



2020

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

Executive Summary – Revised Budget 2020

Due to the economic impacts of COVID-19, the MD of Pincher Creek No. 9 (MD) has chosen to revise the approved 2020 operating budget on April 14, 2020. The capital budget is funded mainly through grants and reserves, therefore it will not be amended at this time.

Property Taxes

The revised budget has been developed using Council's directive to target a 0% increase in municipal property tax rates for the 2020 fiscal period. This has been done by applying 0% to the municipal property tax rates in 2019. This will result in a revised municipal tax levy equal to \$11,281,275, a difference of \$587,300.

The MD's tax deadline will remain as June 30, 2020, however the 2% penalty for taxes outstanding as of July 1, 2020 will be waived. Taxes outstanding as of November 1, 2020 will incur a 2% penalty (down from 4%), taxes outstanding as of December 31, 2020 follow the current Tax Penalty Bylaw and will incur a 12% penalty. It is anticipated the tax penalty change will result in approximately \$16,000 of waived fees.

Key Operational Savings (Adjustments from the Approved Budget)

Training

The approved budget included an allocation of funds for staff training. This has been cut by 50%. Spring RMA and FCM training for Council has also been cut. An operational savings of approximately \$32,225.

Information Technology

The approved budget included computer upgrades for various staff and council. With the exception of 1, these are deemed not necessary at this time. An operational savings of approximately \$21,000.

Janitorial Services

A new tender was signed in early 2020. An operational savings of approximately \$45,100.

Dust Control

A dust control policy was adopted in early 2020. The policy grants authority for PW to do dust control up to 34.8km. The MD usually hires external contractors to do some of this work, however in an effort to save operational costs, this will be done internally. The approved 2020 budget also included an allocation for new product testing. The

testing is deemed not essential at this time and has since been removed. An operational savings of approximately \$260,000.

Gravel Crushing Royalties

Gravel crushing royalties for 2020 are anticipated to be lower than previous years, as the MD was able to sign an agreement for crushing at \$2.00 per cubic yard. An operational savings of approximately \$50,000.

Policing

The 2020 approved budget assumed a 15% recovery. The province later announced that 1st year of the new policing model will be at 10% recovery. An operational savings of approximately \$55,000.

Staff Adjustments

The MD is currently sitting with 2 vacant full time positions. The budget assumes these positions will not be filled in 2020. Additionally, the head count for the summer/seasonal program for PW has decreased by 3. The AES budget for summer head count will remain the same as it has already decreased substantially from 2019. An operational savings of approximately \$130,000.

Reserve Transfer

In order to balance the revised 2020 budget, the transfer to the tax rate stabilization reserve has decreased by \$18,945

Budget Adjustments

	Revised Budget	Approved Budget	Change	Comments
Municipal Tax Levy	11,281,275	11,868,575	(587,300)	Adjustment to keep tax rates the same
Tax Penalty	10,000	26,000	(16,000)	Extension of penalty Deadline
Total Revenue Change			(603,300)	
Council - Hotels, Travel, Training, IT	21,750	34,000	(12,250)	Cancellation of RMA and FCM, removal of computer upgrade
Admin - Training	13,690	27,380	(13,690)	Non-Union Training cut 50%
Admin - Janitor	50,000	95,100	(45,100)	New Tender signed in Jan 2020
Admin - IT	117,900	120,400	(2,500)	Removal of new computers for staff with the exception of 1
PW - Wages	2,317,730	2,437,730	(120,000)	Seasonal summer staff down from 7 to 5 (70k), Vacant Operator position will not be filled (50k)
PW - IT	85,730	93,730	(8,000)	Removal of new computers for staff
PW - Training	21,625	26,250	(4,625)	Non-Union Training cut 50%
PW - Contracted Services	921,500	1,111,500	(190,000)	Dust Control Application will now be done internally (195k), removal of shoulder pulling and ditch rehab (20k), misc. increase of 25k for any unforeseen items that come up.
PW - Gravel Crushing Royalty	200,000	250,000	(50,000)	Signed new contracts at Bruder and Mcrae. Royalties will be \$2 per cubic yard.
PW - Dust Control Product	165,000	235,000	(70,000)	Based on the dust control policy (C-PW-009) the MD is doing 34.8km of dust control work in 2020. The approved budget took a very conservative approach and included additional funds for product testing. By bringing the dust control number down by 70k, the MD will not move forward with product testing and the revised budget should be more in line with actuals.
AES - Wages	288,760	298,760	(10,000)	Revised Seasonal Staff wages + savings in Assistant Ag. Feldman
AES - Training	2,000	4,000	(2,000)	Non-Union Training cut 50%
Bylaw - Police Costing	110,000	165,000	(55,000)	Actual policing costs
Planning - Training	1,190	2,380	(1,190)	Non-Union Training cut 50%
Transfer to Tax Rate Stab	46,055	65,000	(18,945)	Lower Transfer to Balance
Total Expense Change			(603,300)	

**Council Resolution required in actuals to adjust carry forward adjustment Line Painting to Crack Sealing

Budgeted Consolidated Statement of Operations

	2019	2020	Variance	% Change
Net municipal property taxes	11,473,860	11,314,320	(159,540)	-1.41%
User fees and sales of goods	494,470	412,290	(82,180)	-19.93%
Government Transfers	635,010	489,850	(145,160)	-29.63%
Investment income	266,000	257,000	(9,000)	-3.50%
Penalties and costs of taxes	78,000	92,000	14,000	15.22%
Licenses and permits	63,250	65,550	2,300	3.51%
Rental	315,870	316,770	900	0.28%
Other	124,800	105,130	(19,670)	-18.71%
Total Revenues	13,451,260	13,052,910	(398,350)	-3.05%
Legislative	254,520	229,760	(24,760)	-10.78%
Administration	2,287,180	2,144,490	(142,690)	-6.65%
Police, Fire, Disaster, Ambulance, Bylaw	304,170	431,610	127,440	29.53%
Roads, streets, walks and lighting	5,957,020	5,271,165	(685,855)	-13.01%
Airport	71,540	83,240	11,700	14.06%
Storm sewers and drainage	9,930	8,600	(1,330)	-15.47%
Water supply and distribution	379,100	459,290	80,190	17.46%
Waste management	414,900	423,550	8,650	2.04%
Family and Community Services Support	134,000	134,000	-	0.00%
Cemeteries	45,960	55,140	9,180	16.65%
Land use planning, zoning and developmen	540,420	357,020	(183,400)	-51.37%
Agricultural and environmental services	575,990	528,790	(47,200)	-8.93%
Parks and recreation	385,200	382,500	(2,700)	-0.71%
Culture	429,050	424,320	(4,730)	-1.11%
Total Expenses	11,788,980	10,933,475	(855,505)	-7.82%
Earnings Before Depreciation	1,662,280	2,119,435	457,155	21.57%
Depreciation	3,300,000	3,350,000	50,000	1.49%
Deficiency of Revenue Over Expenses	(1,637,720)	(1,230,565)	407,155	-33.09%

***The above summary is based on financial statement standards. It does not include transfers to/from reserves as they are not true revenue/expenses, principal payments or any capital items*

Operating Budget Summary by Department

	2019	2020	Variance	Variance Highlights
Requisitions	3,554,500	3,709,110	154,610	Revenue required for requisitions
Council	10,000	10,000	-	
General	557,590	352,130	(205,460)	No reserve transfer to balance budget
Administrative Services	101,860	39,860	(62,000)	Revenue transfer from reserves to fund air photos in 2019
Planning & Development	211,250	65,550	(145,700)	IDP Grant received in 2019
Bylaw Enforcement	51,020	10,150	(40,870)	No revenue transfer from reserves due to an accounting change in 2020
Fire	40,000	40,000	-	
Emergency Management	58,000	70,880	12,880	
Public Works	886,360	714,560	(171,800)	Less revenue transfers from reserves to fund cold mix and a decline in dust control sales.
Agriculture & Environmental Services	291,960	231,860	(60,100)	Contract work has been removed in 2020
Lundbreck	100,000	-	(100,000)	No revenue transfer from reserves to fund the desludging
Airport	44,950	44,950	-	
Waste Management	79,620	84,940	5,320	
Water Services	102,600	102,600	-	
Wastewater Services	38,000	38,000	-	
Community Services	251,150	251,490	340	
Parks & Recreation	35,500	7,500	(28,000)	
Cemeteries	-	-	-	
Total Revenues	6,414,360	5,773,580	(640,780)	
Requisitions	3,554,500	3,676,070	121,570	
Council	264,520	248,510	(16,010)	
Administrative Services	2,452,060	2,265,545	(186,515)	Budgeted air photo purchase in 2019 and no CUPE legal fees
Planning & Development	540,420	357,020	(183,400)	IDP's done by ORSCC in 2019
Bylaw Enforcement	237,540	311,540	74,000	New police costing model from the province in 2019, offset slightly by the change in accounting for the enhanced policing.
Fire	51,500	101,750	50,250	Contribution to Operating Fire reserve
Emergency Management	114,000	134,200	20,200	
Public Works	5,739,660	5,187,635	(552,025)	Decreased spending on cold mix and dust control slightly offset by higher repairs and maintenance.
Agriculture & Environmental Services	580,990	533,790	(47,200)	Decreased due to savings on chemicals and personal costs from omitting the contracts.
Lundbreck	217,360	103,530	(113,830)	Desludging budgeted in 2019 was not required does not need to be included in the 2020 budget.
Airport	71,540	83,240	11,700	Increased expenditures due to maintenance of runway and increasing costs of light replacements
Waste Management	414,900	423,550	8,650	
Water Services	379,100	459,290	80,190	Increased due to higher interest payments as a result of new borrowings and increasing maintenance costs
Wastewater Services	9,930	8,600	(1,330)	
Community Services	563,050	558,320	(4,730)	
Parks & Recreation	518,630	515,930	(2,700)	
Cemeteries	45,960	55,140	9,180	
Total Expenses	15,755,660	15,023,660	(732,000)	
Deficiency of Revenue Over Expenses	9,341,300	9,250,080	- 91,220	
Tax Levy for Capital	1,537,260	1,573,140	35,880	
Debt Principal	563,360	458,060	(105,300)	
Municipal Tax Levy	11,441,920	11,281,280	- 160,640	

