

TOWN OF CANMORE

AGENDA

Committee of the Whole

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

Tuesday, February 21, 2023 at 1:00 p.m.

Times are estimates only.

- A. CALL TO ORDER AND APPROVAL OF AGENDA**
1:00 – 1:05
1. Land Acknowledgement
2. Agenda for the February 21, 2023 Committee of the Whole Meeting
- B. DELEGATIONS**
1:05 – 1:20
1. Bow Valley Waste Management Commission
- C. MINUTES**
1:20 – 1:25
1. Minutes of the January 17, 2023 Committee of the Whole Meeting
- D. STAFF REPORTS**
1:25 – 1:40
1. Alberta Tourism-Based Communities Economic Impact and Fiscal Capacity Reports
Purpose: To provide Council with the Alberta Tourism-Based Communities Economic Impact and Fiscal Capacity Reports.
- E. COUNCILLOR UPDATES**
1:40 – 1:55
1. February 2023 Councillor Updates
- F. ADMINISTRATIVE UPDATE**
1:55 – 2:10
1. February 2023 Administrative Update
- G. COUNCIL RESOLUTION ACTION LIST**
2:10 – 2:15
1. Council Resolution Action List as of February 15, 2023
- H. CORRESPONDENCE**
2:15 – 2:20
1. Letter to AHS Re: Sponsorship Program
2. Palliser Land Request to Minister Nixon
- I. IN CAMERA - None**
- 2:20 **J. ADJOURNMENT**



Bow Valley
Waste Management
Commission

B-1

Introducing the Bow Valley Waste Management Commission

A Regional Services Commission

TOWN OF BANFF TOWN OF CANMORE MD OF BIGHORN



About BVWMC

- **Our purpose? To provide solid waste management services to member municipalities, residents and businesses throughout our service area**
- **Established by Ministerial Order in 1998**
- **Founding Members are MD of Bighorn, Town of Banff and Town of Canmore**

BVWMC Governance

- **Governed by MGA**
- **CAO Andrew Calder**
- **Board of 6 Directors (2 representatives from each member council)**
 - **Banff Grant Canning and Hugh Pettigrew**
 - **MD Bighorn Jen Smith and Alice James**
 - **Canmore Karen Marra and Jeff Mah**
- **Administrative liaison from each member municipality**

Board Responsibilities

Board members are required to act in the best interests of the Commission and Region, not their individual municipality

- Key Board responsibilities include
 - setting of strategic direction for BVWMC
 - review and approval of annual operating and capital budgets
 - review and approval of audited financial statements annually
 - review of CAO performance

Board Meetings

- All BVWMC meetings are public
- Regular Board meetings held once a month
- Meeting minutes are distributed to member administrations as information for council agenda packages

Mission

“We provide and promote responsible waste management solutions’

Visionary Concepts

- The Commission is a leader in responsible waste management in Alberta
 - The Commission has a solid, practical business plan, and is financially self-sustaining
- The Commission has effective internal and external partnerships

About BVWMC

- Francis Cooke regional landfill and recycling centre plays an essential role in the local economy
- BVWMC manages funds for regional waste infrastructure projects e.g. waste transfer stations, bear bins, recycling equipment
- BVWMC also provides waste management advice and support to local communities through regional co-ordinator position
- Francis Cooke site employes approximately 12 FTE staff

Welcome to Francis Cooke landfill – our operational base



Francis Cooke Class III Regional Landfill

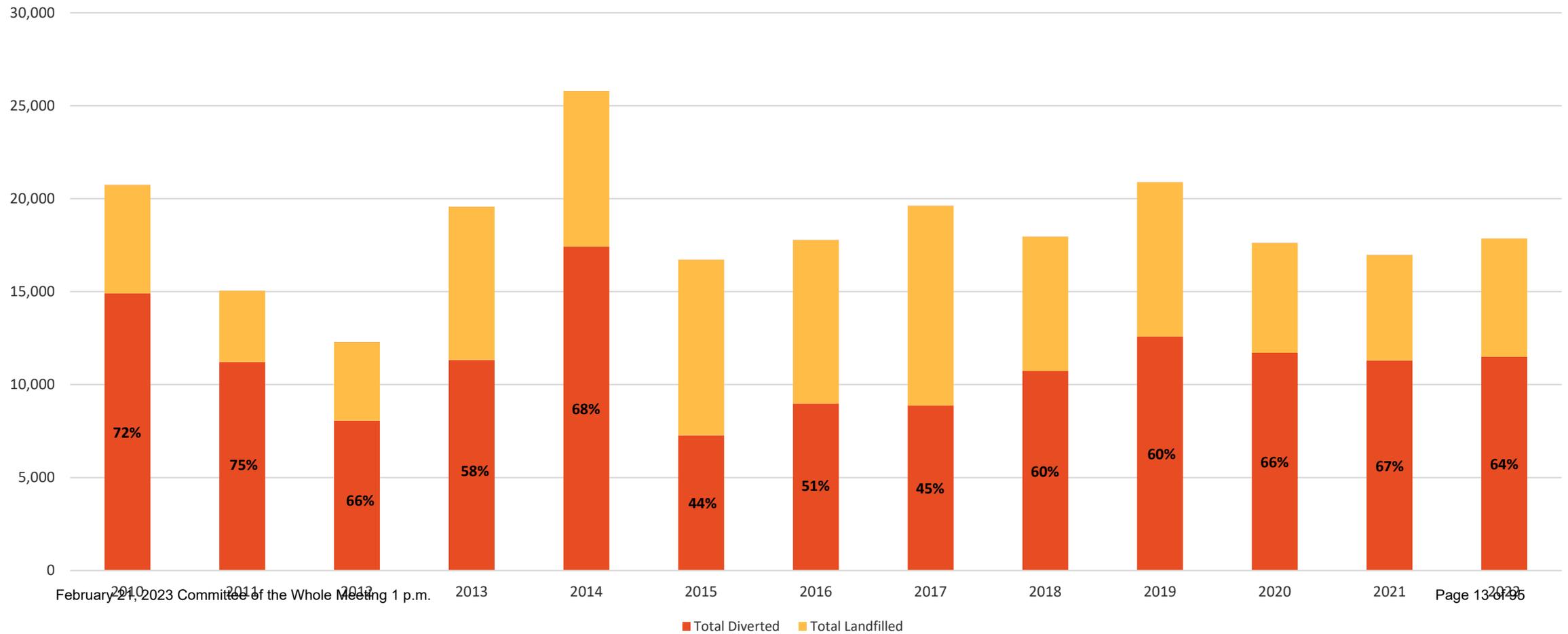
- Regulated by Alberta Environment and Parks
- Mainly manage Class III waste (dry, inert waste)
- Also manage industrial waste from local lime industry
- Each year around 10,000 tonnes of waste is landfilled, and around 10,000 tonnes of waste is segregated for recycling
- Recycling program includes diversion of construction lumber, scrub and brush waste, yard and garden waste, drywall, metal, concrete and asphalt, mattresses and electronic waste
- Operations include a Class II compost facility where yard and garden wastes are composted in an open windrow process

Operations

- Bulk of revenue comes from material tipping fees
- Some revenue comes from excavation and sale of excavated material
- Some sales of landscape rock, topsoil/compost blend, recycled asphalt paving, crushed concrete help diversify revenues
- Commission owns a variety of heavy equipment, excavators and loaders, screeners and crushers/shredders
- Some material processing done in-house, some contracted or hauled out for processing

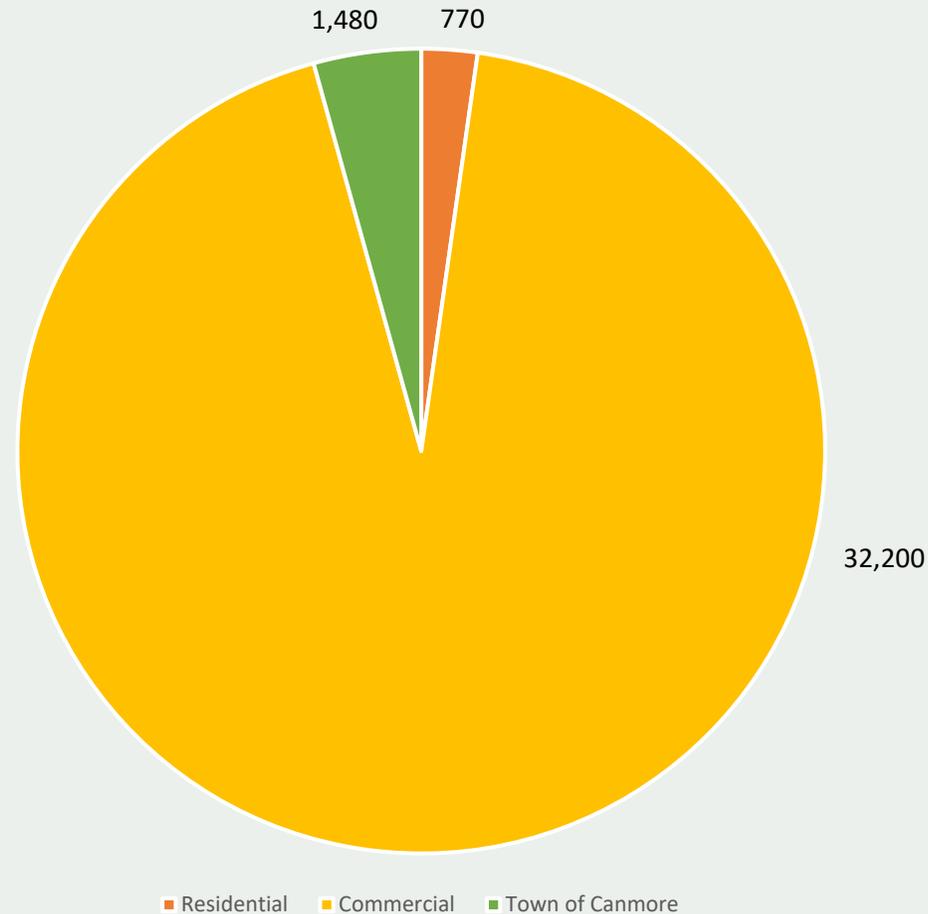
Recycling v. Landfilling

Dry Waste Diversion



Class III waste generated in Canmore

Waste received from Canmore townsite 2022



BVWMC Future

- Better understanding of closure and post-closure costs
- Improving long term operations plans for the site
- Development of North section of FCRL property underway
- Reviewing strategies to increase waste diversion
- Continued expansion of markets for recycled products
- Ongoing membership of SAEWA
- New lime cell development
- Closure of current lime cell

RESPONSIBLE WASTE MANAGEMENT PROGRAMS

Bow Valley Waste Management Commission
PO Box 8144
Canmore, Alberta T1W 2T9

Andrew Calder
Chief Administrative Officer
403-688-1538

andrew@bvwaste.ca

Come for a visit [@bvwaste.ca](https://www.bvwaste.ca)



**TOWN OF CANMORE
MINUTES**

Committee of the Whole
Council Chamber at the Canmore Civic Centre, 902 – 7 Avenue
Tuesday, January 17, 2023 at 1:00 p.m.

COUNCIL MEMBERS PRESENT

Sean Krausert	Mayor
Jeff Mah	Deputy Mayor
Tanya Foubert	Councillor
Wade Graham	Councillor
Jeff Hilstad	Councillor
Joanna McCallum	Councillor (attended electronically)

COUNCIL MEMBERS ABSENT

Karen Marra Councillor

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Therese Rogers	General Manager of Corporate Services
Scott McKay	General Manager of Municipal Services
Whitney Smithers	General Manager of Municipal Infrastructure
Adam Driedzic	Town Solicitor
Cheryl Hyde	Municipal Clerk (recorder)
Allyssa Rygersberg	Deputy Municipal Clerk
Palki Biswas	Manager of Finance
Lance Bushie	Fire Chief
Elle West	Community Evaluator
Tara Gilchrist	Family and Community Support Services Supervisor
Andy Esarte	Manager of Engineering
Adam Robertson	Communications Advisor

Mayor Krausert called the January 17, 2023 committee of the whole meeting to order at 1:00 p.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

1. **Land Acknowledgement**
2. **Agenda for the January 17, 2023 Committee of the Whole Meeting**

1-2023COW

Moved by Mayor Krausert that the Committee of the Whole approve the agenda for January 17, 2023 meeting as presented.

CARRIED UNANIMOUSLY

B. DELEGATIONS

1. **Investment Presentation from CIBC Wood Gundy**
Charet Chahal and James Hobson, Portfolio Managers for CIBC Wood Gundy, provided a verbal presentation regarding the 2023 economic forecast.

Meeting break 1:45 – 1:50 p.m.

2. Alberta Health Services/ EMS Community Engagement

Tony Pasich, Associate Executive Director, Rob Jabs, Manager, and Lorne Calder, Director of EMS Operations, Alberta Health Services South Zone, spoke to a written presentation regarding EMS Service Updates.

C. MINUTES

1. Minutes of the December 20, 2022 Committee of the Whole Meeting

2-2023COW

Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the December 20, 2022 meeting as presented.

CARRIED UNANIMOUSLY

D. STAFF REPORTS

1. 2022 Childcare Assessment

Administration spoke to a written presentation providing an overview of the Town's 2022 Childcare Assessment.

2. Emergency Social Services (ESS) Overview

Administration spoke to a written presentation providing an overview of Emergency Social Services and the recent ESS Plan updates.

Meeting Break 3:26 – 3:35 p.m.

3. Railway Avenue Concept Design

Administration spoke to a written presentation providing details on the Railway Avenue Central Concept project, currently undergoing a conceptual design update.

E. COUNCILLOR UPDATES

1. December 2022 Councillor Updates

Written report, received as information.

F. ADMINISTRATIVE UPDATE

1. December 2022 Administrative Update

Written report, received as information.

G. COUNCIL RESOLUTION ACTION LIST

1. Council Resolution Action List as of January 6, 2023

Written report, received as information.

H. CORRESPONDENCE

1. Marigold Library Report November 2022

I. IN CAMERA

None

Minutes approved by: _____

J. ADJOURNMENT

3-2023COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the January 17, 2023 meeting at 4:33 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Cheryl Hyde, Municipal Clerk

Minutes approved by: _____



Briefing

DATE OF MEETING: February 21, 2023 **Agenda #:** D-1

To: Committee of the Whole

SUBJECT: Alberta Tourism-Based Communities Economic Impact and Fiscal Capacity Reports

SUBMITTED BY: Sally Caudill, Chief Administrative Officer

PURPOSE: To provide Council with the Alberta Tourism-Based Communities Economic Impact and Fiscal Capacity Reports

EXECUTIVE SUMMARY

As Canmore has become a community that welcomes and benefits from tourism, we have been partnering with the Towns of Banff and Jasper to identify for the province that our communities are unique in that they must provide amenities and services to host visitor populations that require a capacity far in excess of the local population to meet expectations of visitors in an increasingly competitive global environment. The three Towns have commissioned two reports. One identifies the economic impact these communities have locally, provincially, and federally. The other conducts an analysis of the cost implications of hosting visitors in tourism-based communities in Alberta and assess the fiscal capacity of these communities to address these costs. The reports identify that what is needed is additional fiscal capacity to support the communities of Banff, Jasper, and Canmore, which contribute \$112 million in provincial taxes annually and \$2.2 billion in provincial GDP.

BACKGROUND/HISTORY

Ben Brunnen was previously commissioned to create a report that presents a definition of Alberta tourism-based communities and propose recommendations to assist those communities in providing amenities and services to attract visitor populations and develop Alberta's tourism economy. He also created an Economic Impact Study to assist the three municipalities with ongoing advocacy efforts to convey the need for Tourism-Based Community Status (formerly Resort Municipality Status) and recognize the impacts related to servicing visitor populations that far exceed resident populations.

In late 2022, the CAOs of Jasper, Banff, and Canmore engaged Brunnen again to conduct a new economic analysis using more recent data and to more specifically identify the incremental costs the three communities face to provide services to visitors, and to explore how this cost compared to other Alberta municipalities.

DISCUSSION

The *Economic Impacts of Tourism in Alberta Rocky Mountain Communities Report* (attachment 1) conducted an analysis that includes an assessment of the GDP, employment, taxes and labour income impacts at the provincial level in 2019, in 2021 during the pandemic and in 2021 under a business-as-usual scenario.

The Towns of Banff, Jasper, and Canmore are highly tourism-dependent communities that contribute a disproportionate amount of tourism GDP, jobs, and taxes. Collectively the Rockies communities attracted

\$2.3 billion in visitor expenditures in 2019, contributing \$2 billion in total GDP, 23,600 jobs and \$308 million in taxes to the economy.

Major findings of the Economic Impacts report specifically related to Canmore include the following:

- Canmore draws between 19-24% of expenditures in the Canadian Rockies. Both domestic and international visitors spend less on accommodation and more on other aspects such as food & beverage, transportation, and recreation relative to visitors in Banff and Jasper.
- In 2019, visitors spent \$445 million in Canmore, contributing \$379 million in GDP, 4,560 in jobs, and approximately \$58 million in taxes. Expenditures declined in 2021 to \$286 million as a result of reduced international visitor spending due to the pandemic (with corresponding declines of \$248 million in GDP, 3,000 jobs, and \$37 million in taxes).
- In 2021, Canmore experienced an increase in domestic tourism expenditures relative to 2019. This is in stark contrast to the declines in domestic spending levels in Banff and Jasper.
- In the absence of the pandemic, spending in Canmore would have increased to \$480 million, with a GDP impact of \$409 million, 4,920 jobs, and \$62 million in taxes.

The *Tourism-Based Communities Costs and Fiscal Capacities Report* (attachment 2) also explores the fiscal capacity each of the municipalities have to address any additional costs. While it has long been understood that tourism-based communities face added costs as a result of serving the fluctuating visitor population, these costs and limitations haven't previously been clearly quantified. The Fiscal Capacities report contrasted Banff, Jasper, and Canmore with 33 Alberta towns (listed in attachment 2) that have comparable populations and service/infrastructure scale and found that the three communities have above average spending in categories directly related to supporting the visitor economy. These key functions include public transit, bylaw enforcement, waste management, fire-rescue, public housing, and wastewater treatment and disposal.

There are also additional spending areas where one or two of the three communities spend significantly more than other comparable municipalities. These include libraries, museums and halls, family and community support, and parks and recreation.

As a result of the visitor focused services discussed above, Banff, Jasper, and Canmore have the highest per capita expenditures of the comparator communities. Unfortunately, the current fiscal capacity of the three municipalities is substantially limited to make up this revenue shortfall.

Major findings of the Fiscal Capacities report specifically related to Canmore include the following:

- Canmore spends approximately \$15 million, or 26 per cent, of our expenditures to support visitors (p.9).
- Canmore has purposefully limited the distribution of our residential and non-residential tax share to ensure equity and competitiveness in neighbouring and comparator municipalities. The report does not contemplate Canmore's significant shadow population of non-primary residents and so the following items must be placed in the context of permanent population numbers. If our full tax paying resident population were included, Canmore would be average or below average in all the following points from the report:
 - Canmore has the highest resident taxes per capita of the 33 comparable communities (p. 9).
It is important to note that this finding is based on population data (from the Federal



ECONOMIC IMPACTS OF TOURISM IN ALBERTA ROCKY MOUNTAIN COMMUNITIES

PREPARED FOR THE TOWNS OF BANFF, JASPER & CANMORE

BEN BRUNNEN



Verum Consulting

DECEMBER 2022

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Executive Summary

This report conducts an analysis of the economic impacts of tourism in the Canadian Rockies on the Alberta economy, with a specific focus on the towns of Banff, Jasper and Canmore. The analysis includes an assessment of the GDP, employment, taxes and labour income impacts at the provincial level in 2019, in 2021 during the pandemic, and in 2021 under a business as usual scenario.

