

AGENDA
SPECIAL COUNCIL MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK
Monday, December 3, 2018; 10:00 am
Council Chambers, Administration Building

- A. ADOPTION OF AGENDA
- B. 2019 DRAFT BUDGET PRESENTATION
- C. NEW BUSINESS
- D. ADJOURNMENT



2019

**Municipal District of
Pincher Creek No. 9
Budget**



Municipal District of Pincher Creek 2019 Budget

Table of Contents

Executive Summary	4
Operating Budget	
Operating Budget By Department	7
Operating Budget By Type	9
Consolidated Statement of Operations Budget	10
Consolidated Statement of Cash Flow Budget	11
 Council	 13
Administration	
General	16
Administrative Services	18
 Planning & Development.....	 21
Protective Services	
Bylaw Enforcement	24
Fire	25
Emergency Management	26
Operations	
Public Works.....	28
Agricultural & Environmental Services.....	30
Hamlet of Lundbreck	32
Airport.....	33
Waste Management.....	34
Water Services	35
Wastewater Services	37
Community Services	
Community Services	39
Parks & Recreation	40
Cemeteries.....	42
 Budget Initiatives	 43

Capital Budget

Capital Budget Summary	45
2019 Projects	45
2020 – 2023 Projects	46
Capital Grants Summary	48
Capital Reserves Summary	48
2019 Capital Projects Information	
Infrastructure	50
Equipment	68
Facilities	75
Extraordinary Projects – Future Years	77
Long Term Debt	78
Personnel Summary	79
Restricted Surplus Accounts (Reserves)	80
Service and User Fees	81
Tax Rates and Levy	83



2019 Budget Executive Summary

Budget development is a significant annual project which requires analysis of where we have been, evaluation of where we are now and identification of where we should be in the future. Achieving these objectives can be daunting, and even more so currently, because the Municipal District of Pincher Creek (MD) is and will be experiencing changes in three of the four senior management positions. These changes in personnel have impacted the 2019 budget process but middle management and support personnel have ‘stepped to the plate’ to ensure that the budget development was ‘satisfactorily’ accomplished.

How would ‘satisfactory’ be defined? It is ‘satisfactory’ in that this budget:

- Meets legislative requirements,
- Provides the current services,
- Continues the current service levels,
- Addresses new initiatives,
- Includes an aggressive infrastructure enhancement plan, and
- Achieves reasonable property tax revenue targets.

But the term ‘satisfactory’ needs to be qualified because the budget process and the resulting document does not:

- Adequately address long term plans,
- Link with an overall MD strategic plan, and
- Review current services, service levels and the resulting net costs.

Those items are for the future when new management is in place and Council proceeds with a strategic planning process for which funds are included in this budget.

The 2019 Draft Budget provides for \$46.1 million in expenses and disbursements funded by \$27.9 million in offsetting revenues excluding property taxes. Property taxes in the amount of \$14.9 million will be required to achieve a balanced budget. Amortization expense in the amount of \$3.3 million is included and is not required to be funded; therefore, a ‘balanced budget’ provides for a deficit in the amount of the amortization expense. Expenses continue to increase due to inflation even in an era of low inflationary increases.

Tax Base, Tax Rates and Requisitions

This draft budget has been developed using the prior Council directive to target a 2.5% increase in municipal property taxes. This has been done by applying 2.5% to the municipal property taxes budgeted in the 2018 budget. Budget development notes regarding property tax revenues are:

- Minimal real growth is anticipated and, therefore, has not been included. Note: ‘Real growth’ is new assessment (additional properties and property improvements). It is appropriate to budget for revenues resulting from ‘real growth’ in addition to the percentage increase on the previous year’s tax revenues before including the current year’s real growth.

- The Alberta School Foundation Fund (ASFF), Pincher Creek Seniors Housing and Designated Industrial Property requisitions have been budgeted using the 2018 requisition amounts rather than speculate regarding the 2019 requisition amount because these requisitions have their individual tax rates.
- The Pincher Creek Emergency Services Commission requisition has been included in the 2019 requisition amount of \$595,574; 13.3% more than 2018. This requisition also has its own tax rate.

This budget is introducing several new initiatives:

1. Allowance for uncollected taxes regarding the ASFF requisition
Taxes are levied for the ASFF requisition that are not paid, yet the MD is required to send funds into the Province; this results in a cash shortfall to the MD. The *Municipal Government Act* provides for municipalities to establish a special tax rate for uncollected ASFF related taxes (Section 359(2)). This uncollected allowance is to be not greater than the % of uncollected current year taxes as at December 31. The uncollected taxes as at December 31, 2017 for the MD were 1.9%. The 2019 budget will introduce a requisition allowance tax rate which will generate \$50,000 in revenue equivalent to 1.9% of the ASFF requisition.
2. Split tax rate for non-residential properties
Administration has recently recommended to Council to create several sub-classes of the non-residential assessment. This will provide flexibility for the MD to develop separate tax rates for small business apart from the larger non-residential properties.

Initiatives

The 2019 Draft Budget includes several initiatives that are identified in a separate section of the budget document. The major initiatives excluding capital are:

Inter-municipal Plan development

Strategic Plan development

Cost share with the Town:

- Director of Emergency Management
- Summer Games

Some of these initiatives are one-time events or will be implemented during the budget year resulting in the 2020 budget reflecting the full costs for the respective initiative. Some of the one-time events may be funded by the Tax Rate Stabilization Reserve.

Funding Sources for Capital Projects

Provincial and Federal capital grants are available each year to the MD. Specific capital projects need to be identified by the MD and approved by the Province to receive the funding.

Historically, the MD has deferred identifying projects to use these funds. The funds are still available and the 2019 and future capital budgets are aggressively accessing these provincial and federal funds. A major series of projects is providing water servicing to the Hamlet of Beaver Mines and Castle Mountain and wastewater servicing to Beaver Mines (\$20 million). Other significant projects include rehabilitation of roads and bridges. The following table summarizes the funding sources for the 2019 capital projects totaling \$26,684,500:

Capital grants	\$19,534,166
Long term debt	\$3,323,334
Capital reserves	\$3,754,500
2019 tax levy	\$72,500
Total	\$26,684,500

The MD uses capital reserves to set funds aside for future capital requirements such as replacing equipment and rehabilitating infrastructure. Annual transfers to these reserves in this budget are the same as the 2018 transfer amounts. But this does not mean the capital reserves are in a good financial position. This budget highlights the need to strategically address future capital replacements and the resulting capital reserves financial position requirements.

Concluding Comments

This budget includes funds to retain current service levels as well as addressing some new initiatives. The legislated requirement for municipalities is to provide 3 year operating plans and 5 year capital plans as part of the current year budget. The 5 year capital plan had been drafted and is included with this Draft Budget document. The 3 year operating plan is more difficult to develop due to the future changes in senior management and the absence of a current MD strategic plan. Therefore, the future operating plans are currently not drafted but will be prepared following the presentation and dicussion of the draft 2019 budget.

Operating Budget Summary by Department			
	2018		2019
	Budget		Budget
Revenues			
Requisitions	3,684,490		3,635,780
Council	9,000		10,000
General	423,150		500,140
Administrative Services	25,020		101,690
Planning & Development	65,250		211,250
Bylaw Enforcement	59,830		51,020
Fire	0		40,000
Emergency Management	0		57,000
Public Works	652,100		886,360
Agricultural & Environmental Services	291,960		291,960
Lundbreck	0		0
Airport	48,550		44,950
Waste Management	79,620		79,620
Water Services	102,600		102,600
Wastewater Services	38,000		38,000
Community Services	231,300		251,150
Parks & Recreation	7,500		7,500
Cemeteries	0		0
Total Revenues	5,718,370		6,309,020
Expenses			
Requisitions	3,684,490		3,635,780
Council	242,660		264,520
Administrative Services	1,965,610		2,259,340
Planning & Development	311,710		538,920
Bylaw Enforcement	232,810		237,540
Fire	52,500		51,500
Emergency Management	5,430		114,000
Public Works	5,446,220		5,739,660
Agricultural & Environmental Services	578,240		580,990
Lundbreck	107,220		117,360
Airport	74,340		71,540
Waste Management	413,620		414,900
Water Services	349,070		382,240
Wastewater Services	12,290		9,990
Community Services	526,020		563,050
Parks & Recreation	460,630		490,630
Cemeteries	45,960		45,960
Total Expenses	14,508,820		15,517,920
Net Expense	8,790,450		9,208,900

Tax Levy for Capital	1,612,720		1,502,720
Debt Principal	549,670		563,360
Municipal Tax Levy	10,952,840		11,274,980
Note: Amortization expense to be included in budget but not funded.			3,300,000

DRAFT

Operating Budget Summary by Type			
	2018		2019
	Budget		Budget
Revenues			
Property Taxes excluding Municipal	3,684,490		3,635,780
Grants	340,360		500,860
Sale of goods & services	293,800		318,800
User fees	202,170		202,170
Permits & fines	20,150		10,150
Leases & rentals	58,470		54,540
Intermunicipal charges	256,000		256,000
Contributions from Town and agencies	240,100		311,710
Tax penalties & costs	78,000		78,000
Investment income	266,000		266,000
Miscellaneous revenue	9,500		10,500
Transfers from reserves	269,330		664,510
Total Revenues	5,718,370		6,309,020
Expenses			
Salaries, wages & benefits	4,439,030		4,519,140
General purchases	3,966,950		4,476,640
Contracted services	917,520		1,335,820
Contributions to Town, agencies & organizations	878,980		946,010
Interdepartmental charges	256,000		256,000
Bank charges & interest	170,410		153,090
Tax rebates, bad debts, penalties	18,000		18,000
Transfer to operating reserves	177,440		177,440
Requisitions	3,684,490		3,635,780
Total Expenses	14,508,820		15,517,920
Net Expense			
	8,790,450		9,208,900
Tax Levy for Capital	1,612,720		1,502,720
Debt Principal	549,670		563,360
Municipal Tax Levy	10,952,840		11,274,980
Note: Amortization expense to be included in budget but not funded.			3,300,000

Consolidated Statement of Operations Budget For the Year Ended December 31, 2019

Revenue

Net municipal taxes	\$11,274,980
Government transfers	500,860
Contribution from Town & agencies	311,710
Sales of goods & services	531,120
Leases & rentals	54,540
Penalties & costs of taxes	78,000
Investment income & other	276,500
	<u>276,500</u>

Total Revenue	<u>\$13,027,710</u>
----------------------	----------------------------

Expenses

Legislative	\$264,520
Administration	2,259,340
Protective services	362,170
Community services	966,210
Planning & land development	538,920
Transportation services - roads & airport	5,672,560
Utilities	389,090
Waste management	414,900
Agricultural services	580,990
Amortization expense	3,300,000
	<u>3,300,000</u>

Total Expenses	<u>\$14,748,700</u>
-----------------------	----------------------------

