

TOWN OF CANMORE
AGENDA
Regular Meeting of Council
Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, July 4, 2023 at 9:00 a.m.

Times are estimates only.

- 9:00 – 9:05 **A. CALL TO ORDER AND APPROVAL OF AGENDA**
 1. **Land Acknowledgement**
 2. **Agenda for the July 4, 2023 Regular Meeting of Council**
- 9:05 – 9:25 **B. PUBLIC HEARINGS**
 1. **Public Hearing Land Use Bylaw Amendment Omnibus 2023-18**
 1) Call to Order
 2) Briefing from Administration
 3) Public Verbal Submissions
 4) Public Written Submissions
 5) Closing Comments from Administration
 6) Council Questions of Administration
 7) Adjournment of the Public Hearing
- 9:25 – 9:40 **C. DELEGATIONS**
 1. **Homeless Society of Bow Valley – Emergency Program Review**
- 9:40 – 9:45 **D. APPROVAL OF MINUTES**
 1. **Minutes of the May 23, 2023 Special Meeting of Council**
 2. **Minutes of the June 6, 2023 Regular Meeting of Council**
- E. BUSINESS ARISING FROM THE MINUTES – None**
- F. UNFINISHED BUSINESS – None**
- 9:45 – 9:55 **G. BYLAW APPROVAL**
 1. **Land Use Bylaw Amendment 2023-18 Omnibus**
 Recommendations:
 1) That Council give second reading to Bylaw Land Use Bylaw Amendment
 2023-18 Omnibus.
 2) That Council give third reading to Bylaw Land Use Bylaw Amendment
 2023-18 Omnibus.
- 9:55 – 10:15 2. **Community Standards Bylaw Amendment 2023-25 Open Doors**
 Recommendations:
 1) That Council give first reading to Community Standards Bylaw
 Amendment 2023-25 Open Doors.
 2) That Council give second reading to Community Standards Bylaw
 Amendment 2023-25 Open Doors.
 3) That Council give leave to go to third reading of Community Standards
 Bylaw Amendment 2023-25 Open Doors.
 4) That Council give third reading to Community Standards Bylaw
 Amendment 2023-25 Open Doors.

Agenda prepared by: Cheryl Hyde, Municipal Clerk
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Meeting Break 10:15 – 10:30

- 10:30 – 10:50 **3. Bow Valley Regional Emergency Management Bylaw 2023-26**
Recommendations:
- 1) That Council give first reading to Bow Valley Regional Emergency Management Bylaw 2023-26.
 - 2) That Council give second reading to Bow Valley Regional Emergency Management Bylaw 2023-26.
 - 3) That Council give leave to go to third reading of Bow Valley Regional Emergency Management Bylaw 2023-26.
 - 4) That Council give third reading to Bow Valley Regional Emergency Management Bylaw 2023-26.

H. NEW BUSINESS

- 10:50 – 11:50 **1. Retail Gap Analysis and Light Industrial and Commercial Land Review**
Recommendation: That Council direct administration to return with recommended amendments to the Land Use Bylaw and Municipal Development Plan to discourage the provision of employee housing in industrial districts.
- 11:50 – 12:00 **2. Development Permit 1800 8th Avenue - Accessory Building (Portable Classroom) at Canmore Collegiate High School.**
Recommendation: That Council approve PL.20230082, subject to the conditions of approval set out in the Schedule A.
- 12:00 – 12:05 **3. 2023 Capital Budget Amendment – Light Fleet Replacement**
Recommendation: That Council approve an increase to capital project #7309 Light Fleet Replacements (2023) from \$120,000 to \$125,000 and amend the funding to \$70,000 Municipal Sustainability Initiative (MSI), \$41,000 Asset Rehabilitation/Replacement Reserve and \$14,000 from the newly approved Municipal Climate Change Action Centre (MCCAC) grant.
- 12:05 – 12:20 **4. 2023 Capital Budget Amendment – Climate Emergency Action Plan**
Recommendation: That Council approve an increase to the scope and budget for the 2023 Climate Emergency Action Plan – Development (CAP 7308) from \$150,000 to \$211,000, with \$80,000 funded from the Municipal Climate Change Action Centre’s (MCCAC) Climate Resilience Capacity Building Program and the remaining \$131,000 from the Sustainability Reserve.
- 12:20 – 12:40 **5. Railway Avenue Central - Design and Staging Approvals**
Recommendations:
- 1) That Council approve the design for Railway Avenue Central as presented.
 - 2) That Council approve a new 2023 capital project for the Railway Avenue Central Water Line Design in the amount of \$150,000 to be funded by the Utility Water Reserve.

Meeting Break 12:40 – 1:40

- 1:40 – 2:10 **6. 2023 Capital Budget Amendment - Cougar Creek Long-Term Mitigation**
 Recommendation: That Council approve a budget increase for Cougar Creek Long-term Mitigation (CAP1445/1562) from \$49,072,620 to \$78,172,620 for project completion with the increase of \$29,100,000 funded with:
- Future grant \$25,000,000,
 - Provincial Flood Recovery Erosion Control (FREC) and Alberta Community Resilience Program (ACRP) grants interest accrual \$4,100,000.
- 2:10 – 2:30 **7. Reconciliation and Equity, Diversity, and Inclusion Final Report and Coalition of Inclusive Municipalities**
 Recommendations:
- 1) That Council accept the Reconciliation and Equity, Diversity, and Inclusion Final Report for planning purposes, and
 - 2) That Council join the Canadian Coalition of Inclusive Municipalities on behalf of the Town of Canmore and direct Mayor Krausert to sign the Declaration to Join the Coalition of Inclusive Municipalities.
- 2:30 – 2:50 **8. Measuring and Reporting on Council’s Strategic Plan**
 Recommendations:
- 1) That Council approve the proposed Key Results as a tool for measuring progress on their 2023-2026 Strategic Plan, and
 - 2) That Council change the language in their Strategic Plan from “Results” to “Objectives” to minimize language and terminology confusion.
- 2:50 – 3:05 **I. REPORTS FROM ADMINISTRATION – None**
1. Town of Canmore Website Preview (verbal)
- J. NOTICES OF MOTION – None**
- K. IN CAMERA – None**
- 3:05 **L. ADJOURNMENT**



2023- Homelessness Society of the Bow Valley Delegation Report to Council

Background

The Homelessness Society of the Bow Valley (HSBV) is a community-based organization with a mission to provide local, community-based, wrap-around support to individuals who are experiencing homelessness and housing instability within the Bow Valley.

In March 2023, HSBV celebrated our one year anniversary of becoming a non-profit society. In our first year as a non-profit, HSBV has grown to become an established, reliable community resource that provides winter emergency shelter to our most vulnerable community members.

The 2022/2023 winter marked the third consecutive year of operating our local, low-barrier winter emergency shelter. This year was HSBV's longest operating period to date; the shelter opened on December 15, 2022 and closed April 1, 2023.

In addition to the winter emergency shelter, HSBV operated a community Outreach Program. Through the Outreach Program, individuals can connect with a member of the Outreach team during the day through phone, email, or social media. The Outreach team provides system navigation support, program referrals, and ,on a case-by-case basis, emergency support services (accommodation and transportation).

Thanks to the generous support of HSBV donors and funders, the Outreach Program is now available 365 days per year from 9am to 9pm, daily.

Need for the Program

During the 108 nights the emergency winter shelter was open (December 15, 2022 to April 1, 2023), 30 unique individuals accessed the shelter space. On average, the shelter served 2.3 guests per night, totalling 263 warm bed nights. Most importantly, the shelter was open for 11 extreme cold weather events (based on government of Canada's definition of temperatures below -27).

The Outreach program launched November 23, 2022, and as of April 1, 2023, the program provided 3 emergency accommodation placements and 6 emergency taxi fares. In addition, the program connected with several individuals who only required information.

Future Focus

HSBV continues to grow to meet community need. There are four key areas that HSBV will be focusing on:

- 1) Locating a long-term permanent shelter space, where HSBV can increase operational hours and a provide broader range of services, such as: mental health/addiction support, laundry, showers, storage.



- 2) Continued annual outreach to ensure that there is always a support available when there are individuals who are in need.
- 3) Long-term sustainable funding to shift from programming based on funding availability to longer-term program development based on need.
- 4) Charitable status in 2024

Request to the Town of Canmore Council

HSBV was grateful for the opportunity to rent Scout Hall for the operations of the 2022/2023 winter emergency shelter. We are currently exploring a number of space options, but to date have nothing confirmed.

HSBV is once again requesting that council consider providing a municipal space to support shelter operations for the 2023/2024 winter emergency (overnight) shelter program. HSBV will continue to explore other space alternatives.



Homelessness Society of the Bow Valley

ANNUAL REVIEW: *A YEAR OF GROWTH*

2022-2023

The Homelessness Society of the Bow Valley (HSBV) acknowledges that we currently reside, work and play within the Treaty 7 territory that is traditionally the territory of the Stoney Nakoda Nations, the Blackfoot Confederacy, and the Tsuut'ina. We acknowledge the long lasting and harmful issues associated with colonization, and we extend our gratitude to the many Indigenous peoples who share their traditional knowledge and wisdom of the land.

HSBV is dedicated to being an active and educated ally to aid in the reconciliation with Indigenous peoples and prioritize equity, diversity and inclusion within our work, programs, practices, and operations.

HSBV would like to extend a note of gratitude to the Town of Canmore for partnering with us as our fiscal agent, and for providing HSBV with a space to rent for our 2022/2023 emergency winter shelter program. Additionally, HSBV would like to thank the Canmore Rotary Club Charitable Foundation who has graciously supported us by providing the resources necessary to process community donations and provide charitable tax receipts on our behalf while HSBV works toward charity status.

HSBV would also like to acknowledge and thank our shelter guests who took the time to share their experiences, thoughts and feedback with us. It is through such conversations that HSBV can continue to grow, learn, and offer effective programs.

HSBV's team, both volunteers and staff, have been the heartbeat of our programming and initiatives. It is through the hard work, passion and dedication of our team that HSBV is able to successfully fill a need within the Bow Valley community.

We would finally like to acknowledge and extend our sincerest gratitude to our donors, partners, and community members who have continued to support HSBV. Thank you for your patience, passion and support. We are stronger as a community.

Dear Partners and Supporters,

It is my great pleasure to welcome you to our annual review for the 2022-2023 year. As Chair of HSBV, I would like to extend a warm note of gratitude to all of you for your unwavering support and dedication to our cause.

This year has been a truly successful one for us, with several significant achievements which have allowed us to expand our services to reach people in need and provide them with necessary shelter and support. None of this would have been possible without the hard work and commitment of our partners, donors, community members, volunteers, and staff. Your tireless efforts have made a real difference in the lives of so many people who are struggling to find a place to call home.

As we look forward to the year ahead, we are excited about the potential growth opportunities. We plan to build on our successes by continuing to innovate, collaborate, and expand our reach. We remain committed to our mission of supporting and advocating for individuals without shelter in the Bow Valley. We are confident that with your continued support, we can make a meaningful difference in the lives of even more people.

Once again, thank you for your support, and we look forward to working together towards a brighter future for all.

Sincerely,

Sarah Lonz
Board Chair



Sarah Lonz
Board Chair



Elle West
Vice-Chair



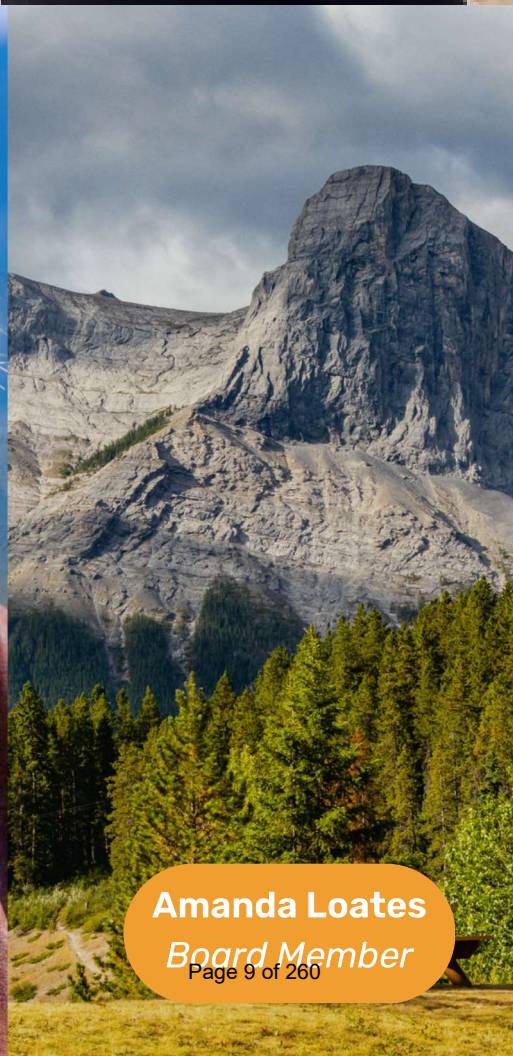
Lisa Brown
Treasurer



Sachiho Miller
Secretary



Lynda Damen
Board Member



Amanda Loates
Board Member

"As a long time Bow Valley resident, I have witnessed and understand first hand the growing concerns regarding homelessness and housing insecurity within our community. Having been involved in the early phases of the Homelessness Society of the Bow Valley (formerly REST program), I am pleased to see how the organization has grown and evolved into what it is today. The Homelessness Society of the Bow Valley plays a critical role in filling a clear need within our community. I encourage continued support by the community for the organization and their vitally important mission."

Sean Krausert
Mayor, Town of Canmore

"The diversity and breadth of need in the Bow Valley continues to increase with each passing year; BOWDA certainly saw the growing numbers of those who are unhoused or at risk of being in a situation where a warm bed is uncertain. Access to housing is a fundamental need and basic human right; we found great alignment with the HSBV to help begin to better address these needs in our greater community. Nobody should be left out in the cold and so BOWDA could not have been more pleased to partner with HSBV and select them as our charity of choice for 2022/23."

Ian O'Donnell
Executive Director, BOWDA

"The work of the Homelessness Society of the Bow Valley is critical to those who are experiencing housing instability. HSBV not only provides a warm, emergency shelter and a network of support and resources for vulnerable community members, they also act as a voice, an advocate, and the critical first step in the housing continuum. Across the Bow Valley, we are fortunate that we have a community who takes care of each other; The Wim & Nancy Pauw Foundation is proud to support the essential work of HSBV."

Cathy Geisler
Executive Director, Wim & Nancy Pauw Foundation

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EXECUTIVE SUMMARY

In March 2023, HSBV celebrated one year of becoming an official, non-profit society. Within that year, HSBV has seen incredible progress.

2022/2023 marked the third consecutive year of operating our local, low-barrier emergency winter shelter, and was the longest operating period to date. HSBV's low-barrier, emergency winter shelter operated from December 15th, 2022 to the morning of April 1st, 2023. Through the emergency winter shelter, individuals experiencing homelessness or housing insecurity had access to a safe, warm, and inclusive space to seek rest and other supports during the coldest months of the year.

During the 108 nights the emergency winter shelter was open, 30 individuals accessed the space for an average of 2.3 guests per night and a total of 263 bed nights.

HSBV's Annual Report is based on information collected through the emergency shelter operating period, guest feedback sessions, staff feedback, volunteer feedback and community partner feedback. This Annual Review addresses both the emergency winter shelter program and the outreach program, highlights our partners and generous donors, and outlines long-term organizational goals.

Increased use and access to HSBV programs emphasizes the continued, growing concerns related to homelessness and housing insecurity within the Bow Valley. As an organization with the goal of providing local emergency supports to those community members in need, HSBV's team has and will continue to build connections within the community, fundraise in order to continue offering our emergency programs, advocate for those experiencing homelessness, and establish compassionate awareness within our community.

MISSION

Our mission is to provide local, community-based, wrap around support for individuals who are experiencing homelessness and housing instability within the Bow Valley.

WE BELIEVE . . .

1

That housing is a basic right.

2

That anyone experiencing homelessness in the Bow Valley should have access to safe accommodation and supports.

3

In the importance of having community-based, wrap-around supports and services.

4

In diversity, equity, and inclusion.

- Collaboration between Town of Canmore and Homeless 2 Housing Coalition
- REST Program pilot at St. Michael's Anglican Church
- Provided 104 bed nights
- 17 total guests

2020- 2021

A LOOK BACK AT WHERE WE STARTED

2021- 2022

- 6 Board of Directors elected in December 2021
- Official society in March 2022
- Reopened Shelter Program & kickstarted Outreach Program
- Provided 366 bed nights
- 28 total guests

2022 - 2023

served as a year of growth and development for HSBV in all facets:



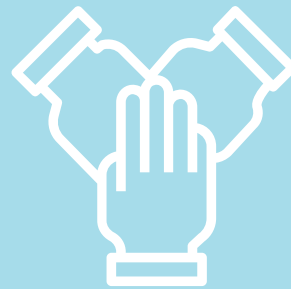
Donors



Partners



Awareness

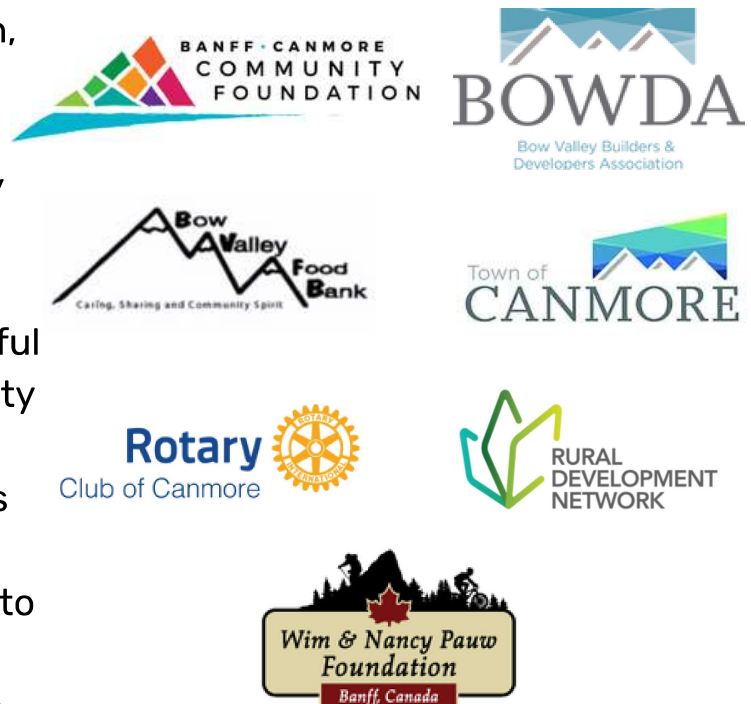


Team

DONOR GROWTH

For the 2022/2023 operating season, HSBV was incredibly fortunate to receive generous donations from various new and existing community partners and organizations.

Additionally, HSBV is sincerely grateful for our private donors, and community members who participated in and donated to HSBV through Canmore's first ever Coldest Night of the Year (CNOY) event. HSBV is also thankful to the Anglican Church Women of the Diocese of Calgary for their donation of gift cards.



PARTNER GROWTH

A special note of gratitude to those organizations who continue to support HSBV programs, act as partners, and serve as leaders in creating a safe and inclusive Bow Valley community:

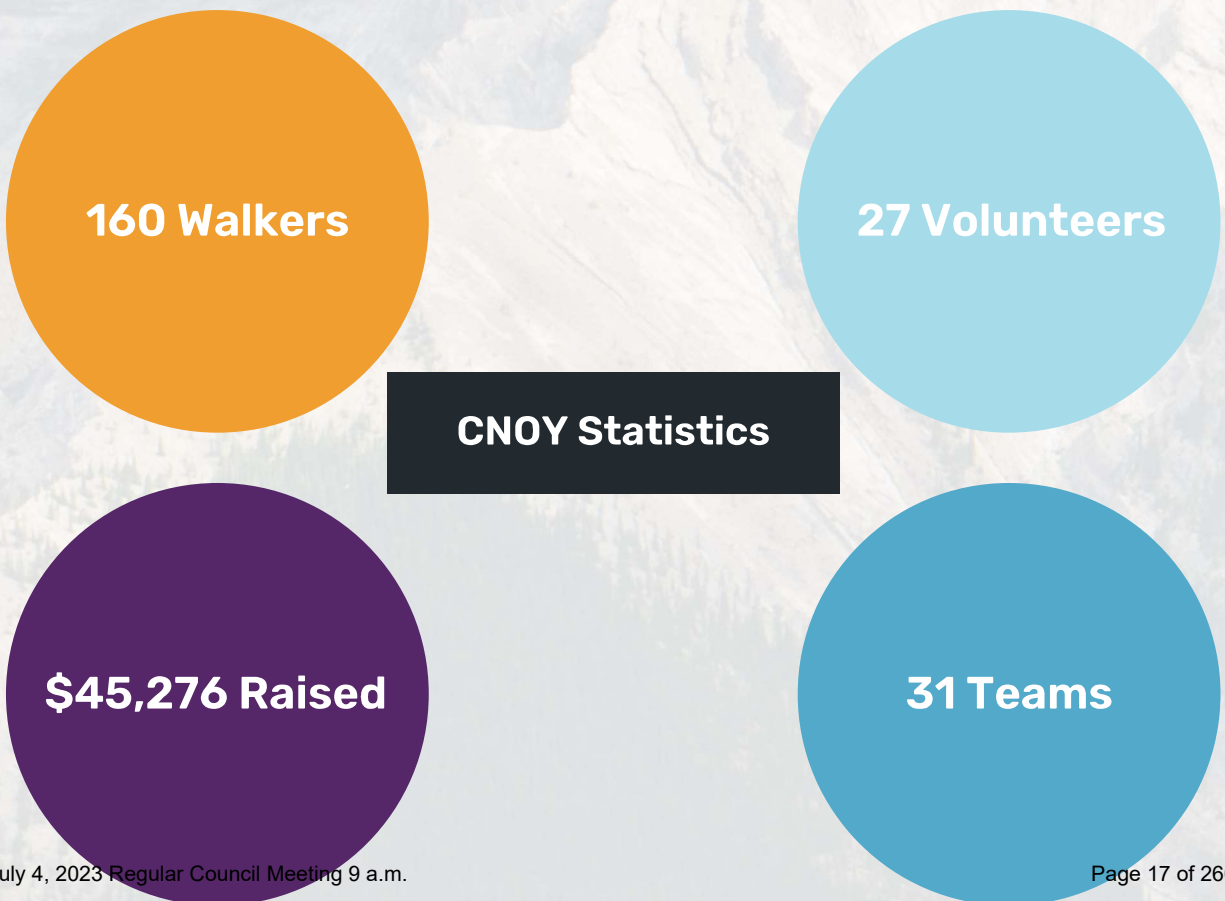
- Alberta Health Services
- Banff Hospital
- Bow Valley Food Bank
- Bow Valley Food Alliance
- Bow Valley Regional Housing
- Canmore Hospital
- Canmore Hotel Hostel
- Canmore Community Housing
- Canmore Rotary Club Charitable Foundation
- Elevation Place
- FCSS Banff
- FCSS Canmore
- Food & Friends
- Job Resource Centre
- RCMP
- ROAM Transit
- Rocky Mountain Ski Lodge
- Rocky Mountain Soap Company
- St. Michael's Anglican Church
- Three Sisters Taxi
- Town of Banff
- Town of Canmore
- Trinity Bible
- Wild Life Distillery
- YWCA Banff

AWARENESS GROWTH

As a newly formed society, HSBV relies on the support from the community, and aims to increase the awareness of not only HSBV programs and operations, but also of the homelessness and housing instability concerns within the Bow Valley.

It is clear that within this past year, HSBV's presence in the community has been strengthened. This has been especially true following February 25th, 2023 when HSBV coordinated and facilitated Canmore's first ever Coldest Night of the Year (CNOY) event, a fundraising initiative owned and administered by BlueSea. CNOY is a national fundraising walking event that aims to raise funds to support individuals experiencing homelessness, hunger, and hurt within local communities. To learn more about the national CNOY event, please visit <https://cnoy.org/home>.

In addition to increased community awareness, HSBV saw outstanding success through the CNOY event, reaching 226% of our fundraising goal, resulting in a total of \$45,276 funds raised.

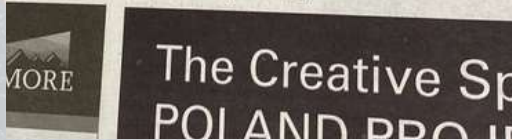




AWARENESS GROWTH



President Mary Villanueva, left, Mattias Giannandrea and representatives with the Homeless Society at Our Lady of the Snows Catholic Academy on March 21.

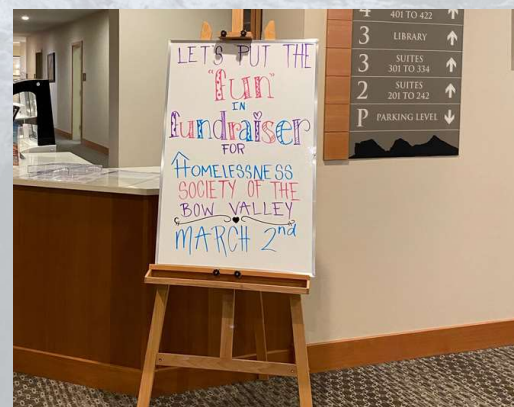


To HSBV's delight, growth in community awareness and support also extended into local schools and retired communities.

Our Lady of the Snows (OLS) Grade 5 classes took creative initiative to craft and sell handmade bath bombs. Half of the funds raised from the bath bomb sale were then generously donated to HSBV. The grade 8 OLS class also had a desire to support, creating guest care packages that included hats, socks, hygiene products, and packaged snacks. These awesome care packages were then gifted to grateful shelter guests during the last week of shelter operations.

Understanding the importance of supporting the Bow Valley community, residents at Origins at Spring Creek organized a fun-filled 'pie in the face' initiative to raise funds for HSBV.

Rumour has it that some of the residents and staff still have whip cream in their hair!



TEAM GROWTH

Through the generous funding received for the 2022/2023 year, HSBV had the capacity for internal team growth. In January 2023, HSBV welcomed and onboarded two new team members, Jessica Klaric (Executive Director) and Annie Vlahiotis (Fund Development Coordinator), who have and will continue to play a key role in organizational development, longevity and growth.



- Guide Organizational Growth
- Policy Development
- Operational Oversight
- Program Development
- Partnership Building
- Networking
- Advocacy

Jessica Klaric

- Fundraising Initiatives
- Grant Writing
- Event Planning
- Sponsorship Management
- Public Engagement Support



Annie Vlahiotis



2022/2023

Program Overview & Feedback

July 4, 2023 Regular Council Meeting 9 a.m.

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2022/2023 was the third consecutive year of operating HSBV's (formerly REST program) low-barrier emergency winter shelter, and was the longest operating season to date!

The emergency low barrier winter shelter opened on December 15th, 2022 and closed the morning of April 1st, 2023. The shelter was open from 9:30 PM to 8:00 AM and a total of 5 beds were available for guest use.

HSBV ensured that 2 staff were present at all times during shelter operations. The emergency shelter was open for 108 nights, 55 nights longer than the 2021/2022 operating season, and was open during 11 extreme cold weather events (temperatures below -27 celsius).

HSBV would like to express our sincere gratitude to the Town of Canmore for providing the Scout Hall space, and Scout Hall users and neighbours for their support and understanding.

EMERGENCY WINTER SHELTER

Dec 15 - Apr 1



Scout Hall, Canmore, AB

July 4, 2023 Regular Council Meeting 9 a.m.

What does low-barrier mean?

- Reducing any barriers to access
- No ID requirements
- Meeting clients where they are at
- Harm reduction approach

30

Total Guests

2.3

Guests/Night

263

Bed Nights

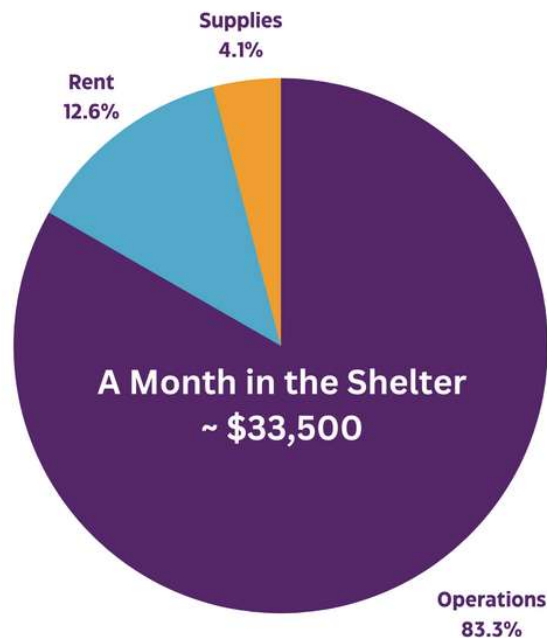
16

Referrals

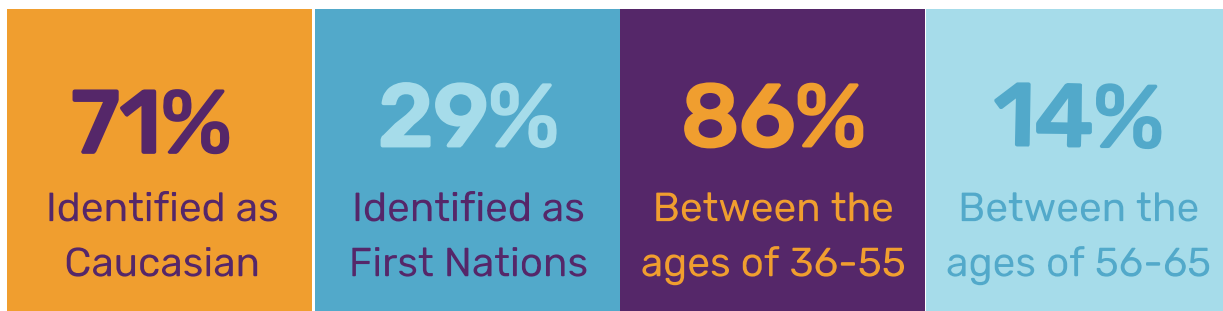
In comparison to previous shelter operating seasons...

	2022/2023	2021/2022	2020/2021
Total Guests Served	30	26	17
Total Occupied Shelter Bed Nights	263	296	104

Based on financial data from the 2022/2023 operating period, the costs associated with running a low-barrier emergency shelter within the Bow Valley is approximately \$33,500.



Being a low-barrier shelter, HSBV does not require guests to share personal information nor does HSBV collect demographic data unless voluntarily offered by guests through an optional Guest Demographic Survey (Appendix A). A total of 7 demographic surveys were completed across the operating period and revealed that of all participants:



OUTREACH PROGRAM

HSBV's Outreach Program is focused on providing continued support, outside of the emergency winter shelter, to individuals experiencing homelessness and housing insecurity. Through the Outreach Program, individuals can connect with our Outreach team via phone and email in search of system navigation support, program referrals, and emergency services such as transportation and commercial accommodations (contingent on budget & availability).

In the 2022/2023 operating period, HSBV's Outreach Program, operated from November 23rd, 2022 to December 15th, 2022 and reopened January 9th, 2023. During the 2022/2023 operating period, the Outreach Program connected individuals experiencing homelessness and housing insecurity with:

3

Nights in emergency
commercial
accommodations

6

Emergency
Taxi
Rides

THANKS TO OUR DONORS (AND FOR THE FIRST TIME EVER)
HSBV WILL BE OPERATING OUR OUTREACH PROGRAM FOR
THE REMAINDER OF THE 2023 YEAR!



OUTREACH PROGRAM

Thanks to the generosity and support from our community, partners and donors, our Outreach Program will be available and ongoing throughout the remainder of the year. If you or someone you know is in need of support, please contact us:

 **403-493-3771**

 **outreach@bowvalleyshelter.ca**

GUEST FEEDBACK

HSBV's mission is to ensure diversity, equity and inclusion while providing programs and supports for those within the Bow Valley experiencing homelessness or housing insecurity.

With this in mind, HSBV places utmost importance on providing a safe and respectful space for guests to share their thoughts, experiences, and feedback on HSBV programs. In addition to daily conversations with shelter staff, HSBV hosted two in person guest feedback sessions on the mornings of February 25th and April 1st to engage with guests, ask questions, and provide a voluntary opportunity to share over a warm breakfast and hot coffee.



Through honest and open dialogue, guests shared their thoughts, experiences and opinions. Here are some paraphrased quotes shared by guests during conversations:

"I am so thankful for this program. I feel safe and comfortable."

"Living in the city is not for me, I've been in this town for a long time and I don't feel I should have to leave because I don't have a place to stay right now."

"This shelter saved me from a lot of cold, long nights"

GUEST FEEDBACK

During the feedback session, some important findings and recommendations were noted by guests and have been summarized below. Additional feedback from guests can be reviewed in Appendix B.

If the shelter wasn't operating through the winter, where else might you stay?



In your opinion, what were some successes of the Shelter Program?

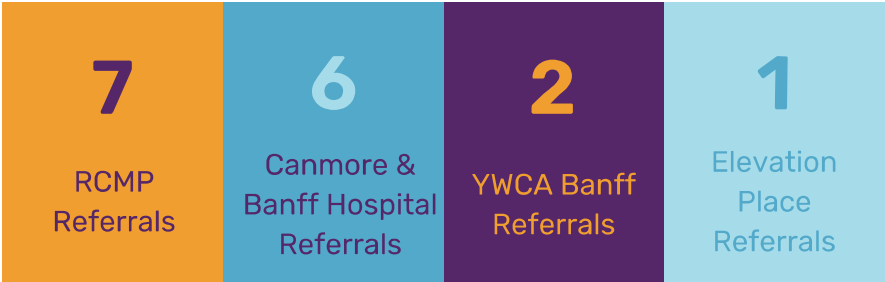


What, if anything, would you change about the Shelter Program?



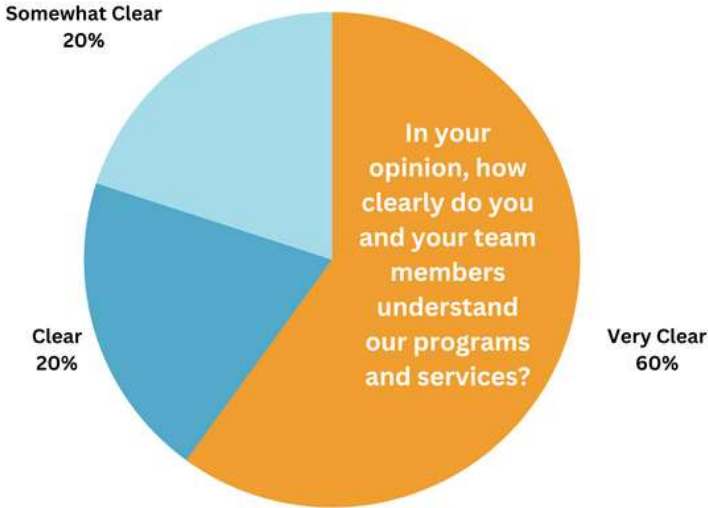
PARTNER FEEDBACK

As we've heard directly from our shelter guests, 'word of mouth' and partner referrals are key to disseminating program information and ensuring those in need are aware of HSBV programs and local supports more broadly. In fact, over 50% of our shelter guests in 2022/2023 were directly referred to the shelter by community service providers:



For continued program development, HSBV distributed an online survey to gather suggestions and feedback about our programs from community partners.

A total of 5 Feedback Forms were completed by community partners including Alberta Health Services, Bow Valley Food Alliance, FCSS Canmore, the Job Resource Centre Canmore and Primary Care Network.

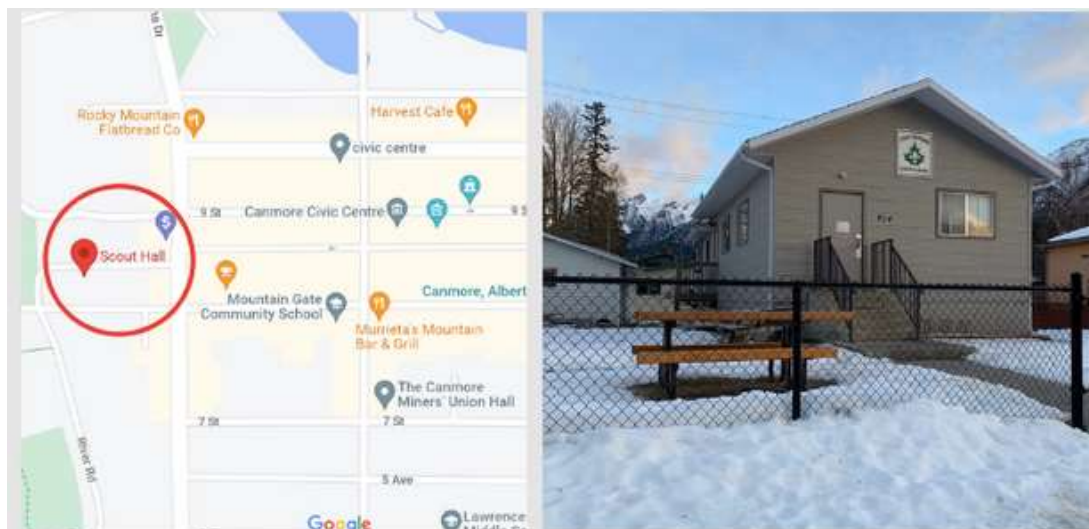


Through the feedback form, it was revealed that 60% of respondents 'very clearly' understood our programs, 20% noted that their understanding was 'clear', and 20% outlined their understanding as 'somewhat clear'.

PARTNER FEEDBACK

To increase program awareness and mitigate any barriers to a clear understanding, HSBV wanted to determine what resources would be most helpful to 1) improve partner understanding and 2) refer individuals in need of support. From the feedback form, it was clear that community cards outlining shelter details (example below) was and would continue to be most effective. Additional feedback from community partners can be reviewed in Appendix C.

Moving forward, to facilitate effective and efficient referrals, HSBV will continue to develop and distribute reference materials outlined as helpful by respondents.



STAFF FEEDBACK

HSBV prioritizes safety within the shelter space, and this extends to both guests and our staff. Staff are provided with various professional training opportunities including: non-violent conflict intervention, Naloxone administration, Indigenous Cultural Awareness, and RCMP Controlled Substances training.



To learn more about staff experiences working with HSBV and receive feedback for program development, HSBV hosted an in-person staff feedback session as well as distributed an anonymous online survey. Through dialogue with staff during the feedback session, some important findings and recommendations were noted and summarized below. Additional staff feedback can be reviewed in Appendix D.

Shelter Program Recommendations

Extended
Check-Out
Times

Maintain 2+
Staff at
Shelter

Continue
weekly
meetings

Develop
case/client
file process

Outreach Program Recommendations

Increased
Community
Presence

Office
Hours

Weekly
Team
Meetings

Clearer
Program
Definition

Focus on
Information
Sharing

VOLUNTEER FEEDBACK

From our Board of Directors to our Public Engagement Committee, HSBV is fortunate to have support from an outstanding and passionate group of volunteers. HSBV values the input from our volunteers and recognize that their roles and commitment is vital.

An online volunteer feedback survey was distributed to reflect on the 2022/2023 operating season and receive suggestions from our valued volunteers. Results from the feedback form revealed that:



Very Likely
100%



Easy
100%

FEEDBACK SUMMARY

HSBV would like to extend a special note of gratitude to those who participated in feedback sessions and offered valuable insights on our programs. We appreciate participant honesty, thoughts and willingness to share. Moving forward, feedback gathered from participants will be used to guide continued program development. Here are some of the ways in which feedback has, and will continue to be incorporated within our programs:

Mobilize additional fundraising initiatives to secure sufficient funding to lengthen shelter operating period and hours

Search for long-term & sustainable solutions to provide a shelter space that meets the needs of our guests

Researching & planning implementation of client file management system & process

Continue to offer food supports & coffee gift cards during 2023/2024 shelter operating season

A LOOK AHEAD

With such an amazing year behind us, the HSBV team is so proud of what we have achieved to date. But, as a motivated team with a passion to support those in need in our community, we are dedicated to keeping up the momentum and growth of our organization. As demonstrated, there are certainly areas of continued improvement and development. Long-term, HSBV aims to:

1 Long-Term Permanent Shelter Space

Establish a permanent shelter space in a convenient location for long-term use and increased hours of operation. Provide guests with facilities such as showers, laundry, common space, staff only area, and storage.

2 Continued Annual Outreach

Ensure our Outreach Program is operational year-round for continued support.

3 Long-Term Sustainable Funding

Sustainable, long-term funding is absolutely necessary to meet the needs of our community and to maintain and grow HSBV operations.

4 Charitable Status

HSBV is working toward charitable status with hopes of becoming an officially registered charity by 2024.

Would you like to get involved? Interested in providing support?

Donate to HSBV



**Follow HSBV to
keep up to date for
events,
notifications &
volunteer
opportunities**

HOW CAN YOU HELP?

**Lead from a place
of compassion and
understanding for
all community
members**

**Spread the word
about HSBV
programs**

Follows us on Facebook, Instagram & LinkedIn: @bowvalleyshelter

Check out our website: www.bowvalleyshelter.ca

CONCLUSION

In the 2022/2023 year, HSBV has made demonstrable progress toward our mission and goals:

- Through the emergency winter shelter, HSBV has provided 30 individuals experiencing homelessness with a warm and safe space to rest.
- Through our outreach program, HSBV has and continues to have the capacity to offer community-based support outside of the emergency winter shelter.
- HSBV has facilitated feedback opportunities and open dialogues with shelter guests, community partners, staff, and volunteers with the goal of incorporating recommendations, lived experience, and diverse perspectives in program design and approach.

It is through the generosity and support of our community and donors that we are able to do this work and fill a clear need within our close-knit Bow Valley community.

As a devoted team with a passion to support those in need within our community, we are determined to keep up the momentum. To work toward our long-term goals, in 2023/2024 HSBV will continue efforts to support organizational growth and development in several ways including: applying for charity status and conducting a Review Engagement on 2022/2023 financials. Ultimately, HSBV looks forward to the year ahead and remains committed to our mission of providing local, community-based, wrap around support for individuals who are experiencing homelessness and housing instability within the Bow Valley.

APPENDIX A: VOLUNTARY GUEST DEMOGRAPHIC SURVEY



Homelessness Society
of the Bow Valley

Guest Survey

Welcome to the Homelessness Society of the Bow Valley's Emergency Accommodation Program. This survey is;

- Optional. Participation is completely voluntary.
- Anonymous. Feedback is not recorded in relationship to the guest's name.
- Helpful. Information received helps HSBV understand guest demographics, which leads to more relevant and informed programming.

Whether or not you choose to participate in this survey, thank you for considering it and we're glad you are here.

1) Have you been prevented from accessing other Bow Valley services due to any of the following reasons? Please mark each relevant answer with a check mark.

- Lack of I.D.
- Ineligibility due to program criteria
- Lack of suitable transportation
- Other: _____
- Prefer not to say
- I have not faced barriers accessing other programs in the Bow Valley

Comments:

2) What ethnocultural group(s) do you identify as being part of? Examples include but are not limited to First Nations, Metis, Inuit, Person of Colour, Caucasian.

- _____
- Prefer not to say

APPENDIX A: VOLUNTARY GUEST DEMOGRAPHIC SURVEY

3) What is your gender?

- Male
- Female
- Transgender
- Prefer to self describe: _____
- Prefer not to say

4) What age range do you fall within?

- 18 – 25
- 26 – 35
- 36 – 55
- 56 – 65
- 65+
- Prefer not to say

5) What has been your experience with precarious housing/homelessness?

- No previous experience
- Occasional experience, generally for short periods of time (less than two weeks).
- Occasional experience, with some instances involving longer periods of time (two weeks or more).
- Regular experience.
- Prefer to self describe:

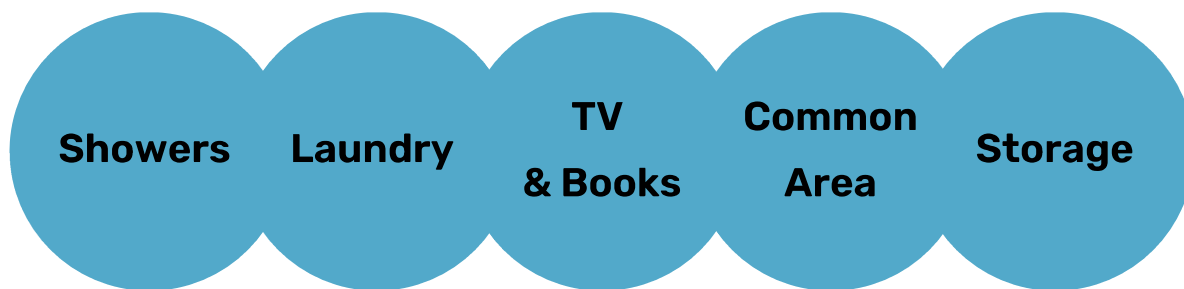
- Prefer not to say.

6) How did you hear about the Homelessness Society of the Bow Valley?

7) Comments/Feedback for the Homelessness Society of the Bow Valley:

APPENDIX B: ADDITIONAL GUEST FEEDBACK

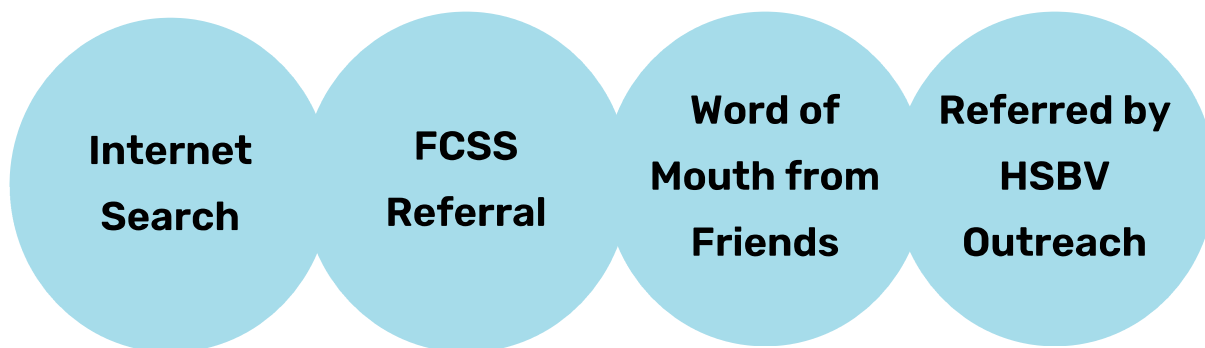
What recommendations would you have for the physical shelter space?



Besides a place to sleep, what was the most helpful support you received through our program?

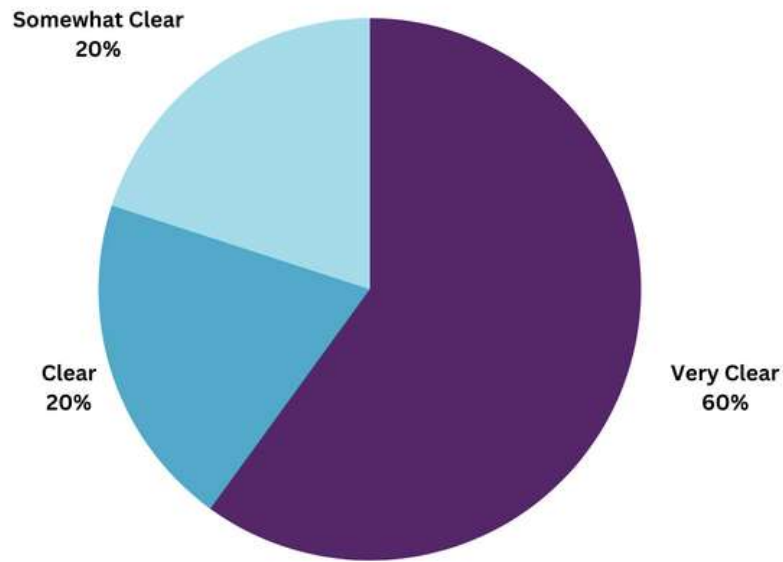


How did you become aware of HSBV's shelter program?

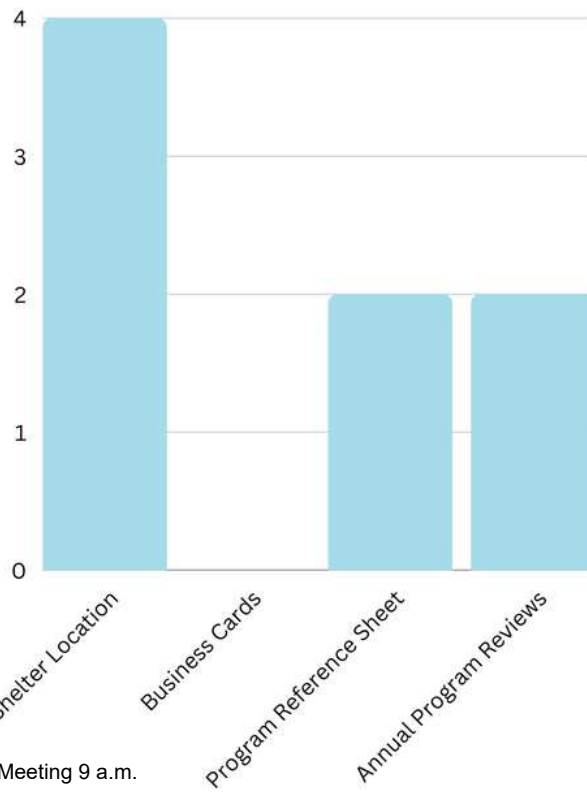


APPENDIX C: ADDITIONAL PARTNER FEEDBACK

In your opinion, how clearly do you and your team members understand our programs and services?

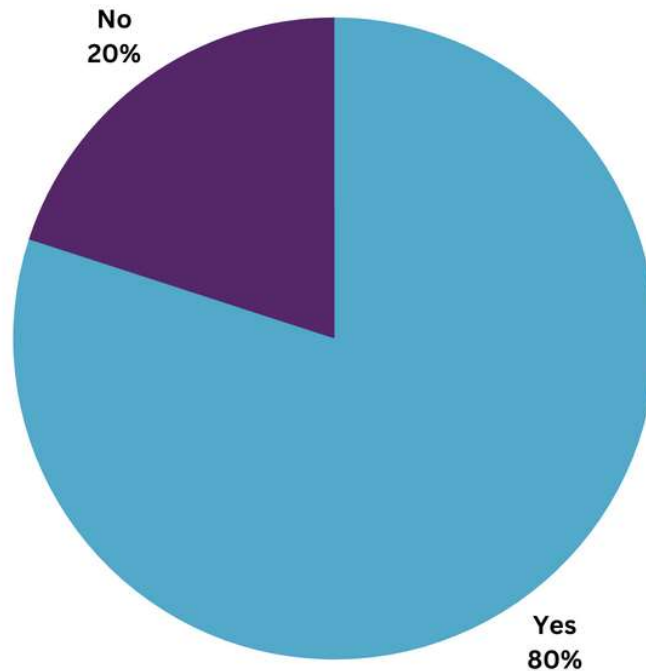


What resources has / would be helpful in increasing your understanding?

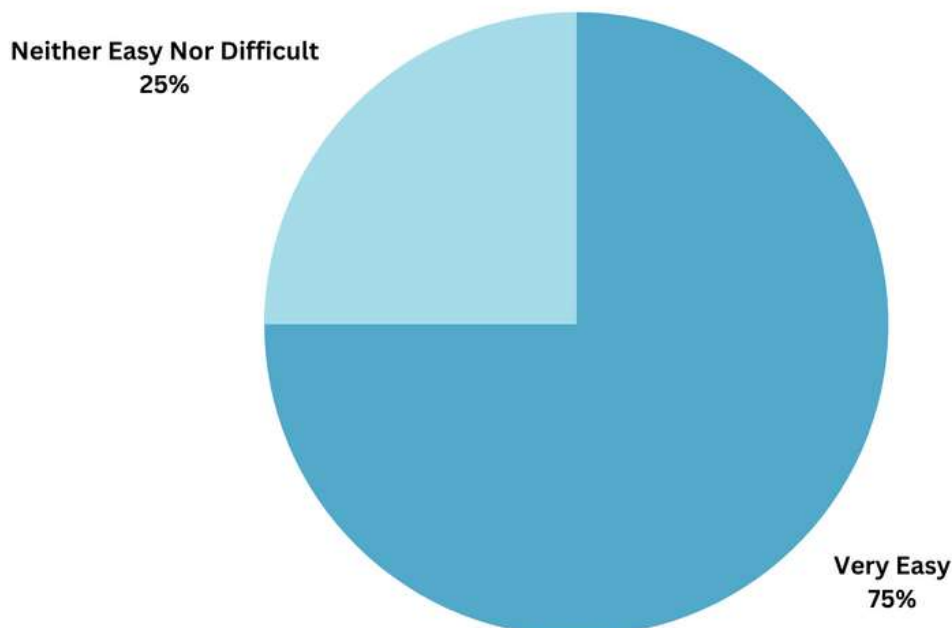


APPENDIX C: ADDITIONAL PARTNER FEEDBACK

Have you ever referred an individual to our programs?



If yes, how easy was it for you to refer clients to our service?

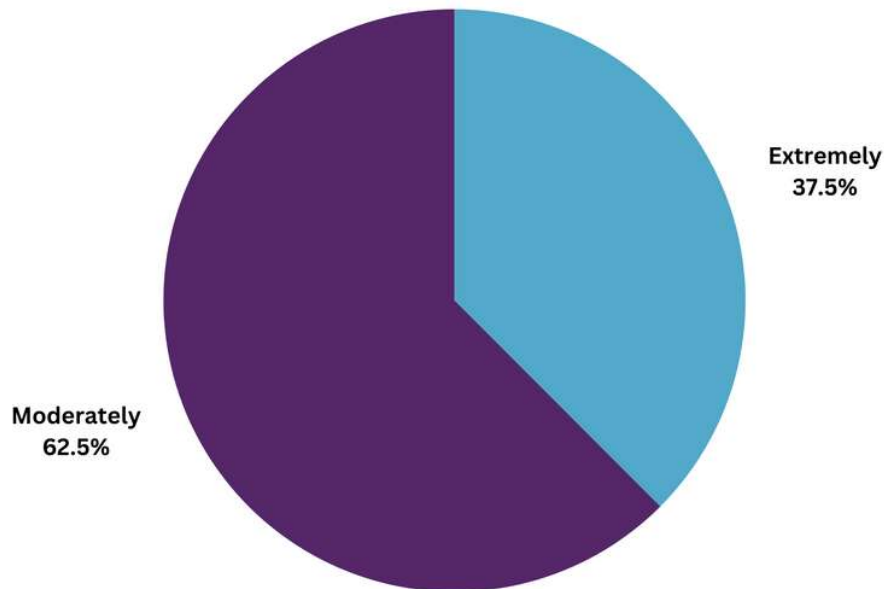


APPENDIX D: ADDITIONAL STAFF FEEDBACK

Shelter Space Recommendations:



How safe did you feel during your shifts at the Shelter?

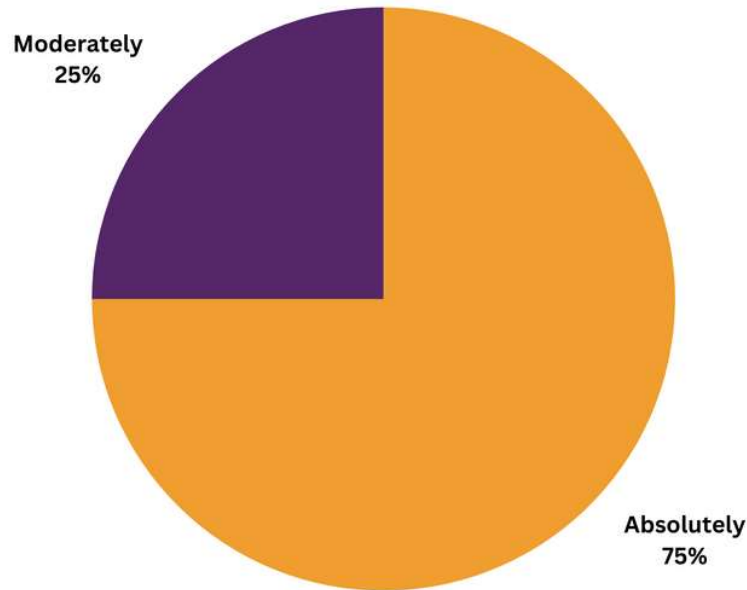


Note: staff noted that their sense of safety when working in the shelter was elevated with HSBV's 2-staffing model and hands-on management approach.

