

**TOWN OF CANMORE**

**AGENDA**

Special Meeting of Council

Council Chamber at the Civic Centre, 902 – 7 Avenue

**Tuesday, February 11, 2025 at 1:10 p.m.**

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

1. **Land Acknowledgement**
2. **Agenda for the February 11, 2025 Special Meeting of Council**

**B. PUBLIC HEARINGS – none**

**C. DELEGATIONS – none**

**D. APPROVAL OF MINUTES – none**

**E. BUSINESS ARISING FROM THE MINUTES – none**

**F. UNFINISHED BUSINESS – none**

**G. BYLAW APPROVAL**

1. **Canmore Community Housing 100 Palliser Lane Loan Bylaw 2025-07**  
Recommendation: That Council give first reading to Canmore Community Housing 100 Palliser Lane Loan Bylaw 2025-07.

**H. NEW BUSINESS**

1. **2025-2026 Operating and Capital Budget Approval**  
Recommendation:
  - 1) That Council approve the 2025 Operating Budget for \$99,774,180 and 2026 Operating Budget for \$106,601,833 and adopt the 2027-2028 Operating Plans as presented.
  - 2) That Council approve the 2025 Capital Budget for \$39,748,398 and 2026 Capital Budget for \$44,932,506 and adopt the 2027-2030 Capital Plans as presented.
2. **Fire Resource Improvement Association of Alberta (FRIAA) FireSmart Capital Project – Larch 2025 (CAP 7391)**  
*Walk On Item Added February 11, 2025*  
Recommendation: That Council approve a new capital project, FireSmart (2025) Larch (CAP 7391), as Phase 2 of the Larch Vegetation Management Project, with a budget of \$162,000, fully funded by the Forest Resource Improvement Association of Alberta (FRIAA) grant.

**I. REPORTS FROM ADMINISTRATION – none**

**J. NOTICES OF MOTION – none**

**K. CLOSED SESSION – none**

**L. ADJOURNMENT**



# Request for Decision

**DATE OF MEETING:** February 11, 2025 **Agenda #: G 1**

**TO:** Council

**SUBJECT:** Canmore Community Housing 100 Palliser Lane Loan Bylaw 2025-07

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

**RECOMMENDATION:** That Council give first reading to Canmore Community Housing 100 Palliser Lane Loan Bylaw 2025-07.

## EXECUTIVE SUMMARY

Canmore Community Housing (CCH) intends to develop the site at 100 Palliser Lane into a 144-unit residential development which will be a purpose-built rental complex. To secure the construction loan to finance the development, funds will be required from the Town to support the project. CCH currently has an application submitted to the Canada Mortgage and Housing Corporation (CMHC) under their Apartment Construction Loan Program (ACLP), and CCH has insufficient available funds to provide their required portion of the funding through the program (25% of the total project construction value), due to the scale of the project. The loan would be repaid following the construction of the complex upon occupancy once CCH has a long-term insured mortgage in place.

## RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Under Section 265(1) of the Municipal Government Act (MGA), a municipality may only lend money to certain organizations, which includes one of its controlled corporations, and if the loan is authorized by bylaw. The bylaw must set out the amount, purpose, terms, source, and the bylaw must be advertised.

## DISCUSSION

The CMHC ACLP program provides low-cost loans for developers who are building purpose-built rental apartments across Canada. A key component of acceptance under the program is that each developer is required to post equity towards the development, based on percentage of the overall project value, and depending on the organizational structure of the developer. CCH being a non-profit organization, wholly owned by the Town of Canmore requires 25% of total project construction value to be provided via owners' equity. As CCH does not have sufficient resources to cover that portion of a project of this scale, the recommendation is that the Town lend \$12 million to CCH towards their 25%.

Following completion of the construction of the complex and upon occupancy, once CCH has a long-term insured mortgage in place, the proceeds of the mortgage would be used to repay the town for the loan.

## ANALYSIS OF ALTERNATIVES

For prior CCH development projects, financing had been secured through a traditional banking institution with the Town providing a loan guarantee for a portion of the project as additional security. Due to the scale and complexity of the project, a new approach is being undertaken, with construction financing through

CMHC, with required loans from the Town to help provide the portion of the project funding required from CCH.

CCH together with Town administration did explore the option of construction financing through the previous approach of a traditional banking institution, with the Town only required to provide a loan guarantee, however this was considered to be a less desirable alternative, particularly due to the significantly higher market cost of the loan, which would impact the overall cost of construction, and then the ultimate costs needed to be recovered through rental of the units as well.

By contrast, the ACLP program is a competitive program and offers significantly better terms and rates than those offered by traditional financial institutions.

**FINANCIAL IMPACTS**

The amount of the loan is significant and represents a major investment of Town resources into the project. The funds are recommended to come from the Town’s investment portfolio. The interest rate specified in the loan bylaw is set to be a rough proxy of what the funds would have earned while invested in the Town’s portfolio to minimize any further impacts to the Town. Additionally, Town and CCH administration have been in communication with CMHC to work to have the 25% delayed to as late in the project as possible, rather than as the first dollars in, again to mitigate the risk to the Town and the opportunity cost of those funds being tied up in the project, rather than earning investment income.

**INTEREST HOLDER ENGAGEMENT**

CCH has communicated this proposed funding approach, including the requirements from CMHC and the intended loan from the Town with their Board of Directors at several board meetings.

**ATTACHMENTS**

- 1) Canmore Community Housing 100 Palliser Lane Loan Bylaw 2025-07

**AUTHORIZATION**

Submitted by:	Chelsey Gibbons Manager of Financial Services	Date: <u>January 26, 2025</u>
Approved by:	Whitney Smithers General Manager of Municipal Infrastructure	Date: <u>January 30, 2025</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>February 4, 2025</u>



## BYLAW 2025-07

### A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO AUTHORIZE COUNCIL TO LEND MONEY TO CANMORE COMMUNITY HOUSING CORPORATION (the “CORPORATION”)

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**WHEREAS** pursuant to sections 265(1) of the *Municipal Government Act*, RSA 2000 c.M-26, a municipality is permitted to loan money to one of its controlled corporations or a non-profit organization;

**AND WHEREAS** the Town of Canmore views the development of affordable housing in Canmore as beneficial to the community and wishes to support such development;

**AND WHEREAS** the Corporation is a non-profit organization that is wholly owned by the Town of Canmore;

**AND WHEREAS** the Corporation has requested assistance in its housing development project from the Town of Canmore, through the provision of a loan;

**AND WHEREAS** the Town wishes to enter into a loan agreement whereby the Town shall lend the Corporation \$12,000,000 (the “Loan”);

**AND WHEREAS** the Corporation will use the Loan for the construction of a residential development which will be a purpose-built rental complex at 100 Palliser Lane;

**AND WHEREAS** the principal amount of outstanding debt of the Town of Canmore at December 31, 2023 is \$37,312,622, and no part of the principal or interest is in arrears;

**AND WHEREAS** as of December 31, 2023, the Corporation owes the Town of Canmore \$5,218,153. None of the principal or interest is in arrears;

**AND WHEREAS** the Council of the Town of Canmore considers that the money loaned to the Corporation under the Loan to be used for a benefit that will benefit the Town of Canmore by providing further rental unit accommodations in the Town of Canmore.

**NOW THEREFORE**, The Council of the Town of Canmore, in the Province of Alberta, duly assembled, enacts as follows:

#### **TITLE**

1. This bylaw shall be known as “Loan Bylaw 2025-07 – Canmore Community Housing Corporation 100 Palliser Lane”.

#### **THE LOAN & PURPOSE**

2. Council hereby authorizes the Town of Canmore to enter into a loan agreement with the Corporation for the purposes of construction at 100 Palliser Lane, in the Town of Canmore.
3. Prior to the Town of Canmore advancing any funds to the Corporation pursuant to the Loan, the Town of Canmore and the Corporation will enter into a written loan agreement consistent with the terms of this Bylaw (the “Loan Agreement”).

4. The chief administrative officer is hereby authorized to execute all necessary documents to affect the loan to Canmore Community Housing Corporation.
5. The rate of interest to be paid on the loan will be 2.57% per annum, for a term of 3 years commencing from the time the Town of Canmore advances the Loan to the Corporation under the Loan Agreement (the “Term”).
6. The Loan shall be repaid in one-lump sum repayment, inclusive of principal and interest, on or before the expiry of the Term.

**THE SOURCES OF THE LOAN**

7. The source of the money to be loaned is the Town’s cash and investments per the Town’s financial statements.

**ENACTMENT/TRANSITION**

8. If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
9. This bylaw comes into force on the date it is passed.

FIRST READING:

SECOND READING:

THIRD READING:

Approved on behalf of the Town of Canmore:

\_\_\_\_\_  
Sean Krausert  
Mayor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Cheryl Hyde  
Manager, Municipal Clerk’s Office

\_\_\_\_\_  
Date



# Request for Decision

**DATE OF MEETING:** February 11, 2025 **Agenda #: H 1**

**TO:** Council

**SUBJECT:** 2025-2026 Operating and Capital Budget Approval

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

**RECOMMENDATION:** That Council approve the 2025 Operating Budget for **\$99,774,180** and 2026 Operating Budget for **\$106,601,833** and adopt the 2027-2028 Operating Plans as presented.

That Council approve the 2025 Capital Budget for **\$39,748,398** and 2026 Capital Budget for **\$44,932,506** and adopt the 2027-2030 Capital Plans as presented.

**EXECUTIVE SUMMARY**

Council is being presented with the Finance Committee-recommended 2025-2026 operating and capital budgets, the 2027-2028 operating plans, and the 2027-2030 capital plans as amended at the January 9 and 16 2025 Finance Committee meetings, for approval.

The Finance Committee began budget discussions on November 21, 2024. Over the course of six meetings, the committee considered the status quo service level budget as proposed by Administration and made recommendations for budget adjustments. During the committee’s deliberations, several adjustments were made, resulting in a 3.9% municipal tax increase, net of growth for 2025 (5.6% including growth), excluding the Livability Tax Program and a 7.1% municipal tax increase, net of growth for 2026 (8.9% including growth), excluding the Livability Tax Program. Draws from the tax stabilization reserve are being used to mitigate the impacts of increasing costs in both the years.

A summary of the budgets and business plans, including a summary of changes and budget highlights for 2025 and 2026, as well as an overview of new positions, is included as Attachment 1.

**RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS**

<p>January 16, 2025</p>	<p>The Finance Committee made the following motions:</p> <ul style="list-style-type: none"> <li>➤ 28-2025FIN - Direct administration to increase the transfer to the Bow Valley Regional Transit Services Commission by \$140,377 in 2025, \$347,592 in 2026, and \$367,847 starting in 2027 to add Route 12 Winter Service to be funded from the Integrated Transportation Management Reserve.</li> <li>➤ 11-2025FIN - Direct administration to include \$50,000 for 2025 and 2026 for the continuation of the E-bike Rebate Program for \$25,000 from the Graymont Carbon Reduction Grant and \$25,000 from the Sustainability Reserve.</li> </ul>
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	<ul style="list-style-type: none"> <li>➤ 32-2025FIN - Direct administration to use the Livability Reserve to fund the capital projects as presented with updated financials and add a line item called “Pedestrian Crossing Design” for \$600,000 in the 2026 year of the Livability budget</li> <li>➤ 33-2025FIN - Direct administration to add \$200,000 in 2025 to the Human Resources operating budget for an equity and market pay increase for staff to be funded by general taxation</li> <li>➤ 34-2025FIN - Direct administration to increase the Municipal Clerk’s office budget by \$105,000 to implement a municipal census in 2027 to be funded by general taxation.</li> <li>➤ 35-2025FIN - Direct administration to increase the Protective Services budget by \$60,000 starting in 2025 to fund a Regional Emergency Management Coordinator position to be shared with the Town of Banff and funded from general taxation.</li> <li>➤ 37-2025FIN - Direct administration to implement the option presented by administration to permanently reduce service levels in the Child and Youth business unit in Recreation Services starting in 2026 so that an approximate net annual savings of \$50,000 is achieved.</li> <li>➤ 41-2025FIN - Direct administration to reduce the Canmore Community Housing (CCH) requisition by \$43,000 in 2025 due to savings from the provincial municipal property tax reduction program and starting in 2026 work with CCH to revise their requisition to account for this program in their requisition.</li> <li>➤ 44-2025FIN - Direct administration to remove \$14,500 from the 2025 Parks operating budget to reduce mowing/maintenance on Bow Valley Trail and Elk Run Boulevard.</li> <li>➤ 45-2025FIN - Direct administration to fund Playground Lifecycle Carey (2025) project from the General Capital Reserve in the amount presented to Finance Committee in closed session.</li> <li>➤ 46-2025FIN- Direct administration to add \$30,000 in 2025 and \$15,000 in 2026 and subsequent years to the Arts and Events operating budget from the Art Trust Reserve for a New Year’s Eve light installation.</li> <li>➤ 48-2025FIN - Direct administration to fund Cougar Creek Rink Surface Replacement (2025) project from the General Capital Reserve in the amount presented to Finance Committee in closed session.</li> <li>➤ 49-2025FIN - Direct administration to increase the Community Grants Program starting in 2025 by \$10,000 to be funded by general taxation.</li> <li>➤ 50-2025FIN - Direct administration to fund IT Safety Management Solution (2025) project from the General Capital Reserve in the amount presented to Finance Committee in closed session.</li> <li>➤ 51-2025FIN - Direct administration to fund Wildlife Exclusion Fence – Lions Park (2025) project from the General Capital Reserve in the amount presented to Finance Committee in closed session.</li> </ul>
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	<ul style="list-style-type: none"> <li>➤ 5-2025FIN - Direct administration to offset tax increases with draws from the Tax Stabilization Reserve in the amount of \$411,000 in 2025 and \$343,000 in 2026.</li> <li>➤ 54-2025FIN - Direct administration to bring the committee-recommended 2025 and 2026 operating budgets and the 2027-2028 operating plan and 2025 and 2026 capital budgets and the 2027-2030 capital plan as presented and amended at the December 2024 and January 2025 Finance Committee meetings to Council for approval on February 4 or 11, 2025.</li> </ul>
<p>January 9, 2025</p>	<p>The Finance Committee made the following motions:</p> <ul style="list-style-type: none"> <li>➤ 6-2025FIN - Direct administration to Increase Reserve Contribution by \$250,000 to General Capital Reserve in 2026.</li> <li>➤ 8-2025FIN - Direct administration to move the Larch Area Land Use Intensification capital project from 2027 to 2026, change the name and scope of the project to an Area Redevelopment Plan, and have administration bring back project scope and reviewed cost (\$150,000-\$200,000) to the next Finance Committee meeting on January 16, 2025. This project will be funded through the Livability Tax Reserve.</li> <li>➤ 9-2025FIN - Direct administration to include \$3,500 in Arts and Culture Operating Budget for Indigenous Market at National Indigenous Peoples Day going forward, starting in 2025.</li> <li>➤ 12-2025FIN - Direct administration to fund the 2026 Stoneworks Creek Mitigation in the amount of \$2,756,115 from the Livability Reserve and redirect the previously allotted funding in this amount back to the General Capital Reserve.</li> <li>➤ 13-2025FIN - Accept the recommended rate changes to the paid parking program as recommended by administration, starting in 2025.</li> <li>➤ 15-2025FIN - Direct administration to increase the Information Technology budget by \$65,000, starting in 2025, to fund the two cybersecurity initiatives presented by administration to be funded by general taxation.</li> <li>➤ 16-2025FIN - Direct administration to amend the scope and increase the funding by \$37,000 for the 2025 Main Street Pedestrian Zone to provide enhanced gateways, funded from the Economic Development Reserve.</li> <li>➤ 17-2025FIN - Direct administration to add \$50,000 to the 2025 Operating Budget for Climate Emergency Action Plan implementation from the Sustainability Reserve.</li> <li>➤ 18-2025FIN - Direct administration to include \$120,000 in the Public Works budget for hiring a 2-year term Municipal Energy Coordinator to be funded in 2025 – 80% MCCAC grant/10% Sustainability Reserve/10% Utility Reserve and in 2026 - 40% MCCAC grant/30% Sustainability Reserve/30% Utility Reserve.</li> <li>➤ 19-2025FIN - Direct administration to reduce the funding for the Canmore Museum to \$252,116 in 2025 and \$261,949 in 2026.</li> <li>➤ 21-2025FIN - Direct administration to implement a Canmore – Banff regional service increase as funded by the paid parking reserve starting in 2025 for \$78,000.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ 22-2025FIN - Direct administration to add \$109,000 for a Zero Waste Coordinator position to the 2026 Public Works operating budget with funding from the Solid Waste Services Reserve.</li> </ul>
December 10, 2024	<p>Council approved Utility Rate Bylaw Amendments 2024-34 and 2024-35 to adjust rates for water and sewerage use.</p> <p>Council approved Recyclables and Waste Disposal Bylaw Amendment 2024-36 to adjust the rates.</p> <p>Council approved the 2025 and 2026 Master Fee Schedule.</p> <p>Council approved the Livability Tax Program operating budget.</p>
December 5, 2024	<p>The Finance Committee made the following motions:</p> <ul style="list-style-type: none"> <li>➤ 30-2024FIN - Recommend to Council to approve the Livability Tax Program budget of \$12 million for 2025-2026 and \$10.5 million for 2027-2028.</li> </ul>
November 26, 2024	<p>The Finance Committee made the following motions:</p> <ul style="list-style-type: none"> <li>➤ 19-2024FIN - Direct administration to fund the Business Registry Coordinator 0.5 FTE (livability support) from Economic Development.</li> <li>➤ 20-2024FIN - Direct administration to transfer, in 2025, \$250,000 from the Livability Tax Program to the General Operating reserve to reimburse the funds allocated to the Partners for Affordable Housing project.</li> </ul>
Municipal Government Act	<p>Sections 242(1) and 245 of the Municipal Government Act state that Council must adopt an operating and capital budget for each calendar year.</p>

**DISCUSSION**

Council has several tools that direct Administration in the preparation of the operating and capital budgets. Council-approved policies direct Administration on financial matters including transfers to reserves, debt, and the application of cost-of-living allowance (COLA) to staff wages. Council’s strategic plan directs Administration on Council’s priorities for the community. Master plans approved by Council for planning purposes identify long range priorities across the organization.

Most programs and services are delivered through regular, routine municipal operations which deliver important and highly valued services to the community and align with Council’s overall vision and goals. These programs and services are either legislated, essential, or approved in previous budget cycles and form most of the operating budget. Funding requests from affiliates and partners, revenue and growth estimates, and a review of user fees, franchise fees, and rates all form part of the annual budget cycle.

**Pressures and Challenges**

High levels of inflation, rising costs, higher borrowing costs due to increased rates, and decreased funding from all levels of government have led to an increase in the Town’s budget required to provide the same services to the same levels as in previous years. Additionally, the Town has very limited revenue sources. In recent years, to the extent that new sources of revenue have been introduced, those revenues have been tied to specific uses by policy and so are not flexible and available to address other budgetary pressures or concerns.

The Town is also changing. In recent years, the pace of change and growth in the community has accelerated and is anticipated to further accelerate into the future. This is especially challenging given in the environment of the financial constraints previously identified.

**2025 and 2026 Proposed Budgets**

In the summer of 2024, department managers drafted their 2025 to 2028 business plan actions and associated budgets or plans based on providing the same programs and services at the same level they are currently provided, with options for increases or decreases for Finance Committee’s consideration. The Corporate Strategic Team then reviewed and developed final drafts of the budget and business plans, as well as the accompanying options lists for presentation to and deliberation by the Finance Committee. The capital budgets were prepared with the available funding, consideration for asset management, and Council’s policies and priorities in mind.

The one new program brought for Finance Committee review and approval was the Livability Tax Program, as developed in alignment with prior direction from Council. This budget was approved on December 10, 2024.

After consideration and deliberation, several motions were made and approved by Finance Committee. The attached budget documents reflect these decisions and includes current and new initiatives that support Council’s vision, goals, and priorities. All motions made by the Finance Committee and/or Council that provided direction for the final budget preparation are included in the Relevant Council Direction section of this report.

At the conclusion of deliberations, Finance Committee recommended an operating budget that includes \$99.8 million in 2025 expenditures, which represents a 3.9% increase to new municipal taxes not including growth (5.6% including growth), excluding the Livability Tax Program and \$106.6 million in 2026 expenditures, which represents a 7.1% increase to taxes not including growth (8.9% including growth), excluding the Livability Tax Program.

The 2025-2030 capital plan outlines what assets need rehabilitating and what new infrastructure is planned for the six-year horizon (see Capital Summary Attachment 3). This does not include unfunded projects.

<b>Six-Year Capital Budget Summary</b>	
2025	39,748,398
2026	44,932,506
2027	42,700,383
2028	27,342,886
2029	83,298,000
2030	27,421,000
<b>Total</b>	<b>265,443,173</b>

The average annual capital envelope used over the six years is \$44.2 million. There is an additional \$107.1 million worth of capital projects that are unfunded in the six-year plan.

This year, Administration is trialling a new approach of protecting individual capital project budgets before the Request for Proposal (RFP) process to ensure competitive bidding (to ensure bids are not influenced by

the budgeted amount for a given project). The amounts of the capital projects will be released and available after the RFPs are awarded.

**Utilities Budgets and Rates**

The above operating and capital budgets and plans include the recommended operating revenues and expenses and capital projects for the operations of the utilities. On December 10th, Council approved the utility rate bylaws for those rates to be in place for the entire 2025 calendar year. Those rates were calculated based on the revenues, expenses, and projects in the attached budget documents for both operating and capital.

**Livability Tax Program**

The Livability Tax Program will be implemented in 2025, with \$12 million expected to be collected in each of 2025 and 2026. The entire amount collected will be used to cover program expenses, fund initiatives related to Housing Action and contribute to the Livability Reserve to fund housing related projects. For the details of the operating budget of the program for each year, see page 6 of Attachment 2.

As part of budget deliberations Finance Committee recommended the funds collected from the program to be used to fund the following initiatives. Based on this direction, the capital projects have now been included in the capital budget and plans for approval, as shown in Attachment 3, and the funding of the CCH increase has been captured in the operating budget.

	2025	2026	2027	2028	Rationale
Larch Area Redevelopment Plan		\$200,000			
Housing in Palliser	\$9,942,398	\$6,823,506			100 Palliser and Moustache Lands - funding for both still to be finalized
CCH Requisition Increase	\$242,000	\$320,000	\$320,000*	\$320,000*	Would reduce the property tax increase *amount would increase based on CCH requisition
Stoneworks Creek Flood Mitigation - Town Portion		\$2,756,115			Completion of this project would enable earlier construction of non-market housing and Stoneworks Creek employee housing
Palliser Pedestrian Crossing Design		\$600,000			The number of housing units in Palliser is going to increase significantly. This project will allow for design of a ped crossing to get the project “shovel ready” and more readily access grant

					funding. The crossing itself is currently unfunded.
Future affordable housing			\$8,465,383	\$8,850,886	Future affordable housing projects by CCH or the Town
Altalink Realignment			\$400,000		Would enable construction of an additional 200 units of non-market housing
<b>Total</b>	<b>\$10,184,398</b>	<b>\$10,699,621</b>	<b>\$9,185,383</b>	<b>\$9,170,886</b>	

**Impact on Average Canmore Resident**

A median residential home in Canmore was assessed at \$1,043,000 in 2024. Using this median as a sample, a Canmore property with an assessed value of \$1,043,000 can expect a monthly tax increase of approximately \$6.94, or \$83.30 annually.

**ANALYSIS OF ALTERNATIVES**

Livability Tax Program Update

During the last week, Administration received the final assessment values for the 2025 tax year from the assessor, and with this information, compared the municipal tax revenue for the Livability Tax Program of \$12 million to the total assessed value of the Residential (non-primary residential) subclass. The current revenues are calculated at 0.47% of that assessed value, rather than 0.4%, which was based on initial estimates. Keeping the program collection to approximately 0.4% of the assessed value of the subclass would result in the taxes collected through the program totaling \$10.3 million in each of 2025 and 2026.

Should Council prefer to retain the target of 0.4%, the following motions are required:

*That Council direct administration to reduce the municipal taxes collected through the Livability Tax Program to \$10.3 million for each of 2025 and 2026, and to reduce the transfer to the Livability Reserve by the corresponding \$1.7 million in each year; and*

*That Council direct administration to reduce the capital project budgets for Housing in Palliser (2025) to \$8,242,398 and Housing in Palliser (2026) to \$5,123,506.*

This calculation is based on the current assessment roll, which will still be subject to some revision and future changes. Typically, these revisions are minor in nature, but should any major corrections or revisions be required, Administration will share those updates with Council.

Housing Capital Project

After Finance Committee deliberations, Canmore Community Housing (CCH) raised an opportunity where the owners of a unit in a fourplex in town are offering to sell the unit to CCH at an amount consistent with the Vital Homes Ownership program. If the sale is between the owner and the Town of Canmore, the owner can be provided with a tax receipt for the difference between the sale price and the market value of the unit. This is a benefit that CCH is not able to provide.

Council could create a new capital project in the 2025 budget that would allow the Town to proceed with the purchase. If this project were approved, the unit would be transferred to CCH for sale through their Vital Homes Ownership program. Once sold, the proceeds would be returned to the Town, with the expectation that the full amount expended by the Town would be recovered. Administration has requested that the commitment to return the funds to the Town be ratified by the CCH Board of Directors before proceeding with the transaction. The purchase is in line with EX-007, Council’s Land Transactions Policy.

If Council chooses to proceed with this alternative, the following motion is required:

*That Council direct Administration to create a new 2025 capital project “Town Land Acquisition” in the amount of \$375,000, to be funded from the General Capital Reserve.*

A capital sheet for this project, if approved, is included as Attachment 4.

**INTEREST HOLDER ENGAGEMENT**

All Finance Committee meetings were live streamed with all related budget documents published on the Town’s website.

**ATTACHMENTS**

- 1) 2025-2028 Summary of Budget and Business Plans
- 2) 2025-2028 Operating Budget Summaries and Departmental Schedules
- 3) 2025-2030 Capital Budget Summaries
- 4) Town Land Acquisition Capital Project Sheet

**AUTHORIZATION**

Submitted by:	Chelsey Gibbons Manager of Finance	Date: <u>January 26, 2025</u>
Approved by:	Whitney Smithers General Manager, Municipal Infrastructure	Date: <u>January 30, 2025</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>February 3, 2025</u>

# 2025-2030 Summary of Budget and Business Plan

## SUMMARY

High levels of inflation, rising costs, higher borrowing costs due to increased rates, and decreased funding from all levels of government have led to an increase in the Town’s budget required to provide the same services to the same levels as in previous years.

### Overall Operations:

The 2025 and 2026 Operating Budgets ensure funds are in place for the delivery of operating programs and services. Total expenditures and transfers are budgeted at \$99.8 million in 2025 and \$106.6 million in 2026. Each of the years includes \$12 million related to the new Livability Tax Program. This is up from \$77 million in 2024, which was prior to the Livability Tax Program.

Revenues and transfers from all other sources other than taxation are \$51.0 million in 2025 and \$54.5 million in 2026, with the balances funded through municipal taxes, \$36.8 million in general municipal taxes and \$12 million from the Livability Tax Program in 2025 and \$40.1 million in general municipal taxes and \$12 million from the Livability Tax Program in 2026.

The resulting proposed tax increase, excluding the new Livability Tax Program, is 3.9% in 2025 and 7.1% in 2026, net of growth.

	BUDGET SUMMARY		
	2024	2025	2026
NET BUDGET (EXCL. LIVABILITY TAX PROGRAM)	42,118,953	50,932,172	54,483,068
MUNICIPAL TAXES (EXCL. LIVABILITY TAX PROGRAM)	34,881,584	36,842,008	40,118,765
MUNICIPAL TAX CHANGE (EXCL. LIVABILITY TAX PROGRAM)		1,960,424	3,276,757
TAXES FROM GROWTH		600,000	650,000
CHANGE BY % (EXCL. LIVABILITY TAX PROGRAM)		3.9%	7.1%
LIVABILITY TAX PROGRAM TAXES AND EXPENSES		12,000,000	12,000,000

## APPROACH

In preparing the 2025-2026 budget, the approach taken was to bring forward a plan representing the continued services and programs at 2024 service levels, while accommodating for growth of the community where required, particularly considering the pace of growth is expected to increase.

Proposed operating expenses have been increased with expected levels of inflation and any new contract pricing for existing work.

Salaries, wages, and benefits include the cost-of-living adjustment (COLA) and equity and market adjustments in accordance with employee pay policies as well as acknowledging Canmore’s cost of living is significantly higher than in other Alberta communities.

Staffing increases in 2025 and 2026 were added where necessary to address strategic priorities, address growth, and to implement the Livability Tax Program and the continued phase-in plan for increases to fire staffing.

