



TOWN OF  
**SEDGEWICK**

## Agenda

Regular Meeting of Council

Thursday, November 22<sup>nd</sup>, 2018

Town of Sedgewick Council Chambers

6:00pm

1. Call to Order

2. Acknowledgement of Treaty 6

3. Adoption of Agenda

4. Delegations

5. Minutes

Organizational Meeting ([October 18th, 2018](#))

Regular Meeting ([October 18th, 2018](#))

Committee of the Whole Meeting ([August 9th, 2018](#))

Committee of the Whole Meeting ([November 15th, 2018](#))

6. Financials

For the quarter ending [September 30th, 2018](#)

7. New Business

- 7.1 [Bylaw 547/18](#) – Amendment #7 to the Land Use Bylaw
- 7.2 [Bylaw 548/18](#) – Amendment #1 to the Boulevard Bylaw
- 7.3 [Bylaw 549/18](#) – Fees and Charges Bylaw
- 7.4 [Policy 18-10](#) – Municipal Land Purchase Policy
- 7.5 [FRSWMA](#) – 2019 Budget and Requisition
- 7.6 [Water Reserve Funds](#)
- 7.7 [Sewer Reserve Funds](#)
- 7.8 [Sanitary Sewer Rehabilitation Program](#)
- 7.9 [2019 Interim Operational Budget](#)
- 7.10 [2019 Capital Budget](#)
- 7.11 [Fire Services Business & Implementation Plan](#) – Request for Feedback
- 7.12 [54<sup>th</sup> Ave. Subdivision Lot Pricing](#)
- 7.13 [App Development](#) – Zag Creative
- 7.14 [Regional SCADA Project](#)

8. Reports

8.1 Committee Reports

[Mayor P. Robinson](#)

- FIP Committee – Minutes from October 25<sup>th</sup>, 2018

[Councillor G. Imlah](#)

- Emergency Services Committee – Minutes from October 25<sup>th</sup>, 2018

[Councillor S. Levy](#)

- FRSWMA – Minutes from October 29<sup>th</sup>, 2018
- Sedgewick Library Board – Minutes from October 9<sup>th</sup>, 2018  
Councillor T. Schmutz
- Nothing to report  
[Councillor G. Sparrow](#)
- Sedgewick Recreation Board – Minutes from October 29<sup>th</sup>, 2018 Special Meeting
- Sedgewick Recreation Board – Minutes from October 29<sup>th</sup>, 2018

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## 8.2 Staff Departmental Reports

Public Works Report – For the period ending [November 22<sup>nd</sup>, 2018](#)

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## 8.3 Chief Administrative Officer Report

CAO Report – For the period ending [November 22<sup>nd</sup>, 2018](#)

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## 9. Correspondence

- 9.1 [Flagstaff Informed Response Sharing Team](#) – Request for Sponsorship
- 9.2 [Sedgewick Public Library](#) – Request for Donation
- 9.3 [Farm Safety Centre](#) – Request for Funding
- 9.4 [Battle River Watershed Alliance](#) – Request for Funding
- 9.5 [Sedgewick Recreation Board](#) – 2019 Budget

## 10. In-Camera

## 11. Round Table/Question Period

## 12. Adjournment



# TOWN OF SEDGEWICK

## Minutes

### Organizational Meeting of Council

October 18, 2018

Town of Sedgewick Town Office

6:00 pm

Council Present	Also Present
Mayor Perry Robinson Councillor Grant Imlah Councillor Stephen Levy Councillor Tim Schmutz Councillor Greg Sparrow	Jim Fedyk                      CAO

#### 1. Call to Order – 6:03pm

#### 2. Agenda

2018-10-208	MOTION by Clr. Sparrow		CARRIED
That the agenda be approved as presented.			

#### 3. New Business

3.1 Appointment of Deputy Mayor			
2018-10-209	MOTION by Clr. Imlah		CARRIED
That Council approve the appointment of Clr. Stephen Levy as Deputy Mayor effective immediately through October 2019.			

3.2 Board and Committee Appointments			
2018-10-210	MOTION by Mayor Robinson		CARRIED
That Council approve maintaining the current board and committee appointments.			

3.3 Councillor Remuneration			
2018-10-211	MOTION by Clr. Levy		CARRIED
That Council maintain the current rates of Councillor Remuneration.			

3.4 Schedule and Location of Regular Meetings			
2018-10-212	MOTION by Clr. Schmutz		CARRIED
That Council maintain the schedule of regular meetings being held on the third Thursday of each month at Town office.			

#### 4. Adjournment

2018-10-213	MOTION by Mayor Robinson		CARRIED
That the meeting be adjourned at 6:09pm.			

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Perry Robinson, Mayor

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Jim Fedyk, CAO



# TOWN OF SEDGEWICK

## Minutes

### Regular Meeting of Council

October 18, 2018

Town of Sedgewick Town Office

6:00 pm

#### Council Present

Mayor Perry Robinson  
Councillor Grant Imlah  
Councillor Stephen Levy  
Councillor Tim Schmutz  
Councillor Greg Sparrow

#### Also Present

Jim Fedyk                      CAO

#### 1. Call to Order – 6:09 pm

#### 2. Acknowledgement of Treaty 6

Council acknowledged that they are on Treaty 6 territory, a traditional meeting ground, gathering place and travelling route to the Cree, Saulteaux, Blackfoot, Metis, Dene and Nakota Sioux. Council acknowledged all the many First Nations, Metis and Inuit whose footsteps have marked these lands for centuries.

#### 3. Agenda

2018-10-214	MOTION by Clr. Levy		CARRIED
That the agenda be approved with the following addition: 10.1 Recreation Plan (In-Camera FOIP – s. 24)			

#### 4. Delegations - None

#### 5. Minutes

2018-10-215	MOTION by Mayor Robinson		CARRIED
That the Regular Meeting Minutes from September 20, 2018 be approved as presented.			

#### 6. Financials - None

#### 7. New Business

##### 7.1 Flagstaff Regional SDAB & ARB Member Appointment

2018-10-216	MOTION by Clr. Imlah		CARRIED
That Council approve the appointment of Sylvia Wold to the Flagstaff Regional Subdivision & Development Appeal Board and to the Intermunicipal Assessment Review Board, each for a three-year term expiring in October 2021.			

##### 7.2 Parkland Regional Library – 2019 Budget

2018-10-217	MOTION by Clr. Levy		CARRIED
That Council approve the 2019 Parkland Regional Library Requisition at \$8.25 per capita.			

##### 7.3 Recreation Funding Committee – Phase II Funding

2018-10-218	MOTION by Clr. Sparrow		CARRIED
That Council approve the Recreation Funding Committee 2018 Phase II recommendations of: <ul style="list-style-type: none"><li>• \$5,000 to Sedgewick Minor Ball</li><li>• \$5,000 to the Sedgewick Golf Club and,</li><li>• \$1,417.90 to the Sedgewick Community Hall Association</li></ul>			

##### 7.4 Town of Sedgewick App

2018-10-219	MOTION by Clr. Schmutz		CARRIED
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# TOWN OF SEDGEWICK

## Minutes

### Regular Meeting of Council

October 18, 2018

Town of Sedgewick Town Office

6:00 pm

That Council accept the proposal as information and direct Administration to research whether our current website provider has the capacity to build a Town of Sedgewick App.

#### 7.5 GoEast of Edmonton 2019 Marketing Program

2018-10-220	MOTION by Mayor Robinson		CARRIED
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That Council approve renewal of the Town of Sedgewick's ½ page full-color updated ad in the 2019 GoEast Travel Guide for \$1,100.

#### 7.6 2018 Capital Budget – MSI Allocation

2018-10-221	MOTION by Clr. Imlah		CARRIED
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That Council approve application to the MSI Capital Grant Program for the Water Treatment Plant SCADA and HVAC Upgrade Projects for a total of \$210,000.

#### 7.7 AMSC – Employee Assistance Program

2018-10-222	MOTION by Clr. Levy		CARRIED
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That Council approve subscription to the AMSC Employee and Family Assistance Program for eligible employees.

#### 7.8 Subdivision Authority Bylaw 546

2018-10-223	MOTION by Clr. Sparrow		CARRIED
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That Council give first reading to Subdivision Authority Bylaw 546.

2018-10-224	MOTION by Clr. Schmutz		CARRIED
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That Council give second reading to Subdivision Authority Bylaw 546.

2018-10-225	MOTION by Clr. Levy		CARRIED UNANIMOUSLY
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That Council proceed to third reading of Subdivision Authority Bylaw 546.

2018-10-226	MOTION by Clr. Imlah		CARRIED
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That Council give third and final reading to Subdivision Authority Bylaw 546.

2018-10-227	MOTION by Mayor Robinson		CARRIED
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That Council appoint Chief Administrative Officer Jim Fedyk as the Subdivision Authority for the Town of Sedgewick with delegating authority.

#### 7.9 Sidewalk Condition Assessment

2018-10-228	MOTION by Clr. Sparrow		CARRIED
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That Council direct Administration to undertake an in-house sidewalk condition assessment and deliver the findings to Council by June 1<sup>st</sup>, 2018.

#### 7.10 Sanitary Sewer Rehabilitation Project

2018-10-229	MOTION by Clr. Schmutz		CARRIED
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That Council approve the rehabilitation of 625 meters of clay tile sanitary sewer on 50<sup>th</sup> and 48<sup>th</sup> Streets in 2019 at a cost of \$1.25 million.

#### 7.11 Main Street Concept

2018-10-230	MOTION by Clr. Imlah		CARRIED
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That Council approve the Main Street Concept in principle, as presented.

#### 7.12 Development Permit Application – 2018-10

2018-10-231	MOTION by Clr. Sparrow		CARRIED
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# TOWN OF SEDGEWICK

## Minutes

### Regular Meeting of Council

October 18, 2018

Town of Sedgewick Town Office

6:00 pm

That Council approve Development Permit 2018-10 with a variance of a 6' high fence and a setback 6' from the north end of the lot.

#### 7.13 Development Permit Application – 2018-11

2018-10-232	MOTION by Clr. Levy	<b>In Favour:</b> Robinson, Imlah, Levy, Sparrow  <b>Opposed:</b> Schmutz	<b>CARRIED</b>
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That Council approve Development Permit 2018-11 with a variance of a front yard setback of 7.71 metres.

## 8. Reports

### 8.1 Committee Reports

2018-10-233	MOTION by Mayor Robinson		<b>CARRIED</b>
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That the Committee Reports be accepted as information.

### 8.2 Staff Departmental Reports

2018-10-234	MOTION by Clr. Schmutz		<b>CARRIED</b>
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That the Public Works Report be accepted as information.

### 8.3 CAO Report

2018-10-235	MOTION by Clr. Levy		<b>CARRIED</b>
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That the CAO Report be accepted as information.

## 9. Correspondence

**9.1 Sedgewick Rec Centre** – Profit/loss statement as of August 2018

**9.2 AUMA** – Press Release: “Provincial Cannabis cash is a bad deal for municipalities”

2018-10-236	MOTION by Mayor Robinson		<b>CARRIED</b>
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That the correspondence items be accepted as information.

2018-10-237	MOTION by Clr. Levy		<b>CARRIED</b>
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That the meeting be recessed at 8:08pm and reconvened at the call of the Chair.

Mayor Robinson reconvened the meeting at 8:12pm.

## 10. In Camera

### 10.1 Recreation Plan – FOIP s. 24

2018-10-238	MOTION by Mayor Robinson		<b>CARRIED</b>
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That Council close the meeting at 8:12 pm, pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2, Section 24 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss the Agenda Item “Recreation Plan” with all persons except Town Council and the CAO excluded from the meeting.

2018-10-239	MOTION by Mayor Robinson		<b>CARRIED</b>
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That the meeting return to an open meeting at 9:12pm.



TOWN OF  
**SEDGEWICK**

**Minutes**  
**Regular Meeting of Council**  
October 18, 2018  
Town of Sedgewick Town Office  
6:00 pm

2018-10-240	MOTION by Mayor Robinson		CARRIED
That Council direct Administration to organize a Committee of the Whole meeting in approximately 3 weeks to further discuss the Recreation Plan.			

11. Round Table/Question Period
None

12. Adjournment			
2018-10-241	MOTION by Mayor Robinson		CARRIED
That the meeting be adjourned at 9:22pm.			

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Perry Robinson, Mayor

\_\_\_\_\_  
Jim Fedyk, CAO



# TOWN OF SEDGEWICK

## Minutes

### Committee of the Whole

August 9, 2018

Town of Sedgewick Town Office

9am

#### Committee Present

Mayor Perry Robinson  
Councillor Grant Imlah  
Councillor Tim Schmutz  
Councillor Greg Sparrow  
Councillor Stephen Levy

#### Also Present

Jim Fedyk CAO

#### 1. Call to Order – 9:00am

#### 2. Business

##### 2.1 Trooper Concert

The Committee reviewed the financial statement from the Trooper concert.

##### 2.2 Main Street Design

The Committee reviewed the revised Main Street renderings and discussed a public engagement strategy.

##### 2.3.1 Compensation and Expenses Policy

18-08-01 Motion by Clr. Levy to recommend that Council approve the Compensation and Expenses Policy as presented.

**Carried**

##### 2.3.2 Lot Lease Policy

18-08-02 Motion by Clr. Imlah to recommend that Council approve the amended Lot Lease policy with the removal of point 4.3.2.

**Carried**

##### 2.3.3 Policy Review

18-08-03 Motion by Clr. Imlah to recommend that Council rescind policies A1 to F6 inclusive.

**Carried**

##### 2.4.1 Cannabis Bylaw

18-08-04 Motion by Mayor Robinson to recommend that Council publish online the Federal and Provincial cannabis regulations once cannabis has become legalized.

**Carried**

##### 2.4.2 Amendment to Land Use Bylaw (Cannabis)

18-08-05 Motion by Clr. Levy to recommend that Council treat cannabis retail stores in the same manner as liquor stores within the Land Use Bylaw keeping in mind all Federal and Provincial regulations.

**Carried**

##### 2.4.3 Outdoor Watering Bylaw

18-08-06 Motion by Clr. Sparrow to recommend that Council approve the amended Outdoor Watering Bylaw with the restricted times of regular watering to be from 10am to 5pm.

**Carried**

##### 2.5 Recreation

18-08-07 Motion by Mayor Robinson that the committee close the meeting to the public at 1:29pm for agenda item 2.5 “Recreation” as per Section 27, FOIP.

**Carried**

18-08-08 Motion by Mayor Robinson that the committee come out of the closed meeting at 2:34pm.

**Carried**



TOWN OF  
**SEDGEWICK**

## Minutes

### Committee of the Whole

August 9, 2018

Town of Sedgewick Town Office  
9am

#### 3. Adjournment

18-08-09 Motion by Mayor Robinson to adjourn the meeting at 2:36pm.

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Perry Robinson, Mayor

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Jim Fedyk, CAO



# TOWN OF SEDGEWICK

## Minutes

### Committee of the Whole

November 15<sup>th</sup>, 2018

Town of Sedgewick Town Office

1:00pm

Council Present	Also Present
Mayor Perry Robinson Councillor Grant Imlah Councillor Stephen Levy Councillor Tim Schmutz Councillor Greg Sparrow	Jim Fedyk                      CAO

#### 1. Call to Order – 1:07 pm

#### 2. Agenda

2018-11-01	MOTION by Clr. Imlah		CARRIED
That the agenda be approved as presented.			

#### 3. In-Camera

3.1 Scottish Club – Robbie Burn’s Night 3.2 Recreation Plan
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2018-11-02	MOTION by Clr. Schmutz		CARRIED
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That the Committee close the meeting at 1:08pm, pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2, Section 24 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss the Agenda Item “Scottish Club – Robbie Burns Night” and Section 27 of Part 1 of the same Act to discuss the Agenda Item “Recreation Plan” with all persons except the Committee and the CAO excluded from the meeting.

2018-11-03	MOTION by Mayor Robinson		CARRIED
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That the meeting return to an open meeting at 2:50pm.

2018-11-04	MOTION by Mayor Robinson		CARRIED
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That the Committee return to a closed meeting at 2:55pm, pursuant to Section 197(2) of the Municipal Government Act, 2000, Chapter M-26 and amendments thereto, and Division 2, Section 27 of Part 1 of the Freedom of Information & Protection of Privacy Act, Revised Statutes of Alberta 2000, Chapter F-25 and amendments thereto, to discuss the Agenda Item “Recreation Plan” with all persons except the Committee and the CAO excluded from the meeting.

2018-11-05	MOTION by Mayor Robinson		CARRIED
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That the meeting return to an open meeting at 3:23pm.

2018-11-06	MOTION by Mayor Robinson		CARRIED
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That the meeting be recessed at 3:23pm and reconvened at the call of the Chair.

The meeting was reconvened at 3:33pm.

#### 4. New Business

4.1 WTP HVAC Upgrade Budget
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2018-11-07	MOTION by Tim Schmutz		CARRIED
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That Administration proceed with Associated Engineering’s recommendation of awarding



TOWN OF  
**SEDGEWICK**

## Minutes

### Committee of the Whole

November 15<sup>th</sup>, 2018

Town of Sedgewick Town Office

1:00pm

the WTP HVAC Upgrade project to Dee-Jay Plumbing and Heating Ltd. for the amount of \$96,000 with the total budget being \$127,800 to be inclusive of construction, engineering and a contingency.

#### 4.2 2019 Operational Budget

Administration presented Council with a draft of the 2019 interim operational budget.

#### 4.3 2019 Capital Budget

Administration presented Council with a draft of the 2019 interim capital budget.

### 5. Adjournment

2018-11-08	MOTION by Mayor Robinson		<b>CARRIED</b>
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That the meeting be adjourned at 4:29pm.

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Perry Robinson, Mayor

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Jim Fedyk, CAO

**Town of Sedgewick Monthly Reconciliation**

**Month Ending July 31, 2018**

<b>As Per Books</b>							
	<b>General</b>	<b>Subd. Rec.</b>	<b>Muni Fire</b>	<b>MSI-Op</b>	<b>MSI-Cap</b>	<b>BMTG</b>	<b>FGTF</b>
Previous Month Balance	2,870,499.31	-	144,250.23	35.22	909,110.66	169,564.21	102,250.21
Deposits	886,425.63						
Interest Received	4,210.53		197.41	0.05	1,244.11	232.05	139.93
<b>Subtotal</b>	3,761,135.47						
Less Disbursements	525,076.51						
First Data Fee	44.22						
<b>Month End Balance</b>	<b>3,236,014.74</b>	<b>-</b>	<b>144,447.64</b>	<b>35.27</b>	<b>910,354.77</b>	<b>169,796.26</b>	<b>102,390.14</b>

<b>As Per Bank</b>							
Month End Balance	3,499,530.57	-	144,447.64	35.27	910,354.77	169,796.26	102,390.14
Deposits in Transit	26,161.34						
		-	144,447.64	35.27	910,354.77	169,796.26	102,390.14
<b>Subtotal</b>	3,525,691.91						
Less Outstanding Payments	289,677.17						
<b>Month End Balance</b>	<b>3,236,014.74</b>	<b>-</b>	<b>144,447.64</b>	<b>35.27</b>	<b>910,354.77</b>	<b>169,796.26</b>	<b>102,390.14</b>

<b>Outstanding Cheques</b>				
Number	Amount	Number	Amount	Number
Payroll Cheques				
1011	40.00	1153	2,696.63	
1138	1,271.54	1154	843.27	
1147	1,234.50	1155	2,391.52	
1148	3,586.85	1156	2,073.16	
1149	2,359.88	1157	2,562.99	
1150	3,347.86	<b>Sub-total PR:</b>		<b>27,256.40</b>
1151	2,328.94			
1152	2,519.26			
General Cheques				
		6243	811.00	
6206	142.72	<b>6244</b>	500.00	
6208	85.00	<b>6245</b>	735.00	
6212	1,646.33	6246	220.50	
6230	200.00	6247	1,700.90	
6231	1,500.00	6248	500.00	
6232	750.00	6249	315.00	
6233	1,000.00	6250	485.64	
6234	1,000.00	6251	2,555.70	
6235	500.00	6253	8,373.89	
6237	7,680.97	6254	5,250.00	
6238	69,978.30	6255	120,000.00	
6239	618.75	6256	1,059.78	
6241	35.74	6257	234.64	
6242	1,203.06	6258	5,714.29	
<b>Outstanding Paymnets</b>		289,677.17		
		6259	410.92	
		6260	26,016.90	
		6263	1,156.05	
		6264	39.69	
		<b>Sub-total AP</b>		<b>262,420.77</b>



**Town of Sedgewick Monthly Reconciliation**

**Month Ending August 31, 2018**

<b>As Per Books</b>							
	<b>General</b>	<b>Subd. Rec.</b>	<b>Muni Fire</b>	<b>MSI-Op</b>	<b>MSI-Cap</b>	<b>BMTG</b>	<b>FGTF</b>
Previous Month Balance	3,236,014.74	-	144,447.64	35.27	910,354.77	169,796.26	102,390.14
Deposits	176,134.14						
2nd Qrt GST Return	19,972.39						
Adj for outage	1.00						
Interest Received	4,672.69		208.56	0.05	1,314.40	245.16	147.83
<b>Subtotal</b>	<b>3,436,794.96</b>						
Less Disbursements	472,120.28						
First Data Fee	44.06						
<b>Month End Balance</b>	<b>2,964,630.62</b>	<b>-</b>	<b>144,656.20</b>	<b>35.32</b>	<b>911,669.17</b>	<b>170,041.42</b>	<b>102,537.97</b>

<b>As Per Bank</b>							
Month End Balance	3,126,939.27	-	144,656.20	35.32	911,669.17	170,041.42	102,537.97
Deposits in Transit	3,829.15						
		-	144,656.20	35.32	911,669.17	170,041.42	102,537.97
<b>Subtotal</b>	<b>3,130,768.42</b>						
Less Outstanding Payments	166,137.80						
<b>Month End Balance</b>	<b>2,964,630.62</b>	<b>-</b>	<b>144,656.20</b>	<b>35.32</b>	<b>911,669.17</b>	<b>170,041.42</b>	<b>102,537.97</b>

<b>Outstanding Cheques</b>				
Number	Amount	Number	Amount	Number
<b>Payroll Cheques</b>				
1011	40.00	1180	2,713.47	
1174	1,219.77	1183	3,130.48	
1175	3,667.38			
1177	2,328.94			
1178	2,519.26			
1179	3,432.15			
		<b>Sub-total PR:</b>	<b>19,051.45</b>	
<b>General Cheques</b>				
6231	1,500.00	6317	164.79	
6235	500.00	6318	10,867.51	
6273	100,000.00	6320	42.00	
6280	142.71	6321	82.32	
6282	861.43	6326	22,446.59	
6287	749.38	<b>Sub-total AP</b>	<b>33,603.21</b>	
6303	262.50			
6306	613.92			
6307	8,153.25			
6315	699.95			
<b>Sub-total AP</b>	<b>113,483.14</b>			
<b>Outstanding Payments</b>	<b>166,137.80</b>			

**Town of Sedgewick Monthly Reconciliation**

**Month Ending September 30, 2018**

<b>As Per Books</b>							
	<b>General</b>	<b>Subd. Rec.</b>	<b>Muni Fire</b>	<b>MSI-Op</b>	<b>MSI-Cap</b>	<b>BMTG</b>	<b>FGTF</b>
Previous Month Balance	2,964,630.62	-	144,656.20	35.32	911,669.17	170,041.42	102,537.97
Deposits	95,764.60						
Outstanding Deposits	1,438.31						
Interest Received	4,160.73		202.12	0.05	1,273.84	237.59	143.27
<b>Subtotal</b>	<b>3,065,994.26</b>						
Less Disbursements	572,566.18						
First Data Fee	44.08						
3rd Qtr School Taxes	69,471.11						
<b>Month End Balance</b>	<b>2,423,956.97</b>	<b>-</b>	<b>144,858.32</b>	<b>35.37</b>	<b>912,943.01</b>	<b>170,279.01</b>	<b>102,681.24</b>

<b>As Per Bank</b>							
Month End Balance	2,539,879.13	-	144,858.32	35.37	912,943.01	170,279.01	102,681.24
Deposits in Transit	6,498.22						
		-	144,858.32	35.37	912,943.01	170,279.01	102,681.24
<b>Subtotal</b>	<b>2,546,377.35</b>						
Less Outstanding Payments	122,420.38						
<b>Month End Balance</b>	<b>2,423,956.97</b>	<b>-</b>	<b>144,858.32</b>	<b>35.37</b>	<b>912,943.01</b>	<b>170,279.01</b>	<b>102,681.24</b>

<b>Outstanding Cheques</b>				
Number	Amount	Number	Amount	Number
<b>Payroll Cheques</b>				
1189	1,658.59			
1190	4,459.32			
1191	2,328.94			
1192	2,758.24			
1194	2,159.64			
			<b>Sub-total PR:</b>	<b>13,364.73</b>
<b>General Cheques</b>				
6231	1,500.00	6379	2,569.37	
6360	52.45	6380	234.84	
6367	787.50	6381	323.44	
6370	7,523.95	6382	52.45	
6372	2,598.75	6383	79,468.55	
6373	144.27		<b>Sub-total AP</b>	<b>82,648.65</b>
6374	9,981.30			
6375	813.75			
6376	2,940.00			
6378	65.03			
<b>Sub-total AP</b>	<b>26,407.00</b>			
<b>Outstanding Payments</b>	<b>122,420.38</b>			

\_\_\_\_\_  
Mayor



## **BYLAW 547/18 – AMENDMENT #7 TO THE LAND USE BYLAW**

### **EXECUTIVE SUMMARY**

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Administration is proposing that the 54<sup>th</sup> Avenue Subdivision current and future lots be zoned as R1A – Residential Single Detached.

### **BACKGROUND**

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Currently the land where phase I of the new subdivision has been developed and future phases are planned is zoned as R1A, R2, R3 and LIB (see attached zoning map).

- R1A (Residential Single Detached) purpose – To provide an area for single detached residential development
- R2 (Residential Multi-family) purpose – To provide land for the development of higher density housing
- R3 (Residential Sectional Home Subdivision) purpose – To provide for sectional homes and other compatible uses
- LIB (Light Industrial Business) purpose – To provide for planned light industrial business parks

#### **R1A District Uses:**

##### **Permitted Uses**

Accessory Building  
Dwelling, Single Detached (New Construction)  
Home Occupation  
Public Assembly  
Public Use

##### **Discretionary Uses**

Bed and Breakfast Facility  
Utility Building  
Similar Use

Prior to giving second reading to an amendment to the Land Use Bylaw, Council must hold a public hearing and meet advertising requirements as outlined in the MGA.

### **BUDGET IMPLICATIONS**

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None

### **ALTERNATIVES**

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1. Council may give first reading to Bylaw 547/18, Town of Sedgewick Amendment #7 to Land Use Bylaw 461, with a public hearing on the matter to be held at the December 20<sup>th</sup>, 2018 regular meeting of Council.
2. Council may direct Administration to prepare a Land Use Bylaw amendment to rezone the 54<sup>th</sup> Avenue subdivision as a different residential district(s).



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018

BYLAW 547/18

### RECOMMENDATION

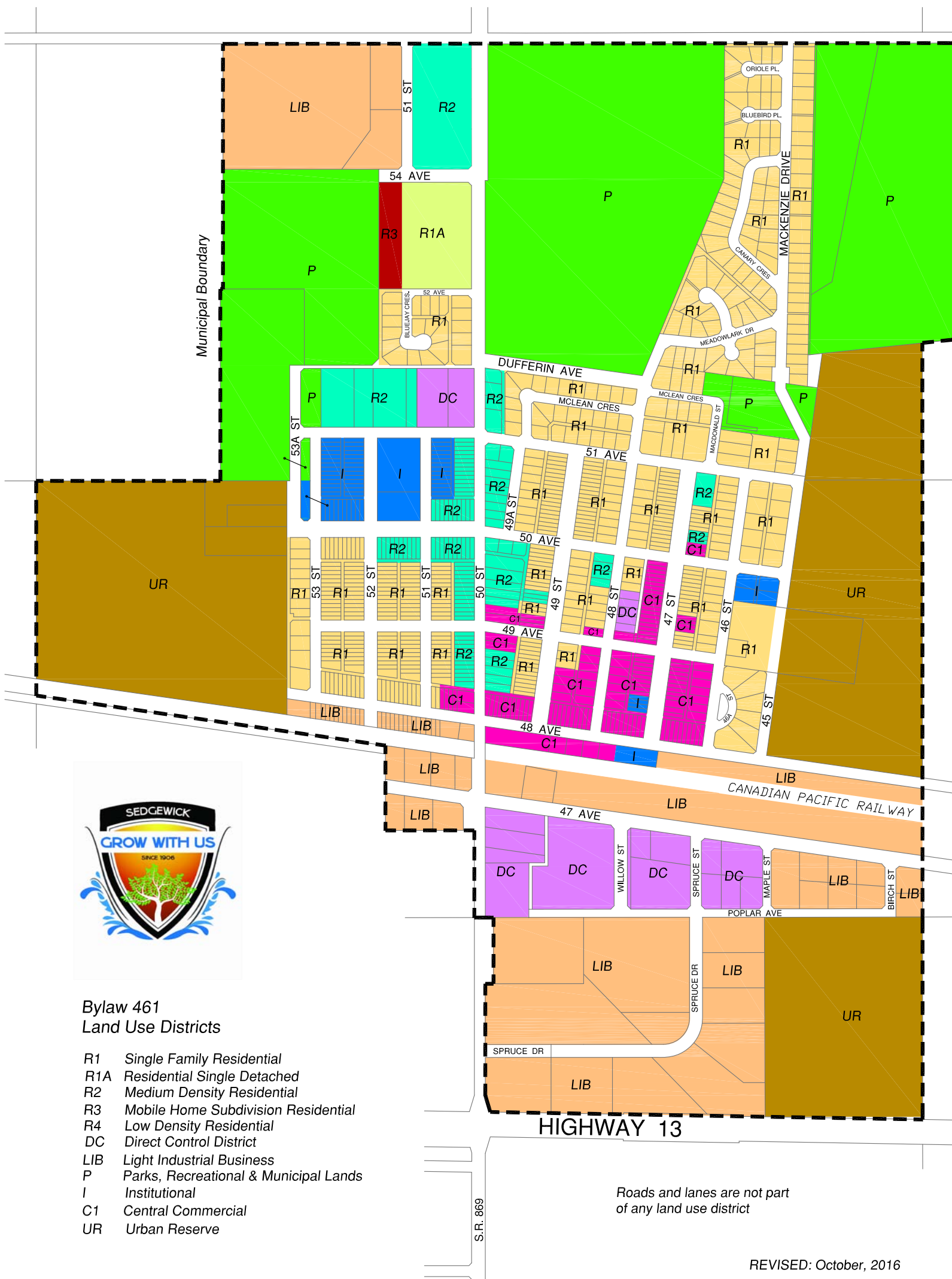
---

1. That Council give first reading to Bylaw 547/18, Town of Sedgewick Amendment #7 to Land Use Bylaw 461 with a public hearing on the matter to be held at the December 20<sup>th</sup>, 2018 regular meeting of Council.

### ATTACHMENTS

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1. Bylaw 547, Amendment #7 to LUB\_DRAFT
2. Zoning map
3. Land Use Bylaw Residential and LIB District Information



**TOWN OF SEDGEWICK**  
**BYLAW NO. 547/18**  
**TOWN OF SEDGEWICK AMENDMENT #7 TO LAND USE BYLAW #461**

---

**A BYLAW OF THE TOWN OF SEDGEWICK, IN THE PROVINCE OF ALBERTA, FOR THE  
PURPOSE OF AMENDING LAND USE BYLAW 461**

**WHEREAS** it is desirable to amend Land Use Bylaw 461, as amended;

**AND WHEREAS** Council has held a Public Hearing pursuant to Section 692 of the *Municipal Government Act*, R.S.A. 2000 c-M-26, as amended;

**NOW THEREFORE** the Council of the Town of Sedgewick in the Province of Alberta, duly assembled, enacts as follows:

**1. Town of Sedgewick Land Use Bylaw 461 is hereby amended as follows:**

- 1.1. Schedule "A" Land District Map is hereby amended by changing the classification of a portion of Plan 9121568, Block 27 from (R3) Residential Sectional Home to (R1A) Residential Single Detached; and,
- 1.2. Schedule "A" Land District Map is hereby amended by changing the classification of Plan 8520469, Block 26, Lots 1-4 from (R2) Residential Multi Family to (R1A) Residential Single Detached; and,
- 1.3. Schedule "A" Land District Map is hereby amended by changing the classification of Plan 8520469, Block 24, Lots 1-2 from (LIB) Light Industrial Business to (R1A) Residential Single Detached

**2. Severability**

- 2.1. If any term of this Bylaw is found to be invalid, illegal, or unenforceable by a court or tribunal having the jurisdiction to do so, that term is to be considered to have been severed from the rest of this bylaw, and the rest of the bylaw remains in force unaffected by that finding or by the severance of that term.

**3. Enactment**

- 3.1. This Bylaw shall take effect at the date of final passing thereof.

**First Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this \_\_\_\_ day of \_\_\_\_\_, 2018.

**Second Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this \_\_\_\_ day of \_\_\_\_\_, 2018.

**Third Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this \_\_\_\_ day of \_\_\_\_\_, 2018.

**TOWN OF SEDGEWICK**

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**



## Section 64: R1A Residential Single Detached District

### 64.1 Purpose:

To provide an area for single detached residential development.

### 64.2 Uses:

Permitted Uses	Discretionary Uses
Accessory Building Dwelling, Single Detached (New Construction) Home Occupation Public Assembly Public Use	Bed and Breakfast Facility Utility Building Similar Use

### 64.3 Site Regulations:

In addition to the Regulations contained in Parts Seven, Eight and Nine, the following regulations shall apply to every development in this district.

Site Coverage	40%.
Minimum Floor Area	100 square metres (1,080 square feet).
Maximum Building Height	<u>Dwelling</u> - 10.0 metres (32.8 feet) from grade to roof peak. <u>Garage and Accessory Building</u> - 4.0 metres (13.1 feet) from grade to roof peak, with a maximum exterior wall height of 2.74 metres (9.0 feet).
Minimum Parcel Area	Interior Parcels 550 square metres (5,940 square feet). Corner Parcels 600 square metres (6,480 square feet).
Double Fronting Yards	A site abutting two streets or more shall have a front yard on each street and two side yards in accordance with the setback requirements of the Bylaw.
Front Yard Setback	<u>Dwelling</u> - 6.0 m (19.7 feet). <u>Garage and Accessory Building</u> - None in Front Yard.
Rear Yard Setback	<u>Dwelling</u> - 7.5 m (24.6 feet) except on corner or double fronting lots. <u>Garage and Accessory Building</u> - 0.6 metres (2.0 feet), except where vehicle doors face a lane 3.0 metres (9.8 feet).



Side Yard Setback	<p><u>Dwelling</u> In the case of roadway and lane systems: - 1.5 metres (4.9 feet). In the case of laneless systems: - 3.0 metres (9.8 feet). <u>Garage and Accessory Building</u> In the case of roadway and lane systems: - 1.5 metres (4.9 feet), except where vehicle doors face a lane 3.0 metres (9.8 feet). <u>Garage Roof Overhang</u> - 0.3 metres (1.0 feet).</p>
Landscaping	<p>All yards shall be landscaped with trees, shrubs and planted groundcover in accordance with plans approved by the Development Authority. Notwithstanding any provisions of this Bylaw to the contrary, as a condition of approval of a development permit, all landscaping and planting required must be carried out to the satisfaction of the Development Authority within twelve months of occupancy or commencement of operation of the development.</p>
Parking	<p>A two car parking area shall be provided to the rear, side or front of the dwelling. Notwithstanding, in the case of a dwelling fronting onto an arterial road, the parking area shall access from the lane where one is provided.</p>





## Section 65: R1 Residential General District

### 65.1 Purpose:

This district is generally intended to provide land for the development of low density single family dwellings.

### 65.2 Uses:

Permitted Uses	Discretionary Uses
Accessory Building Dwelling, Single Detached – New Construction Home Occupation Public Assembly Public Use	Apartment Assisted Living Facility Basement Suite - Dwelling, Single Detached Bed and Breakfast Facility Dwelling, Duplex Dwelling, Single Detached - Relocated not of New Construction Group Care Facility Sectional Home (new) Utility Building Similar Use

### 65.3 Site Regulations:

In addition to the Regulations contained in Parts Seven, Eight and Nine, the following regulations shall apply to every development in this District.

Site Coverage	40%.
Minimum Floor Area	100 m <sup>2</sup> (1,080 ft <sup>2</sup> ) - increased from 85 m <sup>2</sup> (915 ft <sup>2</sup> )
Minimum Parcel Area (Single Detached)	In the case of roadway and lane systems: - 475 m <sup>2</sup> (5,130 ft <sup>2</sup> ); and In the case of laneless systems: - 502 m <sup>2</sup> (5,422 ft <sup>2</sup> ); or Such greater size necessitated to meet minimum yard requirements.
Minimum Parcel Area (Duplexes)	In all cases: - 177.8 m <sup>2</sup> per unit (3,000.0 ft <sup>2</sup> per unit).
Maximum Building Height	<u>Dwelling</u> - 10.0 metres (32.8 feet) from grade to roof peak. <u>Garage and Accessory Building</u> - 4.0 metres (13.1 feet) from grade to roof peak, with a maximum exterior wall height of 2.74 metres (9.0 feet).



Front Yard Setback	<u>Dwelling</u> <ul style="list-style-type: none"><li>- 6.0 metres (19.7 feet).</li></ul> <u>Garage and Accessory Building</u> <ul style="list-style-type: none"><li>- None in Front Yard.</li></ul>
Double Fronting Lots	A site abutting two streets or more shall have a front yard on each street and two side yards in accordance with the setback requirements of the Bylaw.
Rear Yard Setback	<u>Dwelling</u> <ul style="list-style-type: none"><li>- 6.0 metres (19.7 feet).</li></ul> <u>Garage and Accessory Building</u> <ul style="list-style-type: none"><li>- 0.6 metres (2.0 feet), except where vehicle doors face a lane 3.0 metres (9.8 feet).</li></ul> <u>Garage Roof Overhang</u> <ul style="list-style-type: none"><li>- 0.3 metres (1.0 feet).</li></ul>
Side Yard Setback	<u>Dwellings</u> <ul style="list-style-type: none"><li>- 1.5 metres (4.9 feet).</li></ul> <u>Garage and Accessory Building</u> <ul style="list-style-type: none"><li>- 1.5 metres (4.9 feet), except where vehicle doors face a lane 3.0 metres (9.8 feet).</li></ul> <u>Garage Roof Overhang</u> <ul style="list-style-type: none"><li>- 0.3 metres (1.0 feet).</li></ul>
Landscaping	All yards shall be landscaped with trees, shrubs and planted groundcover in accordance with plans approved by the Development Authority. Notwithstanding any provisions of this Bylaw to the contrary, as a condition of approval of a development permit, all landscaping and planting required must be carried out to the satisfaction of the Development Authority within twelve months of occupancy or commencement of operation of the development.
Parking	A two car parking area shall be provided to the rear, side or front of the dwelling. Notwithstanding, in the case of a dwelling fronting onto an arterial road, the parking area shall access from the lane where one is provided.



## Section 66: R2 Residential Multi Family District

### 66.1 Purpose:

This district is generally intended to provide land for the development of higher density housing within Sedgewick.

### 66.2 Uses:

Permitted Uses	Discretionary Uses
Accessory Building Apartment Dwelling, Duplex Dwelling, Fourplex Dwelling, Rowhouse Dwelling, Triplex Home Occupation Public Assembly Public Use	Assisted Living Facility Basement Suite - Dwelling, Single Detached Dwelling, Single Detached – New Construction Dwelling, Single Detached - Relocated not of New Construction Group Care Facility Sectional Home (new) Utility Building Similar Use

### 66.3 Site Regulations:

In addition to the Regulations contained in Parts Seven, Eight and Nine, the following regulations shall apply to every development in this District.

Site Coverage	50%.
Minimum Floor Area	Not less than 75 m <sup>2</sup> (810 ft <sup>2</sup> ) for a one bedroom unit, and an additional 11 m <sup>2</sup> (119 ft <sup>2</sup> ) per unit for each bedroom in the unit included thereafter.
Minimum Parcel Area	Dwelling, Duplex, Triplex, Fourplex and Rowhouse (Per Unit): - 240 m <sup>2</sup> (2,592 ft <sup>2</sup> ) per unit. Dwelling, Apartment (Per Unit): - Shall be the greater of 555 m <sup>2</sup> (5,995 ft <sup>2</sup> ); or 80 m <sup>2</sup> (864 ft <sup>2</sup> )/one bedroom unit; 95 m <sup>2</sup> (1,026 ft <sup>2</sup> )/two bedroom unit; and 115 m <sup>2</sup> (1,242 ft <sup>2</sup> )/three bedroom unit.
Maximum Building Height	<u>Dwelling, Duplex, Triplex, Fourplex and Rowhouse:</u> - 10.0 metres (32.8 feet) from grade to roof peak. <u>Dwelling, Apartment:</u> At the discretion of the Development Authority. <u>Garage and Accessory Building</u> - 4.0 metres (13.1 feet) from grade to roof peak, with a maximum exterior wall height of 2.74 metres (9.0 feet).



Front Yard Setback	<u>Dwelling</u> <ul style="list-style-type: none"><li>- 6.0 metres (19.7 feet).</li></ul> <u>Garage and Accessory Building</u> <ul style="list-style-type: none"><li>- None in Front Yard.</li></ul>
Double Fronting Lots	A site abutting two streets or more shall have a front yard on each street and two side yards in accordance with the setback requirements of the Bylaw.
Rear Yard Setback	<u>Dwelling</u> <ul style="list-style-type: none"><li>- 6.0 metres (19.7 feet).</li></ul> <u>Garage and Accessory Building</u> <ul style="list-style-type: none"><li>- 0.6 metres (2.0 feet), except where vehicle doors face a lane 3.0 metres (9.8 feet).</li></ul> <u>Garage Roof Overhang</u> <ul style="list-style-type: none"><li>- 0.3 metres (1.0 feet).</li></ul>
Side Yard Setback	<u>Dwellings</u> <ul style="list-style-type: none"><li>- 1.5 metres (4.9 feet).</li></ul> <u>Garage and Accessory Building</u> <ul style="list-style-type: none"><li>- 1.5 metres (4.9 feet), except where vehicle doors face a lane 3.0 metres (9.8 feet).</li></ul> <u>Garage Roof Overhang</u> <ul style="list-style-type: none"><li>- 0.3 metres (1.0 feet).</li></ul>
Landscaping	All yards shall be landscaped with trees, shrubs and planted groundcover in accordance with plans approved by the Development Authority. Notwithstanding any provisions of this Bylaw to the contrary, as a condition of approval of a development permit, all landscaping and planting required must be carried out to the satisfaction of the Development Authority within twelve months of occupancy or commencement of operation of the development.
Parking	A two car parking area shall be provided to the rear, side or front of the dwelling. Notwithstanding, in the case of a dwelling fronting onto an arterial road, the parking area shall access from the lane where one is provided.



## Section 67: R3 Residential Sectional Home Subdivision District

### 67.1 Purpose:

To provide an area for and to regulate the development and use of land for sectional homes, and other uses herein listed, which are compatible with a residential area on separately registered parcels.

### 67.2 Uses:

Permitted Uses	Discretionary Uses
Accessory Building Home Occupation Sectional Homes < Eight (8) years of age from the date of Development Permit Application Public Assembly Public Use	Sectional Homes > Eight (8) years of age from the date of Development Permit Application Utility Building Similar Use

### 67.3 Site Regulations:

In addition to the Regulations contained in Parts Seven, Eight and Nine, the following regulations shall apply to every development in this district.

Site Coverage	40%.
Minimum Floor Area	90 square metres (972 square feet).
Minimum Parcel Area	Interior Parcels – 460 square metres (4,968 square feet); and Corner Parcels – 510 square metres (5,508 square feet).
Double Fronting Lots	A site abutting two streets or more shall have a front yard on each street and two side yards in accordance with the setback requirements of the Bylaw.
Front Yard Setback	<u>Sectional Home</u> - 6.0 metres (19.7 feet). <u>Garage and Accessory Building</u> - None in the Front Yard.
Rear Yard Setback	<u>Sectional Home</u> - 6.0 m (19.7 feet) except on corner or double fronting lots. <u>Garage and Accessory Building</u> - 0.6 metres (2.0) feet, except where vehicle doors face a lane 3.0 metres (9.8 feet).



Side Yard Setback	<p><u>Sectional Home</u> In the case of roadway and lane systems: - 1.5 metres (4.9 feet). In the case of laneless systems: - 3.0 metres (9.8 feet). <u>Garage and Accessory Building</u> In the case of roadway and lane systems: - 1.5 metres (4.9 feet), except where vehicle doors face a lane 3.0 metres (9.8 feet). <u>Garage Roof Overhang</u> - 0.3 metres (1.0 feet).</p>
Landscaping	<p>All yards shall be landscaped with trees, shrubs and planted groundcover in accordance with plans approved by the Development Authority. Notwithstanding any provisions of this Bylaw to the contrary, as a condition of approval of a development permit, all landscaping and planting required must be carried out to the satisfaction of the Development Authority within twelve months of occupancy or commencement of operation of the development.</p>
Parking	<p>A two car parking area shall be provided to the rear, side or front of the dwelling. Notwithstanding, in the case of a dwelling fronting onto an arterial road, the parking area shall access from the lane where one is provided.</p>



## Section 68: R4 Residential Low Density District

### 68.1 Purpose:

To provide an area for low density residential development in the form of detached dwellings and compatible uses, herein listed, which are connected to the municipal water and sewer system.

### 68.2 Uses:

Permitted Uses	Discretionary Uses
Accessory Building Dwellings, Single Detached Home Occupation Public Use	Utility Building Similar Use

### 68.3 Site Regulations:

In addition to the Regulations contained in Parts Seven, Eight and Nine, the following regulations shall apply to every development in this district.

Site Coverage	10%.
Floor Area	100 m <sup>2</sup> (1,080 ft <sup>2</sup> )
Minimum Parcel Area	0.2 hectares (0.5 acres)
Maximum Parcel Area	0.4 hectares (1.0 acres)
Maximum Building Height	<u>Dwelling</u> 10.0 m (32.8 feet) from grade to roof peak. <u>Garage and Accessory Building</u> 4.0 metres (13.1 feet) from grade to roof peak, with a maximum exterior wall height of 2.74 metres (9.0 feet).
Front Yard Setback	<u>Dwelling</u> 10.0 m (32.8 ft) <u>Garage and Accessory Building</u> None in Front Yard.
Double Fronting Lots	A site abutting two streets or more shall have a front yard on each street and two side yards in accordance with the setback requirements of the Bylaw.