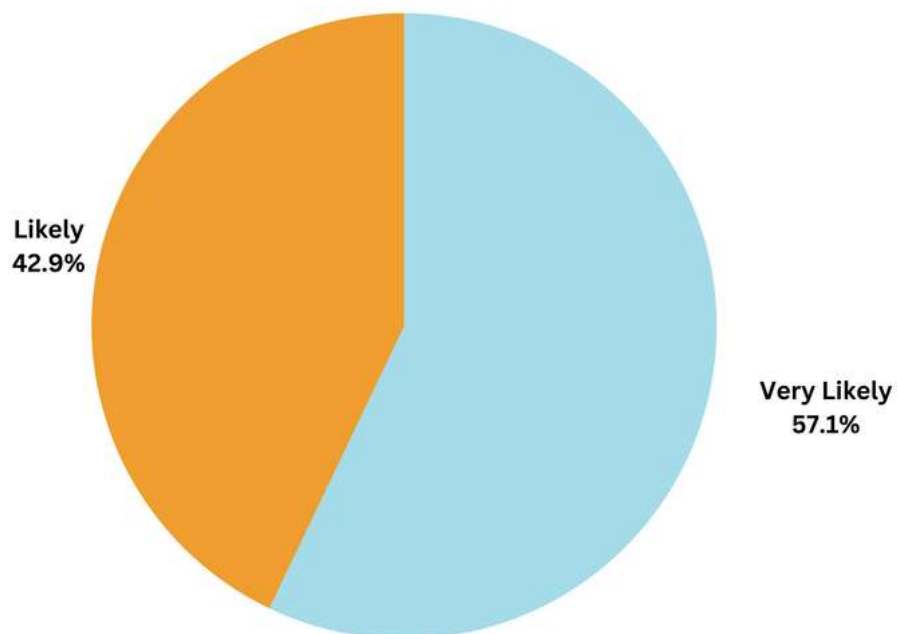
Recommendations for increased safety in the shelter included: maintaining 2+ staff and additional non-violent crisis intervention training and trauma-informed care training.

APPENDIX D: ADDITIONAL STAFF FEEDBACK

Do you feel your experience with HSBV has contributed to your professional growth and development?



How likely are you to work for HSBV again in the future?





TOWN OF CANMORE

MINUTES

Special Meeting of Council
 Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, May 23, 2023 at 1:00 p.m.

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

Joanna McCallum	Councillor
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ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Andreas Comeau	Acting General Manager of Municipal Infrastructure
Scott McKay	General Manager of Municipal Services
Cheryl Hyde	Municipal Clerk
Allyssa Rygersberg	Deputy Municipal Clerk (recorder)
Eleanor Miclette	Economic Development Manager
Lauren Miller	Planning and Development Manager
Lance Bushie	Fire Chief
Amy Bernard	Public Works Project Coordinator
Trevor Reeder	Engineering Project Manager
Harry Shnider	Senior Development Planner
Calum Mackenzie	Engineering Intern

Mayor Krausert called the May 23, 2023 special meeting to order at 1:00 p.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

1. Land Acknowledgement
2. Agenda for the May 23, 2023 Special Meeting of Council

107-2023

Moved by Mayor Krausert that Council approve the agenda for the May 23, 2023 special meeting as presented.

CARRIED UNANIMOUSLY

B. PUBLIC HEARINGS – None

C. DELEGATIONS – None

D. APPROVAL OF MINUTES – None

Minutes approved by: _____

E. BUSINESS ARISING FROM THE MINUTES – None

F. UNFINISHED BUSINESS – None

G. BYLAW APPROVAL

1. Revised Land Use Bylaw Amendment – Omnibus 2023-18

108-2023

Moved by Mayor Krausert that Council give first reading to Bylaw 2023-18 and schedule a public hearing for July 4, 2023.

CARRIED UNANIMOUSLY

H. NEW BUSINESS

1. Appointment of the Business Improvement Area (BIA) Board of Directors

109-2023

That Council appoint Reid Costley, Dave Stratton, Grady McMahon, Kurt Menzies, and Jade Ansley to the Downtown Business Improvement Area Board of Directors for a two-year term.

CARRIED UNANIMOUSLY

2. Grant Funding Increase to 2022 Lions Park Tennis Courts Redevelopment

110-2023

Moved by Mayor Krausert that Council approve an increase to the budget for the Lions Park Tennis Redevelopment capital project (7249) from \$750,000 to \$820,000 with the \$70,000 increase to be funded from the Calgary Foundation and Nancy Pauw Foundation Grant Programs.

CARRIED UNANIMOUSLY

3. 2023 Forest Resource Improvement Association of Alberta (FireSmart) Grant Funded Projects

111-2023

Moved by Mayor Krausert that Council approves the submission of an Expression of Interest for the 2023 Forest Resource Improvement Association of Alberta (FRIAA) grant for \$200,000.

CARRIED UNANIMOUSLY

4. 2023 New Capital Project - CPR Crossing Replacement at Railway Avenue South

112-2023

Moved by Mayor Krausert that Council approve a new 2023 capital project for the CPR Crossing Replacement at Railway Avenue South for \$330,000 to be funded from the Asset Replacement/Rehabilitation Reserve.

CARRIED UNANIMOUSLY

5. Rural Transit Solutions Fund Grant Funding Approval for Transit Infrastructure

113-2023

Moved by Mayor Krausert that Council increase the budget for 2023 Bus Stop Improvements (7301) from \$550,000 to \$1,403,600 funded by a new grant from the Rural Transit Solutions Fund in the amount of \$853,600.

CARRIED UNANIMOUSLY

I. REPORTS FROM ADMINISTRATION – None

Minutes approved by: _____

J. NOTICES OF MOTION – None

K. IN CAMERA – None

L. ADJOURNMENT

114-2023

Moved by Mayor Krausert that council adjourn the special meeting at 1:48 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Allyssa Rygersberg, Deputy Municipal Clerk

Minutes approved by: _____



**TOWN OF CANMORE
MINUTES**

Regular Meeting of Council
Council Chambers at the Civic Centre, 902 – 7 Avenue
Tuesday, June 6, 2023 at 9:00 a.m.

COUNCIL MEMBERS PRESENT

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

COUNCIL MEMBERS ABSENT

None

ADMINISTRATION PRESENT

Sally Caudill	Chief Administrative Officer
Therese Rogers	General Manager of Corporate Services
Whitney Smithers	General Manager of Municipal Infrastructure
Scott McKay	General Manager of Municipal Services
Adam Driedzic	Town Solicitor
Cheryl Hyde	Municipal Clerk (recorder)
Allyssa Rygersberg	Deputy Municipal Clerk
Anika Drost	Development Planner
Harry Shnider	Senior Development Planner
Nathan Grivell	Development Planner
Lauren Miller	Manager of Planning and Development (attended virtually)

Mayor Krausert called the June 6, 2023 regular meeting to order at 9:00 a.m.

A. CALL TO ORDER AND APPROVAL OF AGENDA

1. Land Acknowledgement

2. Agenda for the June 6, 2023 Regular Meeting of Council

115-2023

Moved by Mayor Krausert that Council approve the agenda as presented, with one amendment:

- Item H-1 Housing Accelerator Fund Action Plan will follow Item E-1.

CARRIED UNANIMOUSLY

B. PUBLIC HEARINGS

1. Land Use Bylaw Amendment 2023-02 231 & 233 Three Sisters Drive

(1) Call to Order

Mayor Krausert called the public hearing for Bylaw 2023-02 to order at 9:00 a.m.

(2) Administration Summary

Administration provided a verbal briefing on Bylaw 2023-02 231 & 233 Three Sisters Drive.

(3) Applicant Summary

Tara McConnery, property owner, and Michelle Ouellette, Division Manager for McElhanney, provided a verbal summary on behalf of the applicant.

(4) Public Submissions

In favour

Name	Verbal	Written
Anderson, Sue	X	
Bateman, Dexter		X
Burr, Brittany		X
Bolton, Theresa, Canmore Community Housing	X	X
Courturier, Raph		X
Halliday, David		X
Hitchins, Aaron		X
Levesque, Katie		X
Monod, Matt		X
Robinson, Keith, Wild Life Distillery		X
Ross, Logan		X
Sullivan, Jane		X
White, Peter		X
Widmer, Heidi		X
Wingfield, Suzanne	X	

Neutral or Unstated

None

Opposed

Name	Verbal	Written
Caskinette, Jeff	X	
Scott, Diane	X	
Scott, Wayne	X	
Hall, Karen	X	

(5) Public Written Submissions

The recording secretary read into the record the names of those who provided written submissions. These submissions are recorded in the list of public submissions above and are published in the record of public submissions for this meeting.

Minutes approved by: _____

(6) Council Questions of the Applicant

Council had no questions for the applicant.

(7) Closing Comments from Administration

Administration provided final closing comments based on the verbal and written submissions.

(8) Council Questions of Administration

Administration addressed question of clarification from Council.

(9) Adjournment

Mayor Krausert adjourned the public hearing at 9:50 a.m.

2. Land Use Bylaw Amendment 2022-14 Trinity Bible Church Direct Control District

(1) Call to Order

Mayor Krausert called the public hearing for Bylaw 2022-14 to order at 10:00 a.m.

(2) Administration Summary

Administration provided a verbal briefing on for Bylaw 2022-14 Trinity Bible Church Direct Control District.

(3) Applicant Summary

Michelle Ouellette, Division Manager for McElhanney, provided a verbal summary on behalf of the applicant.

(4) Public Submissions

In favour

Name	Verbal	Written
Anderson, Gary	X	X
Anderson, Kay	X	X
Ashton, Steve		X
Boctor, Steve		X
Boshoff, Jessica	X	X
Betsy, Brandt		X
Breaky, Sam		X
Brittain, Paul		X
Bronsch, Ben		X
Brooks, Elaine and Rick		X
Carrick, Bev		X
Carrick, Paul		X
Casey, Ron	X	
Cochrane, Rob		X
Corless, Kathy		X
Feddema, Mary		X
Feddema, Travis		X
Ferguson, Cindy		X

Minutes approved by: _____

Fidell, Arnie	X	
Franklin, Naomi		X
Franklin, Shawn		X
Fromow, Mike		X
Fromow, Sharon		X
Gauthier, Samuel	X	
Guenther, Craig		X
Guenther, JL		X
Hallam, Ron		X
Hamilton, Layne		X
Hamilton, Randi		X
Heikoop, Fred		X
Heikoop, Gail		X
Hilstad, Greg and Pam		X
Jungmann, Barbara		X
Kang, Jinhuyun		X
Karg, Robert		X
Kelly, Sandy		X
Klinker, Sara-Jane		X
Krohe, Jon		X
Laycock, Marguerite		X
Marchessault, Merrily		X
McNeilly, Charles and Susan		X
Mink, Chris		X
Neufeld, Lynmarie and Terry		X
Neumann, Matthew		X
Nikolenko, Sergei and Olga	X	
Olthuis, Fred and Sandra		X
Parker, Graham		X
Parker, Heidi		X
Perkins, Helena		X
Rabuka, Clarence	X	
Rabuka, Elizabeth		X
Raffan, Glenis		X
Richard, Helene		X
Robb, Christine and Wayne	X	X
Robinson, Craig		X
Roth, Idel		X
Roth, Vern		X
Salisbury, Joseph		X
Salisbury, Trevor and Joanne		X
Sathyamoorthy, Lydia		X
Schneider, Beulah		X
Schultz, Darryl and Dyann		X
Scott, Saralee		X
Sellers, Anna	X	
Sellers, Deb		X
Sellers, Kjirsti		X

Minutes approved by: _____

Sellers, Steve	X	X
Smith, Gary		X
Smith, Sandra		X
Smith, Scott		X
Spann, Rosaleen and William		X
Stephens, Devin		X
Stone, Larry and Sharon		X
Tenga, Jose		X
Toornstra, Ben and Lea		X
Unruh, Greg		X
Vandermeer, Scott		X
Weaver, Keith and Linda		X
Wenzel, Michael and Natalia		X
Williams, Stan		X
Wilson, Russell		X
Winterhalt, Carolyn		X
Winterhalt, Clinton		X
Winter-Krohe, Erin		X
Yeomans-Gauthier, Lindsay		X
Young, Darrell		X

Neutral or Unstated

Name	Verbal	Written
Bridge, Marjorie	X	
Briskie, Robert	X	

Opposed

Name	Verbal	Written
McCulloh, Melverine		X

(5) Public Written Submissions

The recording secretary read into the record the names of those who provided written submissions. These submissions are recorded in the list of public submissions above and are published in the record of public submissions for this meeting.

(6) Council Questions of the Applicant

The applicant addressed questions of clarification from Council.

(7) Closing Comments from Administration

Administration provided final closing comments based on the verbal and written submissions and addressed questions of clarification from Council.

(8) Council Questions of Administration

Administration addressed question of clarification from Council.

(9) Adjournment

Mayor Krausert adjourned the public hearing at 11:11 a.m.

Minutes approved by: _____

Meeting break 11:12 – 11:22 a.m.

C. DELEGATIONS – None

D. APPROVAL OF MINUTES

- 116-2023 **1. Minutes of the May 2, 2023 Regular Meeting of Council**
Moved by Mayor Krausert that Council approve the minutes of the May 2, 2023 regular council meeting.

CARRIED UNANIMOUSLY

- 117-2023 **2. Minutes of the May 16, 2023 Special Meeting of Council**
Moved by Mayor Krausert that Council approve the minutes of the May 16, 2023 special council meeting.

CARRIED UNANIMOUSLY

E. BUSINESS ARISING FROM THE MINUTES

- 118-2023 **1. Canmore Downtown Business Improvement Area (BIA)**
Moved by Mayor Krausert that Council refer the Downtown Business Improvement Area delegation requests made at the May 2, 2023, regular meeting of Council to administration to consider as part of their report to Council on paid parking after one full year of paid parking in Canmore Town Centre, along with any recommended changes to the program, which must return to Council no later than the regular meeting of Council on October 3, 2023.

CARRIED UNANIMOUSLY

H. NEW BUSINESS (item moved during agenda approval)

- 119-2023 **1. Housing Accelerator Fund Action Plan**
Moved by Mayor Krausert that Council approve the Housing Accelerator Fund Action Plan as presented (contained in Attachment 2 of the request for decision included in the agenda package for this meeting).

CARRIED UNANIMOUSLY

Meeting break 12:30 – 1:30 p.m.

- 120-2023 Moved by Mayor Krausert that Council direct administration to report back to Council with proposed amendments to the Land Use Bylaw and policy amendments to phase out “Tourist Home” as a use.

CARRIED UNANIMOUSLY

- 121-2023 Moved by Mayor Krausert that Council direct administration to return to Council with a report on property tax policy options to incentivize purpose-built rentals and full-time/long-term occupancy of residential units.

CARRIED UNANIMOUSLY

- 122-2023 Moved by Mayor Krausert that Council direct administration to investigate and report back on changes to residential districts in the Land Use Bylaw that can facilitate provision of additional housing supply.

CARRIED UNANIMOUSLY

Minutes approved by: _____

123-2023 Moved by Mayor Krausert that Council approve a new 2023 capital project for \$200,000 for consulting and legal fees to support bylaw and policy initiatives to positively impact housing affordability and supply, to be funded \$50,000 from the General Capital Reserve and \$150,000 from the Development Application Reserve.
CARRIED UNANIMOUSLY

124-2023 Moved by Mayor Krausert that Council direct administration to report back on options and funding required for adding a comprehensive planning process to establish parameters to consider infill, or “missing middle” housing opportunities in established neighbourhoods and explore options for eliminating single detached dwellings.
CARRIED UNANIMOUSLY

F. UNFINISHED BUSINESS

Consultant Nolan E. Crouse was present and given leave to answer questions from Council.

1. Procedural Bylaw Amendment 2023-16 Omnibus and Finance Committee Bylaw Amendment 2023-19 Omnibus

125-2023 Moved by Mayor Krausert that Council give first reading to Procedural Bylaw Amendment 2023-16 Omnibus.

125A-2023 Moved by Councillor Graham that Council amend motion 125-2023 by adding the following new section:

Section 20 is amended by adding “and the public” after “members”, striking out “three” and substituting “five”, and striking out “and made available to the public not less than 24 hours later”.

DEFEATED

In favour: Graham and Mah

Opposed: Foubert, Marra, Krausert, Hilstad, McCallum

125B-2023 Moved by Councillor Foubert that Council amend motion 125-2023 by adding the following new section:

The following is added after section 46:

46.1 The chief administrative officer, acting chief administrative officer, the municipal clerk, or the deputy municipal clerk may at any time interrupt proceedings to advise the presiding officer regarding a matter of importance to be raised.

CARRIED UNANIMOUSLY

125C-2023 Moved by Councillor Hilstad that Council amend motion 125-2023 by striking out section 4.

CARRIED UNANIMOUSLY

Minutes approved by: _____

125D-2023 Moved by Mayor Krausert that Council amend motion 125-2023 by repealing section 5 and substitute the following:

Section 15 is amended by adding "A committee is hereby established by this Procedural Bylaw and shall be named the Agenda Review Committee." before "Agendas".

CARRIED UNANIMOUSLY

125E-2023 Moved by Mayor Krausert that Council amend motion 125-2023 by repealing section 14 of Bylaw 2023-16 and substitute the following:

Section 83 is amended by adding "A committee is hereby established by this Procedural Bylaw and shall be named the Committee of the Whole" before "The business of the Committee of the Whole shall include".

CARRIED UNANIMOUSLY

125F-2023 Moved by Councillor Mah that Council amend motion 125-2023 by adding the following new section:

Section 91.2 is amended by striking out the second occurrence of "video" and substituting "recording".

CARRIED UNANIMOUSLY

125G-2023 Moved by Mayor Krausert that Council amend motion 125-2023 by amending section 11 by adding "in-person" before "regular council meetings" and before "committee of the whole meetings".

CARRIED UNANIMOUSLY

125H-2023 Moved by Mayor Krausert that Council amend motion 125-2023 by adding the following new section:

Sections 86.1 e) and 86.1g) are repealed.

CARRIED UNANIMOUSLY

125-2023 The vote followed on motion 125-2023: that Council give first reading to Procedural Bylaw Amendment 2023-16 Omnibus, amended as follows:

- The following is added after section 46:
46.1 The chief administrative officer, acting chief administrative officer, the municipal clerk, or the deputy municipal clerk may at any time interrupt proceedings to advise the presiding officer regarding of a matter of importance to be raised,
- strike out section 4,
- repeal section 5 and substitute the following:
Section 15 is amended by adding "A committee is hereby established by this Procedural Bylaw and shall be named the Agenda Review Committee." before "Agendas",
- repeal section 14 of Bylaw 2023-16 and substitute the following:
Section 83 is amended by adding "A committee is hereby established by this Procedural Bylaw and shall be named the Committee of the Whole" before "The business of the Committee of the Whole shall include",

Minutes approved by: _____

- add the following new section: Section 91.2 is amended by striking out the second occurrence of “video” and substituting “recording”,
- amend section 11 by adding "in-person" before "regular council meetings" and before "committee of the whole meetings".,
- add the following new section to Bylaw 2023-16: Sections 86.1 e) and 86.1g) (of Bylaw 2018) are repealed.

CARRIED UNANIMOUSLY

126-2023 Moved by Mayor Krausert that Council give second reading to Procedural Bylaw Amendment 2023-16 Omnibus.

CARRIED UNANIMOUSLY

127-2023 Moved by Mayor Krausert that Council give leave to go to third reading of Procedural Bylaw Amendment 2023-16 Omnibus.

CARRIED UNANIMOUSLY

128-2023 Moved by Mayor Krausert that Council give third reading to Procedural Bylaw Amendment 2023-16 Omnibus.

CARRIED UNANIMOUSLY

129-2023 Moved by Mayor Krausert that Council give first reading to Finance Committee Bylaw Amendment 2023-19 Omnibus.

129A-2023 Moved by Councillor Hilstad that Council amend motion 129-2023 by striking out section 7 and substituting “Sections 3.4b) and 3.5. are repealed”.

CARRIED UNANIMOUSLY

129-2023 The vote followed on motion 129-2023: that Council give first reading to Finance Committee Bylaw Amendment 2023-19 Omnibus, amended as follows:

- Strike out section 7 substitute “Sections 3.4b) and 3.5. are repealed”.

CARRIED UNANIMOUSLY

130-2023 Moved by Mayor Krausert that Council give second reading to Finance Committee Bylaw Amendment 2023-19 Omnibus.

CARRIED UNANIMOUSLY

131-2023 Moved by Mayor Krausert that Council give leave to go to third reading of Finance Committee Bylaw Amendment 2023-19 Omnibus.

CARRIED UNANIMOUSLY

132-2023 Moved by Mayor Krausert that Council give third reading to Finance Committee Bylaw Amendment 2023-19 Omnibus.

CARRIED UNANIMOUSLY

Meeting Break 2:51 – 3:01 p.m.

G. BYLAW APPROVAL

1. Land Use Bylaw Amendment 2023-02 231 & 233 Three Sisters Drive

133-2023 Moved by Mayor Krausert that Council give second reading to Land Use Bylaw Amendment 2023-02 231 & 233 Three Sisters Drive.

Minutes approved by: _____

CARRIED UNANIMOUSLY

134-2023 Moved by Mayor Krausert that Council give third reading to Land Use Bylaw Amendment 2023-02 231 & 233 Three Sisters Drive.

CARRIED UNANIMOUSLY

2. Land Use Amendment 2022-14 Trinity Bible Church Direct Control District

135-2023 Moved by Mayor Krausert that Council give second reading to Land Use Bylaw Amendment 2022-14 Trinity Bible Church Direct Control District.

135A-2023 Moved by Mayor Krausert that Council amend motion 135-2023 by amending Schedule B of Bylaw 2022-14 by striking out s. 14.41.6.

CARRIED UNANIMOUSLY

135B-2023 Moved by Councillor McCallum that Council amend motion 135-2023 by amending section 14.41.3 Discretionary Uses by adding “Daycare”.

CARRIED UNANIMOUSLY

135-2023 The vote followed on motion 135-2023: that Council give second reading to Land Use Bylaw Amendment 2022-14 Trinity Bible Church Direct Control District amended as follows:

- amend Schedule B of Bylaw 2022-14 by striking out section 14.41.6. and
- amend section 14.41.3 Discretionary Uses by adding “Daycare”.

CARRIED UNANIMOUSLY

136-2023 Moved by Mayor Krausert that Council give third reading to Land Use Bylaw Amendment 2022-14 Trinity Bible Church Direct Control District.

CARRIED UNANIMOUSLY

3. Bylaw 2022-09 and 2022-10 800 3rd Avenue Municipal Development Plan and Land Use Bylaw Amendments

137-2023 Moved by Mayor Krausert that Council give second reading to Municipal Development Plan Bylaw Amendment 2022-09 – 800 3rd Avenue.

137A-2023 Moved by Councillor Hilstad that Council amend motion 137-2023 by amending section 3 by striking out “2018-16” and substituting “2016-03”.

CARRIED UNANIMOUSLY

137-2023 The vote followed on motion 137-2023: that Council give second reading to Municipal Development Plan Bylaw Amendment 2022-09 – 800 3rd Avenue, amended as follows:

- amend section 3 by striking out “2018-16” and substituting “2016-03”.

CARRIED

In favour: Foubert, Marra, Krausert, Hilstad

Opposed: Graham, Mah, McCallum

Minutes approved by: _____

- 138-2023 Moved by Mayor Krausert that Council give third reading to Municipal Development Plan Bylaw Amendment 2022-09 – 800 3rd Avenue.
CARRIED
In favour: Foubert, Marra, Krausert, Hilstad
Opposed: Graham, Mah, McCallum
- 139-2023 Moved by Mayor Krausert that Council give second reading to Land Use Bylaw Amendment 2022-10 800 3rd Avenue Direct Control District.
- 139A-2023 Moved by Mayor Krausert that Council amend motion 139-2023 by repealing Schedule A as approved at first reading and substitute Schedule A as submitted by the applicant on June 6, 2023.
CARRIED UNANIMOUSLY
- 139B-2023 Moved by Mayor Krausert that Council amend motion 139-2023 by amending section 14.40.1 Purpose by added “uses” after “neighbourhood”.
CARRIED UNANIMOUSLY
- 139C-2023 Moved by Councillor Graham that Council amend motion 139-2023 by amending section 14.40.18.5 by striking out “750 m2” and substituting “325 m2”.
DEFEATED
In favour: Graham, McCallum, Mah
Opposed: Krausert, Hilstad, Foubert, Hilstad
- 139-2023 The vote followed on motion 139-2023: that Council give second reading to Land Use Bylaw Amendment 2022-10 800 3rd Avenue Direct Control District, amended as follows:
 - repeal Schedule A as approved at first reading and substitute Schedule A as submitted by the applicant on June 6, 2023,
 - amend section 14.40.1 Purpose by added “uses” after “neighbourhood”.**CARRIED**
In favour: Foubert, Marra, Krausert, Hilstad, Mah
Opposed: Graham, McCallum
- 140-2023 Moved by Mayor Krausert that Council give third reading to Land Use Bylaw Amendment 2022-10 800 3rd Avenue Direct Control District.
CARRIED
In favour: Foubert, Marra, Krausert, Hilstad
Opposed: Graham, Mah, McCallum
- 141-2023 Moved by Mayor Krausert that Council direct administration to execute the Letter of Intent dated May 11, 2023 respecting a Conservation Easement.
CARRIED UNANIMOUSLY

Meeting Break 5:05 – 5:15

Minutes approved by: _____

4. Fireworks Ban Bylaw 2023-23

- 142-2023 Moved by Mayor Krausert that Council give first reading to Fireworks Ban Bylaw 2023-23.
- 142A-2023 Moved by Mayor Krausert that Council amend motion 142-2023 by adding the following definition under Interpretation: “peace officer” means a bylaw enforcement officer appointed by the chief administrative officer to do any act or perform any duties under this bylaw and includes a member of the Royal Canadian Mounted Police and, when authorized, a peace officer under the Peace Officer Act.
- CARRIED UNANIMOUSLY**
- 142B-2023 Moved by Councillor Foubert that Council amend motion 142-2023 by amending section 3 by striking out “between the dates of April 1 and November 30”.
- CARRIED UNANIMOUSLY**
- 142C-2023 Moved by Councillor Foubert that Council amend motion 142-2023 by amending section 3 by adding "Events approved by the Town of Canmore are exempt from this bylaw for the purposes of delivering low impact fireworks as part of a community event on December 31, January 1, or July 1 each year."
- 142C1-2023 Moved by Councillor Mah that Council amend motion 142C-2023 striking out “or July 1”.
- DEFEATED**
In favour: Mah, Graham, Krausert
Opposed: Foubert, Marra, Hilstad, McCallum
- 142C-2023 The vote followed on motion 142C-2023: that Council amend motion 142-2023 by amending section 3 by adding "Events approved by the Town of Canmore are exempt from this bylaw for the purposes of delivering low impact fireworks as part of a community event on December 31, January 1, or July 1 each year."
- CARRIED**
In favour: Foubert, Marra, Krausert, Mah, Hilstad, McCallum
Opposed: Graham
- 142-2023 The vote followed on motion 142-2023 that Council give first reading to Fireworks Ban Bylaw 2023-23, amended as follows:
- amend section 3 by striking out “between the dates of April 1 and November 30”, and
 - amend section 3 by adding "Events approved by the Town of Canmore are exempt from this bylaw for the purposes of delivering low impact fireworks as part of a community event on December 31, January 1, or July 1 each year."
- CARRIED**
In favour: Foubert, Marra, Krausert, Hilstad, McCallum
Opposed: Graham, Mah

Minutes approved by: _____

143-2023 Moved by Mayor Krausert that Council give second reading to Fireworks Ban Bylaw 2023-23.

CARRIED

In favour: Foubert, Marra, Krausert, Hilstad, McCallum

Opposed: Graham, Mah

144-2023 Moved by Mayor Krausert that Council give leave to go to third reading of Fireworks Ban Bylaw 2023-23.

CARRIED UNANIMOUSLY

145-2023 Moved by Mayor Krausert that Council give third reading to Fireworks Ban Bylaw 2023-23.

CARRIED

In favour: Foubert, Marra, Krausert, Hilstad, McCallum

Opposed: Graham, Mah

H. NEW BUSINESS

2. Retail Gap Analysis and Light Industrial and Commercial Land Review

146-2023 Moved by Mayor Krausert that Council postpone Item H2 Retail Gap Analysis and Light Industrial and Commercial Land Review to the July 4, 2023 regular meeting.

CARRIED UNANIMOUSLY

I. REPORTS FROM ADMINISTRATION – None

J. NOTICES OF MOTION – None

K. IN CAMERA – None

L. ADJOURNMENT

147-2023 Moved by Mayor Krausert that Council adjourn the June 6, 2023 regular council meeting at 6:02 p.m.

CARRIED UNANIMOUSLY

Sean Krausert, Mayor

Cheryl Hyde, Municipal Clerk

Minutes approved by: _____



Request for Decision

DATE OF MEETING: July 4, 2023 **Agenda #:** G-1

TO: Council

SUBJECT: Land Use Bylaw Amendment 2023-18 Omnibus

SUBMITTED BY: Harry Shnider, Senior Development Planner

RECOMMENDATION: That Council give second reading to Bylaw Land Use Bylaw Amendment 2023-18 Omnibus.

That Council give third reading to Land Use Bylaw Amendment 2023-18 Omnibus.

EXECUTIVE SUMMARY

Land Use Bylaw 2023-18 Omnibus received first reading May 23, 2023, and is the subject of a public hearing on July 4, 2023.

Administration's analysis and position on this matter, presented at first reading of this bylaw, remains unchanged. Please see Attachment 1 for the Request for Decision submitted on May 23, 2023, and Attachment 2 for Bylaw 2023-18, as amended at first reading.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

N/A.

DISCUSSION

The proposed amendments to the LUB (see Attachment 2) identify several sections that would benefit from harmonized text or resolving language inconsistencies. The proposed amendments also identify approval authorities at the provincial and federal government level that have undergone name changes since the passage of Land Use Bylaw 2018-22 and provides for future name changes to be accommodated without further amendment to the Land Use Bylaw.

The list of amendments is developed based on staff experiences in processing recent applications and feedback from applicants. The amendments that are advanced for consideration by Council are intended to be minor in nature. Issues identified through the application process that are deemed to require substantive changes to the LUB are brought forward as separate applications by Administration, as departmental capacity allows.

Administration aims to advance amendments semi-annually to be responsive to emerging trends and address procedural issues in a timely fashion. Should the amendments proposed in this omnibus be approved, there are approximately 60 amendments currently in the queue to be addressed via future omnibus or standalone amendments.

Since the Land Use Bylaw is a living document that needs to respond to legislative changes and shifts in the development industry, omnibus amendments are a normal course of action associated with the administration and maintenance of a Land Use Bylaw.

ANALYSIS OF ALTERNATIVES

Status Quo – if the proposed amendments are not advanced, the result may be an extended review process for certain types of application, as Applicants and the Administration engage in back-and-forth discussions on interpretation of regulations rather than focusing on the processing and decision making on applications.

FINANCIAL IMPACTS

There are no financial implications anticipated in association with the proposed revisions.

STAKEHOLDER ENGAGEMENT

The proposed amendments were circulated to BOWDA for information. BOWDA had one question regarding direct control districts and variance authority and were satisfied with Administration’s explanation of why the amendment was necessary.

STRATEGIC ALIGNMENT

N/A

ATTACHMENTS

- 1) Request for Decision Report, May 23, 2023
- 2) Amending Bylaw 2023-18

Submitted by: Harry Shnider, RPP, MCIP
Senior Development Planner

Date: June 9, 2023

Approved by: Sally Caudill
Chief Administrative Officer

Date: June 23, 2023



Request for Decision

DATE OF MEETING: May 23, 2023 **Agenda #:**

TO: Council

SUBJECT: Omnibus Amendment to Land Use Bylaw

SUBMITTED BY: Harry Shnider, Senior Development Planner

RECOMMENDATION: That Council give first reading to Bylaw 2023-18 and schedule a public hearing for July 4, 2023.

EXECUTIVE SUMMARY

The proposed omnibus amendments are intended to update the Town of Canmore’s Land Use Bylaw (LUB) 2018-22. The proposed updates will improve upon the clarity of regulations and definitions, resolve clerical errors, and delete redundant and/or irrelevant regulations. The amendments proposed have been outlined in a detailed summary table provided as Attachment 1 to this report.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

N/A.

DISCUSSION

The proposed amendments to the LUB (see Attachment 2) identify several sections that would benefit from harmonized text or resolving language inconsistencies. The proposed amendments also identify approval authorities at the provincial and federal government level that have undergone name changes since the passage of Land Use Bylaw 2018-22 and provides for future name changes to be accommodated without further amendment to the Land Use Bylaw.

The list of amendments is developed based on staff experiences in processing recent applications and feedback from applicants. The amendments that are advanced for consideration by Council are intended to be minor in nature. Issues identified through the application process that are deemed to require substantive changes to the LUB are brought forward as separate applications by Administration, as departmental capacity allows.

Administration aims to advance amendments semi-annually to be responsive to emerging trends and address procedural issues in a timely fashion. Should the amendments proposed in this omnibus be approved, there are approximately 60 amendments currently in the queue to be addressed via future omnibus or standalone amendments.

Since the Land Use Bylaw is a living document that needs to respond to legislative changes and shifts in the development industry, omnibus amendments are a normal course of action associated with the administration and maintenance of a Land Use Bylaw.

ANALYSIS OF ALTERNATIVES

Status Quo – if the proposed amendments are not advanced, the result may be an extended review process for certain types of application, as Applicants and the Administration engage in back-and-forth discussions on interpretation of regulations rather than focusing on the processing and decision making on applications.

FINANCIAL IMPACTS

There are no financial implications anticipated in association with the proposed revisions.

STAKEHOLDER ENGAGEMENT

The proposed amendments have been circulated to BOWDA for information. At the time of report submission, no comments had been received.

STRATEGIC ALIGNMENT

N/A

ATTACHMENTS

- 1) Omnibus Amendment Summary Table
- 2) Amending Bylaw 2023-18

Submitted by:	Harry Shnider, RPP, MCIP Senior Development Planner	Date: <u>May 9, 2023</u>
Approved by:	Lauren Miller, RPP, MCIP, AICP Manager of Planning and Development	Date: <u>May 9, 2023</u>
Approved by:	Whitney Smithers General Manager of Municipal Infrastructure	Date: <u>May 11, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>May 15, 2023</u>

REF from May 23, 2023

BYLAW 2023-18

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA,
TO AMEND REVISED LAND USE BYLAW 2018-22**

The Council of the Town of Canmore, in the Province of Alberta, duly assembled, enacts as follows:

TITLE

1. This bylaw shall be known as “Revised Land Use Bylaw Amendment - Omnibus”

INTERPRETATION

2. Words defined in Land Use Bylaw 2018-22 shall have the same meaning when used in this bylaw.

PROVISIONS

3. That sections of Bylaw 2018-22 be amended as described and included in the Schedule A of this bylaw.

ENACTMENT/TRANSITION

4. If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
5. Schedule A forms part of this bylaw.
6. This bylaw comes into force on the date it is passed.

FIRST READING: May 23, 2023

PUBLIC HEARING:

SECOND READING:

THIRD READING:

DATE IN EFFECT:

Approved on behalf of the Town of Canmore:

Sean Krausert
Mayor

Date

Cheryl Hyde
Municipal Clerk

Date

SCHEDULE A

Item	Section	Sub Section	Existing Regulation	Adopted Amendment
1	Section 1	1.7.0.4	Variances to regulations within Direct Control Districts shall not be granted.	Variances to regulations within Direct Control Districts shall not be granted, except where a Direct Control District specifically contains provisions for the Development Authority to grant a variance.
2	Section 1	1.9.0.1(p)iii	The requirements of the Development Permit for the building have been fulfilled; and	[Repealed by 2023-18]
3	Section 1	1.9.0.1(q)iv	The exterior details of such Dwelling Units are completed in accordance with approved Building Permit plans within one year of the completion of the foundations; and	[Repealed by 2023-18]
4	Section 1	1.22.0.1	Industry Canada has the ultimate authority for the approval of telecommunications facilities. In order to ensure that these developments address municipal planning issues the following subsections describe what is required for the installation of telecommunications towers and facilities	Innovation, Science and Economic Development Canada (or their successor) has the ultimate authority for the approval of telecommunications facilities. In order to ensure that these developments address municipal planning issues the following subsections describe what is required for the installation of telecommunications towers and facilities.
5	Section 2	2.4	SETBACK REGULATIONS	SETBACKS AND BUILDING PROJECTIONS
6	Section 2	2.4.8	(New Section)	<p>2.4.8 Setbacks from Bodies of Water</p> <p>2.4.8.1 In neighbourhoods or residential subdivisions established after September 22, 1998, buildings and development, other than public access and utilities, shall be set back a minimum of 60 m from the bank of the Bow River and 20 m from the banks of all other naturally occurring watercourses and waterbodies.</p> <p>2.4.8.2 For redevelopment within subdivisions approved before September 22, 1998, buildings and structures shall be set back a minimum distance of 20 m from the bank of Canmore Creek, Policeman Creek, Spring Creek, Cougar Creek, the Bow River and any other naturally occurring permanent streams and channels of these bodies of water.</p>
7	Section 2	2.5	<p>2.5 ENVIRONMENTAL PROTECTION</p> <p>2.5.1 Setbacks from Bodies of Water</p> <p>2.5.1.1 In neighbourhoods or residential subdivisions established after September 22, 1998, buildings and development, other than public access and utilities, shall be set back a minimum of 60 m from the bank of the Bow River and 20 m from the banks of all other naturally occurring watercourses and waterbodies.</p> <p>2.5.1.2 For redevelopment within subdivisions approved before September 22, 1998, buildings and structures shall be set back a minimum distance of 20 m from the bank of Canmore Creek, Policeman Creek, Spring Creek, Cougar Creek, the Bow River and any other naturally occurring permanent streams and channels of these bodies of water.</p>	[Repealed by 2023-18]

SCHEDULE A

Item	Section	Sub Section	Existing Regulation	Adopted Amendment
8	Section 2	2.7.1.3	All automobile and bicycle parking stalls and loading spaces required by this Bylaw shall be located on the same site as the development except where the provisions within a Land Use District allow for cash-in-lieu of parking or off-site parking through shared parking strategies. Such off-site parking shall be used exclusively as a <u>Parking Area</u> and shall be secured by written agreement for a time period equal to that of the approved use.	All automobile and bicycle parking stalls and loading spaces required by this Bylaw shall be located on the same site as the development except where the provisions within a Land Use District allow for cash-in-lieu of parking or off-site parking through shared parking strategies.
9	Section 2	2.8.3	Building Hmax Calculations	Hmax Formula
10	Section 2	2.8.3.3	The H-value is the building height maximum listed in the regulations for each individual land use district.	[Repealed by 2023-18]
11	Section 2	2.19	Noise and Vibration Attenuation from Railway	Noise Attenuation from Railway
12	Section 3	3.7.3.4 a	For a common property line it shall be zero; or	Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m; or
13	Section 3	3.8.3.3 a	For a common property line it shall be zero; or	Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m; or
14	Section 3	3.9.3.2	The minimum side yard setback shall be 3.0 m.	The minimum side yard setback shall be 3.0 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
15	Section 3	3.10.3.2	The minimum side yard setback shall be 3.0 m.	The minimum side yard setback shall be 3.0 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
16	Section 3	3.11.3.2	The minimum side yard setback shall be 3.0 m.	The minimum side yard setback shall be 3.0 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
17	Section 3	3.12.3.2	The minimum side yard setback shall be 1.5 m, except on the street side of a corner site where it shall be 3.0 m.	The minimum side yard setback shall be 1.5 m, except on the street side of a corner site where it shall be 3.0 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.

SCHEDULE A

Item	Section	Sub Section	Existing Regulation	Adopted Amendment
18	Section 3	3.12.3.2	The minimum side yard setback shall be 1.5 m, except on the street side of a corner site where it shall be 3.0 m.	The minimum side yard setback shall be 1.5 m, except on the street side of a corner site where it shall be 3.0 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
19	Section 3	3.16.3.6	The minimum side yard setback shall be 3.0 m for each side yard, except for a common property line for a <u>Duplex Dwelling</u> , where it shall be zero.	The minimum side yard setback shall be 3.0 m for each side yard. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
20	Section 3	3.17.3.2	The minimum side yard setback shall be 3.0 m.	The minimum side yard setback shall be 3.0 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
21	Section 3	3.18.2.6	The minimum side yard setback shall be 1.5 m, except on the street side of a corner site where it shall be 3.0 m.	The minimum side yard setback shall be 1.5 m, except on the street side of a corner site where it shall be 3.0 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
22	Section 3	3.18.3.7	The minimum side yard setback shall be 1.5 m, except on the street side of a corner site where it shall be 3.0 m.	The minimum side yard setback shall be 1.5 m, except on the street side of a corner site where it shall be 3.0 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
23	Section 3	3.18.4.8	The minimum side yard setback shall be 1.5 m.	The minimum side yard setback shall be 1.5 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
24	Section 3	3.21.3.3	The minimum side yard setback shall be: 1.5 m for each side yard, zero in the case of a common property line; or a corner site where it shall be 3.0 m along the street.	The minimum side yard setback shall be 1.5 m, except on the street side of a corner site, where it shall be 3.0 m. Where a common party wall has been constructed on a property line, the side yard setback shall be 0.0m.
25	Various	4.3.3.9	The minimum sideyard setback shall be 3.0 m.	The minimum side yard setback shall be 3.0 m.
26	Various	4.3.3.10	Where a property abuts Policeman Creek, one sideyard with a minimum setback of 4.5 m shall be provided.	Where a property abuts Policeman Creek, one side yard with a minimum setback of 4.5 m shall be provided.
27	Section 4	4.4.10.4	Solid waste containers, grease containers, recycling c <u>Retail Sales</u> ontainers, and waste material shall be stored either inside a principal building or, at the discretion of the Development Authority, in a weatherproof and animal-proof enclosure.	Solid waste containers, grease containers, recycling containers, and waste material shall be stored either inside a principal building or, at the discretion of the Development Authority, in a weatherproof and animal-proof enclosure.
28	Section 9	9.14.0.1 k	Individual business signs on an approved Freestanding Sign, provided the following requirements are met: i. The Sign is in accordance with the approved conditions of the Development Permit; ii. The sign area and sign height is consistent with the approved Development Permit; iii. The Sign is in accordance with the Signage General Regulations	Individual business signs on an approved Freestanding Sign, provided the following requirements are met: i. The Sign is in accordance with the approved conditions of the Development Permit; and ii. The sign area and sign height is consistent with the approved Development Permit; or iii. The Sign complies with Section 9.1 of this Bylaw.

SCHEDULE A

Item	Section	Sub Section	Existing Regulation	Adopted Amendment
29	Section 13	13.2	yard, side means the yard which extends between a side property line of a site and the sideyard setback as prescribed in a land use district. In circumstances where a sideyard is not clearly defined, the Development Authority may determine what constitutes the sideyard(s) of a site.	yard, side means the yard which extends between a side property line of a site and the side yard setback as prescribed in a land use district. In circumstances where a side yard is not clearly defined, the Development Authority may determine what constitutes the side yard(s) of a site.
30	Section 14	14.24.4.6	The minimum side-yard depth on the west property line shall be zero	The minimum side yard depth on the west property line shall be zero.
31	Section 14	14.24.4.7	<p>Notwithstanding any other regulations in the Land Use Bylaw in regard to minimum development setbacks from the top of bank, the minimum side-yard depth from the east (creekside) property line shall be as follows:</p> <ol style="list-style-type: none"> For structures and development on the first floor (where the top of the first floor is no more than 4.0m above grade and “grade” is determined by the geodetic elevation of the sidewalk on Main Street): 2.0m for a maximum of 30% of the length of the east elevation of the building and 5.0m for a minimum of 70% of the length of the east elevation of the building. For structures and development on the second floor (assumed to be approximately between 4.0m and 7.0m above grade): 6.0m for a maximum of 40% of the length of the building elevation and 8.0m for a minimum of 60% of the length of the building elevation. Notwithstanding these setback requirements, the Development Authority may approve a development permit for patios or other open, public-oriented spaces within the 5.0m at-grade setback if such spaces are less than 0.3m above the elevation of the adjacent Main Street sidewalk and provided that such public spaces provide direct access to the adjacent public property. Any roof structures above the maximum eaveline height shall be sloped away from the sideyard in accordance with Section 11, Community Architectural and Urban Design Standards. Although dormers may be allowed above 7.0m, these projections should be minor and allow the majority of the elevation to be roof. 	<p>Notwithstanding any other regulations in the Land Use Bylaw in regard to minimum development setbacks from the top of bank, the minimum side yard depth from the east (creekside) property line shall be as follows:</p> <ol style="list-style-type: none"> For structures and development on the first floor (where the top of the first floor is no more than 4.0m above grade and “grade” is determined by the geodetic elevation of the sidewalk on Main Street): 2.0m for a maximum of 30% of the length of the east elevation of the building and 5.0m for a minimum of 70% of the length of the east elevation of the building. For structures and development on the second floor (assumed to be approximately between 4.0m and 7.0m above grade): 6.0m for a maximum of 40% of the length of the building elevation and 8.0m for a minimum of 60% of the length of the building elevation. Notwithstanding these setback requirements, the Development Authority may approve a development permit for patios or other open, public-oriented spaces within the 5.0m at-grade setback if such spaces are less than 0.3m above the elevation of the adjacent Main Street sidewalk and provided that such public spaces provide direct access to the adjacent public property. Any roof structures above the maximum eaveline height shall be sloped away from the side yard in accordance with Section 11, Community Architectural and Urban Design Standards. Although dormers may be allowed above 7.0m, these projections should be minor and allow the majority of the elevation to be roof.
32	Section 14	14.24.5.4.b.iii	No further sideyard setback variances shall be granted by the Development Authority.	No further side yard setback variances shall be granted by the Development Authority.



Request for Decision

DATE OF MEETING: July 4, 2023 **Agenda #:** G-2

To: Council

SUBJECT: Community Standards Bylaw Amendment 2023-25 Open Doors

SUBMITTED BY: Caitlin Van Gaal – Supervisor of Environment and Sustainability
Caitlin Miller – Manager of Protective Services / Director of Emergency Management

RECOMMENDATION: That Council give first reading to Community Standards Bylaw Amendment 2023-25 Open Doors.

That Council give second reading to Community Standards Bylaw Amendment 2023-25 Open Doors.

That Council give leave to go to third reading of Community Standards Bylaw Amendment 2023-25 Open Doors.

That Council give third reading to Community Standards Bylaw Amendment 2023-25 Open Doors.

EXECUTIVE SUMMARY

In July of 2022, Council was presented with the request to implement a closed-door bylaw from the Bow Valley Clean Air Society (BVCAS). Council directed administration to explore the effectiveness of implementing a closed-door bylaw and to return to Council with a recommendation on how to proceed. This presentation is intended to provide Council with an update on the work that has been conducted over the past year and the recommendation to move forward with an amendment to the Community Standards Bylaw to include an Open Doors section. While making amendments to the Community Standards Bylaw, administration is recommending an exemption for air conditioning units under the noise section to allow residents and businesses to have cool and clean air.

BACKGROUND/HISTORY

On October 1, 2019, Town Council declared a Climate Emergency, showcasing to the community and the Province that the Town takes climate change and climate action seriously.

On June 7, 2022, the BVCAS came before Council as a delegation requesting that Council implement a closed-door bylaw from approximately early September to early June (15 °C threshold). During this presentation BVCAS provided Council with a summary of their research and justification for their request. Some of the key takeaways from that report were:

- The Town of Banff has implemented an open-door section into their Community Standards Bylaw with a cutoff temperature of +10°C. Meaning the Bylaw applies when the average temperature is below +10°C which is between Thanksgiving and the last Friday of April each year.
- The estimated greenhouse gas emissions associated with open doors on Canmore's Main Street is 32 tonnes/year, which is equivalent to 53 return passenger flights from Calgary to Toronto.
- Over 11 surveys (foot survey to observe open doors) between March 3 and March 23, 2022, were conducted. During this time there were 184 incidences of open doors recorded.

On July 5, 2022, Council passed motion 149-2022 to refer the BVCAS request to administration for review and recommendation on implementing a closed-door bylaw from approximately early September to early June; if the recommendation is in support of the request, to provide Council with a draft closed-door bylaw for consideration.

On August 30, 2022, administration met with representatives from Tourism Canmore Kananaskis (TCK), Bow Valley Chamber of Commerce (Chamber) and the Downtown Canmore Business Improvement Area (BIA). At this meeting administration committed to drafting up key messaging for all organizations to circulate through their newsletters and communication channels, to help educate businesses within Canmore on the importance of closing their doors.

In the Fall of 2022, the Town created a webpage (www.canmore.ca/closeddoor) to provide businesses and residents with information on the importance of closing the door when temperatures drop. Throughout the months of October and April, the Town also put out information on the Town's webpage, the Rocky Mountain Outlook, e-news, and social media. Additionally, the messaging was included in the business e-updates circulated by Economic Development in November, December, February, and March. The content was also circulated by the BIA, TCK and the Chamber in their newsletters.

From September 2022 to April 2023, administration completed 29 on foot audits of the downtown core to examine and verify the number of open doors.

DISCUSSION

The effectiveness of the education efforts outlined above was evaluated through foot audits of businesses within the downtown core to track the number of open doors when the air temperature was below 15°C because that was the temperature threshold that was proposed by BVCAS for the requirement to keep doors closed. The foot audits were performed by members of administration and were conducted downtown. The downtown was used as the sample for the data, but administration notes that open doors were observed throughout Canmore. Over the 29 on foot audits, the occurrence of open doors was recorded 503 times, with 62 occurrences being recorded in one day in April 2023 when the temperature was 15 degrees. The number of open doors strongly correlates with warmer temperatures. The business with the highest occurrence of open doors, was recorded being open for 20 of the 29 on foot audits. The results of these foot audits can be seen in more detail in attachments A and B.

As seen in attachments A and B, several businesses are still keeping their doors open even after an education push to inform them of the importance of keeping their doors closed in the fall and early spring. This is especially visible with higher numbers of open doors being observed during the spring after several months of education on the issue. As a result, after completing a season of education and on foot audits, it is felt by administration that the best path forward to limit the number of open doors, and align with Council's strategic vision, and Council's Climate Emergency Declaration, is to amend the Community Standards Bylaw

to include an Open Doors section that also aligns with the Town of Banff. While the recommendation is slightly different than that of the BVCAS's recommendation from 2022, administration believes that alignment with the Town of Banff's Bylaw specifications will provide owners of commercial premises greater clarity and ease of compliance with the amended Bylaw.

The following Community Standards Bylaw amendments are consistent with clauses written in the Town of Banff's Community Standards Bylaw.

Bylaw Amendments:

The following definition is proposed to be added to the Community Standards Bylaw:

“Commercial Premises” includes any building, structure or premises which is not used for residential purposes, and for greater certainty, but not to be restricted to the generality of the foregoing, any building, structure, or premises which is used by any business or non-profit-organization, or for any professional, institution, industrial, commercial, retail, or restaurant operation.

The following is proposed to be added to the Community Standards Bylaw in a new section titled Section 6.1 Open Doors.

- 64.1 No Owner or Occupier of a Commercial Premises shall allow a door permitting entrance or exit from the Commercial Premises to the outdoors to be held, secured, or propped open between the Tuesday after Thanksgiving Day and until the last Friday in April except when temperatures rise above +10°C, as noted by the Environment Canada weather forecast for Canmore.
- 64.2 The provisions of section 64.1 shall not be construed to prevent
- a) Persons from entering or exiting a Commercial Premises through a door in the normal course of events,
 - b) a door into a Commercial Premises being held open by a Person to provide another Person ease of entrance or exit,
 - c) a door into a Commercial Premises which is equipped with a handicapped control from being used in the normal course of events to enable entrance or exit,
 - d) Persons from holding, securing, or propping a door open for the purpose of allowing Persons to exit a Commercial Premises during an emergency;
 - e) Persons from holding, securing, or propping a door open for the purpose of allowing deliveries to a Commercial Premises, while the delivery is taking place, and
 - f) Persons from holding, securing, or propping a door open for the purpose of allowing construction and construction related activities on the Premises, while such construction is taking place.

There would be no specified fine amount for this section of the Bylaw. Offences will result in the minimum fine amount of \$250.00.

In addition, the following amendment is being recommended to the Noise section of the Community Standards Bylaw. This exemption will allow for air conditioning units and heat pumps in good working condition to be exempt. While many units operate under 60 decibels, there are some that operate up to 70 decibels and can create low frequency noise while in operation.

Under Section 26 – Exemptions and Scope, the following amendment is being proposed:

- f) The operation of air conditioning units and heat pumps in Good Repair

Implementation Plan:

Should the amendment to the Community Standards Bylaw be approved, administration will communicate the new section of the Bylaw to the business community and engage in proactive education closer to the start of the close-door season (Thanksgiving until the end of April). The Municipal Enforcement department will respond to complaints as they are received and will work with businesses to gain compliance with this new section of the Bylaw.

ANALYSIS OF ALTERNATIVES

- 1) Continue with education instead of enacting the open-door section to the Community Standards Bylaw. This alternative is not recommended. Despite an education campaign, there were still several businesses that did not close their doors during the recommended timeframe.
- 2) Not include exemptions for air conditioning units and heat pumps and instead issue exemption permits on a case-by-case basis to residents and businesses depending on their circumstances. This recommendation is not recommended as it would require additional resources from the Municipal Enforcement and Protective Services departments to investigate each unique situation and determine whether an exemption permit should be applied in each case. With the increasing frequency of occurrences of wildfire smoke and extreme heat in the Bow Valley, there would be few applications for exemptions that would not be approved on the grounds of reasonableness of the request.

