



2021 BUDGET



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MESSAGE FROM THE CAO



This proposed 2021 Budget has been developed to maintain 2020 service levels as well as include several proposed new initiatives from Council and Senior Administration. I hope that this proposed budget meets Council's expectations as we continue to provide excellent service to residents of our community.

As we look back at 2020, I would like to thank members of the senior management team and our entire municipal workforce for their hard work and dedication towards achieving the goals and priorities set by Council, especially in light of the Covid-19 pandemic challenges.

2020 was an abnormal year for the municipality with the outbreak of Covid-19. Restrictions and COVID protocols resulted in closure or restricted use of facilities, programs and events within the Crowsnest Pass. This meant the Municipality had to adapt to new ways of doing business in an ever-changing environment.

To keep pace with changing government legislation and continue to excel in our service delivery, we are constantly looking for ways to improve our processes and be more efficient, so our taxpayers can continue to receive great value for their taxes. The budget is a powerful tool for advancing these efforts and we continue to evolve the budget process to make it easier to understand, as well as being more transparent and more efficient.

Municipalities across the country like ours are faced with the same pressures of trying to balance competing priorities with limited financial resources and the Municipality is pleased to propose that the 2021 budget will maintain the same excellent service levels as 2020.

A handwritten signature in black ink that reads "Patrick Thomas".

Patrick Thomas, P.Eng., CLGM
Chief Administrative Officer

2021 BUDGET READER'S GUIDE

The Municipality of Crowsnest Pass' budget document describes how the Municipality plans to meet the public services and infrastructure needs of our residents in 2021. The document has been arranged into the following sections:

- » General Budget Guidelines
- » 2021 Council-Approved Budget Developmental Guidelines
- » Personnel
- » Department Budgets
- » 2021 Capital Projects and 5 Year Capital Plan
- » Reserves Summary
- » Community Grants
- » Budget Requests by Department
- » Financial Policies

Budget in Brief: A high level overview of the proposed 2021 Operating and Capital Budgets, debt levels and utility rates

Personnel: Provides an overview of the Municipality's current staffing compliment as well as staffing requests for 2021

Department Budgets: Provides detailed information about each municipal department, including:

- Department Overview
- Department Organizational Chart
- 2020 Accomplishments
- 2021 Plans and Priorities
- Proposed Budget

2021 Capital Budget and 5 Year Capital Plan: Shows the proposed 2021 Capital budget and the 5 Year Capital Plan.

Community Grants: Shows the various community groups and organizations that receive funding from the Municipality

Reserves Summary: Shows information about each reserve and the projections for December 31, 2021

New Initiatives Request: Provides details of every initiatives and improvements that were considered by Council as part of the 2021 Budget



GENERAL BUDGET GUIDELINES

BASIS OF PRESENTATION

The Municipality of Crowsnest Pass (MCNP) prepares and presents its financial statements in accordance with Generally Accepted Accounting Principles (GAAP) for local government as recommended by the Public-Sector Accounting Board (PSAB) of the Chartered Professional Accountants (CPA) Canada.

BASIS OF BUDGETING

The operating budget includes annual expenditures for personnel costs, materials and supplies, purchased services, rent and financial expenses, interest on debts, reserve transfers, revenue and program fees.

The capital budget includes expenditures and financing sources to acquire, construct, upgrade, and/or rehabilitate the municipality's assets such as recreational facilities, roads, water and wastewater treatment plants, along with the water distribution and collection systems. The capital budget is established on a project-by-project bases, where the cost usually spans more than one fiscal year.

Council approves operating and capital budgets each year for the period of January 1 to December 31.

FUND STRUCTURE AND BUDGETING

The Municipality uses Fund Accounting for budgeting purposes, in which a self-balancing group of accounts is provided for each accounting entity established, as the basis for recording and reporting all financial transactions. The Municipality's budget is composed of two primary funding sources: Tax Supported Services and Rate Supported Services.

OPERATING FUND

Activities are budgeted annually for each program based on the estimated operating costs. The factors considered in developing these budgets include inflation, growth, service quality, mandated requirements and community needs. At the end of any given budget year as part of the year-end closing process, any surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with Council-approved policies, ensuring a closing balance of zero dollars in the operating fund.

CAPITAL FUND

Capital projects can be budgeted in one year or several years depending on the requirements of the project (i.e., design, land purchase, construction, etc.). The corresponding expenditures may materialize over several years as the project is completed.

RESERVES AND RESERVE FUNDS

The use of reserves is an integral part of the budget planning process. Prudent use of reserves mitigates fluctuations in taxation and assists in stabilizing the impact of unanticipated occurrences. Budgeted reserve transactions flow through either the operating or capital budgets. Council approves the creation

of Reserves for specific uses. Policies dictate the use of certain Reserve Funds for designated purposes and prevent monies from being diverted to any other use.

PROPOSED BUDGET

The proposed budget is prepared based on the Council-approved Budget Development Guidelines, the most recent program pressures and economic reports, and iterative refinements and reviews by the Senior Leadership Team. Operating and Capital Budgets are prepared for services funded from property taxes (Tax Supported) and from water and wastewater utility rates (Rate Supported).

BUDGET ADOPTION

Council adopts the Budget by resolution at a regular Council meeting in December once deliberations are completed after special council meetings. If Council is not able to pass a budget by December 31, a resolution must be made to adopt an interim operating budget, such as using the previously approved budget or portion of, until a new budget is developed. All Council and Budget meetings are open to the public and are advertised in the local newspapers as well as on the municipal website and social media pages.

BALANCED BUDGET

The operating budget is balanced with revenues equal to budgeted expenditures.

DEFICIT AVOIDANCE

In accordance with the Municipal Government Act, municipalities are prohibited from budgeting for a deficit. The annual budgets continue to show fiscal restraint to meet expenditure and revenue targets. When actual revenue shortfalls or unforeseen expenditures appear to be more than temporary occurrences, both the capital and operating budgets are reviewed. Alternatives are then identified to minimize the Municipality's financial risks including drawing from reserves.

BUDGET MONITORING AND REPORTING

The Municipality uses a real-time, enterprise-wide financial system. Financial reports are available on demand for all appropriate staff to monitor actual expenditures and revenues. Operating budget variance reports are presented quarterly to Council. Capital budget (life-to-date) variance and project closure reports are presented with the quarterly variance report.

OPERATING FUND BALANCE

Any actual surplus or deficit arising at year-end is transferred to or from the Millrate Stabilization Reserve or other reserves as directed by Council. These reserves are used to mitigate the effect of any large variations in major sources of revenue or expenditure.

2021 BUDGET DEVELOPMENT GUIDELINES

The purpose of setting guidelines for Budget 2021 with 2022 and 2023 forecast is to formalize Council expectations and to provide a framework within which the budget can be developed and ultimately approved.

Guideline 1 – Inflation

THAT increases in operating expenses and projection for project costs be based on CPI (Canada and Alberta).

- 2021 – 1.6%
- 2022 – 2.0%
- 2023 – 2.0%

Administration may deviate from these percentages where evidence indicates that historical numbers are inaccurate. The general inflation rate does not include contracted services as those will be budget using actual budget amount.

Guideline 2 – Strategic Priorities

THAT each Municipal department be required to align its programs with the Strategic Priorities determined by Council and be required to directly identify how each program supports the stated priorities.

THAT Council discuss if the items deferred from Budget 2020 be included in the Budget 2021:

- Replace Loaner Bear Proof Bins
- Magic Carpet
- Chlorine Automatic Shutoff Valves
- Dredge Lagoon

Guideline 3 – Capital Project Priorities

THAT Management work within the current 5 Year Capital Plan

THAT Council approve the 2022 Capital Plan

THAT any additions to the capital plan be brought to Council for approval

Guideline 4 – Service Levels

THAT Budget 2021 be developed based on existing service levels, unless specific areas are identified by Council for review.

Guideline 5 - Efficiencies

THAT each Municipal department investigate and report on cost containment and efficiency strategies.

Guideline 6 – New Services

THAT all requests for funding of new ongoing program items for Budget 2021 be separately presented for consideration by Council as “New Initiatives” and to be funded only if monies are available after basic service provision objectives have been met.

Guideline 7 – Reserves

THAT Budget 2021 reflect an ongoing commitment to the funding of reserves to support long-term planning and required infrastructure maintenance and replacement

THAT the municipality budget for reserves at the following rate: 3%, 3%, and 3% in years 2021, 2022 and 2023 respectively

THAT the municipality budget Utilities Reserves at a rate of 10% of all eligible expenditures

THAT Council discuss what contribution should be made to the new recreation facility reserve.

Guideline 8 – Debt

THAT the Municipality enter Long Term Borrowing as outlined in the 5-year capital plan

Guideline 9 – Transparency and Public Input

THAT Budget 2021 meetings be publicly advertised and open to the public and allow sufficient time for public comment and questions.

Guideline 10 – External Committees & Boards

THAT External Committees develop a program for 2021 that is supported with a budget that is presented to Council.

- Crowsnest Pass Senior Housing Board
- Crowsnest Pass Community Pool Society
- Crowsnest Community Library Board



BUDGET IN BRIEF

As directed by Council, the proposed 2021 Budget has been developed to maintain 2020 Service Levels unless a new project has been identified and approved by Council. The municipal portion of property tax pays for services that you as residents rely upon, includes everything from fire protection, recreation facilities, street sweeping, snow clearing and road repairs.

The proposed 2021 Budget consists of an Operating Budget of \$19.1 million, which includes municipal operations and utilities and a Capital Budget of \$5.7 million of which \$2.8 million is projects previously approved and carried forward from 2020.

In developing the annual municipal budget, Council and administration are constantly forced to make difficult decisions about which projects and initiatives to fund, appropriate service levels and how the municipality can achieve its future goals. There are external and internal factors that affect the budget such as: inflation, interest rates, new initiatives, wage increases, government legislations and unpredictable funding from the province.



OPERATING BUDGET

In summary, the Operating Budget maintains current service levels and reflects:

Committed / Capital Plans: Previously approved capital projects that affect the 2021 Operating Budget. For example, debenture payments on Frank Wastewater Treatment Plan that was approved in 2014 but is still on going.

Inflation: Increased to maintain current service levels

New Initiatives: This is either due to new initiatives from Administration or Council that affect current service levels. For 2021, Council and Administration considered 36 new initiatives valued at \$3,112,810 of which Administration is recommending 27 new initiatives valued at \$3,024,064.

External Pressures: Enhanced policing and increased insurance and utility rates will affect the budget on an annual basis. The municipality has no control over these expenditures and will have to budget for them accordingly.

Like all municipalities in Alberta, Crowsnest Pass' Operating Budget is primarily funded through user fees and property taxes.

CAPITAL BUDGET

Municipal infrastructure is critical to service delivery and ensuring quality of life for you as a resident, now and in the future. The Capital Budget is funded primarily through reserves, provincial and federal grants and when necessary, debt.



