

Town of Canmore

# 2022-2026 Budget and Business Plan



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# Message From the Mayor

Every year, Council determines the amount of money needed to fund operation of the Town of Canmore. In doing so we can't escape the rising cost of inflation, but we can make compromises that ensure our citizens receive great value. According to the most recent Citizen Perspectives Survey, 84% of residents indicate that they get good value for their tax dollars, and we are working hard to keep it that way. We have approved a \$61.5M operating budget and \$26.3M capital budget for 2022, with a focus on advancing current Council priorities such as a new fire hall and managing congestion, while planning for the future including a potential passenger rail service between Calgary and Banff, affordable housing, and maintaining the Town Centre as the heart of our community and a space that brings people together.

The result is a 5.1% (net of growth) municipal property tax increase for 2022. To put this in context, for a residential unit with an assessed value of \$718,000 (which was the average assessment of a residential home in Canmore in 2021) one should expect a municipal property tax increase this year of approximately \$85 - or \$7 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.

An extensive review was undertaken to find any possible savings. The fact making this especially challenging is that 86% of the increases to the 2022 budget are uncontrollable expenses due to inflation, pre-existing contracts and priorities, and growth-related expenses. There are increases in the RCMP contract (representing 40% of the overall 5.1% increase), repairs and maintenance, re-introduction of services reduced during COVID-19, and priority staffing additions.

There are many tangible benefits provided by the Town of Canmore through the municipal budget, and which are vital to the ongoing health of the community. As caretakers of the community, through the budget Council funds everything from essential services and keeping the community clean and safe to services that provide recreation opportunities, business supports, special events to attend, social supports, neighbourhood connections, and affordability support services. And, of course, all of the physical infrastructure and human resources required to deliver these benefits. Over the years, these are all programs and services that were asked for by our community.

This budget reflects the true cost of delivering existing services to the community. As the community grows, we need to determine sustainable service levels that can be reasonably achieved within our tax base. A service level review will be undertaken to identify the highest priority areas and the resources required to ensure our core programs and services are efficient and sustainable.

Through what has been a significant amount of hard work by the trained professionals in Town administration and extensive careful review by Council, I'm confident that a solid plan has been created to do what needs to be done during the next budget year. We made some difficult decisions in the face of expanding financial demands, all of which we were able to successfully navigate with only a modest increase to property taxes.

Best regards,



Mayor Sean Krausert

# 2022-2026 Summary of Budget and Business Plan

## SUMMARY

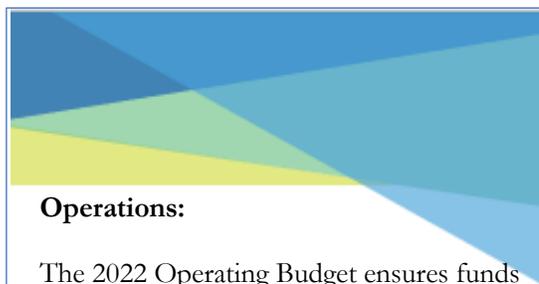
The 2022 budget focuses on advancing current Council priorities including the new fire hall and managing congestion, while planning for the future including a potential passenger rail service between Calgary and Banff, affordable housing, and maintaining the Town Centre as the heart of our community and a space that brings people together.

As caretakers of the community, the Town of Canmore budgets to fund a variety of programs and services that are either legislated, essential, or approved by Council such as:

- services and practices to keep the community safe
- initiatives that improve sustainability
- outdoor spaces and indoor facilities for residents and visitors to enjoy
- a comprehensive transportation network of streets, roads, bridges, sidewalks, pathways, parking lots, and transit that move us through town
- services that provide recreation opportunities, business supports, special events, social supports, neighbourhood connections, and affordability support services
- waste, recycling, and organics collection, water treatment and distribution, wastewater treatment and collection, storm water management, all part of the utility rates
- all of the physical and virtual infrastructure as well as the human resources required to deliver these benefits.

86% of the increases to the 2022 budget are uncontrollable expenses due to inflation, pre-existing contracts and priorities, and growth-related expenses. There are increases in the RCMP contract (representing 2% of the overall 5.1% increase, before a draw from the tax stabilization reserve to partially mitigate impact), increased fire staffing, repairs and maintenance, re-introduction of critical services reduced during COVID-19, and priority staffing additions. Town of Canmore policies recommend increases for cost of living related to human resource costs, as well as capital and reserve fund contributions. The full extent of these increases was not able to be included within the budget direction provided. Fortunately, the monetary cost of COVID-19 is not projected to impact the budget to the same extent as in previous years, with recreation revenues slowly returning to pre-pandemic levels, and special events returning for the community's enjoyment.

The Town of Canmore's paid parking program is extending to the Town Centre in 2022; revenues will offset the costs of the program, help fund fare-free transit (including an



### Operations:

The 2022 Operating Budget ensures funds are in place for the delivery of operating programs and services. Total expenditures and transfers are budgeted at \$61.5M, up from \$57.3M in 2021.

Revenues and transfers from all sources other than taxation are \$33.4M, with the balance of \$28.1M sourced through taxation.

**The resulting tax increase is 5.1% in 2022** 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 6.6%.

	Budget Summary	
	2021	2022
<b>Net Budget</b>	57,285,797	61,468,459
<b>Municipal Taxes</b>	26,395,644	28,130,186
<b>Municipal Tax Change</b>		1,734,542
<b>Taxes from Growth</b>		400,000
<b>Change by %</b>		5.1%

### Capital:

The 2022-2026 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	
2022	26,312,000
2023	28,345,000
2024	26,545,500
2025	19,596,200
2026	19,857,500
<b>Total</b>	<b>120,656,200</b>



### A History of Community Building

In 2007 the province announced a Municipal Sustainability Initiative that saw Canmore allocated \$65M in infrastructure funding between 2010 and 2021 – fueling more than a decade of infrastructure development and service growth. Since the program’s inception, we have intentionally invested in community building initiatives to develop and sustain a community where we all can thrive. The decisions we make today about capital infrastructure and program and service enhancements have a significant downstream impact on future operating budgets.

Since 2009, we planned and built Elevation Place, the Roundhouse daycare facility, the Legacy Trail, and ROAM transit. With the library and pool having moved to Elevation Place, we worked with the community to repurpose those spaces into artsPlace and a new gymnastics facility. The aging Canmore Recreation Centre received a major lifecycle refurbishment. Local ROAM transit routes grew along with fare-free service. With that growth, ongoing bus stop improvements and transit infrastructure were needed. Next came our investment into waste diversion infrastructure. Citizen surveys and community groups indicated we needed to do more to reduce waste, so we increased access to recycling bins and eventually food waste composting throughout the community. Climate initiatives including rooftop solar on our facilities are helping reduce GHG emissions. Since the flood of 2013, we have embarked on an unplanned and unparalleled program of mountain creek hazard mitigation to help keep our community safe.

Each year, annual operating budgets allow for transfers to capital reserves to fund future capital projects. However, investing in capital improvements also increases operational costs to maintain and support infrastructure.

improved frequency of fare-free local transit services), and offset the cost of local improvements in our paid parking areas. As well, another temporary implementation of a pedestrian-only Main Street in the summer will see enhancements to the space until the Downtown Area Redevelopment Plan is completed. The Palliser area can contribute to providing affordable housing in the future, and developing the Palliser Area Structure Plan will help make that possible.

Canmore is sustainable only if both its capital infrastructure assets and its financial assets can be maintained over the long term. Asset management is important to calculate the costs to maintain and replace current assets, and the level of service required to modify or add future assets. 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. Although the Art Trust contribution was unfunded (if the policy had been met \$103,000 would have been contributed), remaining reserve contributions were increased in the 2022 budget by \$228K (without utilities). Full pre-pandemic levels of contributions, particularly with policy recommended increases, were not possible within the budget direction, and so will be gradually phased in over the next three years.

The capital budget outlines what assets need rehabilitating and what new infrastructure is planned for the five-year horizon. Funding sources such as grants, franchise fees, capital reserves, or debenture financing are also detailed. Funded capital expenditures total \$26.3M for 2022 with a five-year funded plan total of \$120.7M. The average annual capital envelope used over the five years is \$24.1M. Overall, there are 49 individual funded projects identified in 2022. Significant projects for 2022 include: New Fire Hall Construction \$14.7M, Bow River West Pathway – Phase 1 \$1.5M, Old Canmore Road – Water Upgrade \$1M, Street and Drainage Rehabilitation \$1M, and TSMVPL Litigation \$750K.

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. Draws of \$600,000

from the Tax Stabilization Reserve help offset the increases in costs of the RCMP contract and staffing increases in fire services.

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 the direction given by Council. This budget reflects the true cost of delivering existing services to the community. As the community grows, we need to determine sustainable service levels that can be reasonably achieved within the tax base. A service level review process will begin in 2022 to identify the highest priority areas and resources required to deliver those services and manage expectations.

The 2023 and 2024 operating plans include ongoing increases in fire staffing and RCMP costs, as well as debt repayments for the new fire hall. Increases to the cost of living are estimated to be 3%, based on recent trends in inflation. Reserve transfers are budgeted to slightly increase, including the return of the contribution to the Art Trust reserve. Recreation revenues are also expected to continue to increase as restrictions ease post-pandemic. The projected tax increase, net of growth, is 6.2% in 2023 and 5.8% in 2024.

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.



2022-2026 Summary of Budget and Business Plan

**SUMMARY OF CHANGES IN 2022**

<b>CHANGES TO REVENUE SOURCES</b>			
<b>Description</b>	<b>2022 Budget</b>	<b>2021 Budget</b>	<b>Change</b>
Increase in franchise fees from increased volumes	\$3,129,000	\$2,887,000	\$242,000
Transfers from Tax Stabilization Reserve:			
Draw to mitigate part of the RCMP and fire cost increases	\$600,000	-	\$600,000
Draw to decrease the 2021 taxes	-	\$480,000	(\$480,000)
Funding of COVID-19 contingency for additional costs	-	\$600,000	(\$600,000)
Replacement of lost recreation revenue during COVID-19	-	\$1,000,000	(\$1,000,000)
Revenues from new paid parking program	\$745,000	-	\$745,000
Increased recreation revenue from increased activity	\$3,709,000	\$2,616,000	\$1,093,000
Increased planning permit revenue based on recent trends	\$1,265,000	\$903,000	\$362,000

<b>THIRD PARTY IMPACTS</b>			
<b>Description</b>	<b>2022 Budget</b>	<b>2021 Budget</b>	<b>Change</b>
Reduction in photo radar fines based on recent trends	\$600,000	\$700,000	(\$100,000)
Lower transfer to photo radar reserve due to reduced fines	\$312,000	\$420,000	(\$108,000)
RCMP contract cost increases due to pay increases	\$3,315,000	\$2,700,000	\$615,000
Regional and Canmore transit requisition increases for existing services	\$1,347,000	\$1,223,000	\$124,000

<b>DEPARTMENT/SERVICE IMPACTS</b>			
<b>Description</b>	<b>2022 Budget</b>	<b>2021 Budget</b>	<b>Change</b>
Increased recreation expenses, tied to increased recreation revenues from activity	\$3,684,000	\$3,304,000	\$380,000
Re-introduction of contracted services in Streets and Roads reduced during COVID-19	\$1,212,000	\$1,009,000	\$203,000
Increased weekday and Sunday service frequency for ROAM transit services (funded from paid parking revenues)	\$188,000	-	\$188,000

<b>DEBT, TRANSFERS TO RESERVES, AND OTHER</b>			
<b>Description</b>	<b>2022 Budget</b>	<b>2021 Budget</b>	<b>Change</b>
Decreased borrowing costs due to retired debt	\$1,471,000	\$1,600,000	(\$130,000)
Transfers to reserves:			
General capital contribution	\$375,000	\$250,000	\$125,000
Asset replacement and rehabilitation contribution	\$925,000	\$700,000	\$225,000
Asset replacement and rehabilitation contribution from franchise fees	\$1,723,000	\$1,588,000	\$135,000
Transfer of paid parking net revenues to paid parking reserve	\$147,000	-	\$147,000
Removal of contribution to the Vital Homes reserve	-	\$250,000	(\$250,000)
Removal of Art Trust Fund contribution in 2022, to help fund policy planner position	-	\$54,000	(\$54,000)
Increase in transfer to capital based on allocation of franchise fees	\$1,285,000	\$1,210,000	\$75,000

**2022-2026 Summary of Budget and Business Plan**

<b>HUMAN RESOURCE COSTS</b>	
<b>Description</b>	<b>2022 Budget</b>
Cost of living increase of 1.5% based on an earlier estimate of Consumer Price Index (CPI)	<b>\$246,000</b>
Market adjustments to bring remuneration in alignment with other similar municipalities	<b>\$200,000</b>
Performance increases to move individuals on their pay band according to how well they perform. After reductions and elimination in previous years, half the typical amount is being re-introduced	<b>\$75,000</b>
Slippage in Salaries, Wages, and Benefits due to staff vacancies and timing of hiring replacements	<b>(\$700,000)</b>
Reduction in Life Insurance and Accidental Death and Dismemberment coverage in response to rising benefits costs	<b>(\$26,000)</b>
Priority staffing additions for new programs and services:	
Paid parking positions to support the implementation and manage the requirements of the program, funded by paid parking revenues	<b>\$169,000</b>
Safe Park program coordinator (pilot) funded by Tax Stabilization Reserve	<b>\$42,000</b>
Priority staffing additions in response to growth and increased volume:	
Water utility positions as part of the new 10-year agreement for water services, replacing services previously provided by Epcor as part of their contract and funded by a reduction in contracted services	<b>\$128,000</b>
Fire Rescue increased staffing to allow for quicker response	<b>\$92,000</b>
Business registry coordinator to take on the additional workload associated with processing the cumulative increase in licenses. Funded by Business Registry fees	<b>\$75,000</b>
Development engineer to make an existing position that is currently a grant-funded term position, into a full-time permanent position. This position will allow the department to maintain current staffing levels after the Cougar Creek grant is expended and will appropriately address staffing levels and reduce costs by lessening reliance on contracted project management	<b>\$113,000</b>
IT application support analyst to implement and support a growing number of business software applications	<b>\$92,000</b>
Human Resources coordinator to keep up with the growth and demand of our growing employee base, as well as growing demands in recruitment, education, development and training, and performance management	<b>\$92,000</b>
Solid Waste Services positions to support the growth in additional infrastructure and use of the recycling and waste systems including pedestrian waste bins. Funded by utility fees	<b>\$125,000</b>
Policy Planner to initiate the projects for the Palliser Area Structure Plan and the Downtown Area Redevelopment Plan	<b>\$132,000</b>

<b>OTHER NON-TAX RELATED IMPACTS</b>
<b>Solid Waste Services</b> – The combined decrease for waste and recycling for a residential account is 0.3% or a decrease of \$1.08 in 2022. Commercial recycling accounts will remain the same as 2021.
<b>Water Utility</b> – The average household account will increase by 1.7%, or \$10.67 for 2022. The average commercial account is projected to increase between 1.2% and 2.0%.
<b>Franchise Fees</b> – Franchise fees will remain at 12% for Fortis and 30% for ATCO Gas as in 2021.
<b>Amortization of Tangible Capital Assets</b> – The 2022 budgeted amortization will be equivalent to the amount reported in the 2021 audited financial statements.

SUMMARY OF CHANGES IN 2023

<p><b>Franchise Fees</b> – Franchise fees are expected to increase in 2023 (\$100,000) due to continued increases in volumes, which will be fully offset with increased transfers to reserves (see below).</p>
<p><b>Transfers from Reserves</b> – Transfers from reserves will increase (\$122,000), primarily due to increased transfers from the Tax Stabilization Reserve (\$165,000), in order to mitigate part of the increase in fire and RCMP cost increases when the fire hall debt repayments start, partially offset with the reduction when the Safe Parking pilot concludes (\$55,000), and other minor changes.</p>
<p><b>Recreation Revenues</b> – Recreation revenues are expected to continue to increase (\$172,000), as restrictions are expected to ease post-pandemic.</p>
<p><b>Cost of Living</b> – Adjustment is estimated to be 3% or \$500,000 in 2023, based on recent trends in inflation.</p>
<p><b>Equity and Market Adjustments</b> - Canmore’s staff are compensated within a salary grid range. Following an external review of the compensation grid (capital project in 2022), anticipated changes to the current approach are anticipated for a total of \$350,000.</p>
<p><b>Fire Staffing</b> – The multi-year phased-in approach to increased fire staffing has four new firefighters plus five months of peak staffing in 2023, for an increase of \$290,000.</p>
<p><b>Other Priority Staffing Additions</b> – Required new positions identified for 2023 include a Senior Parks Planner position, a Junior Desktop Support position, and a half-time Assessment and Taxation Assistant. Total increase to the budget is \$244,000.</p>
<p><b>Increased Reserve Transfers</b> – Transfers to reservers are budgeted to increase in 2023 (\$664,000), primarily due to increased transfer to utilities reserves (water reserve \$295,000; solid waste services \$173,000), combined with increased transfers from franchise fees to the asset replacement (\$61,000), and sustainability (\$38,000) reserves. The contribution to the Art Trust reserve will also be re-introduced (\$103,000) in 2023, after the removal in 2022.</p>
<p><b>RCMP Contract</b> – Increases are expected to continue in the cost of the RCMP contract (\$245,000), due to the expected pay increases resulting from recent collective bargaining.</p>
<p><b>New Fire Hall Debt Servicing</b> – 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 \$470,000.</p>

**SUMMARY OF CHANGES IN 2024**

<p><b>Franchise Fees</b> – Franchise fees are expected to increase in 2024 (\$100,000) due to continued increases in volumes, which will be fully offset with increased transfers to reserves (see below).</p>
<p><b>Transfers from Reserves</b> – Transfers from reserves will decrease (\$502,000), primarily due to the reduction in transfers from the Tax Stabilization Reserve (\$525,000), as more cost increases are absorbed within the tax supported budget, partially offset with other minor increases.</p>
<p><b>Recreation Revenues</b> – Recreation revenues are expected to continue to increase (\$110,000), as the activity level is expected to increase.</p>
<p><b>Cost of Living</b> – Adjustment is estimated to be 3% or \$500,000 in 2024.</p>
<p><b>Equity and Market Adjustments</b> - Canmore’s staff are compensated within a salary grid range. Following an external review of the compensation grid (capital project in 2022), anticipated changes to the current approach are anticipated for a total of \$350,000.</p>
<p><b>Fire Staffing</b> – The multi-year phased-in approach to increased fire staffing has peak staffing expanding to eight months in 2024, for an increase of \$114,000.</p>
<p><b>Other Priority Staffing Additions</b> – There is one new position identified in 2024 tied to growth, for an additional Solid Waste Services operator, funded through utility rates. Total increase to the budget is \$72,000.</p>
<p><b>Increased Reserve Transfers</b> - Transfers to reservers are budgeted to increase in 2024 (\$486,000), primarily due to increased transfer to utilities reserves (water reserve \$86,000; solid waste services \$86,000), combined with increased transfers from franchise fees to the asset replacement (\$59,000), and sustainability (\$40,000) reserves, as re-introducing reserve transfers recommended in the Long-Term Financial Strategy that were cut during COVID-19, (General Capital, \$70,000; Asset Replacement/Rehab, \$125,000; Flood Mitigation \$25,000).</p>
<p><b>Power and Gas</b> – Costs are expected to increase \$100,000 due to estimated price increases.</p>

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# Town of Canmore

## Operating Budget Summary

### 2022 Overall Summary including Utilities & SWS

	Actual 2020	Budget 2021	Budget 2022
<b>REVENUES</b>			
Municipal Taxes	24,896,533	26,395,644	28,130,186
Sales and Rentals	19,007,418	21,564,297	24,414,502
Permits & Fines	2,271,118	2,627,018	3,085,853
Internal Transfers	869,291	979,565	1,514,222
Grants	5,671,101	1,409,646	1,377,710
Transfers & Other	7,165,110	4,309,627	2,945,986
<b>Total Revenues</b>	<b>59,880,571</b>	<b>57,285,797</b>	<b>61,468,459</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	18,196,189	19,818,038	21,581,507
Admin and General Services	1,585,234	1,995,198	2,315,774
Contracted Services	13,954,126	15,557,406	16,561,426
Supplies and Energy	3,393,984	3,785,803	4,040,972
Borrowing Costs	3,859,345	4,519,838	4,399,938
Other	451,811	672,360	91,960
Transfer to Capital	(2,893,843)	1,210,000	1,285,000
Transfer to Reserve	13,381,322	7,182,350	8,069,846
Internal Transfers	869,291	979,565	1,514,222
Transfer to Affiliated Orgs	1,907,499	1,565,239	1,607,814
Non TCA Capital	3,853,843	-	-
<b>Total Expenditures</b>	<b>58,558,801</b>	<b>57,285,797</b>	<b>61,468,459</b>
<b>Net Surplus / Deficit</b>	<b>1,321,770</b>	<b>-</b>	<b>-</b>
Education Requisition	20,520,662	20,564,674	22,337,854
Senior Requisition	917,952	917,952	1,562,773
BIA Levy	104,600	104,600	117,152

# Town of Canmore

## Operating Budget Summary

### 2022 Overall Summary excluding Utilities & SWS

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Municipal Taxes	24,896,533	26,395,644	28,130,186
Sales and Rentals	4,760,718	6,588,542	8,697,846
Permits & Fines	2,271,118	2,627,018	3,085,853
Internal Transfers	869,291	979,565	1,514,222
Grants	5,671,101	1,409,646	1,377,710
Transfers & Other	6,083,313	4,069,627	2,705,986
<b>Total Revenues</b>	<b>44,552,074</b>	<b>42,070,042</b>	<b>45,511,803</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	16,918,745	18,491,212	20,115,598
Admin and General Services	1,575,374	1,972,398	2,293,099
Contracted Services	8,098,662	8,955,529	10,271,066
Supplies and Energy	2,463,640	2,791,646	3,020,209
Borrowing Costs	1,459,549	1,600,397	1,470,519
Other	450,972	672,360	91,960
Transfer to Capital	(2,893,843)	1,210,000	1,285,000
Transfer to Reserve	9,455,230	4,851,381	5,088,658
Internal Transfers	25,135	44,400	352,400
Transfer to Affiliated Orgs	1,822,999	1,480,719	1,523,294
Non TCA Capital	3,853,843	-	-
<b>Total Expenditures</b>	<b>43,230,306</b>	<b>42,070,042</b>	<b>45,511,803</b>
<b>Net Surplus / Deficit</b>	<b>1,321,768</b>	<b>-</b>	<b>-</b>

# Town of Canmore

## Operating Planning Summary

### 2022 - 2024 Overall Summary including Utilities & SWS

	<b>Budget 2021</b>	<b>Budget 2022</b>	<b>Plan 2023</b>	<b>Plan 2024</b>
<b>REVENUES</b>				
Municipal Taxes	26,395,644	28,130,186	30,281,386	32,441,935
Sales and Rentals	21,564,297	24,414,502	25,425,574	26,403,243
Permits & Fines	2,627,018	3,085,853	3,154,356	3,227,371
Internal Transfers	979,565	1,514,222	1,558,835	1,606,103
Grants	1,409,646	1,377,710	1,397,710	1,417,710
Transfers & Other	4,309,627	2,945,986	3,069,408	2,576,797
<b>Total Revenues</b>	<b>57,285,797</b>	<b>61,468,459</b>	<b>64,887,269</b>	<b>67,673,159</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	19,818,038	21,581,507	23,037,348	24,223,913
Admin and General Services	1,995,198	2,315,774	2,394,983	2,495,627
Contracted Services	15,557,406	16,561,426	17,101,563	17,632,382
Supplies and Energy	3,785,803	4,040,972	4,205,866	4,365,260
Borrowing Costs	4,519,838	4,399,938	4,844,323	5,038,109
Other	672,360	91,960	93,960	93,970
Transfer to Capital	1,210,000	1,285,000	1,285,000	1,285,000
Transfer to Reserve	7,182,350	8,069,846	8,734,099	9,220,598
Internal Transfers	979,565	1,514,222	1,558,835	1,606,103
Transfer to Affiliated Orgs	1,565,239	1,607,814	1,631,292	1,712,197
<b>Total Expenditures</b>	<b>57,285,797</b>	<b>61,468,459</b>	<b>64,887,269</b>	<b>67,673,159</b>

# Corporate Services Operating Budget

## Core functions:

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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Municipal Taxes	24,196,010	25,695,644	27,680,186
Sales and Rentals	2,411,207	2,955,500	3,208,100
Permits & Fines	204,231	222,000	242,000
Internal Transfers	148,516	151,247	239,033
Grants	4,386,717	183,000	200,000
Transfers & Other	4,787,025	2,378,586	1,862,356
<b>Total Revenues</b>	<b>36,133,706</b>	<b>31,585,977</b>	<b>33,431,675</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	4,086,340	3,876,629	4,408,859
Admin and General Services	1,138,798	1,350,045	1,481,664
Contracted Services	1,014,789	1,242,642	1,204,922
Supplies and Energy	37,413	88,000	107,900
Borrowing Costs	1,054,398	1,194,806	1,064,929
Other	123,321	664,050	83,650
Transfer to Capital	(2,893,843)	1,210,000	1,285,000
Transfer to Reserve	8,570,677	4,146,886	4,626,556
Transfer to Affiliated Orgs	304,714	-	-
Non TCA Capital	3,853,843	-	-
<b>Total Expenditures</b>	<b>17,290,450</b>	<b>13,773,058</b>	<b>14,263,480</b>
<b>Net Surplus / Deficit</b>	<b>18,843,256</b>	<b>17,812,919</b>	<b>19,168,195</b>

# 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Municipal Taxes	24,196,010	25,695,644	27,680,186
Sales and Rentals	2,335,125	2,886,500	3,133,600
Permits & Fines	204,231	222,000	242,000
Grants	4,386,717	183,000	200,000
Transfers & Other	4,700,015	2,346,386	1,857,956
<b>Total Revenues</b>	<b>35,822,098</b>	<b>31,333,530</b>	<b>33,113,742</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	(84,477)	(700,588)	(396,000)
Admin and General Services	809,991	859,840	909,035
Contracted Services	-	25,000	25,000
Borrowing Costs	1,054,398	1,194,806	1,064,929
Other	39,827	650,000	50,000
Transfer to Capital	(2,893,843)	1,210,000	1,285,000
Transfer to Reserve	8,570,677	4,146,886	4,626,556
Transfer to Affiliated Orgs	304,714	-	-
Non TCA Capital	3,853,843	-	-
<b>Total Expenditures</b>	<b>11,655,130</b>	<b>7,385,944</b>	<b>7,564,520</b>
<b>Net Surplus / Deficit</b>	<b>24,166,968</b>	<b>23,947,586</b>	<b>25,549,222</b>

# 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:

- Set strategic goals and priorities for the organization
- Establish policies, set service levels and approve budgets
- Provide governance and leadership for the corporation
- Represent the public interest

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	397,429	409,636	448,672
Admin and General Services	23,729	54,000	71,000
Contracted Services	-	1,000	1,500
Supplies and Energy	1,103	1,500	7,000
Other	-	14,000	33,600
<b>Total Expenditures</b>	<b>422,261</b>	<b>480,136</b>	<b>561,772</b>
<b>Net Surplus / Deficit</b>	<b>(422,261)</b>	<b>(480,136)</b>	<b>(561,772)</b>

## 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

# Executive Office Operating Budget

## Mission statement:

Serving the community to enhance our quality of life by leading from the whole and inspiring a culture of empowerment and development.

