



MUNICIPALITY OF CROWSNEST PASS

AGENDA

Special Budget Meeting

Council Chamber at the Municipal Office

8502 – 19 Avenue, Coleman, Alberta

Wednesday, December 11, 2019 at 2:00 pm

(Budget Packages can be viewed at

<https://www.crowsnestpass.com/municipalgovernment/council/meeting-packages-minutes>)

- 1) CALL TO ORDER**
- 2) ADOPTION OF AGENDA**
- 3) ADOPTION OF MINUTES OF DECEMBER 3, 2019**
- 4) REVIEW - DRAFT BUDGET PRESENTATION**
- 5) PUBLIC INPUT**
- 6) IN CAMERA**
- 7) ADJOURN**

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MUNICIPALITY OF CROWSNEST PASS

MINUTES

Special Budget Meeting

Tuesday, December 3, 2019

A special budget meeting of the Council of the Municipality of Crowsnest Pass was held in Council chambers on Monday, December 3, 2019.

Council Present: Mayor Blair Painter, Councillors: Marlene Anctil, Dave Filipuzzi, Doreen Glavin, Gordon Lundy, Lisa Sygutek, Dean Ward

Administration Present:

Patrick Thomas, Chief Administrative Officer
Brian McCulloch, Director of Finance
Mel Bohmer, Director of Development, Engineering and Operations
Jesse Fox, Manager of Protective Services
Trent Smith, Manager of Community Services
Wayne Robotka, Manager of Operations
David Crichton, Manager of Utilities
Katherine Selesky, Manager Pass Powderkeg Ski Hill
Austin Dillman, Manager of Development and Trades
Sasha Lassey, Recording Secretary

Administration Absent:

Kristin Ivey, Manager of Corporate Services

CALL TO ORDER

Mayor Blair Painter called the meeting to order at 9:02 am.

ADOPTION OF AGENDA

- Councillor Anciault requested to add the discussion of one matter of Privileged Information under the FOIP Act Section 27
- Councillor Ward requested to add two matters of Personal Privacy under the FOIP Act Section 17

B01-2019-12-03: Councillor Sygutek moved to adopt the agenda as amended. Carried

ADOPTION OF MINUTES

Adoption of the minutes of October 17, 2019

B02-2019-12-03: Councillor Filipuzzi moved to adopt the minutes of October 17, 2019 as presented. Carried

BUDGET PRESENTATION

Draft Budget Overview

- CAO, Patrick Thomas gave an overview agenda of the presentation of the 2020 draft budget
- Reviewed reasons for budget development and considerations that are made in developing a budget and budget cost drivers
- Reviewed operating and expenditures for the Municipality of Crowsnest Pass
- Two versions have been provided by Administration; a base budget with no initiatives and a recommended budget
- Reviewed budget assumption highlights including at 3.0% transfer to reserves (utilities at 7.5%), wage and salaries maintained at 2018 rate and administration recommended initiatives

Operating Budget – No Initiatives

- Reviewed Operating Account summaries with no initiatives as base budget
- CAO, Patrick Thomas noted that 2020 expenditures are similar to 2019 and revenues are decreased as a result of reserve transfers
- Overall net 1.8% increase
- Discussion on investment interests; Director of Finance, Brian McCulloch stated that all revenues over \$75,000 were allocated to the reserve for the Albert Stella Memorial Replacement Fund as directed by Council previously

Recommended Budget – With Initiatives

- Reviewed the recommended budget with initiatives that are funded from taxes, reserves, donations and grant funding
- Results in a 3.94% increase to the taxes

2020 New Initiatives

- 47 initiatives were identified in budget process by Council and Administration; 27 initiatives are recommended by Administration for the 2020 Budget
- Recommendations total \$1.24 million and are driven by the Strategic Plan
- Discussion on grants available for MDM and Library; advised that there may be access to some residual funding
- Discussion on Cemetery fencing initiative that was not recommended by Administration; suggestion to utilize chain link fence along the Blairmore Union Cemetery
- Suggestion that one-time purchases possibly be funded from Reserves

2020 Grants to Community Organizations

- Reviewed Category 1 & 2 grant application guidelines
- There were 7 Category 1, and 13 Category 2 applicants for the 2020 budget

- Nordic Ski Club and Crow Snow Riders were added to Category 1 applications for 2020 as were previously being funded within the Municipality's operational expenditures
- Administration advised that only recommended a maximum of 2.3% increase to each organization

B03-2019-12-03: *Motion by Councillor Ward that the Rockslide Invitational and Red Ravens Performing Arts Society organizations be advised to apply as Category 3 applicants instead of Category 2 for the 2020 budget. Carried*

