

TOWN OF CANMORE

AGENDA

Finance Committee

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

Tuesday, November 8, 2022 at 11 a.m.

- A. CALL TO ORDER AND APPROVAL OF AGENDA**
 - 1. Land Acknowledgement
 - 2. Agenda for the November 8, 2022 Finance Committee Meeting

- B. DELEGATIONS - None**

- C. MINUTES**
 - 1. Minutes of the October 25, 2022 Finance Meeting

- D. STAFF REPORTS**
 - 1. High Level Operating and Capital Overview
Purpose: for information

- E. IN CAMERA - None**

- F. ADJOURNMENT**



**TOWN OF CANMORE
MINUTES**

Finance Committee

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

October 25, 2022 at 1:00pm

FINANCE COMMITTEE MEMBERS PRESENT

Sean Krausert	Mayor
Jeff Mah	Deputy Mayor
Jeff Hilstad	Councillor
Joanna McCallum	Councillor
Karen Marra	Councillor
Tanya Foubert	Councillor
Wade Graham	Councillor
Sally Caudill	Chief Administrative Officer (non-voting)

FINANCE COMMITTEE MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Therese Rogers	General Manager of Corporate Services
Whitney Smithers	General Manager of Municipal Infrastructure
Scott McKay	Acting General Manager of Municipal Services
Robyn Dinnadge	Manager of Communications
Palki Biswas	Manager of Finance
Ric Irwin	Senior Finance Officer

Mayor Krausert called the October 25, 2022 Finance Committee meeting to order at 1:02 p.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

1. Land Acknowledgement

2. Agenda for the October 25, 2022 Finance Committee Meeting

11-2022FIN

Moved by Mayor Krausert that the Finance Committee approve the agenda for the October 25, 2022 meeting as presented, amended as follows:

- Under Staff reports add item D6 Fortis and ATCO Franchise Fees,
- Under In Camera add item E1 Auditor Interview,
- Move item D5 Pre-Audit Report to precede item D1, followed by item E1 Auditor Interview..

CARRIED UNANIMOUSLY

B. DELEGATIONS

None

Minutes approved by: _____

C. MINUTES

1. Minutes of the April 26, 2022 Finance Meeting

12-2022FIN Moved by Mayor Krausert that the Finance Committee approve the minutes of the April 26, 2022 meeting as presented.

CARRIED UNANIMOUSLY

D. STAFF REPORTS

5. Pre-Audit Report

Tylyn Cousins of Avail CPA spoke to a written report related to their audit of the 2022 financial statements.

4. Auditor Appointment for 2022 and 2023

At administration's recommendation, the Finance Committee agreed to consider this agenda item immediately.

13-2022FIN Moved by Mayor Krausert that the Finance Committee appoint Avail CPA as the external financial auditor for the Town of Canmore for the fiscal years ending December 31, 2022, and 2023.

CARRIED UNANIMOUSLY

E. IN CAMERA

1. Auditor Interview

14-2022FIN Moved by Mayor Krausert that the Finance Committee take the meeting in camera at 1:14 p.m. to prevent disclosure of personnel evaluations in accordance with section 17(4)(f) of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

Present at the closed session: Calvin Scott and Tylyn Cousins of Avail CPA; no members of administration were present.

15-2022FIN Moved by Mayor Krausert that the Finance Committee return to the public meeting at 1:26 p.m.

CARRIED UNANIMOUSLY

D. STAFF REPORTS continued

1. Finance Committee Overview

Administration provided a verbal overview of legislative requirements, the budget cycle, tax revenue, and budget development.

2. 2022 Financial Report - Year to Date as at August 31

Administration spoke to a written report providing the year-to-date financial report as at August 31, 2022 for information.

3. 2022 Capital Projects Status Update as at September 30

16-2022FIN Moved by Mayor Krausert that the Finance Committee recommend to Council to cancel the following projects: 7224 Asset and Work Order Software and 7236 Passenger Rail Station and Impact Study.

CARRIED UNANIMOUSLY

Minutes approved by: _____

6. Fortis and ATCO Franchise Fees

Administration provided a verbal report to advise the Finance Committee that administration plans to bring a recommendation to change franchise fees in 2024 as part of the budget discussions at the November 10, 2022 Finance Committee meeting.

F. ADJOURNMENT

17-2022FIN

Moved by Mayor Krausert that the Finance Committee adjourn the October 25, 2022 meeting at 2:09 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Cheryl Hyde, Municipal Clerk

Minutes approved by: _____



TOWN OF CANMORE STRATEGIC PLAN

2023-2026





2023-2026 STRATEGIC PLAN

COUNCIL STRATEGIC PLAN

Canmore Town Council Left to Right: Councillor Joanna McCallum, Councillor Tanya Foubert, Councillor Wade Graham, Mayor Sean Krausert, Councillor Jeff Hilstad, Councillor Jeff Mah, Councillor Karen Marra.

Introduction

To identify their goals and priorities for 2023 through 2026, Town Council participated in facilitated planning sessions in early 2022 with the intention of setting the direction for the community of Canmore. With the future of the town's citizens and businesses in mind, Council has prepared this strategic plan to guide them for the next four years.

This plan is a key reference tool for administration in guiding decision making, providing useful information for business planning and budgeting, and communicating strategic priorities to the community.

A multi-year strategic plan enables longer term planning, higher level thinking, and prioritization of issues and projects. The strategic plan encompasses the three remaining years of this Council's term, plus one year after the 2025 municipal election. While the plan has been crafted to endure this timespan, Council will review it annually and make changes if the priorities of the community change significantly during this time. In 2026, the Council elected at that time will craft the next multi-year strategic plan in response to the evolving priorities of the community.

Council works collaboratively, with the benefit of individual knowledge, experience, and community connections, to make balanced decisions to sustain and uphold the public's values for the betterment of the community as a whole.



2023-2026 STRATEGIC PLAN

OUR COMMUNITY VISION



Canmore is authentic and resilient. Through bold, innovative leadership we will thrive as a vibrant, livable, and diverse mountain community.

Our vision speaks to the ways in which our community will thrive in an ever-changing environment; we aspire to progress and prosper despite any situation we may encounter.

We recognize that old ways of addressing problems will not get us to the future we aspire to. We are committed to being

brave and leading in unique ways, including seeking out new opportunities and creating strong partnerships.

We strive to protect and defend our picturesque landscape and natural environment, while fostering an inclusive community with a quality of life for our residents that is unrivalled.



2023-2026 STRATEGIC PLAN GOALS

To get us closer towards the vision of our community, Council articulated three equally important goals.



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.



2023-2026 STRATEGIC PLAN

LIVABILITY



Livability Goal

Canmore is a place where all residents can thrive.

Results:

- Municipal initiatives and services are designed to increase affordability
- Emergency management communication is effective and adopted across our community
- Municipal programs, facilities, and services help to attract and retain families and support community diversity
- Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available

A thriving and strong community supports the fundamental needs of individuals and families, while promoting inclusive neighbourhoods. The Town of Canmore believes in the health of these individual members, as well as the community as a whole.

The provision of affordable and accessible services is vital to our community. This includes a commitment to a range of underserved housing options, a focus on increasing affordable and convenient options to encourage more trips by fare-free transit, foot, or bicycle, and support of meaningful employment opportunities so our residents can flourish. The provision of these basic necessities is complemented by our commitment to cultural and social activities.

We are committed to keeping our community safe. We will foster an environment of safety and the protection of people and property.



2023-2026 STRATEGIC PLAN

ENVIRONMENT



Environment Goal

Canmore is a recognized leader in managing human impact on our environment.

Results:

- Wildlife encounters within Canmore's urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced
- Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation
- The community is aware of the Town of Canmore's environmental leadership
- Safe multi-modal transportation shift is advanced

The Town of Canmore commits to protect and preserve our natural environment and to live sustainably. We will work to combat climate change and prepare for climate adaptation through our programs and initiatives, especially through transitioning to clean energy, advocating for net zero building standards, and supporting alternate modes of transportation in and around the community.

As a community known for its scenery, outdoor activities, and wildlife, the promotion and protection of our natural environment is integrated into every aspect of civic life, guiding our decisions and policy. We recognize that being good stewards of our land and natural resources is a shared responsibility, and we will work tirelessly in our stewardship efforts.



2023-2026 STRATEGIC PLAN

RELATIONSHIPS



Relationships Goal

Respectful, authentic relationships are the foundation on which our future success is built.

Results:

- Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced
- Inter-governmental, business, and not-for-profit relationships result in mutually beneficial outcomes
- Meaningful, two-way public engagement and communication is civil, supportive, and productive
- The community understands the value of a strong and healthy Public Service

Strong relationships are fundamental to a thriving and prosperous community. The Town of Canmore will build partnerships within the region, community, and with other orders of government based on mutual respect and shared goals to achieve long-term well-being for all.

Our focus is also on strengthening relationships with residents by increasing satisfaction with public engagement processes. Additionally, the relationship between Council and administration is of central importance to ensure that our residents are served efficiently and effectively through trusted and respected relationships.



2023-2026 STRATEGIC PLAN

FOUNDATIONAL PILLARS

To achieve the goals and results – and ultimately, the community vision – a strong organization is needed.

Maintaining a healthy organization requires a commitment to implementing best practices and good governance.

The three key pillars of good governance form the foundation of this strategic plan:

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.





2023-2026 STRATEGIC PLAN

MOVING TOWARD THE VISION

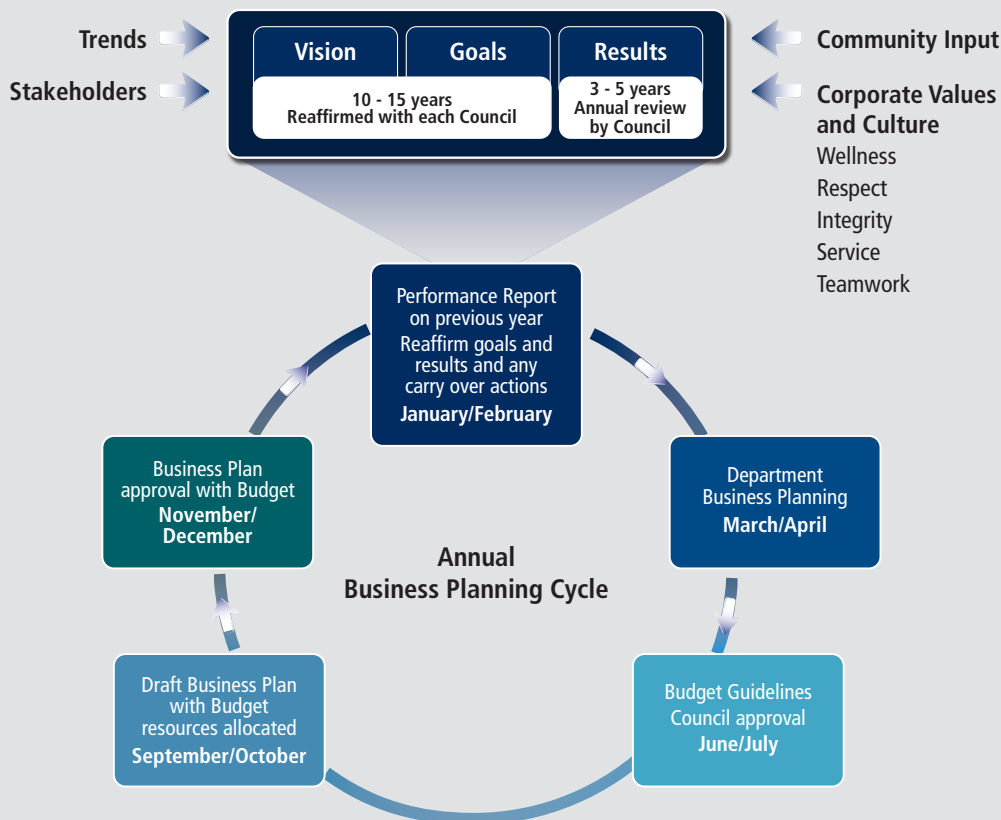
This strategic plan articulates Council’s goals and desired results for the planning horizon to 2026. They will be used to create priority-based business plans, which will in turn inform departmental budgets, where specific actions are identified that will be taken each year.

Integrated Planning Cycle

This integrated planning cycle is a holistic approach to strategic planning that links the vision, goals, and desired results to the annual business plan and budget. The vision and goals are long range aspirations meant to last 10-15 years. The results

are shorter, generally three to five years in length, with an annual business plan that identifies implementation efforts to move the needle towards the goals. At the start of the year, administration reports to Council on the performance of the past year. Council and administration then work together to affirm or amend the desired results of the community for the next year.

Ultimately, our success as an organization and a community is measured by how well the whole organization provides service and moves us towards the vision.



Draft 2023-2026 Council Strategic Plan Implementation (budget related)



Implementing LIVABILITY



Livability - Canmore is a place where all residents can thrive.

Result 1: Municipal initiatives and services are designed to increase affordability for residents

Action	When	Budget implications
Expand housing focus to investigate increasing housing stock, regulation of occupant type, and different models of provision of housing. Potential ideas include:		
a) increase Canmore Community Housing (CCH) capacity, stock, and mandate	a) ongoing	a) none at this time
b) staff accommodation for Town of Canmore (Town) employees	b) ongoing	b) none at this time
c) mortgage helper program for Town employees	c) 2025 workplan for Finance and HR	c) none at this time
d) housing intensification downtown	d) 2023	d) included in Downtown Area Redevelopment Plan (ARP) capital project
e) Provide additional congregate living opportunities (Happipad)	e) 2023	e) OPTION: Unfunded operating budget (Economic Development Reserve)

Increase participation in and access to Affordable Services Program	2023-ongoing	OPTION: Unfunded operating budget in Community & Social Development (CSD)
Convert Safe Park Pilot to permanent program	2023-ongoing	OPTION: Unfunded operating budget in CSD

Result 2: Emergency Management Communication is effective and adopted across our community

Action	When	Budget implications
Implement an emergency alert notification system	2023	OPTION: Unfunded operating budget in Protective Services (PS)
Develop winter and summer emergency response plans for unsheltered individuals	2023	OPTION: Unfunded operating budget in PS/CSD

Result 3: Municipal programs, facilities, and services help to attract and retain families and support community diversity

Action	When	Budget implications
Advance efforts to eliminate systematic discrimination in the Town organization and community	2023 – ongoing	Funded in proposed 2023 Admin capital budget
Increase accessibility in Town facilities	2023 – ongoing	Study funded in proposed 2023 Facilities capital budget
Examine possibilities for universal washrooms in Town facilities	2023 – ongoing	Funded in proposed 2023 Facilities capital budget (interim initiative to produce inclusive signage is underway)
Create free or low-cost programs that provide alternative childcare options	2023-ongoing	OPTION: Unfunded operating budget in CSD
Increase free outdoor activities/options	2023-ongoing	OPTION: Unfunded operating budget in Public Works (PW) for outdoor ice surface in Three Sisters area. OPTION: Unfunded capital projects in PW for vault washrooms at Fitzgerald Rise playground; dog park at Spring Creek; jumping platform at Quarry Lake Park.

Result 4: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available

Action	When	Budget implications
Implement Labour Market Strategy – Retention/Attraction	2023 study completion and 2024 implementation	Project underway – no budget implications at this time
Identify opportunities to reduce the living wage (for Town as employer)	2024 – ongoing	None at this time. Review after Labor Market Strategy study complete.



Implementing ENVIRONMENT



Environment – Canmore is a recognized leader in managing human impact on our environment.

Result #1: Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced

Action	When	Budget implications
Advocate for wildlife fencing on TCH through Canmore	ongoing	None at this time
Work with Biosphere to increase education and enforcement through collaboration with the province	ongoing	Administration will develop a funding agreement with Biosphere in 2023 to ensure alignment of funding with Council priorities and to ensure outcomes are effective and efficient
Create Town action plan from Human-Wildlife Roundtable recommendations	2023 – ongoing	Funded in proposed 2023 PW capital budget; with funding for future years actions in 2024-2028 capital plan
Actively remove plants on Town lands known to be wildlife attractants, including replacement of plants to maintain natural areas and tree canopy	ongoing	Funded in accordance with current practice in proposed PW operating budget. OPTION: Unfunded increase would escalate pace of program.
Increase feral rabbit removal efforts	2023-ongoing	OPTION: Unfunded operating budget in PS. The Parks operating budget contains funds to rabbit proof Elevation Place in 2025.

Result #2: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate action

Action	When	Budget implications
Create updated, consolidated Climate Emergency Action Plan (based on current Environment and Sustainability, Climate Action, and Climate Adaptation Plans).	2023-ongoing	Funded in proposed 2023 PW capital plan through sustainability reserve; with funding for future years actions in 2024-2028 capital plan.
Energy Retrofits for residents – greenhouse gas emissions reduction program	2024 onward	Funded in 2024 PW operating budget through the Sustainability Reserve.

Result #3: The community is aware of the Town of Canmore’s environmental leadership

Action	When	Budget implications
Install solar panels on buildings that are a good fit and currently do not have panels	2024	OPTION: Unfunded capital project in Facilities for solar panels on the salt shed in Elk Run
Be explicit in how organization actions/initiatives demonstrate environmental leadership	2023-ongoing	Funded in proposed 2023 operating budget through refreshing accountabilities in Biosphere requisition. Otherwise planned for 2025 with proposed new position in Communications.
Participate in NRCB review of Silvertip Gondola (draw connection to environmental leadership)	2023	Funded in proposed 2023 capital budget

Result #4: Safe multi-modal transportation shift is advanced

Action	When	Budget implications
Update transit plan with service requirements to achieve 5% mode share by 2030	2023-ongoing	OPTION: Unfunded new services in Bow Valley Regional Transit Services Commission requisition: <ul style="list-style-type: none"> • Local Quarry Lake/Grassi route • Increase regional transit service • Increased weekend and weekday local service to match regional service.
Programs to facilitate and encourage mode shift by removing barriers for locals and visitors. Possibilities include: <ul style="list-style-type: none"> • Speed reduction and traffic calming • Additional pay parking zones • Bike share and incentive programs • Trail signage 	2023-ongoing	OPTION: Unfunded Engineering capital project
Complete 50% of outstanding network gaps for walk, cycle, ahead of 2030 mode shift goals	2023-ongoing	Funded in accordance with current practice in proposed Engineering capital budget. OPTION: Unfunded increase would escalate pace of program.
Advocate for funding of a pedestrian crossing of TransCanada at Palliser	2026 plan 2027 implement	Currently funded in proposed capital plan in Engineering in 2026 and 2027 timing linked to anticipated development in Palliser area.
Increase paid parking revenue to assist with offsetting costs of multi-modal shift	2023-ongoing	OPTION: Increase parking fees by \$1/hour in peak season



Implementing RELATIONSHIPS



Relationships – Respectful, authentic relationships are the foundation on which our future success is built.

Result #1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced

Action	When	Budget implications
Formalize commitment to truth and reconciliation across the organization and expand relationships with Indigenous communities	2024-ongoing	Funded in proposed 2024 Admin capital budget for consultation support to help advance this priority
Strongly encourage developers to work with Indigenous communities to create Indigenous street names in new subdivisions	2023-ongoing	No costs at this time
Consider recognition of our Indigenous neighbours and Treaty 7 and Metis 3 communities through such things as alternative entrance signs, street names, and space for ceremony	2023-ongoing	No costs at this time
Invite all Treaty 7 nations to Canmore events	2023-ongoing	Funded in Council operating budget through elder fees and protocol

Result #2: Inter-governmental, business, and non-for-profit relationships result in mutually beneficial outcomes

Action	When	Budget implications
<p>Advocate for Provincial policy changes on additional revenue tools for municipalities with visitor-based economies:</p> <ul style="list-style-type: none"> • traditional municipal revenue sources and provincial grant funding sources do not account for visitor tourism demand on Town services the ability of tourism-based local governments to upgrade existing infrastructure to accommodate visitor demand and/or invest in new infrastructure to support the development of the tourism industry is limited 	ongoing	Funded in Council operating budget. However, it is worth noting that lack of successful advocacy on this matter continues to disproportionately burden local businesses and residents to the benefit of visitors and tourists.
<p>Increase inter-municipal collaboration throughout the Bow Valley. For example:</p> <ul style="list-style-type: none"> - Regional Emergency Management Coordinator - Improved relationship with MD of Bighorn - Ongoing opportunities to collaborate with other municipalities 	ongoing	<p>OPTION: Unfunded operating budget in PS in 2024 for Regional EM Coordinator</p> <p>No other costs at this time</p>

Result #3: Meaningful, two-way public engagement and communication is civil, substantive, and productive

Action	When	Budget implications
Focus on expanding public input opportunities	2023	Included in proposed budget
Increase opportunities for public input by establishing a citizen input panel	2025	OPTION: Contractor cost for 2023 or 2024. Otherwise planned for 2025 with proposed new position in Communication
Online community service portal – provides a way for the public to inquire and report issues.	2023-ongoing	Approved in 2022 as part of the website platform update and completion in 2023

Result #4: The community understands the value of a strong and healthy public service

Action	When	Budget implications
Communicate the work being done by key areas in the organization. Use public input to recommend improvements to that work leading to increased appreciation for the value received for taxes.	2023-ongoing	Included in status quo budget by modification of current Communication programs



Implementing FOUNDATIONAL PILLARS

Pillar #1 – Financial Stewardship – We protect and plan for the long-term interests of residents by managing assets and financial resources equitably and sustainably

Action	When	Budget implications
Review asset depreciation policies through a circular economy lens and link to asset management	2025	Unknown at this time
Properly invest in Asset Rehabilitation and Maintenance	2023-2028	Significant capital investment is needed to maintain, rehabilitation, and replace existing infrastructure. The current capital funding envelope is insufficient and requires future action to create affordable capital plan or deplete reserves.
Follow or update Long Term Financial strategy	2025	For years budgets have been approved that contribute less to reserves than our long-term strategy recommends. The status quo budget for 2023 and 2024 continues this trend by reducing the contributions recommended in the approved Long Term Financial Strategy.
Utilize service level review to assist with making priority-based decisions with limited resources	2023	Funded in proposed 2023 Admin capital budget

Appropriately manage assets in an increasingly complex world	2023-2026	Positions are proposed for each year of the plan to assist with increasing value of assets and complexity of challenges faced by the organization and the community
Explore opportunities to align investments with Council goals and organizational values through Impact Investing	2025	No budget impacts at this time
Revisit the Property Tax Taskforce including a review of the Town's approach to property tax philosophy and a policy update	2025	OPTION: Unfunded Administration capital project

Pillar #2 – Human Resources – People and culture are our strongest assets. We are inclusive and connected.

Action	When	Budget implications
Recruit and retain staff by increasing the cost-of-living allowance (COLA) to account for inflation and high cost of living	2023-2024	Staffing is the Town's biggest operating expense. We must recruit and retain high qualified staff to continue to provide services. 2023 COLA of 5.9% = \$1,070,000 2024 COLA of 2.6% = \$498,000
Re-examine 55% pay policy – recognizing Canmore's high cost of living and high staff turnover	2024	Compensation study will be completed in 2023. Impacts will be brought to Council for 2024.
Implementation of recommendations from the 2022 Reconciliation, Equity, Diversity, and Inclusion organizational audit	2023	Funded in the proposed 2023 Admin capital budget
Prioritize leadership development	2023-ongoing	HR positions have been added in 2023, 2025, and 2026 to account for increased recruitment demand. Need to add capacity in HR to meet recruitment demands and free up staff to develop training program.
RCMP staffing increase request	2024-ongoing	OPTION: Unfunded RCMP multi-year financial plan requests an additional RCMP officer in 2024 (Q2-2024)

Pillar #3 - Community Engagement - We meaningfully engage with citizens for effective decision making

Action	When	Budget implications
Monitor and measure progress on key community indicators and Council Strategic Plan by advancing the new Community Monitoring web-based tool which is easy to access and transparent	2023-ongoing	OPTION: Unfunded operating budget in CSD
See actions in Relationship result #3		

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2023-2028 Summary of Budget and Business Plan

SUMMARY

Record inflation, rising costs, higher borrowing costs due to increased interest rates, ongoing COVID-19 impacts, and decreased funding from all levels of government have led to an increase in budgets.

Overall Operations:

The 2023 and 2024 Operating Budgets ensure funds are in place for the delivery of operating programs and services. Total expenditures and transfers are budgeted at \$68.0M for 2023, and \$72.0M in 2024, up from \$61.5M in 2022.

Revenues and transfers from all sources other than taxation are \$35.9M in 2023 and \$37.8M in 2024, with the balances of \$32.0M (2023) and \$34.2M (2024) sourced through taxation.

The resulting proposed tax increase is 12.5% in 2023 and 5.6% in 2024 as the budgeted new municipal tax net of growth.

	Budget Summary		
	2022	2023	2024
Net Budget	61,468,459	67,906,938	71,987,115
Municipal Taxes	28,130,186	32,032,628	34,211,823
Municipal Tax Change		3,902,442	2,179,195
Taxes from Growth		400,000	400,000
Change by %		12.5%	5.6%

Capital:

The 2023-2028 proposed capital plan outlines what assets need rehabilitating and what new infrastructure is planned for the six-year horizon. This does not include unfunded projects.

6-Yr Capital Budget Summary	
2023	36,833,000
2024	22,294,000
2025	23,895,000
2026	36,780,000
2027	33,894,000
2028	13,532,000
Total	167,228,000

APPROACH

In preparing the 2023-2024 budget, the approach taken was to bring forward a plan representing the continued services and programs at 2022 service levels, while accommodating for growth of the community where required.

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

Salaries, wages, and benefits include the cost of living adjustment (COLA) 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.

The status quo scenario includes additional staff or resources required to maintain existing programs and services at existing service levels (including growth) or previously identified and accepted by Council as part of a budget plan. It also includes the phase-in plan for increases to fire staffing.

Reserve contributions are included in the status quo budget but to reduce the overall tax impact, have been reduced below the recommended levels in the long-term financial strategy and existing practices and policies.

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.

No new services or programs or increased levels of service are included in the proposed budget.

No new initiatives to implement Council's 2023-2026 Strategic Plan are included in this status-quo budget; instead an implementation plan with optional budget implementations is presented.

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 is being undertaken in 2022 and 2023 to identify the highest priority areas and resources required to deliver those services and manage expectations.

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 of the physical and virtual infrastructure as well as the human resources required to deliver these benefits.

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 \$19.0M in 2023 and \$19.9M in 2024, with the balances of \$32.0M (2023) and \$34.2M (2024) sourced through taxation. All sources of revenues are budgeted to increase from the 2022 budget.

In 2020, due to COVID-19, taxes were held to the same level as 2019 resulting in a zero increase. This changed the trajectory of tax increases. The difference is \$1.2M, which would have gone a long way in terms of the delivery of programs, and services, or contributing to our capital needs. The cumulative effect of no tax increase in 2020 is being felt as we make up for the shortfall; this year's proposed tax increase would have been 10.9% instead of 12.5%.

EXPENSES

An additional \$5.5 million or 12.2% is required in 2023 to fund all Town of Canmore tax-supported services based on the status quo (as compared to 2022) and an additional \$3.1 million is required in 2024. The vast majority 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. 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 \$600,000 in 2023 and 2024 from the Tax Stabilization Reserve help offset the increases in costs of the RCMP contract and staffing increases in fire services.

CAPITAL

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 has the ability to continuously carry out its responsibilities.

Contributions to reserve funds were increased in the 2023 budget by \$730K (excluding utilities). The amounts contributed are within the budget direction. However, to lower the tax increase for 2023 and 2024, they have been significantly reduced from what is recommended in the long-term financial strategy.

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

Proposed capital expenditures (including utilities) total \$36.8M for 2023 with a six-year proposed plan total of \$167.2M. The average annual capital envelope used over the six years is \$27.9M, which is not sustainable with current funding levels. There is an additional \$4.5M worth of capital projects that are unfunded in the six-year plan.

Capital projects have been categorized into five key areas:

1. Council Priorities
2. Public Safety
3. Plans and Studies
4. Lifecycle
5. Growth/Upgrade/Management

2025 AND 2026 OPERATING PLANS

The 2025 and 2026 operating plans include ongoing increases in fire staffing and RCMP costs, as well as debt repayments for the new fire hall. 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 \$3.5M in 2025 (compared to 2024) and by another \$3.0M in 2026 due to continued growth and development in the community. The projected tax increase, net of growth, is 5.7% in 2025 and 3.1% in 2026.

SUMMARY OF CHANGES AND BUDGET HIGHLIGHTS FOR 2023 AND 2024

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.

2023 CHANGES TO TAX-SUPPORTED OPERATING BUDGET	2024 CHANGES TO TAX-SUPPORTED OPERATING BUDGET
<p>The operating budget revenue has a shortfall of about \$3.5M, which equates to 12.5% proposed tax increase (before growth).</p>	<p>The operating budget revenue has a shortfall of about \$1.8M which equates to 5.6% proposed tax increase (before growth).</p>
2023 CHANGES TO REVENUE SOURCES	2024 CHANGES TO REVENUE SOURCES
<p>Taxes (New Growth) – Based on current building permits and market trends, a detailed list of projects was generated to calculate growth in assessment. It is estimated that growth will provide \$400K in additional tax revenue, which is the same as 2022.</p>	<p>Taxes(New Growth) – It is estimated that growth will provide \$400K which is the same amount as 2023.</p>
<p>Increased Paid Parking Revenues – The Paid Parking program is budgeted to bring in \$1.2M in revenues, which is an increase of \$405K. This amount is entirely offset through the costs to administer the program, a portion of the transit services, and increased transfers to Paid Parking Reserve for future needs of paid parking capital asset lifecycling.</p>	<p>Paid Parking Revenues – The Paid Parking program is budgeted to bring in \$1.2M, which is the same amount of revenues as 2023 and will be similarly offset through the costs and increased transfers to reserve.</p>
<p>Increased Recreation Revenues - Recreation sales are being projected at \$3.9M based on the current trend, which is an increase of \$175K. This increase in revenue is due to services slowly returning to normal after the uncertainty of the economy and unknown recovery times from the pandemic.</p>	<p>Recreation Revenues - Recreation sales are being projected at \$3.9M which is similar to 2023.</p>
<p>Increased Franchise Fees Revenues - Franchise fees are budgeted to increase \$182K 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 2023 status-quo 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>Increased Franchise Fees Revenues - Franchise fees are budgeted to increase by \$108K based on the estimates received. This increase is all due to volume, as no rate increase is included in the 2024 status-quo budget. 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>Increased Permit Revenues - Permits revenue is projected to increase by \$253K 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>Increased Permit Revenues - Permits revenue is projected to increase by \$249K for the same reasons. Any surplus in permit fees will be transferred to the reserve as per the policy.</p>
<p>2023 UNCONTROLLABLE EXPENSES AND THIRD PARTY COSTS</p>	<p>2024 UNCONTROLLABLE EXPENSES AND THIRD PARTY COSTS</p>
<p>Insurance Cost Increases – It is estimated that insurance premiums will increase by \$135K to \$900K because of the overall increase of 5%-15% estimates provided by the insurance brokerage services along with construction/acquisition of new assets as part of capital budget, repairs and maintenance programs and cyber insurance (new in 2023).</p>	<p>Insurance Cost Increases – It is estimated that insurance premiums will increase by \$50K to \$950K because of the overall increase estimates provided by the insurance brokerage services and a similar analysis done with respect to new assets coming online.</p>
<p>Bank/Service Fees Increases – Bank fees are increasing by \$67K in 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>Bank/Service Fees Increases – Bank fees are increasing by \$9K based on estimated volume of online credit card transactions.</p>
<p>Professional Fees Increases – Overall professional fees are going up by \$275K or 16.1%; the majority are in Corporate Services due to higher inflation rates being added to essential and legislated ongoing contracts extensions, \$100K in legal fees based on 2022 actuals, \$46K in Finance for assessment and annual external audit, and \$82K to support IT cloud-based business software subscriptions.</p>	<p>Professional Fees Increases – Overall professional fees are going up by \$84K or 4.2% due to higher costs to support IT cloud-based business software subscriptions.</p>
<p>RCMP Contract Cost Increases – There was an increase in the 2022 budget in the RCMP contract due to the pay increases based on the collective agreement between the RCMP and National Police Federation and Town of Canmore’s share of paying 90% of the costs based on population. There is a \$295K increase in 2023. To offset this increase, a draw from the Tax Stabilization Reserve is budgeted to lower the overall impact to taxes.</p>	<p>RCMP Contract Cost Increases – the budget includes an increase of \$436K based on similar rationale. To offset this increase, a draw from the Tax Stabilization Reserve is budgeted to lower the overall impact to taxes.</p>
<p>ROAM Transit Cost Increases – Fuel expenses, parts, maintenance, and labour have increased costs. Therefore, the requisitions for regional and local transit services have increased by \$267K to a total of \$1,801,670.</p>	<p>ROAM Transit Cost Increases – The requisitions for regional and local transit services have increased by \$42,870 to a total of \$1,844,535.</p>

2023-2028 Summary of Budget and Business Plan

<p>Contracted Services Increases - There is an overall increase in contracted services for \$100K in Parks, Fleet, and Streets and Roads to maintain new and existing areas. Repairs and maintenance of parks and facilities assets increases by \$74K. Corporate Services is increasing by \$68K for higher contracted services in Communications, Municipal Clerk’s Office and Human Resources departments for costs related to surveys, FOIP, and HR payroll fees.</p>	<p>Contracted Services Increases - There is an overall increase in contracted services for \$272K in Parks, Fleet, and Streets and Roads to maintain existing service areas. Parks and Facilities are projecting an of \$43K in repairs and maintenance.</p>
<p>Supplies and Energy Increases - Increasing by 9% due to higher cost of fuel, power, and natural gas based on the current conditions.</p>	<p>Supplies and Energy Increases –Increasing by 3.8% due to the same reasons.</p>
<p>Affiliates – Administration received budget submissions from affiliated organizations, some of whom have provided Council with a budget presentation this fall. A \$98K increase is being budgeted (Library increase of \$60K, artsPlace increase of \$17K and Museum increase of \$9K).</p>	<p>Affiliates – A \$80K increase is being budgeted in (Library increase of \$57K, artsPlace increase of \$8K and Museum increase of \$9K).</p>
<p>2023 HUMAN RESOURCES – STATUS QUO COSTS</p>	<p>2024 HUMAN RESOURCES – STATUS QUO COSTS</p>
<p>Cost of Living Allowance (COLA) Increases - Employees are compensated within a range of pay for their position 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 5.9% has been included in the status-quo budget as an increase of \$1.15M.</p>	<p>Cost of Living Allowance (COLA) Increases - A COLA increase of 2.6% or \$563K has been included in the status-quo budget. This COLA number is provided in the Calgary and Region Economic Outlook that was published in spring 2022.</p>
<p>Fire-Rescue Additional Staffing - To reduce response times and increase capacity, we have an incremental plan to increase firefighter staffing levels. The proposed budget increases the cost by \$309K. To offset this increase, a draw from the Tax Stabilization Reserve is budgeted to lower the overall impact to taxes.</p>	<p>Fire-Rescue Additional Staffing - To reduce response times and increase capacity, we have an incremental plan to increase firefighter staffing levels. The proposed budget increases the cost by \$124K. To offset this increase, a draw from the Tax Stabilization Reserve is budgeted to lower the overall impact to taxes.</p>
<p>Status Quo New Positions - A number of new positions are being requested to maintain existing level of services and due to growth. See Overview of New Positions chart below with details and funding sources.</p>	<p>Status Quo New Positions - A number of new positions are being requested to maintain existing level of services and due to growth. See Overview of New Positions chart below with details and funding sources.</p>

<p>HR Adjustments –Increases to CPP, EI, health benefits, and short term disability have resulted in an increase of \$288K.</p> <p>In 2022 Council approved funding for market adjustments required bring positions in line with market values and to address re-structuring. The total impact of these adjustments is \$394K.</p>	<p>HR Adjustments – Proposed changes are anticipated to the pay policy and pay grid which will come to Council for approval in 2023. Costs for employee movement through the new pay grid is estimated at \$300K.</p>
<p>Payroll Slippage - Salary, wages, and benefits are budgeted in each department on the basis that 100% of positions are filled through out the year. There will be some cost savings in payroll due to staff turnover and vacant positions. A trend analysis of the past seven years (2013-2019, excluding the pandemic years of 2020 and 2021) showed that slippage on an average has been around 3.5% of total existing Town of Canmore employees’ salaries, wages, and benefits budget. Based on this, an amount of \$820K has been included for payroll slippage, a savings of \$120K.</p>	<p>Payroll Slippage – \$860K is included for payroll slippage, thereby a year-over-year savings of \$40K.</p>
<p>2023 DEBT SERVICING</p>	<p>2024 DEBT SERVICING</p>
<p>Borrowing Costs – These are increasing by \$300K or 20.4%. Borrowing interest rates in the past have been somewhere between 2% to 3% but have now increased to 6% to 7%. 2023 includes half of the new Fire Hall debt servicing costs (principal and interest). This does not include borrowing for utility projects.</p>	<p>Borrowing Costs - These are increasing by \$289K or 16.3% due to the other half of the new Fire Hall. The remaining debt for artsPlace is eliminated. This does not include borrowing for utility projects.</p>

2023 RESERVE FUNDS	2024 RESERVE FUNDS
<p>Transfer from Tax Stabilization Reserve - A draw of \$600K is required to offset the year-over-year increase and spread out the impact of the RCMP contract costs (\$295K) and Fire-Rescue additional peak staffing (\$309K). There was a draw of \$600K in 2022 from this reserve and therefore the year-over-year variance is zero.</p>	<p>Transfer from Tax Stabilization Reserve - The draw of \$600K is required for the same reasons. The year-over-year variance is zero.</p>
<p>Transfer from Development Application Reserve – A draw of \$315K is required to fund the development planner and community development engineer positions and a portion of the parks planner position. All these positions are tied to bringing in more development revenues and therefore funded from this reserve. This is the first year of this reserve as part of the budget.</p>	<p>Transfer from Development Application Reserve – The same draw of \$315,000 is required for the same reasons. The year-over-year variance is zero.</p>
<p>Transfer from Photo Radar Reserve – in 2023 a draw of \$268K is required to offset the equivalent expenses of 1.5 RCMP officers and community and safety initiatives. This is a decrease of \$45K.</p>	<p>Transfer from Photo Radar Reserve – A draw of \$278K is required for the same reasons.</p>
<p>Transfer to Photo Radar Reserve – \$243K will be contributed to this reserve, which is a decrease of \$69K due to a decrease in fine revenue.</p>	<p>Transfer to Photo Radar Reserve – The contributed amount is the same as 2023. The year-over-year variance is zero.</p>
<p>Transfer from Art Trust Fund Reserve – A draw of \$31K is required to offset public art maintenance. This is an increase of \$10K.</p>	<p>Transfer from Art Trust Fund Reserve – A draw of \$63K is required for the same reasons. This is an increase of \$32K.</p>
<p>Transfer to Art Trust Fund Reserve – \$70K will be transferred which is 0.5% of the tax contribution to capital and \$3 per capita instead of the \$5 in the policy (until a grant program is developed). This is an increase of \$70K as this transfer was removed in 2022.</p>	<p>Transfer to Art Trust Fund Reserve – \$102K will be transferred assuming Council approval of a grant program in 2023. This is an increase of \$32K.</p>
<p>Transfer to Paid Parking Reserve – \$474K will be contributed, which is an increase of \$328K. This amount is after removing the costs to administer the paid parking program and a portion of the transit requisition.</p>	<p>Transfer to Paid Parking Reserve – \$465K will be contributed which is a slight decrease as expenses are anticipated to be higher.</p>
<p>Transfer to Asset Rehabilitation/Replacement Reserve and Flood Mitigation Reserves – Based on the long-term financial strategy, the increase to the total transfer is \$250K (\$200K in Asset Rehab and \$50K in Flood Mitigation).</p>	<p>Transfer to Asset Rehabilitation/Replacement Reserve and Flood Mitigation Reserves – The same draw of \$250K is required for the same reasons.</p>

Overview of New Positions

	2023	2024	2025	2026
New Positions Funded Through Taxes				
HR Administrative Assistant (full-time)	X			
IT Junior Desktop Support (full-time)	X			
Property Assessment and Taxation Assistant (part-time)	X			X
Customer Experience Staffing Conversion (casual to part-time)	X			
Facilities Supervisor (full-time)		X		
Facilities Project Manager (full-time)		X		
Fleet Coordinator (full-time 80% tax funded, 20% utility funded)		X		
HR Recruitment Coordinator (full-time)			X	X
Protective Services Administrative Assistant (full-time)			X	
Financial Analyst (full-time)			X	
Communications Advisor (full-time)			X	
Total Funded Through Taxes	\$ 228,401	\$ 281,745	\$ 373,065	\$ 138,920
New Positions Funded Through Transfers				
Development Planner (full-time)	X			
Community Development Engineer (full-time)	X			
Parks Planner (full-time)	X			
Utility Assistant (part-time)	X			
New Positions Funded Through Fines or Revenues				
Municipal Enforcement Officers -Paid Parking (convert seasonal to full-time)	X			
Paid Parking Team Lead (convert from coordinator to lead)	X			



Partner & Affiliate Support

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Partners & Affiliate Summary

	Approved Budget 2022	Proposed Budget 2023	Year Over Year Increase (\$)	Year Over Year Increase (%)	Proposed Budget 2024	Year Over Year Increase (\$)	Year Over Year Increase (%)	Plan 2025	Plan 2026
1 Grant Requests from Partner Organizations									
a) Biosphere - Core Funding	75,629	77,898	2,269	3.0%	80,235	2,337	3.0%	82,642	85,121
b) Bow Valley Wildsmart	68,406	70,458	2,052	3.0%	72,572	2,114	3.0%	74,749	76,991
c) Bow Valley Victim Services	29,500	29,500	-	0.0%	29,500	-	0.0%	29,500	29,500
d) Bow Valley SPCA	10,000	10,000	-	0.0%	10,000	-	0.0%	10,000	10,000
e) Canmore Museum	185,000	194,250	9,250	5.0%	203,363	9,113	4.7%	213,500	224,175
2 Services Contracted to Partner Organizations (based on established deliverables)									
a) Biosphere - Sustainable Action Canmore	25,750	26,523	773	3.0%	27,319	796	3.0%	28,138	28,982
b) Canadian Mountain Arts Foundation (CMAF)	236,000	252,500	16,500	7.0%	260,000	7,500	3.0%	265,000	270,000
3 Affiliated Organizations (included in Consolidated Financial Statements)									
a) Canmore Library - Core Funding	888,294	947,980	59,686	6.7%	1,004,859	56,879	6.0%	1,076,495	1,129,445
Canmore Library - Marigold Funding	93,600	101,537	7,937	8.5%	103,295	1,758	1.7%	103,295	103,295
b) Canmore Community Housing	450,000	450,000	-	0.0%	450,000	-	0.0%	475,000	500,000
c) Downtown Canmore Business Improvement Area	117,152	122,720	5,568	4.8%	122,720	-	0.0%	122,720	122,720
4 Tax or Levy Requisition Authorities									
a) Bow Valley Regional Housing Authority	1,562,773	1,492,772	(70,001)	-4.5%	1,492,772	-	0.0%	1,492,772	1,492,772
5 Regional Commissions									
a) Bow Valley Waste Management Commission	84,520	56,375	(28,145)	-33.3%	56,375	-	0.0%	56,375	56,375
b) Bow Valley Regional Transit Commission	1,514,671	1,781,670	266,999	17.6%	1,824,536	42,866	2.4%	1,887,150	1,949,626
Total All	5,341,295	5,614,183			5,737,546			5,917,336	6,079,002
TOC taxes	3,576,850	3,942,316			4,065,679			4,245,469	4,407,135
Utility rates	84,520	56,375			56,375			56,375	56,375
Separate tax levies	1,679,925	1,615,492			1,615,492			1,615,492	1,615,492
	5,341,295	5,614,183			5,737,546			5,917,336	6,079,002



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 Canmore, Alberta T1W 2T2
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8 September 2022

Budget Committee
 Town of Canmore
 902-7th Ave
 Canmore, AB T1W 3K1

Dear Budget Committee Members:

Please consider this request for your continued support of the Biosphere Institute of the Bow Valley, Below is a summary of funding support requested from the Town of Canmore from 2023 and 2024:

Town support requested for 2023	Core Activities:	\$77,898
	Sustainable Action Canmore:	\$26,523
	WildSmart:	\$70,458
	TOTAL	\$174,879

Town support requested for 2024	Core Activities:	\$80,235
	Sustainable Action Canmore:	\$27,319
	WildSmart:	\$72,572
	TOTAL	\$180,126

All requests represent a 3% annual increase, adjusting for changes in this era of higher inflation. We've used this figure to calculate **anticipated requests from the Town of \$185,529 in 2025, and \$191,094 in 2026**, as detailed in the attached budget.

I've also attached our 2021 Audited Financial Statements. As per my conversation with Palki Biswas, I'll send our detailed rationale and case for support for this funding under separate cover, in the next few business days.

Thank you for considering this request. Should you have any questions, I can be reached at Gareth@biosphereinstitute.org, or 403-678-7746.

A handwritten signature in black ink that reads "Gareth".

Gareth Thomson
 Executive Director



Case for Support of our request of the Town of Canmore

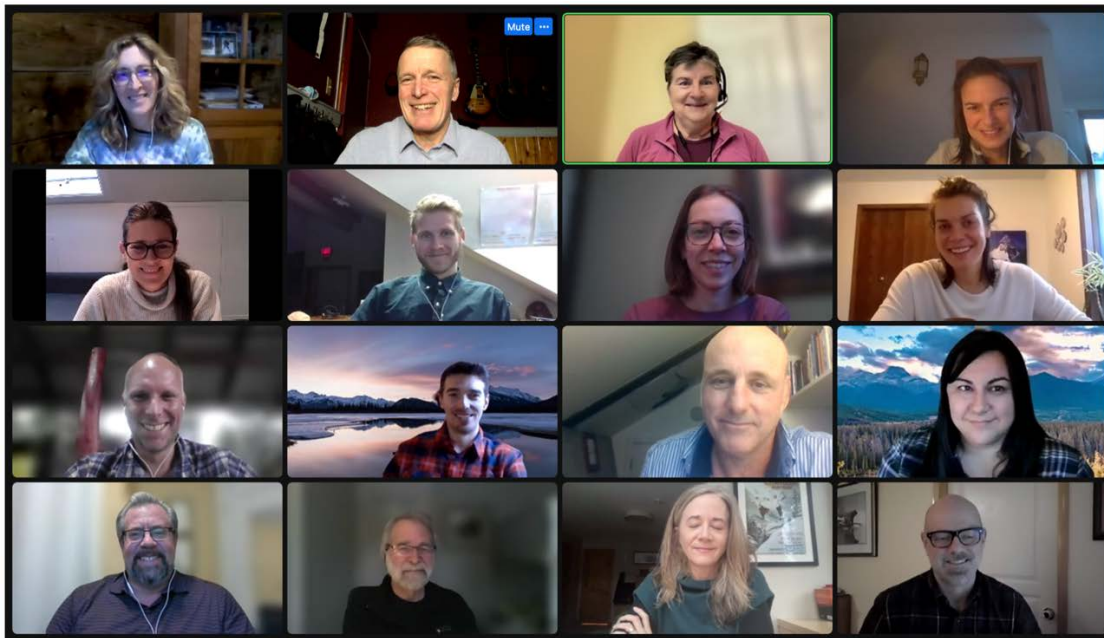
Submitted 16 September 2022 by the
Biosphere Institute of the Bow Valley

Context and Background - About us. With the Town of Canmore's support, the Biosphere Institute of the Bow Valley has provided award-winning programs throughout the Bow Valley community for 25 years.

A revitalized board, a newly minted strategic plan, a new Executive Director and five other full-time staff mean that our charitable non-profit is **increasing its impact** in all our program areas, as we deliver on our mission to 'Empower community leadership to address environmental challenges.'

How this document is organized. Last year the Town of Canmore provided funding for three program areas, and this document uses those three program areas as organizers, showing how we spent Canmore's generous grant last year – and how we propose to use these resources next year. We also show how we've leveraged the Town's funding to attract other funders.

Our six staff and ten Board members:



Pictured above (L to R): Jill Jamieson, Gareth Thomson, Chip Olver, Carine Salvy, Jen Feikes, Adam Mertens, Andrea Johancsik, Heidi Widmer, Nick de Ruyter, Andrew Cotterell, Hugh Notman, Ph.D., Lisa Rosvold, Sean Krausert, John Borrowman, Lisa Oldring, & Chris Joy.



Sustainable Action Canmore: what we accomplished last year

To deliver on the goals of sustainable action Canmore, we have developed our Shift program, which supports Bow Valley residents and businesses as they take action around climate action and waste minimization.

Galvanizing Community Renewable Energy Generation in the Bow Valley. The Biosphere Institute spearheaded the creation of the Bow Valley Green Energy Cooperative (BVGEC), a social enterprise and cooperative that facilitates community generation projects here in the Bow Valley, helping make renewable energy affordable and accessible to all. Community renewable energy generation projects are an important tool to involve individuals in collective action to reduce local emissions. These energy projects are financed, owned, and managed by residents using an innovative economic model whereby local community members invest in shares in an installation. The Biosphere Institute serves on BVGEC's Board of Directors and the BVGEC continues to grow with our mentorship and guidance.

As a direct result of this support, BVGEC recently financed, installed, electrified and now operates the first ever community-owned solar system in the Bow Valley at Ralph Conner Memorial Church which has now been operational for one year; the 11.25kW system offsets an estimated 7.4 tonnes of CO₂ per year. BVGEC also constructed a highly visible 98kW installation at the new iPlace building close to the high school which will be operational in the coming weeks. BVGEC is working in partnership with the Biosphere Institute to install a 27kW solar system at a synagogue in Calgary, which will act as a demonstration site for education on community generation beyond the Bow Valley.



With Biosphere's support and guidance, from 2020-22 BVGEC has:

- raised \$150K from community investment to fund their first and second energy installations;
- grown its membership to 75 people;
- engaged 35 volunteers working to further its goals;



- and will launch their offering memorandum later this year to open investment offerings to a wider audience.

Shift Newsletter. The Shift program publishes a monthly newsletter which contains tips and resources to help Bow Valley residents reduce their carbon footprint. Monthly newsletters are currently sent to 1,392 Bow Valley households. Shift newsletters are also hosted and archived on our website and associated infographics are shared on our social media platforms. Each newsletter had a particular theme, as follows:

- Our Community on Solar
- Active Transportation
- Zero Emission Vehicles
- More on Electric Vehicles!
- Our Low Carbon Future
- Energy Efficient Homes
- What's in the air?
- Bow Valley Isn't Disposable

Our promotion of the newsletter at events in 2022 resulted in a ~10% increase in newsletter sign-ups from 1,269 to 1,392. Our newsletters have an average open rate of 43%, much higher than the national industry average (25%). See metrics document for more details.

Eco Solar Home Tour. On Saturday 25 June 2022 we partnered with Alberta non-profit Eco Solar Home Tour Society to lead an open-house style tour of energy efficient homes and businesses in Canmore for the first time. Seven homes and businesses participated, including homes with solar panels, a local e-bike business, and a near net-zero home.



Biosphere supported the Eco Solar Home Tour Society by attracting tour participants and providing widespread marketing and promotion using social media, paid media including radio and newspaper adverts, and word-of-mouth. Biosphere also helped facilitate pre-tour training for homeowners with the Eco-Solar Home Tour Society.

The tour had over 200 attendees at all seven sites. Biosphere Institute supported BVGEC with an information booth at the Ralph Connor Memorial United Church to showcase the first community-owned renewable energy generation project in the Bow Valley.



Electric Vehicle Expo, and Education. On Saturday 28 May 2022 we held Canmore’s first-ever Electric Vehicle Expo at Elevation Place, showcasing 13 exhibitors and over 20 electric vehicles representing 7 manufacturers and attracted over 1,000 members of the public. Exhibitors represented a diverse range of interests related to low carbon transportation including vehicle sales, renewable energy, electric vehicle charger installers, electric bikes, electric motorcycles, clean air, electric vehicle experts and advocacy groups, climate action, and more. The event was featured in CBC Alberta Saturday Night television news and published in the Rocky Mountain Outlook and Crag & Canyon newspapers.



