



TOWN OF CANMORE

2024 BUDGET AMENDMENTS



Mayor Sean Krausert

2024 Budget

Taxes . . . no one likes seeing these go up, including Council. We understand how real the affordability challenge is in Canmore. It is for this very reason we are doing all we can to improve affordability in the community from improving service on our local fare-free transit route to taking bold strides to improve the housing situation, all while making sure our municipal recreation facilities and programs remain affordable and accessible for all.

Obviously, we are not immune to the financial challenges that you have been experiencing in your household over the past year. The trend of increasing inflation, rising costs, higher borrowing costs and decreased funding from all levels of government have continued. Simply put, the cost of delivering the same level of service continues to increase. We have seen increases to our staffing costs, utility costs, and the cost to deliver policing services through the RCMP. In the past, the answer to such pressures was to slash our savings and deprive reserves that are needed for future repairs, maintenance, and expansion of public facilities. That practice is not sustainable and so we deliberately did not go down this road again this year.

The result of those cost increases is a \$77.0M operating budget and \$21.3M capital budget. The budget represents a status quo level of services and programs being provided to the community, all of which have been requested and are needed by residents. Of course, we contemplated service cuts, but the amounts potentially saved did not outweigh the loss of service that would be felt by the community. Council did find some cost savings that allowed a few small additions to the budget to address community priorities, including addressing wildlife attractant fruit trees on public property over the next five years and retaining the community evaluator position to continue with the Safe Park program.

Consequently, a 7.6% municipal property tax increase is anticipated for 2024. To put this in context, a residential unit at the 2023 median assessed value of \$969,000 should expect a municipal property tax increase of approximately \$12.58 per month. Our monitoring of 19 similar communities in the region shows that Canmore's taxes per dwelling unit continue to be around average.

I recognize this is not a message that most in the community want to hear and is certainly not the message that Council wants to deliver. These are extremely difficult decisions made pursuant to our duty to protect and further the best interests of the community as a whole. Although it does not bring me comfort, as I talk to colleagues across Alberta, their communities are all having the same conversations and facing similar challenges.

We will continue having the hard conversations, facing these issues head on, and working to make Canmore a place where all residents can thrive.

2024 Budget Amendments | Operating Summary

In December 2022, Council approved a two-year operating budget for 2023 and 2024 that included \$68.3 million in 2023 expenditures, which represented a 12.5% increase to new municipal taxes, net of growth and \$73.2 million in 2024 expenditures, which represented a 5.5% increase to taxes, net of growth.

On December 5, 2023, Council approved amendments to the 2024 budget. The 2024 operating budget amendments result in a net financial impact of \$77.0 million, which results in a 7.6% increase in taxes net of growth, which equates to \$12.58 per month or \$151 per year on our median assessed residential value of \$969,000.

Operating Summary

Over the past year the trend of increasing inflation, rising costs, higher borrowing costs and decreased funding from all levels of government have continued. Simply put, the cost of delivering the same level of service continues to increase, mainly due to third-party costs which are largely outside of the Town of Canmore's control. The increases in the 2024 operating budget are the result of uncontrollable expenses due to inflation, pre-existing contracts, and growth-related expenses.

Operating Amendments with Tax Impact

	Revenue	Amount
A	Increase Fire First Response Revenue	\$50,000
B	Increase Recreation Membership Fees	200,000
Expenditures		
C	Adjustment for Cost-of-Living Allowance (COLA)	\$549,507
D	Increase Employee Benefits	40,000
E	Increase Power and Natural Gas	125,000
F	Add Custodial, Snow and Ice Removal Services for old Fire Hall	35,000
G	Increase IT Contracted Services	64,000
H	Increase RCMP Contract	200,000
I	Reduce Feral Rabbit Management	(55,500)
J	Increase in Museum Requisition	39,290
		\$747,297

A / B Increase in revenues is expected in 2024 for Recreation and Fire Services.

C / D The cost-of-living factor is at 5.5% as opposed to 2.6% which was approved in the initial 2024 budget. An increase in employee benefits (health and dental) is also being projected for 2024.

E Power and natural gas costs across the organization continue to rise impacting facilities, parks, rinks, and streetlights.

F Custodial services and snow and ice removal services are included for the old Fire Hall, which is being repurposed for use by Municipal Enforcement, Parks, and Facilities departments.

G Contracted services costs in Information Technology are increasing.

H Based on a revised Multi-Year Financial Plan (MYFP) from RCMP, the policing contract expenses will increase by a net \$200,000.

I The feral rabbit management program will be discontinued as the Rabbit Hemorrhagic Disease Virus (RHDV) has decimated Canmore's feral rabbit population. This will save the municipality \$55,500 in 2024 and beyond.

J The Museum saw a \$39,290 increase to their requisition to address recruitment issues.

