

TOWN OF CANMORE

AGENDA

Committee of the Whole

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

Tuesday, October 17, 2023 at 1:00 p.m.

- 1:00 – 1:05 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
1. Land Acknowledgement
 2. Agenda for the October 17, 2023 Committee of the Whole Meeting
- 1:05 – 2:05 **I. IN CAMERA**
1. **Three Sisters Mountain Village Properties Ltd. Area Structure Plans Legal Advice - verbal presentation**
Recommendation: that Council take the meeting in camera to prevent disclosure of privileged information in accordance with section 27(1)(a) of the Freedom of Information and Protection of Privacy Act.
- 2:05 – 2:20 **B. DELEGATIONS**
1. Canmoreland
- 2:20 **C. MINUTES**
1. Minutes of the September 19, 2023 Committee of the Whole Meeting
- 2:20 – 2:40 **D. STAFF REPORTS**
1. **Canmore Community Monitoring Report**
Purpose: To provide the Committee of the Whole with an overview of the updated Canmore Community Monitoring Report.
- Meeting Break 2:40 – 2:55**
- 2:55 – 3:15 2. **2023 Safe Park Program Evaluation**
Purpose: To provide the Committee of the Whole with an update on the 2023 Safe Park Program Pilot and related Community Evaluator position.
- 3:15 – 3:35 3. **Launch of Connect Downtown: Planning a Vibrant Town Centre.**
Purpose: To provide Committee of the Whole with an overview of the scope of work for the creation of an Area Redevelopment Plan for the Downtown area.
- 3:35 – 3:45 **E. COUNCILLOR UPDATES**
1. October 2023 Councillor Updates
- 3:45 – 4:00 **F. ADMINISTRATIVE UPDATE**
1. October 2023 Administrative Update
- 4:00 – 4:05 **G. COUNCIL RESOLUTION ACTION LIST**
1. Council Resolution Action List as of October 11, 2023

4:05 – 4:10

H. CORRESPONDENCE

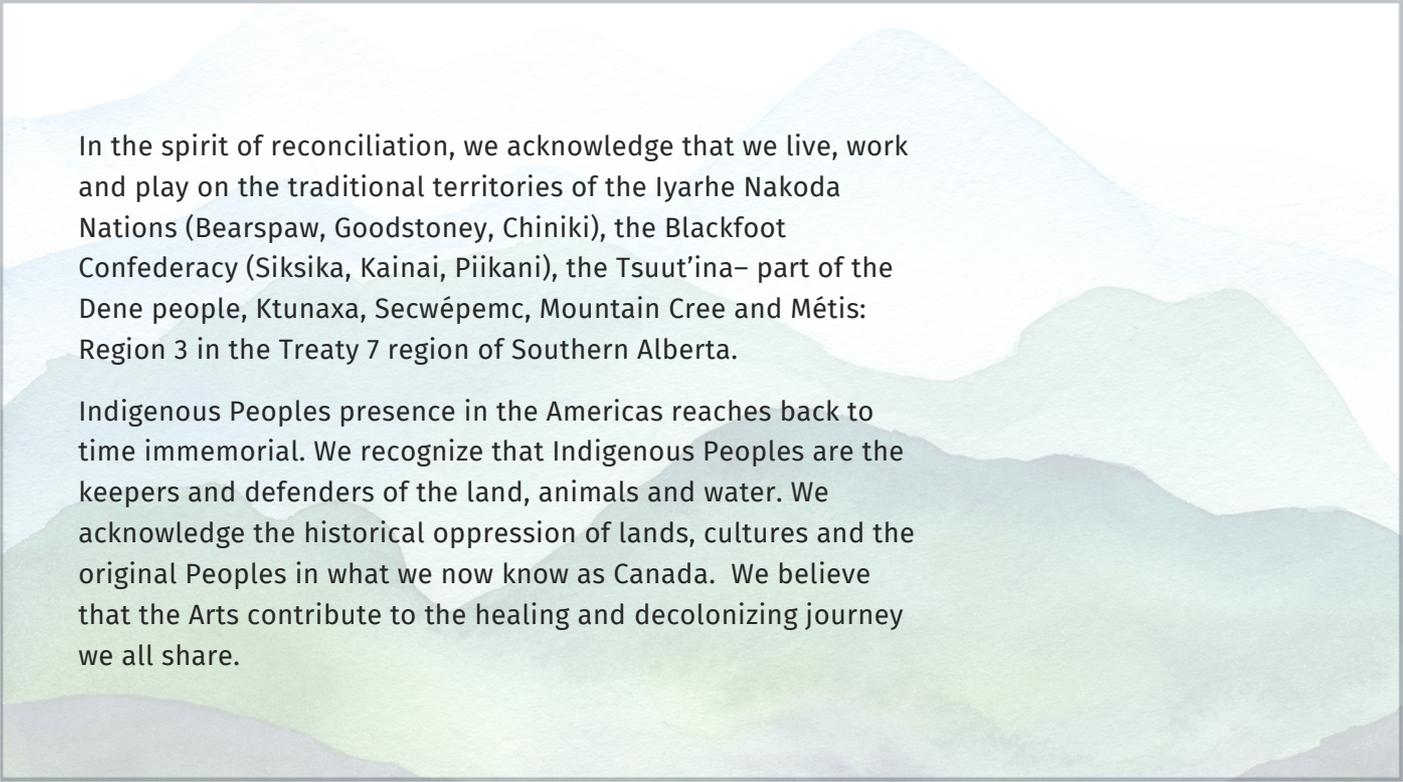
1. Alberta Municipal Affairs re Canmore Traffic Calming Initiatives
2. UNESCO re Coalition of Inclusive Municipalities

I. IN CAMERA

Item addressed at the beginning of the meeting.

4:10

J. ADJOURNMENT



In the spirit of reconciliation, we acknowledge that we live, work and play on the traditional territories of the Iyârhe Nakoda Nations (Bears paw, Goodstoney, Chiniki), the Blackfoot Confederacy (Siksika, Kainai, Piikani), the Tsuut'ina- part of the Dene people, Ktunaxa, Secwépemc, Mountain Cree and Métis: Region 3 in the Treaty 7 region of Southern Alberta.

Indigenous Peoples presence in the Americas reaches back to time immemorial. We recognize that Indigenous Peoples are the keepers and defenders of the land, animals and water. We acknowledge the historical oppression of lands, cultures and the original Peoples in what we now know as Canada. We believe that the Arts contribute to the healing and decolonizing journey we all share.

CANMORELAND CLT

COMMUNITY CONSERVATION & LAND TRUST

A NON-PROFIT ORGANIZATION FOCUSED ON ACQUIRING REAL ESTATE SPACE OF ALL KINDS FOR THE SOCIAL BENEFIT OF THE LOCAL COMMUNITY AND ITS PEOPLE

Presented by: Donna Houston, Dawn Saunders Dahl, Simon Orrell, Ryan Houston | September 2023

We are here today to introduce Canmoreland Community Land Trust.

A non-profit focused on acquiring real estate space of all kinds for the social benefit of the local community & its people.

We are the four founding members.

DH, Chair

SO, V Chair

DSD, Secretary

RH, Treasurer

Aligned Community Values



SOCIAL COHESION

Fostering a sense of belonging, social connection, and a strong shared vision of our community.



RESILIENCE

Facing our shared challenges together, in a place where everyone can prosper and grow.



RECONCILIATION

Developing new and strengthening existing relationships based on respect, cooperation and partnership.



DIVERSITY & INCLUSION

Celebrating diversity in our community & beyond through inclusive & accessible opportunities.

Canmoreland has been created on the premise of the four shared community values listed here

Land trusts foster shared values that a community can be permanently accessible, affordable, and sustainable -- thus creating a thriving circular economy, and preventing the displacement of vulnerable residents

We all know the types of real estate deficits and the affordability issues we face

Canmoreland can make significant impact by simply focusing on the TOC Cultural Master Plan and by incorporating accountable wise practices, and promoting diverse economic inclusion within the real estate sector

Aligning Stakeholders

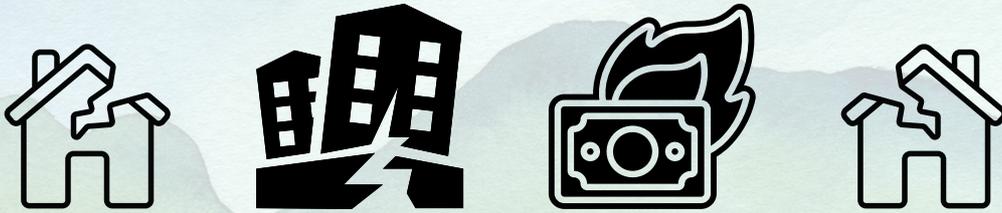


There are many groups and initiatives already focused on housing, each with their own respective and complimentary directions

To be clear: in this crisis there is no discounting, or competing with anyone else, we are all in this together.

The land trust is interested in alternative strategies; looking for different ways to work alongside & in support of other community initiatives, still making its own impact. This has to be a community-wide effort.

The Space Crisis



Real estate space is what is needed for living, community gathering, arts & culture, business, commerce, for local brands & foodies; light manufacturing & light industrial businesses, trades, services, and local presence.



We're using this rudimentary example of the Boulder/Rock/Sand spacial awareness analogy to depict how Canmoreland's real estate focus is on other real estate gaps.

[Boulders]: are the province & municipalities who deal with bigger picture things like land, ASPs, zoning & regulation

[Rocks]: are organizations such as CCH, BVRH, who are the housing developers and managers of off-market units; and BOWDA who represents all sorts of development bringing much of the real estate & construction sectors together under one umbrella of shared economic interests

And that leaves the sand:

sand is the element that has seemingly endless pathways to fill the smallest of gaps

Canmoreland's interest lies in the sand. The land trust has identified plenty of opportunities to fill many existing gaps and needs

The Objectives of Canmoreland CLT

- To acquire real estate of all kinds - residential, commercial, and gathering spaces - for the social benefit of the local community and its people --in perpetuity
 - To find real estate solutions where others aren't looking
 - To work within the nuances of the market to find highest-and-best-use opportunities
 - To acquire real estate that will create and protect affordability over the long-term
 - To reduce barriers associated with costs of living and working in the Bow Valley
 - To foster local partnerships where all sorts of solutions are being worked on across all sectors of the real estate crisis

There is no one-size fits all solution and we need all sorts of problem solving efforts

Canmoreland is interested in smaller opportunities, even if it's by one grain of sand at a time

because removing even one property from future speculation will effectively freeze the price of that property; in turn keeping it in the control of the local community, prioritizing their needs

This enables permanent affordability solutions regardless of what is happening in "the traditional r/e market"

What is a Community Land Trust?



Community led, non-profit organization which acquires and holds property in the interest of the local community.



CLTs are long-term stewards working to ensure perpetually affordable space for high social benefit and offer an alternative to market driven real estate.



Historically land trusts have been tied to civil and equality movements and have been set up by activists, altruists, community connectors, and even churches.

A community land trust (CLT) is a:

1. Community led non-profit that acquires and holds property in the interest of the local community
2. The CLT is the steward of the space, ensuring the preservation of longterm affordable access for members of the community

Longterm affordability is protected by acquiring pre-existing real estate, including not only housing, but commercial opportunities for micro small business, and accessible A&C community space across the entire sector

Land Trust Solutions



- Bringing awareness to the Community Land Trust model
- Peer to peer support between Land Trusts
- Policy advocacy



- Many similarities to the Bow Valley
- Great resource & case study for our group
- Similar community socio-economic and wealth inequality issues

CLTs are popping up all over the country because communities are organizing and finding alternative solutions.

There are differing LT models:

- from purely land & environmental conservation
- to niche housing, and other community space solutions.

Through the CNCLT we have been connected to many resources and examples through their knowledge sharing forum.

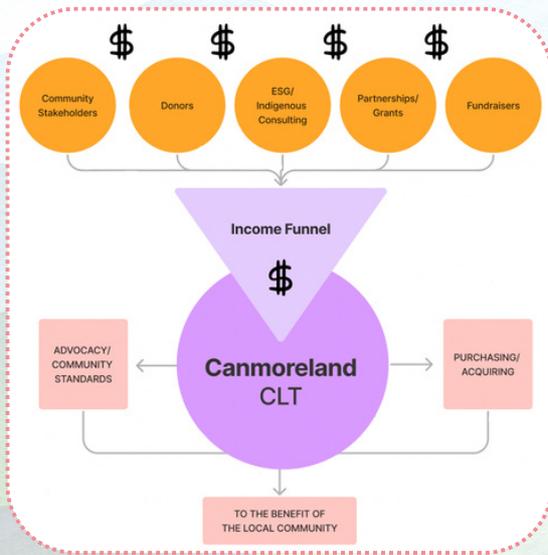
We know we aren't Muskoka, but they are an interesting case study, newly established in 2019 and we found they have a lot in common with the Bow Valley:

Namely:

- the huge disparity between the average local salary and cost of housing
- local families and service sector workers are being pushed out due to affordability
- They too operate under 3 municipalities enmeshed together as one through their tourism and service sectors
(3 mayors, 3 planning commissions, 3 sets rules/reg to work thru)
- their BOD: is made up of 9 diverse community members

and their Chair is also a Real Estate Prof.

Why a Community Land Trust?



The community land trust creates a funnel for social and philanthropic dollars to specifically put towards solving community real estate problems.

Canmoreland is a missing piece along the housing and space spectrum

The main purpose of the CLT is that it creates a funnel for social and philanthropic dollars to put towards solving local real estate issues specifically.

Canmoreland has a long list of potential projects and opportunities, but the focus will be on the highest impact projects that offer
- multiple interwoven benefits
addressing as many gaps/needs at a time

Which is why the arts and cultural sector has been identified as a high area of impact: the many interwoven community benefits that one single project can offer

The Benefits

- Small and nuanced projects can have a quicker turnaround times
- Removes pressures of the real estate market from the fabric of the community, benefiting the community now, and into the future
- Creates greater assurances towards community wellbeing, economic health, and security for local workers, families, and businesses
- Greater impact through aligned community collaboration, each leveraging their own wheelhouses

The benefits of a CLT:

- creation of a new funnel for community donations and social dollars
- CLT comes from a different vantage point that offers different solutions
- the focus is on smaller, nuanced projects & purchases with quicker turn around times

Example Project



705-4th Street, Canmore AB
Pre-existing downtown
12-unit low rise

Here's an example project:

- This property was recently listed for sale: a preexisting lowrise apartment, on a desirable lot, with future densification abilities

Had the land trust been able to purchase and secure the property, it would have continued status-quo, keeping the locals in place until a longer-term plan could be determined; that plan would take into account the existing tenants' security and low rents.

Projects like this can be multi-phase and go through various renditions and transformations, on its way to its highest and best use providing long-term access and affordability of the property

Example Project



1151 Sidney Street, Canmore AB

Pre-existing commercial space
Easy convert to community
artist studios & workshop

This is was another pre-existing space that could have been secured with the help of the land trust.

There's been lots of talk lately about the lack of space for new business, this being a perfect example of a TOC SmartStart participant & start up biz not being able to take the next steps in securing space.

The existing commercial space was an easy convert into much needed community space already identified through Dawn's SmartStart business plan: this space could have brought Dawn's biz to fruition in the form of artist studios and workshops; whose vision also includes creating space for Indigenous resonance and economic participation.

In addition to the other many interwoven benefits, this property also included flexible zoning for future conversion opportunities which included staff housing and short term accommodation for visiting artists & teachers;

- This is another niche gap identified within the BV where the Arts are now competing with tourists for affordable/available accommodation and face increasing costs and less access to space in order to provide these opportunities to the community.

