

Tools for the Future:

Canmore's Guide to Connect
People and Community





"For community development to occur, people in a community must believe working together can make a difference and organise to address their shared needs collectively."

~ Flora et al., 1992



Executive Summary

“The Only Thing That Is Constant Is Change.”

~ Heraclitus

Canmore is changing. Canmore is resilient.

Tools for the Future, our Community Social Development Strategy, actively builds our community’s resilience so that, together, we remain strong, connected and open to finding new solutions to complex and unpredictable future obstacles.

The strategy supports and advances our Town’s vision to keep Canmore as a ‘Livable Community’, where all members are welcome to fully engage in the kinds of social and economic activities that make communities and neighbourhoods great places to live.

Through community conversations, we learned that Canmore residents value sustainability, diversity, and connectedness, and that the Town’s greatest strengths are its people. Residents appreciate the richness of our different perspectives, backgrounds, and cultures and believe we all want what is best for Canmore.

Tools for the Future Framework

This Community Social Development Plan creation followed a three-phased process that resulted in identifying three community social development directions: Building Social Capital, Embracing Diversity and Aligning Services.

Activities related to actualizing each will be a municipal priority for the next 3-5 years:

1. Building Social Capital by engaging in activities that:

- Provide people with tools for building new neighbourhood connections;
- Help neighbourhoods to become a positive force in children’s development;
- Support neighbourhoods with creating new and unique experiences, and;
- Empower neighbourhoods to participate in developing their community.

2. Embracing Diversity by engaging in activities that:

- Strengthen Indigenous relationships across the Bow Valley;
- Hear new perspectives to build compassion for diverse thoughts, and;
- Evaluate diversity and inclusion in Canmore.

3. Aligning Services by engaging in activities that:

- Reduce barriers to access community services;
- Link individual outcomes to program and municipal outcomes, and;
- Identify the impact of initiatives on community livability.

Canmore's Guide for Connecting People and Community

This table shows Canmore's social development goals within each desired community outcome, the strategy to accomplish that goal, and its measurement indicator.

	Goal	Strategy	Indicator
Community Outcome 1: Building Social Capital			
Page 17	Goal A: Provide people with tools for building new neighbourhood connections	Neighbourhood Connection Coordinators	Neighbourhood participation
Page 18	Goal B: Help neighbourhoods to become a positive force in children's development	Refocus childhood development as an essential community service	Parents see Canmore as a child-friendly community
Page 19	Goal C: Support neighbourhoods with creating new and unique experiences	Tools to support community-led activities	Ability for neighbourhoods to organize and plan based on community need
Page 19	Goal D: Empower neighbourhoods to participate in developing their neighbourhood community	Municipality will develop a process to create connection within neighbourhoods	On-going community conversations
Community Outcome 2: Embracing Diversity			
Page 20	Goal A: Strengthen Indigenous relationships across the Bow Valley	Create opportunities to live in right relations and appreciate Indigenous history	Monitoring actions related to the Truth and Reconciliation Commission
Page 21	Goal B: Hear new perspectives to build compassion for diverse thoughts	Community education and awareness opportunities	Quality/value of opportunities presented
Page 21	Goal C: Evaluate diversity and inclusion in Canmore	Complete the AUMA welcoming communities initiatives	Analyzing the welcoming and inclusive community score
Community Outcome 3: Aligning Services			
Page 22	Goal A: Reduce barriers to access community services	Align services based on need to reduce administrative barriers	Individual's experience of programs
Page 22	Goal B: Link individual outcomes to program and municipal outcomes	Create an outcome framework	Creation and regular update of an evaluation framework
Page 23	Goal C: Identify the impact of initiatives on community livability	Cross collaboration for livability	Analysis of potential impact on livability

The Process for Creating *Tools for the Future*



Why Create a Community Social Development Strategy?

The purpose for Canmore's Community Social Development Strategy, *Tools for the Future*, is to build our community's resilience so that, together, we remain active, connected, and open to finding new solutions to complex, unpredictable future obstacles.

Tools for the Future is an invitation for all who love Canmore to be included in something larger than themselves, to help build and maintain our community's social development agenda. It is a framework to encourage community engagement and help guide Administration towards actualizing our future vision. *Tools for the Future* is a directional map that connects longer term outcomes with shorter-term strategies.

The development of Canmore's Community Social Development Strategy, *Tools for the Future*, is included among the Town of Canmore's 2016 - 18 Strategic Priorities.

The Process for Creating *Tools for the Future*

Tools for the Future was developed in three main phases. First, we examined Canada's Social Determinants of Health to understand the components of a healthy community. Second, we held multiple conversations with residents, community organizations, and municipal staff while keeping the Social Determinants of Health in mind. Finally, we examined community-based research and best practices.

Working with these results will be a municipal priority for the next 3 - 5 years:

1. Building Social Capital
2. Embracing Diversity
3. Aligning Services.

Discussion of these outcomes follows a brief overview of the process.

Phase I: Social Determinants of Health

Phase 1: Social Determinants of Health

This section highlights the connection between a community's health and an individual's health.

The World Health Organization broadly defines health as a complete state of physical, mental, and social well-being, not only as an absence of illness⁽⁴¹⁾. This applies to individuals as well as to communities. The Centers for Disease Control and Prevention, state that for communities to remain healthy, they must actively maintain both their physical and social environments⁽¹¹⁾.

Where we live can promote health or cause disease. The physical environment, governance structures, and prevailing social conditions contribute to creating either a healthy or an unhealthy community.

The Government of Canada created Social Determinants of Health that are correlated with individual and community well-being. These twelve determinants represent a broad definition of health that examines physical, social and personal resources available to individuals.

All twelve Social Determinants of Health must be supported for a community to be considered healthy and therefore resilient to unpredictable obstacles. In our conversations with residents, community organizations, and municipal staff we assessed how Canmore is perceived to support each one.



Image from Canadian Armed Forces

Social Determinant of Health	Considerations for Canmore
Financial and Social Status	Do residents have the financial means to be social beings in our community?
Gender	Does the Town of Canmore embrace a vision of gender diversity and inclusion?
Health Services	Do residents have access to essential Health Services?
Employment and Working Conditions	Are workers and businesses given the tools they need to maintain a healthy work environment?
Education and Literacy	Are residents provided with opportunities to develop their skills?
Physical Environment	Does the physical environment support a high quality of life for residents?
Social Supports Networks	Do residents have an opportunity to build informal support networks?
Personal Health Practices and Coping Skills	Are residents provided with the opportunity to increase personal resilience?
Social Environment	Do residents live in a community that values their social presence?
Healthy Child Development	Is early childhood development supported?
Biology and Genetic Endowment	Do residents have access to resources that help expecting parents with a healthy pregnancy?
Culture	Is the Town of Canmore a culturally comfortable space?

Phase 2: What Does Canmore Say?



Phase 2: What does Canmore Say?

This section summarizes conversations held with residents, community organizations, and staff.

Multiple community conversations were held with residents, community organizations, and municipal staff while keeping the Social Determinants of Health in mind, including:

- 65 community surveys
- 25 community organization group conversations
- Ten municipal workshops

Results show that Canmore is considered a diverse community, rich in perspectives. People from across the world are drawn here to work, play, experience, and live.

