

## TOWN OF CANMORE

### AGENDA

Finance Committee

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

October 31, 2023 at 9:00am

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

1. Land Acknowledgement
2. Agenda for the October 31, 2023 Finance Committee Meeting

#### B. DELEGATIONS - none

#### C. MINUTES

1. Minutes of the April 24, 2023 Finance Committee Meeting

#### D. STAFF REPORTS

1. 2023 Pre-Audit Report (Avail Chartered Professional Accountants) – followed by in camera auditor interview

Purpose: an annual report provided by the Town's auditor related to their audit of 2023 financial statements.

2. 2023 Economic Update (CIBC Wood Gundy) – verbal report

Purpose: an annual presentation provided by the Town's investments bank related to inflation, interest rates, growth/rate forecast etc.

3. 2023 Financial Report Year to Date as at August 31

Purpose: To provide the Finance Committee with the year-to-date financial report as at August 31, 2022 for information.

4. 2024 Operating Budget Amendments – Status Quo

5. 2024 Operating Budget Amendment Options: Community Evaluator and Safe Park Program

Purpose: To provide the Finance Committee with budget amendment options related to the Community Evaluator position and Safe Park Program.

6. 2024 Operating Budget Amendment Options: Accessible Vehicle Funding Request – Origin at Spring Creek

Purpose: To present the Finance Committee with a funding request received from Origin at Spring Creek for an accessible van.

#### E. IN CAMERA

During item  
D-1

1. Auditor Interview (verbal)

Recommendation: that Council take the meeting in camera to prevent disclosure of personnel evaluations, in accordance with section 17(4)(f) of the Freedom of Information and Protection of Privacy Act.

#### F. ADJOURNMENT



**TOWN OF CANMORE  
MINUTES  
Finance Committee  
April 25, 2023 at 9:00 a.m.**

**FINANCE COMMITTEE MEMBERS PRESENT**

Sean Krausert	Mayor
Tanya Foubert	Deputy Mayor
Wade Graham	Councillor
Jeff Hilstad	Councillor
Jeff Mah	Councillor
Karen Marra	Councillor
Joanna McCallum	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	General Manager of Municipal Services
Robyn Dinnadge	Manager of Communications
Cheryl Hyde	Municipal Clerk
Allyssa Rygersberg	Deputy Municipal Clerk
Palki Biswas	Manager of Finance
Ric Irwin	Senior Financial Officer

Mayor Krausert called the April 25, 2023 Finance Committee meeting to order at 9:00 a.m.

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

- 1-2023FIN **1. Land Acknowledgement**
- 2. Agenda for the April 25, 2023 Finance Committee Meeting**  
Moved by Mayor Krausert that the Finance Committee approve the agenda for the April 25, 2023 meeting as presented.

**CARRIED UNANIMOUSLY**

**B. DELEGATIONS**

None

**C. MINUTES**

- 2-2023FIN **1. Minutes of the December 20, 2022 Finance Committee Meeting**  
Moved by Mayor Krausert that the Finance Committee approve the minutes of the December 20, 2022 meeting as presented.

**CARRIED UNANIMOUSLY**

**D. STAFF REPORTS**

**1. 2022 Audited Consolidated Financial Statements**

Third party auditors Calvin Scott and Michelle Lutz, Avail LLP Chartered Professional Accountants, presented the 2022 consolidated financial statements and letter.

**E. IN CAMERA**

**1. Auditor Interview (verbal and in camera)**

3-2023FIN

Moved by Mayor Krausert that the Finance Committee take the meeting in camera at 9:31 a.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**

In camera attendees: Calvin Scott and Michelle Lutz, Avail LLP CPA

4-2023FIN

Moved by Mayor Krausert that the Finance Committee return to the public meeting at 9:36 a.m.

**CARRIED UNANIMOUSLY**

5-2023FIN

Moved by Mayor Krausert that the Finance Committee accept the Town of Canmore's 2022 consolidated financial statements.

**CARRIED UNANIMOUSLY**

**D. STAFF REPORTS** continued

**2. 2022 Administrative Financial Report**

6-2023FIN

Moved by Mayor Krausert that the Finance Committee accept the 2022 year-end financial update for information as presented.

**CARRIED UNANIMOUSLY**

7-2023FIN

Moved by Mayor Krausert that the Finance Committee approve allocating the 2022 operating surplus of \$243,026 into the following reserves:

- \$172,000 to the Development Application Reserve
- \$71,026 to the Tax Stabilization Reserve

**CARRIED UNANIMOUSLY**

**3. 2022 Capital Project Summaries**

8-2023FIN

Moved by Mayor Krausert that the Finance Committee accept the 2022 Capital Project Summaries as presented.

**CARRIED UNANIMOUSLY**

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

**F. ADJOURNMENT**

9-2023FIN

Moved by Mayor Krausert that the Finance Committee adjourn the April 25, 2023 Finance Committee at 9:51 a.m.

**CARRIED UNANIMOUSLY**

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Sean Krausert, Mayor

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Cheryl Hyde, Manager, Municipal Clerk's Office

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



October 31, 2023

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

Ladies and Gentlemen:

**RE: 2023 ANNUAL AUDIT OF TOWN OF CANMORE**

We have been engaged to provide the following services for the Town of Canmore for the year ending December 31, 2023:

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

We are pleased to provide the following report relating to our audit of the financial statements for the Town of Canmore. The matters identified are included in this report which has been prepared solely for the information of the Finance Committee and is not intended for any other purpose. As such we accept no responsibility to a third party who uses this report. Our report is intended to assist the Finance Committee in fulfilling its obligation with respect to the 2023 financial statements. We would be pleased to further discuss any of the issues addressed in the report or any other issue which may be of interest or concern.

Yours truly,

AVAIL LLP



Calvin Scott, CPA, CA

Enclosure

## I. Purpose and Scope of Examination

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

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

Our audit includes:

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

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

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

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

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

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

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

- Being available to assist and provide direction in the audit planning process when and where appropriate;

- Meeting with the auditors as necessary and prior to release and approval of financial statements to review audit, disclosure and compliance issues;
- Where necessary, reviewing matters raised by the auditors with appropriate levels of management, and reporting back to the auditors their findings;
- Making known to the auditors any issues of disclosure, corporate governance, fraud or illegal acts, non-compliance with laws or regulatory requirements that are known to them, where such matters may impact the financial statements or auditor’s report;
- Providing guidance and direction to the auditors on any additional work they feel should be undertaken in response to issues raised or concerns expressed;
- Making such enquiries as appropriate into the findings of the auditors with respect to corporate governance, management conduct, cooperation, information flow and systems of internal controls; and
- Reviewing the draft financial statements prepared by management, including the presentation, disclosures and supporting notes and schedules, for accuracy, completeness and appropriateness, and approve same to be passed to the Finance Committee for approval.

II. Communication with the Finance Committee

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

<b>Matters to be Communicated</b>	<b>Reference/Comment</b>
1. Management and the Auditors' Responsibility Under Generally Accepted Auditing Standards	Discussed under the heading "Purpose and scope of examination."
2. Planning	<p>Our risk-based approach focuses on obtaining sufficient appropriate audit evidence to reduce the risk of material misstatement in the financial statements to an appropriately low level. This means that we focus our audit work on higher risk areas that have a higher risk of being materially misstated.</p> <p>Materiality in an audit is used to:</p> <ul style="list-style-type: none"> <li>• Guide planning decisions on the nature and extent of our audit procedures;</li> <li>• Assess the sufficiency of the audit evidence gathered; and</li> <li>• Evaluate any misstatements found during our audit.</li> </ul> <p>Materiality is defined as: Materiality is the term used to described the significance of financial statement information to decision makers. An item of information, or an aggregate of items, is material if it is probable that its omission or misstatement would influence or change a decision. Materiality is a matter of professional judgment in the particular circumstances.</p>

	<p>We plan to use a materiality of \$2,000,000. The materiality for last year's audit was \$2,000,000.</p> <p>In responding to our risk management, we will use a combination of tests of controls, tests of details and substantive analytical procedures. The objective of the tests of controls is to evaluate whether certain controls operated effectively. The objective of the tests of details is to detect material misstatements in the account balances and transaction streams. Substantive analytical procedures are used to identify differences between recorded amounts and predictable expectations in larger volumes of transactions over time.</p>
<p>3. Timing of the Audit Engagements</p>	<ul style="list-style-type: none"> <li>• March 5-7 - Fieldwork</li> <li>• End of April - Council / Finance Committee meeting</li> <li>• May 1 - deadline for submission to Municipal Affairs</li> </ul>
<p>4. Illegal Acts, Intentional Misstatements, Fraud and Errors</p>	<p>Our auditing procedures, including tests of your accounting records, are limited to those considered necessary in the circumstances and would not necessarily disclose all illegal acts, fraud, intentional misstatements or errors should any exist. We will conduct the audit under Canadian auditing standards (CAS), which include procedures to consider (based on the control environment, governance structure and circumstances encountered during the audit), the potential likelihood of fraud and illegal acts occurring.</p> <p>These procedures are not designed to test for fraudulent or illegal acts, nor would they necessarily detect such acts or recognize them as such, even if the effect of their consequences on the financial statements is material. However, should we become aware that an illegal or possible illegal act or an act of fraud may have occurred, other than one considered clearly inconsequential, we will communicate this information directly to the audit committee (or equivalent).</p> <p>It is management's responsibility to detect and prevent illegal actions. If such acts are discovered or audit committee members become aware of circumstances under which the Town may have been involved in fraudulent, illegal or regulatory non-compliance situations, such circumstances must be disclosed to us.</p>
<p>5. Major Issues Discussed with Management that Influence Audit Appointment</p>	<p>No major issues were discussed with management prior to our appointment as auditors.</p>
<p>6. Written Representations from Management</p>	<p>At the conclusion of the audit, prior to the release of our auditors' report, we will request that management provide us with written representation that it has fulfilled its responsibility for the preparation of the financial statements and that it has provided us with the required information for us to complete our audit. We will not be able to provide an audit opinion if management does not provide this written representation.</p>



<p>7. Auditors' Independence</p>	<p>We provide you with the following to assist in your assessment of our independence:</p> <ul style="list-style-type: none"><li>• All partners and senior staff have confirmed that they do not hold any investment in the Town of Canmore.</li><li>• Financial statements issued by Avail LLP are subject to a partner review process. This process requires that a partner review items significant to the audit such as planning, materiality, application of GAAP and financial statement items and disclosure.</li><li>• We are aware of no relationship between the Town and Avail LLP that, in our professional judgment, may reasonably be thought to bear on our independence.</li></ul>
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# Briefing

**DATE OF MEETING:** October 31, 2023 **Agenda #:** D-3

**TO:** Finance Committee

**SUBJECT:** 2023 Financial Report - Year to Date as at August 31

**SUBMITTED BY:** Palki Biswas, Manager of Finance

**PURPOSE:** To provide the Finance Committee with the year-to-date financial report as at August 31, 2023 for information.

## EXECUTIVE SUMMARY

Administration monitors actual performance compared to budget monthly and provides Finance Committee with a financial report periodically. This report provides a review of actual financial performance for the first eight months of the year (2023).

## BACKGROUND/HISTORY

Motion 314-2022: At a special meeting on December 20, 2022, Council approved the 2023 Operating Budget.

## DISCUSSION

Year-to-date variances are largely attributable to timing differences and savings between actual versus budgeted transactions and various flow-through reserve and funding entries that are not accounted for until year-end. An analysis of the operating budget was conducted that excluded the impact of timing and year-end accounting and considered known subsequent events. As a result, Administration would like the committee to be aware of the following trends:

### Revenues:

- Decrease in ATCO Franchise Fees (-\$170K) which will be offset with less transfer to reserve at year-end. ATCO issued a revised forecast due to Alberta Utilities Commission changes in distribution and transition rates combined with a warmer than anticipated winter.
- Decrease in Permits and Fines (-\$121K) due to reduced automated traffic enforcement fine revenue being negatively impacted by provincial guideline changes and lower than budget RCMP fine revenue because of officer vacancies and complexity of cases.
- Increase in Grants due to receiving the Low-Income Transit Pass Program grant proceeds (\$610K) for the period April 2022 to July 2023. Anticipating an additional \$101K in 2023 and \$101K in 2024. The surplus from this grant will be transferred to reserve at year-end and earmarked for future low-income transit budget needs. The Town also received MSI operating grant allocation of \$401K vs \$200K budget assumption (grant allocation was announced after Provincial budget approval in Spring 2023).
- Paid Parking revenues continue to exceed budget and are projected to bring in around \$1.9 million by year-end (budget \$1.15 million). The net income will be transferred to reserve at year-end. Year to-date Municipal Enforcement fines for ticket revenues is higher than budget (+\$62K) as a result of the paid parking program.
- Higher than budgeted revenues for Fire Services (+\$95K) for its first response and third-party billings.

**Expenses:**

- Increase in RCMP Contract Costs of \$313K is being projected for the year based on 2022/2023 final reconciliation shifting to 90% cost share as well as increased actual contract costs compared to budget assumptions.
- Savings in Insurance Premiums (-\$70K) is being projected for the year due to lower cyber coverage and property coverage because of timing of the completion of capital assets.
- Delay in loan payment from FCM (January 2023 instead of 2022) for the new Fire Station has resulted in deferred debt servicing payments (-\$221K) and therefore lower than budget Borrowing Costs for 2023.
- Year to date lower than expected expenditures for Snow and Ice Control (-\$110K) due to overall less snow accumulation than some other seasons for the first part of the year. Where this budget ends up will be impacted by snow fall for the balance of the year.
- As at pay period 21 (October 20, 2023), position vacancies and payroll slippage is approximately \$630K versus annual budget assumption of \$820K.

**FINANCIAL IMPACTS**

Year-to-date operating results as at August 31<sup>st</sup> indicate conformance with the overall 2023 budget.

**STAKEHOLDER ENGAGEMENT**

N/A.

**ATTACHMENTS**

1. Financial Report as at August 31, 2023 (with variance explanations)

**AUTHORIZATION**

Submitted by:	Palki Biswas Manager of Finance	Date	<u>October 24, 2023</u>
Approved by:	Therese Rogers General Manager of Corporate Services	Date:	<u>October 25, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>October 26, 2023</u>

**Town of Canmore**  
Summary of All Units  
as at August 31, 2023

	2023 YTD Actual	2023 YTD Budget	Variance \$	Variance %	2023 Annual Budget
<b>REVENUES</b>					
Municipal Taxes	32,016,701	32,015,636	1,065	0%	32,040,636
Sales and Rentals	17,151,365	16,645,093	506,272	3%	26,201,194
Permits and Fines	2,276,058	2,221,568	54,490	2%	3,387,085
Internal Transfers	1,716,143	1,716,439	(296)	(0%)	1,971,163
Grants	1,366,256	677,972	688,284	102%	1,505,710
Transfers and Other	1,658,891	1,035,280	623,611	60%	3,197,158
<b>Total Revenue</b>	<b>56,185,414</b>	<b>54,311,988</b>	<b>1,873,426</b>	<b>3%</b>	<b>68,302,946</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	16,342,713	16,966,680	(623,967)	(4%)	24,512,412
Admin and General Services	1,944,567	2,148,297	(203,730)	(9%)	2,766,413
Contracted Services	11,554,131	11,847,987	(293,856)	(2%)	18,193,469
Supplies and Energy	2,676,567	2,510,174	166,393	7%	4,506,349
Borrowing Costs	2,327,686	2,562,859	(235,173)	(9%)	4,634,293
Other	12,880	8,258	4,622	56%	73,167
Transfer to Capital	0	0	0	0%	1,385,000
Transfer to Reserve	354,926	354,136	790	0%	8,612,075
Internal Transfers	1,716,143	1,711,349	4,794	0%	1,971,163
Transfer to Affiliated Orgs	1,676,730	1,648,605	28,125	2%	1,648,605
<b>Total Expenditures</b>	<b>38,606,343</b>	<b>39,758,345</b>	<b>(1,152,002)</b>	<b>(3%)</b>	<b>68,302,946</b>

See the following pages for details:

**Please note:**

The Town of Canmore periodic internal financial reports do not reflect accrual accounting. As such, there are timing variances due to differences between cash and accrual-based accounting.

Many reserve entries and transfers are not booked until year-end. Consequently, there are year-to-date variances related to flow-through reserve and funding entries not yet accounted for.



**Town of Canmore**  
 Summary of Town Operations (excl Utilities / SWS)  
 as at August 31, 2023

	2023 YTD Actual	2023 YTD Budget	Variance \$	Variance %	2023 Annual Budget
<b>REVENUES</b>					
Municipal Taxes	32,016,701	32,015,636	1,065	0%	32,040,636
Sales and Rentals	6,905,219	6,464,028	441,191	7%	9,532,650
Permits and Fines	2,276,058	2,221,568	54,490	2%	3,387,085
Internal Transfers	1,716,143	1,716,439	(296)	(0%)	1,971,163
Grants	1,366,256	677,972	688,284	102%	1,505,710
Transfers and Other	1,648,891	1,035,280	613,611	59%	2,957,158
<b>Total Revenue</b>	<b>45,929,268</b>	<b>44,130,923</b>	<b>1,798,345</b>	<b>4%</b>	<b>51,394,402</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	15,253,525	15,858,885	(605,360)	(4%)	22,886,689
Admin and General Services	1,917,436	2,115,807	(198,371)	(9%)	2,717,038
Contracted Services	7,509,869	7,672,523	(162,654)	(2%)	11,611,241
Supplies and Energy	1,935,303	1,804,028	131,275	7%	3,309,415
Borrowing Costs	819,990	1,040,673	(220,683)	(21%)	1,770,521
Other	12,880	8,258	4,622	56%	73,167
Transfer to Capital	0	0	0	0%	1,385,000
Transfer to Reserve	79,926	79,136	790	1%	5,316,451
Internal Transfers	707,453	696,982	10,471	2%	732,650
Transfer to Affiliated Orgs	1,592,230	1,592,230	0	0%	1,592,230
<b>Total Expenditures</b>	<b>29,828,612</b>	<b>30,868,522</b>	<b>(1,039,910)</b>	<b>(3%)</b>	<b>51,394,402</b>

See the following pages for details:

**Town of Canmore**  
**General Municipal**  
**as at August 31, 2023**

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Municipal Taxes	31,567,389	31,565,636	1,753	0%	31,590,636
Sales and Rentals	1,953,443	2,108,262	(154,819)	(7%)	3,315,500
Permits and Fines	183,729	179,336	4,393	2%	275,000
Grants	1,010,423	200,000	810,423	405%	200,000
Transfers and Other	851,154	767,200	83,954	11%	1,858,301
<b>Total Revenue</b>	<b>35,566,138</b>	<b>34,820,434</b>	<b>745,704</b>	<b>2%</b>	<b>37,239,437</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	0	0	0	0%	(698,011)
Admin and General Services	977,208	1,048,356	(71,148)	(7%)	1,048,356
Contracted Services	34,610	0	34,610	0%	25,000
Borrowing Costs	617,195	837,877	(220,682)	(26%)	1,364,929
Other	917	0	917	0%	50,000
Transfer to Capital	0	0	0	0%	1,385,000
Transfer to Reserve	76,326	75,536	790	1%	5,028,801
<b>Total Expenditures</b>	<b>1,706,256</b>	<b>1,961,769</b>	<b>(255,513)</b>	<b>(13%)</b>	<b>8,204,075</b>
<b>Net Surplus / Deficit</b>	<b>33,859,882</b>	<b>32,858,665</b>	<b>1,001,217</b>	<b>3%</b>	<b>29,035,362</b>

**Notes on variances of \$5,000 and 5% from Budget:**

Sales and Rentals - decrease in ATCO franchise fees. ATCO issued a revised forecast due to Alberta Utilities Commission changes in distribution and transition rates combined with a warmer than anticipated winter. Any variance will be offset with Transfer to Reserve at year end.

Grants - increase is due to (1) receiving the Low-Income Transit Pass Program grant proceeds (\$610k) for the period Apr 2022 to Jul 2023. Anticipating an additional \$102k in 2023 and \$102k in 2024 and (2) receiving actual MSI operating grant allocation of \$401k vs \$200k budget assumption.

Transfers and Other - increase is from (1) Three Sisters Drive pre-servicing re-payments and (2) a transfer from the CEIP deferred revenue reserve (Clean Energy improvement Program) to offset YTD program expenses recorded in contracted services.

Admin and General Services - decrease due to anticipated savings in insurance premiums because of lower cyber coverage and timing of capital assets coming online.

Contracted Services - increase is CEIP related professional expenses for audit services and Alberta Municipalities program administrator costs (offset above in Transfers and Other).

Borrowing Costs - decrease is due to timing of debt servicing payments for the new Fire Station. This variance will flow to year end.

