,142.13	2.25%
Lougheed	273	\$11,421.16	\$15,558.29	\$8,459.94	\$4,325.74		\$39,765.13	\$33,192.44	\$6,572.69	19.80%
Rosalind	190	\$7,948.79	\$10,828.11	\$5,887.87	\$3,010.59		\$27,675.37	\$27,066.80	\$608.57	2.25%
Sedgewick	857	\$35,853.24	\$48,840.49	\$26,557.39	\$13,579.34		\$124,830.47	\$122,085.51	\$2,744.96	2.25%
Strome	228	\$9,538.55	\$12,993.74	\$7,065.44	\$3,612.71		\$33,210.44	\$32,480.16	\$730.28	2.25%
Flagstaff Cty	3244	\$135,715.20	\$0.00	\$100,527.64	\$51,401.85	\$ 22,641.25	\$310,285.94	\$302,070.40	\$8,215.53	2.72%
	8494	\$ 355,352.93	\$ 299,197.85	\$ 263,218.78	\$ 134,589.18	\$ 22,641.25	\$ 1,075,000.00	\$1,044,270.52	\$30,729.48	2.94%
Total	8494	\$355,352.93	\$299,197.85	\$263,218.78	\$134,589.18	\$22,641.25	\$1,075,000.00			

Urban Rates - per capita		
Service		
Landfill	\$ 41.84	50%
Collection	\$ 56.99	100%
Transfer	\$ 30.99	50%
Recycling	\$ 15.85	50%
		0%
2014 Total:	\$ 145.66	
2013 total	\$ 142.46	
% change	2.25%	
\$ change	\$ 3.20	

County Rates - per capita		
Service		
Landfill	\$ 41.84	50%
Collection	\$ -	0%
Transfer	\$ 30.99	50%
Recycling	\$ 15.85	50%
Chemical Con.	\$ 6.98	100%
2014 Total:	\$ 95.65	
2013 Total	\$ 93.12	
% change	2.7%	
\$ change	\$ 2.53	

3

2014 Capital Budget

Description

Budget

Additions

Purchase 40 - 3 yd bins (\$800 each)	\$ 32,000.00
Bobcat replacement(with new tracks)	\$ 11,000.00
Purchase 15 slotted recycle bins (\$1100 each)	\$ 16,500.00
Purchase 3- 20YD Bins	\$ 21,000.00
Purchase used Cat 816F Landfill Compactor	\$ 75,000.00
Trailer for Water Tank (Fire suppression)	\$ 6,800.00
TOTAL EXPENSES	<u>\$ 162,300.00</u>

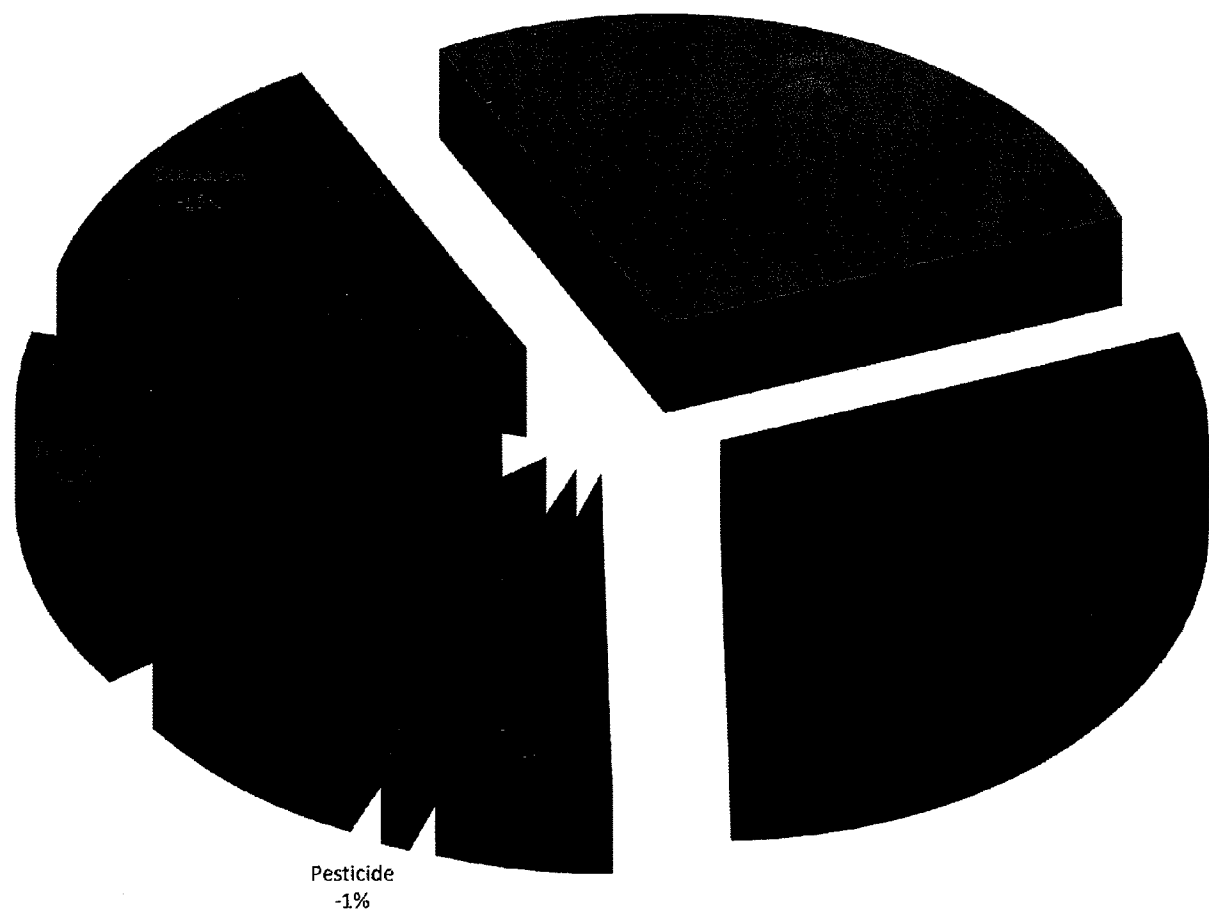
Funding

Loan From Closure/Post Closure Reserve	\$ 85,167.52
Net Income Projected	\$ 60,132.48
Sale of old assets (unit 27, 48)	<u>\$ 17,000.00</u>
TOTAL FUNDING	<u>\$ 162,300.00</u>

