



## TOWN OF CANMORE

### AGENDA

Finance Committee

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

**Thursday, November 21, 2024 at 11:00 a.m.**

- 11:00 – 11:05     **A. CALL TO ORDER AND APPROVAL OF AGENDA**
1. **Land Acknowledgement**
  2. **Agenda for the November 21, 2024 Finance Committee Meeting**
- B. DELEGATIONS – none**
- C. MINUTES**
- 11:05                1. **Minutes of the April 23, 2024 Finance Meeting**
- D. STAFF REPORTS**
- 11:05 – 11:15     1. **Auditor Appointment for 2024**  
   Recommendation: That the Finance Committee appoint Avail CPA as the external financial auditor for the Town of Canmore for the fiscal year ending December 31, 2024.
- 11:15 – 11:35     2. **Pre-Audit Report**  
   Purpose: A report provided by the Town’s auditor related to their Audit of the 2024 financial statements.
- 11:35 – 11:45     3. **Plan for 2025 Budget Approval and Timing**  
   Purpose: To inform the Finance Committee about Administration’s plan with regards to the revised timing of the 2025 budget approval.
- 11:45 – 12:05     4. **High Level Stage Setting for 2025 – External Impacts (Verbal Report)**  
   Purpose: For information.
- 12:05 – 1:05        **Lunch Break**
- 1:05 – 1:15         5. **Provincial Downloading**  
   Purpose: For information.
- 1:15 – 1:55         6. **Strategic Plan Review, Policy Review, and Economic Update**  
   Purpose: For information.
- E. CLOSED SESSION**
- During item        1. **Confidential – Pre-Audit Report**  
D2     Recommendation: That Council close the meeting to the public to prevent disclosure of personnel evaluations in accordance with section 17(4)(f) of the *Freedom of Information and Protection of Privacy Act*.
- 1:55                 **F. ADJOURNMENT**

**TOWN OF CANMORE**  
**MINUTES**  
Finance Committee  
Council Chamber at the Civic Centre, 902 – 7 Avenue  
**Tuesday, April 23, 2024 at 9:00 a.m.**

**FINANCE COMMITTEE MEMBERS PRESENT**

Sean Krausert	Mayor
Jeff Mah	Deputy Mayor
Tanya Foubert	Councillor
Wade Graham	Councillor
Jeff Hilstad	Councillor
Karen Marra	Councillor
Joanna McCallum	Councillor

**FINANCE COMMITTEE MEMBERS ABSENT**

None

**ADMINISTRATION PRESENT**

Sally Caudill	Chief Administrative Officer
Therese Rogers	General Manager of Corporate Services
Whitney Smithers	General Manager of Municipal Infrastructure
Caitlin Miller	Acting General Manager of Municipal Services   Manager of Protective Services
Cheryl Hyde	Manager, Municipal Clerk's Office
Ben Stiver	Municipal Clerk (recorder)
Chelsey Gibbons	Manager of Finance
Adam Robertson	Manager of Communications

Mayor Krausert called the April 23, 2024 Finance Committee meeting to order at 9:00 a.m.

**A. CALL TO ORDER AND APPROVAL OF AGENDA**

- 1. Land Acknowledgement**
- 2. Agenda for the April 23, 2024 Finance Committee Meeting**

01-2024FIN Moved by Mayor Krausert that the Finance Committee approve the agenda for the April 23, 2024 meeting as presented.

**CARRIED UNANIMOUSLY**

**B. DELEGATIONS – none**

**C. MINUTES**

- 1. Minutes of the November 14, 2023 Finance Committee Meeting**

02-2024FIN Moved by Mayor Krausert that the Finance Committee approve the minutes for the November 14, 2023 meeting as presented.

**CARRIED UNANIMOUSLY**

**D. STAFF REPORTS**

**1. Town of Canmore Audited Consolidated Financial Statements for the Year Ended December 31, 2023**

Calvin Scott, Avail CPA, presented an update to the Finance Committee on the Audited Consolidated Financial Statements for the Year Ended December 31, 2023.

03-2024FIN

Moved by Mayor Krausert that the Finance Committee close the meeting to the public to prevent disclosure of personnel evaluations in accordance with section 17(4)(f) of the *Freedom of Information and Protection of Privacy Act*.

**CARRIED UNANIMOUSLY**

Administration present at the closed meeting: None

04-2024FIN

Moved by Mayor Krausert that the Finance Committee return to the public meeting at 9:32 a.m.

**CARRIED UNANIMOUSLY**

05-2024FIN

Moved by Mayor Krausert that the Finance Committee approve the Town of Canmore's Audited Consolidated Financial Statements for the year ended December 31, 2023, as presented.