An Arts & Culture Focus

- Brings communities together and offers the greatest impact
- Offers long term economic benefits through circular economies, and sense of place
- Arts & Culture is expertly supported with long term benefits and numerous funding supports
- Actively engages and elevates diverse perspectives, teachings, and voice with a focus on Indigenous/multicultural artists, emerging, and under represented
- Leads to a resilient, self sustainable community



Town of Canmore mural artists:
Chey Bearspaw/Kayla Bellarose

Looking at the Cultural Masterplan, the A&C sector offers some of the highest impact due to its broad, inclusive, and diverse community reach.

The sector offers long term economic benefits through circular economies, and sense of place

It's expertly supported with long term benefits and numerous funding supports

All of which leads to a resilient, self sustainable community; one we wish to preserve outside of the real estate market, keeping it affordable in perpetuity.

What's Next for Canmoreland CLT



Phase One:

Introduction & Community Engagement



Phase Two:

Fundraising, Donors & Communications



Phase Three:

Projects

Canmoreland's future can be summarized into 3 phases

Phase 1: Entity creation - CHECK

- Identifying additional board members, & establishing governance
- Connecting and collaborating with other community stakeholders
- Establishing partnerships & database
- & rallying volunteers

Phase Two: Funding

- Fundraising, events & community engagement with a focus on education & Storytelling
- Grant writing

Phase Three: Projects

- Operations
- Acquisition of property
- Vetting people and projects for the acquired space



TOWN OF CANMORE
MINUTES
 Committee of the Whole
Tuesday, September 19, 2023 at 1:30 p.m.

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Therese Rogers	General Manager of Corporate Services
Whitney Smithers	General Manager of Municipal Infrastructure
Cheryl Hyde	Manager, Municipal Clerk's Office (recorder)

Mayor Krausert called the September 19, 2023 Committee of the Whole meeting to order at 1:30 p.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

1. **Land Acknowledgement**
2. **Agenda for the September 19, 2023 Committee of the Whole Meeting**

19-2023COW

Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the September 19, 2023 meeting as presented.

CARRIED UNANIMOUSLY

B. DELEGATIONS

1. **Bow Valley Builders and Developers Association (BOWDA)**

Ian O'Donnell, Executive Director of BOWDA, spoke to a written submission sharing an overview of the association, the results of an August 2022 membership survey, and recommendations for the Town's working relationship with BOWDA members.

C. MINUTES

1. **Minutes of the June 20, 2023 Committee of the Whole Meeting**

20-2023COW

Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the June 20, 2023 meeting as presented.

CARRIED UNANIMOUSLY

Minutes approved by: _____

D. STAFF REPORTS - None

E. COUNCILLOR UPDATES

1. **September 2023 Councillor Updates**
Written report, received as information.

F. ADMINISTRATIVE UPDATE

1. **September 2023 Administrative Update**
Written report, received as information.

G. COUNCIL RESOLUTION ACTION LIST

1. **Council Resolution Action List as of September 13, 2023**
Written report, received as information.

H. CORRESPONDENCE

1. **Jan Waterous, Liricon Capital – Calgary Airport to Banff Passenger Railway to link Blue Line LRT to YYC**
2. **Minister McIver – 2024 Fire Services Training Program Grant**
3. **Minister McIver - Greetings**
4. **Minister McIver – Provincial Downloading**
5. **Minister Schulz – Cougar Creek Debris Flood Retention Structure**
6. **Treasury Board – RCMP Retroactive Pay**

I. IN CAMERA – None

J. ADJOURNMENT

21-2023COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the September 19, 2023 meeting at 2:05 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Cheryl Hyde, Manager, Municipal Clerk's Office

Minutes approved by: _____



Briefing

DATE OF MEETING: October 17, 2023 **Agenda #:** D-1

To: Committee of the Whole

SUBJECT: Canmore Community Monitoring Report

SUBMITTED BY: Elle West, Community Evaluator

PURPOSE: To provide the Committee of the Whole with an overview of the updated Canmore Community Monitoring Report.

EXECUTIVE SUMMARY

Since 1995, the Town of Canmore has been closely tracking community indicators through the Canmore Community Monitoring Report (CCMR). Historically, the Biosphere Institute of the Bow Valley was tasked with updating the report, and a new report was released every two years. In 2020, Council directed administration to reassess the CCMR program and recommend potential amendments. Administration enlisted the services of WCS engagement + planning (WCS) to conduct a thorough review of the report and build a web-based monitoring platform. The platform went live in 2022. In 2023, the website was restructured to align with Council's 2023-2026 Strategic Plan and administration created a process to begin regularly updating the indicators. This briefing is overview of administration's initial update. Information will continue to be updated as it becomes available.

BACKGROUND/HISTORY

To enhance the layout and format of Canmore's Community Monitoring Report, administration sought the services of WCS engagement + planning (WCS) for review and recommendations. The Community Monitoring Review and Recommendation Report was accepted by Council in June 2021 for planning purposes and administration was directed to present options for a web-based monitoring report to Council.

Administration outsourced the creation of a web-based platform to WCS, which collaborated with Peak Geo-Spatial to develop a monitoring program through two web-based reports:

- 1) Progress report that highlights community-level indicators related to Council's 2023-2026 Strategic Business Plan: [Canmore CCMR \(arcgis.com\)](https://www.canmore.ca/arcgis.com)
- 2) Profile report that highlights indicators that provide community context: [Canmore Community Profile \(arcgis.com\)](https://www.canmore.ca/arcgis.com)

Both reports have been developed using the Arc-GIS platform, which was selected as the Town already had a pre-existing license and there were no additional costs associated with hosting the Monitoring Report on the Arc-GIS platform.

In 2023, CCMR data collection was added to the Community Evaluator's work plan.

DISCUSSION

The Canmore Community Monitoring program was updated and presented to Council in 2022. Initially, the web-based program was created based on the 2018-2022 Council Strategic Plan. In 2023, the website was reorganized to align with Council’s 2023-2026 Strategic Plan (see first link in Background section).

In 2023, the Community Evaluator developed a process for updating the CCMR and has begun updating select indicators as information becomes available. The Community Evaluator has worked with community partners, Town departments, the Town’s Arc-GIS Engineer, and the Communications Department to ensure that the updates fit with other Town processes.

The chart below outlines recently updated CCMR indicators. Indicators are updated based on availability of data. For example, Citizen Perspectives Survey data became available in 2023, whereas annual averages (such as rent) are not available until after year end.

Canmore Profile Data		
Indicator	Change	Notes:
Average Rent (2022): \$1.9K <i>(based on a one bedroom)</i>	<p><u>One Bedroom Shared:</u> 2022: \$934.17 2021: \$901.5</p> <p><u>Studio:</u> 2022: \$1230.56 (see notes) 2021: \$1340.50</p> <p><u>One Bedroom:</u> 2022: \$1931.43 2021: \$1540.40</p> <p><u>Two Bedroom:</u> 2022: \$2735.26 2021: \$2103.20</p> <p><u>Three Bedroom:</u> 2022: \$3960.82 2021: \$3417.80</p> <p><u>Four (or more) bedroom:</u> 2022: \$5099.44 2021: \$5016.70</p> <p><u>Hourly income required for a 1-bedroom rental:</u> 2022: \$42.45 2021: \$33.85</p>	<p>Indicators are annual average of the advertised monthly rents in Canmore.</p> <p>Average rent reflects advertised rental prices. Some long-term renters may pay less than advertised market rates.</p> <p>2022 Studio unit price is based on one advertised unit and may not reflect actual costs.</p> <p>Hourly income required an estimate of hourly income needed if an individual paid no more than 30% of gross income (before-tax household income and based on a 35-hour work week).</p>
Rental Vacancies: 51 <i>(Average number of monthly advertised rentals in 2022)</i>	<p><u>Studio:</u> 2022: 1 2021: 1</p>	Two-bedroom units make up the largest portion of vacant units advertised each month.

	<p><u>One Bedroom:</u> 2022: 9 2021: 11</p> <p><u>Two bedroom:</u> 2022: 23 2021: 41</p> <p><u>Three bedroom:</u> 2022: 14 2021: 12</p> <p><u>Four (or more) Bedroom:</u> 2022: 4 2021: 4</p>	The average number of advertised rentals has been trending down since 2018.
Living Wage: \$32.70 <i>(weighted average of different household experiences and includes taxes and government benefit programs)</i>	<p><u>Canmore's 2022 Living Wage for a family of four (two income, two child):</u> 2022: \$36.15 2021: \$37.40</p>	<p>\$32.70 is the weighted average of three household scenarios:</p> <p>Family of four (two income/two child): \$36.15</p> <p>Lone parent family (one income/one child): \$47.15</p> <p>Single individual (one income): \$29.00</p>
Library Use: 404.7k <i>(circulation of materials from Canmore library and interlibrary loan)</i>	<p><u>Total materials circulating or loaned:</u> 2022: 404.7k 2021: 250k 2020: 203.4k</p>	This indicator reports on the circulation of materials from the Canmore Library (319k) as well as the interlibrary loans (85.7k).
<u>Canmore Progress Data</u>		
<u>Livability:</u>		
<u>Indicator</u>	<u>Change</u>	<u>Information</u>
Life Satisfaction: 93%	<p><u>Respondents who rated Quality of life in Canmore as good or very good:</u> 2023: 93% 2021: 98%</p>	This indicator is from the Citizen Perspective Survey and reports the percentage of people surveyed who rated the overall quality of life in Canmore as "good" or "very good". Other answer options included "poor" and "very poor".
Quality of Life Change: 47%	<p><u>Respondents who rated the quality of life in Canmore as 'improved' or 'stayed the same':</u> 2023: 47% 2021: 62%</p>	This indicator is from the Citizen Perspective Survey and reports on those who responded that the quality of life in Canmore in the past three years has "stayed the same" or "improved" in a random survey.

	<p><u>2023</u> Stayed the same: 39% Improved: 8%</p> <p><u>2021</u> Stayed the same: 53% Improved: 9%</p>	Other survey answers included “worsened” and “don’t know”.
Community Safety: 99%	<p><u>Respondents who indicated that Canmore is "safe":</u> 2023: 99% 2021: 99% 2017: 100%</p>	<p>This indicator is from the Citizen Perspective survey and reports on the percentage surveyed saying that Canmore is "very safe" or "somewhat safe".</p> <p>Other answer options included "not very safe", and "not at all safe".</p>
Recreation Opportunities: 89%	<p><u>Satisfaction with recreation facilities and programs as well as parks, trails, and other green spaces:</u> 2023 Recreation Facilities: 88% 2023 Parks, trails, and other green space: 90%</p> <p><u>Total Satisfaction 2023:</u> Very satisfied: 46% Somewhat satisfied: 43%</p> <p><u>Total Satisfaction 2021:</u> Very satisfied: 47% Somewhat satisfied: 42%</p>	<p>This indicator is from the Community Perspective Survey and reports on those indicating that they are "very " or "somewhat" satisfied with the job the Town is doing with recreation facilities and programs/parks, trails, and other green spaces.</p> <p>Results from the two services areas are combined.</p> <p>Other survey answers included “not very satisfied”, “not at all satisfied” and “don’t know”.</p>
Vital Homes: 280	<p><u>2022</u> Ownership units: 164 Rental units: 116</p> <p><u>2021</u> Ownership units: 142 Rental units: 122</p>	<p>This indicator is from Canmore Community Housing and reports on the number of rental and ownership Vital Homes in Canmore.</p> <p>Not all vital homes are "new" dwellings, some may be transferred from existing open market dwellings.</p>
<u>Environment:</u>		
Greenhouse gas (GHG) emissions: 245k <i>(Tonnes of CO2e)</i>	<p><u>2022:</u> Tonnes of CO2e: 245k</p> <p><u>2021:</u> Tonnes of CO2e: 221k</p> <p><u>2018:</u> Tonnes of CO2e: 266k</p>	This indicator reports on the total annual tonnes of greenhouse gas emissions (GHG) due to the community's electricity and natural gas use for buildings, transportation emissions based on local fuel sales, and emissions from waste.

	<p>2015: Tonnes of CO2e:273k</p>	<p>GHG emissions decreased significantly in 2021, when the pandemic was impacting travel.</p> <p>The GHG emissions targets: 2023 = 191k 2050 = 55k</p>
Relationship:		
<p>Sense of belonging: 93% <i>(Strongly agree and somewhat agree)</i></p>	<p><u>Feel a sense of belonging in their own neighbourhood:</u></p> <p>2023: Strongly agree: 68% Somewhat agree: 25%</p> <p>2021: Strongly agree: 65% Somewhat agree: 23%</p>	<p>This indicator is from the Citizen Perspective Survey and reports on the percent of respondents who agreed with the statement "I feel a sense of belonging in my own neighbourhood".</p> <p>Other survey answers included "somewhat disagree", "strongly disagree" and "don't know".</p>
<p>Engagement Perspectives: 59% <i>(Strongly agree and somewhat agree)</i></p>	<p><u>Enough opportunities to provide input:</u></p> <p>2023: Strongly agree: 17% Somewhat agree: 45%</p> <p>2021: Strongly agree: 16% Somewhat agree: 48%</p> <p>2017: Strongly agree: 30% Somewhat agree: 44%</p>	<p>This indicator is from the Citizen Perspective Survey and reports respondents who agree with the statement that there is enough opportunities to provide input into decision-making about Town projects and services and that the Town uses input from residents in decision-making about Town projects and services.</p> <p>Results from the two questions are combined into one.</p> <p>Other survey answers included "somewhat disagree", "strongly disagree" and "don't know".</p>
<p>Inclusion Index: 91% <i>(Strongly agree and somewhat agree)</i></p>	<p><u>People in Canmore are friendly and inclusive of all people:</u></p> <p>2023: 91% 2021: 88%</p> <p>2023: Strongly agree: 46% Somewhat agree: 45%</p> <p>2021: Strongly agree: 44% Somewhat agree: 44%</p>	<p>This indicator is from the Citizen Perspective survey and reports on respondents who agree with that "People in Canmore are friendly and inclusive of all people".</p> <p>Other answer options included "somewhat disagree", "strongly disagree" and "don't know".</p> <p>The survey in 2021 was the first time this question was asked so this is the only historic comparison.</p>

Maintaining the CCMR program helps the Town identify key trends as they emerge, which can guide future program development. The Community Evaluator will continue to regularly update the CCMR websites and work with municipal departments and community partners on creating a data management plan that is consistent and easy to manage.

Potential Future Direction:

In July 2023, Council approved key results as a tool for measuring progress on Council’s 2023-2026 Strategic Plan, known as Objectives and Key Results (OKRs). In 2024, the Community Social Development and the Communications Departments will explore potentially amalgamating the Canmore Community Monitoring program and the Outcomes and Key Results initiative to create one cohesive reporting tool.

FINANCIAL IMPACTS

Historically, the Town contracted out data collection and a new report was published every two years. The annual cost was approximately \$25,000.

Updating the Community Monitoring program is part of the Community Evaluator’s current workplan, while the position costs approximately \$81,000 per year, it is partially offset by a \$25,000 reduction in contracted services that would otherwise be used to contract out the updating of the CCMR.

STAKEHOLDER ENGAGEMENT

The Communications Department and internal/external knowledge experts were engaged in the data maintenance process.

ATTACHMENTS

None.

AUTHORIZATION

Submitted by:	Elle West Community Evaluator	Date:	<u>September 27, 2023</u>
Approved by:	Palki Biswas Manager of Finance	Date:	<u>September 28, 2023</u>
Approved by:	Lisa Brown Manager of CSD	Date:	<u>September 27, 2023</u>
Approved by:	Scott McKay GM of Municipal Services	Date:	<u>September 28, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>October 10, 2023</u>



Briefing

DATE OF MEETING: October 17, 2023 **Agenda #:** D-2

To: Committee of the Whole

SUBJECT: 2023 Safe Park Program Evaluation

SUBMITTED BY: Elle West, Community Evaluator

PURPOSE: To provide the Committee of the Whole with an update on the 2023 Safe Park Program Pilot and related community evaluator position.

