



# 2024 BUDGET



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## MESSAGE FROM THE MAYOR



Council and Administration have been working diligently in recent months to arrive at a budget that maintains current service levels, achieves new initiatives for the benefit of the community, while being mindful of the costs to our taxpaying citizens during these difficult times.

This budget year proved to be particularly challenging considering overall inflation, including price increases to utilities and goods, additional costs downloaded to municipalities from the province, and an overall decrease of funding received from the Province which all impacts the bottom line. We are proud of the 2024 budget and feel that we have done our best to balance the aforementioned challenges with the dollars required to meet the needs of the Municipality. The 2024 budget will result in a projected 1.8 % increase to the mill rate, and a 2 % increase to Municipal utilities.

On behalf of Council, we would like to extend our gratitude to Administration for their time and efforts in putting together a fiscally responsible budget for our consideration, that was able to incorporate our highest priorities, and meets our goals for 2024 while minimizing the overall property tax impact to our citizens.

A handwritten signature in cursive script that reads "Blair Painter".

Blair Painter, Mayor  
Municipality of Crowsnest Pass

## MESSAGE FROM THE CAO



Council and Administration have worked hard together in 2023 to develop and evaluate the Municipality's policies and programs to ensure they meet the needs of its residents. The Chief Administration Officer is dedicated to keeping Council informed of developing municipal matters so that Council can make informed decisions on these matters while also relaying these decisions back to municipal staff. The budget process is an important step in this process; it sets the service levels for the upcoming year and authorizes Administration to expend the required funds to deliver those services.

The Municipality has faced many pressures regarding increased costs of goods and services, the 2024 Budget has been created to reflect these increases while maintaining the 2023 level of service. New initiatives for the 2024 Budget have been incorporated for upcoming planned repairs and to meet the growing demands of our expanding community. Our goal is to maintain the level of service our community has come to expect, throughout the years.

Yet again, we have continued to see the Province push additional expenses onto the Municipality. Often these do not involve any additional service being provided, just a change in who is paying the bill. These can be quite challenging as we often do not have control over what is happening; however, they do affect our budget and we have worked hard to try to minimize the property tax impacts while also maintaining our level of service.

We have also continued to see a reduction in funding from the Province which primarily impacts the capital improvements that can be completed throughout the community. This has resulted in the Municipality having to complete these critical projects with an increased dependence on long-term borrowing, however this does not come without an increased cost of debt servicing.

While Administration would have loved to recommend more of the initiatives that were identified during the 2024 Budget deliberations, we also wanted to present a fiscally responsible budget. In the end, I hope that the proposed 2024 budget meets Council's expectations.

A handwritten signature in cursive script that reads "Patrick Thomas".

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

## 2024 BUDGET READER'S GUIDE

The Municipality of Crowsnest Pass' budget document describes how the Municipality plans to meet the public services and infrastructure needs of our residents in 2024. The document has been arranged into the following sections:

- General Budget Guidelines
- 2024 Council-Approved Budget Developmental Guidelines
- Base Department Budgets
- Recommended Department Budgets
- Community Grants
- Personnel
- New Initiatives
- 2024 Capital Projects and 5 – Year Capital Plan
- Long-term Debt Summary
- Reserves Summary

**Budget in Brief:** A high level overview of the proposed 2024 Operating and Capital Budgets, debt levels and utility rates

**Personnel:** Provides an overview of the Municipality's current staffing compliment as well as staffing requests for 2024

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

- Department Overview
- 2023 Accomplishments
- 2024 Plans and Priorities
- Proposed Budget

**2024 Capital Budget and 5 Year Capital Plan:** Shows the proposed 2024 Capital budget and the 5 Year Capital Plan.

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

**Reserves Summary:** Shows information about each reserve and the projections for December 31, 2024

**New Initiatives Request:** Provides details of every initiatives and improvements that were considered by Council as part of the 2024 Budget

# GENERAL BUDGET GUIDELINES

## **BASIS OF PRESENTATION**

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

## **BASIS OF BUDGETING**

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

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

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

## **FUND STRUCTURE AND BUDGETING**

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

## **OPERATING FUND**

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

## **CAPITAL FUND**

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

## **RESERVES AND RESERVE FUNDS**

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

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

## **PROPOSED BUDGET**

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

## **BUDGET ADOPTION**

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

## **BALANCED BUDGET**

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

## **DEFICIT AVOIDANCE**

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

## **BUDGET MONITORING AND REPORTING**

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

## **OPERATING FUND BALANCE**

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

# 2024 BUDGET DEVELOPMENT GUIDELINES

The purpose of setting guidelines for Budget 2024 with 2025 and 2026 forecast is to formalize Council expectations and to provide a framework within which the budget can be developed and ultimately approved.

## Guideline 1 – Inflation

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

- 2023 – 3.0%
- 2024 – 2.5%
- 2025 – 2.0%
- 2026 – 2.0%

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

## Guideline 2 – Strategic Priorities

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

**THAT** Council discuss if the items deferred from Budget 2023 be included in the Budget 2024:

- Community Electronic Signage
- Multi Use Facility
- Municipal Office Building
- Walking Path Between Bellevue and Frank
- Public Washroom Coleman Walking Trail
- Housing Strategy
- New Sani Dump
- NIT Play Structure
- Asphalt Milling Overlay
- Road Deep Base Repair
- Fire Fighting Training Structure

- Facility Fencing
- MDM Windows, Exterior Doors, and Fascia
- Overhead Door Openers in Shops
- Crush Asphalt
- Transportation Master Plan (Roads)
- Facility Master Plan
- Demolition of Old Fire Training Centre

### **Guideline 3 – Capital Project Priorities**

**THAT** Management work within the current 10 Year Capital Plan

**THAT** Council approves the 2024 Capital Plan

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

### **Guideline 4 – Service Levels**

**THAT** Budget 2024 be developed based on existing service levels, unless specific areas are identified by Council for review.

### **Guideline 5 - Efficiencies**

**THAT** Each Municipal department investigates and reports on cost containment and efficiency strategies.

### **Guideline 6 – New Services**

**THAT** all requests for funding of new ongoing program items for Budget 2024 be separately presented for consideration by Council as “New Initiatives” and to be funded only if monies are available after basic service provision objectives have been met.

### **Guideline 7 – Reserves**

**THAT** Budget 2024 reflect an ongoing commitment to the funding of reserves to support long-term planning and required infrastructure maintenance and replacement.

**THAT** the Municipality budget for reserves at the following rate: 5%, 6%, and 7% in years 2024, 2025 and 2026 respectively.

**THAT** the Municipality budget Utilities Reserves at the following rates of 17.5%, 20% and 22.5% in years 2024, 2025 and 2026 respectively on all eligible expenditures.

### **Guideline 8 – Debt**

**THAT** the Municipality enter Long-Term Borrowing as outlined in the 10-year capital plan

### **Guideline 9 – Transparency and Public Input**

**THAT** Budget 2024 meetings be publicly advertised and open to the public and allow sufficient time for public comments and questions.

### **Guideline 10 – External Committees & Boards**

**THAT** External Committees develop a program for 2024 that is supported with a budget that is presented to council.

- Senior Housing Board
- Crowsnest Community Library



# 2024 APPROVED BUDGET

## BUDGET IN BRIEF

As directed by Council, the approved 2024 Budget has been developed to maintain 2023 Service Levels unless a new project has been identified and approved by Council. The municipal portion of property tax pays for services that you as residents rely upon, includes everything from fire protection, recreation facilities, street sweeping, snow clearing and road repairs.

The approved 2024 Budget consists of an Operating Budget of \$26.6 million, which includes municipal operations and utilities and a Capital Budget of \$9.9 million of which \$4.7 million is projects previously approved and carried forward from 2023.

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



## **OPERATING BUDGET**

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

**Committed / Capital Plans:** Previously approved capital projects that affect the 2024 Operating Budget. For example, debenture payments on Frank Wastewater Treatment Plan that was approved in 2014 but is still on going.

**Inflation:** Increased to maintain current service levels

**New Initiatives:** This is either due to new initiatives from Administration or Council that affect current service levels. For 2024, Council and Administration considered 26 new initiatives valued at \$5,083,200 of which 22 new initiatives valued at \$2,311,200 were approved.

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

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

## **CAPITAL BUDGET**

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

## 2024 Operating Account Summary By Department With Projections

Costing Center	2022 Actual	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Revenues</b>					
CAO Office	8,807	100,000	-	-	-
Community Services	692,283	589,404	1,443,342	1,643,342	643,342
Corporate Services	75,086	19,147	-	36,000	-
Council	27,863	-	-	17,500	-
Culture	61,614	152,900	138,400	141,400	144,400
Development, Engineering & Operations	5,085,150	5,412,049	6,812,902	5,450,577	5,537,965
Finance	934,745	359,900	706,900	706,400	705,900
General Government	15,153,233	15,013,700	16,158,497	16,178,497	16,198,497
Pass Pool	63,498	97,500	135,700	111,500	111,500
Pass Powder Keg Ski Hill	510,869	597,600	734,600	585,600	581,600
Protective Services	336,129	379,909	469,779	255,924	257,100
<b>Total Revenues</b>	<b>22,949,277</b>	<b>22,722,109</b>	<b>26,600,120</b>	<b>25,126,739</b>	<b>24,180,303</b>
<b>Expenses</b>					
CAO Office	699,198	1,055,881	976,401	1,013,430	1,056,631
Community Services	1,974,467	2,021,324	3,045,870	3,217,293	2,270,881
Corporate Services	736,734	710,250	820,312	873,140	869,548
Council	320,322	309,517	348,022	375,612	372,615
Culture	521,110	684,472	706,940	627,432	638,952
Development, Engineering & Operations	8,871,394	8,962,383	11,133,087	10,090,316	10,447,720
Finance	1,684,727	1,592,774	1,675,680	1,717,371	1,766,961
General Government	3,320,537	4,023,672	3,826,646	3,581,200	3,581,200
Pass Pool	235,179	288,631	388,726	369,103	373,574
Pass Powder Keg Ski Hill	1,053,739	1,099,415	1,269,176	1,129,104	1,151,227
Protective Services	1,377,980	1,673,108	2,005,528	1,816,549	1,927,173
<b>Total Expenses</b>	<b>20,795,387</b>	<b>22,421,427</b>	<b>26,196,389</b>	<b>24,810,549</b>	<b>24,456,483</b>
Principal Debt Repayment	444,537	550,113	610,702	710,912	813,088
<b>Total Expenses &amp; Debt Repayment</b>	<b>21,239,924</b>	<b>22,971,540</b>	<b>26,807,091</b>	<b>25,521,461</b>	<b>25,269,571</b>
<b>Net Income/(loss)</b>	<b>1,709,353</b>	<b>(249,431)</b>	<b>(206,971)</b>	<b>(394,722)</b>	<b>(1,089,268)</b>
<b>2024 Property Tax Increase 1.8%</b>			<b>206,971</b>		
			<b>0</b>		

## 2024 Operating Account Summary By GL Category - With Projections

GL Account	2022 Actual	2023 Budget	2024 Budget	2025 Budget	2026 Budget
- ASFF Taxes	3,162,792	3,163,000	3,160,000	3,160,000	3,160,000
- Conditional Grants	521,301	425,304	446,638	446,638	446,638
- Donations	66,251	17,200	15,200	15,200	15,200
- Franchise Fees	1,350,420	1,370,000	1,360,000	1,380,000	1,400,000
- Gain/Loss on Disposal	389,504	-	-	-	-
- Inter-Department Revenues		630,464	630,464	630,464	630,464
- Interest and Penalties	204,803	172,000	175,000	175,000	175,000
- Investments Interests	117,563	100,000	415,000	415,000	415,000
- Licenses and Fees	932,219	692,280	636,600	636,100	635,600
- Other Revenues and Cost Recoveries	262,295	271,147	234,000	238,000	242,000
- Property Taxes	10,049,396	9,953,700	11,363,497	11,363,497	11,363,497
- Rental Income	288,269	342,800	390,404	401,404	401,404
- Sale of Goods and Services	4,666,351	4,920,215	5,087,117	5,211,936	5,295,501
- Senior Housing Taxes	149,517	-	-	-	-
- Transfers from Reserves	788,596	664,000	2,686,200	1,053,500	-
<b>Total Revenues</b>	<b>22,949,277</b>	<b>22,722,110</b>	<b>26,600,120</b>	<b>25,126,739</b>	<b>24,180,304</b>
- Administration	642,555	710,576	677,307	686,832	717,957
- Contracted Services	3,161,367	3,115,532	5,188,155	3,947,815	2,963,215
- DIP Requisition	4,704	4,700	4,700	4,700	4,700
- Grants to Organizations	933,974	966,811	946,730	864,452	871,302
- Inter-Department Expenses	-	630,465	630,465	643,535	653,169
- Operations	4,390,677	3,943,034	5,000,715	4,665,235	4,689,615
- Rebates	46,372	52,500	54,000	54,000	54,000
- Repairs and Maintenance	173,601	289,347	315,200	282,900	290,250
- Requisitions	2,835,958	3,163,000	3,160,000	3,160,000	3,160,000
- Salaries, Wages and Benefits	6,975,448	7,636,730	8,053,358	8,207,373	8,379,717
- Service Charges and Interest	300,588	347,597	454,423	598,839	721,178
- Transfer to Reserves	1,180,647	1,391,135	1,536,336	1,519,867	1,771,380
- Waste Disposal	149,496	170,000	175,000	175,000	180,000
<b>Total Expenses</b>	<b>20,795,387</b>	<b>22,421,428</b>	<b>26,196,389</b>	<b>24,810,548</b>	<b>24,456,484</b>
<b>Principal Debt Repayment</b>	<b>444,537</b>	<b>550,113</b>	<b>610,702</b>	<b>710,912</b>	<b>813,088</b>
<b>Total Expense &amp; Debt Repayment</b>	<b>21,239,924</b>	<b>22,971,541</b>	<b>26,807,091</b>	<b>25,521,460</b>	<b>25,269,572</b>
<b>Net Income / (loss)</b>	<b>1,709,353</b>	<b>(249,432)</b>	<b>(206,971)</b>	<b>(394,722)</b>	<b>(1,089,268)</b>
2024 Property Tax Increase 1.8%			<b>206,971</b>		
			<b>0</b>		



