

TOWN OF CANMORE
AGENDA

Finance Committee

Council Chamber at the Canmore Civic Centre, 902 – 7 Avenue
November 9, 2023 at 9:00 a.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

1. Land Acknowledgement
2. Agenda for the November 9, 2023 Finance Committee Meeting

B. DELEGATIONS

1. Bow Valley Regional Transit Services Commission (Martin Bean, Chief Executive Officer): 2024-2026 Budget

C. MINUTES

1. Minutes of the October 31, 2023 Finance Committee Meeting
2. Minutes of the November 2, 2023 Finance Committee Meeting

D. STAFF REPORTS

1. 2024 Proposed Paid Parking Budget Amendments

Recommendation: That the Finance Committee recommend to Council the following parking management changes and associated total revenue increase of \$625,000 to the 2024 Paid Parking Operating Budget due to the following:

- (1) Increase of parking fees in the Town Centre by \$1.00 per hour during periods of peak season (high utilization), beginning May 15, 2024, thereby increasing revenues by approximately \$400,000 for the year;
- (2) Increase of parking fees at Quarry Lake by \$5.00 per hour for peak season only, beginning May 15, 2024, thereby increasing revenues by approximately \$155,000 for the year; and
- (3) Expansion of Town Centre zone (including increase of parking fees) to include Riverside Park, and the Boat Launch opposite to the Bow River Bridge, beginning January 1, 2024, bringing in additional revenues of approximately \$70,000 for the year.

2. Paid Parking Revenue Allocation Model (PPRAM) Proposal

Recommendations:

- (1) That the Finance Committee recommend to Council to approve the Paid Parking Revenue Allocation Model (PPRAM) as presented.
- (2) That the Finance Committee direct administration to return to Council with a revised Reserves Policy (FIN-007) to change the name and description (usage) of the Paid Parking Reserve.

E. IN CAMERA – none

F. ADJOURNMENT

**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
	2024 Approved budget	Canmore portion 1/3	2024 Approved budget	Canmore portion 1/2	2024 Approved budget	2024 Approved budget	
INCOME							
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
Total Income	693,691	231,230	2,053,436	1,026,718	1,607,182	203,284	3,068,414
GROSS INCOME	693,691	231,230	2,053,436	1,026,718	1,607,182	203,284	3,068,414
EXPENSES							
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
Total Operating Expenses	693,691	231,230	2,053,436	1,026,718	1,607,182	153,284	3,018,414
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION						50,000	50,000
Amortization Expense	75,687	25,229	162,443	81,221	179,817	50,000	336,267
Total Other Expenses	75,687	25,229	162,443	81,221	179,817	50,000	336,267
NET INCOME	-75,687	-25,229	-162,443	-81,221	-179,817	0	-286,267

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

ALL ROUTES			
	2024 APPROVED Budget	2025 APPROVED Budget	2026 APPROVED Budget
INCOME			
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
TOTAL INCOME BEFORE REQUISITIONS	\$ 4,575,514	\$ 4,712,780	\$ 4,854,164
Recoveries - Operating (non-members)			
4500 Recoveries - Operating (non-memb)	\$ 2,507,502	\$ 2,622,583	\$ 2,694,712
Total Recoveries - Operating (non-members)	\$ 2,507,502	\$ 2,622,583	\$ 2,694,712
Total Requisitions - Capital	\$ -	\$ -	\$ -
Requisitions - Operating			
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
Total Requisitions - Operating	\$ 5,531,970	\$ 5,667,102	\$ 5,826,464
TOTAL INCOME	\$ 12,614,986	\$ 13,002,465	\$ 13,375,339
EXPENSES			
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
Wages & Benefits - Drivers			
5221 Drivers Wages	\$ 3,860,849	\$ 3,976,674	\$ 4,095,976
5223 Drivers Wages - Training	\$ 489,316	\$ 503,995	\$ 519,116
Total Wages & Benefits - Drivers	\$ 4,350,165	\$ 4,480,670	\$ 4,615,092
Total Wages & Benefits - Operations	\$ 810,143	\$ 834,447	\$ 859,484
TOTAL OPERATING EXPENSES	\$ 11,929,860	\$ 12,262,402	\$ 12,630,266
SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION	\$ 685,126	\$ 740,063	\$ 745,073
Amortization Expense			
5900 Amortization Exp	\$ 2,275,578	\$ 2,505,578	\$ 2,705,578
Total Amortization Expense	\$ 2,275,578	\$ 2,505,578	\$ 2,705,578
NET INCOME	-\$ 1,590,452	-\$ 1,765,515	-\$ 1,960,505

Bow Valley Regional Transit Services Commission

2024-2033 APPROVED Capital Budget

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Banff										
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	-	-	-	-	-	-	-	-
Banff Capital Requisition										
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
Total Banff Capital Requisition	637,100	671,500	819,700	831,500	843,700	856,100	875,100	887,900	901,000	914,300
Capital Projects										
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)	-
Total Capital Projects	(520,631)	(4,324,237)	(283,513)	(467,379)	(303,605)	(65,245)	(573,021)	(232,385)	(78,638)	(119,755)
Closing Deferred Capital Contribution Balance	\$ 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	\$ 6,969,964

Canmore										
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	-	-	-	-	-	-	-	-	-
Canmore Capital Requisition										
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
Total Canmore Capital Requisition	290,000	360,700	415,000	421,000	427,000	433,200	439,400	445,600	452,100	458,700
Capital Projects										
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)	-
Total Capital Projects	(2,077,087)	(1,380,434)	(214,043)	(206,212)	(1,158,423)	(47,010)	(922,195)	(163,927)	(10,500)	(46,236)
Closing Deferred Capital Contribution Balance	\$ 927,960	\$ (91,773)	\$ 109,184	\$ 323,972	\$ 114,792	\$ 500,983	\$ 287,202	\$ 568,874	\$ 1,010,474	\$ 1,422,939

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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
ID#9										
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
Total ID#9 Capital Requisition	68,014	76,366	126,425	128,090	129,762	131,442	133,128	134,822	136,624	138,433
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)	-
Total Capital Projects	(1,030,671)	(1,380,757)	(15,307)	(21,321)	(1,235,935)	(122,233)	(334,951)	(114,157)	(10,000)	(577,388)
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

ALL PARTNERS										
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
MINUTES**

Finance Committee

Council Chamber at the Civic Centre, 902 – 7 Avenue

Tuesday, October 31, 2023 at 9 a.m.

FINANCE COMMITTEE MEMBERS PRESENT

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

FINANCE COMMITTEE MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Therese Rogers	General Manager of Corporate Services
Whitney Smithers	General Manager of Municipal Infrastructure
Scott McKay	General Manager of Municipal Services
Sara Jones	Executive Assistant (recorder)
Palki Biswas	Manager of Finance
Ric Irwin	Senior Finance Officer
Adam Robertson	Manager of Communications

Mayor Krausert called the October 31, 2023 Finance Committee meeting to order at 9:00 a.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

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

10-2023FIN Moved by Mayor Krausert that the Finance Committee approve the agenda for the October 31, 2023 meeting as presented.

CARRIED UNANIMOUSLY

B. DELEGATIONS - none

C. MINUTES

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

11-2023FIN Moved by Mayor Krausert that the Finance Committee approve the minutes of the April 24, 2023 meeting as presented.

CARRIED UNANIMOUSLY

D. STAFF REPORTS

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

The Town's third-party auditors, Calvin Scott and Michelle Lutz, Avail CPA, spoke to a written report related to their audit of the 2023 financial statements.

12-2023FIN

Moved by Mayor Krausert that the Finance Committee take the meeting in camera at 9:12 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

Calvin Scott and Michelle Lutz, Avail CPA, were present at the closed session. No members of administration were present.

13-2023FIN

Moved by Mayor Krausert that the Finance Committee return to the public meeting at 9:25 a.m.

CARRIED UNANIMOUSLY

2. 2023 Economic Update (CIBC Wood Gundy)

Charet Chahal and James Hobson, CIBC Wood Gundy, provided a verbal report on the Town's investments bank related to inflation, interest rates, and growth/rate forecast.

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

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

Meeting break 10:11 – 10:21 a.m.

4. 2024 Operating Budget Amendments – Status Quo

Administration spoke to a written report presenting 2024 operating budget amendments for the Finance Committee's consideration.

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

Administration spoke to a written report providing 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

Administration spoke to a written report presenting a funding request received from Origin at Spring Creek for an accessible van.

14-2023FIN

Moved by Mayor Krausert that the Finance Committee direct administration to come back with elements of cuts that would amount to 2.3% (\$747,297) in the 2024 operating budget that do not include cuts to reserve contributions so that the increase will remain at 5.5%.

CARRIED UNANIMOUSLY

Minutes approved by: _____

15-2023FIN Moved by Councillor Foubert that the Finance Committee direct administration to include the full-time permanent community evaluator in the 2024 operating budget.
CARRIED UNANIMOUSLY

16-2023FIN Moved by Councillor Foubert that the Finance Committee direct administration to return in the 2025 budget process with options to no longer use the photo radar reserve to fund equivalent of 1.5 RCMP officers.
CARRIED UNANIMOUSLY

E. IN CAMERA

1. Auditor Interview (verbal)

Addressed during consideration of item D-1.

F. ADJOURNMENT

17-2023FIN Moved by Mayor Krausert that the Finance Committee adjourn the October 31, 2023 meeting at 12:24 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Sara Jones, Executive Assistant

Minutes approved by: _____



TOWN OF CANMORE
MINUTES
Finance Committee
Council Chamber at the Civic Centre, 902 – 7 Avenue
Thursday, November 2, 2023 at 9 a.m.

FINANCE COMMITTEE MEMBERS PRESENT

Sean Krausert	Mayor
Karen Marra	Deputy Mayor
Tanya Foubert	Councillor
Wade Graham	Councillor
Jeff Hilstad	Councillor
Jeff Mah	Councillor
Joanna McCallum	Councillor (joined meeting at 9:10 a.m.)

FINANCE COMMITTEE MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Therese Rogers	General Manager of Corporate Services
Whitney Smithers	General Manager of Municipal Infrastructure
Scott McKay	General Manager of Municipal Services
Sara Jones	Executive Assistant (recorder)
Palki Biswas	Manager of Finance
Ric Irwin	Senior Finance Officer
Adam Robertson	Manager of Communications
Andy Esarte	Manager of Engineering
Andreas Comeau	Manager of Public Works

Mayor Krausert called the November 2, 2023 Finance Committee meeting to order at 9:00 a.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

- 1. Land Acknowledgement**
- 2. Agenda for the November 2, 2023 Finance Committee Meeting**

18-2023FIN Moved by Mayor Krausert that the Finance Committee approve the agenda for the November 2, 2023 meeting as presented.

CARRIED UNANIMOUSLY

Councillor McCallum joined the meeting at 9:10 a.m.

B. DELEGATIONS – none

C. MINUTES – none

D. STAFF REPORTS

1. 2023 Capital Projects Status Update, Budget Amendments and Project Cancellations

19-2023FIN Moved by Mayor Krausert that the Finance Committee accept the Capital Project Progress Report as at September 30, 2023 as presented.

CARRIED UNANIMOUSLY

20-2023FIN Moved by Mayor Krausert that the Finance Committee recommend to Council that the following 2022/2023 projects be cancelled:

- (a) 7285 Asset Management Software Needs Assessment
- (b) 7226 Long Range Facility Needs Report
- (c) 7236 Passenger Rail Station and Impact Study
- (d) 7311 Heliport Landing Pad Surface Replacement

CARRIED UNANIMOUSLY

21-2023FIN Moved by Mayor Krausert that the Finance Committee recommend to Council that the following amendment to the 2022/2023 capital projects be approved:

- (a) Increase the budget for 7190 EP Rock Wall Refurbishment from \$100,000 to \$285,000 with the additional \$185,000 funded by Asset Replacement/Rehabilitation Reserve.

CARRIED

In favour: Foubert, Hilstad, Krausert, McCallum

Opposed: Graham, Mah, Marra

22-2023FIN Moved by Mayor Krausert that the Finance Committee recommend to Council that the following amendments to the 2022/2023 capital projects be approved:

- (a) Increase the budget for 7244 Cemetery Final Design and New Columbarium – Phase 1 from \$365,000 to \$615,000 with the additional \$250,000 funded by General Capital Reserve.
- (b) Close-out 7307 Jumping Platform – Quarry Lake.

