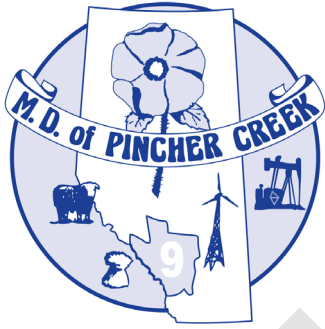


**AGENDA**  
**COUNCIL COMMITTEE MEETING**  
MUNICIPAL DISTRICT OF PINCHER CREEK  
September 28, 2021  
9:00am  
*\*\* via GoToMeeting*

1. Approval of Agenda
2. 2022 Operations Budget
3. Closed Session
  - a) Personnel – FOIP Section 17
4. Adjournment



**2022**

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



1037 Herron Ave.  
PO Box 279  
Pincher Creek, AB  
T0K 1W0  
p. 403.627.3130  
f. 403.627.5070

[info@mdpincercreek.ab.ca](mailto:info@mdpincercreek.ab.ca)  
[www.mdpincercreek.ab.ca](http://www.mdpincercreek.ab.ca)

**Pending**

Dear MD Ratepayers;

Speaking to you today, we have approved our last budget as MD Council for this municipal term. We choose to approve the 2022 budget prior to Election Day as a way to support the transition to a very new Council taking over on October 18, 2021. As always, we have proceeded to budget with an eye on the future, including but not limited to: reduced grants and other provincial funding, changes to assessment models, police model download, and unforeseen tax write-offs, etc.

The 2022 Budget continues to provide the services that you have come to expect and to do that in a fiscally responsible manner. Some of the highlights and challenges of the 2022 budget include:

### **Contribution to the Pincher Creek Community Early Learning Centre (PCCELC)**

In 2020 the MD committed to a \$1M contribution to the PCCELC. \$600k has been paid to date, with \$100k committed to be paid for each of the next four years.

### **Requisitions to Pincher Creek Emergency Service and Policing**

In 2022, the Municipal Tax Levy will include both the requisition for Policing and Pincher Creek Emergency Services Commission (PCESC). The 2022 requisition for Policing is expected to be \$215,920 up from \$162,050 in 2021.

It has been past practice for the MD to include PCESC as a separate levy on tax notices. However, under the MGA it should be recognised as part of the Municipal Tax Levy. Therefore funding changes to PCESC will directly impact the Municipal Tax Levy.

Mediation with the funding formula for PCESC was delayed by the Town and is hoped it will resume in November with new Councils, otherwise the next MD Council will have to explore its options to find a satisfactory resolution to this long standing issue.

## **Beaver Mines Project Update**

Considerable effort was made by staff, council and residents to ensure the Beaver Mines Projects could successfully move forward. We received Final Approval for our project on June 2, 2021 and, have secured an extension on our grants into 2023.

## **Cash Flow Concerns**

The economic climate continues to put pressure on MD finances. The MD is currently owed more than \$3M in outstanding taxes, as well the continued anticipation that in 2022 onwards, many grants, which in the past the MD has been successful in receiving, and have relied on, will decrease or dissolve altogether. In effort to offset these fiscal challenges, the MD was able to internally restrict more funds into the tax rate stabilization reserve.

## **Administration**

Administration continues to go through a chart of account (COA) restructure. This restructure will allow for more accurate cost tracking and enhanced financial reporting.

MD Council

## Operating Budget Summary by Department

	2020	2021	2022	Variance	2021 vs 2022 Variance Highlights
<b>Revenue</b>					
Requisitions	3,709,110	4,029,110	3,175,215	(853,895)	Unfavorable as PCESC is not considered a "requisition" under the MGA or Housing Act.
Council	10,000	10,000	10,000	-	
General	352,130	351,030	495,030	144,000	Favorable penalty revenue as a direct result of high outstanding taxes.
Administrative Services	39,860	25,760	25,735	(25)	
Planning & Development	65,550	134,710	64,800	(69,910)	Unfavorable as the MDP is complete.
Law Enforcement	10,150	10,250	10,250	-	
Fire	40,000	40,000	95,000	55,000	
REMO	70,880	68,650	-	(68,650)	PCREMO now included as a contribution to a local agency under Fire.
Public Works	714,560	674,880	269,630	(405,250)	Unfavorable because no transfers from reserves are required to fund operating expenses and the water services labour allocation is no longer required.
Agriculture & Environmental Services	231,860	309,900	309,900	-	
Lundbreck	-	-	-	-	
Airport	44,950	94,950	44,950	(50,000)	Unfavorable as contributions from neighboring municipalities for the Regional Airport Committee is not required.
Waste Management	84,940	73,070	15,000	(58,070)	Coding adjustment - municipal contributions for recycling should be coded against the expense.
Water Services	102,600	202,500	226,900	24,400	
Wastewater Services	38,000	39,400	12,000	(27,400)	
Community Services	251,490	311,730	207,000	(104,730)	Coding adjustment - municipal contributions for Joint Funding should be coded against the expense.
Parks & Recreation	7,500	-	-	-	
Cemeteries	-	-	-	-	
<b>Total Revenues</b>	<b>31,315,280</b>	<b>6,375,940</b>	<b>4,961,410</b>	<b>(1,414,530)</b>	
<b>Expense</b>					
Requisitions	3,676,070	4,029,110	3,165,215	(863,895)	Favorable as PCESC is not considered a "requisition" under the MGA or Housing Act.
Council	248,510	276,550	266,010	(10,540)	
Administrative Services	2,265,545	2,413,490	2,156,680	(256,810)	Favorable mainly due the removal of air photos in 2022 and a smaller contribution to the tax rate stabilization reserve.
Planning & Development	357,020	390,160	410,200	20,040	Unfavorable due to additional head count, offset slightly by completion of IDP and MDP.
Law Enforcement	311,540	168,050	221,920	53,870	Unfavorable due to an increase in costs paid to the Province for policing.
Fire	101,750	101,965	955,720	853,755	Unfavorable due to contributions to PCREMO and PCESC included here.
REMO	134,200	142,510	-	(142,510)	
Public Works	5,187,635	6,223,795	5,815,640	(408,155)	Favorable mainly due to the accounting change for gravel.
Agriculture & Environmental Services	533,790	587,920	583,300	(4,620)	
Lundbreck	103,530	112,600	-	(112,600)	Coding adjustment - Lundbreck is a location code, not a segment. Therefore it is now combined with PW.
Airport	83,240	161,850	73,710	(88,140)	Favorable as no reserve transfer to the Regional Airport Committee is needed in 2022.
Waste Management	423,550	405,750	402,700	(3,050)	
Water Services	459,290	526,930	590,650	63,720	Unfavorable due to an increase in costs as a result of new water infrastructure.
Wastewater Services	8,600	16,600	19,000	2,400	
Community Services	558,320	645,670	574,285	(71,385)	Coding adjustment - municipal contributions for Joint Funding should be coded against the expense.
Parks & Recreation	515,930	539,930	543,430	3,500	
Cemeteries	55,140	55,140	55,140	-	
<b>Total Expenses</b>	<b>52,567,700</b>	<b>16,798,020</b>	<b>15,833,600</b>	<b>(964,420)</b>	
<b>Deficiency of Revenue Over Expenses</b>	<b>21,252,420</b>	<b>10,422,080</b>	<b>10,872,190</b>	<b>450,110</b>	
Tax Levy for Capital	1,573,140	1,683,140	1,666,540	(16,600)	
Debt Principal	458,060	368,790	375,970	7,180	
Water Hookups			450,000	450,000	
<b>Municipal Tax Levy</b>	<b>23,283,620</b>	<b>12,474,010</b>	<b>13,364,700</b>	<b>890,690</b>	