**DID YOU know?** *The Municipality of Crowsnest Pass provides financial support to various community non-profit groups and organizations. For 2024, these contributions will exceed \$942,000 and are categorized as “Grants and Donations to Community Organizations”*

## COUNCIL

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

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

In addition to regular Council meetings, Councilors also attend meetings of an additional 9 boards and committees within the community along with several non-affiliated organizations throughout the region. Through the approval of budgets and votes on decisions that share land use planning, programs, services and facility and infrastructure development, Council is the steward of the vision for our community's future.

### **2023 Accomplishments:**

- 440 motions to date
- 28 regular Council meetings to date
- 2 budget meetings to date
- Numerous Board and Committee meetings
- 29 bylaws passed
- 12 policies adopted

### **2024 Plans and Priorities:**

- Investigate options to improve various types of housing inventory
- Lobby the Provincial government for increased support towards our community for several initiatives

# Budget by Department with Projections

## Department Council

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
<b>Revenues</b>						
- Donations	-	-	-	-	-	-
- Other Revenues and Cost Recoveries	5,863	-	-	-	-	-
- Transfers from Reserves	22,000	-	-	-	17,500	-
<b>Total Revenues</b>	<b>27,863</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,500</b>	<b>-</b>
<b>Expenses</b>						
- Administration	25,151	25,800	29,700	3,900	30,700	31,700
- Contracted Services	73,252	1,200	-	(1,200)	-	-
- Grants to Organizations	22,000	-	-	-	-	-
- Operations	10,085	9,700	2,000	(7,700)	19,500	2,000
- Salaries, Wages and Benefits	183,305	261,318	299,749	38,431	305,142	313,393
- Transfer to Reserves	6,529	11,499	16,573	5,074	20,270	25,522
<b>Total Expenses</b>	<b>320,322</b>	<b>309,517</b>	<b>348,022</b>	<b>38,505</b>	<b>375,612</b>	<b>372,615</b>
<b>Net Total</b>	<b>(292,459)</b>	<b>(309,517)</b>	<b>(348,022)</b>	<b>(38,505)</b>	<b>(358,112)</b>	<b>(372,615)</b>



## GENERAL ADMINISTRATION

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

# Budget by Department with Projections

## Department: General Government

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- ASFF Taxes	3,162,792	3,163,000	3,160,000	(3,000)	3,160,000	3,160,000
- Conditional Grants	-	-	-	-	-	-
- DIP Taxes	-	-	-	-	-	-
- Donations	4,215	-	-	-	-	-
- Franchise Fees	1,350,420	1,370,000	1,360,000	(10,000)	1,380,000	1,400,000
- Gain/Loss on Disposal	18,240	-	-	-	-	-
- Interest and Penalties	204,803	172,000	175,000	3,000	175,000	175,000
- Investments Interests	99,885	100,000	100,000	-	100,000	100,000
- Licenses and Fees	320	-	-	-	-	-
- Other Revenues and Cost Recoveries	-	-	-	-	-	-
- Property Taxes	10,049,396	9,953,700	11,363,497	1,409,797	11,363,497	11,363,497
- Seniors Housing Taxes	149,517	-	-	-	-	-
- Transfers from Reserves	113,645	255,000	-	(255,000)	-	-
<b>Total Revenues</b>	<b>15,153,233</b>	<b>15,013,700</b>	<b>16,158,497</b>	<b>1,144,797</b>	<b>16,178,497</b>	<b>16,198,497</b>
Expenses						
- DIP Requisition	4,704	4,700	4,700	-	4,700	4,700
- Grants to Organizations	546,629	435,841	362,500	(73,341)	362,500	362,500
- Operations	594	-	-	-	-	-
- Rebates	36,414	52,500	54,000	1,500	54,000	54,000
- Requisitions	2,835,958	3,163,000	3,160,000	(3,000)	3,160,000	3,160,000
- Salaries, Wages and Benefits	-	-	-	-	-	-
- Service Charges and Interest	-	-	-	-	-	-
- Transfer to Reserves	(103,762)	367,631	245,446	(122,185)	-	-
<b>Total Expenses</b>	<b>3,320,537</b>	<b>4,023,672</b>	<b>3,826,646</b>	<b>(197,026)</b>	<b>3,581,200</b>	<b>3,581,200</b>
<b>Net Total</b>	<b>11,832,696</b>	<b>10,990,028</b>	<b>12,331,851</b>	<b>1,341,823</b>	<b>12,597,297</b>	<b>12,617,297</b>

## CAO OFFICE

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

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

### 2023 Accomplishments:

- Continuation of organization culture building initiative
- Continued emergency management training for the organization
- Completed successful new resident and tourism marketing campaign
- Completed construction for the Frank WWTP Upgrade project
- Initiated the Bellevue Mainstreet Revitalization project

### 2024 Plans and Priorities:

- Continuing organization culture building initiative
- Continue emergency management training for the organization
- Complete construction of
- Bellevue fire pump and water main project
- Complete construction for the Bellevue Mainstreet Revitalization project
- Enhance community ATIS usership
- Continue to market the community as a great family friendly community
- Continue to liaise with developers to increase housing

# Budget by Department with Projections

## Department CAO Office

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	-	-	-	-	-
- Donations	-	-	-	-	-	-
- Other Revenues and Cost Recoveries	8,807	-	-	-	-	-
- Transfers from Reserves	-	100,000	-	(100,000)	-	-
<b>Total Revenues</b>	<b>8,807</b>	<b>100,000</b>	<b>-</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>
Expenses						
- Administration	227,647	279,450	249,900	(29,550)	250,900	271,900
- Contracted Services	87,158	195,000	115,000	(80,000)	130,000	125,000
- Grants to Organizations	-	-	-	-	-	-
- Operations	11,804	30,351	20,500	(9,851)	20,500	20,500
- Salaries, Wages and Benefits	347,327	514,898	544,522	29,624	554,718	570,302
- Transfer to Reserves	25,262	36,182	46,479	10,297	57,312	68,929
<b>Total Expenses</b>	<b>699,198</b>	<b>1,055,881</b>	<b>976,401</b>	<b>(79,480)</b>	<b>1,013,430</b>	<b>1,056,631</b>
<b>Net Total</b>	<b>(690,391)</b>	<b>(955,881)</b>	<b>(976,401)</b>	<b>(20,520)</b>	<b>(1,013,430)</b>	<b>(1,056,631)</b>

# Budget by Sub-Department With Projections

## Department: CAO Office

### Sub-Department – CAO Office

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Other Revenues and Cost Recoveries	8,807	-	-	-	-	-
- Transfers from Reserves	-	100,000	-	(100,000)	-	-
<b>Total Revenues</b>	<b>8,807</b>	<b>100,000</b>	<b>-</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>
Expenses						
- Administration	224,484	267,250	237,700	(29,550)	238,700	259,700
- Contracted Services	6,554	115,000	15,000	(100,000)	25,000	15,000
- Operations	11,112	20,500	15,500	(5,000)	15,500	15,500
- Salaries, Wages and Benefits	347,327	502,658	531,581	28,923	541,565	556,827
- Transfer to Reserves	22,817	32,404	39,972	7,568	49,191	59,082
<b>Total Expenses</b>	<b>612,294</b>	<b>937,812</b>	<b>839,753</b>	<b>(98,059)</b>	<b>869,956</b>	<b>906,109</b>
<b>Net Total</b>	<b>(603,487)</b>	<b>(837,812)</b>	<b>(839,753)</b>	<b>(1,941)</b>	<b>(869,956)</b>	<b>(906,109)</b>

# Budget By Sub-Department With Projections

## Department: CAO Office

### Sub-Department - Community Marketing

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	-	-	-	-	-
- Donations	-	-	-	-	-	-
- Other Revenues and Cost Recoveries	-	-	-	-	-	-
- Transfers from Reserves	-	-	-	-	-	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses						
- Administration	3,163	12,200	12,200	-	12,200	12,200
- Contracted Services	80,604	80,000	100,000	20,000	105,000	110,000
- Grants to Organizations	-	-	-	-	-	-
- Operations	692	9,851	5,000	(4,851)	5,000	5,000
- Salaries, Wages and Benefits	-	12,239	12,942	703	13,153	13,475
- Transfer to Reserves	2,445	3,778	6,507	2,729	8,121	9,847
<b>Total Expenses</b>	<b>86,904</b>	<b>118,068</b>	<b>136,649</b>	<b>18,581</b>	<b>143,474</b>	<b>150,522</b>
<b>Net Total</b>	<b>(86,904)</b>	<b>(118,068)</b>	<b>(136,649)</b>	<b>(18,581)</b>	<b>(143,474)</b>	<b>(150,522)</b>

## CORPORATE SERVICES

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

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

### 2023 Accomplishments:

- 54 Employment Competitions (January-November 23)
- 97 New employees hired and onboarded (17 Fire Rescue, 12 Pool, 43 Pass Powderkeg, 7 Students, 12 Union including temporary and casuals, 4 instructors, 2 management)
- 2000 social media posts over the last year across Facebook, LinkedIn, Instagram, Twitter
- 12 newsletters, 288 radio ads, 48 regular newspaper ads
- 4219 customer interactions through the front desk (not electronic payments)
- 12 Freedom of Information, Protection of Privacy (FOIP) Requests
- 10 Complaint Forms processed and investigated
- Implemented Human Resource supported hiring at pool, ski hill and fire department.
- Conducting the pool hiring and it was a huge success. We're proud to be part of ensuring consistent staffing levels at that facility.
- Completed the 2023-2026 Collective Agreement with the Bargaining Unit.

### 2024 Plans and Priorities:

- FOIP and complaint forms processed within 30 days.
- Implement the new benefit plan for permanent employees and Council.
- Centralizing and standardizing the training requests and approvals across the organization to ensure a consistent and fair process.

