




Claresholm

Where **Community** Takes Root

Final Budget Document

2021

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CAO


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Assessment & Taxation

What is Property Assessment?

“Property assessment is the process of assigning a dollar value to a property for taxation purposes. In Alberta property is taxed based on the *ad valorem* principle. *Ad valorem* means “according to value.” This means that the amount of tax paid is based on the value of the property.” Source: http://www.municipalaffairs.alberta.ca/1538.cfm#What_is_Property_Assessment

What is Property Tax?

“Property taxes are a primary source of revenue for municipalities. Property taxes are used to finance local programs and services, such as:

- Garbage collection
- Water and sewer services
- Road construction and maintenance
- Parks and leisure facilities
- Police and fire protection
- Seniors’ lodges
- Education

Each municipality is responsible for ensuring that each property owner pays his or her share of taxes. Property assessment is the method used to distribute the tax burden among property owners in a municipality.” Source: http://www.municipalaffairs.alberta.ca/1538.cfm#What_is_Property_Assessment

What is School Tax?

“In 1994, the Government of Alberta established the Alberta School Foundation Fund (ASFF). This fund makes certain that the education property tax is accounted for separately from general revenues.

Every year the province calculates, based on assessment value, the amount each municipality must contribute towards the public education system. Municipalities collect the education property tax and then forward it to the province for deposit into the ASFF.”

Source: <http://education.alberta.ca/admin/funding/tax/facts.aspx>

Town of Claresholm Mill Rates

Each year, Council, during its budgetary process, approves the amount of revenue required to operate the municipality. From this amount they subtract the known revenues, such as grants, licenses, permits and so on. The remainder represents the amount of money to be raised by property taxes. The amount to be raised is divided by the total assessed value of all the property in the municipality and multiplied by 1,000 to decide the tax rate also known as the “mill rate.”

Town Council continues to remain fiscally responsible and has made a concerted effort to curb spending when reasonable to do so.

The table below outlines the mill rate trends since 2016.

	2016	2017	2018	2019	2020	2021
Municipal Residential	6.5130	6.7050	6.7997	6.7282	6.7691	TBD
Municipal Non Residential	12.0279	12.5841	11.5303	11.4000	11.3770	TBD
Municipal Vacant Residential & Farmland	11.3956	14.0650	6.7997	6.7282	6.7691	TBD
Annexed Residential	0	3.4000	3.4000	3.8760	3.9560	TBD
Annexed Farmland	0	6.8890	6.8890	7.3650	7.4450	TBD
Annexed Non-Residential	0	7.4890	7.7930	7.9690	8.1360	TBD
Porcupine Hills Lodge – Residential, Non-Residential, Vac. Res. & Farmland	0.2767	0.2767	0.2672	0.2659	0.2605	TBD
Annexed Porcupine Hills Lodge – Residential, Non-Residential, Vac. Res. & Farmland	0	0.3120	0.3030	0.2930	0.2760	TBD
Education ASFF – Residential, Vacant Res. & Farmland	2.5485	2.5318	2.5334	2.4655	2.5379	TBD
Education ASFF - Non Residential	3.5621	3.7897	3.4159	3.5160	3.7339	TBD
Annexed Education ASFF – Res., Vac. Rec., & F.L.	0	2.4960	2.5010	2.5150	2.4850	TBD
Annexed Education ASFF – Non-Residential	0	4.1220	3.7180	3.7020	3.6490	TBD

Town of Claresholm Budget

Comparative Statement of Operations

	2021 Budget	2020 Budget
Revenue		
Net municipal taxes (Sch 1)	3,537,318	3,349,579
User fees and sales of goods	2,810,752	2,975,960
Government transfers for operating	684,862	598,047
Investment income	60,000	60,000
Penalties and costs of taxes	88,100	104,100
Licenses and permits	103,000	97,000
Franchise and concession contracts	214,616	212,491
Rental	109,080	123,257
Other	152,500	107,500
Total Revenue	7,760,227	7,627,934
Expenses (includes amortization)		
Legislative	115,000	109,000
Administration	1,390,237	1,276,922
Policing	112,119	73,730
Fire	218,363	206,430
Bylaw enforcement	111,295	124,445
Common and equipment pool	657,156	537,581
Roads, streets, walks and lighting	852,848	836,521
Airport	17,250	15,840
Storm sewers and drainage	286,112	284,317
Water supply and distribution	1,277,866	1,273,056
Wastewater treatment and disposal	509,934	513,005
Solid waste management	693,700	636,481
Family and community support services	251,440	289,749
Day care	38,202	38,202
Cemeteries and crematoriums	20,136	18,973
Other public health and welfare	3,000	3,000
Weed and pest control	44,916	44,750
Economic development	421,856	309,689
Subdivision land and development	206,562	200,212
Parks and recreation	991,256	982,988
Culture - libraries, museums and halls	366,657	364,433
Total Expenses	8,585,906	8,139,324
Deficiency of revenue over expenses before other	(825,679)	(511,390)

Other		
Government transfers for capital	3,195,900	2,445,543
Surplus (deficiency)	2,370,221	1,934,153
Adjustment for Non-Cash items		
Amortization expenses	1,725,865	1,699,578
Adjustment for cash items that are not revenues and expenses (but are sources or uses of funds)		
Capital expenditures	(5,004,022)	(5,427,542)
Debt proceeds	750,000	2,800,000
Debt principal repayment	(429,439)	(383,144)
8th Street NW Promissory Note	-	(100,000)
Transfers to reserves from operations	(591,937)	(716,270)
Transfers to operations from reserves	172,136	96,225
Transfer from reserves for capital	1,007,175	97,000
Budget balance	-	-

Schedule 1	2021 Budget	2020 Budget
Taxation		
Property taxes: Vacant residential and farmland	54,173	51,900
Property taxes: Non-residential	1,127,008	1,079,743
Property taxes: Linear property	121,604	118,909
Property taxes: Residential	3,556,133	3,351,400
Federal grants in lieu of taxes	6,381	6,256
Provincial grants in lieu of taxes	23,292	22,835
Local improvement taxes	5,140	12,935
	4,893,731	4,643,978
Less: Requisitions		
Alberta school foundation fund	1,241,716	1,179,599
Porcupine Hills Lodge	114,023	114,139
Designated Industrial Property	674	661
	3,537,318	3,349,579

DEPARTMENT
OPERATING
BUDGETS

4 Year Operating Budgetary Deficit (Surplus) Summary By Function

Excludes Amortization and Capital

OPERATING BUDGET DEFICIT (SURPLUS)	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Council	115,000	83,060	109,000	113,160	113,342
Municipal general revenue and requisitions	(3,984,683)	(3,965,227)	(3,663,935)	(3,560,114)	(3,529,560)
General administration	1,130,239	1,078,295	991,709	3,849,374	1,138,947
Policing	97,119	45,682	40,730	(20,395)	(34,482)
Fire department	203,758	165,181	185,585	158,117	118,178
Bylaw enforcement	41,526	78,219	79,031	104,515	67,357
Equipment pool	522,817	533,168	437,961	428,143	519,961
Roads and streets	583,934	622,778	567,888	565,797	563,375
Airport	17,250	23,271	9,330	9,777	5,790
Storm sewer utility	11,938	30,047	3,989	8,362	17,673
Water utility	(149,389)	(148,364)	(141,860)	(134,709)	(136,036)
Sanitary sewer utility	(121,644)	(234,630)	(208,572)	(208,078)	(165,708)
Garbage collection	(0)	-	1	0	-
Recycling	(0)	60,361	(1)	(1)	(0)
Childcare contribution	38,202	38,200	38,202	38,202	38,202
Family & Community Support Services (FCSS)	(0)	6,139	(1)	(6,288)	3,632
Cemetery	6,203	8,739	7,540	9,159	7,885
Other public health and welfare	-	-	-	-	-
Weed and pest control	17,533	15,294	17,367	12,795	13,286
Economic development	154,829	120,333	178,489	128,830	163,545
Planning and development	134,462	117,835	133,612	134,424	126,296
General recreation	19,613	34,439	36,301	28,587	32,643
Parks	97,588	96,991	107,774	113,138	111,612
Arena	173,206	164,344	149,885	133,158	198,349
Aquatic Centre	163,221	153,857	112,373	146,628	146,044
Museum	100,450	68,753	87,576	80,903	58,115
Library	192,833	224,332	224,383	217,786	216,162
OPERATIONAL NET DEFICIT (SURPLUS)	(433,995)	(578,904)	(495,643)	2,351,270	(205,394)

COUNCIL

The Council budget deals with all costs associated and incurred by Municipal Council including per diems, fees for meetings and conferences, travel reimbursements and professional development.

COUNCIL	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Wages, meetings and per diems	93,000	81,065	93,000	94,673	103,125
Travel and conventions	10,750	1,535	10,750	15,148	8,641
Education	5,000	460	5,000	3,339	1,577
Materials, supplies and operating costs	6,250	-	250	-	-
NET DEFICIT (SURPLUS) COUNCIL	115,000	83,060	109,000	113,160	113,342

Members of Council sit on various internal and external boards and committees and are compensated according to Bylaw #1589. The following table outlines the Council remuneration fees for 2021 until Nov 1, 2021.

