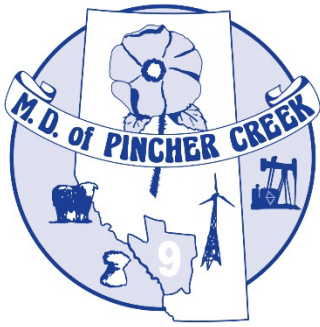


2023

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
www.mdpincercreek.ab.ca

November 22, 2022

Dear MD Ratepayers;

As the first year of our four year term on MD Council draws to a close, this letter is intended to provide some background related to the recently approved 2023 Municipal Budget. This is the first budget passed by this Council. This budget attempts to anticipate a number of potential challenges, such as the reduction of federal and provincial grants, provincial anticipated changes to assessment models, a new police funding model, and the reality of ongoing supply chain issues coupled with soaring inflation percentages.

The 2023 Budget seeks to fund the services that you have come to expect and in a fiscally responsible manner. Some of the highlights and challenges of the 2023 budget include:

Economic Outlook

The economic climate continues to put pressure on MD finances. Currently, like many of you, the MD is facing soaring prices and supply chain issues. In addition, the MD has felt the impact of declining grant funding opportunities. In anticipation of this, the MD previously directed more funds to the Tax Rate Stabilisation Reserve. In 2023, the MD plans to pull funds from the Tax Rate Stabilization Reserve in order to avoid passing on shortfalls to our residents. We are fortunate to be in a position where the actions of past Councils, through past budgets, benefit us as a community today.

Contribution to the Pincher Creek Community Early Learning Centres (PCCELC)

In 2020 the MD committed a \$1M contribution to the PCCELC over a 5 year period, \$700k has been paid to date, with \$100k committed to be paid for each of the next three years.

Contributions to Pincher Creek Emergency Service and Policing

In 2023, the Municipal Tax Levy will continue to include the costs for Policing and Pincher Creek Emergency Services (PCESC). The 2022 amount for Policing is expected to be \$324,100, up from \$215,920 in 2022, and \$162,050 in 2021.

The 2022 amount for PCESC is expected to be approximately \$837,000, up from \$565,000 in 2022. Mediation talks dealing with how PCESC is funded are ongoing. The MD is optimistic the process will conclude in the coming months with a fair and equitable funding model within a revised membership agreement.

Utility Bylaw – Solid Waste Services

In 2023 the MD is anticipating changes to the current Utility Bylaw on the provision of solid waste services offered by the municipality. The proposed changes include moving towards a cost recovery model, and for those rate payers whom receive the benefit of the service to pay for that service in full. We continue to work with the Crowsnest Pincher Creek Landfill Association to ensure we can provide this service in an efficient and fiscally responsible way.

Beaver Mines Project Update

Considerable effort has been made by Council, staff and residents to ensure the Beaver Mines Water and Wastewater projects continues to move forward. We look forward to the planned completion of these projects by the end of 2023.

MD Council

Municipal District of Pincher Creek No 9 Consolidated Statement of Operations (Income Statement)

	2023 Budget	2022 Actuals	2022 Budget
Net municipal property taxes	13,348,620	14,648,684	13,214,595
User fees and sales of goods	435,050	267,168	530,150
Government Transfer for Operating	450,900	334,654	295,900
Investment income	266,000	55,730	257,000
Penalties and costs of taxes	70,900	81,529	234,900
Licenses and permits	64,300	75,680	64,300
Proceeds from disposal of capital assets	-	-	-
Rental	125,635	61,121	126,535
Other	140,570	144,864	154,380
Total Revenue	14,901,975	15,669,430	14,877,760
Legislative	306,000	114,730	256,010
Administration	2,246,605	1,387,722	2,182,210
Protective Services	1,248,015	616,519	937,010
Roads, streets, walks and lighting	5,615,560	4,173,303	5,725,640
Airport	106,310	38,541	73,710
Water supply and distribution	826,885	289,717	590,650
Waste management	406,555	265,422	402,700
Wastewater treatment and disposal	89,080	20,655	19,000
Family and community support services	134,000	133,514	134,000
Cemeteries and crematoriums	50,000	-	55,140
Land use planning, zoning and development	249,650	134,829	410,200
Agricultural and environmental services	681,170	377,409	583,300
Parks and recreation	465,850	419,748	410,000
Culture - libraries, museums, halls	448,125	439,487	440,285
Total Expenses	12,873,805	8,411,596	12,219,855
Deficiency Excess of Revenue over Expenses Before Other	2,028,170	7,257,834	2,657,905
Government transfers for capital	12,575,000	3,429,461	9,000,355
Deficiency Excess of Revenue over Expenses	14,603,170	10,687,295	11,658,260

Expenses by Object

	2023 Budget	2022 Actuals	2022 Budget
Salaries, wages and benefits	4,920,405	3,363,710	5,026,120
Contracted and general services	3,015,715	1,307,931	2,891,420
Materials, goods, supplies and utilities	2,399,485	1,880,498	2,236,730
Bank charges and short term interest	10,000	6,336	10,000
Interest on long term debt	92,110	54,422	99,650
Other expenditures	362,000	222,295	224,120
Transfers to local boards, agencies, organizations and others	1,394,250	1,030,463	1,295,875
Transfer to Local Government	679,840	549,274	435,940
Amortization of tangible capital assets	-	(0)	-
Loss on disposal of tangible capital assets	-	(3,333)	-
Total Expenses by Object	12,873,805	8,411,596	12,219,855

Above numbers do not include depreciation

Operating Budget Summary by Department

	2021	2022	2023	Variance	2022 vs 2023 Variance Highlights
Revenue					
School and PCF Requisitions	4,029,110	3,175,215	3,165,215	(10,000)	
Council	10,000	10,000	-	(10,000)	
General	351,030	495,030	340,030	(155,000)	Unfavorable due to a lower amount of outstanding taxes resulting, which results in less penalty revenue.
Administrative Services	25,760	29,205	30,550	1,345	
Planning & Development	134,710	64,800	64,800	-	
Law Enforcement	10,250	10,250	15,150	4,900	
Fire	108,650	95,000	-	(95,000)	Unfavorable as there is no transfer from the carry forward reserve to fund PCREMO and billing changes at PCESC.
Public Works	674,880	269,630	265,850	(3,780)	Unfavorable due to the landfill road agreement set to expire in 2022.
Agriculture & Environmental Services	309,900	309,900	354,900	45,000	Favorable due to grant funding from WRRP and ALUS
Airport	94,950	41,480	39,235	(2,245)	
Waste Management	73,070	15,000	20,000	5,000	
Water Services	202,500	226,900	313,440	86,540	Favorable mainly due to a transfer from the carry forward reserve for the dam outcomes and the Environment and Sustainable Resource Development Grant, offset slightly by lower utility revenue.
Wastewater Services	39,400	12,000	19,000	7,000	
Community Services	311,730	207,000	207,000	-	
Parks & Recreation	-	-	-	-	
Cemeteries	-	-	-	-	
Total Revenues	6,375,940	4,961,410	4,835,170	(126,240)	
Expense					
School and PCF Requisitions	4,029,110	3,165,215	3,165,215	-	
Council	276,550	266,010	306,000	39,990	Unfavorable due to the council room AV upgrade and strategic plan
Administrative Services	2,244,205	2,199,710	2,256,605	56,895	
Planning & Development	390,160	410,200	249,650	(160,550)	Favorable due to the change in head count and removal of the community values study.
Law Enforcement	168,050	221,920	330,100	108,180	Unfavorable due to an increase in costs paid to the Province for policing.
Fire	186,565	715,090	917,915	202,825	Unfavorable due to an increase in contributions to PCREMO and PCESC.
Public Works	6,086,395	5,725,640	5,615,560	(110,080)	Favorable mainly due a sufficient supply of gravel inventory, offset by outsourcing the mowing program and rising fuel costs.
Agriculture & Environmental Services	587,920	583,300	681,170	97,870	
Airport	86,850	73,710	106,310	32,600	Unfavorable due to crack sealing, line painting and MCCAC furnace upgrades
Waste Management	405,750	402,700	406,555	3,855	
Water Services	526,930	590,650	826,885	236,235	Unfavorable due to work provided by Fintegrate, increasing cost as a result of a new pipeline and dam outcomes.
Wastewater Services	16,600	19,000	89,080	70,080	Unfavorable due to correcting wastewater reporting and the Lundbreck Lagoon Resiliency Analysis.
Community Services	645,670	574,285	582,125	7,840	
Parks & Recreation	406,500	410,000	465,850	55,850	Contributions to Town Rec budgeted at 2.5% from previous year actuals
Cemeteries	55,140	55,140	50,000	(5,140)	
Total Expenses	16,112,395	15,412,570	16,049,020	636,450	
Deficiency of Revenue Over Expenses	9,736,455	10,451,160	11,213,850	762,690	
Transfer to/from Tax Rate Stabilization		46,965	(154,585)	(201,550)	
Tax Levy Operating Reserves	685,625	233,430	195,800	(37,630)	
Tax Levy Capital Reserves	1,683,140	1,666,540	1,722,105	55,565	
Debt Principal	368,790	375,970	383,390	7,420	
Water Hookups		450,000	-	(450,000)	
Municipal Tax Levy	12,474,010	13,224,065	13,360,560	136,495	
<i>Note: Amortization expense to be include</i>	<i>3,350,000</i>	<i>3,350,000</i>	<i>3,350,000</i>		