When event attendees were asked the question, “Do you plan to purchase an electric vehicle in the next three years?”, 52% answered “Yes”, 5% answered “No”, 19% answered “Unsure” and 24% answered “N/A”. 100% of exhibitors and electric vehicle owners that responded to our post-event survey indicated they would attend a future Electric Vehicle Expo in Canmore.

In addition to the Electric Vehicle Expo, Biosphere Institute also produced two informational videos (“Driving Change” and “Electric Vehicles for Nakoda People”), facilitated a webinar series reaching 316 people, and promoted a widespread digital education campaign about electric vehicles with a social media reach of over 38,000. Our webinar survey tracked attendee’s perceived barriers to purchasing an EV, and results showed an average of 90% of webinar attendees demonstrated increased knowledge of EVs after watching the webinar, and an average of 67% say that the webinars reduced their perceived barriers to EV adoption.



Plug’N Drive. We partnered with Canadian NGO Plug’n Drive to bring its educational Mobile Electric Vehicle Education Trailer (MEET) and three electric vehicles to Canmore. The MEET is a collapsible trailer for EV education and awareness, and comes equipped with trained Plug’n Drive staff who are EV experts and owners themselves and provide test driving opportunities; this is particularly valuable as current supply chain constraints make it virtually impossible for people to test drive electric vehicles at car dealerships. Over the course of 8 days, hundreds of Canmore citizens visited the trailer and test drive appointments were completely sold out. Final numbers are forthcoming, but we anticipate over a 100 test drives took place.






Sustainable Action Canmore: what we plan to do next year

Next year we'll again empower Bow Valley residents and businesses to take climate action, through the following programs.

Accelerating climate action in the Bow Valley. The Town can directly control just 4% of all greenhouse gases emitted within our town, from its corporate operations - this initiative helps us engage the community to help deliver on the remaining 96% of emissions! We will convene key players from all community sectors in a multi-year process that encourages and accelerates climate action as we inspire one another, create synergies and efficiencies, share resources, and remove barriers. We'll engage the Bow Valley community – Banff, Canmore, the MD of Bighorn, and indigenous communities - using a multi-solving approach that creates a just and equitable climate transition that includes both program- and system-level solutions to the challenges of climate adaptation and mitigation. We're privileged to work with three Town staff until December 2022 as we receive monthly trainings from the Tamarack Institute, and work together to discuss how best to engage the community to collectively impact climate action.

You're invited to help Accelerate Climate Action in the Bow Valley



We can do this. Together.

Accelerating Climate Action in the Bow Valley, October 11, 2022 1:00 - 4:00PM.

Sector-specific climate strategies. As part of this work, we will work with Town of Canmore staff, and the Town's excellent climate action plan to uncover sector-specific climate strategies that we will suggest as excellent starting points for climate action [one example - for the hotel sector, we will recommend these businesses work to increase the energy efficiency of the hotel building itself].



Climate Toolkit. We'll create and curate an on-line resource centre that helps Bow Valley businesses and residents understand best practices and execute climate solutions in three key areas: creating more energy efficient homes and businesses, sourcing renewable energy, and embracing low carbon transportation. We'll engage the community through a series of education and outreach events that help community members choose and use the tools in the toolkit; and engage with specific sectors (builders, tourism, etc.) to support their specific interests and needs.

Climate Champions. When it comes to accelerating action, individual leadership is a very powerful force. We'll borrow from our successful 'Wildlife Champions' program as we engage with thoughtful and influential community members, leveraging our on-line training modules and hands-on classroom sessions, and creating a peer group for ongoing encouragement and support. Our Climate Champions will then be empowered to reach out to families, friends, and familiar institutions to encourage them to 'take the next step' when it comes to climate action.

Shift Newsletter. We've coordinated with key Town of Canmore staff as we re-imagine our Shift newsletter. While this newsletter still contains valuable information pertaining to our climate programs, the newsletter now better reflects the purview of Sustainable Action Canmore, weaving in information about circular economy and zero waste, raising awareness and encourage event attendance, while encouraging climate action and environmental stewardship, and incorporating news items from other organizations in the environmental and sustainability movement, as befits our emerging role as a community hub.



Website. Our website will continue to curate a wide variety of valuable climate content, news of upcoming events, and the opportunity to subscribe to our monthly Shift newsletter:

<https://www.biosphereinstitute.org/bow-valley-shift>



Canmore Isn't Disposable/Bow Valley Isn't Disposable. We'll continue to broaden our work in this area, researching best practices and seeking to create a sustainable business model, leveraging similar work as we import key lessons from the Banff Isn't Disposable pilot.





Wildsmart: what we accomplished last year

2021 and early 2022 was a time of uncertainty and change, in which we witnessed the astonishing resiliency of our community. When the COVID-19 pandemic hit, the Biosphere Institute had to re- envision community leadership and engagement in the absence of in-person programming. We're proud to say that we found new ways of staying connected to the people and natural spaces closest to us. At the same time that we transitioned many of our programs to online formats, we also experienced unprecedented growth in visitation to the parks and protected areas surrounding the Bow Valley. Certainly, visitors understand the importance of spending time in nature – but this incredible increase in visitors puts more pressure on wildlife, and underscores the importance of our work to help ensure the successful coexistence of people and wildlife.

Last year, WildSmart Education and Outreach Programs consisted of over 80 wildlife safety and bear spray training programs to adults, youth and children to directly reach over 13,000 residents and visitors through in-person and online workshops, as well as contacts made by the Volunteer Wildlife Ambassadors.



[Weekly Bear Reports](#) and Wildlife updates. Our first official bear report of 2021 was sent out on April 9th however, due to the increasing subscriber list for our bear report, staff time was spent to prepare for the upcoming bear reports by searching for a new email campaign platform to accommodate the increasing subscriber list and keep costs down. Squarespace was chosen to replace Mailchimp as our platform as it could accommodate increasing subscriber numbers without an increase in cost. Bear reports were sent out weekly from April 9-November 12, 2021. Five bear reports were sent out between April 1-30, 2022, and will continue to be sent out weekly until mid-November 2022.

- Bear Report Feedback survey to help improve the bear report format and content based on subscriber feedback.
- Background research was completed and a suitable Annual Email campaign platform subscription was chosen for Weekly Bear reports.



- Wildlife Reports, including wildlife warnings and closures were posted and updated on our website and on social media ([Facebook](#) and [Instagram](#)), often reaching over 25,000 people per post.



As part of our Education and Awareness work, WildSmart delivered a total of 84 workshops and presentations:

- 32 Children’s Programs (17 in-person and 15 online delivery).
- 13 Children’s Programs with Bear Spray Training.
- 13 Wildlife Awareness Workshops.
- 22 Wildlife Awareness Workshops with Bear Spray Training.
- 2 Community Events with Bear Spray Training.
- 2 Pre-race wildlife safety and bear spray talks at the Canmore Nordic Centre





- Designed, developed and published website and social media education & awareness posts.
- During the reporting period of this grant, WildSmart had a total of 43 media interviews.
 - Print: 16
 - Online: 7
 - Radio: 10
 - TV: 10

We planned and executed Virtual Bear Week (April 9-16) instead of our annual in-person Bear Day event at the Canmore Nordic Centre, which had to be cancelled two years in a row due to COVID-19. we created 20 posts for Virtual Bear Week that reached a total of 53,890 viewers. Virtual Bear Week consisted of a variety of bear related resources posted daily to raise people’s awareness that bears are back on the landscape, pique people’s interest about bears and to reinforce safety while recreating in bear country. These online resources, such as videos, articles, presentations, photos, stories and more, were shared on our website, and on social media via [Facebook](#) and [Instagram](#).



- WildSmart continued to expand its efforts to reach Newcomers to Canada and foreign-born visitors. To address this specific target audience, WildSmart had two successful online Interagency meetings/presentations with over 20 representatives from various Immigration Partnerships and Settlement Services organizations in Calgary and the Bow Valley to discuss WildSmart Education & Outreach for Newcomers. This included how to best share WildSmart and AEP's wildlife safety and responsible trail use information with Newcomers, as well as potential online workshops that WildSmart could deliver to various groups of newcomers through a newly formed partnership with Calgary Local Immigration Partnership (CLIP).
- We developed and delivered eight Online Wilderness Education for Newcomers Zoom presentations to Language Instruction for Newcomers to Canada (LINC) classes in Calgary (500+ participants). Local participants from Settlement Services Programs in the Bow Valley were also invited to join these sessions.
- We also developed an online WildSmart Education for Newcomers resource page with the objective to increase knowledge and appreciation of mountain parks, promote newcomer safety on trails and responsible use of parks.
- WildSmart and two Wildlife Ambassadors delivered 10+ in-person wildlife safety and bear spray training sessions for the Inclusion program run by Settlement Services in the Bow Valley at the Canmore Nordic Centre (CNC).
- Winter Wildlife Education Materials were developed for our Volunteer Wildlife Ambassadors to help them educate first time visitors who were snowshoeing, hiking and cross-country skiing in the Bow Valley and K-Country last winter. WildSmart organized two training sessions for the Wildlife Ambassadors as professional development to prepare them for their winter roves: One outdoor in-person training session and one online Zoom training session. They delivered messaging around winter wildlife ecology and safety, avoiding avalanche terrain and winter preparedness.
- As part of our education and outreach, we delivered wildlife safety and bear spray training to Canmore summer camp staff and staff at local businesses
- 15 active Volunteer Wildlife Ambassadors contributed over 600 hours and spoke with over 9,650 residents and visitors on the trails last year!
- On April 28, 2022, the Wildlife Ambassadors were recognized at the Town of Canmore Mayor's Volunteer Celebration!





Vegetation removal equipment

- We purchased and managed additional vegetation removal equipment (i.e. extendable pole saw pruners) for our tool lending library for Bow Valley residents to borrow (free of charge) to remove the fruit and berries from their trees. September 2021 saw numerous black bears in residential areas in Canmore in search of food, due in part to a poor berry crop and bumper Mountain Ash crop. WildSmart responded by putting more fruit removal tools in the hands of residents to help prevent interactions between wildlife and humans. Our tool lending library enables residents to manage attractants on their properties, thus taking an active role in living with wildlife.



- Track and scat scarves and replica claws (grizzly bear, black bear and cougar claws) were purchased for use by our staff and Wildlife Ambassadors to be used at our various education and outreach programs both online and in-person.
- Rubbermaid Storage Bins were purchased to help transport and store valuable artefacts such as pelts, skulls and resources such as brochures, stickers, and other presentation and event materials used at our various Education and Outreach events



In addition to the QR codes and posters, we designed an eye catching and simple yet thought provoking magazine advertisement (see below) to not only promote responsible trail use and human-wildlife coexistence behaviour, but also direct people to our website for them to learn more.

Photo: Amar Athwal

Bears avoid us when we're predictable.

By staying on official trails we make it easier for bears to avoid us. That way we can both live safely.

Be a good neighbour, be predictable!

Learn more at:
biosphereinstitute.org/wildsmart



Wildsmart: what we plan to do next year

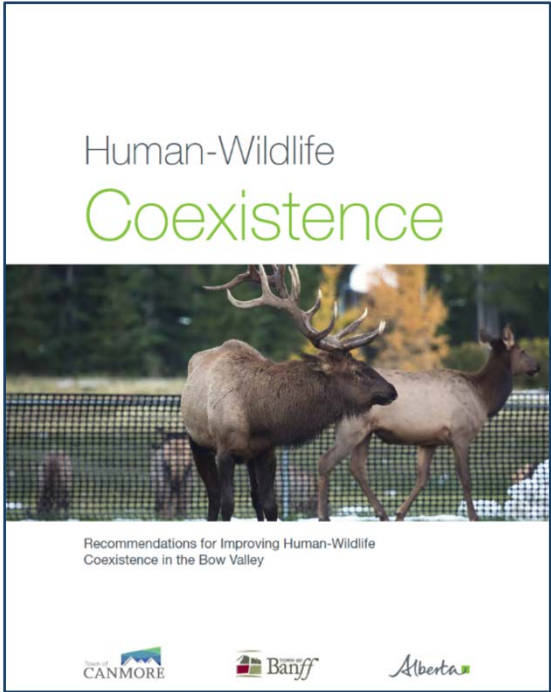
We will continue to deliver wildlife safety education and outreach through all the existing WildSmart services that we delivered on last year (as per the report above): Weekly Bear Report, Social Media Posts, Bear Day in the Spring, Support resident fruit removal in the fall, support media requests, orientation, training, and engagement of Wildlife Ambassadors.

As we do so, we'll continue to meet with key Town of Canmore staff to understand key wildlife issues in the community, understand municipal capacity, and identify opportunities to support the Town on this front.

The following are new dimensions of the Wildsmart program, as we continue to expand our presence in the community.

Provide Leadership around human-Wildlife Coexistence

Our advocacy efforts with the provincial government helped resurrect the Roundtable on Human Wildlife Coexistence, and accelerate the re-establishment of the Technical Working Group that responsible for the implementation of the 28 recommendations contained in a 2018 report. Our Executive Director is co-chair of the Technical Working Group, which met in September 2022 (14 attending in person, as shown below, and six attending virtually) and will meet quarterly to help accelerate progress on this front.





Hotels

- Develop Fee-for-service presentation options for hotel staff to more businesses in the Bow Valley, including bear spray training
- Create a simple fee-for-service structure that can be shared with businesses Related: TCK's Peaks Academy training around wildlife (and climate)
- Explore outreach to visitors through hotel and tours/excursion reservation confirmation emails (i.e. via TCK or CHLA; a QR code or link to designated WildSmart webpage)
- Explore the possibility of a WildSmart talk at hotel(s) in town on a regular basis.

more widespread messaging

- Develop and implement QR codes (to replace brochures) directing users to designated webpages; distribute (like snow reports) at hotels, restaurants, visitors centres, and day use areas and trailheads
- Develop signage/messaging campaigns in town & on the trails to keep people on designated trails, not pirate trails

Wildlife Champions

- Complete the design, and implement, the Wildlife Champions project. This is an online course of five modules that creates wildlife champions by educating users (visitors and residents) about human-wildlife coexistence and how to achieve it

Wildlife Ambassadors Volunteer Program

Manage the Volunteer Wildlife Ambassador Program:

- Targeted recruitment of volunteers from diverse user groups and demographics (volunteers could come from indigenous groups, hunters, fisherman as examples)
- Provide professional development opportunities for Volunteers (e.g. indigenous knowledge, native foods, etc.)

WildSmart Advisory Committee

- Conduct regular WildSmart Advisory Committee meetings engaging the members on human-wildlife coexistence discussions
- Promote sharing of findings and research among committee members
- Review membership of this committee to ensure its optimum efficiency and potential (members include municipal and provincial gov't, including enforcement; public member/Wildlife Ambassador; etc.)
- Recruit one member representing the Stoney Nakoda First Nation on the Advisory Committee

Increasing focus on Recreation and Wildlife

This year we'll engage in the following:

- Work with key Apps (TrailForks, All Trails, etc.) to have accurate information, delete pirate trails, and links to important safety messaging and recreation best practices (how to behave in certain areas) within the app.



- Work with key recreation stakeholder groups, such as the Canmore and Area Mountain Bike Association
- Provide leadership and engagement at the system level - through Roundtable, and through Canmore Area Trails Strategy
- apply targeted messages created with various user groups and delivered by trusted messengers (leverage trusted messengers work conducted last year)
- Work with scientists and land managers to conduct, convene, and disseminate both science and social science research around recreational impacts on wildlife; and to fill any gaps in this research
- Deliver education programs to young recreators (e.g. children enrolled in mountain bike programs and camps); and train the relevant instructors
- Targeted program delivery to recreation groups (training, messaging, leading by example).

Collecting Data

- Developing and delivering surveys (i.e. bear spray surveys, counting off-leash dogs, fruit trees etc.) with support from volunteers and students
- Process and maintain human-wildlife conflict database, using gov't data, to create annual reports that inform decision making (create a data sharing contract agreement)
- Collect, review, and disseminate gov't data on trails and human use, and ensure this data is connected to management decisions
- Explore the possibility of developing and distributing an app for reporting wildlife (elk and bears) sightings in town



Core Funding and Future Leaders: what we accomplished last year

For a more general overview of past achievements, our [2021 Annual Report](#) also offers a useful summary.

Generous call funding provided by the town of Canmore, enables us to support key infrastructure and 'core' costs: rent, phones, bookkeeping, oversight by our financial controller, costs of external financial auditor, benefits, website and social media, insurance to cover our operations, directors and officers liability insurance for board members, etc.

We will also leverage this funding to support our expanded Future Leaders program to help educate K-12 students, as outlined below.



Pictured from Left to Right: Zoe, Hadley, Maya & Abigail



Core Funding: what we plan to do next year

In addition to the 'core' operations described above, we'll bring an increased focus on the following two initiatives:

Build the organizational capacity of BIBV Board and staff.

- Conduct regular board meetings, actively engaging the board in strategic planning, fund development, and communications
- Complete our Governance Framework: policies to guide our work
- Retain internal control procedures to meet legal and fiduciary responsibilities (quarterly financial reports, reporting to regulatory bodies, etc.)
- Maintain practices that support staff, and build staff capacity and job satisfaction. Staff will have contracts that articulate their responsibilities and benefits, annual workplans, annual performance reviews, and professional development budgets.
- capture the relevant processes and procedures we use to orient and 'on-board' new staff and Board members
- Regular updates to our website
- Explore the possibility of additional staffing or trusted volunteer support (e.g. to support enhanced strategic communication and social media impact, informed by our Digital Communications strategy; at BIBV booths; to support social media; etc.)
- with the Board, consider the creation of robust and active committees that engage most or all Board members, and support our work (governance, personnel, program, fund development, etc.)

Leverage the Town's financial contributions to help create and maintain a diverse and sustained funding stream.

- Create and effectively distribute Annual Report
- Maintain support from current funders; and continue to build new relationships with new foundations
- Create and maintain an annually-revised Fund Development Strategy, which will include an annual donor campaign and stewardship and celebration event, and explore legacy giving
- Create and maintain robust internal systems to track and steward all funders, including individual/major donors, including a grant and reporting calendar
- Build the capacity of the Board to leverage their relationships and ask colleagues to support the organization – with the result that the proportion of funds received from Individuals grows annually
- Provide relevant professional support for staff around grant-writing and funder relations

How we've Leveraged Town Funding. The quality of our programs continue to attract high-profile funders and supporters, as does the existing funding provided by the Town. Funders include the



federal Sustainable Development Goals Funding Programme, the federal Investment Readiness Program, the Calgary Foundation, the Alberta Ecotrust Foundation and the Banff Canmore Community Foundation, and Lafarge Canada. The prestigious Natural Sciences & Engineering Research Council of Canada (NSERC) also contributed funding to the Biosphere Institute’s Education programs again in 2022, following consistent support since 2016. Over the years, the Biosphere Institute has been recognized for our innovation in programming and successful local engagement through a number of local, national and international awards.





Future Leaders: what we plan to do next year

This year we will re-purpose, rebrand, and relaunch our Future Leaders program, with the support of our full-time environmental educator, Heidi Widmer.

We will design and deliver classroom programs:

- Identify, evaluate and respond to the needs of teachers for third-party education programming
- Co-create and deliver K-9 curriculum-relevant content for teacher needs
- Facilitate action-projects informed by curriculum
- Collaborate with Indigenous educators to blend authentic First Nations, Métis, and Inuit perspectives into programs
- Facilitate outdoor experiences designed to connect students with community and place, and arts-based learning content (e.g. poetry, painting, video production etc.)
- Create a database of community organizations and individuals willing and able to support student action projects
- Promote classroom action projects through print, expo and social media platforms (e.g. Instagram, Outlook and Expo event)
- Hold a Mayors' Environmental Expo at the end of the year to help students celebrate their learning and accomplishments

We will convene and engage senior high school student leaders (Gr. 9-12).

- Identify key high school teachers) and local "green" youth groups
- Recruit and generate youth changemakers
- Collaborate with the Canadian Rockies Youth Network (CRYN), Nakoda Youth Council (NYC) and similar youth-led groups

We will update our teacher resource lending library:

- Organize, update and promote digital teacher resources on BIBV website
- Edit, maintain and promote an inventory of the teacher lending library (e.g artefacts, books)
- Update website to make teacher resources (e.g our classroom EduKits) easier to book
- Organize library with input from Knowledge Keepers about culturally appropriate ways to store animal artefacts

We will design and deliver professional development (PD) workshops for teachers and other educators:

- Support teacher well-being and their environmental literacy
- Design and deliver curriculum-connected teacher PD workshops that provide interdisciplinary, solutions-based approaches to teaching with and about wildlife, climate and conservation
- build capacity for youth-led workshops on topics relating to Indigenous land-based knowledge
- Develop workshop descriptions and promote our workshops to Albertan teachers

Biosphere Institute - Town of Canmore Proposal - Budget 2023-2026

Revenues	Actuals 2021	Budget 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026
Gifts	12,856	67,610	70,000	80,000	80,000	80,000
Foundation/NFPO grants	115,695	96,500	125,000	150,000	150,000	150,000
Federal Grants	61,760	122,941	60,000	60,000	60,000	60,000
Provincial Grants	47,958	21,272	40,000	40,000	40,000	40,000
Municipal Grants	170,985	266,309	228,183	198,678	204,339	210,169
<i>Town of Canmore - Core Funding Prior Year Carry Over</i>	<i>45,241</i>	<i>50,999</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Town of Canmore - Wildsmart Funding Prior Year Carry Over</i>	<i>56,537</i>	<i>62,011</i>	<i>32,000</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Town of Canmore - SAC Funding Prior Year Carry Over</i>	<i>20,000</i>	<i>10,452</i>	<i>3,000</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Town of Canmore - Core Annual Funding</i>	<i>22,428</i>	<i>75,629</i>	<i>77,898</i>	<i>80,235</i>	<i>82,642</i>	<i>85,121</i>
<i>Town of Canmore - Wildsmart Annual Funding</i>	<i>4,402</i>	<i>36,406</i>	<i>70,458</i>	<i>72,572</i>	<i>74,749</i>	<i>76,991</i>
<i>Town of Canmore - SAC Annual Funding</i>	<i>14,548</i>	<i>22,750</i>	<i>26,523</i>	<i>27,319</i>	<i>28,138</i>	<i>28,982</i>
MB of Bighorn	7,829	8,062	8,304	8,553	8,810	9,074
Other municipal, e.g. Town of Banff	-	-	10,000	10,000	10,000	10,000
Special Event Revenue (e.g. Casino)	-	10,000	10,000	10,000	10,000	10,000
Service/Fee Income	1,650	4,000	6,000	8,000	10,000	12,000
Other Revenue	505	500	50,000	60,000	70,000	80,000
Totals	411,409	589,132	589,183	606,678	624,339	642,169

Expenses	Actuals 2021	Budget 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026
Staff and Board	337,499	439,566	439,566	452,753	466,336	480,326
Program services	23,882	58,225	58,225	59,972	61,771	63,624
Travel	1,726	4,853	4,853	4,999	5,149	5,303
Professional services	13,388	9,500	9,500	9,785	10,079	10,381
Banking and financial costs	467	325	325	335	345	355
Promotion and publications	3,338	13,450	13,450	13,854	14,269	14,697
General program and operations (rent, insurance, utilities, supplies)	26,109	63,213	63,264	64,982	66,391	67,483
Totals	406,409	589,132	589,183	606,678	624,339	642,169

Surplus (Deficit)	5,000	0	0	0	0	0
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% Expenses Covered by Town of Canmore Municipal Funding (including use of any prior year funding carried over)	40%	44%	36%	30%	30%	30%
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Notes

2021: Continued impact of Covid-19 pandemic; with no further federal government assistance return to historical levels of municipal funding

2022: Board-approved budget; municipal funding including larger than usual prior year carry over due to pandemic supports, starting to return to regular cycles of granting

2023: Maintaining expenses at 2022 level

2024, 2025 & 2026: Proposed budgets based on 3% increase in expenses, return to full utilization of annual municipal funding, supplemented by significantly increased funding targets

BIOSPHERE INSTITUTE OF THE BOW VALLEY
Financial Statements
December 31, 2021

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of the Biosphere Institute of the Bow Valley

Opinion

I have audited the accompanying financial statements of the Biosphere Institute of the Bow Valley, which comprise the statement of financial position as at December 31, 2021 and the statements of operations and change in net assets and cash flows for the year then ended, and a summary of the significant accounting policies and other explanatory information.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Biosphere Institute of the Bow Valley as at December 31, 2021 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. I am independent of the Biosphere Institute of the Bow Valley in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Biosphere Institute of the Bow Valley's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Biosphere Institute of the Bow Valley or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Biosphere Institute of the Bow Valley's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit.

I also:

Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Biosphere Institute of the Bow Valley's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Biosphere Institute of the Bow Valley's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Biosphere Institute of the Bow Valley to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Manktelow & Company
Chartered Professional Accountant

April 19, 2022
Banff, Alberta



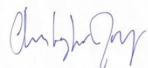
BIOSPHERE INSTITUTE OF THE BOW VALLEY
Statement of Financial Position
December 31, 2021

	2021	2020
ASSETS		
Current		
Cash	\$ 159,518	\$ 314,364
Accounts receivable	13,541	58,379
Temporary investments	280,000	118,853
Prepaid expenses	7,705	3,152
	<u>\$ 460,764</u>	<u>\$ 494,748</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 24,861	\$ 16,521
Wages payable	19,501	15,222
Employee deductions payable	8,353	6,463
Deferred contributions (note 3)	241,514	305,007
	<u>294,229</u>	<u>343,213</u>
Canada Emergency Business Account loan (note 4)	40,000	30,000
	<u>334,229</u>	<u>373,213</u>
NET ASSETS		
Internally restricted operating reserve (note 5)	80,000	-
Unrestricted	46,535	121,535
	<u>126,535</u>	<u>121,535</u>
	<u>\$ 460,764</u>	<u>\$ 494,748</u>

Approved by the Board of Directors



Director



Director

BIOSPHERE INSTITUTE OF THE BOW VALLEY
Statement of Operations and Change in Net Assets
Year Ended December 31, 2021

	2021	2020
Revenue		
Grants	\$ 386,397	\$ 294,493
Donations	12,856	17,648
Other government assistance (note 6)	10,000	89,643
Other	2,156	1,746
	<u>411,409</u>	<u>403,530</u>
Expenses		
Salaries and benefits	336,332	291,448
Contracted services and honorariums	23,882	62,462
Professional fees and consultants	13,388	13,456
Supplies, materials and equipment	9,987	5,449
Facility	5,811	5,670
Promotion and publications	3,338	9,575
Telephone and internet	3,039	2,452
Software and licences	2,948	3,307
Insurance	2,677	2,209
Travel	1,726	745
Meals and catering	1,254	1,573
Professional development, training and team activities	1,166	447
Office administrative costs	861	737
	<u>406,409</u>	<u>399,530</u>
Excess (deficiency) of revenue over expenses for the year	\$ 5,000	\$ 4,000
Unrestricted net assets, beginning of the year	121,535	117,535
Unrestricted net assets, end of the year	<u>\$ 126,535</u>	<u>\$ 121,535</u>

BIOSPHERE INSTITUTE OF THE BOW VALLEY
Statement of Cash Flows
Year Ended December 31, 2021

	2021	2020
Cash flows from operating activities		
Excess (deficiency) of revenue over expense	\$ 5,000	\$ 4,000
Changes in non-cash working capital:		
Accounts receivable	44,838	(58,274)
Canada Emergency Business Account loan forgivable (note 4)	(10,000)	(10,000)
Prepaid expenses	(4,553)	(3,152)
Accounts payable and accrued liabilities	8,340	9,260
Wages payable	4,279	(2,385)
Employee deductions payable	1,890	(1,402)
Deferred contributions (note 3)	(63,493)	109,648
	<u>(18,699)</u>	<u>43,695</u>
	<u>(13,699)</u>	<u>47,695</u>
Cash flows from investing activities		
Purchase of investments	(280,000)	(118,853)
Redemption of investments	118,853	118,107
	<u>(161,147)</u>	<u>(746)</u>
Cash flows from financing activities		
Advance on Canada Emergency Business Account loan (note 4)	20,000	40,000
	<u>20,000</u>	<u>40,000</u>
Net cash provided (used)	<u>(154,846)</u>	<u>86,949</u>
Cash, beginning of the year	<u>314,364</u>	<u>227,415</u>
Cash, end of the year	<u>\$ 159,518</u>	<u>\$ 314,364</u>

BIOSPHERE INSTITUTE OF THE BOW VALLEY

Notes to Financial Statements

December 31, 2021

1. Purpose of the Organization

The Biosphere Institute of the Bow Valley (BIBV) is a regional organization dedicated to empowering Bow Valley residents, visitors and businesses to be active environmental stewards, through education, research and community engagement. BIBV is incorporated under the Alberta Societies Act as a not-for-profit organization and is a registered charity under the federal Income Tax Act.

2. Significant Accounting Policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and reflect the following significant accounting policies:

a) Revenue recognition

BIBV follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

b) Property and equipment

Property and equipment assets are expensed on acquisition.

c) Financial instruments

BIBV's financial instruments consist of cash, temporary investments, accounts receivable, accounts payable and accrued liabilities, wages payable, employee deductions payable, and Canada Business Emergency Account loan. Unless otherwise noted, the fair value of these financial instruments approximates their carrying values.

d) Use of estimates

The preparation of financial statements in conformity with accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

e) Contributed goods and services

The work of the organization is dependant on the voluntary services of many individuals and organizations. Because of the difficulty of determining fair value, contributed services are not recognized in these financial statements.

BIOSPHERE INSTITUTE OF THE BOW VALLEY
Notes to Financial Statements
December 31, 2021

3. Deferred contributions

Deferred contributions represent unspent externally restricted contributions for future programs and operations. Changes in deferred contribution balances are as follows:

	<u>2021</u>	<u>2020</u>
Balance, beginning of the year	\$ 305,007	\$ 195,359
Restricted funding received in the year	315,068	387,739
Restricted funding receivable	12,838	11,701
Restricted funding spent in the year	(391,399)	(289,792)
Balance, end of the year	<u>\$ 241,514</u>	<u>\$ 305,007</u>

4. Canada Emergency Business Account loan

BIBV received a \$40,000 Canada Emergency Business Account loan from the Federal government in April 2020 and a subsequent \$20,000 loan expansion under the same program in March 2021. Of the total \$60,000 loan, if \$40,000 is repaid on or before December 31, 2023 (extended from the original repayment deadline of December 31, 2022 in January 2022), the remaining \$20,000 will be forgiven. The loan is non-interest bearing to December 31, 2023 and unsecured.

As was the case in 2020, it is expected that BIBV will have the financial capacity to repay all amounts required by the repayment deadline. Accordingly, the \$10,000 forgivable portion of the initial \$40,000 loan received in 2020 was recognized as revenue in 2020, and the \$10,000 forgivable portion of the \$20,000 loan expansion received in 2021 has been recognized as revenue in 2021, with both amounts included in government assistance in the statement of operations.

If the loan is not repaid by December 31, 2023, interest payments at 5.0% per annum are required until the full principal is due on December 31, 2025.

5. Internally restricted operating reserve

BIBV's Board of Directors ("Board") has implemented an operating reserve policy for the purpose of accumulating an internal source of funds to respond to varying economic conditions and changes affecting BIBV's financial position. The reserve is funded with surplus unrestricted operating funds at the discretion of the Board.

BIOSPHERE INSTITUTE OF THE BOW VALLEY

Notes to Financial Statements

December 31, 2021

6. Other government assistance

Government assistance includes \$10,000 (2020 - \$10,000) related to the forgivable amount of the Canada Emergency Business Account loan as described in note 4. In 2021, BIBV did not claim or receive any amounts under federal wage subsidy programs provided as part of the Government of Canada's COVID-19 response (2020 - \$105,213). Accounts receivable at December 31, 2021, included \$nil (2020 - \$45,570) amounts related to other government assistance.

7. Lease commitments

BIBV leases office space in a building owned by the Town of Canmore, one of its core funders (note 8). The current lease is effective from October 1, 2020 to September 30, 2025 with an option to renew for the same terms subject to a rate adjustment. The rent is \$4,628 per year for the first year of the lease with a 2% per year increase throughout the term of the lease. There is no common area cost. Minimum annual rent over the term of the lease is as follows:

2022	4,744
2023	4,839
2024	4,936
2025	3,757
	18,276
\$	18,276

8. Economic dependence

BIBV receives annual grants from the Town of Canmore to assist with general operating and programming costs and is economically dependent on its agreement with the Town of Canmore to provide the current level of service.

9. Financial risk

a) Credit risk

Credit risk associated with cash and accounts receivable arises from the possibility that parties may default on their financial obligations. The maximum exposure to credit risk is the carrying value of cash and accounts receivable. Cash is deposited with federally regulated, credit worthy financial institutions. Accounts receivable are primarily due from either government or other funding agencies. It is management's opinion that BIBV is not exposed to significant credit risk arising from these financial instruments.

BIOSPHERE INSTITUTE OF THE BOW VALLEY
Notes to Financial Statements
December 31, 2021

9. Financial risk (continued)

b) Liquidity risk

Liquidity risk is the risk that the organization will not be able to meet its financial obligations on a timely basis. Revenue from operations funds the organization's cash requirements. A significant portion of BIBV's revenue is received from the Town of Canmore, as described in note 8, as well as other reputable funders. It is management's opinion that BIBV is not exposed to significant liquidity risk.

c) Currency risk

Currency risk arises from financial instruments, primarily cash, accounts receivable and accounts payable, denominated in a currency other than the Canadian dollar. BIBV receives all of its funding, and pays for all of its operating costs, in Canadian currency and therefore has no exposure to foreign currency fluctuation.

d) Interest rate risk

BIBV maintains its cash balance in a non-interest bearing bank account. The Canada Emergency Business Account loan as described in note 4 is interest-free until December 21, 2023 and then, any balance unpaid converts to a fixed rate term loan. As a result, BIBV is exposed to minimal interest rate risk due to fluctuations in the commercial prime lending rate.

10. Pandemic event

On March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. Operating within the context of the public health restrictions legislated by the Province of Alberta, BIBV was obligated to cease or restrict in-person programming at various times throughout the fiscal year. The duration of COVID-19 is unknown at this time and it is not possible to reliably estimate the financial and operational impact these developments will have on BIBV.

11. Comparative figures

Certain comparative figures have been reclassified to conform with the current year's financial statement presentation.

**Bow Valley Victim Services Association
Town of Canmore
September 2022**

Budget Summary

The Bow Valley Victim Service's operational and financial year runs from April 1 to March 31 the following year. Our operational and financial year end changed on March 31, 2022. Previous operational and financial years had run from April 16 to April 15 the following year. This is why our 2021/ 22 year-end financial statement runs from April 16, 2021 to March 31, 2022.

Our current 2022/23 budgeted expenditure for this operational year is \$259,917. To help fund this amount, BVVSA receives \$29,500 from the Town of Canmore (11.3% of our total operating costs).

In our upcoming financial year (2023/24), we anticipate our operational expenditure will increase to \$276,689. This increase is largely due to an increase in the hours worked by our victim support worker, Allie Spak. To address demands on our services, Allie's position will be expanded from a 0.6 FTE to a 0.8 FTE, in our 2023/24 operational year.

Despite these additional financial costs, the BVVSA is not requesting any increase in funding from the Town of Canmore in the upcoming year 2023. We are requesting the same amount from the Town as we have received for the past 7 years (\$29,500).

The BVVSA has received financial support from the Town of Canmore since 1996. The BVVSA also receives annual financial support from the Town of Banff, ID #9 Lake Louis and the MD of Bighorn – all the towns and communities assisted by our program.

BVVSA budget draft 2023 - 24

BVVSA BUDGET	1-Apr-22 to 31-Mar-2023 <i>Approved</i>	1-Apr-23 to 31-Mar-2024 <i>Draft</i>
Expenditure		
Staff salaries 3 x 0.8 FTE + p/t staff	197,675	207,949
Payroll deductions	9,500	11,000
Staff Benefits	4,500	8,500
Workers Compensation	1,400	1,800
Professional development	4,000	4,000
Pay Roll	1,300	1,200
Office supplies	900	1,000
Computer supplies	300	500
Phone	2,000	1,000
Internet/website	800	1,000
Postage	200	300
Vehicle Depreciation	4,292	5,740
Vehicle Insurance/registration	2,000	2,000
Vehicle operating costs	8,000	8,000
Volunteer training	6,000	6,000
Volunteer recognition	4,000	4,000
Board Development	800	500
Licence fees	350	600
Promotion/Publicity	3,500	3,500
Printing	800	1,000
Education Programs	1,600	1,600
Victim Emergency Fund	1,200	1,400
Liability Insurance	1,000	1,500
Professional fees	3,200	2,000
Bank charges	600	600
Total Expenditure	259,917	276,689
Income		
Victims of Crime Fund	135,960	135,960
Town of Canmore	29,500	29,500
Town of Banff	24,300	24,300
MD of Bighorn	3,800	3,800
ID of Lake Louise	6,200	6,200
Lafarge	8,000	8,000
BVVSA donations/fundraising/other	52,157	68,929
Total Income	259,917	276,689

Bow Valley Victim Services Association

Year End Report

April 16, 2021 — March 31, 2022

Operational Review

The Bow Valley Victim Services Association (BVVSA) has just completed its twenty-eighth year of operations, providing support, assistance and information to victims of crime and trauma. The goals of our program are to ensure all services:

- meet the needs of the individuals we assist
- are delivered in a timely fashion
- are accessible to all that may require them
- benefit those assisted
- are delivered by knowledgeable, caring individuals.

From April 1994 to April 2022, the BVVSA has:

- assisted 16,062 individuals victimized by crime and trauma;
- responded to 1,752 crisis calls;
- assisted with 7,888 separate occurrences;
- assisted 2,443 individuals with court;
- conducted educational presentations to 26,061 people.

Over the past operational year, our program has assisted 439 individuals in 342 different occurrences. This represents a 10% decrease in the number of occurrences responded to by our program over the past year. It is also worth noting our operational and financial year-end date changed this past year from April 15, 2021 to March 31, 2022. This resulted in this past operational year being 15 days shorter than previous operational years (4% less days). Also of note is that in 2020 (during Covid), police-report crime rate in Canada decreased by 9.8%.

During the 2021/22 operational year, 184 BVVSA files originated in Banff, 131 in Canmore and 27 in Lake Louise. This translates into an 11% increase in files originating in Banff, a 26% decrease in Canmore files and a 16% decrease in Lake Louise files, when compared to 2020/21.

The BVVSA also continued to offer Critical Incident Stress Debriefings in 2021/22 in the Bow Valley, even though our program did not conduct any formal group debriefings during this past year. The total number of debriefings conducted by the program over the past 28 years is 182. The reason there was no debriefings in 2021/22 may have been because our program for much of the year only provided limited in-person assistance to the community, due to the Covid-19 pandemic and existing health restrictions.

The statistics shown below in Table 1 shows the breakdown of the number of new occurrences responded to; the number of persons assisted; and the type of assistance provided by the BVVSA over the past six operational years.

Services provided by BVVSA
Table 1

	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
Total number of people assisted	439	525	669	785	930	623
Total number of interventions	342	382	424	454	397	383
Number of crisis interventions	25	36	46	70	60	66
Court preparation/accompaniments	229	238	221	238	141	114

In 2021/22, the Covid pandemic continued to be the largest operational challenge our program has ever faced. In late March 2020, based on the health care recommendations provided by Alberta Health Services, the RCMP and Alberta Justice and Solicitor General, BVVS staff and volunteers stopped meeting with clients in-person. Support and assistance continued to be provided to clients over the phone.

This policy remained in affect at the start of the 2021/22 operational year. It was modified in August, 2021 to allow BVVS staff to meet in-person with clients, only when it was in the clients best interest, and only when adequate assistance could not be provided over phone. Throughout the past year, BVVS volunteers still only provided support to clients over the phone.

These policies currently remain in effect. BVVS plans to return to full in-person service provision during the 2022/23 operational year for both staff and volunteers, when it is determined safe to do so.

Our main office location continues to be at the Banff RCMP. Over the 2021/22 operational year, we have continued to work regularly out of this space. A work schedule was developed in coordination with the commander of the Banff RCMP that decreased our physical presence at the detachment. We limited our attendance to one victim services staff member at the detachment at any given time whenever possible and changed our work schedule so our office was staffed 7 days per week. These changes also resulted in some staff working part of their week from home.

Since April 2010, BVVSA has used Alberta Health Services (AHS), Mental Health and Addiction office space in Canmore to meet with clients. We did not use this space this past operational year, again due to Covid.

To comply with AHS Covid guidelines regarding group gatherings, we suspended most of our in-person educational programs in 2021/2022. We were however able to conduct some educational programs in July and August 2021, when group gathering were briefly allowed.

In 2021/22, BVVS staff and volunteer advocates spent 2,501 hours providing direct support and assistance to victims of crime and trauma. This was a 9.5% decrease when compared to the previous year, when BVVS personnel spent 2,763 hours assisting victims. Over the past year, the average number of hours spent on each BVVS file was 7.3 hours, very similar to the previous operational year (7.5 hours per file). In Banff over the past year, the average time spent on each file was 6.8 hours, while in Canmore it was 7.8 hours.

BVVS staff provided 98% of all direct support to clients in 2021/22, while BVVS volunteer advocates

provided 2% of this support. This is a very similar pattern when compared to our last operational year, when 97% of all support was provided by staff and 3% was provided by volunteers. The vast majority of on-call shifts are however covered by volunteers, allowing our program to provide 24 hour service delivery to clients, seven days per week, fulfilling our goal of providing timely service delivery to those in need.

The total number of hours worked by BVVS staff in the 2021/22 operational year was 3,517 hours, with direct assistance to victims accounting for 71% of all staff hours. The remaining 29% of staff hours were spent with educational programming, program administration, fund-raising, community awareness, collaborating with other community agencies, professional development and volunteer management.

The statistics in Table 2 below show a breakdown of the number of new occurrences responded to by the BVVSA over the past operational year; the location of these occurrences; the number of persons assisted; and the type of occurrences responded to. This table does not include BVVS files, opened prior to April 16, 2021, where on-going support and assistance continued to be provided during the 2021/22 operational year. This means while 439 individuals were assisted after new files were opened in 2021/22, the total number of people assisted by our program during this past operational year would have been significantly higher, when on-going assistance provided in previously opened BVVS files is included.

Table 2

	Canmore		Banff		Lake Louise		Total	
	<i># of files</i>	<i>persons assisted</i>	<i># of files</i>	<i>persons assisted</i>	<i># of files</i>	<i>persons assisted</i>	<i># of files</i>	<i>persons assisted</i>
Sudden death	9	13	12	22	2	2	23	37
Suicide & attempts	3	5	5	10	-	-	8	15
Motor Vehicle Collisions	6	8	7	15	7	9	20	32
Fatal MVC	1	4	-	-	2	7	3	11
Serious Accident/Illness	-	-	-	-	1	1	1	1
Sexual assault	12	14	29	36	4	4	45	54
Domestic Abuse	61	72	73	82	2	2	136	156
Robbery	1	1	1	1	-	-	2	2
Arson/Fire	-	-	-	-	1	6	1	6
Assault	10	11	21	26	2	2	33	39
Threats/Harassment	11	12	6	8	-	-	17	20
Mischief	2	2	9	9	-	-	11	11
Break and Enter	1	1	4	5	-	-	5	6
Theft	6	6	9	21	6	6	21	33
Fraud	6	6	5	5	-	-	11	11
Mental Health /Public Ass't	2	2	3	3	-	-	5	5
TOTAL	131	157	184	243	27	39	342	439

Domestic abuse was the most frequent occurrence responded to by our program in 2021/22 as has been the case in past operational years. Over the past year, assistance was provided to 156 individuals directly affected by domestic abuse in 136 separate occurrences. This represents a 20% decrease in BVVS response to domestic abuse occurrences when compared to the previous year.

In the 2021/22 operational year, our program saw a 300% increase in the number of sexual violence victims assisted by the BVVS, when compared to the previous year. In 2020/21 we assisted 18 individuals, compared to 54 in 2021/22. This significant increase was mainly in Banff. In 2020/21, a total of 9 people were assisted by BVVS, but in 2021/22, 36 people were assisted. We believe this increase is due to a change in societal views towards sexual violence, and with this change, more people are reporting sexual violence to the police compared to previous years.

Table 3 below indicates there were 25 requests for immediate BVVSA assistance over the past year. The greatest number of requests for immediate BVVSA assistance originated from the Banff RCMP. The total number of crisis calls responded to by BVVS decreased by 30% in 2021/22. The previous year there was also a 22% decrease in number of crisis calls responded to by BVVSA. One factor that may have influenced this significant two-year decrease was that BVVSA staff and volunteers could not meet in-person with clients for most of the past two years, limiting our ability to respond to crisis calls, after a serious crime or traumatic event had occurred.

Number of Agency Requests for Immediate Assistance from the BVVSA
Table 3

<i>Agency requesting assistance</i>	<i>Number of crisis calls</i>	<i>Agency requesting assistance</i>	<i>Number of crisis calls</i>
Banff RCMP	12	Lake Louise RCMP	3
Canmore RCMP	9	Banff Mineral Springs Hospital	1
Total	25		

There are two main ways BVVSA volunteers and staff become involved in providing assistance to individuals needing our help. We support individuals who contact our program directly when they ask for assistance. We also assist people affected by a crime or a traumatic event when they are referred to our program by the RCMP or other community agencies.

As can be seen from Table 4, in 2021/22, we received 261 RCMP referrals, compared to 274 in 2020/21. Compared to the past operational year, occurrences referred to our program by the RCMP decreased by 5%. In 2021/22, we received 82 direct requests for assistance from clients, compared to 108 in 2020/21, a 24% decrease.

It is worth noting that the Crown Prosecutor's office also refers files to our program. In our 2021/22 operational year, the Crown's office referred 15 files to our program and over the past eleven years, the Crown's office has referred a total of 183 files to our program.

A breakdown of how BVVS became involved with files at each RCMP detachment assisted by our program can be seen below in Table 4.

Referral rate of RCMP files to the BVVS
Table 4

	Banff					Canmore				
	2021/22	20/21	19/20	18/19	17/18	21/22	20/21	19/20	18/19	17/18
RCMP files referred to BVVSA	150	128	151	142	117	87	112	121	118	115
Agencies or clients calling directly	34	36	40	54	47	44	66	67	73	63
Total	184	164	191	196	164	131	178	188	191	178

	Lake Louise				
	2021/22	20/21	19/20	18/19	17/18
RCMP files referred to BVVSA	24	28	23	35	28
Agencies or clients calling directly	4	4	12	12	5
Total	28	32	35	47	33

Another significant operational challenge that our program has faced for the past three years is the provincial government's current review of services to victims of crime in Alberta. Early in 2019, the Government of Alberta announced it was "conducting a review of the current model of victim service delivery." In the Fall of 2020, an MLA-lead consultation was conducted, "with the intent of a permanent Victims Assistance Program to launch in 2021." The findings of this MLA consultation were presented to the Alberta Justice Minister in early 2021.

As of May 2022, this report still has not been made public. This delayed decision-making process and lack of government direction continues to affect victim services programs across Alberta. It is difficult for programs to plan without knowing what these service delivery changes will entail. As such, BVVS has been unable to conduct any long-term planning for our program for the past three years.

Educational Programming and Public Awareness

Over the past year the BVVSA has offered a limited number of educational programs to the community, with these programs being provided free of charge. There were 269 individuals who attended 9 BVVSA educational programs over the past year. This was a significant reduction in educational programming offered by BVVS. In an average pre-covid year, BVVS would conduct 20-30 educational programs to over 1,000 annual participants.

The only program offered in 2021/22 was a presentation on Healthy Relationships and Domestic Abuse presented to Year 10 CALM students attending the Canadian Rockies School Division Outdoor Learning Centre. These sessions were conducted in partnership with the Banff YWCA.

Due to Covid-related health restrictions regarding group gatherings, BVVSA participated in only one public awareness program in 2021/22, in Lake Louise.

Volunteers

The total number of BVVS volunteers as of March 31, 2022 was 34. There were 27 volunteer victim advocates and 7 board members.

Victim advocates staff 3 on-call teams as well as an on-call reserve team. These on-call teams are responsible for crisis intervention coverage, seven days per week from 5:00 pm to 8:00 am.

The total number of hours volunteers contributed to assisting victims of crime in 2021/22 was 5,594 hours (including advocate on-call hours). This was a very significant reduction in volunteer hours, when compared to our 2019/20 operational year, which was 11,378 hours two years earlier. This decrease was the result of only one advocate being on-call each night over the past two years, compared with two advocates being on-call every night in 2019/20 and before.

In the past operational year, two advocates left our program, two new advocates started with our program and currently there are three advocates on a leave of absence. Two more new advocates have been accepted into our program and their starting date is pending the completion of their RCMP security clearances or are they are waiting to complete their on-line Alberta Justice Solicitor General course. No Board member left our program in 2021/22 and no new board member joined.

In September 2020, after 9 years as the BVVSA Chair, Mary Buckingham resigned from her position to become the BVVS Secretary. At this time, BVVS Director, Nancy Lewis stepped into the position of BVVS Chair and remains in this position.

Program Personnel

As of April 2022, Peter Quinn remains the BVVSA's Executive Director. He has been an employee of the BVVSA for the past 28 years. Since September 2018, Peter has worked a 0.8 FTE position. He is also currently the Vice President of the Alberta Police Based Victim Services Association.

Pam Lockyer is the BVVSA's Program Coordinator. Pam has been with the program for 21 years and has been a full-time employee for the past 15 years. As of April 2020, Pam's position became a 0.8 FTE.

In May of 2021, Joasia Crawford BVVSA's part time Victim Support Worker resigned after being with the program four years. This 0.4 FTE position was filled by Allison Spak in June 2021 and Allison continues to work in this position.

In 2009, experienced advocates were hired as part-time BVVSA employees, working as Victim Support Workers. Since this time their role has been to provide direct assistance to victims and to assist with on-call shift coverage on weekends and during staff absences e.g. vacations. As of April 2022, Kevin Driver, Carmen Campos, Laura Lynes, Nadia Smith and Jodie Urban were members of this team.

Funding

The securing of sufficient on-going operational funding for our program is an important priority for the BVVSA. Income received by the BVVSA in the 2021/22 operational year was \$237,679, while expenditure was \$207,169, leaving a \$30,509 surplus. This represented a 4.5% decrease in revenues when compared to the previous operational year and 4.2% decrease in expenditure.

It is also interesting to note that from the income raised in 2021/22, \$200,345 was from grants and \$37,334 was from other sources, predominately donations to our program. Over this period of time, grants decreased by 4.4% when compared to the previous year and the average revenue from other sources such as donations decreased by 5%.

The average revenue from grants over the previous eight operational years was \$183,728, while the average revenue from other sources over the same eight-year period was \$43,854. This longer-term comparison indicates grant revenue over these past eight years has increased by 8.3% and revenue from other sources has decreased by 15%.

The financial support below was received by the BVVSA during the 2021/2022 operational year:

- Alberta Justice and Solicitor General — \$135,960
- Town of Canmore — \$29,500
- Town of Banff — \$24,985
- Crossway Community Church - \$10,000
- Lafarge, Canada — \$8,000
- I.D. of Lake Louise — \$6,100
- The Gauthier Family Charitable Fund — \$5,000
- M.D. of BigHorn — \$3,800
- Royal LePage Shelter Foundation - \$2,518
- Fairmont Chateau Lake Louise - \$1,767
- Nancy Lewis - \$1,250
- Levasseur Community Trust - \$1,250
- Frankie D's Donuts - \$300

Revenue received from other sources, not including the above listed amounts, totaled \$7,249. This amount includes donations received from victims assisted; donations received as conditions of court-mandated dispositions; rebates; and interest revenue. The program also annually receives thousands of dollars of in-kind support from the community including the Banff RCMP's provision of office space, cell phones, computers and administrative support

Conclusion

1. As noted in this report, the largest operational challenge our program has faced over these past two years was dealing with the Covid-19 pandemic. This pandemic has effected:
 - how and where we work;
 - has limited our ability to meet in-person with clients;
 - has increased the hours staff work from home;
 - has limited the ability for staff to work together at our office at the Banff RCMP;
 - has not allowed staff to use office space at the AHS, Mental Health and Addiction office in Canmore;
 - has decreased donations to our program.

