

TOWN OF CANMORE

AGENDA

Committee of the Whole

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

Tuesday, January 23, 2024 at 1:00 p.m.

- 1:00 – 1:05 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
1. Land Acknowledgement
 2. Agenda for the January 23, 2024 Committee of the Whole Meeting
- 1:05 – 1:20 **B. DELEGATIONS**
1. Canmore Library – Updated Strategic Plan and Bylaw Amendment
- 1:20 **C. MINUTES**
1. Minutes of the December 19, 2023 Committee of the Whole Meeting
- 1:20 – 1:35 **D. STAFF REPORTS**
1. **Extreme Weather Response Plan**
Purpose: To inform the Committee of the Whole of the extreme weather response plans for extreme cold.
- 1:35 – 2:05 **2. Affordable Services Program Update**
Purpose: To provide the Committee of the Whole with an update on the Affordable Services Program (ASP) enhancements that launched in May 2023 and with data and results related to the overall program.
- 2:05 – 2:20 **E. COUNCILLOR UPDATES**
1. January 2024 Councillor Updates
- 2:20 – 2:35 **F. ADMINISTRATIVE UPDATE**
1. January 2024 Administrative Update
- 2:35 – 2:40 **G. COUNCIL RESOLUTION ACTION LIST**
1. Council Resolution Action List as of January 17, 2024
- 2:40 **H. CORRESPONDENCE**
1. From Alberta Municipal Affairs re LGFF Program Launch
 2. From Town of Hinton to Minister of Forestry and Parks re Wildfire Risk
 3. To Town of Banff from Alberta Municipal Affairs re Alberta Community Partnership Grant
 4. From Alberta Municipal Affairs re Oil and Gas Property Tax Incentives

- 2:40 – 3:10 **I. IN CAMERA**
 1. Personnel Matter
 Recommendation: that Council take the meeting in camera to prevent disclosure of personal information in accordance with section 17(4)(g) of the Freedom of Information and Protection of Privacy Act.
- 3:10 **J. ADJOURNMENT**



January 23, 2024

2023 was a busy year at the Canmore Public Library. We would like to start the new year by presenting Council with a brief update on the Library's new Strategic Plan of Service, provide background to the updated Library Board Bylaws and share the news of our 2023 Minister's Award for Public Library Service as outlined below:

- **2024-2027 Strategic Plan of Service** -- Public Library Services Branch, Municipal Affairs requires a current plan of service on file that is based on public feedback and outlines our Library's specific service goals and objectives over a 3-5 year period. Preparation for the new Strategic Plan of Service began in the Fall of 2022 and was completed in the Fall of 2023. During this process, we confirmed the new Library Mission Statement, Vision, Guiding Principles and Strategic Goals and established the framework for addressing public feedback over the next four years.
- **Town of Canmore Library Board Bylaws** – The community survey used for our plan of service identified overdue fines as a barrier to library service for some individuals in our community. One of the actions to be implemented as part of the new strategic plan is the removal of overdue fines at the start of 2024. The elimination of fines required an update to page 7 of the Library Board Bylaws: Schedule C - Overdue Fines and Penalties; this update was completed at the November 2023 Board meeting. As per section 36 of the Library's Act, the passing of or change to the library bylaws must be presented to Municipal Council.
- **Minister's Awards for Public Library Service** – we are proud to announce that in December 2023, the Canmore Public Library received a Minister's Awards for Public Library Excellence (for libraries serving over 10,000 population). Information about the award and our award video can be viewed at: <https://www.alberta.ca/ministers-awards-for-public-library-service-previous-recipients>

We appreciate the Town's ongoing guidance and financial support. We'd like you to know that we're using our funds wisely to make a difference in the community.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Michelle Preston".

Michelle Preston, Library Director &
the Town of Canmore Library Board

CANMORE PUBLIC LIBRARY



Strategic Plan of Service 2024-2027

Land Acknowledgement

In the spirit of respect, reciprocity, and truth, we acknowledge the traditional Treaty 7 Territory, which includes the ancestral lands of the Îyârhe Nakoda First Nations of Bearspaw, Chiniki, and Goodstoney, the Tsuut'ina First Nation, and the Blackfoot Confederacy First Nations of Siksika, Kainai, and Piikani. This territory is also home to the Rocky View Metis District 4, within the Battle River Territory.

We acknowledge these Nations as an act of reconciliation that is meant to honour, raise awareness, and express gratitude for the Indigenous peoples who have cared for these lands for generations.

Vision:

“The Library is a vibrant hub connecting Canmore’s community.”

Mission:

“Canmore Public Library is a welcoming, accessible, and free gateway to the world of ideas.”

The 5 Guiding Principles:***Freedom of Expression***

The Library supports the essential belief that all persons have a fundamental right to have access to the full range of knowledge, imagination, ideas, and opinion, and to express their thoughts publicly. We defend and promote equitable access to the widest possible variety of content and resist calls for censorship that deny or restrict access to our resources or our spaces.

Adaptability

We stay aware of the changing needs and opportunities of our community and world, and actively work to address them.

Learning

We support ongoing learning of everyone in our community by providing a rich variety of resources that recognize and support diverse learning needs and interests.

Sustainability

The Library is a leader in sustainable practices in our community. In our facility, our programs and services we always work to reduce waste and environmental impact. We are committed to ensuring sustainable funding for the continued success and growth of the Library. We provide materials, programs and services that foster sustainable practices in the community.

Inclusion

We are committed to ensuring that the Library is a safe and accessible space for all. Our collections, programs and services reflect the diversity of our community and offer opportunities for learning and growth in understanding and practicing inclusion.

Strategic Goals:

The following goals are the key areas of strategic focus for the next four years:

Visibility — Increase community awareness of the Library to maximize our impact.

Connections — Cultivate relationships to support our community.

Innovation — Adapt our materials, programs, and services to anticipate and meet the ever-changing needs of the community and the continuous evolution of the Library.

			<p>Circulation stats indicate growth each year</p> <p>Membership stats are maintained or show growth each year</p> <p># newsletter subscribers increased each year</p>
<p>Action: Concerted public education and communication initiatives to improve recognition and awareness of Library programs/services.</p> <ul style="list-style-type: none"> • Creation & implementation of annual PR plan with schedule that includes all Social Media Platforms, Website, Newsletter and in-house displays. • Attend a minimum of 4 community events each year 	Staff	<p>Monthly</p> <p>By Dec. 31st each year</p>	<p>Circulation & services used indicate growth each year</p> <p>Membership stats are maintained or show growth each year</p> <p>Community engagement (usage statistics and feedback) increases annually</p>
<p>Action: Increase public awareness of the Endowment Fund and conduct an annual Library Endowment Fundraiser Campaign in partnership with the Friends of the Library and the Banff Canmore Community Foundation (BCCF).</p>	<p>Board</p> <p>Staff</p>	<p>By Dec. 31st each year</p>	<p>Endowment Fund reaches 400K by end of 2027.</p> <p># partners & donors is maintained or increased annually</p>

Goal: Connections — Cultivate relationships to support growth across our community.

	Responsibility	Timeline	Evaluation Criteria
<p>Action: Assess and establish annual targets for delivering programs & services to specific demographics/user groups.</p> <ul style="list-style-type: none"> Promote availability of library spaces for use by community groups. 	Staff	By Dec 31 st each year	<p>Maintain/exceed # program participants as per annual program plan</p> <p>Circulation stats indicate growth each year</p> <p># of bookings for library spaces</p> <p>Feedback provided in patron evaluation forms is incorporated into the annual program plan</p>
<p>Action: Annually identify opportunities to build new partnerships and, also maintain, enhance & build upon existing partnerships.</p> <ul style="list-style-type: none"> Identify 2-3 priority partnerships each year and actively work on initiatives/programs with each organization. Form a Partnership map to clarify connections 	Staff	<p>Annually</p> <p>March 2024</p>	<p># partnerships / # initiatives maintained or introduced as per annual program plan</p> <p># partnerships maintained/built as per partnership map</p>

<ul style="list-style-type: none"> • Create a partnership framework to guide decision making and actions with identified partners 		Ongoing	<p>Feedback from partner stakeholders</p> <p>Increased teen membership & study groups</p> <p>Increase the # of room bookings by community partners in 2024 and maintain or increase each year thereafter.</p> <p>Tracking in kind \$ being spent in partnership initiatives</p>
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Goal: Innovation — Adapt our materials, programs, and services to anticipate and meet the ever-changing needs of the community and the continuous evolution of the Library.

	Responsibility	Timeline	Evaluation Criteria
<p>Action: Annually assess the Library’s program and service needs to the community. Identify gaps, set goals for growth, expansion and sustainability of programs and services.</p>	Staff	By Dec 31 st each year	<p>Public & staff feedback</p> <p>Monthly & annual program stats</p>

<p>Action: Remove financial barriers that impact library use/access:</p> <ul style="list-style-type: none"> • Eliminate overdue fines • review/revise room rental fees, particularly for local non-profit groups and library partners. • Fully replace POS hardware with updated equipment and complete setup of internal procedures for electronic payment option(s) • Investigate and apply for alternate budget/funding sources to offset lost fine and rental revenue. 	<p>Board Staff</p>	<p>January 2024 Ongoing By Dec 2024 Ongoing</p>	<p>Public feedback # of community groups using our space increases each year Monthly/annual budget revenue</p>
<p>Action: Build the Library of Things through additions to the in-house collection and via partnership opportunities with other community organizations.</p>	<p>Staff</p>	<p>Ongoing By Dec each year</p>	<p># of items added to the Library of Things each year based on community need Annual circulation figures are steady and increase each year Annual # partnerships maintained/built as per partnership map</p>
<p>Action: Maintain wishlist and purchase items that fall outside the regular budget; utilize donations and partnership opportunities for collection development.</p>	<p>Staff</p>	<p>Ongoing</p>	<p># and kind of items added to collection each year using donations/grants received annually</p>

SAFETY & USE BYLAWS OF THE TOWN OF CANMORE LIBRARY BOARD

Approved by the Town of Canmore Library Board on: 23 November 2023

Accepted by Town of Canmore Municipal Council on:

The Town of Canmore Library Board enacts the following Bylaws pursuant to Section 36 of the Alberta *Libraries Act*.

1. Definitions in these Bylaws shall mean:

- 1.1. **Applicant:** a person applying for a library card.
- 1.2. **Board:** The Town of Canmore Library Board.
- 1.3. **Cardholder:** the registered user of a current library card.
- 1.4. **Cardholder categories** shall include the following:
 - 1.4.1. **Resident Adult:** any person between 18 years and 64 years of age.
 - 1.4.2. **Resident Young Adult:** any person between 13 through 17 years of age
 - 1.4.3. **Resident Juvenile:** any person between 6 and including 12 years of age.
 - 1.4.4. **Resident Pre-school:** any person under 6 years of age
 - 1.4.5. **Resident Family:** two or more members of the same family residing in the same home.
 - 1.4.6. **Resident Senior:** any person 65 years of age or older.
 - 1.4.7. **TAL:** issued by request to a local library patron in good standing who wishes to use an Alberta academic library.
 - 1.4.8. **ME Libraries:** ME Libraries is a web-based service that allows customers with a library card from a participating library to create an account with and access the physical collections at all other participating libraries. Interested customers complete a self-service web form to create an account with libraries other than their home library. This allows them to use their home library card as their library card at any participating library they have registered with.
 - 1.4.9. **Temporary Resident:** meets the definition of resident, but cannot provide proof of residency, issued for up to 1 year with limited borrowing privileges, and pays a refundable deposit.
 - 1.4.10. **Seasonal Temporary Resident:** the same as a Temporary Resident card, but only for 1 – 3 months.
 - 1.4.11. **Non-Resident:** lives outside the Town of Canmore, and does not qualify for a ME card or a TAL card.
 - 1.4.12. **Institutional:** issued to a Town of Canmore organization that has a designated list of borrowers.
- 1.5. **Good standing:** a cardholder with no outstanding overdue items or charges.
- 1.6. **Library Director:** the person charged by the Board with the operation of the Town of Canmore Public Library.
- 1.7. **Library:** the Town of Canmore Public Library.

- 1.8. **Library resources:** any resources, regardless of format, that are held in or accessed through the Town of Canmore Public Library's collection and includes but is not limited to books, periodicals, audio recordings, video recordings, projected media, paintings, drawings, photographs, toys and games, kits, and electronic databases.
- 1.9. **Loan period:** the period of time, as set out in schedule B, which a cardholder may borrow library resources and includes any renewal of an original loan period.
- 1.10. **Non-resident:** A person whose primary residence is outside of the Town of Canmore and who does not qualify for any other Alberta library borrowing program.
- 1.11. **Resident:** A person who permanently lives in the Town of Canmore or who pays property taxes to the Town of Canmore.
- 1.12. **Non-Permanent Resident:** A person who owns property in Town of Canmore, but whose primary residence is outside of Town of Canmore
- 1.13. **TAL card:** the Alberta Library card allows a cardholder to borrow materials from any library participating in the Alberta Library Card program.
- 1.14. **ME Libraries:** A provincial program that allows library card holders to borrow materials from any library in Alberta who participates in the Alberta Public Library Network.

2. Interpreting the Bylaws

- 2.1. The Board is a corporation established under the *Libraries Act* Section 3(4) as defined by the *Interpretation Act, R.S.A.2000 Chapter I-8*.

3. Admittance to/Conduct in the Library

- 3.1. The Library is to be open free of charge to the public for library purposes at the hours posted.
- 3.2. No person using the library shall:
 - 3.2.1. Create any unnecessary disturbance for other library users and/or contravene Library Board Policy.
 - 3.2.2. Take away any library item from the Library unless the item has been properly checked out in accordance with library circulation policies and procedures.
 - 3.2.3. Solicit other library users and staff for personal, commercial, religious, or political reasons.
- 3.3. Except with the permission of the Library Director, no person using the library shall:
 - 3.3.1. Consume food or beverages.
 - 3.3.2. Bring any animal, other than an aid dog, into the Library.
 - 3.3.3. Bring a wheeled vehicle or conveyance, other than a wheelchair, walker, or mobility aid, into the Library.
- 3.4. Persons who do not act in accordance with 3.2 and 3.3 shall be asked to put an end to their actions. If the action continues or the seriousness of the action justifies it, library staff will direct the person to leave the Library. Library staff may also ask for outside assistance, including contacting local law enforcement officers.
- 3.5. All persons using the Library shall comply with applicable public health regulations.