DID YOU know? *The Municipality of Crowsnest Pass provides financial support to various community non-profit groups and organizations. For 2020, these contributions will exceed \$473,000 and are categorized as "Grants and Donations to Community Organizations"*

Operating Account Summary By GL Type - No Initiatives

Budget Year 2021

		2020	2021	Variance	2022	2023
Revenues	ASFF Taxes	2,648,760	2,648,760	0	2,648,760	2,772,004
	Conditional Grants	503,975	480,904	(23,071)	480,904	480,904
	DIP Taxes	0	0	0		
	Donations	24,826	23,893	(933)	24,300	25,224
	Franchise Fees	1,107,000	1,201,893	94,893	1,218,762	1,236,237
	Inter-Department Revenues	0	619,516	619,516	619,516	619,516
	Interest and Penalties	105,915	106,500	585	108,500	109,500
	Investments Interests	77,409	85,000	7,591	85,000	85,000
	Licenses and Fees	300,405	318,155	17,750	321,987	325,797
	Other Revenues and Cost Recoveries	935,341	261,315	(674,026)	264,330	267,338
	Property Taxes	0	4,734	4,734	4,843	4,954
	Rental Income	231,927	262,600	30,673	266,709	270,756
	Sale of Goods and Services	4,076,834	4,227,948	151,114	4,314,309	4,408,219
	Transfers from Reserves	20,000	50,143	30,143	0	0
	Total	10,032,392	10,291,361	258,969	10,357,920	10,605,449
Expenses	Administration	759,871	749,092	(10,779)	751,540	854,812
	Contracted Services	2,060,064	2,088,556	28,492	2,188,328	2,162,468
	DIP Requisition	4,734	4,734	(0)	4,843	4,954
	Grants to Organizations	849,641	920,995	71,354	972,298	982,154
	Inter-Department Expenses	616,266	619,516	3,250	630,930	646,726
	Operations	3,020,452	3,108,810	88,358	3,130,151	3,194,831
	Rebates	44,000	44,000	0	44,000	44,000
	Repairs and Maintenance	431,781	380,477	(51,304)	392,363	415,983
	Requisitions	2,648,760	2,648,760	0	2,648,760	2,772,004
	Salaries, Wages and Benefits	6,703,525	6,974,820	271,295	6,992,021	7,008,177
	Service Charges and Interest	196,597	240,654	44,057	269,081	256,450
	Transfer to Reserves	800,964	781,766	(19,198)	609,574	616,097
	Waste Disposal	132,379	147,316	14,937	150,643	153,302
	Principal Debt Repayment	334,659	389,271	54,612	515,573	664,266
	Total	18,603,693	19,098,766	495,073	19,300,104	19,776,226
Municipal Property Tax		8,571,301	8,807,405	236,104	8,942,184	9,170,776
Year Over Year Increase			2.75%		1.53%	2.56%

Operating Account Summary by Department - No Initiatives

Budget Year: 2021

Department Costing Center	2020 Budget	2021 Budget	Variance	2022	2023
Revenues					
Community Services					
Culture	134,827	139,400	4,573	141,409	143,441
FCSS	231,204	231,750	546	231,804	232,719
Green Spaces	34,601	20,600	(14,001)	20,600	20,715
Recreation Facilities	176,400	225,251	48,851	225,350	225,250
Recreation Programs	36,502	44,200	7,698	44,200	44,200
Transit	13,000	13,000	0	13,000	13,000
Pool	124,000	129,000	5,000	129,000	129,000
Ski Hill	484,250	499,500	15,250	519,000	544,279
Corporate Services					
Elections	0	32,643	32,643	0	0
Council					
Council	0	17,500	17,500	0	0
Development, Engineering & Operations					
Development and Trades	203,750	215,750	12,000	217,475	219,240
Facility Maintenance	276,480	252,269	(24,211)	252,269	252,269
Fleet	388,209	367,247	(20,962)	367,247	367,247
Transportation	12,650	14,600	1,950	14,600	14,600
Utilities	3,353,161	3,557,444	204,283	3,628,521	3,701,020
Finance					
Finance	75,553	76,600	1,047	76,600	76,600
Information Technology	146,479	130,000	(16,479)	130,000	130,000
General Government					
General Government	3,943,389	4,051,192	107,803	4,070,379	4,212,314
Protective Services					
AG& Environmental	211,939	113,100	(98,839)	113,100	113,100
Enforcement	82,815	82,815	0	84,728	86,677
Fire Rescue	103,183	77,500	(25,683)	78,638	79,779
Total Revenue	10,032,392	10,291,361	258,969	10,357,920	10,605,449

Operating Account Summary by Department - No Initiatives

Department Costing Center	2020 Budget	2021 Budget	Variance	2022	2023
Expenses					
CAO Office					
CAO Office	647,938	664,586	16,648	665,850	768,870
Economic Development	77,765	82,400	4,635	83,945	85,490
Community Services					
Culture	534,084	643,518	109,434	647,580	534,811
FCSS	282,701	282,680	(21)	283,303	284,318
Green Spaces	157,352	187,810	30,458	187,492	182,653
Recreation Facilities	1,048,440	1,009,081	(39,359)	998,431	994,757
Recreation Programs	275,537	296,886	21,349	299,517	299,970
Trails	0	2,500	2,500	2,750	3,000
Transit	72,056	61,144	(10,912)	61,590	61,988
Pool	253,535	255,104	1,569	253,457	252,170
Ski Hill	755,840	802,247	46,407	819,860	894,023
Corporate Services					
Corporate Services	423,742	426,830	3,088	427,991	427,991
Elections	0	32,643	32,643	0	0
Health and Safety	125,423	119,511	(5,912)	123,950	119,984
Council					
Council	213,396	242,719	29,323	227,631	228,161
Development, Engineering & Operations					
Development and Trades	797,696	609,635	(188,061)	615,219	618,002
Facility Maintenance	280,787	464,829	184,042	469,606	471,666
Fleet	473,884	537,761	63,877	548,257	556,640
Transportation	3,085,864	3,128,210	42,346	3,168,878	3,202,653
Utilities	2,757,344	2,804,078	46,734	2,874,816	2,894,922
Finance					
Finance	1,007,061	973,904	(33,157)	982,128	986,351
Information Technology	322,390	338,650	16,260	338,650	338,650
Warehouse	115,292	114,412	(880)	115,292	115,939
General Government					
General Government	3,315,739	3,226,165	(89,574)	3,093,002	3,221,652
Protective Services					
AG& Environmental	393,292	322,208	(71,084)	334,645	339,955
Enforcement	220,508	423,683	203,175	489,585	552,680
Fire Rescue	631,368	656,301	24,933	671,107	674,663
Principal Debt Repayment	334,659	389,271	54,612	515,573	664,266
Total Expenses	18,603,693	19,098,766	495,073	19,300,104	19,776,226
Municipal Property Tax	8,571,301	8,807,405	236,104	8,942,184	9,170,776

Operating Account Summary By GL Type - Initiatives

Budget Year 2021 & From Stage <All> To Stage <All>

		2020	2021	Variance	2022	2023
Revenues	ASFF Taxes	2,648,760	2,648,760	0	2,648,760	2,772,004
	Conditional Grants	503,975	490,904	(13,071)	480,904	480,904
	DIP Taxes	0	0	0		
	Donations	24,826	23,893	(933)	24,300	25,224
	Franchise Fees	1,107,000	1,201,893	94,893	1,218,762	1,236,237
	Inter-Department Revenues	0	619,516	619,516	619,516	619,516
	Interest and Penalties	105,915	106,500	585	108,500	109,500
	Investments Interests	77,409	85,000	7,591	85,000	85,000
	Licenses and Fees	300,405	354,655	54,250	358,262	361,837
	Other Revenues and Cost Recoveries	935,341	302,815	(632,526)	239,330	242,338
	Property Taxes	0	4,734	4,734	4,843	4,954
	Rental Income	231,927	262,600	30,673	266,709	270,756
	Sale of Goods and Services	4,076,834	4,227,948	151,114	4,314,309	4,408,219
	Transfers from Reserves	20,000	304,643	284,643	0	0
	Total	10,032,392	10,633,861	601,469	10,369,194	10,616,490
Expenses	Administration	759,871	749,092	(10,779)	751,540	854,812
	Contracted Services	2,060,064	2,304,056	243,992	2,188,328	2,279,468
	DIP Requisition	4,734	4,734	(0)	4,843	4,954
	Grants to Organizations	849,641	930,995	81,354	972,298	982,154
	Inter-Department Expenses	616,266	619,516	3,250	630,930	646,726
	Operations	3,020,452	3,214,310	193,858	3,130,151	3,194,831
	Rebates	44,000	44,000	0	44,000	44,000
	Repairs and Maintenance	431,781	380,477	(51,304)	392,363	415,983
	Requisitions	2,648,760	2,648,760	0	2,648,760	2,772,004
	Salaries, Wages and Benefits	6,703,525	6,865,477	161,952	6,962,495	6,978,651
	Service Charges and Interest	196,597	240,654	44,057	269,081	256,450
	Transfer to Reserves	800,964	881,766	80,802	609,574	616,097
	Waste Disposal	132,379	147,316	14,937	150,643	153,302
	Principal Debt Repayment	334,659	389,271	54,612	515,573	664,266
	Total	18,603,693	19,420,424	816,731	19,270,578	19,863,699
Municipal Property Tax		8,571,301	8,786,563	215,262	8,901,383	9,247,209
Year Over Year Increase			2.51%		1.31%	3.89%

Operating Account Summary by Department - Initiatives

Budget Year: 2021

Department Costing Center	2020 Budget	2021 Budget	Variance	2022	2023
Revenues					
CAO Office					
Economic Development	0	76,500	76,500	0	0
Community Services					
Culture	134,827	139,400	4,573	141,409	143,441
FCSS	231,204	231,750	546	231,804	232,719
Green Spaces	34,601	58,100	23,499	20,600	20,715
Recreation Facilities	176,400	248,251	71,851	215,350	215,250
Recreation Programs	36,502	44,200	7,698	44,200	44,200
Transit	13,000	13,000	0	13,000	13,000
Pool	124,000	126,500	2,500	126,500	126,500
Ski Hill	484,250	546,000	61,750	506,500	531,779
Corporate Services					
Elections	0	32,643	32,643	0	0
Council					
Council	0	17,500	17,500	0	0
Development, Engineering & Operations					
Development and Trades	203,750	215,750	12,000	217,475	219,240
Facility Maintenance	276,480	262,269	(14,211)	252,269	252,269
Fleet	388,209	367,247	(20,962)	367,247	367,247
Transportation	12,650	64,600	51,950	14,600	14,600
Utilities	3,353,161	3,607,444	254,283	3,628,521	3,701,020
Finance					
Finance	75,553	91,600	16,047	76,600	76,600
Information Technology	146,479	130,000	(16,479)	130,000	130,000
General Government					
General Government	3,943,389	4,051,192	107,803	4,070,379	4,212,314
Protective Services					
AG& Environmental	211,939	113,100	(98,839)	113,100	113,100
Enforcement	82,815	119,315	36,500	121,003	122,717
Fire Rescue	103,183	77,500	(25,683)	78,638	79,779
Total Revenue	10,032,392	10,633,861	601,469	10,369,195	10,616,489

Operating Account Summary by Department - Initiatives

Department Costing Center	2020 Budget	2021 Budget	Variance	2022	2023
Expenses					
CAO Office					
CAO Office	647,938	663,574	15,636	664,835	767,855
Economic Development	77,765	158,900	81,135	83,945	85,490
Community Services					
Culture	534,084	643,518	109,434	647,580	651,811
FCSS	282,701	282,256	(445)	282,875	283,890
Green Spaces	157,352	229,549	72,197	191,773	186,934
Recreation Facilities	1,048,440	1,039,310	(9,130)	995,636	991,961
Recreation Programs	275,537	295,660	20,123	298,284	298,737
Trails	0	2,500	2,500	2,750	3,000
Transit	72,056	60,945	(11,111)	61,389	61,787
Pool	253,535	254,243	708	252,596	251,309
Ski Hill	755,840	858,642	102,802	817,250	891,414
Corporate Services					
Corporate Services	423,742	425,303	1,561	426,454	426,454
Elections	0	32,639	32,639	0	0
Health and Safety	125,423	119,026	(6,397)	123,460	119,494
Council					
Council	213,396	241,638	28,242	226,539	227,069
Development, Engineering & Operations					
Development and Trades	797,696	607,643	(190,053)	613,213	615,996
Facility Maintenance	280,787	473,139	192,352	467,902	469,962
Fleet	473,884	536,658	62,774	547,143	555,526
Transportation	3,085,864	3,172,565	86,701	3,163,186	3,196,962
Utilities	2,757,344	2,850,065	92,721	2,870,772	2,890,878
Finance					
Finance	1,007,061	986,138	(20,923)	979,341	983,564
Information Technology	322,390	338,650	16,260	338,650	338,650
Warehouse	115,292	113,933	(1,359)	114,808	115,456
General Government					
General Government	3,315,739	3,246,165	(69,574)	3,093,002	3,221,652
Protective Services					
AG& Environmental	393,292	321,278	(72,014)	333,709	339,019
Enforcement	220,508	422,590	202,082	488,483	551,578
Fire Rescue	631,368	654,624	23,256	669,430	672,986
Principal Debt Repayment	334,659	389,271	54,612	515,573	664,266
Total Expenses	18,603,693	19,420,422	816,729	19,270,578	19,863,700
Municipal Property Tax	8,571,301	8,786,561	215,260	8,901,383	9,247,211

