



Town of Canmore

2021-2025 Budget and Business Plan

We learn more in crisis than in comfort.



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Message From the Mayor

Budgeting for the uncertainty of COVID-19 is challenging. While Council has a four-year strategic plan, we updated our strategic priorities last fall to reflect changing conditions due to COVID-19, global influences, and budget constraints.

Our vision for the community is more important now than ever. We strive to be a resilient and vibrant community socially, economically, and environmentally. This budget includes projects aligned with the goals and priorities that move us towards the vision of our community - in addition to providing high quality services to the residents of Canmore.

With the uncertainty that the pandemic brings, we are only bringing forward a one-year budget and are approving it much later in the cycle than our usual process. Over the coming year, many projects will be implemented to address the goals and strategic priorities of Council. In addition to these projects, initiatives will be undertaken to strengthen the foundational pillars of the Town of Canmore. But, every priority comes with a cost.

We have approved a \$57.3M operating and \$13.8M capital budget for 2021, with a focus on prioritizing the safety of the community during the COVID-19 pandemic as well as a focus on reducing our community impact on climate change. Other priorities include proceeding with a near carbon-neutral construction plan for a new fire hall, managing traffic and parking congestion, and leading a community conversation on a sustainable vision for tourism in Canmore.

The result is a 4.5% (net of growth) municipal property tax increase for 2021. To put the budget in context, for a residential unit with an assessed value of \$743,000 (which was the median assessment of a residential home in Canmore in 2020) one might expect a municipal property tax increase this year of approximately \$73.50 - or \$6 per month. As well, in the monitoring of 19 similar communities in the region that we track, our taxes per dwelling unit continue to be slightly below average.

It is always important when considering your tax notices to remember that 50% of the tax that is collected is the education requisition that the Town of Canmore is obliged to collect for the Government of Alberta. We have no influence over the monies collected that go directly to Edmonton, which effectively doubles most tax bills.

In order to accomplish a budget increase of 4.5% following a 0% tax increase in 2020, a number of belt-tightening initiatives were undertaken, and a number of priorities were not included. COVID-19 is impacting service levels throughout the organization. In some areas, it is increasing the work required, and the amount of time it takes to do that work. In other areas, it has reduced what can be provided to residents and visitors. The most significant pressure on the operating budget is the reduced revenues in the Recreation Department due to COVID-19 and facility maintenance with safety protocols. As well, even before considering the financial impacts of COVID-19, there are increased expenses for the RCMP contract, insurance, transit, snow removal, and debt servicing.

The 2021 budget assumes that some level of COVID-19 restrictions will be in place for the entire year, with current service delivery levels and physical distancing guidelines in place.

Over time, Canmore has been building (from unbudgeted sources of revenue) a healthy Tax Stabilization Reserve to mitigate tax rate increases in cases of an emergent, non-recurring nature. This year, a draw of \$2,443,000 from the Tax Stabilization Reserve will help fund lost revenue and COVID-19 expenses and reductions to reserve contributions were decreased to reduce the 2021 tax increase to 4.5%.

Canmore remains an exceptional community in which to live and work, especially during a global pandemic. I believe that the 2021 budget will help us get through another challenging year.

Best regards,



Mayor John Borrowman

2021-2023 Summary of Operating Budget and Business Plan

APPROACH

The 2021 budget assumes that some level of COVID-19 restrictions will be in place for the entire year, with current service delivery levels and physical distancing guidelines in place. The 2022 and 2023 plans assume a recovery as vaccines and better treatments become available, however the assumption is there is still some physical distancing and enhanced cleaning protocols that may continue.

COVID-19 is impacting service levels throughout the organization. In some areas, it is increasing the work required, and the amount of time it takes to do that work. In other areas, it has reduced what can be provided to residents and visitors.

There are many uncontrollable impacts to the budget and business plan. Even before considering the financial impacts of COVID-19, there are increased expenses for the RCMP contract, insurance, and snow removal. Debt servicing for the Cougar Creek Debris Retention Structure is also increasing costs in the budget. Town of Canmore policies recommend increases for human resource costs, as well as capital and reserve fund contributions. The most significant pressure on the operating budget is the reduced revenues in the Recreation Department due to COVID-19. Facility maintenance with COVID-19 safety protocols have also considerably increased required expenses.

Budgeting for the uncertainty of COVID-19 is challenging. A COVID-19 contingency has been created to include all incremental costs related to COVID-19 after the Municipal Operating Support Transfer (MOST) grant funding ends March 31. As per the direction of Council, the COVID-19 cost contingency is funded by the Tax Stabilization Reserve, so as not to increase taxes this year. This contingency includes known increases to operational expenses such as additional cleaning and personal protective equipment, waiving patio fees, as well as an allowance for another implementation of a pedestrian-only Main Street. The uncertainty that the pandemic brings to our business community will delay the planned implementation of paid parking downtown until next year. There may also be additional expenses beyond what we can predict, such as a requirement to respond to another unexpected twist in the rollercoaster of pandemic planning; this is not included in the 2021 budget or the COVID-19 contingency, and will require returning to Council for further direction.



Operations:

The 2021 Operating Budget ensures funds are in place for the delivery of operating programs. Total expenditures and transfers are budgeted at \$57.3M, up from \$53.8M in 2020.

Revenues and transfers from all sources other than taxation are \$30.9M, with the balance of \$26.4M sourced through taxation.

The resulting tax increase is 4.5% in 2021 as the budgeted new municipal tax net of growth. Without the \$400,000 of tax revenue from projected growth in the community, the overall municipal tax requirement increases by 6.1%.

	Budget Summary	
	2020	2021
Net Budget	53,844,484	57,285,797
Municipal Taxes	24,883,424	26,395,644
Municipal Tax Change		1,512,220
Taxes from Growth		400,000
Change by %		4.5%

Capital:

The 2021-2025 capital plan was created by developing a budget envelope available to fund desired projects. The plan is affordable and achievable.

5-Yr Capital Budget Summary	
2021	13,832,000
2022	44,054,000
2023	12,060,000
2024	16,935,500
2025	20,216,200
Total	107,097,700

Starting in 2021, franchise fees from ATCO and Fortis are to be used in their entirety to support capital requirements and climate action initiatives. Previously, the equivalent of 5% of taxes was intended to be transferred from operating to capital, but will now come from franchise fees instead of taxes. A percentage of the franchise fees are to be used to fund the climate action initiatives, including the climate change specialist position, and a new sustainability reserve.

This budget also focuses on initiatives that move us towards our goal of minimizing our impact on climate change by reducing our carbon footprint and our waste generation. It contains \$1,115,000 in net new sustainability capital projects, as well as many operational projects.

Canmore is sustainable only if both its capital infrastructure assets and its financial assets can be maintained over the long term. The Town of Canmore has a policy to establish reserve funds to ensure the long-term financial stability and flexibility of the Town of Canmore, to position it to respond to varying economic conditions and changes affecting its financial position, and to ensure the organization has the ability to continuously carry out its responsibilities. Due to the later than usual timing of budget approval, there was information available for Council decision-making that wouldn't have typically been available when seeking budget approval in December. Based on preliminary financial analysis, 2020 financial results are anticipated to result in a surplus of around \$1.3 million. Knowing that this surplus would be available to bolster reserve balances, reserve contributions were reduced in the 2021 budget by \$500,000 in order to reduce the tax requirement.

Canmore has a healthy Tax Stabilization Reserve to mitigate tax rate increases in cases of an emergent, non-recurring nature. It has been built over time from unbudgeted sources of revenue, including the MOST grant received in 2020, in anticipation of some of these significant budget pressures. Draws of \$1,600,000 from the Tax Stabilization Reserve are planned to help fund lost revenue and COVID-19 expenses in 2021, in addition to the \$300,000 previously approved by Council to cover COVID-19 expenses for the first quarter. An additional draw of \$480,000 is being used to reduce the 2021 tax increase.

By using the Tax Stabilization Reserve and reducing reserve contributions, the tax increase has been reduced to only 4.5% in 2021, while the budgeted net new municipal tax for 2022 tax increases to 9%, and 5% in 2023.





This budget also focuses on initiatives that move us towards our goal of minimizing our impact on climate change by reducing our carbon footprint and our waste generation. It contains \$1,115,000 in net new sustainability capital projects. As well, many operational projects are planned, including a permanent climate change specialist, implementing the commercial food waste collection system pilot, exploring a community car sharing strategy, fruit tree removal, and wildlife coexistence initiatives.

It is important to note that even in order to accomplish budget increases at these levels, belt-tightening was required due to uncontrollable increases in some costs. Much of the budget consists of the costs to provide status quo services. Some important initiatives were not brought forward, as they could not be funded within this direction.

This budget reflects the true cost of delivering existing services to the community. As the community grows, it will be critical to determine sustainable service levels that can be reasonably achieved within the tax base.

Changes from the previous year's budget including revenue increases and decreases, third party costs, human resources costs, and departmental program growth and reductions are outlined below in a high-level overview representing the most significant changes in each area.

Summary of Changes in 2021

CHANGES TO REVENUE SOURCES

Taxes – New Growth – Based on current building permits, a detailed list of projects was generated to estimate growth in assessment, in combination with conversations with our assessors regarding the growth they are seeing when completing inspections. It is estimated that growth will provide \$400,000 in additional tax revenue.

Reduced Recreation Sales and Rentals – As a result of the continued COVID-19 restrictions, reductions in recreation revenues and rentals are \$1,329,000.

Transfer from Tax Stabilization Reserves to Offset Net Recreation Loss - A draw of \$1,000,000 is proposed to cover the net loss in recreation, rather than the full amount of lost revenue, as there are some expense savings.

Transfer from Tax Stabilization Reserves to Reduce Taxes - A draw of \$480,000 is planned to reduce the tax increase.

Transfer from Tax Stabilization Reserves to Fund COVID-19 Contingency - A draw of \$600,000 is proposed to cover the contingency, which includes all estimated incremental costs related to COVID-19.

Other Reserve Fund Transfers – In 2020, \$183,000 was drawn from reserve to fund two term planning positions, but will not continue for 2021. All other changes in transfers from reserves totaled increases in transfers of \$72,000.

Other Revenues Changes – Increases include Franchise Fee increases of \$620,000 (which are fully offset through increased transfers to capital, reserves, and expenses), increased grants of \$160,000 (primarily in CSD), and a variety of other increases of \$7,000, totaling \$787,000.

UNCONTROLLABLE IMPACTS TO THIRD PARTY AND COVID-19 COSTS

RCMP Contract Cost Increase – Compared to the 2020 budget when contract costs were estimated at \$2,383,000, it is estimated that the 2021 contract costs will increase by \$317,000 as a result of ongoing salary negotiations.

Insurance Cost Increases – It is estimated that premiums will increase by \$55,000, to \$720,000 as a result of the construction/acquisition of new assets as part of the capital budgets and repairs and maintenance programs, as well as escalating premiums due to trending cost increases in the insurance industry.

Affiliates – Administration received budget submissions from our affiliated organizations, some of whom have provided Council with a budget presentation. The affiliate budget requests have decreased by \$37,000 as a result of a decrease in the requisition from the library. The requisitions from the museum, CCH, and artsPlace all remained unchanged from 2020 levels.

Volker Stevin Contracted Services – Snow and Ice Control (SNIC) – In July of 2019, a new SNIC policy was brought forward to Council for approval. At the time, the service levels outlined in the policy were expected to be managed within the existing snow removal budget. However, once the work was tendered, the costs of those service levels are higher than initially anticipated, resulting in an additional \$60,000 for 2021.

COVID-19 Contingency Estimate – A contingency of \$600,000 is being proposed to include all incremental costs related to COVID-19 such as labour for additional cleaning of washrooms, monitoring of facilities, and providing customer support, as well as personal protective equipment, lost revenue from leases and concessions, expansion of parklet program, waiving of in-street patio fees, and an allowance for another implementation of a pedestrian-only Main Street.

DEBT SERVICING

Cougar Creek Debris Retention Structure – As planned, the work on the Cougar Creek Debris Retention Structure is scheduled to be substantially complete in 2021, and we are borrowing \$3,500,000 for the project. This increase is partially offset by a matured five-year loan for traffic signals, for a total increase in debt servicing costs of \$131,000.

DEPARTMENT ADJUSTMENTS

Department Reductions – Through a significant organization-wide reduction in travel, training, hosting, and conferences, \$184,000 was saved as part of other reductions across 15 departments resulting in budget reductions of \$1,330,000.

Department Increases – Increases to existing expenses, such as contracted services and repair and maintenance, have increased budgets across nine departments by \$754,000.

HUMAN RESOURCES

COLA Adjustment to Salary Grids - The 2021 budget includes \$211,000 to increase the entire pay grid by a 1.3% cost of living in order to keep pace with inflation.

Municipal Contributions to FCSS/FRN – The municipal contribution to keep FCSS staff on the salary grid increased to \$114,000 (\$35,000 more than the mandatory 20% contribution of \$79,000, compared to \$25,000 in 2020). The municipal contribution to keep FRN staff on the salary grid increased to \$56,381 (\$370 more than the mandatory 20% contribution of \$56,011) compared to BVPL expenses of \$36,000 in 2020.

Other Payroll Cost Changes - Salary, wages, and benefits are budgeted in each department on the basis that 100% of positions are filled. In reality, there will be cost savings in payroll due to staff turnover and vacant positions. This year there is a budget of \$700,000 in payroll slippage which is unchanged from 2020. Other payroll costs, including savings in benefits and Workers' Compensation Board costs, fully offset by other items, such as an allowance for market adjustments, have had fluctuations, totaling \$4,000 in aggregate.

RESERVE FUND CONTRIBUTIONS

Reserve Fund Contributions – In 2020, in order to reduce taxes to the 2019 level to respond to the financial hardships faced by the community as a result of COVID-19, \$1,225,000 in reserve transfers was removed from the budget, with a corresponding reduction or cancellation of capital projects. These reserve transfers had been reinstated in 2021. In addition, the Long-Term Financial Strategy recommends gradual increases to certain reserve contributions. These include an additional \$200,000 towards the annual contribution to the Asset Replacement and Rehabilitation Reserve and an additional \$50,000 towards the annual contribution to the Flood Mitigation Reserve. Then, given the anticipated 2020 surplus which will be available to allocate to reserves, Council removed \$500,000 in reserve contributions from the budget in order to reduce taxes. Other increases in reserve fund contributions totaled \$709,000, including allocations to the Asset Replacement and Rehabilitation Reserve and the new Sustainability reserve from the increased Franchise Fees.

Transfer of Franchise Fee Allocation to Capital - An amount approximately equal to 5% of taxes is to be transferred to capital from the operating budget. This represents a \$250,000 increase over the transfer in 2020 (for a total of \$1,210,000). While historically this was funded through taxes, it is now to be funded through the increased revenue from Franchise Fees noted above.

PRIORITY STAFFING ADDITIONS

Canmore Fire-Rescue peak staffing for 2021 has been extended to eight months, from four months in 2020. The net increase of this change is approximately \$46,000. This increase has been directly offset by other expense savings within that department.

Bylaw Services has been given priority to receive an additional full-time community peace officer to focus on attractant and human-wildlife conflict related issues and enforcement. This results in a change of \$111,500 including related training, safety monitoring, uniform, etc.

Planning & Development Department lost two contract planner positions, which had been funded by reserve transfers, and replaced one with a full-time planning technician resulting in an \$80,000 increase.

OTHER NON-TAX RELATED IMPACTS

Solid Waste Services – Residential waste and recycling rates will increase by 7%. The resulting combined increase for a residential account is 3.3%, or \$13.56, in 2021. Commercial recycling accounts will increase by 4% or \$11.16. The rates for 2019, 2020, and 2021 rates were approved January 1, 2019 by Bylaw 2018-30.

Water Utility – The average household account will see a 3.4% increase, or \$20.31, for 2021. The average commercial account is projected to increase between 3.1% and 3.6%. These rates were approved at the December 1, 2020 regular Council meeting in order to have them in place for January 1, 2021.

Franchise Fees – An increase to franchise fees came into effect January 1, 2021: Fortis from 10% to 12%, and ATCO Gas from 27% to 30% with recommendations to support climate action initiatives. The fee had not increased since 2016 and is comparable to neighboring municipalities.

Amortization of Tangible Capital Assets – The 2021 budgeted amortization will be equivalent to the amount reported in the 2020 audited financial statements.

Summary of Changes in 2022

RCMP Contract - There is a significant anticipated increase in 2022 due to the expectation that the next census will show an increase to Canmore's population, resulting in the Town of Canmore's share for the cost of the RCMP increasing by \$593,000 to 90% (from 70% in 2021). To offset some of the increase, a draw from the Tax Stabilization Reserve of \$550,000 is proposed to phase-in the overall impact to taxes.

Facilities Contracted Repairs and Maintenance - Increased repair and maintenance expenses of \$98,000 related to required inspections, servicing, roof repairs, and exterior painting and staining of facilities.

Re-introduction of Performance Pay - Canmore's staff are compensated within a salary grid range. The Employee Pay Policy identifies that movement through the grid is based on the employee's standard of performance. The 2022 budget for performance pay includes a return of performance pay post-COVID-19, which increases the budget by \$150,000, compared to 2021 when performance pay for employees was not included in the budget.

Increased Reserve Transfers - The Long-Term Financial Strategy recommends increases of \$200,000 to the Asset Replacement and Rehabilitation Reserve, and \$50,000 to the Flood Mitigation Reserve each year.

Priority Staffing Additions - Details on new positions of IT support specialist, housing evaluator, development engineer, human resources coordinator, weight room monitors, firefighters, and parks operators are outlined in the New Positions section. Total increase to the budget is \$677,000.

Cost of Living - COLA is estimated to be 1.3% or \$213,000 in 2022.

Other Increases - Estimates of other budget increases are \$310,000.

Decreased Planning Revenue - The previous year included revenue from an ASP, which is not expected to recur. Revenues will be reduced by \$122,000.

Summary of Changes in 2023

RCMP Contract - The continued expense pressure from the increase to the Town of Canmore's share for the cost of the RCMP continues, and is estimated at \$432,000. To offset the increase from this contract and Fire-Rescue peak staffing (as discussed below), a draw from the Tax Stabilization Reserve of \$625,000 is proposed to phase-in the overall impact to taxes.

New Fire Hall Debt Servicing - The construction of the new fire hall will begin in 2022, and debt servicing charges will begin in 2023, resulting in an incremental cost of \$555,000.

Parks Contracted Services - Trails lifecycle maintenance is expected to increase by \$72,000.

Increased Reserve Transfers - The Long-Term Financial Strategy recommends increases of \$200,000 to the Asset Replacement and Rehabilitation Reserve, and \$50,000 to the Flood Mitigation Reserve each year.

Performance Pay - Canmore's staff are compensated within a salary grid range. The Employee Pay Policy identifies that movement through the grid is based on the employee's standard of performance. The 2023 budget for performance pay includes \$150,000.

Cost of Living - COLA is estimated to be 1.3% or \$216,000 in 2023.

Other Increases - Estimates of other budget increases including Fire-Rescue peak staffing are \$402,000.

New Positions

The 2018 organizational review identified that many departments are working over-capacity and need additional resources in order to achieve Council's strategic priorities, limit risks, and task staff with appropriate workloads. New positions included in the 2021-2023 budget plan include:

- a) **2021 – Climate Change Specialist** – This position has been grant-funded from April 2019 to March 31, 2021 to help implement Canmore's 2018 Climate Action Plan. As this work is ongoing, it is proposed to make this a full-time permanent position to be funded 75% through Franchise Fee revenue and 25% through utility rates (for assistance with the organics programs), rather than being supported through property taxes. Budget requirement includes cost of wages and benefits of \$78,000 for the nine months in 2021 after grant funding ends.
- b) **2021 – Community Peace Officer** – This position will focus on attractant and human-wildlife conflict related issues, managing the feral rabbit contract, off leash dog enforcement, Wildlife Attractant Bylaw enforcement, and training to haze wildlife from urban areas (in consultation with AEP and Solicitor General). This results in a change of \$111,500 including related training, safety monitoring, uniform, etc.
- c) **2021 – Planning Technician** – Planning & Development Department lost two contract planner positions and is replacing one with a full-time planning technician to help process development and building permit applications resulting in an \$80,000 increase.
- d) **2021 – Fire-Rescue** – The 2021 budget includes an increase peak staffing, where there are two full-time firefighters and one casual in the hall, to eight months of the year, at a cost of \$46,000.
- e) **2022 - IT Support Specialist** - The primary function of this role is to provide support and knowledge for line of business applications while also supporting implementations and the delivery of general IT services. The number of business applications has continued to grow and now exceeds the ability for one IT support specialist to manage. Budget requirement includes cost of wages and benefits of \$100,000.
- f) **2022 – Housing Evaluator** – This part-time (0.5 FTE) position is for six months as part of the Safe Park program. In 2022, the proposal is to add additional budget to extend position to be part-time year-round, but requires discussion with Council before formal approval in the 2022 budget.
- g) **2022 - Development Engineer** - Demand for this position is being driven by growth and an increase in complexity in the nature of development and contend with development demands and steep creek hazard and risk mitigation. This position is growth related and replaces a position that is grant and capital funded. Budget requirement includes cost of wages and benefits of \$112,000.
- h) **2022 - Human Resources Coordinator** - This is a recommendation from the organizational review to keep up with the growth and demand of our workforce and community, the technology changes in managing a workforce of our size and complexity, and to assist with necessary process evolution and support in the areas of recruitment, education and training, and performance expectations and management. Ever-changing legislation has also put pressure on our HR team to adapt practices, policies, and procedures. Budget requirement includes cost of wages and benefits of \$92,000.
- i) **2022 – Weight Room Monitors** – The addition of three part-time (0.6 FTE) term weight room monitors to maintain the increased service level and customer service provided during the pandemic, for a total annual cost of \$70,000.
- j) **2022 – Parks Operators** – Increase a 10-month seasonal position to full-time, and add four seasonal positions. These additional resources will allow more parks assets to remain open and working, implement the level of service at locations where work has not yet been performed, improve safety of existing assets, and maintain new assets for their expected life cycle and asset value. The total annual cost would be \$116,000.
- k) **2022 and 2023 – Fire-Rescue** – For future years, the plan is to continue to build upon the increase in peak staffing from 2021, continuing with a potential six-year plan phase-in.