Many people also speak about Canmore's challenges. They say that periods of rapid economic change result in a myriad of different community connections. Different groups report experiencing Canmore in a variety of ways and each group wants different things from their community.

It is clear that Canmore is a complex community. Its complexities underscore the numerous relationships that individuals have.

The stakeholder comments were themed into seven categories; each will be presented together with supporting research in the next section.

In summary, the conversations highlighted the passion, emotion and connection that residents have with the community.

1. Canmore is a great place to live
2. It's hard to make a living in Canmore
3. Canmore is expensive
4. Housing is a challenge
5. A sense that some residents cannot empathize with other members of the community
6. A fear of losing Canmore's 'community feel.'
7. New residents find it difficult to connect with established residents

Phase 3: Related Research

Phase 3: Related Research

This section describes the community comment themes and provides related research.

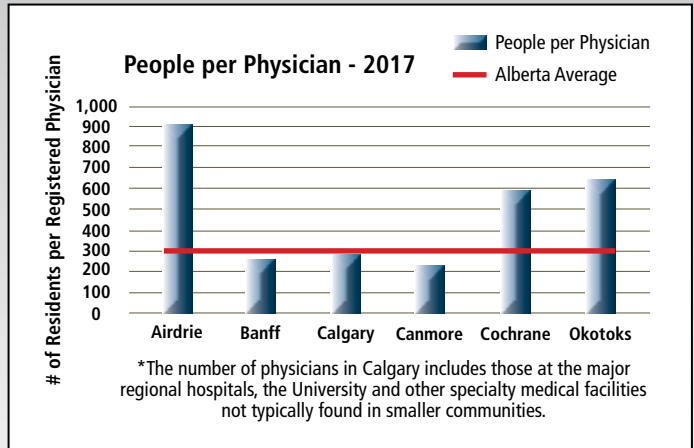
1. Canmore is a great place to live

Stakeholders recognize Canmore's beauty, its strong social foundation, high quality healthcare, and valuable amenities.

Canmore is a beautiful mountain municipality surrounded by Provincial and National parks and neighbouring the Stoney-Nakoda First Nation. Its beauty and charm attract people from all around the world. Over the years Canmore has grown into one of the largest towns in Alberta, with a 2016 population of close to 14,000 permanent residents, and it continues to evolve.

Strong Social Foundation

Our community surveys and conversations show most residents understand how to connect to the community or social programs. We have over 130 registered charities in Canmore. Our town supports community programs that focus on prevention, promote strong community connections, create safe places for children and parents to grow, stimulate art and culture, connect people to nature, and more.



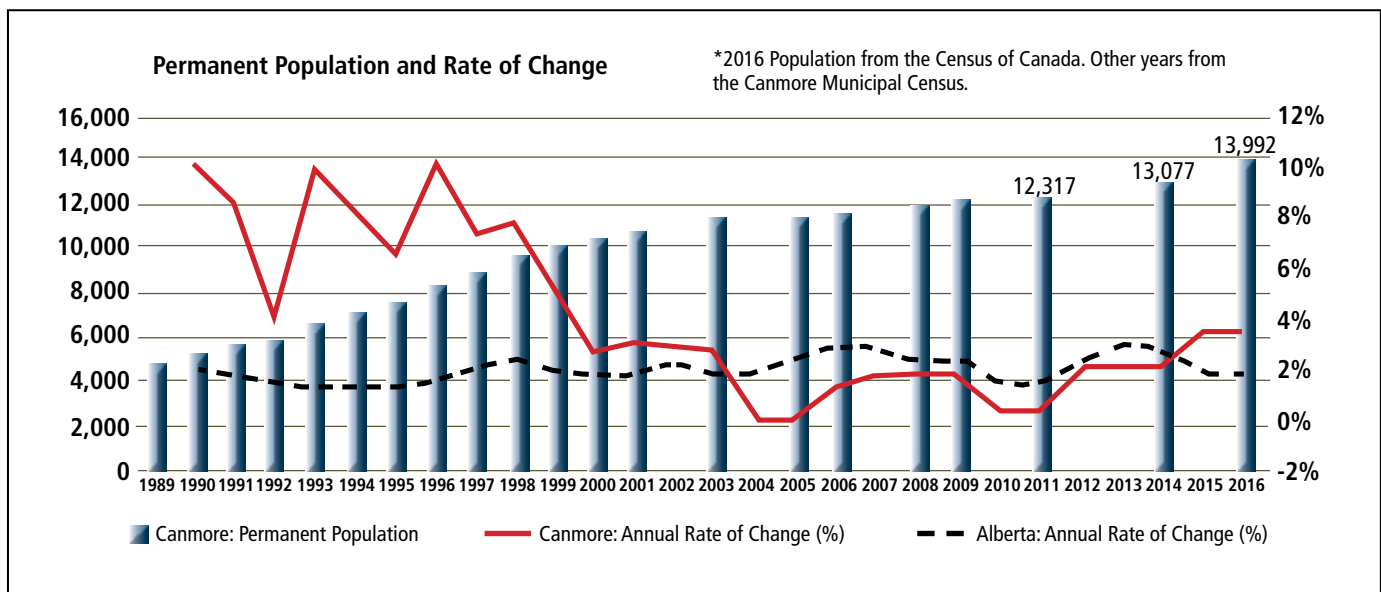
Source: Biosphere Institute

High Quality Healthcare

People report they value the high quality of healthcare in Canmore. There is approximately one doctor for every 211 residents here compared with a provincial average of one doctor for every 300 inhabitants⁽⁶⁾.

Valuable Amenities

Residents and other stakeholders say they are grateful for our amenities including a well-maintained trail system, access to courses available through Bow Valley College and artsPlace, a modern recreation facility (Elevation Place), multiple community art studios, grocery stores, equipment stores, interesting restaurants and shops, and unique second-hand stores.



Source: Biosphere Institute

Phase 3: Related Research

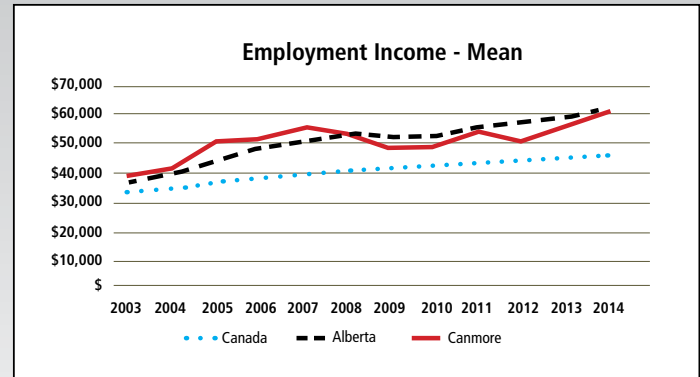
Phase 3: Related Research

2. It's Hard to Make a Living in Canmore

Many residents say it's hard to make a living here. They told us their employment income is not enough to account for Canmore's high cost of living.

Average Income

We compared Canmore's employment income with our cost of living. This graph shows Canmore's average employment income compared to average employment earnings in all of Alberta.