3 Year Operating Budget Summary by Department

Required per MGA (283.1)	2023	2024	2025	2026
Requisitions	3,165,215	3,165,215	3,165,215	3,165,215
Council	-	-	-	-
General	340,030	340,030	340,030	340,030
Administrative Services	30,550	30,285	30,285	30,285
Planning & Development	64,800	64,800	64,800	64,800
Law Enforcement	15,150	20,150	20,150	20,150
Fire	-	-	-	-
Public Works	265,850	236,950	232,940	232,940
Agriculture & Environmental Services	354,900	374,900	374,900	319,900
Airport	39,235	39,235	39,235	39,235
Waste Management	20,000	20,000	20,000	20,000
Water Services	313,440	194,900	194,900	194,900
Wastewater Services	19,000	19,000	19,000	19,000
Community Services	207,000	207,000	207,000	207,000
Parks & Recreation	-	-	-	-
Cemeteries	-	-	-	-
Total Revenues	4,835,170	4,712,465	4,708,455	4,653,455
Requisitions	3,165,215	3,165,215	3,165,215	3,165,215
Council	306,000	271,480	291,535	295,160
Administrative Services	2,256,605	2,238,552	2,243,238	2,280,655
Planning & Development	249,650	256,200	263,030	264,900
Law Enforcement	330,100	330,100	330,100	330,100
Fire	917,915	940,755	963,945	987,630
Public Works	5,615,560	5,643,930	5,722,300	6,755,970
Agriculture & Environmental Services	681,170	684,460	683,880	619,930
Airport	106,310	76,110	107,110	81,110
Waste Management	406,555	409,865	413,245	416,705
Water Services	826,885	667,910	681,523	694,445
Wastewater Services	89,080	62,360	70,045	70,235
Community Services	582,125	575,470	582,230	480,155
Parks & Recreation	465,850	476,200	486,200	497,200
Cemeteries	50,000	55,140	55,140	55,140
Total Expenses	16,049,020	15,853,747	16,058,736	16,994,550
Deficiency of Revenue Over Expenses	11,213,850	11,141,282	11,350,281	12,341,095
Transfer to/from Tax Rate Stabilization	(154,585)	66,553	117,649	(602,265)
Tax Levy Operating Reserves	195,800	295,800	295,800	295,800
Tax Levy Capital Reserves	1,722,105	1,721,250	1,723,675	1,726,145
Debt Principal	383,390	394,620	404,300	408,560
Municipal Tax Levy	13,360,560	13,619,505	13,891,705	14,169,335

Property Tax

Municipal	2022 Actuals	Bylaw	Variance	Tax Revenue 2023 (2% Increase Farmland; 1.5% Increase)	Additional Revenue in 2023 Budget
Residential	2,887,238	2,896,068	(8,830)	2,930,550	43,312
Farmland	435,048	435,024	24	443,750	8,702
Non-Residential (NR)	9,743,089	9,769,635	(26,546)	9,889,250	146,161
NR - Small Commercial	90,586	90,586	()	91,940	1,354
Minimum Tax	5,069	5,100	(31)	5,070	-
	13,161,031	13,196,413	(35,382)	13,360,560	199,528

2023 Property Tax Bylaw

Municipal	Tax Levy	Assessment	Tax Rate
Residential	2,930,550	620,887,470	4.7199
Farmland	443,750	58,799,800	7.5468
Non-Residential	9,889,250	954,634,640	10.3592
NR - Small Commercial	91,940	10,310,600	8.9170
Minimum Tax	5,070		
Total	13,360,560	1,644,632,510	
Alberta School Foundation Fund			
Residential and Farmland	1,688,199	678,462,370	2.4883
Non-Residential	1,219,357	313,773,080	3.8861
Pincher Creek Foundation	306,335	1,642,214,110	0.1865
Designated Industrial Property	71,691	935,914,230	0.0766
Grand Total	16,646,142		

General

2023 Net Budget	\$	13,688,190	The 'General' section of the budget addresses the following items: <ul style="list-style-type: none"> • 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.
2022 Net Budget	\$	13,615,900	
% Change		0.5%	

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Municipal Property Taxes	13,134,000	13,351,290	2% ↑ on farmland, 1.5% ↑ on other assessment categories.
Tax Penalties and Costs	234,900	70,900	↓ Outstanding taxes
Investment Income	257,000	266,000	
Taxation Collected for Requisition	3,175,215	3,165,215	
Total Revenues	\$ 16,781,115	\$ 16,853,405	
Requisitions	3,165,215	3,165,215	
Net Revenue	\$ 13,615,900	\$ 13,688,190	

Council and Other Legislative

2023 Net Budget	(306,000)	The Council budget area deals with all costs associated and incurred by Municipal Council including stipends, per diems and fees for meetings and conferences.
2022 Net Budget	(256,010)	
% Change	19.5%	

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.

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Sales of Good & Services	10,000	-	
Total Revenues	10,000	-	
Personal Costs	170,800	174,215	
Training, Workshops, Conferences, Etc. Paid	13,500	13,500	
Mileage	16,250	19,825	
Hotels and Accommodation	17,000	17,000	
Meals	10,000	8,000	
Airfare	7,000	2,000	
Information Technology	5,000	20,000	
Election Costs	3,500	3,500	
Memberships and Subscriptions	19,960	19,960	
General Purchases	3,000	28,000	
Total Expenses	266,010	306,000	
Net Operations	(256,010)	(306,000)	

Administration

2023 Net Budget	(2,171,470)	Administration Services provided are: <ul style="list-style-type: none"> • Finance • Reception • Information Technology • Health and Safety • Human Resources
2022 Net Budget	(2,217,470)	
% Change	-2.1%	

- 2022 Key Accomplishments**
- Implementation of digital systems for Health and Safety, Payroll and Asset Management. Some examples of digital upgrades include reporting for incidents, JHSC inspections, e-timesheets, e-billing, and GIS locates for assets register information.
 - Continued to improve on practices to protect and promote the health, safety and wellness of employees through mandatory training requirements and other opportunities.

2023 Initiatives

- #1** Continue to expand asset management within the MD. Integrating asset management into MRF Geosystems, continue to build processes that will feed into decision making, define levels of service expectations, and attend the RMA Intermediate level cohort.
- #2** The Software upgrade processes remains ongoing. In 2022/23-24 the MD is working towards correcting inventory and fixed asset modules with our financial software.
- #3** Provide supervisors the tools and skills required to transition towards a culture of commitment within their immediate teams and across the MD of Pincher Creek regarding Health, Safety, and Wellness.

Summary Budget

	Budget 2021	Budget 2022	Budget 2023	2022 vs 2023 Variance Highlights
Sales of Good & Services	10,980	10,750	10,750	
Leases, Rentals and Other	14,780	18,455	19,800	
Total Revenues	\$ 25,760	\$ 29,205	\$ 30,550	
Personnel Costs	1,291,070	1,348,730	1,301,000	
General Purchases	223,180	228,240	225,390	
Insurance	144,855	152,090	159,695	General ↑ on all policies
Training	25,250	25,250	28,750	
Health and Safety	12,430	17,430	32,530	↑ Health and Safety risk assessment and external audit.
Information Technology	176,520	101,170	123,440	↑ Computer replacements, security audit and next generation fees
Legal Fees	41,000	28,000	50,000	General ↑ based on prior year trends
Contracted Services	301,900	270,800	282,400	
Local Government Transfers	-	-	33,400	↑ Shared cost agreement with Town
Bank Charges	10,000	10,000	10,000	
Bad Debts	18,000	18,000	10,000	
Subtotal Expenses	\$ 2,244,205	\$ 2,199,710	\$ 2,256,605	
Transfer to Reserves	169,285	46,965	(54,585)	Transfers to building reserve and from the tax rate stabilization reserve.
Total Expenses	\$ 2,413,490	\$ 2,246,675	\$ 2,202,020	
Net Operations	(2,387,730)	(2,217,470)	(2,171,470)	

Planning

2023 Net Budget	(184,850)	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"> • Development and utility permits • Compliance certificates • Geographical Information System inquiries • Land use bylaw amendments • Liaison between the public and Council regarding road closures
2022 Net Budget	(345,400)	
% Change	-46.5%	

2022 Key Accomplishments • Completed development and began operation of the Pincher Creek Waste & Recycle Centre (the Eco-Centre) in partnership with The Town of Pincher Creek and Crowsnest/Pincher Creek Landfill Association.

2023 Initiatives

#1 Explore a Municipal Business Licensing system.

#2 Explore a Traffic Bylaw and Littering Bylaw

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 2022	Budget 2023	Variance Highlights
Sales of Good & Services	8,500	8,500	
Fees and Other	6,300	6,300	
Safety Codes	50,000	50,000	
Total Revenues	64,800	64,800	
Personnel Costs	207,000	90,200	↓ Change in planning head count
General Purchases	12,450	10,950	
Safety	-	-	
Training	3,250	2,000	
Legal Fees	10,000	5,000	
Contracted Services	157,500	131,500	↓ Removal of the community values study
Right of Way Purchases	20,000	10,000	
Subtotal Expenses	410,200	249,650	
Net Operations	(345,400)	(184,850)	

Law Enforcement

2023 Net Budget	(314,950)	Bylaw enforcement operates on a complaint basis. The related bylaws are: <ul style="list-style-type: none"> • Land use • Community services • Unsightly premises • Noise • Animal Control
2022 Net Budget	(211,670)	
% Change	48.8%	

2022 Key Accomplishments Continued to develop relationship with Town Bylaw officers by communications regarding misuse at the Eco-Centre.

2023 Initiatives

#1 Develop and implement a hamlet traffic bylaw and a littering bylaw.

Other Highlights A sale of service agreement was signed with the Town of Pincher Creek to use Town bylaw officers enforce animal control and noise complaints.

