



SIGNPOSTS TO SUSTAINABILITY

Strategic Directions from the Citizens of Canmore to Town Council

Final Report - June 7, 2010
Approved by Council – July 6, 2010

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1. Executive Summary

Signposts to Sustainability is built upon and incorporates the values and principles of the Mining the Future Vision (MTF- see appendix 4.1), created by the citizens of Canmore in 2006. An additional process of engaging the citizens of Canmore in 2008 (MTFII) included some of those people from MTF and expanded involvement to include new individuals and groups throughout the community.

The Signposts document is best viewed in an integrated way, bearing in mind such overarching topics as;

- the cumulative effects of one decision versus another;
- the notion of limits to growth;
- implementation and accountability by Town Council to the citizens of Canmore;
- affordable housing; and
- transportation (with walking and biking, over vehicles).

Focusing on sustainability is a new way of thinking for Canmore's citizens and leaders. Aligning day-to-day decisions and actions with the community's accepted vision – Mining the Future – requires important shifts in thinking and acting, and in the creation of clear trade-offs. With this in mind, here are four key principles to consider that are reflected in the views of the citizens of Canmore:

- Doing business differently
- Recognizing we can't have it all, all the time
- Taking personal responsibility for our decisions, our actions, and our community
- Measuring success in new and different ways

Signposts to Sustainability has been written to provide Town Council with a citizen's based view on sustainability issues facing the town, as it steers community change and development in Canmore to meet the needs of current and future citizens. The document has been written primarily to provide Town Council with guidance when making decisions on behalf of the citizens of Canmore. In addition it provides guidance for Administration and other bodies in the community.

2. Methods of Engagement

The extensive public engagement of the 2008 MTFII process involved sustained dialogue through neighbourhood, workplace and community groups; participation in work parties by one representative member of most of the above groups; participation in larger community cafes (forums); presentations; and website engagement of individuals. (See appendix 4.2 and figure 1 below).

Neighbourhood, Workplace, Community groups: The role of these groups was to draw diverse associations of people together to explore questions of common concern and feed information and ideas into the process. Groups generally held three meetings over the duration of the process. Group hosts were provided with support through: an orientation session, a host support booklet, and the project facilitation team.

- Neighbourhood groups were informal associations of friends or neighbours that joined together to discuss their ideas and provide input to the process.
- Workplace groups comprised people within the same workplace environment.
- Community groups included existing groups in the community that link people through a shared interest or pastime (e.g. business, service, recreation, social or cultural activity).

Work Parties: The role of the Work Parties (participants self selected from the community groups) was to review, discuss and synthesize the information gathered from the above groups; integrate other information such as The Natural Step; and create themes, concepts and language to shape the material for the next level of public input. Work Parties involved representatives from the neighbourhood, workplace and community groups, as well as community resource people.

Community Cafés: The role of the Community Cafes was to engage members of the general public in dialogue related to sustainability issues and solutions for the community, and gather public input. Cafes were large forums open to all community members – including both full and part-time residents - that provided an opportunity to share ideas and listen to the wide range of perspectives that exist around sustainability issues.

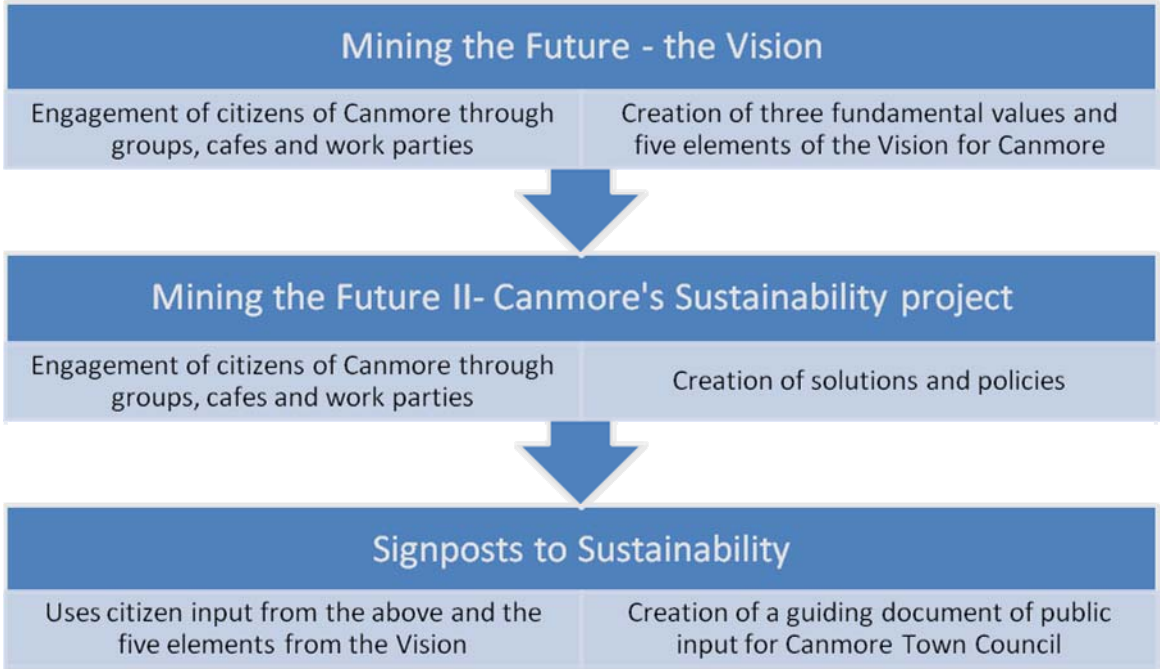
Presentations: The role of the presentations was to share information about the process with specific groups of people, including the public launch of the process.