The Canadian Rockies

The Canadian Rockies attract a significant proportion of domestic and international visitors to the province. In 2019, the Rockies accounted for 17 per cent of domestic visitor expenditures to the province, and 47 per cent of international visitor expenditures. In total, the Rockies account for approximately 25 per cent of visitor expenditures in the province.

- In 2019, when expenditures in the region exceeded \$2.3 billion, the GDP impacts in the province were approximately \$2 billion, total associated tourism jobs in the region were 23,600, and \$308 million in taxes was generated.
- In 2021, expenditures declined to \$1.2 billion, and the GDP impacts of tourism in the Rockies decreased from approximately \$2 billion to \$1 billion, and total employment decreased from 23,600 to 12,300 (a reduction of nearly 50 per cent). Much of this decline is the result of the nearly 90 per cent decrease in international visitor expenditures in the Rockies between 2019 and 2021.
- Under a business as usual scenario for 2021 (i.e., had the pandemic not occurred), tourism industry expenditures in the Rockies would have increased by an additional \$190 million between 2019 and 2021, for a total of \$2.5 billion, generating approximately \$2.2 billion in GDP and 25,600 jobs. The net effect would be an increase of \$1.3 billion in GDP, and 13,300 jobs compared to what was actually observed in 2021.
- Governments lost approximately \$174 million in total tax revenues due to the pandemic - \$88 million federally, \$59 million provincially and \$28 million locally.

The Town of Banff

At between 50 to 60 per cent of visitor expenditures in the Rockies, the Town of Banff is the most significant contributor to the provincial economy of the three communities.

- In 2019 Banff contributed \$1.2 billion to GDP, 13,800 jobs and \$182 million in taxes.
- Banff experienced the greatest decline in share of visitor spend from 2019 to 2021 - from approximately 60 per cent to 51 per cent. As a result, its contribution decreased more than 50 per cent during the pandemic, down to \$531 million in GDP, 6,270 jobs and \$80 million in taxes.

- In the absence of the pandemic Banff would have exhibited growth in visitor expenditures and economic impacts - up to approximately \$1.5 billion in expenditures, \$1.3 billion in GDP and 15,000 jobs.

The Town of Jasper

Jasper draws between 22 to 25 per cent of expenditures in the Rockies, and tends to have an expenditure profile similar to Banff in terms of the proportion of expenditure by category for domestic and international visitors.

- Jasper contributed \$523 million in spending in 2019, generating approximately \$450 million in GDP, 5,100 jobs and \$69 million in taxes. This number decreased substantially in 2021 – down to \$304 million in spending, \$263 million in GDP, 3,120 jobs and 40 million in taxes.
- Jasper did not experience as substantial of a spending decrease in 2021 as Banff did. Its domestic expenditures were slightly lower in 2021 than in 2019 and its international spending, albeit down substantially (approx. \$210 million decline), did not exhibit as significant of a decline as did Banff (approx. \$570 million decline).
- Under a business as usual scenario, Jasper would have seen an increase in spending to \$564 million in 2021 – an approximate \$260 million difference, and a total economic impact of \$482 in GDP, 5,640 jobs and \$74 million in taxes.

The Town of Canmore

Canmore draws between 19 to 24 per cent of expenditures in the Canadian Rockies, but has a visitor expenditure profile that is different than Banff and Jasper. In Canmore, both domestic and international visitors spend less on accommodation and more on other aspects such as food & beverage, transportation, and recreation relative to visitors to the national parks. Domestic visitors to Canmore spend the most on food & beverage of any category.

- In 2019, visitors spent \$445 million in Canmore, contributing \$379 million in GDP, 4,560 jobs and approx. \$58 million in taxes. In 2021, expenditures declined to \$286 million, largely as a result of reduced international visitor spending, with corresponding GDP impacts of \$248 million, 3,000 jobs and \$37 million in total taxes.
- However, in 2021, Canmore actually experienced an increase in domestic tourism expenditures relative to 2019, which is in stark contrast to the declines in domestic spending levels observed in both Banff and Jasper.
- Under a business as usual scenario, spending would have increased to \$480 million, with a GDP impact of \$409, job impacts of 4,920 and total taxes of \$62 million.

1 Introduction

For over 125 years, Banff, Canmore and Jasper have been cherished, visited and explored by millions of Albertans, Canadians, and international visitors alike. These three mountain municipalities are gateways to the most spectacular natural environments on earth. Unquestionably unique, Banff, Canmore, and Jasper have a combined permanent population of just 28,000 people, and anchor two national parks, two provincial parks, four ski resorts, five gondolas, and dozens of restaurants, bars and hotels. As tourism-based communities, Banff, Canmore, and Jasper welcome approximately 12 million visits a year and generate a quarter of Alberta's tourism export revenue. The three municipalities attract 31% of all US visitors to Alberta and 63% of all international travellers to the province.

These communities effectively anchor the tourism industry in the province, and drive substantial economic activity to the broader Alberta economy.

This report conducts an analysis of the economic impacts of tourism in the Canadian Rockies on the Alberta economy, with a specific focus on the towns of Banff, Jasper and Canmore. The analysis includes an assessment of the GDP, employment, taxes and labour income impacts at the provincial level under multiple scenarios. The intent is to demonstrate the economic impacts of tourism in these prior to the pandemic (2019), during the pandemic (2021) and what the impacts would have been in the absence of the pandemic (2021 business as usual).

2 Methodology

The economic impact analysis in this report involves estimating visitor expenditures for the Rockies region and in each of the three communities by category of expenditure, and estimating the economic impacts of these expenditures based on input-output modelling.

2.1 EXPENDITURE DATA BY CATEGORY

The most comprehensive source of tourism expenditure information in Canada comes from the Statistics Canada *National Travel Survey of Canadians* and *National Visitor Survey* of visitors from outside the country.¹² The survey categorizes Canadian traveller and international visitor expenditures by type of spending and region in the province. However, a complete and consistent data set is not readily available provincially, regionally, and locally, so various additional data sets and assumptions are applied to estimate expenditures at the appropriate level of disaggregation.

2.1.1 Rockies Expenditures by Category

Domestic visitors

Verum obtained provincial expenditure data by category (standardized as: [1] accommodation; [2] transportation; [3] food & beverage; and [4] clothes, gifts and other) for domestic visitors for 2019 and 2021 from Travel Alberta. Domestic expenditure data by category are also available for the Rockies region for 2014-17 and 2019. Total (i.e., not by category) Rockies region expenditures were available for 2021.³ Verum applied the proportion of spend by category in the Rockies in 2019 to the 2021 aggregate Rockies estimate to get expenditure estimates by category for the Rockies region for that year.

International Visitors

For international visitors, Verum accessed Rockies region expenditures by category for 2018-20 from the Visitor Travel Survey, and applied the average category proportions to the 2021 total Rockies expenditures.

2.1.2 Banff, Jasper and Canmore Expenditures by Category

To estimate community expenditures within the Rockies region, Verum obtained data containing accommodation room revenue and number of rooms for each of the communities from STR Global and the municipalities, and estimated total accommodation revenue for each.

¹ Statistics Canada. 2022. Visitor Travel Survey. Table 24-10-0047-01 Spending by foreign residents travelling in Canada by country of residence, tourism region and spending category (x 1,000). Available at: <https://www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=2410004701>

² Statistics Canada. 2022. National Travel Survey. Table 24-10-0045-01 Travel by Canadian residents in Canada and abroad by trip purpose (x 1,000). Actual expenditure data provided by Travel Alberta

³ Note: data pre 2018 is not entirely comparable to data post 2018 due to data collection methodology changes.

Accommodation is the largest visitor expenditure component, and Verum apportioned total Rockies expenditures into each community based on the accommodation revenue proportions for each year.

Expenditure categories within each community were estimated based on benchmarking of revenue per available room (revpar) data. Canmore has the lowest revpar, and Banff and Jasper have more comparable revpars. As such, visitors will spend proportionately less on accommodation in Canmore, and proportionately more in other expenditure areas. Expenditure profiles were also calibrated based on international versus domestic visitor expenditure proportions, as international visitors spend proportionately more on accommodation relative to domestic visitors.

2.1.3 2021 Business As Usual (BAU) Expenditures

2021 BAU expenditures were estimated by applying historic average annual expenditure changes for both domestic and international visitors to the 2019 expenditure profile (13.2 per cent domestic, 1.3 per cent international), providing an estimate of what expenditures would have been in the absence of the COVID pandemic in 2021.

2.2 ECONOMIC IMPACT MODELLING

The expenditure estimates by category for each community and the Rockies region were applied as inputs into Statistics Canada's *Detailed Economic Input-Output (IO) Multipliers*.⁴ These multipliers are developed based on Statistics Canada supply and use tables that measure linkages in the economy and are specific to expenditures by industry category.⁵ The multipliers estimate the direct, indirect and induced GDP, jobs, and taxes generated by tourism expenditures in each category.

- **Direct impacts** are first level impacts resulting from the expenditure. They measure the impact in industries that are immediately affected. Tourism examples include hotel accommodations, restaurants and meals, recreation facilities, car rentals, flights etc.
- **Indirect impacts** are secondary, and generated from linkages between industries in the economy – especially suppliers to the directly impacted businesses. Examples include hotel linen and food suppliers, repair and renovation services, fuel and utilities, wholesale

⁴ Statistics Canada. 2022. Statistics Canada. Table 36-10-0595-01 Input-output multipliers, provincial and territorial, detail level. 2018 version. Available at <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610059501>

⁵ "The supply and use tables trace the production of products by domestic industries, combined with imports, through their use as intermediate inputs or as final consumption, investment or exports." Statistics Canada. 2022. Available at: <https://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=1401>

suppliers and food manufacturing. Publicly reported GDP estimates generally include direct and indirect impacts.

- **Induced impacts** capture the income effect of the expenditures. That is, they measure the impact of the incremental consumption in the economy due to the additional wages earned from the direct and indirect impacts.

For the tourism industry, the standard input output tables require some customization to better reflect the sector's unique attributes. Statistics Canada has created a customized IO model for both Parks Canada and Travel Alberta to measure tourism impacts.⁶ These models generate significantly higher net tax revenues from tourism, and significantly lower GDP and employment benefits, compared to the standardized Statistics Canada IO tables.

This difference in GDP and jobs stems from the fact that a portion of visitor expenditures are on goods that are imported (from outside of province or country), which have a smaller value-adding contribution to the economy. The tax revenues are higher because standard IO tables do not take into account the taxes paid by the consumers of their final goods and services produced.

⁶ See Parks Canada. 2022. <https://www.pc.gc.ca/en/agence-agency/bib-lib/rapports-reports/iepc-eipc-2018-19>
See Travel Alberta. 2022. <https://www.alberta.ca/alberta-visitor-profiles.aspx>

3 Canadian Rockies Expenditures and Economic Impacts

The Canadian Rockies attract a significant proportion of domestic and international visitors to the province. In 2019, the Rockies accounted for 17 per cent of domestic visitor expenditures to the province, and 47 per cent of international visitor expenditures. (Table 1). In total, the Rockies account for approximately 25 per cent of visitor expenditures in the province.

Table 1: Alberta Visitor Expenditure Proportions		
	Domestic	International
Alberta Central	13.3%	8.3%
Alberta North	5.7%	4.8%
Alberta South	8.5%	3.8%
Calgary & Area	29.1%	23.2%
Canadian Rockies	16.6%	47.0%
Edmonton & Area	25.0%	12.9%
2019 Total (000s)	\$7,801,939	\$2,283,545

Source: Domestic proportions from Travel Alberta 2019 visitor profiles by region. International proportions from 2014 Travel Alberta Visitor profiles by region, cross-referenced with Statistics Canada 2019 NVS actual expenditures by region, which are available for the Rockies and Calgary regions. Values do not add up to 100 due to exclusion of the “other” expenditure category in the domestic proportions.

Visitors to the Rockies also exhibit unique expenditure profiles relative to the rest of the province (Table 2). International visitors as a whole spend more on accommodation than domestic visitors. For the Rockies specifically, domestic visitors spend more on accommodation and food & beverage, and substantially less on transportation compared to domestic visitors in the province as a whole. International visitors to the Rockies spend proportionately more on accommodation and recreation, and proportionately less on food and beverage, and clothes and gifts, compared to international visitors to the province as a whole. These comparisons apply in both 2019 and 2021, despite the reduced expenditure profiles of both domestic and international visitors due to the pandemic.

Table 2: Alberta and Rockies Visitor Expenditure Profiles				
	Alberta		Rockies	
Domestic	2019	2021	2019	2021
Accommodation	16.5%	21.1%	30.5%	35.6%
Clothes and gifts	12.2%	12.1%	6.0%	5.4%
Food and beverage	23.7%	23.4%	29.5%	26.0%
Recreation and entertainment	9.1%	9.5%	18.4%	18.9%
Transportation	38.4%	33.9%	15.5%	14.1%
Total Expenditures (000s)	\$7,801,939	5,987,871	\$1,294,100	\$1,090,900
International	2019	2021	2019	2021
Accommodation	39.0%	41.4%	44.4%	44.5%
Clothes and gifts	11.1%	8.8%	7.6%	7.6%
Food and beverage	24.7%	25.0%	20.9%	20.7%
Recreation and entertainment	10.1%	9.4%	11.9%	11.6%
Transportation	15.1%	15.4%	15.1%	15.7%
Total Expenditures (000s)	\$ 2,283,545	\$ 352,881	\$1,057,800	\$ 113,260

Source: Travel Alberta, Statistics Canada National Visitor Survey, Verum Consulting.

As tables 2 and 3 depict, the impacts of the pandemic have been quite substantive. In 2021 total visitor expenditures in the Rockies decreased by 49 per cent relative to 2019. This was led by a decline in international expenditures of 89 per cent, followed by a 16 per cent decline in domestic expenditures. International visitors represent approximately 42 per cent of tourism expenditures in the Rockies, so this is a significant decline in expenditures in the region. In fact, the Rockies were disproportionately impacted by the pandemic, exhibiting a near 50% decline in visitor expenditures, compare to 37 per cent for the rest of the province.

Table 3: 2019-21 Visitor Expenditure Percentage Change		
	Alberta	Rockies
Domestic	-23.3%	-16.2%
International	-84.5%	-89.3%
Total	-37.1%	-48.9%

Source: Travel Alberta, Statistics Canada National Visitor Survey, Verum Consulting.

Table 4 presents the total direct, indirect and induced impacts of tourism in the Rockies as a result of both domestic and international visitors, for each of 2019, 2021 and a proposed 2021 business as usual (BAU) scenario.

Table 4: Total Direct, Indirect and Induced Impacts – Alberta Rockies						
		Expenditures (000s)	GDP (000s)	Jobs (per million)	Taxes (000s)	Labour Income (000s)
2019	Domestic	\$1,300,000	\$1,120,000	13,500	\$168,000	\$708,000
	International	\$1,060,000	\$888,000	10,100	\$140,000	\$558,000
	Total	\$2,350,000	\$2,010,000	23,600	\$308,000	\$1,270,000
2021	Domestic	\$1,090,000	\$947,000	11,300	\$143,000	\$595,000
	International	\$113,000	\$95,000	1,080	\$15,000	\$59,600
	Total	\$1,200,000	\$1,040,000	12,300	\$158,000	\$ 655,000
2021 BAU	Domestic	\$1,470,000	\$1,270,000	15,300	\$190,000	\$801,000
	International	\$1,070,000	\$900,000	10,300	\$142,000	\$565,000
	Total	\$ 2,540,000	\$2,170,000	25,600	\$332,000	\$1,370,000

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

In 2019, when expenditures in the region exceeded \$2.3 billion, the GDP impacts in the province were approximately \$2 billion, total associated tourism jobs in the region were 23,600, and \$308 million in taxes was generated.

However, the impacts of the pandemic and the corresponding decline in tourism expenditures substantially impacted the industry, reducing the expenditures and the associated economic benefits by approximately half. In 2021, the GDP impacts of tourism in the Rockies decreased from approximately \$2 billion to \$1 billion, and total employment decreased from 23,600 to 12,300 (a reduction of nearly 50 per cent). This significant contraction represents a major challenge to the economic viability of a region, which is so heavily dependent on the tourism industry.

Under a business as usual scenario for 2021 (i.e., had the pandemic not occurred), it is estimated that tourism industry expenditures in the Rockies would have increased by an additional \$190 million between 2019 and 2021, for a total of \$2.5 billion, generating approximately \$2.2 billion in GDP and 25,600 jobs. The net effect would be an increase of \$1.3 billion in GDP, and 13,300 jobs compared to what was actually observed in 2021.

Moreover, the pandemic had a substantive impact on government tax revenues generated from tourism in the Rockies (Table 5). Governments lost approximately \$174 million in total tax revenues due to the pandemic - \$88 million federally, \$59 million provincially and \$28 million locally.

Table 5: Local, Provincial and Federal Tax Impacts of Tourism in the Rockies (000s)				
	2019	2021	2021 Business As Usual	Difference Between 2021 BAU and 2021 Actual
Local	\$49,400	\$25,400	\$53,300	\$27,900
Provincial	\$104,000	\$53,100	\$112,000	\$58,900
Federal	\$155,000	\$79,500	\$167,000	\$87,500
Total	\$308,000	\$158,000	\$332,000	\$174,000

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

4 Economic Impacts By Community

Table 6 presents the proportion of Rockies visitor expenditures in each community, based on a method that calibrates total accommodation revenues, revenues per available room, and domestic and international visitor expenditure profiles for each year.

Table 6: Community Expenditure Proportion Estimates based on share of Total Accommodation Revenues			
	2019	2021	2021 BAU
Banff	58.9%	50.9%	58.9%
Jasper	22.2%	25.3%	22.2%
Canmore	18.9%	23.8%	18.9%
Total Rockies Expenditures (000s)	\$2,354,000	\$1,204,400	\$2,537,000

Source: STR, Statistics Canada

4.1 TOWN OF BANFF

Table 7 presents the tourism expenditure profile for the Town of Banff for domestic and international visitors.

Table 7: Town of Banff Visitor Expenditure Profile			
Domestic	2019	2021	2021 BAU
Accommodation	33.3%	36.7%	34.4%
Clothes, gifts and other	5.8%	5.3%	5.7%
Food and beverage	28.3%	25.6%	27.9%
Recreation and entertainment	17.7%	18.5%	17.3%
Transportation	14.9%	13.8%	14.6%
Total (000)	\$756,800	\$555,300	\$853,600
International	2019	2021	2021 BAU
Accommodation	47.7%	45.8%	48.9%
Clothes, gifts and other	7.2%	7.4%	7.0%
Food and beverage	19.7%	20.2%	19.2%
Recreation and entertainment	11.2%	11.3%	10.9%
Transportation	14.3%	15.4%	13.9%
Total (000)	\$629,400	\$57,900	\$640,300

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

At between 50 to 60 per cent of visitor expenditures in the Rockies, Banff is the most significant contributor to the provincial economy. Generally, visitors in the national parks spend proportionately more on accommodation and less on other categories such as food & beverage. International visitors to the national parks spend the most on accommodation of any group of

visitors. Spending decreased substantially in 2021, driven largely by declines from international visitors, although domestic spending was also sizeably down over this period.