Flagstaff Regional Solid Waste Management

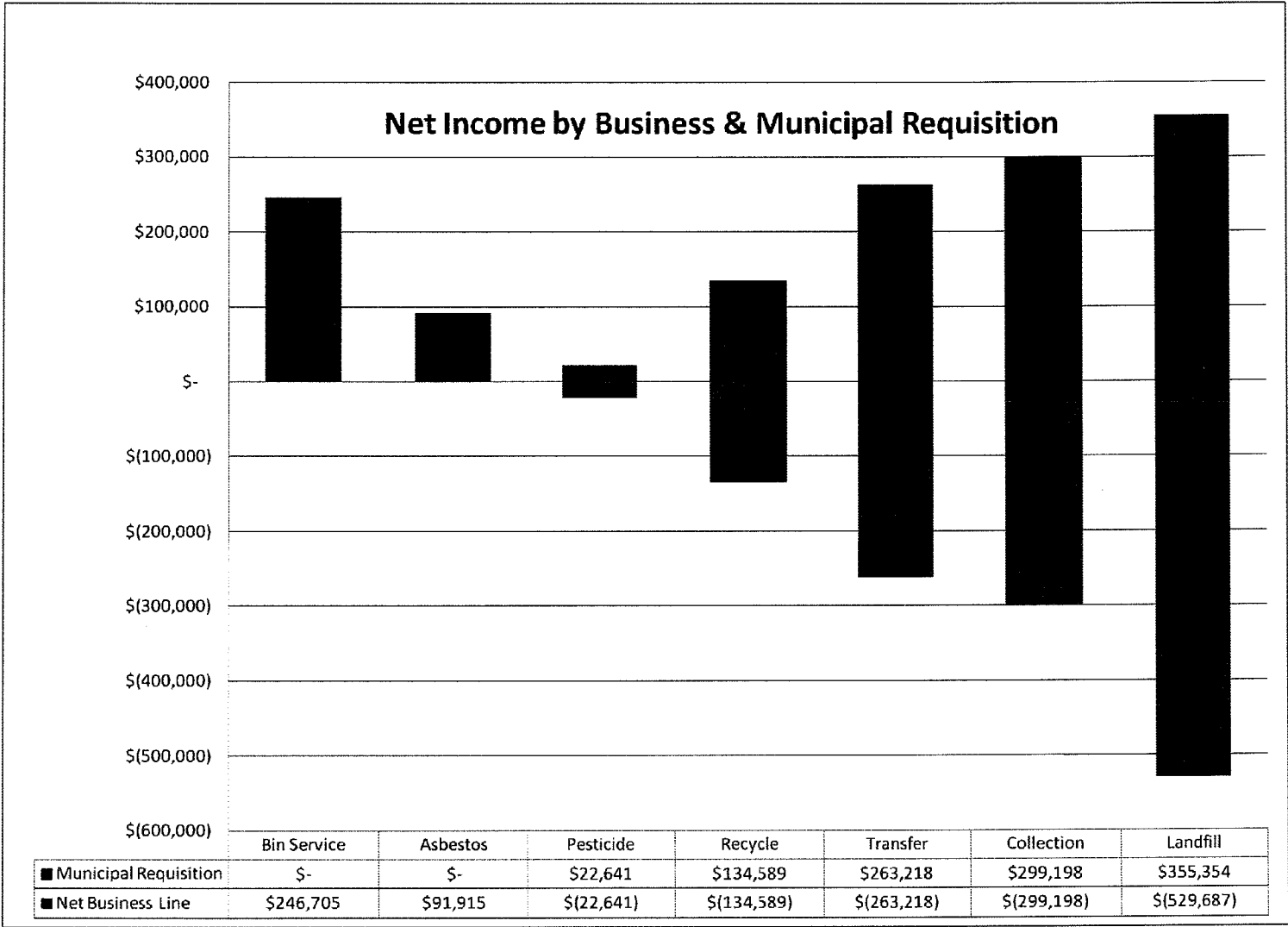
	Actual 2012	Budget 2013	Actual 2013 (to Dec 11)	2014 Proposed Budget	Variance 2014-2013 Budgets	
					\$ Var	% Var
REVENUE						
Landfill - Scales & Property	\$ 71,410.62	\$ 86,100.00	\$ 76,772.08	\$ 83,000.00	\$ (3,100.00)	\$ (0.04)
Asbestos Contracts	\$ 254,159.40	\$ 220,000.00	\$ 250,544.52	\$ 225,000.00	\$ 5,000.00	\$ 0.02
Bin Rentals & Service	\$ 840,000.97	\$ 917,000.00	\$ 947,479.48	\$ 929,600.00	\$ 12,600.00	\$ 0.01
Municipal Requisitions	\$ 1,034,807.56	\$ 1,044,270.52	\$ 1,044,511.85	\$ 1,075,000.00	\$ 30,729.48	\$ 0.03
Recycle	\$ 72,222.92	\$ 98,800.00	\$ 43,702.45	\$ 57,050.00	\$ (41,750.00)	\$ (0.42)
Administration	\$ 18,810.62	\$ 20,900.00	\$ 23,577.76	\$ 22,850.00	\$ 1,950.00	\$ 0.09
Transfer Sites	\$ 56,346.10	\$ 55,000.00	\$ 53,013.62	\$ 55,000.00	\$ -	\$ -
Revenue Totals	\$ 2,347,758.19	\$ 2,442,070.52	\$ 2,439,601.76	\$ 2,447,500.00	\$ 5,429.48	0.2%
EXPENSE						
Human Resources	\$ 1,151,013.58	\$ 1,118,087.00	\$ 970,953.77	\$ 1,182,678.43	\$ 64,591.43	5.8%
Transportation Services	\$ 389,371.44	\$ 381,500.00	\$ 360,257.59	\$ 382,600.00	\$ 1,100.00	0.3%
Landfill Expenses	\$ 97,506.46	\$ 55,500.00	\$ 110,192.94	\$ 66,500.00	\$ 11,000.00	19.8%
Recycling Expenses	\$ 22,212.56	\$ 64,500.00	\$ 60,007.80	\$ 14,200.00	\$ (50,300.00)	-78.0%
Bin Services	\$ 4,112.64	\$ 6,300.00	\$ 11,207.77	\$ 11,500.00	\$ 5,200.00	82.5%
Transfer Site Expenses	\$ 25,337.25	\$ 24,800.00	\$ 14,010.11	\$ 20,500.00	\$ (4,300.00)	-17.3%
Administration	\$ 289,992.91	\$ 277,250.00	\$ 252,289.80	\$ 291,400.00	\$ 14,150.00	5.1%
Marketing & Communication	\$ 2,780.87	\$ 5,000.00	\$ 1,730.98	\$ 5,000.00	\$ -	0.0%
Safety	\$ 6,904.89	\$ 11,000.00	\$ 5,788.97	\$ 7,000.00	\$ (4,000.00)	-36.4%
Closure/Post Closure	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 105,000.00	\$ 25,000.00	31.3%
Capital Reserve/Depreciation	\$ 230,763.77	\$ 205,930.70	\$ 205,930.70	\$ 196,836.09	\$ (9,094.61)	-4.4%
Expense Totals	\$ 2,299,996.37	\$ 2,229,867.70	\$ 2,072,370.43	\$ 2,283,214.52	\$ 53,346.82	2.4%
NET INCOME	\$ 47,761.82	\$ 212,202.82	\$ 367,231.33	\$ 164,285.48	\$ (47,917.34)	-22.6%
				2014 Loan repayment Truck 31	\$ (51,807.00)	
				2014 Loan repayment Truck 33	\$ (52,346.00)	
				2014 Capital Purchase Shortfall	\$ (60,132.48)	
				Total Other Liabilities	\$ (164,285.48)	
				Net surplus/deficit	\$ -	

Total Expense by Business Line - 2014 Budget - \$2.283 million



Estimated Cost by Department - For Requisitions

Budget 2014			From GL	Surplus	Short fall				
Expense	Landfill	Asbestos	Bin Serv	Collection	Recycle	Transfer	Pesticide	Admin	Total Direct/Indirect applied
Human Resources % of HR	\$ 235,353.01 20%	\$ 41,393.75 4%	\$ 295,669.61 25%	\$ 165,574.98 14%	\$ 86,335.53 7%	\$ 134,825.34 11%	\$ 5,913.39 1%	\$ 217,612.83 18%	\$ 1,182,678.43 100%
Transport Services % of TS	\$ 102,536.80 27%	\$ 35,581.80 9%	\$ 111,336.60 29%	\$ 40,938.20 11%	\$ 34,051.40 9%	\$ 50,885.80 13%	\$ 7,269.40 2%	\$ - 0%	\$ 382,600.00 100%
Capital Depreciation % of CD	\$ 39,367.22 20%	\$ 19,683.61 10%	\$ 68,892.63 35%	\$ 15,746.89 8%	\$ 13,778.53 7%	\$ 35,430.50 18%	\$ 3,936.72 2%	\$ - 0%	\$ 196,836.09 100%
Closure/Post Closure Funding % of CPC	\$ 47,250.00 45%	\$ 5,250.00 5%	\$ 42,000.00 40%	\$ 5,250.00 5%	\$ - 0%	\$ 5,250.00 5%	\$ - 0%	\$ - 0%	\$ 105,000.00 100%
Direct Expense	\$ 66,500.00	\$ -	\$ 11,500.00	\$ -	\$ 14,200.00	\$ 20,500.00		\$ 303,400.00	\$ 416,100.00
Sub-Total Expenses	\$ 491,007.03	\$ 101,909.15	\$ 529,398.84	\$ 227,510.07	\$ 148,365.45	\$ 246,891.64	\$ 17,119.51	\$ 521,012.83	\$ 2,283,214.52
less Administration Revenue								\$ (22,850.00)	
Net Administration Expense								\$ 498,162.83	
Administration Expense Applied	\$ 121,680.30	\$ 31,176.40	\$ 153,496.18	\$ 71,687.66	\$ 43,273.66	\$ 71,326.92	\$ 5,521.72		
Sub-Total by Department	\$ 612,687.32	\$ 133,085.55	\$ 682,895.02	\$ 299,197.72	\$ 191,639.11	\$ 318,218.55	\$ 22,641.23		
less Dept Specific Revenue	\$ (83,000.00)	\$ (225,000.00)	\$ (929,600.00)		\$ (57,050.00)	\$ (55,000.00)	\$ -		\$ (1,349,650.00)
Net Expense by Department	\$ 529,687.32	\$ (91,914.45)	\$ (246,704.98)	\$ 299,197.72	\$ 134,589.11	\$ 263,218.55	\$ 22,641.23		
2014 Municipal Requisition	\$ 355,353.38	\$ -	\$ -	\$ 299,197.72	\$ 134,589.11	\$ 263,218.55	\$ 22,641.23	\$ -	\$ 1,075,000.00
Net Business	\$ (174,333.95)	\$ 91,914.45	\$ 246,704.98	\$ -	\$ -	\$ -	\$ -		\$ 164,285.48
% funded by Requisition	67.1%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%		





Flagstaff Regional Solid Waste Management Association



FRSWMA Business Summary

Scope of Discussion:

- ☒ *FRSWMA History*
- ☒ *Landfill - operations, groundwater monitoring, landfill service life*
- ☒ *Municipal - MHW collection, transportation, disposal*
- ☒ *Transfer Site - Operation, Maintenance, Improvements*
- ☒ *Container rentals - waste collection, disposal*
- ☒ *Asbestos collection - transportation, storage, disposal*
- ☒ *Recycle - Collection, transportation, handling, removal*
- ☒ *Agriculture Chemical - Collection, Storage and Recycle*
- ☒ *Requisitions, Budgets, Unfunded Liabilities*
- ☒ *Future expansion, Reserve Funds, Business Planning*

I. FRSWMA Short History:

1978 - Waste Management Branch of Alberta Government initiated study of 4 sites within County of Flagstaff for Regional Landfill development potential. Based on a wide range of factors and hydro-geological considerations, SW 11-45-12-W4 was selected.

1978 - Solid Waste Evaluation for Region was initiated with more in depth engineering and geological studies of landfill at SW 11.

1979 - Landfill design & application for 'Refuse Disposal System Permit' on SW 11.

1980 - Refuse Disposal System Permit (Board of Health) granted to Flagstaff County. The Flagstaff Regional Solid Waste Management Authority was formed with representatives from all current members (less Hardisty, plus Bawlf). Construction of the Regional Landfill started and first 2 transfer sites (Killam & Forestburg) were developed.

1988 - Permit to Operate Waste Management Facility under Public Health Act granted to FRSWM 'Authority'.