Side Yard Setback	<p><u>Dwelling</u> 1.5 m (4.9 ft) except where it abuts a public roadway 3.0 m (9.8 ft), or as required by the Alberta Building Code, whichever is greater.</p> <p><u>Garage and Accessory Building</u> - 1.5 metres (4.9 feet), except where vehicle doors face a lane 3.0 metres (9.8 feet).</p> <p><u>Garage Roof Overhang</u> - 0.3 metres (1.0 feet).</p>
Rear Yard Setback	<p><u>Dwelling</u> 15.0 m.</p> <p><u>Garage and Accessory Building</u> - 0.6 metres (2.0 feet), except where vehicle doors face a lane 3.0 metres (9.8 feet).</p> <p><u>Garage Roof Overhang</u> - 0.3 metres (1.0 feet).</p>
Parking	<p>A two car parking area shall be provided to the rear, side or front of the dwelling. Notwithstanding, in the case of a dwelling fronting onto an arterial road, the parking area shall access from the lane where one is provided.</p>
Building Orientation	<p>Notwithstanding the foregoing regulations, all buildings shall be oriented and located to facilitate re-subdivision into residential parcels, roughly equivalent to those required in the R1 District.</p>





## Section 70: LIB Light Industrial Business District

### 70.1 Purpose:

To provide an area for planned light industrial business parks containing clean industrial uses with compatible commercial uses.

### 70.2 Uses:

Permitted Uses	Discretionary Uses
Automobile and RV Sales and Rental	Abattoir
Automobile Service Station	Accessory Use
Automobile Supply Store	Auction Mart
Bank / Financial Institution	Autobody and Repair Shop
Caterer	Automobile Repair Garage
Clinic	Bottled Gas Sales and Storage
Convenience Food Store	Caretaker's Residence
Contracting Services – Minor	Communication Tower
Farm Supply Store	Concrete Manufacturing/Plant
Florist Shop	Contracting Services - Major
Food and/or Beverage Service Facility	Dry Cleaning and Laundry Plant / Depot
Gas Bar	Dwelling Units Above Ground Floor Business
Handicraft Business	Feed Mills and Grain Elevators
Hotel	Gaming or Gambling Establishment
Laundromat	Industry/Manufacturing – Small Scale
Light Equipment Repair / Rental	Laboratory
Motel	Livestock Auction Mart
Office Building	Oilfield Support Services
Personal Service Shop	Parking Facility
Pharmacy	Propane Transfer Facility
Public Use	Recreational Amusement Park
Restaurant – All Types	Recreation Facility
Retail Store	Recycling Depot
Shopping Centre	Research Facility
Sign	Seed Cleaning Plant
Supermarket	Tanker Truck Washing Facility
Theatre – Movie	Taxi / Bus Depot
Truck and Sectional Home Sales and Rental	Temporary Mobile Commercial Sales
Truck Stop	Transport/Truck Operation
Veterinary Clinic	Truck and Sectional Home Sales and Rental
Warehouse Store	Truck Stop
	Utility Building
	Vehicle Wash
	Similar Use



### 70.3 Site Regulations:

In addition to the Regulations contained in Parts Seven, Eight and Nine, the following regulations shall apply to every development in this district.

Minimum Parcel Area	0.4 hectares (1.0 acres).
Minimum Parcel Frontage	30 metres (98.4 feet).
Maximum Building Height	10.0 metres (32.8 feet) without approval of the Development Authority.
Front Yard Setback	9.0 metres (29.5 feet).
Side Yard Setback	3.0 metres (9.8 feet).
Rear Yard Setback	3.0 metres, except where abutting a residential district 7.5 metres (24.6 feet).
Landscaping	When a development is proposed adjacent to a residential land use district, a public park, or a recreational uses, a buffer shall be provided and maintained to the satisfaction of the Development Authority. The buffer may be comprised of any or all of the following: landscaped greenspace; closed or open fencing; trees; and earth berming.
Parking and Loading	Part 8 of this Bylaw.
Outdoor Storage	All outdoor storage shall be screened. All outdoor display shall be screened from residential districts. Storage is not allowed in front yard. Garbage storage shall not have an adverse impact on the use or circulation on the parcel or adjacent parcels.



## **BYLAW 548/18 – AMENDMENT #1 TO THE BOULEVARD BYLAW**

### **EXECUTIVE SUMMARY**

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At the September 20<sup>th</sup>, 2018 regular meeting of Council, the following motion was approved:

2018-09-203	MOTION by Clr. Sparrow		<b>CARRIED</b>
That the Boulevard Bylaw be brought back to Council for review with Administration to recommend an amendment referencing boulevard maintenance responsibilities in extenuating circumstances.			

Administration has prepared draft Bylaw 548 as an amendment to the Boulevard Bylaw for Council's consideration.

### **BACKGROUND**

---

Council reviewed a letter of correspondence at the September 20<sup>th</sup>, 2018 meeting in which a resident brought forward the issue of a boulevard adjacent to their property that in their opinion is difficult and dangerous to mow. The boulevard is on the 4900 block of 47<sup>th</sup> Street and a photo is attached to this RFD.

Bylaw 537, The Town of Sedgewick Boulevard Bylaw, states that a person shall maintain any boulevard adjacent to the property that they own or occupy by keeping the grass mowed to a length of no more than 10 centimeters. It is commonplace for municipalities across the country to hold residents responsible through bylaw for the boulevards that are adjacent to their property.

If Council is interested in waiving this responsibility due to the difficulty and danger involved in mowing a specific boulevard, they would have to amend the current bylaw to provide for this option.

Bylaw 548 has been developed by Administration in draft form that would allow Council to waive the requirement of the owner or occupant mowing a boulevard adjacent to their property if Council agrees that it would be difficult or dangerous.

### **BUDGET IMPLICATIONS**

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In-house labour, fuel and minimal additional maintenance to equipment due to an increase in mowing schedule

### **ALTERNATIVES**

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1. Council may give first, second and third reading to Bylaw 548/18, Town of Sedgewick Amendment #1 to the Boulevard Bylaw, as presented.
2. Council may decide not to approve Bylaw 548/18.



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018

BYLAW 548/18

### RECOMMENDATION

---

1. That Council give first, second and third reading to Bylaw 548/18, Town of Sedgewick Amendment #1 to the Boulevard Bylaw, as presented and further direct Administration to adopt the portion of the boulevard between the sidewalk and the curb on the east side of the 4900 block of 47<sup>th</sup> Street as a Town responsibility due to the difficulty and potential danger of a resident performing the mowing.

### ATTACHMENTS

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1. Bylaw 548/18, Amendment #1 to the Boulevard Bylaw\_DRAFT
2. Photo of boulevard on 4900 block of 47<sup>th</sup> Street
3. Letter from C. Arntzen/B.Gould
4. Bylaw 537, Town of Sedgewick Boulevard Bylaw

**TOWN OF SEDGEWICK  
BYLAW NO. 548/18  
TOWN OF SEDGEWICK AMENDMENT #1 TO BOULEVARD BYLAW #537**

---

**A BYLAW OF THE TOWN OF SEDGEWICK, IN THE PROVINCE OF ALBERTA, FOR THE  
PURPOSE OF AMENDING THE TOWN OF SEDGEWICK BOULEVARD BYLAW 537**

**WHEREAS** it is desirable to amend Bylaw 537, the Boulevard Bylaw;

**AND NOW THEREFORE** the Council of the Town of Sedgewick in the Province of Alberta, duly assembled, enacts as follows:

**1. Town of Sedgewick Boulevard Bylaw 537 is hereby amended as follows:**

**1.1. Add Section 2.4 as follows:**

2.4. If in the opinion of Council, the characteristics of a boulevard make any of the activities listed in 2.1 dangerous or challenging beyond what can be reasonably expected, those activities on that particular boulevard shall be adopted as the responsibility of the Town upon Council authorizing by resolution.

**2. Severability**

2.1. If any term of this Bylaw is found to be invalid, illegal, or unenforceable by a court or tribunal having the jurisdiction to do so, that term is to be considered to have been severed from the rest of this bylaw, and the rest of the bylaw remains in force unaffected by that finding or by the severance of that term.

**3. Enactment**

3.1. This Bylaw shall take effect at the date of final passing thereof.

**First Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this \_\_\_\_ day of \_\_\_\_\_, 2018.

**Second Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this \_\_\_\_ day of \_\_\_\_\_, 2018.

**Third Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this \_\_\_\_ day of \_\_\_\_\_, 2018.

**TOWN OF SEDGEWICK**

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**





# Carol Arntzen/Bob Gould

---

Box 606, Sedgewick, Alberta, T0B 4C0/ 780-384-2180

Mr. Jim Fedyk

CAO

Town of Sedgewick

Sedgewick, Ab. T0B 4C0

**Dear: Mr. Fedyk**

We would like the Town Council to address who is responsible for the maintenance of the grassed area parallel to 47th Street between 49th Ave. and 50th Ave. immediately along the east side of 47th Street between the street and the sidewalk. We feel the area should be considered the town's responsibility as part of the street and not a boulevard, because there is a boulevard between the sidewalk and our property line. Currently this area is being mowed by the residents along the street; mainly by Tom Watkins. We have tried to mow the area with a Zero Turn Mower and it is next to impossible to hold the mower on the side slope and mow the area going South and North. To mow it West and East (up and down the slope) is not safe because the curb along the street is a straight drop and turning on this slope is not safe.

Town office informed Carol, when she approached them about mowing this area, that it is our responsibility to look after the area; and furthermore if we had an accident we were liable. This is town property and we feel that the town should be responsible for its maintenance and/or any liability when mowing this area.

If you or any Council Members would like to view the area with ourselves please contact us at (780)384-2180.

We do look after the maintenance of the space between the sidewalk and our property and that is not a problem. Our street address is 4970-47 St.

**Sincerely,**

A handwritten signature in dark ink, appearing to be 'Carol Arntzen' followed by a large, stylized flourish that extends to the right, likely representing 'Bob Gould'.

**Carol Arntzen & Bob Gould**

**TOWN OF SEDGEWICK**  
**BYLAW NO. 537/18**  
**TOWN OF SEDGEWICK BOULEVARD BYLAW**

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**A BYLAW OF THE TOWN OF SEDGEWICK, IN THE PROVINCE OF ALBERTA,  
CONCERNING BOULEVARDS, BOULEVARD TREES AND MAINTENANCE THEREOF  
WITHIN THE TOWN OF SEDGEWICK.**

**WHEREAS** Section 7 of the Municipal Government Act, being Chapter M-26, 2000 permits a municipality to provide a system for the establishment and maintenance of public lands including boulevards;

**AND WHEREAS** the Town deems it important to maximize public safety and aesthetic appeal of the Town's boulevards; and

**NOW THEREFORE** the Council of the Town of Sedgewick in the Province of Alberta, duly assembled, enacts as follows:

**1. Definitions**

- 1.1. "Back Alley" means the area at the rear of a property between the portion of road ordinarily travelled by vehicles and the adjacent property line.
- 1.2. "Boulevard" means the area between the curb line of the street (or in the absence of a curb, the portion of road ordinarily traveled by vehicles) and the adjacent property line, except any portion occupied by a sidewalk usually used for the purposes of utility location.
- 1.3. "CAO" means the Chief Administrative Officer of the Town of Sedgewick.
- 1.4. "Property Owner" means the owner of the property adjacent to a boulevard.
- 1.5. "Town" means the Town of Sedgewick

**2. General Maintenance**

- 2.1. A person shall maintain any boulevard or back alley adjacent to the property they own or occupy by:
  - i) Keeping any grass on the boulevard cut to a length of no more than 10 centimeters.
  - ii) Preventing weeds or other vegetation from growing uncontrolled;
  - iii) Removing any accumulation of fallen leaves or other debris; and
  - iv) Removing snow and ice from sidewalks and within the immediate vicinity of fire hydrants.
- 2.2. No person other than the Town or those contracted by the Town shall pave all or any portion of a boulevard or back alley unless and until a permit to do so has been issued by the Town.
- 2.3. The Town shall be responsible for the repair of boulevard sidewalks and fire hydrants.

**3. Trees**

- 3.1. No person shall plant a tree on a boulevard or back alley except for Town staff or those contracted by the Town.
- 3.2. Plantings located on boulevards or back alleys that have not been approved by the Town may be removed. The first option will be to allow the person/s responsible to remove the tree. If the Town is required to remove the tree, the cost of the removal will be billed to the person/s responsible for the unauthorized planting.
- 3.3. A person shall not remove, destroy or injure a tree that is planted or growing on a boulevard.
- 3.4. A person shall not prune, repair, trim or perform any work on a boulevard tree except for Town staff or those contracted by the Town.
- 3.5. Boulevard trees that are deemed dead or diseased by the Town or in the opinion of the Town warrant removal due to interfering with lines, poles, conduits, pipes, sewers or other works of the municipality shall be removed at the Town's expense.
- 3.6. It shall be at the Town's discretion whether a remaining stump should be removed.
- 3.7. Boulevard trees that are deemed by the Town to pose a safety hazard to the public or interfere with pedestrians, traffic or road signage shall be removed or pruned to the degree necessary to remove the hazard at the expense of the Town.



- 3.8. A property owner may request the removal of a tree adjacent to their property by submitting an application to the CAO. The Town shall avoid the removal of healthy trees except in extenuating circumstances. If approved, trees that are not deemed dead or diseased by the Town shall be removed at the property owner's expense.
- 3.9. A property owner may request the pruning of a tree adjacent to their property by submitting an application to the CAO. If approved, trees that are not deemed dead or diseased by the Town or do not qualify for removal based on the criteria listed in section 3.5 or 3.7 shall be pruned or trimmed at the property owner's expense.
- 3.10. Applications for tree removal or pruning that are denied may be appealed by submitting a written letter to Town Council no later than 14 days after the denial of the application is made. The decision of Council shall be final.
- 3.11. Removed trees shall be replaced with new trees when desirable at the discretion of the Town.
- 3.12. No person shall attach any sign or other device to a boulevard tree.

#### **4. Trees Broken or Uprooted During Storms**

- 4.1. Privately owned trees that are broken or uprooted during storms with the tree or portions thereof falling on a boulevard or other Town property shall be removed by the owner at their expense.
- 4.2. If the tree is not removed within five (5) days the Town may remove the tree and charge the cost to the owner.
- 4.3. Should the tree need to be removed immediately for safety reasons, the Town shall call for its immediate removal, failing which the Town will remove it and charge the cost to the owner.

#### **5. Violations and Penalties**

- 5.1 Any person who commits a breach of any of the provisions of this bylaw shall be liable to a penalty of one-hundred (\$100) for a first offence and two-hundred (\$200) for subsequent offences within a period of one (1) year.

#### **6. Severability**

- 6.1. If any term of this Bylaw is found to be invalid, illegal, or unenforceable by a court or tribunal having the jurisdiction to do so, that term is to be considered to have been severed from the rest of this bylaw, and the rest of the bylaw remains in force unaffected by that finding or by the severance of that term.

#### **7. Enactment**

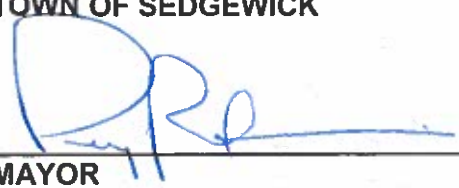
- 7.1. This Bylaw shall take effect at the date of final passing thereof.

**First Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this 18 day of Jan, 2018.

**Second Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this 15 day of Feb, 2018.

**Third Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this 15 day of Feb, 2018.

**TOWN OF SEDGEWICK**

  
\_\_\_\_\_  
**MAYOR**

  
\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**



## **BYLAW 549/18 – FEES AND CHARGES BYLAW**

### **EXECUTIVE SUMMARY**

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The Fees and Charges Bylaw has been updated for 2019 for Council's review.

### **BACKGROUND**

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Bylaw 549 rescinds and replaces Bylaw 536. Water, sewer, solid waste and bulk water service charges see a 2% increase. Natural Gas rates are based on the SKNGS budget and are unchanged from 2018.

Section 12 has been added to address interest charges. In previous fees and charges bylaws only bulk water had an interest rate charged on unpaid invoices after 30 days. This draft bylaw allows for an interest charge of 2% on all unpaid accounts after 30 days.

The Cemetery Memorial Book Plaque fee has increased from \$200 to \$250 to better reflect the cost of a plaque which has been rising.

Other fees have not changed. Sections of the bylaw have been transformed into tables for easier reading by staff.

### **BUDGET IMPLICATIONS**

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An estimated/budgeted increase in revenues of:

Water - \$2000

Sewer - \$2500

Water and sewer infrastructure - negligible

Bulk water - \$50

Waste - \$2000

### **ALTERNATIVES**

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1. Council may give first or first, second and third reading of Bylaw 549, the Fees and Charges Bylaw.
2. Council may choose to amend, add or delete fees from the bylaw.
3. Council may direct Administration to make changes to the bylaw and bring back for Council's review at the next Council meeting.

### **RECOMMENDATION**

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1. That Council give first, second and third reading of Bylaw 549, the Fees and Charges Bylaw.

### **ATTACHMENTS**

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1. Bylaw 549, Fees and Charges Bylaw\_DRAFT
2. Bylaw 536, Fees and Charges Bylaw

TOWN OF SEDGEWICK

BYLAW NO. 549/18

TOWN OF SEDGEWICK FEES AND CHARGES BYLAW

A BYLAW OF THE TOWN OF SEDGEWICK, IN THE PROVINCE OF ALBERTA, TO  
PROVIDE FOR THE ESTABLISHMENT OF GENERAL FEES AND CHARGES FOR GOODS  
AND SERVICES AS DELIVERED TO THE COMMUNITY

**WHEREAS** it is expedient for the Council of the Town of Sedgewick to enact a bylaw that establishes and maintains the General Fees and Charges for services rendered within the Town of Sedgewick;

**AND WHEREAS** pursuant to section 8 of the Municipal Government Act, R.S.A. 2000, Chapter M-26, a Council may pass bylaws to establish fees and charges for the provision of certain goods and services;

**NOW THEREFORE** the Council of the Town of Sedgewick in the Province of Alberta, duly assembled, enacts as follows:

1. Title

1.1. This Bylaw shall be known and cited as the “Fees and Charges Bylaw.”

2. Water Service Charges

2.1 The following water service fees shall be charged:

Water Service Charges			
Description	Fee	Application	GST Applicable
Water Fee	\$1.68/m <sup>3</sup>	All properties	No
Infrastructure Renewal Fee	\$12.93/month	All properties with a curb control valve	No
Reconnection Fee	\$55.10	Discontinued service due to non- payment or request	No
Non-metered Account Fee	\$11.78/month	Residential properties	No
	\$33.66/month	Non-residential properties	No

2.2 Split or shared services served by one meter shall equally fund the Infrastructure  
Renewal Fee.

3. Sanitary Sewer Service Charges

3.1 The following sanitary sewer service fees shall be charged:

Sanitary Sewer Service Charges			
Description	Fee	Application	GST Applicable
Level I	\$21.32/month	Apartments and commercial properties with residential accommodations (per suite)	No
Level II	\$22.05/month	All residential properties	No
Level III	\$55.88/month	Various	No
Level IV	\$71.22/month	Various	No
Level V	\$95.18/month	Various	No
Level VI	\$117.61/month	Various	No
Infrastructure Renewal Fee	\$11.22/month	All properties connected to the municipal sewer system	No

3.2 The Town shall have the right to decide which classification any building belongs.

3.3 Split or shared services served by one service shall equally fund the Infrastructure  
Renewal Fee.

4. Solid Waste Management Charges

4.1 The following solid waste fees shall be charged:

Solid Waste Service Charges			
Description	Fee	Application	GST Applicable
Residential	\$31.62/month	Residential Properties	No
Non-Residential	\$31.62/month	Non-Residential Properties (not renting a bin)	No
Duplexes	\$31.62/month	Duplex Units (each duplex)	No
Bag Tag	\$1/tag	Extra garbage bag disposal	No

4.2 All non-residential accounts renting a bin will be invoiced separately by the Flagstaff Regional Solid Waste Management Association.

5. Natural Gas Service Charges

5.1 The following natural gas fees shall be charged:

Natural Gas Service Charges			
Description	Fee	Application	GST Applicable
Delivery Charge	\$0.95/GJ	All accounts	No
Administrative Fee	\$0.45/Gj	All accounts	No
Gas meter maintenance charge	\$55.33/month	All accounts	No
Reconnection Fee	\$50.00		No
Gas Line Installation Fee	\$1500.00	Summer	No
	\$1500+ extra installation costs	Winter (Nov. 1 to Mar. 31)	No

6. Bulk Water Service Charges

6.1 The following bulk water service fees shall be charged:

Bulk Water Service Charges			
Description	Fee	Application	GST Applicable
Water Fee	\$12.32/m <sup>3</sup> or \$0.056/imperial gallon	At bulk water distribution station	No

- 6.2 The sale of bulk water and the amount sold shall be at the discretion of the Town of Sedgewick or its authorized officials, having regard to its own needs and local situation at the time.
- 6.3 For accounts in default over 30 days the Town shall have the right to deny any future requests for water.

7. General Office Fees

7.1 The following general office fees shall be charged:

General Office Charges			
Description	Fee	Application	GST Applicable
Photocopies	\$0.50/page	Black ink	Included
	\$0.75/page	Color ink	Included
Fax Service	\$1/page		Included
NSF Cheque	\$35		Add GST

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Provincial Flag	\$80		Add GST
Canadian Flag	\$60		Add GST

8. Planning, Subdivision & Development Fees

8.1 The following planning, subdivision and development fees shall be charged:

Planning, Subdivision & Development Charges			
Description	Fee	Application	GST Applicable
Development Permit	\$100	Residential/Institutional	No
	\$125	Commercial/Industrial	No
	\$50	Fences, decks and small structures	No
	\$2000	54 <sup>th</sup> Avenue Subdivision	No
	Add \$50	Discretionary	No
	\$25	Extension of Development Permit	No
Demolition Permit	\$50		No
Tax Certificate	\$35		No
Compliance Certificate	\$110		No
Copy of MDP	\$35		No
Copy of LUB	\$35		No
County Map	\$30		No
Subdivision Application	\$250/lot+ advertising costs		No
Endorsement	\$150/lot		No
LUB Amendment Application	\$275+ advertising costs		No
Subdivision Appeal	As per Flagstaff Regional Subdivision Appeal Board		No

- 8.2 Additional rates not listed above are set as per a third party contractors fees and are subject to change.
- 8.3 No per lot application fee or endorsement fee is charged for the following:
- a) Utility lots, reserve lots, or roads
  - b) To separate two or more lots which are on a single title.
  - c) To adjust the boundaries of an existing lot, or
  - d) Where the line of subdivision follows a surveyed intervening ownership.

9. Public Works Equipment Rentals

9.1 The following public works equipment rental fees shall be charged:

Public Works Equipment Rental Charges			
Description	Fee	Application	GST Applicable
Bucket truck with operator	\$90/hr	In the Town of Sedgewick	Add GST
	\$110/hr + \$0.55/km	Outside the Town of Sedgewick	Add GST
Grader with operator	\$150/hr		Add GST
3 ton gravel truck with operator	\$115/hr		Add GST
1 ton truck	\$65/hr		Add GST
Tractor mower	\$65/hr		Add GST
Hand Tamper	\$65/day		Add GST
Street sweeper with operator	\$125/hr		Add GST
Hotsy with operator	\$65/hr		Add GST

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TOWN OF SEDGEWICK FEES AND CHARGES BYLAW

Water blaster	\$65/hr		Add GST
Backhoe with operator	\$137/hr		Add GST
Metal detector	N/C (\$50 deposit)		Add GST
Estate sprayer	\$50/day		Add GST
Tractor boom with operator	\$120/hr		Add GST
Sidewalk forms	\$12/form		Add GST
Barricades	\$5/barricade per day		Add GST
Sanitary sewer camera with operator	\$165+ \$0.55/km		Add GST
Sanitary roto-rooter with operator	\$165+ \$0.55/km		Add GST
Second operator	\$50/hr		Add GST
Admin fee	15% per invoice		Add GST

10. Cemetery and Memorial Cairn Fees

10.1 The following Cemetery and Memorial Cairn fees shall be charged:

Cemetery and Memorial Cairn Charges			
Description	Fee	Application	GST Applicable
Sale of Plot	\$220	Casket burial (6'x10')	Add GST
	\$55	Cremation burial (2'x2')	Add GST
Memorial Book space	\$55	All accounts	Add GST
Opening and closing of plots	\$330	Casket - summer	Add GST
	\$900	Casket – winter (Nov. 1 to Apr. 30)	Add GST
	Additional \$550	Casket – weekend/holiday burial	Add GST
	\$55	Cremation – summer	Add GST
	\$165	Cremation - winter	Add GST
	Additional \$110	Cremation – weekend/holiday	Add GST
Memorial Book plaque	\$250		Add GST
Cemetery monument application fee	\$30		Add GST
Grave liner	\$600		Add GST
Conduit Pipe	\$2	¾ inch by 24 inches	Add GST
	\$3.50	1 inch by 24 inches	Add GST
	\$7	1 ½ inch by 24 inches	Add GST

11. Municipal Firefighting Services

11.1 The following firefighting fees shall be charged:

Firefighting Charges			
Description	Fee	Application	GST Applicable
Fire pumper call out	\$650/unit	First hour	Add GST*
	\$300/unit	Subsequent hours	Add GST*
	\$250/unit	False Alarm	Add GST*
Volunteer firefighter	\$20/hr per fighter	3 hours minimum	Add GST*
Medical assists	No charge		N/A

\*Fire services supplied to a municipality or board or commission are GST exempt

**12. Interest Charges**

- 12.1 All general accounts receivable shall be considered due and payable as of the date appearing on the initial invoice.
- 12.2 An interest charge of two percent (2%) per month will be imposed on accounts receivables that remain unpaid in excess of thirty (30) days.
- 12.3 All accounts receivables that are outstanding at the time of the passing of this bylaw shall have the interest charge imposed as of the date appearing on the initial invoice.

**13. Severability**

- 13.1 If any term of this Bylaw is found to be invalid, illegal, or unenforceable by a court or tribunal having the jurisdiction to do so, that term is to be considered to have been severed from the rest of this bylaw, and the rest of the bylaw remains in force unaffected by that finding or by the severance of that term.

**14. Enactment**

- 14.1. This Bylaw shall take effect at the date of final passing thereof.
- 14.2. All previous rates for Goods and Services as delivered to the Community and as noted in this bylaw will be revoked and replaced by the above rates for Goods and Services as delivered in the Community.
- 14.3. All previous rates for Goods and Services as delivered to the Community, and NOT noted in this bylaw, shall be deemed not changed or adjusted by Council and shall remain intact for those Goods and Services as delivered to the Community.
- 14.4. Bylaw 528 is hereby rescinded.

**First Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this \_\_\_\_ day of \_\_\_\_, 2018.

**Second Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this \_\_\_\_ day of \_\_\_\_, 2018.

**Third Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this \_\_\_\_ day of \_\_\_\_, 2018.

**TOWN OF SEDGEWICK**

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**



TOWN OF SEDGEWICK

BYLAW NO. 536/17

TOWN OF SEDGEWICK FEES AND CHARGES BYLAW

A BYLAW OF THE TOWN OF SEDGEWICK, IN THE PROVINCE OF ALBERTA, TO  
PROVIDE FOR THE ESTABLISHMENT OF GENERAL FEES AND CHARGES FOR GOODS  
AND SERVICES AS DELIVERED TO THE COMMUNITY

**WHEREAS** it is expedient for the Council of the Town of Sedgewick to enact a bylaw that establishes and maintains the General Fees and Charges for services rendered within the Town of Sedgewick;

**AND WHEREAS** pursuant to section 8 of the Municipal Government Act, R.S.A. 2000, Chapter M-26, a Council may pass bylaws to establish fees and charges for the provision of certain goods and services;

**NOW THEREFORE** the Council of the Town of Sedgewick in the Province of Alberta, duly assembled, enacts as follows:

1. Title

1.1. This Bylaw shall be known and cited as the “Fees and Charges Bylaw.”

2. Water Service Charges

Monthly Water Rates

- 2.1 Water fee of \$1.65 per m3 shall be levied.
- 2.2 Each water account shall be levied a Meter Replacement Fee of \$5.
- 2.3 Every property with a curb control valve shall be levied an Infrastructure Renewal Fee of \$12.67.
- 2.4 Reconnection Fee for discontinued service due to non-payment or upon request shall be \$55.00.
- 2.5 Variances:

a) Split or shared services served by one meter shall equally fund the Infrastructure Renewal Fee of \$12.67

b) Non-metered water accounts fees:

i) Non-residential accounts\$11.55

ii) Residential accounts\$33.00

3. Sanitary Sewer Service Charges

Monthly Sanitary Sewer Rates

Sewer Level	Fee
I	20.91
II	21.62
III	54.78
IV	69.82
V	93.31
VI	115.30

- 3.1 All residential properties shall be placed at Level II.
- 3.2 The Town shall have the right to decide which classification any building belongs.
- 3.2 Variations:

a) Apartments and commercial properties with residential accommodations shall be placed on Level I for each suite



- 3.4 Infrastructure Renewal Fee shall be \$11 per month, per account.
- 3.5 Properties not connected to the sanitary sewer system are exempt from the Infrastructure Renewal Fee.
- 3.6 Variance:
- a) Split or shared services served by one service shall equally fund the Infrastructure Renewal Fee.

#### 4. Solid Waste Management Charges

The Town of Sedgewick contracts the removal of solid waste in the municipality from the Flagstaff Regional Solid Waste Management Association.

- 4.1 The following monthly user fees shall be imposed:
- a) Residential properties \$31.00
  - b) Non-Residential properties, not renting a bin \$31.00
  - c) Duplex Units, each \$31.00
  - d) All commercial accounts renting a bin will be invoiced separately by the Flagstaff Regional Solid Waste Management Association.

#### 5. Natural Gas Service Charges

The following monthly user fees shall be imposed:

- 5.1 Gas meter maintenance charge \$25.00
- 5.2 Administration fee \$ 0.45/Gj
- 5.3 Delivery Charge \$ 0.95/Gj
- 5.4 Other fees:
  - a) Reconnection fee for discontinued service, due to non-payment or upon request \$50.00
  - b) Gas Line Installation fees:
    - Residential lines
    - Summer \$1,500
    - Winter (Nov.1 – Mar.31) \$1,500 plus extra installation costs
    - Commercial lines
    - Summer \$1,500
    - Winter (Nov.1 – Mar.31) \$1,500 plus extra installation costs
    - Large meters (>AL225 size) \$1,500 plus extra installation costs
    - All Installations over 25 metres length \$1,500 plus extra installation costs

#### 6. Bulk Water Service Charges

- 6.1 \$12 per m3 (\$0.055/gallon) at bulk water distribution station
- 6.2 The sale of the water and the amount sold shall be at the discretion of the Town of Sedgewick or its authorized officials, having regard to its own needs and local situation at the time.
- 6.3 The rates hereby imposed shall be payable upon receipt of the invoice from the Town and, if in default over 30 days, the Town shall have the right to deny any future requests for water.
- 6.4 Invoices shall be due on the last day of each and every month. In the event the charges remain unpaid after the last day of each billing month, there shall be added thereto by way of a penalty, an amount which shall be 2% of the then unpaid bill. The said penalty shall be added to and shall form part of the unpaid bulk water bill. The Town may enforce its right to deny future request for water until said outstanding amounts are paid in full.

#### 7. General Office Fees

- 7.1. Photocopies:
  - a) Black & white \$0.50/page
  - b) Color \$0.75/page
- 7.2 Fax Services \$1/page
- 7.3 NSF Cheque Charge \$35
- 7.4 Tax Certificate confirming Tax Payment \$35

**BYLAW 536/17**  
**TOWN OF SEDGEWICK FEES AND CHARGES BYLAW**

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7.5.	Tax Certificate with Detailed Tax Statement	\$35
7.6	Assessment Information	\$35
7.7	Compliance Certificate	\$110
7.8	Municipal Development Plan	\$35
7.9	Land Use Bylaw	\$35
7.10	County Map	\$30
7.11	Provincial Flag	\$80/each
7.12	Canadian Flag	\$60/each
7.13	Application Fee – Amending LUB	\$275 per application plus all advertising fees

**8. Public Equipment Rentals**

8.1	Bucket truck with operator:	
	a) In the Town of Sedgewick	\$90/hour
	b) Outside of the Town of Sedgewick	\$110/hour + mileage
8.2	Grader with operator:	\$150/hour
8.3	Gravel Truck (3 ton) with operator	\$115/hour
8.4	One Ton Truck	\$65/hour
8.5	Tractor Mower	\$65/hour
8.6	Hand Tamper	\$65/day
8.7	Transit	\$15/day
8.8	Street sweeper with operator	\$125/hour
8.9	Hotsy with operator	\$65/hour
8.10	Waterblaster	\$65/hour
8.11	Backhoe with operator	\$137/hour
8.12	Metal Detector	N/C (\$50 deposit required)
8.13	Estate Sprayer	\$50/day
8.14	Tractor Broom with operator	\$120/hour
8.15	Trench shoring	\$30/day
8.16	Sidewalk forms	\$12/form
8.17	Barricades	\$5/barricade per day
8.18	Sanitary Sewer Camera	\$165/hour plus travel
8.19	Sanitary Rotorooter	\$165/hour

Notes: A \$50 per hour fee shall be charged for a second operator for all equipment rentals.  
Charges per kilometer shall apply to out of town rentals at the prevailing mileage rate.

A 15% administration fee shall be levied on all invoices.

**9. Cemetery and Memorial Cairn Fees**

9.1	Sale of Plot (casket burial)	\$220
9.2	Sale of Plot (cremation burial)	\$ 55
9.3	Memorial Book Space	\$ 55
9.4	Opening & Closing of Plots	
	a) Casket	
	Summer	\$330
	Winter (Nov. 1 April 30)	\$900
	b) Cremation	
	Summer	\$ 55
	Winter (Nov. 1 April 30)	\$165
	c) Weekends/Holidays	
	Weekend/Holiday Burials (Casket)	Additional \$550 fee
	Weekend/Holiday Burials (Cremations)	Additional \$110 fee
9.5	Memorial Book Plaques	\$200
9.6	Cemetery Monument Application	\$30
9.7	Grave liners	\$600
9.8	Conduit Pipes	
	(intended for grave decorations) 24" in length	
	a) ¾"	\$2/each
	b) 1"	\$3.50/each
	c) 1 ½"	\$7/each

## 10. Subdivision Applications

- 10.1 Rates are set as per Municipal Planning Services and are subject to change.
- 10.2 No per lot application fee or endorsement fee is charged for the following:
- a) Utility lots, reserve lots, or roads
  - b) To separate two or more lots which are on a single title.
  - c) To adjust the boundaries of an existing lot, or
  - d) Where the line of subdivision follows a surveyed intervening ownership.

## 11. Development Application Permit Fees

- |   |      |
|---|------|
| 11.1 Residential Permit Fee   | \$55 |
| 11.2 Commercial Permit Fee  | \$55 |
| 11.3 Fences, Decks, Additions, Renovations,<br>Small structures including garages | \$30 |

## 12. Municipal Firefighting Services

- 12.1 Fire Pumper Call-out – 1st hour (per unit) \$650.00
- 12.2 Each and every subsequent Hour (per unit) \$300
- 12.3 Fire Pumper Call-out – False Alarm (per unit) \$250
- 12.4 Volunteer Firefighter, per hour, per firefighter (in-town, three hours minimum) - \$20.00
- 12.5 Volunteer Firefighter, per hour, per firefighter (out of town RURAL, three hour minimum) - \$20.00
- 12.6 Volunteer Firefighter, per hour, per firefighter (out of town URBAN, three hour minimum) - \$30.00
- 12.7 Medical Assists – In-town – No Charge

## 13. Severability

- 13.1 If any term of this Bylaw is found to be invalid, illegal, or unenforceable by a court or tribunal having the jurisdiction to do so, that term is to be considered to have been severed from the rest of this bylaw, and the rest of the bylaw remains in force unaffected by that finding or by the severance of that term.

## 14. Enactment


- 14.1. This Bylaw shall take effect at the date of final passing thereof.
- 14.2. All previous rates for Goods and Services as delivered to the Community and as noted in this bylaw will be revoked and replaced by the above rates for Goods and Services as delivered in the Community.
- 14.3. All previous rates for Goods and Services as delivered to the Community, and NOT noted in this bylaw, shall be deemed not changed or adjusted by Council and shall remain intact for those Goods and Services as delivered to the Community.
- 14.4. Bylaw 528 is hereby rescinded.

**First Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this 21<sup>st</sup> day of Dec, 2017.

**Second Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this 21<sup>st</sup> day of Dec, 2017.

**Third Reading** passed in open Council duly assembled in the Town of Sedgewick, in the province of Alberta this 21<sup>st</sup> day of Dec, 2017.

TOWN OF SEDGEWICK



MAYOR



CHIEF ADMINISTRATIVE OFFICER



## **POLICY 18-10 - MUNICIPAL LAND PURCHASE POLICY**

### **EXECUTIVE SUMMARY**

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It is in the Town's best interest for lots in the new 54<sup>th</sup> Avenue subdivision to be developed in a relatively short time frame once sold. Administration has developed Policy 18-10, a Municipal Land Purchase Policy with an associated agreement template for Council's review and feedback.

### **BACKGROUND**

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The potential exists for a parcel to be sold to an individual with the land remaining vacant and undeveloped.

Policy 18-10 was developed with three major goals:

- 1) To allow the purchaser to hold the land by providing a deposit until they are able to establish financing, specific construction details and submission of a development permit application.
- 2) To provide for an incentive to the purchaser to complete the build and occupy the home within the period of the development permit.
- 3) To form an enforceable and binding agreement that the CAO is authorized to enter into on behalf of Council with parties interested in purchasing the new subdivision lots.

Important terms of the Policy include:

- A deposit of 10% is required upon entering into the contract to purchase a lot
- The closing date is then determined to be 90 days after the purchaser executes the contract
- The condition date is then determined to be 10 business days before the closing date
- Conditions include (a) that the purchaser is able to obtain financing and (b) that the purchaser submits and has approved a development permit for the property
- Fee for the Development Permit application is suggested to be \$2000
- Should the conditions not be fulfilled by the condition date, the contract is terminated and deposit is returned less a 5% administrative fee
- Should the conditions be fulfilled, but the purchaser fails to complete the purchase, the full deposit is forfeited
- Should the development be completed within one year, 95% of the development permit fee will be returned to the purchaser

Administration is looking for Council's feedback regarding these terms.

### **BUDGET IMPLICATIONS**

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As above



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018  
MUNICIPAL LAND PURCHASE POLICY

### ALTERNATIVES

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1. Council may approve Policy 18-10, the Municipal Land Purchase Policy, as presented.
2. Council may approve Policy 18-10, the Municipal Land Purchase Policy, with amendments.
3. Council may direct Administration to develop a new draft of the Municipal Land Purchase Policy based on its direction.
4. Council may accept proposed Policy 18-10 as information.

### RECOMMENDATION

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1. That Council approve Policy 18-10, the Municipal Land Purchase Policy, as presented.

### ATTACHMENTS

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1. Municipal Land Purchase Policy\_DRAFT
2. Municipal Land Purchase Agreement\_DRAFT



# TOWN OF SEDGEWICK

## MUNICIPAL LAND PURCHASE POLICY

POLICY # 18-10

APPROVAL DATE:

RESOLUTION NUMBER:

### 1. Policy Purpose

- a. To establish guidelines for the purchase of specific municipally-owned land in the Town of Sedgewick.
- b. To authorize the administrative processes for completion of a Contract.

### 2. Definitions

- a. **Condition Date** means the date all conditions are to be fulfilled or waived and is to be at least ten (10) business days before the Closing Date.
- b. **Closing Date** means the date that the title of the Specified Lands shall be issued in the name of the Purchaser and shall be ninety (90) days after the Purchaser executes the Contract.
- c. **Developer/Purchaser** means the person or persons who express an interest in entering into a lot purchase Contract with the Town of Sedgewick.
- d. **Final construction** means a development that has been issued an occupancy permit by the Safety Codes Officer.
- e. **Contract** means an enforceable agreement between the Town and a prospective Developer for the purchase of Specified Lands.
- f. **Specified Lands** means municipally-owned land consisting of Lots 1-12 & 14; Block ?; Plan ?
- g. **Town** means the municipality of the Town of Sedgewick.

### 3. Guidelines

- a. Town Council shall set the prices for all municipal land.
- b. The Development Permit Fee for the Specified Lands shall be stated in the Fees and Charges Bylaw and be a separate fee from the development permit fee associated with other land within the municipality.
- c. The Town of Sedgewick will offer a Contract that allows a Developer to purchase the Specified Lands and must state:
  - i. That the Town agrees to sell the land and the Developer agrees to purchase and develop the land;
  - ii. The full purchase price and the due dates of all payments.
  - iii. The requirement for an initial Deposit equal to ten percent (10%) of the full purchase price.
  - iv. The balance to be paid to the Town on the Closing Date.
  - v. The requirement for a Financing Condition of the Purchaser obtaining financing acceptable to the Purchaser for the purchase of the Specified Lands.
  - vi. The requirement for a Development Condition that includes the submission, payment and approval of a Development Permit for construction within specified timelines.
  - vii. Terms of forfeiture for non-performance pursuant to the Contract.

- viii. That should all conditions not be fulfilled by the Condition Date the Contract shall be terminated and the deposit returned, less a five percent (5%) administration fee.
- ix. That should all conditions be fulfilled or waived by the Condition Date but the Purchaser fails to complete the purchase of the Specified Lands, the deposit shall be forfeited to the Town and the Purchaser’s interest in the land shall be terminated.
- x. That should Final Construction be completed within one (1) year of the date of approval of the development permit, 95% of the development permit application fee shall be returned by the Town to the Purchaser.

4. Responsibilities

- a. The Chief Administrative Officer:
  - i. Shall review and approve all Contract documents;
  - ii. Is authorized to sign the Contract document(s); and,
  - iii. Shall review the Municipal Land Purchase Policy and the Contract from time to time and make recommendations to Council.

5. Revision/Review History

None

TOWN OF SEDGEWICK

_____	_____
DATE	MAYOR

_____	_____
DATE	CHIEF ADMINISTRATIVE OFFICER

## MUNICIPAL LAND PURCHASE CONTRACT

### THIS AGREEMENT MADE BETWEEN:

THE TOWN OF SEDGEWICK

(the "Town")

- and -

\_\_\_\_\_  
(the "Buyer")

- A. The Town is the **registered owner** of the parcel(s) of land, together with all improvements thereon, **legally described** as:

PLAN \_\_\_\_\_ BLOCK \_\_\_\_\_ LOT \_\_\_\_\_

EXCEPTING THEREOUT ALL MINES AND MINERALS

All as legally described in Certificate(s) of Title # \_\_\_\_\_ (the "**Sale Land**").

- B. The Town has agreed **to sell** to the Buyer and the Buyer has agreed **to purchase** from the Town, the Sale Land in accordance with the terms and conditions stated in this Agreement.

**IN CONSIDERATION OF** the sale of the Sale Land and the payment of the Sale Price, the Town and the Buyer **agree as follows**:

1. The Buyer shall **purchase** the Sale Land from the Town and the Town shall **sell** the Sale Land to the Buyer for the **purchase price** of \_\_\_\_\_ (\$ ) DOLLARS **plus GST, if applicable** (the "**Sale Price**"), and upon the terms and conditions stated in this Agreement. **The Sale Price shall be paid as follows**:
  - (a) \$ \_\_\_\_\_ (10%), to be paid by cheque to the Town as a deposit upon the delivery to the Town of this Agreement, duly executed by the Buyer (the "**Deposit**"); and
  - (b) \$ \_\_\_\_\_ (90%), being **the balance**, to be paid to the Town by certified cheque, bank draft or solicitor's trust cheque on the Closing Date.

All monies payable by the Buyer under this Agreement shall be paid on the date for payment and at the address for notice to the Town as stated in Clause 15.

2. The closing of the sale of the Sale Land shall be completed on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_ or such other date as the Town and the Buyer may agree in writing (the "**Closing Date**"). On the Closing Date and on payment by the Buyer of the Sale Price, the Town shall deliver to the Buyer a transfer for the Sale Land. Upon registration of the transfer at the appropriate Land Titles Office, title to the Sale Land



shall issue in the name of the Buyer, or any other party as the Buyer may request in writing, subject only to the following registrations:

# \_\_\_\_\_;

OR

NIL;

and such caveats, encumbrances, liens, charges or instruments as may have been made or caused to be made by the Buyer. All fees and charges payable in connection with the registration of the transfer of the Sale Land are the sole responsibility of the Buyer.

3. Notwithstanding any term or condition in this Agreement, the sale by the Town to the Buyer of the Sale Land is expressly **subject to and conditional upon**:
- (a) the Buyer obtaining financing acceptable to the Buyer for the purchase of the Sale Land in the manner contemplated in this Agreement (the “**Financing Condition**”);
  - (b) the Buyer obtaining any development permits as may be required by the Buyer for the Buyer’s proposed development of the Sale Land consistent with the current \_\_\_\_\_ Zoning (the “**Development Condition**”).

The Financing Condition and the Development Condition are to be fulfilled or waived in writing, as the case may be, on or before the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_ or such other date as the Town and the Buyer may agree in writing (the “**Condition Date**”).

If the Financing Condition and the Development Condition are:

- (c) not fulfilled or waived, as the case may be, by the Condition Date, then:
  - (i) this Agreement shall be deemed to have been mutually terminated by the Town and the Buyer;
  - (ii) the Deposit shall be returned to the Buyer, less a 5% administration fee and any and all earned interest on the Deposit, which shall be to the benefit of the Town;
  - (iii) upon return of the Deposit to the Buyer, all rights and obligations of the Town and the Buyer pursuant to this Agreement shall be at an end;
  - (iv) the Buyer shall promptly discharge any caveat, encumbrance, lien, charge or other instrument which the Buyer may have registered or caused to be registered against the title to the Sale Land; and
  - (v) the Buyer shall not have any further obligation or liability to the Town with the exception of those obligations and rights in Clause 7 and the Town shall have no further rights as against the Buyer, including any claim to damages;
- (d) fulfilled or waived, as the case may be, by the Condition Date **but the Buyer fails**

**to complete the purchase of the Sale Land** in the manner and on the date as provided for in this Agreement, otherwise than as a result of the Town's default, then:

- (i) the Deposit and all earned interest on the Deposit shall be immediately forfeited to the Town as liquidated damages and not as a penalty;
  - (ii) the interest of the Buyer in the Sale Land as created by this Agreement shall terminate without any legal proceedings being taken or other act being performed by the Town;
  - (iii) the Buyer shall promptly discharge any caveat, encumbrance, lien, charge or other instrument which the Buyer may have registered or caused to be registered against the title to the Sale Land; and
  - (iv) the Sale Land shall revert to and revest in the Town and the Town shall not have any further obligation or liability to the Buyer with respect to the Sale Land.
- (e) fulfilled or waived, as the case may be, by the Condition Date and **the Buyer completes the purchase of the Sale Land** in the manner and on the date as provided for in this Agreement **and the development as approved by the Town has been issued an Occupancy Permit by the Safety Codes Officer within one (1) year of the approval of the Development Permit**, then;
- (i) the amount equal to ninety-five (95%) of the development permit application fee shall be returned by the Town to the Buyer within thirty (30) days of issuance of the Occupancy Permit.

All **costs** incurred by the Buyer and associated with the fulfilment of the Financing Condition and the Development Condition shall be borne solely by the Buyer. The Financing Condition is for the sole benefit of the Buyer and may only be waived by the Buyer in writing.

The Buyer shall, upon written request by the Town, provide to the Town a copy of all soils tests and environmental studies as conducted by the Buyer on the Sale Land.