All these factors have influence the quality of care that we provide to the community.

2. As the impact of Covid decreases on both Alberta and Canada, BVVS hopes to develop a long-term, research-based, post-covid service delivery plan to meet the needs of our clients. This long term planning is not possible however, until the Alberta government releases the findings of its 2020 MLA-Consultation report.
3. Over the past year, there has been a 10% decrease in the number of occurrences responded to by our program, a 30% decrease in crisis calls responded to by BVVSA staff and volunteers and a 16% decrease in people assisted our program. Factors we believe that have influenced these decreases include:
 - how Covid and public health orders have affected the way we socialize and interact with each other;
 - a decrease in crime in the Bow Valley since the Covid pandemic began;
 - a 9.8% decrease in police-report crime rate in Canada in 2020 (during Covid);
 - how population demographics and the number of people living in Banff, Canmore and Lake Louise have changed over two past years;
 - how visitation patterns to this region have changed over two past years, i.e. there was an increase in people visiting this area for day use, but there was a decrease in people staying in this area overnight; and
 - that our operational year in 2021/22 was 4% shorter when compared to past operational years.
4. Domestic abuse continued to be the most frequent occurrence respond to by our program over the past year. In 2020/21 we noted there was a 100% increase in requests for assistance after domestic abuse over a 10 year period. To deal with this increase, we anticipated hiring another permanent, part time staff member in 2020, especially since BVVS staffing levels had not increased over this 10 year time period. Due to impacts of Covid and a decrease in occurrences responded to by our program over the past two years, BVVS decided to defer filling this position until after the impact of Covid on communities decreased. We therefore anticipated increasing staffing levels in the 2022/23 operational year to respond to an anticipated increase in demands on our program.

Bow Valley Victim Services Association
Balance Sheet as at March 31, 2022

ASSETS

Current Assets

CIBC Bank Account	159,163.17	
Total Cash		159,163.17
Short term Investments		246,909.30
GST Receivable	208.96	
Prepaid Expenses (WCB)	0.00	
Total Receivable		208.96
Total Current Assets		<u>406,281.43</u>

Capital Assets

Vehicle, 2015 Honda CRV	25,754.40	
Accum. Deprec. - Vehicle	(25,754.40)	
Net - Vehicle 2009 Dodge Caravan		0.00
Vehicle, 2020 Kia Sedona	28,698.98	
Accum. Deprec. - Vehicle	(11,479.60)	
Net - Vehicle 2009 Dodge Caravan		17,219.38
Computer	1,458.31	
Accum Deprec - Computer	(1,448.85)	
Disposal, Computer	(9.46)	
Net - Computer		0.00
Total Capital Assets		<u>17,219.38</u>

Other Non-Current Assets

Total Other Non-Current Assets		<u>0.00</u>
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TOTAL ASSETS **423,500.81**

LIABILITIES

Current Liabilities

Accounts Payable	295.29	
Total Receiver General		0.00
Grants Received in Advance		0.00
Wages Payable		0.00
Total Current liabilities		<u>295.29</u>

Long Term Liabilities

Total Long Term Liabilities		<u>0.00</u>
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TOTAL LIABILITIES **295.29**

EQUITY

Retained Earnings

Internally restricted net assets	221,066.77	
Invested in property and equipment	17,219.38	
Unrestricted Net Assets	184,919.37	
Total Net Assets		<u>423,205.52</u>

TOTAL EQUITY **423,205.52**

LIABILITIES AND EQUITY **423,500.81**

Bow Valley Victim Services Association
Comparative Income Statement

	Actual April 16, 2021 to March 31, 2022	Budget April 16, 2021 to March 31, 2022	Change
REVENUE			
<u>Grants, Donations and Fundraising</u>			
Grant Revenue (see below for detail)	200,345.00	199,760.00	585.00
Donation Receipt Issued	22,781.87	20,000.00	2,781.87
Donations No Receipts Issued	11,479.67	35,360.00	(23,880.33)
Fundraising Receipt Issued	0.00	0.00	0.00
Fundraising No Receipt Issued	0.00	0.00	0.00
Total Grant, Donations & Fees	<u>234,606.54</u>	<u>255,120.00</u>	<u>(20,513.46)</u>
<u>Other Revenue</u>			
Interest Revenue	3,048.26	0.00	3,048.26
Refunds & Rebates	24.66	0.00	24.66
Total Other Revenue	<u>3,072.92</u>	<u>0.00</u>	<u>3,072.92</u>
TOTAL REVENUE	<u>237,679.46</u>	<u>255,120.00</u>	<u>(17,440.54)</u>
EXPENSE			
<u>Payroll Expenses</u>			
Wages - Director	72,043.40	72,275.00	(231.60)
Wages - Program Coordinator	62,081.03	63,195.00	(1,113.97)
Wages - Victim Support Worker - JC	3,481.20	26,136.00	(22,654.80)
Wages - Victim Support Worker - AS	24,815.83	14,210.00	10,605.83
Employer payroll costs	10,578.95	9,000.00	1,578.95
WCB Expense	1,653.63	1,400.00	253.63
Employee Benefits	4,582.69	4,500.00	82.69
Payroll Service Fee	751.12	1,200.00	(448.88)
Program Staff (Part-time)	506.24	17,762.00	(17,255.76)
Total Payroll Expense	<u>180,494.09</u>	<u>209,678.00</u>	<u>(29,183.91)</u>
<u>General & Administrative Expenses</u>			
Professional Fees	1,102.50	3,200.00	(2,097.50)
Promotions & Publicity	659.28	3,500.00	(2,840.72)
Postage & Courier	29.39	200.00	(170.61)
Depreciation Expense	5,739.80	4,292.00	1,447.80
Liability Insurance	1,429.70	1,000.00	429.70
Interest & Bank Charges	244.76	500.00	(255.24)
Office Supplies	635.30	900.00	(264.70)
Printing	576.96	800.00	(223.04)
Research Project / Needs of Victims	2,500.00	0.00	2,500.00
Education Programs/References	37.21	1,600.00	(1,562.79)
Computer Supplies & Equipment	874.93	300.00	574.93
License, Fees & Dues	600.00	350.00	250.00
Telephone	458.29	2,000.00	(1,541.71)
Internet/Website	3,728.55	800.00	2,928.55
Board Development	0.00	800.00	(800.00)
Professional Development	600.00	4,000.00	(3,400.00)
Vehicle Insurance & Registration	1,675.04	2,000.00	(324.96)
Vehicle Operating Costs	3,361.16	8,000.00	(4,638.84)
Victims Fund	1,267.73	1,200.00	67.73
Volunteer Development	0.00	6,000.00	(6,000.00)
Volunteer Recognition	1,155.00	4,000.00	(2,845.00)
Total General & Admin. Expenses	<u>26,675.60</u>	<u>45,442.00</u>	<u>(18,766.40)</u>
TOTAL EXPENSE	<u>207,169.69</u>	<u>255,120.00</u>	<u>(47,950.31)</u>
NET INCOME	<u>30,509.77</u>	<u>0.00</u>	<u>30,509.77</u>

Income details	
Victims of Crime Fund	135,960
Town of Canmore	29,500
Town of Banff	24,300
MD of Bighorn	3,800
ID of Kananaskis	0
ID of Lake Louise	6,200
Alberta Health Services	0
Lafarge	8,000
BVVSA donations/fundraising/other	47,360
	<hr/>
	255,120



September 9, 2022

Town of Canmore
Attention: Palki Biswas, Finance Manager

Re: 2023 Budget Funding Request

The Bow Valley Society for the Prevention of Cruelty to Animals (the Bow Valley SPCA) is requesting financial support from the Town of Canmore in the amount of \$10,000 in 2023 to contribute to the building operations, salaries and wages, and veterinary care portions of our annual operating costs. For planning purposes, we anticipate the same amount to be requests in 2024 and 2025.

In order to be sustainable and remain open to benefit the Town of Canmore and the Bow Valley region, we are dependent on continued generous financial support from the Town at this \$10,000 level, which is consistent with prior years and is a critical component of our operational funding.

The Bow Valley SPCA continues to provide important services to the Town of Canmore, including the following:

- Operation of the Carla Cumming Sojonky Adoption Centre, to adopt dogs and cats into the local community.
- Housing of stray dogs and cats for Canmore Municipal Enforcement for the 72 hours during which an animal can be reclaimed by the owner and accepting those not reclaimed as surrenders.
- Providing short and long-term care for stray and surrendered dogs and cats, and training as required to responsibly re-home them into the community.
- Offering a reduced cost spay/neuter program (SNAP) for lower income local residents.
- Community engagement supporting Canmore organizations and residents.
- Educational outreach to Canmore schools.
- Offering public programs on dog training—improving the community canines and educating owners.

We have provided further detail on the services and benefits we provide to the Town and the Canmore community in Attachment 1 as our argument to support this request.

As requested, we have attached a copy of our 2020 Audited Financial Statements, being our most recent audited statements.

We thank you for considering this request. Please do not hesitate to contact me if you require any further information.

Sincerely,

Lisa McDowell
President



**Attachment 1 to
2023 Budget Submission by the
Bow Valley SPCA**

The Bow Valley SPCA aims to make a positive difference in the lives of the rescued dogs and cats and the families that adopt them. We believe that we can also change lives for the better through providing the necessary medical treatment and force-free behavioural training of our Adoption Centre residents prior to adoption and educating people in the community on how to create a positive bond with their pets through the use of positive reinforcement and responsible pet companionship.

Through this mission we deliver value to the Town of Canmore and its residents. More specifically, we provide a benefit to the community through the following current activities, which we plan to continue and, in some cases, expand upon in 2023.

Adoptions into the Community

We believe that human lives as well as the animal's lives are enriched when a dog or cat is adopted from our Adoption Centre. In 2021, largely as a result of increased interest during the COVID Pandemic, we adopted 61 dogs and 169 cats into the Bow Valley and surrounding area, which is a significant increase in total adoptions from 2020, which was already an increase from prior years. From Jan. to June, 2022, we have adopted 17 dogs and 81 cats into the Bow Valley and surrounding area, which is more in line with typical years as we see a sharp decline in the Pandemic-motivated adoption trend.

Surrenders and Municipal Enforcement Support

We have a long-standing successful relationship with Canmore Municipal Enforcement services as we provide temporary shelter to cats and dogs retrieved by municipal enforcement officers. This requires us to maintain a dedicated space in our facility so that there is always an available room. While we do receive modest compensation for the time that captured dogs and cats are held in our Adoption Centre, we provide a further service by accepting all uncollected dogs and cats as surrenders, for no additional fee, into the Adoption Centre and re-homing them to new, responsible pet owners. We work closely with Municipal Enforcement and the local vet clinics to assure every animal that is rescued receives proper medical care, often at our own cost (particularly when extensive care is required). In 2021, we sheltered 13 dogs and cats for Canmore's Municipal Enforcement and, of those that were sheltered, 9 were returned to their owners and 4 were transferred to the Adoption Centre. We are trending similarly for 2022.

We also accept surrendered dogs and cats from Canmore residents (other than dangerous dogs). If a Canmore resident is not willing or able to pay the surrender fee, we will work with them on an alternate arrangement. We accept these animals to ensure the dog or cat does not become a stray or nuisance in the community and to promote the act of surrender over abandonment. In 2021, we had 23 surrenders which is in our typical annual range. However, as of August 31, 2022, we have already accepted 28 surrendered dogs and cats (with a consistent wait list of approx. 8) so we are expecting a much higher than usual annual number. Many surrenders continue to be related to Canmore residents moving away from the Valley (or country) and not taking pets with them or moving into housing situations where they can no longer keep a pet, including seniors. A small proportion relate to behavioural issues that owners are not prepared to deal with or cannot afford to deal with through medication and/or training. While



we do believe the 'return to work' post-Pandemic dynamic and the impact of inflation is also influencing this trend, it is usually coupled with another reason compelling the surrender.

SNAP Program

We also provide local Canmore residents with access to our Spay Neuter Assistance Program (SNAP). Through SNAP we are able to provide eligible families with an affordable, reduced cost spay or neuter of their dog or cat at a local Canmore veterinary clinic. We follow the Town of Canmore's requirements for their Affordable Services Program to determine eligibility. In 2021, we were able to help 15 pet owners responsibly spay and neuter their pet through SNAP (a 50% increase from 2020). To date in 2022, we have assisted 8 pet owners through SNAP so are anticipating a similar annual number to 2021. We are looking at opportunities to better promote this program in 2023 as we suspect the need will be high.

Community Outreach

The Bow Valley SPCA is committed to community involvement. We invite all residents, including children, youth, and seniors to our shelter. Through information, presentations and workshops, we provide education on compassionate animal care and responsible ownership. We also provide low cost hands-on, force-free, obedience training to dog owners to help develop good canine citizens in our local community.

Through the efforts of our volunteers and staff we have:

- Presented to Canmore elementary schools – virtual in 2021
- Hosted local school-age groups, including the Family Connection Centre's Girls Connect group, at the Adoption Centre
- Visited with seniors at Origins through our pet visits program
- Provided low-cost, education-based programs to the local community, including:
 - o Puppy socialization classes
 - o Agility classes, which supports enrichment and mental stimulation
 - o Open Paws, a force-free training program for shelter animals
 - o Volunteer training sessions

Some of the Outreach programs had to be amended or paused during the Pandemic. We plan to restart and expand our in-person education programs in 2023, and there is also opportunity to collaborate with more community groups in the future.

Volunteer Engagement

We are an organization built on local volunteers. The tremendous contribution of our volunteers was recognized with the Mayor's Award for Volunteer Excellence (Not for Profit) in 2019.

Our active volunteer roster is over 100 volunteers, ages ranging from 18-80 years old. Our volunteers donate approximately 20,000 hours of time to our programs each year. It is this volunteer base which has allowed us to provide an exceptional quality of life and customized care for our resident animals. Because of our volunteers, we can accept dogs and cats that need more individualized attention. The individual attention and force-free training provided to staff and volunteers, along with our no-kill philosophy, means that we are able to keep all our pets an enriched environment until we find their 'forever families'.

**The Bow Valley Society for the
Prevention of Cruelty to Animals**

Financial Statements

December 31, 2020

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The Bow Valley Society for the Prevention of Cruelty to Animals

123 Bow Meadows Crescent, Canmore, Alberta T1W 2W8

T 403-609-2022 F 403-609-2110

Management's Responsibility for Financial Statements

The accompanying financial statements of The Bow Valley Society for the Prevention of Cruelty to Animals (the "Society") are the responsibility of management. The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations, using management's best estimates and judgments, where appropriate. In the opinion of management, these financial statements reflect fairly the financial position, results of its operations and changes in financial position of the Society within reasonable limits of materiality.

A system of internal accounting and administrative controls is maintained by management to provide reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition and that the financial records are properly maintained to provide accurate and reliable financial statements.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls. The Board carries out this responsibility through regular meetings with management throughout the year to review significant accounting and auditing matters.

These financial statements have been audited, in accordance with Canadian generally accepted auditing standards, by Gangji & Associates, Chartered Professional Accountant, who was appointed by the Board of Directors. Gangji & Associates has full and unrestricted access to management and the Board of Directors to discuss their audit and their related findings as to the integrity of the Society's financial reporting. The Auditor's Report outlining the scope of their examination and their opinion on the financial statements is presented on the following page.

Lisa McDowell
President
November 12, 2021

Independent Auditor's Report

To the Members of The Bow Valley Society for the Prevention of Cruelty to Animals

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of The Bow Valley Society for the Prevention of Cruelty to Animals (the "Society"), which comprise the statement of financial position as at December 31, 2020, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Independent Auditor's Report (continued)

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditor’s Report (continued)

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Alberta
November 12, 2021

Ali Gangji Professional Corporation
Chartered Professional Accountant

The Bow Valley Society for the Prevention of Cruelty to Animals
Operating as "The Bow Valley SPCA"
Statement of Financial Position
As at December 31, 2020

	<u>2020</u>	<u>2019</u>
Assets		
Current		
Cash - unrestricted	\$ 125,569	\$ 67,482
Cash - restricted (note 3)	43,845	43,845
Short-term investments (note 4)	73,053	65,462
Restricted short-term investments (note 5)	55,015	84,946
Marketable securities	16,602	30,984
Accounts receivable	10,923	13,563
GST receivable	2,117	1,754
Prepaid expenses and deposits	5,784	5,285
	332,908	313,321
Capital assets (note 6)	637,733	652,587
Other		
Investments (note 7)	59,716	70,514
Restricted investments	35,000	-
	94,716	70,514
	\$ 1,065,357	\$ 1,036,422
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 24,576	\$ 21,037
Deferred revenues (note 8)	78,660	84,242
	103,236	105,279
Net Assets		
Invested in capital assets	637,732	652,587
Endowments (note 9)	84,946	84,946
Unrestricted net assets	239,443	193,610
	962,121	931,143
	\$ 1,065,357	\$ 1,036,422

Approved on behalf of the Board

Lisa McDowell, Board President

Ed Mrozek, Board Treasurer

The Bow Valley Society for the Prevention of Cruelty to Animals
Operating as "The Bow Valley SPCA"
Statement of Changes in Net Assets
Year ended December 31, 2020

	<u>2020</u>			
	<u>Invested in capital assets</u>	<u>Endowments</u>	<u>Unrestricted net assets</u>	<u>Total</u>
Balance, beginning of year	\$ 652,587	\$ 84,946	\$ 193,610	\$ 931,143
Excess (deficiency) of revenues over expenses	-	-	30,978	30,978
Acquisition of capital assets	19,740	-	(19,740)	-
Amortization	(34,595)	-	34,595	-
Balance, end of year	\$ <u>637,732</u>	\$ <u>84,946</u>	\$ <u>239,443</u>	\$ <u>962,121</u>

	<u>2019</u>			
	<u>Invested in capital assets</u>	<u>Endowments</u>	<u>Unrestricted net assets</u>	<u>Total</u>
Balance, beginning of year	\$ 661,297	\$ 84,946	\$ 223,057	\$ 969,300
Excess (deficiency) of revenues over expenses	-	-	(38,157)	(38,157)
Acquisition of capital assets	22,693	-	(22,693)	-
Amortization	(31,403)	-	31,403	-
Balance, end of year	\$ <u>652,587</u>	\$ <u>84,946</u>	\$ <u>193,610</u>	\$ <u>931,143</u>

The Bow Valley Society for the Prevention of Cruelty to Animals
Operating as "The Bow Valley SPCA"
Statement of Operations
Year ended December 31, 2020

	<u>2020</u>	<u>2019</u>
Revenues		
Donations	\$ 281,130	\$ 190,556
Fundraising	25,207	28,547
Grants	23,082	27,152
User fees (note 10)	47,302	44,825
	<u>376,721</u>	<u>291,080</u>
Expenses		
Administration	2,987	2,186
Advertising and promotion	5,362	6,849
Amortization	34,595	31,403
Automotive	3,199	1,573
Contract services	81,761	68,884
Fundraising	7,091	2,040
Insurance	10,181	9,627
Interest and bank charges	3,448	2,779
Merchant fees	1,518	982
Office supplies	3,471	6,039
Postage	1,606	216
Professional fees	9,356	10,140
Repairs and maintenance	3,865	10,565
Salaries and wages	136,026	157,350
Security	519	328
Staff training	35	74
Supplies	4,374	4,938
Utilities	23,706	22,241
	<u>333,100</u>	<u>338,214</u>
Other items		
Increase (decrease) in value of marketable securities	(15,264)	3,225
Interest and other investment income	2,621	5,752
	<u>(12,643)</u>	<u>8,977</u>
Excess (deficiency) of revenues over expenses	<u>\$ 30,978</u>	<u>\$ (38,157)</u>

The Bow Valley Society for the Prevention of Cruelty to Animals
Operating as "The Bow Valley SPCA"
Statement of Cash Flows
Year ended December 31, 2020

	<u>2020</u>	<u>2019</u>
Operating activities:		
Excess (deficiency) of revenues over expenses	\$ 30,978	\$ (38,157)
Adjustments to determine cash provided by operating activities:		
Amortization of capital assets	34,595	31,403
Decrease (increase) in value of marketable securities	15,264	(3,225)
	<u>80,837</u>	<u>(9,979)</u>
Net changes in non-cash working capital items:		
Accounts receivable	2,640	(6,816)
GST receivable	(363)	29
Prepaid expenses and deposits	(499)	(45)
Accounts payable and accrued liabilities	3,539	3,925
Deferred revenues	(5,582)	39,518
Cash flows from operating activities	<u>80,572</u>	<u>26,632</u>
Investing activities:		
Purchase of capital assets	(19,740)	(22,693)
Net purchase (redemption) of investments	(2,745)	25,954
Cash flows from (used in) investing activities	<u>(22,485)</u>	<u>3,261</u>
Net increase in cash and cash equivalents during the year	58,087	29,893
Cash and cash equivalents, beginning of year	111,327	81,434
Cash and cash equivalents, end of year	\$ <u><u>169,414</u></u>	\$ <u><u>111,327</u></u>
Represented by:		
Cash - unrestricted	\$ 125,569	\$ 67,482
Cash - restricted (note 3)	43,845	43,845
	<u>\$ 169,414</u>	<u>\$ 111,327</u>

The Bow Valley Society for the Prevention of Cruelty to Animals
Notes to Financial Statements
Year ended December 31, 2020

1. General

The Bow Valley Society for the Prevention of Cruelty to Animals (the “Society”) was incorporated under the Societies Act of the Province of Alberta on April 10, 2000 and is a registered charity under the Income Tax Act. The Society qualifies for tax-exempt status as a registered charity under paragraph 149 (1) (f) of the Income Tax Act and is able to issue tax donation receipts for income tax purposes.

In order to maintain its status as a charitable organization under the Act, the Society must meet certain requirements within the Act. These requirements include annual return filings and the fulfillment of disbursement quotas as per the income tax regulations.

The Society operates the Carla Cumming Sojonky Adoption Centre for abandoned dogs and cats in the Bow Valley region of Alberta in the heart of the Canadian Rocky Mountains, which is a “no-kill, no-cage” facility and promotes humane attitudes and responsible pet companionship through educational programs and community leadership.

2. Summary of significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. Significant accounting policies are summarized as follows:

(a) Basis of accounting

The basis of accounting followed in the financial statement presentation includes revenues recognized in the period in which the transactions or events occurred that gave rise to the revenues, and expenses recognized in the period the goods or services are acquired and a liability is incurred or transfers are due.

(b) Revenue recognition

Donations

Donations are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted donations for a specific purpose are recorded as deferred revenue and recognized as revenue when restrictions have been lifted. If restricted donations relate to a capital item, the contributions are recognized as revenue as the related capital item is amortized. Donations in-kind of materials and supplies are recorded at their fair values as of the date of the contribution, provided fair values can be reasonably determined.

The Bow Valley Society for the Prevention of Cruelty to Animals
Notes to Financial Statements
Year ended December 31, 2020

2. Summary of significant accounting policies (continued)

(b) Revenue recognition (continued)

Fundraising

Fundraising revenues (excluding casino proceeds) are recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Casino proceeds are recognized as revenue in the year in which the related expenses are incurred. Casino proceeds can only be used for the purposes approved by the Alberta Gaming and Liquor Commission. Casino funds remaining unspent at the end of the year are recognized as deferred revenue.

Grants

The Society follows the deferral method of accounting for grants. Externally-restricted funding is recognized as revenue in the year in which the related expenses are incurred. Unrestricted funding is recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

User fees

User fees are recognized as revenue when the related services are provided and collection is reasonably assured.

Interest

Interest is accrued on the book value of investments at a rate equivalent to the effective yield of each investment.

(c) Cash and cash equivalents

Cash and cash equivalents consist of balances held with financial institutions.

(d) Investments

Investments consist of guaranteed investment certificates. They are initially recorded at their fair value, and subsequently measured at amortized cost.

(e) Capital assets

Capital assets are recorded at cost. Amortization on capital assets is calculated at rates designed to charge operations with the cost of capital assets, over their estimated useful economic life, as follows:

The Bow Valley Society for the Prevention of Cruelty to Animals
Notes to Financial Statements
Year ended December 31, 2020

2. Summary of significant accounting policies (continued)

(e) Capital assets (continued)

Building	-	4%
Furniture and fixtures	-	20%
Automotive equipment	-	30%
Computer hardware	-	30%

(f) Financial instruments

The Society initially measures its financial assets and financial liabilities at their fair value. The Society subsequently measures its financial assets and financial liabilities at amortized cost, with the exception of marketable securities, which continue to be measured at their fair value. The financial assets subsequently measured at amortized cost include cash and cash equivalents, short-term investments, accounts receivable and other investments. The financial liabilities subsequently measured at amortized cost include accounts payable and accrued liabilities.

Credit risk

Credit risk is the possibility that other parties may default on their financial obligations. As the Society's revenues mainly include donations that are collected when pledged, fundraising revenues, grants from large organizations and user fees collected when services are rendered, the Society is not exposed to any significant credit risk.

Currency risk

Currency risk is the risk that arises from the change in price of one currency against another. As all of the Society's transactions involve Canadian currency, the Society is not exposed to any significant currency risk.

Interest rate risk

Interest rate risk is the risk that the value of an investment or loan will change due to a change in the absolute level of interest rates or a change in any interest rate relationship. Based on the nature of the Society's assets and liabilities, the Society is not exposed to significant interest rate risk.

Liquidity risk

Liquidity risk is the risk that the Society will not be able to fund its obligations as they come due. Based on the financial position of the Society, the Society is not exposed to significant liquidity risk.

The Bow Valley Society for the Prevention of Cruelty to Animals
Notes to Financial Statements
Year ended December 31, 2020

2. Summary of significant accounting policies (continued)

(f) Financial instruments (continued)

Market and other price risk

Market and other price risk is the risk that the fair value of financial instruments will fluctuate due to changes in market prices (other than those arising from interest rate or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. While the majority of the financial instruments held by the Society includes secured investments (fixed-rate deposits), cash and accounts receivable (financial assets) and trade accounts payable / accrued liabilities (other financial liabilities), the Society holds shares in publicly listed entities that were received by donation and that subjects the Society to potential significant market and other price risk.

There have been no changes in the Society's financial instrument risk exposures from the previous fiscal year.

(g) Deferred revenues

Deferred revenues represent unspent funds, which are externally restricted for specific purposes, and restricted funding received or receivable that relates to a subsequent period. These revenues will be recognized as revenue when related expenses are incurred. Deferred revenues are also comprised of restricted donations that relate to capital items, where they are recognized as revenue as the related capital items are amortized.

(h) Management estimates

The preparation of these financial statements, in accordance with Canadian accounting standards for not-for-profit organizations, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from the estimates made by the Society as additional information becomes available in the future.

(i) Contributed services

The work of the Society is dependent on the voluntary services of many individuals and organizations. Because of the difficulty in determining their fair value, contributed services are not recognized in these financial statements.

The Bow Valley Society for the Prevention of Cruelty to Animals
Notes to Financial Statements
Year ended December 31, 2020

3. Restricted cash

These amounts include restricted funds to be used as per the funding guidelines of the Alberta Gaming and Liquor Commission (2020 - \$43,845; 2019 - \$43,845).

4. Short-term investments

Short-term investments include guaranteed investment certificates maturing within one year. As of December 31, 2020, they earn interest at a rate of 0.25% per annum.

5. Restricted short-term investments

Restricted short-term investments include guaranteed investment certificates maturing within one year that may only be spent for a specified purpose or program. As of December 31, 2020, they earn interest at a rate of 0.25% per annum.

6. Capital assets

	<u>Cost</u>	<u>2020 Accumulated Amortization</u>	<u>Net Book Value</u>	<u>2019 Net Book Value</u>
Building	\$ 1,029,191	\$ 433,566	\$ 595,625	\$ 620,442
Furniture and fixtures	45,408	22,659	22,749	28,139
Automotive equipment	28,986	12,354	16,632	111
Computer hardware	5,608	2,881	2,727	3,895
	<u>\$ 1,109,193</u>	<u>\$ 471,460</u>	<u>\$ 637,733</u>	<u>\$ 652,587</u>

7. Investments

Investments consist of guaranteed investment certificates maturing beyond one year. As at December 31, 2020, they earn varying rates of interest ranging from 1.15% per annum to 1.20% per annum.

8. Deferred revenues

The Society has previously utilized funding received from the Donner Canadian Foundation for the installation of improved and durable flooring for the building. The installation of this new flooring took place in 2011. This contribution is being deferred and amortized on a diminishing value basis at 4% every year to match the amortization of the improved building.

The Bow Valley Society for the Prevention of Cruelty to Animals
Notes to Financial Statements
Year ended December 31, 2020

8. Deferred revenues (continued)

The Society also received in 2017 grants from the Donner Canadian Foundation and The Maja Foundation at the Calgary Foundation to be used to construct an outdoor cat space and two outdoor dog runs. These contributions are being deferred and amortized on a diminishing value basis at 20% every year to match the amortization of the related fixtures.

	Beginning Balance	<u>2020</u>		Ending Balance	<u>2019</u> Ending Balance
		Addition	Utilization		
Donner Canadian Foundation	\$ 15,553	\$ -	\$ (622)	\$ 14,931	\$ 15,553
Donner Canadian Foundation	21,244	-	(4,240)	17,004	21,244
The Maja Foundation at the Calgary Foundation Casino	3,600	-	(720)	2,880	3,600
	<u>43,845</u>	-	-	<u>43,845</u>	<u>43,845</u>
	<u>\$ 84,242</u>	<u>\$ -</u>	<u>\$ (5,582)</u>	<u>\$ 78,660</u>	<u>\$ 84,242</u>

9. Endowments

The Society has established several endowment funds. Contributions to these funds are to be maintained for at least a ten year period, unless otherwise specified by the donor, during which time any investment income earned on these funds are to be used for purposes specified by the donor.

Interest earned on the Tavi Mimi Rigby Spay & Neuter Endowment Fund and the Mimi Sojonky Memorial S&N Endowment Fund are to be used for the spay and neuter of the Society's dogs and cats. Interest earned on the Sommerville Family Endowment Fund and the Beverly Bendell Endowment Fund are to be used for operations.

The endowment funds have been invested in guaranteed investment certificates earning interest at rates varying from 0.25% to 1.20% per annum.

10. User fees

	<u>2020</u>	<u>2019</u>
Adoption fees	\$ 39,012	\$ 35,242
Re-homing fees	4,615	6,300
Program fees	3,675	3,283
	<u>\$ 47,302</u>	<u>\$ 44,825</u>

11 September 2022

Chelsey Richardson, Director of Finance
Town of Canmore
902 7th Avenue
Canmore, Alberta T1W 0C1

Dear Chelsey:

We remain very grateful for the continued and steadfast financial support of the operations of the Canmore Museum and the Canmore NWMP Barracks Provincial Historic Site.

For our 2022 operating grant from the Town of Canmore, we respectfully request \$194,250 for 2023 and \$203,300.00 for 2024. This represents a 5% cost of living increase for each year from 2022.

In addition to the Town of Canmore's operating grant, you will notice the Canmore Museum will generate an additional \$203,666 in core operating revenues for 2023 and \$298,270 for 2024. On top of these core operating revenues, we expect to generate an additional \$460,709 for 2023 and \$363,250 for 2024 for special projects, programs and events. We expect to finalize our project budget in November following our annual strategic plan review in October and will gladly share this with you at that time. These projects are entirely grant dependent, yet rely on having confirmed operational funding to ensure they can be delivered.

Please find attached the following documents in support of our 2022 to 2024 operational funding request:

- Letter of Request
- 2023 to 2026 Working Budget
- 2021 accountant-prepared Financial Statements
- 2021 Annual Report
- 2021 to 2024 Strategic Plan

We hope all this is in order and look forward to hearing from you about details of a verbal submission.

Yours Warmly,

A handwritten signature in black ink, appearing to read "Ron Ulrich".

Ron Ulrich, Executive Officer



CANMORE MUSEUM 2022 - 2024 WORKING OPERATIONS BUDGET

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\$ Partners & Affiliates - Page 68 of 199
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REVENUES		BUDGET FORCAST				
EARNED REVENUES	2022	2023	2024	2025	2026	
Donations - Museum Operations (receipted)	\$ 27,000.00	\$ 53,000.00	\$ 55,250.00	\$ 56,908.00	\$ 58,615.00	
Sales - Museum Shop	\$ 24,000.00	\$ 35,000.00	\$ 43,750.00	\$ 45,063.00	\$ 46,415.00	
Admissions - Canmore Museum	\$ 13,000.00	\$ 16,250.00	\$ 20,312.50	\$ 20,922.00	\$ 21,550.00	
Admissions - NWMP Barracks (unreceipted donation box)	\$ 1,500.00	\$ 1,875.00	\$ 2,343.75	\$ 2,414.00	\$ 2,486.00	
Program Fees	\$ 4,000.00	\$ 4,000.00	\$ 5,000.00	\$ 5,150.00	\$ 5,305.00	
Interest income	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,545.00	\$ 1,591.00	
Sponsorship	\$ -	\$ 26,000.00	\$ 62,500.00	\$ 45,000.00	\$ 45,000.00	
Memberships	\$ 4,300.00	\$ 4,730.00	\$ 5,203.00	\$ 5,359.00	\$ 5,520.00	
SUBTOTAL	\$ 75,300.00	\$ 142,355.00	\$ 195,859.25	\$ 182,361.00	\$ 187,832.00	
GRANT REVENUES						
Town of Canmore - Operating	\$ 185,000.00	\$ 194,250.00	\$ 203,362.50	\$ 213,500.00	\$ 224,175.00	
Province of Alberta - Gaming (Casino)	\$ 15,000.00	\$ 15,000.00	\$ 8,000.00	\$ 15,000.00	\$ 15,000.00	
Alberta Foundation for the Arts		\$ 6,500.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
Alberta Museums Association - Exhibition			\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
Alberta Museums Association - Operating	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,750.00	\$ 26,523.00	
Government of Canada - MAP (Exhibitions)		\$ 15,000.00	\$ 69,000.00	\$ 71,070.00	\$ 73,202.00	
Calgary Foundation	\$ 5,000.00				\$ -	
SUBTOTAL	\$ 230,000.00	\$ 255,750.00	\$ 330,362.50	\$ 350,320.00	\$ 360,830.00	
REVENUES						
Government of Canada CEBA - Loan forgiveness	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	
Government of Canada - COVID Grant	\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ -	
SUBTOTAL	\$ 40,000.00	\$ 20,000.00	\$ -	\$ -	\$ -	
Shipping & Postage	\$ (1,000.00)	\$ (1,000.00)	\$ (1,000.00)	\$ (1,030.00)	\$ (1,061.00)	
Supplies - Gift Shop	\$ (1,600.00)	\$ (1,648.00)	\$ (1,697.00)	\$ (1,748.00)	\$ (1,800.00)	
Cost of goods sold	\$ (12,500.00)	\$ (17,500.00)	\$ (21,875.00)	\$ (22,531.00)	\$ (23,207.00)	
COSTS OF GOODS SOLD	\$ (15,100.00)	\$ (20,148.00)	\$ (24,572.00)	\$ (25,309.00)	\$ (26,068.00)	
TOTAL	\$ 330,200.00	\$ 397,957.00	\$ 501,649.75	\$ 507,372.00	\$ 522,594.00	
EXPENSES						
HUMAN RESOURCES						
Staff Wages	\$ 242,375.00	\$ 249,646.00	\$ 257,135.00	\$ 264,849.00	\$ 272,794.00	
Health Benefits	\$ 11,000.00	\$ 11,330.00	\$ 11,670.00	\$ 12,020.00	\$ 12,381.00	
Professional Development	\$ 1,500.00	\$ 1,545.00	\$ 1,591.00	\$ 1,639.00	\$ 1,688.00	
Consultants - Associates	\$ -	\$ -	\$ -	\$ 29,000.00	\$ 30,000.00	
SUBTOTAL	\$ 254,875.00	\$ 262,521.00	\$ 270,396.00	\$ 307,508.00	\$ 316,863.00	
ADMINISTRATION						
Bank Charges - BVCU CC	\$ 2,100.00	\$ 2,163.00	\$ 2,228.00	\$ 2,295.00	\$ 2,364.00	
IT - Software Subscriptions	\$ 8,885.00	\$ 9,152.00	\$ 9,427.00	\$ 9,710.00	\$ 10,001.00	
IT - Repairs and Maintenance	\$ 1,500.00	\$ 1,545.00	\$ 1,591.00	\$ 1,639.00	\$ 1,688.00	
IT - Equipment Lease	\$ 1,375.00	\$ -	\$ -	\$ -	\$ -	
GST	\$ 1,500.00	\$ 1,545.00	\$ 1,591.00	\$ 1,639.00	\$ 1,688.00	
Supplies - Office	\$ 3,000.00	\$ 3,090.00	\$ 3,183.00	\$ 3,278.00	\$ 3,376.00	
Advertising	\$ 5,000.00	\$ 15,000.00	\$ 17,800.00	\$ 18,250.00	\$ 18,798.00	
Professional Fees - Accounting and bookkeeping	\$ 1,075.00	\$ 1,107.00	\$ 1,140.00	\$ 1,174.00	\$ 1,209.00	
Professional Fees - Bookkeeping	\$ 13,860.00	\$ 13,860.00	\$ 13,860.00	\$ 14,276.00	\$ 14,704.00	
Insurance	\$ 3,950.00	\$ 4,069.00	\$ 4,191.00	\$ 4,317.00	\$ 4,447.00	
Travel	\$ 765.00	\$ 900.00	\$ 927.00	\$ 955.00	\$ 984.00	
Meals and entertainment				\$ -	\$ -	
Hosting - Staff and Board meetings	\$ 1,500.00	\$ 1,545.00	\$ 1,590.00	\$ 1,600.00	\$ 1,650.00	
Stakeholder Relations - Memberships/Subscriptions	\$ 750.00	\$ 775.00	\$ 800.00	\$ 800.00	\$ 850.00	
Stakeholder Relations - Stoney Nakoda	\$ 3,500.00	\$ 7,500.00	\$ 7,725.00	\$ 7,957.00	\$ 8,196.00	
Stakeholder Relations - Local Organizations	\$ 1,500.00	\$ 1,545.00	\$ 1,591.00	\$ 1,639.00	\$ 1,688.00	
Stakeholder Relations - Volunteer Appreciation	\$ 2,000.00	\$ 2,060.00	\$ 2,122.00	\$ 2,186.00	\$ 2,252.00	
SUBTOTAL	\$ 52,260.00	\$ 65,856.00	\$ 69,766.00	\$ 71,715.00	\$ 73,895.00	
EXHIBITIONS, PROGRAMS, EVENTS						
Program delivery						
Programming - Heritage Garden	\$ 1,500.00	\$ 1,550.00	\$ 1,600.00	\$ 1,650.00	\$ 1,700.00	
SUBTOTAL	\$ 1,500.00	\$ 1,550.00	\$ 1,600.00	\$ 1,650.00	\$ 1,700.00	
COLLECTIONS AND ARCHIVES						
Exhibition + Exhibition Related Programming Expense - Museum		\$ 42,500.00	\$ 134,000.00	\$ 100,000.00	\$ 103,000.00	
Exhibition Expenses Barracks	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,545.00	
Supplies - Collections Management	\$ 5,000.00	\$ 5,150.00	\$ 5,300.00	\$ 5,350.00	\$ 5,400.00	
SUBTOTAL	\$ 6,500.00	\$ 49,150.00	\$ 140,800.00	\$ 106,850.00	\$ 109,945.00	
FACILITIES						
Tenant Improvements & Maintenance	\$ 1,000.00	\$ 1,030.00	\$ 1,061.00	\$ 1,093.00	\$ 1,126.00	
Rent and storage	\$ -	\$ 4,500.00	\$ 4,500.00	\$ 4,635.00	\$ 4,774.00	
Supplies - Breakroom and Cleaning	\$ 1,000.00	\$ 1,030.00	\$ 1,061.00	\$ 1,093.00	\$ 1,126.00	
Telecommunications (Phone, Internet)	\$ 3,820.00	\$ 3,935.00	\$ 4,053.00	\$ 4,175.00	\$ 4,300.00	
Collections Storage - Mortgage Interest	\$ 3,000.00	\$ 2,000.00	\$ 1,800.00	\$ 1,854.00	\$ 1,910.00	
Collections Storage - Condo Fees	\$ 4,500.00	\$ 4,635.00	\$ 4,774.00	\$ 4,917.00	\$ 5,065.00	
Collections Storage - Utilities	\$ 1,300.00	\$ 1,339.00	\$ 1,379.00	\$ 1,420.00	\$ 1,463.00	
Offsite Security	\$ 360.00	\$ 370.00	\$ 380.00	\$ 390.00	\$ 402.00	
SUBTOTAL	\$ 14,980.00	\$ 18,839.00	\$ 19,008.00	\$ 19,577.00	\$ 20,166.00	
TOTAL EXPENSES	\$ 330,115.00	\$ 397,916.00	\$ 501,570.00	\$ 507,300.00	\$ 522,569.00	
Surplus	\$ 85.00	\$ 41.00	\$ 79.75	\$ 72.00	\$ 25.00	

ANNUAL REPORT 2021



the
canmore
museum

acknowledgement

“

These mountains are our temples, our sanctuaries, and our resting places. They are a place of hope, a place of vision, a place of refuge, a very special and holy place where the Great Spirit speaks with us. Therefore, **these mountains are our sacred places.**

— Chief John Snow

”

Canmore and all the Bow Valley are located on the traditional lands of Indigenous Peoples as referred to in the United Nations Declaration on the Rights of Indigenous Peoples. This relationship to the land is further declared by the National Indian Brotherhood (now Assembly of First Nations), in *A Declaration of The First Nations* (1981).

Historically, there is a long-standing connection to the Bow Valley around Canmore for many Indigenous nations—Îyârhe Nakoda, Siksikaitsitapi, Tsuut’ina, Ktunaxa, Secwépemc, Dene, Mountain Cree, and Métis.

The Canmore Museum is located within Treaty 7 territory, traditional territories and home of the Îyârhe Nakoda (Bears paw, Chiniki, and Wesley), Siksikaitsitapi (Kainai, Piikani, and Siksika), and Tsuut’ina Nations, as well as Zone 3 Métis. We acknowledge and appreciate that we live, work, and play in their territory and commit to the work of reconciliation.

In the course of developing and implementing initiatives which fulfill our 2021-2024 strategic plan, the Canmore Museum has committed to the following implementation principle:

Indigenous Peoples have agency in their journeys of revitalizing and participating in traditional, contemporary, and future manifestations of their culture.

Indigenous Peoples of this territory freely choose whether to participate in Canmore’s art, culture and heritage sector and they determine how they will participate. This principle ensures that the Canmore Museum delivers the Canmore Museum Re-Imagined Strategy in such a way that we never create barriers or interfere with the ongoing development of Indigenous cultural independence.



INDIANS MOVING CAMP, CANMORE, ALTA.
TRUMAN, PHOTO, VANCOUVER, B. C.



Members of the Canmore Museum Heritage Advisory Committee visited the Canmore #2 mine site in August 2021 as part of their preliminary work on the Canmore Mining Heritage Strategy.



Museum @ School Pilot, 2021



A Membership Monday behind-the-scenes collections tour.



03

November 8, 2022 Finance Committee, 11 a.m.
Museum staff @ Canmore Pride



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Mountie Recruits Barracks program, Summer 2021

message from the chair

On behalf of the Board of Directors of the Canmore Museum and the Canmore NWMP Barracks Provincial Historic Site, I am pleased to present the 2021 Annual Report.

It has been a year of success and growth for the organization. From the spring of 2020 till now, the COVID-19 pandemic presented unexpected challenges to the operation of our two museums, as it did for cultural institutions worldwide. As this report can attest, we met the moment and have come out stronger from the experience.

We have seen this reflected in how the community responded to the exciting new vision set forward in the **Canmore Re-Imagined Strategy** launched on April 15, 2021. While charitable giving across Canada decreased by 25% during the pandemic, donations to the museum increased by 241% from 2019 to 2021. Thank you to the many donors who contributed to resourcing the museum's new direction.

I would also like to thank all my Board colleagues for their ongoing dedication. I am proud to work alongside these individuals, whose unique experience, expertise and backgrounds all bring important contributions to the work we do on behalf of our community. I particularly want to thank our outgoing directors, Rhonde LeSueur and Dallas Suttie, for their time and dedication to the Society in shepherding the museum through the pandemic, as well as to those who have let their name stand for the 2022–2023 Board of Directors. Additionally, the Board of Directors extends our thanks to Ron Ulrich for his vision and leadership as well as his team of staff and volunteers whose skill and dedication form the backbone of our organization.



ANDREW NICKERSON
BOARD CHAIR

re-defining our vision and mission

▶ vision

We deliver **compelling and remarkable experiences** which celebrate community, place and culture.

▶ mission

Our mission is to **ignite shared experiences and unexpected connections by bringing people together around local art, culture, heritage and places to build a stronger, more connected community**. To do this, we find, spark, preserve and trade stories, ideas and elements of creativity drawn from people in Canmore and the Bow Valley.

“

This vision is inviting!

I applaud the inclusion of **culture** and **place** with discussion of **community**. I immediately think only of history when I hear the word **museum**. Your vision is NOW, engaging and, with **community** added, it is inviting.”

FOCUS GROUP PARTICIPANT, 2021
REIMAGINING THE CANMORE MUSEUM

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Bisi and Arun Arunkumar and their family participated in the year-long Stories of Resiliency project which collected stories that documented the experiences of new arrivals in Canmore during the pandemic. This project was a partnership between the Canmore Museum, the Bow Valley Immigration Partnership, artsPlace and Kristy Wolfe. These stories are now available on our new **STORIES THAT MATTER** website.
Photo by Kristy Wolfe



RE-IMAGINING THE MUSEUM

The role of museums in the service of society continues to evolve. In addition to their traditional role as the collector and preserver of a community's tangible and intangible cultural heritage, museums have become the cultural, educational and civic centers of their communities, with growing power to empower and effect community change.

While the COVID-19 pandemic forced closure of our spaces, staff and board used the time wisely to re-imagine how the museum can connect more meaningfully with our community. The resulting strategic plan was the result of six months of discussions with stakeholders and members, research into community growth, community / member / audience needs, as well as current and emerging trends. It also considered alignment with community

planning documents and the work of other cultural organizations in the Bow Valley and southern Alberta region. Our **Re-Imagined Strategy** provides a strong framework on which future work of the museum can be undertaken.

Canmore Museum Re-Imagined is redeveloping the Canmore Museum from the inside out, building the museum of the future today. By re-animating how we engage with our community, and the stories our collections tell, we are paving the way for a new future museum facility.

RON ULRICH
EXECUTIVE OFFICER



1 BUILDING COMMUNITY

The Canmore Museum will help build a stronger and more connected community by bringing together people from all walks of life around local art, culture, heritage and places in unexpected ways that foster dialogue and deepen social connections.



Douglas Worts

2 BUILDING PLACE

Place is significant in how we make meaning of the world and within our lives. Place is where we come from, where we feel alive, where we connect with others and where we feel we belong. Connections to Canmore and the Bow Valley are personal, anywhere and every day. The Canmore Museum will build deeper connections with local places and the stories they hold.



Maddie Taylor



John Snow Jr

3 BUILDING MEMORY

The Canmore Museum will deepen connections to the inter-connected web of over 10,000 years of human history told through multiple perspectives. These stories are collected and shared to allow individuals to find their connections to Canmore and the Bow Valley.

4 BUILDING SUSTAINABILITY

Canmore places high value on its sense of community, strong community identity, and on environmental sustainability. In partnering with other community organizations and local government to help foster community and environmental sustainability, the Canmore Museum will strengthen its own organizational vitality, identity and sustainability.

“

We are entering the era of the community museum.

Technology gives us the ability to reach both our neighbours at home and around the world. As a result, the community museum is able to set agendas and exercise influence, and be a soft-power destination for people both inside and outside of the community.”

— GAIL LORD, PANELIST

STRATEGIC PLAN LAUNCH EVENT

OVER 100 PEOPLE JOINED US FOR THE LAUNCH OF OUR STRATEGIC PLAN

On April 15, 2021 our panel of internationally-recognized cultural sector thought leaders—Gail Lord, Maddie Taylor and Doug Worts with an introduction by Îyârhe Nakoda Elder John Snow Jr.—explored the evolving role of the Canmore Museum as it embraces the Social Museum Model. **Watch the presentation online.**



RE-THINKING THE COLLECTIONS

The museum's Core Collection traces Canmore's evolution from a gritty railway depot to a coal mining town and then finally to an internationally recognized sports center and resort community.

The Canmore Museum collections contain incredible riches and tell fantastic stories. As with many community museums, the work of managing collections relies on grants, seasonal and project grant staff, which has meant the use of the collections within a broader strategic framework has previously been difficult to implement.

Our **Canmore Museum Re-Imagined Strategy** allows us to rethink how we collect and to rediscover the stories told by our collections.

In looking at the long-term care of the collection, we considered the financial and environmental aspects of managing 5,000+ objects. We undertook an ambitious plan to evaluate our collections, allowing those artefacts with rich stories and provenance to shine.

Provenance-rich artefacts were allocated to the Core Collection; artefacts for which little or nothing was known were transferred to our Education Collection to provide an incredible resource for classes in the Bow Valley and southern Alberta through inquiry/object-based learning.

Thanks to the foresight and generosity of Rick Green, the museum has an off-site storage facility that will become the new home of the Core Collection.

MERCEDES CORMIER
COLLECTIONS OFFICER



Work was also undertaken in 2021 to reorganize the off-site space to ensure a safe, secure and well-organized home for the collection until it moves again to a more permanent space in a new museum facility.

This was Phase 1 of our storage reorganization project, with a goal of implementing the RE-ORG protocols created by ICCROM: the International Centre for the Study of the Preservation and Restoration of Cultural Property, an intergovernmental organization dedicated to the preservation of cultural heritage worldwide. These protocols provide a clear and efficient way to start fresh and create new storage systems that will be safer for the collections.

Consultant Gail Niinimaa was contracted as project manager for this phase, which included writing a storage condition report, creating an action plan, completing the self-evaluation tool, defining the project workspace, assembling the team for the work, and documenting the final project with before and after photos and videos.

Mercedes Cormier implemented the daunting action plan through manageable RE-ORG tasks and worked tirelessly to uncover and solve puzzles and make great improvements to the storage.

RECORDS ADDED

We were able to document an additional 579 items "found in collection" that were previously undocumented in our collections database, representing 11% of our collection.



RECORDS UPDATED

These were updated for clarity and accuracy, ensuring that paper records and database records matched, representing 24% of our collection.

EDUCATION COLLECTION

Items that have been transferred to our education collection to make them accessible for hands-on use by visitors and the community in museum programs.



BEHIND-THE-SCENE TOURS

These tours provide insight into how the Canmore Museum is managing its collections and the progress it is making in the RE-ORG project.



BUILDING BRIDGES

To build bridges, there are so many more stories to tell. Our new strategic direction unveiled in April promotes fostering an appreciation of the inter-relationships through time between people, events and natural and cultural places, including associated intangible and tangible values.

In 2021 we began working with John Snow Jr., who has helped advise the museum as we begin to decolonize and seek to tell the full story of the Bow Valley region. With John's assistance, we were able to attract new funding to resource this work.

New programs included the popular four-part **Indigenous Learning Series** in June, attended by people across Canada and the US. Also in June, a large tipi was erected, and the **Indigenous Stories** tipi program

was launched at the Canmore NWMP Barracks in partnership with Nakota Itipi n Ryder Style Craft—an eco-tourism venture by Travis Jimmy John and his wife Ronine Ryder, and also including his mother and Elder Bonita Jimmy John—which creates a space for cultural experiences to thrive and storytelling to connect communities.

Inside the Barracks we now acknowledge the role the police played in Canada's traumatic Indigenous history.



JOHN SNOW JR.
ADVISOR

Ômá'dágúyè ôwáth'èn



Our grandparents and the Elders in our Bears paw community have given us insight into the traditional Íyârhe Nakoda customs, ceremonies, stories, teachings, games and ancient star knowledge.

Our grandparents were taught the customs and traditions from their grandparents, and our great-grandfathers witnessed the signing of Treaty 7. They witnessed dramatic changes in their lifetimes, and felt that it was important to pass on the customs, traditions and language to the next generation so we wouldn't lose our identity. It is from this well of knowledge that we are able to share our way of life with visitors who come to our family's tipi in Canmore.