2024 Budget Amendments | Operating Summary

Operating Amendments with Offsetting Revenues or Reserves (No Tax Impact)

	Expenditures	Amount	Funding Source
K	Increase Transit Requisition	\$299,245	Paid Parking
L	Addition of 1.0 FT Senior Development Planner	140,000	Planning Revenue
M	Increase in CCH Requisition (Affiliate)	250,000	Vital Homes Reserve
		\$689,245	

- K** An increased transit requisition from the Bow Valley Regional Transit Services Commission (BVRTSC) has been approved to address several factors – an increase in service hours and ridership, vehicle maintenance and staff wages, training increase, high contracted services, and transit storage costs.
- L** With the approval of the Three Sisters Village and Smith Creek Area Structure Plans, a new full-time permanent position (Senior Development Planner) in the Planning and Development department is needed to support the work required to advance these applications. The salary and benefits of this position will be offset by increased planning permit revenues each year starting 2024.
- M** The CCH Board has submitted an increased requisition to address staffing required to advance housing projects and to reflect the costs of renting a larger space to accommodate the larger team.

Operating Amendments with Offsetting Reserves (No Tax Impact) based on Policy

	Revenue	Amount	Funding Source
N	Net Decrease Franchise Fees	\$50,000	Asset Replacement/Rehabilitation Reserve (\$46,000) Sustainability Reserve (\$4,000)
O	Decrease Photo Radar Revenue	200,000	Photo Radar Reserve (\$108,000) Contracted Services (\$92,000)
P	Increase Business Registry Revenue	50,000	Economic Development Reserve \$50,000
Q	Increase Paid Parking Revenue	650,000	Contracted Services \$38,000 Bank Service Fees \$30,000 Fee Payable to RMHF \$50,000 (as per PPRAM) Transit \$299,245 Integrated Transportation Management Reserve \$232,755
R	Increase BIA Levy (Affiliate)	5,155	Flow-through

- N** Electric franchise fees revenue in 2024 is expected to increase by \$120,000. Despite the approved franchise fees increases for 2024, ATCO natural gas franchise fees are expected to drop by \$170,000 with the net revenue increase for both totaling \$50,000.
- O** Based on current trends, photo radar revenue is expected to continue to decline, with a further decrease of \$200,000 expected in 2024.
- P** Business Registry revenue is expected to continue to rise, based on trend, and per policy is transferred to the Economic Development reserve.
- Q** Based on 2023 projected revenues, paid parking revenue for 2024 is expected to continue to increase.
- R** The Downtown Business Improvement Area (BIA) has requested a levy increase for 2024 which is a flow-through.

2024 Budget Amendments | Operating Summary

Changes Made During Finance Committee

Revenue		Amount
1	Add Safe Park Revenue	\$15,000
2	Increase Paid Parking Fees	715,720
Expenditures		Amount
1	Add Safe Park supplies	15,000
3	Add Community Evaluator position (full-time permanent)	\$84,000
3	Remove CCMR contracted services	(25,000)
4	Reduced Administrative Expenses	(40,250)
5	Add Fruit Tree Removal on public lands	30,000
6	Reduce Insurance costs	(25,000)
7	Reduce Legal costs	(25,000)
8	Reduce Public Works Admin budget	(10,000)
9	Cancel Communications Citizen Input Panel	(25,000)
10	Defer Arts and Events Micro Grant Program	(32,000)
2	Transfer to Reserve (increase in paid parking fees)	715,720
		\$68,250

- 1 Added \$15,000 for Safe Park Revenues to cover the contracted and supplies expenses of \$15,000 for the program.
- 2 Increased parking fees in the Town Centre by \$1.00 per hour for the peak season starting in 2024, and during weekends and holiday periods during the low season starting on October 16, 2024. Increased parking fees at Quarry Lake by \$5.00 per hour to \$10.00 per hour for peak season only, beginning May 15, 2024.
- 3 Included a full-time permanent Community Evaluator position, which lowers contracted fees for the Canmore Community Monitoring Report.
- 4 Reduced administrative expenses in the amount of \$40,250.
- 5 Added \$30,000 annually for fruit tree removal and replacement on public land over a five-year period commencing in 2024.
- 6 Reduced the 2024 general municipal budget in the amount of \$25,000 due to anticipated reduced insurance costs.
- 7 Reduced the 2024 CAO budget in the amount of \$25,000 due to anticipated lower legal fees.
- 8 Reduced the 2024 Public Works administrative budget in the amount of \$10,000 due to reduced lease work on provincial lands and professional fees.
- 9 Cancelled the Citizen Input Panel for \$25,000 and left for consideration in 2025.
- 10 Deferred the Arts and Events micro grant program to 2025.

Utility Summary

The utility contains all the revenues and expenses necessary for providing water, wastewater, and waste services to the community. The utility is self-supporting, meaning that costs incurred to run the utility must be recovered through rates. The utility budget is supported by the Utility Rate Model (URM), that is updated during each budget cycle and after a Utility Master Plan (UMP) update is completed. Since the approval of the 2023-2024 budget (\$16.9 million in 2023 and \$17.9 million in 2024), several changes occurred that needed to be considered in the URM:

- Receiving a new 10-year Approval to Operate from the Government of Alberta,
- A recent update to the UMP, and
- Completed a Wastewater Treatment Plant (WWTP) Capacity Evaluation and Technology Assessment study.