Table 8 presents the economic impact of tourism expenditures in the Town of Banff based on the expenditure profile presented in Table 7.

Table 8: Total Direct, Indirect and Induced Impacts: Town of Banff						
		Expenditures (000)	GDP (000)	Jobs (per million)	Taxes (000)	Labour Income (000)
2019	Domestic	\$756,000	\$654,000	7,840	\$98,500	\$412,000
	International	\$629,000	\$529,000	5,980	\$83,700	\$331,000
	Total	\$1,380,000	\$1,180,000	13,800	\$182,000	\$743,000
2021	Domestic	\$555,000	\$482,000	5,720	\$73,100	\$303,000
	International	\$57,900	\$48,600	551	\$7,670	\$30,500
	Total	\$613,000	\$531,000	6,270	\$80,800	\$333,000
2021 BAU	Domestic	\$854,000	\$739,000	8,820	\$111,000	\$465,000
	International	\$640,000	\$539,000	6,070	\$85,300	\$337,000
	Total	\$1,490,000	\$1,280,000	14,900	\$197,000	\$801,000

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

In 2019 Banff contributed \$1.2 billion to GDP, 13,800 jobs and \$182 million in taxes. Banff, however, also saw the greatest decline in share of visitor spend from 2019 to 2021, (from approximately 60 per cent to 51 per cent) of the three communities. As a result, its contribution decreased more than 50 per cent during the pandemic, down to \$531 million in GDP, 6,270 jobs and \$80 million in taxes. Much of this decline is the result of the nearly 90 per cent decrease in international visitor expenditures in the Rockies between 2019 and 2021, but domestic spending also declined substantially.

This decline would not have occurred in the absence of the pandemic and, in fact, Banff would have likely exhibited growth in visitor expenditures and economic impacts in 2021 - up to approximately \$1.5 billion in expenditures, \$1.3 billion in GDP and 15,000 jobs.

The total tax revenues lost as a result of the pandemic are estimated at \$116 million – the difference between the 2021 actuals and the 2021 BAU scenario (Table 9).

	2019	2021	2021 Business As Usual	Difference Between 2021 BAU and 2021 Actual
Local	\$29,200	\$13,000	\$31,600	\$18,600
Provincial	\$61,200	\$27,200	\$66,200	\$39,000
Federal	\$91,600	\$40,700	\$99,200	\$58,500
Total	\$182,000	\$80,800	\$197,000	\$116,200

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

4.2 TOWN OF JASPER

Table 10 presents the tourism expenditure profile for the Town of Jasper for domestic and international visitors.

Domestic	2019	2021	2021 BAU
Accommodation	35.0%	35.4%	33.4%
Clothes, gifts and other	5.6%	5.4%	5.8%
Food and beverage	27.6%	26.1%	28.3%
Recreation and entertainment	17.2%	18.9%	17.7%
Transportation	14.5%	14.2%	14.9%
Total (000)	\$284,100	\$275,400	\$323,800
International	2019	2021	2021 BAU
Accommodation	49.5%	44.4%	47.5%
Clothes, gifts and other	7.0%	7.6%	7.2%
Food and beverage	19.0%	20.7%	19.7%
Recreation and entertainment	10.8%	11.6%	11.2%
Transportation	13.8%	15.8%	14.3%
Total (000)	\$238,400	\$28,630	\$240,100

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

Jasper draws between 22 to 25 per cent of expenditures in the Rockies, and tends to have an expenditure profile similar to Banff in terms of the proportion of expenditure by category for domestic and international visitors.

Jasper did not experience as substantial of a spending decrease in 2021 as Banff did. Its domestic expenditures were slightly lower in 2021 than in 2019 and its international spending, albeit down substantially (approx. \$210 million decline), did not exhibit as significant of a decline as did Banff (approx. \$570 million decline).

		Expenditures (000)	GDP (000)	Jobs (per million)	Taxes (000)	Labour Income (000)
2019	Domestic	\$284,000	\$246,000	2,930	\$37,100	\$155,000
	International	\$239,000	\$201,000	2,260	\$31,900	\$126,000
	Total	\$523,000	\$447,000	5,190	\$69,000	\$280,000
2021	Domestic	\$275,000	\$239,000	2,850	\$36,200	\$150,000
	International	\$28,600	\$24,000	273	\$3,770	\$15,000
	Total	\$304,000	\$263,000	3,120	\$40,000	\$165,000
2021 BAU	Domestic	\$323,000	\$280,000	3,350	\$42,100	\$176,000
	International	\$41,000	\$202,000	2,290	\$32,000	\$127,000
	Total	\$564,000	\$482,000	5,640	\$74,100	\$303,000

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

In terms of its economic impact (Table 11), Jasper contributed \$523 million in spending in 2019, generating approximately \$450 million in GDP, 5,100 jobs and \$69 million in taxes. This number decreased substantially in 2021 – down to \$304 million in spending, \$263 million in GDP, 3,120 jobs and 40 million in taxes. Under a BAU scenario, Jasper would have seen an increase in spending to \$564 million in 2021 – an approximate \$260 million difference, and a total economic impact of \$482 in GDP, 5,640 jobs and \$74 million in taxes.

Governments lost approximately \$34 million in taxes due to reduced tourism expenditures as a result of the pandemic (Table 12).

	2019	2021	2021 Business As Usual	Difference Between 2021 BAU and 2021 Actual
Local	\$11,100	\$6,420	\$11,900	\$5,480
Provincial	\$23,200	\$13,400	\$24,900	\$11,500
Federal	\$34,700	\$20,100	\$37,300	\$17,200
Total	\$69,000	\$40,000	\$74,100	\$34,100

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

4.3 TOWN OF CANMORE

Table 13 presents the tourism expenditure profile for the Town of Canmore for domestic and international visitors.

Table 13: Town of Canmore Visitor Expenditure Profile (000s)			
Domestic	2019	2021	2021 BAU
Accommodation	23.5%	28.2%	24.1%
Clothes, gifts and other	6.6%	6.0%	6.6%
Food and beverage	32.5%	29.0%	32.2%
Recreation and entertainment	20.3%	21.0%	20.1%
Transportation	17.1%	15.7%	17.0%
Total (000)	\$250,300	\$260,100	\$282,400
International	2019	2021	2021 BAU
Accommodation	35.8%	36.3%	36.7%
Clothes, gifts and other	8.8%	8.7%	8.7%
Food and beverage	24.1%	23.7%	23.8%
Recreation and entertainment	13.8%	13.2%	13.6%
Transportation	17.5%	18.1%	17.3%
Total (000)	\$194,900	\$26,240	\$197,600

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

Canmore has a visitor expenditure profile that is different than Banff and Jasper. In Canmore, both domestic and international visitors spend less on accommodation and more on other aspects such as food & beverage, transportation, and recreation relative to visitors to the national parks. In fact, domestic visitors to Canmore spend the most on food & beverage of any category. In 2021, Canmore actually exhibited an increase in domestic tourism expenditures relative to 2019, which is in stark contrast to the declines in domestic spending levels observed in both Banff and Jasper.

Table 14 depicts the economic impacts of tourism expenditures in Canmore.

		Expenditures (000)	GDP (000)	Jobs (per million)	Taxes (000)	Labour Income (000)
2019	Domestic	\$250,000	\$216,000	2,660	\$32,100	\$138,000
	International	\$195,000	\$163,000	1,900	\$25,400	\$103,000
	Total	\$445,000	\$379,000	4,560	\$57,500	\$241,000
2021	Domestic	\$260,000	\$226,000	2,740	\$33,800	\$143,000
	International	\$26,200	\$21,900	254	\$3,420	\$13,900
	Total	\$286,000	\$248,000	3,000	\$37,200	\$157,000
2021 BAU	Domestic	\$282,000	\$244,000	3,000	\$36,200	\$155,000
	International	\$198,000	\$165,000	1,920	\$25,800	\$105,000
	Total	\$480,000	\$409,000	4,920	\$62,100	\$260,000

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

In 2019, visitors spent \$445 million in Canmore, contributing \$379 million in GDP, 4,560 jobs and approx. \$58 million in taxes. In 2021, expenditures declined to \$286 million, largely as a result of reduced international visitor spending, with corresponding GDP impacts of \$248 million, 3,000 jobs and \$37 million in total taxes.

Under a business as usual scenario, spending would have increased to \$480 million, with a GDP impact of \$409, job impacts of 4,920 and total taxes of \$62 million.

Governments at all levels lost approximately \$25 million in taxes as a result of lower tourism spending in Canmore due to the pandemic (Table 15).

	2019	2021	2021 Business As Usual	Difference Between 2021 BAU and 2021 Actual
Local	\$9,230	\$5,970	\$9,970	\$4,000
Provincial	\$19,300	\$12,500	\$20,900	\$8,400
Federal	\$28,900	\$18,700	\$31,300	\$12,600
Total	\$57,500	\$37,200	\$62,100	\$24,900

Source: Derived by Verum Consulting from Statistics Canada and Travel Alberta.

5 Conclusion

The Towns of Banff, Jasper, and Canmore are highly tourism dependent communities that contribute a disproportionate amount of tourism GDP, jobs, and taxes to senior levels of government. Collectively the Rockies communities attracted \$2.3 billion in visitor expenditures in 2019, contributing \$2 billion in total GDP, 23,600 jobs and \$308 million in taxes to the economy. The pandemic substantially impacted the economic contribution of these communities and demonstrated their vulnerability to economic shocks to the industry. As a result of the pandemic, the Rockies region has lost \$1.3 billion in visitor expenditures, which would have contributed an incremental \$1.1 billion in GDP, \$13,300 jobs and \$174 million in taxes.

About Verum Consulting

This report was prepared by Verum Consulting. Verum is a public policy, economics, government affairs, and stakeholder engagement consultancy. We work with a breadth of clients to develop principled, evidence-based policy positions and government and stakeholder engagement strategies that help shape public policy and regulatory design to achieve results. We have experience working with governments at all levels in various jurisdictions across the country.

Verum Consulting is led by Ben Brunnen, Principal & Founder. Ben is an experienced executive leader with a proven track record for developing and advancing successful public policy, economics and government affairs initiatives for over 20 years. Ben has worked in a number of organizations including the Canadian Association of Petroleum Producers, the Calgary Chamber of Commerce, the BC public service, the Canada West Foundation, and as a consultant with associations, Indigenous organizations, municipalities, businesses and academic institutions.

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ALBERTA TOURISM-BASED COMMUNITIES: COSTS & FISCAL CAPACITY TO SUPPORT VISITOR POPULATIONS

PREPARED FOR THE TOWNS OF BANFF, JASPER & CANMORE

BEN BRUNNEN



Verum Consulting

DECEMBER 2022

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Executive Summary

This report conducts an analysis of the cost implications of hosting visitors in tourism-based communities and assesses the fiscal capacity of these communities to address these costs.

Cost Implications of Hosting Visitors in Tourism-Based Communities

Tourism communities are unique in that they must provide amenities and services to host visitor populations that require a capacity far in excess of the local population, with recreational/ experience based amenities/ infrastructure built to a higher calibre and standard to meet expectations of visitors in an increasingly competitive global environment.

- Tourism based communities have the highest per capita expenditures of any comparable communities. The 2021 average per capita expenditures of 33 comparable municipalities in Alberta is \$3,044, compared to \$5,359 for Banff, \$4,463 for Jasper, and \$4,126 for Canmore.
- Banff, Jasper and Canmore spend well above the average on a number of key functions, including public transit, bylaws enforcement, waste management, fire, public housing, and wastewater treatment and disposal.
- There are additional spending areas where one or two of these communities spend significantly more than other comparable municipalities. These include libraries, museums and halls, family and community support, and parks and recreation.
- Conceptually, it is the per capita expenditure difference from the average of comparable municipalities in Alberta that accounts for the incremental costs associated with serving as a tourism-based community. As a result, Banff, Jasper and Canmore spent \$20.5 million, \$6.5 million and \$15 million, respectively, to support visitor populations in 2021, which represents between 26 and 43 per cent of their annual municipal expenditures.
- These numbers effectively represent the revenue gap associated with hosting visitors as tourism based communities in Alberta.

Existing Fiscal Capacity

Current per capita expenditures within tourism-based communities are substantial, and it is important to understand the extent to which these municipalities have incremental fiscal capacity available to meet additional financial obligations through the existing tax base.

Residential Tax Base

- On a per dwelling basis, Canmore is very close to the average of the municipalities, while Banff and Jasper continue to have among the lowest residential taxes per dwelling.
- Canmore’s tax profile is more comparable to the average due to its policy to “target a residential:non-residential tax share split in line with the average of similar communities.”
- If Banff and Jasper were to target the average residential property taxes per dwelling (similar to Canmore’s ranking), Banff would generate an incremental \$1.5 million, and Jasper would generate an incremental \$1.1 million in residential taxes.

Non-Residential Tax Base

- Relative to comparable municipalities, non-residential taxes per business are the highest in Banff and Jasper, with Canmore also above, but close to, the average.
- As such there is not a significant level of excess fiscal capacity available in the non-residential base in these communities, relative to comparable municipalities.

1 Introduction

For over 125 years, Banff, Canmore and Jasper have been cherished, visited and explored by millions of Albertans, Canadians, and international visitors alike. These three mountain municipalities are gateways to the most spectacular natural environments on earth. Unquestionably unique, Banff, Canmore, and Jasper have a combined permanent population of just 28,000 people, and anchor two national parks, two provincial parks, four ski resorts, five gondolas, and dozens of restaurants, bars and hotels. As tourism-based communities, Banff, Canmore, and Jasper welcome approximately 12 million visits a year and generate a quarter of Alberta's tourism export revenue. The three municipalities attract 31% of all US visitors to Alberta and 63% of all international travellers to the province.

These communities effectively anchor the tourism industry in the province, and drive substantial economic activity to the broader Alberta economy – generating \$112 million in provincial taxes annually, and contributing \$2.3 billion in provincial GDP.¹

Banff, Canmore, and Jasper are known for the ability to offer an elevated visitor experience to domestic and international visitors alike, but this capability is increasingly under pressure from a number of factors including:

- **Infrastructure** - Taxpayer-supported infrastructure, including roads and parking, water and wastewater, and public transport – is strained, causing disproportionate maintenance requirements relative to the municipalities' sizes. Upcoming changes to Provincial funding models are currently on track to further exacerbate this issue.
- **Effects of Tourism** - Undesirable impacts of tourism - heavy traffic, excessive crowding and overuse of popular sites - are increasingly prevalent. Locals and visitors' experiences are becoming diminished.
- **Growing Demand** - Given growing interest for unique mountain experiences in the post-COVID era, Banff, Canmore, and Jasper will be challenged to provide the same quality of tourism offering into the future.

In recognition of their outsized contributions to the wider economy, other jurisdictions around the world have introduced dedicated programming and funding supports to their tourism-based communities. Towns of Banff, Jasper and Canmore are seeking an analysis costs and fiscal capacity to address the fiscal challenges associated with providing infrastructure, services and amenities to host visitor populations.

¹ Verum Consulting. 2022. Economic Impacts of Tourism in Alberta Rocky Mountain Communities

This report conducts an analysis of the cost implications of hosting visitors in tourism-based communities and assesses the fiscal capacity of these communities to address these costs.

2 Cost Implications of Hosting Visitors

This section analyzes the cost implications and potential revenue options to compensate the Towns of Banff, Jasper and Canmore for the costs of providing the infrastructure, amenities and services hosting visitor populations.

2.1 Tourism-Based Communities Expenditure Profile

Tourism communities are unique in that they must provide amenities and services to host visitor populations that require a capacity far in excess of the local population, with recreational/ experience based amenities/ infrastructure built to a higher calibre and standard to meet expectations of visitors in an increasingly competitive global environment.

In Banff National Park, visitation in July 2022 exceeded 694,000 people -or 22,000 people per day – which is more than 2.5 times its permanent population. Similarly, Jasper National Park hosted 475,000 people in July, or 15,000 daily – more than 3.3 times its permanent population.² Kananaskis Provincial Park hosted 5.4 million visitors in 2020 – an increase of 1.3 million compared to 2019, many of which visited during the summer season.³

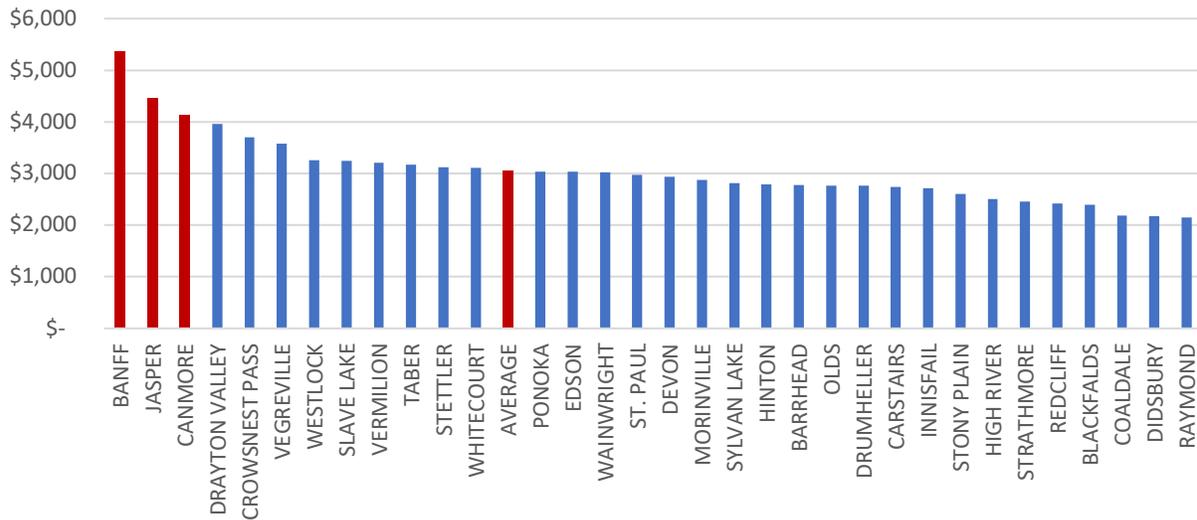
While these visitation numbers are not year round, the visitor-oriented infrastructure and services provided by international destination tourism communities such as Banff, Jasper and Canmore need to be designed to meet peak visitation demand, which places significant pressure on the municipal tax base – largely funded through grants and property taxes.

By way of illustration, Figure 1 presents expenditures per capita for all 33 Alberta Towns with populations between 4,000 and 20,000. These municipalities are comparable from a population size, service/ infrastructure scale and classification perspective in Alberta.

² Parks Canada data provided by the Towns Banff and Jasper.

³ Alberta Environment and Parks, as cited in the Rocky Mountain Outlook. February 2021. Available at: <https://www.rmotoday.com/canmore/kananaskis-country-sees-record-visitors-for-2020-3452289>

Figure 1: 2021 Expenditures Per Capita



Source: Derived by Verum Consulting from Alberta Municipal Affairs

As Figure 1 indicates, Banff, Canmore and Jasper have the highest per capita expenditures of all 33 comparable towns in the province. Banff is nearly double the average. Figure 2 presents expenditures per dwelling.

In terms of specific expenditure areas, Banff, Jasper and Canmore spend well above the average on a number of key functions, including public transit, bylaws enforcement, waste management, fire, public housing, and wastewater treatment and disposal (Table 1).