3.6. No member of the public is to be left in the Library for any purpose without a staff person present. Building maintenance and custodial staff have access to the Library in relation to building and maintenance concerns. Security persons may have access to the Library under special circumstances.

4. Procedures for Acquiring a Canmore Public Library Card

4.1. Any resident or non-resident is eligible to apply for a library card. A library card is issued upon:

4.1.1. Completion and signing an official Library card application form.

4.1.2. Presentation of one piece of photo identification and proof of Town of Canmore residency if an adult or a young adult between the ages of 16 – 18 is applying for a resident card. If a child up to the age of 15 is applying for a card, a parent or legal guardian must present photo identification bearing his/her permanent address.

4.1.3. Payment of applicable fees as outlined in Schedule A.

4.2. Applicants will receive a library card which:

4.2.1. Is valid from the date of issue to the date of expiry, unless revoked by the Library Director under 7.3.

4.2.2. Remains the property of the Town of Canmore Library Board.

4.3. An applicant may receive a TAL card if the applicant is a resident cardholder in good standing.

4.4. An applicant may participate in the ME Libraries program if the applicant is a resident cardholder in good standing.

5. Responsibilities of a Cardholder

5.1. The cardholder named on a library card will be the only person that may use the card unless they have designated other people to access their library account.

5.2. Loss or theft of a current library card must be reported immediately to the Library. Cardholders are responsible for all library resources borrowed and all charges attributable before the loss or theft of the card is reported. Cardholders may be assessed a charge as outlined in Schedule A for a replacement card.

5.3. Cardholders must notify the library of any change of contact information as soon as possible.

5.4. A cardholder is responsible for all library items borrowed on their card and they will compensate the library for all library items damaged or lost while borrowed on their card.

5.4.1. In the case of a Family card or Institutional card, the designated cardholder(s) listed on the card application form is/are responsible for all library items borrowed on all cards on that application form, and they will compensate the library for all library items damaged or lost while borrowed on those cards.

5.4.2. In the case of a Child or Young Adult card, the parent or legal guardian who signed the Child/Young Adult cardholder's application form is responsible for all

library items borrowed on that library card and they will compensate the library for all library items damaged or lost while borrowed on that card.

5.5. A cardholder will return or renew any library items on or before the due date as provided in Schedule B.

6. Loan of Library Resources

6.1. There is no charge for using library resources on library premises or borrowing library resources normally lent by the library.

6.2. Loan periods for library resources are set out in Schedule B.

6.3. Library resources may be reserved and/or renewed in accordance with procedures established by the Library Director.

6.4. Associated charges for interlibrary loans will be subject to the provisions of Schedule F.

7. Penalty Provisions

7.1. As per 5.4, cardholders are responsible for all charges resulting from failing to return or damaging library resources. The payment schedule is outlined in Schedule C.

7.2. A library card may be denied or revoked if the cardholder fails to satisfy the conditions prescribed in 6.

7.3. In cases of serious dereliction, the Board may prosecute an offence under the Libraries Act, s.41. Such an offence is punishable under the Libraries Act, s.41.

7.4. Any fine or penalty imposed pursuant to an offence under 7.4 inures to the benefit of the Town of Canmore Library Board in accordance with the Libraries Act, s.42.

8. Service Fees

8.1. Service fees are listed in Schedule D.

9. Room Rental Fees

9.1. Charges for the use of library premises not normally used for public library purposes are set out in Schedule E.

SCHEDULE A – Annual Fees for the Issuance of Library Cards

Resident or Non-Permanent Resident Adult Card	Free
Resident or Non-Permanent Resident Child, Youth, Young Adult	Free
Resident or Non-Permanent Resident Family Card (up to 2 adults, children)	Free
Resident or Non-Permanent Resident Senior Card	Free
Non-Resident Card	\$70.00
Replacement Card Fee	\$2 / card
Temporary Card	Free but \$20 refundable deposit applies
TAL Card	Free

Card fees may be waived at the discretion of the Library Director.

SCHEDULE B – Loan Periods for Library Resources

1. All circulating resources are loaned for three weeks, with the following exceptions:
 - a. DVD/Blu-ray discs are loaned for one week.
 - b. E-resources are loaned for a period defined by the database and file type.
 - c. Interlibrary items are loaned for the period of time authorized by the lending library.
2. With the following exceptions, card holder may borrow a maximum of 50 circulating items at a time, of which 10 may be audiovisual items:
 - a. A temporary card holder may borrow up to 5 circulating items at a time.
3. Renewal Periods: All circulating resources may be renewed a maximum of two times for a total loan of nine weeks, except for DVD/Blu-ray discs which may be renewed twice for a total loan of three weeks. Renewal of e-resources depends on the database and file type.
 - a. Extended due dates may be granted by Library staff in the event of upcoming travel, anticipated hospitalization or recuperation, or other foreseeable absences.
 - b. All renewals are subject to recall or reservations from other cardholders.

SCHEDULE C – Overdue Fines and Penalties

1. Overdue fines will not be charged however, if an item is lost or damaged the replacement cost of the lost or damaged item will be charged to a patron's account.
2. Patrons who have a balance of \$10.00 (ten dollars) or more on their account will have borrowing privileges suspended until the balance is reduced to below this amount.
3. Penalties for lost or damaged items:
 - a. The replacement cost as listed on the library's integrated library system (ILS) shall be charged. Payment is the preferred recovery method. However, at the discretion of the Library Director or designate, this charge may be waived if an exact replacement copy in new condition is provided by the patron.

SCHEDULE D – Service Fees

Photocopying and Printing	\$0.25 per page (black and white) \$0.50 per page (colour)
Exam invigilation	\$30/exam
Video conferencing	Free (room rental rates may apply)

SCHEDULE E – Meeting Room Rental Fees

Meeting Room	\$25/hour
Friends Program Room	\$40/hour, \$200/day
Meeting Room & Friends Program Room	\$60/hour, \$250/day
Cancellation Fee (less than 48 hours)	\$25

Local non-profit groups receive 50% off regular rental rates. Non-profit groups that are not local are subject to regular rental rates.

Private tutors receive a reduced rental rate of \$10/hour for use of the Meeting Room.

These fees will be waived, at the discretion of the Library Director, as for example:

- The Bow Valley Adult Learning Centre;
- The Town of Canmore;
- Elevation Place tenants; and
- Individuals requesting a 1-hour quiet study space.

SCHEDULE F – Interlibrary Loan Service Access and Fees

Use will be made of the interlibrary loan service only when the collection of the TRAC system is unable to provide the materials required by the user. A limit of 10 interlibrary loan requests at one time will be imposed, except in exceptional circumstances. A time deadline may be included on all requests to avoid receipt of materials no longer needed by the user.

Any associated interlibrary loan fees are free up to \$30 per year. Any fees over \$30 will be charged to the patron at a rate set by the lending library. Patrons must agree to pay the additional fees prior to the processing of the request.

LIBRARIES ACT

Chapter L-11

Safety and use of library facilities

36(1) A board may pass bylaws for the safety and use of the library, including

- (a) the terms and conditions under which
 - (i) the public may be admitted to the building,
 - (ii) public library property may be used or borrowed by members of the public, and
 - (iii) borrowing privileges may be suspended or forfeited;
- (b) notwithstanding subsection (3), fees to be paid by members of the public for
 - (i) the issuance of library borrowing cards,
 - (ii) the use of those parts of the building not used for the purposes of the public library,
 - (iii) photocopying,
 - (iv) receiving information in a printed, electronic, magnetic or other format, and
 - (v) receiving, on request, a library service not normally provided by a public library;
- (c) penalties to be paid by members of the public for abuse of borrowing privileges.

(2) The *Regulations Act* does not apply to bylaws passed under subsection (1).

(3) A bylaw or part of a bylaw that requires a member of the public to pay a fee or charge for any of the following is invalid:

- (a) admittance to any portion of a building used for public library purposes;
- (b) using library resources on library premises;
- (c) borrowing library resources, in any format, normally lent by the library;
- (d) acquiring library resources through inter-library loan;
- (e) consultation with members of the library staff;
- (f) receiving basic information service.

1983 cL-12.1 s40;1998 c19 s14

Bylaw transmission

37(1) A municipal library board, on passing a bylaw under section 36, shall forthwith forward a copy of the bylaw to the council of the municipality.

(2) An intermunicipal library board, on passing a bylaw under section 36, shall forthwith forward a copy of the bylaw to the council of each municipality that is a party to the intermunicipal agreement respecting that board.

RSA 2000 cL-11 s37;2006 c5 s13

Bylaw invalidated

38 The council of a municipality may disallow a bylaw passed by a municipal board it has appointed.

1983 cL-12.1 s42

The full version of the Libraries Act is available at:

<https://www.canlii.org/en/ab/laws/stat/rsa-2000-c-l-11/latest/rsa-2000-c-l-11.html>

TOWN OF CANMORE
MINUTES
Committee of the Whole
Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, December 19, 2023 at 1:00 p.m.

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

Wade Graham	Councillor
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ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Adam Roberston	Manager of Communications/Acting General Manager of Corporate Services
Whitney Smithers	General Manager of Municipal Infrastructure
Scott McKay	General Manager of Municipal Services
Cheryl Hyde	Manager, Municipal Clerk's Office
Jill Jamieson	Manager of Community Social Development
Elle West	Community Evaluator
Amy Fournier	Energy and Climate Action Coordinator

Mayor Krausert called the December 19, 2023 Committee of the Whole meeting to order at 1:00 p.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

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

32-2023COW Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the December 19, 2023 meeting as presented, with two amendments:

- Under Staff Reports, postpone item D1 Affordable Services Update until the January 23, 2024 Committee of the Whole Meeting, and
- Under In Camera, add item I1 Enforcement Policy and Practice.

CARRIED UNANIMOUSLY

- 3. Introduction of Manager of Community Social Development**

Scott McKay introduced Jill Jamieson, the new Manager of Community Social Development.

B. DELEGATIONS – none

Minutes approved by: _____

C. MINUTES

- 33-2023COW
- 1. Minutes of the November 21, 2023 Committee of the Whole Meeting**
Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the November 21, 2023 meeting as presented.
CARRIED UNANIMOUSLY

D. STAFF REPORTS

- 1. Affordable Service Program Update**
Postponed to the January 23, 2024 Committee of the Whole meeting.
- 2. 2023 Alberta Living Wage Network Report**
Administration spoke to a written report updating the Committee on the 2023 Alberta Living Wage Report.
- 3. Local Car Share Program Options Update**
Administration spoke to a written report providing the Committee with a summary of the exploration of options for a local car share program in response to Resolution 57-2022FIN.

E. COUNCILLOR UPDATES

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

F. ADMINISTRATIVE UPDATE

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

G. COUNCIL RESOLUTION ACTION LIST

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

H. CORRESPONDENCE

- 1. To Premier and Ministers Requesting Exclusion of Housing Projects from Municipal Debt Limits**
- 2. From Alberta Public Safety and Emergency Services Announcing Freeze Extension for Automated Traffic Enforcement**
- 3. To Ministry of Forestry and Parks Requesting Completion of the Bow Valley Wildfire and Vegetation Management Plan**

Meeting break 1:58 – 2:16 p.m.

34-2023COW

Moved by Mayor Krausert that the Committee of the Whole amend the agenda as follows:

- Under In Camera add item I2 Stoney Nakoda Legal Matter.

CARRIED UNANIMOUSLY

Minutes approved by: _____

I. IN CAMERA

35-2023COW

Moved by Mayor Krausert that the Committee of the Whole take the meeting in camera at 2:16 p.m. in accordance with the Freedom of Information and Protection of Privacy Act to:

- prevent disclosure of information related to local public body confidences (section 23(1)(a)) and disclosure of advice from officials (section 24(1)(a) and (g)) – item I1, and
- prevent disclosure of information subject to solicitor-client privilege (section 27(1)) – item I2.

CARRIED UNANIMOUSLY

1. Enforcement Policy and Practice (verbal report)

2. Stoney Nakoda Legal Matter (verbal report)

Members of administration present at the closed session: Sally Caudill, Whitney Smithers, Adam Robertson, Scott McKay, Cheryl Hyde, Adam Driedzic.

36-2023COW

Moved by Mayor Krausert that the Committee of the Whole return to the public meeting at 2:46 p.m.

CARRIED UNANIMOUSLY

J. ADJOURNMENT

37-2023COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the December 19, 2023 meeting at 2:46 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Cheryl Hyde
Manager, Municipal Clerk's Office

Minutes approved by: _____



Briefing

DATE OF MEETING: January 23, 2024 **Agenda #:** D-1

To: Committee of the Whole

SUBJECT: Extreme Weather Response Plan

SUBMITTED BY: Caitlin Miller, Manager of Protective Services / Director of Emergency Management
Jill Jamieson, Manager of Community Social Development / Director of Emergency Social Services

PURPOSE: To inform the Committee of the Whole of the extreme weather response plans for extreme cold.

EXECUTIVE SUMMARY

The purpose of the extreme weather response plan is to formalize the Town of Canmore’s role in ensuring a systematic response to extreme weather conditions to safeguard the health and lives of vulnerable people in the Canmore community. The response is aligned with and supportive of existing community response plans and will result in a responsible, reliable, and transparent process for decision-making during an emergency. This response plan outlines that the municipality will work with community agencies to provide an appropriate emergency response to address the needs of those experiencing homelessness during an extreme weather emergency.