The updated UMP and WWTP Capacity Evaluation study identified projects that will be required to support development to full build out. The list of projects in the UMP includes replacing all the water and sewer lines installed in the mid-1960s over the next 25 years at a cost of \$53 million. The WWTP Technology Assessment listed a total of 15 projects at a cost of \$27 million over the next 10 years.

The new 10-year Approval to Operate issued by the province includes more stringent effluent limits to be met by 2032, that the Town's current WWTP technology cannot meet. The WWTP Technology Assessment study identified scenarios that would allow the plant to meet the new standards, which could come in at a cost of around \$100 million over the next ten years.

2024 Rates for Water and Wastewater

To ensure the reserves balances are appropriate in the 5-year horizon, the 2024 rates for water and wastewater were amended to reflect an overall increase of 10.7%, approximately \$5.72 per month on the average household. The average commercial account is projected to increase by 10.7%.

2024 Rates for Waste and Recycling

To account for increased costs including hauling, the 2024 rates for waste and recycling were amended.

- The rates for residential waste will increase 15.0%, approximately \$2.97 per month.
- The rates for residential recycling will increase 5.0%, approximately \$0.87 per month.
- The average commercial account is projected to increase by 5%, approximately \$1.27 per month.

2024 Budget Amendments | 2024 Operating Budget Amendments

2024 Operating Budget Amendments Overall Summary Including Utilities & SWS

	Approved Budget 2024	Amended Budget 2024	Variance \$
Revenues			
Municipal Taxes	34,202,537	34,881,584	679,047
Sales and Rentals	28,126,397	30,724,533	2,598,136
Permits and Fines	3,797,771	3,787,771	(10,000)
Internal Transfers	2,074,474	2,373,719	299,245
Grants	1,525,710	1,525,710	0
Transfers and Other	3,489,220	3,707,220	218,000
Total Revenue	73,216,109	77,000,537	3,784,428
Expenditures			
Salaries, Wages and Benefits	25,725,973	26,594,973	869,000
Admin and General Services	2,853,572	2,864,822	11,250
Contracted Services	19,464,288	19,989,033	524,745
Supplies and Energy	4,707,896	4,847,896	140,000
Borrowing Costs	5,866,080	5,866,080	0
Other	94,970	94,970	0
Transfer to Capital	1,385,000	1,385,000	0
Transfer to Reserve	9,329,259	10,952,012	1,622,753
Internal Transfers	2,074,474	2,373,719	299,245
Transfer to Affiliated Orgs	1,714,597	2,032,032	317,435
Total Expenditures	73,216,109	77,000,537	3,784,428
Education Requisition	23,899,698	23,899,698	0
DIP Requisition	4,050	4,050	0
Senior Requisition	1,492,772	1,492,772	0
BIA Levy	122,720	127,875	5,155

2024 Budget Amendments | Amended 3-year Operating Budget and Plan

Amended 3-year Operating Budget and Plan Overall Summary Including Utilities & SWS

	Amended Budget 2024	Amended Plan 2025	Amended Plan 2026
Revenues			
Municipal Taxes	34,881,584	37,784,987	39,409,887
Sales and Rentals	30,724,533	32,927,518	35,129,546
Permits and Fines	3,787,771	4,006,733	4,263,767
Internal Transfers	2,373,719	2,464,790	2,571,659
Grants	1,525,710	1,545,710	1,565,710
Transfers and Other	3,707,220	2,867,232	3,027,245
Total Revenue	77,000,537	81,596,970	85,967,814
Expenditures			
Salaries, Wages and Benefits	26,594,973	27,945,622	28,867,693
Admin and General Services	2,864,822	2,993,383	3,081,734
Contracted Services	19,989,033	20,825,284	21,445,962
Supplies and Energy	4,847,896	4,975,565	5,137,522
Borrowing Costs	5,866,080	6,828,078	7,243,078
Other	94,970	96,970	96,970
Transfer to Capital	1,385,000	1,385,000	1,385,000
Transfer to Reserve	10,952,012	11,999,478	13,994,947
Internal Transfers	2,373,719	2,464,790	2,571,658
Transfer to Affiliated Orgs	2,032,032	2,082,800	2,143,250
Total Expenditures	77,000,537	81,596,970	85,967,814
Net Surplus / Deficit	0	0	0

2024 Budget Amendments | Capital Summary

Capital 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. Approved capital expenditures for 2024 are now \$21.3 million.

Normally a multi-year budget would not see many adjustments to the capital plan, this year is different. We are dealing with increasing costs, due to inflationary pressures and the need to update the five-year capital planning horizon, to offset the increased funding that was allocated towards the Cougar Creek Debris Retention Structure project. As such some 2024 projects were cancelled, deferred or amended.