Note: Amortization expense to be included in budget but not funded 3,350,000 3,350,000

## Operating Budget Summary by Type

	2020	2021	2022	Variance	2021 vs 2022 Variance Highlights
<b>Revenue</b>					
Property Taxes Excluding Municipal	3,709,110	4,029,110	3,175,215	(853,895)	Unfavorable as PCESC is not considered a "requisition" under the MGA or Housing Act.
Grants	355,360	317,480	295,900	(21,580)	
Sales and User Charges	235,200	692,850	590,300	(102,550)	Coding adjustment - municipal contributions for recycling should be coded against the expense, and less revenue from dust control and gravel sales.
Permits & Fines	10,150	10,250	10,250	-	
Leases & Rentals	54,170	54,190	54,435	245	
Intermunicipal Charges	256,000	256,000	66,000	(190,000)	Unfavorable due to the labour allocation change.
Transfer from Local Gov't or Local Boards/Agencies	332,640	344,660	117,280	(227,380)	Coding adjustment for Joint Funding and PCREMO, as well as no airport reserve contribution from neighbouring municipalities.
Tax Penalties & Costs	95,130	94,030	238,030	144,000	Favorable penalty revenue as a direct result of high outstanding taxes.
Investment Income	257,000	257,000	257,000	-	
Miscellaneous Revenue	7,850	2,040	2,000	(40)	
Transfers From Reserves	257,500	318,330	155,000	(163,330)	Transfers from reserves to fund daycare and PCREMO.
<b>Total Revenues</b>	<b>5,773,580</b>	<b>6,375,940</b>	<b>4,961,410</b>	<b>(1,414,530)</b>	
<b>Expense</b>					
Salaries & Benefits	4,186,110	4,559,645	4,760,030	200,385	Unfavorable mainly due to change in head count in both the Planning and Water Departments.
General Purchases	2,761,150	3,334,425	3,038,250	(296,175)	Favorable due to gravel reclamation change and less dust control and cold mix product.
Contracted Services	2,224,830	2,218,060	2,190,600	(27,460)	
Contributions to Local Gov't or Local Boards/Agencies	1,005,010	1,092,575	1,824,945	732,370	Unfavorable as contributions to PCESC and PCREMO are included here.
Training	58,005	108,000	95,000	(13,000)	
Safety	56,250	50,850	48,640	(2,210)	
Information Technology	229,020	279,220	202,870	(76,350)	Favorable as Air Photo's were not required in 2022.
Legal Fees	51,000	51,000	38,000	(13,000)	
Interdepartmental Charges	256,000	251,000	61,000	(190,000)	Favorable due to labour allocation change.
Bank Charges and Interest	197,730	120,510	109,650	(10,860)	
Tax Rebates, Bad Debts, & Penalties	18,000	18,000	18,000	-	
Transfer to Operating Reserves	304,485	685,625	281,400	(404,225)	Decrease in transfers to operating reserves.
Requisitions	3,676,070	4,029,110	3,165,215	(863,895)	
<b>Total Expenses</b>	<b>15,023,660</b>	<b>16,798,020</b>	<b>15,833,600</b>	<b>(964,420)</b>	
<b>Deficiency of Revenue Over Expenses</b>	<b>9,250,080</b>	<b>10,422,080</b>	<b>10,872,190</b>	<b>450,110</b>	
Tax Levy for Capital	1,573,140	1,683,140	1,666,540	(16,600)	
Debt Principal	458,060	368,790	375,970	7,180	
Water Hookups	-	-	450,000	450,000	
<b>Municipal Tax Levy</b>	<b>11,281,280</b>	<b>12,474,010</b>	<b>13,364,700</b>	<b>440,690</b>	

Note: Amortization expense to be included in budget but not funded.