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Licenses	250	150	
RCMP Fines	10,000	15,000	
Government Grants	-	-	
Total Revenues	10,250	15,150	
Police Costing	215,920	324,100	↑ Provincial download - Police Funding Model (30% Recovery)
Local Government Transfers	6,000	6,000	
Subtotal Expenses	221,920	330,100	
Net Operations	(211,670)	(314,950)	

Fire/PCREMO

2023 Net Budget	(917,915)	Items included in the Fire budget are: <ul style="list-style-type: none"> • Contribution to Pincher Creek Emergency Services Commission (PCESC) • Contribution to Pincher Creek Regional Emergency Management Organization (PCREMO) • Revenue/expense for M.D. residents requiring fire services • M.D. fire hall utility costs • Contribution to Pincher Creek Search & Rescue
2022 Net Budget	(720,090)	
% Change	27.5%	

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Sale of Service	40,000	-	
Transfer from Reserves	55,000	-	↓ Transfer from Carry Forward to fund 2022 PCREMO
Total Revenues	95,000	-	
General Purchases	1,000	1,500	
Contracted Services	40,000	-	
Contributions to PCESC	597,800	837,320	↑ Contribution to PCESC
Contributions to PCREMO	65,000	67,965	↑ Contribution to PCREMO
Contributions to Other Agencies	11,290	11,130	PC Search and Rescue
Subtotal Expenses	715,090	917,915	
Transfer to Reserves	100,000	-	
Total Expenses	815,090	917,915	
Net Operations	(720,090)	(917,915)	

Public Works

2023 Net Budget	(6,880,260)	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.
2022 Net Budget	(7,181,360)	
% Change	-4.2%	

- 2022 Key Accomplishments**
- The 2022 gravel and dust control programs were completed using a different methodology than previous years. This helped to increase the longevity and stabilization component of the products.
 - Surface rehabilitation and shoulder maintenance were completed on several sections of road.
 - Gravel pit reclamation and closure have been a major focus of 2022. Three Class 2 pits and one Class 1 pit have been closed and fully reclaimed. An additional class 1 pit is partially completed.
 - Several small cattle guards have been replaced in the Cabin Creek and Olin Creek area to improve service levels.

2023 Initiatives

- #1 Work on improving efficiency in our maintenance operation by providing high level training to equipment operators.
- #2 Use the new fleet equipment, simplify road surface rehabilitation and shoulder maintenance in order to improve our road network quality and service levels.
- #3 Continue the assessment and initiative on reducing the gravel reclamation liability.
- #4 Continue to improve on the application methods and efficiencies for the dust control program.

Summary Budget

	Budget 2021	Budget 2022	Budget 2023	2022 vs 2023 Variance Highlights
Sales of Good & Services	42,600	42,600	42,600	
Sale of Gravel & Asphalt	45,000	20,000	20,000	
Sale of Dust Control	50,000	43,750	43,750	
Government Grants	50,000	50,000	50,000	
Contribution from agencies	51,280	52,280	48,500	Debenture Revenue from the Landfill
Transfer from Reserves	185,000	-	-	
Interdepartmental Changes	251,000	61,000	61,000	
Total Revenues	674,880	269,630	265,850	
Personnel Costs	2,560,825	2,585,000	2,580,000	
General Purchases	986,650	1,043,750	1,298,890	↑ Fuel (200K) and other increases on repairs, parts and other general purchases
Contracted Services	202,000	175,400	210,600	↑ Line painting and increase in allocation for misc. projects
Safety	28,180	21,870	21,870	
Training	33,250	33,250	68,250	↑ Operator training with DK Blade Services
Information Technology	96,670	90,170	102,470	
Gravel Hauling	270,000	270,000	320,000	↑ Hauling for Maycroft and Christie Mines Road
Gravel Crushing	527,500	502,500	-	↓ Sufficient gravel inventory, no crushing anticipated until 2026
Gravel Royalties	270,000	270,000	20,000	↓ Sufficient gravel inventory, no crushing anticipated until 2026
Gravel Pit Reclamation	185,000	50,000	50,000	
Mowing	-	-	250,000	↑ Outsourcing part of the mowing program
Bridge Repairs	50,000	25,000	25,000	
Engineering & Surveying	46,000	66,000	46,000	↓ 10 year bridge study complete in 2022
Dust Control & Cold Mix Product	648,000	528,000	563,000	↑ for additional length added to Maycroft in 2022
Long Term Debt Interest	69,720	64,700	59,480	
Subtotal Expenses	5,973,795	5,725,640	5,615,560	
Transfer to Reserves	1,850,000	1,550,000	1,350,000	
Long Term Debt Principal	170,300	175,350	180,550	
Total Expenses	7,994,095	7,450,990	7,146,110	
Net Operations	(7,319,215)	(7,181,360)	(6,880,260)	

Agricultural and Environmental Services

2023 Net Budget	(326,270)	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"> • Weed control (primary task) • Extension services for residents to assist with farm and ranch productivity • Manage the MD dams and water requirements to benefit residents downstream.
2022 Net Budget	(273,400)	
% Change	19.3%	

- 2022 Key Accomplishments**
- The Alternative Land Use Systems (ALUS) program is actively up and running within the MD.
 - Implemented digital record keeping within the GIS software.

2023 Initiatives

- #1 Continue to improve public awareness on environmental stewardship programs.
- #2 Ensure that municipal land owners are aware of weed removal obligations.
- #3 Digitalize historical data to allow ease in searching prior period information.

Summary Budget

	Budget 2021	Budget 2022	Budget 2023	2022 vs 2023 Variance Highlights
Sales of Good & Services	73,600	141,000	121,000	↓ in contract with AB Parks
Government Grants	183,360	138,900	193,900	↑ in provincial grant for ALUS and Watershed Resiliency and Restoration Program (WRRP)
Deadstock Program	30,000	35,000	40,000	
Misc. Revenue		(5,000)		
Transfer from Reserves	5,000	-	-	
Total Revenues	291,960	309,900	354,900	
Personnel Costs	329,070	292,500	305,500	
Training	8,000	9,750	10,300	
General Purchases	120,930	117,680	132,500	
Contracted Services	30,000	62,500	141,500	↑ ALUS Project
Safety	6,850	9,340	9,840	
Information Technology	6,140	6,530	6,530	
Chemical	70,000	75,000	65,000	
Interdepartmental	10,000	10,000	10,000	
Subtotal Expenses	580,990	583,300	681,170	
Net Operations	(289,030)	(273,400)	(326,270)	

Airport

2023 Net Budget	(67,075)	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"> • Grass Cutting • Maintenance of Facility • Snow Removal
2022 Net Budget	(32,230)	
% Change	108.1%	

2022 Key Accomplishments • The Regional Airport Committee was re-established in 2021. The Airport Master Plan was to presented to the Joint Committee.

2023 Initiatives

#1 The Airfield Lighting Replacement project is scheduled to be complete in early 2023.

#2 Adopt and put in place a governance model for the airport

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Leases	36,480	34,235	
Interdepartmental Changes	5,000	5,000	
Total Revenues	41,480	39,235	
Personal Costs	950	950	
General Purchases	25,260	38,660	↑ MCCAC building upgrades
Contracted Services	7,500	26,700	↑ crack sealing and line painting every two years
Interdepartmental	40,000	40,000	
Subtotal Expenses	73,710	106,310	
Transfer to Reserves	-	-	
Net Operations	(32,230)	(67,075)	

Waste Management

2023 Net Budget	(386,555)	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.
2022 Net Budget	(387,700)	
% Change	-0.3%	

2022 Key Accomplishments The Eco Centre opened for business in August of 2022 as a joint initiative between the Town, MD and CNPC Landfill.

2023 Initiatives

#1 Through a new Utility Bylaw, address the issues with bins located outside Hamlets.

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Waste Management Fees	15,000	20,000	↑ Based on actual utility bylaw data
Total Revenues	15,000	20,000	
Bin Rentals/Pickups	155,500	158,610	2023 budget does not consider any changes to bin
Tipping Fees	133,000	99,660	↓ Drive-in tipping reduced, as offsetting with Eco Centre.
Eco Centre and Other Recycling	114,200	148,285	MD portion of the Eco Centre
Contracted Services	-	-	
Subtotal Expenses	402,700	406,555	
Net Operations	(387,700)	(386,555)	

Water Services

2023 Net Budget	(988,390)	<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>
2022 Net Budget	(1,130,910)	
% Change	-12.6%	

- 2022 Key Accomplishments**
- Continued to move the Beaver Mines projects forward. It is expected that by the end of 2022 the underground work for water distribution to property edge will be 90% complete.
 - Constructed two bulk water standpipes in Beaver Mines and Pincher Creek. Updated software by adding a credit/debit service to all standpipes. Decommissioned the old Pincher Creek standpipe.

2023 Initiatives

- #1 The completion of the Beaver Mines Water and Wastewater system by December 31, 2023.
- #2 Water Conservation and Demand Management implementation.
- #3 Anticipate receiving long term Cowley to Beaver Mines and Castle water licenses.