CARRIED UNANIMOUSLY

Meeting break 10:32 – 11:00 a.m.

2. 2024-2028 Proposed Capital Budget and Plan Amendments

23-2023FIN Moved by Mayor Krausert that the Finance Committee recommend to Council to cancel the following 2024 approved projects and defer them to future years:

- (a) 7343 IT Strategic Improvements \$15,000 to 2025,
- (b) 7344 Asset Management Software Implementation \$150,000 to 2026,
- (c) 7345 Recreation Systems Enhancements \$10,000 to 2025,
- (d) 7346 Finance System Migration Needs Assessment \$30,000 to 2025,
- (e) 7352 Hazard Mitigation Three Sisters Creek Construction \$4,225,000 to 2026, and
- (f) 7353 Hazard Mitigation Stone Creek \$500,000 to 2026.

CARRIED UNANIMOUSLY

Minutes approved by: _____

- 24-2023FIN Moved by Mayor Krausert that the Finance Committee recommend to Council to cancel the following 2024 Unfunded projects and defer them to 2025:
- (a) Salt Shed – Rooftop Solar Installation \$550,000, and
 - (b) Noise Abatement Study \$50,000.

CARRIED UNANIMOUSLY

- 25-2023FIN Moved by Mayor Krausert that the Finance Committee recommend to Council to add the following projects to 2024:
- (a) Long Term Financial Strategy Update \$100,000 funded from Operating,
 - (b) EP – Waterslide Area Repairs \$200,000 funded from Asset Replacement/Rehabilitation Reserve,
 - (c) Recreation Facility Feasibility Study \$200,000 funded from Operating and General Capital Reserve,
 - (d) Parking Management Implementation \$140,000 funded from Integrated Parking Management (Paid Parking) Reserve,
 - (e) WWTP Upgrade – Conceptual Design \$600,000 funded from Wastewater Utility Reserve,
 - (f) Railway Avenue Water Line Replacement – Construction Phase 1 (South) \$1,800,000 funded from Water Utility Reserve, and
 - (g) Teepee Town Water Line Upgrade \$440,000 funded from Water Utility Reserve.

CARRIED UNANIMOUSLY

- 26-2023FIN Moved by Mayor Krausert that the Finance Committee recommend to Council to amend the following 2024 approved projects:
- (a) Change the budget and scope for 7359 Complete Street Improvements Railway to Main from \$5,000,000 to \$6,000,000 funded from Grants (MSI, CCBF) and Reserves (Asset Replacement/Rehabilitation Reserve and Offsite Reserve),
 - (b) Increase the budget for 7357 Street and Drainage Rehabilitation from \$500,000 to \$1,650,000 funded from grant (CCBF) and Asset Replacement/Rehabilitation Reserve,
 - (c) Increase the budget for 7358 Pathway Network Connectivity from \$250,000 to \$865,000 funded from Operating, Developer and Grants (MSI, ICIP), and
 - (d) Decrease the budget for 7371 Railway Avenue Wastewater Upgrade from \$2,400,000 to \$1,750,000 funded from Debenture and Wastewater Reserve.

CARRIED UNANIMOUSLY

- 27-2023FIN Moved by Mayor Krausert that the Finance Committee recommend to Council to adopt the 2025-2028 Capital Plans as presented.

TABLED

- 28-2023FIN **3. 2024-2028 Proposed Capital Budget and Plan Amendments continued**
Moved by Mayor Krausert that the Finance Committee table motion 27-2023FIN to follow item D-4 2024-2026 Proposed Utility Budget and Rates.

CARRIED UNANIMOUSLY

Minutes approved by: _____

- 29-2023FIN Moved by Mayor Krausert that the Finance Committee recommend to Council to approve the following amendments to the 2023 capital projects budget:
- (a) Change the funding source for \$8,300,000 CAP 1562 Cougar Creek Long-Term Mitigation from:
 - \$5,300,000 – Asset Replacement/Rehabilitation Reserve,
 - \$2,000,000 – General Capital Reserve
 - \$1,000,000 – Flood Mitigation Structure Maintenance ReserveTo:
 - \$7,100,000 - Asset Replacement/Rehabilitation Reserve
 - \$ 1,200,000 – MSI Grant; and
 - (b) Change the budget and scope for CAP 7299 Bow Valley Trail Pathway Improvements South from \$900,000 to \$540,000 to be funded by Asset Replacement/Rehabilitation Reserve.

CARRIED UNANIMOUSLY

Meeting break 12:24 – 1:30 p.m.

3. 2024-2026 Proposed Solid Waste Services Budget and Rates

Administration provided a verbal review of the proposed 2024-2026 operating budget for solid waste services.

4. 2024-2026 Proposed Utility Budget and Rates

Administration, along with Steven Dawe, Lead Engineer, from CIMA+ provided a verbal review of the 2024-2026 proposed utility budget and rates, including:

- (a) the proposed 2024 operating budget,
- (b) the proposed 2024-2028 capital budget and plan, and
- (c) the Wastewater Treatment Plant Technical Assessment Review (CIMA+).

2. 2024-2028 Proposed Capital Budget and Plan Amendments continued

- 27-2023FIN The vote followed on tabled motion 27-2023FIN: that the Finance Committee recommend to Council to adopt the 2025-2028 Capital Plans as presented.

CARRIED UNANIMOUSLY

E. IN CAMERA – none

F. ADJOURNMENT

- 30-2023FIN Moved by Mayor Krausert that the Finance Committee adjourn the November 2, 2023 meeting at 2:49 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Sara Jones, Executive Assistant

Minutes approved by: _____



Request for Decision

DATE OF MEETING: November 9, 2023 **Agenda #** D-1

TO: Finance Committee

SUBJECT: 2024 Proposed Paid Parking Budget Amendments

SUBMITTED BY: Caitlin Miller, Manager of Protective Services
Andy Esarte, Manager of Engineering
Palki Biswas, Manager of Finance

RECOMMENDATION: That the Finance Committee recommend to Council the following parking management changes and associated total revenue increase of **\$625,000** to the 2024 Paid Parking Operating Budget due to the following:

- Increase of parking fees in the Town Centre by \$1.00 per hour during periods of peak season (high utilization), beginning May 15, 2024, thereby increasing revenues by approximately \$400,000 for the year;
- Increase of parking fees at Quarry Lake by \$5.00 per hour for peak season only, beginning May 15, 2024, thereby increasing revenues by approximately \$155,000 for the year; and
- Expansion of Town Centre zone (including increase of parking fees) to include Riverside Park, and the Boat Launch opposite to the Bow River Bridge, beginning January 1, 2024, bringing in additional revenues of approximately \$70,000 for the year.

EXECUTIVE SUMMARY

Paid parking and regulation are working to address parking challenges and congestion in the Town Centre while generating revenue to offset operational costs and fund priority programs, services, and infrastructure. Administration is recommending changes in 2024 to address operational efficiencies, manage parking utilization, and new areas that will benefit from parking management.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

At the October 3, 2023, regular meeting of Council, administration presented several recommended changes along with a Decision-Making Framework for how changes to the paid parking program would be made (report included as an attachment).

DISCUSSION

Fee Increases in Town Centre Zone

For the Town Centre Zone, a **\$1/hour** fee increase is recommended for peak season starting from May 15 to October 15, 2024, as well as weekends and holidays mid-October through mid-May. These timeframes reflected high utilization in 2023, approaching or above 80%, with strong year-over-year growth. Based on this recommendation, the parking fees proposed for the Town Centre Zone will be as follows:

- Jan 1 to May 14, 2024: \$2/hour
- May 15 to Oct 15, 2024: \$4/hour (*fee increase of \$1/hour*)
- Oct 16 to Dec 31, 2024 (weekdays): \$2/hour
- Oct 16 to Dec 31, 2024 (weekends and holidays): \$3/hour (*fee increase of \$1/hour*)

Raising parking fees as utilization reaches targets supports mode-shift by reducing subsidies for driving, while transit, walking and cycling is incentivized through new infrastructure, and expanded service. Congestion due to hunting for parking is avoided. Achieving mode-shift targets is essential to ensuring parking availability, and vehicular network capacity, as well as supporting social, economic, and environmental goals of the community. With approximately 95% of revenue from visitors, proposed price changes target peak-time travel and helps manage and mitigate impacts of visitation on the community.

It is estimated that with this fee increase, revenues will increase by approximately 24% or **\$400,000** for 2024. This is based on projected 2023 Town Centre paid parking revenues and assumes similar usage.

Fee Increases in Quarry Lake Zone

At the Quarry Lake location, it is recommended to raise fees from \$5/hour to \$10/hour, with a 2-hour minimum or \$20 minimum per visit, during peak season only starting from May 15 to October 15, 2024. The off-peak season fees are to remain the same. Canmore residents who register for a Resident Parking Permit can still use their three hours of free parking per day at either Quarry Lake or in other paid parking zones. This change is in support of the startup of the new seasonal ROAM Transit route and is intended to address peak season utilization which exceeded 100% regularly in 2023. Based on this recommendation, the parking fees proposed for the Quarry Lake Zone will be as follows:

- Jan 1 to May 14, 2024: \$2.50/hour
- May 15 to Oct 15, 2024: \$10/hour with a 2-hour minimum (*\$5 per hour fee increase*)
- Oct 16 to Dec 31, 2024 (weekdays): \$2.50/hour

It is estimated that with this increase, revenues will increase by approximately 60% or **\$155,000** for 2024. With the addition of a transit route that will serve Quarry Lake and Grassi Lakes and based on 2023 projected paid Quarry Lake parking revenues, administration is assuming a drop of 15% in utilization, should the fee increase be implemented at the Quarry Lake location.

2024 Operating Expenses

Administration is proposing that the 2024 paid parking expenses be increased from \$387,280 to \$451,090 in the 2024 operating budget, which is included in the proposed budget amendments to Finance Committee. After a full year of operation, administration better understands the actual costs to run the paid parking program. The increase in paid parking operating expenses includes:

- \$43,000 for additional contracted services costs to allow for flexibility to make minor program and software changes during the year as outlined in the Decision-Making Framework portion of the attached Council Briefing and small operational changes to things like permit renewals, parking session length options, and small changes to zones.
- \$30,000 to accurately address bank service fees and program materials to reflect actual costs incurred with increased transactions over baseline assumptions.

2024 Capital Expenses

A new capital project in the amount of \$140,000 funded from the Integrated Transportation Management Reserve (Paid Parking) is proposed as part of the 2024 budget amendment process in support of the above implementation. This project was considered and approved by Finance Committee during the November 2 meeting.

New Operational Areas

Parking management is an effective tool for management of parking issues in any area experiencing parking problems or congestion. In Canmore, these areas typically include commercial and mixed-use commercial areas, industrial areas where interfacing with residential streets, trailhead areas and surrounding neighbourhoods, and major destinations like Quarry Lake.

To date, parking management strategies have included regulation and paid parking has been used at Quarry Lake, and surrounding neighbourhoods, and the Town Centre and surrounding neighbourhoods. Residential parking zones, where parking is restricted to residents and businesses of the community that have resident parking passes, as well as visitors of residents in those zones, are used exclusively to manage spillover from paid parking zones. Residential parking zones have been limited to areas identified as having regular operational issues due to paid parking. The reason for the limitation is the cost of administering resident parking zones, as well as considering benefits for residents versus the impact on residents and their visitors of living in a residential parking zone.

For 2024, it is recommended that paid parking is extended to Riverside Park, and the boat launch and adjacent roadway opposite the Bow River Bridge. These areas were anticipated at the outset of the program to be incorporated as extensions of the Town Centre zone. Parking demand in Riverside Park has historically been relatively high, and with visitation to the Engine Bridge increasing, demand has grown. The boat launch area has limited parking and spillover onto the Bow Bridge Corridor and into adjacent residential areas is occurring.