# Budget by Department with Projections

## Department: Corporate Services

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Investments Interests	17,678	-	-	-	-	-
- Other Revenues and Cost Recoveries	55,989	19,147	-	-	-	-
- Sale of Goods and Services	-	-	-	-	-	-
- Transfers from Reserves	1,419	-	-	-	36,000	-
<b>Total Revenues</b>	<b>75,086</b>	<b>19,147</b>	<b>-</b>	<b>-</b>	<b>36,000</b>	<b>-</b>
Expenses						
- Administration	68,916	68,677	68,927	250	70,927	73,927
- Contracted Services	6,017	9,800	6,500	(3,300)	6,500	6,500
- Operations	19,092	21,050	128,100	107,050	132,100	128,100
- Salaries, Wages and Benefits	597,138	574,899	567,247	(7,652)	605,737	593,854
- Transfer to Reserves	45,571	35,824	49,538	13,714	57,876	67,167
<b>Total Expenses</b>	<b>736,734</b>	<b>710,250</b>	<b>820,312</b>	<b>110,062</b>	<b>873,140</b>	<b>869,548</b>
<b>Net Total</b>	<b>(661,648)</b>	<b>(691,103)</b>	<b>(820,312)</b>	<b>(110,062)</b>	<b>(837,140)</b>	<b>(869,548)</b>

# Budget by Sub-Department with Projections

## Department: Corporate Services

### Sub-Department - Corporate Services

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Other Revenues and Cost Recoveries	55,989	19,147	-	(19,147)	-	-
- Sale of Goods and Services	-	-	-	-	-	-
<b>Total Revenues</b>	<b>55,989</b>	<b>19,147</b>	<b>-</b>	<b>(19,147)</b>	<b>-</b>	<b>-</b>
Expenses						
- Administration	61,106	64,567	66,067	1,500	66,067	66,067
- Operations	9,018	10,000	124,000	114,000	124,000	124,000
- Salaries, Wages and Benefits	526,349	481,778	467,481	(14,297)	476,111	489,355
- Transfer to Reserves	15,268	20,104	32,877	12,773	39,971	47,560
<b>Total Expenses</b>	<b>611,741</b>	<b>576,449</b>	<b>690,425</b>	<b>113,976</b>	<b>706,149</b>	<b>726,982</b>
<b>Net Total</b>	<b>(555,752)</b>	<b>(557,302)</b>	<b>(690,425)</b>	<b>(133,123)</b>	<b>(706,149)</b>	<b>(726,982)</b>

# Budget by Sub-Department with Projections

## Department: Corporate Services

### Sub-Department - Elections

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Other Revenues and Cost Recoveries	-	-	-	-	-	-
- Transfers from Reserves	-	-	-	-	36,000	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,000</b>	<b>-</b>
Expenses						
- Administration	428	-	-	-	2,000	-
- Operations	-	-	-	-	4,000	-
- Salaries, Wages and Benefits	-	-	-	-	28,000	-
- Transfer to Reserves	9,000	11,000	11,000	-	11,000	11,000
<b>Total Expenses</b>	<b>9,428</b>	<b>11,000</b>	<b>11,000</b>	<b>-</b>	<b>45,000</b>	<b>11,000</b>
<b>Net Total</b>	<b>(9,428)</b>	<b>(11,000)</b>	<b>(11,000)</b>	<b>-</b>	<b>(9,000)</b>	<b>(11,000)</b>

## HEALTH AND SAFETY

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

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



# Budget by Sub-Department with Projections

## Department: Corporate Services

### Sub-Department – Health and Safety

	<b>2022 Actual</b>	<b>2023 Budget</b>	<b>2024 Budget</b>	<b>Variance</b>	<b>2025 Budget</b>	<b>2026 Budget</b>
<b>Revenues</b>						
- Investments Interests	17,678	-	-	-	-	-
- Other Revenues and Cost Recoveries	-	-	-	-	-	-
- Transfers from Reserves	1,419	-	-	-	-	-
<b>Total Revenues</b>	<b>19,097</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>						
- Administration	7,382	4,110	2,860	(1,250)	2,860	7,860
- Contracted Services	6,017	9,800	6,500	(3,300)	6,500	6,500
- Operations	10,074	11,050	4,100	(6,950)	4,100	4,100
- Salaries, Wages and Benefits	70,789	93,121	99,766	6,645	101,626	104,499
- Transfer to Reserves	21,303	4,720	5,661	941	6,905	8,607
<b>Total Expenses</b>	<b>115,565</b>	<b>122,801</b>	<b>118,887</b>	<b>(3,914)</b>	<b>121,991</b>	<b>131,566</b>
<b>Net Total</b>	<b>(96,468)</b>	<b>(122,801)</b>	<b>(118,887)</b>	<b>3,914</b>	<b>(121,991)</b>	<b>(131,566)</b>

## FINANCIAL SERVICES

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

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

### 2023 Accomplishments:

- Budget system (Questica) successfully updated to the latest version
- Computer life cycle replacement plan completed – replaced 6 workstations and 2 laptops
- Reprogrammed the 6 workstation computers and replaced older machines at the shops
- New 5-year lease contracts completed for photocopier/printers

### 2024 Plans and Priorities:

- Continue developing Asset Management program
- Review and update procedures at warehouse (Inventory, purchasing, receiving and requisitioning)
- Finish IT replacement plan for servers and switches
- Continue Policy updates
- Replace existing servers with latest version model and software.

# Budget by Department with Projections

## Department: Finance

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
<b>Revenues</b>						
- Conditional Grants	130,821	120,000	240,000	120,000	240,000	240,000
- Donations	27,035	-	-	-	-	-
- Gain/Loss on Disposal	254,839	-	-	-	-	-
- Investments Interests	-	-	-	-	-	-
- Licenses and Fees	493,288	221,900	466,900	245,000	466,400	465,900
- Other Revenues and Cost Recoveries	27,504	-	-	-	-	-
- Sale of Goods and Services	1,258	-	-	-	-	-
- Transfers from Reserves	-	18,000	-	(18,000)	-	-
<b>Total Revenues</b>	<b>934,745</b>	<b>359,900</b>	<b>706,900</b>	<b>347,000</b>	<b>706,400</b>	<b>705,900</b>
<b>Expenses</b>						
- Administration	139,201	131,050	131,650	600	136,650	141,650
- Contracted Services	301,986	431,100	307,200	(123,900)	312,600	318,000
- Grants to Organizations	-	-	-	-	-	-
- Operations	387,275	296,600	426,700	130,100	427,500	428,300
- Rebates	9,958	-	-	-	-	-
- Repairs and Maintenance	216	-	-	-	-	-
- Salaries, Wages and Benefits	514,907	655,638	704,335	48,697	717,411	737,416
- Service Charges and Interest	24,729	26,000	26,000	-	26,000	26,000
- Transfer to Reserves	306,455	52,386	79,795	27,409	97,210	115,595
<b>Total Expenses</b>	<b>1,684,727</b>	<b>1,592,774</b>	<b>1,675,680</b>	<b>82,906</b>	<b>1,717,371</b>	<b>1,766,961</b>
<b>Net Total</b>	<b>(749,982)</b>	<b>(1,232,874)</b>	<b>(968,780)</b>	<b>264,094</b>	<b>(1,010,971)</b>	<b>(1,061,061)</b>

# Budget by Sub-Department with Projections

## Department: Finance

### Sub-Department - Finance

	2022 Actuals	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
<b>Revenues</b>						
- Conditional Grants	121,821	120,000	240,000	120,000	240,000	240,000
- Donations	27,035	-	-	-	-	-
- Gain/Loss on Disposal	254,839	-	-	-	-	-
- Investments Interests	-	-	-	-	-	-
- Licenses and Fees	493,288	221,900	466,900	245,000	466,400	465,900
- Other Revenues and Cost Recoveries	26,470	-	-	-	-	-
- Sale of Goods and Services	1,258	-	-	-	-	-
- Transfers from Reserves	-	-	-	-	-	-
<b>Total Revenues</b>	<b>924,711</b>	<b>341,900</b>	<b>706,900</b>	<b>365,000</b>	<b>706,400</b>	<b>705,900</b>
<b>Expenses</b>						
- Administration	131,304	122,650	123,250	600	128,250	133,250
- Contracted Services	201,987	182,100	192,200	10,100	197,600	203,000
- Grants to Organizations	-	-	-	-	-	-
- Operations	62,813	62,200	64,400	2,200	65,200	66,000
- Rebates	9,958	-	-	-	-	-
- Repairs and Maintenance	216	-	-	-	-	-
- Salaries, Wages and Benefits	424,219	564,125	606,283	42,158	617,531	634,710
- Service Charges and Interest	24,729	26,000	26,000	-	26,000	26,000
- Transfer to Reserves	291,953	29,776	50,607	20,831	62,075	74,407
<b>Total Expenses</b>	<b>1,147,179</b>	<b>986,851</b>	<b>1,062,740</b>	<b>75,889</b>	<b>1,096,656</b>	<b>1,137,367</b>
<b>Net Total</b>	<b>(222,468)</b>	<b>(644,951)</b>	<b>(355,840)</b>	<b>289,111</b>	<b>(390,256)</b>	<b>(431,467)</b>

# Budget by Sub-Department with Projections

## Department: Finance

### Sub-Department - Information Technology

	<b>2022 Actuals</b>	<b>2023 Budget</b>	<b>2024 Budget</b>	<b>Variance</b>	<b>2025 Budget</b>	<b>2026 Budget</b>
<b>Revenues</b>						
- Conditional Grants	-	-	-	-	-	-
- Other Revenues and Cost Recoveries	1,034	-	-	-	-	-
- Transfers from Reserves	-	18,000	-	(18,000)	-	-
<b>Total Revenues</b>	<b>1,034</b>	<b>18,000</b>	<b>-</b>	<b>(18,000)</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>						
- Administration	-	-	-	-	-	-
- Contracted Services	99,999	249,000	115,000	(134,000)	115,000	115,000
- Operations	312,708	223,000	345,000	122,000	345,000	345,000
- Transfer to Reserves	11,250	18,160	23,000	4,840	27,600	32,200
<b>Total Expenses</b>	<b>423,957</b>	<b>490,160</b>	<b>483,000</b>	<b>(7,160)</b>	<b>487,600</b>	<b>492,200</b>
<b>Net Total</b>	<b>(422,923)</b>	<b>(472,160)</b>	<b>(483,000)</b>	<b>(10,840)</b>	<b>(487,600)</b>	<b>(492,200)</b>

# Budget by Sub-Department with Projections

## Department: Finance

### Sub-Department - Warehouse

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Expenses						
- Administration	7,897	8,400	8,400	-	8,400	8,400
- Contracted Services	-	-	-	-	-	-
- Operations	11,754	11,400	17,300	5,900	17,300	17,300
- Salaries, Wages and Benefits	90,688	91,513	98,052	6,539	99,880	102,706
- Transfer to Reserves	3,252	4,450	6,188	1,738	7,535	8,988
Total Expenses	113,591	115,763	129,940	14,177	133,115	137,394
<b>Net Total</b>	<b>(113,591)</b>	<b>(115,763)</b>	<b>(129,940)</b>	<b>(14,177)</b>	<b>(133,115)</b>	<b>(137,394)</b>

## COMMUNITY SERVICES

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

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

### 2023 Accomplishments:

- The installation of aesthetically pleasing wraps on garbage cans and flower planters in key public areas has not only improved the visual appeal of our community but also encouraged responsible waste disposal.
- The installation of our (MDM) curtains in our community center and audio system.
- Our annual Spring and Fall BBQ events have become events that the community looks forward to. These gatherings foster a sense of recreation and provide opportunities for residents to connect and enjoy delicious food, entertainment and fun in a relaxed atmosphere.
- The introduction of Summer Movie Nights in our local green spaces has proven immensely popular among families.
- The addition of our outdoor Pickle-ball court in Hillcrest has been a welcome free space for people to recreate, while setting new community trends.
- Our team has consistently maintained the community pool water chemistry to the highest standards of safety and cleanliness.
- Through improved facility management, we have successfully increased rental revenues for our community spaces.

## 2024 Plans and Priorities:

- Maintain our outreach programs through FCSS to assist individuals and families in need.
- We will continue to foster community engagement by organizing informative workshops and events that address the pressing issues faced by our community.
- Provide funding to various community programs that provide necessary services to individuals, children and families in our community.
- We will implement strategies to optimize the allocation of resources to our parks and recreation facilities, ensuring they remain safe, well-maintained, and accessible to all.
- We will explore innovative approaches to generate additional revenue, which will be reinvested into the improvement and expansion of our recreational programs and facilities.
- Continuation of beautification of our community, providing a sense of health and well-being.
- We will continue health and fitness programs designed to promote active living and overall well-being.
- Investigate beautification opportunities that make our community stand out to tourist traffic.
- This year our focus will be on winter beautification of our community. Team brainstorming on how to achieve this for community and tourist attraction.
- Council approval of a trial outdoor skating rink will be a great addition to the community offering free open recreation for enjoyment by the community.