— **Travis Jimmy John** and **Ronine Ryder**, the owners of Nakota Ítipi n Ryder Style Craft eco-tourism company



Following the revelations of unmarked graves at residential schools throughout Canada, the NWMP Barracks and the museum became home to memorials for victims of residential schools, as people in the community brought children's shoes and other items.

Land acknowledgment and a welcome message was installed at the museum entrance. The gift shops at the museum and the Barracks began to feature Indigenous authors and artists. The **Museum@Home** streaming service launched in 2021 hosts a variety of Indigenous programming around Truth and Reconciliation and traditional knowledge. The Chiniki First Nation donated historic files to the Canmore Museum in 2021, for which we are grateful.

This is a journey. The museum has made a long-term commitment to the work of bridging Indigenous and non-Indigenous communities.



I am genuinely excited to see how the museum is welcoming and integrating First Nation's heritage of this region into their work."

— Canmore Museum donor



NUMBER OF PROGRAM PARTICIPANTS

Who participated in the online Indigenous Learning Series (June) and the Indigenous Stories tipi program (July and August). This represents 64% of total program participation in 2021.



CONNECTING WITH COMMUNITY

Our **Community Gallery** was created as a temporary space where community stories and the work of like-minded community organizations can be showcased.

In 2021, the Canmore Museum adopted the **Social Museum Model** (the participatory museum) and began putting it into practice.

Through a grant from the Alberta Museums Association, we were able to participate in the **Of/By/For All Change Network**, a year-long learning opportunity that allowed us to explore how we can become more inclusive and provide space to tell diverse community stories. It also means balance—telling stories of both early settlement in the Bow Valley along with more recent settlement, bridging the past with present-day community experiences.

We now approach our work with "how do we create unexpected connections with one another, our community stories and the incredible landscapes around us."

Our strategic plan identifies twelve communities of interest; through the Of/By/For All Change Network program, we have first focussed on providing space for the Îyârhe Nakoda to tell their story.

The same philosophy allowed us to also begin telling the stories of queer Canmore—helping to establish the Canmore Pride Society, hosting several pride events, and bringing stories to our new storytelling platform, **Stories That Matter**.

SARAH KNOWLES
VISITOR + MEMBERSHIP
SERVICES OFFICER



The Social Museum Model philosophy informed our education programming, allowing us to rethink how we connect classrooms in the Bow Valley and southern Alberta with museum collections, our built, natural and cultural landscapes as well as members of our community—community and Indigenous elders and knowledge keepers. We are grateful for funding from the Calgary Foundation, the Paterson Foundation and Lafarge Exshaw, which supported this new direction; we will be formally launching the program in fall 2022.



One of the main focuses for The Paterson Foundation is education. Our support of the Canmore Museum is based on that focus and our belief that an understanding of our history and origins is a main building block. The Paterson Foundation believes in lifelong learning and found the Re-Imagined Strategy launched by the Canmore Museum would appeal to members of the Canmore community regardless of their age."

— Don and Lori Paterson,
Education Fund Donors

Vanni is one of our community knowledge keepers who help connects students with community in our Museum@School program.



We connected with Olympian **Clara Hughes** to discuss mental health in our May Stories of Canmore book club.

Andrew Holloway is an Indigenous metal artist, one of many artists our seasonal Artist Showcase supports.



Each year, produce grown at the NWMP Barracks Provincial Historic Site garden is donated to the local food bank. **15 volunteers work over 1,800 hours to manage and tend the garden each summer.**



PIVOTING TO DIGITAL

Watch **Gerry Stephenson's Mine Tour** and **Stories of My Life with Gerry Stephenson** online @ athome.canmoremuseum.com

Like institutions across Canada and across the globe, the Canmore Museum was forced to find new ways to engage with our community and audiences during the COVID-19 pandemic.

In line with the strategic plan and the social museum model which, in part, creates connection through digital spaces, we began to think not only about our physical space but our digital spaces as a new "place" to **tell** community stories and **connect** our community with the cultural, natural and built landscapes around us.

It also allowed us to think about how to use "digital spaces" as a new way to **build** relationships with our community, audience and visitors.

We are grateful that, with the support of community donors, we were able to create the **Museum@Home** digital streaming service to tell community stories and make our library of digital programming more accessible and available to a wider audience; and to create the **Stories That Matter** website as a 21st-century version of the community history book, one whose content can be contributed and co-created with members of our community.

KEVIN MEISNER
PROGRAMS OFFICER



We are actively working towards recognizing places and spaces of heritage value to our community; the **Places That Matter** project includes an **interactive online heritage map**.

We are expanding how we tell stories to deepen connections with our communities through digital engagement. In 2022, we will launch a new Canmore Museum App along with a new podcast series.



We donated because we were looking for two significant opportunities, a way to preserve Canmore's coal mining heritage and at the same time honour our dear friend Gerry Stephenson and his impact on Canmore and its mining history. Through the Canmore Museum's online programming, we were able to keep Gerry's stories and legacy alive for others to enjoy."

— Kay and Gary Anderson,
2021 donors

DIGITAL VISITORS IN 2021

The Canmore Museum's website was launched in 2020. In 2021, we acquired 10,667 new unique visitors in 2021, and had 1,671 digital visitors return for a total of 14,824 site visits.

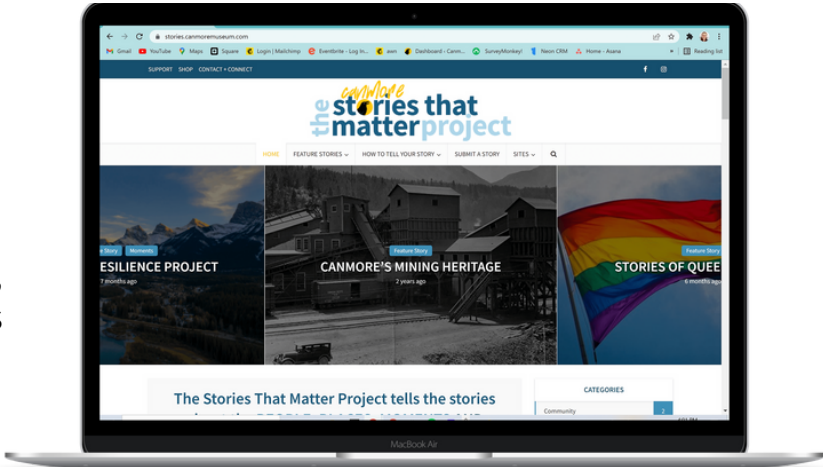
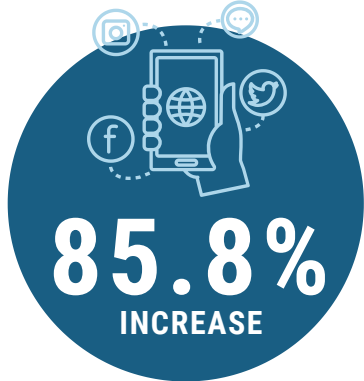


ONLINE ACCESS TO COLLECTIONS

Through the RE-ORG project, our online database tells clearer community stories and access will become even more valuable to researchers and students.

SOCIAL MEDIA ENGAGEMENT IN 2021

In 2021, our Facebook reach increased by 56.3%, growing to 49,460 people in 2021 from 31,659 in 2020. Our overall engagement grew by 85.8% over 2020.



our operations

For the fiscal year ended
December 31, 2021.

REVENUE

Grants - Municipal	\$185,000
Grants - Federal	60,880
Grants - Provincial	17,300
Grants - Other Organizations	47,362
Other Government Assistance	89,113
Donations	56,373
Retail	17,546
Admissions	5,805
Programs	2,738
Memberships	2,209
Interest	1,162
Total Revenue	\$485,488
Excess of revenue over expenses	\$17,425

EXPENSES

Programming and Digital Projects	\$93,736
Human Resources	229,850
Collections and Exhibitions	21,569
Office and Administration	44,811
Stakeholder Relations	7,559
Facilities	12,515
Merchandise	9,754
Insurance	5,052
Ammortization	32,762
Advertising and Marketing	8,504
Bank and Credit Card Fees	1,951
Total Expenses	\$468,063



2020: \$365,009
2019: \$453,987
2018: \$395,458



2020: \$384,983
2019: \$436,929
2018: \$382,579

our team

Our sincere thanks to the many devoted staff, volunteers, committee members and board members who have given countless hours to the Canmore Museum to build a stronger, more connected community through the exploration of local arts, culture, heritage and place.

BOARD OF DIRECTORS

Andrew Nickerson | Chair
Rhonde LeSueur | Vice-Chair
Charles (Tony) Teare | Treasurer
Dallas Suttie | Secretary
Tanya Foubert | Town of Canmore
 Council Representative
Carter Cox | Director-at-Large
Rob Seeley | Director-at-Large

STAFF + ASSOCIATES

Ron Ulrich | Executive Officer
Mercedes Cormier | Collections Officer
Sarah Knowles | Visitor + Membership
 Services Officer
Kevin Meisner | Programs Officer
Mary-Beth Laviolette | Associate Curator of Art
Anna Rebus | Associate Curator of History
Jeanie Gartly | Associate Heritage Planner
John Snow Jr. | Associate Curator of
 Indigenous Content
Jenny Spurr | Associate—Communications

COMMUNITY ADVISORY COMMITTEE MEMBERS

Barracks Committee | Travis Jimmy John, John Snow Jr., Emerson Sanford, Susan Suttie, Lauren Thomas (Town of Canmore); Staff: Sarah Knowles, Kevin Meisner, Ron Ulrich

Collections Committee | Robert Kuzminski, Gail Niinimaa, Glen Taylor, Greg Wooley; Staff: Mercedes Cormier, Ron Ulrich

Heritage Committee | Rob Alexander, Tanya Foubert (Town of Canmore), Jeanie Gartly, Cathy Jones, Florian Jungen, Jessica Karpat, Anna Rebus, Ian Schofield, Rob Seeley, Susan Suttie, John Snow Jr.; Staff: Ron Ulrich

by the numbers

SUPPORT BY OUR COMMUNITY IN 2021

- Members - 95
- Volunteers - 35
- Volunteer Hours - 1,336
- Subscribers - 572



I give my time to the Canmore museum for the joy of gardening and for the pleasure of working with a forward thinking, progressive organization. Learning from the local Elders and connecting with visitors are particularly fulfilling."

— Susan Suttie, volunteer

MUSEUM VISITATION FOR 2021

This reflects the number of drop-in gift shop visitors and paid admissions to the Canmore Museum **from June 24 to December 31** (6 months).



BARRACKS VISITATION FOR 2021

This reflects the number of walk-in visitors to the Canmore NWMP Barracks **from June 26 to August 31**; it does not reflect program participants.

TOTAL PROGRAM ATTENDANCE

This reflects the number of virtual and in-person program participants for 2021, for both the Canmore Museum and the Canmore NWMP Barracks.



Total 2021 visitation = 12,226

community + visitor insights



Why are you a member of the Canmore Museum?

Because I want to support an organization that is focused on capturing, sharing and celebrating the history of this town and the Bow Valley.”

- Member Survey Response, 2021



What brought you to the NWMP Barracks today?

I enjoyed the Indigenous Learning Series and wanted to connect with members of the Stoney Nakoda at the tipi to learn more.”

- Visitor Exit Survey, 2021



Why did you participate in today's program?

We love the ongoing book club series. We continue to feel that the Book Club has been the very best and successful initiative the museum has offered in a long time.”

- Program Feedback Survey, 2021



Innovation is at the heart of Canmore Museum Re-Imagined.

Through ingenuity, Ron and the Canmore Museum team have established the core foundations for the Museum’s future. Our financial donation to their Innovation Fund demonstrates our unequivocal endorsement of their efforts and results.”

WES AND PAT CAMPBELL
INNOVATION FUND DONORS, 2021

thank you

SUPPORTERS - 2021

\$100,000 +



\$50,000 - \$99,000



\$25,000 - \$49,999



Estate of Gerry Stephenson

\$10,000 - \$24,999



Wes + Pat Campbell

our supporters + donors

DONORS - 2021

\$5,000 - \$9,999

Kay and Gary Anderson

\$1,000 - \$2,499

Clint Cawsey, Charles and Jennifer Teare

\$500 - \$999

Rob Chapman, Richard Greene, Andrew and Mavis Holder, Rhonde and Richard LeSueur, Susan Shellian-Frey

\$250 - \$499

Adriana Davies, Anonymous, Michael Simpson, Ron and Susan Suttie, Terry White

\$100 - \$249

Anonymous, Gail Allford, Marino DiManno, John Fredrick, Rachel Gurney, Robert King, Linda and Dwayne Korsbrek, Murray MacDonald, Ken Macnair, Charlotte MacNaughton, James Millard, James Montram, Gail Niinimaa, Cheryl Sanford, John Snow Jr., Ron Ulrich

< \$100

Hillary Austin, Belinda Boleantu, Karen Keech, Steve Hex, Dallas Suttie

Building a vibrant and welcoming community which celebrates and connects with Canmore's culture, history and natural environment is only made possible by our donors, sponsors and supporters. We gratefully acknowledge your contributions in 2021.

*MARTIN HALL CPA
103 PADMORE
CANMORE, AB
T1W 2R5*

:

NOTICE TO READER

I have compiled the Statements of Financial Position of Centennial Museum Society of Canmore as at December 31, 2021 and 2020, the Statements of Operations, Changes in Net Assets, Cash Flows and Notes thereon for the years then ended from information provided by management.

I have not performed an audit or review engagement or attempted to verify the accuracy or completeness of such information and accordingly I express no assurance thereon. Readers are cautioned that these statements may not be appropriate for their purposes.

March 16, 2022
Canmore, Alberta



Chartered Professional Accountant

Centennial Museum Society of Canmore
STATEMENT OF FINANCIAL POSITION
Unaudited (See Notice to Reader)

As at December 31,	2021	2020
Assets		
Current		
Cash	\$ 294,091	\$ 193,958
Accounts receivable	77,904	29,989
Prepaid expenses	3,758	1,585
Inventory	19,762	15,994
	<u>395,515</u>	<u>241,526</u>
Collections	21,135	21,135
Capital assets	292,381	319,808
	<u>\$ 709,031</u>	<u>\$ 582,469</u>
Liabilities		
Current		
Deferred revenue	\$ 155,727	\$ 82,835
Accounts payable and accrued liabilities	29,671	7,553
Current portion of mortgage payable	5,941	5,672
	<u>191,339</u>	<u>96,060</u>
Canada Emergency Business Account loan	60,000	40,000
Mortgage payable	46,797	52,939
	<u>298,136</u>	<u>188,999</u>
Net Assets		
Invested in capital assets and collections	260,778	282,332
Unrestricted net assets	150,117	111,138
	<u>410,895</u>	<u>393,470</u>
	<u>\$ 709,031</u>	<u>\$ 582,469</u>

Approved on behalf of the Board of Directors:



 Director



 Director

Centennial Museum Society of Canmore

STATEMENT OF OPERATIONS

Unaudited (See Notice to Reader)

For the year ended December 31,	2021	2020
Revenue		
Grants	\$	\$
Town of Canmore	185,000	187,500
Government of Alberta	17,300	750
Government of Canada	60,880	43,335
Other Organizations	47,362	24,196
Canada Emergency Wage Subsidy	89,113	97,842
Donations	56,373	13,374
Retail	17,546	12,577
Admissions	5,805	3,129
Memberships	2,209	1,019
Programs	2,738	655
Interest	1,162	606
Total revenue	485,488	384,983
Expenses		
Employee Compensation	222,662	210,005
Digital production	50,817	0
Amortization	32,762	38,285
Programs and projects	25,519	3,774
Office and general	23,014	24,187
Collections and exhibitions	21,569	13,175
Professional fees	15,218	11,059
Consultants	12,060	3,980
Merchandise	9,754	24,654
Advertising and marketing	8,504	8,909
Storage site	8,431	5,850
Stakeholder relations	7,559	0
Event expenses	5,339	3,370
Insurance	5,052	3,793
Professional development	4,403	2,879
Telephone	3,814	2,792
Volunteer Appreciation	2,785	0
Travel and entertainment	2,765	822
Mortgage interest	2,389	2,832
Bank and credit card fees	1,951	2,430
Repairs and maintenance	1,695	2,213
Total expenses	468,063	365,009
Excess of revenue over expenses	\$ 17,425	\$ 19,974

Centennial Museum Society of Canmore
STATEMENT OF CHANGES IN NET ASSETS
Unaudited (See Notice to Reader)

	Restricted	Unrestricted	Total
Balance January 1, 2020	\$ 299,795	\$ 73,701	\$ 373,496
Excess of revenue over expenses		19,974	19,974
Repayment of mortgage	5,430	(5,430)	-
Net investment in capital assets	15,392	(15,392)	-
Amortization	(38,285)	38,285	-
Balance December 31, 2020	282,332	\$ 111,138	\$ 393,470
Excess of revenue over expenses	-	17,425	17,425
Repayment of mortgage	5,873	(5,873)	-
Net investment in capital assets	5,335	(5,335)	-
Amortization	(32,762)	32,762	-
Balance December 31, 2021	\$ 260,778	\$ 150,117	\$ 410,895

Centennial Museum Society of Canmore
STATEMENT OF CASH FLOW
Unaudited (See Notice to Reader)

For the year ended December 31,	2021	2020
Cash and cash equivalents provided by (applied to):		
Operating activities		
Excess of revenue over expenses	\$ 17,425	\$ 19,974
Non Cash items:		
Amortization	32,762	38,285
	<u>32,762</u>	<u>38,285</u>
Net change in non-cash working capital items		
Deferred revenue	72,892	58,359
Accounts receivable	(47,915)	(25,178)
Inventory	(3,768)	14,469
Prepaid expenses	(2,173)	4,238
Accounts payable and accrued liabilities	22,118	3,739
	<u>91,341</u>	<u>113,886</u>
Capital activities		
Purchase of capital assets	(5,335)	(15,392)
	<u>(5,335)</u>	<u>(15,392)</u>
Financing activities		
Canada Emergency Business Account loan	20,000	40,000
Loan and mortgage repayments	(5,873)	(5,430)
	<u>14,127</u>	<u>34,570</u>
Increase (decrease) in cash	100,133	133,064
Cash - beginning of year	193,958	60,894
	<u>294,091</u>	<u>193,958</u>
Cash - end of year	\$ 294,091	\$ 193,958

Centennial Museum Society of Canmore
NOTES TO FINANCIAL STATEMENTS
Unaudited (See Notice to Reader)

Capital assets**For the years ended December 31, 2020 and 2021**

December 31, 2021	Cost	Accumulated Amortization	Net 2020
Storage building	\$ 237,137	\$ (67,809)	\$ 169,328
Exhibits	215,966	(126,682)	89,284
Furniture and fixtures	16,173	(5,562)	10,611
Computer equipment	21,784	(11,485)	10,299
Computer software	3,370	(2,680)	690
Show cases	1,779	(928)	851
Leasehold improvements	17,577	(6,259)	11,318
	\$ 513,786	\$ (221,405)	\$ 292,381

December 31, 2020	Cost	Accumulated Amortization	Net 2020
Storage building	\$ 237,137	\$ (58,324)	\$ 178,813
Exhibits	215,966	(108,825)	107,141
Furniture and fixtures	11,738	(4,629)	7,109
Computer equipment	20,884	(9,023)	11,861
Computer software	3,370	(2,508)	862
Show cases	1,779	(833)	946
Leasehold improvements	17,577	(4,501)	13,076
	\$ 508,451	\$ (188,643)	\$ 319,808

Collections

The Museum reports its collections at the cost of acquisition. While there was a stated value of the collection based on the purchase cost of pieces, the importance and value of these items in assisting the institution in achieving its goals are considered invaluable.

Proceeds from the sale of items in the collection will be used for the care and development of the collection and cannot be accessed to meet other financial obligations.



PO Box 8521, Canmore AB T1W 2V2 • 403.609.2623

September 6, 2022

Palki Biswas
Finance Manager
Town of Canmore
902 7th Avenue
Canmore, AB T1W 3K1

Dear Palki,

On behalf of the Board of Directors of the Canadian Mountain Arts Foundation - operating as artsPlace - please accept this letter as our official request to the Town of Canmore for funding to support operations for the period 2023 through 2024.

We are requesting grants in the following amounts:

2023 - \$252,500 (7% increase)
2024 - \$260,000 (3% increase)


As per your request we currently project requesting grants for the subsequent two years in the following amounts:

2025 - \$265,000 (2% increase)
2026 - \$270,000 (2% increase)

Attached to this request letter you will find a short rationalization of the grant request, projected summary budgets for the 2022, 2023, 2024, 2025 and 2026 fiscal years, as well as a copy of our 2021 audited statements, and our 2021 Annual Report, and our most recent strategic plan covering the period of 2022 – 2024.

Thank you to Council and Administration for your ongoing support of artsPlace and consideration of this request.

Yours truly,



Jeremy Elbourne
Executive Director

2023 & 2024 Town of Canmore Funding Request Rationalization

Like most organizations in Canmore, and in fact around the world, the last two years have been extremely challenging, but in our case phenomenally rewarding. As a relatively small organization we were able to adapt to changing circumstances very quickly to serve the wellbeing of our community to the best of our ability. Whether this meant pivoting online or introducing new and imaginative programming we have been rightly lauded for our efforts. This recognition has translated into unprecedented support from our immediate community and beyond, whether that be from generous individual donors, Federal wage subsidies and other support, recovery-focused Provincial hiring and matching donation programs, or Pandemic-specific support from regional Foundations. The results have, somewhat ironically, been unprecedented financial success over the last two years. Significant operating surpluses have allowed us to edge closer to our operating reserve goal of three months of operating expenses, invest in programming infrastructure such as livestreaming capacity, as well as embark on an ambitious and inclusive strategic planning process. It will also allow us to invest in future-facing infrastructure as well as replace an aging inventory of equipment, much of which was originally funded through a one-time FF&E grant from the Town of Canmore.

Despite this financial success, we find ourselves only now edging towards “normalcy” in terms of programming volume and participation levels. While the high levels of uncertainty that existed during the shutdown periods of the Pandemic are no longer there, uncertainty unquestionably remains and confidence in returning to in-person programming is at best inconsistent across demographics. With extraordinary funding no longer available to us, 2023 will be a year of program and revenue consolidation, and a return to a self-sustaining financial model that is proven but certainly not risk-free as we are faced with international, national, and regional economic pressures beyond our control, whether that be inflation or the real possibility of a global recession. At the same time, we have heard loudly and clearly from our community through extensive consultation, that they greatly appreciate what we do and in fact would like us to do more. Their ambitions for us, as outlined in our strategic plan, are broad and deep. In part due to our financial success, we are taking concrete steps this year to understand our capacity, inclusivity, and artist development needs, what capacity expansion opportunities exist, and what levels of funding that will be required to fulfill plans resulting from these studies. While the broader plan is not to have the Town of Canmore fund this exploration of our evolution and growth, a solid base of operational support will be that more important as we determine which options to pursue that will ultimately greatly benefit this community.

Since 2017 the artsPlace operating grant from the Town of Canmore has only increased by 2.6% and has remained at the same level of \$236,000 for three consecutive years. Similarly, as a percentage of the overall operating budget, in 2017 the grant represented 23.5% percent of operating revenue, whereas in 2022 it is projected to be just 15.3%. If you compare the level of investment the Town of Canmore has made in artsPlace operations relative to the rate of inflation the value of that investment is even starker. From July 2021 to July 2022 the Alberta CPI increase has been 7.4% alone, since 2019 it has been close to 16%, while the Federal inflation rate since 2017 has been 17.4%. All told we feel that the requested increase in the operating grant of 7% in 2023 and an additional 3% in 2024 is very reasonable. This is without considering the impact on staffing of the even higher cost of living in this community that we are all so painfully aware of.

We are incredibly appreciative of everything the Town of Canmore does to support us beyond our annual operating grant, not least of which of course is the trust placed in us to steward this wonderful facility. Our relationship continues to be one of partnership in benefit of the Canmore community. Our success and potential growth however will continue to be built on the vital pillar of financial support provided through the annual operating grant. Building a strong base of donors and other funders, and expanded support from other levels of government, including the work involved in achieving our strategic priorities, is a process we have both worked at diligently and proven to be very successful. As in previous years, we continue to invest in the necessary human

resources and infrastructure to expand our revenue potential and long-term viability and independence, but the key to sustaining our proven financial model remains committed funding from the Town of Canmore. It is that solid base of support that not only gives us the confidence and financial security to build on and expand our programming offerings, but is also vitally important to attract donors, sponsors, and funding from other levels of government. It is those donors and funders that are looking for an expression of belief from the Town. In essence the investment that the Town makes is a strong endorsement of what we do, vital support that can be leveraged to bring in other sources of funding. We continue to earmark the annual grant to cover “operational” costs, or expenses that are not directly related to programming, marketing, fundraising, or strategic plan development. This is consistent with the additional support that the Town provides through a nominal \$10 per year lease and maintenance of the physical structure of the artsPlace building. The requested increase to the grant is a direct and reasonable reflection of inflationary pressures on operational costs since we last requested an increase.

Canadian Mountain Arts Foundation - 2023/2024 Town of Canmore Funding Request

	2022		2023	2024	2025-2026	
	2021 CMAF Approved Budget	2021 Q2 to Y/E Forecast	2023 Funding Budget	2024 Funding Budget	2025 Preliminary Budget	2026 Preliminary Budget
Revenues						
Fundraising and Membership						
Membership	27,918	27,066	31,125	32,059	32,700	33,354
Donations and Sponsorship	223,800	252,836	281,655	290,105	295,907	301,825
Fundraising Events	77,000	97,152	79,100	81,473	83,102	84,765
Casino	17,000	12,269	10,200	10,506	10,716	10,930
Foundations	93,200	143,776	104,500	107,635	109,788	111,983
	438,918	533,099	506,581	521,778	532,214	542,858
Program Fees						
artsPlace Programming	311,952	310,367	359,623	370,412	377,820	385,377
Vic Lewis Festival	110,000	93,290	55,000	56,650	57,783	58,939
Processing Fees	14,792	7,513	12,000	12,360	12,607	12,859
	436,744	411,169	426,623	439,422	448,210	457,175
Government Grants						
Federal	58,200	102,372	81,400	83,842	85,519	87,229
Provincial	193,630	179,815	99,000	101,970	104,009	106,090
Municipal*	254,126	260,876	255,500	263,090	268,152	273,515
* Includes Town of Canmore Operating	236,000	236,000	252,500	260,000	265,000	270,000
	505,956	543,063	435,900	448,902	457,680	466,834
Other Revenue	58,360	54,706	80,000	82,400	84,048	85,729
Total Revenue	1,439,978	1,542,036	1,449,104	1,492,502	1,522,152	1,552,595
Expenses						
Facility	61,821	60,557	56,930	58,638	59,811	61,007
Fundraising and Membership	30,450	27,647	28,450	29,304	29,890	30,487
Human Resources	668,747	700,039	706,604	727,802	742,358	757,205
Marketing and Communications	73,068	65,346	81,704	84,155	85,838	87,555
Office and Administration	63,641	127,561	99,785	102,778	104,834	106,930
Programs & Events	401,595	424,584	384,767	396,310	404,236	412,321
Festivals & SpecialEvents	139,460	135,142	89,230	91,907	93,745	95,620
Contribution to Endowment	-	-	-	-	-	-
Total Expenses	1,438,782	1,540,875	1,447,470	1,490,894	1,520,712	1,551,126
Operating Surplus (deficit)	1,196	1,161	1,635	1,609	1,441	1,470

CANADIAN MOUNTAIN ARTS FOUNDATION
Financial Statements
December 31, 2021

**Baker Tilly Rockies LLP**

Unit 1, 714 – 10th Street
 Canmore, AB
 Canada T1W 2A6

T: +1 403.678.4444

F: +1 403.678.5163

canmore@bakertilly.ca

www.bakertilly.ca

INDEPENDENT AUDITORS' REPORT

To the Directors of Canadian Mountain Arts Foundation:

Opinion

We have audited the financial statements of Canadian Mountain Arts Foundation, (CMAF), which comprise the statement of financial position as at December 31, 2021 and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of CMAF as at December 31, 2021, and results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of CMAF in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing CMAF's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate CMAF or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing CMAF's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of CMAF's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on CMAF's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause CMAF to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Canmore, Alberta
February 24, 2022

Baker Tilly Rockies LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

CANADIAN MOUNTAIN ARTS FOUNDATION
Statement of Financial Position
December 31, 2021

	<u>2021</u>	<u>2020</u>
ASSETS		
Current assets		
Cash	\$ 663,450	\$ 300,945
Accounts receivable	13,658	79,645
Inventory (note 2)	4,458	4,614
Investments (note 3)	35,000	125,000
Prepaid expenses	16,166	750
	<u>732,732</u>	<u>510,954</u>
Restricted cash	73,130	6,920
Investments (note 3)	5,000	5,000
Property and equipment (note 4)	65,342	65,345
	<u>\$ 876,204</u>	<u>\$ 588,219</u>
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (note 5)	\$ 44,345	\$ 25,730
Unearned revenue	55,384	20,517
Deferred contributions (note 6)	225,271	166,233
	<u>325,000</u>	<u>212,480</u>
Canada Emergency Business Account loan (note 7)	40,000	30,000
Deferred contributions (note 6)	73,130	6,920
Deferred expended capital contributions (note 8)	31,831	24,783
	<u>469,961</u>	<u>274,183</u>
NET ASSETS		
Invested in property and equipment	33,511	40,562
Internally restricted operating reserve (note 9)	155,000	120,000
Unrestricted	217,732	153,474
	<u>406,243</u>	<u>314,036</u>
	<u>\$ 876,204</u>	<u>\$ 588,219</u>

Commitments (note 10)

Approved on behalf of the Board of Directors

Edward P. Kerwin

 President

Bruce Byford

 Treasurer

CANADIAN MOUNTAIN ARTS FOUNDATION
Statement of Operations
Year ended December 31, 2021

	2021	2020
Revenue		
Programming and events	\$ 140,436	\$ 197,677
Fundraising and membership		
Donations and sponsorships	238,160	190,232
In-kind contributions (note 11)	39,024	30,736
Memberships	26,097	23,187
Fundraising events	42,565	60,254
Foundation grants	125,537	53,719
Government grants		
Federal	46,481	62,982
Provincial	150,642	61,477
Municipal	237,876	252,289
Other government assistance (note 12)	160,797	196,231
Other revenue		
Concessions	12,385	15,798
Facility rental	8,742	8,714
Other	2,710	2,350
	<u>1,231,452</u>	<u>1,155,646</u>
Expense		
Amortization	13,391	19,579
Facilities	37,743	40,593
Fundraising and membership	61,357	37,430
Human resources	615,554	516,467
Marketing and communications	51,600	54,669
Office and administration	81,127	43,967
Programming and events	228,473	352,928
	<u>1,089,245</u>	<u>1,065,633</u>
Excess of revenue over expense before the following	142,207	90,013
Donations to endowment fund (note 13)	50,000	10,000
Excess of revenue over expense	<u>\$ 92,207</u>	<u>\$ 80,013</u>

CANADIAN MOUNTAIN ARTS FOUNDATION
Statement of Changes in Net Assets
Year ended December 31, 2021

	Unrestricted	Invested in Property and Equipment	Internally Restricted Operating Reserve	Total 2021	Total 2020
Net assets, beginning of year	\$ 153,474	\$ 40,562	\$ 120,000	\$ 314,036	\$ 234,023
Excess (deficiency) of revenue over expense	99,258	(7,051)	-	92,207	80,013
Internally imposed restrictions	(35,000)	-	35,000	-	-
Net assets, end of year	<u>\$ 217,732</u>	<u>\$ 33,511</u>	<u>\$ 155,000</u>	<u>\$ 406,243</u>	<u>\$ 314,036</u>

CANADIAN MOUNTAIN ARTS FOUNDATION
Statement of Cash Flows
Year ended December 31, 2021

	2021	2020
Cash provided by (used for)		
Operating activities		
Revenue other than interest	\$ 1,412,867	\$ 1,102,709
Expense	(1,083,474)	(1,056,384)
Interest received	2,710	1,894
	<u>332,103</u>	<u>48,219</u>
Investing activities		
Purchase of property and equipment	(13,388)	(35,900)
Purchase of investments	(40,000)	(130,000)
Redemption of investments	130,000	5,000
(Increase) decrease in long-term restricted cash	(66,210)	1,206
	<u>10,402</u>	<u>(159,694)</u>
Financing activities		
Advance on Canada Emergency Business Account loan	<u>20,000</u>	<u>40,000</u>
Net cash provided (used)	362,505	(71,475)
Cash, beginning of the year	<u>300,945</u>	<u>372,420</u>
Cash, end of the year	<u>\$ 663,450</u>	<u>\$ 300,945</u>
Cash is comprised of:		
Unrestricted cash	\$ 438,179	\$ 134,712
Restricted cash - current	225,271	166,233
	<u>\$ 663,450</u>	<u>\$ 300,945</u>

CANADIAN MOUNTAIN ARTS FOUNDATION
Notes to the Financial Statements
December 31, 2021

Canadian Mountain Arts Foundation (CMAF), operating under the trade name “artsPlace”, acts as a catalyst and a resource for creating, connecting, and promoting the arts in the Bow Valley. Established in 1996, CMAF is a registered charity created under the provisions of the Societies Act of Alberta whose objectives are to: create opportunities for the arts and artists in Canmore; provide opportunities for the Canmore community to be exposed to a wide variety of Canadian artistic talent; provide educational opportunities in the arts; and establish, maintain and operate a community arts centre in Canmore.

1. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and reflect the following significant accounting policies:

a) Revenue recognition

CMAF follows the deferral method of accounting with revenue recognized as follows:

i) Contributions

Contributions include donations, sponsorships, grants, and government assistance.

Unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions are recognized as revenue in the period the related expenses are incurred. Until that time the contributions received are treated as deferred contributions. Restricted contributions can only be used for the purposes that were specified when the contributions were received.

Deferred expended capital contributions are restricted contributions used to purchase property and equipment. These are recognized into revenue at the same rates the underlying assets are amortized.

ii) Programming and events, fundraising events, and facilities rental

Revenue associated with programming and events, fundraising events, and facilities rental is recognized when the programs and/or events occur and collection is reasonably assured.

iii) Memberships and interest

Memberships and interest are recognized as revenue when earned.

iv) Concessions

Concession sales are recognized as revenue when the transfer of goods is complete and collection is reasonably assured.

v) Donated goods and services

Donated goods and services are recognized as in-kind contributions in the statement of operations at the fair market value of the goods and services received. Volunteers contribute significantly in carrying out the activities of CMAF. Due to the difficulty in determining their fair value, contributed services by volunteers are not recognized in the financial statements.

b) Expense classification

Expenses are classified under the following categories in the statement of operations: amortization, facilities, fundraising and membership, human resources, marketing and communications, office and administration, and programming and events. Amortization, facilities, and human resources costs are not allocated to the functional expense categories.

CANADIAN MOUNTAIN ARTS FOUNDATION
Notes to the Financial Statements
December 31, 2021

1. Significant accounting policies (continued)

c) Cash

Cash is comprised of restricted and unrestricted bank deposits and deposits on hand. Restricted cash is intended to be used for its specific purpose in future years.

d) Income taxes

CMAF qualifies as a charitable organization and as such is exempt from income tax pursuant to Section 149(1)(f) of the Income Tax Act of Canada.

e) Property and equipment

Property and equipment are amortized on a straight line basis over their useful lives as follows:

Mason and Hamlin grand piano	40 years
Heintzman grand piano and Yamaha piano	20 years
Furniture and equipment	5 years
Computer hardware	3 years
Website	3 years
Computer software	2 years

Amortization commences when the underlying asset is available for use.

f) Inventory

Inventory is stated at the lower of cost and estimated net realizable value, with costs determined principally on a first-in first-out basis.

g) Financial instruments

CMAF's financial instruments consist of cash, restricted cash, investments, accounts receivable, accounts payable and accrued liabilities and Canada Emergency Business Account loan. All financial instruments are initially recorded at fair market value, and subsequently at amortized cost. They are evaluated for impairment at each statement of financial position date with any write-down recorded in the statement of operations. Impairment reversals, if applicable, are also recognized in the statement of operations up to the original cost.

h) Measurement uncertainty

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expense during the year. Significant estimates and assumptions required in the preparation of the financial statements include amortization and impairment of property and equipment, measurement of accrued liabilities, and the valuation of in-kind contributions. Actual results could differ from these estimates.

CANADIAN MOUNTAIN ARTS FOUNDATION
Notes to the Financial Statements
December 31, 2021

2. Inventory

Inventory consists of items for concession sales. The cost of concession items recognized in programming and events expense during the year was \$8,614 (2020 - \$12,177).

3. Investments

Current investments includes a five-year guaranteed investment certificate of \$35,000 maturing on March 17, 2026, which allows for early redemption at interest rates ranging from 0.50% to 1.15%. Long-term investments includes a one-year guaranteed investment certificate of \$5,000, maturing on January 21, 2022, bearing interest at 0.36% per annum. The one-year guaranteed investment certificate is externally restricted as collateral for CMAF's credit card facility and therefore is considered a long-term asset.

4. Property and equipment

	Cost	Accumulated Amortization	Net Book Value
2021			
Mason and Hamlin grand piano	\$ 35,000	\$ 21,438	\$ 13,562
Heintzman grand piano and Yamaha piano	20,428	8,410	12,018
Furniture and equipment	156,844	140,245	16,599
Computer hardware	14,984	14,133	851
Website	26,775	4,463	22,312
Computer software	2,458	2,458	-
	<u>\$ 256,489</u>	<u>\$ 191,147</u>	<u>\$ 65,342</u>
2020			
Mason and Hamlin grand piano	\$ 35,000	\$ 20,563	\$ 14,437
Heintzman grand piano and Yamaha piano	20,428	7,389	13,039
Furniture and equipment	156,844	133,950	22,894
Computer hardware	14,984	13,396	1,588
Website	22,163	8,776	13,387
Computer software	4,245	4,245	-
	<u>\$ 253,664</u>	<u>\$ 188,319</u>	<u>\$ 65,345</u>

Included in website in 2020 were \$13,387 of costs which were not amortized until 2021 when the website was available for use.

5. Accounts payable and accrued liabilities

	2021	2020
Trade payables and accrued liabilities	\$ 41,983	\$ 24,214
Payable to Town of Canmore	2,362	1,516
	<u>\$ 44,345</u>	<u>\$ 25,730</u>

CANADIAN MOUNTAIN ARTS FOUNDATION
Notes to the Financial Statements
December 31, 2021

6. Deferred contributions

Deferred contributions represent unspent externally restricted contributions for future programming or operations. Changes in deferred contribution balances are as follows:

	2021	2020
Balance, beginning of year	\$ 173,153	\$ 69,572
Contributions	<u>728,895</u>	<u>547,108</u>
	902,048	616,680
Less:		
Recognized as revenue	590,259	438,135
Utilized for property and equipment	<u>13,388</u>	<u>5,392</u>
Balance, end of year	298,401	173,153
Less: current portion	<u>225,271</u>	<u>166,233</u>
Long-term deferred contributions	<u>\$ 73,130</u>	<u>\$ 6,920</u>

7. Canadian Emergency Business Account loan

CMAF received a \$40,000 Canada Emergency Business Account loan from the Federal government in April 2020 and a subsequent \$20,000 loan expansion under the same program in March 2021. Of the total \$60,000 loan, if \$40,000 is repaid on or before December 31, 2023 (extended from the original repayment deadline of December 31, 2022 in January 2022), the remaining \$20,000 will be forgiven. The loan is non-interest bearing to December 31, 2023 and unsecured.

As was the case in 2020, it is expected that CMAF will have the financial capacity to repay all amounts required by the repayment deadline. Accordingly, the \$10,000 forgivable portion of the initial \$40,000 loan received in 2020 was recognized as revenue in 2020, and the \$10,000 forgivable portion of the \$20,000 loan expansion received in 2021 has been recognized as revenue in 2021, with both amounts included in government assistance in the statement of operations.

If the loan is not repaid by December 31, 2023, interest payments at 5.0% per annum are required until the full principal is due on December 31, 2025.

8. Deferred expended capital contributions

	2021	2020
Balance, beginning of year	\$ 24,783	\$ 36,061
Transferred from deferred contributions	<u>13,388</u>	<u>5,392</u>
	38,171	41,453
Less: recognized as revenue	<u>6,340</u>	<u>16,670</u>
Balance, end of year	<u>\$ 31,831</u>	<u>\$ 24,783</u>

9. Internally restricted operating reserve

CMAF's Board of Directors ("Board") has implemented an operating reserve policy for the purpose of accumulating an internal source of funds to respond to varying economic conditions and changes affecting CMAF's financial position. The reserve is funded with surplus unrestricted operating funds at the discretion of the Board.

CANADIAN MOUNTAIN ARTS FOUNDATION
Notes to the Financial Statements
December 31, 2021

10. Commitments

CMAF and the Town of Canmore are parties to a services agreement that requires CMAF to manage the Canmore Arts Centre Programs and Services for a period of five years expiring on April 30, 2023. During the term of the agreement, the Town of Canmore will contribute towards the costs of operations for the Canmore Arts Centre through annual operating grants (note 16).

CMAF leases the building in which it operates from the Town of Canmore for an annual lease fee of \$10. The five-year lease agreement expires on April 30, 2023 and is renewable for another five years.

11. In-kind contributions

CMAF receives donations of goods and services to be used in operations and for fundraising. In-kind contributions recognized as revenue and in the following expense categories are as follows:

	2021	2020
Fundraising and membership	\$ 37,324	\$ 21,124
Programming and events	1,700	9,612
	<u>\$ 39,024</u>	<u>\$ 30,736</u>

12. Other government assistance

As part of the Government of Canada's COVID-19 response, CMAF qualified for federal wage subsidies totalling \$150,797 (2020 - \$186,231) of which \$11,549 (2020 - \$67,920) is included in accounts receivable. This assistance is paid to organizations having significant revenue decline in relevant time periods. Also included in government assistance is \$10,000 (2020 - \$10,000) related to the forgivable portion of the Canada Emergency Business Account loan as described in note 7.

	2021	2020
Federal wage subsidies	\$ 150,797	\$ 186,231
Canada Emergency Business Account loan - forgivable portion	10,000	10,000
	<u>\$ 160,797</u>	<u>\$ 196,231</u>

13. Donations to endowment fund

By agreement dated September 29, 2020, CMAF established an endowment fund ("Endowment") with Calgary Foundation ("CF"). CF holds the funds in perpetuity and annual distributions from the Endowment are at CF's discretion. Distributions from the Endowment are issued as grants to CMAF to support its general charitable activity. Contributions made to the Endowment by CMAF are considered donations to CF and are recorded as such by CMAF. CMAF supporters may make contributions to the Endowment directly to CF. In 2021, a grant in the amount of \$23,185 was awarded to CF for the benefit of the Endowment under the Endowment Incentives Component of the Canada Cultural Investment Fund Program. CMAF was eligible for this program which matched funds up to a certain amount received in 2020. Income earned and administrative expenses incurred related to the Endowment are those of CF and as such have not been recorded as revenue and expenses in these financial statements.

The following summarizes the activity related to the Endowment established at Calgary Foundation:

	2021	2020
Balance, beginning of year	\$ 35,816	\$ -
Contributions by CMAF	50,000	10,000
Direct contributions by CMAF supporters	-	24,901
Canada Cultural Investment Fund Endowment Incentives grant	23,185	-
Investment earnings	5,625	965
Cost recovery fees levied	(436)	(50)
Grants issued to CMAF	(1,454)	-
Balance, end of year	<u>\$ 112,736</u>	<u>\$ 35,816</u>

CANADIAN MOUNTAIN ARTS FOUNDATION
Notes to the Financial Statements
December 31, 2021

14. Related party transactions

During the year, certain individuals from the Board or their immediate families were paid as instructors or technicians for courses and programs offered by CMAF. The payments for services totalled \$1,691 (2020 - \$12,446) and are included in programming and events expense. These transactions were completed in the normal course of operations on normal market terms and are measured at the exchange amount.

15. Financial instrument risk disclosure

CMAF is exposed to various risks through its financial instruments including credit, interest, currency, market, and liquidity risk. It is management's opinion that none of these risk exposures is significant.

16. Economic dependence

CMAF receives an annual operating grant from the Town of Canmore. The grant amount of \$236,000 (2020 - \$236,000) is recognized as revenue under municipal government grants. The operating grant and lease terms as described in note 10 represent a significant annual contribution from the Town of Canmore and as a result CMAF is economically dependent on the Town of Canmore.

17. Pandemic event

On March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus.

Operating within the context of the public health restrictions legislated by the Province of Alberta, CMAF was obligated to cease in-person programming, operate at severely restricted levels, or at reduced capacity at various times throughout the fiscal year. Public Health restrictions also resulted in the cancellation of the 2021 Vic Lewis Band Festival and the re-imagining of other programs and events.

The duration of COVID-19 is unknown at this time and it is not possible to reliably estimate the financial and operational impact these developments will have on CMAF.

18. Comparative figures

Certain comparative figures have been reclassified to conform with the current year's financial statement presentation.



**CANADIAN MOUNTAIN
ARTS FOUNDATION**

ANNUAL REPORT 2021

artsPlace is located on the land of the Treaty 7 people. In the spirit of respect, reciprocity, and truth, we honour and acknowledge the Canmore area, known as *Chuwapchipchiyan Kudi Bi*, and the traditional Treaty 7 territory and oral practices of the Îyârhe Nakoda (Stoney Nakoda)—comprised of the Bearspaw, Chiniki, and Wesley First Nations—as well as the Tsuut’ina First Nation and the Blackfoot Confederacy comprised of the Siksika, Piikani, Kainai, and the Métis Nation (Region 3).



MESSAGE

FROM THE PRESIDENT



Events of recent years have cast a shadow on the arts world. But through it all, artsPlace has been a beacon of light and hope for artists and arts lovers, helping them find meaning and connection by offering opportunities to collaborate and create in these disrupted times.

Having learned from our experience in 2020, we were able to navigate public health restrictions with greater certainty, guided by the needs and wants of our community. When the first lockdown hit in 2021, we helped our artists transition **59 programs and events online**. When kids could no longer come to us, we put together **200 creative kits** to keep them connected. And when healthcare workers needed a boost, we brought over **100 community members** together to create a mural in their honour.

Thanks to the unwavering support of our public—and the dedication of our staff and volunteers—we delivered meaningful opportunities for members of our community to shine and share, even in the darkest days. The works and experiences they created were truly a testament to the time, and I'm grateful to have witnessed them.

While several moments stand out, I'll always remember *A Stoney Christmas* with the Smalleyes family, performed at artsPlace, in December 2021. Their interpretation and the stories they shared were incredibly moving. As I watched my grandchildren absorb every second with wide-eyed-wonder, my heart was warmed. This is the power of the arts: to soothe and lift our spirits in good times and bad.

As we look forward to the next two years, artsPlace will find new ways to expand our programming and equip more people than ever before with the tools and resources to share their strengths, develop new skills and tell their stories. As the cultural heart of our community, this is our gift—and it's one that we will give to the Bow Valley time and again.

My sincere appreciation to artsPlace patrons, staff, teaching-artists, volunteers, donors and supporters, and my fellow Board members. Without all of you, none of this would be possible.

Edward Kerwin

PRESIDENT

Canadian Mountain Arts Foundation

ABOUT

ARTSPPLACE



MISSION

We grow the arts to build our community and enrich our lives.

VISION

A Bow Valley in which all residents participate in the arts and appreciate creativity as a vital part of their daily lives.

Where Community Meets Creativity

artsPlace is a vibrant, welcoming space where Bow Valley residents and visitors can gather to discover, explore, and celebrate the arts and culture through a full range of classes, workshops, camps, live performances, films, exhibits, and community events.

We take our role as a community arts centre to heart; helping artists of all ages and abilities uncover their creative potential, explore their passions, and share their talents with the people they care about.

Our innovative and responsive programming provides a safe space to reflect on the issues impacting our global and local community. Whether in person or online, we convene meaningful conversations that connect members of the Bow Valley community and encourage them to embrace curiosity—building the confidence and skills they need to do what matters most to them.

Our black box theatre, artist studios, and gallery spaces are home to hundreds of creative minds, from local talent to industry-leading professionals working in a variety of mediums and disciplines. We're proud to bring some of the world's best performances to the Bow Valley, while at the same time, equipping emerging artists with the experience to go beyond.

This is artsPlace. No matter your age, background, abilities, or financial means, **you're welcome here.**

ANNUAL REPORT

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Watch for plus symbol (+), it means there's more for you to discover online.



TIMELINE

AT A GLANCE

The second year of the pandemic required many pivots, twists, and turns, and artsPlace moved through them all with the grace of a dancer.

Bow Valley kids keep connected with Creative Kits

When Family Week programming is cancelled, over 200 creative kits are filled to the brim with art supplies and given to kids in the Bow Valley. Artists film a series of videos, in-house, to help kids reconnect with their favourite artsPlace instructors and rediscover their creativity with fun, hands-on activities. The kids share photos and videos of their works in celebration of World Creativity and Innovation Day.

>> [Check out their creations online.](#) +

JAN

FEB

MAR

APR

Stories of Resilience is released online

artsPlace launches its first virtual exhibition when the gallery is closed to the public, featuring art, photographs, and stories made during the pandemic to showcase the many ways that the Bow Valley community has shown resilience through creativity. Developed in partnership with the Canmore Museum, Bow Valley Immigration Partnership, and Kristy Wolfe Photography.

>> [See a 3-minute tour of the "Stories of Resilience" exhibition online.](#) +

artsPlace hosts the first Cultural Learning Circle of 2021

Seeing a need for new, meaningful ways to bring the Bow Valley together, artsPlace develops a series of monthly workshops to give voice to the many diverse cultures here. Local community members are invited to celebrate their cultural heritage, sometimes laughing and sometimes crying as they share their personal stories. Hosted in collaboration with Stoney Nakoda community members and Settlement Services in the Bow Valley.

artsPlace keeps kids safe by keeping workspaces apart

Alberta Health Services eases public health restrictions and children are allowed to attend spring break programs. artsPlace staff and volunteers reconfigure the studios to accommodate three metres of distance between them, keeping spring break programs playful and fun, and making space for their creativity to thrive.



artsPlace celebrates National Indigenous Peoples Day (NIPD)

Following another lockdown, artsPlace partners with Banff Centre for Arts and Creativity to give NIPD Creative Kits to hundreds of kids across the Bow Valley. Each kit contains sidewalk chalk, an informational handout, and a stencil of an animal that is sacred to the Stoney Nakoda people. Kids use the kits to draw images connected to this land, such as animals, plants, and landscapes, and further their understanding of Truth and Reconciliation.

Creativity abounds at Canmore Festival of Art and Creativity

Amidst ongoing COVID-19 public health restrictions, the Canmore Festival of Art and Creativity pivots concerts from live in-person to live streaming. **Ten days of free events and programming** give the community something to look forward to. Highlights include: a performance from the Smalleyes family of Stoney Nakoda, a community-created art piece by Pascale Ouellet, and a new collaboration with Canmore Pride.

New school program teaches mental wellness through the arts

artsPlace partners with Right From the Start (RFTS), a program promoting positive mental health in schools, to launch a new in-school program. Together, artsPlace artists and RFTS facilitators share lessons that teach mental wellness concepts through the arts. With the help of funding from the Wim and Nancy Pauw Foundation, the program will be offered at Banff Elementary School, Elizabeth Rummel School, and Lawrence Grassi Middle School in 2022.

>> [Read about the program in the Rocky Mountain Outlook.](#) +



JUN



Summer camps and in-person events return to artsPlace

With kind and careful consideration, artsPlace hosts eight weeks of summer camps for small groups of kids. Together, they sculpt dragons and build giant robots out of cardboard. They draft inventions and craft them from paint, paper, glue, and pom poms. They tell playful stories about creative and resilient children, who save the world just by being themselves. In-person screenings, stand-up comedy, and live music also return with reduced capacity.



SEP



Fall programs launch with hybrid format

The Government of Alberta launches the Restrictions Exemption Program, and artsPlace successfully runs its first full term of in-person programs in two years. Films and live performances continue with limited capacity. Online programming for adults continues with painting and writing courses. At the same time, community partnerships, such as those with Community Social Development and Settlement Services in the Bow Valley, allow artsPlace to reach beyond the building's four walls.