Fees for this area are recommended to be applied at Town Centre rates, and adjusted as Town Centre rates are adjusted with no impact to the operating expenses. Based on the 2023 projected Town Centre paid parking revenues, consistent usage, and the number of parking stalls, an analysis was conducted to forecast the 2024 revenues that will be received, should an expansion of Town Centre zone (including increase of parking fees) to include Riverside Park, and the Boat Launch opposite to the Bow River Bridge, beginning January 1, 2024, be approved. Based on this recommendation, the parking fees proposed for the new areas will be the same as Town Centre Zone as shown below:

- Jan 1 to May 14, 2024: \$2/hour
- May 15 to Oct 15, 2024: \$4/hour (*fee increase of \$1/hour*)

- Oct 16 to Dec 31, 2024 (weekdays): \$2/hour
- Oct 16 to Dec 31, 2024 (weekends and holidays): \$3/hour *(fee increase of \$1/hour)*

It is estimated that with this new fee, additional revenues of **\$70,000** have been assumed for 2024, based on a projected range of revenue between \$60,000 to \$100,000 of revenue can be expected.

Consideration will be given to expand to additional destinations, mixed use, and industrial areas, and associated residential zones, as the program continues to mature, with parking management consistently applied throughout the community as a medium-term goal.

ANALYSIS OF ALTERNATIVES

A \$2/hour rate increase in the Town Centre was also considered (revenue increase of approximately 45% or \$780,000). At this time, based on utilization rates, growth, and affordability this is not recommended. Should utilization remain high, or continue to grow, a larger increase in the Town Centre zone may be considered in a future year.

Council could approve one or two of the proposed changes (instead of all three) and decrease the revenue increase by the amount of the items not included.

FINANCIAL IMPACTS

As outlined in the report above.

STAKEHOLDER ENGAGEMENT

None.

ATTACHMENTS

- 1) Briefing Integrated Parking Management Plan Update – October 3, 2023, Council Meeting.

AUTHORIZATION

Submitted by:	Caitlin Miller Manager of Protective Services	Date: <u>October 30, 2023</u>
Submitted by:	Palki Biswas Manager of Finance	Date: <u>November 3, 2023</u>
Submitted by:	Andy Esarte Manager of Engineering	Date: <u>November 3, 2023</u>
Approved by:	Scott McKay General Manager of Municipal Services	Date: <u>November 3, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>November 6, 2023</u>



Briefing

DATE OF MEETING: October 3, 2023 **Agenda #:** I-1

To: Council

SUBJECT: Integrated Parking Management Plan Update

SUBMITTED BY: Caitlin Miller, Manager of Protective Services
Andy Esarte, Manager of Engineering
Palki Biswas, Manager of Finance

PURPOSE: To provide Council with a comprehensive review of the first year of the paid parking program in the Town Centre and provide clarity on how program changes will be considered and made.

EXECUTIVE SUMMARY

The Integrated Parking Management Plan makes several recommendations for strategies to ease parking congestion and demand during peak times in the Town Centre. A Paid Parking program is one of the tools recommended by the Integrated Parking Management Plan and has now been in place in the Town Centre for over one year and at Quarry Lake for two years. This report provides a comprehensive review of the first year of operation in the Town Centre and provides clarity on how program changes are considered and made.

BACKGROUND/HISTORY

The 2018 Integrated Parking Management Plan (IPMP) was approved by Council for planning purposes at the June 19, 2018 regular meeting of Council. The IPMP outlined strategies for meeting Council's goals of managing traffic congestion and parking in the Town Centre and broader community. These strategies informed a Council priority to evaluate paid parking as a tool to manage traffic congestion and fund fare-free transit.

At the May 2, 2023 Council meeting, the Downtown Canmore BIA delegation made recommendations for changes to the paid parking program for Council to consider. At the June 6, 2023 meeting, Council referred these requests to administration to consider and bring forward any recommendations from these requests in the comprehensive review of one year of operation of paid parking in Town Centre. Administration has analyzed these requests alongside data and feedback collected over the first full year of the paid parking program. As paid parking is one tool outlined in the Integrated Parking Management Plan, it is helpful to keep the goals of the plan top of mind when considering feedback, data, and recommendations for improvement.

DISCUSSION

The IPMP outlines how regulating and pricing parking can improve the management of parking stock, improve customer experience, and reduce congestion in the Town Centre:

- ensures prime parking is used for the highest value uses;
- ensures parking is available most times on each block face and in each parking lot;
- allows visitors and residents to experience the Town Centre;
- reduces up to 30% of vehicle congestion by significantly reducing time spent hunting for spots;
- funds transportation initiatives like fare-free transit;
- funds Town Centre enhancements;
- can be implemented with better information signage for drivers; and
- can be implemented with technologies to improve the efficiency of enforcement, ticket payment, and data collection.

The goals and measures for the implementation of paid parking and regulation include:

- increased parking availability and reduced congestion - achieve utilization of 85% or less of parking spaces in all areas of the Town Centre during typical peak times;
- system ease of use – easy payment with a range of options, online payment of fines, license plate-based enforcement; and
- effective communications and engagement – communications plan with appropriate stakeholder communications.

Occupancy of parking spaces was measured in 2016 and again in 2019. This data was used to inform where and when pricing and time regulations would help to meet the goals of the IPMP. Occupancies were generally under 85% in the Town Centre as a whole, however, varied significantly from area to area and exceeded 85% during peak times. This suggested pricing and time regulation in Canmore's highest-demand areas would be a very effective tool to move demand to lower occupancy areas, encourage turnover, and reduce demand in core parking areas during peak times.

Paid Parking – One Year Review

Resident Parking Permits

Starting in June 2022, residents and businesses were able to apply for a resident parking permit that would allow them to park for three free hours in any paid parking zone (Town Centre or Quarry Lake) and in residential parking zones. It was decided that resident parking zones would be open to anyone in Canmore with a resident parking permit so that residents living in those zones could have businesses and visitors attend and park in front of their homes with convenience. Homeowners are able to register out of town visitors and businesses with visitor passes in RPP zones. While there was concern that there would be a lot of spillover from residents parking in the resident zones around the Town Centre or Quarry Lake to avoid paying for parking, these concerns have not come to fruition other than a few occurrences. These occurrences were limited to notable vehicles being parked in resident parking zones in lieu of the designated no-payment areas or, in the case of Peaks of Grassi, are limited to hot days where parking at Quarry Lake is over capacity.

There are 8,105 residents who have approved parking permits on their vehicles and 13,775 vehicles registered. 57% of permit holders have one vehicle associated with their account, 28% have two vehicles, 8% have three vehicles, 5% have four vehicles, and 3% have five vehicles. There are 267 businesses that have approved parking permits and 1,059 vehicles registered. 78% of business users have one to four vehicles associated with their account, 13% have between five and nine vehicles, 5% have between 10-14 vehicles, and 4% have over 15 vehicles associated with their accounts.

Resident Permits						
Number of Users	Number of License Plates	1 Vehicle	2 Vehicles	3 Vehicles	4 Vehicles	5 Vehicles
8,105	13,775	4,616	2,246	673	367	203
Business Permits						
Number of Users	Number of License Plates	1-4 Vehicles	5-9 Vehicles	10-14 Vehicles	15+ Vehicles	
267	1,059	207	36	13	11	

Most initial permits were approved in June and July of 2022 but permit applications intake remained steady until increasing again in May and June of 2023, when emails to remind users to renew their permits were sent out.



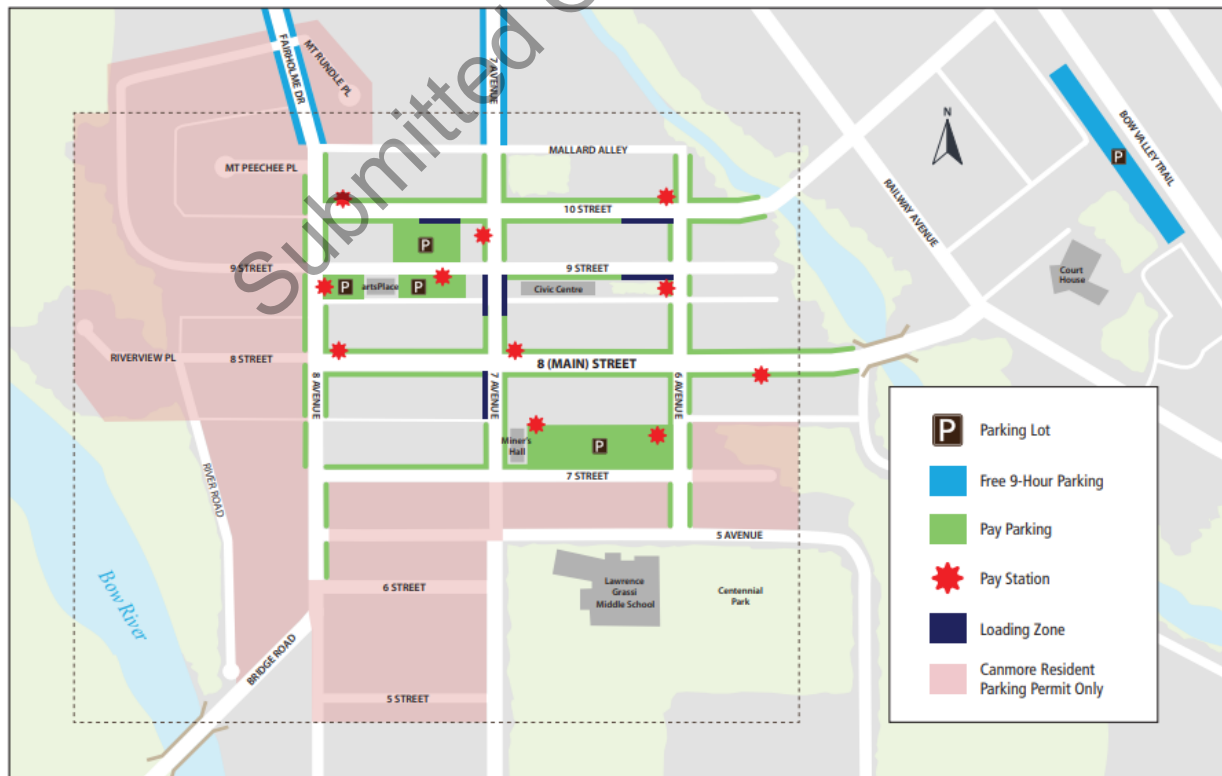
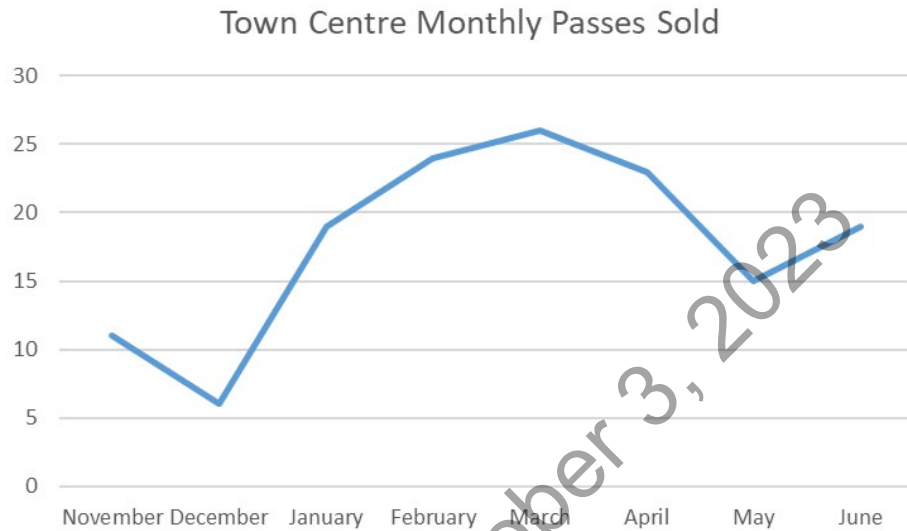
Monthly Permits

Monthly permits for Canmore residents launched on November 1, 2022 and there have been 181 permits purchased. These permits are valid as an add-on option to those who already have a Canmore Resident Parking Permit. The monthly parking pass allows for all-day parking in the four municipal parking lots in Town Centre without activating a parking session. Monthly pass holders parking outside of the lots or at Quarry Lake would still need to activate a parking session to use their three free hours. These permits are available year-round and are priced at \$83/month during the peak season (May 1 to October 31) and \$41.50 during the off-peak season (November 1 to April 30).

On November 1, 2022, Council approved the implementation of a Town Centre Non-resident Employee Monthly Parking Permit. This permit is only available to employees working in the Town Centre during the

off-peak season. This permit will be available starting November 1, 2023 for \$96/month and is available until April 30.