3,350,000

## Property Tax

Municipal	2021 Actuals	Bylaw	Variance	Tax Revenue 2022 (1% increase)	Additional Revenue from 2021 Actuals
Residential	2,656,705	2,661,366	(4,661)	2,687,980	31,275
Farmland	408,777	408,762	15	412,860	4,083
Non-Residential (NR)	9,337,370	9,357,721	(20,351)	9,430,740	93,370
NR - Small Commercial	86,177	88,695	(2,518)	89,580	3,403
Minimum Tax	5,079	5,100	(21)	5,100	-
	<b>12,494,109</b>	<b>12,521,644</b>	<b>(27,535)</b>	<b>12,626,260</b>	<b>132,130</b>

Municipal	Tax Levy	Assessment	Tax Rate
Residential	2,687,980	565,862,810	4.7502
Farmland	412,860	58,806,200	7.0207
Non-Residential	9,430,740	968,016,670	9.7423
NR - Small Commercial	89,580	9,686,230	9.2482
Minimum Tax	5,100		
<b>Total</b>	<b>12,626,260</b>	<b>1,602,371,910</b>	

Alberta School Foundation Fund			
Residential and Farmland	1,592,785	608,773,070	2.6164
Non-Residential	1,179,487	316,774,290	3.7234

Pincher Creek Foundation	320,364	1,602,371,910	0.1999
--------------------------	---------	---------------	--------

Pincher Creek Emergency Services Commission	738,433	1,602,371,910	0.4608
---	---------	---------------	--------

Designated Industrial Property	72,571	858,470,020	0.0845
--------------------------------	--------	-------------	--------

**Grand Total** 16,529,900

The MD. is required to raise the revenue needed to pay requisitions to the Alberta School Foundation Fund, Pincher Creek Foundation and Designated Industrial Property. It has been past practice for the MD to recognise PCESC as a requisition. However it is not included as part of under the MGA section 359 or the Housing Act section 7, as an eligible requisition. Therefore, it should be recognised as part of the Municipal tax levy. This has been corrected in the 2022 fiscal year.

### Revised Rates Not Including PCESC

Municipal	2021 Tax Rate	2022 Tax Rate	Rate Increase
Residential	4.7032	4.7502	0.99%
Farmland	6.9510	7.0207	0.99%
Non-Residential	9.6669	9.7423	0.77%
NR - Small Commercial	9.1568	9.2482	0.99%

### Revised Rates Including PCESC

Municipal	Tax Levy	Assessment	Tax Rate
Residential	2,948,750	565,862,810	5.2111
Farmland	439,960	58,806,200	7.4815
Non-Residential	9,876,845	968,016,670	10.2032
NR - Small Commercial	94,045	9,686,230	9.7091
Minimum Tax	5,100		
<b>Total</b>	<b>13,364,700</b>	<b>1,602,371,910</b>	

### Rate Comparison

2021 Tax Rate	2022 Tax Rate (Without PCESC)	2022 Tax Rate (With PCESC)	Rate Increase
4.7032	4.7502	5.2111	8.84%
6.9510	7.0207	7.4815	6.16%
9.6669	9.7423	10.2032	4.52%
9.1568	9.2482	9.7091	4.75%

## General

2022 Net Budget	\$	13,869,730
2021 Net Budget	\$	12,738,340
% Change		8.9%

The 'General' section of the budget addresses the following items:

- Municipal Tax Revenue
- The Alberta School Foundation Fund, Designated Industrial Property and Senior Housing which are collected from special tax levies on behalf of those agencies.
- Tax arrears, penalty, other revenues, and property assessment adjustments
- Investment income and interest expenses
- Unconditional grants that are not identified to a specific department.

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
Municipal Property Taxes	12,390,440	13,367,830	1% increase + contribution to PCESC
Tax Penalties and Costs	70,900	234,900	↑ Outstanding taxes
Investment Income	257,000	257,000	
Taxation Collected for Requisition	4,049,110	3,175,215	↓ PCESC is no longer considered a municipal requisition
<b>Total Revenues</b>	<b>\$ 16,767,450</b>	<b>\$ 17,034,945</b>	
Requisitions	4,029,110	3,165,215	↓ PCESC is no longer considered a requisition - different from above due to PERC
<b>Net Revenue</b>	<b>\$ 12,738,340</b>	<b>\$ 13,869,730</b>	



## Council

2022 Net Budget	(256,010)	The Council budget area deals with all costs associated and incurred by Municipal Council including stipends, per diems and fees for meetings and conferences.
2021 Net Budget	(266,550)	
% Change	-4.0%	

M.D. Council members sit on various internal and external boards including: Agricultural Services Board, Agricultural Service Appeal Committee, Airport Committee, Alberta Southwest Regional Alliance, Beaver Mines Community Association, Castle Mountain Community Association, Chinook Arch Regional Library Board, Crowsnest Pincher Creek Landfill Association, Economic Development, Facilities Planning Study Steering Committee, Family & Community Support Services, Housing Committee, Inter Collaborative Framework Committee, Inter Municipal Development Committee, Lundbreck Citizens Council, Oldman River Regional Services Commission, Pincher Creek Emergency Services Commission, Pincher Creek Foundation, Pincher Creek Municipal Library Board, Pincher Creek Regional Emergency Management Organization, Recycling Management Committee and Regional Emergency Livestock Plan.

### 2021 Key Accomplishments

- Completion of the Castle Water Line to Castle Mountain Resort and Castle Parks.
- Construction of the Distribution and Collection system has commenced for the Beaver Mines Water and Waste Water Project.
- Completed the ICF with Crowsnest Pass – all seven ICF's were completed within the provincially mandated timeframe.
- Sick time review has moved from a plan to implementation and is planned to be addressed within the 2022 and possibly 2023 budget years.
- MDP has had First Reading and is nearing completion as we head into our engagement sessions.