1998 - 'FRSWM Authority' disbanded and replaced by 'FRSWM Association', a not-for-profit Society incorporated under the Alberta Societies Act. Membership by all current members plus Bawlf. Membership agreements with each partner signed in 1998-1999. Society Bylaws duly ratified and registered in 1997.

2005 - Responsibility for landfills transferred from Public Health to Alberta Environment.

2006 - EPEA registration (Code of Practice for Landfills) approved in name of 'Association'.



Footprint - 1980



Footprint 2007



Footprint - 2013

II. Landfill Operations

A. Background – Landfill Operations

The landfill located on SW11 is designed as a natural attenuation landfill due to highly impermeable (0.8 m/year) nature of, and the consistent depth (4 meters) of underlying clay soils. Groundwater is 3 meters below surface and movement is very slow. Groundwater is continuously monitored by consultants for contaminants and movement.

SW11 is owned by Province of Alberta and leased to FRSWMA under MLL 790092 which is renewed every 10 years (next renewal – end of 2013).

Approximately 30.4 hectares (ha) of SW11 is deemed suitable for landfill development.

The original design (1979) planned a 9.3 ha excavated area with land filling above ground (airspace) up to 3 meters at the highest point. In 2006, FRSWMA was granted increased air space up to 10 meters at the highest point.

Total Capacity of the 2006 design is 687,728 m³. Final Cover (0.6 m. clay and 0.3 m. topsoil) is estimated at 70,000 m³. Therefore capacity for Municipal Solid Waste (**MSW**) is 617,728 m³. As of Dec 31, 2012, the landfill is filled to 61.96% of capacity (382,728 m³). Our annual inflow volume averages 5,000 metric tonnes. A compaction rate of 550 kg/m³, translates to 9090 m³/yr. Completion of current site is estimated at 2037 (25.85 yrs).

An additional area of 3.9 ha has been identified for future landfill. This site will have MSW capacity of approximately 225,000 m³. It is expected that the cost of this future site will be much higher than the current site due to upgraded landfill standards.

B. Landfill Operations - Metrics and Financials

FRSWMA landfill serves a population of 5210 'urban' residents in 11 towns and villages and 3244 'rural' residents in Flagstaff County. There are also numerous commercial and industrial customers within the collection area which are served by FRSWMA.

Nearly 10,000 tonnes (1.18 tonnes/resident) of waste are handled annually with

- 21.1% of the volume being recycled (metal, tires, shingles, oil, e-waste, cardboard, plastics, paint, batteries, chemical containers, paper, and concrete),
- 9.9% diverted from the landfill (clean wood, compost, and sump water),
- 19.9 % disposed in Dry Waste containment (Class III landfill)
- and (49%) disposed of in the encapsulated sanitary (Class II) landfill as MSW.

Two operators are dedicated to landfill services with equipment operators, drivers, office staff and management contributing time for a total of 4.2 Full Time Staff Equivalents (FTE's). Staffing, equipment operation, depreciation, engineering, monitoring and applied indirect expenses result in a combined annual cost of \$737,182 to operate the landfill. This is reduced by \$86,100 in direct landfill operation revenue for a net expense of \$651,082 (\$66.60/tonne).

Statistics Canada finds that 66% of MSW collected at landfills is generated from non-residential sources. The remaining 34% is residential. FRSWMA allocates 34% of the net expense (\$221,268) to municipal partners at a rate of \$25.67 per capita. The balance of the expense is paid by Asbestos waste generators and by Bin Service customers.

C. Future Opportunities – Landfill

Currently direct operation cost is \$66.60/tonne. Future liability costs of \$2.64 million amortized over 339,750 tonnes (compaction rate of .55 t/m³) adds an additional \$7.77/tonne for a total of \$74.37/tonne.

Any future landfill development will need to meet all of the standards for landfills, including

In addition to the requirements in section 3.1, the Landfill Design Plan and Specifications for the construction of a new or laterally expanding Class II Landfill shall include, at a minimum, all of the following:

(i) a liner; and

(ii) a leachate collection system capable of maintaining the maximum acceptable leachate head. (Standards for Landfills in Alberta, February, 2010)

The addition of these design features and controls will increase our landfill operation cost dramatically. Other recently constructed Class II landfills are collecting fees between \$150 and \$200 per tonne to offset higher operating costs associated with new standards.

Some long term plans FRSWMA needs to consider:

- Expansion of Class II landfill on SW 11. An area to the West of the current footprint is suitable for landfill. It is 3.9 Ha in size with a volume capacity of 225,000 m³. At current rates, this area would provide capacity for nearly 20 years.
- Expansion of Class II & III landfill onto neighboring properties through acquisition. This strategy would provide a nearly indefinite capacity for the Association at current collection rates, or allow the business to grow to become more profitable and efficient by increasing customer base and area of service. This strategy requires detailed business planning, technical assessment of land, and an aggressive marketing and sales approach with appropriate staffing.
- Purchase of Waste Compactor. At a cost of nearly \$700,000 the capital outlay is 40% more than current equipment employed, however the compactor allows at least 18% increase in compaction (640kg/m³). This small increase in density will allow an additional 21,150 tonnes to be disposed into the remaining airspace. This is equivalent to 4.23 years additional life in the landfill, and at \$60/tonne would increase revenue by \$1.269 million.
- Modified Fees Schedule: Currently, fees are based on customer type and source of waste (residential, commercial, and industrial). An alternate method might be to charge fees appropriate to where the waste is disposed in the landfill (MHW destined for Class II landfill might be charged \$100/tonne, Dry Waste and Construction materials destined for the Class III landfill would be charged \$50/tonne and recyclable materials (wood, compost, metal, plastic, paper) might be charged \$25/tonne.) This new rate schedule would be applied to customers and municipal partners. This simple, differential fee schedule would dramatically alter the volumes of each waste streams and promote interest in the less expensive streams of recycling and diverting.

III. Urban Municipal Waste Collection Services

A. Background

Historically, FRSWMA utilized large equipment to collect municipal waste within urban centers. Such equipment is destructive to back alleys and soft asphalt. At the request of urban partners we discontinued use of this equipment and acquired the current Burro configuration (1 ton truck, single axle, removable 8 yard bins). While this equipment reduces the damage to municipal roads, it is less efficient than conventional 'large truck' alternatives. The Burro picks up an 8 yard bin at local transfer sites, compacts curb garbage in that bin until it is full (about 1800 kg), then requires a subsequent trip to the transfer site to exchange bins. In Killam, Daysland, Forestburg and Sedgewick, this operation is repeated 4 or 5 times to pick up residential garbage in those communities.

B. Urban Collection - Metrics and Financials

FRSWMA collects urban waste for 5,210 residents located in 11 urban municipalities. Annually, 1,635 tonnes of waste is collected from the urban centers and stored at the nearest transfer site. This waste is collected from the transfer sites by front end trucks through their regularly scheduled routes. This volume is equivalent to 250 filled front end trucks, annually.

2 full time staff are dedicated to the Burro. An additional 0.8 staff years is allocated for front end truck pick up of municipal waste, administration and management for a total of 2.8 FTE's expensed against this business unit.

Staffing, equipment operation, depreciation, bin repairs, and applied indirect expenses result in an annual cost of \$282,512.25. There is no direct revenue from this business unit. The cost of urban municipal waste collection is borne entirely by the urban municipalities at a cost of \$54.22 per capita per year.

Note that the costs calculated above are for collection services only. The cost to landfill 1,635 tonnes (\$108,891) is charged separately to the partners as part of the landfill expense in section II) B), above.

C. Future Opportunities – Urban Collection Services

As a means to extend landfill life, many urban centers across Canada are reducing the volume of MHW in the waste stream through bag restrictions, weight restrictions, blue box programs, etc. Recently FRSWMA reduced bag limits from 5 bags per week to 4. This reduction should continue over the next few years to 2 bags per household.

FRSWMA collects waste using a 1 ton single axle truck which fills detachable bins and exchanges them as needed at local transfer sites. This service is time consuming, inefficient (1,400 kg per bin) and labor intensive. Alternatives should be considered through a business planning exercise that examines all types of municipal waste collection equipment/systems.

IV. Transfer Site Operation:

A. Background and Services.

Prior to 1978 many municipalities within the FRSWMA collection area operated their own landfills or 'dumps'. With the establishment of the FRSWM authority in 1980, an effort was made to consolidate all waste collection and disposal in a single *regional* landfill which would ensure adherence to all regulations and standards for landfills.

In several cases, the old 'dump' became the local 'transfer site' under the new authority.

Currently, FRSWMA operates 11 transfer sites on behalf of the association.

Each transfer site provides a ramp for ease of dumping into bins. The number of bins for household waste is variable at each site based on volumes collected. Also containers for recycling metal, plastic, cardboard, concrete, shingles, siding, paint, batteries, oil filters are provided and provisions to dispose of clean wood in a local burn pit are provided at each site.

In addition, farm chemical jugs are collected at 5 sites, paper products are collected in 5 urban centers and compostable materials and plastic jugs are collected in all urban centers.

In 2013, 5 transfer sites were designated 'Regional' with expanded hours (Saturday openings) and staffing adjustments during open hours to handle extra traffic. One transfer site (Science Hill) was closed and 6 transfer sites were designated 'transitional' with limited hours to reflect low use of these sites.

B. Transfer Sites - Metrics and Financials

Transfer sites provide a waste disposal alternative for 5,210 urban and 3,244 rural residents within the collection area. It is estimated that FRSWMA collects and transfers 832 tonnes of MHW (equivalent to 128 front end truck loads) annually.