2021 NEW INITIATIVES

Department	Initiative	Requested Amount	Recommended Amount	Funding Source
2020 Initiatives deferred to 2021				
Community Services	Replace Loaner Bear Proof Bins	11,000	10,000	Alberta Recycling Grant
Ski Hill	Magic Carpet	230,000	-	
Utilities	Chlorine Automatic Shutoff Valves	40,000	40,000	Water utility reserve
Utilities	Dredge Lagoon	100,000	-	
2021 Initiatives				
Community Services	Crowsnest Lake Boat Ramp	39,000	39,000	Mill rate stabilization reserve
Community Services	Curling Club Banquet Room Table and Chairs	8,000	8,000	Mill rate stabilization reserve
Community Services	Municipal Office Green Space Upgrade	10,310	10,000	Fortis grant
Community Services	Playground Replacement - Flumerfelt	67,000	67,000	Green space reserve
Community Services	Remote Bathroom permanent(1)	56,000	168,000	Municipal Stimulus Grant
Community Services	Revitalization	10,000	10,000	Green space reserve
Community Services	Self Watering Planters	17,500	17,500	Mill rate stabilization reserve
Community Services	Trail Expansion and Improvements	50,000	539,064	Municipal Stimulus Grant
Corporate Services	Community Float	50,000	-	
Corporate Services	Staffing Tourism Information Hut	66,500	66,500	Tourism Levy
Finance	Business Facade	25,000	25,000	Roads reserve
Finance	Upgrade Finance System to next version	25,000	25,000	Roads reserve
Operations	Pedestrian Crosswalk	10,000	10,000	Mill rate stabilization reserve
Operations	Speed Warning Signs (3)	15,000	15,000	IT reserve
Operations	Ski hill Lodge Roof Repair	25,000	25,000	MSI grant
Operations	Aerial Fire Truck (Ladder)	1,500,000	1,500,000	Debenture
Operations	Air Monitoring Stations (3)	116,000	-	
Operations	Coleman Seniors Roof and Gutter	30,000	30,000	MSI grant
Operations	Complex complete Elevator Room Construction	15,000	15,000	Facilities reserve
Operations	Complex Doors	10,000	10,000	Facilities reserve
Operations	Elk's Hall Roof Replacement	50,000	50,000	MSI grant
Operations	Hillcrest Lagoon Coontail Eradication	50,000	50,000	Wastewater utility reserve
Operations	Locomotive / Statue Restoration	80,000	-	
Operations	Motor Control Centre Upgrade (Blairmore)	200,000	200,000	MSI grant
Operations	Recycling Program	-	-	
Operations	Relocate west fence Pool	20,000	-	
Operations	Security Cameras	30,000	10,000	Facilities reserve
Operations	Trench Box System (2)	25,000	25,000	Wastewater utility reserve
Operations	Welcome Sign Relocate to East Boundary	65,000	-	
Protective Services	Karelian Bear Dog Program	7,500	-	
Ski Hill	Kitchen Renovation	14,000	14,000	Ski Hill reserve
Ski Hill	Snowmaking Pipe Replacement Plan	45,000	45,000	Ski Hill reserve
		3,112,810	3,024,064	

2021 GRANTS TO COMMUNITY ORGANIZATIONS

Category 1 Operating Grants	Description	2021 Funding Request	Note	Recommendation
Crow Snow Riders	Operational Expenses	\$ 15,200.00		\$ 14,700.00
UROC	Operational Expenses	\$ 5,000.00		\$ 3,100.00
Crowsnest Pass Allied Arts Association	Operational Expenses	\$ 22,500.00		\$ 22,500.00
Crowsnest Museum & Archives (Crowsnest Historical Society)	Operational Expenses	\$ 25,000.00		\$ 22,500.00
Nordic Ski Club	Operational Expenses	\$ 44,570.00		\$ 44,570.00
Blairmore Lions Club	Operational Expenses	\$ 10,000.00		\$ 3,000.00
Bellevue Underground Mine (Crowsnest Pass Ecomuseum Trust Society)	Operational Expenses	\$ 25,000.00		\$ 22,000.00
STARS Air Ambulance	Operational Expenses	\$ 5,000.00		\$ 5,000.00
Lifelong Learning	Operational Expenses	\$ 5,000.00		\$ -
Crowsnest Pass Golf Club	Operational Expenses (Offset by Water Levy)	\$ 70,000.00		\$ 70,000.00
Regional Airport	Operational Expenses	\$ 25,000.00		\$ 25,000.00
TOTAL REQUESTED		\$ 252,270.00		\$ 232,370.00

Category 2 Event Grants	Event	2021 Funding Request	Note	Recommendation
CNP Chamber of Commerce Association	Crowsnest Pass Lifestyle & Outdoor Adventure Show	\$ 3,491.00		\$ 3,491.00
Kananaskis Rodeo Association	Kananaskis Pro Rodeo	\$ -	1	27,600.00
Coleman Community Society	Various events	\$ -	1	5,000.00
Crowsnest Pass Doors Open & Heritage Festival	Crowsnest Pass Doors Open & Heritage Festival 2021	\$ 5,000.00		\$ 5,000.00
Crowsnest Consolidated High School	2021 Graduation Ceremonies	\$ 1,000.00		\$ 4,000.00
Bellecrest Community Association	Bellecrest Days 2021	\$ 5,000.00	1	\$ 5,000.00
Crowsnest Cando	Wintervention 2021	\$ 5,000.00		\$ -
Red Ravens Performing Arts Society	Treasure Island	\$ 4,000.00		\$ 2,000.00
Crowsnest Pass Agricultural Society	The Pole and Spur - Skijoring Event	\$ 1,000.00		\$ 1,000.00
TOTAL REQUESTED		\$ 24,491.00		\$ 53,091.00

Category 3 Funding	Event	Amount
High School Scholarship	Graduation Scholarship	\$ 1,000.00
Other Funding Allocations	Various	\$ 4,000.00
TOTAL AVAILABLE		\$ 5,000.00

FCSS	2021 Funding Request	Recommendation
Boys and Girls Club of the Foothills	\$ 20,000.00	\$ 10,000.00
Literacy Foundation- Brat Pack	\$ 1,000.00	\$ 1,000.00
Brighter Futures Project	\$ 21,500.00	\$ -
CNP 40 Youth	\$ 15,680.00	\$ 15,680.00
Kids Kollege Nursery School	\$ 18,000.00	\$ 18,000.00
Literacy Foundation - Peer Tutor & Home Visit	\$ 18,000.00	\$ 18,000.00
Indoor Playground	\$ 3,500.00	\$ -
Ranchlands Victim Services	\$ 3,500.00	\$ 3,500.00
Family Resource Center	\$ 25,000.00	\$ 18,000.00
Donna's ABC Daycare	\$ 240.00	\$ 240.00
Category 2 Funding - new initiatives	\$ -	\$ 5,000.00
TOTAL REQUESTED	\$ 126,420.00	\$ 89,420.00

Note 1 2020 funding will be applied to 2021 and 2021 ask will be moved to reserve.



2021 PROPOSED STAFFING

DEPARTMENT	2019 STAFFING	2020 STAFFING	2021 PROPOSED
Council	0.0	0.0	0.0
Office of the CAO	2.0	2.0	2.0
Corporate Services	4.0	4.0	4.0
Finance	7.5	7.5	7.5
Protective Services	4.0	4.0	5.0(2)
Community Services	8.75	8.75	8.75
Transportation Services	14.5	14.5	14.5
Utilities Services	7.5	7.5	7.5
Development and Trades	7	7	7
Ski Hill			3 (3)
Total Permanent FTE	55.25	55.25	59.25
Permanent Casual Staffing			
Community Services		5 (1)	5
Corporate Services		1	1
Temporary/Summer Staffing			
Community Services		5 summer students	5 summer students
Protective Services		2 summer weed inspectors	2 summer weed inspectors
Transportation		2 summer labourers	2 summer labourers

STAFFING CHANGES:

- (1) Casual hours for Community Services Playground New Initiative
- (2) A second full time CPO position was approved by Council mid 2020
- (3) Ski Hill Manager, 2 Millwright Positions have been in place for some time however are just being added to this chart as the Ski Hill comes under the Municipality



COUNCIL

COUNCIL

Municipal Council consists of one Mayor and six Councilors that are elected to a four-year term of office. As a governing body, Council's role is to:

- » Represent the public and consider the well-being interest of the municipality
- » Develop and evaluate policies and programs that benefit the municipality
- » Ensure accountability and transparency of municipal operations
- » Carry out the duties of Council as required under the MGA and other legislations

In addition to regular Council meetings, Councilors also attend meetings of an additional 14 boards and committees within the community along with several non-affiliated organizations throughout the region. Through the approval of budgets and votes on decisions that share land use planning, programs, services and facility and infrastructure development, Council is the steward of the vision for our community's future.

2020 Accomplishments:

- 652 Motions passed to date
- 26 Regular Council Meetings
- 3 GPC Meetings
- 3 Special Council Meetings
- 2 Budget Meetings
- Numerous Board and Committee Meetings
- Passed 23 Bylaws
- Adopted 13 Policies
- Completed an Intermunicipal Development Plan with our neighbour of the MD of Ranchlands
- Completed a new Municipal Development Plan replacing the 2001 version

2021 Plans and Priorities:

- Amend the Land Use Bylaw to align with the Municipal Development Plan
- Lobby the provincial government to address the funding gap on the Frank Wastewater Treatment Plant
- Complete an Intermunicipal Collaboration Framework with the MD of Pincher Creek

Budget by Department with Projection

Department: Council

	2020	2021	Variance	2022	2023
Revenues:					
Transfer from Reserves	0	17,500	17,500	0	0
Total Revenues	0	17,500	17,500	0	0
Expenses:					
Administration	25,358	24,385	(973)	24,986	25,285
Contracted Services	1,400	1,400	0	1,468	1,502
Operations	10,345	27,691	17,346	10,590	10,788
Salaries, Wages and Benefits	169,495	179,535	10,040	181,339	181,339
Transfer to Reserves	6,798	8,627	1,829	8,156	8,156
Total Expenses	213,396	241,638	28,242	226,539	227,070
Net Total	(213,396)	(224,138)	(10,742)	(226,539)	(227,070)



GENERAL ADMINISTRATION

- » General Government
- » CAO Office
- » Economic Development
- » Corporate Services
- » Health & Safety
- » Financial Services
- » Information Technology
- » Municipal Warehouse

Budget by Department with Projection

Department: General Government

	2020	2021	Variance	2022	2023
Revenues:					
ASFF Taxes	2,648,760	2,648,760	0	2,648,760	2,772,004
Franchise Fees	1,107,000	1,201,893	94,893	1,218,762	1,236,237
Interest and Penalties	105,915	106,500	585	108,500	109,500
Investments Interests	77,409	85,000	7,591	85,000	85,000
Licenses and Fees	4,305	4,305	0	4,514	4,618
Property Taxes	0	4,734	4,734	4,843	4,954
Total Revenues	3,943,389	4,051,192	107,803	4,070,379	4,212,313
Expenses:					
DIP Requisition	4,734	4,734	(0)	4,843	4,954
Grants to Organizations	376,039	385,134	9,095	392,837	400,693
Rebates	44,000	44,000	0	44,000	44,000
Requisitions	2,648,760	2,648,760	0	2,648,760	2,772,004
Salaries, Wages and Benefits	0	(80,000)	(80,000)		
Transfer to Reserves	242,206	243,537	1,331	2,562	-
Total Expenses	3,315,739	3,246,165	(69,574)	3,093,002	3,221,651
Net Total	627,650	805,027	177,377	977,377	990,662

CAO OFFICE

The management of the municipal administration for the Municipality of Crowsnest Pass is the responsibility of the Chief Administrative Officer (CAO). Appointed by Council, the CAO's authority is established by the CAO Bylaw and the Municipal Government Act (MGA). The CAO attends meetings of Council and is responsible for providing advice to Council in executing their decisions. The CAO works with the Senior Leadership Team to ensure effective and efficient delivery of Municipal services.

The CAO is assisted by an Executive Assistant who manages the day to day administrative needs of the Mayor and the CAO. The Executive Assistant maintains, schedules, acknowledges and coordinates timely correspondence, manages travel, prepares all council packages and is present at all council meetings to record minutes.