NOV



TIMELINE

MOMENTS WORTH CELEBRATING



Making history is hard. Here we celebrate the moments that helped our community find hope and happiness in these uncertain times.

Connecting through creativity in a time of crisis

As the pandemic raged on, members of the community rallied together to find ways to capture history as it was happening.

“We realized that we were living in an extraordinary moment in time,” says Nicole Fougère, Programs Director at artsPlace and co-curator of the *“Stories of Resilience”* exhibition. “We wanted to hear and see our community members; to record their stories of resilience in this moment of great difficulty. We also knew we wanted to diversify the voices that are heard in our history.”

So together with the Canmore Museum, Bow Valley Immigration Partnership, and Kristy Wolfe Photography, artsPlace called out to members of the community—from the very young to the young at heart, those who just arrived and those whose ancestors have been here all along—to share their works. The response was nothing short of incredible.

“The exhibition included a huge outpouring of community love, support, and creativity in the form of an extraordinary collection of community-created art,” says Nicole, who, along with co-curator and artsPlace Programs Associate, Sam Welsh, was moved by witnessing the community come together.

“Because we can’t physically be together, I feel like I can be with [the artists] through their artwork,” says Sam. “From colleagues to friends to people in the community, there are so many connections that we can make by bringing our artwork together.”

>> [Learn more about each work of art, the artists, and their stories of resilience online.](#) +

Festival goes big while keeping audiences safe and connected at home

From music concerts to markets and family-friendly workshops, the Canmore Festival of Art and Creativity features 10 days of free programming for everyone.

"This year we established a new partnership with the Canmore Folk Music Festival to present two concerts. As part of our commitment to supporting local artists, we brought five different local bands on board," explains Jeremy Elbourne, Executive Director of artsPlace. "But because new public health restrictions came into effect just a day or two before the festival, we had to move both concerts inside and online."

The team mobilized quickly, moving from large outdoor concerts to limited capacity in-person and live streaming events; giving artsPlace an opportunity to test its new theatre equipment and participating artists the chance to perform online.

"For the well-being of the Canmore musicians, as much as the well-being of the community who listens to them, it was really important to make sure that these concerts happened no matter what," says Nicole Fougère, Programs Director at artsPlace, who adds that smaller cohorts continued to gather and celebrate safely throughout the festival.

She recalls a collaborative project by artist Pascale Ouellet (aka Bigoudi) to create a canvas inspired by Truth and Reconciliation. The finished painting—an eagle with wings spread wide, each feather painted by a different community member—later raised \$4,000 in support of artsPlace at *Creative Combat*, the art centre's largest annual fundraising event.

Nicole also remembers when the youngest son of the Smalleyes family of Stoney Nakoda, who has been performing at artsPlace since it opened, arrived to join their demonstration of a Powwow dance.

"He came up to me and he measured his height against me," says Nicole. "I've only known him for three years, but three years is a lot more in his life than it is in mine. It made me think that he is measuring the years of his life through his experiences with artsPlace."

Whether online or in person, he—like so many artists in the Bow Valley—is not alone. And the *Canmore Festival of Art and Creativity* is proof.



Caring for our caregivers during COVID-19

Throughout COVID-19, artsPlace team members sought new and relevant ways to serve the community.

"To give is to receive," says Nicole Fougère, Programs Director at artsPlace. "There was a sense that for everybody's wellness, not only did we need to learn how to better take care of ourselves, but others too." That meant recognizing who in the community was most vulnerable and finding ways to help them rise up.

"We realized that healthcare workers were the unsung heroes and we wanted to do something that would honour them through the arts," says Nicole. So, artsPlace engaged Libby Amber Pryor, an artist and arts educator based in Canmore, to lead a community mural project.

Libby sketched an image of a healthcare worker looking over the Bow Valley landscape. The sketch was divided into individual segments. Then, through dozens of free community workshops, artists of all ages and abilities painted over **200 individual tiles** that would become one, large, public artwork.

"This mural project was a great way to explore how our community and our landscape play a big part in our sense of self as well as the experiences we go through," says Libby. It allowed participants to honour the amazing work of healthcare workers, as well as their own health and happiness.

"I think the project was important to do at this time, not only as a thank you to our healthcare workers, but to bring people together, again, when it was safe to do so," says Libby. "It was a fantastic way for people, through creative means, to look after their well-being."

[>> Watch the unveiling of the mural in the lobby of the Canmore General Hospital. +](#)

FEATURE STORY

GUIDING STARS

Brilliant young classical musicians shine at artsPlace



NEARLY

300

**ARTISTS PERFORMED,
SHARED, OR SHOWCASED
THEIR WORK AT
ARTSPPLACE, BOTH
ONLINE AND IN PERSON.**



At 17 years old, cellist Luka Coetzee is one of Canada's brightest young stars. Since making her solo debut at age 11 with the *Calgary Civic Symphony*, she's performed on stages around the world, playing alongside some of the industry's best ensembles, including the *Calidore String Quartet*, the *Kronos Quartet*, and the *Schumann Quartet*. When Luka enlisted the help of Canmore-based pianist Susanne Ruberg-Gordon to produce a special concert to prepare for an upcoming international competition, artsPlace was there to answer their call.

"She's unbelievably gifted," says Susanne, who has been working with Luka for nearly a decade, as faculty, at the *Mount Royal University Conservatory*. A highly respected collaborative pianist and core member of the Juno Award-nominated *Land's End Ensemble*, Susanne knows a thing or two about the power of performance.

She's been producing the Rising Stars concert series for nearly 20 years, helping to give 35 of Canada's finest young classical musicians a platform to shine. In that time, she's seen the magic that happens when aspiring artists meet an engaged audience.

"When you can hear a pin drop, and you know someone's listening—not listening with a red pencil—but really listening, that's when you play better yourself," says Susanne. "And when you're in a nurturing, loving, and acute environment of listening, you can start to open up even more."

That's what makes performing at artsPlace so special, says Susanne. The audience is discerning when need be, but incredibly supportive, making it a safe space for young musicians to take risks; to find their voice and sing through their instrument.

Executive Director, Jeremy Elbourne, hopes to see more artists rise up as a result of artsPlace programming. "A priority

“The audience is discerning when need be, but incredibly supportive, making it a safe space for young musicians to take risks; to find their voice and sing through their instrument.”

— SUSANNE RUBERG-GORDON

for us is finding more focused ways to support artists as they pursue their personal and professional goals,” he says. “At this point, artists have been coming to artsPlace for years. For many, it feels like home. We want to support them through the entire arts education ecosystem, from practice to performance and beyond.”

Artists like Anna Stube, the Calgary-based violinist who, at 15 years old, has already enjoyed an extensive international performance career with concerts in Israel, Poland, and the United States. Anna is a student in the Advanced Performance Program at the *Mount Royal University Conservatory*. She’s performed several times at artsPlace, both as a featured artist in the Rising Stars concert series (alongside her good friend, Luka) and as part of the *Peaks + Prairies Ensemble*.

“The two have so much passion and power,” says Susanne. “There’s this drive you can’t deny, and when you have that much inner drive, opportunities will present themselves... [Anna and Luka] have a huge future in the field ahead of them.”

Luka, having been named the most promising semi-finalist in the classical category at the 2021 *Unisa International Strings Competition* in South Africa, is auditioning for undergraduate schools in Germany and is hoping to attend in October.

Anna is continuing her studies with William Van der Sloot, one of Canada’s top teachers, after winning first prize at the 2019 *Orchestre Symphonique de Montréal (OSM) Competition*. She’ll be attending Morningside Music Bridge in Boston this summer.

“They’re ready to fly the coop; to test their wings and find their way,” says Susanne. And when they decide to return home, the artsPlace audience will be there.



Watch the Peaks + Prairies Ensemble perform live at artsPlace. +

FEATURE STORY

WHERE THE HEART IS

Students find hope—and home—at artsPlace summer camps

“I’m really proud of how artsPlace was able to move forward during the pandemic and continue supporting kids especially, but adults as well, and keep them in a place of happiness and joy.”

— JEN RODNEY

More than a community hub, artsPlace is home to creative minds; a safe space and a warm embrace in times of struggle. Throughout the pandemic, artsPlace has been a haven for the community’s young artists; a place to meet up with friends and make sense of the issues impacting their lives and their loved ones.

“We have a whole generation of kids in this little town for whom artsPlace is the safe place that they tattle off to after their school day; it’s the place where their peer group lives,” says Nicole Fougère, Programs Director at artsPlace. “They feel safe with their friends around them at artsPlace when they might not feel safe anywhere else.”

Artists like Evan Rodney. Evan’s been participating in programs at artsPlace since they were seven years old. Now they’re in grade six, and exhibiting their artwork alongside established artists in the Bow Valley. It’s no surprise—Evan’s always been a creative kid.

“From a very young age, Evan had an incredible ability to draw. So even in grade one and grade two, Evan was drawing things that were far more advanced and detailed than I had ever seen. And that continues to this day,” recalls Evan’s mom, Jen Rodney.

Evan’s work is inspired by fantasy and the outdoors. They tend to draw unicorns, dragons, and mythical creatures, and sometimes turn plants into characters. Evan’s cohort of eight made up some of the 128 kids participating in artsPlace’s summer camps last year.

“It felt very safe and comfortable,” says Evan, as though everything that was happening outside the studio was no big deal. “It was just like, you wear a mask and you do art,” they shrug.



But inside the studio, something profound was taking place.

“Something that really resonated with me this last summer camp was how supportive and excited the instructors were; not just of Evan’s work, but who Evan was,” says Jen, who describes picking Evan up at the end of each day to a chorus of praise. “On more than one occasion, the instructors would talk to me about how absolutely incredible Evan was.”

When the instructors asked Evan if they would like to showcase their work in an upcoming exhibition, their answer was a resounding, “of course!”

As a community-wide exhibition, *Becoming* offered kids in the summer camps an opportunity to display their works of art alongside emerging artists in the first five years of their career. “It was this wonderful ramble of children’s masterpieces next to really professional works of art,” says Nicole. “And it covered every single nook and cranny of the gallery.”

When the exhibition opened to the public, members of the community came together to celebrate, including Evan. “They came dressed in their fanciest of fancies with their parents to be present with these professional artists,” says Nicole. “It was moving to see Evan feel connected to the arts community and worthy of standing in front of their artwork on the wall.”

“It was very cool to see and meet other artists that were more experienced,” Evan says. “It made me feel really proud of myself. I always thought drawing was just a hobby, but now I see that it’s something you can actually do and be great.”



ARTSPPLACE
WELCOMED OVER

600

**YOUTH AND FAMILY
MEMBERS FROM
THE COMMUNITY TO
WORKSHOPS AND
SUMMER CAMPS,
BOTH ONLINE
AND IN PERSON,
THROUGHOUT
THE YEAR.**



FEATURE STORY

PATHWAYS TO RECONCILIATION

Building cultural bridges through the arts and creativity



Lloyd "Buddy" Wesley

On June 25, 2021, the Bow Valley lost beloved community member, Lloyd "Buddy" Wesley. Though the loss was deeply felt, Buddy's legacy lives on in the memories of everyone who worked, learned, and laughed alongside him.

As a respected member of the Stoney Nakoda community and a Tribal Historian, Buddy Wesley cleared the path for Indigenous programming at artsPlace, helping to build cultural bridges between Indigenous and non-Indigenous peoples and create a stronger, more connected community.

"Buddy saw himself as someone who carried the language and stories of his community forward from one generation to the next," says Nicole Fougère, Programs Director at artsPlace. "More than that, he believed in being a bridge-builder, someone who could help foster respect and understanding between Indigenous and non-Indigenous peoples."

Buddy taught the Stoney Nakoda language and culture course at artsPlace. His goal was to help people from diverse cultures to respect, understand, and love the Stoney culture by sharing the spirit of the Stoney language, not just the structure. "He wanted to honour the intent of the language like it was a spirit or an ancestor. And he wanted to honour the fact that when you speak a language, it changes you," says Nicole.

So, on April 7, 2021, he facilitated one of the art centre's well-attended first Cultural Learning Circles, an event called "The Spirit and Intent of the Stoney Language," which he hosted alongside Nicole and his nephew, Travis Rider. 200 people signed up to hear Buddy speak—recognition of his high regard in the community. It was a pivotal moment for Indigenous programming at artsPlace, and in many ways, a life-changing event for Nicole and Travis.



CLOSE TO
700

**PEOPLE ATTENDED 9
CULTURAL LEARNING
CIRCLES, BOTH ONLINE
AND IN PERSON.**

“To sit with Buddy, and have him share his knowledge—it was a once-in-a-lifetime opportunity. We’re not ever going to get that opportunity again,” says Travis. “Buddy earned his position and was respected by the people; everyone in the community sought him out for his knowledge and wisdom, and in return they would be met with his kindness and humour.”

Hosted on the first Wednesday of every month throughout 2021, the Cultural Learning Circles brought together a diversity of cultures, within the Bow Valley, with the goal of creating a more welcoming and inclusive community. They were led by a variety of facilitators, from Stoney Nakoda community members, to those in partnership with *Settlement Services in the Bow Valley*, to experts in diversity, equity, and inclusion education.

“The Cultural Learning Circles give me a space to share my culture with others, and they help me learn other community cultures as well, so we can all walk forward together in a good way,” says Travis. “Buddy always talked about “wazin Îchinabi”, which means “I am one with you”, in the Stoney language. We worked to bring that out in the Cultural Learning Circles. We all come from different parts of the world, but we are all still human.”

“It was important for us to make sure different voices got to speak and share whatever was in their heart,” says Nicole. The popularity of these programs show people are listening; there’s a real interest in reconciliation in the Bow Valley. “We hope to continue to nurture good relationships with Indigenous artists and partners, and build bridges between cultures, so we can continue Buddy’s legacy.”



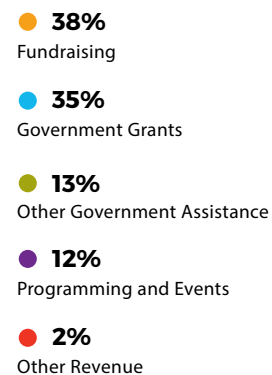
“As we move towards truth and reconciliation, it is important to support programs that are inclusive and empowering for Indigenous Peoples. These programs also allow the non-Indigenous community to learn and to hear the Indigenous voice. Sharing culture and getting to know each other is a powerful way to grow into respect and community.”

— ARTSPPLACE DONOR

STATEMENT OF OPERATIONS

FOR THE FISCAL
YEAR ENDED
DECEMBER 31, 2021

Summary Revenue



Revenue	\$
Programming and Events	140,436
Municipal Grants	237,876
Province of Alberta Provincial Grants	150,642
Federal Grants	46,481
Other Government Assistance	160,797
Donations and Sponsorships	238,160
Foundation Grants	125,537
Fundraising Events	42,565
In-kind Contributions	39,024
Memberships	26,097
Concessions	12,385
Facility Rental	8,742
Other	2,710
Total Revenue	1,231,452

Expense	\$
Programming and Events	228,473
Human Resources	615,554
Facilities	37,743
Marketing and Communications	51,600
Office and Administration	81,127
Fundraising and Membership	61,357
Amortization	13,391
Total Operating Expense	1,089,245
Donation to Endowment Funds	50,000
Total Expense	1,139,245

THANK YOU

ARTSPLACE TEAM

Our sincere thanks to the many devoted staff, teaching-artists, volunteers, and board members who dedicate countless hours to ensuring Canmore's cultural heart never skips a beat.



2021 BOARD OF DIRECTORS*

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 Sandra McCaig - **Vice President**
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 Heather Walter - **Director at Large**
 Chris Bartolomie - **Town of Canmore Liaison**

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 Chelsea Sleep - **Weekend Supervisor**

*As of December 31, 2021.
 November 8, 2022 Finance Committee, 11 a.m.

THE PATH FORWARD

STRATEGIC PLAN 2022-2024

Coming together to discover the transformative power of the arts and creativity to enhance our lives and elevate connection in the community.



The Canmore area, known as *Chuwapchichiyán Kudi Bi*, has been a gathering place for generations. Countless storytellers, artists, musicians, and makers have graced these lands to trade stories, ideas, and inspiration. It is in this spirit that we do our work. With our new strategic plan, we will bring the arts and creativity to more people than ever before—guided by the very community we serve.

Over the course of three days, we met with 70 patrons, staff, board members, teaching-artists, volunteers, donors and supporters to learn more about the role we can play in creating a vibrant and welcoming community. They shared their appreciation, needs, wants, and aspirations for artsPlace. And we listened.

2022-2024 presents an opportunity to explore what more we can do to serve our Bow Valley community. The strategic plan is inspired by themes of growth, accessibility, and positivity, as articulated by our stakeholders, while preserving the core strengths that our community has come to greatly value and support—excellence in learning and creating.

Strategic Priorities

artsPlace will extend our reach and accessibility, both physically and beyond our four walls to impact more people across the Bow Valley.

We will understand our current capacity and community needs, and initiate the creation of an expansion plan to support required and desired growth by the end of 2024.

artsPlace will expand our programming to make the arts and arts activities more accessible to all residents of the Bow Valley.

We will understand who is underserved by artsPlace and their barriers to participation, and initiate planning to enhance diversity and accessibility through 2024.



artsPlace will increase funding, resources, and dedicated supports to facilitate growth, and evolve and supplement our current programs.

We will understand our current resources, funding and relationships, and initiate the creation of a plan to increase resources that will facilitate impactful activities through 2024, in support of Truth and Reconciliation and the development of emerging artists.

DONORS & SPONSORS

CURRENT SUPPORTERS

Since the pandemic started, artsPlace donors and sponsors have stepped up in incredible ways. This year, we raised more than ever before and because of that, we were able to bring meaningful opportunities to Bow Valley community members when they needed it most.

What's more, your generosity gave us the freedom to dream big as we developed a bold, new plan for the future. Thanks to your support, we will continue to inspire moments of hope and happiness, and colour our community in kindness.

We can't thank you enough.

THREE SISTERS \$100,000+



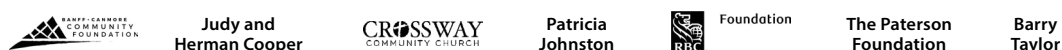
MOUNT RUNDLE \$50,000-\$99,999



MOUNT LADY MACDONALD \$20,000-\$49,999



GROTTO MOUNTAIN \$10,000-\$19,999



Thank you from the bottom of our hearts.

MT LAWRENCE GRASSI

\$2,500-\$9,999

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HALING PEAK \$1,000-\$2,499

artsPlace Endowment Fund at Calgary Foundation, Ana Araujo and Duncan Highsmith, Al and Nancy Bellstedt, Bow Valley Community Fund at Edmonton Community Foundation, Dan Sparks and Associates, Tom Ebborn, Glyn and Allison Edwards, Donna Egglestone, Fortis Alberta, Steven & Patty Glover Family Fund at Edmonton Community Foundation, Fred and Connie Hall, Stewart Hamilton, Pam and Dale Jenks, Kairn K., Natalie Kelly Professional Accountant, Darcey and Robert MacArthur, Davin MacIntosh, Lilla Molnar and Marc Piché, Patricia and Norbert Morgenstern, Susan and Taso Palidis, Margaret and Michael Perlette, Nellie and John Radomsky, Ann Ross, Jeri-Lynn and Lauren Robertson, Dick Schwann, Scotiabank, Stanley Semrau, Sandra Stevens, Jane Stevenson, Robert and Katherine Tedford, Charlene Todd, Tom Wanless, Wheaton Family Foundation, Jean-Michel Worms – in memory of Penny Worms, Mary Young.

YAMNUSKA \$500-\$999

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MEDIA & IN-KIND

Rocky Mountain Outlook, 106.5 Mountain FM, Northern Vision Development LP., Air North, Alexis McKeown Portrait, Jon Frolick, Who What When Tours, Project A, Kristy Wolfe Photography, Dirty Laundry Vineyard.

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\$250,000+



\$50,000- \$249,999

Anonymous (2)



Judy and Herman Cooper



Stephen Kennedy

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Andrea Hopps and Michael Mezei

Edward and Ann Kerwin

Lorna McCubbin



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Becky Lipton Fournier,
Fund Development Manager

becky@artspplacecanmore.com
or 403-609-2623



“We support artsPlace because it is the full, generous heart of Canmore. Whoever we are and wherever we come from, artsPlace brings us together with a common language and a shared experience—of creation, of self-discovery, of beauty. Now more than ever, we all need the transformative, redemptive power of art, and artsPlace needs us.”

— MACE ROSENSTEIN AND LOUISE DE LA FUENTE



950 – 8th Avenue
Canmore, Alberta T1W 2T1
(403)-609-2623
info@artsplacecanmore.com
artsplacecanmore.com   

Charitable registration number: 876995671 RR0001



Expanding our Horizons

Canadian Mountain Arts Foundation | Strategic Plan 2022-2024



We envision a Bow Valley

in which all residents participate in the arts and appreciate creativity as a vital part of their daily lives.

Guided by our community and an unshakeable belief in the power of the arts and creativity to transform lives, artsPlace exists to inspire everyone to think differently and see themselves, and their world, in a new light.

We take our role as a community arts centre to heart; helping artists of all ages and abilities uncover their creative potential, explore their passions, and share their talents with the people they care about.

We are artsPlace. No matter your age, background, abilities, or financial means, **you're welcome here.**

Message from the Executive Director

The Arts and Creativity as Catalysts for Social Good

As the cultural heart of our community, artsPlace is being called upon, and we are ready to respond. We are keenly aware of the power of the arts and creativity to bring communities together and create positive change for the people and places we all care about.

While standing strong on a foundation of inclusivity, creativity, and service, we will look for new and meaningful ways to engage more Bow Valley residents in all that we do—from those who have just arrived, to those whose ancestors have been here all along. This strategic plan is our path forward.

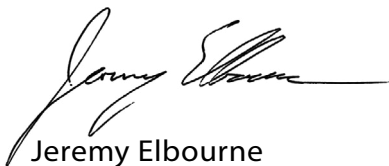
It serves as recognition of our strengths, and a reminder of why our community continues to turn to us in times of adversity and change: because what happens here matters. By offering opportunities for people of all ages and abilities to come together creatively, we're building a stronger Bow Valley; one with a resilient heart and vibrant soul.

We know now that our work transcends our physical space. artsPlace is more than a building, it's the sense of belonging that comes from empowering people to share their strengths, develop new skills, and tell their stories.

This strategic plan is inspired by the themes of growth, accessibility, and positivity as articulated by our stakeholders, while preserving the core strengths that our community has come to greatly value and support—excellence in learning, creating, performing, and presenting.

As we work towards the strategic priorities outlined in this plan, we promise to do this and more to support current and future artists across the Bow Valley. We hope you'll join us.

Sincerely,



Jeremy Elbourne
Executive Director
artsPlace

The Process

Coming together to discover the transformative power of the arts and creativity to enhance our lives and to elevate connection in the community.

To guide us in the development of this plan, artsPlace engaged Adaptive Growth Systems to co-design and facilitate a listening and consultation process using the technique of Appreciative Inquiry—a strengths-based, positive approach to strategic conversations.

The process, like artsPlace, was designed to be inclusive of all stakeholders; of, by, and for the community we serve. It included full and half-day workshops, and focus groups with members of the Îyârhe Nakoda (Stoney Nakoda) and newcomers through Settlement Services in the Bow Valley.

Over the course of three days, we met with **70 patrons, community members, staff, teaching-artists, volunteers, donors and supporters, and Board members** to learn more about the role we can play in creating a vibrant and welcoming community. They shared their appreciation, needs, wants, and aspirations for artsPlace. And we listened.

Throughout the process, three themes emerged: growth, accessibility, and positivity. These themes form the basis of our strategic plan, which focuses our work on the things we know people desire from—and for—their community art centre.

We call them values-driven aspirations.

Values-Driven Aspirations

These aspirations are deeply valued by our community of stakeholders, who gathered as part of the listening and consultation process. Collectively, these values-driven aspirations will provide a lens through which operational plans and decisions will be made.

#1.

artsPlace will extend its reach beyond its current physical space.

#2.

artsPlace will be a model of diversity, accessibility, and well-being for all.

#3.

artsPlace, through the arts, will be a facilitator of positive conversation and social good.





Our sincere thanks to the core team who guided the listening and consultation process with inclusion and representation in mind, and to those community members whose voices shaped this exciting vision for the future.

Jeremy Elbourne
Executive Director

Nicole Fougère
Programs Director

Kathi Irvine
Board Director and Strategic
Planning Committee Chair

Priscilla Janes
Instructor, donor, and former Board President

Patricia Johnston
Board Director and Fund Development Chair

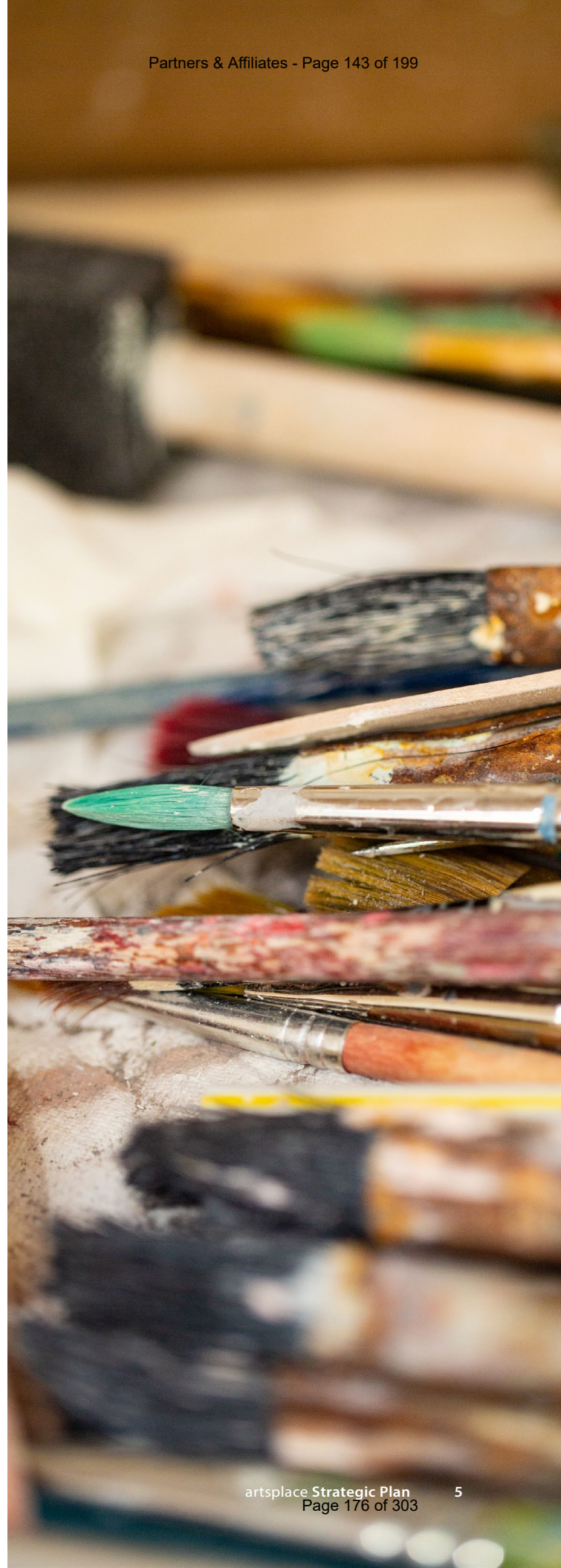
Travis Rider
Indigenous Liaison

Sally Caudill
Town of Canmore

Javan Mukhtarov
Settlement Services of the Bow Valley

Jeff Bouwman
Adaptive Growth Systems

November 8, 2022 Finance Committee, 11 a.m.



The Path Forward

Building capacity and broadening our reach to bring the arts and creativity to all corners of the Bow Valley.

The Canmore area, known as *Chuwapchipchiyan Kudi Bi*, has been a gathering place for generations. Countless storytellers, artists, musicians, and makers have graced these lands to trade stories, ideas, and inspiration. It is in this spirit that we do our work. With our new strategic plan, we will bring the arts and creativity to more people than ever before—guided by the very community we serve.





Strategic Priority #1

artsPlace will extend our reach and accessibility, both physically and beyond our four walls, to impact more people across the Bow Valley.

In our short history, artsPlace has become a flourishing and vital gathering space where people come for community, connection, and collaboration. A place where anyone can find their passion and the people to share it with, right here in their local community. Grounded in the success of our programming, we'll look for relevant and responsive ways to expand our capacity, reach more people, and honour our role as the heART-centre of the Bow Valley. Whether that means collaborating with cultural partners to find new physical spaces, using our existing spaces more creatively, or evolving the way we deliver programs.

What we'll do:

- We'll understand our current capacity and community needs, and initiate the creation of an expansion plan to support required and desired growth by the end of 2024.

How we'll do it:

- Audit our current programming, audiences served, capacity, and usage.
- Analyze funding opportunities and fundraising capacity.
- Explore and complete a strategic partnership opportunity plan with a particular focus on youth and underserved communities.
- Conduct a detailed study of available spaces and strategic partnership opportunities.
- Work with relevant Town of Canmore staff to properly integrate the Cultural Master Plan.



Strategic Priority #2

artsPlace will expand our programming to make the arts and arts activities more accessible to all residents of the Bow Valley.

As a gathering place for people and ideas, artsPlace is a safe space to meet and exchange stories, ideas, and inspiration (just like those before us did). We're proud of our programming, but we recognize we have more work to do. As we listen and learn from new voices, we'll forge new partnerships and build a plan to better meet the diverse needs, interests, and abilities of our community so everyone feels welcomed and empowered to participate.

What we'll do:

- We'll understand who is underserved by artsPlace, their barriers to participation, and initiate planning to enhance diversity and accessibility among staff, volunteers, and participants through 2024.

How we'll do it:

- Analyze current programming, audiences served, capacity, and usage.
- Carry out a formal Accessibility Audit or develop the expertise to do so internally.
- Develop a detailed strategic partnership and opportunity plan with a particular focus on youth and underserved communities.
- Revamp and formalize our existing approach to gathering meaningful community feedback.

Strategic Priority #3

artsPlace will increase funding, resources, and dedicated supports to facilitate growth, and evolve and supplement our current programs, with a particular focus on Truth and Reconciliation through Indigenous arts, and artist development.

artsPlace was founded in 2015 as an arts centre by and for the Bow Valley community. In the years since, support for the organization has been as monumental as the sacred mountains that surround us. We'll make sure we have the right resources in place to put our best foot forward as we continue our journey towards Truth and Reconciliation and developing artistic talent, while keeping our mission and vision firmly in view.

What we'll do:

- We'll understand our current resources, funding, and relationships, and initiate the creation of a plan to increase resources that will facilitate impactful activities through 2024 in support of Truth and Reconciliation and the development of emerging artists.

How we'll do it:

- Actively consult with stakeholders to identify and understand the needs of emerging artists, including effective impact assessment, funding, and other resources.
- Actively consult with stakeholders to identify and understand needs around furthering Truth and Reconciliation, including effective impact assessment, funding, and other resources.
- Find short-term ways to further integrate Indigenous arts and cross-cultural sharing, and the development of emerging artists into artsPlace programs and spaces.
- Develop and implement a comprehensive communications strategy around the strategic plan and programming priorities.



Become Part of Something Brilliant

We're blazing a bright future for the arts and creativity in the Bow Valley, and we want you to join us.

Transform our cultural landscape

Invest your time and talent, and help us deliver meaningful programming that supports the community's well-being and inspires creativity in people's daily lives.

Let people know about our work

Spread the word about the importance of art and creativity in creating a resilient and vibrant Bow Valley, and the work we're doing to make it accessible to residents and visitors alike.

Partner with us to diversify programming

Join a growing group of organizations committed to increasing community access to culture, and foster our capacity to keep moving our mission forward.

Let's Talk

To have a conversation about how you can take a larger role in the 2022-2024 Strategic Plan, please contact:

Executive Director

Jeremy Elbourne

director@artsplacecanmore.com

403-609-2623 x106.

To financially support or sponsor the work of artsPlace or specific elements of this strategic plan, please contact:

Fund Development Manager

Becky Lipton Fournier

donations@artsplacecanmore.com





artsPlace is located on the land of the Treaty 7 people. In the spirit of respect, reciprocity, and truth, we honour and acknowledge the Canmore area, known as *Chuwapchipchiyan Kudi Bi*, and the traditional Treaty 7 territory and oral practices of the Îyârhe Nakoda (Stoney Nakoda)—comprised of the Bearspaw, Chiniki, and Wesley First Nations—as well as the Tsuut’ina First Nation and the Blackfoot Confederacy comprised of the Siksika, Piikani, Kainai, and the Métis Nation (Region 3).



950 – 8th Avenue (PO Box 8521)
Canmore, Alberta T1W 2V2
(403)-609-2623
info@artsplacecanmore.com
artsplacecanmore.com   

Charitable registration number: 876995671 RR0001



September 1, 2022

Town of Canmore
902 7th Avenue
Canmore, AB T1W 3K1

RE: Canmore Public Library Proposed 2023-2024 Budgets and Preliminary 2025-2026 Budgets

2021 Financial Results

As the new Treasurer on the Board, it has been a pleasure to work with this outstanding group of individuals and in particular the depth of expertise and experience of our Library Director.

The Canmore Public Library has successfully provided services as we reflect from a post pandemic lens with the focus on reestablishing services and operations that were in effect pre-pandemic. In particular, the ability to adapt and reinvent operational services was a significant effort for the organization these past two years. We were able to benefit from the financial savings in reduced staffing and operational hours as we transition back to normal operation. As an example of strong financial stewardship, we had a surplus of \$43,741 for the year ended 2021 versus the budgeted balanced budget using \$88,000 from the previous year's surplus.

2022 Highlights

The Library has increased service hours as the impact of the pandemic has decreased. The delayed return to a full staffing complement has again resulted in reduced salary and benefit expenses for the year. Currently open six days a week, and given the recent return of staffing to pre-pandemic levels, we expect to be able to return to Sunday opening hours in the near future.

2022 and 2023 Forecast

The surplus created from the previous year has been forwarded to the 2022 and 2023 operational budgets. We expect to maintain the current 2022 annual balanced budget using \$75,000 from previous year surplus and we plan another balanced budget for 2023, again using \$75,000 from previous year surplus. Hence, a total of \$150,000 of deficit planning for the two years is balanced from applying our carryforward surplus.



The key area of funding will be towards adjusting our operations to seven days a week to include Sundays in our requirement to return to normal. Our annual funding request for 2023 is just over \$1 million.

2024 to 2026 Forecast

As we reviewed future operations, we established a lean budget with the key focus on the Town of Canmore's approved COLA and inflation allowances. As requested by Council, we have a "Status Quo" budget to present for approval. As approximately 80 percent of our budget is in wages and salaries, the adjustment to our request for funding will be a reflection of anticipated wage adjustments in the organization. Estimated funding needs from 2024 to 2026 will range between \$1.1 million and \$1.2 million during those years.

The Library Board is currently working on a new Plan of Service for the 2023-2026 period. The new plan will be based on a community assessment being conducted in the Fall of 2022, and the final report completed and submitted to Municipal Affairs, Public Library Services Branch, in early 2023. This review might lead to changes to the slate of Library services and programs required to meet the needs of the Canmore community. We will bring forward any budgetary impacts of any changes in the budget review for future years.

A handwritten signature in black ink, appearing to read "Vijay Domingo", is written over a light blue horizontal line.

Vijay Domingo, CPA, CA

Treasurer
Canmore Public Library Board

Canmore Public Library

	2023 Budget	2024 Projected	2025 Projected	2026 Projected	NOTES
REVENUE					
Town of Canmore	1006762	1112399	1166353	1212073	
Prov. Of Alberta	72577	72577	72577	72577	\$5.55 per capita AB Gov't using 2016 population figure (13077)
Marigold Grant	35925	35925	35925	35925	Current Schedule C contract ends in 2024, rates may change 2025-26
Employment Grants	2500	2500	2500	2500	
Other Grants--Special Projects	6000	6000	6000	6000	
Donations	5000	5000	5000	5000	
Magazine Donations	2000	3000	3000	3000	
Book Sales	800	1000	1000	1000	
Fines	8000	8000	8000	8000	
Room Rentals	1000	1000	1000	1000	
Photocopier Revenue	4000	4000	4000	4000	
Interest Income	2500	2500	2500	2500	
Other Income	1800	1800	1800	1800	
Library transfer from Working Capital	75000	0	0	0	0 Estimated surplus in 2022 applied to 2023 budget, assume no surplus 2024-2026
TOTAL REVENUE	1223864	1255701	1309655	1355375	
EXPENSE					
Salaries & Benefits	964011	993293	1043755	1085923	COLA 2023: 5.9%, COLA 2024: 2.6%, COLA 2025 & 2026-2%, Performance and Bonus Pay included, 20 Staff & no new positions
Salaries - Special Projects	23046	23647	24126	24607	COLA 2023: 5.9%, COLA 2024-2.6%, COLA 2025 & 2026-2% 2 Summer Students
Payroll Administration	9234	9419	9607	9799	Inflation 2% 2024-2026
Staff Training	8208	8372	8540	8710	Inflation 2.6% 2023 2% 2024-2026
Books	8721	8895	9073	9255	Inflation 2.6% 2023 2% 2024-2026
Periodicals	6156	6279	6405	6533	Inflation 2.6% 2023 2% 2024-2026
Audiovisual Materials	8721	8895	9073	9255	Inflation 2.6% 2023 2% 2024-2026
Audit & Accounting	10260	10465	10675	10888	Inflation 2.6% 2023 2% 2024-2026
Board Expense	5000	4000	4000	4000	Strategic Planning Session in 2023, Includes inflation 2.6% 2023 2% 2024-2026
Equipment Rent/Repair	3283	3349	3416	3484	Inflation 2.6% 2023 2% 2024-2026
Bank Charges	103	105	107	109	Inflation 2.6% 2023 2% 2024-2026
Library Supplies	4617	4709	4803	4900	Inflation 2.6% 2023 2% 2024-2026
Memberships	359	366	374	381	Inflation 2.6% 2023 2% 2024-2026
Postage	2052	2093	2135	2178	Inflation 2.6% 2023 2% 2024-2026
Program Expense	4617	4709	4804	4900	Inflation 2.6% 2023 2% 2024-2026
Public Education & Communication	6156	6279	6405	6533	Inflation 2.6% 2023 2% 2024-2026
Other Grants--Special Projects	6000	6000	6000	6000	
Office supplies/printing	6156	6279	6405	6533	Inflation 2.6% 2023 2% 2024-2026
Computer Maintenance	3078	3140	3202	3266	Inflation 2.6% 2023 2% 2024-2026
Telephone/Internet	3078	3140	3202	3266	Inflation 2.6% 2023 2% 2024-2026
Travel/Hospitality	3078	3140	3202	3266	Inflation 2.6% 2023 2% 2024-2026
Other	923	942	961	980	Inflation 2.6% 2023 2% 2024-2026
Insurance	3490	3560	3631	3704	Inflation 2.6% 2023 2% 2024-2026
Janitorial/Maintenance	51300	52326	53373	54440	Inflation 2.6% 2023 2% 2024-2026
Marigold Payment	64665	64665	64665	64665	Current Schedule C contract ends in 2024, rates may change 2025-26
Building Repairs	2026	2067	2108	2150	Inflation 2.6% 2023 2% 2024-2026
Furniture/Equipment	2026	2067	2108	2150	Inflation 2.6% 2023 2% 2024-2026
Computer Equipment	13500	13500	13500	13500	
TOTAL EXPENSE	1223864	1255701	1309655	1355375	
NET INCOME	0	0	0	0	

CANMORE PUBLIC LIBRARY
FINANCIAL STATEMENTS
For the year ended December 31, 2021

CANMORE PUBLIC LIBRARY
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December 31, 2021

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INDEPENDENT AUDITOR'S REPORT

To: The Board of Directors of
Canmore Public Library

Opinion

We have audited the financial statements of Canmore Public Library, which comprise the statement of financial position as at December 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Library as at December 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Library in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Library's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Library or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Library's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT, continued

Auditor's Responsibilities for the Audit of the Financial Statements, continued

- ◆ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ◆ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library's internal control.
- ◆ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ◆ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Library's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Library to cease to continue as a going concern.
- ◆ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Avail LLP

Lethbridge, Alberta

April 28, 2022

Chartered Professional Accountants

CANMORE PUBLIC LIBRARY
STATEMENT OF FINANCIAL POSITION
As at December 31, 2021

	2021	2020
ASSETS		
Current		
Cash	\$ 66,322	\$ 35,409
Short term investments (note 3)	363,859	338,363
Accounts receivable	13,286	13,902
GST receivable	6,316	5,962
	449,783	393,636
Property and equipment (note 4)	167,788	185,393
	\$ 617,571	\$ 579,029
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	\$ 13,928	\$ 20,032
Deferred contributions (note 5)	2,000	1,095
	15,928	21,127
Net Assets		
Unrestricted	278,959	212,509
Invested in property and equipment	167,788	185,393
Internally restricted reserves (note 6)	154,896	160,000
	601,643	557,902
	\$ 617,571	\$ 579,029

Approved on behalf of the board:

Director

Director

CANMORE PUBLIC LIBRARY
STATEMENT OF OPERATIONS
For the year ended December 31, 2021

	2021 Budget (Unaudited)	2021 Actual	2020 Actual
Revenue			
Town of Canmore	\$ 845,719	\$ 845,719	\$ 883,285
Provincial Library Operating Grant	72,577	72,577	72,577
Marigold grant	32,693	34,980	34,980
Other grants	8,850	11,495	8,342
Donations	3,000	6,587	14,338
Other services	400	8,450	7,990
Other	3,200	3,687	6,218
Fees and fines	200	1,815	2,624
	966,639	985,310	1,030,354
Expenses			
Wages and benefits	822,485	719,012	671,485
Marigold Library fees	62,964	62,964	62,964
Janitorial	65,000	48,061	38,881
Materials	23,000	28,921	27,927
Professional fees	19,000	15,380	15,132
Programs	20,050	15,001	11,331
Office and general	13,500	9,726	10,787
Computers	12,000	3,611	3,006
Telephone and utilities	3,000	3,152	2,574
Insurance	2,200	3,116	2,197
Training	2,000	2,594	2,822
Repairs and maintenance	7,200	2,522	4,891
Board expenses	2,000	1,296	913
Amortization and loss on disposal of assets	-	24,986	25,994
	1,054,399	940,342	880,904
(Deficiency) excess of revenue over expenses from operations	(87,760)	44,968	149,450
Other expense			
Loss on disposal of property and equipment	-	1,227	-
(Deficiency) excess of revenue over expenses	\$ (87,760)	\$ 43,741	\$ 149,450

CANMORE PUBLIC LIBRARY
STATEMENT OF CHANGES IN NET ASSETS
For the year ended December 31, 2021

	Unrestricted	Invested in property and equipment	Internally restricted reserves	Total 2021	Total 2020
Balance, beginning of year	\$ 212,509	\$ 185,393	\$ 160,000	\$ 557,902	\$ 408,452
Excess of revenue over expenses	43,741	-	-	43,741	149,450
Property and equipment additions	(8,609)	8,609	-	-	-
Amortization of property and equipment	24,986	(24,986)	-	-	-
Property and equipment disposals	1,228	(1,228)	-	-	-
Transfers	5,104	-	(5,104)	-	-
Balance, end of year	\$ 278,959	\$ 167,788	\$ 154,896	\$ 601,643	\$ 557,902

CANMORE PUBLIC LIBRARY
STATEMENT OF CASH FLOWS
For the year ended December 31, 2021

	2021	2020
Cash flows from operating activities		
Excess of revenue over expenses	\$ 43,741	\$ 149,450
Adjustments for items which do not affect cash		
Amortization and loss on disposal of assets	24,986	25,994
Loss on disposal of property and equipment	1,227	-
	69,954	175,444
Change in non-cash working capital items		
Accounts receivable	616	(13,556)
GST	(354)	661
Accounts payable and accrued liabilities	(6,103)	12,686
Deferred contributions	905	(1,841)
	65,018	173,394
Cash flows from investing activity		
Purchase of property and equipment	(8,609)	(12,010)
Net increase in cash and cash equivalents	56,409	161,384
Cash and cash equivalents, beginning of year	373,772	212,388
Cash and cash equivalents, end of year	\$ 430,181	\$ 373,772
Cash and cash equivalents consist of:		
Cash	\$ 66,322	\$ 35,409
Short term investments	363,859	338,363
	\$ 430,181	\$ 373,772

CANMORE PUBLIC LIBRARY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

5. Deferred contributions

Deferred revenue represents unspent funds externally restricted for specific projects and programs that are related to a subsequent year. The balances in these funds are as follows:

	2021	2020
Balance, beginning of year	\$ 1,095	\$ 2,936
Amounts received	7,000	6,500
Amounts recognized	(6,095)	(8,341)
Balance, end of year	\$ 2,000	\$ 1,095
	2021	2020
Friends of the Library	\$ -	\$ 1,095
Lafarge	2,000	-
Balance, end of year	\$ 2,000	\$ 1,095

6. Internally Restricted Reserves

The Library Board periodically allocates a portion of Library net assets to reserves and thereby restricts their use. The estimated net assets required to fund future capital expenditures are allocated to the capital reserve. The estimated funds required to operate the Library on an ongoing basis with adequate working capital are allocated to the operating reserve.

	2021	2020
Capital reserve	\$ 100,000	\$ 100,000
Operating reserve	54,896	60,000
	\$ 154,896	\$ 160,000

In the prior year the Canmore Public Library received \$10,000 from a donor which was not restricted as to the use of the proceeds. The Library Board has internally restricted these funds to be used for non-operational purposes such as capital expenditures and additional programming as sanctioned by the board from time to time. During the year, \$5,104 was spent on eligible expenses and transferred out of reserves.

7. Related party transactions

The Library is controlled by the Library Board and is accountable to the Town of Canmore for the administration of their financial affairs and resources. During 2021, the Library received \$845,719 (2020 - \$883,285) from the Town to fund its operations.

During the year, the Library occupied space owned by the Town of Canmore for annual rent of \$1. This lease, commencing March 13, 2014, has a 25 year term with the option of an additional 25 year renewal.

CANMORE PUBLIC LIBRARY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

1. Nature of operations

Canmore Public Library (the "Library") is a not-for-profit organization and a registered charity under the Income Tax Act. It's incorporated under the Libraries Act of Alberta. The Library promotes literacy, lifelong learning, and access to knowledge, thought, culture, and information. The Library was formed by the Town of Canmore in 1971 (The Library is controlled by the Library Board and is accountable to the Town of Canmore for the administration of their financial affairs and resources). The operations and strategic and financial planning of the Library are overseen by a community volunteer Board of Directors ("Library Board").

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian public sector accounting standards. The significant accounting policies are detailed as follows:

(a) Revenue recognition

The Library follows the deferral method of accounting for contributions. Contributions are recognized as revenue in the year in which the related expenses are incurred or the services provided and are otherwise recorded as deferred contributions.

Fees, fines and other service revenues are recognized as revenue as the services are rendered.

(b) Cash and cash equivalents

The Library includes cash on hand, held by financial institutions in operating accounts, short-term investments and cheques issued in excess of cash on deposit in the determination of cash and cash equivalents.

(c) Property and equipment

Property and equipment are recorded at cost. The Library provides for amortization using the straight-line method at rates designed to amortize the cost of the property and equipment over their estimated useful lives. One half of the year's amortization is recorded in the year of acquisition. No amortization is recorded in the year of disposal. The annual amortization rates are as follows:

Furniture and fixtures	10-20 years
Leasehold improvements	25 years
Computer equipment	5 years

(d) Income taxes

Under Section 149(1)(l) of the Income Tax Act, the Library is exempt from income taxes on income earned in the normal course of operations.

(e) Contributed services

Volunteers contributed time to assist the Library in carrying out its programs. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

CANMORE PUBLIC LIBRARY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

2. Significant accounting policies, continued

(f) Financial instruments

The Library initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions.

Financial assets include cash, short-term investments, accounts receivable, and GST receivable. Financial liabilities include accounts payable and accrued liabilities, and deferred contributions.

The Library subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

(g) Net assets invested in property and equipment

The Library has chosen to treat net assets invested in property and equipment as a separate component of net assets.

(h) Measurement uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reported period. Actual results could differ from those estimates.

3. Short term investments

Short-term investments are recorded at cost and consist of cashable guaranteed investment certificates bearing interest between 0.30% - 0.40% per annum which mature within one year.

The Library is required to maintain a \$10,000 GIC as security on the credit card.

4. Property and equipment

	2021		2020	
	Cost	Accumulated amortization	Net	Net
Furniture and fixtures	\$ 331,799	\$ 193,658	\$ 138,141	\$ 157,276
Leasehold improvements	11,463	1,949	9,514	9,743
Computer equipment	39,133	19,000	20,133	18,374
	\$ 382,395	\$ 214,607	\$ 167,788	\$ 185,393

The Library does not include the cost of its collection with property and equipment. As of December 31, 2021, the cost of the library collection is \$1,668,414 (2020 - \$1,617,743).

CANMORE PUBLIC LIBRARY
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

8. Economic dependence

The Library is economically dependent on the Town of Canmore, as the Town of Canmore provides the Library with a substantial portion of its revenues.

9. Budget amounts

The 2021 Budget for the Library was approved by the Library Board September 24, 2020 and has been reported in the financial statements for information purposes only. These budget amounts have not been audited, reviewed, or otherwise verified.

10. Pandemic event

Events have occurred as a result of the COVID-19 (coronavirus) pandemic that have caused economic uncertainty. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government responses, remain unclear at this time.

Some of the key impacts include, but are not limited to, interruptions of production and supply chains, unavailability of personnel, reductions in revenue, decline in value of financial investments, disruptions or stoppages in non-essential travel, and the closure of facilities and businesses.

Due to the closure of their facilities, the Library was forced to temporarily lay-off a number of employees until the facilities could be re-opened to the public.

The situation is continually changing and the future impact on the Library is not readily determinable at this time.

11. Government assistance

As part of the Government of Canada's COVID-19 response to provide payroll assistance to qualifying organizations, the Canmore Public Library was entitled to \$13,026 in government assistance subsidy during the prior fiscal period. This amount is included in accounts receivable at the end of the year. The subsidy is payable by the Government of Canada to organizations having significant revenue decline in relevant time periods as a consequence of cessation or reduction in normal activities of the organization due to COVID-19 restrictions.

April 20, 2022

Mayor Sean Krausert
902 - 7 Avenue
Canmore AB T1W 3K1

Dear Mayor Krausert,

RE: Marigold Per capita levy requisition documents

Enclosed with this letter are documents outlining the per capita levy rates that will appear on requisitions in 2023 and 2024. The Marigold Library Board is submitting this documentation for your Council approval after giving these levy rates and library services consideration.

For the last three years (2020, 2021, 2022), the Board did not increase the per capita levy because we recognized your financial challenges. Marigold also retained the 2019 Government of Alberta municipal populations for the 2020 and 2021 levy requisitions. However, rising costs and inflation are having an impact on our service provision capacity.

Marigold's mandate is to deliver library service to our forty-three member municipalities. Library systems like Marigold do not duplicate municipal library services and our governance structure is quite different from municipal libraries. While we innovate, adapt and deliver library services that are mostly behind-the-scenes, the nature of our work has not changed during or following the COVID closures.

As we prepare the 2023 and 2024 budgets for Marigold Library System, we see increasing costs for utilities, fuel, books, IT contracts and equipment, digital subscription contracts, the TRAC levy for our library system, supplies and salaries. Therefore, the Board has approved a revised levy schedule for municipalities and library boards with an \$0.11 per capita increase for each of 2023 and 2024.

Since the COVID pandemic began in 2020, municipal libraries have had to close their doors to the public at times, limit the number of people on-site, and reduce in-person programming and one-on-one patron supports, but this does not mean that library service has ceased. Quite the opposite. Libraries have innovated to provide a wider range of off-site and virtual programs. Marigold Library System has experienced significant increases in the use of its website services, online catalogue, e-book collections and digital subscriptions. Despite increased operational costs and declining provincial grants, Marigold has found operational efficiencies and invested in cyber security protections.