## Core functions:

- Office of the Chief Administrative Officer: Council liaison, legislative compliance, inter-governmental relations, community partnerships, corporate strategic planning, people development, operational performance, and community building
- Municipal Clerk's Office: Procedural and admin support for council and CST, bylaw and policy development, records management, Freedom of Information Protection (FOIP), municipal elections and plebiscites, Census
- Communications Department: Strategic corporate and public communication, public engagement, marketing of all municipal programs and services, media relations

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Internal Transfers	-	-	25,000
Transfers & Other	-	26,000	-
<b>Total Revenues</b>	<b>-</b>	<b>26,000</b>	<b>25,000</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	1,444,541	1,745,849	1,689,063
Admin and General Services	46,446	95,425	111,684
Contracted Services	201,878	145,001	127,422
Supplies and Energy	2,507	7,900	8,900
Other	34,943	-	-
<b>Total Expenditures</b>	<b>1,730,315</b>	<b>1,994,175</b>	<b>1,937,069</b>
<b>Net Surplus / Deficit</b>	<b>(1,730,315)</b>	<b>(1,968,175)</b>	<b>(1,912,069)</b>

## **Business Plan Priorities & Budget Impacts:**

- Initiate process to conduct phase 1 of a Service Level Review in 2022
- Continue business transformation initiatives to formalize organizational structure
- Foster a culture of leading at all levels of the organization, breaking down silos, creating meaningful collaboration and living our stated culture.
- Implement process improvements aimed at creating clear, consistent, and transparent client facing services.
- Work to eliminate systemic discrimination in municipal processes and services
- Provide public information and link public engagement to the community vision, previous master plans, future outcomes and impact, while continuing to correct misinformation
- Transition communications support from Epcor to internal staff
- Implement records retention for electronic records

# 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
- Human Resources Management System (HRMS)
- Recruitment and staffing
- Training, education, and development
- Employee and labour relations
- Health and Safety Management System
- Disability Management
- Equity, Diversity, and Inclusion

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Internal Transfers	2,000	2,000	2,000
Transfers & Other	10,588	-	-
<b>Total Revenues</b>	<b>12,588</b>	<b>2,000</b>	<b>2,000</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	608,993	625,528	729,592
Admin and General Services	39,883	127,780	149,925
Contracted Services	91,994	156,000	173,000
Supplies and Energy	22,685	57,100	67,000
Other	24,026	-	-
<b>Total Expenditures</b>	<b>787,581</b>	<b>966,408</b>	<b>1,119,517</b>
<b>Net Surplus / Deficit</b>	<b>(774,993)</b>	<b>(964,408)</b>	<b>(1,117,517)</b>

**Business Plan Priorities & Budget Impacts:**

- Complete hiring of new Chief Administrative Officer
- Transition to insured short-term disability plan for non-union staff
- Educate and train leaders on the new recruitment process, transition to the new process
- Review of Pay Grid and Employee Pay Policy
- Define and communicate organizational leadership roles, responsibilities, and expectations
- Provide mental health resources and education for staff and leaders
- As operational demands allow, continue work on business transformation through process review, Dayforce module implementation, documenting and publishing current processes and procedures, performance management system update, onboarding, training records
- Progress inclusion of the following items into HR processes and procedures as they are reviewed and updated: corporate culture, organizational values, Equity Diversity & Inclusion, Truth & Reconciliation

# 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	76,082	69,000	74,500
Internal Transfers	146,516	149,247	212,033
Transfers & Other	76,421	6,200	4,400
<b>Total Revenues</b>	<b>299,019</b>	<b>224,447</b>	<b>290,933</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	978,749	1,019,310	1,053,868
Admin and General Services	213,259	199,050	224,800
Contracted Services	336,453	367,000	366,000
Supplies and Energy	10,269	19,500	23,000
Other	42	50	50
<b>Total Expenditures</b>	<b>1,538,772</b>	<b>1,604,910</b>	<b>1,667,718</b>
<b>Net Surplus / Deficit</b>	<b>(1,239,753)</b>	<b>(1,380,463)</b>	<b>(1,376,785)</b>

**Business Plan Priorities & Budget Impacts:**

- Expand customer services to encompass the extension of the paid parking program
- Transition billing services from Epcor to Finance staff to gain operational efficiencies and a more streamlined customer experience
- Develop and enhance tools for easier access by residents and users to financial information and documents

# 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 project 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	741,106	776,894	883,664
Admin and General Services	5,490	13,950	15,220
Contracted Services	384,464	548,641	512,000
Supplies and Energy	849	2,000	2,000
Other	24,484	-	-
<b>Total Expenditures</b>	<b>1,156,393</b>	<b>1,341,485</b>	<b>1,412,884</b>
<b>Net Surplus / Deficit</b>	<b>(1,156,393)</b>	<b>(1,341,485)</b>	<b>(1,412,884)</b>

**Business Plan Priorities & Budget Impacts:**

- Secure network and data
- Service networks and applications
- Support user and business service levels
- Sustainably support the organization's technology
- Optimize usage of software and hardware assets
- Analyze and deploy technology solutions
- Drive improved capture and use of information within the organization
- Drive improved data processes within the organization and related to client-facing services
- Support improved e-services for the community

# 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
  - Climbing
  - Recreation Programs and Fitness

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	1,671,094	2,800,720	4,595,367
Permits & Fines	1,181,784	1,431,750	1,503,653
Internal Transfers	-	-	8,000
Grants	1,167,919	1,146,646	1,097,710
Transfers & Other	426,187	1,251,450	420,040
<b>Total Revenues</b>	<b>4,446,984</b>	<b>6,630,566</b>	<b>7,624,770</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	6,952,669	8,162,127	8,831,791
Admin and General Services	283,621	437,978	598,335
Contracted Services	3,258,577	3,383,448	4,165,983
Supplies and Energy	328,153	419,453	518,492
Other	69,553	310	310
Transfer to Reserve	574,621	454,495	462,102
Internal Transfers	25,135	44,400	352,400
<b>Total Expenditures</b>	<b>11,492,329</b>	<b>12,902,211</b>	<b>14,929,413</b>
<b>Net Surplus / Deficit</b>	<b>(7,045,345)</b>	<b>(6,271,645)</b>	<b>(7,304,643)</b>

# 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 business unit 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Permits & Fines	411,400	405,000	459,903
Transfers & Other	61,179	-	2,500
<b>Total Revenues</b>	<b>472,579</b>	<b>405,000</b>	<b>462,403</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	243,328	280,605	292,703
Admin and General Services	77,404	147,000	155,200
Contracted Services	6,643	15,000	13,000
Supplies and Energy	997	1,500	1,500
Other	6,491	-	-
Transfer to Reserve	131,225	30,895	-
<b>Total Expenditures</b>	<b>466,088</b>	<b>475,000</b>	<b>462,403</b>
<b>Net Surplus / Deficit</b>	<b>6,491</b>	<b>(70,000)</b>	<b>-</b>

**Business Plan Priorities & Budget Impacts:**

- Focus on business resiliency and recovery by developing business-friendly processes and business skill development sessions
- Articulate opportunities identified through the retail gap analysis and light industrial review and connect these to economic diversification initiatives
- Continue to automate the business registry processes to mitigate workload increases due to continued growth and changes within the business community
- Showcase business in diverse ways including, but not be limited to, uniquely Canmore-made, best-in-class sustainable practices, diversity, and inclusivity within the business community
- Collaborate with other departments to develop a food truck pilot project

# Arts and Events Operating Budget

## Mission statement:

Serving the community to enhance our quality of life by fostering the capacity for celebration, creativity, placemaking, and personal connections through the lens of inclusivity and right relations.

## Core functions:

- Arts and cultural awareness, education, and development
- Special event delivery
- Community event and film permitting and capacity building
- Public Art program
- Community Art
- Funding programs (grants and bursaries)

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	2,600	1,500	-
Permits & Fines	-	-	2,000
Grants	2,800	-	-
Transfers & Other	3,530	22,250	35,680
<b>Total Revenues</b>	<b>8,930</b>	<b>23,750</b>	<b>37,680</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	282,786	189,619	339,154
Admin and General Services	15,092	14,560	37,528
Contracted Services	28,407	51,575	97,965
Supplies and Energy	6,521	19,350	35,100
<b>Total Expenditures</b>	<b>332,806</b>	<b>275,104</b>	<b>509,747</b>
<b>Net Surplus / Deficit</b>	<b>(323,876)</b>	<b>(251,354)</b>	<b>(472,067)</b>

**Business Plan Priorities & Budget Impacts:**

- Return of two staff position seconded to other departments during COVID-19
- Reintroduce Arts and Events intern position for 20 hours per week
- Develop art and arts organization grant program
- Produce ceremony for the National Day for Truth and Reconciliation
- Revive National Indigenous Peoples Day, Winter Carnival, and New Year's Eve to post-COVID-19 levels
- Discontinue WILD as a community event to open capacity and budget to focus on the National Day for Truth and Reconciliation
- Pilot the translation materials of Arts and Events guidelines into several languages to promote inclusion
- Develop archival mechanism to ensure proper record keeping, storage, and maintenance of public art collection

# Community Social Development Operating Budget

## Mission statement:

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

## Core functions:

- Family and Community Support Services (FCSS): Targeted and universal prevention programs and services
- Family Resource Network (FRN): Child Development and Whole Family Capacity Building
- Community Monitoring Program
- Livability /Affordability support services
- Emergency Social Services (ESS) (includes operation and management of an emergency reception centre)
- Housing supports through referral, one-on-one supportive counselling, and community partnership
- Monitoring and assessment of emerging social issues
- Community Grant program
- Non-profit support

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	14,502	13,000	18,200
Grants	13,100	57,500	500
Transfers & Other	48,328	-	55,200
<b>Total Revenues</b>	<b>75,930</b>	<b>70,500</b>	<b>73,900</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	192,622	193,952	241,220
Admin and General Services	5,668	10,493	14,375
Contracted Services	24,894	79,514	32,000
Supplies and Energy	62,877	82,285	88,750
Other	40,674	-	-
Transfer to Reserve	110,000	-	-
<b>Total Expenditures</b>	<b>436,735</b>	<b>366,244</b>	<b>376,345</b>
<b>Net Surplus / Deficit</b>	<b>(360,805)</b>	<b>(295,744)</b>	<b>(302,445)</b>

**Business Plan Priorities & Budget Impacts:**

- Amend ESS response plan to incorporate emerging community needs and train additional staff
- Continue to build FRN brand so community is aware of available resources
- Monitor and report on FCSS and FRN program outputs and outcomes
- Manage Community Monitoring program and assess feasibility of a program expansion
- Support Alberta Living Wage network and continue to calculate Canmore's Living Wage annually
- Update Community Social Development strategic plan (Tools for the Future)
- Pilot the second year of the Safe Park Program to assess program impact without provincial restrictions

# Family and Community Support Services Operating Budget

## Mission statement:

As part of the Community Social Development department, FCSS serves the community to enhance our quality of life by building a 'Livable Canmore' through partnerships, strength-based programs and services, 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 for individuals and families
- Independent living and social safety net support services
- Universal and targeted prevention programming
- Volunteer recruitment and management
- Community partnerships
- Lead Emergency Social Services (ESS)
- 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	38,026	29,935	32,435
Grants	317,372	317,372	317,372
Transfers & Other	7,378	700	9,160
<b>Total Revenues</b>	<b>362,776</b>	<b>348,007</b>	<b>358,967</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	440,764	444,139	453,979
Admin and General Services	6,062	3,870	10,120
Contracted Services	2,500	3,000	4,920
Supplies and Energy	11,186	7,120	12,185
Other	205	310	310
Transfer to Reserve	4,645	3,600	3,600
<b>Total Expenditures</b>	<b>465,362</b>	<b>462,039</b>	<b>485,114</b>
<b>Net Surplus / Deficit</b>	<b>(102,586)</b>	<b>(114,032)</b>	<b>(126,147)</b>

**Business Plan Priorities & Budget Impacts:**

- Collaboratively work on the Moving Mountain initiative in partnership with Banff Canmore Community Foundation and the Town of Banff to transform funding and strengthen collaboration in Bow Valley's civil society
- Participate as the southern Alberta and small urban representative on the provincial FCSS program working group
- Support ESS leadership team and ensure all staff are trained in ESS, and represent South Central Alberta in the Emergency Social Services Network of Alberta (ESSNA), by working with Alberta Emergency Management Agency (AUMA) to strengthen ESS support across the province
- Support mental well-being and resilience of residents
- Municipal contribution required to keep staff on salary grid is 31%

# Canmore Family Resource Network Operating Budget

## Mission statement:

As part of the Community Social Development department, Family Resource Network (FRN) serves the community to enhance quality of life by building a 'Livable Canmore' through partnerships, strength-based programs and services, 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
- Early Years' Alliance: work with community partners to help create a Bow Valley that collectively supports healthy childhood development
- Manage and operation childhood development information and support hub for the Bow Valley (Banff, Lake Louise, and MD of Bighorn)
- Support Emergency Social Services (ESS) delivery

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Internal Transfers	-	-	8,000
Grants	299,865	359,838	359,838
Transfers & Other	650	5,000	5,000
<b>Total Revenues</b>	<b>300,515</b>	<b>364,838</b>	<b>372,838</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	253,964	382,372	382,592
Admin and General Services	1,583	3,500	5,400
Contracted Services	-	21,229	20,250
Supplies and Energy	14,186	14,116	12,417
Transfer to Reserve	75,522	-	-
Internal Transfers	-	-	8,000
<b>Total Expenditures</b>	<b>345,255</b>	<b>421,217</b>	<b>428,659</b>
<b>Net Surplus / Deficit</b>	<b>(44,740)</b>	<b>(56,379)</b>	<b>(55,821)</b>

**Business Plan Priorities & Budget Impacts:**

- Create a stable annual plan to provide families with predictable programming
- Monitor and report on family challenges, strengths, and on program outcomes and outputs
- As Bow Valley FRN hub, manage the referral process and program development of all family resource network partners (Town of Banff, Closer to Home – Calgary)
- Create programs that connect and engage teens with community
- Lead the Early Years' Alliance initiative and work with all local childhood development organizations to create a strong early childhood development support system
- Support ESS leadership team and ensure all staff are trained in ESS
- Municipal contribution required to keep staff on salary grid is 13%

# 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, public engagement, and community consultation (awareness)
- Implement a yearly plan of strategies to enhance the safety of the community
- Provide 7 day a week, 24 hour per day coverage

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	19,485	20,000	20,000
Permits & Fines	179,665	180,000	200,000
Grants	411,936	411,936	420,000
Transfers & Other	170,000	196,000	285,000
<b>Total Revenues</b>	<b>781,086</b>	<b>807,936</b>	<b>925,000</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	265,764	312,208	318,855
Admin and General Services	31,081	29,600	30,000
Contracted Services	2,709,683	2,700,000	3,315,000
Supplies and Energy	275	-	-
<b>Total Expenditures</b>	<b>3,006,803</b>	<b>3,041,808</b>	<b>3,663,855</b>
<b>Net Surplus / Deficit</b>	<b>(2,225,717)</b>	<b>(2,233,872)</b>	<b>(2,738,855)</b>

**Business Plan Priorities & Budget Impacts:**

- Increase contract cost due to new collective agreement (retroactive pay and pay increase)
- Increase policing costs from a 70/30 cost share to a 90/10 cost share, if the permanent population exceeds 15,000 in the 2021 census results
- Renovate RCMP detachment funded by RCMP
- Enhance road safety and other provincial offences, and focus traffic operations on the National Traffic Safety Calendar
- Communicate effectively, build and maintain positive relationships within the community including youth, visibility, patrols, engagement
- Reduce crime and property crimes through prevention

## Bylaw Services Operating Budget

### Mission statement:

Serving the community to enhance our quality of life by engaging with residents and visitors to contribute to a safe and livable community.

### Core functions:

- Provide a high level of service and responsiveness to residents and visitors in Canmore
- Proactively identifying and responding to community requests for service
- Taking an educational based approach through enforcement of Bylaws and selected Provincial Statutes
- Manager of Protective Services core functions include: emergency management, contract management for RCMP, photo radar, and feral rabbits, and paid parking operations

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	906	500	695,500
Permits & Fines	590,719	846,750	841,750
Transfers & Other	3,950	27,500	27,500
<b>Total Revenues</b>	<b>595,575</b>	<b>874,750</b>	<b>1,564,750</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	638,033	844,922	1,049,833
Admin and General Services	22,470	68,050	92,550
Contracted Services	299,330	358,500	492,498
Supplies and Energy	16,115	57,242	71,800
Other	1,080	-	-
Transfer to Reserve	253,229	420,000	458,502
Internal Transfers	-	900	298,900
<b>Total Expenditures</b>	<b>1,230,257</b>	<b>1,749,614</b>	<b>2,464,083</b>
<b>Net Surplus / Deficit</b>	<b>(634,682)</b>	<b>(874,864)</b>	<b>(899,333)</b>

**Business Plan Priorities & Budget Impacts:**

- Complete Community Peace Officer Level 1 training and review scope of authorities for community peace officers
- Review photo radar contract
- Support the Safe Park program and increase patrols
- Reduce human wildlife attractants and interactions
- Work with engineering to implement paid parking downtown and transition this program from a capital project to an operational program
- Review and update the bylaws for animal control, emergency management, and noise
- Focus on Emergency Management with updates to plans, ongoing training for town staff, adherence to emergency management regulation, spring wildfire exercise

# 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.

## Core functions:

- Public fire education and fire prevention
- Fire safety standards and education/enforcement
- Emergency response, including fire, medical, rescue, and vehicular
- Fire code and plans review

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	168,563	120,240	120,240
Transfers & Other	2,500	-	-
<b>Total Revenues</b>	<b>171,063</b>	<b>120,240</b>	<b>120,240</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	2,190,871	2,453,172	2,458,741
Admin and General Services	68,451	80,320	119,120
Contracted Services	132,277	113,375	118,500
Supplies and Energy	94,413	116,690	113,690
Other	19,643	-	-
Internal Transfers	25,135	43,500	45,500
<b>Total Expenditures</b>	<b>2,530,790</b>	<b>2,807,057</b>	<b>2,855,551</b>
<b>Net Surplus / Deficit</b>	<b>(2,359,727)</b>	<b>(2,686,817)</b>	<b>(2,735,311)</b>

## Business Plan Priorities & Budget Impacts:

- Provide a complete suite of fire-rescue services to the community in a safe, timely, and efficient manner
- Expand the peak staffing protocol to three staff in the hall at all times
- Onboard a fire prevention officer
- Complete the professional development of the paid response firefighters
- Support the new fire hall project

## Recreation Services Operating Budget

### Core functions:

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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	1,427,012	2,615,545	3,708,992
Transfers & Other	28,269	1,000,000	-
<b>Total Revenues</b>	<b>1,455,281</b>	<b>3,615,545</b>	<b>3,708,992</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	2,340,554	3,061,138	3,294,714
Admin and General Services	50,509	80,585	134,042
Contracted Services	50,565	41,255	71,850
Supplies and Energy	103,007	121,150	183,050
Other	10,009	-	-
<b>Total Expenditures</b>	<b>2,554,644</b>	<b>3,304,128</b>	<b>3,683,656</b>
<b>Net Surplus / Deficit</b>	<b>(1,099,363)</b>	<b>311,417</b>	<b>25,336</b>

# Recreation Administration & Rentals Operating Budget

## Mission statement:

Serving the community to enhance our quality of life by building individual and community health, wellness, spirit, and culture. We deliver healthy environments as a core public good and encourage participation by operating within an inclusive and sustainable business model founded on service excellence and community conscience. We also operate in a manner that recognizes the importance of private fitness providers and are sensitive to their challenges.

## Core functions:

- Administer access to the Town of Canmore’s indoor and outdoor amenities through programs, rentals, memberships, and drops-ins
- Create and maintain working relationships with user groups, stakeholders, and other recreation providers in the region
- Provide customer service that is proactive and attentive to community needs
- Reduce barriers to accessing public recreation, facilities programs, and services

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	1,181,758	2,244,020	3,111,302
Transfers & Other	20,269	1,000,000	-
<b>Total Revenues</b>	<b>1,202,027</b>	<b>3,244,020</b>	<b>3,111,302</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	885,511	1,094,801	1,082,009
Admin and General Services	35,678	51,050	83,942
Contracted Services	38	750	3,000
Supplies and Energy	23,024	31,500	65,800
Other	988	-	-
<b>Total Expenditures</b>	<b>945,239</b>	<b>1,178,101</b>	<b>1,234,751</b>
<b>Net Surplus / Deficit</b>	<b>256,788</b>	<b>2,065,919</b>	<b>1,876,551</b>

**Business Plan Priorities & Budget Impacts:**

- Grow usage of recreation facilities back to pre-pandemic levels
- Adjust operations in response to industry trends, usage patterns, and/or state of the COVID-19 pandemic
- Continue to enhance business processes to gain efficiency and enhance user experiences
- Contribute to planning long-term recreation infrastructure investment

# Aquatics Operating Budget

## Mission statement:

Serving the community to enhance our quality of life by building individual and community health, wellness, spirit, and culture. We deliver healthy environments as a core public good and encourage participation by operating within an inclusive and sustainable business model founded on service excellence and community conscience. We also operate in a manner that recognizes the importance of private fitness providers and are sensitive to their challenges.