FINANCIAL IMPACTS

N/A

STAKEHOLDER ENGAGEMENT

The following stakeholders were engaged throughout this process and will continue to be engaged:

- Town of Canmore administration:
 - o Manager of Economic Development
 - o Manager of Protective Services / Director of Emergency Management
- Tourism Canmore Kananaskis
- Bow Valley Chamber of Commerce
- Downtown Canmore Business Improvement Area
- Public Health Professional
- Town of Banff

ATTACHMENTS

1. Total Times Doors Open: Total time doors were recorded open per business during foot audits between September 20, 2022, and April 29, 2023
2. Doors Open vs. Temperature: The number of recorded open doors compared to the recorded temperature
3. Summary of Findings in Support of a Closed-Door Bylaw in Canmore Prepared by BVCAS and presentation previously given to Council
4. Community Standards Bylaw Amending Bylaw Open Doors
5. Community Standards Bylaw 2022-16 REDLINE

AUTHORIZATION

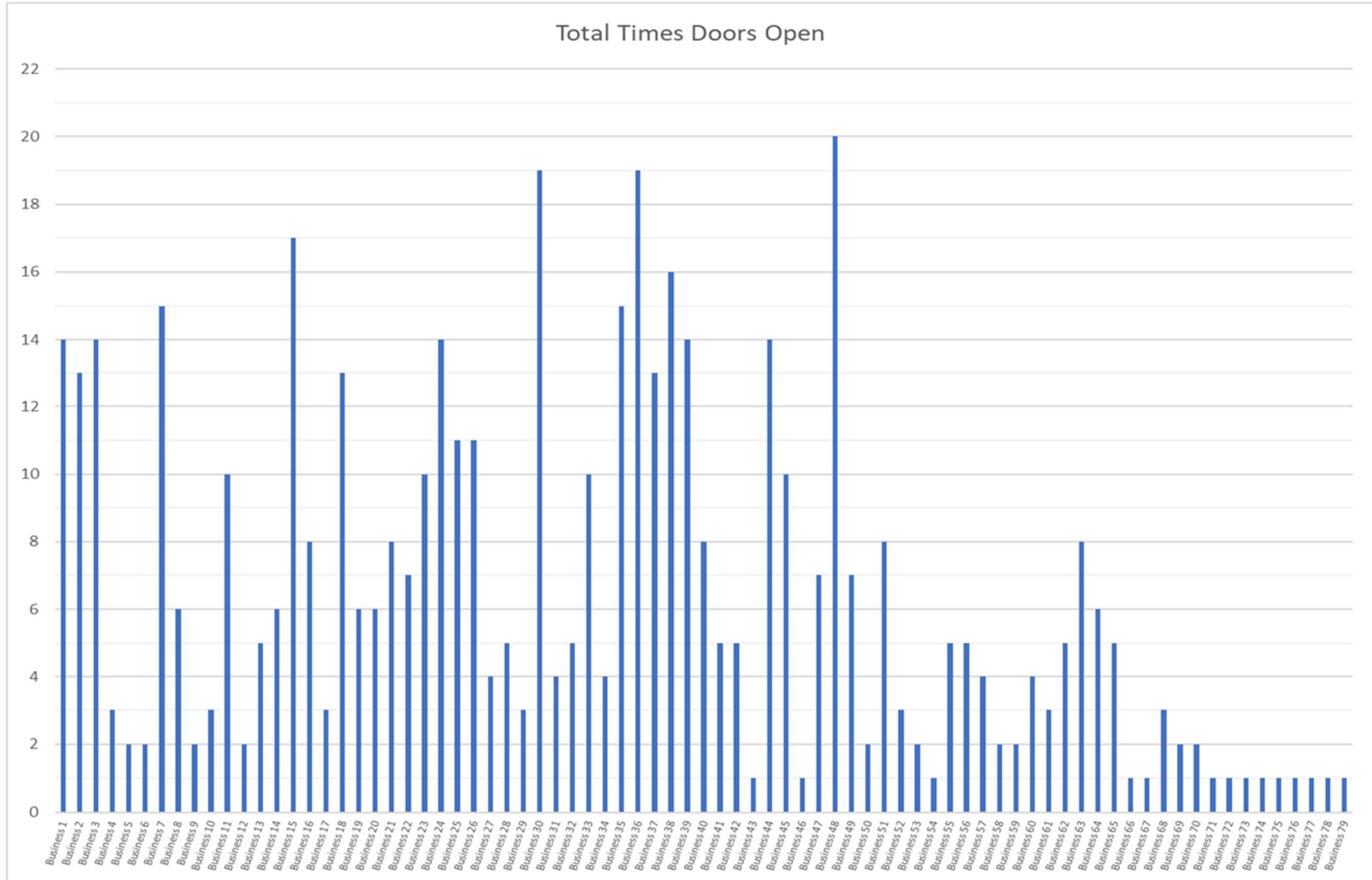
Submitted by: Caitlin Van Gaal
 Supervisor of Environment and Sustainability Date: June 9, 2023

Approved by: Caitlin Miller
 Manager of Protective Services/
 Director of Emergency Management Date: June 9, 2023

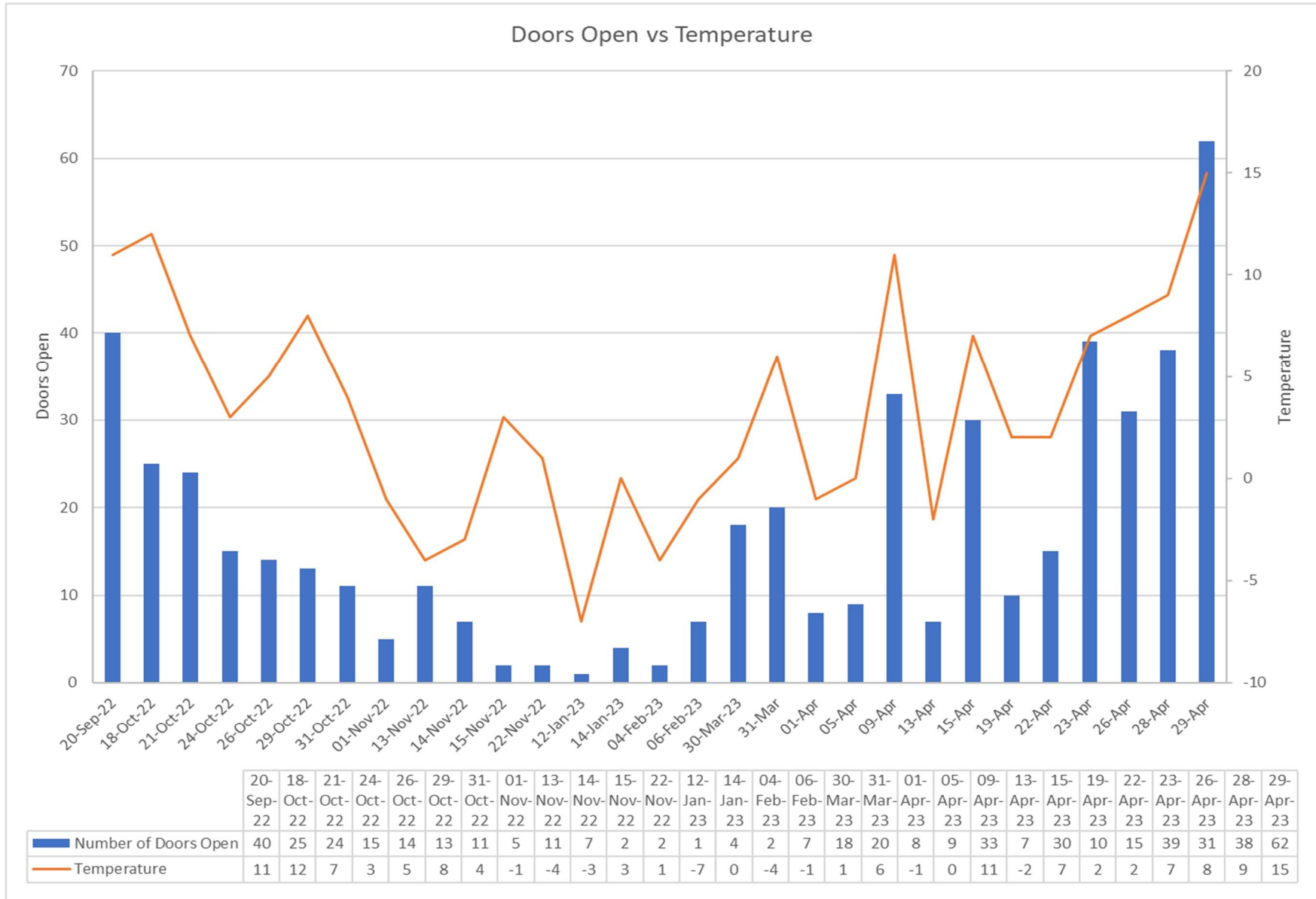
Approved by: Andreas Comeau for Whitney Smithers
 General Manager of Municipal Infrastructure Date: June 14, 2023

Approved by: Sally Caudill
 Chief Administrative Officer Date: June 23, 2023

Attachment A. Total time doors were recorded open per business during foot audits between September 20, 2022, and April 29, 2023



Attachment B. The number of recorded open doors compared to the recorded temperature



Summary of Findings in Support of a Closed Door By-law in Canmore
Prepared by the Bow Valley Clean Air Society (BVCAS)
www.bowcleanair.org
April 20, 2022

Recommendation:

Direct Administration to Implement a Closed Door By-law from approximately early September to early June.

Summary:

We estimate the greenhouse gas emissions associated with open doors on Canmore's Main Street to be about 32 tonnes/yr. This is equivalent to about 563 GJ/year or approximately the GHG emissions from 53 return passenger flights from Calgary to Toronto. From a financial perspective, this is about \$5600 of wasted energy a year.

The above numbers were based on surveys conducted on Main Street only when outside temperatures ranged from -5C to +15C. The number of open doors on any given day was correlated to outside temperature. Calculations were then conducted based on doors being open from 10 am to 6 pm to determine air flow, heat loss and GHGs emitted due to the open doors. The above estimates do not include GHGs from shops that are not on Main Street or at temperatures less than -5C (we did not collect data below -5C). They also do not include heat loss due to wind effects (the analysis only considered natural draft through open doors). Given that there are shops that prop their doors open at lower temperatures or that are not on Main Street or that keep their doors open longer than 8 hours per day, we expect that the total GHG emissions from all open shop doors in Canmore to be considerably higher than we calculate in this report.

Banff is currently going through the process of implementing a similar closed door by-law that would be in effect from Thanksgiving to May 1 of each year. This appears to be based on a cutoff when outside temperatures are less than about +6C on average. We are proposing a wider range of months than Banff. Our analysis shows that as outside temperatures increase, the energy loss per door goes down as expected; however, because there are many more doors open as outside temperatures increase, the overall energy loss is still significant up to 15C. As such, we are proposing that a closed door ban be in effect when temperatures are at or colder than 15C or from approximately early June to early September. 15 deg C is also the temperature recommended by closethedoor.org.uk (<http://www.closesthe-door.org.uk/about-us/faqs/>).

The GHGs associated with energy loss from an open door can be completely avoided by simply having shops close their doors. We believe the best way for this to happen is with a by-law. We say this because in the past, BVCAS has attempted to convince shops to close their doors with limited success (see Appendix for a description of what our efforts have been in the past).

Getting shops to close their doors during colder weather would also help negate any perception that Canmore does not take climate change seriously. Allowing shops to prop their doors open is inconsistent with Canmore's Climate Action Plan.

It is also worth noting that if all Canmore businesses kept their doors closed, no individual shop would be gaining the perceived “advertising” advantage of an open door.

Methodology

- From Mar 3 to Mar 23, 2022, we conducted 11 surveys along 8 St (Main Street) and 10 St logging the number of open shop doors. We conducted a 12th survey on a cold day on Apr 12. Data on that day matched previous data.
- Temperatures ranged from -5 C to +15.
- Surveys were done in the early afternoon.
- For purposes of calculating heat loss, the inside temperature of shops was assumed to be maintained at 18C.
- Using data from the number of open doors as they correlate to ambient temperatures, we were able to extrapolate to a full year basis. I.e. we were able to add up the number of hours in a year and the associated temperature for each of those hours. We only included hours over the period that most shops are open, namely between 10 am and 6 pm. Many shops are open longer.
- We then calculated the air flow due to natural draft through a typical open door.
- We combined the air flow data with the ambient temperature, with the hours that doors were open and with the total number of open doors to calculate the energy lost over the a year. From the energy loss calculations, we then calculated the GHGs being wasted due to a year of open doors. The year we looked at was from Apr 13 2021 to Apr 12 2022.

Results and Discussion:

Over the course of the 11 surveys, there were 184 incidences of open doors. On Main Street only there were 155 incidences of open doors. Unless otherwise noted, the following graphs and discussion are for Main Street only:

Figure 1

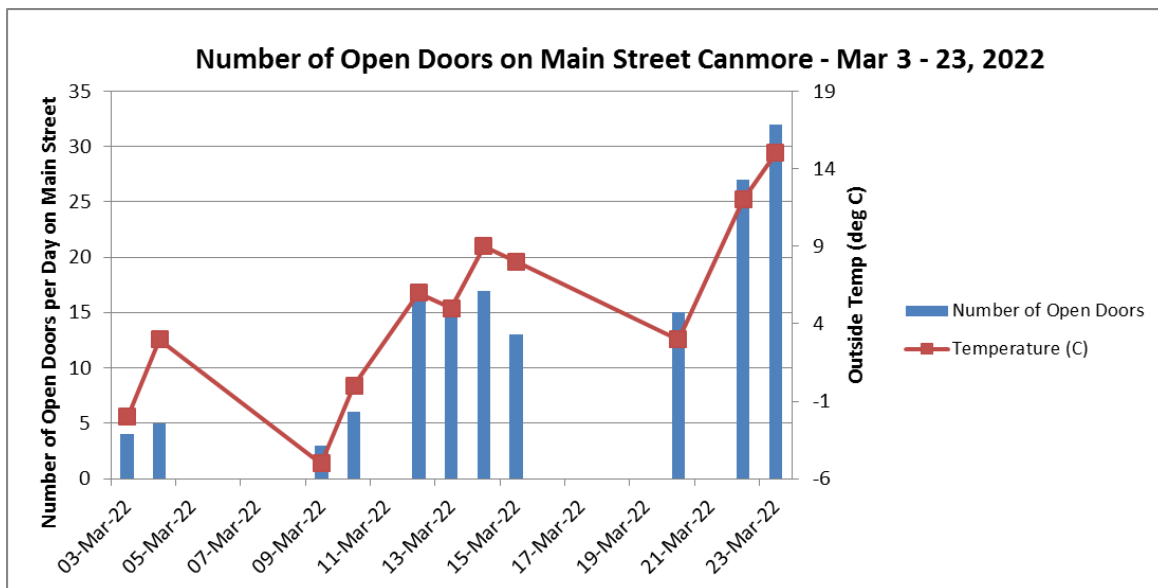


Figure 2

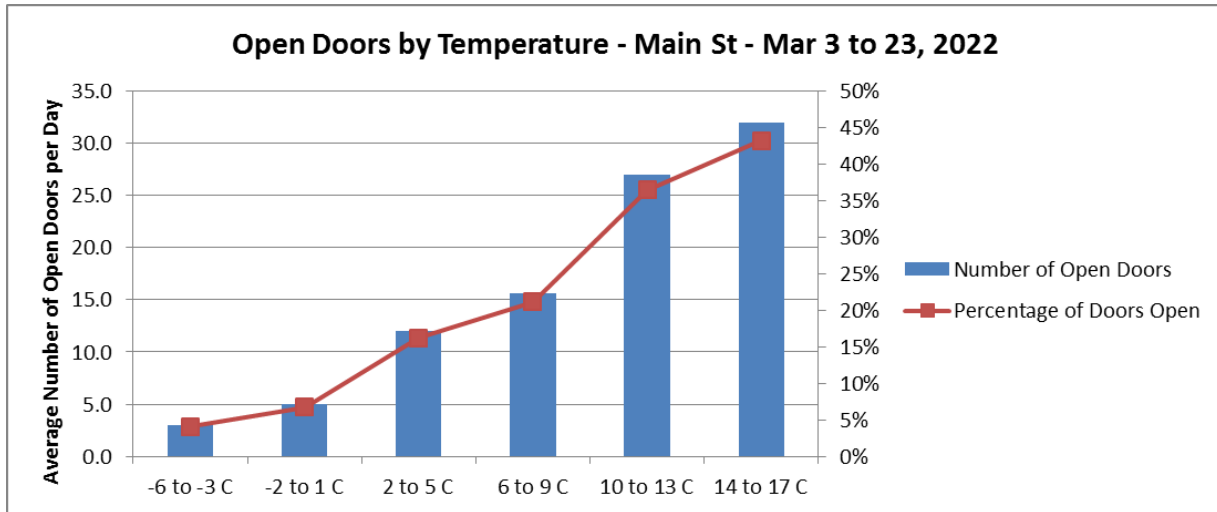
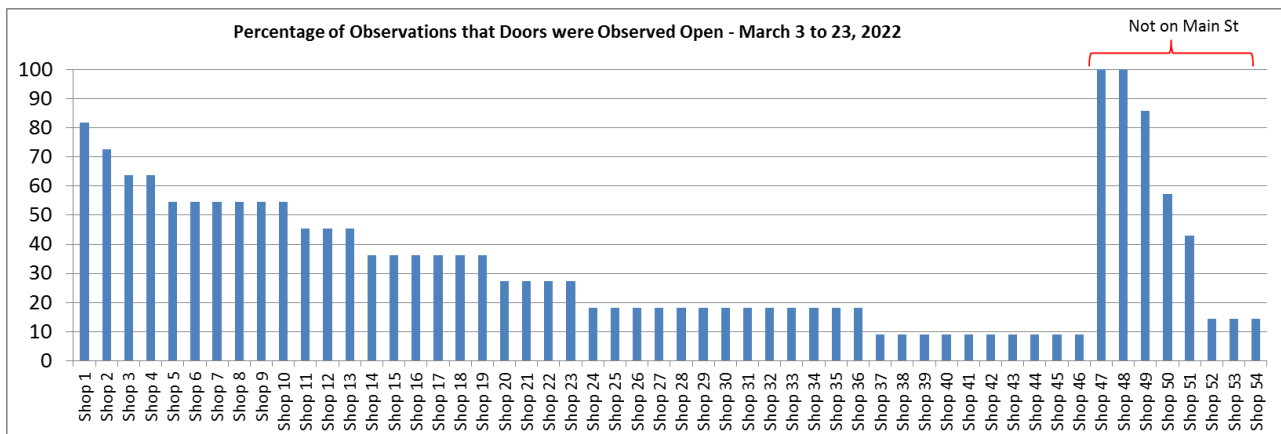


Figure 1 shows the number of doors that were observed to be open and the temperature on each day that we did a survey. We were fortunate to observe a good range of temperatures that could then be extrapolated over most of the rest of the year. Figures 1 and 2 clearly show that more doors are propped open in warmer weather. The day of the week did not seem to correlate with more or less doors being open. The peak number of doors observed open on Main Street was 32 on the warmest day (15C) or about 42% of all doors on Main Street. The least number of doors observed open was three on the coldest day (-5C) or about 3%.

Figure 3 shows the percent of observations when particular shops were noted to have their doors propped open. You can see that some shops were always observed to have their doors open.

Figure 3



The natural draft air flow through an open door is a function of indoor and outdoor temperature and a function of the size of the door. As the outside temperature drops, warm air flows out of the top of an open door and cold air rushes into the bottom. The overall air flow can be calculated using the Shaw/Whyte equation.¹ Once the air flow is known and the number of hours and hourly temperatures are known, the energy loss can be calculated and added up throughout the year.² From the energy loss, it is then a straightforward calculation to determine GHG emissions. Table 1 in the appendix of this report summarizes these calculations and below is a summary of the results. The GHG emissions from all open doors on Main Street throughout a full year is estimated to be **32 tonnes**.

Summary of Energy and GHG Emissions from Open Doors on Canmore's Main Street over a 1 Year Period from Apr 13 2021 to Apr 12, 2022	
Energy (GJ/year)	563 GJ/yr
\$ per year (at \$10/GJ)	\$ 5,630/yr
GHGs (kg CO2/yr at 56.1 kg/GJ for Natural Gas)	31,596 kg/yr or 32 tonnes/yr
Equivalent flights Calgary to Toronto Return (600 kg per return flight)	53 return flights per year

Some may argue that the GHG number of 32 tonnes/year or the wasted energy cost of \$5630/yr is not significant when spread out over the 30+ shops that keep their doors open on Main Street; however, when you consider that this is equivalent to 53 return passenger flights per year between Calgary and Toronto, it becomes more meaningful. Especially since these GHG emissions could be completely eliminated by simply closing doors. It is also worth noting that the calculations above underestimate the total GHGs due to open doors in all of Canmore for the reasons described under "Summary" above.

Figure 4 shows the calculated GHG emissions that are wasted from all open doors on Main Street throughout the year at different outside temperatures. This graph clearly shows that even at warmer temperatures between 10C and 15C, there are still a lot of GHGs being emitted. This is because there are a lot more doors being propped open in warmer weather even though the warmer weather results in less energy loss per open door. As such, we would recommend a fairly broad temperature (or monthly) range for a closed door by-law to be in effect. Figure 5 shows Banff's recommended range (green vertical lines) from their recent work on their proposed by-law. Based on our work, we suggest a slightly broader monthly range than Banff (as marked up in red in Figure 5) to cover temperatures at and below 15C. Our suggested range is from early September to early June.

¹ Shaw/Whyte formula for air flow through open doors. Reference: https://www.aivc.org/sites/default/files/members_area/medias/pdf/Airbase/airbase_00156.pdf

² Energy per year = mass flow rate x specific heat for air x degree.hours/year.

Figure 4

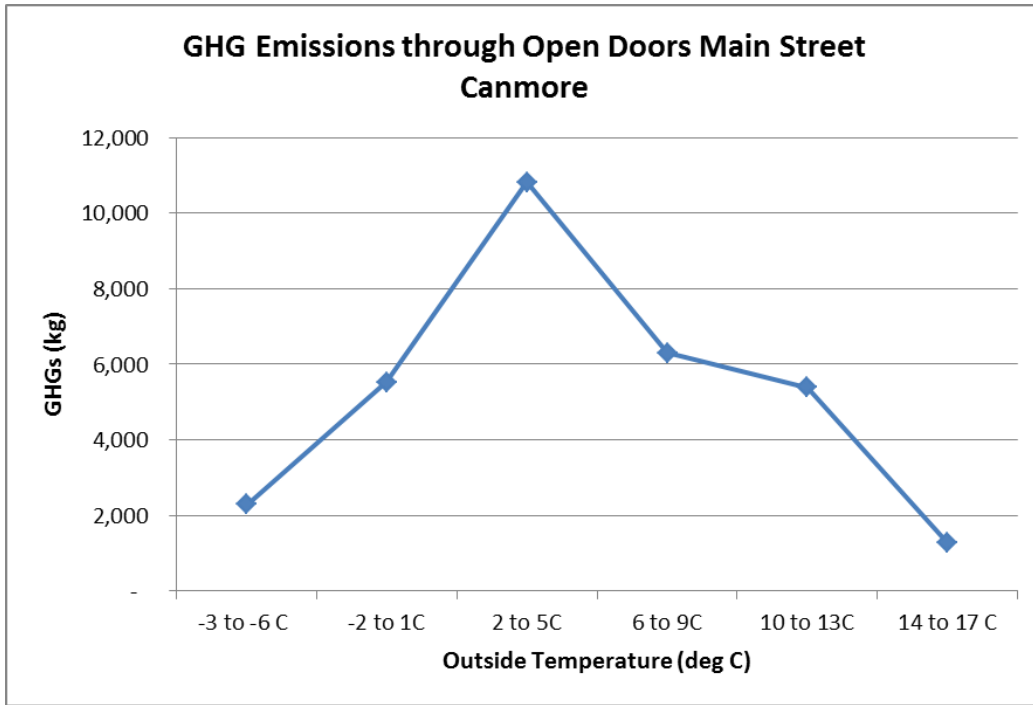
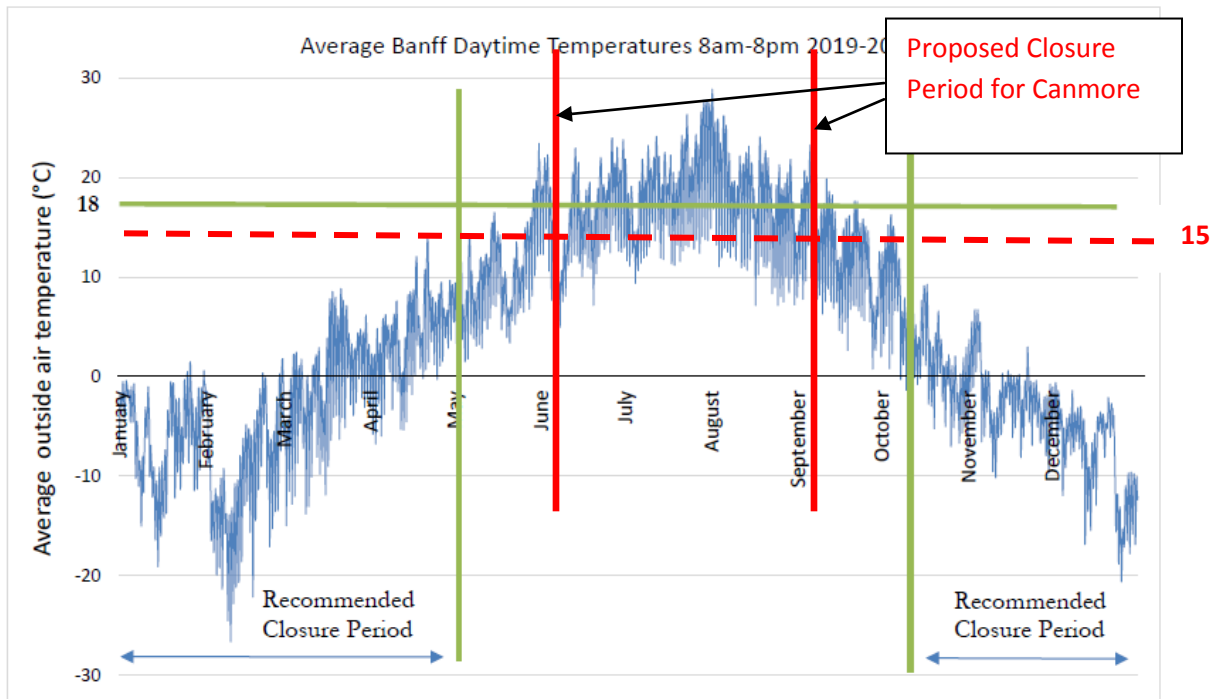


Figure 5



Temperature data comes from Alberta Climate Information Service (ACIS).

Appendix

Table 1: Detailed Calculation Summary

Canmore Main Street Open Doors - Calculation of Energy Lost									
<u>Energy and GHG Calcs</u>		Notes:							
Air temperature (outside) (deg C)			-4.5	-0.5	3.5	7.5	11.5	15.5	
Total Deg Hrs from Previous Tab			13,810	37,389	84,259	58,536	64,851	24,544	
Air density at T(outside) (kg/m3)	(1)		1.315	1.296	1.277	1.259	1.241	1.224	
Air density at T(inside of 18C) (kg/m3)			1.213	1.213	1.213	1.213	1.213	1.213	
Air Cp at T(avg) (kJ/kg.K)	(1)		1.0055	1.0056	1.0057	1.0058	1.0058	1.0059	
<u>Air Flow Calc</u>		(2)							
	density difference, kg/m3		0.102	0.083	0.064	0.046	0.028	0.011	
	density average, kg/m3		1.264	1.2545	1.245	1.236	1.227	1.2185	
Air flow, Q, m3/s			0.49618	0.44928	0.396021	0.336963	0.263858	0.165957	
Air speed, m/s (average) - these seem reasonable			1.1	1.0	0.9	0.7	0.6	0.4	
Furnace Efficiency using natural gas			0.8	0.8	0.8	0.8	0.8	0.8	
Energy (GJ/year)	(3)		40.77	98.52	192.84	112.40	96.11	22.57	563
\$ per year (at \$10/GJ)			408	985	1,928	1,124	961	226	\$ 5,632
GHGs (kg CO2/yr at 56.1 kg/GJ)			2,287	5,527	10,819	6,305	5,392	1,266	31,596
Equivalent flights Calg to Tor Ret (600 kg)	(4)								53
Notes:									
(1)	Extrapolated from https://theengineeringmindset.com/properties-of-air-at-atmospheric-pressure/								
(2)	Shaw/Whyte formula for air flow through open doors. Reference: https://www.aivc.org/sites/default/files/mem1								
	$Q = C \frac{W}{3} \left[g \frac{\Delta \rho}{\bar{\rho}} \right]^{1/2} H^{3/2} \dots (6)$								
(3)	Energy per year is: air flow x average density x specific heat capacity for air x (deltaT x hrs). 'deltaT x hrs' is degree.hr								
(4)	Westjets carbon calculator: https://www.carbonzero.ca/westjet/								

Appendix

Efforts made in 2018 by BVCAS to Work with Downtown Shop Owners to Close their Doors

In December 2018, a number of BVCAS members visited shops in both Canmore and Banff that had their doors open in cold weather. The purpose of our visit was to hand out a “we are open” sign that shop owners could post on their closed doors. The sign had a simple message with the reason for why their doors were being kept closed. See below for what the sign looked like. With each sign, we included a short educational note. Many shops were not interested in taking a sign.

The responses in both Canmore and Banff ranged from “we’ll consider it” to not well received at all. Some of the shops indicated that they needed to keep the doors open to keep their shops cool because of heat from cooking or from other sources. Another shop indicated that they might be willing to keep their door closed if they were allowed to hang a sign in a more visible place indicating that they were open. One employee indicated that each time they closed the door, the owner of the shop could see that the door was closed on their security camera and would call to tell the employee to re-open the door.

In the end, only about 10 shops (about 60% in Canmore, 40% in Banff) were willing to take the signs but so far, we have only seen one shop in Canmore use the sign.



Dear Shop Keeper:

You are receiving this sign because we have noticed that on occasion your store door is propped open during either cold or hot weather. Keeping your door closed along with this sign to clearly indicate that you are, in fact, “Open” will save energy and reduce carbon emissions. It will also help reduce a drafty indoor environment (or a smoky one during fire season) for your customers and employees. We hope you agree and are able to save some energy and reduce emissions.

Regards,

Bow Valley Clean Air Society

bowcleanair.org

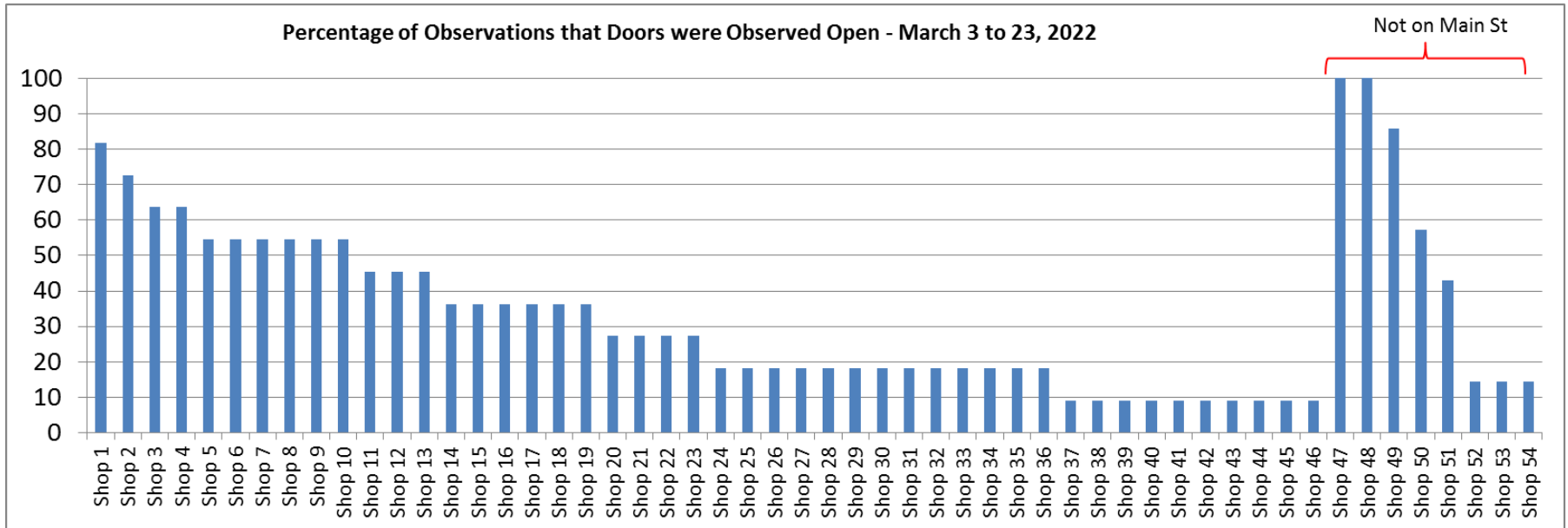
In Support of a Closed Door By-law



Methodology

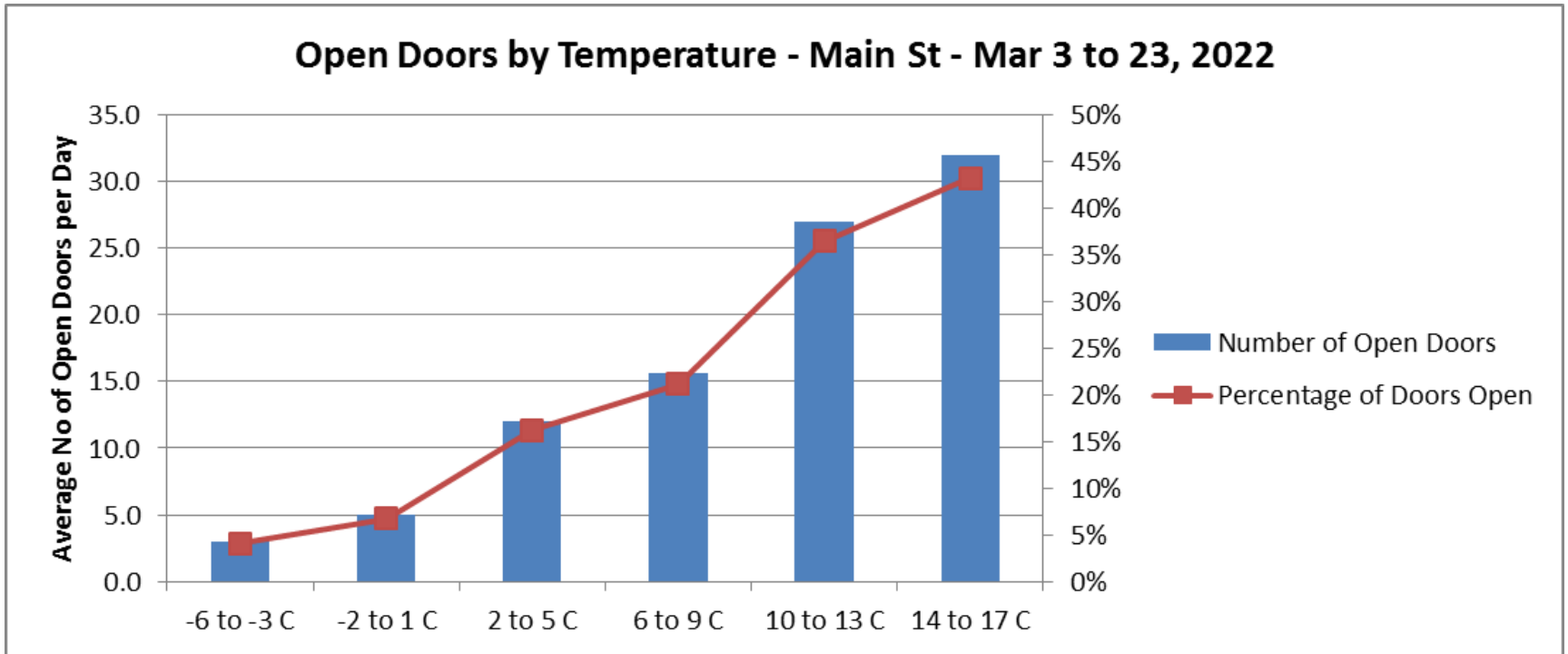
- March Surveys - 11 surveys along Main Street.
- Counted open shop doors early afternoon.
- Temperatures ranged from -5 C to +15.
- Used number of open doors and hourly temperature data to calculate GHG emissions for a year.
- Used hourly data between 10 am and 6 pm and when heating required (colder than 18C).

Frequency of Open Doors



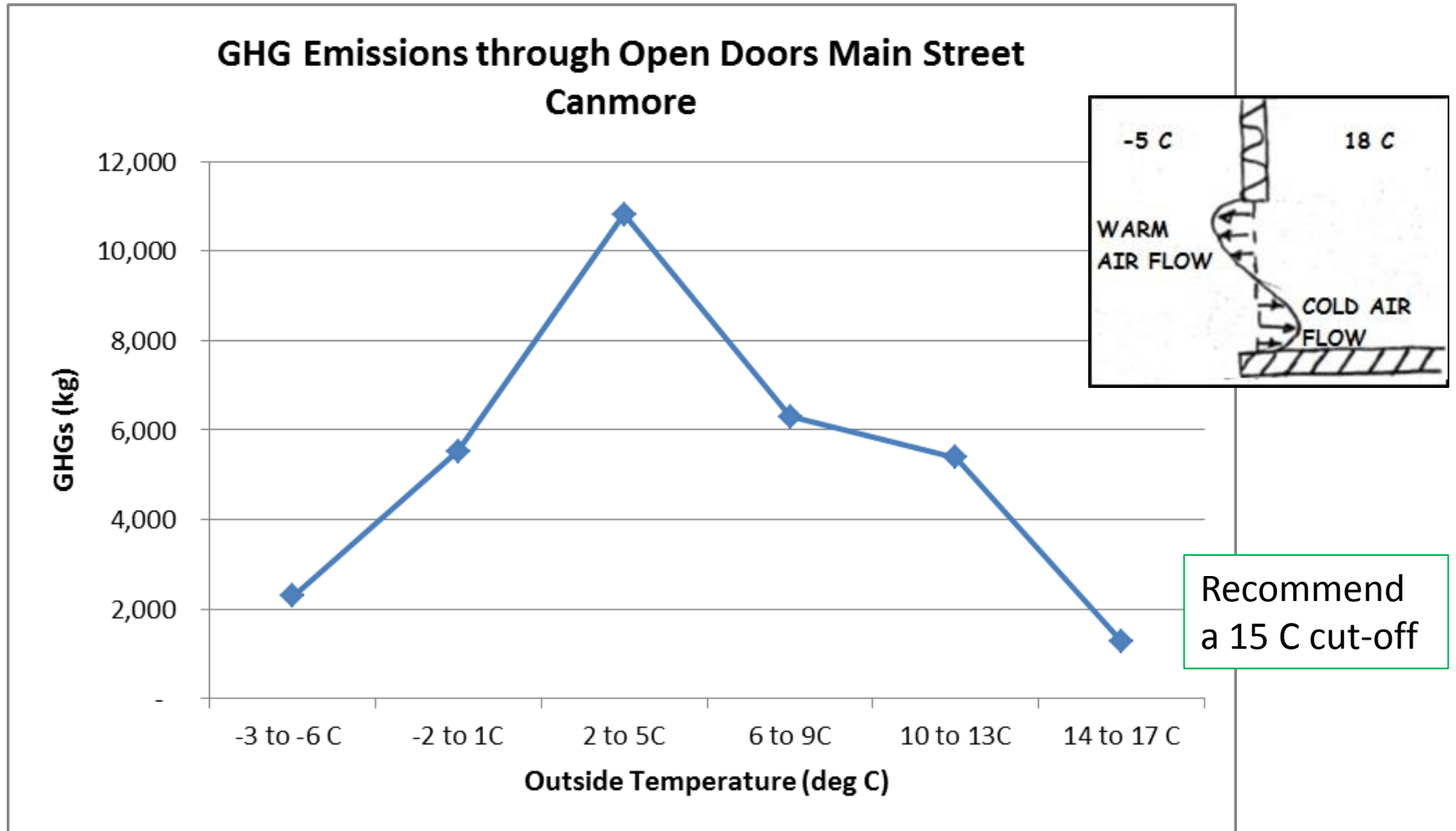
Many shops keep their doors open most or all of the time.

Temperature Effects



The warmer it is, the more doors get open.

Results

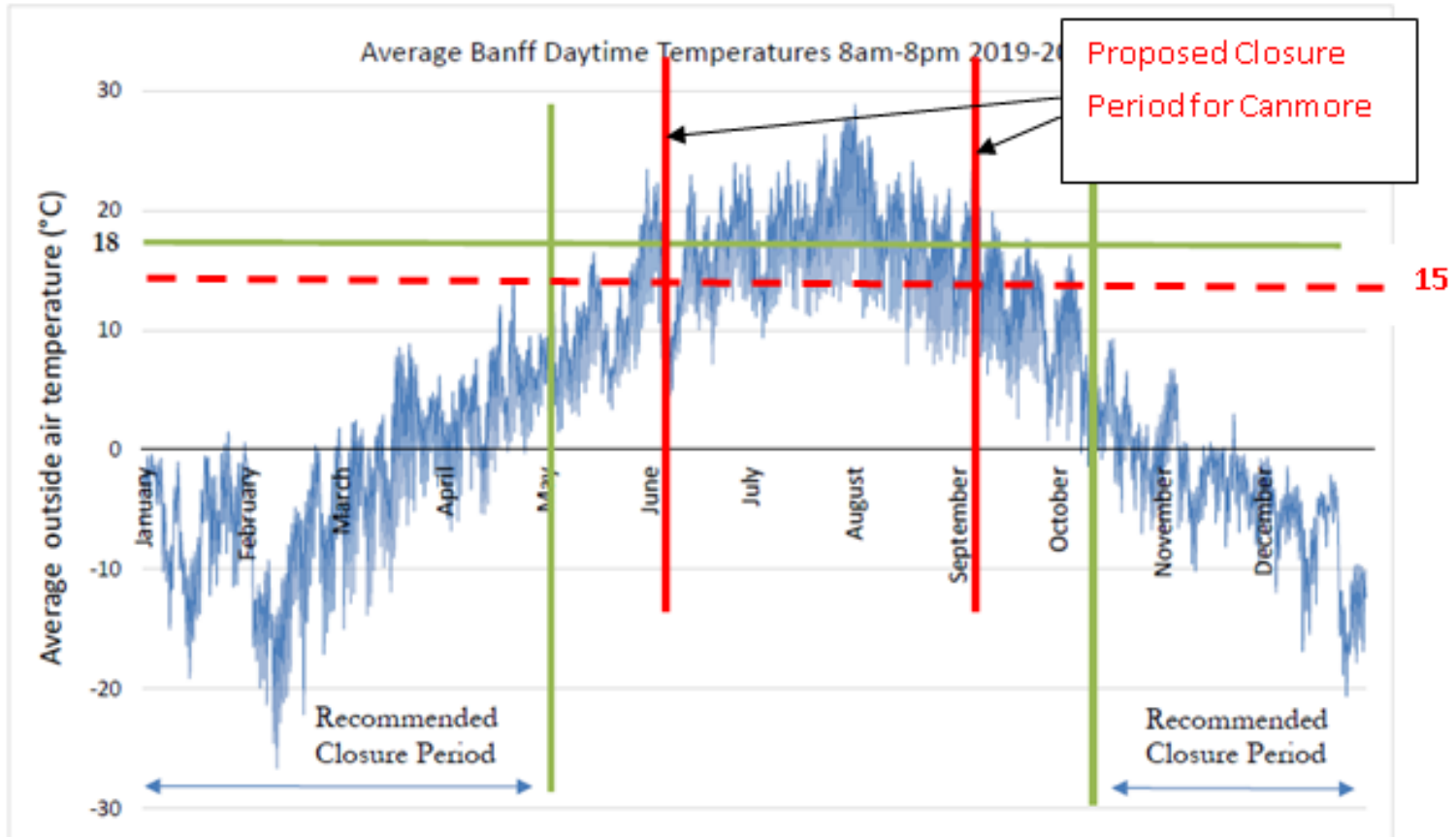


Results (15C cutoff)

Summary of Energy and GHG Emissions from Open Doors on Canmore's Main Street over a 1 Year Period from Apr 13 2021 to Apr 12, 2022	
Energy (GJ/year)	563 GJ/yr
\$ per year (at \$10/GJ)	\$ 5,630/yr
GHGs (kg CO2/yr at 56.1 kg/GJ for Natural Gas)	31,596 kg/yr or 32 tonnes/yr
Equivalent flights Calgary to Toronto Return (600 kg per return flight)	53 return flights per year

- Is this Significant? Yes!
- Conservative – only main street, not during really cold weather, data only between 10 am – 6 pm.
- Is it easy to mitigate? Yes.....just need to close some doors!

Proposed Ranges (15 C cutoff) Early Sep to Early Jun



Temperature data comes from Alberta Climate Information Service (ACIS).

Banff left a lot of GHGs
“on the table”

Why a By-law

- By-law most effective given our past experience.
- Other places.
 - Banff – in parallel to our work
 - Other
- Public and Visitor Perception.
- Air curtains not effective.
- We take our Climate Action Plan seriously.
- Pushback – Advertising advantage “not applicable” if everyone closes their doors.

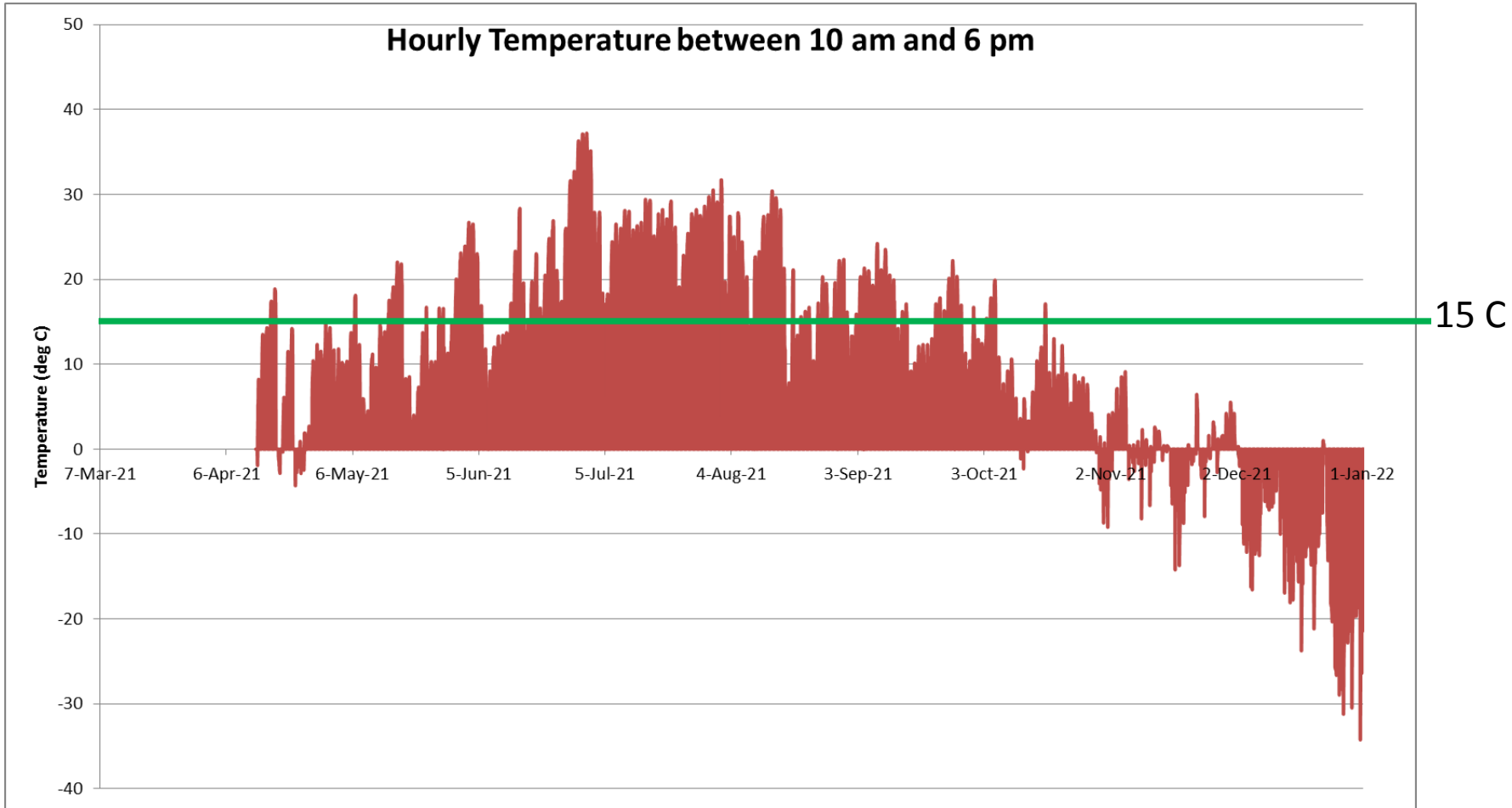


Our Ask of Council

- Direct Administration to Implement a Closed Door By-law from approximately early September to early June.

Backup Slides

Effect of Time of Day – between 10 am and 6 pm



BYLAW 2023-25

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO
AMEND COMMUNITY STANDARDS BYLAW 2022-16**

The Council of the Town of Canmore, in the Province of Alberta, duly assembled, enacts as follows:

TITLE

- 1 This bylaw shall be known as the Community Standards Bylaw Amendment – Open Doors

INTERPRETATION

- 2 Words defined in Bylaw 2022-16 shall have the same meaning when used in this bylaw.

PROVISIONS

- 3 Bylaw 2022-16 is amended by this bylaw.
- 4 Section 2 is amended by adding the following after subsection a):
 - a.1) “Commercial Premises” includes any building, structure or premises which is not used for residential purposes, and for greater certainty, but not to be restricted to the generality of the foregoing, any building, structure, or premises which is used by any business or non-profit-organization, or for any professional, institution, industrial, commercial, retail, or restaurant operation.
- 5 Section 26 is amended by adding the following after subsection e):
 - f) the operation of air conditioning units and heat pumps in Good Repair.
- 6 The following is added after section 64:

SECTION 6.1 OPEN DOORS

- 64.1 No Owner or Occupier of a Commercial Premises shall allow a door permitting entrance or exit from the Commercial Premises to the outdoors to be held, secured, or propped open between the Tuesday after Thanksgiving Day and until the last Friday in April except when temperatures rise above +10°C, as noted by the Environment Canada weather forecast for Canmore.
- 64.2 The provisions of section 64.1 shall not be construed to prevent
 - a) Persons from entering or exiting a Commercial Premises through a door in the normal course of events,
 - b) a door into a Commercial Premises being held open by a Person to provide another Person ease of entrance or exit,

- c) a door into a Commercial Premises which is equipped with a handicapped control from being used in the normal course of events to enable entrance or exit,
- d) Persons from holding, securing, or propping a door open for the purpose of allowing Persons to exit a Commercial Premises during an emergency,
- e) Persons from holding, securing, or propping a door open for the purpose of allowing deliveries to a Commercial Premises, while the delivery is taking place, and
- f) Persons from holding, securing, or propping a door open for the purpose of allowing construction and construction related activities on the Premises, while such construction is taking place.

ENACTMENT/TRANSITION

- 7 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 8 This bylaw comes into force on the date it is passed.

FIRST READING:

SECOND READING:

THIRD READING:

Approved on behalf of the Town of Canmore:

 Sean Krausert
 Mayor

 Date

 Cheryl Hyde
 Municipal Clerk

 Date

BYLAW 2022-16 REDLINE

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, TO
ESTABLISH COMMUNITY STANDARDS**

The Council of the Town of Canmore, in the Province of Alberta, duly assembled, enacts as follows:

TITLE

- 1 This bylaw shall be known as the “Community Standards Bylaw.”

INTERPRETATION

- 2 In this bylaw,
 - a) “Concrete Mixer” means a machine that is capable of carrying concrete in a mixed or partially mixed form and pouring it at the location where it is to be used and which is mounted onto a trailer or the chassis of a Truck as defined herein;
 - a.1) “Commercial Premises” includes any building, structure or premises which is not used for residential purposes, and for greater certainty, but not to be restricted to the generality of the foregoing, any building, structure, or premises which is used by any business or non-profit-organization, or for any professional, institution, industrial, commercial, retail, or restaurant operation;
 - b) “Construction” means the temporary process of building, constructing, repairing, deconstructing or demolishing any Structure, including landscaping, home repair, home renovations, property improvements, and any work in connection with those processes;
 - c) “Dangerous Wildlife” means species or individual animals that could cause serious bodily injury in the event of an aggressive encounter, including, but not limited to, bear, elk, cougar, coyote, wolf, or any wildlife species or individual animal deemed dangerous by a Peace Officer, fish and wildlife officer, or conservation officer;
 - d) “Daytime” means the period
 - i) beginning at 7:00 a.m. and ending at 10:00 p.m. of the same day on Weekdays, or
 - ii) beginning at 9:00 a.m. and ending at 10:00 p.m. of the same day on a Weekend;
 - e) Enforcement Appeals Review Committee means the committee that reviews Orders issued under sections 545 and 546 of the *Municipal Government Act* for the purpose of section 547 of the *Municipal Government Act*, and which performs other municipal enforcement review functions as provided by Enforcement Appeal Review Committee Bylaw 2022-11;
 - f) “Fruit” means the fleshy, seed-bearing structure of a flowering plant species and includes fruit and berries;

- g) “Fruit Bearing Vegetation” means any vegetation that bears Fruit and is a Wildlife Attractant, including but not limited to
 - i) mountain ash trees,
 - ii) crabapple trees,
 - iii) chokecherry, and
 - iv) buffalo berry;
- h) “Garbage Truck” means any vehicle equipped for transporting waste, refuse, or recyclable materials or any vehicle equipped to load, unload, and transport containers for handling waste, refuse, or recyclable materials;
- i) “Good Repair” means a condition where something is free from
 - i) broken, damaged, missing, detached, or fallen parts,
 - ii) rot or other physical deterioration,
 - iii) openings which are not secured against trespassers, and
 - iv) openings which are not secured against the infiltration of air or precipitation.
- j) “Graffiti” means words, figures, letters, drawings, or stickers applied, scribbled, scratched, etched, sprayed, or attached on or to the surface of any Premises, Structure, or other property, without the owner’s consent, but does not include words, figures, letters, drawings, or stickers applied, scribbled, scratched, etched, sprayed, or attached on or to the surface of any vehicle;
- k) “Motorized Garden Tool” means any tool used for gardening or horticulture that is powered by an engine or motor, regardless of whether that mechanism is powered by compressed air, electricity, or a fossil fuel;
- l) “Motor Vehicle Parts” includes, but is not limited to, any motor vehicle part or collection of motor vehicle parts, or one or more vehicles that are dilapidated, derelict, or not in operable condition;
- m) “Non-Residential District” has the same meaning as in Land Use Bylaw 2018-22;
- n) “Nighttime” means the period
 - i) beginning at 10:00 p.m. and ending at 7:00 a.m. on Weekdays, or
 - ii) beginning at 10:00 p.m. and ending at 9:00 a.m. on a Weekend;

- o) “Occupant” means the Person residing in or in apparent possession or control of Premises;
- p) “Outdoor Speaker System” means any sound amplification device that converts electrical impulses into sound, whether the device is independent or incorporated into a musical instrument amplifier, radio, stereo, television, public address system, or other system which is positioned
 - i) outside of a building,
 - ii) inside a building and within 2 metres of any opening in the building including a window or doorway, where it is directed outside of the building, or
 - iii) in a tent;
- q) “Owner” means
 - i) in the case of land registered under the *Land Titles Act*, the owner of a fee simple estate or registered leasehold interest in a parcel of land,
 - ii) in the case of personal property, the registered owner,
 - iii) in the case of unregistered personal property, any person with lawful possession and control over the property;
- r) “Order” means an order issued pursuant to section 545 or section 546 of the *Municipal Government Act*;
- s) “Peace Officer” means
 - i) a person appointed as a bylaw enforcement officer pursuant to the *Municipal Government Act*,
 - ii) a person appointed as a peace officer pursuant to the *Peace Officer Act* or
 - iii) a police officer;
- t) “Person” means any individual, firm, partnership, association, corporation, or other legal entity;
- u) “Point of Reception” means any location, be it a place of work or residence, where noise or Sound Levels are heard by an individual;
- v) “Power Tool” includes any tool powered by an engine or motor, regardless of whether that mechanism is powered by compressed air, electricity, or a fossil fuel;

- w) “Premises” includes any real property that may be owned, occupied, managed, or controlled by an Owner or Occupier, including parcels of land, any subdivisions of land or units of real property, and any Structures that may owned, occupied managed or controlled by an Owner or Occupier;
- x) “Public Place” means any Property, whether publicly or privately owned, to which members of the public have access as of right or by express or implied invitation, whether on payment of any fee or not;
- y) “Residential Area” or “Residential Areas” means any area, location, or parcel of land, that is zoned as a Residential Land Use District, a Direct Control District that lists residential use among its uses, or is otherwise zoned for a primary purpose of residential use under Land Use Bylaw 2018-22;
- z) “Sidewalk” means that part of a street, road, or highway that is adapted or designated for the use of pedestrians, including that part of a street, road, or highway between the curb line and the adjacent properties or, where there is no curb line, that piece of land between the edge of the street, road, or highway and the adjacent property line;
- aa) “Signaling Device” means any device that produces an audible sound used for the purpose of drawing an individual’s attention, including a horn, gong, bell, klaxon, or public address system;
- bb) “Sound Level”, unless otherwise defined in this bylaw, means the sound pressure measured in decibels using the “A” weighted network of a Sound Level Meter with fast response;
- cc) “Sound Level Meter” means any Type 2 or better integrating instrument that measures Sound Levels;
- dd) “Structure” means any building, extension from a building, garage, shed, shelter, fence, or other thing erected or placed in, on, over, or under land, whether or not it is movable or affixed to the land;
- ee) “Truck” means any vehicle that has a gross allowable maximum vehicle weight in excess of 5450 kilograms as listed on the government issued registration, regardless of the vehicle’s actual weight at a specific time, and includes a truck-tractor and tractor-trailer;
- ff) “Violation Tag” means a municipal tag or similar document issued by a Peace Officer in relation to an offence under this bylaw;
- gg) “Violation Ticket” means a ticket issued pursuant to the *Provincial Offences Procedures Act*, and the regulations thereunder;
- hh) “Weekday” means Monday, Tuesday, Wednesday, Thursday, and Friday;
- ii) “Weekend” means Saturday and Sunday;

- jj) "Wildlife" means any free-living species of vertebrate animal that is not a domesticated, escaped, or stray domestic animal;
 - kk) "Wildlife Attractant" means any substance that could reasonably be expected to attract Wildlife, including, but not limited to, Fruit, garbage, refuse, food, food waste, and compost.
- 3 Where a bylaw references a Town staff position, department or committee, the reference is deemed to be to the current name that the staff position, department or committee is known by.