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Sales of Good & Services	226,900	174,900	↓ Based on actual utility bylaw data
Government Grants	-	100,000	↑ Environment and Sustainable Resource Development Grant (Fintegrate)
Transfer From Reserves	-	38,540	↑ Transfer from Carry Forward Reserve for dam outcomes
Total Revenues	226,900	313,440	
Personnel Costs	247,000	247,000	
Training	10,000	10,000	
General Purchases	174,200	235,725	General ↑ due to new pipeline rising costs ↑ Work provided by Fintegrate under the Environment and Sustainable Resource
Contracted Services	124,500	236,530	Development Grant, increasing utilities and other fees associated with a new pipeline
Long Term Debt Interest	34,950	32,630	
Miscellaneous*	-	65,000	↑ Dam Study recommendations
Subtotal Expenses	590,650	826,885	
Transfer to Capital Reserves	116,540	272,105	
Transfer for Hook-Ups (LOANS)	450,000	-	↓ Residential Loans - BM Hookups
Long Term Debt Principal	200,620	202,840	
Additional Cash Required	767,160	474,945	
Net Operations	(1,130,910)	(988,390)	

Wastewater Services

2023 Net Budget	(70,080)	Wastewater services are provided to the Hamlet of Lundbreck by Water Operations personnel. These services include: <ul style="list-style-type: none"> • Inspections • Flushing • General maintenance
2022 Net Budget	(7,000)	
% Change	901.1%	

2022 Key Accomplishments •Continued to move the Beaver Mines Water and Wastewater projects forward. Underground work to property edge expected to be 90% complete by year end. Construction started on the Beaver Mines Treatment System and Lift Station.

2023 Initiatives

- #1 The completion of the Beaver Mines Water and Wastewater system by December 31, 2023.

- #2 Lundbreck collection system rehabilitation work, post aeration system resiliency analysis and assessments for users

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
User Fees	12,000	19,000	↑ Based on actual utility bylaw data
Total Revenues	12,000	19,000	
General Purchases	18,500	35,570	↑ Utilities and other repair and maintenance
Contracted Services	500	53,510	↑ More accurate split between water and wastewater and the Lundbreck Lagoon Resiliency Analysis
Subtotal Expenses	19,000	89,080	
Net Operations	(7,000)	(70,080)	

Community Services

2023 Net Budget	(425,125)	Community Services includes the following services: <ul style="list-style-type: none"> • Family and Community Support Services • Joint Funding Program – The MD and the Town decide together to fund local organizations on a per capita basis. • Chinook Arch Regional Library & Pincher Creek Library • Community funding and donations • ICF Funding Objectives • Pincher Creek Community Early Learning Centre (PCCELC) contribution
2022 Net Budget	(367,285)	
% Change	15.7%	

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Government Grants	107,000	107,000	FCSS Provincial
Reserve Transfer	100,000	100,000	Transfer from Regional Community Initiative Reserves for PCCELC
Total Revenues	207,000	207,000	
FCSS Grants	134,000	134,000	
PC Library and Chinook Arch	139,840	147,050	
Town - PCCELC	100,000	100,000	
Town - CRC and Fireworks	60,000	53,790	
Humane Society	21,000	23,000	
Joint Funding	85,265	98,685	↑ new census data available
Other Contributions to Groups*	34,180	25,600	↓ additional funds for Grant Writer
Subtotal Expenses	574,285	582,125	
Transfer to Operating Reserves	-	50,000	Seniors Housing Reserve
Total Expenses	574,285	632,125	
Net Operations	(367,285)	(425,125)	

*Includes contributions to Ag For Life, Rural Crime Watch, STARS, Heritage Acres, and the annual misc. allocations determined at a later date

Parks & Recreation		
2023 Net Budget	(611,650)	Maintained by MD personnel:
2022 Net Budget	(543,430)	<ul style="list-style-type: none"> • Patton Park in the Hamlet of Lundbreck • Foothills (Fishburn) Park on RR 28-4 • Beaver Mines Park
% Change	12.6%	Contracted Maintenance:
		<ul style="list-style-type: none"> • Castle River Rodeo Grounds & Campground • Bobby Burns Fish Pond

2022 Key Accomplishments Connected the Patton Park sprinkler and drip system to the MD's water distribution line.

2023 Initiatives

#1 Work with the Beaver Mines Community Association and other related parties on the potential phase 1 pathway development.

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Transfer from Reserves	-	-	
Total Revenues	-	-	
General Purchases	3,500	3,500	
Contracted Services	14,700	14,700	
Interdepartmental	11,000	11,000	
Contributions to Town Rec	355,800	411,650	2.5% ↑ from previous years actuals
Contributions to CNP Rec	25,000	25,000	
Subtotal Expenses	410,000	465,850	
Transfer to Operating Reserves	133,430	145,800	↑ New census data available. Rate set at \$45/capita
Total Expenses	543,430	611,650	
Net Operations	(543,430)	(611,650)	

Cemeteries

2023 Net Budget	(50,000)	The Municipal District of Pincher Creek agreed to an annual contribution to the Town as part of ICF.
2022 Net Budget	(55,140)	
% Change	-9.3%	Cemeteries throughout the MD are maintained by local residents at no cost to the MD.

Summary Budget

	Budget 2022	Budget 2023	Variance Highlights
Transfer from Reserves	-	-	
Total Revenues	-	-	
Contributions to Town	55,140	50,000	
Subtotal Expenses	55,140	50,000	
Net Operations	(55,140)	(50,000)	

Long Term Debt

2022 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, 2022 are:

Debt Limit (1.5 times revenue)	22,352,963
Actual Debt	3,071,668
Debt Servicing Limit (0.25 times revenue)	3,725,494
Actual Debt Servicing	475,474

Debt as of December 31, 2022	Principal Owing	Interest Rate	Annual Principal Payment	Annual Interest	Repayment Date
Lundbreck Water Reservoir	561,050	2.9420%	49,023	16,148	Dec 2032
Lundbreck Regional Water System	318,310	2.9420%	27,813	9,162	Dec 2032
Landfill Road (75% Landfill Association)	1,549,731	2.9420%	135,410	44,604	Dec 2032
Landfill Road (25% MD)	516,577	2.9420%	45,137	14,868	Dec 2032
Cowley Waterworks Purchase	126,000	2.9420%	126,000	7,309	Dec 2023
Total Debt	3,071,668		383,383	92,091	

Debt as of December 31, 2023	Principal Owing	Interest Rate	Annual Principal Payment	Annual Interest Payment	Repayment Date
Lundbreck Water Reservoir	512,027	2.9420%	50,476	14,695	Dec 2032
Lundbreck Regional Water System	304,505	2.9420%	28,637	8,337	Dec 2032
Landfill Road (75% Landfill Association)	1,482,520	2.9420%	139,423	40,591	Dec 2032
Landfill Road (25% MD)	494,173	2.9420%	46,474	13,530	Dec 2032
Cowley Waterworks Purchase	-	2.9420%	-	-	Dec 2023
Total Debt	2,793,225		265,010	77,153	

STAFF COUNT

	2022 Budget	2022 Actual*	2023 Budget
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Public Works			
Superintendent	1	1	1
Road Foreman	1	1	1
Field Lead	1	1	1
Buyer	1	1	1
Admin	1	0	0
Technical Assistant	1	1	1
Full Time Union - Operator 4	10	9	9
Full Time Union - Operator 3	0	0	1
Full Time Union - Operator 2	3	4	4
HDM - Union	2	2	2
Labourer	0	0	1
Seasonal Operator 1	1	1	1
Seasonal Operator 3	4	4	4
Temp Union	1	0	0
Total PW	27	25	27

AES			
Environmental Specialist	1	1	1
Summer Student (Temp weed inspector - Short)	4	4	4
Summer Student (Temp weed inspector - Long)	2	2	2
Seasonal (Operator PAC)	2	1	2
Total AES	9	8	9

Admin			
CAO	1	1	1
Director of Finance	1	1	1
Director of Development and Community Services	0.25	0	0
Infrastructure and Utilities	1	1	1
Human Resources and Payroll	1	1	1
Safety	1	1	1
Financial and Asset Management	1	1	1
IT Specialist	1	1	1
Executive Assistant	1	1	1
Financial Service Clerk	1	1	1
Customer Service Clerk	1	1	1
Temp - Mat Leave Cover	0	0	1
Summer Student	1	0	0
Total Admin	11.25	10	11

Planning			
Director of Development and Community Services	0.75	0	0
Development Officer	0	0	1
Assistant Development Officer	1	1	0
Total Planning	1.75	1	1

Water and Wastewater			
Water Plant Operator	2	1	2
Total Water and Wastewater	2	1	2

Staff Total	51	45	50
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Council	5	5	5
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Grand Total	56	50	55
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*2022 Actuals are as of October 2022

Restricted Surplus Accounts (Reserves) and Trusts

	2023 Beginning	Transfer In	Transfer Out	2023 Ending
Airport	329,770			329,770
Bridge	3,082,850	400,000	30,000	3,452,850
Buildings	175,100	100,000	150,000	125,100
Dams (Water Storage)	75,000			75,000
Equipment	4,021,100	700,000	768,000	3,953,100
Emergency management	61,000			61,000
Next Year Completion	93,470		38,540	54,930
PCESC Equipment	200,000	-		200,000
Regional Community Initiatives	249,830	145,800	100,000	295,630
Road Infrastructure	3,046,560	250,000	72,000	3,224,560
Recycle Equipment	104,970			104,970
Senior Housing	200,000	50,000		250,000
Tax Rate Stabilization*	2,430,090		197,520	2,232,570
Water and Wastewater Infrastructure	1,044,770	272,105	180,000	1,136,875
Total Restricted Surplus	15,114,510	1,917,905	1,536,060	15,496,355
Unrestricted Surplus*	4,189,780			4,189,780
Public Trust	88,290		20,000	68,290
Regional Airport Development Trust	40,180			40,180
Tax Recovery Sales Trust	14,520			14,520
Total Trusts	142,990	-	20,000	122,990