	2021 Remuneration Fees
Mayor – Annual	\$8,000/year
Councillors– Annual	\$5,600/year
Council Meetings	\$140/meeting attended
Per Diem Half Day or Evening (4 - 6 hours)	\$115/half day
Per Diem Full Day (6 hours or more)	\$230/full day
Per Diem Less Than 4 Hours	\$23/hour
Mileage	\$0.57/km
Meals and accommodation at cost	Upon submission of valid receipts

Variance Highlights

- 2021 is an election year. Materials, supplies and operating costs have been increased to provide budget for new iPads for the incoming Council.

MUNICIPAL GENERAL REVENUE AND REQUISITIONS

General Revenue is generated from Municipal Property Taxes and Grants In Lieu. Grants In Lieu are paid for property which is owned by the Provincial and Federal Governments. The grant is equal to the taxes that would have been paid if the property was not exempt from taxation. The *Municipal Government Act* defines "requisition" as any part of the amount required to be paid into the Alberta School Foundation Fund that is raised by imposing a tax rate, and any amount to be paid to a management body referred to in the *Alberta Housing Act*. The Town of Claresholm pays requisitions to the Alberta School Foundation Fund and the Porcupine Hills Lodge Foundation. This budget also includes (in "General municipal revenue") the ATCO Gas Franchise Agreement at a rate of 10% (approx. \$100K) and the Fortis Franchise Agreement at a rate of 4% (approx. \$100K).

MUNICIPAL GENERAL REVENUE & REQUISITIONS	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Taxes	(4,858,918)	(4,596,577)	(4,601,952)	(4,432,004)	(4,323,078)
Education taxes	-	-	-	-	-
Grants in lieu	(29,673)	(29,090)	(29,091)	(34,312)	(40,228)
Taxes and grants in lieu	(4,888,591)	(4,625,668)	(4,631,043)	(4,466,316)	(4,363,306)
General municipal revenue	(452,505)	(633,111)	(327,291)	(354,674)	(378,698)
General municipal revenue	(452,505)	(633,111)	(327,291)	(354,674)	(378,698)
Designated Industrial Property	674	-	661	-	-
Home for aged - Porcupine Hills Lodge	114,023	114,139	114,139	112,399	109,653
School Foundation Program - res. & farmland	931,304	886,088	886,088	878,775	856,597
School Foundation Program - non-residential	310,412	293,325	293,511	269,702	246,194
NET DEFICIT (SURPLUS) GENERAL	(3,984,683)	(3,965,227)	(3,663,935)	(3,560,114)	(3,529,560)

Variance Highlights

- Net tax revenue increase for municipal purposes is approximately 2% not including requisitions.
- General municipal revenue is up from 2020 budget by approximately \$125,000 due to \$73,000 Municipal Operating Support Transfer (MOST) remaining to be utilized in 2021 and \$50,000 Federation of Canadian Municipalities grant for asset management.
- School Foundation Program requisitions are up significantly due to changes in the equalized assessment across the province.

ADMINISTRATION

The Administration budget includes business licenses, general operating grants (such as Municipal Sustainability Initiative (MSI) operating grant), rentals, internal transfers, and other miscellaneous income. Expenditures include finance, reception, utilities, communication, human resources and other general administrative costs.

ADMINISTRATION	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Business licenses	(28,000)	(28,480)	(27,000)	(25,760)	(29,980)
General administrative revenue	(92,350)	(320,156)	(439,786)	2,686,534	(228,780)
Administrative general revenue	(120,350)	(348,636)	(466,786)	2,660,774	(258,760)
Wages and benefits	646,244	630,884	652,308	631,727	595,591
Consultant fees	33,249	27,759	47,094	34,549	63,066
Materials, supplies and operating costs	306,500	301,950	291,888	326,205	334,563
Assessor	52,000	51,648	52,000	50,912	53,631
Auditor	15,190	19,780	21,300	19,465	19,500
Legal	20,000	19,306	20,000	25,190	34,501
Municipal grants	79,350	82,531	86,000	87,147	86,976
Celebrations	20,500	10,078	20,500	20,154	22,982
Tax levy cancellations and discounts	107,100	13,149	12,450	12,132	13,041
Public relations and taxi subsidy	10,500	9,188	11,500	15,787	16,349
Staff development and training	9,000	6,752	10,000	11,706	7,856
Debt interest	67,673	40,134	34,426	-	-
Amortization	22,931	22,931	17,456	18,827	73,022
Administrative general expenses	1,390,237	1,236,090	1,276,922	1,253,801	1,321,079
	1,269,887	887,454	810,136	3,914,575	1,062,319
Operational budget adjustments					
Addback amortization	(22,931)	(22,931)	(17,456)	(18,827)	(73,022)
Transfer from reserve - operating	(67,836)	(30,871)	(43,225)	(15,601)	(13,286)
Internal charges to other departments	(84,090)	(78,575)	(78,575)	(78,575)	(79,465)
Internal transfers (expenses)	35,209	55,263	53,309	47,802	42,400
Transfer to reserve - operating	-	267,955	267,520	-	-
Transfer to reserve - capital	-	-	-	-	200,001
NET DEFICIT (SURPLUS) ADMINISTRATION	1,130,239	1,078,295	991,709	3,849,374	1,138,947

Variance Highlights

- General administrative revenue is down nearly \$350K due to a \$89,000 decrease in provincial operational grant funding from the Municipal Sustainability Initiative program and one-time land sale proceeds budgeted in 2020 with no comparable in 2021. There was also a decrease due to the financial services contract with Granum ending in early 2020.
- An approximate 2.25% increase in wages and benefits for union and non-union cost of living increase and changes in benefit rates. This will be the same across all departments unless otherwise stated.
- Consultant fees decreased due to decreasing management consulting fees back down to normal now that the Intermunicipal Collaboration Framework (ICF) and the Water Shortage Plan update are complete. No significant projects or consultation planned or expected in 2021. ICF projects that are continuing in 2020 and 2021 are funded through Alberta Community Partnership (ACP) grants that are being managed by the Town of Fort Macleod.
- Minor drop in materials, supplies, and operating costs, mostly related to removal of modular rent costs to the school district as the modular is now owned by the Town. This was largely offset by 5K in election expenses added for the 2021 election.
- Professional fees dropped \$6K with new Audit contract.
- Small drop in Municipal Grants due to discontinuing the practice of forgiving the taxes levied and paying the Board liability insurance for most community organizations.
- Significant increase in Tax Levy Cancellations due to the tax incentive program for non-residential improvements.
- Debenture interest increased \$33K as this is the first full year (2 semi-annual payments) of payments for our \$2.8M debenture for the Multi-use Community Complex. In 2020 there was only one payment.
- A decrease of \$16.6K in internal expenses by way of reducing or removing many of the “grants” of Town utilities to community organizations. In the past these community organizations have not been charged for water, sewer, or solid waste services.

POLICING

The Policing budget includes provincial fine revenues received by the Town which was previously included in the Bylaw department budget. The expense is the new Provincial Policing Costs that have been charged to the municipality.

POLICING	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Provincial fines collected	(15,000)	(9,615)	(33,000)	(20,395)	(34,482)
Provincial fines collected	(15,000)	(9,615)	(33,000)	(20,395)	(34,482)
Provincial policing costs	112,119	55,298	73,730	-	-
Fire department expenses	112,119	55,298	73,730	-	-
NET DEFICIT (SURPLUS) FIRE DEPARTMENT	97,119	45,682	40,730	(20,395)	(34,482)

Variance Highlights

- The Government of Alberta's new police funding model charges small municipalities for policing costs. In 2020 this is charged was 10% of the cost. This year it will increase to 15%. It will continue to increase to 20% in 2022, and 30% in 2023 and beyond.

FIRE

The Fire budget deals with expenses related to operating the Volunteer Fire Department. The Town of Claresholm fire services are provided through the Claresholm Volunteer Fire Department in partnership with the M.D. of Willow Creek.

FIRE DEPARTMENT	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Provincial Grants	-	(5,040)	(5,040)	(60,029)	(78,506)
MD contributions	(7,000)	(8,098)	(7,000)	(7,293)	(6,111)
Non-government contribution	(5,000)	(29,067)	(5,000)	(21,900)	(2,682)
Fire department revenue	(12,000)	(42,205)	(17,040)	(89,223)	(87,299)
Wages and benefits	130,531	121,981	112,888	104,331	44,908
Equipment, fuel, etc	30,000	23,340	29,980	30,350	68,620
Training	9,000	4,850	7,550	6,325	3,948
Materials, supplies and operating expenses	31,227	31,877	33,367	32,764	29,495
Regional fire study costs	-	10,410	5,040	60,029	78,506
Amortization	17,605	17,605	17,605	20,466	24,845
Fire department expenses	218,363	210,063	206,430	254,265	250,322
	206,363	167,858	189,390	165,042	163,022
Operational budget adjustments					
Addback amortization	(17,605)	(17,605)	(17,605)	(20,466)	(24,845)
Internal Charges	5,000	4,928	3,800	3,541	-
Transfer from reserve - operating	-	-	-	-	(30,000)
Transfer to reserve - capital	10,000	10,000	10,000	10,000	10,000
NET DEFICIT (SURPLUS) FIRE DEPARTMENT	203,758	165,181	185,585	158,117	118,178

Variance Highlights

- The Regional Fire Study is completed, therefore the Provincial Grants, and the offsetting Regional fire study costs are reduced to NIL.
- Wages and benefits increased for first full year of new Fire Chief with benefits.
- Training increased for additional safety codes training required for the new Fire Chief.