**PART 1
REGULATION OF NOISE**

- 4 This Part does not purport to regulate the cumulative effect of noise created by vehicular traffic on roads or aeronautical related activities of aircraft.

GENERAL PROHIBITIONS

- 5 Except as authorized by this bylaw, no Person shall make, cause, continue, or allow to be made, caused, or continued, any noise which is likely to disturb the peace, enjoyment, comfort, or convenience of another individual.
- 6 Except as authorized by this bylaw, no Owner or Occupier of a Premises shall make, cause, continue, or allow to be made, caused, or continued, any noise which emanates from the Premises and which is likely to disturb the peace, enjoyment, comfort, or convenience of another individual.
- 7 No Person shall permit a vehicle located on a Premises to emit noise which would disturb the peace, enjoyment, comfort, or convenience of another individual, including, but not limited to, noise from excessive engine revving and music or amplification equipment in the vehicle.
- 8 No Owner or Occupier of a Premises shall permit a vehicle located on the Premises to emit noise which emanates from that Premises, including noise from excessive engine revving and music or amplification equipment in the vehicle, is likely to disturb the peace, enjoyment, comfort, or convenience of another individual.
- 9 A person may be found guilty of a contravention of sections 5 to 8 whether or not the noise
- a) is measured, or
 - b) if measured, exceeds any Sound Level limit prescribed by this bylaw.
- 10 In determining if a noise is likely to disturb the peace, enjoyment, comfort, or convenience of another individual, the following criteria may be considered:
- a) the type, volume, and duration of the noise,
 - b) the time of day and day of week,

- c) the nature and use of the surrounding area,
 - d) the Sound Level in decibels, if measured, and
 - e) any other relevant factor.
- 11 A Person shall not cause or permit any noise exceeding a Sound Level of 60 decibels (dBA) as measured at the property line of a property in a Residential Area between the hours of 10:00 p.m. and 7:00 a.m.
- 12 An Owner or Occupier shall not allow a property that they own or occupy to be used in a manner that results in noise coming from the property to exceed a Sound Level of 60 decibels (dBA) as measured at the property line of a property in a Residential Area between the hours of 10:00 p.m. and 7:00 a.m.

ACTIVITIES IN RESIDENTIAL AREAS

- 13 No Person in a Residential Area during the Nighttime shall operate or use
- a) a lawn mower,
 - b) a Motorized Garden Tool,
 - c) a Power Tool outside of any building or Structure,
 - d) a snow clearing device powered by an engine of any kind, or
 - e) a motorized snow or leaf blowing device.
- 14 No Person shall load or unload a Truck, Concrete Mixer, or Garbage Truck in a Residential Area or within 150 metres of a Residential Area during the Nighttime.
- 15 Notwithstanding section 14, a Person may, at any time, unload a vehicle containing
- a) fresh produce and perishable merchandise including milk products and baked goods, or
 - b) daily or weekly newspapers being delivered to vendors.
- 16 Notwithstanding section 14, a Person may load a Garbage Truck between 6:00 a.m. and 10:00 p.m. on any day.
- 17 A Person must not use a Signaling Device in a Residential Area during the Nighttime.
- 18 Notwithstanding section 13(a), (b), and (c), it is not an offence to use a Motorized Garden Tool, lawn mower, or other grass cutting device on a golf course between the hours of 5:30 a.m. and 9:00 a.m. on any day of the week.

- 19 Notwithstanding section 13(d) and (e), a person may operate a snow clearing device powered by an engine for the purpose of commercial and non-commercial removal of snow and ice from streets, parking lots and Sidewalks during the forty-eight-hour period following a snowfall, rain or freezing rain, subject to the authority of the chief administrative officer, in their sole discretion, to withdraw this exception on a site-specific basis.

CONSTRUCTION ACTIVITY

- 20 A Person shall not cause or permit any Construction activity on property they own or occupy
- a) between the hours of 10 p.m. and 7 a.m. on any Weekday and Weekend,
 - b) at any time on Sunday or statutory holiday, or
 - c) at any time contrary to a written notice issued by the chief administrative officer pursuant to section 22.
- 21 Notwithstanding section 20, a Person may on Sundays and statutory holidays conduct construction, alterations, or renovations on their own home and property, or by persons assisting them if the persons assisting do not receive financial compensation or any other compensation for their labour.
- 22 Subject to section 20, the chief administrative officer may, by written notice, direct that a person shall not cause or permit any Construction activity or certain types of Construction activity on property they own or occupy during the time specified in the written notice.
- 23 Prior to issuing a written notice pursuant to section 22, the chief administrative officer must consider
- a) the proximity of the Construction activity to adjacent properties,
 - b) the nature of the Construction activity occurring on the property,
 - c) the nature and use of adjacent properties,
 - d) the number and nature of previous complaints regarding the Construction activity occurring on the property received by the chief administration officer,
 - e) the intended schedule for completion of the Construction activity occurring on the property, including the potential impact of noise-restricted hours on the completion of the Construction activity, and
 - f) any other factor deemed relevant by the chief administrative officer related to the Construction activity occurring on the property.

OUTDOOR SPEAKER SYSTEMS

- 24 No Person shall operate an Outdoor Speaker System during the Nighttime on a parcel where the property line of the parcel is within 150 metres of a Residential Area.

- 25 Regardless of the time of day, an Outdoor Speaker System must always comply with the Sound Levels established in this bylaw.

EXEMPTIONS AND SCOPE

- 26 The prohibitions on noise in Part 1 of this bylaw do not apply to
- a) emergency vehicles,
 - b) Construction in Residential Areas during the Daytime, except for Sundays, whether or not the Construction requires any Town permits,
 - c) the use of Motorized Garden Tools in Residential Areas where the tool is used during the Daytime and for less than three (3) hours during any given day,
 - d) work on a Town street or on a public utility carried out by the owner or operator of the public utility, or its contractors,
 - e) any activity within the jurisdiction of the Government of Canada or the Government of Alberta, and
 - f) the operation of air conditioning units and heat pumps in Good Repair.
- 27 Notwithstanding section 26, the chief administrative officer may apply any other provision of Part 1 to the activities in sections 13 to 25 on a site-specific basis in the chief administrative officer's sole discretion.
- 28 The provisions contained in Part 1 shall not be interpreted to prevent
- a) the ringing of bells in churches, religious establishments, and schools,
 - b) the sounding of any alarm or warning to announce a fire or other emergency,
 - c) the playing of a band in connection with a parade or special event allowed pursuant to any Town permit, or
 - d) the use of Signaling Devices on vehicles in their normal operation for the purpose of giving warnings to other vehicles or Persons.

PERMITS FOR EXEMPTIONS TO NOISE REGULATIONS

- 29 A Person may make a written application to the chief administrative officer for a noise exemption permit allowing for noise or Sound Levels that would otherwise violate this bylaw.
- 30 Applications made pursuant to section 29 must be made in writing in a form approved by the chief administrative officer.

- 31 The chief administrative officer may in their sole discretion
- a) issue a noise exemption permit where the chief administrative officer determines that circumstances make it impractical for the applicant to comply with this bylaw,
 - b) revoke any noise exemption permit where the chief administrative officer determines that the permit holder has not met the terms or conditions of the permit or taken sufficient measures to minimize noise or Sound Levels, and
 - c) impose any conditions on the issuance or the use of the Noise Exemption Permit the chief administrative officer considers appropriate.

PART 2
CLEARING OF SIDEWALKS

- 32 The Owner or Occupant of any land adjacent to a Sidewalk shall remove, or cause to be removed, any ice or snow from all adjacent Sidewalks within forty-eight hours after the ice or snow was formed or deposited.
- 33 Whenever snow or ice is deposited or formed on a Sidewalk adjacent to a parcel of land that is the subject of a condominium plan, the condominium corporation associated with the parcel of land shall remove, or cause to be removed, the snow or ice from the Sidewalk within forty-eight hours after the ice or snow was formed or deposited.
- 34 In the event that the Owner or Occupant of land adjacent to a Sidewalk or a condominium corporation associated with land adjacent to a Sidewalk fails or neglects to remove and clear away all snow or ice from a Sidewalk within forty-eight hours, the chief administrative officer may cause the snow or ice to be removed from such Sidewalk, with all costs and expenses plus a 10% administration fee charged to the Owner, Occupant, or condominium corporation responsible for the removal of the snow or ice, and any unpaid costs or expenses shall be added to the tax roll for the land to be recovered in the same manner as other taxes pursuant to the provisions of the *Municipal Government Act*.
- 35 Any Person who has an awning, canopy, marquee, roof drainage controlled by eaves troughing, or other Structure extending from a portion of their Premises over a Sidewalk or other portion of a roadway shall keep the said awning, canopy, marquee, eaves troughing, or other Structure free from snow or ice so that it will not drip or fall upon the Sidewalk or roadway below.
- 36 The Owner or Occupant of Premises with an awning, canopy, marquee, roof drainage controlled by eaves troughing, or other Structure extending from the Premises, shall cause to be cleaned up any water from melting snow or ice that could otherwise drip onto the Sidewalk or roadway below, and take all necessary precautions to ensure that an icy or dangerous situation is not allowed to exist on the Sidewalk or roadway.
- 37 No Person operating a business Premises, to which entry or exit for vehicles is made by a crossing located between the curb and the private property line, shall allow mud, water, slush, ice, or icy

frozen snow to remain on the public Sidewalk or roadway portion of the said crossing; but shall keep the same clean and clear of all such materials, liquids or substances as may be or become a hazard to pedestrians.

- 38 A Person may use a power-driven device to remove snow and ice from any portion of a Sidewalk for which that person is responsible for removing snow and ice under this bylaw, provided that the power-driven device is used in a way that will not injure or unduly interfere with any other person lawfully using the Sidewalk or injure the surface of the Sidewalk.
- 39 A Person who removes snow or ice from Sidewalks and or any public or private property shall not deposit the said snow or ice upon any roadway or Public Place without permission from the chief administrative officer to deposit the snow or ice upon the roadway or Public Place.
- 40 A Person who removes snow or ice from public or private Sidewalks and or public or private property shall not deposit said snow or ice
- a) in a manner that impedes storm sewer run off or blocks access to any storm sewer grate,
 - b) in the entranceway, ramps, or gated access to any fire hall, ambulance station, emergency vehicle lane, marked fire laned or in any other manner that interferes with the proper operation of and access of emergency vehicles,
 - c) in any area of the Sidewalk where the curb is depressed to allow for the passage of mobility aids,
 - d) on any physical infrastructure or amenity owned by the Town of Canmore including, but not limited, to bicycle racks and transit stops, or
 - e) generally upon any public street, road, highway or any Public Place unless expressly permitted by the chief administrative officer.

PART 3 PROPERTY MAINTENANCE

SCOPE

- 41 Part 3 applies to all Premises except for those located in industrial areas where outdoor storage has been approved under Land Use Bylaw 2018-22 for materials the accumulation of which would otherwise be prohibited under this Part.

ACCUMULATION OF MATERIALS

- 42 No Owner or Occupier of a Premises shall allow on the Premises, the accumulation of
- a) any material that creates unpleasant odors,
 - b) any material likely to attract pests or animals, whether or not defined as Wildlife, or

- c) animal remains, parts of dead animals, or animal feces.
- 43 No Owner or Occupier of a Premises shall allow the outdoor storage of any toxic or hazardous substance, including but not limited to industrial fluids, automotive fluids, petroleum products, paints, and solvents in a manner that is open, exposed, or accessible by other Persons or animals.
- 44 No Owner or Occupier of a Premises shall allow the following to accumulate on the Premises in a manner that is visible to a Person viewing from outside the property:
- a) loose litter, garbage, or refuse,
 - b) bottles, cans, boxes, recyclable materials, or packaging materials,
 - c) household furniture or other household goods,
 - d) Motor Vehicle Parts,
 - e) parts of or disassembled machinery, equipment, or appliances,
 - f) yard waste, including grass, tree and hedge cuttings, leaves and other refuse,
 - g) any tree, shrub, other type of vegetation or any Structure, or
 - i) that interferes or could interfere with any public work or utility,
 - ii) that obstructs any Sidewalk adjacent to the Land,
 - iii) that impairs the visibility required for safe traffic flow at any intersection or roadway adjacent to the Land, or
 - iv) that reasonably interferes with the use and enjoyment of a neighbouring Premises or Public Place.
- 45 No Owner or Occupier of a Premises shall allow on the Premises the accumulation of building or landscaping materials, whether new or used, unless that Owner or Occupier can establish that a Construction activity on the Premises is actively underway or that the beginning of the Construction activity is imminent.
- 46 An Owner or Occupant of a Premises shall ensure that all building and landscaping materials stored on a Premises, are stacked or stored in an orderly manner.

EQUIPMENT IN OUTDOOR LOCATIONS

- 47 No Owner or Occupant of a Premises shall place, cause, or permit the placement of a refrigerator, freezer, or other similar appliance in an outdoor location on Premises that they own or occupy unless effective measures have been taken to prevent the opening and closing of the appliance.

- 48 Without limiting the generality of section 47, effective measures for preventing the opening and closing of an appliance include, but are not limited to, the following:
- a) the removal of the door from the appliance,
 - b) the removal of the door handle mechanism if this prevents opening and closing of the door,
 - c) the removal of the door hinges,
 - d) the locking of the appliance, or
 - e) otherwise wrapping or containing the appliance so that the interior is inaccessible.
- 49 No Owner or Occupant of a Premises shall place, cause, or permit a refrigerator, freezer or other similar appliance to be placed in an outdoor location on the Premises where the appliance is visible to a Person viewing from outside the Premises.
- 50 No Owner or Occupant of a Premises shall place, cause, or permit the placement of Power Tools or other potentially dangerous equipment in an outdoor location on the Premises except during active use for their intended purposes unless secured so as to not be potentially dangerous.

MAINTENANCE OF EXTERIOR STRUCTURES

- 51 Any Structure shall be maintained in Good Repair and in a manner that does not contribute to health, safety, and fire hazards.
- 52 Every Person, Owner, or Occupant of a Premises shall ensure the following Structures are maintained in Good Repair:
- a) fences,
 - b) retaining walls, terraces, patios, and other hardscaping,
 - c) foundations and foundation walls,
 - d) exterior walls and exterior wall components,
 - e) windows and window casings,
 - f) roofs and roof components,
 - g) doors and door frames,
 - h) exterior stairs, landings, porches, balconies, and decks, and
 - i) the protective and decorative finishes of all exterior surfaces of Structures.

- 53 If an Owner or Occupant fails to keep a Structure in Good Repair, the chief administrative officer may direct the Owner of the subject Premises to repair, rehabilitate, or replace or remove that portion of the Structure. Failure by the Owner to adhere to the direction of the chief administrative officer shall constitute an offence under this bylaw.

**PART 4
WILDLIFE ATTRACTANTS**

- 54 No Person or Owner, other than a Peace Officer or a Person appointed by the chief administrative officer who is acting in the course of their duties shall store, collect, handle, or dispose of Wildlife Attractants in such a way that the Wildlife Attractants are accessible to or may attract Wildlife.
- 55 No Person shall permit a Wildlife Attractant to be placed or remain in an outdoor location where the Wildlife Attractant is accessible to Wildlife.
- 56 Except for Fruit-Bearing Vegetation located on any premises at the time of coming into effect of this bylaw, no Owner or Occupant shall plant, install, place, or allow or cause to be planted, installed, or placed, any Fruit-Bearing Vegetation on any Premises under the ownership or occupation of the Owner or Occupier.
- 57 No Person shall feed, attempt to feed, or permit the feeding of Wildlife.
- 58 No Person shall feed any animal, whether domestic or wild, in a manner that is likely to attract Dangerous Wildlife.
- 59 Notwithstanding sections 56 and 57, a Person may place or permit the placement of an outdoor bird feeder containing bird feed, seeds, suet, nectar, or any other bird attractant between the dates of December 1 and March 31, provided that
- a) the bird feeder is suspended on a cable or other device in such a manner that it is inaccessible to Wildlife other than birds, and
 - b) the area below any bird feeder is kept free of accumulations of any Wildlife Attractants.
- 60 No Person shall place or permit the placement of outdoor bird feeders containing bird feed, seeds, suet, nectar, or any other attractant between April 1 and November 30 of each year.
- 61 Notwithstanding section 58, no Person or Owner shall place, or cause to be placed, on or near the property of that Person or Owner, any material or substance which has the effect of attracting pigeons.

**PART 5
GRAFFITI PREVENTION AND ABATEMENT**

- 62 No Person shall create or apply Graffiti on or to any
- a) Premises,
 - b) Structure, or
 - c) other property which is owned or occupied by another Person.
- 63 Every Owner or Occupant of a Premises shall ensure that Graffiti placed on their Premises is removed, painted over, or otherwise blocked from public view.

**PART 6
HUMAN WASTE**

- 64 No Person shall urinate, defecate, or deposit any human waste in any Public Place, other than a washroom.

**PART 6.1
OPEN DOORS**

64.1 No Owner or Occupier of a Commercial Premises shall allow a door permitting entrance or exit from the Commercial Premises to the outdoors to be held, secured, or propped open between the Tuesday after Thanksgiving Day and until the last Friday in April except when temperatures rise above +10°C, as noted by the Environment Canada weather forecast for Canmore.

64.2 The provisions of section 64.1 shall not be construed to prevent

- a) Persons from entering or exiting a Commercial Premises through a door in the normal course of events,
- b) a door into a Commercial Premises being held open by a Person to provide another Person ease of entrance or exit,
- c) a door into a Commercial Premises which is equipped with a handicapped control from being used in the normal course of events to enable entrance or exit,
- d) Persons from holding, securing, or propping a door open for the purpose of allowing Persons to exit a Commercial Premises during an emergency,
- a)e) Persons from holding, securing, or propping a door open for the purpose of allowing deliveries to a Commercial Premises, while the delivery is taking place, and

- f) Persons from holding, securing, or propping a door open for the purpose of allowing construction and construction related activities on the Premises, while such construction is taking place.

**PART 7
ORDERS, ENFORCEMENT AND PENALTIES**

ORDERS

65 Every Order issued with respect to a contravention of this bylaw must

- a) indicate the Person to whom the Order is directed,
- b) identify the property or Premises to which the Order relates by municipal address or legal description,
- c) identify the date that it is issued,
- d) identify how the property or Premises fails to comply with this bylaw,
- e) identify the specific provisions of this bylaw that the property or Premises contravenes,
- f) identify the nature of the remedial action required to be taken to bring the property or Premises into compliance with this bylaw or the *Municipal Government Act*, as applicable,
- g) identify the time within which the remedial action required by the Order must be completed,
- h) indicate that if the required remedial action is not completed within the time specified, the chief administrative officer may take whatever action or measures are necessary to remedy the contravention,
- i) indicate that the expenses and costs of any action or measures taken by the chief administrative officer under this Section are an amount owing to the Town by the Person to whom the Order is directed,
- j) indicate that the expenses and costs referred to in this section may be attached to the tax roll of the property if such costs are not paid by a specified time, and
- k) indicate that a review of the Order lies with the Enforcement Appeal Review Committee if an application for review is filed in writing with the municipal clerk within fourteen days of the receipt of the Order.

66 An Order issued pursuant to this bylaw may be served

- a) where the Person to whom the Order is directed is an individual,

- i) by delivering it personally to the individual,
 - ii) by leaving it for the individual at their apparent place of residence with someone who appears to be at least 18 years of age,
 - iii) by delivering it by registered mail to the individual at the place of residence listed on the tax roll for the individual, or
 - iv) by delivering it by registered mail to the last address of the individual who is to be served as shown on the records of the Registrar of Motor Vehicle Services in Alberta;
- b) where the Person to whom the Order is directed is a corporation,
- i) by delivering it personally to a director or officer of the corporation,
 - ii) by delivering it personally to any person apparently in charge of an office of the corporation at the address held out by the corporation to be its address, or
 - iii) by delivering it by registered mail addressed to the registered office of the corporation;
- c) where the Person to whom the Order is directed is a partnership or association,
- i) through service on Persons who are partners in the partnership or members in the association;
- d) if, in the opinion of a person serving a Order, service of the Order cannot be reasonably effected, or if the person serving the Order believes that the Person subject to the Order is evading service, the person serving the Order may post the Order
- i) at a conspicuous place on the Premises to which the Order relates,
 - ii) at the private dwelling place of the Person to whom the Order is directed, as shown on a certificate of the title pursuant to the *Land Titles Act* or on the municipal tax roll,
 - iii) at any other property owned by the Person to whom the Order is directed, as shown on a certificate of title pursuant to the *Land Titles Act* or shown on the municipal tax roll, or
 - iv) at any other Premises occupied by the Person to whom the Order is directed, and
 - v) the Order shall be deemed to be served upon the expiry of 3 days after the Order is posted.

REVIEW BY COMMITTEE

- 67 The Person to whom an Order is directed or the Owner of a Premises to which an Order relates may request the Enforcement Appeals Review Committee to review the Order by making a written application for review within fourteen days of the date the Order is received.
- 68 Every Person who fails to comply with an Order issued pursuant to this bylaw which has not been rescinded or overturned by the Enforcement Appeals Review Committee commits an offence.

ENFORCEMENT AND PENALTIES

- 69 Any Person who contravenes any provision of this bylaw is guilty of an offence and upon conviction shall be liable for a minimum penalty in accordance with Schedule A of this bylaw, and not exceeding \$10,000.
- 70 Any Person who contravenes any provision of this bylaw for which a penalty is not set out in Schedule A of if this bylaw is liable to a minimum penalty of \$250.
- 71 A Peace Officer is hereby authorized and empowered to issue a Violation Tag to any person who a Peace Officer has reasonable and probable grounds to believe has contravened any provision of this bylaw.
- 72 A Violation Tag may be issued to such person
 - a) either personally, or
 - b) by mailing a copy to such Person at their last known or registered address.
- 73 The Person to whom a Violation Tag is issued may, in lieu of being prosecuted for the offence, pay to the Town the penalty specified on the Violation Tag.
- 74 If the penalty specified on a Violation Tag has not been paid within the prescribed time, then a Peace Officer is hereby authorized and empowered to issue a Violation Ticket pursuant to the *Provincial Offences Procedure Act*.
- 75 Notwithstanding section 70 of this bylaw, a Peace Officer is hereby authorized and empowered to immediately issue a Violation Ticket pursuant to the *Provincial Offences Procedure Act*, as amended, to any person who a Peace Officer has reasonable grounds to believe has contravened any provision of this bylaw.
- 76 In the case of an offence that is of a continuing nature, a contravention constitutes a separate offence in respect of each day, or part of a day, on which it continues and a Person guilty of such an offence is liable to a fine in an amount not less than that established by this bylaw.

**PART 8
ENACTMENT/TRANSITION**

- 77 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.

78 Schedule A forms part of this bylaw.

79 Section 4 of Enforcement Appeal Review Committee Bylaw 2022-11 is amended

- a) in subsection ii) by striking out “and”,
- b) in subsection iii) by adding “and” at the end of the section, and
- c) by adding the following after subsection iii):
 - iv) Community Standards Bylaw 2022-16.

80 Noise Bylaw 11-97 is repealed.

81 Wildlife Attractant Bylaw 2017-10 and Wildlife Amending Bylaw 2019-23 – Fruit Trees are repealed.

82 Sections 87 – 97 of Traffic and Road Use Bylaw 2020-03 are repealed.

83 This bylaw comes into force on the date it is passed.

FIRST READING: August 16, 2022

SECOND READING: August 16, 2022

THIRD READING: August 16, 2022

SCHEDULE A**PENALTIES**

Section	Description	Penalty
5	Person cause a noise that disturbs the peace of another individual	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
6	Owner/occupier allow noise to emanate from premise which disturbs the peace of another individual	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
7	Person permit a vehicle located on a premise to emit noise which disturbs the peace of an individual	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
8	Owner/occupier permit a vehicle located on a premise to emit noise which disturbs the peace of an individual	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
11	Person cause or permit noise exceeding 60 decibels (dBa) in residential area between the hours of 10:00 p.m. and 7:00 a.m.	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
12	Owner/occupier allow property they own or occupy to have noise exceeding 60 decibels (dBa) in residential area between the hours of 10:00 p.m. and 7:00 a.m.	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
20	Person cause or permit construction activity during prohibited times	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
25	Person operate outdoor speakers between the hours of 10:00 p.m. and 7:00 a.m.	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
54	Person or Owner store, collect, handle or dispose of wildlife attractants so that they are accessible to or may attract wildlife	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
55	Person permit wildlife attractant to be place or remain outdoors accessible to wildlife	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
57	Person feed wildlife	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
58	Person feed any animal in a manner that is likely to attract wildlife	\$250 – first offence \$500 – second offence

Section	Description	Penalty
		\$1000 – third and subsequent offences
59	Person place birdfeeder between April 1 and November 30	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences
62	Person apply graffiti	\$250 – first offence \$500 – second offence \$1000 – third and subsequent offences



Request for Decision

DATE OF MEETING: July 4, 2023 **Agenda #: G-3**

TO: Council

SUBJECT: Bow Valley Regional Emergency Management Bylaw 2023-26

SUBMITTED BY: Caitlin Miller, Manager of Protective Services/Director of Emergency Management

RECOMMENDATION: That Council give first reading to Bow Valley Regional Emergency Management Bylaw 2023-26.

That Council give second reading to Bow Valley Regional Emergency Management Bylaw 2023-26.

That Council give leave to go to third reading of Bow Valley Regional Emergency Management Bylaw 2023-26.

That Council give third reading to Bow Valley Regional Emergency Management Bylaw 2023-26.

That Council appoint Councillor _____ as the third member of Canmore's Municipal Emergency Advisory Committee until the October 2023 Annual Organizational Meeting.

EXECUTIVE SUMMARY

Effective emergency management, including mitigation, preparedness, response, and recovery, continue to be priorities for the Councils of the Town of Banff and Town of Canmore as well as the community. Sharing similar hazards and risks, the Town of Banff and Town of Canmore can increase capacity and resilience during a disaster response through formalized plans and governance established by a regional bylaw.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Motion 209-2019: Council approved the submission of an application for an Alberta Community Partnership grant to fund a shared Emergency Management Coordinator with the Town of Banff.

The 2023-2026 Council Strategic Plan's Livability, Environment, and Relationship goals call for effective emergency management communication, meaningful intergovernmental relationships that benefit the community, and preparing the community for climate adaptation.

BACKGROUND/HISTORY

In 2019, the Town of Banff and Town of Canmore Councils approved that an Alberta Community Partnership grant application be submitted for a \$170,000 project to create a Regional Emergency Management Coordination Plan (funds were received in April 2022). A Response Team was engaged to fulfill

the requirements of the grant. The intent of the project was to create a formalized regional emergency management plan governed by a bylaw, complete a regional hazard identification and risk assessment, run a regional emergency exercise, and increase regional capacity and resiliency in the face of a disaster. Due to delays caused by the pandemic, this project was delayed to January 2022.

An update was provided to both the Town of Banff and Town of Canmore Councils by their respective administration in December 2022 regarding the status of this project. The Directors of Emergency Management for both the Towns hosted a joint-Council workshop on April 25, 2023, to discuss the regional emergency management plan and the need for a regional emergency management bylaw to formalize the governance structure and plan. The Committee of the Whole received a briefing on May 16, 2023, to receive feedback on the proposed bylaw.

DISCUSSION

By establishing a Bow Valley Regional Emergency Management Bylaw, Council delegates authority to the Regional Directors of Emergency Management and creates a Regional Emergency Advisory Committee and Regional Emergency Management Agency. The Regional Directors of Emergency Management are responsible to the Regional Advisory Committee and for co-chairing the Regional Emergency Management Agency. This formalized structure will benefit the community by increasing preparedness in both municipalities and a more efficient response. The briefing presented on May 16, 2023, outlines the benefits and challenges of a regional emergency management plan and explains how the two municipalities would work together during a response.

Feedback from the Town of Canmore and Town of Banff joint Council workshop and subsequent presentations at the Committee of the Whole and Finance and Governance Committee, respectively, regarding the establishment of a regional emergency management bylaw to create a regional emergency management plan was supportive. As follow up on these presentations, the Town of Canmore and Town of Banff administrations further considered whether the recommended bylaw should contain terms to ensure that Bow Valley Regional Emergency Management Bylaws enacted by Participating Municipalities remain identical. Such terms were not incorporated because the structure of bylaws differ across municipalities, and this raised the question as to how identical the bylaws would need to be in order to comply with such terms. Both municipalities maintain the ability to repeal the bylaw should either materially change the content or act outside the spirit of partnership and collaboration in which they were enacted.

ANALYSIS OF ALTERNATIVES

None.

FINANCIAL IMPACTS

Per the updates to the Town of Banff and Town of Canmore Councils in December 2022, the capacity of the Directors of Emergency Management in each municipality continues to be evaluated. Opportunities for shared resources continue to be explored, including that of a Regional Emergency Management Coordinator.

STAKEHOLDER ENGAGEMENT

The MD of Bighorn, the Stoney-Nakoda, and the Kananaskis Improvement District Directors of Emergency Management are aware of this project. As the Town of Banff and Town of Canmore were named on the

ACP Grant, the plan is being developed first to provide a governance structure and framework between the two municipalities before exploring the involvement of other stakeholders.

A similar report was provided to the Town of Banff Finance and Governance Committee for Council feedback and engagement. They recommended that Town of Banff administration bring the proposed Bow Valley Regional Emergency Management Bylaw to the June 26, 2023 Council meeting and recommended three readings be given. The bylaw was passed by the Town of Banff on June 26, 2023.

ATTACHMENTS

Bow Valley Regional Emergency Management Bylaw 2023-26.

AUTHORIZATION

Submitted by:	Caitlin Miller Manager of Protective Services/ Director of Emergency Management	Date: <u>June 13, 2023</u>
Approved by:	Scott McKay General Manager of Municipal Services	Date: <u>June 14, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>June 23, 2023</u>

BYLAW 2023-26

**A BYLAW OF THE TOWN OF CANMORE, IN THE PROVINCE OF ALBERTA, FOR
THE PURPOSE OF ESTABLISHING A BOW VALLEY REGIONAL EMERGENCY
ADVISORY COMMITTEE AND A BOW VALLEY REGIONAL EMERGENCY
MANAGEMENT AGENCY**

The Council of the Town of Canmore, in the Province of Alberta, duly assembled, enacts as follows:

TITLE

- 1 This bylaw shall be known as the “Bow Valley Regional Emergency Management Bylaw.”

INTERPRETATION

- 2 Words defined in the Act have the same meaning when used in this bylaw.
- 3 In this bylaw:
 - a) “Act” means the Emergency Management Act, Chapter E-6.8, Revised Statutes of Alberta 2000 as amended,
 - b) “Agency” means the Bow Valley Regional Emergency Management Agency.
 - c) “Committee” means the Bow Valley Regional Emergency Advisory Committee.
 - d) “Participating Municipality” means the municipalities who have enacted the Bow Valley Regional Emergency Management Bylaw and participate in the Committee and Agency.
- 4 Where a bylaw references a Town staff position, department or committee, the reference is deemed to be to the current name that the staff position, department or committee is known by.

REGIONAL EMERGENCY ADVISORY COMMITTEE

- 5 The Bow Valley Regional Emergency Advisory Committee is hereby established.
- 6 The Committee shall
 - a) review the Bow Valley Regional Emergency Management Program and related plans annually, and
 - b) provide guidance and direction to the Agency.
- 7 In addition to the purposes set out in section 6, during an emergency or disaster, the Committee is authorized to activate the regional emergency coordination centre.

- 8 The Committee is comprised of
 - a) the members of each Participating Municipality's appointed Municipal Emergency Advisory Committees, and
 - b) the chief administrative officer or delegate from each Participating Municipality.
- 9 The Committee shall meet, at a minimum, once per year.
- 10 Committee quorum is at least two members from each Participating Municipality.
- 11 The Committee will conduct its meetings in public, except where authorized by the Municipal Government Act to close a meeting to the public. Meetings shall alternate in location between each Municipality.
- 12 Minutes shall be prepared for every Committee meeting and contain the following:
 - a) the date, time, and location of the meeting,
 - b) the names of all Committee members present,
 - c) the name of anyone other than a Committee member who participated in the meeting, and
 - d) any motions made at the meeting, along with the results of the vote on the motion.

REGIONAL EMERGENCY MANAGEMENT AGENCY

- 13 The Regional Emergency Management Agency is hereby established.
- 14 The Agency is responsible for the administration of the Regional Emergency Management Program.
- 15 The Directors of Emergency Management from each Participating Municipality are hereby appointed as the Regional Directors of Emergency Management.
- 16 The Agency shall, at a minimum, report to the Committee once per year to provide updates on Agency activities and a review of the Bow Valley Regional Emergency Management Plan.

ENACTMENT/TRANSITION

- 17 If any clause in this bylaw is found to be invalid, it shall be severed from the remainder of the bylaw and shall not invalidate the whole bylaw.
- 18 This bylaw comes into force on the date it is passed.

FIRST READING:

SECOND READING:

THIRD READING:

Approved on behalf of the Town of Canmore:

Sean Krausert
Mayor

Date

Cheryl Hyde
Municipal Clerk

Date



Request for Decision

DATE OF MEETING: July 7, 2023 **Agenda #** H-1

TO: Council

SUBJECT: Retail Gap Analysis and Light Industrial and Commercial Land Review

SUBMITTED BY: Eleanor Milette, Manager of Economic Development

RECOMMENDATION: That Council direct administration to return with recommended amendments to the Land Use Bylaw and Municipal Development Plan to discourage the provision of employee housing in industrial districts.

EXECUTIVE SUMMARY

As part of the 2021 budget and as a recommendation in the Economic Development Strategy, and the Business Recovery Taskforce, a Retail Gap Analysis and Light Industrial and Commercial Land Review (herein referred to as “the study”) began in February of 2022. Administration is now providing the final report to Council for information.

The study focused in on two elements. The first is the Retail Gap Analysis, which looks to understand our retail profile, consumer demands, gaps, and opportunities. The second was a Commercial and Industrial Land supply-and-demand inventory and analysis, which provides guidance and recommendations on a strategic approach related to industrial and commercial lands.

While housing was not the primary area of focus for the study, the authors did recommend against repurposing light industrial space and land for employee housing. This recommendation, combined with an increasing number of development permit applications related to the provision of employee housing in light industrial districts, and the applicable language in the Land Use Bylaw, has informed administration’s recommended motion.

This item was originally included in the June 6, 2023, Council Meeting agenda package and was subsequently postponed until July 4th, 2023. Since that time, additional information has become available, and administration has updated the report accordingly. Information added since the June 6th report was published is presented in blue text, all other content remains unchanged.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAW

Council Motions:

- 58-2020: Council accepted the Economic Development Strategy as presented for planning purposes.
- 257-2021: Council accepted the Business Recovery Taskforce Report for planning purposes.
- 119-2023: Council approved the Housing Accelerator Fund Action Plan as presented.
- 146-2023: Council postponed the Retail Gap Analysis and Light Industrial and Commercial Land Review to the July 4, 2023 regular meeting.

Alignment with Council's 2023-2026 Strategic Plan:

- Livability – Result 4 - Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available.
- Relationships – Result 2 – Intergovernmental, business, and non-profit relationships result in mutually beneficial outcomes.

DISCUSSION

The study sets out to equip the Town with the tools to sustain and enhance the economic health and diversity of the community. The report will also support various industry segments including developers, real estate agents, building owners, and commercial businesses by providing data to inform business decisions and identify potential diversification opportunities. Attached to this report is the Council Summary. The full report will be posted online on the Town's website at: <https://www.mycanmore.ca/retailgap>

The analysis offers a snapshot of the relative strengths and weaknesses in Canmore's retail offerings, as well as supply and demand overviews for commercial and industrial lands. The study is intended to empower stakeholders with data that can be used to inform decisions for both existing and new business ventures.

Data Gathering and Fact Finding

Based on the data collected, the study:

1. Provides a regional and local context in terms of geographic location, regional access, traffic counts and review of relevant plans and studies,
2. Identifies trends that might impact the business community,
3. Identifies the trade area that accesses Canmore's businesses,
4. Reviews and reports on the 10 non-residential nodes in Canmore and documents market factors such as industry make-up, vacancy etc.,
5. Identifies consumer trends through consumer survey,
6. Outlines a demand and gap analysis of current retail, commercial and industrial business, and
7. Outlines a business targeting action plan.

The study identified a retail trade area population of 34,551 (Figure 4-1 on page 5 of the attached report), and while tourism is a key part of the Town's identity and retail positioning, Canmore residents still account for most of the spending in the trade area.

The town has approximately 2.33 million square feet (sf) or 216,464 square meters (sq m) of total ground floor business space, of which 37% is retail, and 11.6% is industrial floorspace. The remainder of business space is commercial in nature such as office space, warehouse/storage, professional services, banking, restaurants, etc.

The Town has a very low commercial vacancy rate; less than 1% of total inventory, or 2.2% when based upon only retail floor space. Business consultation through this project and the ongoing monitoring of commercial and industrial lease rates by Economic Development confirms that these costs continue to increase with sustained low vacancy rates believed to be a key contributing factor.

Based on the research conducted, the forecasted demand* by 2032 is estimated at:

- Retail: 221,237sf (20,553 sq m) of new gross floor area
- Office: 51,474 sf (4,782 sq m) of new gross office floor area

- Industrial: 98,434 sf (9,144 sq m) of new gross industrial floor area

**Based on the current projected population growth of 2.16% per year.*

Recommended Strategy and Objectives

The recommendations in the report are centered around four core objectives (pages 13-19 of the attached report):

1. Collaborate with the business community on shared priorities (e.g., Enable inclusive growth aligned with Canmore's values, define a shared vision for business within Canmore, and clarify land use plans and policies for businesses)
2. Continue to implement measures to increase livability in the community and address housing challenges (e.g., workforce housing strategy, mixed use commercial development, and integrated transportation plans)
3. Encourage vibrant commercial nodes with a variety of resident-oriented goods and services (e.g., Attract value-oriented merchandisers, store front improvements, and activation of vacant spaces)
4. Retain and encourage efficient use of the industrial lands (e.g., clearly define a vision for industrial in land in Canmore, business incubation, and industrial infill opportunities)

Given that the study provided recommendations related to specific land uses, it is important for Council and the community to have a clear understanding of land use definitions to paint an accurate picture of what implementation of these recommendations could look like. The allowable uses within the different land use districts that were analyzed in the study, are defined uses in Land Use Bylaw 2018-22 as follows:

Commercial generally means the provision of finished goods for sale and/or a personal/professional service e.g., eating and drinking establishments, office, medical clinic, clothing store, grocery store, financial institution, convention centre, personal service businesses etc.

Industrial generally means the manufacturing, fabricating, processing, assembly or disassembly of materials, semi-finished goods, finished goods, food, beverages, products, or equipment; the cleaning, servicing, testing, repairing or maintenance of industrial or commercial goods and equipment and the offices or workshops of contractors engaged in either building trades and services, e.g., Laundry Facility, Light Manufacturing, Contractor Service and Repair.

Some of the key recommendations are:

Commercial/Retail:

- Given the current lack of land available within Canmore's development areas, any new standalone commercial developments should have vertical mixed-uses, including residential above commercial to accommodate a range of uses.
- There is an opportunity to increase Canmore's current retail market share, by prioritizing identified gaps in value-oriented convenience and day-to-day goods and service categories. Descriptions and examples of such retailers can be found on pages 15-17 of the attached report.

Light Industrial:

- In some compatible communities, where physical land constraints like we have in Canmore are not an issue, Accessory Dwelling Units (ADUs) in industrial zones present unique opportunities to enable additional housing and maximize available land, while maintaining light industrial as the primary use. In Canmore's case however, ADUs are not appropriate or compatible because of the current limited nature of industrial lands and the resulting potential for conflicts between uses to arise, which could indirectly limit new business opportunities in the community and/or present challenges for residents trying to live in the area.
- Industrial lands should focus on intensification and densifying of under-utilized lands through infill and redevelopment with an eye towards finding synergies between industries and supporting local employment opportunities. The study recommends a focus on encouraging high yield, compact, local, small industrial businesses and creating opportunities for home-based businesses to transition into commercial spaces.
- When considering which types of businesses Canmore should target, consideration should be given to encouraging businesses that align with Canmore's values of sustainability and climate action.

Housing

While not the primary focus of the study, the authors provided some commentary related to housing availability and affordability challenges and associated pressures on commercial and industrial uses. Given the generally lower cost of land zoned for light industrial activities and the high need for employee housing both for businesses and for staff, it is not surprising that administration has received an increasing number of applications to provide second floor employee housing in these areas. Given varying interpretations of language in the Municipal Development Plan (MDP) and the Land Use Bylaw (LUB) regarding Employee Housing in industrial districts, some applications are denied by administration, resulting in confusion and frustration in the development community and appeals to the Subdivision and Development Appeal Board (SDAB).

The authors of the study recommend against allocating any of Canmore's limited supply of light industrial land for residential use. While there may be short-term benefits in terms of easing housing constraints to allow residential use in these areas, administration is concerned with potential unintended consequences on community equity. Primary concerns are around the livability of the spaces and neighbourhoods for residents, the potential for precarious housing circumstances to exist for employees whose shelter is controlled their employer, and the possibility that inequitable neighbourhoods will be created. In addition, the Town has such limited industrial lands that the potential for long term negative consequences for small business owners to open and run businesses here could be significant. This will severely limit the Town's ability to advance economic development growth and diversification.

Additionally, on June 6 Council received a report on the Housing Accelerator Fund (HAF) and all the work the Town is undertaking to advance initiatives that will have a positive and significant impact on housing in Canmore. Given the other housing initiatives underway and because of these long-term consequences, administration recommends that the LUB and MDP be amended to provide greater clarity and clearer language on this matter.

Administration has several specific economic, equity/quality of life, and safety concerns about allowing housing in industrial areas which are summarized below:

Economic:

Following any approval of residential units in light industrial areas intended for employee housing for specific employers, there is no means by which the municipality can mandate or enforce the same by any current or future owner. This means that any residential units permitted in light industrial areas may never actually be home to a local employee. Regardless, even if the occupant is an employee, the changed use will erode the availability and/or usability of Canmore's already limited supply of light industrial land. This industrial land is critical for the ongoing economic health of the community. The potential displacement of light industrial uses and associated skilled employment opportunities contradicts Council's 2023-2026 Strategic Plan goal for Livability. Result/Objective 4 under this goal states, "Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available". Eroding light industrial lands for their intended use could have long term consequences that erode the viability of local businesses to provide jobs that meet Council's desired employment opportunities and promote diversification of the town's economy.

Equity, Quality of Life, and Safety:

Impacts from industrial uses are potentially significant enough to make residential uses inappropriate at best and challenging for those who live there. The negative impacts from industrial uses include noise, odour, chemical uses unfit and unsafe for residential spaces, increased traffic, and the overall safety of all users. Allowing the proliferation of residential units in light industrial zones also has the potential to create second tier communities. Not only would members of such communities experience the impacts referenced above, but they would also be doing so in a community that does not have amenities that are standard in residential zones like sidewalks and outdoor amenity space. The lack of amenities can lead to a residential area that lacks the qualities of a neighbourhood and community, leading to a lack of socio-economic diversity – an issue that many municipalities are actively taking steps to prevent. Equity, quality of life and safety are further eroded by the fact that the Town's community standards bylaw would not offer the same protection from nuisance (for example, noise, dust, or other environmental factors common to and expected in industrial areas) that residential areas benefit from.

Conclusion:

By discouraging residential use in light industrial zones and instead focusing on the initiatives included in the Housing Action Plan approved by Council on June 6, 2023, the Town of Canmore will take bold steps to address the current housing crisis in a manner that fully considers the long term economic and social health of the community.

ANALYSIS OF ALTERNATIVES

If Council desires for residential units to be approved in industrial districts, Council could direct administration to bring forward LUB and MDP changes that provide greater clarity to clearly allow residential units in industrial areas.

The alternative motion would be: *"That Council direct administration to return with recommended amendments to the Land Use Bylaw and Municipal Development Plan, and any other suggested policy amendments, to clear up restrictions, conflicting statements and interpretations to allow the provision of employee housing in industrial districts; propose criteria under which such housing could be considered; and ensure that any residential units are occupied by employees"*.

FINANCIAL IMPACTS

Adoption of the plan does not have immediate financial impacts. Recommendations will be reviewed as part of normal budget and planning processes. There will be financial impacts if industrial land is used for residential purposes.

STAKEHOLDER ENGAGEMENT

- Retail Gap Analysis and Light Industrial Land Review RFP was developed in partnership with Economic Development, Communications, Planning, and designate members from the Recovery Taskforce.
- Stakeholder Interviews conducted across industry sectors in Food and Beverage manufacturing, industrial, and retail as well as Downtown Canmore BIA.
- The Planning and Development and Economic Development departments participated in internal interviews.
- 249 community survey responses were received.

ATTACHMENTS

Retail Gap Analysis and Light Industrial Land Review Council Summary Report

AUTHORIZATION

Submitted by:	Eleanor Miclette Manager of Economic Development	Date:	<u>May 16, 2023</u>
Approved by:	Lauren Miller Manager of Planning	Date:	<u>May 19, 2023</u>
Approved by:	Palki Biswas Manager of Finance	Date:	<u>May 19, 2023</u>
Approved by:	Scott McKay General Manager Municipal Services	Date:	<u>June 14, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date:	<u>June 23, 2023</u>

COUNCIL SUMMARY

Canmore Retail Gap Analysis and Light Industrial & Commercial Land Review



APRIL 2023

LAND ACKNOWLEDGMENT

The Town of Canmore is located within Treaty 7 region of Southern Alberta, the traditional Treaty 7 territory and oral practices of the Îyârhe Nakoda (Stoney Nakoda) – comprised of the Bearspaw First Nation, Chiniki First Nation, and Goodstoney First Nation – as well as the Tsuut'ina First Nation and the Blackfoot Confederacy comprised of the Siksika, Piikani, and Kainai.

We acknowledge that this territory is home to the Métis Nation of Alberta, Region 3, within the historical Northwest Métis homeland. We acknowledge all Nations who live, work, and play and help us steward this land and honour and celebrate this territory. We commit to working to live in right relations and to advance Truth and Reconciliation.

INTRODUCTION

Scope of Study

The **objective** of this study is to conduct a gap analysis of the light industrial and retail uses in the Town of Canmore with the **goal** of providing the Town with a tool to assist administration in propelling the economic health of the community over the next 10 years. This analysis offers a snapshot of the relative strengths and weaknesses in Canmore's retail and industrial sectors that can be used by entrepreneurs as well as existing and new businesses. The study will also assist the Town's Economic Development Department in retention and attraction initiatives as well as business outreach. The study is intended to play a key role in Canmore's Economic Development Diversification Strategy.

While workforce housing is beyond the scope of this project, effort has been made to highlight this theme throughout the analysis as it is crucial to supporting Canmore's businesses and residents.

Methods

Taking a collaborative approach, we analyzed the business inventory and retail sales patterns by quantifying voids and gaps, and determining sectors exhibiting "leakage" and "surplus". We used the findings of GP Rollo & Associates and Reurbanist's Commercial Needs Assessment from 2014/2015 as baseline data for our process. Furthermore, we used geographic information systems (GIS) and business licensing data courtesy of the Town of Canmore in addition to fieldwork data and interviews to generate a robust and up-to-date database of predominantly ground floor businesses. As part of the research, the Consulting Team held one-on-one meetings in-person and virtually with a cross section of developers, business owners, and real estate professionals for their perspectives on the retail and industrial sectors in Canmore. We also assessed current trends affecting retail and light industrial markets.

The process of inventory tabulation and reconciling takes into account the primary building use as the key metric for determining whether the uses are classified as retail, industrial or office. For example, a building in an industrial or business park that is designed for office uses would be classified as office. Similarly, in a retail environment, there may be some uses that are office centric but overall business classification would be based on the predominant use, which in this case would be retail.

Report Structure

The full report contains the following sections, which are highlighted in this summary:

Section 1 – Introduction: Introduces the study process and structure.

Section 2 - Regional and Local Context: Lays out the important regional and local context of Alberta and Canmore in terms of geographic location, regional access and traffic counts, including relevant plans, studies and initiatives.

Section 3 - Trends and Case Studies: Provides an overview of retail and commercial trends that are shaping consumer, tenant and investor sentiment and actions.

Section 4 - Trade Area: Identifies and defines Canmore's Retail Trade Area and demographics including retail spending patterns for various consumer segments (full time and seasonal residents, and visitors).

Section 5 - Nodal Profiles: Identifies and defines Canmore's ten defined non-residential nodes documenting the critical market figures ranging from inventory, vacancy, employment, business counts and NAICS business classifications, as well as lease rate ranges by non-residential typology.

Section 6 - Resident and Consumer Survey: Introduces and analyzes the results of the resident and non-resident consumer survey.

Section 7 - Demand & Gap Analysis: Based on an extensive assessment of the current "supply" and future demand drivers for retail, office and industrial is estimated over the next 10 years.

Section 8 - Business Targeting & Action Plan: Provides an outline of where forecasted demand could be most compatible and allocated by land use, and in which respective node. Sheds light on gaps and opportunities for the retail and commercial market, and identifies strategic action steps could be undertaken to strengthen existing businesses, while cultivating new businesses and investment activity.

This Council Summary contains the blue Takeaways pages from Sections 2 through 7 of the full report. These pages provide a summary of the core messages in each section as they relate to the Action Plan presented in Section 8 at the end of the Summary.

2.0 REGIONAL AND LOCAL CONTEXT

Canmore faces a complex social, environmental, economic, and political context which necessitates careful and intentional consideration of the location factors from a variety of data sources.

Each **Takeaways** page provides a summary of the core messages in each section. These takeaways are organized under reoccurring themes drawn from the Town of Canmore's plans and policies. By summarizing the data and analysis in each section by Town themes, the origin of the final recommendations presented in Section 8 becomes clear.



Environmental & Social Sustainability

- Protection of the natural environment, climate action, and sustainable design feature prominently in the Town's Strategic Plan and other recent plans.
- Extreme environmental events are becoming more frequent and impact permanent and seasonal residents as well as visitors.
- The Town's land growth potential is geographically limited by the surrounding physical environment; therefore, efficient land use and appropriately-scaled development is crucial.



Local Economy

- The Town has seen strong **commercial** growth over the past decade, while **Industrial** development has been slower.
- Along the Bow Valley Trail, smaller **retail** store sizes and uses geared to visitors are encouraged.
- Historically there has been an under-supply of grocery and specialty foods, pharmacy, alcohol/tobacco, and department-store type merchandise (including apparel and footwear/fashion).
- Economic diversification is envisioned to build resilience, support partnership and investment, and attract workers.
- Limited supply of strategically located and appropriately sized **commercial** and **industrial** lands is a hindrance to investment.



Housing & Workforce

- Having a diverse and attainable housing stock is important for retaining workers.
- Second home ownership is exacerbating an already hot, escalating residential real estate market.
- Workers are needed to support businesses.
- Livability for all residents is one of three elements of Council's Strategic Plan Vision.



Tourism

- Visitors and second home owners are a key factor shaping Canmore's **commercial, industrial** and **residential** offerings.
- The surrounding natural environment and experiential activities are key draws for visitors.
- The cost of providing high quality infrastructure and services is a burden on a small residential tax base.
- Tourism in Canmore presents a number of positives (including jobs and businesses diversity) and challenges (including environmental impacts, human-wildlife interactions, affordability, and competing interests).



Quality of Life

- Active living is an important element of Canmore's identity which is supported by Canmore's free transit program (which saw record high ridership in 2022).
- Connectivity between **residential** and **commercial** destinations is desirable and can support live/work balance.
- Building respectful and authentic relationships is one of three elements of Council's Strategic Plan Vision
- An Economic Development Strategy objective was to create a unifying community vision for Canmore.

Canmore is a desirable place to live and visit, but with success comes challenges for development, housing, and affordability. The community struggles to define a unifying desired future in the face of competing needs and interests.

3.0 TRENDS & CASE STUDIES

This section provides an overview of trends affecting retail and light industrial sectors, including COVID-19 impacts, resort community retail, e-commerce/omni-channel retail, light industrial case studies, sustainability requirements for businesses and residential-industrial precedents.



Environmental & Social Sustainability

- Authentic Indigenous-led tourism is growing in prominence, especially in Western Canada.
- Regenerative Tourism offers a more socially-sustainable approach for communities with high levels of tourist activity.
- Consumers show increasing interest in carbon conscious travel and sustainable products.
- Businesses face mounting pressure from governments, investors, shareholders and the general public for transparency around environmental and social risks. Environmental Sustainability Goals (ESG) reporting and net zero (emissions) plans are becoming increasingly mainstream.



Local Economy

- Sustainable manufacturing, eco-industrial parks and industrial land densification and intensification present opportunities for businesses to apply their sustainability principles and reduce their footprints.
- Canmore has an opportunity to develop an investment attraction program targeting businesses that align with the Town's sustainability principles while providing for meaningful local employment opportunities
- E-commerce and omni-channel **retail** is a growing trend that is expected to continue.
- A trend toward retailers choosing smaller floorspace and more flexible spaces may complement Canmore's limited land supply by more efficiently using space.



Housing & Workforce

- The COVID-19 pandemic contributed to worsening labour shortages in resort communities like Canmore. Businesses struggle to retain and house employees.
- Employer-assisted housing is gaining popularity as a way to address labour shortages, but caution must be taken to protect the autonomy of resident workers.
- In some compatible communities, where land constraints are not a prevailing issue, Accessory Dwelling Units (ADUs) in industrial zones present unique opportunities to enable additional housing and maximize available land, while maintaining light industrial as the primary use. In Canmore's case however, ADUs are not appropriate or compatible because of the current limited nature of industrial lands and the resulting potential for conflicts to arise, which could indirectly limit new business opportunities.



Tourism

- Travelers are increasingly emphasizing responsible travel and prioritizing the wellbeing of the host community, as seen with the rise of Indigenous-led tourism, sustainable tourism, and regenerative tourism. These trends have the potential to improve the impact of visitors on the Canmore community.
- As travel has become more costly, longer trips are becoming more popular than weekend excursions for visitors from away, while day trips to destinations near one's place of residence are also gaining popularity.



Quality of Life

- COVID-19 served as a societal reset, forcing many to re-think lifestyle choices including shopping preferences and where they live.
- The rising cost of living and of goods and services is connected to rising interest rates and inflation, challenging quality of life across Canada but especially in resort communities like Canmore.

Emerging smaller-footprint retail trends and responsible tourism trends have the potential to positively impact Canmore, while rising labour and housing shortages along with increased cost-of-living are likely to continue to challenge the community.

4.0 TRADE AREA

This section profiles Canmore's Trade Area boundaries, resident demographics and spending patterns.



Local Economy

- Canmore's Trade Area population is 34,551, with the majority of customers living in the Bow Valley.
- Trade Area residents tend to be older with a higher average household income compared to the province, yet 19.2% of Canmore households still earn less than \$50,000 a year.
- Total retail spending across all consumer segments is estimated at \$1.17 billion (2022 year-end estimate).
- Top spending categories include Grocery & Specialty Foods (\$167.5 million), Auto/RV/Motorsports Dealerships (\$144 million), Home Improvement & Gardening (\$62 million), Fashion & Accessories (\$45.6 million), and Full Service Restaurants & Pubs (\$44 million).
- Full time residents account for the majority of retail spending when compared to non-permanent resident (i.e. seasonal resident) categories: 12,973 full time resident households account for approximately \$821 million or 71% while an estimated 2,370 seasonal resident households account for approximately \$25 million or 2% (2022 year-end estimate).



Housing & Workforce

- Accommodation and Food Service, Retail Trade, and Health Care and Social Assistance are prominent employment sectors.



Tourism

- Visitors within the Canmore Trade Area account for \$256 million or 22% of total retail spending (2022 year-end estimate).
- Visitor spending is concentrated in leisure, recreation, and entertainment goods/services categories. Spending on auto fuel and specialty retail is also notably high.
- Most visitor volume to Canmore originates from within Alberta, but this does not discount the high value international tourist market that is drawn to the Rocky Mountains.
- Tourism is a well-established part of Canmore's reality that will continue to impact the community.



Quality of Life

- Canmore is expected to grow 2.16% per annum over the next five years, while the Trade Area overall is expected to grow 1.5% per annum over the next five years.
- Walking, cycling and using transit are popular commuting methods for workers in the Trade Area. The majority of commutes are under 15 minutes.