Source: Biosphere Institute – Data from Statistics Canada

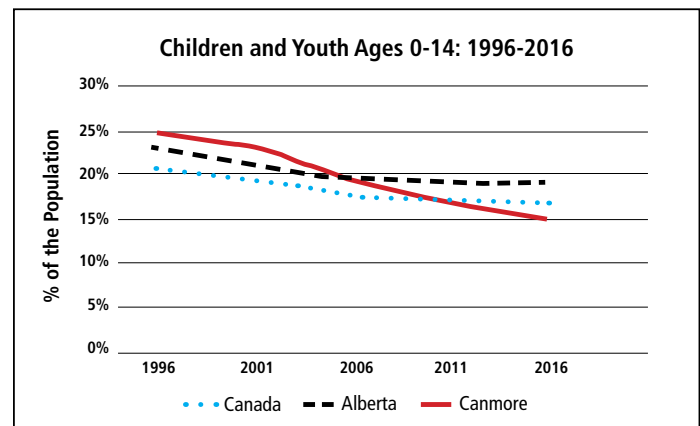
Basic Costs Higher than Rest of Province

Even though Canmore's average employment income is close to that of the province, the costs of purchasing necessities are higher. Purchasing both food and non-food items, in Canmore, is more expensive than in any other municipality in Alberta.

	Edmonton = 100	Total	Food	Non-Food
Canmore		119.41	111.2	120.5

Source: Alberta Spatial Price Survey, 2016

We consulted the Alberta Spatial Price Survey (2016) which compares costs in Alberta municipalities to those in Edmonton, and shows costs are higher here. Edmonton has an Index of 100, while Canmore's index is 119, meaning expenses here are greater than those of the capital city by 19%⁽³⁾. In fact, according to the Alberta Spatial Price Survey, Canmore's relative expenses are larger than any other municipality in Alberta.



Source: Biosphere Institute – Data from Statistics Canada

Families with and Considering Children May Migrate for Financial Security

Only certain populations may be able to make a living in Canmore successfully. For instance, see the population decline of children in Canmore over the past 20 years compared to Alberta and Canada (see graph below). One can speculate that due to Canmore's high cost of living and our average employment income, families with children may choose to migrate to other communities to be financially more secure.

	1996	2001	2006	2011	2016
Canada	20.5%	19.1%	17.7%	16.7%	16.6%
Alberta	22.8%	20.8%	19.2%	18.8%	19.2%
Canmore	24.5%	23.0%	19.0%	16.6%	15.1%

Source: Census of Canada

Phase 3: Related Research

Phase 3: Related Research

2. It's Hard to Make a Living in Canmore

Canmore Tends to Attract Wealth

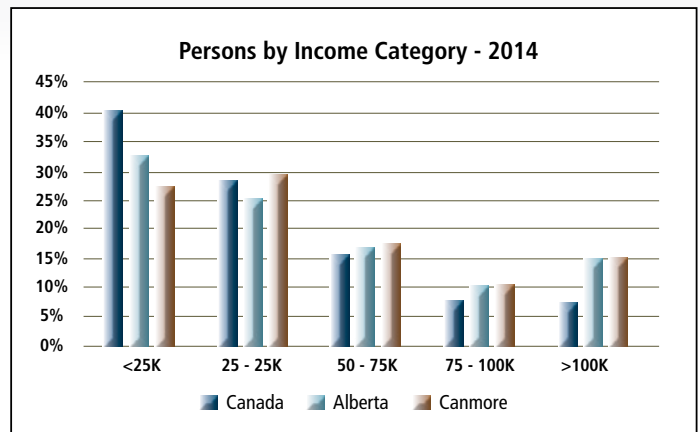
The number of people whose primary income comes from investments is almost three times higher in Canmore than for the rest of Canada.

More Residents' Income Below \$50K

Although a sizable percentage of individuals with wealth live in Canmore, there is also a significant proportion of persons with modest incomes who struggle with Canmore's high cost of living. This graph breaks down Canmore's income (per person). Although some individuals have earnings above \$100,000, more make below \$50,000 per year.

Income Profile 2014	Canada	Alberta	Canmore
Employment Income (includes self-employment)	72.0%	78.8%	70.4%
Government Transfers (includes EI)	12.3%	6.8%	4.8%
Investment Income	5.8%	8.3%	15.1%
Private Pensions / RRSP	7.5%	3.9%	6.4%
Other Income	2.5%	2.2%	3.2%
Total	100.0%	100.0%	100.0%

Source: Biosphere – Data from Statistics Canada, 2017



Source: Biosphere Institute – Data from Statistics Canada

Phase 3: Related Research

Phase 3: Related Research

3. Canmore is Expensive

Canmore has a High Living Wage

A Living Wage is “the amount of income an individual or family requires to meet their basic needs, maintain a safe, decent standard of living in their community and to save for future needs and goals” (25). This includes expenses related to food, clothing and footwear, shelter, transportation, childcare, healthcare, social inclusion, and other household costs.

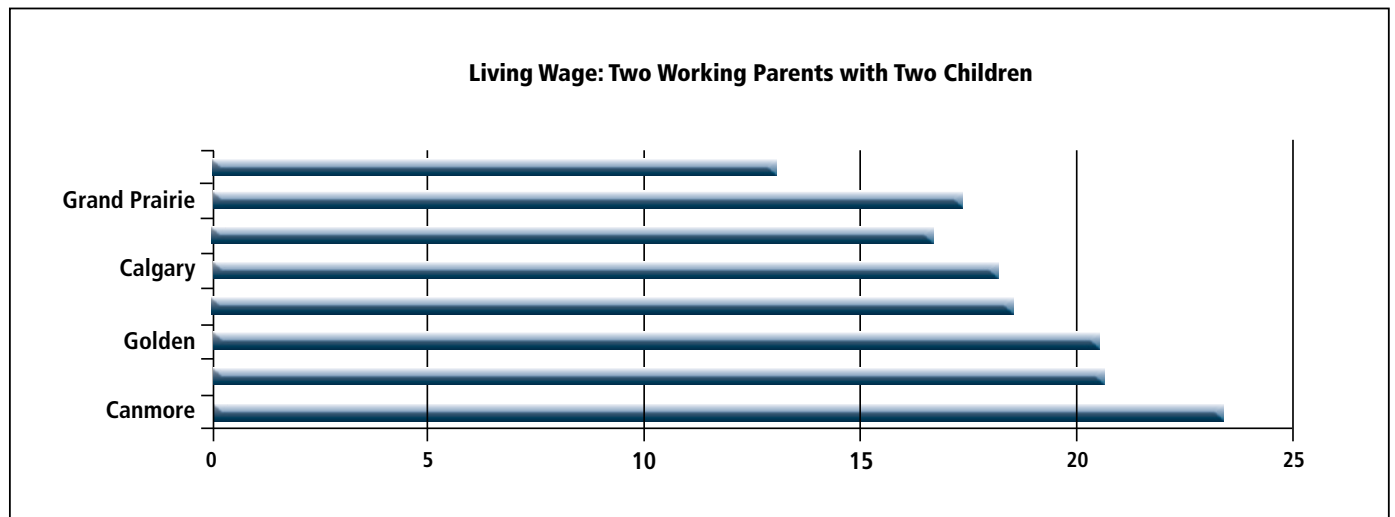
Canmore’s 2015 Living Wage Report shows shelter as the most substantial component of Town residents’ Living Wage; shelter is followed by food, childcare, and transportation. The people of Canmore must have the following hourly wages to afford to live in Town (see chart at right).