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

3,350,000

Operating Budget Summary by Type

	2019	2020	Variance	Variance Highlights
Property Taxes Excluding Municipal Grants	3,586,440	3,709,110	122,670	
Sale of Goods & Services	500,860	355,360	(145,500)	No IDP Grant in 2020
User Fees	318,800	235,200	(83,600)	Removal of AES contracts in 2020 as well as less dust control sold.
Permits & Fines	202,170	203,470	1,300	
Leases & Rentals	10,150	10,150	-	
Intermunicipal Charges	54,170	54,170	-	
Contributions From Local Governments	256,000	256,000	-	
Tax Penalties & Costs	312,710	322,640	9,930	
Investment Income	78,000	95,130	17,130	PERC Revenue in 2020
Miscellaneous Revenue	266,000	257,000	(9,000)	
Transfers From Reserves	11,040	17,850	6,810	
	818,020	257,500	(560,520)	Less reserve funds used for the cold mix program and no transfer out for air photos and to balance the budget.
Total Revenues	6,414,360	5,773,580	(640,780)	
Salaries & Benefits	4,429,510	4,186,110	(243,400)	Right sizing salary and benefits and change to staff replacement and summer/seasonal program
General Purchases	3,296,500	3,062,890	(233,610)	
Contracted Services	2,578,570	2,224,830	(353,740)	IDP work completed in 2019
Contributions to Town/Agencies	731,550	703,270	(28,280)	No summer games contribution
Training	41,800	58,005	16,205	Employee specific training plan
Safety	28,610	56,250	27,640	New Safety Plan
Information Technology	258,410	229,020	(29,390)	
Legal Fees	70,000	51,000	(19,000)	No CUPE legal fees in 2020
Interdepartmental Charges	256,000	256,000	-	
Bank Charges and Interest	153,030	197,730	44,700	Higher interest charges on new debt
Tax Rebates, Bad Debts, & Penalties	18,000	18,000	-	
Transfer to Operating Reserves	339,180	304,485	(34,695)	Includes transfer to a new sick time reserve
Requisitions	3,554,500	3,676,070	121,570	
Total Expenses	15,755,660	15,023,660	(732,000)	
Deficiency of Revenue Over Expenses	9,341,300	9,250,080	(91,220)	
Tax Levy for Capital	1,537,260	1,573,140	35,880	
Debt Principal	563,360	458,060	(105,300)	Lundbreck debt fully paid off, new debt for BM in 2020
Municipal Tax Levy	11,441,920	11,281,280	(160,640)	

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

3,350,000

Property Tax

Municipal	2019 Actuals	Bylaw	Variance	Tax Revenue 2020	Additional Revenue
Residential	2,586,508	2,598,326	(11,818)	2,586,690	182
Farmland	400,620	400,600	20	400,620	
Non-Residential (NR)	8,417,074	8,351,569	65,505	8,203,080	(213,994)
NR - Small Commercial	84,512	86,474	(1,962)	85,000	488
Minimum Tax	5,192	4,953	239	5,890	698
	11,493,906	11,441,922	51,984	11,281,280	(212,626)

Municipal	Tax Levy	Assessment	Tax Rate	Comments
Residential	2,586,690	549,984,570	4.7032	2020 Tax Rate = 2019 Tax Rate
Farmland	400,620	58,788,500	6.8146	2020 Tax Rate = 2019 Tax Rate
Non-Residential	8,203,080	878,274,800	9.3400	2020 Tax Rate = 2019 Tax Rate
NR - Small Commercial	85,000	9,282,220	9.1573	2020 Tax Rate = 2019 Tax Rate
Minimum Tax	5,890			
Total	11,281,280	1,496,330,090		

Alberta School Foundation Fund

Residential and Farmland	1,606,520	608,773,070	2.6389
Non-Residential	1,189,345	316,774,290	3.7546

Pincher Creek Foundation

	322,000	1,496,330,090	0.2152
--	---------	---------------	--------

PCESC

	492,970	1,496,330,090	0.3295
--	---------	---------------	--------

Designated Industrial Property

	65,240	858,470,020	0.0760
--	--------	-------------	--------

Grand Total **14,957,355**

The M.D. is required to raise the revenue needed to pay requisitions to the Alberta School Foundation Fund, Pincher Creek Foundation, Pincher Creek Emergency Services and Designated Industrial Property. The M.D. does not have control over the requisition amounts nor the tax rates.

Municipal	2020 Tax Rate	2019 Tax Rate	Rate Increase
Residential	4.7032	4.7032	0.00%
Farmland	6.8146	6.8146	0.00%
Non-Residential	9.3400	9.3400	0.00%
NR - Small Commercial	9.1573	9.1568	0.01% <i>Due to rounding</i>

Rate Checks:	2020	2019	Comments
Current Tax Ratio	1.9859	1.9859	Max Allowable is 5
Small Business	98%	98%	Bylaw 1298-19 - within 75% of NR

General

2020 Net Budget	\$	11,666,450	The 'General' section of the budget addresses the following items: <ul style="list-style-type: none"> • The Alberta School Foundation Fund, Senior Housing and Emergency Services requisitions which are collected from special tax levies on behalf of these agencies. • Tax arrears, penalty, revenues, and property assessment adjustments • Investment income and interest expenses • Unconditional grants that are not identified to a specific department. • Transfer from the Tax Rate Stabilization Reserve to balance budget
2019 Net Budget	\$	11,999,510	
% Change		-2.8%	

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Municipal Property Taxes	11,441,920	11,281,280	
Tax Penalties and Costs	78,000	65,130	
Investment Income	266,000	257,000	New long term investments are generating slightly less interest income
Taxation Collected for Requisition	3,554,500	3,709,110	Offset timing - must generate an additional 33k to offset the additional levy expense in 2019.
Provincial Education Req. Credit (PERC)	-	30,000	Refund of uncollectable education property taxes due to 2019 write off's
ASFF Collection Allowance*	31,940	-	No longer being considered
Total Revenues	\$ 15,372,360	\$ 15,342,520	
Transfer from Tax Rate Stabilization Res	181,650	-	Transfer from Tax Rate Stabilization Reserve to Balance Budget
Requisitions	3,554,500	3,676,070	
Net Revenue	\$ 11,999,510	\$ 11,666,450	

*The Alberta School Foundation Fund (ASFF) Collection Allowance was introduced in the 2019 budget. It became an additional item on the tax notice which caused confusion for rate payers. It was implemented to create additional revenue, however the end result to the rate payers didn't change. Therefore, if additional revenue from rate payers is required it is easier to look solely to the Municipal Tax Levy.

Council

2020 Net Budget	(238,510)	The Council budget area deals with all costs associated and incurred by Municipal Council including stipends, per diems and fees for meetings and conferences.
2019 Net Budget	(254,520)	
% Change	-6.3%	

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, Pincher Creek Early Learning Center Board, 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.

2019 Key Accomplishments

2019 has been a busy year for Council. Numerous Intermunicipal Development Plans and Intermunicipal Collaboration Frameworks have been completed with the remainder to be completed in early 2020. The Beaver Mines Water and Waste Water project continues with the plan to be breaking ground in 2020 and completion before December 31, 2021 as per our grant schedule. An organizational review was completed this year, along with a salary review and capital purchase review. Council is confident we are managing our expenses and right-sizing our operations, while maintaining a high level of service to our residents.