EXECUTIVE SUMMARY

The Safe Park Program was established to address the increasing number of people who were living in their vehicles. Originally planned for a pilot to launch in 2020, the program was postponed until 2021 due to the pandemic and was modified to meet the changing circumstances. The launch of the pilot coincided with the implementation of new public health measures, resulting in a very low participation rate (less than 5 participants). A second pilot was approved for the summer of 2022 and was funded from the COVID-19 response capital project budget (tax stabilization reserve). The 2022 pilot ran from June 1, 2022 to September 30, 2022, and saw an increase in participation to 11 vehicles (13 individuals). Program operations for 2023 were approved by Council, and the program ran from June 1, 2023, to September 30, 2023, with 60 individuals in 50 vehicles participating. The Safe Park program has not been included in the operational budget for 2024. Continuing the Safe Park Program will be presented as an option for Council to consider as part of the 2024 budget amendment process.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

The following motions were approved by Council on May 7, 2019:

122-2019: that Council direct administration to implement enforce parking restrictions on municipal lots between Save on Foods and Elevation Place, to prohibit parking between 7am and 9am.

123-2019: that Council allocate up to \$25,000 from the General Municipal Operating Reserve to hire a seasonal Outreach Worker to provide social service supports, monitor impact of enforcement actions, and collect information on the demographics of the vehicular-housed community.

On October 1, 2019:

210-2019: that Council direct administration to create a seasonal, safe, overnight parking program for Council's approval that utilizes community partnerships and has clear criteria for participation.

On February 4, 2020:

28-2020: that Council approve the implementation of the Safe Park Pilot Program as presented for the 2020 season, beginning May 4 and concluding October 2, and with the following amendment: move Safe Parking from the front of artsPlace to the back.

On June 2, 2020:

127-2020: that Council approve the transfer of \$110,000 allocated to the Safe Park Program in the Community Social Development Department 2020 operating budget to the Tax Stabilization Reserve.

128-2020: that Council approve (1) capital funding to provide social supports for those community members most impacted by the COVID-19 pandemic for a total of \$397,000 from two sources, i.e. \$355,000 from tax stabilization reserve and \$42,000 from grants; and (2) any future grant received for this work be utilized to support a reduction in tax stabilization funds expended for this project.

On January 19, 2021:

Update to Council on the Homeless to Housing Coalition working group supports for individuals without shelter and a review of other municipal emergency housing models.

On April 6, 2021:

85-2021: that Council approve the 2021 Safe Park Pilot as presented for the 2021 season, beginning on June 15, 2021 and concluding on September 15, 2021.

On November 16, 2021:

Administration presented the 2021 Safe Park evaluation and requested that Council consider a second pilot in 2022 as part of the municipal budgeting process.

Through the 2022 municipal budgeting process, Council approved the reallocation of the remaining dollars from the COVID-19 capital project to the 2022 Safe Park pilot and the Housing Evaluator position.

On October 17, 2022:

Administration presented the 2022 Safe Park evaluation and requested that Council consider adding Safe Park to the municipal operational budget.

Through the 2023 municipal budgeting process, Council approved the Safe Park program for one operational year and that the ongoing operation of the program be considered during the 2024 budget amendment process.

BACKGROUND/HISTORY

In the summer of 2018, the number of individuals living or camping in their vehicles increased significantly, particularly behind Save On Foods and beside Elevation Place, which was nicknamed "Vanmore". To address this issue, a municipal working group was formed to explore possible solutions and in May 2019, a cost-benefit analysis of various municipal options was presented to Council. In response, Council directed administration to enforce parking restrictions from 7 am to 9 am and collect data on the demographics of vehicle dwellers.

To further address the issue, an outreach worker was hired and, in October 2019, a report on Overnight Parking on Municipal Lots was presented to Council. Based on the report, Council instructed administration to develop a seasonal parking program to support Canmore's seasonal workforce.

However, due to the pandemic declared by the World Health Organization in March 2020, the 2020 Safe Park pilot was cancelled. An amended version of the Safe Park program was launched in 2021, which included additional public health safety measures. Unfortunately, the participation rate in 2021 was low, with less than 5 participants.

In 2022, the Safe Park program was piloted for a second year and the participation rate increased to 11 vehicles (13 individuals). The feedback from participants was mostly positive, but many found that the program costs were too high and acted as a barrier. Participants also found the employment verification and payment process challenging as they had to verify their employment and pay every two weeks. This also resulted in increased administration. In 2022, participants were initially charged \$10 per day, but this was reduced to \$5 per day in August in response to participant feedback.

DISCUSSION

Council approved the 2023 Safe Park for one year and directed administration to report back before approving additional operational funding.

Administration amended the program based on participant feedback and the 2022 program evaluation. The 2023 program launched June 1, 2023, closed September 30, 2023, and operated daily from 8 p.m. to 8 a.m. Consistent with previous years, a security company patrolled the lot twice at night between 10 p.m. and 6 a.m. Program utilization was high – 60 individuals in 50 vehicles participated. The program capacity was 50 vehicles; but no one needed to be turned away due to capacity.

The chart below outlines the 2023 program amendments.

<u>2022 Program</u>	<u>2023 Program</u>	<u>Outcome</u>
The program operated out of two municipal lots and two private lots	The program operated out of two municipal lots Due to construction, private lots were unavailable	Reduced security costs Reduced porta-potty costs Simplified tracking and enforcement
June/July- Program cost was \$10 per night August/September – Program Cost was \$5 per night	The program cost was \$150 per season \$50 returned to the participant at the end of the season for abiding by the responsibility agreement	Participants felt pay was fair and the payment process was easy. Administration of pay was easy to manage, clear, and straightforward. Participation rates increased, and participants commented that they could afford to pay for the space.
Employment verification was every two weeks.	One-time employment verification	Through conversations with participants, most participants remained employed for the duration of the program.
Porta Potty is open to the public	Porta Potty locked and for participant use only	Vandalism reduced Cleaning requirements and septic pumping reduced Participant satisfaction increased

Program outcomes were established during the initial pilot in 2021. Outcomes are evaluated through a combination of both quantitative and qualitative information. Below is an overview of program outcomes between 2021 and 2023.

<u>Program demand and eligibility:</u>		
2021	2022	2023
17 inquiries	39 inquiries	72 inquiries
Under 5 participants	11 vehicles (13 individuals)	50 vehicles (60 individuals)
<u>Enforcement:</u>		
2021	2022	2023
0 municipal enforcement tickets	0 municipal enforcement tickets to Safe Park participants	1 municipal enforcement ticket to a Safe Park participant
Interactions were not tracked		
On average 8 unauthorized vehicles per night	108 municipal enforcement interactions with other campers	117 municipal enforcement interactions with other campers
<u>Payment Logistics:</u>		
No concerns noted.	Significant Administration time to connect with program participants to organize payment.	All participants paid before entering the program. A \$50 deposit is anticipated to be returned to all participants.
<u>Program Satisfaction:</u>		
Program participants and community partners reported that they were satisfied with the program.	Satisfaction increased once the nightly fee was reduced from \$10 per night to \$5 per night. Participants commented that they liked that they could park legally overnight and the program supported affordability.	All individuals reported that they were satisfied with the program. All participants commented that the fee was reasonable. Participants commented that they would not have been able to work in Canmore if not for the program.
<u>Safe Park Concerns:</u>		
2021	2022	2023
Before the program started, there were concerns with locations adjacent to neighbourhoods. No issues related to Safe Park participants were reported	Several incidences of Porta Potties being vandalized, overfilled, and dirty. Some porta potties were relocated, and the cleaning schedule increased. Damage and overuse were not from Safe Park participants.	The Canmore Collegiate High School reported that Safe Park participants may have been using the high school's garbage bins, which resulted in an increased workload for custodial staff. High school staff witnessed individuals in the safe park lot smoking and urinating in the lot. It was unclear if these individuals were Safe Park participants. Complaints regarding individuals cooking in a Safe Park location

		were received. It was determined that the individuals cooking were not part of the Safe Park program.
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If the Safe Park program is included in the 2024 operational budget, the program structure will remain similar. Some adjustments may include a pet management plan and potential new lot locations. The program is completed in partnership with Municipal Enforcement.

FINANCIAL IMPACTS

The below chart details Safe Park related revenues and expenses, as of the writing of this report.

Revenue	2021	2022	2023	Notes
Participant fees	1,100	2,000	7,500	2021: \$10 per night 2022: \$10 per night, reduced to \$5 per night 2023: \$100 per season, and \$50 deposit
Expenses	2021	2022	2023	
Deposits returned	0	0	\$1,050	2023: \$50 per participant (Currently 21 deposits have been returned. We anticipate that all deposits will be returned in time, bringing this # up to \$2500)
Security services	\$4,750	\$3,600	\$2,225	2021: 4 lots patrolled 2022: 4 lots patrolled and reduced to 3 lots 2023: 2 lots patrolled
Septic services	\$5,000	\$7,550	\$3,650	2021: Publicly available resulting in increased use and damage 2022: Publicly available resulting in increased use and damage (one unit was close to the market and used heavily) 2023: Only for participants, cleaning schedule decreased
Garbage/recycling bins	\$300	0	0	Purchased bins in 2021. Bins remain in all lots.
Print materials (cards & hangtags)	\$75	\$400	\$475	
Advertising	\$0	\$300	\$650	
Padlocks for portable toilets	0	0	\$150	2023: Padlocks were purchased for the porta-potty. Locks needed to be replaced occasionally.
Signs	\$2,600	\$800	0	Parking lot signs created in 2021 were reused
Estimated salary, wage and benefit costs directly tied program	\$25,000	\$30,000	\$35,000	Staffing Costs: 2021: \$42,000 (including other Housing Evaluator projects) 2022: \$55,000 (including other Housing Evaluator projects) <i>*\$9K of the position was funded by Family Resource Grant for Childcare Assessment</i> 2023: \$81,000 (including other community evaluator projects)
Total Program Cost	\$36,625	\$40,650	\$35,700	<i>*2023 number could change if all deposits are returned as noted above</i>

Staffing costs for the community evaluator position in 2023 were \$81,000 compared to 2022 costs of \$55,000 (the position was part-time and vacant for a portion of the year). The community evaluator position also supported the Canmore Community Monitoring program, the Childcare Assessment, the Living Wage calculation, the Affordable Services update, the Rural Development Network service needs assessment, and non-profit grant support.

STAKEHOLDER ENGAGEMENT

Internal Stakeholders

Multiple Town departments supported the Safe Park program, including Streets and Roads, Solid Waste Services, Protective Services, Facilities, Engineering, Legal, Economic Development, and Finance.

External Stakeholders

The Community Evaluator met with program contractors (security) and community stakeholders as needed. This includes high school representatives, program participants, and the general community. The Community Evaluator regularly connected with individuals in the lot before 8 a.m. and after 8 p.m.

ATTACHMENTS

N/A

AUTHORIZATION

Submitted by:	Elle West CSD Community Evaluator	Date:	<u>September 25, 2023</u>
Approved by:	Palki Biswas Manager of Finance	Date:	<u>September 28, 2023</u>
Approved by:	Lisa Brown Manager of CSD	Date:	<u>September 25, 2023</u>
Approved by:	Scott McKay GM of Municipal Services	Date:	<u>October 10, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>October 10, 2023</u>



Briefing

DATE OF MEETING: October 17, 2023 **Agenda #:** D-3

To: Committee of the Whole

SUBJECT: Launch of Connect Downtown: Planning a Vibrant Town Centre

SUBMITTED BY: Joshua Cairns, Senior Policy Planner

PURPOSE: To provide Committee of the Whole with an overview of the scope of work for the creation of an Area Redevelopment Plan for the Downtown area.

EXECUTIVE SUMMARY

This report presents information on the scope and timing of the project to create an area redevelopment plan (ARP) for Canmore’s downtown. The project, which has been rebranded as *Connect Downtown: Planning a Vibrant Town Centre* (“Connect Downtown”), will prepare a long-term vision and framework for guiding change in the downtown area. The ARP will be informed by research, analysis, and comprehensive stakeholder and community engagement using methods that aim to inspire participants and encourage diverse participation. The first phase of Connect Downtown will publicly launch this month with a project webpage. The project is anticipated to take up to 18 months to complete and its output, an ARP, will be brought to Council for consideration by early Spring 2025.

BACKGROUND

In 1998, Council adopted the Town Centre Enhancement Concept Plan (TCECP). The TCECP was intended to serve as a roadmap for the development of the downtown area. To achieve this goal, the TCECP provided a high-level urban design framework and recommended several strategies for implementation over 15 years. While some elements of the TCECP were implemented—such as the siting of the Civic Centre and enhancements to the trail network—the need to provide an updated and more comprehensive plan emerged in recent years due to mounting pressures from population growth, rising tourism, worsening housing affordability, shifts in consumer demands, and the seasonal pedestrianization of Main Street (initiated to support COVID-19 social distancing requirements).

In 2022, Council approved funds for the creation of an ARP for the downtown area. In contrast to the TCECP, an ARP is a statutory plan capable of providing a more robust and enforceable policy framework for guiding change and growth in specified areas. The initiation of a project to create an ARP for downtown was postponed to 2023 due to the prioritization of the expedited review of the Palliser Trail Area Structure Plan (ASP). Scoping for the ARP planning process began in late spring/early summer 2023 as the Palliser Trail ASP planning process neared completion.

DISCUSSION

The creation of an ARP presents a unique opportunity to engage Council, administration, stakeholders, businesses, and the community to develop a shared vision that supports the continued evolution and long-term vibrancy of the town's core over the next 25 years. The project's name, *Connect Downtown: Planning a Vibrant Town Centre*, reflects the intent of the work: reimagine how people can access, gather, and interact with a network of public spaces to support a thriving mixed-use area over the long term.

Process

Connect Downtown is anticipated to span 18 months from public launch to completion—a timeline that reflects the breadth and scope of the work. A range of interconnected topics with potential synergies will be explored as part of Connect Downtown, with the final output—an ARP—providing clear policy direction to guide future investment and ensure change aligns with current Council priorities. The following is a brief consolidation of some of the considerations that fall within the project's scope and will be explored through the planning process:

- future function and role of Main Street, including its partial or permanent pedestrianization,
- appropriateness of various land uses and opportunities for change,
- future geographic extent of the downtown commercial area,
- opportunities to achieve more attainable housing,
- design of the public realm and open space network,
- demand for social, recreational, and public infrastructure capable of serving residents and visitors,
- long-term role and function of Town assets, including existing parks, facilities, and parking lots,
- opportunities to retain or enhance cultural or community assets,
- architectural and urban design guidelines for future development,
- distribution and function of the transportation network and transit system,
- long-term demand and supply of parking, including a review of the cash-in-lieu policies and existing parking facilities, and
- capacity of the water, sanitary, and stormwater system to accommodate future demand.

Connect Downtown will investigate these considerations through three public-facing phases of work, each with a distinct purpose as summarized in Table 1. The final output, an ARP for the downtown area, will replace the TCECP with an updated vision for how the area should change over time—supported by a land use concept, public realm plan, set of supporting development policy, and an actionable implementation plan.