2023 Capital Budget Summary

Sources of Project Funding

Service Area	Description	2023					Total Revenue
		Total Cost	Grants	Debt	Reserves	Trust	
Bridges	Bridge File #2488 Fischer Bridge						
Bridges	Bridge File #75265 Heath Creek						
Bridges	Bridge File #76294 RR 15 Over a Tributary to Castle River						
Bridges	Bridge File #7743 Local Road over Gladstone Creek						
Bridges	Bridge File #74048 RR 30A Over Todd Creek						
Bridges	Bridge File #70175 Spread Eagle Road Over Yarrow Creek						
Bridges	Bridge File #75801 RR 14 Over Oldman Tributary						
Roads	Station Street						
Roads	Bitango Road RR 1-2						
Roads	Patton Avenue						
Water/Wastewater	Lundbreck Sewer System Repairs, Flush, & Inspection						
Water/Wastewater	Beaver Mines Distribution and Collection						
Water/Wastewater	Beaver Mines Lift Station and Forcemain						
Water/Wastewater	Beaver Mines Waste Water Treatment Facility						
Infrastructure Total		10,698,000	10,416,000	-	282,000	-	10,698,000
AES	Hydroseeder						
Public Works	Grader						
Public Works	Gravel/Plow Truck						
Public Works	Tractor						
Public Works	Stone Crusher						
Public Works	Snow Blade						
Public Works	Sand Box						
Public Works	Snow Plow						
Public Works	Heavy Duty Set						
Public Works	AC Recovery Machine						
Equipment Total		1,672,000	1,125,000	-	547,000	-	1,672,000
AES	Heavy Truck						
Public Works	F150 Lightning						
Public Works	1/2 Ton Truck						
Fleet Total		235,000	14,000	-	221,000	-	235,000
Airport	Airfield Lighting Replacement						
Admin	Renewable Energy Installation						
Public Works	Concrete Pad						
Public Works	Quonset Overhead Door						
Facilities Total		1,170,000	1,020,000	-	150,000	-	1,170,000
Parks	Beaver Mines Trail						
Parks Total		20,000	-	-	-	20,000	20,000
		13,795,000	12,575,000	-	1,200,000	20,000	13,795,000

Long Range Plan

2024 2025 2026 2027 2028

Bridges	Bridge File #70175 Spread Eagle Road Over Yarrow Creek					
Bridges	Bridge File #74260 Tributary to Foothills Creek					
Bridges	Bridge File #74048 RR 30A Over Todd Creek					
Bridges	Bridge File #75801 RR 14 Over Oldman Tributary					
Bridges	Bridge File #75481 TWP RD 9-3B Over Olin Creek Tributary					
Bridges	Bridge File #01113					
Bridges	Bridge File #70417					
Bridges	Bridge File #00470					
Bridges	Bridge File #07080					
Bridges	Bridge File #76203					
Bridges	Bridge File #71542					
Bridges	Bridge File #13960					
Bridges	Bridge File #01077					
Bridges	Bridge File #76636					
Bridges	Bridge File #01348					
Bridges	Bridge File #02187					
Bridges	Bridge File #00673					
Bridges	Bridge File #74110					
Bridges	Bridge File #08685					
Roads	Gladstone Road					
Roads	Snake Trail					
Infrastructure Total		980,000	1,400,000	6,543,000	3,518,000	2,455,000
						-
Public Works	Grader					
Public Works	Welder					
Public Works	Backhoe					
Public Works	Airport mower					
Public Works	Packer					
Public Works	Snow Blower - Airport					
Public Works	Loader					
Agriculture	Quad					
Agriculture	Truck mounted intelligent sprayer					
Equipment Total		525,000	914,300	600,000	875,000	1,100,000
Public Works	Light Truck					
Public Works	Water Truck					
Agriculture	Light truck					
Fleet Total		80,000	160,000	530,000	80,000	160,000
Information Services Total		-	-	-	-	-
Admin	Boiler Replacement					
Public Works	HVAC Upgrade					
Water Services	Standpipe Concrete Pads					
Facilities Total		45,000	70,000	-	20,000	-
		1,630,000	2,544,300	7,673,000	4,493,000	3,715,000
Grants						
Reserves						
Operations						
		1,630,000	2,544,300	7,673,000	4,493,000	3,715,000

Capital Grants & Reserves Summary

Capital Grants Summary

Available Grant Funding*	2023	2024	2025	2026	2027
Beginning of year	13,388,991	14,173,991	14,958,991	15,743,991	16,528,991
Grant Funding Received	785,000	785,000	785,000	785,000	785,000
Expenditures	-	-	-	-	-
End of year	14,173,991	14,958,991	15,743,991	16,528,991	17,313,991

Capital Reserve Summary

	Equipment	Road Construction	Bridges	Buildings	Water and Wastewater Infrastructure
Annual Transfer to Reserve	700,000	250,000	400,000	100,000	272,105
Projected End of the Year Balance					
2022	3,832,000	3,001,000	3,083,000	175,000	996,000
2023	4,532,000	3,251,000	3,483,000	275,000	1,268,105
2024	5,232,000	3,501,000	3,883,000	375,000	1,540,210
2025	5,932,000	3,751,000	4,283,000	475,000	1,812,315
2026	6,632,000	4,001,000	4,683,000	575,000	2,084,420
2027	7,332,000	4,251,000	5,083,000	675,000	2,356,525

Project Name	Bridge File 2488 - Fischer Bridge over Crowsnest River
Project Number	22_01_BF 2488
Priority	5 - High
Service Area	Public Works - Bridges
Division	Division 5
Project Description	Single lane bridge replacement, NW 26-007-02 W5M
Project Cost	
Funding Sources	Other: In 2022 the MD was successful in receiving grant funding of 75% up to a maximum of \$930,150 under the Local Roads & Bridges Program through STIP. The remaining portion will be funded through the Municipal Sustainability Initiative (MSI) Grant.
Timeline	Complete in 2023
Rationale for Need	The bridge was built in 1927 and is closed due to its poor condition. Engineering, Supply, & Construction was awarded in 2022 after STIP funding was received. Construction will not be fully completed until 2023.
Impact on future operating costs	
Average Daily Traffic Count	The Average Daily Traffic (AADT) was estimated at 39 vehicles/day in 2019.
Treatment of asset replaced	Bridge to be removed as part of contract
Implications of deferral	Local residents and travelers will continue to detour 4.9km over HWY 3, 22 and local roads. STIP Funding expires March 31, 2025. Delaying would result in contractual issues and incurred costs for supply and construction contractors which have been awarded.
Other options to Recommendation	N/A; bridge construction awarded and underway

Project Name	Bridge File 75265 - RR 1-1A Over Heath Creek
Project Number	22_01_BF 75265
Priority	5 - High
Service Area	Public Works - Bridges
Division	Division 4
Project Description	Culvert replacement, NE-11-010-01 W5M
Project Cost	
Funding Sources	Federal Gas Tax Fund The MD will submit a application for grant funding under the Local Roads & Bridges Program under STIP (AB Transportation). For Budget purposes this project will flow through the guaranteed Federal Gas Tax Fund (GTF) funding.
Timeline	Complete in 2023
Rationale for Need	The bridge structure was constructed in 1960 and facilitates the passage of a local road over Heath Creek near Cowley, AB. The bridge culvert is currently in poor condition. This is due to cracked longitudinal seams with 55 mm of steel remaining in ring 4 and 68 mm of steel remaining in ring 3. Poor alignment and a significant scour hole downstream.
Impact on future operating costs	
Average Daily Traffic Count	The Average Daily Traffic (AADT) is estimated at 32 vehicles/day.
Treatment of asset replaced	
Implications of deferral	The project was scheduled in 2022 but was cancelled after the tender significantly exceeded the budget. Further delay may result in further deterioration and possible road closure. There is no available detour for residents as the road is a dead end.
Other options to Recommendation	A bridge liner and metal struts were reviewed but due to the condition of the culvert it isn't recommended.

Project Name	Bridge File 76294 - RR 1-5 Over a Tributary to Castle River
Project Number	22_01_BF 76294
Priority	5 - High
Service Area	Public Works - Bridges
Division	Division 3
Project Description	Culvert replacement, SW 32-006-01 W5M
Project Cost	
Funding Sources	Municipal Sustainability Initiative Grant - Capital The MD will submit a application for grant funding under the Local Roads & Bridges Program under STIP (AB Transportation). For Budget purposes this project will flow through the guaranteed Municipal Sustainability Initiative (MSI) funding.
Timeline	Complete in 2023
Rationale for Need	The bridge culvert was built in 1965. The structure has roof and sidewall deflection along with extensive perforations due to corrosion in Ring 2 & 3. A low rating notification was filed with the MD. Inspection cycle is currently 6 months.
Impact on future operating costs	
Average Daily Traffic Count	The Average Daily Traffic (AADT) is estimated at 134 vehicles/day.
Treatment of asset replaced	Recycle steel
Implications of deferral	Delay in reconstruction of this bridge could result in further deterioration and (eventual) road closure & an increase in inspection resource requirements. Engineering costs have been incurred. Detour is approximately 32km.
Other options to Recommendation	A steel liner would be the preferred maintenance strategy, but a liner is not actually expected to save cost at this location as liners typically provide savings when excavation costs (for replacement) are high in relation to material costs. The liner would result in under sizing for expected flow conditions and would negatively impact upstream and downstream alignment. Other options considered included larger CSP, dual CSP, other material/structure types. Alternatives have a higher capital cost.