BACKGROUND/HISTORY

In 2022, the Town of Canmore received grant funding through the Municipal Climate Change Action Centre (MCCAC) to develop emergency response plans for extreme heat and wildfire smoke. Administration has created a response plan for extreme cold that uses the same template and guiding principles as the extreme heat and wildfire smoke response plans. The Finance Committee directed administration to include funds in the subsequently approved 2023-2024 Protective Services operating budget for winter and summer emergency response plans for unsheltered individuals (motion 36-2022FIN). Council has also approved the Homeless Society of the Bow Valley (HSBV) to use the Scout’s Hall as the winter emergency shelter space. The extreme cold response plan acknowledges the ongoing operation of the emergency shelter being run during the winter months by HSBV but does not replace the current shelter operations.

DISCUSSION

The Town of Canmore is committed to reducing the health impacts of extreme weather conditions on the vulnerable population in Canmore. Climate change is increasing climate variability and the frequency in which extreme weather events have been occurring. To establish response plans and coordinate efforts to proactively respond year-round to extreme weather conditions that may have particular impact on vulnerable people, administration is collaborating with local agencies who are already doing great work in this space.

Response plans for extreme heat and wildfire smoke conditions have been implemented and a response plan for extreme cold has been developed.

Administration has reached an agreement with the Executive Director of the Homeless Society of the Bow Valley to operate additional emergency shelter spaces with funding from the Town of Canmore during a cold weather emergency response when there is additional community need. As HSBV currently provides emergency shelter in the community, they are important partners during extreme cold weather events. The agreement outlines that additional services will be funded by the Town of Canmore when the emergency shelter is at capacity or they are not operational when an extreme cold weather event occurs. These additional emergency shelter spaces will be coordinated by HSBV and will replace the activation of emergency social services when the community need is limited to those experiencing homelessness. They will only be activated upon the direction of the Director of Emergency Management and the Director of Emergency Social Services when the following criteria apply: the emergency shelter is either non-operational or at capacity and an extreme cold weather warning has been issued by Environment Canada.

This season, the initial capacity at the shelter was 7 but HSBV has recently increased the capacity to 8. Prior to this change (between December 11, 2023 to January 8, 2024), the shelter had reached capacity during 3 of the 28 days. In 2022/2023 the shelter did not reach capacity during its operating season. When the HSBV shelter is at capacity, HSBV uses funds from their limited budget to find alternative shelter spaces or provide transportation to emergency accommodations elsewhere. Alternative shelter spaces can include accommodation at one of their partner facilities (typically visitor accommodation units) in Canmore.

Should there be community impacts that extend beyond the population experiencing homelessness, administration would activate the emergency social services plan and potentially open a Town operated warming centre. This type of response would occur when the extreme cold event is compounded by another hazard, such as a power outage, major blizzard or snow event, or gas leak as examples.

The extreme cold weather response plan provides clarity on roles and responsibilities, establishes approval to activate and provide funding in the event of an emergency, and allows all parties to pre-plan and be adequately prepared in the event of an emergency. Community monitoring is an important part of extreme weather-related plans, and communication between HSBV and administration is critical to ensuring the needs of the community are met during emergencies.

FINANCIAL IMPACTS

As Town-funded emergency shelter spaces will only be made available when existing shelter space is at capacity and there is an extreme cold weather warning, it is difficult to anticipate the financial impacts and resources required year-to-year. Costs to implement the extreme cold weather response plan are anticipated to be absorbed through the emergency management budget as they are in any other emergency. Additional shelter spaces could range anywhere from \$45-\$250/night/person, depending on what type of accommodation is available. Transportation costs to the additional spaces will also be considered in the expenses. The annual emergency management budget for 2024 is \$39,000.

Between 2018-2023, there were fifty-five (55) recorded days where the weather would have met the conditions to be considered extreme weather, but only three (3) of those days fell outside the current shelter activation period. It is difficult to determine whether the shelter would be at capacity to accurately forecast how many days the Town would need to activate its protocol. In addition, the realities of climate change are making weather predicting more complex and uncertain. The agreement with the Homeless Society of the

Bow Valley is in place for 2024 and will be re-evaluated in its terms and conditions for the 2025-2026 budget years.

STAKEHOLDER ENGAGEMENT

Administration has engaged with the Executive Director of the Homeless Society of the Bow Valley to determine emergency response plans and protocols.

The Fire Chief, Manager of Communications, Manager of Public Works, Manager of Facilities, Manager of Engineering, Manager of Recreation, and Manager of Economic Development were informed of the Extreme Cold Response Plan.

The development of a plan, protocol, or policy to address extreme cold weather and its impacts on the community was discussed at an Emergency Advisory Committee meeting in December 2023.

ATTACHMENTS

- 1) Extreme Cold Weather Response Plan

AUTHORIZATION

Submitted by:	Caitlin Miller Manager of Protective Services	Date: <u>December 29, 2023</u>
Submitted by:	Jill Jamieson Manager of Community Social Development	Date: <u>December 29, 2023</u>
Approved by:	Scott McKay General Manager, Municipal Services	Date: <u>January 2, 2024</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>January 16, 2024</u>



**EXTREME COLD WEATHER
EMERGENCY RESPONSE PLAN**

Last Updated: December 2023

Response Procedures	
Factor	Description
Response Priorities	<ol style="list-style-type: none"> 1. Protect all lives while ensuring the safety of responders 2. Protect critical infrastructure 3. Protect property 4. Protect the environment 5. Reduce economic and social losses
Response Protocols	<p>All responders will be supervised according to the Incident Command System (ICS) organizational chart of the specific event. Decisions ultimately come from the Director of Emergency Management or designate.</p> <p>ECC Director and ESS Reception Centre Manager may make decisions different than the guidelines in this plan based on field conditions.</p>
Hazards	<p>Extended periods of exposure to extreme cold outdoor temperatures are hazardous to human health and can lead to mortality, especially for vulnerable populations who do not have access to shelter.</p> <p>Extreme cold events may also coincide with risk of power outages, ice storms, or blizzards. Critical facilities and services should have backup power ready.</p>
Monitoring and Reporting	<p>Extreme cold events most likely in November to March.</p> <p><i>Before and during an event:</i> Protective Services (Lead), Community Social Development, Municipal Enforcement, Communications, Fire, Facilities Monitor for temperature forecasts and temperature alerts from EC Alerts (https://ecalertme.weather.gc.ca/guides/quickstart_en.php)</p> <p><i>After an event:</i> Protective Services (Lead), Community Social Development, Communications</p> <ul style="list-style-type: none"> • Record maximum daytime and minimum nighttime temperatures for each day of the event, including wind chill. • Record the total number of days for the cold event and the number of days for each response stage. • Record community health impacts (if data is available or feedback from stakeholders). • Document the amount of public use of the supports provided (emergency shelter space, outreach supports). • Document amount of public use of supports and record Town level of effort (hours) and costs.

Response procedures		
Factor	Vulnerable Group	Stakeholder Contacts (Attachment A)
Vulnerable populations	Children and the elderly: these members of the community are particularly vulnerable to the effects of extreme cold. Children, in particular, may not be aware of the danger of extreme cold and may spend more time outdoors than is safe. The elderly, meanwhile, may be less able to recognize the signs of cold-related illness and may be more likely to suffer from chronic conditions or take medication that places them at greater risk.	Seniors association Seniors lodge Origins seniors facility Daycares and day homes Schools Medical clinics Hospital
	Individuals with chronic health conditions and mobility limitations: People with chronic health conditions such as peripheral neuropathy, diabetes and diseases affecting the blood vessels, as well as those taking certain medications, are at greater risk of cold-related illness. People who have substance-use disorders, mental health disorders and/or disabilities are also at greater risk.	Medical clinics Hospital Pharmacies Mental health and addiction programs
	Individuals living in homes that are poorly insulated (or have no heat or power): People in low-income households, people experiencing homelessness, and those without heat or power are particularly vulnerable to exposure to extreme cold.	Organizations that support homeless groups Community Associations (targeted) Rental Management Companies Alberta Health Services
	Individuals who are socially isolated: People who are socially isolated and may have limited access to cold-health information and services.	Community organizations (neighbourhood programming)
	Tourists, visitors, and locals spending time in the outdoors: People with outdoor recreation plans that will be spending time outside during cold events or may not be aware of the risk of extreme cold conditions.	Tourism Canmore Kananaskis Hotel Associations Event Organizers
Factor	Facility	Description (Attachment F)
Warming centre <i>Optional: emergency social service reception centres, see Attachment F</i>	Canmore Recreation Centre BEST	Building requirements: power for heat, meet accessibility standards, does not have backup power. Services available: activities for all ages (gym), seating & tables, quiet spaces, sleeping, and pets. Programming: activities for all ages, hockey tournaments, other bookings.
	Elevation Place, Library BEST	Building Requirements: Power for heat, meet accessibility standards, does NOT have backup power. Services Available: Activities for all ages (fitness, swimming, climbing), seating & tables, quiet spaces, sleeping, pets. Programming: May have more limited capacity if already heavily used by public during extreme cold.
	Civic Centre GOOD	Building Requirements: Power for heat, meet accessibility standards, only facility with backup power. Services Available: Limited activities available but could provide quiet spaces for people to work, read or rest. Programming: Impact Town staff regular activities if making spaces (lobby, board rooms) available for long-term public usage. More appropriate for short-term stays.
	Seniors Association GOOD	Building Requirements: Power for heat, meets accessibility standards, does NOT have backup power. Services Available: Variety of activities available supporting vulnerable population (seniors). Programming: May require extended hours, shuttles, or rescheduling regular programming.
	Union Hall, Opera House OK	Building Requirements: Has power for heat, does NOT meet accessibility standards, no backup power. Services Available: Limited activities available, no public wi-fi. Programming: May require rescheduling other activities.
	Scouts Hall, OK for emergency overnight shelter	Building Requirements: Has power for heat, does NOT meet accessibility standards, no backup power. Services Available: Limited activities available, no public wi-fi. Already designated as suitable for emergency overnight shelter usage. Programming: May require rescheduling other activities.



Response Strategies and Tactics				
Factor	Pre-Season Phase	Extreme Cold Phase	Emergency Phase (ECC Activation)	Post-Event Phase
Activation Criteria	Pre-season communication in October or early November.	Extreme cold weather warning issued by Environment Canada. Impact limited to people experiencing homelessness or without adequate shelter.	An extreme cold weather warning issued by Environment Canada combined with another hazard that has widespread impact across the community. Data Source: Environment Canada (ECCC)	Extreme cold weather warning is rescinded. Data Source: Environment Canada (ECCC)
Actions				
Communications <i>*Messaging should be provided in multiple languages and using different methods (digital and physical signage).</i>	<i>Attachment B Key Messages</i> <ul style="list-style-type: none"> Town Staff: Reminders of the phases, general Town actions, roles/responsibilities, and notification of public messaging. Stakeholders: Organizations supporting vulnerable populations to confirm contacts, protocols and what individuals/organizations can do. General Public: What individuals can do to prepare and what the Town might do and when. 	<i>Attachment C Key Messages</i> <ul style="list-style-type: none"> Town Staff: Notification of actions to implement, role of staff and any adjustment to working conditions of staff. Stakeholders: Notification of enhanced services and actions by the Town that are targeted to vulnerable populations. Communication protocol for feedback on needs from stakeholders. General Public & Tourists: What individuals can do during extreme cold weather events and what enhanced services or actions that Town is providing. Encourage individuals to check on their neighbours. 	<i>Attachment D Key Messages</i> <ul style="list-style-type: none"> Town Staff: Notification of ECC activation, redirection of staff resources or rescheduling of programs at Town facilities to support emergency actions). Stakeholders: Notification of ECC activation & communication protocols, emergency warming centre locations and services, enhanced actions by the Town targeted to vulnerable populations. General Public & Tourists: Notification of emergency warming centre locations and services, enhanced services and actions by the Town and what individuals can do. Encourage individuals to check on their neighbours. 	<i>Attachment E Key Messages</i> <ul style="list-style-type: none"> Town Staff: Notification of ECC de-activation, removal of temporary measures, deactivate warming centre, re-establish regular programming at Town facilities, re-establish working conditions for staff. Stakeholders: Notification of ECC de-activation and removal of temporary measures. Solicit input of needs of vulnerable populations to recover from event. Post-event feedback on impacts. General Public & Tourists: Notification of ECC de-activation and removal of temporary measures. Post-event feedback on impacts and debrief for Town staff. Encourage individuals to check on their neighbours.
Warming Spaces and Centres (<i>see map and Attachment F</i>)	<ul style="list-style-type: none"> Inspect and maintain HVAC systems, review emergency power SOP with maintenance staff. Confirm supplies and setup for activities/services. 	<ul style="list-style-type: none"> Communicate locations for warming spaces and activities (Rec Centre, Elevation Place and Library, Civic Centre). Consider: Extending hours for public warming spaces. Consider: If emergency shelter services are at capacity, increase availability of spaces through partner agencies. 	<ul style="list-style-type: none"> Activate emergency warming centres: Reschedule regular programming if needed, redirect Town staff to centres, solicit volunteers if needed, setup activities, quiet spaces, cots, emergency supplies and food. Direct facility maintenance staff to activate Heat Emergency SOPs and monitor HVAC systems. Maintain availability of emergency shelter operations, consider moving to main reception centre. 	<ul style="list-style-type: none"> De-activate warming centre and re-establish programming at Town facilities.
Transportation (<i>see map</i>)	<ul style="list-style-type: none"> Review and confirm shuttle and transit plans to warming centres focusing on vulnerable populations during emergency activations. 	<ul style="list-style-type: none"> Enhance messaging on the use of transit and available parking to access warming spaces. 	<ul style="list-style-type: none"> Implement actions in warning phase rather than consider. Add additional transit routes or shuttles targeting vulnerable populations and warming centres. 	<ul style="list-style-type: none"> Re-establish regular transit services.
Other		<ul style="list-style-type: none"> Follow Working in Cold protocols. Consider: Notification and adjustment to permitted events and outdoor recreation groups. 	<ul style="list-style-type: none"> Implement actions in warning phase rather than consider. Notification and suggest adjustment to permitted events and outdoor recreation groups. 	<ul style="list-style-type: none"> Re-establish or suggest alterations to permitted events and outdoor recreation groups.



