



TOWN OF CANMORE

AGENDA

Committee of the Whole

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

Tuesday, June 17, 2025 at 1:00 p.m.

Times are estimates only.

- | | |
|------------------------------------|---|
| 1:00 – 1:05 | A. CALL TO ORDER AND APPROVAL OF AGENDA |
| | 1. Land Acknowledgement |
| | 2. Agenda for the June 17, 2025 Committee of the Whole Meeting |
| | I. CLOSED SESSION |
| 1:05 – 1:35 | 1. Confidential – Advocacy Work |
| | Recommendation: That Council close the meeting to the public to prevent disclosure of advice, recommendations, or policy options developed for the public body in accordance with section 24(1)(1) of the <i>Freedom of Information and Protection of Privacy Act</i> . |
| | B. DELEGATIONS |
| 1:35 – 1:50 | 1. Tourism Canmore Kananaskis – Regenerative Tourism Action Plan |
| 1:50 – 2:05 | 2. AltaLink - 54L Transmission Line Rebuild |
| | C. MINUTES |
| 2:05 | 1. Minutes of the May 20, 2025 Committee of the Whole Meeting |
| 2:05 – 2:20 | Meeting Break |
| | D. STAFF REPORTS |
| 2:20 – 3:05 | 1. 2025 Citizen Perspective Survey |
| | Purpose: To provide the Committee of the Whole with an overview of the results from the 2025 Citizen Perspective Survey. |
| 3:05 – 3:25 | 2. Rundle Forebay Water Supply Update (Verbal Report) |
| | Purpose: To update the Committee of the Whole on the Rundle Forebay water supply. |
| 3:25 – 3:40 | Meeting Break |
| 3:40 – 4:40
Includes item
I2 | 3. Moustache Lands Feasibility Study |
| | Purpose: To provide the Committee of the Whole with information on the Moustache Lands Feasibility Study now that it is complete and discuss next steps prior to a Request for Decision at the July 8, 2025 regular meeting of Council. |
| | E. COUNCILLOR UPDATES |
| 4:40 – 4:45 | 1. June 2025 Councillor Updates |
| | F. ADMINISTRATIVE UPDATE |
| 4:45 – 4:50 | 1. June 2025 Administrative Update |

Agenda prepared by: Ben Stiver, Municipal Clerk

Page 1 of 2

- 4:50 **G. COUNCIL RESOLUTION ACTION LIST**
 1. **Council Resolution Action List as of May 30, 2025**
- 4:50 **H. CORRESPONDENCE**
 1. **To Premier Smith Re: Addressing the Town of Canmore’s Livability Tax Program**
 2. **From Minister of Municipal Affairs Re: Livability Tax Program**
- During item
D3 **I. CLOSED SESSION – continued**
 2. **Moustache Lands Feasibility Study**
 Recommendation: That Council close the meeting to the public to prevent disclosure of advice, recommendations, or policy options developed for the public body in accordance with section 24(1)(1) of the *Freedom of Information and Protection of Privacy Act*.
- 4:50 – 5:05 **3. Confidential – Letter of Intent for Conservation Easement 800-3rd Avenue**
 Recommendation: That Council close the meeting to the public to prevent disclosure of solicitor-client privilege in accordance with section 27(1)(a) of the *Freedom of Information and Protection of Privacy Act*.
- 5:05 **J. ADJOURNMENT**

CANMORE KANANASKIS

Presentation to Town of Canmore Council
June 17, 2025

2024 CANMORE KANANASKIS VISITOR SPEND



TRIPLE BOTTOM LINE: PEOPLE, PLANET, PROFIT

- 50% of the spend comes from accommodation
- 20% come from food and beverage
- 12% in recreation and entertainment
- 5% in retail
- Visiting from:
 - 17% within Alberta
 - 22% Canada
 - 23% United States
 - 17% overseas
- What can we extrapolate?



2019

Strategic Plan

2021

Canmore Tourism
Framework

2025

Regenerative
Tourism Action Plan



2025–2027 REGENERATIVE TOURISM ACTION PLAN

TOURISM CANMORE KANANASKIS

5 STRATEGIC PATHWAYS



PATHWAY 1: DECARBONIZE



PATHWAY 2: ADVANCE TRUTH & RECONCILIATION



PATHWAY 3: NURTURE BUSINESS & COMMUNITY



PATHWAY 4: PROTECT & RESTORE NATURE



PATHWAY 5: INSPIRE THROUGH STORYTELLING

CANMORE KANANASKIS

THANK YOU!

54L Transmission Line Rebuild

Colin Harvey— Municipal and
Community Relations Manager

Sean Heffernan— Senior Right-of-Way
Planner

June 17, 2025

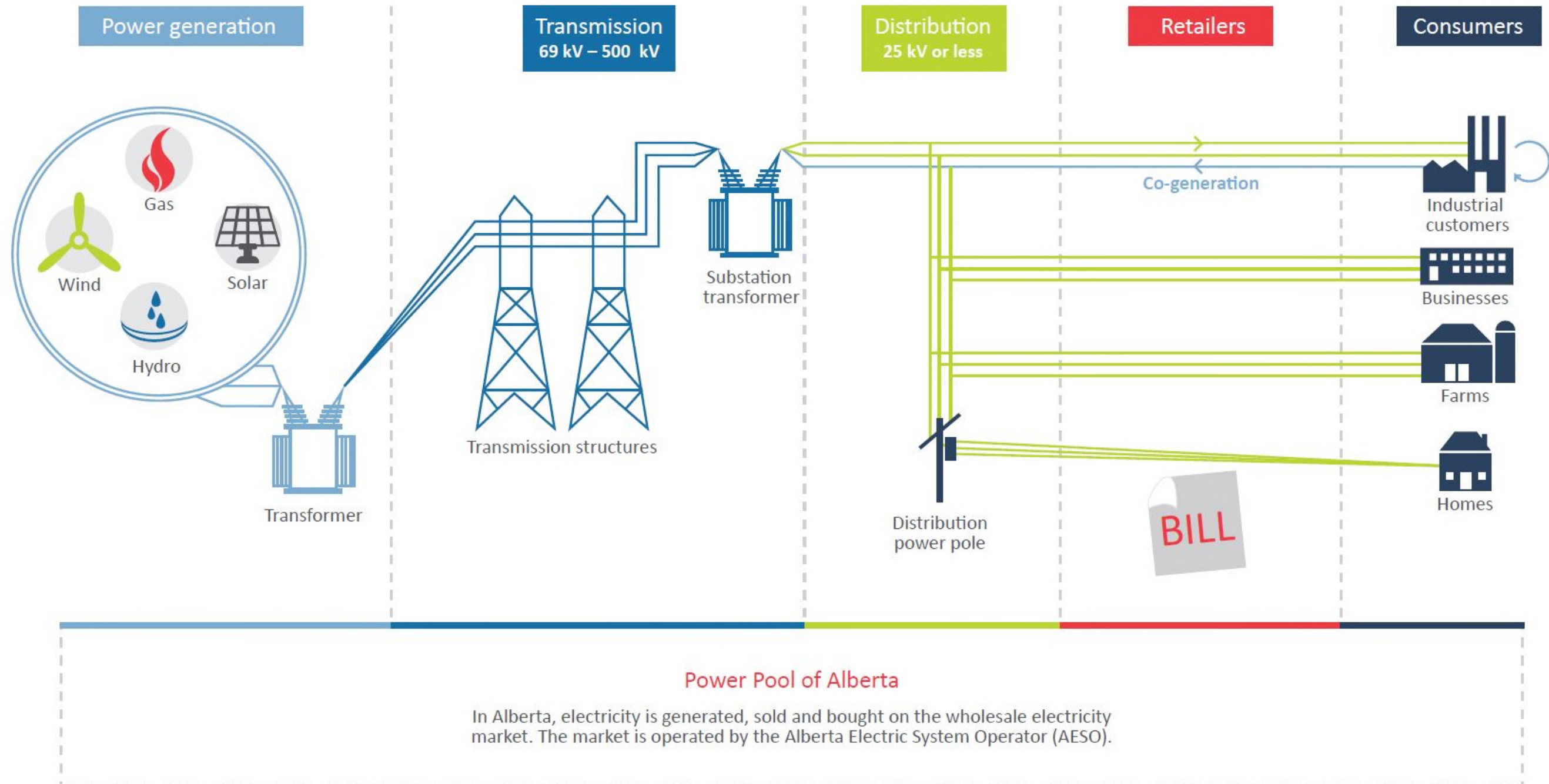


AltaLink is Alberta's largest electricity transmission provider

- 100% focused on energy solutions
- More than 13,000 km of lines and 300 substations
- Backbone of Alberta's electricity grid
- Serving 85% of Albertans
- Owned by Berkshire Hathaway Energy



The flow of power in Alberta



Key Industry Players

Alberta Electric System Operator (AESO)

Independent, not-for-profit system
planner

Alberta Utilities Commission (AUC)

Independent regulatory body

Transmission Facilities Owner (TFO)

Own and operate transmission facilities

Distribution Facilities Owner (DFO)

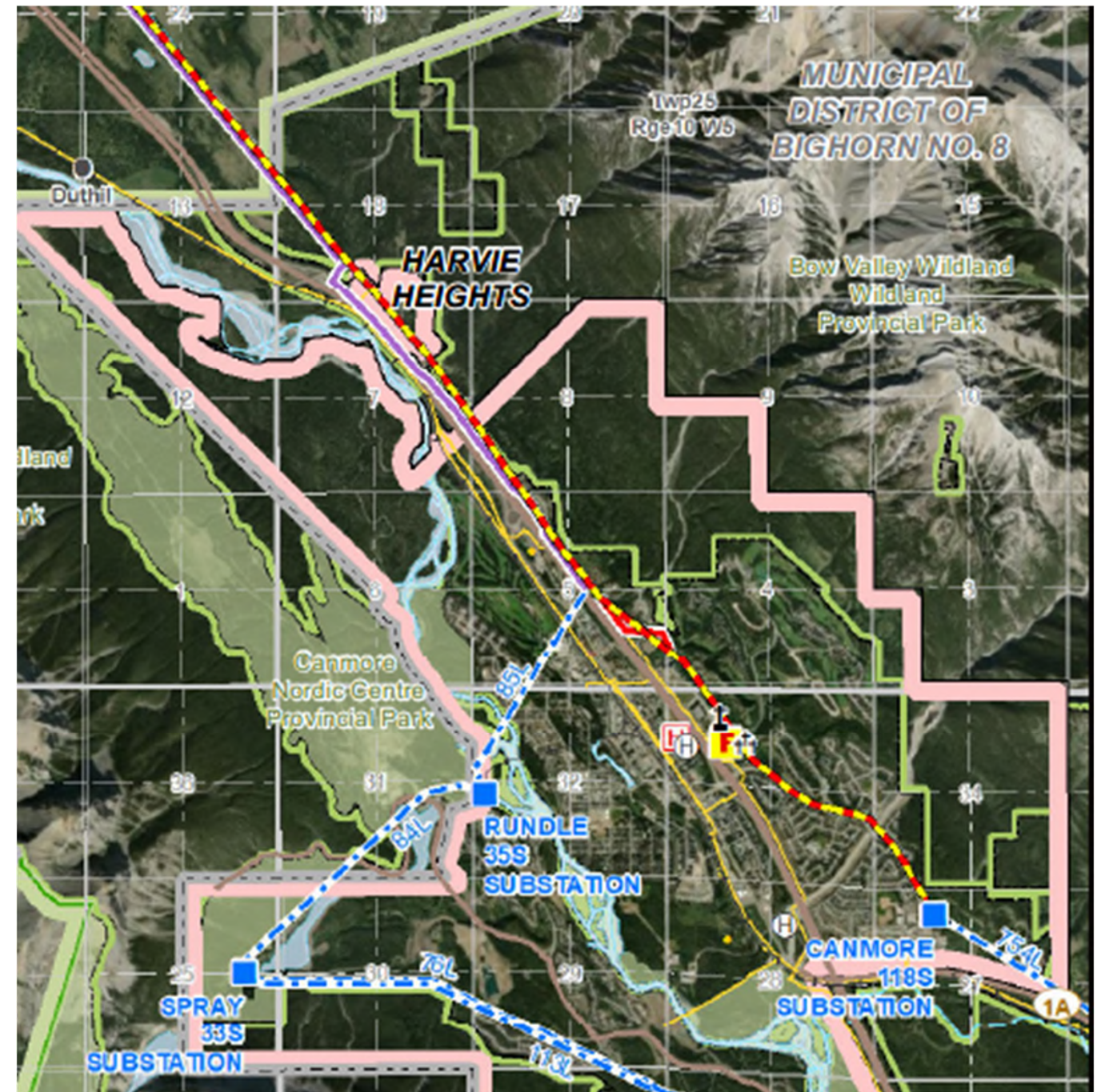
Own and operate distribution facilities
Fortis/REA

54L Transmission Line Rebuild– Project Overview

- The existing 54L transmission line is a single circuit 138 kilovolt (kV) transmission line, approximately 24 kilometres long, extending from the Town of Canmore to the Town of Banff
- The 54L transmission line was constructed in 1941 and has reached the end of its lifecycle and needs to be rebuilt to ensure safe and reliable supply of power
- AltaLink began consultation in October 2021 on the portion of 54L between Canmore and the Banff Park boundary
 - AltaLink gathered feedback from stakeholders and have made updates to the proposed rebuild along that section
 - AltaLink is now gathering feedback on the portion of the 54L rebuild that runs from Banff National Park boundary to the Banff substation

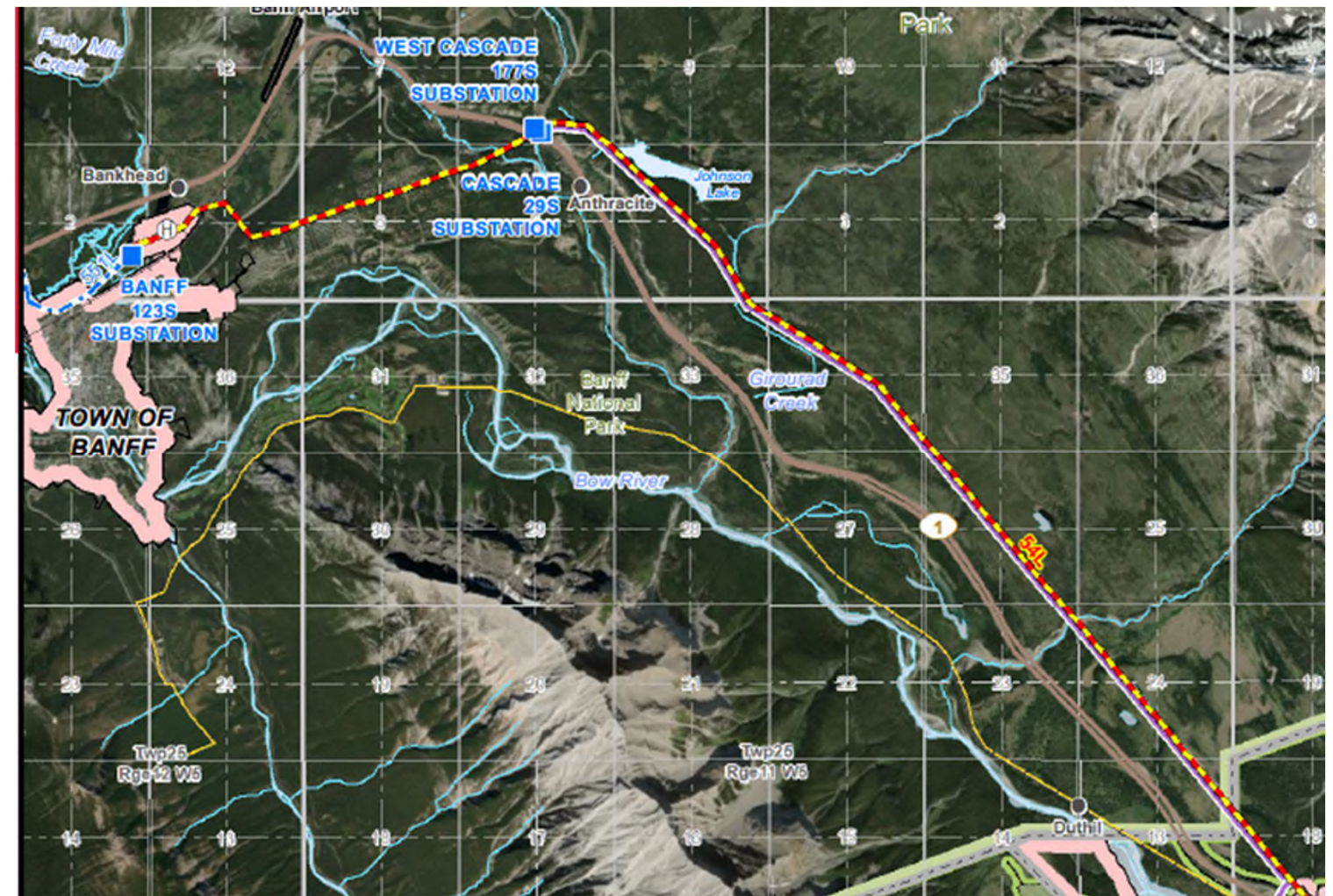
54L Transmission Line Rebuild – Project Overview

- Town of Canmore to Banff Park Boundary
 - Rebuild approximately 8 kilometres of the existing line
 - Subject to further consultation and project development, rebuild two segments of the line adjacent to Harvie Heights and Elk Run Boulevard (Canmore) as overhead and/or underground
 - Build a temporary transmission line to ensure reliable electricity supply during construction
 - Complete vegetation management including the removal of danger in and around the transmission line ROW



54L Transmission Line Rebuild – Project Overview

- Banff Park Boundary to Banff Substation
 - Rebuild approximately 16 kilometres of the existing line
 - Build a temporary transmission line to ensure reliable electricity supply during construction
 - Complete vegetation management including the removal of danger or hazard trees in and around the transmission line ROW



Proposed Structure Types



Proposed Single Circuit Monopole



Proposed Single Circuit H-frame

- Made of weathered steel for a natural brown finish
- Approximately 20 to 30 metres tall
- Primarily use monopole structures but H-frames may be required in some places
- May require guy wires at corners and angles

Potential Underground Segments – Elk Run Boulevard and Harvie Heights



Example of a riser structure



Example of underground conduit for duct being placed in a trench before concrete is poured

- Underground cable would be installed in a 1 metre concrete duct covered with topsoil and seeded similar grass species
- Underground is substantially more expensive
 - The cost to complete the required vegetation management activities and associated easement may be more in these areas than the cost of underground

Temporary By-pass Transmission Line

- Required to maintain service to the Town of Banff
- The temporary by-pass transmission line will:
 - Constructed of wooden monopole or H-frame structures
 - Primarily located within the existing right-of-way
 - Approximately 4 km in the vicinity of Harvie Heights will be located along Harvie Heights Road and Palliser Trail.
- The temporary by-pass transmission line will be removed after the rebuild is completed.

Vegetation Management

- Safety is AltaLink's top priority. Vegetation management is one of the most important ways AltaLink prevent potential wildfire risk.
 - Includes removing or trimming danger trees, hazard trees, shrubs and undergrowth along the ROW or Vegetation Control Easements (VCE)
- AltaLink is proposing to remove danger or hazard trees where required.
 - **Provincial Crown Land:** Will require a VCE that allows AltaLink to remove danger and hazard trees approximately 25 metres outside of the edge of the ROW
 - **Canmore and Harvie Heights:** On private property, danger and hazard trees may need to be removed up to approximately 25 metres from the edge of the ROW. AltaLink is evaluating approaches to addressing access and managing vegetation within this area. Prior to filing a Facility Application with the AUC, we will contact affected stakeholders to discuss which trees may need to be removed.
 - **Banff National Park:** Danger and hazard tree removal outside of the ROW within the national park will be conducted as approved by Parks Canada

Who do we talk to?

- Affected Landowners
- First Nations
- Industry stakeholders (O & G, telecommunications, etc.)
- Environmental organizations
- Local and provincial governments (elected officials and planning departments, other departments as required)

Project Schedule

Notify and Consult with Stakeholder	June to November 2025
File Facility Application with AUC	Early 2026
Start Construction if Approved	Late 2026
Construction Completion	2030

Thank You

Email:

Colin.Harvey@altalink.ca



**TOWN OF CANMORE
MINUTES**

Committee of the Whole
Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, May 20, 2025 at 1:00 p.m.

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Scott McKay	General Manager of Municipal Services
Dustin Schinbein	General Manager of Corporate Services
Cheryl Hyde	Manager, Municipal Clerk's Office (recorder)
Ted Ruiter	Fire Chief

Mayor Krausert called the May 20, 2025 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 May 20, 2025 Committee of the Whole Meeting

10-2025COW Moved by Mayor Krausert that the Committee of the Whole approve the agenda for the May 20, 2025 meeting as presented.

CARRIED UNANIMOUSLY

B. DELEGATIONS – none

C. MINUTES

1. Minutes of the February 18, 2025 Committee of the Whole Meeting

11-2025COW Moved by Mayor Krausert that the Committee of the Whole approve the minutes of the February 18, 2025 meeting as presented.

CARRIED UNANIMOUSLY

D. STAFF REPORTS

1. FireSmart Neighbourhood Recognition Program

Town of Canmore Fire Chief, Ted Ruiter, provided the Committee of the Whole with an overview of the FireSmart Neighbourhood Recognition Program and how it will assist the Town of Canmore with wildland urban fire mitigation.

E. COUNCILLOR UPDATES

1. March - May 2025 Councillor Updates

Written report, received as information.

F. ADMINISTRATIVE UPDATE

1. March - May 2025 Administrative Update

Written report, received as information.

G. COUNCIL RESOLUTION ACTION LIST

1. Council Resolution Action List as of May 14, 2025

Written report, received as information.

H. CORRESPONDENCE

- 1. Letter to Premier Smith re GIPOT Shortfall and Election Costs**
- 2. Response letter from Minister McIver re GIPOT Shortfall and Election Costs**
- 3. Letter from Minister McIver re Provincial Priorities Act**
- 4. Letter from Minister McIver re Provincial Budget 2025**
- 5. Letter from Minister McIver re Education Property Tax**

I. CLOSED SESSION – none

J. ADJOURNMENT

12-2025COW

Moved by Mayor Krausert that the Committee of the Whole adjourn the May 20, 2025 meeting at 1:52 p.m.

CARRIED UNANIMOUSLY

Sean Krausert
Mayor

Cheryl Hyde
Manager, Municipal Clerk's Office

Minutes approved by: _____



Briefing

DATE OF MEETING: June 17, 2025 **AGENDA #: D1**

To: Committee of the Whole

SUBJECT: 2025 Citizen Perspectives Survey

SUBMITTED BY: Adam Robertson, Manager of Communications

PURPOSE: To provide the Committee of the Whole with an overview of the results from the 2025 Citizen Perspectives Survey.

EXECUTIVE SUMMARY

The Citizen Perspectives Survey is conducted every few years to understand the needs and perceptions of residents, determine satisfaction with municipal services, identify spending priorities, identify areas for improvement, and learn more about the overall quality of life in Canmore.

The survey was conducted by Ipsos Reid, which conducted a total of 400 telephone interviews with a randomly selected representative sample of Canmore residents aged 18 years or older. Fieldwork for the survey was completed between April 2 and 16, 2025.

BACKGROUND/HISTORY

The Citizen Perspectives Survey is conducted every few years, with previous surveys being completed in 2023 and 2021. The 2025 survey kept the same questions as the previous two, allowing for comparison over the years.

DISCUSSION

The 2025 survey continues to show that the overall quality of life in Canmore is positive, with 92% of respondents indicating very good or good. However, 50% of respondents indicated that their quality of life has worsened in the past three years with growth and development, cost of living, and housing affordability being the top three reasons listed for the decline.

Key highlights include:

1. Social issues (specifically housing) continue to be seen as the most important issues facing the community (47% total mentions).
2. Overall satisfaction with Town services and programs remains high (86% total satisfied).
3. Nearly two-thirds (65%) say they are satisfied with municipal government as a whole, on par with 2023.
4. Overall perceptions of value for taxes are stable (74% total good value).
5. Concerns remain around growth and development.
6. Nearly all (98%) residents say Canmore is a safe community, unchanged from 2023.

A full summary of the survey results is available in Attachment 1.

FINANCIAL IMPACTS

None.

INTEREST HOLDER ENGAGEMENT

Ipsos conducted a total of 400 telephone interviews with a randomly selected representative sample of Canmore residents aged 18 years or older. A screening question was included at the start of the survey to confirm residency (either full-time or part-time) in Canmore.

The final data has been weighted to ensure that the gender/age distribution reflects that of the actual population in Canmore according to 2021 Census data.

ATTACHMENTS

- 1) 2025 Citizen Perspectives Survey

AUTHORIZATION

Submitted by:	Adam Robertson Manager of Communications	Date:	<u>May 20, 2025</u>
Approved by:	Dustin Schinbein General Manager of Corporate Services	Date:	<u>May 27, 2025</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>June 11, 2025</u>

2025 CITIZEN PERSPECTIVES SURVEY

Final Report

May 2025



© Ipsos | Town of Canmore - 2025
Citizen Perspectives Survey | May
2025



Contents

03	Introduction	
06	Detailed Results	
	Important Local Issues	07
	Quality of Life	10
	Perceptions of Staff and Council	14
	Importance of and Satisfaction with Town Services and Programs	16
	Financial Planning	23
	Communications, Engagement and Customer Service	26
	Environmental Sustainability	33
	Community Safety	36
	Growth and Development	39
	Diversity and Inclusion	41
43	Weighted Sample Characteristics	



INTRODUCTION

© Ipsos | Town of Canmore – 2025 Citizen Perspectives Survey | May 2025





Background and Objectives

Background

This report presents the findings of the Town of Canmore's 2025 Citizen Perspectives Survey. The Citizen Perspectives Survey is conducted every few years to understand the needs and perceptions of residents, determine satisfaction with municipal services, identify spending priorities, identify areas for improvement, and learn more about the overall quality of life in Canmore. The last survey was conducted in 2023.

Insights gained by this research inform future priorities and direction for Town of Canmore Council and administration.

Objectives

Key survey topics include:

- Important local issues
- Quality of life
- Perceptions of staff and Council
- Importance of and satisfaction with Town services and programs
- Financial planning
- Communications, engagement, and customer service
- Environmental sustainability
- Community safety
- Growth and development
- Diversity and inclusion



Methodology

Methodology

Ipsos conducted a total of 400 telephone interviews with a randomly selected representative sample of Canmore residents aged 18 years or older.

A screening question was included at the start of the survey to confirm residency (either full-time or part-time) in Canmore.

Fieldwork for the survey was completed between April 2 and 16, 2025.

The final data has been weighted to ensure that the gender/age distribution reflects that of the actual population in Canmore according to 2021 Census data.

Overall results based on a sample size of 400 are accurate to within $\pm 4.9\%$, 19 times out of 20. The margin of error will be larger for sample subgroups.

Interpreting and Viewing the Results

Some totals in the report may not add to 100%. Some summary statistics (e.g., total satisfied) may not match their component parts. The numbers are correct, and the apparent errors are due to rounding.

Where possible, this year's results have been compared to past Citizen Perspectives Surveys to understand how attitudes and priorities are changing, identify new or emerging issues, and monitor perceptions of the Town's performance. Arrows (▼▲) are used to denote statistically significant differences between 2025 and 2023.

DETAILED RESULTS

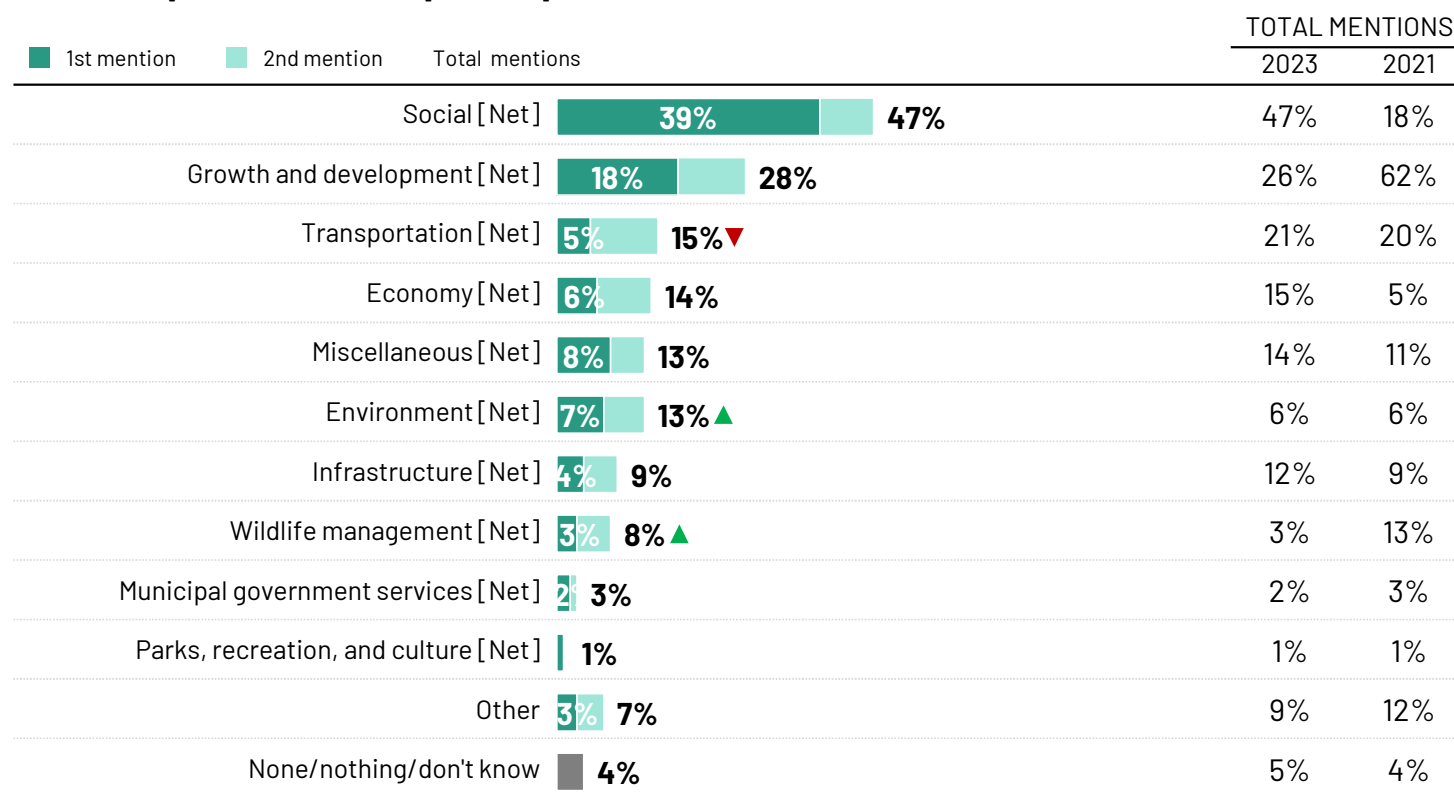
© Ipsos | Town of Canmore – 2025 Citizen Perspectives Survey | May 2025

6



IMPORTANT LOCAL ISSUES

Important Local Issues (coded open-end, multiple responses allowed)



Note: A "NET" is a combination of two or more mentions that cover a specific theme.