Phase	1. Visioning	2. Options	3. Draft Plan
Start	Autumn 2023	Spring 2024	Summer 2024
Finish	Spring 2024	Summer 2024	Spring 2025
Description	Broad engagement and background research to identify assets, opportunities, and to support the creation of a future vision for the downtown area.	Develop a series of options in support of the future vision (e.g., concepts for Main Street, land use, and the public realm) for community engagement and refine them into a preferred option.	Conclude studies and, based on the work completed in Phases 1 and 2, refine policy directions and draft the full ARP document for community review and Council consideration.

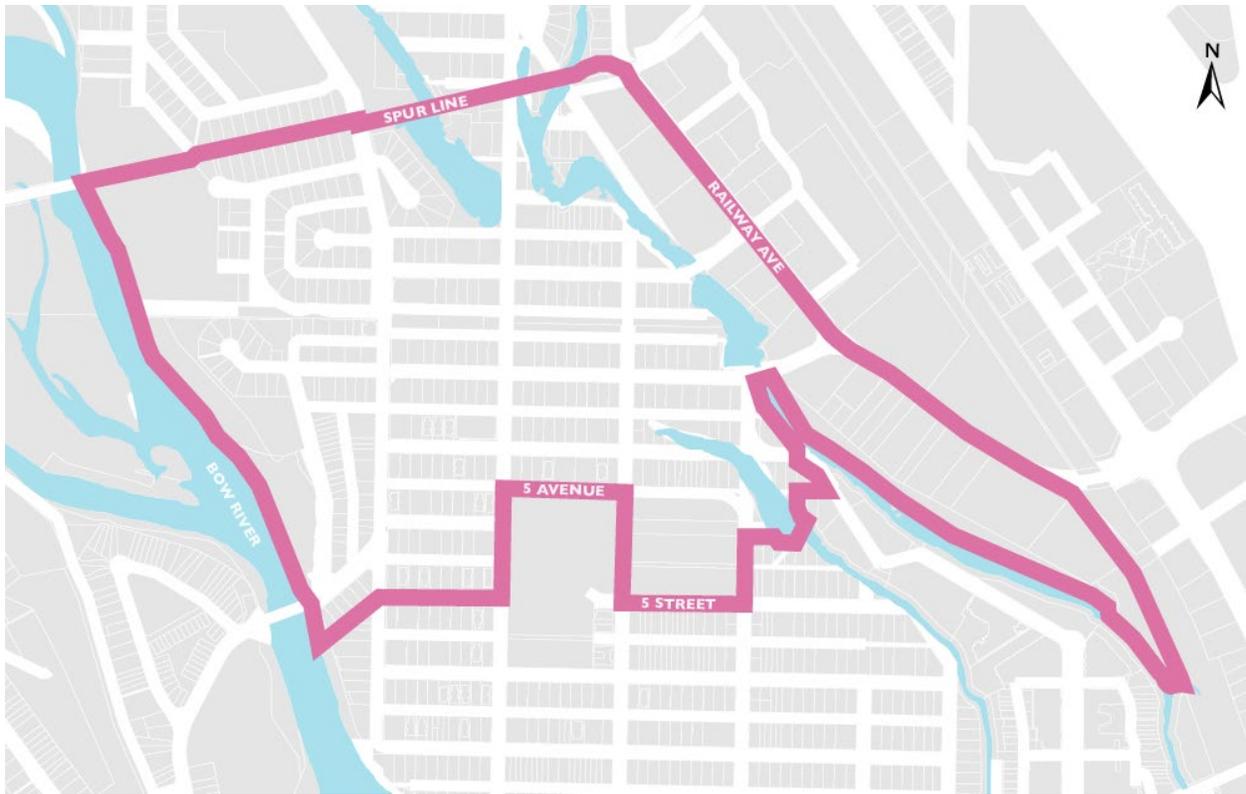
Table 1: Overview of Connect Downtown’s phases of work.

Study Area

The study area (Map 1) identifies the general area that will be examined through the Connect Downtown project. The study area extends beyond the current downtown commercial core, ensuring the ARP will be able to:

- consider and address impacts that changes to Main Street may have on the broader neighbouring community,
- examine land uses in the broader context, including the future extent of the commercial area and the potential for more attainable housing,
- consider the creation and role of gateways that signal the location of and arrival to the downtown area,
- explore the long-term use of public amenities and Town assets, including those located beyond the commercial area but that serve the needs of the local community (e.g., Riverside Park), and
- plan for an attractive, vibrant, and cohesive public realm with improved connectivity through the plan area and to surrounding neighbourhoods.

Although the study area indicates the geographic scope of Connect Downtown, it is anticipated that only certain parcels within the study area will be identified for future land use changes. Areas that may be suitable for changes to land use will be identified through the planning process and will be informed by research, analysis, and engagement.



Map 1: Study Area

Engagement

In the development of this plan, there is an opportunity to shape the future public experience – how people travel, gather, and interact with the downtown area. Engagement will be an integral component of the Connect Downtown planning process to understand and consider public aspirations, preferences, and concerns.

Multiple touchpoints throughout the project will engage stakeholders and the community in ways that inspire—shifting away from a reliance on conventional methods (e.g. open houses) and adopting more innovative techniques that support visioning, creativity, and interaction with the physical space; discovering how people currently connect with downtown and what possibilities for new connections could be realized.

Each phase of work will create opportunities for broad, diverse, and meaningful participation through a variety of online and in-person initiatives. During both the Visioning and Options phases, engagement will involve the temporary closure and activation of Main Street with interactive programming. As the Visioning and Options phases of work occur over the winter and summer months respectively, the activation of Main Street will showcase what could be possible in these spaces should they become year-round spaces of activity in the future.

The activation of Main Street will be complemented by a suite of engagement activities that will include workshops, mailouts and surveys. As today's youth will be the primary residents and visitors of downtown in

25 years, concerted efforts will be made to hear their unique perspectives and ideas to ensure the ARP reflects a vision supported by a more diverse population.

ATTACHMENTS

None

AUTHORIZATION

Submitted by:	Joshua Cairns Senior Policy Planner	Date:	<u>September 18, 2023</u>
Approved by:	Lauren Miller Manager of Planning & Development	Date:	<u>September 28, 2023</u>
Approved by:	Whitney Smithers General Manager of Municipal Infrastructure	Date:	<u>September 28, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>October 10, 2023</u>

DATE OF MEETING:

Agenda #: E-1

1. Mayor Krausert

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

- b) Tourism Canmore Kananaskis
 - I attended the monthly Board Meeting on September 21st, 2023. Earlier in the day, I participated in a call with the facilitator of the upcoming strategic planning at the end of October.
 - The Annual General Meeting will take place on October 19, 2023.
 - Minister Schow (Tourism & Sports) was scheduled to visit the Bow Valley the week of October 23rd, but it had to be rescheduled to another time due to a timing conflict arising.

- c) Rocky Mountain Heritage Foundation
 - Nothing new to report.

- d) Emergency Management Committee
 - Nothing new to report.

- e) Human Wildlife Co-existence Roundtable
 - An in-person meeting was held at Fenlands in Banff on September 22, 2023. The group is looking to expand to include the Stoney Nakoda First Nations and Kananaskis Improvement District.
 - A significant grant application is being prepared, the main applicant being the Biosphere Institute of the Bow Valley, which if successful would provide funding to take major steps forward in addressing fruit tree attractants within municipalities.

- 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)
 - I attended the monthly virtual gathering on September 20th, 2023.
 - I will be attending, along with the CAO, an in-person gathering in Leduc from October 18 – 20, 2023, to delve into strategic planning with respect to our 24 member municipalities that have a combined population of 1,000,000. I will be attending along with the CAO.

- I continue to Chair the subcommittee planning the MCMC Winter Summit to be held January 10-12, 2024, in Canmore. Registrations are expected to open soon.

i) Advocacy on Behalf of the Town of Canmore

- On Friday September 22nd, 2023, I sent a letter to Peka Property Management, Asset West Property Management, and Canmore Community Housing with respect to allowing day homes in the properties they manage. I asked them to provide the letter, where applicable, to the owners/condo boards of their properties.
- On September 25th, 2023, I attended the “2023 Post-Election Alberta Tourism Advocacy Summit” in Calgary hosted by the Tourism Industry Association of Alberta.
- I attended the Alberta Municipalities Convention between September 26th – 29th, 2023 in Edmonton.
- On October 2nd, 2023, along with Rachel Ludwig (CEO of TCK), I had a virtual meeting with David Goldstein, CEO of Travel Alberta, and Deputy Minister of Tourism & Sport for the Province of Alberta.
- On October 5th, 2023, I had a lunch meeting with MLA Elmeligi, one of our regular check-ins with respect to issues affecting Canmore.

j) Events

- On September 14th, 2023, I attended the BOWDA lunch with MLA Elmeligi.
- On September 19th, 2023, I brought remarks and raised the Pride Flag to mark the beginning of Canmore’s Pride Week.
- On September 23rd, 2023, I participated in the Pride Walk in Canmore down Main Street.
- On September 29th, 2023, I participated in events to honour National Truth & Reconciliation Day. The event, in conjunction with the Stoney Nakoda First Nations included a pipe ceremony, a feast together, and round dance. On behalf of the Town of Canmore, it was a humbling privilege to receive an honour song that was given to us by Elder Rod Hunter.

k) Miscellaneous

- Continued my monthly appearances on Mountain FM with Rob Murray.
- On September 14th, 2023, I attended a BOWDA Board Meeting in order to answer questions with respect to Town initiatives/direction.
- On September 15th, 2023, I had an interview with CBC regarding housing initiatives in Canmore.
- On October 3rd, 2023, I had interviews with CBC, Global, and RMO re the TSMV decision.
- On October 5th, 2023, I had an interview with Postmedia re the TSMV decision.

2. Councillor Foubert

a) Canmore Community Housing

- CCH has awarded the contract to develop the next non-market home ownership project on Stewart Creek Rise to Ashton Construction Services Inc. and Montane Architecture.

- b) Bow Valley Regional Transit
 - see Coun. McCallum's update.
- c) Canmore Planning Commission
 - No meetings.
- d) Canmore Museum
 - The Canmore Museum Society board continues to work towards appointing a new executive director.
 - The museum's latest exhibit wagaichibi ihnuthe is now in the gallery and worth viewing anytime the museum is open. It features the dance regalia of the Îyârhe Stoney Nakoda - until January 18, 2024.
- e) Other points of interest
 - Attended Pride flag raising at the Civic Centre (September 19)
 - Attended RESPECT: Promoting Civility in Local Government with Dr. Gordon McIntosh presented by Municipal World (September 20)
 - Attended opening of the Canmore Museum's newest exhibit wagaichibi ihnuthe (September 21)
 - Attended the Elected Officials Education Program course on Effective Meetings prior to the ABMunis convention (September 26)
 - Attended the ABMunis convention in Edmonton (Sept. 27-29)
 - As one of the Alberta Municipal Climate Leadership Council I will be taking the Centering Equity in Climate Action course.

3. Councillor Graham

- a) Canmore Community Housing
 - defer to Councillor Foubert
- b) Canmore Mountain Arts Foundation
 - Unable to attend board meeting this month.
- c) Cultural Advisory Committee
 - Unable to attend board meeting this month.
- d) Wildsmart
 - How To Become a Wildsmart Community
 - ◊ Gold, Silver, Bronze
 - Calgary Foundation Major Grant Application – “Communities of Coexistence”. Due Nov.1
 - Brief Discussion on Bow Valley Wildfire and Vegetation Management Plan
 - Update on Canadian Rockies School Board (CRPS) and Biosphere Institute.
 - ◊ Wildsmart will no longer be doing education at CRPS.
 - Welcome new board member Anita Szuster from KID

- Still waiting on appointment from MD of Bighorn
- e) Other points of interest
- Met with President of BOWDA – informal session.
 - Met with President and ED of Artsplace – Review of year and discussion regarding effective board meetings.
 - Met with President of Wildsmart – discussions regarding Wildlife Attractants
 - Attended Pride Flag Raising
 - Attended Round Dance for the National Day of Truth and Reconciliation

4. **Councillor Hilstad**

- a) CAO Performance Review Committee
- Nothing new to report.
- b) Canmore Planning Commission
- Nothing new to report.
- c) Community Grants Selection Committee
- Nothing new to report.
- d) Enforcement Appeal Review Committee
- Nothing new to report.
- a) Heliport Monitoring Committee
- Nothing new to report.
- b) Municipal Emergency Advisory Committee
- Nothing new to report.

2. **Councillor Mah**

- a) Bow Valley Waste Management Commission
- On Sep 28th, 2023, the commission held its yearly strategic planning session. Given the strong financial footing of the commission and stability in operations (kudos to ED Andrew Calder and his team), much of this session was devoted towards forward thinking and visioning.
 - Topics covered included potential uses for the landfill as cells are decommissioned as well as reduction in waste.
 - This upcoming Oct 18th – 20th, I will be attending the Recycling Council of Alberta's Conference in Lake Louise. Key topics include circular economy and extended producer responsibility (EPR)

- b) Biosphere Institute of the Bow Valley
 - On Tuesday Oct 3rd, I attended the BIBV board meeting. Board members were presented the BIBV's program plan for the upcoming year.
 - This upcoming Nov 5th and 6th, BIBV and BOWDA are holding their first ever symposium on Building for Sustainability. The Symposium will target industry, developers, and businesses within not just the Bow Valley, but Alberta and BC as well.
 - This upcoming Nov 17th, BIBV will be hosting its annual Square Dance fundraiser. Yee haw!
 - On Jan 24th, 2024, BIBV has their fundraising Gala scheduled.
 - BIBV will not be working with CRPS (Canadian Rockies Public Schools) on programming. Instead, BIBV will focus on working with the other school divisions within Canmore and explore possibilities with their "Future Leader's Program. This program may include not just students within the Bow Valley, but outside the region as well. They are currently within program design and reaching out to interested parties.

- c) Downtown Business Improvement Area (BIA)
 - On Sep 27th, BIA board meeting was attended.
 - Currently, it is expected that U of C's Urban Labs will start their engagement process within the downtown area this fall. These findings will help the BIA inform their input for the upcoming Downtown ARP
 - The search for a new ED continues. In the meantime, Beth VanderVoort has committed to staying on as interim ED.

- d) Emergency Management Committee
 - I defer to Mayor Krausert's report.

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

- f) Other points of interest
 - On Sep 19th, attended the flag raising ceremony for Canmore Pride Week
 - On Sep 29th, I was honoured to attend ceremonies for National Truth and Reconciliation Day. Highlights included the pipe ceremony, multiple round dances, and conversations with elder Lenny Poucette. The various singers and drummers were very powerful!

3. Councillor Marra

- a) Assessment Review Board (ARB)
 - Nothing to report. Hearings to be held though out October and November 2023.

- b) Bow Valley Waste Management Commission
 - I defer to Councillor Mah

- c) Canmore Public Library
 - The Canmore Public Library welcomed our local MLA Sarah Elmeligi. Several board members and staff gave Sarah a tour of our facility and had a good discussion about the role the library plays in our community.
 - The Board approved our Strategic Plan of Service for 2024-2027. The plan can be viewed on our website.
 - Board Members and staff are encouraging community members to sign up for our Newsletter to keep informed of all the library events and programs.

- 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
 - I defer to Mayor Krausert

- f) Southern Alberta Energy from Waste Association (SAEWA)
 - AGM- September 22,2023 to be held in Vulcan.

- g) Bow Valley Regional Housing
 - Attached – Newsletter.

4. Councillor McCallum

- a) Bow Valley Regional Housing
 - I defer to Councillor Marra’s report.

