



## 2018 Budget Amendments

In December 2016 Council approved the 2017 and 2018 budgets; the first time the Town has approved more than one year’s budget at a time. After the October 2017 municipal election, and as planned, Council reviewed the approved 2018 operating and capital budgets and considered amendments to them, which they then adopted in December 2017.

### Operating Budget Amendments

The 2018 operating budget was amended but resulted in no net financial impact and in particular, no change to the municipal property tax requirements and no draw from the budgeted contingency. The following chart provides the amended 2018 operating budget and a comparison with the original budget. The numbers listed in the last column correspond to explanations of the changes made, which follow the chart:

	Original Budget 2018	Amended Budget 2018	Variance \$	Amendment #
<b>REVENUES</b>				
Municipal Taxes	22,934,689	22,984,689	50,000	21
Sales and Rentals	19,712,972	20,045,472	332,500	5-7
Permits and Fines	2,088,255	2,113,255	25,000	8
Internal Transfers	818,585	818,585	0	
Grants	1,506,945	1,506,945	0	
Transfers and Other	2,693,481	2,918,481	225,000	9, 16, 19, 22, 23
<b>Total Revenue</b>	<b>49,754,927</b>	<b>50,387,427</b>	<b>632,500</b>	
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	17,071,610	17,200,110	128,500	3, 17, 18, 20
Admin and General Services	1,896,834	1,934,234	37,400	9, 10, 24
Contracted Services	12,764,059	13,095,659	331,600	1-4, 8, 9, 11-17, 22, 23
Supplies and Energy	3,471,826	3,471,826	0	
Borrowing Costs	3,315,251	3,315,251	0	
Other	317,910	267,910	(50,000)	24
Transfer to Capital	960,000	960,000	0	
Transfer to Reserve	7,640,209	7,825,209	185,000	7, 21
Internal Transfers	818,585	818,585	0	
Transfer to Affiliated Orgs	1,498,643	1,498,643	0	
<b>Total Expenditures</b>	<b>49,754,927</b>	<b>50,387,427</b>	<b>632,500</b>	

Education Requisition	15,239,585	15,239,585	0
Senior Requisition	751,925	751,925	0
BRZ Levy	104,400	104,400	0

An explanation of the amendments made is as follows:

#### Transit:

- 1. Regional Transit:** \$20,000 expense decrease

The regional transit requisition from the Bow Valley Regional Transit Commission (BVRTC) in 2018 is expected to be less than originally budgeted due to a revised cost share calculation for administration

between the funding partners. The total 2018 operating requisition from Canmore for regional transit is estimated to be \$225,000.

2. **Local Transit:** \$149,000 expense increase

The local transit requisition from the BVRTC is anticipated to be greater than originally budgeted due to lower than estimated local ridership, thus resulting in lower revenue, and increased maintenance and insurance costs. The total 2018 operating requisition from Canmore for its local transit is estimated to be \$687,000.

3. **Transit Stop Winter Maintenance:** \$21,000 net expense decrease

In 2017 a competitive bid process was undertaken seeking a contractor to remove snow from transit stops. All responses were significantly over the \$65,000 budget. A review of the actual hours required to perform the work indicated that it would be more cost effective to bring the service in house. A Public Works II seasonal position would be changed to a year round position and cost an additional \$44,000, with a corresponding decrease to contracted services of \$65,000, for a net budget savings of \$21,000.

4. **On-It Transit from Calgary:** \$17,500 expense increase

In 2017 Council approved up to \$17,400 funded from the General Operating Reserve in support of a 2017 summer weekend pilot transit service (On-it) between Calgary and Banff with scheduled stops in Canmore. It is anticipated that the service will be operated again in 2018 with similar financial support of up to \$17,500 from the Town of Canmore.

### Third Party Revenue:

5. **MD of Bighorn Fire Services Agreement:** \$17,500 revenue increase

On July 1, 2017 a new first response fire agreement (July 1, 2017 – June 30, 2022) with the MD of Bighorn was entered into that includes a rate increase. The rates are based upon a ratio of the market value assessments in each of the Town of Canmore and the serviced lands in the hamlets of Deadmans Flats and Harvie Heights. This will result in an additional \$17,500 in 2018 revenue.

6. **Atco Franchise Fee:** \$180,000 revenue increase

In September Atco Gas provided its estimated 2018 franchise fees of \$1,175,000, which is \$180,000 greater than originally budgeted. Atco franchise fees do not transfer to reserves, thus they are used to help offset Town-wide operating costs.

7. **Fortis Franchise Fees:** \$0 net revenue increase

Fortis has informed the Town that they anticipate the 2018 franchise fees to be \$1,125,000, which is \$135,000 greater than originally budgeted. These franchise fees are transferred to the Asset Rehabilitation/Replacement Reserve, thus the \$135,000 increase in franchise fees will be offset with a corresponding increase to the reserves transfer account for a net budget impact of \$0.

8. **Engineering Permitting Revenue:** \$0 net revenue increase

Based on an analysis of actual trends experienced in 2017, it is anticipated that road excavation permitting revenue in the Engineering department will be \$25,000 higher than originally budgeted for 2018, or double the original \$25,000 budget. This increase is offset by a corresponding \$25,000 increase in Professional Fees for contract development review related to the high level of development being experienced.

**Events:**

**9. Rogers Hometown Hockey: \$0 net expense increase**

Canmore's Winter Carnival is to include Rogers Hometown Hockey (HTH) on February 10 and 11, 2018. While most costs will be covered by Rogers, additional funding is required for overnight security (\$2,000), first aid (\$1,000), porta potty rentals (\$1,000) and assistance with operations (\$3,600); a total of \$7,600. While \$5,000 of this can be funded by reducing other aspects of the Carnival, \$2,600 is proposed to be funded from Council's event support budget for a net \$0 budget impact. Also, considering the Carnival is a significant event in itself demanding significant time of the Events staff, it is not feasible to just add HTH from a workload perspective. Therefore, the following components of Winter Carnival will be amended to meet the \$5,000 financial and staff workload demands of HTH:

- No ice carving demonstrations or view through carvings (less ice ordered)
- Reduction in the number of ice carving participants
- Reduction in contracted event services
- No events scheduled for the Pond
- Events for the Cultural Weekend (the first weekend of the Carnival) will be reduced by eliminating the cabaret

Depending on snowfall, there may be added costs for snow removal during HTH, but this is weather dependent. Rather than proposing a budget adjustment, if extra snow removal is required this cost will be reported as a variance during the year.

**Contracted Services:**

**10. Payment Processing Fees: \$10,000 expense decrease**

With the change in Recreation software the processing of some payments can now be done directly with the banks rather than through a third party service provider, resulting in a \$10,000 processing fees savings.

**11. Custodial Contract: \$15,000 expense decrease**

When the 2018 budget was prepared a new custodial contract process was underway, but the annual contract costs were unknown; an estimate was made. The contract entered into has come in \$15,000 less than the amount budgeted for 2018.

**12. Plymovent Relocation: \$10,000 expense increase**

Two more connections to the Plymovent system in the firehall maintenance bays are need to ensure exhaust is removed from the space at a cost of \$10,000. This is an occupational health and safety requirement to ensure good air quality in the work spaces and to minimize contamination of the adjacent administrative office, kitchen, and dorms.

**13. Roundhouse Kitchen Counter: \$15,000 expense increase**

The kitchen in the Roundhouse is a high use facility and a recent Alberta Health inspection noted that the existing countertop is delaminating and becoming a health concern. Rather than replace the countertop with the same product, it will be replaced with a commercial grade stainless steel variety at a cost of \$15,000. It is expected that this variety will stand up to usage better than the current product.

**14. Software Maintenance/Licensing Fees:** \$22,500 expense increase

Software changes and additions made in 2017 have resulted in the need to increase the budget for software licensing and maintenance agreement fees by \$22,500 to a total of \$305,700 in 2018. Fee increases are specifically for the new Planning software, increased anti-virus software, off-site back-up, bulk e-mail services, website hosting fees, and website plugin software.

**15. Legal Fees:** \$75,000 expense increase

2017 year-to-date billed legal fees are \$120,000, with more expected before year end. The current budgeted legal fees for 2018 are \$75,000. It is anticipated that legal fees will continue to trend higher than anticipated, thus, the legal fee budget should be increased to double its current budget, or a total of \$150,000.

**16. EIS Reviews:** \$0 net expense increase

2017 Planning fee revenue is trending significantly over budget and with these fees come increased workload, including increased Environmental Impact Statements (EIS) Third Party Reviews. While the fees have been collected in 2017, the EIS work will be completed in 2018, requiring a \$40,000 increase in Planning Contracted Services. The increase is to be funded from the General Operating Reserve to ensure a net \$0 budget impact. In April 2018 it will be Administration's recommendation that \$40,000 in surplus Planning revenue be transferred to this reserve to offset this proposed draw.