# Budget by Department with Projections

## Department: Community Services

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	198,404	196,304	205,138	8,834	205,138	205,138
- Donations	30,276	17,200	15,200	(2,000)	15,200	15,200
- Gain/Loss on Disposal	-	-	-	-	-	-
- Licenses and Fees	7,206	-	3,000	3,000	3,000	3,000
- Other Revenues and Cost Recoveries	28,835	13,000	11,000	(2,000)	11,000	11,000
- Rental Income	177,829	183,300	254,504	71,204	265,504	265,504
- Sale of Goods and Services	149,585	149,600	114,500	(35,100)	143,500	143,500
- Transfers from Reserves	100,148	30,000	840,000	810,000	1,000,000	-
<b>Total Revenues</b>	<b>692,283</b>	<b>589,404</b>	<b>1,443,342</b>	<b>853,938</b>	<b>1,643,342</b>	<b>643,342</b>
Expenses						
- Administration	43,804	34,350	32,680	(1,670)	32,080	32,080
- Contracted Services	151,186	213,850	1,076,400	862,550	1,246,400	248,400
- Grants to Organizations	102,114	91,000	91,000	-	93,000	93,000
- Inter-Department Expenses	-	-	-	-	-	-
- Operations	529,264	539,540	659,600	120,060	641,750	648,910
- Rebates	-	-	-	-	-	-
- Repairs and Maintenance	21,231	43,850	41,900	(1,950)	37,350	37,350
- Salaries, Wages and Benefits	1,001,872	993,794	1,024,015	30,221	1,035,520	1,060,681
- Service Charges and Interest	41,883	41,894	34,627	(7,267)	30,667	26,620
- Transfer to Reserves	83,113	63,046	85,648	22,602	100,525	123,841
<b>Total Expenses</b>	<b>1,974,467</b>	<b>2,021,324</b>	<b>3,045,870</b>	<b>1,024,546</b>	<b>3,217,292</b>	<b>2,270,882</b>
<b>Net Total</b>	<b>(1,282,184)</b>	<b>(1,431,920)</b>	<b>(1,602,528)</b>	<b>(170,608)</b>	<b>(1,573,950)</b>	<b>(1,627,540)</b>

## FCSS

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

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

# Budget by Sub-Department with Projections

## Department: Community Services

### Sub-Department: FCSS

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	196,304	196,304	205,138	8,834	205,138	205,138
- Donations	22,010	12,000	12,000	-	12,000	12,000
- Other Revenues and Cost Recoveries	-	-	-	-	-	-
- Sale of Goods and Services	40,454	30,600	45,000	14,400	45,000	45,000
<b>Total Revenues</b>	<b>258,768</b>	<b>238,904</b>	<b>262,138</b>	<b>23,234</b>	<b>262,138</b>	<b>262,138</b>
Expenses						
- Administration	4,980	9,800	8,580	(1,220)	8,580	8,580
- Contracted Services	75,528	82,450	92,600	10,150	92,600	92,600
- Grants to Organizations	102,114	91,000	91,000	-	93,000	93,000
- Operations	30,197	32,990	40,650	7,660	40,650	40,650
- Salaries, Wages and Benefits	92,552	90,486	97,177	6,691	98,898	101,519
- Transfer to Reserves	7,771	-	-	-	-	-
<b>Total Expenses</b>	<b>313,142</b>	<b>306,726</b>	<b>330,007</b>	<b>23,281</b>	<b>333,728</b>	<b>336,349</b>
<b>Net Total</b>	<b>(54,374)</b>	<b>(67,822)</b>	<b>(67,869)</b>	<b>(47)</b>	<b>(71,590)</b>	<b>(74,211)</b>

## RECREATION FACILITIES

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

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



# Budget by Sub-Department with Projections

## Department : Community Services

### Sub-Department: Recreation Facilities

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	-	-	-	-	-
- Gain/Loss on Disposal	-	-	-	-	-	-
- Licenses and Fees	7,206	-	3,000	3,000	3,000	3,000
- Other Revenues and Cost Recoveries	28,387	13,000	11,000	(2,000)	11,000	11,000
- Rental Income	174,383	182,100	246,504	64,404	257,504	257,504
- Sale of Goods and Services	91,081	98,000	48,500	(49,500)	78,500	78,500
- Transfers from Reserves	-	30,000	15,000	(15,000)	-	-
<b>Total Revenues</b>	<b>301,057</b>	<b>323,100</b>	<b>324,004</b>	<b>904</b>	<b>350,004</b>	<b>350,004</b>
Expenses						
- Administration	27,504	5,600	5,200	(400)	5,200	5,200
- Contracted Services	26,606	66,000	47,900	(18,100)	39,900	39,900
- Operations	413,981	393,350	490,350	97,000	482,000	488,610
- Rebates	-	-	-	-	-	-
- Repairs and Maintenance	16,886	31,500	30,000	(1,500)	25,000	25,000
- Salaries, Wages and Benefits	438,928	536,414	533,301	(3,113)	537,998	552,788
- Service Charges and Interest	38,290	39,394	32,127	(7,267)	28,167	24,120
- Transfer to Reserves	34,040	40,072	53,897	13,825	62,414	78,656
<b>Total Expenses</b>	<b>996,235</b>	<b>1,112,330</b>	<b>1,192,775</b>	<b>80,445</b>	<b>1,180,679</b>	<b>1,214,274</b>
<b>Net Total</b>	<b>(695,178)</b>	<b>(789,230)</b>	<b>(868,771)</b>	<b>(79,541)</b>	<b>(830,675)</b>	<b>(864,270)</b>

# Budget by Sub-Department with Projections

## Department: Community Services

### Sub-Department: Recreation Programs

	2022 Actuals	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	-	-	-	-	-
- Donations	3,500	3,200	3,200	-	3,200	3,200
- Licenses and Fees		-	-	-	-	
- Other Revenues and Cost Recoveries		-	-	-	-	
- Rental Income		-	-	-	-	
- Sale of Goods and Services	17,988	21,000	21,000	-	20,000	20,000
<b>Total Revenues</b>	<b>21,488</b>	<b>24,200</b>	<b>24,200</b>	<b>-</b>	<b>23,200</b>	<b>23,200</b>
Expenses						
- Administration	11,016	17,700	17,950	250	17,350	17,350
- Contracted Services	3,935	6,500	2,500	(4,000)	3,500	3,500
- Operations	2,823	5,150	3,250	(1,900)	3,250	3,250
- Rebates	-	-	-	-	-	
- Salaries, Wages and Benefits	299,780	257,457	281,702	24,245	286,458	293,699
- Service Charges and Interest	3,593	2,500	2,500	-	2,500	2,500
- Transfer to Reserves	8,565	11,470	13,829	2,359	17,008	20,351
<b>Total Expenses</b>	<b>329,712</b>	<b>300,777</b>	<b>321,731</b>	<b>20,954</b>	<b>330,066</b>	<b>340,650</b>
<b>Net Total</b>	<b>(308,224)</b>	<b>(276,577)</b>	<b>(297,531)</b>	<b>(20,954)</b>	<b>(306,866)</b>	<b>(317,450)</b>

# Budget by Sub-Department with Projections

## Department : Community Services

### Sub-Department: Trails

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	-	-	-	-	-
- Transfers from Reserves	2,697	-	195,000	-	-	-
<b>Total Revenues</b>	<b>2,697</b>	<b>-</b>	<b>195,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses						
- Administration	-	500	-	(500)	-	-
- Contracted Services	4,250	10,500	203,000	192,500	8,000	8,000
- Grants to Organizations	-	-	-	-	-	-
- Operations	3,541	6,450	6,450	-	6,450	6,700
- Repairs and Maintenance	-	-	-	-	-	-
- Salaries, Wages and Benefits	10,799	-	-	-	-	-
- Transfer to Reserves	473	698	723	25	867	1,029
<b>Total Expenses</b>	<b>19,063</b>	<b>18,148</b>	<b>210,173</b>	<b>192,025</b>	<b>15,317</b>	<b>15,729</b>
<b>Net Total</b>	<b>(16,366)</b>	<b>(18,148)</b>	<b>(15,173)</b>	<b>(192,025)</b>	<b>(15,317)</b>	<b>(15,729)</b>

# Budget by Sub-Department with Projections

## Department: Community Services

### Sub-Department: Transit

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Other Revenues and Cost Recoveries	-	-	-	-	-	-
- Sale of Goods and Services	-	-	-	-	-	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Expenses						
- Administration	18	-	-	-	-	-
- Contracted Services	26,000	28,400	28,400	-	28,400	28,400
- Inter-Department Expenses	-	-	-	-	-	-
- Operations	-	2,000	-	(2,000)	-	-
- Repairs and Maintenance	-	-	-	-	-	-
- Salaries, Wages and Benefits	130	-	-	-	-	-
- Transfer to Reserves	849	1,216	1,420	204	1,704	1,988
<b>Total Expenses</b>	<b>26,997</b>	<b>31,616</b>	<b>29,820</b>	<b>(1,796)</b>	<b>30,104</b>	<b>30,388</b>
<b>Net Total</b>	<b>(26,997)</b>	<b>(31,616)</b>	<b>(29,820)</b>	<b>1,796</b>	<b>(30,104)</b>	<b>(30,388)</b>

# Budget by Sub-Department with Projections

## Department : Community Services

### Sub-Department: Green Spaces

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	2,100	-	-	-	-	-
- Donations	4,766	2,000	-	(2,000)	-	-
- Other Revenues and Cost Recoveries	448	-	-	-	-	-
- Rental Income	3,446	1,200	8,000	6,800	8,000	8,000
- Sale of Goods and Services	62	-	-	-	-	-
- Transfers from Reserves	97,451		630,000	630,000	1,000,000	-
<b>Total Revenues</b>	<b>108,273</b>	<b>3,200</b>	<b>638,000</b>	<b>634,800</b>	<b>1,008,000</b>	<b>8,000</b>
Expenses					-	
- Administration	286	750	950	200	950	950
- Contracted Services	14,868	20,000	702,000	682,000	1,074,000	76,000
- Operations	78,721	99,600	118,900	19,300	109,400	109,700
- Repairs and Maintenance	4,345	12,350	11,900	(450)	12,350	12,350
- Salaries, Wages and Benefits	159,684	109,438	111,835	2,397	112,166	112,675
- Transfer to Reserves	31,415	9,590	15,779	6,189	18,532	21,817
<b>Total Expenses</b>	<b>289,319</b>	<b>251,728</b>	<b>961,364</b>	<b>709,636</b>	<b>1,327,398</b>	<b>333,492</b>
<b>Net Total</b>	<b>(181,046)</b>	<b>(248,528)</b>	<b>(323,364)</b>	<b>(74,836)</b>	<b>(319,398)</b>	<b>(325,492)</b>

## PASS POWDERKEG SKI HILL

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

### 2023 Accomplishments:

- Large increase in school visits kept the ski area busy throughout the winter
- Completed the lodge basement renovation after the flood
- Summer operations were a great start in partnership with Alpenland.
- Replacement of lower lift cable
- Lodge deck replacement
- Extension of lower lift offload area

### 2024 Plans and Priorities:

- Expand operations to continue working with increasing costs
- Expand school group programs outside the Crowsnest Pass
- Continue to grow our snow school through development of staff along with bringing more guests in.



# Budget by Department with Projections

## Department: Pass PowderKeg Ski Hill

	2022 Actuals	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	23,729	-	-	-	-	-
- Donations	4,125	-	-	-	-	-
- Licenses and Fees	4,527	-	-	-	-	-
- Other Revenues and Cost Recoveries	1,530	12,500	12,500	-	12,500	12,500
- Rental Income	56,389	80,500	72,500	(8,000)	72,500	72,500
- Sale of Goods and Services	420,569	442,600	490,600	48,000	500,600	496,600
- Transfers from Reserves	-	62,000	159,000	97,000	-	-
<b>Total Revenues</b>	<b>510,869</b>	<b>597,600</b>	<b>734,600</b>	<b>137,000</b>	<b>585,600</b>	<b>581,600</b>
Expenses						
- Administration	12,124	15,214	10,125	(5,089)	10,225	10,325
- Contracted Services	40,382	114,630	56,450	(58,180)	41,950	41,950
- Operations	340,053	281,002	480,705	199,703	338,955	341,905
- Repairs and Maintenance	26,206	25,497	25,600	103	25,600	25,600
- Salaries, Wages and Benefits	599,796	616,559	636,430	19,871	641,462	649,133
- Service Charges and Interest	8,750	7,000	7,000	-	7,000	7,000
- Transfer to Reserves	26,428	39,513	52,866	13,353	63,912	75,314
<b>Total Expenses</b>	<b>1,053,739</b>	<b>1,099,415</b>	<b>1,269,176</b>	<b>169,761</b>	<b>1,129,104</b>	<b>1,151,227</b>
<b>Net Total</b>	<b>(542,870)</b>	<b>(501,815)</b>	<b>(534,576)</b>	<b>(32,761)</b>	<b>(543,504)</b>	<b>(569,627)</b>

## POOL

The Pass Community Pool enjoyed much success in 2023 as the first year operated by the Municipality of Crowsnest Pass and not operated by society. Pool services include drop-in use times, school use, swimming lessons, skill development, swim club rentals, public rentals (birthday parties), and training of staff.

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

### 2023 Accomplishments:

- Incredibly successful first season as a Municipality of Crowsnest Pass operated facility with great staff.
- 0 lost operating hours due to staffing through the 2023 season.
- Swimming lessons were at an all-time high thanks to fantastic staff.

### 2024 Plans and Priorities:

- Continue with the success and learnings of season number 1
- Improve hours of operation and programming to fit the needs of our community
- Continue with a long season that starts in May and ends in September.