Excess (Deficiency) of Revenues Over Expenses - Before Other	(\$1,720,990)
---	----------------------

Other	
Government transfers for capital	<u>\$19,534,166</u>

Excess (Deficiency) of Revenues Over Expenses	<u><u>\$17,813,176</u></u>
--	-----------------------------------

Consolidated Statement of Cashflow Budget For the Year Ended December 31, 2019

Operating

Excess (deficiency) of revenue over expenses	\$17,813,176
Non-cash items included in excess revenue over expenses	<u>3,300,000</u>
Cash provided by operating transactions	<u>\$21,113,176</u>

Capital

Acquisition of tangible capital assets	(\$26,684,500)
Proceeds on disposal of tangible capital assets	<u> </u>
Cash applied to capital transactions	<u>(\$26,684,500)</u>

Investing

Proceeds of long term debt	\$3,323,334
Repayment of long term debt	<u>(563,360)</u>
Cash applied to investing transactions	<u>2,759,974</u>

Change in Cash During the Year

(\$2,811,350)

Cash Decrease Defined

Transfers to Restricted Surplus Accounts	
Bridges	\$220,000
Gravel pit stripping/reclamation	250,000
Equipment	877,720
Future year completion	40,870
Road construction	50,000
Town recreation facilities	133,430
Water	28,140
Transfers from Restricted Surplus Accounts	
Bridges	(1,529,000)
Gravel pit stripping/reclamation	(5,000)
Equipment	(1,338,500)
Future year completion	(40,870)
Road construction	(1,314,000)
Tax rate stabilization	(156,140)
Public trust	<u>(28,000)</u>
	<u><u>(\$2,811,350)</u></u>



Department Operating Budgets

Council

DRAFT

Council		
2019 Net Budget	\$ 254,520	<p>The Council budget area deals with all costs associated and incurred by Municipal Council including stipends, per diems and fees for meetings and conferences. The Legislative Clerk provides administrative support and is split between Council and the Chief Administrative Officer.</p> <p>Members of Council sit on various internal and external boards including:</p> <ul style="list-style-type: none"> • Agricultural Services Board • Agricultural Service Appeal Committee • Airport Committee • Alberta Southwest Regional Alliance • Beaver Mines Community Association • Castle Mountain Community Association • Chinook Arch Regional Library Board • Crowsnest Pincher Creek Landfill Association • Economic Development • Facilities Planning Study Steering Committee • Family & Community Support Services • Housing Committee • Inter-collaborative Framework Committee • Inter-municipal Development Committee • Lundbreck Citizens Council • Oldman River Regional Services Commission • Pincher Creek Emergency Services Commission • Pincher Creek Foundation • Pincher Creek Municipal Library Board • Pincher Creek Regional Emergency Management Organization • Recycling Management Committee • Regional Emergency Livestock Plan
2018 Net Budget	\$ 233,660	
Budget Change	\$ 20,860	
% Change	9%	
2019 Full Time Staff		
2019 Part Time Staff		
2018 Full Time Staff		
2018 Part Time Staff		

Summary Budget

		Budget 2018	Budget 2019
Revenue	Miscellaneous	9,000	10,000
Total Revenues		9,000	10,000
Expenditure	Personnel Costs	180,490	189,560
	General Purchases	62,170	74,960
Total Expenditures		242,660	264,520
Net Cost of Operations		233,660	254,520

Variance Highlights

Item 1 The number of full day meetings has increased.



Department Operating Budgets

Administration

		General
2019 Net Budget	\$ 505,140	<p>The 'General' section of the budget addresses the following items:</p> <ul style="list-style-type: none"> • The Alberta School Foundation Fund, Senior Housing and Emergency Services requisitions which are collected from special tax levies on behalf of these agencies. • Tax arrears penalty revenues and property assessment adjustments • Investment income and interest expenses • Unconditional grants that are not identified to a specific department. • Transfer from the Tax Rate Stabilization Reserve
2018 Net Budget	\$ 428,150	
Budget Change	\$ 76,990	
% Change	18%	
2019 Full Time Staff	N/A	
2019 Part Time Staff	N/A	
2018 Full Time Staff	N/A	
2018 Part Time Staff	N/A	

Summary Budget

		Budget 2018	Budget 2019
Revenue	ASFF property tax levy	3,007,630	2,682,000
	Senior Housing tax levy	351,200	328,200
	Emergency services tax levy	325,660	595,580
	Designated industrial property tax levy		30,000
	Tax penalties & costs	78,000	78,000
	Investment income	266,000	266,000
	Transfer from Tax Rate Stabilization Reserve	79,150	156,140
	Minimum tax levy	5,000	5,000
Total Revenues		4,112,640	4,140,920
Disbursements	ASFF requisition	3,007,630	2,682,100
	Senior Housing requisition	351,200	328,300
	Emergency services requisition	325,660	595,580
	Designated industrial property requisition		30,000
Total Disbursements		3,684,490	3,635,780
Net Revenue		428,150	505,140

Variance Highlights

Item 1 The transfer from the Tax Rate Stabilization Reserve increased by \$77,000.

Item 2 The requisition from the Pincher Creek Emergency Services Commission increased.

2018 Budget	\$325,660
2018 Actual	\$525,778
2019 Budget	\$595,074

DRAFT

Administrative Services		
2019 Net Budget	\$ 2,157,650	Administrative services provided are: <ul style="list-style-type: none"> • Corporate • Finance • Reception • Information technology • Health and safety This department also includes the personnel costs for the Directors of other functions: <ul style="list-style-type: none"> • Director of Operations (1.00 FTE) • Director of Development & Community Services (0.25 FTE) The allocation of staff in this area is the Chief Administrative Officer (1), Directors (3), Information Technology Manager (1), Safety Coordinator (1) and support staff (5.1).
2018 Net Budget	\$ 1,940,590	
Budget Change	\$ 217,060	
% Change	11%	
2019 Full Time Staff	10.75 FTE	
2019 Part Time Staff	700 Seasonal hours	
2018 Full Time Staff	9.75 FTE	
2018 Part Time Staff		

Key 2018 Accomplishments

- Key Accomplishment # 1 Establish and appoint Safety Coordinator position
- Key Accomplishment # 2 Updated mapping system with current house and road layers

2019 Priority Departmental Initiatives

Search and appoint Chief Administrative Officer
Search and appoint Director of Operations
Develop a Strategic Plan
Improve building and property security

Summary Budget

		Budget 2018	Budget 2019
Revenue	Sale of goods & services	10,100	10,100
	Leases, rentals, other	14,920	14,590
	Government grants		10,000
	Transfer from capital reserves		67,000
Total Revenues		25,020	101,690
Expenditure	Personnel Costs	1,150,130	1,290,460
	Purchased services	462,630	506,500
	Legal fees	45,000	53,000
	Contracted services	73,700	160,700
	Goods & materials	200,310	214,840
	Bank charges & short term interest	15,840	15,840
	Tax rebates, bad debts	18,000	18,000
Total Expenditures		1,965,610	2,259,340
Net Cost of Operations		1,940,590	2,157,650

Information Technology

Costs included in the above total for information technology are:

Purchased services		94,950	103,070
Goods & materials		1,800	1,800
Small equipment		3,000	
Aerial photos		10,500	67,000
Total information technology		110,250	171,870

Variance Highlights

- Item 1 Personnel - \$140,000 increase – Safety Coordinator position; interim CAO
- Item 2 Legal & Contracted Services - \$95,000 increase – CUPE contract (\$25,000), Strategic Plan (\$25,000), Aerial Photos (\$67,000 funded by reserve), decrease of \$17,000 in legal pertaining to Planning matters



Department Operating Budgets

Planning and Development

Planning & Development	
2019 Net Budget	\$ 327,670
2018 Net Budget	\$ 246,460
Budget Change	\$ 81,210
% Change	33%
2019 Full Time Staff	1.25 FTE
2019 Part Time Staff	
2018 Full Time Staff	1.25 FTE
2018 Part Time Staff	

The Planning & Development department ensures all development within the Municipal District of Pincher Creek (MD) conforms with the policies and requirements of the municipal planning documents and Provincial legislation or regulations that affect land development within the MD. Services provided are:

- Development and utility permits
- Compliance certificates
- Geographical Information System inquiries
- Land use bylaw amendments
- Liaison between the public and Council regarding road closures

The Oldman River Regional Services Commission is contracted to provide the following services:

- Subdivision processing
- Statutory plans and bylaw amendments as required
- Advice and assistance
- Fee for service
 - Preparation and full-scale review of statutory plans
 - Design services
 - Public hearings and SDAB hearings
 - Other special studies

The personnel costs for .25 FTE of the Director of Planning are in the Administrative Services section.

Statistics

	2016	2017	To Oct 31, 2018
Development applications accepted	66	63	84
Development permits issued	64	65	74
Utility permits issued	25	22	27
Subdivision applications approved	12	3	6
Rezoning applications approved	1	2	0
Compliance certificates	27	22	12
Safety code inspections & permits		250	202

Key 2018 Accomplishments

- Key Accomplishment # 1 Update the Land Use Bylaw (LUB)
- Key Accomplishment # 2 Bring the LUB into compliance with the *Municipal Government Act*, the *South Saskatchewan Regional Plan*, and the federal rules governing telecommunication towers.

2019 Priority Departmental Initiatives

Amend the Municipal Development Plan
Finalize the Castle Mountain Resort Area Structure Plan
Start the process to prepare the required Inter-municipal Development Plan with the adjacent municipalities

Summary Budget

		Budget 2018	Budget 2019
Revenue	Sale of services	10,000	8,000
	Fees	4,750	4,750
	Safety codes	50,000	50,000
	Government grant		148,000
	Miscellaneous	500	500
Total Revenues		65,250	211,250
Expenditure	Personnel Costs	175,760	177,970
	General Purchases	3,150	3,150
	Legal		17,000
	Contracted services	122,800	320,800
	Right of way purchases	10,000	20,000
Total Expenditures		311,710	538,920
Net Cost of Operations		246,460	327,670

Variance Highlights

- Item 1 Legal – increase \$17,000 – transfer from Administration Services related to Planning items
- Item 2 Contracted – increase \$198,000 – Municipal Development Plan (\$50,000), Inter-municipal Development Plan (\$148,000 funded by Provincial grant)



Department Operating Budgets

Protective Services

Bylaw Enforcement	
2019 Net Budget	\$ 186,520
2018 Net Budget	\$ 172,980
Budget Change	\$ 13,540
% Change	8%
2019 Full Time Staff	
2019 Part Time Staff	
2018 Full Time Staff	
2018 Part Time Staff	

Bylaw enforcement operates on a complaint basis and observations by MD personnel. The related bylaws are:

- Land use
- Community services
- Unsightly premises
- Noise

The Animal Control Officer is a contract position dealing with complaints that fall under the Animal Control bylaw.