The following chart provides 2024 project cancellations and deferral to future years:

Based on Council's direction to cancel or delay capital projects, the following projects have been cancelled and deferred 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)	

The following chart provides 2024 new project additions:

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

2024 Budget Amendments | Capital Summary

The following chart provides 2024 project amendments:

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

2024 Budget Amendments | Capital Summary

2024 Amended Capital Budget

Project Number	2024	METHOD OF FUNDING					Comment
		Grants	Operating	Reserve	Debtenture	Other	
Administration, Economic Development, CSD							
7331	Business Transformation (2024)	100,000		100,000			
7332	Main Street Pedestrian Zone (2024)	40,000			40,000		Economic Development
7333	Property Tax Taskforce	75,000			75,000		General
7334	Indigenous Consultation Support	50,000		50,000			
7335	Tourism Economic Impact Assessment	40,000			40,000		Economic Development
7375	Long Term Financial Strategy Update	100,000		100,000			
Administration, Economic Development, CSD Total		405,000		250,000	155,000		
Information Technology							
7336	TownSquare (2024)	25,000		25,000			
7337	Data Center Migration (2024)	50,000		50,000			
7338	CityView (2024)	50,000		50,000			
7339	PC Lifecycle & New Equipment (2024)	65,000		65,000			
7340	IT Infrastructure Lifecycle & New Equipment (2024)	50,000		50,000			
7341	eServices (2024)	80,000		80,000			
7342	Information Security (2024)	25,000		25,000			
Information Technology Total		345,000		345,000			
Protective Services							
7347	Municipal Enforcement Radio Upgrades	18,000		10,000	8,000		General
Protective Services Total		18,000		10,000	8,000		
Facilities							
7348	Elk Run Maintenance Facility Repairs & Maintenance	600,000			600,000		Asset Rehab - Replace
7349	EP Condition Assessment and Priority Repairs (2024)	500,000		300,000	200,000		Asset Rehab - Replace
7350	CRC - Olympia Ice Resurfacer Replacement	195,000	195,000				MSI
7351	Boom Lift Replacement	100,000	100,000				MSI
7376	EP - Waterslide Area Repairs	200,000			200,000		Asset Rehab - Replace
7377	Recreation Facility Feasibility Study	200,000		105,000	95,000		General
Facilities Total		1,795,000	295,000	405,000	1,095,000		
Engineering							
7354	Transportation Safety and Accessibility (2024)	150,000			150,000		General
7356	Bridge Asset Management (2024)	150,000			150,000		Asset Rehab - Replace
7357	Street and Drainage Rehabilitation (2024)	1,650,000	900,000		750,000		CCBF / Asset Rehab - Replace
7358	Pathway Network Connectivity (2024)	865,000	450,000	200,000		215,000	MSI / ICIP / Developer
7359	Complete Street Improvements Railway to Main	6,000,000	3,300,000		2,700,000		MSI / CCBF / Offsite / Asset
7378	Parking Management Implementation	140,000			140,000		ITMR
Engineering Total		8,955,000	4,650,000	200,000	3,890,000	215,000	
Public Works							
7360	Climate Emergency Action Plan - Implement 2024	50,000			50,000		Sustainability
7361	Human-Wildlife Coexistence - Implement 2024	100,000		100,000			
7362	Utility Tractor Replacement F-79	280,000	280,000				MSI
7363	EV Charger Install Town Facilities	40,000		40,000			
7364	Parks Equipment Lifecycle 2024	31,000		10,000	21,000		Asset Rehab - Replace
7365	Construction Renovation & Demolition Waste Study and Plan	25,000		25,000			
Public Works Total		526,000	280,000	175,000	71,000		
Town Ops Total		12,044,000	5,225,000	1,385,000	5,219,000	215,000	
Water Utility - SWS							
SWS							
7366	Container Replacement 2024	150,000			150,000		SWS Rec & Collection
7367	Pedestrian Container Replacement 2024	150,000			150,000		SWS Rec & Collection
7368	3 Tonne Collection Vehicle Replacement	350,000			350,000		SWS Rec & Collection
Water Utility							
7370	WWTP - Odour Control - Construction	2,000,000		400,000	1,600,000		WW Reserve
7371	Railway Avenue Wastewater Upgrade	1,750,000		875,000	875,000		WW Reserve
7372	Elk Run Sewer Main Replacement - Design	200,000		200,000			WW Reserve
7373	WWTP - Influent Screen Capacity Upgrade	900,000		600,000	300,000		Offsite
7374	Utility Vehicle Replacement (Vector Truck)	900,000		900,000			WW Reserve
7379	WWTP Upgrade - Conceptual Design	600,000		600,000			WW Reserve
7380	Railway Ave Water Line Replacement - Construction Phase 1 (South)	1,800,000			1,800,000		W Reserve
7381	Teepee Town Water Line Upgrade (1Ave Mountain Ave Laneway)	440,000			440,000		W Reserve
Water Utility - SWS Total		9,240,000		6,465,000	2,775,000		
Grand Total		21,284,000	5,225,000	1,385,000	11,684,000	2,775,000	215,000

2024 – 2028 Proposed Capital Plan

The 2024-2028 capital plan was opened for only two departments – Engineering and Utilities, as it is typically not a practice to open the plan 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 the Utility Master Plan (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.