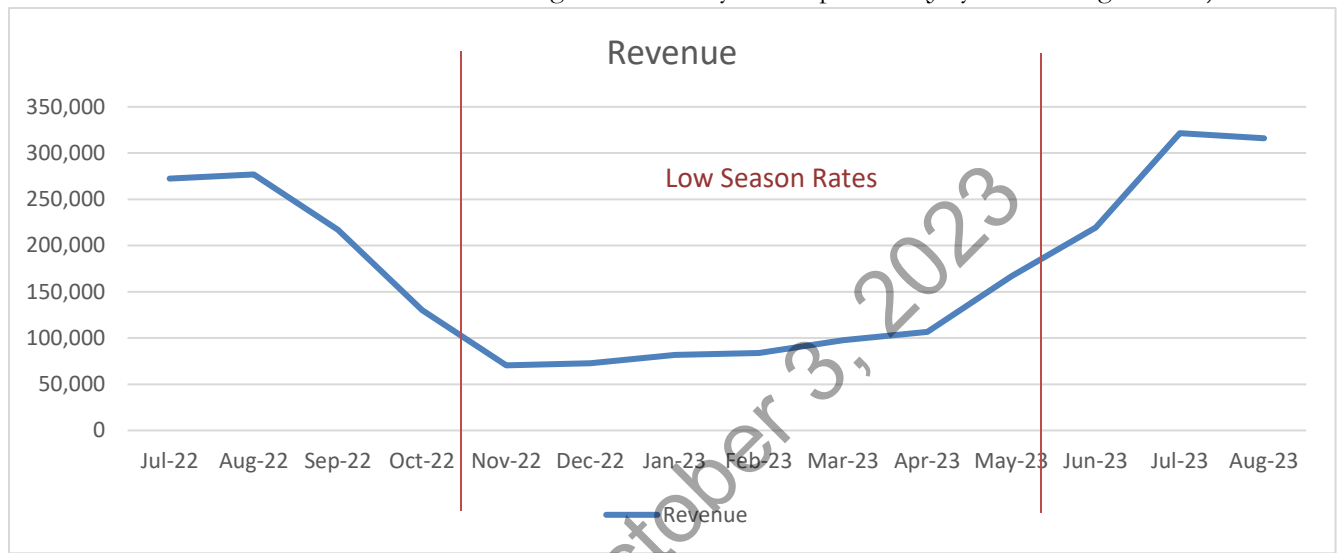
The graph below shows the trend of Monthly Resident Passes sold throughout the first year of operation (November 2022 – June 2023).



Parking Revenue

In Town Centre, paid parking fees were set at \$3 during the peak season (May 15 – October 14) and \$2 during the low season (October 15 – May 14). At Quarry Lake, the fees are set at \$10 for two hours (May 15 – October 14) and \$2.50/hr during the low season (October 15 – May 14). Paid parking revenues exceeded forecasted expectations in 2022 and totaled \$1.14 million. In 2023, the paid parking revenue was forecasted for \$1.14 million and by August had already reached \$1.39 million.

The revenue chart below shows the trend throughout the first year of operation (July 2022 – August 2023).



Of note, while there is a big dip in revenue during the off-season, this is not attributed only to a lower trend in parking utilization but also the decrease in parking fees during those months.

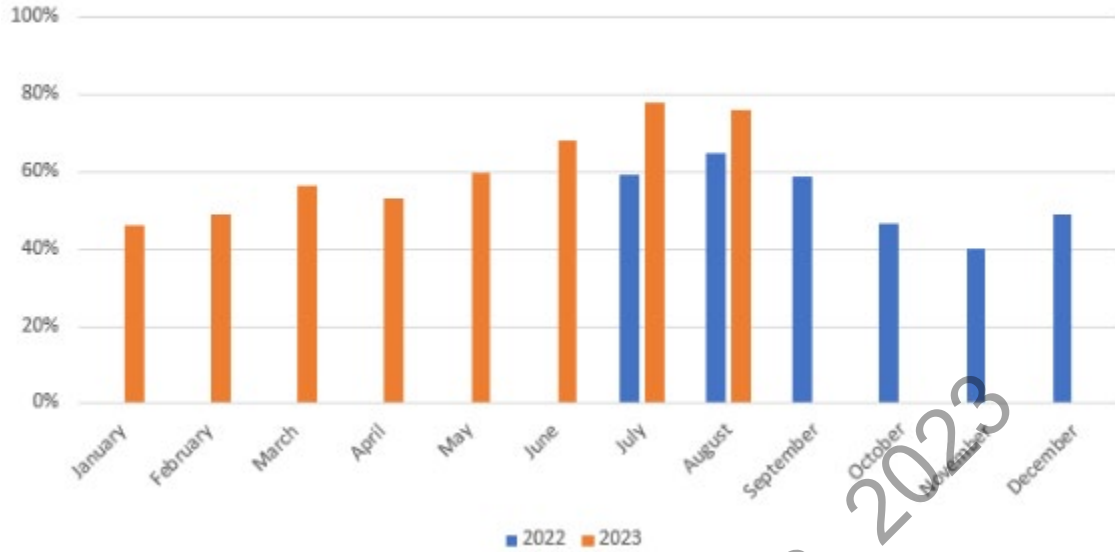
Parking Utilization

One of the goals of pricing parking is to increase the availability of parking and reduce congestion in the Town Centre by achieving a maximum utilization of 80-85% of parking spaces in primary parking areas of the Town Centre during typical peak times. At this level of utilization, some areas will be full, and it can be challenging to find parking, resulting in congestion due to hunting.

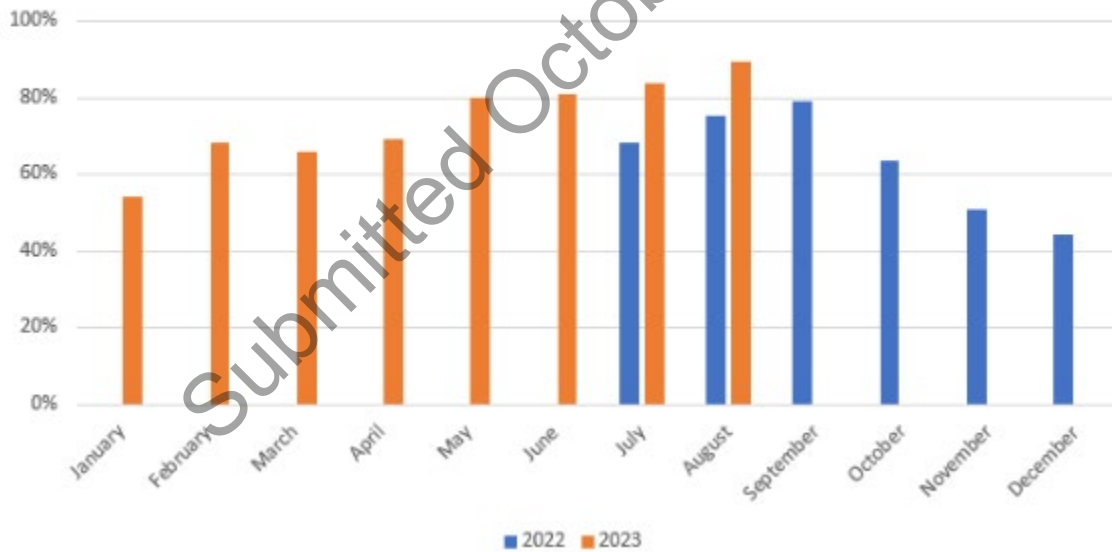
Our parking management system provides transaction outputs that can be used to calculate occupancy. These outputs have been calibrated against physical counts of all parking areas that were taken over three days in August. The results of the analysis are illustrated in the graphs below, and represent the average occupancies for each month during peak periods.

Based on this analysis, weekday utilization ranges from 40% in November, 2023, to nearly 80% summer, 2024. Weekday utilization increases consistently throughout the 2023 calendar year of operation after the November lull, with periods of peak weekday utilization in March and May, that could coincide with spring breaks and the beginning of peak season. Weekend utilization is consistently higher, particularly in peak season when it is above 80%. The dips in December and January could be attributed to the extreme cold weather and lack of snow that Canmore experienced during the peak winter holiday weeks last winter. Starting in May, weekend utilization is consistently at target utilization, with strong year-over-year growth in parking demand noted where two years of data are available during summer months.

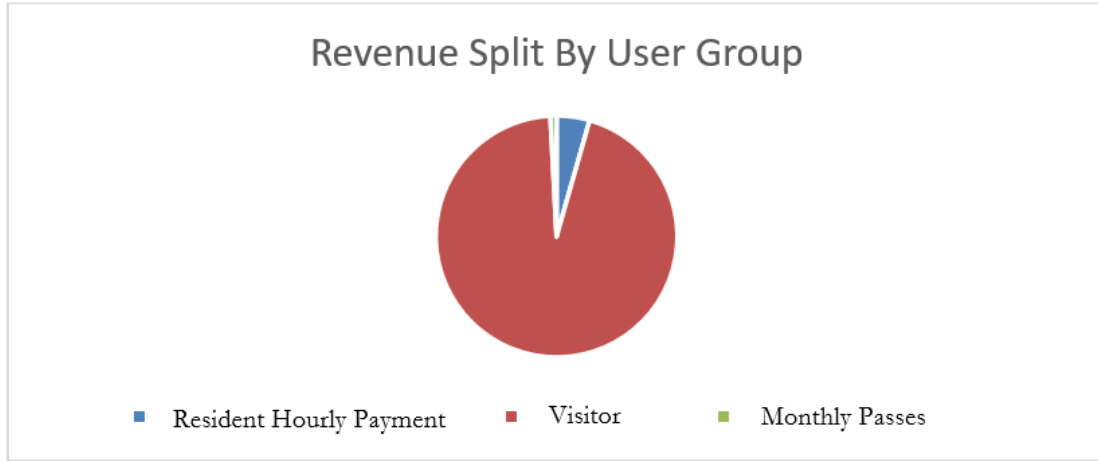
Weekday Utilization By Year



Weekend Utilization By Year



In July and August of 2022, 100,579 transactions were recorded, with 20% of transactions by residents, and 80% of transactions by visitors. Visitors contribute upwards of 95% of revenue, with residents primarily using the three free hours provided for their visits to the Town Centre.



In 2023, the total number of transactions in July and August increased by 23%, to 123,563. Notably, half of the increase in transactions is attributable to residents. Resident transactions for the same period increased by 55% in 2023 to 31,444, while visitor transactions increased 15% to 92,084. As a result, resident transactions in 2023 increased to 25% of total transactions. This growth in share of resident visitation may be attributed to several factors including increased familiarity and comfort with the Blinkay system, increases in passholder numbers, and increased parking availability. While it is positive that residents are taking advantage of the system and represent a growing share of visitation to the Town Centre, this trend will be important to follow. Increased resident use of free parking contributes to congestion and parking pressures.