- b) Bow Valley Regional Transit Services Commission
 - On September 26th, Roam celebrated their two millionth rider across all routes. In 2022, our end-of-year ridership number across all routes reached 1.652 million. It is expected that Canmore Local will successfully celebrate our 250,000th rider by the end of 2023.
 - Canmore Local service has seen record ridership throughout this year, with the last few months averaging approximately 28,000 riders.
 - Roam recently participated in an evacuation exercise with the Town of Canmore admin and other stakeholders. This exercise ensures continued communication and demonstrates any role that ROAM has in any potential evacuation.
 - Statistics:

Ridership YTD (end of August)	2019	2023	Increase
1 Gondola	396,982	581,394	46%
2 Tunnel Mtn/Fairmont	308,793	506,236	64%
3 Canmore/Banff Regional	134,386	186,800	39%
4 Cave and Basin	19,185	22,684	18%
5 Canmore Local	89,520	204,810	129%
6 Lake Minnewanka	38,554	73,700	91%
8X Lake Louise Express	83,354	165,789	99%
9 Johnston Canyon	10,993	23,751	116%
Onlt	9,964	29,998	201%

Ridership August Only	2019	2023	Increase
1 Gondola	81,196	93,303	15%
2 Tunnel Mtn/Fairmont	61,895	88,562	43%
3 Canmore/Banff Regional	20,105	28,501	42%
4 Cave and Basin	7,332	7,011	-4%
5 Canmore Local	13,675	27,584	102%
6 Lake Minnewanka	12,802	25,255	97%
8X Lake Louise Express	24,743	41,535	68%
9 Johnston Canyon	4,262	6,099	43%
Onlt	4,847	10,475	116%

- c) SDAB
 - Nothing to report.
- d) ARB
 - Nothing new to report
- e) Alberta Municipalities Safe and Healthy Communities Committee
 - I have submitted my name for another year to this committee. The results will be known later next month.
- f) Other points of interest
 - September 19th – I attended the Pride Flag raising with my colleagues.
 - September 23rd - I attended the Pride Parade with Mayor Krausert and DiManno.
 - September 27th – 29 – I attended the Alberta Municipalities Conference and Trade Show in Edmonton.



Regular Board Meeting
Minutes
Thursday, August 31, 2023, 10:00 p.m.
Bow River Seniors Lodge, Canmore AB

PRESENT: Lisa Rosvold (Chair), Don Beaulieu, Barb Pelham, and Joanna McCallum

TELECONFERENCE: Anita Szuster, Chip Olver, and Karen Marra

ALSO PRESENT: Ian Wilson (CAO) and Greg Hutchings (Operations Manager)

REGRETS: None

1. CALL TO ORDER

Chairperson L. Rosvold called the meeting to order at 2:03 p.m.

2. ADOPTION OF AGENDA

Motion 23-045: B. Pelham to approve the agenda with the addition of item #9.(d) Dementia Training. Carried unanimously.

3. APPROVAL OF MINUTES

a. Regular Meeting of the Board:

Motion 23-046: A. Szuster to approve the minutes of June 22, 2023, the regular meeting of the board as presented. Carried unanimously.

4. CAO REPORT

- a. 'This is Home' Redevelopment:** verbal update provided and discussed.
- b. 2023 Board Outlook:** upcoming action items discussed.
- c. Resource Binders for Board Members:** resource binders provided for information.

5. NEW BUSINESS none.

6. CORRESPONDENCE AND INFORMATION

- a. August 2023 BVRH Bulletin:** presented and reviewed.
 - b. August 2023 Occupancy and Waitlist Report:** presented and reviewed.
- Motion 23-047: D. Beaulieu* to accept the bulletin and report as information. Carried unanimously.
- c. Overview of BVRH programs, organizational plan, and common acronyms.**
 - d. Dementia Training:** discussed.

7. DATE AND LOCATION OF NEXT MEETING(S)

a. Next Regular Meeting of the Board:

October 4, 2023, starting at 10:00 a.m. in Bow River Lodge, Canmore.

8. ADJOURNMENT

Motion 23-048: B. Pelham that the meeting adjourn at 3:15 p.m. Carried unanimously.



Lisa Rosvold, Chairperson



Ian Wilson, CAO

MINUTES PREPARED BY: Ian Wilson, Chief Administrative Officer

Monthly Bulletin

September 2023



NEWS, INITIATIVES, AND EVENTS

Designated Supportive Living (DSL) Operations

The new program delivers public DSL care to the region and helps keep seniors close to their loved ones and supports in the community longer. Our DSL Hair Salon continues to create some buzz; long-time hairstylist and barber Fidal is great; book an appointment with him today! The first floor, which will be operated as a secure dementia wing, has yet to open pending hiring of HCAs to staff it.

PROGRAM OCCUPANCY RATES

Bow River Lodge - NSL	93%
Bow River Lodge – DSL	45%
Cascade House	79%
Bow River Homes	100%
Mount Edith House	100%
Community Housing	100%
Rent Supplement	100%

SPECIAL PROJECTS

This is Home (Phase 3+)

We will submit a final business case proposal to Alberta Seniors, Community, and Social Supports for our Phase 3+ Projects this fall. These projects, if approved, would refresh much of our Community and Seniors' Independent Housing stock while adding different types and affordability levels of housing to the region in Canmore and perhaps elsewhere. We hope that the GOA will appreciate and be able to approve the opportunity here and that we will be able to collaborate with them, the Town of Canmore, and ideally other Housing Agencies to address some of the housing crisis in the Bow Valley.

BOW VALLEY REGIONAL HOUSING

Alberta's HMBs were created by the Government of Alberta (GOA) to operate and administer provincially-owned social housing facilities and programming. The Province holds an extensive portfolio of these facilities through the Alberta Social Housing Corporation (ASHC), serving many needy and vulnerable Albertans. Each HMB is a not-for-profit self-governing corporation under the Alberta Housing Act that manages ASHC assets in their respective region. HMBs may operate various housing programs and own facilities. HMBs function as property managers for the Province, often working to address relevant housing needs in their region.

Every municipality in Alberta is a contributing member of their regional HMB and, as such, must have at least one appointee serving on the governing board. HMB board members are responsible for acting in the best interests of the body and the entire region.

HMB operational funding sources can vary. Tenants pay accommodation fees, which are usually subject to affordability limits. These limits typically lead to operating deficits by constraining the ability to collect fees sufficient to cover operations costs fully. Provincial grants and municipal requisitions subsidize seniors' lodge deficits, whereas the Province alone funds deficits in independent seniors and community housing programs.

As the HMB for the Bow Valley region, BVRH is responsible for social housing and affordable supportive living accommodation for seniors throughout Kananaskis Country, the Bow Corridor, the MD of Bighorn, and all of Banff National Park. The region covers an area of 13,500 square kilometers that has two towns and seven hamlets that contain approximately 28,000 people. Our five contributing municipalities are Kananaskis ID, MD of Bighorn, Banff, Canmore, and Improvement District No9. Residents of the region can access our programs, subject to eligibility requirements.

We are an independent body that collaborates with two provincial ministries, five municipal governments, numerous agencies in our region, and provincial organizations to provide and promote safe and appropriate housing. Please see www.bvrh.ca for contact information.

OUR MISSION STATEMENT

Bow Valley Regional Housing provides accommodation services, including seniors' supportive living for Bow Valley region residents who struggle to secure and maintain income-appropriate housing.

We provide housing-related programs to approximately 400 residents in the Bow Valley region, delivered through our four programs. These programs are housed across seven properties in Banff and Canmore that contain thirty-four separate buildings, twenty of which are stand-alone houses.

Our projects include the following:

- Seniors' lodges in Canmore and Banff provide room and board to the 150 residents.
 - The DSL wing at Bow River Lodge in Canmore delivers designated supportive living to the region through sixty 24-hour care suites that provide appropriate care and accommodation to our vulnerable seniors.
- Seniors' self-contained independent housing buildings in Canmore and Banff that include a total of 62 one-bedroom apartments.
- Family housing residences in Canmore include 38 townhouses and 20 houses.

- Rent Supplement Programs currently provide financial assistance to approximately 60 households in the Bow Valley.
- Planning is underway to convert a 15-suite lodge wing into housing.
- Planning is underway for re-profiling a part of the Bow River Lodge site to increase the number of seniors' self-contained suites while adding other affordable housing options.

OUR VISION STATEMENT

Bow Valley Regional Housing collaborates with relevant agencies, ensuring that suitable programming mitigates the housing needs of our client base.

- We make decisions and recommendations using relevant and valid community trends and housing needs data.
- We obtain funding to develop infrastructure that meets identified needs in social and supportive income-appropriate housing programs.
- We embrace principles that incorporate innovation, service excellence, best practices, and energy efficiency.
- We attract, retain, and support highly qualified and caring staff.

The BVRH team includes approximately fifty employees based at Bow River Seniors Lodge in Canmore and Cascade House in Banff. Our Central Administration and Maintenance Teams are based in Canmore and serve all our projects. We have dedicated Housekeeping and Food Services Teams at both lodges.

OUR VALUES



More information is available on our website at www.bvrh.ca

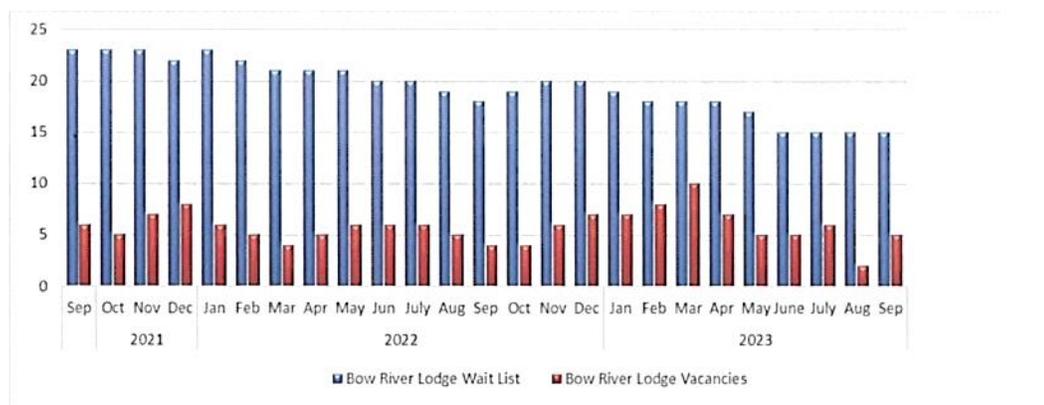
September 2023 Occupancy & Waitlist Report



Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of September 27, 2023:

- The lodge has sixty-three residential suites.
- Of those suites, fifty-six are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
 - Five are utilized as storage, or amenity space.
 - Two are being rehabilitated (one was a former office)
- 93% of the habitable suites are occupied or awarded pending move-in.
- Fifteen candidate households are wait-listed, and most are not ready to move in.



Bow River Seniors Lodge – DSL Wing in Canmore

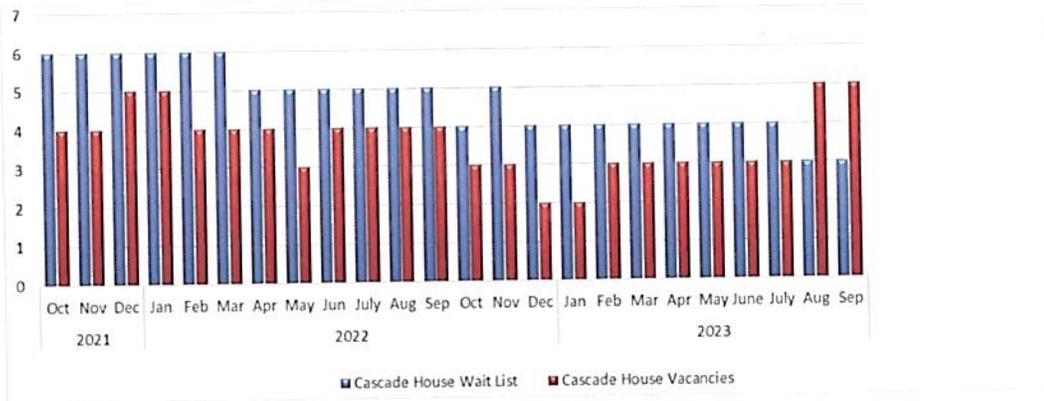
Occupancy as of September 27, 2023:

- There are twenty-seven residents in Designated Supportive Living 4 (DSL4).
- First floor – dementia unit - not yet operational, pending staffing.
- Second floor – care unit at 90% occupancy
- AHS controls the admissions process; we are not privy to waitlist information.

Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of September 27, 2023:

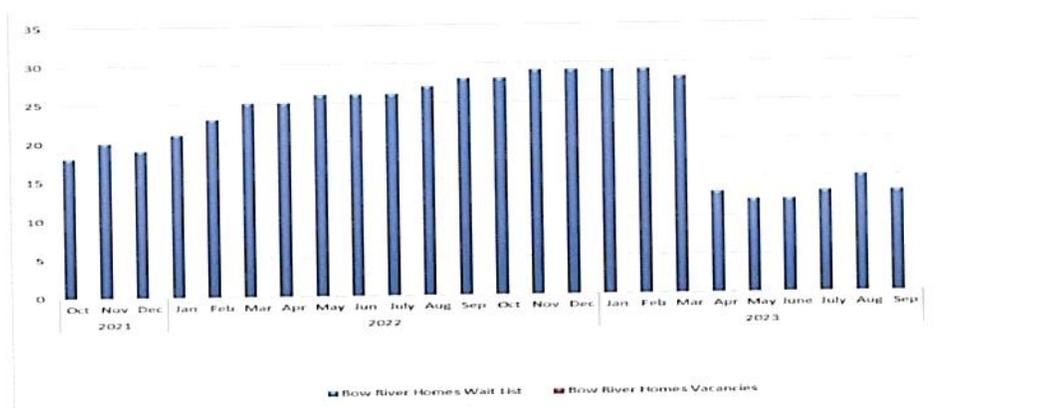
- The lodge has twenty-two residential suites.
- Of those suites, nineteen are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Three are being rehabilitated.
- 79% of the habitable suites are occupied or awarded pending move-in.
- Three candidate households are wait-listed, and all of them are not yet ready to move in.



Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of September 27, 2023:

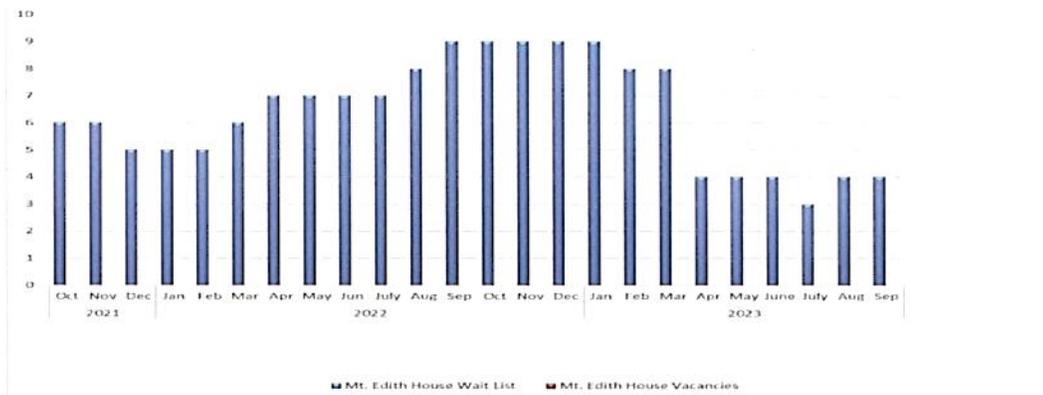
- The project has twenty-eight self-contained residential suites.
- Of those suites, twenty-six are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Two that are being rehabilitated.
- 100% of the habitable suites are occupied or awarded pending move-in.
- Thirteen candidate households are wait-listed.