Every year after the April AGM, Marigold distributes **Value of Your Investment** reports for all member library boards, along with a companion document entitled **Power of Your Library Card** for counties. In these documents, we report how your levy investment has been spent to provide a wide range of supportive library services for your residents and for your municipality. The return on investment is significant and made possible by our careful and transparent use of your levy investment.



Schedule C **Requisition for Marigold Library System**

Attached to and part of this Agreement by and between the Parties comprising the Marigold Library System.

Part I For those Municipalities without Library Boards

The contributions to the Marigold Library System by counties, Municipal Districts, Special Areas, Improvement Districts or any other Municipality without a Library Board shall be as follows for the period stated:

2023 ~ \$10.85 per capita paid to the Marigold Library System

2024 ~ \$10.96 per capita paid to the Marigold Library System

Part II For those Municipalities with Library Boards

The contributions to the Marigold Library System by Municipalities having Municipal Library Boards or Intermunicipal Library Boards shall be as follows for the period stated:

2023 ~ \$6.35 per capita to be paid directly to Marigold Library System

2024 ~ \$6.46 per capita to be paid directly to Marigold Library System

Part III For Municipal Library Boards

The contributions to the Marigold Library System by Municipal Library Boards or Intermunicipal Library Boards shall be as follows for the period stated:

2023 ~ \$4.50 per capita to be paid directly to Marigold Library System

2024 ~ \$4.50 per capita to be paid directly to Marigold Library System

Requisition for the Marigold Library Board Schedule C Fact Sheet



**Better Value
Better Services
Better Communities**



MARIGOLD
LIBRARY SYSTEM

Schedule C Fact Sheet

SCHEDULE C PROCESS

What is Schedule C?

Schedule C is an amendment to the Marigold Agreement¹ that outlines the per capita levy rate for municipalities and library boards.

Following approval by the Marigold Board, Schedule C and attachments are mailed to every member municipality.

Marigold requests that every municipality present Schedule C to Council for consideration and return a signed copy to Marigold before **September 30** of that year.

¹Marigold Agreement: A fundamental document signed by member municipalities that provides information associated with the Marigold membership: governance, services, membership and levy rates.

Use and needs are increasing

As **populations grow** and communities evolve, there is a **greater need** to provide collections, services and programs that are inclusive and broaden cultural awareness. Demand for training has also increased as more content-rich products and services are being introduced.



Use of public libraries in Marigold is growing. Therefore, support costs are also increasing.

To determine our levy rates, Marigold considers the following:

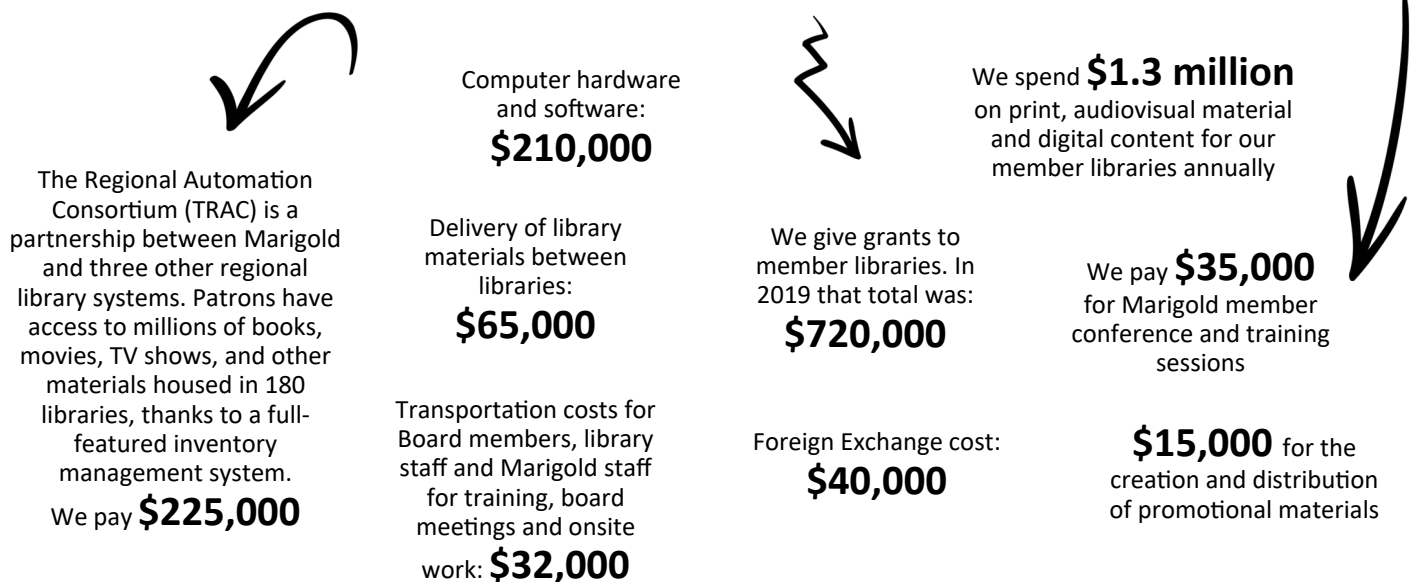
- Service cost increases that mirror population increases: delivery, materials allocations and service grants
- More training for member library managers and staff, board members and patrons
- Increases to delivery costs because of fuel costs and more frequent trips to high volume libraries
- More programs, supplies and equipment
- More downloadable eBooks and eAudio materials, music and online training and curriculum support
- Purchasing program for members with discounts on IT equipment and supplies
- Increased IT Infrastructure, support, and cybersecurity
- eBooks and eResource costs set by US vendors that are increasing faster than inflation
- Population based expenditures are increasing: TRAC levy, contract subscription fees for online resources, and organizational memberships
- The IT department is faced with increased costs due to enhanced security features and user security training. More servers will be needed and cost of licensing is increasing

Schedule C Fact Sheet



Stronger together!

Marigold is more than a service provider. It is a membership group made up of many municipalities that have chosen to collaborate to increase efficiency and save money while providing state-of-the-art public library service. Marigold makes it possible for residents in **all** member municipalities to be able to access library services at any of its service points. One library can't do it alone. Marigold invests money to provide your community access to amazing digital content, an Internet connection and wifi, thousands of books, professional consultations and much more.



*These numbers do not take into consideration the salaries of staff who provide services and programming.
November 8, 2022 Finance Committee, 11 a.m.

And much more...

Page 203 of 303

Schedule C Fact Sheet

Delivery Service & Supplies

Our fleet transports interlibrary loans, new materials, supplies, correspondence, kits and games, promotional materials and recycling.

Services and Program Support

Marigold develops and provides quality programs, and has direct relationships with residents through the books-by-mail service (L2U) and volunteer book deposits. Marigold provides administrative support for local and national programs, delivers kits and equipment to support in-house library programs at member libraries

Communications and Marketing Support

Marigold provides professional quality publications, photographs, displays, custom promotional materials and marketing software to promote resources, events and services available at the library.

Purchasing Program

Through Marigold's participation in the Public Purchasing Group (PPG), and Marigold's long-term relationships with vendors, Marigold can provide discounts to its members on IT equipment, office and processing supplies necessary for their daily operations.

Consultation and Training

Professional librarians provide training opportunities for library staff, board members and patrons. They also provide libraries with management info and direction.

Board Development

Marigold hosts Board orientations, one-on-one trustee orientations, and provides development workshop support.

IT and Network Support

Member libraries have access to our help desk, IT and Network centre, and high speed and high bandwidth Internet, wifi and office application. Software, inventory tracking, and day-to-day operational support is also available.

Collection Development, Materials and Digital Content

Consultants and library managers work together to develop collection plans and meet community needs. Through bulk purchasing, Marigold is able to access vendor and freight discounts. We provide insurance for physical collections at member libraries, and materials sorting and shipping for resource sharing. As a member of TRAC, patrons have access to collections at 180 libraries, eResource subscriptions for language learning, consumer reports, digital magazines, eBooks, music, movie and TV programs, K-12 curriculum materials, and more.





Marigold is a Library System defined by the Alberta Libraries Act and Regulation and established in 1981.

- Marigold is a not-for-profit collaborative of municipalities in southern Alberta to provide affordable, state-of-the-art public library services and support. Cost savings and efficiencies are achieved with volume discounts, by consolidating work and by providing expert consultation.
- Marigold is not a public library; nor does it overlap services with public libraries. Local libraries provide the place (building), service (staff) and community connection. Marigold provides the “product” (e.g., materials, IT infrastructure, consultation and behind-the-scenes support) and Marigold supports a province-wide network of sharing print, AV and electronic resources, as well as mail service.
- Marigold provides online library services for the public such as Internet, wifi, websites and digital resources.
- Marigold’s headquarters, centrally located in Strathmore, Alberta (50 km east of Calgary), has 29 employees; 67 FTE

Service Population

- With 335,154 Albertans in its service area, Marigold Library System is the third largest library system in Alberta based on population (after Calgary & Edmonton). 348,134 including First Nations population.
- One of 7 regional library systems in Alberta.
- Serves 43 municipalities, 36 member library boards, 35 libraries, 12 book deposits, 3 Library Lending Locker installations, Siksika and Stoney Nakoda Nations.
- 43 representatives on Marigold Library Board appointed by each member municipal Council.
- Acts as the governing board for 12 municipalities that do not have their own library boards.
- 9 school-housed public libraries.

Collaborations

- TRAC (The Regional Library Automation Consortium) with Marigold, Peace, Northern Lights and Yellowhead Library Systems
- TRAC’s 180 libraries share one catalogue database to facilitate sharing of materials
- TAL (The Alberta Library) for database licensing
- PPG (Calgary and Area Public Purchasing Group); discounts and shared contracts
- WID (Western Irrigation District); co-owned and co-located building project to replace headquarters facilities and capitalize on operational efficiencies

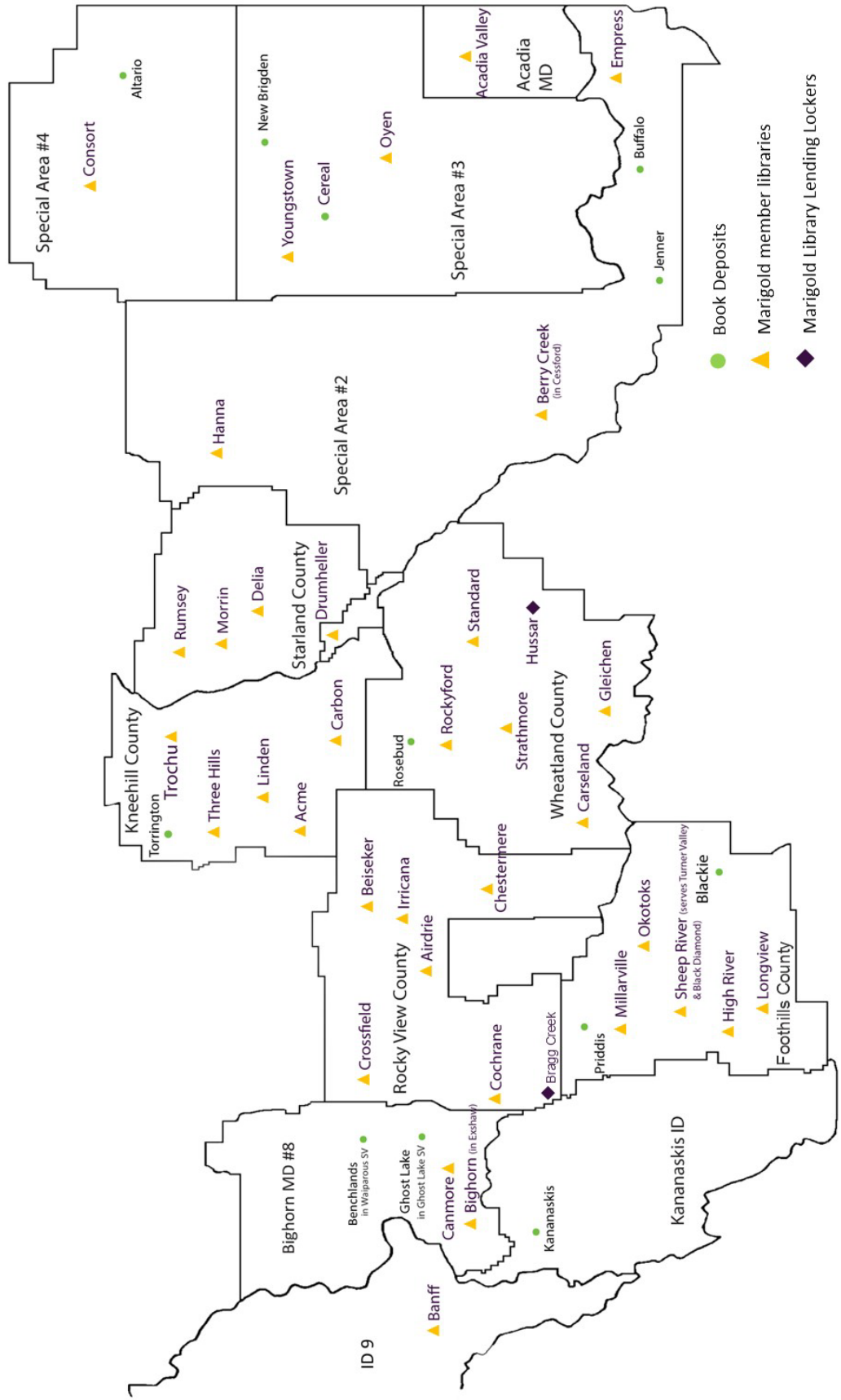
Financial

- Annual budget: \$5.6 Million in 2022
- \$951,467 in operating reserve (2 to 3 months contingency)
- Registered charity; fully audited every year
- 65% of revenue comes from municipal and library board levies based on a per capita levy rate multiplied by official municipal population (as defined the Alberta Government)
- 25% of funding comes from Municipal Affairs as a library system operating grant
- 8% of funding comes from Municipal Affairs for rural residents because Marigold is the Board of Record for 12 rural municipalities. All of this revenue is redirected to member libraries throughout Marigold
- Support for 6 libraries located in unincorporated communities with annual cash payments of \$9,760 each: Exshaw, Millarville, Carseland, Gleichen, Rumsey, Cessford

MISSION: Marigold cultivates a collaborative and inclusive library community to support a range of responsive, quality library services.

Turn page for map

MARIGOLD LIBRARIES, BOOK DEPOSITS AND LIBRARY LENDING LOCKERS





Ms. Palki Biswas
 Manager of Finance
 Town of Canmore

September 08, 2022

Dear Ms. Biswas:

Re: Canmore Community Housing – 2022-24 Operating Funding Request

Please accept this letter as Canmore Community Housing's (CCH) request for **\$450,000** in 2023 operating funding from the Town of Canmore (ToC), per CCH's approved 2022-2024 operating budget.

CCH is an arms-length corporation wholly owned by the ToC by way of three shares, two held by the ToC and represented by Council, and one held by the ToC's CEO; CCH's Shareholders hold their share(s) in trust on behalf of the ToC. The Shareholder's appoint all directors of the CCH Board (Board) who have the authority to approve the annual budget(s) which is prepared in accordance with the budget guidelines provided by ToC administration. The ToC provides funding for the CCH operating budget as outlined in section 5.3 of the ToC PAH (now Vital Homes) Policy (Resolution 145-2001, April 19, 2011):

5.3 Contributions to the Reserve Fund

- (a) *The contribution amount from each sector for the development of PAH (now Vital Homes) will be determined annually during the Town of Canmore's budget process.*
- (b) *All contributions net of the annual operating costs associated with CCH will be transferred to the Fund.*

The 2023 operating budget request of \$450,000 represents a zero percent (0%) increase from CCH's 2022 funding request, as demonstrated in the 2022-2024 operating budget. The Board has directed that a portion of CCH's projected annual operating surpluses also be used to offset its operating costs from 2022-2024. It is anticipated that CCH will request \$475,000 (2025) and \$500,000 (2026) in operating funding post 2024, subject to Board direction and approval at the appropriate time.

Attached are the following documents in support of CCH's budget request:

- Case for support
- 2022-2024 approved budget (September 2, 2021 / Motion 2021.062 as Amended)

Should you have any questions relating to CCH's funding request please do not hesitate to contact the undersigned at your earliest convenience.

Sincerely,

Dougal Forteath

Dougal Forteath
 Canmore Community Housing



CASE FOR SUPPORT

CCH's new [Strategic Plan](#) (Plan) is a three year plan that serves to outline CCH's key priorities from 2022-2025. The Plan outlines three over-arching strategies: increasing the supply of Vital Homes program housing; delivering Vital Homes program that meets the needs of Canmore residents; and delivering a communication program that creates awareness around the Vital Homes program. These strategies remain fluid and may endure beyond the 2022-2025 Plan, thereby ensuring their relevance and allowing CCH to continue meeting our mandate and addressing the ToC's evolving housing needs.

Over the course of the last six years CCH has completed: a 48-unit purpose built rental development (McArthur Place -2016); a 49-unit homeownership development (Hawks Bend - 2019); assisted in converting a 44-unit Cooperative housing complex into a condominium corporation (Wolf Willow -2020) and by extension bringing all 44 units into CCH's Vital Homes program; and a 10-unit Vital Homes homeownership development (Ravens Ridge -2022). Cumulatively, these efforts have added to the supply of rental and homeownership options for residents of Canmore through CCH's programs.

Specific to our funding request, the following overview applies:

2022-2024 Budget submission

CCH: maintains its current staffing levels of 4FTE's; does not increase its 2021 funding levels from the ToC through 2024; annually projects surpluses through all business units, the McArthur Place surpluses are intended to be used to pay down the mortgage on the property, subject to Board direction; annually projects modest overall operating surpluses for CCH from 2022-2024; uses a portion of its projected operating surpluses to offset operating expenses from 2022 through 2024.

2022-2025 Strategic Plan (Plan)

[CCH's 2022-2025 Plan](#) continues to focus on creating housing options through development and setting the foundation for future development to compliment CCH's existing rental and homeownership programs.

1. Planning to increase the supply of CCH housing in the short, medium, and long term

CCH holds various lands within the Town of Canmore with the potential for Vital Homes development. Working with the CCH Board of Directors and the Town, CCH will work on the planning and development of these lands to best meet community need as is required.

2. Delivering Housing programs

CCH has (2021) 121 rental units and 141 homeownership units (there are ten (10) homeownership units to be added to the portfolio in 2022) within its Vital Homes housing portfolio, and also oversees two external property management agreements specific to its rental portfolio. Waitlists and corresponding program applications are managed internally. Through 2023 CCH also has two new programs, the matching down deposit and accessory dwelling grant programs, that it oversees. CCH will continue to review its programming annually to ensure the same is serving the needs of the community as was intended, and that said programs are delivered in a cost-effective manner.

CCH 2022 -2024 Operating Budget

Motion 2021.062 as Amended

	2022 Budget	2023 Budget	2024 Budget
OPERATING BUDGET			
GENERAL ADMINISTRATION			
General Revenues			
Town of Canmore transfer	450,000	450,000	450,000
Transfer from CCHC Reserves	35,000	40,000	44,000
Town of Canmore rent in kind (non cash)	25,620	25,620	25,620
Interest Income Operating Account + Operating Reserve	6,500	6,000	6,000
Interest Income Hector Operating	1,200	1,200	1,200
Interest Income McArthur Place Operating	750	750	750
Interest Income BMO Account	<u>5,000</u>	<u>4,000</u>	<u>3,000</u>
General Revenues	<u>524,070</u>	<u>527,570</u>	<u>530,570</u>
General Expenses			
Human Resources			
Salaries and Benefits	-420,000	-423,000	-425,000
Contract Labour - Administration	-6,180	-6,365	-6,556
Professional Development	-4,400	-4,400	-4,400
Human Resource Expenditures	<u>-430,580</u>	<u>-433,765</u>	<u>-435,956</u>
Administration			
Advertising & Marketing	-2,000	-2,000	-2,000
Bank Charges	-300	-300	-300
Board Administration	-1,700	-1,700	-1,800
Insurance	-3,150	-3,260	-3,374
Meals and Entertainment	-1,500	-1,500	-1,500
Office Services	-7,000	-7,000	-7,000
Office Rental	-31,500	-31,500	-31,500
Office Supplies	-3,000	-3,000	-3,000
Professional Fees	-21,000	-22,000	-23,000
Telephone, Fax, Net	-2,500	-2,575	-2,652
Travel, Conferences	-3,000	-3,000	-3,000
Computer Software	-2,500	-2,500	-2,500
Computer Equipment	-3,090	-3,183	-3,183
Furniture and Fixtures/Leasehold Improvements	-1,500	-1,500	-1,500
Administration Expenditures	<u>-83,740</u>	<u>-85,018</u>	<u>-86,310</u>
Total Administration and HR expenditures	<u>-514,320</u>	<u>-518,784</u>	<u>-522,266</u>
SURPLUS/(DEFICIT) AFTER GENERAL EXPENSES	9,750	8,786	8,304
OTHER PROGRAMS			
Sale Revenues	37,500	37,500	37,500
Sale Expenditures	-5,600	-5,600	-5,600
Other Project/Program Expenditures	-20,000	-20,000	-20,000
Property Expenditures			
TSMV 201 & 205 Stewart Creek Rise	-1,000	-1,000	-1,000
Palliser Lot 7	-4,000	-4,120	-4,244
PAH Property Expenditures	<u>-30,600</u>	<u>-30,720</u>	<u>-30,844</u>
SURPLUS/(DEFICIT) OTHER PROGRAMS	6,900	6,780	6,656
OPERATING SURPLUS/(DEFICIT)			
GENERAL ADMINISTRATION	9,750	8,786	8,304
OTHER PROGRAMS	6,900	6,780	6,656
THE HECTOR RENT PROGRAM	11,984	6,867	3,927
MARTHUR PLACE RENT PROGRAM	110,404	99,306	89,372
1850 PALLISER TRAIL	<u>5,242</u>	<u>5,162</u>	<u>5,131</u>
Projected Cash Surplus/(Deficit)	144,280	126,902	113,390
Surplus Transfer to operating revenue	<u>-35,000</u>	<u>-40,000</u>	<u>-44,000</u>
Net Cash Surplus/(Deficit)	<u>109,280</u>	<u>86,902</u>	<u>69,390</u>

CANMORE COMMUNITY HOUSING CORPORATION

Financial Statements

For the year ended December 31, 2021

CANMORE COMMUNITY HOUSING CORPORATION

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For the year ended December 31, 2021

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INDEPENDENT AUDITOR'S REPORT

To: The Board of
Canmore Community Housing Corporation

Opinion

We have audited the financial statements of the Canmore Community Housing Corporation which comprise the statement of financial position as at December 31, 2021, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT, continued

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Lethbridge, Alberta

April 25, 2022



Chartered Professional Accountants

CANMORE COMMUNITY HOUSING CORPORATION
STATEMENT OF FINANCIAL POSITION
As at December 31, 2021

	2021	2020
Financial assets		
Cash	\$ 1,780,859	\$ 1,943,105
Term deposits (note 3)	1,250,043	701,460
Trade and other receivables (note 4)	461,889	692,879
Funds held in trust (damage deposits)	146,885	137,014
Inventory held for resale (note 5)	3,519,112	4,150,793
Investment in future housing developments (note 6)	3,603,222	1,334,547
	<u>10,762,010</u>	<u>8,959,798</u>
Liabilities		
Accounts payable and accrued liabilities	489,136	235,115
Deferred revenue (note 7)	64,097	14,500
Funds held in trust (damage deposits)	146,885	137,014
Long-term debt (note 8)	11,541,028	9,432,349
Due to related parties (note 9)	3,396,255	5,074,331
	<u>15,637,401</u>	<u>14,893,309</u>
Net financial debt	<u>(4,875,391)</u>	<u>(5,933,511)</u>
Non-financial assets		
Prepaid expenses and deposits	50,969	110,432
Tangible capital assets (schedule 1)	16,887,031	17,418,299
	<u>16,938,000</u>	<u>17,528,731</u>
Accumulated surplus (note 10 and schedule 2)	<u>\$ 12,062,609</u>	<u>\$ 11,595,220</u>

Commitments and contingencies (note 16)

Approved on behalf of the board:

Director 

Director 

CANMORE COMMUNITY HOUSING CORPORATION
STATEMENT OF OPERATIONS
For the year ended December 31, 2021

	Budget (unaudited)	2021	2020
Revenue			
Contributions from Town of Canmore (note 11)	\$ 475,620	\$ 520,115	\$ 2,490,966
Resale administration	25,000	99,574	61,900
Other	-	3,132	5,979
Interest	21,500	24,662	39,846
Leases	-	-	246,030
	522,120	647,483	2,844,721
Expenses			
Wages and benefits	419,300	327,631	392,161
Rent	31,500	28,920	28,920
Professional fees	20,000	16,648	14,427
Resale administration	9,200	12,860	5,163
Office	20,150	9,442	9,756
Contract service	6,000	5,400	5,400
Insurance	2,800	3,000	2,729
Telephone and utilities	3,000	2,228	1,885
Bad debts	-	419	-
Meals and entertainment	1,500	274	92
Interest and bank charges	300	190	277
Computer	-	144	633
Communications	3,000	120	23,382
Other project and program expenses	5,000	-	1,861
Travel and accommodation	3,000	-	-
Amortization	1,050	1,050	1,441
	525,800	408,326	488,127
Excess (deficiency) of revenue over expenses before other	(3,680)	239,157	2,356,594
Other revenue (expenses)			
Housing resale revenue	-	3,130,000	1,347,139
Housing resale expenses	-	(3,097,471)	(1,251,372)
Rental revenue	1,547,252	1,808,318	1,700,991
Rental expenses	(536,967)	(665,362)	(599,187)
Rental interest	(432,112)	(370,123)	(433,830)
Rental amortization	(532,130)	(532,130)	(549,145)
Accessory Dwelling Program Expenses	-	(45,000)	(15,000)
	46,043	228,232	199,596
Excess of revenue over expenses	42,363	467,389	2,556,190
Accumulated surplus, beginning of year	11,595,220	11,595,220	9,039,030
Accumulated surplus, end of year	11,637,583	12,062,609	11,595,220

CANMORE COMMUNITY HOUSING CORPORATION
STATEMENT OF CHANGES IN NET FINANCIAL DEBT
For the year ended December 31, 2021

	Budget (unaudited)	2021	2020
Excess of revenue over expenses	\$ 42,363	\$ 467,389	\$ 2,556,190
Acquisition of tangible capital assets	(17,750)	(1,912)	(1,849,567)
Amortization	533,180	533,180	550,586
	515,430	531,268	(1,298,981)
Net change in prepaid expenses	-	59,464	66,561
Change in net financial debt	557,793	1,058,121	1,323,770
Net financial debt, beginning of year	(5,933,512)	(5,933,512)	(7,257,282)
Net financial debt, end of year	(5,375,719)	(4,875,391)	(5,933,512)

CANMORE COMMUNITY HOUSING CORPORATION
STATEMENT OF CASH FLOWS
For the year ended December 31, 2021

	2021	2020
Operating transactions		
Excess of revenue over expenses	\$ 467,389	\$ 2,556,190
Adjustments for items which do not affect cash		
Amortization	533,180	550,586
	1,000,569	3,106,776
Net change in non-cash working capital items		
Trade and other receivables	230,990	(312,925)
Inventory held for resale	631,681	(92,213)
Prepaid expenses and deposits	59,463	66,144
Accounts payable and accrued liabilities	254,021	19,856
	2,176,724	2,787,638
Investing transactions		
Decrease (increase) in term deposits	(548,583)	233,794
	(548,583)	233,794
Capital transactions		
Acquisition of tangible capital assets	(1,913)	(1,849,566)
Applied to future housing development and inventory held for resale	49,598	(305,482)
Investment in future housing developments	(2,268,675)	(269,907)
	(2,220,990)	(2,424,955)
Financing transactions		
Proceeds on long-term debt	7,800,373	-
Repayment of long-term debt	(5,691,694)	(335,155)
Advances from related parties	(1,678,076)	(66,546)
	430,603	(401,701)
(Decrease) increase in cash	(162,246)	194,776
Cash, beginning of year	1,943,105	1,748,329
Cash, end of year	\$ 1,780,859	\$ 1,943,105

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

1. Nature of operations

Canmore Community Housing Corporation (the "organization") was incorporated on April 11, 2000 as a non-profit entity solely owned by the Town of Canmore and as such is not a taxable entity under the provisions of the Income Tax Act.

The purpose of the organization is to help the Town of Canmore maintain a healthy and balanced community over the long term by providing a mix of rental and ownership housing that is appropriate to the needs of the community and to enhance quality of life by facilitating the development of a perpetual stock of suitable housing for residents whose housing needs are not being met through other means.

Rental housing is provided in the form of apartment-style units as well as homes held in inventory awaiting resale under the Vital Homes initiative.

Vital Homes, for ownership purposes, is achieved by retaining title to housing units, while assigning the land and the building to qualifying homeowners by way of a 40 to 50 year initial lease term at below market purchase prices with two optional renewal terms of 25 years each.

2. Significant accounting policies

The financial statements are prepared in accordance with Canadian public sector accounting standards. The significant policies are detailed as follows:

(a) Revenue recognition

The organization follows the deferral method of accounting for contributions. Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

Rental income is recognized in the financial statements as revenue in the period in which the income is earned. Security deposits are not recognized as revenue, but rather are held in trust until returned to the tenant or used to offset damages caused, at which time they would be recognized into revenue.

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

2. Significant accounting policies, continued

(b) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expense during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

(c) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenue over expenses, provides the Change in Net Financial Debt for the year.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized over the estimated useful life as follows:

	Years
Leasehold improvements	5 years straight line
Buildings	4% declining balance
Computer hardware	50% declining balance
Computer software	2 years straight line
Furniture and office equipment	5 years straight line
Land improvements	5 years straight line

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

(d) Investment in future housing developments

Investment in future housing developments includes costs incurred to develop future residential housing units to assist the organization in meeting its objectives.

(e) Cash and cash equivalents

The organization includes cash on hand, held by financial institutions in operating accounts, and temporary investments in the determination of cash and cash equivalents.

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

3. Term deposits

Term deposits bear interest between 0.65% and 0.70% and have maturity dates ranging from May 2022 to July 2022. The carrying value of the term deposits approximates their fair value.

4. Trade and other receivables

	2021	2020
Wolf Willow Condo Corporation	\$ 350,000	\$ 350,000
Due from Matching Down Deposit Program	92,053	42,053
GST receivable	10,063	19,058
Trade receivables	9,773	281,768
	\$ 461,889	\$ 692,879

The amount from Wolf Willow Condo Corporation (formerly known as Mountain Haven Cooperative Homes) was disbursed upon the completion of the condominium conversion March 31, 2020. The debt will be repaid in 120 equal payments on the 15th of each month commencing October 1, 2022, without interest.

The Matching Down Deposit Program is a pilot program for Vital Homes owners to assist in acquiring a property within the Town of Canmore by matching the approved applicants deposit on the purchase of their home. This amount is repayable over a five year term, with the option of being extended for a second five year term, at 1% interest.

5. Inventory held for resale

	2021	2020
Wolf Willow Condominiums	\$ 3,519,112	\$ 3,432,237
Lookout Ridge Condo Development	-	377,723
Moraine Ridge Lodge	-	340,833
	\$ 3,519,112	\$ 4,150,793

6. Investment in future housing developments

	2021	2020
Peaks Landing costs	\$ 2,388,100	\$ 120,572
Three Sisters Mountain Village Community lands	1,044,850	1,044,850
Peaks Landing land	155,894	155,894
Palliser Village - Lot 7 costs	10,405	9,258
Palliser Village - Block 6 costs	3,973	3,973
	\$ 3,603,222	\$ 1,334,547

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

7. Deferred revenue

	2021	2020
Ravens Ridge deposits	\$ 50,000	\$ -
Conversion contribution	14,097	14,500
	<u>\$ 64,097</u>	<u>\$ 14,500</u>

In the 2018 year, the organization received \$250,000 from the Town of Canmore to assist in converting the Mountain Haven Cooperative Homes from a cooperative to a condominium corporation. Total costs to date are \$235,500 of which \$403 was spent in the current year which was recognized into revenue. The remaining balance will be recognized as revenue when the related conversion costs are incurred.

Ravens Ridge deposits are held in trust for pre-sold units under development on the Peaks Landing land.

8. Long term debt

	2021	2020
Bank of Montreal This loan is repayable at \$26,483 monthly including interest at 2.21%. The loan is due in 2026.	\$ 5,777,482	\$ -
Town of Canmore This loan is repayable at \$202,795 semi-annually including interest at 4.98%. The loan is due in 2034.	3,740,655	3,952,034
Bow Valley Credit Union This loan is to finance up to \$4,200,000 in costs of the construction project being undertaken (Peaks Landing). This loan is repayable at interest only at 2.7% until the completion date at which point this will be converted to a term loan.	2,022,891	-
Paid out	-	3,475,036
Paid out	-	2,005,279
	<u>\$ 11,541,028</u>	<u>\$ 9,432,349</u>
Current portion	<u>\$ 414,091</u>	<u>\$ 396,223</u>

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

8. Long term debt, continued

Principal and interest repayments are due as follows:

	Principal	Interest	Total
2022	\$ 414,091	\$ 309,299	\$ 723,390
2023	429,574	293,816	723,390
2024	445,717	277,673	723,390
2025	462,551	260,840	723,391
2026	472,242	251,148	723,390
Thereafter	9,316,854	3,408,521	12,725,375
	\$ 11,541,028	\$ 4,801,297	\$ 16,342,326

Security on the Bank of Montreal (BMO) loan consists of a first-ranking all indebtedness mortgage of \$6,117,000 registered over Plan 0412844 Block 4, lot 39 (100 Dyrgas Lane); security interest over all present and after-acquired property with a first ranking for account receivables, inventory, machinery & equipment, asset specific to 100 Dyrgas Lane; environmental review and compliance certificate.

Security on the Bow Valley Credit Union (BVCU) loan consists of a \$4,200,000 first charge collateral mortgage over Lot 2, Block 1, Plan 1911891 (1100 Lawrence Grassi Ridge); a corporate guarantee and postponement of claim from the Town of Canmore of \$1,050,000; certificate of non-restriction; general security agreement from the borrower - site specific; environmental agreement and indemnity; and assignment of contracts from the borrower.

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

9. Related party transactions

	2021	2020
Town of Canmore - Mountain Haven Cooperative Homes	\$ (3,137,891)	\$ (3,482,864)
Town of Canmore - Resale Line of Credit	(300,864)	(871,467)
Town of Canmore - McArthur Place	-	(600,000)
Town of Canmore - Three Sisters Mountain Village	-	(162,500)
Town of Canmore - Development Agreement Deposit	42,500	42,500
	<u>\$ (3,396,255)</u>	<u>\$ (5,074,331)</u>

The organization is funded primarily through contributions from the Town of Canmore. During the year, the organization was allocated \$494,092 (2020 - \$450,000) from the Town of Canmore.

During the year, the organization used office space owned by the Town of Canmore. This space was provided by the Town of Canmore to the organization at no charge. Contributions have been recorded in the amount of \$25,620 for in-kind rent (2020 - \$25,620).

The Town of Canmore advanced a total of \$4,245,000 to assist with the purchase of 17 units from Mountain Haven Cooperative Homes (MHCH), now Wolf Willow Condo Corporation. The corporation will repay the advance to the Town from any proceeds of the eventual sale of any of the 17 units acquired. The loan is interest free and there are no specific terms of repayment. During the year, one sale occurred and the proceeds of \$244,973 and a one-time additional payment of \$100,000 were repaid to the Town.

The Town has contributed \$250,000 to the corporation to implement actions and activities required to transition MHCH to a managed Vital Homes development. This amount is not repayable to the Town. The total costs to date are \$235,903 of which \$403 of this amount was spent in the current year and recognized as revenue. The remaining portion of \$14,097 is in deferred revenue until the related conversion costs are spent.

The Town of Canmore had advanced a total of \$600,000 to assist with the construction of McArthur Place. This loan was repaid in full during the year, including interest totalling \$61,775.

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

9. Related party transactions, continued

The Town of Canmore has established a repurchasing line of credit to the organization up to a maximum of \$1,500,000 for the purchase of Vital Homes units. These loans are secured by the Vital Homes units until repaid to the Town of Canmore and do not bear interest. The loans are repayable to the Town of Canmore 14 days after the resale date of the unit. As at December 31, 2021 the line of credit was withdrawn \$300,864 (2020 - \$871,467).

During 2005, the Town of Canmore assumed a payable from the organization in the amount of \$325,000, which had previously been payable to an unrelated third party. The loan bears no interest or repayment terms and is unsecured. As of December 31, 2021, this loan was repaid in full (2020 - \$162,500).

In relation to the Old Daycare Land project, the organization has paid the Town of Canmore \$42,500 (2020 - \$42,500) for the development agreement deposit during the year. This will be repaid once the Town of Canmore is satisfied that the development has been constructed in accordance with the development permit.

These transactions are in the normal course of operations and have been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

10. Accumulated surplus

Accumulated surplus consists of internally restricted and unrestricted amounts and equity in tangible capital assets as follows:

	2021	2020
Unrestricted surplus	\$ 2,475,411	\$ 2,216,548
Internally restricted surplus (reserves) (note 12)	2,218,304	1,392,722
Equity in tangible capital assets (note 13)	7,368,894	7,985,950
	\$ 12,062,609	\$ 11,595,220

11. Contributions from Town of Canmore

	2021	2020
Annual contribution	\$ 450,000	\$ 450,000
MOST funding transfer	44,092	-
In Kind rent	25,620	25,620
Wolf Willow Condo Corporation conversion	403	59,451
New Life Church Centre land transfer	-	1,800,000
Peaks Landing land transfer	-	155,895
	\$ 520,115	\$ 2,490,966

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

12. Internally restricted surplus (reserves)

The organization has internally restricted the following funds for other than operational purposes:

	2021	2020
Capital reserve fund	\$ 400,763	\$ 105,436
The Hector building reserve fund	599,179	421,725
Matching down deposit reserve fund	437,947	407,947
Special initiatives reserve fund	372,000	-
McArthur Place building reserve fund	248,415	172,614
Accessory dwelling grant reserve fund	160,000	285,000
	\$ 2,218,304	\$ 1,392,722

The use of the capital reserve fund will be by decision of the board pursuant to the cash management policy. These funds may be used to:

- a) Build or contract the building of community housing projects;
- b) Purchase, service and/or maintain land held by the organization for community housing development;
- c) Purchase, renovate, or maintain community housing units owned by the organization;
- d) Use as seed capital for community housing projects and programs; and
- e) Undertake other activities to create or maintain community housing.

As per the policy, all interest earned is paid out to the operating account.

The Hector and McArthur Place building reserve funds are restricted for the costs of major repairs and or replacement of building components for the Hector and McArthur Place rental properties.

The accessory dwelling grant reserve fund is to assist market homeowners, whose land use areas allows for accessory dwellings to be constructed, to have access to grant funding to complete the same and thereby increase the supply of safe rental housing availability.

The matching down deposit reserve fund is to assist Vital Homes homeowners and those on the Vital Homes homeowners waiting list to acquire market or Vital Homes property under a homeownership tenure in Canmore.

The special initiatives reserve fund is for the purpose of maintaining rental stability, creating a Palliser lands master plan, and a housing action plan.

A portion of reserves are invested in term deposits.

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

13. Equity in tangible capital assets

	2021	2020
Tangible capital assets (schedule 1)	\$ 20,788,733	\$ 20,786,821
Accumulated amortization (schedule 1)	(3,901,702)	(3,368,522)
Long term debt (note 8)	(11,541,028)	(9,432,349)
Long term debt - operating (note 8)	2,022,891	-
	<u>\$ 7,368,894</u>	<u>\$ 7,985,950</u>

14. Economic dependence

The organization is economically dependent on the Town of Canmore for its continued existence as the Town of Canmore provides the organization with a substantial portion of its revenue, as well as providing the organization with rent-free office space.

15. Budget amounts

The 2021 budget was approved by the Board of Directors and has been reported in the financial statements for information purposes only. The budget amounts have not been audited, reviewed, or otherwise verified.

The approved budget contained reserve transfers, capital additions and principal payments on debt as expenditures. Since these items are not included in the amounts reported in the consolidated financial statements, they have been excluded from the budget amounts presented in these financial statements.

In addition, the approved budget did not contain an amount for amortization expense. In order to enhance comparability, the actual amortization expense has been included as a budget amount.

Budgeted surplus per financial statements	\$ 42,363
Less: Capital expenditures	(17,750)
Long-term debt repayments	(380,361)
Transfers to reserves	(121,000)
Add: Amortization	533,180
Transfers from reserves	42,750
<u>Equals: Budgeted surplus</u>	<u>\$ 99,182</u>

CANMORE COMMUNITY HOUSING CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

16. Commitments and contingencies

Land held by the organization (Palliser Lot 7) suffered flood damage in June, 2013 and its value is currently in question. Presently, the land is valued at \$1,768,000. Based on the available information, it is reasonably possible that an impairment in value has occurred. Management is currently in the process of determining how much, if any, impairment has occurred. It is not possible at this time to estimate the dollar value of potential impairment.

17. COVID-19

The COVID-19 (coronavirus) pandemic has caused significant economic uncertainty. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government responses, remain unclear at this time.

Globally, some of the key impacts include, but are not limited to, interruptions of production and supply chains, unavailability of personnel, reductions in revenue, decline in value of financial investments, disruptions or stoppages in non-essential travel, and the closure of facilities and businesses

The organization's rental revenues did not have to be reduced to protect tenants during the current year. The organization is following government guidelines and has developed policies to ensure safety of employees is maintained. Management is not aware of any material impairments that will impact the financial assets or liabilities of the organization due to the pandemic.

The situation is continually changing and the future impact on the organization is not readily determinable at this time.

18. Financial instruments

The organization's financial instruments consist of cash and temporary investments, trade and other receivables, amounts due from related parties, accounts payable and accrued liabilities, and long-term debt. It is management's opinion that the organization is not exposed to significant interest or currency risks arising from these financial instruments.

The carrying value of these financial instruments approximates their fair value.

19. Comparative figures

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year.

CANMORE COMMUNITY HOUSING CORPORATION
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

Schedule of tangible capital assets	Schedule 1								
	Land	Leasehold improvements	Buildings	Computer hardware	Computer software	Land improvements	Furniture and office equipment	2021	2020
Cost:									
Balance, beginning of year	\$ 6,399,981	\$ 9,272	\$ 13,854,768	\$ 16,373	\$ 1,459	\$ 494,816	\$ 10,152	\$ 20,786,821	\$ 18,937,254
Acquisitions	-	-	-	1,912	-	-	-	1,912	1,849,567
Balance, end of year	6,399,981	9,272	13,854,768	18,285	1,459	494,816	10,152	20,788,733	20,786,821
Accumulated amortization:									
Balance, beginning of year	-	9,272	3,025,624	15,229	1,459	306,786	10,152	3,368,522	2,817,936
Annual amortization	-	-	433,167	1,050	-	98,963	-	533,180	550,586
Balance, end of year	-	9,272	3,458,791	16,279	1,459	405,749	10,152	3,901,702	3,368,522
Net book value	\$ 6,399,981	\$ -	\$ 10,395,977	\$ 2,006	\$ -	\$ 89,067	\$ -	\$ 16,887,031	\$ 17,418,299
2020 net book value	\$ 6,399,981	\$ -	\$ 10,829,144	\$ 1,144	\$ -	\$ 188,030	\$ -	\$ 17,418,299	

CANMORE COMMUNITY HOUSING CORPORATION
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

	Schedule of changes in accumulated surplus			Schedule 2	
	Unrestricted	Internally restricted	Equity in tangible capital assets	2021	2020
Balance, beginning of year	\$ 2,216,549	\$ 1,392,722	\$ 7,985,949	\$ 11,595,220	\$ 9,039,030
Excess of revenue over expenses	467,389	-	-	467,389	2,556,190
Unrestricted funds designated for future use	(920,582)	920,582	-	-	-
Restricted funds used for operations	95,000	(95,000)	-	-	-
Current year funds used for tangible capital assets	(1,913)	-	1,913	-	-
Amortization	533,180	-	(533,180)	-	-
Repayment of long term debt	(5,691,694)	-	5,691,694	-	-
Proceeds from long term debt	7,800,373	-	(7,800,373)	-	-
Proceeds from long term debt - operating	(2,022,891)	-	2,022,891	-	-
Change in accumulated surplus	258,862	825,582	(617,055)	467,389	2,556,190
Balance, end of year	\$ 2,475,411	\$ 2,218,304	\$ 7,368,894	\$ 12,062,609	\$ 11,595,220



September 8th, 2022

Town of Canmore
902 - 7 Ave.
Canmore, AB

Attention: Palki Biswas
palki.biswas@canmore.ca

Ric Irwin
rirwin@canmore.ca

Dear Palki and Ric,

Re: Downtown Canmore Business Improvement Area 2023 - 2024 Budgets

The Board of Directors of the Downtown Canmore BIA would like to present to the Town of Canmore Budget Committee for approval the following:

- Comparison Budget 2023-2024 vs. 2022
- Audited Financial Statements
- Strategic Plan Overview

Please note that the attached strategic plan overview stems from our previous strategic plan; a new plan, for 2023-2026, remains in progress. If you have any questions regarding this information, please feel free to email or call.

Sincerely,
and thank you,

Stefan Bullock
Executive Director

(403)493-5235

	2022 BUDGET REVISED	2023 BUDGET REVISED	2024 BUDGET REVISED
REVENUES			
Landlords/Businesses	\$ 122,720.00	\$ 122,720.00	\$ 122,720.00
Grants	\$ 34,930.00	\$ 20,000.00	\$ 25,000.00
Sublease rentals	\$ 26,436.00	\$ 29,100.00	\$ 29,100.00
Interest	\$ 300.00	\$ 300.00	\$ 300.00
Total Revenue	\$ 184,386.00	\$ 172,120.00	\$ 177,120.00
EXPENSES			
Accounting and Legal			
Auditor	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00
Administration			
Executive Director, Benefits	\$ 50,400.00	\$ 51,660.00	\$ 52,952.00
Admin Support/Bookkeeping	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Summer Employment Prog	\$ 1,500.00	\$ -	\$ -
Office Supplies	\$ 500.00	\$ 500.00	\$ 500.00
Memberships/Newsletters	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Postage and Delivery	\$ 200.00	\$ 200.00	\$ 200.00
Conferences	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Rent	\$ 7,800.00	\$ 8,100.00	\$ 8,100.00
Telephone	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00
Insurance	\$ 3,200.00	\$ 3,750.00	\$ 3,750.00
Bank/service charges	\$ 100.00	\$ 100.00	\$ 100.00
Lease Expenses	\$ 26,436.00	\$ 29,000.00	\$ 30,000.00
Marketing/Social Media			
Social Media	\$ 28,000.00	\$ 30,000.00	\$ 30,000.00
Advertising	\$ 3,920.00	\$ 4,000.00	\$ 4,000.00
Website/Computer Updates	\$ 2,000.00	\$ 2,500.00	\$ 2,500.00
Board & Member Services			
Board & Member Meetings	\$ 500.00	\$ 500.00	\$ 500.00
AGM	\$ 500.00	\$ 500.00	\$ 500.00
Stakeholder Engagement	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Downtown Enhancement			
Winter/ Summer Streetscape	\$ 34,630.00	\$ 16,610.00	\$ 19,318.00
Projects & Events			
WiFi	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00
other	\$ -	\$ -	\$ -
Total Expenses	\$ 184,386.00	\$ 172,120.00	\$ 177,120.00
Excess (deficit) of revenue over expenses	\$ -	\$ -	\$ -

DOWNTOWN CANMORE STRATEGIC PLAN

VISION

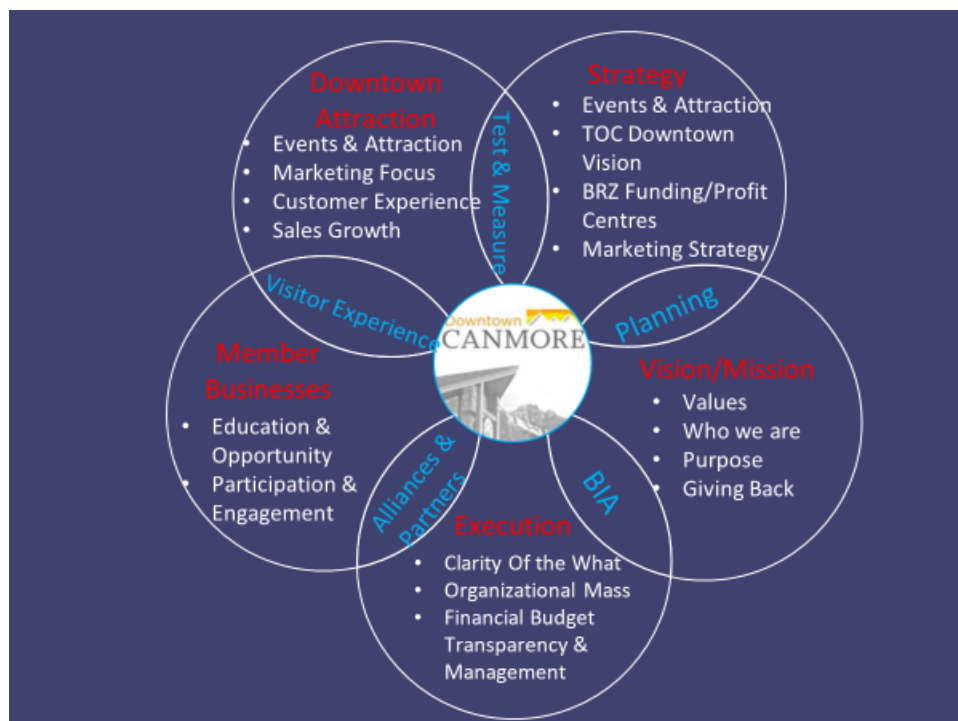
Downtown Canmore is a vibrant destination that captures the beauty of the Rockies, paired with world class service, delivering incredible experiences that will bring people back for life.

Mission

Active in the enhancement, promotion & attraction to the downtown core. We engage our stakeholders through advocacy, understanding and representing their interests & needs.

Strategic Objectives

1. **Develop BIA Profit Centers and Funding Sources** to better able to address the goals and objectives of the BIA
2. **Produce/Support Events & Attractions** that retain and drive residents and visitors to Downtown Canmore
3. **Visitor Experience** – enhance the public realm, tending to details that create a more delightful, welcoming and secure environment
4. **Marketing** – Convey accurate and positive messaging through mass, social and alternative media to the broader public; ensure that Downtown Canmore goals and objectives are clearly articulated and understood in the downtown community
5. **Stakeholder Support and Engagement:** Stimulate economic activity and vibrancy and show a positive downtown identity through: Support of general downtown economic growth; place-making; and, through sound principals of community-building with regards to planning, design, transportation, housing, parking and attractions.





General Information & Policies

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BYLAW 2016-19

A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO ESTABLISH A FINANCE COMMITTEE

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

1: TITLE

1.1. This bylaw shall be known as the "Finance Committee Bylaw."

2: INTERPRETATION

2.1. In this bylaw "committee" means Town of Canmore Finance Committee.

2.2. Where a bylaw references a Town staff position, department or committee, the reference is deemed to be to the current name that the staff position, department or committee is known by.

3: ESTABLISHMENT

3.1. The Town of Canmore Finance Committee is hereby established.

3.2. The purpose of the committee is to assist Town Council in fulfilling its financial oversight responsibilities for the Town of Canmore.

3.3. The objective of the committee is to demonstrate fiscal responsibility in an, open, public, and transparent manner.

3.4. The committee shall be comprised of:

- The mayor and all councillors, and
- The chief administrative officer (non-voting).

3.5. The mayor, councillors and the chief administrative officer are members of the Committee throughout their term of office.

4: AUTHORITY

4.1. Subject to the limitations imposed by the Municipal Government Act, Council delegates to the committee the authority to review and approve or make recommendations to Council on matters related to the Town's fiscal matters including, but not limited to:

- The budget process,
- Debt statistics as required by the Debt Management Policy,
- Financial policies,
- The annual audit,
- Long-range financial plans,
- Reserve levels,
- Quarterly operating financial variance reports, and
- Capital project progress reporting, and
- The appointment of the Town's auditors.

- 4.2. Council further delegates to the committee authority to:
- a) Meet with the Town's appointed auditor prior to commencement of the annual audit to discuss potential areas of concern, and
 - b) Meet with the Town's investment advisor as needed, but not less than once per term.