EMERGENCY MANAGMENT

The local Library Board oversees the activities and budget requests. The Municipality is a member of the Chinook Arch Regional Library system which is a network of independent, cooperating libraries in the southwestern corner of Alberta. Chinook Arch provides training, consulting, IT support and centralized purchasing, cataloguing, processing, and delivery services.

	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
EMERGENCY MANAGMENT					
Wages and benefits	27,110	34,500	-	-	-
Materials, supplies and operating expenses	1,500	1,811	2,500	2,355	-
NET DEFICIT EMERGENCY MANAGEMENT	28,610	36,311	2,500	2,355	-

Variance Highlights

- To better track and report on expenses related to emergency management, including wages for the Director of Emergency Management when he is acting in that role, this new department was created. The Wages and benefits accounts are new in 2020 as well.
- Materials, supplies, and operating expenses were decreased from prior year as the anticipated required purchases are decreasing as we become better prepared to respond to emergency events. This isn't direct costs in an emergency, or pandemic related costs, but rather are cost related to training and management of such events.

BYLAW ENFORCEMENT

The Bylaw Enforcement budget includes both bylaw and animal control activities. The Community Peace Officer program continues to focus on animal control and unsightly premises, with safety and security of residents taking a high priority. The activities will include an education component along with enforcement.

BYLAW ENFORCEMENT	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Licenses and fees	(12,000)	(7,670)	(12,000)	(15,361)	(11,812)
Municipal fines	(20,500)	(5,374)	(20,500)	(5,702)	(22,892)
Workshop revenue	(5,500)	(500)	(5,500)	(500)	(11,389)
Bylaw enforcement revenue	(38,000)	(13,544)	(38,000)	(21,563)	(46,092)
Wages and benefits	52,226	72,964	89,431	95,907	80,883
Animal services	3,500	572	1,000	608	531
Materials, supplies and operating expenses	22,550	15,179	23,350	20,852	28,838
Professional development	1,250	1,048	1,250	6,710	1,196
Amortization	3,160	3,160	6,914	6,314	5,456
Bylaw enforcement expenses	82,686	92,923	121,945	130,392	116,905
	44,686	79,379	83,945	108,829	70,813
Operational budget adjustments					
Addback amortization	(3,160)	(3,160)	(6,914)	(6,314)	(5,456)
Transfer to reserve - capital	-	2,000	2,000	2,000	2,000
NET DEFICIT (SURPLUS) BYLAW ENFORCEMENT	41,526	78,219	79,031	104,515	67,357

Variance Highlights

- Significant decrease in wages and benefits based on no longer employing a Community Peace Officer, and instead employing a Bylaw Enforcement Officer.
- Materials, supplies, and operating costs decreased by approximately by 2K based on not requiring the same level of monitoring services with a Bylaw Enforcement Officer as is needed for a Community Peace Officer. There were some other minor increases that partially offset this decrease, such as uniform costs, as none of the old uniforms or uniform components could be reused for a Bylaw Officer.
- Animal services was increased for a TNR program for stray cats to be run in 2021 at an estimated cost of \$3,000.

COMMON EQUIPMENT POOL

This department is responsible for general building and equipment maintenance and other general infrastructure. Equipment is then “rented” out to other departments to attempt to show a more accurate department cost.

EQUIPMENT POOL	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Rental revenue and insurance proceeds	-	-	-	(1,620)	-
Equipment pool revenue	-	-	-	(1,620)	-
Wages and benefits	203,764	201,285	187,961	199,758	216,807
Materials, supplies and operating expenses	381,053	394,089	314,000	293,651	369,253
Amortization	71,839	71,839	35,120	46,839	41,388
Equipment pool expenses	656,656	667,213	537,081	540,248	627,448
	656,656	667,213	537,081	538,628	627,448
Operational budget adjustments					
Addback amortization	(71,839)	(71,839)	(35,120)	(46,839)	(41,388)
Internal charges to other departments	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
Internal charges from other departments	8,000	7,794	6,000	6,354	3,901
NET DEFICIT (SURPLUS) EQUIPMENT POOL	522,817	533,168	437,961	428,143	519,961

Variance Highlights

- Materials, supplies and operating expenses increased \$67,000 due to remaining costs to complete the Infrastructure Master Plan (\$14,000) and costs for our asset management project utilizing the FCM grant (\$65,000) being budgeted as operational expenses as they do not result in a tangible asset. This is a correction in the classification of these budget items from last year. There was also an 11K decrease due to completion of phase 1 of the shop soil remediation project, which included excavation and fencing of the affected area.

ROADS, STREETS, WALKS & LIGHTS

This department is responsible for road maintenance including plowing, sanding, street sweeping, and curb repairs. Utility costs for street lighting is also included here.

ROADS, STREETS, WALKS, AND LIGHTS	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Local improvement charges	-	(770)	-	(9,968)	(3,770)
Roads and streets revenue	-	(770)	-	(9,968)	(3,770)
Wages and benefits	196,934	217,282	188,388	218,770	209,229
Contracted services	75,000	78,385	75,000	77,162	96,096
Engineering	2,000	1,254	2,000	1,284	1,164
Street lights	210,000	210,727	187,500	184,742	173,063
Materials, supplies and operating expenses	90,000	100,901	100,000	93,806	87,593
Amortization	278,914	278,914	283,633	282,950	271,709
Roads and streets expenses	852,848	887,462	836,521	858,715	838,854
	852,848	886,692	836,521	848,747	835,084
Operational budget adjustments					
Addback amortization	(278,914)	(278,914)	(283,633)	(282,950)	(271,709)
Transfer to reserve - operating	10,000	15,000	15,000	-	-
Transfer to reserve - capital	-	-	-	-	-
NET DEFICIT (SURPLUS) ROADS AND STREETS	583,934	622,778	567,888	565,797	563,375

Variance Highlights

- Street lights were increased to 2020 actuals. This expense was underbudgeted for in 2020 due to the addition of numerous street lights in late 2019.
- Materials, supplies and operating expenses increased \$10K from 2020 due to 2020 including an extra \$10K for an additional controlled traffic crossing signage and mechanism by Cottonwood with no comparable expense in 2021.

AIRPORT

The Town of Claresholm owns the municipal airport. The Director of Infrastructure Services oversees the operation of the airport and submits the annual budget for Council consideration.

AIRPORT	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Facility rental	-	-	(2,500)	(2,000)	(2,500)
Airport services revenue	-	-	(2,500)	(2,000)	(2,500)
Wages and benefits	-	702	4,330	3,574	1,587
Materials, supplies and operating expenses	17,250	22,569	7,300	8,203	6,365
Amortization	-	-	4,210	4,210	4,210
Airport services expenses	17,250	23,271	15,840	15,987	12,163
	17,250	23,271	13,340	13,987	9,663
Operational budget adjustments					
Addback amortization	-	-	(4,210)	(4,210)	(4,210)
Internal charges from other departments	-	-	200	-	338
NET DEFICIT (SURPLUS) AIRPORT	17,250	23,271	9,330	9,777	5,790

Variance Highlights

- Airport has been transferred to the MD of Willow Creek #26, therefore we no longer have any costs related to the airport with the exception of a second payment to contribute to runway repairs that was agreed to on transfer.

STORM SEWER UTILITY

The storm sewer utility includes all costs related to the collection and transmission of surface water runoff and potential overland flooding and deals with the safe storage and controlled release of this water to Frog Creek to prevent flooding damage downstream.

STORM SEWER UTILITY	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Local improvement charges	(1,318)	-	(9,113)	-	-
Other revenue	-	-	-	-	(42,247)
Storm sewer utility revenue	(1,318)	-	(9,113)	-	(42,247)
Wages and benefits	7,256	10,986	7,102	3,183	15,569
Contracted services	2,500	3,602	2,500	1,203	1,211
Materials, supplies and operating expenses	3,500	2,114	3,500	3,977	893
Overland flooding	-	13,346	-	-	42,247
Amortization	272,856	272,856	271,215	266,433	186,193
Storm sewer utility expenses	286,112	302,903	284,317	274,796	246,112
	284,794	302,903	275,204	274,796	203,866
Operational budget adjustments					
Addback amortization	(272,856)	(272,856)	(271,215)	(266,433)	(186,193)
NET DEFICIT (SURPLUS) STORM SEWER UTILITY	11,938	30,047	3,989	8,362	17,673

Variance Highlights

- Local improvement charges have decreased \$8K based on local improvement tax periods on two different bylaws concluded in 2020. There is one left that concludes in 2021.

WATER SUPPLY & DISTRIBUTION

The Water Supply & Distribution department is responsible for producing potable water and maintaining a water storage and distribution system capable of providing suitable water to the residents. The production and distribution adheres to the Canadian Drinking Water Standards and the standards set out in the license issued to the town by Alberta Environment.