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Sales of Good & Services	10,000	10,000	
Total Revenues	10,000	10,000	
Personal Costs	172,310	170,800	
Training, Workshops, Conferences, Etc. Paid	14,250	8,750	
Mileage	19,250	16,250	
Hotels and Accommodation	15,000	14,000	
Meals	19,000	10,000	
Airfare	-	4,000	
Information Technology	-	500	
Election Costs	3,000	3,000	
Memberships and Subscriptions	18,710	18,710	
General Purchases	3,000	2,500	
Total Expenses	264,520	248,510	
Net Operations	(254,520)	(238,510)	

Administration

2020 Net Budget	(2,225,685)	Administration Services provided are:
2019 Net Budget	(2,350,200)	<ul style="list-style-type: none"> • Finance • Reception • Information Technology • Health and Safety • Human Resources
% Change	-5.3%	

2019 Key Accomplishments New Hires - CAO, Director of Finance, Director of Operations, Executive Assistant

2020 Initiatives

- #1 Phase 1 of Software Upgrade - Remap COA in Diamond to feed into financial statements and provide better adhoc reporting.
- #2 Develop an Asset Management Plan - Asset Management effects all departments within the M.D. The focus for 2020 will be to develop a plan so in 2021 we can start to put financial resources into the plan.
- #3 Policy Improvement - The M.D's current policies are outdated. They all need to be reviewed and updated.

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Sales of Good & Services	10,100	10,100	
Leases, Rentals and Other	14,760	14,760	
Government Grants	10,000	10,000	
Contribution from agencies	-	-	
Transfer from Reserves	67,000	5,000	↓ Air photos in 2019
Interdepartmental Changes	-	-	
Total Revenues	\$ 101,860	\$ 39,860	
Personnel Costs	1,293,880	1,267,990	
General Purchases	256,020	230,630	
Insurance	125,410	137,960	Insurance premiums anticipated to ↑ on all policies
Training	8,100	13,690	↑ Intro into employee allocated training
Safety	7,260	13,880	↑ Computer based safety training, safety guest speakers, conferences
Information Technology	171,870	117,900	↓ Air Photos in 2019
Legal Fees	53,000	41,000	↓ CUPE negotiations 2019
Contracted Services	337,800	292,440	
Bank Charges	15,840	11,000	
Tax Rebates, Bad Debts	18,000	18,000	
Subtotal Expenses	\$ 2,287,180	\$ 2,144,490	
Transfer to Reserves	164,880	121,055	↑ Creation of a Sick Time Reserve + Transfer to Tax Rate Stabilization
Total Expenses	\$ 2,452,060	\$ 2,265,545	
Net Operations	(2,350,200)	(2,225,685)	

Planning

2020 Net Budget	(291,470)	Planning & Development department ensures all development within M.D. conforms with the policies and requirements of the municipal
2019 Net Budget	(329,170)	planning documents and Provincial legislation or regulations that affect land development within the M.D.
% Change	-11.5%	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

2019 Key Accomplishments Updated the Castle Mountain Resort Area Structure Plan, completion and adoption of the rural to rural IDP's

2020 Initiatives

#1 Update the Municipal Development Plan

#2 Road Master Plan

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 2019	Budget 2020	Variance Highlights
Sales of Good & Services	8,500	8,500	
Fees and Other	4,750	7,050	
Safety Codes	50,000	50,000	
Government Grants	148,000	-	↓ received an IDP Provincial Grant in 2019
Total Revenues	211,250	65,550	
Personnel Costs	165,670	140,830	
General Purchases	12,200	12,200	
Safety	-	-	
Training	4,750	1,190	
Information Technology	-	-	
Legal Fees	17,000	10,000	
Contracted Services	320,800	172,800	↓ IDP's done by ORSCC in 2019
Right of Way Purchases	20,000	20,000	
Subtotal Expenses	540,420	357,020	
Net Operations	(329,170)	(291,470)	

Law Enforcement

2020 Net Budget	(301,390)	Bylaw enforcement operates on a complaint basis and observations by MD personnel. The related bylaws are:
2019 Net Budget	(186,520)	<ul style="list-style-type: none"> • Land use • Community services
% Change	61.6%	<ul style="list-style-type: none"> • Unsightly premises • Noise <p>The Animal Control Officer is a contract position dealing with complaints that fall under the Animal Control bylaw.</p>

2019 Key Accomplishments Appointed the CAO as the Bylaw Enforcement Officer for the M.D.

2020 Initiatives

#1 Develop and implement a hamlet parking bylaw

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Licenses	150	150	
RCMP Fines	10,000	10,000	
Reserve Transfer - Enhanced Policing	40,870	-	↓ Accounting correction - accrue enhanced policing in 4th quarter
Government Grants	-	-	
Total Revenues	51,020	10,150	
General Purchases	21,400	21,400	
Police Costing	-	110,000	Budget Assumes 10% Recovery
Contracted Services	175,270	180,140	
Transfer to Carry Forward Reserve	40,870	-	↓ Accounting correction - accrue enhanced policing in 4th quarter
Subtotal Expenses	237,540	311,540	
Net Operations	(186,520)	(301,390)	

Fire

2020 Net Budget	(111,750)	The Pincher Creek Emergency Services Commission (PCESC) provides fire services for the Town and M.D.
2019 Net Budget	(11,500)	The Town and M.D. share the net cost of the Commission based on a predetermined formula. The
% Change	871.7%	levy is included in the General section of this budget. Items included in the Fire budget are:
		<ul style="list-style-type: none"> • Revenue/expense for M.D. residents requiring fire services • M.D. fire hall utility costs • Contribution to Pincher Creek Search & Rescue

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Sale of Service	40,000	40,000	
Total Revenues	40,000	40,000	
General Purchases	1,000	1,000	
Contracted Services	40,000	40,000	
Contributions to Agencies	10,500	10,750	
Transfer to Op Reserves	-	50,000	Transfer to Operating Reserve
Subtotal Expenses	51,500	101,750	
Net Operations	(11,500)	(111,750)	

REMO

2020 Net Budget	-\$	63,320	The M.D. administers the Pincher Creek Emergency Management Center with all related costs shared on a 49/49/2 basis between the MD, the Town, and the Village of Cowley. This Center is activated for emergency and disaster situations.
2019 Net Budget	-\$	56,000	
% Change		13.1%	

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Contributions from Local Governments	58,000	65,880	
Government Grants	-	5,000	
Total Revenues	\$ 58,000	\$ 70,880	
General Purchases	14,000	-	
Contracted Services	-	-	
Contributions to Agencies	100,000	134,200	
Tax Rebates, Bad Debits	-	-	
Subtotal Expenses	\$ 114,000	\$ 134,200	
Net Operations	-\$ 56,000	-\$ 63,320	

Public Works

2020 Net Budget	(6,138,475)	The Public Works department provides oversight to all municipal infrastructure including 5 hamlets, 5 dams, approx.
2019 Net Budget	(6,523,060)	1,200 km of roads, 175 bridges, the airport, regional water system, wastewater systems, all buildings and the equipment
% Change	-5.9%	fleet.

2019 Key Accomplishments Upgraded vehicle equipment fleet to include an MRF tracking system. Completion of Summerview chip seal project.

2020 Initiatives

- #1 Develop a Road Management Program to set out clear goals on quality and service levels.
- #2 Improve policy on existing equipment/vehicle fleet.
- #3 Improve training requirements to ensure all employees are properly trained on correct operating procedures, safety procedures, and inspection requirements.
- #4 Asset Management - identify key PW personnel to be involved in asset management

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Sales of Good & Services	15,600	17,600	
Sale of Gravel & Asphalt	45,000	45,000	
Sale of Dust Control	76,500	50,000	↓ Dust control sold
Government Grants	52,500	50,000	MSI Operating Grant
Contribution from agencies	57,760	55,960	Debenture Revenue from the Landfill
Transfer from Reserves	388,000	245,000	↓ Transfer out of reserves due to change in cold mix procedure
Interdepartmental Changes	251,000	251,000	
Total Revenues	886,360	714,560	
Personnel Costs	2,468,580	2,317,730	
General Purchases	910,400	1,039,150	↑ repair and maintenance costs on graders, transmission for loader and OH crane, 6 traffic counters
Contracted Services	349,000	179,000	
Safety	14,500	30,280	↑ New Safety Structure
Training	17,950	21,625	
Information Technology	80,400	85,730	↑ MRF Costs and new computer replacements
Gravel Hauling	300,000	240,000	
Gravel Crushing	502,500	502,500	
Gravel Royalties	270,000	220,000	
Gravel Pit Reclamation	50,000	50,000	
Bridge and Dam Repairs	28,000	28,000	
Engineering & Surveying	26,000	46,000	↑ due to changing regulations on bridge files
Dust Control & Cold Mix Product	642,950	353,000	↓ cold mix will be limited to pot holes, dust control will be done internally
Long Term Debt Interest	79,380	74,620	
Subtotal Expenses	5,739,660	5,187,635	
Transfer to Reserves	1,429,120	1,500,000	
Transfer to Capital	80,000	-	No Capital funded by Operations
Long Term Debt Principal	160,640	165,400	
Total Expenses	7,409,420	6,853,035	
Net Operations	(6,523,060)	(6,138,475)	

Agricultural and Environmental Services

2020 Net Budget	(301,930)	The Agricultural and Environmental Services department provides oversight to the municipal obligations of the Weed Control Act, Pest Act and the Soil Conservation
2019 Net Budget	(289,030)	Act. Services include:
% Change	4.5%	<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.