B04-2019-12-03: *Motion by Councillor Glavin to reduce the funding recommendation for Crowsnest Cando's Category 2 application to zero. Carried*

- Suggestion was made by Council to invite Crowsnest Cando Society to discuss what their organization is currently doing within the community for future clarification

B05-2019-12-03: *Motion by Councillor Ward to reduce grant funding recommendation for Crowsnest Conservation Society's Mountain Spirit Festival to \$500 for their 2020 Category 2 application. Carried*

B06-2019-12-03: *Motion by Councillor Anctil to grant the CCHS Graduation \$3000 for 2020 graduation ceremonies.*

Friendly amendment by Councillor Sygutek to Councillor Anctil's motion to increase the grant funding recommendation to \$4000. Carried

B07-2019-12-03: *Motion by Councillor Sygutek to remove the \$5000 funding recommendation for the Community Fitness Connection Centre for the 2020 budget. Carried*

B08-2019-12-03: Motion by Councillor Sygutek increase the recommendation for the Bellevue Underground Mine 2020 Category 1 Grant application by \$2500 for a total of \$18,000. Carried

B09-2019-12-03: Motion by Councillor Sygutek to increase the recommendation for the Crowsnest Museum & Archives Category 1 Grant Application by \$2000 for a total of \$22,500. Carried

- Administration advised that there is currently a net \$6000 reduction following changes to the grant application recommendations
- Reviewed FCSS Grant funding requests and recommendations totaling \$104,500 made by the FCSS board; 80% funded by province and 20% funded by the Municipality

B10-2019-12-03: Motion by Councillor Filipuzzi to take a short recess at 10:30 am. Carried

Mayor Painter called the meeting back to order at 10:50 am

2020 Departmental Budget

2020 Proposed Staffing

- CAO Patrick Thomas reviewed the proposed staffing for the 2020 budget
- Only change is 0.5 increase to Community Services department for the Playground maintenance as a new initiative
- Unsure if STEP Program will be available to fund the 5 summer students in 2020
- 0.5 IT position previously allocated is included within the proposed staffing as presented

Council

- Reviewed the key accomplishments of 2019 and 2020 plans and priorities; very successful year in 2019

- Increase of approximately \$25,000 due to reallocating Municipal Membership fees that were previously in the Finance operating budget

General Administration

General Government

- Organizational revenues and expenses
- Tax rate is held at the 2019 rate; \$30,000 increase from bylaw rezoning
- Slight increases to franchise fees and penalties
- Increase in Senior's Rebate Program

CAO Office

- Includes CAO, Executive Assistant and Economic Development
- Reviewed key highlights for 2019 and plans and priorities for 2020
- Reallocation and realignment of general expenses as well as wages for CAO, Economic Development Officer
- Increase in contracted services is for the GoCrowsnest website
- Will maintain funding for trade shows

Corporate Services

- Includes Legislative Services, Human Resources, Health and Safety and Elections
- Reviewed accomplishments in 2019 as well as plans and priorities for 2020; website and social media remain popular ways to communicate to residents
- Increase in net totals partially due to reallocation of Manager of Corporate Services position and previous wage-gapping of Health and Safety Officer
- Also added in reserves and office supplies which were previously funded through the Finance department allocations
- Health and Safety department expenses were miscoded in 2019; reallocated appropriately in 2020

Health and Safety

- Completed external COR Audit in 2019; official results expected soon
- Target for lost time is 5 days or less in 2020

Financial Services

- Includes Finance, Information Technology, and Warehouse
- Reviewed 2019 accomplishments and 2020 plans and priorities
- Decrease in net total due to reallocation of funding and expenses to appropriate departments

Information Technology

- Contact services are also reduced according to actual variances in 2019

Municipal Warehouse

- Slight increase in administration and salaries according to actual variances in 2019

Community Services

- Includes culture, FCSS, recreation facilities and programs, green spaces, trails and transit
- Pass Powderkeg Ski Hill and Crowsnest Pass Community Pool are included within this budget, however will be discussed separately
- Reviewed some of the 2019 accomplishments as well as 2020 plans and priorities
- Net increase in 2020; partially due to realignment of wages
- No increases to fees from 2019 to 2020
- Rental income was based on actuals in 2019
- All grants have been consolidated into Community Services Department for 2020

B11-2019-12-03: *Motion by Councillor Sygutek to take a recess for lunch at 11:57 am. Carried*

Mayor Painter reconvened the meeting at 12:51 pm.