Some of the projects that have been deferred include:

- Steep Creek Hazard Mitigation Program.
- 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).

2024 Budget Amendments | Capital Plan

Capital Planning Summary for the Planning Period 2024 - 2028

						5 YEAR TOTAL METHOD OF FUNDING					
	2024	2025	2026	2027	2028	Grants	Operating	Reserve	Debenture	Other	Unfunded
Administration, Economic Development, CSD											
Business Transformation (2024)	100,000						100,000				
Business Transformation (Future)			75,000	75,000	75,000		225,000				
Main Street Pedestrian Zone (2024)	40,000							40,000			
Property Tax Taskforce	75,000							75,000			
Indigenous Consultation Support	50,000						50,000				
Tourism Economic Impact Assessment	40,000							40,000			
Long Term Financial Strategy Update	100,000						100,000				
Interactive Placemaking Artwork		210,000						210,000			
Winter City Strategy		100,000						100,000			
Canmore Made Hub		35,000						35,000			
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											
TownSquare (2024)	25,000						25,000				
TownSquare (Future)		20,000	20,000	20,000	20,000		80,000				
Data Center Migration (2024)	50,000						50,000				
CityView (2024)	50,000						50,000				
CityView (Future)		25,000	10,000				35,000				
PC Lifecycle & New Equipment (2024)	65,000						65,000				
PC Lifecycle & New Equipment (Future)		60,000	60,000	60,000	60,000		240,000				
IT Infrastructure Lifecycle & New Equipment (2024)	50,000						50,000				
IT Infrastructure Lifecycle & New Equipment (Future)		50,000	50,000	50,000	50,000		200,000				
eServices (2024)	80,000						80,000				
eServices (Future)		80,000					80,000				
Information Security (2024)	25,000						25,000				
Information Security (Future)		20,000	20,000				40,000				
IT Strategic Improvements (2025)		15,000					15,000				
Asset Management Software Needs Assessment		50,000					50,000				
Asset Management Software Implementation			300,000				45,000	255,000			
Finance System Migration Needs Assessment		50,000					50,000				
Finance System Migration Implementation			300,000					300,000			
Recreation Systems Enhancements (2025)		10,000					10,000				
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											
Municipal Enforcement Radio Upgrades	18,000						10,000	8,000			
Ladder Truck Replacement			1,300,000			1,000,000	300,000				
Fire Service Master Plan			60,000				60,000				
Protective Services Total	18,000		1,360,000			1,000,000	370,000	8,000			
Recreation											
Recreation Master Plan				100,000			100,000				
Climbing Gym Floor Replacement & Wall Resurfacing				150,000			130,000	20,000			
Recreation Total				250,000			230,000	20,000			
Facilities											
Elk Run Maintenance Facility Repairs & Maintenance	600,000							600,000			
EP Condition Assessment and Priority Repairs (2024)	500,000						300,000	200,000			
CRC - Olympia Ice Resurfacer Replacement	195,000					195,000					
Boom Lift Replacement	100,000					100,000					
EP - Waterslide Area Repairs	200,000							200,000			
Recreation Facility Feasibility Study	200,000						105,000	95,000			
Union Hall Repairs & Maintenance		150,000						150,000			
CRC - Roof Top Unit Replacements		125,000						125,000			
DT Washroom (New) - Concept Study		75,000					75,000				
DT Washrooms (Existing) - Replacement & Enhancement			1,500,000					1,500,000			
DT Washroom (Existing) - Demolishment				150,000			150,000				
Facilities - Building Condition Assessment		200,000					200,000				
CRC - Dehumidifier Replacement			265,000					265,000			
Boulder Maintenance Facility Repairs & Maintenance			100,000					100,000			
CC Repairs & Maintenance			250,000				250,000				
CRC - Olympia Ice Resurfacer Replacement			195,000				165,000	30,000			
PW Building Design				200,000	800,000	1,000,000					
CRC - Scissor Lift - Replacement				52,000				52,000			
CRC - Roof Maintenance					350,000		165,000	185,000			
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			
Engineering - Flood Projects											
Hazard Mitigation Three Sisters Creek Construction			4,225,000			3,877,000		348,000			
Steep Creek Hazard Mitigation Program			2,500,000	7,500,000		7,027,000		1,168,000		1,805,000	
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	

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Capital Planning Summary for the Planning Period 2024 - 2028