2019 Key Accomplishments Hosted or co-hosted various events in 2019 including: CAP Funding, Environmental Farm Plans, Bees and Brews, Jim Gerrish Grazing School, Soils School and the Mortality Composting Workshop.

2020 Initiatives

- #1 It's the M.D's turn to host the South Region ASB Conference! Aiming for 120 registrants!
- #2 Develop relationships with rural and urban neighbours to identify collaborative opportunities for weed control.

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Sales of Good & Services	73,600	11,500	↓ Removal of contracts with V.P.L, AB Transport & Parks
Government Grants	183,360	183,360	M.D was guaranteed grants till 2019. Assumption is we will continue to receive.
Deadstock Program	30,000	30,000	
Misc. Revenue		7,000	South Region Conference Registration Revenue
Transfer from Reserves	5,000	-	
Total Revenues	291,960	231,860	
Personnel Costs	329,070	288,760	
Training	8,000	8,250	
General Purchases	120,930	119,800	
Contracted Services	30,000	20,000	
Safety	6,850	12,090	↑ Revised safety structure
Information Technology	6,140	24,890	↑ MRF setup costs for the spray truck
Chemical	70,000	50,000	
Interdepartmental	10,000	10,000	
Subtotal Expenses	580,990	533,790	
Net Operations	(289,030)	(301,930)	

Hamlet of Lundbreck

2020 Net Budget	(103,530)	Public Works provides operational and maintenance services to the Hamlet of Lundbreck regarding the following infrastructure:
2019 Net Budget	(186,810)	<ul style="list-style-type: none"> • Streets and lanes • Grader shelter
% Change	-44.6%	• De-commissioned water treatment facility currently used for storage

2019 Key Accomplishments Paved 1st Street and improved drainage with concrete swales. Had Fortis install LED lights in Lundbreck for electricity savings. Paid off 10 year Lundbreck Water Line Debenture.

2020 Initiatives

#1 Improve 3rd street drainage and street conditions

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Transfer from WasteWater Reserve	100,000	-	Desludging removed - was not required in 2019
Total Revenues	100,000	-	
General Purchases	35,130	25,130	
Contracted Services	105,400	3,400	Desludging removed - was not required in 2019
Contributions to Agencies	-	-	
Interdepartmental	75,000	75,000	
Interest Exp	1,830	-	No interest payments for the Lundbreck Water Line
Subtotal Expenses	217,360	103,530	
Long term debt principal	69,450	-	No debenture payments for the Lundbreck Water Line
Net Operations	(186,810)	(103,530)	

Airport

2020 Net Budget	(38,290)	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:
2019 Net Budget	(26,590)	
% Change	44.0%	

- Grass Cutting
- Maintenance of Facility
- Snow Removal

2020 Initiatives

#1 Reactivate the Airport Committee.

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Leases	39,950	39,950	
Interdepartmental Changes	5,000	5,000	
Total Revenues	44,950	44,950	
General Purchases	23,840	26,240	
Contracted Services	7,500	16,800	↑WAAS Approach System repairs*
Interdepartmental	40,000	40,000	
Subtotal Expenses	71,540	83,240	
Net Operations	(26,590)	(38,290)	

* Wide Area Augmentation System (WAAS) - Approach that is flown every 4 years to ensure there are no new obstacles on the flight path

Waste Management

2020 Net Budget	(338,610)	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. Recycling services are provided by a contractor KJ Cameron. The annual cost is shared between the M.D. (47%) and the Town (53%).
2019 Net Budget	(335,280)	
% Change	1.0%	

2020 Initiatives

- #1 Bylaw review and implementation - Garbage Collection expansion to include Beaver Mines.

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Waste Management Fees	6,820	9,820	↑ Beaver Mines (Bylaw Required)
Contribution from Agencies	72,800	75,120	↑ from Town due to increasing cardboard fees
Total Revenues	79,620	84,940	
Garbage Collection	290,450	295,100	
Contracted Services	19,250	15,250	
Recycling Services	100,200	108,200	↑ in recycling fees for cardboard
Interdepartmental	5,000	5,000	
Interest Exp	-	-	
Subtotal Expenses	414,900	423,550	
Net Operations	(335,280)	(338,610)	

Water Services

2020 Net Budget	(682,490)	The Water Services Department provides potable water for the Hamlet of Lundbreck and contracts potable water treatment and delivery services to the Village of Cowley. Additional services are being currently installed for the Hamlet of Beaver Mines, Castle Parks and the Castle Mountain Resort.
2019 Net Budget	(568,460)	
% Change	20.1%	

2019 Key Accomplishments Significant completion of Beaver Mines Water Servicing Project.

2020 Initiatives

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

#2 Pass a new borrowing bylaw for increased work on the Beaver Mines Water Servicing and Collection and Lift Station projects

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Sales of Good & Services	102,600	102,600	
Total Revenues	102,600	102,600	
Training	3,000	4,500	
General Purchases	112,250	130,180	General ↑ due to new pipeline
Contracted Services	94,700	97,500	
Interdepartmental	115,000	115,000	
Long Term Debt Interest	54,150	112,110	↑ New Beaver Mines Debenture
Subtotal Expenses	379,100	459,290	
Transfer to Capital Reserves	28,140	33,140	
Transfer to Capital	-	-	
Long Term Debt Principal	263,820	292,660	↑ New Beaver Mines Debenture
Total Expenses	671,060	785,090	
Net Operations	(568,460)	(682,490)	

Wastewater Services

2020 Net Budget	(10,600)	Wastewater services are provided to the Hamlet of Lundbreck by Public Works personnel. These services include:
2019 Net Budget	(41,380)	
% Change	-74.4%	

- Inspections
- Flushing
- General maintenance

2019 Key Accomplishments Lundbreck Water Lines Debenture paid off.

2020 Initiatives

#1 New wastewater system will be constructed by Banner in the Hamlet of Beaver Mines. The timeline is pending regulatory approval, however budget assumes construction in 2021. No operating costs expected in 2020.

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
User Fees	38,000	38,000	
Total Revenues	38,000	38,000	
General Purchases	8,100	8,600	
Interest Expense	1,830	-	
Subtotal Expenses	9,930	8,600	
Transfer to Capital Reserves	-	40,000	Transfer to Wasterwater Reserve
Long term debt principal	69,450	-	- Lund. Water Lines Debenture Paid
Net Operations	(41,380)	(10,600)	

Community Services

2020 Net Budget	(306,830)	Community Services includes the following services:
2019 Net Budget	(311,900)	<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.
% Change	-1.6%	<ul style="list-style-type: none"> • Chinook Arch Regional Library & Pincher Creek Library • Community funding and donations

Summary Budget

	Budget 2019	Budget 2020	Variance Highlights
Joint Funding (Town Portion)	144,150	144,490	↑ Per Capita increase to \$39.67
Government Grants	107,000	107,000	FCSS Provincial Grant
Reserve Transfer	-	-	
Total Revenues	251,150	251,490	
Contributions to Agencies	132,020	134,670	
Joint Funding	261,500	262,120	↑ Per Capita increase to \$39.67
Grants to Groups	35,530	27,530	↓ Contribution change to the food bank
FCSS Grants	134,000	134,000	
	-	-	
Subtotal Expenses	563,050	558,320	
Net Operations	(311,900)	(306,830)	

Parks & Recreation

2020 Net Budget	(508,430)	Maintained by MD personnel:
		<ul style="list-style-type: none"> • Patton Park in the Hamlet of Lundbreck
2019 Net Budget	(483,130)	<ul style="list-style-type: none"> • Foothills Park on RR 28-4 • Beaver Mines Park
% Change	5.2%	Contracted Maintenance:
		<ul style="list-style-type: none"> • Castle River Rodeo Ground & Campground • Bobby Burns Fish Pond

2019 Key Accomplishments Installed a living snow fence along Patton Park.

2020 Initiatives

#1 Develop policy for use and care of M.D. owned reserve lands.