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of September 27, 2023:

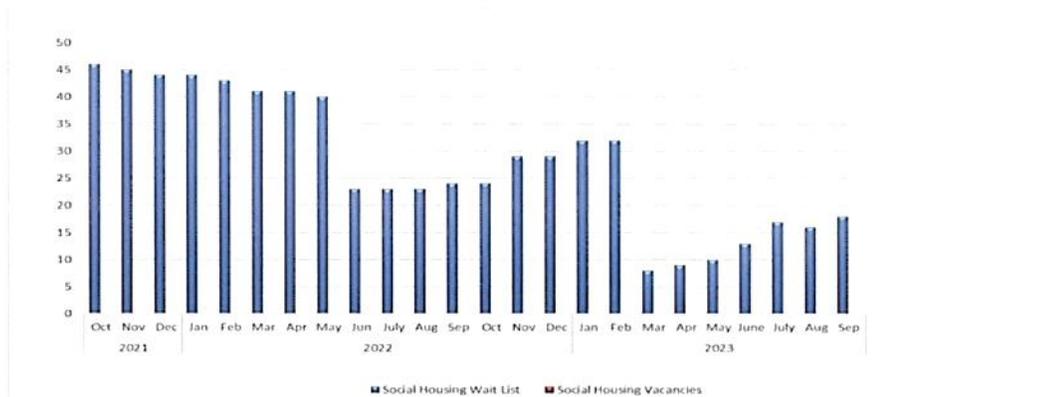
- The building has thirty-four self-contained residential suites.
- Of those suites, thirty-two are occupied or available for occupancy.
- The other suite is not available for occupancy. They are not captured in the chart below but include the following:
 - Two that are being rehabilitated.
- 100% of the habitable suites are occupied or awarded pending move-in.
- Four candidate households are wait-listed.



Community Housing Projects in Canmore

Occupancy and waitlist as of September 27, 2023:

- The portfolio has fifty-eight individual residential units.
- Of those fifty-eight units, fifty-seven are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below but include the following:
 - One is being rehabilitated.
- 100% of the habitable suites are occupied.
- Eighteen candidate households are wait-listed.



Rent Supplement (RS) Programs in the Bow Valley Region.

Occupancy and waitlist as of September 27, 2023:

- A monthly budget of \$32,370.00.
- Providing financial subsidies to fifty-three active client households.
- Eight candidate households are wait-listed.
- The monthly subsidy totalled \$28,163.00, averaging \$531.00 per client household.
- Of our active RS client households:
 - 42 live in Canmore
 - 7 live in Banff
 - 1 live in Deadman's Flat
 - 3 live in Exshaw

Appendix A - Committee of Whole report

Note: Sales are recorded in the year the transaction closes

30-Sep-23

Year	Vital Homes Homeownership Program		Total	Resales	New Inventory
	Resales	New Inventory			
2023	3	6	9	2WW, 1GRL	5AL,1WW
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											
September 2023											
	OWN Program			RENT Program							
Wait List:	223	+3 over last month		169			+10 over last month				
Applications YTD:	109	+8 over last month +67 over STLY		171			+19 over last month +67 over STLY				
<i>Applications Received/Processed 2022:</i>	72			154							
Inquiries YTD:	214	+17 over last month +69 over STLY		326			+30 over last month +154 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:	162	1 unit sold-WW 1 unit FSBCCH-WW-Available 1 unit FSBCCH-SCMV-Available 3 units FSBO-WW-All C/S		60		48		7		1	
Turnover YTD:	6%	9		10%	6	19%	9	29%	2	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 September 301, 2023 ↑											



Administrative Update

DATE OF MEETING:

October 17, 2023

Agenda #: F-1

A. CAO's Office

1. CAO

- a) The Intermunicipal Committee (with the MD of Bighorn) has been inactive due to staffing and council changes in the MD and a variety of scheduling challenges. The committee met in September and created a plan for future meetings and reviewing our agreements.
- b) Attended the Alberta Municipalities Convention in Edmonton during the last week of September, the September BOWDA lunch (with the General Managers of Municipal Services and Corporate Services), the monthly Midsized Cities Mayors Caucus, (call with Mayor Krausert) and the TransAlta facility tour (with Councilor Mah and General Manager of Municipal Infrastructure).
- c) The Reconciliation, Equity, Diversity, and Inclusion organizational review which has been accepted by Council is being advanced by a working group of interested and committed staff who meets monthly. We are working on hiring some resources to support the work (per the approved capital budget) and to determine what items we can advance with current resources.
- d) The annual employee appreciation lunch was held on September 11 with service awards given to employees who have worked at the Town for five, 10, 15, 20, and 25 years plus team awards (see HR).

B. MUNICIPAL SERVICES

1. Community Social Development

- a) Family and Community Support Services (FCSS) hosts the Volunteer Income Tax Program. To date, the 178 tax returns have been completed in 2023, and as a result, a total of \$1.2M was brought back into the community.
- b) The Family Connection Centre is focused on creating new opportunities to welcome families. In September they hosted: Dad Olympics (16 individuals participated), Pride pancake breakfast (75 individuals participated), and a Truth and Reconciliation drop-in play program (hosted on September 30th).
- c) The Community Evaluator, in collaboration with YWCA Banff, supported the Rural Development Network's (RDN) Service Needs Assessment, the RDN report is now complete. One of the most notable statistics was that 95% of the 1,152 respondents indicated that they were experiencing some form of housing insecurity. The Community Evaluator will be presenting a detailed overview of the report in November.
- d) In the fall, the Community Evaluator will be working with the Bow Valley Immigration Partnership (which the Town is a partner of) to complete an integration assessment to understand what new immigrants need to feel welcomed and included within the Bow Valley.

2. Recreation Services

- a) The Aquatic Centre at Elevation Place has recently up-dated water safety signage to better align with best practices within the industry. Signage includes the use of 'ideograms' which are intended to be more inclusive and easier to understand. The design is consistent with the safety signage installed at the lifejacket loaner station at Quarry Lake.

3. Protective Services

- a) Community Peace Officers have begun enforcing moving traffic offences. In September, they focused on Back-to-School Safety in alignment with the Alberta Traffic Safety Calendar. They educated and enforced drivers not stopping for school busses at bus stops.

4. Economic Development

- a) Arts and Events organized an event to mark the National Day of Truth and Reconciliation. The event was held on September 29th rather than on September 30th to ensure that it did not conflict with events planned to take place in nearby Indigenous communities.

C. CORPORATE SERVICES

1. Human Resources

- a) On September 11, the following teams were internally recognized with the following awards:
 - In the category of "Organizational Culture & Vision" the Commercial Waste Improvement Team was awarded for cross departmental collaboration to improve commercial waste programs within the municipality. Key deliverables included bylaw changes that protect wildlife and specifically prevent the death of bears who may access garbage inappropriately. Team members included Simon Robins (Solid Waste Services), Amy Fournier (Sustainability), Caitlin van Gaal (Sustainability), Colin Vandertogt (Municipal Enforcement), and Devin Bartley (Engineering).
 - In the category of "Organizational Performance and Improvement" the New Website Team was awarded for focusing on both internal and external stakeholder engagement, resulting in a website that is modern, easy to navigate, and more effective. Team members included Cara Hedin, Adam Robertson, Nicky Pacas, and Robyn Dinnadge from Communications, and Charlene Todd and Shravan Popuri and Garrett Irwin from IT.
- b) Key training in August and September included:
 - Indigenous Cultural Awareness 2.0 facilitated by SevGen
 - DEI training in Transformative Conversations facilitated by Harmony at Work
 - Customer Service and De-Escalation Training facilitated by the Canadian Association for Mental Health (CAMH)
 - All leaders participated in Harvard Manage Mentor education for Leading People and a café conversation facilitated by Scott McKay. GM of Municipal Services staff
- c) As part of our participation in the Partners in Injury Reduction (PIR) Program through the Worker's Compensation Board (WCB) of Alberta, throughout the month of October the Town will participate in an annual audit of our health & Safety program.

2. Communication

- a) A Q3 update on Council's Strategic Plan is attached to the Administrative Update, see attachment 1. Q3 updates are in **bold**. The Objective and Key Results spreadsheet has been updated with metrics as of Q3 where available, see attachment 2.
- b) In collaboration with the Community Social Development team, we are looking at what the future of the Community Monitoring Report and Council's Strategic Plan updates could look like. More information will be provided as it becomes available.

D. MUNICIPAL INFRASTRUCTURE

1. Facilities

- a) Operational Updates
 - The annual pool shut down went well and all planned maintenance tasks were completed.
 - Outdoor public washrooms at Elk Run, Lions, Millenium, and Centennial parks will start to shut down for the season, as determined by freezing overnight temperatures.
 - The existing Fire Hall will be re-named to Protective Services Building as per the naming convention in the Municipal Naming Policy (EX-008) once Fire & Rescue Services moves into the new Fire Station.
- b) Fire Station Construction (7229): The contractor requires additional time to meet substantial completion, so this milestone was not achieved in September as previously expected. Administration can accommodate this schedule change and will report back to Council once this milestone has been achieved.

2. Public Works

- a) Parks
 - Vandalism – The new Lions Park tennis courts and new accessible playground were vandalized recently. Damage included surfaces chips on the tennis courts, the accessible kids swing needed to be replaced and portable washrooms were overturned. Operations costs to repairs all items is around \$5,000. No one was seen causing the damage. The new large tennis surface is enticing to other user groups such as skate boarding, bike riding and off leash dogs. The courts have been signed for tennis play only, and administration is working to manage this challenge.
- b) Streets and Roads (S&R)
 - Seasonal Changes – Summer operational programs such as sidewalk and pavement maintenance, and road messaging refreshes, are winding down. The snow and ice control (SNIC) season is soon to be upon us and preparations such as contractor meetings, mapping updates, and equipment maintenance are underway as S&R looks to execute an effective season.
 - Main Street Reopening – On October 13, Main Street will be reopened to vehicle traffic. S&R is working with the BIA and other stakeholders to ensure this action is executed safely and efficiently.

c) Solid Waste Services

- Southern Alberta Energy from Waste Association: The 2023 AGM was held on September 22. The project is still in negotiations with the technology provider/investor for a MOU to move the project into an implementation phase. These talks have been going on for about a year. The Association was unable to secure any grants to support the negotiations. The County of Newell and the Town of Brooks have provided funding of \$100,000 each to allow the process to continue.
- Construction, demolition, and renovation waste (CRD): Over the summer a study was completed that compiled tools and best practices for managing CRD waste, which accounts for over one-third of Canmore's landfilled waste. The study was completed by a recent Master of Business Administration graduate through the University of Alberta's 'Sustainability Scholar' program. The findings will be presented at the annual Recycling Council of Alberta Conference being held October 18-20. The study will also help inform a CRD waste strategy that will be investigated in 2024.

d) Utilities

- Regulatory: No contraventions to report.
- Operational Highlights:
 - EPCOR began the fall sewer flushing program in problem areas, most notably in the downtown area to remove grease buildup.
 - EPCOR spent a week adjusting Pressure Reducing Valves (PRV) to ensure the water system is balanced between Pumphouse 1 and Pumphouse 2. In addition, a complete assessment of the PRVs was also undertaken.
- Service Interruptions:
 - August 23rd: A home along 1st Street on the Town's Low Pressure Sewer System required its curb stop to be repaired.
 - September 15th: A home on 3rd Avenue had a nonfunctioning curb stop that required repaired.
- Odour Control: A final report with recommendations is expected in early October and administration is planning to bring a request for direction report this fall with recommendations. There is a \$2M placeholder in the 2024 capital plan to support the implementation of recommendations.

e) Sustainability

- As per Council Motion 312-2022, administration has been developing the 2024 e-Bike Incentive Pilot Program. The Pilot Program will focus on members of the Affordable Services Program (ASP) to reduce barriers to e-bike ownership for our highest-need residents. Administration will begin rolling out information about the Pilot Program directly to ASP members starting in October. ASP members will be first invited to complete a short survey to assess incentive amounts, interest in e-bike ownership, and current vehicle ownership. Applications to the e-Bike Incentive Pilot Program will open in February with a lottery in March 2024 to select the program participants. Additional details will be provided directly to ASP members over the coming months.

- Human Wildlife Coexistence Implementation and Action Plan: Public survey will run from October 1 to 31, 2023 to gather input from the public to inform the Plan.
- Climate Emergency Action Plan: Public engagement kicked off at the end of September with the launch of the mycanmore.ca project webpage. The first public engagement event (webinar and Q&A) is being hosted the evening of October 18th, with the second planned for November 8th. A public survey will run throughout the month of November, with two targeted community roundtable discussions and two equity focus group discussions occurring in November as well. All input will be incorporated into the final Climate Emergency Action Plan.

2023 Council Priorities

Progress as of September 30, 2023



Implementing LIVABILITY

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

Objectives	Key Results	Update on actions accomplished to date <i>*Bold items were accomplished or updated in Q3</i>
<p>Municipal initiatives and services are designed to increase affordability for residents</p>	<p>Average monthly rental rates in Canmore increase by no more than 5% per year</p> <p>Increase the number of non-market housing units available to residents</p>	<p>The Town of Canmore is focused on addressing the housing crisis. Council approved a comprehensive Housing Action Plan to positively impact the housing crisis in Canmore. The plan looks at encouraging long-term occupancy of existing housing stock, encouraging an increase in rental supply, and creating a sustainable source of funding to support affordable housing.</p> <p>Council approved the Terms of Reference for a Livability Tax Policy Task Force, which will look at options for phasing out the Tourist Home designation and encouraging long-term occupancy of existing housing stock.</p> <p>The Town of Canmore’s submission to the Federal Housing Accelerator Fund was submitted. The submission highlights a number of initiatives for funding.</p> <p>Council increased the number of Town Council members on the board for Canmore Community Housing (CCH). CCH has hired a new executive director, who will focus on refreshed priorities to increase capacity and mandate for CCH.</p> <p>Happipad began operating in Canmore in April to match compatible people who have spare bedrooms with renters who have undergone background checks. The Town of Canmore has funded a three-year subscription for Happipad to operate in Canmore.</p> <p>The Safe Park program opened on June 1 and operated until Sept. 30. The program is designed to support individuals who are employed in our community and who reside in their vehicles. This year, the cost to acquire</p>

Objectives	Key Results	Update on actions accomplished to date <i>*Bold items were accomplished or updated in Q3</i>
	<p>Increase Roam transit ridership on local and regional routes</p> <p>Increase the number of local non-profits and businesses that participate in initiatives to reduce the living wage</p>	<p>a Safe Park permit is \$150 (\$100 fee + \$50 refundable deposit); deposits will be returned to participants in October.</p> <p>Council increased the number of housing units available to residents when approving the development at Lawrence Grassi Middle School. Five units will be purchased by Canmore Community Housing (CCH) with the Town of Canmore covering the costs until funds are recovered through the sale of the property through CCH’s new program. The new program will include some form of future resale price restriction along with the residency requirement. Approximately 120 units are being proposed as part of the development with ~80 units to be sold to the market (five of which can be purchased by CCH for the new pilot residency program, ~20 units to be sold to CCH for Vital Homes, and ~20 units to be used for employee housing.</p> <p>With the 2023-2024 budget Council approved new services including:</p> <ul style="list-style-type: none"> • Local Quarry Lake/Grassi route • Increase regional transit service • Increased weekend and weekday local service to match regional service <p>While these changes have not yet been implemented, the assumption is that ridership will be positively impacted once they are in place.</p> <p>See Objectives and Key Results Tracking chart for updated Affordable Service Program numbers.</p>
<p>Emergency Management Communication is effective and adopted across our community</p>	<p>Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident</p> <p>Increase the number of subscribers to the emergency notification service</p> <p>The 2025 Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases</p>	<p>An update to the Public Information Officer’s guide was completed. The update reflects the use of new channels including Voyent Alerts, updated Alberta Emergency Alert program and the Town of Canmore’s new website.</p> <p>See Objectives and Key Results Tracking chart for updated emergency notification service numbers.</p> <p>Campaign to increase subscribers to Voyent Alert being developed, will be rolled out in Q4 2023.</p> <p>We have developed emergency response plans for unsheltered individuals, and also have plans for extreme heat and wildfire smoke.</p>