**Town of Canmore**  
**Council**  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	301,694	313,475	(11,781)	(4%)	471,809
Admin and General Services	82,655	86,629	(3,974)	(5%)	100,293
Contracted Services	9,375	8,000	1,375	17%	12,000
Supplies and Energy	1,595	4,664	(3,069)	(66%)	7,000
Other	0	0	0	0%	14,807
<b>Total Expenditures</b>	<b>395,319</b>	<b>412,768</b>	<b>(17,449)</b>	<b>(4%)</b>	<b>605,909</b>
<b>Net Surplus / Deficit</b>	<b>(395,319)</b>	<b>(412,768)</b>	<b>17,449</b>	<b>(4%)</b>	<b>(605,909)</b>

**Notes on variances of \$5,000 and 5% from Budget:**

**Town of Canmore**  
Corporate Administration Rollup  
as at August 31, 2023

	2023 YTD Actual	2023 YTD Budget	Variance \$	Variance %	2023 Annual Budget
<b>REVENUES</b>					
Sales and Rentals	57,198	50,000	7,198	14%	75,000
Permits and Fines	250	2,500	(2,250)	(90%)	2,500
Internal Transfers	292,874	292,874	0	0%	292,874
Transfers and Other	5,129	4,100	1,029	25%	4,550
<b>Total Revenue</b>	<b>355,451</b>	<b>349,474</b>	<b>5,977</b>	<b>2%</b>	<b>374,924</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	3,195,625	3,299,871	(104,246)	(3%)	4,946,139
Admin and General Services	300,163	346,469	(46,306)	(13%)	532,309
Contracted Services	1,166,711	1,240,232	(73,521)	(6%)	1,507,553
Supplies and Energy	22,148	44,344	(22,196)	(50%)	86,750
Other	(1)	50	(51)	(102%)	50
<b>Total Expenditures</b>	<b>4,684,646</b>	<b>4,930,966</b>	<b>(246,320)</b>	<b>(5%)</b>	<b>7,072,801</b>
<b>Net Surplus / Deficit</b>	<b>(4,329,195)</b>	<b>(4,581,492)</b>	<b>252,297</b>	<b>(6%)</b>	<b>(6,697,877)</b>

**Rollup includes: Executive Office, Communications, Municipal Clerk's Office, Human Resources, Finance, Common Services and Information Technology**

**Notes on variances of \$5,000 and 5% from Budget:**

Sales and Rentals - increase is due to volume of tax certificates.

Admin and General Services - decrease due to timing of general expenses primarily in HR & Communications.

Contracted Services - decrease due to timing of general expenses in all areas.

Supplies and Energy - decrease due to timing of general expenses primarily in Common Services & HR.

**Town of Canmore**  
**Municipal Services Rollup**  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	4,353,508	3,775,804	577,704	15%	5,232,332
Permits and Fines	1,141,464	1,147,532	(6,068)	(1%)	1,516,285
Grants	508,029	477,972	30,057	6%	1,105,710
Transfers and Other	418,259	52,184	366,075	702%	348,215
<b>Total Revenue</b>	<b>6,421,260</b>	<b>5,453,492</b>	<b>967,768</b>	<b>18%</b>	<b>8,202,542</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	6,699,137	6,924,653	(225,516)	(3%)	10,316,664
Admin and General Services	378,080	416,230	(38,150)	(9%)	742,708
Contracted Services	2,264,545	2,012,780	251,765	13%	4,416,515
Supplies and Energy	581,817	402,598	179,219	45%	605,090
Other	3,415	208	3,207	1542%	310
Transfer to Reserve	3,600	3,600	0	0%	287,650
Internal Transfers	707,453	696,982	10,471	2%	732,650
<b>Total Expenditures</b>	<b>10,638,047</b>	<b>10,457,051</b>	<b>180,996</b>	<b>2%</b>	<b>17,101,587</b>
<b>Net Surplus / Deficit</b>	<b>(4,216,787)</b>	<b>(5,003,559)</b>	<b>786,772</b>	<b>(16%)</b>	<b>(8,899,045)</b>

**See following departmental sheets for details:**

Economic Development Rollup  
Community Social Development Rollup  
Protective Services Rollup  
Recreation Rollup

**Town of Canmore**  
Economic Development Rollup  
as at August 31, 2023

	2023 YTD Actual	2023 YTD Budget	Variance \$	Variance %	2023 Annual Budget
<b>REVENUES</b>					
Permits and Fines	548,111	491,024	57,087	12%	496,535
Grants	12,000	0	12,000	0%	0
Transfers and Other	29,214	30,592	(1,378)	(5%)	56,230
<b>Total Revenue</b>	<b>589,325</b>	<b>521,616</b>	<b>67,709</b>	<b>13%</b>	<b>552,765</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	457,766	480,584	(22,818)	(5%)	717,669
Admin and General Services	104,397	120,122	(15,725)	(13%)	201,830
Contracted Services	100,072	86,707	13,365	15%	127,875
Supplies and Energy	33,429	24,986	8,443	34%	36,550
Transfer to Reserve	0	0	0	0%	(1)
<b>Total Expenditures</b>	<b>695,664</b>	<b>712,399</b>	<b>(16,735)</b>	<b>(2%)</b>	<b>1,083,923</b>
<b>Net Surplus / Deficit</b>	<b>(106,339)</b>	<b>(190,783)</b>	<b>84,444</b>	<b>(44%)</b>	<b>(531,158)</b>

**Rollup includes: Economic Development and Arts & Events**

**Notes on variances of \$5,000 and 5% from Budget:**

Permits and Fines - Business Registry fees continue to trend higher than budget and to last year.

Grants - received Canadian Heritage Grants for both Canada Day and National Indigenous Peoples Day - offset in contracted services.

Salaries, Wages and Benefits - decrease is due to position vacancies.

Admin and General Services - decrease due to timing and savings of general expenses primarily in A&E.

Contracted Services - increase due to additional programming resulting from increased grant funding.

Supplies and Energy - increase due to supplies and equipment required for A&E programming.

**Town of Canmore**  
Community Social Development Rollup  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	11,902	12,336	(434)	(4%)	48,435
Grants	483,277	477,972	5,305	1%	677,710
Transfers and Other	383,456	21,592	361,864	1676%	24,485
<b>Total Revenue</b>	<b>878,635</b>	<b>511,900</b>	<b>366,735</b>	<b>72%</b>	<b>750,630</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	805,901	845,908	(40,007)	(5%)	1,271,438
Admin and General Services	9,550	20,938	(11,388)	(54%)	30,900
Contracted Services	47,538	16,280	31,258	192%	22,920
Supplies and Energy	209,034	86,396	122,638	142%	126,644
Other	3,415	208	3,207	1542%	310
Transfer to Reserve	3,600	3,600	0	0%	3,600
<b>Total Expenditures</b>	<b>1,079,038</b>	<b>973,330</b>	<b>105,708</b>	<b>11%</b>	<b>1,455,812</b>
<b>Net Surplus / Deficit</b>	<b>(200,403)</b>	<b>(461,430)</b>	<b>261,027</b>	<b>(57%)</b>	<b>(705,182)</b>

**Rollup includes: CSD Administration, FCSS and Family Connection Centre (FCC)**

**Notes on variances of \$5,000 and 5% from Budget:**

Transfers and Other - increase is due to (1) FCC, FCSS and CSD grant funds received in prior year for use in Q1 2023 and (2) Homeless Society of the Bow Valley (HSBV) fiscal agent program funding received offset with increase in expenses.

Salaries, Wages and Benefits - decrease is due to position vacancies.

Admin and General Services - decrease due to timing of general expenses in all areas.

Contracted Services - increase due to HSBV program expenses (offset with revenue funding).

Supplies and Energy - increased due to HSBV program expenses (offset with revenue funding).

**Town of Canmore**  
**Protective Services Rollup**  
as at August 31, 2023

	2023 YTD Actual	2023 YTD Budget	Variance \$	Variance %	2023 Annual Budget
<b>REVENUES</b>					
Sales and Rentals	1,636,682	1,079,800	556,882	52%	1,299,500
Permits and Fines	593,352	656,508	(63,156)	(10%)	1,019,750
Grants	12,753	0	12,753	0%	428,000
Transfers and Other	194	0	194	0%	267,500
<b>Total Revenue</b>	<b>2,242,981</b>	<b>1,736,308</b>	<b>506,673</b>	<b>29%</b>	<b>3,014,750</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	3,005,361	3,047,372	(42,011)	(1%)	4,549,772
Admin and General Services	172,733	179,367	(6,634)	(4%)	364,040
Contracted Services	2,098,164	1,852,966	245,198	13%	4,194,970
Supplies and Energy	210,867	156,808	54,059	34%	250,278
Transfer to Reserve	0	0	0	0%	284,051
Internal Transfers	707,453	696,982	10,471	2%	732,650
<b>Total Expenditures</b>	<b>6,194,578</b>	<b>5,933,495</b>	<b>261,083</b>	<b>4%</b>	<b>10,375,761</b>
<b>Net Surplus / Deficit</b>	<b>(3,951,597)</b>	<b>(4,197,187)</b>	<b>245,590</b>	<b>(6%)</b>	<b>(7,361,011)</b>

**Rollup includes: RCMP Policing, Municipal Enforcement and Fire-Rescue**

**Notes on variances of \$5,000 and 5% from Budget:**

Sales and Rentals - higher revenue than budget is a result of (1) paid parking program vs. budget assumptions - this will be offset with a transfer to reserve at year end and (2) Fire first response and third party billings vs. budget assumptions.

Permits and Fines - decrease is comprised of (1) reduced automated traffic enforcement fine revenue being negatively impacted by provincial guideline changes in 2022 (2) decreased RCMP fine revenue which is impacted by officer vacancies and complexity of cases, which is offset with (3) increased Municipal Enforcement fines (ticket) revenue as a result of the paid parking program.

Grants - received a provincial Fire Services Training Program grant to conduct a Nozzle Forward course for hose line management and fire attack.

Contracted Services - increase is primarily from (1) RCMP 22/23 final reconciliation from shifting to 90% share as well as increased 2023 actual contract costs vs budget assumptions (+\$313k) and (2) lower automatic traffic enforcement contract costs on reduced revenue.

Supplies and Energy - increase is from purchase of additional paid parking machines that were not budgeted for.



**Town of Canmore**  
**Recreation Rollup**  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	2,704,924	2,683,668	21,256	1%	3,884,397
Transfers and Other	5,396	0	5,396	0%	0
<b>Total Revenue</b>	<b>2,710,320</b>	<b>2,683,668</b>	<b>26,652</b>	<b>1%</b>	<b>3,884,397</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	2,430,109	2,550,789	(120,680)	(5%)	3,777,785
Admin and General Services	91,400	95,803	(4,403)	(5%)	145,938
Contracted Services	18,770	56,827	(38,057)	(67%)	70,750
Supplies and Energy	128,487	134,408	(5,921)	(4%)	191,618
<b>Total Expenditures</b>	<b>2,668,766</b>	<b>2,837,827</b>	<b>(169,061)</b>	<b>(6%)</b>	<b>4,186,091</b>
<b>Net Surplus / Deficit</b>	<b>41,554</b>	<b>(154,159)</b>	<b>195,713</b>	<b>(127%)</b>	<b>(301,694)</b>

**Rollup includes: Recreation Admin and Rentals, Aquatics, Climbing, Recreation Programs and Fitness**

**Notes on variances of \$5,000 and 5% from Budget:**

Salaries, Wages and Benefits - decreased due to vacancies and adjusting staffing to business volumes. There were recruitment challenges particularly in child minding and child/youth programming services.

Contracted Services - decrease is primarily from changing administration of specialty camps programming.

**Town of Canmore**  
Municipal Infrastructure Rollup  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	541,071	529,962	11,109	2%	909,818
Permits and Fines	950,615	892,200	58,415	7%	1,593,300
Internal Transfers	738,269	738,565	(296)	(0%)	993,289
Grants	(152,197)	0	(152,197)	0%	200,000
Transfers and Other	171,553	9,000	162,553	1806%	340,500
<b>Total Revenue</b>	<b>2,249,311</b>	<b>2,169,727</b>	<b>79,584</b>	<b>4%</b>	<b>4,036,907</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	5,057,069	5,320,886	(263,817)	(5%)	7,850,088
Admin and General Services	87,065	116,586	(29,521)	(25%)	191,835
Contracted Services	1,729,429	2,107,341	(377,912)	(18%)	3,326,003
Supplies and Energy	1,329,743	1,352,422	(22,679)	(2%)	2,610,575
Other	8,550	8,000	550	7%	8,000
<b>Total Expenditures</b>	<b>8,211,856</b>	<b>8,905,235</b>	<b>(693,379)</b>	<b>(8%)</b>	<b>13,986,501</b>
<b>Net Surplus / Deficit</b>	<b>(5,962,545)</b>	<b>(6,735,508)</b>	<b>772,963</b>	<b>(11%)</b>	<b>(9,949,594)</b>

**See following departmental sheets for details:**

- Engineering
- Planning & Development
- Facilities Rollup
- Public Works Rollup

**Town of Canmore**  
Engineering  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	245	0	245	0%	7,166
Permits and Fines	112,753	66,664	46,089	69%	100,000
Internal Transfers	238,991	238,991	0	0%	238,991
Transfers and Other	2,304	0	2,304	0%	120,000
<b>Total Revenue</b>	<b>354,293</b>	<b>305,655</b>	<b>48,638</b>	<b>16%</b>	<b>466,157</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	786,324	818,999	(32,675)	(4%)	1,225,681
Admin and General Services	12,590	11,176	1,414	13%	18,465
Contracted Services	52,266	35,000	17,266	49%	52,500
Supplies and Energy	1,448	3,426	(1,978)	(58%)	5,350
<b>Total Expenditures</b>	<b>852,628</b>	<b>868,601</b>	<b>(15,973)</b>	<b>(2%)</b>	<b>1,301,996</b>
<b>Net Surplus / Deficit</b>	<b>(498,335)</b>	<b>(562,946)</b>	<b>64,611</b>	<b>(11%)</b>	<b>(835,839)</b>

**Notes on variances of \$5,000 and 5% from Budget:**

Permits and Fines - increase is due to higher volume of engineering development permit activity .

Contracted Services - increase is due to requiring more professional engineering services than budget.

**Town of Canmore**  
**Planning & Development**  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	51,307	52,836	(1,529)	(3%)	64,500
Permits and Fines	837,862	825,536	12,326	1%	1,493,300
Transfers and Other	0	0	0	0%	120,000
<b>Total Revenue</b>	<b>889,169</b>	<b>878,372</b>	<b>10,797</b>	<b>1%</b>	<b>1,677,800</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	923,498	990,837	(67,339)	(7%)	1,481,001
Admin and General Services	33,900	55,188	(21,288)	(39%)	91,240
Contracted Services	140,921	125,400	15,521	12%	188,100
Supplies and Energy	1,509	1,968	(459)	(23%)	2,950
Other	150	0	150	0%	0
<b>Total Expenditures</b>	<b>1,099,978</b>	<b>1,173,393</b>	<b>(73,415)</b>	<b>(6%)</b>	<b>1,763,291</b>
<b>Net Surplus / Deficit</b>	<b>(210,809)</b>	<b>(295,021)</b>	<b>84,212</b>	<b>(29%)</b>	<b>(85,491)</b>

**Notes on variances of \$5,000 and 5% from Budget:**

Salaries, Wages and Benefits - decrease is due to position vacancies.

Admin and General Services - decrease is mainly due to less credit card service fees for large development application payments than anticipated.

Contracted Services - increase is due to Safety Codes Services requirements for inspections.

**Town of Canmore**  
**Facilities Rollup**  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	428,176	420,354	7,822	2%	567,747
Internal Transfers	70,634	70,634	0	0%	70,634
<b>Total Revenue</b>	<b>498,810</b>	<b>490,988</b>	<b>7,822</b>	<b>2%</b>	<b>638,381</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	1,558,613	1,619,598	(60,985)	(4%)	2,428,046
Admin and General Services	17,460	12,988	4,472	34%	21,240
Contracted Services	471,683	554,428	(82,745)	(15%)	887,630
Supplies and Energy	649,018	599,734	49,284	8%	1,103,985
<b>Total Expenditures</b>	<b>2,696,774</b>	<b>2,786,748</b>	<b>(89,974)</b>	<b>(3%)</b>	<b>4,440,901</b>
<b>Net Surplus / Deficit</b>	<b>(2,197,964)</b>	<b>(2,295,760)</b>	<b>97,796</b>	<b>(4%)</b>	<b>(3,802,520)</b>

**Notes on variances of \$5,000 and 5% from Budget:**

Contracted Services - decrease due to timing of contracted repairs & maintenance.

Supplies and Energy - increase is primarily from expenses related to Elevation Place air quality monitoring and mitigation as well as building management and HVAC supplies.

**Town of Canmore**  
Public Works Rollup  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	61,342	56,772	4,570	8%	270,405
Internal Transfers	428,644	428,940	(296)	(0%)	683,664
Grants	(152,197)	0	(152,197)	0%	200,000
Transfers and Other	169,249	9,000	160,249	1781%	100,500
<b>Total Revenue</b>	<b>507,038</b>	<b>494,712</b>	<b>12,326</b>	<b>2%</b>	<b>1,254,569</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	1,788,634	1,891,452	(102,818)	(5%)	2,715,360
Admin and General Services	23,114	37,234	(14,120)	(38%)	60,890
Contracted Services	1,064,559	1,392,513	(327,954)	(24%)	2,197,773
Supplies and Energy	677,768	747,294	(69,526)	(9%)	1,498,290
Other	8,400	8,000	400	5%	8,000
<b>Total Expenditures</b>	<b>3,562,475</b>	<b>4,076,493</b>	<b>(514,018)</b>	<b>(13%)</b>	<b>6,480,313</b>
<b>Net Surplus / Deficit</b>	<b>(3,055,437)</b>	<b>(3,581,781)</b>	<b>526,344</b>	<b>(15%)</b>	<b>(5,225,744)</b>

**Rollup includes: Public Works Administration and Sustainability, Parks, Streets and Roads**

**Notes on variances of \$5,000 and 5% from Budget:**

Grants - Mountain Pine Beetle grant funds received in prior year were returned to the province as the program administration has been moved to FRIAA (Forest Resource Improvement Association) - this is fully offset in Transfer and Other.

Transfers and Other - increase is carry-over Mountain Pine Beetle grant funds received in prior year.

Salaries, Wages and Benefits - decrease is primarily due to position leaves, vacancies and recruitment challenges with seasonal Parks staff.

Admin and General Services - decreased due to timing of general expenses in Streets & Roads.

Contracted Services - decreased due to (1) YTD savings in snow and ice control costs - overall less snow accumulation than some other seasons and (2) timing of contracted maintenance and equipment repairs.

Supplies and Energy - decrease is primarily savings in fuel costs and timing of supplies purchases.

**Town of Canmore**  
**Solid Waste Services Rollup**  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	2,631,124	2,630,877	247	0%	4,242,292
Transfers and Other	10,000	0	10,000	0%	0
<b>Total Revenue</b>	<b>2,641,124</b>	<b>2,630,877</b>	<b>10,247</b>	<b>0%</b>	<b>4,242,292</b>
<b>EXPENDITURES</b>					
Salaries, Wages and Benefits	1,089,188	1,107,795	(18,607)	(2%)	1,625,723
Admin and General Services	7,731	15,362	(7,631)	(50%)	23,675
Contracted Services	458,583	562,240	(103,657)	(18%)	988,814
Supplies and Energy	194,450	113,312	81,138	72%	163,000
Borrowing Costs	246,380	246,380	0	0%	445,147
Transfer to Reserve	275,000	275,000	0	0%	409,624
Internal Transfers	300,110	305,788	(5,678)	(2%)	529,934
Transfer to Affiliated Orgs	84,500	56,375	28,125	50%	56,375
<b>Total Expenditures</b>	<b>2,655,942</b>	<b>2,682,252</b>	<b>(26,310)</b>	<b>(1%)</b>	<b>4,242,292</b>
<b>Net Surplus / Deficit</b>	<b>(14,818)</b>	<b>(51,375)</b>	<b>36,557</b>	<b>(71%)</b>	<b>0</b>

**Notes on variances of \$5,000 and 5% from Budget:**

Transfers and Other - transfer from SWS Recycling Reserve to support the food waste diversion program implementation (per motion 68-2023).

Admin and General Services - decrease due to timing of general expenses.

Contracted Services - decrease primarily due to timing of recycling fees and YTD savings in equipment repairs.

Supplies and Energy - increase is due to (1) the purchase of carts required to expand the commercial food waste services and (2) garbage bags and mutt mitts volumes.

Transfer to Affiliated Orgs - increase due to a budget oversight for the annual baler replacement reserve payment to Bow Valley Waste Management Commission - agreement ends in 2024.

**Town of Canmore**  
**Water Utility Rollup**  
as at August 31, 2023

	<b>2023</b>	<b>2023</b>			<b>2023 Annual</b>
	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Budget</b>
<b>REVENUES</b>					
Sales and Rentals	7,615,022	7,550,188	64,834	1%	12,426,252
Transfers and Other	0	0	0	0%	240,000
<b>Total Revenue</b>	<b>7,615,022</b>	<b>7,550,188</b>	<b>64,834</b>	<b>1%</b>	<b>12,666,252</b>
<b>EXPENDITURES</b>					
Admin and General Services	19,400	17,128	2,272	13%	25,700
Contracted Services	3,585,679	3,613,224	(27,545)	(1%)	5,593,414
Supplies and Energy	546,815	592,834	(46,019)	(8%)	1,033,934
Borrowing Costs	1,261,315	1,275,806	(14,491)	(1%)	2,418,625
Transfer to Reserve	0	0	0	0%	2,886,000
Internal Transfers	708,579	708,579	0	0%	708,579
<b>Total Expenditures</b>	<b>6,121,788</b>	<b>6,207,571</b>	<b>(85,783)</b>	<b>(1%)</b>	<b>12,666,252</b>
<b>Net Surplus / Deficit</b>	<b>1,493,234</b>	<b>1,342,617</b>	<b>150,617</b>	<b>11%</b>	<b>0</b>

**Notes on variances of \$5,000 and 5% from Budget:**

Supplies and Energy - decrease is primarily from timing of water meter purchases.





# Briefing

**DATE OF MEETING:** October 31, 2023 **Agenda #:** D-4

**TO:** Finance Committee

**SUBJECT:** 2024 Proposed Operating Budget Amendments (Status-Quo)

**SUBMITTED BY:** Palki Biswas, Manager of Finance  
Therese Rogers, General Manager of Corporate Services

## EXECUTIVE SUMMARY

In December 2022, Council approved a two-year operating budget for 2023 and 2024 that included \$68.3 million in 2023 expenditures, which represented a 12.5% increase to new municipal taxes, net of growth (13.9% including growth) and \$73.2 million in 2024 expenditures, which represented a 5.5% increase to taxes, net of growth (6.7% including growth). For 2025 and 2026, 5.6% net of growth (6.8% including growth) and 3.1% net of growth (4.2% including growth) tax rate increases were planned to address the revenue shortfalls.