## 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	49,078	107,000	174,500
<b>Total Revenues</b>	<b>49,078</b>	<b>107,000</b>	<b>174,500</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	702,820	1,000,870	1,085,519
Admin and General Services	4,809	10,385	19,600
Contracted Services	90	800	4,500
Supplies and Energy	14,551	21,800	31,000
Other	7,582	-	-
<b>Total Expenditures</b>	<b>729,852</b>	<b>1,033,855</b>	<b>1,140,619</b>
<b>Net Surplus / Deficit</b>	<b>(680,774)</b>	<b>(926,855)</b>	<b>(966,119)</b>

## Business Plan Priorities & Budget Impacts:

- Focus on attracting, retaining, and training staff in an effort to return to previous hours of operation and service levels
- Continue to adjust operations to operate within provincial and municipal guidelines and requirements

## Climbing Operating Budget

### Mission statement:

Serving the community to enhance our quality of life by building individual and community health, wellness, spirit, and culture. We deliver healthy environments as a core public good and encourage participation by operating within an inclusive and sustainable business model founded on service excellence and community conscience. We also operate in a manner that recognizes the importance of private fitness providers and are sensitive to their challenges.

### 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	68,367	121,000	197,000
Transfers & Other	3,000	-	-
<b>Total Revenues</b>	<b>71,367</b>	<b>121,000</b>	<b>197,000</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	437,674	589,052	611,548
Admin and General Services	6,401	11,000	15,550
Contracted Services	10,028	10,155	10,100
Supplies and Energy	25,691	43,350	55,550
Other	76	-	-
<b>Total Expenditures</b>	<b>479,870</b>	<b>653,557</b>	<b>692,748</b>
<b>Net Surplus / Deficit</b>	<b>(408,503)</b>	<b>(532,557)</b>	<b>(495,748)</b>

### Business Plan Priorities & Budget Impacts:

- Continue to adjust operations to operate within provincial and municipal guidelines and requirements
- Amalgamate reduced casual hours into new climbing technician position

## Recreation Programs & Fitness Operating Budget

### Mission statement:

Serving the community to enhance our quality of life by building individual and community health, wellness, spirit, and culture. We deliver healthy environments as a core public good and encourage participation by operating within an inclusive and sustainable business model founded on service excellence and community conscience. We also operate in a manner that recognizes the importance of private fitness providers and are sensitive to their challenges.

### 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	127,810	143,525	226,190
Transfers & Other	5,000	-	-
<b>Total Revenues</b>	<b>132,810</b>	<b>143,525</b>	<b>226,190</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	314,549	376,415	515,638
Admin and General Services	3,622	8,150	14,950
Contracted Services	40,410	29,550	54,250
Supplies and Energy	39,740	24,500	30,700
Other	1,363	-	-
<b>Total Expenditures</b>	<b>399,684</b>	<b>438,615</b>	<b>615,538</b>
<b>Net Surplus / Deficit</b>	<b>(266,874)</b>	<b>(295,090)</b>	<b>(389,348)</b>

### Business Plan Priorities & Budget Impacts:

- Continue to adjust operations to operate within provincial and municipal guidelines and requirements
- Re-establish childminding services
- Maintain a high level of cleanliness and oversight by increasing fitness monitor coverage

# Municipal Infrastructure Operating Budget

## Core functions:

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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	678,416	832,322	894,379
Permits & Fines	885,103	973,268	1,340,200
Internal Transfers	720,775	828,318	1,267,189
Grants	116,465	80,000	80,000
Transfers & Other	464,949	34,000	18,000
<b>Total Revenues</b>	<b>2,865,708</b>	<b>2,747,908</b>	<b>3,599,768</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	5,879,735	6,452,456	6,874,948
Admin and General Services	65,646	97,065	119,500
Contracted Services	3,589,296	4,093,439	4,664,161
Supplies and Energy	2,098,074	2,284,193	2,393,817
Other	258,097	8,000	8,000
Transfer to Reserve	59,409	-	-
<b>Total Expenditures</b>	<b>11,950,257</b>	<b>12,935,153</b>	<b>14,060,426</b>
<b>Net Surplus / Deficit</b>	<b>(9,084,549)</b>	<b>(10,187,245)</b>	<b>(10,460,658)</b>

# 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:

- GIS and Mapping
- Road Use and Excavation Permits, Utility Line Assignment
- Development Review and Approval
- Transportation and Parking Strategic Planning and Capital Project Delivery
- Transit Commission Liaison, Transit Capital Project Delivery
- Steep Creek Hazard Mitigation Program
- Road and Bridge Infrastructure Asset Management and Rehabilitation
- Epcor/Utility Technical Support and Utility Capital Project Delivery (under roads)

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	9,865	7,166	7,166
Permits & Fines	65,798	70,000	75,000
Internal Transfers	225,206	229,711	234,305
Transfers & Other	45,724	-	-
<b>Total Revenues</b>	<b>346,593</b>	<b>306,877</b>	<b>316,471</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	837,798	882,799	1,003,680
Admin and General Services	7,238	13,450	17,625
Contracted Services	178,397	125,000	95,000
Supplies and Energy	14,381	4,900	5,350
Other	41,686	-	-
<b>Total Expenditures</b>	<b>1,079,500</b>	<b>1,026,149</b>	<b>1,121,655</b>
<b>Net Surplus / Deficit</b>	<b>(732,907)</b>	<b>(719,272)</b>	<b>(805,184)</b>

**Business Plan Priorities & Budget Impacts:**

- Address unacceptable risks to existing development and ensure safe future development through the Steep Creek Hazard Mitigation Program through investment in capital infrastructure to significantly reduce community safety risk and cost
- Substantially complete Cougar Creek Debris Flood Mitigation Structure in 2022
- Reduce community and personal risk by addressing known and emergent street and travel safety issues
- Update and implement asset management report recommendations, contributing to prudent Town of Canmore asset management, and the monitoring and assessment of risk and community safety and long-term financial sustainability of assets
- Create equity among travel modes in support of Council direction, community values, and travel targets outlined in planning documents including corridor improvements in the 5-year capital plan – focusing investments on Elk Run Boulevard and Glacier Drive, Bow Valley Trail, Railway Avenue, and West Bow River Pathway

# 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Internal Transfers	-	-	298,000
Transfers & Other	-	19,000	-
<b>Total Revenues</b>	<b>-</b>	<b>19,000</b>	<b>298,000</b>
<b>EXPENDITURES</b>			
Admin and General Services	141	-	-
Contracted Services	1,123,464	1,223,380	1,534,671
<b>Total Expenditures</b>	<b>1,123,605</b>	<b>1,223,380</b>	<b>1,534,671</b>
<b>Net Surplus / Deficit</b>	<b>(1,123,605)</b>	<b>(1,204,380)</b>	<b>(1,236,671)</b>

## Business Plan Priorities & Budget Impacts:

- Plan for the 2023 implementation of a new route to Quarry Lake Park and Grassi Lakes day use area – route to be partially grant funded by Alberta Parks, remainder by Quarry Lake parking revenues and capital funds
- Increase Sunday and mid-day weekday frequency of local ROAM transit service
- Install charger for new electric bus which is partially grant funded by Greentrip and Alberta Parks, remainder by Quarry Lake parking revenues and capital funds
- Grow ridership to exceed pre-pandemic levels in support of transportation planning (5% transit trips by 2030)

# 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 and processing of development and building permit processes, including design review, permitting, inspections, and process improvements
- Land Use Bylaw management and enforcement
- Coordination of committees: Canmore Planning Commission, Subdivision and Development Appeal Board

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	64,984	63,100	63,800
Permits & Fines	819,305	903,268	1,265,200
Transfers & Other	310,000	-	-
<b>Total Revenues</b>	<b>1,194,289</b>	<b>966,368</b>	<b>1,329,000</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	1,211,721	1,133,468	1,293,824
Admin and General Services	17,550	32,320	37,920
Contracted Services	191,845	170,000	175,000
Supplies and Energy	363	2,350	1,600
Other	278	-	-
<b>Total Expenditures</b>	<b>1,421,757</b>	<b>1,338,138</b>	<b>1,508,344</b>
<b>Net Surplus / Deficit</b>	<b>(227,468)</b>	<b>(371,770)</b>	<b>(179,344)</b>

**Business Plan Priorities & Budget Impacts:**

- Increase projections in permit revenues based on previous year actuals
- Process development and building permit applications
- Complete an update to the Quality Management Plan and Building Bylaw 25-2008
- Undertake a review of the department's fee schedule to support the right-sizing of staff to service levels
- Continue focus on identifying and implementing process improvements to support the efficient processing of development and building permit applications
- Continue maintenance of the Land Use Bylaw to address any unintended consequences of the regulations and respond to changes in the market and development industry
- Initiate the projects for the Palliser Area Structure Plan and the Downtown Area Redevelopment Plan

# Facilities Operating Budget

## Mission statement:

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

## Core functions:

- Maintain 63 buildings located at 23 different sites that cover over 360,000 sq. ft. with an approximate replacement value of approximately \$185M
- Lead capital and operating projects, focused on fiscally responsible asset management
- General maintenance, custodial, and logistical services including ice and pool management
- Departmental and community event logistical support
- Tenant lease management
- Energy procurement and conservation

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	494,061	520,196	565,418
Internal Transfers	60,412	60,000	65,867
Transfers & Other	37,250	-	-
<b>Total Revenues</b>	<b>591,723</b>	<b>580,196</b>	<b>631,285</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	1,844,772	2,123,350	2,160,926
Admin and General Services	10,067	13,510	13,045
Contracted Services	819,167	768,014	865,930
Supplies and Energy	879,087	934,693	991,094
Other	49,810	-	-
<b>Total Expenditures</b>	<b>3,602,903</b>	<b>3,839,567</b>	<b>4,030,995</b>
<b>Net Surplus / Deficit</b>	<b>(3,011,180)</b>	<b>(3,259,371)</b>	<b>(3,399,710)</b>

**Business Plan Priorities & Budget Impacts:**

- Implement the construction of the new fire hall
- Develop a framework to evaluate optimal use of Town of Canmore facilities, and use the framework to assess scenarios for re-use of the existing fire hall
- Continue expansion of rooftop solar installations on Town of Canmore facilities
- Resume operations to pre-pandemic service levels, and implement several operational projects requiring immediate attention, including: Elevation Place pool slide stair remediation and repairs, old Visitor Information Centre (VIC) re-roofing, Elk Run road maintenance facility boiler replacement, seating replacement/ enhancements in Elevation Place common areas

# 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, maintenance of parks and roads, and by providing education and leading initiatives to improve our environmental sustainability, climate action, and wildlife co-existence.

## Core functions:

- Sustainability
- Parks
- Streets and roads
- Solid waste services
- Water utilities
- 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 water 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	-	58,500	71,400
Internal Transfers	182,268	229,457	335,617
<b>Total Revenues</b>	<b>182,268</b>	<b>287,957</b>	<b>407,017</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	418,744	505,966	624,385
Admin and General Services	1,539	2,000	8,450
Contracted Services	36,060	93,300	112,150
Supplies and Energy	6,092	5,800	9,500
Other	1,367	-	-
<b>Total Expenditures</b>	<b>463,802</b>	<b>607,066</b>	<b>754,485</b>
<b>Net Surplus / Deficit</b>	<b>(281,534)</b>	<b>(319,109)</b>	<b>(347,468)</b>

**Business Plan Priorities & Budget Impacts:**

- Implement, monitor, and report on actions related to the Environmental Sustainability Action Plan, the Climate Action Plan, and the Climate Change Adaptation and Resilience Plan
- Oversee the Clean Energy Improvement Program (CEIP)
- Implement actions from the Human-Wildlife Coexistence Technical Report, including removing fruit trees and reducing rabbit breeding areas at 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 Shepherdia bushes, invasive plants, and the Mountain Pine Beetle program
- Special event support

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	104,268	179,360	182,595
Grants	116,465	80,000	80,000
Transfers & Other	27,126	15,000	18,000
<b>Total Revenues</b>	<b>247,859</b>	<b>274,360</b>	<b>280,595</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	713,059	894,953	892,342
Admin and General Services	9,013	19,385	23,460
Contracted Services	323,579	558,960	527,160
Supplies and Energy	114,890	144,450	144,650
Other	131,377	8,000	8,000
Transfer to Reserve	59,409	-	-
<b>Total Expenditures</b>	<b>1,351,327</b>	<b>1,625,748</b>	<b>1,595,612</b>
<b>Net Surplus / Deficit</b>	<b>(1,103,468)</b>	<b>(1,351,388)</b>	<b>(1,315,017)</b>

### Business Plan Priorities & Budget Impacts:

- Continued provision of operations and maintenance services at Town of Canmore park facilities

## 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	5,238	4,000	4,000
Internal Transfers	252,889	309,150	333,400
Transfers & Other	44,849	-	-
<b>Total Revenues</b>	<b>302,976</b>	<b>313,150</b>	<b>337,400</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	853,640	911,920	899,791
Admin and General Services	20,098	16,400	19,000
Contracted Services	916,783	1,154,785	1,354,250
Supplies and Energy	1,083,261	1,192,000	1,241,623
Other	33,578	-	-
<b>Total Expenditures</b>	<b>2,907,360</b>	<b>3,275,105</b>	<b>3,514,664</b>
<b>Net Surplus / Deficit</b>	<b>(2,604,384)</b>	<b>(2,961,955)</b>	<b>(3,177,264)</b>

### Business Plan Priorities & Budget Impacts:

- Manage snow and ice according to policy

## Utilities Operating Budget

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	14,246,700	14,975,755	15,716,656
Transfers & Other	1,081,797	240,000	240,000
<b>Total Revenues</b>	<b>15,328,497</b>	<b>15,215,755</b>	<b>15,956,656</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	1,277,445	1,326,826	1,465,909
Admin and General Services	9,860	22,800	22,675
Contracted Services	5,855,464	6,601,877	6,290,360
Supplies and Energy	930,344	994,157	1,020,763
Borrowing Costs	2,399,796	2,919,441	2,929,419
Other	839	-	-
Transfer to Reserve	3,926,093	2,330,969	2,981,188
Internal Transfers	844,156	935,165	1,161,822
Transfer to Affiliated Orgs	84,500	84,520	84,520
<b>Total Expenditures</b>	<b>15,328,497</b>	<b>15,215,755</b>	<b>15,956,656</b>
<b>Net Surplus / Deficit</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 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 2020	Budget 2021	Budget 2022
<b>REVENUES</b>			
Sales and Rentals	3,471,528	3,808,110	3,936,550
<b>Total Revenues</b>	<b>3,471,528</b>	<b>3,808,110</b>	<b>3,936,550</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	1,277,445	1,326,826	1,465,909
Admin and General Services	9,560	22,800	22,675
Contracted Services	758,647	882,100	896,986
Supplies and Energy	109,112	109,100	132,000
Borrowing Costs	446,554	494,942	492,761
Other	839	-	-
Transfer to Reserve	393,571	414,572	326,032
Internal Transfers	391,300	473,250	515,667
Transfer to Affiliated Orgs	84,500	84,520	84,520
<b>Total Expenditures</b>	<b>3,471,528</b>	<b>3,808,110</b>	<b>3,936,550</b>
<b>Net Surplus / Deficit</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Business Plan Priorities & Budget Impacts:

- Grow the commercial food waste program
- Work to reduce the amount of material going to landfill through education and promotion

# 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

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Sales and Rentals	10,775,172	11,167,645	11,780,106
Transfers & Other	1,081,797	240,000	240,000
<b>Total Revenues</b>	<b>11,856,969</b>	<b>11,407,645</b>	<b>12,020,106</b>
<b>EXPENDITURES</b>			
Admin and General Services	300	-	-
Contracted Services	5,096,816	5,719,777	5,393,374
Supplies and Energy	821,232	885,057	888,763
Borrowing Costs	1,953,242	2,424,499	2,436,658
Transfer to Reserve	3,532,522	1,916,397	2,655,156
Internal Transfers	452,856	461,915	646,155
<b>Total Expenditures</b>	<b>11,856,968</b>	<b>11,407,645</b>	<b>12,020,106</b>
<b>Net Surplus / Deficit</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Business Plan Priorities & Budget Impacts:

- Implement new water utility agreement
- Transition to Town of Canmore led billing services
- Update the Town of Canmore's Utility Master Plan

## Partners & Affiliates Operating Budget

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Municipal Taxes	700,522	700,000	450,000
Transfers & Other	405,151	405,591	405,590
<b>Total Revenues</b>	<b>1,105,673</b>	<b>1,105,591</b>	<b>855,590</b>
<b>EXPENDITURES</b>			
Admin and General Services	87,310	87,310	93,600
Contracted Services	236,000	236,000	236,000
Borrowing Costs	405,151	405,591	405,590
Transfer to Reserve	250,522	250,000	-
Transfer to Affiliated Orgs	1,518,285	1,480,719	1,523,294
<b>Total Expenditures</b>	<b>2,497,268</b>	<b>2,459,620</b>	<b>2,258,484</b>
<b>Net Surplus / Deficit</b>	<b>(1,391,595)</b>	<b>(1,354,029)</b>	<b>(1,402,894)</b>

# Library Operating Budget

	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>REVENUES</b>			
<b>EXPENDITURES</b>			
Admin and General Services	87,310	87,310	93,600
Transfer to Affiliated Orgs	883,285	845,719	888,294
<b>Total Expenditures</b>	<b>970,595</b>	<b>933,029</b>	<b>981,894</b>
<b>Net Surplus / Deficit</b>	<b>(970,595)</b>	<b>(933,029)</b>	<b>(981,894)</b>

# Museum Operating Budget

	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>REVENUES</b>			
<b>EXPENDITURES</b>			
Transfer to Affiliated Orgs	185,000	185,000	185,000
<b>Total Expenditures</b>	<b>185,000</b>	<b>185,000</b>	<b>185,000</b>
<b>Net Surplus / Deficit</b>	<b>(185,000)</b>	<b>(185,000)</b>	<b>(185,000)</b>

## CCH Housing Operating Budget

	<b>Actual 2020</b>	<b>Budget 2021</b>	<b>Budget 2022</b>
<b>REVENUES</b>			
Municipal Taxes	700,522	700,000	450,000
Transfers & Other	405,151	405,591	405,590
<b>Total Revenues</b>	<b>1,105,673</b>	<b>1,105,591</b>	<b>855,590</b>
<b>EXPENDITURES</b>			
Borrowing Costs	405,151	405,591	405,590
Transfer to Reserve	250,522	250,000	-
Transfer to Affiliated Orgs	450,000	450,000	450,000
<b>Total Expenditures</b>	<b>1,105,673</b>	<b>1,105,591</b>	<b>855,590</b>
<b>Net Surplus / Deficit</b>	<b>-</b>	<b>-</b>	<b>-</b>

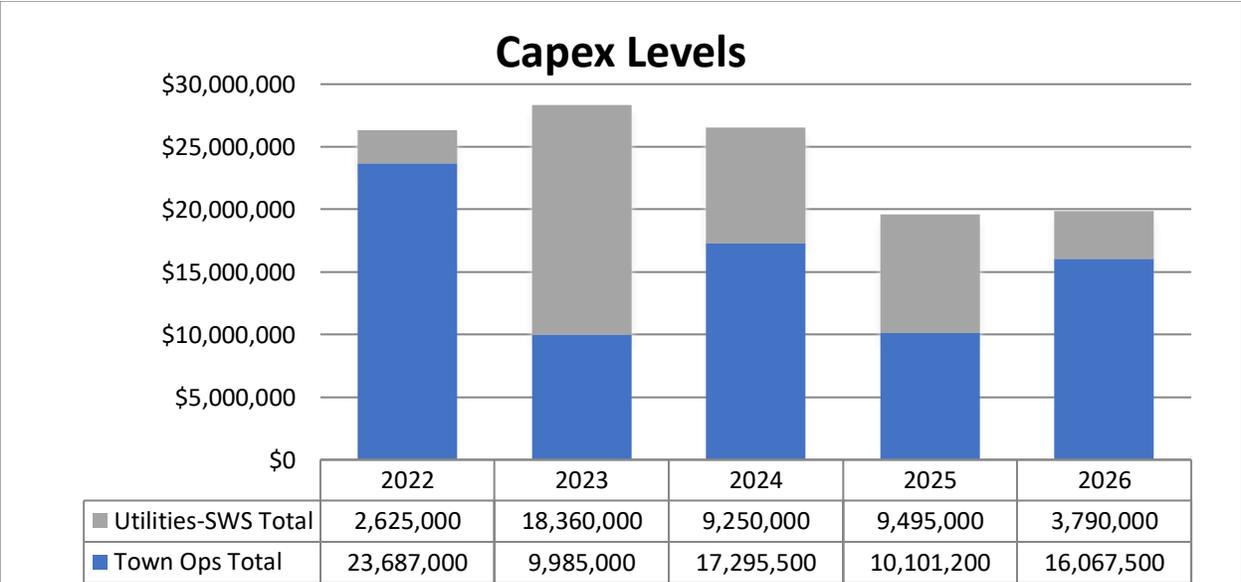
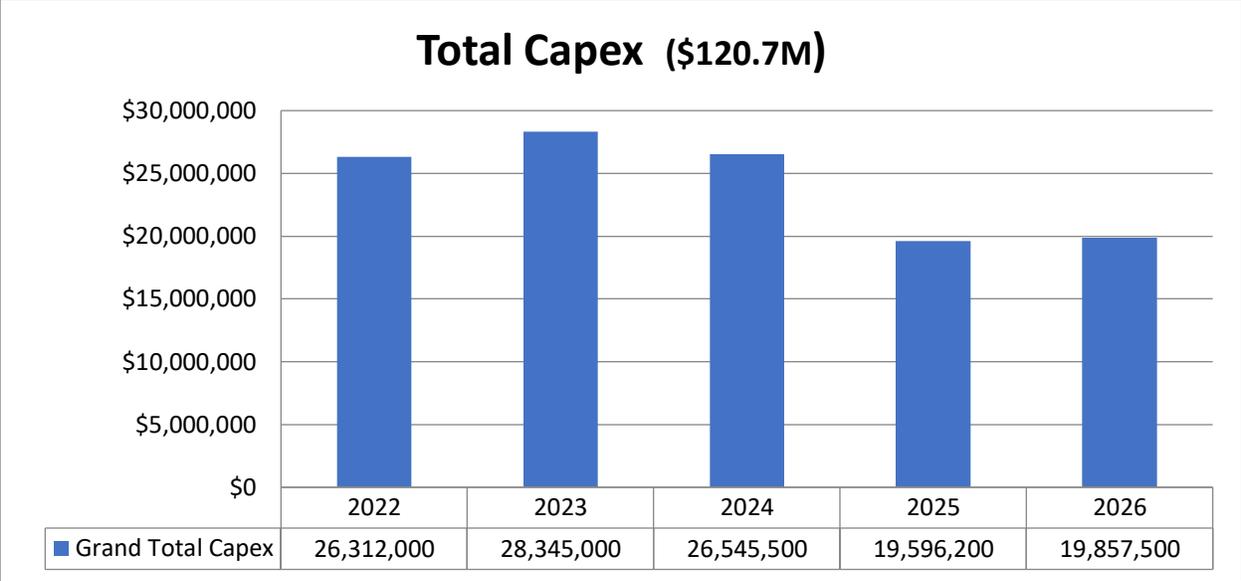
# ArtsPlace Operating Budget

	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>REVENUES</b>			
<b>EXPENDITURES</b>			
Contracted Services	236,000	236,000	236,000
<b>Total Expenditures</b>	<b>236,000</b>	<b>236,000</b>	<b>236,000</b>
<b>Net Surplus / Deficit</b>	<b>(236,000)</b>	<b>(236,000)</b>	<b>(236,000)</b>