Q1. In your view, as a resident of Canmore, what is the most important issue facing your community, that is the one issue you feel should receive the greatest attention from your local leaders? Are there any other important local issues?

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.



Important Local Issues – Individual Responses Included in Each Net¹ (coded open-end, multiple responses allowed)

TOTAL MENTIONS

SOCIAL [NET]	47%
Affordable housing	30%
Housing (unspecified)	12%
Availability of housing	6%
GROWTH AND DEVELOPMENT [NET]	28%
Sustainable growth/development	8%
Too much growth/development	6%
Too many tourists/visitors	5%
Three Sisters development	4%
Population growth	3%
TRANSPORTATION [NET]	15%
Traffic congestion	8%
Parking issues/tickets	6%

TOTAL MENTIONS

ECONOMY [NET]	14%
Cost of living	10%
MISCELLANEOUS [NET]	13%
Taxes/high taxes	4%
Community involvement in decision making	4%
Budget control/appropriate spending of taxes	3%
ENVIRONMENT [NET]	13%
Conserving the environment/green spaces	11%

Note: A "NET" is a combination of two or more mentions that cover a specific theme.

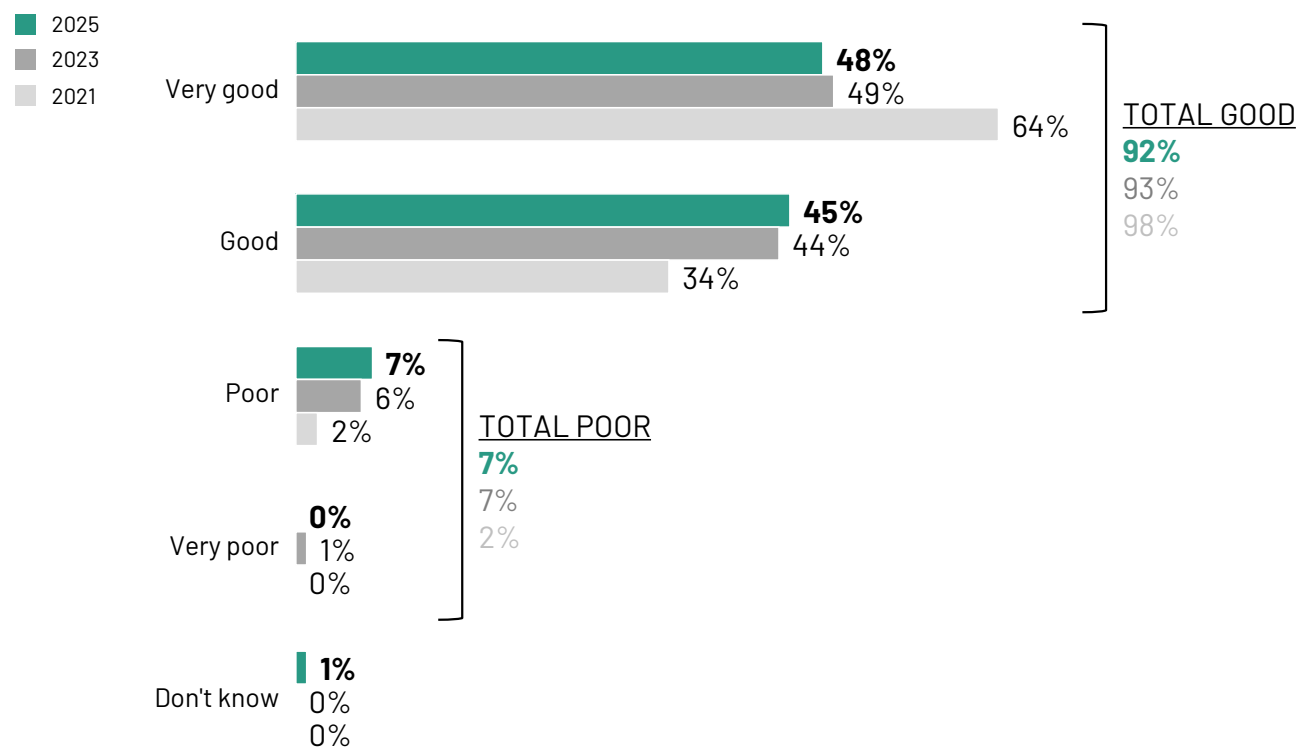
Q1. In your view, as a resident of Canmore, what is the most important issue facing your community, that is the one issue you feel should receive the greatest attention from your local leaders? Are there any other important local issues?

Base: All respondents – 2025 (n=400)

¹Nets 10% or more total mentions. Individual responses 3% or more.

QUALITY OF LIFE

Overall Quality of Life in Canmore Today



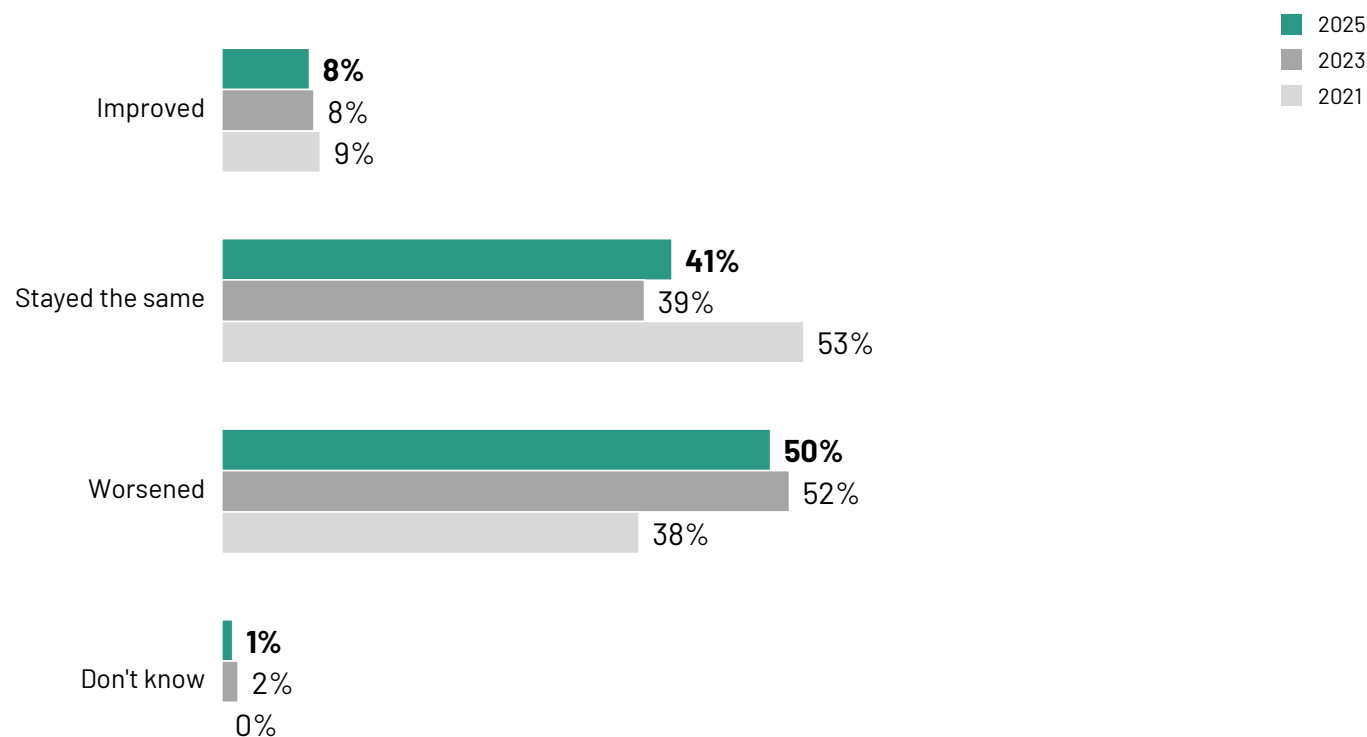
Q2. How would you rate the overall quality of life in Canmore today? Would you say ...?

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.



Change in Quality of Life in Past 3 Years



Q3. And, do you feel that the quality of life in Canmore in the past three years has ...?

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

Reasons Quality of Life has Worsened (coded open-end)

		2023	2021
Growth and development [Net]	44% ▲	26%	51%
Cost of living	20% ▼	36%	14%
Housing affordability/availability	14%	10%	7%
Governance/leadership	7%	8%	2%
Traffic	4%	3%	8%
Taxes/increased taxes	2%	0%	0%
Parking	2%	4%	0%

Note: 2025 mentions <2% not shown.

Q5. Why do you think the quality of life has worsened?

Base: Those saying the quality of life has worsened – 2025 (n=204); 2023 (n=210); 2021 (n=132)

▼▲ significantly higher/lower than 2023.



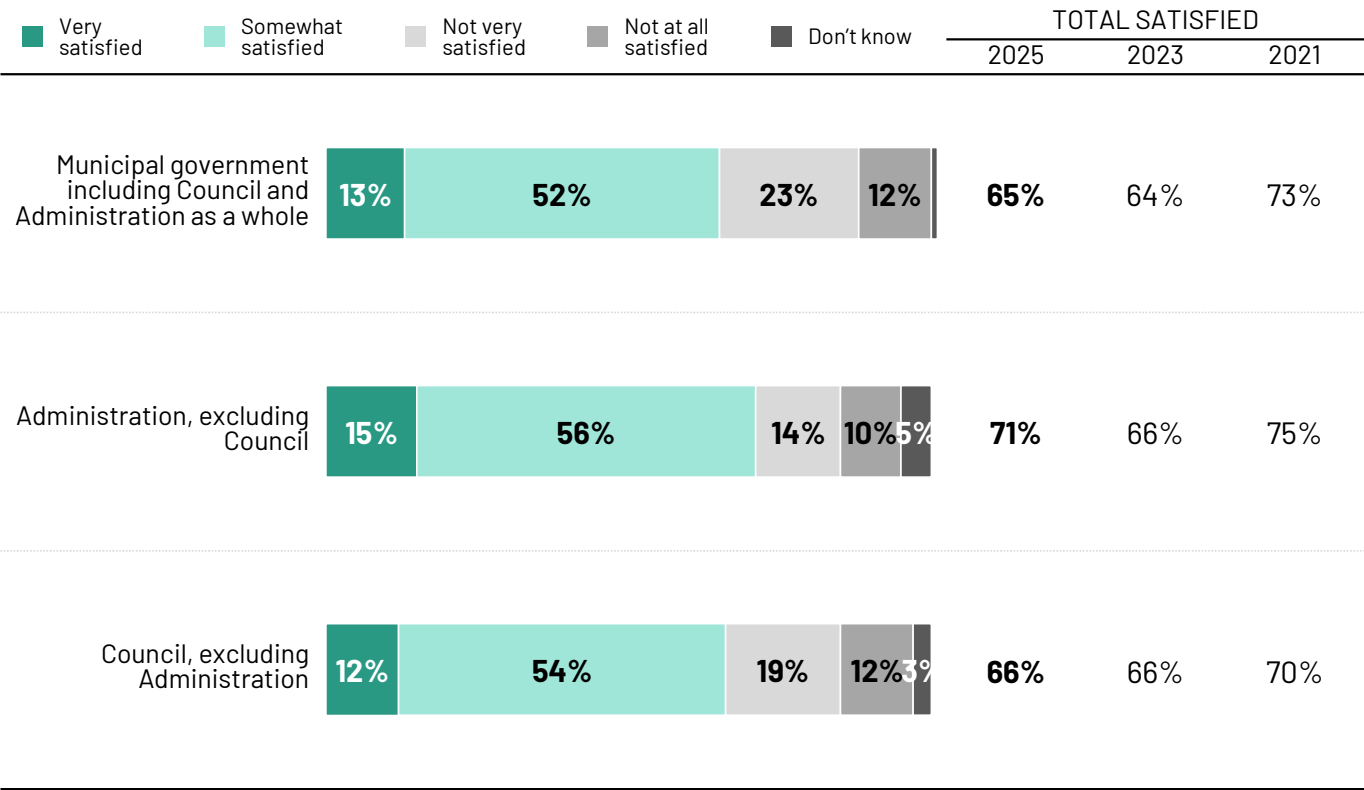
PERCEPTIONS OF STAFF AND COUNCIL

Note: Data labels <3% not shown.

Q6. Taking everything into account, how satisfied are you with the way the Town of Canmore's [INSERT ITEM] is going about running the community?

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

Satisfaction with Council and Administration

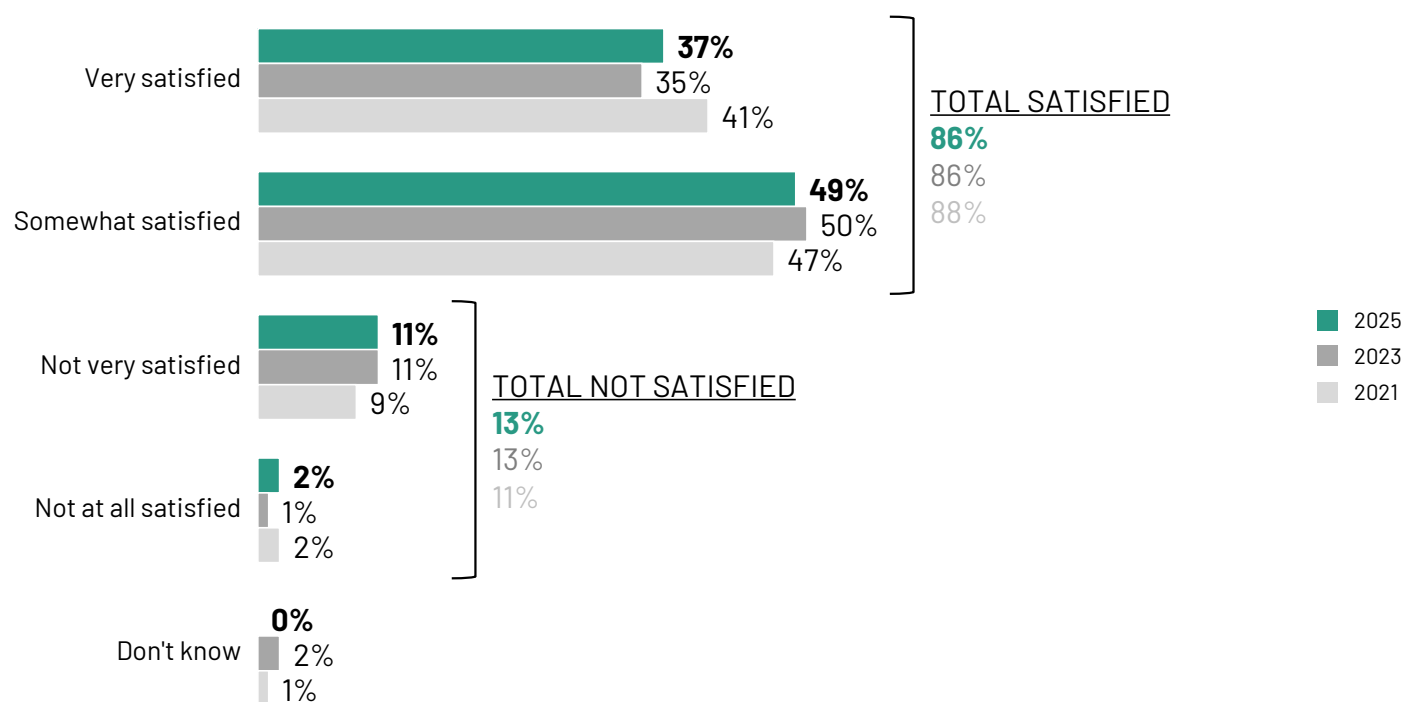


▲ significantly higher/lower than 2023.



IMPORTANCE OF AND SATISFACTION WITH TOWN SERVICES AND PROGRAMS

Overall Satisfaction with Town Services and Programs



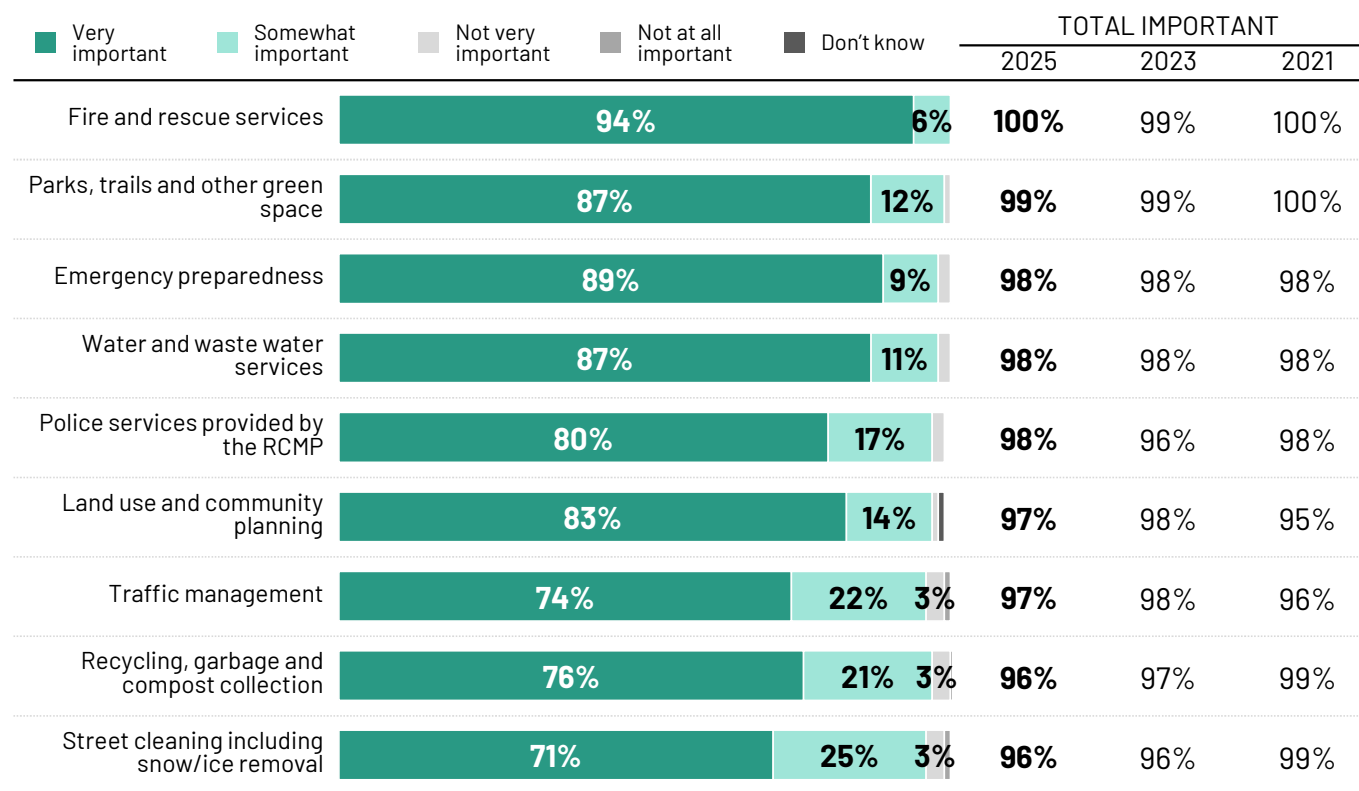
Q7x. How satisfied are you with the overall level and quality of services and programs provided by the Town of Canmore? Are you ...?

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.



Importance of Town Services and Programs (1/2)



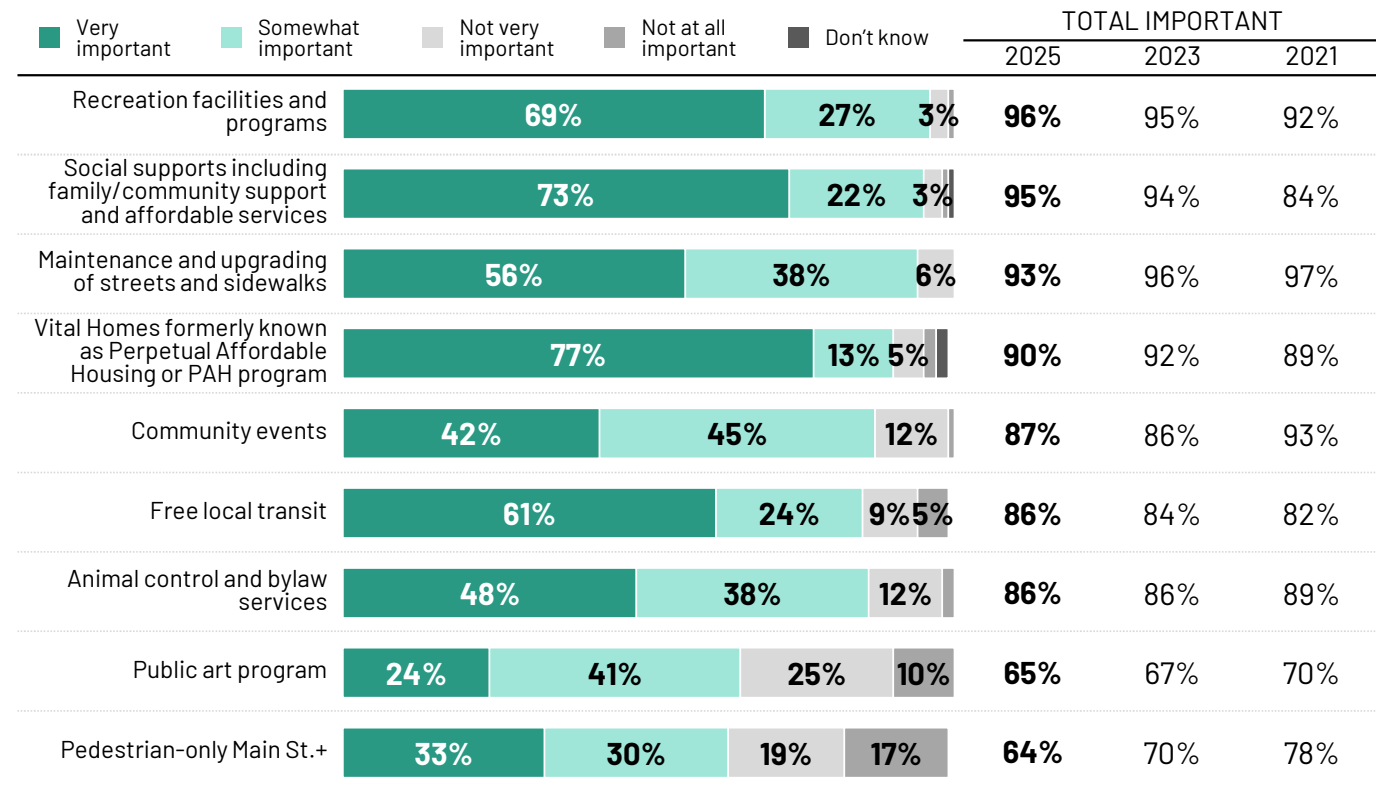
Note: Data labels <3% not shown.

Q7. I am going to read a list of programs and services provided to you by the Town of Canmore. Please tell me how important each one is to you.

Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

▲ significantly higher/lower than 2023.

Importance of Town Services and Programs (2/2)



Note: Data labels <3% not shown.

+ The words "in response to COVID-19" removed in 2023.

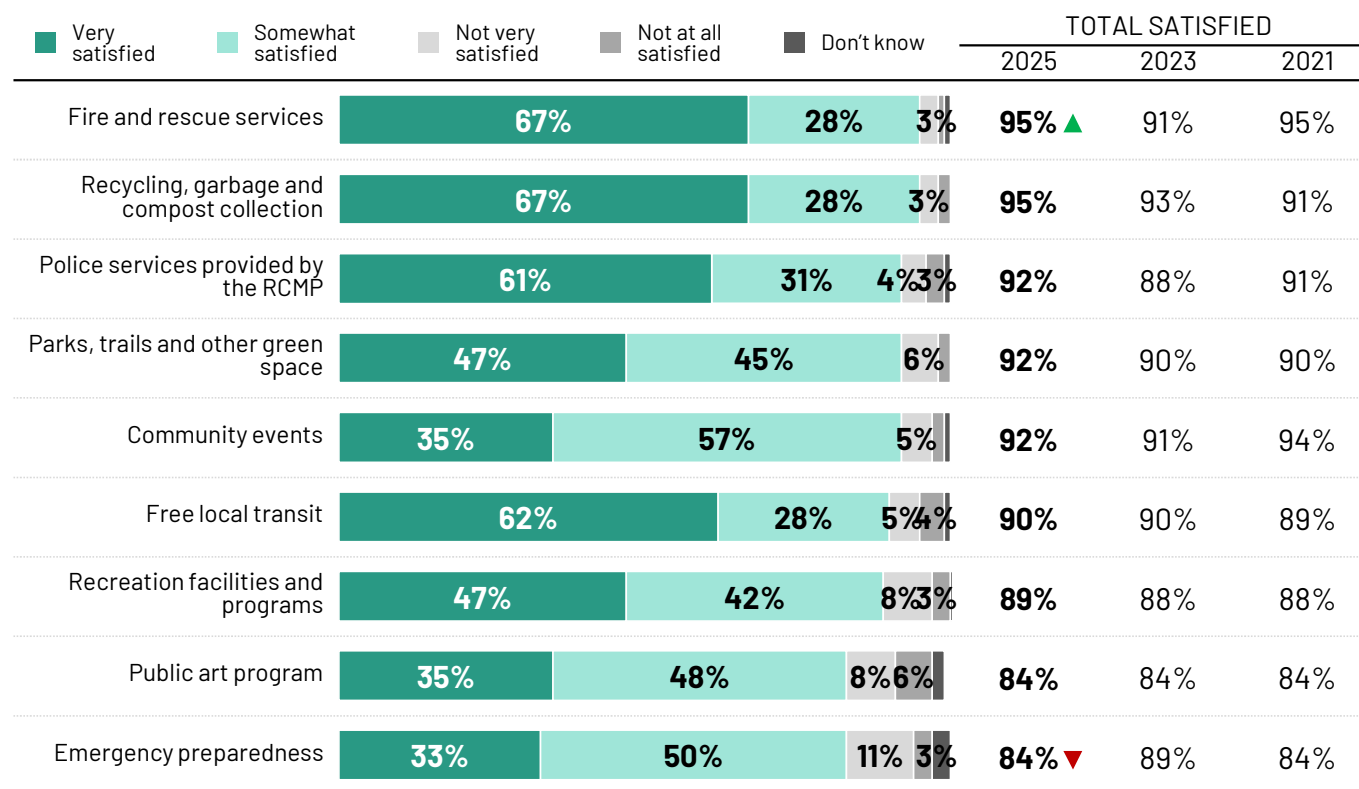
Q7. I am going to read a list of programs and services provided to you by the Town of Canmore. Please tell me how important each one is to you.

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

▲ significantly higher/lower than 2023.



Satisfaction with Town Services and Programs (1/2)



Note: Data labels <3% not shown.

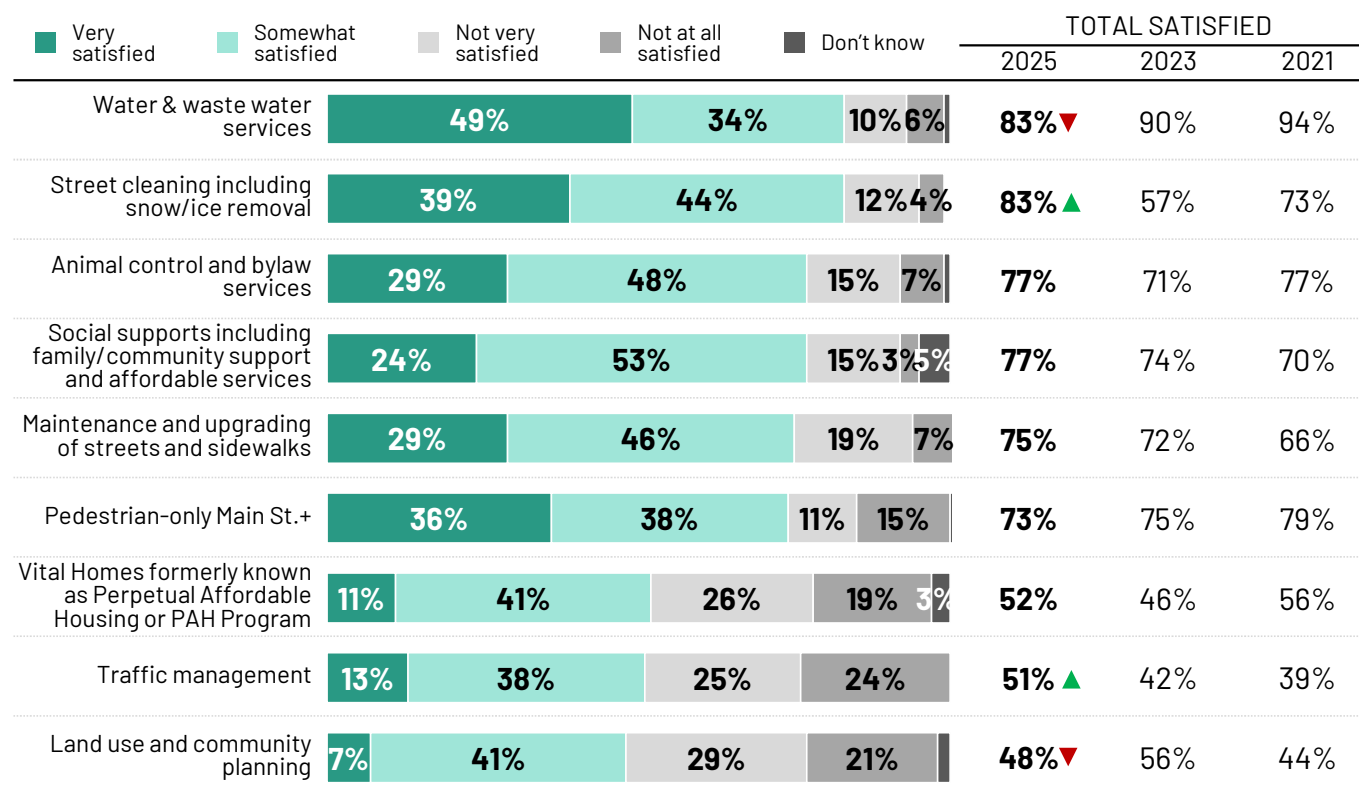
Q7a. I am going to read a list of programs and services provided to you by the Town of Canmore. Please tell me how satisfied you are with the job the Town is doing in providing that program or service.

Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

▲ significantly higher/lower than 2023.



Satisfaction with Town Services and Programs (2/2)



Note: Data labels <3% not shown.

+ The words "in response to COVID-19" removed in 2023.

Q7a. I am going to read a list of programs and services provided to you by the Town of Canmore. Please tell me how satisfied you are with the job the Town is doing in providing that program or service.

Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

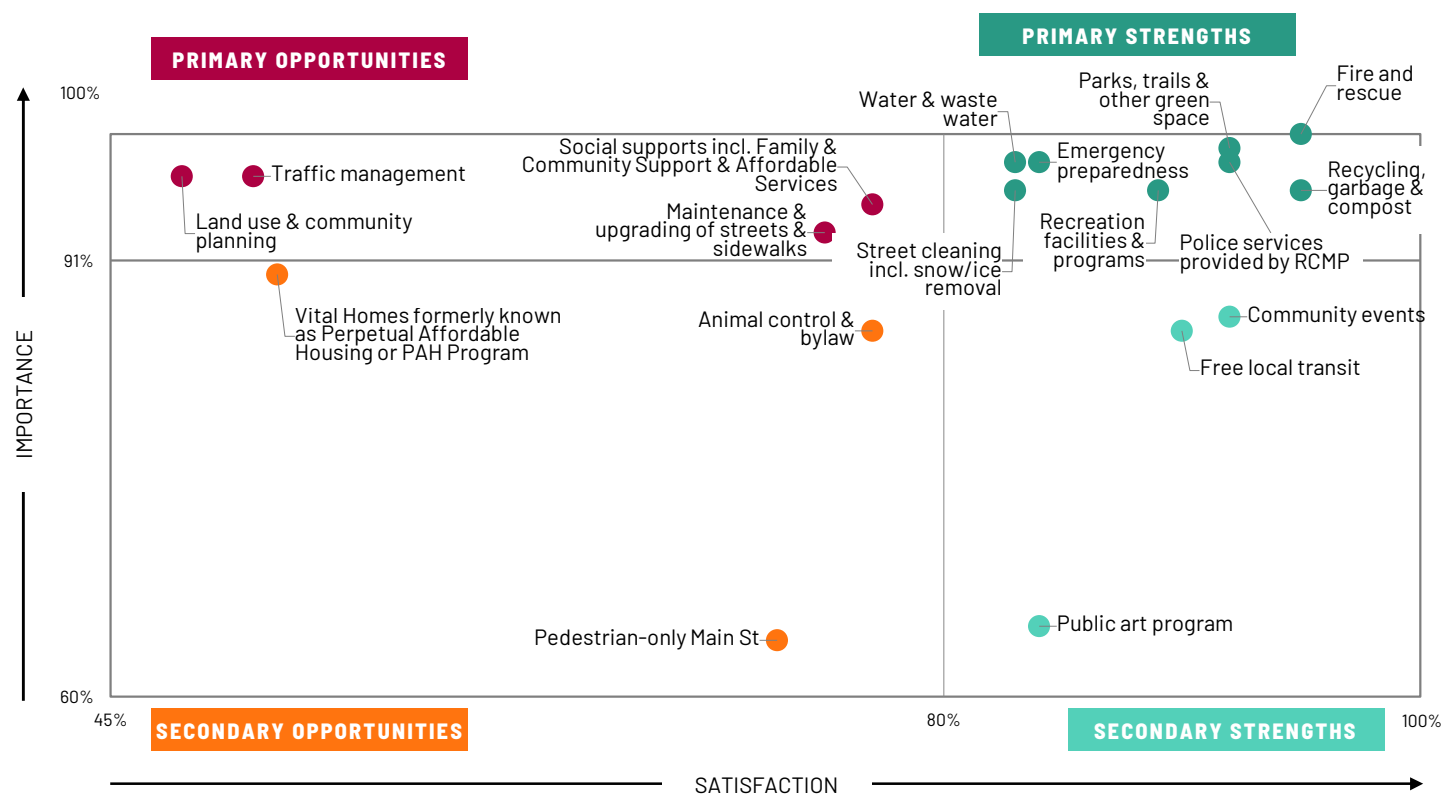
▼▲ significantly higher/lower than 2023.

Q7. I am going to read a list of programs and services provided to you by the Town of Canmore. Please tell me how important each one is to you.

Q7a. I am going to read a list of programs and services provided to you by the Town of Canmore. Please tell me how satisfied you are with the job the Town is doing in providing that program or service.

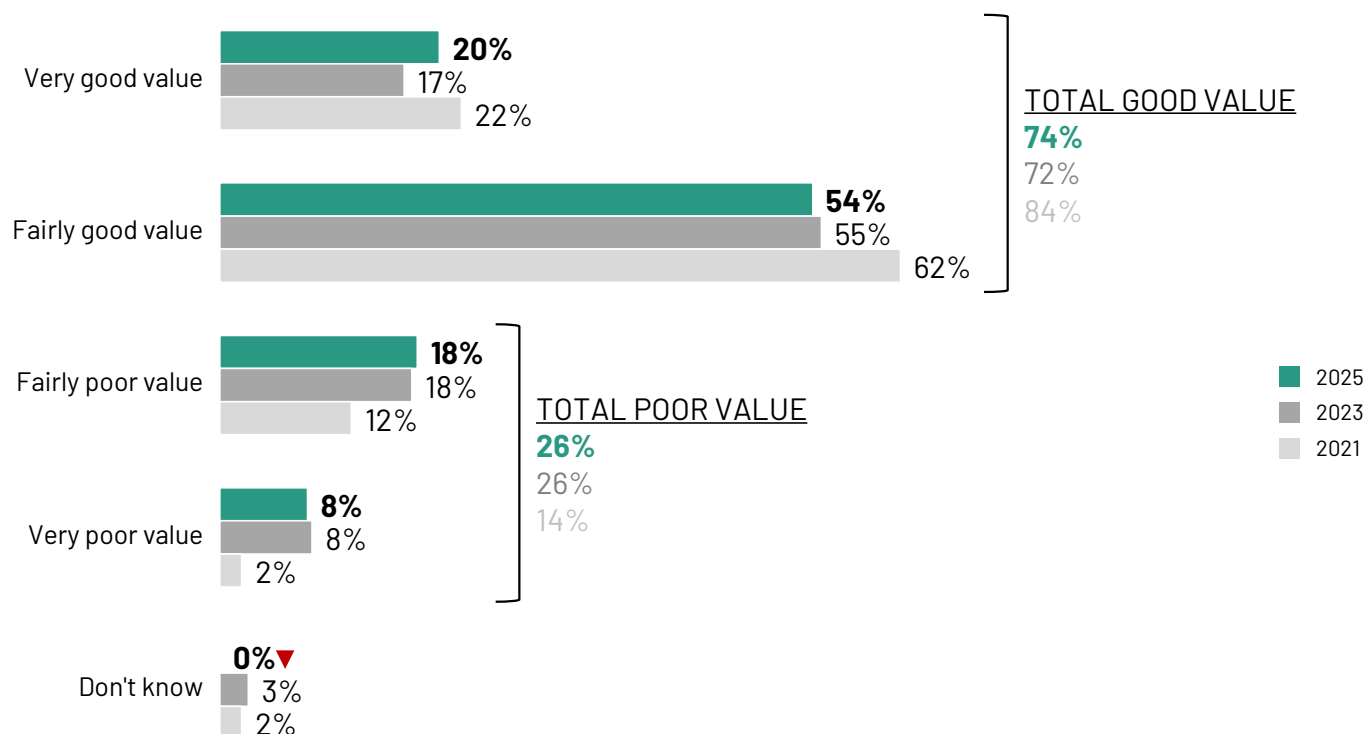
Base: All respondents – 2025 (n=400)

Importance vs. Satisfaction Action Grid



FINANCIAL PLANNING














Value for Taxes



Q8. Thinking about all the programs and services you receive from the Town of Canmore, would you say that overall you get good value or poor value for your tax dollars? (Is that very or fairly good/poor value?)

Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

Suggestions for Services to Spend More On (coded open-end, multiple responses allowed)

	TOTAL MENTIONS	2023	2021
Housing	 26%	24%	17%
Parks/recreation	 19%	24%	30%
Public transit/bus service	 9%	9%	4%
Traffic congestion	 7%	7%	6%
Road maintenance	 6%	9%	7%
Emergency services	 5%	7%	5%
Community planning/land use/development	 4%	3%	4%
Emergency preparedness	 4% ▲	0%	0%
Snow removal	 4% ▼	19%	11%
Child facilities/services	 3%	1%	1%
Water treatment	 3% ▲	0%	0%
Community events	 3%	1%	2%
None/nothing/don't know	 16%	13%	13%

Note: 2025 mentions <3% not shown.

Q8b. Considering all the services that you know the Town of Canmore offers, name up to two services that you would propose to spend more on to receive an increase in service.

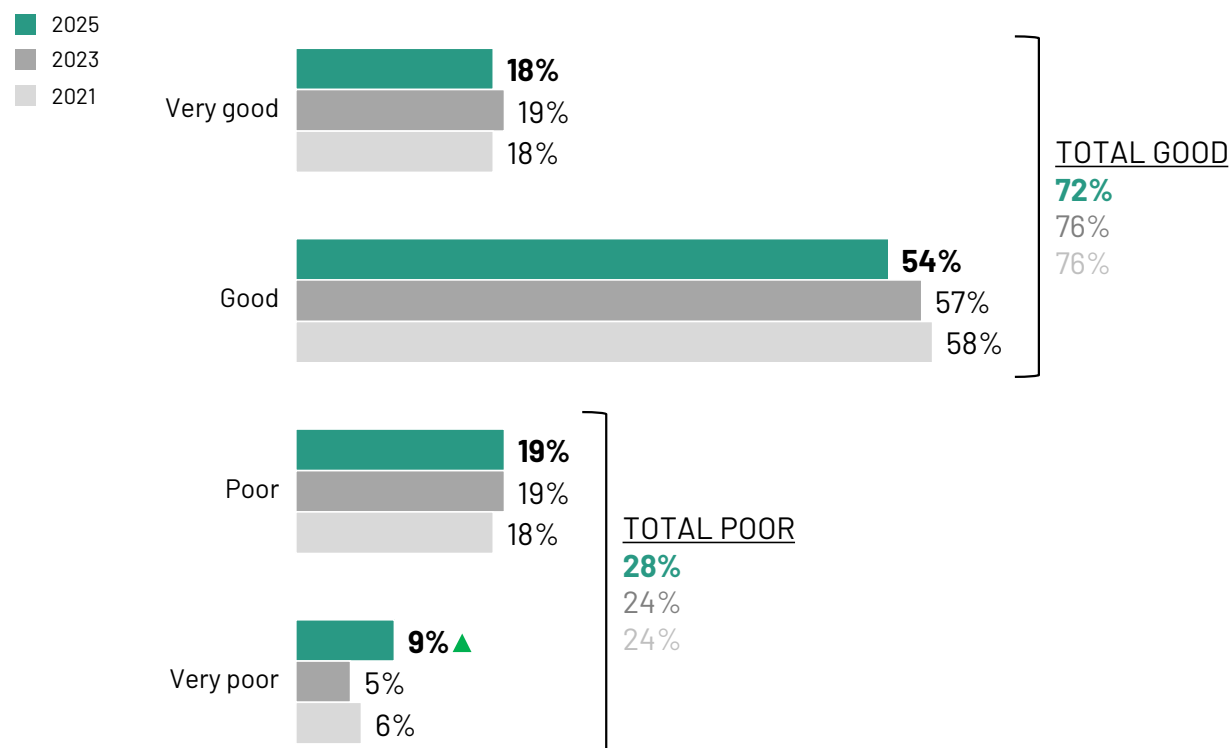
Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.



COMMUNICATIONS, ENGAGEMENT, AND CUSTOMER SERVICE

Overall Town Communications














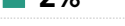



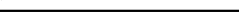
Q10. Overall, how would you rate the Town of Canmore in terms of how well it communicates with citizens about its services, programs, policies and plans? Would you say the communication has been ...?

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.



Information Needs (coded open-end, multiple responses allowed)

		2023	2021
Community planning/land use/new developments	 27%	22%	30%
Emergency services	 12%	9%	4%
Community/special events	 12%	8%	7%
Community updates/what's new	 9%	8%	21%
Municipal taxes/property taxes/budget	 8%	8%	6%
Municipal services/programs (unspecified)	 6%	5%	5%
Bylaws	 6% ▲	3%	5%
Roads/transportation/transit	 5% ▼	10%	9%
Public/Council meetings	 4%	6%	7%
Parks/recreation/arts/culture	 4%	4%	3%
Public engagement	 3%	2%	1%
Housing	 2%	1%	1%
Transparent/clear information	 2%	1%	2%
Fire safety/proofing	 2%	0%	0%
Cost of living/affordability	 2%	2%	0%
None/nothing/don't know	 20%	25%	19%

Note: 2025 mentions <2% not shown.









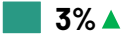




Q11. Thinking about your information needs, what kinds of information do you want the Town of Canmore to provide you with? Any others?

Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.



Preferred Communication Methods (coded open-end, multiple responses allowed)

		2023	2021
Email	 37%	39%	34%
Newspaper	 33%	33%	43%
Social media	 29%	31%	29%
Town website	 16%	19%	25%
Mail	 11%	9%	10%
Printed newsletter/pamphlet/brochure	 9%	8%	6%
Text	 8%	5%	3%
Radio	 4%▼	8%	9%
App	 3%▲	0%	0%
Telephone	 3%	3%	2%
Town/Council meetings	 2%	2%	1%
Billboards/posters	 2%	2%	2%
None/nothing/don't know	 4%	6%	3%

Note: 2025 mentions <2% not shown.

Q12. What methods would be best for the Town of Canmore to communicate information to you? Any others?

Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.



Website Visitation and Usefulness

HAVE VISITED TOWN WEBSITE

2025 **80%**

2023 **81%**

2021 **81%**

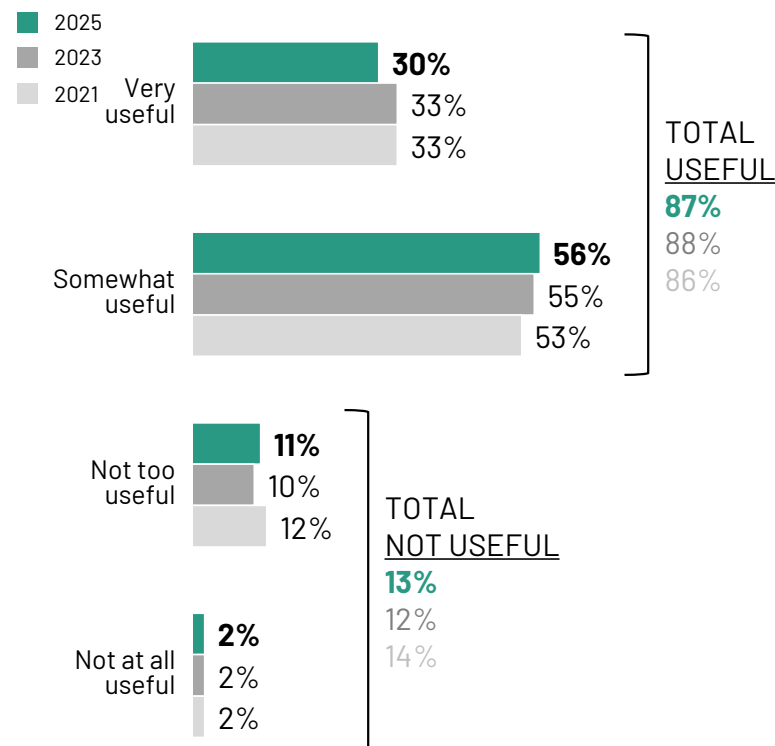
QW1. Have you been to the Town of Canmore's website in the last twelve months?

Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

QW2. How useful was the content of information and online services available on the website? Was it ...?

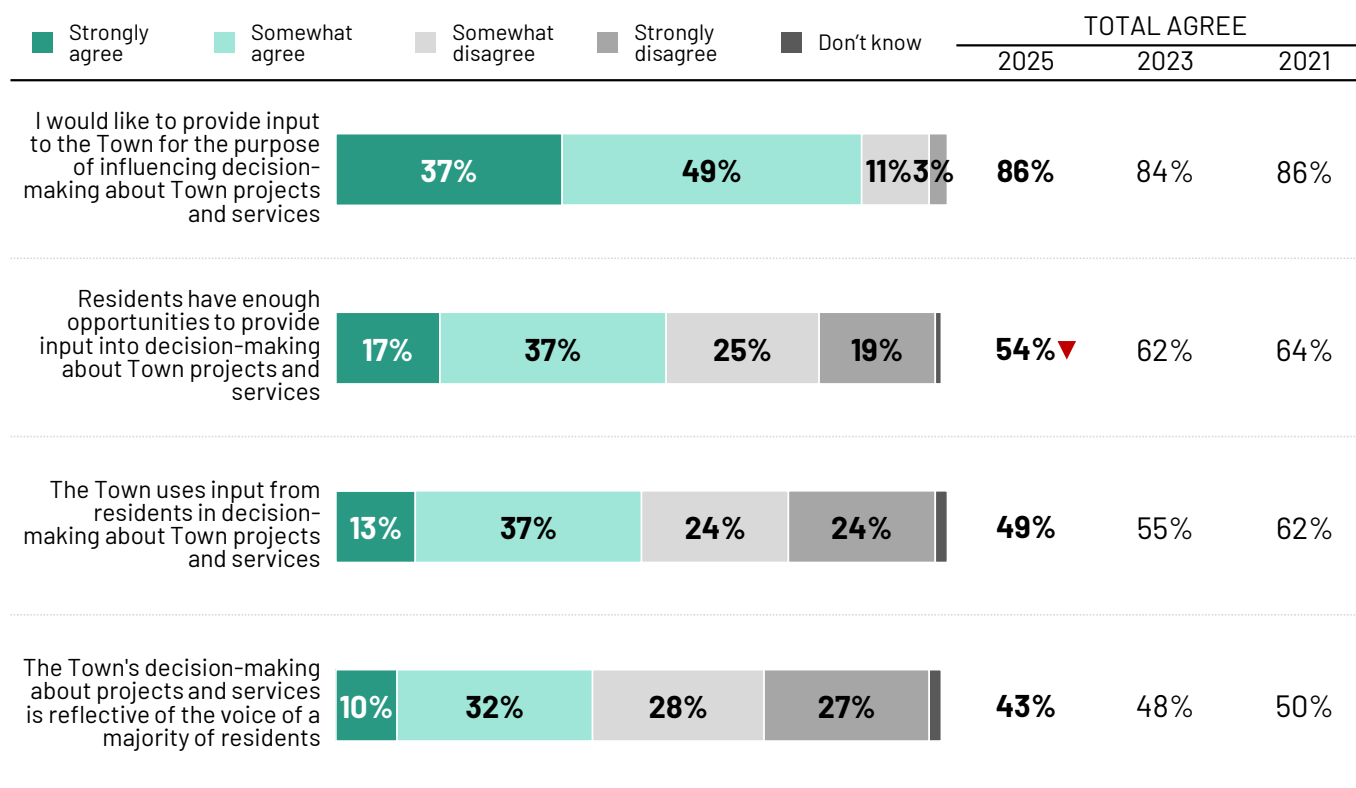
Base: Those who visited the website – 2025 (n=319); 2023 (n=323); 2021 (n=246)

USEFULNESS OF CONTENT



▼▲ significantly higher/lower than 2023.

Attitudes towards Engagement Opportunities



Note: Data labels <3% not shown.

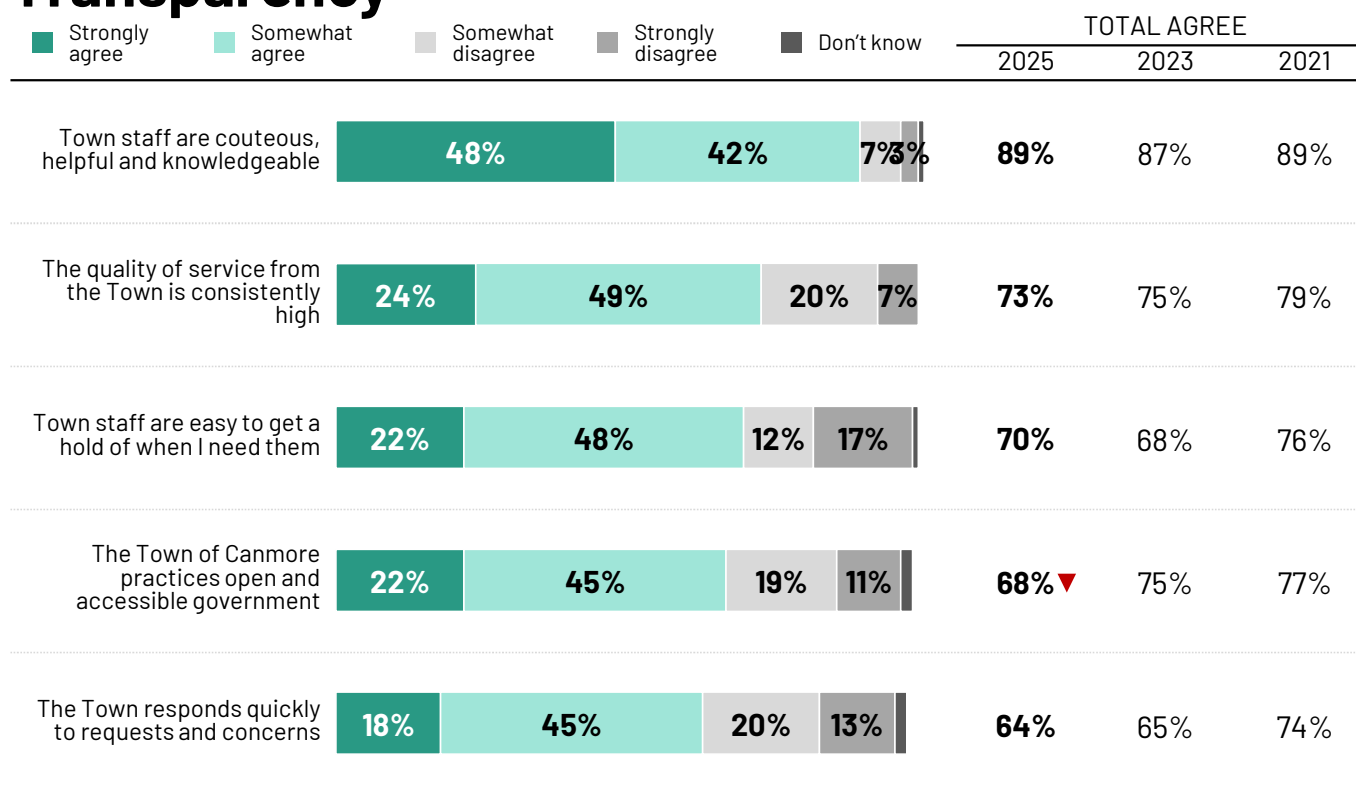
QA1. Please indicate your agreement or disagreement with the following statements. Is that strongly or somewhat?

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼ significantly higher/lower than 2023.



Attitudes towards Customer Service Delivery and Transparency



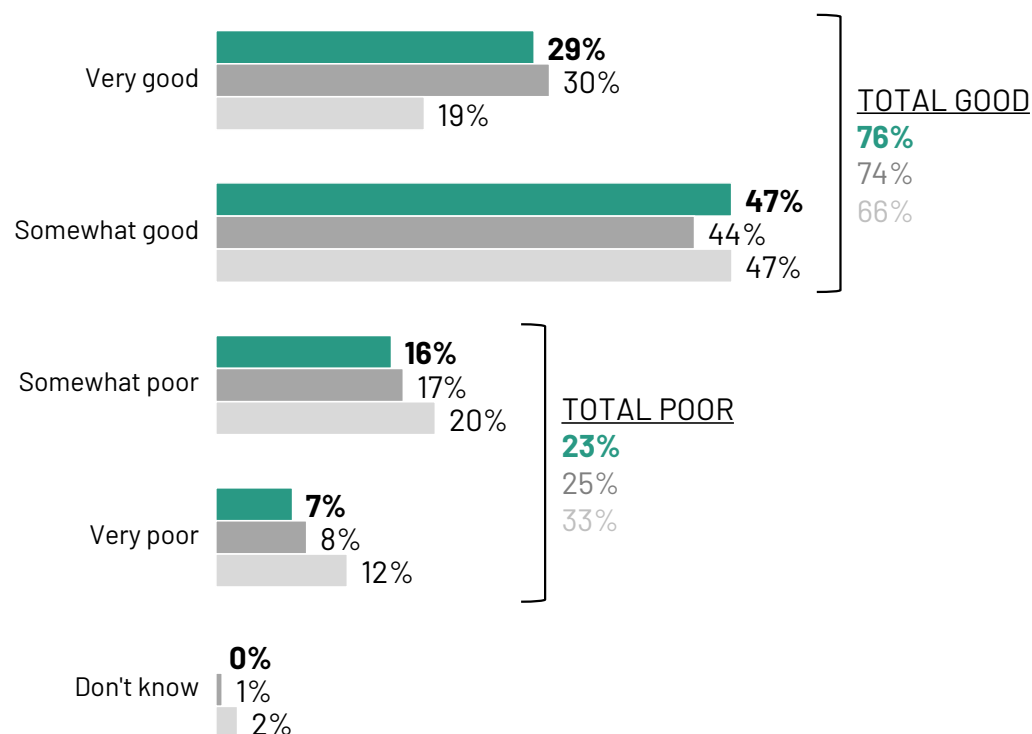
Note: Data labels <3% not shown.
QCS5. Thinking about your personal dealings with the Town of Canmore, your general impressions and anything you may have read, seen or heard, please tell me whether you agree or disagree with each of the following statements about the Town?

Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.

ENVIRONMENTAL SUSTAINABILITY

Managing Human and Wildlife Interaction



QE4. How is the Town of Canmore doing when it comes to addressing the issue of human-wildlife interaction in the Town?

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

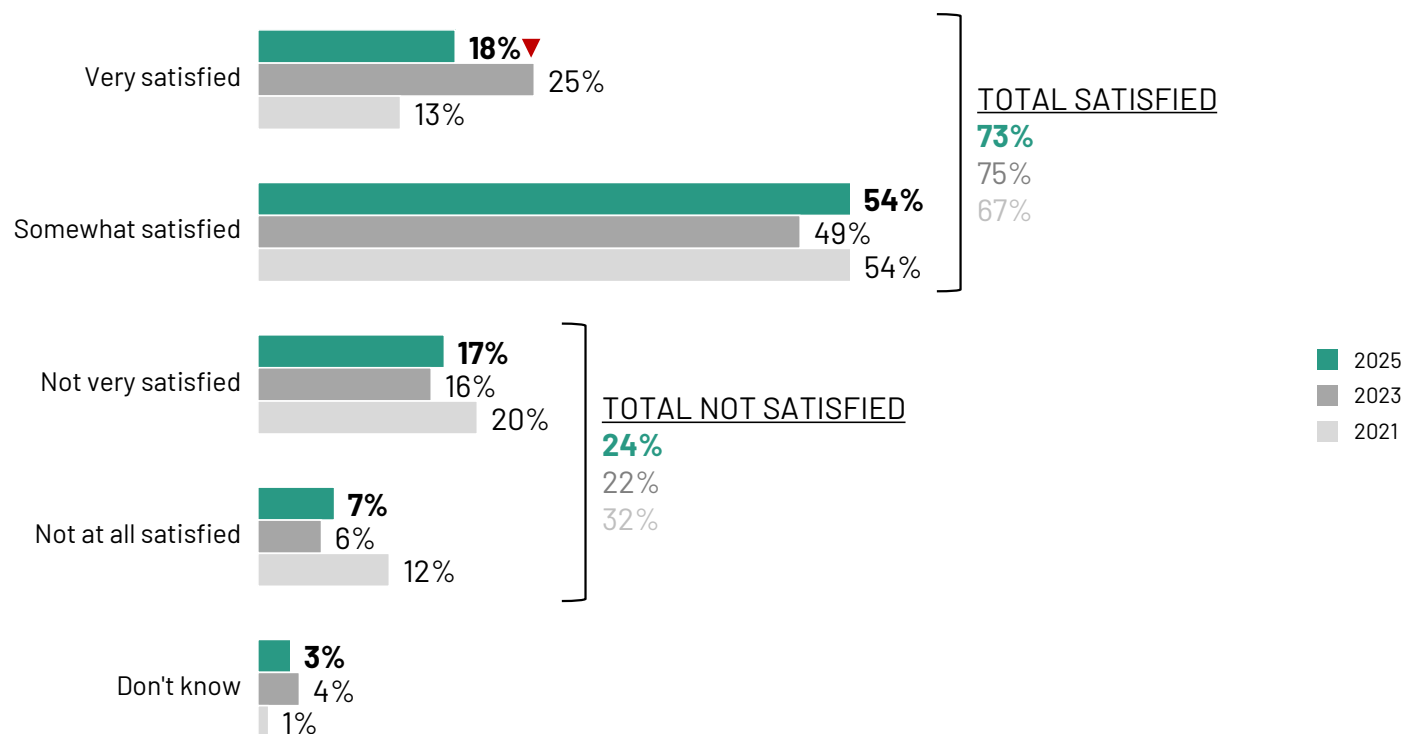
▼▲ significantly higher/lower than 2023.