4. All costs associated with **utility services, auxiliary lanes, curb crossings, paving and median breaks, and modifications, additions, relocations and reconstruction of sidewalks, curbs, gutters, and crossings**, as required for any proposed **development by the Buyer** on the Sale Land, shall be at the sole cost of the Buyer. All proposed vehicular **access points** to the Sale Land shall be approved by the Town at the time of development application.
5. On the Closing Date and upon unconditional payment of the Sale Price by the Buyer to the Town and title to the Sale Land transferring pursuant to Clause 2, the Town shall provide **possession** of the Sale Land to the Buyer. From and after the Closing Date, the Buyer shall be responsible for the payment of all taxes, rates, levies, charges, local improvement charges, assessments, utility charges and hook-up fees, with respect to the Sale Land. All **adjustments** for rent, security deposits or other profits or items commonly adjusted on a sale of real property with respect to the Sale Land shall be made as of the Closing Date.
6. Notwithstanding any term or condition in this Agreement, the Buyer shall, except as provided in this Agreement and in particular, this Clause 6, purchase the Sale Land

on the understanding and agreement that:

- (a) there are no agreements, conditions, warranties or representations relating to the Sale Land;
- (b) the **Town makes no warranty or representation** with respect to:
  - (i) the quality, condition or sufficiency of the Sale Land for any use or purpose;
  - (ii) the adequacy of any and all utility services either to or on the Sale Land;
  - (iii) the absence or presence of hazardous substances in, on or under the Sale Land; and
  - (iv) the compliance of the Sale Land with any municipal laws;
- (c) the Sale Land is being sold to the Buyer on a strictly **“as is, where is” basis** and the Buyer shall acquire the Sale Land at its own risk, with all faults and imperfections whatsoever, including without limitation to:
  - (i) any encroaching improvements onto or from the Sale Land or onto or from adjacent lands; or
  - (ii) the presence of any hazardous substances in, on or under the Sale Land; and
- (d) **the Buyer shall have satisfied itself as to the condition of the Sale Land and the fitness for its intended use.**

The term **“hazardous substances”** includes but is not limited to, biological materials and agents (whether hazardous, in fact, or not), petroleum products and by-products, any contaminants, pollutants, dangerous substances, hauled liquid wastes, toxic substances, industrial wastes, hazardous wastes, hazardous materials, hazardous chemicals, and hazardous substances as defined in any federal, provincial or municipal legislation.

- 7. Upon the date of execution of this Agreement by the Town and the Buyer, the Buyer shall be granted a **right of entry to the Sale Land** (the **“Right of Entry”**), for the purposes of erection of permitted signage, carrying out surveys, environmental tests and studies, and soil tests, which will enable the Buyer to appraise the Sale Land for its proposed development. The Buyer shall indemnify and save harmless the Town from and against any and all claims, liabilities and damages which may arise from any act or omission of the Buyer, its employees, agents or contractors as a result of the granting of the Right of Entry. If the sale of the Sale Land is not completed on the Closing Date, then the Buyer shall upon the written request of the Town, **restore the Sale Land** back to the state in which it existed prior to the exercising of the Right of Entry. The costs of the restoration shall be at the sole expense of the Buyer and must be completed within thirty (30) days from the date of the receipt by the Buyer of the Town's written request.
- 8. All applicable taxes and assessments in the nature of sales taxes, goods and services taxes or value added taxes (the **“GST”**), which may be charged, levied or assessed as a result of the Buyer's purchase of the Sale Land, shall be paid by the Buyer. The Buyer shall indemnify and save harmless the Town from any claims, liabilities or damages which the Town may incur in regards to the payment by the Buyer of the GST.

9. The Town, in entering into this Agreement, is doing so in its capacity as an owner of real property and not in its capacity as a regulatory, statutory or approving body pursuant to any law of the Province of Alberta and nothing in this Agreement shall constitute the granting by the Town of any approval or permit as may be required pursuant to the **Municipal Government Act**, R.S.A. 2000 c. M-26 and any amendments thereto, and any other legislation in force in the Province of Alberta. The Town, as far as it can legally do so, shall only be bound to comply with and carry out the terms and conditions stated in this Agreement and nothing in this Agreement restricts the Town, its municipal council, its officers, servants or agents in the full exercise of any and all powers and duties vested in them in their respective capacities as a municipal government, as a municipal council and as the officers, servants and agents of a municipal government.
10. The **waiver of any term or condition of this Agreement shall be in writing.**
11. The terms and conditions of this Agreement shall continue beyond the closing of the sale of the Sale Land to the Buyer and they shall not merge with the transfer of the Sale Land.
12. The terms and conditions of this Agreement shall be binding upon the respective heirs, executors, administrators, successors and assigns of the Town and the Buyer. Prior to the Closing Date, the Buyer shall not assign its interest in the Sale Land without the written approval of the Town.
13. **TIME IS TO BE CONSIDERED OF THE ESSENCE OF THIS AGREEMENT** and therefore, whenever in this Agreement either the Town or the Buyer is required to do something by a particular date, the time for the doing of the particular thing shall only be amended by written agreement of the Town and the Buyer.
14. Any **notices** that may be necessary to be sent to the Town shall be mailed, faxed or delivered to the following **address**:

Town of Sedgewick  
Box 129  
4818 – 47 Street  
Sedgewick, AB  
T0B 4C0

Phone: (780) 384-3504  
Fax: (780) 384-3545

Attention: CAO

and in the case of the Buyer, by mailing, faxing or delivering any notices to the following address:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_

Attention: \_\_\_\_\_

15. In reading and interpreting this Agreement:

- (a) the word “**Buyer**” shall be read and interpreted as in the plural instead of the singular number if there is more than one buyer named, and the terms and conditions of this Agreement shall bind the buyers individually as well as jointly;
- (b) the masculine gender shall include the feminine or a body corporate where in this Agreement, the context or the parties require;
- (c) the word “**shall**” is to be read and interpreted as mandatory and the word “**may**” is to be read and interpreted as permissive; and
- (d) any **bolding** of portions of this Agreement have been inserted for emphasis only and are not to be construed as affecting the interpretation or construction of this Agreement.

**THE BUYER** has executed this Agreement as of the \_\_\_\_\_ of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
WITNESS

Per: \_\_\_\_\_  
(Seal)

**THE TOWN** has executed this Agreement as of the \_\_\_\_\_ of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
TITLE

Per: \_\_\_\_\_  
(Seal)



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018  
2019 BUDGET AND REQUISITION

## FRSWMA – 2019 BUDGET AND REQUISITION

### EXECUTIVE SUMMARY

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The following resolution was passed at the October 29<sup>th</sup>, 2018 Flagstaff Regional Solid Waste Management Association regular meeting:

**Resolution 401/2018.** *Board member R. Kryz moved to recommend the proposed 2019 operating budget with a total municipal requisition of \$1,253,550 to all FRSWMA members for approval.*

### BACKGROUND

---

FRSWMA is funded by requisition based on a per capita calculation.

Budget Year	Total	Sedgewick	% Change
2017 requisition	\$1,190,000	\$126,589.59	-5.69
2018 requisition	\$1,220,000	\$123,685.04	-2.29
<b>2019 requisition (proposed)</b>	<b>\$1,253,550</b>	<b>\$127,154.98</b>	<b>2.81</b>

#### Key points:

- Total municipal requisition increase of 2.75%. This accounts for 49% of operating income.
- Per capita cost for Sedgewick is \$156.79. Range for all members is \$124.35 (rural) to \$166.08 (urban regional).
- COLA increase to salaries of 2% (TBD) and merit increase of 2.5%
- Cost of curbside collection increases 2.3%
- Capital budget of \$330,500; approx. \$49k funded through operating and the remainder through reserves

### BUDGET IMPLICATIONS

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An increase of \$3,469 as a 2019 requisition

A proposed 1% increase to collection fees results in approximately \$1400 additional revenue

For user fees to fully absorb the increase a 2.5% increase in collection fees is required (approximately \$0.72 per household/month)

### ALTERNATIVES

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1. Council may approve the FRSWMA 2019 budget, as presented, including a requisition to the Town of Sedgewick of \$127,154.98
2. Council may decide not to approve the FRSWMA 2019 budget as presented.



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018  
2019 BUDGET AND REQUISITION

### RECOMMENDATION

---

1. That Council approve the FRSWMA 2019 budget, as presented, including a requisition to the Town of Sedgewick of \$127,154.98

### ATTACHMENTS

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1. FRSWMA 2019 Budget\_DRAFT

## 2019 Draft Budget Overview:

- A. Slight increase in bin rental rates (ranging from 3.9 to 5.9%), landfill rates (5%), and trucking rates (6%). No change to transfer site fees.
- B. No increase in staff compliment (17.89 FTE – 2019). Budget salary includes a cost of living adjustment (COLA) of 2.0% and averaged merit increase of 2.5%. (Note that specific 2019 salaries will be adjusted after 2018 consumer price index is posted and after staff performance evaluations have been completed).
- C. Municipal requisition increases \$33,500 or 2.75%. Municipal requisition contributes 49% to FRSWMA operating income and has certainty.
- D. The cost of the requisition on a per capita basis ranges between \$124.35 for rural residents and \$166.08 for urban 'regional' residents. This represents an increase of \$3.22 (2.66%) and \$4.17 (2.58%) over 2018 rates, respectively.
- E. Revenue for 'fee for service' items to municipalities (i.e. spring cleanup) is estimated at \$9,000 and included in the transfer site revenue.
- F. Update of 2016 census data shows apparent increase of 17.23% for Strome and decrease of 4.11 % for Galahad. The total number of Flagstaff County residents does not change.
- G. Asbestos and bin service operations contribute 44% to total revenue and are variable due to regional economic activity, asbestos contractor relationships, and competition in the marketplace. Budget estimate for these revenue streams is understandably conservative. In good years, these business lines provide additional revenue to use as the Board determines. Draft budget shows surplus revenue over expense for these two streams of \$48,983 (\$5.73 per capita) which is used to fund business operations and help reduce the municipal requisition.
- H. Landfill operations increase 12.7% primarily due to fuel costs and asbestos disposal activity.
- I. Costs of urban curbside collection shows a modest increase of 2.3%. At a total of \$62.81 per resident, this equates to \$1.21/week per capita for curbside collection.
- J. Costs to manage transfer sites continues to decline, however these savings are offset by the costs associated with decommissioning of 'transitional' sites. The net impact is a small 1.6% decrease overall.
- K. Net recycle expense will decrease 2.2%. While there is a decrease in the types of materials collected at collection depots, a small decrease in volumes collected, a small reduction in the number of 'routes' and a decrease in costs for processing recyclable materials, savings are offset by very conservative estimates of recycle revenue for 2019. Markets are weak, backlogs of materials have accumulated, and we have no way of knowing when markets will rebound.
- L. Cost of agricultural services (pesticide container recovery, ag plastic collection and processing, ergot disposal) are paid by Flagstaff County – essentially no change (+0.19%). We have recently gained access to a market for clean ag film and will be processing a backlog of this material for market this fall and winter.
- M. Capital expenditure of \$330,500 includes 1 new Roll-off truck, annual bob cat replacement, new yard pick-up truck, zero turn lawn mower and bin purchases. Funding is budgeted to be \$48,983.12 from operating revenue and the balance from Capital reserves, operations surplus and/or operating loan from C/PC reserves.



N. Long term Business Planning calculations have been re-evaluated to reflect several matters:

- Phase 1 completion date has been pushed back to at least 2020.
- Compaction rates of 650 kg/cubic meter used throughout remaining life. This compaction is now achieved due to the CAT 816B compactor.
- Expected completion date re-calculated to be 2051 based on current rates of fill
- Current (2012) plan of accelerated Closure/Post Closure funding re-evaluated – Reserves are now expected to meet or exceed accrued liabilities on or before 2027.
- Closure/Post Closure Business plan (shown in Figure 1., below) has been updated with actual 2017 data, projected 2018 data and budgeted 2019 values.

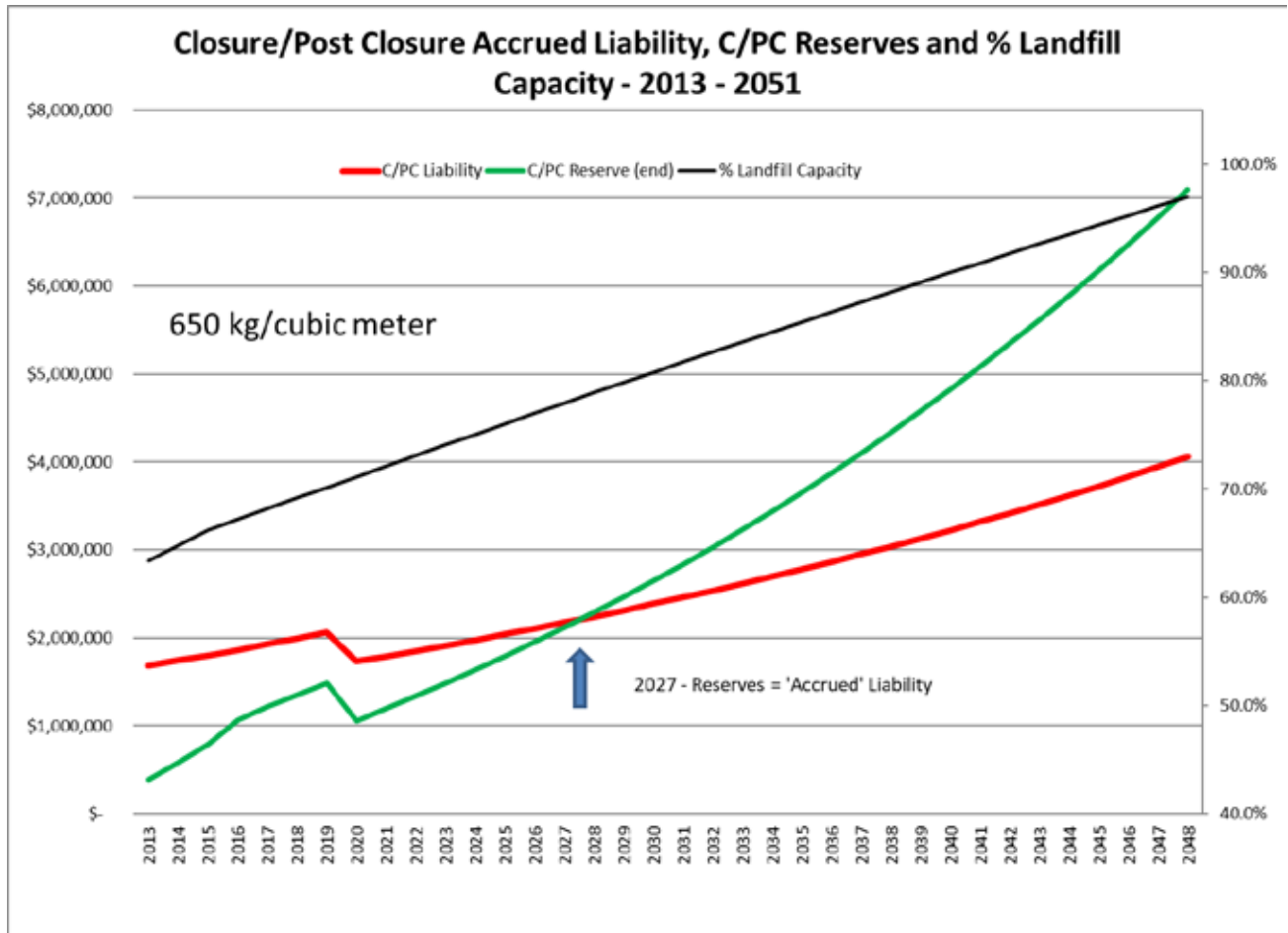


Figure 1) Long term business planning related to rate of fill capacity, Closure Post Closure Liabilities and C/PC accumulated reserves for the period 2013 to 2051

## Landfill Operations – Background

- FRSWMA operates a naturally attenuating Class II landfill northeast of Sedgewick, AB. The landfill was developed at this locale due to a highly impermeable (0.8 m/year) clay found in a consistent layer of at least 4 m. depth throughout the site.
- Operates with a registration under the Alberta Landfill Code of Practice
- Operations include:
  - Receive, inspect, and weigh 10,212.98 tonnes (Ave 2011-2015) of waste annually
  - Divert 2,637 tonnes to dry waste trench and Class III eligible landfill
  - Divert 1,050 tonnes annually into recycle streams (metal, cardboard, commingled)
  - Divert 908 tonnes annually into re-use streams (compost, concrete)
  - Separate & divert 900 tonnes annually from waste stream to burn pit.
  - Dispose & compact 4,800 tonnes annually into class II landfill
  - Annual ground water monitoring and reporting
  - Separation & collection of used oil, tires, paint, pesticide containers, household hazardous waste, e-waste, batteries for various programs in Alberta
- As of Dec 31, 2018, the landfill will be at 68.2% capacity. Provincial regulators require landfills hold enough funds in reserve to fulfill capital costs of closure and post closure when landfilling is complete. We predict at year end 2018, unfunded accrued liability for this function to be \$1.993 million of which \$1.348 million (67.6%) will be funded. An accelerated business plan to fund the reserve was initiated in 2012 and will ensure the reserve exceeds the accrued liability by 2027. The landfill will have another 24 years of capacity after that point.

## Landfill Operations – Budget 2019

- We anticipate similar tonnage to be handled at the regional landfill in 2019. Recent changes in equipment (CAT 816 compactor) allow much higher efficiency by reducing the number of hours required by heavy equipment to compact and cover the landfill on a weekly basis. Cost of landfilling has increased slightly over 2018 due to fuel costs, and full staff complement assigned to duties. This cost has been slightly offset by a modest increase in scale fees in 2019.
- Because all residential customer waste is paid by the requisition, landfill scale revenue is most dependent on industrial & commercial activities in the area. We may wish to consider moving towards a user pay basis for residents in the future, however that discussion has not yet been addressed by FRSWMA board.
- With no major projects on the horizon for 2019, our scale revenue shows a modest increase of \$8,000 over 2018
- 88% of landfill operating net cost is paid by members through the 2019 municipal requisition at \$37.95 per capita. This compares to \$33.68 in 2018

## Bin Rentals & Services - Background

- FRSWMA rents over 670 small three yd. bins, 160 six yd. bins, and 100 large (20 & 40 yd.) bins on both temporary and permanent basis. We also service nearly 130 private bins.
- Front end trucks run 10 routes each week for MSW (garbage) and 3 or 4 routes per week for recycle products. Operating costs for all MSW services are distributed to all bin rental customers, however municipal partners cover the cost of landfilling for all residential customers. Commercial and industrial customers pay landfilling cost as part of their fees.
- All expenses related to this service are paid by rental customers. Revenue for this service is \$959,650 over expenses of \$900,180 (\$59,470 gross profit or 6.2%).

## Bin Rentals & Services - Budget 2019

- Fee structures for small bin rentals include bin amortization (60 months), service costs and a design profit. A complete review of these formulas was undertaken in fall 2018, with the resulting monthly fees adjusted by 3.9 – 5.9%. Fees have not been adjusted since 2016.
- Asbestos – 2018 had an unexpected jump in asbestos business over the prior year with revenue more than doubling previous years. In 2019, we aggressively budget for 60% growth over 2018 budget, but only 56% of projected 2018.

## Municipal Requisition:

- Municipal Requisition – A modest increase of \$33,500 (2.75% increase over 2018 Budget) is included in the draft 2019 budget. This increase is in-line with our overall increase in fees (scale, bin rental, truck hourly rates, & fuel surcharge) for all other revenue streams.
- On a per capita basis, the impact of our budget is as follows:

Comparison of per capita Requisition costs by service - 2019 vs 2018						
	Regional Urban		Transitional Urban		Rural	
Service	2019 per capita	2018 per capita	2019 per capita	2018 per capita	2019 per capita	2018 per capita
Landfill	\$ 37.95	\$ 33.68	\$ 37.95	\$ 33.68	\$ 37.95	\$ 33.68
Collection	\$ 62.81	\$ 61.67	\$ 62.81	\$ 61.67	\$ -	\$ -
Transfer	\$ 30.94	\$ 31.40	\$ 21.65	\$ 22.00	\$ 30.94	\$ 31.40
Recycle	\$ 34.38	\$ 35.16	\$ 34.38	\$ 35.16	\$ 34.38	\$ 35.16
Agric.		\$ -	\$ -	\$ -	\$ 21.08	\$ 20.89
Total	\$ 166.08	\$ 161.91	\$ 156.79	\$ 152.51	\$ 124.35	\$ 121.13

## Recycle Programs:

- Recycle industry in Canada is seeing a strong reduction in material value as demand declines worldwide. China import regulations have shut down all importing of MSW from all sources. This has resulted in a system wide change in methods of collecting recycle materials.
- In 2018 FRSWMA conducted an extensive review of market trends, interviewed local recycle processors and brokers to determine the best products to continue recycling for a system that has many small urban centers, logistics issues related to distances, and low population.
- A new recycle program is currently being launched which reduces recycle to single streams for:
  - Newsprint
  - Office paper
  - Tin
  - #1, #2 plastics only
  - Cardboard
  - Compost.
- We predict a small (2%) overall reduction in cost to the requisition, primarily due to reduction in amount of material collected, reduction in costs of processing mixed stream products (blue bag and commingled bins), and reduction in number of collection routes. We have maintained a very conservative estimate on Recycle Revenue at this time.

## Transfer Sites:

- **Transitional:**
  - Flagstaff Waste has closed 7 transition sites and is determining decommissioning commitments for each of these sites. We are budgeting \$20,000 in 2019 to help offset costs of decommissioning.
  - Membership agreements were signed with all partners in 2017, defining Basic Service to all members, and providing offers for other services available on a 'Fee for Service' basis. Basic Services continue to include 'Community Spring Cleanup' activities at all transfer sites and no-charge waste bins for those partners that lost their weekly bin service at transitional transfer sites.
- **Regional**
  - Regional transfer services have been established at Daysland, Forestburg, Alliance and Hardisty transfer stations. Enhancements to driveways, operators' shacks, service ramps, HHW facilities and provision of more bins ensures most products collected at regional sites are always containerized.
  - We have increased the hours of operation at each of these sites.
  - A tire marshalling site has been constructed at Daysland and Forestburg with complete ramp re-development in both sites in 2018 and 2017, respectively.
  - No tire ramp is envisioned for either Hardisty or Alliance, however site reclamation is expected at each in 2019 and 2020, respectively.

## Other Operating Expenses:

- Salaries & Benefits – 2.0 % Cost of Living Adjustment was used for budget. An average merit increase of 2.5 % was also added to all full-time staff. Our current staff complement in 17.89 FTE (full time Equivalents).
- Transportation services – with heavy equipment we expect normal maintenance and repair which averages nearly \$300,000 per year for our fleet of 5 front end trucks, 3 roll-off trucks, two burros, one 1-ton and several ½ tons. It is not unreasonable for a single incident to account for up to 10% of this budget, therefore we expect the budget number to be within plus or minus 10% of target. Our budget target for 2019 is considerably higher (\$399,800) than budget 2018 (\$329,000) primarily due to dramatic increase in cost of fuel and more roll-off and asbestos activity than budgeted.
- Administration expenses are nearly \$10,000 (6.9%) higher in 2019 due insurance costs, safety supplies and training, and communication and marketing related to the new recycle programs.

## FRSWMA 2019 Draft Budget - Operations Summary

Revenue	BUD 2019	PROJ 2018	Change Bud 2019 vs PROJ 2018	BUD 2018	Actual 2017
Landfill - Scales & Property	\$ 56,550.00	\$ 64,798.79	-12.7%	\$ 47,900.00	\$ 48,246.53
Asbestos Contracts	\$ 160,000.00	\$ 286,500.00	-44.2%	\$ 100,000.00	\$ 216,528.90
Bin Rentals & Service	\$ 959,650.00	\$ 964,150.00	-0.5%	\$ 976,000.00	\$ 862,824.12
Municipal	\$ 1,253,550.00	\$ 1,232,000.00	1.7%	\$ 1,238,000.00	\$ 1,205,660.00
Recycle	\$ 61,100.00	\$ 56,697.54	7.8%	\$ 59,450.00	\$ 92,340.47
Administration	\$ 23,100.00	\$ 32,046.70	-27.9%	\$ 22,400.00	\$ 55,279.05
Transfer Sites	\$ 35,000.00	\$ 39,000.00	-10.3%	\$ 35,000.00	\$ 37,355.50
<b>Total Revenue</b>	<b>\$ 2,548,950.00</b>	<b>\$ 2,675,143.03</b>	<b>-4.7%</b>	<b>\$ 2,478,750.00</b>	<b>\$ 2,518,234.57</b>
Expense	BUD 2019	PROJ 2018	Change Bud 2019 vs PROJ 2018	BUD 2018	Actual 2017
Human Resources	\$ 1,350,681.51	\$ 1,312,207.04	2.9%	\$ 1,341,000.00	\$ 1,272,545.95
Transportations Services	\$ 399,800.00	\$ 402,049.18	-0.6%	\$ 329,000.00	\$ 377,095.00
Landfill Expenses	\$ 116,000.00	\$ 121,800.00	-4.8%	\$ 99,500.00	\$ 126,748.54
Recycling Expenses	\$ 17,500.00	\$ 94,900.00	-81.6%	\$ 72,500.00	\$ 35,225.57
Bin Services	\$ 7,000.00	\$ 5,500.00	27.3%	\$ 6,500.00	\$ 19,897.33
Transfer Site Expenses	\$ 39,000.00	\$ 39,000.00	0.0%	\$ 31,500.00	\$ 31,307.64
Admin, M&C, Sales, Safety	\$ 149,600.00	\$ 137,167.47	9.1%	\$ 139,900.00	\$ 154,053.56
<b>TOTAL EXPENSE</b>	<b>\$ 2,079,581.51</b>	<b>\$ 2,112,623.69</b>	<b>-1.6%</b>	<b>\$ 2,019,900.00</b>	<b>\$ 2,016,873.59</b>
Closure Post Closure	\$ 120,385.37	\$ 116,879.00	3.0%	\$ 116,879.00	\$ 87,659.25
Capital Reserve/deprec	\$ 300,000.00	\$ 414,760.93	-27.7%	\$ 268,531.93	\$ 263,919.05
<b>NET INCOME</b>	<b>\$ 48,983.12</b>	<b>\$ 30,929.41</b>	<b>58.4%</b>	<b>\$ 73,439.07</b>	<b>\$ 149,782.68</b>

## 2019 Draft Budget, 2018 Projection and 2018 Budget - Detail Accounts

Revenue	BUD 2019	PROJ 2018	BUD 2018	Actual 2017
Scales Revenue	\$ 50,000.00	\$ 58,448.79	\$ 42,000.00	\$ 41,975.20
Property Income - Agri Lease	\$ 2,500.00	\$ 1,900.00	\$ 2,700.00	\$ 3,092.94
Property Income - Gas Lease	\$ 2,750.00	\$ 2,750.00	\$ 2,700.00	\$ 2,750.00
Other landfill Revenue	\$ 1,300.00	\$ 1,700.00	\$ 500.00	\$ 428.39
Landfill - Scales & Property	\$ 56,550.00	\$ 64,798.79	\$ 47,900.00	\$ 48,246.53
Overweight charges - Asbestos	\$ -	\$ 1,500.00	\$ -	\$ 750.00
Contracts - Asbestos	\$ 160,000.00	\$ 285,000.00	\$ 100,000.00	\$ 215,778.90
Asbestos Contracts	\$ 160,000.00	\$ 286,500.00	\$ 100,000.00	\$ 216,528.90
Permanent - 40Y, 20Y, Gravel Boxes	\$ 60,000.00	\$ 60,000.00	\$ 65,000.00	\$ 65,504.04
Temporary - 40Y, 20Y, Gravel Boxes	\$ 135,000.00	\$ 137,000.00	\$ 130,000.00	\$ 145,787.70
Permanent - 6 Y Bins	\$ 210,000.00	\$ 215,000.00	\$ 210,000.00	\$ 180,887.09
Temporary - 6Y Bins	\$ 12,000.00	\$ 15,000.00	\$ 10,000.00	\$ 9,014.55
Permanent - 3 YBins	\$ 525,000.00	\$ 505,000.00	\$ 540,300.00	\$ 429,536.00
Permanent - 2Y Bins	\$ 650.00	\$ 650.00	\$ 700.00	\$ 666.84
All Fuel Surcharge	\$ 15,000.00	\$ 28,000.00	\$ 10,000.00	\$ 20,727.90
Overweight charges	\$ 2,000.00	\$ 3,500.00	\$ 10,000.00	\$ 10,700.00
Bin Rentals & Service	\$ 959,650.00	\$ 964,150.00	\$ 976,000.00	\$ 862,824.12
Municipal Requisitions	\$ 1,253,550.00	\$ 1,220,000.00	\$ 1,220,000.00	\$ 1,190,000.00
Fees for Service - Municipal		\$ 12,000.00	\$ 18,000.00	\$ 15,660.00
Municipal	\$ 1,253,550.00	\$ 1,232,000.00	\$ 1,238,000.00	\$ 1,205,660.00
Cardboard Sales	\$ 12,000.00	\$ 10,000.00	\$ 20,000.00	\$ 39,241.36
Paint Sales	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 730.00
E - Waste Sales	\$ 3,000.00	\$ 1,525.87	\$ 3,800.00	\$ 5,622.13
Clean Concrete Revenue	\$ 4,000.00	\$ 3,800.00		\$ 1,307.77
Concrete - RCA Sales	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 12,632.08
Plastic Sales	\$ 500.00	\$ 320.00	\$ -	\$ 188.75
Paper Sales	\$ 500.00	\$ -	\$ 1,000.00	\$ 1,209.22
Metal Sales	\$ 26,000.00	\$ 25,865.10	\$ 20,000.00	\$ 27,170.80
Propane Bottles Sales	\$ 150.00	\$ 86.57	\$ 150.00	\$ 157.85
Freon Revenue	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,412.49
Mattress Revenue	\$ 1,000.00	\$ 1,200.00	\$ 1,000.00	\$ 1,094.39
Antifreeze Sales	\$ 100.00	\$ 100.00	\$ -	\$ -
Battery Sales	\$ 350.00	\$ 350.00	\$ 500.00	\$ 667.63
Used Oil & Filters Sales	\$ 1,000.00	\$ 950.00	\$ 500.00	\$ 906.00
Recycle	\$ 61,100.00	\$ 56,697.54	\$ 59,450.00	\$ 92,340.47
Bank Interest Earned	\$ 12,000.00	\$ 20,500.00	\$ 12,000.00	\$ 14,058.14
Patronage Dividends Income	\$ 5,500.00	\$ 6,251.70	\$ 4,000.00	\$ 8,387.81
Alberta Recycling Grant				\$ 22,285.00
NSF Charges	\$ 100.00	\$ 20.00	\$ -	\$ -
Overdue Interest Collected	\$ 400.00	\$ 375.00	\$ 400.00	\$ 370.05
Gain on Sale of Capital assets	\$ 3,000.00	\$ 3,000.00	\$ 4,000.00	\$ 3,849.48
Residential Bag Tags	\$ 200.00	\$ -	\$ 200.00	\$ -
Other income	\$ 100.00	\$ 100.00	\$ -	\$ 130.00
WCB Partners in Injury & Surplus	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 6,198.57
Administration	\$ 23,100.00	\$ 32,046.70	\$ 22,400.00	\$ 55,279.05
Transfer Site - Fees	\$ 35,000.00	\$ 39,000.00	\$ 35,000.00	\$ 37,355.50
Transfer Sites	\$ 35,000.00	\$ 39,000.00	\$ 35,000.00	\$ 37,355.50
Total Revenue	\$ 2,548,950.00	\$ 2,675,193.03	\$ 2,478,750.00	\$ 2,518,234.57

## 2019 Draft Budget, 2018 Projection and 2018 Budget - Detail Accounts

Expense	BUD 2019	PROJ 2018	BUD 2018	Actual 2017
WCB	\$ 13,000.00	\$ 10,000.00	\$ 15,000.00	\$ 16,037.34
Wages/Salary	\$ 1,131,348.21	\$ 1,100,489.24	\$ 1,100,000.00	\$ 1,034,483.70
EI - Paid by Employer	\$ 20,984.31	\$ 18,500.00	\$ 20,000.00	\$ 19,892.66
CPP - Paid by Employer	\$ 43,348.99	\$ 36,000.00	\$ 39,000.00	\$ 39,359.12
Benefits - Paid by Employer	\$ -			\$ 18,663.77
Lapp - Employer Portion	\$ 95,000.00	\$ 86,885.17	\$ 121,000.00	\$ 108,575.48
Benefits - ClaimSecure ER	\$ 30,000.00	\$ 44,648.50	\$ 30,000.00	\$ 26,023.30
Benefits - Encon ER	\$ 25,000.00	\$ 23,984.13	\$ 24,000.00	\$ 17,810.58
Payroll Rebates (Skills Link, STEP)	-\$ 8,000.00	-\$ 8,300.00	-\$ 8,000.00	-\$ 8,300.00
Human Resources	\$ 1,350,681.51	\$ 1,312,207.04	\$ 1,341,000.00	\$ 1,272,545.95
Misc Fleet Expenses	\$ 500.00	\$ 900.00	\$ 500.00	\$ 490.92
Shop Supplies, Repair, Maintenance	\$ 15,000.00	\$ 14,703.92	\$ 15,000.00	\$ 26,130.14
Fuel	\$ 220,000.00	\$ 218,982.63	\$ 155,000.00	\$ 167,144.76
Tires	\$ 25,000.00	\$ 25,000.00	\$ 24,000.00	\$ 28,290.78
Repairs	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 145,522.28
Lubrication	\$ 8,000.00	\$ 10,500.00	\$ 4,000.00	\$ 3,208.12
Miscellaneous	\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ 1,772.00
Fleetmatics	\$ 4,800.00	\$ 5,462.64	\$ 4,500.00	\$ 4,536.00
Transportations Services	\$ 399,800.00	\$ 402,049.18	\$ 329,000.00	\$ 377,095.00
Landfill Engineering	\$ 28,000.00	\$ 27,500.00	\$ 28,000.00	\$ 24,746.67
Landfill Repair & Maintenance	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 8,782.67
Landfill Fuel	\$ 18,000.00	\$ 20,000.00	\$ 15,000.00	\$ 13,604.92
Landfill Equipment R & M	\$ 2,000.00	\$ -	\$ 2,000.00	\$ 3,292.00
Landfill Supplies	\$ 1,500.00	\$ 2,000.00	\$ 1,000.00	\$ 2,622.06
973 Cat	\$ 12,000.00	\$ 16,000.00	\$ 11,000.00	\$ 20,829.23
Old Bob Cat	\$ 1,000.00	\$ 400.00	\$ 2,000.00	\$ 2,621.31
New Bob Cat	\$ 1,000.00	\$ 800.00	\$ 1,000.00	\$ 1,210.74
Cat 816 B Compactor	\$ 5,000.00	\$ 3,300.00	\$ 4,000.00	\$ 3,475.91
John Deere Gator Unit 879	\$ 500.00	\$ 2,500.00	\$ -	\$ -
Lawnmovers/Tractors	\$ 1,000.00	\$ -	\$ 1,500.00	\$ 1,146.23
Misc Landfill equipment	\$ 2,000.00	\$ 3,500.00	\$ 2,000.00	\$ 5,460.00
Landfill Pit/Development	\$ 22,000.00	\$ 35,000.00	\$ 20,000.00	\$ 32,805.00
Landfill Road Maintenance	\$ 15,000.00	\$ 4,000.00	\$ 5,000.00	\$ 2,035.00
Landfill Miscellaneous	\$ 1,000.00	\$ 800.00	\$ 1,000.00	\$ 4,116.80
Landfill Expenses	\$ 116,000.00	\$ 121,800.00	\$ 99,500.00	\$ 126,748.54
Recycle - processing	\$ 4,000.00	\$ 10,500.00	\$ 10,000.00	\$ 9,798.85
Recycle - Allied Paper	\$ 2,500.00	\$ 9,300.00	\$ 1,500.00	\$ 9,799.66
Recycle Supplies	\$ 5,000.00	\$ 7,500.00	\$ 5,000.00	\$ 3,917.15
Recycle Miscellaneous	\$ -		\$ 1,000.00	\$ 2,284.16
Concrete Grind		\$ 60,000.00	\$ 50,000.00	\$ -
Hazardous Waste Disposal	\$ 6,000.00	\$ 7,600.00	\$ 5,000.00	\$ 9,425.75
Recycling Expenses	\$ 17,500.00	\$ 94,900.00	\$ 72,500.00	\$ 35,225.57
Bin Services - Bin Repair	\$ 5,000.00	\$ 1,000.00	\$ 5,000.00	\$ 18,181.36
Bin Services - Misc/Frght	\$ 2,000.00	\$ 4,500.00	\$ 1,500.00	\$ 1,715.97
Bin Services	\$ 7,000.00	\$ 5,500.00	\$ 6,500.00	\$ 19,897.33
Transfer Site Equipment & Supplies	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,286.58
Mileage, Meals, and Lodging	\$ 7,500.00	\$ 7,500.00	\$ 5,000.00	\$ 4,288.48
Transfer Site Repair & Maintenance	\$ 30,000.00	\$ 30,000.00	\$ 25,000.00	\$ 25,732.58
Transfer Site Expenses	\$ 39,000.00	\$ 39,000.00	\$ 31,500.00	\$ 31,307.64
Management Services			\$ 1,000.00	\$ 8,320.00
Audit & Legal Fees	\$ 20,000.00	\$ 24,000.00	\$ 20,000.00	\$ 19,556.96



## 2019 Draft Budget, 2018 Projection and 2018 Budget - Detail Accounts

Cleaning Services	\$ 14,400.00	\$ 14,400.00	\$ 12,500.00	\$ 14,400.00
Gain/Loss on disposal of assets		-\$ 1,904.76	\$ -	\$ -
Staff Training & Development	\$ 6,000.00	\$ 1,400.00	\$ 6,000.00	\$ 3,465.44
Staff Awards, Recognition	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 3,412.90
Liability Insurance/ directors Ins	\$ 1,000.00	\$ 800.00	\$ 800.00	\$ 1,369.97
Property & Equipment Insurance	\$ 9,000.00	\$ 8,000.00	\$ 8,000.00	\$ 6,272.89
Vehicle Insurance.	\$ 15,000.00	\$ 14,000.00	\$ 14,000.00	\$ 10,948.35
Credit Card Fees	\$ 4,000.00	\$ 3,800.00	\$ 3,300.00	\$ 3,582.20
Bank Service Charges	\$ 200.00	\$ 200.00	\$ 200.00	\$ 210.85
Late Fees Paid	\$ -	-\$ 57.77	\$ 1,500.00	\$ 3,597.50
Memberships/Subscriptions	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00	\$ 1,847.55
Meals & Lodging & Mileage	\$ 3,000.00	\$ 2,000.00	\$ 3,500.00	\$ 6,214.44
Telephones	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 14,625.97
Utilities	\$ 15,000.00	\$ 13,000.00	\$ 13,000.00	\$ 12,781.31
Postage & Courier	\$ 7,500.00	\$ 6,000.00	\$ 7,500.00	\$ 6,180.24
Security	\$ 700.00	\$ 700.00	\$ 800.00	\$ 401.32
POS - 1st data	\$ -			\$ 222.61
Photocopier - lease, supplies	\$ 6,000.00	\$ 6,000.00	\$ 5,000.00	\$ 6,295.63
Office Supplies	\$ 8,000.00	\$ 7,000.00	\$ 8,000.00	\$ 8,355.29
Computer - Hardware/software	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 5,514.12
Operations Advertising	\$ 4,000.00	\$ 4,000.00	\$ 3,000.00	\$ 4,345.00
Internet	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,607.88
Admin-Miscellaneous	\$ -	\$ 330.00	\$ -	\$ 100.00
Administration	\$ 135,800.00	\$ 125,667.47	\$ 131,100.00	\$ 143,628.42
Marketing - Promotions	\$ 3,500.00	\$ 3,500.00	\$ 1,000.00	\$ 560.00
Education Supplies, Transportation	\$ 1,000.00		\$ 1,000.00	\$ -
Marketing & Communication	\$ 4,500.00	\$ 3,500.00	\$ 2,000.00	\$ 560.00
Sales Strategy Development	\$ 1,800.00		\$ 1,800.00	\$ 1,800.00
Sales Implementation	\$ -		\$ -	\$ -
Sales Strategy	\$ 1,800.00	\$ -	\$ 1,800.00	\$ 1,800.00
Safety Supplies	\$ 3,500.00	\$ 4,000.00	\$ 3,000.00	\$ 7,354.54
Safety Training	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 710.60
Safety Miscellaneous	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -
Admin, M&C, Sales, Safety	\$ 149,600.00	\$ 137,167.47	\$ 139,900.00	\$ 154,053.56
TOTAL EXPENSE	\$ 2,079,581.51	\$ 2,112,623.69	\$ 2,019,900.00	\$ 2,016,873.59
Closure Post Closure Annual Allocation	\$ 120,385.37	\$ 116,879.00	\$ 116,879.00	\$ 87,659.25
Capital Reserve/capital Depreciation	\$ 300,000.00	\$ 414,760.93	\$ 268,531.93	\$ 263,919.05
NET INCOME	\$ 48,983.12	\$ 30,929.41	\$ 73,439.07	\$ 149,782.68

### Estimated Cost by Department - For Requisitions

Budget 2019									
			From GL	Surplus	Short fall				
Expense	Landfill	Asbestos	Bin Serv	Collection	Recycle	Transfer	Agricultural	Admin	Total Direct/Indirect applied
<b>A</b> Human Resources	\$ 189,095.41	\$ 60,780.67	\$ 445,724.90	\$ 168,835.19	\$ 189,095.41	\$ 128,314.74	\$ 29,714.99	\$ 139,120.20	\$ 1,350,681.51
% of HR	14.00%	4.50%	33.00%	12.50%	14.00%	9.50%	2.20%	10.30%	100.00%
<b>B</b> Transport Services	\$ 23,988.00	\$ 21,989.00	\$ 163,918.00	\$ 53,973.00	\$ 63,968.00	\$ 39,980.00	\$ 19,990.00	\$ 11,994.00	\$ 399,800.00
% of TS	6%	5.50%	41%	14%	16%	10%	5%	3%	100.0%
<b>C</b> Capital & Depreciation	\$ 54,000.00	\$ 15,000.00	\$ 114,000.00	\$ 36,000.00	\$ 33,000.00	\$ 12,000.00	\$ 4,500.00	\$ 31,500.00	\$ 300,000.00
% of CD	18.0%	5.0%	38.0%	12.0%	11.0%	4.0%	1.5%	10.5%	100.0%
<b>D</b> Closure/Post Closure Funding	\$ -	\$ 12,038.54	\$ 49,358.00	\$ 22,873.22	\$ 6,019.27	\$ 22,873.22	\$ 7,223.12	\$ -	\$ 120,385.37
	0.0%	10.0%	41.0%	19.0%	5.0%	19.0%	6.0%	0.0%	100.0%
<b>E</b> Direct Expense	\$ 116,000.00	\$ -	\$ 7,000.00	\$ -	\$ 17,500.00	\$ 39,000.00	\$ -	\$ 149,600.00	\$ 329,100.00
<b>G</b> less Administration Revenue								\$ (23,100.00)	\$ (23,100.00)
<b>H</b> Net Administration Expense								\$ 126,500.00	
<b>F</b> Sub-Total Expenses	\$ 383,083.41	\$ 109,808.20	\$ 780,000.90	\$ 281,681.41	\$ 309,582.68	\$ 242,167.96	\$ 61,428.12	\$ 309,114.20	\$ 2,476,866.88
<b>I</b> Administration Expense Applied	\$ 41,523.53	\$ 17,071.91	\$ 120,178.66	\$ 43,793.09	\$ 45,410.18	\$ 31,586.58	\$ 9,550.25		
<b>J</b> Exp Sub-Total by Department	\$ 424,606.94	\$ 126,880.12	\$ 900,179.56	\$ 325,474.50	\$ 354,992.86	\$ 273,754.54	\$ 70,978.36		\$ 2,476,866.88
<b>K</b> less Dept Specific Revenue	\$ (56,550.00)	\$ (160,000.00)	\$ (959,650.00)		\$ (61,100.00)	\$ (35,000.00)			\$ (1,272,300.00)
<b>L</b> Net Expense by Department	\$ 368,056.94	\$ (33,119.88)	\$ (59,470.44)	\$ 325,474.50	\$ 293,892.86	\$ 238,754.54	\$ 70,978.36		\$ 1,204,566.88
<b>M</b> 2018 Municipal Requisition	\$ 324,449.74	\$ -	\$ -	\$ 325,474.50	\$ 293,892.86	\$ 238,754.54	\$ 70,978.36	\$ -	\$ 1,253,550.00
<b>N</b> Net Business	\$ (43,607.20)	\$ 33,119.88	\$ 59,470.44	\$ -	\$ -	\$ -	\$ -		\$ 48,983.12
% funded by Requisition	88.2%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%		

## Proposed 2019 Budget with Allocations to Municipalities

Municipality	Population	Landfill	Collection	Transfer		Recycling	Ag Services	Proposed Fees - 2019	2018 Fees	Difference 2018 - 2019	% Change
Alliance	154	\$5,844.57	\$9,672.53	\$4,765.51	R	\$5,294.13		\$25,576.75	\$24,933.41	\$643.34	2.58%
Daysland	824	\$31,272.26	\$51,754.34	\$25,498.59	R	\$28,327.02		\$136,852.21	\$133,409.91	\$3,442.30	2.58%
Forestburg	875	\$33,207.81	\$54,957.58	\$27,076.78	R	\$30,080.27		\$145,322.44	\$141,667.08	\$3,655.36	2.58%
Galahad	111	\$4,212.65	\$6,971.76	\$2,403.15	T	\$3,815.90		\$17,403.46	\$18,148.61	-\$745.15	-4.11%
Hardisty	554	\$21,025.28	\$34,796.00	\$17,143.47	R	\$19,045.11		\$92,009.86	\$89,695.50	\$2,314.36	2.58%
Heisler	160	\$6,072.28	\$10,049.39	\$3,464.00	T	\$5,500.39		\$25,086.06	\$24,401.49	\$684.58	2.81%
Killam	989	\$37,534.31	\$62,117.77	\$21,411.85	T	\$33,999.30		\$155,063.23	\$150,831.70	\$4,231.53	2.81%
Lougheed	256	\$9,715.65	\$16,079.02	\$5,542.40	T	\$8,800.63		\$40,137.70	\$39,042.38	\$1,095.32	2.81%
Rosalind	188	\$7,134.93	\$11,808.03	\$4,070.20	T	\$6,462.96		\$29,476.12	\$28,671.75	\$804.38	2.81%
Sedgewick	811	\$30,778.89	\$50,937.83	\$17,558.15	T	\$27,880.12		\$127,154.98	\$123,685.04	\$3,469.94	2.81%
Strome	260	\$9,867.46	\$16,330.25	\$5,629.00	T	\$8,938.14		\$40,764.85	\$34,772.12	\$5,992.73	17.23%
Flagstaff Cty rural	3367	\$127,783.63	\$0.00	\$104,191.44	R	\$115,748.89	\$ 70,978.36	\$418,702.33	\$410,741.02	\$7,961.31	1.94%
Total 2019	8549	\$ 324,449.74	\$ 325,474.50	\$ 238,754.54		\$ 293,892.86	\$ 70,978.36	\$ 1,253,550.00	\$1,220,000.00	\$33,550.00	2.75%
(County Total)	3738	\$ 141,863.74	\$ 23,302.01	\$ 112,223.59		\$ 128,502.92	\$ 70,978.36	\$ 476,870.64	\$ 463,661.75	\$ 13,208.89	2.85%

Total 2019		\$324,449.74	\$325,474.50	\$238,754.54		\$293,892.86	\$70,978.36	<b>\$1,253,550.00</b>
Total 2018		\$287,948.72	\$318,090.48	\$242,555.63		\$300,564.05	\$70,841.12	<b>\$1,220,000.00</b>
Year over Year \$		\$36,501.02	\$7,384.02	-\$3,801.09		-\$6,671.20	\$137.24	\$33,550.00
Year over Year %		12.68%	2.3%	-1.6%		-2.2%	0.19%	2.75%

Annual Rates Per Capita				
Service	Urban - Transitional	Urban Regional	Rural Regional	
Landfill	\$ 37.95	\$ 37.95	\$ 37.95	
Collection	\$ 62.81	\$ 62.81	\$ -	
Transfer	\$ 21.65	\$ 30.94	\$ 30.94	
Recycling	\$ 34.38	\$ 34.38	\$ 34.38	
Ag Services	\$ -	\$ -	\$ 21.08	
<b>2019 Total:</b>	\$ 156.79	\$ 166.08	\$ 124.35	
<b>2018 total</b>	\$ 152.51	\$ 161.91	\$ 121.13	
<b>\$ change</b>	\$ 4.28	\$ 4.17	\$ 3.22	
<b>% change</b>	2.80%	2.58%	2.66%	

Transfer Site Fees (per capita)			
	Population	Weighted Share	
R = Regional	5774	\$30.94	\$178,675.79
T = Transitional	2775	\$21.65	\$60,078.75
Total	8549		\$238,754.54

69.96%

## 2019 Capital Budget

### Description

### Budget

#### Additions

	number	Price	Extension
Bobcat Replacement program - tracked 770	1	\$ 14,000.00	\$ 14,000.00
3 yd bins (contingent on sales)	16	\$ 1,100.00	\$ 17,600.00
40 yd open top	1	\$ 9,900.00	\$ 9,900.00
replacement rolloff truck	1	\$ 225,000.00	\$ 225,000.00
Admin computer (with support)	1	\$ 2,000.00	\$ 2,000.00
Yard truck - 4x4 - 3/4	1	\$ 44,000.00	\$ 44,000.00
zero turn mower	1	\$ 9,000.00	\$ 9,000.00
Bobcat budget and Grapple	1	\$ 9,000.00	\$ 9,000.00
	-	\$ -	\$ -
TOTAL EXPENSES			\$ 330,500.00

#### Funding

From Reserves, Operations, or loan			\$ 281,516.88
From Budget Surplus - General Operations			\$ 48,983.12
			\$ -
			\$ -
			\$ -
TOTAL FUNDING			\$ 330,500.00



## **WATER RESERVE FUNDS**

### **EXECUTIVE SUMMARY**

---

Since 2011 the Town has been collecting a Water Meter Replacement Fee of \$5/month from properties that are connected to the municipal water delivery system. The funds were designated to be used to replace all of the meters in town with newer technology which would allow meter readings to be taken by radio and from a distance.

