

TOWN OF CANMORE

AGENDA

Finance Committee

Council Chamber at the Canmore Civic Centre, 902 – 7 Avenue

November 2, 2023 at 9:00am

A. CALL TO ORDER AND APPROVAL OF AGENDA

1. Land Acknowledgement
2. Agenda for the November 2, 2023 Finance Committee Meeting

B. DELEGATIONS – none

C. MINUTES – none

D. STAFF REPORTS

1. 2023 Capital Projects Status Update, Budget Amendments and Project Cancellations

Recommendations:

- (1) That the Finance Committee accept the Capital Project Progress Report as at September 30, 2023 as presented.
- (2) That the Finance Committee recommend to Council that the following 2022/2023 projects be cancelled:
 - (a) 7285 Asset Management Software Needs Assessment
 - (b) 7226 Long Range Facility Needs Report
 - (c) 7236 Passenger Rail Station and Impact Study
 - (d) 7311 Heliport Landing Pad Surface Replacement
- (3) That the Finance Committee recommend to Council that the following amendments to the 2022/2023 capital projects be approved:
 - (a) Increase the budget for 7190 EP Rock Wall Refurbishment from \$100,000 to \$285,000 with the additional \$185,000 funded by Asset Replacement/Rehabilitation Reserve.
 - (b) Increase the budget for 7244 Cemetery Final Design and New Columbarium – Phase 1 from \$365,000 to \$615,000 with the additional \$250,000 funded by General Capital Reserve.
 - (c) Close-out 7307 Jumping Platform – Quarry Lake.

2. 2024-2028 Proposed Capital Budget and Plan Amendments

Recommendations:

- (1) That the Finance Committee recommend to Council to CANCEL the following 2024 approved projects and DEFER them to future years:
 - (a) 7343 IT Strategic Improvements (2024) \$15,000,
 - (b) 7344 Asset Management Software Implementation \$150,000,
 - (c) 7345 Recreation Systems Enhancements (2024) \$10,000,
 - (d) 7346 Finance System Migration Needs Assessment \$30,000,
 - (e) 7352 Hazard Mitigation Three Sisters Creek Construction \$4,225,000, and
 - (f) 7353 Hazard Mitigation Stone Creek \$500,000.

- (2) That the Finance Committee recommend to Council to CANCEL the following 2024 Unfunded projects and DEFER them to 2025:
 - (a) Salt Shed – Rooftop Solar Installation \$550,000, and
 - (b) Noise Abatement Study \$50,000.

- (3) That the Finance Committee recommend to Council to ADD the following projects to 2024:
 - (a) Long Term Financial Strategy Update \$100,000 funded from Operating,
 - (b) EP – Waterslide Area Repairs \$200,000 funded from Asset Replacement/Rehabilitation Reserve,
 - (c) Recreation Facility Feasibility Study \$200,000 funded from Operating and General Capital Reserve,
 - (d) Parking Management Implementation \$140,000 funded from Integrated Parking Management (Paid Parking) Reserve,
 - (e) WWTP Upgrade – Conceptual Design \$600,000 funded from Wastewater Utility Reserve,
 - (f) Railway Avenue Water Line Replacement – Construction Phase 1 (South) \$1,800,000 funded from Water Utility Reserve, and
 - (g) Teepee Town Water Line Upgrade \$440,000 funded from Water Utility Reserve.

- (4) That the Finance Committee recommend to Council to AMEND the following 2024 approved projects:
 - (a) Change the budget and scope for 7359 Complete Street Improvements Railway to Main from \$5,000,000 to \$6,000,000 funded from Grants (MSI, CCBF) and Reserves (Asset Replacement/Rehabilitation Reserve and Offsite Reserve),
 - (b) Increase the budget for 7357 Street and Drainage Rehabilitation from \$500,000 to \$1,650,000 funded from grant (CCBF) and Asset Replacement/Rehabilitation Reserve,
 - (c) Increase the budget for 7358 Pathway Network Connectivity from \$250,000 to \$865,000 funded from Operating, Developer and Grants (MSI, ICIP), and
 - (d) Decrease the budget for 7371 Railway Avenue Wastewater Upgrade from \$2,400,000 to \$1,750,000 funded from Debenture and Wastewater Reserve.

- (5) That Finance Committee recommend to Council to adopt the 2025-2028 Capital Plans as presented.

- (6) That Finance Committee recommend to Council to approve the following amendments to the 2023 capital projects budget:
 - (a) Change the funding source for \$8,300,000 CAP 1562 Cougar Creek Long-Term Mitigation from:
 - \$5,300,000 – Asset Replacement/Rehabilitation Reserve,
 - \$2,000,000 – General Capital Reserve
 - \$1,000,000 – Flood Mitigation Structure Maintenance Reserve
 To:
 - \$7,100,000 - Asset Replacement/Rehabilitation Reserve
 - \$ 1,200,000 – MSI Grant; and

(b) Change the budget and scope for CAP 7299 Bow Valley Trail Pathway Improvements South from \$900,000 to \$540,000 to be funded by Asset Replacement/Rehabilitation Reserve.

3. 2024-2026 Proposed Solid Waste Services Budget and Rates (verbal report)

Purpose: Review of Proposed 2024 Operating Budget

4. 2024-2026 Proposed Utility Budget and Rates (verbal report)

Purposes:

- (1) Review of Proposed 2024 Operating Budget
- (2) Review of Proposed 2024-2028 Capital Budget and Plan
- (3) Wastewater Treatment Plant Technical Assessment Review (CIMA+)

E. IN CAMERA – none

F. ADJOURNMENT



Request for Decision

DATE OF MEETING: November 2, 2023 **Agenda #:** D-1

TO: Finance Committee

SUBJECT: 2023 Capital Projects Status Update, Budget Amendments and Project Cancellations

SUBMITTED BY: Palki Biswas, Manager of Finance

RECOMMENDATION: That the Finance Committee accept the Capital Project Progress Report as at September 30, 2023 as presented.

That the Finance Committee recommend to Council that the following 2022/2023 projects be cancelled:

- 7285 Asset Management Software Needs Assessment
- 7226 Long Range Facility Needs Report
- 7236 Passenger Rail Station and Impact Study
- 7311 Heliport Landing Pad Surface Replacement.

That the Finance Committee recommend to Council that the following amendments to the 2022/2023 capital projects be approved:

- Increase the budget for 7190 EP Rock Wall Refurbishment from \$100,000 to \$285,000 with the additional \$185,000 funded by Asset Replacement/Rehabilitation Reserve.
- Increase the budget for 7244 Cemetery Final Design and New Columbarium – Phase 1 from \$365,000 to \$615,000 with the additional \$250,000 funded by General Capital Reserve.
- Close-out 7307 Jumping Platform – Quarry Lake.

EXECUTIVE SUMMARY

Administration monitors all ongoing capital projects monthly and provides Finance Committee with a capital update report bi-annually (at the onset of budget deliberations and at year-end). This report provides an update of all ongoing capital projects and a review of the actual spent in the first nine months of the year (2023).

Per the Budget Amendments Policy, certain criteria must be met for capital projects to carry forward. Some approved 2023 projects may not meet these criteria for carryover, and so will need to be cancelled.

The approved capital budget and plan consists of priority projects to address growth and asset lifecycle maintenance and replacement. Several factors have contributed to higher costs and the need to adjust budgets

to award contracts and move forward with the work. As outlined in a May 16 briefing to Council, inflationary pressures and a competitive market for construction materials, equipment and labour have resulted in higher-than-expected pricing for recent tenders. Administration is recommending adjustments to the 2022 and 2023 approved capital projects based on current market pricing/cost escalation.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

The capital budgets have been established through approvals by Council in 2022 and 2023.

Policy regarding capital project carry forward is included in the Budget Amendments Policy FIN-001.

DISCUSSION

The 2023 Capital Projects Status Report (attachment # 1) gives details of all active and ongoing capital projects for the Town for both the 2023 approved projects, and those that were carried over from previous years. The update includes the approved budget, actual spent as of September 30, and the project status. The “spent to date” column only represents what was invoiced and processed by the accounts payable department by September 30. Not included are committed amounts or invoices that have been received since then.

Based on the progress status, there are several projects that will be complete or substantially complete by the end of this year and the remaining projects will be carried forward to 2024 as “work-in progress”.

2022/2023 Project Cancellations

Projects for carry forward are intended to be kept to a minimum, and there are outlined criteria contained within the Budget Amendments Policy for capital projects to qualify for carryover. This policy stipulates that where funds have not been expended on a capital project by October 15th of the year, for project to qualify for carryover, one of the following must occur:

- a request for quotes, proposals, or tenders has been issued, or
- a contract for work has been entered into but the work has not yet commenced, or
- work has commenced, but no invoices have yet been received and/or paid, or
- a plan for how and when the project will commence prior to year-end is approved by the Chief Administrative Office.

The ongoing economic condition along with supply chain issues have continued to impact planned work and capacity for the Town throughout 2023. This has meant that some planned project work has been delayed or is unable to occur for other reasons. The project carry forward criteria was not met for these four following projects, and so at this point, it is recommended that the projects be cancelled.

- **7285 Asset Management Software Needs Assessment for \$50,000:** This project needs to be cancelled for now as the financial software needs assessment and implementation will not be occurring until 2025 or beyond. This project will be brought back in the future capital plan.
- **7226 Long Range Facility Needs report for \$50,000:** This project needs to be cancelled as a new 2024 capital project with a refined scope is being recommended in its place.
- **7236 Passenger Rail Station and Impact Study for \$100,000:** This project will be brought back into the budget if the province supports the regional rail project.

- **7311 Heliport Landing Pad Replacement for \$65,000:** This project needs to be cancelled for now due to cost escalation and will be brought back into the capital budget in the future.

2022/2023 Project Amendments

7190 EP Rock Wall Refurbishment for \$285,000 funded from Asset Replacement/Rehabilitation Reserve

The project for \$100,000 was to add a protection cap to the short wall system located outside Elevation Place. During the initial stages of the project, it was noted moisture had penetrated the walls (due to no wall cover) and the lighting system and side rock tiles are damaged and in need of replacement/protection. This required a new design to replace the lighting system and sections of the rock wall sides, install a concrete cap and protection at each of the corners (from maintenance equipment). The more robust design will exceed the budget by \$185,000. The project location is in a public space with lots of people congregating, including young children who play on the walls, and it is important that these walls be safe and well lit – and last a long time. See attachment # 2 for project revised detail sheet.

7244 Cemetery Final Design and New Columbarium – Phase 1 for \$365,000 funded from MSI Grant

The final design for the remainder of the space is complete. The pricing to install a new columbarium and related landscaping will exceed the approved budget. Administration adjusted the design to include less rockwork, which is expensive, but these changes would still require additional funds for the project to proceed. The existing columbarium has two niches left to sell so administration recommends this project move forward or there will be no more niches to purchase. To support the need for an additional \$250,000, administration is recommending that the future project Cemetery Expansion – Phase 2 (2025) for \$360,000 be postponed until 2028. See attachment # 3 for project revised detail sheet.

2023 Project Close Out

7307 Jumping Platform – Quarry Lake for \$200,000 funded from Donation and Paid Parking Reserve

The construction tender for this project came in \$110,000 higher than budget. Due to the cost escalation, Town Administration is recommending not to proceed with this project. \$15,352 has been spent to-date which will be funded by the Integrated Parking Management (Paid Parking) Reserve. A \$100,000 private donation had been received and Administration will work with the donor to find a new project to support.

The decision to cancel and amend the capital projects will be brought to Council at the December 5 regular meeting during budget approval. Since project cancellation and amendment is not within the responsibilities of the Finance Committee, so at this point, we are asking for the Finance Committee to recommend to Council that these four projects be cancelled, two projects be amended, and one be closed out.

ANALYSIS OF ALTERNATIVES

N/A.

FINANCIAL IMPACTS

The cancellation of the four projects will have a reduction of \$265,000 in the capital budget. The proposed capital budget amendments are using the same sources of funding (reserves) from the 2022/2023 cancelled/deferred projects.

2022 Capital Project Amendments	Project Number	Revised Budget	Budget Variance	Source of Funding
EP Rock Wall Refurbishment	7190	\$285,000	\$185,000	Asset Replacement/Rehabilitation Reserve
Cemetery Final Design and New Columbarium – Phase 1	7244	\$615,000	\$250,000	General Capital Reserve
2022/2023 Capital Project Cancellations				
Asset Management Software Needs Assessment	7285	\$0	(\$50,000)	General Capital Reserve
Long Range Facility Needs Report	7226	\$0	(\$50,000)	General Capital Reserve
Passenger Rail Station and Impact Study	7236	\$0	(\$100,000)	General Capital Reserve
Heliport Landing Pad Surface Replacement	7311	\$0	(\$65,000)	Asset Replacement/Rehabilitation Reserve

STAKEHOLDER ENGAGEMENT

None.

ATTACHMENTS

1. Capital Projects Progress Report as at September 30, 2023.
2. 7190 EP Rock Wall Refurbishment – Approved and Revised Capital Budget Sheet
3. 7244 Cemetery Final Design and New Columbarium Phase 1 – Approved and Revised Capital Budget Sheet.