Reserve contributions are included in the budget at the recommended levels in the long-term financial strategy and existing practices and policies. A one-time contribution increase was also approved in 2026 for the General Municipal Capital Reserve.

This budget reflects the cost of delivering existing services to the community. As the community grows, we need to determine sustainable service levels that can be reasonably achieved within the tax base. A service level review process has been underway to identify the highest priority areas and resources required to deliver those services and manage expectations. In the preparation of this budget, this information was considered in a preliminary way, and this

data is likely to further inform future budget decision making.

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

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

The one major new program included in the budget starting in 2025 is the Livability Tax Program.

## REVENUES

The Town of Canmore has six major sources of revenue (excluding utilities):

1. Municipal Property Taxes
2. Sales and Rentals
3. Permits and Fines
4. Grants
5. Transfer/Draws from reserves
6. Internal Transfers

Revenues (excluding utilities) and transfers from all sources other than taxation are \$28.4 million in 2025 and \$29.1 million in 2026, with the balances sourced through taxation of \$36.8 million (2025) in general municipal taxes and \$40.1 million (2026) in general municipal taxation, and \$12 million in

each year from the taxes collected through the Livability Tax Program. Each source of revenue is budgeted to increase from the 2024 budget, except for grants, again highlighting the challenges facing the budget from decreases in support from one of the major revenue sources.

## EXPENSES

An additional \$7.2 million or 12.3% is required in 2025 to fund all existing Town of Canmore tax-supported services based on the status quo (as compared to 2024). An additional \$3.9 million is required in total tax supported expenditures for existing programs and services in 2026. A further \$12 million in each year, collected through the Livability Tax Program will be used to fund the program expenses, provide incentives for purpose-built rentals, and fund capital projects related to the creation of housing.

Except for the addition of the Livability Tax Program expenditures and the changes in service level approved by the Finance Committee, most of the increases to the budget are uncontrollable expenses due to inflation, pre-existing contracts and priorities, and growth-related expenses. There are increases in repairs and maintenance, and growth-related new staffing additions, particularly in corporate services to keep pace with growth in other areas of the organization and community growth. Town of Canmore policies recommend increases for cost of living related to human resource costs, as well as capital and reserve fund contributions.

Canmore has a Tax Stabilization Reserve to mitigate tax rate increases in cases of an emergent, non-recurring nature. It has been built over time from unbudgeted sources of revenue. Draws of \$411,000 in 2025 and \$343,000 in 2026 are proposed to mitigate the overall tax rate increase.

## 2027 AND 2028 OPERATING PLANS

The 2027 and 2028 operating plans include ongoing increases due to rising costs from inflation and anticipated contract pricing, in addition to increases related to ongoing community growth and complexity. Increases to the cost of living are estimated to be 2%, based on the Calgary and Region Economic Outlook (spring report). Reserve transfers are budgeted to slightly increase. Revenues are projected to

increase by \$4.1 million in 2027 (compared to 2026) and by another \$5.5 million in 2028 due to continued growth and development in the community. The projected tax increase, net of growth, is 3.4% in 2027 and 2.7% in 2028.

**SUMMARY**

**Capital:**

The 2025-2030 capital plan outlines what assets need rehabilitating and what new infrastructure is planned for the six-year horizon. This does not include unfunded projects.

<b>Six-Year Capital Budget Summary</b>	
2025	39,748,398
2026	44,932,506
2027	42,700,383
2028	27,342,886
2029	83,298,000
2030	27,421,000
<b>Total</b>	<b>265,443,173</b>

The average annual capital envelope used over the six years is \$44.2 million. There is an additional \$107.1 million worth of capital projects that are unfunded in the six-year plan.

**CAPITAL**

The capital budget prioritizes asset management projects related to the maintenance of, or required upgrades to, existing Town of Canmore assets. Other projects related to supporting existing programs and services are given priority over any projects related to new programs or initiatives.

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

Canmore is sustainable only if both its capital infrastructure assets and its financial assets can be maintained over the long term. Effective asset management calculates the costs to maintain and replace current assets, and the level of service required to modify or add future assets. The Town of Canmore has a policy to establish reserve funds to ensure its long-term financial stability and flexibility, to position it to respond to varying economic conditions and changes affecting its financial position, and to ensure the organization can continuously carry out its responsibilities.

Contributions to reserve funds were increased in the 2025 budget by \$12.4 million (excluding utilities), which includes \$10.2 million to the Livability Reserve. The amounts contributed to the capital reserves are in alignment with the recommended annual increases per the Long-Term Financial Strategy, and there was also a one-time increase recommended by the Finance Committee in 2026.

The capital budget outlines what assets need rehabilitating and what new infrastructure is planned for the six-year horizon. Funding sources such as grants, operating capital, reserves, or debenture financing have been used.

**SUMMARY OF CHANGES AND BUDGET HIGHLIGHTS FOR 2025 AND 2026**

Changes from the previous year’s budget including revenue increases and decreases, expenses and third-party costs, human resources costs, debt servicing, and reserve funds are outlined below in a high-level overview representing the most significant changes in each area – excluding the Utility Supported amounts.

<b>2025 CHANGES TO TAX-SUPPORTED OPERATING BUDGET</b>	<b>2026 CHANGES TO TAX-SUPPORTED OPERATING BUDGET</b>
<p>The operating budget revenue has a shortfall of about \$1.4M, which equates to 3.9% proposed tax increase (net of growth), excluding the Livability Tax Program.</p>	<p>The operating budget revenue has a shortfall of about \$2.6M which equates to 7.1% proposed tax increase (net of growth), excluding the Livability Tax Program.</p>
<b>2025 CHANGES TO REVENUE SOURCES</b>	<b>2026 CHANGES TO REVENUE SOURCES</b>
<p><b>Taxes (New Growth)</b> – Trends in average approved construction values for estimated new construction occupancies were used to forecast growth in assessment. It is estimated that growth will provide \$600K in additional tax revenue, which is a 50% increase over what was budgeted for 2024.</p>	<p><b>Taxes (New Growth)</b> – It is estimated that growth will provide \$650K which is \$50K more than 2025.</p>
<p><b>Paid Parking Revenues</b> – The Paid Parking program is budgeted to bring in \$3.0 million in revenues, which is based on the forecasted 2024 actuals, combined with the rate increase approved by the Finance Committee. This amount is entirely offset through the costs to administer the program, the transfer to offset a portion of the transit services costs, and transfers to the Integrated Transportation Management Reserve.</p>	<p><b>Paid Parking Revenues</b> – The Paid Parking program is budgeted to bring in \$3.0 million, which is the same amount of revenues as 2025 and will be similarly offset through the costs and increased transfers to reserve.</p>
<p><b>Increased Recreation Revenues</b> - Recreation sales are projected at \$4.5M based on the current trend, which is an increase of \$332K.</p>	<p><b>Recreation Revenues</b> - Recreation sales are projected to slightly increase to \$4.6M.</p>
<p><b>Increased Franchise Fees Revenues</b> - Franchise fees are budgeted to increase by \$261K based on the estimates received from Atco Gas and FortisAlberta. This increase is all due to volume, as no rate increase is included in the 2025 budget. This increase is fully offset through increased transfers to reserves (asset replacement/rehabilitation, sustainability, operating transfer to capital) and climate action initiatives based on the Council approved allocation framework for franchise fees.</p>	<p><b>Increased Franchise Fees Revenues</b> - Franchise fees are budgeted to increase by \$534K based on the estimates received and an anticipated increase in the franchise fee for FortisAlberta from 16% to 18%. This increase is fully offset through increased transfers to reserves and climate action initiatives based on the Council approved allocation framework for franchise fees.</p>
<p><b>Increased Application Revenues</b> - Permits revenue is projected to increase by \$236K with higher volumes of development permits based on the current level of economic activity and building permits. Any surplus in permit fees will be transferred to the Development Application Reserve as per the policy.</p>	<p><b>Increased Application Revenues</b> - Permits revenue is projected to increase by \$234K for the same reasons. Any surplus in permit fees will be transferred to the Development Application Reserve as</p>

<p><b>New Livability Tax Program</b> – New in 2025 is the Livability Tax Program with \$12 million to be collected. The entire amount collected will be used to cover program expenses, fund initiatives related to Housing Action and contribute to the Livability Reserve to fund housing related projects.</p>	<p><b>Livability Tax Program</b> – The collection in 2026 is projected to stay at \$12 million with the entire amount again used to cover program expenses, fund initiatives related to Housing Action and contribute to the Livability Reserve to fund housing related projects.</p>
<p><b>2025 UNCONTROLLABLE EXPENSES AND THIRD-PARTY COSTS</b></p>	<p><b>2026 UNCONTROLLABLE EXPENSES AND THIRD-PARTY COSTS</b></p>
<p><b>Insurance Cost Increases</b> – It is estimated that insurance premiums will increase by \$85K to \$1.01 million because of the overall estimated increase in premiums of 5%-8% provided by the insurance brokerage services along with increase in the total insurable value due to construction/acquisition of new assets as part of capital budget, and repairs and maintenance programs.</p>	<p><b>Insurance Cost Increases</b> – It is estimated that insurance premiums will increase by \$75K to \$1.085 million because of the overall premium increases and a similar analysis done with respect to new assets coming online.</p>
<p><b>Bank/Service Fees Increases</b> – Bank fees are increasing by \$37K based on estimated volume of online credit card transactions. These increases are seen in Planning for development application fees, paid parking, and recreation fees.</p>	<p><b>Bank/Service Fees Increases</b> – Bank fees are increasing by \$10K based on estimated volume of online credit card transactions.</p>
<p><b>Professional Fees Increases</b> – Overall professional fees are going up by \$612K or 28.4%; \$300K of that is related to the Livability Tax Program, and the services required to support the program; the majority of the rest are in Corporate Services due to higher inflation rates being added to essential and legislated ongoing contracts extensions, \$50K in legal fees based on 2024 actuals, \$49K in Finance for assessment and annual external audit, and \$135K to support IT cloud-based business software subscription as well as increases to cybersecurity.</p>	<p><b>Professional Fees Decreases</b> – Overall professional fees are going down by \$59K or 2.2% due to less anticipated requirements for the Livability Tax Program, once it's established.</p>
<p><b>RCMP Contract Cost Decreases</b> – The RCMP contract costs are expected to decrease by \$56K compared to the 2024 budget. This is due to anticipated FTE utilization based on recent trends.</p>	<p><b>RCMP Contract Cost Increases</b> – The budget includes an increase of \$235K based on an anticipated increase in the FTE utilization compared to 2025, and overall increased costs.</p>
<p><b>ROAM Transit Cost Increases</b> – Transit costs are expected to increase by \$793K in 2025, of which \$218K relates to approved service level increases. The rest of the increase is driven by rising operating and capital costs, especially related to vehicle costs, including parts and maintenance. This is partially offset by increased paid parking revenues.</p>	<p><b>ROAM Transit Cost Increases</b> – The requisitions for regional and local transit services have increased by \$364K to a total of \$3.7 million. This is partially offset by increased paid parking revenues.</p>

<p><b>Contracted Services Increases</b> - There is an increase in contracted services for \$50K in Public Works Admin and Sustainability for the continuation of the e-bike pilot program. There is also an overall increase of \$43K in Parks and Streets and Roads to maintain new and existing areas. There is also an increase of \$90K in the Municipal Clerk budget for the election.</p>	<p><b>Contracted Services Increases</b> - There is an overall increase in contracted services for \$38K in Parks and Streets and Roads to maintain new and existing service areas.</p>
<p><b>Supplies and Energy Decreases</b> - Decreasing by 1.7% due to lower cost of fuel and natural gas based on the current conditions.</p>	<p><b>Supplies and Energy Increases</b> –Increasing by 5.9% due to anticipated increases in fuel, natural gas, and power costs.</p>
<p><b>Affiliates</b> – Administration received budget submissions from affiliated organizations. The Library has an increase of \$41K, artsPlace increased by \$40K and Museum has an increase of \$9K.</p>	<p><b>Affiliates</b> – The Library has an increase of \$23K and Museum has an increase of \$9K.</p>
<p><b>2025 HUMAN RESOURCES</b></p>	<p><b>2026 HUMAN RESOURCES</b></p>
<p><b>Cost of Living Allowance (COLA) Increases</b> - Employees are compensated within a range of pay for their position which is adjusted by a cost-of-living allowance adjustment each year. This year based on the 12 months (July to June) of the consumer price index for Calgary, a COLA increase of 3.9% has been included in the status-quo budget as an increase of \$837K.</p>	<p><b>Cost of Living Allowance (COLA) Increases</b> - A COLA increase of 2.0% or \$446K has been included in the status-quo budget. This COLA number is estimated based on the Calgary and Region Economic Outlook that was published in spring 2024.</p>
<p><b>Fire-Rescue Additional Staffing</b> - To reduce response times and increase capacity, we have an incremental plan to increase firefighter staffing levels. The proposed budget increases the cost by \$148K.</p>	<p><b>Fire-Rescue Additional Staffing</b> - To reduce response times and increase capacity, we have an incremental plan to increase firefighter staffing levels. The proposed budget increases the cost by \$122K.</p>
<p><b>New Positions</b> - Staffing increases were added where necessary to address strategic priorities, address growth, and to implement the Livability Tax Program and the continued phase-in plan for increases to fire staffing. See Overview of New Positions chart below with details and funding sources.</p>	<p><b>New Positions</b> - Staffing increases were added where necessary to address strategic priorities, address growth, and to implement the Livability Tax Program and the continued phase-in plan for increases to fire staffing. See Overview of New Positions chart below with details and funding sources.</p>
<p><b>HR Adjustments</b> –Increases to CPP, EI, health and dental benefits, and short-term disability have resulted in an increase of \$588K. An additional \$500K is budgeted for equity and market adjustments.</p>	<p><b>HR Adjustments</b> – Future adjustments to benefits are estimated at \$208K. A further \$200K is budgeted for equity and market adjustments.</p>

<p><b>Payroll Slippage</b> - Salary, wages, and benefits are budgeted in each department on the basis that 100% of positions are filled throughout the year. There will be some cost savings in payroll due to staff turnover and vacant positions. Based on a trend analysis of the past several years, an amount of \$860K has been included for payroll slippage.</p>	<p><b>Payroll Slippage</b> – \$860K is included for payroll slippage, estimated at the same amount as in 2025.</p>
<p><b>2025 DEBT SERVICING</b></p>	<p><b>2026 DEBT SERVICING</b></p>
<p><b>Borrowing Costs</b> – Borrowing costs are estimated to increase by \$52K. This does not include borrowing for utility projects.</p>	<p><b>Borrowing Costs</b> - Borrowing costs are estimated to increase by \$362K, primarily due to new debt taken for capital projects. This does not include borrowing for utility projects.</p>
<p><b>2025 RESERVE FUNDS</b></p>	<p><b>2026 RESERVE FUNDS</b></p>
<p><b>Transfer from Photo Radar Reserve</b> – In 2025 a draw of the projected remaining reserve balance of \$132K is planned to partially offset the equivalent expenses of 1.5 RCMP officers.</p>	<p><b>Transfer from Photo Radar Reserve</b> – No further transfers are budgeted as the reserve is projected to be drained in 2025.</p>
<p><b>Transfer from Art Trust Fund Reserve</b> – A draw of \$87K is required to offset public art maintenance. This is an increase of \$56K. A further \$30K is to be transferred to fund a NYE light installation.</p>	<p><b>Transfer from Art Trust Fund Reserve</b> – A draw of \$67K is required for the public art maintenance. A draw of \$15K is to be used to fund the NYE light installation.</p>
<p><b>Transfer from Sustainability Reserve</b> – A total of \$287K is to be transferred from the Sustainability Reserve to fund the GHG Emission Reduction incentive program, the e-bike program, Climate Emergency Action Plan implementation, and partially fund the Municipal Energy Coordinator.</p>	<p><b>Transfer from Sustainability Reserve</b> – A total of \$261K is to be transferred from the Sustainability Reserve to fund the GHG Emission Reduction incentive program, the e-bike program, and partially fund the Municipal Energy Coordinator.</p>
<p><b>Transfer from Livability Reserve</b> – A transfer of \$242K is budgeted to offset the portion of the Canmore Community Housing request funded through the Vital Homes Reserve in 2024.</p>	<p><b>Transfer from Livability Reserve</b> – A transfer of \$320K is budgeted consistent with the transfer in 2025 plus the increase in the request from Canmore Community Housing.</p>
<p><b>Transfer from Development Application Reserve</b> – A transfer of \$497K is planned to offset the Community Development Planner, Community Development Engineer, Senior Development Engineer, and part of the Parks Planner positions.</p>	<p><b>Transfer from Development Application Reserve</b> – The same transfer as is planned in 2026 as in 2025.</p>
<p><b>Transfer from Tax Stabilization Reserve</b> – A transfer of \$411K is planned to mitigate the overall tax rate increase.</p>	<p><b>Transfer from Tax Stabilization Reserve</b> – A transfer of \$343K is planned to mitigate the overall tax rate increase.</p>

<p><b>Transfer to the General Capital Reserve</b> – An increase in the transfer of \$150K is budgeted to repay the reserve for the Housing Action capital project (over four years).</p>	<p><b>Transfer to the General Capital Reserve</b> – An increase in the transfer of \$250K is budgeted as a one-time increase to bolster the balance in the reserve based on identified pressures.</p>
<p><b>Transfer to the Asset Replacement and Rehabilitation Reserve</b> – A decrease in the transfer from franchise fees to the reserves is forecasted (\$137K) based on the franchise fee allocation model, but the remaining budgeted contribution is projected to increase \$200K in accordance with the recommendations in the Long-Term Financial Strategy.</p>	<p><b>Transfer to the Asset Replacement and Rehabilitation Reserve</b> – An increase in the transfer from franchise fees to the reserves is forecasted (\$437K) based on the franchise fee allocation model, and the remaining budgeted contribution is projected to increase \$200K in accordance with the recommendations in the Long-Term Financial Strategy.</p>
<p><b>Transfer to the Livability Reserve</b> - \$10.2 million is budgeted to be transferred to the Livability Reserve from the municipal taxes collected through the Livability Tax Program and to be used to fund housing related projects.</p>	<p><b>Transfer to the Livability Reserve</b> – An additional \$515K is budgeted to be transferred to the Livability Reserve, for a total transfer of \$10.7 million from the municipal taxes collected through the Livability Tax Program and to be used to fund housing related projects.</p>
<p><b>Transfer to the Flood Mitigation Structure Maintenance Reserve</b> – The transfers to the Flood Mitigation Structure Maintenance Reserve are projected to increase by \$50K in each year in accordance with the recommendations of the Long-Term Financial Strategy.</p>	<p><b>Transfer to the Flood Mitigation Structure Maintenance Reserve</b> – The transfers to the Flood Mitigation Structure Maintenance Reserve are projected to increase by \$50K in each year in accordance with the recommendations of the Long-Term Financial Strategy.</p>
<p><b>Transfer to Photo Radar Reserve</b> – Starting in 2025, no further transfers to the Photo Radar Reserve are planned.</p>	<p><b>Transfer to Photo Radar Reserve</b> – No planned transfer to the Photo Radar Reserve.</p>
<p><b>Transfer to Art Trust Fund Reserve</b> – An increase in the transfer of \$34K is planned.</p>	<p><b>Transfer to Art Trust Fund Reserve</b> – For 2026, the same amount of the transfer is planned as in 2025.</p>
<p><b>Transfer to General Municipal Operating Reserve</b> – A transfer of \$250K is budgeted to pay the reserve back for the monies used for Partners in Affordable Housing.</p>	<p><b>Transfer to General Municipal Operating Reserve</b> – No transfer is planned in 2026.</p>

**Overview of New Positions**

<b>New Positions Funded Through Taxes</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Human Resources Recruitment Assistant	X			
Communications Advisor (Half-time)	X			
Financial Analyst	X			
Deputy Municipal Clerk	X			
Disability Coordinator		X		
Property Assessment and Taxation Assistant (Half-time)		X		
Geographic Information System Technician		X		
Information Technology Systems Administrator			X	
Facility Maintenance Technician			X	
Community Social Development Program Coordinator			X	
Financial Analyst				X
Information Technology Operations Supervisor				X
Human Resources Strategy Position				X
Engineering Technician				X
<b>Total Funded Through Taxes</b>	<b>\$407,000</b>	<b>\$267,000</b>	<b>\$353,000</b>	<b>\$585,000</b>
<b>New Positions Funded Through Transfers</b>				
Senior Development Engineer	X			
Municipal Energy Coordinator (Term 2025-2026)	X			
Utilities Assistant (Half-time)		X		
<b>New Positions Funded Through Fines or Revenues</b>				
Utilities Project Manager	X			
Solid Waste Services Operators (2)	X			
Paid Parking Administrative Assistant (Part-time to Full-time)	X			
Business Registry Coordinator (Half-time)	X			
Zero Waste Coordinator		X		
Economic Development Officer – Creative Industries			X	
<b>New Livability Tax Program Positions</b>				
Communications Advisor (Half-time)	X			
Livability Tax Program Supervisor	X			
Livability Tax Assistant	X			
Civic Centre Customer Service Representative	X			
Municipal Enforcement Officer	X			

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# Town of Canmore

## Operating Budget Summary

### 2025 Overall Summary including Utilities & SWS

	Actual 2023	Budget 2024	Budget 2025	Budget 2026
<b>REVENUES</b>				
Municipal Taxes	32,104,617	34,881,584	48,842,008	52,118,765
Sales and Rentals	27,171,170	30,724,533	34,383,786	37,730,944
Permits & Fines	3,438,528	3,787,771	3,931,124	4,185,249
Internal Transfers	2,016,700	2,373,719	4,431,067	4,391,667
Grants	2,085,789	1,525,710	1,427,367	1,374,992
Transfers & Other	7,017,216	3,707,220	6,758,828	6,800,216
<b>Total Revenues</b>	<b>73,834,020</b>	<b>77,000,537</b>	<b>99,774,180</b>	<b>106,601,833</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	24,424,396	26,594,973	30,260,766	31,912,635
Admin and General Services	2,479,011	2,864,822	3,282,886	3,434,829
Contracted Services	18,664,751	19,989,033	22,322,238	23,033,789
Supplies and Energy	4,518,845	4,847,896	4,841,226	5,102,824
Borrowing Costs	4,440,120	5,866,080	6,179,747	6,820,038
Other	(4,215)	94,970	96,750	96,750
Transfer to Capital	(1,927,244)	1,385,000	1,725,000	1,725,000
Transfer to Reserve	12,121,182	10,952,012	24,589,960	27,934,048
Internal Transfers	2,016,700	2,373,719	4,431,067	4,391,667
Transfer to Affiliated Orgs	1,676,730	2,032,032	2,044,540	2,150,253
Non TCA Capital	3,312,244	-	-	-
<b>Total Expenditures</b>	<b>71,722,520</b>	<b>77,000,537</b>	<b>99,774,180</b>	<b>106,601,833</b>
<b>Net Surplus / Deficit</b>	<b>2,111,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
Education Requisition	24,743,443	23,899,698	30,351,779	30,351,779
Senior Requisition	1,545,585	1,492,772	1,609,137	1,609,137
BIA Levy	121,786	127,875	230,128	238,873
DIP Requisition	4,200	4,050	4,561	4,561

# Town of Canmore

## Operating Budget Summary

### 2025 Overall Summary excluding Utilities & SWS

	Actual 2023	Budget 2024	Budget 2025	Budget 2026
<b>REVENUES</b>				
Municipal Taxes	32,104,617	34,881,584	48,842,008	52,118,765
Sales and Rentals	10,340,976	12,069,374	13,381,644	14,010,011
Permits & Fines	3,438,528	3,787,771	3,931,124	4,185,249
Internal Transfers	2,016,700	2,373,719	4,431,067	4,391,667
Grants	2,085,789	1,525,710	1,427,367	1,374,992
Transfers & Other	6,111,910	3,467,220	5,258,828	5,100,216
<b>Total Revenues</b>	<b>56,098,520</b>	<b>58,105,378</b>	<b>77,272,038</b>	<b>81,180,900</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	22,802,799	24,862,143	28,199,832	29,700,493
Admin and General Services	2,435,162	2,815,054	3,228,693	3,379,730
Contracted Services	11,537,918	13,072,200	14,646,233	15,088,032
Supplies and Energy	3,269,635	3,555,714	3,494,623	3,701,416
Borrowing Costs	1,615,079	2,059,696	2,112,018	2,474,307
Other	(4,215)	94,970	96,750	96,750
Transfer to Capital	(1,927,244)	1,385,000	1,725,000	1,725,000
Transfer to Reserve	8,598,465	7,233,394	19,610,436	20,906,030
Internal Transfers	754,945	1,079,695	2,170,288	2,015,264
Transfer to Affiliated Orgs	1,592,230	1,947,512	1,988,165	2,093,878
Non TCA Capital	3,312,244	-	-	-
<b>Total Expenditures</b>	<b>53,987,018</b>	<b>58,105,378</b>	<b>77,272,038</b>	<b>81,180,900</b>
<b>Net Surplus / Deficit</b>	<b>2,111,502</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Town of Canmore

## Operating Planning Summary

### 2025 - 2028 Overall Summary including Utilities & SWS

	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>	<b>Plan 2027</b>	<b>Plan 2028</b>
<b>REVENUES</b>					
Municipal Taxes	34,881,584	48,842,008	52,118,765	52,690,071	54,558,830
Sales and Rentals	30,724,533	34,383,786	37,730,944	41,322,664	44,541,811
Permits & Fines	3,787,771	3,931,124	4,185,249	4,356,074	4,585,700
Internal Transfers	2,373,719	4,431,067	4,391,667	4,520,165	4,606,346
Grants	1,525,710	1,427,367	1,374,992	1,326,992	1,326,992
Transfers & Other	3,707,220	6,758,828	6,800,216	6,500,624	6,554,230
<b>Total Revenues</b>	<b>77,000,537</b>	<b>99,774,180</b>	<b>106,601,833</b>	<b>110,716,590</b>	<b>116,173,909</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	26,594,973	30,260,766	31,912,635	33,043,189	34,435,113
Admin and General Services	2,864,822	3,282,886	3,434,829	3,556,388	3,635,040
Contracted Services	19,989,033	22,322,238	23,033,789	23,829,888	24,606,153
Supplies and Energy	4,847,896	4,841,226	5,102,824	5,363,651	5,526,830
Borrowing Costs	5,866,080	6,179,747	6,820,038	6,802,798	7,880,496
Other	94,970	96,750	96,750	96,750	96,750
Transfer to Capital	1,385,000	1,725,000	1,725,000	1,725,000	1,725,000
Transfer to Reserve	10,952,012	24,589,960	27,934,048	29,449,648	31,276,704
Internal Transfers	2,373,719	4,431,067	4,391,667	4,520,165	4,606,346
Transfer to Affiliated Orgs	2,032,032	2,044,540	2,150,253	2,329,113	2,385,477
<b>Total Expenditures</b>	<b>77,000,537</b>	<b>99,774,180</b>	<b>106,601,833</b>	<b>110,716,590</b>	<b>116,173,909</b>

## Corporate Services Operating Budget

### Core Functions and Services:

- General Municipal
- Livability
- Council
- Chief Administrative Officer
- Municipal Clerk's Office
- Communications
- Human Resources
- Finance & Common Services
- Information Technology

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Municipal Taxes	31,654,191	34,431,584	48,392,008	51,671,765
Sales and Rentals	3,215,630	4,194,250	4,458,000	4,992,500
Permits & Fines	277,379	287,500	285,500	295,500
Internal Transfers	292,874	298,292	1,861,925	1,780,182
Grants	1,111,956	200,000	200,000	200,000
Transfers & Other	4,540,017	1,862,851	3,484,437	3,416,625
<b>Total Revenues</b>	<b>41,092,047</b>	<b>41,274,477</b>	<b>58,681,870</b>	<b>62,356,572</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	5,563,902	4,951,347	6,745,372	7,750,590
Admin and General Services	1,523,573	1,710,234	1,987,755	2,111,694
Contracted Services	1,581,237	1,601,844	2,358,820	2,148,656
Supplies and Energy	68,292	94,350	76,315	77,031
Borrowing Costs	1,209,998	1,654,105	1,706,427	2,068,716
Other	(20,128)	86,650	86,650	86,650
Transfer to Capital	(1,927,244)	1,385,000	1,725,000	1,725,000
Transfer to Reserve	7,307,151	6,115,001	18,660,135	19,959,046
Internal Transfers	-	-	454,684	293,813
Non TCA Capital	3,312,244	-	-	-
<b>Total Expenditures</b>	<b>18,619,025</b>	<b>17,598,531</b>	<b>33,801,158</b>	<b>36,221,196</b>
<b>Net Surplus / Deficit</b>	<b>22,473,022</b>	<b>23,675,946</b>	<b>24,880,712</b>	<b>26,135,376</b>