# 2022-2026 Capital Budget – Overview

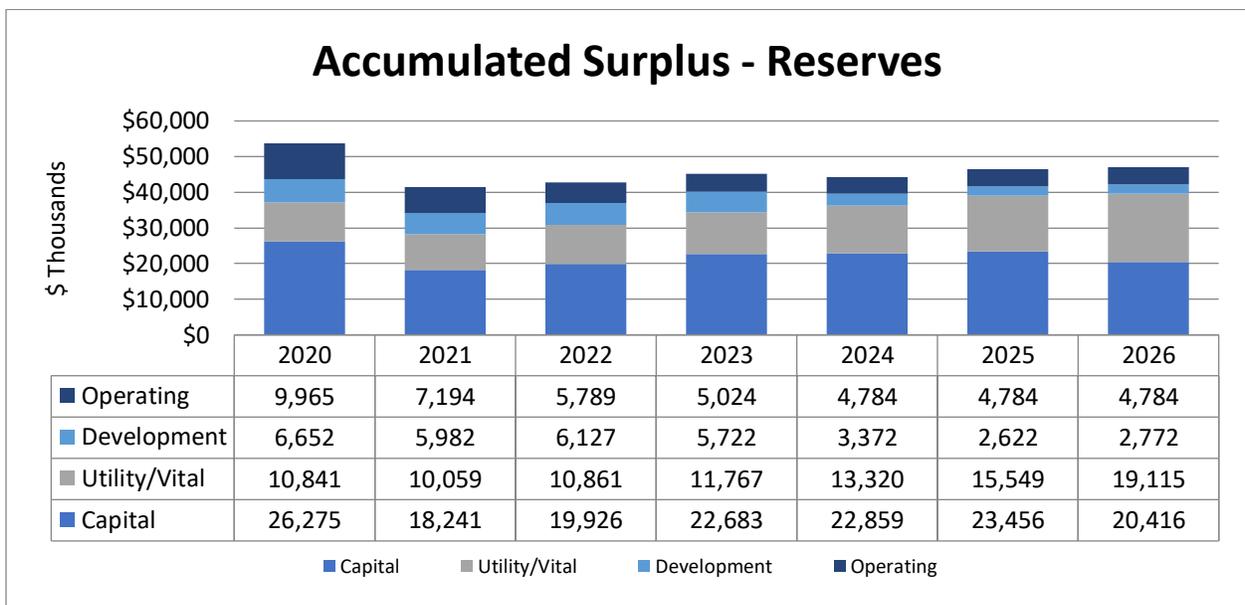
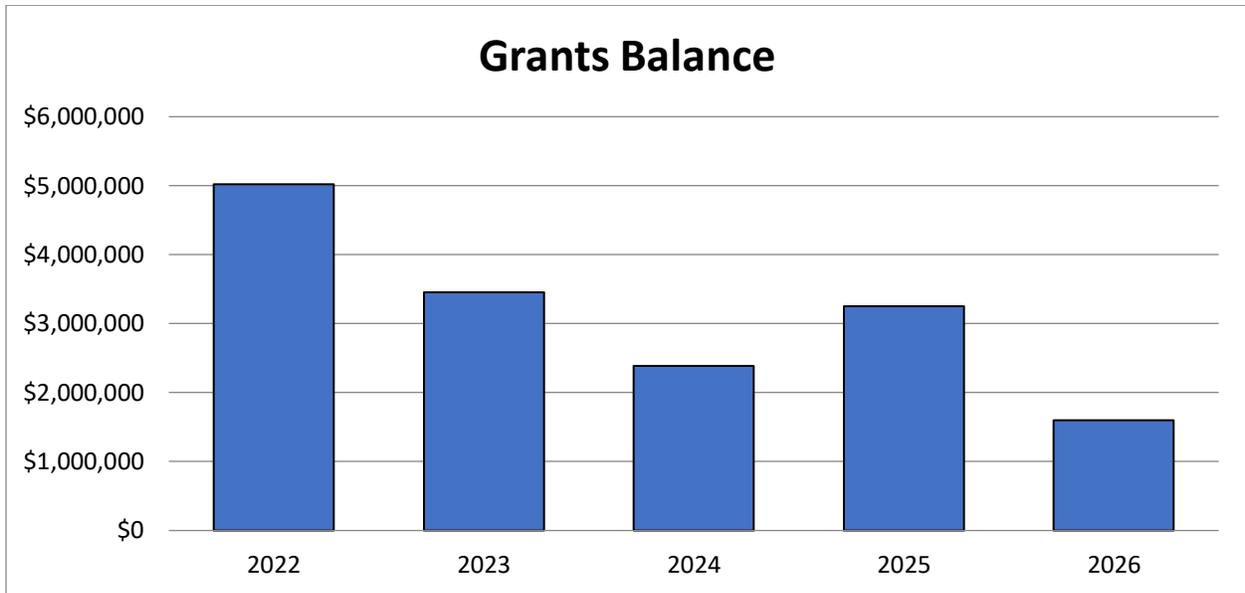
## Capital Expenditures

For the planning period 2022-2026



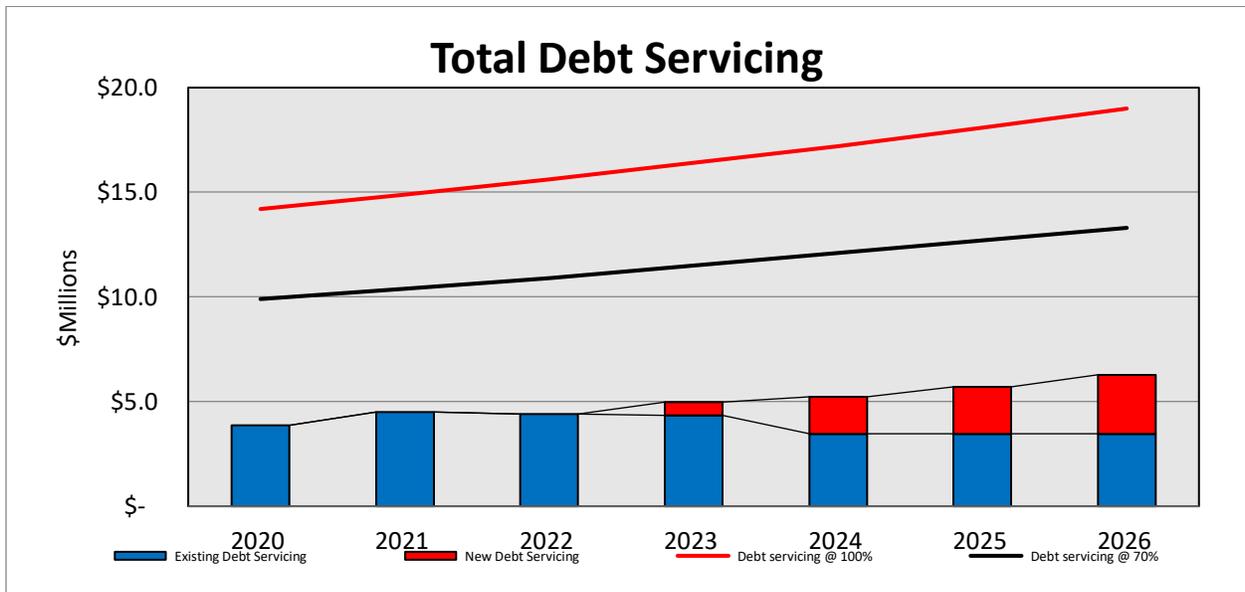
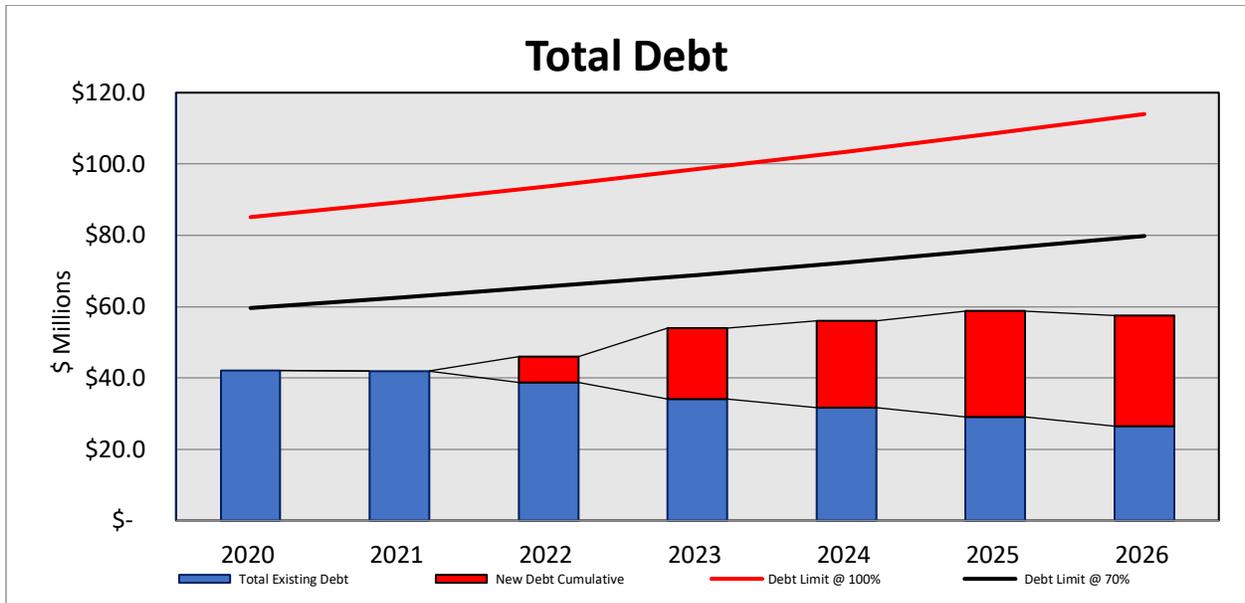
## Grant & Reserve Balances

For the planning period 2022–2026



## Debt & Debt Servicing

For the planning period 2022-2026



# 2022 Capital Budget

			METHOD OF FUNDING					Comment
			Grants	Operating	Reserve	Debenture	Other	
Project Number		2022						
<b>Administration, Economic Development, CSD</b>								
7211	Business Transformation (2022)	100,000		100,000				
7212	TSMVPL Litigation	750,000			750,000		General Operating	
7213	Compensation Grid	50,000		50,000				
7214	Main Street Pedestrianization	50,000			50,000		Economic Development	
7215	Public Art Indigenous Mural Project	25,000			25,000		Art Trust	
7216	Service Level Review - Phase 1	100,000		100,000				
7217	Digitization Large Format Plans	115,000		115,000				
<b>Administration, Economic Development, CSD Total</b>		<b>1,190,000</b>		<b>365,000</b>	<b>825,000</b>			
<b>Information Technology</b>								
7218	PC Lifecycle & New Equipment (2022)	80,000		80,000				
7219	IT Infrastructure Lifecycle & New Equipment (2022)	70,000			70,000		General	
7220	Network Upgrade (2022)	170,000		98,000	72,000		General	
7221	CityView Phase 1 Efficiencies	50,000		50,000				
7222	TownSquare (2022)	142,000		142,000				
7223	Disaster Recovery Program	40,000			40,000		General	
7224	Asset and Work Order Software	10,000		10,000				
7225	CityView Phase 2 (2022)	30,000		30,000				
<b>Information Technology Total</b>		<b>592,000</b>		<b>410,000</b>	<b>182,000</b>			
<b>Recreation</b>								
7226	Long Range Facility Needs Report	50,000		50,000				
<b>Recreation Total</b>		<b>50,000</b>		<b>50,000</b>				
<b>Facilities</b>								
7227	Civic Centre Building Cooling System Replacement	275,000			275,000		Asset Rehab - Replace	
7228	ArtsPlace - Roof Top Unit Replacement	20,000			20,000		Asset Rehab - Replace	
7229	New Fire Station - Construction	14,650,000	7,050,000		600,000	7,000,000	MSI / FCM / General	
7230	Facility Use Evaluation	75,000		75,000				
7231	Civic Centre Hybrid Workspaces	50,000		50,000				
7232	CRC- Rooftop Solar Expansion	530,000	400,000		130,000		MSI / General	
<b>Facilities Total</b>		<b>15,600,000</b>	<b>7,450,000</b>	<b>125,000</b>	<b>1,025,000</b>	<b>7,000,000</b>		

# 2022 Capital Budget

			METHOD OF FUNDING					
Project Number		2022	Grants	Operating	Reserve	Debenture	Other	Comment
	<b>Planning</b>							
7233	Downtown Area Redevelopment Plan	160,000			160,000			General
7234	Palliser Area Structure Plan (ASP)	100,000			100,000			General
	<b>Planning Total</b>	<b>260,000</b>			<b>260,000</b>			
	<b>Engineering</b>							
7235	Bow River West Pathway - Phase 1	1,500,000	1,500,000					CCBF / MSI / ICIP
7236	Passenger Rail Station and Impact Study	100,000			100,000			General
7237	Parking Management Implementation (2022)	100,000			100,000			Paid Parking
7238	Street and Drainage Rehabilitation (2022)	1,000,000	500,000		500,000			MSI / Asset Rehab
7239	Complete Street Improvements Railway Avenue Design (2022)	500,000	400,000		100,000			MSI / Asset Rehab
7240	Bus Stop Improvements (2022)	250,000	100,000	150,000				ICIP
7241	Pathway Network Connectivity (2022)	150,000	75,000	75,000				CCBF
7242	GIS Plan Implementation (2022)	35,000		35,000				
	<b>Engineering Total</b>	<b>3,635,000</b>	<b>2,575,000</b>	<b>260,000</b>	<b>800,000</b>			
	<b>Public Works</b>							
7243	Snow Management Facility Study	75,000		75,000				
7244	Cemetery Final Design and New Columbarium - Phase 1	365,000	365,000					MSI
7245	Playground Replacement - Lions Park	480,000	480,000					MSI
7246	Street Sweeper Replacement F-25 (2022)	425,000	425,000					MSI
7247	Skid Steer Replacements F-71 (2022)	100,000			100,000			Asset Rehab - Replace
7248	Light Fleet Replacements F-53 & F-54 (2022)	120,000			120,000			Asset Rehab - Replace
7249	Lions Park Tennis Court Expansion - Construction	750,000	500,000		105,000		145,000	MSI / CIL Mun Res / Other
7250	Community Electric Vehicle Strategy	20,000			20,000			Sustainability
7251	Net Zero Building Codes Readiness Assessment	25,000			25,000			Sustainability
	<b>Public Works Total</b>	<b>2,360,000</b>	<b>1,770,000</b>	<b>75,000</b>	<b>370,000</b>		<b>145,000</b>	
	<b>Town Ops Total</b>	<b>23,687,000</b>	<b>11,795,000</b>	<b>1,285,000</b>	<b>3,462,000</b>	<b>7,000,000</b>	<b>145,000</b>	

# 2022 Capital Budget

			METHOD OF FUNDING					Comment
			Grants	Operating	Reserve	Debenture	Other	
Project Number		2022						
	<b>Water Utility - SWS</b>							
	<b>SWS</b>							
7252	Teepee Town Infill	120,000			120,000		SWS Rec & Collection	
7253	3 Tonne Collection Vehicle Replacement	300,000			300,000		SWS Rec & Collection	
7254	1 Tonne Collection Vehicle Replacement	250,000			250,000		SWS Rec & Collection	
7255	Residential Food Waste Expansion Phase 2	130,000			130,000		SWS Recycling	
	<b>Water Utility</b>							
7256	Old Canmore Road - Water Upgrade	1,025,000			758,500	266,500	W Reserve	
7257	WWTP - BAF & Headworks Lifecycle Phase 4 (2022)	500,000			500,000		WW Reserve	
7258	Wellhead Protection Study	200,000			200,000		W Reserve	
7259	Utility Renewable Energy Study	100,000			100,000		W & WW Reserve	
	<b>Water Utility - SWS Total</b>	<b>2,625,000</b>			<b>2,358,500</b>	<b>266,500</b>		
	<b>Grand Total</b>	<b>26,312,000</b>	<b>11,795,000</b>	<b>1,285,000</b>	<b>5,820,500</b>	<b>7,266,500</b>	<b>145,000</b>	



# Business Transformation (2022)

Project Summary

Project Number

7211

<b>Budget Year:</b>	2022
Department:	Chief Administrative Officer
Questica Reference:	ADM-21-02

<b>Budget:</b>	\$100,000
Project Type:	Other
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:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$100,000	0	0	0	0	0	\$100,000
<b>Total</b>	<b>\$100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$100,000</b>

## 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



# TSMVPL Litigation

## Project Summary

Project Number

7212

<b>Budget Year:</b>	2022
Department:	Chief Administrative Officer
Questica Reference:	ADM-22-05

<b>Budget:</b>	\$750,000
Project Type:	Other
Priority:	B

### Project Description:

In 2021, the Town of Canmore was served with the initiating documents for five legal actions brought by Three Sisters Mountain Village Properties Ltd. (TSMVPL). Two statutory appeals concerning council's decisions to reject the Three Sisters Village Area Structure Plan and Smith Creek Area Structure Plan are underway at the Land and Property Rights Tribunal ("LPRT") and anticipated to be heard in February of 2022. Two Judicial Reviews in the Court of Queen's Bench, concerning the same decisions of council on the two Area Structure Plans, are currently adjourned to no set date. The initiating documents and a public briefing on the Area Structure Plan actions were included in the agenda package for Committee of the Whole on September 21, 2021. There is also an unrelated application to the Court of Queen's Bench concerning the zoning of private lands in the vicinity of Quarry Lake (the "Staircase Lands") that is anticipated to be heard in March of 2022. All five of the above actions concern decisions of past councils related to land use planning under the Municipal Government Act.

Participating in appeals and litigation can generally be characterized as an operating expense; however, the aggregate cost of responding to all the TSMVPL actions filed in 2021 will greatly exceed the Town's typical annual legal budget. For comparison, a business-as-usual scenario involves approximately one litigation event a year, the majority of which are unrelated to council decisions on land use planning.

Due to the uniqueness and magnitude of this event, the administration is proposing that the Town's response to the legal actions be characterized as a project for budget purposes. The requested funds will be applied towards the LPRT proceedings concerning the Area Structure Plans, for any appeals of the LPRT decisions to the Court of Appeal if directed by council, and for responding to the Judicial Reviews if they come out of adjournment during the 2022 Budget Year. The Funds will also be applied towards the litigation concerning the Staircase Lands, which depending on the outcome of could require the rezoning or acquisition of land by the municipality during the 2022 Budget Year.

END

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
General Operating Reserve	\$750,000	0	0	0	0	0	\$750,000
<b>Total</b>	<b>\$750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$750,000</b>

### Operating Budget Impact:

The administration is proposing that the project budget be funded by a transfer from General Operating Reserve. The Project will have no impact on other revenue sources or the funding of other departments for the 2022 Budget Year.

END

### Project Rationale:

The Project is proposed for the purpose of defending council decisions from 2021 and was not contemplated by the municipality's 2019-2024 Business Plan. However, the proposal recognizes the direction for preparing the budget as it does not rely on tax increases and limits new initiatives to those prioritized or directed by council.

It is impossible to budget exactly for this project as there are four separate legal actions related to the Area Structure Plans and the pathways that this general matter could take through the legal system remain undetermined. All five actions including the Staircase Lands concern uncommon legal questions with few precedent cases. The requested amount is based on a fee quotes, actual spending to date, cost-scenario projections and the advisability of contingency funds for steps during the 2022 Budget Year.

END

### Options Considered:

Not requesting any funds for the 2022 Budget Year will mean not responding to the legal actions and acquiescing to default judgements against the municipality. As the decisions being defended are decisions of council, it would be inappropriate for the administration to accept default judgements without new council having had the opportunity to make decisions on funding and litigation steps.

Funding through tax revenues rather than operating reserves was not considered as council had already directed the administration to prepare a budget based on a maximum tax increase before the Town Solicitor had sufficient data to assess litigation costs.

Having the Town Solicitor conduct the legal actions is unfeasible. The municipality has one in-house lawyer to serve the entire corporation on a budget a fraction of the cost of this project. Complex litigation and appeals require the capacity of a team with multiple lawyers and legal assistants on the file, which requires outsourcing to a specialized law firm in addition to a coordinating role for the Town Solicitor.

A smaller amount of funds would cover the LPRT and court hearings that are certain to occur in February and March of 2022; however, this creates risk of unauthorized spending if further steps are required in these actions, or to comply with a court decision respecting the Staircase Lands. Section 248 of the Municipal Government Act provides that a municipality may only make an expenditure that is included in a budget or otherwise authorized by council, for an emergency, or legally required to be paid. Section 249 provides that councilors who make expenditures that are not authorized in the above manner are personally liable for this spending. The requested amount will provide contingency funds to continue participation in all the legal actions throughout the 2022 Budget Year as directed by council.

END



# Compensation Grid

## Project Summary

Project Number

7213

<b>Budget Year:</b>	2022
Department:	Human Resources
Questica Reference:	HR-22-01

<b>Budget:</b>	\$50,000
Project Type:	Consulting
Priority:	B

### Project Description:

Engage a consultant to work with HR on the composition of a new compensation grid structure.

END

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$50,000	0	0	0	0	0	\$50,000
<b>Total</b>	<b>\$50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$50,000</b>

### Operating Budget Impact:

Operational impact is not anticipated for 2022. Current staff will administer the project with a consultant. There will likely be operational budget impact in 2023 and beyond, as it is believed that our employee rates of pay are behind the market and adjustments will be needed. As noted, these operational changes will be needed to protect the organization from greater costs.

END

## Project Rationale:

A clear and transparent compensation philosophy, policy, grid structure, and market data analysis are important as a cost-control measure for the organization. Costs are controlled in several ways when employees are paid in alignment with an identified market, and when the supporting compensation grid is published and clear:

- the grid ensures consistency in assigning rates of pay for employees in each position, removing bias related to any protected ground. This mitigates the risk to the organization and supervisors from actions and claims around discrimination.
- the grid ensures consistency in providing increases in accordance with clear and measurable criteria that is equitable. This again removes the appearance of favouritism on a personal basis and mitigates risk to the organization and supervisors from actions and claims around discrimination
- the grid provides transparency to both current and potential employees, as well as taxpayers.
- the grid provides efficiency in administering compensation for current and prospective employees
- the grid ensures that employees are neither over-paid nor underpaid, which additionally protects the organization from unnecessary turnover and training costs

Due to the inconsistent application of performance increases and market adjustments our current grid places the Town at risk in many ways:

- falling behind the market - employees are not paid at the market rate for their position, even after years of experience in the role with the Town
- wage compression on the bottom end, creating attraction and retention challenges, as well as feelings of not being treated/paid fairly
- inequitable pay distribution places the organization at risk for claims of favouritism and/or discrimination
- lack of transparency for current and prospective employees, and the public/taxpayers
- complicated rate assignment process for new and transferring employees

END

## Options Considered:

Continue with our current compensation system. We are at risk as described above if we do not make changes. The cost to the organization of not making changes is difficult to quantify, but can appear in several ways:

- costs for legal action
- costs for complaints and investigations
- costs of turnover - recruitment, hiring, onboarding and training (two people doing one job while new employees learn and that means one person who is not doing other required work)
- costs of low employee engagement (impacts productivity, collaboration, efficiency, attraction and retention of good people, and reputation)
- costs of lost knowledge and increased errors

END



# Main Street Pedestrianization

## Project Summary

Project Number

7214

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$50,000
Department:	Economic Development	Project Type:	Other
Questica Reference:	ECO-22-03	Priority:	B

### Project Description:

The purpose of this work is funding a 'bridge year' for the Main Street Pedestrianization prior to completion of a Downtown Area Redevelopment Plan (ARP).

The funding outlined within this capital plan support gateway closures similar to previous years, and include enhanced funding for downtown vibrancy elements such as lighting, flowers and artwork pageantry out broken down below.

Scope includes:

- \$25,000 Main Street enhancements to enhance vibrancy including lighting, flowers, artwork pageantry
- \$25,000 Costs for signage, traffic management, gateways, and communications:
  - \$5,000 signal work and other engineering supports for traffic management.
  - \$5,000 signage, messaging, and communications including pavement markers
  - \$15,000 gateway enhancements

END

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Economic Development Reserve	\$50,000	0	0	0	0	0	\$50,000
<b>Total</b>	<b>\$50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$50,000</b>

### Operating Budget Impact:

Pedestrianization of Main Street has a number of operational impacts on Facilities, Engineering, Public Works, Economic Development, the Corporate Services Team. Some of the costs have been incorporated into operating budgets and work plans for each department in 2022. As this will be the third year of pedestrianization, the work required and effort levels are materially lower for many individuals than in previous years.