**CARRIED UNANIMOUSLY**

**2. 2023 Administrative Financial Report**

06-2024FIN

Moved by Mayor Krausert that the Finance Committee approve allocating the 2023 operating surplus of \$2,111,502 into the following reserves:

- \$711,000 to the Integrated Transportation Management Reserve
- \$600,000 to the Tax Stabilization Reserve
- \$550,000 to the General Municipal Capital Reserve
- \$250,502 to the Asset Replacement/Rehabilitation Reserve

**CARRIED UNANIMOUSLY**

**3. 2023 Capital Project Summaries**

07-2024FIN

Moved by Mayor Krausert that the Finance Committee accept the 2023 Capital Project Summaries as presented.

**CARRIED UNANIMOUSLY**

**E. CLOSED SESSION**

**1. Auditor Interview**

Addressed during agenda item D1.

**F. ADJOURNMENT**

08-2024FIN

Moved by Mayor Krausert that the Finance Committee adjourn the April 23, 2024 meeting at 10:03 a.m.

**CARRIED UNANIMOUSLY**

Minutes approved by: \_\_\_\_\_

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Sean Krausert  
Mayor

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Ben Stiver  
Municipal Clerk

Minutes approved by: \_\_\_\_\_



# Request for Decision

**DATE OF MEETING:** November 21, 2024 **Agenda #: D 1**

**TO:** Finance Committee

**SUBJECT:** Auditor Appointment for 2024

**SUBMITTED BY:** Chelsey Gibbons, Manager of Finance

**RECOMMENDATION:** That the Finance Committee appoint Avail CPA as the external financial auditor for the Town of Canmore for the fiscal year ending December 31, 2024.

## EXECUTIVE SUMMARY

Our current auditors, Avail CPA have provided audit services to the Town of Canmore for the last thirteen years. The current contract with Avail CPA expired for the fiscal year ending December 31, 2023. An extension for another year is being requested for external auditing services for the fiscal years ending December 31, 2024.

## RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Section 280 (1) of Alberta’s Municipal Government Act (MGA) requires the appointment of one or more municipal auditors.

On October 25, 2022, the Finance Committee appointed Avail CPA as the external financial auditor for the Town of Canmore for the fiscal years ending December 31, 2022, and 2023.

## DISCUSSION

The contract extension proposal was evaluated based on ability to meet mandatory requirements, price, proposed auditing approach, partner, supervisory and staff qualifications and experience, references for the firm (including culture, customer service, etc.).

Avail CPA’s emphasis on customer service and proposed approach to the audit, combined with competitive/fixed pricing, resulted in the decision of accepting their contract extension. Additionally, Administration has been very satisfied with the audit services provided by them in the past thirteen years.

The Town intends to complete a “request for proposal” next year.

## ANALYSIS OF ALTERNATIVES

N/A

## FINANCIAL IMPACTS

The proposed base 2024 audit fees for the main Town of Canmore audit (including FCSS) are \$45,300 plus GST, versus \$37,700 for the 2022 and 2023 audits.

**INTEREST HOLDER ENGAGEMENT**

None.

**ATTACHMENTS**

None.

**AUTHORIZATION**

Submitted by: Chelsey Gibbons  
Manager of Finance Date: November 17, 2024

Approved by: Therese Rogers  
GM of Corporate Services Date: November 18, 2024

Approved by: Sally Caudill  
Chief Administrative Officer Date: November 18, 2024

November 18, 2024

To the Finance Committee  
Town of Canmore  
902 7 Avenue  
Canmore, AB T1W 3K1

Ladies and Gentlemen:

**RE: 2024 ANNUAL AUDIT OF TOWN OF CANMORE**

We have been engaged to provide the following services for the Town of Canmore for the year ending December 31, 2024:

- Audit the consolidated statement of financial position and the related consolidated statement of operations, changes in net financial assets (debt), and cash flow
- Prepare the income tax returns and associated schedules
- Review of the Family and Community Support services (FCSS)

We are pleased to provide the following report relating to our audit of the financial statements for the Town of Canmore. The matters identified are included in this report which has been prepared solely for the information of the Finance Committee and is not intended for any other purpose. As such we accept no responsibility to a third party who uses this report. Our report is intended to assist the Finance Committee in fulfilling its obligation with respect to the 2024 financial statements. We would be pleased to further discuss any of the issues addressed in the report or any other issue which may be of interest or concern.

Yours truly,

AVAIL LLP



Calvin Scott, CPA, CA

Enclosure

## I. Purpose and Scope of Examination

Management, with the oversight of those charged with governance, is responsible for the preparation of the financial statements and accompanying notes. Avail LLP will advise management about appropriate accounting principles and their application and assist in the preparation of the financial statements, but the responsibility for the financial statements remains with management. This includes responsibilities related to internal control, such as designing and maintaining accounting records, selecting and applying accounting policies, safeguarding assets and preventing and detecting fraud and error.

Our responsibility as auditors is to report to the Finance Committee whether these financial statements present fairly, in all material respects, the financial position and results of operations and cash flows in accordance with Canadian public sector accounting standards. This audit is performed to obtain reasonable but not absolute assurance as to whether the financial statements are free of material misstatements. Due to the inherent limitations of an audit, there is an unavoidable risk that some misstatements of the financial statements will not be detected (particularly intentional misstatements concealed through collusion), even though the audit is properly planned and performed.