Q3. How satisfied are you with the Town of Canmore's programs and services aimed at reducing our community impact on climate change? Are you ...?

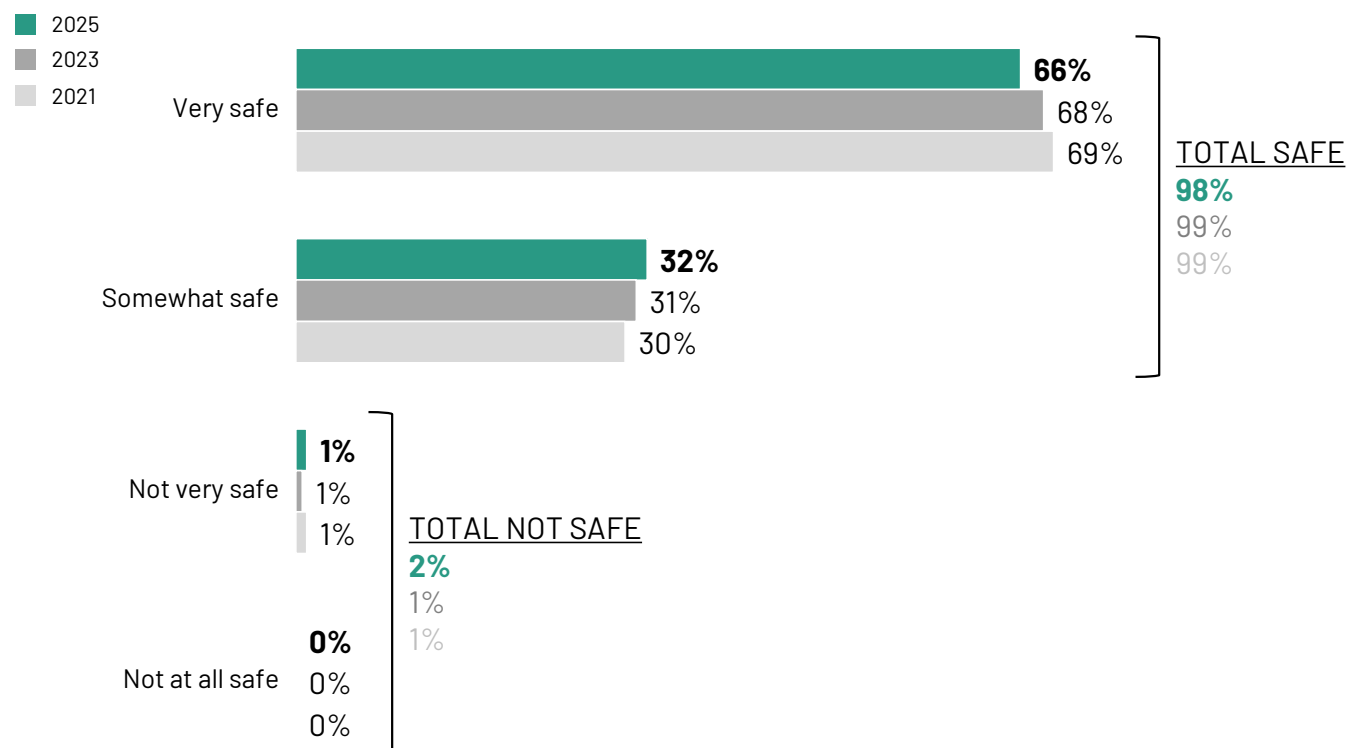
Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

Satisfaction with Programs and Services Aimed at Reducing Community Impact on Climate Change



COMMUNITY SAFETY

Overall Community Safety



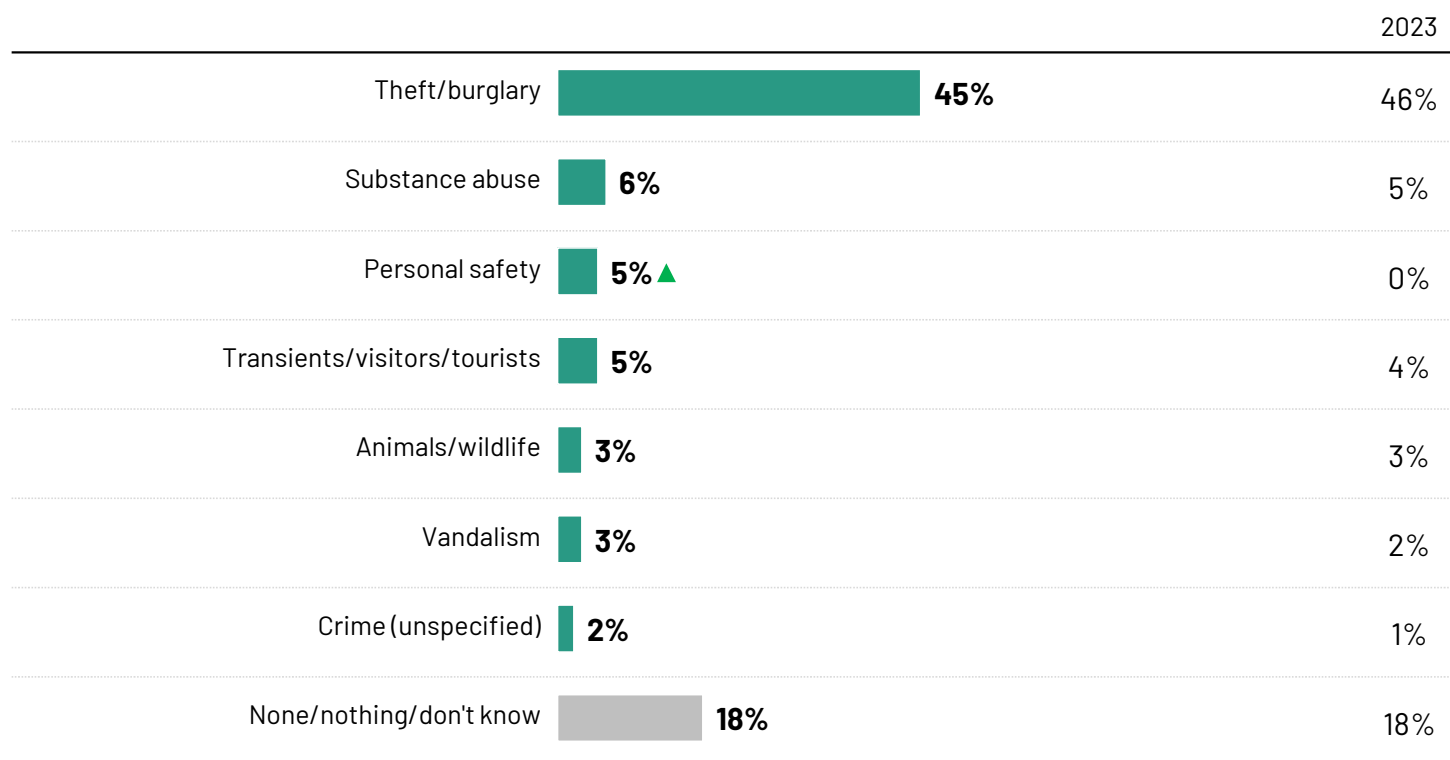
QCMS1. Overall, would you say that Canmore is ...?

Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.



Biggest Crime and Personal Safety Issue (coded open-end)



Not asked in 2021.

Note: 2025 mentions <2% not shown.

QCMS2. In your opinion, what is the biggest crime and personal safety issue currently facing Canmore?

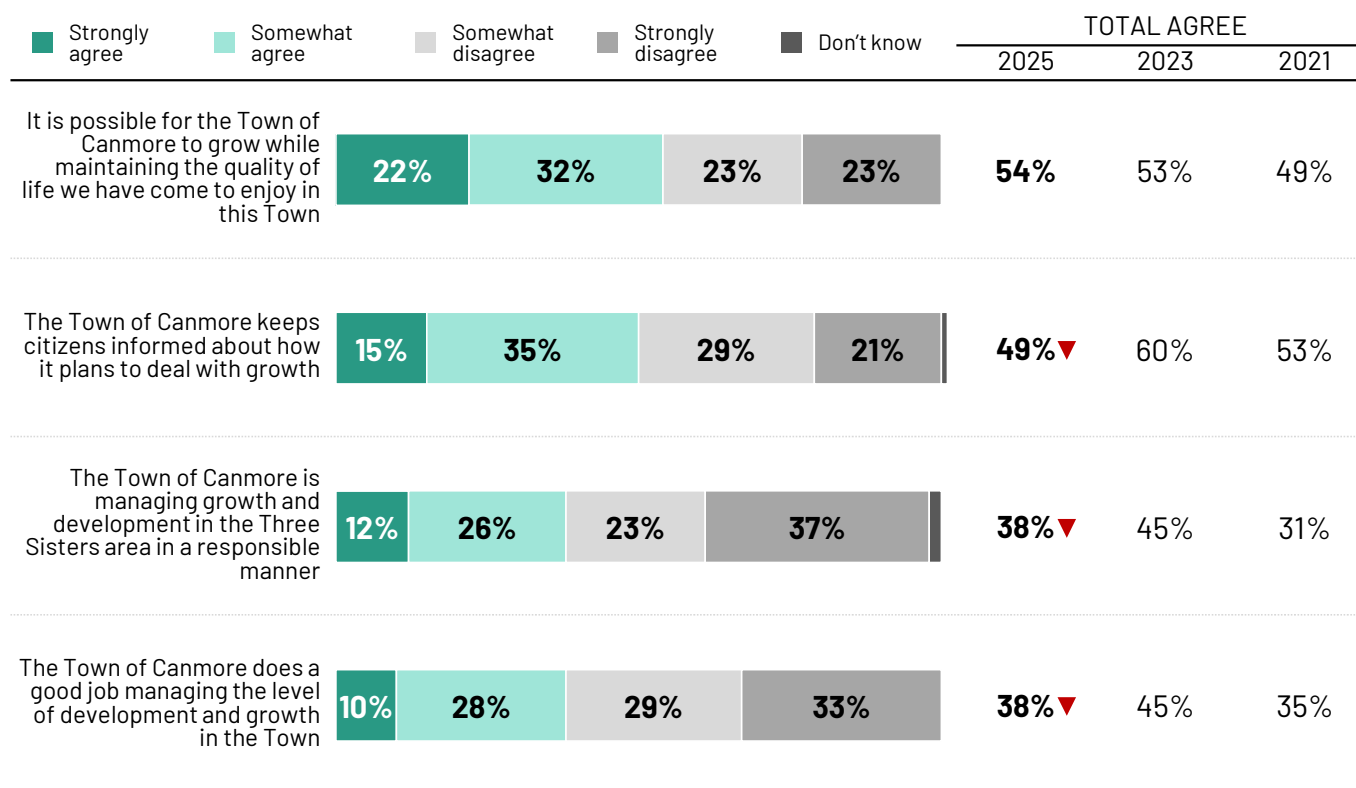
Base: All respondents – 2025 (n=400); 2023 (n=400)

▼▲ significantly higher/lower than 2023.



GROWTH AND DEVELOPMENT

Attitudes towards Growth and Development



Note: Data labels <3% not shown.

QG1. I'm going to read you a few statements about growth and development in the Town of Canmore. Please tell me whether you agree or disagree with each. Is that strongly or somewhat agree/disagree?

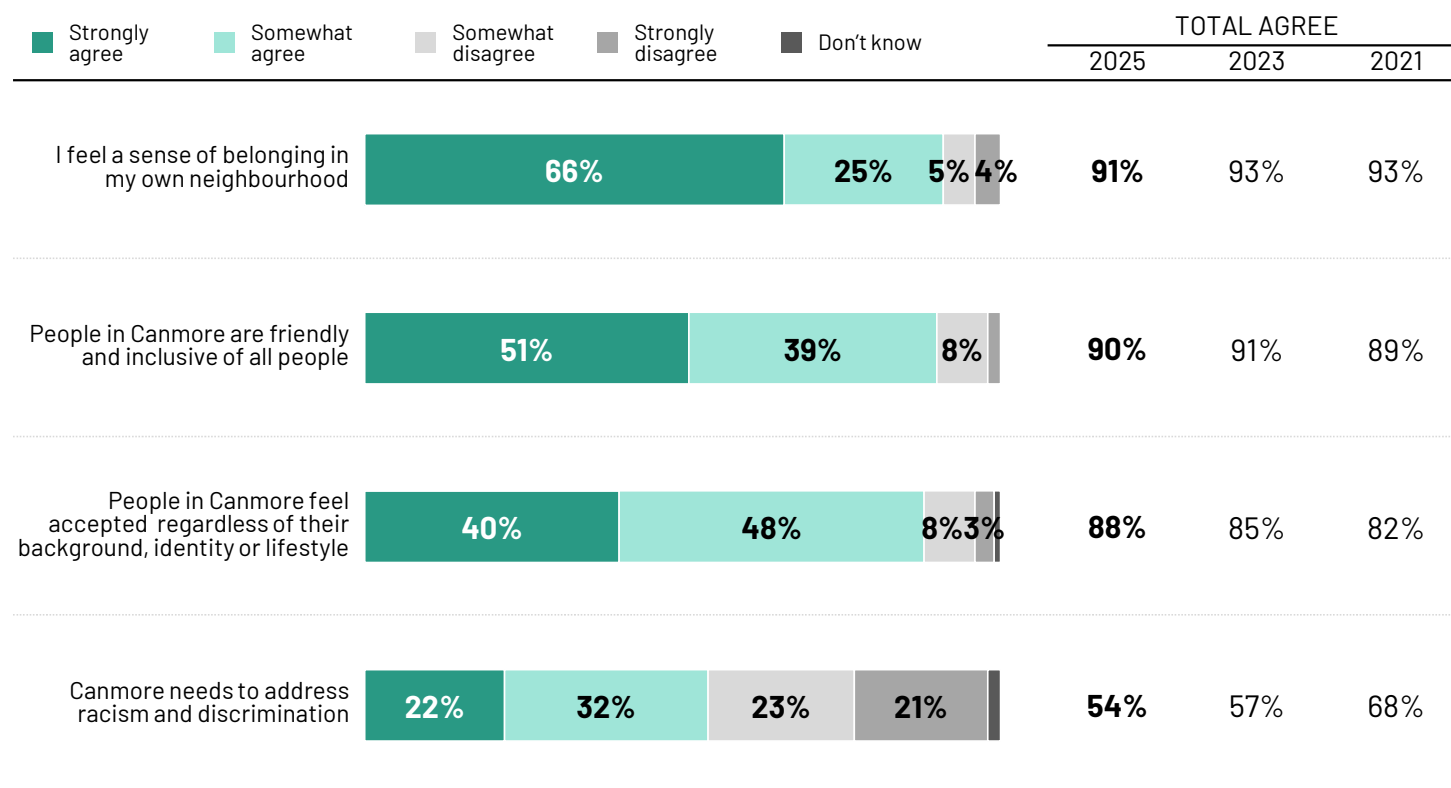
Base: All respondents - 2025 (n=400); 2023 (n=400); 2021 (n=300)

▼▲ significantly higher/lower than 2023.



DIVERSITY AND INCLUSION

Attitudes towards Diversity and Inclusion



Note: Data labels <3% not shown.
QED11. The next few statements are about how you personally feel about diversity and inclusion in Canmore. To what extent do you agree or disagree with the following statements?

Base: All respondents – 2025 (n=400); 2023 (n=400); 2021 (n=300)

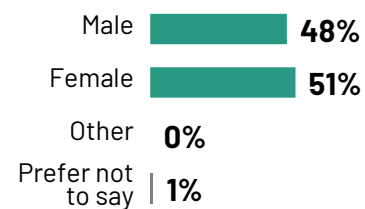
▲ significantly higher/lower than 2023.



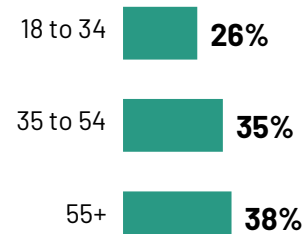
WEIGHTED SAMPLE CHARACTERISTICS

Weighted Sample Characteristics

GENDER



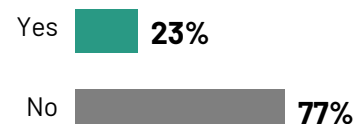
AGE



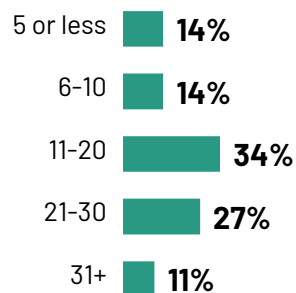
PRIMARILY RESPONSIBLE PAY PROPERTY TAXES/RENT



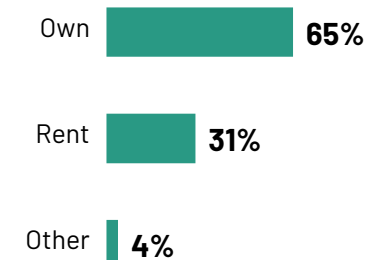
CHILDREN <18 IN HOUSEHOLD



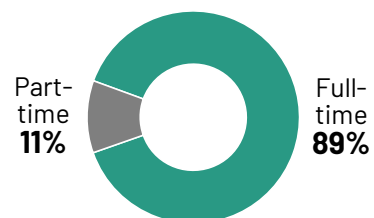
YEARS LIVED IN CANMORE



HOUSING TENURE



RESIDENCY STATUS



Mean **18.2 years**

Note: Some totals may not add to 100% due to rounding.

Base: All respondents – 2025 (n=400)



Briefing

DATE OF MEETING: June 17, 2025 **AGENDA #: D 3**

To: Committee of the Whole

SUBJECT: Moustache Lands Feasibility Study

SUBMITTED BY: Whitney Smithers, General Manager of Municipal Infrastructure

PURPOSE: To provide the Committee of the Whole with information on the Moustache Lands Feasibility Study now that it is complete, and to discuss next steps prior to a Request for Decision at the July 8, 2025 regular meeting of Council.

EXECUTIVE SUMMARY

The Town continues to advance the development of the Palliser Lands (the Moustache Lands) for the purpose of provision of affordable housing for the community. A feasibility study to determine the best mix of housing and commercial uses for the site has been completed. This report contains information on the results of the feasibility study and outlines next steps.

BACKGROUND/HISTORY

On April 18 2023, the Town of Canmore and the Alberta Social Housing Corporation entered into an agreement to reserve the Moustache Lands for a three-year period, during which the Town would prepare an affordable housing project proposal for development of the lands, pursue funding commitments, secure required permits and approvals, and commence construction activities.

On February 4 2025, Council approved a new capital project (7389) for \$237,485 for a feasibility study for the development of the Palliser (Moustache) Lands, to be funded by a transfer of \$47,505 from CAP7327 Housing Action Plan, and by grant funding of \$189,980 from the Federation of Canadian Municipalities (FCM) Sustainable Affordable Housing Program.

DISCUSSION

In 2023, the Town secured a consulting team to deliver the project in accordance with the agreement with the province. Since that time, the team has completed a preliminary analysis of the site including workshops with Council and administration and used that analysis to create an overall development concept that included circulation, parking, amenity spaces and the layout of residential and commercial units, along with a preliminary financial analysis. The initial concept included six, 6-storey buildings offering approximately 330 non-market affordable rental units mixed with around 27,000 square feet of commercial/retail opportunities that could include café's, markets, and local retail, and neighbourhood support services. This concept was used as the basis for a grant application to the Federation of Canadian Municipalities to undertake a feasibility study for the project. The Town was successful in the grant application.

The purpose of the feasibility study is to refine the program and financial analysis for the site to develop a detailed, viable project proposal that will ultimately be developed in collaboration with a housing provider. The feasibility study has been completed and is included in the attachment to this report.

With the feasibility study complete, the team will bring a series of recommendations to the regular meeting of Council on July 8, 2025 to proceed with the next phase of work. These decisions will include making a recommendation for the ownership model, approving the housing operator, and applying for capital funding. This briefing is intended to share the contents of the feasibility study with Committee of the Whole prior to bringing a recommendation to Council on next steps.

FINANCIAL IMPACTS

There are no financial implications associated with this briefing.

INTEREST HOLDER ENGAGEMENT

The project team engaged an Advisory Committee to co-create the vision, guiding principles, big ideas and to help refine the project concept design upon which the feasibility analysis was based. The team held three Advisory Committee meetings that included representatives from YWCA, CCH, BVRH, Îyârhe Nakoda, CYAN, Rocky Mountain Adaptive, Town of Canmore, and local businesses. The final concept was heavily influenced by the Advisory Committee. The team hosted a public information session (online) to share the process and status of the feasibility study, sharing what we've heard, and that study determines the project scale and program recommendations that will be brought back to Council in the spring. It also included that at that phase, we were looking at the mix of housing providers that will participate and number and type of affordable housing units, along with commercial, retail, and social enterprise options.

ATTACHMENTS

- 1) Moustache Lands – Canmore Palliser Area Feasibility Council Report
- 2) What We Heard Report – The Moustache Lands Feasibility Study

AUTHORIZATION

Submitted by: Whitney Smithers
General Manager of Municipal Infrastructure Date: May 29, 2025

Approved by: Sally Caudill
Chief Administrative Officer Date: June 11, 2025

Moustache Lands

Canmore Palliser Area Feasibility Council Report Draft Town of Canmore

May 9, 2025

Presented by the groundcubed (G3) collaborative team:



INTRODUCTION

Successive Council Strategic Plans have consistently prioritized affordability, climate action, mode shift, and complete communities. The current Council Strategic Plan has the following goals:

1. *Livability*: Canmore is a place where all residents can thrive.
2. *Environment*: Canmore is a recognized leader in managing human impact on our environment.
3. *Relationships*: Respectful, authentic relationships are the foundation for our future success.

Canmore continues to struggle with housing accessibility and affordability for the local population. Canmore is on the frontlines of finding solutions to the housing crisis that many Canadian and North American communities face.

According to the 2021 census, Canmore has the highest wealth inequality level in the country. Due to its location within the same valley as the entrance to Banff National Park, there is an extremely high cost for housing - driven by high demand and low availability. The development footprint of the Canmore community is further limited by the location in the Bow Valley, nestled amongst the Rocky Mountains. Responsibility for stewardship of this special place also demands that growth be restricted not to jeopardize vital environmentally sensitive areas. Taken as a whole, Canmore has a restricted footprint, highly sought-after housing, and prices that rival Toronto and Vancouver for rental and ownership opportunities.

A number of factors impacting Canmore include:

- A growing proportion of non-owner-occupied dwellings – substantially higher than provincial average. Statistics Canada data indicates 8% of homes in Alberta are non-owner occupied compared to 26% of homes in Canmore being non-owner occupied
- An increased proportion of households renting versus owning from 29% in 2011 to 34% in 2021
- An increased proportion of households spending more than 30% of income on shelter costs.
- Monthly shelter costs have increased by 65% since 2006 and are 37% higher than the Alberta average. Shelter costs for owners include mortgage payments, property tax, and utilities and for renters, rent and utilities
- Average property values have increased by 80% since 2006 and are twice as high as the Alberta average

In response to the above, the Town of Canmore is taking action to provide affordable housing through specific objectives:

- Accelerate development of non-market and affordable housing
- Creative, bold approaches to housing delivery
- Further the Town's livability objectives
- Leverage capacity to deliver housing

PROGRAM

In 2023, the Town of Canmore and Province of Alberta negotiated a land reservation agreement, allocating a 2.3 ha provincially owned site, known as the Moustache Lands, for an affordable housing development. The agreement included a handful of conditions including completed design, pursuing funding applications and securing required approvals for a building permit. It also included a three-year timeline to complete them. To position the project to be able to meet the conditions of the Land Transfer Agreement, the Town of Canmore engaged the groundcubed (G3) consulting team to identify a design concept for the site, perform an expedited feasibility analysis and prepare capital funding applications. The overall program for the site included identifying an appropriate mix of affordable housing units, support programming and commercial units that would be financially viable. In addition, the G3 team worked with the Town of Canmore to secure a grant to cover 80% of the fees for the feasibility study with a focus on meeting the requirements of three affordable funding programs, summarized below. Upon completion of the study, G3 anticipates applying for capital funding to a mix of these programs.

The initial test fit design included 6 buildings with a total of 330 residential units and 27,000 sf of commercial retail. The following program presented includes 4 larger buildings with a total of 270 residential units and the commercial retail space. This site has the potential to add one additional building (for future development) bringing the total units back up to 330 +/- . This full build out is currently not feasible with the projected available funding but can be a future opportunity for the Town to pursue.

There are three primary funding programs that will be pursued:

FEDERATION OF CANADIAN MUNICIPALITIES (FCM) - *Sustainable Affordable Housing Program*

FCM provides a mix of grant and long-term repayable loan funding for viable affordable housing projects. Their focus is achieving meaningful levels of affordability combined with high levels of sustainability. They offer the largest allocation of grant funding at the capital stage. Operating funding is not available through this program.

CANADA MORTGAGE & HOUSING CORPORATION (CMHC), *Affordable Housing Program*

CMHC also provides a mix grant and long-term repayable loans and their funding can be stacked with FCM's program. In addition to meaningful levels of affordability, CMHC focuses on sustainability and accessibility. Operating funding is not available through this program either.

ALBERTA AFFORDABLE HOUSING PARTNERSHIP PROGRAM (AAHPP)

The Province of Alberta offers land donations and funding grants for units of new affordable housing focusing on projects that have received funding through other stackable sources like FCM and CMHC.

The three targeted funding programs follow similar criteria to determine how effective an affordable housing project is and the likelihood of it being successful. The feasibility program was designed to inform

seven specific criteria that are common amongst funding programs and sufficient to inform the viability of a project. The following outline summarizes the activities completed by the G3 team with a focus on the aspects most important to FCM who have provided the majority of the feasibility funding to date. Functionally, satisfying FCM's application criteria positions a project to be eligible for the affordable housing funding that is available from CMHC and the Province of Alberta.

AREAS OF EVALUATION

CRITERIA 1: STAKEHOLDER INFORMED DESIGN

FUNDING CRITERIA: The process should clearly demonstrate a commitment to engaging stakeholders and building support through ongoing engagement from the earliest stages, including feedback representing potential future residents.

Applications will be evaluated on the comprehensiveness of stakeholder participation in the project planning, design, execution, residents, neighbors, community associations, citizen groups as well as council and municipal staff. A strong emphasis on actively building broad public support by promoting understanding of reasons for site/project selection, trade-offs and long-term benefits, and collected feedback on project design.

OUR RESPONSE:

As a pre-condition of the feasibility analysis, the project team reached out to a variety of affordable housing providers in the Bow Valley to get a sense of the affordable housing needs in the region, the capacity of interested housing providers, the range of experience in affordable housing development and delivery, experience providing support services, history of fostering social enterprises, experience with commercial retail units and opportunities to contribute capital to the project. Due to their history of collaboration with a broad selection of housing providers in the Bow Valley, recent affordable development experience, current operation of workforce housing and commercial retail space in existing operations, and reputation for raising funding, the YWCA-Banff was recommended as the lead provider around which this feasibility analysis has been undertaken. The YWCA demonstrated a comprehensive understanding of the range of populations supported through housing or programming, and social enterprise aspirations in the valley.

In addition to an Advisory Committee process to inform the project, individual meetings were held to gain a deeper understanding of needs for different organizations and businesses that may be interested in a project like the Moustache Lands.

One-on-one meetings in addition to other engagement:

- YWCA, 10+ meetings
- CCHC, 2 meetings
- BVCH, 1 meeting
- Rocky Mountain Adaptive, 1 meeting

- Local Businesses, 6 meetings

Recognizing the condensed timeline to complete the feasibility analysis, an Advisory Team was directly engaged at the outset to co-create the vision, guiding principles, big ideas and to help refine the project concept design upon which the feasibility analysis was based. The following process was followed to inform the program:

Session 1: Test Initial Site Analysis, Vision, Guiding Principles, Big Ideas

Session 2: Review the initial concept, provide input and refine ideas

Session 3: Review the refined concept and provide final feedback

Concurrent to G3's work with the Advisory Team, the YWCA-Banff conducted focused conversations within their networks and partners to inform the YWCA's needs and opportunities for the feasibility study.

Through three review and feedback sessions with the Advisory committee, the project consultant team gathered big ideas and aspirations for the project, ensured alignment with the Palliser Areas Structure Plan (ASP), and took inspiration from these elements in generating the following 5 design principles:

A Flexible Network of Support: The project team has incorporated purpose-built, secure amenity and services for residents acting as a foundation of support. Each building includes retail and social enterprise uses on the ground floor, with the retail surrounding the central open space intended to create a village feel. Each building also includes bike storage areas adjacent to residential entries.

Inclusivity, Diversity, Equity & Accessibility: The project team has designed a majority of the residential units and all the common areas as inclusive and accessible, focusing on the removal of barriers to access the site experience that is welcoming regardless of a person's ethnicity, culture, level of ability, or requirement for assistance. The overall design also considered trauma-informed design attributes to enhance livability for residents.

Connection to the Land: The design focuses on fostering connection to the surrounding natural environment through environmentally sensitive design that appreciates the unique siting condition - using open space and building orientation that maintains and celebrates sun exposure and mountain views. The current design consists of four buildings oriented to take advantage of the summer shade and the winter sun. Each building consists of sloping roofs sliding in the opposite direction that creates a shaded communal space on an alternate level. The site is surrounded by mountains views on all directions that plays a vital role in building orientation and articulation.

A Celebration of People & Place: The project team has heard the need of a dynamic, diverse, and healthy environment - a place that thrives and attracts a wide range of people through local business offerings, high-quality public places, and gathering areas that encourage interaction. Architectural design for the Moustache Lands takes inspiration from Canmore's striking landscape, texture of Rocky Mountains, it's diverse people and rich cultural history.

Walking/Biking as Transportation: The design encourages vehicle use reduction through purposeful focus on pedestrians and cyclists first - providing access and circulation throughout the site and includes a central bike storage area to enhance the vibrant street-level offerings and the presence of people.

The initial design concept reflected the YWCA's Functional Program and included preparation of capital and operating budgets and financial analysis. The Functional Program continued as the baseline for the development with changes made to reflect financial considerations with an ongoing goal of incorporating as many of the original aspirations as possible. Further refinement took place as the interest holder engagement sessions unfolded and provided guidance as to the evolution of the design and programming.

In addition to the Advisory Team feedback sessions, the design iterations were tested and updated with input from the YWCAs housing team that brought a significant user perspective and operational needs, interested local business and a public session open to anyone with interest in the development.