WATER SUPPLY AND DISTRIBUTION	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Water sales	(1,484,398)	(1,565,315)	(1,449,900)	(1,294,097)	(1,142,258)
Water services revenue	(1,484,398)	(1,565,315)	(1,449,900)	(1,294,097)	(1,142,258)
Wages and benefits	403,228	335,404	386,622	342,982	277,671
Training	3,000	3,899	3,000	819	1,573
Materials, supplies and operating expenses	194,900	175,549	195,400	216,697	254,883
Chemical	95,000	104,749	95,000	88,123	129,900
Maintenance	84,100	99,865	83,000	81,948	70,345
Debenture interest	139,479	147,092	147,010	153,871	160,230
Amortization	358,659	358,659	363,524	386,984	393,838
Water services expenses	1,278,366	1,225,217	1,273,556	1,271,425	1,288,442
	(206,032)	(340,098)	(176,344)	(22,673)	146,184
Operational budget adjustments					
Addback amortization	(358,659)	(358,659)	(363,524)	(386,984)	(393,838)
Services to other departments	(37,400)	(46,742)	(39,000)	(36,131)	(25,869)
Services from other departments	67,875	67,875	67,875	67,875	67,875
Transfer to reserve - capital	384,827	529,260	369,133	243,204	69,611
NET DEFICIT (SURPLUS) WATER SERVICES	(149,389)	(148,364)	(141,860)	(134,709)	(136,036)

Variance Highlights

- Water utility rates were scheduled to increase by approximately another 5% - 10%, however budgeted reserve transfers are now in line with amortization expense providing an on paper full cost recovery. This still does not account for accumulated deficits nor inflation, however this is still a huge step. We are therefore reducing the rate increase planned for 2021 to a simple 2% that was planned for 2022 forward.
- Debenture interest decrease based on normal repayment schedule.
- Increase in transfer to capital reserve based on increased budgeted cash surplus in water utility.
- Transfers budgeted to result in net zero budget in water utility after debt principle payment accounted for.

SANITARY SEWER TREATMENT & DISPOSAL

The Wastewater Treatment & Disposal budget deals with all functions related to the collection, treatment and disposal of sanitary sewer water. This system functions in accordance with the standards set out by Alberta Environment.

SANITARY SEWER TREATMENT AND DISPOSAL	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Local improvement charges	(3,822)	-	(3,822)	-	189
Service fees	(418,154)	(459,677)	(402,340)	(351,005)	(320,252)
Sanitary sewer services revenue	(421,976)	(459,677)	(406,162)	(351,005)	(320,063)
Wages and benefits	94,822	80,984	92,771	83,990	76,343
Contracted services	18,800	26,493	18,800	9,636	6,543
Materials, supplies and operating expenses	27,750	20,774	27,750	34,016	26,038
Debenture interest	23,209	27,107	28,331	32,008	24,469
Amortization	345,353	345,353	345,353	380,719	320,326
Sanitary sewer services expenses	509,934	500,711	513,005	540,369	453,720
	87,959	41,034	106,843	189,364	133,657
Operational budget adjustments					
Addback amortization	(345,353)	(345,353)	(345,353)	(380,719)	(320,326)
Services to other departments	(8,300)	(12,441)	(10,000)	(7,541)	(7,314)
Services from other departments	28,275	28,275	28,275	28,275	28,275
Transfer to reserve - capital	115,775	53,855	11,663	(37,457)	-
NET DEFICIT (SURPLUS) SANITARY SEWER SERVICES	(121,644)	(234,630)	(208,572)	(208,078)	(165,708)

Variance Highlights

- Approximately 4% increase in sanitary sewer service fee revenue based on rate increases passed in Bylaw 1659 in 2019
- Increase contracted services related to sewer inspections planned for 2021 to assess maintenance and life of different sewer lines throughout Town.
- Debenture interest decrease based on normal repayment schedule.
- Transfers to reserve budgeted to result in net zero budget in sewer utilities (sanitary and storm sewer combined) after debt principle payments accounted for. Transfer increased by \$100K due to a loan being repaid in 2020 with \$100K annual payments.

SOLID WASTE MANAGEMENT

The Solid Waste Management function provides weekly curbside waste collection services through the Infrastructure Services department. Claresholm is one of five member municipalities who belong to the Willow Creek Regional Waste Management Services Commission, which is the body that manages the regional landfill.

SOLID WASTE MANAGEMENT	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Garbage collection fees	(429,000)	(433,508)	(426,000)	(432,228)	(429,275)
Solid waste revenue	(429,000)	(433,508)	(426,000)	(432,228)	(429,275)
Wages and benefits	168,160	210,153	164,442	165,860	177,410
Landfill fees	125,000	114,799	125,000	119,351	121,262
Landfill contract	41,580	41,580	41,580	41,580	41,580
Landfill closure	6,000	6,023	4,000	4,433	3,941
Materials, supplies and operating expenses	25,000	11,874	31,000	35,030	30,426
Amortization	25,960	25,960	25,960	37,086	52,980
Solid waste expenses	391,700	410,388	391,982	403,340	427,600
	(37,300)	(23,120)	(34,018)	(28,888)	(1,675)
Operational budget adjustments					
Addback amortization	(25,960)	(25,960)	(25,960)	(37,086)	(52,980)
Services to other departments	(9,000)	(13,201)	(14,000)	(12,269)	(10,284)
Services from other departments	45,725	45,725	45,725	45,725	45,725
Transfer to reserve - capital	26,535	16,556	28,254	32,518	19,215
NET DEFICIT (SURPLUS) SOLID WASTE MANAGEMENT	(0)	-	1	0	-

Variance Highlights

- Landfill closure was increased to 2020 actuals as a better estimate of expected 2021 expense.
- Transfers to reserves budgeted to result in net zero budget.

RECYCLING

The Town's recycling program provides bi-weekly curbside recycling pickup for residential and non-residential properties.

RECYCLING	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Recycling service fees	(300,000)	(267,617)	(237,000)	(171,087)	(158,244)
Commodity revenue	-	-	(6,000)	(4,422)	(5,232)
Recycling revenue	(300,000)	(267,617)	(243,000)	(175,508)	(163,476)
Wages and benefits	3,722	5,089	3,638	124,946	136,792
Contracted services	298,278	324,737	240,861	26,162	4,560
Materials, supplies and operating expenses	-	1,987	-	24,690	21,678
Amortization	-	-	-	2,937	13,102
Recycling expenses	302,000	331,813	244,499	178,735	176,132
	2,000	64,196	1,499	3,226	12,656
Operational budget adjustments					
Addback amortization	-	-	-	(2,937)	(13,102)
Services to other departments	(2,000)	(3,835)	(1,500)	(1,441)	(1,115)
Transfer to reserve - capital	-	-	-	1,151	1,562
NET DEFICIT (SURPLUS) RECYCLING	(0)	60,361	(1)	(1)	(0)

Variance Highlights

- Significant increase in contracted services costs due to higher than anticipated commercial usage of the program with an offsetting increase in recycling service fees.

FAMILY & COMMUNITY SUPPORT SERVICES (FCSS)

FCSS is an 80/20 funding partnership between the Government of Alberta and the Municipality. The Town of Claresholm operates a regional program in partnership with the M.D. of Willow Creek. FCSS designs and delivers social programs that are preventative in nature to promote and enhance well-being among individuals, families and communities. The FCSS program receives its mandate from the FCSS Act and Regulations, however, the FCSS Board determines the priority programs to be offered within the community.

FAMILY & COMMUNITY SUPPORT SERVICES (FCSS)	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Provincial funding	(105,235)	(105,235)	(105,235)	(105,235)	(105,235)
MD of Willow Creek	(80,539)	(80,130)	(92,764)	(74,658)	(47,124)
Alberta Health Services (AHS)	(7,072)	(28,290)	(28,290)	(28,290)	(28,151)
Child & Family Services Alberta (CFS)	(36,000)	(27,000)	(35,352)	(35,352)	(35,352)
Other income	(6,000)	(16,741)	(6,000)	(1,800)	(4,763)
FCSS Revenue	(234,846)	(257,395)	(267,641)	(245,335)	(220,624)
Wages and benefits	140,653	165,545	165,041	156,130	159,990
Professional development	3,000	1,009	3,000	1,003	2,394
Materials, supplies and operating expenses	38,899	57,804	47,398	49,938	50,090
Community grants	67,074	57,586	70,610	50,425	29,500
Accounting and legal	1,815	3,700	3,700	3,660	3,500
General FCSS expenses	251,440	285,644	289,749	261,156	245,475
	16,594	28,248	22,108	15,821	24,851
Operational budget adjustments					
Town of Claresholm Contribution	(26,309)	(26,309)	(26,309)	(26,309)	(26,309)
Admin Allocation	9,715	4,200	4,200	4,200	5,090
NET DEFICIT (SURPLUS) FCSS	(0)	6,139	(1)	(6,288)	3,632

Variance Highlights

- Alberta Health Services grant ended in March of 2021, so only one-quarter of the 2020 budget in 2021. It is not expected to be renewed.