ATTACHMENT A – CONTACTS

Purpose: List of contacts for key Town of Canmore staff and community organizations that will require coordination of communications and actions leading up to and during extreme cold weather events.

Last Updated: December 2023

List to be updated annually in preparation of pre-season communications.

Contact Information: Refer to the Town of Canmore Municipal Emergency Management Plan (MEMP) for contact information including names, phone numbers and emails.

TOWN OF CANMORE CONTACTS

Department and Role	Role Description
Director of Emergency Management, Deputy Director of Emergency Management	Coordination of response, including monitoring of various hazards, approving messaging, and engaging with stakeholders
Community Social Development / Director of Emergency Social Services	Coordinate with community organizations, feedback on needs from community, activation of warming and reception centres
Facilities	Monitoring building conditions
Fire Chief, Deputy Fire Chief	Feedback on calls for support
Community Social Development	Coordinate with community organizations, feedback on needs from community
Recreation	Recreation and programming considerations and coordination
Communications	Coordinate and send out communications
Public Works and IT	Feedback on business continuity of critical infrastructure

STAKEHOLDERS AND COMMUNITY ORGANIZATION CONTACTS

Vulnerable Group	Organization
Chronic health conditions and mobility limitations	Hospital
	Medical Clinics/Facilities
	Pharmacies
	Mental Health and Addiction Programs
Elderly and Children	Canmore Seniors Association
	Bow River Senior Citizen Lodge
	Origin at Spring Creek
	Canmore Community Daycare Society
	Mountain Munchkin Day Care
	Day Homes
	Schools
	Rental Management Companies



Vulnerable Group	Organization
Limited Access to Warming and Socially Isolated	Community Organizations <ul style="list-style-type: none"> ▪ Target isolated populations who may have limited access to health info
	Organization Supporting Homeless (e.g. Homeless Society of Bow Valley)
	YWCA
Tourists and Outdoor Events	Tourism Canmore Kananaskis
	Travel Alberta Canmore Visitor Information Centre
	Canmore Nordic Centre
	Hotel Association
	Event Organizers (e.g. festivals)
	Outdoor Sports Organizations (e.g. Alpine Club of Canada)
Emergency Social Service Reception Centres	Canmore Nordic Centre
	Our Lady of the Snow Catholic Academy
	Lawrence Grassi Middle School
	Canmore Collegiate High School
	Elizbeth Rummel School

ATTACHMENT B – PRE-SEASON COMMUNICATIONS

Purpose: Key messages for the Town of Canmore to provide leading up to the extreme cold season. Refer to Attachment A for list of contacts.

Last Updated: December 2023

General Instructions:

1. Messaging should be provided in **multiple languages** targeting demographics of local residents.
2. **Different methods** of communication should be used including both digital (e.g., social media, website, emails, apps, newsletters) and non-digital (e.g., signs in strategic locations in the community, in-person discussion with key vulnerable groups).
3. Communications should be **coordinated with stakeholders and community organizations** that can get the messaging out to populations that are most vulnerable to extreme cold exposure (see Attachment A for list of vulnerable population and contacts).

Type of Communication Messaging by Group:

- **Town Staff:** Reminders of the extreme cold and emergency phases, general Town actions, roles/responsibilities, and notification of public messaging.
- **Stakeholders:** Organizations supporting vulnerable populations to confirm contacts, protocols and what individuals/organizations can do.
- **General Public:** What individuals can do to prepare and what the Town will do and when.

ATTACHMENT C – EXTREME COLD PHASE COMMUNICATIONS

Purpose: Key messages for the Town of Canmore to provide when moving into an extreme cold phase of an extreme cold weather event. Refer to Attachment A for list of contacts.

Last Updated: December 2023

General Instructions:

1. Messaging should be provided in **multiple languages** if possible, or written in simple English, targeting different demographics of local residents.
2. **Different methods** of communication should be used including both digital (e.g., social media, website, emails, apps, newsletters) and non-digital (e.g., signs in strategic locations in the community, in-person discussion with key vulnerable groups).
3. Communications should be **coordinated with stakeholders and community organizations** that can get the messaging out to populations that are most vulnerable to extreme cold exposure (see Attachment A for list of vulnerable population and contacts).

Type of Communication Messaging by Group:

- **Town Staff:** Notification of actions to implement, role of staff in response and any adjustment to working conditions of staff.
- **Stakeholders:** Notification of enhanced services and actions by the Town that are targeted to vulnerable populations. Communication protocol for feedback on needs from stakeholders.
- **General Public and Tourists:** What individuals can do during extreme cold events and what enhanced services or actions that Town is providing. Encourage individuals to check on their neighbours.

ATTACHMENT D – EMERGENCY PHASE COMMUNICATIONS

Purpose: Key messages for the Town of Canmore to provide when moving into an emergency phase of an extreme cold weather event. Refer to Attachment A for list of contacts.

Last Updated: December 2023

General Instructions:

1. Messaging should be provided in **multiple languages** targeting demographics of local residents.
2. **Different methods** of communication should be used including both digital (e.g., social media, website, emails, apps, newsletters) and non-digital (e.g., signs in strategic locations in the community, in-person discussion with key vulnerable groups).
3. Communications should be **coordinated with stakeholders and community organizations** that can get the messaging out to populations that are most vulnerable to extreme cold exposure (see Attachment A for list of vulnerable population and contacts).

Type of Communication Messaging by Group:

- **Town Staff:** Notification of ECC activation, redirection of staff resources or rescheduling of programs at Town facilities to support emergency actions.
- **Stakeholders:** Notification of ECC activation & communication protocols, emergency warming centre locations and services, enhanced actions by the Town targeted to vulnerable populations.
- **General Public and Tourists:** Notification of emergency warming centre locations and services, enhanced services and actions by the Town and what individuals can do. Encourage individuals to check on their neighbours.

ATTACHMENT E – POST-EVENT PHASE COMMUNICATIONS

Purpose: Key messages for the Town of Canmore to provide when emergency phase of an extreme cold weather event has concluded, also known as post-event. Refer to Attachment A for list of contacts.

Last Updated: December 2023

General Instructions:

1. Messaging should be provided in **multiple languages** targeting demographics of local residents.
2. **Different methods** of communication should be used including both digital (e.g., social media, website, emails, apps, newsletters) and non-digital (e.g., signs in strategic locations in the community, in-person discussion with key vulnerable groups).
3. Communications should be **coordinated with stakeholders and community organizations** that can get the messaging out to populations that are most vulnerable to extreme cold exposure (see Attachment A for list of vulnerable population and contacts).

Type of Communication Messaging by Group:

- **Town Staff:** Notification of ECC de-activation, removal of temporary measures, deactivate warming centre, re-establish regular programming at Town facilities, re-establish working conditions for staff.
- **Stakeholders:** Notification of ECC de-activation and removal of temporary measures. Solicit input of needs of vulnerable populations to recover from event. Post-event feedback on impacts and improved supports.
- **General Public and Tourists:** Notification of ECC de-activation and removal of temporary measures. Post-event feedback on impacts and improved supports. Encourage individuals to check on their neighbours.



Briefing

DATE OF MEETING: January 23, 2024 **Agenda #:** D-2

TO: Committee of the Whole

SUBJECT: Affordable Services Program Update

SUBMITTED BY: Tara Gilchrist, Family and Community Support Services Supervisor

PURPOSE: To provide the Committee of the Whole with an update on the Affordable Services Program (ASP) enhancements that launched in May 2023 and with data and results related to the overall program.

EXECUTIVE SUMMARY

The Affordable Services Program has been one of the Town of Canmore’s ongoing affordability initiatives since 2017. With recent program enhancements and expanded eligibility criteria, data suggests that the program revisions have positively impacted community livability for program participants.

BACKGROUND/HISTORY

On October 18, 2016, Council supported Affordable Services Program development following a conceptual presentation from Recreation and Community Social Development (CSD) about coordination of programs and services to increase affordability and access to programs/services.

In the 2017-2018 Council Business Plan, CSD was directed to develop a phased-in plan to enhance community affordability.

In March 2017 Family and Community Support Services (FCSS) launched the ASP pilot and spent the subsequent six months learning and adjusting the ASP to maximize impact and ensure it was reaching the intended outcomes. Official launch occurred September 2017.

In December 2022, Council approved the 2023-2024 budget which included funds to support the implementation of Affordable Service Program enhancements.

DISCUSSION

Enhancement Summary and Revised Program Launch:

The enhancements made to the Affordable Services Program include the addition of Tier 2 income thresholds, income levels that reflect the number of individuals in the family and the invitation for businesses/community organizations to begin providing benefits for Affordable Services Program participants. Income eligibility was the segment of the ASP most impacted by the enhancements.

Pre-enhancement Income Thresholds

Participant	Income
Individual	\$33, 977
Family (2 or more)	\$67, 953

2023 Enhanced Income Thresholds and Tiers

Family Size	Tier 1 Income	Tier 2 Income
1 (individual)	\$35, 846	\$52, 950
2 (no kids)	\$53, 904	\$67, 953
2 (including one child)	\$71, 962	\$89, 485
3	\$77, 257	\$94, 901
4	\$82, 552	\$96, 369
5	\$87, 847	\$100, 000

The launch of the Tier 2 income thresholds occurred on May 1st. There was little uptake through the summer months, with a marked increase this fall after the program was promoted in school newsletters. There are currently 60 Tier 2 approved applicants representing 112 people in the community. With word of mouth, Elevation Place referral and ongoing promotion, the number of participants is anticipated to continue to grow. Based on 2021 census data, there is potential to approve approximately 100 additional Tier 2 applicants.

The addition of income consideration based on family size has allowed 10 additional families to access Tier 1 supports and six families to access Tier 2 supports.

The business/community organization partnership enhancement to the Affordable Services Program launched in July. The partnership opportunity encourages businesses/community organizations to identify their desire to participate and to identified what discount or offer they will provide to Affordable Services Program participants. Since launch, 10 new partners for a total of 21 are providing support to Affordable Services program participants. The new partnerships have been established with organizations offering a variety of programs and services, examples include fitness and wellness providers, arts and entertainment organizations, restaurants, and local retailers.

Participation and Service Utilization

FCSS gathers utilization data through participant self-reporting, which is included later in this briefing. There are two Town of Canmore services worth noting in relation to the Tier 2 program enhancements.

The most highly accessed support of the Affordable Services Program is membership at Elevation Place (EP). Tier 2 participants receive a 35% discount while Tier 1 participants receive a 67% discount. Recreation has been tracking the impact of the introduction of Tier 2 on membership sales. 40 Tier 2 participants have accessed EP membership during the first six months of the enhanced program, 29 applicants are new members of Elevation Place, while 11 Tier 2 participants moved from full price membership to Tier 2 membership. Assuming each of the 11 applicants that moved from a full price membership were paying for an individual membership, the inclusion of Tier 2 participants nets approximately \$1,300.00/month in

membership fees. Tier 2 participants have purchased five monthly passes, and seven ten-ride passes between May 1 and September 30 for regional ROAM.

Upon verification of eligibility for the Affordable Services Program, participants are given a card that is valid for one year. The demographic data in the remainder of this briefing is inclusive of all active participants on November 15, 2023.

	# of applicants	# of people	# of dual parent families	# of single parent families	# of individuals/couples
Tier 1	457	753	62	55	340
Tier 2	60	112	11	6	43
Total	517	865	73	61	383

Canadian citizens make up the majority of participants in the program with approximately 60% of participants while Permanent Residents and those with Closed Work permits represent 20% respectively.

It is interesting to note that almost 70% of participants have been living in Canmore less than five years, 13% between 6 and 14 years and 15 years or longer representing 17%.

When participants are onboarded to the Affordable Services Program, they participate in a 15 – 20-minute conversation with a member of the FCSS staff team. This meeting is intended to ensure the participants know the services available and how to access them through the Affordable Services Program, to identify additional supports in the community that could also have a positive impact on affordability, to assess any additional needs and make referrals for support (if appropriate).

The data outlined below was collected in the 4th quarter of 2023, by program participants when they come in to renew their Affordable Service Program eligibility. Participants are asked to complete a short questionnaire indicating which Affordable Services Program benefits as well as other services that are available to anyone in the community, they utilized in the last year and to respond to two outcome questions. It is important to note that this data does not reflect the new business/community organization partners which will be included in the next data collection cycle in 2024.

The usage rates for Affordable Services programs were:

- 97% Elevation Place membership
- 53% artsPlace
- 47% ROAM (local and regional)
- 43% FCSS services (i.e., Volunteer Income Tax Program and Solution Focused Counselling)
- 37% Canmore Eagles tickets

The top usage for recommended community offering:

- 53% Canmore library
- 43% Food Recovery Barn
- 30% KidSport
- 30% Food and Friends community dinner
- 27% Job Resource Centre

To measure program outcomes, participants are asked to rate their level of agreement with two statements:

- As a result of the Affordable Services Program, I feel better about my ability to get by financially on my monthly income. 100% of respondents indicated that they agreed or strongly agreed with this statement.
- As a result of the Affordable Services Program, I have met/reconnected/formed relationships with people in my community. 93% of respondents agreed or strongly agreed with this statement while 7% disagreed.

These same two questions have been asked since the program’s inception, in 2021 the percentage of program participants reporting positive impact was decreasing and was a contributing factor to provide enhancements to the Affordable Service Program.

Outcome	2018	2021	2023
Get by on monthly income	99%	90%	100%
Connected relationships	91%	84%	93%
Number of Survey Respondents	24	42	30

The data collected in 2023 shows a rebound in the percentage of the participants indicating positive change. This early data indicates that the Affordable Services Program and the recent enhancements are improving outcomes for program participants.

Next Steps

Knowing that housing and food are the two largest expenses impacting people’s affordability, FCSS will work on creating a process for approaching businesses, such as grocery suppliers, to join the program.

Administration will also continue to monitor outcome and utilization data to identify if any program adjustments are warranted as well as promote the program on an ongoing basis.

FINANCIAL IMPACTS N/A

STAKEHOLDER ENGAGEMENT N/A

ATTACHMENTS

None.