The What We Heard Report (WWHR) for the Feasibility Study is attached to this report. The WWHR outlines who was engaged, how they were engaged and the outcomes, including the Design Principles listed above.

CRITERIA 2: AFFORDABILITY & ECONOMIC BENEFITS

FUNDING CRITERIA: The project should have a high likelihood of making a significant positive contribution to affordability. Projects will be assessed on their ability to maintain affordability in a long-term, sustainable manner. Analysis will also consider whether applicants used appropriate baselines, alternatives, valid and conservative assumptions, and considered the total cost of ownership.

Examples include reduced operating costs to the provider that translate into lower rental and utility costs for residents. Consideration should also be given to how improved financial performance can positively impact affordability or be invested in additional affordable housing.

OUR RESPONSE:

Canada's affordable housing programs commonly define affordability as rents below 80% of the Median Market Rate (MMR). We utilized the YWCAs current rental charge model for baseline revenue calculations and the financial modelling indicates that rental rates can be maintained at an affordable level for 100% of the 270 units using the following breakdown;

- 215 (80%) units with rents between 58%-67% of MMR
- 55 (20%) units with rents at 79% of MMR

Rental rates at this level largely target those in the core needs segment seeking rents that do not exceed 30% of their gross income and will have a noticeable impact on affordability in Canmore over the long run. The YWCA is also targeting some of the units to be purposed as shelter spaces, addressing some of the more vulnerable populations.

Additional revenue to further subsidize rents will come from 25,000 sf of commercial/retail space, adding an additional \$140,000 to net operating income. About half of the CRU will be allocated to social enterprise uses (childcare, non-profit co-working space and community health), providing readily accessible services to the local community.

Cost savings will also accrue from significantly reduced energy consumption for heating, cooling, lighting and domestic hot water (DHW). Sustainability modelling suggests energy intensity will be about 50% lower than a conventional project designed to the building code, resulting in a 35% reduction in energy costs.

Purposeful design choices that enhance building durability and lead to reduced maintenance costs have been included in the program, and coupled with the utility cost savings, will result in lower operating costs that support rents being maintained at these lower levels going forward.

To limit capital costs, vehicle parking is restricted to surface stalls with no structured parking included in the project. Allowances have been included in the program to provide sheltered drop off/pick up zones for accessible transportation. In addition, two bike parking stalls are being provided for each unit with additional secure parking for cargo bikes, accessible adventure e-bikes and scooters with the intent of lessening the need for vehicle ownership for some residents.

An annual replacement reserve contribution has been included in the operating budget to build a pool of funds that can be leveraged for generational capital upgrades.

The project will also provide job creation and economic benefits to the Bow Valley through consulting, contracting, construction and supplier participation in the development project of this scale. Additional economic benefits will result from ongoing social enterprise involvement and business operation in the commercial/retail spaces.

CRITERIA 3: SOCIAL BENEFITS

FUNDING CRITERIA: The funders are looking for exceptional benefits beyond what would be considered business as usual for a project of this type. In addition to supporting the residents specifically, the social benefits should support the community at large.

Projects will be assessed on their potential to result in improved resident comfort and quality of life. They should address human health, accessibility, public safety and security, quality of service, reliability and sense of community. Improvement to the living environment such as light, noise, odor, heat impacts, improved climate adaptation and resilience as well as broader economic benefits like job creation and investment attraction are rewarded.

It's recognized that affordable housing projects have inherent social benefits. This criterion is looking for additional benefits that are over and above the obvious.

OUR RESPONSE:

Social benefits are often derived from a development site's proximity to local amenities, recreational activities and employment districts. The Moustache Lands project is within 3 kilometres of services including groceries, schools, health and wellness, shopping, a library, pharmacies and playgrounds. In addition, the Town of Canmore has been supportive of public transit access to the site, enhancing access to these services.

A high-performance building envelope is a fundamental element of the design program and will substantially reduce thermal energy demands and peak heating loads, making the units more resilient to



extreme climate events, with the ability to maintain indoor space temperatures for a more prolonged period in the wake of power outages. The windows will have a low solar heat gain coefficient (SHGC), thereby reducing solar gains and will help keep the units cooler during the hotter days in the summer. The proposed sustainability measures should provide a noticeably cooler building during the extreme heat events that have become more frequent in Canada, enhancing resident comfort.

The sustainability measures also include choices that impact resident health and wellness. Active mechanical ventilation with properly sized air changes per hour helps ensure a clean air environment for residents. Low off-gassing materials, furniture and low-VOC (volatile organic compounds) paints and finishes lower health risks, particularly for children and vulnerable populations. It also helps address odor issues that are common in multi-family buildings. The combination of a well-insulated envelope, energy recovery ventilation and advanced mechanical systems will result in significantly improved indoor environmental quality (IEQ) by reducing cold-spots, drafts, and allowing for more stable space temperature and humidity levels within units.

The mechanical equipment will also be sized to consider future climate projections and design day temperature conditions in order to be able to better respond to the impacts of a changing climate. This should extend the building lifespan and reduce costs related to adapting to a changing climate.

The project should result in improved quality and durability of the building enclosure through implementation of rainscreen design principles to reduce the risk and impact of moisture penetration and water damage, preserving the life of the building envelope and lowering the health risk of residents from the risk of mold related to water penetration.

Lower costs that result from sustainability initiatives will allow lower revenue generating services to be included in the CRU space, resulting in providing access to a broader population including seniors, women & children and those with mobility challenges. The lower costs also allow residents to access medical and dental services and make healthier food choices as well as the opportunity to contribute to retirement plans, leading to better overall quality of life.

CRITERIA 4: ENERGY EFFICIENCY & ENVIRONMENTAL BENEFITS

FUNDING CRITERIA: Projects are evaluated on the likelihood of achieving the primary environmental benefits of greater energy efficiency and reduced greenhouse gas (GHG) emissions. Evaluation takes place through a review of the assumptions, calculations, supporting documents and experience with similar projects under similar conditions. Valid, conservative assumptions that reflect a likelihood of stated performance realization are rewarded. The environmental benefits should be outstanding for the project and have great potential to be achieved.

FCM's minimum target is Total Energy Use Intensity (TEUI) of 80 kW/m²/h. Based upon initial modelling using IES-VE software, we anticipate a 51% reduction in TEUI and GHG emissions and good potential to slightly improve upon that threshold. We are targeting a 51% improvement over the baseline conditions.

Projects should also be optimized to deliver significant secondary benefits that generate improvements above and beyond regulatory requirements, including:

- Sustainable design, procurement and construction (sustainable site selection, local-renewable-recyclable-reusable material selection) climate change adaptation and resilience in design, green procurement, integration of natural assets and efficient land use



- Address the root causes of environmental problems, minimize downstream impacts of possible solutions
- Improvements to air, water and soil quality

OUR RESPONSE:

We anticipate using the following strategies which have been modelled using Canmore's environment to identify tactics that will satisfy the funding providers energy intensity targets. We have focused on the following items that have proven successful for similar buildings in similar climates:

- high performance exterior-insulated above-grade wall assemblies with thermally efficient cladding, targeting an effective thermal resistance or R-40
- heavily insulated roof assembly with a target thermal resistance of R-60
- triple-paned insulated glazing units with thermally broken fibreglass frames, warm edge spacers, inert gas fill, low-e coatings, targeting overall window thermal properties equivalent to Passive House levels of performance
- low window-wall ratio (approximately 12%) with the majority of the fenestration targeting solar gains along the south facing façade
- high levels of airtightness targeting an 80% reduction from the NECB value of 0.25 L/s/m² of façade area, to be achieved via a well-detailed and constructed air barrier and verified through whole-building air leakage testing
- high efficiency LED lighting with occupancy-based controls in non-residential areas, targeting a 30% reduction in lighting power densities compared to NECB 2020 prescriptive values
- high-efficiency ENERGY STAR rated appliances to minimize plug load uses
- high-efficiency elevators with variable voltage frequency drive (VVF) regenerative capabilities, LED cab lighting, and auto-shut off for lights exhaust/fan
- highly effective dual core energy recovery ventilators targeting 90% energy recovery effectiveness
- air-source heat pumps with EC motors for reduced fan power with backup gas boiler heating
- reduced makeup air for corridor pressurization targeting 15cfm/suite
- mechanical equipment will be sized considering future climate predictions and design day temperature conditions in order to be able to better respond to the impacts of a changing climate, and
- 1.48kW/h photo-voltaic solar electricity generation installed along the south facing rooflines.

The reduction in energy intensity also equates to an FCM capital grant of \$5M, reducing the total amount of long-term repayable loan by about 12%.

The procurement process will also include sustainably sourced materials with reduced embodied carbon. The current concept is based on wood-frame construction. The project will aim to source products from sustainable forestry management techniques, such as Forestry Stewardship Council (FSC) certified or equivalent. Additionally, wood provides benefits from the perspective of reduced embodied carbon compared to other structural material choices such as steel or concrete, especially when biogenic carbon is taken into account. Where feasible, reuse of materials and maximizing recycled content will be encouraged and locally sourced materials and products will be preferred.

Care will be taken to choose low-technology solutions wherever possible in an effort to address building durability and ensure operability over time.



CRITERIA 5: ACCESSIBILITY

FUNDING CRITERIA: Projects are evaluated based on creating environments that are accessible to all. The project needs to meet either CMHC's interpretation of Universal Design or 20% of units being 100% accessible.

OUR RESPONSE:

To foster a truly inclusive project and accommodate a wide range of needs of residents and users, accessibility has been part of the project from its inception. The goal is 100% universal design for the project and initial evaluations indicate that a minimum of 63% of the proposed residential living units can be designed to fully meet CMHC's universal design criteria. Moving forward, the project team will continue to explore options to increase this percentage. With creative design and maximum usage of space the one-bedroom, two-bedroom and three-bedroom residential units, we're able to incorporate most of CMHC's universal design criteria, with additional work underway to address path of travel widths, turning radii and below counter knee clearances.

We are also looking at adding features that are not required by CMHC's universal design criteria, but would increase the usability of all the residential units to accommodate a greater variety of people, regardless of their ability. Assuming economic viability, features such as electrical outlets at the entrance doors, swing away doors under sinks in the kitchens and washrooms, visual/audio fire alarms, grab bar backing and variable counter heights, would improve enhance the universal design of all the residential units.

Site accessibility is another opportunity to make a more inclusive community. Target strategies include wide pathways with minimal to no slope, designated drop-off zones near sheltered entrances, and proximity to designated accessible parking spaces.

CRITERIA 6: FINANCIAL VIABILITY

FUNDING CRITERIA: The financial analysis should be presented with a clear breakdown of amounts and an allocation of funding that is secured and being sourced. The budget should represent good value with any additional costs justified. A minimum debt coverage ratio (DCR) of 1.10:1.0 must be achieved (net revenue 10% greater than debt servicing costs). Inherent in the evaluation is an assessment of the efforts to secure funding for the initiative. Mechanisms that support financial viability include:

- Partnerships with the private sector, academia, government and NGOs that have a mandate for replicating solutions
- Coalitions of housing providers and expressed interest from them in replicating the solution if it's successful

OUR RESPONSE:

This project is a joint undertaking between the Province of Alberta, The Town of Canmore, multiple housing providers in the Bow Valley and potential local donors. The feasibility assessment has been centered around the YWCA-Banff's Functional Program and influenced by multiple housing providers, local businesses, social enterprises, potential funders and town administration. Incorporating information from these interest holders, operating and capital budgets have been prepared as well as a proforma analysis that evaluates revenues against expenses over time. The project team has identified a design, programming and funding program that satisfies the required 1:10/1.0 DCR including a breakdown of all



potential funding sources. The financial analysis is summarized below and based upon a Class C Cost Estimate prepared by Altus Group.

Capital Budget

The projected development cost for the project is \$150M including land value, construction costs, soft costs and contingencies. Funding sources include the Province of Alberta's land contribution and potential housing grants, grants and long-term repayable loans from FCM and CMHC, and potential private sector donations. The targeted contribution amounts adhere to the funding program guidelines and do not require any special allotments.

Revenue

Revenue generation of \$4.2M annually is expected from the residential units with a further contribution of \$140,000 from the commercial/retail space. Subtracting an allowance for vacancy, expected net annual revenue generation is \$4.1M. This is a relatively low level of revenue but is reflective of a program that is offering housing at rental rates that are significantly below market value and offering CRU space to social enterprise and support services at close to break-even rates. Coupled with funding grants, low-interest loans and donations, the revenue model is sufficient for a sustainable operating model.

Operating Budget

The operating budget has been based upon current costs for the YWCAs existing housing and social enterprise operations. It includes the following broad categories:

- Property Taxes
- Insurance
- Utilities
- Staffing & Management
- Repairs & Maintenance
- Snow Removal
- Security
- Replacement Reserve allocation

Total operating costs are estimated at \$2.25M annually resulting in an operating expense ratio of 55%. For market housing this would be considered a high ratio (lower is better) but is again reflective of limited revenue generation and consistent with similar affordable housing programs.

Proforma Summary

It is estimated that 20% of the capital budget will come in the form of grants from affordable housing programs, 24% from long-term repayable loans under the National Housing Strategy and 56% from private donations. Current interest rates (for application purposes) from FCM and CMHC for a 35-year amortization are 3.75%. At these allocations and incorporating the projected net operating income, the project can achieve the desired 1.10 debt coverage ratio.

Additional research in the form of a Geotechnical Study and Phase 1 Environmental site assessment has also been undertaken in order to identify potential cost escalation risks to the development. Neither study



draft has identified unexpected concerns, and the design has incorporated recommendations in an effort to mitigate potential risks. At this stage, a financially viable solution has been identified that includes the sources and amounts of funding necessary to move the project forward. Through the design development phase of work, financial viability will be a critical part of evaluating potential updates to the design and programming.

RECOMMENDATIONS

Considering the results of the feasibility study, the following recommendations will be put forward to Council for consideration:

1. That the Design Development Phase focus on achieving funding applications for the full feasibility (4 buildings, 270 units, 27000 sf CRU) with a phased construction approach to break ground on at least one building by the April 2026 deadline in order to ensure the conditions of the Land Reservation Agreement are satisfied,
2. That the Town will continue owning the land and offer it at a long-term lease to the operator for a nominal rate, and
3. That the YWCA will be the operator of the project as a whole, responsible for all residential and CRU spaces with the option to lease to other housing providers, businesses, service organizations and social enterprises.

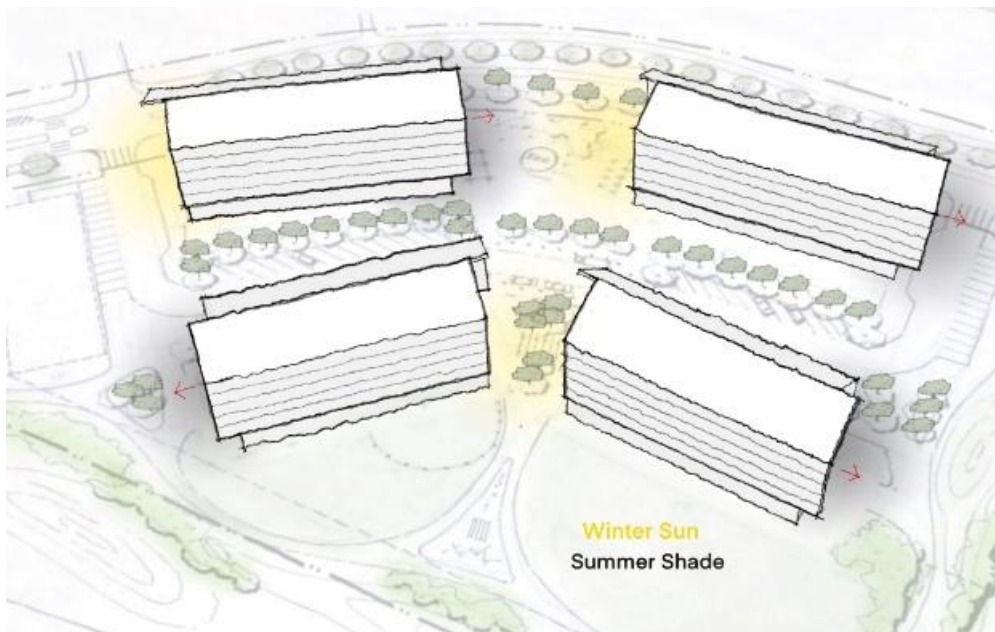


DESIGN DRAWINGS

Plan Rendering: Conceptual Design



Perspective Rendering: Sun/Shadow Social Spaces



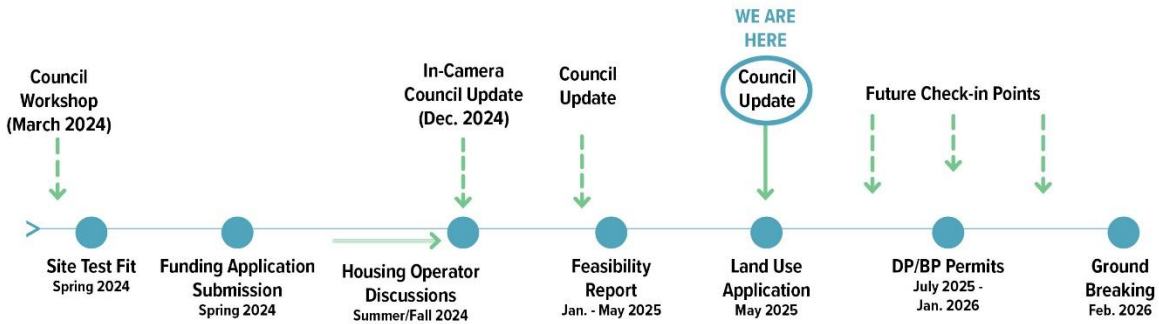
The site plan illustrates the layout of the proposed 200-unit apartment complex. It features three main buildings: Building N1 (70 units), Building N2 (70 units), and Building S2 (65 units). The buildings are arranged in a triangular pattern, with Building N1 at the top left, Building N2 at the top right, and Building S2 at the bottom right. The site is bounded by a red line, with a road and parking area to the north and a road and parking area to the south. The site is landscaped with trees and shrubs.

The site plan illustrates the proposed development layout. It features four main building footprints, each divided into individual units. The units are color-coded: yellow for single-family units, orange for townhouses, and blue for multi-family units. The buildings are arranged around a central open area. A red dashed line indicates the 12M setback, and a red solid line indicates the 6M setback. The plan also shows landscaping, including trees and shrubs, and a parking area. The site is bounded by a road on the left and a road on the right.



OVERALL PROJECT TIMELINE

Project Timeline



WHAT WE HEARD REPORT

See next page.



WHAT WE HEARD REPORT

The Moustache Lands Feasibility Study

May 8, 2025

Submitted By: G3 Consulting Team

Author: Kelly Learned, FRANK planning collaborative

INTRODUCTION

Successive Council Strategic Plans have consistently prioritized affordability, climate action, mode shift, and complete communities. The current Council Strategic Plan has the following goals:

1. *Livability*: Canmore is a place where all residents can thrive.
2. *Environment*: Canmore is a recognized leader in managing human impact on our environment.
3. *Relationships*: Respectful, authentic relationships are the foundation for our future success.

Canmore continues to struggle with housing accessibility and affordability for the local population. Canmore is on the frontlines of finding solutions to the housing crisis that many Canadian and North American communities face.

According to the 2021 census, Canmore has the highest wealth inequality level in the country. Due to its location within the same valley as the entrance to Banff National Park, there is an extremely high cost for housing - driven by high demand and low availability. The development footprint of the Canmore community is further limited by the location in the Bow Valley, nestled amongst the Rocky Mountains. Responsibility for stewardship of this special place also demands that growth be restricted not to jeopardize vital environmentally sensitive areas. Taken as a whole, Canmore has a restricted footprint, highly sought-after housing, and prices that rival Toronto and Vancouver for rental and ownership opportunities.

A number of factors impacting Canmore include:

- A growing proportion of non-owner-occupied dwellings – substantially higher than provincial average. Statistics Canada data indicates 8% of homes in Alberta are non-owner occupied compared to 26% of homes in Canmore being non-owner occupied
- An increased proportion of households renting versus owning from 29% in 2011 to 34% in 2021
- An increased proportion of households spending more than 30% of income on shelter costs.
- Monthly shelter costs have increased by 65% since 2006 and are 37% higher than the Alberta average. Shelter costs for owners include mortgage payments, property tax, and utilities and for renters, rent and utilities
- Average property values have increased by 80% since 2006 and are twice as high as the Alberta average

In response to the above, the Town of Canmore is taking action to provide affordable housing through specific objectives:

- Accelerate development of non-market and affordable housing
- Creative, bold approaches to housing delivery
- Further the Town's livability objectives
- Leverage capacity to deliver housing



PROJECT BACKGROUND

In February 2023, the Town of Canmore requested the Province of Alberta advance the use of a 2.3-hectare parcel of provincially owned land for affordable and other non-market housing needs. The Province has, through a reservation letter, consented to a transfer of the land to the Town for uses that support community livability and affordability.

The Town worked with consultants to prepare a feasibility analysis for the Moustache Lands site to understand what mix of affordable housing units, programming and commercial units would make the project financially viable. As part of the feasibility analysis, affordable housing and social service program operators were directly engaged to understand which organizations are best suited to oversee the programming and services of the site.

The G3 consulting team's successes in Feasibility Analysis' for numerous projects have been based on an engagement-first approach that collaborates with potential users to inform the concept design and feasibility work.

PROJECT PURPOSE

The project purpose is to investigate and develop a feasibility program that assesses what mix of programs, unit numbers, and other spaces are financially viable for the Moustache Lands affordable housing project. To ensure alignment with community aspirations and an informed and realistic feasibility study, the project team developed an engagement and communication strategy to outline the scope of engagement, why we engaged, who we engaged with and how we engaged.

Scope of the Engagement

The project objective was to design an initial development concept to be tested for feasibility. The feasibility study will determine the project scale and program recommendations that will be brought back to Council in the spring 2025 for a decision on how to move forward with the site. Key considerations include:

- A mix of housing providers that will participate
- Number and types of affordable housing
- Canmore populations to be supported through housing and/or programs
- Commercial/Retail/Social Enterprise options
- Funding Opportunities

This engagement strategy built on the outcomes of the March 12, 2024, workshop with Council and Administration (project goals, aspirations, priorities, key considerations) and the draft concept for the site tested with Administration on May 1, 2024.

Why Engage?

Early-stage engagement and participation identify potential risks early and aim to incorporate community values into the program. This helps identify opportunities to improve existing community assets, uncover community-based programming ideas and identify non-market partnerships and mixed-market potential. The consultant team takes a multi-faceted approach to incorporate meaningful contributions from interested parties, fostering supportive interest holders, exploring ways to leverage existing funds, and identifying operating pro forma that share risk – all within the goal of delivering better outcomes for residents and the neighbourhood. With the collaboration of an advisory team, we embarked on a co-creation process to determine the type of housing and support that addresses the community's needs, including support needed to help tenants succeed.

WHO WAS ENGAGED?

Different interest holders require specific approaches for engagement. For this project, the following groups were identified based on how directly impacted they will be by the project outcomes. Once the groups were identified, the project team invited organizations or representatives from the primary and secondary interest holder groups to participate on the Advisory Team and/or in one-on-one meetings. The general public was identified as having an interest in the project but not being directly impacted at this time as the focus of feasibility was to understand costs and revenues and how balancing the two inputs could create a viable project for future residents on the site.

**Advisory Team Member*

Primary Interest holders

(high interest in the project and potentially high level of responsibility for the project)

- Town of Canmore (*Administration, Council)
- Potential Housing Operator(s) (*YWCA, *CCH, *BVRH)

Secondary interest holders

(high interest in the project and directly impacted by the project)

- Îyârhe Nakoda (*Teresa Snow)
- Direct Neighbours (*CCH)
- Social Enterprise (*Rocky Mountain Adaptive, *CYAN)
- Local, Interested Businesses (*Beamers, *CanGOLF)
- Funders (CMHC, FCM)

External interest holders

(interested in the project but not directly impacted)

- General Public
- Media
- Other Regulators or Government

Decision Maker

The Town of Canmore Council is the decision maker for the Moustache Lands Feasibility Study. Council will be presented with the feasibility analysis and recommendations from Town staff based on the consulting team's analysis.

HOW DID WE ENGAGE?

Preparation for Feasibility Study Funding (January – June 2024)

Prior to the Feasibility Study launch, several engagements took place with Council and Administration in order to apply for funding for the Feasibility Study.

January 25, 2024	Site Tour, G3 staff
March 12, 2024	Workshop with Council and Administration <ul style="list-style-type: none"> • Project goals and aspirations • Priorities • Key considerations • Site considerations This workshop resulted with a 'What We Heard' summary that led to the development of the concept.
March 12, 2024	What We Heard Report <ul style="list-style-type: none"> • Council and Administration Workshop March 12, 2024
May 1, 2024	Workshop with Administration <ul style="list-style-type: none"> • Test Concept for Moustache Lands Site under the Palliser ASP
April + May, 2024	Engagement with Potential Operators <ul style="list-style-type: none"> • G3 team engaged with local organizations that could potentially operate the buildings on the site. Understanding their needs and considerations is key to ensuring the site's long-term functionality and viability.
June 11, 2024	Funding Application to FCM – The Moustache Lands Feasibility Study <ul style="list-style-type: none"> • The funding application included narrative to describe the design concept and focused on the environmental benefits, economic and social benefits, affordability initiatives, replication, sustainability, engagement, capacity building, and innovation.

Feasibility Study Engagement and Information Sharing (January – April 2025)

Below are the Feasibility Study engagements that were hosted by the consulting team between January and April 2025. There were two key objectives for the Feasibility Study:

1. Achieve a mix of affordable housing and other uses that result in a financially viable project in the context of major grant requirements (CMHC and FCM).
2. Ensure the project upholds the Palliser Area Structure Plan (ASP) vision and policies.

January 21, 2025	FCM Funding Announcement <ul style="list-style-type: none"> The Town was notified it was successful in the application for funding the Moustache Lands Feasibility Study
January 21, 2025	Council Presentation <ul style="list-style-type: none"> Council was introduced to the consulting team conducting the feasibility study and to the potential lead operator (the YWCA) that will be one of the key interest holders to inform the feasibility analysis.
January 27, 2025	Project Launch to the Public <ul style="list-style-type: none"> The Town announced the start of the Moustache Lands Feasibility Study through their communication channels
January 28, 2025	Interest Holder Mapping <ul style="list-style-type: none"> The project team hosted an interest holder mapping session to determine representatives that could provide a diversity of economic, social, cultural and environmental perspectives to test the concept design that will inform the feasibility analysis.
February 4, 2025	Council Approved Moustache Lands Feasibility Study as a New Capital Project <ul style="list-style-type: none"> Council approved a new capital project to complete the feasibility study for the development of the Moustache Lands in the Palliser area.
February 10, 2025	Advisory Team Established <ul style="list-style-type: none"> Representatives of affordable housing organizations, local business, culture, First Nation, social enterprise and services invited
February 24, 2025	Advisory Team Session 1 <ul style="list-style-type: none"> Project introduction, understand Advisory Team aspirations/vision, generate big ideas, test initial site analysis.
February to May	Interest Group Meetings <ul style="list-style-type: none"> Potential user groups, interested businesses, housing operators and providers were engaged directly to help inform the feasibility study YWCA (10+), CCH (2), BVCH (1), RMA (1), interested businesses (6)
March 20	Advisory Team Session 2 <ul style="list-style-type: none"> Review concepts and test alongside the aspirations and big ideas. Discuss Universal Accessible Design opportunities. Update on financial modelling, achievable aspirations and big ideas.
April 15	Community Information Session <ul style="list-style-type: none"> Online information session hosted to update the community on what a feasibility study is; who is involved in it; what has been done so far; and, next steps in the process. Participants had the opportunity to ask questions and comment on the information.
April 16	Advisory Team Meeting 3 <ul style="list-style-type: none"> Final Advisory Team Meeting to review the refined concept and feasibility outcomes. This was an opportunity to reflect on how the Advisory Team informed the concept and feasibility.

ENGAGEMENT: OUTCOMES

Three Advisory Team meetings, one-on-one meetings with various organizations, businesses and individuals as well as multiple focused discussions with Bow Valley housing and social support providers (BVCH, CCH and YWCA Banff) all contributed to the concept for the site and the feasibility analysis in preparation for Council consideration. The purpose of completing the Feasibility Study is to determine the mix of affordable housing units and other uses that are financially viable and meets the criteria of potential funding for the build out of the project.



What Does Success Look Like?

The Advisory Committee was tasked with help determining what success would look like for this project. The success ideas helped inform the Guiding Principles for the project (listed below).

Housing

- Housing Access – a supply of housing residents can stay in long term and afford to live there
- Diversity of housing types – families, permanent residents, workers, multi-generational thriving together
- Workforce housing to support employees of local businesses
- Residents thrive because they have housing and support services

Viability

- Long-term financial, social and structural viability

Programming

- Integrated services – no stigma or differences for those requiring support
- A social wellness hub with housing as the pillar – networks, co-adjacent non-profit, municipal, provincial services
- Multi-use community spaces
- Safe housing, sustainable housing – supportive programs for those in need

Design

- Connect to nature – outdoor spaces, playground, naturescape, gardens/food security
- Mixed-use - residential, commercial, social enterprise, childcare
- Aspire to net-zero
- Character – each building has its own character
- Universal design throughout to support access for all abilities
- Multi-generational considerations (young to later years)
- Culturally sensitive – Indigenous history, culture as well as the other cultures that call Canmore home
- Thrive more than survive – livable for a lifetime, multi-generational, multi-cultural, a community within a community

Big Ideas

The Advisory Team was asked, if you could do anything on this site, what would you want to see? The outcomes of this discussion helped inform the project's Guiding Principles (listed below) to direct the concept design and for the feasibility analysis to attempt to achieve from a fiscal perspective.