Website Resources and Survey: The role of the website was to provide ongoing information and resources regarding the process to the general public, provide support for participating groups, and post the results of project activities. A web survey was used to gather public comments using the same questions as for group discussions.

2.1 Methodology for Data Analysis for Signposts to Sustainability Document

Sources of information for this document come from the goals identified in Mining the Future, issues identified in Rounds 1 and 2 of the second engagement process (MTFII) and from the 1998 Municipal Development Plan itself. There is a direct line of sight between the values and elements of the Mining the Future Vision and the Signposts to Sustainability. The Vision provides the elements into which were placed the views of the citizens expressed during the MTFII engagement process. These views provide the basis for each topic, strategic direction and action item in this document. Where a direct line of sight is not seen, the issue is not included in this report.

Figure 1: The Path to the Signposts to Sustainability



3. SIGNPOSTS TO SUSTAINABILITY

Chapter 3 contains the information from the MTF II community engagement process. Each section is an element from Mining the Future – *3.1 identity, 3.2 economic sustainability, 3.3 social fabric, 3.4 environmental stewardship, and 3.5 civic engagement and leadership.*

Under each element there is a series of strategic directions, agreed upon through the two public engagement processes. Where there are possible actions to be taken, they are suggested (as subsequent bullet points). Not all strategic directions have actions and while each strategic direction was agreed to in principal, the actions were items of discussion.

3.1. Identity

Canmore is described in the Vision as a place with healthy, active people who share a passion for mountain culture, environment, aesthetics, and recreation; and where highly skilled people with a diversity of talents are involved personally and professionally in our community and the world-at-large. Identity is made up of three sets of strategic directions - Character and Aesthetics (the quality of growth); Movement of People, and Pace and Extent of Growth.

The Identity element concerns the character, aesthetics and the way people live in the community. Canmore's identity is in part determined by those who come to live in the community, and in part by how we organize ourselves and plan for our future. Identity, together with the other four elements of the Vision, all contribute to creating the kind of community the citizens of Canmore want it to be.

3.1.1. Strategic Directions for Character and Aesthetics

3.1.1.1. To identify lands that have inherent natural, cultural and/or recreational value; and to maintain and enhance the natural quality of such environments for human passive and/or active recreational use.

- Develop the community's recreational and cultural potential in ways that acknowledge and respect environmental sensitivities and provide more opportunities and more accessibility to the citizens of Canmore (such as a cinema, cultural centre etc).

3.1.1.2 To create a vibrant urban environment while retaining the small town character of Canmore.

3.1.1.3 To support a permanent residential population and ensure that growth in resort accommodation is accommodated without the loss of live-ability and Canmore's sense of community.

3.1.1.4 To create a community that retains its intimate feeling, reflects its natural environment, is of a human scale, retains its heritage buildings and is pedestrian friendly.

- Ensure design in both development and redevelopment reflects the character of our mountain environment, rigorously protects views of the mountains and seeks to create enhanced views, is compatible with and enhances existing neighbourhoods, using rigorous application of height restrictions, setbacks, requirements for view-scapes, etc
- Ensure that 'greener' building designs have speedier approval processes and less administrative costs to encourage green building design
- Create a section of the Land Use Bylaw to identify key focal view points around town that should be protected in perpetuity.

3.1.1.5 To create a community that includes a diversity of architecture and a sense of neighbourhood.

- Through zoning, encourage a variety of creatively designed multiple housing units, including studio apartments, duplexes, four-plexes and condominiums, accessible units; redevelopment of south Canmore needs to encourage apartment building style development as part of an ARP; diversity of building types should be encouraged.
- Establish architectural codes and development policies for all zoning areas and do not permit variances.
 - **Note:** *There was pretty clear direction from the latter part of the process that said there should not be architectural controls for single family and duplex dwellings. This is therefore conditional and not a blanket.*
- Implement restrictions on the development of future franchise and large format retail businesses in a manner that the community determines to be appropriate through extensive public consultation.

3.1.2 Strategic Directions for Movement of People

3.1.2.1 To create human movement corridors focused on pedestrian and bike transport through establishment of safe and connected walkways and bike lanes on roadways with town-wide signage.

- Ensure walkways and bike lanes are connected to community gathering places for socializing, eating and economic activities.
- Celebrate and enhance our system of mountain and community pathways.
- Create a pedestrian friendly downtown and continue downtown enhancement. This could include: limiting or eliminating parking on Main Street, widening sidewalks, adding benches, creating downtown bike lanes, more pageantry, better viewpoints, more social space downtown as well as economic space.
- Maintain sidewalks in all communities; keep walkways safe and clear of debris. Give priority of snow clearing to sidewalks over clearing roads to encourage walking; clear bike paths and downtown benches of snow.
- Construct new pedestrian and bicycle crossings (overpasses or underpasses) across the Trans Canada Highway and CPR tracks, to link residents and visitors north of TCH to the downtown and commercial areas.
- Require all new developments to provide for new pedestrian connections. (e.g. a new looped trail from the Three Sisters area along the Trans Canada Highway alignment to provide a shorter option to access the Town).

3.1.3 Strategic Directions for Pace and Extent of Growth

3.1.3.1 To manage the pace of annual growth at a level that can be integrated and accommodated by the existing community social and physical infrastructure.