## General Municipal Operating Budget

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Municipal Taxes	31,654,191	34,431,584	36,392,008	39,671,765
Sales and Rentals	3,145,101	4,119,250	4,380,000	4,913,500
Permits & Fines	277,129	285,000	283,000	293,000
Internal Transfers	-	-	1,561,119	1,423,758
Grants	1,111,956	200,000	200,000	200,000
Transfers & Other	4,534,882	1,858,301	3,480,237	3,412,425
<b>Total Revenues</b>	<b>40,723,259</b>	<b>40,894,135</b>	<b>46,296,364</b>	<b>49,914,448</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	337,794	(790,995)	(250,000)	255,000
Admin and General Services	976,105	1,077,807	1,168,614	1,249,642
Contracted Services	47,185	25,000	25,000	25,000
Borrowing Costs	1,209,998	1,654,105	1,706,427	2,068,716
Other	(20,124)	50,000	50,000	50,000
Transfer to Capital	(1,927,244)	1,385,000	1,725,000	1,725,000
Transfer to Reserve	7,307,151	6,115,001	8,038,237	9,071,925
Non TCA Capital	3,312,244	-	-	-
<b>Total Expenditures</b>	<b>11,243,109</b>	<b>9,515,918</b>	<b>12,463,278</b>	<b>14,445,283</b>
<b>Net Surplus / Deficit</b>	<b>29,480,150</b>	<b>31,378,217</b>	<b>33,833,086</b>	<b>35,469,165</b>

# Livability Operating Budget

## Core Functions and Services:

- Address the Town of Canmore’s housing crisis
- Advance affordability initiatives funded from the collection of Livability Tax Program taxes
- Incentivize purpose built rental units
- Incentivize full-time, long-term occupancy of residential units
- Phase out Tourist homes and licence all remaining legal tourist homes used as short-term rentals

	Actual 2023	Budget 2024	Budget 2025	Budget 2026
<b>REVENUES</b>				
Municipal Taxes	-	-	12,000,000	12,000,000
<b>Total Revenues</b>	-	-	<b>12,000,000</b>	<b>12,000,000</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	-	-	513,418	522,666
Admin and General Services	-	-	105,000	126,000
Contracted Services	-	-	305,000	170,400
Transfer to Reserve	-	-	10,621,898	10,887,121
Internal Transfers	-	-	454,684	293,813
<b>Total Expenditures</b>	-	-	<b>12,000,000</b>	<b>12,000,000</b>

## Business Plan Priorities & Budget Impacts:

- Establish the Livability Tax Program department
- Implement the Livability Tax Program
- Phase out Tourist Homes
- Audit primary residence sub-class
- Municipal enforcement for primary residence sub-class and tourist homes
- Purpose built rental incentives
- Creating a new program of this magnitude requires new resources and these were identified as necessary to get the program off the ground. The required positions include: Communications Advisor (0.5 FTE), Livability Tax Program Supervisor, Livability Tax Program Assistant, Civic Centre Customer Service Representative, Municipal Enforcement Officer

## Council Operating Budget

### Core Functions and Services:

- Set the vision and long-term direction for the community
- Establish strategic goals and priorities for the organization
- Budget approval and monitoring
- Policy and bylaw review and approval
- Liaison with boards and committees
- Advocacy to other levels of government and external organizations
- Provide governance and leadership for the corporation
- Represent the community and the public interest

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	462,299	490,168	541,888	714,202
Admin and General Services	105,702	78,500	88,000	88,500
Contracted Services	9,375	12,000	35,500	33,500
Supplies and Energy	2,708	7,000	3,000	3,250
Other	-	36,600	36,600	36,600
<b>Total Expenditures</b>	<b>580,084</b>	<b>624,268</b>	<b>704,988</b>	<b>876,052</b>
<b>Net Surplus / Deficit</b>	<b>(580,084)</b>	<b>(624,268)</b>	<b>(704,988)</b>	<b>(876,052)</b>

**Business Plan Priorities & Budget Impacts:**

- Livability - Canmore is a place where all residents can thrive
- Environment – Canmore is a recognized leader in managing human impact on our environment
- Relationships – Respectful, authentic relationships are the foundation on which our future success is built
- Financial Stewardship – We protect and plan for the long-term interests of residents by managing assets and financial resources equitably and sustainably
- Human Resources – People and culture are our strongest assets. We are inclusive and connected
- Community Engagement - We meaningfully engage with citizens for effective decision making
- 2025 budget variances - Contracted Services of \$4k due to change in how items are coded from foodstuff (supplies) to hosting (contracted services), \$20k outsourcing annual CAO performance review to an external consultant and regular governance check-ins as part of ongoing business transformation, \$10k to increase community grant program
- 2025/2026 Salaries, Wages and Benefits variance (\$30k in 2025 and \$165k in 2026) is due to remuneration changes as per the Remuneration Committee recommendations

## Chief Administrative Officer Operating Budget

### Core Functions and Services:

- Carry out Council direction
- Administration leadership including corporate strategic planning, people development, operational performance
- Executive support and coordination
- Solicitor advisory services and management of external counsel
- Intergovernmental relations
- Oversee legislative compliance
- Advance truth and reconciliation and equity, diversity, and inclusion for the organization
- Develop intermunicipal, joint use and partner agreements
- Bylaw and policy updates
- Community building

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	1,052,706	1,190,572	1,257,578	1,281,228
Admin and General Services	34,668	33,750	50,125	51,425
Contracted Services	204,492	137,500	200,000	216,000
Supplies and Energy	4,053	7,500	1,500	1,500
<b>Total Expenditures</b>	<b>1,295,919</b>	<b>1,369,322</b>	<b>1,509,203</b>	<b>1,550,153</b>
<b>Net Surplus / Deficit</b>	<b>(1,295,919)</b>	<b>(1,369,322)</b>	<b>(1,509,203)</b>	<b>(1,550,153)</b>

**Business Plan Priorities & Budget Impacts:**

- Continue business transformation initiatives to formalize organizational structure and processes
- Foster a culture of leading at all levels of the organization, breaking down silos, creating meaningful collaboration and living our stated culture
- Implement process improvements aimed at creating clear, consistent, and transparent client facing services
- Work to eliminate systemic discrimination in municipal processes and services
- Complete Joint Use Planning Agreements with all school boards as required by the Municipal Government Act
- Lead the Town of Canmore's participation in the NRCB review of the Silvertip Gondola Project
- 2025 budget variance - Admin and General Services \$16k variance due to increased costs for memberships and subscriptions, hosting, and conferences
- 2025 budget variance - Contracted Services of \$62k due to actual legal fees (which were reduced in 2024) plus planning for new council orientation and a change in how items are coded from foodstuff (supplies) to hosting (contracted services)
- 2026 budget variance - Contracted Services of \$16k variance due to assumptions around increased legal fees plus new council strategic planning

## Communications Operating Budget

### Core Functions and Services:

- Strategic corporate and public communication via website, social media, advertising
- Public engagement
- Marketing of municipal programs and services
- Media relations

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Internal Transfers	25,000	25,500	25,000	25,500
<b>Total Revenues</b>	<b>25,000</b>	<b>25,500</b>	<b>25,000</b>	<b>25,500</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	370,060	407,623	462,957	471,348
Admin and General Services	33,566	63,315	64,250	65,900
Contracted Services	61,454	57,082	97,000	63,750
Supplies and Energy	385	900	900	900
<b>Total Expenditures</b>	<b>465,465</b>	<b>528,920</b>	<b>625,107</b>	<b>601,898</b>
<b>Net Surplus / Deficit</b>	<b>(440,465)</b>	<b>(503,420)</b>	<b>(600,107)</b>	<b>(576,398)</b>

### Business Plan Priorities & Budget Impacts:

- Continue focusing on public input opportunities, looking for ways to keep the community engaged with municipal projects
- Focus on creative story telling by focusing on six Big Stories each year
- Continue expanding emergency management communication and preparedness
- 2025 – Salaries, Wages, Benefits variance of \$62k for new position – 0.5 FTE Communications Advisor (an additional 0.5 FTE will be for Livability work and funded from the Livability Reserve). The volume and complexity of work continues to grow, and this additional resource is required both to keep pace with growth and meet growing demands
- 2025 budget variance - Contracted Services variance is for the bi-annual Citizen Perspectives Survey - \$30K

## Municipal Clerk's Office Operating Budget

### Core Functions and Services:

- Legislative and administrative support for council, CAO, and GMs
- Freedom of Information Protection (FOIP)
- Records and information management
- Bylaw and policy development
- Municipal election and plebiscites
- Petition Review
- Census

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Permits & Fines	250	2,500	2,500	2,500
<b>Total Revenues</b>	<b>250</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	369,574	363,991	513,832	523,117
Admin and General Services	10,213	11,490	18,160	16,760
Contracted Services	19,875	28,400	106,500	16,500
Supplies and Energy	427	600	600	600
<b>Total Expenditures</b>	<b>400,089</b>	<b>404,481</b>	<b>639,092</b>	<b>556,977</b>
<b>Net Surplus / Deficit</b>	<b>(399,839)</b>	<b>(401,981)</b>	<b>(636,592)</b>	<b>(554,477)</b>

### Business Plan Priorities & Budget Impacts:

- Implement records retention for electronic records
- 2025 municipal election – costs have increased due to new provincial requirements for manual counting and municipalities assuming responsibility for managing the votes list - \$70k
- 2025 – Salaries, Wages, Benefits variance of \$112k for new position – Deputy Municipal Clerk. This position will provide necessary depth and resource to help support meetings of Council, Freedom of Information and Protection of Privacy (FOIP) inquiries, and quasi-judicial boards like the Subdivision and Development Appeal Board (SDAB), and Assessment Review Board (ARB). These responsibilities all have legislated time requirements leaving little flexibility to adjust

## Human Resources Operating Budget

### Core Functions and Services:

- Human Resource strategies that are aligned with organizational goals, objectives, cultures and values
- Workplace initiatives to support employee knowledge and commitment to Equity, Diversity, and Inclusion as well as the 94 Call to Action for Truth & Reconciliation
- Monitors workforce trends to meet the organization's goals and objectives
- Payroll & benefits
- Human Resources Information System (HRIS) configuration and maintenance
- Recruitment
- Corporate learning & development
- Employee and labour relations
- Health and Safety Management System
- Disability management
- Employee rewards and compensation
- Employee appreciation and events

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Internal Transfers	2,000	2,000	-	-
<b>Total Revenues</b>	<b>2,000</b>	<b>2,000</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	862,115	901,837	1,050,894	1,183,871
Admin and General Services	111,601	175,490	216,235	225,195
Contracted Services	157,907	218,370	262,200	246,300
Supplies and Energy	50,138	53,350	48,500	48,850
<b>Total Expenditures</b>	<b>1,181,761</b>	<b>1,349,047</b>	<b>1,577,829</b>	<b>1,704,216</b>
<b>Net Surplus / Deficit</b>	<b>(1,179,761)</b>	<b>(1,347,047)</b>	<b>(1,577,829)</b>	<b>(1,704,216)</b>

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

- Develop HR reporting metrics and performance indicators that include regular ongoing feedback from employees on their lived experience as it pertains to our organizational objectives, priorities, culture, and values
- Develop the tools and resources for organizational leaders to successfully orient and onboard employees to their new and successive positions with the Town
- Continue updating the Town's employee compensation system for transparency and accountability to the public and staff.
- Look for opportunities and programs that address/mitigate the impact of Canmore's higher cost of living and low housing vacancy rate on organizational recruitment and retention
- Update position descriptions across the organization for consistency, focused on demonstrated competencies, and aligned with the compensable factors of a job classification system
- Develop new user-friendly tools for evaluating and developing employee competencies required for current roles and for successive career growth in our organization
- Explore and understand the mental health resources and supports that are desired by employees, so that appropriate programs can be assessed for implementation
- 2025 – Salaries, Wages, Benefits variance of \$95k for new position – Recruitment Assistant (filled in 2024). The volume and complexity of work continues to grow, and this additional resource is required both to keep pace with growth and meet growing demands
- 2026 – Salaries, Wages, Benefits variance of \$115k for new position – Disability Management Coordinator. This position is in response to the growth in the volume of employees, turnover, and an annual doubling of disability management cases. It is required to effectively manage employee leaves and work proactively to identify trends and supports to help slow the growth in claims
- 2025 budget variances - Admin and general variances – advancing leadership training and inflationary increases on regular services - \$41k. Contracted Services – Increase in Dayforce fees to reflect the increase in total number of employees and to replace timeclocks as original clocks have aged out – \$44k

## Finance & Common Services Operating Budget

### Core Functions and Services:

- Accounts payable and receivable
- Financial accounting
- Property assessment and taxation
- Utility billing and account management
- Asset management and offsite levies coordination
- Financial reporting
- Budgets
- Internal financial controls and policies
- Annual audit

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	70,530	75,000	78,000	79,000
Internal Transfers	265,874	270,792	275,806	330,924
Transfers & Other	5,134	4,550	4,200	4,200
<b>Total Revenues</b>	<b>341,538</b>	<b>350,342</b>	<b>358,006</b>	<b>414,124</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	1,182,525	1,296,592	1,506,547	1,630,155
Admin and General Services	230,473	253,100	258,909	268,887
Contracted Services	404,483	424,000	488,800	502,900
Supplies and Energy	9,927	23,000	19,500	19,500
Other	(4)	50	50	50
<b>Total Expenditures</b>	<b>1,827,404</b>	<b>1,996,742</b>	<b>2,273,806</b>	<b>2,421,492</b>
<b>Net Surplus / Deficit</b>	<b>(1,485,866)</b>	<b>(1,646,400)</b>	<b>(1,915,800)</b>	<b>(2,007,368)</b>

**Business Plan Priorities & Budget Impacts:**

- Identify critical business needs and explore options related to the future of several critical financial systems
- 2025 - Salaries, Wages, Benefits variance of \$138k for new position – Financial Analyst. With the addition of the Financial Analyst position, work with departments to provide greater financial analysis and support for decision making, as well as support financial decision making for the entire organization around topics like growth
- 2026 - Salaries, Wages, Benefits variance of \$48k for new position – 0.5 FTE Property Assessment and Taxation Assistant. Growth in the number of overall parcels and tax rolls as well as sales and turnover in existing properties result in increased workload by 2026
- 2026 - Salaries, Wages, Benefits variance of \$48k for new position – 0.5 FTE Utilities Assistant (funded from Water/Wastewater Utility). Growth in the number of utilities accounts result in increased workload by 2026
- 2025 budget variance - Contracted Service variance of \$54K includes the higher assessment contract fees due primarily to the growth in the number of parcels

# Information Technology Operating Budget

## Core Functions and Services:

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

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	926,829	1,091,559	1,148,258	1,169,003
Admin and General Services	21,247	16,782	18,462	19,385
Contracted Services	676,466	699,492	838,820	874,306
Supplies and Energy	653	2,000	2,315	2,431
<b>Total Expenditures</b>	<b>1,625,195</b>	<b>1,809,833</b>	<b>2,007,855</b>	<b>2,065,125</b>
<b>Net Surplus / Deficit</b>	<b>(1,625,195)</b>	<b>(1,809,833)</b>	<b>(2,007,855)</b>	<b>(2,065,125)</b>

## Business Plan Priorities & Budget Impacts:

- Support Finance system needs assessment and implementation
- Support Asset Management needs assessment and implementation
- Solidify information security and cybersecurity awareness initiatives
- Create business continuity and IT disaster recovery plans
- Support implementation of CityView Business Registry module
- Optimize Microsoft 365 toolset to serve organizational needs
- 2025 budget variances - Professional Fees represents the ongoing shift to cloud-based solutions for existing lines of business software, focus on cybersecurity and to account for inflation-adjusted invoices from existing vendors; GIS software moving to a population-based fee structure - \$75k
- 2026 budget variances - Professional Fees represents the ongoing shift to cloud-based solutions for existing lines of business software, focus on cybersecurity and to account for inflation-adjusted invoices from existing vendors; GIS software moving to a population-based fee structure - \$35k

# Municipal Services Operating Budget

## Core Functions and Services:

- Economic Development
- Arts and Events
- Community Social Development Administration
- Family and Community Support Services
- Family Connection Centre
- RCMP
- Municipal Enforcement
- Fire - Rescue
- Recreation Services

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	6,215,081	6,936,999	7,835,344	7,913,234
Permits & Fines	1,465,268	1,517,671	1,427,250	1,437,250
Grants	1,126,030	1,105,710	1,131,367	1,126,992
Transfers & Other	777,477	358,278	283,300	116,500
<b>Total Revenues</b>	<b>9,583,856</b>	<b>9,918,658</b>	<b>10,677,261</b>	<b>10,593,976</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	9,838,037	11,125,610	11,844,903	12,079,175
Admin and General Services	676,518	803,580	884,444	900,843
Contracted Services	4,493,033	4,926,000	4,883,077	5,083,920
Supplies and Energy	733,119	556,535	513,135	511,158
Other	7,277	320	100	100
Transfer to Reserve	1,192,073	1,118,393	950,301	946,984
Internal Transfers	754,945	1,079,695	1,715,604	1,721,451
<b>Total Expenditures</b>	<b>17,695,002</b>	<b>19,610,133</b>	<b>20,791,564</b>	<b>21,243,631</b>
<b>Net Surplus / Deficit</b>	<b>(8,111,146)</b>	<b>(9,691,475)</b>	<b>(10,114,303)</b>	<b>(10,649,655)</b>

## Economic Development Operating Budget

### Core Functions and Services:

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

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Permits & Fines	564,046	552,921	752,500	762,500
Transfers & Other	4,424	4,500	4,500	4,500
<b>Total Revenues</b>	<b>568,470</b>	<b>557,421</b>	<b>757,000</b>	<b>767,000</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	302,281	341,887	426,213	433,871
Admin and General Services	135,688	154,700	180,250	178,450
Contracted Services	19,469	18,000	18,000	18,000
Supplies and Energy	734	1,300	1,300	1,300
Transfer to Reserve	110,298	41,534	10,464	13,435
Internal Transfers	-	-	120,773	121,944
<b>Total Expenditures</b>	<b>568,470</b>	<b>557,421</b>	<b>757,000</b>	<b>767,000</b>

**Business Plan Priorities & Budget Impacts:**

- Develop a winter strategy focused on building a year-round economy celebrating the longest season in style
- Complete a training needs assessment and use the tools to develop a training program that addresses gaps within labour and business needs
- Develop a cultural economy strategy that supports a strategic approach to economic diversification and builds economic and cultural vitality within the community
- Continue to automate the business registry processes to mitigate workload increases due to continued growth and changes within the business community
- Continued focus on business resiliency and recovery by developing business-friendly processes and business skill development sessions
- 2025 - Salaries, Wages, Benefits variance of \$47k for new position - Business Registry Coordinator (0.5 FTE). The position will support increase in licences due to changes to business registry bylaw as recommended by the Livability Taskforce
- 2025 budget variance – Business Registry Revenue variance of \$200K based on changes to Business Registry Bylaw and anticipated growth. Corporate Administrative Transfer \$110k – represents 20% of expenses to account for the corporate support required to deliver Economic Development services

## Arts and Events Operating Budget

### Core Functions and Services:

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

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Permits & Fines	1,470	3,000	3,000	3,000
Grants	12,000	-	8,500	7,500
Transfers & Other	38,268	51,980	122,800	88,000
<b>Total Revenues</b>	<b>51,738</b>	<b>54,980</b>	<b>134,300</b>	<b>98,500</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	363,062	410,887	421,451	428,895
Admin and General Services	25,974	49,180	91,475	91,675
Contracted Services	117,694	112,575	192,800	157,950
Supplies and Energy	40,734	36,150	30,750	29,800
Transfer to Reserve	5,000	-	-	-
<b>Total Expenditures</b>	<b>552,464</b>	<b>608,792</b>	<b>736,476</b>	<b>708,320</b>
<b>Net Surplus / Deficit</b>	<b>(500,726)</b>	<b>(553,812)</b>	<b>(602,176)</b>	<b>(609,820)</b>

**Business Plan Priorities & Budget Impacts:**

- Deliver inclusive and barrier free events to the community on the National Day of Truth and Reconciliation, National Indigenous History Month, Canada Day, and New Year's Eve
- Transform the Winter Carnival into a collaborative partnership program to drive growth and capacity in the cultural sector, redirecting funds to support new collaborations and enhance existing programs
- Develop a public art plan to guide recommendations and decision making related to acquisition, placement, installation, and maintenance of public art in municipal buildings or on public land
- Enhance departmental processes and workflows through business transformation, aligned with the Cultural Master Plan recommendations
- 2025 budget variances – increases in admin and general services, contracted services, and transfers from reserve as a result of: additional planned maintenance for existing public art (\$20K), implementation of the micro-grant program (\$32K), net increase in contracted services needed to support event delivery (\$45K), increases based on actuals for hosting and protocol, and inflation (\$15K)
- 2026 budget variances – reduced contracted services and associated reserve transfer revenues (\$20K) as less public art maintenance work is anticipated

## Community Social Development Operating Budget

### Core Functions and Services:

- Family and Community Support Services (FCSS): Targeted and universal prevention programs and services
- Family Connection Centre (FCC): Child Development and Whole Family Capacity Building
- Community Monitoring Program
- Livability/Affordability support services
- Emergency Social Services (ESS)
- Monitoring and assessment
- Community Grant program
- Non-profit support

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	19,466	30,000	30,000	31,200
Grants	-	500	-	-
Transfers & Other	371,919	300	400	400
<b>Total Revenues</b>	<b>391,385</b>	<b>30,800</b>	<b>30,400</b>	<b>31,600</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	277,847	317,020	326,855	332,502
Admin and General Services	10,056	15,875	13,215	13,785
Contracted Services	108,180	500	-	-
Supplies and Energy	255,270	101,470	81,025	84,050
Transfer to Reserve	73,656	-	-	-
<b>Total Expenditures</b>	<b>725,009</b>	<b>434,865</b>	<b>421,095</b>	<b>430,337</b>
<b>Net Surplus / Deficit</b>	<b>(333,624)</b>	<b>(404,065)</b>	<b>(390,695)</b>	<b>(398,737)</b>

**Business Plan Priorities & Budget Impacts:**

- Review and update Emergency Social Services (ESS) plan
- Continue to build Family Connection Centre (FCC) brand and program services within community
- Monitor and report on CSD, FCSS, and FCC program outputs and outcomes
- Manage the web-based Community Monitoring program/update structure of reporting to council regarding Objectives and Key Results
- Work with community organizations to address childcare assessment findings and continue assessing and monitor emerging community needs, with a focus on housing-related needs
- Develop senior years alliance working group
- Work with community partners (CRPS) and our Recreation department to determine need for community-based youth programming (12-18 years)
- 2025 budget variance - reduction in supplies and energy (\$20K variance) based on historical usage of the taxi pass program

## Family and Community Support Services Operating Budget

### Core Functions and Services:

- FCSS builds strong communities through preventative social supports in three areas: 1) direct program/service delivery, 2) community development, 3) system/policy change
- Proactive and strength-based supports for individuals and families
- Independent living and social safety net support services
- Universal and targeted prevention programming
- Volunteer recruitment and management
- Community partnerships
- Support Emergency Social Services delivery
- FCSS funding is based on a cost-sharing model between the Town of Canmore and the Province of Alberta. Municipalities must contribute a minimum of 20% to receive the FCSS provincial grant for local preventative social programs

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	30,944	33,435	31,944	31,944
Grants	329,503	317,372	335,029	331,654
Transfers & Other	10,629	8,998	3,600	3,600
<b>Total Revenues</b>	<b>371,076</b>	<b>359,805</b>	<b>370,573</b>	<b>367,198</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	477,355	534,620	552,609	562,805
Admin and General Services	5,740	10,425	8,860	8,400
Contracted Services	3,180	5,275	2,800	2,900
Supplies and Energy	7,233	12,030	22,600	22,425
Other	7,277	320	100	100
Transfer to Reserve	5,903	3,600	3,600	3,600
<b>Total Expenditures</b>	<b>506,688</b>	<b>566,270</b>	<b>590,569</b>	<b>600,230</b>
<b>Net Surplus / Deficit</b>	<b>(135,612)</b>	<b>(206,465)</b>	<b>(219,996)</b>	<b>(233,032)</b>

**Business Plan Priorities & Budget Impacts:**

- Participate as the southern Alberta and small urban representative on the provincial FCSS program working group
- Represent South Central Alberta in the Emergency Social Services Network of Alberta (ESSNA), by working with Alberta Emergency Management Agency (AEMA) to strengthen Emergency Social Services support across the province
- Support mental well-being and resilience of residents
- Meet all FCSS provincial grant responsibilities
- Increase the human resources dedicated to community development initiatives, with specific focus in the areas of non-profit support, age friendly community designation and volunteerism
- Focus on inter-generational opportunities rather than youth specific opportunities
- Initiate additional affordability focused community workshops
- Meet all FCSS provincial grant responsibilities
- Budget allocations shift to community development and away from youth specific programming
- 2025 budget variance – increase of \$16K in provincial funding
- 2025 budget variance – increases in supplies and energy of \$20K because of equipment lifecycle, anticipated trishaw maintenance, moving of expenses previously captured under contracted services/admin and general services

## Family Connection Centre Operating Budget

### Core Functions and Services:

- One-on-one and targeted family and child development support
- Education and skill development for caregivers
- Social connection programs for children and families
- Early Years' Alliance: work with community partners to help create a Bow Valley that collectively supports healthy childhood development
- Act as the information and service hub for all provincially-funded Bow Valley Family Resource Network (FRN) programs including Town of Banff and Calgary's Closer to Home.
- Support Emergency Social Services delivery

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Grants	359,838	359,838	359,838	359,838
Transfers & Other	92,855	15,000	15,000	15,000
<b>Total Revenues</b>	<b>452,693</b>	<b>374,838</b>	<b>374,838</b>	<b>374,838</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	434,276	481,631	508,972	517,871
Admin and General Services	3,068	4,850	4,950	4,950
Contracted Services	11,130	17,025	17,300	17,300
Supplies and Energy	12,855	12,302	13,250	13,250
Transfer to Reserve	49,967	-	-	-
<b>Total Expenditures</b>	<b>511,296</b>	<b>515,808</b>	<b>544,472</b>	<b>553,371</b>
<b>Net Surplus / Deficit</b>	<b>(58,603)</b>	<b>(140,970)</b>	<b>(169,634)</b>	<b>(178,533)</b>

**Business Plan Priorities & Budget Impacts:**

- Provide child development and caregiver education programs and services to families with children and youth 0-18 yrs
- Meet all provincial Family Resource Network grant requirements
- Create and maintain a data management system to meet the province's data requirements
- Create programs and services that connect and engage young teens with community
- Lead the Early Years' Alliance initiative to support local childhood development organizations
- Support Emergency Social Services (ESS) leadership team and ensure all staff are trained in ESS
- No budget variance but worth noting that new grant from the Pauw Foundation replaces previous grant support

## RCMP Policing Operating Budget

### Core Functions and Services:

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

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	30,555	25,000	25,000	25,000
Permits & Fines	75,168	120,000	80,000	80,000
Grants	411,936	428,000	428,000	428,000
Transfers & Other	240,000	250,000	132,000	-
<b>Total Revenues</b>	<b>757,659</b>	<b>823,000</b>	<b>665,000</b>	<b>533,000</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	353,365	380,779	404,186	411,284
Admin and General Services	29,500	29,500	-	-
Contracted Services	3,725,930	4,246,000	4,193,500	4,428,500
Supplies and Energy	458	600	600	600
<b>Total Expenditures</b>	<b>4,109,253</b>	<b>4,656,879</b>	<b>4,598,286</b>	<b>4,840,384</b>
<b>Net Surplus / Deficit</b>	<b>(3,351,594)</b>	<b>(3,833,879)</b>	<b>(3,933,286)</b>	<b>(4,307,384)</b>

**Business Plan Priorities & Budget Impacts:**

- Enhance road safety and other provincial offences, and focus traffic operations on the National Traffic Safety Calendar
- Communicate effectively and build and maintain positive relationships within the community
- Reduce crime and property crimes through prevention
- 2025/2026 budget variances – reduced transfer from photo radar reserve (\$118K in 2025 and \$132K in 2026) due to declining revenues. The photo radar reserve will be fully depleted at the end of 2025. No contributions to the photo radar reserve are anticipated during the budget period
- 2025 budget variance – reduction in admin and general services (\$30K) as the delivery of victim services moves to a revised provincial delivery model
- 2025 budget variance – reduction in contracted services (\$52K) as RCMP has revised its full-time equivalent utilization projections based on actuals
- 2026 budget variance – increase in contracted services (\$235K) based on higher net member utilization compared to 2025 and inflationary increase