**Staffing:**

**17. Engineering Contract Position Revert Back to Employee Position:** \$0 net expense increase

In 2013 a former employee of the Engineering department retired. Searches for a replacement employee were unsuccessful, so since that time the former employee has been providing engineering services in the form of a contract. This contractor will no longer be providing these services after December 31, 2017. This position will revert back to an employee rather than a contract position. Contracted Services would be reduced by \$110,000 and Salaries, Wages, and Benefits (SWB) increased by the same amount for a net \$0 budget impact.

**18. Increased Administrative Support:** \$22,500 expense increase

Community Social Development (CSD) is adding an additional 0.4 FTE Program Assistant to help implement the recently approved CSD Strategic Plan, Tools for the Future. With the unexpected uptake of the Affordable Services program, CSD has seen an increase in the number of residents seeking Family and Community Support Services (FCSS) and Bow Valley Parent Link (BVPL) services. In 2017 the Program Assistant was a 0.6 FTE reception and administrative support position, working three days a week, with the other two days covered off by other CSD staff. Increasing this position to five days a week will free up other staff to deliver services and provide increased administrative support to these programs. This 0.4 FTE increase will require a \$22,500 increase to CSD administration's SWB budget.

**19. Land-Use Enforcement:** \$0 net expense increase

With Council's direction to step up enforcement of the Town's Land Use Bylaw, specifically as it governs short-term illegal rentals, a term position was hired in 2017. As there is more work to do in this area, Planning's SWB will increase by \$75,000 to extend this term position for 12 more months, to be funded from the General Operating Reserve resulting in a net \$0 budget impact. In April 2018 it will be Administration's recommendation that \$75,000 in surplus Planning revenue be transferred to this reserve to offset this proposed draw. While increased fee revenue is also expected to result, it is

anticipated that this will be offset by related increased legal and other fees. Thus, no budget amendments to fine revenue or legal and other enforcement expenses were made.

20. **Slippage:** \$48,000 expense offset increase

Each year SWB are budgeted as if all positions will be filled for the entire year at the compensation rates applicable to the current person in the job. Knowing that some positions will become vacant during the year and hiring of replacements often takes longer than the notice provided by the leaving employee, there is a period of time when positions may be temporarily vacant. As well, new hires may be not compensated at the same rates as former employees. Both of these situations impact total SWB costs, but it is impossible to determine in which departments and by how much. Therefore, a slippage amount is budgeted each year to reduce total SWB costs by an estimated amount. The 2017 actual slippage amount was significantly over budget; therefore, the budgeted 2018 slippage was increased by \$48,000 to a total of \$248,000.

21. **Taxes from Growth:** net \$0 revenue increase – not previously presented to the Finance Committee Administration contacted the Town’s property assessor and asked for an estimate of the 2018 assessment increase due to growth. The approved 2018 budget includes \$100,000 in taxes from growth, but based upon the estimates provided, administration is recommending that this amount be increased by \$50,000 to a total of \$150,000, with the additional \$50,000 in taxes to be transferred to the General Operating Reserve.

**Amendments Previously Approved by Council:**

22. **Provincial living Wage Network:** \$0 net expense increase

At its September 19, 2017 meeting Council approved the allocation of up to \$10,000 from the General Operating Reserve to fund the town joining the Inter-Municipal Living Wage network via resolution #270-2017. As a result, professional fees have increased by \$10,000 and so has the transfer from reserve for a net \$0 budget impact.

23. **Planning and Development (P&D) Budget Increase from 2016 Surplus:** \$0 net expense increase

At its April 25, 2017 meeting the Finance Committee approved a \$100,000 increase to the P&D budget to be funded from the General Operating Reserve via resolution #49-2017FIN. As a result, contracted services have increased by \$100,000 and so has the transfer from reserve for a net \$0 budget impact.

24. **Move Community Grants Budget:** \$0 net expense increase

When the 2018 budget was approved \$50,000 for Council’s community grants was budgeted for in “other” as it was uncertain what the accounting treatment of these funds would be. It was later decided to account for them as grants; therefore, an accounting adjustment has been made to move \$50,000 out of “other” and into “grants” for a net \$0 budget impact.

The updated staffing numbers by costing centre are as follows on a Full Time Equivalent (FTE) basis, as not all positions are full time, year round:

<b>Cost Centre</b>	<b>Approved 2018</b>	<b>Amended 2018</b>	<b>Additional FTE</b>
<b>Executive Office</b>	8.0	8.0	0.0
<b>Human Resources</b>	5.0	5.0	0.0
<b>Finance &amp; Information Technology</b>	17.0	17.0	0.0
<b>Community Social Development</b> Program Assistant - 0.4	13.8	14.2	0.4
<b>Arts &amp; Events</b> Reporting structure change (from Rec)	3.1	4.1	1.0
<b>Protective Services</b>	25.2	25.2	0.0
<b>Recreation</b> Reporting structure change (to A&E)	45.0	44.0	1.0
<b>Engineering &amp; Transit</b> Municipal Engineer - 1.0 (currently contract position)	9.0	10.0	1.0
<b>Planning &amp; Development</b>	13.0	13	0.0
<b>Facilities</b>	25.4	25.4	0.0
<b>Public Works</b> PW Seasonal Operator to FT - 0.5	37.9	38.4	0.5
<b>Total FTE</b>	<b>202.4</b>	<b>204.3</b>	<b>1.9</b>

## Capital Budget Amendments

Amendments were also made to the 2018 Capital Budget, including changes in funding source, projects pushed out of 2018 into future years, ones pulled into 2018 from future years, ones carried forward from 2017 into 2018, new grant funded ones added, and new reserve projects added. In addition, the project numbering convention was amended. Previously, the first two digits represented the year a project started and the last two digits provided a number unique to each project in a particular year. Starting in 2018 projects will be given a sequential number without any embedded year identification.

A 2018 capital project summary, indicating the old and new project numbers, and detailed information sheets for all changed 2018 capital projects are contained in appendix #1 to this report.

A summary of the changes to the 2018 capital budget is as follows:

	Amount of the Change	Description	Project #	Funding Source for the Change
<b>Changed Funding Source</b>	+215,000	Stoneworks Creek PH1 Mitigation – change funding source	7019 (old 1814)	Debt reserve
<b>Pushed Out of 2018</b>	-3,000,000	Move all but \$1 M Railway Ave Complete Streets Rehab from 2018 to 2019	7026 (old 1818)	MSI grant
	-1,400,000	Deep Utility Replacement Railway Ave – move from 2018 to 2019	Old 1833	WW reserve
<b>Pulled Into 2018</b>	+400,000	Senior Centre Exterior Envelope R&M – move \$335K from 2020 and increase budget by \$65K	7012	Gen Cap reserve
<b>Moved from 2017 to 2018</b>	+540,000	Daycare Lands Rink replacement – forward from 2017	7037 (old 1740)	Gen Cap reserve
	+85,000	Daycare Lands Vault Washroom – forward from 2017	7038 (old 1745)	Gen Cap reserve
	+100,000	Pubic Washrooms Riverside Park – forward from 2017 and increase budget by \$15K	7039 (old 1748)	Gen Cap reserve
	+20,000	Bow Valley Trails Plan (ROWG update) – forward from 2017	7016 (old 1723)	Gen Cap reserve
	+50,000	Visitor Accommodation Review – forward from 2017	7017 (old 1724)	Gen Cap reserve
	+80,000	Stones Canyon Creek Mitigation – forward from 2017	7023 (old 1728)	Gen Cap reserve/Developer
<b>New Grant Funded</b>	+30,000	Shared Info Governance Feasibility Study	7004	Provincial grant
	+225,000	Hazard & Risk Assessment XYZ Creeks	7021	90% grant/10% Gen Cap reserve
	+120,000	Hazard & Risk Assessment Echo Creek	7022	90% grant/10% Gen Cap reserve
<b>New/Increase Reserve Funded</b>	+130,000	BVTrails & Teepee Town Transportation Planning – new project	7028	Gen Cap reserve
	+30,000	Street Sweeper – increase budget by \$30K	7034 (old 1825)	Gen Cap reserve
	+150,000	Fire Hall – Expand or relocate planning	7013	Gen Cap reserve
	+20,000	Roll Off Container Replacement – new project	7040	SWS reserves
	+1,245,000	Lift station 2 construction upgrade – increase budget	7043 (old 1830)	WW reserve
	+526,000	WWTP Upgrades to Meet Tan Approvals – new project	7044	WW reserve

As a result of the budget amendments, the 2018-2021 Capital Planning Summary has also been amended. The new summary is contained in appendix #2 to this report.

The net financial impacts of the capital budget changes are:

<b>Funding Source</b>	<b>Total Financial Impact</b>
Operating Transfer to Capital	unchanged
General Capital (Gen Cap) reserve	Net +144,500
Provincial/Federal grants	+340,500
MSI grant	unchanged
Solid Waste Services (SWS) reserves *	+20,000
Wastewater (WW) reserve *	+1,771,000

+ = net increase in grant or reserve draw

\* Utility rates will remain unchanged despite these increased reserve draws.