2020 Accomplishments:

- Completed Municipal Development Plan
- Completed General Committees Bylaw and Council Procedure Bylaw
- Completed full review of bylaw registry
- Completed municipal land development leadership toolkit
- Completed Intermunicipal Collaboration Framework process with the MD of Ranchlands
- Completed collective bargaining negotiations with CUPE Local 812
- Completed Emergency management tabletop exercise along
- Completed Frank WWTP Upgrade tendering
- Completed Downtown Coleman Revitalization project

2021 Plans and Priorities:

- Finalize remaining Council Committees by bylaw
- Update Land Use Bylaw
- Complete Intermunicipal Collaboration Framework process with the MD of Pincher Creek
- Continue Emergency Management training for the organization
- Begin construction for the Frank WWTP Upgrade

Budget By Department with Projection

Department: CAO Office

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	0	0	0	0	0
Other Revenues and Cost Recoveries	0	66,500	0	0	0
Transfers from Reserves	0	10,000	0	0	0
Total Revenues	0	76,500	0	0	0
Expenses:					
Administration	271,036	324,920	53,884	325,410	425,430
Contracted Services	69,000	136,500	67,500	71,500	73,000
Grants to Organization	0	10,000	10,000	0	0
Operations	6,836	14,100	7,264	14,100	14,100
Salaries, Wages and Benefits	357,694	315,372	(42,322)	316,106	316,106
Transfer to Reserves	21,137	21,582	445	21,664	24,709
Total Expenses	725,703	822,474	86,771	748,780	853,345
Net Total	(725,703)	(745,974)	(86,771)	(748,780)	(853,345)

Budget By Sub-Department with Projection

Sub Department: CAO Office

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	0	0	0	0	0
Donations	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0
Total Revenues	0	0	0	0	0
Expenses:					
Administration	266,536	316,420	49,884	316,910	416,930
Contracted Services	0	0	0	0	0
Operations	6,836	14,100	7,264	14,100	14,100
Salaries, Wages and Benefits	355,694	313,872	(41,822)	314,606	314,606
Transfer to Reserves	18,872	19,182	310	19,219	22,219
Total Expenses	647,938	663,574	15,636	664,835	767,855
Net Total	(647,938)	(663,574)	(15,636)	(664,835)	(767,855)

Budget By Sub-Department with Projection

Sub Department: Economic Development

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	0	0	0	0	0
Donations	0	0	0	0	0
Other Revenues and Cost Recoveries	0	66,500	0	0	0
Transfers from Reserves	0	10,000	0	0	0
Total Revenues	0	76,500	0	0	0
Expenses:					
Administration	4,500	8,500	4,000	8,500	8,500
Contracted Services	69,000	136,500	67,500	71,500	73,000
Grants to Organizations	0	10,000			
Operations	0	0	0	0	0
Salaries, Wages and Benefits	2,000	1,500	(500)	1,500	1,500
Transfer to Reserves	2,265	2,400	135	2,445	2,490
Total Expenses	77,765	158,900	71,135	83,945	85,490
Net Total	(77,765)	(82,400)	(71,135)	(83,945)	(85,490)

CORPORATE SERVICES

The Corporate Services Department provides enterprise-wide support to the organization in service to internal and external customers. The department provides the following support service:

- » Human Resources: Benefits, compensation, training and development, workforce planning (hiring, onboarding, performance), labor relations and workplace investigations
- » Communications: including advertising, social media, website, community handbook, newsletters, press releases and ensuring compliance with the municipal brand
- » Health and Safety: More details in the next section
- » Document Management and Retention
- » Freedom of Information, Protection and Privacy (FOIP) coordination
- » Elections

2020 Accomplishments:

- 15 Municipal Employment Competitions plus pool and ski hill seasonal ads netting 121 new employees onboarded into existing positions (includes Municipal, Pool, Ski Hill, Paid-On-Call and Election);
- 74,494 sessions on the Municipal Website in 2019 from 49,218 Users. The average session duration was 1:38 seconds.
- 600 posts on Facebook;
- 12 newsletters, 288 radio ads, 51 regular newspaper ads;
- 4806 Cash Receipting Transactions through Reception (customers served- not electronic);
- 5 FOIP Requests- 2 Development, 1 Human Resources, 1 Operations, 1 Personal Information;
- 3 general requests for information, 3 complaint forms.

2021 Plans and Priorities:

- FOIP and complaint forms filled within 30 days
- Implement Laserfiche including establishment of the Steering Committee to look at work process improvements
- Conduct 2021 Election including Municipal Councillor, Municipal Mayor, School Board Trustee, Senate and Referendum ballots
- Staffing of Tourism Information Hut

Budget by Department with Projection

Department: Corporate Services

	2020	2021	Variance	2022	2023
Revenues:					
Transfers from Reserves	0	32,643	32,643	0	0
Total Revenues	0	32,643	32,643	0	0
Expenses:					
Administration	78,307	88,980	10,673	89,547	86,367
Contracted Services	7,326	7,300	(26)	7,300	7,300
Operations	20,545	24,900	4,355	19,900	19,230
Salaries, Wages and Benefits	426,992	439,875	12,883	417,090	417,090
Transfer to Reserves	15,995	15,913	(82)	16,076	15,961
Total Expenses	549,165	576,968	27,803	549,913	545,948
Net Total	(549,165)	(544,325)	4,840	(549,913)	(545,948)

Budget by Sub-Department with Projection

Sub-Department: Corporate Services

	2020	2021	Variance	2022	2023
Revenues:					
Transfers from Reserves	0	0	0	0	0
Total Revenues	0	0	0	0 0	0
Expenses:					
Administration	73,128	82,510	9,382	81,637	81,637
Contracted Services	0	0	0	0	0
Operations	9,351	9,350	(1)	9,350	9,350
Salaries, Wages and Benefits	328,921	321,011	(7,910)	323,001	323,001
Transfer to Reserves	12,342	12,432	90	12,466	12,466
Total Expenses	423,742	425,303	1,561	426,454	426,454
Net Total	(423,742)	(425,303)	(1,561)	(426,454)	(426,454)

Budget by Sub-Department with Projection

Sub-Department: Election

	2020	2021	Variance	2022	2023
Revenues:					
Investments Interests	0	0	0	0	0
Transfers from Reserves	0	32,643	32,643	0	0
Total Revenues	0	32,643	32,643	0	0
Expenses:					
Administration	0	2,000	2,000	0	0
Contracted Services	0	0	0	0	0
Operations	0	5,000	5,000	0	0
Salaries, Wages and Benefits	0	25,639	25,639	0	0
Transfer to Reserves	0	0	0	0	0
Total Expenses	0	32,639	32,639	0	0
Net Total	0	4	4	0	0

HEALTH AND SAFETY

As part of the Corporate Services Department, the Health and Safety Department administers the following programs:

- » COR Auditing
- » Health and Safety training for all employees
- » Pre-employment screening
- » Motor vehicle licensing and commercial vehicle compliance
- » All Staff and Joint Occupational Health and Safety Committee
- » Incident and accident reporting and investigation
- » Advisory on health and safety issues and concerns
- » Formal workplace inspections
- » Ensuring municipal compliance with OHS legislation

2020 Accomplishments:

- Completed Internal Safety Audit for COR
- 31 seats of safety training provided; 9 seats of Incident Command and Basic Emergency Management training.

2021 Plans and Priorities:

- 5 days lost time or less (WCB)
- 100 seats of safety training



DID YOU know? *The Municipality of Crowsnest Pass has an official travel and tourism website? The website provides information on everything related to tourism in the Pass. Visit www.qocrowsnest.ca for more info.*

Budget by Sub-Department with Projection

Sub-Department: Health and Safety

	2020	2021	Variance	2022	2023
Revenues:					
Transfers from Reserves	0	0	0	0	0
Total Revenues	0	0	0	0	0
Expenses:					
Administration	5,179	4,470	(709)	7,910	4,730
Contracted Services	7,326	7,300	(26)	7,300	7,300
Operations	11,194	10,550	(644)	10,550	9,880
Salaries, Wages and Benefits	98,071	93,225	(4,846)	94,089	94,089
Transfer to Reserves	3,653	3,481	(172)	3,610	3,495
Total Expenses	125,423	119,026	(6,397)	123,459	119,494
Net Total	(125,423)	(119,026)	6,397	(123,459)	(119,494)

FINANCIAL SERVICES

The Financial Services Department is responsible for the overall financial administration as well as Information Technology management of the Municipality of Crowsnest Pass. Core responsibility of the department includes:

- » Management, development and monitoring of operating and capital budgets
- » Administration of municipal revenues including property taxes, requisitions, utilities, business and dog licensing
- » Corporate accounting and financial reporting functions including accounts payable, accounts receivable, general ledger maintenance and adjustments
- » Investment of municipal funds, managing the municipality's debt requirements, borrowing and managing backing arrangements and administration
- » Management of the municipality's financial software
- » Oversight of the municipality's insurance program including renewals and claims
- » Financial administration support to all municipal departments including pool and ski hill
- » Property assessment and taxation
- » Payroll processing
- » Information and Technology: responsible for supporting all the Municipality's integrated software applications and coordinate telecommunications requirements such as phones and mobile devices.

2020 Accomplishments:

- ESEND signup over 1100 users or 1/3 of customers
- Processed over 200 tax and utility senior's rebate applications
- Refined new budget operating system
- Reviewed all finance related open bylaws
- Begun review of financial policies
- Transferred all municipal phonedlines to Shaw

2021 Plans and Priorities:

- Investigate work order system
- Continue to refine the budget software and implement Capital component
- Formalize training for users of budget software
- Improve overall municipal purchasing process
- Review and update finance policies
- Continue to refine IT Lifecycle Management System
- Develop interdepartmental charges policy
- Implement Business Facade program
- Upgrade finance system to next version

Budget by Department with Projection

Department: Finance

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	146,479	130,000	(16,479)	130,000	130,000
Investments Interests	0	0	0	0	
Licenses and Fees	69,700	75,000	5,300	75,000	75,000
Other Revenues and Cost Recoveries	5,253	1,000	(4,253)	1,000	1,000
Sale of Goods and Services	600	600	0	600	600
Transfers from Reserves	0	15,000	15,000	0	
Total Revenues	222,032	221,600	(432)	206,600	206,600
Expenses:					
Administration	158,455	132,000	(26,455)	133,000	133,888
Contracted Services	400,194	390,000	(10,194)	378,000	381,000
Operations	176,843	187,527	10,684	187,627	188,467
Rebates	0	0	0	0	
Salaries, Wages and Benefits	664,977	667,846	2,869	672,558	672,558
Service Charges and Interest	2,777	16,000	13,223	16,000	16,000
Transfer to Reserves	41,497	45,348	3,851	45,614	45,756
Total Expenses	1,444,743	1,438,721	(6,022)	1,432,799	1,437,669
Net Total	(1,222,711)	(1,217,121)	5,590	(1,226,199)	(1,231,069)

Budget by Sub-Department with Projection

Sub-Department: Finance

	2020	2021	Variance	2022	2023
Revenues:					
Licenses and Fees	69,700	75,000	5,300	75,000	75,000
Other Revenues and Cost Recoveries	5,253	1,000	(4,253)	1,000	1,000
Sale of Goods and Services	600	600	0	600	600
Transfers from Reserves	0	15,000	15,000	0	0
Total Revenues	75,553	91,600	16,047	0	76,600
Expenses:					
Administration	148,955	123,000	(25,955)	124,000	125,000
Contracted Services	185,194	190,000	4,806	178,000	181,000
Operations	69,766	52,900	(16,866)	53,000	53,100
Rebates	0	0	0	0	
Salaries, Wages and Benefits	571,620	575,872	4,252	579,735	579,735
Service Charges and Interest	2,777	16,000	13,223	16,000	16,000
Transfer to Reserves	28,749	28,366	(383)	28,606	28,729
Total Expenses	1,007,061	986,138	(20,923)	979,341	983,564
Net Total	(931,508)	(894,538)	36,970	(979,341)	(906,964)

Budget by Sub-Department with Projection

Sub-Department: Information Technology

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	146,479	130,000	(16,479)	130,000	130,000
Total Revenues	146,479	130,000	(16,479)	130,000	130,000
Expenses:					
Contracted Services	215,000	200,000	(15,000)	200,000	200,000
Operations	98,000	125,000	27,000	125,000	125,000
Transfer to Reserves	9,390	13,650	4,260	13,650	13,650
Total Expenses	322,390	338,650	16,260	338,650	338,650
Net Total	(175,911)	(208,650)	(32,739)	(208,650)	(208,650)

Budget by Sub-Department with Projection

Sub-Department: Warehouse

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	0	0	0	0	0
Total Revenues	0	0	0	0	0
Expenses:					
Administration	9,500	9,000	(500)	9,000	8,888
Operations	9,077	9,627	550	9,627	10,367
Salaries, Wages and Benefits	93,357	91,974	0	92,823	92,823
Transfer to Reserves	3,358	3,332	(26)	3,358	3,377
Total Expenses	115,292	113,933	24	114,808	115,455
Net Total	(115,292)	(113,933)	(24)	(114,808)	(115,455)

COMMUNITY SERVICES

The Community Services Department is responsible for the overall operation of all recreation facilities, community facilities, greenspaces and parks, facility bookings and invoicing for private, public and special events, development and co-ordination of public programming and the Family Community and Support Services, including the Ride Crowsnest transportation service. The Community Services Department supports numerous boards, oversees all facility rentals and leases, and assists with external programming for the Community.

- » Playgrounds and Parks
- » Recreation Facilities
- » Recreation Programs
- » Lease Management
- » Culture
- » Family and Community Support Services
- » Trails
- » RIDECrowsnest



2020 Accomplishments:

- Successful with the grant application of the bear proof garbage bins, including ordering, delivery and installation throughout key areas of the Municipality's green spaces
- Completion of expired rental and lease agreements with various community groups and continuing with the completion of remaining leases by the end of the year
- Completion of the new Community Festival's and Special Events Policy. This policy has been used for the last few months and has proven effective in managing events in the community.
- Completion of the Rental Standards for the Crowsnest Sports Complex Policy. This policy is a very effective guidance tool for community Services.
- Completion of the Ice Allocation Policy. This policy has been a very effective tool on how ice is to be managed in the municipality.
- Completion of the Standards of Operations for Municipal Playgrounds Policy.
- Commencement of working on the levels of service documents for the Community Services Department.
- Commencement of work with boards on government structure.
- Draft presentation of the Green Space Management Policy ready for review.
- Community Services acted in the capacity of main support for all COVID-19 functions with all departments and the community.
- Assisted other support groups as needed.
- Worked with UROC on the new Kids Bike trail
- Assistance with the new ice plant installation and training in the Crowsnest Sports Complex
- Redesigned playground inspections and commencement of retrofitting playgrounds as required
- Work on the new Leach to Lakes trail plan.
- Updated the arena gates, water fountains and dressing room benches.
- Worked with SRD on the new staging area.
- Worked with boards and organization practice changes.
- Assisted user groups as needed.
- Purchased more efficient janitorial machines providing a higher level of cleaning standards.