- Analyze future developments cumulatively with what has already been approved; gain better understanding of the effects of development on the Bow Valley.
 - **Note:** *The discussion on carrying capacity (appendix 4.4) took place throughout MTF and II. Carrying capacity was discussed both as the actual number in the population that could be supported in Canmore, and the carrying capacity of the infrastructure of the Town. While consideration of numbers of people is important to the citizens – the question of how to measure the impacts was unresolved.*
- The pace of growth should not increase above current levels to support a sustainable rate of growth that allows Canmore to build out over the next 15-20 years (incorporate existing growth policies in current MDP). There should be an annual tracking of the population and various demographic attributes to understand the effects of change.
- Consider limits on the annual amount of commercial growth as well as residential growth, but with recognition that commercial development is cyclical and that it has been hard to get it at times, so any restrictions need to be very careful. Exemptions to these caps or limits or thresholds could be considered when the growth or change is intended to help the permanent population.

3.1.3.2 To limit the population to a level that can be integrated into the existing community social and physical infrastructure.

- The build out population of 30,000 (as stated in the 1998 MDP) should not be altered unless downward if this number is not socially or environmentally sustainable for Canmore or the Bow Valley.
- Integrate a cap on development in Canmore with the related policies constraining population and footprint (for entire town or related to specific districts). Ensure that all policies are coordinated and complementary to ensure that "build out" is not exceeded, including policies for PAH, Senior's Residences, secondary suites, staff accommodation, etc.

3.1.3.3. To accommodate future growth within the already defined Urban Growth Boundary - which should not be expanded.

- Ensure that all policies related to development are effective, coordinated and work together to achieve growth and footprint limits for the benefit of wildlife and the community.
- Increase the average density of residential development above current levels to limit the consumption of new land for new growth. New growth should have a minimal footprint.

3.1.3.4 To minimize the stresses that residential growth has placed on the Town's valued physical and social fabric.

- Better understand and plan for the needs of the community post build-out.
- Place restrictions on the size of units that may be built in Town, in order to achieve a desired density with a much smaller footprint. Restrict the size of new homes in certain new neighbourhoods, or in all new development. Building size affects material and resource use. Housing size limits can be effected with reasonable property setbacks, building heights and percentage of lot coverage; inverse taxes or fees.
- Determine better definitions of where density is/will be located and what it will look like.

3.2 Economic Sustainability: ensuring ongoing economic viability

A strong and sustained economy is important to the overall wellbeing of Canmore. To achieve the resilient economy that is necessary for future success, the community will need to build on its tourism base to create a balanced economy that draws from a diversity of income sources and the participation of a diverse workforce. This section is made up of three sets of strategic directions – the diversification of the local economy, the housing of workers, and municipal fiscal sustainability.

3.2.1 Strategic Directions for Diversification of the Local Economy

3.2.1.1. To build a strong, vibrant and diversified local economy and business base that is resilient to changes in any one sector.

- Create an economic development plan to encourage diversification based on the main economic drivers or assets, addressing current and future aspects of the economy. Areas of potential focus for the economic development plan are identified as: sustainable tourism, health and wellness, sport and recreation, arts and culture, post secondary education, second home/retirement economy, and knowledge-based economy.
- Create a tourism strategy for Canmore, linked to the economic development plan that builds on the natural assets of the community.

3.2.1.2 To accommodate and support a range of low impact non-polluting light industries that provide economic opportunities for local residents and services to the resident population, tourists and the business community.

- Focus on sustainable economic development that is non consumptive, with low environmental impact.
- Encourage or facilitate the development of a post secondary educational institution in the community (e.g. a satellite college campus, increased offerings at Bow Valley College, partnership with Banff Centre) targeting the assets and strengths of the community (e.g. mountain sports, outdoor education, health and wellness, hospitality, sustainability).
- Encourage the local 'market' economy and culture by expanding the existing summer market, encouraging local shopping/eating, supporting local food production (e.g. community gardens, backyard agriculture).

- Support sustainable local business development through a local business alliance or advocacy group, and a micro-loans program that pursues prioritized streams of development.
- Evaluate the implications and impacts that result from the second home owner economy; consider how to incubate or facilitate the growth and development of businesses owned by second home owners and entrepreneurs.

3.2.2 Strategic Directions for Housing the Workers of Canmore

3.2.2.1 To ensure there is enough affordable housing to support a permanent workforce in the community (see also Social Fabric section 3.3.1)

- Provide employee incentive programs for housing; consider offering down payment assistance to employees who show potential for the company.
- Businesses should be able to buy or rent perpetually affordable housing (PAH) units to provide housing for employees or ensure PAH units are built for rental rather than equity to meet current and changing demand.

3.2.2.2 To ensure that sufficient affordable accommodation is available for seasonal employees, in order to minimize turnover and maintain the stability of Canmore's workforce.

- Focus on sustainable economic development that is affordable in terms of the cost of commercial space and employee housing.
- Require that businesses be responsible and accountable for providing housing for their employees; increase requirements for businesses and for their land owners to provide staff housing. This can be done through a variety of programs, from financial contribution to a housing fund held communally and intended for the building of staff units, to staff housing onsite.
- Tie new commercial development permits to staff housing requirements.
- Create more stand alone employee housing areas/parcels throughout the community (e.g. the semi vacant area in the Industrial Triangle).

3.2.3 Strategic Directions for Economic and Municipal Fiscal Sustainability

3.2.3.1 To maintain a financially sustainable community.

- Engage the community in municipal budget exercises; lay out core/legislated requirements and the "non-core"; build community support for financial direction; revisit every 3 to 5 years.
- Put into place a professional, capable, structured fundraising and financial management plan that includes: strong leadership and marketing of the Bow Valley Foundation; clear grant guidelines that target solutions to community needs; full time development staff at the Town of Canmore to activate philanthropic donations in support of the community's plan; an implementation plan to prioritize the most urgent goals and identify tangible outcomes.