- Slight drop in “MD of Willow Creek” funding, due to prior years being reclassified to combine MD and Granum funding. 2020 Actuals and 2021 budget is down from prior years due to the MD getting less funding for the Hamlet of Granum than the Town of Granum previously received.
- Decrease in wages and benefits by \$15,000 as there was a reduction of one full-time support position in anticipation of FCSS moving into the Multi-use Community Building with the rest of Town Administration.
- Decrease in community grants is due to decreased Granum funding and decreased Granum fund carryforwards. The Community Grants from Claresholm funding was however increased due to less funds being spend on wages and benefits.
- Decrease in Materials, supplies and operating expenses is due to anticipated move to new Town building in 2021 and resulting savings in rent, utilities, phone/internet, etc.
- Increase in Admin Allocation is to provide some “rent” to the Town for the FCSS program being housed in the new Multi-use Community Building.

DAY CARE CONTRIBUTION

The Day Care program is run by a non-profit board who receives a portion of their funding from the Town of Claresholm.

DAYCARE CONTRIBUTION	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Municipal contribution to daycare	38,202	38,200	38,202	38,202	38,202
NET DEFICIT DAYCARE CONTRIBUTION	38,202	38,200	38,202	38,202	38,202

Variance Highlights

- No changes to highlight.

CEMETERY

The Cemetery is owned and operated by the Town of Claresholm. The maintenance is provided through the Infrastructure Services department and the Office staff oversees the administrative function.

CEMETERY	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Cemetery Fees	(15,500)	(16,417)	(15,500)	(18,954)	(15,086)
Local government grants	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Cemetery revenue	(18,500)	(19,417)	(18,500)	(21,954)	(18,086)
Wages and benefits	18,703	20,294	17,540	22,913	18,327
Materials, supplies and operating expenses	1,000	363	1,000	700	144
Amortization	433	433	433	235	49
Cemetery expenses	20,136	21,089	18,973	23,847	18,520
	1,636	1,672	473	1,894	433
Operational budget adjustments					
Addback amortization	(433)	(433)	(433)	(235)	(49)
Services from other departments	2,500	2,500	2,500	2,500	2,500
Transfer to reserve - capital	2,500	5,000	5,000	5,000	5,000
NET DEFICIT CEMETERY	6,203	8,739	7,540	9,159	7,885

Variance Highlights

- No significant changes.

PHYSICIAN RECRUITMENT

The Physician Recruitment program is designed to provide incentives to recruit and retain Physicians in the community. This is a program carried out in partnership with Stavely, and the MD of Willow Creek. This program was used to attract five of the six Doctors we currently have operating in Claresholm.

PHYSICIAN RECRUITMENT	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Physician recruitment	3,000	684	3,000	1,050	9,969
Operational budget adjustments					
Transfer from reserve - operations	(3,000)	(684)	(3,000)	(1,050)	(9,969)
NET DEFICIT (SURPLUS) PHYSICIAN RECRUITMENT	-	-	-	-	-

Variance Highlights

- No significant changes.

WEEDS & PESTS

The majority of the allocation within the Weeds & Pests budget deals with weed and pest control in parks throughout the Town. The Parks department has trained staff members who provide weed control within the parks.

WEED AND PEST CONTROL	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Wages and benefits	7,533	3,872	7,367	5,832	5,043
Chemical and materials	10,000	11,421	10,000	6,963	8,243
Amortization	27,383	27,383	27,383	27,383	27,383
	44,916	42,676	44,750	40,177	40,669
Operational budget adjustments					
Addback amortization	(27,383)	(27,383)	(27,383)	(27,383)	(27,383)
NET DEFICIT WEED AND PEST CONTROL	17,533	15,294	17,367	12,795	13,286

Variance Highlights

- No significant changes.

ECONOMIC DEVELOPMENT

The Economic Development department is responsible for maintaining the Business Growth & Development Centre, business retention, investment attraction and municipal marketing efforts. This department is guided by the Municipal Strategic Plan and the Economic Development Committee and primarily implemented by the Economic Development Officer.

ECONOMIC DEVELOPMENT	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Grants and contributions	(247,027)	(59,534)	(131,200)	(63,240)	(63,458)
Economic development revenue	(247,027)	(59,534)	(131,200)	(63,240)	(63,458)
Wages and benefits	175,400	103,503	99,636	94,532	80,346
Materials, supplies and operating expenses	246,456	76,364	210,053	148,610	158,528
Economic development expenses	421,856	179,867	309,689	243,142	238,874
	174,829	120,333	178,489	179,902	175,416
Operational budget adjustments					
Transfer from reserve - operations	(20,000)	-	-	(51,072)	(11,872)
Transfer to reserve - operations	-	-	-	-	-
NET DEFICIT ECONOMIC DEVELOPMENT	154,829	120,333	178,489	128,830	163,545

Variance Highlights

- Grants and contributions include \$61,000 of LMP grant funds that were received in 2020 but will be deferred to 2021 as they have yet to be spent, plus \$125,000 in a new Alberta Settlement and Integration Partnerships (ASIP) 24 month grant. Total ASIP grant awarded was \$298,000. \$125,000 is the estimated amount to be utilized in 2021.
- Grants and contributions also include \$23,600 of contributions from Community Futures and the Claresholm and District Chamber of Commerce for a new joint project to build capacity for the Chamber and Economic Development.
- Wages and Benefits increased due to the joint project with the Chamber noted above, which includes a new position that will be shared with the Chamber. This position is largely funded by Community Futures, with remaining costs being shared between the Chamber and the Town. The ASIP grant also includes funding for 2 additional positions for that program.
- Materials, supplies, and operating expenses includes \$68,000 of carryforward LMP project expenses as well as \$23,000 of carryforward expense from 2020 for incomplete projects, including wayfinding signage and industrial land development. There is also an additional \$52,000 in operating expenses related to the ASIP program.

LAND PLANNING & DEVELOPMENT

The Development Officer provides development services to the municipality and works with the Municipal Subdivision and Development Authority. The planning advice and services are contracted through membership in the Oldman River Regional Services Commission. Building code, gas and plumbing and electrical inspections are currently being provided through a contract with Superior Safety Codes.

LAND PLANNING AND DEVELOPMENT	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Permits	(69,000)	(71,850)	(64,000)	(51,776)	(69,333)
Planning and development fees	(3,100)	(3,244)	(2,600)	(4,290)	(6,010)
Planning and development revenue	(72,100)	(75,094)	(66,600)	(56,066)	(75,343)
Wages and benefits	86,395	84,057	84,487	85,644	71,440
ORRSC membership	58,742	54,380	53,500	52,604	51,938
Legal and professional services	54,425	50,701	53,725	44,938	61,082
Materials, supplies and operating expenses	7,000	3,791	8,500	7,305	17,179
Planning and development expenses	206,562	192,929	200,212	190,490	201,638
NET DEFICIT PLANNING & DEVELOPMENT	134,462	117,835	133,612	134,424	126,296

Variance Highlights

- Permits and fees were increased from 2020 budget to reflect numbers closer to 2020 actuals.
- ORRSC membership increased by nearly 10% for planning and GIS fees.
- Legal and professional services stayed nearly the same despite an increase of \$4,500 for new orthophotos budgeted for in 2021 as it was offset by a decreased \$4.5K due to removing legal costs from this budget. Most legal costs are coded to administration. Having legal contingencies in each department creates a bloated budget as the contingency is left unspent in most departments, with likelihood of it being required in all departments in a single year being extremely slim.
- Materials, supplies and operating expenses decreased by \$1.5K as there are no anticipated projects in the current year. This is just base annual costs and contingencies.

GENERAL RECREATION

The general recreation budget deals with general recreational programming, such as the Southern Alberta Summer Games as well as overarching expenditures such as wages and benefits for the recreation manager. It also includes costs related to the Golf Course include interest expenses on debt related to the Golf Course and the Golf Course Management Fee the Town pays.

GENERAL RECREATION	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Local government grants	(74,300)	(50,000)	(50,000)	(50,000)	(50,000)
Summer Games	-	(58)	-	(13,254)	(9,475)
General recreation revenue	(74,300)	(50,058)	(50,000)	(63,254)	(59,475)
Golf course management	50,300	56,100	56,100	55,000	55,000
Debenture interest	1,859	4,199	4,292	6,572	8,871
Wages and benefits	73,154	71,742	70,109	69,133	69,078
Programming expenses	4,000	2,455	5,800	11,136	9,168
General recreation expenses	129,313	134,496	136,301	141,841	142,118
	55,013	84,439	86,301	78,587	82,643
Operational budget adjustments					
Transfer from reserve - operations	(60,000)	(50,000)	(50,000)	(50,000)	(50,000)
Transfer to reserve - capital	24,600	-	-	-	-
NET DEFICIT GENERAL RECREATION	19,613	34,439	36,301	28,587	32,643

Variance Highlights

- Local government grant increased by 24,300 based on new agreement with the MD of Willow Creek related to our Intermunicipal Collaboration Framework agreement. \$12,300 of this is to go into a capital reserve, with the Town of Claresholm matching this to reserve funds for future repairs and upgrades for recreation facilities.
- \$5,800 reduction in the Golf Course Management fee.
- Debenture interest decreases year over year as debt is repaid. 2021 is the final year of payments on this debt.
- Programming expenses decreased \$1.8K based on historical actuals and Claresholm not managing the summer games Willow Creek teams or entries any longer. Also there is no summer games planned for 2021 due to the COVID-19 pandemic.
- The 50K transfer from reserves are from the Debt Reduction reserve and are used to fund a portion of the golf course loan payments. This has been the practice since 2018.