END

## Project Rationale:

During COVID, a pedestrianization of the west two blocks of Main Street, and patios and parklets throughout the Town Centre have helped businesses cope with ever changing pandemic conditions and provincial health authority mandates. The pedestrianization has brought activation and vibrancy to the Town Centre, and is supported by a majority of businesses surveyed. It has been popular with visitors and residents as well.

The pandemic conditions in 2022 are unclear, however we anticipate some level of restriction and a continued desire by patrons to socially distance. We expect that continued pedestrianization will be desired and propose to fund operational costs through a capital project as a bridge to a decision on a more permanent way forward.

END

## Options Considered:

Council could wait until the spring of 2022 in order to better understand the pandemic situation and to make a decision on pedestrianization. It is recommended that a decision is made much sooner, in order to provide the business community and administration time to prepare for the pedestrianization. Feedback has been, regardless of the decision, the more advance notice the better.

END



# Public Art Indigenous Mural Project

Project Summary

Project Number

7215

<b>Budget Year:</b>	2022
Department:	Arts & Events
Questica Reference:	A&E-21-03

<b>Budget:</b>	\$25,000
Project Type:	New Infrastructure
Priority:	B

## Project Description:

Western Canada Call for Indigenous Artists

Site: Back wall of Old VIC Building (AE Building)

Medium: Mural

3 Shortlisted Artist Residencies - \$2500 x 3 = \$7,500 (includes talking circles, artist talks and community workshops)

Communication: \$1000  
 Equipment rental: \$1000  
 Protocol and Ceremony: \$2500  
 Commission: \$10,000 including materials  
 Contribution to site prep: \$3000

Total budget: \$25,000

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Art Trust Fund Reserve	\$25,000	0	0	0	0	0	\$25,000
<b>Total</b>	<b>\$25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$25,000</b>

## Operating Budget Impact:

The finished piece of public art will become part of the Town's art inventory. Standard operating procedures for managing the piece would be included in the annual inspection and maintenance procedures.

END

## Project Rationale:

We currently have no Indigenous art in the public art inventory.

This project will be funded from the art trust with additional funding for repair and maintenance allocated annually.

As part of our efforts in Reconciliation and Right Relations this project supports producing works that contribute to the reconciliation process.

We use artist residencies as an opportunity for teaching and learning.

END

## Options Considered:

None

END



# Service Level Review - Phase 1

Project Summary

Project Number

7216

<b>Budget Year:</b>	2022
Department:	Chief Administrative Officer
Questica Reference:	ADM-22-01

<b>Budget:</b>	\$100,000
Project Type:	Consulting
Priority:	C

## Project Description:

A service level review is a systematic review of the Town of Canmore’s services and programs to determine the most appropriate way to deliver them.

Phase 1 of the project to be completed in 2022, focuses on inventorying the Town’s services and determining known key performance indicators or KPI’s. A consultant will be hired to work with staff to define the basis for each service and how we would measure success. For example, is the service...

- A legislated requirement?,
- Required for health & safety purposes?,
- Associated with risk or asset management?
- Directed through Council Strategic Plan, Policy or approved Masterplan?
- A community expectation?

The consultant will also review and analyze past service level and KPI measurement processes such as those determined as part of some department’s annual statistical reporting, through the Community Monitoring Program, the recent Citizen’s Perspectives Survey, the Municipal Benchmarking Initiative and/or prior program area audits. The consultant will then be tasked with creating a framework for analysis and categorizing the highest priority areas for evaluation in order to prioritize the review for phase 2.

A terms of reference for Phase 2 of the project to be completed in 2023 would then be developed to create an evaluation and engagement process with staff, Council and citizens to help answer questions such as:

- What is the rationale to be in each business/service?
- What do citizens expect of the service and what outcomes does council want for it?
- How does current performance compare to expected performance?
- How is demand for the service being managed?
- What are the full costs and benefits of the service?
- Are there alternative/better ways to deliver the service?

Council has a critical role in representing the public and considering the value to the taxpayers by determining which services the municipality provides, as well as providing direction on the specific outcomes or deliverables they want the review team to achieve.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$100,000	0	0	0	0	0	\$100,000
<b>Total</b>	<b>\$100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$100,000</b>

## Operating Budget Impact:

Service level reviews are very labour-intensive. The work completed in 2022 will need to clearly identify the highest priority areas where there are gaps in target KPI’s, service level understanding or unclear expectations, and outline a phased approach to addressing these. It will also need to clarify the staff resources and expertise necessary for the review to be successful, identify additional resources needed to deliver the staff work plans will then need to be amended/re-prioritized appropriately to ensure dedicated administrative time to complete the review.

In 2022, the project lead for the review will be the Corporate Strategic Team.

END

## Project Rationale:

A service level review will assist Council and administration to focus on setting priorities and where possible, finding new, more cost-effective ways to deliver the services the Town has determined it wants or needs to continue providing. It will also help to identify the resources required to meet new service demands and/or maintain a current service as the community grows.

Service level reviews are conducted primarily to:

- Assist with budgeting decision
- Inform resource allocation
- Provide transparency to Council and citizens
- Respond to and help manage citizen expectations

END

## Options Considered:

The Town has undertaken various approaches to service level reviews in the past, most recently participating in the Municipal Benchmarking Initiative. This was a 13 municipality initiative, funded through a provincial collaboration grant where key municipal services were defined, qualitative and quantitative performance metrics were identified, then measured and comparisons made across jurisdictions. The initiative eventually failed to gain traction across all participating municipalities due to the significant staff resources it took to complete and the lack of identified benefit to those participating.

END



# Digitization Large Format Plans

Project Summary

Project Number

7217

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$115,000
Department:	Municipal Clerk	Project Type:	Other
Questica Reference:	ADM-22-03	Priority:	C

## Project Description:

This project is to digitize large format documents from the planning and development land files.

There are 372 rolled plans containing an average of 100 sheets per roll.

Scanning and indexing will be carried out by a third party service provider.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$115,000	0	0	0	0	0	\$115,000
<b>Total</b>	<b>\$115,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$115,000</b>

## Operating Budget Impact:

In-house work will be carried out by existing staff.

END

## Project Rationale:

In early 2021 we completed digitization of 520 boxes of land files. Not included in this project were the large format rolled plans associated with the land files, in part to spread out the cost of the project and also to accommodate staffing resources.

Digitization of the rolled plans will result in 100% digital access to planning and development land files. This will improve retrieval time and protect the documents from damage and loss.

These records are accessed frequently by staff and the public and contain valuable information that is frequently not available from any other source. Frequent handling plus their storage location below grade on the first floor of the Civic Centre leave them vulnerable mishandling and damage from flooding.

END

## Options Considered:

The only option considered is to delay the project to a future year. This is not recommended since delay results in risk to the records and a less efficient retrieval process would remain in place.

END



# PC Lifecycle & New Equipment (2022)

Project Summary

Project Number

7218

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$80,000
Department:	Information Technology	Project Type:	Software
Questica Reference:	IT-22-03	Priority:	A

## Project Description:

Annual refresh and provision of new end-user computing equipment. This includes laptops, desktops, docking stations, peripherals and monitors.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$80,000	0	0	0	0	0	\$80,000
<b>Total</b>	<b>\$80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$80,000</b>

## Operating Budget Impact:

None

END

## Project Rationale:

This work is ongoing annually and is driven by

- 1 - reducing maintenance costs of older hardware
- 2 - ensuring end user hardware is capable of performing and meeting the needs of users and applications
- 3 - ensuring security and other updates are viable on the hardware being used
- 4 - reduce the burden on IT helpdesk associated to older hardware.

END

## Options Considered:

IT is already extending the life of hardware assets where feasible. However this cannot be extended beyond what is maintainable and what can support our operating systems and security platforms.

END



# IT Infrastructure Lifecycle & New Equipment (2022)

Project Summary

Project Number

7219

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$70,000
Department:	Information Technology	Project Type:	New Equipment
Questica Reference:	IT-22-11	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:

	2022	2023	2024	2025	2026	2027	Total
General Capital Reserve	\$70,000	0	0	0	0	0	\$70,000
<b>Total</b>	<b>\$70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$70,000</b>

## Operating Budget Impact:

END

## 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.

Correct maintenance of IT infrastructure reduces risk to the Town related to security, reliability, reduced outages and performance.

END

## Options Considered:

While IT continue to maintain and upgrade our internal infrastructure, they are also actively pushing some applications and servers to the cloud. This is being done selectively and depends on the applications, integrations and effectiveness of operations in a cloud environment. It is not envisioned that all Town servers could be in the cloud in the foreseeable future and a hybrid architecture will be maintained.

END



# Network Upgrade (2022)

## Project Summary

Project Number

7220

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$170,000
Department:	Information Technology	Project Type:	New Infrastructure
Questica Reference:	IT-21-02	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 Request for Proposal IT selected Shaw Communications as our partner. Technical discussions and planning with Shaw have defined projects in 2021 and 2022 that would deliver 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 Economic Development offices in the old visitor information centre as well as potential backup and redundancy enhancements across the network.

Each project phase is standalone and will include the delivery of buried fiber networking as well as DOCSIS (cable based internet) 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 Civic Centre is down or unreachable.

END

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
General Capital Reserve	\$72,000	0	0	0	0	0	\$72,000
Operating (Capital)	\$98,000	0	0	0	0	0	\$98,000
<b>Total</b>	<b>\$170,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$170,000</b>

### Operating Budget Impact:

Increased capacity results in an increase in the monthly internet charges, however the capital installation itself does not have any impact on operational costs.

END

## Project Rationale:

There are three main considerations for this project, these are critical to the maintenance of Town of Canmore 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:

A detailed and extensive RFP was issued to review options both technically and financially. Multiple major vendors responded and Shaw was selected based on pricing, flexibility of their technical solution and commitment to the project and the Town. internally we also considered an upgrade to the Pint to Point solution but it was deemed inadequate and would not meet the long term requirements of the Town.

END



# CityView Phase 1 Efficiencies

Project Summary

Project Number

7221

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$50,000
Department:	Information Technology	Project Type:	Software
Questica Reference:	IT-22-05	Priority:	A

## Project Description:

Phase 1 of CityView was deployed in 2020. However a number of areas have been identified where the workflows and data do not match what is required by Planning. This project is focusing on the delivery of efficiencies to ensure the Town optimizes value from this powerful application.

This phase is important to deliver value from the Phase 1 deployment, but also to ensure that Phase 2 is based on an optimized solution.

Efficiency areas will include:

- 1 - improved workflows
- 2- improved communications
- 3- utilization of functionality not previously used
- 4 - identify and deliver changes to internal Planning processes

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$50,000	0	0	0	0	0	\$50,000
<b>Total</b>	<b>\$50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$50,000</b>

## Operating Budget Impact:

None

END

## Project Rationale:

Before we can move on to further functional deployments of CityView it is imperative that the current solution is not only deployed but delivering the integrated value that the system can provide.  
As we deliver these efficiencies we also want to utilize the resource available to define the implementation requirements of the Web Portal

END

## Options Considered:

Using CityView professional services - expensive and they do not have the local domain knowledge  
Do nothing - not feasible since we are already not getting value from our investment  
Hybrid - utilize internal domain knowledge wherever possible to deliver changes or define changes to be delivered by CityView Professional Services. (preferred solution approach)

END



# TownSquare (2022)

## Project Summary

Project Number

7222

<b>Budget Year:</b>	2022
Department:	Information Technology
Questica Reference:	IT-22-02

<b>Budget:</b>	\$142,000
Project Type:	Software
Priority:	B

### Project Description:

Prepare for and execute migration of TownSquare to SharePoint Online. There will also be ongoing enhancements and configurations related to the existing platform.

The migration to SharePoint Online(SPO) is significant in terms of impact.

1 - Although included under the SharePoint banner, this is completely different software. Migration of content is achievable but the volume is significant. This can only be achieved through multiple scheduled migrations

2 - Some functionality in SharePoint Online is different, enhanced or deprecated. A significant part of the project is to plan for migration of certain functionality which may need changed or totally re-deployed

3 - SharePoint Online has a very different user interface. Through the phased migration all users will need to be 're-trained' and exposed to the new interface.

END

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$142,000	0	0	0	0	0	\$142,000
<b>Total</b>	<b>\$142,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$142,000</b>

### Operating Budget Impact:

Reduced hardware and infrastructure costs since the SharePoint Online platform is fully cloud based.

END

### Project Rationale:

SharePoint Online is the core Microsoft platform and will provide the ongoing support and functionality the Town of Canmore needs. Additionally this will migrate TownSquare and all associated documents and Records to the Microsoft cloud platform. This reduces maintenance load and risk associated to this enterprise application.

While decommissioning of the existing SharePoint 2016 platform has not been announced by Microsoft, it is very likely to be within the next 24 months. Migration to SharePoint Online will provide a sustainable, supportable and seamless transition for the Town's data to the latest platform.

END

### Options Considered:

There are no viable options to making this transition and the risks in delaying are significant.

END



# Disaster Recovery Program

## Project Summary

Project Number

7223

<b>Budget Year:</b>	2022
Department:	Information Technology
Questica Reference:	IT-21-10

<b>Budget:</b>	\$40,000
Project Type:	Software
Priority:	C

### Project Description:

Involves the extension of current offsite facilities to include software and servers. In the case of an emergency, these servers would come online and utilize backup data. As a result core systems could be brought online and accessible. An emergency would include anything that physically or digitally impacted our data center in the Civic Centre. The remote facility will be in a commercial data center in Calgary. The Service Level and scope of applications is still to be decided.

END

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
General Capital Reserve	\$40,000	0	0	0	0	0	\$40,000
<b>Total</b>	<b>\$40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$40,000</b>

### Operating Budget Impact:

There will be a cost to maintaining a remote facility and this will be assessed in detail during the project. Costs will include data center space, hardware refresh and software licensing.

END

## Project Rationale:

Canmore and its facilities are subject to physical and digital risk associated to our geography. There are many scenarios where the Town administration will need to continue to operate even during and after emergencies. This project will formalize the priority of systems and the acceptable period for which they can be out of operation. The Disaster Recovery (DR) solution will likely not include all services and not at the same service level. Some applications are already cloud based and do not require Disaster Recovery planning by the Town. The remaining applications, as part of this project, would be assessed with the organization to define appropriate levels of service. For example, the Finance system may be a priority to bring up within 24 hours, but the Planning system may not be critical within 1 week.

END

## Options Considered:

Currently any Disaster Recovery would be done manually based on an alternate location within the Town. This has limited value and presents an ongoing load on the IT team to continually validate and test the plans. As we move to more online services, cloud applications and improve our networking, remote commercial data centers have become a viable solution. IT are actively looking at different technology architectures that will address the business needs of the organization.

END



# Asset and Work Order Software

Project Summary

Project Number

7224

<b>Budget Year:</b>	2022
Department:	Information Technology
Questica Reference:	IT-22-07

<b>Budget:</b>	\$10,000
Project Type:	Software
Priority:	C

## Project Description:

As IT moves to remove use of the WorkTech application, there is potential that some minor licensing will be required to create and deploy the replacement. Based on current analysis this will be limited to potentially some additional workflow licenses within TownSquare, but may also need small amounts of external services to deliver the proposed solution.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$10,000	0	0	0	0	0	\$10,000
<b>Total</b>	<b>\$10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$10,000</b>

## Operating Budget Impact:

Removing WorkTech will result in a \$20K per year operational saving. Work is underway to assess the risks associated to making this saving in 2021 before full deployment of a solution.

END

## Project Rationale:

WorkTech is a very underused solution and costs >\$20K per year in maintenance alone. Analysis in 2021 has defined that it can be replaced as a functional tool either with exiting internal solutions or smaller, cheaper new solutions. Any costs associated to this project would be one-time and remove the need for any ongoing WorkTech maintenance charges

The requirements for the replacement are still being finalized but based on the current knowledge, WorkTech can be replaced largely within the existing TownSquare solution.

END

## Options Considered:

- 1-continued use of WorkTech
- 2 - purchase a new asset management software application
- 3- utilize a configured solution within TownSquare
- 4 - revert to manual paper based solutions

Option 3 has been assessed as the most effective.

END



# CityView Phase 2 (2022)

## Project Summary

Project Number

7225

<b>Budget Year:</b>	2022
Department:	Information Technology
Questica Reference:	IT-21-14

<b>Budget:</b>	\$30,000
Project Type:	Software
Priority:	C

### Project Description:

CityView Phase 2 will focus on the extension of the current implementation to deploy web based portal functionality. The intent of the web portal is to expose data, information and processes within CityView to external parties whether they are residents or business organizations.

Web Portal builds on the configuration of the core system and was previously delayed to allow optimization of that initial deployment.

The Web Portal will be addressed in an iterative fashion since it represents significant change to both internal processes and the ways in which the public and business interact with the Town planning activities.

Phase 2 includes:

- 1 - detailed analysis of solution capabilities
- 2 - identification and analysis of areas that can drive value for Town of Canmore
- 3 - validation that the underlying CityView configuration is correct
- 4- Configuration of the Portal
- 5- Extensive testing of the new solution
- 6 - deployment to the public and 3rd parties.

END

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$30,000	0	0	0	0	0	\$30,000
<b>Total</b>	<b>\$30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$30,000</b>

### Operating Budget Impact:

Phase 2 will result in a minor increase in annual maintenance as the Web Portal module is deployed. Estimation is that maintenance costs will rise by 5% per annum.

END

### Project Rationale:

This phase drives value to the Town through 3 main areas:

- 1- Improved value attained from the underlying investment in CityView
- 2 - new and improved processes exposed to the residents and 3rd parties
- 3 - improved ability for Planning and other departments to handle growth in demand.

END

### Options Considered:

While CityView is the core platform, and this will not change in the foreseeable future, the project will continually assess if some aspects should be delivered using other existing platforms. The specialized nature of the Planning processes makes this unlikely but always worthy of consideration.

END



# Long Range Facility Needs Report

Project Summary

Project Number

7226

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$50,000
Department:	Rec Admin & Customer Experience	Project Type:	Studies
Questica Reference:	REC-21-01	Priority:	C

## Project Description:

This project will develop a long term recreation infrastructure plan to identify the new or expanded recreation facilities which will be required to serve the community over the next thirty years. The report will assist town planning and develop a financial model to establish the contributions required from the development community through the collection of off-site levies. The report will assist the Town to articulate future needs to the development industry (for the offsite model) and to map out major recreation capital projects with order of magnitude cost estimates.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$50,000	0	0	0	0	0	\$50,000
<b>Total</b>	<b>\$50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$50,000</b>

## Operating Budget Impact:

N/A

## Project Rationale:

The most recent MGA update, recreation facilities can now be included in a municipal offsite levy model. Because this hasn't historically been allowed, the Town has no plan for collecting offsites for recreation facilities. This project will allow for the future collection of offsites for recreation facilities.

END

## Options Considered:

N/A



# Civic Centre Building Cooling System Replacement

Project Summary

Project Number

7227

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$275,000
Department:	Facilities - Town Facilities	Project Type:	Asset Replacement
Questica Reference:	FAC-22-01	Priority:	A

## Project Description:

Design, purchase and install a mechanical building cooling system to replace the current domestic water building cooling system at the Civic Centre.

Phase 1 Scope: Design a building cooling system for the Civic Centre to replace the existing system.

Phase 2 Scope: Tender and implement the designed building cooling system.

### Background:

When the Civic Centre was built in 2004 the design utilized domestic water (drinking water) to cool the building. This system required permission from the Province of Alberta to install and continues to require permission from the Province of Alberta to operate. Water is taken from the domestic water supply line, pumped through the building cooling system and then returned to the domestic supply line further down stream. The system relies on a chlorine monitoring system to ensure any contamination occurring to the water while in the system does not get passed into the domestic water system. This chlorine monitoring system requires daily checks by TOC Facilities staff and monthly by Epcor. The chlorine monitoring system was upgraded in 2020.

The Province has advised that the practice of using domestic water supply for cooling is no longer supported, and the system must be replaced.

END.

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Asset Rehab - Replacement	\$275,000	0	0	0	0	0	\$275,000
<b>Total</b>	<b>\$275,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$275,000</b>

## Operating Budget Impact:

Energy and service costs will be required.

END.

## Project Rationale:

On April 21, 2021 The Town of Canmore received notice from Epcor that the Province of Alberta will no longer support the existing domestic water cooling system at the Canmore Civic Centre, and has ordered that the existing system be decommissioned by June 1, 2023.

This will be a two part project:

1. The first phase will be to acquire a Heating, Ventilation, Air Conditioning (HVAC) Consultant to analyze cooling requirements for the building and make replacement recommendations. There is no physical space in the building for a mechanical cooling system so the new system will most likely need to be mounted on the roof above the exiting mechanical room. This will require an engineered roof structure assessment as well once the replacement cooling system is chosen.
2. The second phase will be to purchase and install the recommended cooling system.

END.

## Options Considered:

This project is required, so options are limited to what kind of system to implement. Air source pumps are the preferred option as opposed to traditional air conditioning systems since they are significantly less energy intensive and more in alignment with sustainable building design.

END.



# ArtsPlace - Roof Top Unit Replacement

Project Summary

Project Number

7228

<b>Budget Year:</b>	2022
Department:	Facilities - Town Facilities
Questica Reference:	FAC-19-10

<b>Budget:</b>	\$20,000
Project Type:	Asset Replacement
Priority:	A

## Project Description:

Life cycle replacement of roof top unit #1 on the Arts Place building.

Scope:

-Remove and replace Roof Top Unit #1 located over pottery space.

END.

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Asset Rehab - Replacement	\$20,000	0	0	0	0	0	\$20,000
<b>Total</b>	<b>\$20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$20,000</b>

## Operating Budget Impact:

Replacement will likely reduce maintenance costs, and operate more efficiently.

END.

## Project Rationale:

Roof top units are used just like a household furnace only mounted outside the building on the roof and intended for larger spaces.

### Background:

At the time of the 2014 Arts Place building renovations, two roof top units were replaced and one unit was added. It was deemed at that time that roof top unit #1 was still in good working condition and did not require replacing during the renovations. Since 2014, the roof top unit has received regular maintenance but in the past two years the unit has begun to fail, and repair costs have escalated each year. It is therefore recommended that we replace this roof top unit in 2022 as it does not make financial sense to continue to repair a unit of this age and condition.

### Age:

The unit was installed in 1995 and is 26 years old. The average life expectancy of this type of roof top unit is 20-25 years. This unit is beyond its life expectancy but is still operating due to regular service maintenance.

### Technology:

Technology is ever changing in the area of the heating, ventilation and air conditioning equipment and effort will be made to select the appropriate machine to meet our heating, ventilation and air conditioning requirements, but also a unit that considers environmental sensitivity.

We endeavor to ensure our facilities are well maintained and comfortable for our users. This roof top unit is critical to maintain heating and air conditioning levels within the existing infrastructure.

END.

## Options Considered:

### Replace Unit (Recommended)

Do Not Replace Unit (Not Recommended). This option is not recommended because:

- unit failure disrupts programming at Arts Place.
- unit requires frequent repairs with higher than acceptable operational expenses.
- comfort level diminishes for users.

END.



# New Fire Station - Construction

Project Summary

Project Number

7229

<b>Budget Year:</b>	2022
Department:	Facilities - Town Facilities
Questica Reference:	FAC-07-25

<b>Budget:</b>	\$14,650,000
Project Type:	New Infrastructure
Priority:	B

## Project Description:

**Scope:**

Construction of a new, near carbon neutral, 8-bay Fire Station at the north corner of the Palliser Trail and Benchlands Trail intersection to replace the existing facility. To achieve net zero carbon and net zero energy for the building carbon offsets and renewable energy credits may be purchased.

The budget has been set based on a Class A estimate of the 90% drawings with a standard level of accuracy estimated between 5% and 10%. Administration recognizes high volatility in the construction market at this time and to the best of our knowledge have prepared a budget with contingencies to reflect current market trends. A low-interest loan and associated rebate has been secured through the Federation of Canadian Municipalities (FCM) Green Municipal Fund (GMF).

Design of this new Fire Station was completed by MTA Urban Design Architecture Interior Design Inc. in partnership with Johnston Davidson Architecture in 2020/2021 (capital project 7132). The enabling works construction scope for the project (site preparation: tree clearing, grading, construction of access roads, street lighting, storm management infrastructure and cemetery parking) was completed in 2021 (capital project 7180).

This project does not include any work associated with repurposing the existing Fire Hall.

END.