## **Appendix #1**

### **Amended 2018 Capital Project Summary and Detailed Information Sheets**

# 2018 Amended Capital Budget

2018				METHOD OF FUNDING					
Previous Project #	New Project #		2018	Grants	Operating	Reserve	Debenture	Other	Comment
		<b>Administration, A&amp;E, Community Social Dev</b>							
1801	7001	Public Art (2018)	150,000			150,000			Art Trust
1802	7002	Organizational Structure Review	100,000		100,000				
1803	7003	Cultural Master Plan	75,000		75,000				
new	7004	Shared Info Governance Feasibility Study	30,000	30,000					Province
		<b>Administration, A&amp;E, Community Social Dev Total</b>	<b>355,000</b>	<b>30,000</b>	<b>175,000</b>	<b>150,000</b>			
		<b>Information Technology</b>							
1804	7005	PC Lifecycle & New Equipment (2018)	45,000			45,000			General
1805	7006	IT Infrastructure Lifecycle & New Equipment (2018)	90,000			90,000			General
1806	7007	Data Centre Firewall	45,000		45,000				
1807	7008	Fire Operations Management System	100,000		100,000				
		<b>Information Technology Total</b>	<b>280,000</b>		<b>145,000</b>	<b>135,000</b>			
		<b>Facilities</b>							
1808	7009	CRC - Lifecycle Maintenance Construction	10,320,000	5,000,000		320,000	5,000,000		MSI / General
1809	7010	CRC - Spatial Needs Implementation	400,000			400,000			General
1810	7011	NWMP Barracks - Short Term R&M	70,000		70,000				
new	7012	Seniors Centre - Exterior Envelope R&M	400,000			400,000			General
new	7013	Fire Hall - Expand or Relocate Planning	150,000			150,000			General
		<b>Facilities Total</b>	<b>11,340,000</b>	<b>5,000,000</b>	<b>70,000</b>	<b>1,270,000</b>	<b>5,000,000</b>		
		<b>Planning</b>							
1811	7014	HUMR - Signage and West Palliser Trail Density	25,000		25,000				
1812	7015	OSTP Horseshoe Trails Improvement	25,000		25,000				
1723	7016	Bow Valley Trails (ROWG update)	20,000			20,000			General
1724	7017	Visitor Accommodation Review	50,000			50,000			General
1813	7018	Secondary Suite Incentive Program (2018)	50,000		50,000				
		<b>Planning Total</b>	<b>170,000</b>		<b>100,000</b>	<b>70,000</b>			
		<b>Engineering - Flood Projects</b>							
1814	7019	Stoneworks Creek PH1 Mitigation Construction	3,400,000	3,110,000		215,000		75,000	Province / WIP Debt / Other
1815	7020	Flood Protection for Key Infrastructure	250,000	225,000		25,000			Province / General
new	7021	Hazard & Risk Assessment XYZ Creeks	225,000	202,500		22,500			Province / Fed / General
new	7022	Hazard & Risk Assessment Echo Creek	120,000	108,000		12,000			Province / Fed / General
1728	7023	Stones Canyon Creek Mitigation	80,000			40,000		40,000	General / Developer
		<b>Engineering - Flood Total</b>	<b>4,075,000</b>	<b>3,645,500</b>		<b>314,500</b>		<b>115,000</b>	

<b>2018 Amended Capital Budget</b>									
				<b>METHOD OF FUNDING</b>					
<b>Previous Project #</b>	<b>New Project #</b>		<b>2018</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Comment</b>
		<b>Engineering</b>							
1816	7024	Active Transportation Projects (2018)	200,000			200,000			Photo Radar
1817	7025	Street and Drainage Rehab (2018)	630,000			630,000			General
1818	7026	Complete St Rehab - Railway Ave (2018)	1,000,000	800,000		200,000			FGTF / General
1819	7027	Transit - Local Spare Bus Purchase	432,500	288,000		144,500			GreenTrip / General
new	7028	BVT & Teepee Town Transportation Planning	130,000			130,000			General
		<b>Engineering Total</b>	<b>2,392,500</b>	<b>1,088,000</b>		<b>1,304,500</b>			
		<b>Public Works</b>							
1820	7029	Light Fleet Vehicle - Replacement (2018)	140,000		140,000				
1821	7030	Parks Equipment - Lifecycle (2018)	50,000		50,000				
1822	7031	Parks Washrooms - Elizabeth Rummel School Field (2018)	85,000		85,000				
1823	7032	Tennis Court - Resurfacing (Veterans Park)	10,000		10,000				
1824	7033	Trail Surface Rehabilitation (2018)	190,000		75,000	115,000			General
1825	7034	Street Sweeper - New	355,000	300,000	25,000	30,000			MSI / General
1826	7035	Gravel Truck (Unit 43) - Replacement	360,000	350,000	10,000				MSI
1827	7036	Parks 1 Tonne (Unit 39) - Replacement	75,000		75,000				
1740	7037	Daycare Lands - Outdoor Rink Replacement	540,000			540,000			General
1745	7038	Daycare Lands - Vault Washroom	85,000			85,000			General
1748	7039	Public Washrooms - Riverside Park	100,000			100,000			General
		<b>Public Works Total</b>	<b>1,990,000</b>	<b>650,000</b>	<b>470,000</b>	<b>870,000</b>			
		<b>Town Ops Total</b>	<b>20,602,500</b>	<b>10,413,500</b>	<b>960,000</b>	<b>4,114,000</b>	<b>5,000,000</b>	<b>115,000</b>	

<b>2018 Amended Capital Budget</b>									
				<b>METHOD OF FUNDING</b>					
<b>Previous Project #</b>	<b>New Project #</b>		<b>2018</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Comment</b>
		<b>Utilities-SWS</b>							
		<b>SWS</b>							
new	7040	Roll Off Container Replacement	20,000			20,000			SWS - Rec & Collection
1828	7041	Pedestrian Containers (2018)	20,000	20,000					AB Bev Recycle Corp
1829	7042	Waste Management Centre - Solar Power Installation	208,000			208,000			SWS - Recycling
		<b>Utilities</b>							
1830	7043	Lift Station 2 - Construction Upgrade	2,900,000			1,967,500	932,500		WW Utility
new	7044	WWTP - Upgrades to Meet TAN Approvals	526,000			526,000			WW Utility
1831	7045	Water Meter Lifecycle & Upgrade (2018)	137,000			137,000			W & WW Utility
1832	7046	Inflow & Infiltration Detection & Repair (2018)	310,000			310,000			WW Utility
1834	7047	WWTP - Dewatering System Capacity Upgrade Construction	4,560,000			60,000	4,500,000		WW Utility
1835	7048	Lift Station 6 - Lifecycle Replacement - Design	103,000			103,000			WW Utility
1836	7049	South Bow River Loop Water Main - Design	300,000			300,000			Offsite Levy
1837	7050	Energy Efficiency Initiatives - Study	175,000			175,000			W Utility
		<b>Utilities-SWS Total</b>	<b>9,259,000</b>	<b>20,000</b>		<b>3,806,500</b>	<b>5,432,500</b>		
		<b>Grand Total</b>	<b>29,861,500</b>	<b>10,433,500</b>	<b>960,000</b>	<b>7,920,500</b>	<b>10,432,500</b>	<b>115,000</b>	



# Shared Info Governance Feasibility Study

Project Summary

Project Number

7004

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	Municipal Clerk
Questica Reference:	ADM-18-01
Priority:	B

<b>2018 Budget:</b>	\$30,000
Project Type:	Studies
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

Partner with the Town of Banff to hire a consultant to conduct a shared information governance feasibility study to:

- Assess, develop and design a regional shared services initiative for municipal records management, preservation, and storage; and
- Explore shared information governance service delivery.

END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
Provincial Grants	\$30,000	0	0	0	0	\$30,000
<b>Total</b>	<b>\$30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$30,000</b>

## Operating Budget Impact:

There is no requirement for the partner municipalities to provide a portion of the funding for this project. Any actions arising from recommendations in the feasibility study would be funded with existing approved budgets.

END

## Project Rationale:

The Towns of Banff and Canmore are, independently of one another, in the early stages of developing information governance systems. We'd like to determine if the municipalities can realize efficiency and cost-savings in our records management processes, including electronic storage and back up of vital records, data recovery, records inventory of physical and electronic records, retention schedule management, record disposition management, scanning and imaging of paper records. We believe the use of a common infrastructure will alleviate the need for each municipality to fund the design and implementation of individual systems and want to carry out a feasibility study to see if this is the case. Our goal is to better manage and protect our municipality's vital, historic, and other public records while leveraging cost savings and staffing efficiencies.

END

## Options Considered:

None

END



# Seniors Centre - Exterior Envelope R&M

Project Summary

Project Number

7012

<b>Budget Year:</b>	2018
Year Identified:	2016
Department:	Facilities - Town Facilities
Questica Reference:	FAC-16-11
Priority:	A

<b>2018 Budget:</b>	\$400,000
Project Type:	Replacement
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

Scope:  
 This is a lifecycle maintenance project that includes the following components:  
 -Shingle Replacement & Sheathing Repairs  
 -Siding Sand/Stain and Siding Repairs  
 -Window Replacement & Frame Repairs  
 -Eaves Trough & Downspout Replacement  
 -Exterior Railing Replacement  
 -Exterior Door Replacement & Frame Repairs  
 -Interior Vestibule Removal to Improve Accessibility  
 -Exterior Lighting Replacement

The majority of these items are identified in the Building Condition Assessment Report (CCI Group 2014). This project excludes the new gymnasium expansion portion of the facility, since components associated with this newer addition are still in good condition. Also demolish vestibule at southward main entrance.