# Budget by Department with Projections

## Department Pass Pool

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	6,600	-	-	-	-	-
- Donations	600	-	-	-	-	-
- Other Revenues and Cost Recoveries	38	2,500	2,500	-	2,500	2,500
- Rental Income	1,535	10,000	9,000	(1,000)	9,000	9,000
- Sale of Goods and Services	54,725	85,000	100,000	15,000	100,000	100,000
- Transfers from Reserves	-	-	24,200	24,200	-	-
<b>Total Revenues</b>	<b>63,498</b>	<b>97,500</b>	<b>135,700</b>	<b>38,200</b>	<b>111,500</b>	<b>111,500</b>
Expenses						
- Administration	8,044	5,700	5,700	-	5,700	5,700
- Contracted Services	2,764	4,000	15,260	11,260	10,020	10,020
- Operations	76,620	72,100	95,300	23,200	78,400	80,600
- Repairs and Maintenance	5,973	1,200	8,400	7,200	8,400	8,400
- Salaries, Wages and Benefits	101,747	164,807	218,911	54,104	219,678	220,829
- Service Charges and Interest	32,991	31,041	29,136	(1,905)	27,178	25,165
- Transfer to Reserves	7,040	9,783	16,019	6,236	19,727	22,859
<b>Total Expenses</b>	<b>235,179</b>	<b>288,631</b>	<b>388,726</b>	<b>100,095</b>	<b>369,103</b>	<b>373,573</b>
<b>Net Total</b>	<b>(171,681)</b>	<b>(191,131)</b>	<b>(253,026)</b>	<b>(61,895)</b>	<b>(257,603)</b>	<b>(262,073)</b>

## CULTURE

The culture department consists of multiple grants given to various organizations within the Municipality of Crowsnest Pass, and the Crowsnest Pass library.

### 2023 Accomplishments:

- Awarded \$216,020 to various organizations under Category 1 Grants
- Awarded \$59,900 to various organizations under Category 2 Grants

### 2024 Plans and Priorities:

- Award over \$300,000 in grants to various organizations in the form of Category 1 and 2 grants



# Budget by Department with Projections

## Department Culture

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	31,907	-	-	-	-	-
- Donations	-	-	-	-	-	-
- Gain/Loss on Disposal	-	-	-	-	-	-
- Other Revenues and Cost Recoveries	-	132,000	136,000	4,000	139,000	142,000
- Rental Income	8,288	20,900	2,400	(18,500)	2,400	2,400
- Sale of Goods and Services	6,419	-	-	-	-	-
- Transfers from Reserves	15,000	-	-	-	-	-
<b>Total Revenues</b>	<b>61,614</b>	<b>152,900</b>	<b>138,400</b>	<b>(14,500)</b>	<b>141,400</b>	<b>144,400</b>
Expenses						
- Administration	350	51,460	51,000	(460)	52,000	53,000
- Contracted Services	2,709	135,400	136,000	600	139,000	142,000
- Grants to Organizations	263,231	439,970	493,230	53,260	408,952	415,802
- Operations	98,435	46,400	26,710	(19,690)	27,480	28,150
- Repairs and Maintenance	-	10,000	-	(10,000)	-	-
- Salaries, Wages and Benefits	128,083	-	-	-	-	-
- Transfer to Reserves	28,302	1,242	-	(1,242)	-	-
<b>Total Expenses</b>	<b>521,110</b>	<b>684,472</b>	<b>706,940</b>	<b>22,468</b>	<b>627,432</b>	<b>638,952</b>
<b>Net Total</b>	<b>(459,496)</b>	<b>(531,572)</b>	<b>(568,540)</b>	<b>(36,968)</b>	<b>(486,032)</b>	<b>(494,552)</b>

## DEVELOPMENT, ENGINEERING AND OPERATIONS

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

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

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

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

# Budget by Department with Projections

## Department: Development, Engineering & Operations

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	2,500	-	(2,500)	-	-
- Donations	-	-	-	-	-	-
- Gain/Loss on Disposal	116,425	-	-	-	-	-
- Inter-Department Revenues	-	630,464	630,464	-	630,464	630,464
- Licenses and Fees	293,408	295,350	306,700	11,350	306,700	306,700
- Other Revenues and Cost Recoveries	72,243	-	-	-	-	-
- Rental Income	44,158	48,000	52,000	4,000	52,000	52,000
- Sale of Goods and Services	4,022,532	4,236,735	4,375,738	139,003	4,461,413	4,548,801
- Transfers from Reserves	536,384	199,000	1,448,000	1,249,000	-	-
<b>Total Revenues</b>	<b>5,085,150</b>	<b>5,412,049</b>	<b>6,812,902</b>	<b>1,400,853</b>	<b>5,450,577</b>	<b>5,537,965</b>
Expenses						
- Administration	83,869	78,350	79,850	1,500	79,850	79,850
- Contracted Services	2,075,315	1,552,500	2,902,500	1,350,000	1,488,500	1,498,500
- Grants to Organizations	-	-	-	-	-	-
- Inter-Department Expenses	-	573,728	573,728	-	585,563	593,169
- Operations	2,689,341	2,374,800	2,682,900	308,100	2,712,600	2,741,600
- Rebates	-	-	-	-	-	-
- Repairs and Maintenance	119,433	207,500	238,000	30,500	210,250	217,500
- Salaries, Wages and Benefits	2,865,550	3,078,547	3,280,822	202,275	3,339,117	3,428,381
- Service Charges and Interest	171,212	202,348	322,082	119,734	476,268	531,313
- Transfer to Reserves	717,178	724,609	878,205	153,596	1,023,168	1,177,407
- Waste Disposal	149,496	170,000	175,000	5,000	175,000	180,000
<b>Total Expenses</b>	<b>8,871,394</b>	<b>8,962,383</b>	<b>11,133,087</b>	<b>2,170,705</b>	<b>10,090,316</b>	<b>10,447,720</b>
<b>Net Total</b>	<b>(3,786,244)</b>	<b>(3,550,334)</b>	<b>(4,320,185)</b>	<b>(769,852)</b>	<b>(4,639,739)</b>	<b>(4,909,755)</b>

## DEVELOPMENT AND TRADES

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

### 2023 Accomplishments:

#### Trades & Facility Maintenance

- Completed all the 2023 Council and Department Initiatives - Crowsnest Lake Highway 3 Billboard removal
- Fire Alarm Upgrades - MDM and Elks Hall, Coleman Fire Hall Furnaces and Unit Heater, Sportsplex Furnace, and Library Concrete Repair & Basement Carpet.
- Participated in PPK Lodge Repairs
- Completed painting or residing of the last of the fifteen pump houses (undertaken from 2021 to 2023).
- Bellecrest Seniors Centre chimney was repointed and the parapet wall sealed.

#### Planning & Development

- Completed Nuisance Grounds ESA Level 2 investigations for the Old Sartoris Staging Area APEC site and the Hillcrest Ball Diamond Road APEC site.
- Completed Land Use Bylaw Omnibus No. 2 and No. 3 amendments, both of which implement key policies from the 2021 Municipal Development Plan.
- Policies and Procedures Review – Encroachment, Subdivision and Development Agreement Securities, Disposal of Municipal Lands and Reserves, and Area Structure Plan Applications.
- In 2023 Development staff have processed a volume of development permits, subdivisions, other related development applications, and Safety Codes Permits that equal or surpass previous years.
- Hired a second Assistant Development Officer.

### 2024 Plans and Priorities:

- Undertake 2024 Council and Department Initiatives
- MDM window and fascia replacement project and demolish the Old Fire Training Centre.
- Complete and implement the development of Facility Maintenance trades checklists for annual / seasonal certification, inspection and preventative maintenance tasks.

- A provincial grant was obtained to paint the detailed woodwork, door and window frames, and soffit / fascia of the Coleman Union Hall, pending Council approval of the additional budget.
- On-going monitoring of the Old Sartoris Staging Area APEC site and the Hillcrest Ball Diamond Road APEC site.
- Undertake Land Use Bylaw Omnibus No. 4 amendment to complete the three-year comprehensive review of the Land Use Bylaw.
- At the end of 2023, call for Proposals from Safety Codes Agencies for a new contract to start in 2024.

# Budget by Sub-Department with Projections

## Department: Development, Engineering & Operations

### Sub-Department: Development and Trades

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	-	-	-	-	-
- Gain/Loss on Disposal	116,425	-	-	-	-	-
- Licenses and Fees	292,408	294,750	306,000	11,250	306,000	306,000
- Other Revenues and Cost Recoveries	525	-	-	-	-	-
- Rental Income	44,158	48,000	52,000	4,000	52,000	52,000
- Sale of Goods and Services	29,105	112,000	62,000	(50,000)	62,000	62,000
- Transfers from Reserves	8,890	-	-	-	-	-
<b>Total Revenues</b>	<b>491,511</b>	<b>454,750</b>	<b>420,000</b>	<b>(34,750)</b>	<b>420,000</b>	<b>420,000</b>
Expenses						
- Administration	13,723	13,000	13,000	-	13,000	13,000
- Contracted Services	293,138	220,000	235,000	15,000	235,000	235,000
- Grants to Organizations	-	-	-	-	-	-
- Inter-Department Expenses	-	-	-	-	-	-
- Operations	26,126	20,200	18,500	(1,700)	18,600	18,700
- Rebates	-	-	-	-	-	-
- Salaries, Wages and Benefits	470,985	509,804	531,162	21,358	540,743	555,475
- Transfer to Reserves	212,038	117,210	79,383	(37,827)	87,841	96,852
<b>Total Expenses</b>	<b>1,016,010</b>	<b>880,214</b>	<b>877,045</b>	<b>(3,169)</b>	<b>895,184</b>	<b>919,027</b>
<b>Net Total</b>	<b>(524,499)</b>	<b>(425,464)</b>	<b>(457,045)</b>	<b>(31,581)</b>	<b>(475,184)</b>	<b>(499,027)</b>

# Budget by Sub-Department with Projections

## Department: Development, Engineering & Operations

### Sub-Department - Facility Maintenance

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	-	-	-	-	-
- Inter-Department Revenues	-	262,792	262,792	-	262,792	262,792
- Other Revenues and Cost Recoveries	580	-	-	-	-	-
- Sale of Goods and Services	-	-	-	-	-	-
- Transfers from Reserves	60,603	99,000	724,000	625,000	-	-
<b>Total Revenues</b>	<b>61,183</b>	<b>361,792</b>	<b>986,792</b>	<b>625,000</b>	<b>262,792</b>	<b>262,792</b>
Expenses						
- Administration	4,077	1,500	1,500	-	1,500	1,500
- Contracted Services	111,204	114,000	749,000	635,000	25,000	25,000
- Inter-Department Expenses	-	-	-	-	-	-
- Operations	84,071	78,500	96,500	18,000	96,500	96,500
- Repairs and Maintenance	44,585	80,000	80,000	-	82,000	85,000
- Salaries, Wages and Benefits	271,646	320,465	344,202	23,737	350,439	359,910
- Transfer to Reserves	13,863	19,781	27,360	7,579	33,326	39,754
<b>Total Expenses</b>	<b>529,446</b>	<b>614,246</b>	<b>1,298,562</b>	<b>684,316</b>	<b>588,765</b>	<b>607,664</b>
<b>Net Total</b>	<b>(468,263)</b>	<b>(252,454)</b>	<b>(311,770)</b>	<b>(59,316)</b>	<b>(325,973)</b>	<b>(344,872)</b>

## TRANSPORTATION

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

### 2023 Accomplishments:

- Road Improvements 18 Avenue and 22 Avenue Blairmore
- Improved maintenance for gravel road grading through training
- Asphalt and concrete rehabilitation program
- Snowplow training for new employees
- Increased training initiatives to have more qualified employees for equipment

### 2024 Plans and Priorities:

- Continue with ditching program
- Continue with training initiatives for new staff
- Continue with road improvements
- Continue with asphalt and concrete rehabilitation program



# Budget by Sub-Department with Projections

## Department: Development, Engineering & Operations

### Sub-Department - Transportation

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	-	-	-	-	-
- Donations	-	-	-	-	-	-
- Gain/Loss on Disposal	-	-	-	-	-	-
- Licenses and Fees	750	600	700	100	700	700
- Other Revenues and Cost Recoveries	70,586	-	-	-	-	-
- Sale of Goods and Services	15,184	17,500	20,000	2,500	20,000	20,000
- Transfers from Reserves	383,348	-	724,000	724,000	-	-
<b>Total Revenues</b>	<b>469,868</b>	<b>18,100</b>	<b>744,700</b>	<b>726,600</b>	<b>20,700</b>	<b>20,700</b>
Expenses						
- Administration	12,264	11,100	12,600	1,500	12,600	12,600
- Contracted Services	953,816	510,000	1,285,000	775,000	595,000	595,000
- Inter-Department Expenses	-	451,483	451,483	(0)	461,867	468,000
- Operations	942,307	967,000	1,012,600	45,600	1,015,200	1,020,100
- Rebates	-	-	-	-	-	-
- Repairs and Maintenance	37,623	46,000	76,500	30,500	44,500	46,500
- Salaries, Wages and Benefits	1,205,758	1,163,740	1,243,265	79,525	1,265,456	1,299,373
- Service Charges and Interest	-	-	58,000	58,000	113,617	110,284
- Transfer to Reserves	94,752	127,195	169,924	42,729	204,998	241,385
<b>Total Expenses</b>	<b>3,246,520</b>	<b>3,276,518</b>	<b>4,309,372</b>	<b>1,032,854</b>	<b>3,713,238</b>	<b>3,793,242</b>
<b>Net Total</b>	<b>(2,776,652)</b>	<b>(3,258,418)</b>	<b>(3,564,672)</b>	<b>(306,254)</b>	<b>(3,692,538)</b>	<b>(3,772,542)</b>