3.2.3.2 To meet long term commercial land requirements and increase the commercial to residential assessment base ratio in the Town of Canmore.

- Maintain the commercial land base.
- Tie residential development approvals with concurrent commercial development in a way that is enforceable, specific, and outcome oriented. Ensure that commercial development

anticipated in the resort centres occurs prior to or in conjunction with proposed residential development to ensure the growth of the commercial assessment base.

3.2.3.3 To minimize capital expenditures.

- Promote efficient patterns of development.
- Equitably share and allocate the costs of new infrastructure development and the operating costs of public facilities.
- Manage in a way that minimizes or eliminates debt.

3.3. Social Fabric: building a connected community

Canmore remains as tightly woven a community as it was in the past. It does so by embracing diversity, and managing the community in ways that create and maintain a strong social fabric. Social connectedness is a prime value of the Mining the Future Vision. As a community, Canmore strives to welcome and integrate part-time and seasonal residents, and visitors, in a way that contributes to our diverse social fabric and economy. However, the social fabric is weakening due to the part time/full time resident disconnect – a gap that needs to be bridged.

The actions required to create a more sustainable urban form for Canmore must be shared by the community in its entirety, and will in turn serve to better integrate the community. This transformation will demand both a Council which is creative and courageous, and support from a generous citizenry, business operators and the development industry.

Community spaces - in both the natural and built environment – act as a catalyst for social interaction, serve to maintain our sense of community, and provide venues for community programs and events, and economic initiatives. This calls for the provision of deliberately designed public places and spaces.

3.3.1 Strategic Directions for Attraction and Retention of Full-time Residents to Canmore

3.3.1.1 To maintain the diversity of full time residents by managing our community in ways that attract, include, and celebrate a wide range of people, perspectives, and lifestyles. This includes population diversity (age/wealth, families, income levels).

3.3.1.2 Complete and implement a comprehensive outcome based, housing strategy for all forms of affordable housing as soon as possible with solutions from all sectors (business, institutions, government) of the community strategy, which must provide a clear definition, role, location and quantity for secondary suites. It could provide fiscal incentive programs and controls to support home buyers and renters to access affordable housing; have developers commit 20% to affordable (PAH) housing; consider zoning 'resident occupied' areas; continue education efforts and incentives regarding PAH so that it becomes more recognized and understood in the community and ensure all new residential development provides for housing for the permanent population in some form or another.

3.3.1.3 To integrate affordable accommodation throughout the community.

- Develop secondary suites for new and existing units, and legalize or formalize suites in existing neighborhoods. Allow basement suites in all residential single family and duplex areas; manage and regulate suites to create an equal playing field; suites must meet Building Code; provide a clear definition, role, location and quantity for secondary suites.
- Create zoning bylaws to direct that new homes must have occupied suites to increase the pool of rental units. Zoning specifies these suites must be within market rates and have other conditions to prevent home owners from using loopholes to avoid having occupants in their suites.
- The Town should continue to build new PAH projects (of all housing types – suite, condominium, town house, single family house) on its available residential lands; Town lands should be used for PAH equity and rental projects, not market housing.
- PAH housing should be spread throughout the community, including Three Sisters and Silvertip.

3.3.1.4 To develop the commercial base in a way that has positive consequences for the social fabric, takes into consideration the scale and character of the community, and maintains the quality of life for residents.

- Ensure the downtown core commercial area meets the needs of local residents through zoning for specific uses; visitors' needs can be primarily met in resort areas without restricting other uses. Reduce some discretionary uses with a view to meeting the needs of the resident community.
- Allow for transfer of development rights to ensure essential services are maintained. Maintain an inventory of commercial space to be available to businesses oriented towards providing goods and services to the local permanent population to minimize competition for space with stores oriented towards the second home owner population that can displace local businesses.
- Ensure that architectural and design controls are implemented to ensure our commercial areas remain distinct from other communities.

3.3.2 Strategic Directions for Fostering Connectedness of the Community

3.3.2.1 To create networks for residents of all ages to allow for communication and interaction by developing indoor and outdoor community spaces, including access to convenient commercial services within walking distance.

- Develop community and social infrastructure that can provide indoor and outdoor hubs such as a civic plaza (across from the town hall), a market place for produce vendors and local crafters, public work spaces for artisans, an 'adopt a wildspace' program similar to the provincial 'adopt a highway' program to create a sense of community ownership of public spaces, create a community garden space.
- Create more nonprogrammable recreation space in town that is free to use.
- Incorporate social spaces where people meet, greet, and interact in their daily activities in all development and renewal proposals. All development should contribute to the public realm or create better quality public spaces.
- Emphasize that common public areas such as the Library, schools, footpaths, the Skating Pond, parks, and outdoor public spaces are accessible and continue to be accessed and used by all people.
- Create a directory of community meeting places and identify public lands suitable for community facilities.
- Develop programming that allows for exciting uses of public spaces.

3.3.2.2 To manage redevelopment and change in established neighbourhoods in a way that involves residents in public engagement processes, encourages increased density and mixed use, and integrates with the existing character of the neighbourhood.

- Encourage the mixing of income levels, ages, and social groupings within developments to encourage mutual understanding and compassion. Never allow gated communities as this literally separates people and increases the chances for conflict and misunderstanding
- Redevelop daycare/preschool or new housing for seniors (extended care, assisted housing, or semi-independent apartments) next to Lawrence Grassi Middle School, the Recreation Centre or the Canmore Library to encourage multi-generational interactions.