Objectives	Key Results	Update on actions accomplished to date <i>*Bold items were accomplished or updated in Q3</i>
Municipal programs, facilities, and services help to attract and retain families and support community diversity	<p>Increase proportion of Town of Canmore hosted/permitted events that support community diversity and increase the number of events that highlight the work/culture/activities of traditionally marginalized populations</p> <p>Increase participation in programs for children/youth</p>	<p>A universal washroom study will be undertaken later this year. Inclusive signage has been placed on gendered washroom facilities.</p> <p>An outdoor ice surface in Three Sisters area was installed.</p> <p>The Family Connection Centre continues to offer a variety of programs for families with children. In 2023, 293 children aged 0-18 years of age registered for 17 child development programs, and 305 children registered for at least one of the 7 weeks of outdoor, summer adventure club programs. In addition, 1323 families drop-in to Family Connection Centre social connection programs.</p>
Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available	<p>Increase # of Town of Canmore employees who live in Canmore</p> <p>Increase the proportion of skilled labour jobs in the community</p> <p>Diversify the economy</p>	<p>Work on developing a Labour Market Strategy is underway. The strategy will identify best practices and look for strategic ways to address labour market constraints within our community. Engagement has been completed, with final research and recommendations expected to be brought forward in Q1 2024.</p> <p>A Retail Gap Analysis and Light Industrial & Commercial Land Review was completed.</p>



Implementing ENVIRONMENT

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

Objectives	Key Results	Update on actions accomplished to date <i>*Bold items were accomplished or updated in Q3</i>
<p>Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced</p>	<p>Decrease violations and use of unsanctioned trails in wildlife corridors and habitat patches</p> <p>Increase compliance with waste bylaw requiring effective use of bear proof bins</p> <p>2025 Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases</p>	<p>The Biosphere Institute ran a “Keep Wildlife Alive” Ambassador program through the summer months. Two ambassadors were hired to be out in the community delivering messaging related to the “Keep Wildlife Alive” campaign.</p> <p>A consultant has been hired to develop an action plan for the Town of Canmore to execute on recommendations from the Human-Wildlife coexistence roundtable report. An engagement plan has been developed and public engagement will be undertaken in Q4 2023.</p> <p>The fruit tree removal incentive program was revamped to cover 100% of the costs of removal of a fruit tree, up to \$500 per property. This has resulted in the program being fully subscribed.</p> <p>The Municipal Enforcement team has been conducting active patrols to educate and enforce on:</p> <ul style="list-style-type: none"> - Dogs on leash. - Removal of fruit from trees. - The use of animal-proof bins for commercial waste.
<p>Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation</p>	<p>Reduce GHG emissions</p> <p>Increase in number of annual requests for Firesmart home inventory</p>	<p>An updated, consolidated Climate Emergency Action Plan is underway. An engagement plan has been developed and will be implemented in Q4. This plan will combine current Environment and Sustainability, Climate Action, and Climate Adaptation Plans.</p> <p>The Closed-Door Bylaw was approved.</p> <p>See Objectives and Key Results Tracking chart for updated Firesmart home numbers.</p>

Objectives	Key Results	Update on actions accomplished to date <i>*Bold items were accomplished or updated in Q3</i>
	Increase number of mock emergency exercises from 1 to 2	
The community is aware of the Town of Canmore's environmental leadership	<p>Increase applications to environmental programs (solar, fruit tree removal, e-bike, etc.)</p> <p>Decrease the amount of residential waste per capita sent to landfill</p> <p>2025 Citizen perspective survey indicates an increase in satisfaction with the Town's efforts to reduce our impact on Climate Change</p>	<p>The Solar Incentive Program and the Clean Energy Improvement Program continue to be fully subscribed. The Fruit Tree Removal Program was revamped to cover 100% of the costs for tree removal, up to \$500 per property and is fully subscribed.</p> <p>A new Climate Emergency Action Plan is underway, public engagement will play a part in shaping the plan.</p> <p>The Commercial Food Waste Bylaw was passed.</p>
Safe multi-modal transportation shift is advanced	<p>Decrease in the number of travel-related collisions and injuries on municipal roadways</p> <p>Decrease of the number of vehicle registrations per capita basis</p> <p>Increase the share of pedestrian and bike trips through the BVT/Railway intersection</p>	<p>Local transit frequency was increased on weekdays and weekends. Planning and infrastructure installation for the Quarry/Grassi Lakes route is ongoing, this route is anticipated to start in May 2024.</p> <p>Residential speed limits were lowered to 30 km/h on local, collector, and activity streets.</p> <p>Trail etiquette signage and pathway marking decals have been designed. Pathway markings have been installed. Trail etiquette signage is anticipated to be installed in Q4.</p> <p>Winter and summer trail maps have been completed in collaboration with Canmore Community Cruisers. These maps are available at local bike shops and rental companies throughout Canmore.</p> <p>Work on the West Bow River Pathway continues, with completion expected in Q4.</p> <p>Public engagement for the second phase of work on Railway Avenue was completed and included many changes, based on feedback from the public. The project was approved and work is anticipated to start in 2024.</p>



Implementing RELATIONSHIPS

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

Objectives	Key Results	Update on actions accomplished to date <i>*Bold items were accomplished or updated in Q3</i>
<p>Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced</p>	<p>100% of current staff complete Level 2 Indigenous Cultural Awareness Training by the end of 2024 and 100% of new hired complete Level 1 Indigenous Cultural Training within 1 year of being hired</p> <p>Increase the number of administrative departments who directly work with/liaise with appropriate counterparts</p> <p>All 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document are updated and advanced (from 2021 update) with input from Stoney Nakoda and other Treaty 7/Metis 3 involvement</p>	<p>See Objectives and Key Results Tracking chart for updated training numbers.</p> <p>We are encouraging developers to work with Indigenous communities to create Indigenous street names in new subdivisions.</p> <p>We working closely with a number of Treaty 7 nations when planning and delivering major events including National Indigenous Peoples Day, National Day of Truth and Reconciliation and Canada Day.</p> <p>We support Stoney Nakoda Administration in an Indigenous led area-based conservation project to create an Indigenous protected and conserved area in the Bow Valley.</p> <p>Mayor and CAO extended lunch invitations to all Treaty 7 Chiefs and CAOS and have met with all from Stoney Nakoda Nation, Siksika Nation, and Tsuut'ina Nation.</p>

Objectives	Key Results	Update on actions accomplished to date <i>*Bold items were accomplished or updated in Q3</i>
<p>Inter-governmental, business, and non-for-profit relationships result in mutually beneficial outcomes</p>	<p>Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases</p> <p>Increase the number of collaborative programs and services undertaken by the Town of Canmore with the Federal or Provincial government, the MD of Bighorn, Town of Banff, or Kananaskis Improvement District</p>	<p>Formalized the Town of Canmore’s agreement with Biosphere Institute.</p> <p>Significant effort has been and continues to be put into advocacy for provincial policy changes on additional revenue tools for municipalities with visitor-based economies. Traditional municipal revenue sources and provincial grant funding sources do not account for visitor tourism demand on Town of Canmore services. The ability of tourism-based local governments to upgrade existing infrastructure to accommodate visitor demand and/or invest in new infrastructure to support the development of the tourism industry is limited.</p> <p>Increased inter-municipal collaboration throughout the Bow Valley. For example:</p> <ul style="list-style-type: none"> - Regional Emergency Management Grant and bylaw - Improved relationship with MD of Bighorn - Bow Valley Municipal Leaders Caucus - Collaboration on event promotion with Town of Banff <p>Established mayor’s roundtable meetings with community members, organizations, and other levels of government on employee housing and childcare.</p>
<p>Meaningful, two-way public engagement and communication is civil, substantive, and productive</p>	<p>Increase participation in engagement (online, in-person, etc.) activities</p> <p>Citizen perspective survey indicates that residents have enough opportunities to provide input into decision-making about Town of Canmore projects and services increases</p>	<p>See Objectives and Key Results Tracking chart for updated public participation numbers.</p> <p>An Intentional Plan for the Public to be Heard has been created to track public engagement opportunities, highlight public feedback, publish What We Heard reports, update the Public Participation Policy, and other initiatives.</p> <p>The new website includes a “Report or Request” tool, providing an easy to use way to report issues that community members are seeing around town.</p>
<p>The community understands the value of a strong and healthy public service</p>	<p>Citizen Perspective Survey indicates an increase satisfaction with town programs and services</p> <p>The number of respectful workplace incidents per year decreases</p>	<p>Increased communication about community initiatives and hot topics such as emergency preparedness, dealing with wildfire smoke, pathway etiquette, transportation and Main Street Pedestrianization are reaching more people than ever before.</p> <p>Using community-centric messaging to acknowledge public sentiment is one way we are helping the public better understand the work we do. As we use public input to recommend improvements (such as changes to Railway Ave and creating multiple tiers in the Affordable Services Program), we can reinforce the principles in the Intentional Plan for the Public to be Heard and demonstrate what we’re doing incorporate feedback.</p>



Implementing FOUNDATIONAL PILLARS

Objectives	Update on actions accomplished to date <i>*Bold items were accomplished or updated in Q3</i>
<p>Pillar #1 – Financial Stewardship – We protect and plan for the long-term interests of residents by managing assets and financial resources equitably and sustainably</p>	<p>Significant capital investment is needed for the maintenance, rehabilitation, and replacement of existing Town of Canmore assets. An update to the Long-Term Financial Strategy and Asset Management Strategy is being undertaken to improve the organization’s finances and overall financial sustainability.</p> <p>The first phase of a service level review is underway to inventory all services provided by the Town of Canmore, creating a framework for analysis and categorizing the highest priority areas for evaluation. A second phase is planned and will help future decision-making align with Council priorities.</p>
<p>Pillar #2 – Human Resources – People and culture are our strongest assets. We are inclusive and connected</p>	<p>Staffing is the Town of Canmore’s largest operating expense. To help recruit and retain high qualified staff to continue to provide services, the cost-of-living allowance in 2023 was 5.9% to account for inflation and high cost of living.</p> <p>A Reconciliation, Equity, Diversity, and Inclusion organizational audit was completed in Q2 and a plan to implement recommendations is underway.</p> <p>The HR department is prioritizing leadership development with semi-annual training activities for managers.</p> <p>An organizational vision for a leadership-driven health and safety culture has been developed and plans are in progress to implement the tools and systems needed to successfully achieve the vision.</p>
<p>Pillar #3 - Community Engagement - We meaningfully engage with citizens for effective decision making</p>	<p>See third row under Relationships for actions accomplished.</p> <p>The launch of the new Community Monitoring web-based tool makes it easier to monitor key community indicators and measure progress on Council Strategic Plan.</p>

Goals	Objectives	Key Results	Baseline	As of Q3 2023	Target	Target QTR	Notes
	What objectives will help us reach our goals?	How will we know if we are progressing towards our objectives?					
G1: Livability - Canmore is a place where all residents can thrive	O1: Municipal initiatives and services are designed to increase affordability	KR1: Average monthly rental rates in Canmore increases by no more than 5% per year	average rent of a one bedroom in 2022 was \$1,971	\$2343 (average rent of 1 bedroom)	\$2,070	Q4 2023	\$2343.13 is the average advertised rent of a 1 bedroom as of the end of August 2023 (data for September not yet available), including furnished and non-furnished units, both with and without utilities.
		KR2: Number of non-market housing units available to residents increases from 275 to 409 by 2026	154 ownership and 121 rental units	164 ownership and 116 rental units	210 ownership and 199 rental units	Q4 2026	Increase of 5 units (275 to 280)
		KR3: Increase Roam transit ridership on local and regional routes by 20% per year from 1277 daily trips in 2022 to 2488 daily trips in 2026.	1277 daily trips	1636 daily trips	2488 daily trips	Q4 2026	Daily trips up approximately 28% over baseline through September, 2023. Local route averaging 852, regional route averaging 784.
		KR4: Number of local non-profits and businesses that participate in initiatives to reduce the living wage increases from 15 to 60 by 2026	15	19	60	Q4 2026	2023: (artsPlace, SPCA, Canmore Museum, Bow Valley Adult Learning Centre, Pine Tree Players, Nordic Centre, Kid Sport, Jumpstart, Calgary Flames, Community Cruisers, Canmore Seniors, Canmore Eagles, Eclipse Coffee Roasters, CanMore Together, Sage Bistro, WildHeart Barre and Yoga Studio, Float Canmore, Venice Gifts, The Trident Mediation Counselling and Support Foundation are all community partners with the Affordable Services Program) TOC: dog licensing/EP/Roam Transit
	O2: Emergency Management Communication is effective and adopted across our community	KR1: Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident meeting the MEMP criteria 80% of the time	N/A		within 2 hours 80% of the time	Next event	N/A
		KR2: Sign up of subscribers increases by 10%/month until more than 50% of adult residents are subscribed	N/A	1659	10% per month	when 50% of adults is reached	1659 subscribed contacts at end of Q3, compared with 792 subscribed contacts at end of Q2 = average of 28% increase per month
		KR3: Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases from 89% in 2023 to 95% in the 2025 survey	89%		95%	Q3 2025	
	O3: Municipal programs, facilities, and services help to attract and retain families and support community diversity	KR1: The proportion of Canmore's permanent population between the ages of 0 to 19 increase from 22% in 2021 to 25% in 2026.	22%		25%	Q4 2026	
		KR2: Increase proportion of Town hosted/permitted events that support community diversity and increase the number of events that highlight the work/culture/activities of traditionally marginalized populations from 12 to 20 by 2026	12 of 40 events in 2023		20	Q4 2026	
	O4: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available	KR1: Increase # of ToC employees who live in Canmore from 74% to 85% by 2026	74%	75%	85%	Q4 2026	
		KR2: Increase the proportion of skilled labour/high paying jobs in the community from 40% to 45% by 2026	40%		45%	Q4 2026	
		KR3: No single industry makes up more than 15% of Canmore's economy by 2026	14%		no more than 15%	Q4 2026	

G2: Environment - Canmore is a recognized leader in managing human impact on our environment	O1: Wildlife encounters within Canmore's urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced	KR1: Zero violations and use of unsanctioned trails in wildlife corridors and habitat patches by 2026	N/A		0%	Q4 2026	
		KR2: 100% compliance with waste bylaw requiring effective use of bear proof bins by 2026	N/A		100%	Q4 2026	Not available until year end
		KR3: Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases from 74% in 2023 to 80% in the 2025 survey	74%		80%	Q3 2025	
	O2: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation	KR1: GHG inventory reduces by x% for corporate and y% for community by 2026	TBD	Climate modeling still underway - inventory will be complete in early 2024	TBD	Q4 2026	Through the update to the ESAP and Climate Action Plan we will update our 2030 and 2050 targets to align with international and federal targets. We will add these targets after Council approval of the new emissions targets in late 2023/early 2024
		KR2: Increase in number of annual requests for Firesmart home inventory from 10 to 35 by 2026	10	25	35	Q4 2026	As of September 30, 2023, 15 residential houses, and 10 condos/apartments
		KR3: Increase number of emergency exercises (mock or real) from 1 to 2 annually	1	2	2	Q4 2024	There have been two mock emergency exercises held in 2023 - one was an extreme heat table top exercise and the other was a functional ESS reception centre exercise.
	O3: The community is aware of the Town of Canmore's environmental leadership	KR1: Increase the number of incentive programs (i.e. e-bikes, low income retro and commercial solar) from two to five by 2026.	2	2	5	Q4 2026	
		KR2: Increase the number of people receiving incentives with the two existing incentive programs (residential solar and fruit tree removal) by 100% by 2026.	10 solar in 2022 and 17 tree in 2022	10 solar, 30 Fruit Tree in 2023	20 solar and 34 tree	Q4 2026	10 = 100% of current solar budget. Tree number indicates individual household incentives given, not total number of trees removed.
		KR3: Decrease the amount of total waste per capita sent to landfill from 0.59 Tonnes per capita to 0.50 Tonnes per capita by 2026.	0.59 Tonnes per capita		0.50 Tonnes per capita	Q4 2026	
		KR4: Citizen perspective survey indicates an increase in satisfaction with the Town's efforts to reduce our impact on Climate Change from 75% in 2023 to 80% in the 2025 survey	75%		80%	Q3 2025	
	O4: Safe multi-modal transportation shift is advanced	KR1: The number of travel-related collisions on municipal roadways decrease by 10% annually from 128 in 2022 to 86 in 2026, and the number of associated injuries decrease by 15% annually from 15 in 2022 to 10 in 2026	128 and 15		86 and 10	Q4 2026	Partial data available through May, 2023 as of Q3, 2023.
		KR2: Decrease of the number of vehicle registrations per capita basis from .75 to .68 by 2026	0.75		0.68	Q4 2026	
		KR3: Share of ped/bike trips through the BVT/Railway intersection increases from 11% in 2022 to 16% by 2026	11%	11%	16%	Q4 2026	Number of pedestrian trips is down, cycle and drive trips are up. We expect more movement towards the target when the impact of new infrastructure, an additional transit route, and new commercial is realized by summer 2025.