AUTHORIZATION

Submitted by: Tara Gilchrist
 FCSS Supervisor Date: November 23, 2023

Approved by: Scott McKay
 General Manager of Municipal Services Date: November 29, 2023

Approved by: Sally Caudill
 Chief Administrative Officer Date: December 11, 2023

DATE OF MEETING: January 23, 2024

Agenda #: E-1

1. Mayor Krausert

- a) Bow Valley Regional Transit Services Commission
 - I defer to Councillor Foubert's report.
- b) Tourism Canmore Kananaskis
 - I will be attending the annual Tourism Industry Association of Alberta (TIAA) Conference in Edmonton on February 5th.
- c) Rocky Mountain Heritage Foundation
 - Nothing new to report.
- d) Emergency Management Committee
 - Nothing new to report.
- e) Human Wildlife Co-existence Roundtable
 - Nothing new to report.
- 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)
 - The MCMC Winter Summit was held at The Malcolm from January 10 - 12. The event was attended by representatives from 23 of the 25 member municipalities, including Mayors, CAO's, and Councillors. We also had a handful of our member's MLAs in attendance, as well as Deputy Premier Mike Ellis (and Minister of Public Safety & Emergency Services) and Minister McIver (Municipal Affairs). The event was regarded as a huge success in providing learning and networking opportunities for attendees.
- i) Advocacy on Behalf of the Town of Canmore (in addition to MCMC activities)
 - On December 12, 2023, I was asked to provide feedback to a senior policy advisor for Deputy Prime Minister Chrystia Freeland with respect to federal housing initiatives.
 - On January 15, 2024, the CAO and I attended a virtual meeting with the Town of Banff, ID9, and the MD of Bighorn to conclude our advocacy activities with respect to victim services.

j) Events

- On January 7, 2024, I attended a (post) Christmas function at the invitation of Tanner Properties for all their Canmore tenants.
- From January 10 -12, 2024, attended as the municipal host at the Mid-sized Cities Mayors' Caucus Winter Summit in Canmore.
- On January 13, 2024, Canmore Town Council and CAO were guests at a dinner held in Canmore hosted by Stony Plain Town Council.

k) Miscellaneous

- Cancelled my December appearance on Mountain FM with Rob Murray due to my personal injury.
- On December 20, 2023, I provided a statement to CTV with respect to the Stoney Nakoda judicial review application.
- On December 20, 2023, I did an interview with Post Media with respect to the new LGFF announced by the provincial government.
- Due to my personal injury, the various presentations reporting to the community on the past year and looking forward that normally commence in January were rescheduled to commence in February.

2. Councillor Foubert

a) Bow Valley Regional Transit Services Commission

- See Mayor Krausert's submission.

b) Community Grants Selection Committee

- The committee has not yet met. I expect work to begin in April on this committee.

c) Canmore Museum Society

- No meeting in December.
- New exhibit coming to the gallery soon!

d) Downtown Canmore Business Improvement Area

- The BIA board is looking into changing its lease agreement and space.
- The board is looking forward to the Connect Downtown events happening in February.

e) Subdivision and Development Appeal Board

- Training completed and orientation on Jan. 19.

3. Councillor Graham

a) Bow Valley Wildsmart

- Unsuccessful in Major Grant Application for Fruit Tree Removal
- Looking to build volunteer wildlife support team to assist with Conservation Officer support. Very early stages.

- b) Canmore Community Housing
 - Defer to Coun Hilstad
- c) Canmore Mountain Arts Foundation
 - Unable to attend

4. Councillor Hilstad

- a) Canmore Community Housing

Ownership:

- CCH was able to facilitate the regular Information Session on December 6th as planned, with the January 3rd session being completed, which saw full registration for both sessions. Inquiries for the Ownership program was higher than the Rental program this month.
- The Ownership waitlist currently sits at 245 households.
- One unit at Wolf Willow (WW) moved to a firm sale with a January 19th closing date, and a second unit closed on December 4th. Three units (2 CCH and 1 owner resale) in WW are currently for sale, with another 2-bedroom CCH-owned unit soon to be listed. A recent open house for the existing 2-bedroom unit was well-attended, with 29 people expressing interest, it is anticipated for a sale agreement to be in place soon.
- Only two tenants remain in CCH-owned WW units. One has expressed interest in purchasing their unit, with the other potentially being rehoused in the coming months, which would then allow CCH to be able to divest themselves of any remaining ownership in this condominium.
- Two and three-bedroom units are still the most in demand from those on the CCH waitlist, either younger couples looking to have space to expand or existing families with younger children. Recent inquiries at open houses or otherwise tend to centre around what new inventory will be coming available, which will be harder to predict once the remaining WW units have been sold.

Rental:

- The Rent Waitlist currently sits at 200 households.
- All properties are currently at 100% occupancy, with one lease break set to occur on January 31, which CCH hopes to have filled soon after.
- The current average approximate wait time for a unit within the Rent Program for those on the CCH waitlist is now greater than one year. The most need is for one-bedroom units within our Waitlist, with most households waiting for this type of unit.

- b) Canmore Planning Commission
 - No meeting in December.
- c) CAO Performance Review Committee
 - Nothing new to report.
- d) Municipal Emergency Advisory Committee

- I defer to Mayor Krausert’s report.
- e) Enforcement Appeal Review Committee
- Nothing new to report.
- f) Heliport Monitoring Committee
- Nothing new to report.

2. Councillor Mah

- a) Bow Valley Waste Management Commission
- The Commission is on firm financial footing and finances are in order.
- b) Biosphere Institute of the Bow Valley
- nothing to report as we have not met in the interim.
- c) CAO Performance Review Committee
- we have not met yet, therefore nothing to report.
- d) Canmore Community Housing
- I defer to Councillor Hilstad’s report.
- e) Cultural Advisory Committee
- The CAC met on Mon Jan 15th. The board is keen for its upcoming strategic planning session to gain clarity on direction.
- f) Municipal Emergency Advisory Committee
- I defer to Mayor Krausert’s report.
- g) Other points of interest
- From Jan 10th – 12th, I attended the MCMC conference at the Malcolm. Much kudos to Sara Jones for organizing a great event, and to Mayor Krausert for his gracious hosting capacity.
 - ◊ Councillor Graham and I doled out numerous drink tickets at the Can Golf reception. We thoroughly enjoyed the foosball, air hockey and basketball arcade games as we trounced other municipalities and sponsors.
 - ◊ General consensus amongst attendees that despite the cold, they would enthusiastically return to Canmore for another MCMC event 😊
 - on Jan 13th, I attended a social gathering at the Sensory with Mayor Krausert and councillors Marra, Hilstad and Graham. The Town of Stony Plain were the hosts, and it was a pleasure to meet Mayor Choy, the councillors and their admin team.

- ◇ I enjoyed interesting conversation and advice from long-term Stony Plain Councillor Pat Hansard

3. Councillor Marra

- a) Assessment Review Board
 - Nothing new to report
- b) Bow Valley Regional Housing
 - See attached Newsletter
- c) Bow Valley Waste Management Commission
 - I defer to Councillor Mah
- d) Canmore/MD of Bighorn Intermunicipal Committee
 - I defer to Mayor Krausert
 - Next meeting February 1 2024
- e) Canmore Public Library
 - No meeting held in December
- f) Southern Alberta Energy from Waste Association
 - Nothing new to report.
- g) Subdivision and Development Appeal Board
 - Nothing to report. To view any upcoming appeals or to find Board Orders please visit the Town of Canmore website.
 - PL20230189 Bow Meadows Crescent was held December.
- h) Other points of interest
 - I attended the Mayors Volunteers Awards dinner. So wonderful to see many of our local volunteers recognized!!
 - I renewed my certification for SDAB
 - I attended the 3 day summit for Alberta Mid-sized Cities Mayors Caucus held in Canmore.
 - I attended a dinner hosted by Stony Plain Council where we had a great exchange of what and how we are doing things in our communities.

4. Councillor McCallum

- a) Assessment Review Board
 - Nothing to report
- b) Bow Valley Regional Housing
 - I attended the Bow River Lodge open house on Saturday and provided a couple of tours.
 - I defer to Councillor Marra's report.

- c) Canmore Planning Commission
 - Orientation will begin this week.
 - I defer to Councillor Hilstad report

- d) Canmore Community Housing
 - I defer to Councillor Hilstad's report

- e) Other points of interest
 - I attended the CHLA Holiday Party on December 18th. It is the only party I had the time to attend this season and had a lovely time.

Monthly Bulletin

December 2023



NEWS, INITIATIVES, AND EVENTS

Open Houses at our Seniors Lodges!

We held a successful Open House in Banff on November 4. We estimate that around a third of our target audience in Banff (those interested in, or appropriate for lodge living) attended and received the information they were looking for. If you missed it, don't worry, you can contact us at (403) 678-5922 or wait for our next event in the new year.

We had planned to hold an Open House in Canmore on November 25, but a small Covid -19 outbreak has interfered, so we have rescheduled it for **January 13, 2024!** Please stay tuned for more information.

You or someone you care about can age in comfort and dignity in the community at our affordable, and caring seniors' lodges. Our lodges serve independent seniors, where we do the cooking and cleaning, allowing our residents to focus on living well. Residents can arrange to receive Home Care services in the lodges, but otherwise we do not offer healthcare programming except in our Designated Supportive Living wing in Canmore.

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. The first floor, which will be operated as a secure dementia wing, has yet to open pending hiring. We are working with SE Health on recruitment strategies, including a collaboration on employee housing.



2023 Client Satisfaction Survey

The results are in, and they show that overall client satisfaction remained stable at 96% over the past year. Approximately half of our residents from our lodges, independent seniors' apartments and family housing completed the anonymous surveys and 97% of them said they would recommend BVRH to others. We scored 100% satisfaction in staff friendliness and respectfulness! One of our favourite quotes came from a resident of our independent seniors' apartments: "I just want to say thank you to all the staff for the good job you do to make our living enjoyable"!

2023 Employee Satisfaction Survey

The results are in, and they show that overall employee satisfaction remained stable at 92% over the past year. Approximately three-quarters of our employees from all departments and facilities completed the anonymous surveys and 94% of them said they would recommend friends to work with BVRH. We scored 95% satisfaction in compensation. One of our favourite comments said, "One of the best places to work in the Bow Valley"!

PROGRAM OCCUPANCY RATES

Bow River Lodge - NSL	93%
Bow River Lodge – DSL	50%
Cascade House	74%
Bow River Homes	100%
Mount Edith House	100%
Community Housing	100%
Rent Supplement	100%

SPECIAL PROJECTS**This is Home (Phase 3+)**

Considering stubborn uncertainty in the interest rate markets, rising construction costs and challenges aligning GOA and CMHC funding, we will submit our project proposal to Alberta Seniors, Community, and Social Supports in 2024. This will allow us to develop greater certainty toward future capital and operational sustainability.

These projects, if approved, will 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



DATE: December 21, 2023
SUBJECT: 2023 – 2027 Strategic Plan
PURPOSE: Provide a progress update

BACKGROUND

The board approved the 2023 - 2027 Strategic Plan on February 23, 2023. CAO provides the board with formal progress updates every quarter.

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.

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.

Values Statement



STRATEGIC GOALS

The board approved the 2023 – 2027 Strategic Plan in February 2023. Quarterly progress updates are provided to the board.

Strategic Goals 2023 - 2027:

1. **CAO and senior management provide excellent leadership.**
 - a. CAO continues to perform well as before.
 - b. CAO annual review will begin before year-end.
 - c. CAO has completed professional development in emergency preparedness and information technology for business.
 - d. Senior management also continues to perform well, receiving real-time direction and feedback as warranted.
 - e. Senior management is going to participate in professional development in business finance and human resources.
 - f. Daily operations continue to deliver ongoing and new programming well, including:
 - i. Approximately 110,000 meals, plus snacks and beverages.
 - ii. Approximately 16,000 hours of housekeeping.
 - iii. Approximately 10,000 loads of laundry.
 - iv. Hundreds of lodge resident calls for assistance, including approximately 120 that required emergency medical services.
 - v. 24 hours a day attendance to our 70+ lodge residents.
 - vi. 24 hours a day healthcare to our 30 DSL residents.
 - vii. Hundreds of recreational and wellness activities in our lodges.
 - viii. Maintenance, including grounds and snow removal for our 34 properties encompassing approximately 500,000 square feet on 12 acres of land.
 - ix. Responded to more than 1,000 work orders, including dozens of after-hours emergency calls.
 - x. Prepared or preparing vacated housing units for new households.
 - xi. Managing approximately 50 FTE employees.
 - xii. Liaising with partners SE Health and AH and fulfilling related coordination, planning, and reporting requirements.
 - xiii. Fielding tens of thousands of emails and phone calls.
 - xiv. Processing hundreds of applications and lease renewals.
 - xv. Effecting thousands of accounting transactions.
 - xvi. Managing our various operating and capital and reserve budgets.
 - xvii. Liaising with and fulfilled reporting requirements of GOA, including an update to the Business Plan.
 - xviii. Liaising with AHS Community Care on behalf of our lodge residents.
 - xix. Maintaining and improving communications across all channels, including public information sessions, our annual Spring Garden Party, and collaborations with other helping agencies in the region.
 - g. Established a connection with the new MLA.
 - h. Continuously monitoring government initiatives related to housing and seniors.
 - i. Actively working on a Housing Needs Assessment.