3.3.3. Strategic Directions for Provision of Services and Facilities for a Diverse Population

The discussion in MTF II about the provision of services did not differentiate between those services that are and can be provided by the Town, and those that are the responsibility of the Province and of non-governmental community organizations. They are all discussed below.

3.3.3.1 To provide a broad range of fully accessible community services and facilities that serves residents of all ages, income levels and skills from cradle to grave.

- Develop facilities and programs for specific population segments: new child care facilities, programs for foster care, assisted living and aging-in-place facilities for seniors, affordable housing for people with handicaps (physical and/or mental).
- Create postsecondary educational opportunities; use existing spaces in town as meeting places with a focus on distance learning, virtual learning technologies, and work/study programs.
- Integrate services by sharing space between the daycare and the senior's home; integrate with schools if enrollments continue to decrease.
- Maintain access to recreational opportunities.
- Provide space to house nonprofit organizations to improve the community and social wellbeing (similar to the Hub in Banff) with a location preferably near other community gathering places to increase community interaction.

3.3.3.2 To foster ongoing community awareness, support and involvement in arts and culture.

- Plan community programs for arts and culture and identify existing spaces that could be used to pursue them; improve arts and culture opportunities (nonathletic), especially for youth and young adults, and in-school programs
- Determine appropriate cultural events for the Town of Canmore to support, and provide funding and resources for those events; other events should be self supporting; create a fund for the arts as part of the Bow Valley Foundation.
- Develop and support the library as a source of information on local events and other subjects; expand library services to meet more growing community needs.

- Create institutional support of arts and culture through such initiatives as an artist incubator, creative land uses and adaptive use of buildings.

3.3.3.3 To foster ongoing community awareness, support and involvement in recreational opportunities.

- Develop recreational opportunities for youth that are not drug/alcohol related, highly competitive or organized sports; development opportunities for young children and adolescents, such as movie theatres and bowling alleys.
- Encourage cooperation between community groups by creating grants that are available only to multiple group consortiums. Limit the existing grants that are available to single groups.
- Ensure all age groups are considered in new programming and facilities.

3.3.3.4 To foster ongoing community awareness, support and involvement in development of and use of recreation trails.

- Implement the Trails Master Plan including trail maps and signage; create a strong and viable capital expenditure plan utilizing the Municipal Sustainability Initiative (MSI) funding to build the trail system outlined in the Trails Master Plan, particularly those trails that serve functional or commuter purposes. Add new trails to the trail inventory each year.
- Develop an integrated trails plan to jointly manage trails in the Town with trails on adjacent Provincial lands to create a single, unified trail network.
- Create a guidebook of bike trails to avoid scattered access that results in adverse impact on wildlife and natural terrain.

3.3.3.5 To foster ongoing community awareness, support and involvement in community events.

- Create an advocacy body to encourage and support multifunction recreation/cultural events/opportunities.
- Enhance and support existing community events.
- Support volunteer development and volunteer program development in relation to community events and programs; increase collaboration between events regarding volunteer support.

3.3.3.6 To ensure that an appropriate level of public emergency services are provided.

- Maintain an active dialogue with the Province to ensure quick action in emergency situations.

3.4 Environmental Stewardship: respecting the natural environment

Canmore is both geographically bounded and ecologically significant. The Bow River Valley is recognized as a critical component of the Rocky Mountain ecosystem and supports the connectivity of wildlife habitat in the region. Canmore is literally surrounded by National and Provincial parks, and protected wild-lands. The stewardship focus is on viewing people within the context of the broader ecosystem, developing realistic trade-offs, and integrating the needs of both humans and other species in determining the use of the natural landscape.

Environmental stewardship ensures that the mountain ecosystems remain healthy over time, and that the community's common future does not squander the cultural or natural capital that exists. It requires the demonstration of individual and community responsibility towards the natural environment. The planning of Canmore must comply with the three legs of the sustainability stool (economics, environment, and equity). This can be done through individual practice as well as the development of community-wide initiatives.

3.4.1 Strategic Directions for Ecosystem Management and Protection

Discussions by the citizens of Canmore did not differentiate who was responsible for which environmental issue – the Province or the Town.

3.4.1.1. To maintain high standards of environmental planning and protection through supporting regional landscape connectivity for the purpose of ecosystem management, and by identifying and protecting environmentally sensitive areas which contribute to the maintenance of natural processes, bio-diversity and the quality of urban living.

- Ensure that corridors and habitat patches for wildlife are legally protected before development can proceed.
- Use BCEAG Wildlife Corridor Guidelines as the minimum legal requirements and operate/mandate the planning and development function to pursue decisions to enhance these minimum requirements before development proposals are approved. Reward significant successes.
- Maintain meaningful long term monitoring of wildlife corridor use and functionality; maintain winter tracking regimes.
- Restrict human use in wildlife corridors to specified transverse crossings; ensure end to end use of the corridor is possible for all species
- Enforce off-leash laws and human use management practices (e.g. restricting recreation use to designated trails) consistently and effectively in wildlife corridors and other environmentally sensitive areas.

3.4.1.2 To establish priorities and responsibilities when conservation areas intersect with other land and human uses.

- Protect wildlife corridors and habitat patches as community priorities to the maximum possible extent under law, through processes (e.g. conservation easement) that insure they are never sacrificed to future degradation of purpose.
- Design of new developments should include space for wildlife to move through the area.