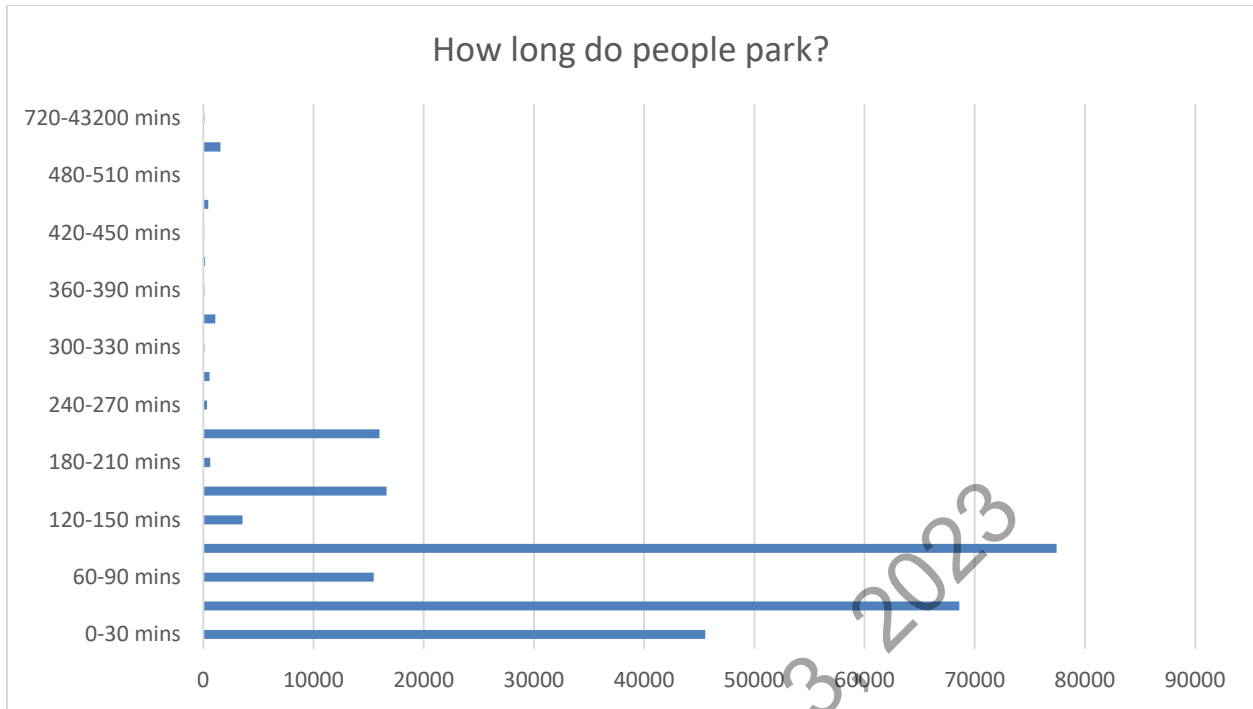
July and August 2022 Resident Versus Visitor Transactions July and August 2023 Resident Versus Visitor Transactions



That said, residents tended to utilize parking more during weekdays than on weekends. During weekdays, resident transactions could represent over half of all transactions, while during busier days the number of resident transactions fell and could represent as little as 15% of all transactions.

Parking Duration

Residents tended to utilize shorter parking sessions, often taking multiple shorter trips to the Town Centre, and averaging 88 minutes per session. Visitors tended to stay longer, with average session lengths of 114 minutes.



The Blinky app functionality that allows for a session to be easily extended has been well utilized with 8% of all transactions being time extensions. Residents are twice as likely to use this functionality, a result of residents being far more likely to use the app.



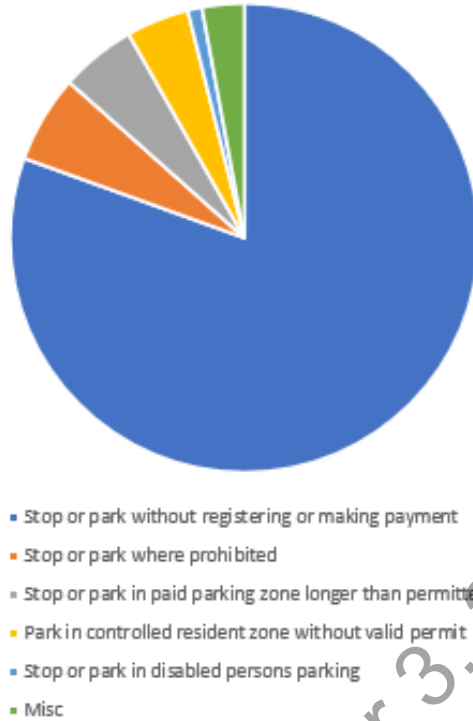
Parking Enforcement

The sections of the Traffic and Road Use Bylaw referring to Paid Parking are mainly enforced by the Municipal Enforcement Officers (or Parking Ambassadors) with occasional help from the Community Peace Officers. Beginning in June 2022, parking enforcement centered around program education in the Town Centre and residential parking permit zones. At the launch of paid parking in the Town Centre, the Municipal Enforcement Officers concentrated on providing customer service and informing residents, businesses, and visitors downtown on how to use the various payment options and how to register their vehicles. They addressed confusion that some residents had that after applying for a permit and having it approved, they still

needed to register their vehicle to use their three free hours. This commitment to customer service continues today as the Municipal Enforcement Officers not only conduct parking enforcement in and around Town Centre, but also act as ambassadors for the Town and the community. They often provide directions to local restaurants and retail stores, answer questions about activities around town, and continue to help individuals register their vehicles and pay for their parking. To further their customer service skills, the Municipal Enforcement Officers were enrolled in Tourism Canmore-Kananaskis' Peaks Academy to help them easily and confidently give advice to visitors for making the most out of their visit to Canmore.

To achieve compliance, the Municipal Enforcement Officers issued warnings to help educate people about the new program, especially residents who may have been confused regarding the process for registering their vehicle with their resident parking permit. More fulsome enforcement started in September of 2022, though warnings were still given frequently. Between July 1, 2022 and June 30, 2023, a total of 697 warnings were issued. Once enforcement started, there was also a period where appeals were granted to residents who were unaware that they were required to register their vehicles to access their three free hours. The warnings and granting of appeals served as another way to educate residents about the program and gain further compliance.

The Municipal Enforcement department issued a total of 12,516 tickets during the first year of paid parking operation. 79% of these were issued in the Town Centre, 5% at Quarry Lake, and approximately 15% were issued in either resident parking zones or for parking infractions unrelated to paid parking outside of paid zones. Parking or stopping without registering or making payment made up 81% of all tickets issued, and parking for longer than permitted made up 5% of all tickets issued. Other reasons that tickets were issued included parking where prohibited (6%), parking in a controlled resident zone without a valid permit (4%), parking in an accessible stall without a valid permit (1%), and other parking offenses such as parking against parallel or parking in front of a fire hydrant (3%). Of all the tickets issued, 3,749 were voided either as a courtesy (for example, the owner of the vehicle arrived right after the enforcement officer placed the ticket and they decided to void the ticket), because there was no offense (an appeal was awarded), or the ticket was not paid after 30 days and went through the "tag to ticket" process and was voided out of the Blinkay system and a violation ticket was written in its place and sent to the registered vehicle owner through the mail. Of all the voided tickets, 35% were voided out of courtesy, 25% for no offense, and 39% were put through the "tag to ticket" process. The benefit of putting a ticket through the "tag to ticket" process is that if vehicle owners do not pay their parking ticket, they can either plead their case in court or pay the fine amount before they renew their vehicle registration. This has resulted in greater compliance with the program.



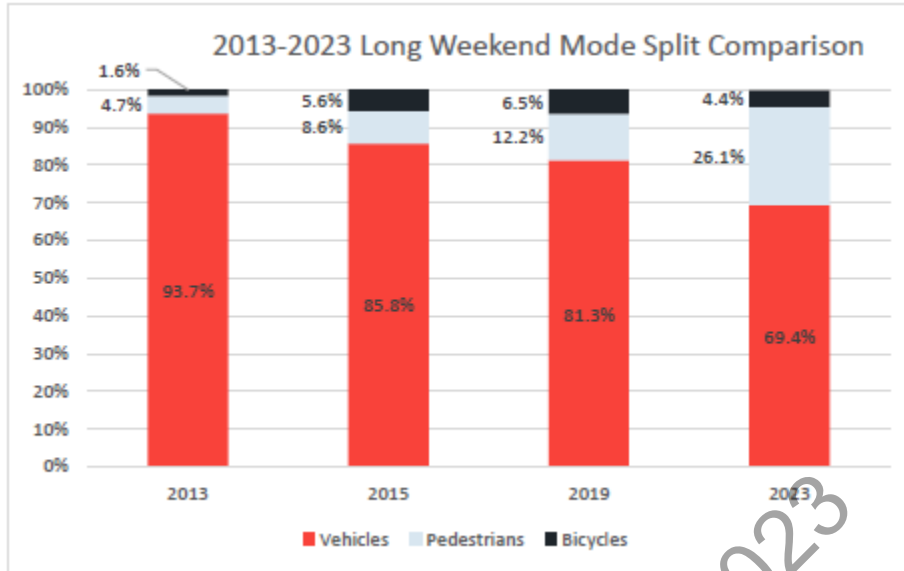
Of all the tickets issued, residents were issued 25%, and non-residents were issued 75%. Though more tickets were issued on Saturdays and Sundays (21% and 23%, respectively), the distribution of enforcement is even throughout the week.

Multi-Modal Transportation Shift

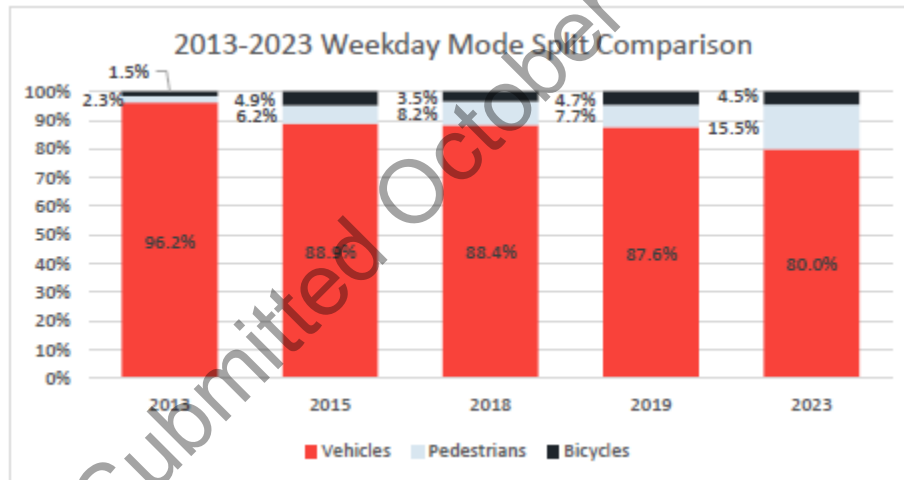
It is not possible to determine the specific role that parking regulation and pricing has played in supporting mode-shift as these strategies are part of a larger suite of efforts which include increased transit service, infrastructure improvements, and societal trends. That said, trends in walk, cycle, and transit uses are positive over the past several years, with strong increases correlating with the start of the pay parking program in the Town Centre.

Local transit ridership in July and August has increased by 254% in 2023 from the year prior to the launch of pay parking in the Town Centre, 2021. During the same period, regional transit has increase by 126%.

The share of trips taken by foot and bicycle has also seen a significant shift in recent years, as measured by Stantec at key intersections in and around the Town Centre. The most dramatic shift has occurred in the period encompassing the introduction of pay parking, with a nearly 12% reduction in vehicle trip share on long weekends between 2019 and 2023, down to 69%.



Weekday splits have similarly improved, with a large increase in walk trips noted over 2019 and a reduction of vehicle trip share to 80%.



Overall mode shift is tracking towards our 2030 Integrated Transportation Plan goals. Though this shift is supported by a suite of strategies, improved regulation and pay parking implementation playing an important role in removing driving subsidies, supporting transit growth, and encouraging people to walk and cycle.

Paid Parking – Feedback and Opportunities

With the implementation of paid parking in Town Centre, administration has received feedback on the program from staff, residents, visitors, businesses, and the Downtown BIA. The feedback is appreciated and has been thoughtfully considered and analyzed throughout the first year of operation. While not all feedback was constructive or possible to implement, there was generally positive feedback for the ease of operation of the Blinky App and web payment options, appreciation for the three free hours for residents, and the increased ability to find parking spots in the Town Centre.

Pay Machines

The pay machines were carefully placed throughout the Town Centre on municipal land that would allow for the solar panels to receive enough power to run the machines. Feedback was received that there were not enough pay machines or that they were not well-signed. Additional signage was added near the pay machines, and administration purchased five new machines. The new machines will be installed this fall: three of the machines will be installed in the Town Centre and the other two have been secured for either future expansion or as replacements should there be any maintenance or repairs required. If required, the machines within the pedestrian zone can be relocated in future seasons to high-use areas during the time the area is pedestrianized. One machine was moved to address confusion because a property owner chose to add their own paid parking program to a private lot adjacent to a pay machine location.

Some of the feedback has been that the machines are down often or have not accepted payment easily. There have been some challenges with a few of the machines, but given the machines are working outside in all elements and are solar-powered, they have fared very well. Additional signage has been placed on the machines to remind users that there are two other ways to pay for parking, through the app or the web portal.

Permit Approval and Renewal Process

The process for permit approvals and renewals was created to ensure permits were issued only to eligible Town of Canmore residents and businesses but Administration is looking to change the renewal process to a two-year process or to distribute the permit renewal times throughout the year. This would reduce resource requirements and increase convenience for residents, especially for those requiring in-person help.