AUTHORIZATION

Approved by: Palki Biswas
 Manager of Finance Date: October 23, 2023

Approved by: Therese Rogers
 General Manager of Corporate Services Date: October 24, 2023

Approved by: Whitney Smithers
 General Manager of Municipal Infrastructure Date: October 26, 2023

Approved by: Sally Caudill
 Chief Administrative Officer Date: October 26, 2023

**Town of Canmore
Capital Project Progress as at September 30, 2023**

Project #	Project Title	Total Project Budget	2023 Budget	Project Budget Spent to Date	Complete OR Substantially Complete in 2023? YES / NO	Tentative Date of Completion (Month, Year)	WIP Category	Project Status Update
ADMINISTRATION								
7265	NRCB Review - Silvertip Gondola Project	250,000	250,000	-	No		Deferred	Project to be deferred to 2024.
7266	Joint Use Planning Agreement	30,000	30,000	5,218	No	Jun-24	Multi Year	Project in progress and completion expected in 2024.
7267	Business Transformation (2023)	100,000	100,000	49,968	No	Dec-24	Multi Year	Project in progress - funding PMO Lead, Roles and Responsibilities project and Dayforce systems efficiency improvements.
7268	Service Level Review - Phase 2	100,000	100,000	-	No		Deferred	Project to be deferred to 2024.
7269	Reconciliation, Equity, Diversity, and Inclusion	70,000	70,000	-	No	Dec-24	Multi Year	Project in progress and completion expected in 2024.
7270	Main Street Pedestrian Zone (2023)	40,000	40,000	16,904	No	Mar-24	Multi Year	Project in progress and substantial completion expected by Q1 2024 due to supply chain delays in materials ordered (gateway improvements to flexible bollards).
7271	Public Art Master Plan	50,000	50,000	-	No		Deferred	Project to be deferred to 2024.
7272	Building Neighbourhoods Builds Community 3.0	35,000	35,000	-	No	Jun-24	Multi Year	Project in progress - applications for artist to open in October, project to be completed by May 2024 (tied to the World Cup).
7273	Interior Mural Project	7,000	7,000	7,000	Yes	Dec-23	n/a	Project complete.
7327	Housing Accelerator Fund Action Plan Support	200,000	200,000	9,675	No	Dec-24	Multi Year	Project in progress - consultant has been hired for taxation initiatives and plan is moving forward for other initiatives.
ADMIN - Work in Progress (2022)								
7121	Organizational Review (2020)	165,000	64,686	100,314	Yes	Dec-23	n/a	Project in progress - funding PMO Lead, Roles and Responsibilities project and Dayforce systems efficiency improvements. Project completion expected by 2023 year-end.
7170	Retail Gap Analysis and Light Industrial Review	45,000	6,660	43,583	Yes	Dec-23	n/a	Project complete.
7211	Business Transformation (2022)	100,000	90,109	26,120	No	May-24	Multi Year	Project in progress - funding PMO Lead, Roles and Responsibilities project and Dayforce systems efficiency improvements.
7212	TSMVPL Litigation	750,000	290,308	546,253	No	unknown	Multi Year	Project in progress - the recent court of appeal decision (that requires the Town to adopt the ASPs) will require the Town to pay adverse costs to the opposing party which is not finalized yet. There will also be spending to discontinue other open litigations between the Town and TSMVPL funded through this project.
7215	Public Art Indigenous Mural Project	25,000	8,777	18,623	Yes	Dec-23	n/a	Project complete.
7216	Service Level Review - Phase 1	100,000	71,800	72,667	Yes	Dec-23	n/a	Project in progress and completion expected by 2023 year-end.
7217	Digitization Large Format Plans	115,000	71,235	55,597	No	Apr-24	Multi Year	Project in progress and completion expected in 2024 (after Planning department's Administrative Assistant position is filled in October, 2023).
7261	Labour Market Recruitment & Retention Strategy	100,000	100,000	69,368	No	Mar-24	Multi Year	Project in progress and completion expected in Q1 2024 due to staff turnover in the Ballard team. The report completion is expected by November 2023 with final presentations occurring in 2024.
Administration Total:		2,282,000	1,585,575	1,021,290				

Town of Canmore
Capital Project Progress as at September 30, 2023

Project #	Project Title	Total Project Budget	2023 Budget	Project Budget Spent to Date	Complete OR Substantially Complete in 2023? YES / NO	Tentative Date of Completion (Month, Year)	WIP Category	Project Status Update
INFORMATION TECHNOLOGY								
7274	TownSquare (2023)	100,000	100,000	538	No	Mar-24	Multi Year	Project in progress - current schedule is trending for March 2024 completion; however, focus on CityView project could delay this timeline.
7275	Business Registry - CityView	75,000	75,000	-	No		Deferred	Project to be deferred to 2024 and is dependent on successful rollout of CityView for Planning department.
7276	Council Chambers AV Upgrade	75,000	75,000	-	No	Mar-24	Multi Year	Project in progress - at the RFP stage requesting new providers to apply. Project delayed due to existing provider's bankruptcy and acquisition.
7277	Data Center Migration (2023)	75,000	75,000	22,715	No	May-24	Multi Year	Project in progress - core infrastructure in the cloud has been established. Application migration to the cloud scheduled with some delays related to conflicting projects.
7278	CityView (2023)	70,000	70,000	3,181	Yes	Dec-23	n/a	Project in progress with implementation phase expected to be completed by November 2023.
7279	PC Lifecycle & New Equipment (2023)	65,000	65,000	18,690	No	Jun-24	Multi Year	Project in progress with all laptop replacements up to 2018 complete. PC replacements are being addressed at this time.
7280	IT Infrastructure Lifecycle & New Equipment (2023)	50,000	50,000	-	No	May-24	Multi Year	Project is earmarked for potential replacements of network infrastructure and Council Chambers AV hardware.
7281	Network Upgrade (2023)	20,000	20,000	-	No	Jun-24	Multi Year	Project planning is in progress for wi-fi improvements and to improve quality of public wi-fi at CRC and EP.
7282	eServices (2023)	30,000	30,000	-	No	Oct-24	Multi Year	Project is for strategic planning to further e-services offerings of the Town with Planning department's Cityview portal being the first phase of modernizing the Town's e-services offering.
7283	Information Security (2023)	30,000	30,000	3,640	No	Mar-24	Multi Year	Project ongoing with user security and education initiatives.
7284	IT Strategic Improvements (2023)	15,000	15,000	-	No		Deferred	Project to be deferred to 2024 for strategic improvements to core infrastructure and IT services
7285	Asset Management Software Needs Assessment	50,000	50,000	-	No		n/a	Project to be cancelled.
7286	Recreation Systems Enhancements (2023)	10,000	10,000	556	No		Deferred	Project to be deferred to 2024 due to resourcing issues in both Recreation and IT departments.
IT - Work in Progress (2022)								
7008	Fire Operations Management System	70,000	10,487	59,514	Yes	Dec-23	n/a	Project complete.
7063	E-Services	150,000	117,808	116,401	Yes	Dec-23	n/a	Project complete.
7127	I.T. Strategic Plan Recommendations	80,000	5,490	74,510	Yes	Dec-23	n/a	Project complete.
7172	Network Upgrade (2021)	200,000	16,137	186,263	Yes	Dec-23	n/a	Project in progress for wi-fi improvements in municipal buildings and completion expected by 2023 year-end.
7177	Recreation System Enhancements	20,000	5,255	20,000	Yes	Apr-23	n/a	Project complete.
7218	PC Lifecycle & New Equipment (2022)	80,000	39,669	80,000	Yes	Aug-23	n/a	Project complete.
7219	IT Infrastructure Lifecycle & New Equipment (2022)	70,000	40,269	29,731	No	Mar-24	Multi Year	Project in progress with core infrastructure in the cloud established. Application migration to the cloud scheduled with some delays related to conflicting projects.
7220	Network Upgrade (2022)	170,000	54,302	115,698	No	Aug-24	Multi Year	Project in progress to build a backup network link and solidify networking stance in various facilities.
7221	CityView Phase 1 Efficiencies	50,000	13,400	50,000	Yes	Dec-23	n/a	Project complete.
7222	TownSquare (2022)	142,000	120,271	29,797	No	Mar-24	Multi Year	Project in progress - current schedule is trending for March 2024 completion; however, focus on CityView project could delay this timeline.
7223	Disaster Recovery Program	40,000	39,000	1,000	No	Aug-24	n/a	Project depend on Data Center Migration project (#7277).
7225	CityView Phase 2 (2022)	30,000	12,137	30,000	Yes	Dec-23	n/a	Project complete.
Information Technology Total:		1,767,000	1,139,225	842,234				

Town of Canmore
Capital Project Progress as at September 30, 2023

Project		Total Project	2023	Project Budget	Complete OR	Tentative Date of	WIP	
#	Project Title	Budget	Budget	Spent to Date	Substantially Complete in 2023? YES / NO	(Month, Year)	Category	Project Status Update

PROTECTIVE SERVICES

	n/a							
	PROTECT SERV - Work in Progress (2022)							
7210	FireSmart (2021)	218,000	72,415	215,000	Yes	Dec-23	n/a	Project complete.
7262	Vegetation Management Plan Update	15,000	15,000	15,000	Yes	Dec-23	n/a	Project complete.
7263	Wildfire Preparedness Plan Update	15,000	15,000	-	No		Deferred	Project to be deferred to 2024.
	Protective Services Total:	248,000	102,415	230,000				

RECREATION

	n/a							
	RECREATION - Work in Progress (2022)							
7226	Long Range Facility Needs Report	50,000	50,000	-	No		n/a	Project to be cancelled.
	Recreation Total:	50,000	50,000	-				

FACILITIES

7287	EP Lifecycle Repairs & Maintenance (2023)	300,000	300,000	12,001	No	Sep-24	Warranty Period	Project substantially completed in 2023 and in the warranty period ending in 2024.
7288	Fire Station Site - Topsoil Stockpile Management	200,000	200,000	163,233	No	Jun-24	Warranty Period	Project substantially completed in 2023 and in the warranty period ending in 2024.
7289	Scout Hall Repairs & Maintenance	75,000	75,000	840	No	Oct-24	Warranty Period	Project expected to be substantially completed in 2023 followed by a one-year warranty period.
7290	Re-purpose of Fire Hall	200,000	200,000	-	No	Dec-25	Multi Year	Project initiated in late 2023 with substantial completion expected in 2024 followed by a one-year warranty period.
7291	EP - Rm 207/208/214 Cooling Enhancements	266,000	266,000	-	No	Dec-25	Multi Year	Project is in procurement stage with substantial completion expected in 2024 followed by a one-year warranty period.
7292	Facilities - Accessibility Study	75,000	75,000	-	No	Dec-24	Multi Year	Project is in charter stage with completion expected by the end of 2024. Will be implemented with the Universal Washroom Study.
7293	Universal Public Washroom Study	75,000	75,000	-	No	Dec-24	Multi Year	Project is in charter stage with completion expected by the end of 2024. Will be implemented with the Accessibility Study.
	FACILITIES - Work in Progress (2022)							
7009	CRC - Lifecycle Maintenance Construction	12,905,000	247,146	12,660,719	No	Oct-24	Warranty Period	Roof envelope repairs, masonry and window replacement nearing substantial completion by October 2023 followed by a one-year warranty period.
7180	New Fire Hall - Enabling Works	1,350,000	280,573	1,284,159	Yes	Oct-23	n/a	Project substantially completed in 2022 and warranty period is expected to end in 2023 barring any emergent deficiencies.
7227	Civic Centre Building Cooling System Replacement	275,000	240,045	34,955	No	Dec-25	Multi Year	Project design complete. Anticipated implementation in 2024 followed by a one-year warranty period.
7228	ArtsPlace - Roof Top Unit Replacement	20,000	20,000	15,789	Yes	Dec-23	n/a	Project complete.
7229	New Fire Station - Construction	14,650,000	7,217,002	13,365,950	No	Nov-25	Warranty Period	Project expected to be substantially completed in October followed by a one-year warranty phase on the building and two-year warranty phase on the landscaping.
7230	Facility Use Evaluation	75,000	45,188	32,313	Yes	Aug-23	n/a	Project complete.
7231	Civic Centre Hybrid Workspaces	150,000	16,140	134,617	Yes	Feb-23	n/a	Project complete.
7232	CRC- Rooftop Solar Expansion	465,000	276,186	354,556	No	Apr-24	Warranty Period	Project substantially completed in 2023 and in the warranty period ending in 2024.
	Facilities Total:	31,081,000	9,533,280	28,059,132				