Tourism is a key part of the Town's identity and retail positioning, yet Canmore residents account for the majority of day-to-day spending in the trade area (71%). As the Town continues to grow, residents will continue to be the backbone of the community.

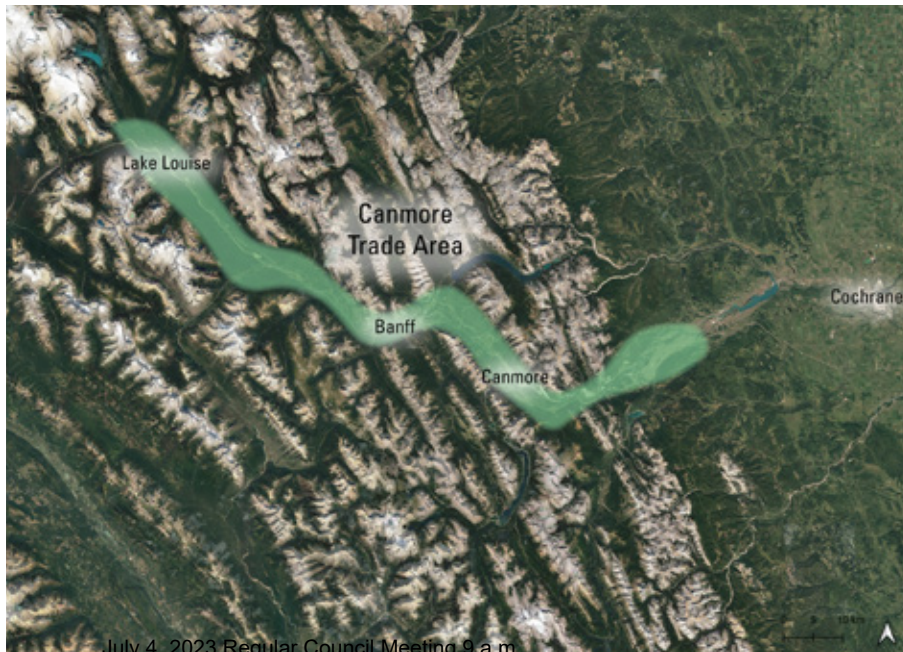
Trade Area Overview

Estimated for the end of year 2022, the full-time resident population of Canmore's Trade Area is 34,551. Using the province as a benchmark, the population in the Trade Areas tends to be younger in the 20-49 years of age cohort. Household income is higher (\$184,694) than the provincial average (\$153,772) though it is on par with the provincial median (\$112,790 Province compared to \$111,551 Trade Area).

Trade Area population growth over the next three years is forecast to be 0.95% per annum, which is slightly lower than the provincial average (1.0%). While this seems low on the surface it is worth observing that this is the Trade Area growth rate which includes Canmore, but is not solely Canmore. In the case specifically of Canmore, 5-year forecasted population growth is estimated to be 2.16% per annum which is very high compared to the provincial (0.98%) and trade area (1.5%) averages. Canmore is the centroid of the Trade Area while areas surrounding like Banff are expected to be much slower. Another factor in Canmore is the non-permanent resident base which is also not factored into traditional census forecasts other than loosely be considered as dwellings "not occupied by the usual residents".

Figure 4-1. Canmore Trade Area

(Source: FBM. Basemap courtesy of Google)



Detailed information on retail spending within the Trade Area was collected from Manifold Data Mining using 2022 year end data. The data was further consolidated into 22 specific spending categories in order to build a spending profile for Canmore's Trade Area, which has been indexed against the Alberta average for the same. Total annual retail spending across all consumer segments is estimated at \$1.17 billion.

Within Canmore's Trade Area, retail spending by **full time residents** (currently estimated at 12,973 households or 34,551 residents) accounts for approximately \$822 million or 71% of total retail spending (2022 year-end estimate). Household spending is highest on grocery and convenience (\$12,915) and Auto/RV/Motorsports dealership (\$11,106) categories.

Seasonal residents, estimated to number 2,370 households or an estimated 6,000 residents and who average approximately 9 weeks per year in Canmore account for approximately \$25 million or 2% of total retail spending (2022 year-end estimate). Seasonal residents refers to second-home owners, profiled earlier in this report.

Visitors within the Canmore Trade Area account for \$256 million or 22% of total retail spending (2022 year-end estimate). Spending is concentrated in leisure, recreation and entertainment goods/services. Spending on auto fuel and specialty retail is also notably high.

Miscellaneous inflow from passing motorists, transient temporary seasonal workers accounts for \$55 million or 5% of total retail spending (2022 year-end estimate).

The top retail spending categories from all Trade Area segments as of year end 2022 include the following:

- Grocery & Specialty Foods - \$168 million
- Auto/RV/Motorsports Dealerships - \$144 million
- Home Improvement & Gardening - \$62 million
- Fashion & Accessories - \$46 million
- Full Service Restaurants & Pubs - \$44 million
- Quick Service Food & Beverage - \$38 million

The overall spending pattern reveals that first and foremost, Canmore is a retail destination that is dominated by its full time residents and secondarily by visitor spending, while the impact of seasonal residents and other miscellaneous inflow are less influential in overall spending. Therefore, **while Canmore may strive to be everything for everyone and the retail inventory responds to the needs of visitors, the local full time residents are the backbone of the community.**

5.0 NODAL PROFILE

This section details Canmore's non-residential business inventory by the Town's seven commercial and two light industrial nodes.



Environment & Social Sustainability

- There is limited land available in Canmore for commercial or industrial greenfield development at large scales.
- Retail store size restrictions have allowed a greater number of small businesses into the market, supporting denser, more efficient commercial nodes.
- Redevelopment and infill are beginning to occur in and around established nodes.



Local Economy

- The Town has approximately 2.33 million sq.ft (217,000 sq.m) of total ground floor business floorspace of which 868,583 sq.ft (80,694 sq.m / 37%) is retail floorspace and an additional 270,272 sq.ft (25,109 sq.m / 11.6%) is industrial floorspace.
- The Town has a very low retail vacancy rate at less than 1% of the total inventory or 2.2% when based on retail-only floorspace.
- Retail Trade and Accommodations & Food Services dominate Canmore's business mix (by NAICS code).
- Local businesses represent the greatest share of businesses in Canmore when compared to branded businesses. The **Town Centre** and **Central Commercial** nodes are home to the majority of local businesses.
- The **Town Centre** is the densest commercial node with the highest number of total businesses and smaller average store size, creating high value retail.
- The **Central Commercial** node has a wide merchandise offering with Safeway, Canadian Tire, and Save-On-Foods acting as the primary grocery and general merchandise stores for the trade area.
- **Bow Valley Trail South** is home to a diverse range of retail uses alongside accommodations and light industrial uses. The recent addition of Moose Meadows provides flexible spaces where commercial and industrial uses mix.

- **Three Sisters Mountain Village** currently consists of a neighbourhood retail development and a golf course. Commercial development is supportable by the market and set to expand over the next 5-7 years with The Gateway at Three Sisters.
- **Elk Run** has a concentration of light industrial uses including construction and manufacturing, with supportive retail and administration uses. The node would be more appropriately positioned as a Mixed-Commercial Business Park instead of Industrial Park.
- **North Industrial** has a fairly even split of light industrial and retail uses, and similar to Elk Run, there is an opportunity to reconsider its positioning.



Housing & Workforce

- **Spring Creek** is a high value compact neighbourhood commercial node offering live/work units, visitor accommodations, and small-scale, locally-owned retail.
- **Benchlands Trail** is a neighbourhood node providing nearby residents access to goods and services, including food and beverage retail.



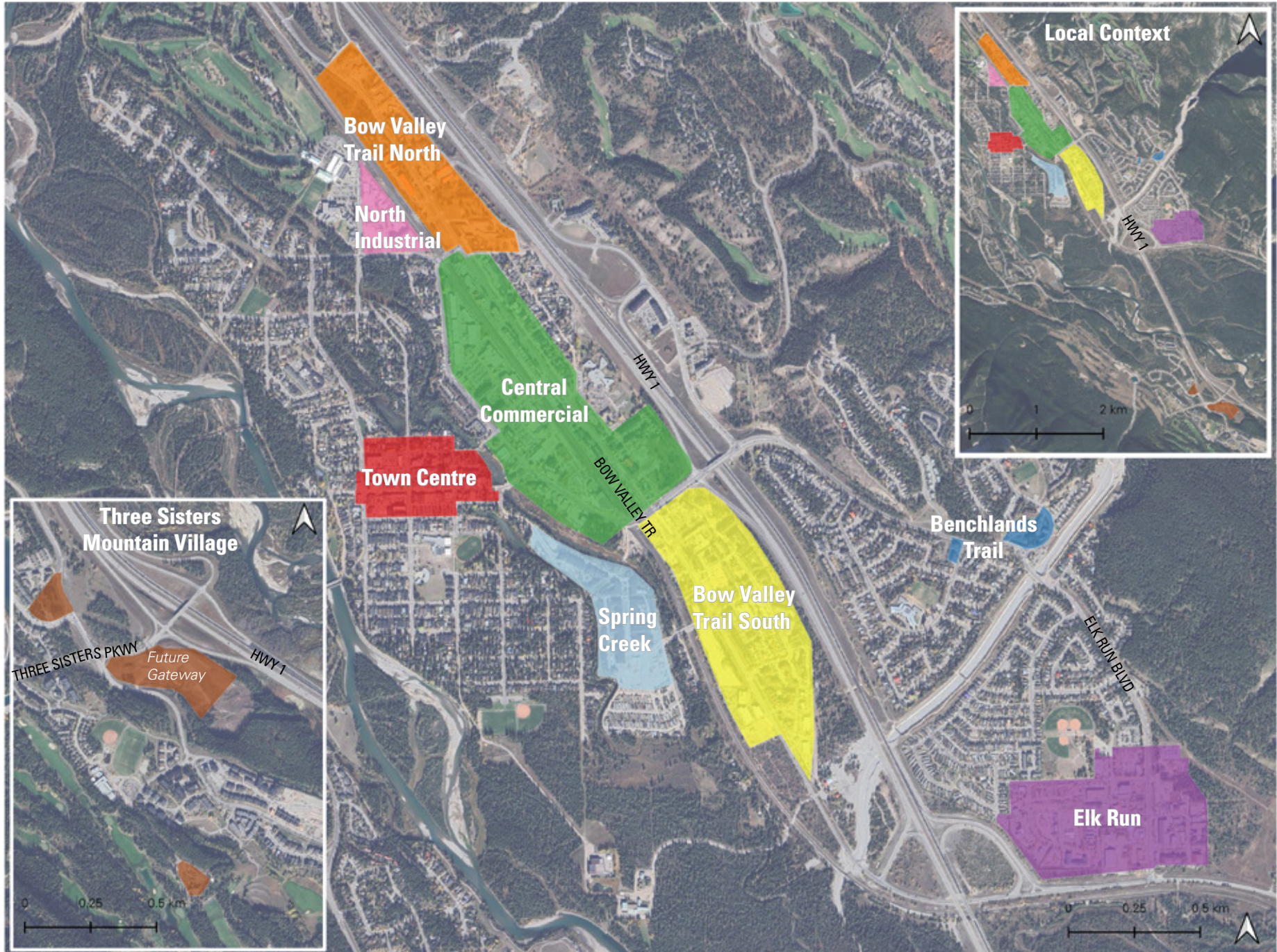
Tourism

- Canmore's retail offering has a propensity to be geared toward visitors and goods tend to be offered at a higher price point.
- **Bow Valley Trail North** is especially geared toward visitors with a strong concentration of accommodations, quick service, and convenience store brands.

As a resort community, Canmore continues to exhibit retail resilience and balance. Existing Land Use Bylaws, combined with limited developable land has created an environment of retail equity allowing for a strong town centre and local business culture. Success and high costs of living have however created a need for more price point balance. TSMV's Gateway is an important future development node for filling category and price point voids, while maintaining an overall balance.

Figure 5-1. Canmore's Commercial and Industrial Nodes

(Source: FBM. Basemap courtesy of Google)



Nodal Profile Overview

The Town has approximately 2.33 million sq.ft (217,221 sq.m) of total ground floor business floorspace of which 868,583 sq.ft (80,694 sq.m / 37%) is retail floorspace and an additional 270,272 sq.ft (25,109 sq.m / 11.6%) is industrial floorspace. Of Canmore's 497 total ground floor businesses, 271 or 54% are retail oriented. Of the retail businesses, 83% are local businesses which accounts for 491,162 sq.ft (45,630 sq.m / 61%) of the total retail floorspace. The majority of these locally owned businesses are located within the Town Centre and Central Commercial nodes, both of which have the highest estimated retail sales and total retail floorspace.

The overall estimated retail sales productivity for Canmore is \$333 psf which is considered very healthy; a figure supported by a low overall vacancy rate at less than 1% of the total inventory or 2.2% when based on retail-only floorspace, and average asking lease rates that can range from \$20 psf to over \$40 psf.

An analysis of NAICS codes clearly illustrate the dominance of Retail Trade and Accommodations & Food Services to Canmore's business mix, followed by Construction services and small scale manufacturing. Among other broad NAICS categories, there is a relative equal distribution among most, with a somewhat prominent number of Real Estate and Rental and Leasing firms, which is indicative of the seasonal resident demand and resulting non-traditional rental accommodations.

The resulting findings reveal that Canmore has a mix of 83% local businesses to 17% branded in terms of the number of stores, and 61% to 39% when applied to the floorspace of the local versus branded mix. The distinction of number of stores to the floorspace is indicative of the fact that most brands that have been or may be interested in Canmore are larger stores. To-date, limitations for land and more importantly store size through existing Bylaws have restricted their ability to enter the market and prevented a shift away from being a successful local business community. **Caution** should be taken when considering lifting store size restrictions as the introduction of larger retailers into established, existing local businesses nodes may have a negative impact. Any larger retailers that specifically address category and price point gaps while still representing compatibility with Canmore's goals and ethos should be considered for TSMV Gateway so long as they meet the Bylaw requirements for maximum floor area.

Table 5-1. Town-wide Ground Floor Commercial and Industrial Inventory Summary
(Source: FBM)

MERCHANDISE CATEGORY	TOTAL FLOORSPACE (sq. ft.)	TOTAL FLOORSPACE (m2)	TOTAL MIX (%)
ACCOMMODATIONS	850,937	79,055	36.4%
MEDICAL & WELLNESS SERVICE	92,452	8,589	4.0%
GROCERY, CONVENIENCE & SPECIALTY FOODS	156,062	14,499	6.7%
FULL SERVICE F&B	122,096	11,343	5.2%
PERSONAL SERVICE	21,320	1,981	0.9%
ALCOHOL & TOBACCO	52,970	4,921	2.3%
HOME FURNISHINGS & DÉCOR	44,587	4,142	1.9%
LIGHT INDUSTRIAL	270,272	25,109	11.6%
PROFESSIONAL & FINANCIAL SERVICE	104,833	9,739	4.5%
LIMITED SERVICE F&B	104,402	9,699	4.5%
SPECIALTY RETAIL	68,303	6,346	2.9%
AUTO/RV/MOTORSPORTS DEALERSHIP	66,456	6,174	2.8%
AUTO SERVICE	56,341	5,234	2.4%
HOME IMPROVEMENT & GARDENING	55,023	5,112	2.4%
SPORTING GOODS & OUTDOOR RECREATION	53,355	4,957	2.3%
FASHION & FOOTWEAR	38,410	3,568	1.6%
FITNESS & LEISURE	20,024	1,860	0.9%
VACANT	19,118	1,776	0.8%
ARTS & ENTERTAINMENT	18,020	1,674	0.8%
TOURISM SERVICE	15,295	1,421	0.7%
AUTO PARTS & ACCESSORIES	14,010	1,302	0.6%
PHARMACY	10,218	949	0.4%
TOYS & HOBBIES	7,045	655	0.3%
JEWELRY	4,930	458	0.2%
BEAUTY & PERSONAL CARE	4,796	446	0.2%
HOME ELECTRONICS & APPLIANCES	3,567	331	0.2%
BOOKS, MEDIA & VIDEO GAMES	2,989	278	0.1%
TOTAL	2,338,145	217,221	100.0%
Retail Floorspace Excluding Non-Retail (Professional/Medical/Tourism/Light Industrial/Auto Service/VACANT)	868,583	80,694	37%
Total Estimated Retail Sales Excluding Non-Retail (Professional/Medical/Tourism/Light Industrial/Auto Service/VACANT)	\$289,307,369		
Estimated Retail Sales Productivity (\$/sf)	\$333		

6.0 CONSUMER SURVEY

This section summarizes key findings from the Retail & Industrial Gap Analysis Community Survey which informed this report.



Environment & Social Sustainability

- The desire for sustainable and appropriate growth was evident in the survey responses. Perspectives were divided on what specifically that looks like in Canmore and where that growth could reasonably occur.
- Few comments were received on **industrial** development, though the desire to have carefully planned and locally owned businesses that do not negatively impact the environment was noted. **Eco-industrial**/sustainable business facilities, research & development, and small warehouse/ distribution facilities were noted as gaps in the current inventory.



Local Economy

- Among residents, Canmore is the preferred place for shopping for day-to-day conveniences (85.0%). For bigger ticket items, Calgary was preferred (57.7%), with shopping in Canmore (18.7%) and Online (18.7%) considered less preferable.
- Railway Avenue (60.6%) and the Town Centre (30.7%) are primary **retail** locations with the majority of respondents using services in Canmore weekly (52.5%) or daily (36.8%). When asked their primary reason for visiting Canmore's shops and services, 59.4% of respondents cited the presence of a specific retailer or businesses as a key draw.



Tourism

- The vast majority (99%) of survey respondents were full time or seasonal residents. The few non-resident/ visitor responses were integrated into the overall results for anonymity and were found to generally align with the majority.
- Canmore's **retail** offering was consistently viewed as visitor/tourism-centric with high-price points for goods and services.



Quality of Life

- Canmorites are very interested and invested in what types of development happen in their community, as evidenced by the 249 survey responses collected.
- The view that Canmore's "**retail** needs to cater to locals" was a consistent theme throughout the survey; however, respondent perspectives were mixed on how Canmore should position itself commercially.
- Among all respondents, the most common reason for not visiting Canmore's shops and services was missing specific merchandise (71.4%) and the cost of goods and services (65.7%).
- When asked which types of goods and services were missing in Canmore, 67.2% of total respondents highlighted the need for affordable clothing & footwear for a range of ages as a major retail gap. House & home decor (35.8%), grocery & specialty foods (31.0%), and arts & entertainment (29.7%) were also commonly cited gaps.
- Respondents stressed the need for resident-oriented **retail** in the form of a discount or dollar stores, a store offering affordable everyday clothing and footwear for a range of ages and abilities, and a discount grocer.
- To accommodate value merchandise in the community, land for larger format **retail** stores in the range of 2,000 sq.m will need to be made available.

The survey made it clear that residents care deeply about how their community's future, though a unifying vision for sustainable development remains undefined. The need for more affordable retail that caters to permanent residents was a unifying theme amongst survey respondents. To provide such value-oriented merchandise the Town must add at least a small number of retail stores ≥2000 sq.m.

7.0 DEMAND FORECAST

The following determined the amount of supportable retail, office and industrial floorspace in Canmore justified by the present Trade Area segments, population growth and employment forecasts.



Environmental & Social Sustainability

- Greenfield development lands are limited to Three Sisters Mountain Village (The Gateway) which is well-positioned to reasonably absorb a large share of Canmore's 10-year **retail** and **office** demand. Smaller lands along the Bow Valley Trail (such as Palliser Lands or Bow Valley Trail South node) may also accommodate new, smaller **retail** developments.
- Continued infill and redevelopment of existing **commercial** and **industrial** lots within established nodes is encouraged.
- Existing **retail** store size limitations in established nodes can continue to reinforce a strong local business presence through smaller formats, while mitigating negative impacts from larger users.



Local Economy

- **Retail demand** is forecast to be 221,237 sq.ft (20,554 sq.m) requiring 10.2 acres over the next 10 years. Merchandise categories of restaurants & pubs, grocery & specialty foods, and arts & entertainment are anticipated to account for the largest share of demand.
- **Office demand** is forecast to be 51,474 sq.ft (4,782 sq.m) requiring 2.4 acres over the next 10 years. This demand will likely be captured spread amongst multiple developments instead of a traditional office-only development or in spaces above commercial or industrial where appropriate and compatible.
- **Industrial demand** is forecast to be 98,434 sq.ft (9,145 sq.m) requiring 5.6 acres over the next 10 years. This demand would be difficult to absorb within Canmore's existing industrial nodes. Therefore, intensifying and densifying existing industrial land with more smaller, high value, compact forms of industrial development would maximize potential of the lands.



Housing & Workforce

- Canmore currently has a workforce crisis whereby many retailers struggle to attract employees able to work AND live in Canmore. Options for affordable housing or employer provided housing are limited, which results in them having to live in Cochrane and commute to Canmore. Moreover, it will be hard to accommodate future demand for retail, office or industrial if employees cannot find the financial balance between housing costs and wages.
- Remote workers are increasingly attracted to Canmore leading to more home-based businesses for the "lifestyle chasers" rather than new organized **commercial** areas. This presents a challenge of Town staff seeking to manage and guide commercial growth.



Tourism

- Canmore currently meets the retail needs of the visitor segment and should transition to meeting more of the **retail** needs of residents.



Quality of Life

- Given the high price point of goods and services, opportunities exist to attract value merchandisers and lower price-point **retail** to better serve Canmore residents and visitors.

Retail and office demand should allow Canmore to grow sustainably by allowing for targeted growth and business attraction within the existing built areas, and creating opportunities for new appropriately sized growth in new areas, most notably at TSMV's Gateway.

Industrial demand, should be predicated on intensification and incubation of local high value industries that can be realistically employable. While live-work industrial is a consideration, this trend tends to only work when there is surplus industrial land, which Canmore does not have. Where there is limited industrial land, conflict can occur that can indirectly limit industrial opportunities.

8.0 BUSINESS TARGETING & ACTION PLAN

Introduction

This section highlights the key findings of the Gap Analysis and Light Industrial & Commercial Land Review deemed noteworthy and relevant to Canmore's locational, demographic and economic contexts.

Recognizing that affordability, sustainability, tourism and economic diversification are top of mind for the Town and its residents, the following action plan prioritizes filling gaps in lower cost goods and services for Canmore residents and visitors, while encouraging efficient use of land and connectivity between residential and commercial and industrial areas.

When considering which types of businesses Canmore should target, consideration should be given to encouraging businesses that align with Canmore's values of sustainability and climate action. In a market where consumers increasingly care about sustainability and are willing to pay more for products with ESG-related claims, businesses are increasing realizing the importance of having publicly available ESG strategies with tangible and meaningful impacts¹. While definitions of sustainability will differ by industry and business, ESG and net-zero action plans can provide valuable insight for the Town into a companies values, climate risks, and action plan for reducing their impacts.

Town Wide Summary

Allocation

Having identified demand forecasts of 221,237 sq.ft (20,554 sq.m) for retail, 51,474 sq.ft (4,782 sq.m) for office and 98,434 sq.ft (9,145 sq.m) for industrial, the following provides some considerations for how the demand could be allocated throughout the community in the various nodes.

Factors contributing to retail, office and industrial demand in Canmore include residential development, market shares, high cost of living, employment, and limited space for commercial and industrial growth. While employee housing is a real and immediate concern for the Town and its residents, this was beyond the scope of the current study and therefore it is discussed at a high level as essential to meeting the demand forecasts and attracting the business thereof.

Retail - 221,237 sq.ft / 20,554 sq.m

TSMV (Gateway) -	154,866 sq.ft / 12,388 sq.m (70%)
South Bow Valley Trail -	22,124 sq.ft / 2,055 sq.m (10%)
Spring Creek -	22,124 sq.ft / 2,055 sq.m (10%)
Palliser Lands -	11,062 sq.ft / 1,028 sq.m (5%)
North Bow Valley Trail -	11,062 sq.ft / 1,028 sq.m (5%)

Light Industrial - 98,434 sq.ft / 9,145 sq.m

Elk Run	88,591 sq.ft / 8,230 sq.m (90%)
North Industrial	9,843 sq.ft / 914 sq.m (10%)

Office - 51,474sq.ft / 4,782 sq.m

TSMV (Gateway) -	23,163 sq.ft / 2,152 sq.m (45%)
Elk Run -	12,869 sq.ft / 1,196 sq.m (25%)
South Bow Valley Trail -	7,721 sq.ft / 717 sq.m (15%)
Spring Creek -	5,147 sq.ft / 478 sq.m (10%)
Palliser Lands -	2,574 sq.ft / 239 sq.m (5%)

See **Figure 8-1** for a Town-wide summary of demand and allocation.

¹ McKinsey & Co., Consumers care about sustainability—and back it up with their wallets, 2023 July 4, 2023 Regular Council Meeting 9 a.m.

Figure 8-1. Canmore Market Demand and Allocation Summary Map

(Source: FBM). Interpretation: Each commercial and industrial node is shown as a dashed shape. The circles represent how much retail (orange), office (green) and industrial (mauve) demand each area is expected to absorb. The sizes of the circles represent the total amount of allocated demand per use and do not represent the scope of any proposed or future development.

Market Demand

Retail

+/- 221,237 sq.ft / 20,554 sq.m

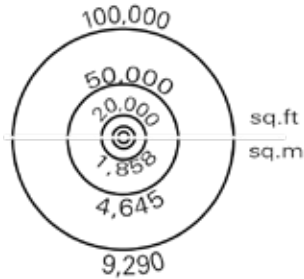
Office

+/- 51,474 sq.ft / 4,782 sq.m

Industrial

+/- 98,434 sq.ft / 9,145 sq.m

Allocation per node



Community Positioning

Currently, Canmore has a strong retail offering with low vacancy rates and a focus on serving visitors. Meanwhile, the Town's industrial lands house a range of industrial and commercial businesses and are facing mounting redevelopment pressure. Both Canmore's commercial and industrial sectors have the potential to grow and evolve over the next 10 years as trends shape the formats and needs for commercial and industrial users.

This action plan represents a transition and shift in economic positioning to support growth aligned with Canmore's values and to address potential land use conflicts. The intent is to attract resident-oriented lower price point goods and services to Canmore's commercial areas, and to encourage smaller footprint and higher value light industrial users in Elk Run. The respective positioning for commercial and industrial lands, including objectives and actions that can be taken by the Town to further these directions is summarized in the following Action Plan. Each

action is supported by data and analysis presented throughout the full report, as noted by the themes icons and supporting sections column. Collaboration and communication amongst actors is crucial to success, and further review by the Town to identify specific actors is encouraged.

Recognizing that the Town plays a central role in bringing together community stakeholders, the first objective (presented below) is to collaborate with Canmore's business community on shared priorities. The actions highlight opportunities for the Town to engage in meaningful dialog with business owners, developers, real estate professionals and others with the intent of building buy-in for Town initiatives, and increasing trust and transparency. These conversations in tandem with broader community engagement can support the Town in defining Canmore's vision for equitable and sustainable economic growth. This work could be undertaken as part of the Town's Economic Development Diversification Strategy which this Gap Analysis informs.

Action	Themes	Suggested Town Actors	Supporting Sections
Objective 1: Collaborate with the Business Community on Shared Priorities			
Define Canmore's vision for equitable and sustainable economic growth based on past Town plans, this Gap Analysis and community engagement. Define the role of industrial and commercial development to Canmore's identity and strive for a unifying vision with business and resident buy-in.		Economic Development; Planning & Development; Communications & Media Relations; Executive Office	2, 3, 5, 6, 7, 8
Share the key findings of this report with the public and business community including Canmore's existing inventory, where demand is forecasted, and the targeted merchandise categories.		Communications & Media Relations; Economic Development	5, 7, 8
Identify opportunities to clarify land use plans and policies for businesses including road maps for new development, redevelopment and infill in commercial and industrial zones, respectively. Longer term, consolidating and reducing the overall number of commercial land use districts, and centralizing commercial policies within the MDP and LUB should be considered.		Planning & Development; Economic Development; Communications & Media Relations	7
Raise awareness of sustainability opportunities for businesses including the commercial compost program, green building retrofits, and energy and water efficiency programs.		Environment & Sustainability; Economic Development; Planning & Development	2
Consider energy reduction incentives for businesses and tie into the Town's climate plans (see FCM Municipal Energy Road map and Factsheets, 2020)		Environment & Sustainability; Economic Development; Planning & Development	2

The Role of Housing

Affordable and attainable housing for workers is crucial to supporting Canmore's businesses and residents. While housing is beyond the scope of this Commercial Gap Analysis and Light Industrial Land Review, high level consideration has been given to the impact of integrating residential development into commercial and industrial development.

Locating residential above ground floor commercial units is commonly encouraged in communities where land is at a premium. This type of development has the added benefit of encouraging an active streetfront with shops and services. This mixing of uses is seen prominently in Canmore's Central Commercial node and to varying degrees throughout the other commercial nodes (e.g. Spring Creek). New commercial development throughout Canmore should have mixed-use with residential and/or office above with consideration for height maximums in different zones. This approach can help increase the availability of specific housing types (typically apartment or condo units) however additional approaches are needed across the Town to address housing

affordability and availability for a range of ages, abilities, preferences and family structures.

Industrial live/work units were also considered. As profiled in Section 3, accessory dwelling units above light industrial bays can provide housing for entrepreneurs and small business owners above their work space while maintaining the light industrial use, which serves to maximize the available space and mitigate land use conflicts. However, wide spread integration of **live/work in Canmore's industrial lands is not recommended given the limited amount of land available and potential for residential to restrict and conflict with targeted industrial business.** The goal of industrial is to generate another source of property tax revenue while providing high value employment not premised solely on the commercial sector.

The actions below reflect these preliminary housing and livability directions which should be considered in the new Labour Market Recruitment and Retention Strategy and can inform any future Workforce Housing Strategy.

Action	Themes	Suggested Town Actors	Supporting Sections
Objective 2: Continue to implement measures to increase livability in the community and address housing challenges.			
Where compatible with existing uses and built form, mixed-use residential should be considered above new commercial development in the Town	\$ 🏠	Planning & Development	3, 8
As part of future Plan reviews, research live/work trends and consider if there are compatible residential uses which still prioritize light industrial uses	\$ 🏠	Economic Development; Planning & Development	2, 3
Strive to align the local talent pool within the community to fill employment opportunities of potential investors considering operating in Canmore.	\$ 🏠	Economic Development	3, 4, 7, 8
Create an implementable Workforce Housing Strategy as part of, or in conjunction with, an employer-assisted housing strategy. Continue to monitor the impact of maintaining the status quo through Business Registry tracking and other outreach. Explore CMHC and provincial funding opportunities, and consider how the new Labour Market Recruitment and Retention Strategy may support this work.	\$ 🏠	Community Social Development; Economic Development; Environment & Sustainability	2, 3, 8
Ensure frequent and convenient transit and active transportation connectivity of Canmore to TSMV for workers and consumers.	🏔️ \$ 🏠 😊	Planning & Development; Streets & Roads; Recreation Department; Public Works Department; Environment & Sustainability	4, 6
Expand cycling routes to commercial nodes as outlined in the Integrated Transportation Plan (2018) and extending to the Gateway. Support bicycle parking and repair stations in commercial nodes.	🏔️ \$ 😊	Streets & Roads; Parks; Public Works; Economic Development; Planning & Development	2

Commercial (Retail & Office) Action Plan

Retail Allocation

There is an opportunity to increase Canmore's current retail market share, especially in value-oriented convenience and day-to-day goods and services categories by increasing the current offering.

- Within Canmore, opportunities for greenfield development is largely limited to the **North and South Bow Valley Trail (BVT)** nodes, with a small portion available in the **Central Commercial** Node. As per the BVT Area Redevelopment Plan, the central BVT precinct (within which a portion of the Central Commercial Node falls) and the General BVT precinct (within which the North BVT and a portion of the South BVT fall) restrict retail store sizes to 150 sq.m or up to 300 sq.m in certain situations (See Section 2.2).
- Specific greenfield infill locations include: lands north of Rocky Mountain Ski Lodge (**North BVT**), lands north of Cam Clark Ford Canmore (**South BVT**), lands south of Moose Meadows (**South BVT** - a portion may be attributed to Wolfe Auto), and lands at the end of William Street (**Central Commercial** - near hospital and the Shops of Canmore).
- Adaptive reuse of existing buildings include Wolfe Auto building (**Central Commercial**) and potentially Home Hardware (**Central Commercial**) if it were to consolidate with the **North Industrial** location. These spaces could prioritize targeting a dollar store and/or value-oriented clothing or smaller general merchandiser.
- Infill, intensification and redevelopment of older buildings are the primary opportunities for commercial growth within the **Town Centre, Central Commercial**, and to a lesser extent, **North and South BVT**. Consideration should also be given for sight lines and parking.
- **Spring Creek and Benchlands** as neighbourhood nodes will continue to provide local goods and services. Potential for small growth in personal and medical services, especially family doctors (See Section 6.0).
- The **Palliser** Lands could accommodate a small component of supportive retail shops or personal services to accommodate the on-site segments as well as those up slope at the Silvertip Resort Community.

Given the current land available within Canmore's development areas, any new standalone commercial developments should have vertical mixed-use residential above commercial to accommodate a range of

uses where the building footprints allow (e.g. not above large floorplate retail anchors or junior box retailers). However, additional space is needed to accommodate demand and provide day-to-day services Canmore residents.

The **Gateway at Three Sister's Mountain Village (TSMV)** is uniquely positioned to capture a significant portion of the Town's 10-year commercial demand, particularly in the value merchandise segment for convenience and day-to-day goods and services categories for Town residents and highway travelers. Over time, this node should be the focus for compact retail shops and services with larger store size minimums than currently allotted elsewhere in the community (as currently permitted in the Town's Land Use Bylaw). The **Gateway** will provide much-needed shops and services to maintain the necessary balance for the community over the next 10 years. Doing so would create an environment for a continued balance and mix of local and branded retail businesses.

By increasing the local offering of value oriented merchandise, there would be a reduced need for travel to Cochrane or Calgary for goods and services, which would in turn reduce GHG emissions. However given the distance between the bulk of the Town and the **Gateway**, intentional connectivity supports will be needed to ensure all residents (workers and consumers alike) will be able to access these goods and services. Residential development for employees or other housing either above or immediately adjacent to **Gateway's** commercial offering is critical to creating a walkable and economically supportive environment. Opportunities include extending transit service to the **Gateway** and increasing the frequency throughout the week, and enabling active transportation opportunities between the **Gateway**, TSMV and the Town.

Furthermore, allocation of demand to the TSMV **Gateway** does not document demand for other TSMV lands beyond the 10 year time frame of this study. Any retail development in TSMV outside of The **Gateway**, such as the Resort Core, would be feasible as long as the residential and tourist market continues to provide strong economics and demand principles.

Office Allocation

- Continue to encourage office uses throughout Canmore to compliment to existing retail and light industrial/business uses.
- Continue to support office uses on second level (as per existing Bylaws) to limit the amount of pure office at ground level.

Commercial Positioning & Business Targeting

Targeting of businesses is most applicable to the retail sector, while the nuances of Canmore's retail market must be considered for whom future demand could be deemed compatible, complementary and beneficial for Canmore as a community.

Aim to reinforce the small/local/independent/unique nature of the **Town Centre** as the heart of the community, while also encouraging other independent goods and services throughout Town. If adaptive reuse opportunities arise within the **Central Commercial** or **South BVT** nodes, these spaces should prioritize targeting a dollar store and/or value-driven clothing merchandiser in place of, or in addition to those offered in the **Gateway**.

With most demand being allocated towards the **TSMV** and its **Gateway** development, discussion is required on the potential to both promote and limit the optimal store sizes in the Gateway development. The purpose would be to encourage and give the developer that means for which to attract retailers that the residents seek and which will benefit the TSMV full and part time residents, as well as visitors. Consideration should be given to Land Use Bylaw changes which would allow for:

- Eating and Drinking Establishments (restaurants) to a maximum of 300 sq.m excluding patio space;
- Alcohol & Cannabis to a maximum of 300 sq.m if combined into one continuous retail space or 150 sq.m if individually operated.

The intent is to fill gaps in current offering that serve residents first and foremost, though visitors will also benefit from retail opportunities. It is also desired to align the offerings with Canmore's branding and culture as an active living destination. Consideration should be given to encouraging compatible development which is able to provide the clear value orientation that residents need to offset rising costs.

Independent store types are encouraged as the dominant form in the **Town Centre, Central Commercial, Bow Valley Trail South** and **Spring Creek**. In these areas as well as possible new nodes in **Palliser** should allow for store type concepts like:

- Personal & Medical Services
- Boardgames Café
- Pottery Store
- Axe Throwing
- Community Kitchen
- Bicycle Accessories & Repairs

In nodes like the **Gateway at Three Sisters**, or the **Central Commercial**, as appropriate smaller format "box" retailers could include the following:

Within next 5 years or sooner

- Lower price point grocer – 12,000 to 30,000 sq.ft (1,115 to 2,787 sq.m)
- Dollar store – 8,000 to 15,000 sq.ft (743 to 1,394 sq.m)
- Second hand clothing merchandiser – 25,000 to 35,000 sq.ft (2,323 to 3,252 sq.m)

Within next 5 years or later

- Off-price home decor and apparel retailer – 18,000 to 25,000 sq.ft (1,672 to 2,322 sq.m)
- Lower price point clothing merchandiser – 12,500 to 17,000 sq.ft (1,161 to 1,579 sq.m)
- Low cost fitness provider – 4,000 to 8,000 sq.ft (371 to 743 sq.m)
- Restaurants – <3,000 sq.ft (<279 sq.m)

One of the imperatives for Canmore's future retail success will also lie with attracting retailers that are compatible with the goals of the community towards environmental and social responsibility.

Examples of retailers that might be considered appropriate and much-needed in the community could be the following, each of which has a responsible ethos that would benefit Canmore.

Dollar Tree

As a smaller value-oriented retailer Dollar Tree's 2022 Corporate Sustainability Report recognizes that the majority of their emissions come from their products and that the increased demand for sustainable products presents a climate change risk to their businesses. In addition to energy efficiency initiatives in their stores and distributions centres, Dollar Tree is also committed to having 75% of their supplier spend to be with companies with measurable GHG reduction or renewable energy targets by 2031 (compared to 38% in 2021).





Value Village

As a larger mid-box retailer, Value Village's purpose is to "*serve the environment by inspiring a future where secondhand is second nature*". For almost 70 years, Value Village's business model has focused on positively impacting the environment, communities and local non-profit organizations. They are committed to keeping one-of-a-kind finds out of landfills by operating one of the most robust recycling and upcycling "*circular economy*" programs in the world. Just one thrifted T-shirt can save 700 gallons of water. On average, Value Village diverts 700 million pounds of clothing and textiles from landfills each year¹.

¹ Value Village. The State of Thrift: 2020 Impact Report. 2020

Commercial Objective

Canmore has successfully established itself as a tourism and recreation hub, and it has blurred the lines between goods and services for residents and visitors. Therefore, policies geared toward attracting visitor commercial, particularly in the Bow Valley Trail area (BVT ARP 6.1.3.1 & 6.2.3.1), are no longer necessary and may hinder commercial development geared toward both residents and visitors. Focus on welcoming shops and services for all in upcoming plan revisions including the Bow Valley Trail ARP and future Municipal Development Plan updates. As Canmore's existing nodes continue to evolve, and future nodes like Palliser or TSMV's Gateway enter the market, they will be desirable and well-used by local residents first and foremost, yet visitors will continue to seek these areas out as part of the overall Canmore experience. Canmore's value proposition should be that it is a community for ALL.

Action	Themes	Suggested Town Actors	Supporting Sections
Objective 3: Encourage vibrant commercial nodes with a variety of resident-oriented goods and services			
Work collaboratively with businesses and developers to attract value oriented merchandisers and businesses that align with Canmore's values.	 \$	 Economic Development	6, 7, 8
Continue to monitor store size maximums for TSMV Gateway and any future development to ensure a balanced mix of price points and offerings.	\$	 Planning & Development; Economic Development	2, 5, 6, 7
As part of future Plan reviews, consider removing the store size distinction between visitor-oriented and general retail (resident focused), particularly in the BVT ARP (Section 6.1.3.1 Retail Uses).	\$ 	Planning & Development	2, 6
Support storefront improvement, accessibility and patio programs focused on the Town Centre, with the option to expand into other nodes for older or heritage commercial buildings.	\$	Economic Development; Planning & Development	5
Continue to encourage the activation of vacant spaces through events and pop-up retail as supported in the MDP.	\$	Economic Development; Communications & Media Relations	2, 3
Encourage businesses to explore experiential retail programs.	\$	Economic Development; Communications & Media Relations	2, 3

Industrial Action Plan

Canmore's industrial action plan reinforces the intent of the Town's Municipal Development Plan to continue to prioritize industrial uses in Canmore's industrial lands while shifting how the Town positions itself to attract additional business and employment growth.

Allocation

Recognizing that there is presently under-developed and vacant lands within both the Elk Run and North Industrial nodes, there is an opportunity to focus on these areas for future growth and repositioning while maintaining the industrial uses.

- While the **North Industrial** node is largely built out, a few underdeveloped parcels exist which could accommodate a small portion of forecasted industrial demand.
- As Canmore's largest industrial area, **Elk Run** can absorb the majority of industrial demand by intensifying and densifying underutilized lands in the western portion of the node. Infill and redevelopment with an eye toward finding synergies between industries and supporting local employment opportunities will play a key role in this strategy.

The **Elk Run** node has an opportunity to reposition itself as a small business incubator with smaller footprint and higher value light industrial users and other compatible accessory supporting uses.

Positioning

Industrial considerations are intended to illustrate how Canmore can work with its existing industrial landscape to redefine a more environmentally-friendly, economically stable and higher value land use, while preserving existing industrial lands and considering integrating other necessary community components, such as affordable or employee housing. Canmore can become the community of choice for start-ups and as they outgrow their space, they can move to either Dead Man's Flats or beyond; A successful business whose origins are in Canmore will always be from Canmore!

Considerations for targeting industrial businesses include:

- Specifically focus on built form similar to retail size restrictions to encourage higher value, compact, local, and small light industrial businesses. This could include smaller lot compact single user industrial formats or higher quality single user mixed businesses formats.
- An opportunity exists to support home-based businesses to transition to small startup locations within Elk Run. This may involve consolidating/ amalgamating similar uses to share costs (for example: The Co+Kitchen in Moose Meadows which is a 2,500 sq.ft / 250 sq.m shared-use commercial kitchen). This would support entrepreneurs in growing their businesses by providing smaller scale, more affordable spaces and creating employment transition opportunities.
- It is commonplace for communities with limited industrial land supply to actively work to ensure that the industrial lands within the community are optimized, particularly if the lands in question have full municipal servicing. As communities evolve over time, the mix of businesses begin to shift and larger, more intensive uses tend to seek alternative locations. In the case of Canmore, it is possible that some existing businesses may determine that their operations would be better suited outside of municipal boundaries. This is not always the case however, there may be other market forces that are appealing for some existing businesses to relocate to nearby municipal industrial areas.

Broadly speaking there is an opportunity for Canmore to focus its industrial attraction efforts on businesses with sustainability or corporate social responsibility (CSR)/ Environmental Social and Corporate Governance (ESG) policies and practices. This aligns with the Town's goals of fostering a sustainable community and may also align with the ideological approaches of the local workforce. The town could consider a campaign to identify local businesses with sustainability or CSR practices and policies. Testimonials and examples of local businesses focused on sustainability and CSR could be included in investment attraction initiatives (for example, targeting outdoor apparel and gear manufacturing businesses). **Figure 8-2** is an example of how sustainability values can be incorporated into marketing materials. Consideration should be given to the overall positioning of Canmore's industrial vision and each industrial node to accurately reflect their industrial composition.

Industrial Objective

As Canmore's population continues to grow and land becomes increasingly limited, it is crucial that industrial land be used as efficiently as possible. Enabling compatible business uses and encouraging smaller scale businesses can support this objective while maintaining the light industrial as the primary use over the next 10 years. This aligns well with the existing industrial composition of the Elk Run node, and presents an opportunity for Canmore to reposition and re-market itself as a sustainability business incubator.

Bearing in mind that these transitions tend to happen gradually over time, consideration should be given to supporting the current larger users and their potential future growth. It is foreseeable that these larger footprint businesses may desire to relocate to another area dependent on their business needs and operational costs. Partnering with the Municipal District of Bighorn on joint development (in particular in Dead Man's Flats) has the potential to smooth the transition for larger businesses while making space for new users and benefiting the Town.

Foremost, it is critical to protect existing employment lands within the industrial areas so as to grow the economic base of the community and create employment opportunities. In addition, there is a greater likelihood of retaining local businesses and attracting new businesses by retaining industrial lands within the Town.

Figure 8-2. Example Investor Profile with Sustainability Vision

(Source: Town of Ladysmith, BC - Page 4 of 8).

The screenshot shows the website for the Cowichan Region - Ladysmith. It features four main sections:

- SUSTAINABILITY AND GREEN VISION:** Ladysmith is a green community, recognized as a leader in sustainability. The Town achieved Canada's Top 100 Greenest Employer in 2012, 2013, 2014 and 2015. In 2010, we received a Canadian Institute of Planners Award of Excellence for our Community Sustainability Vision. This vision is about:
 - 1) improving the quality of life for all residents
 - 2) protecting and enhancing the natural environment
 - 3) strengthening the local economy
 - 4) enriching and celebrating the town's uniqueness
- TOURISM / COMMUNITY EVENTS:** Ladysmith is at the doorstep of some of the best tourism and recreational opportunities on Vancouver Island. The town is renowned for its annual events that showcase the community's tremendous sense of pride. Some of the most popular include:
 - Festival of Lights
 - Arts on the Avenue
 - Ladysmith Days
 - Brits on the Beach
 - Kid's Pirate Day
 - Home, Garden and Business Show
- GOVERNMENT:** An elected Council made up of a Mayor and six Councillors govern Ladysmith. Municipal elections are held every four years. Ladysmith is represented on the Cowichan Valley Regional Board by one Director. In 2007, Council members of the Stz'uminus First Nation and the Town of Ladysmith signed a Community Accord. In 2012, the Councils renewed an updated Accord, which reaffirms and strengthens the communities' commitment to build our relationship through increased cooperation and partnerships.
- STZ'UMINUS FIRST NATION:** The Stz'uminus First Nation are a Coast Salish people with a growing population of 1,300. Economic Development is managed by the Coast Salish Development Corporation (CSDC). With more than 1,200 hectares of land, including 11 kilometers of waterfront, and sizeable forest industry and aquaculture holdings, the CSDC can offer attractive investment and partnership opportunities. The corporation's mandate is to build a \$100 million local economy over the next 20 years.

At the bottom of the page, there is a photograph of a street scene in Ladysmith at night, with a small '4' in a circle in the bottom right corner.

Action	Themes	Suggested Town Actors	Supporting Sections
Objective 4: Retain and encourage efficient use of industrial lands			
Connect with economic development stakeholders in the region to facilitate the expansion and attraction of businesses to the industrial areas in tandem with defining Canmore's industrial vision and setting a path for Canmore to position itself as a sustainability business incubator.	▲ \$	Economic Development; Communications & Media Relations	5, 7
Review industrial built form guidelines to consider how small and medium scale light industrial infill can be enabled and encouraged.	\$	Planning & Development; Economic Development	5, 7
Continue building out the current Business Visitation Program with a focus on Elk Run Industrial Park and addressing needs and barriers to business success	\$	Communications & Media Relations; Economic Development	8
Consider joint development partnerships with the MD of Bighorn as one potential approach to revenue sharing of industrial development	\$	Communications & Media Relations; Economic Development	5, 7





Request for Decision

DATE OF MEETING: July 4, 2023 **Agenda #:** H-2

TO: Council

SUBJECT: Development Permit at 1800 8th Avenue - Accessory Building (Portable Classroom) at Canmore Collegiate High School.

SUBMITTED BY: Nathan Grivell, Development Planner.

RECOMMENDATION: That Council approve PL20230082, subject to the conditions of approval set out in the Schedule A.

EXECUTIVE SUMMARY

This development permit application proposes an accessory building (a portable classroom) at Canmore Collegiate High School (located at 1800 8th Avenue). The proposed development complies with the requirements of the Town’s Land Use Bylaw and Engineering Design and Construction Guidelines. Administration recommends approval of PL20230082, subject to the conditions within Schedule A.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Except Accessory Uses and Signs, the Canmore Collegiate School DC District establishes Town Council as the Development Authority for all uses.

DISCUSSION

This development permit application proposes an accessory building (a portable classroom) at Canmore Collegiate High School. The school is governed by its own land use district - the Canmore Collegiate School DC District. The district lists Accessory Building as a permitted use and Town Council as the primary development authority. Accessory Building is not explicitly excluded from Council’s oversight. The portable is to be located on the north-west side of the school (See Figure 1). The purpose of the portable is to provide space for additional specialized courses.

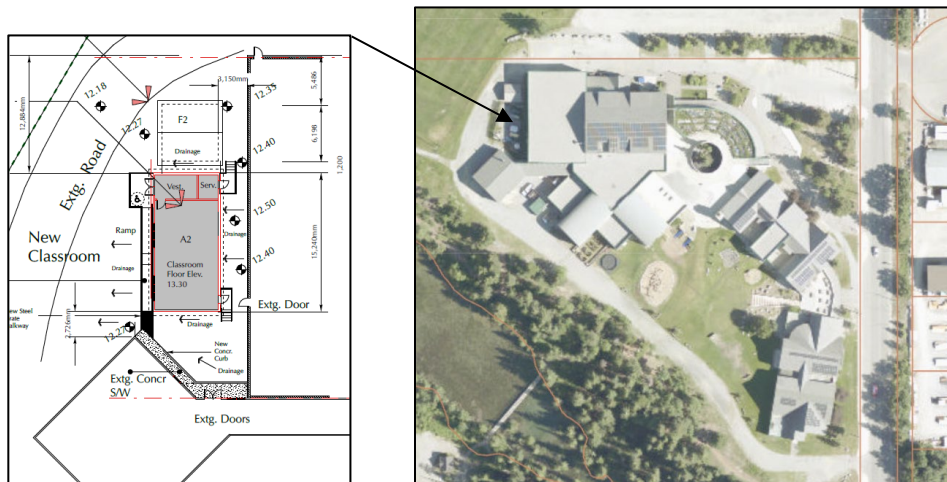


Figure 1 – Proposed Location of Portable

The proposed development complies with the requirements of the Town’s Land Use Bylaw, and the Engineering Design and Construction Guidelines. As a result, Administration recommends approval of PL20230082.

ANALYSIS OF ALTERNATIVES

Council could refuse the application; however, this is not recommended. In Administration’s opinion, the development aligns with the DC District’s specific purpose and requirements.

FINANCIAL IMPACTS

None.

STAKEHOLDER ENGAGEMENT

A Notice of Application was posted on the site for ten days, soliciting feedback from the public on the proposed development. No feedback was received by Administration.