There are additional spending areas where one or two of these communities spend significantly more than other comparable municipalities. These include libraries, museums and halls, family and community support, and parks and recreation.

Spending Category	Banff		Jasper		Canmore	
	Per Capita Expenditure	Rank	Per Capita Expenditure	Rank	Per Capita Expenditure	Rank
Public Transit	\$384	1	\$13	6	\$87	2
Bylaws Enforcement	\$126	2	\$87	4	\$90	3
Waste Management	\$443	1	\$303	3	\$288	4
Fire	\$182	6	\$372	1	\$209	5
Public Housing Operations	\$174	2	\$2	10	\$366	1
Wastewater Treatment and Disposal	\$493	2	\$646	1	\$273	10
Libraries, Museums, Halls	\$74	13	\$128	3	\$108	5
Family and Community Support	\$277	2	\$345	1	\$36	24
Parks and Recreation	\$306	28	\$867	1	\$305	29

Source: Derived by Verum Consulting from Alberta Municipal Affairs

These expenditures areas illustrate the types of pressures these communities are confronted with when it comes to hosting visitors in the mountain parks:

- High quality public transit services are needed to manage congestion and mobility demands due to visitor populations;
- Enhanced bylaws enforcement is required to ensure effective crowd/ congestion management and a safe visitor experience;
- Greater waste management expenditures due to higher consumption patterns of visitors, combined with increased costs associated with managing the interface with wildlife;
- More fire services in response to the greater number of service calls due to visitor populations;
- Provision of public housing to accommodate tourism employees and essential community workers due to high real estate prices, limited availability and/or development constraints;
- Wastewater treatment and disposal to build infrastructure capacity to accommodate short stay visitor populations to meet peak visitation demand;
- Investment in libraries, museums and halls to maintain cultural amenities and experiences for visitors;
- Family and community supports to address the social pressures associated with living and working in tourism communities that are international destinations with high transient populations and can have a high cost of living; and

- Investment in parks and recreation to maintain quality outdoor and recreational facilities to enhance visitor experiences.

2.2 Incremental Costs Associated with Hosting Visitors

Tourism based communities have the highest per capita expenditures of any comparable communities. The 2021 average per capita expenditures of 33 comparable municipalities in Alberta is \$3,044, compared to \$5,359 for Banff, \$4,463 for Jasper, and \$4,126 for Canmore. Conceptually, it is this difference from the average that accounts for the incremental tourism spending. Table 2 quantifies this difference for each of the communities.

	2021 Expenditures	Population	Expenditures Per Capita	Per capita Difference: Tourism Communities Compared to Average	Incremental expenditures associated with hosting visitors	% of 2021 Expenditures
Banff	\$47,557,534	8,875	\$5,359	\$2,315	\$20,542,034	43.2%
Jasper	\$20,483,719	4,590	\$4,463	\$1,419	\$6,511,759	31.8%
Canmore	\$57,731,459	13,992	\$4,126	\$1,082	\$15,139,811	26.2%
33 Town Average	\$24,553,113	8,137	\$3,044	NA	NA	NA

Source: Derived by Verum Consulting from Alberta Municipal Affairs

Table 2 estimates that Banff spent \$20.5 million, or 43% of their expenditures to support visitors; Jasper spent \$6.5 million, or 32 per cent of their expenditures to support visitors; and Canmore spend \$15 million, or 26 per cent of their expenditures to support visitors. These numbers effectively represent the revenue gap associated with hosting visitors as tourism based communities in Alberta.

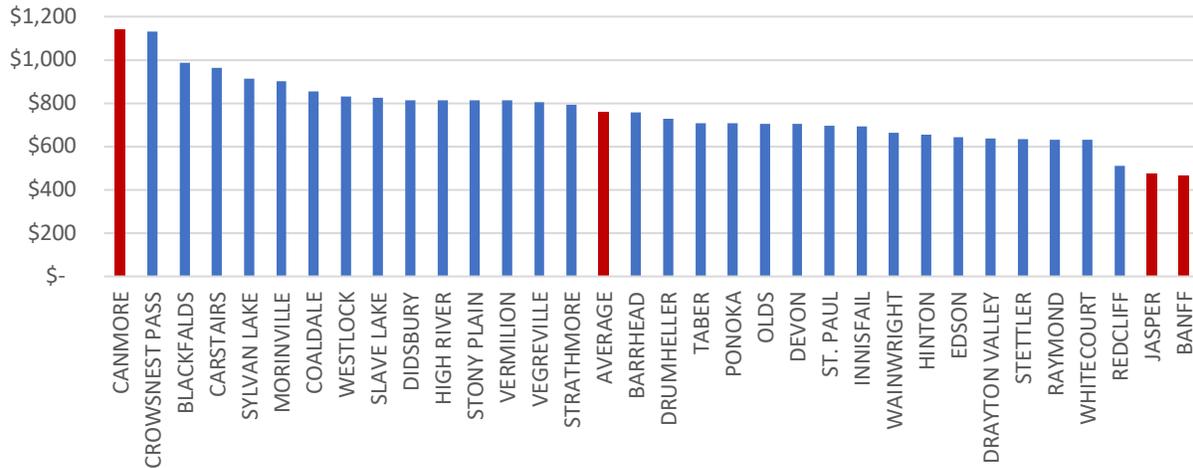
3 Fiscal Capacity of the Property Tax Base

Current per capita expenditures within tourism-based communities are substantial, and it is important to understand the extent to which these municipalities have incremental fiscal capacity available to meet additional financial obligations through the existing tax base.

3.1 Residential Property Tax Capacity

Figure 2 depicts the per capita municipal residential taxes in 33 comparable communities. Canmore has the highest residential taxes per capita, while Banff and Jasper have the lowest.

Figure 2: Residential Taxes Per Capita

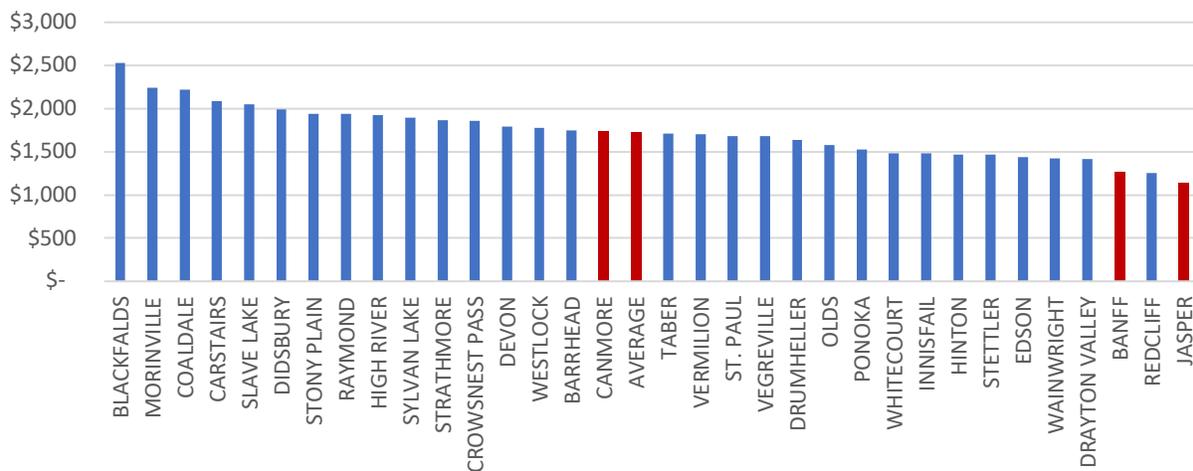


Source: Derived by Verum Consulting from Alberta Municipal Affairs

Figure 3 presents municipal residential taxes per dwelling, which is a more accurate measure, as it captures taxes on dwelling properties, which is the unit that is actually taxed, and accounts for the non-usual resident properties in the municipality.

On a per dwelling basis, Canmore is very close to the average of the municipalities, while Banff and Jasper continue to have among the lowest residential taxes per dwelling. Canmore’s tax profile is more comparable to the average due to its policy to “target a residential:non-residential tax share split in line with the average of similar communities.”⁴

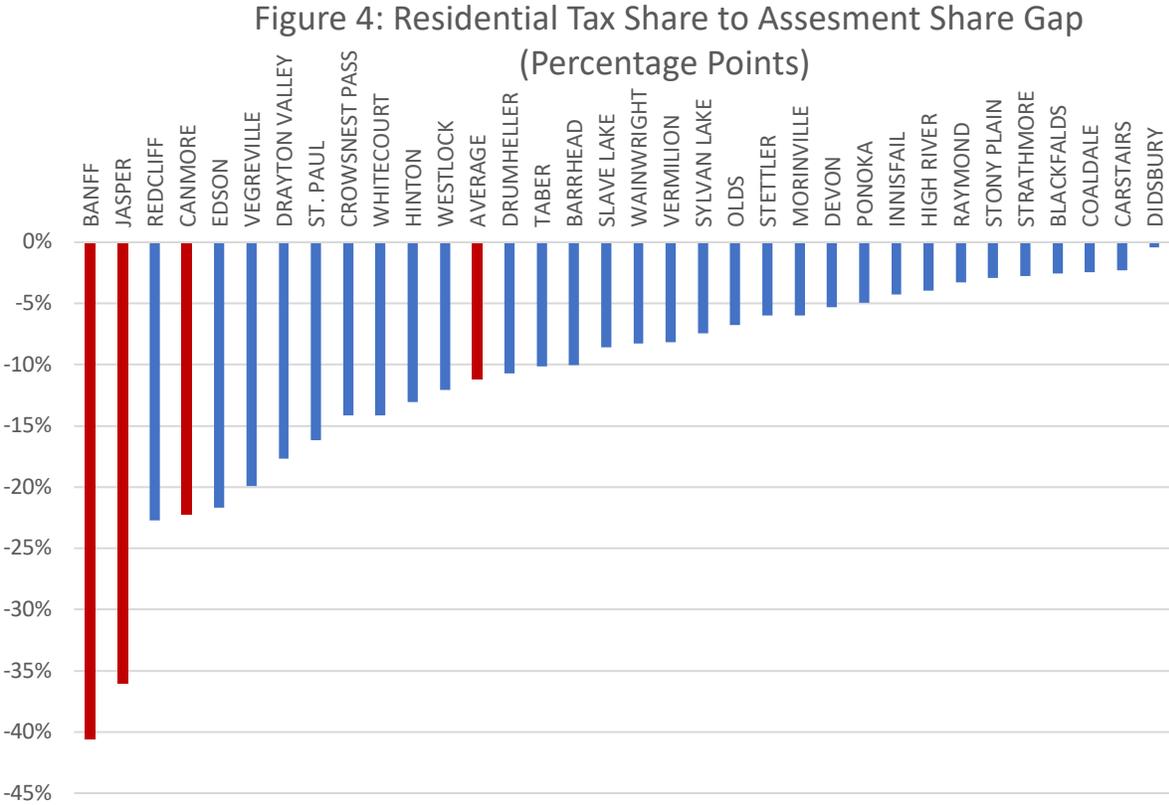
Figure 3: Residential Taxes Per Dwelling



Source: Derived by Verum Consulting from Alberta Municipal Affairs

⁴ Town of Canmore. 2022. Available at: <https://canmore.ca/residents/property-tax/tax-rates>

Figure 4 presents the residential “tax share to assessment share gap.” This measure is the difference between the share of municipal residential taxes (as a portion of total municipal property taxes) and the share of the residential assessment (as a portion of total municipal property assessment). A negative value means the residential tax share is less than the residential assessment share. A positive value means the residential tax share is greater than the residential assessment share. A zero value means the residential tax share equals the residential assessment share.



Source: Derived by Verum Consulting from Alberta Municipal Affairs

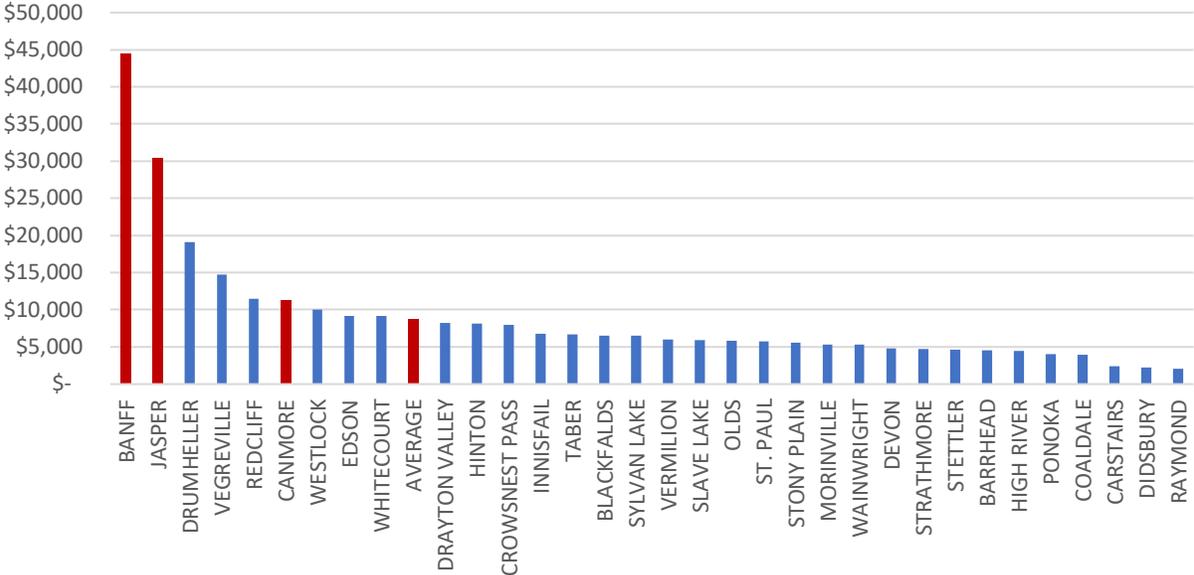
According to Figure 4, all municipalities have a negative residential tax to assessment share gap. However, Banff, Jasper and Canmore have among the largest gaps of all municipalities, which would suggest there is some fiscal capacity available to these municipalities within the residential tax base.

If Banff and Jasper were to target the average residential property taxes per dwelling (similar to Canmore’s ranking), Banff would generate an incremental \$1.5 million, and Jasper would generate an incremental \$1.1 million in residential taxes.

3.2 Non-Residential Property Tax Capacity

Figure 5 presents municipal non-residential property taxes per business. The assessment base in this table only includes the non-residential sector, and excludes linear and machinery and equipment, as these assets do not necessarily link directly to a business located in the municipality. As Figure 5 depicts, municipal non-residential taxes per business are the highest in Banff and Jasper, with Canmore also above, but close to, the average.

Figure 5: Non Residential Taxes Per Business

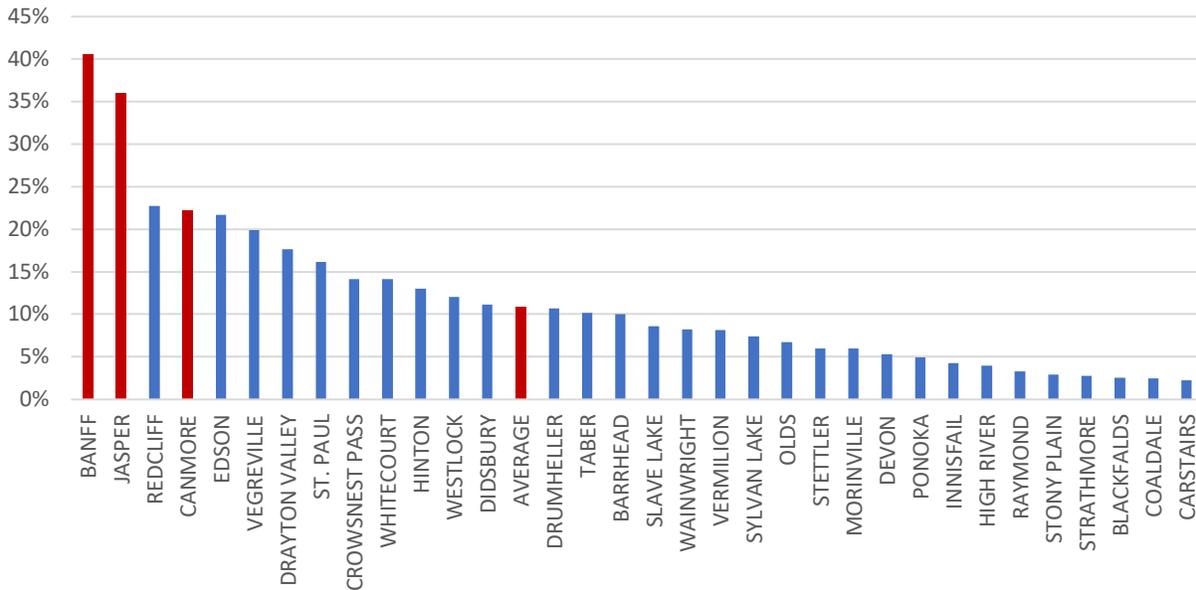


Source: Alberta Municipal Affairs and Govt of Alberta Regional Dashboard.

<https://regionaldashboard.alberta.ca/#/explore-an-indicator?i=number-of-businesses&d=CalculatedValue>

Figure 6 presents the non-residential “tax share to assessment share gap.” Similar to the residential measure, this measure is the difference between the share of municipal non-residential taxes (as a portion of total municipal property taxes) and the share of the non-residential assessment (as a portion of total municipal property assessment). A negative value means the non-residential tax share is less than the non-residential assessment share. A positive value means the non-residential tax share is greater than the non-residential assessment share. Machinery and equipment and linear assessment is included in this analysis, as it is taxed at the non-residential rate. A zero value means the residential tax share equals the residential assessment share.

Figure 6: Non-Residential Tax Share to Assesment Share Gap



Source: Derived by Verum Consulting from Alberta Municipal Affairs

Figure 6 is essentially a mirror of Figure 4 above, and confirms that Banff, Jasper and Canmore have among the highest non-residential tax share to assessment share gap. This would indicate that there is not a significant level of excess fiscal capacity available in the non-residential base in these communities, relative to comparable municipalities in the province.

4 Summary and Conclusions

Alberta’s tourism based communities of Banff, Jasper and Canmore are confronted with substantial costs associated with providing infrastructure, amenities and services associated with hosting domestic and international visitor populations.

These communities have the highest per capita expenditures of any comparable communities in the province, which are spent on infrastructure, amenities and services geared towards hosting visitor populations. In effect, Banff, Jasper and Canmore spend approximately 43, 32 and 26 per cent of their budgets supporting visitor populations respectively.

All three of these municipalities have limited fiscal capacity to generate additional revenues to support visitor populations, although Banff and Jasper do have some ability to increase residential taxes to be more in line with the average of comparable communities.

What is needed is additional fiscal capacity to support these communities, which contribute \$112 million in provincial taxes annually, and \$2.2 billion in provincial GDP.

About Verum Consulting

This report was prepared by Verum Consulting. Verum is a public policy, economics, government affairs, and stakeholder engagement consultancy. We work with a breadth of clients to develop principled, evidence-based policy positions and government and stakeholder engagement strategies that help shape public policy and regulatory design to achieve results. We have experience working with governments at all levels in various jurisdictions across the country.

Verum Consulting is led by Ben Brunnen, Principal & Founder. Ben is an experienced executive leader with a proven track record for developing and advancing successful public policy, economics and government affairs initiatives for over 20 years. Ben has worked in a number of organizations including the Canadian Association of Petroleum Producers, the Calgary Chamber of Commerce, the BC public service, the Canada West Foundation, and as a consultant with associations, Indigenous organizations, municipalities, businesses and academic institutions.