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Debenture	\$7,000,000	0	0	0	0	0	\$7,000,000
General Capital Reserve	\$600,000	0	0	0	0	0	\$600,000
MSI Capital	\$6,000,000	0	0	0	0	0	\$6,000,000
Other Non-Government Grants	\$1,050,000	0	0	0	0	0	\$1,050,000
<b>Total</b>	<b>\$14,650,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$14,650,000</b>

## Operating Budget Impact:

Although this new facility will be more energy efficient and have a large solar array, it will be more than double the size with a larger parking lot and site than the existing facility. As such, the following operating budgets are expected:

- Facilities Operating Budget: Existing Fire Hall - \$27k New Fire Station - \$45k
- PW (SW, S&R and Parks) Operating Budget: Existing Fire Hall - \$13k New Fire Station - \$112k
- IT Operating Budget: Existing Fire Hall - \$2k New Fire Station - \$10k
- Insurance: Existing Fire Hall - \$5k New Fire Station - \$20k
- Fire-Rescue Services and Engineering Operating Budget: No impact excepted

Estimated Total Annual Operating Budget: Existing Fire Hall \$47k New Fire Station \$192k

- Carbon offsets and Renewable Energy credits can be purchased to achieve net zero carbon and net zero energy respectively. The purchase of these credits are expected to be ~\$1k annually.

END.

## Project Rationale:

Fire-Rescue Services are essential services in the community, however the facility from which they are based out of no longer meets current or future needs. When the facility was built in 1986, the population of Canmore was approximately 4,000, and Canmore was still in the early stages of transition from a mining town into a visitor destination. Today the population is approximately 15,000 with over 10,000 visitors daily during peak seasons for an effective population of over 25,000.

The current facility has a number of existing constraints:

- It is currently operating at or beyond capacity, and there is no capacity for expansion as the community grows.
- It is not ideally located from operational and emergency response time perspectives.
- Many new standards have been implemented since the time of original construction, thereby limiting the effectiveness of the facility.
- The size of the firefighting staff has grown since the time of original construction, with additional staff identified in the Fire-Rescue Strategic plan to address community growth.
- The amount and size of equipment used by the Fire-Rescue Services has also increased since time of original construction.
- There is currently no designated training area on site, with few options available in the community.
- Staff parking and yard space is limited with no room for expansion.

Background:

Based on the Spatial Needs Study conducted by Marshal Tittlemore Architects in 2016, it was clear that the existing Fire Hall is too small to meet the current and future growth demands of TOC Fire-Rescue Services. There is no room to expand on site, and thus, a new facility is needed. Dillon consulting was hired in 2015 to conduct a Master Planning process for the Town's Fire-Rescue Services. Phase 1 was completed in March of 2016. The Fire Hall Study conducted in 2018 by Group 2 Architecture identified possible locations that would be suitable to build the new Fire Hall, and provided initial concept drawing and budget. The location off Palliser Trail was selected (Council motion 255-2019).

END.

## Options Considered:

Several other sites were considered within the Fire Hall Study (2018), however the Palliser Trail site was ranked highest with consideration to response times, avoidance of existing hazards (e.g. steep creek flooding, railway derailment, wildfire, Bow River flooding), undermining, and land costs among others.

A two storey Fire Station floor plan with significant shell space (to be built out in the future) was considered in design development stage. Due to cost benefits, a one storey floor plan meeting the 30 year functional needs with no additional shell space was designed instead.

The design of the new Fire Station considers future expansion potential of the building. There is space within the site for future apparatus bays to be built to the east, additional administration area to be built by the entrance and additional dorm rooms to be built at the rear of the building. Roads, accessways and site layout were designed to support potential future developments on the parcel of land.

END.



# Facility Use Evaluation

## Project Summary

Project Number

7230

<b>Budget Year:</b>	2022
Department:	Facilities - Town Facilities
Questica Reference:	FAC-22-02

<b>Budget:</b>	\$75,000
Project Type:	Consulting
Priority:	B

### Project Description:

Scope Statement: To develop principles and criteria for leased use of civic facilities; and to establish and evaluate future use scenarios for the existing Fire Hall.

Fire-Rescue Services are expected to move into the new fire station in 2023/2024. As such, the existing Fire Hall will be vacant and could be re-purposed into a different use. The building itself is in an excellent downtown location with significant public access/visibility. It is also in very good condition, built and maintained with longevity in mind. As such there are many potential re-uses of the facility once Fire-Rescue Services move out. Future uses could include space for existing municipal departments; use by community groups; or use as a revenue generator, should part or all the facility be rented out to third parties. The property could also be sold to offset the cost of the new Canmore Fire Station. To adequately assess these scenarios, a decision framework including principles and criteria for assessing use of civic facilities must be developed. This framework could be applied to other facilities as well, as the need arises.

END.

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$75,000	0	0	0	0	0	\$75,000
<b>Total</b>	<b>\$75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$75,000</b>

### Operating Budget Impact:

This study will not have any direct operating cost implications. Should the decision be to retain the building, utility, maintenance, and cleaning costs would be incurred.

END.

## Project Rationale:

There is not a definitive plan for what to do with the existing Fire Hall. A market assessment was completed in 2019, which estimated the facility could be sold for between \$3,425,000 and \$4,834,000. However there are many potential re-purposing options for the facility as well. This initiative will identify what these options could be and possible costs associated with implementing the necessary renovations to accommodate the new use(s). This facility was built with 1985 dollars so the cost to re-build a similar building at any point after the Town sells it would be significantly more expensive. As such, understanding the value and need for repurposing the facility for a different municipal or community uses will provide the full picture when considering whether or not to retain the facility or to sell it. Lastly, the framework devised to evaluate various scenarios for long term use of the old Fire Hall will be useful in evaluating the best uses of other civic facility spaces in the future.

END.

## Options Considered:

Option 1) Proceed with the scope as presented (recommended).

Option 2) Proceed directly to selling, leasing, or using the building for a municipal purpose (not recommended).

END.



# Civic Centre Hybrid Workspaces

Project Summary

Project Number

7231

<b>Budget Year:</b>	2022
Department:	Facilities - Town Facilities
Questica Reference:	FAC-22-05

<b>Budget:</b>	\$50,000
Project Type:	Design
Priority:	B

## Project Description:

**Scope:**  
 Develop a floor plan for the Civic Centre along with purchase of office furniture and Information technology (IT) equipment in order to optimize spaces that accommodate a hybrid model of working in the office and remotely.

**Background:**  
 Prior to the Covid-19 Pandemic that started in 2020, the Civic Centre was at full capacity. However, the pandemic triggered many organizations, including the Town of Canmore, to shift the way they operate. This includes the ability to work remotely, and the related ability to move toward shared workstations in Town facilities. However, there are several constraints with the layout of the offices, type of office furniture, and IT equipment that need to be addressed in order to accommodate shared workstations. Ultimately, these changes will enable spaces to be optimized and will delay the need for office space expansion.

END.

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$50,000	0	0	0	0	0	\$50,000
<b>Total</b>	<b>\$50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$50,000</b>

## Operating Budget Impact:

This initiative will have minimal operational impacts. Any removal/installation of office furniture will be implemented in-house using existing resources. Any IT equipment set-up and installation will also be completed in-house using existing resources.

END.

## Project Rationale:

By implementing this plan, the Town will be able to optimize limited space and work toward a common understanding of how these spaces will be used. It will also identify the office and infrastructure technology equipment that will be needed to operate in a new work environment that includes remote work arrangements. By optimizing these spaces that are available, it delays the need for expensive office space expansions that were imminently needed pre-pandemic.

END.

## Options Considered:

The status quo (pre-pandemic) scenario of assigning individuals to specific offices, is an option that is considered but not recommended. Given the spatial constraints of this model, there is no room for expansion or optimization of the limited space that is available. In addition, having remote working options has quickly become the norm in many organizations and thus an absence of these could impact attraction and retention of staff.

END.



# CRC- Rooftop Solar Expansion

## Project Summary

Project Number

7232

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$530,000
Department:	Facilities - Rec Centre	Project Type:	New Equipment
Questica Reference:	FAC-21-09	Priority:	C

### Project Description:

**Scope:**  
Expansion of the solar photovoltaic system on the Canmore Recreation Centre (CRC) roof to cover all suitable roof space.

A rebate of 30% of costs through the Alberta Municipal Solar Program (AMSP) will be explored if still available. The program closes to new applications on April 30, 2022 and available funds may run out before this date. Design of the system must be complete to submit the AMSP application. If the rebate is secured the rebate funds will be returned to General Reserve.

**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 Centre has the largest 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 structural capacity to support rooftop solar in 2019. It was confirmed the roof over room 230 does not have spare capacity for installation of solar. An additional study to confirm the structural capacity over the main entrance and multipurpose gymnasiums is required to confirm if these roofs can support rooftop solar. This is being complete in late 2021.

A 400.5 kW solar photovoltaic system was installed on the Alex Kaleta Arena and a portion of the Thelma Crowe arena in 2021 (capital project 7182).

END.

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
General Capital Reserve	\$130,000	0	0	0	0	0	\$130,000
MSI Capital	\$400,000	0	0	0	0	0	\$400,000
<b>Total</b>	<b>\$530,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$530,000</b>

### Operating Budget Impact:

Utility cost reduction.  
It is estimated an additional 19% of the building's electricity usage could be offset with an approximate 325kW expansion of the solar system to cover the remaining suitable roof space at the CRC.

END.

**Project Rationale:**

The CRC has the largest and best suited 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 an additional ~19% of the building's electricity usage could be offset with an estimated 325kW expansion of the CRC solar system to cover all suitable roofs. Combined with the existing 400.5 kW solar photovoltaic system on the roof of the arenas, after the construction of this expansion, it is expected the building will be offsetting over 40% of its energy use. The system is expected to reduce the Town's GHG emissions by 192 tonnes of CO<sub>2</sub> annually. This project would make significant progress toward achieving the Town's corporate greenhouse gas reduction targets.

END.

**Options Considered:**

Proceeding with construction of the solar photovoltaic system expansion could be made contingent on securing the AMSP rebate. It is estimated up to \$50k would be required to award design of the solar photovoltaic system and submit the AMSP application.

END.



# Downtown Area Redevelopment Plan

Project Summary

Project Number

7233

<b>Budget Year:</b>	2022
Department:	Planning
Questica Reference:	PLN-21-01

<b>Budget:</b>	\$160,000
Project Type:	Studies
Priority:	B

## Project Description:

This project would establish a revised vision for the Town Centre by means of an Area Redevelopment Plan that would include an investigation of seasonal or permanent pedestrianization of a portion of Main Street; identifying the impacts, as well as opportunities this would have on operations, the local business community and the surrounding residential neighbourhoods. This is a revised approach to updating the existing Town Centre Enhancement Plan, in order to address not just physical enhancements to the Town Centre but address its overall functioning from a land use, transportation and aesthetic perspective. An Area Redevelopment Plan is also a statutory plan and therefore carries more weight in decision making processes associated with the development and municipal investment within this area.

This project will be led by internal staff with support from an external consultant where necessary. Consultant support may be required for the creation of graphics, document preparation, transportation planning and urban design. Direct input will be sought from Engineering, Public Works, Fire and Rescue, Facilities, and Economic Development over the course of the project to ensure operational needs and future project plans are aligned with the direction within the new plan.

The project will commence in 2022 and is anticipated to be completed by 2024.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
General Capital Reserve	\$160,000	0	0	0	0	0	\$160,000
<b>Total</b>	<b>\$160,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$160,000</b>

## Operating Budget Impact:

None.

END

## Project Rationale:

This project aligns with one of Council's five strategic priorities for 2019-2022 with regard to "Livability".

In response to COVID-19 distancing requirements and in an effort to support local businesses during difficult economic times, the Town approved the closing of Main Street to vehicular traffic during the summer high season in 2020 and 2021. The success of this road closure has raised questions about the potential for the permanent closure of the Town Centre to vehicular traffic. Such a closure would present many opportunities to further enhance and activate these streets for pedestrian traffic. However, this would also have an impact on land uses currently within the Town Centre and those that could be accommodated in the future.

While there has been comparatively slower redevelopment in the Town Centre in comparison to other areas of town, this is anticipated to change gradually over the next 10 years. Growth of the overall community and increases in visitation have made Canmore's Town Centre a vibrant destination, but has also resulted in increased congestion. The Integrated Transportation Plan has established a new direction and approach to parking management and multi-modal transportation. A fully pedestrianized Town Centre would require the careful balancing of activated public spaces with the needs of adjacent private property development. This plan will provide the direction necessary to inform land use changes, municipal investments and upgrades to the area and opportunities for further enhancements by the local business community.

END

## Options Considered:

The Town Centre Master Plan has previously been delayed for a number of years given other priorities, stretched internal capacity and the COVID-19 pandemic. Administration recommends that an area redevelopment plan is a better approach to providing the strategic direction necessary in the downtown, and ensuring the efficient use of municipal funds.

The plan could be delayed further. In absence of this plan, evaluating the scope and scale of Town Centre infrastructure and aesthetic improvements could be more difficult.

END



# Palliser Area Structure Plan (ASP)

Project Summary

Project Number

7234

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$100,000
Department:	Planning	Project Type:	Studies
Questica Reference:	PLN-21-02	Priority:	B

## Project Description:

This project would establish a revised vision for the lands within the Palliser Area by means of the adoption of a new Area Structure Plan (ASP) that would replace the one that was developed in 2000.

With continued growth pressures within the Town, the lands within the Palliser area provide opportunities for future development that could contribute to alleviating the need for affordable house, commercial and light industrial lands This plan will establish a vision for the area that reflects currents needs and provides the necessary high-level policy direction to guide development iin this area into the future.

This project may be led by internal staff with support from an external consultant where necessary, if capacity allows. This project will require a robust engagement plan as it involves multiple land owners and will likely garner significant public interest. All internal departments will be consulted at various points within the process to ensure operational needs and future project plans are aligned with the development direction created for this area.

The project will commence in 2022 and is anticipated to be completed by 2024. This project is contingent on obtaining approval of a full-time Senior Planner resource within the department to lead this work.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
General Capital Reserve	\$100,000	0	0	0	0	0	\$100,000
<b>Total</b>	<b>\$100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$100,000</b>

## Operating Budget Impact:

None

END

**Project Rationale:**

This project aligns with one of Council's five strategic priorities for 2019-2022 with regard to "Livability".

In 2019, the Town acquired a 2.16 parcel of land, which was formerly home to the New Life Christian Centre. These lands were to be transferred to Canmore Community Housing (CCH) for the development of affordable housing. CCH has identified a desire to proceed with initial stakeholder engagement on the master planning process for these and other lands under CCH control in Palliser, in Q4 of 2022.

While coordination between the Town and CCH on the development of these lands is integral, the process would benefit if there was clarity on the Town's desired direction for this area. An ASP for this area was developed in May 2000. Since that time, development has occurred in the area in response to emergent community needs that required a different approach be taken than what was outlined in the 2000 plan.

The lands currently under the control of CCH were identified in the 2000 ASP as an area where a mix of commercial or quasi commercial uses should be encouraged. With the continued pressure for development and the limited land supply within the Town's boundaries, large scale development plans need to be strategic and deliberate. This plan will provide the direction necessary to inform potential land use changes and the overall approach towards managing these environmentally important lands.

END

**Options Considered:**

The plan could be delayed further as further work is still underway on the management of the Lower Silvertip Wildlife Corridor, which would need to inform key directions within this plan. In absence of this plan, the lands acquired by CCH could proceed with a master planning process with minor amendments to the current ASP, in order to facilitate development in the short-term.

END

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$1,500,000
Department:	Engineering	Project Type:	Asset Replacement
Questica Reference:	ENG-19-37	Priority:	B

### Project Description:

The Bow River West Pathway project includes hard surface improvements between the Bow River Bridge and the existing asphalt pathway in Three Sisters. The upgrades will include both combined mixed use segments, and separate walk and cycle segments depending on the area and transportation requirements, and will upgrade the current shale and clay mix gravel surface pathway that ranges in width from 1.4 to 4.4m.

There are several areas where grades are not accessible, and winter maintenance would not be possible even if paved. In these key areas the scope of work will include establishing accessible and maintainable grades and trail widths through trail realignment, regrading, retaining walls, and replacement of two existing pedestrian bridges at both prospect heights and a storm water crossing to the south of that bridge. Replacement of the Prospect Heights bridge in particular is a major component of the project, requiring regulatory approvals.

Phase 1 budget and schedule may or may not permit the full completion of all of the most challenging areas. This will be determined during the concept and preliminary design, currently underway in fall of 2021. The project is scheduled for completion in 2023, and will not be ready for winter maintenance along the full alignment until then.

There are a number of key connections to the community from the main trail alignment. Those connections require upgrades in order to improve the connectivity to the main path to be accessible and maintainable. That work is expected to be included in a future phase, after the main pathway paving project is completed.

Consideration has been given to the following documents in developing functional requirements for the pathway including:

- 2018 Integrated Transportation Plan
- Historic Transportation Impact Assessments for current and future development areas

END.

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
CCBF	\$500,000	0	0	0	0	0	\$500,000
Federal Grants	\$600,000	0	0	0	0	0	\$600,000
MSI Capital	\$400,000	0	0	0	0	0	\$400,000
<b>Total</b>	<b>\$1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$1,500,000</b>

### Operating Budget Impact:

Operational impacts include approximately 2km of new hard surface pathway requiring winter maintenance which have been accounted for in the Streets and Roads budget.

Reduced maintenance costs for steel structures vs. existing wooden structures will have a positive impact on Parks budgets in future years.

Solid Waste Services anticipates the addition of several waste bins and has accounted for the additional maintenance in their 2022 budget.

Any signage and benches added will be determined as the project progresses to preliminary design. If desired by Parks, these furnishings will require operational dollars for maintenance beyond the two-year contractor warranty period. Operational costs for any added furnishings will not be significant.

Minimal landscaping is planned, other than natural restoration of disturbed areas. END.

## Project Rationale:

Goals of the project include:

- Creation of an all-ages, all-abilities, year-round pathway connection for walking and cycling to established communities in Canmore west of the Bow River
- Enable a greater proportion of residents and visitors to take a proportion of travel trips by foot and bicycle in support of our Municipal Development Plan, Integrated Transportation Plan, and Integrated Parking Management Plan goals.
- Upgrade facilities in a way that accommodates future growth and requirements in the area.

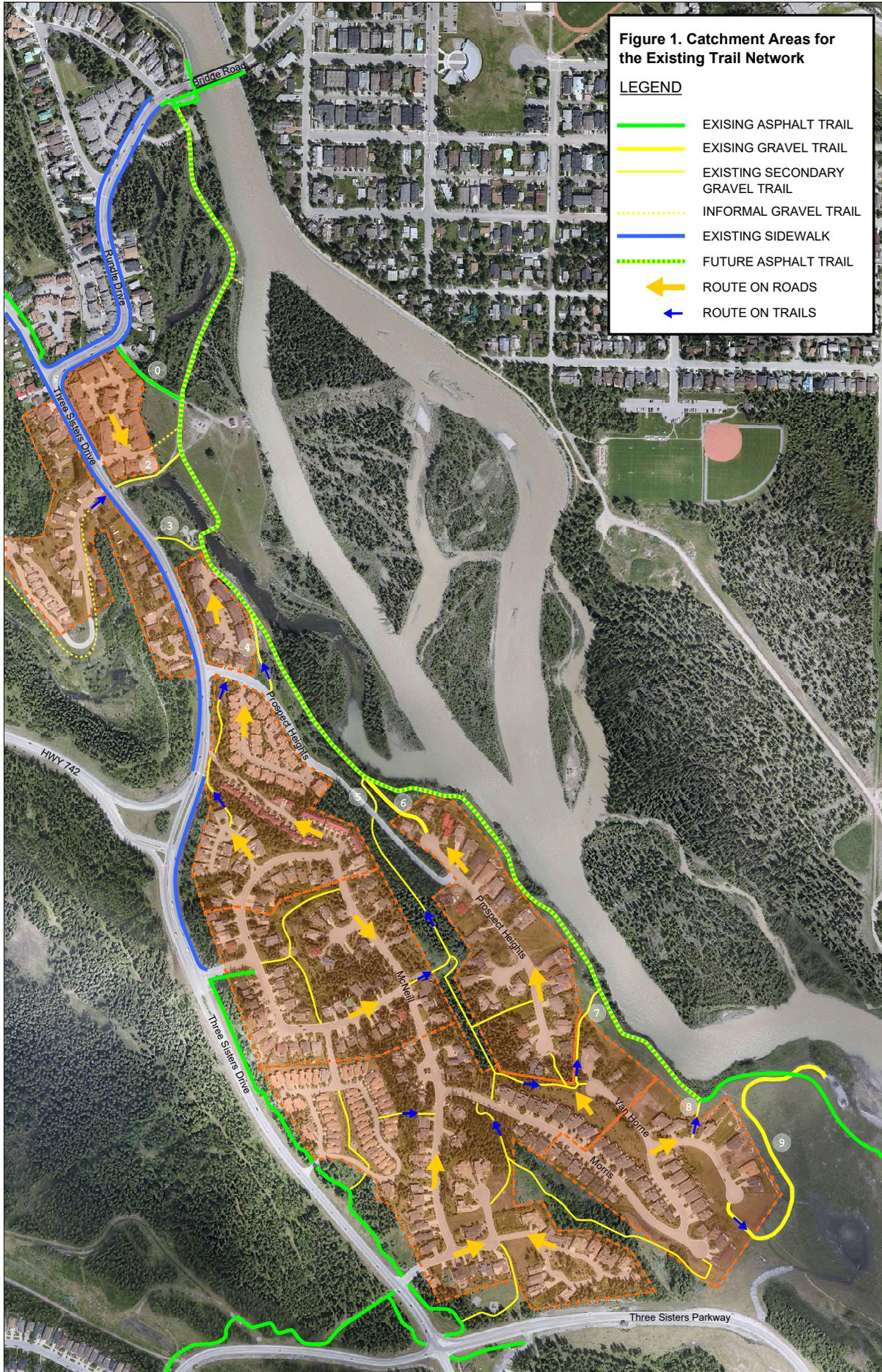
END.

## Options Considered:

Mixed use and separate facilities will be considered for the various segments of the pathways as is required, along with staging considerations.

Pedestrian bridges will be replaced with steel structures, rather than glue laminated wooden structures, to address operational issues with maintaining wood over waterways.

END.



**Figure 1. Catchment Areas for the Existing Trail Network**

**LEGEND**

- EXISTING ASPHALT TRAIL
- EXISTING GRAVEL TRAIL
- - - EXISTING SECONDARY GRAVEL TRAIL
- . . . INFORMAL GRAVEL TRAIL
- EXISTING SIDEWALK
- . . . FUTURE ASPHALT TRAIL
- ← ROUTE ON ROADS
- ← ROUTE ON TRAILS







# Passenger Rail Station and Impact Study

Project Summary

Project Number

7236

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$100,000
Department:	Engineering	Project Type:	Council Request
Questica Reference:	ENG-22-10	Priority:	B

## Project Description:

The vote followed on motion 271-2021 as amended: that Council approve the 2022 Capital Budget as presented, with the following amendment:

- that Council direct administration to create a \$100,000 capital project to undertake a study in 2022 assessing the best location for a passenger rail station in Canmore as well as the impact of the proposed Calgary to Banff passenger rail project on the municipality's transportation systems, which would be funded from General Municipal Capital Reserve, and to return to Council with the full scope of the study for approval prior to implementation.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
General Capital Reserve	\$100,000	0	0	0	0	0	\$100,000
<b>Total</b>	<b>\$100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$100,000</b>

## Operating Budget Impact:

END

## Project Rationale:

END

## Options Considered:

END



# Parking Management Implementation (2022)

Project Summary

Project Number

7237

<b>Budget Year:</b>	2022
Department:	Engineering
Questica Reference:	ENG-19-34

<b>Budget:</b>	\$100,000
Project Type:	New Infrastructure
Priority:	B

## Project Description:

Project in support of Town Centre paid parking implementation and is a supplemental budget for Cap 7084.

The project scope includes:

- 4 additional pay machines. Based on the experience in Banff, additional pay machines in the Town Centre are expected to be required. This takes the total from 8 to 12 - \$54,000
- Provision of parking, wayfinding and signage for pay parking and intercept parking areas (adjacent roadways, pan handle at EP, private lots where available) - \$30,000
- Further development of software to adapt Quarry Lake implementation to Town Centre - \$26,000

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Paid Parking	\$100,000	0	0	0	0	0	\$100,000
<b>Total</b>	<b>\$100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$100,000</b>

## Operating Budget Impact:

Operating costs for pay machine maintenance and operations is approximately \$950 each per year and will be funded by paid parking revenues.