## Municipal Enforcement Operating Budget

### Core Functions and Services:

- Provide a high level of customer service and responsiveness to residents and visitors in Canmore
- Be highly visible and approachable in the community while conducting proactive patrols
- Take an educational based approach through enforcement of Bylaws and provincial statutes
- Manager of Protective Services core functions include: emergency management, contract management for RCMP, oversight of the photo radar program, and paid parking operations

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	1,958,026	2,517,500	3,000,500	3,000,500
Permits & Fines	824,584	841,750	591,750	591,750
Transfers & Other	10,444	27,500	-	-
<b>Total Revenues</b>	<b>2,793,054</b>	<b>3,386,750</b>	<b>3,592,250</b>	<b>3,592,250</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	1,240,317	1,443,468	1,544,567	1,572,595
Admin and General Services	182,436	271,050	278,065	290,950
Contracted Services	360,319	322,000	289,777	289,950
Supplies and Energy	143,507	69,575	47,625	43,815
Transfer to Reserve	947,249	1,073,259	936,237	929,949
Internal Transfers	685,000	1,031,245	1,446,001	1,443,307
<b>Total Expenditures</b>	<b>3,558,828</b>	<b>4,210,597</b>	<b>4,542,272</b>	<b>4,570,566</b>
<b>Net Surplus / Deficit</b>	<b>(765,774)</b>	<b>(823,847)</b>	<b>(950,022)</b>	<b>(978,316)</b>

**Business Plan Priorities & Budget Impacts:**

- Reduce human wildlife attractants and encounters with Canmore' urban footprint by ongoing participation on the Human Wildlife Co-Existence Technical Working Group and by conducting education and enforcement of wildlife attractants, dogs off leash, and commercial waste regulations
- Conduct early morning overnight camping patrols to support the Safe Park program
- Enhance community connections and engagement by conducting foot and bike patrols in parks and pathways and participating in events such as trunk or treat, coffee with a cop, and Big Fun camp tours
- Support the recommendations of the Livability Task Force and continue to investigate and follow up on complaints of illegal tourist homes
- Contribute to safe multi-modal transportation shift by conducting moving traffic, paid parking and residential parking enforcement
- Focus on Emergency Management by updating plans, training staff, adhering to emergency management regulation, conducting annual exercises, and leading FireSmart and Fireguard projects
- 2025 – Salaries, Wages, Benefits variance of \$44k for conversion of 0.6 FTE position to full time – Paid Parking Admin Assistant. The volume and complexity of work continues to grow, and this additional resource is required both to keep pace with growth and meet growing demands
- 2025 – budget variance - \$60k increase in contracted services to fund a Regional Emergency Management Coordinator position to be shared with the Town of Banff
- 2025 budget variance – increase in paid parking revenues of \$483,000 as a result of rate increases
- 2025 budget variance – reduction in fines (\$250K) and associated transfer to reserve, contracted services (\$92K), and supplies and energy (\$22K) based on discontinuation or revision of the automated traffic enforcement

## Fire - Rescue Services Operating Budget

### Core Functions and Services:

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

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	242,399	188,000	278,000	278,000
Grants	12,753	-	-	-
<b>Total Revenues</b>	<b>255,152</b>	<b>188,000</b>	<b>278,000</b>	<b>278,000</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	2,847,528	3,206,468	3,583,101	3,720,287
Admin and General Services	146,113	116,705	122,400	123,500
Contracted Services	115,211	137,325	127,625	127,725
Supplies and Energy	109,851	129,270	121,900	122,930
Internal Transfers	69,945	48,450	148,830	156,200
<b>Total Expenditures</b>	<b>3,288,648</b>	<b>3,638,218</b>	<b>4,103,856</b>	<b>4,250,642</b>
<b>Net Surplus / Deficit</b>	<b>(3,033,496)</b>	<b>(3,450,218)</b>	<b>(3,825,856)</b>	<b>(3,972,642)</b>

**Business Plan Priorities & Budget Impacts:**

- Provide a suite of fire-rescue services to the community in a safe, timely, and efficient manner
- Complete inspections (e.g. public occupancies, FireSmart home assessments)
- Coordinate regional training initiatives with Banff Fire department, MD of Bighorn Fire Department and other local and regional partners (Alberta Wildfire, Parks Canada, Kananaskis Improvement District)
- Replace (lifecycle) the existing Ladder Truck
- 2025 and 2026 Salaries, Wages, Benefits variance of \$376K and \$137K for final two years of phasing in cost of having an average of 4 full time fire fighters in the hall, the impact of the settled collective agreement, COLA and benefit impacts and actual versus budgeted salaries for higher classifications of fire fighters
- 2025 budget variance – increase to sales and rentals of \$90K based on changes to first response agreements and increases to the master fee schedule
- 2025 budget variance – reduction in supplies and energy (\$7K) as less equipment is due for lifecycle in 2025 compared to 2024
- 2025 budget variance – contracted services (\$10K) and internal transfers (\$100K in 2025, and \$7K in 2026) adjusted to more accurately reflect fleet maintenance costs attributable to Fire-Rescue

## Recreation Services Operating Budget

### Core Functions and Services:

- Deliver recreation services as a core public good
- Foster the health and well-being of citizens
- Fiscally responsible operations and service delivery
- Fair and equitable allocation of public recreation resources and opportunities
- Customer service that is proactive and attentive to community needs
- Reduce barriers to accessing public recreation facilities, programs, and services
- Create safe and welcoming spaces

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	3,933,691	4,143,064	4,469,900	4,546,590
Transfers & Other	8,937	-	5,000	5,000
<b>Total Revenues</b>	<b>3,942,628</b>	<b>4,143,064</b>	<b>4,474,900</b>	<b>4,551,590</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	3,542,006	4,008,850	4,076,949	4,099,065
Admin and General Services	137,942	151,295	185,229	189,133
Contracted Services	31,920	67,300	41,275	41,595
Supplies and Energy	162,478	193,838	194,085	192,988
<b>Total Expenditures</b>	<b>3,874,346</b>	<b>4,421,283</b>	<b>4,497,538</b>	<b>4,522,781</b>
<b>Net Surplus / Deficit</b>	<b>68,282</b>	<b>(278,219)</b>	<b>(22,638)</b>	<b>28,809</b>

**Business Plan Priorities & Budget Impacts:**

- Climbing Gym floor replacement capital project
- Reallocation of resources to address day camp waitlists and childcare needs
- Reallocation of resources to address Elevation Place fitness demands and increase utilization at the Canmore Recreation Centre
- Key interest group representative for the Recreation Facility Feasibility Study
- Intelli Software Upgrade in collaboration with IT
- Recover a range of 60-70% of the costs directly attributable to operations including those incurred by Recreation Services and Facilities
- 2025 budget variances – sales and rentals increase of \$327K as a result of fee increases and membership sales. Corresponding increase to admin and general services of \$34K for increased payment processing fees
- 2025 budget variance – decrease in contracted services of \$26K as local service providers are independently offering specialty day camp programs that the Town of Canmore previously delivered

# Municipal Infrastructure Operating Budget

## Core Functions and Services:

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

	Actual 2023	Budget 2024	Budget 2025	Budget 2026
<b>REVENUES</b>				
Sales and Rentals	910,264	938,125	1,088,300	1,104,277
Permits & Fines	1,695,881	1,982,600	2,218,374	2,452,499
Internal Transfers	1,038,826	1,045,182	1,328,293	1,375,127
Grants	(152,197)	220,000	96,000	48,000
Transfers & Other	389,335	590,500	843,500	841,500
<b>Total Revenues</b>	<b>3,882,109</b>	<b>4,776,407</b>	<b>5,574,467</b>	<b>5,821,403</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	7,400,861	8,785,186	9,609,557	9,870,728
Admin and General Services	142,806	197,945	251,120	259,260
Contracted Services	3,140,948	3,769,575	3,796,533	3,883,934
Supplies and Energy	2,468,224	2,904,829	2,905,173	3,113,227
Other	8,636	8,000	10,000	10,000
Transfer to Reserve	99,241	-	-	-
<b>Total Expenditures</b>	<b>13,260,716</b>	<b>15,665,535</b>	<b>16,572,383</b>	<b>17,137,149</b>
<b>Net Surplus / Deficit</b>	<b>(9,378,607)</b>	<b>(10,889,128)</b>	<b>(10,997,916)</b>	<b>(11,315,746)</b>

# Engineering Operating Budget

## Core Functions and Services:

- Hazard management
- Municipal engineering services
- Engineering capital project planning & management
- Transportation engineering
- Parking management
- Transit administration
- Development review & permitting
- Engineering technical services
- GIS & mapping

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	8,006	7,166	20,700	20,700
Permits & Fines	162,841	130,000	160,000	180,000
Internal Transfers	238,991	243,770	263,400	268,668
Transfers & Other	118,304	120,000	290,000	290,000
<b>Total Revenues</b>	<b>528,142</b>	<b>500,936</b>	<b>734,100</b>	<b>759,368</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	1,167,010	1,298,686	1,520,724	1,653,159
Admin and General Services	17,753	21,975	24,200	25,850
Contracted Services	98,129	55,000	60,000	65,000
Supplies and Energy	2,224	5,350	5,350	5,450
Transfer to Reserve	56,778	-	-	-
<b>Total Expenditures</b>	<b>1,341,894</b>	<b>1,381,011</b>	<b>1,610,274</b>	<b>1,749,459</b>
<b>Net Surplus / Deficit</b>	<b>(813,752)</b>	<b>(880,075)</b>	<b>(876,174)</b>	<b>(990,091)</b>

**Business Plan Priorities & Budget Impacts:**

- Address unacceptable risks to existing development and ensure safe future development through the Steep Creek Hazard Mitigation Program through investment in capital infrastructure to significantly reduce community safety risk and cost
- Update and implement asset management report recommendations, contributing to prudent Town of Canmore asset management, and the monitoring and assessment of risk and community safety and long-term financial sustainability of assets
- Support travel demand and growth by providing a variety of equitable travel options in support of Council direction, and travel targets outlined in planning documents focusing investments on Safety and Accessibility, Railway Avenue, and 17th Street
- 2025 Salaries, Wages, Benefits variance of \$157k for new position – Senior Development Engineer. The position is needed to address increased permit volumes and the increasing complexity of larger applications. Associated transfer from Development Application Reserve in 2025 – variance of \$170, primarily to fund new position
- 2026 Salaries, Wages, Benefits variance of \$105k for new position – GIS Technician. The position is needed to meet regulatory requirements, continue to support evolving operational needs, and provide information to the community through ongoing Geospatial Information Systems (GIS) improvements
- 2025 budget variance - rentals and leases revenue variance of \$13K – Bell West Lease. Cell tower lease near boat launch renegotiated
- 2025/2026 budget variance - permits and fines revenues of \$30K and \$20k. Permit revenues were adjusted to better reflect actuals
- 2025 budget variance - internal transfer - \$20k adjustment for inflation
- 2025/2026 budget variances - increases in contracted services - \$5K variance in both years to address general increases in costs of consulting services

## Planning & Development Operating Budget

### Core Functions and Services:

- General planning and development
- Land use and permits and licences
- Land use bylaw enforcement and other compliance
- Current land use planning
- Long range land use planning

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	64,992	64,500	64,500	64,500
Permits & Fines	1,533,040	1,852,600	2,058,374	2,272,499
Transfers & Other	5,000	120,000	125,000	125,000
<b>Total Revenues</b>	<b>1,603,032</b>	<b>2,037,100</b>	<b>2,247,874</b>	<b>2,461,999</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	1,298,987	1,704,089	1,745,527	1,777,164
Admin and General Services	60,787	93,770	94,020	96,520
Contracted Services	222,766	201,300	221,800	238,000
Supplies and Energy	1,570	1,950	950	950
Other	236	-	-	-
Transfer to Reserve	42,463	-	-	-
<b>Total Expenditures</b>	<b>1,626,809</b>	<b>2,001,109</b>	<b>2,062,297</b>	<b>2,112,634</b>
<b>Net Surplus / Deficit</b>	<b>(23,777)</b>	<b>35,991</b>	<b>185,577</b>	<b>349,365</b>

**Business Plan Priorities & Budget Impacts:**

- Process development and building permit applications
- Continue to identify and implement process improvements to support the efficient processing of development and building permit applications through enhancements to CityView software
- Maintain the Land Use Bylaw by continuing to address unintended consequences of regulations and responding to changes in the market and development industry
- Advance the Downtown Area Redevelopment Plan through policy development to address identified priorities
- Commence scoping of the Land Use Bylaw rewrite to update and modernize regulations that govern development control, and implement Council-approved statutory plans
- 2025/2026 budget variances - permits and fines revenues of \$206K and \$214k. Permit revenues were adjusted to better reflect actuals
- 2025/2026 budget variances - increases in contracted services - \$20K and \$16K variance to address general increases in costs of consulting services

## Facilities Operating Budget

### Core Functions and Services:

- Building maintenance
- Building construction
- Indoor ice operations
- Aquatic Centre facility operations
- Custodial services
- Heated park washrooms services
- Tenant leases
- Energy procurement
- Event support
- Meeting room set-up
- Pest control (inside facilities)
- Building alarm monitoring
- Building sale or demolition

	Actual 2023	Budget 2024	Budget 2025	Budget 2026
<b>REVENUES</b>				
Sales and Rentals	574,834	593,679	715,750	729,727
Internal Transfers	70,634	74,974	78,086	82,308
Transfers & Other	190	-	-	-
<b>Total Revenues</b>	<b>645,658</b>	<b>668,653</b>	<b>793,836</b>	<b>812,035</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	2,316,311	2,842,896	3,008,330	3,062,067
Admin and General Services	25,517	21,280	22,995	22,460
Contracted Services	871,933	905,206	924,276	939,449
Supplies and Energy	1,110,222	1,311,318	1,269,781	1,392,431
<b>Total Expenditures</b>	<b>4,323,983</b>	<b>5,080,700</b>	<b>5,225,382</b>	<b>5,416,407</b>
<b>Net Surplus / Deficit</b>	<b>(3,678,325)</b>	<b>(4,412,047)</b>	<b>(4,431,546)</b>	<b>(4,604,372)</b>

**Business Plan Priorities & Budget Impacts:**

- Implement numerous deferred lifecycle maintenance projects throughout the Facilities department asset portfolio
- Implement the Recreation Facility Feasibility Study that will inform the off-site levy
- 2025/2026 budget variances - Sales and Rentals of \$122K and 14K – accounts for increased revenues from concessions and leases
- 2025/2026 budget variances - Contracted services of \$19K and \$15K to address general increases in costs of contracted building services
- 2025/2026 budget variances - Supplies and energy of \$41K and \$123K to address fluctuating cost of natural gas

## Public Works Administration & Sustainability Operating Budget

### Core Functions and Services:

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

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	79,500	81,750	90,000	91,500
Internal Transfers	342,214	349,938	500,357	513,721
Grants	-	-	96,000	48,000
Transfers & Other	9,000	257,500	331,500	329,500
<b>Total Revenues</b>	<b>430,714</b>	<b>689,188</b>	<b>1,017,857</b>	<b>982,721</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	653,337	725,959	1,007,089	1,023,201
Admin and General Services	9,845	7,425	8,350	9,025
Contracted Services	102,963	381,319	439,857	394,435
Supplies and Energy	8,941	10,200	7,800	8,350
<b>Total Expenditures</b>	<b>775,086</b>	<b>1,124,903</b>	<b>1,463,096</b>	<b>1,435,011</b>
<b>Net Surplus / Deficit</b>	<b>(344,372)</b>	<b>(435,715)</b>	<b>(445,239)</b>	<b>(452,290)</b>

**Business Plan Priorities & Budget Impacts:**

- Implement, monitor, and report on actions related to the Climate Emergency Action Plan
- Oversee and deliver on various community incentive and financing programs
- Work with regional partners and community groups to implement actions from the Human-Wildlife Coexistence Technical Report, and the Human Wildlife Coexistence Implementation and Action Plan
- Educate the public on Town of Canmore climate and environmental initiatives
- Supervise/direct graduate level students, in partnership with academic institutions, to research climate and environmental related work to advance programming and encourage innovation
- Support the electrification of the Town of Canmore's municipal fleet and the delivery of the Commercial and Residential Food Waste programs
- Support Planning and Development and Engineering with development reviews from a human wildlife coexistence, climate change mitigation and adaptation, and an environmental regulation and compliance perspective
- 2025 Salaries, Wages, Benefits variance of \$138k for new position – Utilities Project Manager. Bringing this position in house will reduce the cost of contracted services and have a net positive impact on the rate model plus allow for greater management and oversight of projects. There is a corresponding variance in Revenues (internal transfers) of \$150K in 2025 that is mostly attributable to the transfer from the water utility to fund this position
- 2025 & 2026 Salaries, Wages, Benefits variance of \$120k for new position – Municipal Energy Coordinator. This position is funded through a provincial grant and transfers from reserves
- 2025 budget variance - reduction in Revenue – transfers and other (variance of \$50K) captures a reduction in the draw on the Sustainability Reserve
- 2025 budget variance - increase in Contracted Services – variance of \$59k reflects the continuation of the e-bike pilot program, and the addition of funds for implementation of the Climate Emergency Action Plan

# Parks Operating Budget

## Core Functions and Services:

- Greenspace & trail maintenance
- Park amenity and asset maintenance
- Playground inspection & maintenance
- Sports fields, ball diamonds, and court maintenance
- Facility plaza maintenance
- Skateboard park
- Outdoor rink maintenance
- Parks planning
- Urban forest including tree protection, hazardous tree control, and fruit tree removal program
- Pest control
- Parks washrooms
- Cemetery operations
- Municipal campground

	Actual 2023	Budget 2024	Budget 2025	Budget 2026
<b>REVENUES</b>				
Sales and Rentals	162,583	188,030	193,350	193,850
Grants	(152,197)	220,000	-	-
Transfers & Other	256,841	93,000	97,000	97,000
<b>Total Revenues</b>	<b>267,227</b>	<b>501,030</b>	<b>290,350</b>	<b>290,850</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	1,056,626	1,155,986	1,227,423	1,250,463
Admin and General Services	17,421	24,770	23,155	23,155
Contracted Services	558,515	792,200	613,900	612,800
Supplies and Energy	128,070	152,650	154,500	157,000
Other	8,400	8,000	10,000	10,000
<b>Total Expenditures</b>	<b>1,769,032</b>	<b>2,133,606</b>	<b>2,028,978</b>	<b>2,053,418</b>
<b>Net Surplus / Deficit</b>	<b>(1,501,805)</b>	<b>(1,632,576)</b>	<b>(1,738,628)</b>	<b>(1,762,568)</b>

**Business Plan Priorities & Budget Impacts:**

- Continue to provide operations and maintenance services for the Town of Canmore's Park facilities and spaces
- 2025 budget variance - Revenue for 2025 (\$220K) is related to the removal of the Mountain Pine Beetle grant from the Government of Alberta, we will work directly with the Forest Resource Improvement Association of Alberta on the program in the future
- 2025 budget variance - Contracted services (\$164K) is primarily due to the removal of the Mountain Pine Beetle grant

## Streets & Roads Operating Budget

### Core Functions and Services:

- Inspections, repairs and maintenance of roadways, paved paths and sidewalks, parking lots, transit stops, traffic signals, lighting, overland drainage and surface storm system maintenance, and signage and messaging
- Heavy and light equipment operations
- Special event support
- Fleet management
- Municipal fuel storage management
- Public Works shop and yard oversight

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	20,348	3,000	4,000	4,000
Internal Transfers	386,987	376,500	486,450	510,430
<b>Total Revenues</b>	<b>407,335</b>	<b>379,500</b>	<b>490,450</b>	<b>514,430</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	908,590	1,057,570	1,100,464	1,104,674
Admin and General Services	11,483	28,725	78,400	82,250
Contracted Services	1,286,644	1,434,550	1,536,700	1,634,250
Supplies and Energy	1,217,198	1,423,361	1,466,792	1,549,046
<b>Total Expenditures</b>	<b>3,423,915</b>	<b>3,944,206</b>	<b>4,182,356</b>	<b>4,370,220</b>
<b>Net Surplus / Deficit</b>	<b>(3,016,580)</b>	<b>(3,564,706)</b>	<b>(3,691,906)</b>	<b>(3,855,790)</b>

**Business Plan Priorities & Budget Impacts:**

- Maintain safe operating spaces for users of trails and pathways
- Lead and manage snow and ice according to Policy
- Plan and maintain a safe, compliant, and efficient fleet of heavy and light vehicles, trailers and attachments, electric vehicle charging stations, and bicycles
- Deliver interdepartmental supports for events, new infrastructure, fleet, and emergent scenarios
- Manage and maintain assets using technology to improve processes and planning
- 2025/2026 budget variances - Internal transfers of \$110K and \$24K to better reflect actual transfers from Fire Rescue and Solid Waste Services for fleet maintenance
- 2025/2026 budget variances - Contracted services of \$102K and \$98K to address general increases in costs of contracted services
- 2025/2026 budget variances - Supplies and energy of \$43K and \$82K to address fluctuating energy costs

## Utilities Operating Budget

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	16,830,194	18,655,159	21,002,142	23,720,933
Transfers & Other	905,306	240,000	1,500,000	1,700,000
<b>Total Revenues</b>	<b>17,735,500</b>	<b>18,895,159</b>	<b>22,502,142</b>	<b>25,420,933</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	1,621,596	1,732,830	2,060,934	2,212,142
Admin and General Services	43,849	49,768	54,193	55,099
Contracted Services	7,126,833	6,916,833	7,676,005	7,945,757
Supplies and Energy	1,249,209	1,292,182	1,346,603	1,401,408
Borrowing Costs	2,825,041	3,806,384	4,067,729	4,345,731
Transfer to Reserve	3,522,717	3,718,618	4,979,524	7,028,018
Internal Transfers	1,261,755	1,294,024	2,260,779	2,376,403
Transfer to Affiliated Orgs	84,500	84,520	56,375	56,375
<b>Total Expenditures</b>	<b>17,735,500</b>	<b>18,895,159</b>	<b>22,502,142</b>	<b>25,420,933</b>

## Solid Waste Services Operating Budget

### Core Functions and Services:

- Solid waste, recycling, & food waste collection
- Recycling processing
- Special waste diversion
- Regional landfill for dry waste
- Long haul transfer & disposal of municipal solid waste
- Large item collection & disposal

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	4,275,323	4,741,598	4,859,532	5,000,905
Transfers & Other	10,000	-	600,000	800,000
<b>Total Revenues</b>	<b>4,285,323</b>	<b>4,741,598</b>	<b>5,459,532</b>	<b>5,800,905</b>
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	1,621,596	1,732,830	2,060,934	2,212,142
Admin and General Services	15,422	23,675	27,750	28,250
Contracted Services	1,009,557	1,113,828	1,196,650	1,223,058
Supplies and Energy	231,399	154,500	189,500	191,000
Borrowing Costs	444,789	389,479	389,478	389,479
Transfer to Reserve	324,885	671,492	415,524	538,018
Internal Transfers	553,176	571,274	1,123,321	1,162,583
Transfer to Affiliated Orgs	84,500	84,520	56,375	56,375
<b>Total Expenditures</b>	<b>4,285,324</b>	<b>4,741,598</b>	<b>5,459,532</b>	<b>5,800,905</b>
<b>Net Surplus / Deficit</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Business Plan Priorities & Budget Impacts:**

- Expand the residential food waste program
- Collaborate with regional partners to develop a Construction, Renovation & Demolition program to reduce the volume of development-related waste material going to landfill
- Increase waste rates for 2025 and 2026 by 4% per year
- Have a 0% residential recycling rate increase for 2025 and 2026, due to funding received through Extended Producer Responsibility
- Increase commercial recycling rates for 2025 and 2026 by 4% per year, commercial recycling is not included in the Extended Producer Responsibility legislation
- 2025 Salaries, Wages, Benefits variance of \$220k for two positions – SWS Operator. The volume and complexity of work continues to grow, and this additional resource is required both to keep pace with growth and meet growing demands
- 2026 Salaries, Wages, Benefits variance of \$114k for new position - Zero Waste Coordinator. This position is funded through the reserve
- 2026 budget variance - Revenue of \$200K reflects growth in Extended Producer Responsibility contract
- 2025/2026 budget variances - Contracted services of \$83K and \$26K to address general increases in costs of contracted services
- 2025 budget variance - Supplies and energy of \$35K to increasing cost of miscellaneous supplies
- 2025 budget variance - Internal transfers of \$552K largely to accommodate 20% of expenses, less borrowing costs and the long-haul contract to account for the corporate support required to deliver Solid Waste services
- 2025 budget variance - Transfers to affiliates of \$28K due to last repayment for the baler

# Water Utility Operating Budget

## Core Functions and Services:

- Storm water collection
- Storm water treatment
- Utility planning
- Water treatment
- Water distribution
- Wastewater collection
- Wastewater treatment
- Biosolids management

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Sales and Rentals	12,554,871	13,913,561	16,142,610	18,720,028
Transfers & Other	895,306	240,000	900,000	900,000
<b>Total Revenues</b>	<b>13,450,177</b>	<b>14,153,561</b>	<b>17,042,610</b>	<b>19,620,028</b>
<b>EXPENDITURES</b>				
Admin and General Services	28,427	26,093	26,443	26,849
Contracted Services	6,117,276	5,803,005	6,479,355	6,722,699
Supplies and Energy	1,017,810	1,137,682	1,157,103	1,210,408
Borrowing Costs	2,380,252	3,416,905	3,678,251	3,956,252
Transfer to Reserve	3,197,832	3,047,126	4,564,000	6,490,000
Internal Transfers	708,579	722,750	1,137,458	1,213,820
<b>Total Expenditures</b>	<b>13,450,176</b>	<b>14,153,561</b>	<b>17,042,610</b>	<b>19,620,028</b>
<b>Net Surplus / Deficit</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Business Plan Priorities & Budget Impacts:**

- Implement an electronic metre reading program, which will decrease operating costs and allow for increased leak detection
- Implement a neighbourhood deep utility replacement program for aging infrastructure, which will reduce drinking water leaks, and groundwater infiltration into the wastewater system, reducing operating costs and avoid costly emergency repairs and service disruptions
- Continued focus on watermain leak detection and resiliency such as life cycle replacements and “fire smarting” facilities
- Implement phase 2 of the odour control project at the wastewater treatment plant
- Implement a “no-discharge” watermain flushing program in 2025, which will assist in maintaining clean drinking water while minimizing drinking water losses
- 2025 water budget variances - Supplies and Contracted Services include an addition of \$39K for raw water supply from TransAlta, \$175K for watermain flushing, and an increase of \$70K for watermain leak detection and repairs
- 2025 wastewater budget variances - Supplies and Contracted Services include an addition of \$150K in odour control chemical, and \$200K in sanitary main inspection and repair
- 2025 budget variance – \$246k - represents 20% of expenses, less borrowing costs and the EPCOR contract to account for the corporate support required to deliver Water and Waste Water services

## Partners & Affiliates Operating Budget

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Municipal Taxes	450,426	450,000	450,000	447,000
Internal Transfers	685,000	1,030,245	1,240,849	1,236,358
Transfers & Other	405,082	655,591	647,591	725,591
<b>Total Revenues</b>	<b>1,540,508</b>	<b>2,135,836</b>	<b>2,338,440</b>	<b>2,408,949</b>
<b>EXPENDITURES</b>				
Admin and General Services	92,266	103,295	105,374	107,933
Contracted Services	2,322,699	2,774,781	3,607,803	3,971,522
Borrowing Costs	405,082	405,591	405,591	405,591
Transfer to Affiliated Orgs	1,592,230	1,947,512	1,988,165	2,093,878
<b>Total Expenditures</b>	<b>4,412,277</b>	<b>5,231,179</b>	<b>6,106,933</b>	<b>6,578,924</b>
<b>Net Surplus / Deficit</b>	<b>(2,871,769)</b>	<b>(3,095,343)</b>	<b>(3,768,493)</b>	<b>(4,169,975)</b>

## Transit Operating Budget

### Core Functions and Services:

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

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Internal Transfers	685,000	1,030,245	1,240,849	1,236,358
<b>Total Revenues</b>	<b>685,000</b>	<b>1,030,245</b>	<b>1,240,849</b>	<b>1,236,358</b>
<b>EXPENDITURES</b>				
Contracted Services	2,070,199	2,514,781	3,307,803	3,671,522
<b>Net Surplus / Deficit</b>	<b>(1,385,199)</b>	<b>(1,484,536)</b>	<b>(2,066,954)</b>	<b>(2,435,164)</b>