The Community Policing Officer supports the Director of Planning & Community Services in bylaw enforcement.

Summary Budget

		Budget 2018	Budget 2019
Revenue	Licenses	150	150
	RCMP fines	20,000	10,000
	Transfer from Enhanced Policing reserve	39,680	40,870
Total Revenues		59,830	51,020
Expenditure	General purchases	400	400
	Contracted services	191,540	196,270
	Transfer to Enhanced Policing reserve	40,870	40,870
Total Expenditures		232,810	237,540
Net Cost of Operations		172,980	186,520

Variance Highlights

Item 1 RCMP fines revenue decreased of 50% from \$20,000 to \$10,000.

		Fire
2019 Net Budget	\$ 11,500	<p>The Pincher Creek Emergency Services Commission provides fire services for the Town and Municipal District of Pincher Creek. The Town and the MD share the net cost of the Commission based on the activity of the services provided to each municipality. The MD share of the 2019 cost is \$595,574 (2018 - \$525,778). This cost is included in the General section of this budget.</p> <p>Items included in the Fire budget are:</p> <ul style="list-style-type: none"> • Invoices for MD residents requiring fire services; this is at no net cost to the MD • MD fire hall utility costs • Contribution to Pincher Creek Search & Rescue (\$10,500)
2018 Net Budget	\$ 52,500	
Budget Change	(\$ 41,000)	
% Change	(78%)	
2019 Full Time Staff		
2019 Part Time Staff		
2018 Full Time Staff		
2018 Part Time Staff		

Summary Budget

		Budget 2018	Budget 2019
Revenue	Sale of services		40,000
Total Revenues			40,000
Expenditure	General purchases	2,000	1,000
	Contracted services	40,000	40,000
	Contribution to agencies	10,500	10,500
Total Expenditures		52,500	51,500
Net Cost of Operations		52,500	11,500

Variance Highlights

- Item 1 Costs to provide fire services are now charged to the resident requiring the service.

Emergency Management		
2019 Net Budget	\$ 57,000	The MD administers the Pincher Creek Emergency Management Center with all related costs shared on a 50/50 basis between the MD and the Town. This Center is activated for emergency and disaster situations.
2018 Net Budget	\$ 5,430	
Budget Change	\$ 51,570	
% Change	950%	
2019 Full Time Staff		
2019 Part Time Staff		
2018 Full Time Staff		
2018 Part Time Staff		

2019 Priority Departmental Initiatives

Appoint a Director of Emergency Management for a 1 year term.

Summary Budget

		Budget 2018	Budget 2019
Revenue	Contribution from Town		57,000
Total Revenues			57,000
Expenditure	General purchases	2,000	14,000
	Contracted services	3,430	100,000
Total Expenditures		5,430	114,000
Net Cost of Operations		5,430	57,000

Variance Highlights

- Item 1 Director of Emergency Management – \$100,000 (net cost \$50,000)



Department Operating Budgets

Operations

Public Works		
2019 Net Budget	\$ 6,491,460	<p>The Public Works department provides oversight to all municipal infrastructure including 5 hamlets, 5 dams, approximately 1,200 km of roads, 175 bridges, the airport, regional water system, wastewater systems, all buildings and the equipment fleet.</p> <p>Services include construction, operation and maintenance to service levels prescribed by Council and administration.</p> <ul style="list-style-type: none"> • Re-gravel – 80,000 – 100,000 yard of gravel • Cold mix program – 4 km per year <p>Cold mix program will discontinue after 2020 when the chip seal approach is implemented.</p> <p>The Director of Operations (1.0 FTE) is included in Administrative Services.</p>
2018 Net Budget	\$ 6,472,860	
Budget Change	\$ 18,600	
% Change	0.3%	
2019 Full Time Staff	23 FTE	
2019 Part Time Staff	330 Summer hours	
2018 Full Time Staff	23 FTE	
2018 Part Time Staff		

Key 2018 Accomplishments

- Key Accomplishment # 1 Initiated brush cutting service level in road right of ways
- Key Accomplishment # 2 Extensive snow removal due to significantly above average snow fall resulting in extensive overtime and multiple contractor call-ins
- Key Accomplishment # 3 Significant expansion to Regional Water System
- Key Accomplishment # 4 Major renovation to the Public Works shop

2019 Priority Departmental Initiatives

Capital road program to build additional hard surface roads.
Implement the remaining stages of the Beaver Mines water/wastewater system and Castle water servicing.

Innovations and Efficiencies

- Item 1 Update Geographical Information System to improve tracking services in process and completed.
- Item 2 Manage road upgrade projects with MD personnel rather than contracting the entire project.

Summary Budget

		Budget 2018	Budget 2019
Revenue	Sales of good & services, rentals	15,600	15,600
	Sale of gravel & asphalt	45,000	45,000
	Sale of dust control	89,500	76,500
	Government grants	50,000	52,500
	Contribution from agencies	63,000	57,760
	Transfer from reserves	138,000	388,000
	Interdepartmental Charges	251,000	251,000
Total Revenues		652,100	886,360
Expenditure	Personnel Costs	2,575,310	2,504,730
	General Purchases	971,800	1,027,100
	Contracted services	319,000	349,000
	Gravel hauling	300,000	300,000
	Gravel crushing	482,500	502,500
	Gravel royalties	245,000	270,000
	Gravel pit reclamation	50,000	50,000
	Bridge and dam repairs	28,000	28,000
	Engineering & surveying	19,500	26,000
	Dust control & cold mix product	346,100	602,950
	Transfer to reserves	1,397,720	1,397,720
	Transfer to Capital	150,000	80,000
	Debt Payments	240,030	240,020
Total Expenditures		7,124,960	7,378,020
Net Cost of Operations		6,472,860	6,491,460

Agricultural & Environmental Services		
2019 Net Budget	\$ 289,030	The Agricultural and Environmental Services department provides oversight to the municipal obligations of the <i>Weed Control Act</i> , <i>Pest Act</i> and the <i>Soil Conservation Act</i> . Services include: <ul style="list-style-type: none"> • Weed control (primary task) • Extension services for residents to assist with farm and ranch productivity • Manage the MD dams and water requirements to benefit residents downstream.
2018 Net Budget	\$ 326,280	
Budget Change	(\$ 37,250)	
% Change	(11%)	
2019 Full Time Staff	2 FTE	
2019 Part Time Staff	5 seasonal (2,130 hours)	
2018 Full Time Staff	2 FTE	
2018 Part Time Staff	7 seasonal	

Key 2018 Accomplishments

- Key Accomplishment # 1 Efforts to eradicate ground squirrels at Patton Park
- Key Accomplishment # 2 Emergency Livestock Services Plan
- Key Accomplishment # 3 Host Alberta and British Columbia municipalities in transboundary weed tour of the MD
- Key Accomplishment # 4 Provide 4 information extension events to local ranchers and producers

2019 Priority Departmental Initiatives

Review the dead stock program to determine options for program delivery

Innovations and Efficiencies

- Item 1 Consider reducing summer staffing levels by 2 (from 9 to 7) to appoint a weed spray foreman with no budget impact.

Summary Budget

		Budget 2018	Budget 2019
Revenue	Sale of good & services	73,600	73,600
	Government Grants	183,360	183,360
	Dead stock removal program	30,000	30,000
	Transfer from Gravel pit reserve	5,000	5,000
Total Revenues		291,960	291,960
Expenditure	Personnel Costs	354,340	353,420
	General Purchases	113,900	117,570
	Contracted	30,000	30,000
	Chemical	70,000	70,000
	Interdepartmental	10,000	10,000
Contribution to Capital		40,000	
Total Expenditures		618,240	580,990
Net Cost of Operations		326,280	289,030

Variance Highlights

- Item 1 There is no contribution to capital - \$40,000 in 2018.

Hamlet of Lundbreck		
2019 Net Budget	\$ 186,810	Public Works provides operational and maintenance services to the Hamlet of Lundbreck regarding the following infrastructure: <ul style="list-style-type: none"> • Streets and lanes • Grader shelter • De-commissioned water treatment facility currently used for storage
2018 Net Budget	\$ 174,300	
Budget Change	\$ 12,510	
% Change	7%	
2019 Full Time Staff		
2019 Part Time Staff	1	
2018 Full Time Staff		
2018 Part Time Staff	1	

Key 2018 Accomplishments

Key Accomplishment # 1 Significant contracted snow removal expense in January & February

2019 Priority Departmental Initiatives

Pave the remaining 2 gravel streets
Upgrade the storm drainage system

Innovations and Efficiencies

Item 1 The sale of the street lights to Fortis in 2018 will allow a transition to LED lighting which should result in a slight decrease in future street lighting costs.

Summary Budget

		Budget 2018	Budget 2019
Revenue		0	0
Total Revenues		0	0
Expenditure	General purchases	24,630	35,130
	Contracted services	3,400	5,400
	Interdepartmental	75,000	75,000
	Debt Payments	71,270	71,280
Total Expenditures		174,300	186,810
Net Cost of Operations		174,300	186,810

		Airport
2019 Net Budget	\$ 26,590	The Pincher Creek Airport is managed by the MD. There is minimal activity; therefore, there is little revenue generated. Public Works: <ul style="list-style-type: none"> • Cuts the grass • Maintains the facility • Removes snow as necessary
2018 Net Budget	\$ 25,790	
Budget Change	\$ 800	
% Change	3%	
2019 Full Time Staff		
2019 Part Time Staff		
2018 Full Time Staff		
2018 Part Time Staff		

Key 2018 Accomplishments

- Key Accomplishment # 1 Council initiated discussions with neighbouring municipalities to determine if the facility can be used as an economic driver for the community which would result in a proactive approach to airport operations and maintenance.

2019 Priority Departmental Initiatives

Finalize the decision regarding co-operative endeavour with neighbouring municipalities.
--

Innovations and Efficiencies

- Item 1 Increased service levels will result in cost increases which should be considered to be offset with increased airport use revenues and possibly cost sharing.

Summary Budget

		Budget 2018	Budget 2019
Revenue	Leases	43,550	39,950
	Interdepartmental	5,000	5,000
Total Revenues		48,550	44,950
Expenditure	General Purchases	34,340	31,540
	Interdepartmental	40,000	40,000
Total Expenditures		74,340	71,540
Net Cost of Operations		25,790	26,590

Waste Management		
2019 Net Budget	\$ 335,280	Solid waste services are provided within this department by the Crowsnest Pincher Creek Landfill Association as a contractor to the MD. The most significant service provided is the placement of roll off bins for residents to place their solid waste for pick-up. Curbside pickup is provided to the Hamlets of Beaver Mines and Lundbreck. Recycling services are provided by a contractor. The annual cost for this service is \$96,000 shared between the MD (45%) and the Town (55%). Note: The Village of Cowley (4%) discontinued using and cost sharing this service in 2019.
2018 Net Budget	\$ 334,000	
Budget Change	\$ 1,280	
% Change	0.4%	
2019 Full Time Staff		
2019 Part Time Staff		
2018 Full Time Staff		
2018 Part Time Staff		

Key 2018 Accomplishments

Key Accomplishment # 1 Conversion of the last rolling bin to the Landfill from other contractors.