# Budget by Sub-Department with Projections

## Department: Development, Engineering & Operations

### Sub-Department - Fleet

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Inter-Department Revenues	-	367,672	367,672	-	367,672	367,672
- Other Revenues and Cost Recoveries	-	-	-	-	-	-
- Transfers from Reserves	-	100,000	-	(100,000)	-	-
<b>Total Revenues</b>	<b>-</b>	<b>467,672</b>	<b>367,672</b>	<b>(100,000)</b>	<b>367,672</b>	<b>367,672</b>
Expenses						
- Administration	4,554	3,000	3,000	-	3,000	3,000
- Contracted Services	9,440	110,000	15,000	(95,000)	15,000	15,000
- Operations	180,565	222,000	203,500	(18,500)	205,500	207,000
- Repairs and Maintenance	35,336	23,000	23,000	-	24,250	25,500
- Salaries, Wages and Benefits	130,671	223,708	238,683	14,975	242,910	249,416
- Service Charges and Interest	-	-	-	-	12,668	23,880
- Transfer to Reserves	14,437	19,249	24,159	4,910	29,440	34,994
<b>Total Expenses</b>	<b>375,003</b>	<b>600,957</b>	<b>507,342</b>	<b>(93,615)</b>	<b>532,768</b>	<b>558,790</b>
<b>Net Total</b>	<b>(375,003)</b>	<b>(133,285)</b>	<b>(139,670)</b>	<b>(6,385)</b>	<b>(165,096)</b>	<b>(191,118)</b>

## UTILITIES

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

Utilities also manages the solid waste providing weekly residence collection for 3106 residents. Services provided include:

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

The Regional Landfill has continued to implement proactive waste management practices, including recycling on site for residents and one-stop drop off for all waste and recycling needs.

### 2023 Accomplishments:

- Completed 6 new utility installs.
- Flushing
- Hydrant Repairs
- Frank WWTP

### 2024 Plans and Priorities:

- Implement a more streamlined process for bulk water usage
- Implement a more streamlined process for commercial sewage dumping
- Bellevue Pumphouse High Flow Pump

# Budget by Sub-Department with Projections

## Department: Development, Engineering & Operations

### Sub-Department - Utilities

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	0	2,500	-	(2,500)	-	-
- Licenses and Fees	250	-	-	-	-	-
- Other Revenues and Cost Recoveries	552	-	-	-	-	-
- Rental Income	-	-	-	-	-	-
- Sale of Goods and Services	3,978,243	4,107,235	4,293,738	186,503	4,379,413	4,466,801
- Transfers from Reserves	83,544	-	-	-	-	-
<b>Total Revenues</b>	<b>4,062,589</b>	<b>4,109,735</b>	<b>4,293,738</b>	<b>184,003</b>	<b>4,379,413</b>	<b>4,466,801</b>
Expenses						
- Administration	49,251	49,750	49,750	-	49,750	49,750
- Contracted Services	707,717	598,500	618,500	20,000	618,500	628,500
- Inter-Department Expenses	-	122,245	122,245	-	123,696	125,169
- Operations	1,456,273	1,087,100	1,351,800	264,700	1,376,800	1,399,300
- Rebates	-	-	-	-	-	-
- Repairs and Maintenance	1,890	58,500	58,500	-	59,500	60,500
- Salaries, Wages and Benefits	786,491	860,831	923,510	62,679	939,568	964,208
- Service Charges and Interest	171,212	202,348	264,082	61,734	349,983	397,149
- Transfer to Reserves	382,088	441,174	577,379	136,205	667,563	764,422
- Waste Disposal	149,496	170,000	175,000	5,000	175,000	180,000
<b>Total Expenses</b>	<b>3,704,418</b>	<b>3,590,448</b>	<b>4,140,766</b>	<b>550,318</b>	<b>4,360,360</b>	<b>4,568,998</b>
<b>Net Total</b>	<b>358,171</b>	<b>519,287</b>	<b>152,972</b>	<b>(366,315)</b>	<b>19,053</b>	<b>(102,197)</b>

## PROTECTIVE SERVICES

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

- » Fire Rescue Emergency Services
- » Bylaw and Traffic Enforcement
- » Agricultural and Environmental Services



# Budget by Department with Projections

## Department Protective Services

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	129,840	106,500	1,500	(105,000)	1,500	1,500
- Donations	-	-	-	-	-	-
- Gain/Loss on Disposal	-	-	-	-	-	-
- Licenses and Fees	77,481	175,030	175,000	(30)	175,000	175,000
- Other Revenues and Cost Recoveries	117,475	92,000	72,000	(20,000)	73,000	74,000
- Rental Income	70	100	-	(100)	-	-
- Sale of Goods and Services	11,263	6,279	6,279	-	6,424	6,600
- Transfer from Reserves	-	-	215,000	215,000	-	-
<b>Total Revenues</b>	<b>336,129</b>	<b>379,909</b>	<b>469,779</b>	<b>(125,130)</b>	<b>255,924</b>	<b>257,100</b>
Expenses						
- Administration	33,449	20,525	17,775	(2,750)	17,800	17,825
- Contracted Services	420,598	458,052	572,845	114,793	572,845	572,845
- Grants to Organizations	-	-	-	-	-	-
- Inter-Department Expenses	-	56,736	56,736	-	57,972	60,000
- Operations	228,114	271,491	478,200	206,709	266,450	269,550
- Repairs and Maintenance	542	1,300	1,300	-	1,300	1,400
- Salaries, Wages and Benefits	635,723	776,270	777,327	1,057	788,589	805,728
- Service Charges and Interest	21,023	39,314	35,578	(3,736)	31,726	105,080
- Transfer to Reserves	38,531	49,420	65,767	16,347	79,867	94,746
<b>Total Expenses</b>	<b>1,377,980</b>	<b>1,673,108</b>	<b>2,005,528</b>	<b>332,420</b>	<b>1,816,549</b>	<b>1,927,174</b>
<b>Net Total</b>	<b>(1,041,851)</b>	<b>(1,293,199)</b>	<b>(1,535,749)</b>	<b>(457,550)</b>	<b>(1,560,625)</b>	<b>(1,670,074)</b>

## **FIRE RESCUE**

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

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

### **2023 Key Accomplishments:**

- The majority of members have been certified to NFPA 1001 Level 1 Firefighter
- We have provided training and subsequent qualifications for Aerial Driver Operator
- Provided training for NFPE 1002 Pumper Driver Operator
- Hosted the Zone 7 Fire Chiefs meeting
- Hosted the Forestry Wildlife annual meeting
- Beautified the front of the Fire Station 1 with hanging baskets and vegetation
- Participated in multiple community engagement
- Design fire engine
- 152 calls for services (to date)
- Onboarding of 9 new members

### **2024 Plans and Priorities:**

- Qualify the majority of the fire department to NFPA 1001 Level 2 Professional Firefighter
- Officer development and progression
- Refine the training program
- Recruitment and retention for the fire department members

# Budget by Sub-Department with Projections

## Department: Protective Services

### Sub-Department - Fire Rescue

	2022 Actuals	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	-	1,500	1,500	-	1,500	1,500
- Donations	-	-	-	-	-	-
- Gain/Loss on Disposal	-	-	-	-	-	-
- Licenses and Fees	-	-	-	-	-	-
- Other Revenues and Cost Recoveries	56,372	72,000	72,000	-	73,000	74,000
- Sale of Goods and Services	5,383	6,279	6,279	-	6,424	6,600
- Transfer from Reserves	-	-	215,000	215,000	-	-
<b>Total Revenues</b>	<b>61,755</b>	<b>79,779</b>	<b>294,779</b>	<b>215,000</b>	<b>80,924</b>	<b>82,100</b>
Expenses						
- Administration	21,620	13,575	13,575	-	13,600	13,625
- Contracted Services	84,102	60,000	50,000	(10,000)	50,000	50,000
- Inter-Department Expenses	-	53,736	53,736	-	54,972	57,000
- Operations	164,948	210,700	401,500	190,800	189,500	192,400
- Repairs and Maintenance	542	1,100	1,100	-	1,100	1,200
- Salaries, Wages and Benefits	297,512	344,361	359,024	14,663	363,407	370,113
- Service Charges and Interest	21,023	39,314	35,578	(3,736)	31,726	105,080
- Transfer to Reserves	19,708	27,368	33,197	5,829	40,355	47,904
<b>Total Expenses</b>	<b>609,455</b>	<b>750,154</b>	<b>947,710</b>	<b>197,556</b>	<b>744,660</b>	<b>837,322</b>
<b>Net Total</b>	<b>(547,700)</b>	<b>(670,375)</b>	<b>(652,931)</b>	<b>17,444</b>	<b>(663,736)</b>	<b>(755,222)</b>

## ENFORCEMENT SERVICES

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



# Budget by Sub-Department with Projections

## Department: Protective Services

### Sub-Department - Enforcement

	2022 Actuals	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Gain/Loss on Disposal		-	-	-	-	-
- Licenses and Fees	77,481	175,030	175,000	(30)	175,000	175,000
- Other Revenues and Cost Recoveries	61,104	-	-	-	-	-
<b>Total Revenues</b>	<b>138,585</b>	<b>175,030</b>	<b>175,000</b>	<b>(30)</b>	<b>175,000</b>	<b>175,000</b>
Expenses						
- Administration	3,867	3,000	2,900	(100)	2,900	2,900
- Contracted Services	223,496	268,052	392,845	124,793	392,845	392,845
- Grants to Organizations	-	-	-	-	-	-
- Inter-Department Expenses	-	2,500	2,500	-	2,500	2,500
- Operations	57,854	49,691	70,400	20,709	70,600	70,750
- Repairs and Maintenance	-	-	-	-	-	-
- Salaries, Wages and Benefits	217,032	287,249	306,706	19,457	312,330	320,867
- Service Charges and Interest	-	-	-	-	-	-
- Transfer to Reserves	8860	10,639	20,075	9,436	24,440	29,122
<b>Total Expenses</b>	<b>511,109</b>	<b>621,131</b>	<b>795,426</b>	<b>174,295</b>	<b>805,615</b>	<b>818,984</b>
<b>Net Total</b>	<b>(372,524)</b>	<b>(446,101)</b>	<b>(620,426)</b>	<b>(174,325)</b>	<b>(630,615)</b>	<b>(643,984)</b>

## ENVIRONMENTAL SERVICES

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

### 2023 Accomplishments:

#### Formal Inspections

- Noxious sites: 121
- Prohibited noxious sites: 32
- Inspectors notices: 12

#### Vegetation Control:

- Total bags of weeds removed: 177 (5698lb)
- PPK Weed training for staff
- Field visit from provincial regulators
- Weed mapping
- Public weed pulls engaging 26 volunteers
- 121 soil conservation inspections
- Community engagements at the Community Market

### 2024 Plans and Priorities:

- Improve working relationships with property owners in Country Residential areas
- Reduce weeds in high visibility areas
- Continue to work with industry partners on mutually beneficial projects
- Continue to be highly visible and approachable for our community members

# Budget by Sub-Department with Projections

## Department: Protective Services

### Sub-Department - Environmental

	2022 Actual	2023 Budget	2024 Budget	Variance	2025 Budget	2026 Budget
Revenues						
- Conditional Grants	129,840	105,000	-	(105,000)	-	-
- Other Revenues and Cost Recoveries	-	20,000	-	(20,000)	-	-
- Rental Income	70	100	-	(100)	-	-
- Sale of Goods and Services	5,880	-	-	-	-	-
<b>Total Revenues</b>	<b>135,790</b>	<b>125,100</b>	<b>-</b>	<b>(125,100)</b>	<b>-</b>	<b>-</b>
Expenses						
- Administration	8,460	3,950	1,300	(2,650)	1,300	1,300
- Contracted Services	113,000	130,000	130,000	-	130,000	130,000
- Inter-Department Expenses	-	500	500	-	500	500
- Operations	5,312	11,100	6,300	(4,800)	6,350	6,400
- Repairs and Maintenance	-	200	200	-	200	200
- Salaries, Wages and Benefits	121,179	144,660	111,597	(33,063)	112,852	114,747
- Transfer to Reserves	9,963	11,413	12,495	1,082	15,072	17,720
<b>Total Expenses</b>	<b>257,914</b>	<b>301,823</b>	<b>262,392</b>	<b>(39,431)</b>	<b>266,274</b>	<b>270,867</b>
<b>Net Total</b>	<b>(122,124)</b>	<b>(176,723)</b>	<b>(262,392)</b>	<b>(85,669)</b>	<b>(266,274)</b>	<b>(270,867)</b>