Town of Canmore
Capital Project Progress as at September 30, 2023

Project		Total Project	2023	Project Budget	Complete OR	Tentative Date of	WIP	
#	Project Title	Budget	Budget	Spent to Date	Substantially Complete in 2023? YES / NO	(Month, Year)	Category	Project Status Update
PLANNING AND DEVELOPMENT								
	n/a							
P&D - Work in Progress (2022)								
7233	Downtown Area Redevelopment Plan	160,000	160,000	-	No	May-25	Multi Year	Project in progress with a public launch planned in October 2023. Policy development will occur through 2024 for an anticipated Council decision in Q2 2025.
7234	Palliser Area Structure Plan (ASP)	100,000	100,000	45,758	Yes	Oct-23	n/a	Project complete.
Planning & Development Total:		260,000	260,000	45,758				
ENGINEERING								
7295	Prospect Heights Retaining Wall	550,000	550,000	6,049	No	Dec-24	Multi Year	Preliminary design complete. Project construction completion expected by end of 2024.
7296	Transportation Safety and Accessibility (2023)	200,000	200,000	116,138	No	Dec-24	Multi Year	Project will be substantially complete by 2023 year-end with several elements extending into 2024.
7297	BVT and Teepee Town Street and Drainage Improvments	3,900,000	3,900,000	260,137	No	Oct-25	Multi Year	Project contract awarded to BECL. Construction will begin spring 2024 and completion expected by 2025.
7298	Teepee Town 2nd Ave Rehab Design	150,000	150,000	-	Yes	Dec-23	n/a	Project will be complete by 2023 year-end and will inform a future construction project in the capital plan.
7299	Bow Valley Trail Pathway Improvements South	900,000	900,000	48,524	No	Jun-24	Multi Year	Project construction planned for southern portion in 2024. Remainder of scope under review as part of budget process.
7300	Bridge Asset Management (2023)	800,000	800,000	40,131	No	Dec-24	Multi Year	Project in progress - ongoing asset management and inspection activities, rehabilitation scope prepared for 2024, design ongoing for spurline bridges rehabilitation planned for 2025-2026.
7301	Bus Stop Improvements	1,403,600	1,403,600	94,656	No	Sep-24	Multi Year	Project in progress with multiyear scope. Contract awarded to BECL and construction will begin in Fall 2023 with completion expected in 2024.
7302	Street and Drainage Rehabilitation (2023)	500,000	500,000	144,835	No	Jun-24	Multi Year	Project in progress with multiyear scope. Contract awarded to BECL and construction will begin in Fall 2023 with completion expected in 2024.
7303	Pathway Network Connectivity (2023)	250,000	250,000	70,773	No	Jun-24	Multi Year	Project in progress with multiyear scope. Contract awarded to BECL and construction will begin in Fall 2023 with completion expected in 2024.
7304	Traffic Management and Monitoring Systems	125,000	125,000	-	No	Mar-24	Multi Year	Fire Department preemption equipment ordered and installation expected in October 2023. Optimization efforts at BVT/Railway awarded to ISL with completion expected in November 2023. Bow bridge traffic counter ongoing, Fortis has been engaged and waiting on power supply solution.
7326	CPR Crossing Replacement Railway Ave	330,000	330,000	2,419	Yes	Dec-23	n/a	Project complete. Waiting on invoice from CP by end of year.
ENG - Work in Progress (2022)								
7078	TIP20 - Transportation Improvement Program	14,094,000	176,186	14,022,681	No	Aug-24	Warranty Period	Project is substantially complete with efforts to close out warranty and maintenance period are ongoing. Minor work will extend into 2024.
7152	EP Intercept Parking Preliminary Design	100,000	46,493	53,507	No	Dec-24	Multi Year	Project conceptual design complete. Completion of preliminary environmental assessment as part of that work has resulted in the need for further study. This work will be completed with remaining project funds in 2024, in order to inform capital budget planning for construction.
7206	Quarry Lake Transportation Management	1,310,000	801,917	649,871	Yes	Dec-23	n/a	Project complete. BVRTSC purchased the bus, and directly administered the Green Trip grant funding, which is not reflected in the spent to date and will be fully spent by year-end.
7235	Bow River West Pathway - Phase 1	3,600,000	3,506,662	1,242,335	No	Jun-24	Multi Year	Project scope will be substantially completed in 2023 with minimal work extending into 2024.
7236	Passenger Rail Station and Impact Study	100,000	100,000	-	No		n/a	Project to be cancelled.
7239	Complete Street Improvements Railway Avenue Design	500,000	474,099	188,668	No	Dec-24	Multi Year	Project detailed design ongoing and will be tendered in late 2023 with construction planned in 2024-2025.

Town of Canmore
Capital Project Progress as at September 30, 2023

Project #	Project Title	Total Project Budget	2023 Budget	Project Budget Spent to Date	Complete OR Substantially Complete in 2023? YES / NO	Tentative Date of Completion (Month, Year)	WIP Category	Project Status Update
7241	Pathway Network Connectivity (2022)	85,000	67,958	79,071	Yes	Dec-23	n/a	Project complete.
	ENG Flood Projects							
7294	Hazard Mitigation Three Sisters Creek Design	325,000	325,000	-	No	Dec-23	Multi Year	Project design will proceed in 2024, when resources come available from the Cougar Creek project.
	ENG Flood Projects - WIP (2022)							
1445	Hazard Mitigation - Cougar Creek EIA & Design	9,250,000	1,875,835	7,374,165	Yes	Dec-23	n/a	Project is in construction phase and completion expected by 2023 year-end.
1562	Hazard Mitigation - Cougar Creek Construction	68,922,620	36,234,188	45,711,047	No	Dec-26	n/a	Project will substantially completed in 2024, with full project closeout after the warranty period in 2026.
1762	Flood Recovery - DRP Insurance	Flood Grants / Insurance		1,878,317	No	Dec-24	n/a	Project to fund some of the remaining restoration around Elk Run Blvd, with completion expected in 2024.
7019	Stoneworks Creek PH1 Mitigation Construction	3,400,000	2,454,469	945,531	No	Dec-24	Multi Year	Project may be tendered in 2024 or 2025, pending finalized design, budget review and updates, and coordination with the AltaLink line replacement.
7183	Stoneworks Creek Phase II	2,800,000	2,800,000	-	No	Dec-24	Multi Year	Project may be tendered in 2024 or 2025, pending finalized design, budget review and updates, and coordination with the AltaLink line replacement.
	Engineering Total :	113,595,220	57,971,407	72,928,855				

PUBLIC WORKS

7305	Playground Lifecycle 2023	300,000	300,000	229,977	No	Aug-24	Warranty Period	Project substantially completed in 2023 and in the warranty period ending in 2024.
7306	Trails Surface Rehabilitation 2023	200,000	200,000	-	Yes	Oct-23	n/a	Project in progress and completion expected by 2023 year-end (weather dependent).
7307	Jumping Platform - Quarry Lake	200,000	200,000	15,352	No		n/a	Project will be closed at year-end due to construction cost escalation. Working with the donor to find a new project.
7308	Climate Emergency Action Plan - Development	211,000	211,000	72,845	Yes	Dec-23	n/a	Climate modelling in progress - engagement plan being finalized and expected to launch in October. Work will begin in Fall 2023 on the carbon budget process with completion expected by 2023 year-end.
7309	Light Fleet Replacements (2023)	125,000	125,000	46,392	Yes	Dec-23	n/a	Project will be substantially complete by December 2023.
7310	Fire/Rescue 3/4 Tonne Replacement F-70 (2023)	100,000	100,000	-	No	Jun-24	n/a	Accessories to be added once vehicle is delivered in Fall 2023.
7311	Heliport Landing Pad Surface Replacement	65,000	65,000	-	No		n/a	Project to be cancelled.
7312	Human-Wildlife Coexistence Strategy & Action Plan	60,000	60,000	10,891	Yes	Dec-23	n/a	Project in progress - research and site visit completed, public engagement to start in October with Council workshop planned for November.
7313	Parks RTV Replacement (2023)	55,000	55,000	53,810	Yes	Dec-23	n/a	Project complete.
7314	artsPlace EV Charger Upgrade	15,000	15,000	11,975	Yes	Dec-23	n/a	Project complete.
	PW - Work in Progress (2022)							
7140	Light Fleet Replacement (2020)	155,500	59,269	150,918	Yes	Dec-23	n/a	Project complete.
7156	Climate Action Plan Initiatives	102,050	49,551	96,289	Yes	Dec-23	n/a	Project complete.
7190	EP Rock Wall Refurbishment	100,000	67,600	56,720	No	Oct-24	Multi Year	Preliminary repair design was deemed unsuitable and new repair plan will exceed budget. A budget amendment request will be brought forward to Council in November.
7191	Trail Surface Rehabilitation (2021)	380,000	217,117	271,074	Yes	Dec-23	n/a	Project in progress and completion expected by 2023 year-end (weather dependent).
7192	Playground Lifecycle - Peaks	237,500	3,716	233,784	Yes	Dec-23	n/a	Project complete.
7209	Lower Silvertip Human-Wildlife Interaction Management	100,000	89,220	23,748	No	Aug-24	Multi Year	Project in progress - with completion of a management plan ongoing.
7243	Snow Management Facility Study	75,000	57,462	23,714	No	Aug-24	Multi Year	Project in progress with location criteria complete and now being applied to location options.

Town of Canmore
Capital Project Progress as at September 30, 2023

Project #	Project Title	Total Project Budget	2023 Budget	Project Budget Spent to Date	Complete OR Substantially Complete in 2023? YES / NO	Tentative Date of Completion (Month, Year)	WIP Category	Project Status Update
7244	Cemetery Final Design and New Columbarium - Ph1	365,000	293,994	95,385	No	Sep-24	Multi Year	Construction cost of columbarium exceeds project budget. A budget amendment request will be brought forward to Council in November.
7245	Playground Replacement - Lions Park	582,500	481,091	534,973	No	Sep-24	Warranty Period	Project substantially complete but a concern with a few installed items might need attention in 2024.
7247	Skid Steer Replacement F-71 (2022)	100,000	100,000	87,760	Yes	Dec-23	n/a	Project complete.
7249	Lions Park Tennis Court Expansion - Construction	820,000	777,426	820,000	No	Sep-24	Warranty Period	Project substantially completed in 2023 and in the warranty period ending in 2024.
7251	Net Zero Building Codes Readiness Assessment	25,000	25,000	-	No		Deferred	Project deferred to 2024 to align with the Downtown ARP development.
7264	Emergency Response Plans - Heat & Smoke	80,000	80,000	76,099	Yes	Dec-23	n/a	Project complete.
Public Works Total:		4,453,550	3,632,446	2,911,706				

SOLID WASTE SERVICES

7315	Container Replacement 2023	150,000	150,000	143,651	Yes	Dec-23	n/a	Project complete.
7316	Large Item Clean Up Collection Vehicle - New	160,000	160,000	-	No	Jul-24	Multi Year	Vehicle has been ordered and awaiting delivery in 2024.
7317	Scale Walking Platform	50,000	50,000	-	No	Jul-24	Deferred	Project deferred to 2024 due to lack of resources.
7318	Pedestrian Container Replacement 2023	150,000	150,000	-	Yes	Dec-23	n/a	Order should arrive by November 2023.
7319	Boulder Crescent Depot Redevelopment Design	80,000	80,000	-	No	Jun-24	Multi Year	Design work to begin in 2023 and completion expected by June 2024.
7320	Waste Characterization Study	100,000	100,000	26,101	Yes	Dec-23	n/a	Project in progress and completion expected by 2023 year-end.
SWS - Work in Progress (2022)								
7197	3 Tonne Collection Vehicle Replacement	300,000	228,512	71,488	No	Dec-24	Multi Year	Vehicle has been ordered and awaiting delivery in 2024.
7253	3 Tonne Collection Vehicle Replacement	300,000	300,000	-	No	Dec-24	Multi Year	Vehicle has been ordered and awaiting delivery in 2024.
7254	1 Tonne Collection Vehicle Replacement	250,000	250,000	-	No	Dec-24	Multi Year	Vehicle has been ordered and awaiting delivery in 2024.
Solid Waste Services Total:		1,540,000	1,468,512	241,240				

WATER UTILITY

7321	WWTP - UV Disinfection System Lifecycle	700,000	700,000	91,270	No	Jun-24	Multi Year	Equipment has been ordered and should be in place by Q3 2024.
7322	WTP2 - Replacement and Capacity Upgrade - Construction	20,000,000	20,000,000	138,321	No	Mar-25	Multi Year	Finalized list of qualified contractors complete, submission deadline is late October.
7323	BVT Wastewater Upgrade - Phase 2	3,100,000	3,100,000	6,744	No	Oct-25	Multi Year	Project contract awarded to BECL. Construction will begin spring 2024 and completion expectation by 2025.
7324	BVT Water Upgrade - Phase 2	2,250,000	2,250,000	-	No	Oct-25	Multi Year	Project contract awarded to BECL. Construction will begin spring 2024 and completion expectation by 2025.
7325	WWTP - Odour Control Facilities - Design	200,000	200,000	128,015	No	Apr-24	Multi Year	Final report is expected by early October, admin will be coming to Council in the fall to finalize scope for construction work
7328	Railway Ave Central Water Line Design	150,000	150,000	-	No	May-24	Multi Year	Project in progress and design work should be complete by early 2024
WATER UTILITY - Work in Progress (2022)								
7113	PH2 - Treatment Capacity Upgrade - Design	800,000	14,255	787,746	Yes	Dec-23	n/a	Project complete.
7201	South Bow River Loop Feeder Main - Phase 2	3,220,000	129,491	3,090,509	Yes	Dec-23	n/a	Project complete.
7203	Utility Master Plan - Update	360,000	68,496	329,364	Yes	Dec-23	n/a	Project complete.