Summary Budget

	Budget 2019	Budget 2020	
Transfer from Reserves	35,500	7,500	
Total Revenues	35,500	7,500	
Contracted Services	19,700	15,700	
Interdepartmental	11,000	11,000	
Contributions to Town Other	58,000		- One time contribution for Summer Games
Contributions to Town Rec	296,500	355,800	↑ from \$100 to 120 per capita
Transfer to Op. Reserve	133,430	133,430	Held in reserve for future capital contributions to the Town
Subtotal Expenses	518,630	515,930	
Net Operations	(483,130)	(508,430)	

Cemeteries

2020 Net Budget	(55,140)	The Municipal District of Pincher Creek increased their contribution to the Town to equally share in the Cemetery budget for 2020.
2019 Net Budget	(45,960)	
% Change	20.0%	Cemeteries throughout the MD are maintained by local residents at no cost to the MD.

Summary Budget

	Budget 2019	Budget 2020	
Transfer from Reserves	-	-	Variance Highlights
Total Revenues	-	-	
Contributions to Town	45,960	55,140	
Subtotal Expenses	45,960	55,140	
Net Operations	(45,960)	(55,140)	

Long Term Debt

2018 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 31,2018 are:

Debt Limit (1.5 times revenue)	20,561,487
Actual Debt	4,741,552
Debt Servicing Limit (0.25 times revenue)	3,426,915
Actual Debt Servicing	700,511

Debt as of December 31, 2019	Principal Owning	Interest Rate	Annual Principal Payment	Annual Interest	Repayment Date
Lundbreck Water Reservoir	699,812.70	2.9420%	44,910.23	20,260.59	Dec 2032
Lundbreck Regional Water System	397,036.63	2.9420%	25,479.68	11,494.78	Dec 2032
Landfill Road (75% Landfill Association)	1,933,021.83	2.9420%	124,050.98	55,963.77	Dec 2032
Landfill Road (25% MD)	644,340.61	2.9420%	41,350.33	18,654.59	Dec 2032
Cowley Waterworks Purchase	504,000.00	2.9420%	126,000.00	14,827.68	Dec 2023
Total Debt	4,178,212		361,791	121,201	

Future Long Term Debt

Long term debt is being used to finance the M.D.'s portion of the Beaver Mines Distribution and Collection Project as well as the Beaver Mines Wastewater Project. Debt will be acquired in two portions following the cost structure of both projects.

Beaver Mines #1 (2020)

Loan	\$	2,500,000
Debt Term		20 Years
Interest Rate*		2.6460%
Annual Payment	\$	161,785
Total Interest Payable	\$	735,698

Beaver Mines #2 (2021)

Loan	\$	1,500,000
Debt Term		20 Years
Interest Rate*		2.6460%
Annual Payment	\$	97,071
Total Interest Payable	\$	441,419

* Interest Rate may change before ACFA application

STAFF COUNT

	2019	2020
--	------	------

Public Works

Full Time Union	15	14
HDM - Union	2	2
Admin	1	1
Buyer	1	1
MGMT	2	2
Seasonal Union	9	4
Seasonal Summer	0	
RAP Student	1	1
Total PW	31	25

AES

Environmental Specialist	2	2
Summer Student (Temp weed inspector)	6	2
Seasonal (PAC)		
Seasonal (Operator PAC)	1	2
Total AES	9	6

Admin

CAO	1	1
Director of Ops	1	1
Director of Fin.	1	1
Director of Dev and Community Services	0.5	0.5
Safety	1	1
EA	0.5	1
HR/Payroll	1	1
Customer Service Clerk	2	1
Financial Service Clerk	2	1.5
Summer Student	1	1
IT Specialist	1	1
Total Admin	12	11

Planning

Director of Dev and Community Services	0.5	0.5
Planning Clerk	0.5	0.5
Total Planning	1	1

Staff Total	53	43
--------------------	-----------	-----------

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

Grand Total	58	48
--------------------	-----------	-----------

Restricted Surplus Accounts (Reserves)

	2020 Beginning	Transfer In	Transfer Out	2020 Ending
Airport	329,770			329,770
Bridge Repair and Replacement	2,139,620	400,000	360,000	2,179,620
Senior Facilities*	200,000			200,000
Cultural Facilities	-			-
Conservation Practices	-			-
Dams (Water Storage)	-			-
Emergency management*	47,620			47,620
Emergency services operating	-			-
PCES Equipment Reserve*	-	50,000		50,000
Gravel pit stripping/reclamation	1,162,460	250,000	50,000	1,362,460
Interim operating funds	-			-
Lundbreck Water/Sewer Infrastructu	-			-
M.D. Buildings	200,000			200,000
M.D. Equipment	2,298,900	800,000	115,000	2,983,900
M.D. Recycle Committee	89,390			89,390
Recycle Equipment Reserve	-			-
Future year completions	143,600		25,000	118,600
Regional water infrastructure	-			-
Road Construction	2,362,840	50,000	366,000	2,046,840
Town Recreation Facilities	562,040	133,430	-	695,470
Wastewater infrastructure*	370,500	40,000	13,330	397,170
Water infrastructure*	825,340	33,140		858,480
Employee Benefit Obligation*		75,000		
Tax Rate Stabilization	1,091,250	46,055		1,137,305
				-
Total Restricted Surplus	11,823,330	1,877,625	929,330	12,696,625
Public Trust	91,340		7,500	83,840
Unrestricted Surplus	4,760,200			4,760,200

Capital Budget Summary

Project #	Service Area	Description	Total Cost	Sources of Project Funding				Total Revenue
				Grants	Debt	Reserves	Operations	
Infrastructure								
PW-R-1	Roads	Highway 3A – Landfill road repairs	1,076,000	860,000		216,000		1,076,000
PW-R-2	Roads	Lundbreck Pave and Drainage (3rd street)	195,000	195,000				195,000
PW-R-4	Roads	RR29-3 (North of 507 East, to Tower Road)	150,000	150,000				150,000
PW-R-3	Roads	Southfork Hill	40,000	40,000				40,000
PW-BF-1	Bridges	Bridge File # 6613 Cabin Creek	698,000	698,000				698,000
PW-BF-2	Bridges	Bridge File #7235 Scottons	948,000	948,000				948,000
PW-BF-3	Bridges	Bridge File #76293 Grumpy Road	440,000	440,000				440,000
PW-BF-4	Bridges	Bridge File #8860 Beaver Mines Creek	181,500			181,500		181,500
PW-BF-5	Bridges	Bridge File #13957 Connelly Creek	43,500			43,500		43,500
PW-BF-6	Bridges	Bridge File #75009 Wild Cat Ranch	60,000			60,000		60,000
PW-BF-7	Bridges	Bridge File #75377 Local Road over Screwdriver Creek	50,000			50,000		50,000
RWCAST	Water/Wastewater	Castle Area Water Servicing	3,105,000	3,105,000				3,105,000
BMDC	Water/Wastewater	Beaver Mines water servicing & wastewater collection	4,715,000	3,143,334	1,571,666			4,715,000
BMLSF	Water/Wastewater	Beaver Mines Lift Station and Forcemain	2,750,000	1,833,334	916,666			2,750,000
BML	Water/Wastewater	Beaver Mines Waste Water Treatment System	40,000	26,666	-	13,334		40,000
Infrastructure Total			14,492,000	11,439,334	2,488,332	564,334	0	14,492,000
Equipment								
	Public Works	Steamer Unit	25,000			25,000		25,000
	Public Works	6 Way Plow Attachment	30,000			30,000		30,000
	Water	Standby Generator	60,000			60,000		60,000
Equipment Total			115,000	0	0	115,000	0	115,000
Fleet								
Fleet Total			0	0	0	0	0	0
Information Services								
Information Services Total			0	0	0	0	0	0
Facilities								
ADMIN-SEC-1	Public Works/Admin	Security Camera for Admin and PW Buildings	85,000	85,000				85,000
Facilities Total			85,000	85,000	0	0	0	85,000
Grand Total			14,692,000	11,524,334	2,488,332	679,334	0	14,692,000