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Town of Canmore

Operating Budget Summary

2021 Overall Summary including Utilities & SWS

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Municipal Taxes	24,487,006	24,883,424	26,395,644
Sales and Rentals	20,557,080	21,832,791	21,564,297
Permits & Fines	3,433,047	2,573,170	2,627,018
Internal Transfers	842,664	839,202	979,565
Grants	1,617,760	1,249,687	1,409,646
Transfers & Other	6,141,665	2,466,210	4,309,627
Total Revenues	57,079,222	53,844,484	57,285,797
EXPENDITURES			
Salaries, Wages and Benefits	18,560,818	20,090,838	19,818,038
Admin and General Services	1,838,867	2,167,216	1,995,198
Contracted Services	12,788,735	14,443,843	15,542,406
Supplies and Energy	3,728,827	3,918,266	3,800,803
Borrowing Costs	3,736,974	4,120,134	4,519,838
Other	24,161	88,640	672,360
Transfer to Capital	(2,165,756)	960,000	1,210,000
Transfer to Reserve	11,294,847	5,618,240	7,182,350
Internal Transfers	842,664	834,502	979,565
Transfer to Affiliated Orgs	1,569,147	1,602,805	1,565,239
Non TCA Capital	3,128,756	-	-
Total Expenditures	55,348,040	53,844,484	57,285,797
Net Surplus / Deficit	1,731,182	-	-
Education Requisition	18,672,060	17,944,521	20,564,674
Senior Requisition	934,715	928,557	917,952
BIA Levy	105,138	106,655	104,600

Town of Canmore

Operating Budget Summary

2021 Overall Summary excluding Utilities & SWS

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Municipal Taxes	24,487,006	24,883,424	26,395,644
Sales and Rentals	6,838,238	7,359,195	6,588,542
Permits & Fines	3,433,047	2,573,170	2,627,018
Internal Transfers	842,664	839,202	979,565
Grants	1,617,760	1,249,687	1,409,646
Transfers & Other	5,077,404	2,226,210	4,069,627
Total Revenues	42,296,119	39,130,888	42,070,042
EXPENDITURES			
Salaries, Wages and Benefits	17,372,706	18,751,872	18,491,212
Admin and General Services	1,823,781	2,148,841	1,972,398
Contracted Services	7,311,336	8,054,004	8,940,529
Supplies and Energy	2,825,416	2,948,835	2,806,646
Borrowing Costs	1,768,083	1,469,720	1,600,397
Other	24,161	88,640	672,360
Transfer to Capital	(2,165,756)	960,000	1,210,000
Transfer to Reserve	6,955,520	3,167,091	4,851,381
Internal Transfers	36,288	23,600	44,400
Transfer to Affiliated Orgs	1,484,647	1,518,285	1,480,719
Non TCA Capital	3,128,756	-	-
Total Expenditures	40,564,938	39,130,888	42,070,042
Net Surplus / Deficit	1,731,181	-	-

Town of Canmore

Operating Planning Summary

2021 - 2023 Overall Summary including Utilities & SWS

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
REVENUES				
Municipal Taxes	24,883,424	26,395,644	29,158,784	31,010,651
Sales and Rentals	21,832,791	21,564,297	23,856,080	24,889,794
Permits & Fines	2,573,170	2,627,018	2,524,300	2,548,750
Internal Transfers	839,202	979,565	1,014,987	1,047,993
Grants	1,249,687	1,409,646	1,267,710	1,267,710
Transfers & Other	2,466,210	4,309,627	3,057,120	3,169,772
Total Revenues	53,844,484	57,285,797	60,878,981	63,934,670
EXPENDITURES				
Salaries, Wages and Benefits	20,090,838	19,818,038	21,189,889	21,935,648
Admin and General Services	2,167,216	1,995,198	2,181,178	2,202,995
Contracted Services	14,443,843	15,542,406	16,580,820	17,345,969
Supplies and Energy	3,918,266	3,800,803	4,032,072	4,165,647
Borrowing Costs	4,120,134	4,519,838	4,418,724	5,826,110
Other	88,640	672,360	92,360	93,760
Transfer to Capital	960,000	1,210,000	1,210,000	1,210,000
Transfer to Reserve	5,618,240	7,182,350	8,528,475	8,482,467
Internal Transfers	834,502	979,565	1,014,987	1,046,793
Transfer to Affiliated Orgs	1,602,805	1,565,239	1,630,476	1,625,281
Total Expenditures	53,844,484	57,285,797	60,878,981	63,934,670

Corporate Services Operating Budget

Core functions:

- General Municipal
- Council
- Executive Office
- Human Resources
- Finance & Common Services
- Information Technology

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Municipal Taxes	23,761,736	24,183,424	25,695,644
Sales and Rentals	2,380,689	2,397,500	2,955,500
Permits & Fines	264,350	222,000	222,000
Internal Transfers	149,020	153,216	151,247
Grants	174,089	170,000	183,000
Transfers & Other	3,644,764	1,273,295	2,378,586
Total Revenues	30,374,648	28,399,435	31,585,977
EXPENDITURES			
Salaries, Wages and Benefits	3,971,050	4,152,490	3,938,319
Admin and General Services	1,225,631	1,388,022	1,350,045
Contracted Services	1,003,858	719,934	1,242,642
Supplies and Energy	94,645	119,461	88,000
Borrowing Costs	1,362,911	1,064,129	1,194,806
Other	(8,131)	78,930	664,050
Transfer to Capital	(2,165,756)	960,000	1,210,000
Transfer to Reserve	5,423,199	2,456,445	4,146,886
Non TCA Capital	3,128,756	-	-
Total Expenditures	14,036,163	10,939,411	13,834,748
Net Surplus / Deficit	16,338,485	17,460,024	17,751,229

General Municipal Operating Budget

Core functions:

- General Municipal captures most municipal tax revenues, most debt servicing, insurance, franchise fees, and major reserve transfers – namely centralized items that do not reside in any specific department or service area.

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Municipal Taxes	23,761,736	24,183,424	25,695,644
Sales and Rentals	2,311,581	2,334,000	2,886,500
Permits & Fines	264,350	222,000	222,000
Grants	174,089	170,000	183,000
Transfers & Other	3,597,711	1,267,645	2,346,386
Total Revenues	30,109,467	28,177,069	31,333,530
EXPENDITURES			
Salaries, Wages and Benefits	168,517	(600,554)	(595,000)
Admin and General Services	721,579	800,767	859,840
Contracted Services	-	-	25,000
Borrowing Costs	1,362,911	1,064,129	1,194,806
Other	(8,141)	50,000	650,000
Transfer to Capital	(2,165,756)	960,000	1,210,000
Transfer to Reserve	5,295,359	2,456,445	4,146,886
Non TCA Capital	3,128,756	-	-
Total Expenditures	8,503,225	4,730,787	7,491,532
Net Surplus / Deficit	21,606,242	23,446,282	23,841,998

Council Operating Budget

Mission statement:

Serving the community to enhance our quality of life by working collaboratively, with the benefit of individual knowledge, experience, and community connections, to make balanced decisions. that sustain and uphold community values for the betterment of the Town of Canmore.

Core functions:

- Consider the welfare and interests of the citizens of Canmore
- Evaluate and develop programs and policies to meet the needs of the community
- Be prepared to participate in council meetings and engage in open and transparent debate
- Build connections and trust through collaboration

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
EXPENDITURES			
Salaries, Wages and Benefits	400,530	439,494	409,635
Admin and General Services	71,631	73,119	54,000
Contracted Services	-	1,500	1,000
Supplies and Energy	2,535	5,791	1,500
Other	-	28,930	14,000
Total Expenditures	474,696	548,834	480,135
Net Surplus / Deficit	(474,696)	(548,834)	(480,135)

Business Plan Priorities & Budget Impacts:

- Community – Proceed with a near carbon neutral construction plan for a new fire hall.
- Livability - Prioritize the safety of the community during the COVID-19 pandemic by increasing maintenance and accessibility of outdoor amenity space.
- Strong Economy - Lead a community conversation on a sustainable vision for tourism in Canmore.
- Transportation - Create intercept parking opportunities and implement paid parking to fund free local transit services and manage congestion.
- Environmental Sustainability - Reduce our community impact on climate change by implementing a commercial organics diversion program.
- Reduced per diems, elected official budgets, and event support for Canada Day and Heritage Day.

Executive Office Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing strategic leadership and legislative oversight for the implementation of Council established policies and directives.

Core functions:

- Office of the Chief Administrative Officer: Council liaison, legislative compliance, inter-governmental relations, community partnerships, corporate strategic planning, staff and program/project management.
- Municipal Clerk's Office: Procedural and admin support for council and CST, elections and plebiscites, records management, bylaw and policy development, Census, FOIP.
- Communications Department: Strategic corporate and public communication, public engagement, marketing of all municipal programs and services.

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Transfers & Other	1,368	-	26,000
Total Revenues	1,368	-	26,000
EXPENDITURES			
Salaries, Wages and Benefits	1,287,941	1,632,011	1,738,077
Admin and General Services	76,879	107,941	95,425
Contracted Services	258,133	92,899	145,001
Supplies and Energy	9,578	8,400	7,900
Transfer to Reserve	27,000	-	-
Total Expenditures	1,659,531	1,841,251	1,986,403
Net Surplus / Deficit	(1,658,163)	(1,841,251)	(1,960,403)

Business Plan Priorities & Budget Impacts:

- The Corporate Strategic Team has been the organizational lead on mitigating COVID-19 impacts to the organization and this is expected to continue for most of 2021. This includes ongoing oversight, budget amendments, and direction regarding changes to operations and facilities as required by provincial orders.
- Business transformation remains a priority in 2021 to continue process improvement and enhanced efficiency.
- Conduct the 2021 general municipal election.
- Complete migration of all the organization's electronic records to TownSquare and configure records management component.
- The increased workload for the Communications Department due to the pandemic is being supported by seconded staff.
- COVID-19 has significantly increased demands for additional communication to support the community through the pandemic. The Communications Department will continue to focus on timely and responsive pandemic communications to staff and to residents using new ways to enhance and streamline the Town of Canmore's digital communication platforms – especially until it becomes safe to host in-person activities again.
- With COVID-19 limiting how many people can be in the same room, gathering public input requires a much different approach from in-person events of the past. A priority will be to focus on MyCanmore.ca as a new interactive and convenient way for residents to provide input into local decision-making.
- Conduct the 2021 Citizen Satisfaction Survey.

Human Resources Operating Budget

Mission statement:

Serving the community to enhance our quality of life by inspiring and enabling an organizational workplace with clear and common purpose, shared values, and where employees are empowered, energized, and provided with the leadership and support to achieve success

Core functions:

- Compensation, benefits, and payroll
- Recruitment and staffing
- Training and development
- Employee and labour relations
- Health and safety

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	2,288	-	-
Internal Transfers	2,000	2,000	2,000
Transfers & Other	39,475	-	-
Total Revenues	43,763	2,000	2,000
EXPENDITURES			
Salaries, Wages and Benefits	479,313	628,172	613,366
Admin and General Services	96,803	117,090	127,780
Contracted Services	122,098	127,450	156,000
Supplies and Energy	56,514	68,770	57,100
Transfer to Reserve	24,000	-	-
Total Expenditures	778,728	941,482	954,246
Net Surplus / Deficit	(734,965)	(939,482)	(952,246)

Business Plan Priorities & Budget Impacts:

- COVID-19 has transformed the employment landscape and provided a unique opportunity to redefine the Town of Canmore's workplace and employee experience. In this budget cycle a key focus of Human Resources will be to perform an analysis of the new employment landscape and to align policies and practices in support a clear workplace design that is fitting for municipal government.
- Human Resources plays a key strategic role in effective business transformation. During this cycle the focus will be on revising and implementing systems, tools, and processes that provide greater efficiency, clearer expectations, increased access to information and data, and the ability to make quicker and informed decisions as it pertains to people. Dayforce will be further configured to maximize its use, and these initiatives will provide increased capacity to partner with organizational leaders, reduce duplication of work, and create a more consistent employee experience across the organization.
- A key piece of business transformation will be to transition HR staff from hands-on operational service providers to business partners who provide leaders with the clear procedures, tools, information and education to successfully and proactively plan their staffing needs, lead their teams, condition a sustainable workload, and support employees in alignment with overall corporate direction.

Finance & Common Services Operating Budget

Mission statement:

Serving the community to enhance our quality of life by being committed to the spirit of excellence, integrity, and customer service, and providing timely, accurate information and support to Town of Canmore departments, citizens, and the community at large.

Core functions:

- Accounts payable and receivable
- Financial accounting
- Property assessment and taxation
- Pet licensing
- Asset management coordination
- Financial reporting
- Budgets
- Internal financial controls and policies
- Annual audit

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	66,820	63,500	69,000
Internal Transfers	147,020	151,216	149,247
Transfers & Other	6,211	5,650	6,200
Total Revenues	220,051	220,366	224,447
EXPENDITURES			
Salaries, Wages and Benefits	945,724	1,271,777	1,019,309
Admin and General Services	237,492	264,430	199,050
Contracted Services	260,387	106,500	367,000
Supplies and Energy	22,803	33,000	19,500
Other	10	-	50
Transfer to Reserve	70,645	-	-
Total Expenditures	1,537,061	1,675,707	1,604,909
Net Surplus / Deficit	(1,317,010)	(1,455,341)	(1,380,462)

Business Plan Priorities & Budget Impacts:

- The Finance Department will continue to support the community through these challenging economic times, providing clear and concise information and options, with a focus on continued customer service.
- Given the rapid pace of change and the significant financial impacts of the COVID-19 pandemic, emphasis will also be placed on accurate and timely dissemination of financial information for key decision making.
- Flexibility and adaptability will also be incorporated into budget to allow for rapid changes to emerging circumstances.
- IT enhancements resulted in savings for landline fees, cell phones, and printer updates.
- Continuing with contracted assessment services has resulted in a reduction the budget for salaries, offset by an increase in contracted services to reflect this reality.

Information Technology Operating Budget

Mission statement:

Serving the community to enhance our quality of life by supporting and enabling the organization through technology-based services and solutions.

Core functions:

- Provision, maintenance, and development of server, network, desktop, and telecom systems and infrastructure for the organization
- Support for general and specialty applications, audio-visual systems, and system users
- Information services including project management, business analysis, and architecture
- Implement line of business specific applications and systems to meet the operational needs of departments in the organization
- Maintaining systems security and balancing appropriate access to information

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
EXPENDITURES			
Salaries, Wages and Benefits	689,023	781,590	752,932
Admin and General Services	21,248	24,675	13,950
Contracted Services	363,240	391,585	548,641
Supplies and Energy	3,215	3,500	2,000
Transfer to Reserve	6,195	-	-
Total Expenditures	1,082,921	1,201,350	1,317,523
Net Surplus / Deficit	(1,082,921)	(1,201,350)	(1,317,523)

Business Plan Priorities & Budget Impacts:

- COVID-19 has driven many more of the Town of Canmore's resources and services online. Information Technology will continue to develop and deploy new and enhanced tools to support these new working and engagement practices.
- Continue the modernization of our core platforms and infrastructure to ensure optimization of costs, value, and the utilization of commercially available solutions. Continue the consolidation of vendors and applications to enable stronger, business-oriented support.
- Continue to develop and enhance the security, performance, and scalability of the network infrastructure to ensure consistent support and access for users and residents.
- Increased costs for Microsoft licensing required for remote work due to COVID-19 restrictions.

Municipal Services Operating Budget

Core functions:

- Economic Development
- Arts & Events
- Community Social Development Administration
- Family and Community Support Services
- Family Resource Network
- RCMP Policing
- Bylaw Services
- Fire - Rescue
- Recreation Administration & Rentals
- Aquatics

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	3,766,514	4,276,792	2,800,720
Permits & Fines	1,510,846	1,402,750	1,431,750
Grants	1,287,803	999,687	1,146,646
Transfers & Other	664,229	244,324	1,251,450
Total Revenues	7,229,392	6,923,553	6,630,566
EXPENDITURES			
Salaries, Wages and Benefits	7,476,063	8,046,516	8,154,387
Admin and General Services	409,474	564,368	437,978
Contracted Services	2,971,346	3,289,012	3,368,448
Supplies and Energy	465,417	497,177	434,453
Other	9,564	710	310
Transfer to Reserve	791,581	460,646	454,495
Internal Transfers	36,288	23,600	44,400
Total Expenditures	12,159,733	12,882,029	12,894,471
Net Surplus / Deficit	(4,930,341)	(5,958,476)	(6,263,905)

Economic Development Operating Budget

Mission statement:

Serving the community to enhance our quality of life by working with existing and prospective businesses and community partners to create a diverse economy that is resilient to change.

Core functions:

- Facilitate stakeholder alignment
- Support business retention and expansion
- Support business innovation and diversification
- Support the Arts and Events Department in their delivery of cultural and artistic programming
- Promote and support local business
- Attract investment
- Collaborative and consultative liaison between Council, administration, business development organizations, and the community

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Permits & Fines	428,998	375,000	405,000
Transfers & Other	38,363	-	-
Total Revenues	467,361	375,000	405,000
EXPENDITURES			
Salaries, Wages and Benefits	207,331	214,754	280,605
Admin and General Services	40,991	106,700	147,000
Contracted Services	9,284	14,000	15,000
Supplies and Energy	602	2,500	1,500
Transfer to Reserve	209,153	37,046	30,895
Total Expenditures	467,361	375,000	475,000
Net Surplus / Deficit	-	-	(70,000)

Business Plan Priorities & Budget Impacts:

- Support the business community through the pandemic by refining tools used in the Economic Recovery Plan and recommendations that will come out of the Business Recovery Task Force. The increased revenue will be offset by distributing local grants.
- Automate the business registry process to alleviate workload increases due to growth and changes within the business community.
- Progressing areas of focus identified in the Economic Development Diversification Strategy.
- Include annual funding agreement with Tourism Canmore Kananaskis based on 12% of previous year's business registry revenue.
- The increased workload due to the pandemic is being supported by seconded staff as well as project-specific resources.

Arts and Events Operating Budget

Mission statement:

Serving the community to enhance our quality of life through education, celebration, creativity, connection, and right relations as well as encouraging and supporting the presence of public art for Canmore residents and visitors to enjoy and support creative work, learn about and celebrate Canmore's unique sense of place and stories, engage in personal and community dialogue, and evoke social and aesthetic interaction.

Core functions:

- Arts and cultural awareness, education, and development
- Special event delivery
- Community event capacity building
- Community event and film permitting
- Volunteer development for special events
- Public Art program

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	1,440	3,704	1,500
Grants	2,400	-	-
Transfers & Other	25,226	24,324	22,250
Total Revenues	29,066	28,028	23,750
EXPENDITURES			
Salaries, Wages and Benefits	277,669	329,829	189,617
Admin and General Services	27,763	42,100	14,560
Contracted Services	84,751	94,840	51,575
Supplies and Energy	22,148	30,115	19,350
Transfer to Reserve	5,600	-	-
Total Expenditures	417,931	496,884	275,102
Net Surplus / Deficit	(388,865)	(468,856)	(251,352)

Business Plan Priorities & Budget Impacts:

- Two staff will be seconded to other departments for 2021 with the associated payroll costs moving to those departments but staying in the base budget. These staff will move back to Arts and Events post-pandemic (arts coordinator to continue supporting Communication Department, event permitting coordinator supporting Economic Development).
- No budget for public art initiatives while staff seconded to other departments.
- Focus on cultural sector support and community development through engagement by creating safe, modified community events and experiences.
- Events this year will utilize digital format whenever possible and center events in neighbourhoods to help improve social cohesion with small group sizes.
- Revise and reduce events for Winter Carnival, Canada Day, and National Indigenous People's Day, and plan for a typical New Year's Eve event.
- Employ local performing artists and visual artists in pop up events as possible to assist with sector support.
- Event and film permitting will be addressed on a case by case basis to determine whether they meet provincial and municipal restrictions, and work with event producers to help them modify events to adhere to restrictions.

Community Social Development Operating Budget

Mission statement:

Serving the community to enhance our quality of life by building a 'Livable Canmore' through strength-based programs and policies that foster an inclusive and resilient community.