END

## Project Rationale:

The need for additional parking machines has been identified through the experience in Banff.

Quarry Lake implementation was not originally part of the original scope of 7084 and additional funding is required to address changes to the program due to that rollout and planned program changes for the Town Centre based on that experience.

END

## Options Considered:

Defer pay machine purchase until need is confirmed. If additional pay machines are not procured in advance, the lead time of 3-4 months would preclude deployment in the same peak season.

END



# Street and Drainage Rehabilitation (2022)

Project Summary

Project Number

7238

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$1,000,000
Department:	Engineering	Project Type:	Asset Replacement
Questica Reference:	ENG-22-03	Priority:	B

## Project Description:

Scope of work includes:

- 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. Includes smaller road rehabilitations. (\$450,000)
- Design and tender preparation for 2023 Street and Drainage rehabilitation projects as identified in the 2021 Pavement Condition Assessment (\$450,000)
- Concept and preliminary design for 2024 Street and Drainage rehabilitation projects as identified in the 2021 Pavement Condition Assessment (\$100,000)

While routine street and drainage rehabilitation work can be carried out as replacement of like-for-like, where opportunities present, enhancements to improve stormwater management, safety, and accessibility will be included in the scope of work. These improvements will be less than 10% of the project value, unless funded by another capital budget or through separate Council approvals.

END.

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Asset Rehab - Replacement	\$500,000	0	0	0	0	0	\$500,000
MSI Capital	\$500,000	0	0	0	0	0	\$500,000
<b>Total</b>	<b>\$1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$1,000,000</b>

## Operating Budget Impact:

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

Where projects include enhancements, and new operational costs, those impacts are factored into Streets and Roads budgets. For 2022, there are no major enhancements planned.

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 2021 Pavement Condition Assessment, ongoing monitoring, transportation requirements, and opportunities to leverage developer projects.

END.

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$500,000
Department:	Engineering	Project Type:	Asset Replacement
Questica Reference:	ENG-22-08	Priority:	B

**Project Description:**

Design phase for Railway Avenue and includes engagement, a complete preliminary design, as well as detailed design for the next phase of construction, earmarked for 2024. This is a two year project effort with preliminary work in 2022 and detailed work in 2023, providing adequate opportunity for monitoring of the TIP20 phase of work, and engagement with Council, the community and affected stakeholders.

The concept report, approved by Council for planning purposes, July 2, 2019, is the basis for the work. The design will be updated based on lessons learned and engagement as required to deliver successful outcomes.

END

**Budget Funding:**

	2022	2023	2024	2025	2026	2027	Total
Asset Rehab - Replacement	\$100,000	0	0	0	0	0	\$100,000
MSI Capital	\$400,000	0	0	0	0	0	\$400,000
<b>Total</b>	<b>\$500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$500,000</b>

**Operating Budget Impact:**

Participation of multiple departments in the development of designs will require operational staff time.

Operating budget impacts of the construction phase of work will be considered as part of the preliminary design process and will be included in operating budgets as part of future approvals for construction.

END

## Project Rationale:

The project was previously approved, however was cancelled by Council at the time of COVID-19's initial impacts as a cost saving measure.

Railway Avenue is the backbone of our transportation system, and is in need of rehabilitation and transportation upgrades. Future phases of the work will include complete street enhancements that will allow our traffic network to grow and evolve to better manage Canmore's growth and changes in travel patterns. The work is consistent with the ITP, and the Council accepted for planning purposes Railway Avenue Concept Design Brief.

END

## Options Considered:

The Railway Avenue Concept Design Brief explores options for configurations of the streetscape based on functional requirement. During preliminary design phases options will be further considered, and adjustments made based on lessons learned, engagement, and issues and opportunities identified through design development.

Option to maintain and rehabilitate existing roadway. Railway design is inconsistent with Integrated Transportation Planning, has a number of operational issues including safety and accessibility, and as currently designed is an impediment to meeting 2030 mode shift targets.

END



# Bus Stop Improvements (2022)

Project Summary

Project Number

7240

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$250,000
Department:	Engineering	Project Type:	New Infrastructure
Questica Reference:	ENG-22-09	Priority:	C

## Project Description:

Installation and improvement of bus stops within Canmore on both Local and Regional routes. Scope may include concrete pads and connecting pedestrian facilities, benches, bike racks, garbage and recycle receptacles, signage, lighting, and shelters. The project will generally involve shelter and capacity upgrades to the Town Centre stop, shelters at four or more additional stops, and basic improvements at approximately twelve stops.

A list of stop improvements and locations has been reviewed by the BVRTSC. There will be ongoing liaison with the commission as well as;

- Impacted departments including Facilities, Streets and Roads, Parks, and Solid Waste Services
- Impacted residents and businesses

Work will be completed over the course of two years. This will allow for longer lead times and installation of shelters and furnishings.

END.

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Federal Grants	\$100,000	0	0	0	0	0	\$100,000
Operating (Capital)	\$150,000	0	0	0	0	0	\$150,000
<b>Total</b>	<b>\$250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$250,000</b>

## Operating Budget Impact:

A net three additional bus stops above and beyond that previously budgeted have been accounted for in the Public Works operating budget.

END



# Bus Stop Improvements (2022)

Project Summary

Project Number

7240

## Project Rationale:

Over forty transit stops exist in Canmore to accommodate local and regional bus services. Many of these stops are currently informal with poor accessibility for passengers. Improvements to stops have been gradually introduced based on ridership data and prioritization of upgrades. The work will be partially funded (40%) by a federal transit grant.

END.

## Options Considered:

END



# Pathway Network Connectivity (2022)

Project Summary

Project Number

7241

<b>Budget Year:</b>	2022
Department:	Engineering
Questica Reference:	ENG-22-04

<b>Budget:</b>	\$150,000
Project Type:	Growth
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:

- Cougar commuter gravel path upgrades connecting to new paved pathway at Old Canmore Road - \$67,500
- Conceptual design of Bow Valley Trail future pathway segments and upgrades - \$50,000
- Bicycle parking at major trip generating destinations - \$25,000
- Promotion and education to encourage mode-shift - \$7,500

END.

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
CCBF	\$75,000	0	0	0	0	0	\$75,000
Operating (Capital)	\$75,000	0	0	0	0	0	\$75,000
<b>Total</b>	<b>\$150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$150,000</b>

## Operating Budget Impact:

Projects have operating impacts that are coordinated with Public Works to inform the Streets & Roads operating budget. Projects identified above are expected to add approximately 300m of new paved pathway to the network by fall 2022 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.

Promotion of new and existing cycle and walk infrastructure has been demonstrated to substantially increase use and return on investment.

END.

## Options Considered:

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

END.



# GIS Plan Implementation (2022)

## Project Summary

Project Number

7242

<b>Budget Year:</b>	2022
Department:	Engineering
Questica Reference:	ENG-22-01

<b>Budget:</b>	\$35,000
Project Type:	Software
Priority:	B

### Project Description:

Purpose of the project is to collect high resolution spatially corrected aerial imagery (otherwise known as an orthophoto) covering the Town of Canmore in 2022.

High resolution imagery that the Town purchases is used for a wide variety of mapping purposes in most Town departments. The latest high resolution imagery was collected in 2017. The Town of Canmore has historically collected imagery every 4-5 years. A number of large infrastructure projects were completed since the last data collection in 2017 and numerous buildings have been constructed. The 2017 service provider distributes high resolution overhead aerial imagery as well as oblique angled imagery from four side directions on each location in town and a cloud hosted web mapping viewer product that allows for the imagery to be viewed and 3D measurements to be collected. The same, or an equivalent service is recommended for the 2022 update.

END.

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$35,000	0	0	0	0	0	\$35,000
<b>Total</b>	<b>\$35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$35,000</b>

### Operating Budget Impact:

Capital costs include 3-years of software subscription for access to oblique imagery through Eagleview Pictometry. Annual extensions will be approximately \$2,000.

END

## Project Rationale:

Aerial imagery collected provides significant cost savings to the organization in that it allows for information to be collected on Town assets without conducting site visits. This saves staff time, and allows the Town to generate better quality maps and information for staff to efficiently conduct work, and for the public, and supports the Town's move to a hybrid work-from-home environment. This project also aligns well with the recommendations presented within the most recent Town of Canmore Organizational Review, specifically the following recommendations:

- Review the approach to implement IT projects and invest in technology projects that generate efficiencies, eliminate paper based or manual processes, free-up capacity, and help the Town scale up.

This project also is a stated goal for completion in 2021-2022 within the GIS Strategic Plan document:

- Update orthophoto imagery capture based on 5 year capture frequency.

Additionally, the Town of Canmore Tax Assessment contractors use the overhead and oblique imagery in their assessment activities as the data provides high quality information and views of buildings and properties.

END.

## Options Considered:

1. Status Quo - Do nothing and continue to use the Town's 2017 high resolution imagery, and use free low-resolution image sources (e.g. Google Maps) when necessary. With the rate of community change, it is recommended that imagery be updated each 4-5 years to stay current and maximize utility.

2. Collect imagery in 2022, but only overhead angle imagery. Cost will be an estimated 10-30% cheaper than collecting overhead and oblique imagery. Overhead imagery will allow for basic asset data collection and map updates, but will not provide as many side views of buildings and treed lots as oblique imagery.

END



# Snow Management Facility Study

Project Summary

Project Number

7243

<b>Budget Year:</b>	2022
Department:	Streets & Roads
Questica Reference:	SR-22-04

<b>Budget:</b>	\$75,000
Project Type:	Studies
Priority:	A

## Project Description:

The project is to investigate options for locating, designing and constructing a snow management facility. There will also be consideration for synergies with other types of infrastructure such as intercept parking.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Operating (Capital)	\$75,000	0	0	0	0	0	\$75,000
<b>Total</b>	<b>\$75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$75,000</b>

## Operating Budget Impact:

Operational impact will be known once the study is complete.

END

## Project Rationale:

Regulatory: The Town is currently not compliant with the Provincial regulations related to snow storage.

Operational Need: The gravel access road for the current snow storage facility requires significant maintenance. It can also present challenges with insufficient space to accommodate snow from a significant snow fall event.

Operational Benefits: Centralized or multiple locations will reduce costs in travel time hauling snow.

Community Need: The Town has received numerous requests from private snow removal contractors over the years to provide snow storage opportunities. Requests have all been denied as there are challenges accommodating snow from public roadways alone.

END

## Options Considered:

Project could be deferred however risks related to not meeting regulatory requirements would continue; and the Town may miss opportunities to work collaboratively with the development industry on securing an appropriate site.

END



# Cemetery Final Design and New Columbarium - Phase 1

Project Summary

Project Number

7244

<b>Budget Year:</b>	2022
Department:	Cemetery
Questica Reference:	PAR-17-10

<b>Budget:</b>	\$365,000
Project Type:	Growth
Priority:	B

## Project Description:

Phase 1 of this project includes:

1. Complete design to maximize available space at the cemetery. This includes completion of a site survey, design of the remaining unused section of the cemetery (2,040m<sup>2</sup>), a ground survey looking for past unknown burial sites, and project management services.
2. Supply and installation of a new 180-niche columbarium, and either foundation repair or relocation of existing structure;
3. New shed; and
4. Extend irrigation system

Phase 2 (a future capital project in 2024) for \$200,000 would complete the remaining work identified in the final design, including:

- Construct a Scattering Garden and supporting monument;
- Install platform for future columbarium's;
- Complete final pathway system; and
- Complete final irrigation expansion

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
MSI Capital	\$365,000	0	0	0	0	0	\$365,000
<b>Total</b>	<b>\$365,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$365,000</b>

## Operating Budget Impact:

Repair and Maintenance costs is \$500/yr., related to minor trail work and litter. All other costs are recovered through fees.

END

## Project Rationale:

The only cemetery space that is left for development is 2,040m<sup>2</sup> within the current fence. This area has been previously surveyed and can currently accommodate 156 ground plots. However, it is expected that a redesign of the remaining space can create additional long-term capacity.

As well, the addition of columbaria would increase site capacity from 156 to a minimum of 2,880. The addition of a scattering garden will provide a memorial option at a more affordable price and is also a "leave no trace" method of memorial for those who do not prefer traditional burial or cremation practices. This overall space saving ensures the longevity of the current cemetery.

The current columbarium was installed in 2008 and has 21 niches spaces left. Based on annual sales of 12 niches per year, this unit is projected to be filled by year end 2023. A columbarium holds up to 360 cremations on a footprint of 150m<sup>2</sup>, including landscaping. Columbaria are space saving, and each new unit should pay for itself over 6-7 years.

There are 123 ground plots currently available for sale, with annual sales averaging 9 per year. We anticipate that the option to purchase a burial plot will no longer be possible after 2035. After this all memorials available to purchase will be limited to the columbaria or the scattering garden.

Using ground space to install columbaria and a scattering garden, will save space and provide a lower cost option for people to be memorialized.

END.

## Options Considered:

1. Design the existing cemetery space as proposed so the remaining space is maximized.

END.



# Playground Replacement - Lions Park

Project Summary

Project Number

7245

<b>Budget Year:</b>	2022
Department:	Parks
Questica Reference:	PAR-21-11

<b>Budget:</b>	\$480,000
Project Type:	Asset Replacement
Priority:	B

## Project Description:

The Lions Park Playground was built in 1998, and is in need of replacement. The replacement project has been delayed a number of times, in an effort to coordinate construction of a new playground with the expansion of the adjacent tennis courts. Grant funding for the tennis court expansion was recently confirmed, and the expansion is planned to proceed in 2022 (see project PAR-21-10).

The playground, including the swings, will be relocated to the north side of Lions Park to make room for the tennis court expansion. The new location will require removal of trees, site excavating, ground leveling and engineering/geotechnical work prior to the new structure being installed.

The new playground will be enhanced with a rubberized surface. A rubber surface makes the site more accessible for users with physical disabilities.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
MSI Capital	\$480,000	0	0	0	0	0	\$480,000
<b>Total</b>	<b>\$480,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$480,000</b>

## Operating Budget Impact:

There is a \$576 / 18hr labour reduction in operational impact for time required to blow a play ground surface over rototilling the pea gravel at critical fall height locations.

END

## Project Rationale:

1. Repair & Maintenance: The Lions Park playground structures are made mostly of wood. It is a very busy playground and significant wear has been documented. This includes the grooving of wooden panels/surfaces and the movement of hinge points, which can create risks for users.
2. Lifecycle Schedule: The playground was scheduled for replacement in 2018 and has been delayed a number of years in anticipation of the Tennis Court expansion project.
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 like those at Lions Park. The concern includes the risk of children getting splinters from wood treated with CCA. The gradual removal of these products is reasonable due to the minimal risk and high cost.
4. Surface Upgrade: A rubberized surface is a 100% recycled product (e.g. automobile tires) manufactured in Alberta. There are many benefits versus pea gravel:
  - a) Safety - Glass, needles and debris are more visible and therefore removed sooner.
  - b) Maintenance - Rubberized surface requires weekly (1hr of labour per week/average = 10hrs/yr = \$320) debris blowing (w/ leaf blower) compared with a rototill program for pea gravel (4hrs per month x 7 months = 28hrs/yr = \$896.) A labor cost saving of \$576 or 18 labour hours per year.
  - c) Accessibility - A rubberized surface is wheelchair accessible.

END

## Options Considered:

No other options were considered.

END



# Street Sweeper Replacement F-25 (2022)

Project Summary

Project Number

7246

<b>Budget Year:</b>	2022
Department:	Fleet Services
Questica Reference:	SR-21-08

<b>Budget:</b>	\$425,000
Project Type:	Asset Replacement
Priority:	B

## Project Description:

The project will replace one of the two street sweepers in 2022 for \$425,000. Replacement will incorporate consideration for electric vehicle availability and suitability, and associated charging infrastructure into decision making. Equipment is replaced with suitable, and similar equipment.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
MSI Capital	\$425,000	0	0	0	0	0	\$425,000
<b>Total</b>	<b>\$425,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$425,000</b>

## Operating Budget Impact:

Replacement equipment therefore no impact.

END

## Project Rationale:

- Equipment replacement is required in accordance with the Vehicle Replacement Policy based on Age and Mechanical condition
- Climate change requires more de-icing material to be applied during winter months; creates sweeping need
- Equipment is required to clean up streets and mitigate de-icing materials getting into surrounding waterways
- Expanding transportation network and multi-modal transportation enhances the need for street sweeping
- Downtown closure increases the need for regular sweeping in certain areas of the town
- Maintains fleet efficiency and standardization
- Unit is requiring increased annual maintenance
- Project to explore fleet electrification options if available (possible rebates available)

END

## Options Considered:

### Keep equipment:

- Increases annual repair and maintenance
- Constrains mechanic operating capacity

### Electric Vehicles:

- Options are available. A new unit would cost approximately \$750,000, and the Town would be eligible for approximately 200K in rebates. Savings in fuel and maintenance with an electric vehicle would be approximately \$10-15,000 annually. A 2020 ATCO feasibility study recommended against this action due to early stage development of electric street sweeping equipment.

END



# Skid Steer Replacement F-71 (2022)

Project Summary

Project Number

7247

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$100,000
Department:	Fleet Services	Project Type:	Asset Replacement
Questica Reference:	SR-19-10	Priority:	B

## Project Description:

The project would replace a skid steer and necessary attachments in 2022 for \$100,000. Incorporates electric vehicle availability and suitability, and associated charging infrastructure into decision making. Equipment is replaced with suitable, and similar equipment.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Asset Rehab - Replacement	\$100,000	0	0	0	0	0	\$100,000
<b>Total</b>	<b>\$100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$100,000</b>

## Operating Budget Impact:

Replacement equipment therefore no operational impact.

END

## Project Rationale:

- Equipment qualifies per the Vehicle Replacement Policy based on Age and Mechanical condition.
- Maintains fleet efficiency and standardization.
- Unit is starting to leak oil regularly and requires increased repair and maintenance
- Provides an opportunity to replace with equipment that is best suited to evolving tasks
- Replacement anticipate increasing need to service a dynamic active transportation network

END

## Options Considered:

Keep equipment:

- Increases annual repair and maintenance
- Constrains mechanic operating capacity

Electric Vehicles:

- Limited suitable options given the operating environments and demands required from the equipment

END



# Light Fleet Replacements F-53 & F-54 (2022)

Project Summary

Project Number

7248

<b>Budget Year:</b>	2022
Department:	Fleet Services
Questica Reference:	SR-22-06

<b>Budget:</b>	\$120,000
Project Type:	Asset Replacement
Priority:	B

## Project Description:

The project is to replace two pick up trucks for a budget of \$120,000. The light fleet replacements are eligible per the Vehicle Replacement Policy. Incorporates consideration for electric vehicle suitability and associated charging infrastructure into decision making. Equipment is replaced with suitable, and similar equipment.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Asset Rehab - Replacement	\$120,000	0	0	0	0	0	\$120,000
<b>Total</b>	<b>\$120,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$120,000</b>

## Operating Budget Impact:

Replacement equipment therefore no impact

END

## Project Rationale:

Equipment qualifies per the Vehicle Replacement Policy based on Age and Mechanical condition. Maintain fleet efficiency and standardization.

Replacement of one vehicle was cancelled in 2020 and is now two years overdue. Replacement of another is due to electrical issues and the anticipated costs to repair.

END

## Options Considered:

Keep equipment:

- Increases annual repair and maintenance
- Constrains mechanic operating capacity

Electric Vehicles:

- Limited suitable options given the operating environments

END



# Lions Park Tennis Court Expansion - Construction

Project Summary

Project Number

7249

<b>Budget Year:</b>	2022
Department:	Parks
Questica Reference:	PAR-21-10

<b>Budget:</b>	\$750,000
Project Type:	New Infrastructure
Priority:	C

## Project Description:

The project is to expand the tennis court site to include a total of 4 tournament regulation sized tennis courts. The project design was completed in 2017. Construction will be coordinated with the replacement of the current playground at Lions Park (see project PAR-21-11) in 2022.

The project includes CFEP grant funding of \$125,000.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Cash in lieu of Municipal Reserve	\$105,000	0	0	0	0	0	\$105,000
MSI Capital	\$500,000	0	0	0	0	0	\$500,000
Other	\$145,000	0	0	0	0	0	\$145,000
<b>Total</b>	<b>\$750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$750,000</b>

## Operating Budget Impact:

No operational impact identified at this time.

END



# Lions Park Tennis Court Expansion - Construction

Project Summary

Project Number

7249

## Project Rationale:

**Community Need:** A 2012 study (prepared by the Tennis Association) determined that demand for tennis courts exceeds supply. Similar sized communities have 6 tennis courts and the Town currently has a total of 4. The 2016 Recreation Master Plan identified tennis as a community priority as an outdoor amenity (tennis was 2nd - tied with Nature/Interpretive Trails).

**Revenue Opportunity / Expense Recovery:** The Canmore Tennis Association began administering a court rental/reservation system in 2014. It is anticipated that the revenue from the Canmore Tennis Association reservation and membership fee system will payback the full Town contribution of \$500k from MSI and \$105k from Cash in lieu in a 25-30 year timeframe. Additional revenue opportunities include hosting tennis tournaments that appeal to both locals and visitors which will positively impact local businesses.

END

## Options Considered:

No other options considered at this time.

END



# Community Electric Vehicle Strategy

Project Summary

Project Number

7250

<b>Budget Year:</b>	2022
Department:	PW Admin / Sustainability
Questica Reference:	PW-22-01

<b>Budget:</b>	\$20,000
Project Type:	Consulting
Priority:	C

## Project Description:

Budget is requested for consulting services to develop a Community Electric Vehicle (EV) Strategy. The Strategy will enable residents and visitors to transition to electric vehicles. The main focus will be to develop a strategic approach for EV charging across the community in homes, workplaces, visitor accommodation and public areas.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Sustainability	\$20,000	0	0	0	0	0	\$20,000
<b>Total</b>	<b>\$20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$20,000</b>

## Operating Budget Impact:

None.

END

## Project Rationale:

The Town of Canmore has set a target to reduce community-wide greenhouse gas (GHG) emissions by 30% by 2030 and 80% by 2050, compared to 2015 levels. Resident and visitor vehicles are Canmore's second highest source of GHGs after buildings, and transitioning to electric vehicles (EVs) is one of the key strategies in the 2018 Climate Action Plan. Widespread adoption of EVs also comes with co-benefits of improved local air quality and reduced noise pollution.

The Federal government has set targets for EVs to account for 30 percent of light-duty sales by 2030 and 100 percent of light-duty sales by 2035. To help accomplish this, they are developing new funding streams for EV charging infrastructure as well as incentives for the purchase of EVs. Cost, battery range and access to charging are the main barriers for individuals to purchase an EV. Decreasing purchase cost and increasing range is expected over the coming years and is being driven by the industry. The Town of Canmore does not have the ability to influence these factors. Access to charging, however, is the in the municipal purview and the Town has an important role in this area.

The rationale for developing a community EV strategy at this time includes:

- It better positions the Town to take advantage of current and future federal funding opportunities.
- It could help manage the proliferation of ad hoc charging installations led by external companies and organizations, allowing us to identify and focus on areas of town that will provide the most benefit to residents.
- Areas of Canmore are constrained for parking, so the implications of dedicated EV spaces need to be considered thoughtfully.
- There are equity implications that should be proactively considered, ensuring that low-to-moderate income residents have access to potential resources and benefits of the EV transition.
- The most important charging location for an EV owner is at home. Given the time required to implement any new policy levers to require or encourage EV charging infrastructure in new and /or existing development, strategic planning should start sooner, rather than later.

END

## Options Considered:

This work could be done by in house staff, however, the strategy would be more general. The economic impact analysis and development of potential policy mechanisms are the most important aspects of the strategy and require subject matter expertise to undertake most effectively.

This work could be undertaken in 2023 but this delay would also push back implementation.