Our audit includes:

- Assessing the risk that the financial statements may contain misstatements that, individually or in the aggregate, are material to the financial statements taken as a whole; and
- Examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements.

As part of our audit, we will obtain a sufficient understanding of the business and the internal control structure of Town of Canmore to plan the audit. This will include management's assessment of:

- The risk that the financial statements may be materially misstated as a result of fraud and error; and,
- The internal controls put in place by management to address such risks.

Since our audit does not involve a detailed examination of all transactions, it could not necessarily be expected to detect all misstatements, particularly intentional misstatements concealed through collusion. The discovery of such irregularities may, of course, result from our examination and, if so, we will report on any such significant matters to you.

### Audit Committee (or Equivalent) Members' Responsibilities

The audit committee's (or equivalent) role is to act in an objective, independent capacity as a liaison between the auditors, management and the Finance Committee, to ensure the auditors have a facility to consider and discuss governance and audit issues with parties not directly responsible for operations.

The audit committee's (or equivalent) responsibilities include:

- Being available to assist and provide direction in the audit planning process when and where appropriate;
- Meeting with the auditors as necessary and prior to release and approval of financial statements to review audit, disclosure and compliance issues;
- Where necessary, reviewing matters raised by the auditors with appropriate levels of management, and reporting back to the auditors their findings;
- Making known to the auditors any issues of disclosure, corporate governance, fraud or illegal acts, non-compliance with laws or regulatory requirements that are known to them, where such matters may impact the financial statements or auditor's report;
- Providing guidance and direction to the auditors on any additional work they feel should be undertaken in response to issues raised or concerns expressed;





- Making such enquiries as appropriate into the findings of the auditors with respect to corporate governance, management conduct, cooperation, information flow and systems of internal controls; and
- Reviewing the draft financial statements prepared by management, including the presentation, disclosures and supporting notes and schedules, for accuracy, completeness and appropriateness, and approve same to be passed to the Finance Committee for approval.

## II. Communication with the Finance Committee

In accordance with the auditing standard "communications with those having oversight responsibility for the financial reporting process", the following matters are recommended to be communicated to the Finance Committee prior to the completion of the audit.

<b>Matters to be Communicated</b>	<b>Reference/Comment</b>
1. Management and the Auditors' Responsibility Under Generally Accepted Auditing Standards	Discussed under the heading "Purpose and scope of examination."
2. Planning	<p>Our risk-based approach focuses on obtaining sufficient appropriate audit evidence to reduce the risk of material misstatement in the financial statements to an appropriately low level. This means that we focus our audit work on higher risk areas that have a higher risk of being materially misstated.</p> <p>Materiality in an audit is used to:</p> <ul style="list-style-type: none"> <li>• Guide planning decisions on the nature and extent of our audit procedures;</li> <li>• Assess the sufficiency of the audit evidence gathered; and</li> <li>• Evaluate any misstatements found during our audit.</li> </ul> <p>Materiality is defined as: Materiality is the term used to described the significance of financial statement information to decision makers. An item of information, or an aggregate of items, is material if it is probable that its omission or misstatement would influence or change a decision. Materiality is a matter of professional judgment in the particular circumstances.</p> <p>We plan to use a materiality of \$2,200,000. The materiality for last year's audit was \$2,200,000.</p> <p>In responding to our risk management, we will use a combination of tests of controls, tests of details and substantive analytical procedures. The objective of the tests of controls is to evaluate whether certain controls operated effectively. The objective of the tests of details is to detect material misstatements in the account balances and transaction streams. Substantive analytical procedures are used to identify differences between recorded amounts and predictable expectations in larger volumes of transactions over time.</p>



3. Timing of the Audit Engagements	<ul style="list-style-type: none"> <li>• Early March - Fieldwork</li> <li>• End of April - Council / Finance Committee meeting</li> <li>• May 1 - deadline for submission to Municipal Affairs</li> </ul>
4. Illegal Acts, Intentional Misstatements, Fraud and Errors	<p>Our auditing procedures, including tests of your accounting records, are limited to those considered necessary in the circumstances and would not necessarily disclose all illegal acts, fraud, intentional misstatements or errors should any exist. We will conduct the audit under Canadian auditing standards (CAS), which include procedures to consider (based on the control environment, governance structure and circumstances encountered during the audit), the potential likelihood of fraud and illegal acts occurring.</p> <p>These procedures are not designed to test for fraudulent or illegal acts, nor would they necessarily detect such acts or recognize them as such, even if the effect of their consequences on the financial statements is material. However, should we become aware that an illegal or possible illegal act or an act of fraud may have occurred, other than one considered clearly inconsequential, we will communicate this information directly to the audit committee (or equivalent).</p> <p>It is management's responsibility to detect and prevent illegal actions. If such acts are discovered or audit committee members become aware of circumstances under which the Town may have been involved in fraudulent, illegal or regulatory non-compliance situations, such circumstances must be disclosed to us.</p>
5. Major Issues Discussed with Management that Influence Audit Appointment	No major issues were discussed with management prior to our appointment as auditors.
6. Written Representations from Management	At the conclusion of the audit, prior to the release of our auditors' report, we will request that management provide us with written representation that it has fulfilled its responsibility for the preparation of the financial statements and that it has provided us with the required information for us to complete our audit. We will not be able to provide an audit opinion if management does not provide this written representation.
7. Auditors' Independence	<p>We provide you with the following to assist in your assessment of our independence:</p> <ul style="list-style-type: none"> <li>• All partners and senior staff have confirmed that they do not hold any investment in the Town of Canmore.</li> <li>• Financial statements issued by Avail LLP are subject to a partner review process. This process requires that a partner review items significant to the audit such as planning, materiality, application of GAAP and financial statement items and disclosure.</li> <li>• We are aware of no relationship between the Town and Avail LLP that, in our professional judgment, may reasonably be thought to bear on our independence.</li> </ul>