3.4.2 Strategic Directions for Sustainable Practices

Becoming a leader in sustainable development and design, and promoting sustainable initiatives in all areas, requires Canmore to have a perspective that is broad in both geography and time – and includes the ability to consider the possible cumulative impacts of several developments or activities (see appendix 4.3 for ongoing initiatives by the Town).

3.4.2.1 To become a positive example in Alberta of sustainable development and design, and promote sustainable initiatives by initiating action at both whole community and individual levels.

- **Waste management:** Complete a comprehensive waste management plan for the Town of Canmore. Continue to improve recycling programs (e.g. community composting, recycling of styrofoam and some other plastics). Decrease the per capita amount of garbage created annually through waste reduction and recycling efforts.
- **Water management:** Identify strategies for efficient residential and commercial use of water that encourage people to ‘do’ rather than just talk about it; publicize strategies that are effective. Ensure that all development applications use current best practices to address the potential changes in storm water drainage, with the intent of protecting both surface and groundwater quality and quantity and minimizing future costs for taxpayers. Design new storm water facilities with Low Impact Development principles in mind.
- **Groundcover:** Ensure that the look of a forested mountain town is preserved; strengthen regulations on maintaining existing ground cover within new developments.
- **Energy use:** Utilize alternative energy sources such as hydro power from the Bow River, small wind generation, solar, waste to power, and landfill gas possible in Canmore. Allow for low carbon or non carbon energy sources to be utilized. Establish large rebates for the installation of solar panels.
- **Financing the programs:** Collect revenues based on carbon and other pollutants emissions to encourage lower carbon emissions.
- **Promote good practices with lawns and gardens (residential and business related)** through education, a xeriscape approach to landscaping, use of indigenous plants and preservation of native cover.
- **Create a home owner information package** that welcomes new residents, and informs them about recycling, living with animals, ways to get involved in the community, and how to find out what is going on in town.

3.4.2.2 To enhance environmental stewardship through maintaining high standards of environmental planning and protection.

3.4.2.3 To reduce the carbon footprint of traffic by encouraging the use of alternatives to personal motor vehicles by visitors and residents, providing access to key destinations throughout the town, and supporting efficient and cost-effective transport between communities in the Bow River Corridor.

- Facilitate mass transit initiatives (Canmore to Banff, Canmore to Calgary) to reduce commuting in private vehicles. Investigate partnerships with the Town of Banff, Banff Airporter, Parks Canada Ecological Integrity Fund.
- Provide zoning for a possible rail station near the CPR tracks for eventual passenger rail connection to Calgary.
- Get started on a community transit system with innovations like providing financial support for cabs to make regular runs in vans at discounted rates rather than invest in buses; encourage public private partnerships.
- Create a transportation hub by the Provincial Building to contain a catchment parking lot, new space for Tourism Canmore information centre, bike rental, Greyhound station, car rental, car sharing.
- Cooperate and work with the school board and the resort developers on a public transit system that encourages multiple use of school buses and meets resort clientele needs.
- Encourage that new development be focused around public transport, pedestrian and bicycle traffic to minimize car use. Use public transport system to allow tourist and residents to access new developments in Silvertip, Three Sisters, and Spring Creek Mountain Village without needing to use cars.

3.4.2.4 To improve the quality of construction to reduce the impact on the environment by furthering green building initiatives.

- Increase green building requirements over time to reduce GHG emissions from the building stock; increase the current Built Green Bronze to a higher level.

See list of ongoing activities by the Town in appendix 4.3 which was generated as information for those participating in the development of MTF II.

3.5 Civic Engagement and Leadership

Canmore has experienced rapid growth, the influx of secondary home owners and the eyes of the world viewing it as a tourist destination. As a result, the citizens of Canmore have a strong need to feel they have some control over their own lives. Having some influence over one's future is important to Canmore citizens and to the town itself. To that end, considerable time was spent discussing how to continue to engage with the citizens of Canmore in more meaningful ways with regard to land use planning, the environment, and what happens in their neighbourhoods. This section focuses on how Town Council can show leadership in this area and the need for expansion of the areas of community participation.

Paradox noted *Many discussions took place during MTF II about the need for a transparent decision making process that 'sticks to the rules' and if not, to let the citizens of Canmore know where changes are occurring and why. However it was also of concern to those who participated in MTF II that any plan that is created be a 'living plan' that will help community members to determine their own future rather than letting it 'happen' to them.*

3.5.1 Strategic Directions for Leadership

3.5.1.1 To develop innovative and creative leaders in the community – both elected and informal.

- Consider a system so councillors are accountable to specific operating areas of the town – equivalencies to senior management operating areas - not as supervisors or overseers but to be educated in understanding town processes and issues; could rotate annually
- Develop a well planned handover scenario at each election time to ensure the smooth running of the Town.

3.5.1.2 To develop municipal accountability while limiting micro-managing.

3.5.1.3 To demonstrate accountability to the citizens of Canmore

- Conduct a "State of the Town" address once a year by Mayor and/or CAO.
- Develop a long term business plan to accommodate the possibility of 30,000 residents in the future. Preface each section with a statement of intent, followed with indicators of success that are clear and concrete and measurable. There should be an action plan and every year a progress report relative to the intent, action plan and indicators.

3.5.2 Strategic Directions for Decision Making

3.5.2.1 To ensure planning approvals are based on Town Council approved policies and by laws - or if variances are needed, increase the transparency and accountability of Town decision-making.