Community Services Continued

FCSS

- Currently no change to the 2020 budget from 2019; net zero

Recreation Facilities

- Includes main recreation buildings, walking trails and playgrounds
- Rental income is reduced in 2020 as a result of less hockey teams utilizing the ice
- Councillor Ward suggested a break down of cost per user for each facility in the future
- Adjustment of revenue to rental income and sales of goods to appropriate accounts

Recreation Programs

- Includes administration and program costs

Trails

- Will be allocated to Grants for Nordic Ski Club and Crow Snow Riders in 2019; in 2020 grant summaries in the Culture sub-department

Green Spaces

- Realignment of cost allocation between contracted services and operations
- Revenue and expenses are comparable to 2019

Transit

- RIDE Crowsnest
- Same budget allocation for 2020; same level of service with two operational days per week

Pass Powderkeg Ski Hill

- Reviewed highlights in 2019 and plans and priorities for 2020
- Overall season pass sales are at 85% of last year; snow school, merchandise sales, and race team rentals are increased over last year

- New programs very promising
- Overall net decrease in subsidy required from Municipality from 2019 to 2020

Pass Community Pool

- Overall net increase of \$4700 from 2019 to 2020 budget

Development, Engineering and Operations

- Includes Development and Trades, Transportation, water, Wastewater, Solid Waste and Fleet and Facilities Management
- Reviewed the 2019 accomplishments and 2020 plans and priorities
- Revenue is reduced by \$100,000 in 2020 due to recycling no longer being offered; expense removed from contracted services

Development and Trades

- Highlights in 2019 include replacement of ice plant at the Coleman Sports Complex, adjusted walk in hours for Safety Codes Officers, and installed an emergency generator at MDM
- 2020 plans include Albert Stella demolition, MDM window replacement and library roof replacement
- Slight decrease in revenues for less rental
- Wage gapping and joint job evaluation adjustment reflect an increase to the wages and salaries in 2020

Facility Maintenance

- Centralization of maintenance budgets; department provides interdepartmental work requests

Transportation

- Highlights include parking lot and sidewalk rehabilitation, downtown Coleman revitalization, Cemetery runner in Bellevue Catholic cemetery completed, and user pay dust suppression program launched

- 2020 plans and priorities include new guardrails on the Adanac Road, continue with sidewalk rehabilitation and additional fleet replacement
- Overall revenue decreased due to a large transfer of reserves in 2019, contracted services increased as 2019 initiatives on-going and increases to general expenses
- Partial salaries and wages reallocated to appropriate departments

Fleet

- Centralized all parts, and repairs to the fleet department
- Working on creating procedures for interdepartmental transactions

Utilities

- Highlights include purchase of a dechlorinator, community clean ups, decommissioning of wells in Coleman and Bellevue, connection of Bowie Estates and Kananaskis Wilds in progress, and installing level transmitters
- 2020 plans and priorities include creating a leak detection program, investigation of Water Meter Installation, repair of ten main valves, spray lining of a sewer line in West Coleman and replacement of Valley Ridge fire tank
- Recommendation by administration in 2020 is for no utility rate increase for water, 5% increase wastewater (\$1.58 per month), 2% increase solid waste (\$0.47 per month), \$2.05 overall increase to a residential bill monthly
- Recommended transfer of reserves for utilities 7.5%; 10% reserve contribution (\$64,000) would result in an increase of \$3.76 per month for a residential utility account
- Slight increase to reserves from 2019 at 7.5%
- Contract services reduced due to lack of recycling

Protective Services

- Includes Fire Rescue, Bylaw and Agricultural Services

Fire Rescue Emergency Services

- Highlights for 2019 include acquisition of vehicle extraction tools, and hosted training for external organizations
- 2020 plans and priorities include continued training and standardization of equipment
- Overall net zero in 2020 with the exception of the wages and salaries increase which is a result of wage gapping in 2019

Bylaw Enforcement

- 2019 accomplishments included assistance with the feral cat program, commercial vehicle enforcement, and a visible presence on Highway 3 to reduce speeds throughout the community
- 2020 plans and priorities include continued education and enforcement of the Community Standards Bylaw, and work towards reduction of feral cats
- Discussion on the potential impacts of Provincial base and/or enhanced policing in the future; Administration has not currently allocated any additional funding in the 2020 budget for this as there has been no Provincial announcement made as of the date of meeting and no direction from Council to include it as part of the 2020 budgetary considerations
- Administration advised that Council can utilize the Millrate stabilization reserve if there is a need in the future

Agriculture and Environmental Services

- 2019 accomplishments include community education events, successful weed spraying season, utilizing Alberta One Call throughout the Province
- 2020 plans include expansion of public education, increase staff work applications and attend industry training to improve standard of program delivery
- Net overall decrease in 2020