Bins for recycled and diverted metal, dry waste and Ag Chemical jugs are emptied from 5 to 15 times annually, depending on location and volume of waste. 924 tonnes of recycled and diverted materials are collected and transported to the regional landfill in 132 separate trips by roll-off trucks.

12 staff work part time running transfer sites throughout the year for a total of 2.2 FTE's.

Truck drivers, equipment operators, and other staff increase the manpower utilized at transfer sites to 3.4 FTE's. Duties include supervising customers, litter picking, burn pit operations and cleanout, grass cutting, ramp maintenance, transferring all collected MHW & recyclables to regional landfill, and collecting fees.

Staffing, equipment operation, depreciation, repairs and maintenance and applied indirect expenses total \$435,668 per annum. Fees collected at the gate total \$55,000 per annum for a net expense of \$380,668. This expense is paid by all partner municipalities at the rate of \$45.03 per capita.

Note that the costs calculated above are for Transfer Site services only. The cost to landfill 832 tonnes of MHW (\$55,411) is charged separately to the partners as part of the landfill expense in section II) B), above. The cost to handle 924 tonnes of recycled and diverted material at the regional landfill is charged separately to partners as part of the recycle expense in section VII) B), below.

C. Future Opportunities – Transfer Sites

Prior to 2012, FRSWMA operated 12 transfer sites at an annual net expense exceeding \$380,000 paid through the partner requisition at \$45.03 per capita. The service was very expensive and inefficient with very little waste collected relative to the expense. Our resultant cost per tonne exceeded \$216 for operation and transportation only.

Starting January 1, 2013, FRSWMA closed one transfer site, reduced 6 sites to 'transitional' status and increased services to 5 'Regional' sites as a means to cut budget expenses by \$130,000 (34%). We anticipate the volume of waste to remain unchanged, with an overall improvement in cost per tonne projected to \$142.

The current Transitional phase will remain in effect until Dec 2015 at which point FRSWMA will determine a future course of action which may include some of the following:

- Discontinued operation of up to 6 'transitional' transfer sites with municipal partner taking over all responsibility for future bin rental, transportation, maintenance, etc.
- Continued operation for municipal partner use only (no residential/commercial use)
- Enhanced service at 5 'Regional' transfer sites with increased recycling options, increased operating hours, more efficient bin services, etc.
- Abolish residential fees at Regional transfer sites, while retaining fees at transitional sites.
- Permanent closure of some sites.

Future liability for the 12 transfer sites is a matter of concern. Some transfer sites are on municipal land and others are on crown land. In both cases, the cost to reclaim the land for a future development use will be expensive. FRSWMA needs to clarify end of life expectations at transfer sites with each municipality. If this liability or portions thereof become the responsibility of FRSWMA, then it needs to be identified, quantified and a line item added to the annual budget to create a reserve to cover these future liabilities.

Significant capital investment in safety rails, gravel, ramp modifications and extra bins are required at the 5 'Regional' transfer sites, especially before Dec 2015.

V. Bin Services:

A. Background and Services.

The most profitable business at FRSWMA is Bin Services (Bin Rental combined with scheduled Waste Disposal). We offer temporary and permanent bin rental in 3 yd, 6 yd, 20 yd and 40 yd capacities. Our fee schedule is based on cost of service + capital cost replacement over 60 months + a defined profit 'margin' = the total cost. This formula is employed for each bin type and each pickup schedule we offer.

FRSWMA is fortunate to 'own' both the bin service and the landfill. In the industry this is very rare. Most companies are either landfill operators or collection services contractors. This gives FRSWMA a strong competitive advantage as we have full knowledge and control over bin services expenses and landfill costs when preparing tenders and quotes.

B. Bin Services - Metrics and Financials

FRSWMA owns

- 120 Six (6) yard bins and 490 Three (3) yard bins which are rented to private, commercial and industrial customers throughout the collection area. All of these bins are on regular collection routes. Another 90 bins (mostly 6 yard bins) are rotated through temporary bin service contracts for residents undertaking short term renovations, demolitions or yard cleaning. More than 100 bins are used exclusively for recycle programs. Finally, there are nearly 50 private bins owned by individuals which are worked into our collection routes on a purely 'call-in' basis.

FRSWMA owns twenty 20 yd bins and fifty-eight 40 yd bins for permanent and temporary rentals, thirteen split 20 yd bins and seventeen gravel boxes for use at transfer sites.

The majority (80%) of trucking activity is dedicated to bin services. In addition other equipment operators, repair shop staff, landfill and administrative staff allocate significant time to this business for a total of 4.3 FTE's.

Staffing, equipment operation, capital depreciation, bin repairs, and applied indirect expenses result in a combined cost of \$521,601.23 for bin services. Fortunately, revenue from this business stream is \$917,000 per annum which results in profit of \$395,398.77 (43.1%) for this business unit.

In our annual budget, this profit is combined with profit from asbestos disposal business (VII, below) to subsidize underfunded landfill costs (\$435,377.47) and underfunded recycle costs (\$71,702.61)

C. Future Opportunities – Bin Services

Perhaps business profits from Bin Services should be redirected to capital purchase (new equipment), set aside to fund future expansion, or directed towards underfunded liabilities. If this occurred, then other business units would need more requisition funding from partners to stay solvent. Clearly some scenario modeling and longer term business analysis and planning are required.

FRSWMA is very competitive with neighboring competitors in small bin and large bin services. One area we are not competitive in is the intermediate bin market (i.e. 5 - 15 yd

bins designated for diversion or recycle). Many competitors offer bins in this size range using smaller equipment (1 or 2 ton trucks), innovative equipment (carry more than one bin per truck) or through alternative equipment (trailer rental service). FRSWMA must investigate several options in a business analysis to determine the best fit for an intermediate size collection service.

FRSWMA does not promote or advertise its services, yet our rental rate is over 95% year-round. During summer, we have waiting lists ranging from a few days to several weeks for both small bins and large bins. 15-20 small bins are added to the permanent rental roster each year (purchased), with a 99.5% rental rate at all times. With a small investment of time and energy to a marketing and sales strategy, it is likely we could grow this most profitable side of our business. Such a strategy needs to be studied and a strong business case for a sales force is required.

VI. Asbestos Services:

A. Background and Services.

Asbestos remediation and disposal is increasing in Alberta and FRSWMA has become a 'service of choice' for asbestos remediation contractors. We currently have five Alberta contractors that preferentially choose our service because of quick response time and reasonable rates.

Asbestos disposal requires specific methods of handling and land filling and only staff who are properly trained and fit tested for breathing protection are allowed to work within this section of the business.

All parts of the landfill within 300 m of the active asbestos pit are closed temporarily whenever a disposal operation is underway. A water tank and pump with up to 200m of hose is on the hand in case there is an exposure (broken bag) during dumping. Three trained personnel fitted with breathing protection are always involved in dumping procedures. Bins are stock piled in a separate and secure yard until there are enough bins (6-8) to ensure efficient use of pit space for dumping.

B. Asbestos Services - Metrics and Financials

FRSWMA collects over 1000 tonnes of asbestos waste annually for disposal. Most of this material is sourced from within greater Edmonton, however other jobs in Camrose, Wainwright, Red Deer and local demolition within Flagstaff County contribute to the total. Truck Drivers and landfill equipment operators commit a portion of their time to asbestos duties for a total of 1.0 FTE's per year.

Staffing, equipment operation, capital depreciation, pit excavation and cover and applied indirect expenses total \$108, 318 annually (\$107.82/tonne). Fortunately, revenue from this business stream is \$220,000 per annum which results in business line profit of \$111,681 (50.7%) or \$111.17/tonne.

In our annual budget, this profit is combined with profit from our regular bin services business (V, above) to subsidize underfunded landfill costs (\$435,377.47) and underfunded recycle costs (\$71,702.61)

C. Future Opportunities – Asbestos Services

Perhaps business profits from asbestos services should be redirected to capital purchase (new equipment), set aside to fund future expansion, or directed towards underfunded liabilities. If this occurred, then other business units would need more requisition funding from partners to stay solvent. Clearly some scenario modeling and longer term business analysis and planning are required.

FRSWMA does not promote or advertise its asbestos business, yet we realize a net profit of over \$100,000 annually. It seems conceivable that a small investment of time and energy through a marketing and sales strategy might result in significant growth for FRSWMA. Such a strategy needs to be studied in depth.

VII. Recycle Services:

A. Background and Services.

FRSWMA has promoted recycling programs to reduce materials entering the landfill and to extend landfill life. Over 2,500 tonnes of waste is recycled through a range of programs separating 14 materials from the waste stream.

Metal - bins provided at all transfer sites

Concrete - bins supplied at all transfer sites

Compost - 42 bins in urban centers throughout collection area

Cardboard - 60 public bins in urban centers and 18 bins rented by commercial vendors collected weekly

Shingles - bins at each transfer site and drop ramp at Landfill for commercial customers.

Tires - containers at every transfer site and tire yard at landfill for Commercial customers

Paper - 40 yd split bins at 5 urban centers and 1 at landfill for exchange purposes

Plastics - 14 bins in urban centers throughout collection area, collected every 2-4 weeks.

E-Waste, used oil, vinyl siding, batteries and paint - Collection centers at each transfer site and sorting/processing area at landfill

Pesticide containers - Four 40 yard bins in selected transfer sites and chemical compound for holding and processing at Landfill.

RECYCLING	Metric Tonnes (5 Yr Ave)	Equivalent Truck loads
Concrete	978.3	140
Metal	719.0	103
Compost	343.6	49
Cardboard	222.5	32
Shingles	138.0	20
Tires	88.0	13
Paper	73.2	10
Plastics	40.3	6
E-Waste	33.0	5
Pesticide Containers	29.9	4
Used Oil	15.6	2
Vinyl Siding	6.6	1
Batteries	4.1	1
Paint	3.2	0
Total Recycling	2,695.2	385

B. Recycle Services - Metrics and Financials

On average, FRSWMA recycles 2,600 tonnes annually.