# Briefing

**DATE OF MEETING:** November 21, 2024 **Agenda #: D 3**

**To:** Finance Committee

**SUBJECT:** Plan for 2025 Budget Approval and Timing

**SUBMITTED BY:** Chelsey Gibbons and Therese Rogers

**PURPOSE:** To inform the Finance Committee about Administration's plan with regards to the revised timing of the 2025 budget approval

## EXECUTIVE SUMMARY

Council must adopt an operating and capital budget for each year by January 1<sup>st</sup> of that year. Typically, Council approves the budget prior to the end of the previous calendar year at the conclusion of the Finance Committee meetings and deliberations. This year, due to the delay in the Finance Committee meetings, Administration is recommending that Council approve the previously adopted plan for 2025 as the interim budget, with the addition of the budget for the Livability Tax Program to allow that key work to continue.

## BACKGROUND/HISTORY

Per the MGA, Section 242(1) Each council must adopt an operating budget for each calendar year by January 1 of that calendar year. (2) A council may adopt an interim operating budget for part of a calendar year. (3) An interim operating budget for a part of a calendar year ceases to have any effect when the operating budget for that calendar year is adopted. Also, per MGA Section 245 Each council must adopt a capital budget for each calendar year by January 1 of that calendar year.

On December 20, 2022, motion #314-2022, "Moved by Mayor Krausert that Council approve the 2023 Operating Budget for \$68,302,946 and 2024 Operating Budget for \$73,216,109 and adopt the 2025-2026 Operating Plans as presented." On December 5, 2023, motion #309-2023 "Moved by Mayor Krausert that Council approve the 2024 Operating Budget (Tax-Supported and Utility-Supported) of \$77,000,537 and the 2025-2026 Operating Plan Amendments as presented." And 303-2023 "Moved by Mayor Krausert that Council approve the 2024 Amended Capital Budget of \$21,284,000 and adopt the 2025-2028 Capital Plans as presented."

## DISCUSSION

Council must adopt an operating and capital budget for each year by January 1<sup>st</sup> of that year. Typically, Council approves the budget prior to the end of the previous calendar year at the conclusion of the Finance Committee meetings and deliberations.

This year, due to several uncontrollable internal circumstances leading to capacity constraints for key positions involved in budget preparation, the decision was made to push back the Finance Committee meetings and deliberation to ensure adequate resourcing would be available. As a result of these schedule changes, the budget approval for 2025 would not happen before January 1 of that year.

Currently, there is an adopted plan in place for both of those years, as originally presented as part of the 2023 budget, and amended with the 2024 budget amendments. Administration is recommending that Council approve the previously adopted plan for 2025 as the interim budget.

As a reminder, the new positions previously approved as part of the 2025 budget included an HR Recruitment Assistant, a Protective Services Administrative Assistant (part-time to full time), a Financial Analyst, and a Communications Advisor. Due to high recruitment volumes, the HR Recruitment Assistant has already been hired early, in 2024.

Since that time, significant work has been undertaken with regards to the Livability Tax Program, as part of the Housing Action undertaken by the Town. As such, the plans adopted prior to that time do not address the program. This work has been expedited with the specific desired intent to be in effect for the 2025 tax year. For this program work to continue, prior to its incorporation into the ultimate 2025 budget, Administration intends to have the originally adopted 2025 plan form the interim budget with the addition of the Livability tax program. The draft budget for the program will be presented at the next Finance Committee meeting.

Administration also intends to bring forward the utility rate bylaws and the Master Fee Schedule for approval at the December meeting in advance of year end, so the intended fees will be in place for the entire calendar year.

**FINANCIAL IMPACTS**

N/A – By utilizing the previous plan, adjusted for the Livability Tax Program addition, all critical work will be able to continue with no anticipated financial impact.

**INTEREST HOLDER ENGAGEMENT**

Significant work has involved and been completed by the Senior Leadership Team to meet these revised timeframes and ensure critical work can continue without interruption. Town affiliates were notified of the change in approval dates and intended approach during the submission of their budget requests.