Canmore has one of the Highest Living Wages in Canada

This graph compares Canmore’s hourly Living Wage for two working parents with two children with those of other municipalities in Alberta and Canada (see chart below).



Hourly Living Wage, 2015	Demographic
\$23.40	Two working parent family with two children
\$24.25	Lone parent with one child
\$20.03	Single adult



Source: Living Wage Canada

Phase 3: Related Research

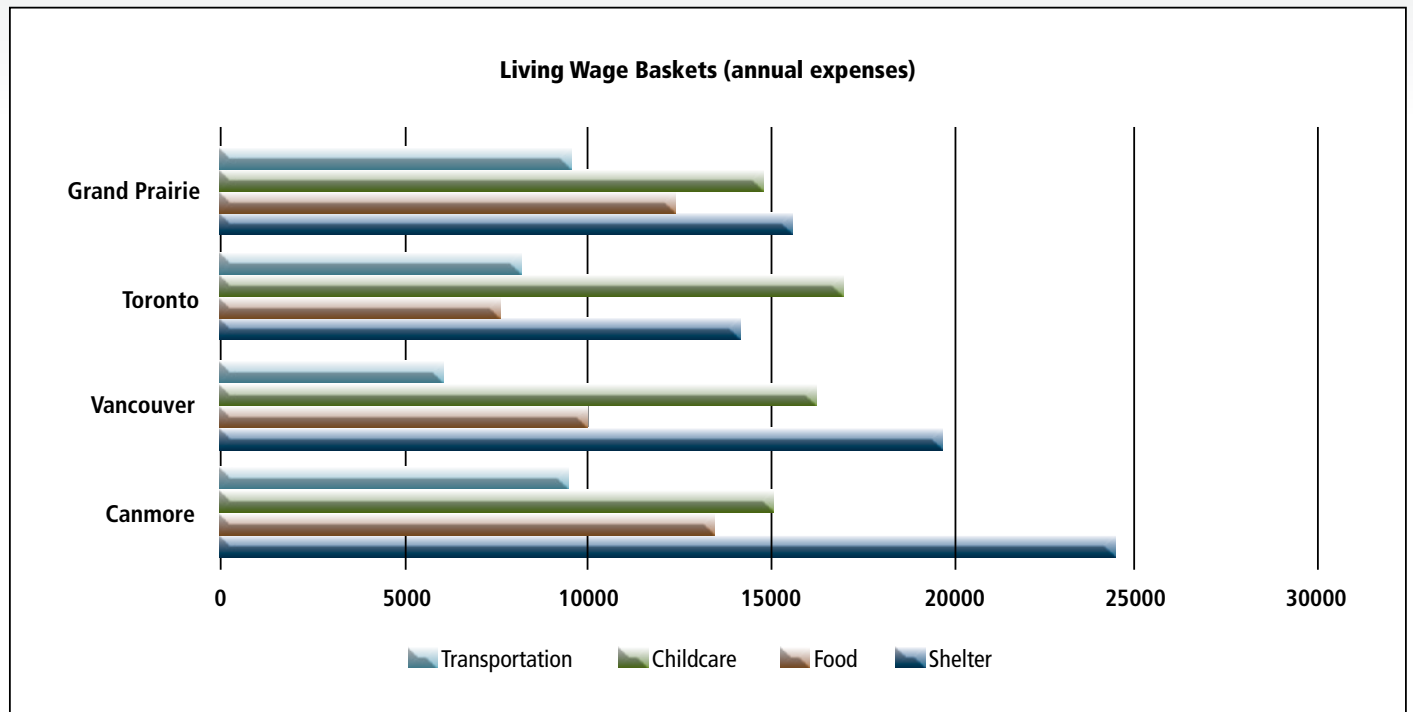
Phase 3: Related Research

3. Canmore is Expensive

Food and Shelter is Costly in Canmore Compared to Toronto, Vancouver

Different communities use different equations to ascertain Living Wage, so it's hard to compare them. We can, however, examine some elements or baskets.

The most substantial Living Wage baskets in Canmore, in descending order, are shelter, childcare, food, and transportation. When analyzed beside the same components in other municipalities with published data (graph below), we gain a clear picture that housing makes Canmore's Living Wage uniquely high.



Published Living Wage Reports: Canmore (2015), Vancouver (2016); Toronto (2015); Grande Prairie (2015)

Phase 3: Related Research

Phase 3: Related Research

4. Housing is a challenge

Different Town Populations focus on Different Housing Challenges

In 2016 for its Livable Canmore Initiative, the Town embarked on a community consultation process called “Everyone Needs a Home.” Residents engaged in conversations and responded to questions about their experience, concerns, and desires for the community moving forward.

Report findings reveal contrasts of focus with regard to housing challenges. Longer-term inhabitants said they struggle to maintain the neighbourhood, home, and community in place when they first purchased. Newer residents reported simply doing their best to afford a home.

Year of Purchase Significantly Impacts Housing Affordability

Not all current Canmore homeowners entered the property market at the same time. People who entered the market at a later, more expensive price point, for example in 2006 or later, may be in a similar demographic to longer-term residents who entered the market earlier, for example in 2001, yet their financial situations are entirely different.

The table below shows the different relationships people have with their home over time. Of special note is debt burden.

Compare pre-and post- 2006 mortgage amounts (column g), monthly payments (column h), and percentage of median income (column i) to begin to appreciate the debt burden differences of Town homeowners.

The *BMO Harris Home Buying Report on First Time Home Buyers* states most first time home buyers are approximately 29-years old⁽²¹⁾. Single-detached housing costs for first-time buyers and their ages in 2016 if they purchased their home at age 29 appear in the table below (column j).

Median total household income, (column b) has not increased at the same rate as the housing prices (c) for single family homes for Canmore residents.

a	b	c	d	e	f	g	h	i	j
Census Year	Median Household Income	Mean Single Family House Price	Ratio of Mean Single Family House Price to Median Household Income	5 Year Fixed	5% Down Payment	Mortgage Amount	Mortgage Payment	% of Median Income Spent on	If Purchased Home at 29 Current Age Would Be:
1996	\$61,372	\$210,000	3.4	8.0%	\$10,500	\$199,500	\$1,526	30%	49
2001	\$64,899	\$319,000	4.9	7.5%	\$15,950	\$303,050	\$2,216	41%	44
2006	\$69,020	\$714,803	10.4	5.7%	\$35,740	\$679,063	\$4,224	73%	39
2011	\$85,579	\$801,000	9.4	4.6%	\$40,050	\$760,950	\$4,254	60%	34

Source - Biosphere Institute – Data from Statistics Canada (Census); Re/Max Alpine Realty; Verico Mortgage Brokers Network

Phase 3: Related Research

Phase 3: Related Research

4. Housing is a challenge

People Seeking to Become new Homeowners Experience a Significant Affordability Gap which has Consequences

The result is that individuals seeking to become new homeowners experience a significant affordability gap. The following table highlights the affordability gap individuals and families experience when purchasing a house in Canmore. A household with two average incomes would be unable to afford a single family home. This impacts some residents ability to set up roots in the community when, due to housing prices, individuals may need to leave Canmore to afford a long-term family home.