Roof material to be suitable for future solar voltaic system (Reference FAC-17-25).

END.

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$400,000	0	0	0	0	\$400,000
<b>Total</b>	<b>\$400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$400,000</b>

## Operating Budget Impact:

No Impact to staffing levels.  
 Reduced maintenance costs and base building deterioration costs expected as a result of this project. Reduced likelihood of more significant water damage in the future.

END.

## Project Rationale:

This project relates to core maintenance required for asset protection. Components listed in the scope are either at the end of their useful life, showing signs of reduced performance and/or failure as identified in the Building Condition Assessment Report (CCI Group 2014). This project is now considered an 'A' priority project given the accelerated rate of shingle loss and moss growth, which are risking the integrity of the sheathing and interior due to water damage.

Demolishing the interior vestibule was identified as an operational request to improve accessibility.

The current roof material is not suitable for a solar voltaic system. This project will upgrade the roof material to support installation of a solar voltaic system in the future (Reference FAC-17-25 for Senior Centre solar Voltaic project.)

END.

## Options Considered:

No options are being considered at this time  
END.





# Fire Hall - Expand or Relocate Planning

Project Summary

Project Number

7013

<b>Budget Year:</b>	2018	<b>2018 Budget:</b>	\$150,000
Year Identified:	2017	Project Type:	Growth
Department:	Facilities - Town Facilities	Multi-Year Approval:	<input type="checkbox"/>
Questica Reference:	FAC-17-33	Annual Approval:	<input checked="" type="checkbox"/>
Priority:	A		

## Project Description:

The Fire and Rescue Department is in need of addressing acute spatial constraints in order to meet required service response times throughout our growing community. Before we can construct a new facility, a study is required to most effectively plan for its implementation.

### Scope:

In order to effectively plan for a new fire hall, this study will address the following questions:

- 1) Would one hall vs two halls provide the best fire/rescue coverage for the community over the long-term (50yrs)?
- 2) What is the construction cost of one hall vs two halls, and what portion is attributed to growth and should be recovered through the off site levy?
- 3) When does this facility need to be constructed by?
- 4) Where should the new facility be located (1 vs 2 facility scenarios)
- 5) What is the operating model for each option (business case)?
- 6) Are there any partnerships that need to be considered (e.g. Bylaw, EMS, RCMP, other)?

If funds permit, a concept design will be completed based on the program review, and the building will be sighted on the selected location.

END.

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$150,000	0	0	0	0	\$150,000
<b>Total</b>	<b>\$150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$150,000</b>

## Operating Budget Impact:

This study will not have an operating impact. However, the implementation of the recommendations have a significant impact on the operational budget, namely in the form of staffing levels, energy costs, general maintenance/cleaning costs, and possibly debt servicing.

END.

## Project Rationale:

Based on the Spatial Needs Study conducted by Marshal Tittlemore Architects in 2016, it is clear that the existing Fire Hall is too small to meet the current and future growth demands of the Fire and Rescue Services Department. It was determined that the existing Fire Hall is the most acutely spatially constrained facility among all municipal facilities evaluated, and there is little to no option to infill the site. As such, the Town is in need to start planning for a new facility or a second facility. The complexities involved with identifying the most effective overall solution requires a detailed analysis. This is because 1) the facility is related to life safety and response times; 2) available lands are expensive and not overly plentiful, 3) hazard maps (i.e. flood, forest fire and railway emergencies) further limit the number of suitable sites in Town. Due to these complexities, hiring a third party expert consultant will be of pivotal importance in terms of creating the plan to move forward. The information provided from this study will be a seminal planning document that will be used as a starting point for the next stage of the project (i.e. concept/detailed design stage). It will also support the budgeting process and will be the supporting documentation required to develop the offsite levy funding model. It is expected that this project will be closely scrutinized by the public and BOWDA, so this study will be heavily relied upon on many levels.

Below is a list of the most significant operational and spatial constraints of the current location:

- The current facility is currently operating at or beyond capacity.
- It is not ideally located from operational and emergency response time perspectives.
- Many new standards have been implemented since the time of original construction, thereby limiting the effectiveness of the facility.
- The size of the firefighting staff has grown significantly since the time of original construction, with additional staff being requested to meet legislated response times and community growth.
- The amount of equipment used by the fire department has also increased since time of original construction.
- There is currently no designated training area on site, with few options available within the community.

END.

## Options Considered:

- 1) Develop one new fire and repurpose or sell existing fire hall;
- 2) Develop a second fire hall and continue using existing fire hall; or
- 3) Develop two new fire halls a second fire hall and repurpose or sell existing fire hall.

END.



# Bow Valley Trails Plan (ROWG update)

Project Summary

Project Number

7016

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	Planning
Questica Reference:	PLN-18-01
Priority:	B

<b>2018 Budget:</b>	\$20,000
Project Type:	Studies
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

A project steering team from Alberta Environment and Parks and the Town have created goals and a draft Request for Proposals (RFP), it has not been finalized or made public yet. This will happen late in 2017 with the majority of work occurring in 2018.

END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$20,000	0	0	0	0	\$20,000
<b>Total</b>	<b>\$20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$20,000</b>

## Operating Budget Impact:

**Project Rationale:**

The project has progressed slower than anticipated as a result of other higher priority initiatives, but is still an important project.

END

**Options Considered:**



# Visitor Accommodation Review

Project Summary

Project Number

7017

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	Planning
Questica Reference:	PLN-18-02
Priority:	C

<b>2018 Budget:</b>	\$50,000
Project Type:	Studies
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

Previous direction and a 2017 capital project directed Administration to evaluate issues related to commercial visitor accommodation developments in a condominium ownership form (where individual hotel rooms are owned separately but the hotel functions are shared amongst the condominium corporation). In response to this Administration hosted a public meeting and send a survey to all condominium visitor accommodation owners. A number of issues were raised related to the challenges of operating commercial property in the condominium format, but many of these issues are not related to issues under the Town's control. The results of this engagement did not yield any single issue or recommended action for the municipality and to date no money has been spent on the 2017 initiative.

Change has been the single constant in the Visitor Accommodation sector in the last 20 years with rise of condominium hotels and technological innovations. The recent rise of short-term vacation rental platforms has responded to a highly desirable form of travel, but has blurred the boundary between existing land use patterns.

This project has been revised to undertake a process that will

1. establish goals for accommodation options in Canmore;
  2. undertake community engagement with residents and commercial property owners; and
  3. depending on the engagement, may propose revisions to zoning, permitting, taxation and enforcement.
- It is anticipated that consulting services will be required to assist with this project given the scale of work to be undertaken.

END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$50,000	0	0	0	0	\$50,000
<b>Total</b>	<b>\$50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$50,000</b>

## Operating Budget Impact:

END

## Project Rationale:

Short-term vacation rentals continue to be popular and lucrative options for travelers and property owners. Enforcement took a more cautious approach in the ten years before 2017 and unauthorized use of properties proliferated. Since that time enforcement has been much stronger, but there is a clear demand for this type of use and prohibition does not seem likely to be effective. Instead a careful approach to regulation may be desirable, although not a predetermined outcome. Other communities have been addressing this issue and there are examples of regulations that have been established.

END

## Options Considered:

END



# Stoneworks Creek PH1 Mitigation Construction

Project Summary

Project Number

7019

<b>Budget Year:</b>	2018
Year Identified:	2017
Department:	Engineering
Questica Reference:	ENG-17-09
Priority:	A

<b>2018 Budget:</b>	\$3,400,000
Project Type:	Replacement
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

The project scope includes the construction of the first phase of the long-term flood hazard mitigation of Stoneworks Creek, intended to protect existing development. Work includes re-establishment of the damaged channel and diversion to current steep creek design standards. The conceptual design includes an interim sediment basin, channel works, and storm water management. This is essentially a 'beefed up' version of the original channel and diversion which was destroyed in 2013.

The surplus material from the channelization and the basin construction will be transported to Cougar Creek to be used for the construction of the debris flood retention structure.

END.

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	0	0	0	0	0	0
Other	\$75,000	0	0	0	0	\$75,000
Provincial Grants	\$3,110,000	0	0	0	0	\$3,110,000
WIP Debt Funds	\$215,000	0	0	0	0	\$215,000
<b>Total</b>	<b>\$3,400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$3,400,000</b>

## Operating Budget Impact:

See 17-19 Stoneworks Creek PH1 Mitigation Design.

END.

## Project Rationale:

See 17-19 Stoneworks Creek PH1 Mitigation Design.

END.

## Options Considered:

See 17-19 Stoneworks Creek PH1 Mitigation Design.

END.