Town of Canmore
Capital Project Progress as at September 30, 2023

Project		Total Project	2023	Project Budget	Complete OR	Tentative Date of	WIP	Project Status Update
#	Project Title	Budget	Budget	Spent to Date	Substantially Complete in 2023? YES / NO	(Month, Year)	Category	
7204	WWTP - MCC Lifecycle Phase 2 (2021)	400,000	46,210	356,760	No	Apr-24	Multi Year	Project in progress - ongoing issue regarding power shut down procedure still to be resolved.
7256	Old Canmore Road - Water Upgrade	995,000	303,392	691,608	Yes	Dec-23	n/a	Project complete.
7257	WWTP - BAF & Headworks Lifecycle Phase 4 (2022)	500,000	104,745	395,255	Yes	Dec-23	n/a	Project complete.
7258	Wellhead Protection Study	200,000	101,479	100,669	Yes	Dec-23	n/a	Project complete.
7259	Utility Renewable Energy Study	100,000	100,000	-	No	Sep-24	Multi Year	Project in progress - awarded to PM services.
Water Utility Total:		32,975,000	27,268,068	6,116,261				
Total Capital Budget (including WIP)		188,251,770	103,010,928	112,396,476				



EP Rock Wall Refurbishment

Project Summary

Project Number

7190

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

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

Project Description:

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

END

Budget Funding:

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

Operating Budget Impact:

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

END

Project Rationale:

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

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

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

END

Options Considered:

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

END



EP Rock Wall Refurbishment - Revised Budget Sheet

Project Summary

Project Number

7190

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

Budget:	\$285,000
Project Type:	Asset Replacement
Priority:	A

Project Description:

The project is to replace the lighting system, replace/repair the rock sidewalls, and attach a cap system. Work would also include installing a metal bracing system at each corner to protect the walls from impact from maintenance equipment.
END

Budget Funding:

	2021	2022	2023	2024	2025	2026	Total
Asset Rehab - Replacement	\$100,000	0	\$185,000	0	0	0	\$285,000
Total	\$100,000	0	\$185,000	0	0	0	\$285,000

Operating Budget Impact:

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

Project Rationale:

Design / Longevity: The original design for the plaza walls at EP are not adequate because it had no 'cap' on top. This design allowed water to penetrate the walls and during the annual freeze and thaw cycles, it caused the rocks and mortar to fracture, resulting in rocks falling off throughout the year when people walked or sat on the small feature walls. The internal lighting system also became damaged and is in need of repair to ensure it remains functional.

Safety: Over the past 3 years, 3 public incident reports have been submitted to the Town where people have been injured from the rocks becoming loose and falling. This project will ensure the walls are robust, functional and have longevity.

END

Options Considered:

2. Close off section of the plaza where this issue arises (ongoing).
3. Do nothing and continue to risk a hazard to the public.

END



Cemetery Final Design and New Columbarium - Phase 1

Project Summary

Project Number

7244

Budget Year:	2022
Department:	Cemetery
Questica Reference:	PAR-17-10

Budget:	\$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 (2,040m²), 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
Total	\$365,000	0	0	0	0	0	\$365,000

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 2,040m² 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 150m², 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.



Cemetery Final Design and New Columbarium - Phase 1 - Revised Budget Sheet

Project Summary

Project Number

7244

Budget Year:	2022
Department:	Cemetery
Questica Reference:	PAR-17-10

Budget:	\$615,000
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 (2,040m²), 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 2028) for \$360,000 would complete the remaining work identified in the final design, including:

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

END

Budget Funding:

	2022	2023	2024	2025	2026	2027	Total
General Capital Reserve	0	\$250,000	0	0	0	0	\$250,000
MSI Capital	\$365,000	0	0	0	0	0	\$365,000
Total	\$365,000	\$250,000	0	0	0	0	\$615,000

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 2,040m² 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 2 niches spaces left. Based on annual sales of 12 niches per year, this unit is projected to be filled by year end - with no options in 2024. A columbarium holds up to 360 cremations on a footprint of 150m², including landscaping. Columbariums save space, 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:

Delay the installation of the second columbarium. This is not recommended since there is a demand from the public to purchase niches within the columbarium to bury a loved one.

END.



Request for Decision

DATE OF MEETING: November 2, 2023 **Agenda #:** D-2

TO: Finance Committee

SUBJECT: 2024-2028 Proposed Capital Budget and Plan Amendments

SUBMITTED BY: Palki Biswas, Manager of Finance

RECOMMENDATION: That the Finance Committee recommend to Council to CANCEL the following 2024 approved projects and DEFER them to future years:

- 7343 IT Strategic Improvements (2024) \$15,000,
- 7344 Asset Management Software Implementation \$150,000,
- 7345 Recreation Systems Enhancements (2024) \$10,000,
- 7346 Finance System Migration Needs Assessment \$30,000,
- 7352 Hazard Mitigation Three Sisters Creek Construction \$4,225,000, and
- 7353 Hazard Mitigation Stone Creek \$500,000.

That the Finance Committee recommend to Council to CANCEL the following 2024 Unfunded projects and DEFER them to 2025:

- Salt Shed – Rooftop Solar Installation \$550,000, and
- Noise Abatement Study \$50,000.

That the Finance Committee recommend to Council to ADD the following projects to 2024:

- Long Term Financial Strategy Update \$100,000 funded from Operating,
- EP – Waterslide Area Repairs \$200,000 funded from Asset Replacement/Rehabilitation Reserve,
- Recreation Facility Feasibility Study \$200,000 funded from Operating and General Capital Reserve,
- Parking Management Implementation \$140,000 funded from Integrated Parking Management (Paid Parking) Reserve,
- WWTP Upgrade – Conceptual Design \$600,000 funded from Wastewater Utility Reserve,
- Railway Avenue Water Line Replacement – Construction Phase 1 (South) \$1,800,000 funded from Water Utility Reserve, and
- Teepee Town Water Line Upgrade \$440,000 funded from Water Utility Reserve.

That the Finance Committee recommend to Council to AMEND the following 2024 approved projects:

- Change the budget and scope for 7359 Complete Street Improvements Railway to Main from \$5,000,000 to \$6,000,000 funded from Grants (MSI, CCBF) and Reserves (Asset Replacement/Rehabilitation Reserve and Offsite Reserve),
- Increase the budget for 7357 Street and Drainage Rehabilitation from \$500,000 to \$1,650,000 funded from grant (CCBF) and Asset Replacement/Rehabilitation Reserve,
- Increase the budget for 7358 Pathway Network Connectivity from \$250,000 to \$865,000 funded from Operating, Developer and Grants (MSI, ICIP), and
- Decrease the budget for 7371 Railway Avenue Wastewater Upgrade from \$2,400,000 to \$1,750,000 funded from Debenture and Wastewater Reserve.

That Finance Committee recommend to Council to adopt the 2025-2028 Capital Plans as presented.

That Finance Committee recommend to Council to approve the following amendments to the 2023 capital projects budget:

- Change the funding source for \$8,300,000 CAP 1562 Cougar Creek Long-Term Mitigation from
 - \$5,300,000 – Asset Replacement/Rehabilitation Reserve,
 - \$2,000,000 – General Capital Reserve
 - \$1,000,000 – Flood Mitigation Structure Maintenance Reserve

To:

 - \$7,100,000 - Asset Replacement/Rehabilitation Reserve
 - \$ 1,200,000 – MSI Grant; and
- Change the budget and scope for CAP 7299 Bow Valley Trail Pathway Improvements South from \$900,000 to \$540,000 to be funded by Asset Replacement/Rehabilitation Reserve.

EXECUTIVE SUMMARY

In December 2022, Council approved a two-year capital budget for 2023 and 2024 that included \$37.2 million expenditures for 2023 and \$24.2 million expenditures for 2024.

Since that time inflation has continued to rise resulting in increased costs across the organization.

Administration has returned to Council several times to provide context for amendments required to capital scope, schedule, and budget of projects in the 2023-2028 Capital Budget and Plan. These amendments were based on several factors including contractor availability and market pricing, and Council's direction to cancel or delay projects to offset reserve contributions towards the Cougar Creek Long-Term Mitigation capital project. On May 16, 2023, Council cancelled two 2024 capital projects – 7355 Teepee Town 2nd Avenue Rehabilitation Construction for \$2,950,000 and 7369 Bow Valley Wastewater Upgrade-Phase 3 for \$600,000

which changed the approved 2024 budget to \$20.6 million. Administration is proposing 2024 capital budget amendments, totalling an increase of 65,000 (see attachment # 1).

The Finance Committee began budget amendment deliberations on October 31, 2023. Over the course of its meetings, the committee will consider the budget amendments as proposed by Administration and make recommendations to Council.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

The capital budgets have been established through approvals by Council in 2022 and 2023.

Motion 105-2023: Council directed Administration to update the 2024-2028 capital plan to account for future project budget and staging approvals as part of the 2024 budget amendment process.

Motion 219-2023: Council directed Administration to return during the 2024 budget amendment process with recommendations to cancel or delay \$8,300,000 in future or carry forward capital projects to reallocate the funding towards the Cougar Creek Long-Term Mitigation capital project (#1562).

DISCUSSION

The approved 2023-2028 capital budget and plan consists of priority projects to address growth and asset lifecycle maintenance and replacement. Several factors have contributed to higher costs and the need to adjust budgets to award contracts and move forward with the work. As outlined in a May 16 briefing to Council, inflationary pressures and a competitive market for construction materials, equipment and labour have resulted in higher-than-expected pricing for recent tenders. Changes to procurement have moved the organization away from strict low-bid approaches to obtain better value for money.

On September 5, 2023, Council approved a budget amendment for Cougar Creek Long-term Mitigation in the amount of \$8.3 million to be funded from reserves. Along with this approval, Council directed Administration to cancel or delay \$8,300,000 in future or carry forward capital projects to reallocate the funding towards the Cougar Creek Long-Term Mitigation capital project.

Administration is bringing forward recommendations for funding and staging that are consistent with Council strategic priorities, and that consider the larger capital plan. The primary means of addressing cost increases and contractor availability is to utilize new funding sources, and reallocating funding from projects that will be deferred to future years.

2024 Project Cancellations and Deferral to Future Years

Based on Council’s direction to cancel or delay capital projects, the following projects are being proposed for cancellation and deferral to future years.

2024 Capital Project Cancellations	Project Number	Budget	Defer to
IT Strategic Improvements (2024)	7343	(\$15,000)	2025
Asset Management Software Implementation	7344	(\$150,000)	2026
Recreation Systems Enhancements (2024)	7345	(\$10,000)	2025

Finance System Migration Needs Assessment	7346	(\$30,000)	2025
Hazard Mitigation Three Sisters Creek Construction	7352	(\$4,225,000)	2026
Hazard Mitigation Stone Creek	7353	(\$500,000)	2026
Salt Shed – Rooftop Solar Installation (Unfunded)	-	(\$550,000)	2025
Noise Abatement Study (Unfunded)	-	(\$50,000)	2025
		(\$5,530,000)	

2024 New Project Additions

Some new projects are being proposed to be added to the 2024 capital budget based on rationale provided in the capital detail sheets attached (references to each project sheets in attachment # 2).

2024 Capital Project Additions	Budget	Project Funding Source	Reference
Additions from Administration			
Long Term Financial Strategy Update	\$100,000	Operating	A
EP – Waterslide Area Repairs	\$200,000	Asset Replacement/Rehabilitation Reserve	B
Recreation Facility Feasibility Study	\$200,000	Operating and General Capital Reserve	C
Parking Management Implementation	\$140,000	Integrated Parking Management (Paid Parking) Reserve	D
Based on updated UMP			
WWTP Upgrade – Conceptual Design	\$600,000	Wastewater Utility Reserve	E
Railway Avenue Water Line Replacement – Construction Phase 1 (South)	\$1,800,000	Water Utility Reserve	F
Teepee Town Water Line Upgrade	\$440,000	Water Utility Reserve	G
	\$3,480,000		

2024 Project Amendments

The following projects are being proposed for a budget amendment based on rationale provided in the capital detail sheets attached (references to each project sheets in attachment # 2).

2024 Capital Project Amendments	Project Number	Revised Budget	Budget Variance	Project Funding Source	Reference
Complete Street Improvements Railway to Main	7359	\$6,000,000	\$1,000,000	Grants & Reserve	H
Street and Drainage Rehabilitation	7357	\$1,650,000	\$1,150,000	Grant & Reserve	I
Pathway Network Connectivity	7358	\$865,000	\$615,000	Operating, Developer & Grants	J
Railway Avenue Wastewater Upgrade	7371	\$1,750,000	(\$650,000)	Debenture & Reserve	K
			\$2,115,000		

2023 Project Amendments

Two projects approved in 2023 are being brought forward to Finance Committee and then to Council in December as these two projects are connected to the 2024 and beyond capital plan of delaying projects to reallocate the funding.