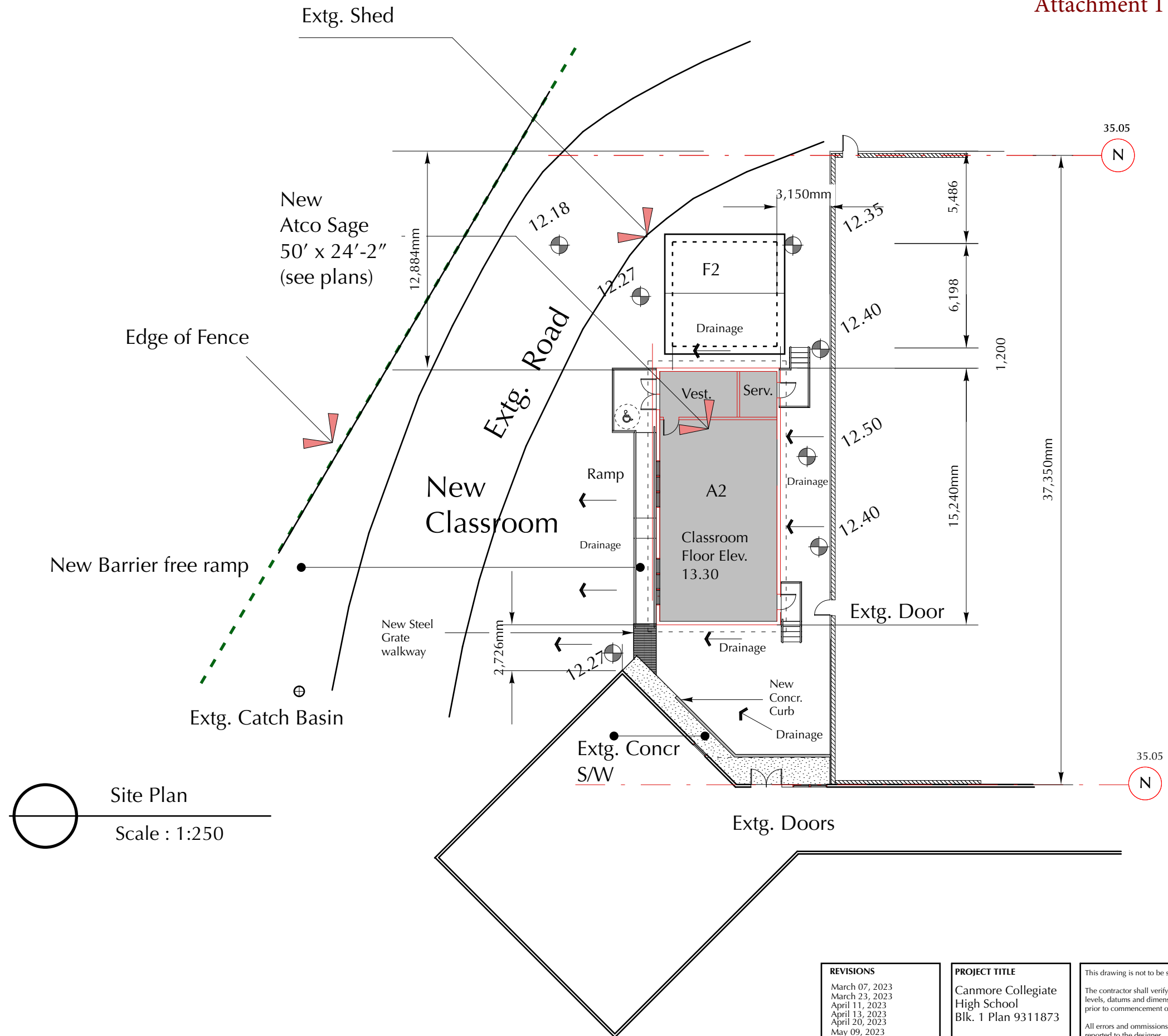
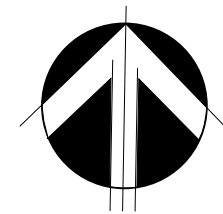
ATTACHMENTS

- 1) Proposed Drawings
- 2) Development Permit and Schedule A - Conditions of Approval

AUTHORIZATION

Submitted by:	Nathan Grivell Development Planner	Date: <u>June 1, 2023</u>
Approved by:	Lauren Miller, RPP, MCIP, AICP Manager of Planning & Development	Date: <u>June 6, 2023</u>
Approved by:	Andreas Comeau for Whitney Smithers, General Manager of Municipal Infrastructure	Date: <u>June 12, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>June 23, 2023</u>

North



Site Plan
Scale : 1:250

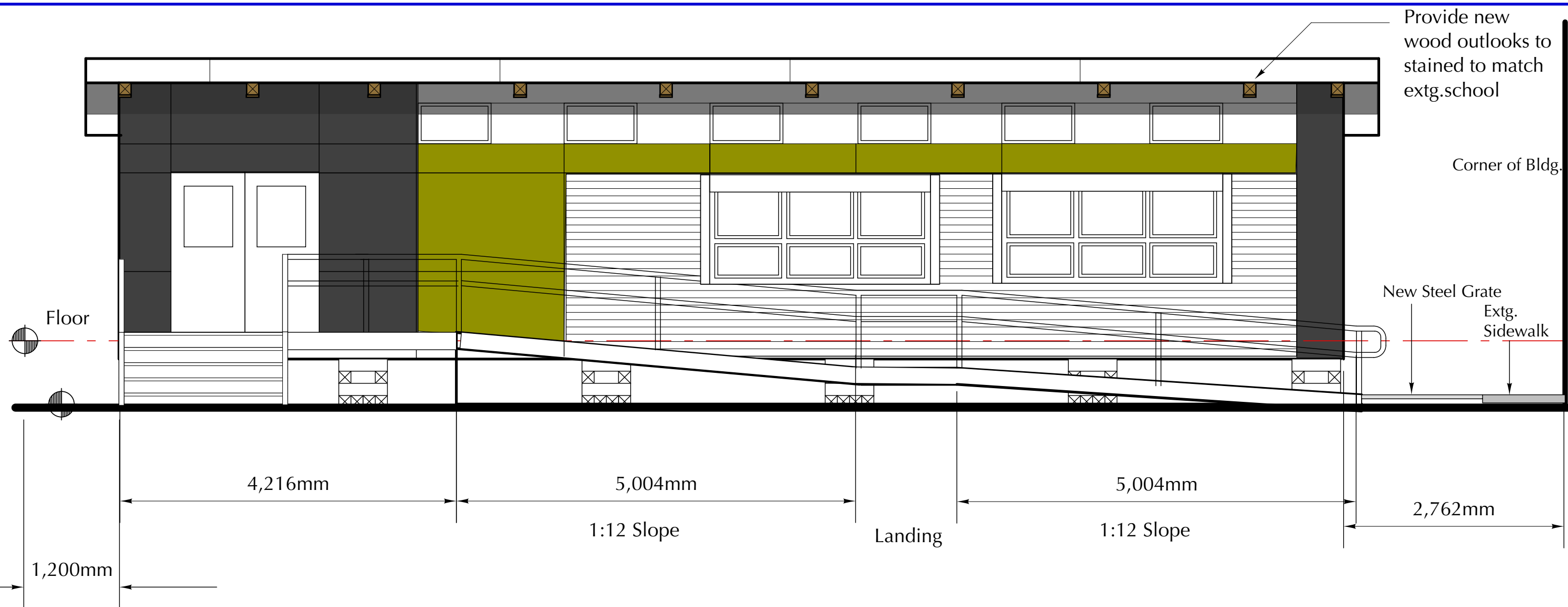
REVISIONS
March 07, 2023
March 23, 2023
April 11, 2023
April 13, 2023
April 20, 2023
May 09, 2023
May 15, 2023

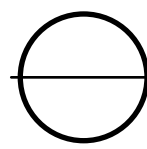
PROJECT TITLE
Canmore Collegiate High School
Blk. 1 Plan 9311873
Canmore, Alberta

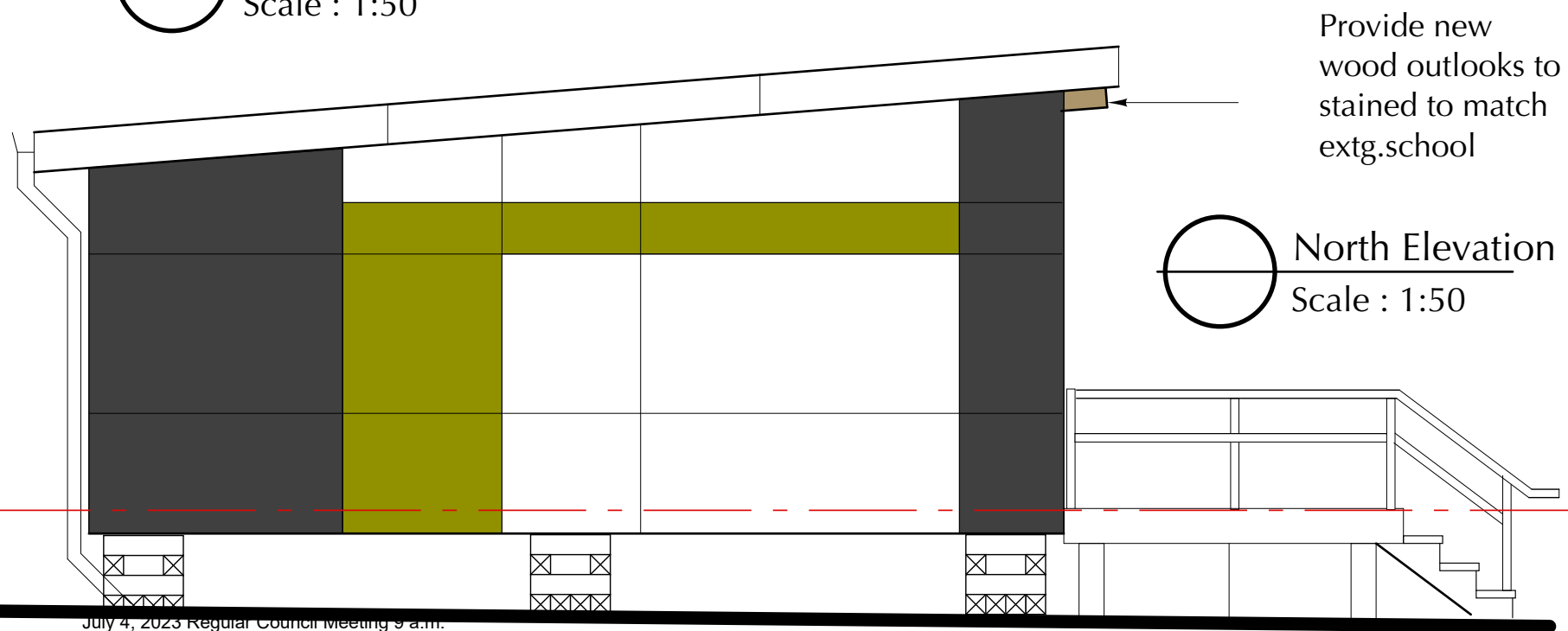
This drawing is not to be scaled.
The contractor shall verify all levels, datums and dimensions prior to commencement of work.
All errors and omissions must be reported to the designer.
This drawing must not be reproduced without written consent by the designer.

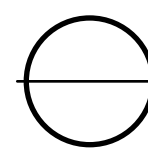
DATE	Feb. 20, 2023
SCALE	AS NOTED
PROJECT NO.	
DRAWN	RF
CHECK	RF

DP1




West Elevation
 Scale : 1:50




North Elevation
 Scale : 1:50

REVISIONS
March 07, 2023
March 23, 2023
April 11, 2023
April 13, 2023
April 20, 2023
May 09, 2023
May 15, 2023

PROJECT TITLE
Canmore Collegiate High School
Blk. 1 Plan 9311873
Canmore, Alberta

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DATE
Feb. 20, 2023
SCALE
AS NOTED
PROJECT NO.
DRAWN
RF
CHECK
RF

DEVELOPMENT PERMIT

DEVELOPMENT PERMIT No.: PL20230082

APPLICANT NAME: CANADIAN ROCKIES PUBLIC SCHOOLS

MUNICIPAL ADDRESS: 1800 8TH AVENUE, CANMORE

LEGAL ADDRESS: PLAN 9311873, BLOCK 1

LAND USE DISTRICT: CANMORE COLLEGIATE SCHOOL DC DISTRICT
[6(Z)93DC]

APPROVED USE(S): ACCESSORY BUILDINGS DIRECTLY ASSOCIATED WITH A
COMPREHENSIVELY PLANNED HIGH SCHOOL

DATE OF APPROVAL: JULY 4, 2023

APPROVED BY: MAYOR

DATE ISSUED:

Pursuant to Land Use Bylaw 2018-22, Section 1.12.0.1 "Unless otherwise specified in the Development Permit or in the conditions of development approval, if the development authorized by a Development Permit is not commenced and pursued within one (1) year from the effective date of the permit, and completed within two (2) years of the issue, such permit approval ceases and the permit itself is deemed void, expired and without effect, unless an extension to this period has been granted by the Development Authority.

This development permit is issued subject to the conditions stated in the Schedule A.

Signature

Date

Mayor

SCHEDULE A

CONDITIONS OF APPROVAL

DEVELOPMENT PERMIT No.: PL20230082

LAND USE DISTRICT: CANMORE COLLEGIATE SCHOOL DC DISTRICT
[6(Z)93DC]

APPROVED USE(S): ACCESSORY BUILDINGS DIRECTLY
ASSOCIATED WITH A COMPREHENSIVELY
PLANNED HIGH SCHOOL

APPROVED VARIANCE(S): NONE

MUNICIPAL ADDRESS: 1800 8TH AVENUE, CANMORE

LEGAL ADDRESS: PLAN 9311873, BLOCK 1

APPROVED VARIANCES

1. None.

STANDARD CONDITIONS

1. All construction associated with the approval of this Development Permit shall comply with the regulations of the Land Use Bylaw (LUB) 2018-22, unless otherwise stated under the approved variances section of this document.
2. All construction associated with the approval of this Development Permit shall comply with the Town of Canmore Engineering requirements outlined in the Engineering Design and Construction Guidelines (EDCG).
3. All construction associated with the approval of this Development Permit shall comply with the Tree Protection Bylaw and ensure all tree protection measures are appropriately put in place prior to development of the site, where determined necessary by the Town of Canmore Parks Department.
4. All construction, landscaping and exterior finishing materials are to be as shown on the approved plans and other supporting material submitted with the application.
5. Access to the site for emergency vehicles shall be to the satisfaction of the Manager of Emergency Services.



Planning & Development Department

Town of Canmore
902 - 7th Avenue
Canmore, AB, T1W 3K1
www.canmore.ca

SPECIFIC CONDITIONS

1. None.

ADVISORY COMMENTS

1. None.

Signature

Mayor

Date



Request for Decision

DATE OF MEETING: July 4, 2023 **Agenda #:** H-3

TO: Council

SUBJECT: 2023 Capital Budget Amendment – Light Fleet Replacement

SUBMITTED BY: Amy Bernard, Public Works Project Coordinator

RECOMMENDATION: That Council approve an increase to capital project #7309 Light Fleet Replacements (2023) from \$120,000 to \$125,000 and amend the funding to \$70,000 Municipal Sustainability Initiative (MSI), \$41,000 Asset Rehabilitation/Replacement Reserve and \$14,000 from the newly approved Municipal Climate Change Action Centre (MCCAC) grant.

EXECUTIVE SUMMARY

The 2023 Light Fleet Replacement for \$120,000 was approved to purchase two replacement vehicles, one of which is an electric vehicle. In April 2023, the town was awarded a \$14,000 grant from the Municipal Climate Change Action Centre (MCCAC).

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

2022: Council approved the 2023 Capital Budget via motion 315-2022 on December 20, 2022.

DISCUSSION

The Light Fleet Replacement capital project (2023) was originally approved with a budget of \$120,000 to replace a 2013 Chevrolet Silverado pick-up truck with a similar truck, and the 2014 Chevrolet Trax (administration vehicle) with an electric vehicle.

Budget Increase

Prices for the half ton pick-up truck are currently higher than budget by approximately \$5,000. Vehicle prices have been increasing at a substantial rate (from \$45,000 in 2019 to \$75,000 in 2023).

Funding Change

In April 2023, the Town was awarded a \$14,000 grant from the Municipal Climate Change Action Centre's (MCCAC) Electric Vehicles for Municipalities program. Accordingly, the purpose of this report is to request additional funding to cover the small extra cost for the pick-up truck, and, to amend the funding source to accommodate the grant funding received.

ANALYSIS OF ALTERNATIVES

None.

FINANCIAL IMPACTS

While an increase in the budget is being requested, there is no net additional Town funding required from the original budget request. The funding of this capital project is as follows:

Source of Funding	Current Budget	Proposed Budget
Municipal Sustainability Initiative Grant	\$70,000	\$70,000
Asset Rehabilitation/Replacement Reserve	\$50,000	\$41,000
MCCAC Grant Funding	\$0	\$14,000
Total	\$120,000	\$125,000

STAKEHOLDER ENGAGEMENT

N/A

ATTACHMENTS

Light Fleet Replacement (2023) Capital Detail Sheet

AUTHORIZATION

Submitted by:	Amy Bernard Public Works Project Coordinator	Date: <u>June 8, 2023</u>
Approved by:	Palki Biswas Manager of Finance	Date: <u>June 14, 2023</u>
Approved by:	Andreas Comeau for Whitney Smithers General Manager of Municipal Infrastructure	Date: <u>June 12, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>June 23, 2023</u>



Light Fleet Replacements (2023)

Project Summary

Project Number

7309

Budget Year:	2023	Budget:	\$120,000
Department:	Fleet Services	Project Type:	Asset Replacement
Questica Reference:	SR-23-08	Priority:	B

Project Description:

The project is to replace one pick up truck and one admin vehicle for a budget of \$120,000. The light fleet replacements are eligible per the Vehicle Replacement Policy. Incorporates consideration for electric vehicle suitability and associated charging infrastructure into decision making. Equipment is replaced with suitable, and similar equipment.

F-73 - replace 2013 Chevrolet Silverado (Streets & Roads truck) with a suitable unit and associated attached equipment, racks, etc. = \$70,000
 F-75 - replace 2014 Chevrolet Trax (admin vehicle) with electric vehicle and charger = \$50,000

END

Budget Funding:

	2023	2024	2025	2026	2027	2028	Total
Asset Rehab - Replacement	\$50,000	0	0	0	0	0	\$50,000
MSI Capital	\$70,000	0	0	0	0	0	\$70,000
Total	\$120,000	0	0	0	0	0	\$120,000

Operating Budget Impact:

F-073 - Replacement equipment therefore no impact
 F-075 - Operational budget impact to purchase electric vehicles includes a \$2,000 reduction in fuel and and a \$500 reduction in maintenance costs resulting in an overall reduction of \$2,500 in 2023.

END

Project Rationale:

Equipment qualifies per the Vehicle Replacement Policy based on Age and Mechanical condition. Maintain fleet efficiency and standardization.

Council commitment to the Climate Action Plan (2018) - The Climate Action Plan outlines targets and strategies for reducing greenhouse gas emissions within the community. A commitment to exploring electric vehicle options for future TOC fleet replacements is consistent with the Electric Vehicle Fleet Feasibility Study (EVFFS) presented during Committee of the Whole on October 20, 2020.

Available funding for EV purchases - Provincial and federal rebates may be available to support purchases of EVs and charging stations by municipalities. EVs are best suited for administrative vehicle replacements at this time.

END

Options Considered:

Keep equipment:

- Increases annual repair and maintenance
- Constrains mechanic operating capacity

Electric Vehicles:

- Limited suitable options to replace the pick up with an EV given the operating environments

END



Request for Decision

DATE OF MEETING: July 4, 2023 **Agenda #:** H-4

TO: Council

SUBJECT: 2023 Capital Budget Amendment - Climate Emergency Action Plan

SUBMITTED BY: Caitlin Van Gaal, Supervisor of Environment and Sustainability

RECOMMENDATION: That Council approve an increase to the scope and budget for the 2023 Climate Emergency Action Plan – Development (CAP 7308) from \$150,000 to \$211,000, with \$80,000 funded from the Municipal Climate Change Action Centre’s (MCCAC) Climate Resilience Capacity Building Program and the remaining \$131,000 from the Sustainability Reserve.

EXECUTIVE SUMMARY

The capital project Climate Emergency Action Plan – Development (CAP 7308) for \$150,000 is to update and combine the Town of Canmore’s environmental guiding documents – the Environmental Sustainability Action Plan (2010), Climate Change Adaptation Background and Resilience Report (2016), and the Climate Action Plan (2018) – into a single ten year guiding document. This new, cohesive plan will address the Climate Emergency Declaration, focusing on actions that have co-benefits across climate change mitigation, adaptation, social equity, and circular economy.

The request to increase the total capital project budget by \$61,000 is to utilize \$80,000 in new grant funding from the MCCAC. The MCCAC funding will be used to offset the climate adaptation components of the Climate Emergency Action Plan development. The funding will also allow the Town to complete additional work beyond the original scope, including a more in-depth valuation of the climate risks to Canmore, and to provide a recommended framework for future implementation of a Carbon Budget, should Council desire. Utilizing the grant funding from MCCAC will also allow the Town to reduce the draw from the Sustainability Reserve by \$19,000.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

- 2010: Environmental Sustainability Action Plan (ESAP) (309-10)
- 2016: Climate Change Adaptation Background Report and Resilience Plan (282-2016)
- 2018: Climate Action Plan (269-2018) and greenhouse gas (GHG) reduction targets
- 2019: Council declared a State of Climate Emergency (207-2019)
- 2023: Climate Emergency Action Plan – Development (CAP 7308)

DISCUSSION

The Climate Emergency Action Plan – Development capital project was originally approved for 2023 with a budget of \$150,000, funded from the Sustainability Reserve, to update the Town’s environmental guiding documents:

- Environmental Sustainability Action Plan (2010);
- Climate Change Adaptation Background and Resilience Report (2016); and the
- Climate Action Plan (2018).

The goal of this project is to provide the Town with a single guiding document that will address the Climate Emergency Declaration with a focus on actions that have co-benefits across climate change mitigation, adaptation, social equity, and circular economy.

In February 2023, Administration applied to the MCCAC Climate Resilience Capacity Building Program to help offset the cost related to the climate adaptation aspects (how to prepare for and increase resilience to a changing climate) within the Climate Emergency Action Plan. At that time, Administration was notified that the grant allocation was full, and that the Town would be added to the waitlist.

In March 2023, after an open Request for Proposal process, administration contracted Sustainable Solutions Group (SSG) to complete the development of the Climate Emergency Action Plan.

In May 2023, Administration was notified by MCCAC that the Town had been pulled from the waitlist and awarded \$80,000 to cover climate change adaptation related costs associated with the Climate Emergency Action Plan.

As a result of this additional funding, administration, with support from SSG, explored additional options that would be beneficial to the Town, and are recommending expanding the scope to include a more in-depth valuation of the climate risks and hazards for Canmore and a more detailed Carbon Budget.

Valuation of Climate Risk:

This more in-depth review into the Town's climate risks will include the following:

- A climate impacts analysis, which assesses the damages to buildings and infrastructure resulting from different hazards.
- A model, with spatial resolution, of each of the actions identified to help Canmore prepare for a changing climate.
- An assigned financial value (avoided damages) for each action.

This additional valuation of climate risks has a budget of \$45,000. For reference, \$41,000 of the original scope of the Climate Emergency Action Plan was associated with climate adaptation work. In total, \$86,000 of the project costs will be associated with climate adaptation, and \$80,000 of this work will be covered by MCCAC.

Carbon Budget:

As this MCCAC funding will offset the climate adaptation related costs, Administration can utilize some of the offset Sustainability Reserve funds to move forward with the detailed development of a Carbon Budget for the Town. The current scope of the project includes the development of a static Carbon Budget target, which will represent emission reduction needs from a snapshot in time. This scope adjustment will provide the necessary tools and understanding for the implementation, operationalization and updating of a more detailed Carbon Budget as part of our current budget process. Carbon Budgets are seen as the next progressive step in determining how to effectively achieve ambitious emissions reduction targets, such as net zero by 2050. The implementation of an ongoing and detailed Carbon Budget framework may require additional resources from the Town, the details of this will be determined through this scope adjustment. The

ask to implement the Carbon Budget, and to what extent, will be brought forward for Council’s consideration in a future budget request. The total budget for the more detailed development of a Carbon Budget is \$16,000.

ANALYSIS OF ALTERNATIVES

There are three alternatives that Council can choose to consider:

1. **Maintain Current Project Scope and Budget:** Maintain the currently approved budget and scope for the Climate Emergency Action Plan (\$150,000). Administration would apply for \$41,000 in grant funding from MCCAC to offset the currently approved climate adaptation related work and the remaining \$109,000 would be funded from the Sustainability Reserve. Administration is not recommending this as there is potential to have more in depth details related to Climate Risks and Carbon Budgets while drawing less from the Sustainability Reserve. Also, the Town would be not eligible to apply for the remaining portion of the approved grant (\$39,000).

2. **Addition of a more detailed Valuation of Climate Risk:** Maintain the current scope of the project with only the addition of the more in-depth valuation of climate risk (\$45,000). The total project costs would be \$195,000 with \$80,000 in funding from MCCAC and \$115,000 from the Sustainability Reserve. With this option, there will be no in-depth details related to Carbon Budgets.

3. **Addition of a more detailed Carbon Budget:** Maintain the current scope of the project with only the addition of the more detailed Carbon Budget (\$16,000), the total project costs would be \$166,000 with \$41,000 coming from MCCAC and \$125,000 from the Sustainability Reserve. With this option, there will be no in-depth details related to Climate Risks, as well, the Town would not be eligible to apply for the remaining portion of the approved grant (\$39,000).

FINANCIAL IMPACTS

While an increase in the budget is being requested, there is a net positive impact to the Town. The recommended option will include a lower draw from the Sustainability Reserve by \$19,000 (original draw of \$150,000 minus the revised draw of \$131,000 from the reserve), that can be utilized for future climate-related projects.

The following is a summary of project cost and scope adjustments and the associated funding sources:

Project Details	Budget	Funding Source
Original scope and funding source (Attachment 1)	\$150,000	\$150,000 Sustainability Reserve \$0 MCCAC Grant
Recommended Option: Original scope + climate adaptation work (\$45,000) and carbon budget (\$16,000)	\$211,000	\$131,000 Sustainability Reserve \$80,000 MCCAC Grant
Alternative 1: Original Scope and change in funding source	\$150,000	\$109,000 Sustainability Reserve \$41,000 MCCAC Grant
Alternative 2: Original scope + climate adaptation work (\$45,000) only	\$195,000	\$115,000 Sustainability Reserve \$80,000 MCCAC Grant
Alternative 3: Original scope + carbon budget (\$16,000) only	\$166,000	\$125,000 Sustainability Reserve \$41,000 MCCAC Grant

STAKEHOLDER ENGAGEMENT

External stakeholder engagement will be key for the development of the Climate Emergency Action Plan, but not required for the grant funding application to MCCAC.

Internal stakeholder engagement has been completed with Public Works, Finance, and the General Manager of Municipal Infrastructure.

ATTACHMENTS

- Attachment 1 - Climate Emergency Action Plan - Development - Capital Detail Sheet
- Attachment 2 - Climate Emergency Action Plan - Development - Capital Detail Sheet Revised

AUTHORIZATION

Submitted by:	Caitlin Van Gaal Supervisor of Environment and Sustainability	Date: <u>June 6, 2023</u>
Approved by:	Palki Biswas Manager of Finance	Date: <u>June 15, 2023</u>
Approved by:	Andreas Comeau for Whitney Smithers, GM of Municipal Infrastructure	Date: <u>June 14, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>June 23, 2023</u>



Climate Emergency Action Plan - Development

Project Summary

Project Number

7308

Budget Year:	2023	Budget:	\$150,000
Department:	PW Admin / Sustainability	Project Type:	Consulting
Questica Reference:	PW-23-01	Priority:	B

Project Description:

Budget is requested for consulting services to complete an update to the Town’s environmental guiding documents that have been in place for the past 5 to 13 years – Environmental Sustainability Action Plan (2010), Climate Change Adaptation Background and Resilience Report (2016), and the Climate Action Plan (2018). The funding will support the development of a new, single 10-year guiding document to bring the Town through a series of actions to meet its climate targets and address the Climate Emergency Declaration. This new, cohesive guiding document will focus on actions that have co-benefits across climate change mitigation, adaptation, social equity and circular economy.

In summary, this project will:

1. Consolidate all existing environmental guiding documents into one 10 year guiding document for the Town
2. Will update the Town's recommended actions and targets to align with scientific consensus and federal and international targets. Actions and targets will be recommended that support social equity and community engagement.
3. Will provide a clear set of actions founded in science and community input on how to move forward as a community on the climate emergency declaration.

END

Budget Funding:

	2023	2024	2025	2026	2027	2028	Total
Sustainability	\$150,000	0	0	0	0	0	\$150,000
Total	\$150,000	0	0	0	0	0	\$150,000

Operating Budget Impact:

The implementation of the Climate Emergency Action Plan has been identified through two capital projects, PW-23-02 – Climate Emergency Action Plan Implementation (2024) and PW-23-03- Climate Emergency Action Plan Implementation (Future). These projects currently have an annual budget associated with them that will serve as a placeholder for future implementation projects. As the Climate Emergency Action Plan is finalized, the operational impacts will become more clear. Administration will then return to Council with the recommendations and an updated budget request.

END

Project Rationale:

STRATEGIC ALIGNMENT:

The Town of Canmore's (the Town) Council has set some ambitious strategic priorities that focus on Canmore taking bold action to address its impact on the environment and climate. Town Council in 2019 also declared a Climate Emergency, showcasing that the Town takes climate change and climate action seriously. It is this passion for environmental leadership and desire for bold action that requires clear direction founded in the most recent climate and environmental science.

CURRENT PLANS ARE OUT OF DATE:

The Town's broad environmental governing document, the Environmental Sustainability Action Plan (ESAP), was developed in 2010 and requires updating. The Town also has two other climate change specific guiding documents which require updating. The Climate Change Adaptation Background and Resilience report was developed in 2016 and expired in 2021. The Climate Action Plan was developed in 2018 with a relatively small budget and, although it provides a good laundry list of actions the Town can take, does not set a clear roadmap of how we can meet our emission reduction targets. The emission reduction targets set in this plan are also no longer in line with current scientific consensus, or Federal and International targets.

DOCUMENT CONSOLIDATION:

Moving forward, Administration will bring these three documents into one overarching Climate Emergency Action Plan. This plan would address climate change mitigation, adaptation and environmental sustainability actions with the ultimate goal of lowering Canmore's impact on the environment, meeting updated emission reduction targets, and preparing the community for a changing climate. This updated Action Plan will outline a roadmap of actions that are explored and prioritized based on social equity, economic and circular economy lenses. This new document will update the Town's emission reduction targets, set a carbon budget, and provide clear direction to the Town and community on how to effectively manage environmental and climate impacts.

PUBLIC INPUT AND EQUITY CONSIDERATIONS NEEDED:

The development of an updated environmental guiding document for the Town should be done in consultation with the community. While climate change will impact us all, it more heavily impacts marginalized communities and groups. Therefore, any plan update will have a strong social equity focus to ensure the voice of the community is reflected in the plan.

The updated plan will contain a review of the Town's current plans, programs and overall GHG emissions. This information, along with an analysis of regional climate projections, will ensure that all recommendations/action items that come out of the Climate Emergency Action Plan will be based in science and serve the community.

END

Options Considered:

The Town could continue to operate under its current, out-dated plans. All future actions are completed on an ad-hoc basis as staff make efforts towards achieving the Town's emission reduction targets. These current targets are not aligned with other levels of government and scientific consensus. The current plans and actions do not take into consideration the social equity impacts of climate change and the actions associated with mitigation and adaptation.

END



Climate Emergency Action Plan - Development - Revised Budget Sheet

Project Summary

Project Number

7308

Budget Year:	2023
Department:	PW Admin / Sustainability
Questica Reference:	PW-23-01

Budget:	\$211,000
Project Type:	Consulting
Priority:	B

Project Description:

Budget is requested for consulting services to complete an update to the Town’s environmental guiding documents that have been in place for the past 5 to 13 years – Environmental Sustainability Action Plan (2010), Climate Change Adaptation Background and Resilience Report (2016), and the Climate Action Plan (2018). The funding will support the development of a new, single 10-year guiding document to bring the Town through a series of actions to meet its climate targets and address the Climate Emergency Declaration. This new, cohesive guiding document will focus on actions that have co-benefits across climate change mitigation, adaptation, social equity and circular economy.

In summary, this project will:

1. Consolidate all existing environmental guiding documents into one 10 year guiding document for the Town
2. Will update the Town's recommended actions and targets to align with scientific consensus and federal and international targets. Actions and targets will be recommended that support social equity and community engagement.
3. Will provide a clear set of actions founded in science and community input on how to move forward as a community on the climate emergency declaration.

July 4, 2023 - Scope Expansion Detail:

Climate Adaptation Work - Expanded:

Scope expanded to a more robust and quantitative assessment to assign financial value to adaption and resilience actions versus the cost of inaction under 3 different climate change scenarios.

Carbon Budget - Expanded:

Scope expanded from a Town-specific static graphic illustrating the Town's carbon budget status with future projections to a framework that will operationalize a carbon budget over time, so it can be integrated into our planning and decision-making processes.

END

Budget Funding:

	2023	2024	2025	2026	2027	2028	Total
Other	\$80,000	0	0	0	0	0	\$80,000
Sustainability	\$131,000	0	0	0	0	0	\$131,000
Total	\$211,000	0	0	0	0	0	\$211,000

Operating Budget Impact:

The implementation of the Climate Emergency Action Plan has been identified through two capital projects, PW-23-02 – Climate Emergency Action Plan Implementation (2024) and PW-23-03- Climate Emergency Action Plan Implementation (Future). These projects currently have an annual budget associated with them that will serve as a placeholder for future implementation projects. As the Climate Emergency Action Plan is finalized, the operational impacts will become more clear. Administration will then return to Council with the recommendations and an updated budget request.

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The Town of Canmore's (the Town) Council has set some ambitious strategic priorities that focus on Canmore taking bold action to address its impact on the environment and climate. Town Council in 2019 also declared a Climate Emergency, showcasing that the Town takes climate change and climate action seriously. It is this passion for environmental leadership and desire for bold action that requires clear direction founded in the most recent climate and environmental science.

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The development of an updated environmental guiding document for the Town should be done in consultation with the community. While climate change will impact us all, it more heavily impacts marginalized communities and groups. Therefore, any plan update will have a strong social equity focus to ensure the voice of the community is reflected in the plan.

The updated plan will contain a review of the Town's current plans, programs and overall GHG emissions. This information, along with an analysis of regional climate projections, will ensure that all recommendations/action items that come out of the Climate Emergency Action Plan will be based in science and serve the community.

END

Options Considered:

The Town could continue to operate under its current, out-dated plans. All future actions are completed on an ad-hoc basis as staff make efforts towards achieving the Town's emission reduction targets. These current targets are not aligned with other levels of government and scientific consensus. The current plans and actions do not take into consideration the social equity impacts of climate change and the actions associated with mitigation and adaptation.

END



Request for Decision

DATE OF MEETING: Date of Meeting **Agenda #:** H-5

TO: Council

SUBJECT: Railway Avenue Central - Design and Staging Approvals

SUBMITTED BY: Andy Esarte, Manager of Engineering

RECOMMENDATION: That Council approve the design for Railway Avenue Central as presented.

That Council approve a new 2023 capital project for the Railway Avenue Central Water Line Design in the amount of \$150,000 to be funded by the Utility Water Reserve.

EXECUTIVE SUMMARY

The concept design for Railway Avenue Central has been updated through a comprehensive community engagement process. Council directed Administration to seek approval for the design prior to construction.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

Council approved the Integrated Transportation Plan for planning purposes on June 19, 2018.

The Railway Avenue Concept Design Brief was approved for planning purposes by Council on July 2, 2019 (169-2019). This motion included approval to proceed with detailed design and construction of Phase 1 (Railway Avenue South) which was included in the TIP20 project. Direction was given to administration to return to Council for approval of Phases 2 (Railway Avenue Central) and Phase 3 (Railway Avenue North) prior to commencing detailed design of those phases (170-2019).

Council has approved the following capital budgets:

- Complete Street Improvements Railway Avenue Design, 2022 (#7239) \$500,000
- Complete Street Improvements Railway Avenue Central, 2024 (#7359) \$5,000,000
- Railway Avenue Wastewater Upgrade Design, 2019 (#7112) \$200,000
- Railway Avenue Wastewater Upgrade, 2024 (#7371) \$2,400,000

DISCUSSION

On May 16, 2023, Administration presented a summary of Railway Avenue Central community engagement feedback to the Committee of the Whole. It was outlined in that report and presentation how lessons learned from the TIP20 project, as well as a comprehensive engagement on the central area design, led to material changes to the original concept design approved for planning purposes by Council on July 2, 2019. These changes are summarized below:

- The solid continuous central median has been removed.

- Left turn access to businesses are accommodated and queuing space for left turning vehicles is provided at most existing driveway accesses.
- Lane configurations and intersection geometry has been modelled along with signal phasing design to ensure current and future volumes are accommodated.
- Turn bays were added and lengthened at the Main Street and 10 Street intersections.
- Bus pullouts or bays were added at transit stops.
- Portions of the cycle path and sidewalk have been widened, the Elevation Place mid-block crossing was realigned to reduce the crossing distance and improve user safety.

Project Scope

While the scope of the project is fundamentally the same as the 2019 concept, several notable updates to the construction project scope will impact budget and phasing:

- Additional vehicle-turn bays and turn bay lengths have been added based on lessons learned from TIP20 and resulting intersection modelling work undertaken by the consultant.
- Some sections of sidewalk and pathway have been widened as a result of public feedback and expected desire lines.
- Updates to the Utility Master Plan (UMP) were presented to the May 16, 2023, Committee of the Whole. The updated UMP recommends replacement of waterlines in the majority of the valley bottom in approximately 15 years. As the life of new roadway, sidewalks and paths is approximately 25 years, it is recommended to complete waterline replacement along with surface works for any roadway needing waterline replacement in the UMP.

Project Staging

It is recommended that the next phase of work on Railway Avenue prioritize improvements between the TIP20 project up to and including Main Street. This is a critical link for transit, walking, and cycling, and a primary vehicular access to the Town Centre and Gateway commercial area. Completing work in this area to make it safer and more accessible will remove a significant barrier to non-vehicular travel in support of community goals. The project schedule for this scope of work is proposed as:

Design	Ongoing – November 2023
Equipment Procurement	Spring 2023
Construction Tender	Late 2023/Early 2024
Deep Utility Work	Spring 2024
Surface Works	Summer 2024 – June 2025

This project schedule provides adequate time for utility completion, detour staging, and float for unforeseen conditions. The team will work to minimize construction impacts during construction, though significant disruption can be expected.

While it was originally envisioned that the central project would include the 10th Street intersection at Railway, it is recommended to complete that intersection as part of a future phase of work. The rationale is as follows:

1. The consultant has recommended to only work on one intersection at a time to accommodate traffic detour staging.
2. Waterline scope adds significant time and complexity to the project and schedule.
3. Costs of additional scope and due to market conditions exceed current budget placeholders. A smaller project footprint will allow for the highest priority work to be completed.

Staging of future phases of work for the remainder of the Railway Avenue corridor will be considered as part of the regular budget process.

ANALYSIS OF ALTERNATIVES

Alternate Surface Work Staging

A number of staging alternatives were considered including completion of the full central portion and deferment of the full central portion.

1. Completion of the full central portion of Railway at this time is not recommended due to traffic impacts, increased risks due to project size and complexity, and costs versus funding availability.
2. Deferment of the full project is not recommended as the southern portion of Railway Avenue is considered a high priority project, and an essential link in the network. By progressing this work, we contribute to important 2030 ITP goals associated with road network capacity and function. As there are a number of other important projects in the capital plan ahead of 2030, including the remaining sections of Railway Avenue, it is advisable to progress this portion of the corridor as soon as possible.

Defer Waterline Replacement

Deferring water line replacement would simplify the work and reduce costs. However, the costs are expected to be incurred in the medium to long term in any event, and the present value of those future costs is much higher after reconstruction of the roadway. While we could wait for to replace the waterline on this section of roadway, much of the waterline in the older core areas of the community are nearing the end of their service life at the same time and its prudent to begin the work now to smooth out the peak in water mains requiring replacement.

FINANCIAL IMPACTS

The request includes adding a new 2023 capital project for the Railway Avenue Central Water Line Design in the amount of \$150,000 to be funded by the Utility Water Reserve. Administration has reviewed the Utility Rate Model and the additional \$150,000 from the Water Reserve keeps the reserve balance above target and will not require an adjustment to the 2023 or 2024 utility rates.

Administration will update the 2024-2028 capital plan as part of the 2024 budget amendment process. Updates will be made to cost estimates, and renewed consideration will be given to how to account for placeholders and budgets developed ahead of design. The update will also consider whether different approaches can be used to account for inflation and market factors more accurately in future budget planning. Additionally, funding the capital program in the face of escalating costs, and the increasing burden of growth and asset rehabilitation, will require a close review of reserve policy and contributions, and the offsite levy model projects and costs assumptions.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement for the concept design was outlined in the May 16, 2023 Railway Avenue Central Community Feedback briefing to Committee of the Whole. Engagement with directly impacted stakeholders will continue through design and construction.

Arts and Events has been engaged with respect to impacts on the Canada Day parade to ensure functional requirements of the event can be accommodated in the design.

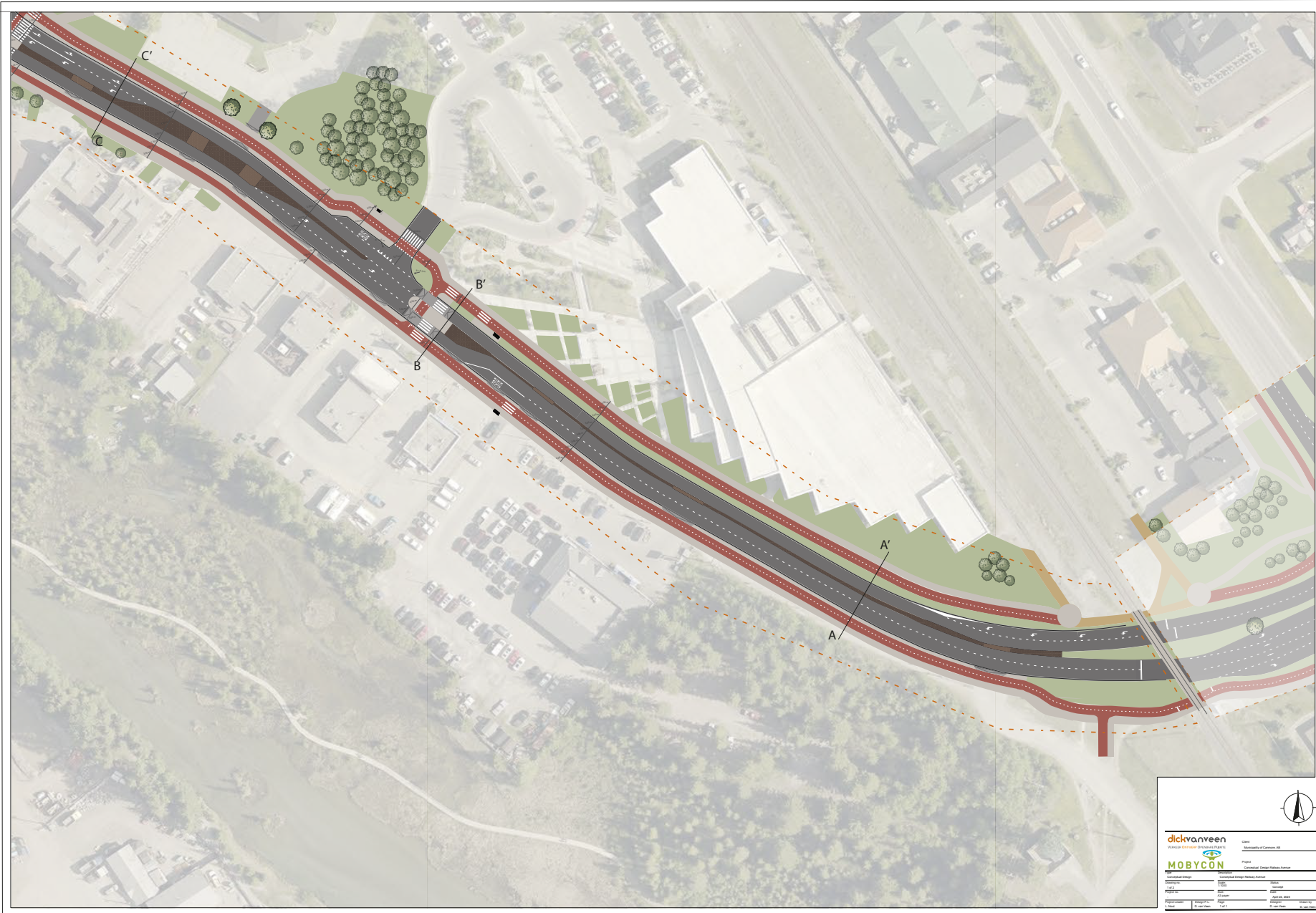
ATTACHMENTS

Railway Avenue Central Concept Design

- Attachment 1: CP crossing to Main St
 - proposed concept design
 - current roadway layout
- Attachment 2: Main St to 10th St
 - proposed concept design
 - current roadway layout

AUTHORIZATION

Submitted by:	Andy Esarte Manager of Engineering	Date: <u>June 12, 2023</u>
Approved by:	Palki Biswas Manager of Finance	Date: <u>June 15, 2023</u>
Approved by:	Andreas Comeau for Whitney Smithers, General Manager of Municipal Infrastructure	Date: <u>June 16, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>June 23, 2023</u>



dickvanveen Aerial Services - Surveying - Engineering		Client: Municipality of Cambridge, MA
MOBYCON MOBYCON Engineering & Construction		Project: Cambridge - Underpass/Retaining Wall
Conceptual Design	Conceptual Design/Utility Review	Scale: AS SHOWN
Drawn by: MM	Checked by: MM	Date: 04/24/2023
Project Code: 2023-001	Sheet: 001	County: Cambridge
Author: MM	Scale: AS SHOWN	City: Cambridge









Request for Decision

DATE OF MEETING: July 4, 2023 **Agenda #:** H-6

TO: Council

SUBJECT: 2023 Capital Budget Amendment - Cougar Creek Long-Term Mitigation

SUBMITTED BY: Andy Esarte, Manager of Engineering

RECOMMENDATION: That Council approve a budget increase for Cougar Creek Long-term Mitigation (CAP1445/1562) from \$49,072,620 to \$78,172,620 for project completion with the increase of \$29,100,000 funded with:

- Future grant \$25,000,000
- Provincial Flood Recovery Erosion Control (FREC) and Alberta Community Resilience Program (ACRP) grants interest accrual \$4,100,000

EXECUTIVE SUMMARY

The estimated costs to complete the Cougar Creek long-term mitigation project have increased. An additional budget approval in the amount of \$29,100,000 will allow for full completion in 2024. Grant funding has not yet been fully secured, and administration's ability to move the project forward is contingent on securing the future grant funding.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

On January 20, 2015, Council approved a capital project to construct long-term mitigation on Cougar Creek. The scope of work included channel improvements, and a debris flood retention structure, as well as project management. Based on preliminary cost estimates prepared as part of the option analysis work, a total budget of \$37,150,000 was approved with an initial authorization of \$3,000,000 to undertake the design and Environmental Impact Assessment. The remainder of work was authorized to proceed upon confirmation of funding sources.

On April 18, 2017, Council approved an amendment to the total budget for the Cougar Creek Long-term Mitigation Project from \$37,150,000 to \$49,072,620 that was broken out as follows:

- The budget for capital project (#1445) for a total of \$9,250,000 for Design, Permitting and Culvert Improvements with \$7,880,000 funded from the Flood Recovery and Erosion Control Grant (FREC), and the remaining balance of \$1,370,000 funded from Alberta Transportation.

Subsequently, funding sources for the main construction phase of the project were secured. The current budget for capital project (#1562) of \$39,822,620 is funded as follows:

- \$4,000,000 from Town of Canmore (\$500,000 from General Capital Reserve and \$3,500,000 Debt)
- \$11,120,000 Flood Recovery and Erosion Control Grant (FREC)

- \$14,447,565 Government of Canada, New Building Canada Fund
- \$10,255,055 Alberta Community Resiliency Program Grant (ACRP)

From November 15, 2021, through February 28, 2023, administration provided updates to Council on delays in the project and a related dispute with the original contractor. On February 28, 2023, Council directed termination of the contract and new means to complete the project by unanimous resolution 42-2023 as follows:

42-2023 Moved by Mayor Krausert that Council direct administration to negotiate and execute a without-cause termination, settlement and release agreement respecting the contract with Flatiron Constructors Canada Ltd. dated June 23, 2020, for the construction of the Cougar Creek Debris Flood Retention Structure (#1562) and report back to Council with a plan for project completion.

DISCUSSION

Construction of the debris flood retention structure began in July 2020. The project encountered delays and little progress was made in the 18 months leading up to the termination of the contract between the Town and Flatiron in March of 2023.

As a result, the project was stalled at the point of maximum excavation, with significant work remaining to complete. In the short-term, this condition put the project at significant risk of impacts due to high rainfall and spring runoff, as was experienced in 2022. Council's direction of a without-cause termination, settlement and release agreement was based on administration's recommendations for the fastest and most practical path to project completion. Flatiron successfully completed demobilization from the worksite by March 20, 2023, and new contractors mobilized immediately as discussed below.

To address the significant project worksite and risks, a closed request for proposals was issued to contractors known to the project team with a proven track record of successful project completion for work of this nature. The scope of work included a minimum amount of construction to address high-rainfall risks to the project and community and included embankment foundation, illustrated in Figure 1 and Figure 2 below. Due to the constrained nature of the excavation, the importance of establishing a sound foundation, risks associated with rockfall, technically challenging work of drilling and grouting, and need for water diversion and continuous dewatering, this scope is felt to be the most difficult and important for the project. Successful completion allows for removal of upstream diversion works, removes uncertainty with ground conditions and flood impacts on the excavation, and leaves a clear path to project completion.

The contract for the embankment foundation work was awarded to Ironclad in the amount of \$5,294,520 and the contractor mobilized to site on March 20, 2023. Though construction was expected to continue throughout the summer, based on prior scheduling and uncertainties with ground conditions, the team targeted an earliest possible completion; all progress ahead of runoff would decrease risk to the project site. Project site conditions were consistent with expectations, and weather was generally favourable apart from heavy rains in mid June, allowing for a substantial completion of the project by early July, meeting targets set by the team for this phase of work. A contingency of \$2,000,000 was earmarked for unforeseen ground conditions and associated delays, half of which was spent.

funding situation and need for additional funds. Based on submissions received, the following budget increases are being requested for a total of \$29,100,000:

- Construction: \$23,000,000
- Engineering and Material Testing: \$3,000,000
- Contingency/Misc: \$3,100,000

An updated briefing to the Environment and Protected Areas department at the Province was provided in early June based on RFP results, forming the basis for a formal grant request. Should grant funding be obtained by early summer 2023, work can be completed by end of 2024 - one year ahead of existing planned schedules. Early grant funding would enable an immediate continuation of current efforts to construct most of the dam embankment before the winter, and the full dam embankment ahead of spring freshet. Due to sensitivity of timing of work with the potential 2024 flood season, any material delay in obtaining grant funding and awarding the next phase of work will result in a substantial change to schedule, and earliest completion by 2025. Ironclad has provided a second schedule that accommodates a later allocation funding of up to 9 months, resulting in 2025 project completion. That later schedule was provided with a construction cost impact estimated at \$3,750,000, and Town overhead costs of a later completion are estimated at \$750,000. Depending on actual figures, additional costs associated with a 2025 completion will likely exceed available project contingency, requiring further budget adjustments.

Administration will award the full completion scope only upon budget approval *and* confirmation of provincial grant funding, with an earliest anticipated start to the work of July 10. Should grant funding not be confirmed by that date, administration will utilize the \$4,100,000 in grant funding sources to continue limited construction activities for a period of up to one month, including activities towards project completion, as well as activities to demobilize and secure the site until such time that funding is available. Funding sources other than the requested \$25 million in new provincial grants would be brought back to Council for approval. Budget adjustments necessitated by a later project start date, if required, would similarly be brought to Council for approval.

ANALYSIS OF ALTERNATIVES

Council could amend the budget increase for this project for the additional \$4,100,000 portion only funded from the previously received FREC and ACRP grant interest accrual. This would allow administration to continue current construction activities and demobilize and secure the site. Activities completed in July will include elements that would allow for a 2024 completion should grant funding be announced in that timeframe. Work would complete in August. Administration does not recommend a limited approval. There are risks associated with Council availability and logistics of obtaining quorum over the summer that could delay budget and funding approvals and awards and impact the ability to deliver the project by end of 2024, extending completion for one full year to end of 2025.

Should Council approve this alternative, a revised Council motion would be: *“That Council approve a budget increase for Cougar Creek Long-term Mitigation (CAP1445/1562) from \$49,072,620 to \$53,172,620 with the increase of \$4,100,000 funded from Provincial Flood Recovery Erosion Control (FREC) and Alberta Community Resilience Program (ACRP) grants interest accrual”.*

FINANCIAL IMPACTS

A grant request for \$25,000,000 has been submitted to the Province. The Town has worked closely with the Province for the past decade and all parties are cognizant of the importance of completing the project. At time of writing of the report, commitments on funding and timing have not been made.

Contract award for the project completion phase is contingent on grant approval and Administration will only award a contract and expend these funds if the grant is approved.

To date, \$4,100,000 in interest has accrued on the previously received FREC and ACRP grant funding. This interest can be used to fund project expenditures based on terms of the grant agreements. Additional interest may be accrued depending on cash flows through project completion.

STAKEHOLDER ENGAGEMENT

Key funding stakeholders with the Federal and Provincial governments have been briefed on the project throughout construction. They are in support and alignment with the direction of the municipality and have confirmed grant eligibility for the completion phase as outlined herein.

ATTACHMENTS

None.

AUTHORIZATION

Submitted by:	Andy Esarte Manager of Engineering	Date: <u>June 15, 2023</u>
Approved by:	Palki Biswas Manager of Finance	Date: <u>June 16, 2023</u>
Approved by:	Andreas Comeau for Whitney Smithers, GM of Municipal Infrastructure	Date: <u>June 16, 2023</u>
Approved by:	Sally Caudill Chief Administrative Officer	Date: <u>June 23, 2023</u>



Request for Decision

DATE OF MEETING: July 4, 2023 **Agenda #:** H-7

TO: Council

SUBJECT: Reconciliation and Equity, Diversity, and Inclusion Final Report and Coalition of Inclusive Municipalities

SUBMITTED BY: Sally Caudill, CAO

RECOMMENDATION: That Council accept the Reconciliation and Equity, Diversity, and Inclusion Final Report for planning purposes, and

That Council join the Canadian Coalition of Inclusive Municipalities on behalf of the Town of Canmore and direct Mayor Krausert to sign the Declaration to Join the Coalition of Inclusive Municipalities.

EXECUTIVE SUMMARY

For several years, the Town organization has been working to understand our role in advancing Truth and Reconciliation, dismantling systems that lead to discrimination, and educating staff on Indigenous history and reconciliation, and equity, diversity, and inclusion. This work has been done in an ad hoc and side of desk fashion due to having no dedicated resource or natural owner of the associated responsibilities. Our efforts have seen slow but steady progress thanks to the commitment of a small but committed group of staff. We have reached the limit of the effectiveness of this model. To enable us to advance at a new level, a Request for Proposals (RFP) was issued to assess the state of Reconciliation and Equity, Diversity, and Inclusion in the organization and to chart a roadmap for the future. The final report is being presented to Council. In addition, a request to join the Canadian Coalition of Inclusive Municipalities is also being made so that we can learn from other communities who are on a similar journey.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

The current Respectful Workplace Policy was approved by Council on March 15, 2016.

The Town of Canmore commitments to Truth and Reconciliation Commission Calls to Action was approved by Council on October 3, 2017.

On May 4, 2021, Council approved the update to the Respectful Workplace Policy as presented to incorporate anti-racism principles and expand the policy to address anti-discrimination in governance systems.

DISCUSSION

Background

On December 15, 2015, the Truth and Reconciliation Commission (TRC) released their final report after a six-year investigation of the residential school system for Aboriginal youth and the legacy of these schools.

This report includes 94 recommendations for action to address that legacy. Reconciliation is truly a national process that will require tremendous efforts by all Canadians – and across all orders of government. Municipal governments of all sizes across Canada are taking action.

In November of 2016, Banff Centre hosted a Truth and Reconciliation summit which several Town staff and members of Council attended. A Truth and Reconciliation Working Group made up of staff who were interested in this work formed and in 2017 Council approved the Town of Canmore commitments to Truth and Reconciliation Calls to Action (with updates provided in 2019 and 2021).

During the summer of 2020, after the brutal murder of George Floyd in Minneapolis on May 25, Black Lives Matter protests were occurring daily around the globe to highlight the racial injustice experienced by Black, Indigenous, and People of Colour around the world. Administration began to look internally at the Town's workplace and system of governance and consider how we could respond to identify and eliminate discrimination within our organization.

The first step taken was to form an internal Equity Diversity and Inclusion (EDI) Committee made up of staff that were interested in discussing and advancing EDI issues within our organization. The priorities of the committee were to establish a bold vision for equity diversity and inclusion for the organization, update updating the Respectful Workplace Policy to include the EDI vision statement as well as add anti-discrimination and anti-racism language to the policy, conduct a baseline survey to collect Town of Canmore specific data related to EDI issues, and to provide EDI education and training across the organization. Two half day EDI training courses are provided to all staff (Foundations and Transformative Conversations) and we are close to having 100% of all staff completing these courses.

Work by both groups (TRC and EDI) began stalling due to a lack of clear direction and focus and a lack of internal resourcing for this work. The TRC group has reduced in number and shifted the focus to engagement with the Stoney Nakoda community around community events and cultural programming. The EDI group quit formally meeting when the lead person left the organization and no one else was able to take on group leadership.

It became clear that the organization needed an assessment and a road map to help us advance Reconciliation and Equity, Diversity, and Inclusion work so an RFP was developed to hire a consultant to help us chart a new path forward in our work on these issues. Staff from both groups were invited to assist in developing the RFP and hiring the consultant who was tasked with creating a multi-year roadmap and action plan, a current state assessment, a future state identification and best practices, and a corresponding gap analysis.

The Report

The consultant developed a roadmap that was used to understand our current state and chart a course for our future state. The roadmap has five stages with Reconciliation running throughout stages 2-5.

1. Compliance & Foundations
2. Inclusion
3. Diversity
4. Equity
5. Thought Leadership

The report focuses on first two stages and Reconciliation and makes nine recommendations with associated timelines and priorities. A brief summary is provided here with the full explanation available in the consultant's report (attachment 1).

Stage 1 = Compliance & Foundation

1a: Compliance

- Policies & Procedures – current state is compliant and so the consultant provided no major recommendation.
- Accommodations – current state is compliant and so the consultant provided no major recommendation.
- Discrimination Reporting – current state is compliant, but an opportunity for improvement was identified.

Recommendation #1 – Safe Reporting: Formalize the discrimination reporting process with a focus on ensuring safety within reporting channels.

Stage 1 = Compliance & Foundation

1b: Foundations

- Key leadership Knowledge/Competency – current state needs attention.
- Explicit Vision & Commitment – current state needs attention.
- Governance Structures, Roles, & Responsibilities – current state has a major gap.
- Communications Plan – current state needs attention.

Recommendation #2 – Leadership Training: Identify CST training needs and follow through on taking the training.

Recommendation #3 – Vision & Commitment: Ensure the Town's vision and commitment to Reconciliation and Equity, Diversity, and Inclusion is explicit and resources are adequately committed to ensure commitments are met, including reconciliation commitments (e.g., TRC Calls to Action).

Recommendation #4 – Roles & Responsibilities: Define the roles, responsibilities and accountabilities, and expectations for Reconciliation and Equity, Diversity, and Inclusion across the organization.

Recommendation #5 – Communication Plan: Resource and develop a communication plan for the Reconciliation and Equity, Diversity, and Inclusion advancement and transformation of the organization.

Stage 2 = Inclusion

- Culture Plan – current state has a major gap.
- Inclusive Environment – current state is sufficient.
- Training – current state is sufficient.
- Supports – current state needs attention.

Recommendation #6 – Transformation Plan: Develop and resource a culture transformation plan.

Recommendation #7 – Supports & Resources: Coinciding with the culture plan, and training already offered, develop supports and resources to enable employees to behave in a way that matches the stated culture.

Reconciliation

- Cultivating & Maintaining Culturally Responsive Relationships with Indigenous Peoples, Including Employees – current state needs attention.
- Demonstrate Reconciliation Through Decolonization – current state needs attention.

Recommendation #8 – Indigenous Engagement: Define Indigenous engagement norms that align with culturally responsive relationship building and align them to existing relationships.

Recommendation #9 – Decolonizing Processes: Review internal processes using an Indigenous perspective and decolonization lens.

Coalition of Inclusive Municipalities

While the review was underway, Mayor Krausert shared a link to a news article on the Canadian Coalition of Inclusive Municipalities: <https://en.ccunesco.ca/networks/coalition-of-inclusive-municipalities> This network brings together municipalities that want to improve their policies against racism, discrimination, exclusion and intolerance. The municipalities undertake initiatives to eliminate all forms of discrimination with a view to building open and inclusive societies.