PARKS

The parks budget includes maintenance of the Town's parks as well as the fees and costs related to the Town's campground.

PARKS	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Campground fees	(80,000)	(92,367)	(60,000)	(66,067)	(56,343)
Parks grants and other funding	(2,500)	(275)	(5,000)	(6,177)	(825)
Parks revenue	(82,500)	(92,642)	(65,000)	(72,244)	(57,168)
Wages and benefits	110,088	115,120	107,174	116,823	104,086
Materials, supplies and operating expenses	51,500	56,080	50,600	53,408	49,828
Amortization	180,101	180,101	180,101	186,499	195,246
Parks expenses	341,689	351,300	337,875	356,730	349,160
	259,189	258,659	272,875	284,486	291,992
Operational budget adjustments					
Addback amortization	(180,101)	(180,101)	(180,101)	(186,499)	(195,246)
Services to other departments	18,500	18,434	15,000	15,150	14,866
Transfer to reserve - capital	-	-	-	-	-
NET DEFICIT PARKS	97,588	96,991	107,774	113,138	111,612

Variance Highlights

- Campground fees budget increased 20K based on excellent year in 2020 despite closure for a couple months. Kept budget still conservative and well below 2020 revenue, but above 2018 and 2019 revenues.
- Reduced parks grants and other funding based on historical difficulty actually receiving grants that are budgeted for.

ARENA

The Arena operates an ice area during the winter and is also used for lacrosse and other rentals during the summer. The main users of the Arena are the Claresholm Minor Hockey Association and the Figure Skating Club.

ARENA	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Minor hockey	(20,000)	(21,038)	(30,000)	(27,931)	(30,336)
Figure skating	(6,000)	(6,568)	(8,000)	(7,120)	(7,400)
Other rentals	(18,030)	(11,847)	(28,357)	(31,166)	(23,453)
Advertising	(7,700)	(276)	(7,700)	(7,960)	(11,550)
Arena revenue	(51,730)	(39,728)	(74,057)	(74,177)	(72,740)
Wages and benefits	117,086	98,574	114,492	102,395	138,194
Materials, supplies and operating expenses	80,750	91,305	95,750	91,001	117,883
Amortization	54,854	55,936	54,854	55,635	48,767
Arena expenses	252,690	245,815	265,096	249,031	304,843
	200,960	206,087	191,039	174,853	232,103
Operational budget adjustments					
Addback amortization	(54,854)	(55,936)	(54,854)	(55,635)	(48,767)
Services to other departments	9,400	9,309	6,000	5,979	3,462
Transfer to reserve - capital	17,700	4,884	7,700	7,960	11,550
NET DEFICIT ARENA	173,206	164,344	149,885	133,158	198,349

Variance Highlights

- Revenues were decreased due to early closure of Arena for 2020-2021 season.
- Other rentals were decreased due to loss of rental from Lomond's "AA" team.
- Materials, supplies and operating expenses were decreased \$20K as no compressor rebuild in 2021. This is done every other year (2 compressors, each rebuilt once every 4 years).
- Additional 10K transfer to reserves to contribute to 2022's compressor rebuild, removing the 20K annual swings in budget for compressor rebuilds. Saving or paying 10K each year.

AQUATIC CENTRE

The Aquatic Centre is owned by Alberta Health Services and shares the facility with the Town for the Town residents use and benefit. The Town operates the facility covering some of the maintenance costs, lifeguards, and programming expenses.

AQUATIC CENTRE	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Lessons	(40,000)	(29,952)	(52,000)	(59,142)	(56,300)
Gate admission	(25,000)	(17,189)	(35,000)	(35,462)	(36,929)
Rentals	(18,000)	(6,895)	(18,000)	(18,630)	(20,810)
Other funding	(5,000)	(14,184)	(10,000)	(8,122)	(9,620)
Aquatic Centre revenue	(88,000)	(68,220)	(115,000)	(121,356)	(123,659)
Wages and benefits	218,221	187,275	187,373	232,170	233,709
Materials, supplies and operating expenses	33,000	34,802	40,000	35,813	35,993
Amortization	16,343	16,343	16,343	17,262	18,574
Aquatic Centre expenses	267,564	238,420	243,716	285,245	288,277
	179,564	170,200	128,716	163,889	164,617
Operational budget adjustments					
Addback amortization	(16,343)	(16,343)	(16,343)	(17,262)	(18,574)
NET DEFICIT AQUATIC CENTRE	163,221	153,857	112,373	146,628	146,044

Variance Highlights

- Decrease in revenue from 2020 budget to account for the continued COVID restrictions on the Aquatic Centre.
- Significant decrease in 2020 actuals is due to COVID. 2021 budget has been kept consistent with 2020 budget as we hope and anticipate usage and attendance at the pool will slowly increase as people start to return to normal life.
- Wages and benefits increased nearly back to pre-COVID levels with the pool back open.
- Materials, supplies and operating expenses decreased \$5.5K due to no planned audit of safety, service, and staffing repeated in 2021 and no other anticipated extra costs in 2021.

MUSEUM

The Museum Board oversees the operation of the Museum in cooperation with the Museum Executive Director and administrative staff and provides recommendations to Council on the budget. The Museum budget includes the operations of two buildings, the Historic CPR Train Station and Museum Exhibit Hall. The Visitor Information Centre operates out of the Historic CPR Train Station. Both are open to the public from May to early October, plus some off season special events.

MUSEUM	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Sales	(1,500)	(110)	(1,500)	(1,180)	(1,532)
Donations	(4,000)	(240)	(4,000)	(2,013)	(5,463)
Grants	(4,000)	(9,112)	(4,000)	(4,577)	(37,379)
Museum revenue	(9,500)	(9,462)	(9,500)	(7,770)	(44,374)
Wages and benefits	86,150	54,406	62,236	80,873	62,052
Materials, supplies and operating expenses	39,700	20,083	30,340	30,872	42,141
Professional development	2,000	375	1,500	1,572	226
Amortization	23,781	23,781	23,781	23,781	23,781
Museum expenses	151,631	98,646	117,857	137,099	128,201
	142,131	89,184	108,357	129,329	83,827
Operational budget adjustments					
Addback amortization	(23,781)	(23,781)	(23,781)	(23,781)	(23,781)
Services to other departments	3,400	3,350	3,000	2,630	2,069
Transfer from reserve - operations	(21,300)	-	-	(27,275)	(4,000)
NET DEFICIT MUSEUM	100,450	68,753	87,576	80,903	58,115

Variance Highlights

- Increase in wages is based on returning to normal employment levels after COVID-19 as well as utilizing some unspent 2020 budget dollars carried forward (reserve transfer) to hire a collections assistant to assist with addressing a backlog of accessioning and review of collected items that are in too poor of a condition or have no tie to Claresholm or area.
- Materials, supplies and operating expenses were also increased to complete some projects that were budgeted for in 2020 that didn't get completed, carrying forward these funds into 2021 to finish this projects.

LIBRARY

The local Library Board oversees the activities and budget requests. The Municipality is a member of the Chinook Arch Regional Library system which is a network of independent, cooperating libraries in the southwestern corner of Alberta. Chinook Arch provides training, consulting, IT support and centralized purchasing, cataloguing, processing, and delivery services.

LIBRARY	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Actual 2018
Grant	160,000	190,000	190,000	185,275	185,035
Chinook Arch membership	29,333	30,883	30,883	30,278	29,673
Amortization	25,693	25,693	25,693	25,693	25,693
	215,026	246,576	246,576	241,246	240,402
Operational budget adjustments					
Addback amortization	(25,693)	(25,693)	(25,693)	(25,693)	(25,693)
Services to other departments	3,500	3,449	3,500	2,234	1,454
NET DEFICIT LIBRARY	192,833	224,332	224,383	217,786	216,162

Variance Highlights

- Grant for 2021 was reduced due to reduced wage costs during the pandemic to assist the Town with balancing our budget.
- No significant change from prior year.

DEPARTMENT
CAPITAL
BUDGETS

Funding Sources for Capital Projects

Provincial and Federal grants are available each year to assist the municipality to fund major infrastructure projects. The Council has additional options to consider such as reserves, tax or utility funding. The following is a brief explanation of capital project funding source options.

Federal Gas Tax Fund (FGT)

Each year, the federal FGT assists municipalities by providing funding for local infrastructure projects. Funding is provided to the Province, who in turn flows this funding to the municipality. This program has been legislated as a permanent source of Federal infrastructure funding for municipalities. The program is broad-based and allows municipalities to use the funding toward a wide range of projects to meet local priorities.

Municipal Sustainability Initiative (MSI)

Municipalities in Alberta are eligible for funding under the **MSI** program based on the terms set out in long-term funding agreements with the Province. Municipalities determine projects and activities to be funded based on local priorities within the general criteria set out in the program guidelines and are encouraged to take a long-term approach to planning for capital projects.

Alberta Municipal Water/Wastewater Partnership (AMWWP)

The **AMWWP** is a competitive grant program that provides cost-shared funding to eligible municipalities to assist in the construction of municipal water supply and treatment and wastewater treatment and disposal facilities. Funding is provided for the construction of high-priority water supply and treatment and wastewater treatment and disposal facilities. Water distribution and/or sewage collection systems are not eligible for assistance.