2021 Plans and Priorities:

- Continue to complete the renewal of all rental agreements and lease agreements that are expired and bring these to a standard and uniform format
- Plan and implement training programs and certification of Community Services staff
- Continue to work to update policies and bylaws
- Revisit all fee structures for proper alignment with the service provided
- Have the Green Space Management Policy approved by Council
- Work with appropriate stakeholders on application of community and special events.

- Implement plans to effectively provide efficient services to users to ensure the alignment of regulations and best practices.
- Revitalize Fireman's Park Play structure.
- Complete connectivity of trail systems throughout the community.
- Install 3 permanent restroom facilities on the trail system.
- Install more bearproof containers in the Municipality
- Replace Crowsnest Lake boat ramp
- Replacing Curling Club banquet room tables and chairs
- Revitalization of various flower beds
- Installation of self watering planters
- Complete Municipal Office green space upgrade
- Apply for the revitalization tree grant for Hillcrest Ball Complex.
- Continue to assist with COVID-19 response
- Provide greenspaces and facilities for the municipality through COVID-19 uncertainty.
- Provide group and public assistance on COVID -9 response.
- Provide organized levels of service to lease holders including documentation management.

Budget by Department with Projection

Department: Community Services

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	216,304	238,904	42,600	228,904	228,904
Donations	17,275	17,393	118	17,800	18,724
Other Revenues and Cost Recoveries	170,528	137,000	(33,528)	139,000	141,000
Rental Income	154,327	167,000	12,673	167,109	167,156
Sale of Goods and Services	68,100	113,904	45,804	113,550	113,541
Transfers from Reserves		60,500	60,500	0	
Total Revenues	626,534	734,701	128,167	666,363	669,325
Expenses:					
Administration	45,577	46,181	604	46,162	46,649
Contracted Services	133,128	246,853	113,725	234,200	231,571
Grants to Organizations	468,602	535,861	67,259	579,461	581,461
Inter-Department Expenses	15,538	15,788	250	15,895	16,261
Operations	514,482	541,123	26,641	477,248	478,682
Repairs and Maintenance	57,987	53,475	(4,512)	51,193	51,256
Salaries, Wages and Benefits	1,017,819	988,907	(28,912)	995,695	995,695
Service Charges and Interest	46,425	42,812	(3,613)	39,091	35,318
Transfer to Reserves	70,612	82,739	12,127	41,342	41,228
Total Expenses	2,370,170	2,553,739	183,569	2,480,287	2,478,121
Net Total	(1,743,636)	(1,819,038)	(55,402)	(1,813,924)	(1,808,796)

GENERAL ADMINISTRATION AND GRANTS

Administration and Grants includes Community Services Administration, Culture, Community Organizations, Library, & Community Services Boards. The Municipality also provides some direct services to the Crowsnest Community Library in the form of larger facility maintenance projects, as well as payroll service (billed back to the Library). However, all programming and operational issues are handled by the Library Board.

Budget by Sub-Department with Projection

Sub Department: Culture

	2020	2021	Variance	2022	2023
Revenues:					
Other Revenues and Cost Recoveries	124,000	126,000	2,000	128,000	130,000
Rental Income	10,827	13,400	2,573	13,409	13,441
Total Revenues	134,827	139,400	4,573	141,409	143,441
Expenses:					
Administration	5,219	5,518	299	5,542	5,623
Contracted Services	3,403	129,400	125,997	131,400	133,400
Grants to Organizations	358,602	425,861	67,259	469,461	471,461
Operations	37,858	35,392	(2,466)	35,430	35,581
Repairs and Maintenance	3,906	5,000	1,094	5,000	5,000
Salaries, Wages and Benefits	124,000	0	(124,000)	0	0
Transfer to Reserves	1,096	42,347	41,251	747	747
Total Expenses	534,084	643,518	109,434	647,580	651,812
Net Total	(399,257)	(504,118)	(104,861)	(506,171)	(508,371)

FCSS

In partnership with the Province, the Municipality of Crowsnest Pass Family and Community Support Services (FCSS), provides locally driven, preventative social initiatives to enhance the wellbeing of individuals, family and the community. FCSS provides the following services.

- » Coordinates Meals on Wheels
- » Seniors Week Activities
- » Schedules and Coordinates RIDE Crowsnest Bus Service
- » Volunteer Appreciation Night
- » Assists with Santa Skate
- » Youth Week Activities
- » Volunteer Promotion
- » Assisting Community with Connectivity
- » Development of Community calendar
- » Snow Angels
- » Development of the Community Handbook two times per year.
- » Community liaison
- » Family Day Activities
- » Christmas Food Hampers
- » Annual Grant Funding
- » Various community presentations and workshops as identified as needed
- » COVID 19 protocol assistance
- » Administrative duties for the FCSS Committee.

Budget by Sub-Department with Projection

Sub Department: FCSS

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	196,304	196,304	0	196,304	196,304
Donations	12,000	12,193	193	12,600	13,524
Sale of Goods and Services	22,900	23,253	353	22,900	22,891
Total Revenues	231,204	231,750	546	231,804	232,719
Expenses:					
Administration	13,860	15,013	1,153	14,905	15,005
Contracted Services	27,200	27,553	353	27,200	27,191
Grants to Organizations	110,000	110,000	0	110,000	110,000
Operations	43,340	42,041	(1,299)	42,448	43,372
Salaries, Wages and Benefits	88,301	87,649	(652)	88,322	88,322
Total Expenses	282,701	282,256	(445)	282,875	283,890
Net Total	(51,497)	(50,506)	991	(51,071)	(51,171)

RECREATION FACILITIES

Community Services (CS) Operations includes the areas of Trails, Parks & Playgrounds, Sports Fields, Cemeteries, Crowsnest Sports Complex, MDM Community Centre, Elks Hall, Bellevue Seniors Centre, Coleman Seniors Centre, and Centennial Building.

Grants provided to Crow Snow Riders, Nordic Ski Club and UROC to maintain snowmobile, bike trail and cross-country ski trails.



Budget by Sub-Department with Projection

Sub Department: Recreation Facilities

	2020	2021	Variance	2022	2023
Revenues:					
Other Revenues and Cost Recoveries	20,000	10,000	(10,000)	10,000	10,000
Rental Income	136,200	147,600	11,400	147,700	147,600
Sale of Goods and Services	20,200	57,651	37,451	57,650	57,650
Transfers from Reserves	0	33,000	33,000	0	0
Total Revenues	176,400	248,251	71,851	215,350	215,250
Expenses:					
Administration	9,250	8,250	(1,000)	8,250	8,364
Contracted Services	57,925	52,100	(5,825)	37,100	37,100
Operations	328,122	330,950	2,828	303,850	303,850
Repairs and Maintenance	40,000	34,800	(5,200)	32,500	32,500
Salaries, Wages and Benefits	536,981	546,747	9,766	551,056	551,056
Service Charges and Interest	45,625	41,998	(3,627)	38,291	34,500
Transfer to Reserves	30,537	24,465	(6,072)	24,588	24,591
Total Expenses	1,048,440	1,039,310	(9,130)	995,635	991,961
Net Total	(872,040)	(791,059)	80,981	(780,285)	(776,711)

Budget by Sub-Department with Projection

Sub Department: Recreation Programs

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	20,000	20,000	0	20,000	20,000
Donations	3,174	3,200	26	3,200	3,200
Other Revenues and Cost Recoveries	328	0	(328)	0	0
Sale of Goods and Services	13,000	21,000	8,000	21,000	21,000
Total Revenues	36,502	44,200	7,698	44,200	44,200
Expenses:					
Administration	15,984	16,200	216	16,200	16,379
Contracted Services	20,000	11,100	(8,900)	12,300	12,489
Operations	4,835	4,940	105	4,970	5,023
Salaries, Wages and Benefits	225,893	253,958	28,065	255,290	255,290
Service Charges and Interest	800	814	14	800	818
Transfer to Reserves	8,025	8,648	623	8,724	8,737
Total Expenses	275,537	295,660	20,123	298,284	298,736
Net Total	(239,035)	(251,460)	(12,425)	(254,084)	(254,536)

Budget by Sub-Department with Projection

Sub Department: Green Spaces

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	0	22,600	22,600	12,600	12,600
Donations	2,101	2,000	(101)	2,000	2,000
Other Revenues and Cost Recoveries	25,200	0	(25,200)	0	0
Rental Income	7,300	6,000	(1,300)	6,000	6,115
Transfers from Reserves	0	27,500	27,500	0	0
Total Revenues	34,601	58,100	23,499	20,600	20,715
Expenses:					
Administration	789	750	(39)	815	828
Contracted Services	24,000	26,700	2,700	26,200	21,391
Operations	89,627	117,700	28,073	80,200	80,235
Repairs and Maintenance	14,081	13,675	(406)	13,693	13,756
Salaries, Wages and Benefits	0	65,120	65,120	65,270	65,270
Transfer to Reserves	28,855	5,604	(23,251)	5,596	5,455
Total Expenses	157,352	229,549	72,197	191,774	186,935
Net Total	(122,751)	(171,449)	(48,698)	(171,174)	(166,220)

Budget by Sub-Department with Projection

Sub Department: Trails

	2020	2021	Variance	2022	2023
Expenses:					
Operations	0	2,500	2,500	2,750	3,000
Total Expenses	0	2,500	2,500	2,750	3,000
Net Total	0	(2,500)	(2,500)	(2,750)	(3,000)

Budget by Sub-Department with Projection

Sub Department: Transit

	2020	2021	Variance	2022	2023
Revenues:					
Other Revenues and Cost Recoveries	1,000	1,000	0	1,000	1,000
Sale of Goods and Services	12,000	12,000	0	12,000	12,000
Total Revenues	13,000	13,000	0	13,000	13,000
Expenses:					
Administration	475	450	(25)	450	450
Contracted Services	600	0	(600)	(0)	
Inter-Department Expenses	15,538	15,788	250	15,895	16,261
Operations	10,700	7,600	(3,100)	7,600	7,621
Salaries, Wages and Benefits	42,644	35,433	(7,211)	35,757	35,757
Transfer to Reserves	2,099	1,675	(424)	1,687	1,698
Total Expenses	72,056	60,946	(11,110)	61,389	61,787
Net Total	(59,056)	(47,946)	11,110	(48,389)	(48,787)

PASS POWDERKEG SKI HILL

Pass Powderkeg Ski Area is a municipally owned ski area, focused on providing affordable recreation for families within the Crowsnest Pass and Southern Alberta. PPK operates from mid-November to late March, and hosts events throughout the spring and summer.

2020 Accomplishments:

- Completed the Lower Lift Extension to improve skier experience and bring the lift to a new code standard.
- Purchased 2020 Prinoth Bison X snowcat to replace the 1991 Bombardier 400
- 123 people learned to ski or snowboard with PPK through our Learn to Turn program
- Little Cubs program offered families to enjoy winter in a safe, fun environment.
- Race bookings continued to grow from 2019/2020
- Riversdale Rippers Apres School program grew to offer more youth the opportunity to ski and snowboard
- Replaced all indoor and outdoor lights with efficient LED fixtures through the Municipal Climate Change Action Centre.
- Implemented an improved recruitment plan that simplified the hiring process.
- Implemented new Point of Sale program through grant funding that allows for online ticket sales, scanning/ticket checking and improved guest management.