Future Capital Projects			2021	2022	2023	2024
Infrastructure						
Roads	Southfork Hill re-pave (2.4 km Castle River to Airport)		1,072,000	851,250		
Roads	Gladstone Valley Road (9 km)			40,000	800,000	800,000
Roads	Maycroft Road (12.6km)		50,000	700,000	700,000	
Roads	Christy Mines Road Repair (5.1 km)				50,000	550,000
Bridges	Bridge File #75009 Wild Cat Ranch		550,000			
Bridges	Bridge File #75377 Local Road over Screwdriver Creek		350,000			
Bridges	Bridge File #2488 Fischer deck		10,000	100,000		
Bridges	Bridge File #828 Drummond		25,000	125,000		
Bridges	Bridge File #6765 Lyle Nobles Floor Patch			30,000	150,000	
Bridges	Bridge File #2224 Lank deck			10,000	150,000	
Bridges	Bridge File #75265 Heath Creek		30,000	450,000		
Bridges	Bridge File #74259 East 6 Toney Drive		30,000	350,000		
Bridges	Bridge File #74260 Jack Place			30,000	300,000	
Bridges	Bridge File #13960 Wright's Corner			30,000	370,000	
Bridges	Bridge File #74048 Ron Sekella				30,000	300,000
Bridges	Bridge File #75801 Northend of Skyline				30,000	300,000
Bridges	Bridge File #1113 Demontsu Loop					30,000
Bridges	Bridge File #471 Christie Mines/Rainers Corner					30,000
Bridges	Bridge File #13957 Connelly Creek Strip Deck					100,000
Bridges	Bridge File #1113 Demontsu Loop Strut or Line				30,000	
Bridges	Bridge File #75481 NE Bob Hewitt				30,000	
Water/Wastewater	Beaver Mines water servicing & wastewater collection		715,000			
Water/Wastewater	Beaver Mines Waste Water Treatment System		2,111,000			
Infrastructure Total			4,943,000	2,716,250	2,640,000	2,110,000
Equipment						
Public Works	Grader		565,000	565,000	565,000	565,000
Public Works	Tandem axle truck with snow plow		340,000			
Public Works	Water truck			150,000	150,000	
Public Works	Welder		14,000			
Public Works	Backhoe				130,000	
Public Works	Grader mower			130,000		
Public Works	Tractor & loader					130,000
Public Works	Front mount mower		23,600			
Public Works	Wobbly packer			18,000		
Public Works	Fork lift			58,050		
Public Works	Airport mower				9,300	
Public Works	Truck - 1 ton			50,000	50,000	
Public Works	Packer				40,200	
Public Works	Riding lawn mower				5,600	
Public Works	Tandem axle belly dump		80,000	80,000		
Public Works	Utility dump Trailer - 5th wheel				35,000	
Public Works	Snow Blower - Airport					350,000
Agriculture	Animal scale		15,000			
Agriculture	Quad					15,000
Agriculture	Truck mounted intelligent sprayer		18,000		18,500	19,000
Equipment Total			1,055,600	1,051,050	1,003,600	1,079,000
			2021	2022	2023	2024
Fleet						
Public Works	Light truck		40,000	40,000	40,000	40,000
Public Works	Light truck		40,000	40,000	40,000	40,000
Agriculture	Light truck		40,000	40,000	40,000	40,000
Administration	Passenger vehicle			26,000		
Fleet Total			120,000	146,000	120,000	120,000
Information Services						
Administration	Financial software			180,000		
Administration	Microsoft update				12,000	
Administration	Audio equipment - Council Chambers				20,000	
Information Services Total			0	180,000	32,000	0
Facilities						
Public Works	Public Works Shop wash bays (3)		30,000	1,200,000		
Public Works	Fabric parking structure (Public Works yard)		500,000			
Public Works	Public Works Shop lubricant dispensing system			25,000		
Public Works	PW Shop Airline upgrade for shop air compressor hoses					100,000
Facilities Total			530,000	1,225,000	0	100,000
Grand Total Expenditures			6,648,600	5,318,300	3,795,600	3,409,000
Sources of Project Funding						
Grants			3,536,000	2,816,250	1,550,000	1,450,000
Debt			942,000			
Reserves			2,170,600	2,322,050	2,213,600	1,959,000
Operations				180,000	32,000	-
Total Sources of Project Funding			6,648,600	5,318,300	3,795,600	3,409,000

Capital Grants & Reserves Summary

Capital Grants Summary

Annual Grants

MSI Capital	800,000
MSI Operating	50,000
Gax Tax Fund	170,000

Total Annual Grants 1,020,000

Available Grant Funding	2020	2021	2022	2023	2024
Beginning of year	5,800,000	4,264,000	4,574,000	2,777,750	2,247,750
Annual grants	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000
Special grants	8,968,334	2,826,000			
Expenditures	11,524,334	3,536,000	2,816,250	1,550,000	1,450,000
End of year	4,264,000	4,574,000	2,777,750	2,247,750	1,817,750

Capital Reserve Summary

	Equipment	Road Construction	Bridges	Water	WasteWater
Annual Transfer to Reserve	800,000	175,000	400,000	33,140	
Projected End of the Year Balance					
2019	2,198,627	2,362,843	1,703,149	315,000	100,000
2020	2,883,627	2,321,843	1,768,149	288,140	86,666
2021	2,508,027	2,496,843	1,173,149	321,280	86,666
2022	2,110,977	2,671,843	448,149	354,420	86,666
2023	1,787,377	2,846,843	- 241,851	387,560	86,666
2024	1,388,377	3,021,843	- 601,851	420,700	86,666
2025	1,288,377	3,196,843	- 951,851	453,840	86,666
2026	1,188,377	3,371,843			
2027	1,088,377	3,546,843			
2028	988,377	3,721,843			
2029	888,377	3,896,843			
2030	788,377	4,071,843			
2031	688,377	4,246,843			
2032	588,377	4,421,843			
2033	488,377	4,596,843			
2034	388,377	4,771,843			
2035	288,377	4,946,843			
2036	188,377	5,121,843			
2037	88,377	5,296,843			
2038	- 11,623	5,471,843			
2039	- 111,623	5,646,843			

Project Name	Security Camera for ADM and PW Buildings
Project Number	ADMIN-SEC-1
Priority	5 - High
Service Area	Other
Project Description	Security systems for both Administration and Public Works buildings.
Project Cost	Engineering: \$10,000 Construction: <u>\$75,000</u> Total Project Costs: \$85,000
Funding Sources	Municipal Sustainability Initiative Grant - Capital
Timeline	Complete in 2020
Rationale for Need	A security upgrade is required as part of risk management. A new security system (with camera) will allow the M.D. to be more proactive in addressing security issues and concerns.
Impact on future operating costs	Insurance premiums will not be affected.
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	Further security breaches.
Other options to Recommendation	

Project Name	Highway 3A – Landfill road repairs
Project Number	PW-R-1
Priority	2 - Low/Medium
Service Area	Public Works - Roads
Project Description	Widen and repave Highway 3A from Highway 3 to the landfill road (RR2-0)
Project Cost	Engineering: \$133,000 Construction: <u>\$943,000</u> Total Project Costs: \$1,076,000
Funding Sources	Other: Recommend that Council considers requesting financial assistance from the Crowsnest Pincher Creek Landfill Association for this project. The rationale for this request is that 95% of the traffic is land fill related. <ul style="list-style-type: none"> • The M.D. has submitted an application for grant funding under the Local Municipal Initiative program(50% to a max \$535,000) and Investigating in Canada Infrastructure Program (60% to a max \$428,000) • The project will not start until the grant applications have been successfully received and negotiations with the Landfill Association regarding cost sharing have been completed. • If a grant is approved, the hope is the remaining net costs would be shared on a 50/50 basis. • The Landfill Association’s share would be a maximum of \$500,000. • The M.D. would finance the Landfill Association’s share to a maximum of 10 years
Timeline	Complete in 2020 Pending grant application approval
Rationale for Need	Significant pavement distresses in the road base have caused the pavement to rut and shove; specifically in the west bound lane. This creates increased difficulties during the winter when there is snow on the road.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	A weight restricted road ban may be required to reduce further deterioration. This road ban may need to be year around.
Other options to Recommendation	If the grant applications is not successful, this project will be deferred.

Project Name	Lundbreck 3rd Street - Pave and Drainage
Project Number	PW-R-2
Priority	4 - Medium/High
Service Area	Public Works - Roads
Project Description	Upgrade 3rd street to asphalt concrete pavement with concrete drainage swales along the shoulders.
Project Cost	Engineering: \$20,000 Construction: \$175,000 Total Project Costs: \$195,000
Funding Sources	Municipal Sustainability Initiative Grant - Capital • The M.D. has submitted an application for grant funding under the Small Communities Fund. For budget purposes this project will flow through the guaranteed MSI funding.
Timeline	Complete in 2020
Rationale for Need	The storm system and streets were rehabilitated between 2010 to 2012, with the exception of 1st and 3rd street. 1st street was updated in 2019. 3rd street is gravel with poor ditching resulting in poor drainage. 3rd street residents expect their streets be similar to the others in the community.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	Complaints from the hamlet residents would likely continue. Poor drainage results in further road deterioration.
Other options to Recommendation	

Project Name	Southfork Hill
Project Number	PW-R-3
Priority	5 - High
Service Area	Public Works - Roads
Project Description	Rehabilitate 2.4km of Southfork Road from Range Road 1-0 to the Castle Valley Campground by applying new asphalt.
Project Cost	Engineering Geotechnical 2020: \$40,000 Construction 2021-2022: <u>\$1,923,250</u> Total Project Costs: \$1,963,250
Funding Sources	Municipal Sustainability Initiative Grant - Capital
Timeline	Complete in 2022
Rationale for Need	The western half of Southfork Road is exhibiting significant pavement failures in both lanes. Roadway failures include severe rutting that extends into the subgrade soils and severe alligator cracking.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	Poor road deterioration conditions will result in higher amount of costly repairs or replacements over time and public safety using this section of road.
Other options to Recommendation	Southfork Road side slope movement has occurred and will need to be reviewed.