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
Sales of Good & Services	10,000	10,000	
<b>Total Revenues</b>	<b>10,000</b>	<b>10,000</b>	
Personal Costs	170,800	170,800	No changes to Council Remuneration
Training, Workshops, Conferences, Etc. Paid	13,500	13,500	\$750 x 10 (RMA Spring & Fall) + \$1000 FCM + \$5000 Council Requested Training/Workshops
Mileage	16,250	16,250	6500km x .50/km x 5
Hotels and Accommodation	17,000	17,000	\$500/night x 30 nights RMA + \$2000 Misc. + FCM
Meals	10,000	10,000	\$250/meal X 32 meals per year + \$2000 (Misc. + FCM )
Airfare	7,000	7,000	\$500 X 10 (RMA Flights) + 2000 (FCM)
Information Technology	2,500	5,000	2 Computer Replacement
Election Costs	17,500	3,500	↓ 2021 Election Year
Memberships and Subscriptions	19,500	19,960	Mainly RMA and AB South West
General Purchases	2,500	3,000	\$500 X 5 Divisions (Coffee with Council)
<b>Total Expenses</b>	<b>276,550</b>	<b>266,010</b>	
<b>Net Operations</b>	<b>(266,550)</b>	<b>(256,010)</b>	

## Administration

2022 Net Budget	(2,130,945)	Administration Services provided are: <ul style="list-style-type: none"> <li>• Finance</li> <li>• Reception</li> <li>• Information Technology</li> <li>• Health and Safety</li> <li>• Human Resources</li> </ul>
2021 Net Budget	(2,387,730)	
% Change	-10.8%	

**2021 Key Accomplishments** • Employees continued to successfully adapt to the changing environment that resulted from the COVID-19 pandemic. Administration worked with Council to overhaul various policies including Reserves, Employee Leaves and Asset Management.

### 2022 Initiatives

- #1 Asset Management remains an ongoing priority. In 2021 the MD participated in the cohort program and developed an internal working group. The focus for 2022 is to develop accurate asset registers and to work with Council to define levels of service.
- #2 The Software upgrade processes remains ongoing. In 2021/22 the MD is working towards eSend for utility bills. In 2023 the focus will be on implementation of the COA remap.
- #3 Perform a external health and safety risk assessment to determine where we are and what we should focus on to improve the health, safety, and wellness of our employees.

## Summary Budget

	Budget 2020	Budget 2021	Budget 2022	2021 vs 2022 Variance Highlights
Sales of Good & Services	10,100	10,980	10,750	
Leases, Rentals and Other	14,760	14,780	14,985	
Government Grants	10,000	-	-	
Transfer from Reserves	5,000	-	-	
<b>Total Revenues</b>	<b>\$ 39,860</b>	<b>\$ 25,760</b>	<b>\$ 25,735</b>	
Personnel Costs	1,267,990	1,291,070	1,257,730	
General Purchases	230,630	223,180	228,240	
Insurance	137,960	144,855	152,090	General ↑ on all policies
Training	13,690	25,250	25,250	
Safety	13,880	12,430	17,430	
Information Technology	117,900	176,520	101,170	↓ Air photos not required in 2022
Legal Fees	41,000	41,000	28,000	
Contracted Services	292,440	301,900	270,800	
Bank Charges	11,000	10,000	10,000	
Tax Rebates, Bad Debts	18,000	18,000	18,000	
<b>Subtotal Expenses</b>	<b>\$ 2,144,490</b>	<b>\$ 2,244,205</b>	<b>\$ 2,108,710</b>	
Transfer to Reserves	121,055	169,285	47,970	Transfer to Tax Rate Stabilization
<b>Total Expenses</b>	<b>\$ 2,265,545</b>	<b>\$ 2,413,490</b>	<b>\$ 2,156,680</b>	
<b>Net Operations</b>	<b>(2,225,685)</b>	<b>(2,387,730)</b>	<b>(2,130,945)</b>	

## Planning

2022 Net Budget	(345,400)	Planning & Development department ensures all development within M.D. conforms with the policies and requirements of the municipal planning documents and Provincial legislation or regulations that affect land development within the M.D. Services provided include: <ul style="list-style-type: none"> <li>• Development and utility permits</li> <li>• Compliance certificates</li> <li>• Geographical Information System inquiries</li> <li>• Land use bylaw amendments</li> <li>• Liaison between the public and Council regarding road closures</li> </ul>
2021 Net Budget	(255,450)	
% Change	35.2%	

**2021 Key Accomplishments** Completed and adopted the Municipal Development Plan (MDP) and MD and Cowley Intermunicipal Development Plan (IDP)

**2022 Initiatives**

- #1 Explore a community values study.
- #2 Explore a hamlet growth strategy to facilitate an orderly expansion of hamlets.

**Other Highlights** Oldman River Regional Services Commission is contracted to provide the following services:

- Subdivision processing
- Statutory plans and bylaw amendments as required
- Advice and assistance
- Regional Subdivision and Development Appeal Board

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
Sales of Good & Services	8,500	8,500	
Fees and Other	6,300	6,300	
Safety Codes	50,000	50,000	
Government Grants	36,580	-	- ↓ MDP complete
Transfer from Reserves	33,330	-	- Carryforward to cover MDP expenses
<b>Total Revenues</b>	<b>134,710</b>	<b>64,800</b>	
Personnel Costs	149,050	207,000	↑ Additional head count
General Purchases	12,450	12,450	
Safety	-	-	
Training	3,250	3,250	
Legal Fees	10,000	10,000	
Contracted Services	195,410	157,500	↓ due to the completion of both the IDP's and MDP's.
Right of Way Purchases	20,000	20,000	
<b>Subtotal Expenses</b>	<b>390,160</b>	<b>410,200</b>	
<b>Net Operations</b>	<b>(255,450)</b>	<b>(345,400)</b>	

## Law Enforcement

2022 Net Budget	(211,670)	Bylaw enforcement operates on a complaint basis. The related bylaws are: <ul style="list-style-type: none"> <li>• Land use</li> <li>• Community services</li> <li>• Unsightly premises</li> <li>• Noise</li> <li>• Animal Control</li> </ul>
2021 Net Budget	(157,800)	
% Change	34.1%	

**2021 Key Accomplishments** • A sale of service agreement was signed with the Town of Pincher Creek in 2020 to use Town bylaw officers enforce animal control. In 2021 this was extended to include noise complaints.