1562 Cougar Creek Long-Term Mitigation (Funding Source Change)

On September 5, 2023, Council approved a budget amendment for Cougar Creek Long-term Mitigation in the amount of \$8.3 million to be funded from reserves. Administration had recommended funding sources based on reserve balances as follows:

- \$5,300,000 – Asset Replacement/Rehabilitation Reserve
- \$2,000,000 – General Capital Reserve
- \$1,000,000 – Flood Mitigation Structure Maintenance Reserve

As part of the approval, Council introduced a second motion that directed administration to return to the 2024 budget amendment process with recommendations to cancel or delay \$8,300,000 in future or carry forward capital projects to reallocate that funding towards the Cougar Creek Long-Term Mitigation capital project. To fulfil this Council direction, a change in reserve funding sources is required and recommended as part of this report. This is because very few projects are currently funded by General Capital Reserve, and no projects are funded by the Flood Mitigation Structure Maintenance Reserve, meaning that reallocating funding requires a change to the following funding sources:

- \$7,100,000 - Asset Replacement/Rehabilitation Reserve
- \$ 1,200,000 – MSI Grant

7299 Bow Valley Trail Pathway Improvements South (Scope and Budget Change)

To complete the full scope of work for this project, the budget would require an increase of roughly \$1,000,000 based on preliminary designs completed in 2023. At this time, budget savings are required to offset the impacts on reserves of Cougar Creek budget amendments. With developer commitments in place and synergies on the Spring Creek Gate leg of this project, including frontage being constructed along with the commercial and common amenity housing project at 500 Bow Valley Trail, it is recommended to proceed with a partial scope which includes the sections of municipal roadway between 500 Bow Valley and Spring Creek Mountain Village. The infrastructure portion of scope along Bow Valley Trail north of 500 BVT is recommended for deletion, with completion of preliminary design and cost estimating in 2024 to inform future budget discussions. The Spring Creek Gate section design and construction is estimated at \$440,000 and the preliminary design and cost estimating for the section of BVT north of 500 BVT is estimated at \$100,000 (see attachment # 3 for revised detail sheet).

Projects to include pathway and sidewalk connectivity on Bow Valley Trail remain a high priority, with heavy traffic volumes and substantial growth on the corridor. As funding permits, BVT active transportation projects will be re-introduced into the capital plan as priorities to address safety, mode-shift, growth, and in support of Council priorities.

2025-2028 Proposed Capital Plan

The 2025-2028 capital plan was opened for only two departments in the Town – Engineering and Utilities as it is typically not a practice to open the plan years during a budget amendment year. But this is unique as several 2025-2028 capital projects have been deferred to the later part of the capital plan, and a number have been unfunded. This was due to the significant changes that are being proposed to accommodate UMP updates, cost escalation, and impacts of the Cougar Creek project.

Most infrastructure and utility projects in the capital plan are deemed to be priority projects associated with asset rehabilitation and replacement, growth, and safety. Transportation projects are considered a priority in supporting growth by improving safety and facilitating all travel modes. It is recommended that the staging and pace of complete-street projects is adjusted in the medium term to accommodate budget realities, while maintaining core scope elements that will serve the community over the long term. Deferring of projects required careful consideration of implications in terms of asset condition, utility capacity, transportation management, and safety. Priority in the plan has been given to projects which are already underway, and associated with ongoing developments, to efficiently deliver the projects and maximize the investments made to date.

Some of the projects that have been deferred (some of which have a higher financial impact due to the deferral) are as follows:

- Steep Creel Hazard Mitigation Program (program is being re-evaluated for scope and budget and will be subject to future updates as part of the 2025 budget process).
- Portions of the Street and Drainage Rehabilitation starting 2025 are now unfunded.
- Complete Street Railway Avenue North (from 2026 to 2027 and Unfunded).
- Complete Street Improvements Bow Bridge Corridor Design (from 2026 to 2027) and Construction (from 2027 to 2028 and Unfunded).
- Palliser Pedestrian Crossing (from 2027 to 2028 and continues to be unfunded).
- Moved Public Works Building Construction from 2026 to 2031.

The biggest impact of utility projects that have been added to the capital based on the updated UMP are because of the Wastewater Treatment Plant Upgrade (Pilot, Detailed Design, Inlet Lift Station Upgrade, Grit Separator Replacement, Headworks Channel Valves, Water Heating System & MUA Replacement, Scum Removal Piping and Utility Renewable Energy Retrofit). See capital plan attached for more details (attachment # 1).

FINANCIAL IMPACTS

Funding for the projects is proposed to come from a combination of grant funding, offsite levy reserves, and utility reserves from the cancelled/deferred projects as shown above. Rather than increasing the draw on grants or reserves, or pulling more debt, the proposed 2024 capital budget amendments are using the same sources of funding from the 2024 cancelled/deferred projects. The net impact on Asset Replacement/Rehabilitation Reserve and General Capital Reserve over the 5-year plan remains minimal and very close to the approved reserve levels last year for 2023-2028. Administration has addressed Council's direction to offset impacts of the \$8.3 million draw from reserves for the Cougar Creek project.

The projected debt, debt servicing, and reserve levels charts if these amendments are approved can be found in Attachment # 4.

STAKEHOLDER ENGAGEMENT

None.

ATTACHMENTS

1. Proposed 2024-2028 Capital Budget and Plan
2. Projects Detail Sheets for 2024 Proposed New Additions and Amendments
3. 7299 Bow Valley Trail Pathway Improvements South – Approved and Revised Capital Detail Sheet
4. 2024-2028 Amended Debt, Debt Servicing, and Reserves Level Charts

AUTHORIZATION

Submitted by:	Palki Biswas Manager of Finance	Date	<u>October 25, 2023</u>
Approved by:	Therese Rogers General Manager of Corporate Services	Date	<u>October 26, 2023</u>
Approved by:	Whitney Smithers General Manager of Municipal Infrastructure	Date:	<u>October 26, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>October 26, 2023</u>

Capital Planning Summary												
For the planning period 2024 - 2028						5 YEAR TOTAL METHOD OF FUNDING						
Priority		2024	2025	2026	2027	2028	Grants	Operating	Reserve	Debenture	Other	Unfunded
	Administration, Economic Development, CSD											
B	Business Transformation (2024)	100,000						100,000				
B	Business Transformation (Future)			75,000	75,000	75,000		225,000				
B	Long Term Financial Strategy Update	100,000						100,000				
B	Main Street Pedestrian Zone (2024)	40,000							40,000			
B	Property Tax Taskforce	75,000							75,000			
B	Indigenous Consultation Support	50,000						50,000				
C	Tourism Economic Impact Assessment	40,000							40,000			
C	Interactive Placemaking Artwork		210,000						210,000			
C	Winter City Strategy		100,000						100,000			
C	Canmore Made Hub		35,000						35,000			
C	Downtown Enhancement Tree Grates				40,000				40,000			
	Administration, Economic Development, CSD Total	405,000	345,000	75,000	115,000	75,000		475,000	540,000			
	Information Technology											
B	TownSquare (2024)	25,000						25,000				
B	TownSquare (Future)		20,000	20,000	20,000	20,000		80,000				
B	Data Center Migration (2024)	50,000						50,000				
B	CityView (2024)	50,000						50,000				
C	CityView (Future)		25,000	10,000				35,000				
B	PC Lifecycle & New Equipment (2024)	65,000						65,000				
B	PC Lifecycle & New Equipment (Future)		60,000	60,000	60,000	60,000		240,000				
B	IT Infrastructure Lifecycle & New Equipment (2024)	50,000						50,000				
B	IT Infrastructure Lifecycle & New Equipment (Future)		50,000	50,000	50,000	50,000		200,000				
B	eServices (2024)	80,000						80,000				
B	eServices (Future)		80,000					80,000				
B	Information Security (2024)	25,000						25,000				
B	Information Security (Future)		20,000	20,000				40,000				
B	IT Strategic Improvements (2025)		15,000					15,000				
C	Asset Management Software Needs Assessment		50,000					50,000				
C	Asset Management Software Implementation			300,000				45,000	255,000			
C	Finance System Migration Needs Assessment		50,000					50,000				
C	Finance System Migration Implementation			300,000					300,000			
C	Recreation Systems Enhancements (2025)		10,000					10,000				
C	Recreation Systems Enhancements (Future)			10,000	5,000	5,000		15,000	5,000			
	Information Technology Total	345,000	380,000	770,000	135,000	135,000		1,205,000	560,000			
	Protective Services											
B	Municipal Enforcement Radio Upgrades	18,000						10,000	8,000			
A	Ladder Truck Replacement			1,300,000			1,000,000	300,000				
B	Fire Service Master Plan			60,000				60,000				
	Protective Services Total	18,000		1,360,000			1,000,000	370,000	8,000			

Capital Planning Summary												
For the planning period 2024 - 2028						5 YEAR TOTAL METHOD OF FUNDING						
Priority		2024	2025	2026	2027	2028	Grants	Operating	Reserve	Debenture	Other	Unfunded
	Recreation											
B	Recreation Master Plan				100,000			100,000				
B	Climbing Gym Floor Replacement & Wall Resurfacing				150,000			130,000	20,000			
	Recreation Total				250,000			230,000	20,000			
	Facilities											
A	Elk Run Maintenance Facility Repairs & Maintenance	600,000							600,000			
A	Elevation Place Waterslide Area Repairs	200,000							200,000			
B	EP Condition Assessment and Priority Repairs (2024)	500,000						300,000	200,000			
B	Recreation Facility Feasibility Study	200,000						105,000	95,000			
B	CRC - Olympia Ice Resurfacer Replacement	195,000					195,000					
B	Boom Lift Replacement	100,000					100,000					
A	Union Hall Repairs & Maintenance		150,000						150,000			
A	CRC - Roof Top Unit Replacements		125,000						125,000			
B	DT Washroom (New) - Concept Study		75,000					75,000				
B	DT Washrooms (Existing) - Replacement & Enhancement			1,500,000					1,500,000			
B	DT Washroom (Existing) - Demolishment				150,000			150,000				
C	Facilities - Building Condition Assessment		200,000					200,000				
A	CRC - Dehumidifier Replacement			265,000					265,000			
A	Boulder Maintenance Facility Repairs & Maintenance			100,000					100,000			
C	CC Repairs & Maintenance			250,000				250,000				
C	CRC - Olympia Ice Resurfacer Replacement			195,000				165,000	30,000			
B	PW Building Design				200,000	800,000	1,000,000					
C	CRC - Scissor Lift - Replacement				52,000				52,000			
B	CRC - Roof Maintenance					350,000		165,000	185,000			
C	Roundhouse Repairs & Maintenance					500,000		350,000	150,000			
	Facilities Total	1,795,000	550,000	2,310,000	402,000	1,650,000	1,295,000	1,760,000	3,652,000			
D	Salt Shed - Rooftop Solar Installation		550,000									550,000
D	RCMP Facility (New) - Concept Plan					200,000						200,000
	Planning											
	n/a											
	Planning Total											
D	Larch Area Redevelopment Plan		150,000									150,000
	Engineering - Flood Projects											
A	Hazard Mitigation Three Sisters Creek Construction			4,225,000			3,877,000		348,000			
A	Steep Creek Hazard Mitigation Program			2,500,000	7,500,000		7,027,000		1,168,000		1,805,000	
B	Hazard Mitigation Stone Creek			500,000			410,000		90,000			
	Engineering - Flood Total			7,225,000	7,500,000		11,314,000		1,606,000		1,805,000	

Capital Planning Summary														
For the planning period 2024 - 2028							5 YEAR TOTAL METHOD OF FUNDING							
Priority		2024	2025	2026	2027	2028								
							Grants	Operating	Reserve	Debenture	Other	Unfunded		
	Engineering													
A	Transportation Safety and Accessibility (2024)	150,000								150,000				
B	Transportation Safety and Accessibility (Future)		150,000	150,000	150,000	150,000		600,000						
A	Bridge Asset Management (2024)	150,000								150,000				
B	Bridge Asset Management (Future)		50,000	2,700,000	400,000	575,000	2,700,000			1,025,000				
B	Engine Bridge Pier Replacement		3,400,000				3,200,000			200,000				
B	Complete Street Improvements Railway to Main	6,000,000					3,300,000			2,700,000				
B	Street and Drainage Rehabilitation (2024)	1,650,000					900,000			750,000				
B	Street and Drainage Rehabilitation (Future)		1,500,000	1,000,000	1,000,000	1,500,000	4,360,000	100,000		540,000				
B	Pathway Network Connectivity (2024)	865,000					450,000	200,000				215,000		
B	Pathway Network Connectivity (Future)		250,000	250,000	250,000	250,000	150,000	500,000		222,000				
B	Parking Management Implementation	140,000								140,000				
B	Bus Stop Improvements (Future)		250,000	250,000	250,000	250,000	500,000	250,000		250,000				
B	GIS Plan Implementation (Future)		45,000	20,000	20,000	40,000		125,000						
B	Complete Street Improvements Railway Ave North - Design			700,000			400,000			300,000				
B	Complete Street Improvements Town Centre West				1,600,000		400,000			400,000		800,000		
B	Complete Street Improvements Bow Bridge Corridor - Design				1,500,000		750,000					750,000		
B	Teepee Town 2nd Ave Rehab Construction			350,000	1,600,000		1,650,000			300,000				
C	Palliser Pedestrian Crossing			550,000			7,275,000					7,275,000		
	Engineering Total	8,955,000	5,645,000	5,970,000	6,770,000	16,765,000	26,035,000	1,775,000	7,127,000			9,168,000		
D	Noise Abatement Study		50,000											50,000
D	Parking Lot Rehabilitation		400,000	500,000	150,000	500,000								1,550,000
D	Street and Drainage Rehabilitation (Future) Unfunded		1,000,000	1,500,000	1,500,000	1,000,000								5,000,000
D	Bow Valley Trail A&W to Roundabout			1,250,000										1,250,000
D	Complete Street Improvements Railway Ave North - Construction				5,000,000									5,000,000
D	Teepee Town Enhancement				2,000,000									2,000,000
D	Complete Street Improvements Bow Bridge Corridor -					10,000,000								10,000,000
	Public Works													
B	Playground Lifecycle (Future)		300,000		300,000					600,000				
B	Playground Rubber Surface Lifecycle (Future)		160,000		100,000					260,000				
B	Trail Surface Rehabilitation (Future)		300,000		300,000					600,000				
B	Climate Emergency Action Plan - Implement 2024	50,000								50,000				
B	Climate Emergency Action Plan - Implement Future		50,000	50,000	50,000	50,000				200,000				
B	Light Fleet Replacements (Future)		190,000	270,000	250,000	340,000		200,000		850,000				
B	Human-Wildlife Coexistence - Implement 2024	100,000							100,000					
B	Human-Wildlife Coexistence - Implement Future		50,000	100,000	50,000	100,000		300,000						
B	Utility Tractor Replacement F-79	280,000					280,000							
B	Utility Equipment Replacements (Future)		125,000	50,000	160,000					335,000				
B	EV Charger Install Town Facilities	40,000							40,000					
B	Parks Equipment Lifecycle 2024	31,000							10,000	21,000				
B	Parks Equipment - Lifecycle (Future)			25,000	37,000	22,000				84,000				
B	Construction Renovation & Demolition Waste Study and Plan	25,000							25,000					
B	Snow Management Facility		3,000,000				500,000					2,500,000		
B	Cemetery Expansion - Phase 2		360,000						360,000					