Project Name	RR29-3 (North of 507 East, to Tower Road)
Project Number	PW-R-4
Priority	4 - Medium/High
Service Area	Public Works - Roads
Project Description	Internally grade, shape, compact, pull and add liquid soil stabilization product, in combination with dust suppressant to 1 mile of RR29-3 (North of 507 East, to Tower Road).
Project Cost	Construction & Engineering Costs: \$150,000
Funding Sources	Municipal Sustainability Initiative Grant - Capital
Timeline	Complete in 2020
Rationale for Need	Severe washboarding and high maintenance costs due to the proximity to a feedlot. High traffic counts and large trucks increase the yearly stress on this road.
Impact on future operating costs	Decreased yearly maintenance costs, increased soil strength and stiffness, less washboarding, and the ability to rework, seal, or pave road as necessary.
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	
Other options to Recommendation	This is a trial for a new product on the market to ensure the final result will meet M.D. expectations.

Project Name	Bridge File 6613 Cabin Creek						
Project Number	PW-BF-1						
Priority	5 - High						
Service Area	Public Works - Bridges						
Project Description	Culvert Replacement, SW 3-9-1-W5.						
Project Cost	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Engineering (2018/2019):</td> <td style="text-align: right;">\$45,000</td> </tr> <tr> <td>Engineering & Construction (2020):</td> <td style="text-align: right;"><u>\$698,000</u></td> </tr> <tr> <td>Total Project Costs:</td> <td style="text-align: right;">\$743,000</td> </tr> </table>	Engineering (2018/2019):	\$45,000	Engineering & Construction (2020):	<u>\$698,000</u>	Total Project Costs:	\$743,000
Engineering (2018/2019):	\$45,000						
Engineering & Construction (2020):	<u>\$698,000</u>						
Total Project Costs:	\$743,000						
Funding Sources	<p>Municipal Sustainability Initiative Grant - Capital</p> <ul style="list-style-type: none"> • The M.D. has submitted an application for grant funding under the Local Roads & Bridges Program under STIP (AB Transportation). For budget purposes this project will flow through the guaranteed MSI funding. 						
Timeline	<p>Complete in 2020</p> <p>Project was approved in the 2019 budget. It was delayed due to DFO approval.</p>						
Rationale for Need	Isolated perforations in the roof and 12% deflection. Normal deflection should be no more than 1%.						
Impact on future operating costs							
Impact on other departments							
Treatment of asset replaced							
Implications of deferral	Contractor was awarded the contract in 2019 for culvert replacement work. Further delay could result in further deterioration, closure and a 37 km detour.						
Other options to Recommendation							

Project Name	Bridge File 7235 Scottons						
Project Number	PW-BF-2						
Priority	5 - High						
Service Area	Public Works - Bridges						
Project Description	Culvert Replacement, NW 5-9-1-W5M						
Project Cost	<table> <tr> <td>Engineering (2019):</td> <td>\$30,000</td> </tr> <tr> <td>Engineering & Construction (2020):</td> <td><u>\$948,000</u></td> </tr> <tr> <td>Total Project Costs:</td> <td>\$978,000</td> </tr> </table>	Engineering (2019):	\$30,000	Engineering & Construction (2020):	<u>\$948,000</u>	Total Project Costs:	\$978,000
Engineering (2019):	\$30,000						
Engineering & Construction (2020):	<u>\$948,000</u>						
Total Project Costs:	\$978,000						
Funding Sources	<p>Municipal Sustainability Initiative Grant - Capital</p> <ul style="list-style-type: none"> The M.D. will submit an application for grant funding under the Local Roads & Bridges Program under STIP (AB Transportation). For budget purposes this project will flow through the guaranteed MSI Capital funding. 						
Timeline	Complete in 2020						
Rationale for Need	Cracked rings and rotted struts were identified in the 2013 ten year bridge study.						
Impact on future operating costs							
Impact on other departments							
Treatment of asset replaced							
Implications of deferral	Delay in reconstruction of this bridge could result in further deterioration, closure and a 8 km detour.						
Other options to Recommendation							

Project Name	Bridge File 76293 Grumpy Road						
Project Number	PW-BF-3						
Priority	5 - High						
Service Area	Public Works - Bridges						
Project Description	Culvert Replacement, NE 3-6-2-W5M						
Project Cost	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Engineering (2019):</td> <td style="text-align: right;">\$30,000</td> </tr> <tr> <td>Engineering & Construction (2020):</td> <td style="text-align: right;"><u>\$440,000</u></td> </tr> <tr> <td>Total Project Costs:</td> <td style="text-align: right;">\$470,000</td> </tr> </table>	Engineering (2019):	\$30,000	Engineering & Construction (2020):	<u>\$440,000</u>	Total Project Costs:	\$470,000
Engineering (2019):	\$30,000						
Engineering & Construction (2020):	<u>\$440,000</u>						
Total Project Costs:	\$470,000						
Funding Sources	<p>Other:</p> <p>The M.D. will use the provincial Gas Tax Fund Program to finance this project. No application is required as funds are currently available.</p>						
Timeline	Complete in 2020						
Rationale for Need	Deflection above 1%. Sidewall crimping is reducing the integrity of structure. The BIM model shows a poor rating.						
Impact on future operating costs							
Impact on other departments							
Treatment of asset replaced							
Implications of deferral	Delay in reconstruction of this bridge could result in further deterioration, closure and a 10 km detour.						
Other options to Recommendation							

Project Name	Bridge File 8860 Beaver Mines Creek
Project Number	PW-BF-4
Priority	3 - Medium
Service Area	Public Works - Bridges
Project Description	Concrete bridge structure; NW 11-6-2-W5 Repair selected piles and replace all caps
Project Cost	Engineering (2019): \$21,500 Engineering & Construction (2020): <u>\$181,500</u> Total Project Costs: \$203,000
Funding Sources	Reserve - Bridge Repair and Replacement
Timeline	Complete in 2020
Rationale for Need	Coring done for the 2016 Bow Valley Bridge Service Report identified required repairs. The bridge is in fairly good condition with rotting in the caps and some of the piles, cracking in the girders, and spalling on the curbs.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	Delay in replacement of the timbers derates the capacity of the main structure. This could result in further deterioration, closure with no available detour.
Other options to Recommendation	

Project Name	Bridge File 13957 Connelly Creek	
Project Number	PW-BF-5	
Priority	4 - Medium/High	
Service Area	Public Works - Bridges	
Project Description	Concrete bridge structure; NE 5-8-2-W5 Replace the abutment caps	
Project Cost	Engineering (2019):	\$18,000
	Engineering & Construction (2020):	<u>\$43,500</u>
	Total Project Costs:	\$61,500
Funding Sources	Reserve - Bridge Repair and Replacement	
Timeline	Complete in 2020	
Rationale for Need	Coring done for the 2016 Bow Valley Bridge Services Report identified required repairs. The main substructure and superstructure elements of this bridge are in generally adequate to good condition, with the exception of the abutment caps. Replacement of the abutments caps is recommended as a high priority within the next two years.	
Impact on future operating costs		
Impact on other departments		
Treatment of asset replaced		
Implications of deferral	Delay in replacement of the timbers derates the capacity of the main structure. This could result in further deterioration, closure with no available detour.	
Other options to Recommendation		

Project Name	Bridge File 75009 Wild Cat Ranch
Project Number	PW-BF-6
Priority	5 - High
Service Area	Public Works - Bridges
Project Description	Culvert bridge replacement, NE 9-9-2-W5
Project Cost	Engineering (2020): \$60,000 Construction (2021): <u>\$550,000</u> Total Project Costs: \$610,000
Funding Sources	Reserve - Bridge Repair and Replacement
Timeline	2020 - Engineering 2021 - Complete
Rationale for Need	The bridge structure was constructed in 1950's and is currently in poor condition primarily due to 18% roof deflection, thus comprimising the integrity of the stucture.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	Delay in reconstruction of this bridge could result in further deterioration and road closure.
Other options to Recommendation	Survey exisiting road and place on road plan.