2019 Priority Departmental Initiatives

Rehabilitation of the landfill road (Highway 3A) with a cost sharing request to the Landfill Association.

Summary Budget

		Budget 2018	Budget 2019
Revenue	Sale of services	20,000	20,000
	Fees	6,820	6,820
	Contribution from local governments	52,800	52,800
Total Revenues		79,620	79,620
Expenditure	Contracted services	19,250	19,250
	Garbage collection	289,170	290,450
	Recycling	100,200	100,200
	Interdepartmental	5,000	5,000
Total Expenditures		413,620	414,900
Net Cost of Operations		334,000	335,280

Note: The contributions from the Town and Village totalling \$52,800 and recycling contract costs in the same amount were not included in the 2018 approved budget.

Water Services		
2019 Net Budget	\$ 568,460	The Water Services Department provides potable water for the Hamlet of Lundbreck and contracts potable water treatment and delivery services to the Village of Cowley. These services are provided by 1 MD employee and 1 contractor. Additional services are being currently installed for the Hamlet of Beaver Mines, Castle Parks and the Castle Mountain Resort.
2018 Net Budget	\$ 555,960	
Budget Change	\$ 12,500	
% Change	2%	
2019 Full Time Staff	1.0 FTE	
2019 Part Time Staff		
2018 Full Time Staff	1.0 FTE	
2018 Part Time Staff		

Key 2018 Accomplishments

- Key Accomplishment # 1 The intake to the Regional Water System was relocated into the Oldman Dam Reservoir.
- Key Accomplishment # 2 A water system extension to the Hamlet of Beaver Mines was constructed.

2019 Priority Departmental Initiatives

A water distribution system will be constructed in the Hamlet of Beaver Mines.
The water pipeline to Castle Park and Castle Mountain Resort will be completed.

Innovations and Efficiencies

- Item 1 A water utility bylaw will be implemented to ensure safety of the utility as well as providing opportunity for increased cost sharing of the cost with the residents.

Summary Budget

		Budget 2018	Budget 2019
Revenue	User Fees	102,600	102,600
Total Revenues		102,600	102,600
Expenditure	Personnel Costs	3,000	3,000
	General Purchases	96,050	112,250
	Contracted services	94,700	94,700
	Interdepartmental	115,000	115,000
	Contribution to reserve	28,140	28,140
	Debt Payments	321,670	317,970
Total Expenditures		658,560	671,060
Net Cost of Operations		555,960	568,460

DRAFT

Wastewater Services	
2019 Net Budget	\$ 41,440
2018 Net Budget	\$ 41,370
Budget Change	\$ 70
% Change	0.2%
2019 Full Time Staff	
2019 Part Time Staff	
2018 Full Time Staff	
2018 Part Time Staff	

Wastewater services are provided to the Hamlet of Lundbreck by Public Works personnel. These services include:

- Inspections
- Flushing
- General maintenance

Key 2018 Accomplishments

- Key Accomplishment # 1 An unanticipated discharge required the lagoon sludge to be removed from the first cell to allow for overwinter operations.

2019 Priority Departmental Initiatives

The first 2 cells (the lagoon has 3 cells) of the Hamlet of Lundreck lagoon will be dewatered to initiate repairs. This will cost \$100,000 to be funded from the Wastewater Reserve.
A new wastewater system will be constructed in the Hamlet of Beaver Mines with plans to be operational in late 2019.

Innovations and Efficiencies

- Item 1 A Beaver Mines System option is being explored to integrate wastewater irrigation on private land to minimize wastewater discharges to a water course.

Summary Budget

		Budget 2018	Budget 2019
Revenue	User Fees	38,000	38,000
Total Revenues		38,000	38,000
Expenditure	General purchases	8,100	8,100
	Debt Payments	71,270	71,340
Total Expenditures		79,370	79,440
Net Cost of Operations		41,370	41,440



Department Operating Budgets

Community Services

Community Services		
2019 Net Budget	\$ 311,900	Community Services includes the following services: <ul style="list-style-type: none"> Family and Community Support Services Joint Funding Program – The MD and the Town decide together to fund local organizations on a per capita basis. Chinook Arch Regional Library & Pincher Creek Library Community funding and donations
2018 Net Budget	\$ 294,720	
Budget Change	\$ 17,180	
% Change	6%	
2019 Full Time Staff		
2019 Part Time Staff		
2018 Full Time Staff		
2018 Part Time Staff		

Summary Budget

		Budget 2018	Budget 2019
Revenue	Joint funding from Town	124,300	144,150
	Government grants	107,000	107,000
Total Revenues		231,300	251,150
Expenditure	Contributions to Agencies	130,990	132,020
	Grants to groups	35,530	35,530
	Joint funding	225,500	261,500
	FCSS grants	134,000	134,000
Total Expenditures		526,020	563,050
Net Cost of Operations		294,720	311,900

Variance Highlights

Item 1 Joint Funding Program increased \$36,000 (net increase of \$16,000)

Parks & Recreation		
2019 Net Budget	\$ 483,130	The Municipal District of Pincher Creek owns and maintains 5 parks. Maintained by MD personnel: <ul style="list-style-type: none"> • Patton Park in the Hamlet of Lundbreck • Foothills Park on RR 28-4 • Beaver Mines Park Contracted maintenance: <ul style="list-style-type: none"> • Castle River Rodeo Ground & Campground • Bobby Burns Fish Pond
2018 Net Budget	\$ 453,130	
Budget Change	\$ 30,000	
% Change	7%	
2019 Full Time Staff		
2019 Part Time Staff		
2018 Full Time Staff		
2018 Part Time Staff		

Key 2018 Accomplishments

Key Accomplishment # 1 Installed playground equipment at Patton Park

2019 Priority Departmental Initiatives

Install a living snow fence along Patton Park

Innovations and Efficiencies

Item 1 Review the possibility of the Patton Park Society and Beaver Mines Community Association in assuming some control of the operations of their local parks.

Summary Budget

		Budget 2018	Budget 2019
Revenue	Transfer from reserves	7,500	7,500
Total Revenues		7,500	7,500
Expenditure	Contracted services	19,700	19,700
	Interdepartmental	11,000	11,000
	Contribution to agencies		30,000
	Contribution to Town	296,500	296,500
	Transfer to reserve	133,430	133,430
Total Expenditures		460,630	490,630
Net Cost of Operations		453,130	483,130

Variance Highlights

Item 1 Contribution to Town for Summer Games - \$30,000

DRAFT

Cemeteries		
2019 Net Budget	\$ 45,960	<p>The Municipal District of Pincher Creek contributes \$45,960 to the Town to cost share the net cost of the Town cemetery at \$15.50 per capita.</p> <p>Cemeteries throughout the MD are maintained by local residents at no cost to the MD.</p>
2018 Net Budget	\$ 45,960	
Budget Change	\$ 0	
% Change	0%	
2019 Full Time Staff		
2019 Part Time Staff		
2018 Full Time Staff		
2018 Part Time Staff		

Summary Budget

		Budget 2018	Budget 2019
Revenue		0	0
Total Revenues			
Expenditure	Contribution to Town	45,960	45,960
Total Expenditures		45,960	45,960
Net Cost of Operations		45,960	45,960



Budget Initiatives

Administrative Services

- Search and appoint Chief Administrative Officer
- Search and appoint Director of Operations
- Develop a strategic plan
- Improve building and property security

Planning & Development

- Amend the Municipal Development Plan
- Finalize the Castle Mountain Area Structure Plan
- Start the Inter-Municipal Development Plan

Protective Services

- Appoint a Director of Emergency Management for a 1 year term

Operations

- Increase kilometers of hard surface roads
- Implement remaining stages of Beaver Mines and Castle water and wastewater servicing
- Review dead stock program delivery options
- Increase kilometers of hard surface roads
- Upgrade the Lundbreck storm drainage system
- Finalize airport decision with neighbouring municipalities
- Rehabilitate the landfill road
- Install a sliding gate for the Public Works yard

Community Services

- Install living fence along Patton Park
- Contribution to the Town for the Summer Games

Tax Rate Stabilization Reserve

The Tax Rate Stabilization Reserve is for 'funds set aside to minimize fluctuations in the tax rate from one year to the next'. These funds are 'typically used to offset the effect of significant assessment losses, to create balanced budgets and to fund larger unbudgeted one-time expenses'. Funds in the amount of \$156,140 are budgeted to be taken from the Tax Rate Stabilization Reserve to fund the following one-time initiatives and balance the 2019 budget:

- Interim Chief Administrative Officer
- Summer Games
- Public Works yard sliding gate



Capital Budget

DRAFT

Capital Budget Summary

Project #	Service Area	Description	Total Cost	Sources of Project Funding				
				Grants	Debt	Reserves	Operations	Total Revenue
Infrastructure								
PW-R-1	Roads	Highway 3A - Landfill road repairs	1,004,000			1,004,000		1,004,000
PW-R-2	Roads	Summerview road surface treatment (4.4 km)	550,000	550,000				550,000
PW-R-3	Roads	Kerr road surface treatment (4.8 km)	600,000	600,000				600,000
PW-R-4	Roads	Lundbreck pave and drainage (1st & 3rd Street)	400,000	400,000				400,000
PW-R-5	Roads	Willow Valley road culvert	500,000	500,000				500,000
PW-BF-1	Bridges	BF 1744 Pincher Creek (Crook Road)	652,000			652,000		652,000
PW-BF-2	Bridges	BF 6613 Cabin Creek	639,000			639,000		639,000
PW-BF-3	Bridges	BF 70175 Spread Eagle deck	100,000			100,000		100,000
PW-BF-4	Bridges	BF 7235 Scottons	30,000			30,000		30,000
PW-BF-5	Bridges	BF 76293 Grumpy Road	30,000			30,000		30,000
PW-BF-6	Bridges	BF 70177 Upper Tennessee overflow	15,000			15,000		15,000
PW-BF-7	Bridges	BF 8860 Beaver Mines Creek	20,000			20,000		20,000
PW-BF-8	Bridges	BF 13957 Connelly Creek	18,000			18,000		18,000
RWCAST	Water	Castle Area water servicing	10,572,000	10,572,000				10,572,000
BMDC	Water/Wastewater	Beaver Mines water servicing & wastewater collection	5,000,000	3,333,332	1,666,668			5,000,000
BML	Water/Wastewater	Beaver Mines waste water treatment system	5,150,000	3,493,334	1,656,666			5,150,000
PW-P-1	Parks	Patton Park shelterbelt	28,000			28,000		28,000
Infrastructure Total			25,308,000	19,448,666	3,323,334	2,536,000	0	25,308,000
Equipment								
	Public works	Grader	565,000			565,000		565,000
	Public works	Tandem axle truck with snow plow	500,000			500,000		500,000
	Water	Water meter reader	14,000			14,000		14,000
AG-01	Agriculture	Sprayer truck with tank/sprayer boom	131,500			131,500		131,500
	Administration	Postscript printer	8,000			8,000		8,000
Equipment Total			1,218,500	0	0	1,218,500	0	1,218,500
Fleet								
Fleet Total			0	0	0	0	0	0
Information Services								
		GPS/GIS Upgrade	53,000	53,000				53,000
Information Services Total			53,000	53,000	0	0	0	53,000
Facilities								
ADMIN-SEC-1	Public works/Admin	Security camera system	30,000	30,000				30,000
PW-O-1	Public works	Electric sliding gate at Public Works yard	75,000	2,500			72,500	75,000
Facilities Total			105,000	32,500	0	0	72,500	105,000
Grand Total			26,684,500	19,534,166	3,323,334	3,754,500	72,500	26,684,500