Alberta Historic Resources Foundation Grant (AHRF)

Historic Resource Foundation grants provide project funding for conservation of Alberta's historic places and can include restoration, architectural and/or engineering services, studies reports or plans associated with the conservation of the historic place. Matching grants are awarded up to 50% of eligible costs. Conservation includes actions or processes that safeguard character-defining elements of a historic place to retain the heritage value and extend physical life. This may involve one or more conservation treatments—preservation, rehabilitation or restoration. The maximum matching grants per application **per year** are as follows: Provincial Historic Resources – \$100,000; Municipal Historic Resources – \$50,000; Local (non-designated) Historic Resources – one-time grant of \$5,000.

Alberta Community Resilience Program (ACRP)

The **ACRP** is a multi-year provincial grant program supporting the development of long-term resilience to flood and drought events, while supporting integrated planning and healthy,

functioning watersheds. These grants will support the design and construction of projects that enhance or enable the protection of critical infrastructure from flooding and drought events, and help ensure public safety is protected.

Municipal Stimulus Program (MSP)

The **MSP** is a one-time additional capital infrastructure funding to municipalities and Metis Settlements to help stimulate the economy. The funding is designed to sustain and create local jobs, enhance provincial competitiveness and productivity, position communities to participate in future economic growth, and reduce municipal red tape to promote job-creating private sector investment. Funding is distributed on a per capita basis.

Community Facility Enhancement Program (CFEP)

The **CFEP** is a competitive grant program that assists with foster the unique characteristics of Alberta's many communities. The aim of the program is to reinvest revenues generated from provincial lotteries into communities, empower local citizens and community organizations to work together and to respond to local needs.

Municipalities are not eligible for this funding and therefore must partner with a local organization to access these grants.

Reserves/Restricted Surplus

As a means of solid financial planning, Council has created a number of special reserve funds to address both future operational and especially, capital resource needs. These funds address new acquisition and replacement, but have general restrictions on use. Through the budget process, the Town will designate funds that have been internally restricted to finance those projects for which the funds have been ear-marked.

Utility Funded

Revenue generated through utility rates is intended to fully fund operational costs including amortization. As the utilities become closer to full-cost recovery, amounts generated to fund amortization can be used to fund capital projects. If there is no required capital replacement for a utility in any given year, the amortization amount may be reserved for future capital projects.

The following table summarizes the anticipated funding sources for the capital projects for the upcoming year.

FUNDING SOURCES FOR THE YEAR	
Alberta Community Resilience Program Grant (ACRP)	56,927.00
Municipal Sustainability Grant (MSI)	1,543,681.00
Community Facility Enhancement Program (CFEP)	182,500.00
Alberta Heritage Resources Foundation (AHRF)	57,500.00
Alberta Municipal Water/Wastewater Program (AMWWP)	541,000.00
Municipal Stimulus Program (MSP)	449,325.00
Enabling Accessibility Grant	5,414.00
Federal Gas Tax Fund (FGTF)	359,553.00
<i>Total Government Transfers for Capital</i>	3,195,900.00
Transfers from reserves	1,007,175.00
Proceeds from long-term debt	750,000.00
Proceeds on sale or trade-in of vehicles and equipment	75,000.00
Tax funded	5,000.00
Projects that are funded by Government Transfers for Capital funding but which aren't tangible in nature (i.e. Plans and studies)	(29,053.00)
TOTAL FUNDING	5,004,022.00

Capital Summary Budget

ENGINEERING STRUCTURES PROJECTS	Funding	Expenditure
Municipal Stormwater System Upgrade - Phase 1 (carry forward from 2017/18 budgets)		81,324
<i>Funding: ACRP Grant</i>	56,927	
<i>Funding: MSI Grant</i>	24,397	
North Industrial Paving (carry forward from 2020 budget)		102,373
<i>Funding: MSI Grant</i>	102,373	
2nd St. W Rehabilitation from 49th to 51st Ave (Water, Sewer, Storm & Road)		530,000
<i>Funding: Municipal Stimulus Program (MSP)</i>	449,325	
<i>Funding: Capital Water and Sewer Reserve</i>	80,675	
Lagoon Holding Cell Upgrade		1,000,000
<i>Funding: AMWWP Grant</i>	541,000	
<i>Funding: Capital Water and Sewer Reserve</i>	459,000	
Starline Business Park Phase 1 Offset Upgrades		1,500,000
<i>Funding: Debenture</i>	750,000	
<i>Funding: MSI Grant</i>	650,000	
<i>Funding: FGTF Grant</i>	100,000	
ENGINEERING STRUCTURES TOTAL		3,213,697
BUILDINGS PROJECTS		
Multi-use Community Complex (carry forward from 2020 budget)		512,325
<i>Funding: MSI Grant</i>	506,911	
<i>Funding: Enabling Accessibility Grant</i>	5,414	
Old Administration Building Remediation and Demolition		380,000
<i>Funding: Capital Land & Development Reserve</i>	380,000	
Library Roof Repair		50,000
<i>Funding: MSI Grant</i>	50,000	
Museum Sandstone Repair		115,000
<i>Funding: Alberta Historical Resources Foundation (AHRF)</i>	57,500	
<i>Funding: FGTF Grant</i>	57,500	
BUILDINGS TOTAL		1,057,325

MACHINERY & EQUIPMENT PURCHASES		
Zamboni		140,000
<i>Funding: MSI Grant</i>	70,000	
<i>Funding: CFEP Grant</i>	70,000	
Water Treatment Plant Device Net Communications		40,000
<i>Funding: Capital Water and Sewer Reserve</i>	40,000	
Bobcat Replacement		45,000
<i>Funding: Trade-in</i>	40,000	
<i>Funding: Tax funded</i>	5,000	
MACHINERY & EQUIPMENT TOTAL		225,000
LAND IMPROVEMENT PROJECTS		
Amundsen Park Redevelopment - Phase 1 (carry forward from 2020 budget)		210,000
<i>Funding: FGTF Grant</i>	105,000	
<i>Funding: CFEP Grant</i>	105,000	
East Side Off leash Dog Park Fencing		15,000
<i>Funding: CFEP Grant</i>	7,500	
<i>Funding: Capital Parks & Pathways Reserve</i>	7,500	
Tennis Court Resurfacing		68,000
<i>Funding: FGTF Grant</i>	68,000	
LAND IMPROVEMENT TOTAL		293,000
VEHICLE PURCHASES & PROJECTS		
Fleet Replacements - Gravel Truck		125,000
<i>Funding: MSI Grant</i>	100,000	
<i>Funding: Trade-in</i>	25,000	
Fleet Replacement - Bylaw Enforcement Truck (4x4 pickup)		40,000
<i>Funding: Capital Enforcement Vehicle Reserve</i>	40,000	
Fleet Replacement - Fire Command Truck (4x4 pickup)		50,000
<i>Funding: MSI Grant</i>	40,000	
<i>Funding: Trade-in</i>	10,000	
VEHICLE TOTAL		215,000

ENGINEERED STRUCTURES

Carryforward Capital Project from 2016/2017	
Project Name	Phase 1 – Storm Water Drainage Improvements
Anticipated Start	2016
Project Description	Continuation of Phase 1 of Storm Management Plan including Storm Water Management Facility, upgrade of 8 th Street Ditch and upgrades to Golf Course Ditch/Ponds
Remaining Cost	81,324
Funding Sources	ACRP and MSI Grants
Rationale for need	Try to prevent flooding reoccurrence to homes in Town.
Impact on future operating costs	More maintenance on new apparatuses will be required.
Implications of deferring this project	If nothing is done to address the problems outlined in the Storm water management Plan, we may see re-occurrences of flooding in Town.

Carryforward Capital Project from 2020	
Project Name	North Industrial Area Paving
Anticipated Start	2020
Project Description	Pave the North industrial area as promised to buyers at time of sale, once the subdivision lots have been sold.
Remaining Cost	\$102,373
Funding Sources	MSI Capital Grant
Rationale for need	The Town's subdivision is completed and all lots are serviced. We receive several complaints annually about road conditions. Winter maintenance is difficult on the graveled surface. Sanitary sewer manholes have to be dug out in the gravel for access for maintenance.
Impact on future operating costs	No expected impact on operations, less grader maintenance required.
Implications of deferring this project	As prices rise yearly, costs will increase in the future.

2021 Capital Project	
Project Name	2nd Street W Rehabilitation from 49th to 51st
Anticipated Start	2021
Project Description	Water/sewer main replacement 2nd St. West 49 th to 51 st Ave West
Project Cost	\$530,000.
Funding Sources	MSP Grant & Water & Sewer Capital Reserves
Rationale for need	Water system upgrade to eliminate 4" AC pipe and replace cast iron fittings and valves that do not work. Replacement of old sanitary sewer system and storm sewer system as well before repaving.
Impact on future	Reduce repairs required and address drainage issues.
Implications of deferring this project	More water breaks in the area, affecting traffic and business operations that require water.