### 2022 Initiatives

- #1 Develop and implement a hamlet traffic bylaw

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
Licenses	250	250	
RCMP Fines	10,000	10,000	
Government Grants	-	-	
<b>Total Revenues</b>	<b>10,250</b>	<b>10,250</b>	
Police Costing	162,050	215,920	↑ Provincial download - Police Funding Model (20% Recovery)
Contracted Services	6,000	6,000	
<b>Subtotal Expenses</b>	<b>168,050</b>	<b>221,920</b>	
<b>Net Operations</b>	<b>(157,800)</b>	<b>(211,670)</b>	

## Fire/PCREMO

2022 Net Budget	(960,720)	Items included in the Fire budget are: <ul style="list-style-type: none"> <li>• Contribution to Pincher Creek Emergency Services Commission (PCESC)</li> <li>• Contribution to Pincher Creek Regional Emergency Management Organization (PCREMO)</li> <li>• Revenue/expense for M.D. residents requiring fire services</li> <li>• M.D. fire hall utility costs</li> <li>• Contribution to Pincher Creek Search &amp; Rescue</li> </ul>
2021 Net Budget	(111,965)	
% Change	758.1%	

It has been past practice for the MD to recognise PCESC as a requisition, however under the MGA it should be recognised as part of the Municipal Tax Levy. This has been corrected in the 2022 fiscal year. Contributions to PCESC will now be recorded here. The funding percentage changes annually. In 2021, the MD funded % of PCESC. In 2022 PCREMO will be administered through PCES. Therefore contributions to PCREMO will now be recorded here. The MD funds 49% of PCREMO.

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
Sale of Service	40,000	40,000	
Transfer from Reserves	-	55,000	↑ Transfer from Carry Forward 2021 PCREMO to fund 2022 PCREMO
<b>Total Revenues</b>	<b>40,000</b>	<b>95,000</b>	
General Purchases	1,000	1,000	
Contracted Services	40,000	40,000	
Contributions to PCESC		738,430	↑ Contribution to PCESC
Contributions to PCREMO		65,000	↑ Contribution to PCREMO
Contributions to Other Agencies	10,965	11,290	2% ↑ to PC Search and Rescue
Transfer to Op Reserves	50,000	100,000	Transfer to Reserve
<b>Subtotal Expenses</b>	<b>101,965</b>	<b>955,720</b>	
<b>Net Operations</b>	<b>(111,965)</b>	<b>(960,720)</b>	

## Public Works

2022 Net Budget	(7,271,360)	The Public Works department provides oversight to all municipal infrastructure including 5 hamlets, 5 dams, approx. 1,205 km of roads, 160 bridges, the airport, regional water system, wastewater systems, all buildings and the equipment fleet.
2021 Net Budget	(7,319,215)	
% Change	-0.7%	

- 2021 Key Accomplishments**
- The 2021 gravel and dust control programs were complete on schedule and on budget.
  - The dust control program was completed in 40% less time than previous years due to the use of Calcium Chloride.
  - With the use of the new excavator PW was able to perform significant drainage improvements, cattle guard replacements, and culvert replacements all in-house.
  - Old airport road surface reconditioned and improved.
  - MRF LIDAR data collection project completed on all arterial and collector roads.
  - Investment in bistrainer enhanced safety training and provided access to training for all PW employees. Program was able to track completion and competency assessments.

### 2022 Initiatives

- #1 Continue to improve application methods and efficiency for dust control program.
- #2 Continue developing new processes and methodologies to improve the level of service provided by our road maintenance program.
- #3 Review and assess gravel pit inventory and reclamation on pits no longer in service.
- #4 Explore long term solution for hard surface arterial roads such as Gladstone and Maycoft.

## Summary Budget

	Budget 2020	Budget 2021	Budget 2022	2021 vs 2022 Variance Highlights
Sales of Good & Services	17,600	42,600	42,600	Landfill Road Agreement expires 2022
Sale of Gravel & Asphalt	45,000	45,000	20,000	
Sale of Dust Control	50,000	50,000	43,750	
Government Grants	50,000	50,000	50,000	
Contribution from agencies	55,960	51,280	52,280	Debenture Revenue from the Landfill
Transfer from Reserves	245,000	185,000	-	↓ no transfer from reserves required to fund operations
Interdepartmental Changes	251,000	251,000	61,000	↓ Water labour will be coded directly to water in 2021. Lundbreck no longer required.
Total Revenues	714,560	674,880	269,630	
Personnel Costs	2,317,730	2,560,825	2,585,000	
General Purchases	1,067,150	986,650	1,043,750	↑ Fencing materials, culverts, repairs, and Lundbreck expenses moved here
Contracted Services	179,000	202,000	265,400	↑ Project manager contract, offset slightly by gap year for line painting
Safety	30,280	28,180	21,870	↓ PW employees are up to date in safety training, offset slightly by a Health and Safety Risk Assessment in 2022.
Training	21,625	33,250	33,250	
Information Technology	85,730	96,670	90,170	
Gravel Hauling	240,000	270,000	270,000	
Gravel Crushing	502,500	527,500	502,500	
Gravel Royalties	220,000	270,000	270,000	
Gravel Pit Reclamation	22,000	185,000	50,000	↓ Change to accounting for reclamation, 2022 amount is the change in estimate.
Bridge Repairs	28,000	50,000	25,000	↓ 2021 anticipated more small bridge deck repairs, this is not required in 2022
Engineering & Surveying	46,000	46,000	66,000	↑ 10 year bridge study
Dust Control & Cold Mix Product	353,000	648,000	528,000	↓ 2021 included overlay work on South Fork and 3A Cowley, this is not required in 2022
Long Term Debt Interest	74,620	69,720	64,700	
Subtotal Expenses	5,187,635	5,973,795	5,815,640	
Transfer to Reserves	1,500,000	1,850,000	1,550,000	↓ Change to accounting for reclamation, no transfer to reserve required.
Long Term Debt Principal	165,400	170,300	175,350	
Total Expenses	6,853,035	7,994,095	7,540,990	
Net Operations	(6,138,475)	(7,319,215)	(7,271,360)	

## Agricultural and Environmental Services

2022 Net Budget	(273,400)	The Agricultural and Environmental Services department provides oversight to the municipal obligations of the Weed Control Act, Pest Act and the Soil Conservation Act. Services include: <ul style="list-style-type: none"> <li>• Weed control (primary task)</li> <li>• Extension services for residents to assist with farm and ranch productivity</li> <li>• Manage the MD dams and water requirements to benefit residents downstream.</li> </ul>
2021 Net Budget	(278,020)	
% Change	-1.7%	

- 2021 Key Accomplishments**
- Worked directly with the province to establish protocols for weed control on provincial land.
  - MRF, environmental farm planning, Canadian Agricultural Partnership and other conservation projects initiated with support from CoolPro Solutions.
  - Spray Truck was operational in 2021.