Administration has heard from residents that it would be beneficial to have longer permit periods for seniors so that they would not have to go through the permit renewal process as often. Part of the challenge would be identifying account holders who are seniors and would require additional personal information collected by the Town to determine this. Instead, administration will be offering in-person permit renewal sessions for residents of all ages during either peak renewal times or throughout the year at special public engagement events. This was successfully done with the Canmore Seniors Association and administration received positive feedback about this approach.

Recommendations from the Downtown Canmore BIA

In May, Council heard from a delegation from the Downtown Canmore BIA who provided several recommendations for the paid parking program.

The first was to offer free (non-registered) parking Monday-Thursday during the off-season. The reason provided was that this encourages more traffic on slow days and maximizes the use of public parking areas. There already is free parking available to residents Monday-Thursday with their resident permit, and free non-registered parking downtown would indeed increase the number of vehicles parked downtown, but these would likely belong to employees working in the downtown area. Instead, administration has had discussions with the Downtown Canmore BIA Executive Director about running a marketing campaign geared towards residents, encouraging them to use their three free hours or alternative modes of transportation, like fare-free transit, to access downtown businesses.

The next recommendation was to reduce the paid parking hours from 8 AM to 8 PM to 10 AM to 6 PM. The reasoning was this would provide locals who do not want to register their vehicles for parking time to park

downtown for errands. This would also allow employees working downtown to park for longer downtown for free, which would discourage turnover on parking stalls. This also does not benefit businesses that are not open until 10 AM and possibly close at 6 PM, so the errands that are being run downtown by locals may fall outside of that time and they would still need to register for their three free hours should they wish to visit those businesses. Utilization data was used to support the direction related to these requests.

The issuance of employee passes for a nominal fee was also recommended. This would involve dedicating one of the Town of Canmore parking lots that appear to be under-utilized during some months or times of day and using them for all-day parking for employees commuting from outside of Canmore boundaries. This is being addressed through the non-resident employee monthly pass that is launching November 1st. Though the fees are not nominal, they are representative of the cost of providing parking to out-of-town employees and have been previously approved by Council. Free parking options remain a short walking distance to the Town Centre.

The next recommendation is to include the MD of Bighorn and area in the 3-hour program. This decision would need to be made by Council. Administration recommends that should this decision be made, there be some form of payment to access the three free hours. While the hours are referred to as “free”, they are still subsidized by Canmore resident’s tax dollars for provision and maintenance of parking areas.

Allowing for a grace period before a ticket is issued was another recommendation. This is already done in the form of the appeal process that those who were issued a ticket may go through if there has been an error or they have not had enough time to pay for their parking before they received a ticket. Administration notes that although this does happen, it is not a frequent occurrence, and the ticket is usually voided on the spot by the enforcement officer or when the appeal is received by the administrator.

The final recommendation was to allow residents to register their license plates with the Town rather than beginning a session to reduce the perceived barrier to coming downtown by some locals. While this would be more convenient for residents, there would be no way for enforcement officers to know when the vehicles started parking downtown and the three free hours was activated. This would be akin to offering free parking all day for residents. It appears this is less of an issue over time, with a 55% increase in resident transactions in summer of 2023 over 2022, well over the pace of increase in visitor transactions of 15%.

Feedback from Residents

Administration received feedback throughout the implementation and the last year of operation that can be grouped into some key points.

While there were concerns from residents regarding spillover in resident zones, this was largely resolved, with a couple of exceptions.

In Peaks of Grassi, spillover is experienced in resident parking zones on hot days when Quarry Lake is already at capacity. To address the parking in the Peaks of Grassi, enforcement officers continue to monitor these areas, particularly during hot days. Illegal parking is addressed, but it is difficult to determine whether the other vehicles parked there are residents who live in the area, are visiting or working on construction projects in the area or are parking there and walking to Quarry Lake. This area will continue to be monitored and potential solutions analyzed once construction in the area is completed.

Spillover also exists along 7th Avenue, to the north of the Town Centre. 7th Avenue is a residential street classification; however, it is unregulated, is not part of the resident parking permit program, and has been identified as a free-parking zone. While this has been an effective way to shift all-day parking out of the Town Centre, additional parking and traffic in the area have generated resident complaints and concerns about safety. To increase visibility and sightlines, the no parking zone on either side of Spur Line Trail was extended from 5m to 10m, and the crosswalk was painted with the Trans Pride flag colours to increase attention in the area, while also demonstrating the Town's commitment to creating an equitable, diverse, and inclusive community. As the program matures, this area could be treated in the same way as other residential areas around the Town Centre, with resident permits required north of the pond.

Residents have also provided feedback around the ability to have smaller increments of time as an option or to put in the ability to end a parking session. This could allow for more parking sessions for residents to use their three free hours, allow for charging in loading zones, and provide an additional level of customer service for users. These recommendations are being explored with the vendor on feasibility and request for change quotation.

Opportunities for Expansion

To address congestion in other areas around Town Centre, there is an opportunity to expand the paid parking zones to Riverside Park and the Boat Launch during peak-season months. Riverside Park is undergoing some roadwork to improve parking and traffic flow in the area. It has also been advertised as a place for visitors to park when visiting the Canmore Engine Bridge.

Administration is considering other areas that may require study for new regulation and pricing, these include public parking in remaining commercial, and mixed-use development areas.

Fee Increases

Based on parking utilization targets and trends, it is recommended to increase fees during periods at or above utilization targets. These include weekends, and peak season weekdays. An increase of fees will continue to help avoid congestion by encouraging turnover, minimizing hunting for spaces, and encouraging mode-shift in the Town Centre. Re-evaluating the peak season timeframe is another consideration that will be put forward during upcoming budget amendments. During off-peak busy times, such as the winter break, February and spring breaks, special events, and weekends throughout the year, utilization of parking in the Town Centre is reaching capacity and there is an opportunity to apply peak-season pricing to that timeframe as well. It is recommended that weekends, holidays, and school breaks in the off-peak season (October 15-May 14) be considered as peak times and have peak pricing applied. An increase of \$1 or \$2 per hour during peak times will be brought forward as a recommendation during the budget amendment process.

During the initial launch of pay-parking at Quarry Lake, a rate of \$20 was utilized which allowed for up to 4 hours of parking. The same effective hourly rate of \$5 was utilized in 2023 with a 2-hr minimum. While this approach encourages turnover, utilization is exceeding capacity on hot days. As part of the 2023 budget process, it will be recommended that rates be increased to \$10/hour in 2023 as a part of the budget amendment process. This rate adjustment would take place for peak season. This rate increase coincides with the planned launch of a new transit route which will provide alternative transportation to Quarry Lake.

Decision-Making Framework

On October 5, 2021, Council approved resolution 231-2021 for the implementation of a paid parking program. In the report, it was recommended that Council provide administration with the ability and flexibility to make operational changes as required as the paid parking program was implemented, and that Council simply approve the implementation of a Paid Parking Program. The approved recommendation is as follows:

That Council:

- 1) Rescind motion 260-2019 “Moved by Mayor Borrowman that Council approve the implementation of a paid parking program and associated parking strategies in 2020 as presented”; and
- 2) Approve the implementation of a Paid Parking program.

There are many considerations when implementing the paid parking program, and for parking management decisions in general. Some decisions are operational in nature and can be made within existing operating or capital budgets. The following decision-making framework is in alignment with motion 231-2021 and details how decisions regarding parking regulation, permitting, and pricing changes are deliberated by administration.

Administration has categorized feedback and opportunities for change into two categories: operational adjustments and material program changes.

Operational adjustments may include, but are not limited to, the following:

- modifications to existing pay parking zones, and associated resident zones, as required to address operational issues. These modifications would generally affect a small portion of the zone and would not materially change revenues;
- process changes for permit or monthly pass renewals;
- programming changes that change payment processes on the apps.

Material program changes are changes that would significantly impact revenue, require a capital budget request, or have significant changes to operating expenses. These can include, but are not limited to:

- proposed new paid parking zones;
- pricing changes;
- regulation changes;
- expanded/adjusted RPP zones;
- seasonal changes;
- change of use of parking space (e.g. to patios, parklets, bicycle paths, sidewalks, bus stops, redevelopment of parking lots).

To address parking management related issues, or recommendations for changes to the way parking is managed, administration has established a ‘Parking Management Team’. Parking management may involve multiple departments, and representatives from Protective Services/Municipal Enforcement, Engineering, Finance, and Economic Development may be involved in decision making as part of this team. Decisions may require significant data collection and analysis, or be safety related and urgent. Decisions may be operational in nature or require senior administration and Council approval. Stakeholder interests may be in

conflict, and there can be a wide range of opinions between them. To address these challenges, and provide clarity with respect to how parking management decisions are made, the Parking Management Team uses the following process:

- 1) A program change, or issue that may require a program change, is identified through operations or strategic planning. For example, issues may be raised by staff, the public, key stakeholders and partners, and Council or changes may be desired based on strategic plans or policies. The nature of the issue is documented, data is collected as required, and potential solutions are identified. If the request is safety or transportation related, it is generally better suited for the Traffic and Road Improvement Group and is referred there. If the solution is a change to the parking management program, it continues through the process as a Program Change Request (PCR).
- 2) The PCR is filtered for alignment with the Integrated Parking Management Plan, Integrated Transportation Plan, Area Planning, or Council's Strategic Plan. The PCR may be rejected at this point due to misalignment with strategic planning, or alternative solutions to address the root problem may be considered.
- 3) If in alignment with strategic planning, the PCR is evaluated for priority using a tool which considers the following:
 - a. Degree of alignment
 - b. Costs of implementation, versus available resources
 - c. Impacts
 - d. Ease of implementation
- 4) If a PCR is deemed a priority, consideration is then given to whether this is something that would be typically handled operationally or requires Council approval. Operational changes will typically have minimal impact on operating costs and revenues, and costs of implementation that can be managed within operating budgets. PCRs that require Council approvals are those that require project planning, a larger communications plan, are more resource intensive, have higher costs of implementation, and have costs and revenues that materially affect municipal budgets.
- 5) Approval is sought as required:
 - a. If change is deemed a priority by the Parking Management Team and resources for the change have been approved by Council, the Parking Management Team managers (Finance, Protective Services, Engineering) can decide on priorities and direct the work. Changes that will be felt in the community will be communicated directly as required and through administration updates to the Committee of the Whole.
 - b. If changes are sensitive in nature (moderate impact to medium or large number of stakeholders, or large impact to any number of stakeholders), the Parking Management Team managers may seek buy-in from senior administration. A briefing note will be circulated for signatures, and the change will be communicated directly as a required or through an update to the Committee of the Whole.
 - c. If a change is deemed a priority by the Parking Management Team, and resources for the change have not yet been approved by Council, the Parking Management Team managers will bring forward budget amendments as part of the regular budget cycle. For urgent

changes (e.g. pandemic, significant safety concern), mid-cycle budget amendments may be considered, though are generally not desired. The Corporate Strategic Team will decide on direction and direct the managers on the appropriate Council approval process.

- 6) While working through prior steps, the Parking Management Team will maintain communication with those stakeholders who may have requested the change. Confirmation will be provided as to whether action, along with rationale, and, if so, when changes can be expected. At the time of implementation, the team will communicate with impacted stakeholders as required.
- 7) After implementation, the Parking Management Team will monitor as required to ensure desired outcomes are achieved. This may require additional data collection and may result in subsequent changes to achieve goals.

FINANCIAL IMPACTS

Parking management expenditures are consistent with plans and pay parking revenues are projected to be higher than budgeted for. The net impact on municipal finances is positive and are detailed in the Paid Parking Revenue Allocation Model report.

Any recommended changes to the paid parking program that have a financial impact will be brought forward to Council for approval as a part of the 2024 budget amendment package.

STAKEHOLDER ENGAGEMENT

The Downtown Canmore BIA has been in conversation with administration throughout the implementation of the paid parking program. The BIA's recommendations to Council were reviewed with administration prior to their spring 2023 delegation to Council and have been considered and analyzed as a part of the program review and recommendations.

Administration continues to hear from residents and businesses regarding their feedback for changes and opportunities with the paid parking program. Feedback is considered by administration against the decision-making framework and have used resident and business owner's feedback to make recommendations for material changes to the program that will be brought forward for future budget considerations and Council approvals.