Capital Planning Summary												
For the planning period 2024 - 2028						5 YEAR TOTAL METHOD OF FUNDING						
Priority		2024	2025	2026	2027	2028	Grants	Operating	Reserve	Debenture	Other	Unfunded
B	Climbing Wall Rubber Surface Install		65,000						65,000			
B	Multi-modal Fleet Implementation		25,000	50,000				75,000				
B	Street Sweeper Replacement F-101			475,000					475,000			
B	Parks One Tonne Replacement F-110			150,000					150,000			
B	Hooklift Replacement				350,000				350,000			
B	Backhoe Replacement				150,000				150,000			
B	Outdoor Ice Re-surfacer F-65					200,000			200,000			
	Public Works Total	526,000	4,625,000	1,170,000	1,747,000	712,000	780,000	1,110,000	4,390,000	2,500,000		
D	Parks Washroom - Fitzgerald Rise Playground	230,000										230,000
D	Dog Park - Spring Creek	120,000										120,000
D	Parks Washrooms (Future)		400,000		250,000							650,000
D	Natural Asset Inventory, Assessment and Plan		100,000									100,000
D	Municipal Services Vehicle - Parking Enforcement		100,000									100,000
D	Off Leash Dog Parks (Future)			100,000		100,000						200,000
D	Ride-on Mower - New				135,000							135,000
	Town Ops Total	12,044,000	11,545,000	18,880,000	16,919,000	19,337,000	40,424,000	6,925,000	17,903,000	2,500,000	10,973,000	
	Water Utility - SWS											
	SWS											
A	Container Replacement 2024	150,000							150,000			
A	Container Replacement 2027				150,000				150,000			
B	Pedestrian Container Replacement 2024	150,000							150,000			
B	Pedestrian Container Replacement 2027				150,000				150,000			
B	Boulder Crescent Redevelopment Construction		800,000						800,000			
B	3 Tonne Collection Vehicle Replacement	350,000							350,000			
B	3 Tonne Collection Vehicle Replacement		350,000						350,000			
B	Large Item Clean Up Collection Vehicle - Replacement - 2025		85,000						85,000			
B	Skid Steer Replacement		80,000						80,000			
B	Utility Truck Replacement			80,000					80,000			
C	Waste Management Centre - Building Condition Repairs			200,000					200,000			
B	3 Tonne Collection Vehicle Replacement				425,000				425,000			
B	Small Collection Vehicle Replacement				300,000				300,000			
B	3 Tonne Collection Vehicle Replacement					400,000			400,000			

Capital Planning Summary

For the planning period 2024 - 2028

Priority		2024	2025	2026	2027	2028	5 YEAR TOTAL METHOD OF FUNDING													
							Grants	Operating	Reserve	Debenture	Other	Unfunded								
	Water Utility																			
A	WWTP - Odour Control - Construction	2,000,000							400,000		1,600,000									
A	WWTP Upgrade - Conceptual Design	600,000							600,000											
A	WWTP Upgrade - Pilot		850,000						850,000											
A	WWTP Upgrade - Detailed Design		2,750,000						2,750,000											
B	Railway Ave Water Line Replacement - Construction Phase 1	1,800,000							1,800,000											
B	Railway Avenue Wastewater Upgrade	1,750,000							875,000		875,000									
B	WWTP - Influent Screen Capacity Upgrade	900,000							600,000		300,000									
B	Utility Vehicle Replacement (Vactor Truck)	900,000							900,000											
B	Teepee Town Water Line Upgrade (1Ave Mountain Ave Laneway)	440,000							440,000											
B	Elk Run Sewer Main Replacement - Design	200,000							200,000											
B	Elk Run Boulevard - Wastewater Upgrade Construction		2,000,000						200,000		1,800,000									
A	WTP 1 - Chlorine Gas Upgrade		1,000,000						1,000,000											
B	WWTP Scum Removal Piping		720,000						720,000											
B	Grassi Reservoir Booster Station Capacity Upgrade Ph1 - Design		230,000						230,000											
B	Grassi Reservoir Booster Station Capacity Upgrade Ph1 -			2,080,000					2,080,000											
B	WWTP Utility Renewable Energy Retrofit		200,000	200,000	200,000	200,000			800,000											
B	Water Treatment and Supply Study		200,000						200,000											
B	Railway Ave Water Line Replacement - Design Phase 2 (North)		50,000						50,000											
B	Railway Ave Water Line Replacement - Construction Phase 2			750,000					750,000											
B	WWTP Water Heating System & MUA Replacement			2,170,000					2,170,000											
B	WWTP Grit Separator Replacement			1,010,000					1,010,000											
B	Teepee Town Water Line Upgrade (1 Ave to BVT)			900,000					720,000		180,000									
B	BVT Wastewater Upgrade - Design Phase III			200,000					200,000											
B	BVT Wastewater Upgrade - Construction Phase III				1,800,000				774,000		1,026,000									
B	Pumphouse 3 - Decommission			250,000					250,000											
A	WWTP Inlet Lift Station Upgrade				5,240,000				525,000		4,715,000									
A	Lift Station 3 - Lifecycle Replacement				1,500,000				1,500,000											
B	7th Avenue - Wastewater Upgrade				2,700,000				500,000		2,200,000									
B	LS11 - Upgrade Phase 1				2,290,000				300,000		1,990,000									
B	Canyon Ridge Booster Station Decommissioning				1,200,000				1,200,000											
B	WWTP - Intermediate Transfer Pump Capacity Upgrade				1,000,000				100,000		900,000									
B	WWTP Headworks Channel Valves				530,000				530,000											
B	Silvertip Trail Waterline Looping					1,290,000			200,000		1,090,000									
B	South Canmore - Fire Flow Upgrade					900,000			900,000											
B	WWTP - UV Disinfection Capacity Upgrade					500,000			200,000		300,000									
	Water Utility - SWS Total	9,240,000	9,315,000	7,840,000	17,485,000	3,290,000			30,194,000		16,976,000									

Capital Planning Summary											
For the planning period 2024 - 2028						5 YEAR TOTAL METHOD OF FUNDING					
Priority	2024	2025	2026	2027	2028	Grants	Operating	Reserve	Debenture	Other	Unfunded
Grand Total	21,284,000	20,860,000	26,720,000	34,404,000	22,627,000	40,424,000	6,925,000	48,097,000	19,476,000	10,973,000	
5 Year Summary:		Grant Funding Summary:			Reserve Funding Summary:			Other Funding Summary:			
1,015,000	Administration, Economic Development, CSD	CCBF	6,260,000		General	4,466,000		Province			
1,765,000	Information Technology	MSI	10,625,000		Photo Radar			Other			
1,378,000	Protective Services	BVWMC			Art Trust	250,000		MD Bighorn			
250,000	Recreation	STIP	3,050,000		Eco Dev	215,000		Calgary Founda			
6,707,000	Facilities	Firesmart			W Utility	8,757,400		CP Rail			
	Planning	Province	500,000		WW Utility	15,804,000		Developer	10,973,000		
58,830,000	Engineering	GreenTrip			SWS - C	1,447,500		RMHF			
8,780,000	Public Works	ICIP	250,000		SWS - R	2,222,500		Corp Sponsor			
78,725,000	Subtotal - Town Ops	Other	19,739,000		Vital			BRZ			
47,170,000	Water Utility - SWS	Federal			Offsite Levy	3,562,600		Banff			
125,895,000	Grand Total	AMWWP			Rec Levy						
					CIL Bear Bin						
					CIL Parking						
					CIL Mun Res						
					Asset Replace	10,982,000					
					Flood Mitigate						
					Sustainability	250,000					
					Paid Parking	140,000					
					Dev App						
		Total	40,424,000		Total	48,097,000		Total	10,973,000		



Long Term Financial Strategy Update

Project Summary

Project Number

Budget Year:	2024	Budget:	\$100,000
Department:	Finance	Project Type:	Studies
Questica Reference:	FIN-24-01	Priority:	B

Project Description:

The Town's first Long-Term Financial Strategy (LTFS) was adopted in 2017.

The LTFS looks at current state, assumptions, sensitivities and projections and then develops financial strategies to fund capital and operating going forward. The LTFS is in need of an update as things have changed since its adoption in 2017. This project will work with a consultant to update the current LTFS with a focus on ensuring that estimates of future infrastructure expenditure requirements are complete and sustainable, and the volatility of funding and expenditures can be addressed, factoring in economic and operational factors and forecasts in order to be able to respond to changing circumstances.

END

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Operating (Capital)	\$100,000	0	0	0	0	0	\$100,000
Total	\$100,000	0	0	0	0	0	\$100,000

Operating Budget Impact:



Long Term Financial Strategy Update

Project Summary

Project Number

Project Rationale:

The strategy to contribute appropriately to reserves to ensure adequate funding for long term asset rehabilitation, replacement and development. The updated LTFS will provide financial control enhancement and form part of a framework that will help guide future capital asset and budgeting decisions. Property tax supported reserve contributions have an impact on the operating budget.

END

Options Considered:



EP - Waterslide Area Repairs

Project Summary

Project Number

Budget Year:	2024	Budget:	\$200,000
Department:	Facilities - Elevation Place	Project Type:	Other
Questica Reference:	FAC-24-01	Priority:	A

Project Description:

During the spring of 2023, cracks began forming in the concrete platform at the top of the waterslide in the Elevation Place Aquatic Centre. The waterslide was subsequently shut down, and inspected by a structural engineer who confirmed that re-opening can only occur once the necessary repairs have been made. The design has been completed, which will involve the removal of the existing platform, and replacing it. This will be a labour intensive and challenging project given the poor the accessibility. As such, it will likely require the construction of a dividing wall to keep the public out during construction, and use of scaffolding since most lifts cannot access this area. Work will be disruptive and some will likely need to be done outside of regular operating hours of the aquatic centre and/or temporary shut downs.

Operationally, there have been other challenges in this area due to the poor accessibility. These required waterslide platform repairs lends the opportunity to address these other items while scaffolding and/or specialized lifts are in place. These other maintenance items may include but are not limited to:

- ceiling pendant light replacements,
- sanding/re-staining of the wooden glulam beams that have been water damaged by the slide overspray,
- window coverings on the south facing exterior wall repairs, and
- high dusting and window cleaning.

END.

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Asset Rehab - Replacement	\$200,000	0	0	0	0	0	\$200,000
Total	\$200,000	0	0	0	0	0	\$200,000

Operating Budget Impact:

Implementation of this project will have some positive operational impacts:

- Reduced budget implications of implementing some of these items at a future date,
- Asset protection of the water damaged glulam wood beams will extend their life, and
- Potentially increased revenue associated with re-opening the waterslide.

END.

Project Rationale:

- Eliminate a known hazard (i.e. cracked platform of the waterslide)
- Service Delivery (i.e. re-open the popular waterslide)
- Lifecycle Maintenance and/or Replacement (e.g. Window coverings, glulam beam maintenance, & lighting replacements)
- Deep cleaning in an area that is inaccessible and has not been cleaned since construction completion in 2013

END.

Options Considered:

1) Decommission the Waterslide

Not recommended since removal is expensive, the waterslide is a significant attraction that impacts revenues, and the converted space will become a low-value space.

2) Delay until Building Condition Assessment (BCA) is complete

-Not Recommended since there is a need to eliminate the hazard of a failing structure.

-These items would be identified in the BCA, and the slide replacement would be identified as urgent/life safety priority, so it is a known repair.

-Reputational risk within the community of having a significant feature closed for >2 years.

3) Only Repair the Slide Platform

-Not recommended since there are economies of scale associated with implementing the glulam beam maintenance, lighting re-location, high dusting, window cleaning now, and would remove these scope items from future.

-Should lights in this area fail, minimal lighting standards may not be met as per lifesaving society standards. Re-location of lighting fixtures to more accessible locations will also eliminate known hazards associated with access.

END.

Budget Year:	2024	Budget:	\$200,000
Department:	Facilities - Administration	Project Type:	Studies
Questica Reference:	FAC-24-02	Priority:	B

Project Description:

Scope Statement:
To complete the first three stages of feasibility for a new recreation facility (or facilities), that if justified would move into the fourth stage and would produce a construction cost estimate usable for input into the off-site levy.