# Hazard & Risk Assessment XYZ Creeks

Project Summary

Project Number

7021

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	Engineering
Questica Reference:	ENG-18-04
Priority:	A

<b>2018 Budget:</b>	\$225,000
Project Type:	Studies
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

XYZ Creeks Debris Flood Hazard and Risk Assessment in the Peaks of Grassi in accordance with Provincial Guidelines. The deliverables consist of hazard assessment and assessment of risk based on current development.

END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
Federal Grants	\$112,500	0	0	0	0	\$112,500
General Capital Reserve	\$22,500	0	0	0	0	\$22,500
Provincial Grants	\$90,000	0	0	0	0	\$90,000
<b>Total</b>	<b>\$225,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$225,000</b>

## Operating Budget Impact:

None.

END

## Project Rationale:

The alluvial fans of XYZ creeks are home to a large amount of existing development and are currently defined as 'study areas' based on the Steep Creek Hazard and Risk Policy. In order to determine the hazard and in turn the risk posed to the community, a hazard and risk assessment is required. This study will be conducted in accordance with the provincial government guidelines. Once the studies are completed, Canmore's steep creek risk will be fully quantified.

The study may lead to future policy, and active and passive mitigation in order to bring risk in line with Canmore's risk thresholds outlined in the MDP.

The majority of project funding is provided through Federal Community Resiliency Grants awarded in 2017.  
END

## Options Considered:

Hazard study of all Canmore's creeks, including X,Y,Z Creeks was recommended based on forensic work completed after the 2013 floods. Study was prioritized based on the level of development and impacts of the 2013 event.

The option to not study the creeks has not been considered, as understanding creek hazards provides information needed to understand life loss risk and risk to property and infrastructure. This understanding allows administration to work towards ensuring risk is within acceptable tolerances and to inform emergency response.

END



# Hazard & Risk Assessment Echo Creek

Project Summary

Project Number

7022

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	Engineering
Questica Reference:	ENG-18-05
Priority:	A

<b>2018 Budget:</b>	\$120,000
Project Type:	Studies
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

Echo Creek Debris Flood Hazard and Risk Assessment in accordance with Provincial Guidelines. The deliverables consist of hazard assessment and assessment of risk based on current development.

Echo Creek is located near the Alpine Club of Canada along Highway 1a as you enter the community.

END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
Federal Grants	\$60,000	0	0	0	0	\$60,000
General Capital Reserve	\$12,000	0	0	0	0	\$12,000
Provincial Grants	\$48,000	0	0	0	0	\$48,000
<b>Total</b>	<b>\$120,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$120,000</b>

## Operating Budget Impact:

END

## Project Rationale:

The alluvial fan of Echo Creek is home to a number of horse stables on provincial lease land. The area is currently defined as 'study areas' based on the Steep Creek Hazard and Risk Policy. In order to determine the hazard and in turn the risk posed to the community, a hazard and risk assessment is required. This study will be conducted in accordance with the provincial government guidelines. Along with X,Y, Z creek studies, once this project is completed, Canmore's steep creek risk will be fully quantified.

The study may lead to future policy, and active and passive mitigation in order to bring risk in line with Canmore's risk thresholds outlined in the MDP.

The majority of project funding is provided through Federal Community Resiliency Grants awarded in 2017.

END

## Options Considered:

Hazard study of all Canmore's creeks, including Echo Creek was recommended based on forensic work completed after the 2013 floods. Study was prioritized based on the level of development and impacts of the 2013 event.

The option to not study our creeks has not been considered, as understanding creek hazards provides information needed to understand life loss risk and risk to property and infrastructure. This understanding allows administration to work towards ensuring risk is within acceptable tolerances and to inform emergency response.

Study has been undertaken as resources and grant funding has permitted.

END



# Stones Canyon Creek Mitigation

Project Summary

Project Number

7023

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	Engineering
Questica Reference:	ENG-18-06
Priority:	A

<b>2018 Budget:</b>	\$80,000
Project Type:	Health & Safety
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

Project includes construction of a diversion structure to protect proposed development in Peaks of Grassi. The diversion structure is a developer requirement of the land use bylaw amendments based on the hazard and risk assessment completed for Stones Canyon Creek. The Stones Canyon Creek assessments indicated that there is presently a number of existing properties and municipal infrastructure affected by the creek, and as a result, administration recommends a cost share with the developer, prorated based on the value of existing and new development protected.

END.

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$40,000	0	0	0	0	\$40,000
Other	\$40,000	0	0	0	0	\$40,000
<b>Total</b>	<b>\$80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$80,000</b>

## Operating Budget Impact:

Long term maintenance is dependent on the diversion structure selected. The ongoing maintenance will be funded through the Steep Creek Maintenance Reserve.

END.

## Project Rationale:

The project will protect both existing and new development from hazards from Stones Canyon Creek including reducing impacts of the studied 100-300 year return period debris flood event. The risk report indicates that the risk of loss of life is negligible, however for a relatively low initial cost, impacts to up to 14 properties can be avoided. Increased community resiliency provides a greater sense of security, and reduces impacts on emergency response during disasters.

Related Council Priority:

1. Increase affordable housing stock
4. Complete flood mitigation projects

Related Planning Documents:

Stones Canyon Creek Level 2 Debris-Flow Risk Assessment, 2015  
Municipal Development Plan, 2016  
Steep Creek Hazard Policy, 2016

END.

## Options Considered:

The project is a requirement of the developer. Council could choose to not fund a cost share and require the full cost be borne by the developer. We believe that a split is fair as there is a community benefit, and we feel that the Steep Creek Mitigation Program has been successful in obtaining developer buy-in through an approach of fairness.

A number of diversion structures are under consideration. The final design will be approved by the Town and will seek to balance costs, impacts to natural areas, performance and long-term maintenance.

END.



# Complete St Rehab - Railway Ave (2018)

Project Summary

Project Number

7026

<b>Budget Year:</b>	2018
Year Identified:	2017
Department:	Engineering
Questica Reference:	ENG-17-13
Priority:	B

<b>2018 Budget:</b>	\$1,000,000
Project Type:	Replacement
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

Detailed design and construction initiation for Railway Avenue complete street rehabilitation.

Network planning and concept design for Railway Avenue are underway as part of separate capital projects and will inform this work.

Prior to initiating this phase of the project, Council will be presented the results of engagement, design concepts considered along with costs and benefits, a cost and schedule estimate. The approvals received will be the basis of the scope for this capital project.

The scope of work for this phase of the project will be preliminary and detailed design, engagement with directly impacted stakeholders as required to finalize the design, tender preparation, and construction initiation.

END.

## Budget Funding:

	2018	2019	2020	2021	2022	Total
FGTF	\$800,000	0	0	0	0	\$800,000
General Capital Reserve	\$200,000	0	0	0	0	\$200,000
MSI Capital	0	0	0	0	0	0
<b>Total</b>	<b>\$1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$1,000,000</b>

## Operating Budget Impact:

Operational impacts of complete street rehabilitation work will be more fully determined in 2018 for inclusion in 2019/2020 operating budget approvals.

END.

## Project Rationale:

Railway Avenue is due for roadway rehabilitation, and deep utility upgrades. A number of complete streets improvements are envisioned in the Integrated Transportation Plan. Railway Avenue is Canmore's busiest road and a main connection between the Gateway and Town Centre districts.

Related Council Priority:

- 2. Address traffic congestion and parking in downtown core
- 6. Implement local transit
- 7. Implement an asset management strategy

Related Planning Documents:

Integrated Transportation Plan

END

## Options Considered:

Options to be considered in 2018 as part of engagement and design process.

END.





# BVT & Teepee Town Transportation Planning

Project Summary

Project Number

7028

<b>Budget Year:</b>	2018	<b>2018 Budget:</b>	\$130,000
Year Identified:	2018	Project Type:	New Infrastructure
Department:	Engineering	Multi-Year Approval:	<input type="checkbox"/>
Questica Reference:	ENG-18-03	Annual Approval:	<input checked="" type="checkbox"/>
Priority:	B		

## Project Description:

Project scope includes engagement, and conceptual design for Bow Valley Trail and Teepee Town. The deliverables also include a project list with prioritization and cost estimates to inform long term capital planning.

END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$130,000	0	0	0	0	\$130,000
<b>Total</b>	<b>\$130,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$130,000</b>

## Operating Budget Impact:

Work will be completed with existing staff and consulting support.

END

## Project Rationale:

Teepee Town and Bow Valley Trail are under redevelopment with infill and green field residential and commercial development. This is an area that is highly walkable and cycleable and a high priority target for enabling those modes in order to decrease traffic and parking pressures in the Town Centre and gateway. Further, accessibility and maintenance challenges plague the corridor, leaving large areas including the hospital inaccessible, especially during the winter.

Engineering has worked closely with developers, and have completed capital works on Bow Valley Trail to accommodate transportation growth and improve accessibility. There is a need to continue to develop a corridor wide plan to inform ongoing project and development design and to provide the opportunity for the community to provide input.