**ATTACHMENTS**

- 1) Previously adopted Operating Plan including 2025
- 2) Previously adopted Capital Plan including 2025

**AUTHORIZATION**

Submitted by:	Chelsey Gibbons Manager of Financial Services	Date: <u>November 17, 2024</u>
Submitted by:	Therese Rogers GM of Corporate Services	Date: <u>November 18, 2024</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>November 18, 2024</u>

## 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
<b>Revenues</b>			
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
<b>Total Revenue</b>	<b>77,000,537</b>	<b>81,596,970</b>	<b>85,967,814</b>
<b>Expenditures</b>			
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
<b>Total Expenditures</b>	<b>77,000,537</b>	<b>81,596,970</b>	<b>85,967,814</b>
<b>Net Surplus / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 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
<b>Administration, Economic Development, CSD</b>											
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			
<b>Administration, Economic Development, CSD Total</b>	<b>405,000</b>	<b>345,000</b>	<b>75,000</b>	<b>115,000</b>	<b>75,000</b>		<b>475,000</b>	<b>540,000</b>			
<b>Information Technology</b>											
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			
<b>Information Technology Total</b>	<b>345,000</b>	<b>380,000</b>	<b>770,000</b>	<b>135,000</b>	<b>135,000</b>		<b>1,205,000</b>	<b>560,000</b>			
<b>Protective Services</b>											
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				
<b>Protective Services Total</b>	<b>18,000</b>		<b>1,360,000</b>			<b>1,000,000</b>	<b>370,000</b>	<b>8,000</b>			
<b>Recreation</b>											
Recreation Master Plan				100,000			100,000				
Climbing Gym Floor Replacement & Wall Resurfacing				150,000			130,000	20,000			
<b>Recreation Total</b>				<b>250,000</b>			<b>230,000</b>	<b>20,000</b>			
<b>Facilities</b>											
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			
<b>Facilities Total</b>	<b>1,795,000</b>	<b>550,000</b>	<b>2,310,000</b>	<b>402,000</b>	<b>1,650,000</b>	<b>1,295,000</b>	<b>1,760,000</b>	<b>3,652,000</b>			
<b>Engineering - Flood Projects</b>											
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			
<b>Engineering - Flood Projects Total</b>			<b>7,225,000</b>	<b>7,500,000</b>		<b>11,314,000</b>		<b>1,606,000</b>			

**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
	<b>Engineering</b>										
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	
<b>Engineering Total</b>	<b>8,955,000</b>	<b>5,645,000</b>	<b>5,970,000</b>	<b>6,770,000</b>	<b>16,765,000</b>	<b>26,035,000</b>	<b>1,775,000</b>	<b>7,127,000</b>		<b>9,168,000</b>	
<b>Public Works</b>											
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			
<b>Public Works Total</b>	<b>526,000</b>	<b>4,625,000</b>	<b>1,170,000</b>	<b>1,747,000</b>	<b>712,000</b>	<b>780,000</b>	<b>1,110,000</b>	<b>4,390,000</b>	<b>2,500,000</b>		
<b>Town Ops Total</b>	<b>12,044,000</b>	<b>11,545,000</b>	<b>18,880,000</b>	<b>16,919,000</b>	<b>19,337,000</b>	<b>40,424,000</b>	<b>6,925,000</b>	<b>17,903,000</b>	<b>2,500,000</b>	<b>10,973,000</b>	
<b>Water Utility - SWS</b>											
<b>SWS</b>											
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			
<b>Water Utility</b>											
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			

# Capital Planning Summary

## 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		
<b>Water Utility - SWS Total</b>	<b>9,240,000</b>	<b>9,315,000</b>	<b>7,840,000</b>	<b>17,485,000</b>	<b>3,290,000</b>			<b>30,194,000</b>	<b>16,976,000</b>		
<b>Grand Total</b>	<b>21,284,000</b>	<b>20,860,000</b>	<b>26,720,000</b>	<b>34,404,000</b>	<b>22,627,000</b>	<b>40,424,000</b>	<b>6,925,000</b>	<b>48,097,000</b>	<b>19,476,000</b>	<b>10,973,000</b>	
<b>Proposed projects that will require subsequent funding source and council approval</b>											
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