## 2024 GRANTS TO COMMUNITY ORGANIZATIONS

General Operating Grants	Description	Approved
STARS Air Ambulance	Operational Expenses	\$ 8,000.00
Crowsnest Pass Library	Operational Expenses	\$ 156,102.00
CNP Senior's Housing	Operational Expenses	\$ 362,500.00
<b>TOTAL REQUESTED</b>		<b>\$ 526,602.00</b>

Category 1 Operating Grants	Description	Approved
Crow Snow Riders Association	Operational Expenses	\$ 15,500.00
Crowsnest Pass Allied Arts Association	Operational Expenses	\$ 26,000.00
Crowsnest Museum & Archives (Crowsnest Historical Society)	Operational Expenses	\$ 25,000.00
Nordic Ski Club	Operational Expenses	\$ 47,000.00
Blairmore Lions Club	Operational Expenses	\$ 3,000.00
Bellevue Underground Mine (Crowsnest Pass Ecomuseum Trust Society)	Operational Expenses	\$ 25,000.00
Crowsnest Pass Quad Squad	Operational Expenses	\$ 4,000.00
Crowsnest Culture and Recreation Society (CANDO) Roxy	Operational Expenses	\$ 5,000.00
Crowsnest Culture and Recreation Society (CANDO) Roxy	Operational Expenses	\$ 70,000.00
Southwest Alberta Regional Search & Rescue Society (SARSAR)	Operational Expenses	\$ 11,127.50
<b>TOTAL REQUESTED</b>		<b>\$ 231,627.50</b>

Category 2 Event Grants	Event	Approved
CNP Chamber of Commerce Association	Best of Crowsnest Gala	\$ 2,500.00
CNP Chamber of Commerce Association	Christmas in the Mountains	5,000.00
CNP Chamber of Commerce Association	Crowfest	\$ 15,000.00
Kananaskis Rodeo Association	Kananaskis Pro Rodeo	\$ 29,000.00
Coleman Community Society	Various events	\$ 7,000.00
Crowsnest Economic Development Pass Doors Open & Heritage Festival	Pass Doors Open & Heritage Festival	\$ 7,000.00
Crowsnest Consolidated High School	Graduation Ceremonies	\$ 4,000.00
Bellecrest Community Association	Bellecrest Days, Lights Festival, Can Day	\$ 7,000.00
CNP 40	Amazing Race	\$ 8,000.00
Crowsnest Pass Agricultural Society	Pole & Spur	\$ 2,000.00
Sole Survivor Trail Race	Sole Survivor Trail Race	\$ 2,000.00
<b>TOTAL REQUESTED</b>		<b>\$ 88,500.00</b>

Category 3 Funding	Amount
High School Scholarship	\$ 1,000.00
Other Funding Allocations	\$ 4,000.00
<b>TOTAL AVAILABLE</b>	<b>\$ 5,000.00</b>

FCSS	Approved
Kids Kollege Nursery School	\$ 19,200.00
Family Resource Centre	\$ 20,000.00
Ranchland Victims Services	\$ 3,500.00
CNP 40 Youth	\$ 20,000.00
BRAT Pack	\$ 1,500.00
CNP Indoor Playground	\$ 3,500.00
Volunteer Crowsnest	\$ 12,000.00
Seniors	\$ 6,300.00
Category 2 Funding	\$ 5,000.00
<b>TOTAL REQUESTED</b>	<b>\$ 91,000.00</b>

<b>DEPARTMENT</b>	<b>2022 STAFFING</b>	<b>2023 STAFFING</b>	<b>2024 STAFFING</b>
<b>Office of the CAO</b>	3.0	3.0	3.0
<b>Corporate Services</b>	5.86	5.86	5.86
<b>Finance</b>	6.55	6.55	6.55
<b>Protective Services</b>	5.0	6.0	5.6
<b>Community Services</b>	8.85	9.0	9.0
<b>Transportation Services</b>	14.5	14.5	14.5
<b>Utilities Services</b>	7.5	7.5	7.5
<b>Development and Trades</b>	8.0	8.0	8.0
<b>Ski Hill</b>	3.0	3.0	3.0
<b>Total Permanent FTE</b>	62.26	63.41	63.01
<b>Permanent Casual Staffing</b>			
<b>Community Services</b>	4	4	4
<b>Corporate Services</b>	1	1	1
<b>Summer Staffing</b>			
<b>Community Services</b>	6	7	7
<b>Pool</b>		17	17
<b>Protective Services</b>	2	2	2
<b>Transportation</b>	2	2	2
<b>Ski Hill</b>	1	1	2
<b>Winter Staffing</b>			
<b>Ski Hill</b>		58	58

## 2024 Initiatives

Initiative Name	Amount Requested	Approved	Funding Sources
<b>2023 INITIATIVES Carried Forward</b>			
2023 Asphalt Milling & Overlay	\$ 425,000.00	\$ 425,000.00	Millrate/Road Reserve
Road Deep Base Repair	\$ 250,000.00	\$ 250,000.00	Road Reserve
Facility Fencing	\$ 35,000.00		
MDM Windows, Exterior Doors and Fascia	\$ 650,000.00	\$ 650,000.00	Millrate Reserve
Crush Asphalt	\$ 150,000.00		
Demolition of Old Fire Training Centre	\$ 25,000.00	\$ 25,000.00	Facility Reserve
<b>2024 COUNCIL INITIATIVES FOR CONSIDERATION</b>			
Coleman Washroom	\$ 160,000.00	\$ 160,000.00	Millrate Reserve
Gazebo Park	\$ 1,000,000.00	\$ 350,000.00	Millrate Reserve
Hill Crest Ball Diamond Completion	\$ 1,000,000.00	\$ 100,000.00	Millrate Reserve
Street Sweeper	\$ 700,000.00	\$ 34,000.00	Road Reserve
Water Feature	\$ 10,000.00		
Pedestrian Light 20 AVE and 133 Street	\$ 11,000.00		
<b>2024 DEPARTMENT INITIATIVES FOR CONSIDERATION</b>			
Bellevue Memorial Playground	\$ 148,000.00	\$ 148,000.00	Millrate Reserve
Hillcrest Ball backstops	\$ 32,000.00	\$ 32,000.00	Green Space
Coleman Union Hall - detailed woodwork painting	\$ 4,000.00	\$ 4,000.00	Facility Reserve
MDM dishwasher	\$ 15,000.00	\$ 15,000.00	Facility Reserve
Library - paint exterior wood siding	\$ 25,000.00	\$ 25,000.00	Facility Reserve
Fire Station No. 1 - replace west facing windows	\$ 20,000.00	\$ 20,000.00	Facility Reserve
Downtown Coleman Parking Design	\$ 15,000.00	\$ 15,000.00	Road Reserve
Hillcrest/Bellevue walking Trail	\$ 35,000.00	\$ 35,000.00	Road Reserve
Pool Website + Rebrand	\$ 10,000.00	\$ 10,000.00	Pool Reserve
Deck Furniture Upgrade	\$ 10,000.00	\$ 10,000.00	Pool Reserve
Crowsnest Pass Lifejacket Loaner Station	\$ 4,200.00	\$ 4,200.00	Millrate Reserve
Cold Storage Fencing	\$ 14,000.00	\$ 14,000.00	Ski Hill Reserve
Snowgun Purchase/lease	\$ 145,000.00	\$ 145,000.00	Ski Hill Reserve
Alberta First Responders Radio Communication System (AFF	\$ 190,000.00	\$ 215,000.00	Millrate Reserve
<b>TOTALS</b>	<b>\$ 5,083,200.00</b>	<b>\$ 2,686,200.00</b>	



## Capital Project Summary

Approved										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
<b>Upgrade/Replace Existing Assets</b>										
Fleet replacement	250,000	2,575,000	1,670,000	2,455,000	1,415,000	1,075,000	350,000	275,000	2,925,000	12,990,000
Deep Infrastructure Replacement	1,750,000	1,400,000	-	-	2,000,000	-	2,000,000	-	2,000,000	9,150,000
Road Rehabilitation	-	-	-	1,250,000	-	1,250,000	-	1,250,000	-	3,750,000
IT Upgrades	-	-	-	-	-	-	-	-	-	-
Office Upgrades	250,000	-	-	-	-	-	-	-	-	250,000
Upgrading	-	-	6,000,000	-	-	-	-	-	-	6,000,000
* Revitalize Mainstreet Bellevue	1,300,000	1,000,000	-	-	-	-	-	-	-	2,300,000
<b>Enhancements</b>										
Water Meters	-	2,300,000	-	-	-	-	-	-	-	2,300,000
Outdoor Skateboard Park	-	-	-	225,000	-	-	-	-	-	225,000
<b>New Initiatives</b>										
Asphalt Milling & Overlay	-	425,000	-	-	-	-	-	-	-	425,000
Road Deep Base Repair	-	250,000	-	-	-	-	-	-	-	250,000
MDM Windows, Exterior Doors and Fascia	-	650,000	-	-	-	-	-	-	-	650,000
Beautification Project	50,000	-	-	-	-	-	-	-	-	50,000
Coleman Outdoor Washroom	-	160,000	-	-	-	-	-	-	-	160,000
Gazebo Park Beautification Phase 1 Design	-	350,000	1,000,000	-	-	-	-	-	-	1,350,000
Hillcrest Ball Diamond - Design	-	100,000	-	-	-	-	-	-	-	100,000
Bellevue Memorial Playground	-	148,000	-	-	-	-	-	-	-	148,000
MDM Dishwasher	-	15,000	-	-	-	-	-	-	-	15,000
Library - Paint Exterior	-	25,000	-	-	-	-	-	-	-	25,000
Fire Station No 1 - replace west windows	-	20,000	-	-	-	-	-	-	-	20,000
Downtown Coleman Parking Design	-	15,000	-	-	-	-	-	-	-	15,000
Hillcrest/Bellevue walking Trail connector	-	35,000	-	-	-	-	-	-	-	35,000
Pool Deck Furniture Upgrade	-	10,000	-	-	-	-	-	-	-	10,000
Crowsnest Pass Lifejacket replacement	-	4,200	-	-	-	-	-	-	-	4,200
Cold Storage Fence Ski Hill	-	14,000	-	-	-	-	-	-	-	14,000
Snowgun Purchase	-	145,000	-	-	-	-	-	-	-	145,000
AFRRCS Radios (First Responder system)	-	215,000	-	-	-	-	-	-	-	215,000
Continuation of Self Watering Planters	20,000	-	-	-	-	-	-	-	-	20,000
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>3,620,000</b>	<b>9,856,200</b>	<b>8,670,000</b>	<b>3,930,000</b>	<b>3,415,000</b>	<b>2,325,000</b>	<b>2,350,000</b>	<b>1,525,000</b>	<b>4,925,000</b>	<b>40,616,200</b>

Project Funding										
Grant - AMWWP (Provincial Funding)	-	-	4,000,000	-	-	-	-	-	-	4,000,000
Grant - FGTF (Federal Funding)	780,000	-	-	1,250,000	-	1,250,000	-	1,250,000	-	4,530,000
Grant - MSI Capital (Provincial Funding)	500,000	1,075,000	655,000	955,000	465,000	1,075,000	350,000	275,000	2,925,000	8,275,000
Longterm Financing (Debt/Loan)	1,770,000	3,750,000	3,000,000	1,725,000	850,000	-	-	-	-	11,095,000
Short-term Financing / Levy	-	2,300,000	-	-	-	-	-	-	-	2,300,000
Operating Budget (Taxes)	70,000	-	-	-	100,000	-	-	-	-	170,000
Reserve - Water	500,000	150,000	-	-	2,000,000	-	2,000,000	-	2,000,000	6,650,000
Reserve - Facilities	-	60,000	-	-	-	-	-	-	-	60,000
Reserve - Road	-	157,932	-	-	-	-	-	-	-	157,932
Reserve - Pool	-	10,000	-	-	-	-	-	-	-	10,000
Reserve - Ski Hill	-	134,189	15,000	-	-	-	-	-	-	149,189
Reserve - Mill Rate Stabilization (Reserves)	-	2,219,079	1,000,000	-	-	-	-	-	-	3,219,079
<b>TOTAL CAPITAL FUNDING</b>	<b>3,620,000</b>	<b>9,856,200</b>	<b>8,670,000</b>	<b>3,930,000</b>	<b>3,415,000</b>	<b>2,325,000</b>	<b>2,350,000</b>	<b>1,525,000</b>	<b>4,925,000</b>	<b>40,616,200</b>

<b>Surplus / Shortfall</b>	<b>0</b>
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\* \$1,700,000 for Bellevue Mainstreet project was committed in 2022 for a total project cost of \$4,000,000.