G3: Relationships - Respectful authentic relationships are the foundation on which our future success is built.	O1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced	KR1: 100% of current staff complete Level 2 Indigenous Cultural Awareness Training by the end of 2024 and 100% of new hired complete Level 1 Indigenous Cultural Training within 1 year of being hired	100% of current staff have taken Level 1	91% level 1 56% Level 2	100%	Q4 2024	As of Sep 30, 2023, 91% of staff have completed Level 1 training and 56% have completed or registered for Level 2
		KR2: In acknowledgement of the tenant of "nothing about us without us", increase the number of administrative departments who directly work with/liaise with appropriate counterparts, when possible, Stoney Nakoda Administration increases from five (CSD, A&E, EM, Fire, Ex office) to ten by 2026.	5		10	Q4 2026	
		KR3: Update/revise the 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document and meaningfully advanced them with Treaty 7/Metis 3 involvement by 2026				Q4 2026	Work to be undertaken by REDI steering committee and specific OKR created
	O2: Intergovernmental, business, and not for profit relationships result in mutually beneficial outcomes	KR1: Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases from 2 to 5 by 2026 for organizations that support council's strategic plan aligned with Town priorities	2		5	Q4 2026	
		KR2: Increase the number of collaborative programs and services undertaken by the Town of Canmore with the Federal or Provincial government, the MD of Bighorn, Town of Banff, or Kananaskis Improvement District from 15 to 25 by 2026	15		25	Q4 2026	CSD: Family and Community Services Alberta Association (FCSAA), FCSS provincial cost sharing agreement, Emergency Social Services Network of Alberta (ESSNA), Provincial Family Resource Network, Regional Family Resource Network, Bow Valley Immigration Partnership, Alberta Living Wage Network, Alberta poverty reduction network, Bow Valley Wellness preparedness and Recovery, South Central Emergency Social Services, Rural Development Network. Fire mutual aid agreements. Town of Banff: Compensation and Benefits survey collaboration, Indigenous Cultural Awareness Training, Regional EM, Digital Services Squad, and joint Communication efforts.
	O3: Meaningful, two-way public engagement and communication is civil, substantive, and productive	KR1: Participation in engagement (online, in-person, etc.) activities increases from 2000 engagements to 2600 by 2026	2000	2100	2600	Q4 2026	2100 online and in-person engagements this year as of Sep 30, 2023.
		KR2: Citizen perspective survey indicates that residents have enough opportunities to provide input into decision-making about Town projects and services increases from 62% in 2023 to 70% in the 2025 survey	62%		70%	Q3 2025	
	O4: The community understands the value of a strong and healthy public service	KR1: Citizen Perspective Survey indicates an increase satisfaction with town programs and services from 86% in 2021 to 90% in 2025 survey	86%		90%	Q3 2025	
		KR2: The number of respectful workplace incidents per year have decreased from 21 in 2022 by more than 50% by 2026	21	29	10 or less	Q4 2026	Year to date (Sep 30, 2023), we have 29 reported Violence and Harassment as a hazard in the workplace incident reports

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 have indicated that they 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.	22-Aug-23	
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 item rests with the Stoney Nakoda Nation.	22-Aug-23	
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 has produced a draft shared management plan now titled the "Management Recommendations and Implementation Plan for the LSWC". Engagement with various trail user groups was completed during the summer. The Working Group is working on finalizing the report, with the final draft expected to be completed by Fall 2023.	23-Aug-23	
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. An RFP is expected to be issued in September for phase 1 of the project	22-Aug-23	
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	Council referred the PPRAM to the upcoming Finance Committee meetings.	4-Oct-23	
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	Public Works Admin	A Request for Information (RFI) for car sharing was open from June 25 - August 1, 2023. Only one formal response was received, which was from a peer-to-peer car share platform. The results of this RFI and the additional research being conducted by Administration will be presented to Council in late 2023.	23-Aug-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	The new ED is working on the budget which will be part of Council's budget deliberations this fall.	22-Aug-23	
62-2022FIN	Finance Committee Deliberation and Direction	Include provincial downloading in the annual budget process.	29-Nov-22	CST	Administration continues to update the tracking system in advance of the 2024 budget amendments process. Mayor Krausert sent the 2022 document to the candidates before the recent Provincial election.	22-Aug-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	Report being brought to the October 3, 2023 Council Meeting.	22-Aug-23	3-Oct-23
69-2023	Mandatory Commercial Food Waste Diversion Bylaw	Direct administration to return with a process and recommendations for directing revenue resulting from enforcement from the specified fines except for sections 4.7(a) and 7.1 in Bylaw 2023-15 to the Wildsmart Program.	4-Apr-23	Finance	Finance will bring a report to Council on October 3, 2023.	22-Aug-23	3-Oct-23
104-2023	Capital Project Budget and Staging Amendments	Cancellation of the 2024 approved capital projects: CAP 7355 Teepee Town 2nd Avenue Rehabilitation Construction and CAP 7369 BVT Wastewater Upgrade – Phase 3 and bring the projects back into the future capital plan.	16-May-23	Engineering	Administration will bring a revised proposed capital budget and plan forward as part of the 2024 budget amendment process.	22-Aug-23	
105-2023	Capital Project Budget and Staging Amendments	Direct administration to update the 2024-2028 capital plan to account for future project budget and staging approvals as part of the 2024 budget amendment process.	16-May-23	Finance	Work is ongoing and will be presented to Finance Committee in November.	27-Sep-23	

118-2023	Canmore Downtown Business Improvement Area	Refer the Downtown BIA delegation requests made at the May 2, 2023 regular meeting of council to administration to consider as part of their report to Council on paid parking after one full year of paid parking in Canmore Town Centre, along with any recommended changes to the program, which must return to Council no later than the regular meeting of Council on October 3, 2023	6-Jun-23	Protective Services/ Engineering	Administration has been analyzing the Downtown BIA's delegation requests alongside data and feedback collected over the first full year of the Town Centre paid parking program. A report and presentation will be provided to Council on October 3, 2023.	22-Aug-23	3-Oct-23
120-2023	Housing Accelerator Fund Action Plan	Direct administration to report back to Council with proposed amendments to the Land Use Bylaw and policy amendments to phase out "Tourist Home" as a use.	6-Jun-23	CST	The Livability Task Force begins meeting October 10, 2023. \$ meetings are scheduled through the fall and recommendations are expected before year-end.	27-Sep-23	
121-2023	Housing Accelerator Fund Action Plan	Direct administration to return to Council with a report on property tax policy options to incentivize purpose-built rentals and full-time/long-term occupancy of residential units.	6-Jun-23	CST	The Livability Task Force begins meeting October 10, 2023. Meetings are scheduled through the fall and recommendations are expected before year-end.	27-Sep-23	
122-2023	Housing Accelerator Fund Action Plan	Direct administration to investigate and report back on changes to residential districts in the Land Use Bylaw that can facilitate provision of additional housing supply.	6-Jun-23	CST	This work is anticipated to commence in alignment with upcoming Land Use Bylaw amendments required after the Palliser ASP is approved.	22-Aug-23	
124-2023	Housing Accelerator Fund Action Plan	Direct administration to report back on options and funding required for adding a comprehensive planning process to establish parameters to consider infill, or "missing middle" housing opportunities in established neighbourhoods and explore options for eliminating single detached dwellings.	6-Jun-23	CST	Administration intends to commence this work in 2024	22-Aug-23	
191-2023	Facilities Use Decision Framework Existing Firehall	Direct administration to issue a Request for Expressions of Interest for third party interest in the remaining spaces at the Fire Hall and report back to Council for a decision.	15-Aug-23	Facilities	The development of the process to solicit Expressions of Interest has initiated. The priority will be to allocate resources toward moving Fire & Rescue Services out once the new Fire Station is available, then implement the lifecycle maintenance work in the existing Fire Hall, and move Protective Services, Facilities and Public Works Departments into the existing Fire Hall. So the depending on the timing of completion for these preceding items, the recommendation for potentially third party interests may be presented to Council in 2024.	28-Sep-23	
193-2023	2023 Capital Budget Amendment Large Item Collection Vehicle	Direct administration to return during the 2025 budget process with a review of the large-item pickup service level and provide recommendations on ways to increase potential circular economy opportunities to expand the reuse and sharing economy for residents.	15-Aug-23	Solid Waste			
200-2023	Retail Gap Analysis and Light Industrial and Commercial Land Review	Direct administration to return with recommended amendments to the Land Use Bylaw and Municipal Development Plan to discourage the provision of employee housing in industrial districts.	5-Sep-23	Planning			
217-2003	Livability Tax Policy Taskforce Terms of Reference	Direct administration to return with recommendations for members of the Livability Tax Policy Task Force at the September 19 meeting for Council approval.	5-Sep-23	CST	Council appointed task force members at its September 19, 2023 special meeting	19-Sep-23	19-Sep-23
219-2023	2023 Capital Budget Funding Sources Amendment - Cougar Creek Long-Term Mitigation	Direct administration to return during the 2024 budget amendment process with recommendations to cancel or delay \$8,300,000 in future or carry forward capital projects to reallocate that funding towards the Cougar Creek Long-Term Mitigation capital project (CP#1562).	5-Sep-23	Engineering			
230-2023	Palliser Trail Area Structure Plan Bylaw 2023-22	Postpone second and third reading of Palliser Area Structure Plan Bylaw 2023-22 to the November 7, 2023 regular meeting and direct administration to bring a report responding to feedback from the public, especially from BOWDA and Canmore Community Housing.	3-Oct-23	Planning			
238-2023	Municipal Election Sign Options	Direct administration to prepare (1) an Election Sign Bylaw that restricts municipal election signage to private property except for four public property locations recommended by administration where a candidate may place one sign, and (2) an amendment to the Town's Land Use Bylaw to remove the political campaign signs section	3-Oct-23	Planning			



Correspondence

DATE OF MEETING:

October 17, 2023

Agenda #: H

1. From the Minister of Municipal Affairs re Canmore Traffic Calming Initiatives
2. From UNESCO re Joining the Coalition of Inclusive Municipalities



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Hays*

AR112471

September 26, 2023

His Worship Sean Krausert
Mayor
Town of Canmore
902-7 Avenue
Canmore, AB T1W 3K1

Dear Mayor Krausert:

Thank you for your submission of the *Canmore Traffic Calming Initiatives - 'Canmore Curbs'* initiative to the Enhancing Community Safety category of the 2023 Minister's Awards for Municipal and Public Library Excellence.

The Minister's Awards review committee reviewed 24 submissions this year. Although your submission was not selected to receive an award, I commend your work to make your community strong, prosperous, and resilient, and to provide excellent service to your residents and stakeholders. I appreciate your willingness to share this accomplishment and wish you continued success with this initiative.

To build on this program's objective to share municipal and public library success and knowledge across the province, summaries of each initiative submitted for this year's Minister's Awards will be posted on the Government of Alberta website later this fall. The winning submissions will be announced at the upcoming Alberta Municipalities and Rural Municipalities of Alberta conventions and I encourage you and your council to share your initiatives with other municipalities.

Sincerely,

Ric McIver
Minister

cc: Sally Caudill, Chief Administrative Officer, Town of Canmore
Caitlin Miller, Protective Services Manager, Town of Canmore

September 28, 2023

Mayor Sean Krausert
Town of Canmore
130 Oxford Street (2nd Floor)
Canmore, ON, N5C 2V5

Dear Mayor Krausert,

On behalf of the Canadian Commission for UNESCO, we would like to congratulate the Town of Canmore for joining the Coalition of Inclusive Municipalities. It is with great pleasure that we welcome your town to this network composed of more than [110 municipalities from various regions of Canada](#). As a member of the Coalition, the Town of Canmore is automatically part of the [International Coalition of Inclusive and Sustainable Cities](#) (ICCAR), launched in 2004 by the United Nations Educational, Scientific and Cultural Organization (UNESCO).

To assist the Town of Canmore in achieving its objectives, we kindly invite you to consult the Coalition's toolkit: [The Coalition of Inclusive Municipalities: A Guide for New and Established Members](#) (attached and available online) and share it with local partners so they can better support your city's commitments. The Toolkit contains information on developing and implementing an action plan, examples of initiatives taken by signatory municipalities regarding the Coalition's 10 Common Commitments, as well as various tools and strategies to help strengthen your community's inclusion work. You may also be interested in our [Small and Rural Municipalities](#) toolkit.

In addition, we invite the Town of Canmore to proudly promote its commitment towards the network by using the [logo of the Coalition of Inclusive Municipalities](#) on official documents, on your website or on material related to any initiative relating to inclusion and diversity in your city.

To ensure that the Town of Canmore receives all relevant information on the Coalition (activities, meetings, and projects), we kindly ask to designate two focal points for your city (ideally, one elected official and one staff member). Your representatives can contact Mr. Daly Koffi, Acting Program Officer, Social and Human Sciences, at daly.koffi@ccunesco.ca, regarding the use of the Coalition logo. He will also be able to answer any questions you may have about the Coalition, its Toolkit other matters.

Again, please accept our congratulations on your commitment to fight racism and all forms of discrimination. We hope your example will inspire other municipalities to follow in your footsteps and join forces to promote inclusive municipalities and equality for all. We would appreciate receiving updates of initiatives and events organized by your city in order to share them with the Coalition and, on occasion, with ICCAR.

We look forward to working with the Town of Canmore on advancing these issues and remain available to assist you in reaching your objectives.

Yours sincerely,



Secretary-General
Yves-Gérard Méhou-Loko



CC: Daly Koffi, Acting Programme Officer, Social and Human Sciences and Youth

Attached:

- Toolkit for Municipalities, Organizations and Citizens
- List of signatory cities
- Graphic Standards Guide