Impacts on Local Governments from Provincial Changes - Tracking

Funding Formula and/or Program Changes								
Div/Dept	Type	Impacts	Timing of Change	Financial Impact 2023	Anticipated Financial Impact 2024	Estimated Financial Impact 2025	Estimated Financial Impact 2026	Comments
MS/PS	Traffic Fine Revenue	Increase provincial portion	2020	\$ 300,000	\$ 400,000	\$ 500,000	\$ 500,000	No consultation as fine retention went to 50%. Increases in 2023 and 2024 because of CPOs conducting moving traffic enforcement. Increases in 2025-2026 due to anticipated fine amounts changing for TSA offences.
MS/PS	Traffic Fine Revenue	Changes to Automated Traffic Enforcement (ATE) guidelines	2023	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	New changes to ATE coming that make it difficult to continue with the program.
MS/PS	RCMP/Policing Biology Casework	Annual costs previously paid for by the province are now being charged to municipalities	2020	\$ 3,300	\$ 3,500	\$ 3,500	\$ 3,500	No control over amounts - tracking and reporting.
MS/PS	RCMP Retro Pay 2017 & 90/10 payback	Unionization labor costs passed back & payback for 90/10 contract split	2021	\$520,800	\$ -	\$ -	\$ -	No control over amounts. - Retro pay has not yet been added to the MYFP for 25-30, unclear on impact to budget as of 10/2024
MS/PS	Policing	Provincial Police Force	TBD	\$ -	\$ -	\$ -	\$ -	Potential move from RCMP to Provincial Force.
MS/PS	Disaster Recovery Program	Program duration reduced from 5 years to 3. Maximum claim \$500,000. 90/10 cost share between province and local authority.	2021	\$ -	\$ -	\$ -	\$ -	Program changes were made to encourage Albertans to mitigate disaster by: purchasing appropriate insurance, reducing property development in high-risk areas, relocating to less disaster prone areas, mitigating their properties. These changes increase financial risk for municipalities.
MS/CSD	Changes to victim services	Bow Valley Victims Services ceased providing service on September 30, 2024 and Sotheran Alberta Regional Victim Serving Society launched October 1, 2024	2024	\$ 29,500	\$ 14,750	\$ -	\$ -	The Town of Canmore has been asked to monitor the impact and potential gaps in service created by the implementation of the Regional Model. If persistent gaps exist, the Community Social Development may experience an increase in requests. Potential financial impacts will not be realized until the new model has been operational for approximately one year in order to understand the full impacts of the changes.
MS/ FCSS	No indexing	In order to maintain municipal service levels - will require municipal top ups (no indexing of funding) and corporate supports (IT, HR, MCO, Finance, etc)	FCSS provincial funding increased \$25M to \$100M in 2015 with no increases until 2024 with a \$5M injection provincially	\$ 159,925	\$ 206,465	\$ 219,996	\$ 233,032	The 2025 mandatory municipal 20% contribution is \$82,913 to maintain services levels and keep staff on the salary grid, additional funding is required from the municipality
MS/FRN	Cancellation of Parent Link and switch to Family Resource Network	Replaced with FRN which gets less funding but has more delivery requirements	for future years	\$ 130,000	\$ 140,000	\$ 170,714	\$ 179,613	FRN grant is \$125,000 less than previous Parent Link grant (the result is a reduction in services). Municipality funds drop-in program (which would have been discontinued if it was no longer funded by the municipality) and a portion of staff wages so that staff remain on the salary grid.
MS/CSD/Safe Park	Housing Supports	Safe Park Program - Local investment required to provide seasonal housing alternatives to largely tourist based employees	2021	\$ 30,000	\$ 15,000	\$ 15,000	\$ 15,000	council directed administration 2023 to move to a cost recovery model for external contracted expenses - approximately \$15,000 for 2024 program season. The \$15,000 remaining is staff time.
MS/CSD	Emergency Social Services (ESS)	Province moving to a centralized provincial service model that has resulted in less local service, longer local wait time, and more complicated access. Consequently, FCSS is supporting increased system navigation and providing interim services. Service changes include: Alberta Works (2020) for emergency income/intervention supports; AHS (2021) for mild/moderate mental health; Hospital Social Worker (2022) for coordination of medical services.	2020	\$ 20,000	\$ 25,000	\$ 25,975	\$ 26,495	CSD team is responsible for the Emergency Social Services portfolio and receives no provincial funding to support this portfolio.
MS/CSD	Childcare	Child care subsidy ended in 2020 which in turn increased its cost. This had a significant impact on community affordability. Subsidy was reinstated in 2022; the new provincial subsidy only supports full-time childcare, parents who require part-time childcare are accessing full-time spaces, which reduces the already limited childcare spaces available. Community need for childcare has resulted in staff time being allocated to support the provision of childcare operators and provide childcare supports directly to the community.	2020	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	In 2023 CSD supported a connection between local daycares and provincial government. They are now largely working together without CSD support however the childcare landscape continues to require support. CSD does support with sector capacity building (Early Years Alliance). FCC continues to support interim childcare during the summer months with their Adventure club offering. Downloading amount is an estimate of staff time spent on childcare support/initiatives.
CS/HR	Summer Temporary Employment Program (STEP)	The STEP program was eliminated in October 2019. In 2019 we received \$14,000. In 2018, we received \$9,500	2019	\$ 15,000	\$ 16,000			2024 has been adjusted for inflation. Elimination of this program means these costs now need to be covered by taxes. Grant dollars were used to offset payroll expenses in Parks and Day Camps.
CS/Finance	Grants in place of taxes (GIPOT)	Less local tax revenues for the same services	2019	\$ 47,600	\$ 42,590	\$ 45,000	\$ 48,000	Although Crown-owned properties are exempt from assessment and therefore exempt from taxation, the Province of Alberta pays a grant equivalent to the property taxes that would otherwise be levied on many of these properties. Between 2019 and 2020 the Government of Alberta reduced funding for Grants in Place of Property Taxes (GIPOT) by 50%. While funding has since slightly increased in Budget 2024, due to rising assessment values and construction of new government infrastructure, this still falls well below the amount that should be granted for the essential services provided to provincial properties.