- j. Completed a mid-year review of HR, compensation and recruitment/retention models and adjusted accordingly. Adjustments include COLA and market-based increases, as well as enhanced staff supports within our wellness and livability programming.
- k. Working on application to and program development for participation in the Temporary Foreign Worker program.
- l. Upgrading IT systems – ongoing to improve processes and security.
- m. Learning how to best use AI to improve efficacy.
- n. Continuously monitoring risks to operations and relevant groups.
- o. Developed or developing/upgrading emergency response plans and protocols for extreme heat, wildfire smoke and wildfires.
- p. Developed five units of permanent employee housing in D Building in Canmore, some of which will be used to try to help SE's staffing challenges.
- q. Developing up to ten units of temporary employee housing in D Building, which may be offered to other community service agencies.
- r. Working on a house purchase to use as permanent employee housing.
- s. Managing the additional workloads and pressures stemming from a new, substantial, and complex program (DSL), involving direct coordination and cooperation with two external partners (SE Health and AHS). We are facing new pressures on budgeting, staffing, reporting, etc.
- t. The 2023 Client Satisfaction Surveys came in at 96% overall satisfaction among our lodge and social housing clients. 97% of our clients would recommend our services to a friend.
- u. The 2023 Employee Satisfaction Survey came in at 92% overall satisfaction. 94% of our employees would recommend us as an employer to their friends.
- v. Implemented the first phase of our Communications Plan, expanding our Social Media reach and engagement.
- w. CAO met with the new Alberta Housing Minister along with a few other CAO's in Q4, building rapport and gaining insight into their vision and expectations for support of our programs and goals.
- x. Planning for 2024 forecasts an inflationary increase to municipal requisitions, which, coupled with much higher lodge occupancy rates allows us to increase programming and improve residents' and employees' quality of life, while giving us a competitive advantage in the very challenging labour market.

2. Our Designated Supportive Living program meets the needs of the community.

- a. Commissioned the new facility, with ongoing improvements and deficiency mitigation, some of which have been substantial.
- b. Finalized various government documents and agreements.
- c. The facility accepted its first patient in February 2023. A slow fill is ongoing due to the staffing-related delays in opening the first floor.
- d. Operations are stabilizing.
- e. We are maintaining nearly 50% occupancy in the facility.
- f. Most residents in place have come from the community, either directly or having returned from elsewhere.

- g. Feedback so far is very positive.
- h. SE Health has proven to be a good care partner and even scored exceptionally well on their first Continuing Care Health Service Standards audit.
- i. CAO is developing four units of employee housing in D Building in Canmore, which will be used to help SE's staffing challenges.
- j. New requirements include constant communication, including coordination, reporting and problem solving with our new partners.
- k. CAO met with senior leadership of AHS Continuing Care and provided a well-received briefing on the necessity of increased wages for care staff in Canmore.
- l. CAO has reviewed and approved the SEHC 2024 budget.

3. We investigate the development of alternative programs, such as permanent supportive housing for neurodiverse and developmentally disabled adults.

- a. Our Phase 3+ proposal/business case references exploring and implementing some form of PSH.
- b. CAO speaks with community members involved in ways with these groups of people, staying current on their initiatives and exploring needs and potential solutions.
- c. Our Housing Needs Assessment will be updated soon, and PSH needs will be included.
- d. Exploring the rental of a social housing house to Bow Valley Connections for use as a group home and programming space.

4. Occupancy in our supportive living accommodations is optimized.

- a. Lodge occupancy is up this year, and associated revenues are forecast to be 20% over budget this year.
- b. The Community Integration Committee has continued to work on promotion.
 - i. Our new Communications Plan prioritizes promotion of our lodges and will include promotional messaging and open houses.
 - ii. Implemented the first phase of our Communications Plan, expanding our Social Media reach and engagement.
 - iii. Lodge Open Houses started in Q4 and will continue in 2024.
- c. The third floor of Cascade House will be used to facilitate our participation in the Temporary Foreign Worker program. We are currently using one of the units for employee housing.
- d. The GOA is in the final planning stages of a Seniors' Lodge Program Review. CAO will participate where able.

5. BVRH is an employer of choice and offers employees a range of housing, supports, and options as a critical component of a stable, caring staffing model.

- a. We continue to experience low turnover and decent interest from employment seekers.

- b. Our new Communications Plan prioritizes promotion of our employment opportunities and BVRH as an employer of choice.
- c. Our high employee satisfaction rates are expected to continue this year.
- d. CAO and team have started to discuss/explore employee housing options/opportunities. We are developing four units of employee housing in D Building in Canmore, some of which will be used to try to help SE's staffing challenges.
- e. Our Livability Premium remains in place and is being enhanced with more affordability and housing supports in 2024.
- f. Completed a mid-year review of HR, compensation and recruitment/retention models and adjusted accordingly. Changes include enhanced staff supports within our livability program.
- g. We maintain our staff recognition and wellness programming and always look to improve it.
- h. Developed five units of permanent employee housing in D Building in Canmore, some of which will be used to try to help SE's staffing challenges.
- i. Developing up to ten units of temporary employee housing in D Building, which may be offered to other community service agencies.
- j. Working on a house purchase to use as permanent employee housing.
- k. Have discussed house rentals with two interested parties and am evaluating rental versus ownership models.
- l. The 2023 Employee Satisfaction Survey came in at 92% overall satisfaction. 94% of our employees would recommend us as an employer to their friends.

6. The next phase This is Home redevelopment concept progresses toward providing mixed-income seniors and BVRH-employee housing in environmentally-conscious buildings.

- a. Our Phase 3+ business case is being honed – factoring in interest fluctuations and rising construction costs. It includes mixed-income seniors and non-seniors housing that could serve employees among its population.
- b. We expect to submit the proposal to the province this fall.
- c. We have discussed the project with the new MLA, who has offered her support and will advocate for it.
- d. Submitted an updated Business Plan to the GOA, which highlighted this project in our capital planning requests.
- e. Met with Housing Division leaders, continuing to negotiate a way forward, including the submission of a formal proposal in 2024 for GOA approvals and funding and CMHC funding.
- f. Developed five units of permanent employee housing in D Building in Canmore, some of which will be used to try to help SE's staffing challenges.
- g. Developing up to ten units of temporary employee housing in D Building, which may be offered to other community service agencies.

- h. Working on a house purchase to use as permanent employee housing.
- i. Discussed Phase 3+ briefly with Town of Canmore CAO and agreed to meet in the new year.

7. Revenue streams are diverse, including new housing programming, grants, sponsorships, and other opportunities.

- a. Phase 3+ will diversify our revenue streams once operational.
- b. Building D is being used to create another revenue stream that will subsize other employee housing options; and it remains the linchpin in our Phase 3+ concept.
- c. The third floor of Cascade House will be used to facilitate our participation in the Temporary Foreign Worker program. We are currently using one of the units for employee housing.
- d. We are still seeking CHMC funding for Phase 3+.
- e. Other fundraising opportunities are yet to be explored but will be better approached with our new Communications Plan and Housing Needs data in place.

8. We explore plans and funding for redevelopment within and beyond our community housing portfolio.

- a. Phase 3+ is our leading exploration at this point.

Appendix A - Committee of Whole report						
Note: Sales are recorded in the year the transaction closes						
31-Dec-23						
Year	Vital Homes Homeownership Program		Total	Resales	New Inventory	
	Resales	New Inventory				
2023	6	6	12	4WW, 1GRL, 1MR	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											
December 2023											
	OWN Program			RENT Program							
Wait List:	245	+10 over last month		200			+9 over last month				
Applications YTD:	120	+5 over last month +67 over STLY		197			+14 over last month +43 over STLY				
<i>Applications Received/Processed 2022:</i>	72			154							
Inquiries YTD:	312	+25 over last month +85 over STLY		442			+6 over last month +204 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:	163	1 unit FSBCCH-WW- Unconditional 1 unit FSBCCH -WW- For Sale		60		48		4		1	
Turnover YTD:	7%	12		12%	8	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 December 31, 2023 ↑											

Canmore Rental Statistics for 2023

		Jan.	Feb.	Mar.	Q1 Averages	Apr.	May	June	Q2 Averages	July	Aug.	Sept.	Q3 Averages	Oct.	Nov.	Dec.	Q4 Averages	Annual Average
Shared 1Bdrm	Average	\$900.00	\$ 1,095.20	\$1,533.33	\$ 1,176.18	\$1,292.86	\$1,200.00	\$1,160.00	\$ 1,217.62	\$1,018.33	\$1,059.00	-	\$ 1,038.67				\$ -	\$ 1,157.34
	Median	\$900.00	\$ 1,150.00	\$1,400.00	\$ 1,150.00	\$1,200.00	\$1,200.00	\$1,200.00	\$ 1,200.00	\$925.00	\$995.00	-	\$ 960.00				\$ -	\$ 1,175.00
	Available	1	5	3	3	7	2	5	5	6	5	0	4				0	4
Studio	Average				\$ -			\$900.00	\$ 900.00				\$ -	\$1,350.00			\$ 1,350.00	\$ 1,125.00
	Median				\$ -			\$900.00	\$ 900.00				\$ -	\$1,350.00			\$ 1,350.00	\$ 1,125.00
	Available	0	0	0	0	0	0	1	0	0	0	0	0	1			1	0
1 Bedroom	Average	\$2,218.50	\$ 3,250.00	\$1,816.67	\$ 2,428.39	\$2,133.33	\$2,095.83	\$2,391.11	\$ 2,206.76	\$2,395.00	\$2,291.25	\$ 2,618.75	\$ 2,435.00	\$2,391.67	\$3,278.89	\$ 2,690.83	\$ 2,787.13	\$ 2,464.32
	Median	\$2,100.00	\$ 3,250.00	\$1,500.00	\$ 2,100.00	\$2,200.00	\$2,100.00	\$2,400.00	\$ 2,200.00	\$2,300.00	\$2,075.00	\$ 2,700.00	\$ 2,300.00	\$2,500.00	\$3,000.00	\$ 2,700.00	\$ 2,700.00	\$ 2,350.00
	Available	10	2	3	5	9	12	9	10	11	20	8	13	6	1	6	4	8
2 Bedroom	Average	\$2,745.42	\$ 3,076.82	\$3,203.00	\$ 3,008.41	\$2,673.44	\$3,007.72	\$2,773.89	\$ 2,818.35	\$2,579.25	\$2,842.00	\$ 4,301.96	\$ 3,241.07	\$2,973.00	\$3,278.89	\$ 3,240.79	\$ 3,164.23	\$ 3,058.01
	Median	\$2,700.00	\$ 2,900.00	\$3,150.00	\$ 2,900.00	\$2,700.00	\$2,825.00	\$2,800.00	\$ 2,800.00	\$2,612.50	\$2,550.00	\$ 2,900.00	\$ 2,612.50	\$2,845.00	\$ 3,000.00	\$ 2,975.00	\$ 2,975.00	\$ 2,835.00
	Available	12	11	9	11	16	18	18	17	20	22	27	23	20	18	24	21	18
3 Bedroom	Average	\$4,480.00	\$ 4,691.67	\$4,484.67	\$ 4,552.11	\$4,099.72	\$4,190.79	\$4,815.00	\$ 4,368.50	\$4,354.32	\$4,172.04	\$ 4,955.82	\$ 4,494.06	\$5,221.43	\$4,160.00	\$ 4,016.67	\$ 4,466.03	\$ 4,470.18
	Median	\$3,750.00	\$ 4,625.00	\$4,450.00	\$ 4,450.00	\$3,850.00	\$4,000.00	\$4,100.00	\$ 4,000.00	\$3,800.00	\$3,750.00	\$ 5,000.00	\$ 3,800.00	\$5,450.00	\$4,050.00	\$ 4,000.00	\$ 4,050.00	\$ 4,025.00
	Available	5	6	15	9	18	19	15	17	22	27	17	22	7	10	10	9	14
4+Bedroom	Average	\$5,133.57	\$ 4,517.00	\$6,596.67	\$ 5,415.75	\$8,475.00	\$5,700.00	\$5,550.00	\$ 6,575.00	\$5,487.50	\$4,800.00	\$ 5,850.00	\$ 5,379.17	\$5,000.00	\$5,000.00	\$ 3,700.00	\$ 4,566.67	\$ 5,484.15
	Median	\$4,750.00	\$ 4,995.00	\$5,000.00	\$ 4,995.00	\$8,475.00	\$5,700.00	\$5,700.00	\$ 5,700.00	\$5,875.00	\$4,600.00	\$ 5,950.00	\$ 5,875.00	\$5,000.00	\$5,000.00	\$ 3,700.00	\$ 5,000.00	\$5,000.00
	Available	7	5	3	5	2	2	4	3	4	7	3	5	2	2	2	2	4
Summary Total Studio-4		34	24	30	88	45	51	47	143	57	76	55	188	36	31	42	109	528