Future Capital Projects		2020	2021	2022	2023
Infrastructure					
Roads	Southfork Hill re-pave (Castle River to Airport)	2,000,000			
Roads	Foothills Road surface treatment (11.4km)	1,425,000			
Roads	Twin Butte East (4.8 km)		600,000		
Roads	Snake Trail surface treatment (8.0 km)		1,000,000		
Bridges	Bridge File #7235 Scottons	370,000			
Bridges	Bridge File #76293 Grumpy Road	300,000			
Bridges	Bridge File #70177 Upper Tennessee overflow	30,000			
Bridges	Bridge File #8860 Beaver Mines Creek	100,000			
Bridges	Bridge File #13957 Connelly Creek	50,000			
Bridges	Bridge File #2224 Lank deck	150,000			
Bridges	Bridge File #2488 Fischer deck	100,000			
Bridges	Bridge File #75009 Wild Cat Ranch	30,000	300,000		
Bridges	Bridge File #75377 7 Gates	30,000	300,000		
Bridges	Bridge File #828 Drummond deck, riprap, guard rail	30,000	150,000		
Bridges	Bridge File #74119 Austin deck		100,000		
Bridges	Bridge File #6765 Lyle Nobles Floor Patch	30,000	100,000		
Bridges	Bridge File #75265 Heath Creek		30,000	450,000	
Bridges	Bridge File #74259 East 6 Toney Drive		30,000	350,000	
Bridges	Bridge File #74260 Jack Place			30,000	350,000
Bridges	Bridge File #13960 Wright's Corner			30,000	350,000
Bridges	Bridge File #1113 Demontsu Loop Strut or Line				30,000
Bridges	Bridge File #75481 NE Bob Hewitt				30,000
Water/Wastewater	Beaver Mines water servicing & wastewater collection	380,000			
Infrastructure Total		5,025,000	2,610,000	860,000	760,000
Equipment					
Public Works	Grader	565,000	565,000	565,000	565,000
Public Works	Tandem axle truck with snow plow	500,000			
Public Works	Steamer truck - 1 ton	44,850			
Public Works	Water truck	150,000	150,000		
Public Works	Welder	14,000			
Public Works	Front-end loader	110,040			
Public Works	Backhoe		130,000		
Public Works	Grader mower		130,000		
Public Works	Tractor & loader		130,000		
Public Works	Front mount mower		23,600		
Public Works	Wobbly packer			18,000	
Public Works	Fork lift			58,050	
Public Works	Airport mower			9,300	
Public Works	Truck - 1 ton			45,000	
Public Works	Packer				40,200
Public Works	Riding lawn mower				5,600
Water	Standby generator for water intake	150,000			
Agriculture	Animal scale	10,000			
Agriculture	Quad	12,500			
Agriculture	Truck mounted intelligent sprayer		17,000		17,000
Agriculture	Truck mounted intelligent sprayer				17,000
Agriculture	Quad sprayer			12,000	
Equipment Total		1,556,390	1,145,600	707,350	644,800

			2020	2021	2022	2023
Fleet						
Public Works	Light truck		40,000	40,000	40,000	40,000
Public Works	Light truck		40,000	40,000	40,000	40,000
Agriculture	Light truck		40,000	40,000		40,000
Agriculture	Light truck					40,000
Administration	Light truck		35,000			
Administration	Passenger vehicle				26,000	
Fleet Total			155,000	120,000	106,000	160,000
Information Services						
Administration	Computer system - servers hardware		20,000			
Administration	Computer system - servers software		30,000			
Administration	Financial software				180,000	
Administration	Microsoft update					12,000
Administration	Audio equipment - Council Chambers					20,000
Information Services Total			50,000	0	180,000	32,000
Facilities						
Public Works	Lundbreck Shop concrete floor		50,000			
Public Works	Public Works Shop wash bays (3)		30,000	1,200,000		
Public Works	Fabric parking structure (Public Works yard)			500,000		
Public Works	Public Works Shop lubricant dispensing system				25,000	
Facilities Total			80,000	1,700,000	25,000	0
Grand Total Expenditures			6,866,390	5,575,600	1,878,350	1,596,800
Sources of Project Funding						
Grants			3,828,334	2,100,000		
Debt			126,666			
Reserves			2,831,390	2,275,600	1,853,350	1,596,800
Operations			80,000	1,200,000	25,000	
Total Sources of Project Funding			6,866,390	5,575,600	1,878,350	1,596,800

Capital Grants & Reserves Summary

Capital Grants Summary

Annual Grants

MSI Capital	571,867
MSI Operating	54,470
Basic Municipal Transportation	251,524
Gas Tax Fund	163,532
Jubilee Insurance Security	2,500

Total Annual Grants 1,043,893

Available Grant Funds	2019	2020	2021	2022	2023
Beginning of year	5,362,446	4,270,839	1,739,732	683,625	1,727,518
Annual grants	1,043,893	1,043,893	1,043,893	1,043,893	1,043,893
Special grants	17,398,666	253,334			
Expenditures	19,534,166	3,828,334	2,100,000	0	0
End of year	4,270,839	1,739,732	683,625	1,727,518	2,771,411

Capital Reserves Summary

	Road				
	Equipment	Construction	Bridges	Water	Wastewater
Annual Transfer to Reserve	877,720	0	220,000	28,140	0
End of Year Balance					
2018	2,211,828	2,200,014	2,277,654	349,503	685,297
2019	1,751,048	936,014	968,564	377,643	685,297
2020	1,017,378	626,014	(56,346)	405,783	685,297
2021	629,498	626,014	(871,346)	433,923	685,297
2022	446,868	626,014	(1,536,346)	462,063	685,297
2023	481,788	626,014	(2,101,346)	490,203	685,297
2024	527,040				
2025	267,760				
2026	(166,410)				
2027	(576,890)				
2028	(649,920)				
2029	(1,039,400)				
2030	(1,437,180)				
2031	(2,383,260)				
2032	(2,633,980)				
2033	(2,785,350)				
2034	(2,632,130)				
2035	(2,941,560)				
2036	(3,035,940)				
2037	(3,473,570)				



Capital Project Information

Infrastructure

DRAFT



Project Name	Highway 3A – Landfill road repairs
Project Number	PW-R-1
Priority	1
Service Area	Public Works - Roads
Project Description	Widen and repave Highway 3A from Highway 3 to the landfill road (RR2-0)
Project Cost	Grade widening \$551,000 Overlay 362,000 Contingency <u>91,000</u> Total cost \$1,004,000
Funding Sources	<p>Public Works Road Construction Reserve Recommend that Council considers requesting financial assistance from the Crowsnest Pincher Creek Landfill Association for this project. The rationale for this request is that 95% of the traffic is land fill related.</p> <ul style="list-style-type: none"> • The M.D. will submit an application for grant funding under the Resource Road program. • The project will not start until the grant application decision has been received and negotiations with the Landfill Association regarding cost sharing have been completed. • If a grant is approved, the remaining net costs would be shared on a 50/50 basis. • The Landfill Association’s share would be a maximum of \$500,000. • The M.D. would finance the Landfill Association’s share to a maximum of 10 years.
Timeline	Completed in 2019
Rationale for the need	Significant pavement distresses in the road base have caused the pavement to rut and shove; specifically in the west bound lane. This creates increased difficulties during the winter when there is snow on the road.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	A road ban will probably need to be placed on the road to reduce further deterioration. This road ban may need to be year around.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Summerview Road Surface Treatment						
Project Number	PW-R-2						
Priority	2						
Service Area	Public Works - Roads						
Project Description	4.4 km - Add gravel base course (GBC) and two lifts of chip seal to the road from Highway 3 to Secondary Highway 785.						
Project Cost	<p>Engineering will not be required because the road sub-grade has been constructed to an engineered standard.</p> <table> <tr> <td>MD of Pincher Creek – base course</td> <td>\$242,000</td> </tr> <tr> <td>Contracted – 1st and 2nd chip seal lift</td> <td><u>308,000</u></td> </tr> <tr> <td>Total cost</td> <td>\$550,000</td> </tr> </table>	MD of Pincher Creek – base course	\$242,000	Contracted – 1 st and 2 nd chip seal lift	<u>308,000</u>	Total cost	\$550,000
MD of Pincher Creek – base course	\$242,000						
Contracted – 1 st and 2 nd chip seal lift	<u>308,000</u>						
Total cost	\$550,000						
Funding Sources	Municipal Sustainability Initiative Grant - Capital						
Timeline	Completed in 2019						
Rationale for the need	Increased arterial traffic; Council strategic plan						
Impact on future operating costs	Reduced grader road maintenance and increased efficiency of snow removal because it will be the truck snowplow instead of the grader.						
Impact on other departments							
Implications of deferring this project	Continued operational maintenance because the gravel surface requires regular maintenance due to washboarding. Dust control is also required.						
Treatment of asset replaced							
Other options to recommendation							