B12-2019-12-03: *Motion by Councillor Glavin to take a short recess at 2:01 pm. Carried*

Mayor Painter reconvened the meeting at 2:16 pm

Draft 2020-2025 Capital Project Summary

- \$17.7 million of capital projects over next 2 years; \$746,850 added to 2020 Capital Budget as part of 2020 initiatives
- MSI Funding is slated to end in 2021/2022
- Provincial Budget announcement is for reductions in MSI payments
- Can come from a variety of funding sources
- Current proposed Capital plan is 5 years as per the minimum mandate by the Provincial Government
- Discussion of whether the Coleman bridge replacement should be included in the Capital Plan Summary, administration will ensure that it is recorded appropriately
- Outdoor Skateboard Park has been approved as part of the 2019 Budget previously by Council
- Discussion on Water Meter implementation and potential funding issues

B13-2019-12-03: Motion by Councillor Ward to move the water meter implementation capital project forward to 2022. Carried

B14-2019-12-03: Motion by Councillor Filipuzzi to move the outdoor skateboard park capital project forward to 2022. Carried

Long Term Debt

- Projected Municipal Debt as of December 31, 2019 will be \$6,684,767
- \$3.2 million to be added to municipal debt in 2020 which includes a new fire engine and the Frank Wastewater Treatment Plant
- Reviewed summary of active debt, current payments and projected payments in future
- Servicing and debit limits were within the legal boundaries allowed for Municipalities

Proposed 2020 Reserves

- Projected reserves for 2019 balance are \$5.4 million
- Net transfer to reserves is proposed at \$789,534 in 2020
- Projected reserves balance for 2020 is \$6.3 million before proposed new initiatives of \$169,700
- Council requested a future break down of what is restricted and unrestricted reserves from Administration

REVIEW

- The proposed budget by administration would result in a \$81 per year tax increase at 3.94%; along with a 2.50% utility increase, would be approximately \$100 per year for an average household valued at \$300,000
- A business valued at \$500,000 would see a tax increase of approximately \$251 per year or \$21 per month at 3.94%
- Utilities would have a \$24.60 (2.50%) increase per year for an average residential home, \$2.05 per month increase
- Administration is looking for Council to approve the amended 2020 Capital budget as presented and to approve the 2021 capital budget as presented
- Further discussion on Cemetery fencing initiative that was not recommended in the 2020 budget by administration; Administration will explore additional options and come back to Council

B15-2019-12-03: Motion by Councillor Filipuzzi to allocate \$10,000 from the Millrate stabilization reserves towards the Cemetery Project as presented by the Crowsnest Pass Memorial Society. Rescinded by Councillor Filipuzzi

B16-2019-12-03: Motion by Councilor Filipuzzi to allocate up to \$15,000 from the Millrate stabilization reserve for the Cemetery Project as presented by the Crowsnest Pass Memorial Society.

Councillor Lundy requested a recorded vote:

For: Mayor Painter, Councillors Anctil, Filipuzzi, Glavin, Sygutek and Ward

Opposed: Councillor Lundy

Carried

PUBLIC INPUT

IN CAMERA

B17-2019-12-03: Councillor Ward moved that Council go In Camera with a short break for the purpose of discussion of one matter of Privileged Information under the FOIP Act Section 27 and two matters of Personal Privacy under the FOIP Act Section 17 and to take a brief recess at 3:21 pm. Carried

DEPARTURE

All members of Administration except the Chief Administrative Officer departed the meeting at 3:21 pm.

RECONVENE

Mayor Painter convened the In Camera meeting at 3:31 pm with Patrick Thomas, Chief Administrative Officer in attendance to provide advice to Council

B18-2019-12-03: Motion by Councillor Sygutek to come out of In Camera at 4:56 pm.

ADJOURN

B18-2019-12-03: Councillor Filipuzzi moved to adjourn the meeting at 4:57 pm. Carried

Next Budget Deliberation Meeting December 11, 2019 at 2:00 pm in Council Chambers

_____ **Date:** _____

Blair Painter

Mayor

_____ **Date:** _____

Patrick Thomas

Chief Administrative Officer

DRAFT

Changes to Operating Budget From the Budget Meeting December 3, 2019

		Amount	Total Taxes
Grants to Organizations (Page 29)			
Category 1			
Crowsnest Museum & Archives	increase	2,000	
Bellevue Underground Mine	increase	2,500	
Community Fitness Connection	decrease	<u>-5,000</u>	
Net Change			-500
Category 2			
Crowsnest Consolidated High School	decrease	-500	
Crowsnest Cando	decrease	-500	
Crowsnest Conservation Society	decrease	-1,500	
Red Raven's Performing Arts Society	decrease	-2,000	
RockSlide Invitational	decrease	<u>-1,000</u>	
Net Change			<u>-5,500</u>
Total Decrease to Grants to Organizations			-6,000