Canmore Rental Statistics for 2022

		Jan.	Feb.	Mar.	Q1 Averages	Apr.	May	June	Q2 Averages	July	Aug.	Sept.	Q3 Averages	Oct.	Nov.	Dec.	Q4 Averages	Annual Average
Shared 1Bdrm	Average	\$880.56	\$ 920.83	\$781.25	\$ 860.88	\$847.50	-	\$935.00	\$ 891.25	\$1,200.00	\$901.11	\$863.33	\$ 988.15	\$895.00	\$ 995.00	\$1,056.25	\$ 982.08	\$ 934.17
	Median	\$800.00	\$ 900.00	\$762.50	\$ 800.00	\$900.00	-	\$950.00	\$ 925.00	\$1,200.00	\$900.00	\$875.00	\$ 900.00	\$935.00	\$ 885.00	\$1,100.00	\$ 935.00	\$ 900.00
	Available	9	6	4	6	8	0	6	5	2	9	3	5	3	6	8	6	5
Studio	Average	\$1,300.00	\$900.00	-	\$ 1,100.00	-	\$1,300.00	-	\$ 1,300.00	\$ 1,400.00	\$ 1,525.00	\$1,075.00	\$ 1,333.33	\$1,200.00	\$ 1,000.00	\$ 1,375.00	\$ 1,191.67	\$ 1,230.56
	Median	\$1,300.00	\$900.00	-	\$ 1,100.00	-	\$1,300.00	-	\$ 1,300.00	\$ 1,400.00	\$ 1,525.00	\$1,075.00	\$ 1,400.00	\$1,200.00	\$ 1,000.00	\$ 1,375.00	\$ 1,200.00	\$ 1,300.00
	Available	2	1	0	1	0	1	0	0	1	1	1	1	1	1	1	1	1
1 Bedroom	Average	\$1,714.00	\$ 1,749.17	\$1,646.11	\$ 1,703.09	\$1,759.38	\$1,783.33	\$1,966.67	\$ 1,836.46	\$2,040.00	\$2,066.00	\$ 1,954.00	\$ 2,020.00	\$2,031.33	\$ 2,278.75	\$ 2,188.38	\$ 2,166.16	\$ 1,931.43
	Median	\$1,700.00	\$ 1,847.50	\$1,695.00	\$ 1,700.00	\$1,525.00	\$1,750.00	\$2,100.00	\$ 1,750.00	\$2,100.00	\$2,050.00	\$ 1,837.50	\$ 2,050.00	\$2,011.00	\$ 2,200.00	\$ 1,900.00	\$ 2,011.00	\$ 1,873.75
	Available	5	6	9	7	8	6	3	6	5	14	10	10	12	12	13	12	9
2 Bedroom	Average	\$2,545.24	\$ 2,901.56	\$2,909.72	\$ 2,785.51	\$2,371.39	\$2,602.21	\$2,710.69	\$ 2,561.43	\$2,900.00	\$2,711.86	\$ 2,799.28	\$ 2,803.71	\$2,811.63	\$2,810.56	\$ 2,749.00	\$ 2,790.40	\$ 2,735.26
	Median	\$2,250.00	\$ 2,850.00	\$2,747.50	\$ 2,747.50	\$2,199.50	\$2,324.50	\$2,550.00	\$ 2,324.50	\$2,697.50	\$2,600.00	\$ 2,700.00	\$ 2,697.50	\$2,700.00	\$ 2,700.00	\$ 2,500.00	\$ 2,700.00	\$ 2,648.75
	Available	21	16	18	18	18	14	26	19	26	35	29	30	27	27	15	23	23
3 Bedroom	Average	\$3,716.86	\$ 3,686.36	\$4,163.18	\$3,855.47	\$4,059.06	\$3,622.94	\$3,669.23	\$3,783.74	\$3,871.43	\$3,463.18	\$ 3,903.21	\$3,745.94	\$3,947.57	\$4,704.14	\$ 4,722.67	\$ 4,458.13	\$3,960.82
	Median	\$3,450.00	\$ 3,400.00	\$4,000.00	\$ 3,450.00	\$3,450.00	\$3,400.00	\$3,400.00	\$ 3,400.00	\$3,500.00	\$3,500.00	\$ 3,550.00	\$ 3,500.00	\$3,600.00	\$4,625.00	\$ 3,750.00	\$ 3,750.00	\$ 3,500.00
	Available	14	11	11	12	16	17	13	15	7	22	14	14	21	14	9	15	14
4+Bedroom	Average	\$3,600.00	\$ 5,016.67	\$3,016.67	\$ 3,877.78	\$8,166.67	\$7,025.00	\$6,500.00	\$ 7,230.56	\$4,800.00	\$4,862.50	\$ 5,950.00	\$ 5,204.17	\$5,519.17	\$3,140.00	\$ 3,596.67	\$ 4,085.28	\$ 5,099.44
	Median	\$3,600.00	\$ 3,250.00	\$3,000.00	\$ 3,250.00	\$8,000.00	\$8,000.00	\$6,500.00	\$ 8,000.00	\$4,800.00	\$4,250.00	\$ 5,500.00	\$ 4,800.00	\$5,200.00	\$3,140.00	\$ 3,790.00	\$ 3,790.00	\$ 4,525.00
	Available	1	3	3	2	3	5	2	3	1	8	6	5	6	2	3	4	4
Summary Total Studio-4		43	37	41	121	45	43	44	132	40	80	60	180	67	56	41	164	597

Sources: Asset West, PEKA, ReMax, RMO, Peak Estates, Rent Faster, Kijiji



Administrative Update

DATE OF MEETING: January 23, 2024

Agenda #: F-1

A. Corporate Strategic Team

1. CAO

- a) Our Reconciliation, Equity, Diversity, and Inclusion organizational review recommended training specific for the Executive Office as we work to advance this work and other report recommendations. The CAO and all General Managers participated in Diversity, Equity, and Inclusion in the Public Sector training and have another training session scheduled.

2. Legal

- a) Stoney Nakoda First Nations have filed an application for judicial review against the adoption of the Three Sisters Village and Smith Creek Area Structure Plans. Three Sisters Mountain Village Properties Limited is seeking to be added as a respondent in this application. Administration has authorized the Town's external litigation counsel to consent to this request.
- b) The Railway Court land transaction authorized by Town Council during the previous electoral term has been completed.

B. MUNICIPAL SERVICES

1. Community Social Development

- a) The Meals on Wheels program delivers nutritious, delicious, and affordable meals, Monday through Friday to seniors and others in need in our community. In 2023 the Meals on Wheels program utilized 11 volunteers to deliver 1,921 meals to 35 unique community members.
- b) The Volunteer Driver Program provides transportation to specialist medical appointments, primarily in Calgary. The volunteers give their time and are compensated for gas and vehicle wear and tear by the client. In 2023 the Volunteer Driver program, with 12 volunteers, provided 55 unique clients with 137 trips.
- c) The fall session of the Intergenerational Baking Club had its last session before the Christmas holidays. The program provides an opportunity for seniors to connect with youth through baking goods and sharing food. The fall session consisted of 8 sessions with a total of 12 participants (8 on the waitlist). The program is delivered in partnership with Origin's at Spring Creek, and the Town of Canmore.
- d) After a successful program of Babies and Blankets (drop-in program for parents with babies under 1 year), parents/caregivers expressed gratitude for the drop-in space and requested to continue the program. We are extending this program into 2024. After receiving feedback from the community, we hope to communicate the drop-in program to expecting parents in addition to current parents/caregivers.

2. Recreation Services

- a) Recreation partnered with the Alberta Climbing Association and the Canmore Indoor Climbing Society to host a climbing competition at Elevation Place on Saturday, January 13, 2024. This was the first climbing competition in the building since COVID.

3. Fire-Rescue

- a) Twenty firefighters volunteered and participated in the REMAX food drive on November 29, 2023.
- b) Moving into the new Fire Station began on January 9, 2024.

4. Protective Services

- a) In December, snow and ice on sidewalks became a concern due to the mild temperatures and multiple freeze-thaw-freeze events. Peace Officers addressed sidewalks downtown and in some residential neighbourhoods, providing education and warnings to residents with timelines on when the snow and ice needed to be removed by. Education centered around the importance of keeping sidewalks clear is a priority in order to maintain accessibility for those who walk, wheel, and cycle throughout town.
- b) The Town of Banff applied for an Alberta Community Partnership grant to fund work on interoperability and collaboration during mass casualty incidents. The intent is to build regional capacity and capability to respond to incidents that result in mass casualty and/or fatality, and incidents of mass violence. These types of incidents place extreme demands on local resources and demand a regional response framework, and specifically, an integrated response between multiple emergency agencies across multiple jurisdictions to manage the massive impacts to community. The grant funds will be used for updated all-hazards planning, training, and regional emergency management program advancement, including an exercise in the Fall of 2024. The Town of Banff is leading the grant application, and the Town of Canmore will provide support in executing the work. Other regional emergency response agencies have been invited to participate.

5. Economic Development

- a) Call out to artists to participate in Art Walk in the Woods closed December 8, 2023. The art walk is an outdoor site-specific land art (installations and sculpture) program that couples sport and art as two-valued disciplines in Canmore. Art Walk in the Woods 2024 theme is *We Welcome the World*. The art walk is presented in collaboration with and celebration of the COOP FIS Cross-Country World Cup and the IBU World Cup Biathlon. Held in accordance with the Town of Canmore Public Art Policy and in collaboration with the Canmore Nordic Centre/Alberta Parks, this temporary public art exhibit will take place from February 6 to March 30, 2024. 20 applications were received. 7 projects will be selected to be exhibited on seven site locations on municipal and provincial parkland. Each site provides opportunities to engage art lovers, casual hikers, and facility users visiting the downtown and accessing the Canmore Nordic Centre.
- b) Winter Carnival is coming together under a new name, “The Cool Down,” for 2024 on Saturday, February 10th. The day will include winter cultural activities led by Arts and Culture. The event will include the return of some of the much-loved activities, such as the sugar shack, ice carving, roving performers, live music, and hot chocolate /s’more making, and will include cross-cultural

learning opportunities. To support the Town of Canmore's efforts to engage the community in envisioning the redevelopment of Canmore's Downtown, Connect Downtown will host a pop-up engagement event during the day.

C. CORPORATE SERVICES

1. Communication

- a) We launched our new website in mid-July, which offers many improved features for the public including a better search function and a report or request tool. From August 1 to December 13 we have seen almost 130,000 users visit our site averaging well over 1,000 per day, resulting in 418,000 page views. The most frequently visited pages include the recreation calendar, parking information, career opportunities and memberships and admissions. Unfortunately, we do not have access to data from our old website so we cannot compare this with historic trends. Going forward we will be able to track website usage much more effectively and regularly.
- b) We do still have mobile access data and have seen an increase of users accessing our website on their mobile devices (67% compared to 61% in 2022).

2. Human Resources

- a) The first official meeting of the Council Remuneration Review Committee was Monday, January 15, 2024.
- b) The HR department continues to forward facilitated training in support of the strategic priorities around Reconciliation, Equity, Diversity and Inclusion, and mental health/resiliency. Key training in December included:
 - Dec 4 - Cultural (Indigenous) Awareness Training 2.0 facilitated by SevGen
 - Dec 7 – Customer Service & De-escalation Training facilitated by the Canadian Mental Health Association
 - Dec 14 – The Working Mind Employee facilitated by the Mental Health Commission of Canada
- c) The Town received the final report from our completed health & safety audit, which was passed. Strengths are noted in the areas of orientation, training, and qualifications, as well as incident investigations. Thank you again to our auditors and all participating staff for supporting and maintaining this valuable program.

D. MUNICIPAL INFRASTRUCTURE

1. Planning

- a) Connect Downtown will kick off the Visioning stage of engagement in February 2024. The flagship engagement event, "The Warm Up", will take place the evening of February 9 and feature a micro winter music festival in partnership with the Canmore Folk Music Festival. This free event will feature artist performances in local downtown businesses, anchored by an Engagement Hub at the Civic Centre that will feature fire pits, outdoor seating, lighting, live music, food trucks, warm drinks, and an indoor engagement pop-up activity to capture public input about the current experience and future aspirations of downtown.

On February 10, the festivities continue with “The Cool Down”, a family-friendly day of activities in the spirit of Winter Carnival, where we will have further pop-up engagement opportunities at the Civic Centre.

The Warm Up and The Cool Down will be complemented by several other engagement initiatives spanning the month of February, including stakeholder and public workshops, as well as online engagement, including a survey and interactive mapping opportunity.

In December, we invited grade 7-9 classrooms to participate in a self-guided classroom-based asset mapping exercise, where students were asked to identify areas of downtown that hold special value for youth and to capture new opportunities that reflect the needs and desires of our younger residents. Eight classrooms participated in the activity, and their input will be considered as part of the visioning phase of public engagement process for Connect Downtown.

2. Facilities

- a) CRC – Olympia Ice Resurfacer Replacement (7350): The new ice resurfacer for the Canmore Recreation Centre has been ordered. This will replace one of two units based out of the facility. It has a 12-18 month delivery time, so it may not be in operation until 2025. The new unit will be electric, which supports the Town’s commitment of reducing its greenhouse gas production since the existing unit is fueled by natural gas. The second ice resurfacer is budgeted for replacement in 2026 and will also be electric powered.
- b) EP Cooling Enhancements (7291) – Design work is underway and draft documents have been submitted to Administration for review.

3. Public Works

- a) Parks
 - All outdoor ice rinks were successfully opened as of December 18th, except for the Downtown Pond. Unfortunately, unfavorable conditions have prevented its opening this season.
 - The Memorial Plaque Program is now closed. We have achieved complete program participation for the third consecutive year.
 - With the additional funding allocated to the Cemetery expansion by Council, we have placed an order for an extra columbarium to accommodate the growing demand. The expansion work for our cemetery has commenced and work will begin in 2024.
 - The Mountain Pine Beetle municipal program is currently underway. The Burn and Fell workplan began in the east end of Town in mid-December, and moved to the north side of the valley at the end of December. Electronic messaging signs were strategically placed in town to inform residents and visitors about these activities.
- b) Streets and Roads
 - Snow and ice control (SNIC) service through December was challenging due to mild temperatures and multiple freeze-thaw-freeze events. Melting snow and ice freeze differently each day and teams are tasked with performing quality control to manage risks that can change in location and intensity on a daily basis.

- Christmas season SNIC and interdepartmental support was engaged through the holiday season. Team scheduling and a SNIC management strategy for managing snow and ice on the heavily utilized active transportation network is key when tourist visitations increase and residents are off from school and work. Heavy duty technicians were focused on making sure Solid Waste Services and Fire/Rescue equipment were ready to perform during these busy times.
- c) Solid Waste Services
- Christmas tree depots are set up and will be in place until the end of January. The collected trees are chipped and composted. The location of the depots are: 115 Boulder Crescent, Benchlands bike park parking lot, Fairholme Drive and 17th Street, and the Quarry Lake Park parking lot.
 - The Community Waste Characterization Study is complete and the final report has been received. The findings of this report will be presented to Council in Q2 of 2024.
- d) Utilities
- Regulatory: No contraventions to report
 - Service Interruptions:
 - November 21st: EPCOR repaired several hydrants (along BVT, downtown, Rundle Crescent and Spring Creek). The main reason for the damage is improper use – either authorized or unauthorized.
 - November 23rd: There was a sewer backup in a manhole near Eagle Terrace. EPCOR responded and flushed the lines and noted lots of grease, likely from restaurants up stream.
 - December 1st: There was a sewer back up in a home along 13th Street. EPCOR responded and flushed the main line to clear the blockage.
 - December 7th: A contractor hired to inspect (and repair) the sewer line for the public washroom in Centennial Park had their camera stuck in the line. EPCOR coordinated the repair and retrieved the camera.
- e) Sustainability
- The Fruit Tree Removal Incentive Program for 2024 is open as of January 1. The incentive covers 100% of the cost of removal of a fruit tree, for up to \$500/property. Incentives will be administered on a first come first served basis while funds last. Residents need to submit confirmation of removal and paid invoice to be eligible to participate in the program. The Fruit Tree Incentive program receives a lot of interest on an annual basis, with only a portion of the interested residents completing the program. Allocating funding once the fruit tree(s) has been removed ensures that the Town can effectively remove as many fruit trees as possible each year with the available funding. Holding funding for participants who may not complete the program limits the number of trees that can be removed. This is clear to participants when they reach out to express interest in the program, and expressed in more detail when program funding is running low to support those who are serious about participating in the program.