The Bow Valley Trail ARP and the Teepee Town ARP provide high level guidance for transportation planning. The integrated transportation plan includes transportation requirements for the Bow Valley Trail Corridor and complete street principals that will form the foundation for engagement and concept design. Building on these documents, a larger plan will be outlined that includes conceptual level design in order to identify and prioritize future project work, and develop staging plans and budgets to inform long term capital planning.

END

## Options Considered:

A number of capital projects have been considered for the Bow Valley Trail area to improve connectivity to the hospital, Teepee Town and along the roadway. This project will provide prioritization and costing for those options to assist in decision making.

Improved connectivity to Teepee Town and Bow Valley Trail is considered a high priority in that year-round access does not currently exist, and the proximity to the Town Centre suggests that significant positive impacts can be made on Town Centre traffic congestion and parking impacts. Other options for improved connectivity include areas that already have basic year-round connections including the Bow Bridge Corridor, and Larch. Railway Avenue is also a high priority and covered in a separate project.

END



# Street Sweeper - New

## Project Summary

Project Number

7034

<b>Budget Year:</b>	2018
Year Identified:	2014
Department:	Fleet Services
Questica Reference:	SR-14-20
Priority:	B

<b>2018 Budget:</b>	\$355,000
Project Type:	Replacement
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

### Project Description:

The project is to purchase of new large capacity street sweeper in 2018. The unit will also include hydro-vac capabilities to assist with leaves along roadways in the fall and support the current large street sweeper.  
End

### Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$30,000	0	0	0	0	\$30,000
MSI Capital	\$300,000	0	0	0	0	\$300,000
Operating (Capital)	\$25,000	0	0	0	0	\$25,000
<b>Total</b>	<b>\$355,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$355,000</b>

### Operating Budget Impact:

Operational impact includes \$1,500/year for new unit for regular R/M maintenance. The unit would be stored outside during the summer and stored inside during the spring program (when its below 0C overnight).  
End

### Project Rationale:

Reliability: Replaces a 19 year old small capacity street sweeper incurring an annual R/M costs of \$12,000/year.

Efficiencies: Improves/maintains sweeping program times with improved technology that increases sand recovery rates, greater ground footprint and time with increased driving speeds for dumping full hoppers.

Overland Drainage: Improves ability to manage infrastructure including, overland drainage and dry well maintenance.

Growth: New sections of roads have been added and will continue to be added.

Health and Safety: New hydrovac capabilities decreases risks of hazards when digging signage / excavations near underground utilities.

End

### Options Considered:

Option 1. Purchase equipment as defined in project.

Option 2. Rent/lease a sweeper as required. No recommend because this is subject to supplier availability/scheduling/pricing and this has proven difficult in the past.

Option 3. Cancel purchase. Not recommended - it is anticipated that as the first large sweeper continues to age so does its reliability. The second large unit is required for redundancy and to maintain current service levels with the addition of new roads.

END



# Daycare Lands - Outdoor Rink Replacement

Project Summary

Project Number

7037

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	Parks
Questica Reference:	PAR-18-01
Priority:	B

<b>2018 Budget:</b>	\$540,000
Project Type:	Replacement
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

The project is to replace the existing boarded outdoor ice surface rink at the 'Daycare Lands' with 3 enhancements:

1. Concrete surface instead of asphalt (concrete does not heave);
2. Higher than the average chain-link fencing for resident / passerby safety; and
3. Enclosed player box.

This boarded multi use facility is used for ice skating in the winter and basketball and ball hockey in the summer. The facility was built in 2003.  
END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$540,000	0	0	0	0	\$540,000
<b>Total</b>	<b>\$540,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$540,000</b>

## Operating Budget Impact:

No operational impact as the project replaces an existing rink.  
END

## Project Rationale:

**Operations:** The rink was constructed with an asphalt surface that is heaving significantly, to an extent that the surface needs replacing. The asphalt cannot be replaced without replacing the existing boards and board framing. The boards are cracked and over a third require replacing. This has been delayed pending the future redevelopment of the site.

**Site Redevelopment:** The location of the existing rink will likely include the construction of services, roads or homes and therefore requires relocation.

**Safety:** The replacement rink will include higher than average chain-link fencing to reduce the risk of pucks leaving the ice surface. This will reduce the risk of pucks hitting pedestrians or private property.

END

## Options Considered:

1. Replace the rink as proposed above with boards, full concrete pad / curb, lights, covered player box for \$540,000.
2. Replace the rink with boards, asphalt surface / concrete curb, lights and covered player box for \$520,000. Not recommended as it is projected that the asphalt will heave again making it difficult again to make and maintain ice.
3. Cancel the project: Not recommended because the rink is very popular during both the winter and summer months.

END



# Daycare Lands - Vault Washroom

Project Summary

Project Number

7038

<b>Budget Year:</b>	2018	<b>2018 Budget:</b>	\$85,000
Year Identified:	2018	Project Type:	New Infrastructure
Department:	Parks	Multi-Year Approval:	<input type="checkbox"/>
Questica Reference:	PAR-18-02	Annual Approval:	<input checked="" type="checkbox"/>
Priority:	C		

## Project Description:

Supply and install a new 2 stall vault washroom at the new Larch (old Daycare Lands) ice rink. The vault washroom would have 2 stalls, be wheel chair accessible and be used by multiple user groups. Examples include winter ice, summer ball hockey, and basketball and trail users.  
END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$85,000	0	0	0	0	\$85,000
<b>Total</b>	<b>\$85,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$85,000</b>

## Operating Budget Impact:

Maintenance of new vault toilet includes staff time (0.05 FTEs / \$2,500), fleet use, supplies and pumping (\$6,350) for a total of \$9,000. The 2017 budget currently includes \$5,500 for one portable at this location so the net impact is \$3,500.  
END

## Project Rationale:

Site Redevelopment: The 2017 redevelopment of the Larch site is an opportunity to include a more permanent and attractive washroom to go along with the new boarded ice / multi use facility and the nearby river berm / larch loop trail.

ROI: Although the payback would be 15 years it would be more beneficial to install a permanent facility from a cleanliness and accessibility standpoint, and it would be more visually appealing to the nearby residents than the current blue portable unit. Currently a portable washroom is rented year round to service the boarded rink and nearby trail users at a cost of \$5,500 per year.  
END

## Options Considered:

Option 1: Recommended: Install a vault washroom for \$85,000.

Option 2: Utilize the proposed purchase of the "PW - Portable Washroom" (\$90,000 in 2017) between the Public Works building (summer) and the Larch Park (winter). This would require an additional \$2,000 / year to transport and set up the portable washroom twice a year between locations.

Option 3: Continue renting a portable potty for \$5,500 per year. Portable toilets are more appropriate for short term needs and do not look attractive.

END





# Public Washrooms - Riverside Park

Project Summary

Project Number

7039

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	Parks
Questica Reference:	PAR-18-03
Priority:	C

<b>2018 Budget:</b>	\$100,000
Project Type:	New Infrastructure
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

The supply and installation of vault washrooms for \$100,000 in 2018 at Riverside Park. Part of the work will include completing a survey of the site to meet lease conditions. The washroom will contain 2 multi use stalls.  
END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
General Capital Reserve	\$100,000	0	0	0	0	\$100,000
<b>Total</b>	<b>\$100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$100,000</b>

## Operating Budget Impact:

Maintenance of new vault toilet includes staff time (0.05 FTEs / \$2,500), fleet use, supplies and pumping (\$6,350) for a total of \$9,000.  
END

## Project Rationale:

It has been identified that many park areas do not include public washrooms. As the number of users increase so does the need to provide this type of service. Without a public washroom at key parks, it forces residents and visitors to go downtown or in the woods.

### Issues:

- People going to the washroom in the woods or on private property.
- Trespassing onto private property to go to the washroom.
- Closest washrooms are located downtown.

### Benefits:

- Reduces the number of incidents involving people going to the washroom on private property.
- Washroom benefits people gathering by the river for picnics, events and trail walkers / runners.

END

## Options Considered:

Option 1. Install vault washroom as proposed.

Option 2. Portable potties may be rented, installed and maintained at this locations. This would be functional and cost \$5,500 per year. Riverside Park is a community gem and adding a blue portable would be unattractive.

Option 3. Cancel the project. There are currently no washroom facilities at this location. This will continue to force visitors of the park to go into downtown or the adjacent woods for a 'washroom'.

END



# Roll Off Container Replacement

Project Summary

Project Number

7040

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	SWS - Collection/Disposal
Questica Reference:	SWS-18-01
Priority:	B

<b>2018 Budget:</b>	\$20,000
Project Type:	Replacement
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

Project is to replace two roll off containers fro \$20,000 used for the large item clean up program for sundry and metals. The current roll off containers are old and requiring significant maintenance.

Container replacement would be funded 50/50 from SW and Recycling Reserves.

END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
SWS Collection Reserve	\$10,000	0	0	0	0	\$10,000
SWS Recycling Reserve	\$10,000	0	0	0	0	\$10,000
<b>Total</b>	<b>\$20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$20,000</b>

## Operating Budget Impact:

Impact on operating budget may include reduced R/M costs historically spent repairing existing roll off containers by purchasing brand new roll off containers.