Staffing at 2.1 FTE's is required to collect, handle, sort and package recyclable materials at transfer sites and the landfill.

Staffing, equipment operation, capital depreciation, fees for recyclers and applied indirect expenses total \$317,053.71 annually (\$153.76/tonne). Revenue for this business stream is \$98,800 per annum which creates a net cost of \$218,254 (\$83.94/tonne).

In our annual budget, \$71,702.61 (32.9%) of this expense is paid through profits from bin services and asbestos services. The remainder (\$146,551) is expensed directly to partner municipalities at the rate of \$17.34 per capita.

C. Future Opportunities – Recycle Services

Recycle services are subsidized up to 30% by more profitable businesses at FRSWMA. It has been suggested that recycle services should be funded by user fees or requisitions. Ostensibly, subsidized programs tend to drift away from being run like a business and become more like a service. One important metric is volume and our recycle programs range from 3.2 to 978 tonnes per annum. A true Benefit/Cost analysis might make some of these programs questionable. A thorough review of all recycle programs is required.

Historical recycle programs required hand separation, handling, baling and transporting of each material (this method currently employed by FRSWMA). Recently, automated handling

facilities have appeared in the marketplace (MRP at Evergreen Environmental) which would allow us to collect, bale and remove recyclables from our site with very little handling. Detailed business analysis, negotiations and program planning for a 'co-mingled' recycle program is required.

VIII. Agriculture Chemical Containers and Agricultural Film:

A. Background and Services.

FRSWMA provides a service for local agriculture producers to collect, transport, store, process and recycle Agricultural Chemical containers. In 1990, FRSWMA paid for the construction of a chemical compound on SW 11 using a onetime grant secured by Flagstaff County. Also with this grant, FRSWMA purchased 4 specially designed bins to collect and store chemical containers at four transfer sites. Standards for a collection site have changed over the years, and the current site does not meet the standards (covered storage, runoff water collection and containment).

The agriculture industry has seen a recent proliferation of plastic products for grain storage, bale wrapping and other purposes. While these materials provide producers with a relatively inexpensive solution for grain and bale storage, very little consideration has been given to the ultimate 'end of life' or disposal of these products in Alberta. Our regional landfill is receiving increasing volumes of agriculture film.

B. Specialized Agricultural Services - Metrics and Financials

FRSWMA collects and recycle over 30 tonnes of empty plastic chemical jugs annually. Four 40 yard bins are managed at 4 transfer sites within the county. These bins are emptied from 2-6 times annually, depending on the location. As well, many agriculture producers transport their own 'jugs' to the landfill.

- Duties related to this service include, transportation from transfer sites, re-piling materials as they are dropped off by producers, collecting and disposing of runoff water from the compound, and coordinating chipping crews and transportation of recycled product.
- We assign 0.3 FTE's of staff time to this business unity. Staffing, equipment operation, runoff management and applied indirect expenses total \$16,965 annually (\$567.39/tonne). This service is expensed directly to Flagstaff County at a rate of \$5.23 per rural resident.

In 2012 and 2013, FRSWMA has taken delivery of over 100 Grain bags and is currently storing them for future recycling. Only one market exists and specialized equipment is required to roll this material before it can be shipped. Currently producers do not pay any fees for delivery these huge quantities of material to our recycling facilities. We estimate we will need to begin charging a fee of \$100 per unit (about 500 feet of grain wrap).

C. Future Opportunities – Agriculture Chemical Services:

FRSWMA and Flagstaff County have begun to re-evaluate the Agricultural Chemical Service within the collection area. Concerns are:

- Current compound is within groundwater basin containing the Class II landfill and could contribute to leachate and ground water issues. Current compound is not covered, does not have runoff water collection and is too close to Class II landfill.
- No staff at FRSWMA have specialized training in handling Ag Chem containers.
- It is unclear what role FRSWMA or the County should take in this regard.

The Agriculture Film industry is in its infancy, however there are indications that it may grow at an alarming rate. Alberta Recycle (Provincial) and CleanFarms (Federal) are both related NGO's that are producing position papers urging government to take a more directive and lead role in the 'end of life' outcome for these large quantities of plastic

- Currently over 5000 tonnes of waste ag film is produced annually and it is expected to grow dramatically over the next decade.
- 85% of Ag Film is currently disposed of by burning (CleanFarms report).
- Only one small market currently exists for this product
- FRSWMA is one of the top collection sites for Ag Chemical containers in Alberta and this trend is expected to become true for Ag film products, especially if burning becomes a restricted regulation.
- FRSWMA and or Flagstaff County could become leading experts in developing an integrated Agriculture/Waste Management solution to both of these growing problems.

IX. Municipal Partner Funding

A. Background

FRSWMA operates within some overarching principles:

- Costs for services are applied equally to all residents, regardless of their proximity to the landfill or the cost to provide the service (eg. A farmer at Alliance and Sedgewick are offered exactly the same bin rental and service rates, regardless of travel distance to the landfill)
- Partner requisitions are applied equally based on a per capita formula, regardless of any efficiency of scale or logistical factors that might affect real cost.
- Partner requisitions are applied only for services employed (rural partners do not pay for urban garbage collection, urban partners do not pay for Ag Chemical container collection)
- Proceeds of any business unit that realizes a profit will be used to reduce costs of services paid by the partners.
- Fees at transfer sites will be collected from users to attempt to recover the cost of transporting materials from transfer sites to the landfill. This User-Pay concept recognizes that not all residents use transfer sites.
- Transfer sites are established for Resident Use Only.

B. Municipal Funding - Metrics and Financials

FRSWMA operates seven distinct services for partners and local residents. Two of these services (bin services and Asbestos) realize strong net returns (\$395,000 & \$111,000 respectively).

Five other business lines provide services which have net expenses totaling over \$1.5 million.

Profits from Bin Services and Asbestos Services are used to

subsidize the overall cost of the other businesses, reducing total cost to \$1.044 million (subsidy of \$507,080).

The net expense for partner services is funded by requisitions which are allocated on a per capita basis. Urban and rural residents are charged differentially, based on services received.

The subsidy from Bin Services and asbestos amounts to \$59.98 per capita. The subsidy is used to reduce costs of landfill and recycle services applied to residents.

Net Revenue/Expense by Department (Budget 2013)	Net Expense (Profit) by Department	Portion paid by Subsidy	Portion paid by Requisition
Landfill	\$ 653,066.20	\$435,377.47	\$ 217,688.73
Urban Waste Collection	\$ 282,512.25	\$ (0.00)	\$ 282,512.25
Recycle	\$ 218,253.71	\$ 71,702.61	\$ 146,551.10
Transfer	\$ 380,668.45	\$ (0.00)	\$ 380,668.45
Pesticide	\$ 16,849.99	\$ (0.00)	\$ 16,849.99
Partner Services Total	\$ 1,551,350.60	\$507,080.08	
Asbestos	\$ (111,681.31)		\$ -
Bin Serv	\$ (395,398.77)		\$ -
Private Services Total	\$ (507,080.08)		
Net Requisition	\$ 1,044,270.52		\$ 1,044,270.52

Revenue/Expense by Department (Budget 2013)	Net Urban Req per Capita	Net Rural Req. per Capita
Landfill	\$ 25.75	\$ 25.75
Urban Waste Collection	\$ 54.23	
Recycle	\$ 17.34	\$ 17.34
Transfer	\$ 45.03	\$ 45.03
Pesticide		\$ 5.19
Partner Services Total	\$142.35	\$ 93.31

Unfunded Future Liabilities. One requirement of landfill operations is establishment of a Closure/Post Closure (C/PC) fund to offset future liabilities when the landfill reaches the end of life. Very specific requirements for reclamation, ground water monitoring, leachate collection and treatment and long term maintenance are defined by the 'Standards for Landfill Operations'.

- A recent engineering estimate (Dec 2012) for C/PC calculates the cost at \$2.64 million. Closure will occur in two phases with Phase 1 expenses of \$516,780 required in 2017 and the balance required in about 2037.
- The landfill is currently filled to 61.96% of capacity. Therefore, the target for funding of the C/PC reserve should be 61.96% of total, or \$1.635 million. Current reserve position is:
 - \$351,407 in GIC's
 - \$189,958 in loan repayment plan
 - \$160,000 in operating account to transfer to GIC's for 2011 & 2012
 - 701,366 (42.9% of target)
- Our current C/PC reserve is \$934,377 short of target. Clearly, a plan to accelerate funding of the reserve is necessary

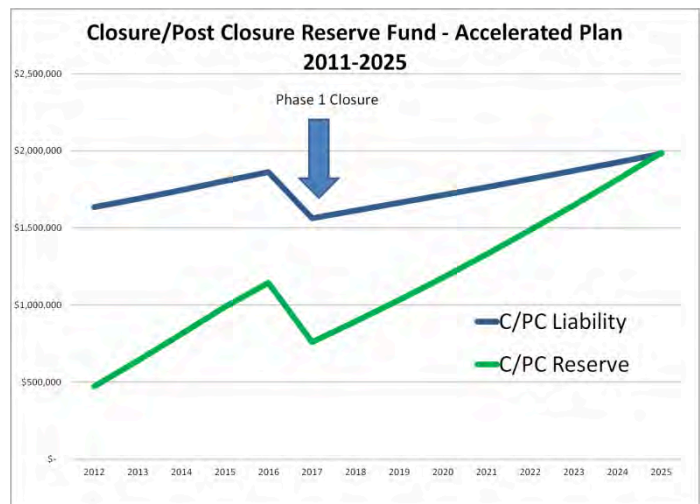
C. Future Considerations:

Business analysis and planning exercises are required to consider the following opportunities at FRSWMA:

- Expansion - at current input rates, the current landfill space is finite with completion anticipated in 2037. A small area is available for a further 20 years of operation on the existing land holding. If future development is limited to SW11, then it greatly impacts the business plan - that is, why expand the business to grow profit if it means consuming the available space at a higher rate? Another option is to expand to a neighboring land parcel, which would allow aggressive business growth with a full marketing, sales and promotion of business. It is conceivable that FRSWMA could double or triple its input volume, greatly increasing profitability, efficiency and reducing cost to partner municipalities.
- Landfill Compactor - currently FRSWMA uses a low compaction crawler tractor to move and compact waste at the landfill. High compaction equipment would increase the amount of waste disposed per cubic meter of space by 18-40%. This equates to an increased life of 4-10 additional years.
- Fee Schedule based on final disposal - Currently our disposal fee schedule is based on source type (resident, commercial, industrial), waste type (each category has its own fee) and source (in or out of county), and cost to handle (recycling costs are passed on to customers). Consideration should be given to a more 'cost-based' approach. That is, we would examine waste based on where it ends up (Class II HMW, Class III C&D, or recycle) and price to the customer would better reflect our cost (Class II - \$85/tonne, Class III \$45/tonne, Recycle Free). A full business case needs to be made before this change can be considered.
- Reduce Bag Limits - neighboring jurisdictions have reduced collection services to 2 bags per household per week. This forces customers to recycle waste or sort

diversions from the waste stream (grass clippings, branches) to achieve the lower cost offered in the previous point. The result is a dramatic decrease in the amount of material entering the Class II landfill.

- Urban collection equipment - the current Burro configuration used by FRSWMA may be a very inefficient service. This decision should be coordinated with the bag limit restriction and the new fee schedules.
- Transfer sites - FRSWMA operates too many transfer sites for the resident population. This results in a very inefficient and expensive service which cost is borne completely by the partner municipalities.
- Recycling services - all recycling services need to be reconsidered in terms of benefit and cost analysis. Some of the smaller programs we offer appear to cost far more than the perceived benefit. It is also important to recognize the amount recycle programs are subsidized by other programs. Perhaps total cost of the programs retained in the future should be paid entirely by the partners.
- Agriculture Chemical Compound - investigate the current design, re-consider location and ultimately determine if there is a better site within Flagstaff County.
- Work with Flagstaff County, producers and industry to spear head a solution to the growing problem of waste agriculture film in Alberta.
- Starting in 2011, FRSWMA business plan set aside \$80,000 annually funding of the C/PC reserve. At this rate, it will take the entire 25 years remaining in the landfill to meet the obligation. A modified business plan (chart at right) increases the annual set aside to \$108,000 starting in 2013. This plan ensures the reserve will equal the liability in 2025, about 12 years earlier than anticipated closure.



Request for Decision (RFD)

Topic: Alberta Transportation – Speed Reduction
Initiated by: Council
Prepared by: Amanda Davis
Attachments: 1. Correspondence Letters

Recommendations:

That Council provide further direction on the desire to once again revisit the speed zone on Hiway 13 and SH 869.

Background:

Pursuant to Council direction at the December 19th, 2013 regular Council meeting, Administration was to gather additional information pertaining to a speed limit change at the intersection of Hi-way 13 and SH 869.

Following discussion with Mr. Bill Heaslip of Alberta Transportation and Infrastructure, he advised that this is not a new request from the Town and their statistics do not prove the need to reduce the speed limit. The following response/update was received via email:

“Amanda, a Safety Assessment was conducted at this intersection back in 2007. This assessment recommended that the speed limit on Highway 13, not be reduced. The recommendation was based on traffic volumes, the low severity of collisions and the fact that there were no notable collision trends, the intersection was considered to be performing well at that time.

Today’s traffic volumes on 3 legs of the intersection have actually decreased since 2007, while the westbound leg has increased by a small percentage. The collision history in the last 5 years is minimal. Based on the current trend in traffic volumes it may be several years before a speed zone reduction is warranted.

The establishment of speed limits on rural highways is very important to overall highway safety. Speed zones that are set too low are problematic and contribute to unsafe differences in travelling speed and make it difficult for motorists entering the highway to judge gaps and safely cross the highway.

Please feel free to contact me if you have any further questions with the highways in your area”.

(Haeslip attached the Highway 13-16 Sedgewick Safety Assessment for viewing. Due to the size of the document, it has not been included in the Council package; I’ve emailed it as a separate attachment for anyone who is interest in the read).

Current:

Council has the authority to send yet another letter requesting a speed limit change. At this time, and from the information received from Heaslip, it does not appear that Sedgewick has the statistics to back up such a request. However, as it appears, the Town of Sedgewick has a file and an expression of concern could add value to our case in the future.

Office of the Operations Manager
Central Region
Vermilion District

Box 28, 4701 - 52 Street
Vermilion, AB
T 9X 1J9

Telephone (780) 853 - 8182
Fax (780) 853 - 8270

December 11, 2000

AI File: 2120 Sedgewick

Your File:

13:16
1552
869:02

Town of Sedgewick
Box 129
Sedgewick, Alberta
T0B 4C0

Attention: Thelma Harris, C.A.O.

RE: Primary Highway Speed at Intersection PH 13 & SH869

In response to your letter concerning the speed limit at the intersection of Primary Highway 13 and Secondary Highway 869, Alberta Infrastructure has reviewed the intersection.

The speed limit at the intersection was last reviewed in late 1998. At that time it was determined that there was no requirement for a speed reduction. Upon re-examination of the updated collisions and traffic and development in the area, it has been determined that there has not been a significant change which would alter the original determination.

The peak hour volumes show the intersection has a relatively high level of service. Access points are well defined along Highway 13 and development is accessed via a service road. It is also noted that a relatively significant percentage of vehicles turn at this intersection, but the modest volume provides for little or no delay for making a left turn. The collision record from 1995-1999 shows there were 8 collisions at this intersection. No patterns were noted in the type of collisions to suggest speed was an issue. Two injury collisions occurred in 1996, while the remainder resulted in no injury or fatal collisions.

Reduced speed zones at Strome and Bawlf were also compared to that of Sedgewick's access. In Strome and Bawlf, the operations are different than that of Sedgewick in that private driveways and commercial properties directly access the highway in these communities. Although there has been some development in the vicinity of Sedgewick, the generated traffic does not result

in a significant impact at the intersection on Primary Highway 13 and Secondary Highway 869 to warrant a reduced speed limit at this time.

Should you have any further concerns or questions, please contact the undersigned.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Nick Bucyk".

Nick Bucyk, M.Eng., P.Eng
Operations Manager
Vermilion District

c.c. Dennis Grace, Operations Engineer, Vermilion District
Lorne Akre, MCI, Camrose
Dwayne Skappik, R.C.M.P., Killiam-Forestburg Detachment

Office of the Operations Engineer
Central Region
Vermillion District

Box 28, 4701 - 52 Street
Vermillion, AB
T9X 1J9

Telephone (780) 853 - 8191
Fax (780) 853 - 8270

October 25, 2000

AI File:
Your File:

*Town Sedgewick
1552
13:16*

Town of Sedgewick
Box 129
Sedgewick, Alberta
T0B 4C0

Attention: Thelma Harris

RE: Primary Highway Speed at Intersection PH 13 & SH869

Thank you for your letter of September 27 expressing the safety concerns of the area citizens with the 100 km/hr speed limit on PH 13 past the intersection of SH 869. Alberta Infrastructure will be reviewing the highway sections in question with regards to the concerns brought forward and will keep the Town of Sedgewick informed as to our findings.

Should you have any further concerns or questions, please contact the undersigned.

Sincerely yours,

Dennis Grace

Dennis Grace
OPERATIONS ENGINEER

c.c. Nick Bucyk



SEGEWICK, ALBERTA
Box 129 T0B 4C0
Phone: (780) 384-3504
Fax: (780) 384-3545



September 27, 2000

Alberta Infrastructure
Vermilion District Office
Box 28, 4701 - 52 Street
Vermilion, AB T9X 1J9

Attention: Nick Bucyk, Operations Manager

RE: Primary Highway Speed @ Intersection PH13 & SH869

Dear Sir:

Sedgewick councillors and the town office have been bombarded with calls from local and area citizens concerned about the 100 kilometer speed limit on PH13 past the intersection of SH869.

The Town of Sedgewick is a municipality of approximately 1000 residents. The local trading area is estimated to be 2,500+/- . The primary entrance to the Town of Sedgewick is by way of this major intersection.

An overall significant increase in the daily amount of traffic has occurred within the last two to three years with the development of two industrial subdivisions along *each side* of PH 13. In addition, one of the main gas stations, for town and country residents alike, is located across PH 13, requiring an estimated 50% of the 1000 residents to cross PH 13 *again* on a regular basis.

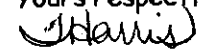
As well, traffic entering Sedgewick from the west, (left turning) must slow down and cross PH13, while traffic continuing through is permitted to travel 100 kph. The Sedgewick Tourist booth is manned from July 1st through to the September Labor Day weekend annually. The booth operators have related countless incidences where left turning traffic have nearly been struck from behind by through traffic, which are usually traveling in excess of 100 kilometres per hour, and vehicles crossing PH13 via SH869 which misjudged the distance and speed of through traffic and have nearly been struck.