						5 YEAR TOTAL METHOD OF FUNDING					
	2024	2025	2026	2027	2028	Grants	Operating	Reserve	Debtenture	Other	Unfunded
	Engineering										
Transportation Safety and Accessibility (2024)	150,000							150,000			
Transportation Safety and Accessibility (Future)		150,000	150,000	150,000	150,000		600,000				
Bridge Asset Management (2024)	150,000							150,000			
Bridge Asset Management (Future)		50,000	2,700,000	400,000	575,000	2,700,000		1,025,000			
Engine Bridge Pier Replacement		3,400,000				3,200,000		200,000			
Street and Drainage Rehabilitation (2024)	1,650,000					900,000		750,000			
Street and Drainage Rehabilitation (Future)		1,500,000	1,000,000	1,000,000	1,500,000	4,360,000	100,000	540,000			
Pathway Network Connectivity (2024)	865,000					450,000	200,000			215,000	
Pathway Network Connectivity (Future)		250,000	250,000	250,000	250,000	150,000	500,000	222,000		128,000	
Complete Street Improvements Railway to Main	6,000,000					3,300,000		2,700,000			
Parking Management Implementation	140,000							140,000			
Bus Stop Improvements (Future)		250,000	250,000	250,000	250,000	500,000	250,000	250,000			
GIS Plan Implementation (Future)		45,000	20,000	20,000	40,000		125,000				
Complete Street Improvements Railway Ave North - Design			700,000			400,000		300,000			
Complete Street Improvements Town Centre West				1,600,000		400,000		400,000		800,000	
Complete Street Improvements Bow Bridge Corridor - Design				1,500,000		750,000				750,000	
Teepee Town 2nd Ave Rehab Construction			350,000	1,600,000		1,650,000		300,000			
Palliser Pedestrian Crossing			550,000		14,000,000	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	
Public Works											
Climate Emergency Action Plan - Implement 2024	50,000							50,000			
Climate Emergency Action Plan - Implement Future		50,000	50,000	50,000	50,000			200,000			
Human-Wildlife Coexistence - Implement 2024	100,000						100,000				
Human-Wildlife Coexistence - Implement Future		50,000	100,000	50,000	100,000		300,000				
Utility Tractor Replacement F-79	280,000					280,000					
Utility Equipment Replacements (Future)		125,000	50,000	160,000				335,000			
EV Charger Install Town Facilities	40,000						40,000				
Parks Equipment Lifecycle 2024	31,000						10,000	21,000			
Parks Equipment - Lifecycle (Future)			25,000	37,000	22,000			84,000			
Construction Renovation & Demolition Waste Study and Plan	25,000						25,000				
Snow Management Facility		3,000,000				500,000			2,500,000		
Cemetery Expansion - Phase 2		360,000					360,000				
Trail Surface Rehabilitation (Future)		300,000		300,000				600,000			
Playground Lifecycle (Future)		300,000		300,000				600,000			
Playground Rubber Surface Lifecycle (Future)		160,000		100,000				260,000			
Light Fleet Replacements (Future)		190,000	270,000	250,000	340,000		200,000	850,000			
Climbing Wall Rubber Surface Install		65,000						65,000			
Multi-modal Fleet Implementation		25,000	50,000				75,000				
Street Sweeper Replacement F-101			475,000					475,000			
Parks One Tonne Replacement F-110			150,000					150,000			
Hooklift Replacement				350,000				350,000			
Backhoe Replacement				150,000				150,000			
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		
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											
Container Replacement 2024	150,000							150,000			
Container Replacement 2027				150,000				150,000			
Pedestrian Container Replacement 2024	150,000							150,000			
Pedestrian Container Replacement 2027				150,000				150,000			
Boulder Crescent Redevelopment Construction		800,000						800,000			
3 Tonne Collection Vehicle Replacement	350,000							350,000			
3 Tonne Collection Vehicle Replacement		350,000						350,000			
Large Item Clean Up Collection Vehicle - Replacement - 2025		85,000						85,000			
Skid Steer Replacement		80,000						80,000			
Utility Truck Replacement			80,000					80,000			
Waste Management Centre - Building Condition Repairs			200,000					200,000			
3 Tonne Collection Vehicle Replacement				425,000				425,000			
Small Collection Vehicle Replacement				300,000				300,000			
3 Tonne Collection Vehicle Replacement					400,000			400,000			
Water Utility											
WWTP - Odour Control - Construction	2,000,000							400,000	1,600,000		
Railway Avenue Wastewater Upgrade	1,750,000							875,000	875,000		
Elk Run Sewer Main Replacement - Design	200,000							200,000			
Elk Run Boulevard - Wastewater Upgrade Construction		2,000,000						200,000	1,800,000		
WWTP - Influent Screen Capacity Upgrade	900,000							600,000	300,000		
Utility Vehicle Replacement (Vector Truck)	900,000							900,000			
WWTP Upgrade - Conceptual Design	600,000							600,000			
WWTP Upgrade - Pilot		850,000						850,000			
WWTP Upgrade - Detailed Design		2,750,000						2,750,000			
Railway Ave Water Line Replacement - Construction Phase 1	1,800,000							1,800,000			
Teepee Town Water Line Upgrade (1Ave Mountain Ave Laneway)	440,000							440,000			
WTP 1 - Chlorine Gas Upgrade		1,000,000						1,000,000			
WWTP Scum Removal Piping		720,000						720,000			
Grassi Reservoir Booster Station Capacity Upgrade Ph1 - Design		230,000						230,000			
Grassi Reservoir Booster Station Capacity Upgrade Ph1 -			2,080,000					2,080,000			
WWTP Utility Renewable Energy Retrofit		200,000	200,000	200,000	200,000			800,000			
Water Treatment and Supply Study		200,000						200,000			
Railway Ave Water Line Replacement - Design Phase 2 (North)		50,000						50,000			
Railway Ave Water Line Replacement - Construction Phase 2			750,000					750,000			
WWTP Water Heating System & MUA Replacement			2,170,000					2,170,000			