Background:
The Recreation Master Plan in 2016 ranked an indoor walking/running track as the highest among all indoor amenities identified. The second highest priorities were a tie with the indoor multi-purpose fieldhouse, fitness/wellness centre, and indoor playgrounds. Fortunately, all these amenities could be co-located within one facility if enough developable land was identified. Other indoor amenities could also be considered, such as youth space, gymnasium spaces, indoor courts, and likely other amenities. However, appropriate land for this type of large facility may be difficult to find. Multiple smaller facilities may be more achievable and aligned with community needs beyond indoor recreation. Also given the constraints within the community, co-locating these with other potential needs should be considered, such as policing, public works operations, and community social development spaces. Some land will likely be made available within the Three Sisters area, which will likely set the parameters for sighting the project.

Municipalities are able to collect off-site levies for new recreation facilities. To do so, a cost estimate needs to be determined. However, this cost relies on several preceding steps. These include the identification of preliminary needs, needs assessment, feasibility analysis. Each step would function as a stage gate, at which point the project must pass certain criteria and approvals before moving to the next step. Should these three preliminary steps provide the justification to proceed with a new recreation facility (or several smaller facilities), this would now enter into a fourth step, which would be to conduct an initial constructability analysis.

Recreation Facilities have significant impacts, such as high initial capital cost, ongoing operating costs, and resource implications to multiple other departments. As such, these initial planning steps are critical to effectively rationalize the project in the context of many other factors. If the information gathered justifies the concept, then this project can proceed to implementation. This would be a separate capital project that includes the design and construction of the project assuming the project is on sited onto municipally owned lands. If not, land acquisition would be required.

END.

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
General Capital Reserve	\$95,000	0	0	0	0	0	\$95,000
Operating (Capital)	\$105,000	0	0	0	0	0	\$105,000
Total	\$200,000	0	0	0	0	0	\$200,000

Operating Budget Impact:

-To implement this study, approximately 25% of the one Facilities Project Manager will be required, along with technical support from several staff from the Recreation, Facilities, Public Works, Communication, Finance, Human Resources, Planning & Development Departments and potentially other supporting departments.

-Should this project be feasible and get implemented, significant capital and operational funds will be required. Initial construction will be in the 10's of millions of dollars, annual operational costs could be \$1-\$3M per year depending on the size and programs delivered. Revenues will be generated to offset a portion of the annual operating costs generally between 40% and 75% depending on the type of programs being delivered.

-Opportunity cost may also be a consideration, and are related to municipal taxes not collected from residential or commercial uses of lands allocated to this project.

END.

Project Rationale:

- Complete important preliminary planning stages before proceeding with significant and complex capital infrastructure.
- If information supports proceeding with this project, the study would provide the necessary information to support costing that can be incorporated into the offsite levy model.
- Recreation amenities are highly valued and sought after in the Bow Valley among visitors and residents based on public survey results.
- Winter and/or inclement weather creates a need for indoor amenities to provide access to recreational opportunities year-round.
- Several recreation amenities are either absent or under serviced, which would be addressed by this new amenity.
- The resident and visitor populations are growing rapidly in Canmore, that is already creating pressure on current indoor recreation spaces and is expected to continue to escalate.

END.

Options Considered:

- 1) Cancel the project
 - Not recommended since it would not prepare the community recreation facility needs as it continues to grow and add pressure on existing infrastructure.
- 2) Delay the project
 - Possible to implement in a future year, but not recommended in order to set the plan in motion, given the long-lead time to implement the actual infrastructure and to accumulate off-site levy revenue.
- 3) Reduce scope to just Step 1: Identification of Preliminary Needs
 - Possible to keep the planning stage moving, but not recommended since it would not address key components that could inform the offsite levy.

END.



Parking Management Implementation

Project Summary

Project Number

Budget Year:	2024	Budget:	\$140,000
Department:	Engineering	Project Type:	New Infrastructure
Questica Reference:	ENG-24-08	Priority:	B

Project Description:

Scope of work includes implementing parking regulation and pricing at the boat launch, and Riverside Park, along with expansion of residential parking zones as required. Scope elements include:

- Vendor costs for software and system updates
- Pay machine purchase / installation (4 machines total, 3 initial installations and one spare)
- Regulatory and wayfinding signage
- Curb stops and grading
- Data collection and analysis
- Miscellaneous costs

Cost estimates for project implementation are based on recent quotes and similar installations, and factor inflation and contingency.

END

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Paid Parking	\$140,000	0	0	0	0	0	\$140,000
Total	\$140,000	0	0	0	0	0	\$140,000

Operating Budget Impact:

Operating costs for new parking areas will be offset by revenues. These costs include transaction costs, asset replacement, and fees. Staffing costs are not expected to increase with the addition of these areas in 2023, however resources will be redistributed from other parking management areas to allow for enforcement, and impacts will be monitored for considerations in future budgets.

Revenues are expected to increase as have been calculated and shared in Finance Committee documentation. Operating costs for the larger integrated parking management program are shared among more parking stalls, reducing the cost per stall and increasing net revenue per stall.

END

Project Rationale:

Parking pressures at the boat launch, and Riverside park are creating operational issues including traffic and parking issues, as well as spillover concerns in adjacent residential areas. By implementing parking restrictions, pricing, and residential parking zones in adjacent areas, these issues are expected to be largely resolved as we've seen with other implementations.

END

Options Considered:

A number of locations throughout the community have been identified operationally as potentially benefitting from improved parking management. Implementation of pricing and regulation requires resourcing, and as a result locations will be considered on a priority basis based on evaluation of operational considerations. Locations considered include mixed-use areas with commercial and industrial uses, as well as trail heads and adjacent residential areas. It is expected that the parking management team will continue to evaluate locations for future implementations as part of parking management activities.

END



WWTP Upgrade - Conceptual Design

Project Summary

Project Number

Budget Year:	2024	Budget:	\$600,000
Department:	Utility - Waste Water	Project Type:	Design
Questica Reference:	UTI-24-02	Priority:	A

Project Description:

Project is to complete a conceptual design to upgrade the wastewater treatment plant (WWTP) to define the preferable technology and confirm if piloting of one or more technologies is required.
END

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Wastewater Utility Reserve	\$600,000	0	0	0	0	0	\$600,000
Total	\$600,000	0	0	0	0	0	\$600,000

Operating Budget Impact:

No operating impact.
END

Project Rationale:

Regulatory: The provincial regulator changed the Town's Approval to Operate to reduce phosphorus limits from 1.0 mg/L to 0.5 mg/L and add Total Nitrogen limits. The WWTP's current technology cannot meet the new limits and a significant upgrade is required, including a change in secondary treatment technology and possibly the addition of a tertiary treatment.

Lifecycle: The WWTP was commissioned in 1997 and is close to 30 years old. The plant is a corrosive environment and metals and concrete can be susceptible to degradation requiring piping, fittings and equipment to be replaced to maintain its operations.

Growth: The Town continues to grow so it is necessary to accommodate planned growth in the design and upgrade.
END

Options Considered:

No options considered.
END



Railway Ave Water Line Replacement - Construction Phase 1 (South)

Project Summary

Project Number

Budget Year:	2024
Department:	Utility - Water
Questica Reference:	UTI-24-17

Budget:	\$1,800,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

The project is to replace the water line along Railway Avenue from the CPR tracks / TIP20 and ending just west and north of Railway and Main Street.
END

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Water Utility Reserve	\$1,800,000	0	0	0	0	0	\$1,800,000
Total	\$1,800,000	0	0	0	0	0	\$1,800,000

Operating Budget Impact:

No operational impact.
END



Railway Ave Water Line Replacement - Construction Phase 1 (South)

Project Summary

Project Number

Project Rationale:

Lifecycle: Water lines in the older areas of Canmore are nearing their lifecycle, with the oldest pipes in Canmore installed in 1966. Engineering is planning to resurface this section of Railway Ave and its prudent to replace the water line at the same time. In 2024, the pipe will be 58 years old, 17 years away from the anticipated end of its 75 year lifespan.
END

Options Considered:

No options considered.
END



Teepee Town Water Line Upgrade (1Ave Mountain Ave Laneway)

Project Summary

Project Number

Budget Year:	2024	Budget:	\$440,000
Department:	Utility - Water	Project Type:	New Infrastructure
Questica Reference:	UTI-24-20	Priority:	B

Project Description:

The project is to upsize the 50mm copper water line with a 150mm PVC line along Mountain Avenue to support the increased density and provide more water security.
END

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Water Utility Reserve	\$440,000	0	0	0	0	0	\$440,000
Total	\$440,000	0	0	0	0	0	\$440,000

Operating Budget Impact:

No operating impact.
END



Teepee Town Water Line Upgrade (1Ave Mountain Ave Laneway)

Project Summary

Project Number

Project Rationale:

Support Growth: The increased density cannot be supported with the existing pipe size compromising water pressure and fire flows.

Operational Benefit: Part of the project would extend and tie in the line further northwest to create a loop, providing more water security.

Lifecycle: The pipe was installed in late 1960s and likely in need of replacement.

END

Options Considered:

No options considered.

END



Complete Street Improvements Railway to Main

Project Summary

Project Number

7359

Budget Year:	2024
Department:	Engineering
Questica Reference:	ENG-23-10

Budget:	\$6,000,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

Scope of work includes complete street improvements to the portion of Railway Avenue between the TIP20 project to the south, and Main Street to the north. Scope includes new sidewalk, bicycle facilities and reconstruction of the intersection at Main Street and Railway Avenue., as approved by Council in 2023. Work will be coordinated with associated deep utility work for water and sewer lifecycle replacement.

Budget has been established through detailed design development as of September, 2023 as part of ongoing capital project 7239 - Complete Street Improvements Railway Avenue Design (2022).

Construction is expected to take place over the course of 2024, and 2025. The project will be tendered at the end of 2023 as a request for proposals. The RFP will evaluate qualifications and plans, as well as price. Provided that a qualified contractor provides a plan that is acceptable to the Town, the project will move forward in 2024. There is a possibility that no plan acceptable to the Town is provided due to market factors, in which case the project will not be awarded in 2024, and will be retendered at a later date.

END.

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Asset Rehab - Replacement	\$1,500,000	0	0	0	0	0	\$1,500,000
CCBF	\$1,550,000	0	0	0	0	0	\$1,550,000
Federal Grants	0	0	0	0	0	0	0
MSI Capital	\$1,750,000	0	0	0	0	0	\$1,750,000
Offsite Levy Reserve	\$1,200,000	0	0	0	0	0	\$1,200,000
Total	\$6,000,000	0	0	0	0	0	\$6,000,000

Operating Budget Impact:

New bicycle paths and sidewalks generated by this project are accounted for in the operational budget for snow clearing. Parks maintenance is expected to be similar for both the existing and reconstructed corridor. Where operational impacts to the Parks department are identified as part of the detailed design process, the team will seek to minimize impacts and incorporate costs into the 2026 operating budget when the greenspace reaches final acceptance.

END.

Project Rationale:

Railway Avenue was constructed under historic design standards and is car-centric. Existing sidewalks are narrow, discontinuous and often inaccessible, providing insufficient width for the large demand generated by transit infrastructure, a nearby intercept parking lot, and numerous nearby walkable destinations. No dedicated bicycle infrastructure is available along the corridor except for a short segment of multi-use pathway.

Project is in alignment with the strategic goals of the Integrated Transportation Plan, Integrated Parking Management Plan, and Climate Action Plan, and aligns with Council's Strategic Plan. Making our arterial roadways safe, accessible, comfortable and convenient for people to walk, bicycle, and use Roam transit contributes to Canmore's ongoing mode-shift goals and builds on recent successes of Roam, Spring Creek Mountain Village, and the TIP20 project.

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:

The detailed design phase is incorporating lessons learned from the TIP20 project to build on successful elements while avoiding some of the challenges experienced during construction and commissioning.

END.



Street and Drainage Rehabilitation (2024)

Project Summary

Project Number

7357

Budget Year:	2024
Department:	Engineering
Questica Reference:	ENG-23-16

Budget:	\$1,650,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

Scope of work includes Palliser Trail paving as identified in the 2022 Pavement Condition Assessment. Work has been tendered and is in the process of award. Prioritizing reconstruction of Palliser Trail accommodates the new seasonal bus route starting in 2023, as well as future development on Palliser Lands. The current condition of the roadway is poor.

Additionally, the scope includes miscellaneous preventative maintenance and routine rehabilitation such as drywell replacement and rectifying localized pavement problems and drainage issues. .

Scope includes larger traffic signal maintenance items that arise from annual inspections, and lifecycle replacement needs.

END.

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Asset Rehab - Replacement	\$750,000	0	0	0	0	0	\$750,000
CCBF	\$900,000	0	0	0	0	0	\$900,000
Total	\$1,650,000	0	0	0	0	0	\$1,650,000

Operating Budget Impact:

Preventative pavement maintenance decreases operating costs by ensuring that pavements do not deteriorate to the point of requiring acute interventions by Streets and Roads. Coordination with Streets and Roads, and input from that team, informs locations for rehabilitation each year.

Correcting pavement and drainage problems also decreases operating costs by reducing the amount of maintenance associated with poorly drained areas such as ice removal in winter. Where projects include enhancements, and new operational costs, those impacts are factored into Streets and Roads budgets.

END.

Project Rationale:

Projects have been chosen in consultation with Public Works to support improvements with a positive operations impact.