### **BACKGROUND**

---

Approximately \$23,000 has been transferred each year over the last 6 years to the Water Meter Fund reserve. In 2017 \$10,000 was used to purchase replacement meters and \$90,000 was 'borrowed' from the reserve to install the LED Sign on Hwy 13. The advertising revenue from the LED sign is being returned to this reserve in order to replenish what was 'borrowed'. At this time the balance of the WMF is \$39,816.59.

The Automatic Meter Reading (AMR) meters are supplied by Neptune Technology Group and use a low level of MHz (similar to baby monitors and garage door openers) to transmit a signal from the basement to a handheld receiver used by the reader on the street or in the neighbourhood. Current meters need to be read from a receptacle on the external house wall.

The benefits of AMR meters are:

- More awareness of and measured water use should lead to less water waste
- Faster detection of leaks
- Faster and more efficient readings
- Meter logs record and save use online

Other points to consider include:

- You are replacing meters that currently are functioning well and have more life in them
- The life span of the new meters is 15-20 years
- Technology changes quickly meaning the new meters could become out-dated quickly
- The reading of water meters is performed by a contractor meaning faster readings would have little benefit for the municipality itself

Although when anything is upgraded it is a positive, the AMR meters could be considered a luxury item and there may be other priorities that Council would like to consider first. Water meters do fail and currently the Town does replace old meters with the new technology when a replacement is required. A handful of replacement meters are kept on hand for this purpose.

The Town is taking on a number of water related capital projects currently with more required in the future. The supplemental funds that the water meter replacement charge is



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018  
WATER RESERVE FUNDS

### BACKGROUND (CONT.)

---

providing is still very much needed to fund future water projects.

Administration is proposing that the full amount remaining in the Water Meter Fund reserve be transferred to the general Water Infrastructure reserve and that the current practice of \$5 collected from properties each month for the purpose of replacing water meters be terminated. Considering the infrastructure backlog that exists for the water system, Administration also recommends that the same amount be added to the Water Infrastructure Maintenance Fee upon approval of the Fees and Charges Bylaw, which currently is a monthly fee of \$12.67. This will allow Council to have the reserves readily available for other water projects, or if they so choose to still put towards new water meters sometime in the future.

Additionally, the Town currently holds \$10,000 in a WTP Building Addition reserve that was created to fund a future addition to the Water Treatment Plant for the purpose of staff office and storage space. With the clean-up of the water treatment plant through the HVAC and SCADA capital projects in 2018, many of the issues will be solved. At the same time, Council may determine that there are different priorities where the funds may be required. For these reasons, Administration is proposing that the full balance in the WTP Building Addition reserve also be transferred to the general Water Infrastructure reserve.

### BUDGET IMPLICATIONS

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None

### ALTERNATIVES

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1. Council may direct Administration to transfer the full balance in the Water Meter Fund Reserve (#49741992) and the WTP Building Addition Reserve (#49741993) to the Water Infrastructure Reserve (#49741991) and further to terminate the collection of \$5/month from users of municipal water.
2. Council may accept the report as information.

### RECOMMENDATION

---

1. That Council direct Administration to transfer the full balance in the Water Meter Fund Reserve (#49741992) and the WTP Building Addition Reserve (#49741993) to the Water Infrastructure Reserve (#49741991) and further to terminate the collection of \$5/month from users of municipal water.

### ATTACHMENTS

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1. None



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018  
SEWER RESERVE FUNDS

### SEWER RESERVE FUNDS

#### EXECUTIVE SUMMARY

---

A Lagoon Reserve was established in 2002 and used once in 2004. There have been no contributions to the reserve since 2002. In an effort to reduce the number of reserves the Town maintains and to close reserves that are not actively being contributed to and/or do not have a targeted future amount or specific reason to exist, Administration is requesting that Council transfer the amount and close the reserve.

#### BACKGROUND

---

There is \$10,500 currently set aside in the Lagoon Reserve. Although sometime in the future there will undoubtedly be a requirement for a capital project at the lagoons, there is not any such project identified within the current capital plan. The lagoons were recently de-sludged and this is not required again for a number of years.

Administration is recommending that the full balance remaining in the Lagoon Reserve (#49742900) be transferred to the Sewer Infrastructure Reserve (#49742901) and that the Lagoon Reserve be closed. Should a capital project be undertaken by Council at the lagoons, the project may be funded from the Sewer Infrastructure Reserve.

#### BUDGET IMPLICATIONS

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None

#### ALTERNATIVES

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1. Council may direct Administration to transfer the full balance remaining in the Lagoon Reserve (#49742900) to the Sewer Infrastructure Reserve (#49742901) and close the Lagoon Reserve.
2. Council may decide to maintain the Lagoon Reserve.

#### RECOMMENDATION

---

1. That Council direct Administration to transfer the full balance remaining in the Lagoon Reserve (#49742900) to the Sewer Infrastructure Reserve (#49742901) and close the Lagoon Reserve.

#### ATTACHMENTS

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1. None



## **SANITARY SEWER REHABILITATION PROGRAM**

### **EXECUTIVE SUMMARY**

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At the July 12<sup>th</sup>, 2018 regular meeting of Council, the following resolution was passed:

<b>7.3 Sanitary Sewer CCTV Inspection</b>			
<b>2018-07-141</b>	MOTION by Clr. Imlah		<b>CARRIED</b>
That Council accept the Sanitary Sewer CCTV Inspection Preliminary Review as information with Administration to bring back an action plan for Council's review at a later date.			

A proposed 12 year sewer rehabilitation program has been prepared by Associated Engineering and is attached to this RFD.

### **BACKGROUND**

---

With the camera-ing of the sanitary sewer 100% complete, the data has been fully compiled and forms the basis of a rehab program as recommended by Assoc. Engineering which extends to 2030.

The 2019 unapproved budget has set aside \$1.6 million for sewer rehabilitation. The rehabilitation report has kept 50<sup>th</sup> Street work in year 1 but has delayed the one block on 48<sup>th</sup> Street to year 2 as it has been replaced by the south block on 47<sup>th</sup> (Main) Street. This can be more accurately determined once the cost of the Main Street design is better known and Council may decide whether Main Street's sewer rehab forms a part of the greater sanitary sewer rehab project, or if it will be included within the transformation of Main Street. To date it has been budgeted for as part of the Main Street revitalization project.

Associated Engineering is recommending that the Town confirm the anticipated budget for years 2 through 12, that the Town seek and apply for grants that may accelerate the program and that the Town consider a Local Improvements Tax to help offset the program's cost.

### **BUDGET IMPLICATIONS**

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As proposed, years 2 to 12 of the sewer rehab project total \$1.6 million.

### **ALTERNATIVES**

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1. Council may approve incorporating the proposed Sewer Rehabilitation Program into the Town's 2020 to 2024 capital forecast.
2. Council may accept the proposed Sewer Rehabilitation Program report as information.

### **RECOMMENDATION**

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# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018

SANITARY SEWER REHABILITATION PROGRAM

1. That Council approve incorporating the proposed Sewer Rehabilitation Program as recommended by Associated Engineering into the Town's 2020 to 2024 capital forecast.

### ATTACHMENTS

---

1. 2018 Sanitary Sewer CCTV Inspection Results and Proposed Rehabilitation Program

November 6, 2018

File: 2018-3149.010.E.05.00

Jim Fedyk  
CAO  
Town of Sedgewick  
Box 129  
Sedgewick, AB T0B 4C0

**Re: 2018 SANITARY SEWER CCTV INSPECTION RESULTS & PROPOSED REHABILITATION PROGRAM**

Dear Mr. Fedyk:





**1 BACKGROUND INFORMATION**

Cam-Trac Inspection Services Ltd. (Cam-Trac) was retained by the Town of Sedgewick (the Town) to undertake CCTV inspections of the sanitary sewers in downtown Sedgewick in Spring 2018. We performed a preliminary review of the results for the mainlines and laterals, as described in the letter sent to you on July 6, 2018.

The inspections of 20% of the mainlines were not completed due to ice and/or debris build-up. In our letter dated July 6, 2018, we recommended that the Town retain Cam-Trac to flush the mainlines and complete the inspections of these sewers. Cam-Trac returned to complete these inspections in September 2018. We reviewed the results of the September 2018 inspections, coupled with the Spring 2018 inspections, and developed a multi-year sanitary sewer rehabilitation program.

**2 ANALYSIS OF RESULTS**

Cam-Trac used the Pipeline Assessment Certification Program (PACP) developed by the National Association of Sewer Service Companies to rate the mainline sewers based on structural and operations and maintenance (O&M) criteria. Each pipeline segment was assigned a structural condition rating and O&M rating between 1 and 5. Both ratings, structural and O&M, are based on the following definitions:

- |   |          |  |
|---|----------|--|
|  | 5        | Pipe has failed or will fail in the immediate future.            |
|  | 4 to < 5 | Significant defects noted. Pipe is near the end of service life. |
|  | 3 to < 4 | Moderate defects noted. Pipe is at the middle of service life.   |
|  | 2 to < 3 | Minor to moderate defects noted.                                 |

November 6, 2018  
Jim Fedyk  
Town of Sedgewick  
- 2 -

— < 2 Minor defects noted. Pipe is at the beginning of service life and is in new or near new condition.

**Figure 1** (enclosed) illustrates which pipes were inspected in 2018.

The PACP program uses many different descriptors for identifying defects. For illustrative purposes, the types of defects were grouped into 6 categories:

- Broken Pipe / Structural Defect;
- Cracking;
- Sag;
- Joint Offset / Separation;
- Intrusion / Obstacle; and
- Deposits

Our analysis considered the PACP ratings provided by Cam-Trac in addition to the frequency and severity of each defect. Consideration was also made to group areas of rehabilitation, whenever possible.

### **3 2018 CCTV RESULTS**

We imported the defect data provided by Cam-Trac into ArcGIS and mapped the results, as shown on **Figure 2A** (enclosed). **Figure 2B** (enclosed) illustrates the two most severe types of defects. The mainlines inspected are predominantly clay tile pipe; the areas with PVC mainlines were not inspected in 2018.

The PACP rating for each pipe, used in our analysis, was chosen as the maximum of the structural PACP rating and the O&M PACP rating. The PACP ratings are depicted on **Figure 3** (enclosed).

### **4 PROPOSED REHABILITATION PROGRAM**

Our proposed rehabilitation program maximizes the length of sanitary sewer rehabilitation in Year 1 (2019) and includes a 12-year program of rehabilitation, through 2030, and is shown on **Figure 4** (enclosed). An annual budget was assumed when considering the limits of rehabilitation each year thereafter.

- Year 1 focuses on the length of pipe stated in our proposal (approximately 625 m), and adds the section of 47 Street, between 48 Avenue and 49 Avenue, to coincide with the 2019 Main Street Rehabilitation Program.
- It was assumed that \$300,000 would be available for sanitary sewer rehabilitation for each year thereafter. Assuming a unit rate of \$1,800 per metre, this allows for 165 m to 170 m of sanitary sewer rehabilitation each year in Years 2 through 12.
- The service life of a few pipes can be extended if spot repairs are done on the worst sections within the next few years. This will allow the overall replacement of the pipes to

November 6, 2018  
Jim Fedyk  
Town of Sedgewick  
- 3 -

occur further in the future. Years 1 and 2 include spot repairs throughout the Town in addition to sections of rehabilitation.

- All references to costs are in 2018 dollars and refer to construction costs only.
- The table below details the proposed rehabilitation program.

Year	Street	From	To	Length (m)	Diameter (mm)	Estimated Cost
1	48 Avenue	50 Street	51 Street	81	200	\$1,431,000
	50 Street	48 Avenue	51 Avenue	525	200	
	47 Street	48 Avenue	49 Avenue	169	200	
	47 Street	(2 Spot Repairs)		20	200	
2	48 Street	49 Avenue	50 Avenue	172	200	\$327,600
	48 Avenue	(Spot Repair)		10	200	
3	47 Street	North of 49 Ave	50 Avenue	112	200	\$297,000
	Bluejay Crescent	Cul-de-sac	PUL south of 52 Ave	53	200	
4	PUL north of 48 Ave	51 Street	52 Street	103	200	\$289,800
	PUL north of 51 Ave	50 Street	PUL west of 50 St	58	200	
5	48 Street	48 Avenue	49 Avenue	169	200	\$304,200
6	47 Street	49 Avenue	North of 49 Avenue	61	200	\$291,600
	49 Street	49 Avenue	South of 49 Avenue	71	200	
	51 Avenue	50 Street	West of 50 Street	30	200	
7	47 Street	51 Avenue	South of 51 Avenue	61	200	\$306,000
	48 Avenue	49 Street	50 Street	109	200	
8	47 Street	50 Avenue	North of 50 Avenue	91	200	\$320,400
	49 Street	51 Avenue	South of 51 Avenue	87	250	
9	49 Street	North of 50 Ave	South of 50 Avenue	172	200 / 250	\$309,600
10	48 Avenue	47 Street	West of 48 Street	152	200	\$273,600
11	48 Avenue	49 Street	East of 49 Street	47	200	\$261,000
	49 Street	48 Avenue	North of 48 Avenue	98	200	
12	49 Street	49 Avenue	North of 49 Avenue	86	200	\$154,800

November 6, 2018  
Jim Fedyk  
Town of Sedgewick  
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## 5 RECOMMENDATIONS

We recommend that the Town review our proposed rehabilitation program and confirm the anticipated annual budget for Years 2 through 12. We also recommend that the Town continue to seek and apply for municipal / infrastructure grants as many of the pipes would benefit from an accelerated rehabilitation program. The Town could also consider implementing a Local Improvements Tax to help offset the costs of rehabilitating aging infrastructure.

Thank you for the opportunity to work with you on this project. Please give us a call for further discussion.

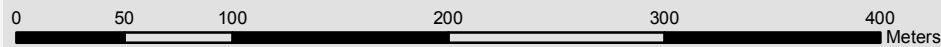
Yours truly,

Kaitlin Munroe, P.Eng.  
Project Engineer

Nelson Dos Santos, P.Eng.  
Project Manager

(Encl.)





- Legend:
- Manhole
  - CCTV Inspection 2018
  - Not Inspected

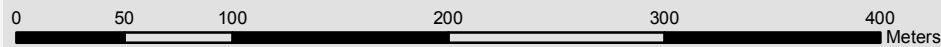


FIGURE No. 1  
SEDGEWICK  
SANITARY SYSTEM  
2018 CCTV SCOPE

AE PROJECT No.	2018-3149.010
SCALE	1:3,500
COORD. SYSTEM	NAD 1983 UTM ZONE 12N
DATE	2018 NOVEMBER 6
REV	
DESCRIPTION	ISSUED FOR REVIEW

Note:  
Manhole asset numbers  
outside 2018 CCTV inspection  
scope omitted for clarity.





- Legend:
- Manhole
  - Sanitary Pipe
- CCTV Results**
- Broken Pipe / Structural Defect
  - Cracking
  - Sag
  - Joint Offset / Separation
  - Intrusion / Obstacle
  - Deposits



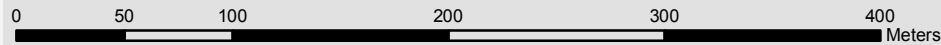
FIGURE No. 2A

SEDGEWICK  
SANITARY SYSTEM

2018 CCTV RESULTS

AE PROJECT No.	2018-3149.010
SCALE	1:3,500
COORD. SYSTEM	NAD 1983 UTM ZONE 12N
DATE	2018 NOVEMBER 6
REV	
DESCRIPTION	ISSUED FOR REVIEW





Legend:

- Manhole
- Sanitary Pipe
- CCTV Results**
- Broken Pipe / Structural Defect
- Cracking



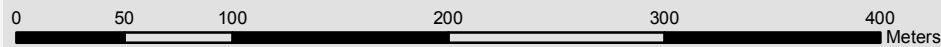
FIGURE No. 2B

SEDGEWICK  
SANITARY SYSTEM

2018 CCTV RESULTS

AE PROJECT No.	2018-3149.010
SCALE	1:3,500
COORD. SYSTEM	NAD 1983 UTM ZONE 12N
DATE	2018 NOVEMBER 6
REV	
DESCRIPTION	ISSUED FOR REVIEW





- Legend:
- Manhole
  - Sanitary Pipe
- PACP Rating**
- 5
  - 4 to < 5
  - 3 to < 4
  - 2 to < 3
  - < 2



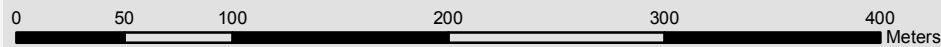
FIGURE No. 3

SEDGEWICK  
SANITARY SYSTEM

2018 CCTV RESULTS  
CLASSIFIED BY PACP RATING

AE PROJECT No.	2018-3149.010
SCALE	1:3,500
COORD. SYSTEM	NAD 1983 UTM ZONE 12N
DATE	2018 NOVEMBER 6
REV	
DESCRIPTION	ISSUED FOR REVIEW





Legend:

- Manhole
- Sanitary Pipe

Rehab Plan

- Year 1 (775 m) - 2019
- Year 2 (172 m) - 2020
- Year 3 (165 m) - 2021
- Year 4 (161 m) - 2022
- Year 5 (169 m) - 2023
- Year 6 (162 m) - 2024
- Year 7 (170 m) - 2025
- Year 8 (178 m) - 2026
- Year 9 (172 m) - 2027
- Year 10 (152 m) - 2028
- Year 11 (145 m) - 2029
- Year 12 (86 m) - 2030
- Reinspect in 5 Years (2023)
- Spot Repair Year 1 - 2019
- Spot Repair Year 2 - 2020



FIGURE No. 4

SEDGEWICK  
SANITARY SYSTEM

2018 CCTV RESULTS  
PROPOSED REHABILITATION PROGRAM

AE PROJECT No.	2018-3149.010
SCALE	1:3,500
COORD. SYSTEM	NAD 1983 UTM ZONE 12N
DATE	2018 NOVEMBER 6
REV	
DESCRIPTION	ISSUED FOR REVIEW



## **2019 INTERIM OPERATIONAL BUDGET**

### **EXECUTIVE SUMMARY**

---

Administration has prepared a draft 2019 Interim Operational Budget for Council's approval.

### **BACKGROUND**

---

Council reviewed the 2019 operational budget at their Committee of the Whole meeting of November 15<sup>th</sup>, 2018.

Total anticipated operational expenses for 2019 are \$2,526,592 with amortization expenses included. Revenues are estimated at \$2,545,300.

As per the discussion at the November 15<sup>th</sup>, 2018 Committee of the Whole meeting, property tax revenue has been projected with a 2% increase. This allows \$90,000 to be transferred directly into the 2019 Capital Budget for the purchase of a new snow blower and \$218,000 into reserves. This is down from the \$338,000 that was transferred into reserves in 2018. Approximately \$28,000 remains as a residual amount to either cushion an unexpected increase in expenses or decrease in revenues prior to the passing of the budget in March or as an addition to reserves. One such increase could result from the development of regional fire services in 2019.

Key points as discussed at the Committee of the Whole meeting:

- 2.0% increase in property taxes
- \$1500 in additional revenue expected from Fortis Agreement
- 3.0% CPI increase to staff salaries
- \$3000 added as an item line for Council Public Relations
- \$5000 added as an item line for Council Goodwill
- \$35,000 budgeted for sidewalk repairs
- ½ of debenture payments budgeted for Main Street revitalization
- \$25,000 for water line repairs and \$25,000 for sewer line repairs
- \$130,000 revenue and \$130,000 expenses for concerts
- \$15,000 budgeted for new event chairs

The budget shows revenue and expense projections through the year 2022.

### **BUDGET IMPLICATIONS**

---

As above

### **ALTERNATIVES**

---

1. Council may approve the 2019 Interim Operating Budget as presented.
2. Council may direct Administration to make changes to the budget and bring back for Council review at the December regular meeting of Council.



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018  
2019 INTERIM OPERATIONAL BUDGET

### RECOMMENDATION

---

1. That Council approve the 2019 Interim Operating Budget as presented.

### ATTACHMENTS

---

1. 2019 Operational Budget and Forecast\_DRAFT



TOWN OF SEDGEWICK BUDGET

2019

OPERATIONAL CONSOLIDATED



Name	2018 Revenue	2018 Expenses	2019 Revenue	2019 Expenses	2020 Revenue	2020 Expenses	2021 Revenue	2021 Expenses	2022 Revenue	2022 Expenses
(10) General Municipal Revenue	\$1,163,202	\$268,653	\$1,191,091	\$280,500	\$1,220,741	\$293,060	\$1,250,491	\$305,500	\$1,280,491	\$318,060
(11) Council	\$0	\$58,160	\$0	\$67,160	\$0	\$67,160	\$0	\$70,360	\$0	\$67,160
(12) Administration	\$31,790	\$398,933	\$17,225	\$384,551	\$17,225	\$388,701	\$17,225	\$394,401	\$17,225	\$400,451
(19) Legislative	\$0	\$550	\$0	\$550	\$0	\$550	\$0	\$550	\$0	\$550
(23) Fire Services	\$33,974	\$73,234	\$33,974	\$70,424	\$33,974	\$70,424	\$33,974	\$70,424	\$33,974	\$70,424
(24) Disaster Services	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500
(26) Bylaw Enforcement	\$11,600	\$8,200	\$11,600	\$8,200	\$3,600	\$8,200	\$3,600	\$8,200	\$3,600	\$8,200
(32) Public Works	\$2,000	\$449,168	\$2,000	\$491,885	\$2,000	\$561,832	\$2,000	\$565,732	\$2,000	\$570,182
(37) Storm Sewer	\$0	\$2,257	\$0	\$2,007	\$0	\$2,257	\$0	\$2,007	\$0	\$2,257
(41) Water	\$200,760	\$175,411	\$205,810	\$173,035	\$206,360	\$173,635	\$208,760	\$174,185	\$210,260	\$174,835
(42) Sewer	\$190,000	\$113,294	\$193,650	\$123,938	\$194,750	\$124,558	\$196,400	\$125,118	\$197,900	\$125,798
(43) Waste Management	\$138,500	\$138,685	\$140,500	\$128,200	\$140,500	\$131,000	\$142,500	\$131,000	\$144,000	\$131,000
(51) Social Services	\$4,866	\$12,547	\$0	\$8,500	\$0	\$8,500	\$0	\$8,500	\$0	\$8,500
(56) Cemetery	\$1,000	\$1,000	\$1,100	\$1,000	\$1,100	\$1,000	\$1,100	\$1,000	\$1,100	\$1,000
(61) Planning	\$0	\$3,500	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000
(63) Economic Development	\$800	\$12,917	\$146,000	\$157,878	\$131,000	\$143,378	\$131,000	\$143,378	\$131,000	\$143,378
(66) Land and Development	\$0	\$0	\$0	\$750	\$0	\$750	\$0	\$750	\$0	\$750
(72) Recreation	\$85,000	\$201,083	\$14,000	\$126,342	\$14,000	\$126,392	\$14,000	\$127,042	\$14,000	\$127,692
(74) Culture	\$14,085	\$20,433	\$14,500	\$17,700	\$0	\$20,280	\$0	\$20,320	\$0	\$20,370
(91) Natural Gas	\$566,250	\$455,117	\$573,850	\$480,472	\$565,250	\$456,092	\$556,750	\$457,242	\$565,250	\$458,492
Unallocated MSI Operational Grant	Allocated		Allocated		\$40,000		\$40,000		\$40,000	
	\$2,443,827	\$2,394,642	\$2,545,300	\$2,526,592	\$2,570,500	\$2,581,269	\$2,597,800	\$2,609,209	\$2,640,800	\$2,632,599
Non-Cash Items (Amortization)		\$289,355		\$289,355		\$289,355		\$289,355		\$289,355
Total Operational Expenses		\$2,105,287		\$2,237,237		\$2,291,914		\$2,319,854		\$2,343,244

	2018	2019	2020	2021	2022
Balance = (revs - exp - amort)	\$338,540	\$308,063	\$278,586	\$277,946	\$297,556
Transfer to Capital Budget	\$0	\$90,000 *	\$0	\$0	\$0
Transfer to Reserves	\$338,540	\$218,063	\$278,586	\$277,946	\$297,556
Required from Taxes	\$811,876	\$826,281	\$841,431	\$856,681	\$872,181

\* \$90,000 towards snow blower

Transfer to Reserves

	2018 Contribution	2019 Contribution	To Reserve #	2020 Contribution	2021 Contribution	2022 Contribution
Public Works						
232760 - Contribution to Capital - Truck		\$10,000	49732902			
Water						
241765 - Contribution to Capital - Water		\$84,660	49741991			
Sewer						
242930 - Contribution to Capital - Sewer		\$58,750	49742901			
Recreation						
272762 - Contribution to Capital - Recreation		\$14,000	49700998			
Natural Gas						
291760 - Contribution to Capital - Nat. Gas (\$4/riser/month)		\$22,704	49791900			
Total Reserves	\$338,540	\$190,114		\$278,586	\$277,946	\$297,556
Total Expenses	\$2,733,182	\$2,834,655		\$2,859,855	\$2,887,155	\$2,930,155
Residual (TBD)		\$27,949				

# TOWN OF SEDGEWICK BUDGET

## 00 -GENERAL REVENUE



### REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	
100110 - Tax Levy - Minimum	\$78,693	\$68,931		\$68,931	\$68,931	\$68,931	\$68,931	
100111 - Tax Levy - ASFF - Res	\$179,809	\$187,757	\$187,700	\$196,000	\$204,000	\$212,000	\$220,000	
100112 - Tax Levy - ASFF - Non	\$62,995	\$66,741	\$66,741	\$70,000	\$74,000	\$78,000	\$82,000	
100113 - Tax Levy - Seniors' H	\$13,765	\$14,103	\$14,099	\$14,500	\$15,000	\$15,500	\$16,000	
100114 - Tax Levy - Linear Ass	\$14,080	\$12,603	\$14,719	\$12,850	\$13,000	\$13,250	\$13,500	2% increase
100115 - Tax Levy - Residential	\$564,551	\$576,888	\$622,748	\$588,000	\$600,000	\$612,000	\$624,000	2% increase
100116 - Tax Levy - Commercial	\$141,110	\$153,454	\$170,326	\$156,500	\$159,500	\$162,500	\$165,750	2% increase
100120 - Designated Industrial	\$0	\$52	\$52	\$60	\$60	\$60	\$60	
100201 - Federal G.I.L.	\$900	\$900	\$900	\$900	\$900	\$900	\$900	
100510 - Penalties And Costs	\$21,850	\$21,850	\$25,376	\$21,850	\$21,850	\$21,850	\$21,850	
100530 - Fortis AB Franchise	\$46,820	\$52,423	\$38,800	\$54,000	\$56,000	\$58,000	\$60,000	
100551 - Dividend Income	\$5,000	\$5,000	\$790	\$5,000	\$5,000	\$5,000	\$5,000	
100552 - Royalties Income	\$2,500	\$2,500		\$2,500	\$2,500	\$2,500	\$2,500	
	\$1,132,073	\$1,163,202	\$1,142,251	\$1,191,091	\$1,220,741	\$1,250,491	\$1,280,491	

### REQUISITIONS

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	
202741 - ASFF Non Res	\$62,995	\$66,741	\$30,350	\$70,000	\$74,000	\$78,000	\$82,000	
202750 - ASFF Res/Farm	\$179,809	\$187,757	\$91,051	\$196,000	\$204,000	\$212,000	\$220,000	
202751 - Seniors' Housing (FI	\$13,765	\$14,103	\$14,103	\$14,500	\$15,000	\$15,500	\$16,000	
202760 - DIP Requisition	\$0	\$52	\$52	\$60	\$60	\$60	\$60	
	\$256,569	\$268,653	\$135,556	\$280,500	\$293,060	\$305,500	\$318,060	

TOWN OF SEDGEWICK BUDGET

11 - COUNCIL



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
111840 - Prov. Conditional Gr	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	
	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
211130 - Clr. - Employer Contr	\$600	\$600	\$390	\$600	\$600	\$600	\$600	
211151 - Clr Fees - Taxable	\$24,050	\$26,000	\$12,549	\$40,000	\$40,000	\$40,000	\$40,000	
211152 - Clr Fees - Non-Taxabl	\$12,025	\$13,000	\$5,976	\$0	\$0	\$0	\$0	
211211 - Travel/Subs.	\$9,400	\$10,000	\$5,446	\$10,000	\$10,000	\$10,000	\$10,000	
211212 - Education	\$6,000	\$3,000	\$1,375	\$3,000	\$3,000	\$6,000	\$3,000	2021 new term
212250 - Christmas party		\$5,000		\$5,000	\$5,000	\$5,000	\$5,000	
211274 - Insurance	\$500	\$360	\$296	\$360	\$360	\$360	\$360	
211510 - Council Supplies	\$200	\$200		\$200	\$200	\$400	\$200	
211998 - Public Relations				\$3,000	\$3,000	\$3,000	\$3,000	
211999 - Council Goodwill				\$5,000	\$5,000	\$5,000	\$5,000	
	\$52,775	\$58,160	\$26,032	\$67,160	\$67,160	\$70,360	\$67,160	



TOWN OF SEDGEWICK BUDGET

12 - ADMINISTRATION



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
112210 - VCU Interest	\$21,000	\$7,200	\$46,634	\$7,500	\$7,500	\$7,500	\$7,500	approx. \$600/month
112410 - Misc. Admin. Rev.	\$3,500	\$3,000	\$10,349	\$3,000	\$3,000	\$3,000	\$3,000	Tax compliance certificates, Garage sale kits, office charges
112560 - Bdlg/Land Rental	\$7,000	\$6,625	\$9,545	\$6,625	\$6,625	\$6,625	\$6,625	Lagoon Pasture lease- \$3000, Axia Supernet lease \$3000, ATCO lease \$625
112561 - Machine Rentals (C	\$125	\$100	\$51	\$100	\$100	\$100	\$100	
112845 - Cond. Operating Gr	\$22,656	\$14,865		\$0	\$0	\$0	\$0	
112920 - Drawn From Opera	\$85,800	\$0		\$0	\$0	\$0	\$0	
	\$140,081	\$31,790	\$66,579	\$17,225	\$17,225	\$17,225	\$17,225	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
212110 - Salaries	\$162,207	\$136,034	\$124,484	\$151,100	\$154,000	\$157,000	\$160,000	CAO, Reception 10 months
212120 - Salaries - Prt.Time	\$49,078	\$75,582	\$41,043	\$76,150	\$76,500	\$78,000	\$79,600	ACAO, Finance 10 months
212121 - Overtime		\$1,000		\$1,000	\$1,000	\$1,000	\$1,000	
212123 - Bonuses		\$1,660		\$1,660	\$1,660	\$1,660	\$1,660	\$500/FT staff, prorated for PT staff
212130 - Employer Contrib.	\$22,404	\$51,166	\$32,786	\$52,000	\$52,500	\$53,500	\$54,600	
212131 - WCB	\$6,000	\$7,000	\$158	\$7,000	\$7,000	\$7,000	\$7,000	
212211 - Travel/Subs.	\$4,000	\$4,000	\$4,184	\$4,000	\$4,000	\$4,000	\$4,000	
212212 - Education/Training	\$58,530	\$6,000	\$2,594	\$4,000	\$4,000	\$4,000	\$4,000	
212213 - Occupational Healt	\$7,680	\$8,000	\$4,674	\$4,000	\$4,000	\$4,000	\$4,000	\$4000 Staff H&W program
212215 - Freight	\$100	\$100		\$100	\$100	\$100	\$100	
212216 - Postage	\$1,100	\$1,100	\$3,488	\$1,100	\$1,100	\$1,100	\$1,100	
212217 - Telephone	\$5,280	\$8,800	\$7,987	\$4,800	\$4,800	\$4,800	\$4,800	Telus phone \$300/month, CAO cell phone \$100/month
212218 - Internet/Website Co	\$975	\$5,160	\$16,519	\$5,160	\$5,160	\$5,160	\$5,160	\$75/month CCI wireless, \$30/month webhosting, \$250/month website maintenance, \$50/mont
212220 - Advertising, Printin	\$4,700	\$4,000	\$5,776	\$5,000	\$5,000	\$5,000	\$5,000	CP and other sponsorship ads \$500, Go East \$1000, Bylaw and Tax notice Ads \$500, Job ads \$5
212221 - Municipal Members	\$6,855	\$7,000	\$1,354	\$3,500	\$3,500	\$3,500	\$3,500	AUMA, LGAA, FCM, Go East, Lucky 13, Historical Society
212230 - Audit Fees	\$9,476	\$9,500	\$12,400	\$9,650	\$9,800	\$10,000	\$10,100	Contract through 2019
212231 - Assessor	\$12,860	\$13,500	\$10,922	\$13,500	\$13,750	\$13,750	\$14,000	WAG contract ends spring 2021
212232 - Legal & LTO	\$8,500	\$5,000	\$155	\$2,000	\$2,000	\$2,000	\$2,000	
212250 - Buildings R&M	\$25,500	\$20,000	\$21,009	\$4,500	\$4,500	\$4,500	\$4,500	Janitorial \$2000, Misc \$2500
212251 - Equipment R&M Co	\$40,786	\$10,500	\$6,582	\$10,500	\$10,500	\$10,500	\$10,500	Xerox \$5000, IT support \$5000, Misc \$500
212274 - Insurance	\$9,000	\$12,850	\$7,260	\$12,850	\$12,850	\$12,850	\$12,850	
212510 - Office Supplies	\$5,000	\$5,000	\$5,058	\$5,000	\$5,000	\$5,000	\$5,000	
212511 - Janitorial Supplies	\$1,000	\$1,000	\$176	\$1,000	\$1,000	\$1,000	\$1,000	
212540 - Electricity	\$2,500	\$2,300	\$2,156	\$2,300	\$2,300	\$2,300	\$2,300	
212541 - Natural Gas	\$700	\$800	\$430	\$800	\$800	\$800	\$800	
212763 - Amortization		\$1,281		\$1,281	\$1,281	\$1,281	\$1,281	CC charges \$50/month
212915 - Other Expenses		\$600	\$507	\$600	\$600	\$600	\$600	
	\$444,231	\$398,933	\$311,701	\$384,551	\$388,701	\$394,401	\$400,451	

TOWN OF SEDGEWICK BUDGET

19 - LEGISLATIVE



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
		\$0.00		\$0.00	\$0.00	\$0.00	\$0.00	
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
219150 - Election Officer Fees	\$400.00	\$400.00		\$400.00	\$400.00	\$400.00	\$400.00	
219290 - Election Costs	\$150.00	\$150.00		\$150.00	\$150.00	\$150.00	\$150.00	
	\$550.00	\$550.00	\$0.00	\$550.00	\$550.00	\$550.00	\$550.00	

TOWN OF SEDGEWICK BUDGET

23 - FIRE SERVICES



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
123410 - Fire Fees Charged	\$7,680	\$5,000	\$6,650	\$5,000	\$5,000	\$5,000	\$5,000	includes County callouts as per agreement
123412 - Misc Fire Revenues			\$750					
123540 - Town/County Fire Reserve Int.			\$1,422					
123590 - County Agreement	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	Compensation for housing shared equipment
123592 - County Operating Gr	\$18,974	\$18,974	\$8,590	\$18,974	\$18,974	\$18,974	\$18,974	
123850 - Other Grants (BRCF	\$1,500							
	\$38,154	\$33,974	\$27,412	\$33,974	\$33,974	\$33,974	\$33,974	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
223120 - Fire Fighter Fees	\$24,080	\$24,600		\$24,600	\$24,600	\$24,600	\$24,600	\$2000 honorarium Chief, \$1000 honorarium dep/asst chiefs (x2), practices \$4800, meetings \$4800, callouts \$8000, courses \$3000
223130 - Employer Contributi	\$350							
223211 - Subs/Km/Misc.	\$1,000	\$500		\$500	\$500	\$500	\$500	
223212 - Education/Training	\$1,200	\$5,200	\$533	\$2,000	\$2,000	\$2,000	\$2,000	First Aid- \$140 per person @ 10 ppl (estimate) = \$1400, NFPA 1051- \$230 per person @ 10 ppl (estimate) + Instructor and exam proctor \$1500 = \$3800
223215 - Freight	\$200	\$200		\$200	\$200	\$200	\$200	
223217 - Phones/Alarm	\$4,836	\$4,150	\$2,524	\$4,200	\$4,200	\$4,200	\$4,200	
223218 - Internet Costs	\$530	\$735	\$551	\$750	\$750	\$750	\$750	Telus \$135/month, \$335 Radio license, Flagstaff County Communication Tower \$2000 \$61/month \$2.70/capita
223230 - EMS Regional Dispa	\$2,850	\$2,200	\$2,189	\$2,200	\$2,200	\$2,200	\$2,200	
223250 - Building R&M (Cont	\$500	\$500		\$500	\$500	\$500	\$500	
223251 - Machine R&M	\$3,000	\$2,000	\$255	\$2,000	\$2,000	\$2,000	\$2,000	Flagstaff County Rescue Requisition
223252 - Machine R&M (Cour	\$3,500	\$2,500		\$2,500	\$2,500	\$2,500	\$2,500	
223274 - Insurance	\$3,320	\$3,575	\$3,102	\$3,600	\$3,600	\$3,600	\$3,600	
223300 - Regional Emergency Services Society		\$2,200		\$2,200	\$2,200	\$2,200	\$2,200	\$1250 xmas Lions Gala, \$600 toques, defibulators,\$1000 first aid supplies, misc
223350 - Rescue Unit Req.	\$1,800	\$1,800	\$1,649	\$1,800	\$1,800	\$1,800	\$1,800	
223510 - Gen. Goods & Servic	\$10,550	\$10,000	\$7,001	\$10,000	\$10,000	\$10,000	\$10,000	
223511 - Vehicle Fuel	\$600	\$500	\$205	\$500	\$500	\$500	\$500	
223512 - Vehicle Fuel (County	\$750	\$500	\$381	\$750	\$750	\$750	\$750	
223540 - Electricity	\$3,000	\$3,000	\$2,247	\$3,000	\$3,000	\$3,000	\$3,000	
223541 - Natural Gas	\$1,000	\$1,450	\$783	\$1,500	\$1,500	\$1,500	\$1,500	
223763 - Amortization		\$7,624		\$7,624	\$7,624	\$7,624	\$7,624	
	\$63,066	\$73,234	\$21,420	\$70,424	\$70,424	\$70,424	\$70,424	

TOWN OF SEDGEWICK BUDGET

24 - DISASTER SERVICES



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
224211 - Kms/Subs/Misc			\$478	\$500	\$500	\$500	\$500	
224512 - Training/Education	\$1,500	\$1,500	\$663	\$1,000	\$1,000	\$1,000	\$1,000	
	\$1,500	\$1,500	\$1,141	\$1,500	\$1,500	\$1,500	\$1,500	

TOWN OF SEDGEWICK BUDGET

26 - BYLAW ENFORCEMENT



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
126510 - Municipal BEO Fines	\$500	\$250		\$500	\$250	\$500	\$250	
126521 - Permits - Bldg.,Gas,E	\$1,500	\$1,000	\$1,640	\$1,000	\$1,000	\$1,000	\$1,000	
126522 - Hawkers/Pedlar Lice	\$350	\$350		\$350	\$350	\$350	\$350	
126525 - Animal Licenses	\$1,750	\$2,000	\$1,273	\$1,750	\$2,000	\$1,750	\$2,000	
126840 - Prov. Grant - Opera	\$10,000	\$8,000		\$8,000	\$0	\$0	\$0	
	\$14,100	\$11,600	\$2,913	\$11,600	\$3,600	\$3,600	\$3,600	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
226234 - Animal Control	\$200	\$200		\$200	\$200	\$200	\$200	
226355 - BEO Contract	\$10,000	\$8,000	\$4,525	\$8,000	\$8,000	\$8,000	\$8,000	BEO contract
	\$10,200	\$8,200	\$4,525	\$8,200	\$8,200	\$8,200	\$8,200	

TOWN OF SEDGEWICK BUDGET

32 - PUBLIC WORKS



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
132232 - Misc. PW Revs			\$319					
132561 - Machine Rentals	\$4,000	\$2,000	\$2,104	\$2,000	\$2,000	\$2,000	\$2,000	
132824 - MSI Operating Gran	\$5,000	\$0		\$0	\$0	\$0	\$0	
	\$9,000	\$2,000	\$2,423	\$2,000	\$2,000	\$2,000	\$2,000	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
232110 - Salaries	\$76,743	\$103,200	\$72,033	\$82,000	\$83,700	\$85,300	\$87,000	Foreman 6 months, Assistant 6 months
232120 - Salaries Prt-Time	\$21,696	\$19,280	\$10,208	\$22,000	\$22,000	\$22,000	\$22,000	PW Seasonal (8 months) \$22000
232121 - Overtime		\$2,500	\$4,310	\$2,500	\$2,500	\$2,500	\$2,500	
232122 - Oncall		\$11,500	\$5,380	\$11,500	\$11,500	\$11,500	\$11,500	115 hrs weekends @ \$50, 250 hrs weekdays @ \$20
232123 - Bonuses		\$1,000		\$1,000	\$1,000	\$1,000	\$1,000	\$500/FT employee
232130 - Employer Contribut	\$17,750	\$23,400	\$19,612	\$20,000	\$20,300	\$20,700	\$21,000	
232211 - Travel/Subs.	\$3,000	\$2,500	\$1,177	\$2,500	\$2,500	\$2,500	\$2,500	
232212 - Education/Training	\$5,000	\$3,000	\$1,228	\$5,000	\$5,000	\$5,000	\$5,000	
232215 - Freight	\$500	\$1,000	\$193	\$500	\$500	\$500	\$500	
232217 - Telephone	\$3,780	\$4,100	\$2,344	\$2,750	\$2,750	\$2,750	\$2,750	PW staff cells \$1050, \$1700 landline
232250 - Buildings R&M	\$500	\$4,500	\$4,272	\$5,500	\$5,500	\$5,500	\$5,500	\$500 misc, Casual snow removal \$5000
232251 - Machine R&M Contr	\$17,000	\$20,000	\$8,768	\$10,000	\$10,000	\$10,000	\$10,000	Commercial Vehicle Inspection Program -2 gravel trucks
232252 - Streets/Sidewalks/C	\$34,000	\$30,000	\$25,471	\$52,000	\$55,000	\$55,000	\$55,000	Sidewalk repairs-\$35,000, crackfiller-\$2000, coldmix-\$3500, spray \$1500, Sp.Drive dust suppressant \$5,000, other-\$5000
232274 - Insurance	\$5,730	\$5,250	\$5,331	\$5,250	\$5,250	\$5,250	\$5,250	
232510 - Sm.Equip/Misc.Supp	\$8,000	\$10,000	\$3,047	\$6,000	\$6,000	\$6,000	\$6,000	
232511 - Vehicle Fuel	\$9,000	\$15,000	\$7,690	\$9,000	\$9,300	\$9,500	\$9,750	
232512 - Shop Tools	\$1,000	\$2,000	\$460	\$1,000	\$1,000	\$1,000	\$1,000	
232540 - Electricity	\$3,500	\$3,500	\$2,683	\$3,500	\$3,600	\$3,700	\$3,800	
232541 - Natural Gas	\$2,000	\$3,000	\$1,551	\$2,500	\$2,600	\$2,700	\$2,800	
232542 - Street Lites	\$55,000	\$55,000	\$40,466	\$55,000	\$56,500	\$58,000	\$60,000	
232763 - Amortization		\$129,438		\$129,438	\$129,438	\$129,438	\$129,438	
232831 - Debenture Interest				\$23,325	\$44,792	\$42,250	\$39,629	3.11% - Main Street - Based on \$1.5m over 15 years
232832 - Debenture Principal				\$39,622	\$81,102	\$83,644	\$86,265	Main Street - Based on \$1.5m over 15 years
	\$264,199	\$449,168	\$216,224	\$491,885	\$561,832	\$565,732	\$570,182	

TOWN OF SEDGEWICK BUDGET

37 - STORM SEWER



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	\$0	\$0		\$0	\$0	\$0	\$0	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
237251 - Rpr. & Maint.	\$3,000	\$250	\$45	\$250	\$250	\$250	\$250	
237763 - Amortization		\$2,007		\$2,007	\$2,007	\$2,007	\$2,007	
	\$0	\$2,257	\$45	\$2,007	\$2,257	\$2,007	\$2,257	