Core functions:

- Family and Community Support Services (targeted and universal prevention programs and services)
- Family Resource Network (FRN) (Child Development and Whole Family Capacity Building)
- Community Evaluation (Community Monitoring Report)
- Monitor Emerging Social Issues (participate in municipal, provincial, and federal discussions) and working groups)
- Livability /Affordability (Affordable Services Program, Living Wage Network, Alberta Poverty Reduction Network)
- Emergency Social Services (ESS)
- Community Development: Strategic Planning, Community Collaboration, Bow Valley Immigration Partnership
- Housing Support Services: Safe Park, Homeless to Housing Coalition, Rural Development Network
- Community Grants and non-profit support

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	9,030	12,000	13,000
Grants	63,114	500	57,500
Transfers & Other	24,632	250	-
Total Revenues	96,776	12,750	70,500
EXPENDITURES			
Salaries, Wages and Benefits	207,645	180,770	193,951
Admin and General Services	12,026	19,531	10,493
Contracted Services	29,245	161,341	79,514
Supplies and Energy	61,767	68,850	82,285
Transfer to Reserve	48,188	-	-
Total Expenditures	358,871	430,492	366,243
Net Surplus / Deficit	(262,095)	(417,742)	(295,743)

Business Plan Priorities & Budget Impacts:

- Clearly define FRN services and scope.
- Monitor and report on FCSS and FRN program outputs and outcomes.
- Complete Community Monitoring Report Review and begin new monitoring report contact.
- Compete and present new living wage work with a plan to annually calculate Canmore's living wage.
- Expand ESS membership by training additional staff.
- Prepare for a new Community Social Development strategic plan development in 2022.
- Pilot Safe Park Program while adhering to provincial restrictions.
- Act as a fiscal agent for grant funding and support initiatives that serve individuals who are without safe shelter.
- Support non-profit community and maintain community grant program.

Family and Community Support Services Operating Budget

Mission statement:

As part of the Community Social Development service area, FCSS serves the community to enhance our quality of life by building a 'Livable Canmore' through strength-based programs and policies that foster an inclusive and resilient community.

Core functions:

- FCSS builds strong communities through preventative social supports in three areas: 1) direct program/service delivery, 2) community development, 3) system/policy change
- Proactive and strength-based supports
- Improve quality of life
- Increase residents' ability to prevent or deal with crisis situations
- FCSS funding is based on a cost-sharing model between the Town of Canmore and the Province of Alberta. Municipalities must contribute a minimum of 20% to receive the FCSS provincial grant for local preventative social programs

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	45,299	50,875	29,935
Grants	317,372	317,372	317,372
Transfers & Other	7,036	6,750	700
Total Revenues	369,707	374,997	348,007
EXPENDITURES			
Salaries, Wages and Benefits	432,800	453,466	444,140
Admin and General Services	7,667	8,580	3,870
Contracted Services	3,540	4,920	3,000
Supplies and Energy	7,564	7,800	7,120
Other	1,016	710	310
Transfer to Reserve	6,455	3,600	3,600
Total Expenditures	459,042	479,076	462,040
Net Surplus / Deficit	(89,335)	(104,079)	(114,033)

Business Plan Priorities & Budget Impacts:

- Support neighbourhood based initiatives to strengthen informal support systems and to create an inclusive community.
- Strengthen the non-profit community by connecting them to resources and local talent (non-profit website).
- Continue to connect Canmore's most vulnerable residents to community through programs including Cycling Without Age, Friendly Caller, Pen Pal.
- Support mental well-being and resilience through programs including robotic pets, one on one solution focused, Rainbows divorces and separation, youth leadership, and workshops for parents of teens.
- Connect people to community resources including information and referrals.
- Support community affordability through the Affordable Services Program, budgeting support, and connection to credit counselling.
- Municipal contribution required to keep staff on salary grid is 29%.

Bow Valley Family Resource Network Operating Budget

Mission statement:

As part of the Community Social Development service area, Family Resource Network (FRN) serves the community to enhance quality of life by building a 'Livable Canmore' through strength-based programs and policies that foster an inclusive and resilient community.

Core functions:

- Whole Family Support Services: one on one and targeted family support services
- Caregiver Capacity Building: education and skill development for caregivers
- Social Connection Services: create space to strengthen informal supports systems among children and families
- Child Development Service Coordination: organize community services, build collective action opportunities, and communicate services to community

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Grants	-	269,879	359,838
Transfers & Other	-	15,500	5,000
Total Revenues	-	285,379	364,838
EXPENDITURES			
Salaries, Wages and Benefits	-	286,157	382,374
Admin and General Services	-	14,345	3,500
Contracted Services	-	15,000	6,229
Supplies and Energy	-	25,888	29,116
Total Expenditures	-	341,390	421,219
Net Surplus / Deficit	-	(56,011)	(56,381)

Business Plan Priorities & Budget Impacts:

- Create a stable annual program plan to provide families with predictable programming.
- Actively connect with new caregivers.
- Monitor and report on family challenges, strengths, and on program outcomes and outputs.
- Develop caregiver skills through workshops and seminars.
- Provide child development support services.
- Facilitate informal community and social connections.
- Support whole family relationships.
- Provide COVID-19 relief and family support programs.
- Municipal contribution required to keep staff on salary grid is 16%.

RCMP Policing Operating Budget

Mission statement:

Serving the community to enhance our quality of life by preserving the peace, upholding the law, and providing quality service.

Core functions:

- Preserve the peace, protect life and property, prevent crime, and apprehend criminals
- Impact crime through education, prevention, and awareness
- Implement a yearly plan of strategies to enhance the safety of the community
- Provide 7 day a week, 24 hour per day coverage

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	26,670	26,000	20,000
Permits & Fines	282,039	180,000	180,000
Grants	411,936	411,936	411,936
Transfers & Other	170,000	170,000	196,000
Total Revenues	890,645	787,936	807,936
EXPENDITURES			
Salaries, Wages and Benefits	229,785	321,306	312,209
Admin and General Services	30,720	31,375	29,600
Contracted Services	2,315,718	2,383,340	2,700,000
Supplies and Energy	438	500	-
Total Expenditures	2,576,661	2,736,521	3,041,809
Net Surplus / Deficit	(1,686,016)	(1,948,585)	(2,233,873)

Business Plan Priorities & Budget Impacts:

- Contract cost increases due to union negotiations.
- Community policing priorities include increased tourism due to COVID-19, reducing bike theft, school zone safety, addressing parking safety issues.

Bylaw Services Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing education and enforcement of Town of Canmore bylaws and selected provincial statutes.

Core functions:

- Provide a high level of service and responsiveness to residents and visitors in Canmore
- Education and enforcement of Town of Canmore bylaws and selected provincial statutes
- Proactive community patrols
- Oversight and contract management for photo radar and feral rabbits

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	243	500	500
Permits & Fines	799,810	847,750	846,750
Transfers & Other	17,752	27,500	27,500
Total Revenues	817,805	875,750	874,750
EXPENDITURES			
Salaries, Wages and Benefits	535,918	721,320	844,923
Admin and General Services	36,639	41,275	68,050
Contracted Services	317,357	353,550	358,500
Supplies and Energy	42,130	42,150	57,242
Transfer to Reserve	407,580	420,000	420,000
Internal Transfers	-	1,100	900
Total Expenditures	1,339,624	1,579,395	1,749,615
Net Surplus / Deficit	(521,819)	(703,645)	(874,865)

Business Plan Priorities & Budget Impacts:

- Community priorities includes supporting the Safe Park program, managing Quarry Lake use, animal control and licensing, human-wildlife interaction, neighborhood strengthening, and service delivery through an education approach.
- Completing Community Peace Officer Level 1 training.
- Officer monitoring program to ensure officer safety.
- New e-bikes to allow officers to patrol around town and on trails quickly and efficiently.
- One new Community Peace Officer and related expenses will be added to support community priorities.
- Seasonal staff are included in the budget to support the paid parking program.

Fire - Rescue Services Operating Budget

Mission statement:

Serving the community to enhance our quality of life by working together to protect life, property and the environment for the residents in Canmore.

Core functions:

- Public education and prevention
- Fire safety standards and education/enforcement
- Emergency response
- Emergency management

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	130,098	120,240	120,240
Transfers & Other	6,800	-	-
Total Revenues	136,898	120,240	120,240
EXPENDITURES			
Salaries, Wages and Benefits	2,096,986	2,337,435	2,453,173
Admin and General Services	122,504	161,850	80,320
Contracted Services	117,178	152,625	113,375
Supplies and Energy	118,267	136,190	116,690
Internal Transfers	31,588	22,500	43,500
Total Expenditures	2,486,523	2,810,600	2,807,058
Net Surplus / Deficit	(2,349,625)	(2,690,360)	(2,686,818)

Business Plan Priorities & Budget Impacts:

- Under the guidance of the fire chief and the fire prevention officer, develop and implement a comprehensive community risk reduction process which incorporates fire prevention, fire education, risk identification, hazard assessments, data analysis, and fire code review and enforcement. Supporting this initiative is the addition of a fire prevention officer.
- Proactively respond to increasing calls for emergency service due to population and visitor growth. Supporting this is the proposed peak staffing initiative which will provide additional firefighter staffing for eight months (an increase from five months in 2020).
- Wage increases based on fire class are in line with the union and master plan, and are offset by reductions in other areas including contracted services and supplies.

Recreation Services Operating Budget

Core functions:

- Recreation Administration and Rentals
- Aquatics
- Climbing
- Recreation Programming and Fitness

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	3,553,734	4,063,473	2,615,545
Grants	3,550	-	-
Transfers & Other	234,209	-	1,000,000
Total Revenues	3,791,493	4,063,473	3,615,545
EXPENDITURES			
Salaries, Wages and Benefits	2,999,362	3,201,479	3,053,395
Admin and General Services	125,751	138,612	80,585
Contracted Services	85,150	109,396	41,255
Supplies and Energy	203,814	183,184	121,150
Transfer to Reserve	10,000	-	-
Total Expenditures	3,424,077	3,632,671	3,296,385
Net Surplus / Deficit	367,416	430,802	319,160

Recreation Administration & Rentals Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing connections to the places, programs, and people that inspire creative, healthy, and active living.

Core functions:

- Administer venue rentals for the Town of Canmore's indoor and outdoor amenities
- Create and maintain working relationships with stakeholders and other recreation providers in the region
- Provide exemplary customer service
- Program registration and drop-in administration
- Membership sales and retention
- Work closely with user groups and stakeholders
- Ensure accessibility to recreational programs and spaces

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	2,963,379	3,399,003	2,244,020
Transfers & Other	232,709	-	1,000,000
Total Revenues	3,196,088	3,399,003	3,244,020
EXPENDITURES			
Salaries, Wages and Benefits	1,010,769	1,189,371	1,094,798
Admin and General Services	81,822	89,892	51,050
Contracted Services	3,397	2,700	750
Supplies and Energy	58,181	62,800	31,500
Transfer to Reserve	10,000	-	-
Total Expenditures	1,164,169	1,344,763	1,178,098
Net Surplus / Deficit	2,031,919	2,054,240	2,065,922

Business Plan Priorities & Budget Impacts:

- Adjust operations to operate within provincial and municipal guidelines and requirements.
- Reduced facility rental and Elevation Place membership revenue.
- Increase number of part-time and casual customer experience agents to meet COVID-19 operating guidelines.
- Planning to close the two ice rinks for 4-5 months in the summer which will decrease revenue but be offset by savings in the Facilities Department.
- Manage outdoor venue rentals by private fitness businesses and groups within COVID-19 guidelines.

Aquatics Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing connections to places, programs, and people to inspire creative, healthy, and active living.

Core functions:

- Water programs including swimming, aquacize, aquaspin, first aid, learn to swim, and lifeguarding
- Maximize usage of the multi-use aquatics centre while balancing public access with scheduled access to stakeholders (or swim training, competitions, and other program offerings, such as kayaking)
- Advocate for safe water recreation practices within the community

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	169,805	178,200	107,000
Total Revenues	169,805	178,200	107,000
EXPENDITURES			
Salaries, Wages and Benefits	1,022,879	983,443	993,130
Admin and General Services	17,111	17,720	10,385
Contracted Services	6,133	2,500	800
Supplies and Energy	34,004	32,800	21,800
Total Expenditures	1,080,127	1,036,463	1,026,115
Net Surplus / Deficit	(910,322)	(858,263)	(919,115)

Business Plan Priorities & Budget Impacts:

- Adjust operations to operate within provincial and municipal guidelines and requirements.
- Reduced swimming lessons, lane rental, programming, and drop in revenue.
- Decreased casual staff hours reflecting lower business volume.

Climbing Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing connections to places, programs, and people to inspire creative, healthy, and active living.

Core functions:

- Deliver both formal and unstructured climbing opportunities to residents and visitors of any ability - from first-timer to elite athlete
- Provide exceptional customer service to members and guests of all types
- Build community and establish a sense of place in residents and visitors

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	235,699	219,000	121,000
Total Revenues	235,699	219,000	121,000
EXPENDITURES			
Salaries, Wages and Benefits	582,619	593,918	589,051
Admin and General Services	16,644	15,320	11,000
Contracted Services	7,815	10,150	10,155
Supplies and Energy	49,076	50,384	43,350
Total Expenditures	656,154	669,772	653,556
Net Surplus / Deficit	(420,455)	(450,772)	(532,556)

Business Plan Priorities & Budget Impacts:

- Adjust operations to operate within provincial and municipal guidelines and requirements.
- Decreased revenue from drop-in users.
- Casual hours reduced and amalgamated into new climbing technician position.
- Decreased casual hours reflecting lower business volume.

Recreation Programs & Fitness Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing connections to places, programs, and people to inspire creative, healthy, and active living.

Core functions:

- Program recreation opportunities at Elevation Place, the Canmore Recreation Centre, outdoor venues, and partner locations (Child and Youth, Adult, other wellness programs)
- Manage fitness operations at Elevation Place and the Canmore Recreation Centre
- Lead relations with the private fitness sector
- Oversee Recreation Fee Assistance and Campership as part of the Affordable Services Program
- Foster the health and well-being of residents and visitors of all ages

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	184,851	267,270	143,525
Grants	3,550	-	-
Transfers & Other	1,500	-	-
Total Revenues	189,901	267,270	143,525
EXPENDITURES			
Salaries, Wages and Benefits	383,095	434,747	376,416
Admin and General Services	10,175	15,680	8,150
Contracted Services	67,806	94,046	29,550
Supplies and Energy	62,553	37,200	24,500
Total Expenditures	523,629	581,673	438,616
Net Surplus / Deficit	(333,728)	(314,403)	(295,091)

Business Plan Priorities & Budget Impacts:

- Adjust operations to operate within provincial and municipal guidelines and requirements.
- Decreased revenue from child/youth, afterschool programming, and adult drop-in programming.
- Cancel childminding and significantly reduce afterschool programming.
- Convert fitness instructors from contractors to employees to meet CRA requirements.

Municipal Infrastructure Operating Budget

Core functions:

- Engineering
- Transit
- Planning and Development
- Facilities
- Public Works Administration
- Parks
- Streets and Roads
- Solid Waste Services
- Water Utility

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	691,035	684,903	832,322
Permits & Fines	1,657,851	948,420	973,268
Internal Transfers	693,644	685,986	828,318
Grants	155,867	80,000	80,000
Transfers & Other	363,239	303,000	34,000
Total Revenues	3,561,636	2,702,309	2,747,908
EXPENDITURES			
Salaries, Wages and Benefits	5,925,593	6,552,866	6,398,506
Admin and General Services	102,625	109,578	97,065
Contracted Services	3,105,632	3,809,058	4,093,439
Supplies and Energy	2,265,354	2,332,197	2,284,193
Other	22,728	9,000	8,000
Transfer to Reserve	490,471	-	-
Total Expenditures	11,912,403	12,812,699	12,881,203
Net Surplus / Deficit	(8,350,767)	(10,110,390)	(10,133,295)

Engineering Operating Budget

Mission statement:

Serving the community to enhance our quality of life by making the community: safe through steep creek and Bow River flood hazard management, livable through complete street projects, and sustainable through asset management.

Core functions:

- Support the organization and community with engineering and GIS/Mapping services
- Road, bridge, and utility asset management and master planning support
- Transportation planning
- Capital project delivery
- Steep creek and flood hazard mitigation
- Leased land administration
- Road-use, excavation, demolition, and house-move permitting
- Development review

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	12,403	7,166	7,166
Permits & Fines	78,037	60,000	70,000
Internal Transfers	220,790	225,206	229,711
Transfers & Other	450	-	-
Total Revenues	311,680	292,372	306,877
EXPENDITURES			
Salaries, Wages and Benefits	838,666	931,732	882,800
Admin and General Services	18,158	18,050	13,450
Contracted Services	87,600	120,000	125,000
Supplies and Energy	4,210	5,550	4,900
Total Expenditures	948,634	1,075,332	1,026,150
Net Surplus / Deficit	(636,954)	(782,960)	(719,273)

Business Plan Priorities & Budget Impacts:

- Completion of TIP20 – A series of transportation projects combined into one program and completed based on recommendations of the Integrated Transportation Plan, this project will contribute meaningfully to 2030 goals for mode-shift. New pathway and bus stop infrastructure require budget for snow clearing and maintenance.
- Paid Parking Implementation – In support of Council’s priority implement paid parking to fund free local transit services and manage congestion, we will work to implement paid parking to create more efficient and effective use of parking areas. Expected revenues from parking will offset operating costs.
- Substantial completion of Cougar Creek Debris Flood Mitigation Structure.
- Start construction on Stonework’s Creek mitigation in support of protection of existing development, as well as employee housing and PAH lands for future development.
- Small increase in professional fees to better reflect actuals.

Transit Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing an affordable transportation option and decreasing traffic congestion and parking demand in the Town Centre.

Core functions:

- Participate on the board of the Bow Valley Regional Transit Services Commission
- Support business planning
- Support service implementation and operation
- Deliver transit-related capital projects within the Town of Canmore

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Transfers & Other	-	102,000	19,000
Total Revenues	-	102,000	19,000
EXPENDITURES			
Contracted Services	1,032,465	1,233,552	1,223,380
Total Expenditures	1,032,465	1,233,552	1,223,380
Net Surplus / Deficit	(1,032,465)	(1,131,552)	(1,204,380)

Business Plan Priorities & Budget Impacts:

- Complete bus stop work funded by Green Trip.
- Make ready the third bay of the bus barn for transit use by fall.
- Additional maintenance for bus stops and the bus barn storage facility is included in the budget for Streets & Roads.
- Increased Bow Valley Regional Transit Services Commission requisition for ROAM assumes fare-free local service.
- Reduced ridership is projected during the pandemic.

Planning & Development Operating Budget

Mission statement:

Serving the community to enhance our quality of life by building an outstanding, innovative, and sustainable community.

Core functions:

- Long range planning functions including planning for human use and growth management
- Management of development and building permit processes, including design review, permitting and inspections
- Land Use Bylaw management and enforcement
- Coordination of committees: Canmore Planning Commission, Subdivision and Development Appeal Board

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	25,271	28,825	63,100
Permits & Fines	1,579,814	888,420	903,268
Grants	21,500	-	-
Transfers & Other	264,500	183,000	-
Total Revenues	1,891,085	1,100,245	966,368
EXPENDITURES			
Salaries, Wages and Benefits	1,201,206	1,305,544	1,120,876
Admin and General Services	25,042	31,665	32,320
Contracted Services	238,889	210,600	170,000
Supplies and Energy	3,418	1,300	2,350
Other	14,728	-	-
Transfer to Reserve	218,096	-	-
Total Expenditures	1,701,379	1,549,109	1,325,546
Net Surplus / Deficit	189,706	(448,864)	(359,178)

Business Plan Priorities & Budget Impacts:

- Projecting decreased revenue from building permits.
- Reduced salary budget by one contract position, and replaced another contract position with a full-time planning technician.
- Reduced contracted services due to new safety codes officer fee structure and lower volumes.
- Processing development and building permit applications.
- Transitioning all paper-based application processes to an end-to-end electronic system resulting in an increase to sales and rental revenues and how they are allocated.
- Implementing process improvements that will support the efficient and timely processing of planning and building related applications.
- Continued maintenance of the Land Use Bylaw to address any unintended consequences of the regulations and respond to changes in the market and development industry.

Facilities Operating Budget

Mission statement:

Serving the community to enhance our quality of life by overseeing the safe, efficient, and professional operation and enhancement of municipal facilities.

Core functions:

- Capital and operating project management
- Tenant lease management
- Energy procurement and conservation
- General maintenance, custodial, and logistical services including ice and pool management
- Community event logistical support
- Maintain 62 buildings located at 21 different sites that cover over 340,000 sq. ft. with an approximate replacement value of \$160M

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	524,711	477,077	520,196
Internal Transfers	59,646	60,412	60,000
Total Revenues	584,357	537,489	580,196
EXPENDITURES			
Salaries, Wages and Benefits	1,844,480	2,094,148	2,081,992
Admin and General Services	22,229	16,562	13,510
Contracted Services	719,720	765,964	768,014
Supplies and Energy	1,020,486	1,038,425	934,693
Transfer to Reserve	101,000	-	-
Total Expenditures	3,707,915	3,915,099	3,798,209
Net Surplus / Deficit	(3,123,558)	(3,377,610)	(3,218,013)

Business Plan Priorities & Budget Impacts:

- Operate safely within a COVID-19 parameters by following required safety protocols and adapting to changing operations as required. Maintain the health and safety of staff, patrons, and contractors while operating municipal facilities. Extra sanitization measures are in place and will continue throughout the year using existing resources and contracted services.
- Operational projects have been reduced to minimize corporate expenditures; however, several projects need to be addressed in the Elevation Place pool facility in order to stop, remediate, and prevent water damage that is occurring.
- Implement enabling works associated with the new Fire Hall.
- Complete the design for the new Fire Hall.
- Install rooftop solar at the Canmore Recreation Centre.
- Projecting a reduction of concession and lease revenue during the pandemic, with the exception of a lease renewal with one tenant.
- Reduced energy costs due to savings from rooftop solar.

Public Works Administration Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing recycling and waste management programs, water and wastewater services, and the maintenance of parks and roads.