Project Name	Kerr Road Surface Treatment
Project Number	PW-R-3
Priority	3
Service Area	Public Works - Roads
Project Description	4.8 km – Add GBC and two lifts of chip seal to the road from Primary Highway 6 to RR 29-4.
Project Cost	<p>Engineering will not be required because the road sub-grade has been constructed to an engineered standard.</p> <p>MD of Pincher Creek – base course \$264,000</p> <p>Contracted – 1st and 2nd chip seal lift <u>336,000</u></p> <p>Total cost \$600,000</p>
Funding Sources	Municipal Sustainability Initiative Grant - Capital
Timeline	Completed in 2019
Rationale for the need	Increased arterial traffic; Council strategic plan
Impact on future operating costs	Reduced grader road maintenance and increased efficiency of snow removal because it will be the truck snowplow instead of the grader.
Impact on other departments	
Implications of deferring this project	Continued operational maintenance because the gravel surface requires regular maintenance due to washboarding. Dust control is also required.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Lundbreck pave and drainage (1st & 3rd Street)
Project Number	PW-R-4
Priority	4
Service Area	Public Works - Road
Project Description	Length – 220 meters The ditches will be cleaned and culverts repaired. A lift of gravel will be put down to improve the street elevation. Hot mix pavement.
Project Cost	MD – Ditch cleaning and culvert repairs \$ 50,000 MD – lift of gravel; Contract – paving <u>350,000</u> Total cost \$400,000
Funding Sources	Municipal Sustainability Initiative Grant – Capital Will apply for Small Communities grant funding which, if received, will provide additional room in the MSI Capital grant funding for other projects.
Timeline	Completed in 2019
Rationale for the need	The water system and streets were rehabilitated in 2010 – 2012 with the exception of these 2 streets. They are gravel and there is poor ditching resulting in poor drainage. The residents on these streets expect that their streets should be similar to the others in the community.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	The culverts have been crimped which creates a safety issue as well as reduced drainage. Poor drainage results in road deterioration. Complaints from the hamlet residents will be expected to continue.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Willow Valley Road Culvert
Project Number	PW-R-5
Priority	5
Service Area	Public Works - Roads
Project Description	Culvert replacement; NE 20-9-2-W5M 1 – 900 mm main pipe; 1 – 600 mm overflow pipe 7 m deep fill location This project will require engineering and permitting.
Project Cost	Engineering, excavation, culvert installation, backfill - \$500,000
Funding Sources	Basic Municipal Transportation Grant
Timeline	2019
Rationale for the need	This is not a 'bridge file' culvert that requires regular inspection. Therefore, it has not been included in the long range bridge replacement plan. The main culvert and overflow culvert have both been uncoupled on the downstream end due to water velocity. The uncoupling of the culverts has resulted in slope failure in both locations.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	Not repairing this culvert will result in road failure and a 16 km detour for residents.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Bridge File 1744 Pincher Creek (Crook Road)						
Project Number	PW-BF-1						
Priority	1						
Service Area	Public Works - Bridges						
Project Description	Culvert replacement; SW 27-5-29-W4M 1 pipe; 2.43 m diameter; 91.44 m in length						
Project Cost	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Engineering costs – 2018</td> <td style="text-align: right;">\$ 21,000</td> </tr> <tr> <td>Replacement – 2019 – contracted</td> <td style="text-align: right;"><u>652,000</u></td> </tr> <tr> <td>Total cost</td> <td style="text-align: right;">\$673,000</td> </tr> </table>	Engineering costs – 2018	\$ 21,000	Replacement – 2019 – contracted	<u>652,000</u>	Total cost	\$673,000
Engineering costs – 2018	\$ 21,000						
Replacement – 2019 – contracted	<u>652,000</u>						
Total cost	\$673,000						
Funding Sources	<p>Public Works Bridge Reserve</p> <p>An application will be made to the Province to fund 75% of the costs under the Strategic Transportation Infrastructure Program. Any proceeds from this grant, if approved, will be put to the Public Works Bridge Reserve.</p>						
Timeline	Completed in 2019						
Rationale for the need	Cracked culvert rings and holes in the floor.						
Impact on future operating costs							
Impact on other departments							
Implications of deferring this project	Delay in reconstruction of this bridge could result in further deterioration, closure and a 5 km detour.						
Treatment of asset replaced							
Other options to recommendation							



Project Name	Bridge File 6613 Cabin Creek						
Project Number	PW-BF-2						
Priority	2						
Service Area	Public Works - Bridges						
Project Description	Culvert replacement; SW 3-9-1-W5M 1 pipe; 2.43 m diameter; 70.7 m in length						
Project Cost	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Engineering costs – 2018</td> <td style="text-align: right;">\$ 21,000</td> </tr> <tr> <td>Replacement – 2019 – contracted</td> <td style="text-align: right;"><u>639,000</u></td> </tr> <tr> <td>Total cost</td> <td style="text-align: right;">\$660,000</td> </tr> </table>	Engineering costs – 2018	\$ 21,000	Replacement – 2019 – contracted	<u>639,000</u>	Total cost	\$660,000
Engineering costs – 2018	\$ 21,000						
Replacement – 2019 – contracted	<u>639,000</u>						
Total cost	\$660,000						
Funding Sources	<p>Public Works Bridge Reserve</p> <p>An application will be made to the Province to fund 75% of the costs under the Strategic Transportation Infrastructure Program. Any proceeds from this grant, if approved, will be put to the Public Works Bridge Reserve.</p>						
Timeline	Completed in 2019						
Rationale for the need	Isolated perforations in the roof and 12% deflection. Normal deflection should be no more than 1%.						
Impact on future operating costs							
Impact on other departments							
Implications of deferring this project	Delay in reconstruction of this bridge could result in further deterioration, closure and a 37 km detour.						
Treatment of asset replaced							
Other options to recommendation							



Project Name	Bridge File 70175 Spread Eagle Deck
Project Number	PW-BF-3
Priority	3
Service Area	Public Works - Bridges
Project Description	Deck replacement (driving surface); NW 22-3-30-W4M
Project Cost	Contracted - \$100,000
Funding Sources	Public Works Bridge Reserve
Timeline	Completed in 2019
Rationale for the need	Deck and subdeck require replacement
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	Delay in reconstruction of this bridge could result in further deterioration, closure and a 13 km detour.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Bridge File 7235 Scottons
Project Number	PW-BF-4
Priority	4
Service Area	Public Works - Bridges
Project Description	Culvert replacement; NW 5-9-1-W5M 1 pipe; 1.92 m diameter; 49.4 m in length
Project Cost	2019 – Engineering - \$30,000 2020 & 2021 - Land purchase and replacement costs estimated at \$370,000.
Funding Sources	Engineering – Bridge Repair Reserve
Timeline	2019 – Engineering 2020 & 2021 – Land purchase and replacement
Rationale for the need	Cracked rings and rotted struts were identified in the 2013 ten year bridge study.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	Delay in reconstruction of this bridge could result in further deterioration, closure and an 8 km detour.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Bridge File 76293 Grumpy Road
Project Number	PW-BF-5
Priority	5
Service Area	Public Works - Bridges
Project Description	Culvert replacement; NE 3-6-2-W5M
Project Cost	2019 – Engineering - \$30,000 2020 & 2021 - Land purchase and replacement costs estimated at \$370,000.
Funding Sources	Engineering – Bridge Repair Reserve
Timeline	2019 – Engineering 2020 & 2021 – Land purchase and replacement
Rationale for the need	Repair of deflection and sidewall crimp
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	Delay in reconstruction of this bridge could result in further deterioration, closure and a 10 km detour.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Bridge File 70177 Upper Tennessee Overflow
Project Number	PW-BF-6
Priority	6
Service Area	Public Works - Bridges
Project Description	Overflow pipe replacement (4' diameter); SW 15-8-30-W4M
Project Cost	2019 – Engineering - \$15,000 2020 – Costs to replace the overflow pipe estimated at \$30,000.
Funding Sources	Engineering – Bridge Repair Reserve
Timeline	2019 – Engineering 2020 – Replace overflow pipe
Rationale for the need	Replace plugged overflow pipe at the end of its service life. This replacement will improve the condition rating for this Bridge File from “3” to “6”.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	Delay in replacement of the overflow derates the capacity of the main structure. This could result in further deterioration, closure and a 7 km detour.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Bridge File 8860 Beaver Mines Creek
Project Number	PW-BF-7
Priority	7
Service Area	Public Works - Bridges
Project Description	Concrete bridge structure; NW 11-6-2-W5M Repair selected piles and replace all of the caps
Project Cost	2019 – Engineering - \$20,000 2020 – Costs to replace the rotted timbers and caps estimated at \$100,000.
Funding Sources	Engineering – Bridge Repair Reserve
Timeline	2019 – Engineering 2020 – Replace rotted timbers and caps
Rationale for the need	Coring done for the 2016 Bow Valley Bridge Services Report identified required repairs. The bridge is in fairly good condition, with rot present in the majority of the caps, one pier pile and being rot in multiple cores in one abutment pile.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	Delay in replacement of the timbers derates the capacity of the main structure. This could result in further deterioration, closure with no available detour.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Bridge File 13957 Connelly Creek
Project Number	PW-BF-8
Priority	8
Service Area	Public Works - Bridges
Project Description	Concrete bridge structure; NE 5-8-2-W5M Replace the abutment caps
Project Cost	2019 – Engineering - \$18,000 2020 – Costs to replace the rotted timbers and caps estimated at \$50,000.
Funding Sources	Engineering – Bridge Repair Reserve
Timeline	2019 – Engineering 2020 – Replace rotted timbers and caps
Rationale for the need	Coring done for the 2016 Bow Valley Bridge Services Report identified required repairs. The main Substructure and Superstructure elements of this bridge are in generally adequate to good condition, with the exception of the abutment caps. Replacement of the abutments caps is recommended as a high priority within the next 3 years (2016 – 2018).
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	Delay in replacement of the timbers derates the capacity of the main structure. This could result in further deterioration, closure with no available detour.
Treatment of asset replaced	
Other options to recommendation	



Project Name	Castle Area Water Servicing
Project Number	RWCAST
Priority	1
Service Area	Water
Project Description	<p>This is a project with 4 sub-projects:</p> <ol style="list-style-type: none"> 1. Raw water intake (2014 – 2018) 2. Water license (2018) 3. Castle area water servicing <ul style="list-style-type: none"> • 27 km of pipeline • 2 booster stations • Interaction with Castle Mountain Resort infrastructure 4. Beaver Mines water servicing
Project Cost	<p>2018 – \$250,000 2019 – \$10,072,000 2020 – \$250,000</p>
Funding Sources	Provincial Water for Life Grant
Timeline	<p>2018 – Raw water intake and water license 2019 – Water servicing and treatment Tender closed October 25, 2018</p>
Rationale for the need	<p>This is an initiative of the Province of Alberta resulting in the full funding of this project. The Province was going to supply water to select locations in Castle Park as well as the Castle Mountain Resort. The timing of the Beaver Mines projects coincided with this project.</p>
Impact on future operating costs	Additional time will be required to monitor and maintain the water system operations.
Impact on other departments	
Implications of deferring this project	
Treatment of asset replaced	
Other options to recommendation	