### Business Plan Priorities & Budget Impacts:

- Work with the BVRTSC to update transit planning to outline required service improvement priorities to support 2030 transit mode-share goals (5% transit trips by 2030)
- Design and construct an expanded transit hub in the Town Centre incorporating the Town Centre washroom project (currently unfunded)
- 2025 requisition increase for the regional service is \$323k, \$472k on the local service with the bulk of the increase being increased service levels and increased maintenance and parts costs
- 2026 requisition increase on the regional service is \$16k and \$348k on the local service due to increased service levels on Route 12
- Service level changes approved by the Transit Commission include: a replacement for the automatic passenger counting system, the addition of a maintenance program manager, accounting administrator, and a 0.5 FTE dispatch coordinator

# Library Operating Budget

	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>REVENUES</b>				
<b>EXPENDITURES</b>				
Admin and General Services	92,266	103,295	105,374	107,933
Transfer to Affiliated Orgs	947,980	1,004,859	1,044,049	1,064,929
<b>Total Expenditures</b>	<b>1,040,246</b>	<b>1,108,154</b>	<b>1,149,423</b>	<b>1,172,862</b>
<b>Net Surplus / Deficit</b>	<b>(1,040,246)</b>	<b>(1,108,154)</b>	<b>(1,149,423)</b>	<b>(1,172,862)</b>

## Museum Operating Budget

	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>REVENUES</b>				
<b>EXPENDITURES</b>				
Transfer to Affiliated Orgs	194,250	242,653	252,116	261,949
<b>Total Expenditures</b>	<b>194,250</b>	<b>242,653</b>	<b>252,116</b>	<b>261,949</b>
<b>Net Surplus / Deficit</b>	<b>(194,250)</b>	<b>(242,653)</b>	<b>(252,116)</b>	<b>(261,949)</b>

## CCH Housing Operating Budget

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
Municipal Taxes	450,426	450,000	450,000	447,000
Transfers & Other	405,082	655,591	647,591	725,591
<b>Total Revenues</b>	<b>855,508</b>	<b>1,105,591</b>	<b>1,097,591</b>	<b>1,172,591</b>
<b>EXPENDITURES</b>				
Borrowing Costs	405,082	405,591	405,591	405,591
Transfer to Affiliated Orgs	450,000	700,000	692,000	767,000
<b>Total Expenditures</b>	<b>855,082</b>	<b>1,105,591</b>	<b>1,097,591</b>	<b>1,172,591</b>
<b>Net Surplus / Deficit</b>	<b>426</b>	<b>-</b>	<b>-</b>	<b>-</b>

## ArtsPlace Operating Budget

	<b>Actual 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>	<b>Budget 2026</b>
<b>REVENUES</b>				
<b>EXPENDITURES</b>				
Contracted Services	252,500	260,000	300,000	300,000
<b>Total Expenditures</b>	<b>252,500</b>	<b>260,000</b>	<b>300,000</b>	<b>300,000</b>
<b>Net Surplus / Deficit</b>	<b>(252,500)</b>	<b>(260,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>

2025 - 2026 Capital Budgets				METHOD OF FUNDING					
	2025	2026		Grants	Operating	Reserve	Debenture	Other	Comment
<b>Administration, Economic Development, CSD</b>									
Housing in Palliser (2025)	9,942,398					9,942,398			Livability
Housing in Palliser (2026)		6,823,506				6,823,506			Livability
Main Street Pedestrian Area (2025)									Economic Development
Main Street Pedestrian Area (2026)									Economic Development
Winter City Strategy									Economic Development
Training Needs Assessment									Economic Development
Downtown Functional Art Challenge									Art Trust
<b>Administration, Economic Development, CSD Total</b>									
<b>Information Technology</b>									
Information Security (2025)									
Information Security (2026)									
Network Upgrade (2025)									
Network Upgrade (2026)									
Asset Management Software Needs Assessment									
Finance System Migration Needs Assessment									
Finance System Migration Implementation									General
PC Lifecycle & New Equipment (2025)									
PC Lifecycle & New Equipment (2026)									
IT Infrastructure Lifecycle & New Equipment (2025)									
IT Infrastructure Lifecycle & New Equipment (2026)									
CityView (2025)									Development Application
CityView (2026)									Development Application
Recreation Software Lifecycle (2025)									
Recreation Software Lifecycle (2026)									
Elevation Place Surveillance Camera									
Safety Management Solution									General
TownSquare (2026)									
<b>Information Technology Total</b>									
<b>Protective Services</b>									
Ladder Truck Replacement									LGFF / Asset Rehab - Replace
<b>Protective Services Total</b>									

<b>2025 - 2026 Capital Budgets</b>									
				<b>METHOD OF FUNDING</b>					
	<b>2025</b>	<b>2026</b>		<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Comment</b>
<b>Recreation</b>									
Climbing Gym Floor Replacement									Asset Rehab - Replace
<b>Recreation Total</b>									
<b>Facilities</b>									
Downtown Washroom Interim Replacement									LGFF / Asset Rehab - Replace
Facilities Priority Lifecycle Maintenance (2025)									Asset Rehab - Replace
Facilities Priority Lifecycle Maintenance (2026)									
EP - Pool Starting Block Replacement & Gutter Waterproofing									Asset Rehab - Replace
Facilities - Building Condition Assessment									
Union Hall - R&M									Asset Rehab - Replace
Seniors Centre - Foundation Protection & Accessibility									Asset Rehab - Replace
Roundhouse - Cooling Enhancement									Asset Rehab - Replace
Roundhouse - Kitchen Refurbishment									Asset Rehab - Replace
EP - Flooring Refurbishment									Asset Rehab - Replace
CC - R&M									Asset Rehab - Replace
CRC - Olympia Ice Resurfacer Replacement									Asset Rehab - Replace
CRC - Floor Cleaning Machine Replacement									
<b>Facilities Total</b>									
<b>Planning</b>									
Land Use Bylaw Rewrite									
Larch Area Redevelopment Plan		200,000				200,000			Livability
<b>Planning Total</b>		<b>200,000</b>				<b>200,000</b>			
<b>Engineering - Flood Projects</b>									
Hazard Mitigation Three Sisters Creek Construction									Flood Grants / General
Stoneworks Creek Mitigation		9,500,000		6,500,000		3,000,000			Flood Grants / Livability / WIP Debt
WWTP Flood Protection Mitigation									Flood Grants / General
<b>Engineering - Flood Total</b>									

2025 - 2026 Capital Budgets				METHOD OF FUNDING					
	2025	2026		Grants	Operating	Reserve	Debenture	Other	Comment
<b>Engineering</b>									
Prospect Heights Retaining Wall									LGFF / Asset Rehab - Replace
Transportation Safety and Accessibility (2025)									
Transportation Safety and Accessibility (2026)									
Bow River Flood and Groundwater Guideline Updates									
Street & Drainage Rehabilitation (2025)									Asset Rehab - Replace
Street & Drainage Rehabilitation (2026)									Asset Rehab - Replace
Pathway Network Connectivity (2025)									ICIP
Parking Management Implementation									ITMR
Transportation Planning - IPMP, ITP Updates									ITMR / Development Application
GIS Plan Implementation (2025)									
Spur Line Trail Bridge Rehabilitation									LGFF / CCBF / Asset Rehab
Palliser Pedestrian Crossing - Design		600,000				600,000			Livability
Bridge & Retaining Wall Asset Condition Assessment									
Teepee Town 2nd Ave Rehab - Design									
<b>Engineering Total</b>									
<b>Public Works</b>									
South Millennium Reclamation Project									Asset Rehab - Replace
Snow Management Facility									LGFF / General
Wildlife Exclusion Fence - Lions Park									General
Trail Surface Rehabilitation (2025)									Asset Rehab - Replace
Playground Lifecycle - Carey									General
Utility Equipment Replacement (2025)									Asset Rehab - Replace
Cougar Creek Rink - Surface Replacement									General
Off Leash Dog Park - Palliser Area									
Open Space and Trails Plan Update									
Multi-modal Fleet Implementation (2025)									
Road Messaging Installation Equipment									
Parks Vault Washroom - Three Sisters Sportsfield									
Parks Equipment - Lifecycle (2026)									
<b>Public Works Total</b>									
<b>Town Ops Total</b>	<b>31,673,398</b>	<b>32,746,506</b>		<b>22,192,000</b>	<b>3,450,000</b>	<b>35,777,904</b>	<b>3,000,000</b>		

2025 - 2026 Capital Budgets				METHOD OF FUNDING					
	2025	2026		Grants	Operating	Reserve	Debenture	Other	Comment
<b>Water Utility - SWS</b>									
<b>SWS</b>									
3 Tonne Collection Vehicle Replacement									SWS Rec & Collection
Boulder Crescent Redevelopment Construction									SWS Rec & Collection
Pedestrian Container Replacement (2025)									SWS Collection
Waste Management Centre - Building Condition Repairs									SWS Rec & Collection
Residential Food Waste Expansion									SWS Recycling
Teepee Town Waste Container Infill									SWS Rec & Coll / CIL Bear Bins
Skid Steer Replacement									SWS Rec & Collection
<b>Water Utility</b>									
WTP 1 - Chlorine Gas Upgrade									W Reserve
WWTP Upgrade - Pilot									WW Reserve
WWTP Upgrade - Detailed Design									WW Reserve
Lift Station 1 - Life cycle - Generator									WW Reserve
Lift Station 9 - Life cycle									WW Reserve
WWTP - Scum Removal Piping									WW Reserve
WTP 1 - Trunk Line - Repair Kit and Testing									W Reserve
Distribution Leak Detection (Meter Installation) - Phase 1									W Reserve
Distribution Leak Detection (Meter Installation) - Phase 2									W Reserve
Water Meter Replacement Program (2025)									W & WW Reserve
Water Meter Replacement Program (2026)									W & WW Reserve
Benchlands Reservoir - Leak Repair									W Reserve
Utility Facility FireSmart									W & WW Reserve
Neighbourhood Deep Utilities Replacement - Water (2025)									W Reserve
Neighbourhood Deep Utilities Replacement - Water (2026)									W Reserve
Neighbourhood Deep Utilities Replacement - Wastewater									WW Reserve
Neighbourhood Deep Utilities Replacement - Wastewater									WW Reserve
Wellhead Protection Area - Risk Inventory / Monitoring Wells									W Reserve
Water Treatment and Supply Study									W Reserve
WWTP - Water Heating System & MUA Replacement									WW Reserve
WWTP - Grit Separator Replacement									WW Reserve
Teepee Town - Wastewater Upgrade (1 Ave) Design									WW Reserve
Teepee Town - Water Upgrade (1 Ave) Design									W Reserve
BVT - Wastewater Upgrade - Design Phase 3									WW Reserve
Grassi Booster Station - Capacity Upgrade Ph1 - Design									W Reserve

<b>2025 - 2026 Capital Budgets</b>			<b>METHOD OF FUNDING</b>					
	<b>2025</b>	<b>2026</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Comment</b>
Lift Station 4 - Life cycle - Generator								WW Reserve
Lift Station 8 - Generator Conversion								WW Reserve
<b>Water Utility - SWS Total</b>	<b>8,075,000</b>	<b>12,186,000</b>			<b>19,361,000</b>	<b>900,000</b>		
<b>Grand Total</b>	<b>39,748,398</b>	<b>44,932,506</b>	<b>22,192,000</b>	<b>3,450,000</b>	<b>55,138,904</b>	<b>3,900,000</b>		

<b>Capital Planning Summary</b>												
<b>For the planning period 2025 - 2030</b>							<b>6 YEAR TOTAL METHOD OF FUNDING</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
<b>Administration, Economic Development, CSD</b>												
Housing in Palliser (2025)	9,942,398								9,942,398			
Housing in Palliser (2026)		6,823,506							6,823,506			
Future Affordable Housing			8,465,383	8,850,886					17,316,269			
Main Street Pedestrian Area (2025)												
Main Street Pedestrian Area (2026)												
Main Street Pedestrian Area (Future)												
Winter City Strategy												
Training Needs Assessment												
Canmore Made Hub												
Downtown Functional Art Challenge												
Canmore Recreation Center Exterior Mural Project												
Art Walk in the Woods												
Civic Centre Mural Renewal Project												
<b>Administration, Economic Development, CSD Total</b>												
<b>Information Technology</b>												
Information Security (2025)												
Information Security (2026)												
Information Security (Future)												
Network Upgrade (2025)												
Network Upgrade (2026)												
Network Upgrade (Future)												
Asset Management Software Needs Assessment												
Asset Management Software Implementation												
Finance System Migration Needs Assessment												
Finance System Migration Implementation												
PC Lifecycle & New Equipment (2025)												
PC Lifecycle & New Equipment (2026)												
PC Lifecycle & New Equipment (Future)												
IT Infrastructure Lifecycle & New Equipment (2025)												
IT Infrastructure Lifecycle & New Equipment (2026)												
IT Infrastructure Lifecycle & New Equipment (Future)												
CityView (2025)												
CityView (2026)												
Recreation Software Lifecycle (2025)												
Recreation Software Lifecycle (2026)												
Recreation Software Lifecycle (Future)												
Elevation Place Surveillance Camera												
Safety Management Solution												
TownSquare (2026)												
TownSquare (Future)												
<b>Information Technology Total</b>												

<b>Capital Planning Summary</b>												
<b>For the planning period 2025 - 2030</b>							<b>6 YEAR TOTAL METHOD OF FUNDING</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
<b>Protective Services</b>												
Ladder Truck Replacement												
<b>Protective Services Total</b>												
<b>Recreation</b>												
Climbing Gym Floor Replacement												
<b>Recreation Total</b>												
<b>Facilities</b>												
Downtown Washroom Interim Replacement												
Facilities Priority Lifecycle Maintenance (2025)												
Facilities Priority Lifecycle Maintenance (2026)												
EP - Pool Starting Block Replacement & Gutter Waterproofing												
Facilities - Building Condition Assessment												
Union Hall - R&M												
Seniors Centre - Foundation Protection & Accessibility Improvements												
Roundhouse - Cooling Enhancement												
Roundhouse - Kitchen Refurbishment												
EP - Flooring Refurbishment												
CC - R&M												
CRC - Olympia Ice Resurfacers Replacement												
CRC - Rooftop Unit Replacements												
RCMP Detachment (New) - Concept Plan												
CRC - Boiler Replacement												
CRC - Floor Cleaning Machine Replacement												
CRC - Roof Maintenance												
CRC - Snow Dump, Dehumidifier Replacement & Building Expansion												
CRC - Scissor Lift - Replacement												
<b>Facilities Total</b>												
<b>Planning</b>												
Land Use Bylaw Rewrite												
Larch Area Redevelopment Plan		200,000							200,000			
<b>Planning Total</b>		200,000							200,000			
<b>Engineering - Flood Projects</b>												
Hazard Mitigation Three Sisters Creek Construction												
Stoneworks Creek Mitigation		9,500,000					6,500,000		3,000,000			
WWTP Flood Protection Mitigation												
Steep Creek Hazard Mitigation Program												
<b>Engineering - Flood Total</b>		9,500,000					6,500,000		3,000,000			

<b>Capital Planning Summary</b>												
<b>For the planning period 2025 - 2030</b>							<b>6 YEAR TOTAL METHOD OF FUNDING</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
<b>Engineering</b>												
Prospect Heights Retaining Wall												
Transportation Safety and Accessibility (2025)												
Transportation Safety and Accessibility (2026)												
Transportation Safety and Accessibility (Future)												
Bow River Flood and Groundwater Guideline Updates												
Street & Drainage Rehabilitation (2025)												
Street & Drainage Rehabilitation (2026)												
Street and Drainage Rehabilitation (Future)												
Pathway Network Connectivity (2025)												
Pathway Network Connectivity (Future)												
Parking Management Implementation												
Transportation Planning - IPMP, ITP Updates												
GIS Plan Implementation (2025)												
GIS Plan Implementation (Future)												
Spur Line Trail Bridge Rehabilitation												
Palliser Pedestrian Crossing - Design		600,000							600,000			
Bridge & Retaining Wall Asset Condition Assessment												
Bridge Asset Management (Future)												
Teepee Town 2nd Ave Rehab - Design												
Teepee Town 2nd Ave Rehab - Construction												
Altalink Transmission Line Realignment			400,000						400,000			
Bus Stop Improvements (Future)												
Bow Valley Trail A&W to Roundabout												
<b>Engineering Total</b>												
<b>Public Works</b>												
South Millennium Reclamation Project												
Snow Management Facility												
Wildlife Exclusion Fence - Lions Park												
Trail Surface Rehabilitation (2025)												
Trail Surface Rehabilitation (Future)												
Playground Lifecycle - Carey												
Utility Equipment Replacement (2025)												
Utility Equipment Replacements (Future)												
Cougar Creek Rink - Surface Replacement												
Off Leash Dog Park - Palliser Area												
Open Space and Trails Plan Update												
Multi-modal Fleet Implementation (2025)												
Road Messaging Installation Equipment												
Parks Vault Washroom - Three Sisters Sportsfield												
Parks Equipment - Lifecycle (2026)												

Capital Planning Summary												
	For the planning period 2025 - 2030						6 YEAR TOTAL METHOD OF FUNDING					
	2025	2026	2027	2028	2029	2030	Grants	Operating	Reserve	Debenture	Other	Unfunded
Parks Equipment - Lifecycle (Future)												
Cemetery Expansion - Phase 2												
Light Fleet Replacements (Future)												
Hooklift Replacement												
Backhoe Replacement												
Street Sweeper Replacement F-101												
Ride-on Mower - New												
Protective Services Enforcement Vehicle Replacement												
Parks One Tonne Replacement F-110												
Outdoor Ice Re-surfacer F-65												
<b>Public Works Total</b>												
<b>Town Ops Total</b>	<b>31,673,398</b>	<b>32,746,506</b>	<b>20,900,383</b>	<b>18,922,886</b>	<b>6,788,000</b>	<b>5,511,000</b>	<b>38,963,000</b>	<b>10,350,000</b>	<b>64,229,173</b>	<b>3,000,000</b>		
<b>Water Utility - SWS</b>												
<b>SWS</b>												
3 Tonne Collection Vehicle Replacement												
Boulder Crescent Redevelopment Construction												
Boulder Crescent Redevelopment Construction Phase 2												
Pedestrian Container Replacement (2025)												
Waste Management Centre - Building Condition Repairs												
Residential Food Waste Expansion												
Teepee Town Waste Container Infill												
Skid Steer Replacement												
Small Collection Vehicle Replacement												
Container Replacement (2027)												
3 Tonne Collection Vehicle Replacement												
Baler Replacement												
Large Item Clean Up Collection Vehicle - Replacement												
1/2 Tonne Truck												
<b>Water Utility</b>												
WTP 1 - Chlorine Gas Upgrade												
WWTP Upgrade - Pilot												
WWTP Upgrade - Detailed Design												
WWTP Upgrade - Construction												
Lift Station 1 - Life cycle - Generator												
Lift Station 9 - Life cycle												
WWTP - Inlet Lift Station Upgrade												
Lift Station 3 - Lifecycle Replacement												
WWTP - Scum Removal Piping												
WTP 1 - Trunk Line - Repair Kit and Testing												
Distribution Leak Detection (Meter Installation) - Phase 1												

<b>Capital Planning Summary</b>												
<b>For the planning period 2025 - 2030</b>							<b>6 YEAR TOTAL METHOD OF FUNDING</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
Distribution Leak Detection (Meter Installation) - Phase 2												
Water Meter Replacement Program (2025)												
Water Meter Replacement Program (2026)												
Water Meter Replacement Program (Future)												
Benchlands Reservoir - Leak Repair												
Utility Facility FireSmart												
Neighbourhood Deep Utilities Replacement - Water (2025)												
Neighbourhood Deep Utilities Replacement - Water (2026)												
Neighbourhood Deep Utilities Replacement - Water (Future)												
Neighbourhood Deep Utilities Replacement - Wastewater (2025)												
Neighbourhood Deep Utilities Replacement - Wastewater (2026)												
Neighbourhood Deep Utilities Replacement - Wastewater (Future)												
Wellhead Protection Area - Risk Inventory / Monitoring Wells												
Water Treatment and Supply Study												
WWTP - Water Heating System & MUA Replacement												
WWTP - Grit Separator Replacement												
Teepee Town - Wastewater Upgrade (1 Ave) Design												
Teepee Town - Wastewater Upgrade (1 Ave)												
Teepee Town - Water Upgrade (1 Ave) Design												
Teepee Town - Water Upgrade (1 Ave)												
BVT - Wastewater Upgrade - Design Phase 3												
BVT - Wastewater Upgrade - Construction Phase 3												
Grassi Booster Station - Capacity Upgrade Ph1 - Design												
Grassi Booster Station - Capacity Upgrade Ph1 - Construction												
Lift Station 4 - Life cycle - Generator												
Lift Station 8 - Generator Conversion												
WWTP - Intermediate Transfer Pump Capacity Upgrade												
WWTP - Headworks Channel Valves												
WWTP - Utility Renewable Energy Retrofit												
Lift Station 11 - Upgrade Phase 1												
Three Sisters Booster Station - Life cycle												
Pumphouse 3 - Decommission												
Railway Ave - Water Line Replacement - Phase 2 Construction												
Railway Ave - Water Line Replacement - Phase 2 Design												
WWTP - UV Disinfection Capacity Upgrade												
WWTP - Vactor / Equipment Storage Facility												
Lift Station 10 - Interim Life Cycle												
Lift Station 5 - Life cycle												
Silvertip Trail - Waterline Looping												
Smith Creek Reservoir and Booster - Design												
Smith Creek Reservoir and Booster - Construction												
Canyon Ridge Booster Station - Decommissioning												
Lift Station 7 - Life cycle												

<b>Capital Planning Summary</b>												
<b>For the planning period 2025 - 2030</b>							<b>6 YEAR TOTAL METHOD OF FUNDING</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
McNeil Wastewater Upgrade - Construction												
Elk Run Blvd - Wastewater Upgrade Construction												
Railway Ave - Water Line Replacement - Phase 3 Design												
Railway Ave - Water Line Replacement - Phase 3 Construction												
Railway Ave - Wastewater Line Replacement - Phase 3 Design												
Railway Ave - Wastewater Line Replacement - Phase 3 Construction												
<b>Water Utility - SWS Total</b>	<b>8,075,000</b>	<b>12,186,000</b>	<b>21,800,000</b>	<b>8,420,000</b>	<b>76,510,000</b>	<b>21,910,000</b>	<b>20,590,000</b>		<b>53,594,000</b>	<b>74,717,000</b>		
<b>Grand Total</b>	<b>39,748,398</b>	<b>44,932,506</b>	<b>42,700,383</b>	<b>27,342,886</b>	<b>83,298,000</b>	<b>27,421,000</b>	<b>59,553,000</b>	<b>10,350,000</b>	<b>117,823,173</b>	<b>77,717,000</b>		
<b>Proposed projects that will require subsequent funding source and council approval</b>												
Community Social Assessment and Development Strategy												
Cultural Economy Strategy												
Business Transformation (2026)												
Business Transformation (Future)												
eServices (2025)												
eServices (2026)												
eServices (Future)												
IT Strategic Improvements (2025)												
IT Strategic Improvements (2026)												
Budgeting Software Upgrade												
CityView (Future)												
Fire Service Master Plan												
Recreation Master Plan												
Canmore Fire Station - Yard Fencing												
Salt Shed - Rooftop Solar Installation												
CRC - Rooftop Solar (Gymnasium)												
PW (New) - Design												
CRC - Backup Electricity Generator												
Transit Facility (New) - Concept Design												
Facilities - Energy Audit												
Facilities - Spatial Needs Study												
RCMP Building (New) - Design & Construction												
Transit Facility (New) - Design & Construction												
Downtown Transit Terminal & Public Washrooms												
EP - Backup Electricity Generator												
Senior Centre - R&M												
Protective Services Building - Washroom Reconfiguration												
Seniors Centre Public Washroom Reconfiguration												
CC - Main Floor Renovation Design												
CC - Siding Replacement												
CRC - AK Arena Header Brine Line Replacement												

Capital Planning Summary												
	For the planning period 2025 - 2030						6 YEAR TOTAL METHOD OF FUNDING					
	2025	2026	2027	2028	2029	2030	Grants	Operating	Reserve	Debenture	Other	Unfunded
Scout Hall - New Garage												
Teepee Town 2nd Ave Enhancement												
Palliser Pedestrian Crossing - Construction												
Complete Street Improvements Railway Ave North - Construction												
Complete Street Improvements Bow Bridge Corridor - Design												
Parking Lot Rehabilitation												
Noise Abatement Study												
Pathway Network Connectivity (Future2)												
Complete Street Improvements Bow Bridge Corridor - Construction												
Complete Street Improvements Town Centre West												
Municipal Services Vehicle - Parking Enforcement												
Heated Sidewalk Trial												
Remote Fuel Tank - Firehall												
Multi-Modal Fleet Implementation (2026)												
Wildlife Exclusion Fence - Millennium Park												
Playground Lifecycle (Future)												
Rink Refurbishment - Our Lady of The Snows												
Playground Rubber Surface Lifecycle (Future)												
Off Leash Dog Parks (Future)												
Natural Asset Inventory, Assessment and Plan												
Multi-Modal Fleet Implementation (Future)												
Parks Vault Washrooms (Future)												
Three Sisters PG Climbing Wall Rubber Surface												
Human-Wildlife Coexistence (Future)												

**Budget Year:** 2025

**Department:** CST

**Project Name:** Town Land Acquisition

**Budget** \$375,000

**Recommended Funding (if applicable):** Gen Cap

**Project Description:**

A unit in a fourplex in the community has become available for purchase for Canmore Community Housing, at a rate consistent with the Vital Homes Ownership. If the unit is instead purchased by the Town, the vendors can be provided with a tax receipt for the difference between market value of the unit and the sale price.

**Project Rationale:**

A homeowner in the community has offered to sell their unit in a four-plex to Canmore Community Housing. The owners originally purchased the unit as a vacation home, but the housing crisis in Canmore inspired them to rent the unit out, at an affordable rate, to long-term tenants. They are now selling the property and approached CCH with an offer to sell the unit below market value, as they want to have it remain affordable.

If the unit is sold to the Town rather than CCH, the vendors can be provided with a tax receipt for the difference between market value of the unit and the sale price. This cannot be done through a sale directly to CCH. Accordingly, this capital project would allow the Town to purchase the unit and provide a tax receipt, in recognition of the generous offer of the vendors. CCH is in support of this approach.

Upon purchase of the unit, it would be transferred to CCH for sale through their Vital Homes Ownership program. This transfer would allow CCH to encumber the property consistent with the operations of the program. Once sold, the funding would be returned to the Town. The commitment to return the funds to the Town will be ratified by the CCH Board of Directors before proceeding with the transaction. It is expected the amount spent by the Town on this project would be fully recouped by the end of 2025.

The purchase is in line with EX-007, Council's Land Transactions Policy.

**Options Considered:** none

**Operating Budget Impact:** none



# Request for Decision

**DATE OF MEETING:** February 11, 2025 **Agenda #:** H 2

**TO:** Council

**SUBJECT:** Fire Resource Improvement Association of Alberta (FRIAA) FireSmart Capital Project – Larch 2025 (CAP 7391)

**SUBMITTED BY:** Michael Bourgon, Deputy Fire Chief

**RECOMMENDATION:** That Council approve a new capital project, FireSmart (2025) Larch (CAP 7391), as Phase 2 of the Larch Vegetation Management Project, with a budget of \$162,000, fully funded by the Forest Resource Improvement Association of Alberta (FRIAA) grant.

## EXECUTIVE SUMMARY

The Town of Canmore has received a \$162,000 Forest Resource Improvement Association of Alberta (FRIAA) grant to fund Phase 2 of the Larch Vegetation Management Project. This project will continue wildfire mitigation efforts in the Larch area by thinning vegetation, removing hazardous fuels, and reducing wildfire risk. Administration recommends that Council approve the creation of CAP 7391 to allocate these funds.

## RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Since 2007, the Town of Canmore has successfully secured multiple FRIAA grants to support FireSmart initiatives, with funding amounts ranging from \$3,000 to \$200,000. These grants have facilitated wildfire mitigation efforts, including vegetation management, wildfire response exercises, and policy development.

For this specific project, Council approved the Town's FRIAA grant application under the following motion:

### 194-2024 – FRIAA Grant Application

Moved by Mayor Krausert that Council approves the submission of an Expression of Interest for the 2024 Forest Resource Improvement Association of Alberta (FRIAA) grant for a Vegetation Management/Fuel Modification project.

## DISCUSSION

Wildfire remains the highest-rated hazard in Canmore, as identified in the Town's Hazard Identification Risk Assessment (HIRA) and reinforced by recent climate modeling under the Climate Emergency Action Plan.