**2022 Initiatives**

- #1 Offer more workshops, specifically on ranching, herd management, and grazing.
- #2 Fill gaps in provincial information distribution (due to provincial staff reductions).
- #3 Continue to expand contracts for Invasive control on provincial land.

## Summary Budget

	Budget 2020	Budget 2021	Budget 2022	2021 vs 2022 Variance Highlights
Sales of Good & Services	73,600	151,000	141,000	↓ in contract with AB Parks, offset slightly by an increase in sale of premix.
Government Grants	183,360	123,900	138,900	↑ in provincial grant
Deadstock Program	30,000	35,000	30,000	
Misc. Revenue	-	-	-	
Transfer from Reserves	5,000	-	-	
<b>Total Revenues</b>	<b>291,960</b>	<b>309,900</b>	<b>309,900</b>	
Personnel Costs	329,070	299,300	292,500	
Training	8,000	9,250	9,750	
General Purchases	120,930	113,100	117,680	
Contracted Services	30,000	62,500	62,500	
Safety	6,850	10,240	9,340	
Information Technology	6,140	3,530	6,530	
Chemical	70,000	80,000	75,000	
Interdepartmental	10,000	10,000	10,000	
<b>Subtotal Expenses</b>	<b>580,990</b>	<b>587,920</b>	<b>583,300</b>	
<b>Net Operations</b>	<b>(289,030)</b>	<b>(278,020)</b>	<b>(273,400)</b>	

## Hamlet of Lundbreck

2022 Net Budget	-	Public Works provides operational and maintenance services to the Hamlet of Lundbreck regarding the following infrastructure: <ul style="list-style-type: none"> <li>• Streets and lanes</li> <li>• Grader shelter</li> <li>• De-commissioned water treatment facility currently used for storage</li> </ul>
2021 Net Budget	(112,600)	
% Change	-100.0%	

- Lundbreck is a location code, not a segment. Therefore it has been combined with PW in 2022 onwards.

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
<b>Total Revenues</b>	-	-	
General Purchases	34,500	-	
Contracted Services	3,100	-	
Interdepartmental	75,000	-	
<b>Subtotal Expenses</b>	<b>112,600</b>	-	
<b>Net Operations</b>	<b>(112,600)</b>	-	



## Airport

2022 Net Budget	(28,760)	The Pincher Creek Airport is managed by the M.D. There is minimal activity; therefore, there is little revenue generated. M.D. is responsible for: <ul style="list-style-type: none"> <li>• Grass Cutting</li> <li>• Maintenance of Facility</li> <li>• Snow Removal</li> </ul>
2021 Net Budget	(66,900)	
% Change	-57.0%	

**2021 Key Accomplishments** • The Regional Airport Committee was re-established in 2020! The Airport Master Plan is scheduled to be presented to the Joint Committee in November 2021.

### 2022 Initiatives

#1 Pending the Joint Committee meeting scheduled for November 2021.

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
Leases	39,950	39,950	
Misc. Revenue	50,000	-	↓ Airport expansion contributions from the Town and CNP
Interdepartmental Changes	5,000	5,000	
<b>Total Revenues</b>	<b>94,950</b>	<b>44,950</b>	
General Purchases	28,150	26,010	
Contracted Services	18,500	7,500	
Interdepartmental	40,000	40,000	
<b>Subtotal Expenses</b>	<b>86,850</b>	<b>73,710</b>	
Transfer to Reserves	75,000	-	↓ no transfers into the regional airport reserve
<b>Net Operations</b>	<b>(66,900)</b>	<b>(28,760)</b>	

## Waste Management

2022 Net Budget	(387,700)	Solid waste services are provided within this department by the Crowsnest Pincher Creek Landfill Association as a contractor to the M.D. The most significant service provided is the placement of roll off bins for residents to place their solid waste for pick-up. Curbside pickup is provided to the Hamlets of Beaver Mines and Lundbreck. The MD continues to explore recycling options through the development of an Eco Station.
2021 Net Budget	(332,680)	
% Change	16.5%	

**2021 Key Accomplishments** Policy change to landfill billing has proven to be fair for rate payers and resulted in noticeable savings.

### 2022 Initiatives

- #1 Continue to develop relationship with CNPC Landfill through the new Eco Station.
- #2 Review the location and billing structure for the non-residential bins within the MD.

## Summary Budget

	Budget 2021	Budget 2022	
Waste Management Fees	9,820	15,000	↑ BM's included and new utility bylaw
Contribution from Agencies	63,250	-	↓ Coding Adjustment
Total Revenues	<b>73,070</b>	<b>15,000</b>	
Bin Rentals/Pickups	131,500	155,500	↑ Increasing number of bin pick-ups and rentals for bins through-out the MD
Tipping Fees	157,000	133,000	↓ Tipping fee reduction from enhanced policy controls.
Recycling Services	117,000	114,200	MD recycling fees only - Includes 100% operational costs of Eco Station
Contracted Services	250	-	
Subtotal Expenses	<b>405,750</b>	<b>402,700</b>	
<b>Net Operations</b>	<b>(332,680)</b>	<b>(387,700)</b>	

## Water Services

2022 Net Budget	(1,130,910)	<p>The Water Services Segment provides potable water for the Hamlet of Lundbreck, Castle Parks, Castle Mountain Resort and contracts potable water treatment and delivery services to the Village of Cowley.</p> <p>Additional services are being currently installed for the Hamlet of Beaver Mines.</p> <p>Water services also temporarily includes Dams (Other Environmental Use and Protection) for financial reporting purposes.</p>
2021 Net Budget	(606,060)	
% Change	86.6%	

**2021 Key Accomplishments** • Successfully implemented the Water Utility Bylaw in March 2021.

### 2022 Initiatives

- #1 Installation of service hookups in the Hamlet of Beaver Mines.
- #2 Proper separation of Water and Wastewater expenses for reporting purposes.
- #3 Utility Bill Efficiencies - eSend and automatic account withdrawal.