Project Name	Bridge File #7743 Local Road over Gladstone Creek
Project Number	PW-BF-2
Priority	5 - High
Service Area	Public Works - Bridges
Division	Division 3
Project Description	Capital repairs, SW 23-05-02-W5
Project Cost	
Funding Sources	Federal Gas Tax Fund
Timeline	Complete in 2023
Rationale for Need	The bridge structure was constructed in 1908 and facilitates the passage of a local road over Gladstone Creek near Pincher Creek, AB. The bridge is in poor condition due to repairs in strip decking, wheel guards, bridge rails, stringers, pilings and minor plank replacement.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	Delay in reconstruction of this bridge will result in further deterioration and road closure. Detour is 79km.
Other options to Recommendation	N/A; bridge construction awarded and underway

Project Name	Bridge File 74048 RR 3-0A Over Todd Creek
Project Number	
Priority	5 - High
Service Area	Public Works - Bridges
Division	Division 5
Project Description	Culvert maintenance/replacement. NW-36-009-03 W5M
Project Cost	
Funding Sources	Reserve - Bridge Repair and Replacement
Timeline	2023 - Engineering 2024 - Complete
Rationale for Need	<p>The culvert was built in 1962. This structure has 13% roof deflection (R=3), but minimal sidewall deflection. Minor corrosion, but no erosion concerns. Struts are estimated to extend the life of this structure 10 years. Preliminary engineering is required to determine if struts are feasible, or if replacement will be the required solution. A preliminary report will be completed with a net present value analysis.</p> <p>In order of structural condition rating and sufficiency rating, this culvert was in 2nd worst condition in the MD at time of 10 year study completion (June 2022).</p>
Impact on future operating costs	
Average Daily Traffic Count	The Average Daily Traffic (AADT) is estimated at 20 vehicles/day.
Treatment of asset replaced	
Implications of deferral	Delay could result in further deterioration and an increase in inspection resource requirements, and a lesser ability to maintain. No detour available.
Other options to Recommendation	

Project Name	Bridge File 70175 - Spread Eagle Rd. Over Yarrow Creek
Project Number	
Priority	4 - Medium/High
Service Area	Public Works - Bridges
Division	Division 1
Project Description	Bridge Maintenance, NW-22-003-30 W4M
Project Cost	
Funding Sources	Federal Gas Tax Fund
Timeline	2023 - Engineering 2024 - Complete
Rationale for Need	<p>The main truss was built in 1908 and installed over Yarrow Creek in 1957. A recent inspection and level 2 timber coring report indicated there are timber substructure components with extensive rot resulting in a low rating notification recommending annual inspection. There is also some significant erosion along the west bank and other minor repairs required.</p> <p>This bridge was rated were in 5th worst condition in the MD at time of 10 year study completion (June 2022).</p>
Impact on future operating costs	
Average Daily Traffic Count	The Average Daily Traffic (AADT) is estimated at 60 vehicles/day.
Treatment of asset replaced	
Implications of deferral	Delay in maintenance could result in deterioration which would require load rating reductions (in 2-5 years) and an increase in inspection resource requirements. Detour is 13 km.
Other options to Recommendation	Replacement was not considered due to feasibility of maintenance and significant cost of replacement (\$1,300,000)

Project Name	Bridge File 75801 - RR1-4 Over Oldman Tributary
Project Number	
Priority	5 - High
Service Area	Public Works - Bridges
Division	Division 4
Project Description	Culvert maintenance, SW 09-010-01 W5M
Project Cost	
Funding Sources	Reserve - Bridge Repair and Replacement
Timeline	2023 - Engineering 2024 - Complete
Rationale for Need	<p>The culvert was built in 1953. The structure has 15% roof deflection and 13% sidewall deflection. There is also a minor scour hole downstream, but the culvert is in good shape otherwise. Vertical steel struts are estimated to extend the life of this structure 10-15 years and are anticipated to be feasible.</p> <p>In order of structural condition rating and sufficiency rating, this culvert was in 3rd worst (respectively) condition in the MD at time of 10 year study completion (June 2022).</p>
Impact on future operating costs	
Average Daily Traffic Count	The Average Daily Traffic (AADT) is estimated at 132 vehicles/day.
Treatment of asset replaced	
Implications of deferral	Delay in maintenance could result in further deterioration and an increase in inspection resource requirements. Further deterioration could impact ability to maintain as an alternate to replacement.
Other options to Recommendation	Replacement of the culvert is another alternative. It is anticipated this option would cost \$390,000.

Project Name	Station Street
Project Number	PW-R-2
Priority	4 - Medium/High
Service Area	Public Works - Roads
Division	Division 4
Project Description	Repair subgrade and install new asphalt. Approximately 70m at the intersection of 3rd Avenue and Station Street and 375m on Station Street going east. Install culvert across 3rd Avenue to drain water from the north side of Station Street.
Project Cost	
Funding Sources	Municipal Sustainability Initiative Grant - Capital
Timeline	Complete in 2023
Rationale for Need	Increase the level of service to businesses within the Hamlet of Pincher Station by providing easier access for heavy trucking.
Impact on future operating costs	Reduced repair and maintenance costs.
Average Daily Traffic Count	The Average Daily Traffic (AADT) is estimated at 81 vehicles/day.
Implications of deferral	Increase in ongoing repair and maintenance costs. An increase in subgrade failure and drainage issues will continue to create strain on the road structure.
Other options to Recommendation	Other options include: 1. Pulverize existing road and return to gravel. 2. Wait until the MD can explore water and wastewater options at Pincher Station, to allow the MD to do both at one time.

Project Name	Bitango Road (RR1-2)
Project Number	PW-R-1
Priority	5 - High
Service Area	Public Works - Roads
Division	Division 3
Project Description	Upsize and replace 64m of existing culvert with a 36" smooth wall steel pipe culvert by Jack Boring method (non destructive) and repair slides and sink hole on side slope. The existing structure will be abandoned and grouted in place.
Project Cost	
Funding Sources	Municipal Sustainability Initiative Grant - Capital
Timeline	Complete in 2023
Rationale for Need	The culvert is undersized, it has separated in a few locations forcing the water to go upward. This has created sliding and slope failures.
Impact on future operating costs	
Average Daily Traffic Count	The Average Daily Traffic (AADT) is estimated at 30 vehicles/day.
Implications of deferral	The potential of road failure and concern for public safety could result in road closure. If the road had to be closed, the detour is approximately 15 km.
Other options to Recommendation	ISL Engineering recommends that the MD consider using a 54" smooth wall steel pipe culvert. Advantages of the 54" smooth wall steel pipe installation would be the possibility of installing a 36" culvert liner in the future while still achieving freeboard with the design flow. This option is estimated to cost \$500,000.

Project Name	Patton Avenue
Project Number	PW-R-3
Priority	2 - Low/Medium
Service Area	Public Works - Roads
Division	Division 5
Project Description	Improve drainage on the east boulevard of Patton Avenue to create positive drainage to the catch basin on the north end.
Project Cost	
Funding Sources	Reserve - Road Construction
Timeline	Complete in 2023
Rationale for Need	Provide proper drainage and avoid water pooling in front of residences.
Impact on future operating costs	Reduce the potential for pavement failure and reduced maintenance costs.
Average Daily Traffic Count	
Implications of deferral	Increased potential for complaints. Frustration from residents along the street.
Other options to Recommendation	

Project Name	Lundbreck Sewer System Repairs, Flush, & Inspection
Project Number	
Priority	5 - High
Service Area	Wastewater
Project Description	Excavation, replacement, and repair of surface works for the manhole misalignment on Robinson, misalignment on Robinson Street, and misalignment outside of manhole on Hamilton.
Project Cost	
Funding Sources	Reserve - Water and Wastewater Infrastructure
Timeline	Complete in 2023
Rationale for Need	A preliminary inspection was completed in November 2020 in support of identifying the root cause of issues with respect to Lundbreck's wastewater lagoon. Dissolved sulphates were found and camera inspections were completed throughout the system. Harmful sulphur was also found in the lagoon and groundwater seepage into the sewer system was identified as a potential cause of this seepage. The inspections identified 3 main sections of pipe in significant disrepair in the Lundbreck Wastewater System.
Impact on future operating costs	Decreased risk of overloading lagoon.
Impact on other departments	Repair work on roads.
Treatment of asset replaced	
Implications of deferral	Potential for further seepage into lagoon system and continued overloading. Potential result being inability to discharge from lagoon system.
Other options to Recommendation	Staged construction approach over 2023/2024 (sites individually completed).

Project Name	Beaver Mines Distribution and Collection																						
Project Number	BMDC																						
Priority	5 - High																						
Service Area	Water Services																						
Project Description	Install a water distribution system and wastewater collection system at Beaver Mines followed by rehabilitation of the road surface (MPE).																						
Project Cost																							
Funding Sources	<p>Other: The MD has received funding under Small Community Funds (SCF). Effective June 30th 2020 (resolution 20/287) the MD will fund the Beaver Mines Distribution and Collection project, where eligible, by applying SCF (66.67%), followed by MSI (100%). Funding under SCF is shared equally between the Federal, Provincial and Municipal District of Pincher Creek.</p> <table border="1"> <thead> <tr> <th></th> <th>2019-2022</th> <th>2023</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>SCF</td> <td>2,490,000</td> <td>1,610,000</td> <td>4,100,000</td> </tr> <tr> <td>MSI</td> <td>1,209,000</td> <td>805,000</td> <td>2,014,000</td> </tr> <tr> <td>Reserve</td> <td>185,000</td> <td>-</td> <td>185,000</td> </tr> <tr> <td>Total</td> <td>\$ 3,884,000</td> <td>\$ 2,415,000</td> <td>\$ 6,299,000</td> </tr> </tbody> </table>				2019-2022	2023	Total	SCF	2,490,000	1,610,000	4,100,000	MSI	1,209,000	805,000	2,014,000	Reserve	185,000	-	185,000	Total	\$ 3,884,000	\$ 2,415,000	\$ 6,299,000
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Reserve	185,000	-	185,000																				
Total	\$ 3,884,000	\$ 2,415,000	\$ 6,299,000																				
Timeline	<p>Complete in 2023 As of July 8, 2021, the MD received final approval from Alberta Environment and Parks. The MD plans to complete this section the Beaver Mines Water and Wastewater project in 2023. For budget purposes, the MD has estimated approximately 60% in 2022, with the remaining 40% incurred in 2023.</p>																						
Rationale for Need	<p>Beaver Mines presently relies on point of use wells/cisterns for potable water and septic systems for wastewater collection and treatment. There are health and safety issues due to bacteria found in the water samples as well as septic systems in a state of deterioration.</p>																						
Impact on future operating costs	<p>Increased time for water treatment and wastewater collection personnel to monitor and maintain the system.</p>																						
Impact on other departments	<p>Health and safety issues will continue and may increase. Project costs may also increase.</p>																						
Treatment of asset replaced	<p>Land owners are responsible for the abandonment and reclamation of existing wells and septic systems.</p>																						
Implications of deferral																							
Other options to Recommendation																							