To mitigate wildfire risk, the Town has leveraged FRIAA funding to implement various FireSmart initiatives, including:

- Vegetation management and fuel modification
- Large-scale functional wildfire response exercises

- FireSmart forums and municipal document reviews
- Wildfire preparedness plan updates
- The development of a comprehensive Wildfire Mitigation Strategy

Capital Project FireSmart (2025) Larch (Project 7391) is Phase 2 of the Larch Vegetation Management Project, continuing the work completed in winter 2024. The project will focus on:

- Thinning of understory evergreen trees
- Pruning of limbs on remaining evergreen trees
- Removal of dead/downed logs and dead standing trees
- Debris disposal via pile burning and chipping/removal

This initiative will be fully funded by the \$162,000 FRIAA grant and represents the final phase of the Larch Vegetation Management Project under the current funding structure. The project aligns with the Town's ongoing commitment to wildfire risk reduction and FireSmart principles.

#### **ANALYSIS OF ALTERNATIVES**

N/A

#### **FINANCIAL IMPACTS**

This project is fully funded by a \$162,000 FRIAA grant and does not require any financial contribution from the Town of Canmore's tax base.

#### **INTEREST HOLDER ENGAGEMENT**

No direct public engagement was required for this project as it continues previously approved FireSmart activities in the Larch area.

#### **ATTACHMENTS**

- 1) 7391 FireSmart Larch Capital Sheet
- 2) FFP-24-62 PGA FRIAA Signed
- 3) FFP-24-62 Town of Canmore Approval Letter

**AUTHORIZATION**

Submitted by:	Michael Bourgon, Deputy Fire Chief	Date:	<u>February 11, 2025</u>
Approved by:	Chelsey Gibbons Manager of Financial Services	Date:	<u>February 11, 2025</u>
Approved by:	Ted Ruiter Fire Chief	Date:	<u>February 11, 2025</u>
Approved by:	Scott McKay General Manager of Municipal Services	Date:	<u>February 11, 2025</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>February 11, 2025</u>



# Firesmart (2025) Larch

## Project Summary

H2 Attachment 1

Project Number

7391

<b>Budget Year:</b>	2025	<b>Budget:</b>	\$162,000
Department:	Fire Services	Project Type:	Other
Questica Reference:	PRO-25-03	Priority:	B

### Project Description:

This project is an extension of the Larch Vegetation Management Project.

END

### Budget Funding:

	2025	2026	2027	2028	2029	2030	Total
Provincial Grants	\$162,000	0	0	0	0	0	\$162,000
<b>Total</b>	<b>\$162,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$162,000</b>

### Operating Budget Impact:

n/a



# Firesmart (2025) Larch

Project Summary

H2 Attachment 1

Project Number

7391

## Project Rationale:

To continue on with our mitigation efforts regarding the ongoing threat of wildfire within and around our community. This project does not have any financial impact on the Town of Canmore's tax base, as it is fully funded through provincial grants.

END

## Options Considered:

n/a

**FRIAA FIRESMART PROGRAM  
PROJECT GRANT AGREEMENT  
2025 LARCH FIRESMART VEGETATION MANAGEMENT  
FFP-24-62**

THIS AGREEMENT dated the 10<sup>th</sup> day of January 2025

BETWEEN:

**FOREST RESOURCE IMPROVEMENT ASSOCIATION OF ALBERTA**  
of Edmonton, Alberta  
(**"FRIAA"**)

of the First Part

-and-

**TOWN OF CANMORE**  
(the **"Recipient"**)

of the Second Part

**WHEREAS:**

- A. The Recipient has proposed to FRIAA the Project described in this Agreement;
- B. FRIAA is offering the Recipient a conditional grant for the Project; and
- C. The Recipient wishes to accept the grant under the terms and conditions set out in this Project Grant Agreement.

**NOW THEREFORE**, in consideration of the mutual promises and payments made herein, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

**1. INTERPRETATION**

1.1 Definitions

Unless otherwise defined herein, the following terms shall have the following meanings:

- (a) **"Affiliate"** means the Government of Alberta, all departments within the Government of Alberta, all entities over which the Government of Alberta exerts control, including all public bodies to which the *Freedom of Information and Protection of Privacy Act*, RSA 2000, c.F-25 applies, and any bodies that fall within the meaning of affiliate under the *Canada Business Corporations Act*, R.S.C. 1985, c.C-44;
- (b) **"Agreement"** means this agreement together with all schedules and attachments hereto and all amendments made in writing between the Parties;
- (c) **"Budget and Project Financing Schedule"** means a budget and financing schedule for the Project as set forth in section 7 of Schedule A;
- (d) **"Conflict of Interest Policy"** means the FRIAA Conflicts of Interest Policy set forth in Schedule C;
- (e) **"COR"**, **"Equivalent Certification"**, **"Other Documentation"** and **"SECOR"**, have the meanings set forth in section 11.2;
- (f) **"Deceased"** has the meaning set forth in section 1.7;
- (g) **"Eligible Expenses"** means costs and expenses which are permitted expenses under the Program and which may include, without limitation, work in respect of the Project which is performed in-house by the Recipient for which adequate documentation exists;

- (h) **“Environmental Laws”** means all applicable international, federal, provincial, territorial, municipal or local treaties, conventions, laws, statutes, regulations, orders, by-laws, governmental decrees or ordinances relating to fisheries, health and safety, the protection or preservation of the environment or the manufacture, processing, distribution, use, treatment, storage, disposal, discharge, transport or handling of hazardous substances;
- (i) **“Event of Default”** has the meaning set forth in section 8.1;
- (j) **“Final Financial Report”** has the meaning set forth in section 10 of Schedule A;
- (k) **“Final Outcomes Report”** has the meaning set forth in section 12 of Schedule A;
- (l) **“Grant”** means the conditional financial payment from FRIAA to the Recipient, described in more detail and the amount of which is set out in section 2.1, which shall only be applied towards the Eligible Expenses;
- (m) **“Grant Proceeds”** means all amounts paid to the Recipient under this Agreement, including the Grant and all interest or other income earned from investment of such amounts;
- (n) **“Intellectual Property”** includes all materials, works, inventions, designs, deliverables, specifications, patterns, models, prototypes, devices, formulae, methods, processes, data (including LiDAR data, IFSAR data, orthophoto or orthorectified radar images (ORI), digital surface model (DSM), and digital terrain model (DTM) datasets and databases, compilations of information or data, reports, drawings, plans, photographs, musical works, computer software and programming patents or patent applications and all intellectual property rights in, to, or associated with any of the foregoing;
- (o) **“Invoice”** means a document setting out a claim for that portion of Eligible Expenses incurred and/or subject to section 2.7 of this Agreement, for advances for Eligible Expenses which have yet to be incurred by or invoiced to the Recipient;
- (p) **“Notice”** has the meaning set forth in section 14.1;
- (q) **“OH&S Act”** has the meaning set forth in section 11.1;
- (r) **“Party”** means either FRIAA or the Recipient and **“Parties”** means both of them;
- (s) **“Payment Schedule”** means the schedule of payments of the Grant as described in Schedule B;
- (t) **“Program”** means the FRIAA FireSmart Program whose purpose is to provide for improved protection of forest communities, resources and values through operational and planning activities designed to prevent wildfire occurrence and to reduce the fire hazard throughout Alberta;
- (u) **“Progress Report”** has the meaning set forth in section 9 of Schedule A;
- (v) **“Project”** means the project described in Schedule A;
- (w) **“Project Completion Date”** means the completion date of the Project as described in section 4 of Schedule A;
- (x) **“Project Costs”** means those costs described in Schedule A which include all Eligible Expenses;
- (y) **“Project IP”** means the Intellectual Property relating to the Project created, developed, generated or compiled by for or through the Recipient in the course of the Project;
- (z) **“Project Plan”** means the project plan for the Project as more specifically set forth in Schedule A;

- (aa) **“Project Proposal”** means the project proposal submitted by the Recipient that has received approval under the Program and which is attached hereto as Schedule D;
  - (bb) **“Project Scope”** means the scope of the Project as more specifically set forth in Schedule A;
  - (cc) **“Project Start Date”** means the date set forth in section 3 of Schedule A as the earliest date on which the Recipient can begin incurring Project Costs;
  - (dd) **“Recipient Modifications”** has the meaning set forth in section 6.3;
  - (ee) **“Remedy Notice”** has the meaning set forth in section 8.2;
  - (ff) **“Reporting Period”** has the meaning set forth in section 1 of Schedule B;
  - (gg) **“Reports”** means the interim and final reports described in Schedule A;
  - (hh) **“Term”** means the period during which the Project shall be conducted from the Project Start Date to and including the Project Completion Date and includes any extension agreed to by FRIAA;
  - (ii) **“Total Project Value”** has the meaning set forth in section 5 of Schedule A; and
  - (jj) **“Work Plan”** means the work plan of the Project described at section 6 of Schedule A.
- 1.2 In this Agreement, unless the context requires otherwise:
- (a) words importing a gender include all genders;
  - (b) words importing the singular include the plural and vice versa;
  - (c) include or including means include or including without limitation;
  - (d) any references to dollars or currency are to Canadian dollars (\$CAD);
  - (e) any technical or industry specific words or phrases not otherwise defined herein shall have the meaning ascribed to such terms in the industry in which they are normally applied or used; and
  - (f) any references to legislation or regulations include any amendments thereto or successor legislation or regulations.
- 1.3 The following schedules and attachment are incorporated in and form a part of this Agreement:
- (a) Schedule A - Project Scope, Budget, Project Plan and Reports;
  - (b) Schedule B - Payment Schedule;
  - (c) Schedule C - FRIAA Conflicts of Interest Policy; and
  - (d) Schedule D - Project Proposal.
- 1.4 In the event of any inconsistency or conflict between the:
- (a) Schedules A, B, D and the Project Proposal, Schedules A, B or D as the case may be shall govern; or
  - (b) Schedules or each of them and the body of this Agreement, the body of this Agreement shall govern.
- 1.5 This Agreement, including the Schedules hereto, constitutes the entire agreement between FRIAA and the Recipient with respect to the Project and the Grant, and supersedes all previous agreements, negotiations and understandings. There are no agreements, representations, warranties, terms, conditions or commitments except as expressed in this Agreement.
- 1.6 No amendment made to this Agreement is valid unless it is incorporated into the Agreement in writing and the amendment is signed by the Parties hereto.

- 1.7 The Recipient may not assign this Agreement, in whole or in part, without the written consent of FRIAA, which consent shall not be unreasonably withheld. For certainty, any assignment carried out without the consent of FRIAA shall render the Agreement null and void. Notwithstanding the foregoing, in the event of the death of an individual recipient (the “**Deceased**”) prior to the completion of the Project, the estate or personal representative of the Deceased may, upon meeting the reasonable requirements of FRIAA, complete the Project in accordance with this Agreement.
- 1.8 In the event of the appointment of a receiver over the assets and affairs of the Recipient, FRIAA may, in its sole discretion, permit the receiver to carry out the terms of this Agreement prior to receivership, provided always that the receiver be obligated to the same extent and in the same manner as the Recipient. FRIAA may, in its sole discretion permit the Grant Proceeds to be utilized by the receiver in a manner that is consistent with the bylaws, rules and policies of FRIAA, the Program and this Agreement all as if the receiver was the original Recipient to the Program.
- 2. THE GRANT**
- 2.1 FRIAA shall provide the Recipient with a non-repayable grant not exceeding \$162,000.00 dollars in accordance with the Payment Schedule and the Budget and Project Financing Schedule (the “**Grant**”).
- 2.2 Subject to section 2.1, FRIAA shall pay the Grant to the Recipient in the amounts and at the times specified in Schedule B.
- 2.3 The obligation of FRIAA to pay the Grant is conditional on FRIAA being and remaining satisfied that:
- (a) the Recipient is in compliance with all of its obligations under this Agreement;
  - (b) any and all audits or compliance reviews carried out in accordance with this Agreement are satisfactory to FRIAA;
  - (c) the Recipient has received all applicable permits, approvals and authorizations, including any licenses, permits, approvals and authorizations required under law, including Environmental Laws, to carry out the Project; and
  - (d) the Project is proceeding, continues to conform to the Work Plan and the tasks/milestones set out in Schedule A are being completed and met and shall be completed by the Project Completion Date.
- 2.4 For greater certainty, FRIAA shall not be obligated to pay any instalments if FRIAA, in its sole discretion, believes that the Recipient or any of its officers, directors, shareholders, agents, affiliates, subsidiaries, contractors or associates are conducting their business and affairs in a manner that is contrary to the spirit and intent of FRIAA’s mandate, or the terms and conditions of this Agreement.
- 2.5 Immediately upon receiving the Grant Proceeds, the Recipient shall identify in its records the Grant Proceeds as being committed exclusively to the Project. Any portion of the Grant Proceeds that are not immediately expended by the Recipient shall be deposited into a separate interest bearing account maintained by the Recipient exclusively for the Project. Interest earned on the Grant Proceeds must be readily identifiable.
- 2.6 The maximum amount that FRIAA shall pay the Recipient under this Agreement is the amount of the Grant. In the event the Grant is not sufficient to cover the entire cost of the Project, the Recipient shall be solely responsible for raising funds from other sources to complete the Project.
- 2.7 The Recipient acknowledges that FRIAA must be satisfied in its sole discretion that all expenses incurred by the Recipient are Eligible Expenses and conform to the Budget and Project Financing Schedule as set out in Schedule A.

- 2.8 The Grant Proceeds advanced or paid prior to the completion of the Project are hereby held in trust by the Recipient until FRIAA has acknowledged in writing to the Recipient that the Project has been completed to the satisfaction of FRIAA in its sole discretion. In the event the Project is terminated for any reason whatsoever, the unexpended Grant Proceeds remain the exclusive property of FRIAA and may be used by FRIAA for any purpose whatsoever.
- 2.9 The Recipient shall be liable and where there is more than one Recipient each of them shall be jointly and severally liable for ensuring that all Grant Proceeds are supplied to the Project as required.
- 2.10 No amount shall be paid by FRIAA where, in FRIAA's reasonable opinion and having regard to the circumstances, the Project has the effect of providing a subsidy to the forest products industry.
- 2.11 Any payment made by FRIAA where there is false or misleading information provided by the Recipient shall be considered to have been paid in mistake and such payment is held in trust by the Recipient for the sole and exclusive benefit of FRIAA. Such payments or Grant Proceeds shall be returned forthwith to FRIAA upon discovery of such mistake.
- 2.12 FRIAA maintains the right, at its sole discretion, to withhold any payment until the Recipient provides sufficient verification or information in relation to any matter for which FRIAA requests verification.

### **3. THE PROJECT**

- 3.1 The Recipient shall carry out the Project as set out in Schedule A and comply with all requirements contained therein.
- 3.2 FRIAA shall not pay any portion of the Grant towards any costs and expenses that the Recipient incurs prior to the Project Start Date or after the Project Completion Date. For certainty such costs shall not be considered Eligible Expenses.
- 3.3 The Recipient shall complete the Project on or before the Project Completion Date. Any portion of the Grant Proceeds not used or accounted for in accordance with this Agreement as of the Project Completion Date is immediately repayable by the Recipient to FRIAA.
- 3.4 The Recipient shall comply with all applicable laws, orders and authorizations that expressly or by implication apply to the Project or the Recipient in respect of the Project and this Agreement and shall immediately disclose to FRIAA if it contravenes any of the foregoing.
- 3.5 Where a portion of the Project deals with work that is, in the opinion of FRIAA, the responsibility of the Recipient under existing legislation, only that portion of the Project that is not the responsibility of the Recipient under existing legislation, tenure or other binding agreement is eligible for funding under the Program.

### **4. RECIPIENT'S REPRESENTATIONS, COVENANTS AND WARRANTIES**

- 4.1 The Recipient covenants, represents and warrants that:
- (a) it shall, at all times, comply with FRIAA's "Conflicts of Interest Policy", a copy of which is attached hereto as Schedule C, together with all bylaws, resolutions, policies and procedures of FRIAA;
  - (b) the information contained in Schedule A is true and accurate in all material respects;
  - (c) all expenses incurred in completing the Project for which the Grant Proceeds are used are for Eligible Expenses;
  - (d) it shall carry out the Project in a diligent and professional manner;
  - (e) it has obtained, or shall obtain, all necessary licenses, permits, approvals and authorizations, including any licenses, permits, approvals and authorizations required under law, including Environmental Laws, to proceed with the Project and to perform its

obligations under this Agreement;

- (f) any environmental issues or concerns relating to the Project which are known or ought to be known to the Recipient have been disclosed to FRIAA, and the Recipient shall inform FRIAA of any environmental issues or concerns regarding the Project which arise during the Term;
- (g) the execution by the Recipient of this Agreement and the carrying out of this Agreement and the Project by the Recipient have been duly and validly authorized by the Recipient in accordance with applicable law, and this Agreement shall constitute a binding legal obligation of the Recipient;
- (h) there is presently no action, suit or proceeding being brought or pending or threatened against or affecting the Recipient which could result in the expropriation of any property of the Recipient or which could affect its operations, properties or financial condition or its ability to complete the Project;
- (i) it has not entered into any agreements with other funders or sponsors in relation to the Project which conflict with the obligations of the Recipient under this Agreement or is prejudicial to the rights of FRIAA under this Agreement;
- (j) it is in compliance with all laws, orders and authorizations which relate to or affect it and is not subject to any order of any court or other tribunal affecting its operations;
- (k) it shall not alter the scope of the Project without prior written consent of FRIAA;
- (l) the Licensed Materials will be free from infringement of any proprietary rights;
- (m) the work relating to the Licensed Materials is original or the Recipient has acquired the right to use, publish, license and distribute the Licensed Materials on a world-wide basis;
- (n) any person who has been lobbying on behalf of the Recipient to obtain the Grant and who is required to be registered pursuant to the *Lobbyists Act SA 2007, c.L-20.5* was registered pursuant to such Act at the time the lobbying occurred;
- (o) it has not, nor has any person, corporation or organization directly or indirectly paid or agreed to pay and covenants that it and they shall not directly or indirectly pay any person to solicit funds from FRIAA for the Project for a commission, contingency fee or any other consideration dependent on the payment in whole or in part of FRIAA funds for the Project;
- (p) it shall not pledge any part of the Grant as security for any loan or debt of any kind except as expressly authorized by FRIAA in writing;
- (q) if directed by FRIAA, it shall forthwith repay to FRIAA any overpayments or unexpended balances of the Grant Proceeds, and such amounts shall constitute a debt due to FRIAA; and
- (r) it shall to the satisfaction of FRIAA, acting reasonably, ensure that all Project Costs are incurred in a manner that is transparent, competitive and consistent with value for money principles.

## 5. RECORDS, REPORTING AND MONITORING

- 5.1 During the Term and for a period of five (5) years thereafter, the Recipient shall maintain or cause to be maintained full, accurate and complete records of the activities conducted in furtherance of, and the results achieved through the conduct of, the Project, including full, accurate and complete records and books of account relating to the receipt and expenditure of the Grant and other funds received and expended for the purposes of the Project. Any records required to be maintained pursuant to this Agreement are subject to the protection and access provisions of the *Freedom of Information and Protection of Privacy Act RSA 2000 c.F-25*.

- 5.2 The Recipient shall, if requested by FRIAA, upon 30 days' Notice, permit any authorized representatives of FRIAA, or auditors engaged by FRIAA, to examine the Recipients books, accounts and other records related to the Project and the Grant, and to make copies thereof. The Recipient shall provide the authorized agents with such assistance as may be reasonably required during such an inspection. This right of inspection is limited to the purpose of ascertaining whether this Agreement has been complied with.
- 5.3 Where FRIAA undertakes an audit under this Agreement, the audited financial report shall be prepared by an independent, qualified auditor and the report shall be prepared in accordance with the *Canadian Institute of Chartered Accountants Handbook*.
- 5.4 The cost of any special audit, examination or report shall be payable by FRIAA, unless the audit, examination or report reveals non-performance, non-observance or breaches of this Agreement or indicates that the records and books of account were inadequate to permit a determination of how the Grant Proceeds were used by the Recipient or what results were achieved through the conduct of the Project, in which case the cost shall be borne by the Recipient.

## 6. OWNERSHIP OF MATERIAL

- 6.1 The Recipient acknowledges and agrees that:
- (a) all Project IP and Reports shall be the sole and exclusive property of FRIAA automatically upon creation, generation, development, compilation, or reduction to practice, and may be used by FRIAA for any purpose whatsoever; and
  - (b) the Recipient shall not acquire any ownership interest in any of the Project IP or the Reports.
- 6.2 FRIAA hereby grants the Recipient a non-exclusive, royalty-free, nontransferable, limited licence to make, use, copy or modify the Project IP and Reports solely for its internal business purposes (and not for distribution, publication or commercialization, either alone or in conjunction with another product or service). For greater certainty, the Recipient may not sublicense, rent, lease, loan, timeshare, sell, distribute, disclose, publish, assign, grant a security interest in, encumber or transfer in any manner any Project IP or Reports.
- 6.3 FRIAA shall own any improvement, enhancement, adaptation, alteration, transformation or other modification or derivative of any of the Project IP made by or on behalf of the Recipient or FRIAA (each, a "**Modification**"). The Recipient shall immediately notify FRIAA of any Modification made by or on behalf of the Recipient (each, a "**Recipient Modification**").
- 6.4 The Recipient (on its own behalf and as agent for its sponsors, employees, agents, contractors, subcontractors, and other representatives) will assign, and hereby assigns, irrevocably to FRIAA all of its right, title, and interest in and to all Project IP, Reports, and Recipient Modifications, including all rights to apply for any patents or other intellectual property registrations with respect to such Recipient Modifications and all enforcement rights and remedies for past, present, and future infringement thereof and all rights to collect royalties and damages therefor. Further:
- (a) to the extent that the Recipient retains, holds, or acquires any right or title in any Project IP, Reports, or Recipient Modifications despite the foregoing wording, the Recipient (on its own behalf and as agent for its personnel) declares and confirms that it holds that right or title as bare trustee and agent for FRIAA's sole benefit, and hereby grants to FRIAA an exclusive, royalty-free, fully-paid, transferable, irrevocable, perpetual, worldwide license (with rights to sublicense through multiple tiers of sublicensees) worldwide licence to fully exploit all such right or title Recipient may have in or to the Project IP, Reports, or Recipient Modifications.
  - (b) FRIAA may use, alter, vary, adapt and exploit all Project IP, Reports, and Recipient Modifications as it sees fit, without further notice or remuneration to the Recipient. The Recipient, on its own behalf and as agent for its personnel waives in favour of FRIAA all

moral rights that the Recipient or any of its personnel may have in any Project IP, Reports, or Recipient Modifications.

- (c) all applications for intellectual property registration filed by the Recipient, and all registrations issuing therefrom, shall automatically be included in the Project IP and subject to the licence granted to the Recipient under Section 6.2.
- (d) promptly at the request of FRIAA, whether before or after this Agreement terminates, the Recipient shall execute, obtain, and deliver such assignments, waivers, documents, and other instruments, deemed or desirable by FRIAA to effect and perfect the foregoing assignments and waivers and to effect, perfect, defend, enforce, register, maintain, or record its rights in and to the Project IP, Reports, and Recipient Modifications.

6.5 The Recipient shall promptly notify FRIAA in writing of any actual, suspected, or threatened infringement, misappropriation, or other violation of any Project IP by any third party of which it becomes aware. FRIAA has the sole right, in its discretion, to

- (a) bring any action or proceeding with respect to any such infringement;
- (b) defend any declaratory judgment action concerning any Project IP; and
- (c) control the conduct of any such action or proceeding (including any settlement thereof).

The Recipient shall provide FRIAA with all assistance that FRIAA may request, at the Recipient's expense, in connection with any such action or proceeding. FRIAA will be entitled to retain any monetary recovery resulting from any such action or proceeding (including any settlement thereof) for its own account.

6.6 FRIAA shall make no representations or warranties regarding use of the research, the Project IP, the Project, the Reports, by any person and the Recipient shall provide a disclaimer, disclaiming any liability for such use.

## **7. LIABILITIES, INDEMNITY AND INSURANCE**

7.1 FRIAA, its officers, directors, members, employees, contractors, affiliates, subsidiaries, partners or agents shall have no responsibility and shall not be liable whatsoever to the Recipient for any direct, indirect or consequential loss, injury or damage suffered by the Recipient as a result of the establishment or operation of the Project.

7.2 In the event that the Recipient sustains or suffers damages of any kind whatsoever resulting from the termination of the Project, the only claim of any kind that the Recipient may make against FRIAA is for liquidated damages in the sum of one (\$1.00) dollar.

7.3 The Recipient shall be liable for and indemnify and hold harmless FRIAA, its officers and directors, employees, agents, contractors and their respective officers, directors and employees from and against any and all liabilities, claims, demands, actions and costs (including legal costs on a solicitor-client basis) whatsoever that may arise directly or indirectly out of any act or omission of the Recipient or its officers, directors, shareholders, employees, contractors, affiliates, subsidiaries, partners or agents in respect of this Agreement. This indemnity and hold harmless provision shall survive this Agreement.

7.4 The Recipient shall abide by all Environmental Laws with respect to the Project and indemnify and hold harmless FRIAA, its officers and directors, employees, agents, contractors and their respective officers, directors and employees from any and all liabilities, claims, demands, actions and costs (including legal costs on a solicitor-client basis) whatsoever that may arise directly or indirectly out of any act or omission of the Recipient or its officers, directors, shareholders, employees, contractors, affiliates, subsidiaries, partners or agents in respect of any breach of any Environmental Laws by the Recipient, including any reclamation or remediation costs associated with the Project. This indemnity and hold harmless provision shall survive this Agreement.

- 7.5 The Recipient shall, at its own expense and without limiting its liabilities herein, insure its operations:
- (a) under a contract of General Liability Insurance in accordance with the insurance legislation of its jurisdiction, in an amount not less than ten million dollars (\$10,000,000) inclusive per occurrence, insuring against bodily injury, personal injury and property damage, including loss or use thereof, which insurance shall include products liability; and
  - (b) an all risk replacement cost policy for property that the Recipient owns or has an insurable interest in which is used in any way in connection with the Project.
- 7.6 FRIAA may require evidence of the required insurance in a form satisfactory to FRIAA at any time. All required insurance shall be endorsed to provide FRIAA with thirty (30) days' Notice of cancellation or material change restricting coverage.

## 8. NON-PERFORMANCE

- 8.1 Each of the following events constitutes an event of default under this Agreement ("**Event of Default**"):

- (a) if, in FRIAA's sole discretion, the Recipient
  - (i) fails to proceed with the Project; or
  - (ii) is not carrying out the Project;
- (b) the Recipient alters the Project without the consent of FRIAA;
- (c) the Recipient has failed to pay FRIAA dues or any other fee or charge imposed by FRIAA;
- (d) the Recipient uses any part of the Grant Proceeds other than for Eligible Expenses; or
- (e) the Recipient otherwise breaches any of its obligations pursuant to this Agreement.

- 8.2 Upon the occurrence of an Event of Default FRIAA may give Notice (the "**Remedy Notice**") to the Recipient referring to such Event of Default and requiring the Recipient to remedy the breach within such time as FRIAA may, in its sole discretion, determine.

- 8.3 If the Recipient fails to commence to remedy the breach within the time specified in the Remedy Notice or the Recipient fails to diligently pursue such remedy to completion, FRIAA may do any one or more of the following:

- (a) terminate this Agreement immediately;
- (b) demand repayment of all or any portion of the Grant; or
- (c) pursue any remedy available to FRIAA in law or equity.

## 9. TERMINATION

- 9.1 FRIAA may terminate this Agreement without cause by providing thirty (30) days' Notice to the Recipient, in which case this Agreement shall be terminated as of the date given in such Notice.

- 9.2 The Project may be terminated by mutual consent of the Parties evidenced in writing.

- 9.3 On termination of this Agreement, FRIAA may require the Recipient to do one or more of the following and, depending on the requirement, the Recipient shall immediately:

- (a) make no further commitments for expenditures and make no further disbursements from the Grant Proceeds except with FRIAA's prior written consent;
- (b) transfer to FRIAA any or all Grant Proceeds;
- (c) provide an accounting of the Grant Proceeds setting out details of revenues and expenditures from the Grant Proceeds from the date of last audited financial statements to the date of termination including the balance of the Grant Proceeds remaining; and

- (d) provide any of the Reports for the portion of the Project completed up to the date of termination.