# TOWN OF SEDGEWICK BUDGET

## 41 - WATER



### REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
141410 - Sale Of Water	\$100,000	\$110,000	\$90,238	\$112,000	\$112,000	\$113,300	\$114,500	\$1.68/m3
141510 - Water Penalties	\$600	\$600	\$460	\$600	\$600	\$600	\$600	
141590 - Bulk Water Revs	\$2,500	\$5,500	\$4,289	\$5,550	\$5,600	\$5,700	\$5,700	\$0.056/gallon
141820 - Water Infrastructure	\$61,500	\$61,500	\$50,996	\$61,500	\$62,000	\$63,000	\$63,300	\$5100/month (\$12.80 cc valve renewal fee)
141825 - Water Meter Replac	\$23,000	\$23,160	\$17,466	\$23,160	\$23,160	\$23,160	\$23,160	\$1930/month (\$5 meter replacement fee)
141930 - Contr. From Other Oper Funct.				\$3,000	\$3,000	\$3,000	\$3,000	Pylon Sign sponsorship
141846 - Prov. Grant - Operat	\$35,000							
141940 - Contr. From Capital	\$124,000							
	\$346,600	\$200,760	\$163,449	\$205,810	\$206,360	\$208,760	\$210,260	

### EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
241110 - Salaries And Wages	\$24,488	\$23,100	\$19,079	\$23,800	\$24,300	\$24,750	\$25,250	Foreman 2 months, Assistant 2 months
241130 - Employer Contributi	\$5,917	\$5,850	\$5,084	\$6,000	\$6,100	\$6,200	\$6,350	Foreman 2 months, Assistant 2 months
241215 - Freight	\$4,500	\$4,000	\$3,237	\$4,000	\$4,000	\$4,000	\$4,000	
241217 - Telephone	\$800	\$800	\$846	\$1,150	\$1,150	\$1,150	\$1,150	\$66.50/month, PW cell 2 months
241218 - WTP Internet	\$600	\$2,100	\$642	\$2,100	\$2,100	\$2,100	\$2,100	internet \$50/month, SCADA IT \$125/month
241235 - Water Meter Readin	\$3,900	\$4,560		\$4,560	\$4,560	\$4,560	\$4,560	\$380/month
241250 - Building R&M	\$20,000	\$5,000		\$5,000	\$5,000	\$5,000	\$5,000	misc
241251 - Equipment R&M Cor	\$190,500	\$23,576	\$25,032	\$25,000	\$25,000	\$25,000	\$25,000	misc repairs
241274 - Insurance	\$3,700	\$3,900	\$3,316	\$3,900	\$3,900	\$3,900	\$3,900	WTP and bulk water station
241510 - Gen. Goods & Servic	\$6,000	\$10,000	\$7,602	\$5,000	\$5,000	\$5,000	\$5,000	Kaisen Water Samples \$4000, misc \$1000
241530 - Chemicals	\$8,500	\$8,500	\$8,004	\$8,500	\$8,500	\$8,500	\$8,500	
241540 - Electricity	\$16,000	\$14,000	\$12,159	\$14,000	\$14,000	\$14,000	\$14,000	
241541 - Natural Gas	\$1,450	\$2,000	\$1,195	\$2,000	\$2,000	\$2,000	\$2,000	
241763 - Amortization		\$68,025		\$68,025	\$68,025	\$68,025	\$68,025	
	\$286,355	\$175,411	\$86,196	\$173,035	\$173,635	\$174,185	\$174,835	



TOWN OF SEDGEWICK BUDGET

42 - SEWER



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
142410 - Sewer Service Fees	\$120,000	\$132,000	\$99,141	\$134,500	\$135,000	\$136,000	\$137,000	
142510 - Sewer Penalties	\$400	\$400	\$430	\$400	\$400	\$400	\$400	
142820 - Sewer Infrastructure	\$51,700	\$57,600	\$42,853	\$58,750	\$59,350	\$60,000	\$60,500	\$4850/month (\$11.22/account)
142930 - Contr. From Other C	\$12,829	\$0		\$0	\$0	\$0	\$0	
142940 - Contr. From Capital	\$75,000	\$0		\$0	\$0	\$0	\$0	
	\$259,929	\$190,000	\$142,424	\$193,650	\$194,750	\$196,400	\$197,900	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
242110 - Salaries	\$24,467	\$23,100	\$6,107	\$23,800	\$24,300	\$24,750	\$25,250	Foreman 2 months, Assistant 2 months
242121 - Overtime			\$2,852					
242130 - Employer Contribut	\$5,917	\$5,850	\$1,465	\$6,000	\$6,100	\$6,200	\$6,350	Foreman 2 months, Assistant 2 months
242215 - Freight			\$226					
242217 - Telephone/Alarm	\$1,650	\$1,650	\$1,303	\$2,000	\$2,000	\$2,000	\$2,000	\$137/month, PW cells for 2 months
242250 - Building R&M	\$500	\$2,500	\$772	\$500	\$500	\$500	\$500	\$500 misc
242251 - Equipment R&M Co	\$21,329	\$13,576	\$11,724	\$25,000	\$25,000	\$25,000	\$25,000	Flushing, heat lamp contract \$250; sewer line repairs;
242255 - Sewage Lagoon	\$80,800	\$5,000	\$5,624	\$5,000	\$5,000	\$5,000	\$5,000	enzymes
242274 - Insurance	\$1,000	\$950	\$784	\$970	\$990	\$1,000	\$1,030	
242510 - Supplies	\$500	\$500	\$3,172	\$500	\$500	\$500	\$500	
242540 - Electricity	\$3,800	\$3,800	\$2,876	\$3,800	\$3,800	\$3,800	\$3,800	
242541 - Natural Gas	\$630	\$750	\$492	\$750	\$750	\$750	\$750	
242763 - Amortization		\$55,618		\$55,618	\$55,618	\$55,618	\$55,618	
	\$140,593	\$113,294	\$37,397	\$123,938	\$124,558	\$125,118	\$125,798	

TOWN OF SEDGEWICK BUDGET

43 - WASTE



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
143410 - Collection And Disposal	\$138,690	\$138,000	\$112,015	\$140,000	\$140,000	\$142,000	\$143,500	\$11,580/month, \$31.62/property
143510 - Garbage Penalties	\$400	\$500	\$506	\$500	\$500	\$500	\$500	
143590 - Misc. Revenue	\$50	\$0	\$40	\$0	\$0	\$0	\$0	
	\$139,140	\$138,500	\$112,561	\$140,500	\$140,500	\$142,500	\$144,000	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
243350 - FRSWMA Requisition	\$126,590	\$123,685	\$129,420	\$127,200	\$130,000	\$130,000	\$130,000	
243360 - Curbside Recycling	\$10,400	\$14,000		\$0	\$0	\$0	\$0	terminated
243510 - General Goods & Services	\$1,150	\$1,000	\$142	\$1,000	\$1,000	\$1,000	\$1,000	Scale fees, bag tags
	\$138,140	\$138,685	\$129,562	\$128,200	\$131,000	\$131,000	\$131,000	

TOWN OF SEDGEWICK BUDGET

51 - SOCIAL SERVICES



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
Provincial Grants - Operating		\$4,866		\$0	\$0	\$0	\$0	
	\$0	\$4,866		\$0	\$0	\$0	\$0	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
251350 - FFCS Req.	\$7,456	\$7,056	\$7,055	\$7,500	\$7,500	\$7,500	\$7,500	\$8.70/capita
251356 - Community Resource	\$5,145	\$4,866		\$0	\$0	\$0	\$0	\$6/capita
251770 - Grants-Other-FIRST	\$625	\$625	\$625	\$1,000	\$1,000	\$1,000	\$1,000	Agreement Flagstaff welcoming project - extended
	\$13,226	\$12,547	\$7,680	\$8,500	\$8,500	\$8,500	\$8,500	

TOWN OF SEDGEWICK BUDGET

56 - CEMETERY



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
156410 - Plot Sales	\$600	\$500	\$1,156	\$500	\$500	\$500	\$500	
156415 - Memorial Book Sale	\$100	\$0	\$55	\$100	\$100	\$100	\$100	
156510 - Goods & Services	\$500	\$500	\$1,447	\$500	\$500	\$500	\$500	Permits and monuments fees
156590 - Cemetery Donation	\$4,500	\$0		\$0	\$0	\$0	\$0	County Grant - eligible again Oct. 2019
	\$5,700	\$1,000	\$2,658	\$1,100	\$1,100	\$1,100	\$1,100	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
256250 - Rpr.& Maint.	\$4,500	\$500	\$116	\$500	\$500	\$500	\$500	
256510 - Gen. Goods & Service	\$500	\$500	\$309	\$500	\$500	\$500	\$500	
	\$5,000	\$1,000	\$425	\$1,000	\$1,000	\$1,000	\$1,000	

TOWN OF SEDGEWICK BUDGET

61 - PLANNING



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
161840 - Grants - MSI	\$1,600			\$0	\$0	\$0	\$0	
	\$1,600	\$0		\$0	\$0	\$0	\$0	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
261200 - Gen. Services Contr	\$1,600	\$2,000	\$1,370	\$500	\$500	\$500	\$500	
261510 - ARB Costs - LARB, C	\$1,500	\$1,500		\$1,500	\$1,500	\$1,500	\$1,500	Local Assessment, Combined Assessment review boards
	\$3,100	\$3,500	\$1,370	\$2,000	\$2,000	\$2,000	\$2,000	

TOWN OF SEDGEWICK BUDGET

63 - ECONOMIC DEVELOPMENT



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
163590 - Grants - Federal	\$2,000	\$800	\$800	\$1,000	\$1,000	\$1,000	\$1,000	Heritage Grant application for fireworks
163800 - Ec. Dev. Activities			\$81,344	\$130,000	\$130,000	\$130,000	\$130,000	Concert Revenues
163840 - Conditional Grant -	\$25,350			\$15,000	\$0	\$0	\$0	MSI Operational for chairs
163921 - Transfer from Capital	\$139,000			\$0	\$0	\$0	\$0	
	\$166,350	\$800	\$82,144	\$146,000	\$131,000	\$131,000	\$131,000	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
263211 - Travel/Subs			\$93					
263250 - Contracted Services			\$102,859	\$130,000	\$130,000	\$130,000	\$130,000	Concert Expenses
263350 - BRAED Membership	\$645	\$608	\$633	\$650	\$650	\$650	\$650	
263360 - FIP Membership	\$8,350	\$7,581	\$10,981	\$8,000	\$8,000	\$8,000	\$8,000	
263510 - Goods & Supplies	\$158,000	\$2,500	\$4,427	\$17,000	\$2,500	\$2,500	\$2,500	Fireworks \$2000, chairs \$15000
263763 - Amortization		\$2,228		\$2,228	\$2,228	\$2,228	\$2,228	
263920 - Tfr. To Reserves-Ec Dev			\$6,000					
	\$166,995	\$12,917	\$124,993	\$157,878	\$143,378	\$143,378	\$143,378	

TOWN OF SEDGEWICK BUDGET

66 - Land and Development



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	\$0	\$0		\$0	\$0	\$0	\$0	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
266200 - Gen. Service Contr.	\$750			\$750	\$750	\$750	\$750	
	\$750	\$0		\$750	\$750	\$750	\$750	

TOWN OF SEDGEWICK BUDGET

72 - RECREATION



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
172410 - Recreation Land Rer	\$500	\$0		\$0	\$0	\$0	\$0	Waived as per res. 2016-06-133
172590 - Other Revenues			\$10,000	\$14,000	\$14,000	\$14,000	\$14,000	Coop Arena Sponsorship \$10000, Campbell McLennan Chrysler Stage Sponsorship \$4000
172920 - Tfr. From Reserves	\$54,000	\$85,000		\$0	\$0	\$0	\$0	
	\$54,500	\$85,000	\$10,000	\$14,000	\$14,000	\$14,000	\$14,000	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
272110 - Salaries - Fulltime	\$24,497	\$37,000	\$19,226	\$23,800	\$24,000	\$24,500	\$25,000	PW Foreman & Assistant 2 months
272120 - Salaries - Prt-Time	\$111,957	\$21,791	\$11,248	\$15,300	\$15,000	\$15,000	\$15,000	Summer II, Finance 1 month
272121 - Overtime		\$1,000	\$432	\$0	\$0	\$0	\$0	
272123 - Bonuses		\$500		\$0	\$0	\$0	\$0	
272130 - Employer Contrib.	\$7,521	\$11,500	\$4,119	\$7,000	\$7,150	\$7,300	\$7,450	PW Foreman & Assistant 2 months, Finance 1 month, Summer II
272214 - Recreation Program	\$50,000	\$0		\$0	\$0	\$0	\$0	
272212 - Education		\$3,000	\$74	\$0	\$0	\$0	\$0	
272217 - Phone			\$300	\$350	\$350	\$350	\$350	PW staff cells 2 months
272251 - Equipment R&M	\$3,000	\$500		\$500	\$500	\$500	\$500	
272252 - Building R&M	\$500	\$500		\$500	\$500	\$500	\$500	
272260 - Parks Improvement	\$9,000	\$5,500	\$5,629	\$3,500	\$3,500	\$3,500	\$3,500	\$1500 flowers, \$2000 MSP maint.,
272274 - Insurance	\$18,100	\$16,600	\$15,911	\$17,000	\$17,000	\$17,000	\$17,000	
272510 - Gen. Goods & Servic	\$500	\$75,000	\$72,585	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000 misc
272540 - Electricity	\$3,300	\$4,800	\$2,526	\$5,000	\$5,000	\$5,000	\$5,000	Trailer Disposal Stn \$1000, MSP \$1100, Welcome sign \$1200, Walking Trail \$500, LED HWY 13 sign \$1000
272541 - Rec Centre - Water	\$2,400	\$2,400	\$1,893	\$2,400	\$2,400	\$2,400	\$2,400	
272770 - Grant - Lake Park Operating			\$11,237					
272779 - Rec Centre Grant - A	\$500	\$0		\$0	\$0	\$0	\$0	
272863 - Amortization		\$20,992		\$20,992	\$20,992	\$20,992	\$20,992	
	\$230,775	\$201,083	\$145,180	\$126,342	\$126,392	\$127,042	\$127,692	



TOWN OF SEDGEWICK BUDGET

74 - CULTURE



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
174840 - Provincial Grants - Operating		\$14,085		\$14,500	\$0	\$0	\$0	
	\$0	\$14,085		\$14,500	\$0	\$0	\$0	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
274120 - Salaries - Prt. Time		\$1,989		\$1,900	\$2,030	\$2,070	\$2,120	Finance 1 month
274130 - Employer Contrib.		\$859		\$250	\$250	\$250	\$250	Finance 1 month
274274 - Insurance	\$3,300	\$3,500	\$3,996	\$3,500	\$3,500	\$3,500	\$3,500	
274770 - Grant - Library	\$7,000	\$7,500	\$7,570	\$7,500	\$7,500	\$7,500	\$7,500	
274771 - Grant - Hall Operatir	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	
274774 - P.R.L. Req.	\$6,755	\$6,585	\$6,585	\$6,700	\$7,000	\$7,000	\$7,000	
	\$23,055	\$20,433	\$18,151	\$17,700	\$20,280	\$20,320	\$20,370	

TOWN OF SEDGEWICK BUDGET

91 - NATURAL GAS



REVENUE

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
191410 - Sale Of Gas	\$403,750	\$412,250	\$212,773	\$421,950	\$412,250	\$403,750	\$412,250	87,000GJ @ \$4.85/GJ,\$25 meter maintenance charge monthly to pay for future line replacement (\$4/service to town reserves, \$5/service to SKNGS reserves, \$16/service offsets operating costs)- [480 accounts]
191411 - Gas S/C	\$120,960	\$120,960	\$106,254	\$119,196	\$120,000	\$120,000	\$120,000	
191412 - SKNGS Reserve Fund	\$23,040	\$23,040		\$22,704	\$23,000	\$23,000	\$23,000	
191413 - Nat.Gas - Town Facility	\$6,000	\$4,000	\$3,025	\$4,000	\$4,000	\$4,000	\$4,000	
191510 - Gas Penalties	\$1,500	\$1,500	\$2,630	\$1,500	\$1,500	\$1,500	\$1,500	\$21 meter maintenance charge monthly to pay for future line replacement (\$5/riser to SKNGS reserves, \$16/riser offsets operating costs)
191590 - Gas Install.& Misc. Fees	\$1,500	\$4,500		\$4,500	\$4,500	\$4,500	\$4,500	
	\$556,750	\$566,250	\$324,682	\$573,850	\$565,250	\$556,750	\$565,250	

EXPENSES

Name	2017 Budget	2018 Budget	2018 YTD	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
291110 - Salaries	\$11,041	\$6,807		\$7,150	\$7,200	\$7,300	\$7,450	Receptionist 2 months allocated for time billing
291130 - Employers Contrib.	\$622	\$2,168		\$2,200	\$2,250	\$2,300	\$2,400	Receptionist 2 months allocated for time billing
291215 - Freight	\$300	\$300		\$300	\$300	\$300	\$300	
291216 - Postage	\$6,500	\$6,000	\$2,275	\$6,000	\$6,000	\$6,000	\$6,000	
291220 - Advert/Printing	\$400	\$400		\$400	\$400	\$400	\$400	
291250 - Gas System R&M	\$26,425	\$14,250	\$1,403	\$26,250	\$15,000	\$15,000	\$15,000	\$14750 Meter reinspections, \$2000 meter repairs, \$4000 fittings, \$500 valves, \$1500 removal of unused services, \$4500 safety modifications
291251 - Mach. R&M	\$4,000	\$3,500	\$448	\$10,500	\$3,500	\$3,500	\$3,500	New meters 45 AC250, 6 AC630
291260 - New Install. Costs	\$4,500	\$4,500		\$2,000	\$3,000	\$3,000	\$3,000	2x\$1000
291290 - Taxes/Misc.	\$8,700	\$7,000	\$7,064	\$7,000	\$7,000	\$7,000	\$7,000	Taxes to County for linear and RMO station
291350 - Admin. Costs	\$72,250	\$80,750	\$59,878	\$82,650	\$82,000	\$83,000	\$84,000	87,000GJ @ \$0.95/GJ to SKNGS
291532 - Gas Purch For Resale	\$297,500	\$297,500	\$127,596	\$304,500	\$297,500	\$297,500	\$297,500	87,000 GL @ 3.50/GJ to SKNGS
291541 - Natural Gas	\$600	\$1,000	\$743	\$1,000	\$1,000	\$1,000	\$1,000	
291760 - SKNGS Reserve Fund	\$51,840	\$28,800	\$21,558	\$28,380	\$28,800	\$28,800	\$28,800	\$5/riser per month paid into SKNGS reserves (473x12)
291763 - Amortization		\$2,142		\$2,142	\$2,142	\$2,142	\$2,142	
	\$484,678	\$455,117	\$220,965	\$480,472	\$456,092	\$457,242	\$458,492	



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018  
2019 CAPITAL BUDGET

## 2019 CAPITAL BUDGET

### EXECUTIVE SUMMARY

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Administration has prepared the 2019 Capital Budget for Council's approval.

### BACKGROUND

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The total amount of the capital budget for 2019 is \$3,714,000. 46% will be funded by grants, 11% by reserves, 40% by debenture and 2.5% by 2019 property taxes.

Capital projects are as follows:

Main Street Revitalization	\$1,800,000
Subdivision shallow utilities	\$150,000
Sewer infrastructure	\$1,600,000
Water well	\$14,000
Snow Blower	\$130,000
1 ton Truck	\$20,000

### BUDGET IMPLICATIONS

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As above

### ALTERNATIVES

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1. Council may approve the 2019 Capital Budget as presented
2. Council may direct Administration to modify the capital budget and bring back to the December regular meeting of Council.

### RECOMMENDATION

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1. That Council approve the 2019 Capital Budget as presented at a total cost of \$3,714,000.

### ATTACHMENTS

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1. 2019 Capital Budget\_DRAFT

TOWN OF SEDGEWICK BUDGET

2019

CAPITAL - CURRENT



Current

Category	Project	2019 Budget	Funded by Sale of Asset	Funded by Grants	Funded by Reserves	Funded by Debenture	Funded by Taxes
Roads	Main Street Revitalization	\$1,800,000		\$300,000		\$1,500,000	
Development	Subdivision shallow utilities	\$150,000			\$150,000		
Sewer	Sewer infrastructure replacement	\$1,600,000		\$1,419,500	\$180,500		
Water	Water well	\$14,000			\$14,000		
Public Works	Snow Blower	\$130,000			\$40,000		\$90,000
Public Works	1 ton Truck	\$20,000			\$20,000		
		\$3,714,000	\$0	\$1,719,500	\$404,500	\$1,500,000	\$90,000

TOWN OF SEDGEWICK BUDGET

2020-2024

CAPITAL - FORECAST



Forecast							
Category	Project	2020	2021	2022	2023	2024	5 Year Total
Public Works	Gravel Truck	\$40,000					\$40,000
Public Works	Street Sweeper		\$50,000				\$50,000
Public Works	Flat Deck Water Truck		\$20,000				\$20,000
Public Works	Grader			\$150,000			\$150,000
Public Works	Pickup Truck	\$35,000			\$40,000		\$75,000
Public Works	Bucket Truck					\$40,000	\$40,000
Public Works	Utility Tractor					\$35,000	\$35,000
Sewer	Sanitary Sewer Replacement Program	\$360,000	\$326,000	\$319,000	\$335,000	\$321,000	\$1,661,000
Grants and Reserves							
Accumulated MSI Funds*		\$337,053	\$227,053	\$201,053	\$182,053	\$147,053	
Accumulated FGTF*		\$52,137	\$102,137	\$102,137	\$102,137	\$102,137	
Accumulated Reserve Funds*		\$1,262,248	\$1,387,248	\$1,517,248	\$1,567,248	\$1,727,248	
		-----					
		\$435,000	\$396,000	\$469,000	\$375,000	\$396,000	\$2,071,000
Funding Source							
From MSI		\$360,000	\$276,000	\$269,000	\$285,000	\$271,000	
From FGTF			\$50,000	\$50,000	\$50,000	\$50,000	
From Reserves		\$75,000	\$70,000	\$150,000	\$40,000	\$75,000	
From Operating							
From Other							
Unfunded		\$0	\$0	\$0	\$0	\$0	

\*Notes and Assumptions  
MSI Capital - \$250,000/year  
FGTF - \$50,000/year  
Reserves - adding \$200,000/year

# TOWN OF SEDGEWICK BUDGET

2019

## FUNDING SOURCES FOR 2019 CAPITAL BUDGET

Capital Reserves	Jan. 1 2019 Amount	To be Used	Remaining
49741991 - Water Infra., 49741992 - WMF	\$357,892	\$344,500	\$13,392
Water Well		\$14,000	
Subdivision Shallow Utilities		\$150,000	
Sewer Infrastructure Replacement		\$180,500	
49700995 - PW Equipment	\$60,814	\$60,000	\$814
1 ton Truck		\$20,000	
Snow Blower		\$40,000	
Subtotal Capital Reserves	\$418,706	\$404,500	\$14,206

Grants	Jan 1. 2019	Use in 2019	Ending 2019
497321000 - MSI Capital	\$1,387,053	\$1,300,000	\$87,053
Sewer infrastructure replacement		\$1,000,000	
Main Street Revitalization		\$300,000	
49701004 - BMTG	\$169,546	\$169,500	\$46
Sewer infrastructure replacement		\$169,500	
49701005 - FGTF	\$252,137	\$250,000	\$2,137
Sewer infrastructure replacement		\$250,000	
Subtotal Grants	\$1,808,737	\$1,719,500	\$89,237

# List of Reserves

	Jan. 1, 2018	2018 Contribution	2018 Used	Final
49700900 General Operating	\$78,786	\$3,200		\$81,986
49700992 Future Development	\$170,423	\$2	\$170,000	\$424
49700993 TOS/County Fire Truck Reserve	\$148,599	\$1,016		\$149,615
49700995 PW Equipment	\$87,914	\$20,000	\$47,100	\$60,814
49700997 Rec Operating	\$282,994	\$15,000	\$76,930	\$221,064
49700998 Rec Capital	\$270,392	\$14,000	\$200,000	\$84,392
49712900 Office Equipment	\$60,250	\$2,500	\$8,500	\$54,250
49723901 Fire Capital	\$5,172	\$5,000		\$10,172
49723903 Fire Building	\$38,565	\$10,000		\$48,565
49732900 Infrastructure Streets	\$389,220	\$60,000	\$449,000	\$220
49732902 PW Truck Replacement	\$40,239	\$7,500	\$34,690	\$13,049
49732904 PW Building	\$13,819	\$5,000		\$18,819
49741991 Water Infrastructure	\$325,924	\$75,000	\$113,795	\$287,129
49741992 Water Meter Replacement	\$137,817	\$25,000	\$100,000	\$62,817
49741993 WTP Building Addition	\$10,000			\$10,000
49742900 Lagoons	\$10,500			\$10,500
49742901 Sewer Infrastructure	\$339,224	\$75,000	\$415,000	-\$776
49743100 Landfill Expansion/Remediation	\$10,331	\$1,000		\$11,331
49791900 Natural Gas Capital Reserve	\$94,560	\$23,040	\$7,765	\$109,835
49791901 Cemetery Pinning	\$5,500	\$1,500		\$7,000
49791903 Community Hall	\$16,043	\$5,000		\$21,043
All Reserves	\$2,536,270	\$348,758		\$1,262,248

# List of Allocated Grants

	Jan. 1, 2018	2018 Contribution	2018 Used	Final
MSI				
49701009 MSI Operating Grant				\$0
49701006 MSI Operating Interest	\$186			\$186
Total MSI Op.				\$186
MSI Capital				
49732100 MSI Capital Grant	\$1,660,420	\$325,401	\$605,196	\$1,380,625
49701010 MSI Capital Interest		\$6,428		\$6,428
Total MSI Cap.				\$1,387,053
FGTF				
49701005 FGTF Grant	\$200,000	\$50,000		\$250,000
49701008 FGTF Interest	\$1,529.88	\$607		\$2,137
Total FGTF				\$252,137
BMTG				
49701004 BMTG Grant	\$158,340			\$158,340
49701007 BMTG Interest	\$9,899	\$1,308		\$11,206
Total BMTG				\$169,546
All Grants	\$2,030,375	\$383,744	\$605,196	\$1,808,923





## **FIRE SERVICES BUSINESS & IMPLEMENTATION PLAN – REQUEST FOR FEEDBACK**

### **EXECUTIVE SUMMARY**

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Transitional Solutions Inc. has distributed a business plan to the nine communities involved with the Emergency Services Committee.

### **BACKGROUND**

---

The proposed business plan outlines TSI's methodology, key findings, recommendations and a proposed four-year budget and implementation plan for establishing a region fire service.

Following is a summary of the plan's proposals (\*not inclusive):

- Proceed as a non-profit society model
- Emergency management to remain responsibility of individual municipalities initially
- Fire stations to be designated as either 1) full-response or 2) modified response
- Fire apparatus will be strategically located
- An initial assessment of capabilities and viability take place two years after implementation of the model with service level targets and key performance indicators being set
- The society implement a borderless response model
- The society establish a shared training program
- That Wi-fi be installed in all fire halls
- That the organization would include a Regional Fire Chief and Deputy Chief with Station Chiefs at each hall

### **Budget**

The report states that the budget model provides adequate funding to provide a minimum level of service for all and a higher overall level of service to the region.

### **Keys:**

- Operations to begin Jan. 1<sup>st</sup>, 2020. 50% to be contributed by requisition in 2019. 100% in 2020.
- Capital funding will not be requisitioned until years 3 and 4. 50% in year 3, 100% in year 4.
- Flagstaff County will fund all capital equipment replacement needs in the first four years and repaid over the next 20 years
- Full funding requirements will be eased into within 4 years.

### **Requisition formula**

20% - population

20% - number of dwellings

60% - equalized assessment



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018  
FIRE SERVICES BUSINESS PLAN

### BACKGROUND (CONT.)

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#### Sedgewick's Proposed Requisition

Allocation	2019	2020	2021	2022
6.61%	\$35,741	\$71,482	\$84,967	\$101,074

#### All Communities Proposed Requisition

100%	\$540,937	\$1,081,874	\$1,285,971	\$1,529,750
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### Governance

10 member board with each town and village providing one elected official and Flagstaff County providing 2.

### Service Levels

Full Service	Modified Service
Interior and exterior firefighting Motor vehicle collision response with rescue tools Wildland firefighting Medical assist	Wildland firefighting Motor vehicle collision response - traffic control only Medical assist
Apparatus Needs	Apparatus Needs
Engine Rescue Wildland truck/rapid response vehicle Tanker	Wildland truck/rapid response vehicle Tanker

The following equipment is recommended for the region:

- 5 Engines
- 3 Rescues
- 3 Tenders
- 10 Wildland Trucks
- 2 Chief Trucks

Sedgewick is identified as a full service station and is designated to house an Engine, Wildland Truck and Tender.

As a next step to the project, the Emergency Services Committee has asked for Council's feedback on the plan prior to November 30<sup>th</sup>, 2018.

A letter from the Town of Killam with their Council's feedback has been attached.

### BUDGET IMPLICATIONS

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As above



TOWN OF  
**SEDGEWICK**

## **REQUEST FOR DECISION**

NOVEMBER 22<sup>ND</sup>, 2018  
FIRE SERVICES BUSINESS PLAN

### **RECOMMENDATION**

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1. Council is to submit feedback back to Transitional Solutions by November 30<sup>th</sup> to be shared with all councils.

### **ATTACHMENTS**

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1. Business and Implementation Plan\_DRAFT
2. Town of Killam – Feedback on Draft Flagstaff Regional Fire Services Business Plan

# FLAGSTAFF REGIONAL FIRE SERVICES

## Business & Implementation Plan



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Prepared By: Transitional Solutions Inc.  
November 2018



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## 1.0 Introduction

The Flagstaff Region has long recognized the benefits of collaboration in emergency service provision and have a history of working collaboratively in the area of emergency services. In 2005, an Emergency Services Committee (ESC) was established amongst the municipalities as an advisory committee supporting the delivery of emergency services in the Flagstaff Region. Currently, the ESC is sponsoring the development of a regional fire service business and implementation plan that evaluates all previous planning and research completed as well as additional considerations to support the process of establishing a regional fire service.

The Flagstaff Region consists of nine municipalities: Flagstaff County, including the Hamlets of Strome and Galahad; the Towns of Hardisty, Sedgewick, Killam and Daysland; and the Villages of Forestburg, Alliance, Loughheed and Heisler. The eight towns and villages each operate a volunteer fire service and Flagstaff County operates two other volunteer fire services within the two hamlets. These departments collectively provide wildland fire suppression, exterior and coordinated interior structural fire suppression, medical first response, motor vehicle collision response, hazardous materials first response, ice rescue and water rescue services to the region.

Historically, the region has coordinated the regional provision of fire services through fire service agreements between the County and the urban municipalities within it. These fire service agreements are currently set to expire in December 2019. The municipalities in the region see an opportunity to establish a regional fire service that encompasses all fire services in the Flagstaff area under one governance and administrative structure prior to the expiration of these agreements.

In June 2018, the ESC, through the Town of Killam, issued a Request for Proposal for the development of a business and implementation plan for a regional fire service. Transitional Solutions Inc. (TSI) was selected to complete the identified scope of work and support the ESC in envisioning a future emergency services model for the Flagstaff region. The following business and implementation plan outlines TSI's methodology, key findings, recommendations, and a proposed four-year budget and implementation plan for establishing a regional fire service. The analysis and recommendations presented considers existing department structures, training and service levels, previous work completed by the Committee, concerns raised by municipalities in the past, and current best practices in the delivery of municipal fire services.

## 2.0 Background

The Flagstaff ESC has been working to achieve a funding formula and service level model for a regional fire service that will serve all municipalities in the Flagstaff region for many years. A lot of valuable work has been completed to date, including the hiring of a Regional Emergency Services Coordinator, the completion of the *2011 Regional Fire and Emergency Management Services* study on options for regional fire and emergency services operations, and the development of a draft *2018 Flagstaff Regional Emergency Services Society Business Plan* that laid out recommendations for implementing a regional fire service through a society-based model. To date, the region has not been able to reach agreement on regional fire and emergency service provision and neither report has been implemented. The two previous reports offered sound recommendations. However, in both cases, there were concerns from

municipal administrations and councils regarding the cost of the regional service in the budgets presented and the potential closure of fire halls.

TSI was hired by the Flagstaff ESC to review the previous work completed and develop a business and implementation plan for a Regional Fire Service that is sustainable and affordable, ensures the viability of fire services in the region, minimizes each municipality's liability and risk, and maintains recruitment and retention of fire service volunteers. The project and resulting report are governed by the principles of effectiveness, efficiency, economy and equitability. In this regard, the business plan detailed below was developed with an overarching goal of presenting a strategy that meets the needs of the municipalities, allows for full implementation of a regional fire service, and achieves the following objectives:

1. Offering a solution for achieving a regional fire service that meets the needs of the region while minimizing liability and risk.
2. Providing a viable financial model for implementing the strategy.
3. Developing an implementation plan that engages all fire services, administrations, elected officials and residents in the process to achieve buy-in and support for the transition to a regional model.

### 3.0 Methodology

To achieve all project objectives and deliverables, TSI's team of consultants carried out a multi-stage engagement and communications process that included background research, peer review, stakeholder consultation and a service level review and assessment.

#### *Background Research*

Background research involved a thorough review of the following information provided:

1. All previous reports developed including the:
  - 2009 Flagstaff County Fire Protection Review
  - 2011 Regional Fire and Emergency Management Services Study
  - 2018 Flagstaff Regional Emergency Services Society Business Plan
2. All data available regarding budgets, equipment and apparatus, training, calls and response, and membership at each of the ten fire departments in the region.
3. Municipal Aid Agreements
4. Standard Operating Guidelines (SOGs) and Standard Operating Procedures (SOPs)
5. Bylaws and Levels of Service
6. Risks and Hazards

#### *Peer Review*

In addition to reviewing documentation specific to the Flagstaff region, TSI completed best practices research for regional models currently being used throughout the Province of Alberta. Included in this was an evaluation of service level and call response models of regional fire departments in municipalities of a similar size. Municipalities considered included the County of Forty Mile, Wetaskiwin County, Central Peace Regional Fire Commission, and Leduc Regional Fire Service.



### *Stakeholder Consultation*

In-person, one-on-one interviews were completed with all Chief Administrative Officers (CAOs) and Fire Services in the region, as well as the Alberta Office of the Fire Commissioner (OFC). These discussions provided information on: the history of working toward a regional fire service; concerns with the process and previous recommendations; the strengths and challenges of the ten current volunteer fire services; and opportunities and concerns regarding a regional model. Topics discussed by stakeholder group include:

#### **CAOs**

- The process of establishing a regional fire service, to date
- Potential barrier to success
- Budgetary considerations
- Fire hall funding
- Mutual aid
- Delegation of Authority under the MGA
- Safety Codes
- Liability
- Political and administrative considerations

#### **Fire Services**

- Fire department organization and structure
- Firefighter training
- Manning, recruitment and retention
- SOPs and SOGs
- Equipment and apparatus
- Call response
- Automatic and mutual aid
- The process of establishing a regional fire service, to date
- Opportunities and challenges with regionalization
- Department viability

#### **Office of the Fire Commissioner**

- The process of establishing a regional fire service, to date.
- Strengths and challenges with regional models across the Province.
- Key consideration from the OFC perspective.

### *Service Level Assessment*

Using data collected through background research, peer review and stakeholder interviews, TSI completed a service level review. Specifically, this included identifying strengths, constraints and pressures in the current fire service model to determine potential areas for service level changes, enhancements, or efficiencies. This assessment was used to develop the recommendations for governance, operations, service levels, key performance indicators (KPIs) and communications outlined in this business plan.

## 4.0 Summary of Findings

Information gathered throughout the research phase provided a thorough understanding of operational and budgetary considerations for a Flagstaff regional fire service. All data received was compiled by the team and used in the development of this business and implementation plan and the associated budget. The following outlines a summary of key findings used in the analysis and development of recommendations.

### *Process of Regionalization*

- The general attitude towards regionalization is that it is necessary for long term viability of fire response in the area, but most stations are afraid of losing either trucks, equipment, or the ability to respond to certain types of calls.
- Many feel regionalizing the fire service would provide more consistency in service provision but the municipalities are not in full agreement about the way to move forward with a regional fire service.
- Lack of trust between some municipalities in the region has been a hindrance to success in the past.
- The sentiment in the region is the municipalities need to make a final decision to either move forward with the regional fire service model, or leave it as is. Many have been participating in the process for many years and would like to see the process conclude.
- Communication with all key stakeholders is seen as being fundamental to effectively implementing a regional model.
- Choosing the right individual to act as the Regional Fire Chief will be important for successfully moving to a regional fire service.
- Some stressed the need to ensure decisions around regionalization are made based on what is best for the communities as a whole and not solely on finances and cutting costs.

### *Budget*

- The budget was the biggest item of concern and hindrance to obtaining approval for the 2011 and 2018 reports. The budget presented most recently in 2018 is seen by many as being unattainable, specifically in relation to the capital costs.
- Fire halls were not included in the previous business plan due to cost. However, many halls need to be replaced and there is a need to plan for fire hall infrastructure going forward.
- There is a desire to obtain grants to support capital costs moving forward.
- Phasing in funding was an idea supported by most municipalities.
- Many stations and communities rely heavily on fundraising for trucks and equipment. There are concerns that regionalization will limit the region's ability to fundraise for equipment. This could potentially be offset, in part, by an increase in the use of grants available from government or private industry.

### *Legislation & Liability*

- Minimizing liability under the new system is a key concern.
- Occupational Health and Safety (OH&S) was a concern for some who felt it was not effectively being addressed and needed to be discussed in the plan.
- Questions raised around liability include: If there is an incident and the regional chief is not available, who is in charge? And who is responsible/liable under the regional model if a fire rekindles/damage is done, etc.? Will it be county or the municipality in which the incident took place?

### *Call Response & Level of Service*

- The number of members responding varies by area and type of call and tend to be lower during working hours. This can be a limiting factor to response capabilities.
- The majority of calls are outside the towns in rural areas. This includes mostly wildland fires and motor vehicle collisions (MVCs).
- Medical response is growing, especially with Albert Health Services (AHS) EMS units being taken out of the region to support other larger communities.
- There is support for the idea of a tiered response approach with clear levels of service.
- Mutual aid is well utilized within the region and any firefighter in a command position is allowed to call for mutual aid.
- Automatic aid is only used for responses requiring rescue units and structure fires. However, there was support for a more widespread use of automatic aid to support a wider diversity of responses in the region.
- Many like the idea of creating a borderless response system where firefighters would be able to respond to any fire hall in the region, not just the one in which they live closest. This would work well for firefighters who may live in one community but work in another.
- There is some specialized response (e.g. ice, water, rope), but certification for these varies.
- False alarms are a drain on resources and can have the effect of creating alarm response fatigue (i.e. why respond to the station when it is only an alarm).

### *Member Recruitment & Retainment*

- Having enough members is and will most likely always be a concern. Not only are there fewer new families moving into the region, many residents work away or on shifts making it difficult to volunteer. In addition, members in many of the services are nearing retirement without a strong base of younger members to replace them.
- Recruitment is largely done by word of mouth and recruitment drives have seen limited success.
- Overall, the sentiment is that an increase in pay would not increase membership in the fire services. Most people volunteer to be part of a group and to help the community.

### *Training*

- The need for additional training was recognized.
- There are some excellent training resources in the region with different specialties (e.g. firefighting skills, 'I Am Responding' technology, record keeping, building training props such as sea-cans). There was also support for participating in training on a more regional basis.
- Some were interested in bringing in skilled trainers from out of region to train all fire departments, assuming it would not require a lot more of the volunteers' time.
- Many were interested in online training.

- Having enough members with Class 3 with Air Brake endorsement is a concern.
- Too much mandatory training would be a strain on volunteers. Training requirements (time, cost, travel, etc.) needs to make sense for the level of service they are providing. For example, NFPA certification is seen by most as being too large of a time commitment.
- There is not a lot in place for officer training, but it is provided in some departments.

#### *Apparatus, Equipment & Infrastructure*

- There was a strong interest in the shared purchasing and supply of equipment (i.e. bunker gear, helmets, foam, etc.). Many felt this would be helpful for reducing costs and increasing buying power.
- Standardization of equipment and apparatus would be a positive step but is a concern due to the time and money it would require.
- How trucks and equipment are distributed throughout the region could be a point of contention if rationale is not clearly communicated.
- The idea of closing fire halls does not have a lot of support in the communities. However, some recognize there may be a need to close some stations if they cannot maintain a level of service.

#### *Standards & Documentation*

- There is little consistency on how training records are kept amongst departments.
- All departments have SOGs and use them to varying extents. In some location's SOPs and SOGs are outdated and need to be revised. Many feel standard SOP and SOGs for the region would be helpful.
- A shared admin to support record-keeping and documentation would be welcomed.

## 5.0 Considerations & Options

### 5.1 Governance

There are several considerations when moving from a municipally-controlled fire service to a regional fire service. One of the most critical decisions is deciding the structure that will be used to govern the service going forward. Governance includes the oversight, policies, rules, norms and actions that administer an organization, their structure and implementation, the way they are sustained and regulated, and how members of the organization are held accountable to them. The structure depends on the internal rules of an organization and its external accountabilities to its business partners.

Councils are the governing bodies of the municipal corporations and the custodian of its powers, both legislative and administrative. The *Municipal Government Act* (MGA) provides that councils can only exercise the powers of the municipal corporation in the proper form, either by bylaw or resolution. Council's job is to set the overall direction of the municipality through their role as a policy maker. The policies that councils set are the guidelines for administration to follow as they operate a municipality on a day-to-day basis.

Municipalities have a wide range of governance options to choose in overseeing organizations that are connected to, but external from their administrations. These governance options, include:

	Intermunicipal Agreement	Regional Service Commission	Municipal Controlled Corporation	Cooperative	Society	Part 9 Company	Public Private Partnership	Growth Management Board
Separate legal entity		X	X	X	X	X	X	X
Can borrow and incur debt servicing costs		X	X	X	X	X		X
Can directly expropriate land		X						
Can make a profit and distribute to members			X	X			X	
Requires provincial government approval for establishment		X	X	X	X	X	X	X
Party responsible for establishment	Municipalities	Municipal Affairs		Service Alberta			Municipalities & Partners	Municipal Affairs
Legislation restricting types of services provided	MGA			Cooperatives Act	Societies Act	Companies Act	MGA	

1. **Intermunicipal Agreements:** Intermunicipal agreements are entered into vis-à-vis the passage of a resolution of two or more participating municipalities. These agreements can lead to the formation of an authority, board, or committee that oversees the provision of services on a regional basis. Important to note is that an authority, board, or committee formed by an intermunicipal agreement is subject to the provisions of the MGA as if the authority was the municipality providing the service.
2. **Regional Service Commissions:** Regional service commissions have their own distinct legal status with natural person powers separate from the member municipalities. Commissions can hire employees, administer their own payrolls, own property, and raise capital. Any financial surplus must be used to reduce costs and may not be distributed back to the member municipalities. Rates charged for services must be established by bylaw and based upon a full-cost recovery rate model. Commissions are eligible for loans from the Alberta Capital Finance Authority.
3. **Municipally Controlled Corporations:** Municipal controlled corporations are for-profit corporations that are controlled by a municipality or group of municipalities to provide a regional municipal service. There are less than twenty municipally controlled corporations in Alberta. EPCOR Utilities Inc. (owned by Edmonton) and Aquatera Utilities Inc. (owned by the City and County of Grande Prairie and Town of Sexsmith) are two examples. They are regulated by the MGA, Business Corporations Act, Control of Corporations Regulation, and the Debt Limit Regulation. They are a separate legal entity that can hire employees, administer payrolls, own property and raise capital. Municipally controlled corporations cannot borrow from the Alberta Capital Finance Authority.

4. *Cooperatives:* Cooperatives are incorporated under the Cooperatives Act. One cooperative that municipalities may be familiar with are Rural Electrification Associations (REA's). Cooperative principles are specified in the Act and determine how the entity carries on business. Cooperative surpluses may be used to develop its business, improve its services, establish reserves or pay interest on member loans or dividends on shares, support community welfare, or can be distributed among its members.
5. *Societies:* Societies are legal entities incorporated under the Societies Act. They are created for any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, sporting or other useful purpose, but not for the purpose of carrying on a trade or business. Agricultural Societies and Community Associations are typical examples of societies. While societies can incur debt, they cannot borrow from the Alberta Capital Finance Authority.
6. *Part 9 Companies:* Part 9 companies are formed to promote art, science, religion, charity or other similar endeavours, or solely to promote recreation for their members. A Part 9 company must apply its profits in the promotion of its objects and no dividend should be paid to its members. Part 9 companies are regulated by the Companies Act. A Part 9 company may borrow funds for carrying out its objectives but is not eligible for direct loans from the Alberta Capital Finance Authority. The Alberta Industrial Heartland Association (an economic development entity consisting of the City of Edmonton, City of Fort Saskatchewan, Lamont County, Strathcona County, and Sturgeon County) is an example of a Part 9.
7. *Public Private Partnerships:* Public-private partnerships may be a separate legal entity depending on the partnership agreement. Typically, they include an arrangement between two or more public and private sector entities with a long-term life span. The construction and ongoing operations of the Anthony Henday Ring Road around Edmonton is an example. NorthWestConnect (a consortium of companies) and the Province entered into a P3 Agreement for the design, construction, operation, and maintenance of Anthony Henday Drive from Hwy 16 to Manning Drive until 2041. They usually involve significant capital investment and ongoing operational costs.
8. *Growth Management Board:* Growth Management Boards are defined in Part 17.1 of the MGA. There are only 2 Growth Management Boards in Alberta – the Edmonton Metropolitan Region Board and the Calgary Metropolitan Region Board. When in place, Growth Management Boards can be responsible for overseeing emergency services in a region. The Growth Management Board model was not considered for this project due to its complexity and requirement for provincial legislation.

## 5.2 Fire Services

After meeting with the stakeholders from all communities in Flagstaff County, the TSI team began to look at what modifications could be made to the response model and regional governance structure. We recognized the need to balance the desire for the greatest amount of public safety, with limited budgets, and limited time and training of volunteer firefighters.

There are multiple options available for deciding the structure of the regional fire service. Many of these have been explored in the previous reports produced by the ESC and their consultants. Some of the options explored in the past and by the TSI team include:

1. Building all fire halls up to be able to provide a full service level to their community and surrounding rural area.
2. Closing Fire Halls that have minimal capacity and response levels and building up the remaining fire services to provide coverage to these areas under a regional model.
3. Supporting fire halls to achieve their current defined service levels.
4. Implementing new regional strategies such as strategic response levels, automatic aid and borderless response.

After considering all options, the model being recommended is one that will maximize efficiencies in working together as a region in areas such as response, training, and financing. We believe a strategic approach can be taken that includes all current fire services but also allows for the establishment of standards to evaluate the capacity and viability of each service going forward.

## 6.0 Recommendations

TSI recommends moving forward with developing and implementing a regional fire service and believes this to be the best option for providing effective, efficient, economical and equitable fire response throughout the Flagstaff region. Not only will this process provide a coordinated approach for the provision of fire services in the area, it can create the following benefits for the region:

1. *Sustainability:* Under the current system, each municipality is individually responsible for the capital replacement of the fire hall, fire apparatus, equipment and tools. By sharing resources through a regional fire service model, all municipalities will benefit from the increased capacity to sustainably manage, maintain and replace these important assets.
2. *Level of Service:* The regional service model, outlined below, will combine strategic response levels with automatic aid to provide a more coordinated approach to call response. This means that fire services will support each other with firefighters and equipment, responding as a team to provide residents and businesses with a higher level of service.
3. *Strategic Capital:* Fire apparatus will be strategically located in the region to support the new response model. While this means that each hall's apparatus inventory may be different than the next hall, strategically locating fire apparatus will also mean less capital equipment will need to be purchased in the future, saving money in the long run.
4. *Firefighter Training:* Training will play a big role in the new regional fire service. A training program will be formalized to provide more consistent training to all firefighters. Further, training will be regularly documented to maintain accurate training records. The goal is to increase the ability of firefighters to effectively and safely provide fire response and to reduce any liability to the individuals, the municipalities, and the county by not having documented training.