CS/Finance	Grant Reductions	Reduction of MSI funding	2022	\$ 1,491,681	See line below for impacts of new LGFF model	See line below for impacts of new LGFF model	See line below for impacts of new LGFF model	MSI funding for the Town has reduced from an average of \$4.1 million allocation each year to \$2.6 million for 2022 and 2023. This is a reduction of 57% from the historic allocation.
CS/Finance	LGFF migration from MSI	The overall envelope for LGFF funding is significantly less than historic levels of MSI funding; additionally, changes to the allocation methodology do not have any consideration for tourism or affordability impacts, and so do not provide for any allowance for the unique challenges of our municipality	2024	\$ -	\$ 1,491,681	\$ 1,836,909	\$ 1,674,391	The estimated financial impact is the difference between the historic average allocation under MSI and the new allocations under the LGFF framework.
CS/Finance	Education Tax	To ensure that communities are affordable and viable, municipal tax collections should be cognizant of economic conditions facing many Alberta residents. Municipalities are facing increased operation costs due to climbing utilities charges, limited tax base, and overall increased operations. Just over half of every residential tax bill in Canmore is the Education requisition. Canmore's high assessment values result in our taxpayers paying amongst the highest education taxes in the province. The Province has essentially taken tax "room" from the municipality especially since the cap on the amount of education tax to come from a community was removed.	2016	\$ -	\$ 5,592,745	\$ 3,291,658	TBD	The amount of Education Tax that leaves Canmore does not come back to the local school system, leaving Canmore taxpayers funding education throughout the Province and contributing to our affordability issues. The removal of considering Education Tax in the LGFF formula further exacerbates this issue. Canmore's education tax requisition has grown from \$18.7 million in 2019 to \$30.4 million in 2024. While the province has been holding the education requisition mill rate flat in recent years, Canmore's significant increases in assessed values have resulted in major increases in the requisition year-over-year as shown in the impacts for 2024 and the estimate for 2025.
CS/Finance	Preferential debt servicing rates	The Province removed the ability for municipalities to secure debt at lower rates leading to an increase in our interest rates	2022	\$ -	\$ -	N/A	N/A	Prior to September 30, 2020, loans and lending rates were offered through Alberta Capital Finance Authority (ACFA). As of October 31, 2020, ACFA was dissolved and loans and lending rates are now offered by the Government of Alberta. Historical lending and indicative rates for local authority borrowers were much lower (1.5% - 3.5%) than that of today (5.0% to 6.0%). The Government of Alberta has announced it will revert to its former policy for new loans taken out after April 1, 2025.
CS/MCO	Municipal Election	Ballot Counting - hiring additional staff to hand count Elector Register - software, computers, IT support	2025			\$62,000		
<b>Provincial Requirements</b>								
Div/Dept	Type	Impacts	Timing of Change	Financial Impact 2023	Anticipated Financial Impact 2024	Estimated Financial Impact 2025	Estimated Financial Impact 2026	Comments
MS/PS	Traffic Reporting System Updates	Online traffic reporting requirements	2022	\$ 5,000	\$ 5,000	-	-	Software and hardware updates to be compliant, staffing time captured. Transition costs captured in 2022/2023. It is expected that ongoing training and digital storage will be needed.
MS/PS	Certified Peace Officer (CPO) Training	Fewer required courses available, run through other municipalities	2022	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	Estimate made up of staff time and uncollected fine revenue. Reduced from 2023 in anticipation of lower turnover in the ME department. Limited information/engagement regarding training availability despite standardization of CPO classification.
MS/PS MI/PW	Agricultural Pests Inspectors	Enforcement of provincial legislation	ongoing	\$ 2,000	\$ 1,000	-	-	Agricultural Pest Act requires appointment of staff to respond to reports.
MI/PW	Weed Control	Enforcement of provincial legislation	ongoing	\$ 1,000	\$ 1,000			Weed Act enforcement may require appointment of staff in the future but for now it's simply education focused. Future impact may increase from provincially approved projects (Gondola and TSMV).
MI/PW	WWTP Regulatory Changes	WWTP upgrades to meet new effluent limits	2024-2031			\$ 850,000	\$ 1,375,000	The province updated the Town's approval to operate for the WWTP to include more stringent effluent limits for total nitrogen and phosphorus removal. The Town's BAF system cannot remove these elements so a large upgrade is required by 2031. Work begins in 2025 to pilot potential technologies to meet new limits and then begin detailed design in 2026. Approx. 50% of the detailed design costs are related to regulatory changes and 50% related to growth.
MS/PS	Alberta First Responders Radio Communications System (AFRRCS)	CPO / RCMP Communication requires update to radios that are encrypted onto RCMP channels	2024	\$ -	\$ 18,000			Represents the estimated cost to transition Municipal Enforcement to a new radio system (equipment and training).
<b>Impacts from Lack of Provincial Resources</b>								
Div/Dept	Type	Impacts	Timing of Change	Financial Impact 2023	Anticipated Financial Impact 2024	Estimated Financial Impact 2025	Estimated Financial Impact 2026	Comments
MS/PS	Feral Rabbit Management	Municipality to manage wildlife issues	2011	\$ 8,000	\$ -	-	-	Province does not deem feral rabbits as wildlife and will not remove. Cost removed as feral rabbit population appears to have been significantly reduced.
MS&MI/PS&PW	Conservation Officer (CO) and/or Fish & Wildlife (FW) Resources	Limited CO/F&W resources mean more calls for service to Town	2021	\$ 2,500	\$ 15,000	\$ 15,000	\$ 15,000	Relying on RCMP and Municipal Enforcement (ME) to respond to wildlife issues - Province no longer responding to "elk calls" in summer. Province directs callers to ToC for removal of deceased animals (elk/deer) within Town limits (approx. 5 incidents per year @ \$500 per occurrence for removal / disposal). Increase in 2024 due to number of calls where ME has had to manage crowds until F&W could perform their duties.
MS/CSD	Homelessness	No provincial operational rural homelessness funding. Increased need with no provincial funding mechanism.	2020	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	CSD/ FCSS staff supports an increasing number of individuals impacted with homelessness, as well as community development to address homelessness.
MS&CS\ CSD & Finance	Fiscal Agent Arrangements	Increased requests for municipalities to be intermediary between federal/provincial grant programs as fiscal agents, and community groups applying (additional administrative work required)	Recent years	\$10,000	\$10,000	\$10,000	\$10,000	Fiscal agent arrangements require staff time in both CSD and Finance departments. Between the two departments, staff time is estimated at \$10k per fiscal agent agreement. The Town is currently transitioning away from acting as the fiscal agent for the 1 existing agreement.
MS/Fire	River rescue program	Kananaskis Mountain Rescue (KMR) (formerly Kananaskis Public Safety) unable to respond to many river calls as quickly as Canmore Fire-Rescue (CFR).	long standing	\$ 12,500	\$11,400	\$ 11,400	\$ 11,400	As we move forward and work with KMR, we anticipate response changes which will in return will reduce calls outs and cost.