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 Survey Report, ongoing monitoring, transportation requirements, utility requirements, larger scale separate complete streets projects, and opportunities to leverage developer projects.

END.



Pathway Network Connectivity (2024)

Project Summary

Project Number

7358

Budget Year:	2024
Department:	Engineering
Questica Reference:	ENG-23-09

Budget:	\$865,000
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. Projects are 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 2024 includes:

- Design of pathway connections on 17th Street near the High School, construction as budget allows
- Stewart Creek pathway connections along Three Sisters Parkway - design and construction
- Contributions to construction of the west side of 8th Avenue at 8th street in conjunction with redevelopment of the old Rexall building
- Additional opportunities for design, construction, and/or contribution to development related improvements based on developer activity
- Bicycle parking at major trip generating destinations. Secure bicycle parking for e-bikes in the pedestrian zone of Main Street.

END.

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Federal Grants	\$100,000	0	0	0	0	0	\$100,000
MSI Capital	\$350,000	0	0	0	0	0	\$350,000
Operating (Capital)	\$200,000	0	0	0	0	0	\$200,000
Other	\$215,000	0	0	0	0	0	\$215,000
Total	\$865,000	0	0	0	0	0	\$865,000

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 500m of new pathway and sidewalk to the network by fall 2024 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 enable achievement of 2030 mode-shift targets, and goals of the Climate Action Plan.

By leveraging developer contributions, and by contributing to improved developer constructed facilities, the program utilizes external funding sources to maximize positive impact and reduce traffic impacts of new development.

Adequate end of trip facilities for secure bicycle parking and storage is a key factor in completing routes.

This program addresses barriers identified through School Travel Planning, transportation planning, and community input.

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.



Railway Avenue Wastewater Upgrade

Project Summary

Project Number

7371

Budget Year:	2024
Department:	Utility - Waste Water
Questica Reference:	UTI-23-07

Budget:	\$1,750,000
Project Type:	Growth
Priority:	B

Project Description:

The project will reline (e.g. a liner gets blown through the existing pipe, which stays in place) most of the wastewater main along Railway Avenue between the edge of the TIP20 work (by the CPR railway line) and finish 100m north of 10th Street. A section of the pipe in front of Elevation Place will be replaced and upsized with an open excavation due to the pipe having sags and other defects (approx. 85m) where relining will not work.

Peak Wet Weather Flow (PWWF) through this section of pipe is currently calculated at 34 L/s and this section of pipe has a design capacity of 20 L/s (172% of design capacity) resulting in approximately 790m of 250mm pipe to cause sewer surcharging. Replacement with larger diameter pipe is recommended to the following specification:

100m of 350mm to 450mm
 790m of 250mm to 300mm
 END

Budget Funding:

	2024	2025	2026	2027	2028	2029	Total
Debenture	\$875,000	0	0	0	0	0	\$875,000
Wastewater Utility Reserve	\$875,000	0	0	0	0	0	\$875,000
Total	\$1,750,000	0	0	0	0	0	\$1,750,000

Operating Budget Impact:

No operational impact.
 END



Railway Avenue Wastewater Upgrade

Project Summary

Project Number

7371

Project Rationale:

Capacity: Peak Wet Weather Flow (PWWF) through these sections of pipe is currently well beyond their design capacity that will result in a surcharge.
END

Options Considered:

No options consider as it was recommended within the Utility Master Plan.
END



Bow Valley Trail Pathway Improvements South Attachment 3

Project Summary

Project Number

7299

Budget Year:	2023
Department:	Engineering
Questica Reference:	ENG-19-11

Budget:	\$900,000
Project Type:	Asset Replacement
Priority:	B

Project Description:

Scope of work includes completion of separate sidewalk and pathway connecting the west side of Bow Valley Trail between Old Canmore Road, the roundabout at Spring Creek Gate, and connecting through to the existing complete street facilities in Spring Creek Mountain Village.

The work will likely be executed in two separate scopes:

- 1) Portion of work from 500 Bow Valley Trail to Policeman Creek will be completed in collaboration with the developer of 500 Bow Valley Trail. Contributions from the developer for the portion of work fronting the new development at 500 BVT (215m of each of sidewalk, and bicycle path).
- 2) Portion of work from 500 Bow Valley Trail to Old Canmore Road will be completed by the Town (250m of each of sidewalk, and bicycle path).

Scope of work includes associated stormwater management, lighting improvements, and landscaping.

Work will be completed over 2023 and 2024. Phasing, timing and procurement for scopes above is to be determined and will depend in part on the timing of the developer.

END.

Budget Funding:

	2023	2024	2025	2026	2027	2028	Total
Federal Grants	\$360,000	0	0	0	0	0	\$360,000
MSI Capital	\$540,000	0	0	0	0	0	\$540,000
Total	\$900,000	0	0	0	0	0	\$900,000

Operating Budget Impact:

465m meters of new facility for snow clearing is accounted for in Public Works operating budget. Landscape maintenance operational requirements will be similar to current boulevard maintenance requirements. Operational impact will be confirmed during the design phase.

END.

Project Rationale:

Work is in support of 2030 mode-shift goals and associated social, environmental and economic goals of the community.

Significant development is continuing on Bow Valley Trail and within Spring Creek Mountain Village. By coordinating with developers to leverage their contributions, more infrastructure can be built today, in order to address current transportation needs, and needs of future tenants and owners.

END.

Options Considered:

Multi-use pathway was considered in prior iterations of the project, however expected volumes of pathway users in 2030 warrants separation. Further, facilities to be connected to the north and west are already separated, and keeping consistent design along this stretch eliminates the need for transitions.

END.

Budget Year:	2023	Budget:	\$540,000
Department:	Engineering	Project Type:	Asset Replacement
Questica Reference:	ENG-19-11	Priority:	B

Project Description:

Scope of work includes completion of separate sidewalk and pathway connecting 500 BVT frontage to the existing complete street facilities in Spring Creek Mountain Village, and the preliminary design of separate sidewalk and pathway connecting 500 BVT frontage to Old Canmore Road.

The work includes the two following scopes:

1) 500 Bow Valley Trail (new common amenity housing) to Policeman Creek on the north side of Spring Creek Gate will be completed in collaboration with the developer of 500 Bow Valley Trail. Developer is responsible for the portion of work fronting the new development at 500 BVT (215m of each of sidewalk, and bicycle path), and the developer will undertake improvements connecting the frontage to existing facilities in Spring Creek Mountain Village with design and construction costs funded by the Town. While the Town will enter into a direct agreement with SCMV, procurement of subcontractors and consultants for this scope of work will meet trade agreement requirements, and the Town's purchasing policy.

2) Preliminary design and cost estimating for the section of separate sidewalk and pathway between 500 Bow Valley Trail to Old Canmore Road will be completed by the Town (250m of each of sidewalk, and bicycle path).

Scope of work includes pedestrian and cycle facilities, and associated stormwater management, lighting improvements, and landscaping.

Work will be completed over 2023 and 2024. Phasing, timing and procurement for scopes above is to be determined and will depend in part on the timing of the developer.

END.

Budget Funding:

	2023	2024	2025	2026	2027	2028	Total
Asset Rehab - Replacement	\$540,000	0	0	0	0	0	\$540,000
Federal Grants	0	0	0	0	0	0	0
MSI Capital	0	0	0	0	0	0	0
Total	\$540,000	0	0	0	0	0	\$540,000

Operating Budget Impact:

New infrastructure requiring snow clearing is accounted for in Public Works operating budget. Landscape maintenance operational requirements will be similar to current boulevard maintenance requirements.

END.

Project Rationale:

Work is in support of 2030 mode-shift goals and associated social, environmental and economic goals of the community.

Significant development is continuing on Bow Valley Trail and within Spring Creek Mountain Village. By coordinating with developers to leverage their contributions, more infrastructure can be built today, in order to address current transportation needs, and needs of future tenants and owners. Disruption to new developments from future street and drainage improvements is minimized.

END.

Options Considered:

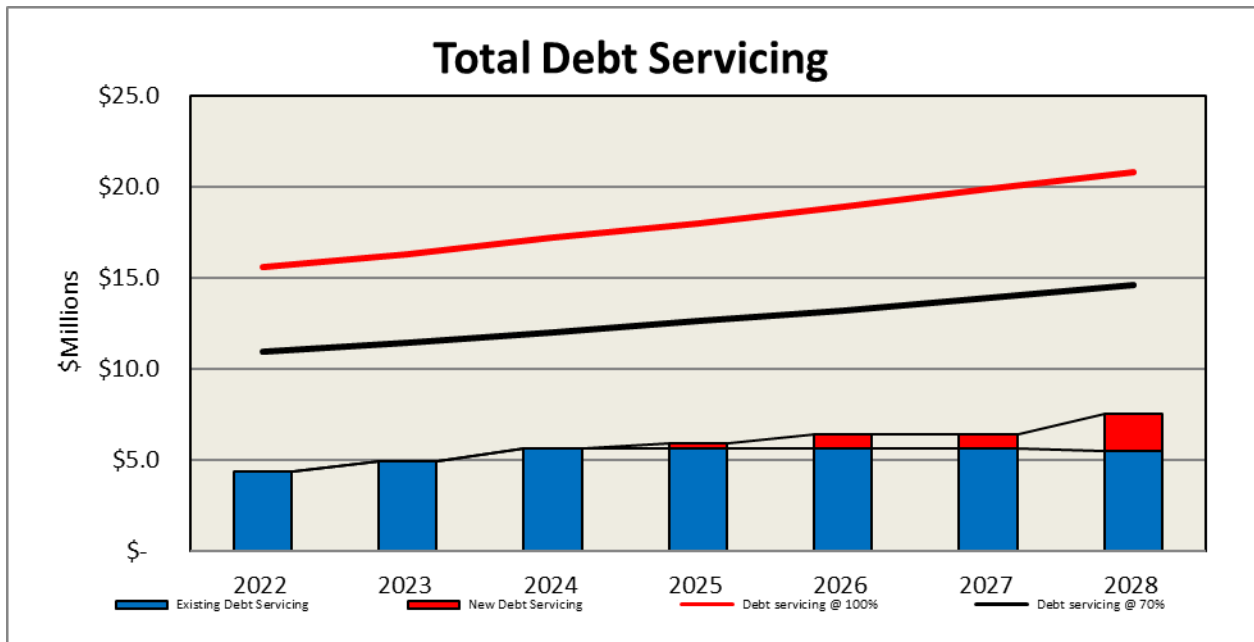
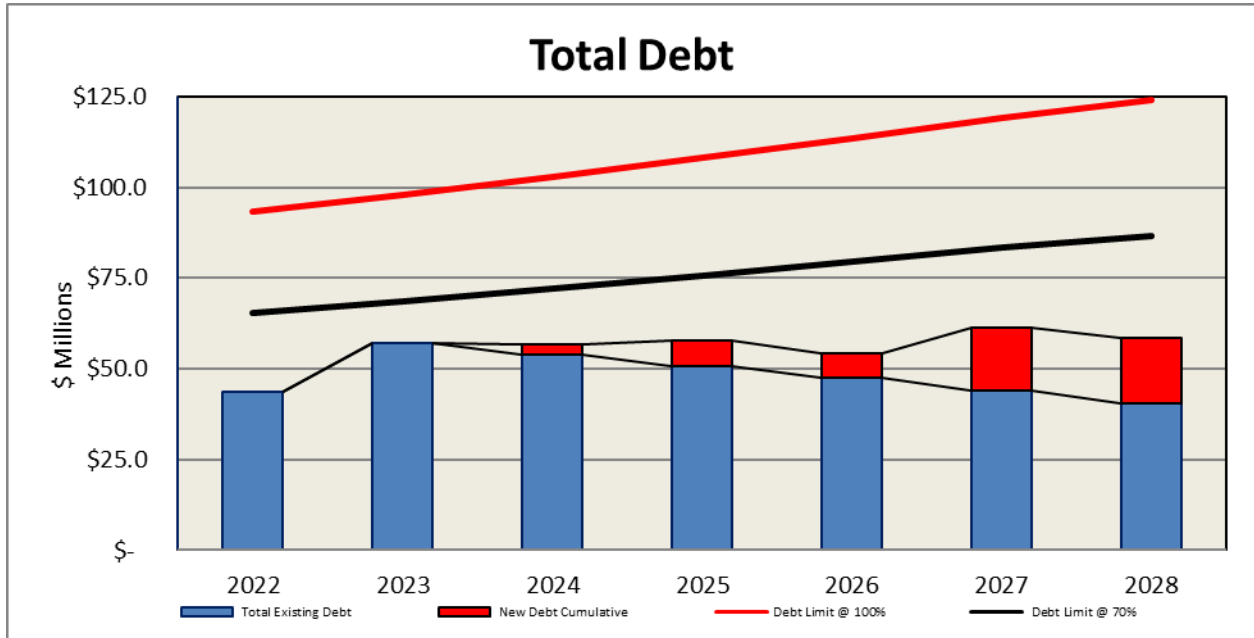
Multi-use pathway was considered in prior iterations of the project, however expected volumes of pathway users in 2030 warrants separation. Further, facilities to be connected to the north and west are already separated, and keeping consistent design along this stretch eliminates the need for transitions.

END.



Debt & Debt Servicing

For the planning period 2024 - 2028





Reserve Balances

For the planning period 2024 - 2028