Project Name	Beaver Mines Water Servicing and Wastewater Collection				
Project Number	BMDC				
Priority	1				
Service Area	Water distribution and wastewater collection				
Project Description	Install a water distribution system and wastewater collection system at Beaver Mines followed by rehabilitation of the road surface.				
Project Cost	2018 – Engineering – \$170,000 2019 – Water distribution & wastewater collection – \$5,000,000 2020 – Road surface rehabilitation – \$380,000 Total cost – \$5,550,000				
Funding Sources	Funding is shared equally between the Federal, Provincial and Municipal District of Pincher Creek				
		2018	2019	2020	Total
	Federal	\$56,667	\$1,666,666	\$126,667	\$1,850,000
	Provincial	\$56,667	\$1,666,666	\$126,667	\$1,850,000
	Reserve	\$56,666			\$56,666
	Debt		\$1,666,668	\$126,666	\$1,793,334
	Total	\$170,000	\$5,000,000	\$380,000	\$5,550,000
	Debt may be issued up to \$4 million over 20 years for Beaver Mines water servicing, wastewater collection and wastewater treatment; Resolution 18/622.				
Timeline	2018 – Engineering 2019 – Servicing, pipes in the ground 2020 – Rehabilitate road surface				
Rationale for the need	Beaver Mines presently relies on point of use wells and cisterns for potable water and septic systems for wastewater collection and treatment. There are health and safety issues due to bacteria found in the water samples and septic systems in a state of deterioration.				
Impact on future operating costs	Increased time for water treatment and wastewater collection personnel to monitor and maintain the system.				
Impact on other departments					
Implications of deferring this project	Health and safety issues will continue and may increase. Project costs may also increase.				
Treatment of asset replaced	The land owner is responsible for the abandonment and reclamation of existing wells and septic systems.				
Other options to recommendation					



Project Name	Beaver Mines Waste Water Treatment System																								
Project Number	BML																								
Priority	1																								
Service Area	Waste water																								
Project Description	Council has determined that the lagoon option will be used for the wastewater treatment. The location has yet to be determined.																								
Project Cost	2018 – Engineering – \$100,000 2019 – Acquire land and build the lagoon – \$5,150,000 Total cost – \$5,250,000																								
Funding Sources	<p>The Federal and Provincial governments will share 2/3 of the combined project costs of water servicing, wastewater collection and wastewater treatment to a maximum \$6,000,000 grant. These projects have a total cost of \$10,800,000. Therefore, application will be made to the Province to share 70% of the remaining \$1,800,000 from the Alberta Municipal Water Wastewater Program; a grant of \$1,260,000.</p> <table border="1"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Federal</td> <td>\$33,333</td> <td>\$1,116,667</td> <td>\$1,150,000</td> </tr> <tr> <td>Provincial</td> <td>\$33,333</td> <td>\$2,376,667</td> <td>\$2,410,000</td> </tr> <tr> <td>Reserve</td> <td>\$33,334</td> <td></td> <td>\$33,334</td> </tr> <tr> <td>Debt</td> <td></td> <td>\$1,656,666</td> <td>\$1,656,666</td> </tr> <tr> <td>Total</td> <td>\$100,000</td> <td>\$5,150,000</td> <td>\$5,250,000</td> </tr> </tbody> </table> <p>Debt may be issued up to \$4 million over 20 years for Beaver Mines water servicing, wastewater collection and wastewater treatment; Resolution 18/622.</p>		2018	2019	Total	Federal	\$33,333	\$1,116,667	\$1,150,000	Provincial	\$33,333	\$2,376,667	\$2,410,000	Reserve	\$33,334		\$33,334	Debt		\$1,656,666	\$1,656,666	Total	\$100,000	\$5,150,000	\$5,250,000
	2018	2019	Total																						
Federal	\$33,333	\$1,116,667	\$1,150,000																						
Provincial	\$33,333	\$2,376,667	\$2,410,000																						
Reserve	\$33,334		\$33,334																						
Debt		\$1,656,666	\$1,656,666																						
Total	\$100,000	\$5,150,000	\$5,250,000																						
Timeline	2019																								
Rationale for the need	Beaver Mines presently relies on septic systems for wastewater collection and treatment. There is a health and safety issue due to septic systems in a state of deterioration.																								
Impact on future operating costs	Increased time for wastewater collection personnel to monitor and maintain the system.																								
Impact on other departments																									
Implications of deferring this project	The project costs may increase.																								
Treatment of asset replaced																									
Other options to recommendation																									



Project Name	Patton Park Shelterbelt
Project Number	PW-P-1
Priority	1
Service Area	Public Works - Operations
Project Description	Install a shelterbelt along the eastern edge of Patton Park to act as a snow fence in the winter. A water system will be installed using potable water.
Project Cost	Contracted – \$28,000
Funding Sources	Public Trust Reserve
Timeline	2019
Rationale for the need	A shelterbelt adds to the park experience and the snow fence characteristics would preclude the need for a snow fence.
Impact on future operating costs	Potable water will be used to water the trees. Reduced snow fence installation/removal labour, equipment and material costs.
Impact on other departments	
Implications of deferring this project	Public Works will continue to install snow fence in the fall and dismantle in the spring.
Treatment of asset replaced	
Other options to recommendation	



Capital Project Information

Equipment



Project Name	Grader
Project Number	
Priority	
Service Area	Public Works Equipment
Project Description	Caterpillar graders are purchased. This is the choice of the Trade Division of the Rural Municipalities of Alberta; the Trade Division is used for this purchase.
Project Cost	\$565,000 This price includes a 7 year warranty.
Funding Sources	Equipment Reserve
Timeline	January, 2019
Rationale for the need	The MD has 10 graders which are replaced on the average after 10 years of services. 8 graders are used for the regular grader beats with the others used as spares. All 10 graders are deployed in the winter for snow removal operations.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	There will be the increased risk of major mechanical repairs. Also, the norm is to replace every 10 years and, if this norm is continued to be used, then there will need to be a catch-up year when 2 graders will need to be purchased.
Treatment of asset replaced	The grader is sold with the proceeds placed in the Equipment Reserve.
Other options to recommendation	



Project Name	Tandem axle truck with snow plow						
Project Number							
Priority							
Service Area	Public Works Equipment						
Project Description	Kenworth or Peterbilt trucks are purchased. This is the choice of the Trade Division of the Rural Municipalities of Alberta; the Trade Division is used for this purchase.						
Project Cost	<table> <tr> <td>Truck chassis</td> <td>\$250,000</td> </tr> <tr> <td>Attachments – gravel box, sander box, front mount plow, plow wing</td> <td><u>250,000</u></td> </tr> <tr> <td>Total cost</td> <td>\$500,000</td> </tr> </table>	Truck chassis	\$250,000	Attachments – gravel box, sander box, front mount plow, plow wing	<u>250,000</u>	Total cost	\$500,000
Truck chassis	\$250,000						
Attachments – gravel box, sander box, front mount plow, plow wing	<u>250,000</u>						
Total cost	\$500,000						
Funding Sources	Equipment Reserve						
Timeline	January, 2019						
Rationale for the need	The MD has 3 tandem trucks which are normally replaced after 10 years of service. These trucks are used year around for the gravelling operations and snow removal.						
Impact on future operating costs							
Impact on other departments							
Implications of deferring this project	Risk of increase in major mechanical repairs.						
Treatment of asset replaced	The truck is auctioned with the net proceeds placed in the Equipment Reserve.						
Other options to recommendation							



Project Name	Water meter reader
Project Number	
Priority	
Service Area	Water
Project Description	Water meter reader upgrade
Project Cost	Hardware – \$14,000 including training and warranty The software is hosted cloud based and costs \$3,795 per year.
Funding Sources	Water Reserve
Timeline	
Rationale for the need	The current meter reader hardware and software is no longer supported.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	If the current hardware malfunctions, the water meters will not be able to read.
Treatment of asset replaced	Discarded due to obsolescence
Other options to recommendation	



Project Name	Sprayer truck with tank/sprayer boom		
Project Number	AG-01		
Priority			
Service Area	Agriculture & Environmental Services - Equipment		
Project Description	Rebuild and upgrade the Agriculture Department roadside unit. This roadside unit is used for spraying large patches of weeds along roadsides, around signs and other infrastructure.		
Project Cost	Truck – 2 ton		\$66,000
	Deck		\$11,000
	Boom		\$10,350
	Tank & pump		\$6,600
	Injection system		\$28,550
	Contingency		\$9,000
	Total cost		\$131,500
Funding Sources	Equipment Reserve		
Timeline	Purchased and outfitted in 2019		
Rationale for the need	<p>The current roadside unit is out of date.</p> <ul style="list-style-type: none"> • Truck needs heavier suspension, more room and new safety equipment. • Deck needs more length, new lighting and safety equipment. • Boom needs replacement. • Tank and pump are both 20 plus years old and need to be replaced. • Injection system is still mostly good but components need replacing and if the component cannot be paired with the new technology (specifically, GIS and cabling), then it will become immediately out of date and/or obsolete. 		
Impact on future operating costs			
Impact on other departments			
Implications of deferring this project	This equipment is more than 20 years old and out of date. Replacements have been pushed back for several years. The alternative is to perform repairs and replacements that may not be satisfactory in the short term and certainly not satisfactory for the long term.		
Treatment of asset replaced	Public Works will use the chassis and deck; it is ready for use as it is. The sprayer equipment will be auctioned.		
Other options to recommendation			



Project Name	Postscript printer
Project Number	
Priority	
Service Area	Administration - Equipment
Project Description	Plotter printer for the GIS and other mapping purposes.
Project Cost	\$8,000
Funding Sources	Equipment Reserve
Timeline	2019
Rationale for the need	Ink supplies are becoming more difficult to find because the present plotter printer is out of date.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	
Treatment of asset replaced	May be auctioned but it is obsolete.
Other options to recommendation	



Project Name	GPS/GIS Upgrade	
Project Number		
Priority		
Service Area	Information Services	
Project Description	The current Global Positioning System (GPS) is out of date and is poorly supported; therefore, it is required to be upgraded. The current GPS identifies location but it is independent of the MD's Global Information System (GIS). This project will upgrade the GPS and link to the MD's GIS.	
Project Cost	Capital - Hardware – modems, antennae, tablets	\$53,000
	Annual licenses and support (operating cost)	\$75,000
Funding Sources	Capital – Municipal Sustainability Initiative Grant – Capital	
Timeline	2019	
Rationale for the need	Outdated equipment and software which is poorly supported and unreliable.	
Impact on future operating costs	Operating costs – annual fees	\$75,000
	Less: Current annual fees	<u>25,000</u>
	Net operating cost increase	\$50,000
Impact on other departments	Agriculture will experience a significant increase in useable data as to tracking work that has been done; i.e. spraying. Public works uses it for tracking equipment and will increase their ability to identify locations of work done with permanent record. Provides other users ability to access information on the GIS.	
Implications of deferring this project	Reliability of the current system is diminishing and will soon not be useable.	
Treatment of asset replaced		
Other options to recommendation	The Oldman River Regional Services Commission GIS system was reviewed and it was determined that tracking vehicles could not be provided. Vehicle tracking is provided and used with the current MD system.	