ATTACHMENTS

None

AUTHORIZATION

Submitted by:	Caitlin Miller Manager of Protective Services	Date:	<u>September 13, 2023</u>
Submitted by:	Palki Biswas Manager of Finance	Date:	<u>September 15, 2023</u>
Submitted by:	Andy Esarte Manager of Engineering	Date:	<u>September 12, 2023</u>
Approved by:	Scott McKay General Manager of Municipal Services	Date:	<u>September 14, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>September 25, 2023</u>

Submitted October 3, 2023



Request for Decision

DATE OF MEETING: November 9, 2023 **Agenda #:** D-2

TO: Finance Committee

SUBJECT: Paid Parking Revenue Allocation Model (PPRAM) Proposal ([Return to Finance Committee](#))

SUBMITTED BY: Palki Biswas, Manager of Finance
Andy Esarte, Manager of Engineering
Caitlin Miller, Manager of Protective Services

RECOMMENDATION: That Finance Committee recommend to Council to approve the Paid Parking Revenue Allocation Model (PPRAM) as presented.

[That Finance Committee direct administration to return to Council with a revised Reserves Policy \(FIN-007\) to change the name and description \(usage\) of the Paid Parking Reserve.](#)

EXECUTIVE SUMMARY

On October 3, 2023, administration had presented a framework for paid parking revenue allocation to include both a mechanism to continue funding municipal paid parking priorities and to create a sustainable funding source to support advancing the Integrated Parking Management Plan (IPMP).

Based on discussions on that day, administration is back to Finance Committee with some changes to the Paid Parking Reserve, to broaden the reserve's eligible uses. The original text of the October 3, 2023 report is black and the blue text is new information.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

31-2022FIN: Finance Committee directed administration to develop a Paid Parking Revenue Allocation Model (PPRAM) for approval prior to 2024 budget amendment in Fall of 2023.

259-2022: Council directed administration to create a Town Centre Grant Program after consultation with Downtown Business Improvement Area to begin in 2023, funded by the Paid Parking Reserve with the annual amount determined as part of the budget process.

242-2022: Council referred the proposed Paid Parking Revenue Allocation Model (PPRAM) to the Finance Committee 2023 meetings for the 2024 budget.

144-2018: Council approved the Integrated Parking Management Plan for planning purposes.

DISCUSSION

Public parking has been priced in the Town Centre for over one full year, with year-over-year data for July, August, and [September](#) (since July 2022) and priced at Quarry Lake for two full years, with year-over-year data for three summers (since July 2021).

Revenues generated from paid parking offset operational costs, with net income allocated to municipal priorities related to Integrated Parking Management. In 2022 and 2023, a portion of the Transit Service was funded with the remainder contributed to a reserve. Having a full year worth of revenue data, as well as some indication of trends through partial year-over-year data, administration has a better sense of net revenue potential. The proposed Paid Parking Revenue Allocation Model (PPRAM) is outlined in the table shown in the Financial Impacts section of this report. It will provide clarity for how net revenues will be directed and will inform the budget processes.

The purpose of this allocation model is to provide a framework for decisions related to paid parking revenues. It sets out guidelines, rationale and identifies the information needed to support the distribution of net paid parking revenues in a manner that helps to alleviate some current and future pressure on operating and capital budgets, and reserves. This will lead to consistent and transparent decision-making during budget deliberations.

The following principles make up the Paid Parking Revenue Allocation Model (PPRAM):

Principle 1 – Cost Recovery Principle: The full cost of parking management should be covered with the revenues of the paid parking program. Each budget cycle, the program costs are approved by Council, based on projected resource requirements, and estimated revenues.

Regular fee reviews will be conducted with every two-year budget cycle. Administration will bring forward differential pricing strategies that will include analysis of existing market price and utilization, peak-load pricing, pricing based on location scenarios etc.

Principle 2 - Benefits and Subsidies Principle: The costs of parking should be borne by those that benefit from parking, with a user-pay approach being preferable to general taxation. This approach directs a greater share of costs to those directly benefiting and reduces subsidies for driving. The community at large benefits from the provision of transit as it reduces traffic congestion and parking demand. The benefit is maximized when transit usage is maximized. Making local transit fare-free offset by parking revenues was identified as a primary strategy for parking management in the Integrated Parking Management Plan and approved by Council. Offsetting a portion of the costs of local transit with parking revenues continues to be a complimentary strategy in support of parking goals and is consistent with Council's strategic plan.

Principle 3 - Management of Public Assets Principle: The Town has a responsibility to appropriately manage and maintain its assets to ensure the ongoing function and benefit to the community. [Transportation infrastructure assets \(pathways, roads, streets, transit, signage, parking\)](#) represent a significant portion of the Town's asset base. This principle recognizes that the cost of lifecycle maintenance and improvements of these assets should be considered when determining the allocation of the paid parking revenues.

Following the above principles, administration is recommending that paid parking revenues be allocated in the following manner:

Operating Expenses

Based on the cost recovery principle, the paid parking revenues will first and foremost offset direct costs associated with the paid parking operations. The net income will then be transferred as per the allocation in the following sections.

Transit Services

It is recommended that net paid parking revenues continue to cover a portion of transit costs that would have otherwise been covered by user fees or tax funded. Parking revenues collected in the Town Centre and at Quarry Lake are directed back into a service that directly benefit residents, visitors, and businesses in those areas and will continue the social benefit of managing parking demand and congestion, and providing a safe, accessible, and affordable transportation option.

To ensure sustainability of this vital service, administration is recommending that Council approve a fixed amount for each fiscal year of transit operations within the two-year budget process as the priority for directing net paid parking revenue. This amount which is informed by the Bow Valley Regional Transit Services Commission budget requisition **should not exceed 50% of the net paid parking income.**

Contribution to Reserve

Council had approved a program specific Paid Parking Reserve to fund improvements in areas where paid parking has been implemented, and/or to fund fare free transit services and/or to fund offsite parking related infrastructure such as intercept parking or shuttle services. This reserve is funded from paid parking revenues, net of program expenses.

Administration is proposing to change the name of the reserve to “Integrated Transportation Management Reserve”. The revised description of this reserve will rely on the principles outlined above to direct net parking revenues. The paid parking program has changed since inception and strategies from the Integrated Parking Management Plan are now being applied more broadly to the whole community. The Integrated Transportation Plan encompasses a lot while maintaining the focus on parking for Council. Linking a funding source to a Council adopted strategy will allow the municipality to make strategic choices on priorities and implementation and open possibilities of funding things like intercept parking for events, bicycle parking, wayfinding signage, financial incentives, and incentivizing compact designs that may come out of the Town Centre plans.

The description is being proposed to change to “To fund strategies of the Integrated Parking Management Plan including but not limited to transit operations and infrastructure, parking infrastructure, maintenance and rehabilitation, and complete streets infrastructure including enhancements to the Town Centre”.

Therefore, it is recommended that a share of net parking income be allocated to the Integrated Transportation Management Reserve to fund future maintenance and replacement/rehabilitation of existing assets as well as to fund improvements. This approach seeks to provide sufficient resources for Integrated Transportation Management Plan implementation while helping to close the gap that currently exists between reserve contributions and anticipated lifecycle maintenance needs.

Town Centre Grant Program

In November 2022, Council directed administration to develop a Town Centre Grant Program in consultation with the Downtown Business Improvement Area (BIA). The objective of the grant was to create a mechanism through which some paid parking revenue could be used to enhance the Town Centre in alignment with the Paid Parking Reserve and other key Town guiding documents. The Town Centre Grant Program was established as a means through which the BIA can apply for funding to support the delivery of projects, programs, or initiatives that enhance the Canmore Town Centre in ways that are aligned with

Council's Strategic Plan and other Guiding Documents, such as the Integrated Transportation Plan and the Integrated Parking Management Plan, as well as benefit the Town Centre business community.

Over the last few months, administration has worked with the BIA to develop the grant program which aims to reinvest a portion of the paid parking revenue to fund incremental enhancements to the Town Centre to benefit residents, visitors, and the business community. The grant program creates a mechanism through which the BIA can request funding to deliver on projects, programs, or initiatives to support the enhancement of the BIA area in alignment with Town Strategic documents while keeping the focus on areas of the BIA boards' strategic priorities. Eligible grant-funded projects will be reviewed and ranked by a small group of Town staff based on their ability to demonstrate fit with the purpose of the grant and its eligibility criteria. Applications will be evaluated against the following criteria:

- *Strategic Plan and Guiding Document Alignment* – how the project supports the objectives and key results in Council's Strategic Plan and other guiding documents.
- *Multi-Modal Transportation and Parking* – how the project aligns with the guidance provided in the ITP and IPMP.
- *Economic Benefit* – how the project benefits the Town Centre business community and how the project utilizes other grants or funding sources.

The grant funding will be determined by Council as part of the two-year budget approval process based on the PPRAM. The process of allocation is intended to be collaborative between the Town and BIA. Unspent grant funds are set aside in the Asset Replacement/Rehabilitation Reserve for future Town Centre Grant Program needs.

This grant program has the potential to advance recommendations from the Downtown ARP. Based on historical community grants and other Town Centre enhancement funding opportunities (e.g., in-street patios, vibrancy initiatives) an amount of \$50,000 annually was approved by Council. There are significant infrastructure capital needs outside of this grant program and therefore this grant stream will be used for capital or operating programs/services with no recurring operating impact to municipal taxes.

Rocky Mountain Heritage Foundation

As co-owners of the Quarry Lake, 50% of the net paid parking revenue attributable to Quarry Lake operations would be paid to the Rocky Mountain Heritage Foundation subject to the final executed agreement, which will come to Council when finalized. Exact amounts will vary each year based on actual Quarry Lake operations' revenues and expenses. In the 2023 budget, this amounts to approximately \$50,000. Currently Town administration is working with the Foundation for an agreement to be developed between both parties.

ANALYSIS OF ALTERNATIVES

[Finance Committee](#) could propose a different allocation and usage of net paid parking income or priority of the allocation other than stated above.

FINANCIAL IMPACTS

The financial implications related to the PPRAM proposal for 2024, based on 2023 projected revenues and expenses are outlined below. This is an illustrative example to determine where the net paid parking income

gets allocated. As expenses and revenues associated with paid parking will continue to change over time, the table below will be updated as part of the Town’s regular budget process. Additionally, the revenue allocation model itself will be reviewed in the next budget cycle (2025-2028) to validate the approach as more paid parking data becomes available.

It is recommended that contributions to transit operations do not exceed 50% of net paid parking income, to allow for an approximate equal split between operating and capital contributions. Contribution to capital reserve will allow for funding of infrastructure, maintenance, and replacement in support of the Integrated Parking Management Plan, including transit operations.

	2023	2023	
	Approved Budget	Projections (as of Sep 30, 2023)	% of Net Income
Paid Parking Revenue	\$1,150,000	\$1,921,470	
Paid Parking Expense	373,950	473,100	
Net Paid Parking Income	\$776,050	\$1,448,370	
Allocation:			
Transit Services	\$685,000	\$685,000	47.3%
Contribution to Reserve	41,050	663,370*	45.8%
Town Centre Grant Program	50,000	50,000	3.5%
Fee Payable to RMHF	-	50,000*	3.5%
Total	\$776,050	\$1,448,370	100.0%

*These numbers will vary based on actuals

	2024	2024	% of Net Income	2024	% of Net Income
	Approved Budget	Revised Budget with no fee increase		Revised Budget with fee increase	
Paid Parking Revenue	\$1,159,280	\$1,900,000		\$2,525,000	
Paid Parking Expense	378,280	451,090		451,090	
Net Paid Parking Income	\$781,000	\$1,448,910		\$2,073,910	
Allocation:					
Transit Services	\$731,000	1,030,245	71.1%	1,030,245	49.7%
Contribution to Reserve	-	318,665*	22.0%	943,665*	45.5%
Town Centre Grant Program	50,000	50,000	3.5%	50,000	2.4%
Fee Payable to RMHF	-	50,000*	3.5%	50,000*	2.4%
Total	\$781,000	\$1,448,910	100.0%	\$2,073,910	100.0%

*These numbers will vary based on actuals

In an unlikely event that the paid parking revenues are not sufficient to cover all the operating expenses, then a draw from the Tax Stabilization Reserve would take place. Transfers to reserves, the Town Centre Grant Program, and the Rocky Mountain Heritage Foundation would not occur. In such a circumstance, the paid parking operating expenses need to be reduced while looking for strategies to increase the paid parking revenues.