According to their website, “96 cities in Canada are members of the Coalition of Inclusive Municipalities. They advance initiatives to:

- improve their practices to promote social inclusion
- establish policies to eradicate all forms of racism and discrimination
- promote human rights and diversity

The cities follow through on the coalition's commitments for respecting, protecting, and promoting human rights and diversity.”

Administration has reached out to the coalition to determine what is involved in becoming a member. There is no minimum budget or staffing allocation required to join the coalition. They ask the municipalities pass a resolution through council in order to ensure as best they can that there is meaningful commitment to the work. Municipalities are required, along with the passed resolution, to sign a declaration (attachment 2). Once both of those things are done, the Town can simply inform the coalition and send copies of both documents. We would then receive an official welcome letter and be connected to the network.

Administration is committed to advancing this important work. And we know there is a lot about doing this work well that we do not know. We also do not have a dedicated resource to help advance the work so we are interested in joining the coalition to be able to learn from others and share effective practices.

ANALYSIS OF ALTERNATIVES

N/A

FINANCIAL IMPACTS

The cost of this assessment was \$24k from the Business Transformation capital budget (project 7211).

The 2023 capital budget (project 7269) has \$60k designated for follow up on the assessment. The 2024 capital budget (project 7334) includes \$50k designated for Indigenous Consultation Support. Administration will review opportunities for a role in the organization as part of the next budget cycle.

STAKEHOLDER ENGAGEMENT

Scott McKay led the RFP review with staff from the internal EDI and TRC staff groups including Molly Matheson, Lisa Brown, Nicky Pacas, and Lu Douce. Both groups were interviewed by the consultant as part of the review process. The consultant also visited all Town facilities that house staff.

I will lead the next phase of work and have invited all staff to participate with me on a steering committee. This group will hire consultants to support the 2023 and 2024 capital projects for advancing this work which will also include revisiting the current approach to advancing the Town’s commitments to TRC actions. At the time of writing this report that group includes Amberle Boscy, Lu Douce, Scott McKay, Johanna Sauve, Adam Robertson, Jaiden Hayward, Marg Szamosfalvi, Nicky Pacas, Lisa Wong, and Lisa Brown.

ATTACHMENTS

- 1) Reconciliation and Equity, Diversity, and Inclusion final report
- 2) Declaration of the Coalition of Inclusive Municipalities

AUTHORIZATION

Approved by: Sally Caudill
Chief Administrative Officer

Date: June 9, 2023



Town of Canmore – REDI Review

Final Report

Prepared by:
Western Management Consultants (WMC)

For submission on:
March 31, 2023

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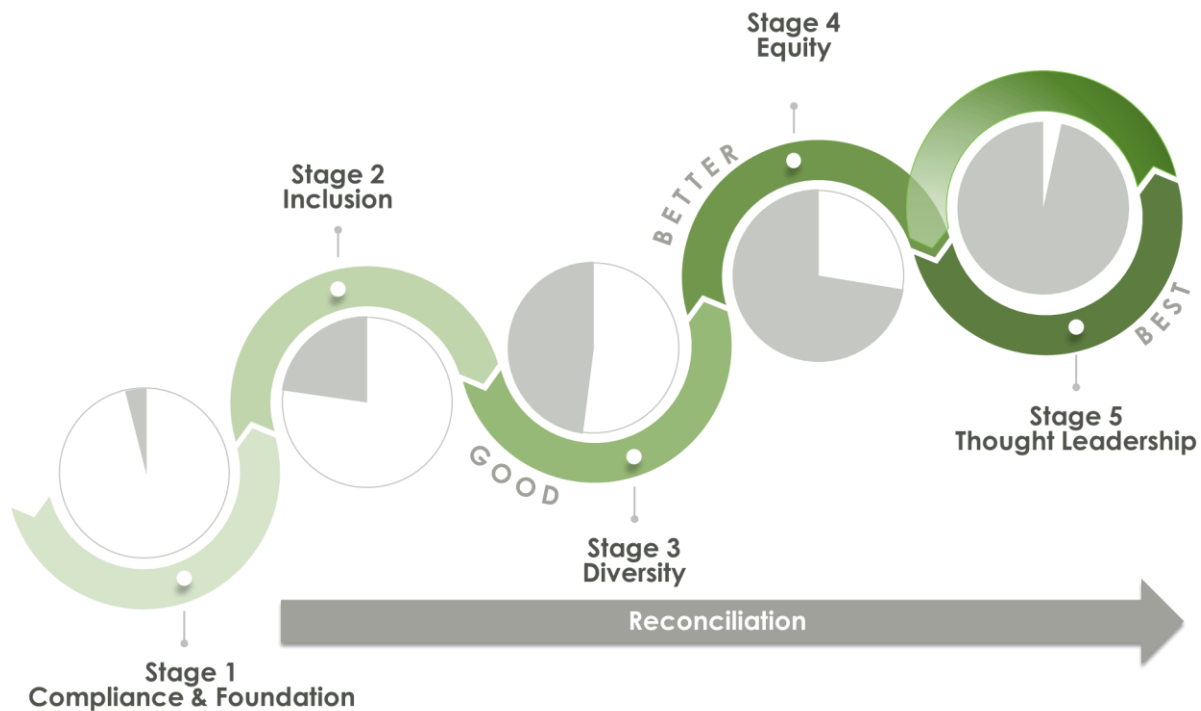
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Executive Summary

WMC was engaged by the Town of Canmore to provide the Town with a multi-year roadmap and action plan, realistic to any of the Town's resource constraints, that will guide them over the coming years to advance reconciliation, equity, diversity, and inclusion within the organization. A roadmap and multi-year action plan is informed by (a) a current state assessment (b) a future state identification comprised of current best practices, and c) the corresponding gap analysis.

In order to understand the current state of REDI at the Town of Canmore, WMC developed and customized the below REDI Roadmap. In addition to understanding the Town's current state, it provides a roadmap for the Town to navigate its future state.



WMC determined that the Town is in the early stages of REDI maturity. Per WMC's REDI Roadmap above, the work at this time should be focused on the latter part of Stage 1, and then Stage 2 (including Reconciliation).

WMC's assessment of current state and future state for the Town yielded the following (note: recommendations are described later in this Executive Summary):

▪ **Stage 1a: Compliance**

- **Policies & Procedures** – current state is compliant and so WMC provided no major recommendation.
- **Accommodations** – current state is compliant and so WMC provided no major recommendation.
- **Discrimination Reporting** – current state is compliant, but an opportunity for improvement was identified and so WMC provided Recommendation #1.

▪ **Stage 1b: Foundations**

- **Key leadership Knowledge/Competency** – current state needs attention and so WMC provided Recommendation #2 to close the gap.
- **Explicit Vision & Commitment to REDI** – current state needs attention and so WMC provided Recommendation #3 to close the gap.
- **Governance Structures, Roles, & Responsibilities** – current state has a major gap and so WMC provided Recommendation #4 to close the gap.
- **Communications Plan** – current state needs attention and so WMC provided Recommendation #5 to close the gap.

▪ **Stage 2a: Inclusion**

- **Culture Plan** – current state has a major gap and so WMC provided Recommendation #6 to close the gap.
- **Inclusive Environment** – current state is sufficient and so WMC provided no major recommendation.
- **Training** – current state is sufficient and so WMC provided no major recommendation.
- **Supports** – current state needs attention and so WMC provided Recommendation #7 to close the gap.

▪ **Stage 2b: Reconciliation**

- **Cultivating & Maintaining Culturally Responsive Relationships with Indigenous Peoples, Including Employees** – current state needs attention and so WMC provided Recommendation #8 to close the gap.
- **Demonstrate Reconciliation Through Decolonization** – current state needs attention and so WMC provided Recommendation #9 to close the gap.

For each recommendation, WMC provided details, which altogether formed a multi-year action plan. The recommendations are described below, with recommended key steps:

- **Recommendation #1 – Safe Reporting:** Formalize the discrimination reporting process with a focus on ensuring safety within reporting channels.
 - Review of process
 - Documentation and improvements
 - Roll out of enhanced process
- **Recommendation #2 – Leadership Training:** Identify CST training needs and follow through on taking the training.
 - Review of training needs and training options
 - Training selection and completion
- **Recommendation #3 – Vision & Commitment:** Ensure the Town's vision and commitment to REDI is explicit and resources are adequately committed to ensure commitments are met, including reconciliation commitments (e.g., TRC Calls to Action).
 - Validating vision and written commitments
 - Review recommendations of this report (as well as any previous committed actions, such as TRC Calls to Action), confirm commitments, and align timelines and budgets
- **Recommendation #4 – Roles & Responsibilities:** Define the roles, responsibilities and accountabilities, and expectations for REDI across the organization.
 - Review of existing roles and responsibilities
 - Drafting governance structure, roles, and responsibilities
Note: The following are specific recommendations within this step:
 - Determine CST role that has explicit accountability and ensure it is visible to the organization.
 - Have a dedicated resource that is responsible to lead REDI advancement.
 - Review roles of existing EDI Committee and TRC Working Group to determine how they fit within the future structure, considering the potential need for support to CST and dedicated REDI resource.
 - Defining behaviour framework/expectations
- **Recommendation #5 – Communication Plan:** Resource and develop a communication plan for the REDI advancement and transformation of the organization.
 - Plan communications required
 - Execution of plan
 - Review and adjust plan each year

- **Recommendation #6 – Transformation Plan:** Develop and resource a culture transformation plan.
 - Confirm target behaviours in relation to behaviour expectations
 - Determine plan activities that align with the Town and the target behaviour(s)
Note: WMC strongly recommends the following activities as part of the plan:
 - Communications that reinforce the organizational imperative and expected outcomes.
 - Assess organizational norms around understanding, interpreting, engaging, and acting on the TRC's Calls to Action.
 - Time and space for sharing of stories of inclusion, as well as Indigenous historical and current events (e.g., newsletter, specific events).
 - Use of inclusive symbols in physical spaces.
 - Implementing “values moments” where sharing, learning, and listening can occur frequently.
 - Creating space for employee communities to form (i.e., Employee Resource Groups).
 - Performance measures for target behaviours, such as leaders taking time to engage and listen to their team.
 - Establishment of REDI survey (and/or other feedback channels) that can produce REDI specific data to support measures identified in this report (or elsewhere) and information that can be used to make adjustments to the plan as necessary (including additional training needs).
 - Establishing (or inclusion within existing) peer recognition for REDI.
 - Prepare plan
 - Execution of plan
- **Recommendation #7 – Supports & Resources:** Coinciding with the culture plan, and training already offered, develop supports and resources to enable employees to behave in a way that matches the stated culture.
 - Review existing supporting artifacts
 - Propose new/amended artifacts
Note: WMC anticipates some of the following will be useful:
 - Expected behaviour framework quick reference card (e.g., table-top tent card).
 - Inclusive language quick reference card.
 - “Values moment” library/exchange.
 - Example of success per new REDI performance/scorecard measures, with supporting resources to execute those activities/behaviours.

- Peer recognition process info sheet.
- Discrimination process info sheet.
- New or updated supports for existing training.
- Decision-making guidance based on expected behaviours (e.g., Indigenous cultural norms such as Sharing Circles that help to ensure all voices are heard).
- Draft new/amended artifacts
- Finalization and rollout of new/amended artifacts
- **Recommendation #8 – Indigenous Engagement:** Define Indigenous engagement norms that align with culturally responsive relationship building and align them to existing relationships.
 - Review existing activities/processes
 - Develop Indigenous engagement policy framework
 - Identify and inform impacted stakeholders (new/existing)
- **Recommendation #9 – Decolonizing Processes:** Review internal processes using an Indigenous perspective and decolonization lens.
 - Establish method for all process reviews to follow
 - Identify processes for possible review
Note: WMC recommends the following processes be prioritized:
 - Performance management process.
 - Processes related to planned policy/procedure reviews.
 - Recruitment (note: the review of this process ties closely with Stage 3: Diversity, as it is a major enabler of diversity).
 - Selection of a process and execution of the review
 - Report with recommendations
 - Implementation of recommendations
 - Rollout of enhanced process to affected stakeholders

Following through on WMC's recommendations and action plan, the Town can close significant gaps to leading practice in order to realize early stages of the REDI Roadmap in the coming few years. In summary of the recommendations and action plan:

1. The Town's leadership needs to provide clear direction and set expectations.
2. The Town needs a dedicated REDI resource that will leverage their competencies and expertise to coordinate the communications and engagements that are required to transform the culture of the organization.
3. The Town needs to do the challenging internal work of reconciliation and decolonization, starting with reviewing processes.

Introduction

Brief Project Background

Town of Canmore posted a Request for Proposal on Aug 12, 2022, calling for “CONSULTANT – Reconciliation, Equity, Diversity, and Inclusion (REDI).” WMC responded with a proposal and was later awarded the contract.

During the project kick-off, the Corporate Strategic Team (CST) identified that the organization was challenged to advance REDI, citing the need for a plan with specific actions, as this would overcome challenges such as resourcing (i.e., time), competency, confidence, and overall talent diversity. Therefore, the primary driver for this work was to have external expertise complete an analysis with findings that would inform an organizational roadmap inclusive of concrete actions that the Town can adequately resource.

The objective of this project is to provide the Town with a multi-year roadmap and action plan, realistic to any of the Town's resource constraints, that will guide them over the coming years to advance reconciliation, equity, diversity, and inclusion within the organization. The roadmap and multi-year action plan is informed by (a) a current state assessment (b) a future state identification comprised of current best practices, and c) the corresponding gap analysis.

Guiding Principles for Project

At the start of the project, the consulting team, along with the CST, agreed that all efforts made in this project keep in mind the following:

- Safe spaces and open channels must be established and leveraged;
- All voices are equal; and
- Success is achieved through collaboration.

REDI Definitions

For sake of clarity, reconciliation, equity, diversity, and inclusion are understood as follows:

- **Reconciliation** exists by following through on Truth and Reconciliation Commission (TRC) Calls to Action, to the extent that is reasonably achievable for a municipality.
- **Equity** exists when everyone has access to the same opportunities.
- **Diversity** exists when there is a presence of differences, such as opinions, experiences, and culture.
- **Inclusion** exists when everyone (of differing identities) feels valued and is valued.

Current State Overview

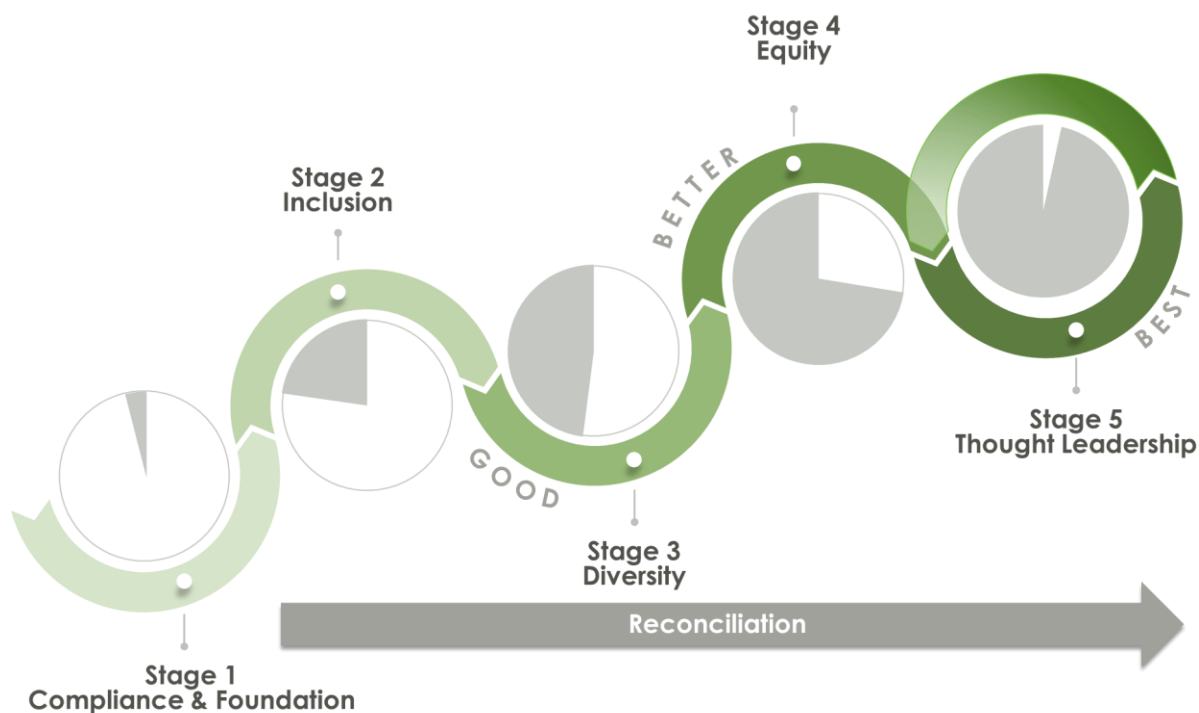
The Town of Canmore, like many organizations, is in a journey to advance and mature REDI. The CST is very passionate about the work and want to see it move forward. Additionally, there is a lot of awareness of REDI in leaders across the organization. This may be in part due to the mandatory training related to REDI, as well as the inclusion of REDI within onboarding and in management meetings. The Town certainly has the requisite things in place to be in overall compliance. However, there are numerous gaps to best practices, including some foundational elements that would see this work move from a want to a need, from an off-the-corner-of-the-desk project to a transformational program.

Altogether, WMC determined that the Town in the early stages of REDI maturity. Per WMC's REDI Roadmap above, the work at this time should be focused on the latter part of Stage 1 and then Stage 2 (including Reconciliation).

REDI Roadmap

REDI Roadmap Introduction

In order to understand the current state of REDI at the Town of Canmore, WMC developed and customized the below REDI Roadmap. In addition to understanding the Town's current state, it provides a roadmap for the Town to navigate its future state.



Key aspects of the REDI Roadmap:

- Each stage builds upon the work of the previous.
- **Compliance & Foundation** is a stage with two components. The first, compliance, is a stage that many organizations find themselves when they are not seeking to advance REDI but are simply doing what it takes to avoid major conflicts, such as human rights violations. Therefore, the second part of the stage is focused on what organizations need to do to set the foundation for a REDI transformation.
- **Inclusion** is about values and culture and so the roadmap targets inclusion first. This also initiates a culture that is necessary for the sustainment of diversity efforts.
- While **Diversity** already exists in a limited capacity at the Town, efforts to further diversify can be prioritized after a culture of inclusion is better established, with a lived experience that matches.
- While **Equity** is important, it follows inclusion and diversity as it is the combination of those two that really allow equity to be realized. Inclusion creates a space for people to talk about

inequities, and diversity brings the people who can point them out, as they can differ based on one's intersectionalities. Realizing equity benefits the entire community.

- **Reconciliation** is a journey and, given the unique context of Indigenous Peoples within Canada, has goals and objectives that overlap and diverge from equity, diversity, and inclusion. For the purposes of the roadmap, it is represented as both part of and separate from the other stages. Reconciliation action starts in the latter part of Stage 1 and continues on throughout the roadmap.
- The final stage, **Thought Leadership**, focuses on leveraging best practices for both organizational advantage (e.g., Canada's Best Diversity Employers award) and supporting the REDI journey of other organizations.
- Where appropriate, WMC has split stages into parts, such as to highlight reconciliation practices that are best aligned to that stage.

Each stage is described on the following pages using these key aspects, defined below:

- **Theme** – using one to three words, describes the stage's focus.
- **Premise** – posed as a question to identify the main "problem" trying to be solved.
- **Ownership** – describes the group(s) that are driving REDI change or sustainment (examples provided in some cases).
- **Goal** – describes the high-level outcomes of the stage.
- **Measures/Milestones** – describes the primary way in which the goal(s) can be measured or observed.

After each stage's table, we provide sections based on leading practices. Within each of those sections, the Town's current state and WMC's recommendations are provided.

Stage 1a: Compliance

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Reactive	How do we avoid human rights violations?	Siloed and disparate e.g., HR	<ul style="list-style-type: none"> ▪ Achieve compliance 	<ul style="list-style-type: none"> ▪ Reduction in compliance infractions (e.g., human rights violations)

The following are areas of compliance, and related leading practices, that WMC has identified through previous client projects, related work/observations with clients, research of comparable organizations, and literature reviews.

Policies & Procedures

Employers are responsible for developing non-discriminatory policies and procedures. Employers should consider preventative measures, such as introducing policies to maintain a respectful workplace.

Current State: Compliant

WMC confirmed that policies are largely non-discriminatory, including a *Respectful Workplace Policy* and a *Violence and Discrimination Policy* (created in 2021). These policies use inclusive language and reference REDI principles. It should be noted that further policy improvements may need to be applied based on leading practices, and the actions needed to achieve them in later stages.

One small area of improvement would be to ensure that policies cover the gambit of equity-denied groups. For example, people with diverse abilities are not called out in policies where other groups are.

Recommendation: None

No major or minor recommendation. Instead, two items to incorporate into other recommendations in this report.

When doing work, such as in Recommendation #9, related policies should be reviewed in tandem.

Additionally, ensuring a REDI lens is applied when reviewing policies is important. This can be done by including equity-denied groups as part of the review (relates to roles/responsibilities of Recommendation #4), having leading practice examples of policies (relates to having resources of Recommendation #7), or providing targeted training for staff who review policies (relates to the monitoring training needs in the *Training* leading practice section with Stage 2a).

Accommodations

Employers are required to provide accommodation to the point of undue hardship.

Current State: Compliant

WMC confirmed that accommodations are provided on a case-by-case basis, which can be driven by leaders or the employee requiring the accommodations. The Town also went through a distinct focus on accommodations during the COVID-19 pandemic in order to enable employees to continue working productively. However, the accommodations are not published, which makes them less visible and possibly not as well understood. This can lead to misunderstandings, as well as be a barrier to accessing the accommodations (i.e., lack of awareness) for some employees.

Recommendation: None

No major or minor recommendation. Instead, one item to incorporate into another recommendation in this report.

Publish list of available accommodations and process to request them on internal information page (relates to communications of Recommendation #5).

Discrimination Reporting

Employers have the responsibility to promptly investigate an allegation of discrimination. When an allegation of discrimination is made, an employer has the responsibility to protect the privacy of the parties involved.

Current State: Compliant; Opportunity for Improvement

WMC confirmed that the Town does investigate allegations; however, there is no formal documentation of a discrimination reporting process, and there were indications that some employees felt there is a lack of knowledge about the process and that the current channels do not feel safe.

Recommendation #1

Formalize the discrimination reporting process with a focus on ensuring safety within reporting channels.

Stage 1b: Foundations

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Vision & Commitment	What is our future state and how are going to get there?	Senior leadership	<ul style="list-style-type: none"> Set the REDI vision Enable vision and commitments 	<ul style="list-style-type: none"> A future state that organizational stakeholders can recall, understand, and know their role

The following are leading practices that WMC has identified through previous client projects, related work/observations with clients, research of comparable organizations, and literature reviews.

Key Leadership Knowledge/Competency

If key leaders do not understand REDI, or feel they do not have the competencies, then they are not equipped to lead in this area. This can be overcome with leadership specific training.

Training is noted elsewhere in this report, and while some of the training examples provided may be suitable here, it is imperative that leaders have skills and competencies beyond that of the rest of the organization in order to suitably lead.

Example:

Training for Boards that supports them in developing the critical connections between REDI and their core business/services and to identify what they need to do differently to ensure their organization delivers effectively to all its stakeholders (NHS).

Current State: Needs Attention

The CST, while passionate about REDI, are not REDI experts and while expertise is not expected, it is important for them to have knowledge and competency as leaders of REDI advancement.

Recommendation #2

Identify CST training needs and follow through on taking the training.

Explicit Vision & Commitment to REDI

As seen in other organizations, when REDI principles are a priority, they are often included in the values of an organization; have explicit C-suite commitment statements; are shared with partners and community; and detail related strategic priorities (Harvard Business Review, 2022).

Examples:

- Leadership statement on REDI (Post-Secondary)
- REDI Master Plan (Town of Jasper)
- Action Plan (Post-Secondary)
- A Welcoming and Inclusive Community Action Plan (City of Lethbridge)
- Commitment and Accountability to Equity, Diversity, and Inclusion Statements (Nasdaq, Goldman Sachs, The Coca-Cola Company)

“Public commitments are essential mechanisms to establish clearly defined accountability metrics across all stakeholder groups. While substantive and structural changes are often met with pushback, these statements need to be followed with a conviction toward long-term outcomes that invite everyone to become part of that change, potentially forcing organizations to rethink whom they do (or do not do) business with,” (Melaku & Winkler, 2022).

This does need to be timed so that its cascade is followed relatively swiftly by action, so as not to be seen as only virtue signalling.

Beyond words, research shows that REDI goals are best accomplished via a dedicated staff and/or team (Mor Barak, 2022). This does not take responsibility away from leaders and staff across the organization; rather it creates a driving force behind REDI advancement. In conjunction with explicit written commitment, its action demonstrates the importance and seriousness of the commitment.

Current State: Needs Attention

WMC confirmed that the Town has a Council Strategic Plan and a Corporate Plan that both have a connection to REDI.

- Corporate Vision: “We are an organization of bold leaders committed to people development, **social justice**, community building, and protecting our natural environment.”
- Strategic Plan: There is a ‘Foundational Pillar’ of Human Resources – “People and culture are our strongest assets. We are **inclusive** and connected.”

WMC confirmed there is not a publicly available REDI commitment statement.

While REDI has some presence in the corporate vision and strategic plan, but there are opportunities to make the commitment to REDI more explicit and trackable.

WMC also confirmed there currently is no resource dedicated solely to REDI, and any staff working on it are doing it over and above their job duties (i.e., “off the side of their desks”), which is further substantiated by a number of leaders who highlighted the need for a dedicated resource to support this work. That said, WMC did confirm that the Town has budget in 2024 and 2025 to support the advancement of REDI.

Recommendation #3

Ensure the Town's vision and commitment to REDI is explicit and resources are adequately committed to ensure commitments are met, including reconciliation commitments (e.g., TRC Calls to Action).

Governance Structures, Roles, & Responsibilities

An appropriate governance framework ensures that goals of organizations or projects can be reached. As governance is concerned with aligning different, sometimes conflicting, stakeholder interests, appropriate design of structures, processes, and accompanying tools are of general concern; and REDI principles should be specifically addressed for the benefit of the organization, setting a framework for interactions, engagement, and decision-making.

In WMC's knowledge and experience, there are three main areas of responsibility that need defining:

1. **Overall Accountability:** While the title varies from organization to organization, having a top-level leader with REDI as part of their portfolio (area of accountability) is important (e.g., Chief Equity Officer).
2. **Dedicated Resource (person/people):** WMC has seen many organizations, supported by leading practice research, introduce a dedicated staff and/or team in order to accomplish REDI goals. There are a variety of examples of the titles/roles, but ultimately, the research shows that having a dedicated resource (or resources) helps ensure progress. For example, the Town of Jasper has a dedicated Program Manager to support their committee, while many post-secondary institutions create an office with one or more staff. Hiring a REDI leader who is from an equity-denied group and empowering them to be a change maker in the organization and bring their personal and professional experience to the organization and senior leadership is crucial to the advancement of REDI and decolonization of the organization's cultural and operational norms. No amount of training will substitute for lived experience.
3. **REDI Committees/Working Groups:** These diverse and multi-disciplinary groups are often leveraged in the early stages of REDI advancement in order to get input from across the organization, especially from equity-denied groups.

As REDI is everyone's responsibility, it is also important to set the expectations and responsibilities of your leaders and employees across the organization (e.g., Town of Jasper's EDI Master Plan).

In summary, organizations must identify accountabilities and responsibilities within a governance structure and communicate it to all stakeholders.

Current State: Major Gap

WMC confirmed that there is no senior role that explicitly has REDI within their portfolio. Additionally, there are no dedicated resources (person/people) to do REDI work; however, the Town has added budget to 2024 and 2025 to support the advancement of REDI.

WMC confirmed the Town has/had two groups that were formed to help advance aspects of REDI within the Town. The TRC Working Group and the EDI Committee. These groups have, historically, worked with HR to make REDI resources and training available to Town employees. Their current state, however, appears to be in limbo, with the EDI Committee effectively disbanded (not having met in over a year), and the TRC Working Group diminishing and focused almost exclusively on events, likely due to lack of clarity in role/responsibilities (e.g., no Terms of Reference), lack of time, or limited organizational influence/impact.

There is significant need for clarity in REDI structures, roles, and responsibilities across the organization.

Recommendation #4

Define the roles, responsibilities and accountabilities, and expectations for REDI across the organization.

Communication Plan

With priorities made, as well as governance structures, roles, and responsibilities, it will be important to communicate with the organization on these changes to provide overall awareness for the need and commitment to REDI. For example, there are studies that have shown inclusive teams are better performers and are more innovative (Harvard Business Review, 2020). Further, best practice in communication about REDI is consistent, frequent, and is appropriately aligned to strategic goals and priorities.

Current State: Needs Attention

WMC confirmed that there are various levels of awareness across the organization of REDI and the Town's interest in advancing it, with the majority being aware. Overall, communication around REDI, while growing, is inconsistent and falls short of being a comprehensive and well-designed organizational component of sustainable change; communication is a pillar of organizational change management, which is required as part of something so transformational as REDI.

Recommendation #5

Resource and develop a communication plan for the REDI advancement and transformation of the organization.

Stage 2a: Inclusion

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Culture Activation	How do we make employees' lived experience match our inclusion behaviour expectations?	Siloed but organized e.g., each people leader diving team towards behaviour expectations	<ul style="list-style-type: none"> ▪ Alignment of REDI behaviours to values ▪ Drive inclusive behaviours ▪ Increase psychological safety 	<ul style="list-style-type: none"> ▪ Inclusion discussed regularly ▪ Consistent language ▪ Observable behaviour is consistently inclusive

The following are leading practices that WMC has identified through previous client projects, related work/observations with clients, research of comparable organizations, and literature reviews.

Culture Plan

Creating a culture of inclusion starts with making it part of every day/week/month. In WMC's knowledge and experience, some of the actions can be established by the organization, while others have to be driven by employees (i.e., grassroots). Regardless, the organization must get people talking about inclusion in order to activate the culture transformation. There are various ways to get people talking about inclusion – not only directly, but also indirectly through stories, as people make connections this way. The rationale for inclusion is also very important to reinforce.

Examples:

- Planned communications, such as:
 - The proven organizational outcomes inclusion can generate (e.g., Deloitte research showing increases in teams' productivity and innovation; Microsoft 2022 report).
 - Internal newsletter containing stories about staff, especially stories celebrating their inclusion.
 - A webpage stating the council's strategic commitment and offer information to community members on how to be inclusive (e.g., Town of Jasper).
 - Posters or symbols of inclusion with related announcements.
- Opportunities for engagement, such as:
 - Employee Resource Groups (ERGs) – recent research from McKinsey identifies how important ERGs are for organizations to support their employees in feeling included, as well as seeing advancements/maturation of REDI. This is further evidenced by WMC's experience working with/within other organizations. These are grassroots, informal, and employee-led groups that organizations create space for and encourage as part of the

culture of the organization. ERGs provide opportunities for employees to voluntarily come together to discuss topics that are important to them, e.g., Mercer's menopausal employee group.

- Values Moments – by making organizational values a daily conversation, you create time and space for employees to make this a norm (i.e., a part of the organizational culture); therefore, it requires some level of formalization to require that each meeting start with a values moment given certain parameters (meetings of certain size, duration, etc.).
- An inclusive calendar, with related events/activities.
- Channels for feedback, such as:
 - Leaders making time for and listening to their team members on a regular basis.
 - An annual REDI survey that provides feedback, including very important data for many of the REDI measures.
 - Consolidation of feedback from various existing channels (e.g., training surveys, exit interviews).
 - Measures and metrics for a successfully executed plan (examples provided further below, and throughout this report).
 - Incentives (i.e., rewards) that can be given as recognition of target behaviours.

It should be noted that as part of the inclusion culture plan, there should be a specific focus on inclusion for Indigenous peoples, stories, values, and culture as part of creating an inclusive culture that is also a culture of reconciliation. Some examples of actions:

- Incorporation of TRC actionable items, where appropriate.
- Land Acknowledgements – while this has become more common place, especially within the public sector, it is important that land acknowledgements are developed with input from the local Indigenous groups.
- A webpage devoted to TRC and including current initiatives, trainings, events, key Indigenous partners, resources, and ongoing learning links. (Town of Jasper)
- A webpage devoted to Indigenous peoples, including links mostly specific to Treaty 7. (Town of Banff)
- Sharing of stories, via newsletters or sessions with Elders or Knowledge Keepers.

Current State: Major Gap

WMC confirmed that there is no plan to drive a culture transformation. As noted earlier, there are various levels of awareness across the organization of REDI and the Town's interest in advancing it. Therefore, WMC believes it is safe to assume there are employees who do not understand the imperative for change (i.e., business imperative).

Some of the examples of leading practice provided and that could make up components of a culture plan do exist in small silos within the Town. For example, both the TRC Working Group and

the EDI Committee have similarities (either in formation or operations) with ERGs. There are also some communications around REDI, but no specific plan/campaign to drive outcomes.

WMC's work on this project provides a lot of direction on actions to be taken, but does not prescribe the specific details that an inclusion culture plan would to engender the behaviours and outcomes desired. The examples provided by WMC are tactics that have been found through experience and research. The major gap, therefore, is that an overarching plan that identifies the specific tactics and timings of implementation is not present.

WMC also confirmed that, while perhaps ad-hoc budget items have occurred in the past (e.g., Land Acknowledgements added to primary public access municipal buildings), there is a budget in 2024 but no current plan committed to reconciliatory actions.

Further, WMC confirmed that The Town has a Truth and Reconciliation webpage that summarizes its relationship to the Truth and Reconciliation Commission's Calls to Action, as well as the actions being taken by the Town in response. This includes the creation of the TRC Working Group, as well as the TRC framework.

Recommendation #6

Develop and resource a culture transformation plan.

Inclusive Environment

In the physical environment: People need to feel safe in order to fully participate at work, and while psychological safety is important, the physical environment provides visual signals of inclusion that inform one's determination of psychological safety.

Examples:

- Inclusive washrooms (e.g., barrier-free, gender neutral)
- Land acknowledgements posted
- Treaty flags
- Celebrate holidays of various cultures and recognize special days or months for equity-denied groups (e.g., Pride month, Black History Month)

In writing: The way an organization communicates has an impact employees' determination of psychological safety; therefore, all organizational communications, policies, and other public communications must incorporate inclusive language.

Current State: Sufficient

WMC confirmed the following were in place:

- Access to natural light in nearly all working spaces
- Health and safety information and resources posted in common spaces
- Accessible entrances and washrooms

- Barrier-free viewing for both arenas
- Land acknowledgements posted in buildings
- One building had gender inclusive washrooms
- One building displayed signs of diversity and inclusion (i.e., Pride flag)
- Written communications used inclusive language

As well, WMC confirmed the following challenges:

- Some spaces were crowded/cramped
- Some spaces had heating/cooling challenges
- Some buildings had little to no privacy for majority of staff
- Level of washroom accessibility varied between buildings

Recommendation: None

No major or minor recommendation. Instead, one item to incorporate into another recommendation in this report.

Incorporate more visible symbols as part of the inclusion culture plan (relates to Recommendation #6).

Training

WMC has seen other organizations mandate certain training, especially those that communicate the rationale for being inclusive, as well as knowledge of how to be inclusive.

Examples:

- Anti-racism
- Unconscious bias
- Cultural sensitivity training
- Diversity management in performance
- Diversifying talent using virtual tools
- Inclusive language
- Effective cross-cultural communication training
- Effective decision making, including methods for collecting people's inputs
- Inclusive Leadership – increase leaders' competence and confidence in their individual and collective ability to take the lead on mainstreaming and embedding REDI in the organisation, the management of staff, and the delivery of services (e.g., Integr8 via NHS)
- Building psychological safety in the workplace
- Indigenous awareness training

Training should include the many intersectional identities of marginalized groups.

Current State: Sufficient

WMC confirmed three REDI-specific training courses that the Town mandates for employees. There are also REDI components within the onboarding training.

WMC confirmed that The Town has a mandatory training course: Indigenous cultural awareness training. This course is approaching 100% completion.

Recommendation: None

No major or minor recommendation. Instead, one item to incorporate into another recommendation in this report.

As a part of measuring and monitoring, it is important to also monitor changing knowledge, skill, and competency needs of leaders and employees to fully adopt targeted inclusive behaviours, which can be extracted as part of an annual survey (relates to Recommendation #6).

Supports

Targeted supports are especially important to move organizations from knowledge development into policy enactment and implementation. Without supports, those are expected to support the realization of the culture transformation are lacking the knowledge or ability to do so.

Examples:

- Inclusive language quick reference cards
- Decision-making procedures and quick reference cards
- Access to subject matter experts
- Policies and processes that provide guidance related to REDI

Current State: Needs Attention

WMC confirmed some resources were made available by the TRC Working Group and/or EDI Committee, as well as training materials are available; however, supports and resources are not part of an overarching plan to support target behaviours.

Recommendation #7

Coinciding with the culture plan, and training already offered, develop supports and resources to enable employees to behave in a way that matches the stated culture.

Stage 2b: Reconciliation

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Culture Incorporation	How can we incorporate Indigenous culture and ways of being?	Siloed but organized e.g., each people leader diving team towards behaviour expectations	<ul style="list-style-type: none"> Elimination of transactional processes and/or behaviours Increase engagement in internal processes diversity 	<ul style="list-style-type: none"> Observable behaviour is human-centered and focused on relationship building Increase in Indigenous engagement

The following are leading practices that WMC has identified through previous client projects, related work/observations with clients, research of comparable organizations, and literature reviews.

Cultivating & Maintaining Culturally Responsive Relationships with Indigenous Peoples, Including Employees

It is important for organizations to have a clearly defined Indigenous engagement framework, connected to the organization's vision, mission, and values, that specifically detail how the organization and organization's representatives are to develop and sustain relationships with Indigenous communities and organizations.

In order to bring reconciliation to fruition, it is imperative to engage and build culturally responsive and sustaining relationships with local Indigenous peoples so they can equitably inform, support, and contribute to reconciliatory actions. This ensures reconciliation is both co-authored and meaningful to the whole community. For example, organizations should identify and formalize actions/processes/decisions that would benefit from Indigenous engagement and consultation for each working group and/or department.

A tenet of reconciliation is the development of sustainable, responsive, and collaborative relationships with Indigenous Peoples. These relationships need to be more than just transactional, which means regular and informal touchpoints to build the relationships.

Example:

Town of Strathmore is co-hosting a full contest Powwow with the Siksika Nation, which is a sign of their progress in reconciliation and of their relationship with the neighbouring First Nation.

Current State: Needs Attention

WMC confirmed that the Town does not have an MOU or policy framework for engagement with Indigenous partners. However, the Town has identified some local Indigenous community partners for specific Calls to Action, as well as defined expectations for Indigenous protocol.

WMC confirmed that individual employees of the Town have engaged with Indigenous partners in culturally responsive and collaborative ways; however, these engagements are siloed and do not appear to extend past the specific individuals. Opportunities to further engage local Indigenous partners exist (e.g., women's shelter), and may be due to lack of resources, but may also be a sign of the need for deeper, more culturally responsive relationships. So, while there are examples of the Town engaging the wider Indigenous community, it appears that the Town has not intentionally cultivated and maintained long-term, sustainable, culturally responsive relationships with Indigenous communities, partners, and employees.

Recommendation #8

Define Indigenous engagement norms that align with culturally responsive relationship building and align them to existing relationships.

Demonstrate Reconciliation Through Decolonization

A crucial element of reconciliation action is the decolonization of the organization's internal operations. As seen with other organizations, a major response to the TRC Calls to Action is to evaluate the impact of internal organizational operational norms. This is one of the most challenging tasks of reconciliation – addressing the reality that mainstream operations of organizations are inherently harmful to specific groups via exclusion, discrimination, and inequitable opportunity (Mor Barak, 2022). To engage in reconciliation therefore requires organizations to address systems and norms that cause inequitable outcomes across processes such as performance management, among others (e.g., retention, recruitment, mentorship, and succession planning).

For example, Indigenous culture and ways of being are typically less bureaucratic and more democratic than Western culture. For processes that can vary in this way, such as performance reviews, it is important to review them for opportunities to incorporate these values, which are often described as more human and community-centered, and can align with process best practice (e.g., Pfizer's Bravo program). Performance reviews, when done well, are likely to align with these values (e.g., active participation from the employee in the process throughout the year, as opposed to an annual detailing of where an employee has come up short on their responsibilities).

Current State: Major Gap

WMC confirmed there are no current or planned activities to review internal operational processes with an Indigenous perspective and decolonization lens.

Recommendation #9

Review internal processes using an Indigenous perspective and decolonization lens.

Stage 3: Diversity

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Valuing Differences	How can we better represent the diversity in our community and in Canada?	Leadership across the organization	<ul style="list-style-type: none"> ▪ Demonstrate the value of diversity ▪ Realize diversity 	<ul style="list-style-type: none"> ▪ Increased representation of equity-denied groups ▪ REDI benefits begin realization (e.g., productivity increase)

This report does not put a large focus on this stage as it is very likely beyond the scope (three-year plan), and there may be much that changes from the leading practices perspective. That said, the focus of this stage is realizing the value that diversity, in all its forms, brings. This is done by creating pathways to bring about diversity across the organization. Much of the work then requires audits/assessments/reviews of processes that impact hiring, as well as the selection of cross-organizational teams.

No specific recommendations for the three-year plan.

Stage 4: Equity

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Results & Success	What tools can we provide, or barriers can we remove, for equitable success for all employees?	All employees	<ul style="list-style-type: none"> ▪ Behaviours generating results ▪ Ensure equity across organization 	<ul style="list-style-type: none"> ▪ Increased representation of equity-denied groups in leadership positions ▪ High levels of engagement across the organization ▪ Pay equity

This report does not put a large focus on this stage as it is very likely beyond the scope (three-year plan), and there may be much that changes from the leading practices perspective. That said, the focus of this stage is the enablement of internal strategy execution by tying in REDI principles or outcomes. This “tying in” generates high levels of engagement from the workforce and drives results. Additionally, the focus on equity comes through validating processes, formal and informal, having equitable outcomes for employees, such as being mentored, promoted, etc. Reconciliation in Stage 4 would ensure the same equity specifically for Indigenous employees.

No specific recommendations for the three-year plan.

Stage 5: Thought Leadership

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Brand & Image	How can we leverage our culture for ourselves and for others?	Public	<ul style="list-style-type: none"> Providing leadership to partner or comparator organizations 	<ul style="list-style-type: none"> Accolades specific to REDI Identified as exemplary by other organizations or in external artifacts (e.g., reports, articles)

This report does not put a large focus on this stage as it is very likely beyond the scope (three-year plan), and there may be much that changes from the leading practices perspective. That said, the focus of this stage is external to the organization. The Town would communicate and market their goals and results in order to demonstrate their leadership. Some organizations do this in earlier stages but do so from the lens of accountability only. This is applicable at this stage as the “ownership” is the public (i.e., the Town creates accountability to the public by openly sharing this information), but there is also a strategy aspect as well, leveraging the results achieved to attract new talent or drive new opportunities. While more common in private sector, ESG (Environment, Social, and Governance) reporting is a prime example of how companies are demonstrating their intentions, following through on them, and creating accountability with the public.

No specific recommendations for the three-year plan.

Action Plan

This section provides details for actioning each of the recommendations noted in the sections above. WMC has provided the following details:

- **Goal(s)** – to understand the intended impact of the action (essentially answering the “why”).
- **Recommended Key Actions** – to detail the execution steps that are specific to the Town of Canmore's context (essentially answering the “what”).
- **RACI (Responsible, Accountable, Consult, and Inform)** – to identify key people involved (essentially answering the “who”).
- **Milestones** – to provide indicators of future state realization.
- **Measures** – to provide ways to measure future state realization.

It should be noted that while the recommendations are detailed here in the action plan in order, these do not necessarily directly relate to the order or priority of each one. Please reference the [Plan on a Page](#) section that follows for more details on priorities, order, and timelines (essentially answering the “when”).

Recommendation #1 – Safe Reporting

Formalize the discrimination reporting process with a focus on ensuring safety within reporting channels.

Goal(s)	This recommendation, while highlighted in Stage 1a, is a move to best practice and has closer ties to Stage 2a. Therefore, it ties into the overarching goal to <i>increase psychological safety</i> . Another goal here is to highlight the link between feedback and the Town taking action in order to demonstrate the Town's commitment and follow through, which is important part of creating trust and safety in reporting/feedback channels.
Recommended Key Actions <i>(including effort estimates)</i>	<ol style="list-style-type: none"> 1. Review of process: Approximately 40 hours, which includes the work of the Responsible (see RACI below) plus several people consulted for feedback. As part of the process, consider the following: <ol style="list-style-type: none"> a. Consultation can help overcome unconscious bias. b. Look for ways to improve anonymity and privacy, as well as minimize the potential for retaliation. c. Identify, as part of the process, ways that conflict can be managed prior to this process. 2. Documentation and improvements: Approximately 40 hours for the Responsible to document the process and include safety improvements. 3. Roll out of enhanced process: Approximately 24 hours for the Responsible to run info sessions and provide support.
RACI	<p>R: Dedicated REDI resource*, designated person in HR</p> <p>A: GM Corporate Services</p> <p>C: REDI group(s)**</p> <p>I: Employees</p>
Milestones	<ul style="list-style-type: none"> ▪ Documentation of new/enhanced process ▪ Communications of new/enhanced process ▪ Utilization of new/enhanced process
Measures	<ul style="list-style-type: none"> ▪ Employee satisfaction with new/enhanced process (especially from equity-denied groups) ▪ Employee perception of increased safety within reporting process (especially from equity-denied groups)

***Note:** see actions within Recommendation #4 where WMC recommends having a resource dedicated to leading REDI work.

****Note:** this refers to any current or future REDI focused groups, such as EDI Committee or TRC Working Group.

Recommendation #2 – Leadership Training

Identify CST training needs and follow through on taking the training.

Goal(s)	<p>This recommendation stems from Stage 1b, and ties specifically to the overarching goal to <i>enable vision and commitments</i>. More specifically, the goal here is to further enable the competence and confidence of the organization's leadership to advance REDI. Furthermore, the goal is to enable senior leaders to model the aspirational vision.</p>
Recommended Key Actions <i>(including effort estimates)</i>	<ol style="list-style-type: none"> 1. Review of training needs and training options: Approximately 16 hours for the Responsible, plus inputs from CST members. Consider the following options: <ol style="list-style-type: none"> a. Diversity, Equity, Inclusion and Belonging for the Public Sector (Public Sector Network). b. Diversity, Equity, & Inclusion in Public Sector: Strengthen Teams with Inclusion (Gartner). c. Becoming an Inclusive Leader Workshop (Catalyst). 2. Training selection and completion: Approximately 32 hours for CST.
RACI	<p>R: CST A: CAO C: CST, REDI group(s) I: N/A</p>
Milestones	<ul style="list-style-type: none"> ▪ Training completion ▪ Utilization of knowledge gained from training
Measures	<ul style="list-style-type: none"> ▪ Increased confidence of CST to lead REDI advancement

Recommendation #3 – Vision & Commitment

Ensure the Town's vision and commitment to REDI is explicit and resources are adequately committed to ensure commitments are met, including reconciliation commitments (e.g., TRC Calls to Action).

Goal(s)	This recommendation stems from Stage 1b, and ties to both the overarching goals: 1) to set the <i>REDI vision</i> , and 2) <i>enable vision and commitments</i> .
Recommended Key Actions <i>(including effort estimates)</i>	<ol style="list-style-type: none"> 1. Validating vision and written commitments: Approximately 40 hours for the Responsible, plus inputs from CST members (or other key stakeholders): <ol style="list-style-type: none"> a. Incorporate an explicit REDI statement into an overarching document such as Corporate Plans or Council Strategic Plan in order to provide the vision and direction of the organization with respect to REDI. b. Communicate the endorsement of recommendations and action plan of this report. 2. Review recommendations of this report (as well as any previous committed actions, such as TRC Calls to Action), confirm commitments, and align timelines and budgets: 40 hours for the Responsible, plus inputs from CST members (or other key stakeholders). It is recommended that this review should be undertaken by a diverse group of stakeholders and done in a responsive way, especially when reengaging with the Calls to Action framework, where how the work done is almost more important (culturally (org) and symbolically) as the work itself, including the outcome. Note: The effort for the roll-out of new/amended artifacts related to this Recommendation are captured in Recommendation #5.
RACI	<p>R: Designated person from CST A: CAO C: CST, REDI group(s), Indigenous community members I: N/A</p>
Milestones	<ul style="list-style-type: none"> ▪ Explicit commitment accessible, at least internally ▪ Budget/resources identified and committed for actions ▪ Completion of committed actions on time
Measures	<ul style="list-style-type: none"> ▪ Level of employee awareness/recall of the organization's commitments ▪ Leader and employee satisfaction with the level of support received/available for their REDI responsibilities ▪ Employee satisfaction of the progress and achievement of commitments

Recommendation #4 – Roles & Responsibilities

Define the roles, responsibilities and accountabilities, and expectations for REDI across the organization.

<p>Goal(s)</p>	<p>This recommendation stems from Stage 1b, and ties specifically to the overarching goal to <i>enable vision and commitments</i>. More specifically, the enablement comes from the clear line of sight to expectations on the execution of REDI advancement.</p>
<p>Recommended Key Actions <i>(including effort estimates)</i></p>	<ol style="list-style-type: none"> 1. Review of existing roles and responsibilities: Approximately 16 hours for the Responsible, with minor consultation. Consider the following as high-level responsibilities: <ol style="list-style-type: none"> a. Council – incorporation into Strategic Plan with appropriate budget. b. CST – incorporation into Corporate Plan; commit resources; monitor progress (i.e., measures and milestones). c. REDI dedicated resource(s) – execute REDI action plan; report to CST. d. REDI groups – advisory to CST and REDI leader (i.e., dedicated resource), for example, can help review and advise on policy/procedure/process reviews. e. Leaders – execute on expected behaviours and deliverables as defined and monitored. f. Employees – contribute to REDI by participating in expected behaviours as defined and monitored. 2. Drafting governance structure, roles, and responsibilities: Approximately 100 hours for the Responsible, as well as consultation with CST (or other key stakeholders). The following are specific recommendations within this step: <ol style="list-style-type: none"> a. Determine <u>CST role that has explicit accountability</u> and ensure it is visible to the organization. b. Have a <u>dedicated resource</u> that is responsible to lead REDI advancement. c. Review roles of existing EDI Committee and TRC Working Group to determine how they fit within the future structure, considering the potential need for support to CST and dedicated REDI resource. 3. Defining behaviour framework/expectations: Approximately 80 hours for the Responsible as well as consultation with others. See sample framework below this table. Note: The effort for the roll-out of new/amended artifacts related to this recommendation are captured in Recommendation #5.

RACI	<p>R: Designated person from CST</p> <p>A: CAO</p> <p>C: CST, REDI group(s)</p> <p>I: Employees</p>
Milestones	<ul style="list-style-type: none"> Documented governance structure, roles, and responsibilities Documented behaviour expectation framework Observations of newly called out behaviours (e.g., speaking up)
Measures	<ul style="list-style-type: none"> Level of accessibility to and recall of roles, responsibilities, and expectations Level of employee confidence in their role in REDI advancement

Behaviour expectation framework example:

- Identify** | I continually seek out and identify barriers to inclusion.
- Act** | I take immediate action to remove barriers where I am able.
- Report** | I speak up against exclusion and report barriers to inclusion, as well as call out when inclusion is done well.
- Learn** | I commit to learning, sharing lessons and best practices, and driving inclusion improvements.
- Lead** | I lead by example every day. I will engage my team and others through listening. My actions, interactions, and decisions contribute to an inclusive culture.



Recommendation #5 – Communication Plan

Resource and develop a communication plan for the REDI advancement and transformation of the organization.

Goal(s)	<p>This recommendation stems from Stage 1b, and ties specifically to the overarching goal to <i>enable vision and commitments</i>. More specifically, the enablement comes from helping the organization understand the transformation the organization is moving forward with, the “why” behind the transformation and the “what’s in it for me?”.</p>
Recommended Key Actions <i>(including effort estimates)</i>	<ol style="list-style-type: none"> 1. Plan communications required: Approximately 40 hours for the Responsible, with minor consultation. While not specifically called out as a recommendation in this report, consider including communicating the publishing of accommodations. 2. Execution of plan: Approximately 200 hours for the Responsible, plus CST members (assuming a robust plan that ensures leadership/sponsor visibility), per year. 3. Review and adjust plan each year: Approximately 16 hours for the Responsible, with minor consultation.
RACI	<p>R: Dedicated REDI resource, Corporate Communications, (minor: CST members) A: CST member with REDI accountability C: CST, REDI group(s) I: Employees</p>
Milestones	<ul style="list-style-type: none"> ▪ Employee interaction/engagement with REDI communications ▪ Observable behaviours aligned to recent communications, for example, accommodations accessed
Measures	<ul style="list-style-type: none"> ▪ Number (or level) of employee interaction/engagement with REDI communications ▪ Level of employee recall for key messages from communications ▪ Level of employee satisfaction with respect to actions communicated, for example, the publishing of accommodations (especially from equity-denied groups)

Recommendation #6 – Transformation Plan

Develop and resource a culture transformation plan.

Goal(s)	<p>This recommendation stems from Stage 2a, and ties to the overarching goals to <i>align REDI behaviour to values, drive inclusive behaviours, and increase psychological safety.</i></p>
Recommended Key Actions <i>(including effort estimates)</i>	<ol style="list-style-type: none"> 1. Confirm target behaviours in relation to behaviour expectations (from Recommendation #4): Approximately 24 hours for the Responsible, with minor consultation. 2. Determine plan activities that align with the Town and the target behaviour(s): 80 hours for the Responsible with consultation from CST (or other key stakeholders). WMC strongly recommends the following activities as part of the plan: <ol style="list-style-type: none"> a. Communications that reinforce the organizational imperative and expected outcomes. b. Assess organizational norms around understanding, interpreting, engaging, and acting on the TRC's Calls to Action. c. Time and space for sharing of stories of inclusion, as well as Indigenous historical and current events (e.g., newsletter, specific events). d. Use of inclusive symbols in physical spaces. e. Implementing "values moments" where sharing, learning, and listening can occur frequently. f. Creating space for employee communities to form (i.e., Employee Resource Groups). g. Performance measures for target behaviours, such as leaders taking time to engage and listen to their team. h. Establishment of REDI survey (and/or other feedback channels) that can produce REDI specific data to support measures identified in this report (or elsewhere) and information that can be used to make adjustments to the plan as necessary (including additional training needs). i. Establishing (or inclusion within existing) peer recognition for REDI. 3. Prepare plan: Approximately 40 hours for the Responsible with feedback from CST. 4. Execution of plan: Approximately 600-1,000 hours (cumulative) for all those responsible in the plan (this does not include on-going maintenance that may be required to sustain activities, e.g., monitoring and responding to feedback channels year after year).

<p>RACI</p>	<p>R: Dedicated REDI resource A: CST member with REDI accountability C: CST, REDI group(s), Corporate Communications, Indigenous community I: Employees</p>
<p>Milestones</p>	<ul style="list-style-type: none"> ▪ Communications per plan ▪ Newsletter/events that share stories ▪ Inclusive symbols easily visible in municipal buildings ▪ Formation of first ERG (or similar) ▪ Communication of performance measures/scorecard ▪ First REDI survey results ▪ Local Indigenous communities engaged in planning and execution ▪ On-time completion of planned activities ▪ Observations of employee use of inclusive language as demonstrated by the organization (i.e., mimicking) ▪ Timely response to REDI survey results/feedback
<p>Measures</p>	<ul style="list-style-type: none"> ▪ Leader performance in achieving REDI scorecard targets ▪ Number of peer recognitions provided for target behaviours (e.g., using inclusive language, using sharing circles concept to ensure all voices are heard in meetings) ▪ Level of engagement with plan activities (e.g., tracking percentage of readers of inclusion specific communications) ▪ Level of awareness and recall of local Indigenous stories ▪ Level of employee recall of inclusive symbols used in physical spaces ▪ Level of employee satisfaction with current training as enabler of inclusive behaviour

Recommendation #7 – Supports & Resources

Coinciding with the culture plan, and training already offered, develop supports and resources to enable employees to behave in a way that matches the stated culture.