2021 Plans and Priorities:

- Continue offering programming that benefits our community
- Operate as per COVID-19 guidelines
- Increase race training programming
- Continue improving service and operations
- Increase skier visitation per day through our programming
- Upgrades to the Ski Lodge kitchen
- Complete a snowmaking pipe replacement plan

Budget by Department with Projection

Department: Ski Hill

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	0	16,000	16,000	16,000	16,000
Donations	6,500	6,500	0	6,500	6,500
Other Revenues and Cost Recoveries	0	12,500	12,500	12,500	12,500
Rental Income	47,000	45,000	(2,000)	49,000	53,000
Sale of Goods and Services	430,750	407,000	(23,750)	422,500	443,779
Transfers from Reserves	0	59,000	59,000	0	0
Total Revenues	484,250	546,000	61,750	506,500	531,779
Expenses:					
Administration	21,350	21,025	(325)	20,350	24,517
Contracted Services	12,000	71,000	59,000	12,000	21,561
Operations	181,425	205,183	23,758	217,125	247,465
Repairs and Maintenance	51,300	36,200	(15,100)	41,300	53,090
Salaries, Wages and Benefits	466,550	500,703	34,153	501,431	517,577
Service Charges and Interest	1,200	1,200	0	1,200	1,200
Transfer to Reserves	22,015	23,331	1,316	23,844	26,005
Total Expenses	755,840	858,642	102,802	817,250	891,415
Net Total	(271,590)	(312,642)	(41,052)	(310,750)	(359,636)

POOL

The Crowsnest Pass Pool Society operate and run the Pass Community Pool with support from municipal administration. Pool services include drop-in use times, school use, swimming lessons, skill development, swim club rentals, public rentals (birthday parties), and training of staff.

The Pool area includes all costs and services required to operate a seasonal outdoor swimming pool. The pool is open annually from May long weekend to the September long weekend. The pool has a lap pool, slide, wading pool, zero entry pool, vortex pool, hot tub, change room area, and administrative area.

Budget by Department with Projection

Department: Pool

	2020	2021	Variance	2022	2023
Revenues:					
Other Revenues and Cost Recoveries	0	2,500	2,500	2,500	2,500
Rental Income	10,500	10,500	0	10,500	10,500
Sale of Goods and Services	113,500	113,500	0	113,500	113,500
Total Revenues	124,000	126,500	2,500	126,500	126,500
Expenses:					
Administration	8,200	8,200	0	8,200	8,200
Contracted Services	5,000	4,000	(1,000)	4,000	4,000
Operations	44,200	48,800	4,600	48,950	49,150
Repairs and Maintenance	2,300	1,300	(1,000)	1,300	1,300
Salaries, Wages and Benefits	149,000	150,313	1,313	150,313	150,313
Service Charges and Interest	37,450	35,196	(2,254)	33,394	31,901
Transfer to Reserves	7,385	6,434	(951)	6,439	6,445
Total Expenses	253,535	254,243	708	252,596	251,309
Net Total	(129,535)	(127,743)	1,792	(126,096)	(124,809)



DEVELOPMENT, ENGINEERING AND OPERATIONS

The Development Engineering and Operations Department plans, designs, constructs, operates and maintains the core service systems that supply water for drinking and firefighting, collects and disposes of sanitary sewer and drainage, manages the solid waste collection contract, as well as provides multi modal transportation facilities, including roads, bridges, walkways, and street lighting. The Department also maintains the corporate fleet, including the light vehicles, trucks, construction equipment, and small operating equipment.

In addition, the Department oversees development and safety code permitting along with maintenance of all municipal facilities. The Department also oversees the implementation of the Capital Plan.

The Development, Engineering & Operations Department is comprised of the following divisions:

- » Transportation
- » Fleet Management
- » Water & Wastewater & Solid Waste Management
- » Development Permits Processing
- » Inspections and Safety Codes
- » Facilities Management

2020 Accomplishments:

- Improved customer service relations between departments
- Wolfstone Subdivision Engineering Review
- New Director of Development, Engineering and Operations
- New Manager of Transportation
- New Manager of Development and Trades
- New Development Officer
- New Building Maintenance II

2021 Plans and Priorities:

- Provide education and training for staff
- Improve operational communications with the public
- Prioritize council initiatives as per the Strategic Plan
- Complete future capital planning and infrastructure needs assessments
- Improve work order management system
- Complete Infrastructure Master Plan
- Improve work order management system

Budget by Department with Projection

Department: Development, Engineering & Operations

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	3,152	4,500	1,348	4,500	4,500
Licenses and Fees	143,900	156,350	12,450	158,075	159,840
Other Revenues and Cost Recoveries	664,689	619,516	(45,173)	619,516	619,516
Rental Income	20,000	40,000	20,000	40,000	40,000
Sale of Goods and Services	3,382,509	3,586,944	201,283	3,658,021	3,730,519
Transfers from Reserves	20,000	110,000	(20,000)	0	0
Total Revenues	4,234,250	4,517,310	169,908	4,480,112	4,554,375
Expenses:					
Administration	114,554	78,051	(36,503)	78,410	78,875
Contracted Services	1,177,011	1,124,132	(52,879)	1,085,637	1,097,484
Grants to Organizations	5,000	0	(5,000)	0	0
Inter-Department Expenses	549,381	549,381	0	559,506	573,728
Operations	1,826,154	1,935,473	109,319	1,918,255	1,946,569
Repairs and Maintenance	311,213	283,287	(27,926)	292,264	303,957
Salaries, Wages and Benefits	2,834,411	2,985,452	151,041	3,007,761	3,007,761
Service Charges and Interest	108,745	137,246	28,501	164,196	158,431
Transfer to Reserves	336,727	399,732	63,005	405,543	409,217
Waste Disposal	132,379	147,316	14,937	150,643	153,302
Total Expenses	7,395,575	7,640,070	244,495	7,662,215	7,729,324
Net Total	(3,161,325)	(3,122,760)	(74,587)	(3,182,103)	(3,174,949)

DEVELOPMENT AND TRADES

The Department of Development and Trades is responsible for a number of objectives ranging from planning and development to facilities maintenance and construction. This department works in conjunction with the Municipal Planning Commission, Subdivision and Development Appeal Board, Municipal Historic Resources Board and the Oldman River Regional Services Commission. The department handles a multitude of permitting (development, building, demolition, electrical, plumbing, gas and private sewage disposal), municipal facilities maintenance/upgrades/construction and safety codes inspections.

2020 Accomplishments:

- Blairmore Pumphouse generator
- Library roof replacement
- Coleman Seniors air conditioning
- Completed fire door replacement at Crowsnest Sportsplex
- Installation of COVID protection equipment
- Repair of Flumerfelt Park wall
- Vandalism repairs
- Coleman Firehall renovation
- Worked on Municipal Development Plan
- Improved development permit processes

2021 Plans and Priorities:

- Complete Albert Stella demolition
- Complete permit checklists and brochures
- Upgrade pool to be a handicap accessible facility
- Complete Coleman Seniors roof replacement
- Complete Elks Hall roof replacement
- Complete Ski Hill Lodge roof replacement
- Complete Sports Complex elevator room construction
- Complete Sports Complex door replacement
- Implement security cameras at various facilities
- Repair/replace office air conditioning
- Finish facility assessments and have a database operational for easy updating and tracking lifespans of different facility items
- Conduct another contractor information session
- Land Use Bylaw review
- Initiate MDM window replacements

Budget by Sub-Department with Projection

Sub Department: Development and Trade

	2020	2021	Variance	2022	2023
Revenues:					
Licenses and Fees	143,750	155,750	12,000	157,475	159,240
Rental Income	20,000	40,000	20,000	40,000	40,000
Sale of Goods and Services	20,000	20,000	0	20,000	20,000
Transfers from Reserves	20,000	0	(20,000)	0	0
Total Revenues	203,750	215,750	12,000	217,475	219,240
Expenses:					
Administration	38,643	12,500	(26,143)	12,500	12,500
Contracted Services	138,150	135,000	(3,150)	137,600	140,252
Grants to Organizations	5,000	0	(5,000)	0	0
Operations	38,465	22,050	(16,415)	22,100	22,150
Salaries, Wages and Benefits	546,741	405,337	(141,404)	408,094	408,094
Transfer to Reserves	30,697	32,756	2,059	32,919	33,000
Total Expenses	797,696	607,643	(190,053)	613,213	615,996
Net Total	(593,946)	(391,893)	202,053	(395,738)	(396,756)

Budget by Sub-Department with Projection

Sub Department: Facility Maintenance

	2020	2021	Variance	2022	2023
Revenues:					
Other Revenues and Cost Recoveries	276,480	252,269	(24,211)	252,269	252,269
Transfers from Reserves	0	10,000	10,000	0	0
Total Revenues	276,480	262,269	(14,211)	252,269	252,269
Expenses:					
Contracted Services	0	10,000	10,000	0	0
Operations	33,039	37,000	3,961	38,000	39,000
Repairs and Maintenance	75,279	76,000	721	77,000	78,000
Salaries, Wages and Benefits	164,291	336,600	172,309	339,224	339,224
Transfer to Reserves	8,178	13,539	5,361	13,678	13,738
Total Expenses	280,787	473,139	192,352	467,902	469,962
Net Total	(4,307)	(210,870)	(206,563)	(215,633)	(217,693)

TRANSPORTATION

The Transportation Department is responsible for the curb gutter and sidewalk repairs and maintenance as well as overall road maintenance including pavement patching and repairs, potholes, crack filling, and chip sealing. Other department responsibilities include administering the dust suppressant and paving programs, alley's, plowing, sanding, street sweeping, trees, bridges, street sign maintenance and repairs, line painting, storm sewer maintenance and culvert maintenance. In addition, the municipal cemeteries are also managed by this department.

2020 Accomplishments:

- Easement and permanent snow fence at Tecumseh
- Blairmore downtown sidewalk rehab continued
- Sportsplex auxiliary parking area leveled and treated
- Grader for 2021 ordered
- Loader for 2021 ordered
- Light Fleet contract awarded
- Issued contract for engineering and design of West Coleman Cable barrier
- Installed new traffic controls in South East Blairmore
- Demo tested MgCl flake dust control in Tecumseh
- Completed bridge replacement over Nes Pierce creek in Coleman
- Replaced worn out culvert and retrained tributary to Lyons Creek on Sartoris Road
- Highway 3 Interim Improvement Project Awarded
- Completed 2020 pavement rehabilitation
- Completed 2020 concrete rehabilitation
- Downtown Coleman pavement warranty replacement
- Installed new cattle gate for Knowles Flats
- Bushtown shallow storm system pilot project
- Surplus vehicles and equipment disposed by auction
- Developed snow route and sanding route maps for priority roadways and intersections

2021 Plans and Priorities:

- Identify new Capital projects list
- New guardrail on Adanac road
- Storm drain repairs
- Complete Highway 3 Interim Improvements project
- Complete West Coleman storm project
- Create and implement Road/Excavation Policy
- Update Dust Suppression Policy
- Continue sidewalk rehabilitation on Mainstreet Blairmore
- Audit and implement worst to best priority concrete repair program for sidewalks
- Identify road sections for replacement as per ISL study (BMTG funds)

- Utilize foam jacking to repair curbs instead of replacement
- Work with departments for Fleet right sizing when replacing units
- Audit/document all traffic control signage throughout all communities
- Complete comprehensive preventative maintenance task lists for heavy and light Fleet
- Complete staff training for temporary traffic control
- Continue fleet replacement program
- Acquire aerial fire truck
- Install pedestrian crosswalk near Kanata
- Implement speed warning signs throughout the community



Budget by Sub-Department with Projection

Sub Department: Transportation

	2020	2021	Variance	2022	2023
Revenues:					
Licenses and Fees	150	600	450	600	600
Sale of Goods and Services	12,500	14,000	1,500	14,000	14,000
Transfers from Reserves	0	50,000	0	0	0
Total Revenues	12,650	64,600	1,950	14,600	14,600
Expenses:					
Administration	29,585	14,900	(14,685)	14,900	14,900
Contracted Services	553,034	480,000	(73,034)	487,000	494,000
Inter-Department Expenses	431,410	431,410	0	438,679	451,483
Operations	859,877	925,192	65,315	890,353	902,317
Repairs and Maintenance	56,112	49,000	(7,112)	50,000	51,000
Salaries, Wages and Benefits	1,064,169	1,177,274	113,105	1,186,261	1,186,261
Transfer to Reserves	91,677	94,789	3,112	95,993	97,000
Total Expenses	3,085,864	3,172,565	86,701	3,163,186	3,196,961
Net Total	(3,073,214)	(3,107,965)	(84,751)	(3,148,586)	(3,182,361)

Budget by Sub-Department with Projection

Sub Department: Fleet

	2020	2021	Variance	2022	2023
Revenues:					
Other Revenues and Cost Recoveries	388,209	367,247	(20,962)	367,247	367,247
Total Revenues	388,209	367,247	(20,962)	367,247	367,247
Expenses:					
Administration	0	5,000	5,000	5,000	5,000
Operations	140,635	209,920	69,285	212,858	215,836
Repairs and Maintenance	105,785	84,250	(21,535)	89,500	94,750
Salaries, Wages and Benefits	213,662	221,825	8,163	223,816	223,816
Transfer to Reserves	13,802	15,663	1,861	15,969	16,125
Total Expenses	473,884	536,658	62,774	547,143	555,527
Net Total	(85,675)	(169,411)	(83,736)	(179,896)	(188,280)

UTILITIES

Utilities department is the operation of the provincial regulated facilities with deep infrastructure repair and maintenance. This includes water treatment and wastewater treatment plants and all collection distribution systems and potable drinking well. This department adheres to the Canadian Drinking Water Standards and the Alberta Environment and Parks.