<b>MS/Fire</b>	Ambulance Delays	More Fire Services time on site due to Ambulance delays. Cost calculated using the Master Fee Schedule rates multiplied by time required for medical calls.	2020	\$ 340,415	\$ 300,000	\$ 340,000	\$ 350,000	2022 calls: 386, 2023: 466, 2024 YTD: 377 with year-end estimate: 457. 2025 to anticipate a 5% increase due to growth of town/tourism. 2023 and 2024 estimates reflect the cost of providing medical response services total time spent responding, if the updated approach was used in 2022 the downloading amount would have been \$304,170. 2024 we have 4 responders/truck vs 3 in 2023 and 2022. Cost of medical supplies on the increase. 2024 Fire arrived 1st on scene 61% of the time by an average of 6.35 minutes. 2024 download was reduced by a Medical First Response grant (\$30,000).
<b>MS/Fire</b>	Advanced Life Support (ALS) capable program	Kept some staff ALS capable after divesting from EMS	Ongoing	\$ 21,000	\$ 22,000	\$ 23,000	\$ 24,000	Estimated ongoing cost captures training time, licensing and certification fees, and maintaining a supply of equipment/consumables used only by ALS providers. Upgrading skills and more staff having ACP/PCP designation
<b>Council</b>	Affordable Housing	Local investment required to provide	2000	\$ 450,000	\$ 700,000	\$ 735,000	\$ 767,000	The Town of Canmore established CCH in 2000 to provide housing solutions for a healthy and balanced community.
<b>TOTAL</b>				<b>\$ 3,856,221</b>	<b>\$ 9,265,731</b>	<b>\$ 8,401,152</b>	<b>\$ 5,478,431</b>	

**Tourism Infrastructure Impacts**

<b>Council</b>	Tourism Infrastructure	Lack of funding for resort municipalities and tourism related infrastructure	Ongoing	15,139,811	15,139,811	15,139,811	15,139,811	A 2021 Economic Impact Analysis indicates that 26.2% of taxpayer dollars support tourism infrastructure. This includes roads and parking, water, wastewater, bylaw enforcement, emergency services, parks, recreation, wayfinding, housing for employees, and public transportation systems. In 2021 this amount was estimated at \$15,139,811. Additional analyses have not been done, so the numbers provided for the years in this chart are likely low.
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**COMBINED TOTAL \$ 18,996,032 \$ 24,405,542 \$ 23,540,963 \$ 20,618,242**