4.3. Council reserves the authority to reconsider any vote made by the Finance Committee.

5: MEETING SCHEDULE AND PROCEDURES

- 5.1. The committee will meet at a minimum quarterly and as required.
- 5.2. Public notice of a meeting will be provided on the Town's website at least 24 hours prior to the meeting.
- 5.3. The committee will conduct its meetings in public except where authorized by the Municipal Government Act to close a meeting to the public.
- 5.4. The mayor or chief administrative officer shall be the chair of the committee.
- 5.5. Quorum is four voting members.
- 5.6. Matters will be decided by majority vote. A tied vote is defeated.
- 5.7. Minutes, supporting schedules and information will be made available to the public.

6: MEETING RECORDS

- 6.1. Agendas shall be made available to committee members at least three days prior to a meeting, and made available to the public at least one day prior to a meeting.
- 6.2. Minutes shall be prepared for every committee meeting and contain the following:
- a) The date, time and location of the meeting;
 - b) The names of all committee members present;
 - c) The name of anyone other than a committee member who participated in the meeting; and
 - d) Any motions made at the meeting, along with the results of the vote on the motion.
- 6.3. Questions and debate shall not be recorded in council committee minutes.
- 6.4. Minutes of a meeting shall be adopted by motion at the next meeting convened.
- 6.5. Any member may request a correction to the minutes before they are adopted; corrections are deemed adopted when the motion to adopt the minutes has carried.
- 6.6. Approved minutes shall be signed by the chairperson and the recording secretary who were present at the meeting where the minutes were taken, wherever possible. Where not possible, the minutes shall be signed by the current presiding officer and recording secretary.

Bylaw approved by:  

6.7. The chief administrative officer is authorized to provide streaming video and video recording of any meeting.

7: REPORT TO COUNCIL

7.1. The Committee shall report on its proceedings and recommendations in a manner that reflects how recommendations impact upon the short and long term financial position of the Town.

7.2. Upon making recommendations, the committee will present all viable options and outline the rationale for the committee's recommendations.

8: ENACTMENT/TRANSITION

8.1. 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.

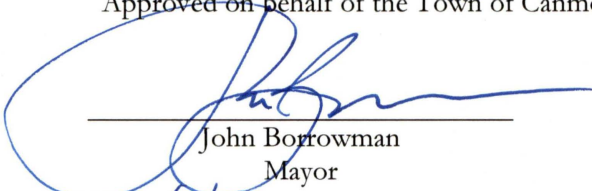
8.2. This bylaw comes into force on the date it is passed.

FIRST READING: October 18, 2016

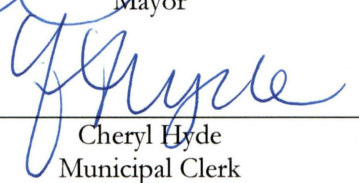
SECOND READING: October 18, 2016

THIRD READING: October 18, 2016

Approved on behalf of the Town of Canmore:



John Borrowman
Mayor



Cheryl Hyde
Municipal Clerk

October 24, 2016

Date

October 21, 2016

Date

Bylaw approved by: 



Budget Amendments Policy

POLICY NUMBER: FIN-001

CURRENT AS OF: December 4, 2018

1. POLICY STATEMENT

1.1. It is the policy of the Town of Canmore that amendments to an approved annual operating or capital budget will be carried out in an open, transparent, and accountable fashion that complies with provincial legislation and considers recommended budgeting best practices. In addition, recognizing that not all capital projects can be completed in one fiscal year, it is the policy of the Town of Canmore (the Town) to permit the carrying forward of qualifying capital projects into the following fiscal year.

2. PURPOSE

2.1. The purpose of this policy is to establish parameters for adjusting budgets should unforeseen events require changes to the original budget plan and for carrying forward qualifying capital projects into the following fiscal year.

3. DEFINITIONS

- 3.1. “Budget” means the approved operating and/or capital budgets.
- 3.2. “Capital project” means any project contained within an approved capital budget.
- 3.3. “Overall” means the total for the Town as a whole, rather than for a specific department within the Town organization.

4. OPERATING BUDGET REALLOCATION

- 4.1. The chief administrative officer is authorized to reallocate operating funds, provided that:
- a) The changes will result in efficient administrative and service delivery process,
 - b) The overall operating budget amount approved by council is not exceeded,
 - c) The types of services or service levels funded by the operating budget do not change, as, for greater certainty, these must be approved by council, and
 - d) While a reallocation may result in a change to the total number of full time, part time, and casual positions converted to their full time equivalent (FTE), the total operational budget remains neutral or results in a savings.

Amended December 4, 2018 by Resolution 272-2018

5. CAPITAL BUDGET REALLOCATION

5.1. The chief administrative officer is authorized to reallocate capital budget funds, provided that:

Policy approved by: CTT JB
November 8, 2022 Finance Committee, 11 a.m.

- a) The changes will result in efficient administrative and service delivery process, and
- b) The change will not result in the addition or cancellation of a capital project, and
- c) The change does not alter the nature and type of capital project, and
- d) The overall annual capital project funding from each source does not increase.

5.2. Where the actual cost of an approved capital project exceeds its approved budget by the lesser of \$1,000 and 1% of the project budget, a budget reallocation is not required, provided the overall approved capital budget is not exceeded.

5.3. Council must approve all increases to the overall capital project funding from each source.

6. OPERATING BUDGET ADDITIONS

6.1. Council must approve all increases to the overall operating budget.

6.2. If the operating budget increase changes the amount to be collected from property taxes, the change may only be made prior to adopting the annual Property Tax Rate Bylaw.

6.3. All changes in service types and levels must be approved by council prior to the change, whether these changes result in operating budget additions or not.

7. CAPITAL BUDGET ADDITIONS

7.1. Any new capital project or change to the scope of an approved capital project, including reduction or cancellation, must be approved by council.

8. CAPITAL PROJECT CARRY FORWARD

8.1. Carry forward projects should be kept to a minimum.

8.2. The following capital projects qualify for unconditional carry forward into the next fiscal year:

- a) Capital projects whose timelines or budgets extend over more than one fiscal year, or
- b) If, by October 15 of the current fiscal year, funds have been expended on the capital project as evidenced by a paid invoice.

8.3. Where funds have not been expended on a capital project during the current fiscal year's budget, the project does not qualify for carry forward except where, by October 15:

- a) A request for quotes, proposals, or tenders has been issued, or
- b) A contract for work has been entered into but work has not yet commenced, or

Policy approved by: CT JB

- c) Work has commenced but no invoices have yet been received and/or paid, or
- d) A plan for how and when the capital project will commence prior to year-end is submitted to and approved by the Chief Administrative Officer.
- e) Capital projects not qualifying for carry forward shall be either:
 - i. Re-submitted and evaluated by Council as part of upcoming capital budget considerations, or
 - ii. Submitted to Council for direction to cancel the project.

9. EMERGENCY PURCHASES

9.1. The chief administrative officer will advise council, as soon as possible, of any emergency purchase that causes an approved budget to be exceeded.

10. VISION ALIGNMENT

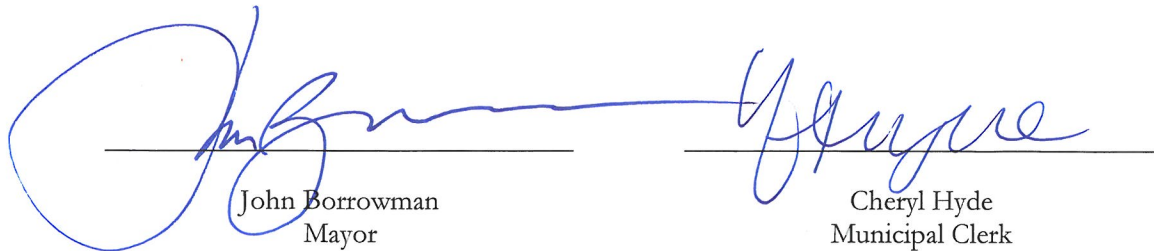
10.1. The Town of Canmore delivers effective and fiscally responsible services while valuing innovation.

11. RELATED DOCUMENTS

- 11.1. Municipal Government Act
- 11.2. Reserve Policy
- 11.3. Debt Management Policy

REPEALS POLICIES: 146-2013 Budget Amendments Policy.
Carry Forward Project Policy 175-2006

AUTHORIZATION:



Two handwritten signatures in blue ink are positioned above horizontal lines. The signature on the left is for John Borrowman, and the signature on the right is for Cheryl Hyde.

John Borrowman
Mayor

Cheryl Hyde
Municipal Clerk

Policy approved by: CTT JB
November 8, 2022 Finance Committee, 11 a.m.

REVISION HISTORY

Budget Amendments FIN-001	Amended	2018-12-04
Budget Amendments FIN-001	In effect	2017-08-02

Past Policies

Budget Amendments 146-2013
Carry Forward Project 175-2006
Capital Program Funding and Expenditure 447-2001


In Effect

May 21, 2013
April 4, 2006
October 2, 2001

Inactive

August 22, 2017
August 22, 2017
May 21, 2013

Policy approved by: _____ JB

 <p>Town of CANMORE</p>	<h2>Council Policy</h2>
Policy Title:	Debt Management
Policy Number:	FIN-003
Date in Effect:	May 17, 2016
Current as of:	July 6, 2021

POLICY STATEMENT

1. Canmore is sustainable only if both its capital infrastructure assets and its financial assets can be maintained over the long term. It is the policy of the Town of Canmore to manage debt and use and administer capital financing in a manner that is affordable, sustainable, and in compliance with local, provincial and federal legislation and guidelines.

176-2021

PURPOSE

2. The purpose of this policy is to establish objectives, principles, and parameters to guide the debt management practices of the Town of Canmore. The debt management practices will ensure a favourable and sustainable financial position while supporting the ability to meet current and future infrastructure and programming requirements.

176-2021

DEFINITIONS

3. In this policy:

- a) *Repealed 176-2021*
- b) “Affordable” means the ability to pay for debt servicing costs and life cycle expenditures for the underlying asset. The overall measure of affordable debt is the proportion of debt servicing costs and life cycle expenditures to supporting revenues.
- c) “Debt” means:
 - i) debentures acquired through the Government of Alberta loans to local authorities, 176-2021
 - i.1) loans acquired through the Federation of Canadian Municipalities related to their program offerings, 176-2021
 - ii) debt acquired through a bank via a line of credit, an operating loan, or credit cards,
 - iii) debt acquired in the form of a lease of capital property, as set out in Section 241 of Alberta’s Municipal Government Act (MGA), and
 - iv) loan guarantees taken under MGA Section 264.

Policy approved by: CTT JB

For greater certainty, “debt” does not include loans made by the Town to other entities, organizations, or individuals.

- a) “Debt Limit” means the Town’s debt limit as calculated from time to time in accordance with Alberta’s Debt Limit Regulation A.R. 255/2000, as amended.
- b) “Debt Servicing” means the annual required debt repayments including interest and principal.
- c) “Debt Servicing Limit” refers to the Town’s debt service limit as calculated from time to time in accordance with Alberta’s Debt Limit Regulation A.R. 255/2000, as amended.
- d) “Debt Term” means the period of time during which debt repayments are made. At the end of the debt term, the debt is repaid in full.
- e) “Flexibility” means the Town’s ability to take new debt in response to emerging financial needs.
- f) “Internal Financing” means from current year tax revenue or from draws from reserves.
- g) “Long-Term Debt” means debt with terms greater than five years as defined under MGA Section 258.
- h) “Self-Supporting Debt” means debt taken to fund capital or program expenditures, the repayment of which is wholly funded by non-tax levy sources, including, but not limited to, utility charges and levies, user fees, rental revenue, local improvement levies, and grants. The fact that financing conditions may require any debt servicing shortfalls be funded through general municipal tax levies does not preclude the debt from being self-supported, as long as the probability of requiring tax support is remote.
- i) “Short-Term Debt” means debt with terms of five years or less as defined under MGA section 257. For greater certainty it does not include a line of credit, operating loan, or credit cards.
- j) “Sustainable” means meeting present needs without compromising the ability to meet future needs.
- k) “Tax-Supported Debt” means debt that has been taken to fund capital expenditures, the repayment of which is funded by tax levy revenue. This includes, but is not limited to, revenue from property taxes, non-utility user fees and levies, fines, permit fees, and license fees that are not otherwise restricted. For greater certainty it does not include investment income, utility user fees and levies, transfers from Town reserves, and restricted developer contributions and levies.
- l) “Temporary Debt” means debt with a repayment term not exceeding one year that is used as an expenditure payment mechanism. It includes sources such as lines of credit, operating loans, and credit cards.

Policy approved by: CTT JB

- m) "Utilities" means self-funded Town operations providing a service to its customers at rates regulated by Council. These utilities include solid waste, recycling, water, and wastewater services.

PRINCIPLES

4. Debt is an ongoing component of the Town's funding structure and is integrated into the Town's long-term plans and strategies.
5. Debt must be affordable and sustainable.
6. The Town must maintain flexibility to take debt in response to emerging financing needs.
7. Debt must be structured in a way that is fair and equitable to those who pay and benefit from the underlying assets acquired by taking the debt over time.
8. Debt decisions must contribute to a sustainable and vibrant Town by balancing quality of life and financial considerations.
9. Tax-supported and self-supporting debt will only be used to fund infrastructure and asset acquisition or construction projects; it will not be used to fund ongoing operating costs.
10. Long-term debt can only be used to fund projects with long-term community benefits, for infrastructure needed to support or in the anticipation of population growth, that advance Council priorities, are major rehabilitations of existing assets, or to refinance debt originally taken for these reasons.
11. The issuance of new debt must be approved by Council.
12. Debt must be managed, monitored and reported upon.

USE OF DEBT

13. Tax Supported Debt
 - a) Council may enter into long-term, tax supported debt obligations to finance or refinance non-utility projects involving the construction or acquisition of infrastructure and other assets valued at over \$300,000 in the following circumstances:
 - i) The project has long-term benefits,
 - ii) The project benefits the community at large,
 - iii) The project is for growth related infrastructure and/or other assets,
 - iv) To fund emerging needs to support Council priorities and approved strategic and business plans,

Policy approved by: 

- v) To refinance existing tax supported debt, or
 - vi) The project is on behalf of external agencies or authorities that support the goals and objectives of the Town.
- b) Internal financing will be used to finance tax supported capital projects valued at \$300,000 or less.

14. Self-Supporting Debt


- a) Council may enter into long-term, self-supporting debt obligations to finance or refinance projects involving the construction or acquisition of infrastructure and other assets of any value as in the following circumstances:
- i) The project has long-term benefits and non-tax funding,
 - ii) It is a utility project,
 - iii) It is an offsite levy funded project,
 - iv) The project is growth related,
 - v) To fund emerging needs to support Council priorities and approved strategic and business plans,
 - vi) To refinance existing self-supported debt, or
 - vii) The project is on behalf of external agencies or authorities that support the goals and objectives of the Town and have long-term benefits and non-tax funding sources.

15. Short Term Debt

- a) Short-term debt may be used as:
- i) Interim financing for capital project expenditures,
 - ii) Financing for capital projects that result in the construction or acquisition of assets having a useful life of five years or less, or
 - iii) Financing for capital projects where the debt term considerations indicate that a term of five years or less is appropriate.

16. Temporary Debt

- a) Temporary debt may be utilized for the following:
- i) As a source of funding to pay trade accounts payable, or

Policy approved by: 

ii) To temporarily fund cash flow shortages.

17. Taking Debt

a) When taking debt, the Town will comply with:

i) *Repealed 176-2021*

ii) Sections of the Municipal Government Act governing borrowing bylaws, and

iii) Any other applicable statutory or legal requirements.

18. Retiring Debt

a) When debt retires, and the debt servicing costs for tax supported debt falls below 5% of tax revenue. The related debt service funding will:

i) Be used to fund new debt service costs, and/or

ii) Be transferred to Town capital reserves

DEBT TERMS

19. All long-term debt obligations shall have a maximum term to maturity of the estimated useful life of the infrastructure or other assets being financed.

176-2021

20. All short-term debt obligations shall have a maximum term to maturity of the lesser of the estimated useful life of the infrastructure or other assets being financed, or five years.

176-2021

21. The following elements should be considered when establishing the debt term:

a) Cost minimization,

b) Availability of debt servicing funding,

c) Fair distribution of costs between periods, such that not more than 50% of all outstanding debt will mature within ten years,

d) Capital life cycle implications,

e) Sustainability, and

f) Town's financial flexibility

DEBT LIMITS

22. The debt limit shall be used to guide the issuance of debt.

Policy approved by:



23. The Town shall not exceed 70% of the total debt limit based on total debt outstanding, plus available debt to borrow as per approved borrowing bylaws, plus loan guarantees, plus letters of credit.

DEBT SERVICING LIMITS

24. The debt servicing limit shall be used to guide the issuance of debt.
25. On its total outstanding debt, the Town shall not exceed total debt servicing costs of 70% of the Town's debt servicing limit.
26. For tax supported debt, the Town shall not exceed debt servicing costs of 15% of municipal tax revenue.
27. For self-supporting utility project debt, the Town shall not exceed debt servicing costs of 22% of utility user fees and levies.
28. Where the debt servicing costs of a non-utility project will be fully funded by related grants, local improvement levies, user fees, rental revenue, or levies, up to 100% of these funds may be used to fund the debt servicing costs.

EXCEPTIONS

29. Council may exceed the limits set out in provisions 13. h) i) and 13. i) i) without need to amend this Policy under the following conditions:
 - a) There is an emergent need for an infrastructure or other asset project and alternative funding sources are not available, or
 - b) There is an opportunity to leverage grant dollars to help pay for an infrastructure or other asset project that requires a municipal contribution, but alternative funding sources are not available, and
 - c) In both cases, a plan for returning the debt and debt servicing costs to within limits will be provided at the time Council is considering approval of the debt that causes them to be exceeded.

RESPONSIBILITIES

30. Administration will annually provide Council with five-year debt requirement projections.
31. Administration will annually provide Council with the following debt statistics:
 - a) Percentage of the most current, audited debt limit used,
 - b) Percentage of debt that will mature within ten years,
 - c) Percentage of the most current, audited debt servicing limit used,

Policy approved by: CP JB

- d) Percentage of municipal taxes being used to fund tax supported debt servicing costs,
- e) Percentage of utility user fees and levies being used to fund utility project debt servicing costs,
- f) Current and five year projected total annual debt servicing costs, and
- g) The amount of debt servicing cost reductions that have been allocated to new debt servicing costs and/or capital reserves.


POLICY REVIEW


32. This policy will be reviewed by Council on or before July 30, 2025.

RELATED DOCUMENTS

- 33. Municipal Government Act
- 34. Alberta's Debt Limit Regulation A.R. 255/2000, as amended.
- 35. *Repealed 176-2021*
- 36. Reserves Policy


AUTHORIZATION:



 John Borrowman
 Mayor


 Cheryl Hyde
 Municipal Clerk

REVISION HISTORY

Action	Date	Council Motion	Notes
Approved	2016-05-17	159-2016	
Amended	2021-07-06	176-2021	General language update; removal of references to the Alberta Capital Finance Authority

Policy approved by: 

	<h2>Council Policy</h2>
Policy Title:	Property Tax
Policy Number:	FIN-005
Date in Effect:	December 15, 2015
Current as of:	December 15, 2015 approval pending

POLICY STATEMENT

1. It is the policy of the Town of Canmore to set and manage property taxes in compliance with local and provincial legislation, while thriving and remaining financially viable over the long term.

PURPOSE

2. To clearly state Council’s guiding principles regarding their approach to decision making as it relates to setting property tax rates that are responsive to economic conditions, comparable to other communities, equitable within the tax base and accountable to the ratepayers.

GUIDING PRINCIPLES

Accountability and clarity in collection of property taxes

3. In setting annual property tax rates and collection amounts, focus will be placed only on the municipal component of the property tax. No consideration will be given to the provincial education tax component and impact. Work will continue to clarify and communicate to ratepayers the distinctions between the provincial education and municipal taxes, and direct inquiries to appropriate sources.

Accountability in engaging stakeholders in tax policy decisions

4. A tax policy education session will be incorporated into the Council orientation package. Municipal property tax policies will be reviewed once every term of Council and the review will include citizen engagement activities, the results of which will help to inform any tax policy revisions.

Stability in managing tax changes

5. When establishing an annual tax rate, consideration will be given to the previous years’ tax burden to ensure a consistent and equitable distribution between assessment classes.

Equity and competitiveness in the distribution of the residential and non- residential tax share

6. Indicators of tax rate ratios and residential taxes per capita in neighboring and comparator municipalities will be monitored on an ongoing basis, with an intention to target a residential/non-residential tax share split in line with the average of these findings. Competitor municipalities are those in the same (or a similar) market as Canmore from an economic perspective.

Policy approved by: _____

Equity for vacant residential properties

7. The same tax rate will be applied to the vacant land residential subclass and the residential class.

Equity for tourist homes, visitor accommodation units, and residential properties

8. Class 1 property is divided into subclasses for property assessment purposes while visitor accommodation units are classified as non-residential properties. Two class 1 subclasses are “Tourist Home” and “Tourist Home - Personal Use”.
9. A tourist home property will be taxed at a rate equivalent to that of non-residential properties for municipal and vital homes taxes in recognition of the fact that it can be used as a non-residential visitor accommodation unit and can be rented out for short-term and long-term accommodation purposes.
10. A tourist home property shall be placed in the tourist home – personal use subclass for any given taxation year if all owners registered on title, on or before January 31 of each fiscal year, sign a statutory declaration, in a form approved by the Chief Administrative Officer, declaring that the property will be used only for personal purposes and will not be advertised or operated for short-term or long-term rental during the current taxation year. The tax rate for the tourist home- personal use subclass shall be the same as the municipal tax rate for the residential subclass.

Equity from a user pay perspective

11. Where possible, cost recovery from user fees and charges will be pursued to replace property tax revenue.

Social and economic considerations

12. A broad range of indicators will be considered in making tax decisions to ensure responsiveness to local social and economic conditions.

RESPONSIBILITIES

13. Administration will provide Council with comparator data at the time property tax rates are being set each fiscal year. These guiding principles will be considered when setting the annual property tax rates.

VISION ALIGNMENT

~~By adopting this policy Council will complete an action directly linked to their strategic initiatives to~~

~~“deliver effective and fiscally responsible services while valuing innovation” and “the Town’s finance policy complements and supports the municipality’s strategic plan while emphasizing policy coordination between debt, reserve, and taxation management.”~~

POLICY REVIEW

14. This policy will be reviewed by Council on or before November 30, 2026.

RELATED DOCUMENTS

Part 10, Division 1 of the Municipal Government Act (MGA) sets out the regulatory requirements regarding taxation.

The Town of Canmore's Bylaw 2013-01 a bylaw to provide for the division of class 1 property into subclasses for property assessment purposes.

A Property Tax Policy Framework for the Town of Canmore: Analysis and Recommendations – Report prepared for the Town by Ben Brunnen Policy and Research


AUTHORIZATION:

Sean Krausert
Mayor

Cheryl Hyde
Municipal Clerk

REVISION HISTORY

Action	Date	Council Motion	Notes
Approved	2015-12-15	364-2015	



 Town of CANMORE	<h1>Council Policy</h1>
Policy Title:	Reserves
Policy Number:	FIN-007
Date in Effect:	August 22, 2017
Current as of:	April 5, 2022

POLICY STATEMENT

1. Canmore is sustainable only if both its capital infrastructure assets and its financial assets can be maintained over the long term. It is the policy of the Town of Canmore to establish reserve funds to ensure the long-term financial stability and flexibility of the Town of Canmore, to position it to respond to varying economic conditions and changes affecting the Town’s financial position, and to ensure the organization has the ability to continuously carry out its responsibilities.

PURPOSE

2. The purpose of this policy is to establish guidelines, limits, and conditions applicable to the segregation of the Town of Canmore’s accumulated surplus, referred to as restricted surpluses in its audited financial statements, into reserves funds. The reserves practices will ensure a favourable and sustainable financial position while supporting the ability to meet current and future operating and infrastructure requirements by maintaining reserves funds sufficient to achieve the following:
 - a) The organization has sufficient working capital so that it is able to sustain operations through delays in receipt of payments of committed funding and to accept reimbursable contracts and grants without jeopardizing ongoing operations;
 - b) The organization has sufficient resources to fund the acquisition or construction of new capital assets and the replacement and rehabilitation of major capital infrastructure assets, as required and as identified in the Town of Canmore Strategic, Capital, and Long-Term Financial Strategy Plans;
 - c) Public confidence in the long-term sustainability of the organization is promoted by preventing cash flow crises that can diminish its reputation and force its leaders to make expensive short-term, crisis-based decisions;
 - d) The organization has sufficient resources to fund budgeted contingency amounts for unpredictable revenues, volatile expenditures, and unanticipated opportunities and/or challenges;
 - e) To contribute favourably to the liquidity position of the organization;

Policy approved by:  

- f) A favourable credit status and financial flexibility is maintained;
- g) The organization complies with the Government Finance Officers Association (GFOA), Alberta Chapter, “Municipal Budgeting Alberta Best Practices”; and
- h) The organization meets the objectives of the Town’s Debt Management Policy, the Property Tax Policy, Long Term Financial Strategy, and the Town of Canmore Strategic Plan.

DEFINITIONS

- 3. “Capital reserves” means the portion of unrestricted net assets that the Town maintains, or that Council has designated (or “restricted”) for use in maintaining an adequate reserve to acquire or construct new capital assets and replace and rehabilitate major capital infrastructure assets as required, and as identified in the Town of Canmore Strategic, Capital, and Long-Term Financial Strategy Plans.
- 4. “Dedicated reserves” means the portion of unrestricted net assets that the Town has collected from developers to fund specific initiatives and/or projects. The funds may not be used for any other purpose than what they were collected for.
- 5. “Depreciation” means the amortization amount of fixed assets, such as buildings and equipment, in order to allocate the cost over its useful life. It is a process of cost allocation and not valuation. Depreciation increases expenses but does not reduce cash.
- 6. “Operating expenses” means the annual expenditures to fund regular operations and for greater certainty, do not include transfers from operating to fund capital expenditures, transfers to reserves, internal transfers between departments, and funds expended on non-tangible capital asset.
- 7. “Operating reserves” means the portion of unrestricted net assets that the Town maintains, or that Council has designated (or “restricted”) for use in:
 - a) emergencies to sustain financial operations for a reasonable period in the event of significant and unanticipated, unbudgeted increases in operating expenses and/or losses in operating revenues, and/or
 - b) funding budgeted contingencies for non-emergent but unpredictable revenues, volatile expenditures, and unanticipated opportunities and/or challenges, and/or
 - c) funding for the mitigation of tax rate increases.
- 8. “Program specific reserves” means the portion of unrestricted net assets that the Town maintains, or that Council has designated (or “restricted”) for use in specific initiatives or programs for which the funds are collected.

Policy approved by:

GENERAL GUIDELINES

9. All reserve transfers, re-designations, revisions, and new account requests must be approved by Council. Approvals may be in the form of:
 - a) The annual operating or capital budget approval;
 - b) A carryover project that was contained in an approved operating or capital budget; or
 - c) A Council resolution.
10. Draws from reserves must not exceed the fund balance unless it can be demonstrated to Council that future sources of revenue will provide adequate funding to return the fund to a positive balance.
11. All operating and capital reserve funds must be fully described and include a purpose, source of funding, minimum level, optimum or target level, and the rationale used to establish the levels.
12. Before creating a new reserve fund, the option of adding an incremental contribution to an existing fund of a like nature will be considered.
13. The prescribed fund limits will be reviewed by Council at least once each term of office.
14. Interest will be paid to all reserve funds based on the average balance, calculated as the opening plus closing balances divided by two, at the annual average rate of return on long and short-term investments.
15. The Town will maintain reserve funds in accordance with Schedule A.
16. Program specific reserve funds are intended to accumulate the money collected for specific initiatives or programs stipulated at the time of collection.

MANAGEMENT OF THE RESERVE FUNDS

17. Under the direction of Council, the chief administrative officer or their designate will ensure funds are invested according to the guidelines set out in the Town's Investment Policy and in accordance with provincial legislation.
18. Reserve funds will be drawn down only under circumstances specific to the individual reserve fund.
19. For reporting purposes, the reserve funds will be listed separately in the "notes" section of the Town's financial statements.

RESPONSIBILITIES

20. Only Council can approve the drawing down of a fund for operating or capital purposes.
21. The Finance Committee will review the reserves policies at least every term of Council, or sooner if conditions warrant, and provide recommendations for Council approval.

Policy approved by: CTT SK

22. Administration will annually provide Council with:
- a) Actual year end reserve fund balances;
 - b) Five-year, projected, uncommitted reserve fund balances;
 - c) Five-year, anticipated reserve contributions and draws;
 - d) Reserve fund statistics as follows:
 - i) capital reserve fund contributions as a ratio to capital asset value,
 - ii) capital reserve fund contributions as a percentage of annual depreciation,
 - iii) the ratio of reserve funds to outstanding debt,
 - iv) the unamortized balance of capital assets relative to historical cost (the asset consumption ratio), and
 - v) total annual budgeted operating expenditures.

VISION ALIGNMENT

23. Canmore's services and programs respond to the aspirations of its residents and visitors and are delivered in an effective, innovative, and fiscally responsible manner.

POLICY REVIEW

24. This policy will be reviewed by Council on or before July 30, 2025.

RELATED DOCUMENTS


- 25. Municipal Government Act
- 26. Government Finance Officers Association (GFOA), Alberta Chapter, "Municipal Budgeting Alberta Best Practices"
- 27. Debt Management Policy
- 28. Property Tax Policy
- 29. Town of Canmore Strategic Plan
- 30. Town of Canmore Long Term Financial Strategy

ATTACHMENT


31. Reserves Policy – Schedule A

REPEALS POLICY: Reserves Policy 223-2016

AUTHORIZATION



Sean Krausert
Mayor



Cheryl Hyde
Municipal Clerk

Policy approved by:  

REVISION HISTORY

Action	Date	Council Motion	Notes
Approved	2017-08-22	62-2017FIN	Approved by the Finance Committee
Amended	2021-02-23	44-2021	Schedule A: add sustainability reserve and paid parking reserve, amend PAH to Vital Homes
Amended	2021-08-17	197-2021	Schedule A: amend art trust; update formatting and numbering in policy
Amended	2022-04-05	87-2022	Schedule A: add development application reserve

Policy approved by:  

077 SK

Fund	Purpose	Funding Source(s) *	Minimum \$ Level	Target/Optimum \$ Level	Rationale Used to Establish Levels
OPERATING					
General Municipal Operating	For working capital purposes, to provide funding for unanticipated operating expenditures in the course of providing municipal services, and for unforeseen general operating emergency expenditures.	One time transfers and one-time unbudgeted sources of revenue.	5% of annual operating expenditures	10% of annual operating expenditures	GFOA best practices as applied upon assessment of the Town's circumstances and considering any short term operating credit facilities available.
Corporate Operating Contingency	Subject to multi-year budgeting being approved by Council or required by provincial legislation, to fund unexpected or emergent operating demands that arise as a natural consequence of multi-year budgeting.	Original fund established by a transfer from the general operating reserve and then from municipal property taxes as required.	1% of annual budgeted municipal property taxes	1.5% of annual budgeted municipal property taxes	Comparison to amounts set by other municipalities and historical experience with amounts actually utilized each year.
Tax Stabilization	To mitigate tax rate increases in cases of an emergent and/or non-recurring nature.	One time transfers and one-time unbudgeted sources of revenue.	3% of annual operating expenditures	7% of annual operating expenditures	GFOA best practices so that the total of this and the general operating fund equal a minimum of 1 month (8%) and an optimum of 2 months (17%) of annual operating expenditures.
CAPITAL					
General Municipal Capital	To fund new capital projects or for capital expenditures necessary in cases of emergency.	Transfers from property tax revenue, unspent annual contributions to capital from operations, and one time transfers to boost reserve levels.	Adequate to fund new capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 5 years.	Adequate to fund new capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 10 years.	Best practices call for fund balances based upon an analysis of the needs of the municipality, taking into consideration long term financial strategies, capital project plans, and asset management plans.
PROGRAM SPECIFIC					
Asset Replacement/ Rehabilitation	To fund asset rehabilitation and replacement capital projects.	Transfers from annual operating surpluses, franchise fees, budgeted transfers from municipal property tax revenue, and other one-time transfers to boost reserve levels.	Adequate to fund rehabilitation and replacement capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation and replacement capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 10 years.	Best practices call for fund balances based upon an analysis of the needs of the municipality, taking into consideration long term financial strategies, asset management plans, and annual depreciation amounts.
Flood Mitigation Structure Maintenance	To fund the work required to maintain flood mitigation structures, particularly after an event.	Budgeted transfers from municipal property tax revenue.	\$250,000	\$2,000,000	Estimated cost to maintain flood mitigation structures.
Water Utility	To fund capital projects related to the Water and Utility metering Systems.	(1) special financing initiatives (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department	\$2,000,000	\$2,500,000	Rate model projections of reserve requirements to fund anticipated water capital projects over the next 10 years.
Wastewater Utility	To fund capital projects related to the Wastewater and Storm Drainage Systems.	(1) special financing initiatives (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department	\$3,000,000	\$4,000,000	Rate model projections of reserve requirements to fund anticipated wastewater capital projects over the next 10 years.

Solid Waste Collection	To fund the lifecycle replacement of capital infrastructure or future capital acquisitions relating to solid waste collection services.	(1) special financing initiatives, (2) special requisitions (3) grant funding (4) net operating surplus of the Solid Waste Collection department	\$250,000	\$300,000	Rate model projections of reserve requirements to fund anticipated solid waste collection capital projects over the next 10 years.
Solid Waste Recycling	To fund the lifecycle replacement of capital infrastructure or future capital acquisitions relating to solid waste recycling services.	(1) special financing initiatives, (2) special requisitions (3) grant funding (4) net operating surplus of the Solid Waste Recycling department	\$250,000	\$350,000	Rate model projections of reserve requirements to fund anticipated solid waste recycling capital projects over the next 10 years.
Vital Homes, formerly Perpetually Affordable Housing	To fund the construction and operation of Vital Homes, formerly Perpetually Affordable Housing, units and acquisition of land as determined in consultation with CCHC.	Mill rate assessment on residential and non-residential sectors, and one-time transfers to boost reserve levels per Council resolution or policy.	TBD	TBD	Best practices call for fund balances based upon an analysis of the needs of the municipality, taking into consideration strategic and capital project plan.
Photo Radar	To fund expenses related to policing or traffic safety initiatives and community safety initiatives and programs.	Net revenues from contracted photo radar speed enforcement	None	None	None
Art Trust Fund	To fund local, invitational, open or commemorative art competitions, community art projects, public art projects, and related maintenance and operations of the public art program	Annual budget allocations equal to \$5 per capita and allocation of 0.5% of the average of the previous five-year period's annual approved budgets' Town contributions to above ground construction projects.	None	None	None
Economic Development	To fund economic development initiatives and/or programs.	Any positive differences between the funding provided economic development initiatives/programs and the amount collected from Business Registry fees, and one time contributions to boost balances.	None	None	None
Sustainability	To fund programs and projects to finance and promote energy efficiency, greenhouse gas reduction measures, and climate adaptation.	Transfers from franchise fees	None	None	None
Paid Parking	To fund improvements in areas where paid parking has been implemented, and/or to fund fare free transit services and/or to fund offsite parking related infrastructure such as intercept parking or shuttle services.	Paid parking revenues, net of program costs	None	None	None

Development Application Reserve	To provide funding for scalable resourcing levels required to accommodate fluctuations in planning and development applications without requiring tax-funded support. The reserve is used to stabilize the operating budget, fund one-time operating expenditures, and fund capital expenditures related to businesses enhancements that support the processing of development related applications.	Annual operating surpluses from fee supported operations in the Planning & Development and Engineering departments.	None	The target balance for the reserve is 50% of annual budgeted fee-based expenditures in Planning & Development and Engineering	The optimum level is intended to provide sufficient rate-supported stabilization to the fee-supported operations to either scale up to meet higher than anticipated volumes; and to retain a core staff complement in the event of a sustained downturn in application volumes.
DEDICATED - FUNDED BY DEVELOPMENT					
Offsite Levy	To fund the future costs to provide new or expanded infrastructure required for development.	Levies assessed to development in accordance with the Municipal Government Act	None	None	None
Recreation Levy	To fund recreation projects in accordance with the Recreation Contribution Policy.	To accumulate voluntary contributions from development towards new recreation infrastructure	None	None	None
Cash in-lieu of Bear Bins	To fund the purchase and installation of a waste containers within existing neighbourhood required as a result of in-fill development	In-lieu cash payments from developments where the total number of residential units is less than eight (8)	None	None	None
Cash in-lieu of Parking	To fund the purchase of land suitable for future parking developments and to plan, develop and construct parking facilities	Funds are collected as part of the Development Permit process, and payments are outlined in a Development Agreement.	None	None	None
Cash in-lieu of Municipal Reserve	To fund public parks, public recreation areas or school authority developments as are allowed by Section 671(2) of the MGA	Funds are collected as part of the Subdivision approval process, and payments are outlined in a Subdivision Servicing Agreement.	None	None	None

* All funds will also receive a portion of annual interest revenue as a funding source.



Long Term Financial Strategy: Funding the Capital Asset Plans

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Executive Summary

As part of Council's work toward the eventual development and adoption of a Long Term Financial Plan (LTFP), they have adopted this Long Term Financial Strategy (LTFS) for funding planned capital projects. Beginning with an analysis of the Town's current financial position, 5 and 10 year capital expenditures, available funding, reserve and debt balances, and the funding gap projections were prepared, based on a number of assumptions and considering various sensitives and using existing capital planning documents. The projections include only the known, and do not include any contingency funding for unplanned, emergent, or other new capital financial demands not contained in existing municipal plans.

It became apparent that the currently available funding sources will not support all identified capital infrastructure projects and by the end of the 10 years an accumulated funding gap of \$30.5M will exist if the Town continues to do the same things in the same way. Using this information, eight principal areas of financial strategy have been identified to contribute to five financial goals over the next 10 years. The five financial goals are:

1. Flexibility,
2. Efficiency,
3. Sufficiency,
4. Integration, and
5. Credibility

The eight principal strategy areas and corresponding strategies are summarized below. Actions in support of these strategies are detailed in the report.

Strategy Area	Strategy
Ensure adequate funding	Ensure that estimates of future infrastructure expenditure requirements are complete and sustainable.
	Maintain/increase funding from existing sources.
	Match the volatility of funding and expenditures.
Achieve diverse sources of funding	Diversifying funding.
Managing expenditures	Increase efficiencies in infrastructure delivery.
	Set priorities to ensure the most important areas are funded.
Providing for contingencies	Monitor economic and operational factors and forecasts in order to be able to respond to changing circumstances.
	Ensure the Town has ready access to enough funds to meet unforeseen urgent needs and manage risk appropriately.

Using debt strategically	Manage the level of debt and use it strategically to make available, in a timely manner, essential assets with long lifespans.
	Examine a wider range of debt financing instruments.
Operating with prudent foresight	
Maintaining sufficient cash flow	
Promote and enable legislation	Align corporate priorities by linking needs and actions to resources and timelines.
	Increase co-ordination to promote greater efficiency.

A LTFS is not a static document, as information changes and improves over time, and the strategies are implemented, the projections will change as thus, the LTFS will require periodic updating, but it is an intentional, holistic way forward.

Introduction

A Long Term Financial Strategy is an essential component of a long term financial plan. GFOA International, Long-term Financial Planning Best Practice describes Long Term Financial Planning (LTFP) as:

Long-term financial planning is the process of aligning financial capacity with long-term service objectives. Financial planning uses forecasts to provide insight into future financial capacity so that strategies can be developed to achieve long-term sustainability in light of the government's service objectives and financial challenges.

LTFP encompasses plans to fund both operating and capital requirements over a period of time greater than one year. Its objective is to identify future challenges, risks and opportunities so that the municipality can take related actions in the shorter-term financial planning process. It considers services and service levels, strategic plans, growth projections, estimated inflation, revenue sources, taxation levels, asset management plans, master plans, and asset condition reports. It is a holistic look at the anticipated financial needs of a municipality over the long term and provides a plan for meeting these needs.

The LTFP is “operationalized” in the shorter-term financial planning cycle. The LTFP brings value to the shorter term budget cycle, improving both efficiency and effectiveness, through the development of:

- Supporting policies and strategies that will best support the achievement of community goals and priorities and long-term financial sustainability.
- Long-term financial forecasts, including the identification of key revenue and expenditure drivers.
- A common understanding of the government's financial future, challenges, and opportunities and collective agreement on the financial direction to be taken by key stakeholders (community, council and staff).

In addition, the LTFP can improve day-to-day decision making by shifting organizational thinking towards consideration of longer-term implications and to be more strategically focused on community objectives.

A comprehensive long-term financial planning process is a significant undertaking, thus, Canmore will develop its plan over time and in steps. On June 23, 2015 Council held a LTFP workshop to:

- Develop an understanding of LTFP,
- Recognize that LTFP is a long-term, continuous process,
- Clarify ownership of the process,
- Discuss the process, stakeholders, and the level of engagement, and
- Establish a timeline for implementation.

In January 2016 Council approved the hiring of the Town's Asset Management Coordinator whose role includes developing Asset Management Plans for major asset classes. One part of such a plan is a Long Term Financial Strategy (LTFS) for funding the costs associated with acquiring and managing assets. Thus, one of the first steps in developing both an asset management plan and a LTFP is the preparation of a LTFS for funding Canmore's capital infrastructure.

The current financial situation of the Town of Canmore (the Town) reflects prudent fiscal practices, moderate residential taxes and reserve levels, and increasing but manageable debt. All of these factors contribute to the Town being in a historically sound financial position. Although the Town's current financial position is reasonably solid, there are some systemic and emerging issues that could potentially threaten the Town's financial sustainability:

- Insufficient and inflexible revenue-raising tools to fund services and infrastructure at the current quality levels valued and expected by citizens and visitors,
- the demand to fund future infrastructure,
- the recent acquisition of a number of new pieces of infrastructure,
- the ageing of existing infrastructure,
- unreliable long-term capital grant funding from other orders of government,

- a volatile economy,
- increasing pressure to minimize municipal tax increases, and
- over-contribution of taxes to other orders of government

These are the significant factors contributing to the Town's fiscal challenges. Without definitive action to address these factors, the Town will become increasingly challenged to fund the infrastructure at the current quality levels that citizens and visitors expect and value.

In recognition that the status quo is not a viable option and as one of the first steps in the development of a holistic LTFP, Council has adopted a Long Term Financial Strategy (LTFS) for funding asset replacement/rehabilitation and new infrastructure for the Town, the vision of which is to continue to build a sustainable municipal government that is innovative, cost-conscious, and flexible in the fiscal management of its capital assets. Council's strategy recognizes as one of its fundamental elements that existing principles and practices governing municipal financing of capital asset plans are untenable and must change if Canmore is to maintain and enhance its current capital funding position. It is necessary to re-evaluate past practices of the Town in regards to financing municipal capital assets and, where necessary, change them to ensure the sustainability of the Town's capital funding capacity.

This LTFS is the first step on the road to improving the understanding of the Town's overall longer-term financial situation, with the goal of favourably influencing its long-term financial future.



Figure 1: Canmore Civic Centre

Connection to Other Plans

The achievement of a sustainable long-term capital funding financial situation for Canmore is more than a financial planning/budgeting exercise. The variety and condition of physical infrastructure anticipated, required, provided, owned, and/or maintained by the Town requires that planning initiatives be undertaken in many areas and over several time horizons. Historically, the Town prepares a number of planning documents, used to develop capital budgets and planning summaries, including:

- TOC Utilities Master Plan – 2017,
- Solid Waste and Recycling Services Rate Models – current,
- Utility Rate Model – current,
- Integrated Transportation Plan – 2014,
- Municipal Development Plan – 2016,
- Open Spaces & Trail Plan – 2015,
- Recreation Master Plan – 2016,
- Town of Canmore Strategic Plan - 2016-18,
- TOC Steep Creek Hazard and Risk Policy – 2016,
- Environmental Sustainability Action Plan – 2013,
- Fire Rescue Master Plan – 2017,

- TOC Vehicle Replacement Policy – 2016
- 2017-2018 Budgets and Business Plan,
- Various Area Structure Plans (ASPs),
- Building Condition Assessment - 2014-15,
- Bridge Management Report Draft – 2016-17, and
- Re-occurring Road Condition Studies (last one completed in 2016 by Stantec)
- MTA Spatial needs Study – 2016
- KCP Energy Solar Voltaic Assessment - 2016

Each Town department uses these plans to develop their capital budgets and five-year planning summaries, but have predominantly done so in isolation and without an analysis of the overall, long term financial requirements. The first step in preparing the LTFS was to compile the information contained in these plans to determine the overall anticipated capital funding requirements for each of the next 10 years. This information was then used to develop a LTFS for reaching capital funding sustainability.

Purposes

The LTFS is designed to meet the following purposes:

- To support and reflect Council's strategic goal of providing services and programs that respond to the aspirations of residents and visitors and are delivered in an effective, innovative, and fiscally responsible manner.
- To support Council's strategic priority of establishing and meeting defined targets for reserves and capital contributions.
- To support Council's strategic priority of implementing an asset management strategy.
- To establish a strategy for growing reserve funds sufficient to ensure the long-term financial stability and flexibility of the Town's capital infrastructure plans.
- To build awareness of the results of 10-year projections of capital spending and resulting funding requirements.
- To assist the Town in determining the extent of its financial challenges.
- To spur the development of actions in department business plans and budgets that respond to the LTFS.

Background

Since the LTFP workshop, Council has successfully completed the planned timeline milestones as follows:

- Develop a property tax policy – November 2015
- Intentional reserve contributions included in the annual operating budgets – December 2015
- Revise the debt management policy to include better parameters and reporting requirements – March 2016
- Revise the Reserves policy to include better parameters and reporting requirements – June 2016
- Address master plans, asset needs assessments, and condition assessments to determine holistic, long-term capital funding requirements – March 2017
- Develop a LTFS for capital asset funding – June 2017

In order to develop the LTFS, it was important to understand key challenges and trends, the Town's current financial position, and the existing funding sources and levels available.



Figure 2: Canmore Fire Hall

Key Challenges and Trends

The current financial situation of the Town reflects a strong financial position, prudent fiscal practices, moderate residential taxes, moderate reserve levels, and moderate but manageable debt. All of these factors contribute to the Town being in a sound financial position. Although the Town's current financial position is sound there are some systemic and emerging issues that could potentially threaten the Town's financial sustainability, as follows:

- **Limited revenue-raising tools to fund expenditures:** The Town is responsible for providing a wide range of essential services and infrastructure and must rely on only a few limited sources of revenue. The Town's revenue sources are not

broad enough and the amount they provide is inadequate to fund services and infrastructure at required levels. Furthermore, property taxes, which are the Town's primary, reliable revenue source, are not sensitive to economic growth.

- **Tourism:** The need to provide infrastructure to support the Town's significant tourism industry, and without additional special funding sources, places further pressures on the Town's finances. This pressure is not experienced by all municipalities. "The capital value of infrastructure in tourism communities is a good proxy for comparison to non-tourism communities. Per capita tangible capital assets (Provincial 2012 Milnet data) show a \$15,485 average value of tourism community assets as compared to \$10,054 for ten similar sized non-tourism communities, a 54% increase in tangible capital asset investment requirements." (Source: *Alberta Tourism Communities Benchmarking and Competitiveness Review* (August 2015). Prepared by the Headwater Group.)
- **Demand to fund future infrastructure:** The cost of supplying and maintaining infrastructure to support new growth places considerable demands on Town budgets. Because of the long lead times required to plan and build municipal infrastructure, the Town must anticipate growth and plan, finance and build required infrastructure before the tax base exists to contribute revenue toward these costs. It is the Town's practice to debt-finance these front-end infrastructure costs. This practice assumes that future off-site levies will be used to fund debt servicing payments; in essence growth pays for growth. This places additional stress on municipal finances and reduces the debt limit available to fund non-growth infrastructure projects.
- **Recent acquisition of a number of new pieces of infrastructure:** In the past five years the Town has approved and/or added a number of new assets, such as the Waste Transfer Facility, Elevation Place, artsPlace, Canmore Recreation Centre Renovations, flood mitigation structures, local transit, the Legacy Trail, pedestrian and cycling infrastructure, and affordable housing developments. As a result, debt levels have increased, reserves have decreased, and grant funds have been allocated to the new rather than to the rehabilitation and replacement of existing infrastructure. New infrastructure will also require eventual rehabilitation and replacement, thus adding to the long term financial burden of capital assets.



Figure 3: Elevation Place

- **Ageing existing infrastructure:** Currently most of the Town’s assets are relatively young, but they are ageing and will require increased levels of rehabilitation and replacement. The 2016 annual amortization of the historical cost of capital assets was \$7.7 million, indicating the annual cost to replace the existing assets at their original cost. As capital infrastructure in tourism-based communities tends to be more expensive, the actual annual costs to replace existing assets will be significantly higher, and they will only increase over time.
- **Unreliable long-term capital grant funding from other orders of government:** The Town does not have sufficient fiscal capacity to provide a level of infrastructure necessary to meet current demands and accommodate future growth and must rely on transfer payments that can be changed at the discretion of other orders of government, or incur additional debt. This creates uncertainty in financial planning due to potential unexpected changes to funding caused by the changing priorities of other orders of government. It is important to note that the Town must also continue to fund associated on-going operating expenditures from limited and largely inflexible sources of revenue.
- **A volatile economy:** The Town is challenged by a cyclical economy and has repeatedly experienced periods of rapid economic and population growth followed by periods of stagnation or even contraction. This presents challenges in establishing stable levels of services and revenue, including off-site levies used to pay for “growth” infrastructure.

- **Increasing pressure to minimize municipal tax increases:** Although the Town's residential property taxes are moderate on the Canadian scale, there is considerable pressure to control tax rate increases. Since tax increases are politically sensitive and highly visible, increases in property tax have politically acceptable limits, even if a significant portion of the increase can be attributed to external factors such as inflation. It is key that taxpayers receive fair and prudent value for their tax dollars.
- **Over-contribution of taxes to other orders of government:** Taxpayers in Canmore over-contribute to the Federal and Provincial governments. This means that the taxes and other payments going to these orders of government exceed the benefits received by Canmorites. This leaves local government with less than adequate revenue to fund its spending responsibilities and requires the use of debt and reserve draws to bridge the gap. As well, the Provincial Education Property Tax charges reduce the tax room otherwise available to fund municipal operations and infrastructure and this amount sent to the Province significantly exceeds the benefits received in return. All of this places further stress on the Town's financial position.

Taken together, the sum of the issues is greater than its parts: a resource-intensive operation with static revenue sources; growth-related expenditures, which exceeds available revenue; increasing demand for both new infrastructure and prudent management of existing assets; unreliable and often conditional long-term capital grant funding; a tourist-based economy prone to rapid swings and requiring infrastructure to support it; considerable pressure to control tax rate increases; a fiscal imbalance between the orders of government; and a diverse resident and visitor population that values quality infrastructure. Without definitive action to address these factors, the Town will become increasingly challenged to fund existing and projected infrastructure that citizens and visitors expect and value.

Current Financial Position

The current financial situation of the Town is strong, its fiscal practices are prudent, its investments are diverse and liquid, and the move to approved multi-year budgeting offers a degree of foresight. Based upon information obtained to date, the projected capital reserves, debt room, annual tax contribution to capital projects, and annual grant funding to December 31, 2018 are as follows:

Source	Project December 31, 2018 Balance (in millions)
General Capital Reserve	\$8.9
Asset Replacement/Rehabilitation Reserve	\$1.6
Utility Reserves	\$6.7
Debt Room – 100% of debt limit less debentures and guarantees outstanding and committed	\$23.0
Annual tax contribution to capital projects	\$1.0
Municipal Sustainability Initiative (MSI) Grant Funds - annual	\$4.5
Federal Gas Tax Fund (FGTF) Grant Funds - annual	\$0.7

Table 1: Projected reserves balances and debt room to December 31, 2018, the annual tax contribution to current year capital projects, and annual grant allocations.