Household Type	2013 Median Income 100%	Maximum Affordable House Price	2013 Median Home Sales Price Gap		
			Apartment \$340,000	Medium Density \$565,000	Single Family \$740,000
Single Person <i>Change from 2011</i>	\$37,819	\$130,000	\$210,000 <i>(-1.9%)</i>	\$435,000 <i>(+20.8%)</i>	n/a
Lone Parent <i>Change from 2011</i>	\$52,061	\$165,000	\$175,000 <i>(-7.4%)</i>	\$400,000 <i>(+19.4%)</i>	\$575,000 <i>(-8.6%)</i>
Couple <i>Change from 2011</i>	\$103,365	\$405,000	no gap	\$160,000 <i>(+52.4%)</i>	\$335,000 <i>(-16.0%)</i>

Source : CCHC - Median income data derived from Statistics Canada. Table 111-0009. Median sales prices from Dan Sparks, Realtor, Century 21, Canmore. Maximum affordable house price based on 25 year amortization, 4.75% qualifying interest rate, 5% down payment, and gross debt servicing ratio of 32%.

Phase 3: Related Research

Phase 3: Related Research

5. A sense that some residents cannot empathize with other members of the community

One underlying theme appeared throughout every community conversation. On the one hand, everyone wants what is best for Canmore. On the other, there is a lack of agreement on what exactly is best for the community moving forward.

Different Perspectives on What is Best for Canmore

Every individual focuses on different ideas as to what is best for Canmore. The various groups, with complex and unique backgrounds, all seem to prioritize different values and variables. The consequences are that some residents feel like their community no longer understands and responds to their needs and other residents feel that people cannot empathize with their positions.

A brief overview of the different perspectives that surfaced through conversations and research follows. It is important to note that first, this is not an exhaustive list of community groups in Canmore and second, every individual within each cluster holds unique and complex perspectives.

- **Amenity Migrant:** people who choose to live in Town for lifestyle as opposed to employment; this group includes second home owners. Research shows amenity migrants tend to seek communities with both a small town feel and urban amenities. Further, amenity migrants may view their residence as an investment rather than as a home. Research confirms that differences do exist between full-time and part-time amenity migrants.
- **New Canadians:** refugees and people who are transitioning to become Permanent Residents. Many community groups talk about the struggle New Canadians face when securing affordable housing that can accommodate family reunification. Some new Canadians also require specialized services to help them integrate into the community successfully.
- **Full-time Residents:** an eclectic group of individuals who care deeply about their home. Some people say they seek to maintain a particular neighbourhood feel while others remark they look for a home into which they can grow.
- **Seasonal Workers:** people who fill key service positions. Some seasonal workers say that they want to live in Canmore and are unable to due to the high cost of living. [Research from other 'resort' communities reports on the difficulties that seasonal workers experience when trying to become a part of the community.]
- **Indigenous People:** The Indigenous people of Bow Valley have experienced a long history of change, one that is often quiet and powerful. To live in right relations, Canmore must integrate and reflect on Bow Valley's pre-colonial history. Also, the Truth and Reconciliation Commission calls upon all Canadian communities to come together in support of the Indigenous people of Canada.



Phase 3: Related Research

Phase 3: Related Research

6. A fear of losing Canmore's community feel

Research on the psychological and social effects of resort growth shows that people in resort communities can experience both psychological and social consequences from rapid population growth⁽²³⁾. The sense of community may dissipate as tourist visits increase, as the part-time resident population increases, and as younger people leave as prices climb.

Divisiveness rather than Cohesion

These phenomena which appear in the research also surfaced in Canmore's community conversations:

- Negative attitudes permanent residents hold towards tourists and part-time residents
- Disagreements among different sectors of the population about quality of life values

As a conclusion of their study, the researchers stress the importance for municipalities, during their planning process, to appreciate that their locations, in addition to being sites for vacation, recreation, and leisure, are also centres for social interaction, service consumption, experiences, and users' identification.

Hollowing Out – Exiting a Younger Generation

Research also shows that resort communities tend to experience a significant rise in their cost of living as they grow. Towns suffer developmentally when low-to-middle-class workers are forced to move away due to affordability issues. When 'hollowing out' occurs, the community lacks a younger generation that, if it stayed, would gain an attachment to and invest in the town's future well-being⁽³⁸⁾.

Concerns about Losing Relationships

As echoed in Canmore conversations and questionnaires, research also shows that permanent residents feel upset when they lose relationships with community members who choose to move away to more affordable places⁽³⁸⁾.

Regional Growth in Communities Affects Community Feel

The Aspen Institute developed a framework that models regional growth in resort communities. Although we cannot predict if Canmore's growth will follow this example, it is revealing that the Town currently has high housing costs, increased cost of living, and an economic dependency on visitor-based services, much like the model predicts.

Stage	Condition
Early Stage	<ul style="list-style-type: none">• Resource rich; dwindling population, poor economic outlook• Low cost of living• Devaluing homes
Emerging Stage	<ul style="list-style-type: none">• Slow visitor-based economy begins to emerge• Community considered a small unknown gem• Physical infrastructure remains undeveloped
Developing 1 Stage	<ul style="list-style-type: none">• Economy is mixed and developing• New residents move to town to profit from the tourist trade• Visitor traffic is seasonal and moderate• Community begins to have access to some local services• Housing prices begin to increase
Developing 2 Stage	<ul style="list-style-type: none">• Visitor/retiree service industry begins to dominate the economy• Existing businesses are crowded• High cost of living
Mature Stage	<ul style="list-style-type: none">• The community's economy is dependent on visitor/retiree service• Workers must be imported from distant communities• The cost of living is far beyond most community workers

Source - Aspen Institute

Phase 3: Related Research



Phase 3: Related Research

7. New residents find it difficult to connect with established residents

Longer term Residents Keep to Themselves

Resort community researchers say that longer-term residents are less likely to reach out and engage newer residents because there is a fear that the newer residents may leave ⁽³⁸⁾. It is no surprise that newer community members say it is challenging to become part of existing networks.

Social Barriers in Resort Communities

There is a risk that in-group/out-group social barriers prevent people from embracing new residents. Together with affordability, this obstacle impacts community, and social development potential.

Resort communities researchers discuss significant social barriers seasonal workers experience when trying to transition to permanent residency. Permanent residents' appear reluctant to welcome new community members because they often stay for a short while before relocating to more affordable communities ⁽³⁸⁾.

Seasonal Workers want to Stay, and Can't

Conversely, seasonal workers, who are often younger, feel frustrated, because they are unable to relocate to their permanent employment locale.