2020 New Initiatives (Page 28)

		Reserve	Taxes	
Trail Signage Development	decrease	-5,000		From Beautification Reserve to Green Space Reserve
Trail Expansion and Improvements	decrease	-5,000		
Coleman Tennis Court Upgrade	cancel		-2,500	
Road and Pothole Enhancement	change	20,000	-20,000	From Taxes to Road Reserve
Blairmore Cemetery Fencing	increase	15,000		Mill Rate Reserve
Auto Scrubber	change	12,500	-12,500	From Taxes to Mill Rate Reserve
Water Bottle Fill Stations	change	8,850	-8,850	From Taxes to Mill Rate Reserve
Playground	change	15,000	-15,000	From Taxes to Green Space Reserve
Pool Equipment	change	2,100	-2,100	From Taxes to Pool Reserve
Pool Mower	change	650	-650	From Taxes to Pool Reserve
Pool Water Fountain	change	3,600	-3,600	From Taxes to Pool Reserve
Ski Hill Camping	cancel		-4,300	Cancel request
Ski Hill Lower Ammenities	Change	-15,000		Move to Grant Income
Commercial Washer and Dryer	decrease		-5,000	
Commercial Washer and Dryer	change	20,000	-20,000	From Taxes to Mill Rate Reserve
MCC and Motor Starter Assessment	cancel		-10,000	
Sidewalk and curb repair	change	20,000	-20,000	From Taxes to Mill Rate Reserve
Sidewalk Treatment	change	20,000	-20,000	From Taxes to Mill Rate Reserve
Coleman Arena Doors	decrease	-8,000		
Emergency Management Training	change	<u>10,000</u>	<u>-10,000</u>	From Taxes to Mill Rate Reserve
Increase/(decrease) in Funding		114,700	-154,500	
Original Reserve Balance (page 93)		169,700		
Original new Initiative Tax Levy (page 25)			<u>179500</u>	
		<u>284,400</u>	<u>25,000</u>	

Operating Account Summary by GL Type - With Initiatives

GL Account	2019	2020	Variance	2021	2022
Revenues					
ASFF Taxes	2,648,760	2,648,760	0	2,648,760	2,648,760
Conditional Grants	510,945	503,975	6,970	507,504	510,833
DIP Taxes	4,734	4,734	(0)	4,734	4,843
Donations	66,388	24,826	41,562	24,852	24,925
Franchise Fees	1,082,820	1,107,000	(24,180)	1,107,000	1,107,000
Inter-Department Revenues	657,690	664,689	(6,999)	664,689	664,689
Interest and Penalties	85,050	105,915	(20,865)	107,238	108,542
Investments Interests	75,521	77,409	(1,888)	79,344	81,169
Licenses and Fees	302,800	300,405	2,395	300,513	307,425
Other Revenues and Cost Recoveries	241,589	270,652	(29,063)	247,963	250,331
Property Taxes		0	0	0	0
Rental Income	251,876	231,927	19,949	235,677	236,953
Sale of Goods and Services	4,118,530	4,076,834	41,696	4,250,574	4,315,092
Transfers from Reserves	143,810	20,000	123,810	20,000	20,000
Total Revenue	10,190,513	10,037,126	153,387	10,198,848	10,280,562
Expenses					
Administration	863,417	759,871	103,546	640,950	650,905
Contracted Services	2,126,386	2,060,064	66,322	2,194,904	2,225,364
DIP Requisition	4,734	4,734	(0)	4,734	4,843
Grants to Organizations	734,220	855,641	(121,421)	855,641	864,290
Inter-Department Expenses	624,623	616,266	8,357	617,736	627,930
Operations	2,949,369	3,020,452	(71,083)	3,049,342	3,095,232
Rebates	31,051	44,000	(12,949)	44,000	44,000
Repairs and Maintenance	422,375	431,781	(9,406)	429,110	430,362
Requisitions	2,648,760	2,648,760	0	2,648,760	2,709,681
Salaries, Wages and Benefits	6,696,162	6,703,525	(7,363)	6,809,177	6,841,198
Service Charges and Interest	228,176	196,597	31,579	270,600	278,087
Transfer to Reserves	764,156	775,964	(11,808)	712,188	642,357
Waste Disposal	129,150	132,379	(3,229)	135,688	138,809
Principal Debt Repayment	364,471	334,659	29,812	491,276	585,115
Total Expenses	18,587,050	18,584,693	2,357	18,904,106	19,138,173
Municipal Property Tax Before Capital	(8,396,537)	(8,547,567)	(151,030)	(8,705,258)	(8,857,611)
Adjust Grants to Organizations		6,000	6,000		
	(8,396,537)	(8,541,567)	(145,030)		
Year over year Increase		1.73%		1.84%	1.75%
New Initiatives Recommended by Administration - from Taxes		(25,000)	(25,000)		
Property Taxes Required	(8,396,537)	(8,566,567)	(170,030)	(8,705,258)	(8,857,611)
Tax Increase		2.03%			