Since that time inflation has continued to rise resulting in increased costs across the organization. The amended operating budget being presented to Finance Committee is a status-quo budget. No new services or programs or increased levels of service have been added to this proposed amended budget and it reflects the cost of delivering existing services to the community. Simply put, the cost of delivering the same level of service continues to increase, mainly due to third-party costs which are largely outside of the Town's control. The increases in the 2024 operating budget are the result of uncontrollable expenses due to inflation, pre-existing contracts, and growth-related expenses. While no data is available yet, discussions with other municipalities confirm these inflationary impacts are being felt across the Province.

Administration is proposing 2024 operating budget amendments that have a net impact of **\$747,297**, which represents an additional 2.3% tax increase. This brings the proposed tax increase, net of growth, from the approved 5.5% up to **7.8%** (1% tax increase in 2024 equals \$320,000). There are some operating amendments with no tax impact as shown below.

A total of \$1.5 million operating amendments were requested by Managers. Careful consideration and extensive analysis and deliberations by the Corporate Strategic Team (CST), has resulted in Administration recommended 2024 Operating Budget Amendment of 7.8% municipal tax increase, net of growth (9.1% including growth). This results in changes in tax increase for 2025 to 6.7%, net of growth (7.9% including growth) and for 2026 to 3.3%, net of growth (4.4% including growth).

The Finance Committee will begin budget amendment deliberations on October 31, 2023. Over the course of its meetings, the committee will consider the budget amendments as proposed by Administration and make recommendations to Council.

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

November 24, 2022	31-2022FIN: Direct Administration to develop a Paid Parking Revenue Allocation Model (PPRAM) for approval prior to the 2024 budget amendment in Fall of 2023.
November 29, 2022	<p>38-2022FIN: Direct Administration to establish a one-year community evaluator position for \$71,000 to be funded from taxes in the proposed 2023 operating budget and that administration return to Council with recommendations to change the Safe Park Program.</p> <p>57-2022FIN: Direct Administration to explore options with regards to a car share program and report back to Council no later than the end of 2023.</p> <p>61-2022FIN: Direct Administration to reassess the Canmore Community Housing requisition in the fall of 2023 for the 2024 budget amendment to ensure alignment with any new programs or priorities.</p> <p>62-2022FIN: Include provincial downloading in the annual budget process.</p>
December 20, 2022	<p>309-2022: Council approved the 2023-2024 Master Fee Schedule as presented.</p> <p>313-2022: Council approved the 2024 Fortis franchise fees at 16% and thereafter, a 2% increase every other year until the maximum fees permissible of 20% is achieved in 2030, and 2024 ATCO franchise fees at 35%.</p> <p>314-2022: Council approved the 2023 and 2024 Operating Budgets and adopted the 2025-2026 Operating Plans.</p>
Municipal Government Act	Sections 242(1) and 245 of the Municipal Government Act state that Council must adopt an operating and capital budget for each calendar year.

**DISCUSSION**

**2023 and 2024 Council Approved Budget**

Last year, Council approved several high priority initiatives from the Council Strategies Implementation Plan as shown below:

- Added transit service enhancements for Grassi Lakes (in 2024) and increases to Route 3 regional plus Route 5 local weekend and weekday services (2023).
- Funded 33% of the transit requisition from Paid Parking.
- Added the Town Centre grant for \$50,000 funded from Paid Parking.
- Funded Happipad from the Economic Development Reserve (2023-2025).
- Added capacity to increase reach of Affordable Services Program (2023 and ongoing).
- Added Emergency Alert Notification System (2023 and ongoing).
- Added winter and summer emergency response plans for unsheltered individuals (2023).
- Added casual wages to deliver alternative childcare programs (2023 and ongoing).
- Added funding for a citizen input panel (2024).
- Added ice surface in Three Sisters (2023 and ongoing).
- Added e-bike incentive program for Affordable Services participants funded from Sustainability Reserve (2024).

- Added one-year funding for Community Evaluator position in CSD with a request to revise the Safe Park program.

Increases to Fortis and ATCO franchise fees were approved for 2024, which saw the contribution to the Sustainability Reserve and Asset Replacement/Rehabilitation Reserve rise. A long-term planned increase to Fortis franchise fees was approved to get to the maximum allowable limit. Council approved a phased-in increase to Fortis franchise fees from the current 12% to 16% in 2024, 18% in 2026 and reaching the maximum of 20% in 2028. Council approved an increase to ATCO franchise fees from the current 30% to the maximum of 35% in 2024 (Motion # 313-2022).

### Provincial Downloading

During the budget process in 2022, Finance Committee directed Administration to include an annual summary of the impacts of provincial downloading (motion # 62-2022FIN). As outlined in Attachment # 6, the 2024 financial impact of provincial downloading to the Town is estimated to be close to \$5.0 million. This is made up of a combination of funding reductions, program changes and/or program elimination.

### 2024 Operating Budget Amendment

“Budget Amendment” is not synonymous with opening the budgets or plans for a full-scale review. The intent is to adhere to the two-year approved business plans and their supporting budgets, while providing an opportunity to fine-tune them only when circumstances warrant or to advance emerging Council or community issues.

Departments are to operate within their approved annual multi-year budgets so that the total spend over each of the two years individually is not exceeded. Each year is to be treated in isolation. The following parameters were applied to determine which amendments would be recommended to the Finance Committee:

- It is understood that there may be increased uncertainty regarding costs and unanticipated activities for the upcoming year and therefore amendments to the 2024 approved operating and capital budget were made for **extraordinary, unexpected, or emergent** demands only.
- The 2024 approved budget were not opened completely, and only **significant/material** amendments were considered. Minor/immaterial adjustments were excluded.
- Amendments from 2024 that will impact 2025 and 2026 years have been included.

2024 approved budget estimates followed a rigorous review by Managers and Supervisors based on an analytical process which included consideration of the past and expected future trends and were evaluated based on need and alignment with the Council’s strategic plan. All departments identified where a change in revenues or expenditures were required for status-quo 2024 ongoing programs and services due to the following:

- Cost reductions due to changed circumstances or cost escalations beyond control due to rampant inflation. For example, human resource costs - COLA, benefits, slippage, labour market issues; third-party costs - insurance costs, bank/service fees, professional fees, contracted services, energy; supply chain issues - materials and supplies; interest rates for borrowing; changes in levels of provincial and federal grant funding and contributions to reserves
- Revenue increases or decreases due to changed economic conditions.
- Any new or one-time initiative for 2024 that was not considered at the time of the multi-year budget approval but needed to be approved prior to the budget amendment in Fall.
- No new staffing requests unless tied to a Council approved new initiative that was not considered at the time of the multi-year budget approval.

The table below outlines the 2024 operating amendments that are recommended for Finance Committee’s consideration (see attachment # 1 and 2).

**Operating Amendments with Tax Impact:**

	<b>Revenue</b>	<b>Amount</b>
A	Increase Fire First Response Revenue	\$50,000
B	Increase Recreation Membership Fees	200,000
	<b>Expenditures</b>	
C1	Adjustment for Cost-of-Living Allowance (COLA)	\$605,000
C2	Adjustment to Transfer to Reserves (due to COLA change in departments that are self-funded: Economic Development, Paid Parking, Solid Waste Services)	(55,493)
D	Increase Employee Benefits	40,000
E	Increase Power and Natural Gas	125,000
F	Add Custodial, Snow and Ice Removal Services for old Fire Hall	35,000
G	Increase IT Contracted Services	64,000
H1	Increase RCMP Contract	222,000
H2	Reduce Body-Worn Cameras	(22,000)
I	Reduce Feral Rabbit Management	(55,500)
J	Increase in Museum Requisition (Affiliate)*	39,290
		<b>\$747,297</b>

\*See attachment # 3 for Affiliate Budget Amendment Request

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

**C and D.** Current cost-of-living factor is at 5.5% as opposed to 2.6% which was approved in the 2024 budget. The impact of this differential is about \$605,000. An increase in employee benefits (health and dental) is also being projected for 2024. Affordability continues to be a challenge in Canmore, and Town employees face these same challenges. Administration is recommending that the COLA amount be revised to reflect the impact of inflation this past year as staff, like other residents are facing higher costs for basic goods and services. Attraction and retention continue to be more challenging, with vacant positions resulting in impacts to the services our residents and visitors expect. The increase to COLA is offset by a reduced transfer to reserves in those departments that are self-funded and do not have direct tax implications, for a total of \$55,493. This results in a net impact for COLA of \$550,000.

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

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

**G.** Contracted services costs in Information Technology are increasing as providers face the same inflationary challenges as the Town.

**H.** Based on a revised Multi-Year Financial Plan (MYFP) from RCMP, the policing contract expenses will increase by a net \$200,000, with a reduction to the request for body worn cameras already incorporated into the budget presented to Finance Committee (as shown in the table above). The bulk of this increase is due to the RCMP officer wages, as recently negotiated.

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

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

**Operating Amendments with Offsetting Revenues or Reserves (No Tax Impact) based on Administration Recommendation:**

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

\*\* See attachment #4 for Transit Budget Amendment Request from BVRTSC and \*See attachment # 3 for Affiliate Budget Amendment Request

K. An increased transit requisition from the Bow Valley Regional Transit Services Commission (BVRTSC) has been requested due to several factors – increase in service hours and ridership, vehicle maintenance and staff wages (reflects cost of living increase of about 5%)/training increase, high contracted services, transit storage costs, software costs, insurance, interest rates and bank charges etc. Martin Bean, Chief Administrative Officer for BVRTSC will speak to these increases during his presentation to Finance Committee on November 9, 2023. The increase of \$299,245 (\$33,045 for Regional, \$236,200 for Local and new/expansion of Local for \$30,000 contingent upon Council’s approval) will be offset by internal transfer from Paid Parking (see attachment # 4).

L. With the recent court decision regarding the TSMV, Administration is requesting a new full-time permanent position (Senior Development Planner) in the Planning and Development department to support the work required to advance these applications. The salary and benefits of this position will be offset by increased planning permit revenues each year starting 2024.

M. During deliberations in 2022, Finance Committee directed Administration to work with Canmore Community Housing on the amount of their requisition. The CCH Board has submitted an increased requisition to address staffing required to advance housing projects and to reflect the costs of renting a larger space to accommodate the larger team. For 2024 only, Administration is recommending that this \$250,000 increase be funded from the Vital Homes Reserve (projected balance of approximately \$2.0 million at 2023 year-end). Moving forward, this additional funding for CCH could come from a full-time occupancy tax or an increase to the Vital Homes tax levy. Both will be considered as part of the 2025-2026 budget deliberations.

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

	<b>Revenue</b>	<b>Amount</b>	<b>Funding Source</b>
N	Net Decrease Franchise Fees	\$50,000	Asset Replacement/Rehabilitation Reserve (\$46,000) Sustainability Reserve (\$4,000)
O	Decrease Photo Radar Revenue	200,000	Photo Radar Reserve (\$108,000) Contracted Services (\$92,000)
P	Increase Business Registry Revenue	50,000	Economic Development Reserve \$50,000
Q	Increase Paid Parking Revenue	650,000	Contracted Services \$38,000 Bank Service Fees \$30,000 Fee Payable to RMHF \$50,000 (as per PPRAM) Transit \$299,245 Integrated Parking Management Reserve (Paid Parking Reserve) \$232,755
R	Increase BIA Levy (Affiliate)*	5,155	Flow-through
		<b>\$955,155</b>	

\*See attachment # 3 for Affiliate Budget Amendment Request

**N.** Fortis has informed the Town that electric franchise fees revenue in 2024 is expected to increase by \$120,000. Despite the approved franchise fees increases for 2024, ATCO natural gas franchise fees are expected to drop by \$170,000 with the net revenue increase for both totalling \$50,000. This net decrease, per policy, will be offset by reduced transfers to reserves as shown in the table above.

**O.** Based on current trends, Photo Radar revenue is expected to continue to decline, with a further decrease of \$200,000 expected in 2024. This decrease, per policy, will be offset by reduced contracted services and transfer to reserve. The equivalent of 1.5 RCMP officers that have been funded annually from the Photo Radar Reserve will need to be re-visited and funded from taxes or another source of funding in the next budget cycle as the Photo Radar Reserve balance is not sustainable.

**P.** Business Registry revenue is expected to continue to rise, based on trend, and per policy is transferred to the Economic Development reserve.

**Q.** Based on 2023 projected revenues, Paid Parking revenue for 2024 is expected to continue to increase. This will offset the increased expenses for the Paid Parking program along with increase in transfer to transit and reserve. This is based on Paid Parking Revenue Allocation Model (PPRAM) which will be brought back to Finance Committee on November 9, 2023.

**R.** The Downtown Business Improvement Area (BIA) has requested a levy increase for 2024 which is a flow-through for the Town.

**Utility Amendments:**

	Revenue	Amount	Offsetting Expenses
S	Increase Solid Waste Services Rates and Sale of Services	\$211,790	Hauling Contracted Services \$110,000 Transfer to Bow Valley Waste Management Commission for Baler \$28,145 Transfer to Reserve \$73,645
T	Increase Water and Wastewater Utility Rates	805,626	Water Utility Contracted Services \$9,500 Transfer to Reserve \$796,126

**S.** Increase in Residential Waste and Recycling rates for 2024 (10.3% vs. 5.0%) along with new commercial food waste sale of services for a total of \$211,790. This will be offset by an increase in contracted services for hauling for \$110,000, transfer to the Bow Valley Waste Management Commission for \$28,145 and the remaining \$73,645 transfer to Solid Waste Reserve.

**T.** Increase in Water and Wastewater Utility Rates per the Utility Rate Model based on the revenue increase recommendation of 12% in 2024, which is offset by increase in Water Utility Contracted Services and Water and Wastewater Utility Reserves.

The utility contains all the revenues and expenses necessary for providing water, wastewater, and waste services to the community. The utility is self-supporting, meaning that costs incurred to run the utility must be recovered through rates. The utility budget is supported by the Utility Rate Model (URM), that is updated during each budget cycle and after a Utility Master Plan (UMP) update is completed. Since the approval of the 2023-2024 budget (\$16.9 million in 2023 and \$17.9 million in 2024), the Town received a new 10-year Approval to Operate from the Province and completed an updated UMP along with a Wastewater Treatment Plant (WWTP) Capacity Evaluation and Technology Assessment study. The updated UMP and WWTP Capacity Evaluation study identified projects that will be required to support development to full buildout. The list of projects in the UMP include replacing all the water and sewer lines installed in the mid-1960s over the next 25 years at a cost of \$53



million. The WWTP Technology Assessment listed a total of 15 projects at a cost of \$27 million over the next 10 years.

The new 10-year Approval to Operate issued by the province includes more stringent effluent limits to be met by 2032. This includes adding Total Nitrogen effluent limit (15 mg/L) and reducing Phosphorus removal from 1.0 mg/L to 0.5 mg/L. These are conditions that the Town’s current WWTP technology cannot meet. The WWTP Technology Assessment study identified scenarios that would begin by completing a conceptual design in 2024, to narrow down the technologies to pilot to better determine the most appropriate technology going forward. The assessment also completed a high-level cost analysis that would see the expansion include a significant upgrade and potentially a change in secondary treatment technology (e.g., replace the Biological Activated Filtration system) at a cost of around \$100.0 million over the next 10 years.

These recommended projects have been added to the URM to determine the impact on the Utility Reserves balance and Utility Rates. To ensure the reserves balances are appropriate in the 5-year horizon, it is recommended that the 2024 rates be amended, and the following options were considered:

Option	Revenue Increase	Revenue Increase		
		2024	2025	2026
1	Status Quo - Approved	5.5%	5.0%	5.0%
2	8% Increase	8.0%	8.0%	8.0%
3	10% Increase	10.0%	8.0%	8.0%
4	12% Increase	12.0%	8.0%	8.0%
5	15% Increase	15.0%	8.0%	8.0%
6	Meet Reserve Target	20.0%	8.0%	8.0%

The utility is progressing on improved sustainability and transfers to reserves to cover water, wastewater, and storm have been increased. This will assist with future renewal of assets and aims to ensure that critical water services can be maintained without interruption.

Options 1 through to 3 include a reserve balance less than the reserve balance target each of the next 5 years, including Status Quo dipping into a negative balance in the latter 3 years.

Options 1 through to 5 include a reserve balance less than the reserve balance target within 3 of the next 5 years.

Option 4 and 5 will ensure the utility reserve balance remains above the utility reserve in in 2024 and 2025 and back again in 2029 and beyond.

Option 6 will ensure the utility reserve balance remains above the utility reserve target over the next 5 years.

It is recommended to go with option 4, a **12% revenue increase in 2024** followed by an 8% increase in 2025 and 2026. This scenario will have a reserve balance over the next 5 years remain above \$3.5 million and is projected to have a reserve balance of \$8.2 million by 2028. A 10.0% revenue increase was considered and is not

recommended because it would have a reserve balance of \$2.5M in two of the next five years with a \$6.6 million balance in year 5, below the \$8.0 million utility reserve target.

The 12.0% revenue increase factors in new customers and therefore additional water sales each year, so it does not necessarily mean the rates will increase by the same percentage. The impact of this option on the average household is an 10.7% increase or an annual increase of \$68.66 (or \$11.44/two-month billing cycle).

**Master Fee Schedule:**

Last year, Council approved the 2023-2024 Master Fee Schedule after a review was undertaken to update all fees (Motion # 309-2022). An inflationary factor of 5.0% had been applied to almost all fees except for Planning and Engineering fees in 2023 and another 5.0% for 2024.

This year, the inflationary factor of 5.0% has been applied to all Planning and Engineering fees along with addition and/or increases to some fees based on cost recovery of the services provided by the Town (see highlighted fees in attachment # 5 for changes to the 2024 fee schedule).

**Reserves (Fiscal Sustainability)**

Best practice says that in any organization, a reserve should be established to cover the normal operating costs of the organization should an unexpected funding shortfall occur and to keep aside to meet unforeseen / extraordinary future financial obligations. Funding for these reserves should be based on budgeted operating dollars, surplus from annual operations or one-time/extraordinary revenues. Funding ongoing expenses from an unpredictable or unstable revenue sources is not recommended as a financial best practice. It would not be fiscally prudent to rely on such sources of revenues to build up a reserve to support an ongoing program.

To mitigate the financial impact and smooth in the tax rate increase over time, a draw of \$600,000 was planned and approved from the Tax Stabilization Reserve reducing the effective tax rate increase in 2023 and 2024.

**STAKEHOLDER ENGAGEMENT**

Departmental managers and supervisors were engaged as part of the process. All affiliates received the same budget amendment information and were invited to submit their requests with the same timelines as department managers.