To contact Verum Consulting, visit www.verumconsulting.ca or reach out to Ben directly at bbrunnen@verumconsulting.ca or 403-399-5957.

DATE OF MEETING:

February 21, 2023

Agenda #: E-1

1. Mayor Krausert

- a) Canmore Community Housing
 - I defer to Councillor Foubert's report.

- b) Tourism Canmore Kananaskis
 - The January 19th Board Meeting received reports showing the organization is operating efficiently from a budget perspective and performing very well in expanding its reach through social media, website and in-person professional engagements.
 - The Board has approved the business plan for 2023.

- c) Rocky Mountain Heritage Foundation
 - Multiple discussions have been had between Town Administration and the Rocky Mountain Heritage Foundation Board with respect to updating the arrangement between the two organizations with respect to Quarry Lake planning, care, and maintenance. There has been a longstanding understanding that RMHF looks after capital improvements while the Town looks after care and maintenance. However, the historical understanding is not well documented and is out of date. Further, there has been significant change with respect to RMHF leadership. Accordingly, updating the arrangement is very much needed.

- d) Emergency Management Committee
 - The Emergency Management Committee meets every quarter to be updated on the latest developments with respect to emergency planning matters.
 - Canmore's emergency plans are constantly being given attention and updated/revised as needed due to new learnings, change of circumstances, and revised statutes. Further, there is ongoing relationships and work being done with neighbours so that larger emergencies will have a coordinated response.

- e) Human Wildlife Conflict Roundtable
 - The Roundtable met on January 27, 2023, to discuss latest developments by the member organizations, the newest of which is the MD of Bighorn. All members are committed to working together to enhance human wildlife co-existence in the Bow Valley and continuing to be leaders in such globally.
 - Excellent discussion was had at the table, including identifying questions for the technical group to address (e.g., clarity of roles in different areas, best form of communication, etc.) as well as towards updating the groups terms of reference.

- f) Town of Canmore – MD of Bighorn Inter-Municipal Committee
- Nothing new to report.
- g) Canmore Tourism Roundtable
- Nothing new to report
- h) Mid-Sized Cities Mayors’ Caucus (MCMC)
- On January 18th, all member municipalities had their monthly phone call. The focus of the call included – a grant application to potentially hire and Executive Director; discuss the Summit to be held in Canmore (see below), share the budget/tax rate updates from each municipality, and roundtable discussion.
 - Canmore will be hosting an MCMC Summit, which is now to be held in January 2024. The Summit will feature attendance being open to members of Council from each member municipality; discussions with government representatives (elected and administrative); and addressing common issues. The planning sub-committee comprised of myself (Chair), Sara Jones, Mayor Cathy Heron (St. Albert), Mayor Jackie Clayton (Grand Prairie), Mayor Rod Frank (Strathcona County), and Mayor Jeff Genung (Cochrane) met on February 2nd and will meet again prior to the in-person meeting of MCMC in Cochrane on March 22nd.
- i) Advocacy on Behalf of the Town of Canmore
- With respect to being recognized as tourism-based economies (along with Banff and Jasper), I participated in the following meeting/activities:
 - weekly meetings with New West Public Affairs (strategist), who has been having conversations with multiple provincial ministries;
 - January 13th, I met with MLA Rosin to further discuss efforts towards tourist-based community designation;
 - January 24th, along with Mayor DiManno and Mayor Ireland (virtually), I met with Minister Schulz, Municipal Affairs, in Calgary; and
 - February 1st, along with Mayor DiManno met with MLA Rosin to discuss next steps re potential designation for tourism-based communities.
 - January 13th, spoke with MLA Rosin regarding the request by Bow Valley communities to meet with Minister Ellis about protecting Bow Valley Victim Services.
- j) Events
- On January 13th, I attended a tour hosted by Bow Valley Regional Housing of the new Designated Supported Living Wing along with representatives from the Canmore, Banff, and the MD of Bighorn.
 - On January 16th, I attended the first Bow Valley Municipal Leaders Caucus with the CAO. The gathering was attended by the Mayors/Reeves/Chairs and CAOs of ID9, Banff, Canmore, MD of Bighorn, and Kananaskis Improvement District. The purpose of this meeting was to get to know each other and share the strategic planning direction of each municipality.
 - On January 23rd, I attended the Bill Warren Training Centre to donate blood as part of the Sirens for Life Alberta Challenge, and to encourage others to do so as well.

- On January 24th, I presented the Mayor’s Community Update at the Town of Canmore Open House at the Recreation Centre, and along with other members of Council was available to residents to answer whatever questions they may have.
- On February 1st, attended the Town of Canmore Capital Project Preview for local industry held at the Canmore Recreation Centre.
- On February 2nd, attended and provided remarks at a press conference held at the Roam Transit headquarters for the provincial announcement with respect to support for low-income transit passes.
- On February 3rd, along with the CAO, I attended the Goodstoney Council Inauguration Ceremony and brought greetings from the Town of Canmore.

k) Miscellaneous

- Continued my monthly appearances on Mountain FM with Rob Murray.
- The Mayor’s Community Report was recorded for general viewing on the Town website at <https://canmore.ca/projects/project-summary> as well as on the Town YouTube channel.
- On January 12th, I presented the Mayor’s Community Report to BOWDA.
- On January 13th, the CAO and I met with Deanna Matthews, who is working with Action Canada, and was compiling a brief about affordable rental housing.
- On January 20th, the CAO and I continued our periodic “Happy Friday Tours” whereby we visit every Town facility to touch base with all municipal employees that are present. These “tours” take place every 1-2 months and began in the Spring of 2022.
- On January 27th, the CAO and I had lunch with Chief Poucette of the Goodstoney First Nation and CAO Ray Greenwood.
- On January 31st, attended along with Council two workshops – Traffic Safety and Palliser ASP.
- On February 1st, I attended the Canmore Rotary Club meeting to present the Mayor’s Community Report.
- Miscellaneous media interviews with respect to the proposed new federal electoral boundaries and the economic impact reports regarding being a tourism-based community.
- On February 7th, attended along with Council on a short-term rental income.
- On February 9th, I hosted, along with the mayor of Sedona, AZ, a Zoom call with various members of the Canmore community and Sedona community exploring the possibility of some sort of “sister-city” relationship as each community deals with very similar issues.

2. Councillor Foubert

a) Canmore Community Housing (CCH)

- Results from a facilitated housing initiative workshop with the Whistler Centre for Sustainability (WCS) are going to be incorporated into CCH’s 2023 strategic plan for approval in March.
- CCH board voted to move forward with a social media policy and engage consultants to deliver communications and social media management services.

- b) Bow Valley Regional Transit
 - See Councillor McCallum’s update.
- c) Canmore Planning Commission (CPC)
 - CPC training on Feb 2.
 - Next CPC meeting March 1
- d) Canmore Museum
 - Jan. 19 board meeting virtually
 - The museum society board approved its 2023 business plan and budget. The staff and board are excited to continue to progress on our governance, operations, and programming. The work continues with the Canmore Museum Re-Imagined strategy and we shop to build community, build a sense of place and tell important stories on this area, including research into places of significance for the Stoney Nakoda.
 - On Feb. 9, the museum hosted an open house on its Uncovering Canmore’s Heritage Project. The goal of this work is to present to council in the fall and for a heritage management plan and strategy to be established for Canmore.
- e) Alberta Municipalities Environment and Sustainability Committee
 - The committee’s next meeting is Feb. 16
- f) Alberta Municipal Climate Change Leadership Council
 - The first meeting of the council is Jan. 12
- g) Other activities
 - First meeting of the Alberta Municipal Climate Leadership Council on Feb 12
 - Bow Valley Regional Housing tour is new designated supportive living units at the Bow River lodge Jan 13.
 - Jan. 22-25: Impact Sustainable Tourism Conference. Learned about how the UN Sustainable Development Goals can guide tourism and destination management as well as how a sustainability plan for tourism is in the works for Tourism Canmore Kananaskis (TCK) ?

3. Councillor Graham

No report submitted.

4. Councillor Hilstad

- a) CAO Performance Review Committee
 - CAO performance review is underway, with surveys out now. Make sure to complete your surveys by the 27th of February.
- b) Heliport Monitoring Committee
 - No complaints have been received since the previous meeting of the Heliport Monitoring Committee in May 2022. The next Heliport Monitoring Committee is planned for April 2023, at which time Alpine Helicopter’s 2022 operations will be presented and reviewed.

- c) Canmore Planning Commission
 - CPC training took place on February 2nd, 2023 and the first meeting of the year will take place on March 1st, 2023.
- d) Enforcement Appeal Review Committee
 - No meetings to date, nothing new to report
- e) Community Grants Selection Committee
 - Nothing new to report.

5. Councillor Mah

No report submitted.

6. Councillor Marra

- a) Assessment Review Board (ARB)
 - Nothing to report.
- b) Bow Valley Waste Management Commission
 - I defer to Councillor Mah
- c) Canmore Public Library
 - For the first time since 2020, we resumed our long-standing Wednesday Movie Night program and the Books on the Bus program, run in partnership with Roam Transit, also started up again in January.
 - Starting February 27, we are once again partnering with the Biosphere Institute of the Bow Valley for an exciting new initiative called: Earth Talks. These will be community oriented environmental speakers and conversations each month in the Friends Program Room. The First session will feature Paul Mckendrick and Ed Whittingham with their presentation: Scrubbing the Sky of Carbon Dioxide.
 - Fun Fact: The library staff spent 104 hours repairing 1387 books in the library's collection. Spin damage was the main category of repairs in 2022.
- d) Subdivision and Development Appeal Board (SDAB)
 - Nothing to report. To view any upcoming appeals or to find Board Orders please visit the Town of Canmore Website
- e) Inter-Municipal Committee – Town of Canmore and M.D of Bighorn
 - Nothing to report. No meeting held in January.
- f) Southern Alberta Energy from Waste Association (SAEWA)
 - Exciting news! Please read attached Media release.
- g) Bow Valley Regional Housing

- The Board hosted the Councils from the 5 member municipalities that are part of Bow Valley Regional Housing for a tour of the new DSL building.
- Great news, the first resident moved in the second week of February, each week more residents will move in, starting on the second floor. There will be several admissions of repatriations from Cochrane/Calgary or transfers from the lodge.

h) Miscellaneous

- I attended the January 25th Community Open House. I was at the Ask Council Anything station for 2 hours and had many good conversations with Community members.

2. Councillor McCallum

a) Bow Valley Regional Housing

- I defer to Councillor Marra’s report

b) Bow Valley Regional Transit Services Commission

- A news release was issued on February 1st regarding Roam’s record ridership: <https://roamtransit.com/2023/02/2022recordridership/>
- With Banff and Canmore having finalized their budgets, the following services will be coming online in the coming months.
 - Additional bus on Route 3 (Canmore/Banff Regional) during peak weekday hours to achieve a 25-minute frequency during these hours
 - Additional hours of service on Route 3 weekends to match the level of service currently being offered on weekends
 - Additional hour of service on Route 3 (Canmore/Banff Regional) in the evening to extend service past midnight, with the last departure from Banff shortly after 11 pm and the last service from Canmore at approximately 11:40 pm)
 - Additional service on Route 5 (Canmore Local) on weekends and weekdays to complement Route 3 and have consistent seven-day-per-week service.
- Ridership

Ridership Full Year	2019	2022	Increase
1 Gondola	539,609	550,448	2%
2 Tunnel Mtn/Fairmont	422,326	470,753	11%
3 Canmore/Banff Regional	198,004	193,737	-2%
5 Canmore Local	143,415	180,394	26%
8X Lake Louise Express	115,449	132,917	15%
9 Johnston Canyon	10,993	22,263	103%
Total Ridership (All Routes)	1,527,223	1,651,182	8%

- Recruitment will be the number 1 task over the coming months, and ROAM has put out this excellent video <https://roamtransit.com/careers/>
- At our last meeting, the Commission approved the following motion: approve the purchase of an additional electric bus from Proterra through the City of Edmonton’s onboarding clause to supplement the Canmore fleet allocation and allow for increased year-round service

for Canmore local, to be funded 80% by the Federal Rural Transit Solutions Fund and 20% by Canmore Capital Reserves.

- The Commission also approved the purchase of a 5-bedroom Common Amenity Housing unit in Canmore with occupancy in the spring of 2024. This purchase will assist with our future staffing needs.
 - The Commission chose to delay the decision to permit dogs on buses till the next regular meeting, pending further details from Administration.
- c) Subdivision Development Appeal Board
- Nothing to report
- d) Assessment Review Board
- Nothing new to report
- e) AUMA Safe and Healthy Communities Committee
- I joined this committee meeting virtually on February 10th for a full-day meeting.
- f) Other News
- Nothing new to report

Appendix A - Committee of Whole report

Note: Sales are recorded in the year the transaction closes

Last Updated: December 31, 2022

Year	Vital Homes Homeownership Program		Total	Resales	New Inventory
	Resales	New Inventory			
2023	0	0	0		
2022	9	10	19	5WW, 3HB,1MSC	10RR
2021	15	8	23	3 MSC, 2CR, 2HB, 1MR, 7WW	2LR, 4-7&7, 2JPL
2020	11	6	17	1CR, 8WW, 2MSC	1LR, 1Vt, 4JPL
2019	3	33	36	3 MSC	1Vt, 32HB
2018	<u>3</u>	<u>21</u>	<u>24</u>	3CR	17HB, 4CML
Total	<u>41</u>	<u>78</u>	<u>119</u>		
Wolf Willow (2021)		44			

Legend	
Coyote Ridge	CR
Hawks Bend	HB
Five-Plex 818 7 Street	FP
Lookout Ridge	LR
Mineside Court	MSC
Ravens Ridge	RR
Seventh & Seventh	7&7
Versant	Vt
Wolf Willow	WW

Spring Creek	
Arnica Lodge	AL
Creekstone Mountain Lodge	CML
Glacier Rock Lodge	GRL
Jack Pine Lodge	JPL
Moraine Ridge	MR

CCH OPERATIONS REPORT

January 2023

	OWN Program		RENT Program							
Wait List:	146	+16 over last month	97				+11 over last month			
Applications YTD:	16	+16 over last month +16 over STLY	20				+20 over last month +16 over STLY			
<i>Applications Received/Processed 2022:</i>	72		154							
Inquiries YTD:	30	+30 over last month +23 over STLY	33				+33 over last month +29 over STLY			
<i>Inquiries 2022:</i>	227 Total		238 Total							
Current Occupancy:			100%	Hector	100%	McArthur	100%	Wolf Willow	100%	NLCC
Total Vital Home Units:	157	No units for sale in January	60		48		9		1	
Turnover YTD:	0%	0	0%	0	4%	2	0%	0	0%	0
<i>Turnover 2022:</i>	12%	19 sales (19/157)	18%	11 Units (11/60)	31%	15 units (15/48)	30%	3 Units (3/9)	0%	0
↑ Above numbers updated as of January 31, 2023 ↑										

CCH 2022 Goals and Strategies – (January 2023)

Strategy/Objective: Complete Ravens Ridge development

Complete development of ten (10) VHP homeownership units in Peaks Landing with move-ins scheduled to be complete by April 2022.

- *The one-year warranty through ANHWP continues through April of 2023.*

Strategy/Objective: Review VHP program criteria

Review both the Homeownership and Rental program criteria by Q2 2022. Review the Matching Down Deposit Program (MDDP) and Accessory Dwelling Grant Program (ADGP) in Q4 2022.

- *The Vital Homes Rental program policy was reviewed in June and proposed amendments were approved.*
- *The Homeownership program was reviewed in August and proposed amendments were approved. It was reviewed again in November and effective January 1 2023 the Net Asset threshold test will be eliminated and the household income threshold will increase to \$250,000.*
- *The MDDP and ADGP programs were discontinued December 31, 2022. MDDP and ADGP funding that has not been disbursed is to be reinvested in new programming as directed by CCH's Board at the appropriate time.*

Strategy/Objective: CCH Housing Action Plan

Evaluate impact of purpose-built rental buildings on Town of Canmore market rates by Q4 2022. Identify key stakeholders and create a terms of reference for the CCH Housing Action Plan through Q3 and Q4 of 2022.

- *The Board reviewed a report in October noting the impact of purpose-built rental buildings since 2019.*
- *The Board moved that Lot 7 on Palliser Lane be surveyed with the intent of developing a purpose- built rental building on the site beginning in 2023. (CCH will await the Palliser ASP update to be completed first)*
- *An employee housing survey has been circulated to the Bow Valley Chamber of Commerce, BOWDA, BIA and CHLA and their membership, in late January 2023. Survey results are anticipated to be available in March 2023. Using the survey findings CCH will identify key gaps, stakeholders and anticipates determining next steps by Q2 2023.*

Strategy/Objective: Palliser Lands Master Planning

Engage stakeholders adjacent to the CCH held Palliser Lands and seek their participation in a Master Planning process for the subject lands, by Q4 2022. The process of creating and approving the Master Plan is anticipated to be an eighteen (18) plus month process, anticipated to be completed in 2024.

- *Master Planning of the CCH held Palliser lands will await the Town of Canmore's Palliser ASP update.*

Strategy/Objective: Wolf Willow Condominium

Continue gradually disposing of the remaining rental units held by CCH (13) into the VHP homeownership program through 2022. It is anticipated that up to 5 sales will occur in 2022 and the balance over 2023 and 2024.

- *As of January 31, 2022 there are nine (9) units at Wolf Willow that CCH holds in its rental inventory*

Strategy/Objective: Investigate social media options

Investigate options for third party oversight in managing CCH social media by Q1 2022.

- *The board has directed CCH to issue an RFP for services to deliver a social media strategy.*

Strategy/Objective: Matching Down Deposit Program (MDDP) & Accessory Dwelling Grant Program (ADGP)

Both programs are three-year pilot programs initiated in 2020. The MDDP is applicable only to VHP owners and those on the VHP waitlist, the program will match an eligible applicants' down deposit dollar for dollar up to \$25,000 for the purchase of a market unit, restrictions apply and cumulatively \$150,000 is available in 2022. The ADGP is designed to assist eligible applicants with offsetting the costs of constructing a new accessory dwelling or legalizing an existing accessory dwelling. Grant funding of up to \$20,000 or 75% of development costs, which ever is less, is available, restrictions apply and cumulatively \$100,000 is available in 2022.

- *CCH's Board moved \$210,000 in uncommitted 2021 MDDP and ADGP funds into the 2022 MDDP funds available. There is \$360,000 in 2022 MDDP available, and \$100,000 in 2022 ADGP funds available.*
- *\$75,000 in MDDP funding was used as a function of 3 Ravens Ridge purchases.*
- *Three (3) ADGP applications were received/approved in 2022 (March -\$20,000 & 2 in November - \$15,000 & \$20,000 commitment). One approved applicant subsequently advised they would not be proceeding.*
- *The MDDP and ADGP programs were discontinued December 31, 2022. MDDP and ADGP funding that has not been disbursed is to be reinvested in new programming as directed by CCH's Board at the appropriate time.*

Strategy/Objective: Determine future projects

Continue to monitor market need for homeownership and/or rental gaps and work with the ToC to identify where opportunities may exist, or gaps need to be filled, on an on-going basis.