- Notify the public and stakeholders in a clear and timely way about any new proposals and variance requests; this can be done by public letters to adjacent property owners, additional public signage of the proposed change evident on the property and notification through the newspaper.
- Ensure that Mining the Future is a living document, reflecting the input from the community and containing specific direction for those who use the document.

3.5.2.1. To nurture a well informed and broad-based electorate that is empowered to vote, to be involved in community decisions, and to make a positive contribution to the community.

3.5.3 Strategic Directions for Citizen Engagement and Education

3.5.3.1 To provide diverse opportunities for residents and local community groups to participate in municipal decision making in a meaningful way.

- Acknowledge the diverse voices of the community as expressed in the community surveys, interviews, engagement processes, etc
- Involve the community in the budget process – not after it’s approved, but before the direction is set; stop in-camera discussions on budget – there should be no hidden agenda.
- Change the procedure of the public hearing format to make it less adversarial.
- Empower citizens to engage in Town decisions about major developments and changes by creating clear guidelines for decision making and engagement and a transparent process for conflict resolution, providing vehicles for open communication, and consistently applying the guidelines and processes.
- Facilitate periodic informal discussions on topics of interest in the community; have the Vision Keepers group help develop topics and facilitate discussion.

3.5.3.2 To build public awareness of the Town decision making processes and sustainability initiatives through development of a communications and education strategy.

- Create an education program for full and part time residents, service industry employees, and visitors about the history of Canmore and opportunities available.
- Offer ‘Welcome to Canmore’ sessions for new residents. These sessions would include walking tours, information about recycling, Wildsmart, wildlife corridor, trails; create a Community Handbook and make it available every time someone moves into a new home.
- Distribute a quarterly news letter from the town updating all residents of what is going on in town, etc.

3.5.3.3. To increase the capacity for and clarity of formal community communications.

- Improve communications between the Town of Canmore and citizens through more effective use of: a central information location/number in the Civic Centre, a community email list, signage and notice boards, the Town website (partner with Bow Valley Mountain Forum website), independent media, social messaging, local personalities, showcasing successes.
- Inform residents of proposed major developments that will affect the feel and function of the town, through some means other than the newspaper, prior to Town approval. This could be at the SSR stage with information nights followed by a plebiscite.

4. APPENDICES

4.1 Mining the Future - Canmore's Vision Statement

As citizens of Canmore, we are proud of our community's mining and mountain heritage, of the inspiring mountain landscape and the rich natural environment we share with species that define the Canadian West and wilderness, of the astonishing range of skills and talents demonstrated by our residents, of our exceptional commitment to the well-being of others in the community, and of our collective effort to be leaders in finding solutions to the challenges that confront our own and other mountain communities.

Understanding where we have come from, and what we value today, we imagine a future in which Canmore is:

- An accessible, friendly, inclusive and closely-knit community with a small town feel and a distinct identity anchored in its mountain surroundings and its mining past;
- A community populated by a wide range of individuals and families from different backgrounds and of different ages, interests, values, skills and economic means;
- A community that supports its diverse population with affordable housing, a strong and varied economy, a healthy environment, a full array of social services, abundant open space and ample opportunities for recreation and artistic expression;
- A community that acknowledges and works within the limits imposed by its geography and ecology, and that uses the best the world has to offer in designing a built environment that respects and is worthy of its natural environment;
- A community that has become a leader in integrating its social, economic and environmental activities in ways that ensure its future generations will enjoy the same opportunities and quality of life as its current generations.

The Canmore of the future is a prosperous, vital, and vibrant community. It's great strength is its varied, resourceful, and engaged citizens, who thrive together on the strength of the community's long-term commitment to the diversity of its people and the health of the mountain landscape that shapes and sustains it.

4.2 Summary of Community Engagement Process for MTF II

Phase	Date	Activities	Participation	Results
Launch	Nov7/07	Presentation and discussion Launch discussion question: <i>As we move into this community sustainability planning process from Mining the Future what do you want to give your attention to?</i>	120 people	Public introduction to the process: compilation of responses
	Nov 8/07	BOWDA presentation	60 people	Intro to process – Q&A
	Nov 13 & 20/07	Group host orientations	20 people representing groups	Distribution of group host support resources. Orientation of group hosts to process and methods of engagement
Phase 1: Issue Identification	Nov 13/07 – Jan 3/08	Neighbourhood, workplace, community group discussions Phase 1 discussion questions: <i>Based on the Mining the Future values and principles, what are the issues that need to be addressed in the Canmore Community Sustainability Plan development?</i> <i>Given the range of issues you have identified, which are the 3 or 4 most important to ensure the goal of community sustainability?</i>	25 groups (approx 250 people)	Generated raw data contained in the phase 1 Panoramic Survey document (grouped by question) Consultant team identified MDP requirements
	Jan 12/08	Work Party	25 people representing groups	Generated themes and key elements to be addressed, based on issues identified in groups Consultant team refined themes and integrated goals from MTF Vision
	Jan 16 & 19/08	Community Cafes (2)	35 people	Provided feedback on themes, goals, elements to be addressed