**ATTACHMENTS**

1. 2024 Proposed Operating Budget Amendment
2. Proposed Amended 3-year Operating Budget and Plan
3. 2024 Affiliate Budget Amendment Requests
4. 2024-2026 Approved ROAM Budget BVRTSC
5. 2024 Proposed Master Fee Schedule
6. 2024 Provincial Downloading Estimates

**AUTHORIZATION**

Submitted by:	Palki Biswas Manager of Finance	Date: <u>October 25, 2023</u>
Approved by:	Therese Rogers General Manager of Corporate Services	Date: <u>October 25, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>October 26, 2023</u>





## 2024 Proposed Operating Budget Amendments

<b>OVERALL SUMMARY</b> including Utilities & SWS	<b>Approved Budget 2024</b>	<b>Proposed Budget 2024</b>	<b>Variance \$</b>	<b>Amendment #</b>
<b>REVENUES</b>				
Municipal Taxes	34,202,537	34,949,834	747,297	net changes
Sales and Rentals	28,126,397	29,993,813	1,867,416	A, B, N, Q, S, T
Permits and Fines	3,797,771	3,787,771	(10,000)	O, P, L
Internal Transfers	2,074,474	2,373,719	299,245	Q
Grants	1,525,710	1,525,710	0	
Transfers and Other	3,489,220	3,739,220	250,000	M
<b>Total Revenue</b>	<b>73,216,109</b>	<b>76,370,067</b>	<b>3,153,958</b>	
<b>EXPENDITURES</b>				
Salaries, Wages and Benefits	25,725,973	26,510,973	785,000	C1, D, L
Admin and General Services	2,853,572	2,933,572	80,000	Q
Contracted Services	19,464,288	20,072,533	608,245	F, G, H1, H2, I, K, O, Q, S, T
Supplies and Energy	4,707,896	4,832,896	125,000	E
Borrowing Costs	5,866,080	5,866,080	0	
Other	94,970	94,970	0	
Transfer to Capital	1,385,000	1,385,000	0	
Transfer to Reserve	9,329,259	10,268,292	939,033	C2, N, O, P, Q, S, T
Internal Transfers	2,074,474	2,373,719	299,245	Q
Transfer to Affiliated Orgs	1,714,597	2,032,032	317,435	J, M, S
<b>Total Expenditures</b>	<b>73,216,109</b>	<b>76,370,067</b>	<b>3,153,958</b>	
Education Requisition	23,899,698	23,899,698	0	
DIP Requisition	4,050	4,050	0	
Senior Requisition	1,492,772	1,492,772	0	
BIA Levy	122,720	127,875	5,155	R



## Proposed Amended 3-year Operating Budget and Plan

<b>OVERALL SUMMARY</b> including Utilities & SWS	<b>Proposed Budget 2024</b>	<b>Proposed Plan 2025</b>	<b>Proposed Plan 2026</b>
<b>REVENUES</b>			
Municipal Taxes	34,949,834	37,695,784	39,339,701
Sales and Rentals	29,993,813	31,918,798	33,793,826
Permits and Fines	3,787,771	4,006,733	4,263,767
Internal Transfers	2,373,719	2,464,790	2,571,659
Grants	1,525,710	1,545,710	1,565,710
Transfers and Other	3,739,220	2,867,232	3,027,245
<b>Total Revenue</b>	<b>76,370,067</b>	<b>80,499,047</b>	<b>84,561,908</b>
<b>EXPENDITURES</b>			
Salaries, Wages and Benefits	26,510,973	27,860,169	28,780,757
Admin and General Services	2,933,572	3,005,133	3,093,484
Contracted Services	20,072,533	20,809,784	21,450,962
Supplies and Energy	4,832,896	4,960,565	5,122,522
Borrowing Costs	5,866,080	6,170,078	6,585,078
Other	94,970	96,970	96,970
Transfer to Capital	1,385,000	1,385,000	1,385,000
Transfer to Reserve	10,268,292	11,663,758	13,332,227
Internal Transfers	2,373,719	2,464,790	2,571,658
Transfer to Affiliated Orgs	2,032,032	2,082,800	2,143,250
<b>Total Expenditures</b>	<b>76,370,067</b>	<b>80,499,047</b>	<b>84,561,908</b>
<b>Net Surplus / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Partners &amp; Affiliate Summary

	Approved Budget 2022	Approved 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
<b>1 Grant Requests from Partner Organizations</b>									
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 (Revised)	185,000	194,250	9,250	5.0%	<b>242,653</b>	48,403	24.9%	<b>249,930</b>	<b>257,430</b>
<b>2 Services Contracted to Partner Organizations (based on established deliverables)</b>									
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
<b>3 Affiliated Organizations (included in Consolidated Financial Statements)</b>									
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 (Revised)	450,000	450,000	-	0.0%	<b>700,000</b>	250,000	55.6%	<b>700,000</b>	<b>700,000</b>
c) Downtown Canmore Business Improvement Area (Revised)	117,152	122,720	5,568	4.8%	<b>127,875</b>	5,155	4.2%	<b>134,270</b>	<b>134,270</b>
<b>4 Tax or Levy Requisition Authorities</b>									
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
<b>5 Regional Commissions</b>									
a) Bow Valley Waste Management Commission (Revised)	84,520	56,375	(28,145)	-33.3%	<b>84,520</b>	28,145	49.9%	<b>56,375</b>	<b>56,375</b>
b) Bow Valley Regional Transit Commission (Revised)	1,514,671	2,051,670	536,999	35.5%	<b>2,494,781</b>	443,111	21.6%	<b>2,595,215</b>	<b>2,715,801</b>
<b>Total All</b>	<b>5,341,295</b>	<b>5,884,183</b>			<b>6,730,381</b>			<b>6,898,381</b>	<b>7,089,982</b>
<b>TOC taxes</b>	<b>3,576,850</b>	<b>4,212,316</b>			<b>5,025,214</b>			<b>5,214,964</b>	<b>5,406,565</b>
<b>Utility rates</b>	<b>84,520</b>	<b>56,375</b>			<b>84,520</b>			<b>56,375</b>	<b>56,375</b>
<b>Separate tax levies</b>	<b>1,679,925</b>	<b>1,615,492</b>			<b>1,620,647</b>			<b>1,627,042</b>	<b>1,627,042</b>
	<b>5,341,295</b>	<b>5,884,183</b>			<b>6,730,381</b>			<b>6,898,381</b>	<b>7,089,982</b>
	-	-			-			-	-

August 29, 2023

Palki Biswas, Finance Manager  
Town of Canmore  
902 7<sup>th</sup> Avenue  
Canmore, Alberta T1W 0C1

Dear Palki:

**RE: Increase in requested operating budget support for 2024**

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 2024 operating grant from the Town of Canmore, we respectfully request an increase in support to a total of \$242,650. This represents an increase to the previously approved \$203,362.50 of \$39,287.50.

The reasons for our request are threefold:

1. In our administrative and programming positions, we see that competitive rates are increasing by at least 10% in the Bow Valley. For example, during the summer of 2023, like most organisations in the Bow Valley, we had a very challenging time finding summer workers. We needed to increase the hourly wage above \$20.00 before we received any applications. (We started at \$18.50). Also, we have increased our curator position (unfunded) by \$15,000 to retain the qualified person. Because the Museum is starting from a base of relatively low wages, we find filling vacant positions difficult and are subject to high turnover. A 10% increase to the rest of our summer, administrative, and programming positions would result in an additional cost increase of \$13,000 for a total increase of \$20,000 to the previous budget.
2. Funded by a YCW grant, we experimented with opening 7 days per week in July and August at the main Museum, as opposed to 5 days per week (Thursday - Monday) as we are for the rest of the year. This resulted in an additional 400 visits to the museum during these 8 weeks - 12% more than 5 days only. We would like to repeat this next year because we see significant demand regardless of the day of the week. The additional cost of a summer student at \$22/hr is \$4,200. To open both the museum and the Barracks 7 days per week would be an increase of \$8,400.00
3. The Museum is currently seeking a new Executive Director. Given the scope and responsibility of the position, a mid-career professional is required. We anticipate that we will have to provide a minimum salary of \$90,000 per year is required for this position, a 13% increase over what was budgeted. Given the cost of living in Canmore, filling this position requires this increase to attract a suitable candidate.

As a result, we request an increase to a total of \$242,650.

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

- Revised 2024 to 2026 Operating Budget

In addition to the Town of Canmore's operating grant, you will notice the Canmore Museum will generate an additional \$298,270 in revenue for 2024. On top of these core operating revenues, we expect to generate an additional \$363,250 for 2024 for special projects, programs and events. Some projects are entirely grant dependent, yet rely on having confirmed operational funding to ensure they can be delivered.

We hope all this is in order and look forward to presenting details of our continued successes to Council in early 2024.

Yours Warmly,



Linda Whittaker, C.P.A., C.M.A  
Interim Executive Officer



<b>CANMORE MUSEUM 2023 - 2026 WORKING OPERATIONS BUDGET</b>		COL	\$	0.03	
<b>REVENUES</b>		<b>BUDGET FORCAST</b>			
<b>EARNED REVENUES</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
Donations - Museum Operations (receipted)	\$ 53,000.00	\$ 55,250.00	\$ 56,908.00	\$ 58,615.00	
Sales - Museum Shop	\$ 35,000.00	\$ 43,750.00	\$ 45,063.00	\$ 46,415.00	
Admissions - Canmore Museum	\$ 16,250.00	\$ 20,312.50	\$ 20,922.00	\$ 21,550.00	
Admissions - NWMP Barracks (unreceipted donation box)	\$ 1,875.00	\$ 2,343.75	\$ 2,414.00	\$ 2,486.00	
Program Fees	\$ 4,000.00	\$ 5,000.00	\$ 5,150.00	\$ 5,305.00	
Interest income	\$ 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	\$ 4,730.00	\$ 5,203.00	\$ 5,359.00	\$ 5,520.00	
<b>SUBTOTAL</b>	<b>\$ 142,355.00</b>	<b>\$ 195,859.25</b>	<b>\$ 182,361.00</b>	<b>\$ 186,482.00</b>	
<b>GRANT REVENUES</b>					
Town of Canmore - Operating	\$ 194,250.00	\$ 242,650.00	\$ 249,930.00	\$ 257,430.00	
Province of Alberta - Gaming (Casino)	\$ 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	\$ 25,750.00	\$ 26,523.00	
Government of Canada - MAP (Exhibitions)	\$ 15,000.00	\$ 69,000.00	\$ 71,070.00	\$ 73,202.00	
Calgary Foundation				\$ -	
<b>SUBTOTAL</b>	<b>\$ 255,750.00</b>	<b>\$ 369,650.00</b>	<b>\$ 386,750.00</b>	<b>\$ 397,155.00</b>	
<b>REVENUES</b>				\$ -	
Government of Canada CEBA - Loan forgiveness	\$ -	\$ -	\$ -	\$ -	
Government of Canada - COVID Grant	\$ 20,000.00	\$ -	\$ -	\$ -	
<b>SUBTOTAL</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
Shipping & Postage	-\$ 1,000.00	-\$ 1,000.00	-\$ 1,030.00	-\$ 1,061.00	
Supplies - Gift Shop	-\$ 1,648.00	-\$ 1,697.00	-\$ 1,748.00	-\$ 1,800.00	
Cost of goods sold	-\$ 17,500.00	-\$ 21,875.00	-\$ 22,531.00	-\$ 23,207.00	
<b>COSTS OF GOODS SOLD</b>	<b>-\$ 20,148.00</b>	<b>-\$ 24,572.00</b>	<b>-\$ 25,309.00</b>	<b>-\$ 26,068.00</b>	
<b>TOTAL</b>	<b>\$ 397,957.00</b>	<b>\$ 540,937.25</b>	<b>\$ 543,802.00</b>	<b>\$ 557,569.00</b>	
<b>EXPENSES</b>					
<b>HUMAN RESOURCES</b>					
Staff Wages	\$ 249,646.00	\$ 296,422.50	\$ 305,320.00	\$ 314,480.00	
Health Benefits	\$ 11,330.00	\$ 11,670.00	\$ 12,020.00	\$ 12,381.00	
Professional Development	\$ 1,545.00	\$ 1,591.00	\$ 1,639.00	\$ 1,688.00	
Consultants - Associates	\$ -	\$ -	\$ 25,000.00	\$ 23,300.00	
<b>SUBTOTAL</b>	<b>\$ 262,521.00</b>	<b>\$ 309,683.50</b>	<b>\$ 343,979.00</b>	<b>\$ 351,849.00</b>	
<b>ADMINISTRATION</b>					
Bank Charges - BVCU CC	\$ 2,163.00	\$ 2,228.00	\$ 2,295.00	\$ 2,364.00	
IT - Software Subscriptions	\$ 9,152.00	\$ 9,427.00	\$ 9,710.00	\$ 10,001.00	
IT - Repairs and Maintenance	\$ 1,545.00	\$ 1,591.00	\$ 1,639.00	\$ 1,688.00	
IT - Equipment Lease	\$ -	\$ -	\$ -	\$ -	
GST	\$ 1,545.00	\$ 1,591.00	\$ 1,639.00	\$ 1,688.00	
Supplies - Office	\$ 3,090.00	\$ 3,183.00	\$ 3,278.00	\$ 3,376.00	
Advertising	\$ 15,000.00	\$ 17,800.00	\$ 18,250.00	\$ 18,798.00	
Professional Fees - Accounting and bookkeeping	\$ 1,107.00	\$ 1,140.00	\$ 1,174.00	\$ 1,209.00	
Professional Fees - Bookkeeping	\$ 13,860.00	\$ 13,860.00	\$ 14,276.00	\$ 14,704.00	
Insurance	\$ 4,069.00	\$ 4,191.00	\$ 4,317.00	\$ 4,447.00	
Travel	\$ 900.00	\$ 927.00	\$ 955.00	\$ 984.00	
Meals and entertainment			\$ -	\$ -	
Hosting - Staff and Board meetings	\$ 1,545.00	\$ 1,590.00	\$ 1,600.00	\$ 1,650.00	
Stakeholder Relations - Memberships/Subscriptions	\$ 775.00	\$ 800.00	\$ 800.00	\$ 850.00	
Stakeholder Relations - Stoney Nakoda	\$ 7,500.00	\$ 7,725.00	\$ 7,957.00	\$ 8,196.00	

Stakeholder Relations - Local Organizations	\$ 1,545.00	\$ 1,591.00	\$ 1,639.00	\$ 1,688.00
Stakeholder Relations - Volunteer Appreciation	\$ 2,060.00	\$ 2,122.00	\$ 2,186.00	\$ 2,252.00
<b>SUBTOTAL</b>	<b>\$ 65,856.00</b>	<b>\$ 69,766.00</b>	<b>\$ 71,715.00</b>	<b>\$ 73,895.00</b>
<b>EXHIBITIONS, PROGRAMS, EVENTS</b>				
<b>Program delivery</b>				
Programming - Heritage Garden	\$ 1,550.00	\$ 1,600.00	\$ 1,650.00	\$ 1,700.00
<b>SUBTOTAL</b>	<b>\$ 1,550.00</b>	<b>\$ 1,600.00</b>	<b>\$ 1,650.00</b>	<b>\$ 1,700.00</b>
<b>COLLECTIONS AND ARCHIVES</b>				
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	\$ 1,545.00
Supplies - Collections Management	\$ 5,150.00	\$ 5,300.00	\$ 5,350.00	\$ 5,400.00
<b>SUBTOTAL</b>	<b>\$ 49,150.00</b>	<b>\$ 140,800.00</b>	<b>\$ 106,850.00</b>	<b>\$ 109,945.00</b>
<b>FACILITIES</b>				
Tenant Improvements & Maintenance	\$ 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	\$ 1,030.00	\$ 1,061.00	\$ 1,093.00	\$ 1,126.00
Telecommunications (Phone, Internet)	\$ 3,935.00	\$ 4,053.00	\$ 4,175.00	\$ 4,300.00
Collections Storage - Mortgage Interest	\$ 2,000.00	\$ 1,800.00	\$ 1,854.00	\$ 1,910.00
Collections Storage - Condo Fees	\$ 4,635.00	\$ 4,774.00	\$ 4,917.00	\$ 5,065.00
Collections Storage - Utilities	\$ 1,339.00	\$ 1,379.00	\$ 1,420.00	\$ 1,463.00
Offsite Security	\$ 370.00	\$ 380.00	\$ 390.00	\$ 402.00
<b>SUBTOTAL</b>	<b>\$ 18,839.00</b>	<b>\$ 19,008.00</b>	<b>\$ 19,577.00</b>	<b>\$ 20,166.00</b>
<b>TOTAL EXPENSES</b>	<b>\$ 397,916.00</b>	<b>\$ 540,857.50</b>	<b>\$ 543,771.00</b>	<b>\$ 557,555.00</b>
<b>Surplus</b>	<b>\$ 41.00</b>	<b>\$ 79.75</b>	<b>\$ 31.00</b>	<b>\$ 14.00</b>



Ms. Palki Biswas  
Manager of Finance  
Town of Canmore

August 31, 2023

Dear Ms. Biswas:

**Re: Canmore Community Housing – 2024 Operating Requisition Adjustment**

Please accept this letter as Canmore Community Housing's (CCH) request for an adjustment in the requisition amount to **\$700,000** for 2024 operating funding from the Town of Canmore (ToC), per CCH's amended 2024 operating budget, attached.

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 2024 total operating budget request of \$700,000 represents a fifty five percent (55%) 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 in 2024. It is anticipated that CCH will request an ongoing \$700,000 (2025) and \$700,000 (2026) in operating funding post 2024, subject to Board direction and approval at the appropriate time.

Documents in support of CCH's budget request:

- Case for support, below
- 2022-2024 proposed budget amendment (CCH Board Motion September 7, 2023), attached





- Town of Canmore Motion 61-2022 FIN “To reassess the Canmore Community Housing requisition in the fall of 2023 for the 2024 budget amendment to ensure alignment with any new programs or priorities”
- Town of Canmore Housing Accelerator Fund – Action Plan June 6, 2023 RFD, (C-6, C-7, P-3, P-5, P-6)

Due to the requests being due to the Administration by August 31, 2023, the budget request will be debated and ratified at the September 6 board meeting. I understand that Administration requires the final request by September 7, 2023 so this will be provided as a ratified request by that date. Should you have any questions relating to CCH’s funding request please do not hesitate to contact the undersigned.

Sincerely,

---

Michelle Ouellette, MBA, MCIP  
Executive Director, 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 through land development; delivering a 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.

In 2023 there has been a change in direction made by the CCH Board and a re-evaluation of the importance of the services CCH delivers to provide non-market housing since the adoption of the current CCH Strategic Plan and 2023 Business Plan. Through the Bold Housing Workshop held in December 2022, the recently approved Housing Action Plan by Town Council, and Board direction, the expectations of what CCH is going to deliver in order to accelerate provision of Vital Homes in 2024.

Specific to our funding request, the following overview applies:

### **2022-2024 Budget Adjustment**

**CCH:** is growing its current staffing level of 3.5 FTEs to 5 FTEs to increase capacity to undertake development projects, deliver programs and manage existing assets.

### **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. The workplan for CCH in 2024 includes:

#### **1. 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. There are two immediate site development projects planned to start construction in 2024, which will run parallel with the master planning of undeveloped land in the Palliser area of approximately 7 ha (17 acres). Future sites and development are being evaluated with the Town. A CCH action plan will be prepared in 2024 to identify market gaps for housing in Canmore aligned with a short- and long-term strategy to deliver units.*

#### **2. Deliver Vital Homes programs**

*CCH has 118 rental units and 157 homeownership units within its Vital Homes housing portfolio and oversees two external property management agreements specific to its rental portfolio. Waitlists and corresponding program applications, bookkeeping, and administration are managed internally. CCH has two new programs, the matching down deposit and accessory dwelling grant programs, that it oversees. These programs have been on pause during 2023 and require review and a re-launch in Q1 2024 to ensure that these are serving the needs of the community as was intended, and that said programs are delivered in a cost-effective manner. With development of additional rental and ownership program units, facilitating sales and rental agreements, researching new programs and policies, and implementing an online registration portal, programming activities will increase in 2024.*

#### **3. Communications**

*Engaging with third party contractor to deliver on a social media strategy to increase public awareness of CCH programs, benefits, and activities such as new projects, the waitlists, sales activities, and rental updates.*



**4. Research and Advocacy**

*In 2024 with additional capacity, CCH will be undertaking a review of legal mechanisms to negotiate for agreements on Vital Homes on private land, exploring additional partnerships and funding, and creating an advocacy policy and opportunities for collaboration.*

# CCH 2022 -2024 Operating Budget (2024 Adjustment)

Motion September 7, 2023 (3. d)

	2024 Budget	2024 Budget Amendment
<b>OPERATING BUDGET</b>		
<b>GENERAL ADMINISTRATION</b>		
<b>General Revenues</b>		
Town of Canmore transfer	450,000	700,000
Transfer from CCHC Reserves	44,000	44,000
Town of Canmore rent in kind (non cash)	25,620	0
Interest Income Operating Account + Operating Reserve	6,000	6,000
Interest Income Hector Operating	1,200	1,200
Interest Income McArthur Place Operating	750	750
Interest Income BMO Account	<u>3,000</u>	<u>3,000</u>
General Revenues	<u>530,570</u>	<u>754,950</u>
<b>General Expenses</b>		
<b>Human Resources</b>		
Salaries and Benefits	-425,000	-625,000
Contract Labour - Administration	-6,556	-6,556
Professional Development	-4,400	-6,000
Human Resource Expenditures	<u>-435,956</u>	<u>-637,556</u>
<b>Administration</b>		
Advertising & Marketing	-2,000	-2,000
Bank Charges	-300	-300
Board Administration	-1,800	-1,800
Insurance	-3,374	-3,374
Meals and Entertainment	-1,500	-1,500
Office Services	-7,000	-7,000
Office Rental	-31,500	-50,000
Office Supplies	-3,000	-3,000
Professional Fees	-23,000	-23,000
Telephone, Fax, Net	-2,652	-2,652
Travel, Conferences	-3,000	-3,000
Computer Software	-2,500	-2,500
Computer Equipment	-3,183	-5,000
Furniture and Fixtures/Leasehold Improvements	-1,500	-3,000
Administration Expenditures	<u>-86,310</u>	<u>-108,127</u>
Total Administration and HR expenditures	<u>-522,266</u>	<u>-745,683</u>
<b>SURPLUS/(DEFICIT) AFTER GENERAL EXPENSES</b>	8,304	9,267
<hr/>		
<b>OTHER PROGRAMS</b>		
Sale Revenues	37,500	37,500
Sale Expenditures	-5,600	-5,600
Other Project/Program Expenditures	-20,000	-20,000
Property Expenditures		
TSMV 201 & 205 Stewart Creek Rise	-1,000	-1,000
Palliser Lot 7	<u>-4,244</u>	<u>-4,244</u>
Palliser Block 6		
PAH Property Expenditures	<u>-30,844</u>	<u>-30,844</u>
<b>SURPLUS/(DEFICIT) OTHER PROGRAMS</b>	6,656	6,656
<b>OPERATING SURPLUS/(DEFICIT)</b>		
GENERAL ADMINISTRATION	8,304	8,304
OTHER PROGRAMS	6,656	6,656
THE HECTOR RENT PROGRAM	3,927	3,927
MARTHUR PLACE RENT PROGRAM	89,372	89,372
1850 PALLISER TRAIL	<u>5,131</u>	<u>5,131</u>
<b>Projected Cash Surplus/(Deficit)</b>	<b>113,390</b>	<b>113,390</b>
<b>Surplus Transfer to operating revenue</b>	<b>-44,000</b>	<b>-44,000</b>
<b>Net Cash Surplus/(Deficit)</b>	<b><u>69,390</u></b>	<b><u>69,390</u></b>



August 23, 2023

Palki Biswas  
Finance Manager  
[palki.biswas@canmore.ca](mailto:palki.biswas@canmore.ca)

Dear Palki;

Re: 2024 Budget Submission

The Downtown Canmore BIA Board of Directors would like submit their 2024 Budget for Council review and acceptance. This a revised budget for 2024 as a result of a number of items the Board has had impact its original submission. The BIA Board passed a motion at its August 23, 2023 Board meeting to adjust the budget for 2024.

The following are the notable changes to the 2024 Budget:

- a. Revenue
  - Increase to Levy of 5%
  - Proposed Grant applications to organizations such as Travel Alberta
  - Sponsorship funds for marketing and event campaigns
  - Town Centre Grant Fund
  - Increase to Sub-Lessee as Lease will be increased by approximately 10%
  
- b. Expenses
  - Increase to Salary and Benefits
  - Increase to Lease & Expenses
  - Increase to Enhancements, Projects, Events

If required, we would be pleased to meet and discuss the changes to the budget at your convenience.