- *The Board has directed CCH proceed with a development on two lots it owns in TSMV. It is anticipated development of these lots will begin in 2023.*

Strategy/Objective: Partnership opportunities

Investigate opportunities to work in partnership with the private sector to create VHP housing opportunities for residents of Canmore.

- *Six (6) Vital Homes Program units have been sold by SCMV to their employees at Arnica (SCMV), anticipated possession dates are between Q1 and Q2 2023.*

Strategy/Objective: Maintain full capacity of existing VHP rental and homeownership program

Continue to provide on-going program services through 2022, which although not limited to, includes the following: receiving clients and responding to inquiries about CCH programs; processing CCH rental and homeownership applications; surveying CCH clients with respect to the services CCH is offering; general bookkeeping; administration of the VHP resale list and VHP sales; contract management of the property management agreement; monitoring website and social media activity; preparing Board packages and minutes; implementing Board/Shareholder policies/procedures as required.

- *The Hector and McArthur Place were at 100% occupancy in January, 2023*

Canmore Rental Statistics for 2023

		Jan.	Feb.	Mar.	Q1 Averages	Apr.	May	June	Q2 Averages	July	Aug.	Sept.	Q3 Averages	Oct.	Nov.	Dec.	Q4 Averages	Annual Average
Shared 1Bdrm	Average	\$900.00			\$ 900.00				#DIV/0!				#DIV/0!				#DIV/0!	\$ 900.00
	Median	\$900.00							#DIV/0!				#DIV/0!				#DIV/0!	
	Available	1			1				#DIV/0!				#DIV/0!				#DIV/0!	1
Studio	Average				#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!	#DIV/0!
	Median								#DIV/0!				#DIV/0!				#DIV/0!	
	Available	0			0				#DIV/0!				#DIV/0!				#DIV/0!	0
1 Bedroom	Average	\$2,218.50			\$ 2,218.50				#DIV/0!				#DIV/0!				#DIV/0!	\$ 2,218.50
	Median	\$2,100.00							#DIV/0!				#DIV/0!				#DIV/0!	
	Available	10			10				#DIV/0!				#DIV/0!				#DIV/0!	10
2 Bedroom	Average	\$2,745.42			\$ 2,745.42				#DIV/0!				#DIV/0!				#DIV/0!	\$ 2,745.42
	Median	\$2,700.00							#DIV/0!				#DIV/0!				#DIV/0!	
	Available	12			12				#DIV/0!				#DIV/0!				#DIV/0!	12
3 Bedroom	Average	\$4,480.00			\$ 4,480.00				#DIV/0!				#DIV/0!				#DIV/0!	\$ 4,480.00
	Median	\$3,750.00							#DIV/0!				#DIV/0!				#DIV/0!	
	Available	5			5				#DIV/0!				#DIV/0!				#DIV/0!	5
4+Bedroom	Average	\$5,133.57			\$ 5,133.57				#DIV/0!				#DIV/0!				#DIV/0!	\$ 5,133.57
	Median	\$4,750.00							#DIV/0!				#DIV/0!				#DIV/0!	
	Available	7			7				#DIV/0!				#DIV/0!				#DIV/0!	7
Summary Total Studio-4		34	0	0	34	0	0	0	0	0	0	0	0	0	0	0	0	34

Canmore Rental Statistics for 2022

		Jan.	Feb.	Mar.	Q1 Averages	Apr.	May	June	Q2 Averages	July	Aug.	Sept.	Q3 Averages	Oct.	Nov.	Dec.	Q4 Averages	Annual Average
Shared 1Bdrm	Average	\$880.56	\$ 920.83	\$781.25	\$ 860.88	\$847.50	-	\$935.00	\$ 891.25	\$1,200.00	\$901.11	\$863.33	\$ 988.15	\$895.00	\$ 995.00	\$ 1,056.25	\$ 982.08	\$ 934.17
	Median	\$800.00	\$ 900.00	\$762.50		\$900.00	-	\$950.00		\$1,200.00	\$900.00	\$875.00		\$935.00	\$ 885.00	\$ 1,100.00		
	Available	9	6	4	6	8	0	6	5	2	9	3	5	3	6	8	6	5
Studio	Average	\$1,300.00	\$900.00	-	\$ 1,100.00	-	\$1,300.00	-	\$ 1,300.00	\$ 1,400.00	\$ 1,525.00	\$1,075.00	\$ 1,333.33	\$1,200.00	\$ 1,000.00	\$ 1,375.00	\$ 1,191.67	\$ 1,230.56
	Median	\$1,300.00	\$900.00	-		-	\$1,300.00	-		\$ 1,400.00	\$ 1,525.00	\$1,075.00		\$1,200.00	\$ 1,000.00	\$ 1,375.00		
	Available	2	1	0	1	0	1	0	0	1	1	1	1	1	1	1	1	1
1 Bedroom	Average	\$1,714.00	\$ 1,749.17	\$1,646.11	\$ 1,703.09	\$1,759.38	\$1,783.33	\$1,966.67	\$ 1,836.46	\$2,040.00	\$2,066.00	\$ 1,954.00	\$ 2,020.00	\$2,031.33	\$ 2,278.75	\$ 2,188.38	\$ 2,166.16	\$ 1,931.43
	Median	\$1,700.00	\$ 1,847.50	\$1,695.00		\$1,525.00	\$1,750.00	\$2,100.00		\$2,100.00	\$2,050.00	\$ 1,837.50		\$2,011.00	\$ 2,200.00	\$ 1,900.00		
	Available	5	6	9	7	8	6	3	6	5	14	10	10	12	12	13	12	9
2 Bedroom	Average	\$2,545.24	\$ 2,901.56	\$2,909.72	\$ 2,785.51	\$2,371.39	\$2,602.21	\$2,710.69	\$ 2,561.43	\$2,900.00	\$2,711.86	\$ 2,799.28	\$ 2,803.71	\$2,811.63	\$2,810.56	\$ 2,749.00	\$ 2,790.40	\$ 2,735.26
	Median	\$2,250.00	\$ 2,850.00	\$2,747.50		\$2,199.50	\$2,324.50	\$2,550.00		\$2,697.50	\$2,600.00	\$ 2,700.00		\$2,700.00	\$ 2,700.00	\$ 2,500.00		
	Available	21	16	18	18	18	14	26	19	26	35	29	30	27	27	15	23	23
3 Bedroom	Average	\$3,716.86	\$ 3,686.36	\$4,163.18	\$ 3,855.47	\$4,059.06	\$3,622.94	\$3,669.23	\$ 3,783.74	\$3,871.43	\$3,463.18	\$ 3,903.21	\$ 3,745.94	\$3,947.57	\$4,704.14	\$ 4,722.67	\$4,458.13	\$ 3,960.82
	Median	\$3,450.00	\$ 3,400.00	\$4,000.00		\$3,450.00	\$3,400.00	\$3,400.00		\$3,500.00	\$3,500.00	\$ 3,550.00		\$3,600.00	\$4,625.00	\$ 3,750.00		
	Available	14	11	11	12	16	17	13	15	7	22	14	14	21	14	9	15	14
4+Bedroom	Average	\$3,600.00	\$ 5,016.67	\$3,016.67	\$ 3,877.78	\$8,166.67	\$7,025.00	\$6,500.00	\$ 7,230.56	\$4,800.00	\$4,862.50	\$ 5,950.00	\$ 5,204.17	\$5,519.17	\$3,140.00	\$ 3,596.67	\$ 4,085.28	\$ 5,099.44
	Median	\$3,600.00	\$ 3,250.00	\$3,000.00		\$8,000.00	\$8,000.00	\$6,500.00		\$4,800.00	\$4,250.00	\$ 5,500.00		\$5,200.00	\$3,140.00	\$ 3,790.00		
	Available	1	3	3	2	3	5	2	3	1	8	6	5	6	2	3	4	4
Summary Total Studio-4		43	37	41	121	45	43	44	132	40	80	60	180	67	56	41	164	597

Sources: Asset West, PEKA, ReMax, RMO, Peak Estates, Rent Faster, Kijiji
 Above stats included both furnished, unfurnished accommodation and both with without utilities. An average of all available.



Southern Alberta Energy from Waste Association

MEDIA RELEASE

Energy from Waste Project Heats Up

January 30, 2023

The Southern Alberta Energy from Waste Association – SAEWA is pleased to announce publicly that after a long and rigorous Expression-of-Interest and Evaluation Process – that the SAEWA Board on January 27, 2023 did approve the Steering Committee’s recommendation of an Energy-from-Waste Partner, identified as HITACHI ZOSEN INOVA - HZI with a view to establishing a formal project development agreement for implementation of SAEWA’s vision for an energy from waste facility in Southern Alberta.

Statement from the SAEWA Chair, Tom Grant -

“As Chair of SAEWA, I am extremely proud of the progress made and to have received the Boards Motion in approval to establish a formal partnership agreement with HZI. “The process has been long but rewarding to the Board and our members to finally get here”.

Statement from the SAEWA Vice Chair/Project Lead, Paul Ryan –

“It has taken a long time to get to where we are today, and we could not have done it without the full support of the SAEWA Board of Directors and the Steering Committee. I look forward to leading the Project with the Steering Committee to the next level and establishing a formal partnership agreement with HZI.”

Statement from HITACHI ZOSEN INOVA – HZI

“HZI is delighted to have been selected by SAEWA to deliver a cost effective world-class Energy from Waste facility for the communities, businesses and municipalities of Southern Alberta” said Stuart Mander, Director of Project Development at HZI.

“When operational the new plant will be equipped with HZI technologies such as HZI’s own reciprocating grate and our state-of-the art boiler whilst ultimately being designed to fully comply with the most stringent emission limit requirements to satisfy the high demands placed on modern Energy from Waste facilities”

SAEWA’s primary goals for development of an energy from waste facility are:

- To reduce southern Alberta’s long-term reliance on landfill disposal;
- To process non-recyclable solid waste from SAEWA communities and potentially private sector

customers;
February 21, 2023 Committee of the Whole Meeting 1 p.m.

- To reduce greenhouse gas emissions from solid waste management; and,



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DATE OF MEETING:

February 21, 2023

Agenda #: F-1

A. CAO's Office

1. CAO

- a) Administration sent a formal letter to the province requesting the designation of the provincially owned parcels in the Palliser area moustache lands for use for affordable housing.
- b) With Mayor Krausert the CAO has been attending lunches with the Chief and CEO of each Stoney Nakoda Nation. We were pleased to be invited and able to attend the recent Goodstoney inauguration.
- c) The Alberta government released an information document about the Victim Services redesign (see attachment). No need for any action at this time from the Town but we continue to monitor and communicate with the local Victim Services Unit.

2. General Manager of Municipal Infrastructure

- a) About 15 industry representatives attended the Town's Capital Preview on February 1. A high-level overview of our approved capital budgets was presented and then they had an opportunity to ask questions of the Town to get a better understanding of the work we will be tendering in 2023/24. This event was created to respond to the feedback we have received about the difficulties local businesses can face competing for Town work. By sharing what we know about upcoming projects and their timing, and being available to answer questions, our aim was to increase the interest in and level of understanding of Town projects; improve quality of submissions; and potentially lower our costs by enabling contractors to plan ahead and anticipate Town projects.

3. General Manager of Municipal Services

- a) The Manager of Community Social Development and General Manager of Municipal Services recently met with the Government of Alberta's Executive Director of Regional and Community Program Delivery (Child Care and Youth Services Division) to discuss the 2022 Child Care Assessment. The Executive Director expressed strong interest in working with local childcare providers to increase capacity and as such, will be invited to attend Mayor Krausert's child care provider round table discussion.

B. MUNICIPAL SERVICES

1. Community Social Development

- a) In partnership with YWCA Banff and the Rural Development Network, CSD will be supporting the Bow Valley Services Needs Assessment (Estimation on Rural Homelessness). The 2020 estimation can be found here: [2020 Rural Housing and Service Needs Estimation Project \(ruraldevelopment.ca\)](https://www.ruraldevelopment.ca/2020-rural-housing-and-service-needs-estimation-project)
- b) Family and Community Support Services is starting to prepare for the Volunteer Income Tax program, a program that helps low-income residents with simple tax returns. Once the tax

- program has processed most tax returns (March – May), the FCSS team will shift their focus to launching the enhanced Affordable Services Program – which will use the 2023 tax return information as part of the assessment process.
- c) In partnership with the Palliative Care Society, FCSS supported a Blue Monday event (on January 16th) where individuals were invited to share their grief on tags that were then attached to artificial trees in Elevation Place. Grief support workers were at the event to provide any needed support.

2. Recreation Services

- a) Elevation Gains, an incentive to encourage members of Elevation Place to kick start their physical activity in the new year, is currently underway with 200 participants. This event has been on hold over the past few years because of COVID.

3. Fire-Rescue

- a) The four full time Fire Fighter positions approved in the 2023 budget have been filled with internal candidates.
- b) Significant Calls for service in December and January:
 - Gas Leak – Holiday Inn
 - Hwy 1A - fatal motor vehicle collision
 - Two structure fires

4. Protective Services

- a) See attached Canmore RCMP 2022-2023 Quarter 3 Community Letter and the 2022-2023 Quarter 3 Five Year Crime Stats. These statistics compare the year to date (YTD) Q3 2022-2023 statistics to the same YTD Q3 in the previous 5 years.
- b) Effective February 1, the Planning Department’s Permission to Work application was replaced with the Protective Services’ Noise Exemption Permit application. BOWDA and other stakeholders were informed of the transition and new process for application.

5. Economic Development

- a) Annual Business Registry Statistics for 2022 show a strong recovery from the decline observed at the start of the COVID-19 pandemic in 2020.

All Active

License Year	2018	2019	2020	2021	2022
BED & BREAKFAST	34	38	37	35	37
BUSKING	0	0	0	3	12
HOME OCC 1	716	738	732	769	758
HOME OCC 2	76	68	57	61	48
NON-RESIDENT	296	309	328	393	418
TEMPORARY*	213	232	148	245	300

REGIONAL	38	45	47	58	70
RESIDENT	636	647	636	651	636
SPECIAL EVENTS	9	11	4	10	15
VENDORS	10	7	2	10	23
Total	2028	2095	1991	2235	2317

*Excluded temporary Non-Resident, Vendor or Event specific licenses

Total Revenue generated through business license permitting was \$526,584 in 2022 up from \$482,862 in 2021.

Cancelled Business Licenses

	2018	2019	2020	2021	2022
B&B	2	1	6	3	0
Home Occupations	110	51	152	119	113
Resident	57	20	53	61	54
Regional	5	3	8	6	8
Non-Resident (NOR)	44	14	79	66	71
Total	218	89	298	255	246

- b) In 2022, 169 film permits were issued compared to 104 in 2021. Of these, 7 were for multi-day applications, 158 for single day permits and 4 for annual film permits. A total of 5 drone/UAV permits were issued. Revenue generated in 2022 from film permits and location fees was \$57,690 in 2022.
- c) Main Street will be pedestrianized on May 8, with business set up in the roadway commencing on May 11. The street will reopen for vehicular traffic on October 13, 2023. A public art call is currently open to lease a piece of art to place within the pedestrian zone.
- d) A kickoff meeting with HappiPad took place on February 1 and the launch of this host/landlord matching program is expected this spring.

C. CORPORATE SERVICES

1. Communication

- a) On January 25, we hosted a large-format Community Open House with 11 topics (including transportation projects, trail etiquette, emergency preparedness, and Canmore Community Housing) with almost 100 people attending and approximately 50 participating in the two presentations in a separate room throughout the evening.
- b) A number of public engagement opportunities are also available both online and at the Community Open House throughout January and February, including Railway Avenue, Teepee Town future road work, emergency response planning, and the new website.
- c) The website platform renewal project is on schedule. The RFP for a new website platform is out for submissions in February, and we hope to select a successful vendor in March. There will be a short online survey open Feb. 15 – March 3 for the public to provide additional input. Learn more about this project at www.mycanmore.ca/newwebsite.

2. I.T.

- a) On January 23, we launched the Cybersecurity Awareness Program for employees. The program aims to educate and train employees to effectively determine the nature of internet content presented. Initially, the program will be focusing on new employees with a wider launch to all employees in Q2 2023.

D. MUNICIPAL INFRASTRUCTURE

1. Planning & Development

- a) Updated Development Signage – The Planning and Development Department is working on creating clear guidelines for Notice of Application signage. The goal of these new guidelines is to increase the visibility of Notice of Application and Notice of Decision signage on properties where potential development is being proposed. The increased visibility of the signage will ensure community members know where they can get more information about the proposal and provide feedback where appropriate. The size of the Notice of Application and Notice of Decision signage will be based on the type of development proposed, the size of the lot and context of the location. Residents can expect new signage to appear on proposed development sites in the spring.
- b) Stamp of Compliance Process Change – The department has implemented changes to the Stamp of Compliance review process. Stamps of Compliance applications that are non-conforming will no longer be kept open while property owners attempt to bring the property into compliance. These changes were implemented in an effort to improve review times. As of January 11, 2023, Stamp of Compliance reviews will be based on a pass/fail basis. This means properties deemed to be non-conforming with either the Land Use Bylaw or a previously issued Development or Building Permit will be stamped as “Property Deemed Non-Conforming.” Applicants will be advised of the issues identified with the subject property and the file will be closed. Application fees will not be refunded, as a review and decision on the matter will have been rendered. In order to obtain a compliant decision from the Town of Canmore, a new application will need to be submitted. Applicants are encouraged to complete as much due diligence on a property as possible prior to submitting a Stamp of Compliance request.
- c) E-Update Subscription Service – Beginning in February, the Planning and Development and Engineering Departments will begin sending out e-updates to subscribers. These updates will share current information about procedural or technical updates associated with the development process. The frequency of these updates will be on a monthly basis at minimum; however, mid-month updates may occur on important topics as they arise. Those interested in subscribing are encouraged to visit the Planning and Development main page: <https://canmore.ca/municipal-services/residents-development-planning> in order to sign-up.

2. Engineering Services

- a) 7235 West Bow River Pathway
 - Prefabricated bridge procurement is underway with vendor submissions due early February. Award and start of fabrication process is planned for February.

- Remaining project scope is scheduled to be tendered early February with closing and award planned for end of February. Spring construction start is anticipated.
- b) 7297 Bow Valley Trail and Teepee Town (Hospital Place) Street and Drainage Rehabilitation 7323/7324 BVT Water/Wastewater Upgrades
- Tender of above projects completed in January, closing in February with a target start of construction for March.
 - Pathway and roadworks design are consistent with engineering guidelines and include new bus stops and separate walk and bicycle facilities from William Street to Hospital Place and connect to the CPR crossing. Engagement with directly impacted stakeholders will be undertaken in January and details of the design will be presented as part of the upcoming January open house for information.
- c) 7355 Teepee Town 2nd Ave Rehab Construction (2024)
- Preliminary design was presented at the January open house, and included in online engagement, as well as a mailout for directly impacted stakeholders. Feedback will be incorporated into the detailed design process.
- d) 7206 Quarry Lake Transportation Management
- After significant supply chain delays, the new main distribution panel associated with charging the electric bus that will run on the Quarry Lake route arrived this week. Work to install the new panel and wire the charger and dispensers has started and will be complete by mid-February.