STAKEHOLDER ENGAGEMENT

Internal: Finance worked with Corporate Strategic Team (CST) to come up with this plan for allocating the paid parking revenues.

External: Town administration is continuing to work with the Rocky Mountain Heritage Foundation and the Downtown BIA. Administration worked closely with the Downtown BIA to create the parameters and processes that will be used to administer the proposed Town Centre Grant Program.

ATTACHMENTS

- 1) PPRAM RFD and Attachment from October 3, 2023 Council Meeting

AUTHORIZATION

Submitted by:	Palki Biswas, Manager of Finance Andy Esarte, Manager of Engineering Caitlin Miller, Manager of Protective Services	Date: <u>November 3, 2023</u>
Approved by:	Therese Rogers General Manager of Corporate Services	Date: <u>November 3, 2023</u>
Approved by:	Scott McKay General Manager of Municipal Services	Date: <u>November 3, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>November 6, 2023</u>



Request for Decision

DATE OF MEETING: October 3, 2023 **Agenda #:** H-6

TO: Council

SUBJECT: Paid Parking Revenue Allocation Model (PPRAM) Proposal

SUBMITTED BY: Palki Biswas, Manager of Finance

Andy Esarte, Manager of Engineering

Caitlin Miller, Manager of Protective Services

RECOMMENDATION: That Council approve the Paid Parking Revenue Allocation Model (PPRAM) as presented.

That Council direct administration to bring back a revised Reserves Policy (FIN-007) to eliminate the Paid Parking Reserve and to transfer the balance from the Paid Parking Reserve to Asset Replacement/ Rehabilitation Reserve by 2023 year-end.

EXECUTIVE SUMMARY

In response to the direction from Council, administration has developed a framework for paid parking revenue allocation to include both a mechanism to continue funding municipal paid parking priorities and to create a sustainable funding source to support advancing the Integrated Parking Management Plan (IPMP).

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

31-2022FIN: Finance Committee directed administration to develop a Paid Parking Revenue Allocation Model (PPRAM) for approval prior to 2024 budget amendment in fall of 2023.

259-2022: Council directed administration to create a Town Centre Grant Program after consultation with Downtown Business Improvement Area to begin in 2023, funded by the Paid Parking Reserve with the annual amount determined as part of the budget process.

DISCUSSION

Public parking has been priced in the Town Centre for over one full year, with year-over-year data for July and August (since July 2022) and priced at Quarry Lake for two full years, with year-over-year data for three summers (since July 2021).

Revenues generated from paid parking offset operational costs, with net income allocated to municipal priorities related to Integrated Parking Management. In 2022 and 2023, a portion of the Local Transit Service was funded with the remainder contributed to a reserve. Having a full year worth of revenue data, as well as some indication of trends through partial year-over-year data, administration has a better sense of net revenue potential. The proposed Paid Parking Revenue Allocation Model (PPRAM) is outlined in the table shown in

the Financial Impacts section of this report. It will provide clarity for how net revenues will be directed and will inform upcoming budget processes.

The purpose of this allocation model is to provide a framework for decisions related to paid parking revenues. It sets out guidelines, rationale and identifies the information needed to support the distribution of net paid parking revenues in a manner that helps to alleviate some current and future pressure on operating and capital budgets, and reserves. This will lead to consistent and transparent decision-making during budget deliberations.

The following principles make up the Paid Parking Revenue Allocation Model (PPRAM):

Principle 1 – Cost Recovery Principle: The full cost of parking management should be covered with the revenues of the paid parking program. Each budget cycle, the program costs are approved by Council, based on projected resource requirements, and estimated revenues.

Administration will bring forward some differential pricing strategies that will include analysis of existing market price and utilization, peak-load pricing, pricing based on location scenarios etc. to be considered for 2024 during the budget deliberations. Regular fee reviews will be conducted with every two-year budget cycle.

Principle 2 - Benefits and Subsidies Principle: The costs of parking should be borne by those that benefit from parking, with a user-pay approach being preferable to general taxation. This approach directs a greater share of costs to those directly benefiting and reduces subsidies for driving. The community at large benefits from the provision of transit as it reduces traffic congestion and parking demand. The benefit is maximized when transit usage is maximized. Making local transit fare-free offset by parking revenues was identified as a primary strategy for parking management in the Integrated Parking Management Plan and approved by Council. Offsetting a portion of the costs of local transit with parking revenues continues to be a complimentary strategy in support of parking goals and is consistent with Council's strategic plan.

Principle 3 - Management of Public Assets Principle: The Town has a responsibility to appropriately manage and maintain its assets to ensure the ongoing function and benefit to the community. Roads and parking assets represent a significant portion of the Town's asset base. This principle recognizes that the cost of lifecycle maintenance of roadway and parking assets should be considered when determining the allocation of the paid parking revenues.

Following the above principles, administration is recommending that paid parking revenues be allocated in the following manner:

Operating Expenses

Based on the cost recovery principle, the paid parking revenues will first and foremost offset direct costs associated with the paid parking operations. The net income will then be transferred as per the allocation in the following sections.

Local Transit Services

It is recommended that paid parking revenues continue to cover a portion of local transit costs that would have otherwise been covered by user fees or tax funded. Parking revenues collected in the Town Centre and at Quarry Lake are directed back into a service that directly benefit residents, visitors, and businesses in those

areas and will continue the social benefit of managing parking demand and congestion, and providing a safe, accessible and affordable transportation option.

To ensure sustainability of this vital service, administration is recommending that Council approve a fixed amount for each fiscal year of transit operations within the two-year budget process as the first priority for directing paid parking revenue. This amount will be informed by the Bow Valley Regional Transit Services Commission budget requisition.

Contribution to Reserve

Council had approved a program specific “Paid Parking Reserve” to fund improvements in areas where paid parking has been implemented, and/or to fund fare free transit services and/or to fund offsite parking related infrastructure such as intercept parking or shuttle services. This reserve is funded from paid parking revenues, net of program expenses.

Administration is proposing to eliminate this program specific reserve and instead rely on the principles outlined above to direct parking revenues to the Asset Replacement/Rehabilitation Reserve. The paid parking program has changed since conception and strategies from the Integrated Parking Management Plan are now being applied more broadly to the whole community. Maintenance of roadway and parking assets represents a significant cost in our capital plan. Parking revenues can offset a portion of the costs associated with providing roads and parking and maintaining parking management assets like pay machines.

Therefore, it is recommended that a share of net parking income be allocated to the Asset Replacement/Rehabilitation Reserve to fund future maintenance and replacement of road and parking capital assets.

Town Centre Grant Program

In November 2022, Council directed administration to develop a Town Centre Grant Program in consultation with the Downtown Business Improvement Area (BIA). The objective of the grant was to create a mechanism through which some paid parking revenue could be used to enhance the Town Centre in alignment with the Paid Parking Reserve and other key Town guiding documents. The Town Centre Grant Program was established as a means through which the BIA can apply for funding to support the delivery of projects, programs, or initiatives that enhance the Canmore Town Centre in ways that are aligned with Council’s Strategic Plan and other Guiding Documents, such as the Integrated Transportation Plan and the Integrated Parking Management Plan, as well as benefit the Town Centre business community.

Over the last few months, administration has worked with the BIA to develop the grant program which aims to reinvest a portion of the paid parking revenue to fund incremental enhancements to the Town Centre to benefit residents, visitors, and the business community. The grant program creates a mechanism through which the BIA can request funding to deliver on projects, programs, or initiatives to support the enhancement of the BIA area in alignment with Town Strategic documents while keeping the focus on areas of the BIA boards' strategic priorities. Eligible grant-funded projects will be reviewed and ranked by a small group of Town staff based on their ability to demonstrate fit with the purpose of the grant and its eligibility criteria. Applications will be evaluated against the following criteria:

- *Strategic Plan and Guiding Document Alignment* – how the project supports the objectives and key results in Council’s Strategic Plan and other guiding documents.
- *Multi-Modal Transportation and Parking* – how the project aligns with the guidance provided in the ITP and IPMP.
- *Economic Benefit* – how the project benefits the Town Centre business community and how the project utilizes other grants or funding sources.

The grant funding will be determined by Council as part of the two-year budget approval process based on the PPRAM. The process of allocation is intended to be collaborative between the Town and BIA. Unspent grant funds are set aside in the Asset Replacement/Rehabilitation Reserve for future Town Centre Grant Program needs.

This grant program has the potential to advance recommendations from the Downtown ARP. Based on historical community grants and other Town Centre enhancement funding opportunities (e.g., in-street patios, vibrancy initiatives) an amount of \$50,000 annually was approved by Council. There are significant infrastructure capital needs outside of this grant program and therefore this grant stream will be used for capital or operating programs/services with no recurring operating impact to municipal taxes.

Rocky Mountain Heritage Foundation

As co-owners of the Quarry Lake, 50% of the net paid parking revenue attributable to Quarry Lake operations would be paid to the Rocky Mountain Heritage Foundation subject to the final executed agreement, which will come to Council when finalized. Exact amounts will vary each year based on actual Quarry Lake operations’ revenues and expenses. In the 2023 budget, this amounts to approximately \$50,000. Currently Town administration is working with the Foundation for an agreement to be developed between both parties.

ANALYSIS OF ALTERNATIVES

Council could propose a different allocation and usage of net paid parking income or priority of the allocation other than stated above.

FINANCIAL IMPACTS

The financial implications related to the PPRAM proposal for 2024, based on 2023 projected revenues and expenses are outlined below. This is an illustrative example to determine where the net paid parking income gets allocated. As expenses and revenues associated with paid parking will continue to change over time, the table below will be updated as part of the Town’s regular budget process. Additionally, the revenue allocation model itself will be reviewed in the next budget cycle (2025-2028) to validate the approach as more paid parking data becomes available.

	2023	2023	2024	2024
	Approved Budget	Projections (as of July 31, 2023)	Approved Budget	Revised Budget
Paid Parking Revenue	\$1,150,000	\$1,869,150	\$1,159,280	\$1,800,000
Paid Parking Expense	373,950	470,750	378,280	\$450,000
Net Paid Parking Income	\$776,050	\$1,398,400	\$781,000	\$1,350,000
Allocation:				
Local Transit Services	\$685,000	685,000	\$731,000	731,000
Contribution to Reserve	41,050	613,400*	-	519,000*
Town Centre Grant Program	50,000	50,000	50,000	50,000
Fee Payable to RMHF	-	50,000*	-	50,000*
Total	\$776,050	\$1,398,400	\$781,000	\$1,350,000

*These numbers will vary each year based on actuals

In an unlikely event that the paid parking revenues are not sufficient to cover all the operating expenses, then a draw from the Tax Stabilization Reserve would take place. Transfers to reserves, the Town Centre Grant Program, and the Rocky Mountain Heritage Foundation would not occur. In such a circumstance, the paid parking operating expenses need to be reduced while looking for strategies to increase the paid parking revenues.

STAKEHOLDER ENGAGEMENT

Internal: Finance worked with Corporate Strategic Team (CST) to come up with this plan for allocating the paid parking revenues.

External: Town administration is continuing to work with the Rocky Mountain Heritage Foundation and the Downtown BIA. Administration worked closely with the Downtown BIA to create the parameters and processes that will be used to administer the proposed Town Centre Grant Program.

ATTACHMENTS

Downtown BIA Letter of Support – Town Centre Grant Program

AUTHORIZATION

Submitted by: Palki Biswas, Manager of Finance
 Andy Esarte, Manager of Engineering
 Caitlin Miller, Manager of Protective Services Date: September 13, 2023

Approved by: Therese Rogers
 General Manager, Corporate Services Date: September 14, 2023

Approved by: Scott McKay
 General Manager, Municipal Services Date: September 14, 2023

Approved by: Whitney Smithers
 General Manager, Municipal Infrastructure Date: September 27, 2023

Approved by: Sally Caudill
 Chief Administrative Officer Date: September 25, 2023

September 22, 2023

Scott McKay
General Manager of Municipal Services
Town of Canmore
scott.mckay@canmore.ca

Dear Scott:

Re: Town Centre Grant Policy Program

The Downtown Canmore BIA Board of Directors have reviewed the policy and have motioned to give support to the Town Centre Grant Policy Program. We look forward to working with the Town of Canmore in using the monies afforded in the grant to “create an inviting and activated environment for people once they get here”.

Regards,



Tory Kendal
Chair
Downtown Canmore BIA

Cc: Jeff Mah Councilor