## 10. WORKER'S COMPENSATION

- 10.1 The Recipient shall comply with the *Worker's Compensation Act* and shall, upon demand, deliver to FRIAA a certification from the Worker's Compensation Board certifying:
- (a) The Recipient is registered and in good standing with the Worker's Compensation Board;
  - (b) The Recipient is not required by the *Worker's Compensation Act* and the regulations thereto to have coverage thereunder for the Project; and
  - (c) FRIAA will not have current or future liability to the Worker's Compensation Board as a consequence of this Agreement or the Grant.
- 10.2 The Recipient shall maintain a valid account at the Worker's Compensation Board covering all workers involved with the Project.
- 10.3 The Recipient shall, upon demand, provide to FRIAA any other documentation considered necessary or desirable by FRIAA evidencing that the Recipient's subcontractors are covered by the *Worker's Compensation Act*.

## 11. OCCUPATIONAL HEALTH & SAFETY

- 11.1 The Recipient, its employees, agents and permitted subcontractors, shall at all times comply with the *Occupational Health and Safety Act*, SA 2020 c.O-2.2, its accompanying regulations and any successor legislation thereto (the "**OH&S Act**").
- 11.2 The safety qualification of the Recipient shall be in the form of a Certificate of Recognition ("**COR**") or where applicable a Small Employers' Certificate of Recognition ("**SECOR**") or any certifications, which are relevant to the forestry industry and which are recognized by the government of Alberta. FRIAA may, in its sole discretion, accept certification equivalent to the COR or SECOR ("**Equivalent Certification**"), or such other documentation as may otherwise be determined by FRIAA in its sole discretion ("**Other Documentation**").
- 11.3 The Recipient shall obtain a COR, SECOR, Equivalent Certification or Other Documentation before the Project Start Date and shall maintain the COR, SECOR, Equivalent Certification or Other Documentation throughout Term.
- 11.4 The Recipient shall ensure all safety policies and plans are adhered to, including but not limited to its:
- (a) COR, SECOR, Equivalent Certification or Other Documentation;
  - (b) subcontractor and consultant training program policies; and
  - (c) the work site control plan,
- specifically set out in the safety plan as provided to FRIAA upon request.
- 11.5 The Recipient shall ensure that any permitted subcontractor of the Recipient shall have and maintain a COR, SECOR, Equivalent Certification or Other Documentation at any time such permitted subcontractor is providing services to the Recipient for the work being performed under this Agreement.
- 11.6 The Recipient, whether or not it is acting as the "Prime Contractor" for the purposes of the OH&S Act, shall ensure that any subcontractors engaged in the completion of the work are able to comply with all health and safety requirements before commencing such work.
- 11.7 The Recipient shall identify work site hazards and shall develop operational occupational safety policies, procedures and plans that are specific to those hazardous aspects of the work to ensure the safety of every person at the work site and the public travelling through the site.

- 11.8 When requested by FRIAA, the Recipient shall promptly provide copies of its COR, SECOR, Equivalent Certification or Other Documentation and the safety policies, procedures and plans described in this Article prior to Project Start Date or at any time during the Term.
- 11.9 Where FRIAA determines and notifies the Recipient that it is not in compliance with the OH&S Act the Project shall be suspended. The Project shall not resume until the Recipient has taken corrective actions and FRIAA is satisfied that the Project complies with the OH&S Act.
- 11.10 If any relevant authority conducts a work site inspection that results in “orders” being issued to the Recipient or any of its subcontractors, the Recipient shall immediately supply copies of these orders to FRIAA.
- 11.11 Notwithstanding section 11.10, FRIAA may order the suspension of work in cases of recognized imminent danger or when the Recipient fails to comply with orders issued by any relevant authority or fails to rectify previously identified work site hazards.
- 11.12 If an injury or accident (as defined in the OH&S Act) involving the Recipient’s employees, agents or subcontractors occurs, the Recipient shall conduct an accident investigation in accordance with section 33 of the OH&S Act.
- 11.13 The Recipient shall supply a copy of the investigation report described in section 11.12 to FRIAA within 72 hours after the injury or accident has occurred. If a death involving the Recipient’s employees, agents or subcontractors occurs, the Recipient shall inform FRIAA within two hours after such a death.
- 11.14 The Recipient shall conduct safety meetings prior to the Project Start Date and monthly thereafter.
- 11.15 A breach of the OH&S Act shall be considered to be a breach of this Agreement.

## **12. COMMUNICATIONS**

- 12.1 The Recipient shall acknowledge the support of FRIAA in all of the Recipient’s publications, promotions or advertising that relate to the Project.
- 12.2 The Recipient shall notify FRIAA and obtain FRIAA’s written approval to publish any articles, presentations, posters, websites, signage or other presentation of the Project that, in FRIAA’s sole opinion, contain FRIAA’s confidential information or may compromise FRIAA’s ability to comply with Program requirements, Program funding agreements or other related obligations which approval shall not be unreasonably withheld.
- 12.3 The Recipient shall not make any public announcement or issue any press release regarding the entering into of this Agreement or the making of the Grant, except in consultation with and approval of FRIAA as to the contents of the announcement or press release, which approval shall not be unreasonably withheld.

## **13. CONFIDENTIAL INFORMATION**

- 13.1 The Recipient shall not disclose any third party confidential information or document or make use of any intellectual property rights subject-matter that it becomes aware of or takes possession of from a third party during the implementation of the Project, without having obtained written authorization from the third party releasing it from the obligation of confidentiality, and the Recipient shall ensure that all of its employees, representatives, delegates, agents, consultants or subcontractors act accordingly. Upon request of FRIAA, the Recipient shall provide FRIAA with a copy of the authorization obtained.
- 13.2 The Recipient shall not disclose any confidential information or document nor make use of any intellectual property rights subject-matter that it becomes aware of or takes possession of during the implementation of the Project regarding FRIAA or provided by FRIAA, without first having

obtained written permission from FRIAA, and the Recipient shall ensure that all of its employees, representatives, delegates, agents, consultants or subcontractors act accordingly.

#### 14. NOTICES

14.1 Any notices, approvals, consents and other communication under this Agreement shall be in writing (each such communication being a form of “**Notice**”) to the following respective addresses:

(a) if to FRIAA:

Forest Resource Improvement Association of Alberta  
Box 11094, Main Post Office  
Edmonton, Alberta T5J 3K4  
Phone: 780.429.5873  
Email: admin@friaa.ab.ca

(b) if to the Recipient:

Town of Canmore  
902 – 7th Ave, Canmore, AB, T1W 3K1  
Attention: Scott McKay  
Phone: 403-678-8923  
Email: [scott.mckay@canmore.ca](mailto:scott.mckay@canmore.ca)

(c) and a copy of any Notice under this Agreement shall be sent to:

DLA Piper (Canada) LLP  
Suite 2700, Stantec Tower  
10220 103 Avenue NW  
Edmonton, AB T5J 0K4  
Attention: Robert A. Seidel, Q.C.  
Phone: 780.429.6814  
Fax: 780.702.4363  
Email: robert.seidel@dlapiper.com

14.2 Either Party may change its address information by giving Notice to the other Party. Any Notice is deemed to have been received on the day of delivery, if hand-delivered, when the other Party acknowledges receipt, if sent by registered mail and one business day following transmission, if sent by facsimile or email.

#### 15. MISCELLANEOUS

15.1 This Agreement is an agreement for the Grant only. It does not create a partnership, agency, joint venture or employer/employee relationship between the Parties and the Recipient shall not represent itself as such, including in any agreement with a third party.

15.2 The Recipient declares and guarantees that no offer, gift or payment, consideration or benefit of any kind, which constitutes an illegal or corrupt practice, has been or shall be made to anyone by the Recipient, either directly or indirectly, as an inducement or reward for the award or execution of the Agreement. Any such practice is grounds for terminating the Agreement or taking any other corrective action as required.

15.3 Any waiver of the provisions of this Agreement does not limit or affect FRIAA’s rights with respect to any other breach, non-performance whether previous to, subsequent to or in the future.

15.4 The Recipient shall declare in writing to FRIAA if the Recipient or any of the Recipient’s officers or employees included in the Project:

- (a) were convicted during a period of three years prior to the submission of the Project Proposal, by a court of law in Canada or in any other jurisdiction for an offence involving bribery or corruption; or
  - (b) are under sanction for an offence inducing bribery or corruption, imposed by a government, a governmental organization or a development organization providing development assistance.
- 15.5 The Parties may, from time to time, to do all such acts and provide such further assurances and instruments as may reasonably be required in order to carry out the provisions of this Agreement according to their spirit and intent. The Recipient shall execute whatever documents are required to implement and register these terms and conditions or the security interests granted hereunder.
- 15.6 Notwithstanding anything to the contrary contained herein, neither FRIAA nor the Recipient shall be liable for any delays or failures in performance resulting from acts beyond its reasonable control including, without limitation, acts of God, pandemics, epidemics, acts of war or terrorism, fire, flood, shortage of supply, breakdowns or malfunctions, interruptions or malfunction of computer facilities, or loss of data due to power failures or mechanical difficulties with information storage or retrieval systems, labour difficulties, civil unrest, acts of government or other regulatory authority. Notwithstanding the foregoing, in the event of such an occurrence, each Party shall inform the other forthwith as to the state of *force majeure* and agrees to make good faith efforts to perform its obligations hereunder.
- 15.7 This Agreement shall enure to the benefit of and be binding upon the Parties and their respective heirs, executors, administrators, successors and assigns.
- 15.8 No addition to, deletion from or variation or amendment of any provision of these terms and conditions shall be binding on the Parties unless it is in writing signed by the Parties.
- 15.9 If any provision of this Agreement is found to be invalid at law by a court of competent jurisdiction, then such provision shall be deemed to be severed from this Agreement and the remainder of this Agreement shall not be affected and shall remain in full force to the extent permitted by law.
- 15.10 Time is of the essence in this Agreement.
- 15.11 This Agreement may be signed by originals or by facsimile or portable document format (PDF) and executed in any number of counterparts, and each executed counterpart shall be considered to be an original. All executed counterparts taken together shall constitute one agreement.
- 15.12 This Agreement shall be governed by the laws of the Province of Alberta and the Federal laws of Canada applicable therein and the Alberta courts shall have jurisdiction with regard to all matters arising under or in connection with them.

**FOREST RESOURCE IMPROVEMENT ASSOCIATION  
OF ALBERTA**

Per:   
Authorized Signatory (Todd Nash)

**TOWN OF CANMORE**

Per: \_\_\_\_\_  
(Authorized Signatory)

\_\_\_\_\_  
(Print Name)

**SCHEDULE A  
PROJECT SCOPE, BUDGET, PROJECT PLAN, AND REPORTS**

**PROJECT SCOPE**

1. Name of Project: 2025 Larch FireSmart Vegetation Management
  
2. Project Identification Number: FFP-24-62
  
3. Project Start Date: January 10, 2025
  
4. Project Completion Date: April 30, 2025
  
5. Total Project Value (*i.e.* total costs): \$162,000.00

**PROJECT PLAN**

6. Work Plan (description of tasks, milestones and deliverables): As per Section 3.2 of the Project Proposal (Schedule D)
  
7. Budget and Project Financing Schedule:

Progress Report	Task(s) and Estimated Milestones	Reporting Period		FRIAA Payment
		Start Date	End Date	
Progress Report 1	Signed Project Grant Agreement, project start up, Wildfire Fuel Management Prescriptions complete with AF&P acceptance.	January 10, 2025	February 15, 2025	\$50,000
Progress Report 2	50% vegetation management complete	February 16, 2025	March 30, 2025	\$80,000
Final Outcomes Report	100% vegetation management complete (2.67 ha new treatment and 6.48 ha second-pass treatment for a total of 9.15 ha), Final Outcomes Report	April 1, 2025	April 30, 2025	\$32,000
<b>Total</b>				<b>\$162,000</b>

## REPORTS

- 8. Financial and Technical Reports**
- The Recipient shall submit an unaudited financial report and technical report at regular intervals as determined by FRIAA and within thirty (30) days of receiving FRIAA's written request, interim reports for the Project detailing how much of the Project has been completed, how much money has been spent, and how much of the Project remains to be completed in formats acceptable to FRIAA in the exercise of its sole discretion.
- The Recipient shall submit within thirty (30) days of receiving FRIAA's written request an annual technical report detailing how much of the Project has been completed, how much money has been spent, and how much of the Project remains to be completed in formats acceptable to FRIAA in the exercise of its sole discretion.

- 9. Progress Reports

**Progress Report 1 – February 15, 2025** – Report to contain description of activities to date, a description of contractor selection process (or, if applicable, outcome of contractor selection process), a Summary of Project Expenses to date in FRIAA specified format and a formal claim request for grant funds and a signoff from the project manager (Schedules A & B). Copies of Wildfire Fuel Management Prescriptions in AF&P specified format must be provided to FRIAA along with the AF&P acceptance, and the associated RPF or RPFT signoff.

**Progress Report 2 – March 30, 2025** – Report to contain description of activities to date, a description of contractor selection process (or, if applicable, outcome of contractor selection process), a Summary of Project Expenses to date in FRIAA specified format and a formal claim request for grant funds and a signoff from the project manager (Schedules A & B).
  
- 10. Reports Format

All reports must contain the information and be in a format specified by or acceptable to FRIAA, as may be made available by FRIAA on FRIAA’s website, and signed by an individual qualified to attest to the accuracy of the information provided.
  
- 11. Final Financial Report

The Recipient shall provide a final financial report, accounting for all Project revenues and expenditures (the “**Final Financial Report**”).
  
- 12. Final Outcomes Report

The Recipient shall provide a final technical report that sets out the outcomes of the Project (“**Final Outcomes Report**”). The Final Outcomes Report must also include a concise summary of what the Project has achieved together with the status of performance of the Project in terms of process, output, outcomes and impact measures.

The Final Outcomes Report shall include a detailed map identifying all treated areas (9.15 ha) by hectares and treatment type and shapefiles of the final treated areas. Shapefiles must be unlocked with no permissions required, in a .shp format (.kmz is not an acceptable format), shapefiles must consist of polygons, projections must be in NAD 83. Additional requirements for shapefiles may be requested by FRIAA. Report to contain description of activities to date; a description of contractor selection process (or, if applicable, outcome of contractor selection process); a Summary of Project Expenses to date in FRIAA specified format and a formal claim request for grant funds and a signoff from the project manager (Schedules A & B).

- 13.** Final Financial Report, Final Outcomes Report and Non-Confidential Final Report
- On or before the Project Completion Date, the Final Financial Report and the Final Outcomes Report shall be submitted in one electronic version. FRIAA may make copies of these Reports for use by FRIAA as permitted under this Agreement.
- The Recipient should also be prepared to address the Final Financial Report and the Final Outcomes Report in a presentation to FRIAA.
- The Final Financial Report and the Final Outcomes Report shall be satisfactory to FRIAA in its sole discretion, acting reasonably.
- 14.** Other Reports
- During the Term and for a period of five years thereafter, the Recipient must provide such additional follow-up information as FRIAA may reasonably request for the purpose of evaluating the Project outcomes or benefits.

**SCHEDULE B**  
**PAYMENT SCHEDULE**

**Payment Schedule** - Subject to and in accordance with the Agreement, including receipt of the reports required by Schedule A, the Grant of up to \$162,000.00 shall be paid according to the Budget and Project Financing Schedule:

1. Following the completion of each reporting period as described in the Budget and Project Financing Schedule in Schedule A, (each a “**Reporting Period**”), the Recipient shall provide FRIAA with a Progress Report which includes the detail for that Reporting Period as outlined in the Reports section of Schedule A, together with supporting expense claim invoices, receipts or time cards. The Progress Reports must also outline all funds received by the Recipient from third parties with respect to the Project.
  
2. Progress Reports, Final Outcomes Report, Final Financial Report, Project IP and Other Reports may be sent to the FRIAA submissions portal at: <https://friaa.ab.ca/program-submissions>.

**SCHEDULE C**  
**FRIAA CONFLICTS OF INTEREST**

**I. LEGISLATIVE MANDATE**

**1. The *Societies Act* (the “*Societies Act*”)**

Section 9 of the *Societies Act*, RSA 2000 c.S-14 requires FRIAA to provide in its bylaws for the appointment and removal of directors and officers and their duties, powers and remuneration:

**9(4)** The by-laws that accompany the application shall contain provisions for all the following matters:

...

(d) the appointment and removal of directors and officers and their duties, powers and remuneration;

**2. The *Forest Resource Improvement Regulation* (the “FRIAA Regulation”)**

Section 3 of the FRIAA Regulation (AR 152/97) as amended, under the *Environmental Protection and Enhancement Act*, SA 1992, c.E-13.3 (“EPEA”), and under the *Forests Act*, RSA 2000, c.F-22, prescribes the powers which have been delegated to FRIAA:

**3(1)** The purpose of the Association is to establish programs or initiatives:

(a) for the enhancement of forest resources of Alberta;

(b) to promote enhanced management of the forest resources of Alberta;

(c) to improve the sustained yield of the forest resources of Alberta;

(d) to promote integrated resource management; and

(e) for the reforestation of public land using the reforestation levies collected by the Association.

**(2)** In order to carry out its purposes, the Association is delegated the powers of the Minister to establish and administer programs and initiatives under section 12(a) of EPEA in relation to the forest resources of Alberta.

**3. Bylaws of the *Forest Resource Improvement Association of Alberta* (the “FRIAA Bylaws”)**

Article 4.1 of the FRIAA Bylaws provides that the Board is to manage and direct the affairs of FRIAA:

**4.1** The Board is to manage, oversee and direct the affairs of the Society in the name of and on behalf of the Society.

Article 4.3 of the FRIAA Bylaws enables the Board to enact policies regarding the direction, management and operation of FRIAA:

**4.3** The Board may enact and enforce policies regarding the direction and management of the Society, and such policies shall be consistent with these Bylaws.

Article 5.11 of the FRIAA Bylaws provides that each Director present at a meeting shall vote on all motions:

**5.11** Each Director present at a meeting shall, subject to requirements of law and the objects and Bylaws, vote on all motions.

Article 8.11 of the FRIAA Bylaws prescribes the manner in which FRIAA shall carry out its powers, duties, functions, services and activities:

**8.11** The Society shall:

(a) carry out its powers, duties, functions, services and activities efficiently

and effectively, and

- (b) have due regard to the interests of the general public, of the persons affected by or subject to its decisions and actions, and of the industry.

Article 8.12 of the FRIAA Bylaws prescribes that the operation of FRIAA shall be without the purpose of gain for its Members:

- 8.12** The operation of the Society shall be carried on without the purpose of gain for its Members, and any accretions to the Society shall be used to promote the objects of the Society.

## II. GENERAL POLICIES

### 1. Background to Policy

FRIAA is a society incorporated under the Societies Act. Pursuant to its bylaws, the affairs of FRIAA are managed and directed by the Directors of FRIAA. The Directors of FRIAA, by virtue of their position of control over the affairs of the Association, stand in a fiduciary relationship to FRIAA. Consequently, the Directors of FRIAA must have regard to the requirements of the law governing fiduciary relationships where conflicts of interest arise.

The Directors of FRIAA are mindful that their actions will be subject to public scrutiny. FRIAA has been delegated certain powers, duties and responsibilities of the Minister of Environmental Protection under the Environmental Protection and Enhancement Act and the Forests Act. The Directors of FRIAA discharge these powers, duties and responsibilities in a manner which is consistent with and which furthers the public interest.

FRIAA has adopted a set of guidelines which will assist the Directors of FRIAA to discharge their duties in accordance with their responsibilities as fiduciaries and as responsible stewards of a public undertaking. The guidelines are attached to and form part of this policy statement.

### 2. Requirements of Fiduciaries at Common Law

The common law imposes upon fiduciaries the duty to act in utmost good faith towards their beneficiaries. Fiduciaries must act toward their beneficiaries with a heightened sense of loyalty and fidelity. Fiduciaries must act in a manner consistent with the best interests of their beneficiaries in all matters related to the undertaking of trust and confidence. Fiduciaries must scrupulously avoid placing themselves in a position of conflict of interest.

The general rule regarding conflicts of interests is that no one who has duties of a fiduciary nature is allowed to enter into engagements in which he has or can have a personal interest conflicting with the interests of those whom he is bound to protect. Even where the fiduciary acts in good faith, the foregoing restriction applies. A fiduciary cannot place his own interests ahead of those of his beneficiary, even in situations where the beneficiary benefits from the arrangement. A fiduciary cannot benefit personally from any opportunity which comes to his awareness by way of his fiduciary position. A fiduciary must not use any aspect of the beneficiary's property for personal gain. More specifically, a fiduciary must not use for personal benefit a beneficiary's assets, goods, information or opportunities.

Fiduciaries must not use their position to benefit persons closely associated with them. Where a benefit is conferred upon a person with whom the fiduciary is closely associated, the fiduciary benefits indirectly. Regard must be had to all of the surrounding circumstances to determine whether a person is associated with a fiduciary. Persons sharing business relations or family relations will in most instances be characterized as associates of the fiduciary. In some instances, close personal relations will also give rise to an association between the fiduciary and the person. The key issue in determining whether a fiduciary is associated with another person is whether the fiduciary's ability to represent the interests of the beneficiary is or appears to be compromised as a result of the fiduciary's relationship with the third party.

### **3. Application of General Fiduciary Principles to FRIAA Directors**

The Directors of FRIAA stand in a fiduciary relationship with FRIAA. The Directors must not use their position to gain benefit personally, whether such benefit accrues to them directly or indirectly. Directors must not use their position to benefit persons related to them or with whom they are closely associated, such as business partners.

These types of transactions, however, are exceptional and are not anticipated to arise with frequency. Where they do arise, the affected Director must declare a conflict, fully disclose his interest in the transaction, and refrain from discussing or voting upon the matter. Whether the transaction will be approved will be a matter for the Board to determine.

Directors are encouraged not to make frequent use of the exceptions provided above. The general rule that FRIAA does not enter into transactions with Directors or with related persons must be observed with minimal exceptions in order to ensure public confidence in FRIAA and its undertakings remains high.

### **4. Application of General Fiduciary Principles to FRIAA Board Committee Members**

Members of FRIAA's Board Committees play an important role in FRIAA by providing advice to the Board of Directors on the programs administered by FRIAA. Members of FRIAA's Board Committees may be entrusted with information which is confidential to FRIAA and will be expected to provide advice to the Board of Directors based upon that confidential information. Members of FRIAA's Board Committees may be delegated responsibility for making certain decisions by the Board of Directors. In all matters, generally, members of FRIAA's Board Committees will have a high level of responsibility to FRIAA.

Members of FRIAA's Board Committees also stand in a fiduciary relationship to FRIAA. Board Committees are established by the Board of Directors. Membership on Board Committees is determined by the selections made by those organizations described in the bylaws of FRIAA. Individual members stand in a fiduciary relationship to FRIAA. As fiduciaries, individual members of Board Committees must conduct themselves accordingly. Committee members must not consider themselves to be representatives of the organization with which they may be affiliated as to do so would be inconsistent with the duty of loyalty each of them owes to FRIAA.

The guidelines which govern the conduct of Directors apply with equal force to individual members of Board Committees.

### **5. General Fiduciary Responsibilities of Stakeholder Representatives**

The Board of Directors has been structured so as to ensure the Board of Directors is composed of a diverse selection of individuals. Each individual director is expected to bring to the Board of Directors a set of viewpoints and experiences which may not be experienced by his fellow Directors. This diversity of viewpoints at the Board adds strength and depth to Board decisions.

Both Directors and Board Committee members must appreciate that while their selection to the Board or to the Committee may be as a result of a particular organization, once appointed their loyalties are first and only to FRIAA.

Both Directors and Committee members will be required to make decisions based on what they perceive to be the best interests of FRIAA. Although it is intended that Directors and Committee members will draw upon their experiences and views gained through their association with other organizations, it is not intended that Directors or Committee members serve as representatives of those associations on FRIAA. As Directors and Committee members, their loyalties are first and only to FRIAA.

Directors and Committee members may find themselves in a position of conflict as a result of their associations with organizations having dealings with FRIAA. A conflict may arise where an organization seeks to enter into a transaction with FRIAA. Where a conflict arises, the affected

Director or Committee member must declare the conflict, fully disclose any personal interest he may have in the transaction, and refrain from discussing or voting upon the matter. Whether the transaction will be approved will be a matter for the Board or the Committee to determine.

It would be inconsistent with their duties of loyalty and fidelity to FRIAA for a Director or Committee member to participate in a discussion or decision relating to a matter in which they have a conflict of interest. Their participation in any discussions or decisions related to a matter in which they have a conflict could invalidate the decision and could result in embarrassment to both FRIAA and the affected organization. If the conflict is significant, public confidence in FRIAA could suffer.

### III. CONFLICT OF INTEREST GUIDELINES

#### Definitions

1. In these Guidelines,

**“affiliated organization”** means any members of FRIAA;

**“associated”** means a relationship, transaction or connection such that the relationship, transaction or connection:

- (a) has the potential to affect, or give the appearance of affecting, the ability of the Director or Committee Member to act impartially on behalf of FRIAA in a transaction; or
- (b) between FRIAA and the person would, or would be seen, to confer a direct or indirect benefit upon the Director or Committee Member.

**“benefit”** means a direct or indirect pecuniary or non-pecuniary advantage and includes the avoidance of a detriment, but does not include the prestige associated with the position of Director or Committee Member nor participation in activities or programs of FRIAA in which the public has an opportunity to participate;

**“Board”** means the Board of Directors of FRIAA;

**“Committee”** means a Board Committee or Sub-Committee of FRIAA;

**“Committee Member”** means a member of a Committee;

**“Director”** means a member of the Board;

**“FRIAA”** means the Forest Resource Improvement Association of Alberta;

**“member organization”** means any organization that becomes a member of FRIAA in accordance with the bylaws of FRIAA;

**“person”** means an individual, corporation, association, partnership or organization;

**“related person”** means a person who is associated with a Director or Committee Member;

**“transaction”** means an arrangement, other than a gift, under which:

- (a) FRIAA and another person agree to exchange value or services;
- (b) FRIAA confers a benefit on another person, or
- (c) FRIAA receives a benefit from another person.

#### Statement of Principles

- 2. Directors and Committee Members shall at all times act in accordance with and display utmost good faith towards FRIAA.
- 3. Directors and Committee Members shall at all times act in accordance with and display a heightened sense of loyalty and fidelity to FRIAA.

4. Directors and Committee Members shall not use for personal gain any of FRIAA's assets, goods, information or opportunities.
5. Directors and Committee Members shall not disclose any information which is confidential to FRIAA during or after their tenure as Directors or Committee Members except as may be authorized by FRIAA or required by law.

#### **Prohibited and Permitted Transactions**

6. Except in accordance with this policy, FRIAA shall not enter into transactions with a Director, Committee Member or a related person where the Director, Committee Member or related person may benefit personally from the transaction.
7. FRIAA may enter into a transaction with a Director, Committee Member or related person if the affected Director or Committee Member:
  - (a) declares a conflict of interest in respect of the proposed transaction;
  - (b) discloses to the Board or Committee the full nature and extent of his interest in the proposed transaction and, to the extent that he is able, the interest of any related person in the proposed transaction; and
  - (c) establishes to the satisfaction of the Board or Committee that:
    - (i) the proposed transaction is fair and reasonable to FRIAA; and
    - (ii) the proposed transaction would meet or exceed community expectations about the conduct of FRIAA; and
    - (iii) the Board or Committee approves the proposed transaction.
8. When authorizing a transaction under section 7, the Board or Committee may impose any conditions it deems necessary in the circumstances to protect FRIAA or to safeguard public confidence in FRIAA's undertakings.
9. For the purposes of section 7, the affected Director or Committee Member shall not participate in any decisions relating to the proposed transaction.
10. For the purposes of section 7, the affected Director or Committee Member shall not be counted as part of the quorum making any decisions relating to the proposed transaction.
11. Where the Board or Committee approves a transaction under section 7, an entry shall be made into the minutes of the meeting confirming the approval of the transaction by the Board or Committee.
12. The Board may review any decision made by a Committee to approve a transaction under section 7.