END

## Project Rationale:

The current containers are in disrepair. Hinges are misaligned so doors do not fully close and the frame is bent in several places. This makes it difficult for it to be transported securely.

END

## Options Considered:

Option 1: Do not replace/delay the replacement of roll off containers. Not recommended because the condition of the existing roll offs is such that significant R/M costs may be required in the near future. In addition the risk of the contents of the containers falling onto the roadway/highway is real posing a hazard to other drivers and the issuance of fines to operators for driving without a secured load.

END



# Lift Station 2 - Construction Upgrade

Project Summary

Project Number

7043

<b>Budget Year:</b>	2018
Year Identified:	2017
Department:	Utility - Waste Water
Questica Reference:	UTI-17-14
Priority:	A

<b>2018 Budget:</b>	\$2,900,000
Project Type:	Growth
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

The project is to upgrade Lift Station 2 into a fully enclosed facility with a new wet well, pumps and controls to address capacity, redundancy and lifecycle.  
END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
Debenture	\$932,500	0	0	0	0	\$932,500
Wastewater Utility Reserve	\$1,967,500	0	0	0	0	\$1,967,500
<b>Total</b>	<b>\$2,900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$2,900,000</b>

## Operating Budget Impact:

Operating impact is unknown at this time but will be finalized ahead of approval to proceed with construction. Impact will be related to heating and maintenance of a traditional facility.  
END

## Project Rationale:

Capacity: An analysis of pumping hours shows that the average number of hours pumps ran per day in 2015 was just over 25 hours (or 104%). Since there are only 24 hours in a day, this indicates that a second pump came on regularly to keep up with the demand. There were also 2 days when the pumping hours exceeded 40 hours clearly demonstrating the station requires both pumps to meet peak demand. LS2 does not have a back up pump in case of 1 of the 2 'duty pumps' fail or are off line due to maintenance.

Age/Condition: Pump 1 is original (1981) and nearing the end of its life and should be replaced. The piping is all original too with evident of significant corrosion. Delay in pipe replacement may result in a 'release'.

Security: The facility itself is not secured and includes the presence of potential hazards such as poisonous and flammable gases. The pump cables exit the wet well and are unprotected. The lift station is adjacent to a popular public pathway running between SCMV and Railway Avenue / Elevation Place and the risk of incident remains while the facility is unsecured.  
END

## Options Considered:

Option 1: Revise project to include perimeter fencing only. Not recommend because it does not address capacity and age/condition.  
END



# WWTP - Upgrades to Meet TAN Approvals

Project Summary

Project Number

7044

<b>Budget Year:</b>	2018
Year Identified:	2018
Department:	Utility - Waste Water
Questica Reference:	UTI-18-02
Priority:	A

<b>2018 Budget:</b>	\$526,000
Project Type:	Legal/Regulatory
Multi-Year Approval:	<input type="checkbox"/>
Annual Approval:	<input checked="" type="checkbox"/>

## Project Description:

This project is to complete upgrades that have been identified by the EPCOR BAF technical team to bring the WWTP back into compliance with (Total Ammonia Nitrogen) TAN removal requirements in the regulatory approval. The projects would be completed in stages in a priority sequence:

1. PLC programming changes in the BAF filter control process (\$30k);
  2. Purchase and installation of three online ammonia analyzers at strategic locations in the WWTP to identify critical TAN loadings on the WWTP process (\$80k);
  3. Installation of alkalinity dosing station to be used by nitrogen-removing bacteria in the BAF filters (\$250k); and
  4. Increase the height of weir wall in collection tank 316 to increase the W3 water storage capacity required to maintain sufficient BAF filters and the DAF online (\$50k).
- END

## Budget Funding:

	2018	2019	2020	2021	2022	Total
Wastewater Utility Reserve	\$526,000	0	0	0	0	\$526,000
<b>Total</b>	<b>\$526,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$526,000</b>

## Operating Budget Impact:

No operations impacts have been identified at this time.  
END

## Project Rationale:

Project justification is the TAN removal at the WWTP has not met regulatory approval for six of the nine months of 2017. A technical team has been working since January to identify all causes and corrective actions which have included:

1. Rehabilitation project July-September to replace all nozzles and diffusers in the ten BAF filters.
2. Cleaning of BAF media and replacement of protective layers of gravel in all filters.
3. Changes to PLC logic to maintain flow rates through the filters with existing recycle pumps.
4. Extensive lab testing and analysis to determine chemical deficiencies limiting the TAN-removing bacteria from performing to design standards.

Ongoing monitoring indicates the above have not resolved the issue and more work and possible upgrades may be required.  
END

## Options Considered:

Epcor's BAF technical team have evaluated many options (identified above) and the list of stages above, in that particulate order is what they feel should be completed to meet the TAN requirements per the Approval to Operate. To do nothing would not be acceptable by Alberta Environment. The province has been kept up to date on progress and providing support where they can.  
END



## **Appendix #2**

### **Amended 2018 - 2021 Capital Planning Summary**

<b>Capital Planning Summary</b>										
<b>For the planning period 2018 - 2021</b>					<b>4 YEAR TOTAL METHOD OF FUNDING</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
<b>Administration, A&amp;E, Community Social Dev</b>										
Public Art (2018)	150,000						150,000			
Public Art			35,000				35,000			
Organizational Structure Review	100,000					100,000				
Cultural Master Plan	75,000					75,000				
Shared Info Governance Feasibility Study	30,000				30,000					
Corporate Digitization (2019)		70,000				70,000				
Sense of Community Survey				28,000			28,000			
<b>Administration, A&amp;E, Community Social Dev Total</b>	<b>355,000</b>	<b>70,000</b>	<b>35,000</b>	<b>28,000</b>	<b>30,000</b>	<b>273,000</b>	<b>185,000</b>			
<b>Information Technology</b>										
PC Lifecycle & New Equipment (2018)	45,000						45,000			
PC Lifecycle & New Equipment		55,000	55,000	55,000			165,000			
IT Infrastructure Lifecycle & New Equipment (2018)	90,000						90,000			
IT Infrastructure Lifecycle & New Equipment		82,000	82,000	82,000			246,000			
Data Centre Firewall	45,000					45,000				
Fire Operations Management System	100,000					100,000				
Telecommunications Study		40,000				40,000				
Business Continuity Planning		100,000				100,000				
Network & Systems Security Testing			30,000				30,000			
<b>Information Technology Total</b>	<b>280,000</b>	<b>277,000</b>	<b>167,000</b>	<b>137,000</b>		<b>285,000</b>	<b>576,000</b>			
<b>Protective Services</b>										
FF Protective Clothing (Paid Response)			120,000			120,000				
Replace 2000 Rescue 31			750,000		650,000		100,000			
<b>Protective Services Total</b>			<b>870,000</b>		<b>650,000</b>	<b>120,000</b>	<b>100,000</b>			
<b>Recreation</b>										
Climbing Centre Flooring Replacement			40,000			40,000				
Rocktopia Wall Replacement				70,000		70,000				
<b>Recreation Total</b>			<b>40,000</b>	<b>70,000</b>		<b>110,000</b>				
<b>Facilities</b>										
CRC - Lifecycle Maintenance Construction	10,320,000				5,000,000		320,000	5,000,000		
CRC - Spatial Needs Implementation	400,000						400,000			
NWMP Barracks - Short Term R&M	70,000					70,000				
Seniors Centre - Exterior Envelope R&M	400,000						400,000			
Fire Hall - Expand or Relocate Planning	150,000						150,000			

<b>Capital Planning Summary</b>										
<b>For the planning period 2018 - 2021</b>					<b>4 YEAR TOTAL METHOD OF FUNDING</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
Fire Hall - Lockers and Mezzanine		55,000					55,000			
CRC - Zamboni Refurbish & Replace		70,000				70,000				
CC - Spatial Needs Implementation			130,000				130,000			
CC - Short Term R&M			235,000				235,000			
Facilities - Energy Audit			50,000			50,000				
Facilities - Spatial Needs-Implementation				325,000		15,000	310,000			
Elk Run Maint. - Short Term R&M				55,000		55,000				
Scissor Lift - Replacement				45,000		45,000				
<b>Facilities Total</b>	<b>11,340,000</b>	<b>125,000</b>	<b>415,000</b>	<b>425,000</b>	<b>5,000,000</b>	<b>305,000</b>	<b>2,000,000</b>	<b>5,000,000</b>		
<b>Planning</b>										
HUMR - Signage and West Palliser Trail Density	25,000					25,000				
Human Use Mgmt Review Implementation		50,000	50,000	50,000		150,000				
OSTP Horseshoe Trails Improvement	25,000					25,000				
Bow Valley Trails (ROWG update)	20,000						20,000			
Visitor Accommodation Review	50,000						50,000			
Secondary Suite Incentive Program (2018)	50,000					50,000				
Secondary Suite Incentive Program		50,000	50,000			100,000				
Open Space and Trails Plan implementation		25,000	25,000	25,000		75,000				
Town Centre Enhancement Plan Update		150,000				150,000				
<b>Planning Total</b>	<b>170,000</b>	<b>275,000</b>	<b>125,000</b>	<b>75,000</b>		<b>575,000</b>	<b>70,000</b>			
<b>Engineering - Flood Projects</b>										
Stoneworks Creek PH1 Mitigation Construction	3,400,000				3,110,000		215,000		75,000	
Flood Protection for Key Infrastructure	250,000				225,000		25,000			
Hazard & Risk Assessment XYZ Creeks	225,000				202,500		22,500			
Hazard & Risk Assessment Echo Creek	120,000				108,000		12,000			
Stones Canyon Creek Mitigation	80,000						40,000		40,000	
Stone Creek Mitigation				2,500,000	2,250,000		250,000			
<b>Engineering - Flood Total</b>	<b>4,075,000</b>			<b>2,500,000</b>	<b>5,895,500</b>		<b>564,500</b>		<b>115,000</b>	
<b>Engineering</b>										
Active Transportation Projects (2018)	200,000						200,000			
Active Transportation Initiatives		200,000	200,000	200,000		150,000	450,000			
Street and Drainage Rehab (2018)	630,000						630,000			
Street and Drainage Rehab		630,000	1,125,500	2,175,000	3,000,000		930,500			
Complete St Rehab - Railway Ave (2018)	1,000,000				800,000		200,000			
Complete St Rehab - Railway Ave		7,000,000	2,000,000		8,700,000		300,000			
Transit - Local Spare Bus Purchase	432,500				288,000		144,500			
Transit - Bus Stop and Town Centre Hub Impr		985,000			650,000		335,000			
BVT & Teepee Town Transportation Planning	130,000						130,000			
Parking Strategy Implementation		25,000	25,000			50,000				