Project Name	Beaver Mines Lift Station and Forcemain			
Project Number	BMLF			
Priority	5 - High			
Service Area	Wastewater			
Project Description	Lift station and forcemain up to the tie in location (MPE)			
Project Cost				
Funding Sources	Other: The MD has received funding under Alberta Municipal Water, Wastewater Partnership (AMWWP) and Small Community Funds (SCF). Effective June 30th 2020 (resolution 20/287) the MD will fund the Beaver Mines Lift Station and Forcemain, where eligible, by applying SCF (66.67%), followed by AMWWP (75%) and MSI (100%).			
		2019-2022	2023	Total
	SCF	643,000	624,000	1,267,000
	AMWWP	325,000	1,301,000	1,626,000
	MSI	1,000	413,000	414,000
	Reserves	-	-	-
Total	\$ 969,000	\$ 2,338,000	\$ 3,307,000	
Timeline	Complete in 2022 As of July 8, 2021, the MD received final approval from Alberta Environment and Parks. The MD plans to complete this section the Beaver Mines Water and Wastewater project in 2023.			
Rationale for Need	Beaver Mines presently relies on point of use wells/cisterns for potable water and septic systems for wastewater collection and treatment. There are health and safety issues due to bacteria found in the water samples as well as septic systems in a state of deterioration.			
Impact on future operating costs	Increased operating costs when system is fully functional.			
Impact on other departments				
Treatment of asset replaced				
Implications of deferral				
Other options to Recommendation				

Project Name	Beaver Mines Waste Water Treatment Facility																										
Project Number	BMWV																										
Priority	5 - High																										
Service Area	Wastewater																										
Project Description	Banner Environmental Engineering Ltd. has been chosen to design and build infrastructure following the tie-in point, treatment, at grade system and access road (Banner).																										
Project Cost																											
Funding Sources	<p>Other:</p> <p>The MD has received funding under Alberta Municipal Water, Wastewater Partnership (AMWWP) and Small Community Funds (SCF). Effective June 30th 2020 (resolution 20/287) the MD will fund the Beaver Mines Waste Water Treatment System, where eligible, by applying SCF (66.67%), followed by AMWWP (75%) and MSI (100%).</p> <table border="1"> <thead> <tr> <th></th> <th>2019-2022</th> <th>2023</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>SCF</td> <td>633,000</td> <td>-</td> <td>633,000</td> </tr> <tr> <td>AMWWP</td> <td>901,000</td> <td>2,035,000</td> <td>2,936,000</td> </tr> <tr> <td>MSI</td> <td>170,000</td> <td>759,000</td> <td>929,000</td> </tr> <tr> <td>Reserves</td> <td>30,000</td> <td></td> <td>30,000</td> </tr> <tr> <td>Total</td> <td>\$ 1,734,000</td> <td>\$2,794,000</td> <td>\$ 4,528,000</td> </tr> </tbody> </table>				2019-2022	2023	Total	SCF	633,000	-	633,000	AMWWP	901,000	2,035,000	2,936,000	MSI	170,000	759,000	929,000	Reserves	30,000		30,000	Total	\$ 1,734,000	\$2,794,000	\$ 4,528,000
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Timeline	<p>Complete in 2023</p> <p>As of July 8, 2021, the MD received final approval from Alberta Environment and Parks. The MD plans to complete this section the Beaver Mines Water and Wastewater project in 2023. For budget purposes, the MD has assumed approximately 40% of the remaining capital expenditures will be incurred in 2022, with the remaining 60% incurred in 2023.</p>																										
Rationale for Need	Beaver Mines presently relies on point of use wells/cisterns for potable water and septic systems for wastewater collection and treatment. There are health and safety issues due to bacteria found in the water samples as well as septic systems in a state of deterioration.																										
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Other options to Recommendation																											

Project Name	Hydroseeder
Project Number	
Priority	3 - Medium
Service Area	AES - Equipment
Project Description	Skid mounted Turbo Turf 400 Gallon Electric Start Hydroseeder
Project Cost	
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2023
Rationale for Need	The cost of seed has doubled over the past year. Currently, we are using the method of seeding with the lowest efficiency (surface spreading). With a hydroseeder, we can drastically improve our success in seeding areas such as: public parks, culvert replacements, gravel pit reclamation etc.
Impact on future operating costs	Would reduce re-seeding costs and re-seeing labour hours.
Impact on other departments	Would benefit PW as seeding projects would be completed in the first year instead of two to three years later.
Implications of deferral	Time wasted on ineffective seeding of bare areas, money wasted on increasingly expensive seed that blows away or doesn't germinate.
Other options to Recommendation	Getting a small tractor operated seed drill.

Project Name	Grader
Project Number	
Priority	4 - Medium/High
Service Area	Public Works - Equipment
Project Description	Purchase a new 150M CAT Grader.
Project Cost	
Funding Sources	Municipal Sustainability Initiative Grant - Capital
Timeline	Complete in 2023
Rationale for Need	Unit 61: 9358 hrs, 2011 model - Reason for replacement is that Unit 61 is having transmission issues and has a leaking clutch pack. Engine is getting close to rebuild at 10,000 hrs.
Impact on future operating costs	Reduced potential for unplanned major grader repairs. Unit 61 value is estimated at \$160,000. This unit would be sold with any proceeds put into the Equipment Reserve.
Impact on other departments	
Implications of deferral	Increased down time. Potential for strain on the level of service in the winter. Increase in repair and maintenance cost. The cost of a new grader consistently rising due to the high equipment demand.
Other options to Recommendation	Grader Rebuild for \$475,000

Project Name	Gravel/Plow Truck
Project Number	
Priority	5 - High
Service Area	Public Works - Equipment
Project Description	New truck with gravel box, plow attachment and sand box
Project Cost	
Funding Sources	Municipal Sustainability Initiative Grant - Capital
Timeline	Complete in 2023
Rationale for Need	Replacement of Unit 412 (Western Star plow) because it is no longer usable on the highway. Unit 412 is 16 years old and has 364,000 kms. Extensive work is required (transmission, engine and new sand box) to make it operational again. Approximate cost would be \$125,000.
Impact on future operating costs	Reduced operating and maintenance costs, possible warranty coverage.
Impact on other departments	
Implications of deferral	Increased downtime, longer response time with snow removal on hard surfaces.
Other options to Recommendation	If possible, the MD will look to purchase this piece of equipment via auction or another used source. Any proceeds from the sale will be put back into the equipment reserve.

Project Name	Tractor
Project Number	
Priority	2 - Low/Medium
Service Area	Public Works - Equipment
Project Description	Purchase a used Tractor 1000 rear PTO and 540 front PTO
Project Cost	
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2023
Rationale for Need	Replacement and upgrade of Unit 41 (John Deer 6410) and Unit 12 (Kubota M6800) to accommodate horsepower requirements to efficiently utilize compacting equipment. Unit 41 is 22 years old and has 4,500 machine hours. There is potential for more attachment additions in the future such as heavy duty snow blade and front attach snow blower.
Impact on future operating costs	New tractor will be under warranty. Unit 41 and Unit 12 will be send to auction, with any proceeds (75k) added directly into the equipment reserve.
Impact on other departments	
Implications of deferral	Strain on existing tractor, not enough horse power.
Other options to Recommendation	If possible, the MD will look to purchase this piece of equipment via auction or another used source.

Project Name	Stone Crusher
Project Number	
Priority	2 - Low/Medium
Service Area	Public Works - Equipment
Project Description	Multi-Function Head for tractor (Pull Behind)
Project Cost	
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2023
Rationale for Need	A stone crusher would be an addition to our fleet to efficiently recondition rocky and hard road surface to increase quality of the road network. This attachment enables ground stabilization, milling of asphalt and cold mix, slabs of rocks and crushing of stone up to a depth of 28cm.
Impact on future operating costs	Reduction in maintenance cost and contracted services to re-habilitate road surfaces.
Impact on other departments	
Implications of deferral	
Other options to Recommendation	

Project Name	Snow Blade
Project Number	
Priority	4 - Medium/High
Service Area	Public Works - Equipment
Project Description	New hydraulic angle snow blade for Unit 07 (CAT 938 Loader)
Project Cost	
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2023
Rationale for Need	The snow blade will allow the MD to provide better snow removal service in Hamlets. The existing blade is not appropriate for snow removal in hamlet streets as it is not articulated.
Impact on future operating costs	Increased operational efficiencies with Hamlet snow removal. Reduced need for multiple pieces of equipment will provide fuel savings.
Impact on other departments	
Implications of deferral	Challenges in providing better service levels. The complaint level will likely to stay the same as we are unable to address the current shortfall.
Other options to Recommendation	If possible, the MD will look to purchase this piece of equipment via auction or another used source. Any proceeds from the sale will be put back into the equipment reserve.