Council noted several towns along PH13 with significantly smaller populations, have special speed limits posted. Two of note are the Villages of Strome and Bawlf, at 70 and 80 kph respectively. These municipalities, with populations under 400, have little or no commercial activity on the north side of PH13 which would require their residents to continually have to cross the primary highway for access. This is not the situation at Sedgewick.

The safety of our residents is of utmost concern to council, as we are sure it is to Alberta Infrastructure. We implore the department to revisit our concerns regarding the speed limit at this intersection. We hope the department will concur with council that this busy intersection must be protected by posting a reduction of the primary highway speed limit.

We look forward to the department's positive response regarding this safety issue in due course.

Yours respectfully,


Thelma Harris,

CAO

26

Central Region
Vermilion District

Box 28, 4701 - 52 St., Provincial Building
Vermilion, Alberta
Canada T9X 1J9

Telephone 780/853-8178
Fax 780/853-8270

03 February 1999

Town of Sedgewick
Box 129
Sedgewick, Alberta
T0B 4C0

Attention: Thelma Harris, C.A.O.

RE: Posted Speed Limit, PH13 & SH869, Sedgewick

Further to recent correspondence on this issue, Alberta Transportation and Utilities is conducting a comprehensive review of the posted speed limits in or near municipalities along several highways, including Highway 13 east of Camrose. While not complete for all locations, Sedgewick is.

Our review of the intersection's collision history from 1993 to 1997 shows five collisions, of which only two were the result of vehicles entering the intersection when unsafe to do so. All of the accidents in this period occurred during daylight hours, and the last fatal accident on record was in 1975. This suggests it is operating safely. In addition, it is illuminated, with acceleration and deceleration lanes.

We also reviewed the operating speeds of vehicles in this area, and found that most (85%) travel at speeds of 100 km/hr or less, and less than two per cent exceed than 113 km/hr. This suggests that most drivers feel the 100 km/hr posted limit is reasonable, and without rigid and continuing enforcement, compliance to a lower posted speed limit would be low.

In summary, the collision record, intersection geometrics, illumination, and actions of the motorists using this highway support the existing 100 km/hr posted speed limit.

If you have any questions on this subject, please contact me as indicated above.

Sincerely,



 Kp Smith, P.Eng.
Operations Manager

KPS/lw

cc: Lorne Akre, MCI, Camrose
R.C.M.P., Killam-Forestburg Detachment, by fax 780 385 2442

Central Region
Vermilion District

Box 28, 4701 - 52 St., Provincial Building
Vermilion, Alberta
Canada T9X 1J9

Telephone 403/853-8178
Fax 403/853-8270

14 December, 1998

File : 1950-13

Office of the Secretary
P.O. Box 129
Sedgewick, Alberta
TOB4CO

Attention Thelma Harris, C.A.O.

Dear Ms Harris:

RE: Posted Speed Limit, PH 13 & SH 869, Near Sedgewick

In regard to your letter dated Dec. 8, 1998, the collection of pertinent data is now complete. A detailed analysis of the data is in progress and will be completed sometime in the new year.

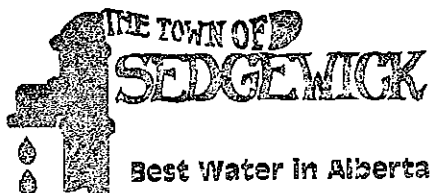
Once the data analysis is completed it will be cross-referenced to the Speed Limit Gazetting and a decision will be made.

When this process is completed you will be advised of the decision.

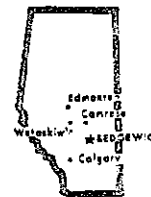
Yours respectfully,

Darrell Trapp, CET, FST.

cc: Lorne Akre, Maintenance Contract Inspector, Camrose
RCMP, Killam – Forestburg Detachment FX# 385-2442



Office of the Secretary
P.O. Box 129
SEDEWICK, ALBERTA
T0B 4C0
Phone: 403-384-3504
Fax: 403-384-3545



December 8, 1998

Alberta Transportation
& Utilities
Central Region
Vermilion District
Box 28, 4701 - 52 Street
Provincial Building
Vermilion, AB T9X 1J9

FAX ONLY: 853-8270

Your File: # 1950-13

Attention: Darrell Trapp, Field Support Technologist

RE: Posted Speed Limit, PH13 & SH869, Near Sedgewick

Dear Sir;

Thank you for your letter of October 5th, 1998 regarding our concerns of the above.

I understood that a review was being coordinated for input from the Maintenance Contract Supervisor in Camrose, the R.C.M.P., AT&U traffic specialists and others.

I am writing to inquire if this review has been completed and what progress has been made in this matter to date.

Your response to this matter is sincerely appreciated.

Yours respectfully,

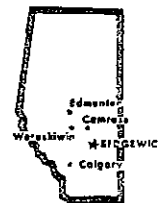
Thelma Harris

Thelma Harris,
C.A.O.

cc: Lorne Akre, Maintenance Contract Inspector, Camrose FX# 679-1772
R.C.M.P., Killam-Forestburg Detachment FX# 385-2442



Office of the Secretary
P.O. Box 129
SEDEGWICK, ALBERTA
T0B 4C0
Phone: 403-384-3504
Fax: 403-384-3545



October 2, 1998

Alberta Transportation
& Utilities
Central Region
Vermilion District
Box 28, 4701 - 52 Street
Vermilion, AB
T9X 1J9

Post-It® Fax Note	7671	Date	98/10/2	# of pages	1
To	TAU - KP SMITH		From		
Co./Dept.	OPERATIONS MGR		Co.	Town / Sedgewick	
Phone #	853-8178		Phone #	384-3504	
Fax #	853-8270		Fax #	384-3545	

ATTENTION: Kp Smith, operations Manager

RE: Highway #13 Speed @ Intersection 869

Dear Sir,

Council has been requested by concerned residents to consider having a review done regarding the speed of vehicles are travelling on Highway 13 through the intersection of Secondary 869 and 50th Street Sedgewick.

Significant developments have occurred in this area in the past few years. The property adjacent to Highway #13 on the north has been developed into an industrial subdivision with several large businesses locating there. Property .5 kilometres south of the Highway #13 intersection have been developed and are occupied with businesses. Thus, the amount of traffic crossing Highway #13 has increased dramatically over the past two years.

Council respectfully requests a review of the posted speed limit of 100 km through the Town of Sedgewick entrance on Highway #13.

Yours truly,

Thelma Harris

Thelma Harris,
C.A.O.

Request for Decision (RFD)

Topic: Walking Trail Expansion
Initiated by: Administration/Flagstaff County Public Works
Prepared by: Amanda Davis
Attachments: Letter of request & map

Recommendations:

That Council approve the proposed walking trail expansion project pursuant to the request of Flagstaff County.

Background:

The Town of Sedgewick's strategic and sustainability plans focus on quality of life within our municipality. One of the projects we have been working on is increasing/maintaining and expanding our walking trail system.

At the September 2012 Council meeting Administration sought permission to apply for recreation grant funding at Flagstaff County for the expansion of walking trails whereby connecting our current infrastructure and linking it to the County Administration Office. The proposal was rejected as it was not considered a regional project.

In the late Fall of 2013 Flagstaff County's Public Works Superintendent contacted the office seeking permission to build a public walking trail from the County Administration building and connecting it to walking trail by the Sedgewick Golf Course entrance.

Current:

As stated in the attached letter, the proposed walking trail route would traverse on the Town of Sedgewick property that is designated as road allowance or future right of way (land is designated as our proposed subdivision). It was agreed that if Council accepts the proposal and when we begin development of the proposed plan that the walking trail be re-routed or removed. There is agreement from both parties that we would work together to suit the needs of all projects.

The Town of Sedgewick public works department did not express any concerns regarding this development.

At this time, we are seeking Council support to proceed with the project, the fine details of exact location, compaction, shelter from the driving range, etc can be handled by Public Works and Administration.



September 24, 2013

Town of Sedgewick
Box 129
Sedgewick, AB T0B 4C0

RECEIVED
OCT 07 2013

RECEIVED
OCT 07 2013

Attn: Amanda Davis, CAO

Re: **Approval to Construct a Walking Trail**

Flagstaff County is requesting approval to construct a Walking Trail from the Flagstaff County Administration Building to the Sedgewick Golf Course. Part of the proposed route will traverse on the Town of Sedgewick property that is designated as road allowance or future street right-of-way. Please see the attached proposed route.

The trail will be approximately nine feet wide and 2000 feet long with a compact oil surface (cold mix material) and will be maintained by Flagstaff County.

It is Public Works intention to commence construction and complete this project in 2014 upon the approval from the Town of Sedgewick and our Council.

Yours truly

Darrell Szott
Public Works Superintendent



Request for Decision (RFD)

Topic: Strategic Planning
Initiated by: Administration
Prepared by: Amanda Davis
Attachments: n/a

Recommendations:

That Council set a date for the 2014 Strategic Planning Session.

Background:

Pursuant to Council direction and following the Strategic Game evening we must now proceed with a Strategic Planning Session.

Dates are now limited to accommodate holidays etc.

TO ensure effectiveness of this plan it is imperative that all members of Council participate in the session; dates are limited due pursuant to holiday schedules.

Possible dates:

1. February 21st, 2014
2. February 24th, 2014

Length: Strategic planning sessions take up the majority of the day, you can expect to be occupied from 9:00am – 4/5:00 pm.