5. *Regional Leadership:* Currently the fire departments act independently of each other. Under a regional system they will act as a team and report to a Regional Fire Chief who is trained to lead, manage and implement fire services across a region.

The following sections outline key recommendations for the governance, structure, organization, operation and resourcing of a Flagstaff Regional Fire Service.

## 6.1 Governance

The 2018 Flagstaff Regional Emergency Services Society Business Plan outlines a society model for governing a regional fire service in the Flagstaff area. The Flagstaff Regional Emergency Services Society, as proposed in this report, would provide services including: fire suppression; fire prevention and public education; vehicle extrication and rescue; medical first response; dangerous goods first response; fire alarm response; response to utility emergencies; safety codes inspections and investigations; public fire safety education and compliance information; issue controlled burning fireworks permits; and manage STARS air ambulance landing zones. The society model is currently being used for the provision of other services in the Flagstaff region and appears to be a model that the municipalities are comfortable with for managing regional services.

TSI has evaluated the society model and recommend proceeding with the non-profit society model envisioned in the 2018 report as the governance model for the regional fire service. While the 2018 report looked at emergency services in general, we recommend focusing on the establishment of a regional fire service first. Responsibility for emergency management would initially remain with the individual municipalities with the intent to provide these through the Society, or whichever model is selected, when the fire and rescue services are established and operating efficiently. Because of the importance of emergency management and the scope of the proposed changes to the EMA, which will increase the responsibility and administrative workload for all municipalities in the region, consideration should be given to providing all emergency services on a regional basis, once the new legislation is in place.

It is important to note that, while the MGA provides many options for managing fire services on a regional basis, the current *Emergency Management Act* (EMA) requires that if a municipality wishes to delegate its full authority to an external entity, then it must be to a Regional Services Commission or a Regional Emergency Advisory Committee. This excludes a society from receiving a delegation of authority and, though the EMA is currently being revised, there is no indication that this will change.

### ***Governance Recommendations:***

1. That the Flagstaff Regional Emergency Services Society be established to implement a regional fire service.
2. That emergency management initially remain the responsibility of the individual municipalities.
3. That the municipal partners and the Flagstaff ESC agree to provide emergency management regionally once the regional fire service is established.
4. That a process be initiated to create and implement a Regional Emergency Management Plan.
5. That the regional emergency management planning process include a process to establish a governance model and the ability to delegate full authority to the regional plan.
6. That a target date be established to transfer the service to the Society based on the planning process.

## 6.2 Service Levels & Response

Flagstaff's fire departments, administrations and councils have all expressed concern to some extent over the future of the fire service in their respective communities. Fire services are a source of community pride and volunteerism throughout rural Alberta and nobody wants to see a fire hall closed. There is also a recognition of the need to balance this with the current realities of rural and small-town Alberta where there are less people and finances available to support the fire service.

Recognizing these facts, TSI is recommending a strategic and balanced approach to the provision of fire services throughout the region. The recommended approach to service and response levels focuses on strategic response levels, the tactical placement of equipment and apparatus, the use of automatic aid, and borderless response that utilizes all ten current fire stations in the region.

### *Strategic Response Levels*

Strategic Response Levels are designed to meet the capabilities of each hall. The overarching intent is to formalize and clarify fire department response in the region to allow both smaller and larger communities within Flagstaff to contribute to public safety. Under a strategic response system, each department in the region would provide either a full or modified fire service.

The table below outlines TSI's recommendations for locations of full and modified services as well as recommended levels of service and apparatus. The actual level of service and equipment/apparatus may vary from station to station even when they are both providing either a full or modified service. It is important that the Level of Service of each department be clearly defined and that it be developed to meet their individual capacities.

### ***Service & Response Recommendations:***

1. That each fire station be designated as either a full response or modified response station and that the capacity and service level of all stations be clearly identified for each service provided.
2. That service level targets and key performance indicators (KPIs) for each fire station be established
3. That the Board establish a process to review the capability and viability of each fire station using the targets identified and the capabilities required for the defined service of each station.
4. That the initial assessment of capabilities and viability take place two years after the implementation of the regional model.
5. That the Flagstaff Regional Emergency Services Society agree to and implement automatic aid for specific call types to provide coverage between full and modified fire services.
6. That the Flagstaff Regional Emergency Services Society implement a borderless response model that permits volunteers from any community to respond to a station in another area of the region.

Full Service	Modified Service
<b>Potential Services</b> <ul style="list-style-type: none"> <li>• Interior and exterior firefighting</li> <li>• Motor Vehicle Collision response with rescue tools</li> <li>• Wildland firefighting</li> <li>• Medical assist</li> </ul>	<b>Potential Services</b> <ul style="list-style-type: none"> <li>• Wildland Firefighting</li> <li>• Motor Vehicle Collision response – traffic control only</li> <li>• Medical assist</li> </ul>
<b>Major Apparatus</b> <ul style="list-style-type: none"> <li>• Engine</li> <li>• Rescue (strategic locations only)</li> <li>• Tender (strategic locations only)</li> <li>• Wildland Truck</li> <li>• Specialized equipment (strategic locations only)</li> </ul>	<b>Major Apparatus</b> <ul style="list-style-type: none"> <li>• Wildland Truck</li> <li>• Tender (strategic locations only)</li> </ul>
<b>Locations</b> <ul style="list-style-type: none"> <li>• Daysland</li> <li>• Forestburg</li> <li>• Hardisty</li> <li>• Killam</li> <li>• Sedgewick</li> </ul>	<b>Locations</b> <ul style="list-style-type: none"> <li>• Alliance</li> <li>• Galahad</li> <li>• Heisler</li> <li>• Loughheed</li> <li>• Strome</li> </ul>

### *Equipment and Apparatus*

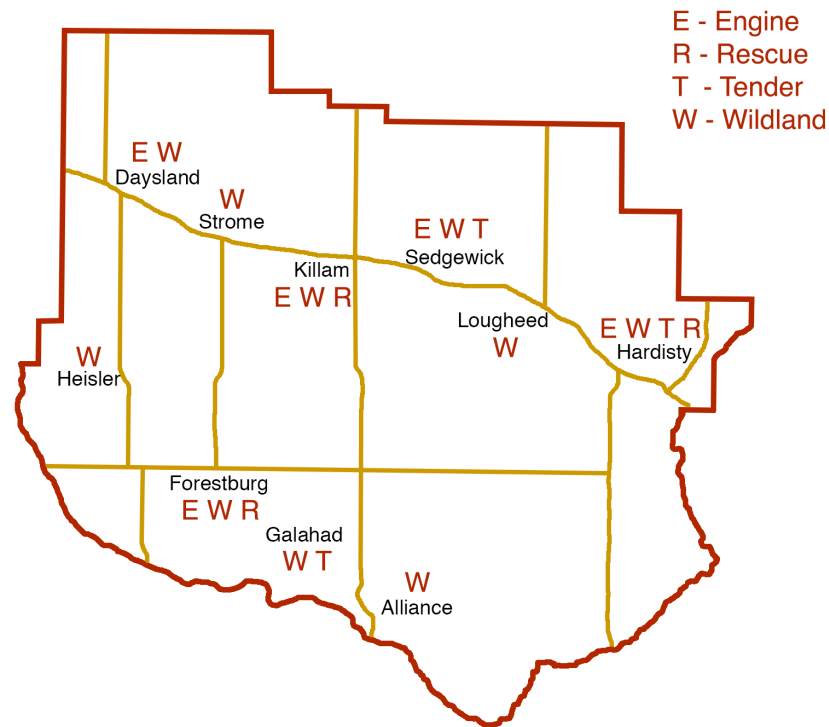
As indicated in the above table, some apparatus will be strategically located throughout the region. The location of trucks and equipment should be selected to optimize response throughout the region. TSI recommends the following types and number of fire trucks be strategically located throughout the region:

- 5 Engines
- 3 Rescues
- 3 Tenders
- 10 Wildland Trucks
- 2 Chief Trucks

Departments also have the option to get trained in specialized areas such as ice or water rescue. Specialized equipment and response should only be located in strategic areas requiring this type of response and offered by departments that have the training and capability to provide these services.

Recommended locations for major apparatus are outlined in the map below.

### Major Apparatus Distribution



### Standards and KPIs

It is recommended that standards and Key Performance Indicators (KPIs) be set for each fire department. These KPIs should include standards for training levels (i.e. sufficient training to meet the identified level of service), manning and response numbers, equipment, etc. KPIs can be used to support the evaluation of the capabilities and viability of each fire service going forward.

TSI recommends completing an initial evaluation two years following the implementation of the regional model. If a fire department is unable to meet the agreed upon standards to support their level of service, then the Board of the Flagstaff Regional Emergency Services Society will need to decide how that department can be best supported moving forward.

### Automatic Aid & Borderless Response

In addition to strategic response levels and the tactical placement of equipment and apparatus throughout the region, it is recommended that the Flagstaff regional fire service utilize automatic aid and borderless response to support a collaborative and wholistic approach to fire response.

Automatic aid means that two or more departments automatically respond to a call together. This helps ensure coverage between full and modified services, provides firefighters from all stations with the

opportunity to respond to an increased number and a greater diversity of calls and supports having enough manpower and the right equipment at the site of the incident as quickly as possible.

Borderless response allows any regional firefighter to respond to call anywhere in the County if they are in the area at the time of the call (e.g. if they work in the area). This also provides extra security that there will be enough manpower to respond to a call and allows firefighters to become invested in the regional model.

### *Liability*

During implementation the Flagstaff Regional Emergency Services Society, and the Regional Fire Chief hired will be responsible for establishing a procedure through the regional system that ensures a Fire Commander is appointed for all incidents. Under a regional model, liability for damage caused through fire response would remain with the municipality where the incident occurs. However, the Society has the overarching responsibility to provide insurance to mitigate some of this liability.

## 6.3 Recruitment, Retention & Training

Recruitment, retention and training were all identified as being challenges with the current municipal fire services. The age demographic in these communities is maturing and the population is declining. Many younger families are busy managing the complexities of raising children in today's world. In addition, many residents work shift work or outside of their community making it challenging to find time to volunteer. This has impacted municipal fire services in many ways including their ability to maintain recruitment, retention, and training levels with volunteer fire services.

### *Firefighter Training*

TSI sees many opportunities to support the training of members on a regional basis. Not only does a regional model allow for access to additional and more diverse training options, pooled resourcing in this area can help create additional training opportunities that may not be accessible to each service on their own. For this reason, TSI recommends creating a shared training program for all regional services.

#### **Member Recommendations:**

1. That the Flagstaff Regional Emergency Service Society establish a shared training program to be used by all regional services.
2. That WiFi be installed in fire halls to support online training. This will also benefit call response.
3. That the regional training model combine individual in-house training with regional training opportunities, access to other training officers and resources in the region, access to external training expertise and online training.
4. That a regional annual recognition ceremony be planned to support retention, community awareness regarding the fire service, and recruitment.

The regional training program could include:

- Online training opportunities.
- Cross-training between departments to support a borderless response approach.
- Bringing external trainers in to support high need training areas (e.g. Class 3 driver's license).
- Deploying training officers from each service throughout the region to expand a shared knowledge base.

It is also recommended that in addition to training nights at each individual hall, there are regional training opportunities provided a few times a year. These opportunities would allow firefighters from all stations to come together to build a unified skill set to support regional response and comradery on a regional basis.

For more information on recommended regional training requirements, please see Appendix A. Appendix A outlines suggested training topics that can act as a starting point for firefighter training under the Flagstaff Regional Fire Service. The training topics suggested are intended to be for ongoing skill maintenance. An appropriate training program for new recruits should also be considered, but could be built off many of the same ideas. Some topics have suggested delivery methods but there will need to be further development of a full training plan. Additional resources, such as a Training Officer or Regional Fire Chief, are needed complete the regional training plan and share it with all stations. We believe that if all stations in Flagstaff work off the same training plan they will be able to share training resources and costs, better support each other in call response, and build comradery to support the regional service, overall. Please note that not all of the listed skills will be applicable to all stations. Some topics are intended only for the full or modified stations, and some are applicable to all.

### *Firefighter Recruitment and Retention*

Recruitment and retention are best supported by increasing the visibility and recognition of firefighters and fire services in the region. For this reason, TSI recommends creating an annual event (e.g. firefighters ball/auction) that not only allows the regional community to come together but also promotes the contribution the fire service makes to the region and provides annual service recognition to members. This event could also have the added benefit of acting as a fundraiser for the regional fire service.

Other recruitment strategies could include:

1. Creating social media accounts for the regional fire service demonstrating what is involved in a regional fire service and creates excitement about joining the service.
2. Holding recruitment drives at events attended by a large portion of the region (e.g. tradeshow, regional events, etc.).
3. Providing a small incentive for members to bring a friend to a recruitment night.
4. Developing a video that interviews a few firefighters about their experiences as a volunteer firefighter and share it on social media. Add some video of responses in as well.
5. Recruiting volunteers from neighbouring colonies and community groups such as churches, Lions Clubs, the Legion, sports teams, etc.
6. Connect with high schools and consider a "Sponsor a Firefighter" program to sponsor a new graduate to get their fire training at a recognized college.
7. Start a junior firefighter program for the region.

## 6.4 Regional Fire Service Organization

The organization and administration of the regional fire service is as important to its establishment and buy-in as the governance, response and membership considerations. Organizational considerations include the operational command structure, standards, guidelines and procedures implemented, documentation and reporting requirements, branding, and expectations for the attendance and appearance of members while representing the service.

### *Operational Command Structure*

TSI recommends that the Regional Fire Service operate under command structure that includes a Regional Fire Chief, Regional Deputy Chief and Station Chiefs for each hall. The Regional Fire Chief position would be full-time and the Deputy Chief could be full or part time, as deemed necessary by the Board of the Flagstaff Regional Emergency Services Society. The Deputy Chief position could include Regional Training Officer or other Senior Officer responsibilities if deemed necessary during the establishment of the Society. The budget presented has assumed a full-time Deputy Chief position.

With the proposed changes in response models, training, documentation, etc. we believe managing the Regional Fire Service may be more work than one full-time Chief is able to accomplish. For this reason, we have also recommended a Deputy Chief position. Station Chiefs are recommended to allow for the maintenance of a command structure in each hall, and to allow each to continue to develop their own identity in serving their community within the regional system.

### *Procedures*

New policies, procedures, guidelines and reporting standards will need to be developed for the new fire service. In addition to developing regional Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs), it is recommended that a reporting and record keeping process be established to monitor the ability of each station to meet their specific targets and to encourage improvements that will increase or maintain service capacity.

### ***Organizational Recommendations:***

1. That the Regional Fire Service's organizational structure include a Regional Fire Chief, Regional Deputy Chief and Station Chiefs for each fire hall.
2. That a reporting and record-keeping process be established to consistently monitor the ability of each station to meet their specific targets and support continuous improvement of the service.
3. That regional SOGs and SOPs be developed.
4. That the region looks for addition sources of funding through government grants, industry sponsorship, and fundraising events.
5. That a regional fire crest be created through a committee with representatives from each fire hall to reflect the new service.
6. That each apparatus be equipped with both the regional crest as well as the existing municipal crest, where applicable.
7. That each member be provided with station wear complete with regional patches.
8. That the regional service provides improvements to the communication systems including providing AFRRCs radios to overcome performance issues as well as increase the connectivity between responders.



### *Branding*

It is recommended that a new branding be developed for the regional fire service and that this branding be established with input from all Station Chiefs to support buy-in to the new model. Regional branding should be placed on all fire trucks. On existing equipment that is currently branded with a municipality-specific logo, this branding should be maintained in addition to adding the new regional crest. This will maintain recognition of the history of the fire service in the area and the contribution each municipality and its residents have made to supporting the fire service in the past.

To allow fire service members to consistently represent the regional service in the community, each member should be provided with station wear that is complete with regional patches. Station wear allows each member to represent the fire service professionally and supports retention by allowing members to feel like they truly belong to the regional team. Uniforms will also be provided to the Regional and Station Chiefs.

### *Other*

The Regional Fire service should also look closely at opportunities to support the service's financing through government grants, industry sponsorship, and fundraising events. Additionally, to support improved communication across the regional service, it is recommended that the Alberta First Responder Radio Communications System (AFRRCS) be purchased and provided to all stations and regional command. AFRACCS is the leading radio system in the province and has been proven to work where other radio systems have failed. It also provides the ability to communicate to other first responders including EMS and RCMP. A reliable and consistent communications system across the region is vital for ensuring an effective and efficient regional service.

## 7.0 Business Plan & Budget

The budget model presented provides adequate funding to provide a minimum level of service for all and a higher overall level of service to the region. In addition, the budget contains incentives to support recruitment, retention and training of volunteer firefighters to reduce liability, increase safety and support the sustainability of the regional system.

The proposed regional fire service budget is governed by the following objectives:

1. Recommend a budget that is affordable so that local communities are able to participate
2. Recommend a structure that includes all fire services
3. Ensure the budget covers both operational and capital expenses

In order to achieve these objectives, the budget makes the following major assumptions:

1. All fire services will remain in place
2. Two levels of fire service will be put in place where some of the municipal halls will provide a full response service and other halls will provide a modified response service.
3. Fire apparatus will be strategically located and distributed amongst the halls. Future key performance indicators and analytics will be used to determine the service provided by each hall.
4. The funding requisitions will need to be phased in to avoid 'sticker price shock' to local residents.

5. Operations will begin January 1, 2020, but the municipal partners will contribute a 50% requisition in 2019, effectively funding the first half year of 2020. Future funding requisitions will be received on July 1st of each year.
6. The operating funding requisition will be phased in over two years, 50% in 2019 and 100% in 2020.
7. The capital funding component will not be requisitioned until the third and fourth years
8. The capital funding requisition will also be phased in like the operating funding with 50% being added in year three and 100% in year four.
9. With these assumptions the municipalities will ease into the full funding requirements over 4 years.
10. Capital purchases required within these four years will be 'internally borrowed' from Flagstaff County, who will be repaid over time.
11. A staff cost of living allowance of 1.5% for all staff and volunteers is built into future years.
12. A 1.5% inflation factor is built into future budget years.

## 7.2 Budget Assumptions

The four-year Regional Fire Service capital and operating budget is based on the following assumptions:

### **Funding Allocation Methodology Assumption**

The funding allocation methodology has been established on the following basis:

1. How many residents are located in your municipality?
2. How many dwellings do you have in your municipality?
3. What assessment values do you have in your municipality?

This data was used to assess:

1. The kind of residential response your municipality will need.
2. The kind of structural response your municipality will need.
3. How much each municipality can afford to pay.

Funding requisitions were built using this logic and were weighted accordingly:

1. Population of your municipality – 20%
2. Number of dwelling in your municipality – 20%
3. Equalized assessment in your municipality – 60%

Using these assumptions and funding methodology the following four-year funding requisition plan was developed (also included as Appendix C):

### Proposed Requisition

Municipality	Allocation %	2019			2020			2021			2022		
		Operating 50%	Capital 0%	Total	Operating 100%	Capital 0%	Total	Operating 100%	Capital 50%	Total	Operating 100%	Capital 100%	Total
Flagstaff	63.58%	\$343,931	\$0	\$343,931	\$687,862	\$0	\$687,862	\$672,982	\$144,646	\$817,628	\$683,333	\$289,292	\$972,624
Killam	7.42%	\$40,136	\$0	\$40,136	\$80,273	\$0	\$80,273	\$78,536	\$16,880	\$95,416	\$79,744	\$33,760	\$113,504
Hardisty	6.08%	\$32,886	\$0	\$32,886	\$65,771	\$0	\$65,771	\$64,349	\$13,831	\$78,179	\$65,338	\$27,661	\$93,000
Sedgewick	6.61%	\$35,741	\$0	\$35,741	\$71,482	\$0	\$71,482	\$69,935	\$15,031	\$84,967	\$71,011	\$30,063	\$101,074
Daysland	6.06%	\$32,798	\$0	\$32,798	\$65,595	\$0	\$65,595	\$64,176	\$13,794	\$77,970	\$65,163	\$27,587	\$92,750
Forestburg	6.24%	\$33,729	\$0	\$33,729	\$67,458	\$0	\$67,458	\$65,998	\$14,185	\$80,184	\$67,013	\$28,370	\$95,384
Lougheed	1.77%	\$9,563	\$0	\$9,563	\$19,127	\$0	\$19,127	\$18,713	\$4,022	\$22,735	\$19,001	\$8,044	\$27,045
Heisler	1.07%	\$5,762	\$0	\$5,762	\$11,525	\$0	\$11,525	\$11,275	\$2,423	\$13,699	\$11,449	\$4,847	\$16,296
Alliance	1.18%	\$6,391	\$0	\$6,391	\$12,783	\$0	\$12,783	\$12,506	\$2,688	\$15,194	\$12,699	\$5,376	\$18,075
<b>Total</b>	<b>100%</b>	<b>\$540,937</b>	<b>\$0</b>	<b>\$540,937</b>	<b>1,081,874</b>	<b>\$0</b>	<b>\$1,081,874</b>	<b>1,058,471</b>	<b>\$227,500</b>	<b>\$1,285,971</b>	<b>1,074,750</b>	<b>\$455,000</b>	<b>\$1,529,750</b>

The total funding requisitions will be phased in over 4 years:

- 2019 - 35.2%
- 2020 - 70.4%
- 2021 – 84.1%
- 2022 – 100%

The allocation calculation and methodology is as follows:

Allocation Methodology									
Municipality	Allocation %		Population 20% Resident response		Dwelling Units 20% Structure response		Equalized Assessment 60% Ability to fund		Final Allocation %
Flagstaff	63.58%		3,738	44.71%	1,637	41.32%	1,563,907,215	77.29%	63.58%
Killam	7.42%		989	11.83%	430	10.85%	97,235,795	4.81%	7.42%
Hardisty	6.08%		554	6.63%	393	9.92%	93,423,556	4.62%	6.08%
Sedgewick	6.61%		811	9.70%	397	10.02%	89,809,968	4.44%	6.61%
Daysland	6.06%		824	9.86%	362	9.14%	76,370,791	3.77%	6.06%
Forestburg	6.24%		875	10.47%	420	10.60%	68,189,468	3.37%	6.24%
Lougheed	1.77%		256	3.06%	129	3.26%	17,008,393	0.84%	1.77%
Heisler	1.07%		160	1.91%	86	2.17%	8,376,633	0.41%	1.07%
Alliance	1.18%		154	1.84%	108	2.73%	9,036,930	0.45%	1.18%
<b>Total</b>	<b>100%</b>		<b>8,361</b>	<b>100.00%</b>	<b>3,962</b>	<b>100.00%</b>	<b>2,023,358,749</b>	<b>100.00%</b>	<b>100.00%</b>

## Governance

The region will be governed by a separate entity, most likely a society. Municipality Controlled Corporations (MCC) and commissions are more challenging to set up and it is assumed that the region would like to get started sooner rather than later.

The society will be led by a Board comprised of elected officials from partner municipalities. The board will have 10 members with each town and village providing one elected official and Flagstaff County will provide two elected officials.

It is possible once the society is up and operating that internal work could be started to move to an MCC or a commission.

The budget assumes that board members will receive an honorarium to attend monthly meetings. The honorarium is \$75 per meeting. A supply budget is provided to support the board meetings of \$1,200 per year as well as professional development funding of \$5,000.

## Revenue

The revenue projection is based on historical fees received from MVC responses. The region will invoice the provincial government \$50,000 for responses to the collisions on provincial highways. In addition, there is a \$25,000 allowance for responding to fire calls. Total annual revenue projection is \$75,000.

## **Staff**

The budget assumes that there will be four administrative staff working in the society. The annual salary and benefit assumptions are detailed in the Staffing and Benefits Calculation, included as Appendix D.

1. A full-time Regional Fire Chief
2. A full-time Deputy Fire Chief
3. A part-time Administrative Assistant
4. A part-time Financial Clerk

The budget assumes the following volunteers:

1. 10 Station Chiefs (i.e. one per operational fire hall)
2. 75 Volunteer Firefighters

Station Chiefs will receive annual honorariums of \$6,000 (\$500 per month) and volunteer firefighters will receive \$20 / hour honorariums while on fire calls, in meetings or training. The budget includes \$162,000 in fire fighter honorariums funding 8,100 hours.

The Regional Fire Chief and Deputy Chief will receive full employee benefits including the LAPP pension fund. The part time employees will not receive any benefits other than holiday pay.

## **Training and Development**

The budget includes memberships for the Regional and Station Chiefs in the Alberta Fire Chiefs Association (AFCA) and the International Association of Fire Fighters (IAFF). The annual budget is \$4,800. The budget also contains professional development for:

- Society staff of \$500 each for a total of \$1,000.
- Professional development for the regional chiefs of \$1,500 each for a total of \$3,000.
- Training funding for 10 Station Chiefs and 75 volunteer firefighters for \$38,000. This funding provides \$400 for each person to complete online course, bring in outside instructors or send people to fire school, in addition to the in-service training being provided by the region.

## **Advertising and Printing**

There are budget allowances for:

- Postage - \$100
- Courier - \$200
- Subscriptions - \$200

There is an advertising budget of \$3,300 for items such as fire bans, fire safety, recruitment, and general announcements. There are 44 ads budgeted at \$75 per ad. (Assumes 4 ads in each community per year). There is a printing budget of \$1,200 which represent a 15,000-copy charge of \$0.08 per copy.

## **Professional and Contracted Services**

This area budgets for the professional services the Society will require during the first year.

- Consulting services of \$25,000 is a one-time budget in the first year to allow the Society to hire consulting assistance during the formation.
- Insurance - \$45,000
- Financial audit - \$3,500

- The legal services annual budget is \$5,000. However, the first-year budget is set at \$20,000, assuming more legal services will be required during the Society formation.
- Dispatch services contract for \$35,000 is for 911 dispatch from a major dispatch location, such as Strathcona County.

### **Rental and Leases**

The budget assumes that the Society will rent office space from one of the partners. The Society will require two offices for the Regional Chiefs and 2 work station locations for admin support and finance. The budget assumes the annual office rent will be \$3,000.

The budget also allows for the lease of a photocopier at \$2,400 per year.

### **Supplies and Materials**

The fuel budget is \$28,800 which assumes an average rate of \$1.20 / liter for the cost of fuel. Ten fire halls all using 200 liters per month. (24,000 liters of fuel x \$1.20)

Office supplies are budgeted at \$6,200. Office staff have a budget of \$1,200 per year and each fire hall has a budget of \$500 per year.

Safety boot allowance of \$3,000 is budgeted for the regional and Station Chiefs. (12 x \$250)

Uniform / station wear is budgeted at \$24,500 per year. This budget allows for:

- 2 Regional Chiefs @ \$1,000 each per year (2 x \$1,000 = \$2,000)
- 10 Station Chiefs - \$250 per year (10 x \$250 = \$2,500)
- 100 sets of station wear per year - \$200 per year (\$200 x 100 = \$20,000)

The budget includes the purchase of 87 sets of fire coveralls @ \$250 each for a total budget of \$17,400 per year.

A safety program budget of \$5,000 is budgeted in the first year. This is an allowance to plan a safety program for staff and volunteers. Additionally, OH&S supplies are budgeted at \$10,000 (\$1,000 per fire hall / per year)

There is a \$2,500 allowance for other unforeseen supplies that may be required.

### **Utilities**

The budget assumes that Society will resume control of all the existing fire halls. The budget includes the costs of utilities to run the halls:

- Power - \$75 per hall / per month = \$9,000
- Natural gas - \$150 per hall / per month = \$18,000
- Water / sewer - \$100 per hall / per month = \$12,000

## Repairs and Maintenance

It is assumed that the Society will maintain all building, vehicles and equipment. The total repair and maintenance budget is \$100,000 per year.

- Building maintenance is budgeted at \$3,000 per hall / per year = \$30,000
- Equipment maintenance is budgeted at \$2,000 per hall / per year = \$20,000
- Vehicle maintenance is budgeted at \$50,000. This includes scheduled and emergent maintenance of vehicles. The budget per hall is \$5,000 per year:
  - Oil changes \$600 (3 vehicles / twice per year / per hall)
  - Tire allowance of \$2,000 per hall
  - Emergent maintenance of \$2,400 per hall

## Equipment Purchases

This is a major budget area for the Society and covers all equipment that the regional service will require:

- Office and IT
  - It is assumed that new computer equipment will be purchased in the first year.
    - 4 office computers @ \$1,500 each (\$6,000)
    - 10 laptops @ \$1,000 each (\$10,000)
  - An allowance for office equipment in the first year of \$2,500
  - Annual budget reduces to \$500 after the first year
- The bunker gear annual replacement budget is \$43,624. This budget assumes there is 87 sets of bunker gear in the region with a useful life of 7 years. The replacement cost of one set of bunker gear is \$3,510, broken down by:
  - Firefighter pant / jacket combo - \$2,410
  - Hood and gloves - \$350
  - Fire boots - \$400
  - Fire helmet - \$350
  - $(87 \times \$3,510 = \$305,370 \text{ divided by } 7 \text{ years} = \$43,624)$
- The SCBA annual replacement budget is \$15,167. This budget assumes 35 SCBA units in the region with a useful life of 15 years. The replacement cost of a SCBA unit with replacement cylinder is \$6,500.  $(35 \times \$6,500 = \$227,500 \text{ divided by } 15 \text{ years} = \$15,167)$ .
- The following allowances are in the budget for equipment:
  - Firefighting equipment - \$25,000 per year (\$2,500 per hall)
  - Rescue equipment - \$25,000 per year (\$2,500 per hall)
  - Tools and hall equipment - \$15,000 per year (\$1,500 per hall)
  - Radio system (AFRRCS) replacement radios - \$3,500. (Note there is a 2019 capital budget for a new radio system for the region.)
  - Allowance for general unforeseen equipment needs - \$3,500



### Telecommunications

The budget includes funding for telephone lines and cell phone costs.

- Telephone - \$14,400. Assumes there are 30 telephone lines in the region @ \$40 per month
- Cell phone annual fees - \$14,400. Assumes 12 cell phones @ \$100 per month.
- Cell phone purchase - \$6,000. In the first year of operation there a budget to purchase 12 cell phones @ \$500 each.

### Debt repayment

It is assumed that Flagstaff County will fund all capital equipment replacement needs during the first four years, until all municipal partners reach the full annual requisition amount. It is assumed the County will fund \$600,000 of new and replacement capital in 2020.

The \$600,000 capital funding will be repaid to the County over the next 20 years @ \$30,000 per year.

### Other expenses

- Radio license - \$1,000
- Accounting software maintenance - \$840
- Other expense allowance - \$1,200

### Contribution to Capital Reserve

The municipal partners will be requisitioned for capital asset replacement. It will take 4 years to attain the full annual capital requisition funding. These capital funds will be used to purchase replacement capital assets.

The annual capital requisition is based on the amount of one year of amortization. This amount is calculated by using the estimated cost of all capital assets, divided by their useful life. The annual capital amortization is \$455,000 and is calculated as follows:

	# Required	Replacement Cost	Total Capital Costs	Useful Life	Annual Amortization
Fire Engine	5	\$400,000	\$2,000,000	20	\$100,000
Tanker / Tender	3	\$300,000	\$900,000	20	\$45,000
Wildland Brush truck	10	\$100,000	\$1,000,000	20	\$50,000
Rescue unit	3	\$300,000	\$900,000	20	\$45,000
Command unit	2	\$75,000	\$150,000	10	\$15,000
Full Response Fire Hall	5	\$2,000,000	\$10,000,000	50	\$200,000
			\$14,950,000		\$455,000

It is assumed that the capital plan will include funding for the replacement of 5 full response fire halls with a capital budget of \$2M per fire hall. Modified response halls will lease space for their fire equipment once their existing hall is no longer viable.

## Capital Budget

The capital budget for the first 4 years of operations is projected to be:

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Capital Purchases</b>				
Tender / Tanker replacement	300,000	-	-	-
Radio System (AFRRCS)	225,000	-	-	-
Command Unit	75,000			75,000
Engine Replacement			400,000	
Wildland Brush Unit	-	-	100,000	-
<b>Total Capital Purchases</b>	<b>600,000</b>	<b>-</b>	<b>500,000</b>	<b>75,000</b>

It is assumed that future capital budgets could be funded by a combination of:

- Capital reserves
- Applications for capital grant funding from provincial and federal governments
- Debenture or loans

## 7.2 Budget Summary

The budget summary included on the following page provides a high-level summary of four-year capital and operating costs for implementing and operating a regional fire service. A detailed budget has been attached as Appendix B. Detailed budgets for the funding requisition, salary and benefits, and capital equipment have also be included as Appendices C-E.

## Regional Fire Service – 4-Year Budget Summary

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
<b><u>OPERATING REVENUE</u></b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b><u>OPERATING EXPENSES</u></b>				
Wages and Honorariums	488,760	496,091	503,533	511,086
Employee Benefits	47,683	48,399	49,125	49,862
Board Expenses	15,200	15,200	15,200	15,200
Training and Development	42,800	43,442	44,094	44,755
Advertising and Printing	5,000	5,075	5,151	5,228
Professional / Contracted Services	128,500	89,753	91,099	92,465
Rentals and Leases	5,400	5,436	5,473	5,510
Supplies and Materials	97,400	93,636	95,041	96,466
Utilities	39,000	39,585	40,179	40,781
Repair and Maintenance	100,000	101,500	103,023	104,568
Equipment Purchases	149,291	133,253	135,252	137,280
Telecommunications	34,800	29,016	29,451	29,893
Debt	-	30,000	30,000	30,000
Other Expenses	3,040	3,086	3,132	3,179
<b>TOTAL OPERATING EXPENSES</b>	<b>1,156,874</b>	<b>1,133,471</b>	<b>1,149,750</b>	<b>1,166,273</b>
<b>NET OPERATING EXPENSES</b>	<b>1,081,874</b>	<b>1,058,471</b>	<b>1,074,750</b>	<b>1,091,273</b>
Reserve Contributions	-	227,500	455,000	455,000
<b>TOTAL OPERATING &amp; RESERVE</b>	<b>1,081,874</b>	<b>1,285,971</b>	<b>1,529,750</b>	<b>1,546,273</b>
<b><u>CAPITAL</u></b>				
Capital Purchases	600,000	-	500,000	75,000
Capital Funding	600,000	-	500,000	75,000

## 8.0 Implementation Plan

### 8.1 Transition Plan

The process to transition from a municipal to a regional fire service will take time and commitment on the part of all partner municipalities. Many steps in the implementation plan can be done simultaneously but will require a time-managed approach to implementation.

The ESC should plan on a minimum of a 6-12 month implementation timeline to setup the Regional Fire Service governance structure and operations (*NB: the implementation timeline will be developed as part of the Final Business Plan once all municipalities have agreed to the model presented*). This process will include the following considerations and steps. These steps have also been laid out in an action plan, attached as Appendix F.

#### Governance, Agreements & Resourcing

1. Apply for an Alberta Community Partnership (ACP) grant immediately following approval to move forward with the Regional Fire Service Business Plan to fund its implementation.
2. Apply for formation of a Society under the Societies Act to provide Fire and Emergency Services to the region.
3. Establish Society Governance Structure, including the Board of Directors.
  - Each municipality to provide one Council member who will serve as their voting member on the Board of Directors for the Society.
  - An Initial Operational Bylaw and policies for the Society.
4. Schedule and hold the first meeting of the Board of Directors.
5. Create a master agreement to provide fire services together through the Flagstaff Regional Emergency Services Society.
  - The Master Agreement should be based on the following:
    - Each member municipality commits their current fire resources (fire stations, vehicles, apparatus, equipment, tools, intellectual property, etc.) to the Society on the basis that these resources become the property of the Society and remain within the Society if a municipality chooses to opt out.
    - Opting out of the Society requires a 2-year notice.
    - Fire services to be provided to service standards established by the Society.
    - A Level of Service that is specific to each station will be adopted by the Board, published and made available to citizens.
    - Existing fire stations to be transferred in to the Society within 6 months of establishment of the Society.
    - All existing apparatus, vehicles, communication equipment and firefighting equipment to be transferred to the Society within 6 months of establishment of the Society.
    - All existing contracts for service (dispatch, fire equipment, supplies, etc.) held by any of the municipalities will be either transferred to the Society or renegotiated by the Society.
    - An annual requisition provided by each municipality for the following year.

- An annual report on services will be completed for the region and each municipality.
- 6. Each Council adopt the same Bylaw to provide Fire Services through the Society in accordance with the master agreement which is reflected as an appendix to the bylaw.
- 7. Each Council to adopt the same Bylaw to provide Fire Services through the Society in accordance with the Master Agreement. The Master Agreement should be included as an appendix to the bylaw.
- 8. Hire a Regional Fire Chief and Deputy Fire Chief
- 9. Establish the organization structure, positions, salaries/rates, communication processes, target dates for business processes, etc.
- 10. Establish a Quality Management Program (QMP) for the fire discipline to cover all municipalities using either internal fire department resources, contract resources, or a combination of both.
- 11. Initiate discussions with all partner municipalities on the process to establish a Regional Emergency Plan including:
  - How to establish funding to create a regional plan using grants, municipal contributions, etc.
  - Hiring a contractor to create a regional plan that includes:
    - Identifying the governance model.
    - Creating a funding process.
    - Creating a regional plan.
    - Creating an implementation and communication process.
    - Establishing agreements.
    - Creating a training and exercise process.
  - Enacting the regional plan by:
    - Staffing all positions.
    - Transferring all assets.
  - Entering into agreements and pass bylaws

#### Business Plan, Budget & Membership

1. The proposed business and implementation plan from Transitional Solutions Inc. will be adopted by the Society.
2. The full year of operations of the Society will begin on January 1, 2020. Each municipality will transfer their annual requisition amount to the Society beginning on July 1 of each year with the first payment due on July 1, 2019, as laid in the four-year budget attached to this plan.
3. All existing Firefighters will be offered the opportunity to become part of the new organization.
  - Firefighters commit to the following when joining:
    - Participating in initial and ongoing training and orientation.
    - Participating in skills assessments to identify the level of their participation in specific programs.
    - Participating in specific skills maintenance training.
    - Responding when and where available.
    - Replying to all calls to indicate availability or not.
    - Helping recruit other Firefighters.

4. A recruitment process will be initiated based on the new organization and the opportunities it brings.
5. Records and reports will be established that provide information to decision makers in a timely and accurate process.
  - Records and Reports will include:
    - Confidential employment records for all staff, volunteers, etc.
    - Apparatus and equipment inventories, repair and maintenance, etc.
    - Building inventories, repair and maintenance, etc.
    - Training, education and experience for each employee or volunteer.
    - Program records reflecting costs, outputs and outcomes including training program, Safety Codes inspections, response, etc.
    - Capability and viability assessments for programs and fire stations.
    - Service reports to the Board.
    - Requests for decision/direction.
    - Media and public releases of information.
6. The Board of Directors will complete a review of existing fire stations that appear to be challenged in providing reasonable response to ensure:
  - Each station meets a minimum standard, or
  - A process is established to improve to that minimum standard within the next 12 months, or
  - The station is closed and those Firefighters who are interested and prepared to meet minimum standards are assigned to the next nearest station.
7. A long-term plan for fire station infrastructure management be established by the Board of Directors after the first 18 months of operation. This plan should include a funding model to maintain, replace or close existing stations, as needed.
8. Prepare to establish a 3-year operating and 5-year capital budget beginning in 2021.
9. The Board of the Society should evaluate and decide whether residential and non-residential taxpayers in the region will be invoiced for fire response, and on what basis, as an additional source of revenue.

#### Operational & Response Readiness

1. Establish a strategic response model, as outlined in the recommendations above that utilizes apparatus and firefighters from across the region, considering proximity to call, availability to respond, LOS offered by the stations, and apparatus types in those halls.
2. Establish automatic aid for specific types of calls and/or locations, as outlined above.
3. Establish borderless response processes to allow Flagstaff Regional Firefighters to respond to any station. These processes should include:
  - Creating the process and guidelines for borderless response, including communication protocols.
  - Establishing a protocol for getting firefighters “signed off” to work out of other fire stations.
  - Identifying the Firefighters who will participate.
  - Providing “Go Bags” for those interested in participating.

- Maintaining records and assess effectiveness.
- 4. Establish reduced response for automatic alarms without confirmation of an emergency
- 5. Establish standard SOPs/SOGs with input from all Firefighters and Officers.
- 6. Implement standardized response reporting and records to ensure readiness and effectiveness.
- 7. Provide a report to the Board of Directors analyzing the need and options to provide specialized response services (high angle rescue, slope rescue, water/ice rescue, etc.) including:
  - Providing the service.
  - Using mutual aid to provide the service.
  - Establishing a contractor to provide the service.
  - Not providing the service.
- 8. Establish procedures to conduct inspections and investigations in accordance with the QMP that assess effectiveness.
- 9. Establish a public fire and safety education program.
- 10. Establish a procedure to get additional firefighters to scenes if they are not part of initial response and are available at station. (e.g. a process to allow members to respond to the scene instead of their station).

#### Engagement & Recognition

1. Develop an Engagement and Communications Strategy to support the implementation of the Regional Fire Service (See Section 8.2, below).
2. Provide recognition items to members that reflect the service of fire department members and assist in identifying the member to the public.
3. Hold a Regional Kick-Off Event for the Society (see Communications & Stakeholder Engagement, below).
4. Provide regular program reporting to the Board of Directors which includes public messages for use by the Board members.
5. Provide an annual team-building and a recognition event for the members of the Fire Department.
6. Look for opportunities for Fire Department members to support or be involved in public events.
7. Conduct a survey of businesses and residents to identify fire service issues and areas of concern.
8. Provide a public education process on current fire issues.

## 8.2 Communications & Stakeholder Engagement

### Communications & Stakeholder Engagement Plan

The key to managing any change is to ensure proper engagement and communication with all impacted stakeholders. Transitioning to a regional fire service will create questions for elected officials, administrations, fire chiefs, volunteer firefighters, and residents, alike. Developing a communication and engagement plan to steward the transition process is key to providing all stakeholders with the information and tools they need to understand the change, ascertain how it may impact them (positively or negatively), and have their concerns and questions answered. Because fire services provide for the safety of our families and communities, the need to properly communicate the transition is heightened.



The following outlines high-level considerations for developing a comprehensive communications and engagement plan to support the implementation of the regional fire service model.

1. *Stakeholder Specific:* The plan should contain communications and engagement tactics specific to each stakeholder group (i.e. administration, elected officials, fire officers, fire service members, other first responders, residents, etc.).
2. *Diversity of Tactics:* The engagement and communications plan should include a diversity of tactics for providing information and an opportunity for dialogue to the widest reach of stakeholders. Some recommended tactics include:
  - a. **Presentations:** Individual presentations should be provided to the members of each of the ten fire services prior to going public with the information. Providing firefighters with the opportunity to ask questions and have their concerns addressed first will allow them to be able to effectively answer any questions they may receive from their neighbours when information is released publicly. It is also recommended that each firefighter be provided with a take-away that lists the information and key messages they can use when discussing the transition in the community.
  - b. **News Release:** A news release should be provided to local media as soon as possible following the approval of the regional fire service.
  - c. **Social Media:** Providing information through municipal social media channels can help reach residents throughout the County.
  - d. **Website:** Information on the new regional model and implementation plan should be provided on each municipality's website. It is recommended that the information be built into one webpage that all municipalities can link to, to ensure consistency in information.
  - e. **Event:** See item 4 below.
3. *Regional Branding:* Developing a committee of fire service representatives from each municipality to help design a new regional fire crest can foster a sense of ownership and support for the process as well as instill pride in being able to wear a crest that truly reflects the region as a whole.
4. *Dual Equipment Branding:* Each volunteer fire service feels an immense sense of pride in the money they have raised to buy equipment and apparatus to keep their communities safe. To recognize the history of each fire service and every community's contribution to the safety of the region as a whole, it is recommended that all existing fire trucks be branded with the existing fire crest from the Town or Village as well as the new regional fire crest.

5. *Regional Kick-Off Event:* One strategy for building excitement, comradery and buy-in to the new regional model is to hold an event such as a firefighter's ball or dinner/auction. A regional event provides an opportunity to celebrate the new branding, bring the members of the regional fire service together and recognize their contribution, and allow any questions about the new regional model and transition process to be answered. Specifically, this event should:
  - Recognize the past contributions of Fire Departments and their members.
  - Provide patches, station wear, and uniforms to all Firefighters and Chiefs who will continue as Society members.
  - Showcase the new decals on some of the Apparatus.
  - Publicise the new response process and services.

### *Key Messages*

Key messages are important for providing all community leaders (CAOs, elected officials, Fire Chiefs, etc.) that will be speaking to the change in fire service provision with consistent messaging to provide to any interested parties. Consistent messaging is vital for ensuring firefighters, community members and other stakeholders are not provided with varying perspectives and levels of information regarding the process. Not only will this help achieve buy-in by showing the municipalities are united in making the transition it will help make sure that residents from one community feel like they are being considered equally to the residents of all other areas.

Key messages should be developed in advance of public communication and will form the basis of press releases, public notifications, and in person presentation. TSI has developed the following high-level key messages to support the implementation process. These messages should be reviewed, updated and added to as need to support the overall implementation process.

### *General*

1. The safety of our residents is of utmost importance and for this reason we are committed to providing and maintaining a volunteer fire service for the region that is effective, efficient, economical and equitable. For this reason and to continue to support our fire services now and well into the future, the nine municipalities in the Flagstaff Region will transition to a Regional Fire Service model by January 1, 2020.
2. The Flagstaff Emergency Services Committee has been working hard over recent years to identify the best model for a Regional Fire Service and has developed a concrete plan and budget to allow for a smooth transition and ongoing service provision for all residents.
3. Service levels will remain the same in all areas and, in some cases, fire service provision will improve through the new regional model and the coverage it provides.

### *Fire Services*

1. The regional fire service model is based on strategic response levels. Each of the ten fire departments within the Flagstaff region will provide a level service that meets the capabilities of that department and the area it serves.

2. Automatic aid will be implemented to provide coverage between departments. This means that for many call types two or more departments will automatically respond together, helping ensure there is enough manpower and the right equipment from the beginning.
3. Training and response will also be done regionally going forward. This will increase the diversity and number of training opportunities provided to all firefighters in the Flagstaff region and borderless response will allow any firefighter to respond to any call in the region if they are in the area.

#### *Potential Questions*

1. Will the new service cost more?

A: Yes. Municipalities will be asked to contribute additional funding to support the operational and capital costs of the regional fire service. Pooling resources allows for a more sustainable service that has greater funding flexibility to maintain and purchase important assets when needed to provide for the safety of the Flagstaff region as a whole.

2. My community does not have an Engine, Tender and/or Rescue Unit in it. Is my family still safe?

A: Absolutely. The implementation of strategic resourcing levels and automatic aid will provide a higher level of service to the region overall. By having equipment strategically placed and two halls automatically responding, fire departments are able to support each other with volunteers and equipment to effectively and safely provide the level of service required for each call type.