Core functions:

- Solid waste services
- Parks
- Streets and roads
- Water utilities
- Sustainability
- Several large agreements are managed by Public Works including utility services agreement with EPCOR, snow and ice control with Volker Stevin, and waste hauling with the Town of Banff
- Services delivered in the solid waste and utilities areas are wholly supported by user rates. A rate model is employed to ensure revenue adequacy to support long term capital and operating expenditures.

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	-	-	58,500
Internal Transfers	178,695	182,268	229,457
Total Revenues	178,695	182,268	287,957
EXPENDITURES			
Salaries, Wages and Benefits	380,347	426,407	505,965
Admin and General Services	4,174	3,150	2,000
Contracted Services	6,911	37,200	93,300
Supplies and Energy	10,618	8,300	5,800
Total Expenditures	402,050	475,057	607,065
Net Surplus / Deficit	(223,355)	(292,789)	(319,108)

Business Plan Priorities & Budget Impacts:

- Continue to adjust to changing COVID-19 restrictions and conditions.
- Address parks planning to ensure a process is in place to effectively plan for future green space and infrastructure.
- Work towards achieving the recommendations within the Town of Canmore's Climate Action Plan.
- The temporary climate change specialist position previously funded through grants and a capital project will become a permanent position funded through utilities and franchise fees.
- Implement actions from the Human-Wildlife Coexistence Technical Report to reduce attractants by removing fruit trees and reducing rabbit breeding areas at the Stan Rogers stage and Elevation Place.

Parks Operating Budget

Mission statement:

Serving the community to enhance our quality of life by ensuring that outdoor spaces, trails, and structures are safe for the use and enjoyment of all residents and visitors.

Core functions:

- Maintain and operate all parks, sports fields, green space, playgrounds, outdoor ice surfaces, trails, dog parks, vault washrooms, and seasonal holiday lighting.
- Manage and maintain the Town of Canmore's cemetery program.
- Deliver seasonal programs with key stakeholders including the removal of Sheperdia bushes, invasive plants, and the Mountain Pine Beetle program.
- Special event support

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	122,655	168,335	179,360
Grants	134,367	80,000	80,000
Transfers & Other	97,289	18,000	15,000
Total Revenues	354,311	266,335	274,360
EXPENDITURES			
Salaries, Wages and Benefits	872,736	887,685	894,953
Admin and General Services	21,209	22,851	19,385
Contracted Services	392,781	480,960	558,960
Supplies and Energy	139,161	153,975	144,450
Other	8,000	9,000	8,000
Transfer to Reserve	26,526	-	-
Total Expenditures	1,460,413	1,554,471	1,625,748
Net Surplus / Deficit	(1,106,102)	(1,288,136)	(1,351,388)

Business Plan Priorities & Budget Impacts:

- Operate safely within the changing COVID-19 guidelines with additional safety protocols and to ensure the health and well-being of staff and the public.
- Reevaluate all business areas and decrease or increase levels of services, due to both COVID-19 and overall budget restraints.
- Launch new memorial bench and plaque program.
- Increase in contracted repair and maintenance including work needed on Spring Creek pedestrian bridges while protecting the waterway.
- Anticipating reduction in service levels to free up capacity to maintain new assets including land in TSMV, Centennial Park fence, playgrounds and picnic tables, and Legacy Trail railings.

Streets & Roads Operating Budget

Mission statement:

Serving the community to enhance our quality of life by maintaining infrastructure within the transportation network, and by maintaining a safe and progressive fleet that is consistent with sustainability, function, and cost effectiveness.

Core functions:

- Maintain the Town of Canmore's transportation network including roadways, sidewalks, paved pathways, and parking lots with surface repairs, snow and ice control, and street sweeping
- Maintain the Town of Canmore's traffic programs including pavement markings, signage, street lighting, and traffic signal light maintenance
- Maintain the municipal fleet program including light and heavy fleet vehicles
- Special event support

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	5,994	3,500	4,000
Internal Transfers	234,513	218,100	309,150
Transfers & Other	1,000	-	-
Total Revenues	241,507	221,600	313,150
EXPENDITURES			
Salaries, Wages and Benefits	788,158	907,350	911,920
Admin and General Services	11,814	17,300	16,400
Contracted Services	627,266	960,782	1,154,785
Supplies and Energy	1,087,461	1,124,647	1,192,000
Transfer to Reserve	144,849	-	-
Total Expenditures	2,659,548	3,010,079	3,275,105
Net Surplus / Deficit	(2,418,041)	(2,788,479)	(2,961,955)

Business Plan Priorities & Budget Impacts:

- Offer leadership for Health and Safety within the COVID-19 operating environment.
- Align snow and ice control (SNIC) service expectations with a new SNIC policy, a new roads contract, and new infrastructure.
- Increased budget for contracted services for snow and ice control to meet approved service levels with changing road and bicycle infrastructure, as well as maintaining accessible parking stalls.
- Increased internal transfers, primarily to capture transfers not previously reflected in the budget.
- Improve and diversify team training; new equipment additions offer the ability to improve programs such as SNIC services and message painting.
- Capitalize on available rebates to replace two existing fleet vehicles with electric vehicles and two charging stations.
- Improve fleet operations compliance and utilize fleet tracking tools to improve efficiencies.

Utilities Operating Budget

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	13,718,842	14,473,596	14,975,755
Transfers & Other	1,064,260	240,000	240,000
Total Revenues	14,783,102	14,713,596	15,215,755
EXPENDITURES			
Salaries, Wages and Benefits	1,188,112	1,338,966	1,326,826
Admin and General Services	15,086	18,375	22,800
Contracted Services	5,477,399	6,389,839	6,601,877
Supplies and Energy	903,411	969,431	994,157
Borrowing Costs	1,968,891	2,650,414	2,919,441
Transfer to Reserve	4,339,327	2,451,149	2,330,969
Internal Transfers	806,376	810,902	935,165
Transfer to Affiliated Orgs	84,500	84,520	84,520
Total Expenditures	14,783,102	14,713,596	15,215,755
Net Surplus / Deficit	-	-	-

Solid Waste Services Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing a community recycling program and ensuring the Town of Canmore's waste collection system is animal-proof and sanitary.

Core functions:

- 7 days / week recycling services and waste collection
- 7 days / week recycling depot for specialty items such as used oil and leaf collection
- 5 days / week large item cleanup program
- Pedestrian waste container servicing
- Support special events

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	3,461,283	3,536,220	3,808,110
Total Revenues	3,461,283	3,536,220	3,808,110
EXPENDITURES			
Salaries, Wages and Benefits	1,188,112	1,338,966	1,326,826
Admin and General Services	15,086	18,375	22,800
Contracted Services	803,397	841,625	882,100
Supplies and Energy	100,067	88,200	109,100
Borrowing Costs	445,126	607,086	494,942
Transfer to Reserve	462,596	199,402	414,572
Internal Transfers	362,399	358,046	473,250
Transfer to Affiliated Orgs	84,500	84,520	84,520
Total Expenditures	3,461,283	3,536,220	3,808,110
Net Surplus / Deficit	-	-	-

Business Plan Priorities & Budget Impacts:

- Increases to rates were approved December 2020.
- Roll out and grow the commercial food waste program, supported by the climate change specialist.
- Expand the residential food waste program.

Water Utility Operating Budget

Mission statement:

Serving the community to enhance our quality of life by providing water and wastewater treatment, water distribution, wastewater collection, biosolids management, metering and billing services, utilities capital and infrastructure planning.

Core functions:

- Water treatment and distribution
- Wastewater treatment and collection
- Storm water management
- Utility meter reading and billing
- Utility capital upgrades

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Sales and Rentals	10,257,559	10,937,376	11,167,645
Transfers & Other	1,064,260	240,000	240,000
Total Revenues	11,321,819	11,177,376	11,407,645
EXPENDITURES			
Contracted Services	4,674,002	5,548,214	5,719,777
Supplies and Energy	803,344	881,231	885,057
Borrowing Costs	1,523,765	2,043,328	2,424,499
Transfer to Reserve	3,876,732	2,251,747	1,916,397
Internal Transfers	443,977	452,856	461,915
Total Expenditures	11,321,820	11,177,376	11,407,645
Net Surplus / Deficit	(1)	-	-

Business Plan Priorities & Budget Impacts:

- Increases to water and wastewater rates were approved in December 2020.
- Negotiate the new utility services agreement.
- Update the Utility Master Plan to provide details on required projects to support growth and a breakdown of budget costs and benefitting areas to determine appropriate funding (percent applicable as eligible for offsite levy).

Partners & Affiliates Operating Budget

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Municipal Taxes	725,270	700,000	700,000
Transfers & Other	405,173	405,591	405,591
Total Revenues	1,130,443	1,105,591	1,105,591
EXPENDITURES			
Admin and General Services	86,051	86,873	87,310
Contracted Services	230,500	236,000	236,000
Borrowing Costs	405,173	405,591	405,591
Transfer to Reserve	250,270	250,000	250,000
Transfer to Affiliated Orgs	1,484,647	1,518,285	1,480,719
Total Expenditures	2,456,641	2,496,749	2,459,620
Net Surplus / Deficit	(1,326,198)	(1,391,158)	(1,354,029)

Library Operating Budget

	Actual	Budget	Budget
	2019	2020	2021
REVENUES			
EXPENDITURES			
Admin and General Services	86,051	86,873	87,310
Transfer to Affiliated Orgs	829,647	883,285	845,719
Total Expenditures	915,698	970,158	933,029
Net Surplus / Deficit	(915,698)	(970,158)	(933,029)

Museum Operating Budget

	Actual	Budget	Budget
	2019	2020	2021
REVENUES			
EXPENDITURES			
Transfer to Affiliated Orgs	180,000	185,000	185,000
Total Expenditures	180,000	185,000	185,000
Net Surplus / Deficit	(180,000)	(185,000)	(185,000)

CCH Housing Operating Budget

	Actual 2019	Budget 2020	Budget 2021
REVENUES			
Municipal Taxes	725,270	700,000	700,000
Transfers & Other	405,173	405,591	405,591
Total Revenues	1,130,443	1,105,591	1,105,591
EXPENDITURES			
Borrowing Costs	405,173	405,591	405,591
Transfer to Reserve	250,270	250,000	250,000
Transfer to Affiliated Orgs	475,000	450,000	450,000
Total Expenditures	1,130,443	1,105,591	1,105,591
Net Surplus / Deficit	-	-	-

ArtsPlace Operating Budget

	Actual	Budget	Budget
	2019	2020	2021
REVENUES			
EXPENDITURES			
Contracted Services	230,500	236,000	236,000
Total Expenditures	230,500	236,000	236,000
Net Surplus / Deficit	(230,500)	(236,000)	(236,000)

2021 Capital Budget - Overview

Introduction

The Town's capital budget identifies assets to be acquired, and the required funding to do so. The capital budget forms the action plan for the upcoming period of what assets are needed and how they will be funded, whether through grants, the operating contribution from franchise fees, capital reserves or debenture financing.

The 2021 Capital Budget sets out in detail the year's capital expenditures. The multi-year Capital Planning Summary for the planning period 2021-2025 includes a list of planned major capital expenditures and funding requirements. The Capital Planning Summary projects future capital needs, estimated costs, and funding requirements within the context of the Town's available and projected financial resources.

Planning Process

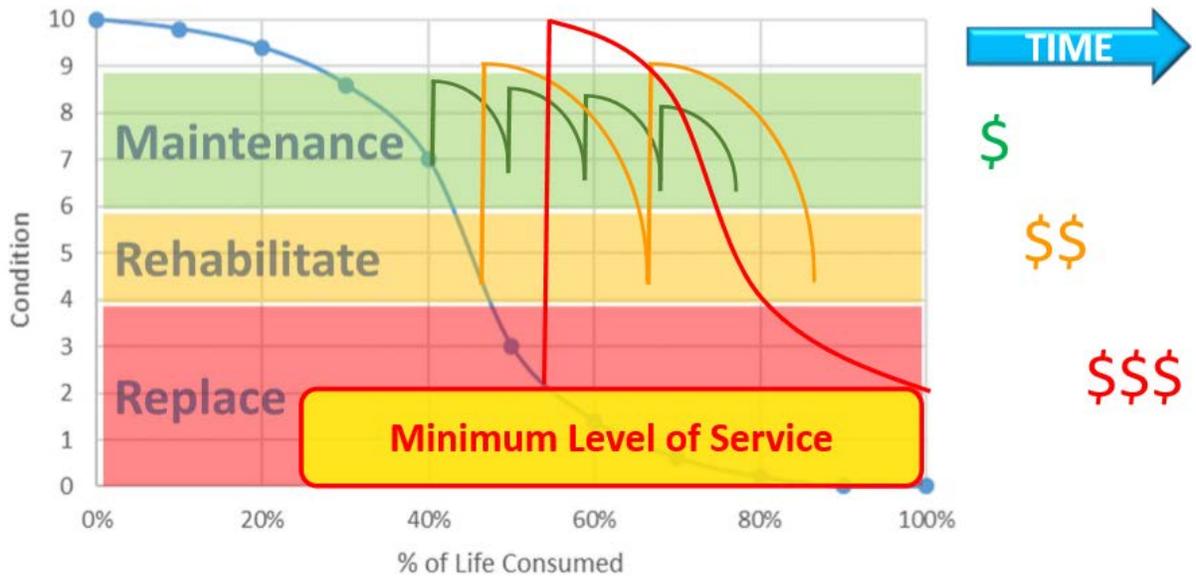
Using Council's strategic priorities, policies, master plans, risk management considerations, a workload capacity lens, grant availability, and the annual amount of funds available from all sources given debt regulations, the 2021 capital budget and five-year Capital Planning Summary were developed.

Capital projects are categorized with a priority code, A, B, C, and D, in accordance with the Town's Capital Project Priority Categorization guidelines. The budget includes all categories of projects, but only the A, B, and C ones have identified funding sources and are included in the accompanying funding charts. Ds are projects that will not proceed unless grant funding later becomes available, at which point, a decision report would be brought forward for Council consideration.

Asset Management Overview

In recent years, the Town has begun to develop its asset management program. While the program is still in early development, the principles underlying the program have started to be incorporated into the strategic decision-making surrounding capital budgeting. While eventually, the goal is to have asset management strategy and principles driving the capital budgeting process, this year, while in development, it played a supportive role, and helped formulate the lens through which projects were selected.

Asset management is intended to support the Long-Term Financial Strategy, assist with understanding the costs to maintain and replace current assets, and understand level of service requirements to modify current or add future assets. Through this lens, strategic decisions can be made to influence cash outflows over time.



Asset management is a defensible, data-driven, risk-based approach for prioritizing and understanding difficult, fiscally constrained decisions. It also allows for the ability to proactively influence levels of services and future funding requirements. Ultimately, providing a quantifiable and objective spectrum of risk, with which to use to improve decision making confidence.

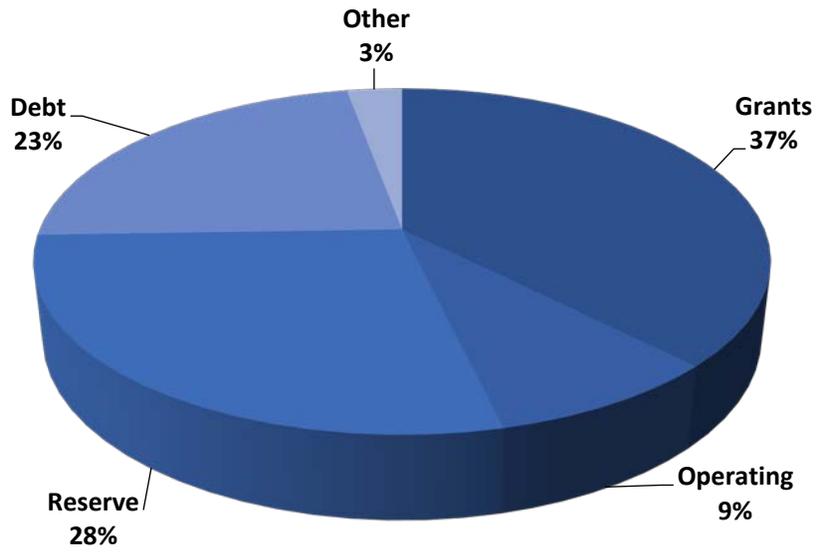
Key Highlights

Funded capital expenditures total \$13.8M for 2021 with a five-year funded plan total of \$107.1M. The average annual capital envelope used over the five years is \$21.4M. There are no unfunded D projects in 2021, but \$4.8M total over the five-year planning horizon. Overall, there are 38 individual funded projects identified in 2021. Significant projects for include:

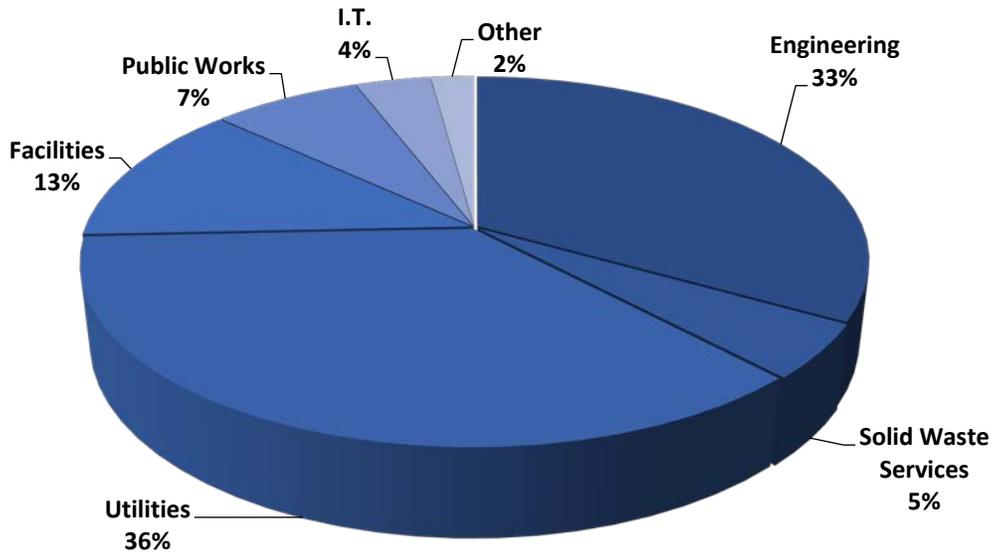
Project	Budget	Service Area
South Bow River Loop Feeder Main - Phase 2	\$3,300,000	Water Utility
Stoneworks Creek Phase II	\$2,800,000	Engineering – Flood Projects
New Fire Hall - Enabling Works	\$1,350,000	Facilities
Street and Drainage Rehabilitation (2021)	\$650,000	Engineering

Sources of funding for capital assets include the operating contribution from franchise fees, reserves, debenture financing, grants, and third-party stakeholders and other potential sources of funding. Reserve levels (inclusive of developer levies and user fees), debt and debt servicing levels, as well as expected grant levels have all been reviewed as part of the five-year capital plan. Graphical summaries by service area and expected funding sources follow:

2021 Funding by Source



2021 Expenditure by Service Area



2021 Capital Budget

Project Number		2021	METHOD OF FUNDING					Comment
			Grants	Operating	Reserve	Debenture	Other	
Administration, Economic Development, CSD								
7168	Business Transformation (2021)	100,000		100,000				
7169	Business Resiliency Grant Program	50,000			50,000			Economic Development
7170	Retail Gap Analysis and Light Industrial Review	45,000			45,000			Economic Development
7171	Building Neighbourhoods Builds Community 2.0	35,000			35,000			Art Trust
Administration, Economic Development, CSD Total		230,000		100,000	130,000			
Information Technology								
7172	Network Upgrade (2021)	200,000		200,000				
7173	TownSquare Phase 2	82,000		82,000				
7174	PC Lifecycle & New Equipment (2021)	40,000		40,000				
7175	IT Infrastructure Lifecycle & New Equipment (2021)	70,000		70,000				
7176	Business Registry-CityView	100,000		100,000				
7177	Recreation System Enhancements	20,000		20,000				
Information Technology Total		512,000		512,000				
Protective Services								
7178	Gas Detection Program	40,000		40,000				
7179	Kubota Mini-Pumper Replacement	25,000		25,000				
Protective Services Total		65,000		65,000				
Facilities								
7180	New Fire Hall - Enabling Works	1,350,000	1,200,000		150,000			MSI / General
7181	CRC - Rm 200 Court Sport Lines & Equipment	20,000		20,000				
7182	CRC - Rooftop Solar Installation	365,000	235,000		130,000			MSI / General
Facilities Total		1,735,000	1,435,000	20,000	280,000			
Engineering - Flood Projects								
7183	Stoneworks Creek Phase II	2,800,000	2,250,000		150,000		400,000	Fed / Gen / Wip Debt / Dev
Engineering - Flood Total		2,800,000	2,250,000		150,000		400,000	
Engineering								
7184	Bridge Asset Management (2021)	310,000	310,000					MSI
7185	Street and Drainage Rehabilitation (2021)	650,000	500,000		150,000			MSI / Asset Rehab
7186	Transportation Safety and Accessibility (2021)	200,000			200,000			Photo Radar

2021 Capital Budget

Project Number		2021	METHOD OF FUNDING					Comment
			Grants	Operating	Reserve	Debenture	Other	
7187	GIS Plan Implementation (2021)	30,000		30,000				
7188	Pathway Network Connectivity (2021)	400,000	200,000	200,000				FGTF
7189	Bus Barn Expansion	200,000	200,000					MSI / Federal
	Engineering Total	1,790,000	1,210,000	230,000	350,000			
	Public Works							
7190	EP Rock Wall Refurbishment	100,000			100,000			Asset Rehab - Replace
7191	Trail Surface Rehabilitation (2021)	380,000		283,000	97,000			Asset Rehab - Replace
7192	Playground Lifecycle - Peaks	300,000	300,000					MSI
7193	Playground Rubber Surface Lifecycle - Grotto	35,000			35,000			Asset Rehab - Replace
7194	Parks Equipment Lifecycle (2021)	115,000			115,000			Asset Rehab - Replace
7195	Bylaw Vehicle	80,000			80,000			Photo Radar
	Public Works Total	1,010,000	300,000	283,000	427,000			
	Town Ops Total	8,142,000	5,195,000	1,210,000	1,337,000		400,000	
	Water Utility - SWS							
	SWS							
7196	Kamenka Green Site Improvements	40,000			40,000			SWS - Collection
7197	3 Tonne Collection Vehicle Replacement	300,000			300,000			SWS Rec & Collection
7198	Residential Food Waste Expansion	140,000			140,000			CIL Bear Bins / SWS Rec
7199	Waste/Recycling Container Replacement	100,000			100,000			SWS Rec & Collection
7200	1/2 Ton Collection Vehicle (New)	80,000			80,000			SWS - Collection
	Water Utility							
7201	South Bow River Loop Feeder Main - Phase 2	3,300,000			300,000	3,000,000		W Reserve
7202	Water Main Connection Upgrade - Old Canmore Road	500,000			370,000	130,000		W Reserve
7203	Utility Master Plan - Update	330,000			330,000			W & WW Reserve
7204	WWTP - MCC Lifecycle Phase 2 (2021)	400,000			400,000			WW Reserve
7205	WWTP - BAF & Headworks Lifecycle Phase 3 (2021)	500,000			500,000			WW Reserve
	Water Utility - SWS Total	5,690,000			2,560,000	3,130,000		
	Grand Total	13,832,000	5,195,000	1,210,000	3,897,000	3,130,000	400,000	



Business Transformation (2021)

Project Summary

Project Number

7168

Budget Year:	2021	Budget:	\$100,000
Department:	Chief Administrative Officer	Project Type:	Other
Questica Reference:	ADM-21-01	Priority:	B

Project Description:

This project involves resourcing in a variety of departments and ways to implement recommendations from the organizational review. These requests are based on the consultant's recommendations for implementation. More information can be provided once administration has reviewed the final recommendations, prioritized projects and prepared the implementation plan. This could include consultants, software or other supports to implement organizational review recommendations.