Goal(s)	This recommendation stems from Stage 2a, and ties specifically to the overarching goals to <i>drive inclusive behaviours</i> .
Recommended Key Actions <i>(including effort estimates)</i>	<ol style="list-style-type: none"> 1. Review existing supporting artifacts: Approximately 8 hours for the Responsible, with minor consultation. 2. Propose new/amended artifacts: 16 hours for the Responsible with minor consultation. WMC anticipates some of the following will be useful: <ol style="list-style-type: none"> a. Expected behaviour framework quick reference card (e.g., table-top tent card). b. Inclusive language quick reference card. c. “Values moment” library/exchange. d. Example of success per new REDI performance/scorecard measures, with supporting resources to execute those activities/behaviours. e. Peer recognition process info sheet. f. Discrimination process info sheet. g. New or updated supports for existing training. h. Decision-making guidance based on expected behaviours (e.g., Indigenous cultural norms such as Sharing Circles that help to ensure all voices are heard). 3. Draft new/amended artifacts: Approximately 60-100 hours for the Responsible with feedback from CST and other key stakeholders. 4. Finalization and rollout of new/amended artifacts: Approximately 40 hours for the Lead to run info sessions and communicate through channels.
RACI	R: Dedicated REDI resource A: CST member with REDI accountability C: CST, REDI group(s), HR I: Employees
Milestones	<ul style="list-style-type: none"> ▪ Establishment of REDI resource library and each resource identified
Measures	<ul style="list-style-type: none"> ▪ Level of employee satisfaction with resources as enabler expected behaviour and performance measures/scorecard

Recommendation #8 – Indigenous Engagement

Define Indigenous engagement norms that align with culturally responsive relationship building and align them to existing relationships.

Goal(s)	<p>This recommendation stems from Stage 2b, and ties specifically to the overarching goals to the <i>elimination of transactional processes and/or behaviours</i>.</p>
Recommended Key Actions <i>(including effort estimates)</i>	<ol style="list-style-type: none"> 1. Review existing activities/processes: Approximately 40 hours for the Responsible with consultation of key stakeholders. WMC recommend the following guiding principles of this work: <ol style="list-style-type: none"> a. Engagements must be human centered. b. Engagements must be sustainable. c. All areas of the Town should have opportunity to engage the local Indigenous communities. 2. Develop Indigenous engagement policy framework: Approximately 60-100 hours for the Responsible and consultation of key stakeholders (including Indigenous partners). 3. Identify and inform impacted stakeholders (new/existing): Approximately 40-80 hours for the Responsible to facilitate info sessions and provide initial support.
RACI	<p>R: Dedicated REDI resource, (minor: internal/external Indigenous partner) A: CST member with REDI accountability C: CST, REDI group(s), Indigenous community I: Leaders</p>
Milestones	<ul style="list-style-type: none"> ▪ New norms defined and communicated
Measures	<ul style="list-style-type: none"> ▪ Increase in the number of departments/employees engaging Indigenous communities ▪ Number of resourced engagements with Indigenous peoples

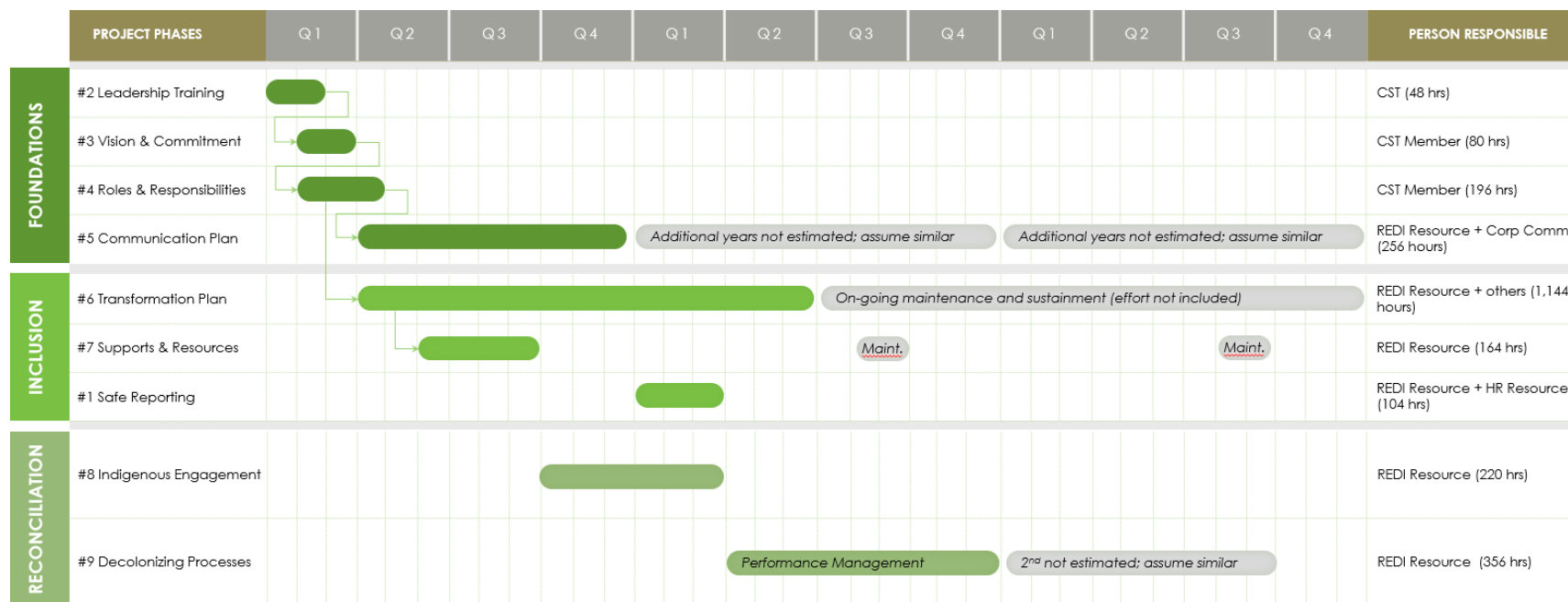
Recommendation #9 – Decolonizing Processes

Review internal processes using an Indigenous perspective and decolonization lens.

Goal(s)	<p>This recommendation stems from Stage 2b, and ties specifically to the overarching goal of updating organizational processes, behaviours, and outcomes via the inputs and contributions of diverse perspectives with the explicit intention to challenge accepted and assumed norms (i.e., <i>organizational decolonization</i>).</p>
Recommended Key Actions <i>(including effort estimates)</i>	<ol style="list-style-type: none"> 1. Establish method for all process reviews to follow: Approximately 40 hours for the Responsible with some consultation. 2. Identify processes for possible review: Approximately 16 hours for the Responsible with CST feedback. WMC recommends the following processes be prioritized: <ol style="list-style-type: none"> a. Performance management process. b. Processes related to planned policy/procedure reviews. c. Recruitment (note: the review of this process ties closely with Stage 3: Diversity, as it is a major enabler of diversity). 3. Selection of a process and execution of the review: Approximately 60-100 hours for the Responsible and key stakeholders participating/consulted. 4. Report with recommendations: Approximately 40 hours for the Responsible with feedback from key stakeholders. 5. Implementation of recommendations: Approximately 40-80 hours for the Responsible and key stakeholders. 6. Rollout of enhanced process to affected stakeholders: Approximately 40-80 hours for the Responsible to facilitate info/training sessions and provide support.
RACI	<p>R: Dedicated REDI resource, (minor: internal/external Indigenous partner) A: CST member with REDI accountability C: CST, REDI group(s), Indigenous community I: Impacted employees</p>
Milestones	<ul style="list-style-type: none"> ▪ Completion of review and related recommendations
Measures	<ul style="list-style-type: none"> ▪ Level of engagement in updated process ▪ Level of perceived safety/harm within processes

Plan on a Page

The following provides a visual of the plan over a three-year period. It is estimated that the recommendations can be completed within this period. Depending on resourcing and competing priorities it may be possible to complete it more quickly or more slowly, but WMC recommends doing so within five years at maximum.



For those primarily responsible, the estimated effort involved for executing responsibilities (not consultation) is as follows:

- CST = 324 hours (over 4 months)
- REDI Resource = 2,068 (over 20 months)
- Corporate Communications = 126 hours (over 9 months)
- HR Resource = 50 hours (over 3 months)

Conclusion

Following through on WMC's recommendations and action plan, the Town can close significant gaps to leading practice in order to realize early stages of the REDI Roadmap in the coming few years. In summary of the recommendations and action plan:

1. The Town's leadership needs to provide clear direction and set expectations.
2. The Town needs a dedicated REDI resource that will leverage their competencies and expertise to coordinate the communications and engagements that are required to transform the culture of the organization.
3. The Town needs to do the challenging internal work of reconciliation and decolonization, starting with reviewing processes.

The Coalition of Inclusive Municipalities is endorsed by



Canadian Association of
Statutory Human Rights Agencies
Association canadienne des
commissions et conseil des droits de la personne



Canadian Race
Relations
Foundation

Fondation
canadienne des
relations raciales

Declaration to Join the Coalition of Inclusive Municipalities

Given that:

- 1 The Canadian Commission for UNESCO (United Nations Educational, Scientific and Cultural Organization) is calling on municipalities to join a Coalition of Inclusive Municipalities and to be part of UNESCO's international Coalition launched in 2004; and
- 2 The Federation of Canadian Municipalities (FCM) endorses the Call for a Coalition of Inclusive Municipalities and encourages its members to join; and

Whereas:

- 3 Municipal governments in Canada, along with other levels of government, have responsibilities under Canada's *Charter of Rights and Freedoms* as well as federal, provincial and territorial human rights codes, and therefore have an important role to play in combating racism and discrimination and fostering equality and respect for all citizens;

Be it resolved that:

- 4 The Town of Canmore agrees to join the Coalition of Inclusive Municipalities and, in joining the Coalition, endorses the Common Commitments and agrees to develop or adapt its own unique Plan of Action accordingly.
- 5 These Common Commitments and the Municipality's unique Plan of Action will be an integral part of the Municipality's vision, strategies and policies.
- 6 In developing or adapting and implementing its own unique Plan of Action toward progressive realization of the Common Commitments, the Municipality will cooperate with other organizations and jurisdictions, including other levels of government, Indigenous peoples, public and private sector institutions, and civil society organizations, all of whom have responsibilities in the area of human rights.
- 7 The Municipality will set its priorities, actions and timelines and allocate resources according to its unique circumstances, and within its means and jurisdiction. The Municipality will exchange its expertise and share best practices with other municipalities involved in the Coalition and will report publicly on an annual basis on actions undertaken toward the realization of these Common Commitments.

Town of Canmore, July 4, 2023



Mayor Sean Krausert



Request for Decision

DATE OF MEETING: July 4, 2023 **Agenda #:** H-8

TO: Council

SUBJECT: Measuring and Reporting on Council's Strategic Plan

SUBMITTED BY: Robyn Dinnadge, Manager of Communication and Sally Caudill, Chief Administrative Officer

RECOMMENDATION: That Council approve the proposed Key Results as a tool for measuring progress on their 2023-2026 Strategic Plan, and

That Council change the language in their Strategic Plan from "Results" to "Objectives" to minimize language and terminology confusion.

EXECUTIVE SUMMARY

Council is in the first year of its 2023-2026 Strategic Plan. Administration wishes to confirm Council's support for our proposed reporting approach as it is different than what we've historically done. We are also recommending a slight tweak to Council's Strategic Plan to avoid creating confusing terminology.

The Q2 update summarizes what was accomplished towards the success of Council's 2023-2026 strategic priorities: Livability, Environment, and Relationships, as well as the Foundational Pillars. In the first six months of this strategic plan, much work has been started in working towards Council's priorities.

RELEVANT COUNCIL DIRECTION, POLICY, OR BYLAWS

On June 7, 2022, Council approved the 2023-2026 Strategic Plan (motion 135-2022).

DISCUSSION

Council's 2023-2026 Strategic Plan

In early 2022, Council spent three full days with a facilitator drafting the 2023-2026 Strategic Plan, which sets the direction for the community of Canmore and outlines your goals and priorities for 2023-2026 (through your term and one year into the next term). The approach to strategic planning was a significant change from previous Council's approach. While previous strategic plans focused on discrete tasks (build a net zero fire hall, implement organics recycling, create an Economic Development Strategic Plan, as examples) this Council's plan is values based and focuses on desired outcomes instead of directing specific tasks. One of the powerful things of this approach is that teams throughout the organization can see and understand how they can contribute to the Council 2023-2026 Strategic Plan (attachment 1), which is an exciting change for the organization. This document has been updated with the word "results" changed to "objectives" to show what approving the second motion of this report would look like. The explanation for this change is provided below.

Implementation and Reporting

As part of the 2023-2024 budget process, Administration developed a budget related implementation plan linked to Council's strategic plan (attachment 2). This document identified several items already contained in the budget and several optional items for Council to consider including in the budget.

In addition to this implementation plan, administration knew we would need to find a new way to report on our progress on Council's strategic plan. Luckily, Simon Orell, an expert in organization performance and a Canmore resident, contacted Councillor McCallum with some great questions about measurable results. Administration connected with Simon and worked with him to create a new approach to our quarterly reporting that is a good fit with Council's approach to strategic planning and builds on every department's ability to see themselves and their work in Council's strategic plan.

Objectives and Key Results (OKRs) is a goal setting approach used to create alignment and engagement around measurable and ambitious goals. They rely on set, tracked, and re-evaluated metrics. They exist to create alignment and to set the cadence for the organization by defining shared success criteria. OKRs are meant to target bold, ambitious goals, making them a perfect fit for Council's vision of bold leadership.

With OKRs, objectives are memorable, qualitative descriptions of what we want to achieve. Objectives should be short, inspirational, and engaging. Key results are a set of metrics that measure progress towards the objective. For each objective, there is usually two to five key results. They are designed to help the organization prioritize where to put time and energy, especially if there is high workload and limited resources.

In your strategic plan, Council has identified three goals: Livability, Environment, and Relationships. Under each goal you originally identified four results for each. Council's expressed "results" are essentially the "objectives" in the OKR approach. Administration has used Council's original "results" as "objectives" when creating "key results". To clear up any potential confusion around these terms, administration would like to update your strategic plan to change the term "results" to "objectives."

Attachments 3 and 4 are our proposed approach to quarterly reporting to Council on your strategic plan. In attachment 3, Column 1 identifies Council's goals and objectives, or what you want to achieve. Column 2 provides a summary of our proposed key results for each of Council's objectives. They outline how administration is proposing to measure our progress on your goals and objectives. Column 3 is the initiatives and tasks that administration has already taken in each area so far in 2023.

Attachment 4 outlines the specific, measurable key results that administration is proposing. These were developed with the understanding that they must be measured, reported, and potentially possible to achieve with existing human and financial resources. It is important to note that this approach is completely new within the organization. And in some cases, it was difficult to determine what "success" on a given objective would clearly look like. Many of Council's "objectives" were challenging to determine how we could reasonably measure them. For example, on paper we all understand and support the following statements:

Municipal programs, facilities, and services help to attract and retain families and support community diversity.

The community understands the value of a strong and healthy Public Service.

However, in our work with Simon, it became clear how challenging it would be to develop measurable key results that advances these objectives. We did our best to develop reasonable ones for these and all objectives, but we may not have chosen the right metrics. In addition, we do not have a strong organizational culture or practice around this type of measuring and reporting. That's not to say that measuring and reporting don't happen, as they do occur very well in many departments. However, we don't have an organization wide program or approach. All to say, we are trying something new and with that will likely come some growing pains, misses, and learnings. We may need to change some of the key results as we move forward.

It is also important to note that not all key results will be achieved. Some are beyond the Town's control but are included because they provide a useful metric for us to monitor. For those we do control, the goal of OKRs is to have a healthy balance of "roofshots", or goals that are hard but achievable, and "moonshots" or stretch goals that are beyond the threshold of what seems possible. With moonshots, it is intentionally unlikely to achieve 100%. Putting goals out in public that we may not meet is a risk for both staff and council, as not achieving them could be used as a weapon by some. It is essential for Council and administration to use OKRs as a tool that supports our efforts to be bold and focus our efforts on the most important things with the most impact, and to provide transparency and accountability by reporting on achievements and acknowledging when efforts did not lead to the desired result.

In future reports, attachments 3 and 4 will be updated each quarter to show any updated data on how well we are achieving key results and any tasks or other activities that have been completed since the last update that advance/support the objectives and key results.

Historically, the reporting cycle on quarterly updates to Council's strategic plan typically follows this format:

1. Q1 report attached to the Administrative Update at the April Committee of the Whole (COW)
2. Q2 report attached to the Administrative Update at the August meeting
3. Q3 report attached to the Administrative Update at the October COW
4. Report to the Community published early in January

2023's Q1 report was omitted this year, since it was too early to provide a progress report on the first three months of the new plan and because we were still finalizing the key results. We are presenting Q2 to you now prior to Council's summer break so that we can confirm you are comfortable with this direction before we continue down this path.

ANALYSIS OF ALTERNATIVES

Instead of using the proposed objectives and key results, administration could provide Council with a quarterly update of actions taken and tasks completed, which would include the content in columns 1 and 3 of attachment 3. No data measuring would occur, so column 2 would be eliminated as would attachment 4.

FINANCIAL IMPACTS

Costs for creating OKRs were covered in the 2022 Executive Office operating budget for Professional Services. Going forward, internal resources will be used to monitor and measure the OKRs and to produce quarterly updates for Council. The Community Evaluator will lead tracking, monitoring, and measuring OKRs (with support from all managers to provide needed data). The Communications Department will put together the quarterly document/ report that comes to Council.

STAKEHOLDER ENGAGEMENT

Administration worked with Simon Orell to create a set of Objectives and Key Results (OKRs) that could be monitored and achieved within current resources (human and financial). Simon held two working sessions with the Corporate Strategic Team (CST), to draft initial OKRs. He then held a meeting with all managers where the principles, key elements of success, and pitfalls of working with OKRs were explained. A similar workshop was held with Council. Managers then worked with Simon in small groups to review, update, edit, and revise the draft OKRs created by CST. The OKRs in attachment 4 are the finalized version of OKRs.

The public can access a copy of the report by visiting the guiding documents webpage at www.canmore.ca/documents.

ATTACHMENTS

- 1) Council's 2023-2026 Strategic Plan
- 2) 2023-2026 Council Strategic Plan Implementation (2023-2024 budget options)
- 3) Proposed OKRs and 2023 Q2 update
- 4) Objectives and Key Results document

AUTHORIZATION

Submitted by:	Robyn Dinnadge Manager of Communication	Date: <u>June 13, 2023</u>
Submitted by:	Sally Caudill Chief Administrative Officer	Date: <u>June 13, 2023</u>



TOWN OF CANMORE STRATEGIC PLAN

2023-2026



2023-2026 STRATEGIC PLAN

COUNCIL STRATEGIC PLAN

Canmore Town Council Left to Right: Councillor Joanna McCallum, Councillor Tanya Foubert, Councillor Wade Graham, Mayor Sean Krausert, Councillor Jeff Hilstad, Councillor Jeff Mah, Councillor Karen Marra.

Introduction

To identify their goals and priorities for 2023 through 2026, Town Council participated in facilitated planning sessions in early 2022 with the intention of setting the direction for the community of Canmore. With the future of the town's citizens and businesses in mind, Council has prepared this strategic plan to guide them for the next four years.

This plan is a key reference tool for administration in guiding decision making, providing useful information for business planning and budgeting, and communicating strategic priorities to the community.

A multi-year strategic plan enables longer term planning, higher level thinking, and prioritization of issues and projects. The strategic plan encompasses the three remaining years of this Council's term, plus one year after the 2025 municipal election. While the plan has been crafted to endure this timespan, Council will review it annually and make changes if the priorities of the community change significantly during this time. In 2026, the Council elected at that time will craft the next multi-year strategic plan in response to the evolving priorities of the community.

Council works collaboratively, with the benefit of individual knowledge, experience, and community connections, to make balanced decisions to sustain and uphold the public's values for the betterment of the community as a whole.



2023-2026 STRATEGIC PLAN

OUR COMMUNITY VISION



Canmore is authentic and resilient. Through bold, innovative leadership we will thrive as a vibrant, livable, and diverse mountain community.

Our vision speaks to the ways in which our community will thrive in an ever-changing environment; we aspire to progress and prosper despite any situation we may encounter.

We recognize that old ways of addressing problems will not get us to the future we aspire to. We are committed to being

brave and leading in unique ways, including seeking out new opportunities and creating strong partnerships.

We strive to protect and defend our picturesque landscape and natural environment, while fostering an inclusive community with a quality of life for our residents that is unrivalled.



2023-2026 STRATEGIC PLAN GOALS

To get us closer towards the vision of our community, Council articulated three equally important goals.



Livability

Canmore is a place where all residents can thrive.



Environment

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



Relationships

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



2023-2026 STRATEGIC PLAN

LIVABILITY



Livability Goal

Canmore is a place where all residents can thrive.

Objectives:

- Municipal initiatives and services are designed to increase affordability
- Emergency management communication is effective and adopted across our community
- Municipal programs, facilities, and services help to attract and retain families and support community diversity
- Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available

A thriving and strong community supports the fundamental needs of individuals and families, while promoting inclusive neighbourhoods. The Town of Canmore believes in the health of these individual members, as well as the community as a whole.

The provision of affordable and accessible services is vital to our community. This includes a commitment to a range of underserved housing options, a focus on increasing affordable and convenient options to encourage more trips by fare-free transit, foot, or bicycle, and support of meaningful employment opportunities so our residents can flourish. The provision of these basic necessities is complemented by our commitment to cultural and social activities.

We are committed to keeping our community safe. We will foster an environment of safety and the protection of people and property.



2023-2026 STRATEGIC PLAN

ENVIRONMENT



Environment Goal

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

Objectives:

- Wildlife encounters within Canmore's urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced
- Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation
- The community is aware of the Town of Canmore's environmental leadership
- Safe multi-modal transportation shift is advanced

The Town of Canmore commits to protect and preserve our natural environment and to live sustainably. We will work to combat climate change and prepare for climate adaptation through our programs and initiatives, especially through transitioning to clean energy, advocating for net zero building standards, and supporting alternate modes of transportation in and around the community.

As a community known for its scenery, outdoor activities, and wildlife, the promotion and protection of our natural environment is integrated into every aspect of civic life, guiding our decisions and policy. We recognize that being good stewards of our land and natural resources is a shared responsibility, and we will work tirelessly in our stewardship efforts.



2023-2026 STRATEGIC PLAN

RELATIONSHIPS



Relationships Goal

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

Objectives:

- Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced
- Inter-governmental, business, and not-for-profit relationships result in mutually beneficial outcomes
- Meaningful, two-way public engagement and communication is civil, supportive, and productive
- The community understands the value of a strong and healthy Public Service

Strong relationships are fundamental to a thriving and prosperous community. The Town of Canmore will build partnerships within the region, community, and with other orders of government based on mutual respect and shared goals to achieve long-term well-being for all.

Our focus is also on strengthening relationships with residents by increasing satisfaction with public engagement processes. Additionally, the relationship between Council and administration is of central importance to ensure that our residents are served efficiently and effectively through trusted and respected relationships.



2023-2026 STRATEGIC PLAN

FOUNDATIONAL PILLARS

To achieve the goals and objectives – and ultimately, the community vision – a strong organization is needed.

Maintaining a healthy organization requires a commitment to implementing best practices and good governance.

The three key pillars of good governance form the foundation of this strategic plan:

Financial Stewardship

We protect and plan for the long-term interests of residents by managing assets and financial resources equitably and sustainably.

Human Resources

People and culture are our strongest assets. We are inclusive and connected.

Community Engagement

We meaningfully engage with citizens for effective decision making.





2023-2026 STRATEGIC PLAN

MOVING TOWARD THE VISION

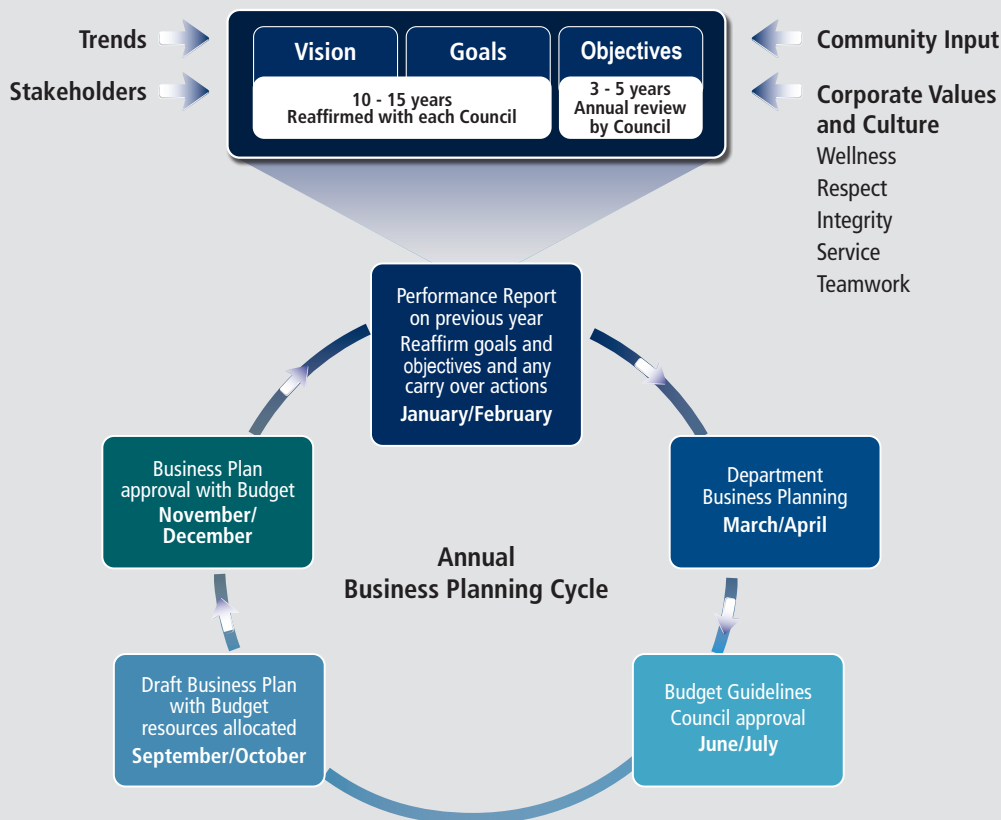
This strategic plan articulates Council’s goals and objectives for the planning horizon to 2026. They will be used to create priority-based business plans, which will in turn inform departmental budgets, where specific actions are identified that will be taken each year.

Integrated Planning Cycle

This integrated planning cycle is a holistic approach to strategic planning that links the vision, goals, and objectives to the annual business plan and budget. The vision and goals are long range aspirations meant to last 10-15 years. The objectives

are shorter, generally three to five years in length, with an annual business plan that identifies implementation efforts to move the needle towards the goals. At the start of the year, administration reports to Council on the performance of the past year. Council and administration then work together to affirm or amend the objectives of the community for the next year.

Ultimately, our success as an organization and a community is measured by how well the whole organization provides service and moves us towards the vision.



2023-2026 Council Strategic Plan Implementation (budget related)



Implementing LIVABILITY



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

Result 1: Municipal initiatives and services are designed to increase affordability for residents

Action	When	Budget implications
<p>Expand housing focus to investigate increasing housing stock, regulation of occupant type, and different models of provision of housing. Potential ideas include:</p> <ul style="list-style-type: none"> a) increase Canmore Community Housing (CCH) capacity, stock, and mandate 	<ul style="list-style-type: none"> a) ongoing 	<ul style="list-style-type: none"> a) none at this time

b) staff accommodation for Town of Canmore (Town) employees c) mortgage helper program for Town employees d) housing intensification downtown e) Provide additional congregate living opportunities (Happipad)	b) ongoing c) 2025 workplan for Finance and HR d) 2023 e) 2023	b) none at this time c) none at this time d) included in Downtown Area Redevelopment Plan (ARP) capital project e) Funded operating budget (Economic Development Reserve)
Increase participation in and access to Affordable Services Program	2023-ongoing	Funded operating budget in Community & Social Development (CSD)
Convert Safe Park Pilot to permanent program	2023-ongoing	OPTION: Funded for one year in 2023 operating budget in CSD

Result 2: Emergency Management Communication is effective and adopted across our community

Action	When	Budget implications
Implement an emergency alert notification system	2023	Funded operating budget in Protective Services (PS)
Develop winter and summer emergency response plans for unsheltered individuals	2023	Funded operating budget in PS/CSD

Result 3: Municipal programs, facilities, and services help to attract and retain families and support community diversity

Action	When	Budget implications
Advance efforts to eliminate systematic discrimination in organization and community	2023 – ongoing	Funded in proposed 2023 Admin capital budget
Increase accessibility in Town facilities	2023 – ongoing	Study funded in proposed 2023 Facilities capital budget
Examine possibilities for universal washrooms in Town facilities	2023 – ongoing	Funded in proposed 2023 Facilities capital budget (interim initiative to produce inclusive signage is underway)
Create free or low-cost programs that provide alternative childcare options	2023-ongoing	Funded operating budget in CSD
Increase free outdoor activities/options	2023-ongoing	Funded operating budget in Public Works (PW) for outdoor ice surface in Three Sisters area. Funded capital project in PW for jumping platform at Quarry Lake Park. OPTION: Unfunded capital project in PW for vault washrooms at Fitzgerald Rise playground.

Result 4: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available

Action	When	Budget implications
Implement Labour Market Strategy – Retention/Attraction	2023 study 2024 implementation	Project underway – no budget implications at this time
Identify opportunities to reduce the living wage (for Town as employer)	2024 – ongoing	None at this time. Review after Labor Market Strategy study complete.



Implementing ENVIRONMENT



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

Result #1: Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced

Action	When	Budget implications
Advocate for wildlife fencing on TCH through Canmore	ongoing	None at this time
Work with Biosphere to increase education and enforcement through collaboration with the province	ongoing	Administration will develop a funding agreement with Biosphere in 2023 to ensure alignment of funding with Council priorities and to ensure outcomes are effective and efficient

Create Town action plan from Human-Wildlife Roundtable recommendations	2023 – ongoing	Funded in proposed 2023 PW capital budget with funding for future years actions in 2024-2028 capital plan OPTION: Unfunded capital project in PW for dog park at Spring Creek.
Actively remove plants on Town lands known to be wildlife attractants, including replacement of plants to maintain natural areas and tree canopy	ongoing	Funded for \$10k/year in accordance with current practice in proposed PW operating budget and capital projects to create a Human-Wildlife Coexistence Strategy in 2023 and an Action Plan in 2024 OPTION: Unfunded increase of \$80k/year for four years would significantly escalate the pace of the program.
Increase feral rabbit removal efforts	2023-ongoing	OPTION: Unfunded operating budget in PS. The Parks operating budget contains funds to rabbit proof Elevation Place in 2025.

Result #2: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate action

Action	When	Budget implications
Create updated, consolidated Climate Emergency Action Plan (based on current Environment and Sustainability, Climate Action, and Climate Adaptation Plans).	2023-ongoing	Funded in proposed 2023 PW capital plan through sustainability reserve with funding for future years actions in 2024-2028 capital plan Funded PW capital projects in 2023 and 2024 to measure effect of waste diversion efforts; implement diversion specific to construction, renovation and demolition waste; and install public EV chargers at Elevation Place and the Rec Centre.
Energy Retrofits for residents – greenhouse gas emissions reduction program	2024 onward	Funded in 2024 PW operating budget through the Sustainability Reserve

Result #3: The community is aware of the Town of Canmore’s environmental leadership

Action	When	Budget implications
Install solar panels on buildings that are a good fit and currently do not have panels	2024	OPTION: Unfunded capital project in Facilities for solar panels on the salt shed in Elk Run
Be explicit in how organization actions/initiatives demonstrate environmental leadership	2023-ongoing	Funded in proposed 2023 operating budget through refreshing accountabilities in Biosphere requisition. Otherwise planned for 2025 with proposed new position in Communications.
Participate in NRCB review of Silvertip Gondola (draw connection to environmental leadership)	2023	Funded in proposed 2023 capital budget

Result #4: Safe multi-modal transportation shift is advanced

Action	When	Budget implications
Update transit plan with service requirements to achieve 5% mode share by 2030	2023-ongoing	Funded new services in Bow Valley Regional Transit Services Commission requisition: <ul style="list-style-type: none"> • Local Quarry Lake/Grassi route • Increase regional transit service • Increased weekend and weekday local service to match regional service.
Programs to facilitate and encourage mode shift by removing barriers for locals and visitors. Possibilities include: <ul style="list-style-type: none"> • Speed reduction and traffic calming • Additional pay parking zones • Bike share and incentive programs • Trail signage 	2023-ongoing	Funded Engineering capital projects to improve Bow Valley Trail pathway segment; and to increase and improve bus stop facilities in town. Funded Engineering capital project to expedite trail signage and mapping for safety, etiquette, and wayfinding OPTION: Unfunded Engineering capital project to expediate additional pay paring zones and incentivize share programs
Complete 50% of outstanding network gaps for walk, cycle, ahead of 2030 mode shift goals	2023-ongoing	Funded in accordance with current practice in proposed Engineering capital budget. OPTION: Unfunded increase would escalate pace of program.
Advocate for funding of a pedestrian crossing of TransCanada at Palliser	2026 plan 2027 implement	Currently funded in proposed capital plan in Engineering in 2026 and 2027 timing linked to anticipated development in Palliser area.
Increase paid parking revenue to assist with offsetting costs of multi-modal shift	2023-ongoing	OPTION: Increase parking fees by \$1/hour in peak season



Implementing RELATIONSHIPS



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

Result #1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced

Action	When	Budget implications
Formalize commitment to truth and reconciliation across the organization and expand relationships with Indigenous communities	2024-ongoing	Funded in proposed 2024 Admin capital budget for consultation support to help advance this priority
Strongly encourage developers to work with Indigenous communities to create Indigenous street names in new subdivisions	2023-ongoing	No costs at this time

Consider recognition of our Indigenous neighbours and Treaty 7 and Metis 3 communities through such things as alternative entrance signs, street names, and space for ceremony	2023-ongoing	No costs at this time
Invite all Treaty 7 nations to Canmore events	2023-ongoing	Funded in Council operating budget through elder fees and protocol
Support Stoney Nakoda Administration in Indigenous led area-based conservation project to Indigenous protected and conserved area in the Bow Valley	2023	Funded in Executive Office capital budget REDI project.

Result #2: Inter-governmental, business, and non-for-profit relationships result in mutually beneficial outcomes

Action	When	Budget implications
Advocate for Provincial policy changes on additional revenue tools for municipalities with visitor-based economies: <ul style="list-style-type: none"> • traditional municipal revenue sources and provincial grant funding sources do not account for visitor tourism demand on Town services the ability of tourism-based local governments to upgrade existing infrastructure to accommodate visitor demand and/or invest in new infrastructure to support the development of the tourism industry is limited 	ongoing	Funded in Council operating budget. However, it is worth noting that lack of successful advocacy on this matter continues to disproportionately burden local businesses and residents to the benefit of visitors and tourists.
Increase inter-municipal collaboration throughout the Bow Valley. For example: <ul style="list-style-type: none"> - Regional Emergency Management Coordinator - Improved relationship with MD of Bighorn - Ongoing opportunities to collaborate with other municipalities 	ongoing	OPTION: Unfunded operating budget in PS in 2024 for Regional EM Coordinator No other costs at this time

Result #3: Meaningful, two-way public engagement and communication is civil, substantive, and productive

Action	When	Budget implications
Focus on expanding public input opportunities	2023	Included in proposed budget
Increase opportunities for public input by establishing a citizen input panel	2025	Funded in the 2024 operating budget in Communication

Online community service portal – provides a way for the public to inquire and report issues.	2023-ongoing	Approved in 2022 as part of the website platform update and completion in 2023
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Result #4: The community understands the value of a strong and healthy public service

Action	When	Budget implications
Communicate the work being done by key areas in the organization. Use public input to recommend improvements to that work leading to increased appreciation for the value received for taxes.	2023-ongoing	Included in status quo budget by modification of current Communication programs



Implementing FOUNDATIONAL PILLARS

Pillar #1 – Financial Stewardship – We protect and plan for the long-term interests of residents by managing assets and financial resources equitably and sustainably

Action	When	Budget implications
Review asset depreciation policies through a circular economy lens and link to asset management	2025	Unknown at this time
Properly invest in Asset Rehabilitation and Maintenance	2023-2028	Significant capital investment is needed to maintain, rehabilitation, and replace existing infrastructure. The current capital funding envelope is insufficient and requires future action to create affordable capital plan or deplete reserves.
Follow or update Long Term Financial strategy	2025	For years budgets have been approved that contribute less to reserves than our long-term strategy recommends. The status quo budget for 2023 and 2024 continues this trend by reducing the contributions recommended in the approved Long Term Financial Strategy.
Utilize service level review to assist with making priority-based decisions with limited resources	2023	Funded in proposed 2023 Admin capital budget

Appropriately manage assets in an increasingly complex world	2023-2026	Positions are proposed for each year of the plan to assist with increasing value of assets and complexity of challenges faced by the organization and the community
Explore opportunities to align investments with Council goals and organizational values through Impact Investing	2025	No budget impacts at this time
Revisit the Property Tax Taskforce including a review of the Town's approach to property tax philosophy and a policy update	2024	Funded in Administration capital budget

Pillar #2 – Human Resources – People and culture are our strongest assets. We are inclusive and connected.

Action	When	Budget implications
Recruit and retain staff by increasing the cost-of-living allowance (COLA) to account for inflation and high cost of living	2023-2024	Staffing is the Town's biggest operating expense. We must recruit and retain high qualified staff to continue to provide services. 2023 COLA of 5.9% = \$1,070,000 2024 COLA of 2.6% = \$498,000
Re-examine 55% pay policy – recognizing Canmore's high cost of living and high staff turnover	2024	Compensation study will be completed in 2023. Impacts will be brought to Council for 2024.
Implementation of recommendations from the 2022 Reconciliation, Equity, Diversity, and Inclusion organizational audit	2023	Funded in the proposed 2023 Admin capital budget
Prioritize leadership development	2023-ongoing	HR positions have been added in 2023, 2025, and 2026 to account for increased recruitment demand. Need to add capacity in HR to meet recruitment demands and free up staff to develop training program.
RCMP staffing increase request	2024-ongoing	OPTION: Unfunded RCMP multi-year financial plan requests an additional RCMP officer in 2024 (Q2-2024)

Pillar #3 - Community Engagement - We meaningfully engage with citizens for effective decision making

Action	When	Budget implications
Monitor and measure progress on key community indicators and Council Strategic Plan by advancing the new Community Monitoring web-based tool which is easy to access and transparent	2023-ongoing	OPTION: Unfunded operating budget in CSD
See actions in Relationship result #3		

2023 Council Priorities Progress as of June 20, 2023



Implementing LIVABILITY

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

Objectives	Key Results	Q2 Update on actions accomplished
<p>Municipal initiatives and services are designed to increase affordability for residents</p>	<p>Average monthly rental rates in Canmore increase by no more than 5% per year</p> <p>Increase the number of non-market housing units available to residents</p>	<p>The Town of Canmore is focusing on how to increase housing stock, regulate occupant type, and look at different models of provision of housing.</p> <p>Council approved a Housing Action Plan to positively impact the housing crisis in Canmore, encourage long-term occupancy of existing housing stock, encourage an increase in rental supply, and create a sustainable source of funding to support affordable housing.</p> <p>Council increased the number of Town Council members on the board for Canmore Community Housing (CCH) and that board is in the process of hiring a new executive director who will focus on refreshed priorities to increase capacity and mandate for CCH.</p> <p>Happipad began operating in Canmore in April to match compatible people who have spare bedrooms with renters who have undergone background checks. The Town of Canmore has funded a three-year subscription for Happipad to operate in Canmore.</p> <p>The Safe Park program opened on June 1 and will operate until Sept. 30. The program is designed to support individuals who are employed in our community and who reside in their vehicles. This year, the cost to acquire a Safe Park permit is \$150 (\$100 fee + \$50 refundable deposit); deposits will be returned to participants in October.</p> <p>Council increased the number of housing units available to residents when approving the development at Lawrence Grassi Middle School. Five units will be purchased by Canmore Community Housing (CCH) with the Town of Canmore covering the costs until funds are recovered through the sale of the property through CCH’s new program. The new program</p>

Objectives	Key Results	Q2 Update on actions accomplished
	<p>Increase Roam transit ridership on local and regional routes</p> <p>Increase the number of local non-profits and businesses that participate in initiatives to reduce the living wage</p>	<p>will include some form of future resale price restriction along with the residency requirement. Approximately 120 units are being proposed as part of the development with ~80 units to be sold to the market (five of which can be purchased by CCH for the new pilot residency program, ~20 units to be sold to CCH for Vital Homes, and ~20 units to be used for employee housing.</p> <p>With the 2023-2024 budget Council approved new services including:</p> <ul style="list-style-type: none"> • Local Quarry Lake/Grassi route • Increase regional transit service • Increased weekend and weekday local service to match regional service <p>While these changes have not yet been implemented, the assumption is that ridership will be positively impacted once they are in place.</p> <p>To increase participation in, and access to, the Affordable Services Program, we have made it easier to qualify for the program by creating two income tiers. Tiers are based on family size and household income, which significantly increases the number of people who qualify for the program. The program launched in late April and is accepting applications from qualified residents. We have just launched the Affordable Services Business Application, which encourages local businesses and services to support the program with discounts and/or offers specifically for qualified participants.</p>
<p>Emergency Management Communication is effective and adopted across our community</p>	<p>Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident</p> <p>Increase the number of subscribers to the emergency notification service</p> <p>The 2025 Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases</p>	<p>There are currently almost 2,800 people subscribed to receive Town of Canmore emergency updates by email, 2,300 followers on Twitter, and 18K followers on Facebook. We just announced the launch of the Voyent Alert notification service in Canmore. Voyent Alert is a multipurpose notification service that will be used to communicate important information to our residents. Alerts can be received on the Voyent Alert app, or by email, text message or phone call. Other Bow Valley communities also use this notification service and subscribers can select which updates to receive.</p> <p>We have developed emergency response plans for unsheltered individuals, and also have plans for extreme heat and wildfire smoke.</p>

Objectives	Key Results	Q2 Update on actions accomplished
Municipal programs, facilities, and services help to attract and retain families and support community diversity	<p>Increase proportion of Town of Canmore hosted/permitted events that support community diversity and increase the number of events that highlight the work/culture/activities of traditionally marginalized populations</p> <p>Increase participation in programs for children/youth</p>	<p>A universal washroom study will be undertaken later this year. Inclusive signage has been placed on gendered washroom facilities.</p> <p>An outdoor ice surface in Three Sisters area was installed.</p> <p>The new Adventure Club supports outdoor play for children aged 6-9 or 10-13 this July and August. Each session is a free three-hour alternative childcare program designed to have children participate in a variety of physical and non-physical outdoor activities.</p>
Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available	<p>Increase # of Town of Canmore employees who live in Canmore</p> <p>Increase the proportion of skilled labour jobs in the community</p> <p>Diversify the economy</p>	<p>A survey is underway that will contribute to developing a Labour Market Strategy to identify best practices and look for strategic ways to address labour market constraints within our community.</p> <p>A Retail Gap Analysis and Light Industrial & Commercial Land Review was completed.</p>



Implementing ENVIRONMENT

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

Objectives	Key Results	Q2 Update on actions accomplished
<p>Wildlife encounters within Canmore’s urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced</p>	<p>Decrease violations and use of unsanctioned trails in wildlife corridors and habitat patches</p> <p>Increase compliance with waste bylaw requiring effective use of bear proof bins</p> <p>2025 Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases</p>	<p>The Biosphere Institute will be running a “Keep Wildlife Alive” Ambassador program through the summer months. Two ambassadors have been hired to be out in the community delivering messaging related to the “Keep Wildlife Alive” campaign.</p> <p>A consultant has been hired to develop an action plan for the Town of Canmore to execute on recommendations from the Human-Wildlife coexistence roundtable report.</p> <p>The fruit tree removal incentive program was revamped to cover 100% of the costs of removal of a fruit tree, up to \$500 per property. This has resulted in stronger interest in the program through the first half of 2023.</p>
<p>Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation</p>	<p>Reduce GHG emissions</p> <p>Increase in number of annual requests for Firesmart home inventory</p> <p>Increase number of mock emergency exercises from 1 to 2</p>	<p>An updated, consolidated Climate Emergency Action Plan is underway. It is anticipated that engagement on this project will occur in Q3/Q4 this year. This plan will combine current Environment and Sustainability, Climate Action, and Climate Adaptation Plans.</p> <p>The Closed-Door Bylaw was brought to Council.</p> <p>Interest in FireSmart home inspections is surpassing last year with six detached dwellings and four condo buildings receiving this service.</p>

Objectives	Key Results	Q2 Update on actions accomplished
<p>The community is aware of the Town of Canmore's environmental leadership</p>	<p>Increase applications to environmental programs (solar, fruit tree removal, e-bike, etc.)</p> <p>Decrease the amount of residential waste per capita sent to landfill</p> <p>2025 Citizen perspective survey indicates an increase in satisfaction with the Town's efforts to reduce our impact on Climate Change</p>	<p>The Solar Incentive Program and the Clean Energy Improvement Program continue to be fully subscribed. The Fruit Tree Removal Program was revamped to cover 100% of the costs for tree removal, up to \$500 per property.</p> <p>The Commercial Food Waste Bylaw was implemented.</p>
<p>Safe multi-modal transportation shift is advanced</p>	<p>Decrease in the number of travel-related collisions and injuries on municipal roadways</p> <p>Decrease of the number of vehicle registrations per capita basis</p> <p>Increase the share of pedestrian and bike trips through the BVT/Railway intersection</p>	<p>Local transit frequency was increased on weekdays and weekends. Planning and infrastructure installation for the Quarry/Grassi Lakes route is ongoing, this route is anticipated to start in May 2024.</p> <p>Residential speed limits were lowered to 30 km/h on local, collector, and activity streets.</p> <p>Trail etiquette signage and pathway marking decals have been designed. Trail etiquette signage is anticipated to be installed in July, while pathway markings will be installed over the summer and fall.</p> <p>Winter and summer trail maps have been completed in collaboration with Canmore Community Cruisers. These maps are available at local bike shops and rental companies throughout Canmore.</p> <p>The contract for the West Bow River Pathway improvements has been awarded and work on the project has started.</p> <p>Public engagement for the second phase of work on Railway Avenue was completed and included many changes, based on feedback from the public. The project (if approved) will be a continuation of the first phase of work, including separated infrastructure for vehicles, cyclists, and pedestrians.</p>



Implementing RELATIONSHIPS

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

Objectives	Key Results	Q2 Update on actions accomplished
<p>Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced</p>	<p>100% of current staff complete Level 2 Indigenous Cultural Awareness Training by the end of 2024 and 100% of new hired complete Level 1 Indigenous Cultural Training within 1 year of being hired</p> <p>Increase the number of administrative departments who directly work with/liaise with appropriate counterparts</p> <p>All 15 Calls to Action identified in the Town's Commitments to Truth and Reconciliation Calls to Action document are updated and advanced (from 2021 update) with input from Stoney Nakoda and other Treaty 7/Metis 3 involvement</p>	<p>42% of current staff have completed or have registered for the Level 2 Indigenous Cultural Awareness Training and 88% of staff have completed the Level 1 training.</p> <p>We are encouraging developers to work with Indigenous communities to create Indigenous street names in new subdivisions.</p> <p>We are inviting all Treaty 7 nations to Canmore major events including National Indigenous Peoples Day and Canada Day.</p> <p>We support Stoney Nakoda Administration in an Indigenous led area-based conservation project to create an Indigenous protected and conserved area in the Bow Valley.</p> <p>Mayor and CAO extended lunch invitations to all Treaty 7 Chiefs and CAOS and have met with all from Stoney Nakoda Nation, Siksika Nation, and Tsuut'ina Nation.</p>

Objectives	Key Results	Q2 Update on actions accomplished
Inter-governmental, business, and non-for-profit relationships result in mutually beneficial outcomes	<p>Number of Town-supported not for profits with performance agreements, which may also include space allocation, increases</p> <p>Increase the number of collaborative programs and services undertaken by the Town of Canmore with the Federal or Provincial government, the MD of Bighorn, Town of Banff, or Kananaskis Improvement District</p>	<p>Formalized the Town of Canmore’s agreement with Biosphere Institute.</p> <p>Significant effort was put into advocacy for provincial policy changes on additional revenue tools for municipalities with visitor-based economies. Traditional municipal revenue sources and provincial grant funding sources do not account for visitor tourism demand on Town of Canmore services. The ability of tourism-based local governments to upgrade existing infrastructure to accommodate visitor demand and/or invest in new infrastructure to support the development of the tourism industry is limited.</p> <p>Increased inter-municipal collaboration throughout the Bow Valley. For example:</p> <ul style="list-style-type: none"> - Regional Emergency Management Grant and bylaw - Improved relationship with MD of Bighorn - Bow Valley Municipal Leaders Caucus - Collaboration on event promotion with Town of Banff <p>Established mayor’s roundtable meetings with community members, organizations, and other levels of government on employee housing and childcare.</p>
Meaningful, two-way public engagement and communication is civil, substantive, and productive	<p>Increase participation in engagement (online, in-person, etc.) activities</p> <p>Citizen perspective survey indicates that residents have enough opportunities to provide input into decision-making about Town of Canmore projects and services increases</p>	<p>A focus on expanding public input opportunities resulted in nine initiatives to collect and use feedback with almost 2,100 people participating.</p> <p>An online reporting tool is planned for the new website, which will be launched in early July, as another way for the public to inquire and report issues.</p> <p>An Intentional Plan for the Public to be Heard has been created to track public engagement opportunities, highlight public feedback, publish What We Heard reports, update the Public Participation Policy, and other initiatives.</p>
The community understands the value of a strong and healthy public service	<p>Citizen Perspective Survey indicates an increase satisfaction with town programs and services</p> <p>The number of respectful workplace incidents per year decreases</p>	<p>Increased communication about initiatives such as emergency preparedness, dealing with wildfire smoke, seniors’ week, pathway etiquette, and Main Street Pedestrianization are reaching more people than ever before.</p> <p>Using community-centric messaging to acknowledge public sentiment is one way we are helping the public better understand the work we do. As we use public input to recommend improvements (such as changes to Railway Ave and creating multiple tiers in the Affordable Services Program), we can reinforce the principles in the Intentional Plan for the Public to be Heard and demonstrate what we’re doing incorporate feedback.</p>



Implementing FOUNDATIONAL PILLARS

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

Goals	Objectives	Key Results	Baseline	Actual	Target	Target QTR	Notes
	What objectives will help us reach our goals?	How will we know if we are progressing towards our objectives?					
G1: Livability - Canmore is a place where all residents can thrive	O1: Municipal initiatives and services are designed to increase affordability	KR1: Average monthly rental rates in Canmore increases by no more than 5% per year	average rent of a one bedroom in 2022 was \$1,971		\$2,070	Q4 2023	
		KR2: Number of non-market housing units available to residents increases from 275 to 409 by 2026	154 ownership and 121 rental units		210 ownership and 199 rental units	Q4 2026	
		KR3: Increase Roam transit ridership on local and regional routes by 20% per year from 1277 daily trips in 2022 to 2488 daily trips in 2026.	1277 daily trips		2488 daily trips	Q4 2026	
		KR4: Number of local non-profits and businesses that participate in initiatives to reduce the living wage increases from 15 to 60 by 2026	15		60	Q4 2026	2023: (Roam, artsPlace, TOC: dog licensing/EP, SPCA, Museum, Bow Valley Learning Council, Pine Tree Players, Nordic centre, Library, Kid Sport, Jumpstart, Calgary flames, community cruisers, Canmore Seniors, Canmore Eagles): 15 business (2023) 2026: 60 businesses
	O2: Emergency Management Communication is effective and adopted across our community	KR1: Town of Canmore communication channels are aligned as a single source of truth within 2 hours of an incident meeting the MEMP criteria 80% of the time	N/A		within 2 hours 80% of the time	Next event	
		KR2: Sign up of subscribers increases by 10%/month until more than 50% of adult residents are subscribed	N/A		10% per month		Will begin measuring after official launch
		KR3: Citizen perspective survey indicates that resident satisfaction with Emergency Preparedness increases from 89% in 2023 to 95% in the 2025 survey	89%		95%	Q3 2025	
	O3: Municipal programs, facilities, and services help to attract and retain families and support community diversity	KR1: The proportion of Canmore's permanent population between the ages of 0 to 19 increase from 22% in 2021 to 25% in 2026.	22%		25%	Q4 2026	
		KR2: Increase proportion of Town hosted/permitted events that support community diversity and increase the number of events that highlight the work/culture/activities of traditionally marginalized populations from 12 to 20 by 2026	12 of 40 events in 2023		20	Q4 2026	
	O4: Employment opportunities that provide residents with a dignified and reasonable standard of living are widely available	KR1: Increase # of ToC employees who live in Canmore from 74% to 85% by 2026	74%		85%	Q4 2026	
		KR2: Increase the proportion of skilled labour/high paying jobs in the community from 40% to 45% by 2026	40%		45%	Q4 2026	
		KR3: No single industry makes up more than 15% of Canmore's economy by 2026	14%		no more than 15%	Q4 2026	

G2: Environment - Canmore is a recognized leader in managing human impact on our environment	O1: Wildlife encounters within Canmore's urban footprint are reduced, and unauthorized human use in wildlife corridors is similarly reduced	KR1: Zero violations and use of unsanctioned trails in wildlife corridors and habitat patches by 2026	N/A		0%	Q4 2026	
		KR2: 100% compliance with waste bylaw requiring effective use of bear proof bins by 2026	N/A		100%	Q4 2026	
		KR3: Citizen perspective survey indicates the number of residents who think the Town is doing a good job of addressing the issue of human-wildlife interaction in the Town increases from 74% in 2023 to 80% in the 2025 survey	74%		80%	Q3 2025	
	O2: Canmore as a community collaborates to reduce our impact on climate change and prepare for climate adaptation	KR1: GHG inventory reduces by x% for corporate and y% for community by 2026	TBD		TBD	Q4 2026	Through the update to the ESAP and Climate Action Plan we will update our 2030 and 2050 targets to align with international and federal targets. We will add these targets after Council approval of the new emissions targets in late 2023/early 2024
		KR2: Increase in number of annual requests for Firesmart home inventory from 10 to 35 by 2026	10		35	Q4 2026	
		KR3: Increase number of emergency exercises (mock or real) from 1 to 2 annually	1		2	Q4 2024	
	O3: The community is aware of the Town of Canmore's environmental leadership	KR1: Increase the number of incentive programs (i.e. e-bikes, low income retro and commercial solar) from two to five by 2026.	2		5	Q4 2026	
		KR2: Increase the number of people receiving incentives with the two existing incentive programs (residential solar and fruit tree removal) by 100% by 2026.	10 solar in 2022 and 17 tree in 2022		20 solar and 34 tree	Q4 2026	10 = 100% of current solar budget. Tree number indicates individual household incentives given, not total number of trees removed.
		KR3: Decrease the amount of total waste per capita sent to landfill from 0.59 Tonnes per capita to 0.50 Tonnes per capita by 2026.	0.59 Tonnes per capita		0.50 Tonnes per capita	Q4 2026	
		KR4: Citizen perspective survey indicates an increase in satisfaction with the Town's efforts to reduce our impact on Climate Change from 75% in 2023 to 80% in the 2025 survey	75%		80%	Q3 2025	
	O4: Safe multi-modal transportation shift is advanced	KR1: The number of travel-related collisions on municipal roadways decrease by 10% annually from 128 in 2022 to 86 in 2026, and the number of associated injuries decrease by 15% annually from 15 in 2022 to 10 in 2026	128 and 15		86 and 10	Q4 2026	
		KR2: Decrease of the number of vehicle registrations per capita basis from .75 to .68 by 2026	0.75		0.68	Q4 2026	
		KR3: Share of ped/bike trips through the BVT/Railway intersection increases from 11% in 2022 to 16% by 2026	11%		16%	Q4 2026	
G3: Relationships - Respectful authentic relationships are the foundation on which our future success is built.	O1: Right Relations with the Stoney Nakoda Nation and members of Treaty 7 and Metis Region 3 are advanced	KR1: 100% of current staff complete Level 2 Indigenous Cultural Awareness Training by the end of 2024 and 100% of new hired complete Level 1 Indigenous Cultural Training within 1 year of being hired	100% of current staff have taken Level 1		100%	Q4 2024	

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