3. How will firefighters be trained under the new service?

A: Firefighters will receive training opportunities at their individual halls and through the region, as a whole. There will also be more training opportunities provided through the regional model which will increase members' abilities and effectiveness to respond to fire calls. Additional training opportunities will also enhance the safety of all firefighters while providing fire response.

### **8.3 Implementation Timeline**

TSI estimates that it will take approximately 6-12 months to fully establish the Flagstaff Regional Emergency Services Society and the Regional Fire Service.

*(NB: the implementation timeline will be developed as part of the Final Business Plan once all municipalities have agreed to the model presented).*

## References

Pamadon Consulting Inc, MSC Consulting, & Kenneth Kendall Consulting. (2011). *Regional Fire and Emergency Services Report*. Alberta.

Flagstaff Emergency Services Committee Sub-Committee. (2018). *Flagstaff Regional Emergency Services Society Report*. Alberta.

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## APPENDICES

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Appendix A: Recommended Regional Training Standards

Appendix B: Detailed Budget

Appendix C: Proposed Requisition

Appendix D: Salary & Benefits Calculation

Appendix E: Capital Equipment Estimates

Appendix F: Implementation Action Plan

## Appendix A: Recommended Regional Training Standards

**Flagstaff Regional Fire Service  
Recommended Training Standards**

Service Component	Applies To	Minimum Requirements	Minimum Frequency	Training Time	Possible Delivery Methods:
<b>General</b>	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits	Annual		
	All Firefighters	Medical PPE requirements/Scene Safety	Annual		
	All Firefighters	Accountability system	Annual		
	All Firefighters	Radio/communications	Annual		
	All Firefighters	Apparatus and equipment staging	2 years		
	All Firefighters	Traffic control	Annual		
	All Firefighters	Scene safety and assessment	Annual		
	All Firefighters	Establishing water supply from hydrant	Annual		
	All Firefighters	Establishing Water supply from tanker	Annual		
	All Firefighters	First Aid/CPR/AED	Annual		Bring in certified trainer.
<b>Driving</b>	Drivers	Pre/Post trip checks	Annual		
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check	Annual		
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)	Annual		
	Drivers	Safe Backing	Annual		
	Drivers	Apparatus and equipment staging	2 years		
	Drivers	Traffic control	Annual		
	Drivers	Scene safety and assessment	Annual		
<b>Pump Operations</b>	Pump Operators	Establishing water supply from hydrant	Annual		
	Pump Operators	Establishing Water supply from tanker	Annual		
	Pump Operators	Advancing/Operating hose lines	Annual		
	Pump Operators	Pumping	Annual		
	Pump Operators	Tanker use	Annual		
	Pump Operators	Foam Systems	Annual		
<b>Firefighting Operations</b>	Interior Firefighters	SCBA/breathing apparatus	Annual		
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.	Annual		
	All Firefighters	Establishing water supply from hydrant	Annual		
	All Firefighters	Establishing Water supply from tanker	Annual		
	Interior Firefighters	Advancing/Operating hose lines	Annual		
	Interior Firefighters	Structural search	Annual		
	Interior Firefighters	Tactical Ventilation	Annual		
	All Firefighters	Ground ladders basic use	Annual		
	All Firefighters	Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	2 years		



Service Component	Applies To	Minimum Requirements	Minimum Frequency	Training Time	Possible Delivery Methods:
	Interior Firefighters	Firefighter self rescue including mayday training	Annual		Should be option online and examples on Youtube.com. For example. <a href="https://www.youtube.com/watch?v=Q3FSsOSw1tY">https://www.youtube.com/watch?v=Q3FSsOSw1tY</a>
	All Firefighters	Accountability system	Annual		
	All Firefighters	Forcible entry	Annual		
	All Firefighters	Saws- use, maintenance, safety	Annual		
	All Firefighters	Ropes/knots	Annual		
	All Firefighters	Cleaning/Rolling/reloading hose	2 years		
<b>Wildland Firefighting</b>	All Firefighters	Wildland Firefighting - tactics/safety	Annual		In house/online.
	All Firefighters	Radio/communications	Annual		
	All Firefighters	Saws- use, maintenance, safety	Annual		
<b>Vehicle Firefighting and Vehicle Extrication</b>	All Firefighters	Vehicle fires – tactics/safety	Annual		Online/in house
	All Firefighters	Apparatus and equipment staging	Annual		
	All Firefighters	Traffic control	Annual		
	All Firefighters	Scene safety and assessment	Annual		
	Rescue Firefighters	Stabilization	Annual		
	Rescue Firefighters	Rescue tools	Annual		
	Rescue Firefighters	Extrication	Annual		Any option to being in cars from wrecker?
	Rescue Firefighters	Techniques for moving or removing vehicle roofs, doors, windshields, windows, steering wheels or columns, and the dashboard	Annual		Online/Hands on.
	Rescue Firefighters	Assist rescue/extrication operation teams	Annual		
	Rescue Firefighters	The ability to identify and retrieve various types of rescue tools	Annual		
	All Firefighters	Establish public barriers	2 years		
	All Firefighters	Scene lighting	2 years		
	Rescue Firefighters	STARS landing zones	Annual		Presentation from STARS?
<b>Medical Response</b>	All Firefighters	Patient assessment/ therapy	Annual		Bring in EMS resource from region.
	Rescue Firefighters	Vital Signs	Annual		Bring in EMS resource from region.
	Rescue Firefighters	CPR/AED	Annual		Fire Aid/CPR course - bring in resource
	Rescue Firefighters	Splinting/bandaging/ Hemorrhage control	Annual		Fire Aid/CPR course - bring in resource
	Rescue Firefighters	Spinal Motion Restriction / Patient packaging	Annual		Bring in EMS resource from region.
<b>Hazardous Materials Response</b>	All Firefighters	Hazardous Materials Awareness	2 years		On line

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
			2019	2020	2021	2022	2023
		<b>Alliance Fire Station</b>					
<b>General</b>	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including					
	All Firefighters	prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
<b>Driving</b>	Drivers	Pre/Post trip checks					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
<b>Pump Operations</b>	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
<b>Firefighting Operations</b>	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards,					
	All Firefighters	place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
<b>Wildland Firefighting</b>	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					
<b>Vehicle Firefighting and Vehicle Extrication</b>		Vehicle fires – tactics/safety					
	All Firefighters	Establish public barriers					
	All Firefighters	Scene lighting					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
Medical Response	All Firefighters	Patient assessment/ therapy	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Daysland Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
Pump Operation	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	Interior Firefighters	Advancing/Operating hose lines					
	Interior Firefighters	Structural search					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Interior Firefighters	Tactical Ventilation	
	All Firefighters	Ground ladders basic use	
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	All Firefighters		
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
<b>Wildland Firefighting</b>	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
<b>Vehicle Firefighting and Vehicle Extrication</b>	All Firefighters	Vehicle fires – tactics/safety	
<b>Medical Response</b>	All Firefighters	Patient assessment/ therapy	
<b>Hazardous Materials Response</b>	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
			2019	2020	2021	2022	2023
Forestburg Fire Station							
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
Pump Operations	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	Interior Firefighters	Advancing/Operating hose lines					
	Interior Firefighters	Structural search					
	Interior Firefighters	Tactical Ventilation					
	All Firefighters	Ground ladders basic use					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	All Firefighters	Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
<b>Wildland Firefighting</b>	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
<b>Vehicle Firefighting and Vehicle Extrication</b>	All Firefighters	Vehicle fires – tactics/safety	
	All Firefighters	Apparatus and equipment staging	
	All Firefighters	Traffic control	
	All Firefighters	Scene safety and assessment	
	Rescue Firefighters	Stabilization	
	Rescue Firefighters	Rescue tools	
	Rescue Firefighters	Extrication	
	Rescue Firefighters	Techniques for moving or removing vehicle roofs, doors, windshields, windows, steering wheels or columns, and the dashboard	
	Rescue Firefighters	Assist rescue/extrication operation teams	
	Rescue Firefighters	The ability to identify and retrieve various types of rescue tools	
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Rescue Firefighters	STARS landing zones	
<b>Medical Response</b>	All Firefighters	Patient assessment/ therapy	
	Rescue Firefighters	Vital Signs	



Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Rescue Firefighters	CPR/AED	
	Rescue Firefighters	Splinting/bandaging/ Hemorrhage control	
	Rescue Firefighters	Spinal Motion Restriction / Patient packaging	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Galahad Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
Pump Operations	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
Firefighting Operations	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
	All Firefighters	Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Pump Operator	Apparatus and equipment staging	
<b>Vehicle Firefighting and Vehicle Extrication</b>	All Firefighters	Vehicle fires – tactics/safety	
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Pump Operator	Apparatus and equipment staging	
<b>Medical Response</b>	All Firefighters	Patient assessment/ therapy	
<b>Hazardous Materials Response</b>	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Hardisty Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
	Pump Operations	Pump Operators	Establishing water supply from hydrant				
Pump Operators		Establishing Water supply from tanker					
Pump Operators		Advancing/Operating hose lines					
Pump Operators		Pumping					
Pump Operators		Tanker use					
Pump Operators		Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	Interior Firefighters	Advancing/Operating hose lines					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Interior Firefighters	Structural search	
	Interior Firefighters	Tactical Ventilation	
	All Firefighters	Ground ladders basic use	
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	All Firefighters		
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
<b>Wildland Firefighting</b>	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
<b>Vehicle Firefighting and Vehicle Extrication</b>		Vehicle fires – tactics/safety	
	All Firefighters		
	All Firefighters	Apparatus and equipment staging	
	All Firefighters	Traffic control	
	All Firefighters	Scene safety and assessment	
	Rescue Firefighters	Stabilization	
	Rescue Firefighters	Rescue tools	
	Rescue Firefighters	Extrication	
		Techniques for moving or removing vehicle roofs, doors, windshields, windows, steering wheels or columns, and the dashboard	
	Rescue Firefighters		
	Rescue Firefighters	Assist rescue/extrication operation teams	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Rescue Firefighters	The ability to identify and retrieve various types of rescue tools	
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Rescue Firefighters	STARS landing zones	
<b>Medical Response</b>	All Firefighters	Patient assessment/ therapy	
	Rescue Firefighters	Vital Signs	
	Rescue Firefighters	CPR/AED	
	Rescue Firefighters	Splinting/bandaging/ Hemorrhage control	
	Rescue Firefighters	Spinal Motion Restriction / Patient packaging	
<b>Hazardous Materials Response</b>	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Heisler Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
All Firefighters	First Aid/CPR/AED						
Driving	Drivers	Pre/Post trip checks					
		Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
Pump Operations	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
Firefighting Operations	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					
Vehicle Firefighting and Vehicle Extrication		Vehicle fires – tactics/safety					
	All Firefighters	Establish public barriers					
	All Firefighters	Scene lighting					
Medical Response	All Firefighters	Patient assessment/ therapy					



Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Killam Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear					
	All Firefighters	including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
All Firefighters	First Aid/CPR/AED						
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
		Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
Pump Operations	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	Interior Firefighters	Advancing/Operating hose lines					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Interior Firefighters	Structural search	
	Interior Firefighters	Tactical Ventilation	
	All Firefighters	Ground ladders basic use	
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	All Firefighters		
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
<b>Wildland Firefighting</b>	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
<b>Vehicle Firefighting and Vehicle Extrication</b>		Vehicle fires – tactics/safety	
	All Firefighters		
	All Firefighters	Apparatus and equipment staging	
	All Firefighters	Traffic control	
	All Firefighters	Scene safety and assessment	
	Rescue Firefighters	Stabilization	
	Rescue Firefighters	Rescue tools	
	Rescue Firefighters	Extrication	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Rescue Firefighters	Techniques for moving or removing vehicle roofs, doors, windshields, windows, steering wheels or columns, and the dashboard	
	Rescue Firefighters	Assist rescue/extrication operation teams	
	Rescue Firefighters	The ability to identify and retrieve various types of rescue tools	
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Rescue Firefighters	STARS landing zones	
<b>Medical Response</b>	All Firefighters	Patient assessment/ therapy	
	Rescue Firefighters	Vital Signs	
	Rescue Firefighters	CPR/AED	
	Rescue Firefighters	Splinting/bandaging/ Hemorrhage control	
	Rescue Firefighters	Spinal Motion Restriction / Patient packaging	
<b>Hazardous Materials Response</b>	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
		Lougheed Fire Station	2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
Pump Operations	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
Firefighting Operations	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards,					
	All Firefighters	place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					
Vehicle Firefighting and Vehicle Extrication		Vehicle fires – tactics/safety					
	All Firefighters						
	All Firefighters	Establish public barriers					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	All Firefighters	Scene lighting	
Medical Response	All Firefighters	Patient assessment/ therapy	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
			2019	2020	2021	2022	2023
Sedgewick Fire Station							
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear					
	All Firefighters	including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
All Firefighters	First Aid/CPR/AED						
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
Pump Operations	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	Interior Firefighters	Advancing/Operating hose lines					



Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Interior Firefighters	Structural search	
	Interior Firefighters	Tactical Ventilation	
	All Firefighters	Ground ladders basic use	
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	All Firefighters		
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
<b>Wildland Firefighting</b>	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
<b>Vehicle Firefighting and Vehicle Extrication</b>		Vehicle fires – tactics/safety	
	All Firefighters		
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Rescue Firefighters	STARS landing zones	
<b>Medical Response</b>	All Firefighters	Patient assessment/therapy	
<b>Hazardous Materials Response</b>	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Strome Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
		Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
Pump Operations	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
Firefighting Operations	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					
Vehicle Firefighting and Vehicle Extrication		Vehicle fires – tactics/safety					
	All Firefighters	Establish public barriers					
	All Firefighters	Scene lighting					
Medical Response	All Firefighters	Patient assessment/ therapy					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

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Appendix B: Detailed Budget

# Flagstaff County Regional Fire Services

## Recommended Budget

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b><u>OPERATING REVENUE</u></b>				
<b>Firefighting Fees</b>				
Provincial Highway Rescue	50,000	50,000	50,000	50,000
Firefighting Fees	25,000	25,000	25,000	25,000
<b>Total Fire Fighting Fees</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b><u>OPERATING EXPENSES</u></b>				
<b>Wages and Honorariums</b>				
Society staff	266,760	270,761	274,823	278,945
District Chief honorarium	60,000	60,900	61,814	62,741
Firefighter honorarium	162,000	164,430	166,896	169,400
<b>Total Wages and Honorariums</b>	<b>488,760</b>	<b>496,091</b>	<b>503,533</b>	<b>511,086</b>
<b>Employee Benefits</b>				
Canada pension plan	7,762	7,878	7,997	8,117
Employment insurance	3,267	3,316	3,366	3,416
Workers compensation board	3,468	3,520	3,573	3,626
Local authority pensions	17,181	17,439	17,700	17,966
Other Benefits	16,006	16,246	16,489	16,737
<b>Total Employee Benefits</b>	<b>47,683</b>	<b>48,399</b>	<b>49,125</b>	<b>49,862</b>
<b>Board Expenses</b>				
Board Fees	9,000	9,000	9,000	9,000
Supplies and Materials	1,200	5,000	5,000	5,000
Professional Development	5,000	1,200	1,200	1,200
<b>Total Board Expenses</b>	<b>15,200</b>	<b>15,200</b>	<b>15,200</b>	<b>15,200</b>
<b>Training and Development</b>				
Membership and association fees	4,800	4,872	4,945	5,019
Professional staff development	38,000	38,570	39,149	39,736
<b>Total Training and Development</b>	<b>42,800</b>	<b>43,442</b>	<b>44,094</b>	<b>44,755</b>
<b>Advertising and Printing</b>				
Postage	100	102	103	105
Courier	200	203	206	209
Advertising	3,300	3,350	3,400	3,451
Publications / Subscriptions	200	203	206	209
Copying / Printing	1,200	1,218	1,236	1,255
<b>Total Advertising and Printing</b>	<b>5,000</b>	<b>5,075</b>	<b>5,151</b>	<b>5,228</b>

# Flagstaff County Regional Fire Services

## Recommended Budget

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Professional / Contracted Services</b>				
Professional & Consulting Services	25,000	-	-	-
Insurance	45,000	45,675	46,360	47,056
Audit	3,500	3,553	3,606	3,660
Legal Services	20,000	5,000	5,075	5,151
Dispatch Services	35,000	35,525	36,058	36,599
<b>Total Professional / Contracted Services</b>	<b>128,500</b>	<b>89,753</b>	<b>91,099</b>	<b>92,465</b>
<b>Rentals and Leases</b>				
Office Rent	3,000	3,000	3,000	3,000
Equipment lease	2,400	2,436	2,473	2,510
<b>Total Rentals and Leases</b>	<b>5,400</b>	<b>5,436</b>	<b>5,473</b>	<b>5,510</b>
<b>Supplies and Materials</b>				
Fuel	28,800	29,232	29,670	30,116
Office Supplies	6,200	6,293	6,387	6,483
Safety Boot allowance	3,000	3,045	3,091	3,137
Uniforms / Station wear	24,500	24,868	25,241	25,619
Fire Coveralls	17,400	17,661	17,926	18,195
Safety Program and equipment	15,000	10,000	10,150	10,302
Other Misc. Supplies & Materials	2,500	2,538	2,576	2,614
<b>Total Supplies and Materials</b>	<b>97,400</b>	<b>93,636</b>	<b>95,041</b>	<b>96,466</b>
<b>Utilities</b>				
Power	9,000	9,135	9,272	9,411
Gas	18,000	18,270	18,544	18,822
Water / Sewer	12,000	12,180	12,363	12,548
<b>Total Utilities</b>	<b>39,000</b>	<b>39,585</b>	<b>40,179</b>	<b>40,781</b>
<b>Repair and Maintenance</b>				
Building Repair & Maintenance	30,000	30,450	30,907	31,370
Equipment Repair & Maintenance	20,000	20,300	20,605	20,914
Vehicle Repair & Maintenance	50,000	50,750	51,511	52,284
<b>Total Repair and Maintenance</b>	<b>100,000</b>	<b>101,500</b>	<b>103,023</b>	<b>104,568</b>
<b>Equipment Purchases</b>				
Office and IT equipment	18,500	500	508	515
Bunker Gear replacements	43,624	44,279	44,943	45,617
SCBA replacement	15,167	15,394	15,625	15,859
Fire fighting equipment allowance	25,000	25,375	25,756	26,142
Rescue equipment allowance	25,000	25,375	25,756	26,142
Tools and Equipment allowance	15,000	15,225	15,453	15,685
Radios (hand held replacements)	3,500	3,553	3,606	3,660
General Equipment allowance	3,500	3,553	3,606	3,660
<b>Total Equipment Purchases</b>	<b>149,291</b>	<b>133,253</b>	<b>135,252</b>	<b>137,280</b>

# Flagstaff County Regional Fire Services

## Recommended Budget

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Telecommunications</b>				
Telephone	14,400	14,616	14,835	15,058
Cellular	20,400	14,400	14,616	14,835
<b>Total Telecommunications</b>	<b>34,800</b>	<b>29,016</b>	<b>29,451</b>	<b>29,893</b>
<b>Debt</b>				
Internal Borrow repayment	-	30,000	30,000	30,000
<b>Other Expenses</b>				
Radio License	1,000	1,015	1,030	1,046
Accounting Software License	840	853	865	878
Other Expenses	1,200	1,218	1,236	1,255
<b>Total Other Expenses</b>	<b>3,040</b>	<b>3,086</b>	<b>3,132</b>	<b>3,179</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,156,874</b>	<b>1,133,471</b>	<b>1,149,750</b>	<b>1,166,273</b>
<b>NET OPERATING EXPENSES</b>	<b>1,081,874</b>	<b>1,058,471</b>	<b>1,074,750</b>	<b>1,091,273</b>
<b><u>Reserves</u></b>				
Contribution to capital equipment reserve	-	227,500	455,000	455,000
<b>Total Reserve Contribution</b>	<b>-</b>	<b>227,500</b>	<b>455,000</b>	<b>455,000</b>
<b>Total Operating and Reserve Contributions</b>	<b>1,081,874</b>	<b>1,285,971</b>	<b>1,529,750</b>	<b>1,546,273</b>
<b><u>Capital Purchases</u></b>				
Tender / Tanker replacement	300,000	-	-	-
Radio System (AFRRCS)	225,000	-	-	-
Command Unit	75,000			75,000
Engine Replacement			400,000	
Wildland Brush Unit	-	-	100,000	-
<b>Total Capital Purchases</b>	<b>600,000</b>	<b>-</b>	<b>500,000</b>	<b>75,000</b>
<b><u>Capital Funding</u></b>				
Internal Borrow (Flagstaff County)	600,000	-	-	-
Transfer from Capital Reserve	-	-	500,000	75,000
<b>Total Capital Funding</b>	<b>600,000</b>	<b>-</b>	<b>500,000</b>	<b>75,000</b>

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Appendix C: Proposed Requisition



Proposed Requisition

Municipality	Allocation %	2019				2020				2021				2022		
		Operating 50%	Capital 0%	Total		Operating 100%	Capital 0%	Total		Operating 100%	Capital 50%	Total		Operating 100%	Capital 100%	Total
Flagstaff	63.58%	\$343,931	\$0	\$343,931		\$687,862	\$0	\$687,862		\$672,982	\$144,646	\$817,628		\$683,333	\$289,292	\$972,624
Killam	7.42%	\$40,136	\$0	\$40,136		\$80,273	\$0	\$80,273		\$78,536	\$16,880	\$95,416		\$79,744	\$33,760	\$113,504
Hardisty	6.08%	\$32,886	\$0	\$32,886		\$65,771	\$0	\$65,771		\$64,349	\$13,831	\$78,179		\$65,338	\$27,661	\$93,000
Sedgewick	6.61%	\$35,741	\$0	\$35,741		\$71,482	\$0	\$71,482		\$69,935	\$15,031	\$84,967		\$71,011	\$30,063	\$101,074
Daysland	6.06%	\$32,798	\$0	\$32,798		\$65,595	\$0	\$65,595		\$64,176	\$13,794	\$77,970		\$65,163	\$27,587	\$92,750
Forestburg	6.24%	\$33,729	\$0	\$33,729		\$67,458	\$0	\$67,458		\$65,998	\$14,185	\$80,184		\$67,013	\$28,370	\$95,384
Lougheed	1.77%	\$9,563	\$0	\$9,563		\$19,127	\$0	\$19,127		\$18,713	\$4,022	\$22,735		\$19,001	\$8,044	\$27,045
Heisler	1.07%	\$5,762	\$0	\$5,762		\$11,525	\$0	\$11,525		\$11,275	\$2,423	\$13,699		\$11,449	\$4,847	\$16,296
Alliance	1.18%	\$6,391	\$0	\$6,391		\$12,783	\$0	\$12,783		\$12,506	\$2,688	\$15,194		\$12,699	\$5,376	\$18,075
Total	100%	\$540,937	\$0	\$540,937		1,081,874	\$0	\$1,081,874		1,058,471	\$227,500	\$1,285,971		1,074,750	\$455,000	\$1,529,750

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Appendix D: Salary & Benefits Calculation

## Flagstaff County Regional Fire Services

### Cost calculations for employee salary and benefits

	Salary				Employee Benefits						Total Employee Cost
	FTE	Hourly Wage	Hours Per Week	Annual Salary	CPP (4.95%)	EI (1.6%)	WCB 1.3%	LAPP 8%	Other Employee Benefits 6%	Total Benefits	
Regional Fire Chief	1.0	\$68	35.0	\$123,760	\$2,594	\$1,202	\$1,609	\$9,901	\$7,425.60	\$22,731	\$146,491
Regional Deputy Fire Chief	1.0	\$50	35.0	\$91,000	\$2,594	\$1,202	\$1,183	\$7,280	\$5,460.00	\$17,719	\$108,719
Financial Clerk	1.0	\$25	20.0	\$26,000	\$1,287	\$432	\$338	\$0	\$1,560.00	\$3,617	\$29,617
Administrative Assistant	1.0	\$25	20.0	\$26,000	\$1,287	\$432	\$338	\$0	\$1,560.00	\$3,617	\$29,617
<b>Total Operations</b>	<b>4.0</b>			<b>\$266,760</b>	<b>\$7,762</b>	<b>\$3,267</b>	<b>\$3,468</b>	<b>\$17,181</b>	<b>\$16,006</b>	<b>\$47,683</b>	<b>\$314,443</b>

	FTE	Honorarium	#	Total
Station Chiefs	10.0	\$6,000	1.0	\$60,000
Fire fighters - Call response	75.0	\$20	60.0	\$90,000
Fire fighters - Training / meeting	75.0	\$20	48.0	\$72,000
<b>Total Operations</b>				<b>\$222,000</b>

4,500	Total paid hours to FF for responding to calls
3,600	Total paid hours to FF for training
8,100	Total FF paid hours

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Appendix E: Capital Equipment Estimates

## Capital Equipment Estimates

### Apparatus Inventory

Fire Engine - All full response halls	5	All Full Response Halls
Tender	3	Sedgewick, Hardisty, Galahad
Rescue Unit	3	Killam, Forestburg, Hardisty
Wildland Brush truck	10	All Halls

	# Required	Replacement Cost	Total Capital Costs	Useful Life	Annual Amortization
Fire Engine	5	\$400,000	\$2,000,000	20	\$100,000
Tanker / Tender	3	\$300,000	\$900,000	20	\$45,000
Wildland Brush truck	10	\$100,000	\$1,000,000	20	\$50,000
Rescue unit	3	\$300,000	\$900,000	20	\$45,000
Command unit	2	\$75,000	\$150,000	10	\$15,000
Full Response Fire Hall	5	\$2,000,000	\$10,000,000	50	\$200,000
			\$14,950,000		\$455,000

### Current Asset List

#### Engines

	Replacement Year
Alliance	2022
Daysland	2027
Sedgewick	2028
Hardisty	2030
Forestburgh	2031
Killam	2032

#### Tender / Tanker

Galahad	2019
Hardisty	2034
Killam	2038

#### Wildland Unit

Killam	2022
Loughheed	2025
Daysland	2031
Heisler	2031
Alliance	2034
Forestburg	2034
Strome	2034

#### Command unit

2023
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Appendix F: Implementation Action Plan

# Flagstaff Regional Fire Service Implementation Action Plan

## Section 1: Governance, Agreements & Resourcing

Action	Person(s) Responsible	Timeline	Guidance
Apply for an Alberta Community Partnership (ACP) grant immediately following approval to move forward with the Regional Fire Service Business Plan to fund its implementation.			
Apply for formation of a Society under the Societies Act to provide Fire and Emergency Services to the region			Legal review and assistance
Establish Society governance structure, including: <ul style="list-style-type: none"> <li>A Board of Directors</li> <li>An initial operational bylaw and policies for the Society</li> </ul>			
Each municipality to provide one Council member who will serve as their voting member on the Board of Directors for the Society.			
Schedule and hold the first meeting of the Board of Directors.			
Create a master agreement, as described in the November 2018 Regional Fire Service Business and Implementation Plan to provide fire services together through the Flagstaff Regional Emergency Services Society			
Each Council to adopt the same Bylaw to provide Fire Services through the Society in accordance with the master agreement, included as an appendix to the bylaw.			
Hire a Regional Fire Chief and Deputy Fire Chief			
Establish the organization structure, positions, salaries/rates, communication processes, target dates for business processes, etc.			
Establish a Quality Management Program (QMP) for the Fire Discipline to cover all municipalities using either internal Fire Department resources,			

contract resources, or a combination of both.			
Initiate discussions with all partner municipalities on the process to establish a Regional Emergency Plan, as described in the November 2018 Regional Fire Service Business and Implementation Plan.			

## Section 2: Business Plan, Budget & Membership

Action	Person(s) Responsible	Timeline	Guidance
The Society will adopt the November 2018 Regional Fire Service Business and Implementation Plan from Transitional Solutions Inc.			
The first full year of operations of the Society will begin on January 1, 2020. Each municipality will transfer their annual requisition amount to the Society beginning on July 1 of each year with the first due on July 1, 2019.			
Firefighters will transition to the new organization as outlined in the November 2018 Regional Fire Service Business and Implementation Plan.			
A recruitment process will be initiated based on the new organization and the opportunities it brings.			
Record and reporting processes will be established that provide information to decision makers in a timely and accurate manner, as outlined in the November 2018 Regional Fire Service Business and Implementation Plan.			
<p>The Board of Directors will complete a review of existing fire stations that appear to be challenged in providing reasonable response to ensure:</p> <ul style="list-style-type: none"> <li>Each station meets a minimum standard <u>or</u></li> <li>A process is established to improve to that minimum standard within the next 12 months <u>or</u></li> <li>The station is closed and those Firefighters who are interested and</li> </ul>			



prepared to meet minimum standards are assigned to the next nearest station.			
A long-term plan for fire station infrastructure management be established by the Board of Directors after the first 18 months of operation. This plan should include a funding model to maintain, replace or close existing stations, as needed.			
Prepare to establish a 3-year operating and 5-year capital budget beginning in 2021.			
The Board of the Society should evaluate and decide whether residential and non-residential taxpayers in the region will be invoiced for fire response, and on what basis, as an additional source of revenue.			

### Section 3: Operational & Response Readiness

Action	Person(s) Responsible	Timeline	Guidance
Establish a strategic response model utilizing full and modified response levels, as outlined in the November 2018 Regional Fire Service Business and Implementation Plan.			
Establish automatic aid for specific types of calls and/or locations			
<p>Establish borderless response processes to allow Flagstaff Regional Firefighters to respond to any station. These processes should include:</p> <ul style="list-style-type: none"> <li>• Creating the process and guidelines for borderless response, including communication protocols.</li> <li>• Establishing a protocol for getting firefighters “signed off” to work out of other fire stations.</li> <li>• Identifying the Firefighters who will participate.</li> <li>• Providing “Go Bags” for those interested in participating.</li> <li>• Maintaining records and assess effectiveness.</li> </ul>			

Establish reduced response for automatic alarms without confirmation of an emergency.			
Establish standard SOPs/SOGs with input from all Firefighters and Officers.			
Implement standardized response reporting and records to ensure readiness and effectiveness.			
Provide a report to the Board of Directors analyzing the need and options to provide specialized response services (high angle rescue, slope rescue, water/ice rescue, etc.) including: <ul style="list-style-type: none"> <li>• Providing the service</li> <li>• Using mutual aid to provide the service</li> <li>• Establishing a contractor to provide the service</li> <li>• Not providing the service</li> </ul>			
Establish procedures to conduct inspections and investigations in accordance with the QMP that assess effectiveness.			
Establish a public fire and safety education program.			
Establish a procedure to get additional firefighters to scenes if they are not part of initial response and are available at station. (e.g. a process to allow members to respond to the scene instead of their station).			

#### Section 4: Engagement & Recognition

Action	Person(s) Responsible	Timeline	Guidance
Develop an Engagement and Communications Strategy to support the implementation of the Regional Fire Service.			
Provide recognition items to members that reflect the service of fire department members and assist in identifying the member to the public.			
Hold a Regional Kick-Off Event for the Society to: <ul style="list-style-type: none"> <li>• Recognize the past contributions of Fire Departments and their members.</li> <li>• Provide patches uniforms to all Firefighters who will continue as society members.</li> <li>• Showcase the new decals on some of the apparatus.</li> </ul>			

<ul style="list-style-type: none"> <li>Publicize the new response process and services.</li> </ul>			
Provide regular program reporting to the Board of Directors which includes public messages for use by the Board members.			
Provide an annual team-building and a recognition event for the members of the Fire Department.			
Look for opportunities for Fire Department members to support or be involved in public events.			
Conduct a survey of businesses and residents to identify fire service issues and areas of concern.			
Provide a public education process on current fire issues.			



## TOWN OF KILLAM

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

November 19, 2018

Transitional Solutions Inc.  
#201, 236-91 Street  
Edmonton, AB T6X 0A9

Sent by Email  
[cynthia.goddard@tsi-inc.ca](mailto:cynthia.goddard@tsi-inc.ca)

### **Re: Draft Flagstaff Regional Fire Services Business & Implementation Plan**

The Town of Killam Council held their regular council meeting on November 15, 2018 and reviewed and discussed the Draft Flagstaff Regional Fire Services Business & Implementation Plan completed by Transitional Solutions.

The draft plan left Killam Council members with the following questions:

1. On page 26 of the Plan it states the assumption that the replacement of 5 full response fire halls shall be included in the capital budget. Although this is stated, the costs are not represented in the proposed 4-year budget on page 27. We have been told that at least 2 of the existing halls are far past their useful life and therefore require immediate attention yet this is not included in the proposed budget.

A suggestion from Killam would be that appraisals occur for all of the halls. Once completed, the average appraised value of all of the halls can be determined, and those communities whose halls are under the average appraised value, should pay the society the difference between their hall's appraised value and the average value. This will ensure everyone is starting on an equal playing field for halls and those who have spent the money in the recent past will not have to subsidize those who have not.

2. Is it necessary to hire both a Regional Fire Chief and a Deputy Fire Chief as paid positions for a region of our size? As we had heard at the Regional Forum, Beaver County has fewer departments and requires just 1 management position, with administrative assistance.
3. How will the "surplus" equipment, not identified in the plan, be managed? Will it be used to the end of its useful life or will it be sold by the society and that money placed in reserves for future capital purchases? When does the process begin? Is it from the time that we form the society and everything changes as per this draft?

For example, on Page 15 of the report, it shows that Heisler will no longer have an engine; however they currently have an engine that was purchased in 2014. What will happen to this

piece of equipment? Will it stay in Heisler for its life, or will it go to Daysland whose truck is 7 years older and Daysland's truck is sold. The funding from the sale of Daysland's truck could be put into reserves for future capital costs? If that is the case, will we not need to borrow \$600,000 from Flagstaff County to get started?

The Town of Killam continues to support in principle this undertaking and looks forward to the next steps in determining if this regional society will be accepted by the entire region.

Thank you for the opportunity to provide this feedback.

Yours truly,



Kimberly Borgel, CLGM  
CAO, Town of Killam

cc. Flagstaff Municipalities



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018  
54<sup>TH</sup> AVE. SUBDIVISION LOT PRICING

## 54<sup>TH</sup> AVE. SUBDIVISION LOT PRICING

### EXECUTIVE SUMMARY

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With the development of the new subdivision almost completed and registration taking place, a next step is to determine market price of the lots.

### BACKGROUND

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The Town currently has four vacant lots for sale with pricing from \$15,285 to \$23,545. A price list for current lots as set by Council has been attached to this RFD.

As an additional comparative, the Town of Killam is currently selling lots in their newest subdivision with the asking price for the cheapest lot set at \$34,000 and the most expensive \$70,000. In addition, the Town of Killam is offering a 10% discount on these numbers if the lot is purchased in 2018 which brings the numbers to \$30,600 and \$63,000 respectively.

A draft price listing for Sedgewick's new subdivision lots has been attached and as a starting point shows each lot's calculated price should \$5/sq foot or contrarily \$50/sq metre be used to determine the price. The result is the lowest-priced lot being \$32,950 and the highest-priced \$81,210. In addition to the size of the lot, Council may take into consideration other variables such as location, shape or position of each lot to determine price.

Council may also consider providing tax incentives to spur the sale of lots. The Town of Killam, for example, charges no tax levy in the first year and only ½ of municipal tax in year 2.

### BUDGET IMPLICATIONS

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Potential revenue as above. The sale of lots will not appear in the budget as it is impossible to determine.

### ALTERNATIVES

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1. Council may determine lot prices based on the information provided or request for further information prior to making a decision.

### RECOMMENDATION

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1. No recommendation at this time.

### ATTACHMENTS

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1. Current Lot Prices
2. Price Listing\_DRAFT
3. Map of Subdivision Lot Sizes and Prices

TOWN OF SEDGEWICK - RESIDENTIAL LOT VALUES								
Plan	Block	Lot	Civic	Lot Size(Sq. Ft)	Dimensions (Ft.)	(NEW) Lot Price - Including GST	10% Deposit Including GST	Remainder Balance Due Including GST
2500AE	L	18-20	5213 - 48 Ave.	10,237	78.75' x 130'	24,722	2,472	22,250
802-1829	3	17	2 Canary Crescent	9,454	corner lot	25,412	2,541	22,871
802-1829	4	3	18 Mackenzie Drive	8,174	85' x 96'	21,971	2,197	19,774
802-1829	3	54	54 Oriole Place	6,314	corner lot	16,982	1,697	15,285

TOWN OF SEDGEWICK - COMMERCIAL LOT VALUES								
Plan	Block	Lot	Civic	Lot Size(Sq. Ft)		(NEW) Lot Price - Including GST	10% Deposit Including GST	Remainder Balance Due Including GST
822 1051	31	2	4802 - 48 Avenue	10,000	100' x 100'	21,000	2,100	18,900
822 1051	31	3	4806 - 48 Avenue	10,000	100' x 100'	21,000	2,100	18,900
822 1051	31	4	4810 - 48 Avenue	10,000	100' x 100'	21,000	2,100	18,900
3825P	3	30	4821 - 46 Street	6,000	50.9' x 120'	12,600	1,260	11,340
3825P	2	28P-31	4851 - 47 Street	9,090	75' x 120'	19,089	1,909	17,180

Approved by Council on May 21, 2015.

Sedgewick 54th Avenue Subdivision						Price per square foot		Price per square metre	
Plan	Block	Lot	Civic	Lot Size (sq ft)	Lot Size (sq m)	Lot price (without GST)	Price/Sq foot (no GST)	Lot price (without GST)	Price/Sq metre (no GST)
852 0469	26	5	54th Avenue	8,718	810	\$43,590	\$5	\$40,500	\$50
852 0469	26	6	54th Avenue	8,880	825	\$44,400	\$5	\$41,250	\$50
852 0469	26	7	54th Avenue	8,880	825	\$44,400	\$5	\$41,250	\$50
852 0469	26	8	54th Avenue	8,901	827	\$44,505	\$5	\$41,350	\$50
852 0469	26	9	54th Avenue	8,686	807	\$43,430	\$5	\$40,350	\$50
852 0469	24	4	51st Street	16,242	1590	\$81,210	\$5	\$79,500	\$50
912 1568	27	1	Place	8,223	764	\$41,115	\$5	\$38,200	\$50
912 1568	27	2	Place	8,708	809	\$43,540	\$5	\$40,450	\$50
912 1568	27	3	Place	10,893	1012	\$54,465	\$5	\$50,600	\$50
912 1568	27	4	Place	8,342	775	\$41,710	\$5	\$38,750	\$50
912 1568	27	5	Place	13,002	1208	\$65,010	\$5	\$60,400	\$50
912 1568	27	6	Place	7,093	659	\$35,465	\$5	\$32,950	\$50
912 1568	27	7	Place	8,191	761	\$40,955	\$5	\$38,050	\$50

Sedgewick Current Lots for Sale

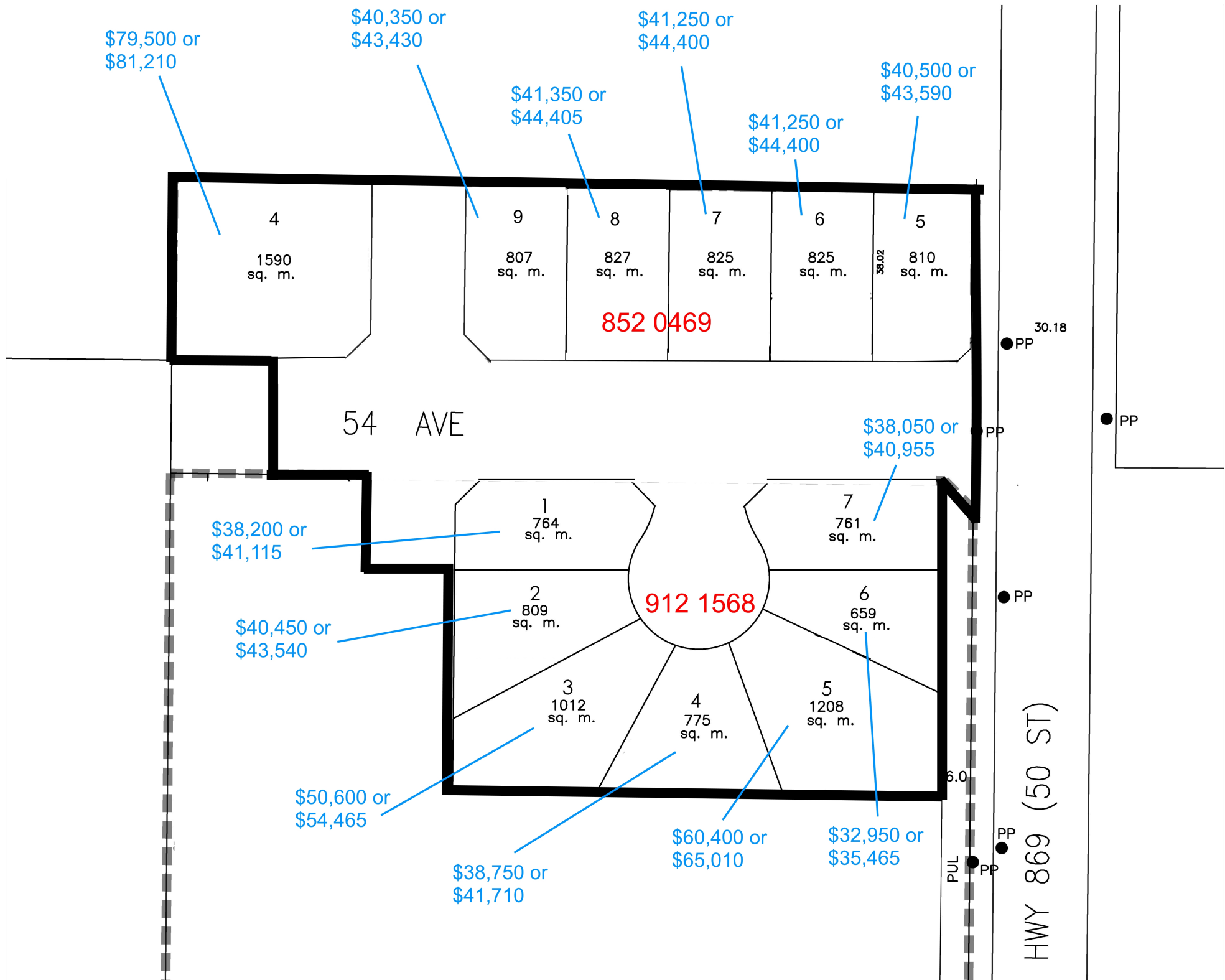
Plan	Block	Lot	Civic	Lot Size (sq ft)	Lot Size (sq m)	Lot price (without GST)	Price/Sq foot (no GST)		Price/Sq metre (no GST)
2500AE	L	18-20	5213 48th Avenue	10,237	951	\$23,545	\$2.30	Highest	\$24.76
802 1829	3	17	2 Canary Crescent	9,454	878	\$24,202	\$2.56		\$27.56
802 1829	4	3	18 MacKenzie Drive	8,174	759	\$20,925	\$2.56		\$27.57
802 1829	3	54	54 Oriole Place	6,314	586	\$15,285	\$2.42	Lowest	\$26.08

Killam 46th Avenue Subdivision (16 lots)

Plan	Block	Lot	Civic	Lot Size (sq ft)	Lot Size (sq m)	Lot price (without GST)	Price/Sq foot (no GST)		Price/Sq metre (no GST)
			4605 53rd Street	16,339	1,518	\$70,000	\$4.28	Highest	\$46.11
			4604 53rd Street	15,952	1,482	\$68,000	\$4.26		\$45.88
			4601 53rd Street	12,012	1,116	\$55,000	\$4.58		\$49.28
			5301 46th Avenue	9,160	851	\$40,000	\$4.37		\$47.00
			4609 53rd Street	11,248	1,045	\$50,000	\$4.45		\$47.85
			5302 46th Avenue	8,600	799	\$34,000	\$3.95	Lowest	\$42.55



First number \$50/square meter  
Second number \$5/square feet





## **APP DEVELOPMENT – ZAG CREATIVE**

### **EXECUTIVE SUMMARY**

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At the October 18<sup>th</sup>, 2018 regular meeting of Council the following resolution was approved in regards to a submitted proposal to develop a TOS app:

<b>7.4 Town of Sedgewick App</b>			
<b>2018-10-219</b>	MOTION by Clr. Schmutz		<b>CARRIED</b>
That Council accept the proposal as information and direct Administration to research whether our current website provider has the capacity to build a Town of Sedgewick App.			

### **BACKGROUND**

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The Town's website was developed and is maintained by Zag Creative. Zag was asked if they have the capacity to build an app for the Town. They advised that they do and that they could offer a price that is competitive to the previous proposal, however a definite quote was not provided. Instead, they offered the following report:

*Apps definitely serve a purpose but can be a costly endeavour so it's imperative that they are properly thought through. Apps are useful in pushing updates to users and providing an all in one platform for quick "Shortcuts" to important items.*

*Most places now opt for a responsive website in their place, as they don't require a user to download and use up space on their devices and don't require costly maintenance and updates as software changes. The current Sedgewick site is designed to be responsive and size dependent on the device size.*

*In regards to the proposed mock sent:*

- **Alerts**
  - *Apps do provide a great way to push alerts to users so that they know what is happening without having to go to a specific website to learn more*
  - *The current Sedgewick site does have an alert function that adds a banner to the top of the site however does not push these notifications out. This could be something we explore further, users would need to allow this feature however for it to work*
- **Permits and Applications**
  - *The current Sedgewick site uses simple forms for applications and PDFs for permit applications so we would need to better understand what this feature would entail and how it could provide benefit to a resident. If it's a matter of storing this information (for example a permit application) and updating a user*



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## BACKGROUND

*on its status, we could also explore the ability for people to create a login to the site and see this information that way*

- *Call Us*
  - *This does give people a convenient and easy way to contact the town office with the push of a button – a feature that could easily also be added to the website*
- *Hearings and Media*
  - *This is not currently something utilized in this manner on the site but would need to find out more about the intent and purpose of having this available in an app*
- *Local map*
  - *The current Sedgewick site does have a map on the homepage for easy reference, could look into adding pins for businesses that the town wishes to highlight if needed*
- *Report a problem*
  - *The current Sedgewick site uses simple forms for reporting issues so we would need to better understand what this feature would entail and how it could provide benefit to a resident.*
- *Social media*
  - *Links are available on the footer of the current Sedgewick site and people don't tend to use an app for viewing social media unless it's the actual platform itself (ie. Twitter app, following Sedgewick vs going to a Sedgewick app to view social media)*
- *Alberta emergency alerts feed*
  - *Having two alerts areas can be confusing to a user so would recommend combining them in some manner. This service also already provides its own app so a note could be added to the Sedgewick site encouraging residents to sign up and download direct*

Overall, Zag Creative believes that if there is truly a 'need' behind developing an app, the Town would be better off looking at a website update in some of these areas noted above. This would save on an additional monthly maintenance fee.

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## BUDGET IMPLICATIONS

Unknown

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## ALTERNATIVES

1. Council may accept the report from Zag Creative as information.
2. Council may direct Administration to perform further research on developing a Town of Sedgewick app.



# TOWN OF SEDGEWICK

## REQUEST FOR DECISION

NOVEMBER 22<sup>ND</sup>, 2018

APP DEVELOPMENT – ZAG CREATIVE

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### RECOMMENDATION

1. That Council accept the report from Zag Creative as information.

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### ATTACHMENTS

1. None



## **REGIONAL SCADA PROJECT**

### **EXECUTIVE SUMMARY**

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In the 2018 Capital Budget, Council approved the SCADA Upgrade project for the amount of \$120,000. The project initially consisted of Sedgewick, Hardisty, Killam, Alliance, Heisler, Forestburg and Flagstaff County (Strome and Galahad).