Utilities also manages the solid waste providing weekly residence collection for 2957 residents. Services provided include:

- » Executing water quality sampling throughout the Municipality and responding to public inquiries and concerns
- » Locating municipal deep utilities as a member of Alberta First-Call
- » Investigating, implementing and managing water conservation initiatives
- » Inspecting new infrastructure related to water for compliance to construction standards along with Alberta Environment and Parks and the Protection Enhancement Act Code of practices

The Regional Landfill has continued to implement proactive waste management practices, including recycling on site for residents and one-stop drop off for all waste and recycling needs. The Municipality will endeavor to procure a Private Business partnership for the recycling program in 2020.

2020 Accomplishments:

- Three (3) hydrant replacements
- One (1) new hydrant install
- Seven (7) utility installs completed
- 19 water/sewer repairs completed
- Flushed 95% of sewer mains
- Supported Ranchlands cleaning five cattleguards
- Delivered three community cleanup weekends
- Delivered two (2) toxic roundups
- Completed Ground Disturbance 201 for all Op2 and Op3 staff
- Initiated training program for Level 3 Wastewater Operator

2021 Plans and Priorities:

- Water system pressure mapping throughout all communities
- Valve repair mapping throughout all communities
- Initiate valve exercise and replacement program
- Review PRV opportunity for Mohawk Meadows
- PRV install Hillcrest
- MCC replacement for Blairmore pumphouse

- Complete generator connection for Blairmore pumphouse
- Remove coontail in Hillcrest secondary lagoon
- Complete well level transmitter upgrades for SCADA
- Install chlorine automatic shutoff valves
- Acquire trench box system

Budget by Sub-Department with Projection

Sub Department:Utilities

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	3,152	4,500	1,348	4,500	4,500
Sale of Goods and Services	3,353,161	3,552,944	199,783	3,624,021	3,696,519
Transfers from Reserves	0	50,000	50,000	0	0
Total Revenues	3,356,313	3,607,444	251,131	3,628,521	3,701,019
Expenses:					
Administration	46,326	45,651	(675)	46,010	46,475
Contracted Services	485,827	499,132	13,305	461,037	463,232
Inter-Department Expenses	117,971	117,971	0	120,827	122,245
Operations	754,138	741,311	(12,827)	754,944	767,266
Repairs and Maintenance	74,037	74,037	0	75,764	80,207
Salaries, Wages and Benefits	845,548	844,416	(1,132)	850,366	850,366
Service Charges and Interest	108,745	137,246	28,501	164,196	158,431
Transfer to Reserves	192,373	242,985	50,612	246,984	249,354
Waste Disposal	132,379	147,316	14,937	150,643	153,302
Total Expenses	2,757,344	2,850,065	92,721	2,870,771	2,890,878
Net Total	598,969	757,379	158,410	757,750	810,141

PROTECTIVE SERVICES

The Protective Services department advocates for the safety and well-being of the people in our community through active response to bylaw infractions, emergencies, and public safety concerns. The department is made up of the following business units:

- » Fire Rescue emergency services
- » Bylaw and Traffic Enforcement
- » Agricultural and Environmental Services



Budget by Department with Projection

Department: Protective Services

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	138,040	101,500	(36,540)	101,500	101,500
Donations	1,051	0	(1,051)	0	0
Licenses and Fees	82,500	119,000	36,500	120,673	122,379
Other Revenues and Cost Recoveries	94,871	83,315	(11,556)	84,330	85,338
Rental Income	100	100	0	100	100
Sale of Goods and Services	81,375	6,000	(75,375)	6,138	6,279
Total Revenues	397,937	309,915	(88,022)	312,741	315,596
Expenses:					
Administration	37,034	25,350	(11,684)	25,475	25,600
Contracted Services	255,005	322,871	67,866	394,223	462,052
Inter-Department Expenses	51,347	54,347	3,000	55,528	56,736
Operations	239,622	229,513	(10,109)	236,354	240,382
Repairs and Maintenance	8,981	6,215	(2,766)	6,306	6,381
Salaries, Wages and Benefits	616,587	717,473	100,886	720,202	720,212
Service Charges and Interest	0	8,200	8,200	15,200	13,600
Transfer to Reserves	36,592	34,523	(2,069)	38,334	38,620
Total Expenses	1,245,168	1,398,492	153,324	1,491,622	1,563,583
Net Total	(847,231)	(1,088,577)	(241,346)	(1,178,881)	(1,247,987)

FIRE RESCUE

Crowsnest Pass Fire Rescue (CNPFR) provides professional emergency services to our residents, visitors, and business community. This is accomplished by the efforts of ordinary community members doing extraordinary work, in service to the community. The department is comprised of 31 members who are dedicated to the protection and safety of the Crowsnest Pass. Some of the activities CNPFR are involved in are:

- » Urban and rural fire suppression
- » Fire prevention and public education
- » Motor vehicle incidents
- » Search and rescue
- » Wildland urban interface
- » Fire investigation and inspections
- » Community events and charitable work

2020 Key Accomplishments:

- Proposed a redefined Forest Protection Area
- Hose testing for entire fleet
- 10 members certified to NFPA 1002 Pumper Driver Operator
- 4 members qualified to NFPA 1001 Level I-Standard for Professional Fire Fighter
- Completion of SCBA standardization including Issuing an individual SCBA mask to each member
- Completion of FRIAA FireSmart grant Valley Ridge project 10.4 HA
- Completion of FRIAA FireSmart structural protection grant (\$30K)
- Application for a FRIAA FireSmart structural protection exercise grant (\$17,200)
- Installation and implementation of commercial washer and dryer
- Fire Command training for officers
- 136 calls for service (until Nov 24th, 2020)
- Installation of lockers at Stn. 24 (Blairmore) and Stn. 25 (Coleman)
- Increased communications with a departmental newsletter for membership
- 10 submissions to Crowsnest Pass Herald to inform the community
- 2nd annual Guns n' Hoses golf tournament for Fire Rescue and Police services

2021 Plans and Priorities:

- Continued training and development for members including Blue Card Command for all officers
- Department to continue to seek certification to NFPA 1001 Level I as a minimum standard
- FIT testing for all members who utilize an SCBA mask
- Host training opportunities for internal and external organizations
- Prepare and conduct Structural Protection Exercise (FRIAA grant application pending)

Budget by Sub-Department with Projection

Sub Department: Fire Rescue

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	1,576	1,500	(76)	1,500	1,500
Donations	1,051	0	(1,051)	0	0
Other Revenues and Cost Recoveries	94,556	70,000	(24,556)	71,000	72,000
Sale of Goods and Services	6,000	6,000	0	6,138	6,279
Total Revenues	103,183	77,500	(25,683)	78,638	79,779
Expenses:					
Administration	20,564	16,550	(4,014)	16,630	16,710
Contracted Services	56,934	57,000	66	57,500	58,000
Inter-Department Expenses	51,347	51,347	0	52,528	53,736
Operations	178,015	183,505	5,490	189,039	192,234
Repairs and Maintenance	6,146	6,000	(146)	6,080	6,150
Salaries, Wages and Benefits	300,000	312,906	12,906	312,906	312,906
Service Charges and Interest	0	8,200	8,200	15,200	13,600
Transfer to Reserves	18,362	19,116	754	19,547	19,650
Total Expenses	631,368	654,624	23,256	669,430	672,986
Net Total	(528,185)	(577,124)	(48,939)	(590,792)	(593,207)

ENFORCEMENT SERVICES

The Community Peace Officer (CPO) program provides traffic and bylaw services through education and enforcement. The CPO program works towards accomplishing Council's directives to ensure the Crowsnest Pass is a safe and enjoyable place for our residents and visitors. In achieving this, a high priority is placed on education, behavioral modification, and strong community relations, enforcing Municipal bylaws and the Traffic Safety Act when necessary.

2020 Accomplishments:

- Two full time CPO's hired - one Sergeant CPO and one CPO member
- Collaboration with BearSmart, Spay our Strays, and Crowsnest Pass SPCA
- Developed relationships with partnering agencies such as RCMP, Fish and Wildlife, Alberta Environment and Parks, CP Rail Police and Alberta Health Services
- Since September 2020, the Enforcement Branch has:
 - Generated a total of 100 Case Reports as a result of proactive officer observation or as a result of a request for service.
 - Issued a total number of 16 written warnings (not including Compliance Orders).
 - Issued a total number of 9 Violation Tickets.
 - Issued a total number of 47 Compliance Orders or other Orders to Comply (these include Unsanitary Premises, Detrimental or unsafe properties, inadequate waste containers, etc.)
- Creation of a Community Engagement Calendar (final stage)

2021 Plans and Priorities:

- Community Engagement Calendar and Positive Ticketing Initiative
- Setting traffic priorities and educating the public on safe driving throughout the Municipality
- Focus on driving behaviors and traffic calming through a visible presence by our CPO's
- Managing unsightly or detrimental premises and properties.
- Work with our partnering agencies and community services, such as Bear Smart, Spay our Strays, CNP SPCA and many others. This will include assisting in the reduction of stray animals and nuisance or problematic wildlife
- Potential launch of an E-Ticketing Program by December 2021 as a result of a directive from the Government of Alberta.

Budget by Sub-Department with Projection

Sub Department: Enforcement

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	0	0	0	0	0
Donations	0	0	0	0	0
Licenses and Fees	82,500	119,000	36,500	120,673	122,379
Other Revenues and Cost Recoveries	315	315	0	330	338
Rental Income	0	0	0	0	0
Sale of Goods and Services	0	0	0	0	0
Total Revenues	82,815	119,315	36,500	121,003	122,717
Expenses:					
Administration	10,381	2,700	(7,681)	2,720	2,740
Contracted Services	24,470	149,871	125,401	212,723	275,052
Inter-Department Expenses	0	2,500	2,500	2,500	2,500
Operations	42,049	37,608	(4,441)	38,790	39,498
Repairs and Maintenance	2,458	0	(2,458)	0	0
Salaries, Wages and Benefits	134,727	220,976	86,249	222,710	222,720
Service Charges and Interest	0	0	0	0	0
Transfer to Reserves	6,423	8,935	2,512	9,040	9,068
Total Expenses	220,508	422,590	202,082	488,483	551,578
Net Total	(137,693)	(303,275)	(165,582)	(367,480)	(428,861)



AGRICULTURE AND ENVIRONMENTAL SERVICES

This department strives to reduce and eliminate the existence of noxious and prohibited noxious weeds, along with other entities that have the capability to significantly harm our environmental landscape. The Crowsnest Pass is at the leading front for environmental controls for the southern region of the province, which has significant importance in maintaining and fostering environmental health for the Province of Alberta. The department additionally is responsible for managing the Pest Act, Soil Conservation Act, and the Weed Control Act. The department is staffed by an Agricultural Fieldman however in 2020 the position was vacant.