As an example, administrative process review and redesign continues across the organization. Administration does not have the capacity or expertise to undertake this scope of process review and improvement. This type of change will include process automation and will also involve IT. The efficiencies and improved processes gained from this exercise will lead to more streamlined and simplified processes, more consistent customer service, less paper-based processes and some freeing up of capacity to better manage existing workloads.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$100,000	0	0	0	0	0	\$100,000
Total	\$100,000	0	0	0	0	0	\$100,000

Operating Budget Impact:

This work completed in this project area will create organizational efficiency so the resulting operating impact will be positive and is intended to help limit the addition of new resources.

END

Project Rationale:

The preliminary organizational review identified several issues across the organization in areas such as business process efficiency, management and staff capacity, and organizational structure. The volume and complexity of work continues to increase. This investment in process, governance, and workflow improvements will generate savings for the Town and free up some existing capacity. These improvements will contribute to keeping the number of new positions required to a minimum, reduce red tape and improve efficiency.

END

Options Considered:

END



Business Resiliency Grant Program

Project Summary

Project Number

7169

Budget Year:	2021	Budget:	\$50,000
Department:	Economic Development	Project Type:	Other
Questica Reference:	ECO-21-02	Priority:	B

Project Description:

As part of the Economic Disaster recovery plan we implemented a Business 2 Business Voucher program in June of 2020. This program was very successful in building business resiliency and helping business access professional services needed to pivot, adjust and or access other supports programs. Due to the high interest the program was closed early as our applications exceeded our allocated budget for 2020.

This second rendition would support businesses with \$2,000 per business to access professional services with a focus on digital, technology and website supports that will increase market access. E.g. online ordering systems, e-commerce, and website development.

Applicants would fill out a brief application form and identified areas of focus. A third party will follow-up to do a brief business needs assessment and verify eligibility for the second phase of the program.

Eligible businesses will then be asked to provide two quotes from local vendors to increase program impacts to the Canmore business community.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Economic Development Reserve	\$50,000	0	0	0	0	0	\$50,000
Total	\$50,000	0	0	0	0	0	\$50,000

Operating Budget Impact:

No future operational budget impact identified as a result of this project

END

Project Rationale:

As part of pandemic response work we are looking to build resiliency in our business community and assist them in accessing professional services in order to build capacity, access new or enhanced markets, and increase financial liquidity in order to focus on future opportunities.

END

Options Considered:

Economic Development has considered a number of different options in supporting the business community and building resiliency in these challenging times.

The Business 2 Business Voucher program offered in 2020 was one of the most cost effective and successful approach in supporting the business community in both accessing professional services, but also in building resiliency and market access.

END



Retail Gap Analysis and Light Industrial Review

Project Summary

Project Number

7170

Budget Year:	2021	Budget:	\$45,000
Department:	Economic Development	Project Type:	Consulting
Questica Reference:	ECO-21-01	Priority:	C

Project Description:

Retail Gap Analysis study objective is to document Canmore’s current retail inventory and estimate the trade area retail expenditure profile across various retail categories/store types as an indication of retail inflow/outflow or also known as surplus/leakage.

This study will assist administration in promoting the community, working with developers and investors, as well as attracting new or expanding retailers/ formats, retaining existing retailers and providing an overall identity/positioning strategy for future developments which could feature retail throughout town.

The Light Industrial and Commercial Needs Assessment will look to complete a supply and demand analysis, look at the industrial and commercial land inventory, and provide guidance and recommendations towards an industrial and commercial lands strategy.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Economic Development Reserve	\$45,000	0	0	0	0	0	\$45,000
Total	\$45,000	0	0	0	0	0	\$45,000

Operating Budget Impact:

No additional impact is expected as a result of this study

END

Project Rationale:

As outlined as one of the top 5 priorities in the 2020 Economic Development Strategy this is the first step in reviewing and updating the Town's Commercial Needs Assessment completed in March of 2015, with data collection done in 2014 and expanding the scope to the identified priorities.

END

Options Considered:

Economic Development considered how to best to prioritize recommendations made within the Economic Development Strategy amidst the COVID pandemic as well as looked at the long term benefits of the information collected through this study.

As this study is predominantly data based with limited public engagement needs it was felt that the development of an actionable report would not be hindered due to any increase restrictions should they be implemented.

The project could be postponed; however it is felt that it would delay implementation of any actionable items put forward as recommendation as a result of the work done.

The project fits within the focus of Economic Diversification and would make for valid statistical data upon which retail or industrial development could base decisions.

END

Budget Year:	2021	Budget:	\$35,000
Department:	Arts & Events	Project Type:	New Infrastructure
Questica Reference:	A&E-11-06	Priority:	C

Project Description:

This community art project is intended to provide work or artists, encourage social cohesion, neighbourhood and community connections and promote healing.

The project will pair up to nine artists with nine neighbourhoods to help them imagine and develop a creative project that is reflective of their neighbourhood. Project themes and ideas will vary from neighbourhood to neighbourhood - they can uncover little known stories about the people, places and history that make up the community; they can beautify or transform community spaces; or, they can simply celebrate the things that set the neighbourhood apart from all the rest.

Eligible Projects
 Emphasis will be placed on projects that:

- * Actively involve the community/neighbourhood in art creation
- * Provide opportunities for inclusion and self-expression
- * Highlight co-creative processes between artists and communities
- * Offer skill building opportunities
- * Increase arts activity for the broader community

The neighbourhood art project can take any form - mosaics, murals, theatre, dance, media arts, music, storytelling, poetry, painting, photography.

Proposed Project Budget
 Up to 9 artists – Commission (\$3000) + Project Supplies (\$500) = \$3500 x 9 = \$31,500
 Mentorship - \$2500
 Marketing + Communications - \$1000
 Total Proposed Project budget - \$35,000

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Art Trust Fund Reserve	\$35,000	0	0	0	0	0	\$35,000
Total	\$35,000	0	0	0	0	0	\$35,000

Operating Budget Impact:

No increase operations budget impact has been identified for this project.

END

Project Rationale:

The Building Neighbourhoods Builds Community art project is intended to provide work for artists, encourage social cohesion, neighbourhood and community connections, and promote healing. It is also intended that the project will provide an entry point for artists who have had little opportunity to participate in public art projects.

The first BNBC project was funded through the Town of Canmore Economic Recovery Fund and the projects were as varied as the neighbourhoods they represented.

Shared benefits of the project included: artist to artist relationship building and support; neighbours meeting neighbours and enriching and deepening relationships already build; the comradery of a project imaged, developed and created together; the opportunity to be together; artists being known and valued in communities; and, artists being paid for their work.

END

Options Considered:

Alternatively consideration was given to not doing a capital art project in 2021, however given COVID the need for sector specific supports has been identified as Statistics Canada outlined the arts and cultural sector as one of the hardest hit during the pandemic. Due to the nature of this industry sector many artists do not qualify for other programs offered.

Through our experience with the 2020 Economic Recovery Plan Neighborhood Art Project it was felt that we had the capacity to support a similar process for 2021 and create the best value for the investment.

END



Network Upgrade (2021)

Project Summary

Project Number

7172

Budget Year:	2021	Budget:	\$200,000
Department:	Information Technology	Project Type:	New Infrastructure
Questica Reference:	IT-21-06	Priority:	A

Project Description:

The project will upgrade wide area networking and internet access from all main Town facilities. In addition to more sustainable and robust connections using modern fiber technology, backup circuits will also be facilitated to ensure connectivity is maintained and also IT have the ability to balance network loads.

As a result of an RFP IT has elected Shaw Communications as our partner. Technical discussions and planning with Shaw have defined projects in 2021 and 2022 that would eliver significantly enhanced capabilities.

Phase 1 - 2021 - Improved connectivity and capacity (4x current capacity) to the Civic Centre; Improved capacity, connectivity and backup for Elevation Place; Significantly improved capacity and redundancy for Public Works

Phase 2 - 2022 - Significantly improved capacity and redundancy for the Recreation Centre and the VIC

Each project phase is standalone and will include the delivery of buried fiber networking as well as DOCSIS based backup circuits. the backup circuits will be used in daily operations to offload non critical traffic from the Town network.

Town facilities will no longer be fully dependent on the Civic Centre and will be able to operate even when the CC is down or unreachable.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$200,000	0	0	0	0	0	\$200,000
Total	\$200,000	0	0	0	0	0	\$200,000

Operating Budget Impact:

END

Project Rationale:

There are three main considerations for this project, both are critical to the maintenance of TOC services and our ability to grow and support new internal and external services.

1 - Current infrastructure is unreliable, aging and not sustainable. Currently the Town uses 'point to point' wireless network devices between many facilities and intermediate stations/towers. This hardware is old and needs to be replaced. Additionally this hardware is capacity limited and the Town are already seeing constraints due to this. all this hardware sits on roofs and towers and requires specialist equipment and training to be able to sustain and maintain it. While we have 2 certified staff, that is the minimum to do any operations.

2- Environmental susceptibility - linked to (1) above, the current technology is prone to outages due to wind, ice, snow and even foliage growth. Each outage requires the equipment and skills in (1) to address it.

3 - Growth and capacity - As the Town grows in terms of staffing, citizen demand and also transitions to a sustainable 'cloud' architecture, our demand and reliance on networking and internet access will grow exponentially. Already our email, collaboration tools, phone system and other core systems are hosted i the cloud which has already increased demand n our network. This increased demand also present a reduced tolerance for outages etc.

END

Options Considered:

END



TownSquare Phase 2

Project Summary

Project Number

7173

Budget Year:	2021
Department:	Information Technology
Questica Reference:	IT-21-07

Budget:	\$82,000
Project Type:	Software
Priority:	A

Project Description:

Ongoing implementation of TownSquare (SharePoint) across all Town departments. Phase 2 will focus on improving processes, workflows and in deploying an increased number of digital forms both internally and externally. Additionally this phase will deploy Records Management and retention to build on the Document Management deployment in Phase 1.

Phase 2 capital costs include

- \$72K to continue to engage an external contract resource to assist with deployment. This is especially critical as it reduces load on internal resources and spreads the knowledge to allow better support of the users. the current external resource has performed exceptionally well and is a value added member of the team.
- \$10K to cover additional licenses for forms and workflows as the demand and deployment of these continues t grow

2022 and 2023 costs are to support a required upgrade to the SharePoint Online product. This will become mandatory and the initial upgrade is significant since the products vary considerably in user experience and some areas of functionality. This upgrade will require significant resource for testing before and after the migration.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$82,000	0	0	0	0	0	\$82,000
Total	\$82,000	0	0	0	0	0	\$82,000

Operating Budget Impact:

END

Project Rationale:

TownSquare delivers multiple business benefits to the organization:

- 1 - compliance with records management and data security legislation and requirements
- 2 - improved ability for the Town administration to manage and share data effectively, while reducing copies and driving towards a 'single source of truth'
- 3 - improves the Town and IT's ability to manage the growing amount of data generated internally and externally as the Town grows.
- 4 - TownSquare is the basis for delivering advanced functionality around workflows, electronic forms and integrations to other systems that will improve productivity and quality of the work undertaken.

END

Options Considered:

END



PC Lifecycle & New Equipment (2021)

Project Summary

Project Number

7174

Budget Year:	2021	Budget:	\$40,000
Department:	Information Technology	Project Type:	Asset Replacement
Questica Reference:	IT-21-08	Priority:	B

Project Description:

Devices are replaced on a 4 year cycle however our current policy is only to replace those older machines when they become maintenance problems, break or are no longer compatible with requirements

Overall the move has been towards laptops which provide greater flexibility for remote working.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$40,000	0	0	0	0	0	\$40,000
Total	\$40,000	0	0	0	0	0	\$40,000

Operating Budget Impact:

None

END

Project Rationale:

Reduced budget in 2021 since many scheduled replacements did not happen in 2020 and there is approx \$30K WIP

END

Options Considered:

None

END



IT Infrastructure Lifecycle & New Equipment (2021)

Project Summary

Project Number

7175

Budget Year:	2021
Department:	Information Technology
Questica Reference:	IT-21-09

Budget:	\$70,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

As equipment ages and technology changes, it becomes necessary to replace and update infrastructure equipment to avoid service interruptions and increasing maintenance costs. This equipment includes servers, routers, switches, data storage, backup systems, printers and telephone systems.

Information Technology purchases enterprise-grade equipment that ensures a longer operating life, increased reliability and lower total cost of ownership through greatly reduced maintenance costs, even though the initial purchase price is often higher than comparable consumer-grade equipment. Since adopting this purchasing practice in 2005, we have greatly increased uptime and reliability of IT systems and services as well as dramatically reducing repair costs.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$70,000	0	0	0	0	0	\$70,000
Total	\$70,000	0	0	0	0	0	\$70,000

Operating Budget Impact:

END



IT Infrastructure Lifecycle & New Equipment (2021)

Project Summary

Project Number

7175

Project Rationale:

Town operations increasingly depend upon networked computer systems to deliver services. By keeping infrastructure systems current, we are ensuring we have a reliable and flexible platform to support future information services based on the needs of the organization.

END

Options Considered:

END



Business Registry-CityView

Project Summary

Project Number

7176

Budget Year:	2021
Department:	Information Technology
Questica Reference:	IT-21-01

Budget:	\$100,000
Project Type:	Software
Priority:	B

Project Description:

This project is defined in response to the needs of the Economic Development department. The intent is to define and implement Business Registry processes, data, documentation and user interaction as an extension to the existing CityView software used by Planning. The project will deliver a configured CityView solution, client facing web processes, ability to route tasks internally, ability to communicate with clients and the ability to take online payments.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$100,000	0	0	0	0	0	\$100,000
Total	\$100,000	0	0	0	0	0	\$100,000

Operating Budget Impact:

Approx \$8000 per year for maintenance and support of this module

END

Project Rationale:

Project requirements are driven by the desire to reduce the manpower effort currently expended in capturing and processing Business Registry applications.

END

Options Considered:

Economic Dev have looked at alternative solutions however since the Town already has licensing and skills in CityView, this has been identified as the optimum solution for support and consistency. CityView also allows integration with the Planning processes which are closely related.

END



Recreation System Enhancements

Project Summary

Project Number

7177

Budget Year:	2021
Department:	Information Technology
Questica Reference:	IT-21-03

Budget:	\$20,000
Project Type:	Consulting
Priority:	B

Project Description:

This is a program of smaller and largely loosely defined projects that can add value to the Recreation systems and processes. This is expected to include a review of the waivers solution, external workflows and forms and professional services from the Intelli software vendor to support some configurations and training.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$20,000	0	0	0	0	0	\$20,000
Total	\$20,000	0	0	0	0	0	\$20,000

Operating Budget Impact:

Expected to be minimal or zero

END

Project Rationale:

The current solutions largely based on the Intelli software do not always meet the expectations or business change requirements of Recreation. There is a very limited amount IT can do to enhance the existing product, however these projects/program will provide high value extensions where possible to improve Rec processes and/or enhance user experiences.

END

Options Considered:

Replacement of the Intelli system is not viable at this time and will represent a major and long term program.

END



Gas Detection Program

Project Summary

Project Number

7178

Budget Year:	2021
Department:	Fire Services
Questica Reference:	PRO-21-01

Budget:	\$40,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

This project would research, specify and procure replacements for the existing set of gas detection devices. These gas detectors are part of fire-rescue initial response and are used for the identification and concentration of a variety of dangerous, explosive or flammable gases. This replacement is based on recommended and mandated service life cycles.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$40,000	0	0	0	0	0	\$40,000
Total	\$40,000	0	0	0	0	0	\$40,000

Operating Budget Impact:

None noted. Any required training with the new gas detectors will be incorporated into the weekly fire practice sessions.

END

Project Rationale:

Canmore Fire Rescue Services (CFRS) has five (5) gas detectors and one (1) testing/calibration station. National Fire Protection Association (NFPA) issues standards which guide the development, safety and functionality of gas detection systems. The gas detection devices are a critical life safety piece of equipment. Best practice is to stay within recommended standards and life cycles.

We have been tracking an increase in gas detector failures and associated repairs. Maintenance costs are rising. Our current gas detectors are functional; however, they are nearing their life cycle. In addition, rising maintenance costs are starting to offset perceived savings from delayed replacement.

END

Options Considered:

An option is to enter into a lease arrangement with an approved vendor. In this scenario, a set price is paid yearly to the service provider. In return, ToC receives the required number of gas detectors, testing stations and calibration gas. Gas detector failures, maintenance, tracking and performance is all handled by the service provider. Any failed equipment is replaced by the service provider.

This has several advantages:

- Immediate replacement of failed gas detectors with current and certified equipment
- IT, testing and tracking support
- Reduced operational costs
- Because the equipment is leased, equipment depreciation and maintenance costs are reduced or eliminated

The only obvious disadvantage is cost. Based on an initial four (4) year contract, a lease program would be approximately \$80,000 for contract term (\$10,000 per year). At the end of the contract, we would have to renew the lease program or purchase our own gas detectors.

END



Kubota Mini-Pumper Replacement

Project Summary

Project Number

7179

Budget Year:	2021
Department:	Fire Services
Questica Reference:	PRO-19-07

Budget:	\$25,000
Project Type:	Asset Replacement
Priority:	C

Project Description:

This project would research, specify and procure replacement for a replacement mini-pumper. This mini-pumper is part of fire-rescue initial rescue response. This replacement is based on recommended and mandated service life cycles. This project describes replacement for Canmore Fire Rescue Unit F-104, 2005 Kubota Mini-Pumper/Rescue unit.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$25,000	0	0	0	0	0	\$25,000
Total	\$25,000	0	0	0	0	0	\$25,000

Operating Budget Impact:

There should be a reduction in maintenance costs with a new unit. Any required training with the new mini-pumper will be incorporated into the weekly fire practice sessions.

END

Project Rationale:

We have been tracking an increase in maintenance costs and failures. Expenses are rising primary due to age of the unit. The current mini-pumper is functional; however, it is near the end of its life cycle.

There is the possibility of replacing this mini-pumper with an electric drive machine. There may be some federal funding for this type of replacement, however there may be a timeline attached.

END

Options Considered:

None. The all terrain mini-pumper is a key part of the emergency response for a variety of events, including small brush fires, medical evacuation, river response and any response where a full sized apparatus cannot access.

END



New Fire Hall - Enabling Works

Project Summary

Project Number

7180

Budget Year:	2021	Budget:	\$1,350,000
Department:	Facilities - Town Facilities	Project Type:	New Infrastructure
Questica Reference:	FAC-21-08	Priority:	B

Project Description:

Scope:
 To implement the enabling works associated with the new Fire Hall located on Palliser Trail.
 -Roads, sidewalks and streetlights to service the new Fire Hall
 -Tree clearing, site grading, & material cut/fill
 -Relocated cemetery parking lot & re-alignment of cemetery access road
 -Re-routed gravel access road to the stockpile location for cemetery and parks operations
 -Storm retention pond.

Public Engagement Requirements
 -No public engagement is anticipated
 -Information will be provided via the Town website and social media sources.

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
General Capital Reserve	\$150,000	0	0	0	0	0	\$150,000
MSI Capital	\$1,200,000	0	0	0	0	0	\$1,200,000
Total	\$1,350,000	0	0	0	0	0	\$1,350,000

Operating Budget Impact:

This project will result in an expansion of the road and sidewalk network, which will require regular maintenance and snow removal.
 The re-routed gravel access road to the cemetery and parks stockpile location will require grading as needed.