Request for Direction

Topic: Land – Encroachment on Public Property
Initiated by: Mayor St. Pierre
Prepared by: Amanda Davis
Attachments: 1. Municipal Map

Background:

Mayor St. Pierre directed Administration to include the topic of Land-Encroachment of Public Property as and item for discussion and direction.

In 2013 the former Council began dealing with the encroachment on 16R as a stop work order was issued on June 20th against Plan 792 0256, Block 3, Lot 1. Fence posts were erected on Reserve (R) land; no permit was pulled or issued in advance, this was brought to Administrations attention from an elected official.

Following the stop work order, Council began reviewing that encroachment in greater detail. Council directed the following:

1. 2013.07.168 - MOTION by Clr. C. St. Pierre directing Administration to notify all residents encroaching on the Municipal Reserve 16R and 57MR that all assets are to be removed within ninety (90) days. CARRIED.

**(57MR was later amended due to a clerical error as it should have read 56MR)

Following direction of the above noted motion, Administration began researching the proper way of dealing with such an issue; no action was taken until further info was provided to Council at the August Council meeting.

2. The original motion 2013.07.168 was further countered by 2013.08.197 MOTION by Clr. T. Chaisson directing Administration to set up a meeting with all homeowners along MR 16R to an open meeting to discuss clean up of the said lands. CARRIED.

Administration followed direction and contacted the property owners along 16R and 56MR via telephone and some via email. A meeting was set up with the land owners along this reserve, the intent of the meeting was to discuss encroachment and deal with the clean-up. There were mixed emotions at the meeting, many of the attending parties did not believe there was an issue with the use of the land. Attendees questioned why Council was only reviewing the said reserves and not the surrounding encroachments through Town.

On the other hand, some home owners were extremely pleased that Council was prepared to enforce a clean-up of the reserve land.

The final message delivered at the meeting was that Council would take their comments and concerns into consideration and address the issues at the September Council meeting.

(Administration made it very clear at the meeting following discussions with Fire Chief Hebert that fire suppression was not an issue. The fire department has 700-800' of high volume fire hose therefore expressing great confidence in the case of an emergency.

Dave Gordash attended the meeting on behalf of the Sedgewick Killam Natural Gas System. He advised that there is no concern with regards to the gas line as there are many easements registered through Town)

The attending parties stated the following:

1. Permission was granted from the Town for the erection of the fence between #12 Canary Cres. & 18 MacDonald Close North)
2. Trees were given to property owners along the green space for free from the Town

Administration and attending Councillors also stated the following at the meeting:

- A firm decision on how Council will proceed with the Stop Orders is yet to be determined. Council will be addressing comments at the September 19th, 2013 Council meeting. Some of the reasons for the comments were a result of the following questions and statement:
 - What is Council directing to be removed, trees, shrubs, sheds, garages, sprinkler systems etc?
 - Permission was granted from previous council permitting the installation of the fence
 - Has council reviewed all the properties encroaching throughout the Town, why is there such concern with 16R and 56MR? How does Council plan to deal with the remainder of the properties encroaching onto the golf course?

A historical review of our meeting minutes confirmed these comments:

MOTION 85-09-97 (September 19th, 1985)

MOTION by Cr. Christensen that Ken Offord and David Hampshire be allowed to erect a fence on Town property 16R between their properties located at Lot 10, Block 3, Plan 792 0256 and Lot 22, Block 3, Plan 802 1829 with the understanding that access to the gas line must be permitted. CARRIED Cr. Offord abstained.

May 12, 1983

Some discussion regarding reserve areas and walkway in Block 3, Plan 792 0256, Lots 8W & 16R. M. Jesswein to check with neighbours re effects of closure of walkway.

May 14, 1981

The condition of the fence between the new subdivision and the golf course again came up for discussion. Meeting advised that only the portion between Cumberland's and the golf course be taken down as the balance was still in fair shape.

April 23, 1981

Some discussion took place regarding the condition of the green area between the new subdivision and the and the golf course, and the condition of the fence. President of the Golf Club, Colin Cumberland to be contacted.

MOTION 81-03-31A - March 12, 1981

Letter received from the Dept. of Agriculture regarding out 1980 order for 100 spruce trees and 50 ash. The Colorado spruce were out of stock, and will be shipped next year providing confirmation form is signed and returned. The 50 ash trees will be shipped this year and it was suggested that there be planted in the green area in the new subdivision. MOTION by K. Offord that we confirm the order for the Colorado spruce trees for 1982. CARRIED.

MOTION 80-08-111 - August 14, 1980

Mr. Jesswein was in regarding the walk way between Lots 7& 7, in Block 3, Plan 792 0265 , and was wondering if the town would be agreeable to provide some sod and/or seed for this area. It was felt that if this was done, the walk way would soon become impossible to distinguish from the bordering lots, and the walk way should be defined. MOTION by L. Poyser that the matter be tabled until next spring. CARRIED.

May 8, 1980

K. Offord wondered if some trees could be ordered and placed in the green area. It was felt if some were obtained from the D.A, the only cost to the town would be for freight. It was suggested that we go through Brian Lee.

On April 21, 2005 the following was noted in the minutes – 16R, 3; 792 0256 Access

Wylie expressed concerns about the inability to access the length of the reserve, legal description Lot 16R, Block 3, Plan 792 0256, in the event of a fire emergency. Wylie advised a review of the area revealed two fences completely obstructing the area, as well as sprinkler systems, and various yard development extensions with trees, ornamental bushes and plants and gardens. Fire Chief Sheedy expressed concerns about the distance between fire hydrants in Canary Crescent, in particular for access to the bank or Canary Crescent residences, including those backing onto the 16R reserve.

Fire Chief Sheedy and David Wylie departed at 8:20 pm.

04-05-54 – MOTION by Cr. Robinson to request removal of items located on the length of Lot 16R, Block 3, Plan 792 0256 within 120 days pursuant to Municipal Government Act, Section 546. CARRIED.

May 19, 2005 – MGB Order 05-05-74 MOTION by Cr. Robinson to rescind the Council order given pursuant to MGA Section 546 for clean-up of Lot 16R, Block 3, Plan 802 1829 based on consultations with fire authorities regarding appropriate fire access. CARRIED.

September 19th, 2013 – Administration advised:

Council must set a clear direction on the intent for the municipal reserve clean up. Is the Town to enforce removal of scrubs/greenery, fences, garages, sprinkler systems etc? Is Council concerned about the land owners encroaching North of 16R will they be included in the survey/clean-up order?

Would Council consider selling the reserve land and registering easements to accommodate the gas line services? If Council were in favor to sell the reserve land, it is highly advisable to sell the land to North or the South or 50% to each property owner to ensure consistent lot sizes.

It has been confirmed that the Town of Sedgewick has never registered a utility ROW along 16R. No ROW was issued as we own the gas system as well as the reserve land; therefore the Town is not required to register an easement.

A utility ROW is registered on 56MR north as shown of survey plan 802 1830.

Council can rescind MOTION 85-09-97 and begin negotiations with the property owners for removal of the fence etc. Again, we must be prepared to seek legal assistance if the parties are not willing to cooperate.

At the September 19th, 2013 meeting three separate delegations were heard by Council. All delegations were from concerned residents along this reserve. As a result of the delegation the following motion was made:

2013.09.215 - MOTION by Clr. P. Whitehead to uphold the previous motions 85.09.97 and 05.05.74 regarding encroachment on 16R and 56 MR. CARRIED.

Survey & Encroachment Estimate:

Municipal Reserve Land Encroachments within Lot 16R, Block 3, Plan 792 0256 and Lot 56MR, Block 3, Plan 802 1829.

Reference and establish legal evidence, establish lot boundaries and tie in and measure encroachments in the field and office services related to the preparation of a drawing showing lot boundaries, municipal reserve boundaries and encroachments.

Field Survey Services	6,860.00
Office Services	2,275.00
Materials, Data, Disbursements	270.00
TOTAL:	\$ 9,405.00 (plus GST)

**** This estimate is based on performing survey prior to snow fall**

It is of the opinion of Mayor St. Pierre that proper time and consideration was not taken into consideration when MOTION 2013.03.215 was made. He is requesting comments and discussion from the current Council whereby potentially readdressing this issue.

Request for Decision (RFD)

Topic: Municipal By-Election – Advance Vote
Initiated by: Local Authorities Election Act (LAEA) S.73
Prepared by: Amanda Davis
Attachments: n/a

Recommendations:

1. That Council determine is an advanced vote is required;
 2. If applicable, Council set February 3rd, 2014 from 5:00 – 7:00 pm as the Advance Vote.
-

Background:

Pursuant to Sec. 73 Advance Vote of the LAEA:

- (1) An elected authority may by resolution provide for holding an advance vote on any vote to be held in an election.
- (2) No advance vote shall be held within 24 hours of election day.
- (3) If a resolution is enacted under subsection (1), the returning officer must determine the days and hours when the advance vote is to be held.

Notice of Advance Vote Sec. 74:

- (1) Notice of the days, the locations of the voting stations and the hours fixed for an advance vote shall be given in the form prescribed for use under section 35 by publishing a notice at least one week before the date set for the advance vote in a newspaper or a notice to every residence in the local jurisdiction at least one week before the date set for the advance vote.

Current:

The Returning Officer accepted three (3) nominees on January 20th, 2014:

1. Lindsey St. Laurent
2. Aleska Johnson
3. Cindy Rose

Our election has been set for February 10th however; there is an opportunity for Council to set a date for an Advanced Vote.

If Council deems it appropriate the following date and time would be sufficient – Monday, February 3rd, 2014 from 5:00 – 7:00 pm; this date will ensure we conform to requirements laid out in Sect. 74 (1).