3. Facilities

- a) Stan Rogers Memorial Stage (7207): A number of unplanned scope changes were needed to complete the project in 2022, which resulted in an extra \$65k cost increase. The overage was transferred from the General Capital Reserve via the CRC Rooftop Solar Expansion (7232) Project, which came in under budget. Some of the extra scope items included:
- Wood rot on the structural piles and floor joists was more extensive than initially anticipated,
 - Structural upgrades needed to receive the new sheer walls,
 - Longer rental of fencing, temporary structural supports, and storage costs,
 - Hauling costs of waste subgrade materials as a result of road ban restrictions during spring break-up imposed by the Town's Engineering Department,
 - Electrical panel and wiring upgrades to meet new code,
 - Additional engineer fees associated with the items above.

4. Public Works

- a) Parks
- The Mountain Pine Beetle Program for the Bow Valley is completed. Canmore saw 589 trees controlled and Harvie Heights had 20.
 - New ice rink at Three Sisters Sports Complex / Our Lady of the Snow School site: Thanks to additional budget funding approved by Council, Parks created and is maintaining a new ice rink in Three Sister. Lots of residents are very happy.

b) Streets and Roads

- Daily management of challenging snow and ice conditions within the Active Transportation Network occurs for the S&R team. Freeze/thaw cycles make things difficult. Crews continue to work at minimizing snow and ice hazards and keeping drainage open.
- Fleet Services continues to wait for the delivery of its second electric vehicle. Supply chain and manufacturing delays due to COVID persist. We expect delivery within four to six weeks.

c) Solid Waste Services

- Extended Producer Responsibility – The Alberta Recycling Management Authority (ARMA) will be the oversight organization of the regulation for the Alberta Government. ARMA already oversees many stewardship programs for the Province (for example e-waste and paint) and are positioned well to take this on. The next milestone will be in the fall of 2023. In the fall of 2023, municipalities will need to register with the intent of opting in to EPR. A report will be brought to Council at that time seeking a decision to register. The next milestone will be the issuing of contracts in April 2024 for industry to take over recycling. The launch of the program is April 2025. Detail information can be found at <https://www.alberta.ca/regulated-extended-producer-responsibility-programs.aspx>

d) Utilities

- Regulatory: No contraventions to report.
- Service Disruptions:
 - December 25 – There was a water main break on 10th Street that surfaced in the evening. EPCOR responded to ensure chlorinated water did not enter Policemen’s Creek and organized a repair for December 27. Residents and businesses in the area experienced low pressure.
 - January 13 – A water line froze along Bow Meadows Crescent (Elk Run Industrial Park) on the private side of the service. EPCOR supported the repair by closing the service line and the owner organized the repair.

e) Sustainability

- Administration has started work on the development of the Climate Emergency Action Plan (2023 Capital Project). A Project Charter meeting with all impacted departments was held on January 19, 2023. Administration is in the process of finalizing the Request for Proposal to go out in February.
- The Emergency Response Plans for Extreme Heat and Wildfire Smoke project is underway. A survey was open to the public from January 23 to February 10, 2023. A series of four stakeholder workshop will take place at the end of February and early March to discuss: health and wellbeing, buildings and facilities, wildlife behaviour, and emergency management.
- The Solar Incentive application period for 2023 will be open from February 13 to March 27. A total of ten \$1,250 incentives are available for 2023.
- As of January 19, 2022, the Town has received nine pre-approval applications for the Clean Energy Improvement Program (CEIP) since the program launched on November 1. These

applicants have requested a combined \$204,000 in estimated retrofit funding. This represents 65% of the anticipated Year 1 budget for CEIP, which projected fourteen projects at an average of \$22,608. A three-week advertising campaign for CEIP is planned for the end of January.

Victim Services engagement 2022/23

Common topics about the new service delivery model for victim services

Current police-based victim services boards

- To ensure uninterrupted service for victims of crime and a smooth transition to the new regional governance model for all current police-based Victim Services Unit (VSU) boards, board employees, and volunteer advocates, the Alberta government has approved the extension of current funding agreements through to March 31, 2024.
- The Alberta government will work with an external contractor to establish and staff the new regional boards. **The target date for the regional governance model to be operational is April 2024.**
- There are no constraints on VSUs during this transition. Current board-operated VSUs may continue to function within their Conditional Grant Agreements as they plan for the March 31, 2024 transition date.

VSU boards during and after transition

- When the new model comes into place, government funding to the current 60 individual police-based VSU societies will end. Funding for board-operated police-based victim services in Alberta's smaller, rural, and remote communities will be provided exclusively through the four new regional VSU boards.
 - For boards choosing to collapse their societies and requiring assistance, government staff will provide information about how to dissolve a society.
 - Existing boards can continue to operate if they have alternate funding in place and are providing (or are considering providing) other non-police-based victim services programs, such as a disaster relief program.
- Those societies choosing to remain operational after April 1, 2024, and any employees retained, will no longer be authorized to provide police-based victim services and will not be provided access to RCMP detachments as per any previous agreements. With the exception of the municipal and Indigenous police service programs, police-based victim services will be provided exclusively through the new Regionally governed Victim Serving Organizations (RVSOs) and the new regional front line service employee structure.

Collapsing boards and staff resignations

- There is no requirement for a current society to collapse by April 1, 2024, or anytime thereafter. Boards may take as much time as they need to determine whether to remain and redefine their purposes outside of the victims-of-crime model.
 - If a society chooses to dissolve, it can take as much time as it needs to wind down.
- If your board continues to operate up to and through April 1, 2024, you will be ensuring that:
 - Victims of crime in your community continue to receive the care they require, and your community does not experience gaps in service during transition until the regional governance model is in effect.
 - Your employees will be able to remain employed and working in the current victim services system, enabling them the opportunity to ease into the regional model with minimal disruption to their employment status.
- If you choose to end your operations early or if current VSU employees resign and local boards are unable to hire replacements, government will work with Alberta RCMP and local RCMP detachments in an effort to facilitate provisional services during the transition period.

- Government has approached, and will continue to approach, VSU boards in good standing bordering areas currently without service. Recently, we have been able to successfully restore service delivery to five jurisdictions.

Staff severance

- Currently, there are no consistent employment standards for board-operated victim services units across the province as each independent board creates its own individual compensation packages. If a board (employer) chooses to end its operations, employees will negotiate with their employers on an individual basis according to their contract(s) or Alberta Employment Standards, as applicable.
- For information on Alberta's employment standards, visit <https://www.alberta.ca/termination-pay.aspx>.

Large or mid-sized municipalities wishing to inquire about a transition to a municipally managed RCMP VSU program

- All board operated police-based victim services programs are slated to be converted by default to the reconfigured regional model for police-based victim services.
- Public Safety and Emergency Services Victims of Crime staff will dialogue with large or mid-sized municipalities who may wish to explore operating and funding their own municipal police-based victim service unit.

New regional police-based victim services boards

- The Alberta government will be working with an external contractor to establish and staff the new regional boards.
- The new boards will be set up as independent societies under the *Societies Act*, similar to the way current boards are established, but will be required to operate in an integrated fashion through their Operational Program Funding Agreements.
- Board membership is expected to be set at approximately 10 members for each Regional Victim Services Organization (RVSO), along with ex-officio members as required (example: designated District-level RCMP representation)
 - Representation to the boards will consist of a diverse array of community members from across the region with no more than one representative from each community/detachment area on any given board.
 - Boards will primarily meet virtually but will have designated office or meeting spaces at the RVSO Headquarters facility.
- Paid frontline victim caseworkers and volunteer advocates will be able to continue living, working in, and representing the communities they serve now.
- Public Safety and Emergency Services Victims of Crime staff will collaborate with the new regional governance boards, Chief Executive Officers, and Centralized Professional Support Staff (CPSS) to assist with transition.
- In the meantime, advisory groups consisting of current victim service providers are providing input and perspectives on transitional strategies, such as vehicle and transportation protocols, court and related supports, and Regional Headquarters locations.

New regional board hiring

- The Alberta government will be working with an external contractor to establish and staff the new regional boards.

- It is estimated to take approximately 6-8 months to establish the regional boards and recruit personnel.

Ex-officio responsibilities

- The term *ex-officio* is used to describe an obligation or privilege a person has, by virtue of their position, to serve on a board.
 - For example, the District Superintendent of the RCMP may serve as an ex-officio member of a regional governance board as a result of their position as Superintendent of the District.

Regional board members compensation

- Regional board members will be unpaid volunteers, just as they are now. However, for this new regional board governance structure, government is creating a paid honoraria matrix for board meetings, etc.

Employment model of new regional boards

- Under the *Societies Act*, the four new regional governance boards will be the sole employers for the Regional Victim Services Organizations (RVSO) and their operations serving victims throughout Alberta's smaller, rural, and remote communities.
 - The Alberta government is not an employer for any current police-based VSU program manager, executive director, court support worker or any other VSU staff member, nor will the GoA be an employer in the new model.
- Under the new regional model, the Chief Executive Officer will be accountable to, and report directly to, the RVSO board of directors. The other Centralized Professional Support Staff (CPSS) members will report to the Chief Executive Officer, and victim caseworkers will report to their individual Director of Regional Operations within their respective CPSS group.

Additional fundraising opportunities

- The intent is for GOA to fund the VSU program fully, and additional fundraising is not being considered at this time. After the first year, regional boards will submit a report speaking to the adequacy of funding and make recommendations related to refining operations and budgets.

Municipal and Indigenous-operated programs, and hybrid VSUs (like Red Deer)

- There are currently 60 board-operated independent police-based VSUs
 - 57 are co-located in RCMP detachments across the province, and 56 of these will move to the new regional model.
 - o Lloydminster (Midwest) is a VSU program shared between two provinces and will be managed independently from the regional model.
 - Three are co-located in municipal police services: Taber, Lacombe, and Camrose.
 - o Because of their uniqueness, each of the municipal police services and their municipalities will be individually approached by Public Safety and Emergency Services Victims of Crime to discuss their specific programs.
- There are also six municipal police service and First Nations police service VSUs. These are managed by the police services and are not board operated.
 - Edmonton, Calgary, Lethbridge, Medicine Hat, Blood Tribe, and Lakeshore
 - There are no immediate planned changes other than a move from the annual grant application process through the Victims of Crime and Public Safety Committee (VOCPS), to multi-year operational program and funding agreements negotiated directly with government.

- There are also three municipal/RCMP Hybrid VSUs. These are RCMP-based but managed by the municipality and not board operated.
 - Regional Municipality of Wood Buffalo, Red Deer, and Strathcona County
 - Limited impact in the immediate term
 - There are no immediate planned changes other than a move from the annual grant application process through the Victims of Crime and Public Safety Committee (VOCPSC), to multi-year operational program and funding agreements negotiated directly with government

Case management system

- Government is currently exploring a comprehensive system for all police-based VSUs.

Projected changes to the current funding caps for municipalities

- Moving into 2024-25, funding caps have been removed.
- For 2023-24, the Alberta government has approved the extension of current agreements and amounts to March 31, 2024. As implementation continues, Alberta will look to align municipal and Indigenous-operated programs co-funded by government with new regional model agreements.

Centralized Professional Support Staff (CPSS)

Staff by title

- CPSS will include one:
 - Chief Executive Officer (CEO)
 - Human Resources Business partner
 - Director of Regional Operations
 - Justice Navigation Program Coordinator
 - Regional Volunteer Advocate Coordinator
 - Equity, Diversity, Inclusion & Accessibility Specialist
 - Office Administrator
 - Financial Officer
 - Qualified Legal Resources (shared)

CPSS location

- Public Safety and Emergency Services Victims of Crime staff is currently working with one of the newly established Victim Services Redesign Advisory groups on analysis and recommendations for the new head office locations for each Regional Victim Serving Organization. Consideration will be given to:
 - Stakeholder inputs
 - Area population and distribution
 - Major centre or nearest major centres (and proximities)
 - Travel routes and distances
 - Available space and amenities
 - Cost
- The intention is for there to be four VSU headquarters — one for each region.

Hiring for CPSS positions

- Public Safety and Emergency Services Victims of Crime staff will be collaborating with the new regional governance boards and their Chief Executive Officers, to assist as required with the staffing of the four CPSS groups.
 - It is estimated to take approximately 6-8 months to establish the regional boards and recruit all staff.

Victim caseworkers*, current program managers and other staff

(*Note that the term victim caseworker is still a working title and that we are still receiving inputs for an alternative title)

Staff transitioning to the new regional model

- When the new model comes into place, government funding to the current 60 individual police-based VSU societies will end. Funding for board-operated police-based victim services in Alberta's smaller, rural, and remote communities will be provided exclusively through the four new regional VSU boards.
 - Boards choosing to dissolve must notify their employees.
 - Boards choosing to continue operations in another business line will need to transition to alternate sources of funding to deliver their intended service(s) to the community. An example of an alternate program would be community services and supports – attending to emergent or urgent basic needs of community members.
- Hiring of victim caseworkers to replace the current program manager positions will be the responsibility of each Chief Executive Officer and their respective CPSS group. Government recommends that current board-based VSU employees be invited into a specific and individualized interview process prior to any positions being advertised publicly.
 - The Public Safety and Emergency Services Victims of Crime program recommends the new victim caseworker positions have standardized job descriptions and minimum qualifications, but that these qualifications for current VSU employees be overlooked during the first round of recruitment in this process.
 - It is further recommended each current employee be able to ask their own questions about the position(s) during an interview and provide the context of their individualized experiences. This includes acquired skills and/or training, familiarity with local Crown and Court personnel and processes, community partner and stakeholder contacts and relationships, the type of files they have been involved in, etc. Formal education will not be a requirement.
- A minimum of 131 victim caseworkers will be hired, each working from their own or chosen community and co-located within a local RCMP detachment. (This number may increase as a result of newer data analysis and stakeholder input):
 - West: 23 caseworkers will replace 16 VSU programs
 - East: 29 caseworkers will replace 16 VSU programs
 - Central: 41 caseworkers will replace 15 VSU programs
 - South: 38 caseworkers will replace 13 VSU programs

Frontline victim caseworker compensation and employment

- Frontline victim caseworkers will be paid employees of the region.
- Full-time employees will be provided with an opportunity to opt into a benefits package.
- Volunteer advocates will continue in their current volunteer capacities associated to a chosen detachment area, working alongside frontline staff.
- The total number of victim caseworkers per region was originally estimated following extensive workload and data analysis. Further data analysis continues in an effort to refine and enhance the total victim caseworker numbers to ensure an appropriate and adequate staffing model. Factors analyzed include crime statistics and severity, case workload, population, geography and travel routes, proximity to services, distances to courts, and perspectives from current victim serving organizations.
- The number of victim caseworkers per individual detachment is still being detailed using the same data sets and stakeholder opinions.
- Employment classification (e.g., full-time or part-time) of frontline workers will be finalized once the Regional Victim Serving Organizations have been established and the regional boards and CPSS groups have had adequate time to create specific staffing and operational plans.

Regional board employee compensation and benefits

- Salaries and benefits have yet to be finalized. Efforts will be made to ensure the closest possible alignment with current pay structures and rates with a view to ensuring a stable, sustainable and consistent remuneration plan. The final compensation packages will be determined by the regional boards in collaboration with Public Safety and Emergency Services Victims of Crime Program.
- The Public Safety and Emergency Services Victims of Crime Program has established preliminary overall budgets for the four regions, including overall staffing amounts based on:
 - Federal, provincial, and territorial comparators
 - Industry and similar industry comparators
 - Historical data
- Currently, there is no standard or base pay rate for board-operated victim services units across the province, as each independent board sets compensation for their employees on their own. The Public Safety and Emergency Services Victims of Crime Program is undertaking the collection of upgraded/current remuneration data from all victim service providers to ensure up-to-date position/salary information is being used to set final positional pay rates.
- Under the new regional governance model, compensation will be standardized. As a result, some current employees may experience a pay increase when hired into the new structure, while others may see a decrease.

Volunteer advocates

Volunteer advocates under the new regional model

- Stakeholders emphasized volunteers play a critical role as victim advocates. However, a future service delivery model should not overly rely on the volunteer role and should ensure adequate and properly remunerated staff are the backbone of the service delivery.
- It is acknowledged that volunteer advocates already possess the necessary skills and experience to provide services to victims of crime in their immediate moments of crisis and through the investigation and court processes. It is government's intent that these volunteer advocates transition smoothly into the new model without interruption.
 - The new CPSS teams will develop a consistent volunteer policy for victim-serving organizations, regions, and municipalities to facilitate consistency in recruitment, training, scheduling, and deployment protocols.
- Chain of reporting for volunteer advocates will be determined by the regional CPSS groups as part of their overall operational planning and new volunteer advocate policy.
 - To ensure there are no gaps in service and to provide for a more consistent advocate experience, it is anticipated that the volunteer advocate program will be coordinated out of the CPSS HQ by the Regional Volunteer Advocate Coordinator in conjunction with the Director of Regional Operations.
 - Advocates will however, continue to work directly with frontline personnel as their primary point of contact in their local or chosen detachment areas.

Community and specialized programs

Management of community and specialized programs (such as Sexual Assault Centres)

- Regional boards and CPSS groups will provide governance to police-based victim services only. The specialized and community-based programs operate independently, but will be required to function collaboratively with each other and with the new regional victim serving organizations. This is particularly

important as a collaborative service environment is essential to ensuring the needs of victims are met effectively and efficiently.

- Beginning April 01, 2024 grant processes for specialized services will return to a variation of the previous grant application process, inclusive of the Victims of Crime and Public Safety Programs Committee. The grant terms will no longer be limited to one year and will instead return to the previous 1–3 year options
- Government has accepted all recommendations from the MLA Report, including the removal of funding caps. Moving forward, all grant applications and requests for increases to funding reviewed by the Victims of Crime and Public Safety Programs Committee will be “needs based” and must be supported by evidence of identified need and by statistical/historical data and fall within the Ministry budget.

Referral of sexual assault files to specialized police and court support programs in sexual assault centres

- Formal agreements for reciprocal services will be developed at the regional level.
- We anticipate that these formal agreements will ensure services are delivered in the most effective and efficient manner, and in the best interests of victims.
- Current structures and funding agreements that have led to competition, and at times conflict, between funded partners will be replaced with a regional paradigm will ensure victims are treated with compassion and respect and their choices honored. Service delivery must be collaborative, services coordinated, and victims’ experiences enhanced.

Domestic Violence Justice Response programs

- A stable funding amount will be determined by reportable data and allocated through a long-term operational program funding agreement (3-5 years). Funding will be evaluated/reviewed by Public Safety and Emergency Services Victims of Crime Program staff on an annual basis.

Indigenous specific

Missing and murdered Indigenous women and girls

- The Alberta joint working group on Missing and Murdered Indigenous Women and Girls recently released a final report with 113 recommendations.
- These recommendations are currently being evaluated in collaboration with internal and external Indigenous partners.

The Family Information Liaison Unit (FILU) under the new regional model

- The FILU program will continue to operate as is. However, the federal government has yet to confirm funding past March 31, 2023. An update is expected in the coming months.
- Currently, the FILU operates within Alberta Indigenous Policies and Services independently from, but in collaboration with Public Safety and Emergency Services Victims of Crime. We anticipate this relationship will continue under the new regional model.

Indigenous Victims Outreach Specialist (IVOS) positions and individual IVOS employees

- IVOS positions currently funded under separate granting agreements will no longer be separately funded. Instead, they will be funded through the regional program funding agreements.
- Additionally, each region will have a fully funded core professional staff complement, including an Equity, Diversity, Inclusion & Accessibility Specialist responsible for facilitating individual cultural safety practices (whether Indigenous or non-Indigenous) for frontline victim caseworkers.