END.

Project Rationale:

Enabling works are the initial phase of any greenfield development. The work enables access to the new site, and the adjacent cemetery during construction. One of the most significant risk factors in greenfield projects are conditions that may be present below grade. By implementing this project in 2021, potential earthworks risks will be identified and either eliminated, or mitigated, as needed prior to the construction of the Fire Hall.

END.

Options Considered:

Scope has already been reduced to focus on what is required for the existing cemetery access and new Fire Hall. The access to the new developable area that can be co-located on this site will be addressed at time of any future development.

END.



CRC - Rm 200 Court Sport Lines & Equipment

Project Summary

Project Number

7181

Budget Year:	2021	Budget:	\$20,000
Department:	Facilities - Rec Centre	Project Type:	Other
Questica Reference:	FAC-21-04	Priority:	B

Project Description:

Scope:
Install new lines onto the existing wooden floor to accommodate pickle ball and badminton, as well as associated posts and nets.

Background:
Room 200 is a large multipurpose room that was originally built with a wooden sprung floor intended for recreational activities. With the high vaulted ceilings, it would be well suited for low-impact court activities like pickle ball and badminton. The room is not well suited for high impact court or ball sports, such as basketball, volleyball, and squash. This is because the walls are made of drywall, there are glass windows, and the ceiling is too low as it approaches the side walls (i.e. the room is not robust enough and the design is not conducive for higher impact activities).

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$20,000	0	0	0	0	0	\$20,000
Total	\$20,000	0	0	0	0	0	\$20,000

Operating Budget Impact:

Recreation will benefit from increased revenue generation from room bookings. Nets will eventually need replacements, but these represent minor costs.

END.

Project Rationale:

Indoor activities and court sports are in high demand in the Bow Valley, and there are limited spaces available for them. In particular, pickle ball is very popular - particularly among seniors, who represent a vibrant and significant portion of the community. Pickleball is a rapidly growing activity in community as well as across North America. Badminton is popular among all age classes, and is another appropriate use for the space. Both activities require relatively little enhancements to the room, and would result in revenue opportunities for the Recreation Department, and therefore provide a payback on the initial investment.

In the absence of an indoor fieldhouse within the community, this is an affordable means of meeting the existing and future demand for these two recreational activities.

END.

Options Considered:

None.

END.

Budget Year:	2021	Budget:	\$365,000
Department:	Facilities - Rec Centre	Project Type:	New Equipment
Questica Reference:	FAC-21-06	Priority:	C

Project Description:

Scope:
 Installation of solar photovoltaic system on a portion of the Canmore Recreation Centre (CRC) roof. It is expected a budget of \$365k will cover a portion of one of the arena roofs with solar.

A rebate of 30% of costs is likely through the Alberta Municipal Solar Program. If and when this rebate is secured, Administration plans to request approval from Council to use the rebate funds to increase the size of the installed solar system on the CRC.

Background:
 The Rooftop Solar Potential Study confirmed that the largest and flattest roofs located in Canmore have the highest potential for rooftop solar. The Canmore Recreation has the largest roof flat roof area in the Bow Valley, and has one of the highest electricity demands among all buildings owned by the Town of Canmore. As such, it is an ideal candidate for rooftop solar.

The roofs over the Alex Kaleta and Thelma Crowe Arenas were confirmed to have the structural capacity to support rooftop solar in 2019. A study to confirm the structural capacity over the main entrance and multipurpose gymnasiums is still required to confirm if these roofs can support rooftop solar.

Public Engagement Requirements

- No public engagement is anticipated.
- Information will be provided via the Town website and social media sources.
- A public opening ceremony will be considered to celebrate this achievement.

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
General Capital Reserve	\$130,000	0	0	0	0	0	\$130,000
MSI Capital	\$235,000	0	0	0	0	0	\$235,000
Total	\$365,000	0	0	0	0	0	\$365,000

Operating Budget Impact:

Utility cost reduction.
 It is estimated 10% of the building's electricity usage could be reduced with a \$365k solar installation on the CRC.

END.

Project Rationale:

The CRC has the largest and most contiguous roof for rooftop solar in the Bow Valley. It is also one of the largest electricity users in the Town's building portfolio. It is estimated ~10% of the building's electricity usage could be offset with a \$365k solar installation. This project would make significant progress toward achieving the Town's corporate greenhouse gas reduction targets.

END.

Options Considered:

It is expected a budget of \$365k will cover a portion of one of the arena roofs with solar. A majority of one of the arena roofs could be covered by securing and utilizing a rebate of up to \$109k through the AMSP to increase the size of the solar system.

Additional funds can be allocated now to increase the capacity of this installation. It is estimated a budget of \$1.1M would fund a solar installation over both arenas. Additional funds could also be added to install solar over the main entrance and multipurpose gymnasium if structural capacity allows.

END.



Stoneworks Creek Phase II

Project Summary

Project Number

7183

Budget Year:	2021
Department:	Engineering
Questica Reference:	ENG-21-03

Budget:	\$2,800,000
Project Type:	New Infrastructure
Priority:	A

Project Description:

This project will be combined with previously approved Stoneworks Creek Phase I design and construction projects to deliver a complete solution for the Stoneworks Creek fan, Palliser area, Trans Canada Highway, and the west side of the highway. Total value of the project including previous approvals is \$6,500,000.

The work includes enhancement of infrastructure to protect to a level required for future development on the Stoneworks Creek fan. These improvements will be funded in part by direct contributions from the landowners. As the mitigation is required to be constructed to a high level in order to protect significant risks to existing development, the incremental costs represent a relatively small portion of the Phase II scope.

As the Steep Creek Mitigation Program is a special program outside of the regular capital program in engineering, the budget includes \$150,000 in funding for a term project management position to offset department operating impacts of the steep creek mitigation program.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Federal Grants	\$2,250,000	0	0	0	0	0	\$2,250,000
General Capital Reserve	\$120,000	0	0	0	0	0	\$120,000
Other	\$400,000	0	0	0	0	0	\$400,000
WIP Debt Funds	\$30,000	0	0	0	0	0	\$30,000
Total	\$2,800,000	0	0	0	0	0	\$2,800,000

Operating Budget Impact:

Operating costs of the steep creek mitigation program include ongoing monitoring and inspection. These costs are funded by contributions to the Flood Mitigation reserve.

END

Project Rationale:

In 2018, the Town and MD of Bighorn received a federal grant approval for a program of steep creek mitigation in the Bow Valley. The grant will fund 40% of eligible project costs. In the fall of 2020, the Town received further approval from the Alberta Community Resiliency Program. This grant is for up to 90% of remaining eligible expenditures up to \$3,000,000 and for 70% of remaining eligible costs. The program runs through 2028 with creek projects proposed based on hazard and risk assessments and internal prioritization. There is a provincial request with the funding that the projects move forward expeditiously, in order to support economic recovery.

END

Options Considered:

Option analysis for mitigation on Stoneworks Creek was completed by Alpinfra as part of the original hazard and risk assessment process. The final design, which includes a sediment basin and armoured channel, was selected based on best value for cost, risk reduction, and community and environmental impacts.

END



Bridge Asset Management (2021)

Project Summary

Project Number

7184

Budget Year:	2021	Budget:	\$310,000
Department:	Engineering	Project Type:	Asset Replacement
Questica Reference:	ENG-21-02	Priority:	A

Project Description:

Scope of work includes miscellaneous bridge repairs to a number of structures as outlined in the five-year maintenance plan prepared by Associated Engineering in 2017 as part of the Bridge Asset Condition Assessment.

A bridge condition assessment will be undertaken in 2021 to meet regulatory requirements, and update maintenance plans. Costs associated with assessing the 45 structures in our inventory, and preparing a condition report, will be approximately \$70,000.

Total estimated value of repairs is \$240,000 based on 2017 maintenance plans including a factor for inflation.

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
MSI Capital	\$310,000	0	0	0	0	0	\$310,000
Total	\$310,000	0	0	0	0	0	\$310,000

Operating Budget Impact:

Some smaller projects identified in the maintenance plan may be undertaken by operational departments to reduce costs if resources allow.

END.

Project Rationale:

Maintenance and repair of bridge structures is critical to ensuring structure safety and longevity.

END.

Options Considered:

Recommendations are made by engineers based on the condition at the time of inspection. Options for repair and rehabilitation are considered at the time of tender document preparation.

END.



Street and Drainage Rehabilitation (2021)

Project Summary

Project Number

7185

Budget Year:	2021	Budget:	\$650,000
Department:	Engineering	Project Type:	Asset Replacement
Questica Reference:	ENG-21-01	Priority:	B

Project Description:

Scope of work includes:

- 2021 Pavement Condition Assessment Report. Formal pavement condition assessments are undertaken every five years (\$65,000)
- Additional rehabilitation funding for the intersection at 7th Street and 7th Avenue to complete pavement repairs, sidewalk rehabilitation, and improve drainage at the Miner's Hall. Work will be completed in conjunction with road rehabilitation and drainage improvements on 7th Avenue identified in the 2018 Street and Drainage Rehabilitation Project (\$150,000)
- Pavement condition assessment (\$65,000)
- miscellaneous street and drainage rehabilitation requirements identified each spring through inspections conducted jointly by Engineering and Public Works. These types of projects include drywell replacements, drywell additions, and mid-sized road repairs too large to be completed operationally (\$250,000)
- Preliminary design for future year rehabilitation projects will be completed to allow for accurate cost estimating and effective project planning. Areas of focus include Elk Run Boulevard and Glacier Drive (\$185,000)

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Asset Rehab - Replacement	\$150,000	0	0	0	0	0	\$150,000
MSI Capital	\$500,000	0	0	0	0	0	\$500,000
Total	\$650,000	0	0	0	0	0	\$650,000

Operating Budget Impact:

Preventative maintenance reduces operational costs. Coordination with Streets and Roads, and input from that team, informs locations for rehabilitation each year.

END.

Project Rationale:

Maintenance of existing assets is an operational priority. Routine, preventative maintenance extends the life of road and drainage assets and can save costs.

END.

Options Considered:

Locations are prioritized based on recommendations of the 2016 Pavement Condition Assessment, ongoing monitoring, transportation requirements, and opportunities to leverage developer projects.

END.



Transportation Safety and Accessibility (2021)

Project Summary

Project Number

7186

Budget Year:	2021
Department:	Engineering
Questica Reference:	ENG-21-05

Budget:	\$200,000
Project Type:	Other
Priority:	B

Project Description:

Miscellaneous small projects to address safety and accessibility issues identified through operations and the Transportation Review and Investigation Group (TRIG), and council and community feedback. Projects are prioritized based on safety risk, accessibility needs, and cost and are funded by Photo Radar revenues.

Scope includes:

Street light improvements at pedestrian crossings and intersections - \$100,000

Priority locations for crossing, pathway, and school route safety and accessibility improvements - \$100,000

End.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Photo Radar Reserve	\$200,000	0	0	0	0	0	\$200,000
Total	\$200,000	0	0	0	0	0	\$200,000

Operating Budget Impact:

Additional streetlights add a small additional operating expenditure each year. Some infrastructure may require additional maintenance and snow clearing. Collision prevention and protection of the public reduces risk to the municipality, and insurance costs.

End.

Project Rationale:

The ability to address safety and accessibility operational issues improves access to our pathway and sidewalk network, encourages mode-shift, improves service to the community, and reduces organizational risk.

End.

Options Considered:

Projects are prioritized based on a number of criteria.

End.



GIS Plan Implementation (2021)

Project Summary

Project Number

7187

Budget Year:	2021
Department:	Engineering
Questica Reference:	ENG-21-06

Budget:	\$30,000
Project Type:	Other
Priority:	B

Project Description:

Geographic Information Systems (GIS) is at the heart of a number of services provided by Engineering for internal departments and the community. These services include the online Property Viewer, mapping services, maintenance of geospatial information about assets, and the online viewer iVault. In order to improve efficiency and service delivery, the GIS Coordinator has prepared a multi-year plan to update and automate a number of systems and processes.

Projects identified in the plan for 2021 include:

1. Land Title and Parcel Update

The goal of this project is to streamline and automate the import and transformation of AltaLIS land title and parcel boundary data. This is a complex process that is currently a mix of manual and automated processes. The data feeds into many of the Town's mapping applications, and also informs updates and changes to our addressing database. In order to make further improvements to the automation of the addressing data import, this project is a preliminary step in streamlining the process. Work will be performed in part by consulting services.

2. ArcGIS Portal Implementation

The second project is to deploy ArcGIS Portal, which will allow for us to host web maps and mobile applications that connect to our "live" GIS database. Currently all web maps and mobile applications connect to duplicates of our databases stored in the cloud (ArcGIS Online). Storing data in the cloud necessitates duplication and manual updates to publish data and pull down information from the cloud. Working in a Portal environment will allow for us to complete a number of projects outlined in the GIS Strategic Plan that call for mobile connections to our database.

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Operating (Capital)	\$30,000	0	0	0	0	0	\$30,000
Total	\$30,000	0	0	0	0	0	\$30,000

Operating Budget Impact:

The work will be supported by the IT department. Externally contracted resources will support the team and reduce impacts on operations.

END.

Project Rationale:

The use of GIS services has increased substantially over the past several years. In order to address growing demand, and to improve service, our GIS coordinator has put together a prioritized plan of projects to improve quality and efficiency.

END.

Options Considered:

Projects within this program have been prioritized based on impact on the organization and ease of implementation. The plan will be evaluated and updated regularly to consider options as technology and needs evolve.

END.



Pathway Network Connectivity (2021)

Project Summary

Project Number

7188

Budget Year:	2021
Department:	Engineering
Questica Reference:	ENG-21-04

Budget:	\$400,000
Project Type:	New Infrastructure
Priority:	B

Project Description:

Project includes completion of key path and sidewalk connections in the active transport network including end of trip facilities like bike racks. Projects are identified based on the Integrated Transportation Plan, development activity, and operational requirements, and prioritized using criteria for safety, accessibility, mode shift potential, cost, and ability to leverage developer contributions. Where projects are substantially developer responsibility, the budget will be used to contribute a Town share.

Scope for 2021 includes:

- Stewart Creek Pathway Connections - scope includes preliminary design of key connections, and partial contribution to developer constructed links at two development sites where community benefit identified - \$150,000
- Cougar Commuter gravel connection to new developer constructed asphalt path at Old Canmore Road - \$35,000
- Contribution to developer constructed offsite pathway at Old Canmore Road - \$35,000
- Small section of sidewalk and crossing connection near bus stop in Elk Run industrial area - \$15,000
- Three Sisters Riverside Pathway conceptual and preliminary design - significant upgrades are required to make this pathway accessible year-round. These improvements are identified in the ITP, and draft TSMV area structure plans. A first phase of construction that would complete a paved pathway is identified for 2022 - \$132,500
- Bicycle parking at major trip generating destinations - \$25,000
- Promotion and education for new infrastructure and to encourage mode-shift - \$7,500

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
FGTF	\$200,000	0	0	0	0	0	\$200,000
Operating (Capital)	\$200,000	0	0	0	0	0	\$200,000
Total	\$400,000	0	0	0	0	0	\$400,000

Operating Budget Impact:

Projects have operating impacts that are coordinated with the Streets and Roads department to inform the operating budget. Projects identified above are expected to add approximately 300m of new paved pathway to the network by fall 2021 and parking spaces for approximately 100-150 bicycles that will be maintained by both the Town and partners in the Bike Friendly Business program.

END.

Project Rationale:

This program seeks to complete connections identified in the Integrated Transportation Plan that are required to ensure that 2030 mode-shift targets are reached. By leveraging developer contributions, and by contributing to improved developer constructed facilities, the program leverages external funding sources to maximize positive impact and reduce traffic impacts of new development.

END.

Options Considered:

Projects are prioritized based on safety, accessibility, mode-shift potential, developer contribution and timing, costs, and ease of implementation.

END.



Bus Barn Expansion

Project Summary

Project Number

7189

Budget Year:	2021
Department:	Engineering
Questica Reference:	ENG-21-08

Budget:	\$200,000
Project Type:	Growth
Priority:	B

Project Description:

Project to construct a lit and heated storage area on the Boulder Crescent waste management site. This will provide space for Solid Waste Services to store operational materials and equipment allowing the Bow Valley Regional Transit Services Commission to expand their use of the 'Bus Barn' into the third operational bay for bus storage. This will address cold season issues with bus startup and operation.

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Federal Grants	\$100,000	0	0	0	0	0	\$100,000
MSI Capital	\$100,000	0	0	0	0	0	\$100,000
Total	\$200,000	0	0	0	0	0	\$200,000

Operating Budget Impact:

A storage building will require some minor ongoing maintenance and have operational costs for heating to above 0C and for lighting.

END.

Project Rationale:

BVRTSC stores three buses in Canmore and presently has use of two indoor bays at the Boulder Crescent waste management site. The third bus is stored outdoors. This presents significant operational issues when there is snow that needs to be cleared off a bus, or when the weather is cold and starting and warming the bus takes time. They have requested that the Town make the third bay available for their operations.

END.

Options Considered:

The operational needs could be met in a number of ways including constructing a new structure for bus storage, or finding and renting or purchasing a new facility. The 'Bus Barn' has been retrofitted in a previous project to properly ventilate exhaust and with other improvements that make the facility suitable for bus cleaning and storage operations. Replicating these features in a newly constructed or purchased structure would be expensive. Providing dry storage for Solid Waste Services is a more cost effective approach.

END.



EP Rock Wall Refurbishment

Project Summary

Project Number

7190

Budget Year:	2021
Department:	Parks
Questica Reference:	PAR-21-01

Budget:	\$100,000
Project Type:	Asset Replacement
Priority:	A

Project Description:

The engineering re-design, then removal and new install of solid concrete top caps on all exterior rock walls within the Elevation Place Plaza.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Asset Rehab - Replacement	\$100,000	0	0	0	0	0	\$100,000
Total	\$100,000	0	0	0	0	0	\$100,000

Operating Budget Impact:

None. Annual small R&M operating costs have already been assumed within the current parks operating budget.

END

Project Rationale:

The rock feature walls within the Elevation Place Plaza are poorly designed. The current design allows water to penetrate the walls. The annual freeze and thaw cycle is causing the rocks and mortar to fracture, resulting in rocks falling off through the year when people walk or sit on the small feature walls.

Over the past 2 years, 3 public incident reports have been submitted to the Town where people have been hurt from rocks becoming loose and falling.

Annual replacement of sections of rock wall are ongoing, and the method of repair is not sustainable or cost effective.

END

Options Considered:

1. Replace mortar on all rock walls for significantly more cost and annual R&M then replacing with a solid concrete top cap.
2. Close off section of the plaza where this issue arises (ongoing).
3. Do nothing and continue to risk a hazard to the public.

END



Trail Surface Rehabilitation (2021)

Project Summary

Project Number

7191

Budget Year:	2021
Department:	Parks
Questica Reference:	PAR-21-03

Budget:	\$380,000
Project Type:	Asset Replacement
Priority:	A

Project Description:

The project includes inspecting all town trails and moving forward with replacement of hard surface and gravel trails as identified need and budget allows.

High priority locations include:

- Bow Valley Trail (West end)
- Cougar Commuter Trail
- Palliser Trail
- Three Sisters Commuter
- CP Paved trail (Elevation Place - 17th)
- Spring Creek
- Legacy Trail
- Small trail connections in residential areas

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Asset Rehab - Replacement	\$97,000	0	0	0	0	0	\$97,000
Operating (Capital)	\$283,000	0	0	0	0	0	\$283,000
Total	\$380,000	0	0	0	0	0	\$380,000

Operating Budget Impact:

None, these are replacements for already existing assets.

END

Project Rationale:

The Town has approximately 80km of trails of which approximately 22 km are hard surface trails that are formally inspected annually. Inspection reports will create a lifecycle schedule based on priority (hazard, usage).

1. Safety and Risk Liability: Hard surfaces continue to wear and create hazards such as surface cracks due to tree roots, pot holes and depressions. Staff inspect hard surface trails regularly to ensure hazards are identified/mitigated. Mitigation can include marking/pot hole repairs. At some point, too much time/monies are required to maintain and a complete resurface is required. A repair and resurface reduces the Town's risk liability.

2. Business Case: Town can resurface sections now or completely rebuild later at significantly more cost.

3. Lifecycle Schedule: The Tangible Capital Asset program recommends a complete replacement every 15 years. There are a total of approximately 22 kms and some are now between 19-25 years old.

4. Industry Practice: Industry recommends a complete replacement every 15-20 years.

END

Options Considered:

Option 1 (Recommend): Resurface sections of existing trails with new sections.

Option 2: Resurface sections with Recycled Asphalt Program (RAP) material. Surface cannot be applied smooth enough for winter maintenance (plowing) and safely enough for rollerblades / scooters / roller skiers.

END



Playground Lifecycle - Peaks

Project Summary

Project Number

7192

Budget Year:	2021
Department:	Parks
Questica Reference:	PAR-21-04

Budget:	\$300,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

The project is to replace a playground structure in Peaks of Grassi (the structure located at the SE end of the community) with no change to the same surface type (pea gravel).

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
MSI Capital	\$300,000	0	0	0	0	0	\$300,000
Total	\$300,000	0	0	0	0	0	\$300,000

Operating Budget Impact:

None, since this is the replacement of an existing playground.

END

Project Rationale:

The Town has 33 playgrounds consisting of structures of various sizes, construction materials, ages and condition. Staff inspect every playground every 16-30 days (seasonally) and document all repairs and deficiencies. Also, a playground audit is performed annually each spring, and once every 3 years a surface fall height test is conducted. All of this reporting is reviewed to determine the most appropriate playground replacement schedule.