### **BACKGROUND**

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In a March 2018 SCADA Assessment and Recommendations report prepared by ATAP Infrastructure Management addressed to the Town of Hardisty (project lead), \$103,160 of site specific project costs were attributed to the Town of Sedgewick and included installing a chlorine analyser, undertaking instrumentation upgrades and adding PLC control and developing local HMI screens. This report included in the cost-share portion all communities listed in the Executive Summary except for Flagstaff County (Strome and Galahad).

At their August 15<sup>th</sup>, 2018 council meeting, Flagstaff County Council elected to not participate in the SCADA upgrades as similar upgrades were already completed in 2017. Due to Flagstaff County's withdrawal from the project, the Village of Forestburg also decided to withdraw from the project at their Nov. 1<sup>st</sup> council meeting. Forestburg's withdrawal will affect the cost-share formula and require increased funds from the Town of Sedgewick to complete the project. Funding from the project has been directed to come from the MSI capital grant.

SCADA work has been completed in Heisler and Killam and has already begun in Sedgewick. Regardless of the number of parties involved, Administration sees benefit to completing the project.

### **BUDGET IMPLICATIONS**

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Increase the SCADA Upgrades capital project by \$15,000 to \$135,000.

### **ALTERNATIVES**

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1. Council may approve an increase to the SCADA Upgrades project budget to \$135,000
2. Council may direct Administration in another manner.

### **RECOMMENDATION**

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1. That Council approve an increase to the SCADA Upgrades project budget to \$135,000.

### **ATTACHMENTS**

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1. Flagstaff County – Regional SCADA System Upgrades summary report
2. Village of Forestburg – Letter re: Upgrades to Regional SCADA System
3. Town of Killam – Letter re: Regional SCADA & Water Operator's Consortium



# Issue Summary Report

## REGIONAL SCADA SYSTEM UPGRADES

#20180801002

**Meeting :** Council Meeting

**Meeting Date :** 2018/08/15 09:00

**Meeting Type :** Council Meeting

### Background

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In 2012, a regional SCADA system was initiated by the Flagstaff Intermunicipal Partnership Committee (FIP). This project was initiated in response to a need for sharing of certified utility operators among partnering municipalities; all ten (10) municipalities were involved in the startup of the regional SCADA project.

SCADA (supervisory control and data acquisition) systems include hardware and software components utilized for process control, gathering of data in real time from remote locations in order to control equipment and conditions in water and waste treatment.

The following outline will provide Council with detailed information in regards to the SCADA system.

1. Initial Regional SCADA Project
2. 2017 SCADA Upgrades in Strome and Galahad
3. 2018 Water Treatment Plant Upgrades
4. Proposed 2018 Regional SCADA Upgrades
5. Cost Analysis
6. Conclusion
7. Options

---

### 1. Initial Regional SCADA Project

The initial project consisted of the following:

- Establishment of a central server, which was located at the County office (moved to the Town of Hardisty in 2016/2017 due to the town office obtaining fibre optic internet).
- Hardware and software upgrades at each municipality's site, communication system and instruments at each site to monitor the following:
  - Distribution pressure
  - Distribution flow
  - Distribution temperature
  - Distribution chlorine concentration
  - Distribution pH levels
  - Reservoir levels
  - Lift station alarms
- System allowed for monitoring of the parameters (as listed above) and alarming for those parameters

- The initial SCADA system was limited in the following:
  - No ability to change alarm callout phone numbers
  - No operational control of plant was possible except for shutting down reservoir, thus stopping the plant from running
  - Security access to each site was minimal.
  - Connection from sites to server was extremely unreliable, with long outages and persistent router startups (reliability improved in 2017).
  - No increase in operability, performance, remote control, or reduction in site visits.

**The cost of the initial project was funded by grants through the Water for Life Program.**

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## **2. 2017 SCADA Upgrades in Strome and Galahad**

- These upgrades allowed for the Water Treatment Plants in Strome and Galahad to obtain complete operating, remote monitoring and alarming independence, regardless of the connection to the regional SCADA system.
- Addressed existing deficiencies in normal operations.
- Upgrades brought all crucial monitoring data (flows, chemical supply and dosing, disinfectant levels, equipment status, etc.) onto the plant control screen.
- Upgrades allowed for two tiers of local alarming in each site, in addition to the regional SCADA alarm system.
- Remote monitoring system implementation allowed operators to see exact plant control screen on their laptop, remotely, as in the water treatment plants.
- The new lift station in Galahad has also been added to the plant control screen.

**Total Cost of 2017 Upgrades = \$87,000**

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## **3. 2018 Water Treatment Plant (WTP) Upgrades**

In 2018, the following upgrades are approved and underway for the WTP in Strome and Galahad:

<b><u>ITEM</u></b>	<b><u>BUDGET</u></b>
Strome Generator and Fire Pump	\$185,000
Galahad - New Filter Valves	\$8,000
Galahad - Variable Frequency Drives Replacement	\$20,000
Galahad - New Pressure Release Valve	\$15,000
<b>Total Estimated Cost of 2018 Upgrades</b>	<b>\$228,000</b>

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## **4. Proposed 2018 Regional SCADA Upgrades**

- Six municipalities have provided confirmation that they will be proceeding with the 2018 SCADA Upgrades: Killam, Sedgewick, Hardisty, Forestburg, Heisler and Alliance with Galahad and Strome unconfirmed. Daysland and Loughheed will not be participating.
- Project involves the following upgrades at each site:
  - Hardware and software upgrades\*\*
  - Local autonomy with alarming and PLC control\*\*
  - Establishment of plant control screen for each site into regional SCADA system\*\*
  - Integration of similar equipment, plant control, and other items to a common SCADA system
  - Upgrading of server and service contract, and install of Master HMI (Human Machine Interface)

\*\*These items were already completed in Strome and Galahad in 2017 & 2018; if we participate with the regional upgrades, we will be required to upgrade these items again to ensure compatability with the regional SCADA system.

**Total Estimated Cost of Upgrades for Strome and Galahad = \$215,000** (this does not include any engineering costs which are unknown at this time)

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## 5. Cost Analysis

The cost analysis of Flagstaff County participating in the regional SCADA upgrades versus the increased cost to the other participating municipalities without Flagstaff County participating is as follows:

Flagstaff County's Estimated Cost to participate in regional SCADA upgrades:

- Capital cost - \$215,000
- Operating cost - \$4,200 annually

Increased Estimated Cost to the other six municipalities if Flagstaff County does not participate in the regional SCADA upgrades:

- Capital cost - \$4,600 per municipality = \$27,600
- Operating cost - \$700 annually per municipality = \$4,200

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## 6. Conclusion

- After completion of the 2017 SCADA upgrades and the approved 2018 upgrades, the Strome and Galahad water treatment plants will have:
  - Optimized operations, tracking all water in/out of the plants, efficient water treatment and proper utilization of each piece of equipment.
  - Accurate and readily available operations information and alarms, in the water treatment plant and remotely.
  - Redundant two tiered local alarming, allowing for alarming if one alarm fails.
  - The ability to maintain normal operations during power outages, allowing for emergency equipment (standby/fire pumps) to be utilized solely for emergency/high demand scenarios, reducing normal wear and extending life expectancy.
  - Minimization of water outages in the hamlets due to maintenance or emergency situations.
  - May reduce site checks on weekends ~ reducing operating costs.
- In regards to the proposed 2018 regional SCADA upgrades, we have confirmed with NCGL (PLC and plant control contractors) and 2nd Floor Computers (server contractor) that **disconnection from the regional SCADA system will not impact local operations within Strome and Galahad; and will not require any physical work or cost to become disconnected from the regional SCADA system.** If reconnection is desired, upgrades to ensure local operations are compatible with the regional SCADA system would need to be completed beforehand.
- In discussion with our Hamlet Utility Operators, they are satisfied with our current operating system and the level of service we are receiving from our current service provider. If we participate with the regional project we will be required to change service providers.

The Hamlet Utility Operators have expressed that there is little local benefit to the operations in Strome and Galahad in proceeding with the regional SCADA upgrades. It is in our opinion that the County should proceed with our current capital plans and upgrade other essential infrastructure within Strome and Galahad, as follows:

- Replacement of piping in Galahad's water treatment plant
- Drilling an additional well in Galahad
- Replacement of motors and distribution pumps in both hamlets



- Increase size of water reservoir in Strome
- Replacement of water and sewer lines in both hamlets

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## **7. Options**

The following considerations were identified when preparing the options for Council:

- The ongoing Flagstaff Regional Governance Initiative;
- The unknown compliance with the New West Partnership Trade Agreement during the procurement process;
- The unclear future plans for the Flagstaff Regional Water Operators Consortium.

Due to these considerations, the following options have been provided with no recommendation. Further discussion and direction from Council is required.

## **Alternatives**

**Option #1** - Participate in the 2018 regional SCADA upgrades at a total estimated cost of \$215,000 to be funded by Hamlet - Reserves.

**Option #2** - Do not participate in the 2018 regional SCADA upgrades and disconnect from the regional SCADA system.

November 6, 2018

Flagstaff Intermunicipal Partnership  
PO Box 201  
Forestburg, AB T0B 1N0

Dear Sir/Madam:

Re: Upgrades to Regional SCADA System

As you are aware, in May, 2018 Forestburg Council approved the following resolution:

*Moved by Mayor Young to approve the upgrades to the Regional SCADA System and the necessary local improvements required to implement the changes to the SCADA system in the total amount of \$42,325 with the following conditions:*

- *All currently participating municipalities must approve the upgrades to the regional system and agree to participate in the regional upgrades; and,*
- *All upgrades for the Forestburg Water Treatment Plant and lift stations will occur in the 2019 budget year.*

As a result of Flagstaff County's withdrawal from the project in August, 2018, Council revisited this issue at their November 1, 2018 regular meeting and the following resolution was approved:

*Moved by Councillor Fossen to inform Flagstaff Intermunicipal Partnership that due to the withdrawal of Flagstaff County from the Regional SCADA project, the Village of Forestburg will also be withdrawing as monthly maintenance fees are becoming cost prohibitive and also that Council is concerned that the opportunity to develop a true Regional Water Operators' Consortium is unlikely to be successful due to the lack of commitment on the part of some of our regional partners.*

If you have any questions regarding the above, please do not hesitate to contact the undersigned at [cao@forestburg.ca](mailto:cao@forestburg.ca).

Yours truly,



Debra A. Moffatt, CAO  
Village of Forestburg





*Killam*

ALBERTA

November 16, 2018

## TOWN OF KILLAM

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

Flagstaff Intermunicipal Partnership Committee  
c/o Village of Forestburg  
Box 210  
Forestburg, AB T0B 1N0

### **Re: Regional SCADA Project & Water Operator's Consortium**

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At the Town of Killam regular council meeting held on November 15, 2018, Council discussed the recent changes in participation in the Regional SCADA Project. The effect this has on the costs for the Town of Killam to participate and the negative effect this has had on our faith in future regional projects are of great concern.

This project was brought forth to the CAO Group and FIP, as a project that would benefit this region as a whole. It was deemed very important by the Public Works employees in the region and was presented as being a necessity for the region to move forward with a regional water operator's consortium and at the very least to provide a greater assurance that all communities in the Flagstaff Region would be supported by each other should operator shortages become a problem.

On the basis of our commitment and the integrity of keeping our word, the Town of Killam will carry out this project to the end and share in the short fall of costs related to the others withdrawing, although it is with a measure of frustration. The work in the Water Treatment Plants in Killam and Heisler has been completed and was complete prior to the withdrawal of Forestburg. The remaining communities are now faced with increased costs and the inability to "pull out" as others have.

It is concerning that the Flagstaff municipalities cannot see the importance of this one regional service, yet are contemplating all services be governed regionally.

Should you have any questions or concerns, please contact the undersigned at (780) 385-3977.

Yours truly,

Mayor Ben Kellert  
Town of Killam

Cc FIP Members

**Flagstaff Intermunicipal Partnership Committee**  
**Special Meeting held Thursday, October 25, 2018 at 6:00 pm**  
**Flagstaff County Administration Building**

Attendance:	Voting Members	Bob Coutts, Chair	Village of Forestburg
		Doug Irving, Mayor	Town of Hardisty
		Dell Wickstrom, Councillor	Village of Alliance
		Erik Skoberg, Councillor	Flagstaff County (by phone)
		Perry Robinson, Mayor	Town of Sedgewick
		Brenda Groves, Councillor	Town of Killam
		Jon Williams, Councillor	Village of Heisler
		Edward Kusalik, Mayor	Town of Daysland
		Susan Armer, Councillor	Village of Lougheed
	CAOs	Debra Moffatt	Village of Forestburg/FIP Coordinator
		Jolene Sinclair	Village of Alliance
		Karen O'Connor	Village of Lougheed
		Jim Fedyk	Town of Sedgewick
		Sandy Otto	Town of Hardisty
		Rod Krips	Town of Daysland
		Heidi Rohe	Village of Heisler
		Kim Borgel	Town of Killam
		Shelly Armstrong	Flagstaff County
	Observers/Presenters	Shane Pospisil	New West Opportunities
		Tomek Wala	New West Opportunities
		Jim Padilla (by phone)	New West Opportunities

Call to Order                      Chair B. Coutts called the meeting to order at 6:05 p.m.

Agenda                              **MOVED BY** Member E. Skoberg to approve the agenda with the following addition:  
**Mtn #18-10-039**                      B2) Levels of Service Report

**CARRIED**

Levels of Service                      **MOVED BY** Member E. Skoberg to invite Urban Systems to the December 3, 2018 meeting to  
Report                                      review the Levels of Service Report with the committee.

**Mtn #18-10-040**

**CARRIED**

Presentation by New                      Chair Bob Coutts introduced Shane Pospisil and Tomek Wala from New West Opportunities. New  
West Opportunities                      West Opportunities has been engaged to undertake the public engagement and communications  
process for the Regional Governance Project.

Shane Pospisil introduced New West Opportunities, their areas of expertise and their past experience in both Canada and the United States. He stated that New West Opportunities had been engaged undertake a community consultation process which will allow people to engage and to provide some information on the regional governance project. The purpose of the community consultation process is to allow people to be informed and to be able to ask questions.

He stated that the project has reached the stage where the members need to hear people's views about going forward. It will be reinforced to the public that no decision has been made. Their role will be to receive information, feedback and concerns and to collate this information for the FIP

committee. They will be reporting on what they heard and will confront misinformation or myths with the facts.

Their purpose is not to sell the initiative but to listen to people, review reports, update the website with information that is written in plain language. Individuals bring different values to any issue and the purity of the process is of primary importance. Their goal is to maximize participation and response rates.

They asked the following of the committee:

- What are the promotion channels we use?
- What are upcoming events?
- Would the community prefer a stand-alone event?
- What are the venues and dates of events?

Discussion was held on the timelines set out by the committee. The timelines are very aggressive.

- Phase I – community sessions before the Christmas break (by December 10 or earlier, but alternate dates will be accommodated). A survey on the website will continue throughout the Christmas season and into the New Year. They will have an introductory letter by Monday, October 29 to go into utility bills. By Tuesday, October 30 the website (myflagstaff.ca) should be live, with a survey being posted by November 5.
- Phase II – three additional cross region Town Halls will be held after Christmas to present an overview of what has been heard. It is expected that elected officials will be in attendance but their role is to listen and learn, New West will be leading the consultations.
- Phase III – 2 reports: one will be an analysis of the feedback received and the second will be observations on what was seen and heard and they will provide their thoughts on potential next steps.

Chair B. Coutts opened the floor to questions:

- H. Rohe - Utility bills will be mailed on Monday; will the insert be available. She was informed the mailout would be provided to her Monday morning.
- P. Robinson – How will factual information be determined? He was informed that the information needs to be more neutral and that people feel that their views are being sought and no decision has been made.
- S. Pospisil stated that he was willing to meet with elected officials to address their concerns.
- R. Krips – Daysland is planning an open house on November 14 and he was concerned that this date might be too early for New West. R. Krips and S. Pospisil will speak on Friday, October 26.
- S. Pospisil stated that schedules may need to be amended depending on community needs.

Adjournment

As all agenda items had been completed, Chair Bob Coutts declared the meeting adjourned 6:52 p.m.

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Chairperson

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Coordinator

# Emergency Services Committee

Date : Thursday, October 25, 2018

Location : Sterling Room, County Office

## Minutes

### ATTENDANCE

Debra Smith	Chairperson	Village of Lougheed
Ed Kusalik	Mayor	Town of Daysland
Doug Irving	Mayor	Town of Hardisty
Perry Robinson	Mayor	Town of Sedgewick
Bob Coutts	Deputy Mayor	Village of Forestburg
Brenda Grove	Deputy Mayor	Town of Killam
Dell Wickstrom	Deputy Mayor	Village of Alliance
Roger Gaetzman	Councillor	Town of Hardisty
Jon Williams	Councillor	Village of Heisler
Erik Skoberg	Councillor	Flagstaff County
Howard Shield	Councillor	Flagstaff County
Shelly Armstrong	CAO	Flagstaff County
Jolene Sinclair	CAO	Village of Alliance
Rod Krips	CAO	Town of Daysland
Debra Moffatt	CAO	Village of Forestburg
Sandy Otto	CAO	Town of Hardisty
Heidi Rohe	Interim CAO	Village of Heisler
Kim Borgel	CAO	Town of Killam
Karen O'Connor	CAO	Village of Lougheed
Jim Fedyk	CAO	Town of Sedgewick
Todd Baumgartner	Fire Chief	Town of Hardisty
Jay Stuckey	Fire Chief	Village of Alliance
Tyson Armitage	Fire Chief	Town of Sedgewick
Joe Knievel	Fire Chief	Town of Killam
Doug Brown	Deputy Fire Chief	Village of Forestburg
Don Rosland	Office of the Fire Commissioner	Government of Alberta
Kim Cannady	Regional Emergency Services Coordinator	Flagstaff County
Cheryl Bergman	Executive Assistant	Flagstaff County
Kelly Loder	Recording Secretary	Flagstaff County

### CALL TO ORDER

K. Cannady called the meeting to order at 7:01 p.m.

**ELECTION OF  
CHAIRPERSON**

K. Cannady called for nominations for Chairperson for the 2018/2019 term.

Clr. Grove nominated Mayor Smith.

K. Cannady called for further nominations.

K. Cannady called for further nominations.

**Resolution**

Clr. Grove moved nominations for Chairperson for the 2018/2019 term cease.

**Carried**

Mayor Smith was declared Chairperson for the 2018/2019 term and took the chair.

**ELECTION OF  
VICE-CHAIRPERSON**

Chair Smith called for nominations for Vice-Chairperson for the 2018/2019 term.

Clr. Kusalik nominated Clr. Coutts for Vice-Chairperson.

Chair Smith called for further nominations.

Chair Smith called for further nominations.

**Resolution**

Clr. Kusalik moved nominations for Vice-Chairperson for the 2018/2019 term cease.

**Carried**

Clr. Coutts was declared Vice-Chairperson for the 2018/2019 term.

**AGENDA**

**Resolution**

The proposed agenda was accepted on motion of Clr. Robinson.

**Carried**

**MINUTES**

**Resolution**

Clr. Skoberg moved to approve the minutes for the Emergency Services Committee of (2018/07/18) as presented.

**Carried**

**TRANSITIONAL  
SOLUTIONS INC.**

Transitional Solutions Inc. (Cynthia Goddard, Bill Walker, Dave McReynolds, and Tyler Brady) prepared a presentation which reviewed their findings and recommendations for the Flagstaff Regional Emergency Services project.

**General Concerns that they heard during interviews:**

- The budget was the main issue with the 2018 business plan.
- Closing fire halls is not fully supported and could be contentious.
- Phasing in funding through requisitions would be supported.
- Liability and OH&S were other concerns identified that need to be addressed in the business plan.
- Fire hall infrastructure must be considered in the business plan.
- There is a need for additional training.

**Report Objectives:**

- Offer a solution for achieving a regional fire service that meets the needs of the region while considering and minimizing liability and risk.
- Provide a viable financial model for implementing the strategy in the region.
- Develop an implementation plan that engages Fire Services, Administration, Elected Officials, and residents in the process to achieve buy in.

**Liability Considerations:**

- MGA: Sections 535.2, 551, and 552 removes liability for loss or damage caused by anything done or omitted to be done in good faith. If a society is formed, will we still be protected?
- The society needs to ensure that the OH&S act is met.
- A legal opinion is required.

**Strategic Response:**

There are two service levels being proposed; full service and modified service.

Full Service	Modified Service
<ul style="list-style-type: none"><li>• Interior and exterior firefighting</li><li>• Motor vehicle collision response with rescue tools</li><li>• Wildland firefighting</li><li>• Medical assist</li></ul>	<ul style="list-style-type: none"><li>• Wildland firefighting</li><li>• Motor vehicle collision response - traffic control only</li><li>• Medical assist</li></ul>
Apparatus Needs	Apparatus Needs
<ul style="list-style-type: none"><li>• Engine</li><li>• Rescue</li><li>• Wildland truck/rapid response vehicle</li><li>• Tanker</li></ul>	<ul style="list-style-type: none"><li>• Wildland truck/rapid response vehicle</li><li>• Tanker</li></ul>

**Budget Objectives:**

- Recommend a budget that is affordable so that local communities are able to participate.
- Recommend a structure that includes all fire services.
- Ensure the budget covers both operational and capital expenses.

**Major Assumptions:**

- Funding requisitions will be phased in over four years.
- Year 1 - Society will begin July 1, 2019 - 50% operations
- Year 2 - 100% operations
- Year 3 - 100% operations and 50% capital
- Year 4 - 100% operations and 100% capital



**Next Steps:**

- Will develop a draft report based on feedback and provide it by November 3, 2018.
- The draft report will go to all councils for discussion and feedback, and return to Transitional Solutions Inc. by November 30, 2018.
- Feedback from each municipality will be shared among all councils.
- Dependent on the feedback, there will possibly be another meeting to review and discuss.
- Transitional Solutions Inc. will then provide a final report and presentation no later than the end of the year.

**Resolution**

Clr. Skoberg moved to accept the proposed information from Transitional Solutions Inc.

**Carried**

**CORRESPONDENCE**

**Resolution**

Clr. Coutts moved to accept the following correspondence items as presented.

1. Fire Hall Assessments
2. Regional Fire Chief and Fire Service Agreement Extensions

**Carried**

**NEXT MEETING  
DATE**

The next meeting will be held on January 7, 2019 at 7:00 p.m. at the County Office.

**ADJOURNMENT**

**Resolution**

Clr. Grove moved to adjourn the meeting at 8:39 p.m.

**Carried**

.....  
Chairman

.....  
Recording Secretary

**FRSWMA Regular Monthly Board Meeting**

**Oct 29, 2018**

**Sterling Room of the County Office, Sedgewick, AB**

**Minutes**

**1.0) Attendance**

**DIRECTORS:**

Elaine Fossen	Village of Forestburg
Jeanette Herle	Flagstaff County
Rick Kry	Town of Killam
Dean Lane	Town of Hardisty
Steven Levy	Town of Sedgewick
Josephine Mackenzie	Village of Alliance
Janice McTavish	Village of Rosalind
James Robertson	Town of Daysland
Deb Smith	Village of Loughheed
Jon Williams (alt)	Village of Heisler

**STAFF:**

Murray Hampshire	Executive Director
David Dahl	FRSWMA

Chair D. Smith called the meeting to order at 6:59 p.m.

**3.0) Agenda**

Agenda was reviewed.

**Resolution # 397/2018.** Director J. Robertson moved to accept agenda.

CARRIED

**4.0) Adoption of Minutes**

4.1) Minutes of the Sept 29, 2018 Regular Board Meeting were reviewed.

**Resolution # 398/2018.** Board member R. Kry moved to approve the minutes of the Aug 27, 2018 regular meeting, attached to and forming part of these minutes.

CARRIED

**5.0) Reports**

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

**Resolution # 399/2018.** Board member J. McTavish moved to accept operations report as presented.

CARRIED

**5.2) Financial reports:** Executive Director M. Hampshire provided Sept 30, 2018 P&L and Oct 29, 2018 cash position. Discussion ensued.

**Resolution # 400/2018.** Board member E. Fossen moved that we accept financial reports as presented.

CARRIED

**6.0) Business**

6.1) 2019 Draft Budget Review. Executive Director M. Hampshire reviewed DRAFT 2019 Budget Proposal. Considerable Discussion ensued, particularly about development of mid to long term plans for Class II landfill.

Resolution 401/2018. Board member R. Krys moved to recommend the proposed 2019 operating budget with a total municipal requisition of \$1,253,550 to all FRSWMA members for approval.

CARRIED

**7) Correspondence  
& Information**

The following items are attached to and form part of the minutes:

7.1) Several letters from partner municipalities designating their chosen director for the 2018-2019 year were reviewed.

Resolution 402/2018. Board member S. Levy moved that the Board accept the correspondence and Information as presented

CARRIED

**8.0) Adjourn**

Resolution # 403/2018. Board member J. Williams moved the meeting adjourn at 9:12 pm.

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Chair

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Manager

**Next Meeting:**

Nov 26, 2018 – Annual Organizational Meeting - 7:00 p.m.  
Nov 26, 2018 – Regular Meeting – 7:30 p.m.

## **Sedgewick Public Library Board Meeting**

**Meeting date: October 9th, 2018**

**Board Chair Carol Williams called the meeting to order at 7:10 pm with the following Board members present: As per attachment.**

**1) Approval of the Agenda – Moved by Sherry Mayne, Seconded by Trish McGowan. That the agenda for Oct 9th, 2018 be approved as circulated, Carried.**

**2) Previous Minutes – Moved by Trish McGowan, Seconded by Cori LeCour. That the Sedgewick Public Library Board minutes Sept 11<sup>th</sup>, 2018 be approved as circulated, Carried.**

**3) Delegations**

**4) Business Arising from the Sept 11<sup>th</sup> Minutes:**

**Discussion about the Christmas Extravaganza. Date Saturday December 8th, 3 - 7 pm. Sub committee meeting to be held Oct 16<sup>th</sup>.**

**County of Flagstaff Book Exchange will be held Oct 15<sup>th</sup>, everything is organized.**

### **Reports:**

**Chair – Carol Williams & Lisa Collier attended the AGLC Gaming information session on Sept 24<sup>th</sup> in Viking. Many questions answered & it was very informative. Cori LeCour moves we accept the Chairs Report as information, Seconded by Trish McGowan. Carried.**

**Treasurer's Report: Trish McGowan read the report. To date \$13,243.70 is in our account. Report attached. Staff raises were effective October 1<sup>st</sup>. Carol Williams moves the report be accepted, seconded by Sherry Mayne. Carried**

**Librarian's Report:** Barb McConnell read the Librarian's report that is attached.

Sheery Mayne moved the Library be closed Halloween night. Carol Williams seconded.

**Parkland & Town Council Reports,** Reported by Stephen Levy.

No reports as Stephen was absent.

6) **New Business:** none

7) Letter from the Office of the Minister of Alberta Municipal Affairs attached.

Next Meeting : November 13<sup>th</sup> ,2018

**Adjournment:** Moved by Carol Williams, Seconded by Marie McCleod that the Library Board does now adjourn at 7:50 pm. All in favor. Carried.

## **Sedgewick Recreation Board Meeting-Oct. 29/18**

**Call to Order-** Greg called the meeting to order @ 7:00. In attendance: Greg, Andrew, Verna, Kari, Cory, Connie, Robynn.

**Approval of Agenda-**Andrew moved to approve the agenda . Carried.

**Treasurer's Report-**Connie gave the treasurer's report.

Operating-\$48,700.00

Capital-\$121,000.00

Andrew moved to to adopt the report as presented. Carried.

Connie presented the 2019 budget. Kari moved to adopt the report as presented to be approved by town council. Carried.

**Minutes of Last Meeting-**Kari read the minutes of the Sept. 24/18 meeting. Pam moved to approve the minutes as read. Carried.

**Business Arising from previous minutes.-Tables-**

**-Motion**Robynn moved to purchase 20 large round tables at a cost of \$4023.00 from capital. Carried.

**Town Council Rep report-**Greg gave the town council report. The town will pay \$3000.00 for Brett Kissel concert to cover wages and costs.

**User group Issues/Concerns-Curling-** Marie has the ice in.

Daren from Big Knife Flooring is coming to measure the carpet and give a quote. Marie suggests and RO system for water filtering. We will get quotes.

**New Business- Sabres dressing room-**Balance owing is \$12,611.59

**Motion-** Greg made a motion to pay Bonness Oilfield the balance owing of \$12,611.59 for the dressing room. Carried.

The rec centre will then charge the Sabres \$1000.00 now and for the 2018/2019 season.

**Maries wages for curling ice-**We will pay Marie \$15,000.00 through the curling club.

**Manager's Report** -Problems with VFD. Brine line is leaking.

**Next Meeting and Adjournment-**Next meeting is Nov.26 @7:00. Greg adjourned the meeting @ 8:15.







## **Sedgewick Recreation Board Special Meeting-October 29/18**

**Call to Order**-Greg called the meeting to order @ 6:45.

**Election of New Board Member** - A new board member is needed to replace Cory Gagnon since he will be acting Manager.

**Motion:** Andrew made a motion to elect Robynn Bartusek. Carried.

**Adjournment**-Greg adjourned the meeting at 7:00.







# TOWN OF SEDGEWICK

## DEPARTMENTAL REPORT

MEETING DATE: NOVEMBER, 2018

DEPARTMENT: PUBLIC WORKS

### SUMMARY

November was concert month, along with water plant upgrades.

### ACCOMPLISHMENTS

- The generator project has been finished up with the demolition and removal of the cement pad for the fire pump.
- Several loads of leaves were removed from the streets.
- Willow trees were mulched along the end of the lake to prevent drifting over our road to the sewage lagoons.
- A lot of effort went into preparations for the concert and returning supplies to the town shops, thanks to the volunteers and their equipment.
- The Burn pile at the transfer site has been burned and emptied by Waste Management.
- Someone had damaged lights at the wall in mainstreet park, but I did manage to get them fixed.

### PRESENT AND FUTURE ACTIVITIES

- In the next few days Daryl will return to his Role as public works and Parks Foreman
- All equipment is ready for snow events.
- Some street sanding has been done, and sweeping of sidewalks and walking trails.
- We are hoping in the upcoming week to have the Christmas lights put up, on mainstreet and in the park.
- Work is continuing in the WTP, the chlorine monitor is almost finished and the UV should be transferred over to the main PLC this week.

#### APPENDIX:

NONE

PREPARED BY: DARYL JOHNSON, FOREMAN  
BRENT POLEGE, ACTING  
FOREMAN



# TOWN OF SEDGEWICK

## CAO REPORT TO COUNCIL

MEETING DATE: NOVEMBER 22<sup>ND</sup>, 2018

### SUMMARY

The month has been busy finalizing operational and capital budgets and pushing a number of capital projects including WTP HVAC, SCADA, Main Street Revit., and sewer rehab. Also have completed a lot of paperwork for the subdivision which is in the hands of MPS.

### MEETINGS

- Emergency Services meeting on October 25<sup>th</sup>
- Met with resident on Nov. 7<sup>th</sup> regarding complaint about policing of traffic at the high school
- Committee of the Whole meeting on November 15<sup>th</sup>

### ACCOMPLISHMENTS

- Request for Quotes closed for the HVAC project at the water treatment plant. Project awarded to Dee-Jay's Plumbing
- SCADA project has begun at the water treatment plant
- All documents have been submitted to Municipal Planning Services for registration of subdivision.
- Submitted application for Celebrate Canada grant for July 1<sup>st</sup>
- Requested proposal from Transitional Solutions Inc. for a review of recreation
- Brett Kissel concert drew over 1000 attendees. We are still working out final financial details to report to Council.
- Offer has been made for the next artist.

### PRESENT AND FUTURE ACTIVITIES

- Work for SCADA upgrades has begun at the water treatment plant and are planned to be complete in mid-December
- Forestburg has withdrawn from the SCADA project which will affect our budget
- Conference call between Associated Engineering and Municipal Planning on Nov. 21<sup>st</sup> in regards to storm water management planning at the new subdivision.
- Preparing for the Christmas party. We are working on selling tickets for the rock show beyond who we have invited as guests.

APPENDIX:

NONE

PREPARED BY:

JIM FEDYK, CAO

## Flagstaff's Informed Response Sharing Team

Box 450  
Killam, AB T0B 2L0



November 1st, 2018

Dear Friend of FIRST,

Flagstaff's Informed Response Sharing Team (FIRST) is in the process of planning it's 21st 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 2nd, 2019 in Daysland at the Hall at the price of \$30 each ( the auction moves each year to a different community in Flagstaff). Phone 780-385-3976 to book your tickets. Doors open at 5 pm, Supper is at 5:30 and the exciting auction begins at 6:30 pm.
- donating an item for the silent or live auction
- Becoming a Bronze, Silver, Gold, Platinum or Diamond Sponsor of the event

FIRST's mission is to promote healthy relationships for people of all ages whom live Flagstaff . The program provides outreach, response, services and community education aimed at making life better for families and children in Flagstaff. Help us make our program more successful each year. We partner with many agencies in Flagstaff to reduce risky behaviour in youth and also partner with Flagstaff Family and Community Services in offering a counselling program.

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 January 2019 to follow up this request. If you have any questions or want to purchase tickets please call Sue Freadrich or Lynne Jenkinson at 780-385-3976. We look forward to seeing you at this years event.

Sincerely yours,

Gunnar Albrecht

FIRST Board Chair

RECEIVED  
NOV 01 2018

*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.*

# Sponsorship Opportunities



**Flagstaff's Informed Response Sharing Team  
Annual Dinner and Silent Auction  
Saturday February 2nd, 2019 5:30 pm  
Daysland Community Hall**

**Diamond  
\$1000**

**Platinum  
\$750**

**Gold  
\$500**

**Silver  
\$250**

**Bronze  
\$100**

**We will advertise your participation at the auction.  
Your business, or personal donation will be noted in  
all advertisements and auction materials as well as on  
our website at [firstinflagstaff.ca](http://firstinflagstaff.ca).**

**Please help make a difference in the lives of families,  
and in the future of the Flagstaff Community.**

**FIRST is a Registered Charitable Organization.**

**From:** [Carol Williams](#)  
**To:** [Jim Fedyk](#)  
**Subject:** Christmas Extravaganza  
**Date:** November-14-18 1:33:51 PM

---

Hello Jim,

The Sedgewick Public Library is hosting the above on Dec 8th. We are formally requesting a donation from the Town that will assist in the success of this event. This will assist in the costs of Ice & Bowling rental times, Crafts, Goodie bags for the Children. We would like this included in your Council meeting next week. Councilor, Steve Levy, has personally pledged \$100 & challenging other Councilors to meet or beat his donation. Any questions / concerns please contact me. We look forward to your response.

**Carol Williams**  
**Chair of the Sedgewick**  
**Public Library**





Virus-free. [www.avg.com](http://www.avg.com)



265 East 400 South – Box 291 – Raymond – Alberta – T0K 2S0 – Tel: 403 752-4585 – Fax: 403 752-3643  
Email: [safetyctr@abfarmsafety.com](mailto:safetyctr@abfarmsafety.com) Website: [abfarmsafety.com](http://abfarmsafety.com)

October 19, 2018

Town of Sedgewick  
PO Box 129  
Sedgewick, Alberta T0B 4C0

The 2018-2019 school year is the 21<sup>st</sup> consecutive year of Safety Smarts delivery to children attending rural and remote elementary schools in Alberta. The generosity of many continues to make this unique farm safety extension effort possible and we are grateful for each and every dollar donated in support of the important outreach of our charitable organization.

A fun infographic, which provides a few highlights of this 20 year endeavor, has been enclosed. The children's thirst for learning makes face to face interactions with them both rewarding and a bit of an adventure. A recent program evaluation indicated that more than 85% of the rural children we reach are remembering farm safety messages year to year. The evaluation also found that review materials sent home with these rural children are an important bridge to their parents.

We are again reaching out to towns, villages and summer villages across the province, asking each to consider supporting the continued delivery of Safety Smarts to rural children across Alberta. A big thanks to the 38 who recently contributed.

As budget realities allow, we invite your council to consider a 2019 contribution of \$.15/resident to a maximum of \$300. It is our intention to continue extending an annual invitation to towns, village and summer villages in Alberta encouraging them become involved in strengthening rural Alberta through farm safety education.

If this request just will not fit within your budget, we ask you to consider other rural champions in your community who may be interested in lending a hand/donating a few dollars. In our current regulatory focused environment, it seems that family farms and the individuals on them are being somewhat forgotten. Let's look after our own and together sustain this safety initiative for another 20 years!

As a charity registered with CRA, any donation in support of our mission is eligible for a charitable tax receipt.

The most recent year-end Safety Smarts report can be found on our website – [abfarmsafety.com](http://abfarmsafety.com)  
Included in this report is an alphabetical listing of all 453 rural schools visited during the 2017-2018 school year along with the number of classes and students reached at each school. These delivery details have also been enclosed with this correspondence.

We would be pleased to provide additional information, upon request.

Sincerely,

Laura Nelson  
Executive Director  
Farm Safety Centre

RECEIVED  
OCT 24 2018

# OUR SAFETY SMARTS STORY



Sept. 1998 - June 2018



20 Years  
of Delivery



25  
Instructors

6,026  
Schools  
# is approximate



33,667  
Classes  
# is approximate



1,628,535  
Kilometers  
# is approximate



That's 40.6  
times *around*  
the *world*

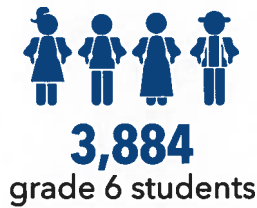


678,485  
Children



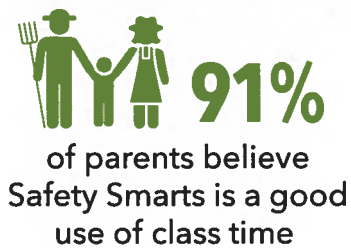


### THE EVALUATION HEARD FROM



**“ Grandpa stressed don’t touch the PTO...  
the Farm Safety Lady explained why. ”**

Through in-person instruction and engaging activities,  
children comprehend the possible consequences of their safety decisions.



### Safety messages and slogans endure over time

Current students remember



15 years after the presentations, young adults



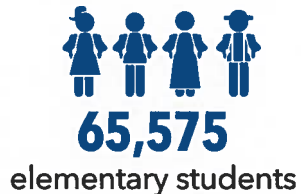
Students intend to practice  
safe behaviours



Teachers intend to integrate farm  
safety messages throughout the year



In 2016-2017,  
Safety Smarts  
reached elementary  
students in Rural  
and Colony schools



Mayor and Council

Town of Sedgewick  
Box 129  
Sedgewick Alberta  
T0B 4C0

October 25, 2018

Dear Mayor and Council,

**Municipal Funding Request from the Battle River Watershed Alliance (BRWA)**

---

Municipalities are important partners in the work of BRWA. The Board of Directors requests the Town of Sedgewick make a financial commitment of fifty cents per capita. It is our vision to have a watershed that sustains abundant life, now and for future generations.

In order to meet our vision and provide important services in our communities, we rely on the generosity of municipalities, individuals and businesses. With your support the impact of our work is increased. Your funding supports watershed education programs and stewardship activities within our watershed.

For your convenience, BRWA has enclosed an invoice for \$455.5. The invoice is based on the recent census (911) and the portion of the Town of Sedgewick (100%) located in the Battle River and Sounding Creek Watersheds.

We also have a new watershed atlas available for sale! I have enclosed some information should the Town of Sedgewick wish to purchase copies to give as Christmas gifts to staff or to honour important people in your area. This is no ordinary atlas; it is a compilation of stories, art, photography, geography, and interesting facts that make our home unique. It blends the science with the social, and reflects on how this land has shaped us and how we have shaped the land. It expands our understanding of place, as it takes you through the story of a landscape rich in history, culture, resources, and inspiration. Please order soon, as quantities are limited.

Thank you for considering our request. Local funding is very important and truly appreciated and all funds remain in the watershed to support local programs and initiatives. We are very willing to attend any future meeting to give your Council an update on our current work.

Sincerely,



Barb Bosh, Chairperson BRWA

CC: Town of Sedgewick CAO, Jim Fedyk

---

www.battleriverwatershed.ca  
Suite 3, Mirror Lake Centre, 5415 49 Ave,  
Camrose, Alberta T4V 0N6  
780.672.0276

RECEIVED  
OCT 29 2018



# For Sale

Traversing Terrain and Experience Atlas

**\$35 (or less\*)**

Brought to you by:  
Battle River Watershed Alliance

**Call Now 780 672 0276**

This is no ordinary atlas; it is a compilation of stories, art, pictures, geography, and interesting facts that make our home unique. It expands our understanding of place as it takes you through the story of a land rich in history, culture, resources, and inspiration.

**Order today as the quantity is limited. It is a great Christmas Gift !**

\* Discount applies if you purchase more than five copies.

\* Does not include freight or postage.



Order online @ [www.battleriverwatershed.ca](http://www.battleriverwatershed.ca)

**Sedgewick Recreation Facility 2019 Approved Budget**

Revenues:	2017 Actual	2018 Budget	2018 Actual Jan -Oct 31/18	% of Budget Oct. 31, 2018 (83%)	2019 Budget
Ag Society - Annual	\$ 17,500.00	\$ 14,500.00	\$ 10,000.00	69%	\$ 10,000.00
Facility Room Rentals	\$ 10,228.34	\$ 11,000.00	\$ 7,840.48	71%	\$ 9,000.00
July 1st Revenues	\$ 6,339.48	\$ 5,000.00	\$ 2,741.55	55%	\$ 3,000.00
Fundraisers/Raffles/Signage	\$ 19,388.51	\$ 10,000.00	\$ 5,818.50	58%	\$ 12,000.00
Arena Revenue (winter)	\$ 130,297.85	\$ 80,000.00	\$ 72,085.39	90%	\$ 93,250.00
Arena Revenue (spring/summer)	\$ 7,309.52	\$ 10,000.00	\$ 11,620.21	116%	\$ 10,000.00
Bowling Revenues	\$ 32,142.13	\$ 32,000.00	\$ 26,431.91	83%	\$ 30,000.00
Curling Revenues	\$ 25,964.87	\$ 30,000.00	\$ 21,257.37	71%	\$ 30,000.00
Library Lease/UT	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	100%	\$ 4,800.00
Concession	\$ 124,451.55	\$ 109,934.00	\$ 70,122.29	64%	\$ 100,000.00
Co-op Gift Cards	\$ 90,450.00	\$ 100,000.00	\$ 54,350.00	54%	\$ 100,000.00
Co-op Gift Card - Dividend	\$ 5,508.66	\$ 6,000.00	\$ 3,120.00	52%	\$ 6,000.00
Bank Interest	\$ 24.88	\$ 50.00	\$ 31.12	62%	\$ 50.00
Capital Grants	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	100%	\$ 15,000.00
County Recreation Funding	\$ 27,500.00	\$ 27,500.00	\$ 27,500.00	100%	\$ 27,500.00
Other	\$ 446.34	\$ 500.00	\$ 84.29	17%	\$ 500.00
Donations	\$ 21,311.74	\$ 10,000.00	\$ 14,120.00	141%	\$ 15,000.00
ATM Fee Income	\$ 2,900.00	\$ 2,200.00	\$ 1,445.00	66%	\$ 2,200.00
<b>Total Revenues:</b>	<b>\$ 541,563.87</b>	<b>\$ 468,484.00</b>	<b>\$ 348,368.11</b>	<b>74%</b>	<b>\$ 468,300.00</b>

Minor Ball, Football, Playschool, Table & Chair Rentals

Includes \$5700.00 Invoiced signage for 2018/2019, Need to look at doing a 2019 Fundraiser

Lacrosse, Grad, summer rentals

Expenditures:				% of Budget	
Salaries (Full Time)	\$ 49,265.95	\$ 84,240.00	\$ 35,662.13	42%	\$ 86,000.00
Salaries (Part-Time)	\$ 77,356.10	\$ 62,700.00	\$ 62,675.83	100%	\$ 63,000.00
Salaries - Employer Contr.	\$ 10,038.58	\$ 14,694.00	\$ 9,176.71	62%	\$ 14,900.00
Education/Training	\$ 175.00	\$ 1,000.00	\$ 576.50	58%	\$ 500.00
Office Supplies	\$ 2,085.08	\$ 2,000.00	\$ 1,305.00	65%	\$ 1,500.00
Advertising/Promotional	\$ 945.59	\$ 1,000.00	\$ 329.84	33%	\$ 500.00
Service Charges	\$ 285.45	\$ 400.00	\$ 69.45	17%	\$ 200.00
General Goods & Services	\$ 99,026.57	\$ 100,000.00	\$ 62,673.40	63%	\$ 100,000.00
Janitorial Supplies	\$ 6,280.48	\$ 5,000.00	\$ 2,895.89	58%	\$ 4,000.00
OH&S	\$ 1,006.75	\$ 750.00	\$ 1,003.33	134%	\$ 1,000.00
Freight	\$ -	\$ 100.00	\$ 170.00	170%	\$ 100.00
Telephones/Alarms	\$ 2,340.41	\$ 3,000.00	\$ 2,216.22	74%	\$ 3,000.00
Audit Fees	\$ 2,475.00	\$ 2,000.00	\$ -	0%	\$ 2,000.00
Waste Management Fees	\$ 1,140.10	\$ 1,400.00	\$ 703.12	50%	\$ 1,400.00
Insurance	\$ 169.95	\$ 200.00	\$ -	0%	\$ 200.00
Building R&M	\$ 17,130.23	\$ 20,000.00	\$ 13,156.18	66%	\$ 20,000.00
Equipment R&M	\$ 22,558.92	\$ 25,000.00	\$ 13,554.08	54%	\$ 25,000.00
Electricity	\$ 70,575.91	\$ 70,000.00	\$ 53,637.03	77%	\$ 70,000.00
Gas	\$ 20,511.11	\$ 25,000.00	\$ 18,170.45	73%	\$ 25,000.00
Concession Exp.	\$ 63,190.81	\$ 50,000.00	\$ 34,652.78	69%	\$ 50,000.00
Capital Contribution	\$ 7,600.00		\$ 9,023.00		\$ -
<b>Total Expenditures:</b>	<b>\$ 454,157.99</b>	<b>\$ 468,484.00</b>	<b>\$ 321,650.94</b>	<b>69%</b>	<b>\$ 468,300.00</b>
<b>Net Surplus/(Deficit)</b>	<b>\$ 87,405.88</b>	<b>\$ -</b>	<b>\$ 26,717.17</b>		<b>\$ -</b>

Facility Manager, Concession Supervisor & Bookkeeper, decreased concession super to 6months wage

All other staff, concession, janitorial, \$15,200 for ice man, removed bookkeeper from PT to FT budget column

Receiver General payroll remits \$149,900.00 Employee wage \*10%

Bank Charges

Program Exp, Bowling Exp, Fundraising Exp

WCB

All General Repairs to Facility including Arena repairs that are not equip related

Zamboni Repairs, Curling & Arena Ice Plant Repairs

Includes \$7000 for implementation of federal carbon tax, 2018 YTD Carbon tax is \$4345.91

\$5000 Grant to Minor Ball, \$4023 Purchase of round tables paid from Capital

1.5% of exp to account for federal carbon tax is \$7000 which is included in Gas Budget numbers

Capital Account YTD \$94,300.00

Operating Account YTD \$76,165.00