Regards,

*Beth Vandervoort*

Beth Vandervoort  
Executive Director

Cc: Tory Kendal, Chair  
Dave Stratton, Treasurer

Attachment: Budget 2024

PO Box 8906 Canmore, AB T1W 0J3  
[www.visitdowntowncanmore.com](http://www.visitdowntowncanmore.com)

403-493-5235  
[ed@visitdowntowncanmore.com](mailto:ed@visitdowntowncanmore.com)

**DOWNTOWN CANMORE BIA  
BUDGET 2024**

		2023 BUDGET REVISED	2024 BUDGET	2024 BUDGET REVISED	2025 BUDGET
<b>REVENUES</b>					
	Landlords/Businesses	\$ 121,786.00	\$ 122,720.00	\$ 127,875.00	\$ 134,270.00
	Operational Reserve				
	Pay to Play Monies/Sponsorships			\$ 25,000.00	\$ 16,120.00
	Grants				
	Other Grants	\$ 10,000.00	\$ 25,000.00	\$ 50,000.00	\$ 50,000.00
	Town of Canmore Grant	\$ 15,000.00			
	Town Centre Grant Fund			\$ 50,000.00	\$ 50,000.00
	Alberta Job Now Program				
	Downtown Canmore TC Study	\$ 57,430.00		\$ 6,300.00	\$ 6,300.00
	Sublease rentals	\$ 29,100.00	\$ 29,100.00	\$ 32,100.00	\$ 32,100.00
	Interest	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
	<b>Total Revenue</b>	<b>\$ 233,616.00</b>	<b>\$ 177,120.00</b>	<b>\$ 291,575.00</b>	<b>\$ 289,090.00</b>
<b>EXPENSES</b>					
	Accounting and Legal				
	Auditor	\$ 7,500.00	\$ 7,500.00	\$ 7,000.00	\$ 7,000.00
	Administration				
	Salary	\$ 65,000.00	\$ 52,952.00	\$ 75,000.00	\$ 78,375.00
	Benefits			\$ 8,760.00	\$ 9,200.00
	Admin Support/Bookkeeping	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
	Summer Employment Prog	\$ -	\$ -	\$ -	\$ -
	Office Supplies	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
	Memberships/Newsletters	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
	Postage and Delivery	\$ 60.00	\$ 200.00	\$ 60.00	\$ 60.00
	Conferences	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
	Rent	\$ 8,100.00	\$ 8,100.00	\$ 8,400.00	\$ 8,400.00
	Telephone	\$ 1,050.00	\$ 1,200.00	\$ 1,050.00	\$ 1,050.00
	Insurance	\$ 3,750.00	\$ 3,750.00	\$ 4,000.00	\$ 4,000.00
	Administration Other	\$ -		\$ -	\$ -
	Bank/service charges	\$ 100.00	\$ 100.00	\$ 350.00	\$ 350.00
	Lease Expenses	\$ 29,000.00	\$ 30,000.00	\$ 40,505.00	\$ 40,505.00
	Marketing				
	Marketing Campaigns	\$ 20,260.00	\$ 30,000.00	\$ 20,000.00	\$ 20,000.00
	Advertising	\$ 4,000.00	\$ 4,000.00	\$ 4,500.00	\$ 4,500.00
	Website/Computer Updates	\$ 2,500.00	\$ 2,500.00	\$ 3,000.00	\$ 3,000.00
	Board & Member Services				
	Board & Member Meetings	\$ 500.00	\$ 500.00	\$ 650.00	\$ 650.00
	AGM	\$ 800.00	\$ 500.00	\$ 500.00	\$ 500.00
	Stakeholder Engagement	\$ 2,500.00	\$ 2,500.00	\$ 2,000.00	\$ 2,000.00
	Enhancement, Projects, Events				
	Summer/Winter Placemaking	\$ 20,000.00	\$ 19,318.00	\$ 50,000.00	\$ 50,000.00
	Events, Campaigns	\$ 3,566.00	\$ 4,500.00	\$ 50,000.00	\$ 50,000.00
	Downtown Canmore Study	\$ 57,430.00		\$ 6,300.00	\$ -
	<b>Total Expenses</b>	<b>\$ 233,616.00</b>	<b>\$ 177,120.00</b>	<b>\$ 291,575.00</b>	<b>\$ 289,090.00</b>
	<b>Excess (deficit) of revenue over expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

SIGNED BY: \_\_\_\_\_

DATE: October 31, 2023 Finance Committee Meeting 9 a.m.

**Bow Valley Regional Transit Services Commission  
2024 APPROVED Operating Budget (Canmore portion only)**

	Admin		Route 3		Route 5	Route 12	Total Canmore portion
	2024 Approved budget	Canmore portion 1/3	2024 Approved budget	Canmore portion 1/2	2024 Approved budget	2024 Approved budget	2024 Approved Budget
<b>INCOME</b>							
Bus Pass Sales			1,487,726	743,863			743,863
Interest Revenue	84,000	28,000					28,000
Marketing & Advertising Revenue			13,117	6,558	12,023		18,581
Partner Programs			3,090	1,545			1,545
Recoveries - Operating (non-members)						101,642	101,642
Requisitions - Operating	609,691	203,230	549,503	274,752	1,595,159	101,642	2,174,783
<b>Total Income</b>	<b>693,691</b>	<b>231,230</b>	<b>2,053,436</b>	<b>1,026,718</b>	<b>1,607,182</b>	<b>203,284</b>	<b>3,068,414</b>
<b>GROSS INCOME</b>	<b>693,691</b>	<b>231,230</b>	<b>2,053,436</b>	<b>1,026,718</b>	<b>1,607,182</b>	<b>203,284</b>	<b>3,068,414</b>
<b>EXPENSES</b>							
Advertising & Marketing Expenses			16,328	8,164	14,326	1,750	24,241
Contracted Services / Professional Fees	59,793	19,931	12,851	6,425	28,980	2,175	57,512
Fuel Expense			270,454	135,227	150,231	10,865	296,323
General Operating Expenses	79,111	26,370	38,059	19,030	9,546	838	55,784
Infrastructure Maintenance	206	69	26,234	13,117	18,660	1,639	33,484
Insurance Expense	16,245	5,415	26,924	13,462	26,856	6,575	52,308
Software Fees & Licences	74,223	24,741	24,661	12,331	20,471	6,819	64,361
Staff, Training, Travel & Meals	65,086	21,695	19,082	9,541	21,986	6,190	59,412
Transit storage facility	4,450	1,483	60,892	30,446	6,828	0	38,757
Vehicle Expenses	6,300	2,100	458,163	229,082	382,064	32,247	645,492
Total Wages & Benefits	388,278	129,426	1,099,787	549,894	927,234	84,187	1,690,740
<b>Total Operating Expenses</b>	<b>693,691</b>	<b>231,230</b>	<b>2,053,436</b>	<b>1,026,718</b>	<b>1,607,182</b>	<b>153,284</b>	<b>3,018,414</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>						50,000	50,000
Amortization Expense	75,687	25,229	162,443	81,221	179,817	50,000	336,267
<b>Total Other Expenses</b>	<b>75,687</b>	<b>25,229</b>	<b>162,443</b>	<b>81,221</b>	<b>179,817</b>	<b>50,000</b>	<b>336,267</b>
<b>NET INCOME</b>	<b>-75,687</b>	<b>-25,229</b>	<b>-162,443</b>	<b>-81,221</b>	<b>-179,817</b>	<b>0</b>	<b>-286,267</b>

## Bow Valley Regional Transit Services Commission 2024-2026 APPROVED Operating Budget

ALL ROUTES			
	2024 APPROVED Budget	2025 APPROVED Budget	2026 APPROVED Budget
<b>INCOME</b>			
Total Advertising & Marketing Revenue	\$ 57,931	\$ 59,669	\$ 61,459
Total Interest Revenue	\$ 84,000	\$ 86,520	\$ 89,116
Total Other Income	\$ 2,622	\$ 2,701	\$ 2,782
Total Partner Programs	\$ 574,013	\$ 591,233	\$ 608,970
Total Pass Sales	\$ 3,856,948	\$ 3,972,656	\$ 4,091,837
<b>TOTAL INCOME BEFORE REQUISITIONS</b>	<b>\$ 4,575,514</b>	<b>\$ 4,712,780</b>	<b>\$ 4,854,164</b>
<b>Recoveries - Operating (non-members)</b>			
4500 Recoveries - Operating (non-memb)	\$ 2,507,502	\$ 2,622,583	\$ 2,694,712
<b>Total Recoveries - Operating (non-members)</b>	<b>\$ 2,507,502</b>	<b>\$ 2,622,583</b>	<b>\$ 2,694,712</b>
<b>Total Requisitions - Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Requisitions - Operating</b>			
4420-1 Operating Requisition - TOB	\$ 2,637,142	\$ 2,705,174	\$ 2,786,328
4420-2 Operating Requisition - TOC	\$ 2,174,783	\$ 2,234,513	\$ 2,300,799
4420-5 Operating Requisition - ID9	\$ 720,045	\$ 727,416	\$ 739,336
<b>Total Requisitions - Operating</b>	<b>\$ 5,531,970</b>	<b>\$ 5,667,102</b>	<b>\$ 5,826,464</b>
<b>TOTAL INCOME</b>	<b>\$ 12,614,986</b>	<b>\$ 13,002,465</b>	<b>\$ 13,375,339</b>
<b>EXPENSES</b>			
Total Advertising & Marketing Expenses	\$ 99,436	\$ 102,419	\$ 105,491
Total Contracted Services / Professional Fees	\$ 175,264	\$ 155,416	\$ 160,077
Total Fuel Expense	\$ 1,005,739	\$ 1,036,038	\$ 1,067,120
Total General Operating Expenses	\$ 218,765	\$ 225,328	\$ 232,086
Total Infrastructure Maintenance	\$ 89,978	\$ 92,677	\$ 95,457
Total Insurance Expense	\$ 226,498	\$ 233,293	\$ 240,292
Total Software Fees & Licences	\$ 271,320	\$ 279,462	\$ 287,844
Total Training, Travel & Meals	\$ 245,026	\$ 251,999	\$ 259,557
Total Vehicle Expenses	\$ 2,688,654	\$ 2,769,314	\$ 2,852,388
Total Wages & Benefits - Administrative	\$ 946,340	\$ 974,730	\$ 1,003,973
Total Wages & Benefits - Cleaners	\$ 358,934	\$ 369,702	\$ 380,794
Total Wages & Benefits - Customer Support	\$ 443,597	\$ 456,905	\$ 470,612
<b>Wages &amp; Benefits - Drivers</b>			
5221 Drivers Wages	\$ 3,860,849	\$ 3,976,674	\$ 4,095,976
5223 Drivers Wages - Training	\$ 489,316	\$ 503,995	\$ 519,116
<b>Total Wages &amp; Benefits - Drivers</b>	<b>\$ 4,350,165</b>	<b>\$ 4,480,670</b>	<b>\$ 4,615,092</b>
<b>Total Wages &amp; Benefits - Operations</b>	<b>\$ 810,143</b>	<b>\$ 834,447</b>	<b>\$ 859,484</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 11,929,860</b>	<b>\$ 12,262,402</b>	<b>\$ 12,630,266</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>\$ 685,126</b>	<b>\$ 740,063</b>	<b>\$ 745,073</b>
<b>Amortization Expense</b>			
5900 Amortization Exp	\$ 2,275,578	\$ 2,505,578	\$ 2,705,578
<b>Total Amortization Expense</b>	<b>\$ 2,275,578</b>	<b>\$ 2,505,578</b>	<b>\$ 2,705,578</b>
<b>NET INCOME</b>	<b>-\$ 1,590,452</b>	<b>-\$ 1,765,515</b>	<b>-\$ 1,960,505</b>



# Bow Valley Regional Transit Services Commission

## 2024-2033 APPROVED Capital Budget

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Banff</b>										
Opening Deferred Capital Contribution Balance	\$ 2,700,472	\$ 2,816,941	\$ 2,164,205	\$ 2,700,392	\$ 3,064,513	\$ 3,604,608	\$ 4,395,462	\$ 4,697,542	\$ 5,353,056	\$ 6,175,418
Anticipated Grant Funding	-	1,800,000	-	-	-	-	-	-	-	-
Municipal Contribution to New Assets	-	1,200,000	-	-	-	-	-	-	-	-
<b>Banff Capital Requisition</b>										
Banff Local Capital Replacement	534,700	560,200	657,900	667,500	677,500	687,600	704,400	715,000	725,700	736,600
Canmore / Banff Regional Capital Replacement	64,500	65,500	66,400	67,400	68,400	69,500	70,500	71,500	72,600	73,700
Commission Capital Replacement	37,900	45,800	95,400	96,600	97,800	99,000	100,200	101,400	102,700	104,000
<b>Total Banff Capital Requisition</b>	<b>637,100</b>	<b>671,500</b>	<b>819,700</b>	<b>831,500</b>	<b>843,700</b>	<b>856,100</b>	<b>875,100</b>	<b>887,900</b>	<b>901,000</b>	<b>914,300</b>
<b>Capital Projects</b>										
Banff New Capital Assets	-	(3,000,000)	-	-	-	-	-	-	-	-
Banff Local Capital Replacement	(71,527)	(1,000)	(183,219)	(401,823)	(286,438)	(48,856)	(214,550)	(175,467)	(68,138)	(119,255)
Canmore / Banff Regional Capital Replacement	(11,434)	(36,570)	(84,987)	(44,235)	(500)	(6,390)	(348,471)	(46,918)	(500)	(500)
Commission Capital Replacement	(437,669)	(1,286,667)	(15,307)	(21,321)	(16,667)	(10,000)	(10,000)	(10,000)	(10,000)	-
<b>Total Capital Projects</b>	<b>(520,631)</b>	<b>(4,324,237)</b>	<b>(283,513)</b>	<b>(467,379)</b>	<b>(303,605)</b>	<b>(65,245)</b>	<b>(573,021)</b>	<b>(232,385)</b>	<b>(78,638)</b>	<b>(119,755)</b>
<b>Closing Deferred Capital Contribution Balance</b>	<b>\$ 2,816,941</b>	<b>\$ 2,164,205</b>	<b>\$ 2,700,392</b>	<b>\$ 3,064,513</b>	<b>\$ 3,604,608</b>	<b>\$ 4,395,462</b>	<b>\$ 4,697,542</b>	<b>\$ 5,353,056</b>	<b>\$ 6,175,418</b>	<b>\$ 6,969,964</b>

<b>Canmore</b>										
Opening Deferred Capital Contribution Balance	\$ 1,315,047	\$ 927,960	\$ (91,773)	\$ 109,184	\$ 323,972	\$ 114,792	\$ 500,983	\$ 287,202	\$ 568,874	\$ 1,010,474
Anticipated Grant Funding	1,120,000	-	-	-	522,243	-	269,014	-	-	-
Municipal Contribution to New Assets	280,000	-	-	-	-	-	-	-	-	-
<b>Canmore Capital Requisition</b>										
Canmore Local Capital Replacement	187,600	249,400	253,200	257,000	260,800	264,700	268,700	272,700	276,800	281,000
Canmore / Banff Regional Capital Replacement	64,500	65,500	66,400	67,400	68,400	69,500	70,500	71,500	72,600	73,700
Commission Capital Replacement	37,900	45,800	95,400	96,600	97,800	99,000	100,200	101,400	102,700	104,000
<b>Total Canmore Capital Requisition</b>	<b>290,000</b>	<b>360,700</b>	<b>415,000</b>	<b>421,000</b>	<b>427,000</b>	<b>433,200</b>	<b>439,400</b>	<b>445,600</b>	<b>452,100</b>	<b>458,700</b>
<b>Capital Projects</b>										
Canmore Project Capital Expenditures	-	(35,000)	(30,000)	(20,000)	-	-	-	-	-	-
Canmore Operating Capital Expenditures	(1,627,983)	(22,197)	(83,749)	(120,656)	(1,141,256)	(30,620)	(563,724)	(107,009)	-	(45,736)
Canmore / Banff Regional Capital Replacement	(11,434)	(36,570)	(84,987)	(44,235)	(500)	(6,390)	(348,471)	(46,918)	(500)	(500)
Commission Capital Replacement	(437,669)	(1,286,667)	(15,307)	(21,321)	(16,667)	(10,000)	(10,000)	(10,000)	(10,000)	-
<b>Total Capital Projects</b>	<b>(2,077,087)</b>	<b>(1,380,434)</b>	<b>(214,043)</b>	<b>(206,212)</b>	<b>(1,158,423)</b>	<b>(47,010)</b>	<b>(922,195)</b>	<b>(163,927)</b>	<b>(10,500)</b>	<b>(46,236)</b>
<b>Closing Deferred Capital Contribution Balance</b>	<b>\$ 927,960</b>	<b>\$ (91,773)</b>	<b>\$ 109,184</b>	<b>\$ 323,972</b>	<b>\$ 114,792</b>	<b>\$ 500,983</b>	<b>\$ 287,202</b>	<b>\$ 568,874</b>	<b>\$ 1,010,474</b>	<b>\$ 1,422,939</b>

## Bow Valley Regional Transit Services Commission 2024-2033 APPROVED Capital Budget

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>ID#9</b>										
Opening Deferred Capital Contribution Balance	\$ 1,518,714	\$ 885,162	\$ (85,188)	\$ 364,981	\$ 815,887	\$ 59,014	\$ 422,762	\$ 580,796	\$ 966,716	\$ 1,464,073
Anticipated Grant Funding	-	-	-	-	-	-	-	-	-	-
Parks Canada Capital Contribution	-	-	-	-	-	-	-	-	-	1
Maintenance & Replacement Contributions	329,104	334,041	339,051	344,137	349,299	354,539	359,857	365,255	370,734	376,295
ID#9 Capital Contribution	-	-	-	-	-	-	-	-	-	-
ID#9 Capital Requisition										
Lake Louise / Banff Regional Capital Replacement	30,114	30,566	31,025	31,490	31,962	32,442	32,928	33,422	33,924	34,433
Commission Capital Replacement	37,900	45,800	95,400	96,600	97,800	99,000	100,200	101,400	102,700	104,000
<b>Total ID#9 Capital Requisition</b>	<b>68,014</b>	<b>76,366</b>	<b>126,425</b>	<b>128,090</b>	<b>129,762</b>	<b>131,442</b>	<b>133,128</b>	<b>134,822</b>	<b>136,624</b>	<b>138,433</b>
Capital Projects										
LLB Regional Capital Expenditures	(593,002)	(94,091)	-	-	(1,219,268)	(112,233)	(324,951)	(104,157)	-	(577,388)
Commission Capital Replacement	(437,669)	(1,286,667)	(15,307)	(21,321)	(16,667)	(10,000)	(10,000)	(10,000)	(10,000)	-
<b>Total Capital Projects</b>	<b>(1,030,671)</b>	<b>(1,380,757)</b>	<b>(15,307)</b>	<b>(21,321)</b>	<b>(1,235,935)</b>	<b>(122,233)</b>	<b>(334,951)</b>	<b>(114,157)</b>	<b>(10,000)</b>	<b>(577,388)</b>
Closing Deferred Capital Contribution Balance	\$ 885,162	\$ (85,188)	\$ 364,981	\$ 815,887	\$ 59,014	\$ 422,762	\$ 580,796	\$ 966,716	\$ 1,464,073	\$ 1,401,413

<b>ALL PARTNERS</b>										
Opening Deferred Capital Contribution Balance	\$ 5,534,233	\$ 4,630,064	\$ 1,987,243	\$ 3,174,557	\$ 4,204,373	\$ 3,778,415	\$ 5,319,207	\$ 5,565,539	\$ 6,888,647	\$ 8,649,966
Anticipated Grant Funding	1,120,000	1,800,000	-	-	522,243	-	269,014	-	-	-
Proposed Annual Contributions	1,604,219	2,642,607	1,700,176	1,724,727	1,749,762	1,775,281	1,807,485	1,833,577	1,860,457	1,887,728
Capital Projects	(3,628,388)	(7,085,428)	(512,862)	(694,912)	(2,697,963)	(234,488)	(1,830,167)	(510,470)	(99,138)	(743,379)
Remaining Unspent End of Year	\$ 4,630,064	\$ 1,987,243	\$ 3,174,557	\$ 4,204,373	\$ 3,778,415	\$ 5,319,207	\$ 5,565,539	\$ 6,888,647	\$ 8,649,966	\$ 9,794,315

Town of Canmore  
**2024 Master Fee Schedule**

<b>01 FINANCE</b>				
Item Code	Description/Title	Unit Measure	2023 Fee	2024 Fee
1.00	Finance Fees			
1.01	Finance/Services - Photocopies	per copy	1.00	<b>1.00</b>
1.02	Mortgage Report	per roll	21.00	<b>22.00</b>
1.03	Tax Certificate - Manual	per certificate	53.00	<b>56.00</b>
1.04	Tax Certificate - Online	per certificate	26.00	<b>27.00</b>
1.05	Non Sufficient Funds (cumulative) - TIPP/PUPP (first default at no charge)	per event	26.00	<b>27.00</b>
1.06	Non Sufficient Funds (cumulative) - Cheque	per event	53.00	<b>56.00</b>
1.07a	Foreign Funds Processing Fee	per event	53.00	<b>56.00</b>
1.07b	Wire Transfer Surcharge & Fax Notification Fee (variable per bank service fee)	variable per event	-	-
1.08	Duplicate Payment/ Refund Processing Fee - Refund by EFT	per event	26.00	<b>27.00</b>
1.09	Duplicate Payment/ Refund Processing Fee - Refund by Cheque	per event	53.00	<b>56.00</b>
1.10	Non-payment Transfer and Collection Fee (cumulative)	per event	53.00	<b>56.00</b>
1.11	Tax Notification and Discharge Fee	per title	53.00 + costs	<b>56.00 + costs</b>
1.12	Reprint of Prior Years' Documents (including CEIP Agreements) - no charge for current calendar year documents or those available online	per document	11.00	<b>12.00</b>
1.13	Confirmation of Taxes Paid	per document	26.00	<b>27.00</b>
1.14a	NEW - Property Assessment Report - Current Year	per property	-	<b>30.00</b>
1.14b	NEW - Property Assessment Information (section 299/300 of MGA)	per property	-	<b>65.00 per hour - minimum charge of 1 hour plus photocopying charges</b>