2020 Accomplishments:

- Successfully concluded all reporting requirements for Alberta Agriculture and Forestry for the previous 4 grant years
- Successfully submitted and subsequent approval of the next 5 years of grant funding from Alberta Agriculture and Forestry
- Successful weed spraying season involving a Request for Proposal, proponent evaluation and selection, and monitoring through to project completion
- Increased administrative efficiencies by transitioning 32 invoices down to 3
- Formalized contracts for contracted services and RFP process
- Contracted vegetation management for the Volker Stevin project
- Contracted vegetation management for the TC Energy project

2021 Plans and Priorities:

- Transition previously “hand drawn” maps to a format similar to GIS or other suitable format, allowing for modelling and map layers
- Seek to find efficiencies in all work applications
- Have TC Energy direct hire their vegetation management contractor to maintain their right of way
- Have Volker Stevin direct hire their vegetation management contractor to maintain their right of way
- Have CPR direct hire their vegetation management contractor to maintain their right of way
- Work more closely with other municipal departments to support and provide guidance for weed management
- Provide support for gopher control, with existing machines, to other departments

Budget by Sub-Department with Projection

Sub Department: Ag & Environmental

	2020	2021	Variance	2022	2023
Revenues:					
Conditional Grants	136,464	100,000	(36,464)	100,000	100,000
Other Revenues and Cost Recoveries	0	13,000	13,000	13,000	13,000
Rental Income	100	100	0	100	100
Sale of Goods and Services	75,375	0	(75,375)	0	0
Total Revenues	211,939	113,100	(98,839)	113,100	113,100
Expenses:					
Administration	6,089	6,100	11	6,125	6,150
Contracted Services	173,601	116,000	(57,601)	124,000	129,000
Inter-Department Expenses	0	500	500	500	500
Operations	19,558	8,400	(11,158)	8,525	8,650
Repairs and Maintenance	377	215	(162)	226	231
Salaries, Wages and Benefits	181,860	183,591	1,731	184,586	184,586
Transfer to Reserves	11,807	6,472	(5,335)	9,747	9,902
Total Expenses	393,292	321,278	(72,014)	333,709	339,019
Net Total	(181,353)	(208,178)	(26,825)	(220,609)	(225,919)

2021 - 2025 Capital Projects - Proposed

	2021 AMOUNT	2022 AMOUNT	2023 AMOUNT	2024 AMOUNT	2025 AMOUNT	TOTAL INVESTMENT	FUNDING TYPE
Upgrade/Replace Existing Assets							
Fleet replacement							
Light Pickups	170,000	100,000	17,000	230,000	190,000	707,000	MSI Grant
Maintenance Vans	-	-	-	-	-	-	MSI Grant
Area Mowers	45,000	15,000	-	-	80,000	140,000	MSI Grant
Sand Trucks	-	225,000	-	235,000	-	460,000	MSI Grant
Tandem Axle Trucks	130,000	-	-	-	-	130,000	MSI Grant
Wheel Loaders	260,000	-	-	300,000	-	560,000	MSI Grant
Backhoes	-	-	200,000	-	-	200,000	MSI Grant
Graders	-	-	-	-	-	-	MSI Grant
Brush Trucks	-	-	-	-	-	-	MSI Grant
Fire Engines	-	700,000	700,000	-	-	1,400,000	LT Debt
Fire Rescue	-	-	-	-	-	-	MSI Grant
Ladder Trucks	-	-	-	-	-	-	LT Debt
Rescue ATVs	-	-	-	20,000	-	20,000	Operating
Rescue Snowmobiles	-	-	25,000	-	-	25,000	Operating
Snow Cats	-	-	-	-	450,000	450,000	MSI Grant
Ski Hill Snowmobiles	-	9,000	-	9,000	-	18,000	MSI Grant
Deep Infrastructure Replacement							
Deep Infrastructure Replacement	2,000,000	-	2,000,000	-	2,000,000	6,000,000	MSI Grant
Road Rehabilitation							
Road Rehabilitation	250,000	1,250,000	-	1,250,000	-	2,750,000	MSI / FGT Grant
Other Replacement							
IT Upgrades	75,000	-	75,000	-	75,000	225,000	MSI Grant
Office Upgrades	50,000	-	-	250,000	-	300,000	MSI Grant
Frank Wastewater Treatment Plant Upgrading	-	-	-	-	6,000,000	6,000,000	AMWWP Grant
Operations Facility Upgrades	25,000	25,000	25,000	25,000	25,000	125,000	MSI Grant
Fire Hall Facility Upgrades	-	-	-	-	-	-	
Recreation Facility Upgrades/Replacement							
Sports Complex Upgrades	-	-	-	-	-	-	
MDM Upgrades	-	-	-	-	-	-	
Pass Powderkeg Ski Hill Upgrades	-	15,000	-	-	-	15,000	Reserve
Pass Community Pool Renovations	-	-	-	-	-	-	
Walking Trail Connections	-	25,000	-	-	-	25,000	Operating
Provide for Growth							
Property Acquisitions	-	-	-	-	-	-	Reserves / LT
Enhancements							
Water Meters	-	2,300,000	-	-	-	2,300,000	ST Debt /Levy
Outdoor Skate Park	-	-	225,000	-	-	225,000	MSI Grant
New Initiatives							
Chlorine Automatic Shutoff Valves	40,000	-	-	-	-	40,000	Reserve
Aerial Fire Truck	1,500,000	-	-	-	-	1,500,000	LT Debt
Remote Bathrooms	168,000	-	-	-	-	168,000	MS Grant
Trail Expansion and Improvements	539,064	-	-	-	-	539,064	MS Grant
Playground Replacement - Flumerfelt	67,000	-	-	-	-	67,000	Reserve
Crowsnest Lake Boat Ramp	39,000	-	-	-	-	39,000	Reserve
Elk's Hall Roof Replacement	50,000	-	-	-	-	50,000	MSI Grant
Coleman Seniors Roof and Gutter	30,000	-	-	-	-	30,000	MSI Grant
Trench Box System	25,000	-	-	-	-	25,000	Reserve
Motor Control Center Upgrades	200,000	150,000	-	-	-	350,000	MSI Grant
Ski Hill Lodge Roof Repair	25,000	-	-	-	-	25,000	MSI Grant
TOTAL	5,688,064	4,814,000	3,267,000	2,319,000	8,820,000	24,908,064	



Capital Project Summary - Proposed

	Projected Costs					TOTAL
	Approved					
	2021	2022	2023	2024	2025	
Upgrade/Replace Existing Assets						
Fleet replacement	605,000	1,049,000	942,000	794,000	720,000	4,110,000
Deep Infrastructure Replacement	2,000,000	-	2,000,000	-	2,000,000	6,000,000
Road Rehabilitation	250,000	1,250,000	-	1,250,000	-	2,750,000
IT Upgrades	75,000	-	75,000	-	75,000	225,000
Office Upgrades	50,000	-	-	250,000	-	300,000
Frank Wastewater Treatment Plant Upgrading	-	-	-	-	6,000,000	6,000,000
Operations Facility Upgrades	25,000	25,000	25,000	25,000	25,000	125,000
Pass Powderkeg Ski Hill Upgrades	-	15,000	-	-	-	15,000
Walking Trail Connections	-	25,000	-	-	-	25,000
Provide for Growth						
Property Acquisitions	-	-	-	-	-	-
Enhancements						
Water Meters	-	2,300,000	-	-	-	2,300,000
Outdoor Skate Park	-	-	225,000	-	-	225,000
New Initiatives						
Chlorine Automatic Shutoff Valves	40,000	-	-	-	-	40,000
Aerial Fire Truck	1,500,000	-	-	-	-	1,500,000
Remote Bathrooms	168,000	-	-	-	-	168,000
Trail Expansion and Improvements	539,064	-	-	-	-	539,064
Playground Replacement - Flumerfelt	67,000	-	-	-	-	67,000
Crowsnest Lake Boat Ramp	39,000	-	-	-	-	39,000
Elk's Hall Roof Replacement	50,000	-	-	-	-	50,000
Coleman Seniors Roof and Gutter	30,000	-	-	-	-	30,000
Trench Box System	25,000	-	-	-	-	25,000
Motor Control Center Upgrades	200,000	150,000	-	-	-	350,000
Ski Hill Lodge Roof Repair	25,000	-	-	-	-	25,000
TOTAL CAPITAL REQUIREMENTS	5,688,064	4,814,000	3,267,000	2,319,000	8,820,000	24,908,064

Project Funding						
Grant - AMWWP	-	-	-	-	4,000,000	4,000,000
Grant - FGTF/BMTG	250,000	800,000	-	800,000	-	1,850,000
Grant - MSI Capital	3,060,000	1,014,000	2,567,000	1,519,000	2,820,000	10,980,000
Grant - Municipal Stimulus Grant	707,064	-	-	-	-	707,064
Longterm Financing	1,500,000	700,000	700,000	-	2,000,000	4,900,000
Short-term Financing / Levy	-	2,300,000	-	-	-	2,300,000
Reserve - Green Space	67,000	-	-	-	-	67,000
Reserve - Mill Rate Stabilization	39,000	-	-	-	-	39,000
Reserve - Water	40,000	-	-	-	-	40,000
Reserve - Wastewater	25,000	-	-	-	-	25,000
TOTAL CAPITAL FUNDING	5,688,064	4,814,000	3,267,000	2,319,000	8,820,000	24,908,064

Surplus / Shortfall	0
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Long Term Debt Information



Bylaw Reference	Maturity	Begin 2021 Balance	2021 Payment	Begin 2022 Balance	2022 Payment	Begin 2023 Balance	2023 Payment	Begin 2024 Balance	2024 Payment	Begin 2025 Balance	2025 Payment	Begin 2026 Balance
Existing Debt												
Facility upgrades, Bylaw 934 , 2015 Sports Complex	2026	490,333	85,050	405,284	86,829	318,455	88,645	229,810	90,499	139,311	92,392	46,918
Facility upgrades, Bylaw 934, 2015 MDM	2026	200,277	34,739	165,538	35,465	130,073	36,207	93,866	36,964	56,902	37,738	19,164
Pool Design, Bylaw 937,2015	2036	246,515	12,842	233,672	13,212	220,460	13,593	206,867	13,984	192,883	14,387	178,497
Pool Construction, 938, 2015	2036	984,120	51,689	932,432	53,121	879,311	54,594	824,717	56,107	768,610	57,662	710,947
Frank Wastewater Treatment Plant, Bylaw 938, 2015 (Phase 1)	2041	1,486,573	50,344	1,436,229	51,991	1,384,237	53,692	1,330,545	55,449	1,275,097	57,262	1,217,834
Frank Wastewater Treatment Plant, Bylaw 961,2016 (Phase 3)	2041	1,783,888	60,413	1,723,474	62,390	1,661,085	64,430	1,596,654	66,538	1,530,116	68,715	1,461,401
Complex Ice Plant, Bylaw 1024, 2019	2039	1,158,401	48,471	1,109,930	49,673	1,060,257	50,905	1,009,352	52,167	957,186	53,460	903,726
Proposed Debt												
Frank Wastewater Treatment Plant, Bylaw 1054, 2020 (Phase 1,3 and 4)	25 year	3,000,000	45,723	2,954,277	92,915	2,861,362	94,908	2,766,454	96,944	2,669,510	99,024	2,570,486
Frank Wastewater Treatment Plant, Bylaw 2021 (Phase 2)	25 year									2,000,000	29,706	1,970,294
Fire Engines Ladder Truck, Bylaw 2022	10 year			1,500,000	69,977	1,430,023	141,476	1,288,547	143,530	1,145,017	145,613	999,404
Fire Engines, Bylaw 2023	10year					700,000	65,816	634,184	66,713	567,471	67,621	499,850
Fire Engine, Blyaw 2024	10 year							700,000	65,816	634,184	66,713	567,471
TOTAL DEBENTURES		9,350,107	389,271	10,460,836	515,573	10,645,263	664,266	10,680,997	744,711	11,936,286	790,293	11,145,992

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, 2019 are:

	2019
Debt limit (1.5 times revenue)	22,923,932
Actual debt	6,684,943
Debt servicing limit (.25 times revenue)	3,820,655
Actual servicing	524,476

Proposed 2021 Reserves

RESERVES	2019 Balance	2020 Transfer from Reserve	2020 Transfer to Reserve	2020 Projected Balance	2021 Transfer From Reserve	2021 Transfer to Reserve	2021 Projected Balance
Facilities	53,421	(60,200)	19,274	12,495	(35,000)	24,603	2,098
Roads	125,036	(132,000)	91,032	84,068	(50,000)	90,313	124,381
Wastewater Utility	359,322		122,505	481,827	(50,000)	136,703	568,530
Water Utility	153,595		69,868	223,463	(65,000)	107,508	265,971
Pool	16,068	(6,350)	7,385	17,103		6,434	23,537
Ski Hill	40,801	(15,000)	22,015	47,816	(59,000)	23,331	12,147
New Recreation Facility	14,895		161,318	176,213		14,148	190,361
IT	63,010		9,390	72,400	(32,500)	13,650	53,550
Land Purchases/Sales	227,034	(74,000)	7,687	160,721			160,721
Land Servicing	80,000		-	80,000		15,000	95,000
CNP Seniors Housing	74,809			74,809			74,809
Mill Rate Stabilization Reserve	341,724	(520,590)	343,360	164,494	(98,393)	228,630	294,731
Electrical Utility Reserve	3,296,879			3,296,879			3,296,879
Family Community Support Services (FCSS)	7,669			7,669			7,669
Economic Development	19,840	-	2,265	22,105		2,400	24,505
Cemetery	528		645	1,173		3,250	4,423
Fleet & Equipment	(14,244)		15,901	1,657		17,338	18,995
P/W Passburg Pit Reserve				-			-
Emergency Management Reserve	149,250		36,592	185,842		34,523	220,365
General Operating	(108,640)		108,640	(0)			(0)
Green Space	159,416	(86,000)	3,855	77,271	(77,000)	5,604	5,875
Muni Development (was Offsite Levies)	140,781	(140,781)	-	(0)			(0)
Risk Management Reserve	101,040		3,653	104,693		3,481	108,174
Marketing/Promotions	41,928		-	41,928		-	41,928
Elections	8,750		-	8,750	(8,750)	13,250	13,250
Community Initiatives/Grants						41,600	41,600
	5,352,911	(1,034,921)	1,025,385	5,343,374	(475,643)	781,766	5,649,497