<b>Capital Planning Summary</b>										
<b>For the planning period 2018 - 2021</b>					<b>4 YEAR TOTAL METHOD OF FUNDING</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
Pavement Management Quality Survey				70,000		70,000				
Bridge Asset Management Program				115,000		115,000				
Orthophoto/Pictometry Update (future)				35,000		35,000				
<b>Engineering Total</b>	<b>2,392,500</b>	<b>8,840,000</b>	<b>3,350,500</b>	<b>2,595,000</b>	<b>13,438,000</b>	<b>420,000</b>	<b>3,320,000</b>			
<b>Public Works</b>										
Light Fleet Vehicle - Replacement (2018)	140,000					140,000				
Light Vehicle Replacement (Future)		178,000	100,000	40,000		305,000	13,000			
Parks Equipment - Lifecycle (2018)	50,000					50,000				
Parks Equipment Lifecycle (Future)		95,000	100,000	17,000		212,000				
Parks Washrooms - Elizabeth Rummel School Field (2018)	85,000					85,000				
Parks Washrooms (Future)		90,000	130,000	95,000		90,000	225,000			
Tennis Court - Resurfacing (Veterans Park)	10,000					10,000				
Trail Surface Rehabilitation (2018)	190,000					75,000	115,000			
Trail Surface Rehabilitation (Future)				220,000		220,000				
Street Sweeper - New	355,000				300,000	25,000	30,000			
Gravel Truck (Unit 43) - Replacement	360,000				350,000	10,000				
Parks 1 Tonne (Unit 39) - Replacement	75,000					75,000				
Daycare Lands - Outdoor Rink Replacement	540,000						540,000			
Daycare Lands - Vault Washroom	85,000						85,000			
Public Washrooms - Riverside Park	100,000						100,000			
Playground Replacement - Lions Park		350,000			300,000	50,000				
Playgrounds Lifecycle (Future)			300,000			300,000				
Hook Lift Truck (Unit 14) - Replacement		330,000			300,000	30,000				
Columbarium - New			150,000			35,000	115,000			
Ride-on Mower - New				125,000		125,000				
Mountain Bike Park Rehab & Expansion				120,000			120,000			
<b>Public Works Total</b>	<b>1,990,000</b>	<b>1,043,000</b>	<b>780,000</b>	<b>617,000</b>	<b>1,250,000</b>	<b>1,837,000</b>	<b>1,343,000</b>			
<b>Town Ops Total</b>	<b>20,602,500</b>	<b>10,630,000</b>	<b>5,782,500</b>	<b>6,447,000</b>	<b>26,263,500</b>	<b>3,925,000</b>	<b>8,158,500</b>	<b>5,000,000</b>	<b>115,000</b>	

<b>Capital Planning Summary</b>										
<b>For the planning period 2018 - 2021</b>					<b>4 YEAR TOTAL METHOD OF FUNDING</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
<b>Utilities-SWS</b>										
<b>SWS</b>										
Roll Off Container Replacement	20,000						20,000			
Pedestrian Containers (2018)	20,000				20,000					
Waste Management Centre - Solar Power Installation	208,000						208,000			
Waste Management Centre - Washroom & Locker Expansion		210,000					210,000			
Skid Steer - Replacement		75,000					75,000			
1/2 Ton Collection Vehicle - New			80,000				80,000			
3 Tonne Collection Vehicle - Replacement			300,000				300,000			
Organics Collection Program			750,000				250,000	500,000		
3 Tonne Collection Vehicle - Replacement				285,000			285,000			
1 Tonne Collection Vehicle - Replacement				200,000			200,000			
<b>Utilities</b>										
Lift Station 2 - Construction Upgrade	2,900,000						1,967,500	932,500		
WWTP - Upgrades to Meet TAN Approvals	526,000						526,000			
Utility Vehicle Replacement (Future)		700,000					700,000			
Water Meter Lifecycle & Upgrade (2018)	137,000						137,000			
Water Meter Lifecycle & Upgrade (Future)		141,000	145,000	150,000			436,000			
Inflow & Infiltration Detection & Repair (2018)	310,000						310,000			
Inflow & Infiltration Detection & Repair (Future)		325,000	340,000	360,000			1,025,000			
Deep Utility Replacement - Railway Ave		1,400,000					1,400,000			
WWTP - Dewatering System Capacity Upgrade Construction	4,560,000						60,000	4,500,000		
Lift Station 6 - Lifecycle Replacement - Design	103,000						103,000			
Lift Station 6 - Lifecycle Replacement - Construction		861,000						861,000		
South Bow River Loop Water Main - Design	300,000						300,000			
South Bow River Loop Water Main - Construction		2,800,000					120,000	2,680,000		
Energy Efficiency Initiatives - Study	175,000						175,000			
Energy Efficiency Initiatives - Implementation		455,000					455,000			
Utility Emergency Power - Power Source Replacement		510,000					510,000			
Pumphouse 2 - Treatment Capacity Upgrade		500,000	3,180,000				260,000	3,420,000		
Pumphouse 2 - Inline Booster Pump Upgrade			420,000					420,000		
Pumphouse 2 - Filter Backwash Air Scour Upgrade			260,000				260,000			
PH3 - Decommission			200,000				200,000			
Lift Station 8 - Pump Capacity Upgrade			685,000				102,000	583,000		
Cougar Creek Area - Fire Flow Upgrade			80,000	670,000			750,000			
Utility Master Plan - Update				330,000			330,000			
<b>Utilities-SWS Total</b>	<b>9,259,000</b>	<b>7,977,000</b>	<b>6,440,000</b>	<b>1,995,000</b>	<b>20,000</b>		<b>11,754,500</b>	<b>13,896,500</b>		
<b>Grand Total</b>	<b>29,861,500</b>	<b>18,607,000</b>	<b>12,222,500</b>	<b>8,442,000</b>	<b>26,283,500</b>	<b>3,925,000</b>	<b>19,913,000</b>	<b>18,896,500</b>	<b>115,000</b>	

<b>Capital Planning Summary</b>														
<b>For the planning period 2018 - 2021</b>					<b>4 YEAR TOTAL METHOD OF FUNDING</b>									
					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Grants</b>	<b>Operating</b>	<b>Reserve</b>	<b>Debenture</b>	<b>Other</b>	<b>Unfunded</b>
<b>Proposed projects that will require subsequent funding source and council approval</b>														
Interpretive Trail Signage - Mining History				30,000										30,000
Fire Service Training Area				380,000										380,000
Complete St Improv - Bow Valley Trail	800,000													800,000
Complete St Improv - 3 Sisters Commuter Tr (2018)	1,000,000													1,000,000
Street Improv Traffic Signals 10 St at 6, 7 & 8 Ave		820,000												820,000
Wayfinding Signage		150,000												150,000
Pathway Lighting Program		500,000	500,000											1,000,000
Complete Street Project Implementation			1,000,000	1,000,000										2,000,000
Street Improv - Veterans Way				575,000										575,000
Ped & Cyclist Improv Elk Run from Glacier to 1A				300,000										300,000
Complete St Improv - Bow Valley Tr at Spring Creek Gt				250,000										250,000
Parking Lot Rehabilitation				1,180,000										1,180,000
Quarry Lake Park Enhancement (2018)	100,000													100,000
Quarry Lake Park Enhancement (Future)		1,030,000	65,000	325,000										1,420,000
Lions Park Court Expansion - Construction		750,000												750,000
WWTP - Phosphorus Removal Upgrade		150,000		7,680,000										7,830,000