Recommended Operating Budget - With Initiatives

Costing Center	2019	2020	Variance	2021	2022
Revenues					
CAO Office					
Economic Development	50,000	0	50,000	0	0
Community Services					
Culture	100,896	134,827	(33,931)	134,827	135,076
FCSS	229,417	231,204	(1,787)	231,204	231,204
Green Spaces	33,550	34,601	(1,051)	9,401	9,502
Recreation Facilities	183,463	176,400	7,063	176,400	176,826
Recreation Programs	51,057	36,502	14,555	36,510	36,518
Transit	13,871	13,000	871	13,000	13,000
Pool	124,000	124,000	0	124,000	124,000
Ski Hill	488,000	484,250	3,750	484,250	484,250
Development, Engineering & Operations					
Development and Trades	207,500	203,750	3,750	207,500	211,813
Facility Maintenance	273,625	276,480	(2,855)	276,480	276,480
Fleet	384,065	388,209	(4,144)	388,209	388,209
Transportation	80,150	12,650	67,500	12,650	12,849
Utilities	3,406,764	3,353,161	53,603	3,525,246	3,587,258
Finance					
Finance	77,925	75,553	2,372	75,684	77,425
Information Technology	146,479	146,479	0	146,479	146,479
General Government					
General Government	3,947,895	3,948,123	(228)	3,951,489	3,954,829
Protective Services					
Protective Services	100,813	103,183	(2,370)	105,612	108,041
AG& Environmental	208,235	211,939	(3,704)	217,084	222,077
Enforcement	82,808	82,815	(7)	82,823	84,728
Total Revenue	10,190,513	10,037,126	153,387	10,198,848	10,280,562

Recommended Operating Budget - With Initiatives

Expenses					
CAO Office					
CAO Office	404,071	647,938	(243,867)	629,555	630,279
Economic Development	146,298	77,765	68,533	80,841	82,810
Community Services					
Culture	428,643	540,084	(111,441)	541,268	542,456
FCSS	281,121	282,701	(1,580)	281,491	281,491
Green Spaces	129,231	132,352	(3,121)	133,776	132,459
Recreation Facilities	1,025,688	1,048,440	(22,752)	1,012,574	1,013,337
Recreation Programs	284,683	275,537	9,146	275,774	276,083
Trails	58,635	0	58,635	0	0
Transit	70,806	72,056	(1,250)	72,058	73,302
Pool	248,800	253,535	(4,735)	251,782	249,979
Ski Hill	784,134	755,840	28,294	755,867	755,891
Corporate Services					
Corporate Services	261,810	423,742	(161,932)	425,363	429,409
Health and Safety	93,733	125,423	(31,690)	125,744	129,350
Council					
Council	208,816	233,396	(24,580)	234,352	236,425
Development, Engineering & Operations					
Development and Trades	782,531	797,696	(15,165)	802,628	815,176
Facility Maintenance	273,625	280,787	(7,162)	282,726	282,726
Fleet	471,274	473,884	(2,610)	473,884	476,180
Transportation	3,164,537	3,086,819	77,718	3,104,391	3,133,193
Utilities	2,831,099	2,757,344	73,755	2,976,399	3,008,533
Finance					
Finance	1,288,759	987,061	301,698	996,667	1,013,496
Information Technology	328,673	322,390	6,283	322,390	322,390
Warehouse	109,757	115,292	(5,535)	115,292	115,292
General Government					
General Government	3,329,961	3,315,739	14,222	3,240,739	3,235,418
Protective Services					
Protective Services	608,899	630,413	(21,514)	656,613	684,937
AG& Environmental	398,140	393,292	4,848	398,389	405,887
Enforcement	208,855	220,508	(11,653)	222,267	226,557
Principal Debt Repayment	364,471	334,659	29,812	491,276	585,115
Total Expenses	18,587,050	18,584,693	2,357	18,904,106	19,138,173
Municipal Property Tax	(8,396,537)	(8,547,567)	(151,030)	(8,705,258)	(8,857,611)
Adjust Grants to Organizations		6,000	6,000		
	(8,396,537)	(8,541,567)	(145,030)		
		1.73%		1.84%	1.75%
New Initiatives Recommended by Administration - from Taxes		(25,000)	(25,000)		
Property Taxes Required	(8,396,537)	(8,566,567)	(170,030)	(8,705,258)	(8,857,611)
Tax Increase		2.03%			