As at December 31, 2016 the Town owned assets with a historical cost of \$373,188,192, of which \$92,212,824 had been amortized, leaving an unamortized asset balance (net book value) of \$290,975,368 or 76% of their cost. This indicates that the Town’s assets are relatively “young”, which is to be expected given the recent significant new infrastructure additions. Annual amortization is \$7.7 million.

Current budgeted capital spending on non-flood related capital assets and projects is \$12.7 million in 2017 and \$26.9 million in 2018. Flood related projects add another \$0.38 million and \$3.65 million respectively.



Figure 4: Street Sweeper

Long Range Projections

The Town is facing significant capital asset funding challenges. The state of municipal finance is such that opportunities to raise additional revenue and funding from new or existing sources are limited. The Town's main source of revenue is derived from property tax, which has proven to be inflexible and inelastic. Funding from other orders of government is at their discretion and is subject to change or elimination as provincial and federal agendas evolve. Meeting citizens' and visitors' infrastructure expectations has also placed stress on Town finances. The addition of new and improved assets, meeting the demands of growth, replacing and rehabilitating existing infrastructure, and responding to inflationary pressures all contribute relentlessly to a profile of anticipated capital expenditures that exceed available revenue.

The foundation for understanding the extent of the Town's financial challenges is a projection of its capital funding requirements 5 and 10 years into the future. The projections demonstrate the inadequacy of current funding sources to pay for capital expenditures.

A multi-year financial projection is an essential tool for long-term planning. The purpose of a multi-year projection is to:

- Illustrate the relative magnitude of the capital financial challenges facing the Town,
- Highlight the general trends they reveal, and
- Assist in planning strategy and actions that will contribute to the Town's long-term capital funding sustainability.

The capital projections are based on all funded and unfunded capital programs identified by Town departments from existing planning documents. They show that over the next 5 and 10 years the currently available funding sources will not support all identified capital programs.

Assumptions

The results of long-range financial projections are dependent on the assumptions made, which were:

- Annual funding of operating and maintenance costs is adequate to ensure assets do not deteriorate faster than normal,

- All capital projects are included in the plans, which are based on known and reasonably anticipated requirements over the next ten years; no contingency is included for emergent or unplanned capital requirements,
- The costs of and funding for flood-related projects are excluded from the calculations as these are considered to be extraordinary occurrences and distort annual average calculations,
- The costs of and funding for utility projects are excluded from the calculations, with the exception of remaining debt limits available, as the solid waste services, recycling, water, and wastewater utilities budget using already established long-term models,
- MSI or some other Provincial grant continues at the current amount and for the entire period,
- FGTF or similar Federal grant continues at the current amount and for the entire period,
- The increase the annual property tax contribution to capital increases by 2% per year based on the assumptions that the current practice of contributing the equivalent of 5% of the previous years' property tax revenue to funding of current year capital initiatives continues and that property taxes increase by 2% per year,
- The debt limit increases by 2% per year, based on a 2% annual tax increase,
- Asset Rehabilitation/Replacement Reserve contributions remain at the current budgeted \$400,000/year,
- Interest income is not included in projected reserve balances, as reserve balances are expected to rapidly decrease thus generating low to no interest income,
- All amounts include a 2% inflation adjustment per year, the same assumed increase in tax revenue,
- The annual contribution to the General Capital Reserve is held at the current amount of \$1.65 million in order to determine its adequacy. This includes discretionary contributions of \$660K and Fortis franchise fees of \$990K, and
- No transfer of operating surpluses to reserves is included, as the Town has implemented tighter operating budget initiatives, resulting in decreasing surpluses. These surpluses are not a sustainable or reliable funding source, thus, they should not be assumed to occur or continue.



Figure 5: Materials Recycling Facility

Sensitivities

Changes to individual assumptions can impact the projections and since the assumptions affect the projections so much, it is important to understand not only what the assumptions are, but also how changes to them could alter the outcome; this is known as sensitivities. The following sensitivities must be considered:

- **Inflation:** Inflationary cost increases will directly impact the level of funding required, which is exacerbated by the inelasticity of the Town's primary source of revenue, property taxes.
- **Tax rate changes:** With public demand to keep property tax rates stable or even to decrease them, the ability to fund capital assets is reduced. Decreases in property tax revenue will increase the gap between what is required to fund capital plans and what is available.
- **Uncertain and potential decreases in grant funding levels:** Changes to the level of funding available from other levels of government or restrictions placed upon their use will significantly impact the projections.
- **Unanticipated or emergent capital requirements:** The projections were prepared based upon the known capital requirements in existing planning documents, excluding flood-related initiatives. Any assets not included in these documents increase the projected capital funding gap.
- **Changes to the cost estimates beyond inflation:** The projected costs are based on those contained in the various planning documents, which may or may not be 100% accurate. While a 2% inflationary factor has been applied, any cost changes in excess of inflation will impact the projected funding requirements.

- **Changes to the utility rate models:** Any changes to the utility rate models that require more debt than anticipated or any other non-utility rate/reserves support will negatively impact the projected capital funding gap.
- **Capital requirements outside of the 10 year window:** Assets with high price tags, and especially those that sit just outside of the 10 year, can significantly impact average annual funding requirements, as a 10 year window to “save up” for the expenditures is too short. One such example is bridge rehabilitation/ replacement costs which are significant and the majority of which lie between twelve and thirty years into the future.



Figure 6: Bow River Bridge

Projections

5 and 10 year projections of capital expenditures and funding have been prepared based on all funded and unfunded capital programs identified in the Town’s planning documents, not including provisions for items outlined in the “sensitivities” section of this report. The projections are contained in the following tables:

- Table 2: New and rehabilitation capital expenditures, years 1 – 5 (2019 – 2023)
- Table 3: New and rehabilitation capital expenditures, years 6 – 10 (2024 – 2028)

- Table 4: Projected reserves, debt, current year taxes, and grants used to fund projected capital expenditures, and the resulting balances each year for years 1 – 5
- Table 5: Projected reserves, debt, current year taxes, and grants used to fund projected capital expenditures, and the resulting balances each year for years 6 – 10
- Table 6: Summary of the projected annual General Capital and Asset Rehabilitation/Replacement reserves balances and the outstanding debt as a percentage of the debt limit over a 10 year period beginning in 2019.

Capital Expenditures in Planning Documents (in \$000s)										
	2019		2020		2021		2022		2023	
Item	New	Rehab	New	Rehab	New	Rehab	New	Rehab	New	Rehab
Bridges	0	0	0	0	0	0	0	0	0	0
Roads	5,210	500	2,225	1,000	270	1,750	2,000	2,000	2,000	2,000
Facilities	55	70	195	620	325	100	2,355	1,540	9,100	1,210
IT	140	137	30	137	140	137	140	137	140	137
Protective Service	-	380	-	1,230	-	545	-	60	-	1,800
Fleet	200	508	-	100	-	40	35	385	260	385
Parks	1,870	445	345	400	545	357	625	360	625	25
Totals	7,475	2,040	2,795	3,487	1,280	2,929	5,155	4,482	12,125	5,557
Inflated Total (2%)	7,625	2,081	2,908	3,628	1,358	3,108	5,580	4,851	13,387	6,135
Annual Inflated Total		9,705		6,536		4,467		10,431		19,522

Table 2: New and rehabilitation capital expenditures per planning documents in thousands of dollars, adjusted for an annual compounded 2% inflation rate, years 1 – 5 (2019 – 2023).

Capital Expenditures in Planning Documents (in \$000s)										
	2024		2025		2026		2027		2028	
Item	New	Rehab	New	Rehab	New	Rehab	New	Rehab	New	Rehab
Bridges	0	0	0	1,600	0	0	0	0	0	0
Roads	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Facilities	2,830	1,370	3,135	1,207	5,305	2,684	2,412	1,923	2,412	1,923
IT	140	137	140	137	140	137	140	137	140	137
Protective Service	-	500	-	40	-	-	-	779	-	544
Fleet	200	385	-	385	330	385	106	397	106	397
Parks	625	350	625	425	625	500	425	383	425	383
Totals	5,795	4,742	5,900	5,794	8,400	5,706	5,083	5,619	5,083	5,384
Inflated Total (2%)	6,526	5,340	6,777	6,655	9,842	6,685	6,075	6,715	6,196	6,563
Annual Inflated Total		11,866		13,433		16,527		12,790		12,759

Table 3: New and rehabilitation capital expenditures per planning documents in thousands of dollars, adjusted for an annual compounded 2% inflation rate, years 6 – 10 (2024 – 2028).

	Gen Cap Reserve	Asset R&R Reserve	Debt		MSI Capital	FGTF	Taxes
Dec 31/18 Balance	8,877,700	1,588,745	47,658,224		604,858	125,465	-
2019 Additions	1,650,000	400,000	4,041,000	u	4,500,000	705,000	1,010,000
2019 Debt repymt			6,518,629				
2019 Draws	4,295,300	-			3,600,000	800,000	1,010,000
2019 Balance	6,232,400	1,988,745	45,180,595		1,504,858	30,465	-
Debt Limit Used			60.08%				
2020 Additions	1,650,000	400,000	4,500,000	u	4,500,000	705,000	1,030,200
2020 Debt repymt			1,064,447				
2020 Draws	1,955,593	-			2,850,000	700,000	1,030,200
2020 Balance	5,926,807	2,388,745	48,616,148		3,154,858	35,465	-
Debt Limit Used			63.39%				
2021 Additions	1,650,000	400,000	-		4,500,000	705,000	1,050,804
2021 Debt repymt			1,337,713				
2021 Draws	1,415,820				1,300,000	700,000	1,050,804
2021 Balance	6,160,987	2,788,745	47,278,435		6,354,858	40,465	-
Debt Limit Used			60.43%				
2022 Additions	1,650,000	400,000	303,630	u	4,500,000	705,000	1,071,820
2022 Debt repymt			1,705,742				
2022 Draws					9,359,579	-	1,071,820
2022 Balance	7,810,987	3,188,745	45,876,323		1,495,279	745,465	-
Debt Limit Used			57.49%				
2023 Additions	1,650,000	400,000			4,500,000	705,000	1,093,256
2023 Debt repymt			1,735,630				
2023 Draws	7,394,611	3,588,745			5,995,279	1,450,465	1,093,256
2023 Balance	2,066,376	-	44,140,693		-	-	-
Debt Limit Used			54.23%				

u = utilities debt n = non-utilities debt

Table 4: Projected reserves, debt, current year taxes, and grants used to fund projected capital expenditures, and the resulting balances each year for years 1 – 5.

	Gen Cap Reserve	Asset R&R Reserve	Debt		MSI Capital	FGTF	Taxes
2024 Additions	1,650,000	400,000	1,429,876	n	4,500,000	705,000	1,115,122
2024 Debt repymt			1,039,613				
2024 Draws	3,716,376	400,000			4,500,000	705,000	1,115,122
2024 Balance	-	-	44,530,956		-	-	-
Debt Limit Used			53.64%				
2025 Additions	1,650,000	400,000	5,040,306	n	4,500,000	705,000	1,137,424
2025 Debt repymt			1,078,315				
2025 Draws	1,650,000	400,000			4,500,000	705,000	1,137,424
2025 Balance	-	-	48,492,947		-	-	-
Debt Limit Used			57.27%				
2026 Additions	1,650,000	400,000	8,112,255	n	4,500,000	705,000	1,160,173
2026 Debt repymt			1,118,552				
2026 Draws	1,650,000	400,000			4,500,000	705,000	1,160,173
2026 Balance	-	-	55,486,650		-	-	-
Debt Limit Used			64.24%				
2027 Additions	1,650,000	400,000	4,351,505	n	4,500,000	705,000	1,183,376
2027 Debt repymt			1,160,390				
2027 Draws	1,650,000	400,000			4,500,000	705,000	1,183,376
2027 Balance	-	-	58,677,765		-	-	-
Debt Limit Used			66.60%				
2028 Additions	1,650,000	400,000	4,297,171	n	4,500,000	705,000	1,207,043
2028 Debt repymt			1,097,780				
2028 Draws	1,650,000	400,000			4,500,000	705,000	1,207,043
2028 Balance	-	-	61,877,156		-	-	-
Debt Limit Used			68.86%				

u = utilities debt n = non-utilities debt

Table 5: Projected reserves, debt, current year taxes, and grants used to fund projected capital expenditures, and the resulting balances each year for years 6 – 10.

Year	Gen Cap	Asset Rehab/Rep.	Debt %
2018	\$8,900	\$1,600	65%
2019	\$6,232	\$1,989	60%
2020	\$5,927	\$2,389	63%
2021	\$6,161	\$2,789	60%
2022	\$7,811	\$3,189	57%
2023	\$2,066	\$0	54%
2024	\$0	\$0	54%
2025	\$0	\$0	57%
2026	\$0	\$0	64%
2027	\$0	\$0	67%
2028	\$0	\$0	69%

Table 6: Summary of the projected annual General Capital and Asset Rehabilitation/Replacement reserves balances (in \$ thousands) and the outstanding debt as a percentage of the debt limit over a 10 year period beginning in 2018.

The projections show that:

- over the first 5 years the average cost of the annual total planned projects is \$10.1M, and this increases to \$13.5M in the later 5 years,
- annual reserve contributions, tax contribution to capital funding, and grant allocations total approximately \$8.2M,
- during the first 5 years the average annual funding gap for planned projects only is \$1.9M and this increases to \$5.0M in the latter 5 years, for a cumulative total of \$34.5M over the 10 years,
- over these periods the currently available funding sources will not support all identified capital programs,
- at current reserve contribution levels, by 2024, both the General Capital and the Asset Rehabilitation/Replacement reserves will have been depleted,
- every year the full amount of MSI and FGTF grant funds are utilized, and
- debt levels will hit a low of 54% of the Town's debt limit (down from the current 68%) and then begin climbing again year over year.

It is important to note that the projections also do not consider the impact rising debt servicing costs will have on the operating revenue needed to fund them.

The projections highlight the known, anticipated stress upon the Town's financial capacity. It is clear the Town cannot continue to do the same things in the same way, especially since the projections do not include any contingency amounts for emergent and other unexpected or new initiatives requiring capital funding.



Figure 7: Skateboard Park

Goals and Strategies – A Way Forward

The Town of Canmore is facing a number of challenges to its capacity to provide the planned infrastructure valued by its citizens and visitors. Systemic barriers limit the Town's ability to fulfill its municipal mandate to provide infrastructure to its citizens and visitors. Furthermore, growth-related demand for infrastructure is placing strain on the Town's financial capacity.

The essence of the LTFS is to provide a plan to deal with the 10-year financial challenges facing Canmore, in order to progress toward long-term financial sustainability. The model below presents the conceptual view of how this plan is structured, from the identification of the overall purpose of municipal government capital spending, to the specific financial strategy. A connection with non-financial goals and strategies is indicated as well.

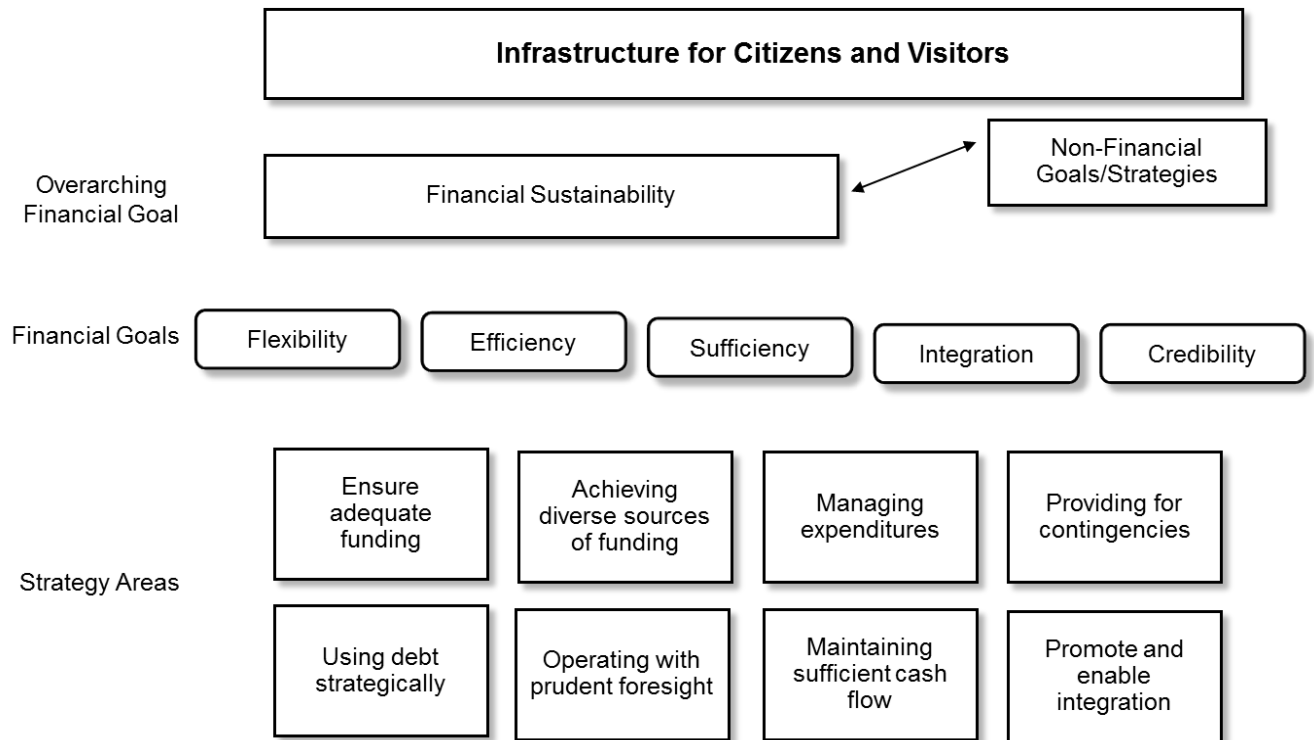


Figure 8: Conceptual model of the strategy framework.

A brief description of each element of the model follows:

Infrastructure for Citizens and Visitors: The Town of Canmore’s Corporate Vision (Canmore is a resilient and vibrant community socially, economically, and environmentally. Its strength is in its resourceful and engaged citizens, who thrive together on the strength of the community’s heritage, long term commitment to the diversity of its people, and health of the mountain landscape) is expressed through providing services to its citizens and visitors, which are supported by its infrastructure. Council recognizes that under existing circumstances the Town will be challenged to fulfill its municipal infrastructure mandate. Council has adopted this LTFS, in recognition that existing principles and practices governing municipal capital financing must change if the Town is to continue to provide the infrastructure needed, expected, and valued by Canmorites and their visitors without jeopardizing its financial position.

Overarching financial goal: In order to preserve the ability to continue meeting its capital responsibilities and expectations, Canmore must achieve a sustainable long-term financial situation. The Town’s ability to provide, rehabilitate, and replace physical infrastructure is particularly challenging given a narrow revenue base that, typically, experiences only modest growth. The Town is further challenged by a history of periods of strong economic growth during which demands for infrastructure increases, followed

by economic slow-downs, which includes a decrease in funding and revenue, while infrastructure financial pressures remain the same. Infrastructure for anticipated growth must be funded before the growth occurs and corresponding increases in revenue are realized.

In order to define strategies and actions for becoming sustainable, as well as assess the degree to which sustainability is being achieved, a clear understanding of financial sustainability is necessary. For the purpose of this document, financial sustainability is defined as:

“The enduring ability of the Town to ensure that it can deliver the level and types of infrastructure expected by the community, while proactively assessing and managing associated risks, at acceptable levels of taxation and fees.”

Financial sustainability as defined above extends beyond the ability to raise sufficient revenue to meet the current capital expenditures. There are four key concepts ingrained in this perspective:

1. The first concept in this statement is that this occurs over the long term and therefore extends beyond the current budget. Financial sustainability, therefore, means the ability to balance these funding and expenditure constraints over the long term. Focusing on the long term also implicitly satisfies the need to maintain intergenerational equity, such that one generation does not unduly subsidize the infrastructure that will be used by another generation.
2. The second concept is that infrastructure should be maintained. This puts a constraint on expenditures, in that to be considered sustainable, a municipality cannot continually reduce capital expenditures to balance with revenues.
3. Third, the importance of the Town's proactive risk management culture is acknowledged. Strategies and actions developed and implemented in support of financial sustainability will be fully considered in accordance with a comprehensive set of risk management procedures and programs.
4. Finally, an acceptable level of taxation and user fees means that there is an upward constraint on the ability to raise revenue in order to meet expenditures.

Financial sustainability is not a static goal. Changes in everything from technology to political environment to societal values will all impact the sustainability of the Town's capital programs. Therefore, on-going monitoring and revision of goals and strategies is necessary to ensure that the financial path that the Town is on at any given time is sustainable.



Figure 9: Wastewater Treatment Plant

Specific financial goals: There are five main goals to deliver financial sustainability in the long term:

1. **Flexibility:** being able to effectively respond to changing economic, social, environmental or political conditions and circumstances. This goal involves reserving some capacity during typical years to be able to respond to significant atypical conditions or events.
2. **Efficiency:** using public funds in ways that provide the highest level of needed infrastructure possible within the amount of funding available. Efficiency should be interpreted on two levels: a departmental level and a corporate level. At the departmental level, departments need to strive to use the least resources to provide a given level of capital projects. At the corporate level, this means targeting resources at those capital projects most valued and needed by citizens and visitors, and only providing capital infrastructure that provides sufficient value to citizens and visitors to justify the costs.

3. **Funding sufficiency:** having sufficient resources to support the delivery of infrastructure projects for which the Town bears responsibility. As related to financial sustainability, this goal refers not just to the amount of funding, but to the consistency in funding level changes relative to changes in expenditures and to the diversity of funding sources. The Town is continually challenged to fund its significant infrastructure obligations because of insufficient and inflexible revenue-raising tools.
4. **Integration:** ensuring that the financial constraints under which the Town operates are fully considered when engaging in policy-making and decision-making. This also refers to decisions across the municipal corporation being coordinated to ensure consistency and the most cost-effective infrastructure provision.
5. **Credibility:** achieving financial performance in a way that achieves and maintains public confidence in the municipality's ability to provide infrastructure at expected levels. This includes the transparency with which financial decisions are made and the accountability for ensuring these decisions are consistent with the overall goal of financial sustainability. Citizens and visitors value the infrastructure provided by the Town and they must continue to perceive that the benefits provided them are at least in proportion to the municipal taxes they pay.

Financial strategy areas: council has adopted this LTFS, the vision of which is to build a municipal government that is able to meet its financial obligations as they relate to its infrastructure plans and programs. Council's strategy recognizes that existing principles and practices governing municipal capital finance are not sustainable.

Eight principal areas of financial strategy have been identified to contribute to the five financial goals over the next 10 years. For the most part, the strategies contribute to all the financial goals identified. Each strategy area is outlined below, including a description and specific statements that support each strategy area. The strategy statements discuss identifiable successes and promote new actions and approaches that will improve financial sustainability as it relates to the Town's capital program, as well as encourage the continuation of current practices that prevent the erosion of sustainability. Included in this section are examples of specific accomplishments toward long-term financial sustainability and proposed near-term and longer-term action items that are being considered or actively pursued by the Town in its quest to achieve sustainability.

1. **Ensuring adequate funding** recognizes the challenges facing The Town because of systemic inadequacies that result in insufficient and inflexible revenue-raising tools. It involves both determining Canmore's funding requirements (including managing infrastructure growth, redevelopment, and lifecycle replacement needs) and obtaining adequate funding from multiple sources to meet them. It encompasses a balanced approach to capital funding so that needs related to infrastructure growth and rehabilitating or replacing current assets are both prominent. This strategy area includes three major strategy statements regarding full cost identification and maintaining or potentially increasing funding from existing and new revenue sources.
 - a. **Ensure that estimates of future infrastructure expenditure requirements are complete and sustainable.** This strategy requires that the cost of providing infrastructure is identified in order to establish what level of funding would be considered "adequate".

The Town has implemented the financial reporting model required by the Public Sector Accounting Board for municipalities in Canada. A useful outcome of this has been determining the cost of Town-owned assets. The Tangible Capital Asset inventory, historical costing and categorization project that was required in order to implement the reporting model has given the Town a much-improved understanding of the cost of each asset. Work on this LTFS has also amalgamated the anticipated future infrastructure funding contained in a wide variety of planning documents to provide a better, holistic picture of what funding will be required to replace the Town's infrastructure at the end of its lifecycle.

- b. **Maintain/increase funding from existing sources.** On the funding side, the Town has obtained and leveraged Municipal Sustainability Initiative (MSI) grant funding. Although the majority of current offsite levies relate to utility infrastructure, which is not included in this LTFS, the annual review and updating of development offsite levies will promote a more representative alignment of these assessments with the costs of providing growth infrastructure and will provide mechanisms to more accurately align revenues and costs over time. While not considered or included in the LTFS, it is also important to remain cognizant of the associated future operating costs of capital and to ensure required operating funds are recognized.

The Town is aware of the demand to minimize property tax increases. However, a sustained increase in the annual contribution to capital reserves

from property tax revenue is required to fund capital projects. Based upon the 2018 projected property tax revenue, a 1% increase equates to approximately \$230,000. With an annual capital funding gap ranging from \$2.3 to \$3.7 million, a one-time 10% to 15% increase in the contribution from taxes would be needed to close this gap. A further increase would be required to ensure adequate funding of reserves to build a buffer for financing unexpected or emergent infrastructure needs, or for capital plans that change due to the sensitivities explored earlier in this report. Recognizing that this level of tax increase in one year is unpalatable, the LTFS calls for a sustained increase in the contribution from property taxes each and every year, for a minimum of the next 10 years to increase funding of reserves.

- c. **Match the volatility of funding and expenditures.** Where possible, attaching funding sources to infrastructure expenditures that have similar volatility or risk profiles can ensure a long-term stable funding source. The types of actions flowing from the execution of this strategy area, in the near-term, includes recognizing lifecycle costs and the operating expense for capital assets, as part of the completion of asset management plans. Longer term, this strategy could encompass, for example, ensuring development agreements and the offsite levies provide sufficient resources to fund growth-related infrastructure, working to achieve certainty, flexibility and longevity in intergovernmental funding agreements, and emphasizing the continuing need to establish more stable, long-term sources of growth sensitive funding.



Figure 10: Pumphouse 1

2. **Achieving diverse sources of funding** includes identifying actions related to alternative and innovative funding sources that will help the Town respond to the pressures of growth and redevelopment and reduce the reliance on the property tax. This is especially important for large capital requirements such as new and significant buildings or water treatment plants. The Town has traditionally had access to a limited number of inelastic revenue sources such as property taxes, user fees and intergovernmental transfers to meet expenditure requirements that are continually under upward pressure. This has placed the Town's financial position under increasing stress.

Diversifying funding relates to risk mitigation by having a variety of (balanced) funding sources that limits the impact to revenues from economic, environmental and/or social changes and allow for better alignment of changes in funding and expenditures. Efforts in the short-term could involve identifying additional revenue-sharing or compensation opportunities with other orders of government in order to support both operating and capital needs.

Anticipated changes to Alberta's Municipal Government Act (MGA) will expand the types of growth infrastructure that municipalities may charge developer offsite levies for, thus allowing for a better funding model for growth infrastructure. Expanded use of user fees to more closely fund costs from those who benefit will free up property taxes that can then be used to fund the capital financing gap. Lobbying of the Provincial government for access to the Tourism Levies collected in Canmore or other "tourism infrastructure funding" should continue to be pursued.

There are also more grant opportunities for regional projects, thus the Town, where possible and feasible, should seek to partner with its regional municipal partners for acquiring or constructing mutually beneficial assets in order to utilize these regional grant funding sources.

Longer-term, the Town could focus on identifying and negotiating for municipalities' access to growth-sensitive revenue sources in terms of taxes, fees and development charges. The measure of what portion of Town capital funding is provided by municipal property taxes will be a good indicator of whether the search for new sources is succeeding.

3. **Managing expenditures** deals with cost containment in order to limit pressure on funding requirements. This is a particularly important area during economic downturns, when revenues are under stress. This strategy area includes two statements regarding cost control and prioritization:
- a. **Increase efficiencies in infrastructure delivery.** Asset management plans will be developed as part of the continuing LTFP work, which will lead to lifecycle management of assets that will target expenditures to achieve efficient life spans while reducing the impact of premature major overhauls or replacements. This will aid in the efficient delivery of the Town's capital program, as will seeking value for money in the acquisition or construction of capital assets. The continuation of mode shift initiatives will continue to reduce the need for new and enhanced road infrastructure, and continuing the practice of matching road and deep utility work will reduce costs in both of these areas. Other efficiencies can be found by:
 - i. Ensuring there is alignment among Council priorities, coordinated department business plans and corporate budgets, and
 - ii. Implementing innovative procurement strategies, incorporating sustainable strategies into facility design and construction.
 - b. **Set priorities to ensure the most important areas are funded.** Council applied a corporate capital prioritization process to development of the 2017 – 2021 Capital Planning Summary, thereby optimizing overall capital expenditures and providing guidance for potential cost deferrals in the future. Measurement tools have also been utilized to assist with managing assets, including the facilities and roads condition assessment reports. The Town shall continue to align economic and population growth with infrastructure investment planning and capital budgeting. Further, given the recent trend toward funding new infrastructure, priority should now turn to funding existing asset rehabilitation/replacement projects.

To this end, starting with the 2019 budget year (with the exception of the changes to the Reserves Policy which shall be undertaken in 2017) the following steps should be taken in regards to capital reserve investments:

- i. Use the General Capital reserve to fund new infrastructure projects and the Asset Rehabilitation/Replacement reserve to fund rehabilitation/replacement infrastructure projects in most, non-emergent cases,

- ii. Transfer \$4 million from the General Capital reserve to the Asset Rehabilitation/Replacement reserve,
 - iii. Reduce the annual discretionary contributions to the general capital reserve to \$500,000 for the next five years, down from the current \$660,000, and the remaining minimum of \$160,000 will be contributed to the Asset Rehabilitation/Replacement reserve,
 - iv. Transfer an amount equivalent to the annual Fortis Franchise fees collected to the Asset Rehabilitation/Replacement reserve rather than to the General Capital reserve,
 - v. The recommended annual increased contribution to reserves from property taxes shall be transferred to the Asset Rehabilitation/Replacement reserve, and
 - vi. Schedule A of the Reserve Policy shall be amended to reflect these changes.
4. **Providing for contingencies** prepares the Town to manage risk and to be resilient when dealing with unforeseen circumstances while limiting the impact on the capital project plans. The following two strategic statements address the means to prepare adequately for the unknown:
- a. **Monitor economic and operational factors and forecasts in order to be able to respond to changing circumstances.** Economic downturns and variable funding schedules from other orders of government (for example, MSI, FGTF, and Green Trip funding) has highlighted the need to monitor the external economy and internal expenditures to be aware of the timing and degree of contingency actions and funding that may be required. The Town's budget process provides mechanisms to adjust business plans and budgets to correspond to changes in funding levels.
 - b. **Ensure the Town has ready access to enough funds to meet unforeseen urgent needs and manage risk appropriately.** Current reserve funding levels will not only be insufficient to fund the capital asset plans over the next 10 years, there will also be insufficient funds set aside to meet unforeseen or emergent funding needs. The LTFS includes initiatives to grow reserve levels in order to better manage the risks of the unknown in the future.



Figure 11: Trail Flooding - 2012

5. **Using debt strategically** can provide capital funding flexibility by allowing certain infrastructure to be built and used before sufficient revenue has accumulated to offset the needed investment. Debt is also a tool that allows capital investments to be made when construction costs are favourable, to leverage grant funding, and to meet other needs such as stimulating the local economy. Debt can also promote inter-generational equity in that infrastructure is paid for by those who use it. The prudent use of available debt capacity can aid financial flexibility as a source of contingency financing. High debt levels, however, reduce flexibility, can increase the cost of borrowing and could impair financial sustainability if debt repayments cause or contribute to future revenue inadequacy. Two strategy statements deal with ways to use the Town's debt limit strategically:

a. **Manage the level of debt and use it strategically to make available, in a timely manner, essential assets with long lifespans.** In accordance with the LTFP timeline adopted in 2015, Council amended its Debt Management Policy to include limits to the Town's overall debt and its uses. These limits have been used in the development of the 2017 – 2021 Capital Planning Summary and the approved 2017 and 2018 Capital Budgets. Continued

compliance with this policy will ensure strategic use of debt for funding essential assets with long lifespans.

- b. **Examine a wider range of debt financing instruments.** Strategic use of debt for bridge financing for MSI-funded projects have been approved in the past to get an earlier start on projects funded through provincial grants. Short- to medium-term debt temporarily increased, but this type of debt would be considered self-sufficient because some future provincial funding would be dedicated to repaying it. This strategy allowed the Town to successfully maintain momentum behind projects despite changes to the sequencing of funding commitments, and should continue to be employed where prudent to do so.

Council may also consider private-public-partnerships (P3s) as a means to diversifying sources of financing by enabling the Town to take advantage of potential private financing sources and spread costs over the useful life of the asset while transferring long-term risk to a private partner. As well, in some cases, access to grants from other orders of government may be contingent on the project considering a P3 as a delivery method.

6. **Operating with prudent foresight** requires the Town to take into account what the current and future impacts of decisions will be on infrastructure, including how the Town's overall financial sustainability may be affected. It is important to build internal and external awareness of the projected future costs of Town infrastructure and of the potential impacts of changes to those projections. The Town has extended its financial planning horizon with two-year business planning and budgeting as well as a five-year period for long-range capital project planning. With changes to the MGA, the operating planning horizon will change to at least three years, while the capital horizon will remain at at least five years. The Town will consider planning for longer than the minimum required by the MGA in order to maximize the foresight provided by longer term planning. Other prudent actions will include:

- Continuing to integrate business plans and budgets.
- Assessing the longer-term impacts of current financial decisions (such as providing for the operating impact of capital investments in operating budgets and in capital budgets' project justification sheets).
- Considering financial capacity in the Town's decision-making, and
- Periodic updating of the capital funding projections to incorporate new information.

7. **Maintaining sufficient cash flow** allows the Town to pay the costs of supplying infrastructure mandated by Council while managing the use of debt. The Town needs to ensure it receives sufficient cash flow spread over the year to meet obligations while minimizing debt requirements. The Town's long-standing promotion of its monthly payment plans for property taxes (TIPP) ensures that a moderate amount of its revenues are spread throughout the year, reducing the volatility of cash flow and requirements for short-term borrowing. Currently, 49% of taxable properties are on TIPP.

The Town's cash flow meets requirements and permits the investment of funds in varying investment vehicles and for various terms to maximize interest income, thus providing another source of revenue. Council's reserve policy requires that interest earned on invested reserves be transferred to these reserves.

Actions that respond to this strategy statement could include looking for opportunities to advance revenue intake, continuing support for instalment payment plans for property taxes, and pacing expenditures to maximize cash flow.

8. **Promoting and enabling integration** of priorities and resources involves identifying and encouraging awareness of the financial implications of policy-making and decision-making on the Town's financial position. It involves three strategy statements regarding the optimal delivery of infrastructure.
- a. **Align corporate priorities by linking needs and actions to resources and timelines.** With the introduction of the Public Sector Accounting Body's (PSAB) requirement to account for Tangible Capital Assets (TCA) on a municipality's Statement of Financial Position, the Town is now in possession of information on existing assets. Using this information, the Town's LTFS, and various planning documents, Council will be adopting an Asset Management Plans which will govern the practice of asset management within the Town. The intent is to create an integrated approach to managing the Town's capital assets by promoting procedural enhancements that strengthen business processes, increase operational efficiency and facilitate more comprehensive decision-making. The Asset Management Plans and accounting for Tangible Capital Assets will/have provided the Town with a much-improved understanding of the lifecycle costs of its assets. Longer-term, the Town could pursue initiatives that would allow it to leverage this information into a multifaceted decision-

making/budgeting model to support optimal planning for the growth, maintenance and replacement of existing assets and the development of new assets.

- b. **Increase co-ordination to promote greater efficiency.** The capital expenditure implications shall be considered when making growth and funding decisions. The Town will also actively pursue opportunities to develop processes to identify growth and the related capital funding priorities, and directly link the identification of planning needs with supporting infrastructure. The Town will:
- i. Program realistic and achievable goals. Realizing that not everything project contained in the Town's planning documents when they are recommended to be done, a co-ordinated approach will be taken to prioritize projects and reduce those undertaken in any given year only to what is financially feasible.
 - ii. Seek infrastructure investment decisions within a strategic, interdepartmental, holistic process, and
 - iii. Coordinate departmental infrastructure investment priority lists across the organization and identify opportunities to prioritize capital project spending consistent with principles and objectives contained in the Town's planning documents.



Figure 12: Cougar Creek Ice Rink

Summary

Although the Town's financial position is sound there are some systemic and emerging issues that could potentially threaten the Town's financial sustainability as it relates to the funding of capital assets. Without action to address these issues, the Town will become increasingly challenged to provide the infrastructure that citizens and visitors expect and value. The Long Term Financial Strategy provides a view of the gap that could arise between the Town's revenues/funding and capital expenditures in the next 10 years if these systemic and emerging issues continue unaddressed. The capital funding and expenditure projection for the next 10 years shows average annual funding shortfalls of \$2.7 million for the first 5 years, rising to \$3.7 million for years 6 through 10. These gaps do not include contingency funds for unexpected or emergent capital needs. Financial goals and strategies have been developed to reduce the funding gap that need to be periodically reviewed to improve financial sustainability while considering areas that need to be maintained to prevent Town finances from deteriorating.

The LTFS provides 10-year projections and financial goals and strategies in one forward-looking document. The LTFS is not an exercise in precision, but remains a work in progress which lays the groundwork for improvement with each update and is one of the first steps in the eventual development of a holistic Long Term Financial Plan. The 10-year capital projections in the LTFP have been calculated based on assumptions that would provide funding only for capital infrastructure identified in current planning documents.

Council has identified that existing principles and practices governing municipal capital finance are unsustainable and must change if Canmore is to maintain and enhance its current capital funding position. Current sources and levels of revenue and funding are not sufficient to meet projected requirements. The Town will also be further challenged by continued growth, economic volatility and tax resistance. Without action to address these challenges, the Town will face increasing financial pressure in providing infrastructure that Canmore's citizens and visitors expect and value. The potential funding gaps identified in this document indicate that continuing to provide the planned capital projects with the same revenue and funding is not financially sustainable. Ensuring that priority is given to asset rehabilitation and replacement, and increasing the property tax contribution to the Asset Rehabilitation/Replacement reserve will provide some relief to the financial pressure facing the Town. However, the Town also needs to develop and implement actions that support necessary financial strategies identified in this document in order to achieve those financial goals that will maintain or

enhance financial sustainability, while continuing to provide the infrastructure expected and valued by Canmore's citizens and visitors.

The impacts on the Town's capital funding projections will need to be monitored to determine effectiveness and whether strategies or implementations need to be adjusted. Administration will periodically update the LTFS to reflect Council decisions, changes to the economy, planning document modifications, and internal and external developments that affect the Town financially.

Reference:

City of Calgary (2011). The City of Calgary Long Range Financial Plan 2011. Retrieved on June 8, 2017 from <https://www.calgary.ca/CA/fs/Documents/Plans-Budgets-and-Financial-Reports/Long-Range-Financial-Plan.pdf?noredirect=1>

Medical Call Expense Estimate

Engine #1 rate per hour = \$370

People Power average rate of Pay = \$48

Command Unit #	
Engine 1	
Rate per Hour:	\$370
# hours:	0.5
Total Cost:	\$ 185.00

People Power	
Rate per Hour:	\$48
Number of People power:	3
x # hours:	0.5
Total Cost:	\$ 72.00

Total \$ per Medical Call = \$257 (\$185 for truck + \$72 for labour)

- Based on 3 members per response and 1 x Engine vehicle.
- Average time on scene for medical calls is 29 minutes

2021

- Total of 331 Medical Calls
- 331 x \$257 = \$85,067 expense on medical calls

2022

- Total of 294 Medical calls YTD (until Sept 30, 2022)
- 294 x \$257 = \$75,558 YTD expense on medical calls

Notes

- Most medical calls can be covered by regularly scheduled staff and general pages (where we call for more staff) are rarely required

Div/Dept	Type	Impacts	Timing of Change	Estimated Financial Impact 2021	Estimated Financial Impact 2022	Other Comments
MS/Fire	Advanced Life Support (ALS) capable program	Kept some staff ALS capable after divesting from EMS	2009	\$ 20,000	\$ 20,000	Estimated ongoing cost captures training time, licencing and certification fees, and maintaining a supply of equipment/consumables used only by ALS providers
MS/Fire	Fire Services Level impacts	Ambulance delays	2020	\$ 85,067	\$ 100,744	More Fire Services time on site due to Ambulance delays. Cost calculated using the Master Fee Schedule rates multiplied by time required for medical calls.

Water Rescue Expense Estimate

Jet Boat rate per hour = \$370 (price of Utility to tow boat is included)

People Power average rate of Pay per employee = \$48

2021

2021 Water Resuce Expense breakdown									
Event #	Time on Call	Jet boat/RDC - Equipment			Labour				
		\$ per /hour	# of hours	Total \$ Equipment	\$/hour/person	# of People	# of hours	Total \$ Labour	
4752	15:30-16:47	\$ 370.00	1.25	\$ 462.50	\$ 48.00	3	1.25	\$ 180.00	12
					\$ 48.00	9	2	\$ 864.00	
5564	19:59-20:15	\$ 370.00	0.25	\$ 92.50	\$ 48.00	3	0.25	\$ 36.00	3
6598	17:10-19:47	\$ 370.00	2.5	\$ 925.00	\$ 48.00	3	2.5	\$ 360.00	6
					\$ 48.00	3	2	\$ 288.00	
7657	19:53-21:50	\$ 370.00	2	\$ 740.00	\$ 48.00	3	2	\$ 288.00	10
					\$ 48.00	7	2	\$ 672.00	
7872	04:04-04:22	\$ 370.00	0.25	\$ 92.50	\$ 48.00	3	0.25	\$ 36.00	10
					\$ 48.00	7	2	\$ 672.00	
8052	17:21-20:07	\$ 370.00	2.75	\$ 1,017.50	\$ 48.00	11	2.75	\$ 1,452.00	11
8513	17:10-17:24	\$ 370.00	0.25	\$ 92.50	\$ 48.00	3	0.25	\$ 36.00	11
					\$ 48.00	8	2	\$ 768.00	
8870	15:33-15:49	\$ 370.00	0.25	\$ 92.50	\$ 48.00	3	0.25	\$ 36.00	7
					\$ 48.00	4	2	\$ 384.00	
8954	21:24-21:40	\$ 370.00	0.25	\$ 92.50	\$ 48.00	3	0.25	\$ 36.00	10
					\$ 48.00	7	2	\$ 672.00	
3284	12:14-12:23	\$ 370.00	0.25	\$ 92.50	\$ 48.00	3	0.25	\$ 36.00	8
					\$ 48.00	5	2	\$ 480.00	
3339	14:55-15:19	\$ 370.00	0.5	\$ 185.00	\$ 48.00	3	0.5	\$ 72.00	10
					\$ 48.00	7	2	\$ 672.00	
11 TOTAL Water Rescues			10.5	\$ 3,885.00		98	28.5	\$ 8,040.00	98
		Average time p	1 hour	\$ 370.00				Average # of people responding	8.91
								Average Labour \$ per cal	\$ 730.91

- 11 water rescue calls in 2021
- Spent total \$3885 on equipment fees and \$8040 on labour = \$11, 925 for the year
- On average 1 hour on scene
- On average 8.91 employees respond per call
- On average \$730.91 spent on labour per call

2022

2022 Water Resuce Expense breakdown (YTD: Oct 13, 2022)									
Event #	Time on Call	Jet boat/RDC - Equipment			Labour				
		\$ per /hour	# of hours	Total \$ Equipment	\$/hour	# of People	# of hours	Total \$ Labour	
9633	18:03-22:09	\$ 370.00	4	\$ 1,480.00	\$ 48.00	3	4	\$ 576.00	6
					\$ 48.00	3	4	\$ 576.00	
10025	15:42-18:02	\$ 370.00	2.25	\$ 832.50	\$ 48.00	10	2.25	\$ 1,080.00	10
10262	17:01-19:09	\$ 370.00	2	\$ 740.00	\$ 48.00	11	2	\$ 1,056.00	11
10677	16:29-17:00	general page b	0.5		\$ 48.00	3	0.5	\$ 72.00	8
					\$ 48.00	5	2	\$ 480.00	
4 x YTD Water rescues			8.75	\$ 3,052.50		35	14.75	\$ 3,840.00	35
		Average time p	2.19	\$ 763.13				Average # of people responding	8.75
								Average Labour \$ per cal	\$ 960.00

- 4 Water Rescues YTD 2022
- Spent total \$3052.50 on equipment fees and \$3840 on labour = \$6, 892.50 for YTD
- On average 2.25 hour on scene
- On average 8.75 employees respond per call
- On average \$960 spent on labour per call

Impacts on Local Governments from Provincial Changes - Tracking

Div/Dept	Type	Impacts	Timing of Change	Estimated Financial Impact 2021	Estimated Financial Impact 2022	Other Comments
MS/PS	Traffic Fine Revenue	Increase provincial portion	2020	\$ 250,000	\$ 250,000	No consultation, fine retention went to 50%
	Traffic Reporting System Updates	Online traffic reporting requirements	2022	N/A	\$ 5,000	Software and Hardware updates to be compliant, staffing time captured
	Certified Peach Officer (CPO) Training	Fewer required courses available, run through other municipalities	2022	N/A	\$ 25,000	Estimated \$5k in staff time, \$20k in uncollected fine revenue. Limited information/engagement regarding training availability despite standardization of CPO classification
	RCMP / Policing Biology Casework	Annual costs for municipalities	2020	\$ 5,000	\$ 3,500	No control over amounts - Tracking and reporting
	RCMP Payback 2017 onwards	Unionization labor costs passed back	2021	N/A	TBD	No control over amounts - Tracking and reporting
	Policing	Provincial Police Force	TBD	none	none	Potential move from RCMP to Provincial Force
	Feral Rabbit Management	Municipality to manage wildlife issues	2011	\$ 50,000	\$ 54,000	Province does not deem feral rabbits as wildlife and will not remove
MS&MI/ PS&PW	Conservation Officer (CO) and/or Fish & Wildlife (FW) Resources	Limited CO/F&W resources mean more calls for service to Town	2021	\$ 10,000	\$ 15,000	Relying on RCMP and Municipal Enforcement (ME) to respond to wildlife issues - Province no longer responding to "elk calls" in summer. Province directs callers to ToC for removal of deceased animals (elk) within Town limits.
MS/CSD	Changes to victim services	Local service will change to regional zone (4 for the whole province) or municipalities can apply to take on the program locally	2023 or 2024	none	none	Potentially lose funding for victims of trauma and non-violent crimes. Bow Valley municipalities may be asked to provide additional grant funding to Bow Valley Victim services society or add the community service to CSD. Financial impact will not begin till April 1, 2024.
	Homelessness	No provincial operational rural homelessness funding. Increased need with no provincial funding mechanism.	2020	\$ 15,000	\$ 25,000	Province recently announced homelessness funding (it is unclear if some is allocated to rural communities). CSD/ FCSS staff supports an increasing number of individuals impacted with homelessness, as well as community development to address homelessness.
MS&CS\ CSD & Finance	Fiscal Agent Arrangements	Increased requests for municipalities to be intermediary between federal/provincial grant programs as fiscal agents, and community groups applying (additional administrative work required)	Recent years	TBD	TBD	Financial impacts of this work have not been quantified but with increasing requests come increasing workload demands for both CSD and Finance. The Town has begun to say no to some of these requests due to lack of resources to accommodate and manage the number of requests.
MS/FRN	Cancellation of Parent Link	Replaced with FRN which gets less funding but has more delivery requirements	2022	\$ 56,500	\$ 110,000	Some programs cancelled completely. FRN grant is \$125,000 less than current FRN grant (the result is a reduction in services). In 2022, Town reclassified the Supervisor position and Family Support Worker position to better reflect role and responsibilities.
MS/ CSD & Rec	Childcare	Child care subsidy ended in 2020 which in turn increased its cost. This had a significant impact on community affordability. Subsidy was reinstated in 2022; the new provincial subsidy only supports full-time childcare, parents who require part-time childcare are accessing full-time spaces, which reduces the already limited childcare spaces available. FCC has piloted interim childcare during the summer to support parents who cannot access childcare. In addition, Recreation supports summer camp programs and after school programs to provide additional childcare options. In 2022, the province also announced funding for additional childcare spaces, to access this funding the province requires a community assessment, which CSD is currently completing.	2020	\$ 15,000	\$ 25,000	Province of Alberta released new funding for childcare but childcare centre's struggle with space and staffing. FCC is supporting parents with navigating childcare (approximate time spent is 1 day per week). In addition in 2022, a childcare assessment was completed to understand childcare needs and support centres with funding requests.

MS/FCSS	Social Services Regionalization (FCSS)	Province moving to a centralized provincial service model that has resulted in less local service, longer local wait time, and more complicated access. Consequently, FCSS is supporting increased system navigation and providing interim services. Service changes include: Alberta Works (2020) for emergency income/intervention supports; AHS (2021) for mild/moderate mental health; Hospital Social Worker (2022) for coordination of medical services.	2020	\$ 15,000	\$ 15,000	Less local control over service delivery; increased time supporting community with navigating the systems (1 day per week)
MS/ FCSS & FRN	No indexing	Staff salary top-ups (no indexing of funding) and corporate supports (IT, HR, MCO, Finance, etc)	FCSS no funding increase since 2015 and FRN three years of static funding 2020-2023	\$ 150,000	\$ 175,000	Funding does not increase with cost of living or Town's salary grid. To keep service delivery levels and staff on salary grid, municipality must top up wages.
MS/Fire	River rescue program	Kananaskis Public Safety (KPS) unable to respond to many river calls as quickly as Canmore Fire-Rescue (CFR).	long standing	\$ 11,925	\$ 11,500	Town got in to river rescue business years ago - ongoing cost impacts still exist
CS/HR	STEP	The STEP program was eliminated in October 2019. In 2019 we received \$14,000. In 2018, we received \$9,500	2019	\$ 14,000	\$9,000 - \$14,000	Depends on the number of eligible positions - we only qualify for "new" positions, not existing
CS/Finance	Grants in place of taxes (GIPOT)	Less local tax revenues for the same services	2019	\$ 44,000	\$ 44,000	Although Crown-owned properties are exempt from assessment and therefore exempt from taxation, the Province of Alberta pays a grant equivalent to the property taxes that would otherwise be levied on many of these properties. The Province began reducing the amount of Grants in place of taxes in 2019 by 24% and another 32% in 2021 and beyond.
	Grant Reductions	Reduction of MSI funding availability as well as Alberta Community Partnership Programs.	2022	.	\$ 2,200,000	MSI funding for the Town has reduced from a \$4.8 million allocation each year to \$2.6 million starting in 2022 and 2023. This is a reduction of 40.6% of 2021 MSI allocation.
	LGFF migration from MSI	New funding formula still being developed. Current draft will mean a reduction in funding for Canmore as tourism impact and affordability are not factors at this time	2023-2024			No certainty of funding yet. Based on current proposed LGFF funding models, a further reduction of 12-15% is been estimated for 2024 and beyond
	Education Tax	To ensure that communities are affordable and viable, municipal tax collections should be cognisant of economic conditions facing many Alberta residents. Municipalities are facing increased operation costs due to climbing utilities charges, limited tax base, and overall increased operations. Just over half of every residential tax bill in Canmore is the Education requisition. Canmore's high assessment values result in our taxpayers paying amongst the highest education taxes in the province. The Province has essentially taken tax "room" from the municipality especially since the cap on the amount of education tax to come from a community was removed.	2016		Canmore's education tax requisition has grown from \$18.7 million in 2019 to \$24 million in 2022	The amount of Education Tax that leaves Canmore does not come back to the local school system, leaving Canmore taxpayers funding education throughout the Province and contributing to our affordability issues.
	Affordable Housing	Local investment required to provide	2000	\$ 450,000	\$ 450,000	The Town of Canmore established CCH in 2000 to provide housing solutions for a healthy and balanced community
MI/PW	Weed Control	enforcement of provincial legislation	ongoing	unknown	unknown	Future impact may increase from provincially approved projects (Gondola and TSMV)