Project Name	Sand Box
Project Number	
Priority	2 - Low/Medium
Service Area	Public Works - Equipment
Project Description	Sand Box for Dodge 5500 (Unit 402)
Project Cost	
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2023
Rationale for Need	Expand and increase our snow removal service in the Hamlets and provide a faster response.
Impact on future operating costs	Increase in wear in tear of unit 402 and maintenance cost.
Impact on other departments	
Implications of deferral	No implications
Other options to Recommendation	Keep the same level of service

Project Name	Snow Plow
Project Number	
Priority	2 - Low/Medium
Service Area	Public Works - Equipment
Project Description	Snow plow for Dodge 5500 (Unit 402)
Project Cost	
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2023
Rationale for Need	Expand and increase our snow removal service in the Hamlets and provide a faster response.
Impact on future operating costs	Increase in wear in tear of unit 402 and maintenance cost.
Impact on other departments	
Implications of deferral	No implications
Other options to Recommendation	Keep the same level of service

Project Name	Heavy Duty Scan Tool
Project Number	
Priority	3 - Medium
Service Area	Public Works - Operations
Project Description	Heavy duty scan tool.
Project Cost	
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2023
Rationale for Need	Heavy duty scan tools for light and heavy equipment are outdated. Repair and service of equipment now limited. This scan tool has the ability to do both light and heavy equipment.
Impact on future operating costs	Equipment warranty.
Impact on other departments	Used on AES equipment as well.
Implications of deferral	Loss of ability to service equipment internally.
Other options to Recommendation	Not replace, outsource some repair.

Project Name	AC Recovery Machine
Project Number	
Priority	3 - Medium
Service Area	Public Works - Operations
Project Description	A/C recovery and analysis machine.
Project Cost	
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2023
Rationale for Need	AC Recovery unit outdated and parts are becoming hard to acquire.
Impact on future operating costs	Equipment warranty
Impact on other departments	Used on AES equipment as well.
Implications of deferral	Losing ability to service equipment internally.
Other options to Recommendation	Not replace, outsource some repair.

Project Name	AES Light Truck
Project Number	ASB -02
Priority	3 - Medium
Service Area	AES - Equipment
Project Description	A Heavy Duty, 3/4 ton, long box, super/double cab (depends on make).
Project Cost	
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2023
Rationale for Need	Truck replacement is required on Unit #600 - 17 yrs. old with 182,000 km's.
Impact on future operating costs	Reduced maintenance costs on older vehicles.
Impact on other departments	
Implications of deferral	For AES, the most important considerations are road worthiness and stability under heavy load. Heavy loads, even after ten years, makes the vehicles more risky to drive. Reliability, downtime and increased maintenance costs play a factor
Other options to Recommendation	

Project Name	Light Trucks Half Tons X2
Project Number	
Priority	4 - Medium/High
Service Area	Public Works - Equipment
Project Description	Light Trucks - 1/2 ton crew cab and F150 Lightning
Project Cost	
Funding Sources	Reserve - Equipment Replacement The MD will submit a application on the Lightning for the grant funding under the MCCAC electric vehicles for municipal vehicles program. This purchase is contingent on the success of this grant application which will cover \$14,000 of the total capital costs. The remainder, will be funded through the equipment reserve.
Timeline	Complete in 2023
Rationale for Need	Replacements for Unit 640 and Unit 493. Unit 640 is 15 years old and has 240,000 kms, Unit 493 is 17 years old and has 248,000 kms. Two trucks were approved in 2021 Budget, however only one was able to be ordered. The MD wishes to explore the potential of using an electric vehicle. Fuel costs are the most significant energy cost for the MD. Piloting alternative solutions will assist with gaining internal knowledge related to fleet alternatives.
Impact on future operating costs	For the electric F150, assuming 12,000km/year at 17.5L/100km, 2% cost inflation, and carbon tax, it is anticipated that the MD will see fuel savings of \$2,600/year in 2023 to upwards of \$3,750/year in 2030, maintenance savings of \$600/year, and life savings over \$32,000.
Impact on other departments	
Implications of deferral	Continue spending money on gas and maintenance.
Other options to Recommendation	

Project Name	Airfield Lighting Replacement
Project Number	
Priority	5 - High
Service Area	Airport
Division	Division 3
Project Description	Full redesign and capital rehabilitation of the failed lighting system for the airport to meet Transport Canada's current regulations. A review of the runway length is also included and potential repainting/flight chart work if feasible.
Project Cost	
Funding Sources	Other: In 2022 the MD was successful in receiving grant funding of 75% up to a maximum of \$585,000 under the Community Airport Program through STIP. The remaining portion will be funded through the Municipal Sustainability Initiative (MSI) Grant.
Timeline	Complete in 2023
Rationale for Need	<p>Capital work for the Airport Airfield Lighting Replacement project was approved by council May 2022 upon receipt of a successful STIP Application.</p> <p>In 2022, design-build contract was awarded for the lighting project. Additionally, the contractor reviewed the potential to move runway thresholds and determined it was feasible to extend the runway. Flight charts and flight design planning was revised and construction design is expected to be complete in 2022. Construction is proposed to start in Spring 2023.</p> <p>Project will replace the 40+ year old electrical infrastructure and re-establish the ability to fly at nighttime and during inclement weather.</p>
Impact on future operating costs	<p>Reduced power usage with LED lighting.</p> <p>Reduced downtime of facility, potential increase in usage/revenue.</p>
Impact on other departments	Increased service level for fire, emergency medical, and private aviation.
Treatment of asset replaced	
Implications of deferral	
Other options to Recommendation	

Project Name	Renewable Energy Installation
Project Number	
Priority	3 - Medium
Service Area	Airport
Division	Division 3
Project Description	Renewable energy installation, on MD land near the Airport, to generate clean energy and reduce long term operating costs.
Project Cost	
Funding Sources	Reserve - M.D. Buildings The MD will submit a application on for the grant funding under the Alberta Municipal Solar Program. This project is contingent on the success of this grant application which will cover 30% (or \$30,000) of the total capital costs. The remainder, will be funded through the building reserve.
Timeline	Complete in 2023
Rationale for Need	Reduces long term infrastructure operational costs through energy savings which can in turn be passed off as cost savings to the residents, or generating passive renewable income.
Impact on future operating costs	A \$100,000 solar array would be expected to reduce energy and therefore operational costs by \$4,000-\$8,000 per year. The pay back period is expected to be 9-13 years with an expected life of 30+ years.
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	Price escalation and extension of any payback period from generating passive income.
Other options to Recommendation	

Project Name	Concrete Pad
Project Number	
Priority	4 - Medium/High
Service Area	Public Works - Operations
Project Description	Construct a concrete pad between the Public Works Shop and Quonset in order to provide proper water collection while washing equipment.
Project Cost	
Funding Sources	Reserve - M.D. Buildings
Timeline	Complete in 2023
Rationale for Need	Drainage is directly next to the Public Works Shop and Quonset causing issues with the buildings and pooling is presenting a significant safety hazard in the winter with ice. Frequent cleaning during winter will extend equipment life by reducing wear and tear on parts.
Impact on future operating costs	Reduce the potential for water damage within Public Works yard, Shop, Parking Area, and Quonset. Reduced maintenance costs on equipment.
Impact on other departments	AES can use wash bay pad as needed.
Implications of deferral	Potential costs of damages and ongoing serious safety hazard.
Other options to Recommendation	

Project Name	Quonset Overhead Door
Project Number	
Priority	5 - High
Service Area	Public Works - Operations
Project Description	20' x 16' Overhead door with chain hoist.
Project Cost	
Funding Sources	Reserve - M.D. Buildings
Timeline	Complete in 2023
Rationale for Need	Safety concern as the existing door hard to open and in extremely poor condition.
Impact on future operating costs	No impact.
Impact on other departments	AES storing chemicals in the quonset.
Implications of deferral	High potential for injuries or failure.
Other options to Recommendation	

Project Name	Beaver Mines Trail
Project Number	
Priority	2 - Low/Medium
Service Area	Parks
Project Description	Provide 400m of 2m width limestone walking pathway for Beaver Mines residences west of the highway between 5th and 4th street.
Project Cost	
Funding Sources	Public Trust Reserve \$5,000: MPE (Donation for on-site recognition)
Timeline	Complete in 2023
Rationale for Need	<p>The Beaver Mines Community Association has requested a trail be completed as part of project closeout for the Water Distribution & Collection System.</p> <p>Alberta Transportation was consulted regarding the section along with HWY, and confirmed that a permit would be required for the work. The trail will need to be designed to AT standards and details will need to be provided such as type of trail, drainage details, cross section drawings from edge of pavement, etc.</p> <p>The costs for this work include completing a design to meet AT requirements. If current contractors cannot complete the construction portion of the work for a reasonable amount, a brief tender would be completed.</p> <p>It is anticipated that a section of the proposed phase 1 portion of the pathway, between 4th street and the new firehall site, can be included as part of the Water Distribution & Collection System. Therefore this portion is not considered here.</p>
Impact on future operating costs	Gravel maintenance, mowing, weeding, etc.
Impact on other departments	Maintenance required by Public Works and AES
Implications of deferral	Restoration needs to occur for the waterworks regardless. Deferring would result in slightly increased costs due to duplicating reclamation
Other options to Recommendation	Complete entire Ph. 2 Trail (complicated design along HWY ROW, unclear if feasible prior to completion of engineering work). Design as a paved 3m pathway: Additional \$20,000