<b>02 FIRE-RESCUE SERVICES</b>				
Item Code	Description/Title	Unit Measure	2023 Fee	2024 Fee
2.00	Fire Response, Rescue and Inspection Fees			

2.01	Document Fee / File Copy	per/copy	171.00	<b>180.00</b>
2.02	Search of Records	per/hour	32.00	<b>34.00</b>
2.03	Occupant Load Permit Fee	per permit	131.00	<b>138.00</b>
2.04	Fire Chief	per hour	158.00	<b>166.00</b>
2.05	Deputy Fire Chief	per hour	131.00	<b>138.00</b>
2.06	Lock Box Fee	per box	105.00	<b>120.00</b>
2.07	Additional Firefighter Fee	per hour	47.00	<b>49.00</b>
2.08	Fire Permit Fee	per permit	131.00	<b>138.00</b>
2.09	Fireworks Permit Fee	per permit	131.00	<b>138.00</b>
2.10	Fire Support Unit (Light duty crew cab, pickup truck, or crew cab flatbed with 2 staff members)	per hour	194.00	<b>204.00</b>
2.11	Fire Support Unit (Light duty crew cab, pickup truck, or crew cab flatbed with 2 staff members) - AB Infrastructure	per hour	194.00	<b>204.00</b>
2.12	Pumper Truck Response	per hour	788.00	<b>827.00</b>
2.13	Pumper Truck Response - AB Infrastructure	per hour	646.00	<b>678.00</b>
2.14	Rescue Truck Response	per hour	788.00	<b>827.00</b>
2.15	Rescue Truck Response - AB Infrastructure	per hour	646.00	<b>678.00</b>
2.16	Aerial Response	per hour	893.00	<b>938.00</b>
2.17	Aerial Response-AB Infrastructure	per hour	646.00	<b>678.00</b>
2.18	Command Trailer - comes with Fire Support Unit	per hour	389.00	<b>408.00</b>
2.19	Shoring Trailer plus Goods Used - comes with Fire Support Unit	per hour	389.00	<b>408.00</b>
2.20	Hazmat Trailer plus Goods Used - comes with Fire Support Unit	per hour	389.00	<b>408.00</b>
2.21	Sprinkler Protection Unit - comes with Fire Support Unit	per hour	389.00	<b>408.00</b>
2.22	Jet Boat - comes with Fire Support Unit	per hour	389.00	<b>408.00</b>
2.23	Fire Inspection-Construction Sites and Plan Review	per hour	131.00	<b>138.00</b>
2.24	Fire Investigation	per hour	131.00	<b>138.00</b>
2.25	First & Second Fire Inspection upon Request (up to 2 hours)	per inspection	131.00	<b>138.00</b>
2.26	Fire Inspections - additional hours over the two hour base rate	per hour	131.00	<b>138.00</b>
2.27	First & Second Fire Inspection Department Initiated (up to 2 hours)	per inspection	-	-
2.28	Third and Subsequent Fire Inspections - both requested & department initiated (up to 2 hours)	per inspection	263.00	<b>276.00</b>

<b>03</b>	<b>ENGINEERING</b>			
Item Code	Description/Title	Unit Measure	2023 Fee	2024 Fee
3.00	Site Developments where D.P.'s are Required (as per 2020 Engineering Design Guidelines, Drawings Section 1.2)			
3.01	Project/Small - Layout Plans (Utilities & Surface)	base fee	450.00	<b>473.00</b>
3.02	Project/Intermediate - Layout Plans (Utilities & Surface)	base fee	1,800.00	<b>1,890.00</b>
3.03	Project/Large - Layout Plans (Utilities & Surface)	base fee	5,300.00	<b>5,565.00</b>
3.04	Project/Large - Storm Water Management Report	base fee	250.00	<b>263.00</b>
3.05	Project/Large - Traffic Impact Assessment	base fee	375.00	<b>394.00</b>
3.06	Project/Medium/Large - Wellhead Protection Area Impact Report	base fee	250.00	<b>263.00</b>
3.07	Project/Medium/Large - Railway Risk Assessment	base fee	250.00	<b>263.00</b>
3.08	Project/Medium/Large - Noise Impact Assessment	base fee	150.00	<b>158.00</b>
3.09	Project/Medium/Large - Steep Creek Site Specific Risk Assessment	base fee	500.00	<b>525.00</b>
3.10	Miscellaneous Engineering	per hour	100.00	<b>105.00</b>
3.20	Drawing Reviews (in addition to the above)			
3.21	Third + Review (additional charge)	per/review	650.00	<b>683.00</b>
3.22	Record Drawings (additional charge for errors or omissions)	per/review	500.00	<b>525.00</b>
3.23	Request for Variance (additional charge for each variance to Subdivisions & Site Developments)	per/review	130.00	<b>137.00</b>
3.30	Inspections (in addition to the above), Water Main Pressure Test / Development Completion Certificate / Construction Completion Certificate / Final Acceptance Certificate			
3.31	CCC, FAC (DCC as applicable) - no fee for first inspection	per/inspection	750.00	<b>788.00</b>
3.32	Non-compliance Notice & Re-inspection (each occurrence)	per/inspection	125.00	<b>131.00</b>
3.33	Stop Work Order & Re-inspection (each occurrence)	per/inspection	300.00	<b>315.00</b>
3.34	General Engineering Site Visit &/or Inspection	per/inspection	115.00	<b>121.00</b>
3.40	Single Family / Duplex - Building Permit Application Review & Servicing Inspection where no D.P. is Required			
3.41	Review & First Inspection	per/inspection	350.00	<b>368.00</b>
3.42	Each Additional Inspection/Failed Test	per/inspection	200.00	<b>210.00</b>

3.43	CCTV Review in Support of Service Replacement Exemption Request	per/inspection	500.00	<b>525.00</b>
3.50	Miscellaneous Permits			
3.51	Excavation Permit Fee, Completion Inspection & Deposit Release	per/permit	575.00	<b>604.00</b>
3.52	Excavation Permit Fee Security Deposit	security fee	5,650.00	<b>5,933.00</b>
3.53	Blasting Permit Fee	per/permit	450.00	<b>473.00</b>
3.54	Franchise Utilities Excavation Permit Fee, Completion Inspection & Deposit Release	per/permit	575.00	<b>604.00</b>
3.55	Excavation Permit Fee Security Deposit	security fee	per agreement	<b>per agreement</b>
3.56	Demolition Permit, Demolition Permit with Mobile Home Move	per/permit	150.00	<b>158.00</b>
3.57	Demolition Permit with Simple House Move (minimal community impacts)	per/permit	500.00	<b>525.00</b>
3.58	Demolition Permit with Complex House Move (i.e. impacts to utilities, traffic, ROAM or emergency services)	per/permit	1,000.00	<b>1,050.00</b>
3.59	Utility Line Assignment (base fee)	per application	250.00	<b>263.00</b>
3.60	Utility Line Assignment (per length of utility exceeding 10m)	per linear meter	10.00	<b>11.00</b>
3.61	Road Use Permit - occupation of parking stall in the Town Centre (in-street patios excluded)	per stall per day	20.00	<b>21.00</b>
3.62	Road Use Permit - occupation of parking stall outside the Town Centre (in-street patios excluded)	per stall per day	10.00	<b>11.00</b>
3.70	Miscellaneous Publications & Items for Sale (Transportation Plans, Utility Plans, Engineering Guidelines Available Electronically Only)			
3.71	Map Requests 36"X24" Addressing, road network, legal basemap, Land Use Bylaw. Available electronically through open data and online. Paper maps may be purchased.	per sheet	20.00	<b>21.00</b>
3.72	Public Tender Documents	per copy	Free	<b>Free</b>
3.80	Digital Products for Sale (Licensing Agreement Required)			
3.81	All digital information is provided free of charge through open data. Visit website for details.	digital copy	Free	<b>Free</b>
3.82	Technician time for support with open data, or other digital information	per hour	75.00	<b>79.00</b>
3.90	Mapping & Modelling Services			
3.91	Custom Mapping work - to be quoted (\$79.00 Minimum)	per hour	75.00	<b>79.00</b>

<b>04</b>	<b>PUBLIC WORKS</b>
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Item Code	Description/Title	Unit Measure	2023 Fee	2024 Fee
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4.00	Parks & Cemetery			
4.01	Transfer of Certificate of Easement	per/certificate	72.00	<b>76.00</b>
4.02	Locate Fees	per/locate	129.00	<b>135.00</b>
4.03	Memorial Erecting Permit	permit	156.00	<b>164.00</b>
4.04	Memorial Removal / Engraving Permit	permit	71.00	<b>75.00</b>
4.05	Certificate of Easement - Single Plot Resident, Indigents (Social Services) Resident, Field of Honour Resident (Approval required by Canmore Legion for FOH interment)	per/plot	2,774.00	<b>2,913.00</b>
4.06	Certificate of Easement - Single Plot Non-Resident, Indigents (Social Services) Non-Resident, Field of Honour Non-Resident (Approval required by Canmore Legion for FOH Interment)	per/plot	5,824.00	<b>6,115.00</b>
4.07	Certificate of Easement - Field of Honour - Resident - Approval required from Canmore Legion / First Post	per/plot	2,774.00	<b>2,913.00</b>
4.08	Certificate of Easement - Half Single Plot Resident (4 urns only/flat marker only), Indigents (Social Services) Resident, Field of Honour Resident (Approval required by Canmore Legion for FOH interment)	per half plot	1,387.00	<b>1,456.50</b>
4.09	Certificate of Easement - Half Single Plot Non-Resident (4 urns only/flat marker only), Indigents (Social services) Non-Resident, Field of Honour Non-Resident (Approval required by Canmore Legion for FOH Interment)	per half plot	2,912.00	<b>3,057.50</b>
4.10	Casket/Interment Fees - Summer	per/plot	1,383.00	<b>1,452.00</b>
4.11	Casket/Interment Fees - Winter	per/plot	2,202.00	<b>2,312.00</b>
4.12	Casket Disinterment - Summer / Winter	based on invoice	invoice cost	<b>invoice cost</b>
4.13	Urn /Interment Fees - Single Urn 2ft - Summer	per/urn	1,029.00	<b>1,080.00</b>
4.14	Urn /Interment Fees - Single Urn 2ft - Winter	per/urn	1,343.00	<b>1,410.00</b>
4.15	Urn /Interment Fees - Single Urn 4ft - Summer	per/urn	1,404.00	<b>1,474.00</b>
4.16	Urn /Interment Fees - Single Urn 4ft - Winter	per/urn	1,936.00	<b>2,033.00</b>
4.17	Urn /Interment Fees - Two Urns 4ft Stacked - Summer (e.g.: stacked position 1&5)	per/permit	1,467.00	<b>1,540.00</b>
4.18	Urn /Interment Fees - Two Urns 4ft Stacked - Winter (e.g.: stacked positions 1&5)	per/permit	1,997.00	<b>2,097.00</b>
4.19	Urn /Interment Fees -Two Urns 4ft side by side- Summer (e.g.: position 5&6)	per/permit	1,667.00	<b>1,750.00</b>
4.20	Urn /Interment Fees - Two Urns 4ft side by side - Winter (e.g.: position 5&6)	per/permit	2,348.00	<b>2,465.00</b>
4.21	Urn /Interment Fees - Two Urns 2ft side by side - Summer (e.g.: position 1&2)	per/permit	1,427.00	<b>1,498.00</b>

4.22	Urn /Interment Fees - Two Urns 2ft side by side - Winter (e.g.: position 1&2)	per/permit	2,054.00	<b>2,157.00</b>
4.23	Certificate of Easement - Columbarium Niche Resident, Indigents (Social Services) Resident, Field of Honour Resident (Approval required by Town/Canmore Legion for FOH Interment in the Columbarium)	per niche	1,798.00	<b>1,888.00</b>
4.24	Certificate of Easement - Columbarium Niche Non Resident - Non Resident / Indigent (Social Services)/ Field of Honour (Approval required by Town/Canmore Legion for FOH Interment in the Columbarium)	per niche	3,648.00	<b>3,830.00</b>
4.25	Columbarium Niche Opening / Closing - Single Urn (Interment / Disinterment)	per permit	213.00	<b>224.00</b>
4.26	Columbarium Niche Opening / Closing - Two Urns (Same day in same Niche / Interment / Disinterment)	per permit	274.00	<b>288.00</b>
4.27	Columbarium Niche Door - New Replacement	per door	336.00	<b>353.00</b>
4.28	Gate Access Permit	permit	67.00	<b>70.00</b>
4.29	Cross Reserve Permit	permit	168.00	<b>176.00</b>
4.30	Niche Cover Erecting / Removal Permit	permit	72.00	<b>76.00</b>
4.31	Labour after 4.30pm Weekdays - Full Casket / Urn in ground / Urn Niche	per hour per person	108.00	<b>113.00</b>
4.32	Labour Sat/Sun/STAT Holiday - Casket/Urn dig or backfill / Niche open and closing (minimum of 3 hours charge)	per hour per person	132.00	<b>139.00</b>
4.33	Town Security Lock Key- loss or replacement of town lock key	per lock	53.00	<b>56.00</b>
4.34	Town of Canmore Parks Lock- installation of new, loss or replacement lock	per lock	263.00	<b>276.00</b>
4.40	Weed Control			
4.41	Weed Inspections (above and beyond the first Local Authority or Inspectors Notice)	per hour per person	139.00	<b>146.00</b>
4.42	Weed control - Mechanical Removal / Hand Pulling (includes tools/labour/supplies)	per hour per person	75.00	<b>79.00</b>
4.43	Weed Control - Herbicide Control Application (includes labour/product)	100% invoice cost	invoice cost	<b>invoice cost</b>
4.44	Weed Control - Reclamation / Overseeding (includes labour/tools/supplies)	100% invoice cost	invoice cost	<b>invoice cost</b>
4.45	Weed Control - Appeal	per appeal	525.00	<b>551.00</b>
4.50	Memorial Plaque Program			
4.51	Memorial Plaques - Addition of a second plaque (max total 2 plaques per bench or Picnic Table)	per/plaque	500.00	<b>525.00</b>
4.52	Memorial Plaque Program - Bench Plaque - 10 Years	per bench plaque	3,050.00	<b>3,203.00</b>
4.53	Memorial Plaque Program - Bench Plaque - 20 Years	per bench plaque	5,500.00	<b>5,775.00</b>
4.54	Memorial Plaque Program - Picnic Table Plaque - 10 Years	per picnic table plaque	3,650.00	<b>3,833.00</b>



4.55	Memorial Plaque Program - Picnic Table Plaque - 20 Years	per picnic table plaque	6,750.00	<b>7,088.00</b>
4.60	Public Works Labour Rates			
4.61	* Operator / Labourer (P.W. III)	per/hour	45.00	<b>47.00</b>
4.62	* Operator / Labourer Overtime Premium	per/hour	22.00	<b>23.00</b>
4.63	Heavy Duty Mechanic III	per/hour	85.00	<b>89.00</b>
4.64	Foreman / Supervisor	per/hour	72.00	<b>76.00</b>
4.65	Department Manager	per/hour	88.00	<b>92.00</b>

\* Note non-scheduled and weekend overtime will be billed at a three (3) hour minimum

5.00	Heavy Fleet Equipment Rates			
5.01	Units # 0114 & 0125 Tandem Truck c/w gravel box, flat deck	per/hour	136.00	<b>143.00</b>
5.02	Units # 0114 & 0125 Tandem Truck w/hook/lift or C-Can Spider attachments	per/hour	153.00	<b>161.00</b>
5.03	Unit # 0110 & 0137 - One Tonne	per/hour	153.00	<b>161.00</b>
5.04	Unit # 092 John Deere Grader 772	per/hour	220.00	<b>231.00</b>
5.05	Unit # 117 5600 Toolcat turbo c/w bucket	per/hour	117.00	<b>123.00</b>
5.06	Unit # 117 5600 Toolcat turbo w/ all other powered attachments(sweeper broom, snow blower)	per/hour	134.00	<b>141.00</b>
5.07	Unit # 71 JCB 225 c/w bucket/plow	per/hour	121.00	<b>127.00</b>
5.08	Unit # 71 JCB 225 w/ all other powered attachments (sweeper broom)	per/hour	139.00	<b>146.00</b>
5.09	Unit # 79 Wille 365 with bucket/plow	per/hour	117.00	<b>123.00</b>
5.10	Unit # 79 Wille 365 with powered attachments (sweeper broom, snow blower)	per/hour	134.00	<b>141.00</b>
5.11	Unit # 79 Wille 465 with bucket/plow	per/hour	126.00	<b>132.00</b>
5.12	Unit # 79 Wille 465 with powered attachments (sweeper broom, snow blower)	per/hour	147.00	<b>154.00</b>
5.14	Unit # 101 and 136 Elgin Street Sweepers - Eagle and Broom Bear (material left on site)	per/hour	178.00	<b>187.00</b>
5.15	Unit # 80 420F Cat Backhoe	per/hour	140.00	<b>147.00</b>

Rates change when the new Equipment Rental Rates Guide from Alberta Roadbuilders & Heavy Construction Association is published

5.20	Light Fleet Equipment Rates			
5.21	1/2 ton - 3/4 ton trucks 4X4's	per/hour	29.00	<b>30.00</b>
5.22	1 ton trucks w/ dump body	per/hour	37.00	<b>39.00</b>

5.23	1 ton trucks with snow plow/slide in sander	per/hour	50.00	<b>53.00</b>
5.24	Utility Trailer	per/day	89.00	<b>93.00</b>
5.25	Salt/Gravel mix	per/tonne	63.00	<b>66.00</b>
5.26	Chain Saw	per/day	18.00	<b>19.00</b>
5.27	Small Barricades - wire legged barricades with wooden cross piece	per/day	6.00	<b>6.00</b>
5.28	Large Barricades - 8' long wood, "Road Closed" barricade	per/day	12.00	<b>13.00</b>
5.29	Event fencing - black metal market fencing	per/day	12.00	<b>13.00</b>
5.30	Signage & A-Frame stand	per/day	7.00	<b>7.00</b>
5.31	Traffic Safety Cone	per/day	6.00	<b>6.00</b>
5.32	Warning Lights for Barricades, per light	per/day	6.00	<b>6.00</b>
5.33	Salt Brine	per/liter	-	-
5.34	Message Boards Trailer Mounted (slide in letters)	per/day	72.00	<b>76.00</b>
5.35	Portable Electronic Message sign/trailer - Solar Powered	per/day	183.00	<b>192.00</b>
5.36	Portable Generator 2500 watt/Gas included	per/day	111.00	<b>117.00</b>
5.37	Animal Proof Waste/Recycling Container (delivery extra, must contract crane)	per/event	63.00	<b>66.00</b>
5.38	Recycling Trailer (delivery & pick up included)	per/event	630.00	<b>662.00</b>
5.39	Pedestrian Animal Proof Waste Container	per/event	21.00	<b>22.00</b>
5.40	Use of Residential Waste Container for Special Events	per/tonne	242.00	<b>254.00</b>
5.41	Garbage Bags (50/case)	case	79.00	<b>83.00</b>
5.42	Mutt Mitts (Dog waste bags, 2000/case)	case	79.00	<b>83.00</b>
6.00	Solid Waste Services - Labour Rates			
6.01	Waste Transfer Fee when delivered to Waste Management Centre	per/tonne	173.00	<b>207.00</b>
6.02	Collection - Commercial food waste 1 cart	per/ cart tip	11.00	<b>12.00</b>
6.03	Collection - Commercial food waste 2 or 3 carts	per/ cart tip	11.00	<b>12.00</b>
6.04	Collection - Commercial food waste 4 or more carts	per/ cart tip	11.00	<b>12.00</b>
6.05	Collection - Commercial Waste	per/tip	80.00	<b>96.00</b>
6.06	Collection - Commercial Recycling	per/tip	11.00	<b>12.00</b>
6.07	Collection - Event Waste	per/hour	110.00	<b>116.00</b>
6.08	Collection - Event Recycling	per/hour	110.00	<b>116.00</b>

6.09	Collection - Event Organics	per/hour	110.00	<b>116.00</b>
6.10	Organics Transfer Fee	per/tonne	158.00	<b>166.00</b>
6.11	Contaminated recycling load delivered to Waste Management Centre - penalty	per/delivery	210.00	<b>221.00</b>
6.12	Fibre Processing/Transfer	per/tonne	137.00	<b>144.00</b>
6.13	Plastic and Metal Processing/Transfer	per/tonne	735.00	<b>772.00</b>
6.14	Glass Transfer Fee	per/tonne	105.00	<b>110.00</b>
7.00	Water Utility			
7.01	Water Utility Account Adjustment Administration Fee	per occurrence	158.00	<b>166.00</b>

<b>8</b>	<b>FACILITIES</b>			
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Item Code	Description/Title	Unit Measure	2023 Fee	2024 Fee
8.00	Labour Rates			
8.01	*Building Service Base Rate Worker	per/hour	29.00	<b>30.00</b>
8.02	*Building Service Worker Rate for Statutory Holidays & Overtime (1.5 x base rate)	per/hour	44.00	<b>46.00</b>
8.03	*Facility Operator Base Rate	per hour	32.00	<b>34.00</b>
8.04	*Facility Operator Overtime Premium for Statutory Holidays & Overtime (1.5 x base rate)	per hour	47.00	<b>49.00</b>
8.05	*Facility Maintenance Technician Base Rate	per/hour	37.00	<b>39.00</b>
8.06	*Facility Maintenance Technician Premium for Statutory Holidays & Overtime (1.5 x base rate)	per hour	55.00	<b>58.00</b>

*\*Labour will be billed at a three (3) hour minimum for all weekend, statutory holidays and overtime.*