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
Sales of Good & Services	202,500	226,900	↑ due to new Water Utility Bylaw
<b>Total Revenues</b>	<b>202,500</b>	<b>226,900</b>	
Personnel Costs	-	247,000	↑ Labour coded directly to Water
Interdepartmental	115,000	-	↓ Labour allocation no longer required
Training	4,500	10,000	
General Purchases	161,640	174,200	General ↑ due to new pipeline.
Contracted Services	115,000	124,500	General ↑ due to new pipeline.
Long Term Debt Interest	40,790	34,950	
Miscellaneous*	90,000	-	↓ 2021 Dam Study required by Alberta Environment and Parks
<b>Subtotal Expenses</b>	<b>526,930</b>	<b>590,650</b>	
Transfer to Capital Reserves	83,140	116,540	General ↑ due to new Water Utility Bylaw
Transfer for Hook-Ups (LOANS)	-	450,000	↑ Residential Loans - BM Hookups
Long Term Debt Principal	198,490	200,620	
<b>Additional Cash Required</b>	<b>281,630</b>	<b>767,160</b>	
<b>Net Operations</b>	<b>(606,060)</b>	<b>(1,130,910)</b>	

## Wastewater Services

2022 Net Budget	(7,000)	Wastewater services are provided to the Hamlet of Lundbreck by Water Operations personnel. These services include: <ul style="list-style-type: none"> <li>• Inspections</li> <li>• Flushing</li> <li>• General maintenance</li> </ul>
2021 Net Budget	22,800	
% Change	-130.7%	

**2021 Key Accomplishments** • In 2021 the MD continued to move the Beaver Mines Waste Water Solution forward towards final regulatory approval from Alberta Environment and Parks.

### 2022 Initiatives

**#1** The new wastewater system for the hamlet of Beaver Mines continues to be a top priority. The project timeline has been expanded to a in service date of 2023.

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
User Fees	39,400	12,000	↓ Sewer rates (\$40.40 vs \$12.00)
<b>Total Revenues</b>	<b>39,400</b>	<b>12,000</b>	
General Purchases	16,600	19,000	
<b>Subtotal Expenses</b>	<b>16,600</b>	<b>19,000</b>	
<b>Net Operations</b>	<b>22,800</b>	<b>(7,000)</b>	

## Community Services

2022 Net Budget	(367,285)	Community Services includes the following services: <ul style="list-style-type: none"> <li>Family and Community Support Services</li> <li>Joint Funding Program – The MD and the Town decide together to fund local organizations on a per capita basis.</li> <li>Chinook Arch Regional Library &amp; Pincher Creek Library</li> <li>Community funding and donations</li> <li>ICF Funding Objectives</li> <li>Pincher Creek Community Early Learning Centre (PCCELC) contribution</li> </ul>
2021 Net Budget	(333,940)	
% Change	10.0%	

## Summary Budget

	Budget 2021	Budget 2022	
Joint Funding (Town Portion)	104,730	-	↓ Coding adjustment - Town contribution should not be included here
Government Grants	107,000	107,000	FCSS Provincial
Reserve Transfer	100,000	100,000	
<b>Total Revenues</b>	<b>311,730</b>	<b>207,000</b>	
FCSS Grants	134,000	134,000	
PC Library and Chinook Arch	137,230	139,840	
PCCELC	100,000	100,000	
Town ICF (RCMP, CRC and Lebel)	38,910	60,000	
Humane Society	21,000	21,000	
Joint Funding	190,000	85,265	↓ 2022 is only reflective of MD Joint Funding
Other Contributions to Groups	24,530	34,180	↑ Additional funds for Grant Writer
<b>Subtotal Expenses</b>	<b>645,670</b>	<b>574,285</b>	
<b>Net Operations</b>	<b>(333,940)</b>	<b>(367,285)</b>	

## Parks & Recreation

2022 Net Budget	(543,430)	Maintained by MD personnel: <ul style="list-style-type: none"> <li>• Patton Park in the Hamlet of Lundbreck</li> <li>• Foothills (Fishburn) Park on RR 28-4</li> <li>• Beaver Mines Park</li> </ul> Contracted Maintenance: <ul style="list-style-type: none"> <li>• Castle River Rodeo Grounds &amp; Campground</li> <li>• Bobby Burns Fish Pond</li> </ul>
2021 Net Budget	(539,930)	
% Change	0.6%	

**2021 Key Accomplishments** • Developed an Off-Leash Dog Park for the Hamlet of Lundbreck.

### 2022 Initiatives

- #1** Connect the Patton Park sprinkler and drip system to the MD's water distribution line.

## Summary Budget

	Budget 2021	Budget 2022	Variance Highlights
Transfer from Reserves	-	-	
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	
General Purchases	-	3,500	
Contracted Services	14,700	14,700	
Interdepartmental	11,000	11,000	
Contributions to Town Rec	355,800	355,800	Change unknown - ICF - Based on previous year.
Contributions to CNP Rec	25,000	25,000	
Transfer to Op. Reserve	133,430	133,430	Held in reserve for future capital contributions to the community
<b>Subtotal Expenses</b>	<b>539,930</b>	<b>543,430</b>	
<b>Net Operations</b>	<b>(539,930)</b>	<b>(543,430)</b>	

## Cemeteries

2022 Net Budget	(55,140)	The Municipal District of Pincher Creek agreed to an annual contribution to the Town as part of ICF.
2021 Net Budget	(55,140)	
% Change	0.0%	Cemeteries throughout the MD are maintained by local residents at no cost to the MD.