END



# Net Zero Building Codes Readiness Assessment

Project Summary

Project Number

7251

<b>Budget Year:</b>	2022
Department:	PW Admin / Sustainability
Questica Reference:	PW-22-02

<b>Budget:</b>	\$25,000
Project Type:	Consulting
Priority:	C

## Project Description:

Budget is requested for consulting services for expertise in green building practices, building code implementation, and familiarity with the new 2020 National Energy Code for Buildings/National Building Code. The consultant will work with Sustainability and Planning and Development to conduct a readiness assessment in advance of the code adoption in Alberta, which is expected to happen as early as the end of 2022. This work is necessary to prepare and build internal capacity and processes in advance of code adoption ensuring the transition to the new codes is smoother and more efficient, enabling us to maximize greenhouse gas reduction potential.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Sustainability	\$25,000	0	0	0	0	0	\$25,000
<b>Total</b>	<b>\$25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$25,000</b>

## Operating Budget Impact:

None.

END

## Project Rationale:

In 2018 the Town of Canmore adopted targets to reduce Community greenhouse gas (GHG) emissions by 30% by 2030 and 80% by 2050, compared to 2015 levels. The majority of GHGs (over 60%) come from existing residential, commercial, and institutional buildings. With Canmore continuing to grow, every new building constructed to the current Alberta Building Code adds more GHGs and moves us further from our targets.

The federal government is developing a Net Zero Energy Ready building code, expected to be released by the end of 2021. It is expected that the new code will be a tiered or step code, similar to the BC Step Code, which sets five performance levels or “steps” that exceed the base BC Building Code, with the higher steps being more energy efficient. Provincial adoption and local implementation of a code that results in Net Zero Energy Ready new buildings is the most effective and important mechanism for helping to achieve Canmore’s greenhouse gas reduction targets.

It is expected the Province of Alberta will adopt the new codes one year after they are released, potentially as early as the end of 2022. In advance, we would like to understand how “ready” the Town of Canmore is to implement a Net Zero Ready Building Code. There may be gaps in existing staff capacity or policies, bylaws or processes that will need to be updated in order to effectively roll out the new code in the community. Getting ahead of this will help avoid or mitigate a potential steep learning curve in the initial period of implementation and provide a smoother transition for the local building and development community.

The consultant would also identify mechanisms for the Town to incentivize builders to achieve a higher level of energy efficiency, so that the Town has some potential alternative options for achieving GHG reduction, should the Provincial government delay model code adoption or adopt a low/unambitious tier. There will also be aspects that are important to achieving our GHG reduction targets (such as EV charging requirements) that will not be included in the code. We will want to investigate incentives or other approaches in order to require or encourage these in new developments. This work does not need to wait for Provincial adoption of the code.

END

## Options Considered:

This work could wait until 2023 to start this work but would push back the implementation. There may be budget implications identified through the assessment (e.g. a new staff or contract position required). Given the lead time for Capital or Operating Budget approvals, deferring the assessment to start in 2023 may mean that it could be an additional year before we have the necessary resources in place to deliver the new code.

END



# Teepee Town Infill

## Project Summary

Project Number

7252

<b>Budget Year:</b>	2022
Department:	SWS - Collection/Disposal
Questica Reference:	SWS-22-01

<b>Budget:</b>	\$120,000
Project Type:	New Infrastructure
Priority:	A

### Project Description:

Adding 2 new waste and recycling sites to Teepee Town.

END

### Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
SWS Collection Reserve	\$96,000	0	0	0	0	0	\$96,000
SWS Recycling Reserve	\$24,000	0	0	0	0	0	\$24,000
<b>Total</b>	<b>\$120,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$120,000</b>

### Operating Budget Impact:

Minor increases to fuel and vehicle maintenance. All increase will be covered through the increase of utility accounts in Teepee Town.

END

### Project Rationale:

Teepee Town is seeing significant infill development. The current waste infrastructure is barely able to service the neighbourhood. More recycling and waste facilities are needed.

END

### Options Considered:

Increase collection frequency - not recommended as one site is already serviced daily.

END



# 3 Tonne Collection Vehicle Replacement

Project Summary

Project Number

7253

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$300,000
Department:	SWS - Recycling	Project Type:	Asset Replacement
Questica Reference:	SWS-19-01	Priority:	B

## Project Description:

Purchase of 3 tonne collection vehicle.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
SWS Collection Reserve	\$150,000	0	0	0	0	0	\$150,000
SWS Recycling Reserve	\$150,000	0	0	0	0	0	\$150,000
<b>Total</b>	<b>\$300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$300,000</b>

## Operating Budget Impact:

None

END

## Project Rationale:

Replacing existing collection vehicle, as per the Town's Vehicle Replacement Policy. 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's collection equipment becomes an issue as the metal fatigues. We have had the collection bodies punctured on older vehicles.

END



# 1 Tonne Collection Vehicle Replacement

Project Summary

Project Number

7254

<b>Budget Year:</b>	2022
Department:	SWS - Collection/Disposal
Questica Reference:	SWS-17-04

<b>Budget:</b>	\$250,000
Project Type:	Asset Replacement
Priority:	B

## Project Description:

This project is for the purchase of a collection vehicle to replace an existing small collection vehicle.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
SWS Collection Reserve	\$100,000	0	0	0	0	0	\$100,000
SWS Recycling Reserve	\$150,000	0	0	0	0	0	\$150,000
<b>Total</b>	<b>\$250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$250,000</b>

## Operating Budget Impact:

None

END

## Project Rationale:

- 1) Life Cycle Management, as per the Town's Vehicle Replacement Policy - the unit will be 10 yrs old in 2022. The nature of our work is quite demanding on the vehicles.
- 2) Service Continuation - Waste collection is an essential service provided by the Town. Two waste collection vehicles ensure that there is never a gap in waste collection due to vehicle breakdowns or scheduled maintenance.

END

## Options Considered:

- 1) purchase the replacement vehicle.
- 2) Analysis the maintenance records and determine if it is possible to continuing running the current vehicle.

END



# Residential Food Waste Expansion Phase 2

Project Summary

Project Number

7255

<b>Budget Year:</b>	2022
Department:	SWS - Recycling
Questica Reference:	SWS-21-11

<b>Budget:</b>	\$130,000
Project Type:	New Infrastructure
Priority:	B

## Project Description:

Purchase and install more residential food waste containers.  
 The proposed locations are:

Rundle Crescent - site work needed  
 Fairholme Dr at 14th street  
 4 th Street /6th Ave - site work needed  
 186 Kananaskis way - site work needed  
 Canyon Close  
 Silvertip road  
 Little Ravine Rd  
 Pallisser Lane (If the Condo Board is agreeable) - site work needed  
 Versant (If condo board is agreeable)

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
SWS Recycling Reserve	\$130,000	0	0	0	0	0	\$130,000
<b>Total</b>	<b>\$130,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$130,000</b>

## Operating Budget Impact:

.25 full-time employee  
 minor increase in vehicle fuel and maintenance  
 End



# Residential Food Waste Expansion Phase 2

Project Summary

Project Number

7255

## Project Rationale:

Food waste diversion is an important activity that contributes to the reduction of Canmore's carbon footprint. Council has made addressing climate change a priority. The current food waste program has been successful and to increase participation more locations are needed. Convenience is a key driver for participation and this project will bring food waste containers to all neighbourhoods in Canmore.

END

## Options Considered:

Spread the expansion over multiple years - not recommended as there will be better pricing with a larger project.

END



# Old Canmore Road - Water Upgrade

Project Summary

Project Number

7256

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$1,025,000
Department:	Utility - Water	Project Type:	Asset Replacement
Questica Reference:	UTI-22-03	Priority:	B

## Project Description:

Project is to complete the water upgrade / connection along Old Canmore Road that was originally planned in 2021, as part of the TIP20 work. The project budget has been increased to reflect actual bids received during the 2021 tendering process.

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 Bow Valley Trail side and connect to a water line near Pumphouse 1 to create a loop and support required water pressures. The 2020 and 2021 project did not have sufficient funds to complete the project so the balance of the work is being proposed for 2022.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Debenture	\$266,500	0	0	0	0	0	\$266,500
Water Utility Reserve	\$758,500	0	0	0	0	0	\$758,500
<b>Total</b>	<b>\$1,025,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$1,025,000</b>

## Operating Budget Impact:

No operational impacts.

END



# Old Canmore Road - Water Upgrade

Project Summary

Project Number

7256

## Project Rationale:

Fire Flows: Completing this final section of water line will improve fire flows along BVT to 300 L/s, a flow that is required for the commercial areas of town.

END

## Options Considered:

No options were considered.

END



# WWTP - BAF & Headworks Lifecycle Phase 4 (2022)

Project Summary

Project Number

7257

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$500,000
Department:	Utility - Waste Water	Project Type:	Asset Replacement
Questica Reference:	UTI-19-19	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 biological aeration filtration (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:

	2022	2023	2024	2025	2026	2027	Total
Wastewater Utility Reserve	\$500,000	0	0	0	0	0	\$500,000
<b>Total</b>	<b>\$500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$500,000</b>

## 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



# Wellhead Protection Study

Project Summary

Project Number

7258

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$200,000
Department:	Utility - Water	Project Type:	Studies
Questica Reference:	UTI-19-22	Priority:	B

## Project Description:

A study to better delineate the wellhead protection area boundaries and should review the groundwater protection regulations in the Land Use Bylaw.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Water Utility Reserve	\$200,000	0	0	0	0	0	\$200,000
<b>Total</b>	<b>\$200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$200,000</b>

## Operating Budget Impact:

No direct operating impact.

END

## Project Rationale:

The current wellhead protection zone is required to be reviewed to best ensure groundwater protection for existing and new development. The Town should undertake a study to better delineate the wellhead protection area boundaries and should review the groundwater protection regulations in the Land Use Bylaw.

This study is recommended in 2016 Canmore Municipal Development Plan (Bylaw 2016-03)

END

## Options Considered:

No options considered.

END



# Utility Renewable Energy Study

Project Summary

Project Number

7259

<b>Budget Year:</b>	2022	<b>Budget:</b>	\$100,000
Department:	Utility - Water	Project Type:	Studies
Questica Reference:	UTI-22-01	Priority:	B

## Project Description:

Project is to complete a review of energy demands for the water and wastewater facilities and provide recommendations for reducing the utilities impact on GHGs.

END

## Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
Wastewater Utility Reserve	\$50,000	0	0	0	0	0	\$50,000
Water Utility Reserve	\$50,000	0	0	0	0	0	\$50,000
<b>Total</b>	<b>\$100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$100,000</b>

## Operating Budget Impact:

No direct operating impact however the recommendations will likely include significant capital investment to have a reasonable ROI by reducing operating costs.

END



# Utility Renewable Energy Study

Project Summary

Project Number

7259

## Project Rationale:

The collective water and wastewater treatment and conveyance facilities are the largest users of energy within the Town of Canmore. It is important to complete the study to determine opportunities and priorities to reduce the impact of the utility on the production of GHGs.

END

## Options Considered:

Defer the project - this will extend the timeframe and delay potential benefits of reducing the utility/corporation's impact on GHGs.

END

# Capital Planning Summary

For the planning period 2022 - 2026

						5 YEAR TOTAL METHOD OF FUNDING					
	2022	2023	2024	2025	2026	Grants	Operating	Reserve	Debtenture	Other	Unfunded
<b>Administration, Economic Development, CSD</b>											
Business Transformation (2022)	100,000						100,000				
Business Transformation (2023)		100,000					100,000				
TSMVPL Litigation	750,000							750,000			
Compensation Grid	50,000						50,000				
Main Street Pedestrianization	50,000							50,000			
Public Art Indigenous Mural Project	25,000							25,000			
Service Level Review - Phase 1	100,000						100,000				
Service Level Review - Phase 2		100,000					100,000				
Digitization Large Format Plans	115,000						115,000				
Tourism Economic Impact Assessment		40,000						40,000			
Canmore Made Hub		35,000						35,000			
Building Neighbourhoods Builds Community 3.0		35,000						35,000			
Interactive Placemaking Artwork				125,000				125,000			
<b>Administration, Economic Development, CSD Total</b>	<b>1,190,000</b>	<b>310,000</b>		<b>125,000</b>			<b>565,000</b>	<b>1,060,000</b>			
<b>Information Technology</b>											
PC Lifecycle & New Equipment (2022)	80,000						80,000				
PC Lifecycle & New Equipment (Future)		60,000	60,000	60,000	60,000		240,000				
IT Infrastructure Lifecycle & New Equipment (2022)	70,000							70,000			
IT Infrastructure Lifecycle & New Equipment (Future)		50,000	50,000	100,000			200,000				
Network Upgrade (2022)	170,000						98,000	72,000			
CityView Phase 1 Efficiencies	50,000						50,000				
TownSquare (2022)	142,000						142,000				
TownSquare (Future)		20,000		20,000			40,000				
Disaster Recovery Program	40,000							40,000			
Asset and Work Order Software	10,000						10,000				
CityView Phase 2 (2022)	30,000						30,000				
CityView (Future)		70,000	20,000	10,000			100,000				
Business Registry - CityView		75,000					75,000				
Council Chambers AV Upgrade		30,000					30,000				
eServices (Future)		80,000	50,000				130,000				
Recreation Systems Enhancements (Future)		15,000	15,000	5,000	5,000		40,000				
Asset Management Software		50,000					50,000				
IT Strategic Improvements		10,000	10,000				20,000				
Finance System Migration			100,000				100,000				
<b>Information Technology Total</b>	<b>592,000</b>	<b>460,000</b>	<b>305,000</b>	<b>195,000</b>	<b>65,000</b>		<b>1,435,000</b>	<b>182,000</b>			
<b>Protective Services</b>											
Ladder Truck Replacement					1,300,000	650,000	650,000				
<b>Protective Services Total</b>					<b>1,300,000</b>	<b>650,000</b>	<b>650,000</b>				

# Capital Planning Summary

For the planning period 2022 - 2026

						5 YEAR TOTAL METHOD OF FUNDING					
	2022	2023	2024	2025	2026	Grants	Operating	Reserve	Debtenture	Other	Unfunded
<b>Recreation</b>											
Long Range Facility Needs Report	50,000						50,000				
<b>Recreation Total</b>	<b>50,000</b>						<b>50,000</b>				
<b>Facilities</b>											
Civic Centre Building Cooling System Replacement	275,000							275,000			
ArtsPlace - Roof Top Unit Replacement	20,000							20,000			
New Fire Station - Construction	14,650,000					7,050,000		600,000	7,000,000		
Facility Use Evaluation	75,000						75,000				
Civic Centre Hybrid Workspaces	50,000						50,000				
CRC- Rooftop Solar Expansion	530,000					400,000		130,000			
EP - Rm 207/208/214 Cooling Enhancements		200,000					200,000				
Elk Run Maint - Short and Long Term R&M		75,000			875,000			950,000			
Fire Station Site - Topsoil Stockpile Management		150,000					150,000				
CRC - Dehumidifier Replacement			265,000				265,000				
CRC - Olympia Ice Resurfacer Replacement			165,000				165,000				
Man Lift - Replacement			75,000				75,000				
CRC - Roof Top Unit Replacements				125,000			125,000				
EP - Long Term R&M				300,000			300,000				
Fire Hall (Existing) - Short & Long Term R&M					610,000			610,000			
CC - Long Term R&M					250,000		250,000				
Union Hall - Short & Long R&M					200,000			200,000			
Scout Hall - Short & Long R&M					180,000			180,000			
CRC - Olympia Ice Resurfacer Replacement					165,000			165,000			
<b>Facilities Total</b>	<b>15,600,000</b>	<b>425,000</b>	<b>505,000</b>	<b>425,000</b>	<b>2,280,000</b>	<b>7,450,000</b>	<b>1,655,000</b>	<b>3,130,000</b>	<b>7,000,000</b>		
<b>Planning</b>											
Downtown Area Redevelopment Plan	160,000							160,000			
Palliser Area Structure Plan (ASP)	100,000							100,000			
<b>Planning Total</b>	<b>260,000</b>							<b>260,000</b>			
<b>Engineering - Flood Projects</b>											
Steep Creek Hazard Mitigation Program		500,000	7,000,000	2,500,000	2,500,000	8,360,000		1,440,000		2,700,000	
<b>Engineering - Flood Total</b>		<b>500,000</b>	<b>7,000,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>8,360,000</b>		<b>1,440,000</b>		<b>2,700,000</b>	
<b>Engineering</b>											
Bow River West Pathway - Phase 1	1,500,000					1,500,000					
Passenger Rail Station and Impact Study	100,000							100,000			
Parking Management Implementation (2022)	100,000							100,000			
Street and Drainage Rehabilitation (2022)	1,000,000					500,000		500,000			
Street and Drainage Rehabilitation (Future)		4,000,000	1,000,000	2,500,000	2,500,000	6,400,000		3,600,000			

# Capital Planning Summary

For the planning period 2022 - 2026

						5 YEAR TOTAL METHOD OF FUNDING					
	2022	2023	2024	2025	2026	Grants	Operating	Reserve	Debtenture	Other	Unfunded
Complete Street Improvements Railway Avenue Design (2022)	500,000					400,000		100,000			
Complete Street Improvements Railway Avenue Future Phases			5,000,000		3,000,000	4,000,000		4,000,000			
Bus Stop Improvements (2022)	250,000					100,000	150,000				
Bus Stop Improvements (Future)		250,000				100,000		150,000			
Pathway Network Connectivity (2022)	150,000					75,000	75,000				
Pathway Network Connectivity (Future)		480,000	500,000	520,000	500,000	1,000,000	675,000	325,000			
GIS Plan Implementation (2022)	35,000						35,000				
GIS Plan Implementation (Future)		25,000	10,000	35,000	40,000		110,000				
Bow Valley Trail Pathway Improvements (Future)		995,000				995,000					
Bridge Asset Management (Future)		500,000		2,150,000	80,000	2,075,000		655,000			
Transportation Safety and Accessibility (Future)		200,000	200,000	250,000	250,000			900,000			
Traffic Management and Monitoring Systems		125,000					125,000				
Engine Bridge Pier Replacement		100,000	1,500,000			750,000		850,000			
Parking Lot Rehabilitation			400,000	500,000	150,000			1,050,000			
Noise Abatement Study			50,000				50,000				
Complete Street Improvements Bow Bridge Corridor					1,500,000	1,000,000		500,000			
Palliser Pedestrian Crossing (Design)					450,000	450,000					
<b>Engineering Total</b>	<b>3,635,000</b>	<b>6,675,000</b>	<b>8,660,000</b>	<b>5,955,000</b>	<b>8,470,000</b>	<b>19,345,000</b>	<b>1,220,000</b>	<b>12,830,000</b>			
<b>Public Works</b>											
Snow Management Facility Study	75,000						75,000				
Cemetery Final Design and New Columbarium - Phase 1	365,000					365,000					
Cemetery Expansion - Phase 2			200,000				200,000				
Playground Replacement - Lions Park	480,000					480,000					
Playground Rubber Surface Lifecycle (Future)		160,000						160,000			
Playground Lifecycle (Future)		320,000		300,000		320,000	300,000				
Street Sweeper Replacement F-25 (2022)	425,000					425,000					
Skid Steer Replacement F-71 (2022)	100,000							100,000			
Light Fleet Replacements F-53 & F-54 (2022)	120,000							120,000			
Light Fleet Replacements (Future)		50,000	115,000	70,000	350,000			585,000			
Lions Park Tennis Court Expansion - Construction	750,000					500,000		105,000		145,000	
Community Electric Vehicle Strategy	20,000							20,000			
Net Zero Building Codes Readiness Assessment	25,000							25,000			
Trail Surface Rehabilitation (Future)		380,000	400,000	400,000	420,000			1,600,000			
Utility Tractor Replacement F-79 (2023)		300,000				300,000					
Outdoor Ice Re-surfacer F-65 (2023)		200,000				200,000					
Heliport Landing Pad Surface Replacement		65,000						65,000			
Dog Park - Spring Creek		90,000					75,000	15,000			
Open Space and Trails Plan Implementation (Future)		50,000	50,000	50,000	50,000		200,000				
Climbing Wall Rubber Surface Install			55,000					55,000			

# Capital Planning Summary

For the planning period 2022 - 2026

						5 YEAR TOTAL METHOD OF FUNDING					
	2022	2023	2024	2025	2026	Grants	Operating	Reserve	Debenture	Other	Unfunded
Parks Equipment - Lifecycle (Future)			5,500	81,200	7,500			94,200			
Street Sweeper Replacement F-101 (2026)					475,000	475,000					
One Tonne Replacement F-110 (2026)					150,000			150,000			
<b>Public Works Total</b>	<b>2,360,000</b>	<b>1,615,000</b>	<b>825,500</b>	<b>901,200</b>	<b>1,452,500</b>	<b>3,065,000</b>	<b>850,000</b>	<b>3,094,200</b>		<b>145,000</b>	
<b>Town Ops Total</b>	<b>23,687,000</b>	<b>9,985,000</b>	<b>17,295,500</b>	<b>10,101,200</b>	<b>16,067,500</b>	<b>38,870,000</b>	<b>6,425,000</b>	<b>21,996,200</b>	<b>7,000,000</b>	<b>2,845,000</b>	
<b>Water Utility - SWS</b>											
<b>SWS</b>											
Teepee Town Infill	120,000							120,000			
3 Tonne Collection Vehicle Replacement	300,000							300,000			
1 Tonne Collection Vehicle Replacement	250,000							250,000			
Residential Food Waste Expansion Phase 2	130,000							130,000			
Replacement Containers		100,000						100,000			
Pedestrian Container Replacement		120,000						120,000			
Skid Steer Replacement		80,000						80,000			
Waste Characterization Study		100,000						100,000			
Boulder Crescent Depot Redevelopment		30,000	300,000					330,000			
3 Tonne Collection Vehicle Replacement			300,000					300,000			
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			
Utility Truck					80,000			80,000			
Waste Management Centre - Building Condition Repairs					200,000			200,000			
<b>Water Utility</b>											
Old Canmore Road - Water Upgrade	1,025,000							758,500	266,500		
WWTP - BAF & Headworks Lifecycle Phase 4 (2022)	500,000							500,000			
Wellhead Protection Study	200,000							200,000			
Utility Renewable Energy Study	100,000							100,000			
PH2 - Treatment Capacity Upgrade - Construction		10,525,000						360,000	10,165,000		
Deep Utility Replacement (Future)		4,200,000	2,200,000	2,000,000	2,600,000			3,600,000	7,400,000		
Utility Vehicle Replacement (Vactor Truck)		850,000						850,000			
Lift Station 8 - Pump Capacity Upgrade		825,000						193,000	632,000		
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			
Elk Run Sewer Main Replacement - Design		200,000						200,000			
Vactor / Equipment Storage Facility		100,000	600,000					700,000			
WWTP - Influent Screen Capacity Upgrade			825,000					600,000	225,000		
WWTP - UV Disinfection Capacity Upgrade			825,000					200,000	625,000		
Grassi Reservoir Capacity Upgrade			600,000	5,600,000				1,885,000	4,315,000		

# Capital Planning Summary

For the planning period 2022 - 2026

						5 YEAR TOTAL METHOD OF FUNDING					
	2022	2023	2024	2025	2026	Grants	Operating	Reserve	Debenture	Other	Unfunded
Lift Station 2A Upgrade			400,000						400,000		
WWTP - Intermediate Transfer Pump Capacity Upgrade					910,000			100,000	810,000		
Cougar Creek Area - Fire Flow / Water Pressure Upgrade				830,000				830,000			
Lift Station 10 Upgrade Phase I				600,000				21,000	579,000		
<b>Water Utility - SWS Total</b>	<b>2,625,000</b>	<b>18,360,000</b>	<b>9,250,000</b>	<b>9,495,000</b>	<b>3,790,000</b>			<b>14,852,500</b>	<b>28,667,500</b>		
<b>Grand Total</b>	<b>26,312,000</b>	<b>28,345,000</b>	<b>26,545,500</b>	<b>19,596,200</b>	<b>19,857,500</b>	<b>38,870,000</b>	<b>6,425,000</b>	<b>36,848,700</b>	<b>35,667,500</b>	<b>2,845,000</b>	
<b>Proposed projects that will require subsequent funding source and council approval</b>											
Heliport Location Study	75,000										75,000
CC - Level 2 Reconfiguration					1,600,000						1,600,000
Fire Hall - Re-purpose for Different Use					500,000						500,000
Larch Area Redevelopment Plan				150,000							150,000
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
Parks Washrooms (Future)		218,000		250,000							468,000
Off Leash Dog Parks (Future)			100,000		100,000						200,000
Ride-on Mower - New					135,000						135,000