- WildSmart's Keep Wildlife Alive Ambassador program for 2023 wrapped up. Administration will come forward to Committee of the Whole in April 2024 to present the results of the program and launch the 2024 Keep Wildlife Alive program.
- The Climate Emergency Action Plan development is ongoing with specific stakeholder engagement taking place to assess the various climate hazards for Canmore. Work on the development of a Carbon Budget has begun. The final plan is on track to be presented to Council in mid-2024.

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 build relationships that will assist with establishing an MOU. 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.	2-Jan-24	
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.	2-Jan-24	
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 completed the final draft of "Management Recommendations and Implementation Plan for the LSWC". The Report is undergoing one final review by Administration and will then be circulated for signature by all landowners. Council can expect to see the report in Q1 of 2024.	2-Jan-24	
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 will be issued in the first quarter of 2024.	2-Jan-24	
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 began meeting October 10, 2023 and held four meetings. A final report was presented at the January 9 Council meeting.	2-Jan-24	9-Jan-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 began meeting October 10, 2023 and held four meetings. A final report was presented at the January 9 Council meeting.	2-Jan-24	9-Jan-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	Administration intends to commence this work in 2024.	2-Jan-24	
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.	2-Jan-24	
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	A Request for Expressions of Interest was posted on October 30. The recommendation for potential third party interests was presented at the January 9 Council meeting.	2-Jan-24	9-Jan-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	Work will occur in 2024 as part of the 2025 budget development.	2-Jan-24	
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	Planning will bring forward recommended amendments at the beginning of Q2 2024.	2-Jan-24	
208-2023	Land Use Bylaw Amendment 2023-20 – Canmore Planning Commission Authority and Referrals and Subdivision Authority, Development Authority, and Municipal Planning Commission Establishment Bylaw Amendment 2023-28 – Development Authority and Canmore Planning Commission	Direct administration to return by June 2024 with options to remove, where feasible, naming of Council and Canmore Planning Commission as the Development Authority from Direct Control Districts within the Land Use Bylaw and replace it with the Development Officer	5-Sep-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	Municipal Enforcement	Municipal Enforcement will bring forward a draft bylaw to Council by the end of Q1 2024 that will also include the necessary amendments to the Land Use Bylaw.	2-Jan-24	
254-2025	Committee Appointments	Direct administration to bring a Code of Conduct for Council Appointees to Council for consideration.	24-Oct-23	CST	Administration has reviewed examples from other communities and intends to bring a report to Council in Q2 2024.	2-Jan-24	
48-2023FIN	Follow-Up and Budget Deliberations	Direct administration to advise Council when the \$10,000 fruit tree incentive program is fully subscribed for 2024.	14-Nov-23	Finance	This will be monitored through the year.	2-Jan-24	
17-2024	Livability Task Force Update	Accept the Livability Task Force's recommendations for information as presented and direct administration to develop an implementation plan.	9-Jan-24	CST			



Correspondence

DATE OF MEETING:

January 23, 2024

Agenda #: H

1. From Alberta Municipal Affairs re LGFF Program Launch
2. From Town of Hinton to Minister of Forestry and Parks re Wildfire Risk
3. To Town of Banff from Alberta Municipal Affairs re Alberta Community Partnership Grant
4. From Alberta Municipal Affairs re Oil and Gas Property Tax Incentives



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Hays*

H-1

AR113125

December 15, 2023

Dear Chief Elected Officials:

The Alberta government recognizes local infrastructure is critical to Albertans and to supporting the province's economy, and we are committed to providing predictable, long-term infrastructure funding for all communities. As part of this commitment, I am pleased to announce the launch of the Local Government Fiscal Framework (LGFF) program, which will enable municipalities and Metis Settlements to build infrastructure and serve their communities more effectively.

With LGFF capital funding starting at \$722 million in 2024, the LGFF strikes a fair balance between predictable funding for communities and fiscal responsibility for government. To ensure no community experiences a year-over-year decrease from capital funding allocated under the Municipal Sustainability Initiative (MSI) in 2023, top-up funding will be available for affected communities as part of the transition to the LGFF in 2024. In addition to the legislated LGFF capital funding, based on *Budget 2023* targets and subject to Budget 2024 approval, local governments will have access to \$60 million in LGFF operating funding.

LGFF capital funding in future years will reflect the percentage change in provincial revenues from three years prior. This means in 2025, Alberta communities will receive \$820 million, an increase of nearly 14 per cent, in accordance with growth in provincial revenues between 2021/22 and 2022/23.

For local governments other than Calgary and Edmonton, the LGFF includes a new allocation formula that is substantially different than the one used under the MSI. While the new allocation formula has a greater focus on communities with limited local assessment bases, the formula was chosen to balance the needs of all types of communities – small and large, rural and urban – over the long term. In keeping with our commitment for predictable funding, 2024 and 2025 LGFF capital allocations for all local governments are now available on the program website (www.alberta.ca/local-government-fiscal-framework-capital-funding), to help you plan for the use of this funding. The website also includes a description of the new funding formula.

Last year, we heard through the online survey on the program design that local governments were highly satisfied with how the MSI has been administered. I am pleased to confirm the delivery of the new program will be largely similar to the MSI. While there are some changes to the LGFF capital component when compared to the MSI, we feel strongly these changes will improve the program for local governments and Alberta taxpayers alike. Additional information on the program design will be provided in an email to chief administrative officers, which they should receive shortly.

.../2

In addition, estimated 2024 LGFF operating allocations, subject to approval in Budget 2024, are available on the program website (www.alberta.ca/local-government-fiscal-framework-operating-funding). The allocations will not change from what local governments received in 2023. LGFF operating guidelines will be available in 2024.

I am grateful for your council's work and the work of Alberta Municipalities, Rural Municipalities of Alberta, and the Metis Settlements General Council to help develop the LGFF program and allocation formula. I look forward to working with you to ensure your local infrastructure and operating needs continue to be supported as we grow and strengthen Alberta's economy.

Sincerely,

A handwritten signature in black ink that reads "Ric McIver". The signature is written in a cursive, flowing style.

Ric McIver
Minister

cc: Chief Administrative Officers



TOWN OF HINTON

December 4, 2023

The Honourable Todd Loewen
 Minister of Forestry and Parks
 Members of Executive Council
 Executive Branch
 323 Legislature Building
 10800-97 Avenue
 Edmonton, AB T5K 2B6
fp.minister@gov.ab.ca

Dear Minister Loewen,

I am writing on behalf of the Town of Hinton Mayor and Council. We commend the efforts and dedication of the Mountain Pine Beetle Control Committee in mitigating the impact of the beetle infestation in our forests. However, the rapid and severe escalation of wildfire risks demands an immediate shift in focus and strategy.

The increasing frequency and intensity of wildfires in our region present a clear and present danger to our communities, natural resources, and our way of life. We assert that transitioning from the Mountain Pine Beetle Control Committee to a Wildfire Prevention Committee is not just a prudent choice but an imperative one. We believe that by prioritizing fire prevention, we address the root cause of both the immediate and long-term threats to our beloved province.

The devastating consequences of wildfires cannot be overstated. Lives are at stake, as are the livelihoods of countless individuals and families who call this region home. The economic, ecological, and emotional toll of such disasters is immeasurable. The pine beetle infestation, though significant, pales in comparison to the potential devastation wrought by uncontrolled wildfires.

Considering recent data provided by the province showing the extent of wildfire impact across Alberta, it has become evident that communities like Fort McMurray, Edson, High Level, Banff, and Peace River, among others, are significantly affected. These communities, which fall within the top clusters of wildfire-affected areas, underscore the urgent need for a unified and collaborative approach to wildfire management and prevention.

Collaboration between high-risk communities is crucial. By sharing experiences, knowledge, and strategies, we can collectively enhance our preparedness and response to wildfires. Communities that have previously faced such disasters bring invaluable insights that can aid in developing more effective prevention and mitigation strategies. Learning from each other and supporting one another not only strengthens each community's ability to handle wildfires but also fosters a sense of solidarity and resilience across the province.

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We firmly believe that the transition to a Wildfire Prevention Committee not only aligns with the broader objectives of the Alberta government but is a committed step towards safeguarding our communities and preserving the very essence of our province.

Furthermore, we implore you, as the Alberta Forest Ministry, to ensure that affected communities have a meaningful seat at the table in discussions and decisions pertaining to wildfire prevention and management. The collective expertise and experience of our communities should be valued as we work together to secure the future of Alberta's forests and the well-being of its residents.

We urgently request an opportunity to discuss this proposal further with you and your esteemed team. Your leadership in championing this crucial shift in focus would have a profound and lasting impact on the safety and prosperity of our region.

Thank you for your immediate attention to this matter. We look forward to your support in safeguarding the heart of our province.

Sincerely,



Nicholas Nissen
Mayor

cc. Fort McMurray
Fort Chipewyan
Edson
Whitecourt
High Level
Rainbow Lake
Banff
Canmore
Peace River
Manning
Grande Prairie
Beaverlodge
Slave Lake
Athabasca
High Prairie
Pincher Creek
Crowsnest Pass
Yellowhead County
Parkland County
Lac LeBish
Grande Cache
Greenview County



ALBERTA

MUNICIPAL AFFAIRS

*Office of the Minister**MLA, Calgary-Hays*

December 19, 2023

AR112681

Her Worship Corrie DiManno,
Mayor
Town of Banff
PO Box 1260
Banff AB T1L 1A1

Dear Mayor DiManno:

Through the Alberta Community Partnership (ACP) program, the Government of Alberta encourages strengthened relationships between municipalities and cooperative approaches to service delivery. By working in partnership with our neighbours, we create opportunities that support economic development and job creation. Together, we help build vibrant, resilient communities for the benefit of all Albertans.

I am pleased to inform you that the Town of Banff has been approved for a grant of \$45,000 under the Intermunicipal Collaboration component of the 2023/24 ACP in support of your Integrated Emergency Response Framework for Mass Violence, Mass Casualty and Mass Fatality Incidents project. This approval does not signify broader provincial support for any recommendation or outcome that might result from your project.

The conditional grant agreement will be sent shortly to your Chief Administrative Officer to obtain the appropriate signatures.

The Government of Alberta looks forward to celebrating your ACP-funded project with you and your municipal partnership. I encourage you to send invitations for these milestone events to my office. We ask that you advise Municipal Affairs a minimum of 15 working days prior to the proposed event. If you would like to discuss possible activities or events to recognize your ACP achievements, please contact a grant advisor, toll-free by first dialing 310-0000, then 780-422-7125, or at acp.grants@gov.ab.ca.

.../2

I congratulate the partnership on initiating this project, and I wish you every success in your efforts.

Sincerely,



Ric McIver
Minister

cc: Honourable Mike Ellis, MLA, Calgary-West
Honourable Mickey Amery, MLA, Calgary-Cross
Honourable Matt Jones, MLA, Calgary-South East
Honourable Rebecca Schulz, MLA, Calgary-Shaw
Honourable Muhammad Yaseen, MLA, Calgary-North
Honourable Demetrios Nicolaidis, MLA, Calgary-Bow
Honourable Rajan Sawhney, MLA, Calgary-North West
Honourable Tanya Fir, MLA, Calgary-Peigan
Peter Singh, MLA, Calgary-East
Eric Bouchard, MLA, Calgary-Lougheed
Myles McDougall, MLA, Calgary-Fish Creek
Jyoti Gondek, Mayor, City of Calgary
Sean Krausert, Mayor, Town of Canmore
Dave Schebek, Chair, Improvement District No. 9
David Duckworth, City Manager, City of Calgary
Kelly Gibson, Chief Administrative Officer, Town of Banff
Sally Caudill, Chief Administrative Officer, Town of Canmore
Danielle Morine, Chief Administrative Officer, Improvement District No. 9



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Hays*

AR113106

Dear Chief Elected Officials:

Since 2022, Municipal Affairs has been working with the Assessment Model Review Stakeholder Steering Committee consisting of industry representatives and municipal partners, such as Alberta Municipalities and Rural Municipalities of Alberta. The committee was tasked with designing an engagement process that will assist in updating the regulated property assessment models in a fair and transparent manner. I am now carefully considering the committee's proposed engagement plan.

As you are aware, in 2020, a number of tax incentives were put in place when Alberta's previous review of regulated property assessment was paused. A three-year property tax holiday on new wells and pipelines was introduced to promote new investment and economic activity in the energy sector. This tax holiday will end, as planned, after the 2024 municipal tax year. The Well Drilling Equipment Tax was also eliminated, and there are no plans to reinstate it.

Two assessment-based measures to support the viability of mature oil and gas assets were also implemented at that time: the continuation of the 35 per cent assessment reduction for shallow gas wells and pipelines (first introduced in 2019), and additional depreciation adjustments for lower-producing wells. These two measures were intended as a bridge to the implementation of new assessment models and will therefore be extended until the Assessment Model Review is completed and the regulated assessment models for wells are updated.

Thank you for continuing to work in partnership with the province. I look forward to sharing more information in early 2024 regarding further engagement on the Assessment Model Review.

Sincerely,

A handwritten signature in blue ink that reads "Ric McIver".

Ric McIver
Minister

cc: Chief Administrative Officers
Tyler Gandam, President, Alberta Municipalities
Paul McLauchlin, President, Rural Municipalities of Alberta