## Summary Budget

	Budget 2021	Budget 2022	
Transfer from Reserves	-	-	Variance Highlights
<b>Total Revenues</b>	-	-	
Contributions to Town	55,140	55,140	
<b>Subtotal Expenses</b>	<b>55,140</b>	<b>55,140</b>	
<b>Net Operations</b>	<b>(55,140)</b>	<b>(55,140)</b>	

## Long Term Debt

### 2020 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, 2020 are:

Debt Limit (1.5 times revenue)	20,414,073
Actual Debt	3,816,421
Debt Servicing Limit (0.25 times revenue)	3,402,346
Actual Debt Servicing	479,285

Debt as of December 31, 2021	Principal Owning	Interest Rate	Annual Principal Payment	Annual Interest	Repayment Date
Lundbreck Water Reservoir	608,661	2.9420%	47,612	17,559	Dec 2032
Lundbreck Regional Water System	345,332	2.9420%	27,013	9,962	Dec 2032
Landfill Road (75% Landfill Association)	1,681,244	2.9420%	131,513	48,502	Dec 2032
Landfill Road (25% MD)	560,415	2.9420%	43,838	16,167	Dec 2032
Cowley Waterworks Purchase	252,000	2.9420%	126,000	7,414	Dec 2023
<b>Total Debt</b>	<b>3,447,651</b>		<b>375,976</b>	<b>99,604</b>	

Debt as of December 31, 2022	Principal Owning	Interest Rate	Annual Principal Payment	Annual Interest Payment	Repayment Date
Lundbreck Water Reservoir	608,661	2.9420%	46,241	18,929	Dec 2032
Lundbreck Regional Water System	345,322	2.9420%	26,234	10,739	Dec 2032
Landfill Road (75% Landfill Association)	1,681,243	2.9420%	124,051	55,964	Dec 2032
Landfill Road (25% MD)	560,414	2.9420%	41,350	18,655	Dec 2032
Cowley Waterworks Purchase	252,000	2.9420%	126,000	11,121	Dec 2023
<b>Total Debt</b>	<b>3,447,641</b>		<b>363,876</b>	<b>115,407</b>	



# STAFF COUNT

2021      2021      2022  
Budget    Actual    Budget

<b>Public Works</b>			
Superintendent	1	1	1
Road Foreman	1	1	1
Operations Coordinator	1	0	0
Field Lead		1	1
Buyer	1	1	1
Admin	1	1	1
Technical Assistant	0	1	1
Full Time Union - Operator 4	13	11	10
Full Time Union - Operator 2	2	2	3
HDM - Union	2	2	2
Seasonal Operator 1	1	1	1
Seasonal Operator 3	4	4	4
Temp Union	1	1	1
<b>Total PW</b>	<b>28</b>	<b>27</b>	<b>27</b>

<b>AES</b>			
Environmental Specialist	1	1	1
Summer Student (Temp weed inspector - Short)	7	5	4
Summer Student (Temp weed inspector - Long)	0	2	2
Seasonal (Operator PAC)	1	1	2
<b>Total AES</b>	<b>9</b>	<b>9</b>	<b>9</b>

<b>Admin</b>			
CAO	1	1	1
Director of Ops	1	0	0
Director of Finance	1	1	1
Director of Development and Community Services	0.25	0.25	0.25
Safety	1	1	1
Executive Assistant	1	1	1
IT Specialist	1	1	1
HR/Payroll	1	1	1
Financial Specialist	0	0	1
Customer Service Clerk	1	1	1
Financial Service Clerk	1.5	1.5	1
Summer Student	1	1	1
<b>Total Admin</b>	<b>10.75</b>	<b>9.75</b>	<b>10.25</b>

<b>Planning</b>			
Director of Development and Community Services	0.75	0.75	0.75
Assistant Development Officer	0	0	1
Planning Clerk	0.5	0.5	0
<b>Total Planning</b>	<b>1.25</b>	<b>1.25</b>	<b>1.75</b>

<b>Water and Wastewater</b>			
Water and Wastewater Lead	0	0	1
Water Plant Operator	0	1	1
<b>Total Water and Wastewater</b>	<b>0</b>	<b>1</b>	<b>2</b>

<b>Staff Total</b>	<b>49</b>	<b>48</b>	<b>50</b>
--------------------	-----------	-----------	-----------

Council	5	5	5
---------	---	---	---

<b>Grand Total</b>	<b>54</b>	<b>53</b>	<b>55</b>
--------------------	-----------	-----------	-----------

## Restricted Surplus Accounts (Reserves)

	2022 Beginning	Transfer In	Transfer Out	2022 Ending
Airport	329,770			329,770
Bridge	2,698,930	400,000		3,098,930
Buildings	200,000		30,000	170,000
Dams (Water Storage)	75,000			75,000
Equipment	3,344,580	800,000	295,000	3,849,580
Emergency management	61,000			61,000
Next Year Completion	151,910		55,000	96,910
PCESC Equipment	100,000	100,000		200,000
Regional Airport Development	75,000			75,000
Regional Community Initiatives	228,900	133,430	100,000	262,330
Road Infrastructure	3,140,880	350,000	50,000	3,440,880
Recycle Equipment	89,390			89,390
Senior Housing	200,000			200,000
Tax Rate Stabilization*	1,227,320	1,247,970		2,475,290
Water and Waste Water Infrastructure	963,100	116,540		1,079,640
<b>Total Restricted Surplus</b>	<b>12,885,780</b>	<b>3,147,940</b>	<b>530,000</b>	<b>15,503,720</b>
<b>Public Trust</b>	<b>108,470</b>		<b>40,000</b>	<b>68,470</b>
<b>Unrestricted Surplus*</b>	<b>3,797,030</b>		<b>1,200,000</b>	<b>2,597,030</b>