- IVOS staff currently performing frontline casework are highly valued and will have the same opportunities within the regional model as other current VSU employees. They will be invited into a specific process in the same way current program managers will be.
- It is the intention of government to have all frontline victim caseworkers trained in the same way as the current IVOS workers were trained.

Indigenous Peoples and Communities input and perspectives

- Diversity and inclusion practices for board member recruitment will be established under standardized bylaws developed for the regional boards.
- Adherence to the bylaws will form part of the Program Funding Agreements.
- Government-led audit processes/procedures may also be included in the agreements.
- Multiple advisory groups, including Indigenous-specific advisory groups, are currently being accessed, with additional groups to be established in the coming weeks/months.

Non-criminal response services

Scope of non-criminal response services under the new regional governance model

- Albertans will not experience any reduction in services once the new governance model has been implemented and the new layer of professionalized support has been added. Victims of tragedy, trauma, and other non-criminal events will be served alongside victims of crime within the new regional governance model, but in a more structured, consistent, and sustainable delivery system than exists currently.
- Recommendation 5 of the MLA report indicated that while some VSUs expressed a desire to support victims of tragedy along with victims of crime, others noted expanding the mandate would overstretch their capacity. Understanding that expansion could potentially interfere with the provision of consistent services to victims of crime, the MLAs recommended maintaining the current mandate for VSUs.
- Government recognizes these additional services are important to Albertans, but also that there is disparity in both service and opinion across our police-based, victim-serving partners.
- With this in mind, we have engaged the RCMP, adjacent government ministries and external community partners on a response model for non-criminal events. This model will be stabilized across all detachments and will not violate the legislation.

2023-01-25

Staff Sergeant Ryan Singleton
Detachment Commander
Canmore, Alberta

Dear Caitlin Miller,

Please find attached the quarterly Community Policing Report that serves to provide a quarterly snapshot of the human resources, financial data and crime statistics for the Canmore Municipal RCMP Detachment spanning October 1st to December 31st, 2022 reporting period. This report is a key tool to address any questions or concerns you may have, as part of our continued commitment to engage with your leadership team and the constituents you represent.

As we embark on 2023, the top priority for the Alberta RCMP remains the safety and security of all Albertans. Thus, this letter and attached appendixes will provide for you an update on our Next Generation 9-1-1 (NG911) upgrades in our Operational Communications Centers (OCC). The Alberta RCMP OCC Program provides response to police emergencies and routine calls for service to approximately 1.3 million citizens of Alberta, including 22 First Nations communities. The OCC provides police dispatch and call-taking services supporting 117 RCMP detachments and several contracted and/or integrated units. Our call-taking services also serve as a Secondary Public Safety Answering Point (PSAP) for Alberta's 9-1-1 system.

The Canadian Radio-television and Telecommunications Commission (CRTC) has mandated the replacement of the current Enhanced 9-1-1 service in Canada with NG911. This change will enhance public safety communications in an increasingly wireless society and will fundamentally change 9-1-1 and emergency services operations as it exists today. The evolution of NG911 future improvements are anticipated to include:

- 9-1-1 Real-time Text (RTT) by Spring 2024.
- Further location improvements including the potential addition of azimuth to enhance coordinates, vehicle telematics, and building schematics.
- The potential to communicate with 911 operators via video call.

As early adopters of this transition to NG911, the Alberta RCMP's lead in modernizing public safety communications demonstrates our commitment to the safety and security of all Albertans.



As a further update, we are also getting the process underway for multi-year financial plans for MPSA and PPSA contracts. If you are policed under a MPSA, I will be working directly with you to craft the multi-year financial plan for your community. If you are policed under the Provincial Police Service (communities under 5,000), the Alberta RCMP will be working directly with the Province of Alberta to develop the multi-year financial plan.

The attached reporting along with your valued feedback will help ensure we are meeting your community needs on an ongoing basis. As the Chief of Police for your community, please do not hesitate to contact me if you have any questions or concerns.

Staff Sergeant Ryan Singleton
Detachment Commander
Canmore RCMP Detachment



Canmore Municipal Detachment Crime Statistics (Actual) Q3 (Oct - Dec): 2018 - 2022

All categories contain "Attempted" and/or "Completed"

January 5, 2023

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Offences Related to Death		0	1	0	0	0	N/A	N/A	-0.1
Robbery		1	0	0	0	0	-100%	N/A	-0.2
Sexual Assaults		1	0	4	2	2	100%	0%	0.4
Other Sexual Offences		0	0	2	1	2	N/A	100%	0.5
Assault		31	34	48	27	16	-48%	-41%	-3.7
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		0	0	0	1	2	N/A	100%	0.5
Criminal Harassment		7	13	14	7	11	57%	57%	0.2
Uttering Threats		15	7	9	11	12	-20%	9%	-0.2
TOTAL PERSONS		55	55	77	49	45	-18%	-8%	-2.6
Break & Enter		16	5	10	17	7	-56%	-59%	-0.6
Theft of Motor Vehicle		5	7	6	9	4	-20%	-56%	0.0
Theft Over \$5,000		4	4	2	2	3	-25%	50%	-0.4
Theft Under \$5,000		61	74	35	37	48	-21%	30%	-6.3
Possn Stn Goods		7	7	8	2	3	-57%	50%	-1.3
Fraud		23	29	27	22	22	-4%	0%	-0.9
Arson		1	1	0	0	2	100%	N/A	0.1
Mischief - Damage To Property		0	22	21	15	21	N/A	40%	3.5
Mischief - Other		40	21	31	27	37	-8%	37%	0.0
TOTAL PROPERTY		157	170	140	131	147	-6%	12%	-5.9
Offensive Weapons		4	2	1	0	0	-100%	N/A	-1.0
Disturbing the peace		42	38	48	23	44	5%	91%	-1.1
Fail to Comply & Breaches		35	27	42	24	32	-9%	33%	-0.9
OTHER CRIMINAL CODE		14	5	7	6	3	-79%	-50%	-2.1
TOTAL OTHER CRIMINAL CODE		95	72	98	53	79	-17%	49%	-5.1
TOTAL CRIMINAL CODE		307	297	315	233	271	-12%	16%	-13.6



Canmore Municipal Detachment

Crime Statistics (Actual)

Q3 (Oct - Dec): 2018 - 2022

All categories contain "Attempted" and/or "Completed"

January 5, 2023

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		6	2	2	1	0	-100%	-100%	-1.3
Drug Enforcement - Trafficking		2	1	2	1	0	-100%	-100%	-0.4
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
Total Drugs		8	3	4	2	0	-100%	-100%	-1.7
Cannabis Enforcement		0	0	1	0	0	N/A	N/A	0.0
Federal - General		3	2	3	0	2	-33%	N/A	-0.4
TOTAL FEDERAL		11	5	8	2	2	-82%	0%	-2.1
Liquor Act		27	27	22	10	16	-41%	60%	-3.9
Cannabis Act		2	8	1	1	0	-100%	-100%	-1.1
Mental Health Act		33	26	34	41	56	70%	37%	6.1
Other Provincial Stats		30	52	59	40	49	63%	23%	2.6
Total Provincial Stats		92	113	116	92	121	32%	32%	3.7
Municipal By-laws Traffic		4	7	3	4	4	0%	0%	-0.3
Municipal By-laws		61	60	55	46	50	-18%	9%	-3.6
Total Municipal		65	67	58	50	54	-17%	8%	-3.9
Fatals		0	0	0	0	0	N/A	N/A	0.0
Injury MVC		4	11	0	2	9	125%	350%	0.1
Property Damage MVC (Reportable)		61	77	56	46	79	30%	72%	0.5
Property Damage MVC (Non Reportable)		11	12	17	14	16	45%	14%	1.2
TOTAL MVC		76	100	73	62	104	37%	68%	1.8
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	8	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Total Provincial Traffic		668	697	569	387	303	-55%	-22%	-104.0
Other Traffic		14	7	2	5	0	-100%	-100%	-3.0
Criminal Code Traffic		23	24	14	15	12	-48%	-20%	-3.1
Common Police Activities									
False Alarms		27	25	23	39	24	-11%	-38%	0.8
False/Abandoned 911 Call and 911 Act		67	42	32	42	65	-3%	55%	-0.4
Suspicious Person/Vehicle/Property		51	42	37	32	61	20%	91%	1.0
Persons Reported Missing		8	3	4	5	8	0%	60%	0.2
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		32	27	42	24	31	-3%	29%	-0.5
Form 10 (MHA) (Reported)		0	1	5	1	4	N/A	300%	0.8

Council Resolution Action List

G1

Motion #	Agenda Item	Resolution	Council Mtg Date	Service Area	Action Status	Last Update	Date Complete
99-2021	MOU with Stoney Nakoda	Direct administration to investigate and report back on the scope, process and resources needed to establish a Memorandum of Understanding (MOU) with the Stoney Nakoda Nation.	27-Apr-21	CST	The Stoney Nakoda Nation would like access to lands within the Town of Canmore boundaries for cultural ceremonies. This would help in building relationships that will assist with establishing an MOU in the future. Council approved a request to advance this work at the Sept 7, 2021 council meeting. Administration continues to reach out to the Stoney Nakoda Administration to advance this work.	7-Nov-22	
216-2021	Advancing Truth and Reconciliation with the Stoney Nakoda Nation	Direct administration to work with the Stoney Nakoda Nation to identify lands within the Town of Canmore boundaries that would be appropriate for cultural ceremonies and assist with any necessary agreements for the use of these lands.	7-Sep-21	CST	Work is ongoing. The next step for this items rests with the Stoney Nakoda Nation.	7-Nov-22	
219-2021	Lower Silvertip Wildlife Corridor	Direct administration to assemble a working group consisting of key Lower Silvertip Wildlife Corridor landowners to develop principles for and an approach to shared management of the corridor.	7-Sep-21	Public Works Admin	The Lower Silvertip Wildlife Corridor Working Group met for their second and third working sessions on November 1 and November 22 respectively. This work will continue throughout the rest of 2022 and early 2023.	1-Dec-22	
79-2022	Procedural Bylaw Amendment 2022-04 Omnibus	Direct administration to investigate the options for video and audio being treated as written submissions and imbedded in the record of public submissions.	5-Apr-22	Clerks	IT and the Municipal Clerk continue to investigate options as part of the capital project to update Council Chambers A/V. This would be part of phase 2 of this project - Agenda Management Software	13-Feb-23	
86-2022	Food Truck Pilot Project	Approve the Food Truck Pilot Project as presented and direct administration to report back to Council on learning and any next steps.	5-Apr-22	Ec Dev	Season ended October 15. A report will come to Council by the end of Q1 2023.	1-Nov-22	
149-2022	Bow Valley Clean Air Society	Review and recommendation of implementing a closed-door bylaw from approximately early September to early June; and, if the recommendation is in support of the request, to provide Council with a draft closed door bylaw for consideration.	28-Sep-22	Public Works	An administration update was provided to the Committee of the Whole in November 2022. Monitoring of doors will occur over the winter with a report planned to come to Council next spring or summer.	7-Dec-22	
200-2022	Court of Queen's Bench of Alberta decision re. "Staircase Lands" (Three Sisters Mountain Village Properties Ltd. V Canmore, 2022 ABQB 511)	Acquire the upper portion of the Staircase Lands to satisfy the decision of the Court of Queens Bench decision and report on detailed options for implementing this decision.	16-Aug-22	Legal	Council gave direction at the November 1 regular business meeting and a public hearing has been set for February 28, 2023.	1-Dec-22	
258-2022	Bylaws 2022-09 and 2022-10 800 3rd Avenue Municipal Development Plan and Land Use Bylaw Amendments	Return no later than June 2023 with a response from the applicant regarding motion 125-2022: That Council direct administration to work with the Applicant to prepare a recommendation and/or wording for a potential amendment with respect to Bylaws 2022-09 and 2022-10 ("the Bylaws") regarding each of the following topics and provide the said recommendation and/or wording to Council prior to the 2nd reading of the Bylaws. <ul style="list-style-type: none"> • Limiting house sizes in the subject area; • Creation of a legal instrument upon all parcels of the subject lands, which will include the following elements: (i) if a palliative care facility is not constructed in Area A then Area A will revert to the owner and the land in Area A will remain in a natural state; (ii) there is to be no trail or road connection between the Spring Creek development and 3rd Avenue through the subject lands; and (iii) the lands shall be protected in perpetuity from any further development except as described in the application; • Minimizing the distance between the buildings in Area B and 3rd Avenue in order to minimize the disruption to the undeveloped areas of the lands; • Removing the buildings in Area C, subject to an agreement between the Spring Creek development and the Applicant whereby the Spring Creek development provides at its own cost water servicing to the palliative care facility (if such is determined to be needed) and provides at its own cost fill, landscaping, and a trail for Area C to become a park; and • Limiting maximum building height. 	1-Nov-22	Planning	Next steps on moving this forward are now with the applicant.	1-Nov-22	

262-2022	Commercial Food Waste	Prepare a mandatory commercial food waste program, to include a Recyclables and Waste Control Bylaw amendment and implementation plan, by April 2023 for a program start of October 1, 2023.	1-Nov-22	SWS	Work is underway	29-Dec-22	
270-2022	Court of King's Bench of Alberta decision re. "Staircase Lands"	Bring a Land Use Bylaw amendment application to redesignate the upper triangle of the Staircase Lands to Future Development District and that the first reading of the bylaw amendment occur no later than November 29, 2022, and that the public hearing on the bylaw amendment, if required, occur no later than March of 2023.	1-Nov-22	Legal	First reading was given on November 29 and a public hearing set for February 28, 2023.	1-Dec-22	
31-2022FIN	Finance Committee Deliberation and Direction	Develop a Paid Parking Revenue Allocation Model (PPRAM) for approval prior to the 2024 budget amendment in fall of 2023.	24-Nov-22	Fin			
57-2022FIN	Finance Committee Deliberation and Direction	Explore options with regards to a car share program and report back to Council no later than the end of 2023.	29-Nov-22	Eng			
38-22022FIN	Finance Committee Deliberation and Direction	Return to Council with recommendations to change the Safe Park Program	29-Nov-22	CSD	Administration is reviewing the current program and expects to report back to Council by the end of April 2023.	2-Feb-23	
61-2022FIN	Finance Committee Deliberation and Direction	Reassess the Canmore Community Housing requisition in the fall of 2023 for the 2024 budget amendment to ensure alignment with any new programs or priorities.	29-Nov-22	Council/CCH			
62-2022FIN	Finance Committee Deliberation and Direction	Include provincial downloading in the annual budget process.	29-Nov-22	CST	Administration has started a tracking system in advance of the 2024 budget amendments process.	2-Feb-23	
285-2022	Update on Council Resolution 251-2021 – Election Signage	Return to Council with options for regulating or managing election signage on municipal property by December 2023.	6-Dec-22	Planning			



Correspondence

DATE OF MEETING:

February 21, 2023

Agenda #: H

1. Letter to AHS Re: Sponsorship Program
2. Letter to Minister Nixon Re: Palliser Land Request

Town of Canmore

902 7 Avenue

Canmore, Alberta T1W 3K1

Phone: 403.678.1500 | Fax: 403.678.1534

www.canmore.ca



January 26, 2023

Francois Belanger, Vice President and Chief Medical Officer

Alberta Health Services

sent via email: cmo@albertahealthservices.ca

John Hagens, Clinical Department Head Calgary Zone, Rural Medicine

Alberta Health Services

sent via email: John.Hagens@albertahealthservices.ca

Dear Dr. Belanger and Dr. Hagens,

RE: AHS Sponsorship Program

On behalf of the Town of Canmore, I am writing to you in an effort to address the crisis situation in our community with respect to our current physician shortage. Specifically, we are interested in understanding more about the AHS Sponsorship Program for the recruitment of foreign trained physicians.

Communities across Alberta are struggling to recruit family physicians. Over the past year or more, several of our local doctors have closed their practices leaving thousands of our residents without a family physician. With our current doctors unable to take on new patients, we have an immense unmet need necessitating bringing new physicians to our community. Our local family physicians and hospital are keenly interested in recruiting foreign trained physicians.

It is my understanding that Banff inquired with AHS about this program and were told that Rural Calgary Zone AHS will not cover the cost of sponsorship, even though the North and Central Zone AHS is covering this cost for foreign physician recruitment in that region. Our ask is simply that if these costs can be covered in one zone, that the same opportunity be made available to our community. The expectation of our clinics to cover the cost of the sponsorship is not feasible as they are already under significant financial strain due to the high cost of living in Canmore.

I am aware that the sponsorship program requires that the position must serve a relative, unmet need in an underserved community. We currently have two Canmore clinics who have sponsorship applications approved, thereby proving the need by AHS standards. Given that no family physicians are taking new patients, and have not in the past 12 months, and because we are currently in need of approximately 4 full time physicians in our community, we respectfully request a similar type of support that other zones are being provided in order to sponsor one or more foreign trained physicians in Canmore.

Please correct me if I am mistaken in my understanding that the fees associated with this program are being covered elsewhere. With that being said, if there is anything that can be done to have the fees covered, or perhaps a portion of the fees covered, so that our community can recruit a foreign trained physician, it would be greatly appreciated.

I look forward to hearing from you to understand what support AHS is able to provide to Canmore and the Bow Valley on this very crucial and time sensitive issue.

Sincerely,



Mayor Sean Krausert

*cc. via email MLA Miranda Rosin
 Dr. Brendan Flowers
 Bow Valley Primary Care Network
 Sally Caudill, CAO
 Council – Town of Canmore*

Town of Canmore

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www.canmore.ca

February 1, 2023

Via Email:

Jeremy.Nixon@assembly.ab.ca**The Honourable Jeremy Nixon**Minister of Seniors, Community, and Social Services
Government of Alberta

Dear Minister Nixon,

RE: Provincially owned lands on Palliser Trail in Canmore

On behalf of the Town of Canmore I am writing to request that your office advance the use of Provincially owned lands on Palliser Trail in Canmore for affordable and other non-market housing needs.

Currently Alberta Seniors Housing Corporation owns two parcels along Palliser Trail: a 2.3 ha parcel between Palliser Trail and the Trans Canada Highway and a .5 ha parcel along Palliser Trail adjacent to a designated wildlife corridor. The Town of Canmore would like to utilize both parcels to address our critical affordable and other non-market housing needs and to support infrastructure, like transit for example, that increases community livability and affordability. We are open to any type of arrangement agreeable to the province including but not limited to:

- a full transfer to the Town that includes any caveats or restrictions,
- a reservation agreement where the land transfers to the Town once an agreeable project is complete, or
- a joint Request for Interest (RFI) that identifies contributions from the Town and your ministry and the Government of Alberta, project requirements, and allows interested developers to propose a project.

Canmore is one of, if not the, most expensive communities in Alberta. Our community is fortunate to be surrounded by parks and protected areas, making it an amazing place to live, work, and play. We attract visitors from around the world and want to continue to provide a warm and welcoming environment that allows all residents to thrive while supporting our tourism-based economy. With a limited land base and little land owned directly by the Town, we are requesting support to be able to provide housing that supports our ability to maintain a thriving, healthy community of full-time residents and house the workforce we need to maintain our ability to welcome and service visitors.

I welcome any opportunity to speak with you or anyone from your office about these lands parcels and how they could help further affordable housing priorities in Canmore. Thank you for considering this request.

Sincerely,

Sally Caudill
Chief Administrative Officer

cc. MLA Miranda Rosin, Banff-Kananaskis
Ashley Bhatia, Executive Director, Housing Capital Programs | Housing Division
Sean Krausert, Mayor, Town of Canmore
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