When this occurs, younger generations might not form attachments to their community. As well, longer-term established community members may form close-knit social networks that unintentionally excludes the newer residents.

Social Ties are Important

Research consistently highlights the importance of social ties for maintaining and developing diverse, sustainable and connected communities.

Results: Livable Canmore



Results: Liveable Canmore

This three phase process together with the seven themes that emerged shows a clear need for the Town of Canmore to invest in the “Livability” of our community.

What is a Livable Community?

A ‘Livable Community’ describes a region where all members are welcome to fully engage in social and economic activities that make neighbourhoods great. Canmore can become more Livable by investing in practices that provide healthy social and economic foundations.

Healthy Social and Economic Foundations

Individuals must have the ability to contribute and engage socially, economically, and sustainably in their community to build its strong social foundation.

Equally, people must be able to expand their contacts and networks, and find unique solutions to common issues and participate, in their community for a strong economic foundation to be built.

Economist David Foot explains, “The point of an economy is to provide people with income so that they can live, raise families, and be social beings ⁽¹⁵⁾.”

Tools for the Future purpose is to guide Administration toward investing in processes that maintain the health of our community. It is a citizen-centered plan designed to advance activities that provide a healthy social and economic foundation.

The Town of Canmore will focus on three community outcomes as a priority for the next 3 - 5 years:

1. Building Social Capital
2. Embracing Diversity
3. Aligning Services

Community Outcome 1: Building Social Capital

Community Outcome 1: Building Social Capital

This section defines Social Capital, highlights how to increase it to create healthy communities, and offers success measurement factors.

Social capital is the measure of social ties or connectedness within a community. High social capital facilitates cooperation, innovation, and exchange.

We examine two types of social capital and how they relate to residents of Canmore. These social capitals describe the kinds of connection a person can form with another person. Research shows resort communities, which have experienced rapid growth, tend to have high bonding social capital and small bridging social capital. Merely strengthening social capital is not enough. It is important that we strengthen the right type of social capital^(9, 18, 36).

Bonding Social Capital: Exclusive, close, and personal relationships within tightly interwoven networks.

Communities with high bonding social capital have a significant number of close-knit groups. Individuals who are in these groups will describe their community as connected and may also have trouble relating to other groups of which they are not a part. Additionally, new residents may have trouble connecting to these close-knit groups as these groups tend to be exclusive, which can result in social isolation.

Bridging Social Capital: Inclusive, open, and welcoming relationships that support cross-group interactions.

Bridging social capital must be increased to balance the effects of existing bonding social capital. By increasing bridging social capital, residents have more exposure to diverse perspectives and opinions, and new residents may feel more socially invested in the community.

There are four goals to provide Canmore residents with needed tools to effectively build social capital. Administration will:

- A. Provide people with tools for building new neighbourhood connections/Bridging Neighbourhood Connections
- B. Help neighbourhoods to become a positive force in children's development/Positive Early Childhood Experiences
- C. Support neighbourhoods with creating new and unique experiences/Community Led Activities
- D. Empower neighbourhoods to participate in developing their community/Municipal Connection

Goal A: Provide people with tools for building new neighbourhood connections

Connection at the neighbourhood level is an effective way to strengthen bridging social capital (inclusive, open social ties) to complement and stimulate new bonding social capital (exclusive, close-knit relationships) within a community. Providing residents with tools to strengthen their neighbourhood connections is a way to positively impact the way we relate to each other^(18, 36).

Strategy: Neighbourhood Connection Coordinators

Modeled after Abundant Communities Edmonton, the Town of Canmore will explore a resident-led support system that formalizes neighbourhood relationships. The system will be entirely neighbourhood-led. The Municipality will support the development of this system by funding a volunteer honorarium program called Neighbourhood Connection Coordinators (as approved in the 2018 budget). These Coordinators will work with their neighbours to create new opportunities for relationships within their communities.

As part of the Neighbourhood Connections Coordinator's position, each will actively connect with people in their neighbourhood by using the strengths, assets, and interests of individuals in their neighbourhood to support informal and natural relationships.

Indicator: Neighbourhood Participation

Success will be measured by monitoring the proportion of people within a given neighbourhood who participate in events or initiatives. The indicator will be overseen by Neighbourhood Connection Coordinators and will include a combination of both qualitative and quantitative assessments. These outputs may include: number of individuals attending neighbourhood events, number of connections that Neighbourhood Connection Coordinator established or the number of people who self-reported a stronger connection to their neighbours.

Resources Required: Funding for Canmore's Abundant Communities program is included in the 2018 budget.

Community Outcome 1: Building Social Capital

Community Outcome 1: Building Social Capital

Goal B: Help neighbourhoods to become a positive force in children's development

Research shows people feel safest in the presence of familiar and nurturing members of their family and community. Children who grow up in a community where they are known and loved develop a protective resilience that can help them manage when unpredictable and stressful situations occur ⁽¹⁹⁾.

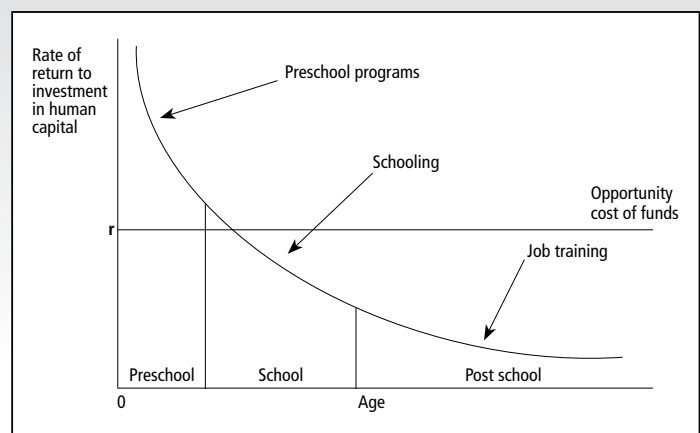
Connected neighbourhoods are linked to positive childhood development. These neighbourhoods offer children a safe place to explore their environment independently under careful protection of their community.

Experiences in a child's life influence their brains development in ways that can either increase or decrease their resilience. Seconds of kindness within a community can have a powerful impact on a child's growth. Children who consistently have positive interactions with compassionate people learn that their community supports them. When those same children experience a high-stress situation, they know there are assistance systems they can lean on, which will help them regulate their response to the situation ^(16, 19).

Throughout the first world there has been a cultural shift towards isolation, and research shows us that individuals who are relationally impoverished and isolated are less resilient. We know that building a strong relational foundation is important in the early years of a child's development. A supportive community for children from conception to age six, particularly for the first three years, sets a base for leaning and using competence and coping skills that affect learning, behaviour, and health throughout life. "Healthy children become productive members of society and contribute to the overall economic prosperity and social well-being of a community" ⁽⁶⁾.

Strategy: Refocus childhood development as an essential community service

Investing in children's development saves money. Research shows that \$1 invested in early years is equivalent to a \$3 investment in school-aged children and an \$8 investment in adults (22). The following graph shows the return to investment that communities can experience when they actively invest in children. The Municipality and the Province will continue to invest in programs that create child-friendly environments.