8.10	Contractor Services			
8.11	Cleaning Services	per washroom building per cleaning	74.00	<b>78.00</b>
	Any other required contractor services will be billed as per their invoice			
8.20	Supplies			
8.21	Janitorial	per day/washroom building	53.00	<b>56.00</b>
8.30	Equipment			

8.31	Additional Tables**	per/table	8.00	<b>8.00</b>
8.32	Additional Chairs**	per/chair	5.00	<b>5.00</b>
8.33	Carpet Runners	per/runner	11.00	<b>12.00</b>
8.34	Barbeque***	per/day	53.00	<b>56.00</b>

\*\*Note: Tables & Chairs are only supplied to Town of Canmore buildings & Seniors Lodge

\*\*\*Note: Barbeque renters to clean barbeque after use and re-fill propane tank

**9 COMMUNITY SOCIAL DEVELOPMENT**

Item Code	Description/Title	Unit Measure	2023 Fee	2024 Fee
9.00	Community Social Development Services			
9.01	Meals on Wheels	per/meal	6.00	<b>6.00</b>
9.02	Neighbourhood Block Party (also requires \$50 deposit which is returned to user)	per rental	26.00	<b>27.00</b>
9.03	Movie Kit (also requires \$50 deposit which is returned to user)	per rental	26.00	<b>27.00</b>

**10 ECONOMIC DEVELOPMENT (INCLUDING ARTS AND EVENTS)**

Item Code	Description/Title	Unit Measure	2023 Fee	2024 Fee
10.00	Film			
10.01	Film Permit - Production Crew 1 - 6	per permit	105.00	<b>110.00</b>
10.02	Film Permit - Production Crew 7 - 15	per permit	210.00	<b>221.00</b>
10.03	Film Permit - Production Crew 16 - 30	per permit	420.00	<b>441.00</b>
10.04	Film Permit - Production Crew 31 - 99	per permit	1,050.00	<b>1,103.00</b>
10.05	Film Permit - Production Crew 100+	per permit	2,100.00	<b>2,205.00</b>
10.06	Location Fee - Production Crew 1 - 6	per day	-	-
10.07	Location Fee - Production Crew 7 - 15	per day	263.00	<b>276.00</b>
10.08	Location Fee - Production Crew 16 - 30	per day	525.00	<b>551.00</b>
10.09	Location Fee - Production Crew 31 - 99	per day	1,050.00	<b>1,103.00</b>

10.10	Location Fee - Production Crew 100+	per day	2,100.00	<b>2,205.00</b>
10.11	Annual Film Permit - Production crew 1-6 (only)	per permit	1,260.00	<b>1,323.00</b>
10.12	Annual film permit will be prorated based on monthly increments of	monthly	105.00	<b>110.00</b>
10.13	In Street Patios and Food Trucks			
10.14	In Street Non-Structural Patio (post and cable patio; table and chairs)	per permit	400.00	<b>420.00</b>
10.15	In Street Solid Structure Patio (platform with enclosure) - received prior to April 10th each year*	per permit	100.00	<b>105.00</b>
10.16	In Street Solid Structure Patio (platform with enclosure) - received after April 10th each year*	per permit	300.00	<b>315.00</b>
10.17	License of Occupation	per year	1,000.00	<b>1,000.00</b>
10.18	Food Truck Fees - DELETE	per location per day	25.00	<b>25.00</b>
10.19	Main Street Pedestrian Zone Permit (other than patios)	per permit	200.00	<b>210.00</b>

\*Please note additional fees may apply (e.g. building permit fees for tents or gazebos, etc.)

<b>11</b>	<b>PLANNING AND DEVELOPMENT</b>
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Item Code	Description/Title		Unit Measure	2023 Fee	2024 Fee
11.00	Document and Search Requests				
11.01	Property Information Search (plans/documents viewing request)	Residential	per hour	70.00	<b>75.00</b>
11.02	Environmental / General Search		per hour	76.50	<b>80.00</b>
11.10	Professional Advice, Pre-Application Meetings & Appeal Requests				
11.11	Pre-Application Meeting	1 hour multi-discipline meeting	per application	510.00	<b>535.00</b>
11.12	General Planning		per hour	107.00	<b>115.00</b>
11.13	Professional Advice	External expertise required	per request	At cost	<b>At cost</b>
		Small scale developments (detached and/or duplex dwellings)	per appeal	250.00	<b>300.00</b>
11.14	Appeal - Subdivision and Development Appeal Board	Medium/Large scale developments (multi-unit residential, commercial, industrial, institutional)	per appeal	250.00	<b>500.00</b>
11.20	Compliance & Agreement Requests^				

		Residential	per unit	100.00	<b>105.00</b>
11.21	Stamp of Compliance	Non-Residential	per application	120.00	<b>125.00</b>
11.22	Certificate of Conformance	Review of District, DP or Use	per unit	95.00	<b>100.00</b>
11.23	Confirmation of Zoning	Copy of District and Use	per unit	60.00	<b>65.00</b>
11.24	Agreements	Development Registration (Residential – max 6 units)	per request	117.00	<b>125.00</b>
		Development Registration (Non-Residential or Residential of 7 units or more)	per request	235.00	<b>250.00</b>
		Development Discharge Preparation	per request	25.00	<b>25.00</b>
		Encroachment / Maintenance / Restrictive Covenant / Right-Of-Way	per request	345.00	<b>360.00</b>
		Amending Encroachment / Right-Of Way	per request	530.00	<b>560.00</b>
11.25	Development Completion Certificate	1st and 2nd Inspection	per inspection	No charge	<b>No charge</b>
		Additional Inspection	per inspection	1,275.00	<b>1,340.00</b>

*^Where no fee is provided within the Fee Schedule for a request, the Manager of Planning & Development shall determine the fee in accordance with the estimated cost recovery and/or a similar fee provided*

11.30	Residential Development Permits				
11.31	New Construction**	Addition	per application	210.00 plus 1.35 per m2	<b>220.00 plus 1.35 per m2</b>
		Accessory Dwelling Unit/Building	per application	158.00	<b>165.00</b>
		Detached Dwelling/Duplex/Manufactured (includes one variance request)	per application	315.00 plus 155.00 per unit	<b>330.00 plus 155.00 per unit</b>
		Townhouse/Apartment	per application	1,170.00 plus 260.00 per unit	<b>1,230.00 plus 260.00 per unit</b>
11.32	Change of Use	Tourist Home	per application	315.00 plus 1.35 per m2	<b>330.00 plus 1.35 per m2</b>
11.33	New Accessory Development	Deck, Balcony, Fence, Retaining Wall	per application	158.00	<b>165.00</b>
		Home Occupation	per application	280.00	<b>294.00</b>
		Home Occupation Renewal (max 3 years)	per application	215.00	<b>225.00</b>
		Bed & Breakfast	per application	815.00	<b>855.00</b>

11.34	Home Business	Bed & Breakfast Renewal (max 3 years)	per application	305.00	<b>320.00</b>
		Discretion limited in LUB	per variance	370.00	<b>340.00</b>
11.35	Variance Request	Discretion unlimited in LUB	per variance	200.00	<b>210.00</b>
		Prior to review	per application	75% to 90% of fee	<b>75% to 90% of fee</b>
		After review / circulation (prior to decision)	per application	10% to 25% of fee	<b>10% to 25% of fee</b>
11.36	Refund*	After decision	per application	0% of fee	<b>0% of fee</b>
11.37	Construction prior to permit issuance	All residential permits	per permit	Double the Development Permit fee	<b>Double the Development Permit fee</b>
11.38	Decision Making Authority	Canmore Planning Commission/Council	per application, in addition to application fee	315.00	<b>330.00</b>

\* The refund percentage shall be determined by the Manager of Planning & Development in accordance with cost recovery.

\*\* Additional fee may be required: See Engineering Fee Schedule.

11.40	Non-Residential Development Permits				
		Accessory building	per application	315.00	<b>330.00</b>
			per application (0 – 49m2)	530.00 plus 1.35 per m2	<b>555.00 plus 1.35 per m2</b>
			per application (>49 m2– 499m2)	735.00 plus 1.35 per m2	<b>770.00 plus 1.35 per m2</b>
		Commercial/Industrial/Institutional (Including mixed use construction of new residential floor space)	per application (>499m2)	1,060.00 plus 1.35 per m2	<b>1,115.00 plus 1.35 per m2</b>
		Storage/Transportation/Vehicle Display	In Addition to buildings	630.00 per ha	<b>660.00 per ha</b>
11.41	New construction**	Golf Course	In Addition to buildings	295.00 per ha	<b>310.00 per ha</b>
11.42	New Accessory Development**	Deck, Balcony, Fence, Retaining Wall	per application	315.00	<b>331.00</b>
11.43	Internal/External Renovation/Repair	(per m of frontage fee waived where consistent with Community Architectural & Urban Design Standards of LUB or internal)	per application	430.00 plus 50.00 per m of frontage	<b>450.00 plus 50.00 per m of frontage</b>
			per application (0–49m2)	315.00 plus 1.35 per m2	<b>330.00 plus 1.35 per m2</b>

			per application (>49 m <sup>2</sup> – 499m <sup>2</sup> )	530.00 plus 1.35 per m <sup>2</sup>	<b>555.00 plus 1.35 per m<sup>2</sup></b>
11.44	Change of Use	Commercial / Industrial / Institutional	per application (>499m <sup>2</sup> )	745.00 plus 1.35 per m <sup>2</sup>	<b>780.00 plus 1.35 per m<sup>2</sup></b>
11.45	Grading/Excavation/Logging**	(Professional fees additional)	per application	1,060.00	<b>1,115.00</b>
11.46	Variance Request***	Discretion limited in LUB	per variance	370.00	<b>390.00</b>
		Discretion unlimited in LUB	per variance	200.00	<b>210.00</b>
11.47	Refund*	Prior to review	per application	75% to 90% of fee	<b>75% to 90% of fee</b>
		After review / circulation (prior to decision)	per application	10% to 25% of fee	<b>10% to 25% of fee</b>
		After decision	per application	0% of fee	<b>0% of fee</b>
11.48	Construction prior to issue	All non - residential permits	per permit	Double the Development Permit fee	<b>Double the Development Permit fee</b>
11.49	Decision Making Authority	Canmore Planning Commission / Council	per application, in addition to application fee	530.00	<b>560.00</b>
* The refund percentage shall be determined by the Manager of Planning & Development in accordance with cost recovery.					
** Additional fee may be required: See Engineering Fee Schedule.					
*** At the discretion of the Manager of Planning & Development, where a variance is determined to be directly related to a site constraint or existing non-conforming building, the variance request fee may be reduced by 50%.					
11.50	Temporary and Development Permit Amendment Requests				
11.51	Seasonal Business (Maximum of 6 months)	Town Centre District	per month	325.00	<b>340.00</b>
		Gateway Districts	per month	275.00	<b>290.00</b>
		All other Commercial Districts	per month	225.00	<b>235.00</b>
11.53	Use	Maximum of 2 years	per application	50% of DP fee for permanent use (minimum fee 300.00)	<b>50% of DP fee for permanent use (minimum fee 300.00)</b>
11.54	Renewal of issued Development Permit	Max 2 year extension from original DP, received minimum 81 days prior to expiry	per request	50% of Development Permit fee	<b>50% of Development Permit fee</b>
		Minor (generally in accordance with DP)	per review	86.00	<b>90.00</b>



11.55	Amendment of issued Development Permit	Major (e.g. height, floor area, façade etc.) (\$20.00 min)	per application	20%-50% of Development Permit fee	<b>20%-50% of Development Permit fee</b>
11.60	Signage Requests				
11.61	Permanent	Certificate of Conformance (no variances requested)	per application	102.00	<b>105.00</b>
		Development Permit (1 or more variances requested)	per application	185.00 plus 20.00 per sign	<b>195.00 plus 20.00 per sign</b>
11.62	Temporary/Event	Certificate of Signage Conformance	per application	20.00	<b>21.00</b>
11.70	Subdivision Requests				
11.71	Subdivision	Full circulation required	per application	8,000.00 per ha (minimum fee 1,050.00)	<b>8,400.00 per ha (minimum fee 1,050.00)</b>
		No Engineering circulation required	per application	4,500.00 per ha (minimum fee 850.00)	<b>4,725.00 per ha (minimum fee 850.00)</b>
		Boundary Adjustment	per application	630.00	<b>660.00</b>
11.72	Endorsement	Condominium	per application	280.00 plus 30.00 per unit	<b>295.00 plus 30.00 per unit</b>
		Fee Simple/Bareland Condominium	per application	330.00 plus 780.00 per ha	<b>345.00 plus 780.00 per ha</b>
		Boundary Adjustment	per application	215.00	<b>225.00</b>
11.73	Time Extension		per application	3,000.00	<b>3,150.00</b>
11.80	Cash-in-Lieu				
11.81	Parking Cash-in-Lieu	Developers portion	per stall	40,000.00	<b>42,000.00</b>
11.82	Animal Proof Waste Container Cash-in-lieu	1-15 new or additional dwelling units	per dwelling unit	835.00	<b>880.00</b>
11.90	Building Permits				
11.91	Alberta Safety Codes Council	(ALSC) Minimum \$4.50; Maximum \$560.00	per building permit	4% of Building Permit Fee	<b>4% of Building Permit Fee</b>

		Residential	per building permit	9.50 per 1,000.00 construction cost; plus ALSC and Review fee (minimum fee 100.00)	<b>10.00 per 1,000.00 construction cost; plus ALSC and review fee (minimum fee 100.00)</b>
11.92	New Construction* (Construction cost includes: Labour; Fixtures; Materials)	Commercial / Industrial / Institutional	per building permit	9.50 per 1,000.00 construction cost; plus ALSC and Review fee (minimum fee 200.00)	<b>10.00 per 1,000.00 construction cost; plus ALSC and review fee (minimum fee 200.00)</b>
11.93	New Construction* (Partial Building Permit)	Residential/Commercial/Industrial/Institutional	per building permit	560.00	<b>590.00</b>
		Short (Interior Renovations; Windows; Demolition)	per review	40.00	<b>42.00</b>
		Standard (DP issued for Detached Dwelling, Duplex, Townhouse, Accessory Dwelling, Accessory Development, Bed & Breakfast, Change of Use, Exterior Renovation, New Construction 499 m2 or less, Minor Building Permit Amendment)	per review	86.00	<b>90.00</b>
		Comprehensive (DP not issued for Detached Dwelling or Duplex, New construction greater than 499 m2)	per review	120.00	<b>125.00</b>
11.94	Review Fee	Post Building Permit Issue (Major amendment)	per review	15% of Building Permit fee (minimum fee 160.00)	<b>15% of Building Permit fee (minimum fee 160.00)</b>
11.95	Construction / Demolition prior to issuance	All Building Permits	per permit	Double Building Permit fee	<b>Double Building Permit fee</b>
		Deficiencies noted in first inspection not corrected in second or subsequent inspections	per inspection	200.00	<b>210.00</b>
11.96	Re-Inspection	Unable to obtain entry/access property	per inspection	100.00	<b>105.00</b>

		6 months	Per application prior to expiry	25% of Building Permit fee	<b>25% of Building Permit fee</b>
11.97	Renewal of issued Building Permit	1 year	Per application prior to expiry	50% of Building Permit fee (minimum fee 200.00)	<b>50% of Building Permit fee (minimum fee 200.00)</b>
11.98	Green Building Performance Security	Occupancy prior to meeting energy efficiency requirements	Per request	\$4.00 per 1,000.00 (max 20,000.00)	<b>\$4.00 per 1,000.00 (max 20,000.00)</b>
11.99	Refund	See Building Permit Bylaw	Per permit	See Building Permit Bylaw	<b>See Building Permit Bylaw</b>
12.00	Demolition		Building Permit Fee (minimum 560.00 and maximum 5,100.00)	2.10 per m2 gross floor area; plus ALSC and review fee*	<b>2.10 per m2 gross floor area; plus ALSC and review fee*</b>

\* Additional fee may be required: See Engineering Fee Schedule.

13.00	Statutory Document Requests*				
		New	Per application	10,700.00 plus 1,650.00 per ha	<b>11,235.00 plus 1,650.00 per ha</b>
13.01	Area Structure/Redevelopment Plans	Amendment	Per application	3,265.00 plus 1,650.00 per ha	<b>3,430.00 plus 1,650.00 per ha</b>
		New	Per application	5,400.00 plus 1,650.00 per ha	<b>5,670.00 plus 1,650.00 per ha</b>
13.02	Concept/Outline Plan	Amendment	Per application	3,265.00 plus 1,650.00 per ha	<b>3,430.00 plus 1,650.00 per ha</b>
13.03	Municipal Development Plan	Amendment	Per application	3,265.00 plus 1,650.00 per ha	<b>3,430.00 plus 1,650.00 per ha</b>
		Text Amendment (Text only)	Per application	620.00	<b>650.00</b>
13.04	Land Use Bylaw	Land Use Amendment (District, Use, Density)	Per application	3,265.00 plus 620.00 per ha	<b>3,430.00 plus 620.00 per ha</b>
13.05	Road Closure		Per request	2,750.00	<b>2,890.00</b>

\*At the discretion of the Manager of Planning & Development, where multiple statutory documents are proposed or amended concurrently, only one 'per ha' fee may be required.

Impacts on Local Governments from Provincial Changes - Tracking

Funding Formula and/or Program Changes							
Div/Dept	Type	Impacts	Timing of Change	Financial Impact 2022	Financial Impact 2023	Estimated Financial Impact 2024	Comments
MS/PS	Traffic Fine Revenue	Increase provincial portion	2020	\$ 250,000	\$ 300,000	\$ 400,000	No consultation as fine retention went to 50%. Increases in 2023 and 2024 because of CPOs conducting moving traffic enforcement.
MS/PS	Traffic Fine Revenue	Changes to Automated Traffic Enforcement (ATE) guidelines	2023	\$ -	\$ 200,000	\$ 200,000	Fines decreased as a result of the new provincial guidelines for ATE. No ability to put in new ATE zones because of ongoing freeze.
MS/PS	RCMP/Policing Biology Casework	Annual costs previously paid for by the province are now being charged to municipalities	2020	\$ 3,500	\$ 3,300	\$ 3,500	No control over amounts - tracking and reporting.
MS/PS	RCMP Retro Pay 2017 & 90/10 payback	Unionization labor costs passed back & payback for 90/10 contract split	2021	\$ -	\$520,800	\$ -	No control over amounts.
MS/PS	Policing	Provincial Police Force	TBD	\$ -	\$ -	\$ -	Potential move from RCMP to Provincial Force.
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	2024	\$ -	\$ -	\$ 125,000	Potentially loss of 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. Costs are uncertain at this time. If added to CSD department, additional administration support may be required to navigate with Provincial Area Manager. Additional staff may be required to maintain support for victims of tragedy. The 2024 downloading amount is an estimate of the funding required to maintain current service levels and represents 1.25 FTEs.
MS/ FCSS & FRN	No indexing	Staff salary top-ups (no indexing of funding) and corporate supports (IT, HR, MCO, Finance, etc)	No funding increase for FCSS since 2015 and three years of static funding (2020-2023) for FRN	\$ 175,000	\$ 159,925	\$ 182,365	Funding does not increase with cost of living or Town's salary grid. To keep service delivery levels and staff on salary grid, the municipality tops up wages. The provincial FCSS program funding was recently increased by 5%, although not confirmed, this increase will translate to approximately \$10K increase in grant funding for the FCSS program. As such, FCSS originally anticipated \$169K in 2023- now \$159K. The 2024 estimate reflects COLA, which continues to be higher than anticipated (approximately 5.5%).
MS/FRN	Cancellation of Parent Link and switch to Family Resource Network	Replaced with FRN which gets less funding but has more delivery requirements	2020	\$ 110,000	\$ 130,000	\$ 140,000	FRN grant is \$125,000 less than previous Parent Link grant (the result is a reduction in services). Municipality funds drop-in program (which would have been discontinued as it is no longer funded by the municipality) and a portion of staff wages so that staff remain on the salary grid.
MS/CSD	Emergency Social Services (ESS)	Province moving to a centralized provincial service model that has resulted in less local service, longer local wait time, and more complicated access. Consequently, FCSS is supporting increased system navigation and providing interim services. Service changes include: Alberta Works (2020) for emergency income/intervention supports; AHS (2021) for mild/moderate mental health; Hospital Social Worker (2022) for coordination of medical services.	2020	\$ 15,000	\$ 20,000	\$ 25,000	CSD team is responsible for the Emergency Social Services portfolio and receives no provincial funding to support this portfolio.
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 completed in 2022.	2020	\$ 25,000	\$ -	\$ -	In 2023 CSD supported a connection between local daycares and provincial government. They are now working together without CSD support. Outcomes and community impacts are TBD.

CS/HR	Summer Temporary Employment Program (STEP)	The STEP program was eliminated in October 2019. In 2019 we received \$14,000. In 2018, we received \$9,500	2019	\$ 14,000	\$ 15,000	\$ 16,000	2024 has been adjusted for inflation. Elimination of this program means these costs now need to be covered by taxes. Grant dollars were used to offset payroll expenses in Parks and Day Camps.
CS/Finance	Grants in place of taxes (GIPOT)	Less local tax revenues for the same services	2019	\$ 44,000	\$ 42,500	\$ 43,000	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.
CS/Finance	Grant Reductions	Reduction of MSI funding	2022	\$ 2,622,875	\$ 2,622,875	\$ 2,622,875	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.
CS/Finance	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	TBD	\$ -	\$ -	\$ -	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. The Province has yet to share the LGFF funding model.
CS/Finance	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	\$ -	\$ -	TBD	The amount of Education Tax that leaves Canmore does not come back to the local school system, leaving Canmore taxpayers funding education throughout the Province and contributing to our affordability issues. The proposed removal of considering Education Tax in the LGFF formula further exacerbates this issue. Canmore's education tax requisition has grown from \$18.7 million in 2019 to \$24 million in 2022. 2023 education tax saw a 3% increase to \$24.7 million. 2024 data will not be provided by the Province until the first quarter of 2024.
CS/Finance	Preferential debt servicing rates	The Province removed the ability for municipalities to secure debt at lower rates leading to an increase in our interest rates	2022	\$ -	\$ -	\$ -	Prior to September 30, 2020, loans and lending rates were offered through Alberta Capital Finance Authority (ACFA). As of October 31, 2020, ACFA was dissolved and loans and lending rates are now offered by the Government of Alberta. Historical lending and indicative rates for local authority borrowers were much lower (1.5% - 3.5%) than that of today (5.0% to 6.0%).