2020 NEW INITIATIVES

Department	Initiative	Requested Amount	Recommended Amount	Funding Source
Community Services	Trail Signage Development	10,000	5,000	Reserves - Green Space
Community Services	Annual Beautification	15,000	-	
Administration	Community Float	50,000	-	
Community Services	Hanging Flower Baskets	30,000	-	
Utilities	Infrastructure Master Plan	250,000	250,000	Donation
Administration	Community Art Program	5,000	-	
Community Services	Trail Expansion and Improvements	20,000	15,000	Reserves - Green Space
Protective Services	Goat Weed Program	25,000	-	
Corporate Services	Relocation Program		-	
Community Services	Coleman Tennis Court Upgrade	2,500	-	
Community Services	Way Finding Signage	20,000	20,000	Reserves - Facilities
Finance	Senior Tax and Utility Deferral Program	14,500	-	
Transportation	Road and Pothole Enhancement	100,000	20,000	Reserves - Roads
Community Services	ASMA Replacement Fund		-	
Community Services	Blairmore Cemetery Fencing		15,000	Reserves - Mill Rate
CAO Office	Economic development Officer	65,900	-	
Community Services	Auto Scrubbers	12,500	12,500	Reserves - Mill Rate
Community Services	All Surface Cleaning Machine	9,500	-	
Community Services	Complex Gate	12,000	12,000	Reserves - Facilities
Community Services	Water Bottle Fill Station	8,850	8,850	Reserves - Mill Rate
Community Services	Ball Diamond Groomer	10,500	10,500	Reserves - Green Space
Community Services	Beautification Self-Water Planters	9,000	-	
Community Services	Replace Loaner Bear Proof Bins	11,000	11,000	Reserves - Green Space
Community Services	Community Services Mowers	22,000	22,000	Reserves - Green Space
Community Services	Playground	40,000	40,000	Taxes/Reserve Green Space
Pool	Pool Equipment	2,100	2,100	Reserves - Pool
Pool	Pool Mower	650	650	Reserves - Pool
Pool	Water Fountain	3,600	3,600	Reserves - Pool
Ski Hill	Camping	4,300	-	
Ski Hill	Lower Ammenities	28,000	28,000	Grant (15,000)/Reserves - Ski Hill(13,000)
Ski Hill	Lower Lift Extension	250,000	250,000	MSI
Ski Hill	New Snow Cat	395,000	395,000	MSI
Protective Services	Peace Officer Sargeant	93,012	-	
Protective Services	Commercial Washer and Dryer	25,000	20,000	Reserves - Mill Rate
Development and Trades	Library Lighting	55,000	-	
Development and Trades	Library Roof	20,200	20,200	Reserves - Facilities
Development and Trades	MDM Lighting	80,000	-	
Development and Trades	Development Officer Support		-	
Transportation	Crush Stored Asphalt and Concrete Material	100,000	-	
Utilities	MCC and Motor Starter Assessment	10,000	-	
Transportation	Sidewalk and Curb Repair	30,000	20,000	Reserves - Mill Rate
Transportation	Sidewalk Treatment	55,000	20,000	Reserves - Mill Rate
Utilities	Hillcrest Ball Diamond Potable Water	30,000	-	
Utilities	Electrical Manual Disconnect	15,000	-	
Development and Trades	Coleman Arena Doors	16,000	8,000	Reserves - Facilities
Development and Trades	Community Event Sign	180,000	-	
CAO Office	Emergency Management Training	10,000	10,000	Reserves - Mill Rate
		2,146,112	1,219,400	