Capital Project Information

Facilities



Project Name	Security Camera System		
Project Number	ADMIN-SEC-1		
Priority			
Service Area	Security		
Project Description	Security system for the Administration and Public Works buildings.		
Project Cost	Card access – public works	\$10,200	
	Cameras – main building	9,300	
	Cameras – public works	7,000	
	Contingency	3,500	
	Total cost	\$30,000	
	The following items, initially included, have been removed:		
	<ul style="list-style-type: none"> • Card access – main building – \$17,100 • Cameras – garbage dump – \$3,500 		
Funding Sources	Municipal Sustainability Initiative Grant - Capital		
Timeline	Completed in 2019		
Rationale for the need	There have been several break-ins at the Public Works shop in the last couple of years. Security for the administration building will provide safety for the reception staff.		
Impact on future operating costs			
Impact on other departments			
Implications of deferring this project	Addressing security will continue to be re-active instead of pro-active.		
Treatment of asset replaced			
Other options to recommendation			



Project Name	Electric Sliding Gate – Public Works Yard
Project Number	PW-O-1
Priority	
Service Area	Public Works - Operations
Project Description	Installation of an electric sliding gate for the Public Works Compound which will secure the Compound while providing uninhibited access for the operators.
Project Cost	\$75,000
Funding Sources	Jubilee Insurance Security Grant - \$2,500 2019 Operating Budget - \$72,500
Timeline	Completed in 2019
Rationale for the need	This will secure the back of the Public Works yard from access by non-municipal personnel.
Impact on future operating costs	
Impact on other departments	
Implications of deferring this project	A locked swinging gate or open gate requires extra monitoring by people in the yard. Minimized access will improve security.
Treatment of asset replaced	
Other options to recommendation	



Capital Budget Extraordinary Projects – Future Years

2021 – Public Works Shop Wash Bays (3)

Projected Cost - \$1,200,000

Public Works has an ongoing requirement for washing equipment. Currently equipment is washed on the north side of the Public Works shop, outside adjacent to the quonset where wash water flows west and north into the yard or freezes in winter. Alternately, equipment is washed at Sudsey's Car Wash, but their exterior bay is closed over winter and their interior bays are not large enough for graders with wings.

This project proposes to build 3 bays onto the existing shop for washing purposes as well as for parking equipment as necessary. By building a single high bay to accommodate the graders with wings and a double bay to allow tractor trailer combinations to be washed, the whole fleet can be accommodated. The additional space can be used in the winter to park equipment indoors where their serviceability is compromised by being outside on cold days when they are required.

Funding Source – To be determined

2021 – Fabric Parking Structure (Public Works Yard)

Projected Cost - \$500,000 (does not include land acquisition)

The Public Works Yard has been increased in size to include the land that was traded from the Town in the 1980's. The increased yard size allows for parking options that were not available previously. There is a parcel of land west of the Public Works yard, east of Highway 6 that is about 1.5 acres. This parcel of land should be purchased or traded from the Town of Pincher Creek to be included in the Municipal District's holdings. Our assessor has determined a probable value on the parcel at \$100,750. It is contiguous to our existing holdings and would preclude another entity operating within the area described.

This proposal would have the Municipal District construct a fabric structure within the enlarged area for the purpose of parking equipment and fleet vehicles. The existing practice of parking equipment outdoors results in deterioration of paint and plastic components. Some of the deterioration is superficial; other aspects reduce life expectancy and operational capabilities.

Funding Source – MSI Capital Grant



Long Term Debt

2017 Debt Limit

The Municipal Government Act requires municipalities to keep long term debt below thresholds determined by annual revenues. The debt (total debt) and debt servicing (annual payments of principal and interest) limits as at December 31, 2017 are:

Debt limit (1.5 times revenue)	\$19,785,630
Actual debt	\$5,291,207
Debt servicing limit (.25 times revenue)	\$3,297,660
Actual servicing	\$704,126

Debt as at December 31, 2018

Purpose	Principal as at Dec 31, 2018	Interest rate	Annual Principal Payment	Annual Interest
Lundbreck Water Lines	\$ 208,336	3.4943	\$ 208,336	\$ 5,476
Lundbreck Water Reservoir	421,783	2.942	24,746	12,228
Landfill Road (75% Landfill Assoc)	2,053,502	2.942	40,160	19,845
Landfill Road (25% MD)	684,501	2.942	120,480	59,534
Regional Water System (Lundbreck)	421,783	2.942	24,746	12,228
Cowley Waterworks Purchase	630,000	2.942	126,000	18,534
Total debt	\$ 4,449,905		\$ 544,469	\$ 127,845

Future Long Term Debt

Long term debt is being considered for the Beaver Mines water and wastewater projects. Future payment implications as at November 17, 2018 are identified in the following table:

Term		10	15	20	25
Rate		3.155%	3.326%	3.424%	3.482%
		Annual payment			
Beaver Mines	\$3,450,000	\$404,973	\$293,993	\$239,670	\$207,796
		Total interest			
Beaver Mines	\$3,450,000	\$599,727	\$959,893	\$1,343,395	\$1,744,908



Personnel Summary

Department	2018 Budget Hours			2019 Budget Hours		
	FTE	Overtime	Casual	FTE	Overtime	Casual
Council						
Administration						
Chief Administrative Officer	1.00			1.00		
Administrative Support	2.10			2.10		700
Finance	4.00			4.00		
Information Technology	1.00			1.00		
Health & Safety				1.00		
Planning & Development						
	1.50			1.50		
Operations						
Director	1.00			1.00		
Public Works Administration	4.00			4.00		
Public Works Shop	3.00			3.00		360
Public Works Operations	16.00			16.00		
Agricultural & Environmental	2.00			2.00		2,130
Water Services						
Waste Water						
Total Personnel	35.60			36.60		3,190

Note: Research is being conducted regarding the overtime and casual/seasonal hours which support the personnel budget.



Restricted Surplus Accounts (Reserves)

	2019 Beginning	Transfers In	Transfers Out	2019 Ending
Allocated				
Airport	329,771	0	0	329,771
Bridge repair and replacement	2,277,654	220,000	1,529,000	968,654
Cultural facilities	200,000	0	0	200,000
Dams (water storage)	0	0	0	0
Emergency management	47,622	0	0	47,622
Emergency services operating	0	0	0	0
Gravel pit stripping/reclamation	998,077	250,000	5,000	1,243,077
Interim operating funds	0	0	0	0
Lundbreck water/sewer infrastructure	0	0	0	0
M.D. buildings	200,000	0	0	200,000
M.D. equipment	2,211,828	877,720	1,338,500	1,751,048
M.D. recycle equipment	89,388	0	0	89,388
Future year completions	203,447	40,870	40,870	203,447
Regional water infrastructure	0	0	0	0
Road construction	2,200,014	50,000	1,314,000	936,014
Town recreation facilities	464,523	133,430	0	597,953
Wastewater infrastructure	685,297	0	0	685,297
Water infrastructure	349,503	28,140	0	377,643
Total Allocated	10,257,124	1,600,160	4,227,370	7,629,914
Tax Rate Stabilization	1,076,883	0	156,140	920,743
Total Restricted Surplus Accounts	11,334,007	1,600,160	4,383,510	8,550,657
Public Trust	93,787	5,000	35,500	63,287
Unrestricted Surplus	776,935			776,935



Service & User Fees

Hamlet of Lundbreck Utility User Rates

The most recent change to utility rates was done in 2010. These rates cover 32% of the total operating costs (2017 actual); the remaining costs (68%) plus long term debt principal and interest are subsidized by the tax base. In financial terms; \$95,000 user fee revenue; \$393,000 was the subsidized amount.

Service Description	2006	2010
	Bylaw No. 1116-06	Bylaw No. 1188-09
Bi-Monthly Rates		
Residential Water – per connection	\$50.00	\$64.60
Residential Sewer – per connection	\$33.80	\$40.40
Residential Garbage – per household	\$9.00	\$10.00
Residential Garbage – age 65 or older	\$4.50	\$5.00
Stadnichuk / Houze - Water	-	\$64.60
Stadnichuk / Houze - Sewer	-	\$40.40
Peterson - Water	\$50.00	\$64.60
Concrete Plant - Water	\$150.00	\$193.80
Concrete Plant - Sewer	\$33.80	\$40.40
Hotel - Water	\$175.00	\$226.10
Hotel - Sewer	\$118.30	\$141.40
Hotel - Garbage	\$31.50	\$35.00
Restaurant / Laundry Mat - Water	\$75.00	\$96.90
Restaurant / Landry Mat - Sewer	\$50.70	\$60.60
Car Wash - Water	\$100.00	\$129.80
Car Wash - Sewer	\$67.60	\$80.80
School - Water	\$250.00	\$324.50
School - Sewer	\$169.00	\$202.00
Confectionery Store - Water	\$50.00	\$64.60
Confectionery Store - Sewer	\$33.50	\$40.40
Confectionery Store - Garbage	\$18.00	\$20.00
Reconnection Fee	\$50.00	\$100.00
New Hook Up Fee	-	\$500.00
New Hook Up Fee	-	\$1,500.00

Services Fees

The services fees schedule is updated as new fees are added. The specific policy was renamed to Policy 5.3.2.1 in 2015. The following amendments have been made since 2015:

- 2016 Added 'overweight/over dimension permit fee' - \$22.50
- 'Commercial dust control' reduced from \$700 to \$600

- 'Dust control' – for Shell Canada (\$600/100 m); for residents paid by Shell Canada (\$250/100 m)
- 2017 Increase 'all livestock equipment rentals' from \$30 to \$40/day
Add 'land/crop distribution' - \$2.50/acre
Add 'utility permits' - \$25/permit
Add 'airport lease' - \$1/m² of lot size
- 2018 'Snow plowing' - \$200/hour prorated

There has not been a full review of service fees for several years.

DRAFT



Property Tax Rates and Levy

	Requisition for Current Year \$	Allowances and Underlevies \$	Total \$	Total Property Assessment \$	Tax Rate	Tax Levy \$
Municipal						
Residential				540,159,610	4.7148	2,546,745
Farmland				58,788,700	6.8142	400,598
Non-residential				314,387,730	9.0566	2,847,284
Machinery & Equipment				178,868,100	9.0566	1,619,937
Seniors Housing				420,355,660	9.0566	3,806,993
\$20 minimum tax						5,000
Total Municipal						11,226,556
Alberta School Foundation Fund						
Residential/Farmland	1,480,721	28,216	1,508,937	598,948,310	2.4722	1,480,720
Non-residential	1,201,315	22,891	1,224,206	313,292,530	3.8345	1,201,320
Total ASFF	2,682,036	51,107	2,733,143			2,682,040
Senior Housing	328,139		328,139	1,511,464,600	0.2171	328,139
Pincher Creek Emergency Services	525,778	(12)	525,766	1,512,559,800	0.3476	525,766
Designated Industrial Property	30,242		30,242	886,860,230	0.0341	30,242
Total Tax Levy						14,792,743