**Provincial Requirements**

Div/Dept	Type	Impacts	Timing of Change	Financial Impact 2022	Financial Impact 2023	Estimated Financial Impact 2024	Comments
MS/PS	Traffic Reporting System Updates	Online traffic reporting requirements	2022	\$ 5,000	\$ 5,000	\$ 5,000	Software and hardware updates to be compliant, staffing time captured. Transition costs captured in 2022/2023. It is expected that ongoing training and digital storage will be needed.
MS/PS	Certified Peace Officer (CPO) Training	Fewer required courses available, run through other municipalities	2022	\$ 25,000	\$ 20,000	\$ 10,000	Estimate made up of staff time and uncollected fine revenue. Reduced from 2023 in anticipation of lower turnover in the ME department. Limited information/engagement regarding training availability despite standardization of CPO classification.
MS/PS MI/PW	Agricultural Pests Inspectors	Enforcement of provincial legislation	ongoing	\$ -	\$ 2,000	\$ 1,000	Agricultural Pest Act requires appointment of staff to respond to reports.
MI/PW	Weed Control	Enforcement of provincial legislation	ongoing	\$ 1,000	\$ 1,000	\$ 1,000	Weed Act enforcement may require appointment of staff in the future but for now its simply education focused. Future impact may increase from provincially approved projects (Gondola and TSMV).
MS/PS	Alberta First Responders Radio Communications System (AFRRCS)	CPO / RCMP Communication requires update to radios that are encrypted onto RCMP channels	2024	\$ -	\$ -	\$ 18,000	Represents the estimated cost to transition Municipal Enforcement to a new radio system (equipment and training).

**Impacts from Lack of Provincial Resources**

Div/Dept	Type	Impacts	Timing of Change	Financial Impact 2022	Financial Impact 2023	Estimated Financial Impact 2024	Comments
MS/PS	Feral Rabbit Management	Municipality to manage wildlife issues	2011	\$ 54,000	\$ 8,000	\$ -	Province does not deem feral rabbits as wildlife and will not remove. Cost removed as feral rabbit population appears to have been significantly reduced.

<b>MS&amp;MI/ PS&amp;PW</b>	Conservation Officer (CO) and/or Fish & Wildlife (FW) Resources	Limited CO/F&W resources mean more calls for service to Town	2021	\$ 15,000	\$ 2,500	\$ <b>2,500</b>	Relying on RCMP and Municipal Enforcement (ME) to respond to wildlife issues - Province no longer responding to "elk calls" in summer. Province directs callers to ToC for removal of deceased animals (elk/deer) within Town limits (approx. 5 incidents per year @ \$500 per occurrence for removal / disposal).
<b>MS/CSD</b>	Homelessness	No provincial operational rural homelessness funding. Increased need with no provincial funding mechanism.	2020	\$ 25,000	\$ 26,000	\$ <b>26,000</b>	CSD/ FCSS staff supports an increasing number of individuals impacted with homelessness, as well as community development to address homelessness.
<b>MS&amp;CS\ CSD &amp; Finance</b>	Fiscal Agent Arrangements	Increased requests for municipalities to be intermediary between federal/provincial grant programs as fiscal agents, and community groups applying (additional administrative work required)	Recent years	\$10,000	\$10,000	\$ <b>\$10,000</b>	Fiscal agent arrangements require staff time in both CSD and Finance departments. Between the two departments, staff time is estimated at \$10k per fiscal agent agreement. Currently the Town is managing 1 fiscal agent agreement and has declined 1 other due to capacity challenges.
<b>MS/Fire</b>	River rescue program	Kananaskis Mountain Rescue (formerly Kananaskis Public Safety) unable to respond to many river calls as quickly as Canmore Fire-Rescue (CFR).	long standing	\$ 11,500	\$ 12,500	\$ <b>13,500</b>	Town got in to river rescue business years ago - ongoing cost impacts still exist. Work between Canmore Fire-Rescue (CFR) and Kananaskis Mountain Rescue has been done in hopes of reducing the need for CFR to respond to the river as often.
<b>MS/Fire</b>	Ambulance Delays	More Fire Services time on site due to Ambulance delays. Cost calculated using the Master Fee Schedule rates multiplied by time required for medical calls.	2020	\$ 100,745	\$ 340,415	\$ <b>381,390</b>	2022 calls: 386, 2023: year to date - 360 with year end estimate: 432, 2024 estimate: 484 (12% increase). Note that the 2022 downloading amount only accounted for the increase in time being spent on medical calls. 2023 and 2024 estimates reflect the cost of providing medical response services total time spent responding, if the updated approach was used in 2022 the downloading amount would have been \$304,170.
<b>MS/Fire</b>	Advanced Life Support (ALS) capable program	Kept some staff ALS capable after divesting from EMS	Ongoing	\$ 20,000	\$ 21,000	\$ <b>21,000</b>	Estimated ongoing cost captures training time, licencing and certification fees, and maintaining a supply of equipment/consumables used only by ALS providers.
<b>Council</b>	Affordable Housing	Local investment required to provide	2000	\$ 450,000	\$ 450,000	\$ <b>700,000</b>	The Town of Canmore established CCH in 2000 to provide housing solutions for a healthy and balanced community.
						\$ <b>4,943,630</b>	



# Briefing

**DATE OF MEETING:** October 31, 2023 **Agenda #:** D-5

**TO:** Finance Committee

**SUBJECT:** Community Evaluator and Safe Park Program

**SUBMITTED BY:** Scott McKay, General Manager of Municipal Services

**PURPOSE:** To provide the Finance Committee with budget amendment options related to the Community Evaluator position and Safe Park Program.

## EXECUTIVE SUMMARY

Participation in the Safe Park program has grown significantly since the program was first offered in 2021. Should Finance Committee/Council direct Administration to continue delivering the Safe Park program into the foreseeable future, the 2024 operating budget will need to be amended to provide additional resources in the form of supplies, contracted services, and either a full or part-time position.

## BACKGROUND/HISTORY

In 2019, an increasing number of individuals living in vehicles were observed in Canmore. Council provided resources to hire a Seasonal Outreach Worker to provide social service supports, monitor impact of enforcement actions, and collect information on the demographics of the vehicular-housed community. As a result of the Seasonal Outreach Worker’s findings, the Safe Park Program was established, and a pilot was planned for 2020. Due to the pandemic, the pilot was delayed until the summer of 2021 and ran again in 2022. During the 2023/2024 budget process, Council funded the Safe Park Program and Community Evaluator position (full-time) for one additional year and directed Administration to report back with an evaluation of the 2023 program so that Council could consider providing the program on an ongoing basis. The 2023 program evaluation was presented to the Committee of the Whole on October 17, 2023 and the briefing can be found [HERE](#).

## DISCUSSION

Resourcing the operation of the Safe Park program has been in the form of supplies, contracted services and either a part time or full-time position. Table below outlines the staff resource provided and a summary of the work completed from 2019 through 2023.

Year	Staffing Resource	Type	Deliverables
2019	Seasonal Outreach Worker	PT	Research and outreach in response to increasing number of individuals living in vehicles
2020	Housing Evaluator	PT	Intended to implement Safe Park Program – Pandemic Delay. Staff reassigned to pandemic response work
2021	Housing Evaluator	PT	Safe Park program launch. Continued support of housing initiatives and assessment



2022	Community Evaluator	FT	Safe Park program management, Community Assessments, Affordable Services program, grants
2023	Community Evaluator	FT	Safe Park program management, Community Assessments, Affordable Services program, grants and CCMR

Should Finance Committee recommend that Council include the Safe Park program into the foreseeable future, Administration has identified two potential resourcing structures which are summarized in the financial impacts section of this report.

**Option 1: Community Evaluator (Full-Time)**

In 2022 and 2023, a full-time position tasked with operating the Safe Park program which also allowed this staff member to deliver additional value to the community in the following ways:

- Update the Canmore Community Monitoring Report (CCMR) (previously contracted out).
- Lead the data collection and reporting for the Objectives and Key Results identified to measure progress on Council’s 2023-2026 Strategic Plan.
- Community assessment and monitoring work.
  - E.g., Childcare Assessment, Living Wage, Housing and Service Needs Estimation.
- Grant Writing.

Option 1 represents the continued level of service delivery that has existed over the past two years.

**Option 2: Community Evaluator (Part-Time)**

A part-time resource will be sufficient for the operation of the Safe Park program but will have limited capacity to complete additional data collection and analysis work related to various programs, initiatives, strategic plans outlined in option 1. Resourcing the continued operation of the Safe Park program in this manner would represent a service level reduction when compared to 2022 and 2023.

Under this scenario, examples of specific 2022/2023 deliverables that would not have or will not be possible with a part time position include:

- Childcare assessment and resulting of follow up work with the provincial government and local childcare providers.
- Support for the Bow Valley Housing and Service Needs Estimation and subsequent efforts to address homelessness.
- Quarterly updates of the CCMR (annual updates will still be preformed by a contractor),
- Continued participation in livability measurement projects such as the Living Wage.

**Option 3: Discontinue Safe Park**

Finance Committee may choose to recommend against continuing the Safe Park Program, in which case no additional resources would be included in the 2024 budget amendment package presented to Council. If the Safe Park Program does not continue, it is anticipated that Municipal Enforcement will experience an increase in the number of interactions with individuals living in their vehicles and that the business community may find it more difficult to recruit and retain seasonal staff during the summer months.



**FINANCIAL IMPACTS**

The budget amendment and associated tax increase are provided for option 1 and 2 below.

<b>Option 1: Community Evaluator Full-Time</b>	
<b>Expenses</b>	
Safe Park (supplies & services)	\$ 15,000
Community Evaluator (FT) SWB	\$ 84,000
<b>Revenue &amp; Offsets</b>	
Reduce CCMR – Contracted Services from 2024 approved budget	\$ (25,000)
Safe Park Program Fees	\$ (6,000)
<b>Net Tax Supported Expense</b>	<b>\$ 68,000</b>
<b>Tax Increase</b>	<b>0.21%</b>

<b>Option 2: Community Evaluator Part-Time</b>	
<b>Expenses</b>	
Safe Park (supplies & services)	\$ 15,000
Community Evaluator (PT) SWB	\$ 39,000
<b>Revenue</b>	
CCMR – Contracted services will be utilized. Currently included in 2024 budget.	
Safe Park Program Fees	\$ (6,000)
<b>Net Tax Supported Expense</b>	<b>\$ 48,000</b>
<b>Tax Increase</b>	<b>0.15%</b>

**STAKEHOLDER ENGAGEMENT**

None.

**ATTACHMENTS**

None.

**AUTHORIZATION**

Submitted by: Scott McKay  
General Manager of Municipal Services      Date: October 24, 2023

Approved by: Palki Biswas  
Manager of Finance      Date: October 25, 2023

Approved by: Sally Caudill  
Chief Administrative Officer      Date: October 26, 2023



# Briefing

**DATE OF MEETING:** October 31, 2023 **Agenda #:** D-6

**TO:** Finance Committee

**SUBJECT:** Accessible Vehicle Funding Request – Origin at Spring Creek

**SUBMITTED BY:** Scott McKay, General Manager of Municipal Services

**PURPOSE:** To present the Finance Committee with a funding request received from Origin at Spring Creek for an accessible van.

## EXECUTIVE SUMMARY

Community Social Development staff have identified that accessible and affordable transportation for individuals with physical disabilities is a barrier for some who are seeking in-person services (e.g., hospital visits). There are limited accessible transportation options in the Bow Valley as taxi companies lack appropriate vehicles and the use of ambulances to transport individuals is not always appropriate nor efficient. Origin at Spring Creek (Origin) has provided the attached proposal requesting funding (up to \$25,000 to supplement anticipated grant funding) to add a vehicle with a wheelchair lift to their existing vehicle fleet, allowing them to begin offering transportation to all eligible Canmore residents on a cost recovery basis.

## BACKGROUND/HISTORY

Through the Family Community Support Services department, the Town of Canmore has administered a volunteer driver program since 2009.

## DISCUSSION

Origin at Spring Creek has been providing accessible shuttle services to its residents since its opening in 2015 while individuals requiring accessible transportation who are not residents of Origin often rely on Family Community Support Services (FCSS) Volunteer Driver Program. While the Volunteer Driver Program can be quite effective, the service is subject to volunteer availability and is occasionally oversubscribed and cannot accommodate individuals that require assistance getting in/out of vehicles. With the population of Canmore seniors expected to increase over the coming years, increasing affordable and accessible transportation services will reduce barriers that these individuals (or any individual requiring accessible transportation) may encounter when seeking in-person services.

Finance Committee could direct Administration to include up to \$25,000 as a one-time grant to Origin to purchase a van with a wheelchair lift in the 2024 budget amendment package for Council.

If funding is approved by Council, Administration would enter into an agreement with Origin that outlines:

- Access and service availability requirements for eligible Canmore residents who do not reside at Origin,
- A cost recovery model and service fees, and

- Ongoing reporting requirements (e.g., financial, utilization).

**FINANCIAL IMPACTS**

Administration submitted a grant application to the Government of Alberta’s Low-Income Transit Pass Program in the spring of 2023. The grant application was approved and \$812,000 was committed in support the Town of Canmore’s fare-free transit program and Regional ROAM passes offered to Affordable Services Program participants at a reduced cost. To date, \$610,000 has been received with payments of the remaining grant amount expected by the end of 2023 (\$101,000) and Q1 2024 (\$101,000).

If Council were to approve Origin’s funding request, Administration recommends seeking approval from the Alberta Minister of Seniors, Community and Social Services to fund this request from the Low-Income Transit Pass Grant. If unsuccessful, then an alternate source of funding will be determined (e.g., Operating Reserve).

**STAKEHOLDER ENGAGEMENT**

Origin at Spring Creek has provided the attached proposal and indicated that ROAM and Bow Valley Regional Housing support the expansion of this program.

**ATTACHMENTS**

- 1) Club O to Go – Proposal from Origin at Spring Creek

**AUTHORIZATION**

Approved by:	Palki Biswas Manager of Finance	Date: <u>October 25, 2023</u>
Approved by:	Scott McKay General Manager of Municipal Services	Date: <u>October 25, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>October 26, 2023</u>

# CLUB O TO GO - PROPOSAL

## September 22, 2023

Accessible transportation project proposed to the Town of Canmore by Origin at Spring Creek.

Origin at Spring Creek is requesting Town of Canmore support in expanding the Origin at Spring Creek Accessible Vehicle Fleet in order to serve not only residents of Origin at Spring Creek, but individuals within Canmore with Cognitive and Physical Disabilities.

### 1. Project Background

Origin at Spring Creek has been providing shuttle services to the residents of Origin since it's opening in 2015. During that time one of the challenges presented to not only Origin at Spring Creek residents, but all seniors and individuals with cognitive and physical disabilities, is the lack of accessible transportation in the Bow Valley.

Origin currently has a small fleet of vehicles which includes a 2018 Ford Microbird which can accommodate 14 seats and 2 wheelchair and has a power lift, and a Toyota Sienna with no additional accessibility features.

There are currently an upwards of five taxi companies that operate within Canmore. Of the taxi companies, none have vehicles which can accommodate an individual who has physical limitations and/or use adaptive devices such as wheelchairs.

Currently 18% of the population of Canmore is over 65, which is rapidly expanding and can be expected to increase exponentially over the next five years. Due to the increased tourism in the Bow Valley, the already taxed taxi system is struggling to keep up with the demand of locals as well as tourists.

Origin has been approached by FCSS, Bow Valley Regional Housing, Bow River Lodge, Rocky Mountain Adaptive, and the Canmore Hospital, regarding assistance with transportation for this vulnerable population within Canmore.

### 2. Project scope

Origin is looking to expand its current fleet of vehicles.

Origin currently operates a Bus and Van for residents of Origin within the Bow Valley, and for appointments out to Calgary. We are looking to add a van with a Power Lift to accommodate individuals with wheelchairs.

Our existing framework includes multiple team members who are Class 4 certified drivers, which would be expanded upon with this project. All drivers for

the program would be required to maintain a valid Class 4 License. Drivers will also be trained in the Origin Dementia Program and in Safe Lifting and Transfer techniques.

Our current framework operates the bus on an availability basis Monday-Friday from 9AM to 5PM. With the expansion of the program, this may allow for longer operating hours or addition of weekends.

The current framework offers shuttle services within Canmore and Banff regularly, with ad hoc trips to Calgary for appointments only based on availability. This would be maintained with the implementation of this program and may be expanded upon to develop regular routes within the Bow Valley if the need arises or be maintained as an Ad Hoc program.

Eligibility for clients would be limited to individuals who are residents of Canmore with a Canmore address and meet requirements including but not limited to individuals with cognitive impairments which impede the individual's ability to safely access transportation options currently within the Bow Valley (ie. Roam Bus and Taxis), individuals with physical impairments which limits the individual's ability to safely access available transportation options. This may include use of a wheelchair, use of a walker, or inability ambulate for long distances independently.

Age and/or inability to drive will be considered in eligibility criteria in combination with physical and/or cognitive impairments. Eligibility is NOT based on income, language barriers, fear of crime, unfamiliarity of how to use transit systems, or the length of the trip while using transit systems.

Eligibility will be determined by completion of a form by both the individual or their agent and a medical professional who can corroborate the individual's needs.

Clients will be able to apply for the program by contacting our Senior Advisor to sign up for Origin's Club O to Go program. Appointments will be booked by contacting Origin at Spring Creek's Concierge desk via telephone. This will be expanded upon to include an online booking system in the future.

### 3. High-level requirements

Currently Origin has a small fleet of vehicles which we are looking to expand to include an additional van with a power lift. The current infrastructure will allow for some improvements to residents of the Bow Valley, but the addition of the van with the power lift will increase access and services Origin is currently able to offer. A van would be more maneuverable and be able to access and park in locations that are currently unavailable to the Bus Origin currently operates, limiting the ability of Origin to assist clients who may have physical impairments.

Origin will also be recruiting and training additional team members to have Valid Class 4 License, Dementia Training, and Safe Lifts and Transfers Training provided by Origin. This cost would be managed by Origin.

Development of a booking system to help manage bookings.

#### 4. Operational Costs

On-going operational costs will be managed and maintained by Origin at Spring Creek.

Origin's current capital contributions include the existing fleet including the Bus and Van, and training costs to team members.

The bus is a 2018 Ford Mircobird with a MRSP value of \$116,000.

The existing van is a 2019 Toyota Sienna with a MSRP value of \$38,000.

Initial team member investment is a minimum of \$400 per team member which includes medical certificate, class 4 examination and license fees, and training costs. This cost is recurring every 5 years per team member (or more frequently based on the individual's age).

Origin is also in the process of applying for the New Horizon Grant.

As per requirements from the Alberta Government, the current fleet of vehicles must undergo regular maintenance.

The bus is required to have a safety certificate every six (6) months to remain operational. The cost of this is approximately \$260 per inspection. Additionally, the bus is required to maintain a Safety Fitness Certificate which is \$110 for a three-year certificate.

Additionally, all vehicles undergo regular inspections and oil changes at minimum every six months or every 5,000kms (which ever comes first) in accordance with the National Safety Code.

Insurance is maintained by Origin and averages approximately \$3,000 for the bus and \$1,100 for the van.

All vehicles are maintained with a handicap placard which is renewed annually.

Safety supplies including first aid kits, cleaning and disinfecting supplies, PPE, and fire extinguishers are also maintained and inspected with every trip.

Cost of gas to operate the vehicle is also an ongoing cost at approximately \$0.50/KM.

Cost of team members operating the vehicle is \$28/hour including wages and mandatory encumbrance including CPP, EI, and WCB.

Cost to clients for the services would be solely cost recovery based. Cost would be \$35/hour to recuperate the cost to Origin per the above.

The van Origin is looking to purchase is a 2016 Toyota Sienna with a power lift, valued at \$35,000. We are requesting town support in purchasing this van in order to implement this program.

#### 5. Affected parties

Taxi Companies in town may experience a decrease in revenue associated with the transportation of older adults, or individuals with cognitive or physical impairments. However, this loss will be minimal due to the taxi companies currently being unable to safely accommodate most of these clients.

Patrons of FCSS, Bow Valley Regional Housing, Bow River Lodge, Mountain Adaptive, and the Canmore Hospital would be positively impacted by this addition.

FCSS currently runs a program which is volunteer based and uses existing infrastructure in the Bow Valley which is limited to taxis and volunteer availability. While the cost to the patron is minimal, reliability is challenging.

Bow Valley Regional Housing and Bow River Lodge are currently experiencing challenges in getting their residents access to and from appointments and the hospital. Many of their residents experience low income, or lack of resources such as reliable transportation and are often left unable to attend appointments. The addition of this program would improve the outcomes for these individuals.

Canmore Hospital is often in a challenging position of having to contact limited ambulance resources to transfer patients from the hospital to their home if the patient has physical or cognitive impairments to ensure that they safely get home. Additionally, patients of the Golden Eagle View use EMS services to attend appointments in Calgary. This program will reduce stress on the taxed EMS system and reduce the risk of unsafe discharges..

Thank you for your consideration into this project that will continue to improve quality of life, and accessibility options for older adults, and individuals with cognitive and physical impairments in the Bow Valley.