- **Housing:** provide housing all along the non-market housing continuum – including supportive housing for the vulnerable
- **People:** inter-demographic, and a diversity of cultures
- **Spaces:** a destination, pulling people in, social enterprise, community space (interior + exterior)
- **Community:** bring arts, culture, commercial, recreational, homes together in one area – a complete community for all levels of income and range of needs

Needs

The Advisory Team as well as other organizations the project team engaged with were asked what their needs were related to a development like the Moustache Lands. Key needs include:

- Childcare
- Short term parking
- Accessible designated parking
- A range of units from studio units up to 3-bedroom units
- 1 bedroom is high need in the Bow Valley
- 14 residential units for supportive programming (transitional housing, emergency housing etc)
- Multi-purpose community space
- Confidential space – counselling
- Up to 8000 square feet for YWCA communal/counselling space/supportive services

Design Principles

As mentioned above, the big ideas, success aspirations as well as the Palliser ASP informed the creation of five design principles to guide the concepts that were tested with the Advisory Committee and presented at an information session with the public.

A flexible network of Support: The project team has been successful to implement Purpose-built, secure amenity and services for residents acting as a foundation of support. Each building includes Retail and social enterprise uses on the ground floor, with the retail surrounding the central open space. Each building also includes bike storage areas adjacent to residential entries.

Inclusivity, Diversity, Equity & Accessibility: The project team has designed a majority of the residential units and all the common areas as inclusive and accessible, focusing on the removal of barriers to access the site experience that is welcoming regardless of a person's ethnicity, culture, level of ability, or requirement for assistance.

Connection to the Land: The design focuses on fostering connection to the surrounding natural environment through environmentally sensitive design that appreciates the unique siting condition - using open space and building orientation that maintains and celebrates sun exposure and mountain views. The current design consists of four buildings orientated to take advantage of the summer shade and the winter sun. Each building consists of sloping roofs sliding in the opposite direction that creates a shaded communal space on an alternate level. The site is surrounded by mountains views on all directions that plays a vital role in building orientation and articulation.

A Celebration of People & Place: The project team has heard the need of a dynamic, diverse, and healthy environment - a place that thrives and attracts a wide range of people through local business offerings, high-quality public places, and gathering spaces that encourage interaction. Architectural design for the Moustache Lands takes inspiration from Canmore's striking landscape, texture of Rocky Mountains, it's diverse people and rich cultural history. Retail & social enterprise uses surrounding a central open space encourages a vibrant public space within the site.

Walking/Biking as Transportation: The design Encourages vehicle use reduction through purposeful focus on pedestrian first - providing access and circulation throughout the site that is walkable/bikeable, providing a central bike storage area to enhance the vibrant street-level offerings and the presence of people.

Community Information Session

On April 14, 2025 at 6:00 p.m. an online information session was hosted to update the community. There were 27 registrants and 13 that attended the session. The session was recorded and posted to the Town of Canmore YouTube channel for those unable to attend. Topics presented included:

- What a feasibility study?
- Who is involve?
- What has been done so far?
- Next steps in the process.

Time for questions and comments was provided at the end of the presentation. Questions were asked about why commercial space is being included and not all affordable housing, mitigating noise from the highway, whether the feasibility outcome require funding from the Town of Canmore or from other funding sources, how human-wildlife measures would be addressed during construction, if immigrant and ethnocultural communities were engaged in the planning and development process, and how the units might be allocated for those needing support.

Engagement Summary

Advisory Team meetings 1, 2 and 3 included iterations of the feasibility modelling and how it was being adjusted to achieve the aspirations and needs of the Advisory Team member organizations as well as the additional interest holders the consultant team engaged with one-on-one. Influencing much of the feasibility was the functional programming aspirations provided by the YWCA Banff. The final outcomes of the feasibility model will be presented to Council for consideration.



Councillor Updates

DATE OF MEETING: June 17, 2025

Agenda #: E 1

1. Mayor Krausert

- a) Bow Valley Regional Transit Services Commission
 - I defer to Councillor Foubert's report.
- b) Tourism Canmore Kananaskis
 - Nothing new to report.
- c) Emergency Management Committee
 - Nothing new to report.
- d) Human Wildlife Co-existence Roundtable
 - Nothing new to report.
- e) Town of Canmore – MD of Bighorn Inter-Municipal Committee
 - Nothing new to report.
- f) Regenerative Tourism Taskforce
 - Nothing new to report.
- g) Mid-Sized Cities Mayors' Caucus (MCMC)
 - MCMC Mayors and CAOs gathered in Sylvan Lake for meetings on May 22 and 23, 2025. Highlights of the event included approving the MCMC budget for the following year, hearing presentations about Canadian economic outlook, and a panel discussion with 6 MLAs in-person (including Minister of Municipal Affairs and Minister of Transportation & Economic Corridors) and Premier Smith virtually.
- h) Advocacy on Behalf of the Town of Canmore (in addition to MCMC activities)
 - On April 22, 2025, I sent a letter to the Premier, several of her Ministers, and the Executive Council with respect to the Livability Tax Program due to lobbying efforts under way by some to change the rules to undermine this program.
 - On May 9, 2025, I had lunch with MLA Elmeligi (regular update meeting).
- i) Events
 - On May 5, 2025, I attended the Red Dress Day ceremony held in Friendship Park.
 - On May 8, 2025, I attended the BOWDA Luncheon to hear Bruce Graham (Friends of CABR) give an update on the potential of passenger rail.

j) Miscellaneous

- I had to reschedule my regular appearance on Mountain FM with Rob Murray.
- I conducted various media interviews, including: Rocky Mountain Outlook (various items), CBC Radio – Calgary Homestretch (Livability Tax Program); CBC Radio – As It Happens (Livability Tax Program); CBC Radio – Edmonton RadioActivity (Livability Tax Program); CBC TV (Town Centre ARP).
- On May 10, 2025, the Calgary Herald published an Op-Ed I wrote about the Livability Tax Program.

2. Councillor Foubert

a) Bow Valley Regional Transit Services Commission

- New Nova buses are now on local routes!
- New Route 12 has launched for the summer with Grassi Lakes and Palliser stops

b) Community Grants Selection Committee

- Grant applications were received and processed through the BCF's new portal
- Committee meeting on May 27 to finalize decisions

c) Canmore Museum Society

- The Museum welcomed a new board member Bianca Beal
- Stay tuned for new programs and exciting new opportunities at the museum! Our new ED, Lisa Isley, is hard at work to deliver on the museum's vision and purpose. Stop by and say hi!

d) Downtown Canmore Business Improvement Area

- Nothing new to report

e) Subdivision and Development Appeal Board

- SDAB PL2025006 held on May 22, and the appeal was denied.

f) Other points of interest

- Excited to be paired with Andrea Reimer as a mentor through the Municipal Climate Leaders Caucus
- Attended the Alberta Municipal Climate Leaders Caucus and presented on leadership in green building regulations in Canmore
- Attended the AGM for the Chamber of Commerce as well as two other events hosted by Ashton Construction and Mountain FM
- Attended the community Peaks of Grassi Firesmart barbecue
- Attended a memorial hosted by the Filipino community after the Lapu Lapu Festival tragedy
- Attended McHappy Day event at the Canmore McDonald's, which raised funds for the Ronald McDonald House and Hope For Kids charities
- Attended the Pride Flag raising on behalf of Mayor Krausert
- Attended the ABMunis Governance Committee meeting in Edmonton

3. Councillor Graham

- a) Biosphere Institute of the Bow Valley
 - AGM scheduled for June 16.
- b) Bow Valley Wildsmart
 - No meetings.
- c) Canmore Mountain Arts Foundation
 - May 21 Extending Our Reach continues to work with community members.
- d) Other points of interest
 - May 4 Filipino Community Vigil
 - May 5 Red Dress Day
 - May 10 Wildfire Preparedness
 - May 14 Chamber of Commerce
 - May 15 Pride Flag raising
 - May 20 Provincial Boundaries Commission

4. Councillor Hilstad

- a) Canmore Community Housing
 - Please see Attachment 4 for CCH Operations Report for May.
 - CCH is still awaiting clarification on how the Provincial Priorities Act may or may not affect construction mortgages through CMHC.
- b) Canmore Planning Commission
 - I defer to Councillor McCallum's report.
- 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.

g) Other points of interest

- Sea level is not in fact level. The average sea level bulges outward at the equator as this is the area of greatest force generated by the Earth's rotation, making it further from the center of the Earth than it is at the poles. There can also be variation at different locations due to differences in the strength of Earth's gravity.

5. Councillor Mah

a) Bow Valley Waste Management Commission

- The Commission met on May 15th, 2025 and monthly financial updates confirm that the Commission is on firm financial footing. Reserves are well funded.
- There was continued discussion regarding the future of SAEWA and the logistics of a facility within the Bow Valley. We are awaiting additional information from the various member municipalities' admin teams, as well as recommendations from the staff at the Francis Cook Landfill
- Admin presented their new greenhouse gas (GHG) emissions calculator which was developed with BrightSpot Climate. Of note, recycling metal provides the largest reduction in GHG for our landfill.

b) Canmore Community Housing

- I defer to Councillor Hilstad's report for operations summary
- We are currently exploring alternate funding options for 100 Palliser while we await funding from CMHC.
- Ptarmigan Point, our new development in Stewart Creek is progressing steadily. Occupancy for the first building is expected sometime this summer 2025.

c) CAO Performance Review Committee

- Nothing to report

d) Cultural Advisory Committee

- The CAC met on Monday April 28th, 2025 and received a presentation from the Hatlie Group. They have been hired by the town to formulate a strategy on how to manage Canmore's public art collection. Stay tuned for their report.
- The installation of Alva Gallagher's sculpture on Main St has occurred. It is a beautiful, thought-provoking sculpture depicting glaciers. Look forward to an expansion of the street mural from the WKNDERS over the coming weeks which will complement Alva's work.

e) Emergency Management Committee

- I defer to Mayor Krausert's report

f) Other points of interest

- On Thursday April 15th, attended the Pride Flag raising at the Civic Centre. There were a host of incredible speakers. A highlight was Mac's Slam Poetry poem depicting the personal challenges of growing up in our society.

6. Councillor Marra

- a) Assessment Review Board
 - Nothing new to report.
- b) Bow Valley Regional Housing
 - Please see Attachments 1-3 for the BVRH Updates.
- c) Bow Valley Waste Management Commission
 - Nothing new to report.
- d) Canmore/MD of Bighorn Intermunicipal Committee
 - Nothing new to report.
- e) Canmore Public Library
 - Nothing new to report.
- f) Southern Alberta Energy from Waste Association
 - Nothing new to report.
- g) Subdivision and Development Appeal Board
 - Nothing new to report.

7. Councillor McCallum

- a) Assessment Review Board
 - ARB is gearing up for hearings being held in June and in September.
- b) Bow Valley Regional Housing
 - I defer to Councillor Marra's report..
- c) Canmore Planning Commission
 - The Planning Commission approved the following application:
 - PL20250172 Altitude at Three Sisters
 - 500 Cascade Drive
 - Lot 6, Block 24, Plan 241 0460
 - Development Permit Amendment to Revise Amenity Space and Include Spa Area
 - Variances being requested: None
- d) Canmore Community Housing
 - I defer to Councillor Hilstad's report
- e) Other points of interest
 - May 10th – I attended the Wildfire and Emergency Preparedness Day at the Canmore Fire Hall.
 - May 15th – I attended the Pride Flag raising at the Civic Centre.



Regular Board Meeting Minutes
Thursday, April 24, 2025, 10:00 a.m.
Bow River Seniors Lodge, Canmore AB

PRESENT: Karen Marra (Chair), Lisa Rosvold, Joanna McCallum, and Ted Christensen

TELECONFERENCE: Chip Olver, and Don Beaulieu

ALSO PRESENT: Ian Wilson (CEO), Greg Hutchings (Operations Manager), and Jennifer Comighod (Client Services Manager)

REGRET: Kateri Cowley

1. CALL TO ORDER

Chairperson K. Marra called the meeting to order at 10:14 a.m.

2. ADOPTION OF AGENDA

Motion 25-015: L. Rosvold to approve the agenda. Carried unanimously.

3. APPROVAL OF THE MINUTES

Motion 25-016: L. Rosvold to approve the minutes of January 23, 2025, the regular meeting of the board and March 27, 2025, with the amendment of 13.a Permanent Rooftop Mounted Sprinkler Project: report provided and discussed. Motion 25-010: T. Christensen to approve the permanent rooftop mounted sprinkler project as recommended, with a maximum budget of \$250,000. Carried unanimously.

4. COMMITTEE REPORT

a. Personnel Committee

Motion 25-017: L. Rosvold to take the meeting in camera. Carried unanimously.

Motion 25-018: J. McCallum to take the meeting out of camera. Carried unanimously.

Motion 25-019: J. McCallum to approve the Annual CEO Performance and Development Review as amended. Carried unanimously.

b. Policy Committee: verbal report provided and discussed

5. CAO REPORT

a. 2025 Municipal Requisition: report provided and discussed.

Motion 25-020: T. Christensen to accept the report as information. Carried unanimously.

b. 2025 Social Housing Budget: report provided and discussed.

Motion 25-021: J. McCallum to accept the report as information

c. This is Home Redevelopment: updates provided and discussed.

6. NEW BUSINESS

a. Cascade House Market Rental Units: updates provided and discussed

Motion 25-022: T. Christensen to accept the report as information. Carried unanimously.

D. Beaulieu left the meeting at 11:13 a.m.

7. CORRESPONDENCE AND INFORMATION

a. April 2025 BVRH Bulletin: presented and reviewed.

b. April 2025 Occupancy and Waitlist Report: presented and reviewed.

Motion 25-023: K. Marra to accept the April 2025 BVRH Bulletin and April 2025 Occupancy and Waitlist Report as information. Carried unanimously.

8. **DATE AND LOCATION OF NEXT MEETING**


- a. **Regular Meetings of the Board:** May 15, 2025, starting at 10:00 a.m. in Bow River Lodge, Canmore.

9. **ADJOURNMENT**

Motion 25-024 K. Marra that the meeting adjourns at 11:17 p.m. Carried unanimously.



Karen Marra, Chairperson



Ian Wilson, CEO

MINUTES PREPARED BY: Jennifer Comighod, Client Services Manager

Monthly Bulletin

May 2025



NEWS, DNITIATOVES, AND EVENTS

Independent Seniors Apartments Opened in Banff

BVRH has officially launched its new **Cascade House Independent Seniors Apartments** program, offering four market-rate rental units on the top floor of Bow River Lodge in Banff. The initiative aims to help address the need for independent seniors housing while optimizing the use of available space within our existing infrastructure. Rental rates have been set at lower-end of market and include in-suite laundry and options for a cable package and underground parking.

Rent Supplement Program

The Rent Supplement Program is funded exclusively the Government of Alberta. They have increased the budget by 25% in 2025, allowing us to increase the monthly supplement maximum and help even more families afford their rent in the region.

Permanent Rooftop Sprinkler Project

We have completed the installation of these critical wildfire prevention systems at all our seniors' housing sites and will test them on May 13. These systems create a protective wet zone to reduce ember ignition, lower surrounding temperatures, and act as a fire break—all while using less water than a typical household consumes daily. This investment significantly improves site defensibility, even during evacuation. As Don Kufahl of the Gunflint Trail Fire Department once noted after a major wildfire in Ham Lake: "The buildings with sprinklers are still there. Those that didn't have them are gone."

Continuing Care Wing Occupancy

The first floor continues to fill at a measured pace. As of writing 60% of the spaces are occupied and we anticipate full occupancy this year. We, along with our partners SE Health have proven that employee housing is key to maintaining the staff levels required to operate the care facility; BVRH has recently increased the number of double-occupancy employee housing spaces from four to seven.

Major Renovation Planned for Woodlands

The province has approved the replacement of all windows and exterior stucco, which will significantly improve the sustainability of the housing.

PROGRAM OCCUPANCY RATES

Bow River Lodge - SL	100%
Bow River Lodge – CCHTB	78%
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 ongoing, stubborn uncertainty in the interest rate markets, rising construction costs and challenges aligning GOA and CMHC funding, as well as funding program requirements, we will not submit our proposal to Alberta Seniors, Community, and Social Supports until the next round later in 2025. Upon consultations with senior staff from the Ministry and housing consultants, we will revise some components of our proposal and provide more detail for others. Our proposal will be reinforced with an enhanced business case in development in collaboration with a broad-scale construction and design firm, who are lending us their expertise on a voluntary basis. Meanwhile, we have applied for CMHC seed funding to advance our planning to get to constructions-ready status.

These projects 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 13,700 square kilometers that has two towns and seven hamlets that contain approximately 27,000 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 140 residents.
 - The Continuing Care Home Type B with Secure Space wing at Bow River Lodge in Canmore delivers 24-hour care accommodations to the region through sixty suites that provide appropriate care and accommodation to our most vulnerable seniors.
 - Cascade House in Banff has four apartments for independent 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.
- Employee housing units in Canmore include eight double-occupancy units.
- Rent Supplement Programs currently provide financial assistance to approximately 70 households in the Bow Valley.
- 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 sixty 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

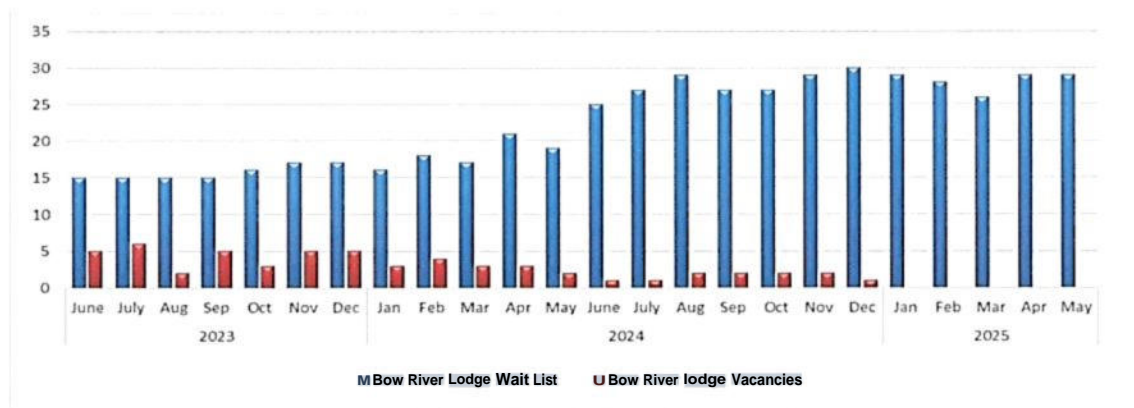


May 2025 Occupancy & Waitlist Report

Bow River Seniors Lodge in Canmore

Occupancy and waitlist as of May 06, 2025:

- The lodge has sixty-three residential suites.
- Of those suites, fifty-eight are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include the following:
 - Three are utilized as storage or amenity space.
 - Two are being rehabilitated (one was a former office).
- 100% of the habitable suites are occupied or awarded pending move-in.
- Twenty-nine candidate households are wait-listed, and most are not ready to move in.



Bow River Seniors Lodge – Continuing Care Home Type B (formerly Designated Supportive Living - DSL) in Canmore

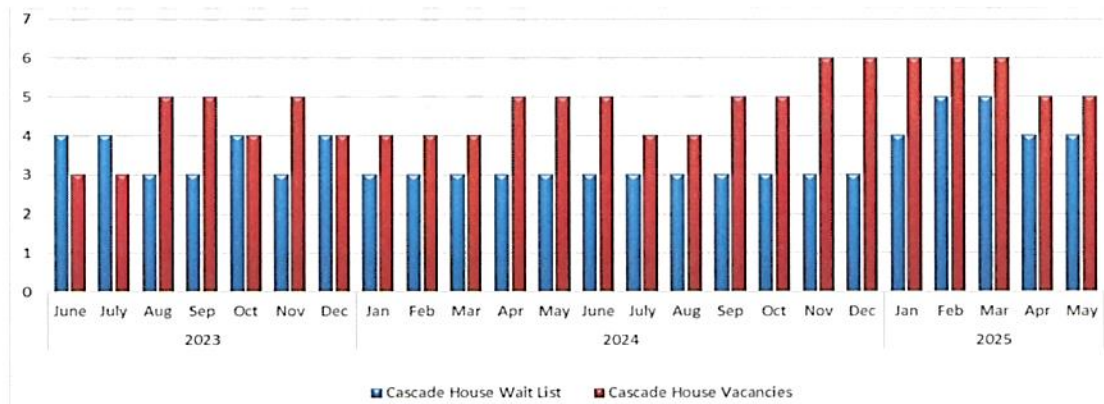
Occupancy as of May 06, 2025:

- There are sixty units in Continuing Care Home Type B.
- First floor – Type B (Secure Space) has thirty units at 67% occupancy.
- Second floor – Type B (formerly DSL4) has thirty units at 90% occupancy.
- AHS controls the admissions process; we are not privy to the waitlist information.

Cascade House (Seniors Lodge) in Banff

Occupancy and waitlist as of May 06, 2025:

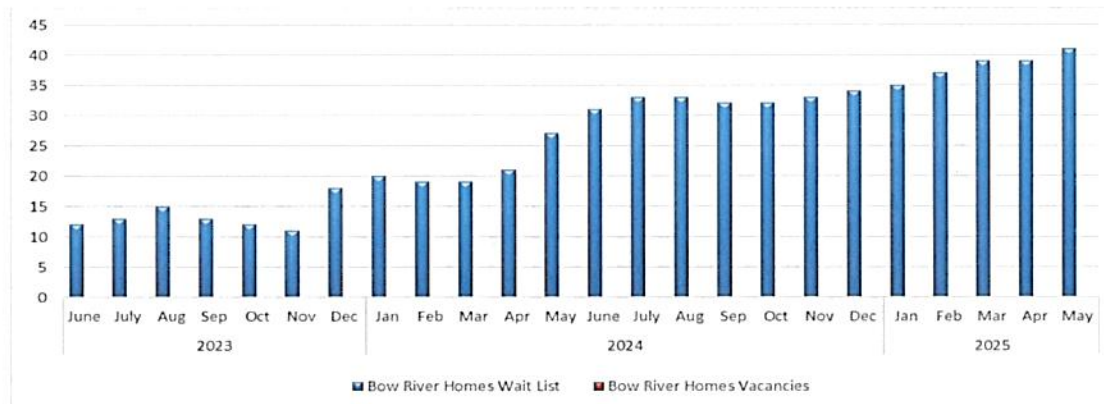
- The lodge has twenty-two residential suites.
- Of those suites, nineteen are occupied or available for occupancy.
- The other suites are not available for occupancy. They are not captured in the chart below, but include the following:
 - Three are being rehabilitated.
- 74% of the habitable suites are occupied or awarded pending move-in.
- Four candidate households are wait-listed, and all of them are not yet ready to move in.



Bow River Homes (Seniors Self-Contained) in Canmore

Occupancy and waitlist as of May 06, 2025:

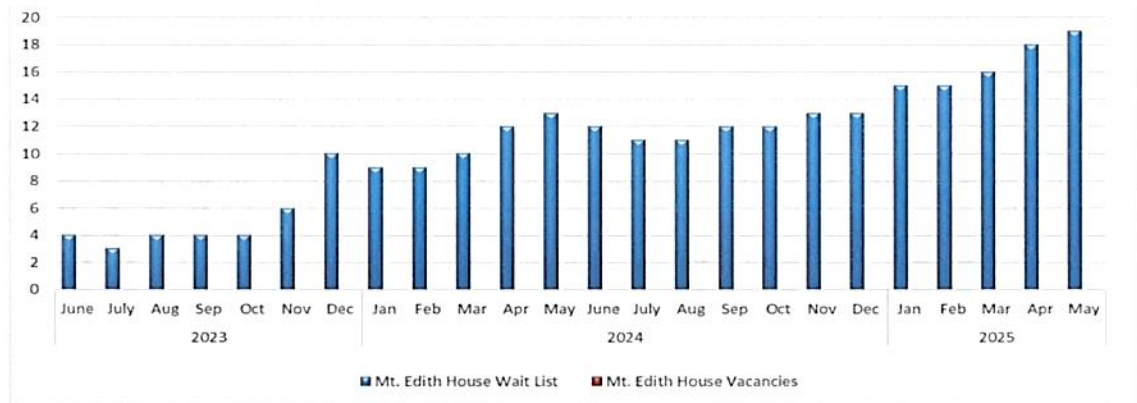
- The project has twenty-eight self-contained residential units.
- 100% of the habitable units are occupied or awarded pending move-in.
- Forty-one candidate households are wait-listed.



Mount Edith House (Seniors Self-Contained) in Banff

Occupancy and waitlist as of May 06, 2025:

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



Community Housing Projects in Canmore

Occupancy and waitlist as of May 06, 2025:

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



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

Occupancy and waitlist as of May 06, 2025:

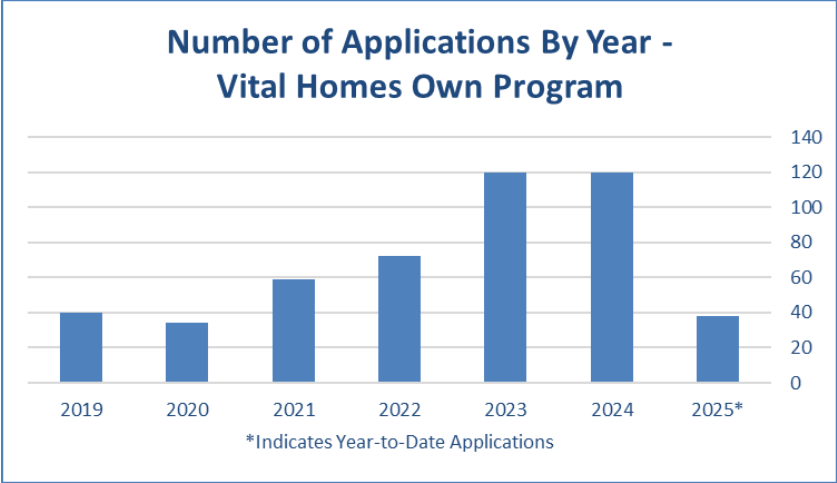
- A monthly budget of \$47,134.25.
- Providing financial subsidies to seventy-two active client households.
- Twenty-two candidate households are wait-listed.
- The monthly subsidy totalled \$38,790.00, averaging \$539.00 per client household.
- Of our active RS client households:
 - 58 live in Canmore
 - 10 live in Banff
 - 1 lives in Deadman's Flat
 - 3 live in Exshaw

Housing Operations

The Vital Homes Ownership program saw one new listing right at the end of April, and it was a significant one for CCH administration as this was the final unit of the 17 that CCH had acquired several years ago as part of bringing in the Wolf Willow Condominium (formerly the Mountain Haven Co-operative) into the Vital Homes program. This now means that all 45 units at Wolf Willow have officially become part of the Own program and we are excited to see another member of our waitlist soon join our list of leasehold owners! Our final contract for Ptarmigan Pointe was signed in April, and conditions were removed in early May meaning that this project is now 100% sold, which was extremely exciting for the CCH Administration team! The strong pace for new applications for both Vital Homes Programs continued in April, with the Rental program alone seeing 25 new applications. CCH Administration also continued to work through the minor technical issues of the Arcori launch and to refine processes to improve the experience for waitlist members for the future and is looking to implement the system for new application submissions in June 2025.

CCH OPERATIONS REPORT								
April 2025								
	OWN Program		RENT Program					
Wait List:	320	+4 over last month	253			+31 over last month		
Applications YTD:	38	+5 over last month -8 over same time last year	74			+25 over last month -2 as same time last year		
Applications Received/Processed 2024:	120		147					
Current Occupancy:			100%	Hector			100%	McArthur
Total Vital Home Units:	173	2 conditional sales	60				48	
Turnover YTD:	2%	4	5%		3		4%	2
Turnover 2024:	6%	11 sales (19/173)	5%		3 Units (3/60)		6%	3 units (3/48)
↑ Above numbers updated as of April 30, 2025 ↑								

Vital Homes Ownership Program

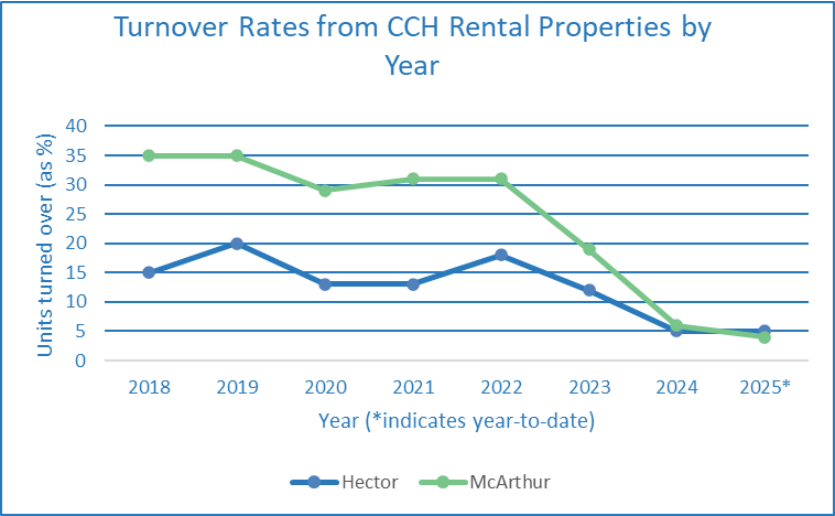


Following the trend from last month, new applications for the Vital Homes Ownership program dropped again in April, with only 5 new applications during the month. Despite this, after one full quarter of the year the pace of new applications is still very close to what CCH Administration has seen in the past two years. April also saw a relatively low turnout for the online Information Session compared to most months, however we can report that the May session was back to normal levels, so this may have been an outlier.

One sale for a Vital Homes resale listing closed in April, with another planned closing deferred until early May, and just one new listing for sale coming on at the end of the month as noted above. Given historical trends, we would expect that resale listings will slow down as we get into the summer though we hope that we will have more opportunities than we saw in the second half of 2024, where only a single resale listing came to market from July to December.

Vital Homes Rental Program

With no tenancy turnovers in the month of April (though one unit will become available on May 1) and the aforementioned 25 new applications during the same time, the wait times for units in our Vital Homes Rental program are likely to continue to increase. The total number of waitlist applicants will likely adjust a bit downward over the next month as we complete the eligibility renewal process for our March and April waitlist members (as is typically the case), CCH Administration would still expect that the total numbers of households waiting for a unit in our



program will be well over 200. Having another high month of new applications has also brought the pace to almost the exact same as last year, with 74 applications having been received in the first quarter of 2025. While tenancy turnover rates are higher than last year (5 move-outs this year vs. 6 for all of 2024), and CCH administration does know that some tenants that have purchased units at Ptarmigan Pointe and will be moving later this year, we do not anticipate much more than close to a 10% turnover rate for 2025, which as noted above is still well below average for the years prior to 2023.