**SCHEDULE D  
PROJECT PROPOSAL**

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**Forest Resource Improvement Association of Alberta**

P.O. Box 11094, Main Post Office,  
Edmonton, Alberta T5J 3K4

EOI # (from RFP invitation)	EOI # -24-18 <sup>H2 Attachment 2</sup>
Project Title	2025 Larch FireSmart Vegetation Management
Project Type	Vegetation/Fuel Management

**FRIAA FIRESMART PROGRAM**  
**Request for Proposal Summary - Application Form & Template**  
**FRIAA-FFP VEG NOVEMBER 2024, RFP**

**Attn: FRIAA Administrator**  
**Telephone: 780-429-5873**  
**Submission Portal:**  
<https://friaa.ab.ca/program-submissions/>

**Applicant Information**

Applicant Organization (Legal name):	Town of Canmore	Phone:	403-678-8923
Mailing Address:	902 – 7 <sup>th</sup> Ave, Canmore, AB. T1W 3K1	Fax:	N/A
Authorized Representative (name and title of signing authority)	Scott McKay, General Manager of Municipal Services	Email:	<a href="mailto:scott.mckay@canmore.ca">scott.mckay@canmore.ca</a>
Project Manager (name and organization / company)	Michael Bourgon, Deputy Fire Chief	Phone:	403-678-7294
		Email:	<a href="mailto:michael.bourgon@canmore.ca">michael.bourgon@canmore.ca</a>

**FireSmart Discipline - Project Information**

Primary Eligible Activity	Term of Project	Amount of Funding Applied for
<input checked="" type="checkbox"/> Vegetation/Fuel management (e.g. fuel breaks, thinning and pruning, vegetation removal/reduction and conversion to more fire-resistant species);	January–April/2025	\$162,000

- Applicant has been in contact with a FRIAA Field Liaison to discuss the specified application activity. **(REQUIRED)**
- Applicant has substantially completed all other FRIAA FireSmart projects, particularly in this discipline. **(REQUIRED)**

- Agency Support Attachments:**
- Project Support Letter from Fire Department / Fire Emergency Service Provider, **OR** the Fire Department/Fire Emergency Service Provider is the applicant of this project – **REQUIRED.** (If submitted with EOI, do not need to resubmit.)
  - Project Support Letter from Wildfire Management Branch – Forestry and Parks - strongly encouraged. (If submitted with EOI, do not need to resubmit.)
  - Cover Page of Current Approved Plan, if one exists. (If submitted with EOI, do not need to resubmit.)

**Acknowledged by Applicant**

- Band Council Resolution (attached for applications from Alberta First Nations)
- Settlement Council Resolution (attached for applications from Métis Settlements) or President of Métis Co-operative/Enterprise/Local
- Municipality Council Resolution (for applications from Municipalities)

The Applicant acknowledges that it has read, understands and agrees with the requirements, terms and conditions of the FRIAA FireSmart Program (the "Program"), the Request for Proposal (the "RFP") and Program Outline, and the FRIAA FireSmart Project Grant Agreement (the "PGA") and by its submission of this Application and its Proposal acknowledges and agrees that the Applicant shall be bound by the requirements, terms and conditions of the Program, the RFP and Program Outline, the PGA and FRIAA's policies, procedures protocols and guidelines as well as any and all requirements and directions as may be determined by FRIAA's Board of Director at its sole discretion. The Applicant also acknowledges and agrees that this Application and Proposal may be accepted by FRIAA on further terms and conditions which shall be binding on the Applicant and that the acceptance of this Application and Proposal does not represent a commitment by FRIAA to fund all or any of the activities proposed therein.

\_\_\_\_\_  
Authorized Representative (as named above)

November 28, 2024  
\_\_\_\_\_  
Date

## Application Template

### 1. Project Overview (Fuels and Values-At-Risk)

#### 1.1. DESCRIPTION OF THE VEGETATION MANAGEMENT ACTIVITIES AND OUTCOMES

- Fire Guard (Specify ha) \_\_\_\_\_
- Mulch (Specify ha) \_\_\_\_\_
- Thin - mechanical (Specify ha) \_\_\_\_\_
- Thin/prune – hand crew (Specify ha) - 9.15ha
- Remove Down and Dead (Specify ha) \_\_\_\_\_
- Pile and burn (Specify ha) \_\_\_\_\_
- Re-treatment (Specify ha) - 6.48 ha
- Other (Specify ha) \_\_\_\_\_

#### 1.2. DESCRIPTION OF FUEL TYPES<sup>1</sup>

- Conifer (Spruce, Pine) (ha) – 9.15 ha
- Deciduous (Leafless) (ha) \_\_\_\_\_
- Mixedwood (Leafless, Green) (ha) \_\_\_\_\_
- Open (Grass: Matted, Standing) (ha) \_\_\_\_\_

#### 1.3. DESCRIPTION OF FUEL PROXIMITY TO VALUES-AT-RISK

- Adjacent
- Fuel wick into community
- Within 500 m
- Within 10 km

#### 1.4. DESCRIPTION OF VALUES-AT-RISK<sup>1</sup>

- Critical Infrastructure: 1-School, 1-Reception Centre, 2-Lift Stations, 1-Water Pumphouse, 1-Natural Gas Relay Station
- Standard Values: Residential homes (235 dwellings)
- Other (Specify): Bow Valley Seniors Lodge (6 structures)

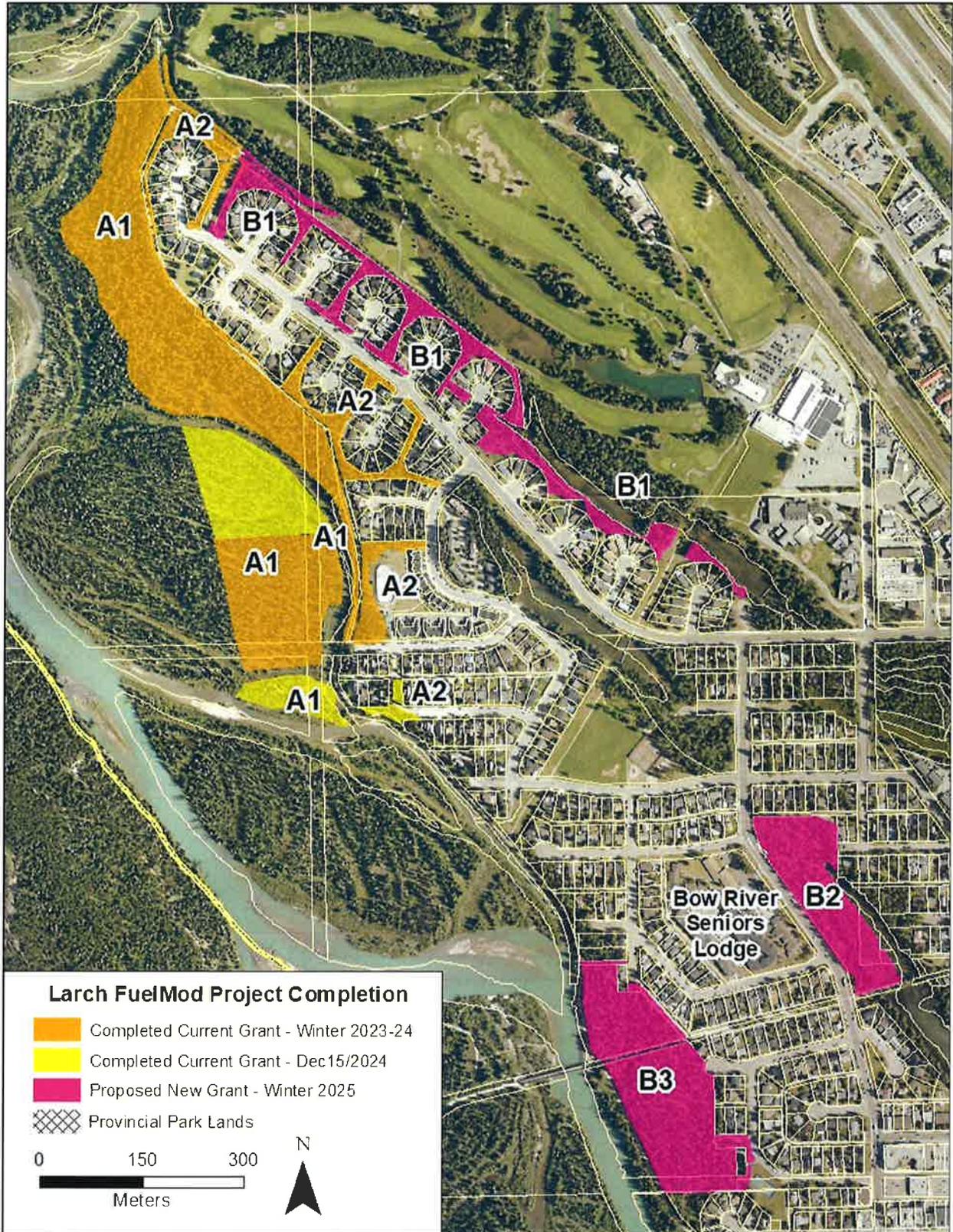
### 2. Project Location (Access and Egress)

This grant application is to complete the fuel treatment units proposed in the previous grant that were unable to be completed due to grant budget limits (see map).

The Larch project area includes existing fuel treatment units (FTU's) that were originally treated from 2013 to 2015 and new proposed FTU's to strengthen the existing fuelbreaks. Proposed & existing FTU's are on Municipal and Provincial-crown lands within the Town of Canmore.

- The Larch neighbourhood is one-road in and out
- There have not been any wildfire evacuations in the past
- Canmore Fire/Rescue operates their firehall within the Town

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### 3. Emergency Services Engagement

**3.1. INDICATION OF ENGAGEMENT AND SUPPORT OF FIRE EMERGENCY SERVICES PROVIDER(S)**

Town of Canmore Fire Rescue and the Project Manager/Director of Emergency Mgt Caitlin Miller work together - support from Canmore Fire Rescue is not necessary.

**3.2. INDICATION OF REVIEW AND SUPPORT WILDFIRE MANAGEMENT BRANCH**

Letter of support from Richard Paton, Calgary Forest Area, was submitted with the EOI.

### 4. Project Scope and Priority

**4.1. DESCRIBE THE PROJECT SCOPE**

Project scope includes treatment of FTU’s identified in the Town of Canmore FireSmart Vegetation Management Plan Update (2023):

- B1 – New Cut FTU’s = 2.67 ha
- B2 & B3 - Existing FTU’s = 6.48 ha (2<sup>nd</sup>-Pass TPC)

Work plan approach and timing includes:

Milestones	Schedule
Complete unit layout and resident notification	January/2025
Commence Fuel Modification Operations	January/2025
Complete Fuel Modification Operations	April/2025

**4.2. DESCRIBE IN DETAIL YOUR APPROACH AND PROJECT PLAN**

(a) Detailed work plan

Unit	Approximate Area (Ha)	Treatment Type
B1	2.67	<ul style="list-style-type: none"> <li>▪ First-pass thin/prune/clean conifers &gt;=19cm DBH</li> <li>▪ Hand-crews &amp; ATV’s only</li> <li>▪ Chip and remove debris</li> </ul>
B2	2.22	<ul style="list-style-type: none"> <li>▪ Second-pass thin/prune/clean conifers &gt;=19cm DBH</li> <li>▪ Hand-crews and sSmall LGP equipment permitted</li> <li>▪ Chip and remove debris</li> </ul>
B3	4.26	<ul style="list-style-type: none"> <li>▪ Second-pass thin/prune/clean conifers &gt;=19cm DBH</li> <li>▪ Hand-crews and sSmall LGP equipment permitted</li> <li>▪ Pile and burn debris</li> </ul>

(b) Work schedule / milestones

This is a continuation of the current Larch vegetation management project with the requested extended funding with completion by end of April 2025.

Milestones	Schedule
Complete unit layout and resident notification	January/2025
Commence Fuel Modification Operations	January/2025
Complete Fuel Modification Operations	April/2025

(c) Project management

Michael Bourgon, Deputy Fire Chief, Canmore Fire Rescue, is the Project Manager and is responsible for ensuring timely completion, quality and cost control, and FRIAA reporting.

Josh Hoddinott, RPFT/FireSmart Specialist, will provide project supervision/quality control. Josh has successfully managed many previous FRIAA vegetation management projects including the 2024 Larch FireSmart vegetation management project.

4.3. DESCRIPTION OF ANTICIPATED PROJECT OUTCOMES

This project will:

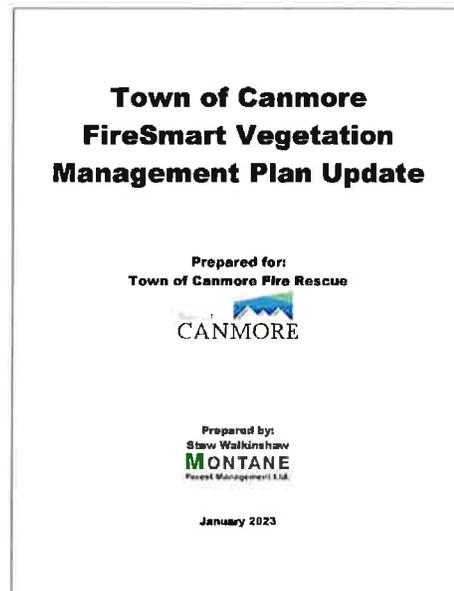
- Reduce the threat of wildfire to life and property, including critical infrastructure and special values at risk, in the Larch/Fairholme neighbourhoods
- Make Canmore residents more aware of the wildfire threat and methods they can take on their own properties

4.4. DESCRIBE HOW THE PROPOSED ACTIVITIES LINK TO CURRENT FIRESMART PLANS OR HAZARD ASSESSMENTS

The Town of Canmore Wildfire Mitigation Strategy (2018) is the guiding document for all FireSmart activities and the Town of Canmore FireSmart Vegetation Management Plan Update (2023) has been completed and is the document that will lead future FireSmart vegetation management projects for the next 5 years. This plan assessed and prioritized new and existing FTU's and classified existing FTU's as:

- No Action Needed
- Maintenance Required
- 2<sup>nd</sup> Pass Thin/Prune/Clean Required

The Priority A existing FTU's chosen for this project were treated from 2013-2015 and assessment reveals that some require 2<sup>nd</sup> Pass Thin/Prune/Clean and others require minor maintenance of light thinning, removal of dead standing & dead/down, and additional pruning.



The Priority A and B new proposed blocks will be completed at the same time to strengthen the existing fuelbreaks around and within the neighbourhood.

**4.5. DESCRIBE AUTHORIZATIONS TO CONDUCT THE PROPOSED WORK**

Temporary Field Authorization will be obtained for all Crown-land portions of the project (B3).

**5. Community Engagement**

**5.1. DESCRIBE THE APPLICANT AND PROJECT PARTNERS**

The Town of Canmore is the only Project Partner.

Josh Hoddinott, Hoddinott Forest Management will be the Project Supervisor.

**5.2. DESCRIBE THE STAKEHOLDERS**

Stakeholders include AB. Wildfire for the crown-land portions of the project.

Residents will be notified by newspaper and on the Town of Canmore website.

**5.3. PROJECT SUPPORT**

Resolution # 194-2024 (Sept3/2024) - That Council approve the submission of an Expression of Interest for the 2024 Forest Resource Improvement Association of Alberta grant for Vegetation Management/Fuel Modification project.

**6. Funding Requested (Budget), Reporting and Payment Schedules**

**6.1. DESCRIBE PROJECT BUDGET AND FUNDING REQUEST**

**Total funding request to complete the Larch project is \$162,000** for a contract FireSmart Specialist (Hoddinott) as Project Supervisor and a contract fuel management crew.

The contract will be extended for the fuel modification contractor that was chosen and completed the 2023/24 project based on their originally submitted costs. The contractor was evaluated and chosen using a Request for Proposal process on AB. Purchasing Connection based on project experience, project proposal, and project cost. **Costs for the Larch neighbourhood (B1) portion of the project are higher than normal but are justified based on the need to move all debris to roadside by hand and chip/remove all debris due to the tight working areas between homes and the need to chip/remove and debris around the Bow Valley Seniors home (B2) to avoid smoke impacts to residents.**

# of hectares to be treated	Treatment Type	Estimated cost per hectare	Estimated project cost
9.15 ha	Contract Project Supervisor	\$2,000/ha	\$18,300
2.67 ha	B1 – Hand Crew/Chip&Haul	\$23,221/ha	\$62,000
2.22 ha	B2 – Hand Crew/Chip&Haul	\$11,000/ha	\$24,420
4.26 ha	B3 – Hand Crew/Pile&Burn	\$9,800/ha	\$41,748
	Legal Survey Costs		\$15,532

**6.2. DESCRIBE OTHER (NON-FRIAA OR IN-KIND) SOURCES OF FUNDING**

There are no other non-FRIAA sources of funding.

In-kind funds are estimated at \$5,000 for Project Manager Michael Bourgon and Canmore Fire/Rescue Admin Bridget Murphy to provide project oversight, prepare and submit progress reports, and deal with invoices and financial accounting.

**6.3. DESCRIBE MERCHANTABLE TIMBER OR BIOMASS**

N/A – No merchantable timber or biomass.

**6.4. DETAILED PROJECT BUDGET**

Activity Type	Description	Unit Quantity	Unit Type	Unit Price	Total
<b>Project Expenses</b>					
	Contract Project Supervisor (RFPT)	9.15	Hectare	\$2,000	\$18,300
	B1 Fuel Mgt – Hand-Crew/Chip & Haul	2.67	Hectare	\$23,221	\$62,000
	B2 Fuel Mgt – Hand-Crew/Chip & Haul	2.22	Hectare	\$11,000	\$24,420
	B3 Fuel Mgt – Hand-Crew/Pile & Burn	4.26	Hectare	\$9,800	\$41,748
	Legal Survey Costs	1	Unit	\$15,532	\$15,532
	<b>Sub-total</b>				<b>\$162,000</b>
<b>In-kind Services</b>					
	Project Manager (Michael Bourgon)	40	hour	\$75	\$3,000
	Project Personnel #1 (Bridget Murphy)	40	hour	\$50	\$2,000
	<b>Sub-total</b>				<b>\$5,000</b>
<b>Non-FRIAA Funding</b>	Applicant contribution				\$0
<b>Merchantable Timber</b>	Expected revenue from sale of timber or biomass				\$0
<b>Total Project Budget</b>					<b>\$167,000</b>

**6.5. PROGRESS REPORTING SCHEDULE**

Milestone	Date	Reporting	Payment
Complete unit layout and resident notification	Jan30/25	Progress Report 1	\$50,000
Commence fuel modification operations			
Fuel modification 50% complete	Feb28/25	Progress Report 2	\$80,000
Fuel modification 100% complete	Apr30/25	Final Report	\$32,000
		<b>Total</b>	<b>\$162,000</b>

**6.6. PAYMENT SCHEDULE**

Refer to Section 6.5

**7. Additional Information****7.1. ADDITIONAL INFORMATION**

**The following responses are provided to the questions/comments provided in the FRIAA RFP-Solicit letter (Nov5/2024):**

3) Municipal Council Resolution number and text included in Section 5.3 of this application

4) The current Larch FireSmart vegetation management project will be completed by December 15/2024

5) The prescription for Unit B1 (see attachment) remains the same as originally developed for the following reasons:

- Just dead and down removal would have no impact on wildfire threat reduction and structure survival in the Larch FTU's (B1)
- While costs are high for the B1 unit, they are justified based on the fact that the proposed treatment areas are immediately adjacent to and in-between tightly-developed residential homes with no access for equipment and the inability to pile and burn due to the proximity to residential dwellings and people – using hand-crews to move the debris to roadside for chip and haul is the only viable option for debris disposal
- If wildfire gets into the forested areas between these tightly developed Larch neighbourhood cul-de-sacs through ember transport and/or direct flame impingement, the downwind spread through wildland and built fuels will result in significant losses in the Larch and Fairholme neighbourhoods
- While the golf course fairways provide a level of fuelbreak effectiveness to the north, past wildfires in Fort McMurray (2016) and Jasper (2024) have clearly shown that the reserve strips between fairways and on the perimeter of golf courses support extreme wildfire behaviour
- Costs for FireSmart vegetation management are much higher in the Bow Valley than in northern and central Alberta due to the difficult terrain, watercourse and wildlife values, smoke management issues, and dense development

## 2023 Canmore Larch FireSmart Fuel Modification Prescription

### Block Summary Table:

Priority	Approximate Area (Ha)	DBH (cm)	Debris Disposal Method	Special Operating Conditions
A1	13.04	<=19	Pile/Burn and Chip/Remove	<ul style="list-style-type: none"> <li>▪ Small LGP equipment permitted</li> <li>▪ Retain Spruce regen stems &lt;=2m height unless in dense patches</li> <li>▪ No Shepherdia removal</li> <li>▪ Chip/Remove all debris within 25m of Riverside Trail</li> <li>▪ Pile/Burn permitted &gt;25m from Riverside Trail</li> </ul>
A2	2.05	<=19	Chip/Remove	<ul style="list-style-type: none"> <li>▪ Hand-crews and ATV's only</li> </ul>
B1	2.82	<=19	Chip/Remove	<ul style="list-style-type: none"> <li>▪ Hand-crews &amp; ATV's only</li> </ul>
B2	2.22	<=19	Chip/Remove	<ul style="list-style-type: none"> <li>▪ Small LGP equipment permitted</li> </ul>
B3	4.26	<=19	Pile/Burn and/or Chip/Remove	<ul style="list-style-type: none"> <li>▪ Small LGP equipment permitted</li> </ul>

### Retain:

- All planted/landscaped coniferous and deciduous trees and shrubs
- All green Deciduous stems unless damaged or unhealthy
- All flagged trees identifying Unit boundaries
- All existing resident firewood and debris piles within block perimeters

### Remove/Thin:

- **Thin green Coniferous stems <= the specified DBH** in the Block Summary Table to 3m crown-spacing from other coniferous stems. **Select stems for removal** based on the following priorities:
  - Thin advanced-growth understory (>3m height) before regeneration (<=3m height)
- **Thin green Coniferous regeneration patches** to 2m crown-spacing from other coniferous regeneration stems
- **Remove all dead standing trees** unless showing signs of significant cavity nesting activity
- **Remove all leaning and dead & down trees and bolts - logs** in an advanced state of decay and not contributing to wildfire fuel load may be left for ecological purposes
- **Prune live and dead limbs on all residual coniferous trees greater than 6m in height** to 2m above ground level at the lowest point of the branch - trees less than 6m in height to be pruned to a maximum of 30% of live crown removal
- **Flush-cut all new and existing stumps** to ground level (<10cm height)
- **Remove** all Shepherdia (Buffalo-berry) and dead deciduous (willow, alder, etc.) shrubs

### Debris Disposal:

- **All debris** created from fuel modification operations and existing surface debris and piles to be disposed of - Contractor may need to return after snow-melt to dispose of debris hidden by snow-cover. Debris to be disposed of as per the method(s) in the Block Summary Table
- Sound logs >= 25cm diameter may be bucked into firewood a maximum of 45cm in length and piled at roadside for resident removal where operationally feasible - Service Provider is responsible for disposal of any firewood not removed by residents within 5 days of piling
- All debris from fuel modification operations to be removed from trails daily to pre-treatment conditions

**Chip/Remove:**

- Chipper and truck access is limited to roadways and approved trails
- Chips must be removed to an approved location
- All debris from chipping operations to be swept and removed daily

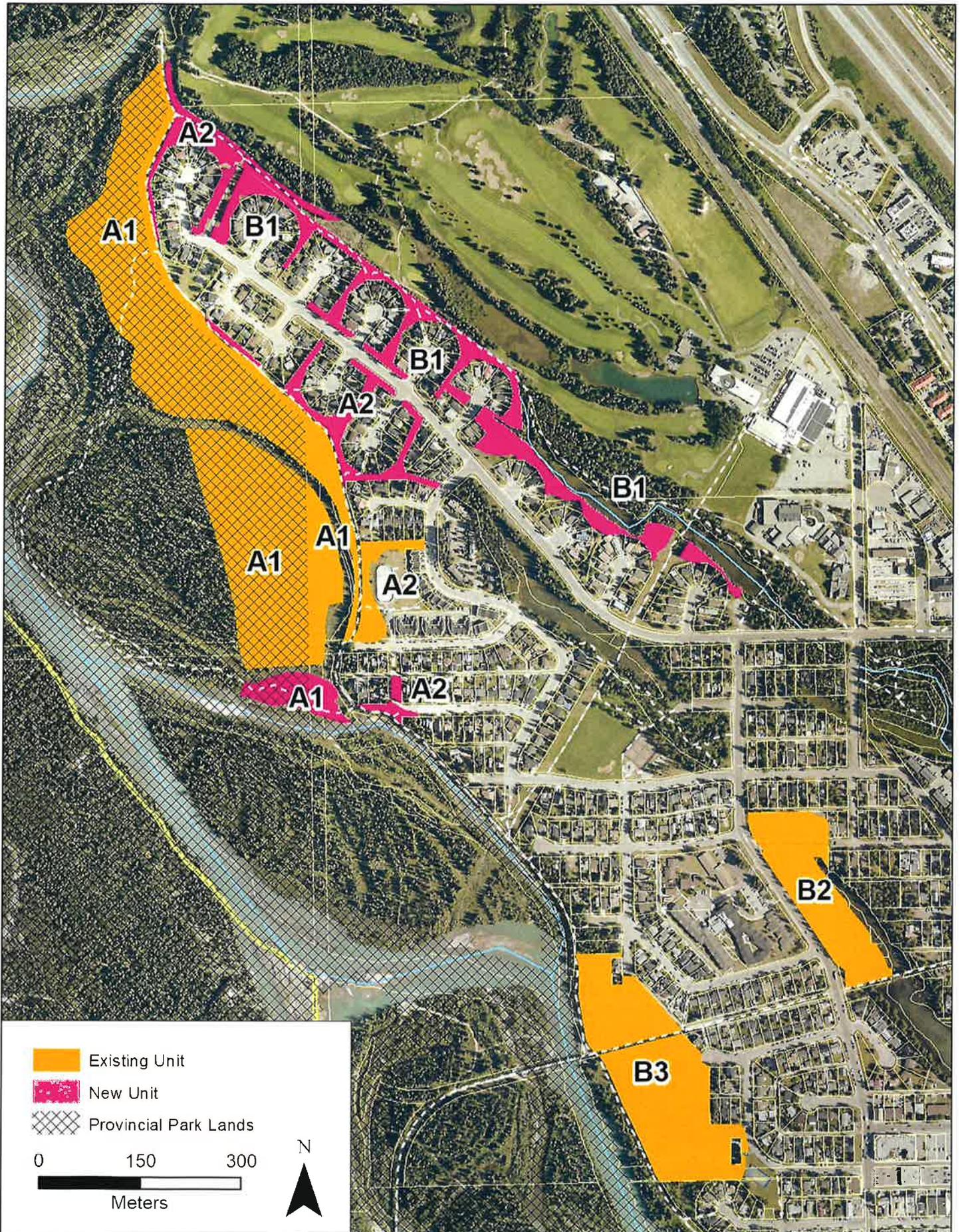
**Pile/Burn:**

- Debris piles may be burned onsite during favourable conditions with snow on the ground
- Town of Canmore is the fire authority and reserve the right to set any burning conditions they feel are appropriate and to discontinue burning at any time due to hazardous or poor smoke venting conditions - Service Provider is responsible for:
  - Obtaining a Fire Permit from Town of Canmore Fire/Rescue and following all conditions on the permit
  - Provision of adequate fire equipment as necessary
  - Piles must be tended at all times while burning
  - Complete extinguishment of piles daily prior to leaving site - This condition may be reduced if snow and weather conditions permit
  - **Thermal-image scanning** of all burn piles prior to abandonment
- Burn piles to be located to minimize scorch damage to residual trees - trees scorched by burn piles that will not survive must be removed and disposed of
- No burn piles allowed within 20m of structures or 3 metres of trails without prior approval
- Exposed mineral soil and all burn pile scars will be raked, seeded with native species (provided by the Town of Canmore), and re-raked to mix seed with soil or covered by raking nearby native and uncontaminated forest floor materials over the disturbed area

**Public Safety & Environment:**

- Contractor must post adequate signage and use lookouts when required to ensure that public are not at risk to workplace operations
- No mechanical equipment allowed within 2.5 metres of ephemeral draws

# Prescription Map





January 17, 2025

**Sent by email only to:** [scott.mckay@canmore.ca](mailto:scott.mckay@canmore.ca) ; [michael.bourgon@canmore.ca](mailto:michael.bourgon@canmore.ca)

Dear Scott,

**RE: FRIAA FireSmart Program, FFP-24-62, 2025 Larch FireSmart Vegetation Management**

We are pleased to inform you that the FRIAA FireSmart Review Committee has approved your project proposal under the FRIAA FireSmart Program and have attached the Project Grant Agreement for your review and signature.

**Important information is detailed in Schedule A including timelines, reporting deliverables and project-specific outcomes.**

Enclosed is the Project Grant Agreement requiring a signature from the Representative authorized to commit Town of Canmore (the Recipient) to the terms and conditions herein. Return the signed copy to [admin@friaa.ab.ca](mailto:admin@friaa.ab.ca) or [Bibin.GeorgeVarghese@mnp.ca](mailto:Bibin.GeorgeVarghese@mnp.ca)

We look forward to working with you on this project. If you have any questions, feel free to contact myself at 780-733-8620 or Bibin George Varghese at 204-336-6152.

Sincerely,

Forest Resource Improvement  
Association of Alberta (FRIAA)

Per: Sherry Norton