## 2023 - 2031 Capital Projects

	2023 AMOUNT	2024 AMOUNT	2025 AMOUNT	2026 AMOUNT	2027 AMOUNT	2028 AMOUNT	2029 AMOUNT	2030 AMOUNT	2031 AMOUNT	TOTAL INVESTMENT	FUNDING TYPE
	Approved	Approved									
<b>Upgrade/Replace Existing Assets</b>											
<b>Fleet replacement</b>											
Light Pickups	250,000	325,000	325,000	275,000	200,000	350,000	350,000	275,000	275,000	2,625,000	MSI Grant
Maintenance Vans	-	-	-	120,000	240,000	-	-	-	-	360,000	MSI Grant
Area Mowers	-	100,000	80,000	-	25,000	-	-	-	-	205,000	MSI Grant
Sand Trucks	-	-	250,000	260,000	-	-	-	-	-	510,000	MSI Grant
Tandem Axle Trucks	-	250,000	-	-	-	275,000	-	-	-	525,000	MSI Grant/reserve
Bucket Truck	-	-	-	-	-	-	-	-	250,000	250,000	MSI Grant
Wheel Loaders	-	400,000	-	-	-	-	-	-	-	400,000	MSI Grant
Street Sweeper	-	-	-	-	850,000	-	-	-	-	850,000	LT Debt
Hydro Vac Truck	-	-	-	-	-	-	-	-	850,000	850,000	MSI Grant
Track Excavator	-	-	-	-	-	-	-	-	500,000	500,000	MSI Grant
Backhoe	-	-	-	-	-	300,000	-	-	-	300,000	MSI Grant
Grader	-	-	-	-	-	-	-	-	650,000	650,000	MSI Grant
Brush Trucks	-	-	-	300,000	-	-	-	-	-	300,000	MSI Grant
Fire Engines	-	1,500,000	-	1,500,000	-	-	-	-	-	3,000,000	LT Debt
Fire Rescue	-	-	500,000	-	-	-	-	-	-	500,000	LT Debt
Ladder Trucks	-	-	-	-	-	-	-	-	-	-	LT Debt
Rescue ATVs	-	-	-	-	100,000	-	-	-	-	100,000	Operating Budget
Rescue Snowmobiles	-	-	-	-	-	-	-	-	-	-	Operating Budget
Skidsteer	-	-	-	-	-	150,000	-	-	-	150,000	MSI Grant
Skidder	-	-	-	-	-	-	-	-	400,000	400,000	MSI Grant
Snow Cats	-	-	500,000	-	-	-	-	-	-	500,000	LT Debt
Ski Hill Snowmobiles	-	-	15,000	-	-	-	-	-	-	15,000	Reserve
<b>Deep Infrastructure Replacement</b>											
Bellevue Fire Pump and Main	1,750,000	1,250,000	-	-	-	-	-	-	-	3,000,000	Reserve/Debt
River Bottom PRV and Vault Replacement	-	150,000	-	-	-	-	-	-	-	150,000	Reserve
Water Main Replacements	-	-	-	-	2,000,000	-	2,000,000	-	2,000,000	6,000,000	Reserve/Debt
<b>Road Rehabilitation</b>											
Road Rehabilitation	-	-	-	1,250,000	-	1,250,000	-	1,250,000	-	3,750,000	FGT Grant
<b>Other Replacement</b>											
IT Upgrades	-	-	-	-	-	-	-	-	-	-	Reserve
Office Upgrades	250,000	-	-	-	-	-	-	-	-	250,000	MSI Grant
Frank Wastewater Treatment Plant Upgrading	-	-	6,000,000	-	-	-	-	-	-	6,000,000	AMWWP Grant / LT
* Revitalize Mainstreet Bellevue	1,300,000	1,000,000	-	-	-	-	-	-	-	2,300,000	FGT Grant/Debt
<b>Enhancements</b>											
Water Meters	-	2,300,000	-	-	-	-	-	-	-	2,300,000	ST Debt / Levy
Outdoor Skate Board Park	-	-	-	225,000	-	-	-	-	-	225,000	Donation/LT Debt
<b>New Initiatives</b>											
Asphalt Milling & Overlay	-	425,000	-	-	-	-	-	-	-	425,000	Reserve
Road Deep Base Repair	-	250,000	-	-	-	-	-	-	-	250,000	Reserve
MDM Windows, Exterior Doors and Fascia	-	650,000	-	-	-	-	-	-	-	650,000	Reserve
Beautification Project	50,000	-	-	-	-	-	-	-	-	50,000	Operating Budget
Coleman Outdoor Washroom	-	160,000	-	-	-	-	-	-	-	160,000	Reserve
Gazebo Park Beautification Phase 1 Design	-	350,000	1,000,000	-	-	-	-	-	-	1,350,000	Reserve
Hillcrest Ball Diamond - Design	-	100,000	-	-	-	-	-	-	-	100,000	Reserve
Bellevue Memorial Playground	-	148,000	-	-	-	-	-	-	-	148,000	Reserve
MDM Dishwasher	-	15,000	-	-	-	-	-	-	-	15,000	Reserve
Library - Paint Exterior	-	25,000	-	-	-	-	-	-	-	25,000	Reserve
Fire Station No 1 - replace west windows	-	20,000	-	-	-	-	-	-	-	20,000	Reserve
Downtown Coleman Parking Design	-	15,000	-	-	-	-	-	-	-	15,000	Reserve
Hillcrest/Bellevue walking Trail connector	-	35,000	-	-	-	-	-	-	-	35,000	Reserve
Pool Deck Furniture Upgrade	-	10,000	-	-	-	-	-	-	-	10,000	Reserve
Crownsnest Pass Lifejacket replacement	-	4,200	-	-	-	-	-	-	-	4,200	Reserve
Cold Storage Fence Ski Hill	-	14,000	-	-	-	-	-	-	-	14,000	Reserve
Snowgun Purchase	-	145,000	-	-	-	-	-	-	-	145,000	Reserve
AFRRCS Radios (First Responder system)	-	215,000	-	-	-	-	-	-	-	215,000	Reserve
Continuation of Self Watering Planters	20,000	-	-	-	-	-	-	-	-	20,000	Operating Budget
<b>TOTAL</b>	<b>3,620,000</b>	<b>9,856,200</b>	<b>8,670,000</b>	<b>3,930,000</b>	<b>3,415,000</b>	<b>2,325,000</b>	<b>2,350,000</b>	<b>1,525,000</b>	<b>4,925,000</b>	<b>40,616,200</b>	

\* \$1,700,000 for Bellevue Mainstreet project was committed in 2022 for a total project cost of \$4,000,000.



## Long Term Debt Information

Bylaw Reference	Maturity	Begin 2024 Balance	2024 Payment	Begin 2025 Balance	2025 Payment	Begin 2026 Balance	2026 Payment	Begin 2027 Balance	2027 Payment	Begin 2028 Balance
<b>Existing Debt</b>										
Facility Upgrades, Bylaw 934 , 2015 Sports Complex	2026	229,810	90,499	139,311	92,392	46,918	46,918	0		
Facility Upgrades, Bylaw 934, 2015 MDM	2026	93,866	36,964	56,902	37,738	19,164	19,164	0		
Pool Design, Bylaw 937,2015	2036	206,867	13,984	192,883	14,387	178,497	14,801	163,696	15,227	148,469
Pool Construction, 938, 2015	2036	824,717	56,107	768,610	57,662	710,947	59,261	651,687	60,903	590,783
Frank Wastewater Treatment Plant, Bylaw 938, 2015 (Phase 1)	2041	1,330,545	55,449	1,275,097	57,262	1,217,834	59,136	1,158,699	61,070	1,097,629
Frank Wastewater Treatment Plant, Bylaw 961,2016 (Phase 3)	2041	1,596,654	66,538	1,530,116	68,715	1,461,401	70,963	1,390,439	73,284	1,317,154
Complex Ice Plant, Bylaw 1024, 2019	2039	1,009,352	52,167	957,186	53,460	903,726	54,785	848,941	56,143	792,798
Frank Wastewater Treatment Plant, Bylaw 1054, 2020 (Phase 1,3 and 4)	2047	962,629	26,100	936,529	27,090	909,439	28,118	881,320	29,186	852,135
Frank Wastewater Treatment Plant, Bylaw 1054, 2020 (Phase 1,3 and 4)	2047	1,937,599	44,287	1,893,312	46,566	1,846,746	48,961	1,797,785	51,480	1,746,305
Fire Ladder Truck, Bylaw 1074,2021	2032	1,189,783	124,519	1,065,264	128,371	936,893	132,342	804,552	136,436	668,116
<b>Proposed Debt</b>										
Frank Wastewater Treatment Plant, Bylaw XXXX,2025 (Phase 2)	25 year			2,000,000	18,154	1,981,846	37,915	1,943,931	40,161	1,903,770
Fire Engine, Bylaw 1166,2023	10 year			0	0	1,400,000	107,674	1,292,326	113,822	1,178,504
Fire Engine, Bylaw XXXX,2027	10 year								0	1,400,000
Bellevue Main Street Upgrade	20 year	2,000,000	27,132	1,972,868	56,647	1,916,222	59,980	1,856,242	63,509	1,792,733
Bellevue Fire Pump and Main Upgrade	20 year	2,500,000	35,079	2,464,921	73,078	2,391,843	77,153	2,314,690	81,454	2,233,236
Snow Cat	10 year			450,000	17,065	432,935	35,584	397,352	37,615	359,736
<b>TOTAL DEBENTURES</b>		<b>13,881,823</b>	<b>628,824</b>	<b>15,702,999</b>	<b>748,586</b>	<b>16,354,413</b>	<b>852,754</b>	<b>15,501,659</b>	<b>820,291</b>	<b>16,081,368</b>

### 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:

	2022
Debt limit (1.5 times revenue)	28,060,044
Actual debt	9,931,756
Debt servicing limit (.25 times revenue)	4,676,674
Actual servicing	888,787

## 2024 Reserves

RESERVES	2023 Opening Balance	2023 Transfer from Reserve	2023 to Reserve	2023 Projected Balance	2024 Transfer From Reserve	2024 Transfer to Reserve	2024 Projected Balance
Facilities	67,702	(54,000)	61,095	74,797	(89,000)	95,086	80,883
Roads	260,947	(355,134)	122,195	28,008	(191,932)	163,924	-
Wastewater Utility	634,876	(529,940)	154,702	259,638	-	215,651	475,289
Water Utility	474,509	(140,000)	176,038	510,547	-	227,983	738,530
Pool	9,177	-	9,783	18,960	(20,000)	16,019	14,979
Ski Hill	78,575	(36,765)	39,513	81,323	(134,189)	52,866	-
New Recreation Facility	3,901,157	-	-	3,901,157	-	-	3,901,157
IT	97,300	(33,000)	18,160	82,460	-	23,000	105,460
Council	-	-	4,000	4,000	-	-	4,000
Land Purchases/Sales	2,055,580	(1,030,275)	90,000	1,115,305	-	40,000	1,155,305
Land Servicing	78,636	-	-	78,636	-	39,383	118,019
Mill Rate Stabilization Reserve	269,469	(253,750)	2,959,083	2,974,802	(2,219,079)	531,069	1,286,792
Family Community Support Services (FCS)	40,313	-	-	40,313	-	1,420	41,733
Economic Development	26,950	-	3,778	30,728	(30,728)	-	-
Cemetery	8,673	-	5,000	13,673	-	6,000	19,673
Fleet & Equipment	108,967	(99,999)	19,249	28,217	-	24,159	52,376
Emergency Management Reserve	258,896	-	27,368	286,264	-	65,767	352,031
Green Space	84,644	(6,600)	10,288	88,332	(32,000)	16,502	72,834
Risk Management Reserve	129,477	-	-	129,477	-	-	129,477
Marketing/Promotions	115,200	-	-	115,200	30,728	6,507	152,435
Elections	9,000	-	11,000	20,000	-	11,000	31,000
Community Initiatives/Grants	-	-	-	-	-	-	-
	<b>8,710,049</b>	<b>(2,539,462)</b>	<b>3,711,252</b>	<b>9,881,839</b>	<b>(2,686,200)</b>	<b>1,536,336</b>	<b>8,731,975</b>