Canmore Rental Statistics for 2025

Canmore Rental Statistics for 2025		Jan.	Feb.	Mar.	Q1 Averages
1 Bedroom	Average	\$ 2,428.33	\$ 2,575.00	\$ 2,200.00	\$ 2,401.11
	Median	\$ 2,410.00	\$ 2,575.00	\$ 2,200.00	\$ 2,410.00
	Units Available	6	3	4	4
2 Bedroom	Average	\$ 3,163.57	\$ 3,515.83	\$ 3,029.25	\$ 3,236.22
	Median	\$ 3,500.00	\$ 3,497.50	\$ 2,950.00	\$ 3,497.50
	Units Available	7	6	9	7
3 Bedroom	Average	\$ 4,125.00	\$ 4,847.50	\$ 4,650.00	\$ 4,540.83
	Median	\$ 3,775.00	\$ 4,945.00	\$ 4,650.00	\$ 4,650.00
	Units Available	4	4	2	3
4+Bedroom	Average	\$ 3,575.00	-	\$ 5,250.00	\$ 4,412.50
	Median	\$ 3,650.00	-	\$ 5,250.00	\$ 4,450.00
	Units Available	4	0	1	2
Summary Total		21	13	16	17

Though inventory remained limited in April, the average and median market rental rates for 1-bedroom units did see a drop relative to the first quarter of the year's averages, though the same could not be said for 2- and 3-bedroom rates, as noted in the chart above. While the numbers will not be reported until next month's Operations Brief, CCH has already tracked a higher volume of offerings for May across most unit types and expect to see the highest volume of available properties for the year though whether this leads to decreased market rental rates remains to be seen. 3-bedroom units have seen the most upward pressure on rates in 2025, as inventory is quite limited compared to the same period last year, and this is even more true for 4-bedroom units which have seen very limited numbers after January.

Rental statistics have historically been recorded by CCH administration on a weekly basis by reviewing local property management websites and online resources such as RentFaster and Kijiji, with every care taken to not include those listings that may only be 30 days in length (the minimum required to qualify for a long-term rental in Canmore). While these sites are not reviewed daily, CCH administration is confident that the statistics recorded are providing a good depiction of market rates in the Canmore area.

Asset Management

Given the time of year and in consideration of the fact that CCH is not planning any significant maintenance work on our existing rental buildings for 2025, the focus continues to be addressing any short-term maintenance issues that have arisen. Some follow-up work on the concrete project at the Hector at Palliser may be required in the Spring, but PEKA continues to effectively work with the contractors that worked on the project last year on immediate issues, and to keep CCH advised of any other maintenance matters that require our more direct involvement.

Housing Development

CCH has been actively pursuing the development of new housing inventory for the CCH ownership and rental programs. This is an involved, multi-stage process and includes preparing applications with technical studies and design development, to gain approvals with the Town for land use bylaw amendments, approval for Development and Building permits and securing funding and a variety of grants.

205 Stewart Creek Rise – Ownership Townhouse Project

The interiors of the South Building units are progressing with finish carpentry, cabinetry, countertops, and flooring all underway. Final mechanical and electrical items are getting completed in some of the units.

Roofing is nearing completion on the North Building. Interior framing has been completed while gypcrete pours and mechanical/electrical rough-ins are ongoing.

Exterior work is focused on framing of exterior decks in the courtyard area between the two buildings. Vinyl decking install has started on the south side of the South Building.




205 Stewart Creek Rise is an 18-unit townhouse new residential project that will add inventory to the Vital Homes ownership program. There will be 10 three-bedroom row houses (each roughly 1,450 sq ft with attached garage) and 8 two-bedroom stacked townhouses (ranging from 780 – 840 sq ft with surface

parking and dedicated, covered storage). The CCH Development team is working with Ashton Construction Services and Montane Architecture in an integrated framework to expedite the project.

100 Palliser Lane - Purpose Built Rental Development

The Notice of Decision for the Development Permit application has been posted. A variance has been granted to allow flexibility on architectural design which was needed to optimize building energy performance and adhere to near net zero energy targets as required under the Palliser Trail ASP.


Design drawings are at a level near construction-ready and energy modelling report has been prepared ahead of the Building Permit submission. All energy inputs have been analysed to optimize building performance to achieve a high green building standard.


NOTICE OF DECISION


Something different is coming.

PL20240204

File Reference





Development has been approved for this site.

A Perpetually Affordable Housing project has been approved by the development authority. This application does not comply with the Town's Land Use Bylaw and requires the following variances:

- Variance to architectural character requirements of Section 11 of the Land Use Bylaw

100 Palliser Lane

For questions or comments, please contact:
 Anika Drost at 403.678.8943
anika.drost@canmore.ca

To appeal: Submit a Notice of Appeal application form and appeal fee within 21 days from the date this notice was posted.
 Visit canmore.ca/sdab for more information.



100 Palliser Lane will be a 144-unit purpose built rental complex located in the Palliser area on the north side of the Trans-Canada Highway. This project will fill a significant demand in the rental housing program and will include two buildings: one 6 storeys and one 4 storeys. Underground and surface parking will be provided along with on-site amenity areas, permanent and dedicated bicycle storage and landscaping. This project is in detailed design development and CCH is working with Prime Architectural Consultant, GGA Architecture, and pre-construction partner, Ledcor Construction Inc.

Administrative Update

DATE OF MEETING: June 17, 2025

Agenda #: F 1

A. CORPORATE STRATEGIC TEAM

1. CAO

- Attended the 2-day Mid-Sized Cities Mayors Caucus meeting in Sylvan Lake with Mayor Krausert.
- Attended the Canadian Association of Municipal Administrators Conference.
- Attended the Federation of Canadian Municipalities Conference.
- Participated in an internal Emergency Management exercise practicing for an event with the Cougar Creek structure.
- Met with the CAO from the Goodstoney First Nation to discuss establishing a relationship agreement.
- Working relationship meet and greet with the CAO of Kananaskis Improvement District (KID).
- Attended Indigenous Cultural Awareness training.
- Ongoing regular meetings with CCH, Partners for Affordable Housing, artsPlace Extending Our Reach Steering Committee.
- Will meet offsite with Corporate Strategic Team (CST) for teambuilding work later this month.
- Preparation for orientation of Council post-election is underway.
- The Q2 update from Partners for Affordable Housing is attached as Attachment 1.

2. Legal

- The group who filed the Judicial Review of the Division of Class 1 Property Bylaw have filed an appeal of the Court of Kings Bench decision with the Court of Appeal. The earliest hearing dates are in January or February of 2026. This bylaw establishes the Primary Residential subclass for property assessment and taxation in support of Livability programs.
- The Code of Conduct for Elected Officials has been repealed by provincial Bill 50 which received royal assent on May 15th. No Council resolution is required to repeal the bylaw. Administration has removed the Code of Conduct from the list of active bylaws.
- The code of conduct parts of the Committee Eligibility and Code of Conduct Bylaw [2024-21] are also repealed by Bill 50. Administration will bring a proposed housekeeping amendment to Council remove the repealed sections.
- Also under Bill 50, municipalities must amend any bylaws that set procedures for Council meetings and Council committees within 6 months of any Ministerial Order that sets these procedures. Administration will monitor this new need.
- The sale of a housing unit to the Town for less than market value in exchange for a tax receipt has closed. A sale of the unit from the Town to CCHC is underway.
- The Road Closure Bylaw 2024-17 for the Teepee Town Right-of-Way pilot project has registered. The sale of the lands to an adjacent developer on Mountain Avenue is underway as approved by Council.

B. MUNICIPAL SERVICES

1. Community Social Development

- The Family Connection Centre is gearing up for summer programming, including Connect Outdoors (formerly known as Adventure Club). This program provides children/youth with a fun social program aimed at building children's social and emotional development.
- The Safe Park program is operational for the fifth consecutive summer. Programming dates are May 1- September 30. Two locations are currently in use (the gravel pan-handle lot behind Save-On Foods and the Canmore Recreation Centre). As of May 28, 35 of 50 (70%) spots are occupied.
- Community Volunteer Income Tax Program (CVITP): According to research by Vibrant Communities Calgary filing taxes has the single greatest impact on poverty reduction for Canadians. Numerous federal, provincial, and municipal supports become available once personal income taxes are filed. To date in 2025, 8 volunteers and one FCSS Program Coordinator have completed 322 tax returns resulting in \$1,260,687 in benefits realized locally. The program will continue to complete taxes for those that qualify. As part of this effort the FCSS Program Coordinator hosted two Super Clinics locally, with support from CRA/Service Canada representatives. The FCSS Coordinator also attended two Super Clinics in Mini Thni, providing tax preparation support.
- Community Food Cupboard: During COVID, FCSS had a role in meeting 'immediate food' needs for community members. The FCSS mandate is social prevention, and the Government of Alberta Regulation specifically restricts basic needs support, so all food and grocery cards distributed by FCSS were funded by other local agencies. FCSS continued to meet their prevention mandate by offering information and referral to folks that came to the office seeking food, to ensure they were well connected to all the other resources in the community. In the aftermath of COVID, FCSS continued to provide 'immediate food' support along with information and referral. In the fall of 2024, FCSS assessed the effectiveness of the current system. Food insecurity is increasing for many in the community that are not frequenting FCSS, and second, folks accessing immediate food needs at the FCSS office are primarily unhoused or precariously housed people that come to access food multiple times a week (peaking at 64 visits in the month of August). Repeat visitors resulted in FCSS struggling to provide information and referral services, hence the service no longer aligned with the mandate. To meet the needs of the community and FCSS a shift in delivery model was required.

FCSS initiated a community development initiative, inviting the Bow Valley Food Bank (BVFB), the Homelessness Society of the Bow Valley (HSBV), and the Bow Valley Food Alliance to discuss how to reconfigure access to 'immediate food'. The resulting pilot project (May 26, 2025 – November 1, 2025) is called the Community Food Cupboard. The Cupboard opened May 26th, at the Canmore Community Housing offices, where HSBV is also utilizing office space. The cupboard has non-perishable food (provided by BVFB), community resource pamphlets, and access to an Outreach Worker (thanks to a grant from the Banff Canmore Foundation) and is open four times a week for four hours each shift. As this is a pilot project, the partnership group will be evaluating and adjusting throughout the implementation phase, with the goal of having an ongoing model at the conclusion of the pilot.

2. Recreation Services

- Registration for summer day camps and youth programs is well underway. To date, Campership is supporting 42 kids, across 30 families. The approved Campership budget is \$7,000, with the current allocated total at \$6,750.
- In addition to the 2025 Campership budget of \$7,000, Recreation was successful at securing an \$1,500 for Campership through the Canmore Rotary Community Grant Program.
- Recreation has extended Affordable Services Program support to 'Tier Two' cardholders. Tier Two provides 1 week of camp at a 50% discount, while Tier One provides one week at no charge.
- Recreation hosted an ice allocation meeting on June 11, 2025, for the up-coming 2025/26 season. Some youth groups requested additional ice time, while some adult recreational ice users noted their desire for earlier start times.
- Throughout the summer, Elevation Place will continue to support the Shower Pass Program which is administered by FCSS to Safe Park and vulnerable populations.
- Recreation has completed our seasonal recruitment, providing employment for 18 young adults/students over the summer months.

3. Fire-Rescue

- Administration has been informed that three Forest Resource Improvement Association (FRIAA) grant applications have been successful:
 - CNC East Fireguard Construction – \$992,000.00
 - CNC West Fireguard Construction – \$882,000.00
 - Funding Increase for Stoneworks West, East Park Gates, Harvey Heights – \$527,549.00
 - Total Approved: \$2,401,549.00
 Administration will bring related capital budget amendments to the July 8th Regular Business Meeting for approval.
- Administration was informed that its application for the Intact Insurance Grant of \$200,000 was approved. Under the grant, \$100,000 is allocated towards updating roofing on Town of Canmore critical infrastructure and \$100,000 to launch a resident roof replacement incentive program. Capital project approvals will be brought to Council for approval before November 2025.
- Larch FRIAA Fuel Modification project has now been completed in its entirety.
- Hosted a regional training session with FireSmart Canada to certify staff to complete Neighbourhood Recognition Program requirements.

4. Protective Services

- On May 10, 2025, a Wildfire and Emergency Preparedness Day was hosted at the Canmore Fire Station. The Directors of Emergency Management from the Town of Canmore and Town of Banff were available to answer community members' questions related to evacuation and emergency preparedness. The event also highlighted information regarding FireSmart activities in both Canmore and Banff, the Bow Valley Community Fireguard, a demonstration of the Structure Protection Units from the Town of Canmore and MD of Bighorn, information from Alberta Wildfire and Parks Canada, and information from Fortis regarding their Public Safety Power Shutoff program.

- The Director of Emergency Management, Deputy Fire Chief, and Acting Manager of Engineering attended TransAlta's dam safety orientation on May 14. This session provided information regarding TransAlta's emergency plans and offered a tour of the Spray facilities.
- Continued participation in planning for the 2025 G7 Summit has been occurring since a related emergency management exercise held May 7 and 8. Regional collaboration and cooperation has ensured timely information sharing amongst regional emergency management partners. This has provided an opportunity to increase coordination and collaboration for any disaster that may impact the region and has solidified strong working relationships among the different jurisdictions and critical infrastructure partners.
- The Canmore RCMP and Municipal Enforcement department hosted a Bike Index event at the Protective Services Building on May 18, 2025. This event was supported by Outside Bike and the Bow Valley Bike Guy who provided free bike safety checks on site. The Bike Index is a valuable tool to help reunite stolen bicycles with their owners. Bike owners can sign up at <https://bikeindex.org> and add the serial number and description of their bicycle to the database. If the bike is stolen or lost, police and peace officers can easily identify the owner of the bike and ensure it is returned.
- The RCMP's positive ticketing campaign has kicked off in June and will again focus on safe multi-modal transportation on roadways and pathways.

5. Economic Development

- The Lunch and Learn program for businesses, under the umbrella of the Canmore Business Association, launched in May with a total of 55 people registered for in-person and online participation. Innovate Canmore organized the first session in partnership with Alberta Innovates. The June session, organized by the Job Resource Centre, focused on key components of an HR system. The Lunch and Learn sessions are a recommendation from the Labour Market Recruitment and Retention Strategy.
- Manager Eleanor Miclette spent a week in Jasper and the area as part of a Tactical Assistance Team with Economic Developers Alberta to support economic recovery for the region, post-2024 wildfires. The learning and recommendations from this work will be available to Canmore to continue to advance our work in economic resiliency and recovery strategy development.
- **Arts and Culture:**
 - Public Art: *Glacier* by Alva Gallagher was installed on Main Street on May 15 and will remain on display until mid-October. The *WKNDRS* ground mural installation on Main Street is now complete. *Indigenous Perspectives*, an exhibition at the Three Sisters Gallery, runs June 4–October 6 and launches a Town-led series of events in support of National Indigenous History Month.
 - The Town of Canmore is recognizing *National Indigenous History Month* with a series of events and programs throughout June, developed in partnership with Indigenous and local groups. These activities promote learning, celebration, and community in the spirit of respect, reciprocity, and truth. Full details: www.canmore.ca/NIHM
 - Canada Day Parade – July 1, 2025. Registration is open for the 2025 Canada Day Parade. This year's theme is "*Wild and Free*"—a tribute to the flora and fauna of the Canadian Rockies. Community groups, businesses, and organizations are encouraged to participate. Learn more and register: www.canmore.ca/canadaday

- Community Events: A total of 26 events are planned to take place between mid-May and the end of October 2025, with event permits currently in progress. The *Canmore Mountain Market* is already underway, bringing weekly activity to the downtown core. Returning favourites such as the *Canmore Folk Music Festival* and *Highland Games* will once again bring the community together, while new events like *St-Jean-Baptiste Day* (June) and the *Ukrainian United Fest* (August) highlight Canmore's growing cultural diversity. These events reflect strong community engagement and contribute to a vibrant and inclusive event season.

C. CORPORATE SERVICES

1. Human Resources

- While we are temporarily reducing our commitments while hiring into team vacancies and during a phase of team realignment, we continue to maintain some facilitated training in support of business plan priorities around Reconciliation, Equity, Diversity and Inclusion (OKR G3/O1/KR1), and mental health/resiliency.

Scheduled training for May included:

- New Employee Orientation – facilitated by HR
- May 6 – Foundations of DEI – facilitated by Harmony@Work
- May 8 – Indigenous Cultural Awareness 1.0 – facilitated by SevGen

Scheduled training in June includes:

- June 5 – Transformative Conversations – facilitated by Harmony@Work
- June 10 – Indigenous Cultural Awareness 2.0 – facilitated by SevGen
- June 17 – Foundations of DEI – facilitated by Harmony@Work
- Planning is underway in collaboration with the Communications team for the Town's employee General Assembly in June.

2. Finance

- 2025 Financial Update through April (see Attachment 2). For presentation purposes, while the results are as of April, Administration has included the Livability Budget Amendments as approved on May 27.

Highlights from the Report:

Engineering and Planning and Development:

- Permits and Fines – Although revenue is currently trending below budget, building permits and development application activity is expected to pick up over the next few months.

Facilities:

- Supplies and Energy – Natural Gas is projected to have substantial savings by year-end due to the removal of the Federal carbon tax.

Public Works:

- Contracted Services – Decreased due to savings in snow and ice control costs from overall less snow accumulation than some other seasons.

Other Identified Trends:

- Within Paid Parking, Admin and General Services have increased from the results of the new co-ownership agreement with the Rocky Mountain Heritage Foundation (RMHF) regarding Quarry Lake. The 2023 and 2024 actual annual payment calculations were higher than estimated accruals. The 2025 amount will be determined at year-end and will further contribute to the budget variance, which would reduce the transfer to the ITMR Reserve at year-end.

3. Communication

- We will be doing a combined advertising approach for the 2025 municipal election with the Town of Banff and the MD of Bighorn. The first of these advertisements started in June seeking election workers.
- Members of the team participated in the RECC G7 training in May, as well as the Cougar Creek commissioning exercise in May. Each of these training opportunities allows for refinement of the Information Officer Guide process, as well as refining how we will work with our regional communications partners in the event of an emergency.

4. I.T.

- IT has completed the migration of the Finance system from on premise servers in the Civic Center to the Microsoft Azure cloud computing platform. This is the last critical line of business application to be migrated. By migrating our key infrastructure to the cloud platform the town can realize greater security, resiliency and disaster preparedness.
- With the finance system migration complete we will now be turning our attention to commencing procurement process for a new financial system as the existing one goes end of life in 2029.

5. Municipal Clerk

- Election worker recruitment launched on June 5 and we are aiming to have all workers hired by the end of August. In addition to the usual contingent of deputy returning officers and information officers, we are looking for up to 56 additional people to count ballots after the polls close on October 20. For more information visit <https://www.canmore.ca/your-government/council/elections/election-workers>.

D. MUNICIPAL INFRASTRUCTURE**1. Engineering Services**

- Construction Completion Certificate was issued for the Cougar Creek Debris Retention Structure on May 14. This facility is now fully operational.
- Bow Valley Trail Construction: Substantial completion on Bow Valley Trail improvements is expected by end of June.
- Engine Bridge Rehabilitation: Rehab work is planned on the Engine Bridge and two other Spurline bridges from August 2026 to March 2027. Schedule to be confirmed based on regulatory requirements.

2. Facilities

- Operational Updates:
 - 1st Canmore Scouts have informed the Town that they are closing operations and will not renew their lease at the Scouts Hall. They have provided programming to the youth of Canmore from this location since the late 1960s. The space will be re-allocated using the Town's space allocation process.
 - Public washrooms have been re-opened for the season.
 - Heliport Committee met on April 28th, and voted in favour that Alpine Helicopters is working within the terms of Schedule C.
- Seniors Centre Foundation Protection & Accessibility Improvement (7414): The contract has been awarded, and implementation is planned this summer.
- EP Flooring Refurbishment (7409) - Procurement is in progress with implementation planned later in the year.
- EP Water Slide Area Repairs (7376) - The slide has been operating well since it was re-opened; however, water has been observed in the basement again and was expected. A water leak investigation report was commissioned and submitted with recommendations for implementation. During the annual shutdown of the aquatic centre in September, the lower section of the slide will get removed to allow the area to have tile removed, base concrete water-proofed, and retiled. Procurement for this work is in progress.
- Roundhouse – Kitchen Refurbishment (7416) - Construction contract has been awarded. Implementation is expected over the summer and into the fall with mitigations in place to minimize disruption to occupants.

3. Public Works

- Solid Waste Services
 - Compost Giveaway – This year was another great success. The event celebrates and encourages increased use of the Town's neighbourhood food waste bins by providing residents the opportunity to use some of the finished compost produced by their efforts to divert food waste. 358 residents registered and over 60 cubic metres of compost was taken. In comparison in 2024, there were 170 registrants and 40 cubic metres of compost was distributed.
 - A bid proposal was submitted to continue to be a recycling processor for EPR beyond our current contract that ends in Oct 2026. Results from the competition should be known by fall 2025.
 - Community Clean up – 12 community groups signed out the litter picking supplies this spring. Each group had between 10 and 50 volunteers. The volunteers helped litter pick Canmore's trail systems and parks.
- Utilities
 - Regulatory: No contraventions to report.

- Unidirectional Flushing Program (UDF): EPCOR began a flushing program of the water lines. The UDF technology utilizes filters to clean the water instead of traditional methods that discharges water overland, reducing pressure on the water treatment plants.
- Sustainability
 - The Municipal Climate Change Action Centre (MCCAC) funded Municipal Energy Coordinator (MEC) position started working with the Town in early April 2025. The position has completed energy benchmarking for all key municipal facilities and a billing analysis to help determine cost saving for future energy upgrades. The MEC will be working to complete Walk-Through Audits of Town facilities, develop an Energy Corporate Directive and complete an Energy Management Plan in the coming months.
 - Sustainability staff are participating in several working groups and/or cohorts to learn and share information across the country and to stay up to date with the most recent science and climate approaches. These working groups are all free to participate in and will result in various deliverables or outcomes that will support the Town's climate action goals:
 - AssetAdapt+ Cohort – Canadian Society for Civil Engineering and the Climate Risk Institute - Cohort consists of eight municipalities across Canada learning how to build climate resilience into wastewater treatment plant design, construction and operations.
 - (i) Deliverable: language to include into WWTP design tender documents to ensure that climate risks are considered and designed for.
 - Economic Tools to Advance Adaptation Project - Cost of Doing Nothing Cohort – ICLEI – Cohort consists of eight municipalities piloting the Cost of Doing Nothing framework.
 - (i) Deliverable: Cost of Doing Nothing Report for Canmore that will estimate the cost of the various climate hazards if no mitigations are taken and planned for.
 - Climate Insight Municipal Advisory Group – ICLEI – this is a review committee for the Climate Insight Platform that is being developed by ICLEI. The Platform is designed to share climate hazard information in a context that would be more digestible for municipalities.
 - (i) Outcome: piloting and testing a new climate hazard platform and networking with peers.
 - Climate Resilience Capacity Building Program: Collaborative Learning Stream – MCCAC – working group design follows a set learning schedule to help respective communities implement their climate plans.
 - (i) Deliverable: implementation plan and approach for the Town's Climate Emergency Action Plan
 - Community Energy Financing (CEF) Community of Practice – Federation of Canadian Municipalities – network meets quarterly. Consists of a network of 40+ municipalities who have received CEF Funding (Clean Energy Improvement Program)
 - (i) Outcome: sharing of best practices in delivering energy financing programs and learnings from other municipalities
 - Building to Net-Zero Advisory Committee – ICLEI - Twice annual meetings with a group of municipal and green building professionals providing expert input to ICLEI program managers delivering the Building to Net-Zero (BNZ) program. The BNZ is a

four-year training and capacity-building project designed to support small to medium-sized Canadian municipalities in the adoption of building energy performance frameworks and prepare for high performance building codes.

- (i) Outcome: knowledge sharing and networking
- Emissions Neutral Building Exchange (ENBIX) Municipal Community of Practice – Alberta Eco-Trust - Monthly or bimonthly meetings on high performance building strategies and electric vehicle charging with green building staff from Calgary, Edmonton, and other municipalities
 - (i) Outcome: knowledge sharing and networking
- Two Peer Networks with MCCAC and ICLEI – networks to meet a couple of times a year to share relevant and emerging information to municipalities across Canada.
 - (i) Outcome: knowledge sharing and networking
- The Biosphere Institute of the Bow Valley, with support from EPCOR and the Town, hosted a one-day rain barrel sale at Canadian Tire on May 11th. A total of 100 rain barrels were sold within two hours.
- The Biosphere Institute's fourth annual Green Building Open House was held on May 31. 156 local residents participated in the self-guided tour of six different energy efficient and climate resilient homes and businesses in Canmore. 28 residents toured through the green building features of the Canmore Fire Station by the Town's new Municipal Energy Coordinator. Community Cruisers partnered with this year's event to offer a group bike tour option for traveling to the different sites.

Quarterly Report– Affordable Housing on Palliser Lands – Q2 Update

Prepared by: Partners for Affordable Housing

Date: June 17, 2025

1. Executive Summary

The scope of work for the collaborative partnership between the Town of Canmore and Partners for Affordable Housing focuses on fundraising and engagement for non-market housing initiatives, beginning with 100 Palliser Lane and primarily focused on non-market housing projects within the Palliser Lands. The partnership aims to build community support, develop a case for funding, and create a unified strategy for addressing non-market housing needs in the region. Key activities include forming an advisory committee, executing a high impact launch event in April 2025, engaging interest holders through targeted outreach, and developing a fundraising plan for “Great Expectations” Campaign.

Our work to date supports that Canmore faces an urgent non-market housing crisis, with over 500 families on the waitlist and a projected shortfall of 1,200 units. The 100 Palliser Lane project is a critical first step in socializing a community campaign approach and the need to balance philanthropic and corporate investment with continued municipal and provincial support (development incentives and funding) and government advocacy. Interest holders emphasize balancing development incentives with sustainable funding solutions to address affordability challenges.

The Power of P4—a public, private, philanthropic, and social profit approach is recommended to diversify revenue streams while minimizing reliance on new taxation.

2. Progress & Key Findings

Interest holder Engagement: 18 interviews confirm strong support for non-market housing and a collaborative campaign approach as potential solutions. There are an additional 5 interviews already scheduled and set to take place in the next few weeks.

- Local government representatives
 - Private sector developers and investors
 - Business owners
 - Local philanthropists & Foundations
 - Nonprofit and social profit organizations
 - Community members and advocacy groups
- The Advisory Committee’s first meeting occurred on March 14, 2025, to review findings, establish terms of reference, and define composition.
 - Challenges Identified: High real estate costs, regulatory barriers, limited land availability, development permit timing and zoning approvals, competition for existing funding sources, infrastructure demands, concerns from secondary property owners regarding the vacancy tax. Concerns raised about the need for services to keep pace with residential development on the Palliser Lands.

- Opportunities: P4 Partnerships (public, private, philanthropic, and social profit), a collaborative community approach to diversify funding sources, policy incentives, and positioning Canmore as a leader in sustainable and collaborative community-driven non-market housing solutions.
- Project Feedback: There has been a positive response to the *Great Expectations Campaign Case* for Support and the 100 Palliser Lane project. Interest holders believe in the need for collaboration, establishing funding sustainability through commitments from all levels of government, the private sector, and philanthropic sources.

Canmore Event

- Hosted the Voices for Change event on April 24th, 2025, drawing over 40 attendees from across sectors (including non-profit, philanthropy, real estate and development) for an evening of storytelling and conversation. The event featured:
 - One-of-a-kind performance by Calgary's 6th Poet Laureate Wakefield Brewster.
 - A keynote from Mitchell Cohen, CEO of The Daniels Corporation, who shared the story of Regent Park's transformation and the power of partnership — echoing the P4 model at the core of Partners work.
 - An introduction to Partners for Affordable Housing and our work with the Town of Canmore from CEO & Founder Jolene Livingston.
 - Remarks from Canmore Community Housing Executive Director Kristopher Mathieu.
 - Remarks from Canmore Deputy Mayor Wade Graham.

The evening showcased how P4 Partnerships can support non-market housing in Canmore through collaboration, creativity, and community leadership – starting with 100 Palliser Lane.