Project Name	Bridge File 75377 Local Road over Screwdriver Creek
Project Number	PW-BF-7
Priority	5 - High
Service Area	Public Works - Bridges
Project Description	Culvert Replacement; NW 8-6-2-W5
Project Cost	Engineering (2020): \$50,000 Construction (2021): <u>\$350,000</u> Total Project Costs: \$400,000
Funding Sources	Reserve - Bridge Repair and Replacement
Timeline	2020 - Engineering 2021 - Complete
Rationale for Need	The bridge structure is currently in poor condition primarily due to large floor perforations due to corrosion. The BIM model suggested a 2016 replacement year.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	Delay in reconstruction of this bridge culvert could result in further deterioration and road closure as this bridge was constructed in 1962.
Other options to Recommendation	

Project Name	Castle Area Water Servicing								
Project Number	RWCAST								
Priority	5 - High								
Service Area	Water Services								
Project Description	<p>Castle area water servicing</p> <ul style="list-style-type: none"> • 27 km of pipeline • 2 booster stations • Interaction with Castle Mountain Resort infrastructure 								
Project Cost	<table> <tr> <td>Engineering (2017/2018)</td> <td>\$463,000</td> </tr> <tr> <td>Engineering & Construction (2019)</td> <td>\$7,305,000</td> </tr> <tr> <td>Construction (2020)</td> <td><u>\$3,105,000</u></td> </tr> <tr> <td>Total Project</td> <td>\$10,873,000</td> </tr> </table>	Engineering (2017/2018)	\$463,000	Engineering & Construction (2019)	\$7,305,000	Construction (2020)	<u>\$3,105,000</u>	Total Project	\$10,873,000
Engineering (2017/2018)	\$463,000								
Engineering & Construction (2019)	\$7,305,000								
Construction (2020)	<u>\$3,105,000</u>								
Total Project	\$10,873,000								
Funding Sources	<p>Provincial Water for Life Grant</p> <p>Grant is approved for up to \$11,300,000.</p>								
Timeline	Complete in 2020								
Rationale for Need	<p>This is an initiative of the Province of Alberta resulting in the full funding of this project. The Province was going to supply water to select locations in Castle Park as well as Castle Mountain Resort. The timing of the Beaver Mines projects coincide with this project.</p>								
Impact on future operating costs	<p>Additional time will be required to monitor and maintain the water system operations.</p>								
Impact on other departments									
Treatment of asset replaced									
Implications of deferral									
Other options to Recommendation									

Project Name	Beaver Mines Water Servicing and Wastewater 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.		
Project Cost	Engineering (2019)		\$50,000
	Water distribution & wastewater collection (2020)		\$4,715,000
	Surface Works (2021)		<u>\$715,000</u>
	Total cost		\$5,480,000
Funding Sources	Other: Funding under the SCF is shared equally between the Federal, Provincial and Municipal District of Pincher Creek.		
		2019	2020
	Federal	16,667	1,571,667
	Provincial	16,667	1,571,667
	Reserve	16,666	
	Debt		1,571,666
	Total	\$ 50,000	\$4,715,000
			\$ 715,000
	<ul style="list-style-type: none"> Debt may be issued up to \$4 million over 20 years for Beaver Mines water servicing, wastewater collection and wastewater treatment; Resolution 18/622. 		
Timeline	Complete in 2021 2019 – Engineering 2020 – Servicing, pipes in the ground 2021 – Rehabilitate road surface		
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 time for water treatment and wastewater collection personnel to monitor and maintain the system.		
Impact on other departments	Health and safety issues will continue and may increase. Project costs may also increase.		
Treatment of asset replaced	Land owners are responsible for the abandonment and reclamation of existing wells and septic systems.		
Implications of deferral			
Other options to Recommendation			

Project Name	Beaver Mines Lift Station and Forcemain													
Project Number	BMLSF													
Priority	5 - High													
Service Area	Wastewater													
Project Description	Lift station and forcemain up to the tie in location (MPE)													
Project Cost	<table> <tr> <td>Lift Station</td> <td>\$1,190,000</td> </tr> <tr> <td>Forcemain</td> <td>\$870,000</td> </tr> <tr> <td>Engineering</td> <td>\$285,000</td> </tr> <tr> <td>Other</td> <td>\$405,000</td> </tr> <tr> <td>Total Project</td> <td>\$2,750,000</td> </tr> </table>		Lift Station	\$1,190,000	Forcemain	\$870,000	Engineering	\$285,000	Other	\$405,000	Total Project	\$2,750,000		
Lift Station	\$1,190,000													
Forcemain	\$870,000													
Engineering	\$285,000													
Other	\$405,000													
Total Project	\$2,750,000													
Funding Sources	<p>Other: Funding under the SCF is shared equally between the Federal, Provincial and Municipal District of Pincher Creek</p> <table> <thead> <tr> <th></th> <th style="text-align: right;">2020</th> </tr> </thead> <tbody> <tr> <td>Federal</td> <td style="text-align: right;">\$ 916,667</td> </tr> <tr> <td>Provincial</td> <td style="text-align: right;">\$ 916,667</td> </tr> <tr> <td>Reserve</td> <td></td> </tr> <tr> <td>Debt</td> <td style="text-align: right;">\$ 916,666</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ 2,750,000</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • The M.D. has submitted an application for grant funding under the Alberta Municipal Water, Wastewater Partnership (AMWWP). For budget purposes this project will flow through the guaranteed SCF grant. • Debt may be issued up to \$4 million over 20 years for Beaver Mines water servicing, wastewater collection and wastewater treatment; Resolution 18/622. 			2020	Federal	\$ 916,667	Provincial	\$ 916,667	Reserve		Debt	\$ 916,666	Total	\$ 2,750,000
	2020													
Federal	\$ 916,667													
Provincial	\$ 916,667													
Reserve														
Debt	\$ 916,666													
Total	\$ 2,750,000													
Timeline	Complete in 2020													
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	Future operating costs are unknown at this time.													
Impact on other departments														
Treatment of asset replaced														
Implications of deferral														
Other options to Recommendation														

Project Name	Beaver Mines Waste Water Treatment System		
Project Number	BML		
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.		
Project Cost	Engineering, Regulatory & Constr. Mgmt (2019):	\$683,000	
	Engineering, Regulatory & Constr. Mgmt (2020):	\$40,000	
	Construction (2021):	<u>\$2,111,000</u>	
	Total Project Cost	\$2,834,000	
Funding Sources	Other: Funding under the SCF is shared equally between the Federal, Provincial and Municipal District of Pincher Creek		
		2019	2020
	Federal	77,667	13,333
	Provincial	77,667	13,333
	Reserve	527,666	13,334
	Debt		703,666
	Total	\$ 683,000	\$ 40,000
			\$ 2,111,000
	<ul style="list-style-type: none"> The M.D. has submitted an application for grant funding under the Alberta Municipal Water, Wastewater Partnership (AMWWP). For budget purposes this project will flow through the guaranteed SCF grant. Debt may be issued up to \$4 million over 20 years for Beaver Mines water servicing, wastewater collection and wastewater treatment; Resolution 18/622. 		
Timeline	Complete in 2021		
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	Banner anticipates operating costs of \$20,000/year.		
Impact on other departments			
Treatment of asset replaced			
Implications of deferral			
Other options to Recommendation			

Project Name	Steamer Unit
Project Number	
Priority	4 - Medium/High
Service Area	Public Works - Equipment
Project Description	Steamer Unit including water tank
Project Cost	\$25,000
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2020
Rationale for Need	A upgraded steamer unit will allow for more efficient steaming out of frozen culverts by M.D. staff.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	The old steamer unit will be sold for parts. Any proceeds will be placed in the Equipment Reserve.
Implications of deferral	Relying on contractors has potential to cause scheduling issues with response times to flooded roads.
Other options to Recommendation	

Project Name	6 Way Plow Attachment
Project Number	
Priority	4 - Medium/High
Service Area	Public Works - Equipment
Project Description	Plow attachment for new cat loader
Project Cost	\$30,000
Funding Sources	Reserve - Equipment Replacement
Timeline	Complete in 2020
Rationale for Need	Provide more efficient and controlled snow removal in tight locations. Specifically we will be able to provide plowing support to the Hamlets, heavy snow maintenance areas, and other problem areas on various roads.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	Snow removal in tight spaces will take longer and be less efficient
Other options to Recommendation	If a fully functional 6 Way Plow Attachment can be found at a better rate (via an auction or other second hand source), it is recommended the M.D. purchase there.

Project Name	Standby Generator
Project Number	
Priority	5 - High
Service Area	Public Works - Equipment
Project Description	Standby Generator (3 Phase large generator) for water intake from the reservoir
Project Cost	\$60,000
Funding Sources	Reserve - Water Infrastructure
Timeline	Complete in 2020
Rationale for Need	There is currently no back up power option for the intake pumps as they were upsized to accommodate Beaver Mines and Castle water infrastructure.
Impact on future operating costs	
Impact on other departments	
Treatment of asset replaced	
Implications of deferral	In the event of a power outage for more than 3 days, reservoirs would be empty. The M.D. would have to rely on the availability of a rental generator of this size to be available. There is risk associated with not being able to get a generator in time, therefore 4 communities could be without water.
Other options to Recommendation	