Source – Interpreting the evidence on life cycle skill formation, 2006

These early investments may include: providing tools and resources to parents, ensuring municipal plans are evaluated through child-friendly lenses, supporting neighbourhoods with creating a developmentally rich environment and maintaining community drop-in programs and workshops.

Indicator: Parents see Canmore as a child-friendly community

Success will be measured through Bow Valley Parent Link program evaluations and neighbourhood conversations. Neighbourhood Connection Coordinators and Parent Link staff will listen to parents to evaluate the strength of children's informal support networks throughout the community. The Town will also continue to work with schools and school-based programs to understand their impression of Canmore's ability to support children's development.

Resources Required: Staff will use existing time, programs and materials. New initiatives that will further support this community outcome will not be considered outside of the current service area budget.

Community Outcome 1: Building Social Capital

Community Outcome 1: Building Social Capital

Goal C: Support neighbourhoods with creating new and unique experiences

The Municipality will focus on supporting neighbourhoods with creating activities that fit their needs to strengthen their bridging social capital.

In a vibrant neighbourhood residents are empowered to organize, plan, and create social action. While creating *Tools for the Future*, people were asked 'What does our community need?' The overwhelming response was 'community building activities.' In later conversations with community services providers, it became clear that meaningful community activities must be led by the community – not the Town.

Strategy: Tools to support community-led activities

As part of the Municipality's plan to support increased bridging social capital through a resident-led support system, the municipality will also offer neighbourhoods with tools to organize and create community-led neighbourhood events. This support may include: access to resources, information and new practices; use of the Neighbourhood Connector block party trailer, lending of equipment such as gross motor play equipment, and helping residents connect to community organizations.

Indicator: Ability for neighbourhoods to organize and plan based on community need

Success will be evaluated by examining a neighbourhood's ability to self-organize and plan a community event. Feedback will be gathered through community conversations and program outcomes (such as the Neighbourhood Connector block party trailer and the Neighbourhood Connector Coordinator program).

Resources Required: Staff will use existing time, programs and materials. New initiatives that will further support this community outcome will not be considered outside of the current service area budget.



Goal D: Empower neighbourhoods to participate in developing their neighbourhood community

The world and our community continue to grow in complexity. Local policy cannot be solved by government alone⁽³⁴⁾. A process for consistent connection between residents and the municipality is required to support progress and learning for both. Conversations need to evolve from discussions that are based on high-profile issues to discussions that can support dialogue on all areas that keep communities healthy. By maintaining a process for connection municipal transparency is increased, diversity in opinion can be respectfully heard, and community can feel ownership for long-term goals.

Strategy: Municipality will develop a process to create connection to neighbourhoods

Administration will regularly meet with local Neighbourhood Connection Coordinators to gather information and discuss local neighbourhood needs, challenges, and successes. Conversations will be dialogue based. The municipality will provide resources and information as requested. Engagement will be informal, and on-going.

Indicator: On-going Community Conversations

Municipalities and neighbourhoods will measure success through their ability to maintain a consistent and regular conversation. An evaluation will be developed and presented annually to Council.

Resources Required: Neighbourhood Connector Coordinators are included in the 2018 Budget through the Abundant Communities model. In support, staff will use existing time, programs and materials. New initiatives to further this community outcome will not be considered outside of the existing service area budget.

Community Outcome 2: Embracing Diversity

Community Outcome 2: Embracing Diversity

A diverse community respects and values an array of attributes based on differences in ethnicity, gender, age, national origin, ability, sexual orientation, education, religion, and income. Diversity is a source of vibrancy and innovation. Communities that embrace diversity are flexible, resilient, and open to new ways of thinking. As Canmore continues to change there will be additional opportunities for individuals to understand and contribute new perspectives in our community.

Our world is becoming increasingly complex and without embracing our diversity, we run the risk of becoming a weakened, divided community. By embracing diversity we embrace new ways of thinking and seeing the world which may help us, as a community, create innovative solutions to complex problems. By embracing our diversity, we can remain a connected, strong community that is resilient to unpredictable changes and challenges.

Three goals support providing Canmore residents with the tools they need to effectively embrace diversity:

- A. Strengthen Indigenous relationships in the Bow Valley
- B. Hear new perspectives to build compassion for diverse thoughts/Building compassion for new perspectives
- C. Evaluate diversity and inclusion in Canmore

Goal A: Strengthen Indigenous Relationships in the Bow Valley

The Truth and Reconciliation Commission emphasizes the need for all communities across Canada to re-imagine our land as a country that honours history, commitments, healing and forgiveness.

Strengthening Indigenous relationships requires an on-going commitment from the municipality. To move forward in right relations, we must respond to the Truth and Reconciliation 94 calls to action.

Strategy: Create opportunities to live in right relations and appreciate Indigenous history

The municipality will work with the Stoney-Nakoda Nation to understand the pre-colonial history of the Bow Valley. We will work with knowledge keepers and Elders to share our rich history with all who visit, love and live in the Bow Valley. We will appreciate that this account belongs to the Stoney-Nakoda Nation and we will work with our Indigenous neighbours to ensure that history is shared appropriately and respectfully.



Additionally, we will continue to create new opportunities for residents from both Canmore and Morley to connect. This may include: supporting community initiatives in Morley, planning joint events, incorporating Indigenous art and culture into our programs and creating opportunities for cultural learning.

Indicator: Monitor actions related to the Truth and Reconciliation Commission

Success will be measured by our regular monitoring of the Town's commitment to the Truth and Reconciliation's calls to action. At present, the municipality is creating a plan to move forward on these. We will evaluate our ability to identify and respond to identified actions based on this scheme.

Resources Required: Staff will use existing time, programs and materials to support goal. Also, staff will explore potential project-based funding opportunities. New initiatives that will further this community outcome will not be considered outside of the existing service area budget.

Community Outcome 2: Embracing Diversity

Community Outcome 2: Embracing Diversity

Goal B: Hear new perspectives to build compassion for diverse thoughts

The world is complex and to manage this complexity people rely on their pre-existing belief system to make sense of the world. Now, more than ever, our minds are exposed to a constant stream of information. Our belief systems help us effectively manage this high volume of input. This natural phenomenon is also known as confirmation bias.

Confirmation bias is not harmful or negative, yet it is something of which we need to be aware. While our preferences are helpful for most situations, they can prove to be an obstacle for us when we are connecting with people whose belief systems are not congruent with our own.

We know that community is stronger when we embrace different ways of seeing and understanding the world. The challenge is, as a community, we need to understand diverse perspectives and while still moving our 'whole' community forward. This takes a compassionate community, a community that can understand reasons behind different opinions. To be a compassionate society we have to understand the biases that we each use when processing new information.

It is important to note that compassion does not mean conforming. Compassion is defined as feeling with, saying that an individual understands another's opinion, even if they do not share this view. To continue to move Canmore forward, it is important to foster compassion, not conformity, in our community. As a community, we want rich and diverse opinions, but we also want to create solutions that move us forward as a whole.

Strategy: Community education and awareness opportunities

The municipality can provide outreach and education opportunities to challenge our community views by showcasing different and diverse perspectives. Through community workshops, the town will share a diverse array of perspectives on various relevant community topics.