Capital Project Summary - Proposed

Projected Costs

Approved

	2020	2021	2022	2023	2024	2025	TOTAL
Maintain Safety							
Albert Stella Memorial Arena Demolition	200,000	-	-	-	-	-	200,000
Preserve Existing Assets							
Wastewater Collection System Video Inspection	25,000	25,000	25,000	30,000	30,000	30,000	165,000
Upgrade/Replace Existing Assets							
Fleet replacement	1,230,000	1,485,000	944,000	135,000	925,000	150,000	4,869,000
Deep Infrastructure Replacement	1,250,000	2,250,000	-	2,250,000	-	2,250,000	8,000,000
Road Rehabilitation	1,500,000	-	1,500,000	-	1,500,000	-	4,500,000
IT Upgrades	-	75,000	-	75,000	-	75,000	225,000
Office Upgrades	200,000	50,000	-	-	50,000	-	300,000
Frank Wastewater Treatment Plant Upgrading		7,000,000	-	-	-	-	7,000,000
Operations Facility Upgrades	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Pass Powderkeg Ski Hill Upgrades	64,915	11,500	-	20,000	50,000	-	146,415
Walking Trail Connections	-	-	25,000	-	-	-	25,000
Provide for Growth Enhancements							
Water Meters	-	-	2,300,000	-	-	-	2,300,000
Outdoor Skate Park			225,000				225,000
New Initiatives							
Trail Signage	5,000	-	-	-	-	-	5,000
Trail Expansion and Improvement	15,000	-	-	-	-	-	15,000
Way Finding Signage	20,000						20,000
Blairmore Cemetery Fence	15,000						15,000
Auto Scrubber	12,500						12,500
Complex Gate	12,000						12,000
Ball Diamond Groomer	10,500						10,500
Bear Proof Bin Replacement	11,000	-	-	-	-	-	11,000
Community Services Mower	22,000	-	-	-	-	-	22,000
Ski Hill Lower Amenities	28,000	-	-	-	-	-	28,000
Lower Lift Extension	250,000	-	-	-	-	-	250,000
Snow Cats	395,000						395,000
Commercial Washer and Dryer	20,000						20,000
Library Roof	20,200						20,200
Arena Doors (Interior)	8,000						8,000
TOTAL CAPITAL REQUIREMENTS	5,334,115	10,916,500	5,039,000	2,530,000	2,575,000	2,525,000	28,919,615
Project Funding							
Grant - MSI Capital	3,949,915	3,861,500	3,804,000	2,480,000	1,785,000	2,495,000	18,375,415
Grant - FGTF/BMTG	760,000	-	760,000	-	760,000	-	2,280,000
Longterm Financing	400,000	7,000,000	400,000	-	-	-	7,800,000
Operating Budget	25,000	55,000	75,000	50,000	30,000	30,000	265,000
Unrestricted Reserve	199,200	-	-	-	-	-	199,200
TOTAL CAPITAL FUNDING	5,334,115	10,916,500	5,039,000	2,530,000	2,575,000	2,525,000	28,919,615

Surplus / Shortfall

0

Proposed 2020 Reserves

RESERVES	2018 Balance	2019 Transfer from Reserve	2019 Transfer to Reserve	2019 Projected Balance	2020 Transfer to Reserve	2020 Transfer From Reserve	2020 Projected Balance
Facilities	56,877	(21,189)	45,000	80,688	8,178	(60,200)	28,666
Roads	40,000		65,000	105,000	89,854	(20,000)	174,854
Wastewater Utility	233,260			233,260	77,650		310,910
Water Utility	81,158		201,856	283,014	69,868		352,882
Pool			6,000	6,000	7,385	(6,350)	7,035
Ski Hill		(15,000)	20,000	5,000	22,015	(13,000)	14,015
IT	34,994		20,000	54,994	9,390		64,384
Land Purchases/Sales	611,105	(401,622)	10,050	219,534			219,534
Land Servicing	80,000		11,493	91,493	10,000		101,493
CNP Seniors Housing	74,809			74,809			74,809
Mill Rate Stabilization Reserve	131,981	(119,600)	296,557	308,938	415,142	(106,350)	617,730
Electrical Utility Reserve	3,296,879	(187,295)		3,109,584			3,109,584
Family Community Support Services (FCSS)	6,972			6,972			6,972
Economic Development	26,272	(10,000)	10,000	26,272			26,272
Fleet & Equipment	18,335		40,000	58,335	13,802		72,137
Community Beautification	35,000		5,000	40,000	5,000	-	45,000
P/W Passburg Pit Reserve				-			-
Emergency Management Reserve	119,799		4,500	124,299	5,000		129,299
General Operating	108,640			108,640			108,640
Green Space	141,277		25,000	166,277	5,000	(78,500)	92,777
Offsite Levies	140,781			140,781			140,781
Risk Management Reserve	94,970			94,970	5,000		99,970
Community Initiatives/Grants	41,928		5,000	46,928	5,000		51,928
Elections	8,750		8,750	17,500	8,750		26,250
Community Recreation Facility				-	30,000		30,000
Cemeteries				-	2,500		2,500
	5,383,787	(754,706)	774,206	5,403,288	789,534	(284,400)	5,908,421.58