1. **Repair & Maintenance:** The playgrounds identified for replacement are structures largely made of wood that receive a lot of use. Playgrounds are inspected weekly and significant wear has been documented. Wear includes the grooving of wooden panels/surfaces and the movement of hinge points and may allow for entrapment of small fingers and clothing.
2. **Lifecycle Schedule:** The Town currently has 33 playgrounds of various sizes for various ages. A lifecycle schedule of every two years would result in a 66 year lifecycle for each playground. Playgrounds typically require replacement every 20-25 years.
3. **Safety & Risk Liability:** In 2003, the CSA changed their standards to no longer allow the use of Chromate Copper Arsenic (CCA) pressured treated wood in playground structures. The concern includes the risk of children getting splinters from wood treated with CCA. Currently the Town has 18 playgrounds with CCA treated wood. The gradual removal of these products is reasonable due to the minimal risk and high cost.

END

Options Considered:

Options considered:

- 1) **Surface Upgrade:** A rubberized surface is a 100% recycled product (e.g. automobile tires) manufactured in Alberta and includes a number of considerations:
 - a) **Safety** - Glass, needles and feces are more visible and therefore identified / removed sooner.
 - b) **Regular maintenance** - Rubberized surfaces require less regular maintenance (5 minutes / week / playground including debris blowing with a leaf blower) compared with regular rototilling of pea gravel.
 - c) **Expensive to install** - Rubberized surfaces are considerably more expensive to install.
 - d) **Short lifespan** - Experience has shown that rubberized surfaces have a short life span, approx. 10 years and would require a full replacement.

It is not being recommended at this time because it is very expensive and will require a full replacement every 10 years.

END



Playground Rubber Surface Lifecycle - Grotto

Project Summary

Project Number

7193

Budget Year:	2021
Department:	Parks
Questica Reference:	PAR-21-12

Budget:	\$35,000
Project Type:	Legal/Regulatory
Priority:	B

Project Description:

The project is to remove and replace the playground rubber surface at the Grotto Playground.

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Asset Rehab - Replacement	\$35,000	0	0	0	0	0	\$35,000
Total	\$35,000	0	0	0	0	0	\$35,000

Operating Budget Impact:

No operational impact as this asset is already in place.

END.

Project Rationale:

This project is to remove and replace the playground rubber surface. The playground failed its regulatory CSA Fall Height Safety Test in 2020. CSA playgrounds surface testing is conducted at the Town every 3 years.

END.

Options Considered:

1. Replace the surface with same surface, as recommended above.
2. Replace the surface with pea gravel however it would be more expensive to maintain. It is recommended that the surface remain as status quo with a rubberized surface, especially considering the playground is very busy with younger children.
3. Don't replace the surface until 2022 or later. If this is the case it would be best to close the playground until it can be replaced to reduce the risk of injury.

END.



Parks Equipment Lifecycle (2021)

Project Summary

Project Number

7194

Budget Year:	2021
Department:	Parks
Questica Reference:	PAR-21-06

Budget:	\$115,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

The project is the replacement of one large turf tractor and attachments, two equipment trailers and a small ride on mower.

END.

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Asset Rehab - Replacement	\$115,000	0	0	0	0	0	\$115,000
Total	\$115,000	0	0	0	0	0	\$115,000

Operating Budget Impact:

None, these are replacements of existing assets.

END.

Project Rationale:

The large turf tractor and two equipment trailers were due for lifecycle replacement in 2018, however due to conflict with other assets in need of replacement the replacement of these assets was pushed back. All items are now overdue for replacement.

1. Repair & Maintenance Costs: R&M costs are tracked on each piece of equipment and this data is used to evaluate its condition and replacement schedule.
2. Fleet Right Sizing Review: In revising the fleet and the needs of Public Works and Facilities it has shown us that sharing equipment year round and purchasing equipment with multi uses is more function and cost effective.
3. Health & Safety: Pre-use inspections and Hazard IDs for equipment occur regularly and are designed to identify potential H&S issues assist in determining a replacement schedule.
4. Operational Efficiency: In general, newer equipment is more efficient in fuel consumption, better safeguards and productivity.
5. Service Expectation: Equipment reliability decreases with age. Down time is minimized if an appropriate lifecycle schedule is in place. Reliable equipment allows staff to maintain green spaces to community expectations.
6. Tangible Capital Assets: TCA has a recommended lifecycle schedule of 10 years. This value may differ for different types of equipment.
7. Industry Practice: Industry recommends a lifecycle replacement schedule for Parks related equipment every 10 years.

END.

Options Considered:

1. Replace these assets as recommended.
2. Push these assets for another year, increasing the likelihood of breakdown and conflict with other assets that need replacing in 2022.
3. Do not replace the assets and decrease the level of service within Parks operations.
4. Rent as needed, which would provide challenges.

END.



Bylaw Vehicle

Project Summary

Project Number

7195

Budget Year:	2021
Department:	Fleet Services
Questica Reference:	SR-21-13

Budget:	\$80,000
Project Type:	Council Request
Priority:	B

Project Description:

The Bylaw Service Team requires additional staff and equipment for patrolling and responding to calls as the needs of the community expand. The project will purchase a purpose-built patrol unit along with necessary equipment such as a dog crate, "police package", decaling, and rugged laptop including mounting capability. This unit could be purchased under the special services packages offered by the three major car North American vehicle manufacturers. These packages provide basic cabin features that are designed for day to day use (i.e.: rubber flooring, seats designed to accommodate duty belts and upgraded electrical components to power radios and laptops) and include upgraded drive-train and suspension components at a discounted price for Police, Fire, EMS and Military usage.

\$80,000 = vehicle (70K) and ancillaries (10K)

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Photo Radar Reserve	\$80,000	0	0	0	0	0	\$80,000
Total	\$80,000	0	0	0	0	0	\$80,000

Operating Budget Impact:

- \$3,000 - Annual preventative maintenance and repairs to the vehicle; telematics system hardware/software install and maintenance

END

Project Rationale:

- Currently there are five bylaw officers (four Community Peace Officers and one Supervisor) on the Bylaw Services Team. The team has two dedicated patrol units (trucks) two electric bicycles for staff use.
- 2021 budget provides an additional Community Peace Officer for the Bylaw Services Team. The department total will now consist of six staff; an additional vehicle will be required to accommodate service delivery expectations and staff increases
- Three patrol units will allow the supervisor to respond and provide assistance to officers when required (presently there are several times when both patrol units are in use and the supervisor doesn't have a patrol unit to respond in)
- Three patrol units will support response on peak staffing days, (during larger scale emergencies) and if another patrol unit is out of service.

Finance committee motions:

- 19-2021FIN - Moved by Ms. de Soto that the Finance Committee Direct administration to add a new capital project for a new bylaw vehicle in the 2021 capital budget funded from the general capital reserve.
- 26-2021FIN - Moved by Councillor Hilstad that the Finance Committee direct administration to fund the new bylaw vehicle approved for purchase in 2021 from the photo radar reserve

END

Options Considered:

- Conduct patrols in "regular" and available town vehicles - Community Peace Officers are required to operate fully marked patrol vehicles, therefore they can not conduct patrols in other town vehicles.
- Cancel the project if a new officer is not approved
- Electric vehicles and hybrid units will be considered as the options are available

END



Kamenka Green Site Improvements

Project Summary

Project Number

7196

Budget Year:	2021
Department:	SWS - Collection/Disposal
Questica Reference:	SWS-21-01

Budget:	\$40,000
Project Type:	Asset Replacement
Priority:	A

Project Description:

The Kamenka Green waste and recycling containers are installed on a steep grade. Because of the grade the pivot points of the containers are not loaded equally and have broken multiple times. This is a safety issue and a repair and maintenance issue. To solve this problem a new concrete platform will be installed so that containers sit on a level surface. At the same time an enclosure will be installed around the containers.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
SWS Collection Reserve	\$40,000	0	0	0	0	0	\$40,000
Total	\$40,000	0	0	0	0	0	\$40,000

Operating Budget Impact:

reduction in repair and maintenance costs.

END

Project Rationale:

Safety and repair & maintenance issue.

END

Options Considered:

Remove containers and concrete pad - this would create a capacity issue for the Peaks of Grassi neighborhood.

END



3 Tonne Collection Vehicle Replacement

Project Summary

Project Number

7197

Budget Year:	2021
Department:	SWS - Collection/Disposal
Questica Reference:	SWS-17-03

Budget:	\$300,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

Purchase of 3 tonne collection vehicle.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
SWS Collection Reserve	\$240,000	0	0	0	0	0	\$240,000
SWS Recycling Reserve	\$60,000	0	0	0	0	0	\$60,000
Total	\$300,000	0	0	0	0	0	\$300,000

Operating Budget Impact:

END

Project Rationale:

Replacing existing collection vehicle. The vehicles are run 7 days a week, 364 days a year and are subject to harsh conditions. The collection vehicles wear out.

END

Options Considered:

- 1) purchase a replacement vehicle.
- 2) Delay purchase (not recommended). There will be an increase in repair and maintenance and the safety of the vehicle collection equipment becomes an issue as the metal fatigues. We have had the collection bodies punctured on older vehicles.

END



Residential Food Waste Expansion

Project Summary

Project Number

7198

Budget Year:	2021	Budget:	\$140,000
Department:	SWS - Recycling	Project Type:	New Infrastructure
Questica Reference:	SWS-21-02	Priority:	B

Project Description:

Purchase and install and additional 10 food waste containers. This will include the purchase of the containers, wrapping the container with artwork and site prep for some locations. The proposed locations are:

- Grotto Way - no site prep. Concrete pad was install in 2019 along with bus stop improvements.
- Cougar Creek Dr. near Coyote Way - Concrete pad, fence reconfiguration.
- Eagle Circle - Concrete pad.
- 100 Benchlands Terrace - Concrete pad.
- Hospital Place - Concrete pad and tree removal.
- Rundview Dr - Concrete pad and small retaining wall.
- Charles Carey- Concrete pad, small retaining wall.
- Drygas gate - Concrete pad and moving post boxes.
- Stewart Creek Dr. Lane - Concrete pad and fence.
- Downtown Recycling depot - Guardrail

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Cash in lieu of Bear Bins	\$100,000	0	0	0	0	0	\$100,000
SWS Recycling Reserve	\$40,000	0	0	0	0	0	\$40,000
Total	\$140,000	0	0	0	0	0	\$140,000

Operating Budget Impact:

Reduced frequency of emptying the containers. Currently, the 5 containers are emptied daily. With the WMC expansion being complete there will less time transferring the material as currently the material is taken to Banff daily. Increase material will increase hauling/processing costs.

END

Project Rationale:

The pilot program has been a success and more containers throughout the community are in high demand from residents.

END

Options Considered:

1) Purchasing few containers - not recommended as there will be neighborhoods that will not have a convenient drop off location. There are also efficiencies in purchasing more containers and doing the site prep all together.

2) Purchasing more containers - not recommended as we need to see how much participation increases with more convenience. If volumes more than double then more containers can be installed in future years.

END



Waste/Recycling Container Replacement

Project Summary

Project Number

7199

Budget Year:	2021
Department:	SWS - Collection/Disposal
Questica Reference:	SWS-21-10

Budget:	\$100,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

Purchase replacement waste and Beyond Curbside recycling containers.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
SWS Collection Reserve	\$50,000	0	0	0	0	0	\$50,000
SWS Recycling Reserve	\$50,000	0	0	0	0	0	\$50,000
Total	\$100,000	0	0	0	0	0	\$100,000

Operating Budget Impact:

Operator time to Swap out containers-about 20 hrs.

END

Project Rationale:

A number of containers have reached their end of life. The metal is fatigued beyond fixing and need to be replaced.

END

Options Considered:

END



1/2 Ton Collection Vehicle (New)

Project Summary

Project Number

7200

Budget Year:	2021
Department:	SWS - Collection/Disposal
Questica Reference:	SWS-17-05

Budget:	\$80,000
Project Type:	New Equipment
Priority:	B

Project Description:

This project is for the purchase of an additional 1/2 collection vehicle for collecting pedestrian waste.
END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
SWS Collection Reserve	\$80,000	0	0	0	0	0	\$80,000
Total	\$80,000	0	0	0	0	0	\$80,000

Operating Budget Impact:

Fuel - \$500
R/M - \$1,000
END

Project Rationale:

1) Vehicle life cycling- The current vehicle is used 7 days a week for pedestrian waste collection and general operations. The current vehicle would be kept for general operations, as it would not be used as heavily.
2) Ergonomics- currently the operators are unloading the vehicle by hand. This new vehicle would include a dumping body.
END

Options Considered:

No options available.
END



South Bow River Loop Feeder Main - Construction Phase 2

Project Summary

Project Number

7201

Budget Year:	2021	Budget:	\$3,300,000
Department:	Utility - Water	Project Type:	Growth
Questica Reference:	UTI-21-03	Priority:	B

Project Description:

The project is to complete Phase 2 of a new feeder main connecting the Three Sisters area adjacent to the wastewater treatment plant to the south end of Bow Valley Trail. This feeder main would tie the west zone to the central zone using an existing river crossing under the river near the wastewater treatment plant, and provide a secure water supply to the Central and Eastern water supply zones.

Phase 1 (2020): The construction for tie-in to the existing 350 mm main line in the Three Sister Parkway to the WWTP (East Section) and connect to the wastewater treatment plant via the existing pipe under the river.

Phase 2 (2021): The construction for the tie-in to the 200mm main line along the Bow Valley Trail to the WWTP (South West Section) to complete the South Bow Loop.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Debenture	\$3,000,000	0	0	0	0	0	\$3,000,000
Water Utility Reserve	\$300,000	0	0	0	0	0	\$300,000
Total	\$3,300,000	0	0	0	0	0	\$3,300,000

Operating Budget Impact:

Operational impact is unknown at this time and would include some additional power related to pumping.

END

Project Rationale:

Growth and Water Security: Completing the South Bow Loop will accommodate future growth and redevelopment to the projected full build-out level and additional transmission and distribution mains required in the central and eastern area of the Town of Canmore.

Fire Flows: The project will improve fire flows for parts of Kananaskis area.

END

Options Considered:

Option 1: (Recommended) Complete the work as defined above.

Option 2: Delay the construction of Phase 2. Not recommended as there is a cost benefit opportunity to utilize the contractor already in place, currently completing Phase 1. Any delays would also delay the benefits of improved fire flows and water security.

END



Water Main Connection Upgrade - Old Canmore Road

Project Summary

Project Number

7202

Budget Year:	2021	Budget:	\$500,000
Department:	Utility - Water	Project Type:	Growth
Questica Reference:	UTI-21-04	Priority:	B

Project Description:

The project is to complete a connection of a water main that was part of the original water upgrades identified for TIP20. As part of TIP20, a water line was designed to cross the CPR line from the BVT side and connect to a water line near Pumphouse 1 to create a loop and support required water pressures. The 2020 project did not have sufficient funds to complete the project so the balance of the work is being proposed for 2021.
END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Debenture	\$130,000	0	0	0	0	0	\$130,000
Water Utility Reserve	\$370,000	0	0	0	0	0	\$370,000
Total	\$500,000	0	0	0	0	0	\$500,000

Operating Budget Impact:

No operational impacts.



Water Main Connection Upgrade - Old Canmore Road

Project Summary

Project Number

7202

Project Rationale:

Cost Benefit: It is beneficial to complete the work in early 2021 to reduce construction costs in the future. The proposed timing would allow the project to proceed when the ground water is at its lowest point and to capitalize on accessing the existing dewatering pit. The dewatering pit area is being leased and will be unavailable by mid-year. For this reason it would be much more expensive to complete this project beyond 2021.

END

Options Considered:

No other options were considered.

END



Utility Master Plan - Update

Project Summary

Project Number

7203

Budget Year:	2021	Budget:	\$330,000
Department:	Utility - Water	Project Type:	Consulting
Questica Reference:	UTI-17-11	Priority:	B

Project Description:

Project is to complete a Utility Master Plan update for \$330,000. The current updates were completed in 2016. As the Town continues to grow, UMPs are essential documents for the Town of Canmore as they identify key areas of capital improvements for the water and wastewater treatment systems, distribution and collection systems. END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Wastewater Utility Reserve	\$165,000	0	0	0	0	0	\$165,000
Water Utility Reserve	\$165,000	0	0	0	0	0	\$165,000
Total	\$330,000	0	0	0	0	0	\$330,000

Operating Budget Impact:

Operational impacts will be realized once the list of upgrades are finalized.
END

Project Rationale:

Growth: As the growth in the Town of Canmore is expected to continue it is important to have a proactive approach to infrastructure upgrades. The UMPs provide information on bottlenecks in the current system, information on what the expected flow increases will be as the population increases, and information on required upgrades.

Applicable/Current: It is recommended that UMPs be updated at a frequency of every five years to be current and applicable. The UMP will be six years old in 2016 which could mean that some of the data in the UMPs are out of date or not reflective of the Town of Canmore's current growth strategy. Engineering Services will have a Integrated Transportation Master Plan which may include projects that impact utilities. UMPs typically take 1-2 years to complete so a 2021 start will produce will produce an updated plan by 2022 at the earliest.

END

Options Considered:

Option 1: Upgrade in 2021 (Recommended) Complete project as defined under Project Description.

Option 2: Delaying the Project. This project could be delayed beyond 2021. However, if UMPs are not updated then the Town will not be working with the latest information about its water and wastewater systems. Additions and changes to the systems since 2010 may not be included in the evaluation of future upgrades resulting in work that is not necessary or that may require rework.

Option 3: Doing Nothing. If this project does not proceed, then accurate data will not be available from the models to make decisions on required future upgrade projects.

END



WWTP - MCC Lifecycle Phase 2 (2021)

Project Summary

Project Number

7204

Budget Year:	2021	Budget:	\$400,000
Department:	Utility - Waste Water	Project Type:	Asset Replacement
Questica Reference:	UTI-19-21	Priority:	B

Project Description:

The objective of this project is to extend the useful life of the treatment facility.

This is a multi-year project with the ultimate objective to replace the end of life or obsolete components with that are no longer supported by manufacturer. Most of the electrical components at the wastewater treatment plant were installed in 1995 and have reached the end of their useful life.

- 2019: Engineering service and design for the replacement of switchgears, MCCs, and components at advice by the Consultant
- 2020: Replacement of switchgears and MCCs – Phase 1 (mainly related to MCC-A & MCC-B and components at advice by the Consultant)
- 2021: Replacement of switchgears and MCCs – Phase 2 (mainly related to MCC-C and components at advice by the Consultant)

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Wastewater Utility Reserve	\$400,000	0	0	0	0	0	\$400,000
Total	\$400,000	0	0	0	0	0	\$400,000

Operating Budget Impact:

No operational impacts expected.

END

Project Rationale:

Asset Lifecycle: Most of the equipment is the original installation in 1995. End of useful life of equipment is identified in the 2018 Condition Assessment Report – Water & Wastewater Infrastructure, and it's recommended to be replaced / rehabilitated. The equipment's replacement parts are becoming difficult to find and their cost is increasing.

The Need: The Wastewater Treatment Plant is the only municipal wastewater treatment facility in the Town. Due to the age of most of the equipment are the original install in 1995, major components of the plant require replacement / rehabilitation to ensure the facility function effectively and efficiency to maintain the current level of service in the next 20-25 years.

Approval Compliance – Some of the electrical equipment failure can result in a challenge to the treatment process that may contribute an approval violation.

Loss of Service – Electrical components are critical assets and impacts will result in loss of service. Loss of service shall be considered when prioritizing to replace / rehab of components.

END

Options Considered:

Option 1: (Recommend) Complete the project as scoped within Project Rationale.

Option 2: Do Nothing. If the asset fails, it may result in loss of service and approval violation.

Option 3: Delaying. Delay of the life cycle replacement may result in loss of service and approval violation.

END



WWTP - BAF & Headworks Lifecycle Phase 3 (2021)

Project Summary

Project Number

7205

Budget Year:	2021	Budget:	\$500,000
Department:	Utility - Waste Water	Project Type:	Asset Replacement
Questica Reference:	UTI-19-18	Priority:	B

Project Description:

This is a multi-year project with the ultimate objective to replace / rehabilitate the end of life or obsolete components with that are no longer supported by manufacturer. Most of the components in the BAF and headwork area were installed in 1995. The scope of replacement includes process piping & valves, and instrument and control components.

Process Piping

Several piping systems have experienced significant age-related deterioration since original plant construction in 1995. Recent pipe inspections and repairs have identified that some of the piping is in poor condition and parts of these systems will require replacement.

Instrumentation & Control

Most of the instruments were installed in 1995, and are no longer supported by the manufacturer.

END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Wastewater Utility Reserve	\$500,000	0	0	0	0	0	\$500,000
Total	\$500,000	0	0	0	0	0	\$500,000

Operating Budget Impact:

No operational impacts expected.

END

Project Rationale:

Asset Life Cycle: Most of the components date to the original installation in 1995. Equipment that is reaching the end of useful life was identified in the 2018 Condition Assessment Report – Water & Wastewater Infrastructure, and that equipment is recommended to be replaced / rehabilitated.

The Need: The Wastewater Treatment Plant is the only municipal wastewater treatment facility in the Town. Due to the age of most of the equipment, dated to the original install in 1995, major components of the plant require replacement / rehabilitation to ensure the facility functions effectively and efficiency to maintain the current level of service in the next 20-25 years for piping and 5~7 years for instruments.

Approval Compliance – If the instrumentation fails, this will hinder the treatment process and may contribute to an approval violation.