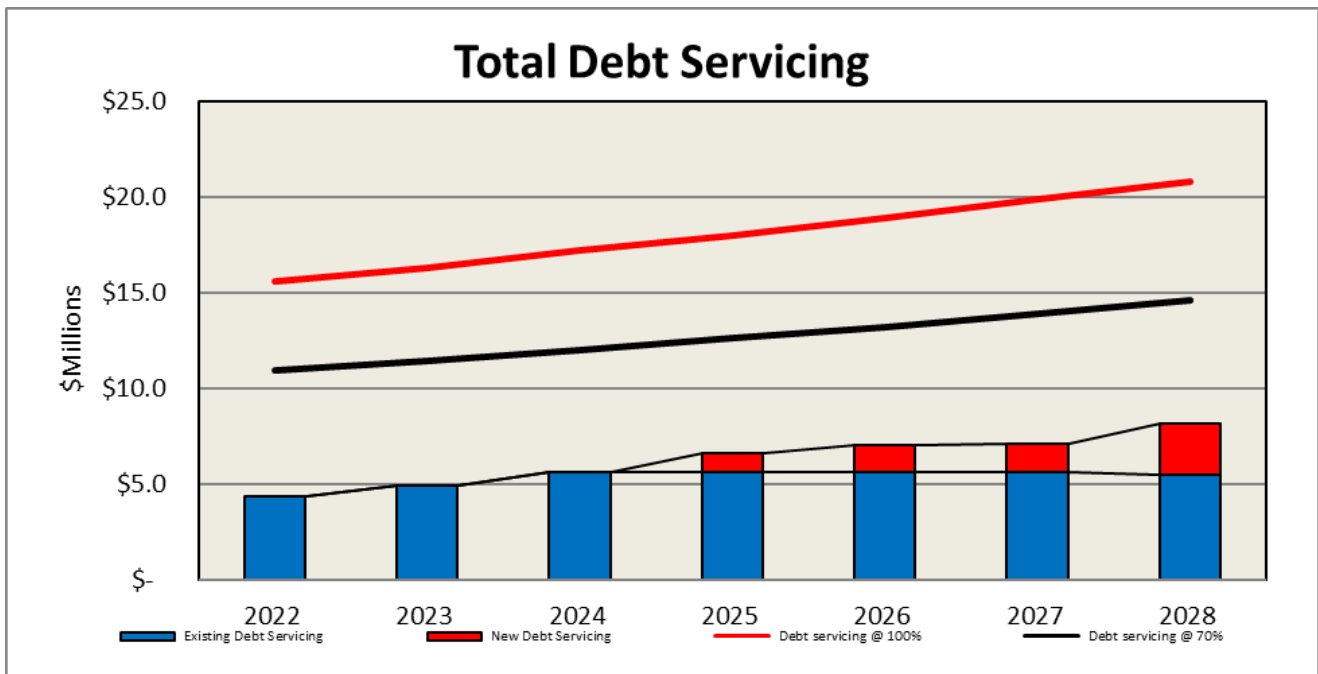
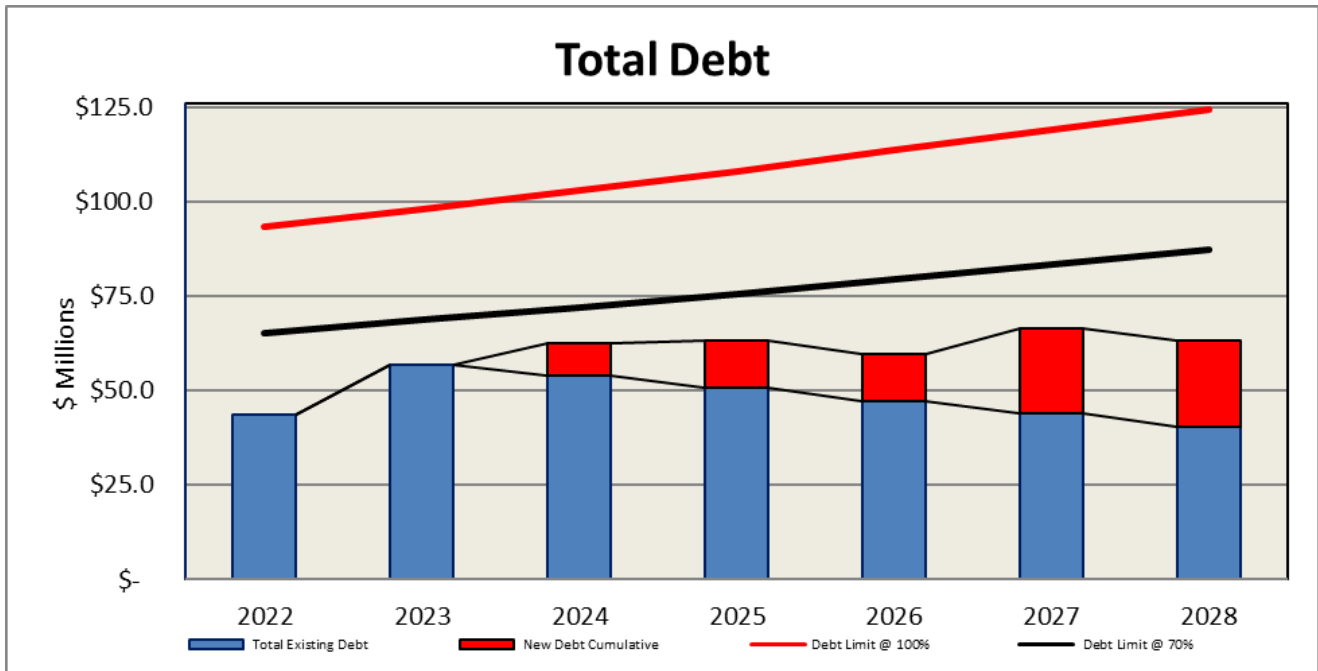
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Capital Planning Summary for the Planning Period 2024 - 2028