		Phase 1 report		Summary of events and input
Phase 2: Criteria Development	Feb 9 & 19/08	Work Parties	20 people x 2	Based on information generated from Phase 1, and evaluated through the 4 system conditions of The Natural Step, the group developed specific success factors on which to base solution development
	Feb 27/08	Community Cafe	18 people	Generated further input regarding the draft goals and success factors of the Work Parties, and areas of convergence
		Phase 2 report		Summary of events and input (themes, goals, success factors)
Phase 3: Solution Generation	Mar 1 – Apr 20/08	Neighbourhood, workplace, community group discussions Phase 3 discussion question: <i>Based on your discussions about issues in phase 1 ...</i> <i>What are your solutions for achieving the successes described in the table below and what is your rationale for these solutions?</i> <i>* Consider the implications of your solutions on other theme areas and goals</i>	20 groups (approx 170 people)	Generated raw data contained in the Phase 3 Panoramic Survey document, regarding potential solutions based on the issues to be addressed (Phase 1), success factors (Phase 2), and current Town of Canmore sustainability initiatives Consultants worked data into areas of policy directives and sticking points (based on themes) for discussion at Work Party.
	Apr 26/08	Work Party	20 people representing groups.	Discussion and further development of policy directives and sticking points.
	May 8 & 10/08	Community Cafes	30 people	Further discussion and input regarding the sticking points from the April 26 th Work Party

				Consultants shape framework for policy development
Phase 4: Plan Preparation	June 11 & 17/08	Work Parties (2)	15 people (x2)	Review, discussion and further development of framework document, including areas of policy focus, sticking points
	Sept 13/08	Work Party	20 people	Plan review and discussion, and working through final issues

4.3 Town of Canmore Sustainability Initiatives

Environmental Action Plans

- Energy Management Action Plan (EMAP)- by 2012 the goal is to reduce energy use in municipal facilities by 20% (this has already been achieved) and to reduce emissions on a community-wide basis of 6% per capita.
- Solid Waste Action Plan (SWAP) – by 2010 the goal is to reduce per capita waste sent to landfill by 50%.
- Water Management Action Plan (WMAP) – by 2012 the goal is to reduce water distribution system losses from 22.4% to 10%, reduce residential consumption on a per capita basis by 20%, and reduce industrial, commercial, and institutional consumption by 20%.
- Cosmetic Pesticide Free Action Plan (CPFAP) - aims to eliminate the use of cosmetic pesticide use by 2014.
- Snow Management – to achieve a sand/salt mixture made up of a maximum of 10% salt volume (currently the Town is using only 7% salt).

Community Programs

- Water Conservation Rebate Program - a rebate incentive program for residents to replace old water guzzling toilets and shower heads with new water efficient fixtures.
- WildSmart Community Program - local group formed to undertake public education on wildlife in the valley and how to co-exist with it.
- Canmore/Banff/CRPS Bus Program – provides free rides on otherwise empty CRPS buses for seniors, disabled, and special needs residents between Canmore and Banff.
- Taxi Passes – provide free Taxi passes to seniors, disabled, and special needs residents of Canmore.
- Incorporation of sustainability ideas/principles into KidsArt program
- Anti-Idling promotion at Railroad tracks, Town facilities, schools, and recycling depots (in partnership with the Biosphere Institute).
- Two 24/7 recycling depots and a recycling trailer that moves daily.
- Semi-annual community clean up days, large item clean up days, and toxic round up and paint exchange days.
- Yard Waste Collection from April 1 – November 4.

Sustainability Policies and Procedures

- Sustainability Screening Reports (SSR) - over-arching sustainability review of planning and development projects.
- Green Building Policy - encourages resource and energy use minimization
- Construction and Demolition Waste Recycling Policy (C&D Policy) - encourages recycling of construction materials.
- Sustainable Purchasing Policy & Guideline - encourages the purchase of more environmentally friendly products.
- Green Power Purchasing - The Town is currently purchasing 40% green power.

Corporate Practices (things the Town as a corporation does)

- The Natural Step (TNS) early adopters
- Sustainability Declaration made by Council – identifies their commitment to sustainability
- The Natural Step Master plan -outlines each department's sustainability initiatives
- Anti-Idling policy for all Town fleet vehicles
- 20% Bio Diesel use in all diesel trucks
- Right sizing of fleet vehicles
- Green cleaning products used in all Town facilities
- Hybrid vehicle in Town fleet
- Electronic office – filing, forms, accounts payable and receivable, paperwork wherever possible
- Online HR processes – benefits, paystubs, timesheets, employee handbook
- Minimum Waste events – staff lunches, meetings, employee recognition
- Digital permit applications in Planning Department
- Bike racks for employee use inside the Civic Centre
- Lighting, furnace, and water (low flow) retrofits throughout Town facilities
- Solar panel on Biosphere Institute/Seniors Centre building
- Facility waste reduction (Mini-garbage cans at employee desks and high efficiency hand dryers)
- Computer recycling
- Capital budget items require sustainability justification
- The Natural Step on-line course available to all employees

4.4 Glossary and Use of Terms

Carrying Capacity

The use of the term can be problematic because of the difficulty of measuring it in a community such as Canmore.

The carrying capacity of a biological species in an environment is the population size of the species that the environment can sustain indefinitely, given the food, habitat, water and other necessities available in the environment.

The relationship of humans to their environment may be more complex than is the relationship of other species to theirs. Humans can alter the type and degree of their impact on their environment by leaving a defined local area, or scaling back their consumption; of course, humans may also irreversibly decrease the productivity of the environment or increase consumption.

Over the past three decades, many scholars have offered detailed critiques of carrying capacity—by pointing out that the term does not successfully capture the multi-layered processes of the human-environment link. Supporters of the concept argue that humans, like every species, have a finite carrying capacity. Animal population size, living standards, and resource depletion vary, but the concept of carrying capacity still applies.

The World3 model of Donella Meadows deals with carrying capacity at its core using the idea of "Ecological Footprint" which is a measure of human demand on the earth's ecosystems. It compares human demand with planet earth's ecological capacity.