3. Next Steps & Town of Canmore Considerations

July to September (Planned)

- Recurring Advisory Committee meetings.
- Conduct non-profit ideation session (June 5th)
- Second round interviews with interest holders (ongoing)
- Complete Scope of Work
 - Complete interview process
 - Finalize case for support
 - Continue to seek funding for 100 Palliser Lane
 - Develop fundraising plan
 - Seek funding to support plan execution

July to September (Subject to funding availability)

- Dedicate resources to the capital campaign (local fundraiser) and to enhance policy advocacy at all government levels, explore alternative funding mechanisms.
- Strengthen fundraising efforts focusing on corporate, philanthropic, and public-sector funders.
- Prepare of fall marketing awareness campaign

Town of Canmore
Summary of All Units
as at April 30, 2025

	2025	2025			2025 Annual
	YTD Actual	YTD Budget	Variance \$	Variance %	Budget
REVENUES					
Municipal Taxes	(12,388)	0	(12,388)	0%	36,842,008
Sales and Rentals	9,382,589	9,333,948	48,641	1%	34,383,786
Permits and Fines	1,498,087	1,675,430	(177,343)	(11%)	3,931,124
Internal Transfers	2,529,748	2,520,111	9,637	0%	4,431,067
Grants	796,830	409,096	387,734	95%	1,427,367
Transfers and Other	377,984	277,191	100,793	36%	7,798,512
Total Revenue	14,572,850	14,215,776	357,074	3%	88,813,864
EXPENDITURES					
Salaries, Wages and Benefits	8,670,086	9,519,213	(849,127)	(9%)	30,072,347
Admin and General Services	709,357	737,907	(28,550)	(4%)	3,308,422
Contracted Services	7,241,715	7,983,059	(741,344)	(9%)	22,172,238
Supplies and Energy	1,013,859	1,019,515	(5,656)	(1%)	4,841,226
Borrowing Costs	309,844	309,845	(1)	(0%)	6,179,747
Other	15,529	82	15,447	18838%	71,214
Transfer to Capital	0	0	0	0%	1,725,000
Transfer to Reserve	455,607	385,680	69,927	18%	13,968,063
Internal Transfers	2,529,748	2,500,559	29,189	1%	4,431,067
Transfer to Affiliated Orgs	1,532,874	1,532,874	0	0%	2,044,540
Total Expenditures	22,478,619	23,988,734	(1,510,115)	(6%)	88,813,864

See the following pages for details:

Please note:

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

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

Town of Canmore
Summary of Town Operations (excl Utilities / SWS)
as at April 30, 2025

	2025	2025			2025 Annual
	YTD Actual	YTD Budget	Variance \$	Variance %	Budget
REVENUES					
Municipal Taxes	(12,388)	0	(12,388)	0%	36,842,008
Sales and Rentals	3,731,730	3,599,392	132,338	4%	13,381,644
Permits and Fines	1,498,087	1,675,430	(177,343)	(11%)	3,931,124
Internal Transfers	2,529,748	2,520,111	9,637	0%	4,431,067
Grants	796,830	409,096	387,734	95%	1,427,367
Transfers and Other	377,984	277,191	100,793	36%	6,298,512
Total Revenue	8,921,991	8,481,220	440,771	5%	66,311,722
EXPENDITURES					
Salaries, Wages and Benefits	8,091,575	8,878,505	(786,930)	(9%)	28,011,411
Admin and General Services	694,935	720,310	(25,375)	(4%)	3,254,229
Contracted Services	5,472,506	5,623,335	(150,829)	(3%)	14,496,233
Supplies and Energy	760,634	750,195	10,439	1%	3,494,623
Borrowing Costs	309,844	309,845	(1)	(0%)	2,112,018
Other	15,529	82	15,447	18838%	71,214
Transfer to Capital	0	0	0	0%	1,725,000
Transfer to Reserve	180,607	110,680	69,927	63%	8,988,541
Internal Transfers	1,261,097	1,278,057	(16,960)	(1%)	2,170,288
Transfer to Affiliated Orgs	1,532,874	1,532,874	0	0%	1,988,165
Total Expenditures	18,319,601	19,203,883	(884,282)	(5%)	66,311,722

See the following pages for details:

Town of Canmore
General Municipal
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Municipal Taxes	(12,188)	0	(12,188)	0%	36,392,008
Sales and Rentals	1,323,672	1,252,571	71,101	6%	4,380,000
Permits and Fines	65,934	54,668	11,266	21%	283,000
Internal Transfers	0	0	0	0%	1,561,119
Grants	81,262	0	81,262	0%	200,000
Transfers and Other	276,717	248,080	28,637	12%	3,480,237
Total Revenue	1,735,397	1,555,319	180,078	12%	46,296,364
EXPENDITURES					
Salaries, Wages and Benefits	23,000	23,000	0	0%	(250,017)
Admin and General Services	2,271	0	2,271	0%	1,168,614
Contracted Services	15,081	0	15,081	0%	25,000
Borrowing Costs	309,844	309,845	(1)	(0%)	1,706,427
Other	25	0	25	0%	50,000
Transfer to Capital	0	0	0	0%	1,725,000
Transfer to Reserve	177,007	107,080	69,927	65%	8,038,241
Total Expenditures	527,228	439,925	87,303	20%	12,463,265
Net Surplus / Deficit	1,208,169	1,115,394	92,775	8%	33,833,099

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

Municipal Taxes - adjustment is a result of assessment revisions (due to 2024 ARB appeals), which were processed in 2025.

Sales and Rentals - increase is ATCO franchise fees due to colder than average February.
Any variance will be offset in Transfer to Reserve at year end.

Permits and Fines - increased due to outstanding balances on tax and utility accounts.

Grants - increase is due to (1) receiving \$11k in Low-Income Transit Pass Program grant proceeds and (2) recording \$71k in CEIP grant (Clean Energy Improvement Program) funding received (offset below in Transfer to Reserve).

Transfers and Other - variance is primarily transfers from CEIP reserve to offset related expenditures in A&G and Contracted Services.

Contracted Services - increase is CEIP related expenses (offset above in Transfers and Other)

Transfer to Reserve - increase is CEIP grant funding allocation to CEIP reserve (offset above in Grants).

Town of Canmore

Livability
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Grants	307,149	0	307,149	0%	0
Transfers and Other	0	0	0	0%	1,039,684
Total Revenue	307,149	0	307,149	0%	1,039,684
EXPENDITURES					
Salaries, Wages and Benefits	69,423	106,293	(36,870)	(35%)	325,000
Admin and General Services	0	0	0	0%	105,000
Contracted Services	315	0	315	0%	155,000
Internal Transfers	0	0	0	0%	454,684
Total Expenditures	69,738	106,293	(36,555)	(34%)	1,039,684
Net Surplus / Deficit	237,411	(106,293)	343,704	(323%)	0

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

Grants - received the first installment of the Short Term Rental Enforcement Fund (STREF) grant.

Salaries, Wages and Benefits - decrease is due timing of recruiting new positions.

Town of Canmore
Council
as at April 30, 2025

	2025	2025			2025 Annual
	YTD Actual	YTD Budget	Variance \$	Variance %	Budget
EXPENDITURES					
Salaries, Wages and Benefits	164,329	166,134	(1,805)	(1%)	541,888
Admin and General Services	52,845	56,868	(4,023)	(7%)	113,536
Contracted Services	771	4,836	(4,065)	(84%)	35,500
Supplies and Energy	0	1,000	(1,000)	(100%)	3,000
Other	0	0	0	0%	11,064
Total Expenditures	217,945	228,838	(10,893)	(5%)	704,988
Net Surplus / Deficit	(217,945)	(228,838)	10,893	(5%)	(704,988)

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

nothing to comment.

Town of Canmore
Corporate Administration Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	40,397	37,000	3,397	9%	78,000
Permits and Fines	800	2,500	(1,700)	(68%)	2,500
Internal Transfers	300,806	300,806	0	0%	300,806
Transfers and Other	4,869	4,125	744	18%	4,200
Total Revenue	346,872	344,431	2,441	1%	385,506
EXPENDITURES					
Salaries, Wages and Benefits	1,660,753	1,910,554	(249,801)	(13%)	5,940,070
Admin and General Services	194,519	244,928	(50,409)	(21%)	626,141
Contracted Services	957,868	981,445	(23,577)	(2%)	1,993,320
Supplies and Energy	15,783	13,258	2,525	19%	73,315
Other	(8)	50	(58)	(116%)	50
Total Expenditures	2,828,915	3,150,235	(321,320)	(10%)	8,632,896
Net Surplus / Deficit	(2,482,043)	(2,805,804)	323,761	(12%)	(8,247,390)

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

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

Salaries, Wages and Benefits - decrease is due vacancies and timing of recruiting new positions.

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

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

Town of Canmore
Municipal Services Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	1,977,247	1,949,946	27,301	1%	7,835,344
Permits and Fines	858,654	888,806	(30,152)	(3%)	1,427,250
Grants	408,418	409,096	(678)	(0%)	1,131,367
Transfers and Other	96,055	21,236	74,819	352%	283,300
Total Revenue	3,340,374	3,269,084	71,290	2%	10,677,261
EXPENDITURES					
Salaries, Wages and Benefits	3,453,861	3,711,676	(257,815)	(7%)	11,844,912
Admin and General Services	291,445	239,909	51,536	21%	884,444
Contracted Services	133,312	132,568	744	1%	4,883,077
Supplies and Energy	118,641	159,645	(41,004)	(26%)	513,135
Other	15,512	32	15,480	48375%	100
Transfer to Reserve	3,600	3,600	0	0%	950,300
Internal Transfers	1,261,097	1,278,057	(16,960)	(1%)	1,715,604
Total Expenditures	5,277,468	5,525,487	(248,019)	(4%)	20,791,572
Net Surplus / Deficit	(1,937,094)	(2,256,403)	319,309	(14%)	(10,114,311)

See following departmental sheets for details:

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

Town of Canmore
Economic Development Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Permits and Fines	668,428	696,218	(27,790)	(4%)	755,500
Grants	0	0	0	0%	8,500
Transfers and Other	27,781	14,168	13,613	96%	127,300
Total Revenue	696,209	710,386	(14,177)	(2%)	891,300
EXPENDITURES					
Salaries, Wages and Benefits	226,916	266,487	(39,571)	(15%)	847,665
Admin and General Services	46,369	50,106	(3,737)	(7%)	271,725
Contracted Services	32,482	33,664	(1,182)	(4%)	210,800
Supplies and Energy	3,730	4,315	(585)	(14%)	32,050
Other	12,731	0	12,731	0%	0
Transfer to Reserve	0	0	0	0%	10,463
Internal Transfers	0	0	0	0%	120,773
Total Expenditures	322,228	354,572	(32,344)	(9%)	1,493,476
Net Surplus / Deficit	373,981	355,814	18,167	5%	(602,176)

Rollup includes: Economic Development and Arts & Events

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

Transfers and Other - variance is a transfer from the Economic Development Reserve to facilitate repayment of a remaining grant balance to the Province (offset below in Other).

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

Other - repayment of a remaining grant balance to the Province (offset above in Transfers and Other).

Town of Canmore
Community Social Development Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	7,114	5,332	1,782	33%	61,944
Grants	408,418	409,096	(678)	(0%)	694,867
Transfers and Other	60,858	5,400	55,458	1027%	19,000
Total Revenue	476,390	419,828	56,562	13%	775,811
EXPENDITURES					
Salaries, Wages and Benefits	418,974	438,194	(19,220)	(4%)	1,388,438
Admin and General Services	14,017	9,855	4,162	42%	27,025
Contracted Services	5,653	5,768	(115)	(2%)	20,100
Supplies and Energy	28,440	30,851	(2,411)	(8%)	116,875
Other	2,781	32	2,749	8591%	100
Transfer to Reserve	3,600	3,600	0	0%	3,600
Total Expenditures	473,465	488,300	(14,835)	(3%)	1,556,138
Net Surplus / Deficit	2,925	(68,472)	71,397	(104%)	(780,327)

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

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

Transfers and Other - increased from FCC & FCSS grant funds received in prior year for use in Q1 2025.

Town of Canmore
Protective Services Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	515,300	481,168	34,132	7%	3,303,500
Permits and Fines	190,226	192,588	(2,362)	(1%)	671,750
Grants	0	0	0	0%	428,000
Transfers and Other	5,500	0	5,500	0%	132,000
Total Revenue	711,026	673,756	37,270	6%	4,535,250
EXPENDITURES					
Salaries, Wages and Benefits	1,641,776	1,751,609	(109,833)	(6%)	5,531,857
Admin and General Services	173,432	120,031	53,401	44%	400,465
Contracted Services	86,303	81,900	4,403	5%	4,610,902
Supplies and Energy	30,233	50,903	(20,670)	(41%)	170,125
Transfer to Reserve	0	0	0	0%	936,237
Internal Transfers	1,261,097	1,278,057	(16,960)	(1%)	1,594,831
Total Expenditures	3,192,841	3,282,500	(89,659)	(3%)	13,244,417
Net Surplus / Deficit	(2,481,815)	(2,608,744)	126,929	(5%)	(8,709,167)

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

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

Sales and Rentals - higher revenue than budget is a result of paid parking program vs. budget assumptions.

Transfers and Other - increase is from receiving a private donation for the Fire-Rescue department.

Salaries, Wages and Benefits - decrease is due to position vacancies and timing of staffing requirements.

Admin and General Services - increase is primarily from the results of the new co-ownership agreement with the Rocky Mountain Heritage Foundation (RMHF) regarding Quarry Lake. The 2023 & 2024 actual annual payment calculations were higher than estimated accruals. The 2025 amount will be determined at year end and will further contribute to the budget variance. The overall impact will reduce the transfer to the ITMR Reserve at year-end.

Supplies and Energy - decrease due to timing of general expenses primarily in Fire-Rescue.

Town of Canmore
Recreation Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	1,454,834	1,463,446	(8,612)	(1%)	4,469,900
Transfers and Other	1,917	1,668	249	15%	5,000
Total Revenue	1,456,751	1,465,114	(8,363)	(1%)	4,474,900
EXPENDITURES					
Salaries, Wages and Benefits	1,166,196	1,255,386	(89,190)	(7%)	4,076,952
Admin and General Services	57,627	59,917	(2,290)	(4%)	185,229
Contracted Services	8,873	11,236	(2,363)	(21%)	41,275
Supplies and Energy	56,238	73,576	(17,338)	(24%)	194,085
Total Expenditures	1,288,934	1,400,115	(111,181)	(8%)	4,497,541
Net Surplus / Deficit	167,817	64,999	102,818	158%	(22,641)

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

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

Salaries, Wages and Benefits - decreased due to vacancies and adjusting staffing to business volumes.

Supplies and Energy - decrease is due to timing of general supplies expenses in all areas.

Town of Canmore
Municipal Infrastructure Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	390,414	359,875	30,539	8%	1,088,300
Permits and Fines	572,700	729,456	(156,756)	(21%)	2,218,374
Internal Transfers	988,093	978,456	9,637	1%	1,328,293
Grants	0	0	0	0%	96,000
Transfers and Other	343	3,750	(3,407)	(91%)	843,500
Total Revenue	1,951,550	2,071,537	(119,987)	(6%)	5,574,467
EXPENDITURES					
Salaries, Wages and Benefits	2,720,209	2,960,848	(240,639)	(8%)	9,609,558
Admin and General Services	48,480	73,231	(24,751)	(34%)	251,120
Contracted Services	757,108	896,683	(139,575)	(16%)	3,796,533
Supplies and Energy	626,210	576,292	49,918	9%	2,905,173
Other	0	0	0	0%	10,000
Total Expenditures	4,152,007	4,507,054	(355,047)	(8%)	16,572,384
Net Surplus / Deficit	(2,200,457)	(2,435,517)	235,060	(10%)	(10,997,917)

See following departmental sheets for details:

Engineering
Planning & Development
Facilities Rollup
Public Works Rollup

Town of Canmore
Engineering
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	21,814	20,700	1,114	5%	20,700
Permits and Fines	39,872	43,332	(3,460)	(8%)	160,000
Internal Transfers	263,400	263,400	0	0%	263,400
Transfers and Other	343	0	343	0%	290,000
Total Revenue	325,429	327,432	(2,003)	(1%)	734,100
EXPENDITURES					
Salaries, Wages and Benefits	450,233	487,462	(37,229)	(8%)	1,520,726
Admin and General Services	7,726	7,400	326	4%	24,200
Contracted Services	65,611	20,000	45,611	228%	60,000
Supplies and Energy	1,132	1,713	(581)	(34%)	5,350
Total Expenditures	524,702	516,575	8,127	2%	1,610,276
Net Surplus / Deficit	(199,273)	(189,143)	(10,130)	5%	(876,176)

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

Salaries, Wages and Benefits - decreased due to position vacancies.

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

Town of Canmore
Planning & Development
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	48,342	45,168	3,174	7%	64,500
Permits and Fines	532,827	686,124	(153,297)	(22%)	2,058,374
Transfers and Other	0	0	0	0%	125,000
Total Revenue	581,169	731,292	(150,123)	(21%)	2,247,874
EXPENDITURES					
Salaries, Wages and Benefits	530,357	560,244	(29,887)	(5%)	1,745,526
Admin and General Services	18,143	29,244	(11,101)	(38%)	94,020
Contracted Services	78,742	77,936	806	1%	221,800
Supplies and Energy	49	316	(267)	(84%)	950
Total Expenditures	627,291	667,740	(40,449)	(6%)	2,062,296
Net Surplus / Deficit	(46,122)	63,552	(109,674)	(173%)	185,578

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

Permits and Fines - although revenue is currently trending below budget, building permits and development application activity is expected to pick up over the next few months.

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

Admin and General Services - decreased due to timing of general expenses and credit card service fees for large development application payments are less than anticipated.

Town of Canmore
Facilities Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	277,307	269,007	8,300	3%	715,750
Internal Transfers	78,086	78,086	0	0%	78,086
Total Revenue	355,393	347,093	8,300	2%	793,836
EXPENDITURES					
Salaries, Wages and Benefits	916,355	960,855	(44,500)	(5%)	3,008,331
Admin and General Services	8,723	7,504	1,219	16%	22,995
Contracted Services	266,660	287,398	(20,738)	(7%)	924,276
Supplies and Energy	311,818	253,837	57,981	23%	1,269,781
Total Expenditures	1,503,556	1,509,594	(6,038)	(0%)	5,225,383
Net Surplus / Deficit	(1,148,163)	(1,162,501)	14,338	(1%)	(4,431,547)

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

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

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

Supplies and Energy - increase is due to (1) general supply costs and demand for cleaning and pool chemical products and (2) increased power and natural gas expenses for Jan-Feb. Natural Gas is projected to have substantial savings by year end due to removal of the Federal carbon tax.

Town of Canmore
Public Works Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	42,951	25,000	17,951	72%	287,350
Internal Transfers	646,607	636,970	9,637	2%	986,807
Grants	0	0	0	0%	96,000
Transfers and Other	0	3,750	(3,750)	(100%)	428,500
Total Revenue	689,558	665,720	23,838	4%	1,798,657
EXPENDITURES					
Salaries, Wages and Benefits	823,263	952,287	(129,024)	(14%)	3,334,975
Admin and General Services	13,888	29,083	(15,195)	(52%)	109,905
Contracted Services	346,094	511,349	(165,255)	(32%)	2,590,457
Supplies and Energy	313,211	320,426	(7,215)	(2%)	1,629,092
Other	0	0	0	0%	10,000
Total Expenditures	1,496,456	1,813,145	(316,689)	(17%)	7,674,429
Net Surplus / Deficit	(806,898)	(1,147,425)	340,527	(30%)	(5,875,772)

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

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

Sales and Rentals - increase is from 3rd party billings for services provided by Streets & Roads.

Salaries, Wages and Benefits - decreased due to position vacancies, timing of recruiting new positions and timing of seasonal Park staff.

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

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

Town of Canmore
Solid Waste Services Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	1,404,078	1,400,441	3,637	0%	4,859,532
Transfers and Other	0	0	0	0%	600,000
Total Revenue	1,404,078	1,400,441	3,637	0%	5,459,532
EXPENDITURES					
Salaries, Wages and Benefits	578,512	640,708	(62,196)	(10%)	2,060,936
Admin and General Services	8,218	8,781	(563)	(6%)	27,750
Contracted Services	169,593	279,000	(109,407)	(39%)	1,196,650
Supplies and Energy	52,845	63,168	(10,323)	(16%)	189,500
Borrowing Costs	0	0	0	0%	389,478
Transfer to Reserve	275,000	275,000	0	0%	415,522
Internal Transfers	377,704	331,554	46,150	14%	1,123,321
Transfer to Affiliated Orgs	0	0	0	0%	56,375
Total Expenditures	1,461,872	1,598,211	(136,339)	(9%)	5,459,532
Net Surplus / Deficit	(57,794)	(197,770)	139,976	(71%)	0

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

Salaries, Wages and Benefits - decreased due to position vacancies.

Contracted Services - decreased primarily due to timing of hauling, recycling fees and equipment repairs.

Supplies and Energy - decrease is due to timing of general supplies expenses.

Internal Transfers - increase reflects YTD transfers to Fleet Services for repairs and fuel costs.

Town of Canmore
Water Utility Rollup
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Sales and Rentals	4,246,781	4,334,115	(87,334)	(2%)	16,142,610
Transfers and Other	0	0	0	0%	900,000
Total Revenue	4,246,781	4,334,115	(87,334)	(2%)	17,042,610
EXPENDITURES					
Admin and General Services	6,204	8,816	(2,612)	(30%)	26,443
Contracted Services	1,599,616	2,080,724	(481,108)	(23%)	6,479,355
Supplies and Energy	200,379	206,152	(5,773)	(3%)	1,157,103
Borrowing Costs	0	0	0	0%	3,678,251
Transfer to Reserve	0	0	0	0%	4,564,000
Internal Transfers	890,948	890,948	0	0%	1,137,458
Total Expenditures	2,697,147	3,186,640	(489,493)	(15%)	17,042,610
Net Surplus / Deficit	1,549,634	1,147,475	402,159	35%	0

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

Contracted Services - decreased due to timing of Epcor billing cycle. Additional services such as rehab work, leak detection & repair etc. typically happen later in the year.

Town of Canmore
Transit
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Internal Transfers	1,240,849	1,240,849	0	0%	1,240,849
Total Revenue	1,240,849	1,240,849	0	0%	1,240,849
EXPENDITURES					
Contracted Services	3,308,051	3,307,803	248	0%	3,307,803
Total Expenditures	3,308,051	3,307,803	248	0%	3,307,803
Net Surplus / Deficit	(2,067,202)	(2,066,954)	(248)	0%	(2,066,954)

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

nothing to comment.

Town of Canmore

Library

as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
EXPENDITURES					
Admin and General Services	105,374	105,374	0	0%	105,374
Transfer to Affiliated Orgs	1,044,049	1,044,049	0	0%	1,044,049
Total Expenditures	1,149,423	1,149,423	0	0%	1,149,423
Net Surplus / Deficit	(1,149,423)	(1,149,423)	0	0%	(1,149,423)

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

nothing to comment.

Town of CanmoreCCH / Housing
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
REVENUES					
Municipal Taxes	(200)	0	(200)	0%	450,000
Transfers and Other	0	0	0	0%	647,591
Total Revenue	(200)	0	(200)	0%	1,097,591
EXPENDITURES					
Borrowing Costs	0	0	0	0%	405,591
Transfer to Affiliated Orgs	367,500	367,500	0	0%	692,000
Total Expenditures	367,500	367,500	0	0%	1,097,591
Net Surplus / Deficit	(367,700)	(367,500)	(200)	0%	0

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

nothing to comment.

Town of Canmore
Museum
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
EXPENDITURES					
Transfer to Affiliated Orgs	121,325	121,325	0	0%	252,116
Total Expenditures	121,325	121,325	0	0%	252,116
Net Surplus / Deficit	(121,325)	(121,325)	0	0%	(252,116)

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

nothing to comment.

Town of Canmore
artsPlace
as at April 30, 2025

	2025 YTD Actual	2025 YTD Budget	Variance \$	Variance %	2025 Annual Budget
EXPENDITURES					
Contracted Services	300,000	300,000	0	0%	300,000
Total Expenditures	300,000	300,000	0	0%	300,000
Net Surplus / Deficit	(300,000)	(300,000)	0	0%	(300,000)

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

nothing to comment.

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	An initial meeting was held with the CAO of the Goodstoney First Nation to discuss establishing an MOU with the Goodstoney Nation.	4-Jun-25	
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.	4-Jun-25	
208-2023	LUB Amendment 2023-20 – CPC Authority and Referrals and Subdivision Authority (DA), and CPC Establishment Bylaw Amendment 2023-28 – DA and CPC	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	The first set of amendments were approved in March 2024. Subsequent changes to address this option will be addressed in the Land Use Bylaw rewrite.	7-May-25	
246-2024	Business Registry Licence	Direct administration to return with recommended amendments to the Business Registry Licence Bylaw that will explore requiring all individually titled visitor accommodation units to obtain a business licence and that the display of the licence be subject to the same requirements as tourist homes and that administration include any additional resources required to process the anticipated increase in business licences as an option for Council as part of the 2025/2026 budget process.	5-Nov-24	Eco Dev.	Administration presented anticipated financial impacts of Business Registry Bylaw amendments to the Finance Committee on December 5, 2024. A legal review of recommended bylaw amendments is now complete. Administration expects to bring a request for decision to Council on or before September 2, 2025.	4-Jun-25	

254-2024	Property Tax Task Force - Livability Program Revenue	Direct administration to include exploration of the collection of Livability Program revenue from the "Residential Vacant Services Land" subclass as part of the upcoming Property Tax Task Force.	5-Nov-24	CST	The Property Tax Taskforce work will be advanced in Q4 2025.	12-May-25	
278-2024	Land Transaction - Teepee Town Right of Way Pilot Project	Direct the proceeds of the sale of a parcel of land created by Road Closure Bylaw 2024-17 to Canmore Community Housing for the purpose of advancing their Palliser lands development portfolio.	3-Dec-24	Planning			
9-2025	Destination Stewardship Council	Direct administration to respond collaboratively if and when approached by the Town of Banff to explore the creation of a Destination Stewardship Council with partners within the Bow Valley.	7-Jan-25	CST	The Town of Banff administration has approached Town of Canmore administration regarding this initiative. Initial meetings are being scheduled.	20-May-25	
27-2025	Council Remuneration Policy (EX-002)	Direct administration to work with the next Council Remuneration Committee to undertake an evaluation of the long-term impact of the inclusion of COLA on per diem rates and bring back recommendations for an approach to per diems that accounts for COLA over time.	2-Feb-25	HR			
36-2025	2025-2026 Operating and Capital Budget Approval	Direct administration to return in Q4 of 2025 with a briefing on the community's ongoing circular economy efforts and information on how the new zero waste coordinator position's role could support circular economy objectives in the Climate Emergency Action Plan.	11-Feb-25	Finance			
37-2025	2025-2026 Operating and Capital Budget Approval	Direct administration to review the current Community Grants Program process and return in Q4 of 2025 with recommendations for potential changes to the program.	11-Feb-25	CSD	While facilitating the 2025 grant process, administration has begun evaluating components of the program.	20-May-25	

47-2025	Steep Creek Updates to the Municipal Development Plan and Land Use Bylaw	Direct administration return to Council during the 2026 budget amendment process with information about the cost and timing of a potential capital project to do a revised risk assessment for the Cougar Creek area to determine the appropriateness of the residual hazard zone restrictions in the area.	4-Mar-25	Planning & Finance			
103-2025	Rotary Club of Canmore - The Trail Project Stage 2 - Delegation Request	Direct administration to work on the development of a Memorandum of Understanding and return to Council for approval.	22-Apr-25	Public Works			

Town of Canmore

902 7th Avenue
Canmore, Alberta T1W 3K1
Phone: 403.678.1500 | Fax: 403.678.1534
www.canmore.ca



April 22, 2025

Via Email:

premier@gov.ab.ca;
minister.municipalaffairs@gov.ab.ca;
SCSS.minister@gov.ab.ca;
tbf.minister@gov.ab.ca;
ts.minister@gov.ab.ca

The Honourable Danielle Smith, MLA

Office of the Premier
Government of Alberta

The Executive Council

Government of Alberta

The Honourable Ric McIver, MLA

Minister of Municipal Affairs
Government of Alberta

The Honourable Jason Nixon, MLA

Minister of Seniors, Community and Social Services
Government of Alberta

The Honourable Nate Horner, MLA

President of the Treasury Board &
Minister of Finance
Government of Alberta

The Honourable Joseph Schow, MLA

Minister of Tourism & Sport
Government of Alberta

Dear Premier Smith, Minister McIver, Minister Nixon, Minister Horner, Minister Schow, and Members of the Executive Council:

RE: Addressing the Town of Canmore's Livability Tax Program

It has come to our attention that an interest group in Canmore, Fair Future Canmore, has engaged Integrated Strategic Partners to lobby you with respect to clarity in the Municipal Government Act regarding municipal property taxes. I'm writing to provide context for this lobbying along with a simple reasonable request.

With respect to context, the Town of Canmore has a housing crisis that serves as an existential threat to the fabric of our community. With the median single detached home currently assessed at \$1,482,000 and the median residential condominiums assessed at \$814,000, it is readily apparent that the cost of housing is out of reach to the average person. The support for the assertion that this amounts to an existential threat is found in the numerous examples of mountain tourist towns in Canada and the USA whose community have been gutted due to the high cost of housing driven by high demand for property by those coming from outside of the community.

In Canmore, properties not housing a primary resident now represents at least 25% of all residential properties and, based upon the examples from communities who have previously experienced the pressures currently being experienced by Canmore, this percentage is only destined to grow. The Town of Canmore's experience is that the future of housing for the full-time residents that work in Canmore will be non-market housing, i.e. housing that is priced below market and does not rise with market forces, as nothing ever introduced to market has remained accessible to the average person over time.

Due to Canmore's circumstances, Council struck a Livability Task Force comprised of professional members of the public and representatives from Council to advise on next steps to address housing affordability issues. These recommendations included limiting the growth of Tourist Homes (residences used as short-term vacation rentals), using tax to encourage housing for primary residents and/or raise funds to meet the housing needs of the community, and to incentivize purpose-built rentals. In particular, the Livability Tax Program flowed directly from the task force recommendations.

My request is that you please provide the Town of Canmore the opportunity to speak to any concerns raised with you regarding the Livability Tax Program before considering any action in this matter. I will be able to speak to efforts over decades to address this growing problem, the challenges with funding sources for the construction of non-market housing at the rate and volume needed in Canmore, and how this program is in the best interests of the community as a whole.

Thank-you for your attention to this request. I look forward to hearing from you should the Government of Alberta be approached by the hired lobbyist in order to set up a time to meet with you and speak to the Town of Canmore's perspective.

Respectfully,



Sean Krausert (he/him)
Mayor

*cc via email: MLA Sarah Elmeligi, Banff-Kananaskis
Canmore Town Council
Dr. Sally Caudill, CAO Town of Canmore*



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Hays*

AR118976

May 7, 2025

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

Dear Mayor Krausert:

Thank you for your letter of April 22, 2025, to the Honourable Danielle Smith, Premier of Alberta, my Cabinet colleagues, and me, regarding your concerns with lobbying efforts on behalf of Fair Future Canmore, and your request to be included in any discussions about potential legislative changes that may impact the Livability Tax Program in the Town of Canmore. I am pleased to respond on behalf of the Government of Alberta.

I am aware of the recent decision of the Alberta Court of King's Bench regarding the residential property tax bylaw in the Town of Canmore. I recognize the ruling of the court confirms the validity of the bylaw and confirms the town acted within the scope of its authority under the *Municipal Government Act* when establishing sub-classes of residential properties for taxation purposes. I also note the court's direction that the bylaw may not be applied or enforced until the 2026 taxation year to provide affected property owners reasonable time to meet the residency requirements set forth in the bylaw.

Our government remains committed to supporting Alberta municipalities in achieving attainable and affordable housing for residents. Should there be a need in the future to consider legislative changes specifically relevant to the town's bylaw, I would of course be prepared to have further discussion with the Town of Canmore as part of our decision-making process.

Thank you again for writing.

Sincerely,

Ric McIver

Ric McIver
Minister

.../2

- 2 -

cc: Honourable Danielle Smith, Premier of Alberta
Honourable Nate Horner, President of Treasury Board and Minister of Finance
Honourable Joseph Schow, Minister of Tourism and Sport
Honourable Jason Nixon, Minister of Seniors, Community and Social Services