						5 YEAR TOTAL METHOD OF FUNDING					
	2024	2025	2026	2027	2028	Grants	Operating	Reserve	Debenture	Other	Unfunded
	WWTP Grit Separator Replacement			1,010,000					1,010,000		
Teepee Town Water Line Upgrade (1 Ave to BVT)			900,000					720,000	180,000		
BVT Wastewater Upgrade - Design Phase III			200,000					200,000			
BVT Wastewater Upgrade - Construction Phase III				1,800,000				774,000	1,026,000		
Pumphouse 3 - Decommission			250,000					250,000			
WWTP Inlet Lift Station Upgrade				5,240,000				525,000	4,715,000		
Lift Station 3 - Lifecycle Replacement				1,500,000				1,500,000			
7th Avenue - Wastewater Upgrade				2,700,000				500,000	2,200,000		
LS11 - Upgrade Phase 1				2,290,000				300,000	1,990,000		
Canyon Ridge Booster Station Decommissioning				1,200,000				1,200,000			
WWTP - Intermediate Transfer Pump Capacity Upgrade				1,000,000				100,000	900,000		
WWTP Headworks Channel Valves				530,000				530,000			
Silvertip Trail Waterline Looping					1,290,000			200,000	1,090,000		
South Canmore - Fire Flow Upgrade					900,000			900,000			
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		
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	
Proposed projects that will require subsequent funding source and council approval											
Salt Shed - Rooftop Solar Installation		550,000									550,000
RCMP Facility (New) - Concept Plan					200,000						200,000
Larch Area Redevelopment Plan		150,000									150,000
Noise Abatement Study		50,000									50,000
Parking Lot Rehabilitation		400,000	500,000	150,000	500,000						1,550,000
Street and Drainage Rehabilitation (Future) Unfunded		1,000,000	1,500,000	1,500,000	1,000,000						5,000,000
Bow Valley Trail A&W to Roundabout			1,250,000								1,250,000
Complete Street Improvements Railway Ave North - Construction				5,000,000							5,000,000
Teepee Town Enhancement				2,000,000							2,000,000
Complete Street Improvements Bow Bridge Corridor - Construction					10,000,000						10,000,000
Parks Washroom - Fitzgerald Rise Playground	230,000										230,000
Dog Park - Spring Creek	120,000										120,000
Parks Washrooms (Future)		400,000		250,000							650,000
Natural Asset Inventory, Assessment and Plan		100,000									100,000
Municipal Services Vehicle - Parking Enforcement		100,000									100,000
Off Leash Dog Parks (Future)			100,000		100,000						200,000
Ride-on Mower - New				135,000							135,000

2024 Budget Amendments | Debt and Servicing

Debt and Debt Servicing for the Planning Period 2024 - 2028



2024 Budget Amendments | Reserve Balances

Reserve Balance for the Planning Period 2024 - 2028