Loss of Service – These instrument components are critical assets and impacts will result in loss of service. Loss of service shall be considered when prioritizing to replace / rehab of components.

END

Options Considered:

Option 1: (Recommend) Complete the project as scoped within Project Rationale.

Option 2: Do Nothing. If the asset fails, it may result in loss of service and approval violation.

Option 3: Delaying. Delay of the life cycle replacement may result in loss of service and approval violation.

END

Capital Planning Summary

For the planning period 2021 - 2025

	2021	2022	2023	2024	2025	5 YEAR TOTAL METHOD OF FUNDING						
						Grants	Operating	Reserve	Debenture	Other	Unfunded	
Administration, Economic Development, CSD												
Business Transformation (2021)	100,000						100,000					
Business Transformation (2022)		100,000					100,000					
Business Resiliency Grant Program	50,000							50,000				
Retail Gap Analysis and Light Industrial Review	45,000							45,000				
Building Neighbourhoods Builds Community 2.0	35,000							35,000				
Building Neighbourhoods Builds Community 3.0		35,000						35,000				
Public Art Indigenous Mural Project		25,000						25,000				
Interactive Placemaking Artwork					125,000			125,000				
Administration, Economic Development, CSD Total	230,000	160,000			125,000		200,000	315,000				
Information Technology												
Network Upgrade (2021)	200,000						200,000					
Network Upgrade (2022)		170,000					170,000					
TownSquare Phase 2	82,000						82,000					
TownSquare (Future Phases)		142,000	20,000				162,000					
PC Lifecycle & New Equipment (2021)	40,000						40,000					
PC Lifecycle & New Equipment (Future)		65,000	70,000	70,000			205,000					
IT Infrastructure Lifecycle & New Equipment (2021)	70,000						70,000					
IT Infrastructure Lifecycle & New Equipment (Future)		50,000	80,000	50,000	100,000		280,000					
Business Registry-CityView	100,000						100,000					
Recreation System Enhancements	20,000						20,000					
CityView Planning Phase 2		100,000					100,000					
CityView (Future Phases)		20,000	20,000				40,000					
Disaster Recovery Program		40,000					40,000					
eServices (Future Phases)		80,000	50,000				130,000					
IT Strategic Improvements		20,000	20,000				40,000					
Information Technology Total	512,000	687,000	260,000	120,000	100,000		1,679,000					
Protective Services												
Gas Detection Program	40,000						40,000					
Kubota Mini-Pumper Replacement	25,000						25,000					
Protective Services Total	65,000						65,000					
Recreation												
Long Range Facility Needs Report		50,000					50,000					
Recreation Total		50,000					50,000					

Capital Planning Summary											
For the planning period 2021 - 2025						5 YEAR TOTAL METHOD OF FUNDING					
	2021	2022	2023	2024	2025	Grants	Operating	Reserve	Debenture	Other	Unfunded
Facilities											
New Fire Hall - Enabling Works	1,350,000					1,200,000		150,000			
New Fire Hall - Construction		14,150,000				4,000,000		500,000	9,650,000		
CRC - Rm 200 Court Sport Lines & Equipment	20,000						20,000				
CRC - Rooftop Solar Installation	365,000					235,000		130,000			
CRC - Dehumidifier Replacement			265,000					265,000			
Elk Run Maint. - Short and Long Term R&M			75,000					75,000			
EP - Rm 207/208 Cooling Enhancements				175,000			175,000				
CRC - Olympia Ice Resurfacer Replacement (TC Arena)				165,000			165,000				
EP - Long Term R&M					200,000		200,000				
CRC - Roof Top Unit Replacements					75,000		75,000				
ArtsPlace - Roof Top Unit Replacement					25,000		25,000				
Old Salt Shed Demolishment					50,000		50,000				
Facilities Total	1,735,000	14,150,000	340,000	340,000	350,000	5,435,000	710,000	1,120,000	9,650,000		
Planning											
Palliser Area Structure Plan (ASP)		100,000					100,000				
Town Centre Enhancement Plan			160,000				160,000				
Planning Total		100,000	160,000				260,000				
Engineering - Flood Projects											
Stoneworks Creek Phase II	2,800,000					2,250,000		150,000		400,000	
Steep Creek Hazard Mitigation Program		7,000,000		500,000	2,500,000	6,360,000		1,190,000		2,450,000	
Engineering - Flood Total	2,800,000	7,000,000		500,000	2,500,000	8,610,000		1,340,000		2,850,000	
Engineering											
Bridge Asset Management (2021)	310,000					310,000					
Bridge Asset Management (Future)		520,000			2,150,000	520,000		2,150,000			
Street and Drainage Rehabilitation (2021)	650,000					500,000		150,000			
Street and Drainage Rehabilitation (Future)		2,000,000	2,000,000	2,000,000	2,500,000	3,000,000		5,500,000			
Transportation Safety and Accessibility (2021)	200,000							200,000			
Transportation Safety and Accessibility (Future)		200,000	200,000	200,000	250,000			850,000			
GIS Plan Implementation (2021)	30,000						30,000				
GIS Plan Implementation (Future)		45,000	25,000	10,000	35,000		115,000				
Pathway Network Connectivity (2021)	400,000					200,000	200,000				
Pathway Network Connectivity (Future)		150,000	480,000	500,000	520,000	825,000	300,000	525,000			
Bus Barn Expansion	200,000					200,000					
Bus Stop Improvements (Future)		250,000	250,000			250,000		250,000			
Parking Management Implementation (Future)		100,000					100,000				

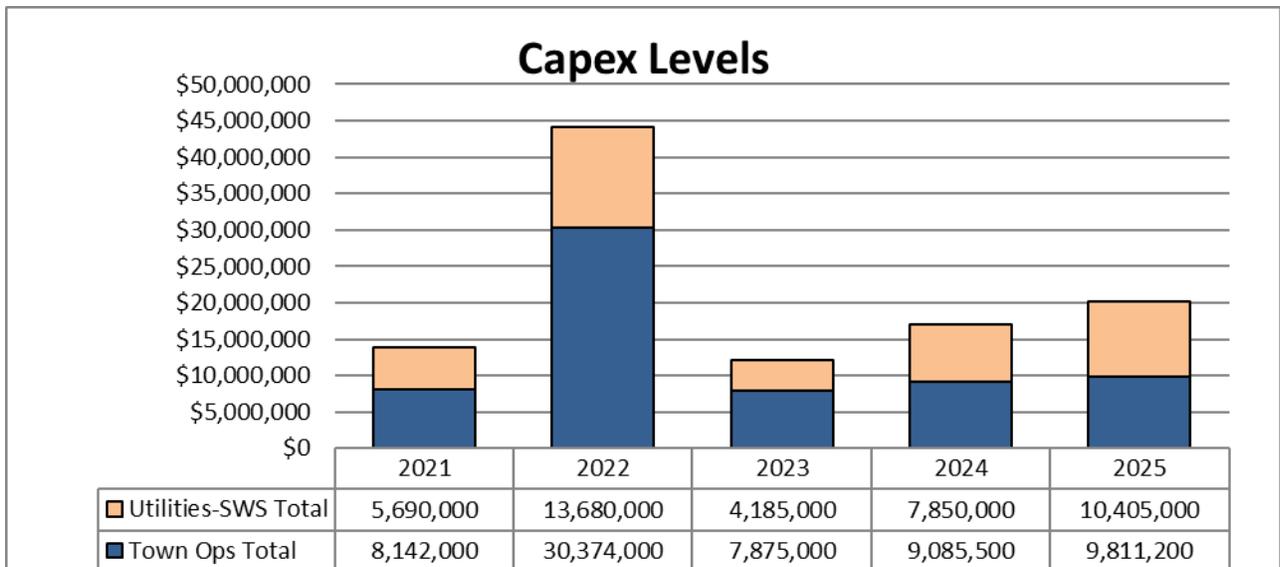
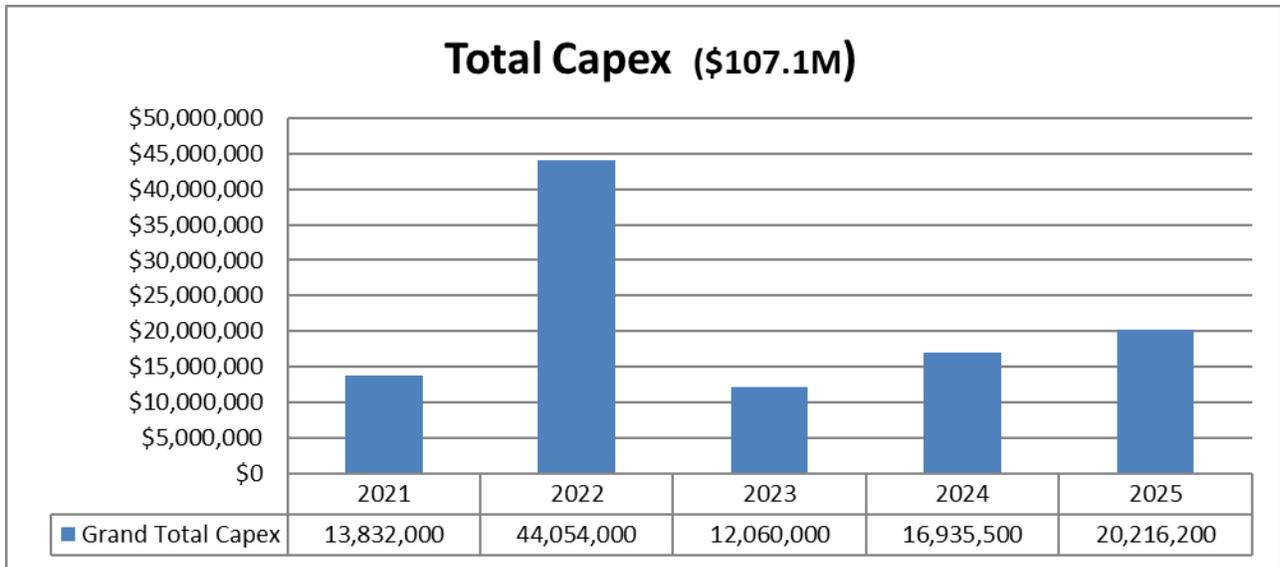
Capital Planning Summary

For the planning period 2021 - 2025

						5 YEAR TOTAL METHOD OF FUNDING					
	2021	2022	2023	2024	2025	Grants	Operating	Reserve	Debenture	Other	Unfunded
	Three Sisters Pathway		1,500,000				525,000		225,000		750,000
Complete Street Improvements Railway Avenue Central		500,000	2,000,000	3,000,000		3,610,000		1,890,000			
Bow Valley Trail Pathway Improvements (Future)			995,000			398,000		597,000			
Engine Bridge Pier Replacement			100,000	1,500,000		1,500,000		100,000			
Parking Lot Rehabilitation				400,000	500,000			900,000			
Engineering Total	1,790,000	5,265,000	6,050,000	7,610,000	5,955,000	11,838,000	745,000	13,337,000		750,000	
Public Works											
EP Rock Wall Refurbishment	100,000							100,000			
Trail Surface Rehabilitation (2021)	380,000						283,000	97,000			
Trail Surface Rehabilitation (Future)		380,000	380,000	400,000	400,000		1,180,000	380,000			
Playground Lifecycle - Peaks	300,000					300,000					
Playground Replacement - Lions Park		480,000				480,000					
Playground Lifecycle (Future)			320,000		300,000		620,000				
Playground Rubber Surface Lifecycle - Grotto	35,000							35,000			
Playground Rubber Surface Lifecycle (Future)			160,000					160,000			
Parks Equipment Lifecycle (2021)	115,000							115,000			
Parks Equipment - Lifecycle (Future)				5,500	81,200		30,700	56,000			
Bylaw Vehicle	80,000							80,000			
Quarry Lake Park Enhancement (Future)		627,000				400,000		227,000			
Lions Park Tennis Court Expansion - Construction		630,000				413,000		67,000		150,000	
Street Sweeper Replacement		400,000				400,000					
Columbarium - New		220,000				220,000					
Skid Steer Replacement		90,000				90,000					
Climbing Wall Rubber Surface Install		55,000						55,000			
Open Space and Trails Plan Implementation (Future)		50,000	50,000				100,000				
Light Fleet Replacement (Future)		30,000	90,000	110,000			110,000	120,000			
Helipoint Landing Pad Surface Replacement			65,000				5,000	60,000			
Public Works Total	1,010,000	2,962,000	1,065,000	515,500	781,200	2,303,000	2,328,700	1,552,000		150,000	
Town Ops Total	8,142,000	30,374,000	7,875,000	9,085,500	9,811,200	28,186,000	6,037,700	17,664,000	9,650,000	3,750,000	
Water Utility - SWS											
SWS											
Kamenka Green Site Improvements	40,000							40,000			
3 Tonne Collection Vehicle Replacement	300,000							300,000			
Residential Food Waste Expansion	140,000							140,000			
Residential Food Waste Expansion Phase2			100,000					100,000			
Waste/Recycling Container Replacement	100,000							100,000			
1/2 Ton Collection Vehicle (New)	80,000							80,000			
3 Tonne Collection Vehicle Replacement		300,000						300,000			
1 Tonne Collection Vehicle Replacement		200,000						200,000			
Skid Steer Replacement		80,000						80,000			

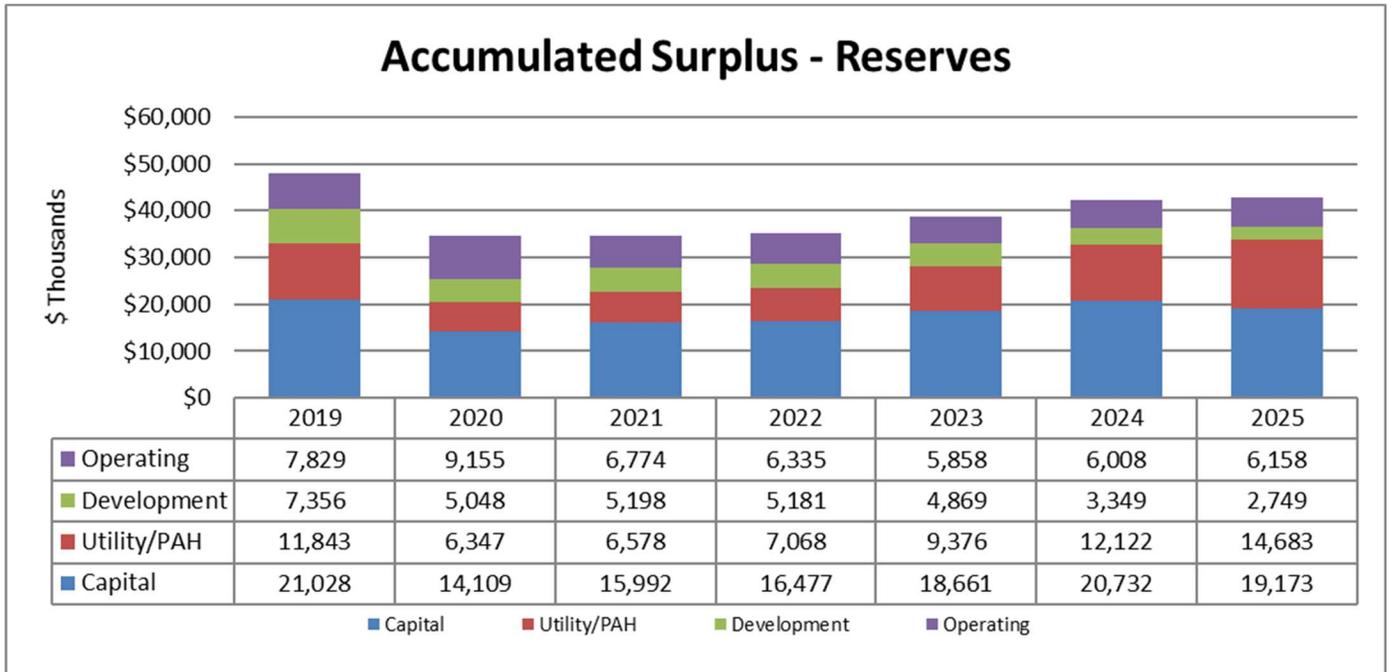
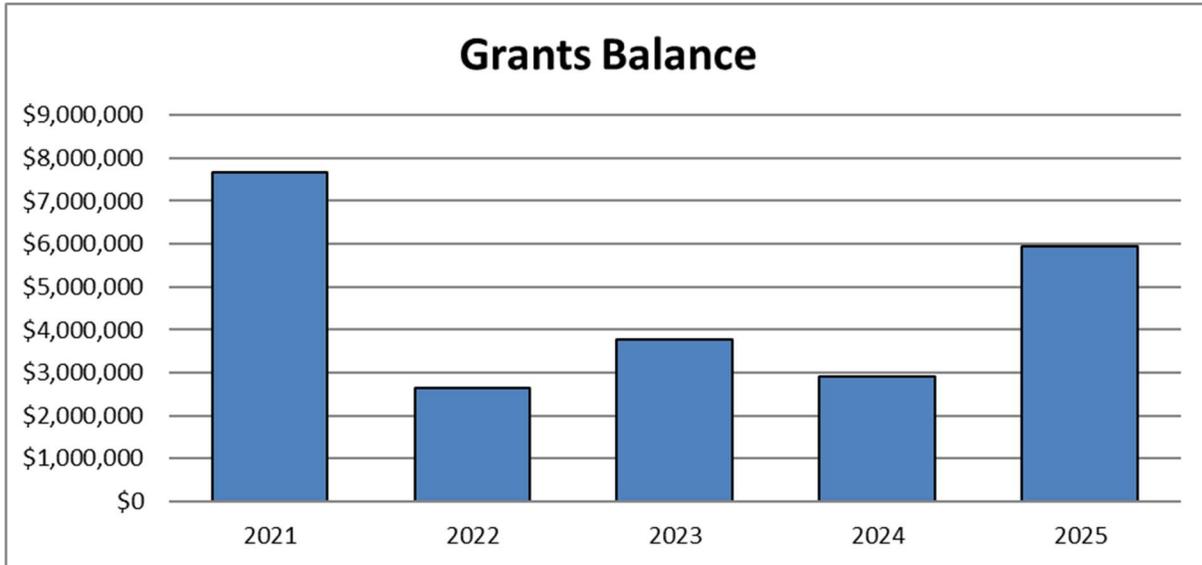
Capital Planning Summary											
For the planning period 2021 - 2025						5 YEAR TOTAL METHOD OF FUNDING					
	2021	2022	2023	2024	2025	Grants	Operating	Reserve	Debenture	Other	Unfunded
Pedestrian Container Replacement		50,000	50,000					100,000			
Boulder Crescent Depot Redevelopment			30,000	300,000				330,000			
Waste Characterization Study				100,000				100,000			
3 Tonne Collection Vehicle Replacement					300,000			300,000			
1 Tonne Vehicle Replacement LICU					85,000			85,000			
Skid Steer Replacement					80,000			80,000			
Water Utility											
South Bow River Loop Feeder Main - Phase 2	3,300,000							300,000	3,000,000		
Water Main Connection Upgrade - Old Canmore Road	500,000							370,000	130,000		
Utility Master Plan - Update	330,000							330,000			
WWTP - MCC Lifecycle Phase 2 (2021)	400,000							400,000			
WWTP - BAF & Headworks Lifecycle Phase 3 (2021)	500,000							500,000			
PH2 - Treatment Capacity Upgrade - Construction		9,150,000						5,000	9,145,000		
Deep Utility Replacement (Future)		3,200,000	1,000,000	1,000,000	2,000,000			2,800,000	4,400,000		
WWTP - BAF & Headworks Lifecycle Phase 4 (2022)		500,000						500,000			
Wellhead Protection Study		200,000						200,000			
Utility Vehicle Replacement (Vactor Truck)			850,000					850,000			
Lift Station 8 - Pump Capacity Upgrade			825,000					155,456	669,544		
Pumphouse 2 - Raw Water Intake Upgrade			680,000					680,000			
Pumphouse 2 - Distribution Upgrade			300,000	3,200,000				250,000	3,250,000		
Pumphouse 3 - Decommission			250,000					250,000			
Vactor / Equipment Storage Facility			100,000	600,000				700,000			
WWTP - Influent Screen Capacity Upgrade				825,000				560,000	265,000		
WWTP - UV Disinfection Capacity Upgrade				825,000				110,000	715,000		
Grassi Reservoir Capacity Upgrade				600,000	5,600,000			1,685,200	4,514,800		
Lift Station 2A Upgrade				400,000					400,000		
WWTP - Intermediate Transfer Pump Capacity Upgrade					910,000			50,000	860,000		
Cougar Creek Area - Fire Flow / Water Pressure Upgrade					830,000			830,000			
Lift Station 10 Upgrade Phase I					600,000			21,000	579,000		
Water Utility - SWS Total	5,690,000	13,680,000	4,185,000	7,850,000	10,405,000			13,881,656	27,928,344		
Grand Total	13,832,000	44,054,000	12,060,000	16,935,500	20,216,200	28,186,000	6,037,700	31,545,656	37,578,344	3,750,000	
Proposed projects that will require subsequent funding source and council approval											
Intercept Parking - Snow Dump			1,500,000								1,500,000
Town Centre Enhancement Implementation				1,000,000	1,000,000						2,000,000
East River Pathway					525,000						525,000
Off Leash Dog Parks (Future)		90,000		100,000							190,000
Parks Washrooms (Future)			185,000		250,000						435,000
Ride-on Mower - New				135,000							135,000

Capital Expenditures (Capex) for the Planning Period 2021-2025



Grant & Reserve Balances

for the Planning Period 2021-2025



Debt & Debt Servicing

For the Planning Period 2021-2025