Indicator: Quality/ value of opportunities presented

We will evaluate success by looking at the number of participants who engaged in the various education and awareness opportunities and by reaching out to these members to assess the value of these opportunities

Resources Required: Staff will use existing time, programs and materials. Also, staff will partner with community organizations to deliver workshops that further our mutual goals. New initiatives that will further this community outcome will not be considered outside of the existing service area budget.

Goal C: Evaluate diversity and inclusion in Canmore

Being an inclusive and diverse community is a process more than a goal. The world and its complexity continue to change and, as a result, communities change as well. Through an objective assessment, Canmore can assess the inclusivity and diversity of our community and understand potential areas of growth and success.

Strategy: Complete the AUMA Welcoming Communities Initiative

The Alberta Urban Municipalities Association (AUMA) has created a tool called the Welcoming and Inclusion Evaluation Score that can help municipalities assess and understand areas in our community where we succeed at being diverse and areas where we can grow.

The Welcoming and Inclusion Evaluation Score identifies five levels of inclusion that a given municipality may fall into. In addition to the tool, AUMA's provides municipalities with resources and suggestions that may help them strengthen areas where growth is needed. AUMA's framework supports a broad-level assessment of inclusion, which includes, though is not limited to gender diversity, generational differences, cultural awareness, and socio-economic stratification.

The Municipality will apply for funding for this evaluation from the Alberta Human Rights Commission in collaboration with the Bow Valley Immigration Partnership. At present, the Bow Valley Immigration Partnership receives project funding from the Alberta Human Rights Commission for increasing community diversity by helping the Bow Valley with becoming a welcoming community for new Canadians.

Indicator: Analyzing the Welcoming and Inclusive Community Score

Success will be measured by the completion of an inclusion assessment and by the creation of a plan to target identified areas.

Resources Required: Staff will use existing time, programs and materials to support goal. Also, staff will explore potential project-based funding opportunities. New initiatives that will further this community outcome will not be considered outside of the existing service area budget.

Community Outcome 3: Aligning Services

Community Outcome 3: Aligning Services

By working to align services for residents, Administration can create processes and procedures that reduce complexity for community users, that promotes collective community action, and that identifies links to longer term outcomes, through:

- A. Aligning services based on need
- B. Creating an outcome framework
- C. Cross collaboration for livability

Goal A: Reduce barriers to access community services

Canmore is a busy community. One resident commented that there is “something happening every night and it is all interesting. Sometimes you just have to choose”. There is opportunity for the Canmore to collaborate with service areas both internally and externally to examine the programs, services, workshops, and events with the goal to identify potential areas where we can deliver programs in partnership as opposed to in tandem.

Additionally, navigating government and social service systems can be an overwhelming experience, more so for a resident whose situation is vulnerable or precarious. Not all residents are aware of all of the services that are available to them.

Strategy: Align services based on need to reduce administrative barriers

The municipality will review their client-serving programs to examine new ways to increase accessibility and reduce barriers. Through a collective action model, which is an organized collection of community services, the Town of Canmore will work with our partners to complement community services, identify community gaps, and support a smooth referral process. The end goal will be a single front counter with no wrong door. Collectively we will work with our community partners to jointly support residents with accessing workshops, programs, and community services.

Indicator: Individual’s experience of programs

Success is based on identified need and will be measured by qualitatively analyzing clients’ experience of community services and client-centred programs.

Resources required: Staff will use existing time, programs and materials. Also, staff will partner with community organizations to deliver workshops that further our mutual goals. New initiatives that will further this community outcome will not be considered outside of the existing service area budget.

Goal B: Link individual outcomes to program and municipal outcomes

Many of Canmore’s social supports focus on prevention and are often broadly defined. It’s hard to understand the connections between community programs and longer-term community outcomes.

To evaluate the impact of a particular program, we need to understand the relationships between individual outcomes, program outcomes, and community outcomes.

Strategy: Create an outcome framework

The Town will create and report on an evaluation framework that connects individual results to municipal program outcomes and community outcomes. This resulting framework will also recognize the collective work our community partners do in support of Canmore.

Indicator: Creation and regular update of an evaluation framework

Success will be measured by the creation and frequent update of an assessment framework. That includes identifying key indicators that can link program outcomes to broader community outcomes.

Resource Required: Staff will use existing time, programs and materials. New initiatives that will further this community outcome will not be considered outside of the existing service area budget.

Community Outcome 3: Aligning Services



Community Outcome 3: Aligning Services

Goal C: Identify the impact of initiatives on community livability

A 'Livable Community' is a community where all members are welcome to engage fully. A livable community is not the responsibility of one department or organization. It is the complex interactions of a myriad of municipal departments and agencies that can create a livable community. It is through an analysis of the barriers that impact livability that we can understand how different initiatives can support livability.

The Town of Canmore has already invested in initiatives that increase livability in Canmore. For example, the Town: supported development of a centrally located community daycare, is working with local non-profits on a Food Security Alliance, developed a public transportation system, launched an Affordable Services Program, and has increased the affordable housing stock within Canmore.

The impact of these initiatives is best understood by analyzing the impact on an individual's daily life.

For instance, we can look at the potential impact that a public transit system may have on an individual's daily expenses. In Canmore, the wage that a two parent family with two children must earn to live a sustainable life is \$23.40. As a result of the Town investing in a public transportation system, that same family's Living Wage can be potentially reduced from \$23.40 per parent to \$21.94 per parent.

Strategy: Cross collaboration for livability

The Town will continue to analyze potential barriers to Livability and examine the potential impact that new initiatives can have on Canmore's Living Wage. Also, we can continue to work with other municipalities to create a provincial living wage network which can support evaluation and advocacy.

Indicator: Analysis of potential impact on livability

Success will be measured by analyzing the potential impact that initiatives can have on Canmore's Living Wage.

Resources required: Staff will use existing time, programs and materials. New initiatives that will further this community outcome will not be considered outside of the current service area budget.

Conclusion



Community is both the means and the ends of Community Development"

~ **Cavaye Community Development**

Tools for the Future is the Town of Canmore's Community Social Development Strategy. It is a guide for Administration to use in allocating municipal resources and in developing activities. It is also a resource for residents to reference when connecting programs to our community's vision. It is an invitation for all who love Canmore to be a part of Canmore's community social development.

The development of this strategy, *Tools for the Future*, is included among the Town of Canmore's 2016 - 18 Strategic Priorities. The intent is to actively build our community's resilience so that together we remain strong, connected, and open to finding new solutions to complex and unpredictable future obstacles.



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Bow Valley Immigration Partnership

Bow Valley Interagency

Bow Valley Primary Care Network

Bow Valley Regional Housing

Canmore Community Housing Corporation

Canmore General Hospital

Dan Sparks

Job Resource Centre

MD of Bighorn

Office of Cam Westhead, MLA for Banff-Cochrane

Right from the Start

Ruben Nelson and Felicity Edwards

ROAM

Rocky Mountain Adaptive Sports Centre

Settlement Services in the Bow Valley

Sykes Powderface

Town of Banff

YWCA Banff

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