2021 Capital Project	
Project Name	Lagoon Holding Cell Upgrade
Anticipated Start	2021
Project Description	Replace transfer structures and controls between holding cells.
Project Cost	\$1,000,000.
Funding Sources	AMWWP Grant and Water & Sewer Capital Reserves
Rationale for need	As per an engineering lagoon study done in 2016 it concluded that the inter-cell transfer manholes, structures, and piping between the facultative and storage cells had passed their useful service life. Another 5 years has passed since that date increasing the deterioration and need for this project.
Impact on future	Reduce repairs required and manual pumping.
Implications of deferring this project	Further deterioration and potential complete failure of transfer structures between cells.

2021 Capital Project	
Project Name	Starline Business park Phase 1
Anticipate Start	2021
Project Description	Extending the Towns water main system Approx. 700 meters
Project Cost	\$1,500,000.00
Funding Sources	Debenture and both FGTF and MSI Grants
Rationale for need	This water looping is required to improve water quality and delivery options. This must be done before future street upgrades along 5 th street East.
Impact on future operating costs	No impact is expected on operations
Implications of deferring this project	Poor water servicing will be available for new industrial area (Annexed lands) east of 5 th street, until this is completed. Project could be done in two phases.

BUILDINGS

Carryforward Capital Project from 2018	
Project Name	Multi-Use Community Complex
Anticipated Start	2019
Project Description	New construction of Daycare, Playschool, Administration, and community space buildings
Remaining Cost	512,325.
Funding Sources	Canada Accessibility Grant, and MSI Capital Grant
Rationale for need	Existing office is over 70 years old and has reached its useful life, without major renovations.
Impact on future operating costs	Significant reduction in utilities costs, rent costs, and other operational costs due to being able to bring Administration, FCSS, and Economic Development all under one roof.
Implications of deferring this project	Current Administration building does not meet fire code, asbestos contamination, and internal plumbing replacement needed.

2021 Capital Project	
Project Name	Old Administration Building Remediation and Demolition
Anticipated Start	2021
Project Description	Complete asbestos remediation and demolish old building, restoring land to an empty lot ready for development.
Project Cost	\$380,000.
Funding Sources	AHRF and FGTF Grants
Rationale for need	The age and condition of the building makes the building not marketable for sale, therefore to prevent the building from becoming a liability and eye-sore for the Town and to promote development the building needs to be removed.
Impact on future operating costs	Though not really an “operating cost” the impact on future finances is being able to sell the land and recover most if not all the demolition costs.
Implications of deferring this project	Possible vandalism, squatting, or liability of harm to those entering the abandoned premises.

2021 Capital Project	
Project Name	Library Roof Repair
Anticipated Start	2021
Project Description	Repair the flat roof surface and reshingle the entire slanted roof sections.
Project Cost	50,000
Funding Sources	MSI Capital Grant
Rationale for need	Shingles are 20 years old and have sustained significant damage in recent wind events leaving the roof prone to leaks.
Impact on future operating costs	Reduced repair costs due to preventing further water damage to the building and contents.
Implications of deferring this project	Water penetration through the roof and significant water damage to the building and contents.

2021 Capital Project	
Project Name	Museum Sandstone Repair
Anticipated Start	2021
Project Description	Repair broken sandstone bricks on Museum Depot exterior.
Project Cost	\$115,000.
Funding Sources	AHRF and FGTF Grants
Rationale for need	Obligation of the Town under the Heritage Buildings Preservation Act.
Impact on future operating costs	No anticipated increase forecasted.
Implications of deferring this project	Possible compounding damage by not repairing, as water damage may continue to erode further.

MACHINERY & EQUIPMENT

2021 Capital Purchase	
Project Name	Zamboni (Ice Resurfacer) Replacement
Anticipated Start	2021
Project Cost	\$140,000
Funding Sources	CFEP & MSI Grants
Rationale for need	The current Zamboni has long outlived its projected useful life and requires more regular and significant repairs. As it is the Town's only Zamboni, and the operations of the Arena relies on this piece of equipment we need to ensure the reliability of this machinery.
Impact on future operating costs	Fewer repairs.
Implications of deferring this project	Potential long-term closure of the Arena due to inability to maintain the ice surface for regular arena use due to equipment breakdown.

2021 Capital Purchase	
Project Name	Water Treatment Plant Device Net Communications
Anticipated Start	2021
Project Cost	\$40,000
Funding Sources	Water & Sewer Capital Reserves
Rationale for need	The current device net communications system is a wireless communication system which has resulted in continued issues and communications failures. This will upgrade the system to hardline ethernet cable communications reducing troubleshooting and failures.
Impact on future operating costs	Fewer repairs and engineering troubleshooting due to communications issues.
Implications of deferring this project	Continued communications issues, and communications card repairs and replacements.

2021 Capital Purchase	
Project Name	Bobcat replacement program
Anticipated Start	Yearly
Project Cost	\$45,000 (Net \$5,000 after trade-in of old unit).
Funding Sources	Trade in of old Bobcat, with Tax Funding for difference.
Rationale for need	The program involves rotating old machine for a new machine yearly. The equipment is only covered by one-year warranty and with some service of the machine included, we are keeping our costs for operations at the lowest possible for the Town.
Impact on future operating costs	This purchase procedure eliminates the chance of major repairs as we always have new warranty coverage
Implications of deferring this project	The value of our Bobcat will drop yearly and the cost for maintenance will also increase as this machine is used for 250+ hours per year. No warranty coverage unless we purchase extended warranty at almost \$2500.00 dollars per year.

LAND IMPROVEMENTS

Carryforward Capital Project from 2020	
Project Name	Amundsen Park Upgrades Phase 1
Anticipated Start	2020
Project Description	Replace the playgrounds on the SE & NW corners of Amundsen Park, with one new structure, and construct a gazebo
Project Cost	\$210,000.00
Funding Sources	CFEP and FGTF grants
Rationale for need	This playground does not meet current safety codes and was on the scheduled list for replacement in 2018. This SE park was installed in 1995 and the original equipment is still in use. The swings were removed in 2007, when the NW swings were added. New park design.
Impact on future operating costs	No expected impact on operations.
Implications of deferring this project	Liability on equipment that does not meet CSA code. The planned replacement list of playground equipment in Town is based on a twenty-year cycle as 15 to 20 years is the expected life of new equipment. 9 parks/playgrounds are on the list.

2021 Capital Project	
Project Name	East Side Off-Leash Dog Park Fencing
Anticipated Start	2021
Project Description	Install fencing around the east side off-leash dog park to enhance the utility and safety of that park.
Project Cost	\$68,000.
Funding Sources	CFEP Grant and Parks & Pathway Capital Reserves
Rationale for need	As recommended in the 2017 Master Recreation Plan. There has also been numerous requests and complaints regarding such fencing, or the lack there of, from residents of the community.
Impact on future operating costs	Additional manhours to maintain the park, including weed whipping around the fence.
Implications of deferring this project	Continued complaints.

2021 Capital Project	
Project Name	Tennis court resurfacing
Anticipated Start	2021
Project Description	Install new surface on the existing tennis courts.
Project Cost	\$68,000.
Funding Sources	FGTF Grant
Rationale for need	As recommended in the 2017 Master Recreation Plan for the 2021 summer games. New users playing Pickleball are using the facility lots now as well.
Impact on future operating costs	There will be no extra expected cost increases for operations.
Implications of deferring this project	Not in good condition for the 2021 summer games.

VEHICLES

2021 Capital Project	
Project Name	Gravel truck replacement
Anticipated Date	2021
Project Description	Replace the oldest tandem, a 2005 International purchased used in 2009.
Project Cost	\$125,000. Used price based on published adds.
Funding Sources	
Rationale for need	Currently the deteriorating tandem trucks require a replacement of one unit with newer model.
Impact on future operating costs	Reduce the maintenance costs and improve efficiency.
Implications of deferring this project	More costly breakdowns and less productivity in operations. Harder to find parts for older units.

2021 Capital Project	
Project Name	Bylaw Enforcement Vehicle
Anticipated Date	2021
Project Description	Sell the Community Peace Officer Vehicle and purchase a new vehicle to be used as a Bylaw Enforcement Vehicle
Project Cost	\$40,000.
Funding Sources	Enforcement Vehicle Reserve
Rationale for need	With the plan to no longer employ a Peace Officer we can no longer utilize a Peace Officer Vehicle with lights and siren. There is therefore no vehicle, without taking one from Public Work, for the Bylaw Enforcement Officer to use, without lights and siren.
Impact on future operating costs	None.
Implications of deferring this project	Short a vehicle in our fleet as the CPO vehicle can only be used by a Community Peace Officer, which we no longer employ.

2021 Capital Project	
Project Name	Fire Command Truck (4x4) Replacement
Anticipated Date	2021
Project Description	Replace the current Fire Command Truck. Includes the purchase of a new vehicle plus the cost of adding lights, sirens, etc. to the vehicle.
Project Cost	\$50,000.
Funding Sources	MSI Grant
Rationale for need	Current command truck is 10 years old with nearly 300,000 km. As this vehicle is generally the first vehicle to respond to or assess any emergency call or fire it needs to be a reliable vehicle that can respond in any whether conditions.
Impact on future operating costs	Reduce the maintenance costs.
Implications of deferring this project	May prevent the Fire Chief from responding to a critical call as well as increased maintenance and repair costs.